

## 2018-2019 HCD Annual Program Report



University of  
Memphis

Driven by doing.

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## 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

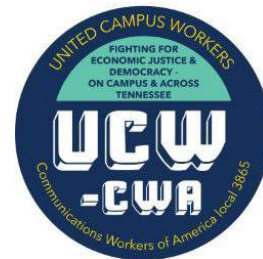
Full time graduate students in Anthropology, City and Regional Planning, Criminology and Criminal Justice, Public Administration and Social Work are eligible to apply. Students will be selected based on their academic and professional promise and their potential to contribute to selected placement agencies.

## Current and Former HCD Partner Agencies

Advance Memphis  
Behavioral Health Initiatives, Inc.  
Binghamton 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  
Shelby Farms Park Conservancy  
South Memphis Alliance  
Theatre Memphis  
The Heights  
The Hospitality Hub  
The Works, Inc.  
United Campus Workers  
United Housing Incorporation  
University Neighborhood Development Corporation

## 2018-2019 Seminar Objectives, Agencies & Fellows

Building on the previous group's exploration of community development theories and practice, the 2018-2019 HCD Fellows spent nine months studying the role that Universities can play in supporting community development through engaged scholarship and learning.





## Current Housing and Community Development Fellows



**ISAAC ADJEI**

CITY AND REGIONAL PLANNING  
UNDERGRADUATE EDUCATION:  
UNIVERSITY FOR DEVELOPMENT STUDIES,  
GHANA, ENVIRONMENT AND RESOURCE  
MANAGEMENT  
AGENCY: THE WORKS, INC  
SUPERVISOR: GREGORY LOVE



**CLARISSA MITCHELL**

CITY AND REGIONAL PLANNING  
UNDERGRADUATE EDUCATION:  
UNIVERSITY OF SOUTHERN MISSISSIPPI,  
MARKETING  
AGENCY: FRAYSER CTC  
SUPERVISOR: STEVE LOCKWOOD



**MATTHEW HEIN**

SOCIAL WORK  
UNDERGRADUATE EDUCATION: RHODES  
COLLEGE, HISTORY  
AGENCY: UNITED HOUSING  
SUPERVISOR: PRIYANKA CHATTERJEE



**SUMITA MONTGOMERY**

ANTHROPOLOGY  
UNDERGRADUATE EDUCATION: RHODES  
COLLEGE, RELIGIOUS STUDIES  
AGENCY: UNITED CAMPUS WORKERS  
SUPERVISOR: JAYANNI WEBSTER



**LAUREN KIRK**

SOCIAL WORK & CITY & REGIONAL  
PLANNING  
UNDERGRADUATE EDUCATION: UNION  
UNIVERSITY, PSYCHOLOGY  
AGENCY: BUILDING MEMPHIS  
SUPERVISOR: JOHN PAUL SHAFFER



**LUCAS SKINNER**

CITY & REGIONAL PLANNING  
UNDERGRADUATE EDUCATION:  
GEOGRAPHY, UNIVERSITY OF MEMPHIS  
AGENCY: SHELBY FARMS PARK  
SUPERVISOR: GREG STOTTS



**SUZANNA MARSHALL**

ANTHROPOLOGY  
UNDERGRADUATE EDUCATION:  
GEOGRAPHY AND ANTHROPOLOGY,  
UNIVERSITY OF NORTH TEXAS  
AGENCY: THE HOSPITALITY HUB  
SUPERVISOR: KELCEY JOHNSON



**ALEXIS WADE**

ANTHROPOLOGY  
UNDERGRADUATE EDUCATION:  
CHRISTIAN BROTHERS UNIVERSITY,  
PSYCHOLOGY  
AGENCY: CENTER FOR TRANSFORMING  
COMMUNITIES  
SUPERVISOR: KATE KANANURA



## Fellowship Focus

Isaac had the opportunity to participate in field inspections and community stakeholder meetings where he met people from different organizations that are partnering together to address the needs of homeowners in South and North Memphis. Working with the Works Inc has permitted Isaac to improve his professional and social skills.

The Works, Inc. is a community development corporation serving South Memphis, Tennessee 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, Inc. 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, or the disabled in the city of Memphis at no charge. The Works, Inc. provides services such as housing opportunities, Alpha Renaissance Apartments, homebuyer education counselling, credit counselling, default/foreclosure counselling, rental counselling, post purchase counselling and minor home repair.



**ISAAC ADJEI**  
CITY AND REGIONAL  
PLANNING  
UNDERGRADUATE  
EDUCATION: UNIVERSITY  
FOR DEVELOPMENT  
STUDIES, GHANA,  
ENVIRONMENT AND  
RESOURCE MANAGEMENT  
AGENCY: THE WORKS, INC  
SUPERVISOR: GREGORY

*“The HCD Fellowship has been one of the greatest opportunities for me. Being a fellow for The Works, Inc. has offered opportunities to gain practical experience outside the class room and while helping to solve pertinent needs within the community.”*



**MATTHEW HEIN**  
SOCIAL WORK  
UNDERGRADUATE  
EDUCATION: RHODES  
COLLEGE, HISTORY  
AGENCY: UNITED HOUSING  
SUPERVISOR: PRIYANKA  
CHATTERJEE



*“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. I am extremely grateful for my time at United Housing.”*

United Housing’s mission is to provide quality housing opportunities to Mid-South residents. United Housing seeks to do this through financial education, mortgage lending, home building and renovation, and creative partnerships with public, private and nonprofit entities.



