

Housing and Community Development Fellowship ANNUAL REPORT



2013-2014

THE UNIVERSITY OF
MEMPHIS[®]

The School of Urban Affairs and Public Policy

HCD Fellowship Annual Report

2013-2014

May 21, 2014



Dreamers, Thinkers and Doers

The Housing and Community Development Fellows (HCD) have incorporated the University of Memphis motto into their daily work with community development organizations and agencies. Mayor Wharton is leading the City of Memphis in becoming a place of innovation and the HCD Fellows are actively trying to contribute to implementing new approaches to community development in neighborhoods throughout the city of Memphis.

During the 2013-2014 academic year, fourteen HCD Fellows from the Departments of Anthropology, City and Regional Planning, Public and Nonprofit Administration, and Social Work have not only worked diligently with their assigned community-based organizations, agency and local government, but also they have met weekly to learn from social entrepreneurs about many new initiatives occurring in Memphis.

They have listened to the innovative work of June West, Executive Director of Memphis Heritage, on how to expand our knowledge of heritage sites in the respective neighborhoods. Chris Peterson, Executive Director for Grow Memphis, shared insights into the rapid expansion of urban gardens with the many vacant properties that litter our neighborhoods. Kyle Wagenschutz, Bicycle/Pedestrian Coordinator for the City of Memphis, traced how the City of Memphis has gone from one of the least friendly to most friendly cities in the country for its 50 miles of bike paths while operating on a very limited budget. Tim Bolding, Executive Director of United Housing, and pioneer in developing affordable housing in Memphis is now working closely to provide affordable and accessible housing for the unmet needs of people with disabilities. United Housing's approach links housing to social services and other critical support systems. HCD Fellows are now working on how these innovations can be applied in the neighborhoods that they are working.

In addition to understanding innovations going on today, the HCD Fellows have studied the Mayor's Innovation Delivery Team planning process in the Medical District led by the Urban Land Institute. In turn, each Fellow has researched other Innovation Districts in cities such as Vancouver, Boston, Indianapolis, Detroit, Philadelphia, St. Louis, Syracuse, and Houston. They have discussed how innovation districts focus on a variety of issues connecting hospitals and universities to the arts, music, cultural heritage, and social entrepreneurship.

These bright young minds are learning how to make a difference in the quality of life in Memphis through theory and praxis. The challenge before the HCD Fellows is linking these efforts together. Towards this end Marie Dennan, the graduate student coordinator for the HCD Fellows Program, is working to develop base line maps on these innovative efforts that will be accessible to faculty, students and the wider community. She has also worked to improve our knowledge of community events, programs and debates through our revised blog, and in facilitating the weekly HCD seminar.

On April 21st, the HCD Fellows presented their work to the community, faculty and fellow students at the annual Poster Session. Part of their work is presented in this HCD 2013-2014 Annual Report. I am strongly committed to the belief that these HCD Fellows are helping to make Memphis a great place to dream, think and innovate at the grassroots level.

Best,

A handwritten signature in blue ink that reads "Stan Hyland". The signature is written in a cursive, slightly slanted style.

Stan Hyland,

Head of the School of Urban Affairs and Public Policy

Professor of Anthropology

May 21, 2014

In my second year as the graduate assistant for the HCD Fellowship Program I have witnessed the importance this program has on the professional development of graduate students focused on community development work. This year, students expressed how their academic departments taught them skills they were able to apply in the field, and the Fellows were able to engage in research design, program development, and interact directly with people in their target communities. Fellows also took an interest in each others internship experiences, and often helped each other collect surveys for research projects, volunteer at events, and openly offer advice with insight from their individual experiences.

This past year marked one of the most collaborative and engaged cohorts the program has facilitated. In a city where so many organizations are doing great work, but face challenges communicating and working more closely together, the HCD Fellowship Program offers a space that transcends these boundaries. The weekly seminar course gave the Fellows an opportunity to build community amongst themselves, and find connections in the type of work in which they were engaged. At the beginning of the fall 2013 semester, Fellows and graduate students in the School of Urban Affairs and Public Policy worked together to build a new community garden outside of the SUAPP building. This garden has gained attention from students, faculty, staff, and the community, and has successfully brought students from multiple disciplines together, and inspired discussions about community development initiatives in urban settings.

Although I am not an HCD Fellow, I am grateful for my involvement through facilitating the program for the School of Urban Affairs and Policy, and having the opportunity to work closely with Dr. Stan Hyland, and develop professional and personal relationships with the graduate students and agencies involved in the program. The HCD Fellowship Program has proven to be an asset for graduate students at the University of Memphis, and the students continue to be assets for their placement agencies and the city at large, which is demonstrated through the quality of work these graduate students were able to achieve. I am looking forward to one more year in this position, and working with new students and new agencies that will be joining the program next year.

Sincerely,

Marie Dennan

Masters' Candidate:

Public & Nonprofit Administration, and Anthropology



PROGRAM INTRODUCTION AND OVERVIEW

The Housing and Community Development (HCD) Research Fellowship was initiated several years ago by the senior administrators in the City of Memphis' Department of Housing and Community Development, and faculty in the School of Urban Affairs and Public Policy (SUAPP). The purpose of the program is to encourage professional students to engage in community based research, public policy, program development, project management, and program evaluation efforts in the field of economic and community development. Funded by the Department of Housing and Community Development, the program was initially established to enhance the outcomes of professional education in public administration, city planning, social work, criminal justice studies and applied anthropology to increase the number of graduates choosing to join community organizations within the Memphis region upon graduation.

What is Community Development?

Our working definition of community development is any systematic effort to enhance the organization, planning, development, and management capacity of community-based organizations and public agencies seeking to improve the overall quality of life in poor and working-class neighborhoods within the City of Memphis.

Program Goals

- Introduce students to the critical environmental, economic, and social problems confronting the region's most economically challenged neighborhoods.
- Expose students to innovative policies, programs, and practices that address the structural causes of uneven patterns of development, and persistent and concentrated poverty.
- Facilitate service-learning, volunteerism, and applied research projects to promote innovative policy solutions to critical issues.
- Use reflective strategies to improve professional practice and connect to emerging organizational challenges and policy issues.
- Integrate theoretical, classroom-based learning and engaged, experiential learning through a weekly seminar.

List of Current & Former Partner Agencies

Advance Memphis
 Behavioral Health Initiatives, Inc.
 Binghampton Development Corporation
 Center for Transforming Communities
 City of Memphis Department of HCD
 City of Memphis Chief Administrative Office
 Community Development Corporation
 Community Development Council
 Cooper-Young CDC
 Council of Greater Memphis
 Frayser CDC
 Gestalt Community Schools
 Goodwill Community Services
 GrowMemphis
 Habitat for Humanity
 Keep Tennessee Beautiful
 Lead Hazard Control Program
 Livable Memphis
 Memphis Area legal Services
 Memphis Center for Independent Living
 Memphis City Schools
 Memphis Landmarks Commission
 Mayor's Innovation Delivery Team
 Office of Planning and Development
 Pigeon Roost Development Corporation
 Promise Development Corporation
 Saint Patrick's Learning Center
 Saint Peter's Manor
 Theatre Memphis
 The Works, Inc.
 University Neighborhood Development Corporation
 United Housing, Inc.
 Vance Choice Neighborhood

STUDENT PLACEMENT

Students are placed at nonprofit organizations, community development corporations, and public agencies (city, county, state, and federal) that are working on initiatives that fit into our working description of community development and, link to the priority areas/neighborhoods of the Memphis Division of Housing and Community Development.

FELLOWSHIP LENGTH

Students accepted into the fellowship program will participate in the program throughout the length of their professional degree program (typically two years) provided they receive positive evaluations from their internship and related coursework performance. While a student may stay at a participating placement agency for more than one semester, the program encourages them to be engaged in a different mix of professional activities each semester to maximize the professional development outcomes of the program.

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.

FUNDING

The Housing and Community Development Research Fellowship is jointly funded by the City of Memphis Department of Housing and Community Development and the Graduate School at the University of Memphis.

PROGRAM MANAGEMENT

In collaboration with Stan Hyland, Head of the School of Urban Affairs and Public Policy, the Chairs/Directors (or their representatives) of the graduate programs in the Division of Public Administration and Nonprofit Management, the Division of City and Regional Planning, the Department of Social Work, the Department of Criminology and Criminal Justice, and the Department of Anthropology serve as the point of overall decision making on student recruitment and acceptance into the program, making placement with agencies, serving as liaisons with the Graduate School, and raising funds to expand the program. Individual faculty members are assigned direct mentoring and supervision of each student.

ADVISORY BOARD

Advisory Board Members meet twice a year to review and comment on the program's overall structure, course syllabi, and to assist with unique placement requests, and include:

- Emily Trenholm, Greater Memphis Community Development Council
- Eric Robertson, Community LIFT
- Mairi Albertson, City of Memphis Department of Housing and Community Development
- Thomas Pacello, Mayor's Innovation Delivery Team

2012-2013 PROGRAM SPECIFICS

Fall 2013 Semester Overview

Description and Objectives

The weekly seminars are intended to focus on student integration of theoretical, classroom-based learning and applied, practice-based learning. Focused topic areas and speakers are supplemented by weekly round table discussions, and individual presentations given by the fellows to share their experiences in an engaged and supportive learning environment. The Urban Spotlight Blog was expanded this semester and offered Fellows an outlet to share their experiences with the University community and stakeholders in the community engaged in community development. This forum has also increased the ability to compile and share information about community events and volunteer opportunities in Memphis and Shelby County related to community development.

Coursework Objectives

- Introduce students to the critical environmental, economic, and social problems confronting the region's most economically challenged neighborhoods.
- Expose students to innovative policies, programs, and practices that address the structural causes of uneven patterns of development, and persistent and concentrated poverty.
- Facilitate service learning, volunteerism, and applied research projects to promote innovative policy solutions to critical issues confronting the region's most distressed communities.
- Use reflective strategies to improve professional practice and connect to emerging organizational challenges and policy issues.

Required Assignments

Program Orientation: Students are introduced to the fundamental theories, methods, practices, and issues related to experiential education, the use of a learning contract as a lifelong learning tool, and the structure of the University of Memphis HCD Fellowship Program.

Professional Fellowship: Each student will devote twenty hours each week (16 weeks per semester) to professional activities at participating agencies working under the supervision of accomplished urban affairs professionals.

Weekly Reflective Seminar: Participating students are required to enroll in a one credit Planning Internship Seminar (PLAN 7890) to learn what other students are doing in their work, compare creative problem solving ideas, discuss collaborative efforts that can be made in their work, and assist in integrating the learning outcomes.

2013-14

Neighborhood

Priority Areas

SOUTH MEMPHIS

FRAYSER

BINGHAMPTON

**UNIVERSITY
DISTRICT**

Fellows

Gene Burse

Kellie Cole

Amy Collier
(Green Fee Intern)

Josh Conley

Stacy Elliott

Anna Gattuso

Austin Johnson

Kate Kananura

Kenny Latta

Courtney McNeal

Evan Morrison

Bridgette OgunMokun

Ian Preston

Nadia Shah

April Steele

Carol Ann Walker

2013-14

Partner Agencies**Community LIFT****Promise Development Corporation****(TIGUrS Green Fee)****Memphis Landmarks Commission****Memphis Area Legal Services****United Housing, Inc.****Frayser CDC****City of Memphis CAO****University Neighborhood
Development Corporation****Community Development Council****The Works, Inc.****Theatre Memphis****Center for Transforming
Communities****Pigeon Roost Development
Corporation****(Strengthening Communities
Initiative)**

Learning Contract: Students, agency supervisors, and faculty mentors will identify learning objectives, core knowledge and competencies, as well as placement activities and evaluation criteria for the agency placement experience. The contract will be negotiated each semester. The student, agency supervisor, and faculty mentor must approve the contract. The Learning Contract will be used to monitor and evaluate student progress throughout the fellowship.

Field Journal/Blog: Students will submit the field journal to faculty mentors and agency supervisors prior to each site visit and as appropriate. Notations, reflective thoughts, questions, and feelings about the placement learning experience should be made several times a week with your observations. The field journal should capture:

- What the Fellow is doing
- What the Fellow is learning
- How it connects to coursework
- Questions and concerns

Community Asset Map: Fellows identify the communities in which they are engaged with during the internship. This information is being used to create an asset map in GIS of the impact of the Fellows work in the HCD program.

Collaboration Report: Students find a peer-reviewed case study or journal article that focuses on collaboration between agencies, or communities and agencies. The findings are compiled into an annotated bibliography for students to use an academic and professional resource.

Site Visits: The faculty advisor will visit each student twice during the semester, at the 3rd and 12th weeks of placement. During the visits, the faculty advisor will meet with the student and the agency supervisor to discuss any issues that are affecting the quality of the fellowship experience.

Public Issues Forums, Public Board Meetings, and/or Professional Workshops: Each student must attend at least two of the above and write a reflective journal entry that includes details about the event, issue, participants, and potential for future engagement.

Reflective Essay: Students will write a 2-3 page reflective essay describing and evaluating the progress they have made towards achieving goals and objectives. In this essay, students also have the chance to evaluate the overall program and placement experience.

Student Evaluation: Each student will be evaluated by their agency supervisor and faculty mentor based on the fieldwork, journals, assignments, and reflective essays to determine the progress made during the fellowship based upon the learning contract.

