# Introduction

What will human progress, human need and Human Services be in Jefferson County, Colorado in 2035? What implications does it have for today’s strategies for public and private human service providers and community partners? On May 16, 2017 twenty-three Human Service professionals were hosted by the Jefferson County Department of Health Services in the “Change maker” room of the Community First Foundation in Arvada to discuss these questions and “step into” alternative futures presented as scenarios. These scenarios were developed by Institute for Alternative Futures, the Jefferson County Department of Human Services, a team of 8 national advisors, 37 expert reviewers, and across 7 focus groups which involved 65 community partners from various government, religious, business and non-profit organizations within Jefferson County.

The Jefferson County Human Progress and Human Services 2035 Scenarios offer a tool for the local Human Services community to explore opportunities and threats, to imagine preferred futures, and to assess the implications of these futures in the context of their county and work, and to consider the robustness of the current directions and strategies. The Scenario Workshop aimed to enhance shared reflection on threats, opportunities, visionary possibilities, and implications for strategies and directions.

The scenarios and Scenario Workshop are a part of the Human Progress and Human Services 2035 project, supported by the Kresge Foundation. This report identifies highlights from the Scenario Workshop Session, including scenario implications, likelihood and preferability, robust directions, and feedback.

## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Scenario Implications</td>
<td>3</td>
</tr>
<tr>
<td>Scenario 1: The Good, the Bad and the Ugly</td>
<td>3</td>
</tr>
<tr>
<td>Scenario 2: Dark Side of the Moon</td>
<td>6</td>
</tr>
<tr>
<td>Scenario 3: Field of Dreams</td>
<td>8</td>
</tr>
<tr>
<td>Scenario 4: Epic 14’er</td>
<td>10</td>
</tr>
<tr>
<td>Robust Implications and Recommendations</td>
<td>12</td>
</tr>
<tr>
<td>Likelihood and Preferability</td>
<td>14</td>
</tr>
<tr>
<td>Concluding Comments</td>
<td>14</td>
</tr>
<tr>
<td>Appendix A: JCHS 2017 Mission, Goals, Strategies &amp; Initiatives</td>
<td>16</td>
</tr>
<tr>
<td>Appendix B: Feedback on the Workshop and Next Steps</td>
<td>19</td>
</tr>
<tr>
<td>Feedback</td>
<td>19</td>
</tr>
<tr>
<td>Next Steps</td>
<td>21</td>
</tr>
</tbody>
</table>
SCENARIO IMPLICATIONS

After reviewing the four scenarios, participants “stepped into” one of the four scenarios to explore implications for current directions. The scenarios explored: zone of conventional expectation (expectable), zone of growing desperation (challenging), and two zones of high aspiration (visionary). The scenarios and the groups working on them were:

- Scenario 1: Expectable: The Good, the Bad and the Ugly
- Scenario 2: Challenging: Dark Side of the Moon
- Scenario 3: Visionary: Field of Dreams
- Scenario 4: Visionary: Epic 14’er

Each group considered the implications for current and upcoming directions and strategies, and then what recommendations should be made, assuming this scenario will occur. These insights from each group are detailed below:

SCENARIO 1: THE GOOD, THE BAD AND THE UGLY

Strategic Implications for JCHS and Human Services in the next five years-- Given your scenario, what are the implications for JCHS’ directions and strategies (see JCHS 2017 Mission, Goals, Strategies & Initiatives handout) in the next five years? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiative should be added? Write your answers below. If you identify a strategic implication for an organization other than JCHS please specify the organization(s) as well:

- JCHS already has wonderful tools to get to data collaboration; but more consolidation of that data is needed. We do have an appreciation of the power of data. More focus on predictive analytics and prevention. Makes it better to serve; better coordination and partnership. Stop the customer from having to repeat steps.
- Work Force center expand work around preparing for job loss and technology.
- Increase soft skills and train to help mitigate the job loss.
- More focus on children and millennials – if young people thrive, that can help mitigate poverty. Challenge is that we need to be able to assist our elders in this same way.
- How do you close the gap with STEM at the schools vs. preparing kids for work force ready for jobs we aren’t yet aware of? Use creativity, analytics, job training, apprenticeships and more collaboration to close the gap with STEM and schools and prepare students for future jobs.
• Urge community colleges to more easily change curriculum. RRCC started an honors program for STEM. There is a desire for education to evolve, so harness and direct.

