

WEBVTT

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00:00:06.680 --> 00:00:11.249

Jackson Nutt-Beers / SPUR (They/Them): Hi, everybody! Thank you so much for coming. We will get started momentarily.

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00:00:28.570 --> 00:00:35.850

Jackson Nutt-Beers / SPUR (They/Them): Now is that good a time as any? Hello, everyone! My name is Jackson Up bears, and I'm. One of Spurs public programming associates.

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00:00:35.860 --> 00:00:55.809

Jackson Nutt-Beers / SPUR (They/Them): Thank you so much for joining us for this digital discourse today. Many of you here today are for a members. So thank you so much for your support. If you're not a member, I encourage you to join to support Spurs ongoing work and using education, policy, analysis, and advocacy to make our cities and region more prosperous, sustainable, and equitable places to live.

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00:00:55.820 --> 00:01:05.929

Jackson Nutt-Beers / SPUR (They/Them): Your financial support enables us to continue our work, including the hosting of programs like today's you'll find more information about membership online at Spurred org slash. Join

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00:01:06.770 --> 00:01:11.950

Jackson Nutt-Beers / SPUR (They/Them): our next digital discourse is scheduled for tomorrow. At 1230 Pm. It is titled.

6

00:01:11.960 --> 00:01:26.970

Jackson Nutt-Beers / SPUR (They/Them): reclaiming indigenous lands and cities. Lessons from Oakland join us to learn more about how the reclamation of indigenous lands unfolded in Oakland, and the lessons it holds for developing partnerships between tribal and indigenous life Groups and the government

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00:01:27.720 --> 00:01:32.099

Jackson Nutt-Beers / SPUR (They/Them): today's digital discourse is the future of urbanism, the shared prosperity, partnership.

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00:01:32.220 --> 00:01:50.939

Jackson Nutt-Beers / SPUR (They/Them): the strength of American cities in the nation as a whole depends on generating inclusive growth for people of all races, ethnicities, and incomes. Yet even in our most economically vibrant cities, not all residents are benefiting from that growth resulting in stark, racial, and economic disparities that are even more extreme in distressed communities

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00:01:50.990 --> 00:02:09.340

Jackson Nutt-Beers / SPUR (They/Them): inaugurated in 2,018, the shared prosperity, partnership, the collaboration of the Kresky foundation, the bookings metropolitan policy program the urban institute and living cities supports local leaders in select communities for committed to advancing inclusive growth through data, analysis, research and access

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00:02:09.350 --> 00:02:24.719

Jackson Nutt-Beers / SPUR (They/Them): to national experts, networks and financial resources. The partnership elevates promising models through publications, public forums, and a national summit to spark dialogue among practitioners and support evidence-based policy at the State and national levels.

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00:02:25.430 --> 00:02:37.330

Jackson Nutt-Beers / SPUR (They/Them): Today we are joined by Miss Jennifer Bradley. Miss Bradley is a senior fellow at the Kresky Foundation. Miss Bradley supports the American cities program at Kresky through convenience and thought leadership.

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00:02:37.340 --> 00:02:50.499

Jackson Nutt-Beers / SPUR (They/Them): She joined the foundation in 2,021 previously Miss Bradley, served as the director of the Center for urban innovation at the Aspen Institute, where she focused on inclusive innovation and equitable economic development strategies and cities

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00:02:50.510 --> 00:03:10.439

Jackson Nutt-Beers / SPUR (They/Them): Miss Bradley has also held positions with the Brookings Institution, where she co-authored the metropolitan revolution and developed State level strategies to support metropolitan economic growth and with the Constitutional Accountability Center, where she co-authored amicus briefs and major appellate cases that supported environmental protections and community development.

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00:03:10.500 --> 00:03:22.619

Jackson Nutt-Beers / SPUR (They/Them): We are also joined by Alicia, John Batist. Alicia is the President and CEO of Spur. She is responsible for defining the overall vision and strategy for the organization. A season leader in public policy.

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00:03:22.630 --> 00:03:35.820

Jackson Nutt-Beers / SPUR (They/Them): Professional Alesia has over 20 years of experience, reimagining systems to create better outcomes for people for optimistic vision and practical approach informs first effort to build a bay area where all people can thrive

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00:03:35.930 --> 00:03:50.849

Jackson Nutt-Beers / SPUR (They/Them): prior to her time. As Spur Alisha developed deep appreciation for local government and its commitment to the collective good. While serving leadership goals for the city and county of San Francisco, most recently as chief of staff at the San Francisco Municipal Transportation Agency.

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00:03:50.870 --> 00:04:10.639

Jackson Nutt-Beers / SPUR (They/Them): locally and nationally recognized for her public policy, expertise inspirational perspective and creative approach to systems change Alicia focuses for talents and experience on building shared trains. I also wanted to mention that there will be a moderated Q. A. From the audience towards the end of the Forum. So if any questions come up

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00:04:10.650 --> 00:04:15.559

Jackson Nutt-Beers / SPUR (They/Them): over the course of the Forum, you used to use the Q. A. Function at the bottom of the screen.

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00:04:15.990 --> 00:04:19.190

and with that, Alicia, I will turn it over to you to get a started.

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00:04:20.620 --> 00:04:26.390

Alicia John-Baptiste: Great thanks so much, Jackson, and welcome Jennifer. It's so great to be talking with you today.

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00:04:26.480 --> 00:04:31.530

Ms. Jennifer Bradley: Thanks so much. I am delighted to be here and to be in this dialogue

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00:04:31.830 --> 00:04:47.049

Alicia John-Baptiste: fantastic. Well, so just a reminder first of all to folks in the audience that we will have time for. Q. A. Towards the end of our program. And so, if you have questions that come up over the course of the discussion. Please do put them into the Q. A. And we'll make sure we have time for that at the end.

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00:04:47.130 --> 00:04:53.819

Alicia John-Baptiste: and i'd love to talk about the partnership, but I am hoping we can start actually just learning a little bit more about you.

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00:04:53.940 --> 00:05:07.860

Alicia John-Baptiste: And you have a long history of focusing on urban policy, on cities, on Metros. You wrote the Metropolitan Revolution with Bruce Katz, who is also a friend, Asper and I'd love to hear just

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00:05:07.970 --> 00:05:12.590

Alicia John-Baptiste: what sparked your interest originally in cities and an urban policy.

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00:05:13.270 --> 00:05:21.690

Ms. Jennifer Bradley: you know, in in cities it was definitely as a as a a thwarted, user so I grew up in a

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00:05:22.040 --> 00:05:24.719

Ms. Jennifer Bradley: a place where there was nothing to walk to.

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00:05:24.730 --> 00:05:51.800

Ms. Jennifer Bradley: and I was an independent, minded, and curious little person, and all of that was kind of forwarded because I couldn't get around independently, and when I was in college I did a summer abroad in Spain, where there was a. You know, a a much better bus system that took me from where I was living with a family into the center of town, where everything was walkable, and then we could take trains to other cities, and that was a revelation.

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00:05:51.810 --> 00:06:01.679

Ms. Jennifer Bradley: And then I came to Washington, DC. For another summer, and thought: this is where I want to be, not just because of politics and policy, but because of the Metro.

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00:06:01.690 --> 00:06:18.160

Ms. Jennifer Bradley: I thought, this is the coolest thing ever. I don't need a car, and I can go here and there, and there's just there was so much cool stuff, right? It wasn't just one museum. There's a 1 million museums, and there wasn't just one bookstore or one library. There was just this

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00:06:18.170 --> 00:06:30.369

Ms. Jennifer Bradley: diversity and density, and I thought, this is where I want to be, and I didn't go directly into a urban stuff out of college. I I had a more.

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00:06:30.660 --> 00:06:45.430

Ms. Jennifer Bradley: I don't want to see traditional, but I I was a journalist for a while, and as I was transitioning out of journalism, I was doing all these informational interviews, and somebody said, as a thought experiment, If you could write about anything, what would it be?

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00:06:45.460 --> 00:06:47.569

Ms. Jennifer Bradley: And the word that came to mind with cities?

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00:06:47.660 --> 00:06:51.580

Ms. Jennifer Bradley: And I hadn't known that, was the answer until she asked the question.

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00:06:51.660 --> 00:06:56.180

Ms. Jennifer Bradley: But once that was clear, I thought, okay, well, how can I? How can I

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00:06:56.400 --> 00:06:57.610

Ms. Jennifer Bradley: devote my

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00:06:57.620 --> 00:07:26.649

Ms. Jennifer Bradley: professional life to thinking about cities and and why they're great, and what makes them great, and all the kinds of just human decisions that are layered into the make up of a city. And at that, at the time that I was looking around Bruce, Katz and Amy Blue had just started what became the Brookings Metro program, so I went to work for them in the late 19 i'm dating myself, but in the late 1980 S. I'm not that old late 1990 s

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00:07:26.710 --> 00:07:30.770

Ms. Jennifer Bradley: and yeah i'm. I'm still doing it some 25 years later.

