



Baltimore Human Progress and Human Services 2035 Scenario Workshop Report



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INTRODUCTION

In 2035 – what will human progress, human need and human services be in Baltimore? What implications does that have for shared community goals, and what modifications or recommendations may be needed over the years? And what implications does it have for today's strategies for public and private human service providers and community partners?

On May 2, 2019 the Center for Urban Families (CFUF) and the Institute for Alternative Futures (IAF) hosted a “scenario workshop” to discuss these questions and “step into” the alternative futures represented by the four scenarios. Participants were from various leading organizations in the community. The scenarios had been developed by more than 35 community leaders in April 2019, using the Institute for Alternative Futures’ framework for understanding the future of human services and their environment.

The Baltimore 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, bound uncertainty and to assess the implications of these futures for several leading organizations of Baltimore's goals and strategies.

The Center for Urban Families was invited to be the convener of the Baltimore effort because of their bold leadership in human services in the City and their relationship with The Kresge Foundation. The Baltimore effort is one of 11 state and local Human Services 2035 efforts in this national Human Progress and Human Services 2035 scenario project. The national scenarios and the other state and local scenarios are available here, including the Baltimore Human Progress and Human Services 2035 scenarios are available here: <http://altfutures.org/projects/human-progress-and-human-services-2035>

This report identifies highlights from the May 2nd Baltimore Scenario Workshop, including key recommendations, scenario likelihood and preferability, next steps and feedback.

IMPLICATIONS OF EACH SCENARIO FOR CURRENT GOALS AND STRATEGIES

At the May 2nd Scenario Workshop, the Baltimore Human Services 2035 scenarios were presented and discussed. (See the scenarios used in the Baltimore Human Services 2035 section at the project website here: <http://altfutures.org/projects/human-progress-and-human-services-2035>) Then participants joined scenario teams to “step into” that future, exploring it in more detail and considering the implications for current human service goals and strategies in their scenario. Would current strategies and goals be successful in the scenario – would they need to be adjusted? Appendix A provides the list of Baltimore human service goals as strategies. Each scenario team then considered what recommendations they would make for their scenario for the next 5 years, and then for the decade from 2025 to 2035. The highlights of the implications and recommendations for each Scenario are as follows.

Scenario 1: One Step Forward, Two Steps Back

**In your scenario will the current Baltimore human service goals and strategies be successful?
What changes or additions would be needed in your scenario?**

- Elected & perspective officials need to have a realistic and true assessment of what is occurring in the neighborhoods they represent (outside of the election cycle).
- Implement a dynamic shift in the way homelessness with the youth population is addressed.
- Introduce audacious legislation to address where dollars, intended to better life outcomes for vulnerable citizens, are prioritized and spent.

Recommendations for human progress and human services, in your scenario, in the next five years:

- Provide new housing initiatives that respond to the escalating presence of grandparents taking care of grandchildren due to parent absence.
- Expand upon and craft new home buying programs from residents that would like to become home owners in their neighborhoods (get rid of subprime lending, predatory practices)
- Make visits to Biz town, an opportunity for primary school aged children to experience a model of buying insurance and making “adult decisions”, for all students
- Make broader investments to the community school platform

- Enhance communication, collaboration, and shared resources as a strategy for better service delivery.

Recommendations for human services, equity and poverty reduction focused on 2025 to 2035 in your scenario:

- Expand wage increases to match that of inflation rates.
- Prepare for, and understand, the next “addiction craze” and how to proactively address it by 2025.
- Increase focus and investment with the 0-5 age range.
- Have “fail safes” in place to address and account for the unaccountable; meaning, events that are unforeseen, even with futuring efforts.
 - Develop strategies for if and when a problem occurs.
- Set policies and procedures that would support baby boomers in addressing their technological prowess and other ills that may confuse them as they age.

Scenario 2: B'more, B'less

In your scenario will the current Baltimore human service goals and strategies be successful?