• Build upon WRHS program and others to further connect schools, community colleges, EDC, work force, and businesses to figure out the career paths that work for individuals and the community.

• Think differently about internships – must be paid, not unpaid. Address high cost of education and address it in the context of career development and living wage.

• Better encourage mentors for children to allow them to develop their own path (going to college or otherwise) and have this begin in the context of each person’s dream of self-reliance. Recognize there is a continuum of options, and all are valuable.

• Balance technology with human need and human element.

• Connect children of immigrants with a trusted person (priest, teacher, Human Services, etc.). to help.

• Health care system should become less siloed and lower cost to better serve JeffCo’s diverse population.

• Universal health care must address a cultural challenge with many of those we serve and need to dive deeper in understanding differing cultures. Need to change the deportation policies, no longer allow for families that are thriving in the states to be broken apart.

• Address potential cognitive issues when integrating schools and senior centers.

• As funding decreases, combine elder and school behavioral health services.

• Need to put more emphasis on equity for kids in school for programs such as IB and AP, and make these programs more accessible.
New recommendations focused on the 2020s and beyond: Focusing beyond the next few years, to the 2020s and 2030s, what new or growing changes will your scenario pose (opportunities or challenges) for human wellbeing and Human Services (e.g. Job loss to automation; extreme weather events; “abundance advances”; policy changes)? How should the community prepare for these; to accelerate them or mitigate them? What recommendations would you make, and to whom would you direct them, for human wellbeing and Human Services to be successful in relation to this future change?

- Develop apprenticeship programs that are universal and cohesive; analyze inventory of what is happening now and adopt what works for better workforce training.
- Find a balance between hard and soft skills.
- Navigate team skills at an early level.
- Need to ensure everyone has a mentor; whether that be a parent, a teacher, at Boys & Girls clubs, etc.
- Do not manage the future, we want to lead it.
- For senior population, JeffCo should move forward the idea of renting part of home to a family; perhaps guided by nonprofits rather than government agencies.
- Address attitudes of “NIMBY,” through education; be more intentional to mobilize affordable.
- Reframe the messenger and the message; involve business sector, not only the public servant, and develop and diversify who delivers the messages about job development.
SCENARIO 2: DARK SIDE OF THE MOON

Strategic Implications for JCHS and Human Services in the next five years—Given your scenario, what are the implications for JCHS’ directions and strategies (see JCHS 2017 Mission, Goals, Strategies & Initiatives handout) in the next five years? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiative should be added? Write your answers below. If you identify a strategic implication for an organization other than JCHS please specify the organization(s) as well:

- Adjust to technology through providing everyone a smart phone, more use of kiosks, more computer literacy (HS, JPL, Partners).
- As people lose jobs and there is more volunteerism, harness that into a more, personalized “we’ve got this” attitude as a community.
- Bring people together to address common issues.
- Focus on what is successful now and build it out further (community partnerships, JPP, POP, etc).
- Prepare for the integration that will be needed after the recession.
- Anticipate and try to mitigate that adult protective needs could increase— as was the case with the 2008 recession.
- Teaching certificates will be needed to help for demand in education; promote trade program for teachers, and change programs from 4-year degree to certification program.
- Provide money to sustain families so basic needs are met which can better address root causes of problems.
- More use of predictive analytics.
- Flexible funding to assist with root causes which helps people move out of the system and out of poverty.
- Solve basic problem first to eliminate needs (not addressing hunger with SNAP but with community gardens, food bank etc.).
- Integrate with partners towards greater community impact and prepare for reduced resources.
- Partner at a higher level; integrate Family Tree and JPL and others with HS to a higher level.
- Place community helping community at center of everything, not the government.
- Encourage other agencies to address issues of isolation due to age, job loss, health care needs.
New recommendations focused on the 2020s and beyond- Focusing beyond the next few years, to the 2020s and 2030s, what new or growing changes will your scenario pose (opportunities or challenges) for human wellbeing and Human Services (e.g. Job loss to automation; extreme weather events; “abundance advances”; policy changes)? How should the community prepare for these; to accelerate them or mitigate them? What recommendations would you make, and to whom would you direct them, for human wellbeing and Human Services to be successful in relation to this future change?

