

The importance of place. How a non-profit called Purpose Built Communities helps community leaders create healthy “cradle to college pipelines” in neighborhoods. With Carol Naughton & Dr. Tamara Huff.

Carol Redmond Naughton, JD, shares with us some aspects of the proven Purpose Built Communities model, working with local leaders to help them plan, implement, and sustain holistic neighborhood revitalization initiatives that create healthy neighborhoods which include broad, deep, and permanent pathways to prosperity for low-income families. During the discussion she describes the essential role of “community quarterbacks,” and calls upon listeners to look with open eyes and think about the systems that have kept people trapped in poverty, particularly Black and Brown people, and to not blame the victims.

Carol believes that we need to recognize that the systems have been broken for so long that they have “broken the place,” but the people remain unbroken. So, when we think about building communities of purpose for children with unlimited human potential, we can find ways to create great places with a “cradle to college pipeline,” and we can change the systems to make it easier to create other great places.

With host Dr. Tamara Huff, MD, MBA, Founder and CEO of Vigeo Orthopedics, in Columbus, Georgia, and member of Movement is Life Board of Directors.

Dr. Tamara Huff: Welcome to our latest episode of the Health Disparities Podcast, our exploration of health equity and related subjects with new episodes every two weeks. The Health Disparities Podcast is brought to you by Movement Is Life, and we are recording this episode live and in person at our annual caucus, where several hundred health equity advocates have convened for two days of plenary sessions and workshops. I'm Dr. Tamara Huff, and a member of the Movement Is Life Steering Committee. And for my day job, I'm an orthopedic surgeon and founder and CEO of Visio Orthopedics in Columbus, Georgia. It's great to be with you here today. At the Caucus this year, we have an excellent panel discussion on the subject of building community partnerships for transformative change. I'm so excited to welcome to the Health Disparities Podcasts, one of the two panelists from that session from Atlanta, Georgia, Carol Redmond Naughton, JD, who is CEO of Purpose-Built Communities. Welcome Carol to the podcast.

Carol Redmond: Thank you. I'm delighted to be here with you.

Dr. Tamara Huff: We're delighted to have you. Carol, could you share with us some aspects of how Purpose-Built Communities works with local leaders to help them plan, implement, and sustain holistic neighborhood revitalization initiatives that create healthy neighborhoods that include broad, deep and permanent pathways to prosperity for low-income families and we can break it down.

Carol Redmond: No, no, no. I'm really glad to have this opportunity to speak with you about our work. Thank you for inviting me to join you today. Purpose-Built Communities is as a nonprofit organization. We were created about 12 years ago to help local leaders learn from the lessons of the East Lake Revitalization in Atlanta, as well as what other people were doing around the country to work with local leaders to help create really strong, beautiful neighborhoods that became springboards, if you will, to help everybody who lived there meet their full potential. And so, at this stage of the game, we work with about 27, 28 neighborhoods around the country. And we support them in a variety of ways. First, we only go where we're invited. So, you know, we don't have a list on a wall somewhere that says we want to be here or there we go where we're invited. And so, if somebody calls us from a city, we will tell them kind of a little bit about our view and our, our model and our values, and we'll learn a little bit more about what they're interested in trying to achieve and try to begin to ascertain whether what we know how to do is a good fit for the goals, the local community. And if it seems like there might be a there, there, then we typically spend a little time getting to know one another better. And that could include my team visiting that city and getting to know people in that neighborhood, the people who live and work in that neighborhood and understand what their dreams and aspirations are. And we want people to get to know us as well. We want people to know our values and know it's important to us and know that, you know, we know that this is going to be both imperfect and long term, right? That this is really hard, complicated work. And it takes a while to be able to get everything planned on the front end. So, you know, we can work with local leaders including community members to really think together about what do they want to achieve, and then work to create the roadmap to getting there. You know, our model is pretty straightforward, but straightforward doesn't necessarily mean easy to execute. We think about neighborhood revitalization, number one. So, we're thinking about a place, a neighborhood, the way people who live there think about their neighborhood. Sometimes that aligns with census tracks, but hardly ever. It often aligns with how a city might formally define

