

# YEAR IN REVIEW

2016 – 2017

THE ALBERT AND TINA

SMALL  
CENTER

FOR COLLABORATIVE DESIGN



TULANE SCHOOL  
OF ARCHITECTURE

BIG CLASS WRITERS' ROOM (front cover)

OZANAM INN Students' sketches for the Day Space

# WHO WE ARE







**MAGGIE HANSEN**



**DONN PEABODY**



**EMILIE TAYLOR WELTY**



**SUE MOBLEY**



**NICK JENISCH**

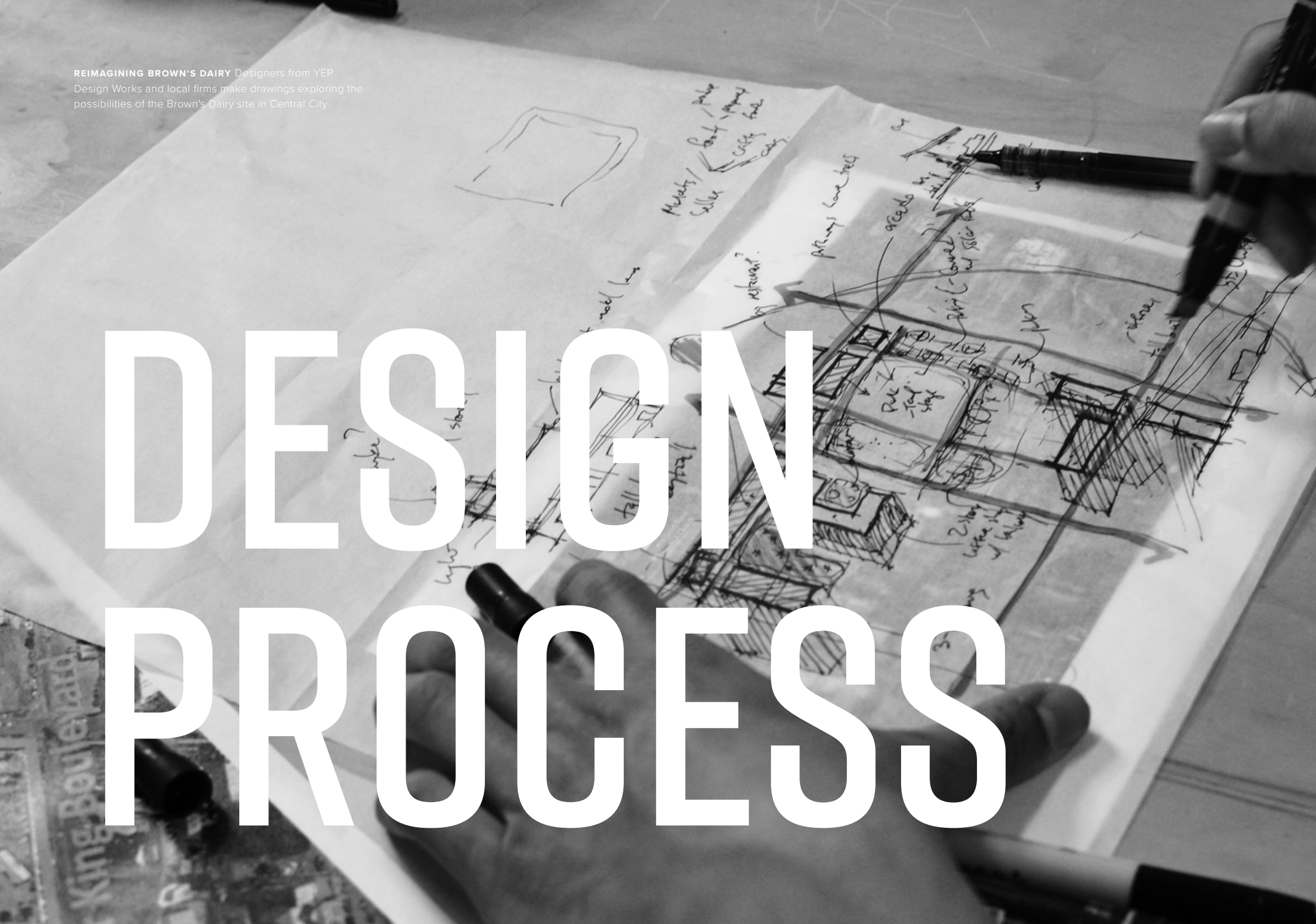


**SHOSHANA GORDON**

The Albert and Tina Small Center for Collaborative Design is the community design center of the Tulane School of Architecture. We work with community-based organizations to provide design services for constituencies who are underserved by the architecture and design professions. Staff, students, and faculty collaborate with the leadership and constituents of partnering nonprofit organizations throughout New Orleans. Our partner organizations bring their project ideas to us, and we bring our design expertise to bear in collaboration, supporting New Orleans residents in imagining and pursuing projects that strengthen neighborhoods and contribute to a city shaped by its citizens.

Our design work, whether a visual narrative or a built structure, is often a small, but critical contribution to advancing the ongoing efforts of our partner organizations. We develop projects in collaboration with faculty designers and professional consultants to create designs that strive for beauty, social justice, and true sustainability, while working with other experts to build capacity in our partner organizations. Our work focuses on equitable process, meaningful outcomes, design excellence, and inclusion as critical parts of the design process.

In this upcoming school year, we will be welcoming a new Assistant Director and Director to our team. We're grateful to Maggie for leading our team for the past three years, and wish her the best of luck in her future endeavors!

A black and white photograph showing architectural sketches on paper. A hand is visible on the right, holding a pen and drawing a structure. The sketches include various lines, shapes, and handwritten notes. The text "DESIGN PROCESS" is overlaid in large, bold, white letters across the center of the image. In the bottom left corner, there is a small, faint text: "King Boulevard".

REIMAGINING BROWN'S DAIRY Designers from YEP Design Works and local firms make drawings exploring the possibilities of the Brown's Dairy site in Central City

# DESIGN PROCESS

King Boulevard

A hand-drawn architectural sketch of a building, possibly a house or a small commercial structure, with various rooms and details labeled. A hand-drawn arrow points from the text 'DESIGN PROCESS' to the sketch. The text is in a large, bold, sans-serif font, with 'DESIGN' on the top line and 'PROCESS' on the bottom line. The background is a light gray, textured surface, possibly a piece of paper or a wall. The sketch is in black ink, with some areas shaded with cross-hatching. The overall style is that of a professional architectural drawing.

# DESIGN PROCESS





When selecting partners, we seek to create equity along racial, gender, and class disparities. We focus on organizations that are deeply rooted in the communities they serve and use the design process as a means to convene new allies and supporters for our partner organizations, expanding their organizational capacity, while strategically including their current stakeholders, staff, and end users.

Annually, New Orleans-based nonprofits and community groups are invited to submit a simple proposal for technical assistance through our Request for Proposals (RFP). A jury, with representatives from past project partners, faculty and professional architects, and peer institution leaders, review the proposals and rank the applications based on impact, feasibility, creative potential, and learning opportunities. Other projects, such as exhibits, graphic advocacy, or mapping, may arise less formally, growing out of a past project, expanding partnerships, or reflecting an emerging need in our community.

Once a partnership is started, the team holds multiple meetings with the community partner to learn more about the proposed project. By exploring the ecosystem in which our partner operates – the constituents, stakeholders, funders, and naysayers – we work together to develop a design process that strengthens those connections and the project outcomes through inclusion and feedback. Within these initial meetings, we collectively define success for the project, outline the parameters of our work and define goals within three categories: an appropriate design product, a stronger coalition for advocacy, and the education of young designers.

All projects are developed in a collaborative process that engages the organization's constituents and stakeholders to better shape the final product and to strengthen the organization's network at a moment of change. Our engagement process is tailored to each project's needs, yet it always starts with a few key steps: understanding what the partner wants to achieve, determining the most productive approach to include end users into the process, opening up the design process to include a broader network of collaborators and consultants, executing the project as a team, and celebrating as a team.



**BIG CLASS WRITERS' ROOM**

Detail of wood drying after  
being painted by Spring 2017  
Design/Build students