Student Responsibilities

- Contact placement agency supervisor to arrange the work schedule
 - Research placement agency before the first day
 - Participate in weekly seminar PLAN 7890
 - Set weekly meeting time with agency supervisor
 - Submit monthly timesheets
 - Keep field journal
 - Develop logic model
- Facilitate site visits during 3rd and 12th weeks
 - Meet with faculty mentor as needed
- Present project during spring semester

<u>FALL 2013</u>	<u>COURSE SCHEDULE</u>	<u>SPRING 2014</u>
Aug 26 HCD Orientation Lunch		Jan 27 Re-Inventing Neighborhoods through Innovation Districts
Sept 2 <i>No Session: Labor Day</i>		Feb 3 Poster Session Guidelines
Sept 9 The Engaged Metropolitan University		Feb 10 Fellows Logic Model Presentations
Sept 16 The Engaged Student		Feb 17 Fellows Logic Model Presentations
Sept 23 Service Learning and Engaged Scholarship At U of M and in University District Leah Dawkins UNDC Community Re-Development Liaison		Feb 24 Organizations Role in Community Development Eric Robertson Community LIFT
Sep 30 Critical Issues in Memphis and Mid-South		Mar 3 Fellows Logic Model Presentations
Oct 7 Bicycle/Pedestrian Initiatives Kyle Wagenschutz Bike/Ped Coordinator, City of Memphis		Mar 10 <i>No Session: Spring Break</i>
Oct 21 Heritage Initiatives June West, Memphis Heritage		Mar 17 Fellows Logic Model Presentations
Oct 28 Community Gardening Initiatives Chris Peterson GrowMemphis		Mar 24 Mayor's Innovation Delivery Team Doug McGowen
Nov 4 Housing Initiatives Tim Bolding, United Housing, Inc.		Mar 31 Innovation District Presentations
Nov 11 Collaboration Report		Apr 7 Innovation District Presentations
Nov 18 Class at R.P. Track's		Apr 14 Innovation District Presentations
Nov 25 Reflection and Evaluation		Apr 21 HCD Poster Session
		Apr 28 Class at Carita's Reflection and Evaluation



School of Urban Affairs and Public Policy

HCD Fellows Reports

Spring 2014

In the following section, reports from each of the current 2013-2014 HCD Research Fellows, and the Green Fees intern, are presented for review.





Gene Burse

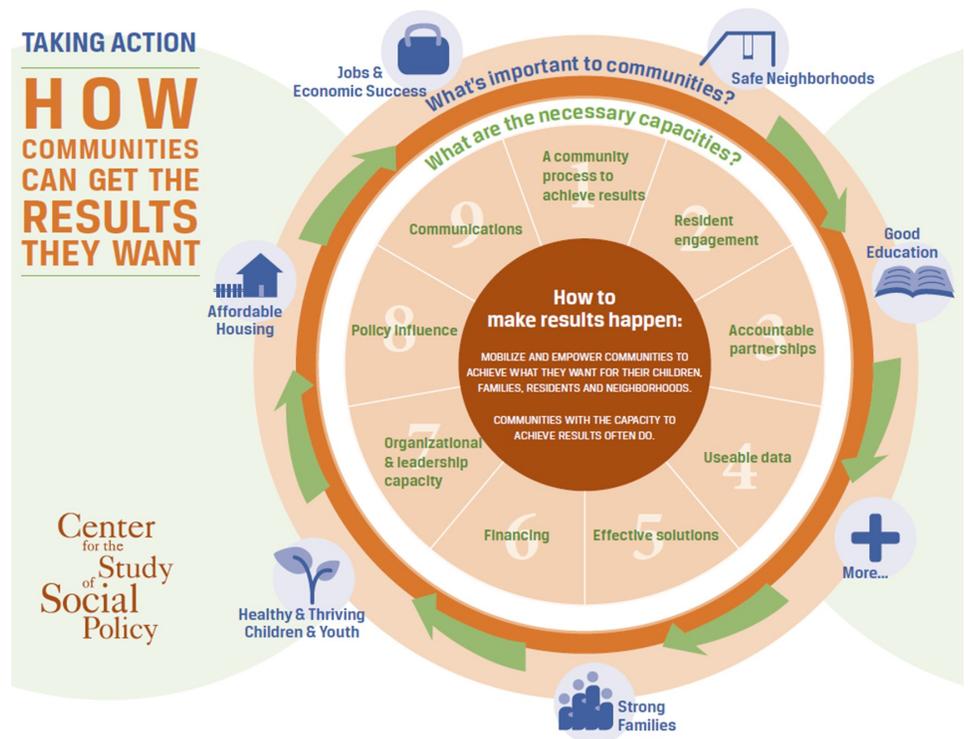
GRADUATE PROGRAM: City and Regional Planning
EXPECTED GRADUATION: December, 2014
EDUCATION: B.S., Architectural Studies
 Southern Illinois University Carbondale
HCD PLACEMENT: Community LIFT
SUPERVISORS: Eric Robertson
FACULTY MENTOR: Charlie Santo

The past year has been a great experience for me in the Housing and Community Development (HCD) Fellowship program. It has been a pleasure to participate in various projects during my placement with Community L.I.F.T. (Leveraging Investments For Transformation) Corporation- a local community development organization. Community L.I.F.T., commonly referred to as LIFT, currently operates in the pilot neighborhoods of Upper South Memphis, Greater Binghamton and Frayser. LIFT’s mission is to revitalize neighborhoods through strategic investments in the areas of human capacity-building and economic and community development that result in sustainable, thriving communities.

Some of the projects I have had the honor of being involved with during the 2013-2014 school year include a Mid-South Regional Greenprint subplanning award for the development of a Frayser Town Center and Transportation Hub, continued capacity building of the Frayser Neighborhood Council (a collection of Frayser community leaders), and the Building Neighborhood Capacity Program (BNCP- a federal grant dealing with neighborhood revitalization).

Each project has provided opportunities for me to gain and demonstrate various skills including graphic design, public speaking, community organizing and social media marketing. The HCD Fellowship program has also allowed me to perform first hand research regarding community development from the perspectives of a non-profit organization and of people at the grassroots level.

Much of my HCD placement with LIFT has been concentrated in the community of Frayser working closely with the Frayser Neighborhood Council (FNC) and discovering best practices for redeveloping distressed neighborhoods. The HCD Fellowship program has allowed me the opportunity to connect my on-the-job experience at LIFT with my City and Regional Planning program classroom lessons. I am forever grateful for the experience the HCD Fellowship offered in enhancing my learning experience as a future community development professional.





Stacy Elliott

GRADUATE PROGRAM:

Social Work

GRADUATION:

May, 2014

EDUCATION:

B.S.W.

Lipscomb University

HCD PLACEMENT:

**Memphis Area Legal Services and
Memphis Fair Housing Center**

SUPERVISORS:

Fawn L. Pettet, Sapna Raj, Rita Gibson

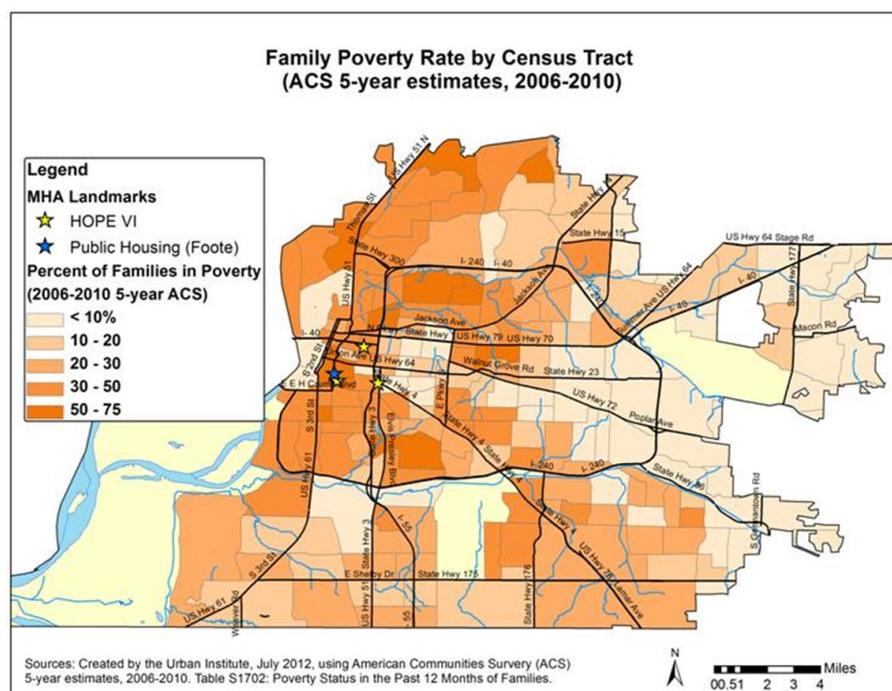
This academic year I have had opportunities to engage in research and analysis of fair housing issues by working with the Memphis Fair Housing Center, the City of Memphis Department of Housing and Community Development, as well as Community Development Block Grant funding recipients and other area organizations. I am very thankful for the assistance and guidance I received from my project managers, social work supervisor, and faculty advisor, who have all been tremendously helpful during the entire research process.

Initial phases of research primarily consisted of learning more about the impacts and challenges of fair housing policy at the federal, regional, and local levels. Preliminary research also included reviewing local housing market studies, bank lending studies, socioeconomic maps of area census tracts, a historical overview of community economic development trends since the Civil Rights movement, and other data pertinent to fair housing research.

The core of the project consisted of coordinating and conducting qualitative research interviews, to learn more about fair housing issues in Memphis from the insights and experiences of organizations who are providing shelter, housing or rental assistance services in our communities. These organizations represent many of the sub-grantees of the City of Memphis' Community Development Block Grant Funding. Through these on-site interviews with executive directors and housing directors at community agencies, my project manager and I were able to gain a better understanding of the

diverse perceptions on the barriers to affirmatively furthering fair housing in Memphis, and in many instances were able to connect interviewees with the Memphis Fair Housing Center's services or make needed connections for collaborative partnerships with other area agencies.

By interning at a legal services office, I have also had the opportunity to follow housing cases by shadowing a fair housing attorney on occasion to better comprehend the complexities, difficulties and realities faced by individuals and families regarding tenant-landlord, foreclosure, and rental-housing laws. This field placement also afforded me the opportunity to learn more about social and economic justice issues by sitting in on a social worker's meetings with survivors of domestic violence.



Overall, my experience during my two years as an HCD Fellow has been invaluable to my development as a professional and as a person. I cannot begin to express how appreciative I am that the HCD Fellowship program branched out and chose me as its first Master of Social Work student in 2012. I look forward to hearing about the successes and accomplishments of future social work students serving as HCD Fellows.

FURTHERING FAIR HOUSING

Fair Housing Choice in Memphis



Relevant History, Literature & Legislation



- Momentum of Civil Rights movement
- Awareness raised by fair housing demonstrations
- Civil Rights Act of 1968, Housing and Urban Development Act of 1968
- Fair Housing Act (Title VIII of the Civil Rights Act of 1968)
- Community Development Block Grant (CDBG) program established in 1974 and continuously overseen by U.S. Department of Housing and Urban Development (HUD)
- Americans with Disabilities Act, 1990
- Analysis of Impediments (AI) studies conducted by entitlement communities/cities to address barriers and challenges to fair housing, submitted to and overseen by HUD
- Landmark Fair Housing Supreme Court Case Westchester County, New York 2009
- HUD proposed Affirmatively Furthering Fair Housing (AFFH) rule, Fair Housing Assessment with regionalist approach and consolidated plan, more technical assistance form HUD



HCD Fellowship Objectives

- Perform detailed analysis of barriers to fully integrated neighborhoods and furthering fair housing choice
- Conduct comprehensive research that ascertains compliance with federal, state and local fair housing laws and regulations by recipients of HCD/CDBG funds in Memphis
- Assess how to best ensure compliance with and knowledge of fair housing laws
- Assist HCD to analyze whether recipients of CDBG funds are in compliance with Section 3 of the Housing and Urban Development Act of 1968

Applied U of M Graduate School Coursework

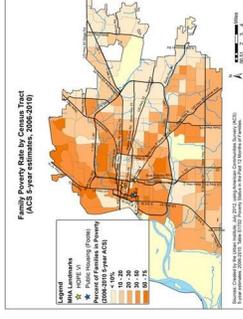
- Seminar in Urban Design – PLAN 7205
- Mental Health and Disabilities – SWRKK 7011
- Social Work Field Placement III & IV – SWRKK 7053, 7054
- Community Economic Development – SWRKK 7061
- Program & Policy Evaluation – PADM 7612
- Professional Development for Community Building – PLAN 7890

Fellowship Outputs, Projects, Activities

- Reviewing and familiarizing with federal, state and local fair housing laws, policies and ordinances
- Participating in client workshops at Memphis Area Legal Services/Fair Housing Center to learn about fair housing issues encountered by clients of MALS/MFHC
- Following a client's case with a fair housing attorney at MALS/MFHC
- Utilizing Social Work Supervision to analyze concerns regarding ethics, social and economic justice
- Conducting directed and independent research
- Inform policy recommendations of future HCD Fellow Outreach with CDBG sub-grantees and other community organizations
- Coordinating analysis with Memphis Fair Housing Center, HCD, and CDBG sub-grantees
- Following MALS social work client's case regarding domestic violence and housing insecurity
- Researching and analyzing economic and legal issues relating to affirmatively furthering fair housing and adherence to fair housing laws
- Working with HCD and CDBG sub-grantees to ensure compliance with Section 3 of the Housing and Urban Development Act of 1968

Connections to Master of Social Work Core Competencies

- Ethical Practice
- Critical Thinking
- Engage Diversity in Practice
- Advance Human Rights
- Social and Economic Justice
- Engage in Research methodology to evaluate effectiveness
- Apply Knowledge of Human Behavior and the Social Environment
- Engage in Policy Practice and Analysis
- Respond to Contexts that Shape Practice, Assess and Intervene



Long-Term Impacts and Outcomes

- Affirmatively Furthering Fair Housing in Memphis and Shelby County and region
- Achieving fully-integrated communities
- Addressing and eliminating housing discrimination of all forms, including and extending beyond federally protected classes
- Connecting all communities to transit, financial institutions, infrastructure and other basic needs
- Addressing community issues related to housing including poverty concentration, lack of accessibility, and food insecurity
- Ensuring fair housing choice with affordable accessible housing in all communities

HCD Fellowship Qualitative Research Project Goal:

Determine the impediments to fair housing choice in Memphis, specifically in neighborhoods that are characterized by fair housing discrimination, lack of access to affordable housing, financial institutions, transportation, and other basic needs, housing for persons with disabilities and the impact of building codes, zoning provisions and "NIMBYism."