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00:07:31.280 --> 00:07:50.649

Alicia John-Baptiste: That's fantastic. We we share a an origin story in terms of understanding the power of public transit I similarly grew up where there was no public transit, and spent as some time in Madrid, and thought, Wow! This is. This is how we could be organized. This is something else that's great.

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00:07:50.660 --> 00:08:00.490

Alicia John-Baptiste: And so this. So you started out thinking, okay, how do we organize ourselves? How do cities work? How did that evolve into an interest in equitable economic development.

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00:08:01.920 --> 00:08:08.189

Ms. Jennifer Bradley: Cities are so great. Everybody should have a great experience in them who wants them

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00:08:08.310 --> 00:08:11.379

Ms. Jennifer Bradley: right and just and just sort of understanding.

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00:08:11.470 --> 00:08:12.990

Ms. Jennifer Bradley: Why.

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00:08:13.260 --> 00:08:28.130

Ms. Jennifer Bradley: in some places cities were unaffordable, because, you know, for for a typical middle class income, and you know, that started to look like because there was a there was a sort of artificial scarcity of what we consider

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00:08:28.140 --> 00:08:37.200

Ms. Jennifer Bradley: good neighborhoods or safe neighborhoods, and starting to think. And and yet there was a dearth of resources in other neighborhoods, and just thinking.

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00:08:37.620 --> 00:08:57.499

Ms. Jennifer Bradley: I don't think it has to be that way right it it's everything's would go better if there was a better distribution of wealth of opportunity. So it started out almost rather selfishly, right as as thinking that the the ways that I wanted to be able

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00:08:57.510 --> 00:09:14.550

Ms. Jennifer Bradley: to live and experience the city weren't going to be possible for me if they weren't possible for other people. Again, because you have these places where all the wealth is concentrated, so it's too expensive, and places where there's no wealth at all, and and that didn't seem to be

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00:09:14.720 --> 00:09:19.200

Ms. Jennifer Bradley: right or necessary. Right City cities need

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00:09:19.260 --> 00:09:25.640

Ms. Jennifer Bradley: all elements to be working well, to be good for everybody, and that just

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00:09:25.790 --> 00:09:27.590

Ms. Jennifer Bradley: that just seemed like a self-evident

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00:09:27.900 --> 00:09:30.439

Ms. Jennifer Bradley: thing to to move on.

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00:09:31.720 --> 00:09:38.479

Alicia John-Baptiste: So You You spent some time at the aspen is to it after Brookings and then

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00:09:38.900 --> 00:09:46.750

Alicia John-Baptiste: joined Kresky, I think, in 2,021. What was it about the role at Kresky that drew your through your interest.

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00:09:46.760 --> 00:10:03.669

Ms. Jennifer Bradley: I'm glad i'm glad you touched down at the Aspen Institute, because when I was at the Aspen Institute, and I was for the first time interacting more directly with philanthropic funders who funded my work. I said to one program officer, not at Kresky. It's like, okay.

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00:10:04.090 --> 00:10:18.370

Ms. Jennifer Bradley: We file reports about all the work we've done, and presumably you look at those reports, and you know you see what you funded, and you see what's good. So presumably you have like a closet in the foundation, and that

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00:10:18.380 --> 00:10:30.480

Ms. Jennifer Bradley: helps, you understand, like here's where we should put more energy. Here's something that we've tried and didn't go so well you have that right? And he said, No, there's no closet

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00:10:30.800 --> 00:10:41.849

Ms. Jennifer Bradley: I was like. Let me ask that question again in a different way, so that I can get the answer that I want, which is, yeah, of course, foundations have a have a greater sense of

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00:10:41.960 --> 00:10:55.889

Ms. Jennifer Bradley: what's working, how how all the pieces fit together, and this role at Kresky gives me an opportunity to do that, to knit together some of the things that we know and help

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00:10:57.050 --> 00:11:12.239

Ms. Jennifer Bradley: remove the obstacles to knowing and learning right, because one of the things that I think is so difficult in any human endeavor is, and and I I imagine you saw this in your time and public services. How do we know what we know?

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00:11:12.280 --> 00:11:29.689

Ms. Jennifer Bradley: How do we keep from making the same mistakes? Over and over again. How do we seize on some things that are promising? But haven't yet scaled, or or aren't widely understood. How do we? How do we just sort of advance human knowledge within our within our realms. And

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00:11:29.700 --> 00:11:48.799

Ms. Jennifer Bradley: being in the role i'm in at Kresky I am able to take this kind of synoptic look and think all right. What what is happening in small organizations that larger organizations need to know about what's happening at the Urban Institute that the Brookings Institution needs to know about just the name of the grantees in our

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00:11:48.890 --> 00:12:12.510

Ms. Jennifer Bradley: in our shared prosperity partnership work. What's happening in Memphis that Detroit needs to know about and and to try to facilitate that flow of knowledge. What's happening in our arts and culture portfolio that folks in our American cities program need to know about. So just trying to. It's almost like a switchboard operator. Right? Figure out who needs to plug into what to

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00:12:12.940 --> 00:12:15.919

Ms. Jennifer Bradley: advance, what it is that we're all working so hard on.

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00:12:17.020 --> 00:12:26.940

Alicia John-Baptiste: and the this is such great points and something we come across, of course, all the time, and our work as well the the challenge that exists in terms of

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00:12:28.580 --> 00:12:42.830

Alicia John-Baptiste: providing access to information across all of the civic sector that can use it, the my understanding to incorrect me if i'm wrong. But my understanding is that the share prosperity partnership is is part of the American cities program at Christ.



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Alicia John-Baptiste: Can you just talk a bit about what the American cities program is, what it's. It's goals are

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00:12:59.210 --> 00:13:04.090

Ms. Jennifer Bradley: right. So we fund a lot of the big institutions that are doing

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00:13:04.140 --> 00:13:11.289

Ms. Jennifer Bradley: research. They're training folks on the ground to be better at community and economic development.

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00:13:11.350 --> 00:13:25.480

Ms. Jennifer Bradley: It's also where we nest our work in place outside of the city of Detroit. Kresky grew up in Detroit. That's where our our main offices is in the Detroit Metro area, and we have a whole program dedicated to Detroit.

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00:13:25.790 --> 00:13:31.020

Ms. Jennifer Bradley: We realized several years ago, before I came on, that there's a lot of

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00:13:31.470 --> 00:13:57.129

Ms. Jennifer Bradley: things we know from Detroit that we would like to share and test in other geographies. And so the American Cities program is that vehicle. And there are 3 geographies in particular that we are invested in, you know, to reasonably high level over the long term, and that's Memphis, Fresno and New Orleans, and we think a lot about how to create

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00:13:57.140 --> 00:14:03.689

Ms. Jennifer Bradley: again learning and information. Not not at least at support the community development infrastructure in those places.

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00:14:03.700 --> 00:14:17.890

Ms. Jennifer Bradley: but also how to create circles of learning opportunities for national, to local, local, to local. How does this affect Detroit. How does what Detroit knows flow into these other places?

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00:14:18.070 --> 00:14:38.390

Ms. Jennifer Bradley: So that's what that's what we're looking for, and the and the goal is to create cities that are more just and more prosperous and more equitable, so that all the people,

anybody who lives in that city, whatever zip code, whatever circumstance can say, I love living here. This is a great place for me, and this is a great place for my family.

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00:14:39.650 --> 00:14:48.760

Alicia John-Baptiste: You know. The experience of Detroit is something, I think many people who focus on cities have sort of been been very interested in over the decades.

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00:14:48.770 --> 00:15:00.010

Alicia John-Baptiste: What are what are you seeing as one or 2 of the key lessons from Krisby's experience in Detroit that you are trying to bring out to these other cities and other parts of the nation.

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00:15:00.870 --> 00:15:08.620

Ms. Jennifer Bradley: What we learned in Detroit is the importance of a sort of a a cross sector table.

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00:15:08.770 --> 00:15:13.070

Ms. Jennifer Bradley: that you need actors from philanthropy.

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00:15:13.210 --> 00:15:21.669

Ms. Jennifer Bradley: from governments, from the civic sector, from the neighborhoods and from the business sector frankly to

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00:15:21.680 --> 00:15:41.509

Ms. Jennifer Bradley: think about all of the things that they can do to drive a city forward, and that things will go better if people are in fairly regular conversation with each other about what it is they're trying to move forward. You know I I joke that in the Metropolitan Revolution. I wrote a whole chapter about meetings.