# OUR HISTORY



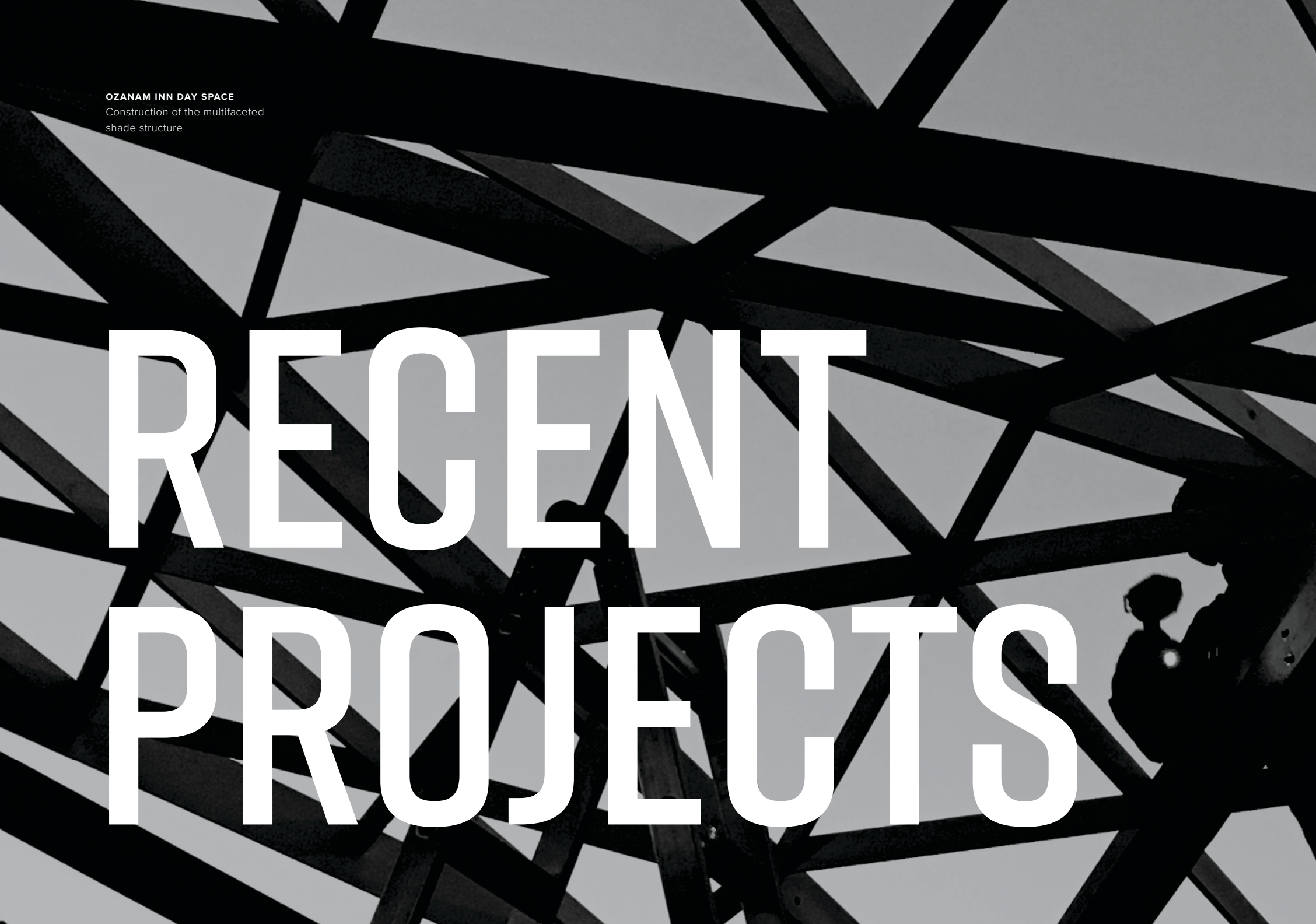


The Small Center was first conceived in early 2005 as a way of applying the skills and energy of Tulane School of Architecture faculty and students to real world design and planning challenges. In August 2005, Hurricane Katrina struck New Orleans and the ensuing federal levee failure flooded 80% of the city, presenting an urgent and immediate need for this type of technical assistance. Then called the 'Tulane City Center,' we launched in late 2005 as a way to take part in the recovery of the city, educate students through applied projects, and work with the nonprofits and community groups who would be instrumental in the return of New Orleans citizens, culture, and traditions.

In our first 12 years, we worked with 82 community partners to advance more than 99 projects, at a variety of scales. Of these, we built 35 structures, and our pre-design work helped move 19 other projects to realization with local designers, developers, and builders. Our planning and policy studies have advanced ideas for more productive land use and helped spur improvements to our transit infrastructure. Our work has helped local nonprofits leverage millions of dollars to build the capacity and infrastructure needed to support their missions.

In 2014, we moved our headquarters from Tulane's campus to a neighborhood-based location in Central City. The 7,000 square foot Baronne Street building brought our workspace geographically closer to our project sites and partners, with space (including a studio and fabrication shop) tailored to our specific needs. The location offered opportunities to strengthen existing partnerships and to foster new relationships with community members, nonprofits and government agencies. Our Storefront gallery hosts public events and exhibits focused on issues of the built environment in New Orleans, and given the opportunities afforded by the new space, we added a new staff position dedicated to shaping our community engagement and curating these public programs.

The Small Center is named in recognition of a generous gift from Tulane alumnus Albert H. Small, Jr and his wife Tina, whose support was instrumental from the Center's early days and into the program's continued growth. Our nationally recognized projects provide examples of community-based, environmentally sensitive designs that are locally responsive yet suggest solutions to national issues many cities and communities face. Thanks to the generosity of our supporters, and to the dedication and talent of our collaborators, we offer a sustained force for positive change in the built environment of New Orleans.



OZANAM INN DAY SPACE

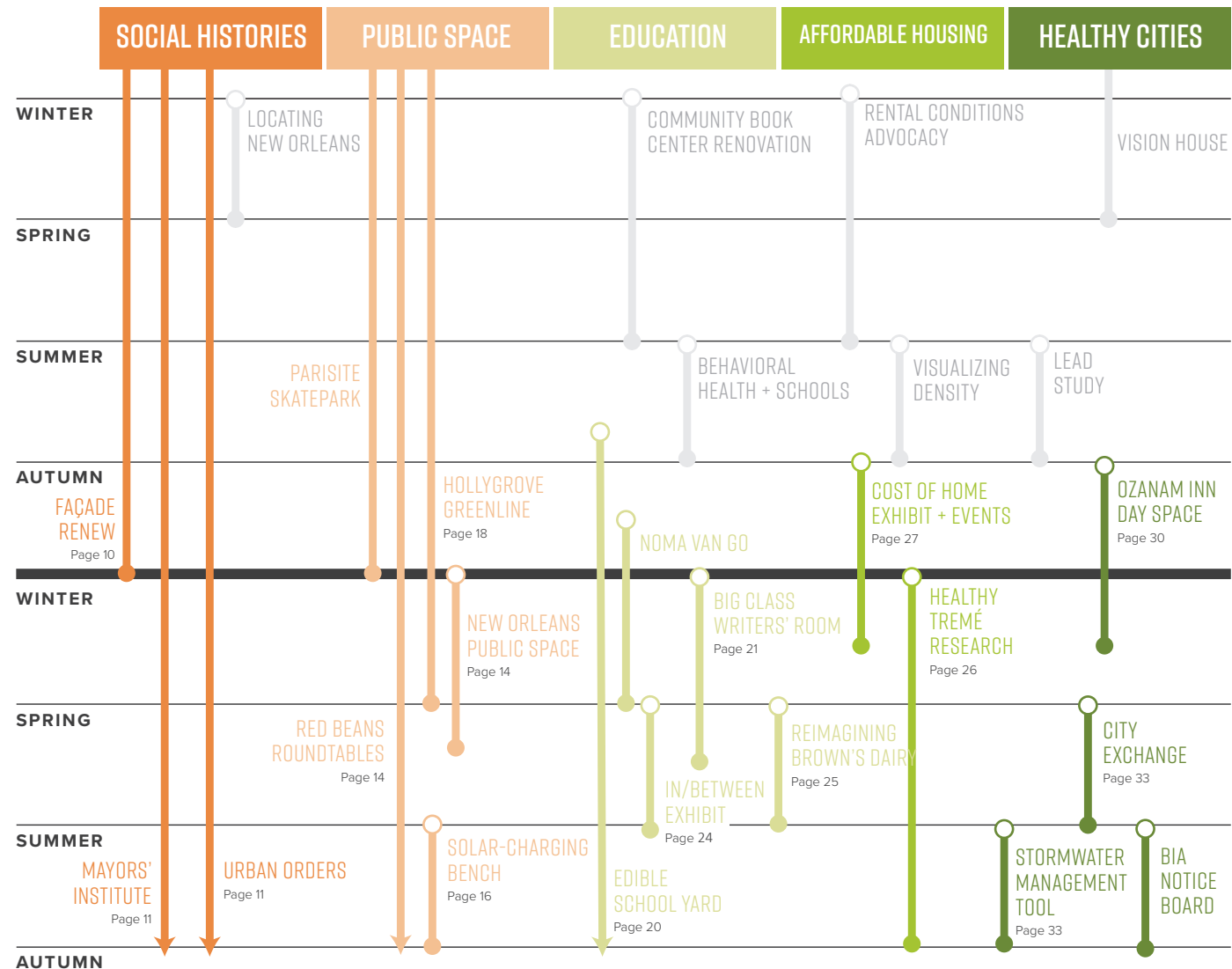
Construction of the multifaceted  
shade structure

# RECENT PROJECTS



2016

2017



# SOCIAL HISTORIES



Michael Wong

**FAÇADE RENEW** Bayou Road corridor

## « FAÇADE RENEW

In January 2014, Small Center began a partnership with the New Orleans Redevelopment Authority (NORA) to launch the Façade ReNEW Program, a grant program designed to incentivize commercial property and small business owners to revitalize storefronts and building façades in four targeted areas of the city. Façade ReNEW is designed to spur redevelopment along portions of four historic commercial corridors in New Orleans: Bayou Road, Oretha Castle Haley Boulevard, St. Claude Avenue, and Alcee Fortier Boulevard. The program offered façade improvement grants for individual buildings and placemaking grants to main street associations. In 2017, the Façade ReNEW program was given the Award for Excellence in Historic Preservation by the Louisiana Landmarks Society, becoming the first program, rather than an individual building, to win the award.

**COLLABORATORS** Beth Jacob (Design Lead) and Gabrielle Begue of Clio Associates LLC; Melissa Lee, Gionne Jourdan, and JaLeesa Sims-Smith of New Orleans Redevelopment Authority; Linda Pompa of Oretha Castle Haley Boulevard Merchants and Business Association; Jeff Schwartz of Broad Community Connections; Dawne Massey of St. Claude Main Street; Tuan Nguyen of Mary Queen of Vietnam Community Development Corporation

**TEAM** Maggie Hansen (Project Advisor), Dan Etheridge (Project Manager), Joseph A. Colon, Nina Feldman, Emma Jasinski, Allison Price, JD Scott, Maurice Cox, Nick Jenisch, Dozenia Marshall, Sue Mobley, Donn Peabody, Emilie Taylor Welty

**SUPPORT** Surdna Foundation



## URBAN ORDERS »

Urban Orders (URO) is an interdisciplinary platform created to study the relationship between contested urban rights and the seizure and ordering of urban spaces. Small Center joined the collaborative in 2015 alongside researchers from the humanities, social sciences, architecture and engineering.

