



# TRANSIT ALLIANCE

## Our Mission.

The Transit Alliance of Middle Tennessee is a nonprofit organization. Our mission is to build support for funding regional transit by mobilizing community leadership.

### About

The Transit Alliance of Middle Tennessee works with contributors, community officials, and regional leaders to build support for funding regional transit in Middle Tennessee.

### We Actively

**Educate** alliance constituencies about the need for funding a regional multi-modal transportation system.

**Empower** the alliance community and organizational leaders with tools to be champions for a transportation system with dedicated funding.

**Mobilize** individuals and regional networks to support legislative action related to dedicated funding for transportation.

## Contact

Jessica Dauphin, [jessica.dauphin@thetransitalliance.org](mailto:jessica.dauphin@thetransitalliance.org) / 615-743-3051

### **TRANSIT & TRANSPORTATION RESOURCES**

**Includes national, state, and local organizations, departments, and more.**

2040 Regional Transportation Plan:

[http://www.nashvillempo.org/plans\\_programs/rtp/2040\\_rtp.aspx](http://www.nashvillempo.org/plans_programs/rtp/2040_rtp.aspx)

American Public Transportation Association (APTA):

<http://www.apta.com/Pages/default.aspx>

Clarksville Transit System (CTS): <http://www.cityofclarksville.com/index.aspx?page=730>

Clarksville Urbanized Area Metro Planning Organization: <http://www.cuampo.com/>

Cumberland Region Tomorrow: <http://www.cumberlandregiontomorrow.org/>

Federal Highway Administration (FHWA): <https://www.fhwa.dot.gov/>

Federal Transit Administration (FTA): <https://www.transit.dot.gov/>

Greater Nashville Regional Council (GNRC): <https://www.gnrc.org/>

IMPROVE Act: <http://thetransitalliance.org/recources/improve-act/>

Leadership Middle Tennessee: <http://www.leadmt.org/>

Mid-Cumberland Human Resource Agency (MCHRA): <http://www.mchra.com/>

Moving Forward: <http://www.movingforwardmidtn.com>

Nashville Area Chamber of Commerce: <http://www.nashvillechamber.com/>

Nashville Convention and Visitors Corporation: <http://www.visitmusiccity.com/>

Nashville Area Metro Planning Organization (MPO): <http://www.nashvillempo.org/>

Nashville Civic Design Center: <http://www.civicdesigncenter.org/>

Nashville Downtown Partnership: <http://www.nashvilledowntown.com/>

Nashville International Airport (BNA): <http://www.flynashville.com/Pages/default.aspx>

National Highway Traffic Safety Administration: <https://www.nhtsa.gov/>

nMotion: <http://nmotion2015.org/>

Rover: <http://www.murfreesborotn.gov/index.aspx?NID=248>

Regional Transit Authority (RTA): <http://www.musiccitystar.org/>

State elected officials (Tennessee): <https://www.tn.gov/government/elected-officials.html>

Transit Alliance of Middle Tennessee: [www.thetransitalliance.org](http://www.thetransitalliance.org)

Transportation Coalition of Tennessee: <http://www.tcoftn.org/>

Tennessee Department of Transportation (TDOT): <http://www.tn.gov/tdot>

Tennessee Public Transportation Association (TPTA): <http://www.tntransit.org/>

TennSMART: <http://tennsmart.org/>

Transportation Management Association (TMA): <http://www.tmagroup.org/>

Transit Now Nashville: <http://transitnownashville.org/>

Tennessee Road Builders Association: <http://www.trba.org/content/home.html>

Vital Signs:

<http://www.nashvillechamber.com/Homepage/AboutUs/ChamberInitiatives/vital-signs>

WeGo Transit: <http://www.nashvillemta.org/>



As President & CEO of the Transit Alliance of Middle Tennessee, I welcome you to our Transit Citizen Leadership Academy (TCLA). The Transit Alliance is a nonprofit organization that works with contributors, community officials, and leaders to build support for funding regional transit in Middle Tennessee. We aim to educate, empower and mobilize community officials and regional leaders to be part of this effort.

Conversation about the need for regional transportation infrastructure is at an all-time high. The need for regional champions to support transit solutions is also evident. By participating in the TCLA, you are joining 550 alumni who have committed their time and interest to this initiative. Thank you for being among those champions.

We appreciate our founding partner, Vanderbilt University. Without their strong and dedicated initial leadership support, the TCLA would not exist. **Thank you to our current sponsors: MarketStreet Enterprises, Ingram, Inc., HDR, TMA Group, Regions Bank, Ragan Smith, City of Clarksville, City of Franklin, City of Lebanon, City of Murfreesboro, Williamson County, Wilson County, and the Town of Smyrna.** We also thank our other contributors for their support in making the TCLA possible. Again, we thank you for dedicating your time and resources to this regional community development initiative.

Jessica Dauphin

A handwritten signature in blue ink that reads "Jessica Dauphin". The signature is written in a cursive style and is positioned over the printed name and title.

President & CEO, Transit Alliance of Middle Tennessee

### **About the Transit Citizen Leadership Academy:**

The Transit Citizen Leadership Academy is designed to equip private- and public-sector leaders across the ten counties of Middle Tennessee with the personal and group tools to lead conversations about the value of multimodal transit across the region and the emerging mass transit options that can address our mobility needs.