- In any recession, there are thriving economies - how do we forecast to capitalize on industries and areas – how do we identify and get them to invest? This will provide some keys to self-sufficiency.
- Make things economical and accessible once the great recession hits.
- Housing: work to develop partnerships and more education around communities that are currently experiencing homelessness. Develop new financial resources beyond tax credits.
- Must address root cause of what made someone become homeless in the first place instead of thinking of homelessness as a symptom using more upstream prevention; example, addressing violence with education and economic skills.
- Consider what programs and actions are least efficient and can be eliminated.
- Grow JPP and TULSA programs; begin with strategic planning then allow them to grow more independently.
SCENARIO 3: FIELD OF DREAMS

Strategic Implications for JCHS and Human Services in the next five years-- Given your scenario, what are the implications for JCHS’ directions and strategies (see JCHS 2017 Mission, Goals, Strategies & Initiatives handout) in the next five years? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiative should be added? Write your answers below. If you identify a strategic implication for an organization other than JCHS please specify the organization(s) as well:

• Become more proactive about new jobs that will come and those that will be automated.
• Be proactive with youth; try to stop the cycle that when people grow up in affordable housing, they will stay in affordable housing.
• Be proactive with veterans; looking forward to creating solutions before the homeless problem becomes chronic.
• Create a program to keep kids on an education track.
• Within a week of birth, have a nurse visit the home to help new parents identify what is needed from health to budgeting - possibly using a technology app.
• In immigrant communities, hire those of the same race and train them to model appropriate parenting to new parents.
• Move two-gen approach and equity into the values of human services, rather than an initiative.
• Partners and JeffCo need to impart messaging on empathy and compassion to change attitudes.
• Need a national leader to bring us together after the current administration.
• Lead a countywide initiative to thrive through working together.
• Shift our staff from providing funds to teaching and coaching financial literacy and life skills, including career planning.
• Need to develop new job ideas for people due to funding cuts with Human Services.
• Need to expand opportunities for seniors to volunteer – this may be easier with virtual opportunities.
• More conversations, planning and action around transportation.
• Create communities at lower cost through technologies which would allow people more options.
• Develop an overarching group including Human Services, churches, and non-profits, to all join to create change in attitudes and create solutions. Accelerate the conversation about equity (fairness of opportunity) within the community.
• Create "hubs" to take people directly from homes or workplace directly to specific locations (grocery stores, doctors, etc.). to avoid multiple bus transfers.
New recommendations focused on the 2020s and beyond- Focusing beyond the next few years, to the 2020s and 2030s, what new or growing changes will your scenario pose (opportunities or challenges) for human wellbeing and Human Services (e.g. Job loss to automation; extreme weather events; “abundance advances”; policy changes)? How should the community prepare for these; to accelerate them or mitigate them? What recommendations would you make, and to whom would you direct them, for human wellbeing and Human Services to be successful in relation to this future change?

- Utilizing virtual volunteerism similarly to virtual medicine.
- Virtual training education and classes.
- CYFAFS should utilize virtual technology to do jobs.
- More prevention methods for addressing homelessness, kids dropping out of school, etc.
- Teach adults and kids about community gardens and shared responsibility.
- Create neighborhoods and communities using schools as the center point.
- Expand idea of community beyond just a place where you live to a concept of connectivity.
- Better “No Wrong Door” and “One Stop Shop” strategies - incorporate multiple programs and resources under one roof. Develop integrated systems among partner agencies.
SCENARIO 4: EPIC 14’ER

Strategic Implications for JCHS and Human Services in the next five years-- Given your scenario, what are the implications for JCHS’ directions and strategies (see JCHS 2017 Mission, Goals, Strategies & Initiatives handout) in the next five years? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiative should be added? Write your answers below. If you identify a strategic implication for an organization other than JCHS please specify the organization(s) as well:

- Key components of success include accessibility to:
  - Housing
  - Employment and education
  - Livable wages, entrepreneurship, sustainability for citizens
  - Healthcare

- Implications:
  - Private/public partnerships utilizing resources we have and finding ways to more effectively direct those resources
  - Collective impact and collective leadership, working together intentionally, collaborative planning
  - Data drives dollars
  - More robust communication; intra-departmental and then inter-departmental
  - Create a broader network of service providers
  - Grow the smaller initiatives which currently having an impact.