Immediate Impacts and Outcomes

- Qualitative on-site research interview strengthen relationship and communication between Memphis Fair Housing Center and CDBG sub-grantees
- Creates greater understanding and accessibility between sub-grantees agencies, HCD and Memphis Fair Housing Center organizations
- Illuminates barriers and challenges related to fair housing issues commonly experienced by several agencies and organizations
- Discovering and exploring disconnect between agencies and other entities related to the CDBG funding process
- Raises agencies' awareness of fair housing issues and policies
- Learning from the first hand experiences and insights of agencies/organizations that work and serve in areas related to fair housing





Ian Preston

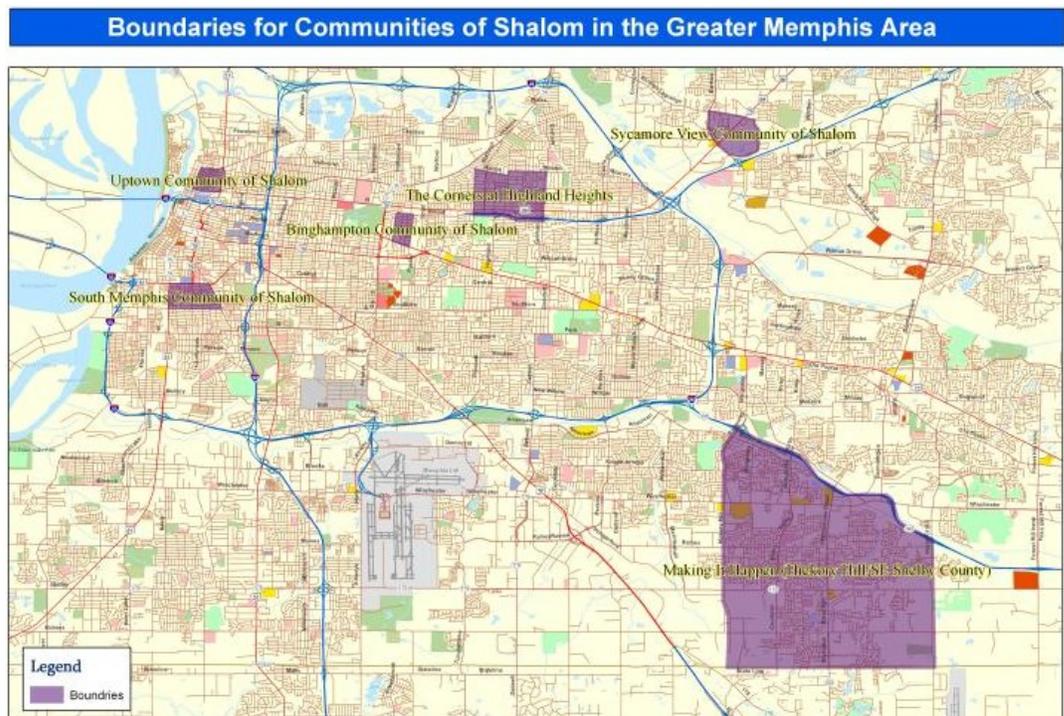
GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2015
EDUCATION:	B.A., Environmental Studies Rhodes College
HCD PLACEMENT:	Center for Transforming Communities
SUPERVISORS:	Amy Moritz
FACULTY MENTOR:	Susan Roakes

This past semester has been even more fulfilling for me, for I felt that I was truly achieving one of the Center for Transforming Communities (CTC) main goals. That is, our organization seeks to promote sustainability within our Shalom Zones by empowering the residents and congregations therein to continue fostering positive growth through neighborhood activities on their own. Long after we've stepped in to help them create their own "Zone," we like seeing members take initiative to hold their own meetings, plan their own events, and share ideas and information without us. CTC still acts as the zone's formal non-profit sponsor, but it is essential that while we are in other parts of Memphis creating other zones, the existing zones are able to function on their own!

CTC staff and I have truly found ways to make the South Memphis Shalom Zone (SMSZ) stronger and more active, due largely in part to our recent focus on improving communications efforts. Through weekly emails, monthly bulletins and newsletters, consistent communication with newly appointed SMSZ Representatives, being present at meetings in the South Memphis churches, sincerely connecting with neighborhood residents, and making new friends have all contributed to the organization's progress and my own development as an intern and community connector.

We received a generous Community LIFT grant for \$500 to help us improve communication among the staff and members, but I also feel that the success stemmed more from just the financial support. Relationship-building, community organizing, and consistent communication are often more successful and more sustainable "fixes" than grants or endowments from outside agencies. I have been proud to be a part of the honest transformation that has materialized from within.

On a final note, I stress the importance of being an active community member in whichever area you have the fortune of serving as an HCD Fellow. Volunteering and working for your site is important for professional development, but reaching out on your own and creating new friendships and connections may have even more of a positive impact than you imagined.





Asset-Based Community Development delivery at Office of Community Affairs' annual Memphis Certified Neighborhood Leader Training Program

Relevant Coursework in City Planning

- Planning Theory** (PLAN 7002), Dr. Ken Reardon
- Strategies in citizen participation and neighborhood action.
- Financing Community Development** (PLAN 7011) and **Planning Methods and Techniques** (PLAN 7002), Dr. Charles Santos
- Statistical analysis of economic and poverty census data for families and neighborhoods within Shalom some geographic focus areas.

SOUTH



South Memphis Shalom Zone Clothes Closet

FACILITATING POSITIVE CHANGE THROUGH COMMUNITIES OF SHALOM AND ASSET-BASED COMMUNITY DEVELOPMENT



School of Urban Affairs & Public Policy
College of Arts & Sciences

IAN PRINCE, MCD FELLOW
Master's Degree Candidate, City and Regional Planning
Dr. Susan Raskin, Faculty Advisor
City and Regional Planning Department
Amy Moritz, Site Supervisor
Center for Transforming Communities

THE CENTER FOR TRANSFORMING COMMUNITIES



What is a Shalom Zone?

A geographically defined boundary surrounding a cluster of churches, congregations, and neighborhood residents interested in positive and holistic community growth.

What is ABCD?

Asset-Based Community Development (ABCD) is a swiftly-growing movement that draws upon local assets and the skills and talents of residents. Ask not what a neighborhood needs, but what are the gifts that already exist?



Asset-Based Community Development Workshop, Binghampton



ZONE

CTC received a Community LIFT Grant this past Spring to improve communications efforts between the congregations and residents within the South Memphis Shalom Zone. Since then, we have appointed six individuals who serve as community liaisons and conveyers of information for their churches and other SMSZ members.

From this grant support, CTC staff creates weekly emails and monthly bulletins that inform SMSZ community members of upcoming events and activities.



A Very Special Thank!

- Amy Moritz, Executive Director, Center for Transforming Communities
- Dr. Susan Raskin, Department of City and Regional Planning
- Dr. Charles Santos, Department of City and Regional Planning
- Dr. Stanley Hyland, SUAPP Chair
- Pastor Markon Foster, Executive Director, Knowledge Quest
- Marie Demaris, SUAPP Graduate Assistant and Community/BCD Coordinator
- Courtney Robinson, Colleague and Special Assistant to Director, Knowledge Quest

SHALOM



VISION: We will become the most vibrant community in Memphis through transforming from inside-out.

MISSION STATEMENT: Create a community collaboration seeking to promote community pride, prosperity and productivity.

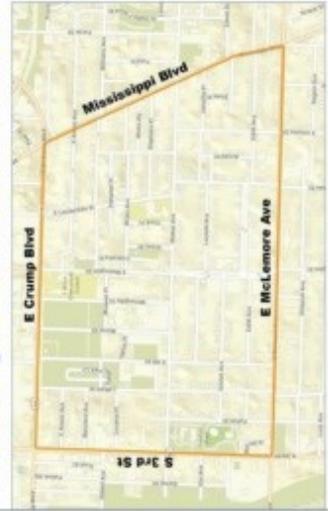
SMSZ SIGNATURE: We are one team with a mission to love God and neighbors, focusing on the needs of the individual, sharing life's challenges and triumphs, and working together to improve neighborhood pride with respect and dignity for all.



South MemFix, Fall 2013



South Memphis Shalom Zone Boundaries



**Evan Morrison****GRADUATE PROGRAM:****EXPECTED GRADUATION:****EDUCATION:****HCD PLACEMENT:****SUPERVISORS:****FACULTY MENTOR:****City and Regional Planning****May, 2015****B.A., Political Science, International Studies, Economics; B.S., Mathematics****University of Memphis****The Works, Inc.****Curtis Thomas****Ken Reardon**

In the past few months, I have continued to work at The Works Inc., continuing the greenway project that will begin in the near future. My work has mainly consisted of making various maps that showcase different aspects of the community around the proposed greenway. One such map depicts vacant land directly connected to the greenway that could be used to create community gathering places and other recreational activities. Another map highlights church owned properties directly linked to the greenway. This information is useful to the community because churches are community institutions, and developing these maps encourages potential partnerships that could add in the process of establishing new community assets.

Creating these maps tested my GIS skills as I was required to create points specifically for community groups which I gathered myself outside of the GIS program. In order to put together this list, I reached out to community groups to collect addresses and phone numbers of potential community stakeholders that were not easily found online or by walking through the neighborhood. All of these maps were implemented into a PowerPoint presentation for the initial community meeting that will reconnect and promote one of the outcomes residents indicated they wanted in the South Memphis Revitalization Action Plan.



Evan Morrison

HCD Fellow,
Masters of City & Regional Planning
Candidate



The Works Inc.

Connecting Scholarship & Community Engagement

The Works, Inc. is a community development corporation serving South Memphis, Tennessee and the Greater Memphis area. We are dedicated to the holistic renaissance of our community through the provision of services in areas of housing, economic development, education, and advocacy.



SoMe Greenway

--- Greenway

● Fire Stations

1. Fire Station 20
2. Fire Station 14

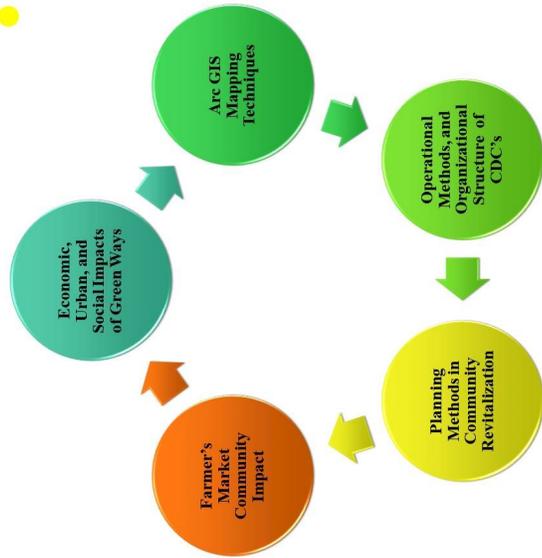
● Schools

1. Alton Elementary
2. Longview Middle
3. Lincoln Elementary
4. South Side Middle
5. Circles of Success Learning Academy
6. Kdde Learning Center
7. The Soulville Charter School
8. St. Augustine Elementary

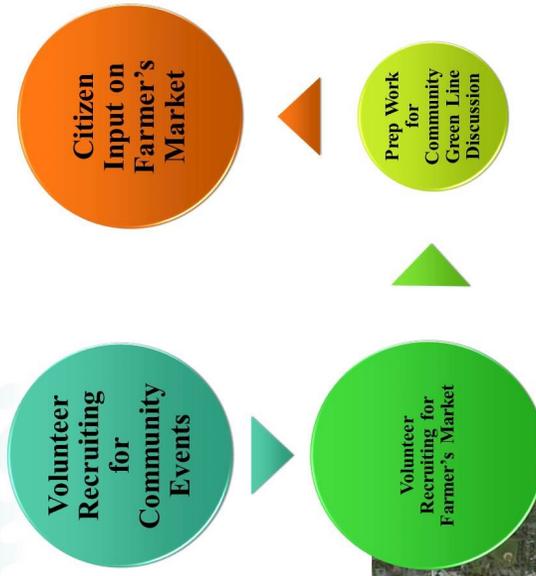
● Churches

1. Calvary Longview United Methodist
2. First Pentecostal
3. Mount Sinai Baptist
4. Mission Global Ministries
5. First Thessalonian Baptist
6. The Greater New Liberty MB
7. Gilgal Temple
8. God Ministries Christian
9. Saint Jude Baptist
10. St. Andrew AME
11. Shiloh Missionary Baptist
12. St. Mark Church-God in Christ
13. St. Andrew Community Life Center
14. Greater Prospect Missionary Baptist
15. Union Valley Baptist
16. Ward Chapel AME
17. Trigg Avenue Church of Christ
18. St. Augustine Catholic
19. East Trigg Avenue Baptist
20. Bethel Temple Praise & Worship

The Scholarship

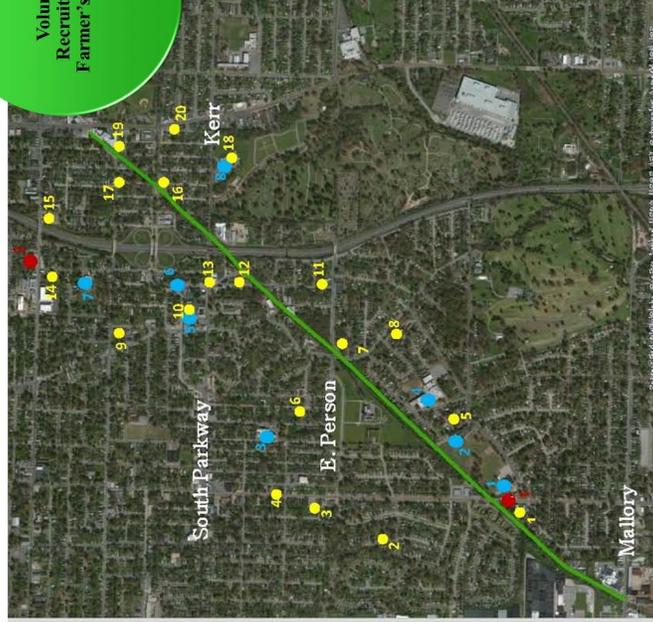


The Community Engagement



The Connections

- ❖ The need for effective communication
- ❖ The power small victories on community issues have on community moral
- ❖ The direct impact of community empowerment on economic vibrancy and social welfare dependency
- ❖ Realization of community needs aligning with city wide initiatives



