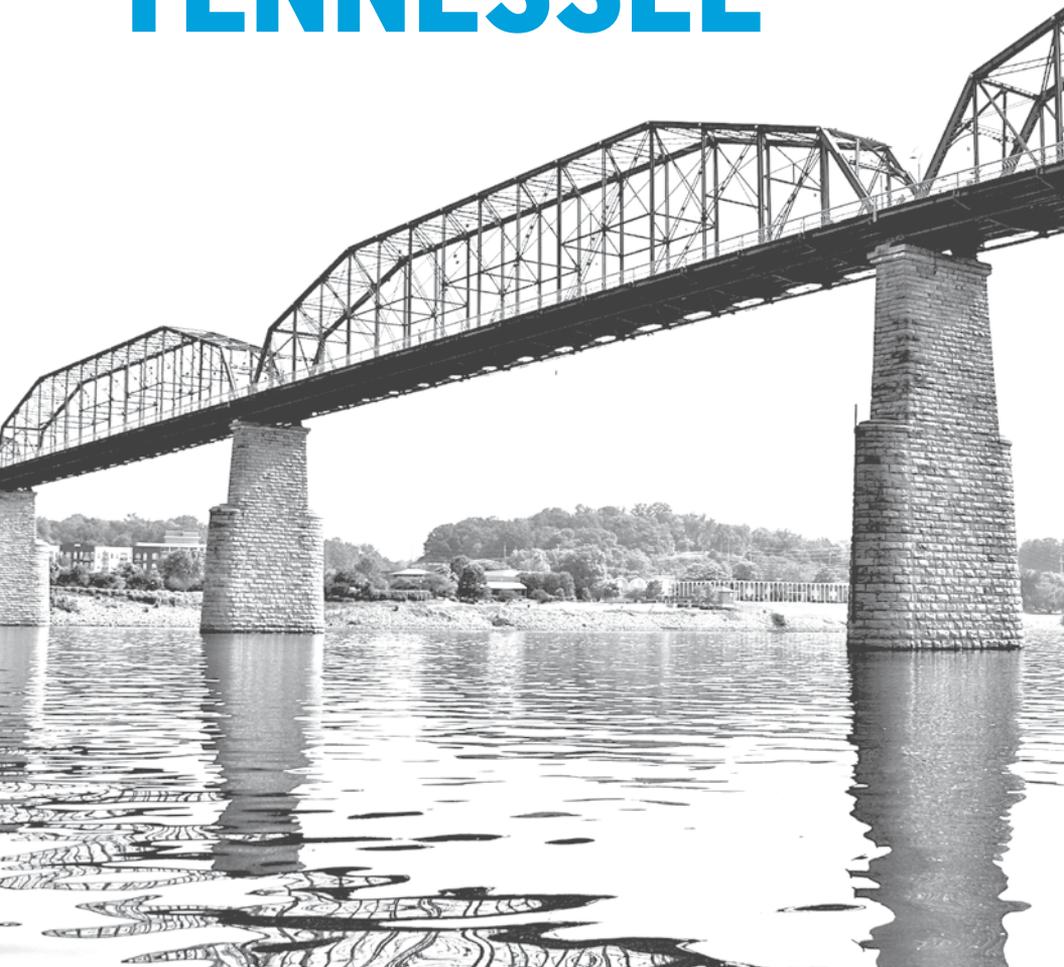


**2014  
VANGUARD**

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**CHATTANOOGA  
TENNESSEE**





**Next City** is a non-profit organization with a mission to inspire social, economic and environmental change in cities by creating media and events around the world. Our vision is for a world in which cities are not in crisis, but are instead leading the way toward a more sustainable, equitable future.

Next City provides daily online coverage of the leaders, policies and innovations driving progress in metropolitan regions across the world. In addition to our online journalism, we produce events, including the Vanguard conference.

**Vanguard** is an annual gathering of the best and brightest young urban leaders working to improve cities across sectors, including urban planning, community development, entrepreneurship, government, transportation, sustainability, design, art and media.

Each year, Next City selects 40 applicants – whose bright ideas for cities, experience in the field and ambition for the future all show great promise – to become members of the new Vanguard class. Along with alumni, host committee members and Next City staff, Vanguards convene to collectively learn and think about how to tackle the challenges our cities face.

After hosting Vanguard conferences in Washington, D.C., Philadelphia, St. Louis and Cleveland, Next City is pleased to present the fifth annual conference in Chattanooga, Tenn., where a host committee of local urban leaders has played an integral role in shaping this unique event.

# HOST COMMITTEE



**BLYTHE BAILEY** is Transportation Administrator for the City of Chattanooga. His experience in architecture and urban design,

with organizations like the Nashville Civic Design Center and the Chattanooga Urban Design Studio and in private practice, has focused on livability and the effect of good design on people's everyday lives. Blythe believes our streets are spaces for movement – but also places for people - and they should accommodate all travel modes safely and efficiently.



**ZACHARY COOPER** is the Association for Visual Arts' director of media and design. A founding partner of the arts and

entertainment newsweekly, *The Pulse*, he directed editorial and design throughout his 10-year leadership there. Additionally, Zach has extensive knowledge of and experience in print and digital publishing, advertising, video distribution, television, radio and media relations. Zach is an avid supporter of live music and the arts, with interests in urban design and culture.



**KATE CREASON** is lead operations director for Tomorrow Today. Previously, Kate served as director of MakeWork, a Chattanooga-

based initiative that empowers artists with financial support, entrepreneurial resources and showcase opportunities. With a unique background in art and architecture, she is passionate about developing creative initiatives that promote place-based change and tools that connect artists to their communities.