- What is likely to be successful:
  - Individual family plans written with collaboration of all aspects (housing, education, employment, food security)
  - Technology supported abundance advances
  - Integration between agencies and non-profits
  - Aging services; disease prevention
  - Group housing, accessible and attainable housing.

- Enhancements/Additions:
  - Developing more attainable and accessible housing – accelerate and prepare for changes in demand and population; championing and potentially incentivizing mixed-use, lifestyle-friendly housing (using social marketing).
  - JCHS could benefit from having explicit agreements; scope of work, outcomes, data driven, relationship expectations, community action plan.
  - JCHS could benefit from these agreements; but does not always have to be the driver, have other partners take the lead and primary responsibility.
• JCHS and partners could benefit from a collective database for services and what agencies are primary to specific services; more streamlined.
• Economics and job creation
• Balance of left brain with right brain stimulation using creativity, arts and music.

New recommendations focused on the 2020s and beyond- Focusing beyond the next few years, to the 2020s and 2030s, what new or growing changes will your scenario pose (opportunities or challenges) for human wellbeing and Human Services (e.g. Job loss to automation; extreme weather events; “abundance advances”; policy changes)? How should the community prepare for these; to accelerate them or mitigate them? What recommendations would you make, and to whom would you direct them, for human wellbeing and Human Services to be successful in relation to this future change?

• New and Growing Changes:
  • Risk aversion – need to better teach our children how to take calculated risks.
  • Opportunity for young adults to move into our society; more and different opportunities, more emphasis on building the talent pipeline.
  • More global exposure and how this all connects to our community.
• Environmental issues and their effect on collective impact.
• Rethink the value system of resources; cost of the power shift.
• Recommendations and Directed to:
  • Futurism – incorporate into all levels of society; particularly our Human Services clients – what will their specific family, job and community look like? Take the futurist process to them.
  • Be mindful of unintended consequences and dependence of technology; may increase lack of communication skills and critical thinking skills, isolation, negative health impacts, negative social impacts – use arts and outdoor experiences to counteract these potential impacts.
  • Direct these recommendations to industry leaders, JeffCo Economic Development Corporation, School systems, and outdoor agencies and experiences.

ROBUST IMPLICATIONS AND RECOMMENDATIONS

After the small groups shared highlights of their discussions of strategic implications and recommendations, the full group identified those that are “robust” - meaning found to work across two or more scenarios. These were reflected upon in relation to JCHS Goals and Initiatives, included in Appendix A. The primary findings are as follows:

• Be proactive and flexible in evolving along with a changing workforce:
  • Greater integration across career development to bridge the gap between skill sets of potential employees and the jobs available.
  • More development of apprenticeships and entrepreneurial programs.
  • Ensure better remote access to job experiences.
  • Develop family stability first (ensure environments that are safe and stable for kids) then focus on workforce, education, career, employment
  • Identify strategies to work with the business community beyond just workforce activities.
  • Have education focus more on vocational preparation.
  • Educate and train with a balance between hard and soft skills.
  • Reframe the message of employment; moving to new areas and getting people excited and ready for these new opportunities.
• More upstream and preventative approaches.
  • As an example, address hunger by reaching the root cause with community gardens and food banks rather than SNAP
  • Combing services such as housing and health for substance abuse prevention and treating root causes.
• Ensure that equity operates as an integrated value, not just a concept, within Human Services and elsewhere.
  • Ensure fairness of opportunity.
• Integrate further agencies, non-profits and other partners.
  • Breakup the competing outcomes often designed into the process via funding streams. Continuum of life activities should be seamless for the person, whether that is based of choice of income creation, health care choices, health and equity, etc.
  • Dialogue about health care and community partners to assist with healthy transitions related to a life event, family changes, health condition changes, etc. These would blend in outcome design and would validate current strategic direction, and encourage more robust integration
  • Create a community action plan across the continuum of services
  • Enhance “No Wrong Door” and “One Stop Shop” strategies - incorporate multiple programs and resources under one roof. Develop integrated systems among partner agencies.