- Dates: Saturday, November 9, 2013, 10:00AM, St. Andrew AME Church CLC
 - Early registration (9/29-10/13): Adults (\$15), Students (K-College) \$5, Free (no shirt)
 - Late registration Oct. 14: Adults (\$20), Students (K-College) \$5.
 - Register online: <http://santandrewamec.org/amsk>



Austin Johnson

GRADUATE PROGRAM:
GRADUATION:
EDUCATION:
HCD PLACEMENT:
SUPERVISORS:
FACULTY MENTOR:

City and Regional Planning
May, 2014
B.A., Spanish, International Studies
East Tennessee State
Frayser CDC
Steve Lockwood
Charlie Santo

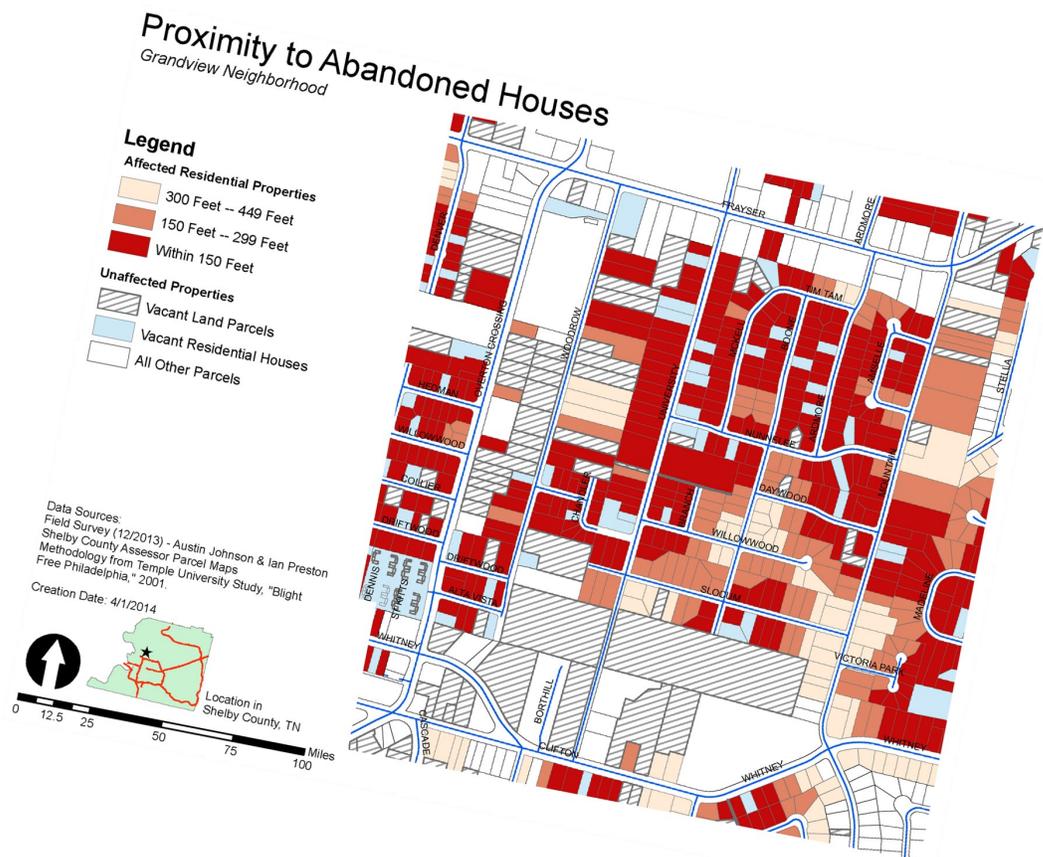
During my final year in the HCD internship program, I worked under the following goals:

1) Providing Improved Housing:

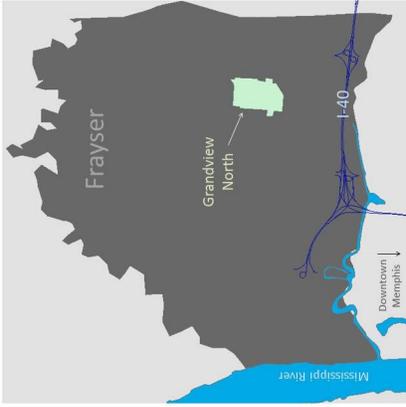
I tried to ensure that Frayser in 2020 has better maintained housing stock than in 2014 through direction action and research surrounding environmental issues, property tax issues, etc. A major part of this work involved a comprehensive property survey which was undertaken December 2013-January 2014. As a result of this work, the CDC and other interested organizations are now cognizant of the true nature of the neighborhood structural conditions, owner-occupancy, back taxes owed, etc. This information can lead to directed programming that will target some of the most egregious problems in the community such as absentee landlords and tax-dead properties

2) Increasing Organizational Efficiency:

Research during periods of innovative investment strategies allows innovation on the fly to maximize limited community development investment dollars. Attempting to quantify these efforts on behalf of the CDC will ensure more effective delivery of services. Some of the data gathered included \$512,000 in direct new investment in the neighborhood from the community development corporation. What effects has this investment had in the neighborhood? Some preliminary statistics include a drastic decrease in crime rates, twelve rehabilitated houses (outside of CDC efforts), and nine new children in the neighborhood.

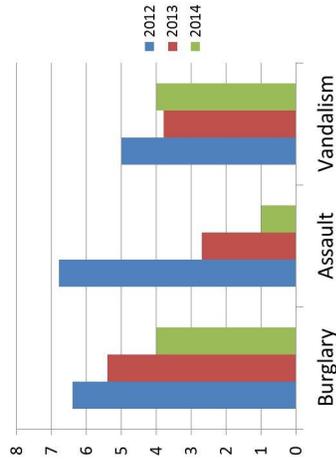


The Grandview North Neighborhood



Grandview North is the Frayser CDC's model neighborhood for concerted efforts to fight blight, jump start Frayser's real estate market, and improve the quality of life for residents. In addition to increased programming concentrated in this neighborhood, the CDC has focused on implementing measurements as investment occurs, in order to maintain efficiency and efficacy of neighborhood improvement resources.

Crime Stats in Grandview North



* Annual Averages Per Month

Investment Lowers Crime*

Since 2012, when Frayser CDC began its intensive investment in the Grandview North neighborhood, assault crimes have dropped 60 percent year over year. All crimes dropped 21% from 2012-2013, and 33% from 2013-2014.

Measuring Impacts of Frayser CDC Investment

Austin Johnson, Second-Year HCD Fellow
Master's Degree Candidate, City and Regional Planning

Charlie Santo, Faculty Advisor
City and Regional Planning Department

Steve Lockwood, Onsite Advisor
Frayser Community Development Corporation

Grandview North Neighborhood Case Study: Capturing Existing Land Values, Homeownership, Vacancy, and Environmental Problems

Spring '14: Measuring CDC Investments



- \$512,000 Direct Investment
- 9 New Neighborhood Children
- Lawsuits Against Negligent Property Owners Results:
 - 5 Demolitions
 - 12 Rehab
 - 8 Boarded

Winter Break '13-'14: Neighborhood Survey



- Property Condition Map
 - 438 Good Condition Houses
 - 39 Deteriorated Houses
 - 12 Dilapidated Houses
 - 3 Demo Houses
 - 36 Vacant Lots
 - 52% Owner-Occupied
 - 39 Vacant Structures
 - \$263,000 Owed in Back
 - County Property Taxes

Implications

Fiscal Impacts – Municipal Revenue Loss
In a landmark study from 2001, the Eastern Pennsylvania Organizing Project and Temple University found that vacant houses have a negative impact on the sale price of surrounding homes up to 450 feet. Since Memphis' and Philly's real estate prices were similar at that time, this study could act as a simply proxy for the amount of value (and thus tax dollars) lost each year in Grandview and in Frayser.

Distance from Vacant House	Net Impact on Sale Price ¹	Number of Homes in Grandview	Total Lost Value (Approximated)
Less than 150 Feet	-\$7,627	150	\$1,144,050
150-299 Feet	-\$6,819	85	\$579,615
300-449 Feet	-\$3,542	38	\$134,596
Totals		273	\$1,858,261



\$1.86 Million in Lost Real Estate Value.
\$26,000 in Lost City/County Property Taxes Annually.
This is 0.26 square miles... or 0.8% of Memphis' total area.
Implications for Frayser overall? Potentially \$1.38 million in taxes annually.



Notes:
1: From Blight Free Philadelphia: A Public-Private Strategy to Create and Enhance Neighborhood Value, with research from the Eastern Pennsylvania Organizing Project, Temple University Center for Public Policy, and Diamond & Associates. <http://astro.temple.edu/~ashley/blight.pdf>.
2: Data compiled from the Memphis Daily News Crime Report. <http://www.memphisdailynews.com/CrimeReport.aspx>.

Frayser Community Development Corp.

Mission

Our mission is to work with the community to provide improved housing and stimulate commercial and economic growth.

Goals

- Providing Improved Housing**
Ensure that Frayser in 2020 has better maintained housing stock than in 2014 through direction action and research surrounding environmental issues, property tax issues, etc.
- Stimulating Growth**
Increasing population as a result of maintained neighborhoods and rehabilitated houses.
- Increasing Organizational Efficiency**
Research during periods of innovative investment strategies allows innovation on the fly to maximize limited community development investment dollars.

Collier Drive



Collier Drive is a short, segmented street in central Frayser. In 2012, this residential street contained 8 vacant, open or abandoned houses, out of a total of 11 structures. After targeted code enforcement efforts pushed by Frayser CDC through its HCD intern.





Kate Kananura

GRADUATE PROGRAM:
GRADUATION:
EDUCATION:

Public and Nonprofit Administration
May, 2014

B.S., Organizational Leadership
and Management
Union University

HCD PLACEMENT:
SUPERVISORS:
FACULTY MENTOR:

City of Memphis, CAO Office
Maura Sullivan
Sharon Wrobel

The opportunity to continue my internship with the City of Memphis this semester has provided me with more unique learning experiences this semester. I have been able to garner further knowledge and achieve my internship objectives of: (1) understanding the framework of public organizations and learning how to articulate and apply a public service perspective; (3) understanding the role of research in planning public projects and; (4) learning how to communicate and collaborate with a diverse work force and citizenry.

I continued to work with The Urban Land Institute - Daniel Rose Fellowship Program as my main project and also provided research support as needed by the Deputy Chief Administrator's office.

This year, the city of Memphis hosted the Urban Land Institute's (ULI) panel of real estate professionals to provide the city with leadership, guidance and technical assistance on how to address its land use challenge. The panel gave the city various recommendations for developing the Innovation District including; (1) creating and strengthening existing relationships with public, private and nonprofit stakeholders; (2) promoting the commercialization of research, facilitating collaboration and cross pollination of ideas; (3) ensuring district-wide infrastructure planning; (4) bringing diverse housing types into the neighborhood; (5) making streetscape improvements; and (6) opening up public spaces for interaction and innovation.

My role in this project phase was to: (i) provide administrative support to the Daniel' Rose Fellowship project; (ii) assist to cultivate and maintain more collaborative relationships with community partners: (iii) and (iv) assist in planning for the innovation district's first public event at the Health Sciences Park.

I greatly appreciate the two years of exceptional learning experience gained through the HCD Fellowship Program. I am confident that the transferable competencies gained through exposure to innovative policies, programs and practices, will enable me to make more productive contributions towards community development.



Innovation District City of Memphis

Kate Kananura
HCD Fellow, 2013 -2014



Background

The Urban Land Institute (ULI) is an independent global non-profit that provides leadership in responsible use of land and in creating and sustaining thriving communities world wide. Each year four mayors participate in a ULI Daniel Rose Fellowship program which provides them with skills in leadership training, professional development and technical assistance on each city's local land use challenge.

Land Use Challenge

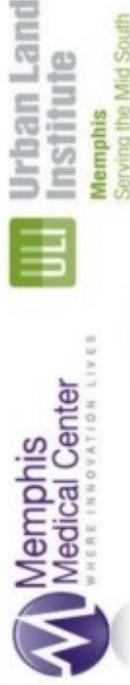
The Challenge for the City of Memphis is to create an Innovation District in and around the Memphis Medical Center with its concentration of hospitals, higher education and life science companies.

Outputs and Activities

- Promote the commercialization of research
- Facilitate collaboration and cross pollination of ideas
- Develop an enhanced urban design and identity for neighborhoods

Mission

Leverage local institutions to create an Innovation District that fosters technology commercialization for economic development and revitalization.



Appreciation

Dr. Stanley Hyland, Chair of SUAPP
Mrs. Maura Black Sullivan, Agency Supervisor
Mr. Gregory Love, ULI Project Coordinator
Dr. Sharon Wrobel, Faculty Supervisor

Internship Objectives

- Understand the framework of public organizations
- Understand the role of policy and planning in community development
- Understand the role of research in project implementation
- Learn how to communicate and interact with a diverse workforce and citizenry
- Understand best practices in fostering collaboration and community engagement

Fellowship Objectives Development

- Provided research and administrative support to the work of ULI Project
- Developed policy and analysis skills
- Learned to coordinate and provide logistic support to Innovation District partners
- Assisted in planning for the ULI city visit and workshops
- Facilitated partnerships and networks with innovation district stakeholders
- Assisted in planning the April 2014 "Spring at Park" event, HSC Park
- Initiated relationships with community organizations
- Assisted in planning for ULI Fellows weekly meetings

Community Impact

- An enhanced urban design and identity for neighborhoods
- Complete streets
- Transformed district into an 18 hr. community
- Intellectual capital leveraged
- Increased transit connectivity
- Increased job and business opportunities
- A wide range of housing types (single, multifamily)

Long Term Outcome

Leveraged area's human capital, facilities, and existing activity to create, attract and nurture research and technology commercialization in a reinvigorated mixed-use urban neighborhood.