a neighborhood. But it's really, you know, what do the people who live there, how do they think of their neighborhood? When they think of their neighborhood, what are the boundaries? Who are who and what are the assets in the neighborhood? What are the strengths that the neighborhood has that they bring to the table? And then what are the challenges and obstacles that they want to overcome? And so, we help folks kind of write all that down, right? So, we understand where we are, and then create a roadmap for implementing this model that includes high quality mixed income housing, creating a neighborhood serving cradle through college education pipeline. Bringing the right kinds of community health and wellness programs and facilities to the neighborhood, the kinds of amenities that everyone wants in their neighborhood but are too often lacking in low-income neighborhoods. And now, we think too about economic vitality. How does money flow in a neighborhood? Who owns the businesses? Who has the jobs? How do we create the opportunity for people who live in that neighborhood to be owning something, whether they're owning their home, owning a business, owning stock, owning an interest in a real estate fund, some way that they're able to own something that will help them generate wealth and hopefully intergenerational wealth that can change their family's trajectory long term. The secret sauce to this though, is what we call a community quarterback organization, right? I just talked about housing, education, health and wellness and economic development. You've got to have some organization that isn't in the service delivery business, but is thinking about after the residents have really created the vision for this community, how does it implement it? And so, they're thinking about how do you work with different public, private and nonprofit partners to actually do the housing, and then to build that education pipeline and create those health and wellness amenities and think about and understand where, how money is flowing and how people who live in that neighborhood can gain wealth as a result of planting their flag and saying, this is going to be great for me and mine. So that community quarterback is essential. And over the last 10 years, in fact, we have really come to appreciate the fact that you need a really robust community quarterback organization in order to be able to execute this work with both equity and excellence.

Dr. Tamara Huff: I'm over here just smiling from ear to ear. I hope you can appreciate it in my voice because I've had the distinct pleasure to actually see one of these purpose-built communities firsthand. I had a chance to meet Jacob

Peters shameless plug for Columbia Park down in New Orleans, and it's absolutely phenomenal.

Carol Redmond: It is. It really is.

Dr. Tamara Huff: The entire, so for our listeners, I want to try to paint this picture because it's a beautiful facility, a beautiful community. It truly is a neighborhood that came together after Katrina, and they basically built just what the neighborhood needed in every aspect, whether it be developing schools, cradle, I love that cradle through college all the way through developing opportunities for financial development. It's just health centers, everything that you could possibly need, workout areas, a movie theater inside of it. It was absolutely phenomenal. So, in your panel, I love the term that you call yourself a neighborhood is that neighborhoods are really central to all of this and central to building out that and the concept of having a community organization that is just building that neighborhood around it. It's exciting. It's exciting. Can you tell us a little bit about Columbia Park? I know you've done so many ones.

Carol Redmond: Sure.

Dr. Tamara Huff: But that one again is near and dear to my heart.

Carol Redmond: Oh, I love Columbia Park. I am so proud of what the Bayou District Foundation and their partners have been able to accomplish since Hurricane Katrina. We first met Jerry Barus and Mike Rodriguez and Gary Solomon in November of 2005, just a few months after Hurricane Katrina. And these were three business leaders who didn't know anything really about community development at the time. They all had their own businesses, their own lives in New Orleans, but we had mutual friends. And the mutual friend said, you all ought to go to Atlanta. This East Lake project could be the model for part of the rebuilding of New Orleans. And they came to the community, and we spent two days together and they came home committed to trying to do something that nobody had ever been able to do in New Orleans, to really create a wonderful neighborhood that supported people in a new and unique way. And they said, we're not experts and we're going to figure it out. And my board, I worked for the East Lake Foundation at the time, my board freed up 30% of my time to help them. And so, we were all joined at the hip trying to figure out, well, who are the right partners? Who are the right real estate development