## Fellowship Focus

Matt’s fellowship with United Housing has allowed him to be an integral part of the grants and communications team at United Housing. Through the fellowship, Matt has written multiple grant proposals for agencies such as United Way and the City of Memphis’ Strategic Community Investment Fund. In an effort to increase visibility and expand the brand of United Housing, Matt has been collecting client stories that showcase the transformative work of United Housing. Matt also helped plan and facilitate United Housing’s Annual “Night at the Brewery” fundraiser.





**LAUREN KIRK**  
SOCIAL WORK & CITY & REGIONAL PLANNING  
UNDERGRADUATE  
EDUCATION: UNION UNIVERSITY, PSYCHOLOGY  
AGENCY: BUILDING MEMPHIS  
SUPERVISOR: JOHN PAUL SHAFFER

## Fellowship Focus

Lauren’s fellowship with BLDG Memphis enabled her to assist with many of the organization’s current efforts to support the development and redevelopment of healthy, vibrant, attractive, and economically sustainable neighborhoods throughout the Memphis region. Lauren primarily worked with BLDG Memphis’s capacity building program, which seeks to build capacity at local community development corporations (CDCs) through technical support, assessment, trainings, networking, and other services. Lauren helped create dashboards for CDC members to more efficiently access resources and request support. Additionally, Lauren helped with the annual New City Builders program that seeks to train and equip new staff members and leaders at community development organizations throughout Memphis.

BLDG Memphis (Build. Live. Develop. Grow.) is a coalition of organizations and individuals who support the development and redevelopment of healthy, vibrant, attractive, and economically sustainable neighborhoods throughout the Memphis region. They accomplish this through policy and advocacy; community engagement and civic engagement; and capacity building programs for community development organizations.



*“My experience at BLDG Memphis reinforced how much community development is truly dependent on community. It not only takes a community of people to engage in the work, but also a community of people on the outside to support the work through sharing resources, ideas, time, and energy. Our cities are made stronger when communities collaborate to build capacity and rise together instead of competing amongst each other.”*





**SUZANNA MARSHALL**  
ANTHROPOLOGY  
UNDERGRADUATE  
EDUCATION: GEOGRAPHY  
AND ANTHROPOLOGY,  
UNIVERSITY OF NORTH  
TEXAS  
AGENCY: THE HOSPITALITY  
HUB  
SUPERVISOR: KELCEY  
JOHNSON

*“During my fellowship, I was able to practice the methods and theoretical approaches I was learning in an academic context in a practical approach that was beneficial to myself and the Hospitality Hub. Applying my academic learning to my work at the Hub has given me insight and experience that I did not have the opportunity to gain in a classroom setting.”*



### Fellowship Focus

Suzie engaged in case management, outreach, and ethnographic research to understand the communication style of the Hospitality Hub



The Hospitality Hub is a center dedicated to connecting individuals with the resources they need to begin their journey out of homelessness. The Hub serves the entire Memphis area and works with a number of community partners. Through these partnerships she helps individuals find housing, purchase their ID’s and birth certificates, referrals to other programs and medical care. The Hospitality Hub does this through working within a web of community partners to find the best resources for individuals .





**CLARISSA MITCHELL**  
 CITY AND REGIONAL  
 PLANNING  
 UNDERGRADUATE  
 EDUCATION: UNIVERSITY  
 OF SOUTHERN MISSISSIPPI,  
 MARKETING  
 AGENCY: FRAYSER CTC  
 SUPERVISOR: STEVE  
 LOCKWOOD



*“As a recent Memphis transplant by way of Tunica, Mississippi, it has been eye-opening to see the vast blight in the Frayser area. Working with Steve Lockwood, Executive Director of Frayser CDC, has increased my interest in community revitalization and the importance of community engagement to garner solutions. The agency does important work and has offered me the ground-level experience of Memphis’s code enforcement functions.”*

### Fellowship Focus

Clarissa assists with monthly Police Joint Agency (PJA) meetings by taking and distributing notes and keeping sign-in sheets. She spends most of her time documenting, cataloging and reporting structures open to casual entry by working with Area Captains (concerned local residents) and with solo neighborhood tours. She reports code violations to city leaders and by inputting them into Memphis 311 reporting system. Additionally, she assists the CDC in acquiring properties through the TN Neighborhood Preservation Act.

Frayser CDC is a strong proponent of community development in the Frayser area. Frayser CDC offers homes for rent and sale by acquiring blighted houses and fully renovating them to provide safe affordable decent housing opportunities. The agency offers a myriad of counseling services such as foreclosure counseling, HUD certified Home Buyer Education classes, and financial literacy counseling. Frayser CDC chairs the Frayser Police Joint Agency (PJA) and works with agencies and residents to reduce blight and improve code enforcement implementation. Frayser CDC also engages in commercial revitalization by working to acquire blighted commercial units; they have recently renovated 4 storefronts in the community. Frayser CDC serves as a catalyst for growth by integrating its’ housing work and counseling with other efforts in the community.