**LISA PINCKNEY FLINT**

has a unique combination of corporate, academic and non-profit

experience. She began her career in corporate marketing at Turner Broadcasting, held leadership roles at the University of Tennessee at Chattanooga, and developed new downtown programs at River City Company. Today she is Executive Director of the Chattanooga-based Footprint Foundation.



**KRISTY HUNTLEY** joined the Benwood Foundation in 2000 as a program officer and financial officer. Her

work focuses on developing and implementing strategies around culture and place. A graduate of the Stonier Graduate School of Banking, the Knoxville native's former career was in banking and investments. She also serves on the Public Art and the Investment Committees for ArtsBuild.



**STACY RICHARDSON**

has been working in City Hall since April 2013, serving as Chief Policy Officer under the leadership of

Mayor Andy Berke. With a background in research and data analysis, Stacy works to transform city government into a data-driven organization that implements sound policy to make impactful change. In her spare time, she runs political campaigns and works to recruit more young progressive candidates to run for office.



**KAREN RUDOLPH**

administers the arts and culture grants at the Lyndhurst Foundation, which identifies and

invests in initiatives, institutions, people and programs that contribute to the long-term livability and resilience of the greater Chattanooga region. Previously, she served with the Peace Corps in the Philippines, studied under master craftsmen as the Resident Blacksmith at the John C. Campbell Folk School, built hiking trails in National Parks, and ascended into trees as an arborist.



**CHRISTIAN RUSHING**

established Studio C.Rushing, an urban design consulting firm, in 2011. A graduate of both the

University of New Mexico and Auburn University, he also teaches architecture history and interior design at the University of Tennessee-Chattanooga.

Christian is also the design principal in a design+build partnership with Collier Construction.



**TEAL THIBAUD**

is one of Chattanooga's biggest fans. She serves as Director of Marketing and Outreach for Glass House Collective, a

community revitalization project in East Chattanooga. Teal is passionate about connecting people, proving that good design makes a difference, and creating lasting relationships with people who give a darn about their city.



**DONNA C. WILLIAMS**

is Administrator of the Department of Economic & Community Development of Chattanooga, where she leads

efforts to strengthen neighborhoods and boost economic opportunities across the city. Previously, Donna served as Chattanooga Habitat for Humanity's executive director. A Chattanooga native, Donna attended UT Chattanooga and worked for a variety of tech companies before starting her own consulting and development firm.

# PARTNERS

The 2014 Vanguard Conference is made possible with generous support from the following foundations:



# SPONSORS

Next City is grateful for additional support provided by the following sponsors:



# FRIENDS

Next City thanks the following local organizations and businesses for their donations and support:



# CONFERENCE SCHEDULE

## THURSDAY, APRIL 24

**THE CRASH PAD @ 29 Johnson St.**

**1:00pm – 1:30pm**

**REGISTRATION**

Meet up with fellow Vanguards, alumni and Next City staff at The Crash Pad for a series of unconference sessions.

**1:30pm – 4:10pm**

**UNCONFERENCE SESSIONS**

Break the ice during these informal 50-minute workshops, facilitated by fellow Vanguards. Three unconference sessions will take place during each of the following time slots: 1:30pm - 2:20pm, 2:30pm - 3:15pm and 3:25pm - 4:10pm.

**4:10pm – 5:00pm**

**BREAK**

**TENNESSEE AQUARIUM @ 1 Broad St.**

**5:00pm – 6:00pm**

**WELCOME RECEPTION**

Join the Chattanooga host committee members and other local leaders for light appetizers and drinks on the Aquarium's outdoor patio overlooking the Tennessee River. (Rain location: Seahorse Gallery)

**6:00pm – 6:15pm**

**OPENING REMARKS**

Mayor Andy Berke, joined by Ann Coulter of A. Coulter Consulting, will welcome Vanguards and local guests and provide some background

on Chattanooga. Next City's Diana Lind will share a brief history of the Vanguard conference and explain what's in store for the 2014 class.

**6:15pm – 8:00pm**

**(M)ADLIB INTROS**

One by one, Vanguards will take the stage and introduce themselves to the audience in 60 seconds or less. Details about the format will be provided on Thursday afternoon.

**MULTIPLE LOCATIONS**

**8:00pm**

**OPTIONAL DINE AROUNDS**

Choose between selected restaurants in and near downtown Chattanooga. (Vanguards pay their own way.)

## FRIDAY, APRIL 25

**WATERHOUSE PAVILION**

**Miller Plaza @ 850 Market St.**

**8:00am – 9:00am**

**BREAKFAST**

Meet up for breakfast, and hear about urban design's role in early downtown revitalization efforts from Rick Montague, former president of the Lyndhurst Foundation, and local urban designer Christian Rushing.

*Tours will depart from this location – come prepared to tour downtown on foot, and bring what you need for the afternoon.*

9:00am – 12:00pm

### TOURS

Vanguards will participate in one of four tours, described below. The tours will highlight Chattanooga's successes while also touching on the challenges, including neglected inner core neighborhoods, public transportation and multimodal connectivity and public education.

Refer to this color-coded Google map during your tour: [tinyurl.com/VanguardCHA](http://tinyurl.com/VanguardCHA)

#### NORTH (orange)

Guides: Kristy Huntley & Philip Pugliese

Contrasting the booming North Shore to the Hill City neighborhood, discussion will focus on issues surrounding gentrification, the creation and preservation of natural spaces, managing growth, maintaining design standards, and improving connectivity to natural amenities.

#### SOUTH (purple)

Guides: Zach Cooper, Teal Thibaud & Ken Hays (Kinsey Probasco Hays)

Contrasting the trendy Southside community to the commercial Broad Street corridor, discussion will focus on managing growth, attracting residents and future investment, improving connectivity between the Southside to the historic St. Elmo and Alton Park neighborhoods, and the challenges of industrial revitalization.

