

UNIVERSITY OF MEMPHIS HOUSING AND COMMUNITY DEVELOPMENT FELLOWSHIP PROGRAM

Program Introduction and Overview

The Housing and Community Development (HCD) Research 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.

Student Compensation

All students will receive a tuition and fee waiver from the University of Memphis Graduate School. In addition, they will receive a stipend for the 20 hours of work each week. Students will also receive academic credit for the weekly seminar course.

Current and Former HCD Partner Agencies

Advance Memphis
Behavioral Health Initiatives, Inc.
Binghamton Development Corporation
BRIDGES
Center for Transforming Communities
City of Memphis Department of HCD
City of Memphis Chief Administrative
Office
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
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
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 Works, Inc.
University Neighborhood Development
Corporation
United Housing, Inc

Driven by
doing.



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UNIVERSITY OF MEMPHIS HOUSING AND COMMUNITY DEVELOPMENT FELLOWSHIP PROGRAM

2015-2016 Seminar Objectives, Fellows & Agencies

The 2015-2016 HCD Fellows spent nine months examining the meaning of “community development”, working with local community development agencies, and engaging practitioners in a series of conversations about challenges and opportunities unique to Memphis.

The year ended with a “Conversation on Community Development,” during which fellows shared their fresh perspectives on community development and lead a dialogue on how the University of Memphis can better support this type of work.



Fellows & Agencies

Clean Memphis- Elizabeth Treat
Center for Transforming Communities- Patricia Tobbe
GrowMemphis- Doris Blaine
Latino Memphis- Rosa Mena
Midtown Memphis Development Corporation- Somer Smith
Memphis Heritage- Lauren Crosby
South Memphis Alliance- Abram Lyons
Strengthening Communities Initiative- Ri'charda Anderson
United Housing- Kody Kirby

Graduate Assistant- Emily Corban
Chair of City and Regional Planning, Coordinator of the HCD
Fellowship Program- Charlie Santos



DRIVEN BY DOING.



ELIZABETH TREAT
GRADUATE PROGRAM: CITY AND REGIONAL PLANNING
EDUCATION: UNIVERSITY OF ARKANSAS- POLITICAL SCIENCE AND
PSYCHOLOGY
AGENCY: CLEAN MEMPHIS
SUPERVISOR: JANET BOSCARINO

Clean Memphis' mission: educating youth, engaging leadership and empowering communities to sustain a cleaner Memphis.

Clean Memphis was founded by a group of concerned citizens who organized to clean the city in order to reduce crime, promote a sense of pride in the community, and to cultivate economic prosperity. They engage in community development by bringing communities together around the issue of trash and blight and establish partnerships that will empower stakeholders to transform their community. They currently focus on twenty-eight zones in the city in which they work to establish partnerships that connect all the stakeholders in the community and help bridge any gaps in resources. These partnerships create a space for relationships to form and collective, transformative action to occur. Their community strategy involves building relationships with local government, businesses, neighborhoods, nonprofits, schools, and faith-based organizations among others. They support their mission through three program platforms: supporting community partnerships, high-profile cleanup sweeps, and comprehensive environmental education programs in Shelby county.

Fellowship Focus

Elizabeth's work has primarily focused on encouraging community engagement and working with Clean Memphis' target zones at the grassroots level. Her work has also supported the Memphis Clean by 2019 mission to make Memphis the cleanest city by 2019. One particular zone that has been a continuing focus throughout her fellowship is the Orange Mound community zone. She was tasked with helping establish an ongoing partnership with key stakeholders in the zone to generate community engagement. She started the process by creating a comprehensive list of all the businesses, organizations, and religious facilities in the area to identify who might be interested in becoming a part of the partnership. This was followed up with meetings to facilitate neighborhood clean-up events and generate neighborhood pride in

the area. Other research has involved researching other potential areas of Memphis that could benefit from the same attention Orange Mound has experienced. She also worked with environmental court to help elderly and financially-strained citizens bring their property into compliance with city code. Many of her weekends were spent participating in various community clean-up events throughout the city. Another aspect of her work involved working on education initiatives in the schools by teaching hands-on interactive activities about sustainability practices, recycling habits, and watershed education.



"Before I came to work at Clean Memphis, I had a neutral opinion about sustainability, but this internship has led me to see its significance and has inspired me to seek a career in environmental planning in order to continue being involved with this important work."