What changes or additions would be needed in your scenario?

- This scenario lacks city-wide strategies and positive narrative, which will be vital in achieving any goals or strategies.

Recommendations for human progress and human services, in your scenario, in the next five years:

- Change philanthropic ecosystem from charitable giving to wealth redistribution.
- Build human services strategies that are community-driven
 - Ask voters to decide and have efforts be driven from the ground-up.
- Align human services to increase effectiveness.

Recommendations for human services, equity and poverty reduction focused on 2025 to 2035 in your scenario:

- Invest in positive deviance- look for models across human services that are working and use replication pilots to change human service delivery in Baltimore (e.g. Scotland regards criminal behavior as a mental health issue and has changed how police ACT and REACT, reducing prison pipeline).
- Remove models that reinforce negative power dynamics by: recognizing and using asset framed narratives; using family independence initiatives; creating pathways to turn lessons learned into action; developing action plans rather than strategic plans, developing plans based on family identified gaps rather than typical statements of need; changing donor progress indicators to match changes in the gap.
- Create a ground swell of public will in the way it was used to create Medicare to create GBI or other policies that redistribute funds to alleviate poverty (e.g. vouchers for home rentals could be redirected for home ownership); eliminate the need for human services by changing the power structure, recognizing that people are self-sufficient and fund the path to thriving, address issues from the lenses that need for help is normative; address the underlying issues of trauma; build relationships that support change.

Scenario 3: NOW: New Opportunities Working

In your scenario will the current Baltimore human service goals and strategies be successful?

What changes or additions would be needed in your scenario?

- Increase supports and training for students, particularly as the economy and workforce is evolving.
- Recognize that Guaranteed Basic Income will not necessarily create equity and modify or develop additional supports towards greater equity.
- Impact of the current Justice System must be addressed, reconciled and reformed.
- Increase community coordination.

Recommendations for human progress and human services, in your scenario, in the next five years:

- Build infrastructure for human services technology, which:

- Allows community organizations to collaborate and allows clients to access multiple services.
- Focus on Equity
 - Take a community approach vs. top-down to build systems of services.
 - Develop networks of support for services and community members.
- Prepare for AI
 - Students and Human services agencies to be involved and proactive in the development of AI.

Recommendations for human services, equity and poverty reduction focused on 2025 to 2035 in your scenario:

- Develop strong infrastructure around:
 - Transportation
 - Neighborhood Resources
 - School curriculum
 - Food Security
- Make Baltimore a City of Choice to Live In.
- Reassess the GBI for a more equitable model.
- Networks, networks, networks!

Scenario 4: All Boats Rise

In your scenario will the current Baltimore human service goals and strategies be successful?

What changes or additions would be needed in your scenario?

- Establish a set of policies to slow the impact of automation.
- Address systematic issues such as low performing schools and literacy levels, mental health, trauma, transportation, substance abuse, etc.
- Increase year-round opportunities for youth to be engaged as active members of their communities such as trainings, employment opportunities, career exploration, etc.
- Ensure access to the cashless economy for all (e.g. SNAP benefits that provide debit card functions).
- Address climate change, lead-based paint impact, and other environmental factors that have a negative impact.
- Address child support and other policies that negatively impact family stability.

Recommendations for human progress and human services, in your scenario, in the next five years:

- Create incentives for private sector employers to align private sector equity with public policy goals.
- Promote and encourage more resident involvement in decision making regarding community development and funding in their respective neighborhoods.
- Prepare for the future by disrupting how schools are currently operating.
- Anticipate how the “Amazon Prime effect” of home delivery will impact local businesses (especially grocery & retail shops) and communities.

Recommendations for human services, equity and poverty reduction focused on 2025 to 2035 in your scenario:

- Change policies that promote the status quo.
- Implement a cashless economy that everyone can access.
- Ensure that the direct care workforce has family sustaining wages.
- Ensure that education and workforce systems are aligned to support a post-industrial and skills-based service economy.

LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS

The workshop participants were asked to consider both the likelihood and the preferability of each scenario during the morning Scenario presentations and to record these on their polling form. Each participant assessed 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 are the average values.

Scenario	Likelihood	Preferability
Scenario 1: One Step Forward, Two Steps Back	60	23
Scenario 2: B'more, B'less	45	6
Scenario 3: NOW: New Opportunities Working	34	68
Scenario 4: All Boats Rise	27	82

The participants found Scenario 1 to be relatively likely and the most likely of the four, which reflects the intended construction of this expectable scenario; however, Scenario 1 is not the most preferable. Scenarios 3 and 4 (visionary) are significantly more preferable but perceived as less likely.

The results from Baltimore were similar to the averages found across the other state and local Human Services 2035 efforts.

One lesson from looking at these results is the risk of reinforcing a suboptimal future. Scenario 1 represents the type of forecasts that are often used in strategic planning, particularly in assessing the opportunities and threats the community faces (the O & T of a classic SWOT analysis). But Scenario 1 is not as preferable as either Scenario 3 or 4. Communities are at risk of building their plans in reaction to the most likely future.

ROBUST RECOMMENDATIONS FOR EQUITY AND WEALTH BUILDING IN BALTIMORE

After each Scenario team presented their insights and recommendations, participants identified which were ‘robust’ – meaning, those that worked across two or more scenarios.

- Community must be included in all decision making
 - Movements must be “bottom up” not “top down”
- Addressing climate change
 - Across all 4 scenarios, climate change is a challenge that must be confronted and prepared for, beginning now
- Empowering/educating youth
 - Particularly as the job market evolves, Baltimore must be proactive in properly preparing and empowering young people to succeed
 - Restructure education and schools, ensuring schools are focused on what kids need to be successful
 - Increase training opportunities, focused on where work is going
- Give greater consideration to the GBI and other long term income supports to develop the system to be more truly equitable
- Home ownership
 - Change policies and practices to help people succeed in housing mobility and educate and support Baltimore residents towards home ownership, which builds family and community wealth
- Building on strengths of people and community; promoting networks
 - Embrace and heighten positive narratives, which promote the good assets and strengths of Baltimore
- Prepare, anticipate and mitigate the impact of automation on the workforce
 - Technology will be a tool to manage some systems
- Address the coordination between and among human services and increase connectivity
- Encourage meaningful leadership to help guide and transform Baltimore

These represent high priority areas for joint action in the City. Participants provided their personal sense of potential next steps in an end-of-the-meeting survey that asked both about next steps and their feedback on the scenario workshop. Participants ended the meeting providing their individual

sense of next steps and feedback on the meeting. These further next steps for pursuing, equity and enhanced human services in Baltimore are identified in Appendix A, the list of human service goals and strategies used in the scenario exercise is Appendix B, and participants' feedback on and suggestions for the Scenario Workshop are in Appendix C.

CONCLUSION

To conclude the Workshop, participants were encouraged to continue to **aspire** and **monitor their aspirations**. Participants were reminded that **the vision is a Baltimore where urban families are strengthened to achieve stability**. This exercise of stepping into alternative futures has served to provide a long-term view, makes service deliverers more flexible in dealing with the likely challenges and opportunities, enables us to be more strategic and increases Baltimore's ability to create our vision.

APPENDIX A: NEXT STEPS FOR HUMAN PROGRESS AND HUMAN SERVICES IN BALTIMORE

Next Step Questions

A. What do you see in terms of an integrated public, private and nonprofit health and human services continuum in Baltimore?