URO has conducted four international “labs” organized to conduct in-depth empirical investigations focused on the contestation of urban rights, concluding with a workshop in New Orleans hosted by Small Center. The labs considered use of public space by urban youth in Danish public housing, the effects of drug culture and immigration on a popular Berlin park, public streets used as student protest space in Johannesburg, and homelessness and cultural preservation in Central City, New Orleans. The continuing partnership aims to develop interdisciplinary approaches to urbanism in a historical and contemporary perspective.

**COLLABORATORS** Aarhus University (Denmark), Center for Metropolitan Studies at Technische Universität Berlin, Hamburg University, Wits University School of Architecture & Planning (South Africa)

**TEAM** Nick Jenisch (Lead), Sue Mobley, Shoshana Gordon, Maggie Hansen, Donn Peabody, Emilie Taylor Welty

**SUPPORT** Aarhus University

**URBAN ORDERS** Attendees of the 2016 Urban Orders convening hosted by Small Center



## MAYORS' INSTITUTE

The Mayors' Institute on City Design (MICD) is a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors. Small Center Project Manager Nick Jenisch has hosted five regional MICD sessions with Adjunct Associate Professor Grover Mouton at the Tulane Regional Urban Design Center.

**COLLABORATORS** Tulane Regional Urban Design Center, Master of Sustainable Real Estate Development (Tulane School of Architecture), Mayors Institute on City Design, US Conference of Mayors

**TEAM** Nick Jenisch (Lead), Andrew Moore, Grover Mouton, Sergio Padilla, Casius Pealer, Shoshana Gordon, Maggie Hansen, Sue Mobley, Donn Peabody, Emilie Taylor Welty

This year, the host team assembled design and development professionals to join mayors of Natchez, Gulfport, and Meridian, Mississippi; Eastpointe, Michigan; Germantown, Tennessee; and Gretna, Louisiana for MICD's 2016 South Regional session. As co-host, Nick visited each city before the conference, aiding mayors in selecting key projects for presentation and input. At the workshop, mayors engaged leading design and development experts to find solutions to the most critical planning and design challenges facing their cities.

**SUPPORT** American Architectural Foundation, National Endowment for the Arts, United Technologies



**MAYORS' INSTITUTE** Attendees of the Mayors' Institute (this page)

**FAÇADE RENEW** Before and after receiving renovation assistance from the Façade ReNEW program: 3038 St. Claude and 1800 Oretha Castle Haley Boulevard (opposite page, top to bottom)





# PUBLIC SPACE



**RED BEANS ROUNDTABLES** The October 2016 Housing, Density, and Transit panel with Nick Jenisch, Diane Jones, Alexandra Miller, and Alex Posorske

## « RED BEANS ROUNDTABLES

Red Beans Roundtables are casual conversations about the big issues impacting our city. Small Center provides red beans and rice from Café Reconcile and great panels of speakers who have unique insights into New Orleans. We ask our panelists and all participants to bring their questions, expertise, and appetites to Small Center so we can learn and teach together. In Spring 2017, the Red Beans Roundtables coalesced around discussions of public space, in particular examining the privatization of the commons and the role of protest in public space. For a full list of our panelists from 2016–2017, please see page 43.

**TEAM** Sue Mobley (Lead), Abby Bray, Kyle Maer, Me'osha Solsberry, Camly Tram, Julian Tricamo-Palmer, Shoshana Gordon, Maggie Hansen, Nick Jenisch, Donn Peabody, Emilie Taylor Welty

**SUPPORT** Surdna Foundation



# PUBLIC INTEREST DESIGN SEMINAR: NEW ORLEANS PUBLIC SPACE »

'Public Space' is understood as a critical site of civic participation and social exchange, as well as a site of recreation and culture. The phrase may refer to the grand parks and plazas of a city, such as the Highline or Central Park in New York, and here in New Orleans: Jackson Square, City Park, and the Lafitte Greenway, but it also might refer to the everyday landscapes of streets, sidewalks, neighborhood parks, and even vacant lots, neutral grounds, and porches.

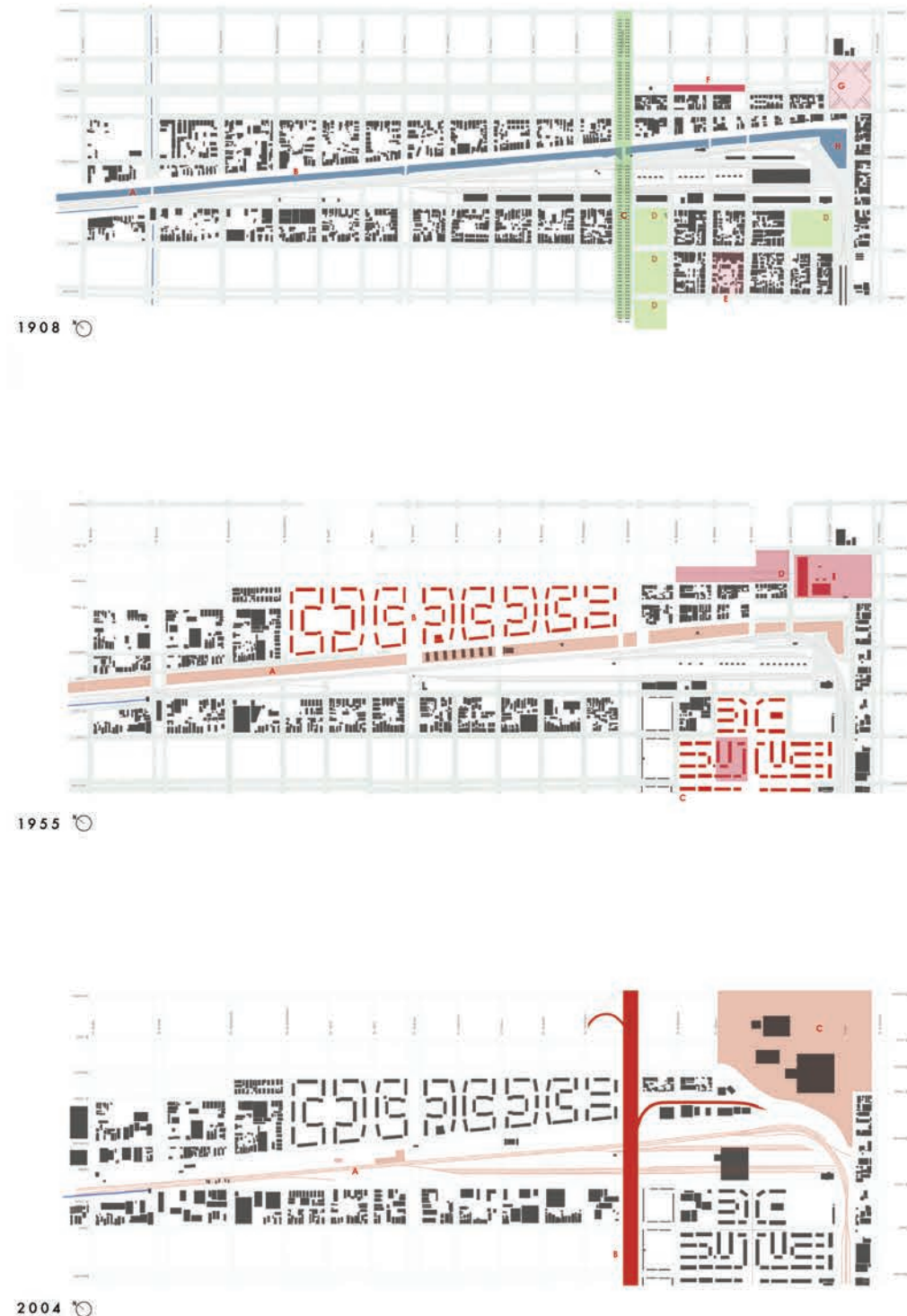
Over the Spring 2017 semester, this Small Center seminar developed a framework for analyzing the public landscape, through diagrams, mapping, spatial analysis, site readings and observation, and cross disciplinary dialogue, using New Orleans as a case study for investigations of the role of the public landscape in supporting culture and social exchange.

Each student's research of a particular public space in New Orleans resulted in a graphic lexicon illustrated with case studies that articulate the need for thoughtful design and advocacy in support of a truly 'public' realm.

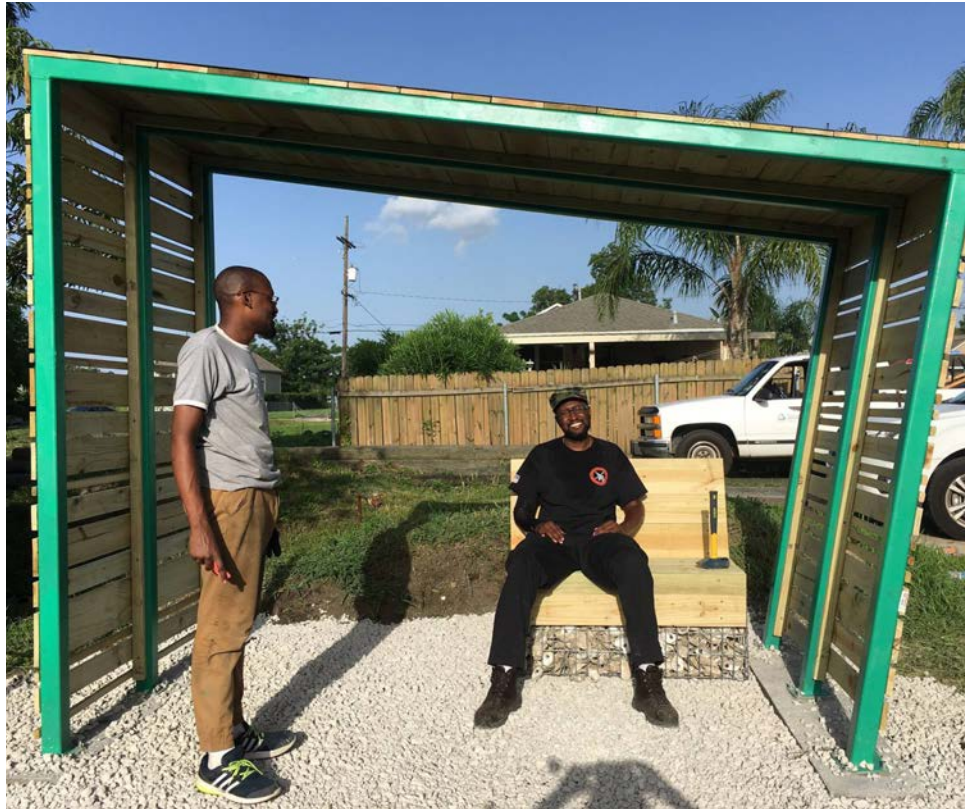
**TEAM** Maggie Hansen (Lead), Shoshana Gordon (Teaching Assistant), Abdulrahman Ebraheem Alharbi, Ahmed Alhumaid, Monica Marerro Ciuro, Blaise Courtney, Chris Daemmrich, Dana Elliot, Laruschka Joubert, Liu Junyang, Christie Melgar, Isaura Perez, Shelby Mitchinson, Kairui Zhang, Na Zhao, Nick Jenisch, Donn Peabody, Sue Mobley, Emilie Taylor Welty

