



## 2017-2018 HCD Annual Program Report



University of  
Memphis

Driven by doing.

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# UNIVERSITY OF MEMPHIS HOUSING AND COMMUNITY DEVELOPMENT FELLOWSHIP PROGRAM

## Program Introduction and Overview

The HCD Fellowship program is funded by the City of Memphis' Division of Housing and 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 for 20 hours per week (at no cost to the placement agency).

## 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 will be selected based on their academic and professional promise and their potential to contribute to selected placement agencies.

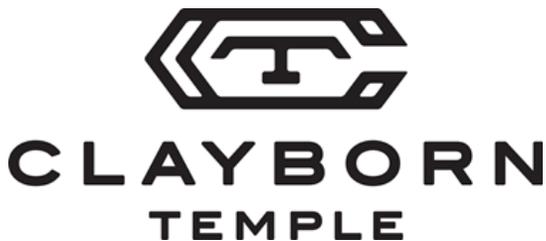
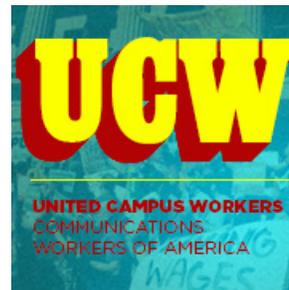
## Current and Former HCD Partner Agencies

Advance Memphis  
Behavioral Health Initiatives, Inc.  
Binghampton Development Corporation  
BRIDGES  
Building Memphis  
Center for Transforming Communities  
City of Memphis Department of HCD  
City of Memphis Chief Administrative Office  
Clayborn Temple Restoration  
Clean Memphis  
Community Development Corporation  
Community Development Council  
Community LIFT  
Cooper-Young CDC  
Council of Greater Memphis  
Frayser CDC  
Gestalt Community Schools  
Goodwill Community Services  
GrowMemphis  
Habitat for Humanity  
Keep Tennessee Beautiful  
Latino Memphis  
LeBonheur Community Health  
Lead Hazard Control Program  
Livable Memphis  
Memphis Area Legal Services  
Memphis Center for Independent Living  
Memphis City Schools  
Memphis Landmarks Commission  
Memphis Heritage  
Mayor's Innovation Delivery Team  
Midtown Memphis Development Corporation  
Neighborhood Preservation Incorporation  
Office of Planning and Development  
Pigeon Roost Development Corporation  
Promise Development Corporation  
Saint Patrick's Learning Center  
Saint Peter's Manor  
South Memphis Alliance  
Theatre Memphis  
The Heights  
The Works, Inc.  
United Campus Workers

# UNIVERSITY OF MEMPHIS HOUSING AND COMMUNITY DEVELOPMENT FELLOWSHIP PROGRAM

## 2017-2018 Seminar Objectives, Agencies & Fellows

Building on the previous group's exploration of community development theories and practice, the 2017-2018 HCD Fellows spent nine months studying the role that Universities can play in supporting community development through engaged scholarship and learning.



# UNIVERSITY OF MEMPHIS HOUSING AND COMMUNITY DEVELOPMENT FELLOWSHIP PROGRAM



**HANNAH EARLY**

GRADUATE PROGRAM: ANTHROPOLOGY  
EDUCATION: SUSQUEHANNA UNIVERSITY,  
SOCIOLOGY & ANTHROPOLOGY  
AGENCY: LE BONHHEUR COMMUNITY  
HEALTH & WELL-BEING  
SUPERVISOR: CATHY MARCINKO



**SUMITA MONTGOMERY**

GRADUATE PROGRAM: ANTHROPOLOGY  
EDUCATION: UNIVERSITY OF WYOMING,  
ANTHROPOLOGY  
AGENCY: UNITED CAMPUS WORKERS  
SUPERVISOR: JAYANNI WEBSTER



**AUSTIN HARRISON**

GRADUATE PROGRAM: PUBLIC  
ADMINISTRATION  
EDUCATION: MERCER UNIVERSITY, HISTORY  
AGENCY: NEIGHBORHOOD PRESERVATION,  
INC  
SUPERVISOR: STEVE BARLOW



**DUSTIN SHANE**

GRADUATE PROGRAM: CITY & REGIONAL  
PLANNING  
EDUCATION: PONTIFICAL COLLEGE  
JOSEPHINUM, PHILOSOPHY  
AGENCY: FRAYSER CDC  
SUPERVISOR: STEVE LOCKWOOD