partners? Who are the right social service partners? What do we need to do for this organization to have the opportunity to redevelop on the St. Bernard public housing site, a site that had eight feet of water in it for more than three weeks after Hurricane Katrina? How did they, how did you get the right to be able to do that? How do we need to compete with others who wanted that opportunity? And so, we kind of took the idea that we're going to come up with the best plan that we can, knowing that residents were scattered all over America after the storm. So, there wasn't like, there could be a planning committee at that point. So how could we take the best things that we could think of and create a great proposal to share with housing authority of the city of New Orleans? And we thought, if they pick us, we're going to be able to execute on this plan. And if they don't pick us and they pick somebody even better than us, that's a win too. And so they chose us. And when I say us, they chose the Bayou District Foundation and Columbia Residential and Kingsley House and the YMCA and now KIPP and all of these great partners who are committed to rebuilding the infrastructure of that community, great housing, great education, bringing a new early learning center to the community. I mean, doing all this, rebuilding the infrastructure so that that neighborhood became a springboard that propelled children into the stratosphere as opposed to throwing up one obstacle after another in front of them.

Dr. Tamara Huff: I get chills about it because the place is absolutely gorgeous.

Carol Redmond: It is.

Dr. Tamara Huff: And, you mentioned during the panel, and again, just thinking about this, and I want to paint this picture for people, that this truly is a mixed income housing. You know, this is an opportunity where if you get the new job, if you continue to grow and you move beyond, you want, you can stay in this community.

Carol Redmond: That's right.

Dr. Tamara Huff: You can stay in this beautiful place. So you have people with every different walk of life, they're thriving together, having that experience together. They're kids interacting together. It's truly, it's wonderful.

Carol Redmond: It is a beautiful model. It's one of my favorite economic models. In the multi-family housing there one third of the units are reserved for

families who are below 30% of area median income. And they receive a subsidy from the housing authority in New Orleans. People between 30 and 60% take advantage of the tax credit subsidy from the low-income housing tax credit program. And then the top one third of the units are market rate, whatever the market will bear. And so, you end up being in a place where people have, you know, dramatically different incomes, but share lots of the same interests, lots of the same values. People live there across incomes because they want to be in a place that offers great schooling. Right? Everybody wants their kids to be in a great school. Every mom that I know, including me when my kids were little, I bought my house primarily because it was near a great early learning center, right? And so, all of those kinds of things attract people across incomes to the community. And once they're there, they want to stay because they're well served. The value proposition to everybody, regardless of whether you pay a full market rate or a subsidized rent, everybody is paying about a third of their income as rent. And they're being well served by the amenities in the neighborhood. It's a platform that really, as I said, will be a springboard that gets their kids connected with their dreams and aspirations.

Dr. Tamara Huff: And I love that because I mean, you have different incomes, but it's also intergenerational.

Carol Redmond: Yeah. Yeah.

Dr. Tamara Huff: You have the kids there, you have the families there with different aged children, but you also have a senior community over there.

Carol Redmond: And a beautiful senior community, by the way. I aspire to live in a senior community that looks that good. And by the way, I should say you can learn more about the Bayou District and Columbia Park by going to their website. I think it's BayouDistrictFoundation.org. And it's a great website. You can look at the purposebuiltcommunities.org website to learn a little bit more about all the projects that we support and our way of working.

Dr. Tamara Huff: And please, I encourage you all, because you just need a glimpse of this. The ownership that the residents have over their spaces. Like they want a community garden, they're going to get a community garden and it's beautiful to see. And along with that, with the idea of mixed income

housing, I love the concept of mixed-use areas, where you're actually empowering people to do better and have the resources to do better from an economic standpoint. Because you mentioned kind of during the presentation, during the panel, poverty is expensive.