**SPECIAL THANKS** Isaac Cohen, Colleen McHugh, Sean Knowlton

**NEW ORLEANS PUBLIC SPACE** Timeline of the Lafitte Greenway, created by Tulane School of Architecture student, Laruschka Joubert







**SOLAR-POWERED BENCH** Kekeli Dawes, a Summer 2017 PID Fellow, and Marcus Murrell, an engineer with Groundwork New Orleans, enjoying the finished bench

## GROUNDWORK NEW ORLEANS SOLAR-CHARGING BENCH

Groundwork New Orleans, a local chapter of the national nonprofit, is working at the intersection of environmental justice, equity and civic engagement by providing job training and employment opportunities to youth while solving local issues of stormwater management and environmental education through their projects and public programs.

Small Center collaborated with Groundwork New Orleans staff and their Green Team members to design and build a Solar Bench prototype. The U.S. Environmental Protection Agency (EPA) awarded Groundwork New Orleans a grant to construct three prototypical Solar Bench demonstration projects as part of an initiative to help communities build resiliency through clean energy. The project focuses on teaching students to design, build, and install solar-powered phone charging benches on or near bus stops in underserved communities. The benches will provide clean energy sources for public transportation users, educate community members, and provide an emergency neighborhood power source.

**COLLABORATORS** Alicia Neal, Marcus Murrell, Rami Diaz, Jenny Snape, Groundwork New Orleans Green Team

**TEAM** Emilie Taylor Welty (Design Lead), Ana Sandoval Aguilar, Kekeli Dawes, Carolyn Isaacson, Christie Melgar, Ryan Shabaan, Kelsey Willis, Shoshana Gordon, Maggie Hansen, Nick Jenisch, Sue Mobley, Donn Peabody

**SPECIAL THANKS** Batture Engineering, The Blind Pelican

**SUPPORT** US Environmental Protection Agency, Morris Adjmi, Eskew+Dumez+Ripple, the Sizeler family



**SOLAR-POWERED BENCH** Evolution of the bench's construction, from charette to finished structure (clockwise from top left)





**HOLLYGROVE GREENLINE** Shade pavilion and stormwater collection system

## HOLLYGROVE GREENLINE WATER SHADE PAVILION »

The Hollygrove Greenline seeks to make a neighborhood amenity out of a divisive infrastructural corridor. Small Center's involvement with the project began with research and documentation of the area's historical, physical, and social contexts. This work was presented at community meetings, shaped by a need for water management, and developed into designs that transformed derelict lots into active spaces.

Several phases of development have been achieved over five years, including site access, walking paths, shade trees, and seating. This year, with support from the Sewerage & Water Board of New Orleans, the project team designed and constructed a shade pavilion with unique water collection devices used to demonstrate four ways of reducing stormwater runoff and local flooding. In 2017, the pavilion was awarded an Honorable Mention in Excellence in Sustainability from the US Green Building Council Louisiana, and an Architecture Honorable Mention from AIA New Orleans.

**COLLABORATORS** American Association of Retired Persons (AARP), Appropriate Technologies, C Bel Awnings, Carrollton-Hollygrove Community Development Corporation, Dana Brown & Associates, DesignCorps, Engineers Without Borders, Hollygrove Market & Farm, The New Orleans Food & Farm Network, Trinity Christian Community, Twin Shores Landscape

**TEAM** Judith Kinnard, FAIA (Design Lead), Irene Keil (Design Lead), Nick Jenisch (Project Manager), Michael Battipaglia, Michael Cohen, Zachary Gong, Chesley McCarty, Scott Mikawa, Ian O'Cain, Dorothy Shepard, Scott Bernhard, Maurice Cox, John Coyle, Dan Etheridge, Shoshana Gordon, Maggie Hansen, Sue Mobley, Donn Peabody, Emilie Taylor Welty

**SPECIAL THANKS** Jarvain Bingmon, Dana Brown, Takena Santos, Gaylan Williams

**SUPPORT** Carrollton-Hollygrove CDC, Emerging Philanthropists of New Orleans, Enterprise Foundation, Sewerage & Water Board of New Orleans, Surdna Foundation



**GREENLINE WATER SHADE PAVILION**

The finished pavilion provides shade and manages stormwater for the Hollygrove neighborhood







EDIBLE SCHOOLYARD CLASSROOM Detail of an event with students and teachers

# EDUCATION

## « EDIBLE SCHOOL YARD OUTDOOR CLASSROOM

The educational landscape in New Orleans has changed vastly since Hurricane Katrina. The city is served by a decentralized charter school system, and many charter schools have emerged to test various models of education. First Line Schools is one such charter which has a signature program called Edible Schoolyard New Orleans (ESY NOLA). ESY NOLA's aim is to improve the longterm well-being of their students, families, and school community, by integrating hands-on organic gardening and seasonal cooking into the school curriculum, culture, and cafeteria programs.

**COLLABORATORS** Charlie Weber and Kerrie Partridge of ESY NOLA; Chris Bowers, Rebekah Cain, and Joe Neary of First Line Schools Operations; Alisha Johnson and Claudia Barker of First Line Schools Development; Sienna Kuykendall and Charlotte Steele of Phillis Wheatley Community School

Small Center worked with ESY NOLA in the 2016–2017 academic year to develop a design plan for the Garden Kitchen Classroom at Firstline's Phillis Wheatley Community School in Tremé. Together, they developed design concepts that will serve as a tool to help secure funding for the outdoor multi-use weather-proof classroom, covered outdoor space, and adjacent teaching gardens.

**TEAM** Seth Welty (Design Lead), Emilie Taylor Welty (Project Manager), Sue Mobley (Engagement Advisor), Kristen McDaniel, Rachel Neue, Ethan Shaw, Shoshana Gordon, Maggie Hansen, Nick Jenisch, Donn Peabody

**SUPPORT** Johnson Controls, Inc., Enterprise Holdings Foundation

## BIG CLASS WRITERS' ROOM »

Amidst the post-Katrina shift to charter schools in Orleans Parish, many programs that enrich students' learning have been cut in favor of preparing students for testing. Nonprofits like Big Class have stepped in to fill a meaningful need and spark students' joy and creativity. The mission of Big Class is to cultivate and support the voices of New Orleans' writers ages 6–18 through creative collaborations with schools and communities.

One of Big Class's biggest in-school programs is the Writers' Room at Sylvanie Williams College Prep (SWCP) which serves 350 students annually. It offers students a safe, quiet place to collaborate with volunteers, write, and receive feedback on their writing. This Design / Build studio renovated the existing Writers' Room into an inspiring and intentionally designed space for students.

**COLLABORATORS** Ashley Teamer, Doug Keller, Kourtney Morrow, Eliza Walker, and Kiley Pulphus of Big Class; Alexis Adams, Tyrisha Martin, and Chris Ramage of Sylvanie Williams College Prep

**TEAM** Emilie Taylor Welty (Design Lead), Nick Jenisch (Project Manager), Sue Mobley (Engagement Advisor), Abdulrahman Alharbi, Paula Bechara, Camille Bernsten, Dia Biagioni, Joseph D'Arco, X Damianos, Andrew Glassman, Paul Holmes, Arielle Scher, Annika Schneider, Stephanie Sirhal, Sami Tobin, Ben Tulman, Kairui Zhang, Shoshana Gordon, Maggie Hansen, Donn Peabody

**SPECIAL THANKS** Dash Lumber, FLOR, Michael Wong Photography, the students, teachers and volunteers of Big Class at SWCP; Emily Baker, Kati Dvorak, Sara Harper, Jonathan House, Charles Jones, Sam Richards, Kentaro Tsubaki, Marcella Del Signore, Adam Savage, Seth Welty, Evan Wagner, Walter Zehner, Kristen Zeiber

**SUPPORT** Johnson Controls, Inc.



**BIG CLASS WRITERS' ROOM** The finished classroom

Michael Wong





**BIG CLASS WRITERS' ROOM** Students designed and built a room dedicated to Big Class's free creative writing and tutoring program at Sylvania Williams College Prep. Design process (above), and the final celebration in the finished space (opposite page)