**LAUREN KIRK**

GRADUATE PROGRAM: SOCIAL WORK &  
CITY & REGIONAL PLANNING  
EDUCATION: UNION UNIVERSITY,  
PSYCHOLOGY  
AGENCY: CLAYBORN TEMPLE RESTORATION  
SUPERVISOR: DEONDRA HENDERSON



**AUBREY TOLDI**

GRADUATE PROGRAM: CITY & REGIONAL  
PLANNING  
EDUCATION: UNIVERSITY OF TENNESSEE  
KNOXVILLE, LINGUISTICS  
AGENCY: CLEAN MEMPHIS  
SUPERVISOR: JANET BOSCARINO



**JACKSON MCNEIL**

GRADUATE PROGRAM: CITY & REGIONAL  
PLANNING  
EDUCATION: RHODES COLLEGE, URBAN  
STUDIES  
AGENCY: BUILDING MEMPHIS  
SUPERVISOR: JOHN PAUL SHAFFER



**KALA WILSON**

GRADUATE PROGRAM: PUBLIC  
ADMINISTRATION  
EDUCATION: KENT STATE UNIVERSITY,  
HUMAN DEVELOPMENT AND FAMILY  
STUDIES  
AGENCY: THE HEIGHTS CDC  
SUPERVISOR: JARED MYERS

## Fellowship Focus

Hannah divided her time between two projects: B5210 and Healthy Homes Partnership (HHP). B5210 is a public health campaign, developed and implemented by a coalition of public and nonprofit agencies, to help families with young children adopt healthy habits early in life. Hannah met with potential community partners to discuss bringing B5210 to their client base, trained nurses at LBCHWB to adopt B5210 in their curriculum, aided in coordination of program evaluation methods, and assisted with administrative tasks to support the program. HHP consists of a variety of programs and partnerships to promote clean and healthy homes throughout Memphis and surrounding areas with the goal of diminishing environmental impact on children's health outcomes. She coordinated with the Education/Advocacy and Policy/Codes Work Groups, attended community events, and worked with community partners to expand HHP's mission. Hannah also attended community health fairs to promote both of these programs throughout Memphis, assisted with editing grants, and compiled data about currently available housing resources in Memphis and Shelby County.



Le Bonheur's vision is to address the needs of children beyond the hospital's walls, particularly those at risk, through preventive community strategies, investments, and partnerships. This agency is engaged in community development through directly impacting the lives of children. The health conditions that lead a child to a hospital visit start long before they enter the waiting room. Whether through their behavior, built environment, or another aspect of the life they live within their community, each aspect of a child's life is a health determinant. Le Bonheur Community Health and Well-Being (LBCHWB) partners with a variety of agencies and organizations to address community health concerns through strategic community development.



**HANNAH EARLY**  
GRADUATE  
PROGRAM: ANTHROPOLOGY  
EDUCATION:  
SUSQUEHANNA  
UNIVERSITY, SOCIOLOGY &  
ANTHROPOLOGY  
AGENCY: LE BONHOUR  
COMMUNITY HEALTH &  
WELL-BEING

*"My work with Le Bonheur has amplified my course work and professional interests tremendously, giving me exposure to a wide range of organizational collaborations and allowing me to see the way a large medical institution can complement the work of communities to have an impact at a local level."*



**AUSTIN HARRISON**  
 GRADUATE PROGRAM:  
 PUBLIC ADMINISTRATION  
 EDUCATION: MERCER  
 UNIVERSITY, HISTORY  
 AGENCY: NEIGHBORHOOD  
 PRESERVATION, INC  
 SUPERVISOR: STEVE  
 BARLOW



**Neighborhood  
 Preservation,  
 Inc.**

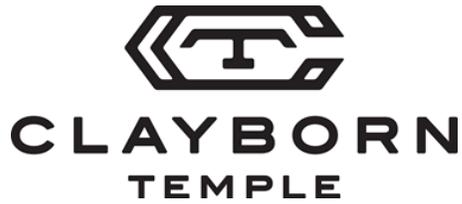
*“Working at NPI has been the opportunity of a lifetime. It’s the whole reason I came to Memphis and it has prepared me for a career in community development by providing me the chance to work alongside some of the most experienced and knowledgeable community developers not only in Memphis, but in America. I’ve learned so much from this experience and am very grateful for the opportunity.”*

Neighborhood Preservation, Inc. in Memphis, Tennessee, promotes neighborhood revitalization by collaboratively developing practical and sustainable resolutions to blighted properties and to the systems that lead to widespread neglect, vacancy and abandonment of real estate. The Organization focuses on policy advocacy and implementing/documenting replicable comprehensive neighborhood improvement projects by creating systems and advocating for policies that remove barriers to community and neighborhood revitalization. Vacant and abandoned properties pose a huge hurdle for community development in Memphis and we are working every day to make it easier for communities throughout Memphis to address this issue.