• New attitudes towards shaping community housing – conceive of and develop future neighborhoods, schools and businesses that are shaped differently than they are today.
  • Encourage the business community as advocates of our work on housing, employment, CYF etc.
  • Develop more attainable and accessible housing – accelerate and prepare for changes in demand and population; championing and potentially incentivizing mixed-use, lifestyle-friendly housing (using social marketing).
  • Address attitudes of “NIMBY,” through education.

• Allow customers and clients to take ownership of their outcomes
  • Better enacting person-centered and self-reliance approaches
  • Conduct community future forum
    ▪ Incorporate future building into all levels of society; particularly our Human Services clients – what will their specific family, job and community look like? What do they envision?
    ▪ Adapt change management techniques and approaches

• Address isolation using arts, culture and community efforts.
• Use technology (including abundance advances) and data integration strategically for the benefit of Jefferson County human service agencies and
  • Frame abundance advances in a way that connects with people’s ideals and lifestyles.
  • Develop virtual service delivery, virtual training, virtual volunteerism and virtual education platforms
  • Change privacy regulations to be more supportive of secure and smart data sharing between agencies
  • Streamline eligibility using data systems
The workshop participants considered both the likelihood and the preferability of each scenario. A poll was conducted after the scenarios were presented, and discussed in the afternoon. Each participant judged the four scenarios’ likelihood and preferability with a value from 0 to 100; 0 represented not likely or not preferable at all, and 100 represented complete likelihood or preferability. The scenarios were not to be considered as mutually exclusive sets, so the sum of values in each column could exceed 100.

Presented in the table below (Figure 5) are the results of the poll. The numbers represent the average values of poll results.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>LIKELIHOOD</th>
<th>PREFERABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario 1: The Good, the Bad and the Ugly</td>
<td>63</td>
<td>44</td>
</tr>
<tr>
<td>Scenario 2: Dark Side of the Moon</td>
<td>43</td>
<td>6</td>
</tr>
<tr>
<td>Scenario 3: Field of Dreams</td>
<td>43</td>
<td>67</td>
</tr>
<tr>
<td>Scenario 4: Epic 14’er</td>
<td>41</td>
<td>73</td>
</tr>
</tbody>
</table>

The participants found Scenario 1 to be the most likely. That makes sense, given that in IAF’s construction of Scenarios, the first scenario should reflect the most likely future, given current trends. However, Scenario 1 is not very preferable. The challenging Scenario 2 is somewhat likely at 43% and very low in preferability at 6%. Interestingly, Scenario 3 and 4, are close in likelihood to the most challenging Scenario, but much more preferable at 67% and 73% respectively, compared with the low 6% results of scenario 2. The scenarios provide complex, integrated alternative forecasts for the community and Human Services. Scenario 1 represents the type of forecasts that would be used in strategic planning – helping to focus strategies in the face of the most likely future. But that creates the possibility of creating or at least reinforcing a suboptimal future. Scenario 3 and 4 are both more aspirational and leave open the prospect of working to create those more visionary futures. This activity offers an opportunity to reflect on how the preferable can become more likely.

CONCLUDING COMMENTS

As the workshop neared its completion participants provided written feedback on the workshop, and some next steps for human services for opportunities and partnerships. See Appendix B.

Clem Bezold of IAF provided final remarks by thanking JCHS for the opportunity for IAF to work with such a vanguard Human Services department and noting that this scenario effort calls for JCHS and the
human services community to 1) monitor how the futures are unfolding; 2) anticipate the opportunities and threats that you have identified across the scenarios; 3) pursue your robust recommendations; 4) check your aspirations, your vision, and create your preferred futures for human services.