Spring at the Park

Red's station

People in the park





Kenny Latta

GRADUATE PROGRAM:

Applied Anthropology

GRADUATION:

May, 2014

EDUCATION:

**B.A., Religion and Philosophy
Christian Brothers University**

GREEN FEES PLACEMENT:

UNDC

SUPERVISORS:

Leah Dawkins

FACULTY MENTOR:

Keri Brondo

I have had many wonderful experiences as an HCD Fellow with the University Neighborhoods Development Corporation (UNDC) this year – experiences have greatly enhanced my studies in applied anthropology and my understanding of community development issues in Memphis.

Last fall, much of my time was spent helping the UNDC and its partner organizations mobilize a campaign to oppose a poorly-conceived planned development for the southeast corner of Southern and Highland. A local McDonald's franchise proposed to purchase several properties on that corner, demolish the existing buildings, and build a new suburban-style McDonald's restaurant that would have violated a number of the design standards outlined in the University District Overlay. The UNDC, the University of Memphis, and neighborhood residents knew right away that the proposed restaurant threatened the future viability of the Highland and Walker area, and they began a long process of negotiating with McDonald's to conform to the Overlay. Unfortunately, McDonald's was largely unwilling to comply.

When I started my HCD fellowship with the UNDC, the UNDC and their partners were very busy working to ensure that our City Council honored the provisions of the Overlay and denied McDonald's application for a planned development. In my first few weeks with the UNDC, I petitioned the owners of properties and businesses in the area to write to City Council and the Office of Planning and Development stating their opposition to the McDonald's proposal and their support for the Overlay. I also began a petition of neighborhood residents, which ultimately secured more than 600 signatures and 150 written letters and comments demanding that the City Council deny McDonald's application. Our campaign received a great deal of media attention, including features in the *Commercial Appeal*, the *Memphis Daily News*, and local television news. Thankfully – in part due to all of this press – McDonald's withdrew their application last December, just as I was leaving for winter break.

To start the spring semester, the UNDC and the University of Memphis asked me to conduct some research into how people viewed the Highland and Walker area, how they felt it could be improved, and what types of businesses they wished would locate there. I coordinated two surveys, one in January and one in March, that focused on these issues. The first survey returned 96 responses – which I was excited about – until my second survey returned 755 complete responses. I spent the remainder of the semester wading through all of the data and compiling reports to help guide the work of the UNDC and equip them to attract new businesses. In general, survey respondents were very supportive of the UNDC and excited about potential revitalization of the Highland and Walker area.

Lastly, I have been very involved in assisting the Normal Station Neighborhood Association (NSNA) with their efforts to restore an abandoned cemetery at the heart of their neighborhood. The cemetery is a deeply historic site – some of the original settlers of this part of west Tennessee are buried there – but it has been allowed to fall into a state of disrepair. The very last week of my HCD Fellowship, we received news that the NSNA had been selected to receive an \$18,000 Strengthening Communities capacity building grant to fund a collaborative research and planning process for the cemetery. Over the next 18 months, faculty and students from archaeology and architecture will assist the NSNA in surveying the cemetery property, identifying lost gravesites, clearing out dead trees and overgrowth, and planning for a final stage of cemetery restoration. This – of all the projects I've been involved with this year – is the one that I am most proud of.

In all, my HCD Fellowship with the UNDC has allowed me the opportunity to learn about community organizing, research, and grantwriting – three essential skills for working in community development. I have also learned a great deal about strategies for community economic development and how they have been employed in Memphis. It has been an invaluable experience, and one for which I am very grateful.

The University District?

The University District consists of the seven neighborhoods adjacent to the University of Memphis main campus, Red Acres, Joffre, East Buntyn, Messick-Buntyn, University North, Normal Station, and Sherwood Forest. It is a community of diverse residents, businesses, churches, schools, and neighborhood organizations.

The University Neighborhoods Development Corporation (UNDC) is a 501(c)(3) development corporation created to guide and assist in the revitalization, renewal and positive growth of the University District.

HCD Fellowship Responsibilities

1. Assisting Leah Dawkins and TK Buchanan in engaging with district neighborhood and business associations to address community safety and development concerns.
2. Assisting Leah Dawkins and others in promoting UNDC livability campaigns and the implementation of planned traffic calming and bikedestrian infrastructure throughout the district.
3. Researching and developing grant proposals along with Leah Dawkins and others to support the work of the UNDC and other neighborhood stakeholders.
4. Assisting the UNDC in its efforts to organize and build the capacity of other neighborhood and business associations.
5. Researching innovative approaches to urban economic development which might be applied in the district by the UNDC or others.

UDistrict Overlay Campaign

In the summer of 2013, McDonald's filed an application for a planned development permit to build a new restaurant on the southeast corner of Southern and Highland. Their proposed location is the University of Memphis District Overlay (UDO), a set of design standards developed collaboratively with University District residents and other stakeholders.



In response, the UNDC began a long process of negotiating with McDonald's to comply with the UDO. While Leah, TK, and I worked to address the concerns of the community, the McDonald's application was approved by the City Council. The McDonald's issue became a citywide controversy when representatives of the city's other two overlay districts weighed in. By the time McDonald's application finally appeared before City Council, we had:

- A petition of 17 UDistrict business owners opposing the planned development.
- A petition of 604 UDistrict residents opposing the planned development.
- Over 150 written letters and comments in support of the UDO, and regional media outlets, including:

- The Commercial Appeal
- The Memphis Daily News
- WMCV Action News 5
- WREG News Channel 3
- The Associated Press

Because of the overwhelming support for the UDO, McDonald's withdrew their application in December 2013.



University Neighborhoods Development Corporation

Academic Supervisor:
Dr. Keri Brondo
Department of Anthropology
University of Memphis

Agency Supervisor:
Leah Dawkins
Community Redevelopment Liaison
University of Memphis



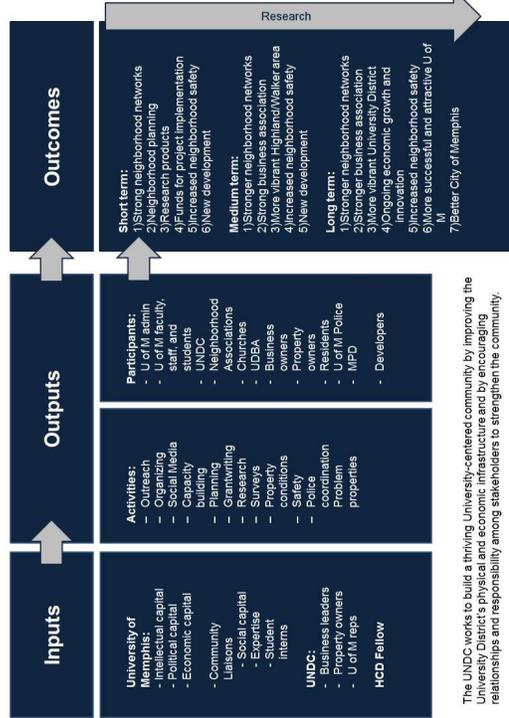
Overview

This year, I worked with the University Neighborhoods Development Corporation on a number of research and grassroots organizing initiatives. These included a campaign of support for the University District Overlay, compiling census data on the 7 University District neighborhoods, working with the Normal Station Neighborhood Association to conceptualize a project to restore an abandoned neighborhood cemetery, and conducting surveys about perceptions of the Highland/Walker business district.

The University District is comprised of a diverse mix of neighborhoods and businesses whose vitality is intimately linked to that of the University of Memphis. The U of M and the UDistrict Neighborhoods Development Corporation several years ago that relationship has begun the transition into a genuine partnership.



Clockwise from above: A Google Maps image of the University District; photos of the Highland/Walker area, bungalows in the nearby East Buntyn Historic District, and logic model for the UNDC and my HCD fellowship.



The UNDC works to build a thriving University-centered community by improving the University District's physical and economic infrastructure and by encouraging relationships and responsibility among stakeholders to strengthen the community.

Highland/Walker Survey

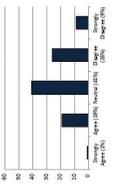
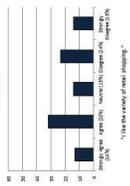
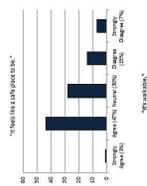
In January of 2014, the UNDC began a process of collecting data about the commercial district around the intersection of Highland and Walker – sometimes remembered as the “Highland Strip.” I worked with Leah and volunteers from City and Regional Planning, Public Administration, and Social Work to administer two survey questionnaires about the Highland/Walker area, collecting information about the area's businesses, safety, and walkability among other things.

Our first survey was an intercept survey, where we approached individuals in the Highland/Walker area and collected their responses. For this survey, we were able to sample 96 individuals.

Our second survey was conducted online and sent to all members of the University of Memphis community through email and social media. This second survey returned 755 completed responses.

Below is a side-by-side comparison of a few of the results of these two surveys.

INTERCEPT SURVEY



In both surveys, we asked respondents to tell us what businesses they thought the Highland/Walker area was missing. The most common suggestions were a grocery store and a small retail grocery. Below is a word cloud of the suggestions we received through the online survey.



Thank you!

Whatever I have accomplished this year would not have been possible without the help and careful guidance of many people. A very special thank you to:

- Leah Dawkins, U of M Community Redevelopment Liaison
- TK Buchanan, U of M Community Safety Liaison
- Keri Brondo, Department of Anthropology
- Christina Goff, U of M Office of Urban Planning
- Clara Hare Deman, SUAPP
- The Normal Station Neighborhood Association leadership
- The East Buntyn Neighborhood Association leadership
- Sherwood Forest Neighborhood Association leadership
- Student volunteers from Anthropology, City and Regional Planning, Public Administration, and Social Work.



Kellie Cole

GRADUATE PROGRAM:

Social Work

GRADUATION:

May, 2014

EDUCATION:

B.S.W.

Union University

HCD PLACEMENT:

Promise Development Corporation

SUPERVISORS:

Chere' Bradshaw

FACULTY MENTOR:

Susan Neely-Barnes

Working in the *The Memphis Strong Families Initiative (MSFI)* has been an exciting learning experience. MSFI is a multi-agency federal grant-funded demonstration project, which is targeting homeless families with child welfare involvement. I was able to serve alongside the housing and evaluation agencies in this collaborative program and gain a wide variety of experiences.

First, I feel I have gained extensive professional skills in the area of interagency collaboration and development. Prior to my HCD placement, I did not have any formal experience with many of the skills I have been exposed to and now I am able to carry them into my next job placement. Doing quality assurance work has really stretched my communication and critical thinking skills through fine tuning programs by way of strategic collaborative dialogues and providing a valuable link between housing, services, and evaluation.

I have also gained skills in overall program quality assurance by researching eligibility criteria, and performing chart audits. Through an extensive chart audit and analysis, I was able to uncover challenges that needed to be addressed in MSFI. I was also able to facilitate a focus group with tenants currently participating in MSFI.

Helping to disseminate the research done by MSFI as stipulated by the Federal Grant, I took the initiative and prepared an abstract for the National Housing First conference on *Systems Change for Homeless Families*. My abstract was accepted and I was able to present in Chicago, IL on how MSFI is currently addressing system fragmentation for homelessness, mental illness, and child welfare by offering a replicable model for reducing family separation due to homelessness.

Professionally, I also feel much more confident about my ability to access resources. I know much more about research design, evaluation, and I know where to access research databases when I graduate. I also have a much better idea about where to access resources in town and in textbooks. Given that MSFI and HCD are such collaborative projects, I have really increased my knowledge about what is available or lacking within our city. I have been particularly grateful for this knowledge as I am excited to continue to invest in Memphis.

Also, while working with MSFI, I have really been able to analyze the necessary steps to make a change on the systems level that will also be able applicable as I continue learning post graduation in the workforce. I feel so much more well versed about many other disciplines. While I don't have extensive knowledge by any means, through HCD and other electives, I have really increased my knowledge in city planning and anthropology. These fields cross paths with social work so much that having a working knowledge of both fields will continue to be beneficial to my career. I was also able to gain much higher knowledge in community organizing and in community development. I'm very grateful for my electives as they have given me vast understanding in these disciplines that I am excited to put into practice alongside my social work.

Problem Statement

Homelessness, rather than substance abuse or mental illness, is the strongest predictor that children will be removed from families.



Homeless families often have higher rates of child welfare involvement, trauma, substance abuse, co-occurring mental illness, and above average lengths of stay in the homeless system.

System Fragmentation:

Child welfare system frequently complains of lack of housing resources

Housing system frequently complains of lack of response from the child welfare system

Solution:
MSFI

Child Welfare and Housing Partnership:
Direct Liaisons in Each System, Trainings, & Joint Ownership

Ms. Bell was one of the first families to participate in the Memphis Strong Families Initiative (MSFI), entering into the program in early fall 2013. Appearing in a March 2014 press release, Ms. Bell stated that just a few months ago she was pregnant and homeless, sleeping in the park with her son. A police officer found her and referred her to MSFI. She now has stable housing, financial counseling, parenting classes, and other services that Bell says has helped her get back on her feet. Ms. Bell is now back with her old job and also has an upcoming interview for another position.