PATRICIA TOBBE
GRADUATE PROGRAM: ANTHROPOLOGY
EDUCATION: UNIVERSITY OF WYOMING- ANTHROPOLOGY
AGENCY: CENTER FOR TRANSFORMING COMMUNITIES
SUPERVISOR: AMY MORTIZ

The Center for Transforming Communities engages, equips, and mobilizes individuals, organizations, and congregations to be agents of holistic transformation in their neighborhoods and communities.

The Center for Transforming Communities

(CTC) is dedicated to the holistic transformation of communities in and around Memphis. They own and operate The Commons as part of their mission. Using the principles of Communities of Shalom, they strive to engage, equip, and mobilize others to seek shalom in their neighborhoods and communities. CTC utilizes asset-based community development techniques to train and facilitate neighborhood leaders to establish and lead programming that will positively impact their shalom zones. They work as an intermediary to build the capacity of neighborhoods and neighborhood stakeholders to bring the change that they want to see in their neighborhoods.

Fellowship Focus:

Patricia worked with the neighborhood connector based out of the South Memphis Shalom Zone (SMSZ) at the start of her fellowship with the Center for Transforming Communities. She helped with the planning of a proposed blight reduction program in South Memphis by conducting a windshield survey in the area. This blight survey consisted of identifying church-owned properties in the SMSZ that were thought to own a majority of blighted property in the area. She created a survey route based on Google street view and the connector's personal observation, and then cataloged what she found as she drove through the shalom zone. The survey revealed that the churches actually do not own most of the of blighted properties in the SMSZ, and the project was put on hold to focus on other projects in the community. Another aspect of her work involved assisting the CTC in hosting several events throughout the year which involved planning, space set-up, and material preparation. She also compiled the bi-weekly newsletter that The Commons uses to inform building partners of necessary building issues and upcoming events. Patricia's main project was conducting an evaluation of The Commons facility in order to evaluate the power of the shared community space and to help support a

capital campaign for the building. This project spanned her entire academic year and consisted of several elements. She interviewed directors, day-to-day partners, leaders of congregations, and single-event users. She also worked with CTC's director to establish a framework and appropriate surveys for key constituents. She then coded and highlighted themes from the survey, created an abbreviated literature review, and completed a report highlighting the importance of the continuation of The Commons.



"The HCD Fellowship position allowed me to have real-time experience with the theories and techniques discussed in classes. As I was new to Memphis this year, this fellowship provided me the opportunity to get a closer look at the nonprofit landscape of the city and to form connections with different organizations and stakeholders in that community."



DORIS BLAINE
GRADUATE PROGRAM: PUBLIC ADMINISTRATION
EDUCATION: UNIVERSITY OF MEMPHIS- LIBERAL STUDIES WITH A
CONCENTRATION IN RELIGION AND SOCIETY
GROWMEMPHIS
SUPERVISOR: CAROLE COLTER

GrowMemphis helps communities build gardens to improve access to locally grown food in their neighborhoods.

GrowMemphis is a small organization that partners with 44 community gardens in 11 zip codes in Memphis and Shelby County. They focus on food sovereignty by connecting access and availability of healthy food choices at the neighborhood level. Their efforts also focus on sustainability through seed propagation and bee cultivation. Their goal is to create a sustainable local food system in Memphis and Shelby County. GrowMemphis' values include: environmental sustainability, a commitment to underserved populations, blight reduction and beautification, community collaboration and development, and empowerment and self-reliance. GrowMemphis grew out of a project with the MidSouth Peace and Justice and later this year will be merging with other organizations to form Memphis Tilth, giving them increased resources and capacity to have a larger impact on the local food system here in Memphis.

Fellowship Focus:

During her fellowship, Doris served as the Volunteer Services Coordinator for GrowMemphis. Her duties included recruiting volunteers, creating a volunteer services tracking system, performing volunteer orientation and training programs, and creating a staycation program to compliment the alternative spring break program already in existence. A large focus of her work involved managing volunteer services for the agency's various community gardens. GrowMemphis also partnered with the Volunteer Memphis and website which allows better tracking of volunteer hours and reaches a broader audience of volunteers. Throughout the year, Doris published volunteer opportunities as well as the necessary training and orientation events to become a volunteer on Volunteer Memphis' website. She additionally developed the volunteer orientation and training program for new volunteers and led this program for all new volunteers. Further she maintained active communications with community garden leaders to assess their current volunteer needs in order to capture the needs

of every garden. She used this information to recruit volunteers with the specific level of skill needed in her posts on Volunteer Memphis. Those services have been instrumental in creating and maintaining a volunteer network for the ongoing needs of GrowMemphis gardens. Her work also included creating an alternative spring break or "staycation" for students and residents of Memphis. Throughout the year she reached out to various registered student organizations at universities around Memphis as well as various k-12 schools throughout Shelby county to recruit various groups to participate in Spring break volunteer events in Memphis. During the Alternative Spring break she met each group on site with instructions and all the necessary supplies for their work. Volunteer groups came from a University of Minnesota, Piedmont College, Southern Illinois University-Edwardsville, Christian Brothers University, Christian University High School.