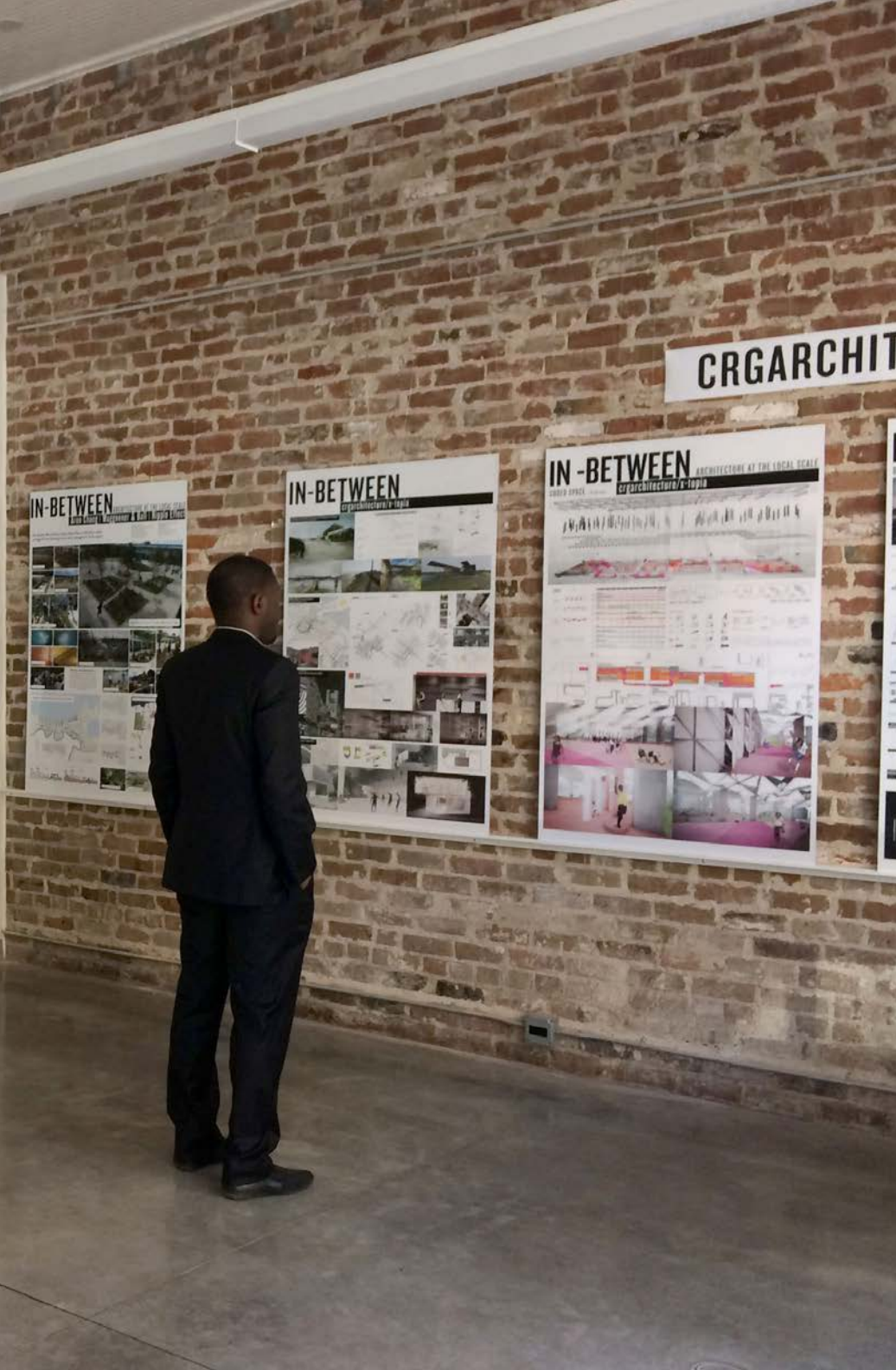
**EDIBLE SCHOOLYARD OUTDOOR CLASSROOM**  
Rendering of the outdoor classroom at Phillis Wheatley Community School (this page, right)











## « IN/BETWEEN: ARCHITECTURE AT THE LOCAL SCALE

Tulane School of Architecture faculty member Cordula Roser Gray curated a show of recent work by emerging design practices in New Orleans. The exhibit showcased projects that specifically re-envision, activate and challenge the city by providing proposals for creative solutions within our local urban environment through place making and community-building at a variety of scales.

**COLLABORATORS** Emilie Taylor-Welty, Seth Welty, Katie Nguyen, and Sarah Satterlee of Colectivo; Cordula Roser Gray and Marcella del Signore of Crgarchitecture/X-topia; Charles Jones of One to One Design; Aron Chang and Avery Aldridge of Aldridge & Chang Urban Design

**TEAM** Cordula Roser Gray (Lead), Sue Mobley (Project Manager), Camly Tram, Abby Bray, Kyle Maer, Shoshana Gordon, Maggie Hansen, Nick Jenisch, Donn Peabody

**SUPPORT** Surdna Foundation



# REIMAGINING BROWN'S DAIRY »

As part of faculty member Cordula Roser Gray's exhibit, In/Between: Architecture at the Local Scale, four emerging architectural practices paired with students from Youth Empowerment Project Design Works to re-envision Brown's Dairy as an asset to our shared community in Central City.

**COLLABORATORS** Emilie Taylor-Welty, Seth Welty, Miracle Gills, Katie Nguyen, Sarah Satterlee, and Alex Taylor of Colectivo; Cordula Roser Gray and Marcella del Signore of Crgarchitecture/x-topia; Charles Jones, Tevin Clark, and Amber Powell of One to One Design; Aron Chang and Avery Aldridge of Aldridge & Chang Urban Design; Alberta Wright (Co-Lead) YEP Design Works

**TEAM** Sue Mobley (Co-Lead), Abby Bray, Bernie January, Kyle Maer, Me'osha Solsberry, Camly Tram, Shoshana Gordon, Maggie Hansen, Nick Jenisch, Donn Peabody, Emilie Taylor Welty

**SUPPORT** Surdna Foundation



**REIMAGINING BROWN'S DAIRY** Design meeting between designers from YEP Design Works and Small Center's Public Programs Manager, Sue Mobley (this page)

# AFFORDABLE HOUSING



**HEALTHY TREMÉ RESEARCH** Groundwork Green Team members and 2017 PID Fellow Christie Melgar conducting surveys in the neighborhood (above)

## « HEALTHY TREMÉ HOUSING RESEARCH

Small Center worked with Greater Tremé Consortium and its Executive Director Cheryl Austin to identify health-related issues facing the community, including affordable housing, access to parks, and neighborhood stability. The project sought to define holistic redevelopment strategies and identify regulatory changes that could provide greater access to health-related amenities.

Graduate research students, summer fellows, and Small Center staff used physical mapping, regulatory research, and neighborhood surveys to educate and learn alongside residents in preparation for engagement with the City. The project revealed opportunities for context-appropriate development, including increased density near transit and better access to public amenities such as parks and schools. The resulting playbook serves neighborhood leaders as they advocate for change, and will serve as a model for neighborhood analysis applicable across New Orleans and beyond.

**COLLABORATORS** Greater Tremé Consortium, Inc.

**TEAM** Nick Jenisch (Lead), Sue Mobley (Engagement Advisor), Ana Sandoval Aguilar, Kekeli Dawes, Carolyn Isaacson, Monica Marrero Ciuro, Chesley McCarty, Christie Melgar, Parth Sangolli, Ryan Shaaban, Evan Wagner, Maggie Hansen, Shoshana Gordon, Donn Peabody, Emilie Taylor Welty

**SPECIAL THANKS** Cheryl Austin, Alex Miller, Groundwork New Orleans

**SUPPORT** Blue Cross and Blue Shield of Louisiana, Tulane University Partnership for Healthcare Innovation

# THE COST OF HOME: LOCAL MODELS + NATIONAL POLICY FOR AFFORDABILITY

The Cost of Home exhibit examined the national and local landscape of affordable housing by visualizing the programs, policies, and design politics that have shaped and continue to shape New Orleans and the nation.

As part of Small Center's ongoing Affordable Housing research thread, The Cost of Home built on a series of panels and projects that work to expand our engagement with the public towards a more equitable city. This exploration includes past projects with Jane Place Neighborhood Sustainability Initiative, Jericho Road, Greater New Orleans Fair Housing Action Center, and Greater New Orleans Housing Alliance, along with related panel discussions and guest speakers.

**COLLABORATORS** Justin Shiels of This Creative Lab (Lead Designer)

**TEAM** Sue Mobley (Curator & Lead Researcher), Shoshana Gordon (Assistant Researcher & Designer), Abby Bray, Shirley Chen, Kati Dvorak, Javier Gonzalez, Pavlo Iosipiv, John Ludlam, Kyle Maer, Chesley McCarty, Elizabeth Rodriguez, Cassidy Rosen, Camly Tram, Evan Wagner, Maggie Hansen, Nick Jenisch, Donn Peabody, Emilie Taylor Welty

**SPECIAL THANKS** Richard Campanella, Christine Gaspar, Casius Pealer, Kenneth Schwartz, Joy Willig

**SUPPORT** Surdna Foundation

THE COST OF HOME Detail of an exhibit board



## THE COST OF HOME: EVENT SERIES

Throughout The Cost of Home, Small Center hosted a variety of speakers to explore different facets of affordable housing in local and national contexts. For a full list of all speakers who have presented at Small Center, please see page 43.