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00:15:41.520 --> 00:15:46.629

Ms. Jennifer Bradley: but really it is. It is this way of kind of staying in touch with with I.

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00:15:46.660 --> 00:16:06.519

Ms. Jennifer Bradley: The other folks making sure that the table is permeable, and not just a bunch of you know. Traditional quote unquote power brokers getting together. But how do you. How do you have that vast group? And you know, Unfortunately, the language is so stale and hackney. But stakeholders right. How do you? How do you get

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00:16:06.530 --> 00:16:17.360

Ms. Jennifer Bradley: all of the people who are shaping this wonderful thing called the city to be in regular contact with each other, and to have relationships that are robust, so that when

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00:16:17.930 --> 00:16:31.910

Ms. Jennifer Bradley: unprecedented shocks, like bankruptcy, happen, or unprecedented, good stuff, right like the second largest arpa allocation of any city in the United States, came to Detroit.

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00:16:32.220 --> 00:16:33.180

Ms. Jennifer Bradley: So

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00:16:33.260 --> 00:16:48.169

Ms. Jennifer Bradley: how do you? How do you organize for both good and bad, and keep that organizational structure robust when things are neither particularly good or particularly bad. How do you have those different kinds of what we call the foundation distributed governance

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00:16:48.180 --> 00:17:01.120

Ms. Jennifer Bradley: structures so that you can. Yeah, sustain relationship with each other over time, and that's that's what we tried to do. That was one of the things we tried to bring to Sp: 2 is helping cities

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00:17:02.600 --> 00:17:12.789

Ms. Jennifer Bradley: find a reason. And and when I say when I say city, I don't mean just the city government, I mean all the you know varied entities that that

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00:17:12.990 --> 00:17:31.129

Ms. Jennifer Bradley: do things and make decisions right. So how do you create an opportunity for these different actors to come together around some sort of shared agenda? And again, with Sp. 2. It was about. It was equity at the center, closing racial wealth gaps, making sure everybody benefited from prosperity.

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00:17:31.190 --> 00:17:46.919

Ms. Jennifer Bradley: How do you set that up in a place where you don't live, where you don't invest, you know double digit millions of dollars a year where you don't have. You know your neighbors are not the people who are making the decisions. How could how could we, along with

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00:17:46.930 --> 00:17:53.710

Ms. Jennifer Bradley: Brookings and urban and living cities, translate this model into a half dozen or more other places.

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00:17:54.640 --> 00:18:06.220

Alicia John-Baptiste: Yeah, I'm: I'm really fascinated by the concept of distributed governance. I think of it a different term. But I think of it as sort of network leadership and and frankly network management.

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00:18:06.450 --> 00:18:17.670

Alicia John-Baptiste: And i'd love to dive a little bit deeper on that. But but let's just talk a little bit more at a high level about the shared prosperity partnership to to exactly the point that you were raising. How has that program

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00:18:17.890 --> 00:18:23.279

Alicia John-Baptiste: answered that question of how do we? You know, how do we bring this model to other places?

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00:18:23.450 --> 00:18:40.080

Ms. Jennifer Bradley: Yeah, One of the one of the things that I enjoy that I've enjoyed so much about the share prosperity partnership is that the national organizations, You know I because I worked at Brooklyn, and I did ask them all, and we do a lot of telling people in place. Here's what you need to do.

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00:18:40.090 --> 00:18:57.449

Ms. Jennifer Bradley: Put aside your ego. It doesn't matter who's whose agenda it is. You need to come together. Don't be turf right don't throw elbows and say we're the only ones who could do this, and we ourselves had to do it right. So if you we were. We were trying to

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00:18:57.460 --> 00:19:13.240

Ms. Jennifer Bradley: learn how to act collectively, as we were encouraging, you know, exhorting cities to act collectively. So that was that was one of my favorite parts about it, but i'll i'll step back and give a little context about how Sp: 2 came to be.

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00:19:15.290 --> 00:19:29.570

Ms. Jennifer Bradley: The Obama Administration had been really creatively and thoughtfully invested in place based programs. Right? There was a lot of again creativity. They had. Some of you may remember that

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00:19:29.860 --> 00:19:31.770

Ms. Jennifer Bradley: the Sc: 2

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00:19:31.780 --> 00:19:50.119

Ms. Jennifer Bradley: work that helped cities kind of braid Federal funds. It wasn't new money. But it was sort of thinking holistically. Okay, how do we get our department of transportation money to work with our HUD money to work with our Ada money, and that was really exciting because it was a new model of behavior.

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00:19:50.680 --> 00:20:08.669

Ms. Jennifer Bradley: The trump administration came in and was not kindly disposed to cities. Right. Remember the inaugural address, right cities, American carnage. So there was no reason to believe that that administration was going to be beneficent or creative to cities.

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00:20:08.680 --> 00:20:33.599

Ms. Jennifer Bradley: So Brookings and Kresky and urban and living cities got together and said, Obviously we cannot replace the Federal Government. But is there a way that we could in the same way that the Federal Government and the previous administration rated a bunch of different expertise and funding streams. Could we do the same in a set of cities where we already have relationships that we can

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00:20:33.610 --> 00:20:42.469

Ms. Jennifer Bradley: build on? And the answer right was, Yes, and we we didn't, you know. Unlike a lot of cohort work that

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00:20:42.480 --> 00:20:54.619

Ms. Jennifer Bradley: wonky people try to do right. We didn't. We didn't define what we were looking for, and then ask cities to match, that we started with where we had relationships already, and so we call it kind of a found cohort.

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00:20:54.650 --> 00:21:07.219

Ms. Jennifer Bradley: What that means is a lot of the there was. There was a range of strategies that the places were putting forward, and we had to figure out all right. What is the best combination of resources like, Who's

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00:21:07.230 --> 00:21:22.990

Ms. Jennifer Bradley: Where is Where is Brookings best suited to provide their expertise? And where's Urban best suited. And where's living cities best suited, and you know what is Kresky

have to bring to the mix. What we started out doing in most of the cities is. Was, there was a kind of roundtable, a kick off

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00:21:23.000 --> 00:21:35.660

Ms. Jennifer Bradley: that centered the question of shared prosperity. Why is it that some people in this city are thriving, and others are not. And what are the obstacles, and what will it take to?

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00:21:35.730 --> 00:21:49.270

Ms. Jennifer Bradley: What? What do we think are the levers that are most movable on this, and what will it take to actually move those levers and do the things that we say we want to do? But we don't always organize and align towards doing.

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00:21:49.350 --> 00:21:56.490

Ms. Jennifer Bradley: And from those roundtables came plans, and the plans were as ambitious and sweeping

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00:21:56.670 --> 00:22:06.950

Ms. Jennifer Bradley: as the drive plan in Fresno, which really was a kind of suit to nuts, understanding of physical development, transportation.

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00:22:07.060 --> 00:22:11.030

Ms. Jennifer Bradley: equity, and and economic development

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00:22:11.040 --> 00:22:27.530

Ms. Jennifer Bradley: to plans that were more ambitious that they were just as ambitious, but narrow. We in scope in Kansas City, around entrepreneurship and supporting access to entrepreneurship in Chicago, people were really focused on the wealth gap and home ownership as a way to

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00:22:27.700 --> 00:22:34.660

Ms. Jennifer Bradley: close the wealth G. In Arlington, Virginia. It was a lot about housing, and the benefits clip

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00:22:35.030 --> 00:22:42.220

Ms. Jennifer Bradley: that if families get quote unquote too many support. They end up going backwards economically. So how is that going to

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00:22:42.380 --> 00:22:52.050

Ms. Jennifer Bradley: be addressed? And, oh, by the way, Amazon has just landed like a giant spaceship. And what's that going to do in terms of housing? So each entity, each

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00:22:52.500 --> 00:23:01.660

Ms. Jennifer Bradley: the team brought a kind of different challenge, and so that in that called us to come, you know, think very broadly about our solutions.

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00:23:02.960 --> 00:23:09.579

Alicia John-Baptiste: It's really interesting. I. One of the things I noticed about the the program is a real focus on

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00:23:09.650 --> 00:23:26.800

Alicia John-Baptiste: providing access to to data, to research, to expertise, and also to again, You know, in this case it a somewhat different network of leadership. But to you know, to to folks who are having similar experiences in different places.

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00:23:26.990 --> 00:23:35.139

Alicia John-Baptiste: And I think you are aware, Spur also has an economic justice policy focus as as part of our portfolio.