Meet Ms. Bell

Systems Change for Homeless Families

Memphis Strong Families Initiative (MSFI)

Kellie Cole, HCD Fellow 2013/2014

Program Vision

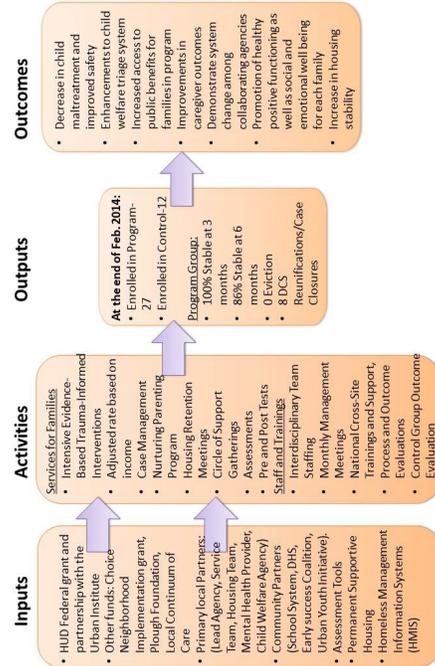
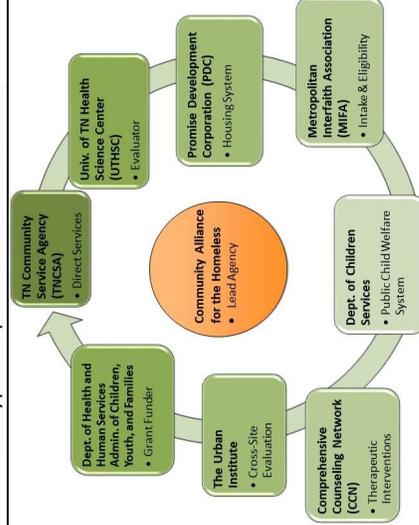
To improve the safety, permanency, and well-being of Memphis's most vulnerable families through a sustainable model of interagency organization, collaboration, and coordinated service delivery.

Population Served

Homeless families in the City of Memphis exhibiting multiple high levels of need with at least one contact with the Department of Children's Services where it has been identified that lack of adequate housing will likely lead to family separation.

The Memphis Strong Families Initiative will improve the wellbeing of Memphis's most vulnerable families by transforming the delivery system through which services are provided. Through collaboration with public and private entities, the MSFI will integrate previously independent child welfare, housing and social service systems through a single point of entry for low-income, homeless families in need of permanent housing and crisis intervention. Families with high service needs and severe housing barriers will receive permanent supportive housing and voluntary, trauma-informed, evidence based services that help their children avoid out-of-home placements. MSFI will provide the targeted high needs families with an integrated system of care.

Primary partnerships within MSFI are illustrated below:



Internship Activities and Outputs

Served alongside the housing and evaluation agencies in MSFI: Promise Development Corporation and University of TN Health Science Center

- Prepared an abstract on The Memphis Strong Families Initiative, which addresses system fragmentation for homelessness, mental illness, and child welfare by offering a replicable model for reducing family separation due to homelessness. Presented abstract at the national Housing First Conference in Chicago in March 2014. Presentation aided in disseminating research as stipulated by MSFI's national grant.
- By working with UTHSC, summarized and analyzed eligibility criteria for the Memphis Strong Family Initiative. Using this information, then performed an audit on existing tenants to determine if eligibility criteria matches with their corresponding intake forms.
- Helped facilitate a focus group of tenants discussing the process and outcomes of MSFI.
- With UTHSC, completed a performance audit on the service agency within MSFI.
- Developing a Policy and Procedure manual specifically for the operation of PDC's MSFI permanent supportive housing program.
- Took a leadership role in the quality assurance process through fine tuning programs through strategic collaborative dialogues, and providing a valuable link between housing, services, and evaluation.

As MSFI is one of five demonstration projects across the U.S. funded by the Health and Human Services Administration, the Urban Institute is doing a Cross-Site evaluation to determine national outcomes on the following questions:

- How does each site assure that the highest need families are in Supportive Housing (SH)?
- What are the basic housing and services components of each site? What are the major implementation challenges?
- Does SH lead to improved, sustainable coordination between the child welfare agency and public housing agency/homeless service agency?

Cross-Site Evaluation and Impact on Future Policy:

Special Thanks To:

- Chere' Bradshaw, Behavioral Health Initiatives
- Dr. Pam Connor, University of TN Health Science Center
- See' Trail Mackley, University of TN Health Science Center
- Dr. Simone Noser, University of TN Health Science Center
- Cornelius Sanders, Promise Development Corporation
- Michelle Smith, Center for Homeless Research
- Dr. Stanley Hyland, University of Memphis



THE UNIVERSITY OF
MEMPHIS
HEALTH SCIENCE CENTER



Bridgette OgunMokun

GRADUATE PROGRAM:

Social Work

GRADUATION:

May, 2014

EDUCATION:

B.S.W.

Bowie State University

HCD PLACEMENT:

Theatre Memphis

SUPERVISORS:

Leslie Barker

FACULTY MENTOR:

Susan Elswick

My fellowship was with Theatre Memphis in the Education and Outreach department and I worked with children in the Peacemakers afterschool program held two days out of the week at Caritas Village. I had the amazing opportunity to work with the children in the Binghamton neighborhood schools and help them understand themselves not only as individuals but also as key contributors in their communities. I was able to develop a curriculum which incorporated social work evidence-based theories with arts-focused directives which was important as sustainability efforts for the program are now a key focus. I also had the opportunity to work with the Memphis Grizzlies Mentoring Program and experience another form of active arts participation as the children not only discussed current future goals and wishes but performed group skits for their friends and families which highlighted real issues they viewed or experienced and positive ways to deal with them.

My overall experience as an HCD Fellow has been an awesome experience. Interagency collaboration and interdisciplinary collaboration are two areas that I was interested in involving myself but never had done so. I was placed with an agency whose focus was more macro (community) focused and mezzo (group) focused but was not based, in my profession of social work. This placement allowed me to challenge and push myself to think more innovatively regarding helping people help themselves. I am now more prepared to enter the world as I truly feel that I am a better-rounded individual who can collaborate to help others. This is not to say that I had a smooth experience, there were difficulties which is always possible when two different agencies and professions attempt to merge and work together. However, I believe that the entire agency experience has helped me with dealing with conflict resolution and maintaining a solidarity approach which has aided my personal and professional growth positively.

Regarding the course, it was challenging at first as my perception and vantage point was one of the minorities as a social work student in the program, however the assignments helped me to think within my profession as well as outside of my profession. I also started to feel more comfortable and confident interacting with individuals who had different professions and frameworks, and to find mediums for discussion. I will take everything I learned from the course and apply to my personal and professional life and believe that it is an excellent course if one is looking to challenge themselves, especially if they are not a planning or anthropology student. We may be professionals and have a wealth of knowledge but if we are not willing and wanting to meet people where they are and maintain a solidarity approach rather than a charity approach, we will never be able to collaborate and help people as effectively and efficiently as we should. Resources are indeed limited and working together now is the best option to establish meaningful sustainable relationships but again, we must be willing to be okay with not having the answers to everything and accept the true meaning of 'lifelong learners'.

Development of Self through the Arts



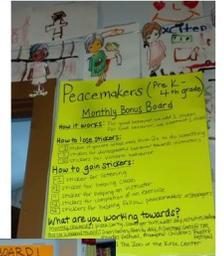
Peacemakers Program

- Program Motto: Be good. Do good.
- Program Purpose: Structured after-school program derived on the Fruits of the Spirit which incorporates the arts into learning development. Children are in one of two groups based upon age, Peacemakers or Peacemontors. Both groups follow the monthly themes based upon the Fruits of the Spirit with activities and discussions tailored to focus on concepts that make them better people.
- NOTE: Evidence based practices in the Social Work profession have also been utilized in developing the framework for the discussions and activities.



Fellowship Outputs, Projects & Activities

- Engagement with Binghamton neighborhood school children through Peacemakers program
- Aiding in development of social learning
- Evidence based practice curriculum development
- Memphis Grizzlies Mentoring Program support



HCD Fellowship Learning Objectives

- Understanding the role of policy and planning in community development projects, and the role Theatre Memphis has in driving community revitalization.
- Learning the framework of Theatre Memphis as a non-profit organization.
- Collect, analyze and understand data, evaluations, and research regarding the Peacemakers program and how to obtain sustainability.
- Collaborating with other professionals to engage, assess, intervene, and evaluate evidence based practices and the community engagement process.
- Attaining knowledge of grant and project implementation for art based programs.

Theatre Memphis Goals

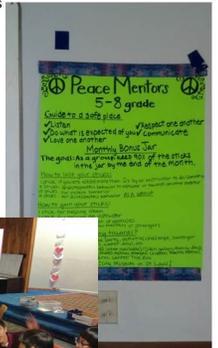
- Mission Statement: To provide outstanding theatrical experiences to enrich the lives of our audiences.
- Maintain presence in Binghamton neighborhood via Peacemakers Program twice a week.
- Expose children to different types of art and incorporate education.
- Issue: Lack of structured community resources for children which incorporate the arts, community engagement and continued learning development.
- Why do we care? We care because the arts are an underutilized group cohesion method in understanding self and others while preserving history and fostering community engagement.

Core Competencies Connection

- Professional Conduct
- Ethical Practice
- Critical Thinking
- Engage Diversity in Practice
- Advance Human Rights
- Social and Economic Justice
- Engage in Research-Informed Practice
- Apply Knowledge of Human Behavior and the Social Environment
- Engage in Policy Practice
- Respond to Contexts that Shape Practice by Engaging, Assessing, Intervening and Evaluating with individuals, families, groups, organizations, and communities

Applied to U of M Master of Social Work Coursework

- 7003 Group, Organization, Community
- 7021 HBSE I: Human Behavior in the Social Environment
- 7022 HBSE II: Human Behavior in the Social Environment
- 7025 Scientific Methods
- 7030 Social Welfare Policy
- 7010 Violence and the Family
- 7011 Mental Health and Disabilities
- PADM 7612 Program and Policy Evaluation
- PADM 6401 Comparative Public Administration



Long Term Impacts

- Collaboration among different disciplines to create new and innovative resources.
- Curriculum utilizing the arts and evidence based practices for student development.
- Incorporating social work evidence based practice and the arts.
- Children are becoming better people and learning about themselves through the arts and are being exposed to opportunities not otherwise available to them.
- We are helping to create a sustainable program at the arts haven, eatery and community center which stays true to its name, "Caritas" = "love for all people."

Ongoing Immediate Impacts

- Presence in Binghamton neighborhood.
- Support for Caritas Village.
- Encouragement of the use of the arts in personal development.
- Development of sustainability tactics through continued community and agency engagement.



April Steele

GRADUATE PROGRAM:

GRADUATION:

EDUCATION:

HCD PLACEMENT:

SUPERVISORS:

FACULTY MENTOR:

Applied Anthropology

May, 2014

B.A., Sociology

University of Memphis

United Housing, Inc.

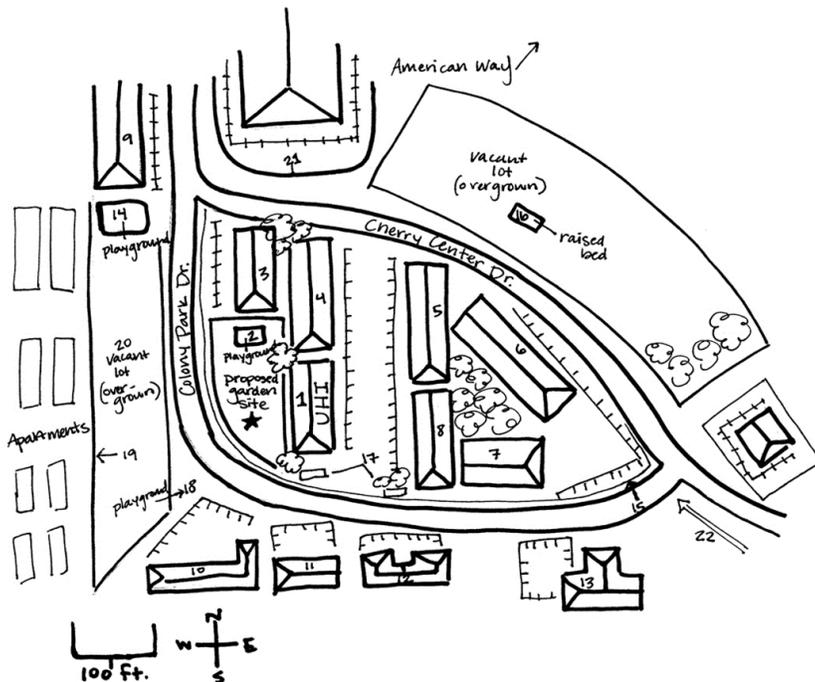
Tim Bolding, Amy Schaftlein

Stan Hyland, Leigh Hersey

In my time as an HCD intern, I have come away with a number of extremely valuable learning experiences. The level of respect and freedom we are given in our placement with these organizations is invaluable in terms of applying what we learn in the classroom to real-world projects. By allowing me to develop my own learning objectives, my agency supervisors have given me the opportunity to work on projects that are specifically in line with my studies as a graduate student of applied anthropology. The projects I have focused on have given me insight into how applied anthropologists carry out work in the field of community development within nonprofit organizations.

Specifically, I have had the opportunity to work on a nationally-administered impact assessment for NeighborWorks America, one of United Housing's major funders. To conduct this assessment, we administered a community-wide survey in one of UHI's target neighborhoods to understand residents' experiences in their community. Through this project, I was able to strengthen my data analysis and community engagement skills. I also had the opportunity to develop a grant proposal for an educational demonstration garden on United Housing's property. This second project emerged out of the NeighborWorks survey after we saw that residents commonly associated lawn care with good neighborliness. My anthropological research skills allowed me to understand the barriers and facilitators to a successful project, helping us develop a strong grant proposal for an educational garden that focuses on low-cost, low-maintenance sustainable lawn care. Our proposal went on to win a Strengthening Communities Capacity Building Grant, and UHI plans to implement the garden over the course of the grant cycle.