- I see a lack of substantive, sustained strategic engagement with the private-sector in aligning goals and objectives and resource allocation in an economically self-sustaining policy-based vision.
- Developing a listing of services that people need across life span. Integrating those systems so they operate on a continuum to help people be their best selves.
- I see the vital need to integrate all of these entities or all Baltimore residents will suffer in one degree or another. Change occurs over the years and when one of these entities fail, we will need others to step up.
- They are not in alignment.
- It would be helpful to have a convening organization that was not a funder, service provider or political entity to bring the three sectors and many players within them together to set goals, align efforts and resources and *especially* to engage and listen to and follow the lead of people with lived experience of the issues in neighborhoods.
- It is not integrated enough- who should be the convener and driver? How do we get the major healthcare systems involved?
- A lot of work, collaboration – the ideas around community driven would be most beneficial in this ‘continuum’ as to what that might look like.
- More community collaboratives need to be formed. The collaboratives need to work together to gain funding for programs, education, initiatives, etc.
- Community – across lines of difference. More networks and diversity. More inclusion of all voices.
- Need to identify or build an infrastructures/ backbone to create an integrated human services action plan to prepare for 2035.
- Individuals and organizations building relationships that will impact and change communities, businesses and our City.
- Need for role alignment and integration across sectors.
- Use technology to support change to create effectiveness.
- I think we are moving towards better integration.
- In terms of an integrated public, private and NPO’s health and human services continuum in Baltimore, I see more focus on future objectives; focus on AI and more collaborations.
- I believe this is needed to advance the community. Creating a data system that has all services in Baltimore City for inputting the needs of community members to create individual plans, with support networks and agencies that will assist in accomplishing goals.
- Opportunity for greater collaboration, more proactive strategies, earlier intervention.

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

- Bring private sector representatives from multiple sectors into the goal setting and policy development process from the start.
- Partner and continue discussions with other lead producers. Sustain and grow collaboration. There should have been more partners in this meeting today.
- Human service agencies coming together so services support all stages of life.
- More city government assistance like the BCYF grants which not only help with needed financial support but also by connecting service providers with each other.
- More opportunities for collaboration of services.
- It would be helpful to have a technology that would not only gather and allow organizations and people to figure out who is working on what, but also to make a platform for interaction and collaboration.
- Look for convening human service organizations and neutral ground – not competitive space. Then, together the organizations can collaborate to address specific issues and challenges.
- To accomplish “C” maybe more work with Baltimore’s Promise or other organizations focusing on youth, small children, etc.
- Annual convening to review forecast.
- More sharing of visions/ best practices.
- Pilot integrated human services model at the neighborhood level.
- Right here in the neighborhoods and communities we live in. Our schools, local businesses, organizations, etc. Large well-established businesses, training and educating our youth to be entrepreneurs.
- Alignment with other social sector/eliminate redundant programs to enhance and expand models that are cost effective.
- Better coordination across systems.
- Training for community members and human service professionals on data and technology.
- They are everywhere, repairing Baltimore is a huge undertaking and it must be a collective solution among all, each solution will address our multi-layered uses in different ways.
- Integration of data, formal partnership agreements coordinating funding and community support.
- Joint advocacy on a state and federal level.
- Collaboration on service delivery and information sharing.
- Grater partnership between schools and business community.

C. What are some best practices, and who are national leaders, that can help to inform CFUF’s work to dismantle poverty?

- Universal health care; universal internet; universal utilities.
- Address education, homelessness and discrimination and other answers should follow.
- Trauma informed care (TIC); BEST polices; national Alliance to End Homelessness.
- Check out the Family Independence Initiative.
- Report from President Obama’s White House Council for Community Solutions focused on opportunity youth.

