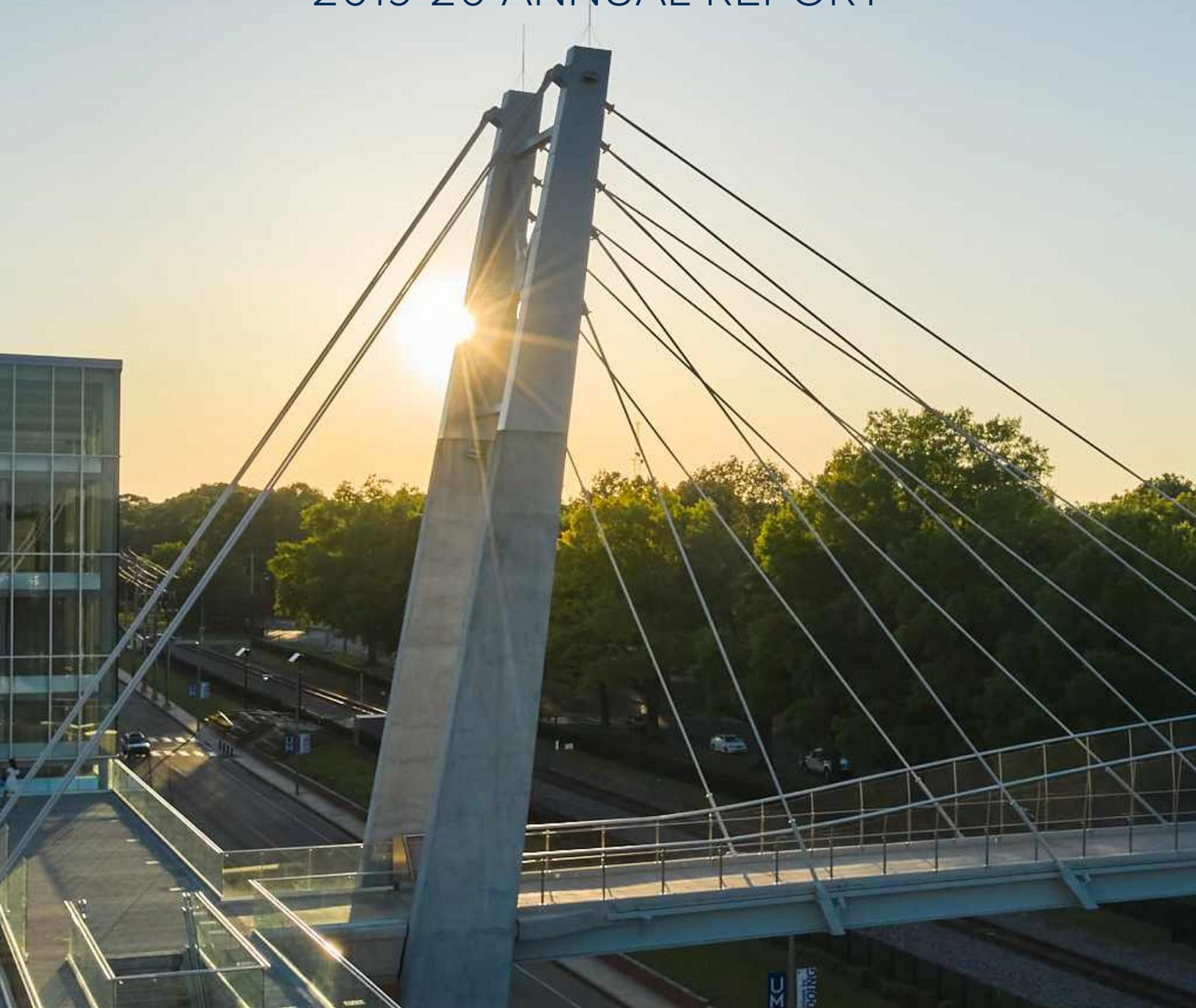


HOUSING AND COMMUNITY DEVELOPMENT (HCD) FELLOWSHIP PROGRAM

2019-20 ANNUAL REPORT



THE UNIVERSITY OF
MEMPHIS

School of Urban Affairs
and Public Policy

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PROGRAM OVERVIEW

The HCD Fellowship program is funded by the City of Memphis' Division of Housing & Community Development and facilitated by the School of Urban Affairs and Public Policy (SUAPP) at the University of Memphis. The competitive program places highly qualified graduate students with government and nonprofit agencies and organizations that are leading community development efforts in Memphis. The program seeks to support the work of selected placement agencies while enhancing the education of selected student fellows. Selected students are paired with a placement agency, where they work 20 hours per week.