### Fellowship Focus

During the Spring of 2017, Austin has worked on various tasks throughout the semester in the Comprehensive Planning Office. He has made GIS maps based on data gathered from community rallies, analyzed various local plans, as well as worked at community meetings. During the community meetings, Austin helped with operational tasks like setup and take down. Austin has also been working on an online survey to be used on the Memphis 3.0 website.



**LAUREN KIRK**  
GRADUATE PROGRAM:  
SOCIAL WORK & CITY &  
REGIONAL PLANNING  
EDUCATION: UNION  
UNIVERSITY, PSYCHOLOGY  
AGENCY: CLAYBORN  
TEMPLE RESTORATION  
SUPERVISOR: DEONDRA  
HENDERSON

*“The HCD Fellowship has continued to foster my growth as a professional and active citizen. My experience this year has given me a newfound passion for historic preservation as a tool for equitable community development.”*



## Fellowship Focus

Lauren served as the project coordinator for Clayborn’s partnership with the National Trust for Historic Preservation upon Clayborn Temple’s designation as a National Treasure in October 2017. In this role, Lauren facilitated communication with National Trust partners, assisted with historic interpretation committee meetings, and attended the National Trust’s annual conference in November. Additionally, Lauren created and managed various operational processes, to include grant applications and compliance. Lauren helped establish Clayborn as a member of the International Coalition of Sites of Conscience. Lauren also reviewed various community data, models, and proposals in planning for the launch of Clayborn’s formal community engagement process.

Clayborn Reborn is a nonprofit organization working to restore, interpret and reactivate Clayborn Temple, a site with deep ties to the 1960s Civil Rights Movement. The work honors Clayborn’s legacy by continuing to elevate issues of economic and social justice to the local community and a national audience. Clayborn temple is engaged in community development by restoring a significant historic asset to the community for mixed use with the combined foci of economic development, social justice, creative place making, and historic interpretation. Clayborn Reborn seeks to share the historic narrative of the Sanitation Workers Strike of 1968 and address the persisting socioeconomic challenges in our communities today.



**JACKSON MCNEIL**  
GRADUATE PROGRAM:  
CITY & REGIONAL  
PLANNING  
EDUCATION: RHODES  
COLLEGE, URBAN STUDIES  
AGENCY: BUILDING  
MEMPHIS  
SUPERVISOR: JOHN PAUL  
SHAFFER

*“My time at building Memphis has been an invaluable learning experience in the hard and messy work of community development fighting the good fight. As starry eyed students, we are often not able to see the benefits of this work playing out in real time, nor are we exposed to the struggle and hard work that planners, community development folks, and the like are engaged with every day. Building Memphis has enabled me to get my hands dirty and see what this work really takes, whether that is the hard physical labor of setting up and tearing down for a tactical urbanism event, or building the meaningful relationships in the community that are necessary in the community development world, these are all experiences that you just cant get staying on campus.”*

BLDG Memphis supports the revitalization of Memphis neighborhoods through public policy development and advocacy, organizational capacity building, and community education. They do this through many various ways, such as promoting comprehensive plan-based



neighborhood revitalization, especially in the areas of physical, economic, and human capital development. They empower neighborhood-based organizations through a network of support and assistance. They represent and advocate for the interests of its members and the neighborhoods. They secure resources and build partnerships, to support the work of community development and promote public policies that will reduce the barriers to neighborhood revitalization and improve the quality of life for residents.