Partnership opportunities are available for future TCLA.

### **Presenting Class Sponsor**



### **Other Class Sponsors**

**Ingram, Inc.  
HDR  
TMA Group  
Regions Bank  
Ragan Smith  
City of Clarksville**

**City of Franklin  
City of Lebanon  
City of Murfreesboro  
Williamson County,  
Wilson County  
Town of Smyrna**

## **Transit Citizen Leadership Academy**

### **An Eight-Session Program on Transit in Middle Tennessee**

**SESSION 1: LEVEL SET: A BRIEF HISTORY OF MOBILITY & WHAT'S ON THE HORIZON**

*A look at the history of transportation in Middle Tennessee*

**SESSION 2: FIELD EXPERIENCE - TRAIN & TRANSIT-ORIENTED COMMUNITIES**

*An exploration of how we can center active transportation in successful developments*

**SESSION 3: EVALUATING OUR TRANSPORTATION AND MOBILITY OPTIONS**

*An examination of the value and cost of options for Middle Tennessee*

**SESSION 4: IDENTIFYING THE PREFERRED PATH FORWARD**

*Overview and deep consideration of current challenges, potential solutions, and advocacy*

**SESSION 5: FIELD EXPERIENCE - BUS, AFFORDABILITY, & WORKFORCE**

*Experiencing the convenience of bus*

**SESSION 6: POLICIES, PLAYERS, AND PLANS AND HOW DO YOU FIT IN**

*Exploration of the funding & planning process*

**SESSION 7: HOW TRANSIT IMPACTS OUR HEALTH & ENVIRONMENT**

*Understanding the impacts transportation has on our health and environment*

**SESSION 8: IS NOW OUR MOMENT?**

*Taking a Deep Dive into a Potential Transit Referendum For Nashville*

**TCLA 25 GRADUATION AND ALUMNI SOCIAL**

## Objectives and Outcomes

Over the subsequent eight sessions, you will explore the transit landscape for the region and how it relates to the regional outlook. Individual research, class discussions, readings, and expert presentations will guide you as you determine what transit options are available now to your community and the region, what options are needed for the future, and the next steps for moving the conversation forward.

You are exploring ways to be effective communicators and advocates for transit. These class sessions are for your own personal and professional growth. The experience will culminate in a class project.

As a class, you will vote on a class chair and secretary/recorder. Then, you will decide on one of the following class projects:

- Co-write an OpEd for publication
- Write a Letter to the Mayor and Council
- Help develop the presentation to the council and mayor
- Other Class Choice

Additionally, you are encouraged to attend the monthly Greater Nashville Regional Council (GNRC) and/or Regional Transit Authority (RTA) meetings. These meetings are held at the TN State Library and Archives at 1001 Rep John Lewis Way on the third Wednesday of each month, beginning at 9:30 am.

Both meetings are regional. You will see how the panels are conducted and meet regional leadership. Please comment publicly about your activity and involvement in the TCLA!

Please see Jessica with other suggestions, topic ideas, or questions.

Wednesday, August 17<sup>th</sup>  
4:00-6:30 pm

SESSION 1: A BRIEF HISTORY OF MOBILITY & WHAT'S ON THE HORIZON  
*A look at the history of transportation in Middle Tennessee*

**Welcome to the 25<sup>th</sup> Transit Citizen Leadership Academy**

Ryan Stanton-Wyman, Vice Chairman, Transit Alliance of Middle Tennessee

**Class Introductions**

**Intro to TCLA, TAMT & brief of transit history in Middle TN**

Jessica Dauphin, Transit Alliance of Middle Tennessee

**Class Work**

Vote for class leadership & discuss options for class project

**BREAK**

**Transporation Drives the Way We Live**

David Ewing

**Wrap up**

**Consider:**

Make plans to attend at least one GNRC/RTA meeting:

<https://gnrc.org/324/Transportation-Policy-Board> or

<https://www.wegotransit.com/news/public-meetings/>

Mapping the Destruction of Black Neighborhoods

<https://www.arcgis.com/apps/MapSeries/index.html?appid=8dba65584072450ca8928a5f3408373f>

Interactive Better Bus Map:

<https://storymaps.arcgis.com/stories/38227e6cbd9b472dbe76dbb3cc22184a>

[Guiding Principles — Civic Design Center](#)



## Jessica Dauphin

President and CEO, Transit Alliance of Middle Tennessee

---

Jessica Dauphin is an accomplished nonprofit professional and TEDx Speaker. She was born in Nashville, raised in Pegram/Kingston Springs, and alumna of Middle Tennessee State University. She has dedicated the 15 years since working for nonprofits helping to bring awareness and hope to individuals and communities. Be it autonomy, safety, or access, the drive toward positive social change has been her calling card and personal brand.

Whether creating a volunteer program, weekend-long advocacy workshops, leading development efforts, managing a gala, or speaking to a local group of residents, she brings the same passion and commitment to the communities she serves.

Access to effective and efficient transit options is key to sustaining growth and economic competitiveness in the region and preserving the high quality of life we all strive toward. Dauphin recognizes that even with the best schools, jobs, healthcare, parks, etc., a city can provide, if a person cannot get from where they are to where they are going, living a good and happy life can seem like an insurmountable challenge. Transportation challenges underscore many issues facing growing cities and deserve thoughtful, engaging conversations that lead to intentional investments in well-connected systems.