Agency Eligibility

Placement agencies are selected based on the following criteria:

- Appropriateness of agency mission
- Demonstrated and potential ability to improve quality of life for Memphis neighborhoods and residents
- Connection to priority areas/neighborhoods of the Memphis Division of Housing and Community Development
- Clarity of the proposed fellowship scope of work and focus

Student Eligibility

Full-time graduate students in Anthropology, City and Regional Planning, Criminology and Criminal Justice, Public Administration and Social Work are eligible to apply. Students are selected based on their academic and professional promise and their potential to contribute to selected placement agencies.



HISTORICAL HCD FELLOWSHIP PARTNER AGENCIES

- ▶ Behavioral Health Initiatives
- ▶ Binghamton CDC
- ▶ BLDG Memphis
- ▶ Catholic Charities St. Peter's CDC
- ▶ CD Council of Greater Memphis
- ▶ Center for Independent Living
- ▶ Center for Transforming Communities
- ▶ City of Memphis CAO
- ▶ City of Memphis Division of Parks and Neighborhoods
- ▶ City of Memphis Youth Services
- ▶ Clayborn Reborn
- ▶ Clean Memphis
- ▶ Community LIFT
- ▶ Cooper Young CDC
- ▶ Frayser CDC
- ▶ Gestalt
- ▶ Goodwill Homes Community Services, Inc.
- ▶ Grow Memphis
- ▶ Habitat for Humanity
- ▶ Hospitality Hub of Memphis
- ▶ Keep Tennessee Beautiful
- ▶ Knowledge Quest
- ▶ Latino Memphis
- ▶ Lead Hazard Control - Shelby County Housing
- ▶ Le Bonheur Community Health
- ▶ Livable Memphis
- ▶ Mayor's Innovation Delivery Team
- ▶ Memphis Area Legal Services
- ▶ Memphis City Schools
- ▶ Memphis Heritage
- ▶ Memphis Landmarks Commission
- ▶ Methodist Le Bonheur Community Outreach Midtown Memphis Development Corp.
- ▶ Neighborhood Preservation, Inc.
- ▶ Office of Planning and Development
- ▶ Pigeon Roost CDC
- ▶ Refugee Empowerment Program
- ▶ Shelby County Residential Vocational Services
- ▶ Shelby Farms Park Conservancy
- ▶ South Memphis Alliance
- ▶ St. Patrick's Community Center
- ▶ The Heights CDC
- ▶ The Works, Inc.
- ▶ TIGUrS Urban Garden
- ▶ United Campus Workers
- ▶ United Housing Inc
- ▶ United Way
- ▶ University District Business Association
- ▶ University Neighborhood Development Corp
- ▶ Vance Avenue Collaborative

2019-20 HCD FELLOWSHIP PLACEMENT AGENCIES







2019-20 FELLOWSHIP SUMMARIES



Isaac Adjei

Graduate Program: **City and Regional Planning**

Placement Agency: **The Works Inc.**

The Works, Inc., is a community development corporation serving South Memphis and the greater Memphis area. The organization is dedicated to the holistic renaissance of community through the provision of services in areas of housing, economic development, education and advocacy. The Works partners with the City of Memphis Division of Housing and Community Development to provide minor home repair services to low- and moderate-income homeowners 60 years of age and older and the disabled in the City of Memphis at no charge. The Works provides services such as housing opportunities, Alpha Renaissance Apartments, homebuyer education counseling, credit counseling, default/foreclosure counseling, rental counseling, post-purchase counseling and minor home repair.

Fellowship Focus

As a second-year fellow for the Works, Isaac had the opportunity to gain practical experience outside the classroom and help solve pressing problems the community. He participated in field activities including property inspections and stakeholder meetings through which organizations partnered to address the needs of homeowners in South and North Memphis.