#### EAST (yellow)

Guides: Lisa Fint, Eric Myers (Elemi Architecture) & Stacy Johnson (La Paz)

Contrast the historic neighborhoods surrounding the University to the Southside's trendy Main Street area. Discuss the significance and potential of each neighborhood, the challenges of neighborhoods in transition, diversity of residents, and improving the connection between downtown and UTC.

#### WEST (blue)

Guides: Blythe Bailey & Stacy Richardson

Discuss the importance of a city's center, adaptive reuse of downtown buildings, 50 years of urban renewal, multimodal connectivity and revitalization, and the strengths and challenges of downtown neighborhoods.

#### THE 4TH FLOOR OF CHATTANOOGA'S PUBLIC LIBRARY @ 1001 Broad St.

12:00pm – 1:30pm  
WORKING LUNCH

Grab a sandwich or salad from Famous Nater's World Famous food truck and head to The 4th Floor, a community makerspace on the 4th floor of the library. David Cook, City Columnist for the *Chattanooga Times Free Press*, will moderate a recap of the tours and answer questions in preparation for the Chattanooga Challenge (see p. 30).

1:30pm – 2:30pm

#### WORKSHOP SESSION ONE ECONOMIC MOBILITY IN THE GROWING CITY

Facilitators: Ariella Cohen & Tracey Ross

Recent research on urban inequality has found that many of the country's largest cities – magnets for talent and jobs – also have alarmingly high rates of inequality. How can cities attract and retain talent while also developing better opportunities for people to climb the economic ladder? Is there a way to encourage new residents and industries to migrate to a city without creating displacement? This workshop will look at various urban policies and practices that are working to mitigate inequality and improve rates of economic mobility – and those that are not.

#### TECH AND THE CITY

Facilitators: Danna Bailey, Sheldon Grizzle & Jeremia Kimelman

Chattanooga's aggressive high-tech economic development plan and an upgrade of the power grid moved it toward the 1G connection. "The Gig," which put the city on the map, is attracting capital and talent – and could be credited with landing the city a Code for America fellowship this year. But does technology really matter in a city? Join local experts to discuss how technology is redefining the relationship between citizen and city in Chattanooga and beyond.

2:45pm – 3:45pm

#### WORKSHOP SESSION TWO THUMBING A RIDE, MOBILE STYLE

Facilitators: Dan Curtin & Philip Pugliese

Increasingly, traveling from point A to point B involves using smart devices to access a variety of rides – from buses to trains, from cabs to black sedans, from shared rides to shared cars and bikes. All of this makes it easier than ever to live in a city without owning a car, yet imposes new challenges for cities looking to accommodate these new modes. The most successful cities are those that have aligned municipal codes, parking and tax policies, and regulatory oversight with goals for emission reduction, congestion relief and parking management. Join this workshop to discuss how mobility management affects our cities' transportation networks.

#### PARTNERS? THE EVOLUTION OF PUBLIC AND PRIVATE SPHERES IN CITIES

Facilitators: Diana Lind & Eric Shaw

As cities run up against constrained budgets, the private sector is finding that there's money to be made. As a result, cities have become increasingly dependent upon public-private partnerships and new modes of financing economic development. But is this a win-win for citizens, or are we merely weakening local government to a point where it can no longer serve cities' basic needs?

4:00pm – 5:00pm  
BREAK

**WAREHOUSE ROW @ 1110 Market St.**  
5:00pm – 6:00pm  
**HAPPY HOUR WITH THE  
NATIONAL TRUST**

Jason Lloyd Clement, the National Trust for Historic Preservation's director of community outreach and a 2013 Vanguard, will talk the past, present and future of preservation in the third floor atrium of historic Warehouse Row (Building North). Relax and mingle over drinks and light appetizers.

6:00pm – 8:00pm  
**DINNER**

Vanguards, alumni and host committee will enjoy a dinner catered by Public House Chattanooga.

**VENUE TBD**

8:20pm  
**PECHAKUCHA NIGHT**

Eight creative ideas x 20 seconds  
x 20 images. Optional but don't miss this opportunity to experience PechaKucha nooga-style!

## **SATURDAY, APRIL 26**

**CAMP HOUSE @ 1427 Williams St.**

9:00am – 9:30am  
**BREAKFAST**

A light breakfast will be provided. For those with bigger appetites, the cafe at Camp House serves up great food.

9:30am – 11:00am  
**TEAM PREP**

Vanguard teams will refine their ideas and prepare a 10-minute PowerPoint presentation.

11:00am – 12:30pm  
**THE CHATTANOOGA CHALLENGE**

Each team will have 10 minutes to pitch their ideas to a public audience – and a panel of judges. Presentations will be evaluated and the winning idea announced.

12:30pm  
CONCLUDE

# CHATTANOOGA CHALLENGE

## **ABOUT CHATTANOOGA**

Chattanooga, in one sense or another, has always been a city about making connections. Located on the Tennessee River and positioned by the borders of three states (Tennessee, Georgia and Alabama), the city grew by virtue of its port and rail. Today, its revitalized downtown, reclaimed riverfront and even its 1G Internet connection create new kinds of interaction.

Still, like most cities in the United States, Chattanooga is grappling with new connectivity challenges. Chattanooga invites Vanguards to explore the downtown and help envision ways to strengthen existing or create new connections to place and to each other. How can Chattanooga support better transportation and bike infrastructure? How can both the built environment and parks encourage connections across class and race? How can economic development help bridge the gap between rich and poor?

## **ABOUT THE CHALLENGE**

With these questions in mind, Vanguards will take one of four tours through downtown Chattanooga. Then, in teams facilitated by individuals from the host city, Vanguards will brainstorm, prepare and present ideas to a public audience on the final day of the conference. Presentations will be evaluated based on creativity, feasibility, community impact and overall presentation and a winning team selected.