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Alicia John-Baptiste: and one of the things that has it's a relatively new area of work for us. One of the things that is really stood out to me in this body of work is that

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00:23:43.840 --> 00:23:55.749

Alicia John-Baptiste: we are. We're operating under a set of structures that are highly intersecting, just as you were describing with. You know it could be transportation. It could be housing. It could be economic development. It could, you know, a whole. You know, myriad list

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00:23:56.500 --> 00:24:00.160

Alicia John-Baptiste: the a set of structures that were designed to deliver one thing.

123

00:24:00.340 --> 00:24:18.410

Alicia John-Baptiste: and then we're trying to to build something else. But we haven't built it. Yet it's it's new. If we had built it we would be, you know, getting different results. And so i'm curious within, you know, within that sort of focus of asking questions and bringing resources to the table.

124

00:24:18.420 --> 00:24:22.360

Alicia John-Baptiste: What are you seeing as this is consistent questions that get asked.

125

00:24:22.460 --> 00:24:25.169

Alicia John-Baptiste: And what are some of the

126

00:24:25.490 --> 00:24:28.389

Alicia John-Baptiste: kind of most important answers that have surfaced

127

00:24:28.490 --> 00:24:30.500

Alicia John-Baptiste: in this process so far.

128

00:24:30.720 --> 00:24:32.250

Ms. Jennifer Bradley: Yeah.

129

00:24:33.100 --> 00:24:36.499

Ms. Jennifer Bradley: I hadn't ever thought of it that way. So i'm going to be sort of

130

00:24:36.610 --> 00:24:45.719

Ms. Jennifer Bradley: experimenting my way to an answer which is always a great thing to do in a public recorded situation. So i'm feeling really good about that, and

131

00:24:45.900 --> 00:24:50.569

Ms. Jennifer Bradley: I guess one of the questions has always been: Who's not here?

132

00:24:50.670 --> 00:25:01.700

Ms. Jennifer Bradley: Right? Why, Haven't? Why are some people quote unquote, new to this discussion? I Why have all of our previous efforts

133

00:25:01.750 --> 00:25:08.339

Ms. Jennifer Bradley: not gotten us, as you said, the results that we want, and how much are we

134

00:25:08.580 --> 00:25:16.770



Ms. Jennifer Bradley: willing to? How how much are people who are normally very comfortable in these settings, willing to be uncomfortable.

135

00:25:16.840 --> 00:25:23.560

Ms. Jennifer Bradley: so that the change that needs to happen, and the changed results that we say we want

136

00:25:23.600 --> 00:25:26.040

Ms. Jennifer Bradley: have a chance to happen.

137

00:25:26.650 --> 00:25:29.210

Ms. Jennifer Bradley: So a lot of this was about

138

00:25:29.230 --> 00:25:36.230

Ms. Jennifer Bradley: relationships was about power. Shifting was about

139

00:25:37.140 --> 00:25:52.889

Ms. Jennifer Bradley: a a way of working that was not traditional for think tanks, and that was not necessarily traditional for funders. Where you say, okay, we have this program of work, and over this period of time we are going to deliver these results.

140

00:25:53.480 --> 00:25:59.889

Ms. Jennifer Bradley: There were a lot of situations where we went in and at the and the round tables, you know, we heard.

141

00:26:00.950 --> 00:26:03.050

Ms. Jennifer Bradley: Yeah, we heard a lot of like. Well.

142

00:26:03.390 --> 00:26:05.470

Ms. Jennifer Bradley: why should we trust you now?

143

00:26:05.850 --> 00:26:11.379

Ms. Jennifer Bradley: Right so it was a really different set of questions. It was questions that

144

00:26:11.940 --> 00:26:13.510

Ms. Jennifer Bradley: after

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00:26:13.770 --> 00:26:25.319

Ms. Jennifer Bradley: 2020. We are much more familiar with that that we know are important questions about social change in equity. But before had not

146

00:26:25.420 --> 00:26:42.749

Ms. Jennifer Bradley: had not been welcome, or we we were not we, you know people who look like me, you know. White middle age do goody kind of people had not necessarily organized around or made space for, because, you know, we have these professional ways of working and

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00:26:42.760 --> 00:26:48.650

Ms. Jennifer Bradley: check boxes, and we got to get these results. So I I think that the the questions were like, Well, why

148

00:26:48.770 --> 00:26:58.190

Ms. Jennifer Bradley: why do we expect that to keep delivering different results and and questions we're like, Well, Why, who Who put us in charge, and it it was much more of those

149

00:26:58.640 --> 00:27:02.239

Ms. Jennifer Bradley: relational kinds of questions, I think. Then

150

00:27:02.270 --> 00:27:12.859

Ms. Jennifer Bradley: questions like, Well, what is that? What are the 3 things that any entity needs to do to move capital to entrepreneurs of color, right? Like

151

00:27:13.300 --> 00:27:32.589

Ms. Jennifer Bradley: okay, those like those are sort of more known. And sometimes the question is, if we know what to do, why have we not done it? What is keeping us from doing it? Is it a lack of care? Is it a lack of money? Is it a lack of just staying focused on the problem

152

00:27:32.810 --> 00:27:46.459

Ms. Jennifer Bradley: and and committing to staying with it beyond a particular time horizon. So that's that's the answer to sort of what were the questions. And I think you also asked, what did we? What did we learn from asking those questions.

153

00:27:46.700 --> 00:28:05.959

Ms. Jennifer Bradley: and I go back to something that somebody said to me when I was at Aspen, so I ran something called the Center for urban innovation. Garland, Gil Chris the Second, who now is Lieutenant Governor of Michigan. But before I was just doing some really amazing community work in Michigan, said, the innovation we need

154

00:28:06.060 --> 00:28:08.859

Ms. Jennifer Bradley: is innovation in relationships.

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00:28:08.880 --> 00:28:13.759

Ms. Jennifer Bradley: And I think that was the answer that that we got is, where where can we

156

00:28:13.870 --> 00:28:28.840

Ms. Jennifer Bradley: before we go figuring out all right. The 3, you know, like the listicles, right? 3 key things to revitalize your economy. We had to figure out what were the relationships, what was the health of the relationships. How how did trust happen?

157

00:28:29.300 --> 00:28:40.610

Ms. Jennifer Bradley: Who again, Who Who had not been at the table, who needed to be at the table? How much time Were we gonna a lot for this? How uncomfortable were people in power going to

158

00:28:40.990 --> 00:28:44.899

Ms. Jennifer Bradley: allow themselves to be! So it really.

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00:28:45.080 --> 00:29:02.730

Ms. Jennifer Bradley: You know, there there were some. There were some like check boxes right? So Fresno, through its drive program was organized to take incredible advantage of the Edas build back better grant programs and they got the single largest grant for work around a food hub

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00:29:02.740 --> 00:29:18.850

Ms. Jennifer Bradley: and thinking about all the things that that meant in terms of agricultural innovation in terms of making agriculture a kind of higher value sector for them in terms of just basic food distribution, because Fresno, which grows so much food, has a food scarcity problem.

161

00:29:19.260 --> 00:29:31.949

Ms. Jennifer Bradley: right? That's a relationship problem so like that that we we count as a win. We count as a when there were a lot of Community Investment Trust and what we call neighborhood rates there. There's a

162

00:29:31.960 --> 00:29:44.259

Ms. Jennifer Bradley: burgeoning interest in that in a lot of our Sp: 2 communities and people thinking how existing residents can benefit from neighborhood change and and changes in land values. So those are those are important, like

163

00:29:44.270 --> 00:29:55.329

Ms. Jennifer Bradley: project kinds of outcomes. But I think mostly it was a different way of working at the now in these national organizations, and I hope, a lasting and different way of working at the local level.

164

00:29:56.740 --> 00:30:08.860

Alicia John-Baptiste: This is so interesting, and also it's it's taking me in different directions for my questions, but it just resonates so much with the experience that we have in the bay area where I think

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00:30:08.870 --> 00:30:19.559

Alicia John-Baptiste: mit Ctl. And you know particularly those of us who work in a policy space. We are so focused on what right. What needs to change? How do resources need to move differently? What are the rule? Changes that need to be put in place? 250?

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00:30:19.640 --> 00:30:27.589

Alicia John-Baptiste: So what we are, I think all discovering sort of collectively at the same time, is that the bigger challenge we face is actually in the how.

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00:30:27.810 --> 00:30:37.499

Alicia John-Baptiste: how we work together. And just as you're saying, who's in relationship? To whom, and what does that mean for our outcomes? One of the things that

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00:30:38.280 --> 00:30:41.589

Alicia John-Baptiste: is particularly challenging about that is that the

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00:30:42.200 --> 00:30:57.949

Alicia John-Baptiste: well, 2 things. One is that it is both an institutional and an individual question how each of us shows up to that table, and I I find from personal experience it takes individual practice to show up differently to different tables.