"I am grateful for the chance to work alongside the Works Inc. and improve my professional and social skills."



Photo Credit: Isaac Adjei



Tyson Hairr

Graduate Program: **City and Regional Planning**

Placement Agency: **City of Memphis Division of Parks & Neighborhoods**

The Division of Parks and Neighborhoods manages all of the parks, community centers, senior centers and golf courses in the City of Memphis. Inside these properties, it is in charge of maintenance, upkeep, athletics and programming. The division is currently in the process of the first parks master plan since 1999. This involves doing an inventory of all assets in the parks and community engagement to determine what could be improved. The Division of Parks and Neighborhoods is focused on improving the access to high-quality greenspace for everyone who lives in the City of Memphis.

Fellowship Focus

While working with the City of Memphis Division of Parks and Neighborhoods, Tyson created an asset inventory for the entire park system that included a rating for each asset so that the agency can identify areas where the most attention is needed to improve the quality of parks. Another project that Tyson worked on was doing grant writing for an invasive species removal project at the Spanish War Memorial and Lichterman Nature Center. He also helped the department prepare for a site visit from the Urban Land Institute that was meant to help the city reach the goal of having all residents be within a 10-minute walk of a park.

"This placement gave me a chance to explore parts of Memphis that I might not have otherwise seen. It has helped me understand the city better."



Source: <https://www.facebook.com/ParksandNeighborhoods>





Matthew Hein

Graduate Program: **Social Work**

Placement Agency: **United Housing**

United Housing (UHI) is a nonprofit affordable housing agency that serves the City of Memphis, Shelby County and West Tennessee. UHI targets its services to families that are underserved by the traditional homeownership industry. United Housing provides quality housing opportunities to Mid-South residents through financial education, mortgage lending, home building and renovation, and creative partnerships with public, private and nonprofit entities. As of 2017, UHI has helped more than 8,000 families, with more than \$500 million impact on Memphis and the Mid-South and continues its efforts in serving families who are underserved by the traditional homeownership industry.

Fellowship Focus

Matt fulfilled multiple roles during his time at UHI. In the fall semester, he worked in development, writing multiple successful grants including a \$200,000 award from the City of Memphis. Matt also delved into data collection and reporting, analyzing survey data from the home buyer education class and created reporting metrics. Additionally, Matt helped create and maintain “Welcome Home Centers” in all Memphis Public Libraries, as well as the website home901.org to provide free, accurate information about housing across the city.

“Working at United Housing has expanded my horizons and allowed me to develop new and valuable skills. Not only have I learned a tremendous amount about equitable housing, I have grown much more passionate about the work. This fellowship has allowed me to see Memphis with new eyes as I learn more about that challenges that our city faces and the great organizations trying to overcome these challenges.”



Source: <https://www.facebook.com/homeownership>



Charles Layne

Graduate Program: **City and Regional Planning**

Placement Agency: **BLDG Memphis**

BLDG Memphis is a coalition of organizations and individuals who support the equitable redevelopment of healthy, vibrant, attractive and economically sustainable neighborhoods throughout Memphis. The organization accomplishes this through capacity-building partnerships with community development corporations across the city that are actively involved with a number of community development activities, such as developing affordable housing, counseling future homeowners, providing access to home ownership and improvement financing, improving public spaces and corridors, and improving access to healthy food. This capacity-building process includes an ongoing assessment of CDC capacity and robust programming efforts in the form of workshops, consultations and peer learning sessions. Additionally, BLDG Memphis acts as the voice of the community development sector through regular communications and meetings designed to share sector successes and stories while engaging residents in the community development dialogue. BLDG Memphis represents members at decision-making tables and works closely with public and private partners to plan, develop and track community improvements and policy initiatives.

Fellowship Focus

Charles joined BLDG Memphis during the organization's strategic planning process, which enabled him to digest the state of community development throughout the city while asking critical questions of how it got there. During his time with BLDG Memphis, Charles was able to promote the city's community development dialogue through local publications which resulted in beneficial conversations with philanthropic organizations and decision-makers alike. As BLDG Memphis has moved into the implementation of its strategic plan, Charles has helped elevate the capacity of BLDG Memphis to monitor and promote CDC members by automating existing operational practices that will be able to sustainably persist well beyond his fellowship placement. Additionally, Charles been able to assist in the redevelopment of the BLDG Memphis website through the integration of existing resources and the creation of new communication platforms.