Carol Redmond: It is.

Dr. Tamara Huff: A lot, when we talk about food deserts, when we talk about all these things, it is expensive not having access to the basic things you need, whether it's transportation, whether it's healthy foods, great healthcare.

Carol Redmond: Yeah.

Dr. Tamara Huff: It is expensive. And if you could just talk a little bit about how you all are bringing that economic vitality to communities. I think that's so powerful and so needed when we're thinking about these diverse programs.

Carol Redmond: Well, thanks for mentioning the economic vitality work. Our network members really encouraged us to elevate that band of work within our model. And so, we've done that as part of what we call Model 2.0. And, you know, we're trying to continually learn and get better at what we do. And I love it when our network members push us to do something that they're finding works really well in their community. And that's why economic vitality is now embedded in our work. Yes, poverty is expensive and you can think about it in a variety of ways. So, if you don't live within walking distance of a grocery store, you may be going to the little neighborhood convenience store, the bodega, and paying somewhere between 50 and 300% more than you would pay at a suburban grocery store that's offering the same kind of product. If you don't have a car and there's not good public transportation, you may have to pay for an Uber or a Lyft or a taxi, or you may have to rent somebody or pay for somebody's car or have somebody drive you to where you're going. Or spend two hours on a bus ride, that's really a 15-minute car ride. So, you're paying out of your pocket or you're paying with time, which is an even more precious resource. This is one that really always bothers me. Laundry facilities, so, you know, laundry facilities.

Dr. Tamara Huff: Absolutely.

Carol Redmond: There are at Columbia Park and in most of the projects that we support, laundry facilities are in every apartment. And you think if you're a mom with a couple of kids and you're working and you're trying to do everything that you can to support your children in school, the last thing you've got is three hours to go sit in a laundry facility somewhere in your apartment complex or a couple blocks away in a for-profit laundry facility. You know, laundry is to be, that's gender equity in my mind. Having access to a washing machine and a dryer, so I can throw my laundry in while I'm getting dinner ready or while I'm helping my kids with their homework. And too many policies, housing policies at the state level that govern how we allocate low-income housing tax credits don't allow for laundry facilities to be in people's apartments. It's crazy. Somehow, it's too good for people. So, let me get, let me think about that for a minute. Let me hammer in. Sometimes, we have folks who manage the resources, say, you know, bringing a value judgment, right that if you are poor, there must be some sort of moral failing on your part. And then they start, that leads them to be thinking that something would be too good for people. Right. And laundry being one of them, don't get me going on this topic. It's a real issue for me.

Dr. Tamara Huff: You're spot on because a lot of times, we think of what's too good for the other and you otherwise people more.

Carol Redmond: Yes.

Dr. Tamara Huff: One of our earlier speakers during the conference actually has on another podcast, Dr. Alicia Jackson speaks of that is who are those others?

Carol Redmond: Yeah.

Dr. Tamara Huff: Who are those low incomes? Those may be your teacher. That may be your nursing assistant. There is nothing wrong with that. There's dignity in work, there's dignity in different types of work and different types of income, in different circumstances, there's human dignity in everyone.

Carol Redmond: Absolutely.

Dr. Tamara Huff: So yes.

Carol Redmond: You know, one of my mentors, Renee Glover, who used to lead the Atlanta Housing Authority, one of my dear friends and mentors and my former boss used to say, we are building communities for children of God with unlimited human potential. Think about that.

Dr. Tamara Huff: I love that.

Carol Redmond: Building communities for children of God with unlimited human potential. And when you think about it that way, it changes what's too good for people, what's too good for children of God, right?

Dr. Tamara Huff: Nothing.

Carol Redmond: Exactly. So, we start to think about what do people really need to become who they're supposed to be, who they could be? And so that really motivates me.

Dr. Tamara Huff: Oh gosh. Me as well. And the passion just comes through because that is what's good enough for me, you know, is more than just good enough for me. It should be good enough for you and for everyone else.