## **EXPLORE CONNECTIVITY**

Each team's presentation should address the following questions:

- What examples have you seen of other cities making better connections across place, class, race and other barriers?
- Could these best practices be applied to Chattanooga? Or are there new ideas that Chattanooga should experiment with?
- What would it take in terms of political will, money and civic engagement to implement a new program to facilitate connectivity throughout the city?

## **MAKE THE PITCH**

Each team's presentation should include the following:

- Presentations must include at least one relevant precedent or best practice from a U.S. city and one from a non-U.S. city.
- Phase 1 must have a budget of \$10,000 or less.
- Presentations must outline implementation steps for phases 1 through 3.
- Presentations must demonstrate how this project will be implemented by 2020.
- Presentations may not exceed 10 minutes.
- Teams are encouraged to engage with the audience and creatively solicit feedback.

## **MAKE IT A REALITY**

Presentations will be judged based on their creativity, feasibility, community impact and overall presentation style.

# WORKSHOP FACILITATORS



## **DANNA BAILEY**

### *Vice President, Corporate Communications, EPB*

A Chattanooga zealot, Danna represents EPB in its role of promoting the region as a great place for technology, business and fun. With a background in advertising and communications, Danna often plays the role of a human API, translating the complicated explanations often given in EPB's engineering-focused world into terms accessible to everyday-smart people.



## **DAN CURTIN**

### *Vice President of New Markets, Zipcar, Inc.*

With over 20 years experience in the automotive industry, Dan joined Zipcar in 2004 as the Boston Market General Manager. Having held multiple positions since then, including Vice President of Operations and Service Quality for all of Zipcar, he currently heads up the company's new market division. Over the past decade with Zipcar, Dan has pioneered efficiencies within the market from fleet operations to building a sustainable membership base, helping grow the company from a small start-up with a few hundred cars into the largest car sharing provider worldwide.



## **SHELDON GRIZZLE**

### *Blank Slate Ventures, Managing Partner*

Sheldon is founder of The Company Lab, a hub for entrepreneurs in Chattanooga. He is also a co-founder of GIGTANK, Blank Slate Ventures and Chattanooga Football Club. Sheldon is extremely passionate about continuing to create a community that applies entrepreneurial principles to all aspects of business and civic life. An active investor in the Southeast startup scene, he has written for the *Wall Street Journal* as a "Startup Guru" and has been featured in media outlets including CBS News, PBS News Hour, CNBC, *Forbes*, *FastCompany*, PandoDaily, TechCrunch and GOOD.



## **JEREMIA KIMELMAN**

### *Fellow, Code for America*

Jeremia is passionate about the intersection of technology and policy. At Tout, he managed the design and development of video product that brought breaking news stories to life for a worldwide audience. Jeremia is a community organizer for Mobile Monday and has traveled the world promoting technological solutions to real-world problems.



## **PHILIP PUGLIESE**

### *Director, Active Living and Transportation Network*

Since becoming Chattanooga's first bicycle coordinator in 2005, Philip has played an integral role in implementing Chattanooga's bicycle master plan. In 2009, he created the Active Living and Transportation Network to further advance research, policy, and implementation of mobility solutions. He now serves as the project coordinator for the Multimodal Transportation Center Study at the Chattanooga-Hamilton County Regional Planning Agency.



## **TRACEY ROSS**

### *Senior Policy Analyst, Center for American Progress*

An Oakland native, Tracey graduated from UC Berkeley in 2006. After graduation, she worked for senators Hillary Rodham Clinton and Ken Salazar. In 2010, she completed her Master's in Public Affairs with a focus on urban policy from Princeton University. Following grad school, she worked as a Program Associate for Living Cities. In her current position with the Center for American Progress, Tracey works on place-based responses to fighting poverty.



## **ERIC SHAW**

### *Director of Community & Economic Development, City of Salt Lake*

In his current position, Eric is responsible for oversight of the following city divisions: planning, economic development, transportation, engineering, building services, housing and arts. Eric has worked in the public and philanthropic sectors on hurricane recovery in Louisiana and in positions in Silicon Valley, Miami and Washington, D.C.

# NEXT CITY STAFF



## **DIANA LIND**

joined Next City in 2008 and is the organization's executive director and

editor in chief. Diana was a 2011 Van Alen Institute Fellow and is the author of *Brooklyn Modern: Architecture, Interiors & Design* (Rizzoli, 2008). She graduated from Cornell University (B.A., English) and Columbia University (M.F.A., Creative Writing). Her writing has been published in the *New York Times*, *Architectural Record* and many other publications and her work with Next City has been profiled in the *Philadelphia Inquirer*, *Monocle* and many other media outlets.



## **ARIELLA COHEN**

is executive editor of Next City. Prior to joining Next City, Ariella

co-founded and helped direct the Gulf Coast region's first online investigative news outlet, The Lens. In 2010, her reporting for The Lens on the use and abuse of Hurricane Katrina recovery funds won The Press Club of New Orleans' highest honors for investigative reporting

and best overall feature writing. She has also written for The Daily Beast, Al Jazeera America, *The Brooklyn Paper* and other publications. She is a graduate of Oberlin College (B.A., Creative Writing and Politics).



## **LIZ MAILLIE**

is Next City's programming and development manager. Along with creating and implementing

Next City's Philadelphia-based event series, Liz coordinates programs in cities across the country, including the annual Vanguard conference. She also supports organizational development through various fundraising efforts. Prior to joining the staff in November 2012, Liz worked for The Pew Charitable Trusts. Liz is co-founder and vice president of Friends of the Rail Park.