**TEAM** Sue Mobley (Lead), Shoshana Gordon (Assistant Researcher & Designer), Abby Bray, Kyle Maer, Camly Tram, Elizabeth Rodriguez, Nick Jenisch, Donn Peabody, Maggie Hansen, Emilie Taylor Welty

**SPECIAL THANKS** Richard Campanella, Christine Gaspar, Casius Pealer, Kenneth Schwartz, Joy Willig

**SUPPORT** Surdna Foundation

### EVENTS

- Opening Reception with Stacy Seicshnaydre – Sept. 2016
- Community Investment Trusts with Jenga Mwendo – Sept. 2016
- Affordable Housing workshop with Center for Urban Pedagogy – Oct. 2016
- Department of Housing and Urban Development with Casius Pealer – Dec. 2016
- Fair Housing in New Orleans with Ellen M. Lee – Jan. 2017
- Closing Reception: American Can Roundtable with Cashauna Hill, Hannah Adams, Shana Griffin, Athelgra Landry, and Michael Esnault – Jan. 2017

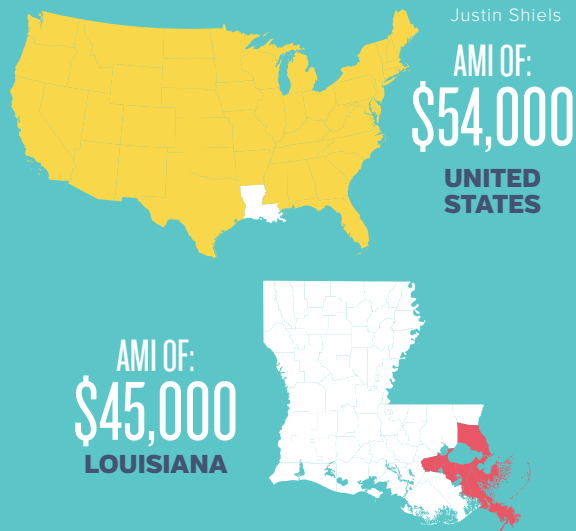




**COST OF HOME EVENT SERIES** Opening reception for the exhibit and audience members at Jenga Mwendo's talk, Community Investment Trusts (this page)

**COST OF HOME EXHIBIT** Two boards explaining key concepts and vocabulary on the national and local scale (opposite page)

**MSA** stands for Metropolitan Statistical Area. For the 1950 census, the Bureau of the Budget created a uniform system for federal agencies to compare statistics. The MSA groups a central metropolitan area (at least 50,000 people) with its surrounding suburbs and small towns that are tied together economically to determine the “Area” part of Area Median Income.

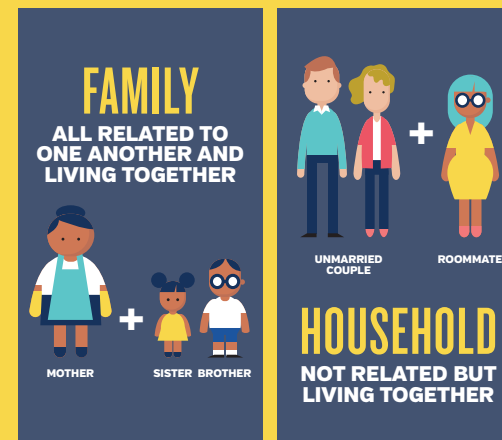


America's history of suburbanization and urban disinvestment can mean major differences in income between inner-cities and their wealthier suburbs. Using the MSA to determine our medians can mean that income-based eligibility levels for certain housing programs or subsidies are higher than they should be for inner cities, and lower than they should be for many suburbs, which can limit access to programs that could help ease families' housing burdens.

# AFFORDABLE FOR WHOM?

When HUD creates its annual income categories, it uses Median Family Income rather than individual incomes or Median Household Income within each of its areas. So we're not lining up every individual person in a place to find the Area Median Income, we're lining up families and finding the center family. Median Family Income is nearly always higher than Median Household Income.

According to the Bureau of the Census: "A family consists of two or more people (one of whom is the householder) related by birth, marriage, or adoption residing in the same housing unit. A household consists of all people who occupy a housing unit regardless of relationship. A household may consist of a person living alone or multiple unrelated individuals or families living together."



AREA MEDIAN INCOME (AMI)	30%	50%	80%	100%	120%	250%
ONE PERSON'S INCOME	\$12,600	\$21,000	\$33,600	\$42,000	\$50,400	\$105,000
FAMILY OF FOUR'S INCOME	\$18,000	\$30,000	\$48,000	\$60,000	\$72,000	\$150,000
	PUBLIC HOUSING					
	HOUSING CHOICE VOUCHER					
	HANO HOME OWNERSHIP PROGRAM					
	LOW INCOME HOUSING TAX CREDIT PROPERTIES					
	HOME INVESTMENT PARTNERSHIP PROGRAM					
	NONPROFIT HOMEOWNERSHIP					
					MORTGAGE INTEREST TAX DEDUCTION* [BUT ONLY IF YOU ITEMIZE DEDUCTIONS.]	

RENTAL  
HOMEOWNER  
RENTAL & HOMEOWNER

\* The Center for Budget Policies and Priorities estimates that only about 1/3 of filers, mostly high income, itemize their deductions.





Neil Alexander

# HEALTHY CITIES

## « OZANAM INN DAY SPACE

As in many cities, New Orleans faces the chronic and complicated issue of homelessness. Ozanam Inn is an important service provider addressing homelessness with shelter, meals, health services, economic opportunities, and housing. During the Fall 2016 Design/Build studio, Small Center students and staff worked with Ozanam to redesign and replace its extensive covered outdoor daytime seating area for its clients.

The project team worked closely with staff and clients to understand the needs of the space, including seating, shade, landscaping, storage, weather protection, and better access to Ozanam's many client services, including line-up for meals and health service appointments. Students designed and built a new roof structure that accommodated additional light and air, along with a raised seating area to protect clients and their belongings from flooding, providing a high quality place of respite for Ozanam's clients.

**COLLABORATORS** Clarence Adams, Renee Blanche, Deacon Baggio D. DiGiovanni, clientele from Ozanam Inn

**TEAM** Doug Harmon (Design Lead), Nick Jenisch (Project Manager), Sue Mobley (Engagement Advisor), Hannah Bahney, Ian Carr, Rebecca Cumming, Clifford Fox, Haley Lindsley, Alex Goessler, Jonathan House, Christopher Longman, Wells Megalli, Cassidy Rosen, Lauren Taylor, Shoshana Gordon, Maggie Hansen, Donn Peabody, Emilie Taylor Welty

**SPECIAL THANKS** Neil Alexander, Laura Bryan, Councilwoman Latoya Cantrell, Dash Lumber, Fred Karnas, Elliott Perkins and Anna Pernas of the Historic District Landmarks Commission (HDLC), Adam Savage, Walter Zehner

**SUPPORT** Mr. and Mrs. (Erin) John-Paul Hymel







#### OZANAM INN DAY SPACE

Construction of the shading structure;  
construction of the benches and deck;  
Ozanam Inn's Director of Development,  
Reneé Blanche, discussing a design  
element during a review; a client from  
Ozanam Inn looking at drawings during  
a review (clockwise from the top,  
this page) and the celebration at the  
finished site (opposite page)



# STORMWATER MANAGEMENT: COMMUNITY-BASED PLANNING AND DESIGN >>

During the Summer 2017 Public Interest Design Fellowship, the co-director of Ripple Effect, Aron Chang, led the fellows in researching stormwater management systems in New Orleans, conventional community engagement practices, and ways community engagement can be reframed and strengthened to support broader and deeper engagement in the planning and design of neighborhood stormwater infrastructure. Through a critique of present-day community engagement practices, case study research, visits to infrastructure and project sites, and meetings with stakeholders, the fellows built a base of knowledge and developed design proposals, case studies, and prototypes of interactive community engagement tools for neighborhood-scale projects.

**COLLABORATORS** Aron Chang (Lead) and Kristen Hill (Assistant) of Ripple Effect; Water Collaborative of Greater New Orleans, Urban Conservancy, Blue House

**TEAM** Ana Sandoval Aguilar, Kekeli Dawes, Carolyn Isaacson, Christie Melgar, Ryan Shabaan, Kelsey Willis, Julian Tricamo-Palmer, Shoshana Gordon, Maggie Hansen, Nick Jenisch, Sue Mobley, Donn Peabody, Emilie Taylor Welty

**SPECIAL THANKS** Miriam Belblidia, Claire Bourseleth, Geneva Coleman, Dana Eness, Felice Lavergne, Nathan Lott, Tanya James, Alex Miller, Chuck Morse, Matt Rufo, Jennifer Roberts, Nick Satterfield, Shreya Subramani, Bridget Tydor

**SUPPORT** Morris Adjmi, Eskew+Dumez+Ripple, the Sizeler Family

**STORMWATER MANAGEMENT** 2017 PID Fellows, Ryan Shabaan, Carolyn Isaacson, and Kelsey Willis brainstorming a tool prototype



## CITY EXCHANGE: CLEVELAND + NEW ORLEANS

In Spring 2017, Director Maggie Hansen worked with students from Kent State University's Cleveland Urban Design Collaborative. Over spring break, the KSU students visited New Orleans sites designed to support both hydrological function and community gathering, and discussed design and policy approaches to urban hydrology. The studio was developed in conversation with the Northeast Ohio Regional Sewer District's Project Clean Lake program, which is addressing water quality issues in Lake Erie. Students examined how NEORSD's properties for rainwater storage could more fully engage the landscape.

**COLLABORATORS** Cleveland Urban Design Collaborative, Kent State Master of Landscape Architecture Traveling Workshop, Northeast Ohio Regional Sewer District's Project Clean Lake

**TEAM** Maggie Hansen (Design Lead), Shoshana Gordon, Nick Jenisch, Sue Mobley, Donn Peabody, Emilie Taylor Welty

**SPECIAL THANKS** Austin Allen, Aron Chang, Diane Jones, Colleen McHugh





**IMPACT**





In 2015, the Small Center outlined a 5-year strategic plan with the aim of building on our history of thoughtful design work in service to our home city, New Orleans. The strategic plan set clear targets for measuring our impact and success at addressing the technical needs of our partner organizations, the learning objectives of our students, and the long-term sustainability of our program. Since then, we have hit many significant milestones. Thanks to an endowed gift from our long-time supporters, we are now named the Albert and Tina Small Center for Collaborative Design.