Carol Redmond: That's right.

Dr. Tamara Huff: So again, early in our conference we talked about the Golden Rule versus the Platinum Rule. Treating people as they want to be treated as they see themselves as being treated, that's the next step. It's not just good enough to be like what you think you want, but something that is even above and beyond that. And I just, what you're doing is that.

Carol Redmond: It's interesting that you raise that now. Sometimes, when we are invited into a neighborhood, people have been beaten down for so long that their aspirations are really small because that's all they've been allowed to dream. Right. Because every time they've thought about something bigger, they've been beaten back. And so, part of the work on the front end is often really starting to develop the kind of trust that allows you to start thinking bigger. And because, you know, people in the neighborhoods where we were invited to work dreaming came at a cost.

Dr. Tamara Huff: Right.

Carol Redmond: If your hope gets dashed, you know, it makes it harder the next time, right, to have a little bit more hope because you're now, you've got that experience, you've been hurt, and the hurt is real. So, developing the trust and then a plan and so that when it's time to execute, the people in the community really believe that it's going to happen. Now, honestly, I would say even if they believe it, they don't believe it until you really do it. Right.

Dr. Tamara Huff: Yeah.

Carol Redmond: But getting to the point where they might say, well, you know, they might just do it. You know, that's a pretty good place to get to, and then, you can prove it with your actions.

Dr. Tamara Huff: I love that because I love the community-centric approach. It's just so powerful. And coming in and humbling, number one, you come in only when invited. That's huge. And then not only that, then the first thing you're doing is listening to what people have to say about their communities. So, they're being heard and being heard is just so important. People want folks to actually listen to them and to respond to their needs. And of course, that builds that trust in the community. One of the young ladies on the panel with you is from Ward Infinity. And one of the programs that we actually have them at our Caucus this year, verbal gymnastics, and their whole idea of playback theater is just making you a better speaker or better listener, so you can then understand, you understand, but also making that other person feel understood. So, bravo to you, bravo to Purpose-Built Communities.

Carol Redmond: You're being kind. I will share with you, you know, when I first made the transition from kind of strict legal work and working for a fancy pants law firm and fancy pants clients, you know, I didn't feel like you could walk into a room and not know the answer. Right. They're paying you big bucks. You're supposed to be able to do it. And then, I learned to say, well, if somebody asked me a question, I didn't know the answer, well, that's a really good question. Let me give it some thought and get back to you. So, you're building up their ego. But when I moved into community development, I brought that same attitude of I'm supposed to know all the answers. People want me to know all the answers. And it took me a minute before I realized that people didn't want me to know all the

answers. They wanted me to help them on their journey of understanding what their answers were. And their answers might be a little bit different than mine or different than in other communities, but their answers were their answers and, it was a real growth step for me, I think personally, to learn that I'm actually more valuable in this space when I don't know the answer than I am when I think I do know the answer.

Dr. Tamara Huff: It's exactly what they say. It's like the answers are already in the room. We just have to open our ears, our hearts, our minds to actually hear those answers. So, love that. And along that line, I want to circle back to like one of your other pillars of community health because so often, one of the things she said on your panel was you never really thought of yourself like five years ago, you might have not thought of yourself as being really a health organization or have any health focus, but so much of what you all are doing is key to addressing the social determinants of health and just key to building healthier communities. Can you talk a little bit about that?

Carol Redmond: Well, I will tell you, I used to conflate access to healthcare with health, and it took me a minute to really understand the social determinants of health as something separate from access to healthcare. Now, access to healthcare is still critical, and health is what happens outside the doctor's office. So, I had a mentor, a guy named Doug Judy, who has led the Build Healthy Places network, who has now joined my board, helped me understand all of this. And now, I really have become an advocate for community development as a way to move the needle on health outcomes. And I'm not talking about simply putting a kidney dialysis center in the bottom floor of a senior high rise that might serve the needs of the people there today. And so, I don't mean to say that that's not a good thing to do, but we've got to move upstream. We've got to be way upstream and be thinking about how are we building communities and supporting children. So those children 60 years from now will not need kidney dialysis.