The mission of Transit Alliance is to build support for funding a regional transit system. To reach that goal, Dauphin relies on her skillset built over time to nourish relationships with business leaders and elected officials as well as communities.

She secures program funding and oversees educational and community engagement programs, including the Transit Citizen Leadership Academy (TCLA). The TCLA is designed to equip participants with the knowledge and group tools to lead the conversation on transit and transportation in the region.

There are currently more than 550 alumni in Middle Tennessee.

She was appointed to the Nashville MTA Board, was Co-President for the Leadership Middle Tennessee class of '22, and is on the board of Transit NOW Nashville. She has a bachelor's degree in English from Middle Tennessee State University.



## David Ewing

CEO, Nashville History On Tour  
Instagram @TheNashvilleIWishIKnew  
[www.NashvilleHistoryOnTour.com](http://www.NashvilleHistoryOnTour.com)  
[Nashville1779@gmail.com](mailto:Nashville1779@gmail.com)

---

David Ewing is a ninth-generation Nashvillian, historian, and CEO of Nashville History On Tour a company that offers private tours and history consulting.

He is active in the nonprofit community as a board member, public speaker, and historian.

The Nashville Scene in 2017 named him “Best Historian” in the annual Best of Nashville issue, and in 2018 the Nashville Scene named his Instagram page “The Nashville I Wish I Knew” the “Best Nashville Instagram Page.”

David has previously served on over 30 boards and commissions, including the board of the Metro Board of Zoning Appeals, where he was Chairman, the Metro Historical Commission, Metro Historic Zoning Commission, Cheekwood, The Nashville Symphony, The Nashville Opera, Nashville Area America Red Cross, The Hermitage and Travelers Rest. He is on the board of the Conservancy of Centennial Park and the Parthenon.

He graduated from Leadership Nashville, Leadership Middle Tennessee, L’Evate, and the Young Leaders Council.

He graduated from the University School of Nashville, Connecticut College, and Vanderbilt School of Law. David was previously SVP of Government and Community Relations for the Nashville Area Chamber of Commerce and held that similar role at Ryman Hospitality.

Wednesday, August 23<sup>rd</sup>  
4:00-6:30 pm

SESSION 2: FIELD EXPERIENCE - TRAIN & TRANSIT-ORIENTED COMMUNITIES  
*An exploration of how we can center active transportation in successful developments*

### **WeGo Star Ride to Mt. Juliet**

Be ready for the WeGo Star at the Riverfront Station by 4:15 pm.

Preferred - Meet and Park at WeGo's Elizabeth Duff Transit Center (400 Dr. Martin Luther King Jr. Blvd. next to Municipal Auditorium) and walk, scooter, bike, or rideshare to Riverfront Station.

Option, if needed - Park where you prefer and arrive at Riverfront Station.

Last resort - Drive to Mt. Juliet Chamber of Commerce (2055 N Mount Juliet Rd, #200, Mt Juliet, TN 37122).

### **BREAK**

#### **What is Transit-Oriented Development**

Matt Gardner, ImagineOne

#### **Alternative Commute: VanPool**

Comments from Ariel Long, Commute With Enterprise

#### **Depart via Commute w/Enterprise**

#### **Consider:**

Consider your local neighborhood or city. Are there developments that could be considered Transit-Oriented? Are there some that could be? Can bus-oriented communities thrive? Does it have to be a train?

<https://www.bizjournals.com/nashville/news/2018/09/26/developers-aim-to-start-44m-project-where-the.html>

[https://www.nashvillepost.com/business/development/notes-mixed-use-project-starts-near-lenox-village/article\\_fde16e08-0b6f-11ec-a050-c3ed6f250f67.html](https://www.nashvillepost.com/business/development/notes-mixed-use-project-starts-near-lenox-village/article_fde16e08-0b6f-11ec-a050-c3ed6f250f67.html)

<https://mtgis-portal.geo.census.gov/arcgis/apps/MapSeries/index.html?appid=2566121a73de463995ed2b2fd7ff6eb7>

<https://transitcenter.org/publication/derailed/>



## **Matt Gardner**

### **Founder and Developer, ImagineOne**

---

Matt has almost 20 years of experience in real estate development. Before founding Imagine1 in 2013, he was responsible for predevelopment activities, including entitlement and city relations, design management, financial underwriting, and market selection for Southern Land Company.

Additionally, he was their lead developer on several mixed-use projects across the US. At Andover Capital Group for most of his early career, he gained significant experience in the pre-development of hospitality and multifamily projects, as well as single-family construction and horizontal development.

A lifelong Nashvillian, Matt earned a Bachelor's Degree in Mechanical Engineering (Political Science Minor) from Texas A&M University in 2004.

He subsequently earned both a Master's of Civil Engineering (Construction Management) and a Master's of Science in Finance from Vanderbilt University in 2010 and 2011, respectively.