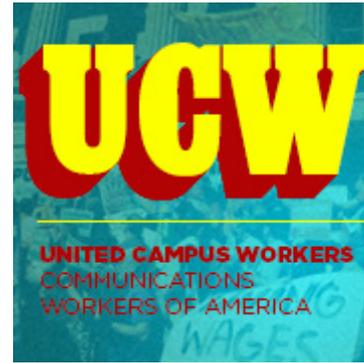


## Fellowship Focus

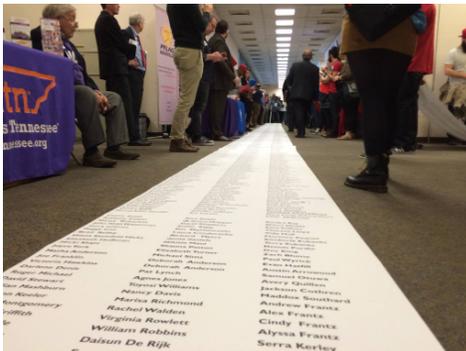
Jackson’s fellowship with BLDG Memphis enabled him to assist with many of the organization’s current efforts supporting the development and redevelopment of healthy, vibrant, attractive, and economically sustainable neighborhoods throughout the Memphis region. He started out the semester helping to plan and implement MEMFix: Madison Heights, a one day tactical urbanism event designed to rethink and activate streets and vacant storefronts, and test drive new neighborhoods to imagine their potential with a little bit of love. He was also able to assist the work with the Memphis 3.0 comprehensive planning effort by organizing community partners and workshops aimed at engaging neighborhoods in the planning process. Jackson also served on a data and research committee for the Tipping Points Neighborhood Project. This research effort is a data driven revitalization strategy that seeks to rehabilitate vacant and abandoned homes within strategically targeted areas into affordable homes for owners and renters, increasing tax revenue for the city and contributing to overall neighborhood health.



**SUMITA MONTGOMERY**  
 GRADUATE PROGRAM:  
 ANTHROPOLOGY  
 EDUCATION: UNIVERSITY  
 OF WYOMING,  
 ANTHROPOLOGY  
 AGENCY: UNITED CAMPUS  
 WORKERS  
 SUPERVISOR: JAYANNI  
 WEBSTER



*“The HCD fellowship is a unique experience that has enhanced my education by giving me a connection from classes to real-world experience in a service agency, and given me a new perspective on community development. I continue to gain knowledge and skills in legislation work and organizational development. The fellowship has provided me the opportunity to feel empowered and grow my passion for community development.”*



United Campus Workers unites Tennessee’s higher education staff and faculty into a strong voice to address critical issues. The mission is to advance and defend the interests of all Tennessee higher education staff and faculty, as well as promote solidarity, democracy, and advance social and economic justice in our workplaces and in our communities. UCW brings together members of the community who work in higher education and higher education advocacy. UCW works for staff and faculty, graduate employees, and lecturers at public colleges and universities in Tennessee, with members across the state.

## Fellowship Focus

Sumita worked in three major fields of the union, legislation, research, and organizational development. Legislation work required Sumita to keep up with bills relevant to the union, completing FOIA requests, keeping up with candidates for governor calendars to rally at, and any other relevant legislative work that comes up. Sumita is currently doing most of her research on adjunct teachers in higher education. Previously she worked on research regarding the TNisNOTforSale campaign by creating a media archive and timeline. Through the course of the last semester and currently, Sumita is working on organizational charting for departments at higher education facilities. Along with her major assignments, Sumita has attended city council and county commission meetings.





**DUSTIN SHANE**  
 GRADUATE PROGRAM:  
 CITY & REGIONAL  
 PLANNING  
 EDUCATION: PONTIFICAL  
 COLLEGE JOSEPHINUM,  
 PHILOSOPHY  
 AGENCY: FRAYSER CDC  
 SUPERVISOR: STEVE  
 LOCKWOOD



*“The program at Frayser CDC was an invaluable professional experience because it gave me the chance to work with multiple stakeholders from across the spectrum of community life—government, businesses, nonprofits, and private citizens—to accomplish the goal of reducing blight in Frayser. I was able to see how all these sectors relate and how collaboration across agencies can impact a community and energize people to solve problems.”*

**Frayser Community Development Corporation’s** mission is to work with the community by providing improved housing and stimulating commercial and economic growth. To date, the organization has rehabilitated 194 houses, sold 98 properties, and rents/leases an additional 96 properties. The Frayser CDC has counseled over 2000 households in acquiring and maintaining home ownership. It also acts as a clearinghouse for neighborhood news through its monthly “blue calendar” and information desk and as a locus of community life through its yearly Christmas party.