**SUMITA MONTGOMERY**  
 ANTHROPOLOGY  
 UNDERGRADUATE  
 EDUCATION: RHODES  
 COLLEGE, RELIGIOUS STUDIES  
 AGENCY: UNITED CAMPUS  
 WORKERS  
 SUPERVISOR: JAYANNI  
 WEBSTER

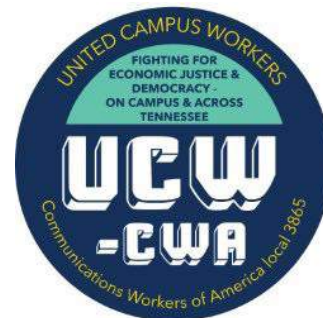


### Fellowship Focus

*“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. This experience has given me a new perspective on community development, and I continue to gain knowledge and skills in applying what I have learned in applied anthropology. The fellowship has provided me the opportunity to feel empowered and grow my passion for community development.”*

Sumita works in three major fields of the union: legislation, research, and organizational development. Her legislation work is focused on learning research strategies and researching political and corporate networks. Sumita’s research work focuses around two major campaigns for the union: The Living Wage Campaign and The Healthcare for Graduate Student Workers Campaign. For the Living Wage Campaign, Sumita has interviewed local business’s that pay their workers \$15 an hour to learn about their strategies and gain support for the union’s campaign. For the Healthcare for Graduate Student Workers Campaign, Sumita has conducted interviews, gained support from the Graduate Student Alliance, and oversaw the distribution of a petition in order to raised awareness and create a solid foundation for the campaign. Sumita has assisted with organizational development by transcribing interviews of faculty and staff in higher education universities across Tennessee.

United Campus Workers unites Tennessee’s higher education staff, faculty and graduate students into a strong voice to address the critical issues facing public education. Their mission is to advance and defend the interests of all Tennessee higher education workers, as well as promoting solidarity, democracy, and advance social and economic justice in the workplaces and in the community.



A Peace of My Mind Art Exhibit





Shelby Farms aims to manage, operate, restore and improve Shelby Farms Park in partnership with and for the public. Since the Park serves the entire city and tri-state region, the Park wants to be invested in the community in which it serves. On top of this, with helping to manage the Greenline, the Park wants to stay in tune with the communities which lie along it.c

### Fellowship Focus

Lucas helped to implement new survey techniques throughout the Park in order to help receive visitor feedback on amenities. While doing this, he helped to bring GIS software to the park to modernize operations through various departments.



**LUCAS SKINNER**  
CITY & REGIONAL PLANNING  
UNDERGRADUATE EDUCATION: GEOGRAPHY, UNIVERSITY OF MEMPHIS  
AGENCY: SHELBY FARMS PARK  
SUPERVISOR: GREG STOTTS



*"I'm so thankful to have been placed at Shelby Farms Park. The bubbly personalities of all of the employees helped to make the work environment wonderful. On top of that, the overall experience helped open my eyes to the nonprofit sector and how to manage a successful, large urban park."*





**ALEXIS WADE**  
ANTHROPOLOGY  
UNDERGRADUATE  
EDUCATION:  
CHRISTIAN BROTHERS  
UNIVERSITY,  
PSYCHOLOGY  
AGENCY: CENTER  
FOR TRANSFORMING  
COMMUNITIES  
SUPERVISOR: KATE  
KANANURA

## Fellowship Focus

During the Spring of 2019, Alexis's work has primarily focused on outcome measurement and evaluation for CTC. By performing a variety of tasks such as data collection, organization, and interpretation, these assessments are being used to evaluate how CTC can better accomplish their mission towards community development. Aside from her fellowship focus, Alexis has also attended community meetings, assisted in graphic design concepts, and media maintenance for the annual Binghampton International Festival.

*"CTC and the HCD Fellowship has been a wonderful opportunity and experience that has allowed me to grow in a multitude of ways. Through my work at CTC, I have been able to engage with the different communities CTC serves by utilizing and refining my skillset. CTC really demonstrates a collaborative approach that is essential not only towards community development, but also in its work atmosphere. No matter what, everyone has something to bring to the table which I think is a valuable lesson for anyone—both in professional and personal development. I am forever grateful for my experiences at CTC and for the HCD Fellowship!"*



Center for Transforming Communities engages, equips, and mobilizes individuals, organizations, and congregations to be agents of holistic transformation in their neighborhoods and communities. CTC uses a strength-based approach called Asset-Based Community Development (ABCD) as the framework upon which to build strong, caring, respectful, and co-producing relationships among residents and other stakeholders in neighborhoods throughout the Memphis area. One of CTC's strategies for relational organizing at the neighborhood level has been to foster the mindset shift of people seeing their role in the community as one of "doing for" to one of "doing with" the neighborhood. They teach methods of community engagement that invite residents to have an increased voice, power and inclusion in decision-making at all levels.