Wednesday, August 30<sup>th</sup>  
4:00-6:30 pm

SESSION 3: EVALUATING OUR TRANSPORTATION AND MOBILITY OPTIONS  
*An examination of the value and cost of options for Middle Tennessee*

**Welcome, Recap, Q & A**

Jessica Dauphin, President & CEO, Transit Alliance of Middle Tennessee

**Modes of Transportation**

Jim Czarnecky, HDR

**Class Project Check In**

**BREAK**

**WeGo Public Transit**

Felix Castrodad, WeGo Public Transit

**Nashville Department of Transportation (NDOT)**

Diana Alarcon, Director for NDOT

**Consider:**

<https://mtgis-portal.geo.census.gov/arcgis/apps/MapSeries/index.html?appid=2566121a73de463995ed2b2fd7ff6eb7>

<https://transitcenter.org/publication/derailed/>

[Nashville Connector](#)

[North Nashville Transit Center](#)

[NDOT](#)

[WeGo Public Transit](#)



## **Jim Czarnecky** HDR, Inc

---

Jim has over 30 years of experience in managing complex transit programs and projects. With a background in engineering and planning, he specializes in advancing major capital initiatives from inception to revenue service. Jim has led several multidiscipline teams through various stages of planning, engineering, and construction and has held contractual responsibilities with some of the largest transit providers in the United States.



## **Felix Castrodad**

Director of Planning and Grants  
WeGo Public Transit

---

Since 2014, Félix Castrodad has served as the Director of Planning and Grants for WeGo Public Transit. His department is responsible for different planning functions, including data collection and analysis, managing transit grants funding, and leading short and long-range transit planning, including developing the region's 25-year transit strategic plan known as nMotion.

Mr. Castrodad has over 20 years of experience in the transportation planning field. Before joining WeGo, he worked as a Principal Transportation Planner for the Nashville Area Metropolitan Planning Organization (MPO), managing the region's 1 billion dollar Transportation Improvement Program and the MPO's regional transit planning program.

Before coming to Nashville, Félix worked on various aspects of short and long-range transportation planning for the Martin County MPO in Stuart, Florida. He also worked for the METRO Regional Transit Authority in Akron, Ohio, where he began his professional career in transportation as a Transit Planner. Mr. Castrodad has a bachelor's degree in Geography from the University of Puerto Rico and a master's degree in Urban Planning from the University of Akron.



## **Diana Alarcon**

### **Director, Nashville Department of Transportation**

Diana Alarcon has more than 30 years of private and public sector experience. She serves as Director for the Department of Transportation and Multimodal Infrastructure in the City of Nashville. The Department is responsible for sustainable transportation policy, planning & programming, street maintenance, traffic engineering, engineering, and parking.

Director Alarcon champions sustainability and mobility initiatives, such as complete street designs and citywide bikeways and greenways. She is creating a multimodal transportation network for bicyclists, pedestrians, transit, and vehicles by reassigning existing rights-of-way and ensuring connectivity. She also builds partnerships with the private sector to create mobility hubs that connect all modes, including new trending modes such as micro-mobility.

She is an active member in the following organizations to change the approach to transportation: Women in Transportation (WTS) Seminar, American Society of Civil Engineer (ASCE), Urban Land Institute; American Planning Association; National Transit Institute; American Public Work Association; National Association of City Transportation Officials; and the International Parking & Mobility Institute.

Wednesday, September 14<sup>th</sup>  
4:00-6:30 pm

**SESSION 4: IDENTIFYING THE PREFERRED PATH FORWARD**

*Overview and deep consideration of current challenges, potential solutions, and advocacy*

**Welcome**

Jessica Dauphin, President & CEO, Transit Alliance of Middle Tennessee

**Transit Together**

A community listening session with TAMT and Network for Sustainable Solutions

**BREAK**

**Shaping the Future of Transit**

**Class Project Check-In**

Jessica Dauphin, President & CEO, Transit Alliance of Middle Tennessee

**Consider:**

Questions for next week's panel discussion on impacts of transportation on housing and affordability, workforce development, jobs access, and health.

Moving ahead with a transit funding referendum, what is most critical?

Have you opted for an alternative mode of transportation since beginning the TCLA? Why or why not?



**Madeline Roberson**  
Engagement Manager  
Network for Sustainable Solutions

---

Madeline Roberson (she/her) is the engagement manager for Network for Sustainable Solutions (NSS), a non-profit based in Tennessee whose mission is to accelerate sustainable action by strengthening connections across sectors. With NSS, she has worked to put on and promote several community events focused on transit, sustainable agriculture, multimodal transportation, and more. Madeline is a champion and advocate for transit and is passionate about providing access, education, and pathways for everyone to be able to access the freedom that

transit offers in their everyday life.

Wednesday, September 20th  
4:00-6:30 pm

SESSION 5: FIELD EXPERIENCE - BUS, AFFORDABILITY, & WORKFORCE  
*Experiencing the convenience of bus*

**Welcome**

Jessica Dauphin, President & CEO, Transit Alliance of Middle Tennessee

**Bus 52 to Casa Azafran**

Meet at WeGo Central please arrive by 4:00 pm  
4:10 bus to Casa Azafran (52A/B)

**Panel Discussion: Impacts on Housing, Workforce, Jobs, and Health**

LaTonya Channel, Tennessee Economic and Community Development  
Marshall Crawford, The Housing Fund  
Kenya McGruder, Urban League of Middle Tennessee  
Mark Yancy, Nashville Health

**Take Bus Back to WeGo Elizabeth Duff Transit Center**

**Consider:**

[Housing Prices Rose 151% Over Last Decade.](#)  
[Using affordable housing program for high rise](#)



## LaTanya Channel

Director of Economic Growth & Small Business  
Metro Nashville

---

Since October 2022, LaTanya has served as an appointee of Mayor John Cooper as Metro Nashville's economic development chief – official title as the Director of Economic Growth and Small Business Development.