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00:30:57.960 --> 00:31:02.860

Alicia John-Baptiste: and the other thing which i'm. Very curious what you've seen

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00:31:02.900 --> 00:31:07.509

Alicia John-Baptiste: kind of in your in your work in various places is that

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00:31:07.600 --> 00:31:14.060

Alicia John-Baptiste: I think both the strength and the challenge of this sort of network approach to solving

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00:31:14.340 --> 00:31:27.140

Alicia John-Baptiste: civic challenges is that it's so fluid? The question of who, you know, who should be in a conversation, or who's relevant, or who's impacted, actually changes almost all the time. And so

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00:31:27.230 --> 00:31:35.049

Alicia John-Baptiste: that's both a strength because it allows flexibility, and it allows nimbleness. And you don't get to attach to a particular way of being or doing.

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00:31:35.120 --> 00:31:39.239

Alicia John-Baptiste: On the other hand, it can be really hard to organize, and I i'm just.

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00:31:40.360 --> 00:31:52.249

Alicia John-Baptiste: I don't know if you've seen anything that has sort of tactically worked well to keep groups sort of coming back to that table. But i'd love to. I'd love to know if you have

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00:31:53.560 --> 00:32:05.129

Ms. Jennifer Bradley: you. That's really being put to the test right now in a place like Kansas City, where a lot of the people that we worked with originally have moved on to other roles, and

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00:32:05.680 --> 00:32:24.889

Ms. Jennifer Bradley: I have every hope that, and and reason to believe that the the work that was done around the Sp 2 roundtable in Kansas City around again. You know better. Past entrepreneurship as a as a and more equitable access to resources will continue. But

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00:32:24.900 --> 00:32:38.250

Ms. Jennifer Bradley: yeah, where where do the relationships go. And how do you institutionalize this as a way to show up and a way to work so that it's not dependent just on one particular

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00:32:38.350 --> 00:32:42.479

Ms. Jennifer Bradley: one particular leader, or even one particular

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00:32:42.600 --> 00:32:50.779

Ms. Jennifer Bradley: somebody who may not be identified as a leader. But is the go-to person in any organization right what happens when she moves on. And then how do you?

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00:32:50.970 --> 00:32:53.310

Ms. Jennifer Bradley: How do you build up that relationship? So

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00:32:53.360 --> 00:32:56.790

Ms. Jennifer Bradley: I don't have any sort of clear

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00:32:58.880 --> 00:33:10.300

Ms. Jennifer Bradley: practice points other than you know it's it's leaders who are willing to model this kind of collaboration to know it's important, and to appreciate

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00:33:10.310 --> 00:33:21.730

Ms. Jennifer Bradley: that they won't necessarily achieve things on a timeline that most people are accustomed to right. They became leaders because they were able to deliver, and they could show results.

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00:33:22.310 --> 00:33:32.350

Ms. Jennifer Bradley: What's the result? Right in this? In this mushiness, and I will say, on the part of philanthropy, a lot has to do with us, saying, we will stick with you.

187

00:33:32.570 --> 00:33:41.289

Ms. Jennifer Bradley: Okay, we we will be with you. We will not walk away because you did not achieve population levels.

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00:33:41.330 --> 00:33:50.060

Ms. Jennifer Bradley: population level changes in poverty in 3 years. Right? We we are going to. We're going to stay so I think it's.

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00:33:50.180 --> 00:33:55.589

Ms. Jennifer Bradley: I think I think it's truly just understanding that the the time horizon.

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00:33:55.640 --> 00:33:58.359

Ms. Jennifer Bradley: and what looks like

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00:33:59.500 --> 00:34:02.800

Ms. Jennifer Bradley: victory or or a.

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00:34:04.420 --> 00:34:18.019

Ms. Jennifer Bradley: or a success, and I and I also think it just it's it's about talking about this and saying, You know that that we need we one of the chapters in the Metropolitan Revolution. The chapter on meetings is called a post hero Economy.

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00:34:18.130 --> 00:34:24.290

Ms. Jennifer Bradley: right? Because you go places not necessarily bay area places, but places that would love to be the Bay area.

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00:34:24.360 --> 00:34:36.879

Ms. Jennifer Bradley: and they say, how do we get the next name? Him and it's usually him Bill Gates, Jeff Bezos, Mark Zuckerberg, You know, Michael Dell, right. How do we get the next?

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00:34:37.540 --> 00:34:38.630

Ms. Jennifer Bradley: That guy

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00:34:38.679 --> 00:34:55.660

Ms. Jennifer Bradley: to comment, to to to invest here or emerge here, and sometimes it's linked to industry. Right? So, even as recently as 10 years ago, I would go to suburban Detroit, and people would say, what's the next auto? And to get people to away from that one lightning bolts.

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00:34:55.790 --> 00:34:57.040

Ms. Jennifer Bradley: heroic

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00:34:57.250 --> 00:35:02.550

Ms. Jennifer Bradley: person or leader or intervention. And i'm not saying that leadership is unimportant, but

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00:35:02.760 --> 00:35:13.780

Ms. Jennifer Bradley: it can't be that that it's got to be this one thing falling from the sky. So I think we need to. We need to have a better understanding of like leadership as relational

200

00:35:13.810 --> 00:35:17.989

Ms. Jennifer Bradley: and not kind of individual, heroic. And

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00:35:18.500 --> 00:35:22.159

Ms. Jennifer Bradley: the time understand the time that it takes

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00:35:22.250 --> 00:35:26.760

Ms. Jennifer Bradley: Now the problem with that, and I, I haven't, worked this out yet, is

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00:35:27.590 --> 00:35:36.860

Ms. Jennifer Bradley: you? You You both build and lose trust that way, right. You can build trust by, as people say, working at the speed of trust and building a relationship.

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00:35:37.020 --> 00:35:37.810

Ms. Jennifer Bradley: But

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00:35:38.020 --> 00:35:48.160

Ms. Jennifer Bradley: you also lose trust, if you say, for too long. Okay? Well, we're just incrementing our way to a solution, and we need to. You know it's so.

206

00:35:48.400 --> 00:35:53.679

Ms. Jennifer Bradley: I and I don't know how you hold that in

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00:35:53.830 --> 00:36:09.510



Ms. Jennifer Bradley: on our website. There is a on our Youtube Channel for Kresky. There's a great conversation between Rip and and Fred Blackwell, who is the CEO of, I believe, in the Bay Area Foundation Community foundation, and they talk a lot about this like, how do you?

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00:36:09.520 --> 00:36:16.499

Ms. Jennifer Bradley: How do you move at both speeds? So I don't I don't have the answer. I I I have more questions towards it.

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00:36:17.430 --> 00:36:20.710

Alicia John-Baptiste: Those are great questions, and I I do.

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00:36:20.910 --> 00:36:32.949

Alicia John-Baptiste: I'd love to talk a little bit more about both time and scale. I we the the partnership has been in place for 5 years now, which in some you know to your point, can feel like a long time

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00:36:33.010 --> 00:36:43.089

Alicia John-Baptiste: in the policy world. That's often sort of the blink of an eye. I'm. Curious how you are thinking about time sort of what the

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00:36:43.650 --> 00:36:46.129

Alicia John-Baptiste: what the the

213

00:36:46.200 --> 00:36:51.240

Alicia John-Baptiste: foundation commitment is to this effort from a time standpoint.

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00:36:51.960 --> 00:37:00.010

Ms. Jennifer Bradley: You talk a little bit more about that

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00:37:00.020 --> 00:37:18.039

Ms. Jennifer Bradley: with most of the Sp 2 cities again, Memphis and Fresno. It's a little confusing because they're both sp 2 cities, but they are also our focus cities. So our commitment to them is longer and deeper than some of the other Sp 2 cities, and I just need to be clear about that.

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00:37:18.450 --> 00:37:35.479

Ms. Jennifer Bradley: But we are continuing to, you know. Engage, be in dialogue, and look for opportunities to make investments with our partners in these cities. There's no particular stated like. We will give you X amount per year for 10 years.

217

00:37:35.560 --> 00:37:50.180

Ms. Jennifer Bradley: but we have, I guess, a little bit more curiosity about these places than we do about the average place to to look for ideas, and we are more kind of aware of them to do that switchboard role to to say, oh, hey.

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00:37:50.300 --> 00:38:01.129

Ms. Jennifer Bradley: Milwaukee has this question, and we can. We can bring resources other than dollar resources to Milwaukee or I mean, we. We have made an investment in Milwaukee, but we can also

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00:38:01.140 --> 00:38:17.529

Ms. Jennifer Bradley: think about lifting up some of the good things that they're doing. We can say. Oh, hey, maybe there's things that are going on in the Cleveland Mayor's office that the Milwaukee Mayor's office should know about. Do you want to do you want us to broker a phone call? Do you want us to put together a memo?