Lynn Johnson, Director of Jefferson County Department of Human Services, concluded by thanking IAF for the opportunity to develop these scenarios and thanking participants for their hard work. She shared,

“...We are not done. This doesn’t end as we vision, and what I want to do is vision a world where the community steps up so we don’t need to spend millions of dollars on the most vulnerable. We can vision what could be and get out of the box we’ve been put into. Ask ourselves, ‘what could it be?’ Because of this future building, we have started that process. Only we can make this happen. Only those of us who see in people’s eyes; we see the faces not the cases. Only those of us along with all our teams in the community can push that urgency. What I heard recently about human services was, if we could have a bigger tolerance for failure then the human service world could be better. And all I could think was ‘200 years of failure for human services and we need more tolerance for that?’ And it made me start thinking, if we had as much of an urgency as we do to end cancer, to work on health insurance, to deal with the Zika virus, to end poverty and we told our elected officials there is no more time to wait- what could happen? And only us as an army, moving into futuristic thinking can do that. So, I challenge you, as JeffCo moves together, I will tell you — and for those of you who work in multiple counties and states and throughout the country - nothing breeds competition better than a successful County ending poverty and stopping abuse and neglect and helping our seniors. So, let us be the ones they want to compete with. Let’s take that urgency to our politicians, let’s tell people that it is not okay for us spend another one hundred years trying to figure out why a child has to go to bed hungry, or abused, or neglected. It is us that makes the difference, so because we have this futuristic thinking, the stage has been set for us to be urgent; to talk to people. We will not tolerate more bureaucracy. We will not tolerate another one hundred years of failed human services. So, go forth and do that. I challenge you all to keep it going. Hold me accountable, hold my team accountable, hold each other accountable. And help each other. Because our jobs are hard – it is tough. But as we make it an urgent issue, we will succeed. And there is no better time than now. Because I don’t want to get to 2035 and get to the challenging scenario [Dark Side of the Moon]. So, let’s not get there. Let us get to some of these really great places together.

Together we are strong, so let’s do it.”
Jefferson County Human Services

2017 Mission, Goals, Strategies & Initiatives

JCHS’s Mission:

Jefferson County Human Services employs talented, passionate professionals who empower people and communities to thrive.

Vision:

- We provide excellent, individualized service throughout communities with dignity and respect.
- We collaborate with community partners to provide a wide range of integrated services to meet diverse needs.
- We are the employer of choice for passionate and motivated professionals.

Values:

- Person Centered
- Passionate and Motivated Leaders
- Professional Excellence
- Fiscal Responsibility
- Inclusiveness
- Transparency
- Creative and Innovation
- Collaborative Decision Making
- Integrity

JCHS strives for an integrated HS organization that:

- Utilizing the highest level of customer service, JCHS transitions people out of systems by helping them become self-reliant
- Employs a two-gen system of engagement to decrease recidivism and increase individual and family success
- Utilizes the value curve proposition as a guide in developing a comprehensive business model that drives return on investment for our customers and our community
Agency Operating Goals

1. Recruit, develop and maintain a workforce that is high performing and drives outcomes for the customers that we serve.
2. Using a generative model, engage with community partners in a meaningful way to serve our customers.
3. Align people and financial assets so that we are investing the necessary level of resources to ensure effective and equitable service delivery.
4. Develop an integrated service delivery system supported by technology, which enables staff to share information and work collaboratively.

Strategies: Customer Service
- Improve the customer experience by becoming more integrated, using technological tools to prevent the client from having to tell their story multiple times or losing their paper work etc.
- Apply an equity lens to help mitigate disparities in outcomes and customer experience
- Use navigation as a tool to address families' and individuals' multiple barriers, intervening early to move to self-reliance quickly

Strategies: Staff Development
- Employ a total rewards employee program as a way of supporting an Employer of Choice model
- Attract and retain the highest level of talent
- Provide competitive pay and benefits based on market analyses
- Build a solid leadership foundation through continuous leadership development training
- Provide continual coaching and support throughout the agency at all levels

Department-wide Initiatives
- Service Integration
- Two Gen Approach
- Gen App Information Sharing
- Inclusivity and Equity Training
- Non-Profit Partnerships
- Employer of Choice
- New Employee Orientation

Program Specific Initiatives
- Jeffco Prosperity Project
- Collaborative Foster Care
- Aging Well
- Power of Partnership
- Jeffco Thrives
- Business Process Re-engineering
- FIT Court
- Children Youth Leadership Commission

**Next Steps**
- Continue to develop our workforce to meet continued demand, with increased outcomes
- Strengthen the technological capacities of the organization to help support the intended practice, system and client outcomes
- Continue to develop systems that analyze program outcomes and inform for future practice
- Demonstrate high value for tax dollars spent and strong customer satisfaction
APPENDIX B: FEEDBACK ON THE WORKSHOP AND NEXT STEPS

After concluding remarks, participants filled out “Feedback” and “Next Steps” forms. The feedback form allowed participants to reflect upon the Scenario Workshop itself, and serves as a tool for future Scenario Workshop improvement. The Next Steps questions allowed reflection on the future of specific JCHS partnerships, actions, and preparedness. The highlights of the responses are listed below.