By far the most valuable experience I have had in my short time as an HCD Fellow has been the ability to see how practitioners of applied anthropology carry out the work of their organizations on a day-to-day basis. Having an agency supervisor and executive director who are both alumni of the same anthropology program gives me a unique look into my future as a practitioner in the field of community development. Anthropological theories are implicit in the ways in which United Housing carries out its mission, and it is extremely exciting to see how the community-building theories I've learned in school are being used daily to improve the lives of people in the Memphis region. Having the internship experience to draw on gives me a much richer understanding of the concepts I learn in the classroom and allows me to connect these concepts to their real-world applications. Most importantly, I feel extremely fortunate for the work experience the HCD internship has given me, and feel well-prepared for a future career in the community development field.



NeighborWorks America Community Impact Measurement

Project

NeighborWorks America, a national funding intermediary and one of United Housing, Inc.'s major funders, required that UHI conduct a place-based impact assessment in one of its target neighborhoods in Raleigh. Rather than approach the study as simply a reporting requirement, UHI wanted to use the data to understand its influence in the community. Additionally, UHI wanted to use the survey distribution and analysis as a way to further strengthen its relationship to the neighborhood and to allow residents the opportunity to use the data for their own needs.



Proficiencies

- Survey Administration
- Quantitative/Qualitative Data Analysis
- Community Outreach
- Participatory Methodologies
- Report Writing



Products

- Descriptive Report of Findings
- Qualitative Analysis Report
- New Relationships with Community Members
- Final Data Report for Community Members

Impact

For UHI

- Increased understanding of community
- New and stronger relationships with neighborhood members
- Potential for advocacy efforts
- Presentation of findings at national conferences
- Fulfilled reporting requirements

For Student

- Experience with national impact measurements
- Strengthened methodological skills
- Experience in data management and analysis
- Greater understanding of housing policy
- Strengthened report writing and design skills
- Experience with community outreach

community neighbors well

community neighbors well

April Steele

HCD Fellow 2013-2014
Department of Anthropology

THE UNIVERSITY OF
MEMPHIS
DIVISION OF HOUSING



United Housing
homeownership starts here

United Housing's Mission



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

Internship Learning Goals

- Understand how the work of United Housing fits into the larger picture of community development in Memphis.
- Understand the role that CDCs and other community-based nonprofits play in the social and economic development of communities.
- Gain further experience in anthropological methods (interviews, ethnographic observation, participatory methodology, etc.) and learn how to apply these skills to reporting requirements, evaluations, and impact measurements.
- Gain experience in nonprofit management and increase familiarity with program design and implementation, evaluation tools, development and administration.
- Further develop concise writing skills, especially those needed for agency reporting.
- Learn about housing policy in Memphis and understand how these policies affect local nonprofits.

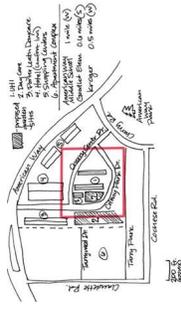
NeighborScape Demonstration Garden

Project

UHI wanted to build a community garden in a vacant lot behind its offices. In our previous research with the NeighborWorks America Community Impact Measurement, we found that residents commonly cited poor lawn maintenance as one of the primary indicators of neighborhood decline. Residents also commonly associated lawn care with pride and good neighborliness. Given this data, along with UHI's emphasis on sustainable homeownership, we decided to apply for grant funding to build an educational demonstration garden. This garden would benefit UHI's clients by offering free classes on low-cost, low-maintenance sustainable lawn care and gardening.

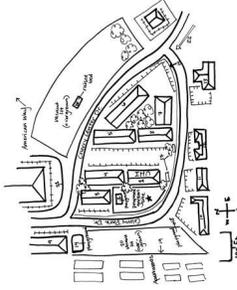
Proficiencies

- Grant Research
- Grant Writing
- Ethnographic Mapping
- Survey Design
- Program Design



Products

- Grant Proposal
- Project Timeline
- Homebuyer Education Survey
- New Partnerships



Impact

For UHI

- Roadmap for future garden implementation
- Potential to leverage future funding
- New partnerships with community partners
- Increased knowledge of sustainable practices

For Student

- Experience in grant writing and program design
- Strengthened methodological skills
- Experience in building relationships with community partners
- Stronger writing ability
- Understanding of how to find grant funding





Courtney McNeal

GRADUATE PROGRAM:
EXPECTED GRADUATION:
EDUCATION:

HCD PLACEMENT:
SUPERVISORS:
FACULTY MENTOR:

Public and Nonprofit Administration
May, 2015
Bachelors of Professional Studies
University of Memphis
Community Development Council
Emily Trenholm
Leigh Hersey

My experience as an HCD Fellow this semester has enabled me to understand the importance of some human resources aspects through engaging in internal policy. This goal was accomplished by updating the organization's personnel policy handbook. In effort to update the handbook, I first reviewed the initial handbook, researched best practices for nonprofit policy handbooks, as well as taking a look at a few of the CD Council's member organization's policy handbooks. In addition to gaining valuable knowledge, this project presented an opportunity where I could apply the theory aspect of public administration human resources and policy to practice. Therefore, I took what was learned inside of the classroom and applied it to my experience with my final project.

My overall experience as an HCD Fellow was phenomenal. Although I was able to engage in projects and activities that I have an interest in, I cannot say that I was very familiar with the organization and its areas of focus coming into the placement. However, throughout the semester I gained an extensive amount of exciting and interesting knowledge about the organization and its areas of focus. Furthermore, this internship experience has allowed me rethink what field of public administration I would like to make a career out of. Being that this experience was so amazing, I can honestly say that the program holds plenty of value. The program is the perfect way for students to work in their areas of interest by doing meaningful work as well as being engaged with the community and other stakeholders. Moreover, students are able to network with many prominent figures and organizations in the city of Memphis, which is always beneficial. Networking can possibly take your career and education to another level. For example, through networking with CD Council members and collaborative partners, I was able to land an internship for this summer with the city. This is just one of the many benefits that are a result of being a part of the HCD program, which I think is pretty valuable.



Community Development Council of Greater Memphis

Mission

The CD Council of Greater Memphis supports the revitalization of Memphis neighborhoods through public policy development and advocacy, organizational capacity building, and community education.

Who Are We?

The Community Development Council of Greater Memphis, Inc. (CD Council) is a network of nonprofit community-based developers and supporting organizations working to revitalize and stabilize Memphis neighborhoods. The Council unites these organizations through mutual support, the exchange of information and expertise, professional standards, and a shared vision for the future of Memphis.

Our Work

CD Council serves its member organizations through capacity-building programs and partnerships with the public, private, and nonprofit sectors, with the goal of strengthening our collective efforts to revitalize Memphis neighborhoods.

Project

To update the Community Development Council of Greater Memphis' policy handbook

Competency

Understanding human resources by participating in and contributing to internal policies



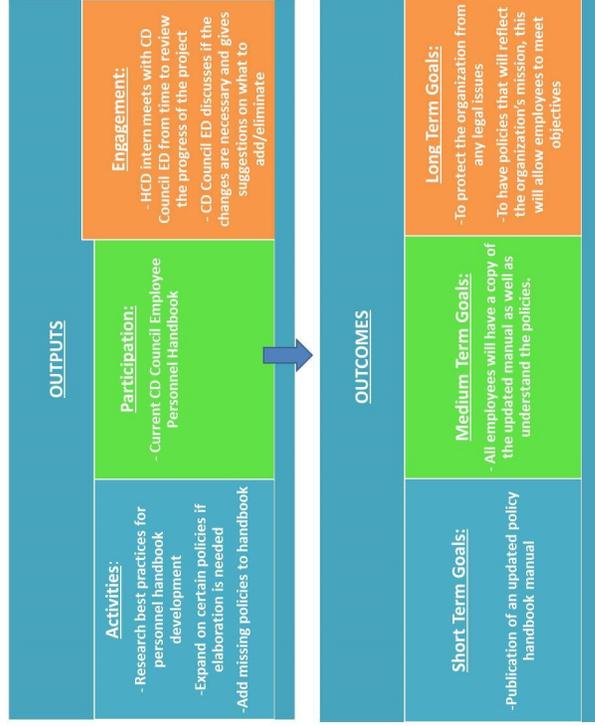
Livable Memphis Pizza With Planners



Courtney McNeal, HCD Fellow, MPA Candidate



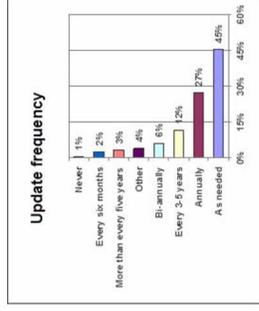
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- Importance of a policy Handbook:**
- Defines an organization's responsibilities and obligations to its employees
 - Defines organization expectations and standards
 - Brings structure to the organization
 - A way to ensure that organizations are aligned with its mission and values
 - Provides guidance for the fair and consistent treatment of employees
- Why should an organization update their handbook?**

- Laws and regulations may change
- Ensure that there is consistency
- To eliminate any policies that aren't relevant
- To revise and rewrite any unclear policies

How Frequent Non-profit Organizations Update their Policy Handbooks



Policies within CD Council's Handbook:

- Confidentiality
- Harassment
- Title Discrimination
- Donor Relations and Privacy
- Equal Opportunity/Employment
- Performance Evaluation
- Disciplinary Procedures
- Social Media

Policy Highlight:

Social Media Policy

Nonprofits attribute their social media success to:

- 41% Developing a social media strategy
- 37% Having executive buy-in and making social media a priority
- 28% Dedicating a position specifically to social media

Source: Avetta

- ✓ A social media policy outlines the organization guidelines of communicating in the online world for employees
- ✓ Social media policies offers clear and direct guidelines on conduct and behavior
- ✓ helps employees understand the risks, liabilities, and benefits of social media engagement
- ✓ A social media policy can protect the organization



CD Council's Harassment Policy

- ✓ It is illegal to harass others on the basis of their sex, sexual orientation, age, race, color, national origin, religion, marital or veteran status, citizenship, disability, or other personal characteristics
- ✓ Harassment includes making derogatory remarks about such characteristics, making jokes about ethnic or other groups, and other verbal, physical, and visual behavior.
- ✓ Sexual harassment is also prohibited. Propositions, repeated requests for dates, dirty jokes, sexually provocative pictures or cartoons, and other verbal, physical, and visual harassment of a sexual nature are prohibited.
- ✓ The harassment of any staff member will lead to immediate disciplinary action up to and including termination.



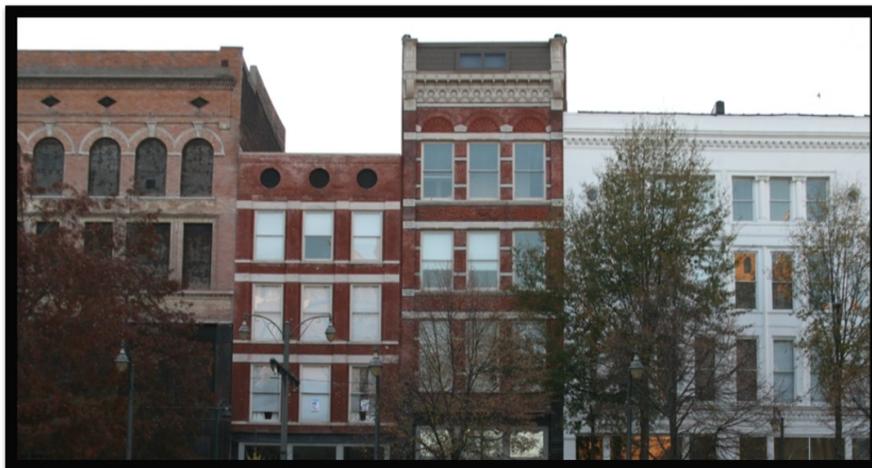
Josh Conley

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2015
EDUCATION:	B.A., History
	Middle Tennessee State University
HCD PLACEMENT:	Memphis Landmarks Commission
SUPERVISORS:	Nancy Jane Baker
FACULTY MENTOR:	Antonio Raciti

My first year as an HCD Fellows with the Memphis Landmarks Commission (MLC) was a wonderful experience filled with a number of great projects. At the onset, Dr. Antonio Raciti, Ms. Nancy Jane Baker, and myself sat down to identify a series of learning and productivity objectives that I should strive for through the semester which extend beyond the everyday duties, such as staff recommendations for commission meetings. These projects largely fall onto the course of an extended timeline and I was thrilled to be so involved with them from the very beginning.

Given Dr. Raciti's involvement with The Main to Multi-Modal Connector Project and its relevance to the Mid-South Regional Greenprint planning process, I was charged with considering the prospect of narrative bikeways throughout the region highlighting the story and history of Memphis through its historic places. This process began by connecting our protected historic districts and important historic sites to their original development and the street-car lines. I created a map using GIS, which allowed these original electric streetcar

lines (using the 1913 Memphis Street Railway Co. map) a document which can be utilized in the future for a myriad of projects. I then researched destinations and narratives throughout the city focusing more on the social aspects (Civil Rights Marches, music locations, etc.) This process granted me the opportunity to explore the many existing cultural institutions that Memphis offers in an effort to minimize the amount of new research needed and to also create a sense of cohesion between the potential bikeways and the established cultural centers that are already telling their story from a less mobile position. I presented my research to John Zeanah, head of the GreenPrint Project in April with favorable reviews.



I also began the process of nominating Memphis' Civic Center Plaza as a district to the National Register of Historic Places. I have previously researched this forgotten modernist landmark during my time at Middle Tennessee State University and it has proved tremendously rewarding to revisit my past research in such a meaningful and practical light.