"The HCD Fellowship has been an invaluable experience that has given me an in depth perspective on the inter workings of a non profit organization. I have learned practical field experience that will help me to further my career goals. It has given me the opportunities to apply the knowledge that I have gained in the MPA program. The HCD Fellowship has also give me the opportunity to help the community."





ROSA MENA
GRADUATE PROGRAM: SOCIAL WORK
EDUCATION: UNIVERSIDAD INCCA DE COLOMBIA- PSYCHOLOGY
LATINO MEMPHIS
SUPERVISOR: APRIL STEELE

Latino Memphis assists Latinos in the Greater Memphis area by connecting, collaborating and advocating for health, education and justice. We envision a future in which every Latino in the Memphis metropolitan area has the opportunity and resources to become an engaged and active member of the larger community.

Latino Memphis is the main organization in Memphis that serves as the connecting bridge for new Latino Memphians and focuses on issues impacting the Latino community in the Mid-South. They engage in community development through the coordination of available resources and services to generate a community with improved health and self-sufficiency. This year they have led numerous community initiatives, provided first-hand response to crisis, and fostered the creation of new organizations. Their areas of service cover 5 counties in three states in the Mid-South. Their programs include: El Centro (The Center) an information and referral hub; Tu Voz (Your Voice) an advocacy and civic engagement program; Derechos (Immigration) an immigration support program; and Abriendo Puertas (Opening Doors), a college access program.

Fellowship Focus

One component of Rosa's work with Latino Memphis was conducting an evaluation for the El Centro program. The El Centro program is designed to find solutions and connect Latinos with networks of providers for needed services in the areas of health, education, and justice in Memphis. Rosa collected data and prepared a report that described clients' perceptions and overall satisfaction with the services being offered through the program. To obtain clients perceptions she created a satisfaction survey which will be utilized as an assessment strategy for the agency in the future. She also conducted a needs assessment for Latino Memphis based on intake data from El Centro to determine if there were any gaps in the services being provided. In addition to her evaluation work, she assisted with the design and implementation of an improved intake process for clients as well as a case management program for the agency. She assisted with a grant project that would conduct community level research on the state of Tennessee's Common Core education program. Further she recruited parents to attend a common core event for the Latino Community. She also

assisted community members to advance a local policy agenda around education equity in Memphis. In addition to those programs, she has recruited participants for various focus groups on issues affecting the Latino community.



"The HCD Fellowship uniquely prepares graduate students for the workforce. As a Spanish-speaking social worker, the HCD Fellowship enhanced my education by giving me the opportunity to connect with the level of social work which works with local organizations and smaller groups and allows me to see people in their environment. The program creates a space for students (fellows) to learn what different non-profit organizations are doing to support and improve the Memphis community."





LAUREN CROSBY
GRADUATE PROGRAM: CITY AND REGIONAL PLANNING
EDUCATION: CLEMSON UNIVERSITY- CONSTRUCTION SCIENCE AND
BUSINESS MANAGEMENT
MEMPHIS HERITAGE
SUPERVISOR: JUNE WEST

Memphis Heritage's mission is to educate and coordinate individuals and groups to save, improve, reuse, and maintain architecturally and historically significant buildings, neighborhoods, parks, and cultural artifacts of Shelby County, Tennessee.

Memphis Heritage was founded in 1975 as a non-profit educational and charitable organization. They engage in community development as advocates and educators for the community on the importance of preserving historic properties in Memphis. Memphis ranks sixth in the nation for the number of sites on the National Register of Historic Places. In their advocacy role they work to coordinate neighbors and members of the community to empower them to have a stronger voice in their efforts to claim what they want to preserve in their neighborhood. Memphis Heritage fosters education by providing an atmosphere and structures to teach Memphis about its past and create opportunities for improved communities in the future. Their work builds community awareness, sense of place, and beautifies where people live. Howard Hall hosts public meetings, community events, preservation series and education forums in addition to member events.