"As a Nashville native, I was able to infuse this process with an outside and forward-thinking perspective as to what happens to a city without the prioritization of communities residents, and affordable housing."



Source: <https://www.facebook.com/BLDGmemphis>





Julie Meiman

Graduate Program: **Social Work**

Placement Agency: **Methodist Le Bonheur Community Outreach**

Methodist Le Bonheur Community Outreach (MLCO) is dedicated to addressing the community's most critical health care needs and disparities in and out of the hospital. MLCO's mission is to address needs beyond hospital walls, particularly for those at risk, through preventive community strategies, investments and partnerships. Their outreach programs offer valuable services to clients who need extra support, such as first-time mothers, children and adolescents diagnosed with asthma and diabetes, at-risk teenagers and those living with or affected by HIV/AIDS.

Fellowship Focus

Julie worked with home health nurses to develop a pilot program aimed at health issues many low-income residents of Memphis experience, such as asthma, lead poisoning and accidental injury due to poor housing conditions. The pilot program, which she titled "Safe at Home," combined health, child safety and environmental assessments in one comprehensive approach. Once the home visitation nurses referred patients to her program, Julie scheduled an appointment to visit the client in their home. After an extensive interview and needs assessment, she determined which community resources were available and developed a plan with the client to address these issues. This plan included actions to be taken by the client as well as referrals and program applications from Safe at Home. Since September, Julie has participated in 40 client home visits, made over 100 referrals to community programs and provided access to approximately \$40,000 in funding to address home repair issues and provide utility or rent assistance.

"My work with Methodist and Le Bonheur allowed me to address one of the largest social determinants of health: housing."



Source: <https://www.methodisthealth.org/>





Alexis Wade

Graduate Program: **Anthropology**

Placement Agency: **Center for Transforming Communities**

The Center for Transforming Communities (CTC) builds up the cultural, economic, social, physical and municipal health of neighborhoods. Neighborhood connectors transmit and archive the authentic voices of a neighborhood so that voices and resources can move in unison. Through resident-led community building initiatives, ethical storytelling practices and asset-based community development (communities of Shalom), the CTC bridges the gap between residents and institutions and connects the voice of a community to its power.

Fellowship Focus

During Lexi's second year as an HCD Fellow for CTC, she was able to continue work in data collection while implementing new initiatives, including programming and community engagement. She was able to interact with CTC on all different levels of community development by actively participating in community meetings and events, planning and designing future events, and creating programs like the Connector Point System and re-implementing Social Network Mapping.

"Getting the opportunity to work in such a collaborative and innovative environment has not only been fulfilling for my personal experience, but also demonstrates how long-lasting community transformation is possible. CTC's passion for empowerment of individuals and their communities shines from the core!"



Source: <https://www.ctcmidsouth.org/>



Rachel Wilson

Graduate Program: **Criminology and Criminal Justice**

Placement Agency: **The Heights Community Development Corporation**

The motto of the Highland Heights community, “We Rise by Lifting Others,” guides the work of The Heights Community Development Corporation. One of the main focuses of The Heights is to build community through just housing redevelopment. The Heights purchases blighted properties and renovates them to a livable standard. These rehabbed homes are then rented to families at an affordable rate with the goal of preparing the family for homeownership. The Heights CDC engages with members of the neighborhood to include them on projects centered around public spaces like parks, libraries, and streets and sidewalks because beautifully designed shared spaces add value to a community.

Fellowship Focus

Rachel assisted The Heights CDC by attending monthly Police Joint Agency (PJA) meetings to discuss blighted properties in the area. She helped facilitate various community meetings regarding Gaisman Park and the Mitchell Heights Neighborhood Association. She recorded responses from neighborhood residents regarding various projects The Heights has initiated. Additionally, Rachel researched equitable development plans and the need for green spaces.

“Being a fellow for the Heights CDC has given me a plethora of knowledge about housing and community building. The staff members are truly passionate about improving the Highland Heights area and Memphis as a whole. This experience has been invaluable, and I know it will give me an advantage as I start my career.”



Source: <https://www.facebook.com/BLDGmemphis>





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