FEEDBACK

1. What were the most meaningful things you learned from the Jefferson County 2035 Scenarios or experienced at the workshop?
   • Some of the future specific issues that we face as a community
   • It is hard for JeffCo to focus on the doom and gloom
   • Thinking of the ripple effect of new paradigms and tech advances
   • Forecasting, planning, involving more people
   • Good things are possible
   • The diverse perspectives from agencies and organization attending and participating; May be challenging to get everyone on the same page as everyone has an agenda
   • Vision is the key
   • Big picture view of what the future may look like and all possible considerations
   • conversations and exploration with colleagues at table
   • Many different perspectives really help- I want more
   • Opportunity to build relationships and rapport
   • Opportunity to hone/refine forecasting skills
   • The process of looking ahead and how it helps change what we do today

2. In what ways may your learning or insights from the scenario process affect:
   a) How you monitor the environment, the forces, shaping your organization?
   • It should be part of all future major decisions and direction of the organization
   • Broaden my awareness to anticipate the future implications
   • Think much bigger picture/longer
   • Take part in more collaborative sessions like these to see a bigger picture beyond my profession
   • I will be paying more attention to the trends in technology, housing, etc.
   • Cast the net wider
   • I will be more mindful and cognizant of trends
   • May prompt for additional measures of outcomes
   • I would like to take the time to monitor what is coming more often- read more about "futurism"
   • The awareness of issues to watch as we move forward and how they impact each other
   • Will pay more attention; look at Futurism magazine
   • Enhance agency environmental assessment process

   b) The strategies or tactics you pursue?
   • Combining resources/align strategies
   • Make an effort to stay ahead. Look at what the possibilities are and what current state is
• Continue to think big picture in a wider vision
• I will subscribe to Futurism
• Recognizing other agency perspectives and objectives
• Always being forward thinking when planning
• Reinforces our integration, 2 gen strategies/approaches, also validates our continued efforts to strengthen workforce development opportunities

c) Your communications and relationships with partners in the community?
• Learn the language and perspectives of others to take more effective ways we create shared understanding
• I have always valued community collaboration with partnerships, but see them even more critical than ever before
• I will reframe the narrative
• not sure different as I've had an opportunity to work with community partners for a few years
• Establish technology links
• Pushing others to consider future implications when discussing issues
• Helps different understanding to consider more clearly and effectively x not only this futuristic look but why critical to JeffCo success as a community
• Be not afraid to try new things and push ideas!
• a reminder to take/allow more time to nurture relationships that have value and potential
• Finding the right channel, message and delivery for the appropriate audience

3. From today's workshop itself, what did you like most about it?
• The discussions from the various perspectives
• Great ideas
• Using scenario building to identify next steps
• hearing future scenarios, projecting futures with others
• The team building, the shared discussions with planning for the various possible scenarios
• Thinking about what need to do now to achieve a positive outcome
• Working in small groups
• Thinking forward differently
• The mind expansion
• Sharing with wonderful community leaders
• Time spent discussing the scenarios in small groups
• Conversations at table
• The individual deliberations
• Seeing how the work evolves and is shaped! Will be looking forward to what happens with national scenarios

4. For today's workshop, what improvements would you suggest for future Human Services scenario workshop?
• The beginning is a little long. It would be helpful to integrate some group discussion.
• Ongoing touch points to keep this going/ bringing the community partners together
• None it was great!
• The facilitation could move more quickly, much is repeated
• Include more about public health
• The scenarios were created by a different group - would be nice to have consistency between the meeting attendees or ability to change scenarios
• Opportunity to look more holistic at unintended consequences
• Well done
• None - thank you!
• Shorter presentation at the top with more room for conversation - overall GREAT Thank you!
• Shorten the scenarios by using bullet points
• Shorten timing if possible
• Agenda and directions available to participants sooner so they know what to expect