Prior to that, LaTanya served 30 years in the federal government – first, at the US Department of Agriculture (known as USDA) and later at the US Small Business Administration (“the SBA”) in Washington, DC. At USDA, she served in management advisory roles on human resources, agency reorganizations, and civil rights and EEO– ultimately, co-authoring the Secretary of Agriculture’s Civil Rights Action Report. For perspective, USDA is one of the largest federal agencies, with over 100,000 employees and a budget of over \$150 billion.

At the SBA, LaTanya served from 2005 until 2022, first in Washington DC and then in Nashville - ultimately serving as the Director of SBA’s Tennessee District, which covers all 95 Tennessee counties on entrepreneurial development and growth opportunities – based out of Nashville for that entire time.

Before moving to Nashville, LaTanya served as In-House Counsel in the nation’s Minority Small Business Program – commonly known as “the 8(a) program” - and as the Chief of Certification for the HUBZone and Disadvantaged Business certification programs for small businesses, nationwide – all at SBA’s Washington DC headquarters office.

LaTanya is a “Native Washingtonian” – she was born and raised in Washington, DC, and her extended family still lives in the South - Southern Maryland (yes, that is the official name AND location!) - where her family served as tobacco (rather, ‘baca) farmers for over 6 generations – less than 45 minutes from the US Capitol.

LaTanya earned a BA from Claremont McKenna College, in Claremont, California, near Los Angeles - the Harvard of the West Coast. She is still licensed to practice law after earning her law degree from Rutgers University School of Law-Newark, across the river from New York City, where soon she was also the Managing Editor of the Law Review.

Since 2014, LaTanya has lived in Nashville with her family and beloved dog, a “designer mutt” affectionately known as “Teddy.”



## **Marshall Crawford**

President and CEO  
The Housing Fund

---

In 2017, Marshall joined The Housing Fund, a CDFI private nonprofit revolving loan fund in Nashville, TN. As President & CEO, he carries the full range of responsibilities typically associated with such a position. Reporting to the board of directors, his responsibilities are grouped in five major areas: organization leadership and management, strategic planning, resource development, management of loan portfolio and lending operations, and community external relations. Marshall's leadership also ensures support for community building and housing development to residents to ensure the revitalization of communities.

Since returning to Nashville, Marshall has accumulated several accolades. Most recently, the Federal Reserve Bank of Atlanta announced the appointment of Marshall to the Nashville Branch board of directors. For three straight years, he has been recognized as one of Nashville's Most Admired CEOs by his peers and the Nashville Business Journal. In 2019, Marshall was installed in the Tennessee Affordable Housing Coalition Hall of Fame for his efforts in affordable housing over the last 20 years. In 2018, he was featured on the cover of the Nashville Post BOOM! Magazine for establishing Nashville's first community land trust model as a solution to addressing a growing affordable housing issue in the city. He is currently a participant in Leadership Tennessee.

Previously, he served as President of Housing and Multifamily Development for Community Ventures in Lexington, KY. Also, he spent 13 years at NeighborWorks America in various roles in the Southern Region of Atlanta, GA.

Before joining NeighborWorks, Marshall was a safety and soundness bank examiner for the Office of Thrift Supervision. His banking career started in a management training program for Third National Bank (eventually, SunTrust Bank) in Nashville, Tennessee. He later relocated to Atlanta, GA, and worked as a mortgage loan officer with several banks. In 1992, he was honorable discharged from the United States Army after serving five years while stationed in Germany and at Fort Knox, KY.

Marshall is a graduate of Coatesville Area Senior High School ('85). After completing his military service at Fort Knox, he attended Western Kentucky University in Bowling Green, where he received a degree in finance ('95). He completed a Master of Public Administration with a concentration in nonprofit management from the University of Nebraska at Omaha ('06). In 2016, Marshall completed an Executive Leadership Certification at Georgetown University ('16) in Washington D.C.



**Kenya McGruder**  
Director of Community and Civic  
Engagement  
Urban League of Middle Tennessee

Kenya McGruder is the President/CEO and Co-founder of McGruder Harris. She is one of the most sought-after leaders in political consulting and is widely recognized for her expertise as a veteran Democratic political strategist.

Before co-founding McGruder Harris, McGruder was an independent political consultant with more than twenty years of campaign and government affairs experience. She served as the Kentucky State Director for Obama for America during the historic 2008 presidential election and as a congressional staffer to Democratic House Whip, Congressman Steny Hoyer, the second-ranking member of the House Democratic Leadership. McGruder combines political knowledge, strategic planning, and forward-thinking to bring our clients the most comprehensive and tactical winning strategies. Inspired by her family's lifelong work in the social justice movement, McGruder is committed to making her mark in public policy for a more diverse, equitable, and inclusive nation. She has led diversity and inclusion initiatives, in addition to implementing and executing minority engagement strategies in both the public and the private sectors.

Active in civic and professional affairs, McGruder sits on several boards. She also plays an active role in Delta Sigma Theta Sorority, Incorporated, serving as the Social Action Chair. McGruder is a graduate of Alabama A&M University. She is a native of Nashville, Tennessee.