Fellowship Focus

A major focus of Lauren's work as fellow with Memphis Heritage involved compiling a book of all of the historic properties in Shelby County on the National Historic Register. The book is organized by city council districts and will be distributed to city council members and commissioners later this year. One goal of this project is to educate elected officials and residents in the community on which buildings within their jurisdiction or neighborhood are historic. Throughout her fellowship Lauren also worked on research that focused on two projects: the starting of a Deconstruct Program and a Historic Preservation building Trade School in the Memphis area. The deconstruct program is one that Memphis Heritage has been striving to start which would train laborers on how to "deconstruct" a building in order to salvage materials that could be used for other construction projects. Lauren's other research project focused on the feasibility of creating a historic preservation trade school in Memphis. She researched what classes other trade schools offer and contacted professors from various colleges and technical schools in

the area to determine what kind of program is feasible in Memphis. In addition to her research, Lauren also helped host Memphis Heritage's Annual "Adapt-A-Door" fundraiser, a "recycling" door design competition, in which artists adapt doors to be auctioned off to the highest bidder to raise funds for Memphis Heritage's preservation operations. She further contributed to the event by adapting a door piece into a Memphis Grizzlies painting for auction.



"My experience with the HCD fellowship program has been such a journey. I have enjoyed working with my classmates through open discussions on how we could connect our organizations for a wider Housing and Community Development strategy in Memphis. Through my internship at Memphis Heritage, I not only learned the historical significance of every building and district in Memphis, but also the legal issues between preserving a site versus tearing it down, the rights of property owners of historic sites, and what it takes to adaptively reuse a building or site correctly so that it brings life back into a blighted building or forgotten community."





SOMER SMITH
GRADUATE PROGRAM: CITY AND REGIONAL PLANNING
EDUCATION: PROVIDENCE COLLEGE- SOCIOLOGY
MIDTOWN MEMPHIS DEVELOPMENT CORPORATION
SUPERVISOR: ANDY KITSINGER

Midtown Memphis Development Corporation's mission is to promote the economic development, cultural activities, recreational choices and historical integrity of Midtown Memphis.

The Midtown Memphis Development Corporation (MMDC) was established in 2007 as a not-for-profit organization with the goal of encouraging the growth, stability, and vitality of Midtown Memphis. An essential goal of the organization is community outreach and breaking down the barriers that prevent ordinary citizens from participating in the decision-making processes that directly affect them. To accomplish this, the corporation works with neighborhood associations, community organizations, and individual citizens to ensure involvement in the decisions that impact their community. Through these efforts MMDC empowers previously uninvolved neighborhoods a means to become informed of issues. Additionally they foster public awareness of the assets and amenities available in Midtown and advocate for urban design and sustainably built environments within the community.

Fellowship Focus

A major focus of Somer's work as a fellow with the Midtown Memphis Development Corporation was community outreach in the Midtown neighborhood. She worked to provide each neighborhood group in Midtown with an outline of the processes of the Land Use Control Board and Board of Adjustments. Additionally she provided neighborhood groups with information regarding applications that are up for review within their community. For neighborhood groups unaware of the of new development, she assisted in writing and notifying community members when any land use control board applications were being reviewed empowering residents to voice their opinions about proposed developments before the applications were approved. Another major focus of her work has been the organizing and coordination of the Mojo of Midtown Awards. The Mojo of Midtown Awards is an annual celebration honoring individuals and organizations who have made significant contributions to the development

and character of Midtown. This celebration also acts as the main fundraiser for the MMDC. Her work preparing for this event included creating and managing a marketing and communications plan, and social media outreach as well as collecting and organizing materials from the event. Another aspect of her work involved researching grants that would fit the mission of the MMDC. She researched funding opportunities for capacity building and targeted programs that help generate successful CDC's.



"Through Interning with the Midtown Memphis Development Corporation, I have become familiar with the Shelby County Unified Development Code and the operations of the Shelby County Office of Planning and Development. As a second-year planning student, my Housing and Community Development placement with the MMDC has given me experience that most planning students do not receive until after graduation. The experience I have gained through the HCD program in partnership with the University of Memphis City and Regional Planning program has given me competence and confidence as I enter the workforce."

