



THE UNIVERSITY OF  
**MEMPHIS**  
School of Urban Affairs  
and Public Policy

# **Housing and Community Development Fellowship Annual Report 2021–2022**

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# PROGRAM OVERVIEW

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

## Agency Eligibility

**Placement agencies are selected based on the following criteria:**

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

## Student Eligibility

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



# HISTORICAL HCD FELLOWSHIP PARTNER AGENCIES

- ▶ Behavioral Health Initiatives
- ▶ Behavioral Health Initiatives
- ▶ Binghamton CDC
- ▶ BLDG Memphis
- ▶ Blight Authority of Memphis, Inc.
- ▶ Center for Transforming Communities
- ▶ City of Memphis Chief Administrator's Office
- ▶ City of Memphis Division of Parks and Neighborhoods
- ▶ City of Memphis Youth Services
- ▶ Clayborn Reborn
- ▶ Clean Memphis
- ▶ Community LIFT
- ▶ Cooper Young CDC
- ▶ Frayser CDC
- ▶ Freeman Outreach Center
- ▶ Gestalt Community Schools
- ▶ Goodwill Homes Community Services, Inc.
- ▶ Green & Healthy Homes Initiative
- ▶ Grow Memphis
- ▶ Habitat for Humanity
- ▶ Hospitality Hub of Memphis
- ▶ Keep Tennessee Beautiful
- ▶ Knowledge Quest
- ▶ Latino Memphis
- ▶ Lead Hazard Control - Shelby County Housing
- ▶ Mayor's Innovation Development Team
- ▶ Memphis Area Legal Services
- ▶ Memphis Center for Independent Living
- ▶ Memphis City Schools
- ▶ Memphis Heritage
- ▶ Memphis Landmarks Commission
- ▶ Memphis and Shelby County Division of Planning and Development
- ▶ Methodist Le Bonheur Community Outreach
- ▶ Midtown Memphis Development Corporation
- ▶ Neighborhood Preservation, Inc.
- ▶ Pigeon Roost CDC
- ▶ Refugee Empowerment Program
- ▶ Shelby Farms Conservancy
- ▶ Shelby Residential Vocational Services
- ▶ South Memphis Alliance
- ▶ St. Patrick's Community Center
- ▶ Strengthening Communities Initiative
- ▶ The Heights CDC
- ▶ The Works, Inc.
- ▶ Tigers Initiative for Gardens in Urban Settings
- ▶ United Campus Workers
- ▶ United Housing, Inc.
- ▶ United Way
- ▶ University Neighborhoods Development Corporation

# ANNUAL FELLOWSHIP FOCUS

As part of the curriculum, HCD Fellows participate in monthly student summits that highlight a range of topics year to year. This year, students explored the intricacies of participation and community voice in the process of community development.

As part of the curriculum, HCD Fellows participate in monthly student summits that highlight a range of topics. This year, students explored the intricacies of participation and community voice in the process of community development. In the fall, students participated in panel discussions with host agency representatives, who provided insight into how they handle decision making, power structures, fundraising, and partnerships. Fellows also attended public meetings related to community development decision-making, and prepared field notes and reflections to broaden their exposure and understanding of the community development dynamic.

In the spring, fellows participated in a series of screenings of the multi-part documentary OWN: Land. Home. Block. This moving documentary follows the work of the Community Redevelopment Agency and their partners in addressing food insecurity, homeownership and blight in North Memphis. Following each viewing session, Fellows engaged in dynamic conversations with guest panelists who offered their insight into various aspects of the documentary and ongoing efforts to improve quality of life across Memphis.

Participating panelists included:

- Andrew Murray, Director of Planning and Community Development City of Memphis and Shelby County Community Redevelopment Agency
- Bobby and Derravia Rich, Black Seeds Urban Farm
- Erin Burton Cole, Film Director
- Kimani Shotwell, Director of Community Building, Engagement, and Impact City of Memphis and Shelby County Community Redevelopment Agency

SUAPP and HCD Fellowship Program  
Docuseries Screening

**OWN:**  
Land. Home. Block

Part 2. Home  
Monday, March 14 at 11:30 am



The online screening will be followed by a conversation with the Director of the Film,  
**Erin Burton Cole**  
Founder and Artistic Director, Art With A Heartbeat

Presented by  
**THE UNIVERSITY OF MEMPHIS**  
School of Urban Affairs and Public Policy

# HCD FELLOWSHIP PLACEMENT AGENCIES



# FELLOWSHIP SUMMARIES



## Lydia Babcock

Graduate Program: **Anthropology Placement**

Agency: **United Housing**

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

### Fellowship Focus

Lydia, a dual-degree Master of Anthropology and Master of Public Health student, conducted a needs assessment to identify organizational gaps and lay the foundation for strategic planning, future workshops and trainings, and ongoing research. Throughout her time at UHI, she has conducted in-depth interviews with staff members, interviewed program alumni, and proposed and initiated youth-driven community-based participatory action programming. She also assisted with grant writing, fundraising, and the Memphis Affordable Housing Trust Fund local policy advocacy campaign.