Wednesday, September 27<sup>th</sup>  
4:00-6:30 pm

**SESSION 6: POLICIES, PLAYERS, AND PLANS AND HOW DO YOU FIT IN**  
*Exploration of the funding & planning process*

**Welcome**

Jessica Dauphin, President and CEO, Transit Alliance of Middle Tennessee

**Greater Nashville Regional Council (GNRC)**

Michelle Lacewell

**Federal Highway Administration (FHWA)**

Pam Kordenbrock

**BREAK**

**Tennessee Department of Transportation (TDOT)**

Kaitlyn McLanahan

**The Region, Plans, & Future**

Ralph Shulz, Nashville Area Chamber of Commerce

**Class Project Work Session**

**Consider:**

[Governor Lee's Transportation Modernization Act](#)

Long Range Planning for Nashville -

<https://www.nashville.gov/departments/planning/long-range-planning/transportation-planning>

[Nashville Organizations Call for More Transit Funding](#)

[East Bank Vision](#)

[NDOT Vision Zero](#)

[Mayor's Sustainability Committee – see reports](#)

[Greenways Plans](#)



## **Michelle Lacewell**

Interim Director, Nashville Area Metropolitan Planning Organization

---

Michelle Lacewell currently serves as the Interim Director for the Nashville Area Metropolitan Planning Organization, leading the daily operations of the organization. Prior to taking on her current role, she served as the MPO's deputy director overseeing stakeholder outreach and communications efforts for the MPO in addition to managing staff and organizational development.

Prior to joining the MPO, Michelle served as the Director of Communications, Marketing, and Public Relations for the Nashville Area Chamber of Commerce. She is a board member of the Nashville Chapter of the Public Relations Society of America, a member of the Junior League of Nashville, and a member of Junior Achievement of Middle Tennessee's associate board.

Additionally, she is an Adjunct Professor at Belmont University, teaching for the public relations and communication departments. A Florida native, Michelle moved to Nashville in 2011; she earned her BA from the University of West Florida and her MA from Florida State University.



## **Pamela Kordenbrock**

Federal Highway Administration, Division  
Administrator (Nashville, TN)

---

In February 2010, Pam Kordenbrock became the Division Administrator for the Federal Highway Administration's (FHWA) Tennessee Division. In this capacity, she leads a multi-disciplinary staff of 23 responsible for a \$900 million federal-aid program and provides policy guidance to FHWA's State, local, and other federal partners.

A 24-year veteran of Federal Service, Pam has also worked in FHWA offices in Santa Fe, New Mexico; Washington, DC; San Francisco and Los Angeles, California; Baltimore, MD and Chicago, IL. She has a Bachelor's degree and a Master's degree in Civil Engineering from the University of Virginia. Pam is also the proud Dog Mom to two rescue pups named Guinness and Becks.



## **Kaitlyn McClanahan**

Grants Administration Supervisor  
Tennessee Department of Transportation  
(TDOT)

---

Kaitlyn McClanahan is the Grants Administration Supervisor for the Office of Public Transportation, housed within the Division of Multimodal Transportation Resources at the Tennessee Department of Transportation. McClanahan has been with the Office of Public Transportation for over 4 years, managing various grants programs supporting the operations and capital investments of rural and urban public transit providers across the state. She is a creative problem solver passionate about public service, photography, and baseball.



**Ralph J. Schulz, Jr.**  
President and CEO, Nashville Area  
Chamber of Commerce

---

Ralph Schulz was named president and CEO of the Nashville Area Chamber of Commerce by the Chamber's Board of Directors in November 2006, following a 30-year career in nonprofit management, marketing, and fundraising. In taking the position, he accepted a leadership role

at one of Middle Tennessee's oldest and largest business federations, an organization dating back to its founding in 1847.

During his tenure, the Chamber has played a key role in helping the region emerge from the 2007 recession to a period of unprecedented growth with a business relocation and expansion strategy known as Partnership 2020.

Additionally, the Nashville Area Chamber of Commerce was the leading organization in creating the nationally recognized Nashville Entrepreneur Center and the passage of a public referendum supporting the construction of the Music City Center convention facility. Since Schulz has taken on the role of president and CEO, the Chamber has also led the movement to improve public school performance through the creation of the Academies of Nashville and developed into a respected publisher of data on the Nashville Metropolitan Statistical Area with the annual publication of the Vital Signs report.

In 2009, the Nashville Area Chamber of Commerce was named "Chamber of the Year" by the American Chamber of Commerce Executives (ACCE), recognizing its organizational excellence, service to members, development of leaders and volunteers and its impact on key community priorities. The ACCE award referenced the Nashville Chamber's role in creating *Nashville for All of Us*, a campaign of community leaders aligned to defeat a 2009 charter referendum that would have prohibited Nashville city government from conducting business in a language other than English. The Chamber was also praised for its creation of *A Leading Edge*, a broad range of programs aimed at helping Chamber members navigate the turbulent waters of the recession.

Before joining the Nashville Chamber, Schulz spent six years as CEO of the Adventure Science Center in Nashville, focusing the team on turning around an aging, science-based nonprofit for children into a leading destination for young people, with growing attendance, revamped exhibits, successful capital campaigns, and stronger community support. In 2001, the Science Center was recognized with the Marvin Runyon Leadership Award by the Center for Nonprofit Management for its turnaround efforts.