## **CASSIE OWENS**

is assistant editor of Next City. She graduated from Brown University (B.A.,

Comparative Literature) before spending a Fulbright year in Brazil. There, she researched the literature of Brazilian slums, interviewing

authors in Rio and São Paulo. She earned her Master's degree from Columbia University Graduate School of Journalism. Cassie was a contributor to *Philadelphia City Paper* where she covered music, film and culture.



## **MOIRA BAYLSON**

joined Next City as chief operating officer in January 2014. Previously Moira

worked for the City of Philadelphia as Deputy Cultural Officer of the Office of Arts, Culture, and the Creative Economy and prior to that as Manager, Cultural Development for the City's Commerce Department. Moira has also worked for several non-profit arts organizations and in the publishing field. Moira received her B.S. in Communication from Cornell University and her M.S. in Arts Administration from Drexel University.



## **ANTHONY SMYRSKI**

is creative director of Next City. He is a designer, artist and cultural producer.

He works in both the cultural and commercial spheres with clients and artists around the world. He travels constantly, studying culture, urban

environments and global patterns of human interaction. Findings and insights from his travels are woven throughout his work.

# VANGUARDS



**JAMIE ALDERSLADE**  
BROOKLYN, NY  
*Citi Community Development,*  
*Senior Vice President*  
[jamie.alderslade@citi.com](mailto:jamie.alderslade@citi.com)

An Englishman. A Jack of all trades. A New Yorker. Father. Husband. Urbanite. Foodie. A Londoner. Convener. Pragmatic Romantic. Lifelong student of cities. I am fortunate to work at a bank that forges the most innovative partnerships for the benefit of cities.



**IAN BENISTON**  
YOUNGSTOWN, OH  
*Youngstown Neighborhood Development Corporation,*  
*Deputy Director*  
[ibeniston@yndc.org](mailto:ibeniston@yndc.org)

Ian was forged in Youngstown and is the Deputy Director of the Youngstown

Neighborhood Development Corporation. He has spent the past five years building capacity for neighborhood revitalization. He is a member of the American Institute of Certified Planners and lives in Youngstown with his wife and Irish Wolfhounds.



**JOHN BILDERBACK**  
CHATTANOOGA, TN  
*Chattanooga-Hamilton County Health Department,*  
*Step ONE Program Manager*  
[jbilderback@hamiltontn.gov](mailto:jbilderback@hamiltontn.gov)

John is Program Manager for Step ONE and the Chattanooga project director for a grant funded by the Robert Wood Johnson Foundation. Under John's leadership, residents, partner organizations and government agencies have collaborated on more than \$1.37 million of programmatic and infrastructural improvements, like the Chattanooga Mobile Market.



**NICK BOWDEN**  
OMAHA, NE  
*MindMixer, CEO*  
[nick@mindmixer.com](mailto:nick@mindmixer.com)

Co-founder and CEO of MindMixer, fascinated by the intersection of cities and technology, recovering urban planner and proud downtown dweller.



**MARLON I. BROWN**  
MASON, MI  
*City of Mason, Councilmember*  
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Marlon works as a Budget and Policy Analyst in the Michigan State Budget Office. He is also a Councilman for the City of Mason and serves as Treasurer of the Mason Area Chamber of Commerce. Marlon is committed to a life of public service and civic engagement.



**NOAH BUDNICK**  
BROOKLYN, NY  
*Transportation Alternatives,*  
*Deputy Director*  
[noah@transalt.org](mailto:noah@transalt.org)

Noah is a native Vermonter who never thought of moving to the big city and, now, can't imagine leaving it. He's played a major role in mainstreaming bicycling, introducing bus rapid transit and making traffic safety a top-tier public policy issue in New York and other cities.



**DEMION CLINCO**  
TUCSON, AZ  
*Tucson Historic Preservation Foundation, President*  
[demion.clinco@preservetucson.org](mailto:demion.clinco@preservetucson.org)

Demion is a native Tucsonan. Graduating with a background in art, art history and design, he created a career advocating for Tucson's historic urban resources. He attended college in L.A. and a post graduate

program in Milan, Italy. Demion serves on numerous community boards focusing on projects affecting the built environment.



**MONTY COOPER**  
*BOWIE, MD*  
*Prince George's County (MD)*  
*Redevelopment Authority,*  
*Chairperson*  
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Monty practices law with Sedgwick LLP, where he specializes in commercial litigation. He is also chairperson of the Redevelopment Authority of Prince George's County, the county's principal development and redevelopment entity. Its focus is to develop mixed-income/mixed-use projects and affordable housing in urban communities and near transit centers.



**RONDELL CRIER**  
*CHATTANOOGA, TN*  
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*Design, Community Artist*  
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In 1991, Rondell began his art career after joining a youth arts organization called YAYA. During his participation in the program, he gained worldwide experiences through commissions and travel opportunities abroad and in numerous cities across the States. Currently, he continues to practice and mentor art in his community.



**MELISSA DITTMER**  
*DETROIT, MI*  
*Rock Ventures, LLC, Senior Architect*  
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As a Detroit Revitalization Fellow, Melissa educates the public about the importance of architecture in the regeneration of cities. As the senior in-house architect for Rock Ventures, Melissa is responsible for the

design review of current architecture projects and the research, analysis, programming and conceptual design of future projects.



**AMANDA EAKEN**  
*SAN FRANCISCO, CA*  
*Natural Resources Defense Council*  
*(NRDC), Deputy Director, Urban*  
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Amanda is Deputy Director of Urban Solutions with the Natural Resources Defense Council (NRDC). She was instrumental in passage of California's landmark Sustainable Communities and Climate Protection Law (SB 375) and leads NRDC's work to create stronger, healthier communities with sustainable transportation choices as part of California's comprehensive climate program.



