



HOUSING & COMMUNITY DEVELOPMENT FELLOWSHIP

ANNUAL REPORT 2023-2024



School of Urban Affairs
and Public Policy



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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.

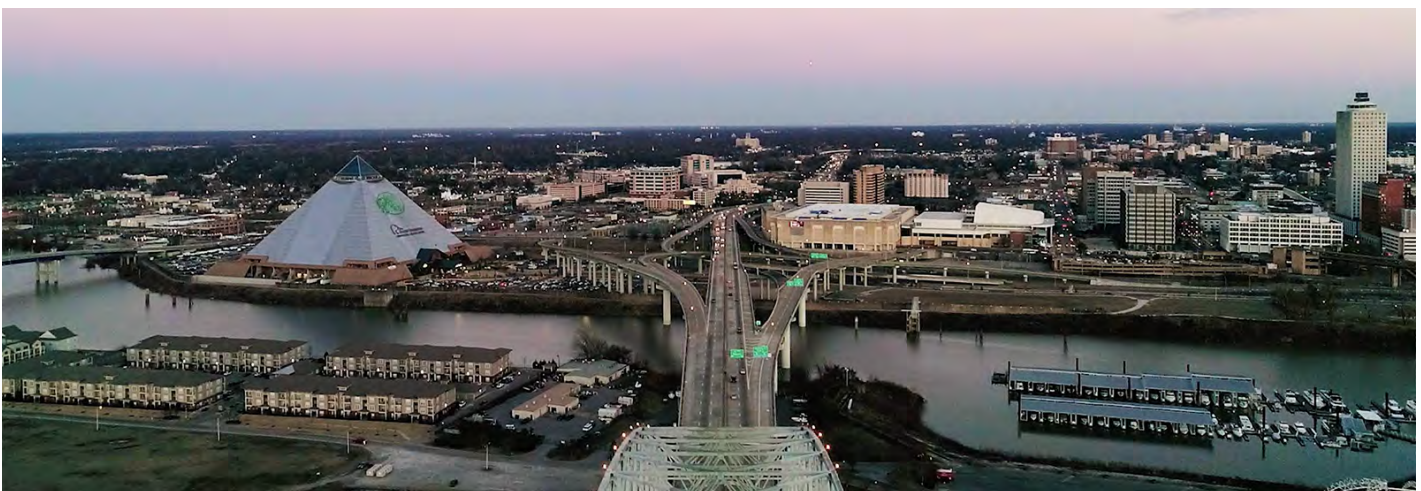
Agency Eligibility

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

HCD FELLOWSHIP PLACEMENT AGENCIES



FELLOWSHIP SUMMARIES



Stella Adu

Graduate Program: **City and Regional Planning**

Placement Agency: **Center for Transforming Communities**

Rooted in the diverse communities of Memphis, the Center for Transforming Communities (CTC) is a non-profit spark for positive neighborhood renewal. Rather than imposing top-down solutions, CTC equips residents to take the lead in revitalizing their own communities through grassroots participation. By convening localized action teams, CTC creates forums where neighbors connect, build trust, and harness their collective wisdom to drive change. This participatory method empowers communities to own their challenges and develop comprehensive strategies tailored to their unique strengths and needs. As these citizen-led initiatives take shape, CTC supports their implementation by facilitating resource sharing and collaboration across neighborhood teams. Through this ground-up model of community engagement, CTC aims to awaken the inherent potential in every Memphis neighborhood.

Fellowship Focus

Stella assisted in data gathering and analysis efforts in understanding community needs at CTC. She synthesized insights from one-on-one interviews conducted by neighborhood connectors, guiding CTC's focus through pinpointing key areas requiring attention across Memphis communities. Stella also assisted in grant research and writing in securing funding to sustain CTC's work and supported the development of CTC's Community Land Trust project.

"Translating community voices into actionable insights taught me the power of grassroots perspectives in driving meaningful change. This experience ingrained in me the importance of truly listening to the needs and priorities of the communities we aim to serve, and allowing their lived experiences to guide the solutions we develop and implement."





Navid Enayati

Graduate Program: **City and Regional Planning**

Placement Agency: **Innovate Memphis**

Innovate Memphis is a team of systems thinkers, design-thinking professionals, facilitators, program managers, and leaders when it comes to civic innovation methodology. With a deep understanding of our priority areas and a large network of local and national subject matter experts, we develop and deliver impactful initiatives, cultivating the capacity for others to sow the seeds of change and drive Memphis forward.

Fellowship Focus

Navid served as a Data Analyst Fellow for Innovate Memphis, where his primary focus revolved around conducting quantitative data analysis and mapping to bolster the City of Memphis' governmental agendas. This entailed pinpointing blight and illegal dumping hotspots, while also discerning predictors to aid in urban revitalization efforts. Additionally, Navid dedicated his expertise to supporting Innovate Memphis staff in the preparation and testing of data updates for the Memphis Property Hub and Data Midsouth platforms.

Personally, my proficiency in GIS and data analysis experienced a significant boost, thanks to the supportive environment and hands-on experience gained throughout the fellowship. These multifaceted learnings have not only enhanced my technical capabilities but have also equipped me with essential teamwork and strategic planning skills essential for my professional growth.





Tameka Jamison

Graduate Program: **Social Work**

Placement Agency: **Memphis Medical District Collaborative**

The Memphis Medical District Collaborative (MMDC) is a community development organization working with anchor institutions to strengthen the connections, communities, and campuses in the Memphis Medical District so they are more vibrant, prosperous, and equitable. An effort of this magnitude would not be successful without the collective support, active engagement, and coordinated collaboration of the District's major anchor institutions. The Anchor Institutions collectively represent over 23,000 employees, 8,000 students, 310 acres of property, and have \$2.7 billion in operating budget.