This January, we had our first meeting with our new Advisory Council, and in June, we hosted the Board of Tulane for the first time. To accompany our name change, we have an excellent new website and updated branding, designed for us by the talented designers at Extra Small Design.

This year's Request for Proposals yielded 21 submissions from nonprofit groups across New Orleans. It is clear that there is still a tremendous need in our city for the work that we do. We are grateful to our supporters who make it possible for us to offer technical assistance while training the next generation of citizen architects. Together we will create a city shaped by its citizens.



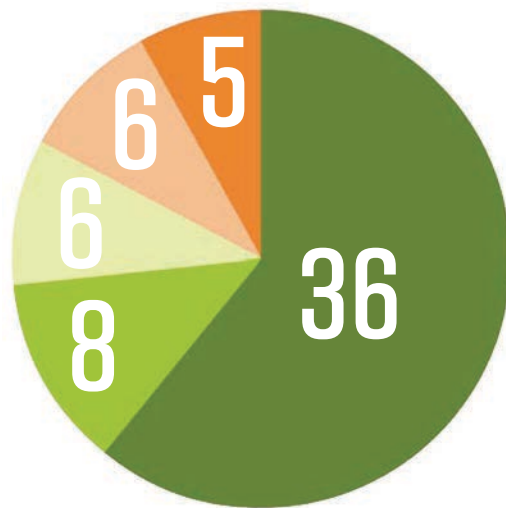
## COURSES OFFERED

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Spring 2017 Public Interest Design Seminar  
Spring 2017 Fabrication / Tech Elective  
Spring 2017 Big Class Writers' Room Design/Build  
Fall 2016 Fabrication / Tech Elective  
Fall 2016 Ozanam Inn Day Space Design/Build

## STUDENTS ENGAGED

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- Students enrolled in Small Center courses
- Graduate Research Assistants
- Work-study students
- Summer 2017 Public Interest Design Fellows
- Students sent to Design Futures 2017

“We've been totally blown away by this process and the finished product. You truly listened to students and their community, and the result speaks for itself.

– Doug Keller, Executive Director of Big Class

“This is about as inspiring as it gets – a community center serving the neediest in its community...finding that solution by bringing in a design school that gives its students real-world experience.

Adam Savage, Editor-in-Chief of Tested.com (speaking about Ozanam Inn Day Space)

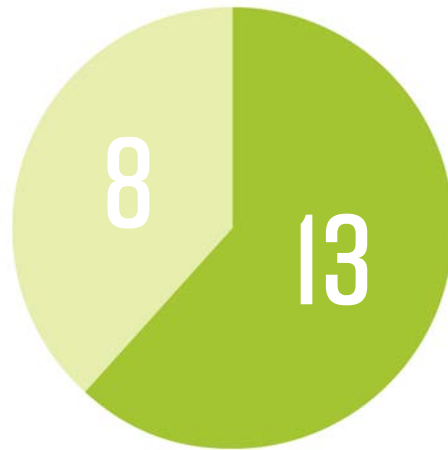
“The Small Center team made a space that makes our clients feel more wanted, makes them feel more human, and makes them feel accepted.

– Renee B. Blanche, Director of Development, Ozanam Inn

OVERHEARD  
AT SMALL  
CENTER...

## REQUEST FOR PROPOSALS 2017

- Visioning / Planning Project Proposals
- Design / Build Project Proposals



## MUSIC AND CULTURE COALITION OF NEW ORLEANS

# #1

MaCCNO is working on creating the city's first ever Good Visitors' Guide to New Orleans.

Small Center's research and design work with MaCCNO on the 2015 Guide to New Orleans Street Performance paved the way for MaCCNO to create the Good Visitors Guide.

## FAÇADE RENEW

# \$1.2 M

Total money awarded

# \$9 M

Total cost of resources leveraged

# 38

Applicants approved for funding by the NORA board

# 20

Projects completed, with 8 more currently under construction

2017 Award for Excellence in Historic Preservation – Louisiana Landmarks Society

For more information about the Façade ReNEW program, please see page 10.

## STUDENT SPOTLIGHT



CHESLEY MCCARTY • MA ARCH '17  
SUMMER PID FELLOW 2016

“...A summer with the Small Center taught me the value of staying flexible and fluid, and that oftentimes the best ideas come from collaboration and active listening... I don't think I would be starting the job I am about to be had I not worked at the Small Center and learned what working together and listening to those with different opinions from your own really looks like.”



## PROJECTS COMPLETED 2016-17

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### DESIGN, RESEARCH, AND GRAPHIC NARRATIVES COMPLETED

- Treme Housing Density Research
- Rental Conditions Advocacy
- Edible Schoolyard New Orleans Outdoor Classroom
- NOMA Van Go

### DESIGNS CONSTRUCTED

- Hollygrove Greenline Shade Pavilion
- Ozanam Inn Day Space
- Big Class Writers' Room
- Groundwork Solar-Charging Bench
- Broadmoor Improvement Association Community Notice Board

## CONFERENCE PRESENTATIONS

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- American Society of Landscape Architects, Fall 2016
- Louisiana Smart Growth Summit, Fall 2016
- Urban Orders, Fall 2016
- Dallas Design/Build Symposium, Winter 2017
- ACSA National Conference, Spring 2017

## AFFILIATIONS

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- American Society of Landscape Architects
- American Institute of Architects
- American Institute of Certified Planners
- American Institute of Graphic Arts
- Parasite Design Advisory Board
- Bryan Bell Metropolitan Leadership Forum
- Design Futures
- Water Collaborative Designer/Builder Committee
- Regional Transit Authority Advisory Committee
- Tulane's Center for Public Service Executive Committee
- Greater New Orleans Housing Alliance

## AWARDS

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- US Green Building Council Louisiana: Excellence In Sustainability Honorable Mention 2017  
– Hollygrove Greenline Pavilion
- AIA New Orleans: Architecture Honorable Mention 2017 – Hollygrove Greenline Pavilion
- Tulane School of Architecture: 2017 Malcolm Heard Award for Excellence in Teaching  
– Emilie Taylor Welty
- 2017 Louisiana Landmarks Society Awards for Excellence in Historic Preservation  
– Façade ReNEW

**BIG CLASS WRITERS' ROOM**

Designed and built by students in Spring 2017





## RECENT ARTICLES, PRESS, AND BOOKS

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2016

**CYNTHIA E. SMITH** | Project | By the People: Designing a Better America

**THE NEW YORK TIMES** | In 'By the People,' Designing for the Underserved and Overlooked

**THIRD WAVE URBANISM** | Podcast Episode | City Spotlight: New Orleans

**SURDNA FOUNDATION** | Community Engaged Design video series

**THE GAMBIT** | Affordable Housing Exhibit pops up at Tulane City Center

2017

**ROCKEFELLER FOUNDATION** | The Resilience of America's Food Systems: Evidence from Five Cities

**TULANE UNIVERSITY NEWS** | Architecture students bring life to local shelter

**NEW ORLEANS ADVOCATE** | New custom-designed benches raise spirits of homeless men at Ozanam Inn

**CLARION HERALD** | New, more welcoming respite spot at Ozanam Inn

**ADAM SAVAGE'S TESTED WEB SERIES** | Maker Tour: Small Center for Collaborative Design

**THE TIMES-PICAYUNE** | Ace Hotel, Sophie B. Wright School among winners of AIA New Orleans architecture awards

**TOLYA STONOROV** | Featured Project | The Design-Build Studio: Crafting Meaningful Work in Architecture Education

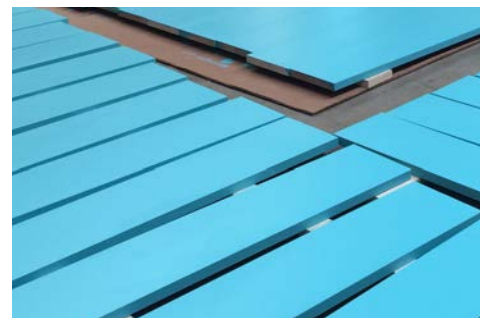
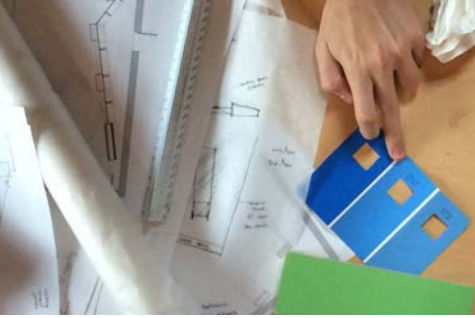
**CURBED: NEW ORLEANS** | Oretha Castle Haley: Second Annual Jane Jacobs Walk

**BIG CLASS** | Partnerships: Tulane Small Center Renovates Writers' Room!

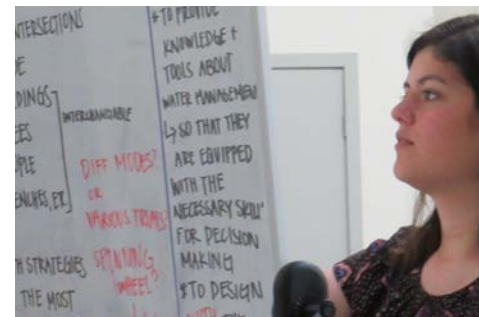
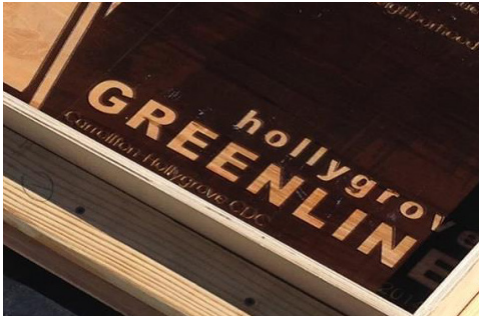
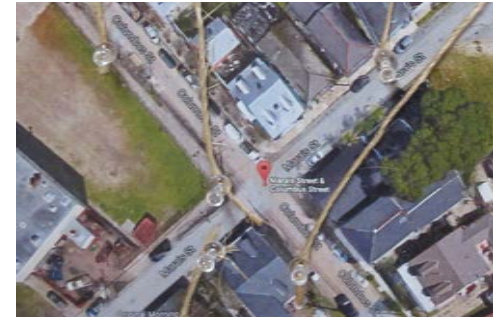
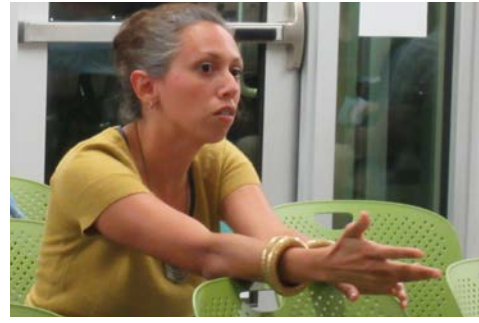
## CONFERENCES ATTENDED