**MIDTOWN
MEMPHIS**

DEVELOPMENT CORPORATION



ABRAM LYONS
GRADUATE PROGRAM: SOCIAL WORK
EDUCATION: UNIVERSITY OF IDAHO- PHILOSOPHY AND PSYCHOLOGY
SOUTH MEMPHIS ALLIANCE
SUPERVISOR: TAMEKA DANIELS

The South Memphis Alliance (SMA) works to improve the health, knowledge and stability of young people, families and communities through social services, advocacy and mentoring.

The South Memphis Alliance(SMA) engages in community development by providing community-based support through social services, mentoring, and advocacy in the South Memphis community. SMA also serves youth in foster care and families in crisis through programs such as Dream Seekers, The Hope Chest, Teen Plus, Stand By Me, and their Community Action Panel. SMA focuses on bringing bridge-building organizations to the South Memphis community to empower residents known as “dream seekers” with resources that in turn can empower the entire community. The Social Suds Resource Center provides a space for families to receive social services while utilizing the laundromat facilities by maintaining a kiosk inside where non-profit and government agencies can provide information and set up satellite services.

Fellowship Focus

Abram’s major focus while working with South Memphis Alliance has been to rehabilitate and invigorate the social services that had become dormant in the Social Suds Resource Center (SSRC). The SSRC was largely inactive as a result of other more important projects that had taken the fore at the organization. He had been assigned the task of rebuilding the program by identifying partnering organizations that were willing and passionate for service in the community. His search for organizations began by researching potential outreach programs and scheduling meetings that detailed their shared goals. After they committed to offering their services, he spent a considerable amount of time creating reusable flyers and advertisement announcing their arrival. If the organization was successful, the next goal was to bring them in on a continual weekly or bi-weekly basis. After much time studying and understanding the exact nature of the organization, he then created a policies and procedures guideline sheet that organizations can use to successfully offer their services. In addition, he also spent a considerable amount of time speaking and creating

relationships with the community members in order to have a better understanding of the communities felt needs.



“This internship helped nurture skills necessary for building meaningful and lasting bridges between community organizations in order to affect change by bringing services to those who need them most.”





KODY KIRBY
GRADUATE PROGRAM: ANTHROPOLOGY
EDUCATION: BALL STATE UNIVERSITY-APPLIED CULTURAL ANTHROPOLOGY
UNITED HOUSING INC.
SUPERVISOR: AMY SCHAFLEIN

United Housing Inc. works to support sustainable homeownership throughout West Tennessee by providing homebuyer education, foreclosure prevention, affordable lending products and construction services.

United Housing Inc. (UHI) is a nonprofit affordable housing agency that serves the City of Memphis, Shelby County, and West Tennessee and is a NeighborWorks affiliate organization. UHI engages in community development through community building and stabilization by facilitating first-time homeownership and foreclosure prevention. Housing is a key component of community development as it helps build stable and healthy communities that can in turn provide other vital services and resources to the community. United Housing has helped over 4,000 people become homeowners and/or save their home from foreclosure. They target their services to families that are traditionally underserved in the homeownership industry and provide HomeBuyer Education classes that serve almost 800 people each year.

Fellowship Focus

During Kody's year at United Housing he worked on various projects in conjunction with the NeighborScape Demonstration Garden. The NeighborScape Demonstration Garden is a project designed to encourage financial empowerment through teaching the budgeting and maintenance of household lawns and gardens while building on United Housing's Homebuyer education services. Kody assisted with the design and preparation for the implementation of the NeighborScape Demonstration Garden. He also designed and implemented a survey in order to obtain client feedback regarding the NeighborScape Demonstration Garden Project which was distributed through the UHI Homebuyer education courses. He analyzed the data from the survey and compiled the findings to be used to improve the project. Another project Kody worked on was the construction of an indoor herb garden that utilized hydroponics technology which provides ideal growth conditions with artificial light and nutrient-enriched water supply. Additionally available at the garden was promotional material that will be used as a visual in the Homeowner education classroom at United Housing. The herb

garden is designed as a visual social-marketing piece to increase interest in the NeighborScape Demonstration Garden. The herbs are available for use to United Housing Staff and classroom attendees. He also participated in GrowMemphis' fall workshop series by hosting a demonstration class on rain barrel construction as well as discussing the many benefits and tricks to the process.



"Throughout my time at United Housing, I've found a steadfast dedication of those with whom I work to ensure that my presence as an HCD fellow wasn't simply a benefit to the organization, but provided a wealth of opportunities for me to grow as a professional. UHI has connected me with resources, ideas, insights, and experiences that will benefit me throughout my career."



United Housing