Fellowship Focus

Tameka assisted with leading enrollment events and supported prospective students. She also supported Hire Local program planning and implementation by reviewing and processing enrollment paperwork, customer relationship management (CRM) data entry, and tracking. Tameka assisted program evaluation efforts by attending and participating in ecosystem meetings and promoting the program to external audiences. She assisted job seekers and recent graduates with community resources navigation, technical support, and referrals.

In working with staff, I learned how not only Social Work but also Public Health plays a vital role in community capacity building. Knowledge on how to navigate social resources can help to reduce the impact of social determinants of health on a community.





Emma Gilleland

Graduate Program: **Anthropology**

Placement Agency: **United Housing**

United Housing is a nonprofit organization dealing with affordable housing. They provide services such as financial education, mortgage and rental assistance and home repair loans. These programs ensure access to financing for clients to buy quality homes, and protect residents from displacement due to gentrification, rising home cost or rising rent. United Housing is a part of the Neighborhood Reinvestment Corporation's Neighborhood America Network and through NHC, they are a part of a network of local nonprofit organizations throughout the country working to revitalize neighborhoods through affordable housing.

Fellowship Focus

Emma supported clients and guided them through different programs United Housing offers, facilitated communication through different departments within United Housing, and assisted in grant research and daily operations. She also attended community meetings, participated in partnerships with other organizations and assisted United Housing with moving to another building.

"This fellowship has given me a better understanding of how nonprofits work, but more importantly, of how different nonprofits work together. I have also gained insight to the city of Memphis and have learned ways to better understand and more effectively engage with and serve my community."





Marc Shackelford-Rowell

Graduate Program: **City and Regional Planning**

Placement Agency: **Knowledge Quest**

Knowledge Quest is a 501(c)(3) nonprofit organization that primarily serves the South Memphis community residing in zip codes 38106 and 38126. Focused on education, economic stability, and community empowerment, Knowledge Quest provides a variety of youth and family stability programs. In 2013, Knowledge Quest established the Green Leaf Learning Farm, a three-acre, USDA-certified organic farm to address food insecurity within South Memphis, which is classified as a highly food-insecure area. Knowledge Quest serves over 400 families and continues to serve and empower the community.

Fellowship Focus

Marc's focus was bringing Knowledge Quest's Master plan to life. His efforts were specifically aimed toward the site enhancements on the Green Leaf Organic farm. Much of his work was spent compiling lists of recommendations that involved SWOT analysis, taking stock of inventory, and working with stakeholders to understand the vision for the site. Some of the enhancements included spaces for soil manufacturing, stormwater management, and a solar photovoltaic system that could produce over 62 kWh of energy! The upgrades range in price but are equal in impact and help get us closer to achieving the goals of agritourism, and resiliency as stated in the Master Plan.

"This fellowship broadened my perspective on how public agencies and nonprofit organizations work together to address the community's needs and advocate for policy change across all levels of government."





Sagorika Zannat

Graduate Program: **City and Regional Planning**

Placement Agency: **BLDG Memphis**

BLDG Memphis (Build. Live. Develop. Grow.) is a coalition of organizations and individuals who support the development and redevelopment of healthy, vibrant, attractive, and economically unviable neighborhoods throughout the Memphis region. The organization drives investments in Memphis neighborhoods through building capacity in members, public policy, and civic engagement. .

Fellowship Focus

Sagorika assisted with organizational strategic planning, ongoing community activities, and issue-area research initiatives. Her works included several projects like The Memfix Manual: A Practical Guide to Reimagining Your Neighborhood, Neighborhood Backbone Infrastructure, Community Development Policy Coalition, and Memphis Code Diagnosis: Findings+ Recommendations Memo. She also contributed to census data collection, data cleaning for preparing effective maps, and creating interactive tables and charts. Her work contributed to legislation and policy work, civic and community involvement, and programs that strengthen the capacity of community development organizations.

The fellowship program has added diversity to my knowledge by introducing me to urban issues, shortcomings and development patterns in the USA. It has provided me with many opportunities to have a meaningful impact and serve both individuals and communities.





Anannya Talukder

Graduate Program: **City and Regional Planning**

Placement Agency: **Binghampton Development Corp.**

The Binghampton Development Corporation (BDC) is a non-profit community development corporation that works to improve the quality of life in the Binghampton neighborhood. Since July 2003, the BDC has pursued a strategy to support revitalization of this historic neighborhood through affordable housing, economic development and empowerment programs for those plagued by issues of systemic poverty. The BDC Business Hub's workforce development program provides low barrier, entry level employment opportunities to under and unemployed residents of Memphis in the logistics or circular economy industries.

Fellowship Focus

Anannya was deeply engaged in a multitude of projects at BDC, all aimed at fostering the overall betterment of the Binghampton community. Her main areas of focus revolved around the streetlight recycling initiative, the strategic planning and analysis of mattress recycling pickup routes, and involvement in the EPA's Brownfields Assessment Grant alongside the Community Redevelopment Agency (CRA) in Memphis. Each of these endeavors was geared towards enhancing community well-being. Within these projects, Anannya conducted thorough background research and utilized GIS software for data mapping.

"This fellowship has provided me with invaluable insights into the pivotal role community development organizations play in shaping socio-economic conditions. Moreover, I've come to appreciate firsthand the transformative impact of capacity building in driving forward community development initiatives."





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