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- American Institute for Graphic Arts, Fall 2016
- Design-Build Exchange (dbX) Web Conference, Winter 2016
- Greater New Orleans Fair Housing Action Center: Fit for a King, Winter 2017
- Race Forward: Building Racial Equity, Spring 2017
- Norwich Design/Build Symposium, Spring 2017
- Design Futures Student Leadership Forum, Spring 2017
- Association for Community Design, Summer 2017







## GROUPS HOSTED

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American Institute of Architects New Orleans Chapter • Design as Protest  
• Education Research Alliance for New Orleans • Greater New Orleans  
Foundation • Greater New Orleans Water Collaborative • Grow Dat Youth  
Farm • Healthy Building Network • Leadership For Educational Equity /  
ONE NOLA • Newcomb College Institute • New Orleans Workers' Center  
for Social Justice • Propeller: A Force for Social Innovation • Taylor • Tulane  
Center for Public Service • Tulane Masters of Preservation Studies •  
Tulane Masters of Sustainable Real Estate Development • Tulane School of  
Architecture's Graduate Student Government • UrbanBuild • UVA School of  
Architecture • Youth Rebuilding New Orleans

## TOURS OF PROJECTS

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- AIA New Orleans
- Ball State University: School of Architecture
- Daniel Rose Fellowship
- Fannie Mae
- Habitat for Humanity: New Orleans Area
- Kent State University's Master of Landscape Architecture  
Traveling Workshop
- LSU School of Architecture
- Tremé Water Wise
- Tulane AIAS
- Tulane's Center For Public Service: Community Based Research Grant
- Tulane Masters of Sustainable Real Estate Development
- UC San Diego: Center for Community, Awareness, and Social Action
- Yestermorrow Program Exchange

## SPEAKERS AT SMALL CENTER EVENTS

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- Jenga Mwendo, Deputy Director, Crescent City Community Land Trust
- Stacy E. Seicshnaydre, Associate Dean of Experiential Learning, Tulane University School of Law
- Alexandra Miller, Principal, Asakura Robinson
- Diane Jones, Principal Landscape Architect, Design Jones LLC
- Alex Posorske, Executive Director, Ride New Orleans
- Christine Gaspar, Executive Director, Center for Urban Pedagogy
- Casius Pealer, Director, Tulane Masters of Sustainable Real Estate Development
- Ellen M. Lee, Director, Housing and Community Development for City of New Orleans
- Cashauna Hill, Executive Director, Greater New Orleans Fair Housing Action Center
- Hannah Adams, Attorney, Southeastern Louisiana Legal Services
- Shana griffin, Activist/scholar
- Athelgra Landry, American Can resident
- Michael Esnault, American Can resident
- Anna Brand, Emerging Scholar Fellow, UT Austin
- Marla Nelson, Freeport Professorship in Urban and Public Affairs, University of New Orleans
- Michael "Quess?" Moore, Lead Organizer, Take Em Down NOLA
- Pamela Neumann, Zemurray-Stone Fellow, Stone Center at Tulane University
- Marjorie R. Esman, Executive Director, ACLU of Louisiana





**SOLAR-CHARGING BENCH** Detail of the oyster shells used in the gabion wall of the bench designed, built, and installed by the 2017 Summer PID Fellows and Groundwork New Orleans' Green Team

# SUPPORT





## SMALLS' MULTI YEAR FUNDING + RENAMING

This year, thanks to the generous support of Albert H. Small, Jr. and his wife, Tina, we changed our name from Tulane City Center to the Albert and Tina Small Center for Collaborative Design at Tulane School of Architecture. Extra Small Design created a new website and logo for us that remains faithful to our history of community engaged design in New Orleans, while providing a better opportunity to showcase our work and clarify our message.

## SURDNA MULTI-YEAR FUNDING

We are grateful to the Surdna Foundation for their continued support and trust in our work. Surdna's support has allowed us to engage in a range of projects and more recently has funded our public programing and cross-project engagement strategies. Our projects would not be possible without their generosity.

## JCI MULTI-YEAR FUNDING

Johnson Controls, Inc. pledged a 10-year gift in 2010 which has funded over 15 projects to date. The generous gift propelled us to launch the annual Request for Proposals process wherein community groups and nonprofits submit project proposals and a jury chooses which two proposals will be funded as visioning and Design/Build projects. This gift has enabled us to regularize our work flow, increase our impact and abilities to take on projects, and create a more open and engaging selection process.



**BIG CLASS WRITERS' ROOM** Detail of paint tray used  
in constructing the Writers' Room at Sylvania Williams  
College Prep in the Spring 2017

# THANK YOU!





## LEADING SUPPORTERS

---

Anonymous • Morris Adjmi, FAIA • Ellen Simmons & F. Macnaughton Ball, Jr., FAIA • David & Stephanie Barksdale • Maziar Behrooz, AIA • Michael A. Bernstein, Ph.D. & Patti Harp • Kate & James Brady • Andy Byrnes • Ellen & Win Churchill • Marjorie & Scott Cowen • Alvin & Cammie Cox • Michelle Sainer Diener & Robert Diener • Lester Fant • Mr.\* & Mrs. H. Mortimer Favrot, Jr., FAIA • John Fox • Katrina & Steven Gewirz • Cleo & Michael Gewirz • Catherine & Michael Gildenhorn • Nancy & Leo Gorman • Alisa Schaeffer & Jonathan B. Halle • Brad A. Hastings, AIA • Mr. & Mrs. (Erin) Jean Paul Hymel • Judith Kinnard, FAIA • Jeanne & Michael Klein • John & Anne Mullen • Martha Murphy • Catherine & R. Hunter Pierson • Deborah Ratner-Salzberg • Teresa Denard & Steven Reider • Cameron & Paul Richard • Gina & Lorne Rosenfield • Kenneth Schwartz, FAIA • The Sizeler Family • Albert H. Small, Jr & Tina Small • Celia Weatherhead • Laura & John Williams • Ray Woolridge

Aetna Foundation, Inc. • The Azby Fund • Bayou District Foundation • Blue Cross and Blue Shield of Louisiana Foundation • Blue Moon Foundation • Brees Dream Foundation • Caesars Entertainment Corporation • Capital One Bank • Chegg, Inc. • ConAgra Foods, Incorporated • Construction Zone, LTD. • Dash Lumber • Warren Easton, Sr. High School Foundation, Inc. • Enterprise Holdings Foundation • Environmental Grantmakers Association • Eskew+Dumez+Ripple • Foundation for Louisiana • The Greater New Orleans Foundation • Johnson Controls, Incorporated • Eugenie and Joseph Jones Family Foundation • Lester E. Kabacoff Family Foundation • Kaiser Permanente • Louisiana Endowment for the Humanities • National Trust for Historic Preservation • National Endowment for the Arts • New Orleans Food and Farm • NetworkSpeyer Family Foundation • Surdna Foundation • Transforma Projects • Tulane School of Architecture • Tulane/Xavier Center for BioEnvironmental Research • Waggonner & Ball • Whole Foods Market, Inc.

## FOUNDING SUPPORTERS

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Albert H. Small, Jr & Tina Small • Ray Woolridge • Tulane School of Architecture • Tulane/Xavier Center for BioEnvironmental Research • US Department of Housing and Urban Development

\*deceased

## TEAM

---

Maggie Hansen, Director  
Donn Peabody, Operations Coordinator  
Shoshana Gordon, Program Assistant / AmeriCorps VISTA  
Emilie Taylor Welty, Design / Build Manager  
Sue Mobley, Public Programs Manager  
Nick Jenisch, Project Manager

## ADVISORY COUNCIL

---

Kim Boyle • Jean Paul Hymel • Judith Kinnard • Mary Landrieu • Liz Ogbu • Dan Pitera • Lisa Roy • Albert H. Small, Jr.

## FACULTY ADVISORY GROUP

---

Cordula Roser Gray • Doug Harmon • Judith Kinnard • Wendy Redfield • Carol Reese • Joy Willig

For a complete list of students and faculty who have collaborated with Small Center, please visit [small.tulane.edu](http://small.tulane.edu).

Our past team members include:  
Alan Lewis, Founding Director (2005–2006)  
Dan Etheridge, Founding Assistant Director (2005–2013)  
Scott D. Bernhard, Director (2006–2012)  
Maurice Cox, Director (2012–2014)  
Olivia Stinson, Senior Program Coordinator (2006)  
Alison Popper, Graphic Designer (2009–2010)  
Carey Clouse, Project Manager (2011–2012)  
Dozenia Marshall, Accountant (2011–2015)  
Jenga Mwendo, Engagement Coordinator (2013–2014)  
John Coyle, AmeriCorps VISTA (2015–2016)

For a complete list of all of our supporters, please visit [small.tulane.edu](http://small.tulane.edu).  
Special thanks to Derek and Eric Buckley for ensuring 1725 Baronne is clean year-round, and to Shoshana Gordon for designing this publication.