Schulz's career in nonprofit management began when he joined the staff of Junior Achievement of Nashville in 1974, eventually spending 20 years with JA, leading chapters in Jackson, Miss.;

Dallas, Texas; and New York, N.Y. In 1990, he was named national executive vice president for JA, working from the organization's headquarters in Colorado Springs, Colo. He returned to Nashville in 1996 to take on a similar national role with the National Federation of Independent Business.

Schulz is a graduate of the University of Tennessee. He resides in Nashville with his wife, Leeanne, their four children, and six grandchildren. He serves on numerous civic and nonprofit boards, including the Center for Nonprofit Management, the Nashville Health Care Council, Alignment Nashville, the Tennessee Business Roundtable, and the Board of Trustees of Father Ryan High School. He has been involved with the Transit Alliance of Middle Tennessee, served on the Citizens Advisory Committee for Bus Rapid Transit (BRT), and serves on MTA Strategic Plan Advisory Committee. He also served on the NashvilleNEXT Steering Committee.

Wednesday, October 4<sup>th</sup>  
4:00-6:30 pm

SESSION 7: HOW TRANSIT IMPACTS OUR HEALTH & ENVIRONMENT  
*Understanding the impacts transportation has on our health and environment*

**Welcome**

Jessica Dauphin, President and CEO, Transit Alliance of Middle Tennessee

**Tennessee Department of Health**

Leslie Meehan

**Tennessee Department of Environment and Conservation**

Mark Finlay, TDEC OEP

**BREAK**

**Design your environment**

Eric Hoke, Civic Design Center

**Class Project Work Session**

**Consider:**

[Nashville Health Equity Coalition](#)

[State of Transportation and Health Equity](#)

[Create Your Own Travel Time Map](#)

[We Gotta Make it Easier for People to Take Transit](#)

[What's Transportation Like in Your Community?](#)

[A New Approach to Reduce Infant Mortality Rates and Achieve Equity](#)



## Leslie Meehan

Office of Primary Prevention, Tennessee  
Department of Health

Leslie Meehan, MPA AICP oversees the Office of Primary Prevention in the Commissioner's Office of the Tennessee Department of Health. The Office serves as a hub for upstream, primary prevention policies and strategies that impact social influencers of health. Her work includes increasing physical activity through the built environment to positively impact social, emotional and physical health. Previously, Ms. Meehan served ten years as the Director of Healthy Communities for the Nashville Area Metropolitan Planning Organization (MPO) in Tennessee. At the MPO, she focused on the intersection of transportation and health,

specifically transportation's impacts on physical activity, air quality and injury. Her work has been recognized nationally and internationally, most recently by the Association of State and Territorial Health Officials (2018 Vision Award), the National Association of Chronic Disease Directors (2017 Joseph W. Cullen Excellence Award) and the Institute of Transportation Engineers (2017 Transportation Achievement Award for Planning).

Ms. Meehan is a member of the American Institute of Certified Planners, the Institute of Transportation Engineers, the Association of Bicycle and Pedestrian Professionals, the League of American Bicyclists and the Tennessee Public Health Association. She is co-author of the Transportation Sector of the National Physical Activity Plan, served as an expert advisor on the U.S. Department of Transportation and the Centers for Disease Control and Prevention (CDC) Transportation and Health Tool, was appointed by Transportation Secretary Peters to the National Safe Routes to School Task Force and has presented at a White House event on transportation and health. She currently serves as a panel member on the National Cooperative Highway Research Program's Research Roadmap for Transportation and Health and the Guidebook for Communications between Transportation and Public Health Communities. She is a member of the Transportation Research Board Taskforce on Arterials and Public Health.



**Mark Finlay**  
Senior Analyst  
Tennessee State Department of Transportation  
(TDOT)

---

As a Sr. Energy Analyst for the TN Department of Environment and Conservation's Office of Energy Programs, Mark contributes to a number of sustainable transportation programming efforts. This includes supporting projects and initiatives under Middle-West Tennessee Clean Fuels, a U.S. DOE Clean Cities coalition that advances the use of alternative fuels, administering the State's allocation under the VW Settlement EMT to fund clean transportation projects, and assisting with planning and implementation efforts for statewide initiatives such as the upcoming release of funds under the National Electric Vehicle Infrastructure Formula Grant Program. Mark also assists as Coordinator-Alternate for Emergency Support Function-12 Energy for the State, which includes exploring how alternative fuels and clean energy can lead to a more sustainable and resilient energy system.



**Eric Hoke**  
Design Director  
Civic Design Center

---

Eric grew up in the Chicago area but now calls Nashville home. He earned a bachelor's degree in Interior Architecture from Ohio University and specialized in graphics and 3D models. His thesis, a high-speed rail hub located in the Chicago Central Carrier Annex post office building, was designed to connect the Midwest by efficient train travel. Since then, he has worked for several design-related organizations. He has worked in residential architecture, and medical design, designed furniture, and does graphic design. Eric joined the Civic Design Center team in 2012. He was on the Transit Now Nashville Board of Directors for two terms and currently serves on Urban Land Institute's Building Healthy Places Committee, where he continues his passion for transportation, advocacy, and design.