Dr. Tamara Huff: I mean, absolutely. You have a truly intergenerational focus. Oh, it's truly...

Carol Redmond: You know we are one of our former executive board chair was Shirley Franklin, the former mayor of Atlanta. And Shirley would, you know, be really clear, right, that we were trying to solve big, hairy,

audacious problems that were 400 years in the making and we weren't going to do it in three years or five years, or even 10. We could be on the track, and we could be maybe showing some process outcomes along the way, but this is really intergenerational work, and we need to acknowledge that, own it, and get everybody prepared for intergenerational work. So, the expectations aren't unrealistic that, oh, yeah, three years and you're done, and you've got, you know, everybody's fine and healthy and we've fixed racism.

Dr. Tamara Huff: No, I love that looking at the greater good, looking at decades, you know, hundreds of years, centuries ahead into the future even so we're looking in the past, but also looking beyond tomorrow.

Carol Redmond: That's right.

Dr. Tamara Huff: Those communities then allow the structure to get healthier in having safe areas, having places where people can actually get out and walk and feel more comfortable to be involved. I mean, that's how you improve the health of a community long term.

Carol Redmond: That's right.

Dr. Tamara Huff: That is just so powerful.

Carol Redmond: Place matters. Neighborhood matters. We really think neighborhood is the right unit of change because it's where people experience their city. And, you know, cities typically deliver services in silos, right? You know, you've got the parks and rec department, and then there you've got sewers, and then you've got police and fire and safety over here all delivering and organized in silos. But people experience their community through a horizontal slice of those silos. And we call that horizontal slice a neighborhood. And so, if that neighborhood isn't working for people, we would argue that the city is not working either. And so, when you think about cities organizing themselves around creating healthy neighborhoods, we think that's going to be better for people. And I am so proud of Atlanta's new mayor, Andre Dickens, who is doing just that, really prioritizing neighborhoods and thinking about how do we get to the point where everyone in Atlanta lives in a healthy neighborhood, a neighborhood that helps them on their life journey, a neighborhood that

ties them to all kinds of opportunity as opposed to being places where hope is seldom seen.

Dr. Tamara Huff: This concept of neighborhood. I love how you come back to that every time. Now, I do have a question. In our talks at the Caucus this year, we've definitely talked a lot about neighborhoods, about community and the importance of connection and relationship building and things like that. It's just, they're so important. And granted, New Orleans, Atlanta are more urban areas, do you all do any work in places that are more rural that also have, where that relationship, that trust building, and that connection is so important?

Carol Redmond: So, our work is in cities large and small. And so, we work in some small cities like Spartanburg, South Carolina, which is an amazing purpose-built supported community. The Northside Development Group on the north side of Spartanburg, including Spartanburg Medical Center as a great partner including the Edward Via College of Osteopathic Medicine as a great partner really doing just amazing things. They have improved housing conditions. Education is so much better than it was, a new amazing early learning center serving the community that is going to support teacher development in early learning all over Spartanburg County. Great leadership, really exciting work. So that's what can happen in a small city with great civic leadership, with people like Bill Barnett and Russell Booker and others who have stepped up to really create this great opportunity centering residents every step of the way including on the board of directors of the community quarterback organization. So really just terrific work in that small city. I want to come back though, to something you mentioned about social contact and the importance of relationships. Raj Chetty, who is an economist who runs a group called I think Opportunity Insights has done research. He was the guy who did that map that I showed in my presentation, the big map that shows economic mobility, the opportunity for people to move up the economic food chain during their lifetime. His recent research was published in an article in Nature a couple of months ago. And what he's determined, he said, well, yeah, this place matters in terms of people's likelihood of moving up socioeconomically, but why is it that some places outperform other places? And so, he used big data and things that I'm not really understanding the methodology behind but what he did is he determined that the single most important aspect of somebody moving up faster and higher than they would, than their neighborhood would predict, is whether