*"This fellowship allowed me to critically explore the ways in which non-profit organizations anticipate and respond to community needs, as well as decision making processes and fair housing policy advocacy efforts at local, state, and national levels."*







## Jasmine Bowden

Graduate Program: **City and Regional Planning**

Placement Agency: **The Works CDC**

The mission of The Works Inc. is to work to rebuild, restore and renew our community's families, and the environments in which they live through housing, economic development, and social services.

Their goals include: Increasing the availability of affordable housing; Delivering programs and services related to affordable housing and neighborhood revitalization; and Providing the social services, advocacy, and support requisite for families' holistic, healthful, and socioeconomic success.

### Fellowship Focus

Jasmine is interested in neighborhood restoration and economic development opportunities for Memphis communities. Through her fellowship with The Works, Inc. Jasmine supported the Strategic Code Enforcement Management Academy (SCEMA) which provides lectures and technical assistance to professionals responsible for making, administering and enforcing state and municipal codes that protect the health, safety, and sustainability of residential neighborhoods across the country. She is excited to continue helping with community engagement efforts around the Klondike master plan and development projects led by The Works Inc.







## McKinlee Deutsch

Graduate Program: **Public and Nonprofit Administration**

Placement Agency: **Seeding Success**

Seeding Success works to improve outcomes for every child, from cradle to career, by improving the way institutions, community organizations, policies, and resources work together to support our community. Seeding Success is committed to dismantling racial inequity. They seek to do so by disrupting systems of oppression, and designing, building, managing, and sustaining anti-racist systems of opportunity. These systems are intended to scale quality and evidence-based strategies that improve outcomes at a population level. The Seeding Success partnership seeks to ensure every child has the support and resources they need to succeed cradle to career. As a leader of systems-level change, they work to achieve better results by engaging the community, advancing equity, developing a culture of continuous improvement, and leveraging existing research.

### Fellowship Focus

McKinlee supported the Seeding Success Policy Team with research, policy development, and other administrative efforts to promote equitable practices for Memphis' children and families.

*"Participating in the policy development process at Seeding Success has allowed me to see how an organization can advocate for sustainable and systematic changes for the betterment of Memphis children and families."*



seeding success



## Reaghan Gough

Graduate Program: **Anthropology**

Placement Agency: **Center for Transforming Communities**

The Center for Transforming Communities (CTC) focuses on the cultural, economic, social, physical and municipal health of Shelby County's diverse neighborhoods. Neighborhood connectors transmit and archive voices of a neighborhood in order to initiate place-based community organizing. Through asset and arts-based community development and network organization, CTC aims to enact collective impact on public policy and culture through equitable collective practices.

### Fellowship Focus

Reaghan's work at the CTC focused on the cultivation and analysis of residential and organizational data in order to maximize the efficiency of the data collection process. She worked closely with the agency's data and development coordinator to create a new log that CTC's connectors use in the field to capture both quantitative and qualitative data. This information is used to create a series of social network maps, asset maps and geographic information system (GIS) maps to visualize CTC's impact through social, economic and spatial measures.

*"My two years with CTC equipped me with the vital skills, knowledge, and experiences to promote autonomy and equity in the community organizing space using sophisticated social science methodology."*





## Jasmine McGill

Graduate Program: **Public and Nonprofit Administration**

Placement Agency: **The Heights CDC**

The Heights CDC builds community through just-housing redevelopment and a commitment to serving with and learning from our neighbors. The Heights community has over 1,100 vacant and abandoned properties. The Heights CDC purchases blighted homes and renovates them to a high standard. These rehabbed homes are then rented to families at an affordable rate with the goal of preparing the family for homeownership. They believe that Heights' residents are the experts and by supporting their work we can holistically address the problems of blight, crime, and disinvestment. The Heights CDC works with our neighbors on public spaces like parks, libraries, and our streets and sidewalks, because beautifully designed shared spaces add value to a community.

### Fellowship Focus

Jasmine served as a Highland Heights liaison and representative involved in the development of a five-year community wide plan called Operation Safe Community. She assisted with the intake and reporting of community issues such as crime and blight, issues that are brought to the attention of Police Joint Agencies (PJAs) and public officials.

*"My work with Community LIFT helped me realize the role that community development corporations play in the communities where they are located."*







## Jafrin Mouli

Graduate Program: **City and Regional Planning**

Placement Agency: **Innovate Memphis**

Innovate Memphis works to develop initiatives, nurture partnerships and innovate solutions to move Memphis forward and deliver impactful, sustained change. We work with diverse stakeholders to collaborate across public, private, and non-profit sectors to understand the root causes of long-standing challenges and generate solutions from ideation to scale, deliver, and sustain. They connect the dots between public and private sectors, create tactical strategies and collaborative opportunities, and seek ways to improve communities and neighborhoods throughout the city. Their goal is to create the best results for the people we're serving and to create a vision for dynamic change in Memphis.

### Fellowship Focus

At Innovate Memphis, Jafrin supported the data team to capture substantive pictures of communities, especially using the applications of Geographic Information Science (GIS), and develop effective solutions for community problems. She worked on mapping safe walking routes to several elementary schools of Memphis. She has also worked on preparing a database of all the arts and cultural establishments in Memphis along with characteristics of the neighborhoods in which they are located.