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00:38:17.660 --> 00:38:30.770

Ms. Jennifer Bradley: So that's that's sort of our way of staying with this, and at the at the level of the national organizations that we worked with Brookings and and Urban in particular, we are

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00:38:32.010 --> 00:38:38.389

Ms. Jennifer Bradley: strongly encouraging them to continue to work together, and to make this

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00:38:38.680 --> 00:38:41.370

Ms. Jennifer Bradley: boundary blurring approach

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00:38:41.420 --> 00:38:48.650

Ms. Jennifer Bradley: just again part of the way that they do business. So, instead of one of the entities showing up in a city

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00:38:48.810 --> 00:38:52.609

Ms. Jennifer Bradley: like Rochester, let's say, and saying we can do everything

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00:38:52.950 --> 00:39:09.970

Ms. Jennifer Bradley: they engage in dialogue with local partners and say, okay, Well, we're really good at these 5 things. But if you want these other things, you should call our friends at Brooklyn, and and we'll vouch for you, and we can vouch for them, and they have some things that you might need. So at the at the

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00:39:09.980 --> 00:39:25.229

Ms. Jennifer Bradley: national level, i'm. Hoping that it is again of a kind of change in relationships, and that begins to be a more common practice amongst the the places in Washington, that they that they think of themselves

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00:39:25.400 --> 00:39:39.890

Ms. Jennifer Bradley: routinely in partnership and coalition with their peers in other organizations, because there's no sense in everybody trying to be all things that's not to say everybody needs to stay in a particular box, but

228

00:39:41.070 --> 00:39:56.179

Ms. Jennifer Bradley: that we they recognize that the diversity and approaches, and the diversity and tools and the diversity of scholarship is actually a strength; and if they really, if their mission is what they say it is, which is larger change as opposed to institutional preservation.

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00:39:56.430 --> 00:40:04.770

Ms. Jennifer Bradley: then they need to be again like I said that a little more boundary, blurring a little, ready to put a lot of different minds on the problem

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00:40:05.530 --> 00:40:16.980

Alicia John-Baptiste: that definitely feels like the mandate of the time it really resonates as well. I I do have a question around scaling, and I the the of course

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00:40:17.050 --> 00:40:32.669

Alicia John-Baptiste: of our conversation and of the partnership, has really been sort of at a a more micro scale. The city, you know, maybe a little bit blurring the lines of city into county. What I what I've seen, though in particularly in shared prosperity work is that

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00:40:32.760 --> 00:40:42.770

Alicia John-Baptiste: so many of the systems that we're trying to impact are quite macro in scale. And so you look at the impact, for example, of Federal investment in child tax credit.

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00:40:43.020 --> 00:40:51.010

Alicia John-Baptiste: The rapid immediate impact on reductions in poverty rates for literally millions of children in this country.

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00:40:51.860 --> 00:40:58.320

Alicia John-Baptiste: Those are those types of actions are very hard to take from a local scale.

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00:40:58.580 --> 00:41:10.239

Alicia John-Baptiste: and we've certainly seen a lot of really interesting piloting and experimentation happening locally, you know, in particular, you know, Stockton was one of the first cities

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00:41:10.350 --> 00:41:18.720

Alicia John-Baptiste: to pilot guaranteed income and so incredible results, because, of course, at the end of the day, when people have financial stability, they have more capacity to actually

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00:41:18.980 --> 00:41:23.359

Alicia John-Baptiste: generate their their continued economic prosperity.

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00:41:23.470 --> 00:41:43.289

Alicia John-Baptiste: So these are really important programs, but I've struggled to to sort of put the pieces together to understand how we scale, particularly from pilot to institutionalized program without Federal support or without State level supporter in some cases, even without county level support.

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00:41:43.310 --> 00:41:52.949

Alicia John-Baptiste: And i'd love to know what you all have seen as successful or pathways or ways you're thinking about breeding these pieces together

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00:41:53.070 --> 00:41:59.399

Alicia John-Baptiste: to allow these programs to ultimately, really, you know, become institutionalized and and flourish over time.

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00:41:59.480 --> 00:42:08.750

Ms. Jennifer Bradley: Yeah, we don't. Have. We Don't, have this the magic solution to to scaling, and, as you point out, nothing skills as well as the Federal Government.

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00:42:09.270 --> 00:42:22.180

Ms. Jennifer Bradley: What we also see, though, is then, once the Federal Government takes something on, then you run into oh, well, but it can't be one size fits all which is kind of what scaling is so. It's one of these. It's one of these paradoxes

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00:42:22.310 --> 00:42:35.759

Ms. Jennifer Bradley: in in the field. Right? You want to scale, but the conditions that make something successful can be so specific from one place to another. What we have instead, I would say, is, is.

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00:42:36.080 --> 00:42:39.670

Ms. Jennifer Bradley: it's not so much scale as it is like a like a relay.

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00:42:39.760 --> 00:42:50.589

Ms. Jennifer Bradley: right? So one of the examples from Sp 2 is Cresky invested in an organization called Innovate Memphis to make innovate Memphis a a data hug

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00:42:50.600 --> 00:43:00.290

Ms. Jennifer Bradley: so that everybody could get on the same page about what kinds of changes they wanted to see what were important metrics. How do you make inclusion and a a key metric.

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00:43:00.610 --> 00:43:02.469

Ms. Jennifer Bradley: so Cresky invest in it.

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00:43:02.570 --> 00:43:18.150

Ms. Jennifer Bradley: The Urban Institute helps build it out and connect Memphis to the national neighborhood indicators. Project Brookings brings Memphis into their inclusive innovators cohort. And then Memphis turns around and shares what they learned with

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00:43:18.180 --> 00:43:21.000

Ms. Jennifer Bradley: Detroit with a

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00:43:21.530 --> 00:43:32.359

Ms. Jennifer Bradley: I can't believe I've lost the the name of it Detroit, future city, and Milwaukee. Right so so we are doing almost more of like a hand to hand

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00:43:32.370 --> 00:43:51.310

Ms. Jennifer Bradley: sharing and distribution of ideas. We've tapped Arlington into. You know, the universal basic income kind of pilot information. Some of this also has to do with Federal availability. Right? I've been in in DC. Long enough to know that the mindset

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00:43:51.670 --> 00:43:59.819

Ms. Jennifer Bradley: this happened so much when I was on on tour for metropolitan Revolution. Because we said, hey, you can't depend on the Federal Government to do everything.

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00:43:59.900 --> 00:44:04.790

Ms. Jennifer Bradley: and what people heard is, you can't depend on the Federal Government to do anything.

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00:44:04.840 --> 00:44:21.510

Ms. Jennifer Bradley: and that's not what we said, but the Federal Government is not a consistent actor, right? I think a lot of times people like me, who believe in government as a force for good. Our default for the Federal Government is like the Johnson administration.

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00:44:21.520 --> 00:44:30.469

Ms. Jennifer Bradley: And then, if we could just like, get these things out of the way, the quote unquote natural tendency of the Federal Government to like, be

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00:44:31.110 --> 00:44:46.769

Ms. Jennifer Bradley: bountiful and be the good folks would would come to the for. And that's not true right? Because sometimes it is the Johnson administration, and sometimes it's the Trump administration, and sometimes it's the Obama administration, and it's always mixed. So

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00:44:46.850 --> 00:44:54.149

Ms. Jennifer Bradley: the that's just sort of a long way. Of saying, there's a lot of cool opportunities right now, because there's so much Federal money. But

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00:44:54.360 --> 00:45:05.480

Ms. Jennifer Bradley: if you, if you have, you have to have a Federal play, but you can't have only a Federal play, because the Federal Government can swing so wildly right like

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00:45:06.050 --> 00:45:21.640

Ms. Jennifer Bradley: the most i'm. I'm trying to think like I don't know that we've had 16 years of single party control of the White House right? I think the longest we've gone in. My lifetime is 12, and that was to Reagan and the first bush. Right? So

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00:45:21.690 --> 00:45:26.519

Ms. Jennifer Bradley: you can't. And people like to come in and rip out the wiring of whatever the last guy did

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00:45:26.560 --> 00:45:27.529

Ms. Jennifer Bradley: so.

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00:45:27.660 --> 00:45:32.579

Ms. Jennifer Bradley: Yes, there are really powerful tools in the Federal Government.

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00:45:32.820 --> 00:45:43.740

Ms. Jennifer Bradley: but they don't always work like you want them to right, and so you have to do all the things at once. That's not an answer to your question, but that's just sort of the

264

00:45:43.870 --> 00:45:55.989

Ms. Jennifer Bradley: the the framework like yes, sometimes the child tax credit is exactly the right thing to do. Or you know these these huge Arpa investments? And yet a new congress comes in and they say, click!