they had friends in different socioeconomic groups. So that matters, connection with people in different socioeconomic groups matters. So, it didn't matter if you were talking about black people and black people, white people and white people, brown people and brown people, or any kind of cross-race, cross ethnicity relationship. Lower income folks who had real friends with higher income families, higher income friends were more likely to move up the economic food chain than those who did not. I mean, to me, that's really powerful. It's another reason for us to think about mixed income as a way to create mixed income housing, mixed income schools. So people really are getting to know each other and having those friendships develop. Now, I would argue that they probably don't happen organically. My experience is that you need leaders in the community who are very intentional about creating opportunities for people in different income groups to really have authentic relationships and build those relationships. Great school leaders in mixed income schools know how to do that. Managers in apartment complexes and neighborhood community leaders who are tuned into this will be thinking about how do we build opportunities for families and children, particularly across economic strata to build authentic relationships because those are the things that will ultimately change people's lives. So, how cool is that? This all matters.

Dr. Tamara Huff: It's so cool and the thing is, you know, that in your mind, you know that it matters, but I love the fact that you're giving us the data behind it. That's giving us the support behind it, the research behind it, that it matters.

Carol Redmond: It does.

Dr. Tamara Huff: It really does matter. And I, like I said, I am so excited about this. One other thing I wanted to come back to is that community quarterback organization, the secret sauce. So, we understand that communities come to you typically to say, hey, we want to do this, but how do you go about developing that group of people that are really the conduits? Because when I had the opportunity to talk with Jacob Peters down at Columbia Park, that was the thing that he kept going back to is I helped to connect stakeholders to help make things happen.

Carol Redmond: That's right.

Dr. Tamara Huff: They come up with the ideas and I help to connect the right people. So, can you talk a little bit about that central group?

Carol Redmond: Yeah. Yeah. So, there's, you know, we haven't found the best way to communicate about community quarterbacks yet, but in some ways, I call them both the glue and the grease in a neighborhood revitalization strategy. So, sometimes they're holding partners together during difficult times, and sometimes they're putting a little lubrication when there's already too much friction, right? So, they're helping things work better in the neighborhood. So, here's another example that might resonate with you. If you have ever had the experience of renovating a home, when you do that, you typically hire a general contractor, right? You have a vision of what you want your house to look and feel like, but you don't know what has to happen first, right? You don't know whether the plumbing happens first or the drywall, or the electrical work or the roofing work. You hire that general contractor whose job it is, is to translate your vision into the work of all those subcontractors. So, at the end of the day, you have a new home or a renovated home, that is just what you dreamt of and what you wanted to have. A community quarterback is not unlike that general contractor, not doing all the work himself or herself but thinking about, okay, if this is the vision, how do we plan for this? Okay? If we, how do we plan for the housing to be developed? And what is our agenda and our, our timeline on education? What is our timeline on health and wellness? So, you put all the partners together, you scaffold them up appropriately, so it might not make sense to open a school before the new housing has been built, for example, right? You might want to build the housing before you open your school. So, it's all of those kinds of things, thinking about how these things are connected or should be connected, and then thinking about how do you change the way organizations operate in order to make sure that they're working together. So, let me give you an example. Schools typically, you know, if you're a school leader, you're thinking about what's happening in your school. You're not thinking about necessarily what's happening in the surrounding neighborhood all the time, even though that influences what happens inside the four walls of the school. A community quarterback can be thinking about all those things outside the school. And so, for example, if kids are late every day getting to school, most elementary schools kids read at the beginning of the school day. So, if you're an hour late for school every day, you miss reading every day. And, the school may not have the capacity to be able to get everybody to school on time, but with a community quarterback