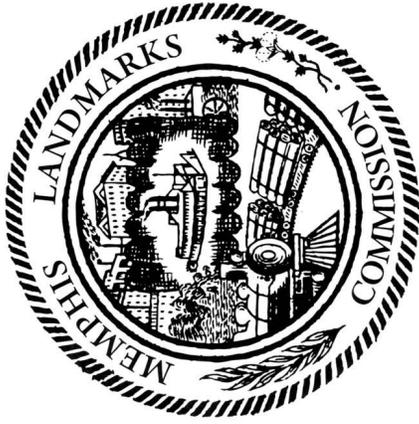
In addition to staff recommendations, creating maps for work taking place elsewhere in the office, and continuing research of properties for the local historical register, I took on two larger projects which are affording me the opportunity to further hone my research skills and develop an understanding of the National Register process, which is an experience valuable to every young preservationist. As a historian, I am greatly enthused by the research process and learning the story of a place, a people or a structure thoroughly, then analyzing the story to help solidify it on the pages of time. Being able to incorporate my undergraduate training with a regional planning process like the Mid-South Regional Greenprint is an experience, which is sure to prove valuable throughout my career.

Civic Center Plaza National Register Nomination



National Register District Nomination for Mid-Century Modern Civic Center Plaza in Memphis, Tennessee to be completed May 2014.

"The architecture presented around Memphis' modernist landmark is a group of structures created to represent a whole hearted change in the aesthetic and the social and while many of those changes have been witnessed since the end of construction, there is still more life in the message of Memphis' Civic Center plaza."



Josh Conley
HCD Fellow, Masters Degree Candidate, City and Regional Planning

Memphis Landmarks Commission

The Memphis Landmarks Commission represents City of Memphis government's commitment to protecting our city's historic, architectural, and cultural landmarks.

Today, there are 13 historic preservation districts: Annesdale-Park, Annesdale-Snowden, Collins Chapel, Cotton Row, Gayoso-Peabody, Glenview, Lea's Woods, Maxwellton, Rozelle Annesdale, South Main Street and Victorian Village. These are not the same as historic districts listed on the National Register of Historic Places, and City Council approval is required for a local historic district.



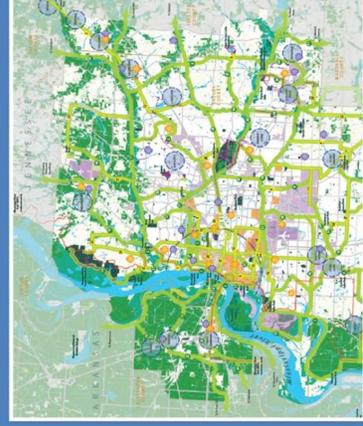
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Mid-South Regional GreenPrint-Action 1.2.9



Phase one of GreenPrint component to connect greenways, trails and bike lanes to historic sites and cultural resources such as Main Streets, throughout the region as a piece of larger Mid-South Regional GreenPrint planning process.





Amy Collier

GRADUATE PROGRAM:

City and Regional Planning

GRADUATION:

May, 2014

EDUCATION:

B.A., Economics

University of Memphis

PLACEMENT:

TIGUrS (Funded by Green Fees)

SUPERVISORS:

Karyl Buddington

FACULTY MENTOR:

Stan Hyland

At the close of my graduate career, I realize that the experience I have valued most throughout my time as a City and Regional Planning student has been with the TIGUrS gardens. I have greatly appreciated the opportunity to gain hands-on skills from program implementation to budget and grant writing.



Here are a few highlights of my experiences with TIGUrS, and what I have learned:

Inter-agency collaboration :

Without the help and involvement of others in our garden initiative, we would not be where we are today. Several of our events and programs this year have been large collaborative efforts with Memphis organizations, such as the Memphis Area Master Gardeners and the Memphis Zoo.

Diverse learning groups: From the beginning of my internship, I was so excited to help with programming efforts. I had no idea

how many different types of audiences the garden attempts to reach out to. I have helped plan events for 1st graders, faculty, volunteer groups, and our SLUGs student organization. Now, I feel prepared to reach out to and educate diverse audiences in whatever I do.

Budget and grant writing: I never realized how much effort goes into budgeting for projects- even the smallest ones! I enjoyed learning about budget research and speaking with various campus and community groups about how best to sustain our garden efforts with the funding available to us, in addition to searching for new, creative funding sources.

In all, being a TIGUrS graduate student has truly prepared me to conquer my professional goals. Not to mention, I got to taste some pretty excellent vegetables along the way. Thank you to Dr. Karyl Buddington, Art Johnson, Dr. Stan Hyland, and the TIGUrS garden crew!

University of Memphis TIGURS

Because one of the major objectives of our gardening efforts is to educate, we try to engage diverse audiences with an array of programming. In the past two seasons, we have had two main events: the Let's Grow Garden Expo and the 5th Annual Earth Day celebration at the University of Memphis - and both were great successes!

Other programs created by our friendly garden crew have included the Guests in the Garden Animal Conservation speaker series, Jammin' in the Garden, and Pumpkin Painting, in addition to plenty of hands-on volunteer opportunities offered to one and all! See examples of our programming efforts below.



Special thanks to:



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MEMPHIS
Dreamers. Thinkers. Doers.



Amy Collier, Green Fee Fellow

The mission of TIGURS is to educate students and community members about sustainable gardening practices and conservation topics, to increase access to healthy foods, and to provide a peaceful greenspace in an urban environment.



Tigers Initiative for Gardening in Urban Settings



Internship Goals:

- ✓ Gain competency in environmental programming for diverse audiences
- ✓ Learn to write budget and grant proposals
- ✓ Gain experience in collaboration with external organizations and creating mutually-beneficial relationships
- ✓ Encourage community involvement

Above, Amy finishes helping to release the garden's new mural at the Let's Grow Garden Expo in November 2013.

dream of a City
planning.memphis.edu

Relevant coursework:

- Community Finance
- Land Use Planning
- Community and Economic Development
- Environmental Nutrition
- Cultural Foods

TIGURS is funded through the Green Fee at the University of Memphis. Since our founding six years ago, we have been funded through our greatest asset - our students! We have submitted a Green Fee Proposal for the 2014-2015 school year and will present our requests to the Green Fee Committee in April 2014.

Have you noticed we're growing?
The SUAPP Garden was constructed in Fall 2013.



*The SUAPP garden (above and right) is a collaborative effort of students in the School of Urban Affairs and Public Policy and TIGURS.

Where does your food come from?

Do you know where your food comes from? At TIGURS, we think it is vital for members of our community to have an understanding of how food that their families consumed is grown.

We offer a hands-on learning environment to anyone and everyone looking for more information on urban food systems. We hope that our education is able to extend farther than just our own garden and that families are able to replicate TIGURS practices in their own communities.

Cultivating the next Generation

TIGURS has a long-held relationship with the Campus School at the University of Memphis. We are always happy to collaborate with classes to meet the academic needs of many students.

This year, we held a Go Green Week in conjunction with Campus School's library to offer entertaining education to fourth and fifth graders over the Fall Break period.

Some activities with Campus School this season:

- Planting onions for late fall harvest
- Touring the oasis garden via taste
- Painting in the garden
- Earth Day and Conservation topics



Children from Campus School enjoy the garden during Go Green Week.



Carol Ann Walker

GRADUATE PROGRAM: Public and Nonprofit Administration
GRADUATION: May, 2014
EDUCATION: Juris Doctor University of Mississippi School of Law
 B.A., Mathematics, Mississippi State University
PLACEMENT: Strengthening Communities Initiative
 (Funded by SUAPP)
SUPERVISOR/MENTOR: Leigh Hersey

I have spent the past year as the Graduate Assistant responsible for coordinating the Strengthening Communities Initiative (SCI) at the University of Memphis. SCI awards Capacity Building and Small Grants to support the development and implementation of collaborative and innovative community-based projects that address economic development, education, health, housing, transportation, and safety issues. SCI grants are offered annually in partnership with the Community Foundation of Greater Memphis, United Way of the Mid-South, the Learning by Giving Foundation, and the University of Memphis.

My responsibilities at SCI include coordinating the communication and activities of the Executive Committee and the Administrative Team; keeping the Executive Committee and Administrative Team on task and maintaining momentum; coordinating all activities related to previous grant recipients, including planning a bi-annual grant recipient meeting; carrying out all activities related to the new grant cycle, including revising the Request for Proposal Guidelines (RFPs) and Grant Applications, planning interest meetings, accepting applications, and assisting with the grant review process; and interacting with grant recipients, as well as members of the public interested in the Strengthening Communities Initiative. Because of my involvement in the SCI grant program, I have gained invaluable knowledge of the grant management process. In addition, I have also gained an understanding of the role of SCI, nonprofit organizations, and engaged scholarship in driving community revitalization.

Since the coordinator position has changed hands several times over the past few years, I want to make sure that the coordinator's responsibilities are well-documented for my successor. Before my predecessor left, she prepared a timeline to help me stay on top of my duties. I have added to this timeline and made detailed notes for specific duties, so the next coordinator should know exactly what he/she needs to do when. I have also organized all of my files and saved all of my emails, so they can be used as templates in the future. In addition, I revised the RFP Guidelines and Grant Applications to improve the organization and clarity and have made several recommendations for improving the grant process.

I have enjoyed my experience as the coordinator for the Strengthening Communities Initiative. I love having a position with a real purpose and real responsibilities. I am also very excited to be learning so much about the grantmaking process and hope I will be able to use this knowledge in my career.

Strengthening Communities Initiative

SCI Administrative Team

Dr. Leigh Heesey
Assistant Professor in the Division of Public & Nonprofit Administration
Director of Research for the Institute for Philanthropy & Nonprofit Leadership

Dr. Stanley E. Hyland
Head of the School of Urban Affairs & Public Policy

Dr. A. Katherine Lambert-Pemington
Associate Professor in the Department of Anthropology

Carol Ann Walker
Graduate Assistant & Strengthening Communities Coordinator

Vickie Peters
Business Manager for the School of Urban Affairs & Public Policy

SCI GRANTS

Since 2008, SCI has provided funding to support the development and implementation of collaborative and innovative community projects that address economic development, education, health, housing, transportation, and safety issues.

Project sites and organizations must be located in west Tennessee; Crittenden County, Arkansas; or Desoto or Tunica County, Mississippi.

SMALL GRANTS - \$2,500

- Awarded to nonprofit organizations for a one-time community development project, preferably to support initial work that will lead to a future Capacity Building Grant.
- 12-month project timeline
- Grant recipients chosen by students in an undergraduate course on nonprofit organizations.
- Funding provided by the Learning by Giving Foundation.



CAPACITY BUILDING GRANTS - \$18,000

- Awarded to teams, consisting of nonprofit community organizations and University of Memphis faculty and students, for community projects in order to increase community capacity.
- Emphasis on engaged scholarship, as well as collaboration between organizations, UM faculty and students, and the community.
- 18-month project timeline
- Three levels of review:
 - Applications reviewed by students in a graduate course on philanthropy.
 - The students' recommendations are considered by the Community Review Committee.
 - The Community Review Committee's recommendations are considered by the Executive Committee, which consists of one executive from each funder.

- Funding provided by the Community Foundation of Greater Memphis, United Way of the Mid-South, and the University of Memphis.



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IMPACTS

SHORT TERM
Award Grants

Students in undergraduate and graduate courses learn about grantmaking.

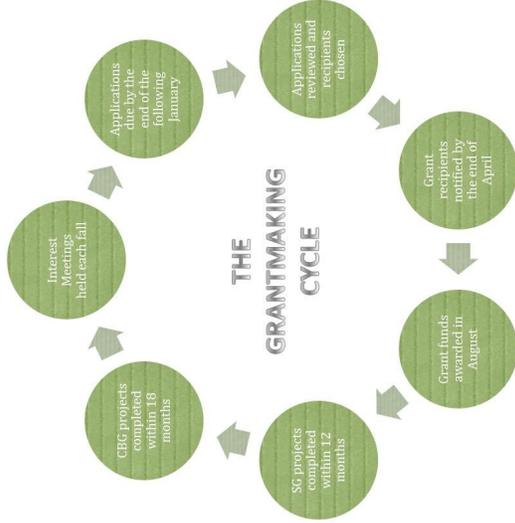
MEDIUM TERM

Increase collaboration between nonprofit members, and the University of Memphis contribute to the University's engaged scholarship agenda

Carry out capacity building projects

LONG TERM

Strengthen communities.



GRANT COMPLIANCE

- Meetings held twice per year for current grant recipients to share information.
- Small Grant recipients submit 12-month reports.
- Capacity Building Grant recipients submit 9 and 18-month reports.



2012 CBG Project
The Salvation Army + Dr. Donalyn Haise & Dr. Laurie MacGillivray
Fostering Resilience through Art & Literacy with Families Who Are Homeless: Finding Beauty in Unsuspected Places



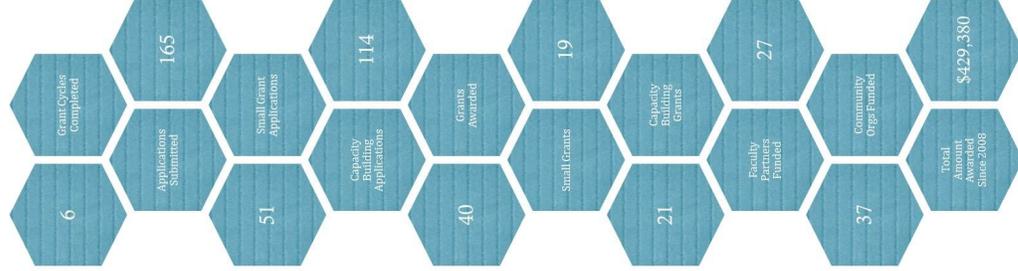
Grant Recipient Meeting
Presentation by Pigeon Roost Development Corporation
Pigeon Roost Regrowth Plan
2012 CBG Project



2013 CBG Project
Playback Memphis + Dr. Robert A. Neimeyer
Performing the Peace: Playback Theatre in the Strengthening of Police-Community Relations



SCI BY THE NUMBERS



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School of Urban Affairs and Public Policy

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