What Eric does at the Civic Design Center:

As Director of the Design Studio, Eric is involved in most of the projects at the Civic Design Center in some capacity. Some of his favorites include Prioritizing Pedestrian Safety on Dickerson, envisioning a new park in Madison, and working on the New East Bank Neighborhood. Eric fully designed the Civic Design Center's new logo and Brand Guidelines in 2020. He also manages strategic visual graphics and guides the design and style of all publications and project reports.

Wednesday, October 18<sup>th</sup>  
4:00-6:30 pm

SESSION 8: IS NOW OUR MOMENT?  
*Understanding A Transit Referendum For Nashville (IMPROVE Act)*

**Welcome & Understanding a Transit Referendum in Nashville**

Jessica Dauphin, President and CEO, Transit Alliance of Middle Tennessee

**Transit Is Justice**

Ashley Northington, Moving Forward

**BREAK**

**Putting the Pieces Together—A Panel Discussion: What's the recipe for success**

Yannis Banks, CapMetro in Austin, TX

Ehren Bingaman, TransPro Consulting from Indianapolis, IN

Jonathan Hopkins, Consulting from Seattle, WA & Brightline

**Class Project Work Session**

**Consider:**

[Nashville's economic future depends on a strong regional transit system](#)

[Watch short videos about the benefits of Bus Rapid Transit](#)

[2019 Regional Coordination Study by Moving Forward](#)

[Did you Drive Here?](#)



**Ashley Northington**  
Chair  
Moving Forward

---

Ashley Northington is a marketing communication and social policy strategist whose work impacts the lives of countless communities and individuals.

She serves as the vice president and managing director for the RW Jones Agency, a national public relations and issues management firm hyper-focused on education. In this role, she is responsible for leading the agency's relationships with new institutions and is spearheading its historically Black Colleges and Universities (HBCU) division. As part of this work, she will launch in April the On the Yard podcast to highlight the unique trends, successes, and challenges faced by HBCU advocates and administrators.

Before that, Ashley was the founding agency director for DENOR Brands + Public Relations, a marketing communications and brand strategy firm. In this role, she crafted noteworthy and impactful campaigns that have informed thousands of voters, provided robust educational options for parents, secured millions in additional revenue, won school board elections, and galvanized people to advocate for issues that affect their lives.

Ashley is engaged in her community as she served as President of the Board of Directors for Thistle Farms, Vice Chair of Moving Forward, and is a regional board member for Teach for America Nashville-Chattanooga.

Ashley earned a Master of Public Administration degree from Louisiana State University and a bachelor's degree in English from Tennessee State University.

She lives in Nashville with her husband, Eric. Learn more about her at [ashleynorthington.com](http://ashleynorthington.com).



## **Yanniss Banks**

**Community Engagement Coordinator  
CapMetro (Austin, TX Public Transit Agency)**

---

Yanniss Banks graduated from Texas State University with a bachelor's degree in Public Administration. He is currently a Community Engagement Coordinator with Capital Metro. In that role, he is responsible for creating public engagement plans, making sure the community is informed on the decisions that Capital Metro makes, expressing what the community thinks about those decisions to CapMetro leadership, facilitating meetings of CapMetro's Customer Advisory Committees, and many other roles.

Mr. Banks is the co-host of 2 popular radio talk shows, The Forum and The Wakeup Call, which airs on KAZI 88.7. He is also the co-host of The Untapped Show on KAZI 88.7 in Austin, TX.

In 2010 he was selected to chair the African-American Subcommittee for the Travis County Complete Count Committee. His job was to help ensure that as many African-Americans participated in the census as possible. He was selected to be on the 2020 Austin-Travis County Complete County Committee

He is a founding board member of New Leaders Council – Austin, which started in 2016.



**Jonathan Hopkins**  
Founder & Principal  
Smart Mobility Associates

---

Jonathan is a shared mobility and mode shift expert with executive experience in all modes of shared mobility and public transportation.

A former vice president of mobility at the nation's leading high speed rail provider Brightline, Jonathan oversaw successful implementations of mobility as a service (MaaS), real-time arrival systems, pooled

ridesharing systems, time-synchronized shuttle services, and a 90% reduction in cost per rider metrics while expanding service lines. Jonathan also led program implementations, public engagement, and political engagement at other leading national entities. This included bike share, scooter share, and car share programs at Lime, where Jonathan was responsible for a territory that included nine states in the Mountain West and all of Canada. Jonathan also launched numerous cities and implemented innovative public-private partnerships at ridesharing giant Uber.

At Commute Seattle, Jonathan led the nation's most successful congestion reduction TDM program that reduced SOV use by over 4,000 vehicles a day during a time period in which the region gained 60,000 jobs. Work at Commute Seattle was underwritten by transit agencies, the city DOT, and the downtown business association and resulted in transit ridership growth of 50,000 daily riders during the same period. Jonathan also played an instrumental role in shaping transit measures for public vote, including a leading role behind Seattle's \$54 billion ST3 transit measure paying for a 61-mile increase to the size of the region's transit system, as Seattle Subway's political director and lead negotiator. Jonathan is based in Miami, Florida.

Wednesday, October 25<sup>th</sup>  
5:30-7:30 pm

**SESSION 9: GRADUATION & ALUMNI SOCIAL**

*Take the walk, receive the certificate, and then join the alumni party*

**Welcome**

Jessica Dauphin, President and CEO, Transit Alliance of Middle Tennessee

**Class Wrap Up and Caucus**

Class Chair

**Graduation**

Jessica Dauphin