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00:45:56.010 --> 00:45:57.640

Ms. Jennifer Bradley: We don't want to do that anymore.

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00:45:58.440 --> 00:45:59.299

Ms. Jennifer Bradley: Oh, Heck!

267

00:45:59.360 --> 00:46:01.009

Ms. Jennifer Bradley: Right now, what are we gonna do?

268

00:46:01.030 --> 00:46:05.009

Ms. Jennifer Bradley: And I I I haven't I I don't know that there is any

269

00:46:05.200 --> 00:46:07.450

Ms. Jennifer Bradley: perfect way to

270

00:46:07.550 --> 00:46:13.100

Ms. Jennifer Bradley: to intervene, I mean, and even something like the child tax credit, like if you look at the Eitc, they are an income tax credit.

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00:46:13.150 --> 00:46:13.830

Ms. Jennifer Bradley: Hey.

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00:46:13.870 --> 00:46:30.979

Ms. Jennifer Bradley: there's not, and there's still not a 100% take up of that. So there's all of this like legacy sludge in the system that we haven't figured out how to overcome, and maybe during the times when the Federal Government is less active and beneficent, is when we can figure out okay, Well, what's clogging these old pipes.

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00:46:30.990 --> 00:46:37.319

Ms. Jennifer Bradley: because if we still do have something like the Eitc, which is remarkably successful at lifting families out of poverty.

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00:46:37.700 --> 00:46:48.120

Ms. Jennifer Bradley: let's let's poke around with that right like. Let's make it refundable. Let's make it distributed like the child tax. Credit was over time. Let's let's figure out what's keeping people from accessing it. Let's.

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00:46:48.390 --> 00:46:54.620

Ms. Jennifer Bradley: Do you know what I mean? I'm. I'm i'm throwing a ton of words at this, and I don't even know where I've landed? But it's this

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00:46:55.120 --> 00:46:59.260

Ms. Jennifer Bradley: that I You know the the solutions are so much harder than we wish they were

277

00:46:59.980 --> 00:47:22.170

Alicia John-Baptiste: that that those are just the facts they are. That's exactly it, but we I mean we all wish for. You know the hero we all wish for this silver bullet. You know the term that's getting thrown around a lot these days is silver buckshot. There's no silver bullet. But I what you're talking about with respect to the Federal Government. First of all, it's a great reminder, because for somebody like me

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00:47:22.200 --> 00:47:29.529



Alicia John-Baptiste: I do have this idea of how they should be acting, and if that we could just consistently behave in a particular way, things would be a lot better.

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00:47:29.670 --> 00:47:45.800

Alicia John-Baptiste: which is, you know, at some point you have to let go of things that are unrealistic, but it does make me wonder about sort of how you think about the role of the private sector, because if the Federal Government is sort of inconsistently a smoothing mechanism to the private sector or balance

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00:47:45.810 --> 00:47:54.089

Alicia John-Baptiste: to the private sector sort of writ large, You know. What is the role in shared shared prosperity work for the private sector, and

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00:47:54.150 --> 00:47:59.789

Alicia John-Baptiste: have you, in your in your work, found ways to engage the private sector differently.

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00:48:01.110 --> 00:48:05.360

Alicia John-Baptiste: to start to create. You know those different dynamics and those different relationships

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00:48:05.790 --> 00:48:06.799

Ms. Jennifer Bradley: I

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00:48:06.950 --> 00:48:15.130

Ms. Jennifer Bradley: sometimes. Yes, so again, in in Kansas City there was tremendous leadership

285

00:48:15.240 --> 00:48:17.270

Ms. Jennifer Bradley: from the private sector.

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00:48:17.300 --> 00:48:18.439

Ms. Jennifer Bradley: from

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00:48:18.700 --> 00:48:23.419

Ms. Jennifer Bradley: middle aged, you know, and and self-described right. Middle Aged and older white guys.

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00:48:23.450 --> 00:48:42.240

Ms. Jennifer Bradley: who, you know, would would come up and have these sort of moments where they could explain their journey from feeling like it's okay. There's enough opportunity for everybody to saying, oh, wait, No, wow, there's a problem, and we can do things to adjust the you know, to to

289

00:48:42.540 --> 00:49:00.220

Ms. Jennifer Bradley: say that we are. We are not content with the status quo. So one of the ways. One of the things that comes up a lot in the conversation. Right is procurement and changing procurement patterns and thinking about procurement and a small business, you know, ownership and supply chain as a way that

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00:49:00.700 --> 00:49:10.909

Ms. Jennifer Bradley: at entrepreneurs can get more opportunities for pairing large organizations and small organizations. So there's a little bit of sort of you know.

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00:49:10.960 --> 00:49:11.850

Ms. Jennifer Bradley: I

292

00:49:11.990 --> 00:49:28.590

Ms. Jennifer Bradley: show up Don't don't mistrust don't run away from anything that that sounds like equity. Because you're worried You'll have to do something different. You will have to do something different, I think, in Minneapolis and St. Paul. Our are one of our lead partners.

293

00:49:28.600 --> 00:49:37.719

Ms. Jennifer Bradley: The center for economic inclusion is done. A lot of work with Ceos. They've got a ton of fortune. 500 companies in the twin cities area around.

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00:49:37.740 --> 00:49:41.750

Ms. Jennifer Bradley: hiring around opportunity within their

295

00:49:41.960 --> 00:49:44.040

Ms. Jennifer Bradley: within leadership positions

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00:49:44.320 --> 00:49:46.669

Ms. Jennifer Bradley: within the within their companies.

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00:49:47.230 --> 00:49:51.480

Ms. Jennifer Bradley: The the thing about the private sector is, you know, what are.

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00:49:51.960 --> 00:49:59.109

Ms. Jennifer Bradley: What are the levers right that are going to make them stay, and sometimes in cities that are

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00:49:59.950 --> 00:50:01.080

Ms. Jennifer Bradley: struggling.

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00:50:01.160 --> 00:50:08.910

Ms. Jennifer Bradley: they see they see more of a reason to come to the table right? It's hurting recruiting, They

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00:50:09.040 --> 00:50:27.010

Ms. Jennifer Bradley: Yeah, they don't. They don't want to be sort of the last people in the office tower in high growth cities again. And this is something that Fred Blackpool was talking about when you and again this was before work from home. But when you can't find housing right for your folks making, you know good 6 figure incomes

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00:50:27.170 --> 00:50:32.520

Ms. Jennifer Bradley: that can get the private sector to the table. I don't know that we have yet

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00:50:32.810 --> 00:50:36.909

Ms. Jennifer Bradley: found a way for the for the private sector to be.

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00:50:38.240 --> 00:50:40.739

Ms. Jennifer Bradley: Demand responsive

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00:50:40.980 --> 00:50:47.879

Ms. Jennifer Bradley: right? And you can't wait right. You can't wait necessarily for the private sector to get on board.

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00:50:48.140 --> 00:50:55.730

Ms. Jennifer Bradley: But you're going to be most effective when you move with them, so I think there's there's a lot of work of of.

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00:50:55.860 --> 00:51:12.599

Ms. Jennifer Bradley: and like moral suasion and appealing to to honor. But you know there is, there's a lot of change in. How do you? What is what is going to make them change and and stick with it. And when folks come to us seeking support for you know, CEO led organizations.

308

00:51:12.750 --> 00:51:30.700

Ms. Jennifer Bradley: One of the things that I want to hold them. The standard to is, how do you make this as important as any line of business right, because private sector entities know how to measure to outcomes. They know how to throw resources at a particular

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00:51:30.710 --> 00:51:34.389

Ms. Jennifer Bradley: problem and take it very seriously. So

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00:51:35.520 --> 00:51:36.270

Ms. Jennifer Bradley: I Don't.

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00:51:37.300 --> 00:51:39.629

Ms. Jennifer Bradley: How do you? How do you get

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00:51:39.680 --> 00:51:49.369

Ms. Jennifer Bradley: that sort of seriousness of commitment to like this? This is just as important as any other kind of thing that you put out into the world, and I hope that that will be.

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00:51:50.180 --> 00:51:51.049

Ms. Jennifer Bradley: Hi.

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00:51:51.110 --> 00:52:07.390

Ms. Jennifer Bradley: that that will become a necessity. But I haven't figured out yet what the what the lever is, whether that's more kind of Esg work, whether that's stuff that's going on at the business roundtable, and my former colleagues at Aspen, thinking differently about the purpose of a corporation.