NEXT STEPS

A. What do you see in terms of an integrated public and private health and human service continuum in Jefferson County?
• Collaborative and collective leadership
• Opportunity for all to be included
• Connection between the many successful initiatives that already exist. In an attempt to integrate organizations and increase collaboration we have unintentionally siloed the successful initiatives.
• Education in terms of the issues the future brings and how all public and private entities can help solve these issues
• Breakup of competing outcomes often designed into the process via funding streams. Continuum of life activities should be seamless for the person, whether that is based of choice of income creation, health care choices, health and equity, etc.
• Adding breadth of integrated services - move housing/homelessness and behavioral/physical health for example
• Involves many more than we have now
• Dependent upon the resolve of the entire community to collectively collaborate from needs based outcomes to focusing leadership
• We must proceed with intention to develop metrics that measure true collaboration and collaborative workplaces
• Our leaders must demand we do this - shared leadership
• More coordination with health care systems; larger than the health department. Substance abuse impacts on health
• Way for all the groups to be working toward the same goal - vision for the County
• Integration of service agencies has been happening (mental health, physical health, substance use) but all have mostly been public/nonprofit agencies - there is a great deal of work to be done with integration of public/private
• I see this strengthening the momentum there is to integrate services and structures are being established - JPP, CYLC etc.
• We are already integrated but need a bigger stronger network
How should that shape JCHS’ work and the services JCHS delivers for our customers?

- JCHS as convener - not necessarily service provider for all services
- We need to connect the dots
- Should be a critical driver in shaping that work
- Dialogue about health care and community partners to assist with healthy transitions from one life event- another family changes, health impact changes, etc. all blend in outcome design
- Validates current strategic direction, encourages more robust integration potential
- Family stabilization first (safe and stable for kids) then workforce, education, career, employment
- Create a community action plan across the continuum of services
- Active work with partners
- Shape it with the consumers and community, would have been great to pay a family member to be here
- We would all have the same goal and each of our work builds on/feeds into that goal
- Continue to partner and work with others to elevate community and leverage resources as we learn from each other and help each other we grow
- Improved services by those that do it well, less need for HS

B. Where are the next opportunities for partnerships and shared work?

- Encourage the business community as advocates of our work on housing, employment, CYF etc.
- Start within Jefferson County itself
- Health care; immigration/culture/agencies. Blending community needs with large quasi-government entities
- Housing, housing, housing
- The career/economic development/education/workforce continuum
- Mental health- child protection- workforce- child care
  The difficult part is different and limited funding streams with various requirements
- Build on existing JPP, et al
- Public health and human services and social determinants of health = collaboration
- Business community
- Residential neighborhoods
- Continued partnerships
- Working on creating shared data bases
- Development of work groups to expand the collaboration
- HOUSING, health services - greater focus on improvements for mental health and substance Abuse prevention and improved access and awareness of resources
- Strategic development of larger partnerships around housing options, equity

How should that shape JCHS' work and the services JCHS delivers for our customers?

- Need to identify strategies to work with the business community beyond just workforce activities
- Become collaborative with all divisions of Jefferson county
- Vision can make it happen
- To work on prevention
- Continue to work on "one door" on the community
- What are the critical needs you can focus on and what needs can others support? Help us understand your work and how we partner
- Streamlined less duplicative efforts where needs are met in a way that people no longer need help
C. The scenarios forecast significant impacts of data and technology on our work, including automated eligibility processing; more comprehensive family needs/resource analysis; predictive analytics anticipating/preventing problems; cognitive computing apps doing counseling and case management.

What other data and technology applications do you see in the years ahead for the Department?

- Sharing data across agencies/organizations
- Better access to job experiences remotely
- Change of privacy vs data sharing
- Integration of systems
- Virtual service delivery; virtual training, education - use of technology to provide supervision, client contracts
- Substance abuse treated as medical condition with modern treatments
- Streamlined eligibility
- Ending poverty so JCHS not needed

How do we get ready to use these changes appropriately and effectively?

- Big picture planning and sustainability planning - systems that work in the future and adapt to changes
- Reframing message and the messenger
- Conduct community future forum
- Adapt change management techniques and approaches
- Reduce fear
- Encourage abundance mentality
- Research, partnerships
- LOTS of communication, planning
- Public understanding and awareness of what you do and how you do it