**Fellowship Focus**

Dustin has served as the manager of the Frayser Police Joint Association (PJA) blight patrol. He went on rides throughout Frayser with community partners and documented abandoned houses open to casual entry, trash in need of pickup, grass in need of cutting, illegal businesses, and anything else of note. He then would input the

problem properties into the city’s 311 system and/or submit them to contacts he has made in city and county government. Using Microsoft Excel and ArcGIS, he would track the progress of each issue’s resolution with lists that he sends out monthly and maps that he uses to understand the spatial dimensions of blight in Frayser. He would personally check the properties that the system delivers back to him as resolved and is always ready to interact with residents about the status of their concerns. In his position he has had to learn how to increase collaboration between nonprofits and city and county government, which has required him to build personal relationships with decisionmakers and those they serve. He also assists the CDC with research and mapmaking relating to Frayser’s housing stock, such as a recent structural conditions survey of the Westside area of Frayser. He has worked with Neighborhood Preservation, Inc., to utilize PolicyMap, a GIS-based online mapping tool with data on demographics, real estate, health, jobs and more in communities across the US, to create maps of vacant houses



A Peace of My Mind Art Exhibit



Clean Memphis believes that a cleaner city will help to reduce crime, promote a sense of pride in community and cultivate economic prosperity. Clean Memphis aims to ignite, what they have come to identify, the 29 local communities through educating, engaging and empowering existing local community agencies to clean and beautify their neighborhood.

### Fellowship Focus

Through Aubrey's fellowship at Clean Memphis, the main role she has served is that of community engagement. She has been a presence at local Police Joint Agency Meetings (PJAs) as well as worked closely alongside community members through leading local clean ups and educating community agencies on windshield surveys and 311. Her three main areas of research during her fellowship were an Adopt-A-Median Pilot Program, Public Space Recycling Best Practices, and Plastic Bag Ban Best Practices. She has been able to exercise her design skills in working on renderings of a site plan for a pocket park in Orange Mound alongside Kingdom Community Builders and Landmark Training Development Company.

#### **AUBREY TOLDI**

GRADUATE PROGRAM: CITY & REGIONAL PLANNING  
EDUCATION: UNIVERSITY OF TENNESSEE KNOXVILLE,  
LINGUISTICS  
AGENCY: CLEAN MEMPHIS  
SUPERVISOR: JANET BOSCARINO



*"The best part of my placement at Clean Memphis as an HCD fellow is being able to play an active role in the rehabilitation of Memphis while also understanding unity within a diverse community is needed in order to achieve change."*





**KALA WILSON**  
GRADUATE  
PROGRAM: PUBLIC  
ADMINISTRATION  
EDUCATION: KENT  
STATE UNIVERSITY-  
HUMAN  
DEVELOPMENT  
AND FAMILY  
STUDIES  
AGENCY: THE  
HEIGHTS CDC  
SUPERVISOR: JARED  
MYERS

*“The HCD Fellowship has been one of the greatest opportunities for me! It has taught me a plethora of personal and professional lessons. Being a part of this fellowship taught me how to stretch myself beyond my comfort zone, so that I could perform exceptionally well in my academics, as well as in my professional work. It has also taught me the value of networking and using all resources available to me—efficiently and effectively. Being a fellow for The Heights CDC has been remarkably rewarding because I was able to connect with different individuals of the North Memphis community; as well as interact with children of Treadwell Middle School. Having the opportunity to not only help the neighborhood develop, but also help the organization flourish has been fulfilling because it permitted me to improve my professional and social skills—as well as obtain additional skills I did not have before working with this organization! It has been a journey, but a worthwhile one that I will always be grateful for! It made my two years at The University of Memphis invaluable.”*

The Heights CDC builds community through just-housing redevelopment and a commitment to serving with and learning from our neighbors.

### Fellowship Focus

During Kala’s time with The Heights CDC, she focused on working with housing redevelopment through parcel surveys and neighborhood code enforcement—as well as helping with the Heights Line Project. The Heights Line Project focused on community development through creating a space where residents could come together

and enjoy the neighborhood. Kala spent time building and painting benches, cleaning up the streets—and raking leaves and debris. She also spent time setting up this temporary area for residents and individuals within the community. Kala also had the opportunity to help write grants for specific projects through the organization. Another major component of her time with The Heights was focused on Policy Mapping and collecting useful data to understand the areas of improvement for the Heights neighborhood. Kala was able to analyze, synthesize and think critically about the Heights neighborhood—she spent time researching how issues can be addressed within the neighborhood and also researched how The Heights CDC can broaden the scope of the organization through capacity building. Kala researched how the organization could create and execute two new job positions within the organization—as well as researched how the organization