**R. DENISE EVERSON**  
*WASHINGTON, DC*  
*DC Housing Authority,*  
*Redevelopment Project Specialist*  
[rdenise80@gmail.com](mailto:rdenise80@gmail.com)

Denise is a Redevelopment and Green Building Specialist in the District of Columbia. A native of Decatur, Ga., Denise is an active associate member of the American Institute of Architects and numerous civic boards. She earned a Bachelor of Architecture from Hampton University and a Master of Public Policy from Georgetown University.



**LAKWESHIA EWING**  
*CHATTANOOGA, TN*  
*Hamilton County Department of*  
*Education, District Coordinator*  
*Community Partnerships*  
[jljewing@gmail.com](mailto:jljewing@gmail.com)

A native Memphian, Lakweshia has resided in Chattanooga for five years. She is a graduate of Austin Peay

State University where she majored in Psychology with a minor in Africana Studies. She also holds a Masters in Education from Tennessee Tech University and is currently enrolled as a Doctoral student with a concentration in Organizational Leadership. Lakweshia is employed as the District Family Engagement and Community Partnerships Coordinator for Hamilton County Department of Education.



**CRISTINA GARMENDIA**  
*ALLSTON, MA*  
*OpportunitySpace, Co-founder*  
[cristina@opportunitiespace.org](mailto:cristina@opportunitiespace.org)

Cristina is Co-founder at OpportunitySpace, a civic technology start-up that helps governments manage public land to maximize public good. Her research measures the social impact of real estate and economic development investments. She has degrees in architecture from Washington University and public policy from Harvard.



**MIKE FIELD**  
*JACKSONVILLE, FL*  
*TransForm Jax, Co-founder*  
[mikefieldjax@gmail.com](mailto:mikefieldjax@gmail.com)

Mike is a community activist focused on improving the form and function of his city's urban core and in-town urban neighborhoods through tactical urbanism and engaging both young professionals and would-be placemakers to become leaders in the community. Mike holds a Bachelors in Economics from Florida State University and is a Senior Analyst at JP Morgan Chase.



**JUAN GOMEZ**  
*SALINAS, CA*  
*MILPA/The Alliance for Boys and Men of Color, Policy Analyst*  
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Juan is a statewide partner with California's Boys and Men of Color Initiative, and he's the co-founder MILPA, a Salinas grassroots intergenerational collective which

braids the wisdom of spiritual elders into a modern day place-based racial equity framework. Juan is empowering formerly incarcerated residents to shape Monterey County's Realignment Plan.



**ASHLEY Z. HAND**  
*KANSAS CITY, MO*  
*City of Kansas City, Chief Innovation Officer*  
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Ashley is the first Chief Innovation Officer for the City of Kansas City, Missouri and a professional architect. She has dedicated her career to community and civic engagement across North America and currently runs a non-profit, Friends of Hale Cook, dedicated to public education which she co-founded in 2009.



**BRANDON HOLMES**  
*PEORIA, IL*  
*Local Initiatives Support Corporation (LISC), Executive Director*  
[bholmes@lisc.org](mailto:bholmes@lisc.org)

Over the past decade, Brandon has held various positions in government, the private sector, and the non-profit industry. In late 2012 Brandon was appointed as the executive director of a new office for LISC, the nation's largest community development intermediary and community development financial institution.



**LISA HOOK**  
*SAN FRANCISCO, CA*  
*The Asia Foundation, Senior Program Officer*  
[lisa.hook@asiafoundation.org](mailto:lisa.hook@asiafoundation.org)

Lisa works with national and local government officials, as well as civil society and business organizations in Asia to improve environmental governance, urban sustainability, low

carbon development and climate change adaptation across 18 countries in Asia, while connecting best practices from her home base in San Francisco.



**CHRISTINE INGRASSIA**  
*ST. LOUIS, MO*  
*St. Louis City Board of Aldermen,*  
*Alderman*  
[christineingrassia@gmail.com](mailto:christineingrassia@gmail.com)

Christine serves as Alderman of the 6th Ward in St. Louis, Missouri. She focuses her efforts on issues that are important to her constituents such as government transparency, crime, quality of life, education and development. This year, Christine is implementing the city's first pilot participatory budgeting project.



**KIRAN JAIN**  
*OAKLAND, CA*  
*City of Oakland,*  
*Senior Deputy City Attorney*  
[kjain@oaklandcityattorney.org](mailto:kjain@oaklandcityattorney.org)  
Kiran is in the Oakland City Attorney's Office, focused on innovation and civic design through her real estate, technology and municipal law practice. She served on the League of California Cities' Municipal Law Institute and designed the first Kiva Zip/City Trustee partnership to crowdfund local economic development.



**MILICENT JOHNSON**  
*SAN FRANCISCO, CA*  
*Peers, Director of Partnerships*  
*and Community*  
[milicent@peers.org](mailto:milicent@peers.org)

Drawing on her extensive involvement with the sharing economy movement, Milicent is Director of Partnerships and Community at Peers. She comes to Peers after co-founding Bayshare, an advocacy group dedicated to building a thriving environment for

the sharing economy in San Francisco, and several years as community manager for *Shareable Magazine*. Prior to Shareable, Milicent served as a community reinvestment fellow at the Greenlining Institute.



**MAEGHAN JONES**  
*CHATTANOOGA, TN*  
*Chattanooga Area Food Bank,*  
*President*  
[mjones@chattfoodbank.org](mailto:mjones@chattfoodbank.org)

Maeghan has worked in the non-profit sector for more than 15 years. During that time, she has held various management and leadership positions, including director of a statewide program for homeless and runaway youth, executive director of a private family foundation and a non-profit management consultant. In addition to her management experience, Maeghan has worked as a public interest attorney assisting low-income and indigent clients to secure basic rights and services.