organization, you can get all the other partners aligned from everybody from property managers to YMCAs and other health, other providers to be doing things like walking school buses for example, to be able to make sure that everybody knows where they need to be at a certain time and walk to school together. Or you may have a mom who has to get to work early and leaves for work before her kids have left for school. You can identify a neighbor to knock on the door and say, "Hey, come on. It's time to go. Time for us to walk to school." I mean, all of those kinds of little things that can make a real difference in whether kids and families are going to thrive or just stay where they are. So, I mean, it's thinking out of the box. And as I said, being that glue and the grease between all of the different partners.

Dr. Tamara Huff: Basically, they're almost like an operational manager for this whole thing.

Carol Redmond: It's like that general contractor, right?

Dr. Tamara Huff: I love that.

Carol Redmond: Somebody said it's almost like a C-level office in a business that has lots of lines of business, right?

Dr. Tamara Huff: Absolutely.

Carol Redmond: So, you've got to have somebody who's thinking about it at the top level to make sure everything's coordinated and working well together. It doesn't pay to have one line of business working really well if all your other lines of business aren't working as well, right? So how do you make them all work well together? And so you're generally leading by influence. You've got to be, because you're not, these people don't work for you, right? You may have an, you know, an agreement with them of some sort, but it's leading by influence and really helping everybody see that we're all going to do better together, right, if we can work in a really collaborative way, and I would say by putting data up front, so we've got agreed upon common goals that we're trying to get to that we can align around and that we can hold ourselves accountable for. And so, the community quarterback is helping everybody do that. All the partners do that including everybody saying, oh, gosh, if reading is really important and we want to make sure everybody reads at grade level by third grade, I as a property

manager have a role in helping to make sure kids get to school on time because I can do that. Right? So property manager may not think much about that unless somebody is saying, you know what, you could really help here. And here's how.

Dr. Tamara Huff: I love that. It's like the concept, like you said, of the glue and the grease. So, you're holding everybody together, but also till you make things smoother, and it gives you, yes, you have the birds eye view, but then you're also right down there in the midst of it. Yeah. So, when we think about, a lot of times it takes a village, I think you've just expanded the concept of what that village is and what, who is a part of that village. That is just so, so powerful. We're getting close to the end of our time today. Could you share if you had just one call to action? Because I've just enjoyed this. I have so many calls to action already, but if you have one for our listeners in especially in 2023 that really relates to creating purpose-built communities, what would be your call to action?

Carol Redmond: So that's a great question. You know, my call to action is to look with open eyes and think about the systems that have kept people trapped in poverty, particularly black and brown people trapped in poverty and not to blame the victims, right? To recognize that it is that these systems have been broken so long, they have broken the place, but the people are not broken. And if we come at it thinking about, we're building communities for children of God with unlimited human potential, we can create great places and we can change the systems to make it easier to create other great places.

Dr. Tamara Huff: That's the best way to end ever. I absolutely love that. We are all building something great for children of God.

Carol Redmond: That's right.

Dr. Tamara Huff: And that's amazing. So, thank you so much.

Carol Redmond: Oh, my pleasure, Tamara, thank you so much for this.

Dr. Tamara Huff: Thank you for sharing your insights with us on the Health Disparities Podcast today. It, it truly has been an honor and a pleasure sitting across from you today.

Carol Redmond: Right back at you. This has really been a great conversation for me too. Thank you for the opportunity.

Dr. Tamara Huff: Oh, anytime. And a quick reminder to our listeners, you can access videos of the plenary session, including Carol's amazing panel discussion by visiting our website at www.movementislife caucus.com. And if you enjoyed the episode today, please do let your friends and colleagues know about the Health Disparities Podcast, which is available on all leading podcast platforms. Until next time, I'm Dr. Tamara Huff saying thank you for listening to the Health Disparities Podcast. Be safe and be well.

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