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00:52:07.400 --> 00:52:22.420

Ms. Jennifer Bradley: Whether a certain kind of cultural pushback against capitalism will will cause companies to say, oh, wait! We have to do more to show that capitalism is not, and and this may be super controversial for me to say on this thing. But like

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00:52:22.480 --> 00:52:27.770

Ms. Jennifer Bradley: if they, if they want capitalism to continue. They're going to have to show that it's sort of worth

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00:52:27.830 --> 00:52:40.450

Ms. Jennifer Bradley: the costs. So maybe that will be part of it. And this is this is a little bit beyond my my realm and my comfort area. So that's why i'm losing my ability to be articulate.

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00:52:40.840 --> 00:52:50.190

Alicia John-Baptiste: Those are all I mean. It's a huge question, you know, and I think one that that we're all grappling with in various ways, and I appreciate all of those insights

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00:52:50.290 --> 00:53:01.489

Alicia John-Baptiste: I I could literally ask you questions all day, but we also have an audience, and I wanna make sure we have some space to hear questions from them. So i'm gonna turn to our our audience. Q. A: now

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00:53:03.500 --> 00:53:05.550

Alicia John-Baptiste: we can get that up there we go.

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00:53:08.170 --> 00:53:13.799

Jackson Nutt-Beers / SPUR (They/Them): Yeah, Which I'm: i'm happy to share or to pick out some other questions for you.

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00:53:13.820 --> 00:53:14.979

Jackson Nutt-Beers / SPUR (They/Them): Of course.

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00:53:15.090 --> 00:53:30.509

Jackson Nutt-Beers / SPUR (They/Them): John asks. I agree the work to create share. Prosperity really must involve the how. More than the what? Having said that a huge equity issue and high cost cities is displacement resulting from gentrification. My experience is that

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00:53:30.520 --> 00:53:40.769

Jackson Nutt-Beers / SPUR (They/Them): the public slash Ngo sectors cannot do much about gentrification, but can do a lot about displacement given political. Well, what are your thoughts on? What it's been done and others?

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00:53:43.460 --> 00:54:00.630

Ms. Jennifer Bradley: That's an easy question. Yeah, I you know what what I would like us to do is when we talk. I what I appreciate that that John did in that question is broke apart. What? And i'm gonna assume John is a male identified person, so many male pronouns.

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00:54:00.640 --> 00:54:14.129

Ms. Jennifer Bradley: John, forgive me, that's incorrect. But what what John did he? He unpacked. Right gentrification is this on differentiated mass and said, Displacement, right? And I think that we do have some tools

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00:54:14.140 --> 00:54:27.580

Ms. Jennifer Bradley: for displacement that can be. You know, that can be policy tools, right? Certain renter protections that can be tools like they like. Memphis is very good at at thinking about

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00:54:27.950 --> 00:54:35.749

Ms. Jennifer Bradley: rent, relief, mortgage, relief. And then there, I think, will where where, I think the the

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00:54:36.080 --> 00:54:52.160

Ms. Jennifer Bradley: sometimes the public sector, sometimes the private sector and the philanthropic sector can come up with like alternative frames. And this is some of the things some of the work that's happened in in our work on Community Investment Trust is thinking about, you know. Are there?

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00:54:52.250 --> 00:55:09.860

Ms. Jennifer Bradley: Are there opportunities for people to take advantage of neighborhood change and to become to create kind of an ownership stake? And how do you? How do you think about those models? And how do you get in? And I? I don't know where I think San Francisco and Bay area communities, maybe

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00:55:09.870 --> 00:55:25.369

Ms. Jennifer Bradley: sort of on the far end of the intervention point. But how do you? How do you see ahead for a place that might be right? Maybe there's a transit. Stop coming. And this is

what they're thinking about with Fresno like they know that transit is coming. So what are you gonna do now?

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00:55:25.470 --> 00:55:41.570

Ms. Jennifer Bradley: Before the rents start to rise before landlords start to have some pretty twisted incentives. What do you do now to lock in places, to make to keep them either affordable or safe, or to give folks a chance to make different sets of choices and invest.

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00:55:41.980 --> 00:55:44.590

Ms. Jennifer Bradley: and maybe take the benefits of that investment elsewhere.

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00:55:47.690 --> 00:56:06.419

Jackson Nutt-Beers / SPUR (They/Them): Yeah, that that was a great point, and then kind of like on the on the Fresno topic. Barry is curious to see if there's any best practices that can be learned from the Fresno City or the what's happening in Fresno. That kind of can be applied, you know. Beyond that, maybe in the Silicon Valley or in other places in California.

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00:56:06.430 --> 00:56:13.750

Ms. Jennifer Bradley: Yeah, yeah, what I what I would recommend folks do, and unfortunately I don't have the URL off the top of my head. But to look up the drive.

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00:56:13.760 --> 00:56:27.310

Ms. Jennifer Bradley: and that's an acronym for something. It is not an endorsement for a completely car-centric future, by the way, but the Fresno drive program has a lot of their their

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00:56:27.500 --> 00:56:37.019

Ms. Jennifer Bradley: stuff online. The the the lesson that I would take from drive is how they were unafraid in the process

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00:56:37.050 --> 00:56:55.489

Ms. Jennifer Bradley: to pause and go back when they found that they had not done sufficient work on racial equity and inclusion, they said, we cannot go forward with this flaw. So we're going to stop. We're going to regroup. We are going to put more effort and more

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00:56:55.500 --> 00:57:11.780

Ms. Jennifer Bradley: discussion and relationship building into our equity plan, and then we're gonna go forward. So I think that would be. That would be the key lesson. And broadly, the

lesson that I would ask anyone to learn from any other place is not so much outcome. It's process.

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00:57:11.850 --> 00:57:25.549

Ms. Jennifer Bradley: Who was at like what human being had to do? What thing? Who was at the table? Who was the leadership. If you don't have the Central Valley Community foundation as a hub in the Inland Empire

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00:57:25.560 --> 00:57:43.870

Ms. Jennifer Bradley: who could hold that role? Who has that sort of oh, thank you, Michael, who has that stature? Who has that convening power? And think about how that process gets translated. And and again, you can't put equity in at the end is like a bolt on

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00:57:43.880 --> 00:58:00.849

Ms. Jennifer Bradley: It's got to be from the beginning, and that will cause a a timeline that might not be as fast or as linear as we are accustomed to to thinking of. But if we want different results, we have to have different people at the table, and we have to have

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00:58:01.150 --> 00:58:03.929

Ms. Jennifer Bradley: everybody acting in a way they haven't acted before

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00:58:07.250 --> 00:58:21.830

Jackson Nutt-Beers / SPUR (They/Them): awesome. Thank you so much. Well, we are approaching our time. I just want to thank Alicia for joining us today. Also, Mrs. Bradley, we're having you as well. How can people continue to follow the work that you guys are doing over at the Kresky Foundation.

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00:58:21.840 --> 00:58:30.580

Ms. Jennifer Bradley: Yeah, the best way is to just go on our website, Kresky Org, and sign up for our newsletter. The American Cities program has a newsletter.

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00:58:30.590 --> 00:58:42.969

Ms. Jennifer Bradley: Kresky, and thank you, Jackson, for putting the URL in the chat sign up for our newsletter. We are also. We also have a presence on Twitter.

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00:58:42.980 --> 00:58:57.579

Ms. Jennifer Bradley: I think we're on Instagram. We have a Youtube Channel, and I would strongly recommend folks pay attention on our Youtube Channel to our philanthropy and the city



interviews where Rip Raps and the CEO, who's not watching this, and does not know that i'm plugging his work.

348

00:58:57.590 --> 00:59:06.970

Ms. Jennifer Bradley: did a series of interviews with people across the country in different areas to talk about some of the things that we've talked about right. The pace of change

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00:59:06.990 --> 00:59:22.980

Ms. Jennifer Bradley: distributed governance and democracy. The role of the private sector. How philanthropy shows up, you know, Government and hope really interesting conversation. So I would strongly recommend folks take a look at the Kresky Youtube Channel for that

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00:59:24.530 --> 00:59:37.749

Jackson Nutt-Beers / SPUR (They/Them): awesome, and we will be sure to include all that in our follow up email. Thank you. Everyone for coming a recording of this program will be available within the next day or so, and we will also that were mentioned.

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00:59:37.760 --> 00:59:47.210

Jackson Nutt-Beers / SPUR (They/Them): So thank you, guys, so much for coming. Please stay tuned for our spring of a programming calendar that will be launched soon. So thank you guys, for coming and enjoy the rest of your day.

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00:59:47.420 --> 00:59:48.319

Ms. Jennifer Bradley: Thanks.

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00:59:48.410 --> 00:59:49.609

Alicia John-Baptiste: Thanks, everybody.

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00:59:49.750 --> 00:59:50.189

Alicia John-Baptiste: Thanks to.