**MICHAEL KAUFMANN**  
*INDIANAPOLIS, IN*  
*Health and Hospital Corporation,*  
*Director of Special Projects and*  
*Civic Investment*  
[mkaufmann@hhcorp.org](mailto:mkaufmann@hhcorp.org)

Michael supports arts, ecology and equitable livability initiatives for the public health department and Eskenazi Health in Indianapolis. Previously a label manager for Asthmatic Kitty Records, Michael currently manages Son Lux. He works to empower others to create and experience surprising beauty.



**STEPHEN LARRICK**  
*PROVIDENCE, RI*  
*City of Central Falls, Director of*  
*Planning and Economic Development*  
[slarrick@centralfallsri.us](mailto:slarrick@centralfallsri.us)

Stephen is Central Falls, R.I.'s Director of Planning and Economic Development and the youngest planning director in the state. Since Central Falls' historic 2011 bankruptcy filing, Stephen has

played an integral role in the city's efforts to bolster its perceived image, quality of life, and long-term economic viability.



**VANESSA LEON**  
NEW YORK, NY  
*Pinchina Consulting, Founder*  
[vanessa@pinchinaconsulting.com](mailto:vanessa@pinchinaconsulting.com)

Vanessa is the founder of Pinchina Consulting, an international planning firm created in the aftermath of the 2010 Haiti earthquake. As a Haitian-American urban planner, her primary interests are in strengthening vulnerable communities throughout the Caribbean region while also raising awareness of similar challenges here in the United States.



**ADRIAN LIPSCOMBE**  
SAN ANTONIO, TX  
*City of Austin, Bicycle Coordinator*  
[adrianl@utexas.edu](mailto:adrianl@utexas.edu)

Adrian is an innovator that concentrates on community involvement through engagement acts such as green architecture, active transportation and sustainable food production. She is currently working toward completing her Ph.D. in Community and Regional Planning at the University of Texas at Austin, specializing in the perception of minorities on transportation.



**ANDREW LONDRE**  
LA CROSSE, WI  
*La Crosse Neighborhood Development Corporation, Founder*  
[andrew.londre@couleecap.org](mailto:andrew.londre@couleecap.org)

Andrew has become a leading voice for neighborhood revitalization in La Crosse by emphasizing public-private-non-profit collaboration, thoughtful

urban planning, entrepreneurship, sustainable living, and placemaking. He has spearheaded an effort to create a community development corporation focused on revitalizing two of La Crosse's most persistently challenged neighborhoods. He also serves on the La Crosse County Board and is a state director for the Young Elected Officials Network.



**MANASVI MENON**  
BROOKLYN, NY  
*Parsons Brinckerhoff, Associate*  
[manasvi.menon@gmail.com](mailto:manasvi.menon@gmail.com)

Manasvi works at the intersection of transportation, urban strategy and policy at Parsons Brinckerhoff, a global infrastructure firm. She is interested in the ways that mobility and the built environment affect how we experience and engage with the city, and how civic-centered solutions can be scaled across multiple urban contexts.



**JUSTIN GARRETT MOORE**  
NEW YORK, NY  
*NYC Department of City Planning, Senior Urban Designer*  
[jmoore@planning.nyc.gov](mailto:jmoore@planning.nyc.gov)

Justin is a Senior Urban Designer for the NYC Department of City Planning, where he is involved in transformative projects to improve the quality of urban life in neighborhoods citywide. He also serves on the faculty of Columbia University's graduate urban design and urban planning programs and is co-founder of Urban Patch, a social enterprise based in his native Indianapolis.



**DAVID THOMAS MORAN**  
ORLANDO, FL  
*Geo-social Photographer & Urban, Mobile Game Designer*  
[davidthomasmoran@me.com](mailto:davidthomasmoran@me.com)

David is a freelance writer, geosocial photographer, mobile game designer and digital media artist. His creative work mostly focuses on public, street

life, pedestrianism and community mobility throughout the Orlando metropolitan region. David is also the Operations Director for the Transit Interpretation Project (TriP).



**CARLOS MORENO**  
TULSA, OK  
*TulsaNow, Board President*  
tulsadesigner@gmail.com

I'm a graphic designer, serial entrepreneur, community activist and magic-bean buyer. I work in the marketing & communications department at CAP Tulsa, an anti-poverty organization and national leader in early childhood education. I'm also the President of TulsaNow and Storyteller of Code for Tulsa, local affiliate of Code for America.



**ANANDA "ANDY" PALANISAMY**  
ROCKVILLE, MD  
*Transportgooru.com,*  
*Founder & Editor*  
transportgooru@gmail.com

Seasoned technology, communications, and policy professional with nearly 14 years of experience in the transportation industry with a strong exposure to domestic and global sustainability and transportation issues; blogger and new media expert; recipient of Top 40 Under 40 Transportation Demand Management Professional award.



**JENNY PARK**  
CHATTANOOGA, TN  
*Regional Planning Agency,*  
*Senior Planner*  
park\_jenny@chattanooga.gov

With a background in transportation and public administration, Jenny is senior planner for the Regional Planning Agency and Open

Government Specialist with the City of Chattanooga. Whether planning smart, equitable transportation for the region, or making City processes and data more accessible, Jenny integrates innovative communication techniques to promote citizen engagement with government decision making.



**MARIA POBLET**  
OAKLAND, CA  
*Causa Justa :: Just Cause,*  
*Executive Director*  
maria@cjjc.org

Maria is the executive director of CausaJusta::JustCause (CJJC) that successfully fosters racial equity by uniting working-class African-American and Latino communities. CJJC initiatives improve economic development and commit to long-time resident engagement. CJJC just published a report in partnership with the Alameda County Public Health Department titled "Development without Displacement."