*"Realizing the powerful role that non-profit sector can play in community development was an eye-opening experience for me while working with Innovate Memphis. This inspires me to work more for the community in future."*





## DaNaysia Ross

Graduate Program: **Anthropology**

Placement Agency: **Green & Healthy Homes Initiative**

Green and Healthy Homes Initiative (GHHI) is dedicated to addressing the social determinants of health and the advancement of racial and health equity through the creation of healthy, safe and energy efficient homes. By delivering a standard of excellence in its work, GHHI aims to eradicate the negative health impacts of unhealthy housing and unjust policies for children, seniors and families to ensure better health, economic and social outcomes for low-income communities of color.

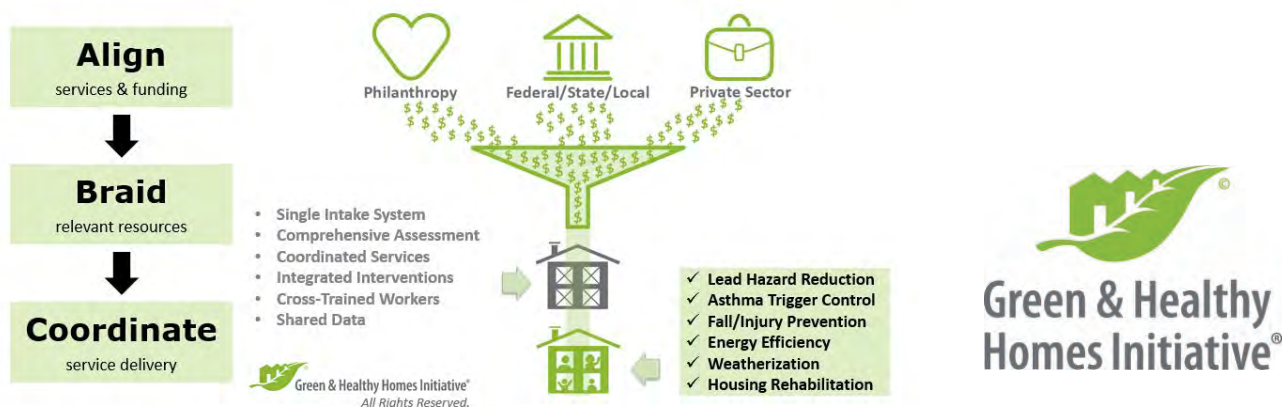
### Fellowship Focus

#### Fellowship Focus

In collaboration with 20 local and state partners, DaNaysia managed the Master Home Environmentalists program leading a team to address unhealthy and unsafe housing across the Mid-South. GHHI's mission is to break the link between unhealthy housing and unhealthy families by creating and advocating for healthy, safe, and energy-efficient homes.

*"As a manager of the Master Home Environmentalists program, I have learned in detail what makes a home unhealthy including details about contaminants, pests, and moisture."*

### GHHI Model: Addressing the Whole Home by Integrating Services





## Natalie Scarbrough

Graduate Program: **Social Work**

Placement Agency: **Memphis Tilth**

Memphis Tilth serves as a forum for the exchange of ideas and information between gardeners, farmers, beekeepers, tree planters, ranchers, orchardists, and everyone else seeking the creation of

local sustainable agriculture and forestry. Their mission is to cultivate collective action for an economically sustainable, socially equitable, and environmentally sound local food system.

### Fellowship Focus

Natalie worked with Memphis Tilth in heading the Food System Fellowship Program. Natalie is passionate about increasing food security through sustainable urban agriculture.

*"Working with Memphis Tilth has given me the opportunity to work with community members to reduce food insecurity. The fellowship has allowed me to identify the ways that social workers are able to participate in the community and advocate for food for everyone."*







## Delia Valastro

Graduate Program: **City and Regional Planning**

Placement Agency: **Clean Memphis**

Clean Memphis is an environmental protection organization focused on engaging and educating communities, providing high-level cleanup of key areas, and implementing a comprehensive environmental education program that includes a focus on sustainability for schools and restaurants. Clean Memphis is a 501(c)(3) grassroots organization founded in 2008 by a group of concerned citizens who believe that a cleaner city will help to reduce crime, promote a sense of pride in community and cultivate economic prosperity. Their goal is to engage every Memphian in getting and keeping Memphis clean. They conduct three programs to work toward this goal: Supporting Community Partnerships and Zone Collaborations, High-Profile Clean Up Projects, and Service Learning Projects. Clean Memphis works to support existing community partnerships and zone collaboratives.

### Fellowship Focus

Delia assisted Clean Memphis in building the case for establishing “circular economy” (CE) goals for Memphis. She conducted peer-city research and helped prepare a report on current policy, legislation, and CE trends in the US. Future research will focus on policy regarding construction and demolition waste recycling.



**Feed Your  
Neighbors**



**End Food  
Waste TN  
Events**



**CLEAN  
MEMPHIS**

WALK THE TALK



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