**SARAH RAY**  
WASHINGTON, DC  
*McKinsey & Company, Associate*  
sarah.elizabeth.ray@gmail.com

Sarah has extensive experience advising public and private sector leaders, via her current role as a consultant at McKinsey & Company and in her prior work across two city governments and three federal agencies. Sarah's focus is transforming public sector operations to improve quality of life in cities, which she did most notably in Memphis as Team Lead for the White House Strong Cities, Strong Communities Initiative.



**LINDSEY SCANNAPIECO**  
LONDON, UK  
*Scout, Director*  
lindsey@scout-ltd.com

Lindsey is a London-based urbanist and founder of Scout, an urban design consultancy with a specialization in the revitalization of underutilized spaces.

She holds an MSc in City Design from the London School of Economics and B.S. in Business from the University of Southern California.



**PETER SMITH**  
*BALTIMORE, MD*  
*U.S. Social Security Administration,*  
*Policy Advisor*  
[smithpetert@gmail.com](mailto:smithpetert@gmail.com)

Peter is an attorney, economist and entrepreneur. He serves as a policy adviser for the U.S. Social Security Administration working on cross-agency open data and information sharing collaborations. He is also founder of Condesa Union, a public interest law firm providing legal services to help Baltimore-based entrepreneurs launch their businesses.



**BORIS SUCHKOV**  
*STATEN ISLAND, NY*  
*MTA New York City Transit,*  
*Principal Transportation Planner*  
[boris256@gmail.com](mailto:boris256@gmail.com)

Boris is a Principal Transportation Planner working for New York's Metropolitan Transportation Authority. His projects center on using data analysis and visualization to improve transit operations and bring new quantitative insights to transit planning. In his free time he volunteers with Transportation Alternatives in advocating for better pedestrian and bicycling conditions in New York City.



**KIM SZETO**  
*BOSTON, MA*  
*Boston Public Schools,*  
*Farm to School Coordinator*  
[kszeto@bostonpublicschools.org](mailto:kszeto@bostonpublicschools.org)

Kim is currently the Farm to School Coordinator for Boston Public Schools (BPS). Kim has received local and

national recognition as a leader in the school food movement, including the Stealth Mover and Shaker Award from School Food FOCUS. She is a Boston native and loves biking around her hometown.



**JULIE ULRICH**  
*PHILADELPHIA, PA*  
*The Nature Conservancy, Urban*  
*Strategies & Watershed Coordinator*  
[julrich@tnc.org](mailto:julrich@tnc.org)

Julie works for The Nature Conservancy developing their new urban initiative and is passionate about re-envisioning the relationship between cities, communities, and nature. A systems and interdisciplinary thinker at heart, she loves highlighting the innovative and beautiful ways that cities can positively shape the lives of those around them. She has a Master's of Urban Design from the University of Virginia's School of Architecture and is a Senior Fellow with The Environmental Leadership Program.



**WILLIAM TATE**  
*PATERSON, NJ*  
*TateSpace LLC,*  
*Founder and President*  
[will@tatespace.com](mailto:will@tatespace.com)

William is the founder of TateSpace LLC, a social enterprise that addresses socioeconomic issues within the urban context using design. After attending Columbia University (MSAUD), he participated in Global Studio Johannesburg, where he conceived the concept for his company. To this end, community engagement has become a critical factor in his design process. William's passion is reinterpreting historic infrastructure for modern usage in post-industrial cities. He received his Bachelors in Architecture from the New Jersey Institute of Technology.



**ALISSA WALKER**  
 LOS ANGELES, CA  
*Gizmodo*, *A Walker in LA*,  
*Urbanism Editor*  
[alissa@awalkerinla.com](mailto:alissa@awalkerinla.com)

Alissa is the urbanism editor at Gizmodo and a regular contributor to *Los Angeles Magazine*, *Dwell*, *T Magazine*, and the KCRW radio show *DnA: Design and Architecture*. She lives in a Dodger blue house in Los Angeles where she throws ice cream socials, tends to a drought-tolerant garden, and relishes life in L.A. without a car.



**JASE WILSON**  
 KANSAS CITY, MO  
*Neighbor.ly*, CEO  
[jase@neighbor.ly](mailto:jase@neighbor.ly)

Grew up rough in a tiny Midwest town. Took great pride in being the dumbest person at MIT. Started a web development shop for cities and real estate as an undergrad. Obsessed

with cities and technology. Constantly curious and indescribably grateful, Jase wants to help communities everywhere.



**KATELYN WRIGHT**  
 SYRACUSE, NY  
*Greater Syracuse Land Bank*,  
*Executive Director*  
[kwright@syracuselandsbank.org](mailto:kwright@syracuselandsbank.org)

Katelyn is founding executive director of the Greater Syracuse Land Bank, charged with tackling the community's vacant properties. Katelyn is a planner, Seattle native and ardent advocate for local government modernization, coordinated planning, and meaningful public investment in a livable future.

# IMPORTANT INFO

## NEXT CITY STAFF CONTACT INFO

Liz Maillie  
 215.559.4537

Cassie Owens  
 215.850.0597

Diana Lind  
 215.206.7737

## TAXI SERVICE

Millennium Taxi Service  
 423.267.2008

All American Taxi  
 423.867.6190

## AIRPORT SHUTTLE

Groom Transportation  
 423.954.1400

## ACCOMMODATIONS

The Chattanooga  
 1201 Broad Street  
 800.619.0018

The Crash Pad  
 29 Johnson Street  
 423.648.8393

## SOCIAL BUZZ

Use the hashtag **#Vanguard14** when sharing your ideas and photos on Twitter, Instagram, Tumblr, Vine or any other platform. And be sure to mention **@NextCityOrg** in your event tweets.

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