- This is tough – everyone can do this better. I do think we should spend less time and money on collecting data and reviewing program effectiveness and look to scaling programs, like CFUF, that we know can work.
- Maybe a prevention approach? The programs are focused on adults currently experiencing poverty. Could try to target schools, young children in preventing poverty when older.
- Harlem Children’s Zone model.
- Integrated human services initiatives: Pittsburgh; Montgomery County; Seattle.
- Allow employees to have a voice in decision making.
- Reward efforts.
- Continue trainings and support in professional and personal development.
- Certificate and degree programs needed
- Scotland criminal/ mental health model
- Mississippi Delta Health/ deployed nurses to support access with high diabetes to reduce health failures in services and early deaths, limit loss
- Reduce cost per participant for programs.
- Best practices, as learned today are to address and consider strengths, weaknesses, threats and analyze the potential and desired outcomes.
- Collaboration; advocacy; real community development supporting economic development.
- National think tanks.
- Barack and Michelle Obama; Bill Gates; Warren Buffet; Bernie Sanders; Kamala Harris.
- Comprehensive community schools – behavioral health, parent engagement, life-skills and education, vocational and technology training.
- Virtual behavioral health.
- Intentional development of peer networks.

D. 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 human services sector?

- Cashless economy
- AI services used to work with dementia patients to ease their fears and to help them by adapting the AI’s to the patient’s emotional states – all overseen by humans.
- Training in automation for the workforce.
- Lots of new and emerging technology to support aging in community as well as greater self-agency for people who are differently abled.
- AI application for human services work – to do assessments and recommendations.
- Human communications and connectivity apps. Educational apps and technology.
- Human services referral “Match making” app.
- Data to show what is actually working and not working and removing what is not working and focusing on what works.
- Those regarding health services and education hopefully.
- Access to virtual networking groups on topics.
- Tracking true costs among community members to see what is cost effective to maintain.

- Identifying transportation routes/ opportunities on-line training for students and families.

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

- “E-SNAP”: program to ensure sustained access to digital economy for all; as basic goods and services will all be cashless within 10 years
- Have school children learn about these changes so their future goals will be directed toward working these industries.
- Be a bridge between those developing the technology and the end users.
- Need an investment of dollars in human services organizations so they are part of the development process of these apps, etc. We may not be the technology experts, but we are the program experts.
- Mobile banking/ participating in cashless economy is huge.
- Get youth involved in innovation, building, and teaching tech applications.
- Develop a City wide, sustainable coalition driven by the community to identify gaps and determine priorities.
- Be open minded and optimistic yet be mindful on how these changes are going to impact individuals and the community as a whole.
- Convene cross sector groups to understand these changes.
- We need to educate our organizations and members on how to use and build apps so that they are efficient, comfortable, confident and can train others.
- Working with big tech companies that provide pro-bono work for community-based organizations so the actual community can access.
- Work to creating new school curriculum and change the way we teach our children.
- Teach the community how to build coalition and develop wealth across wealth divides on just basic needs.
- Universal access to technology, internet and on-going training.
- Invest in experts to build and maintain shared infrastructure.

APPENDIX B: BALTIMORE HUMAN SERVICES RELATED GOALS, DIRECTIONS AND STRATEGIES

(this was the list used by the Scenario Teams to consider whether these Goal and Strategies would be successful or need to be modified in their Scenario)

- Apply an equity lens to develop, revise and evaluate City policies (dealing with four overarching areas of equity (Structural, Procedural, Distributional, and Transgenerational) to dismantle and remedy the legacy of racial inequity in Baltimore (Baltimore City Equity in Planning Committee).
- “More in the Middle Initiative” – Workforce development and getting higher paying jobs; inclusion of high growth minority businesses; college completion; home ownership; asset building and wealth creation (Associated Black Charities).
- “All In” strategy to accelerate social and economic opportunity, advocating policies that promote equity and racial justice and targeting chronic unemployment and family instability and linking individual accountability, person-centered case management, and supportive networks with workforce development training, education, and civic engagement (Center for Urban Families).
- Journey Home/Continuum of Care goals of making homelessness rare and brief by shaping four primary factors: lack of affordable housing, lack of affordable health care, low incomes, and lack of comprehensive services (The Mayor’s Cabinet and HUD CoC Board for Baltimore)
- Reduce blight - Demolish more than 2,000 vacant properties by the summer of 2020. (City, Housing Commissioner)

APPENDIX C: FEEDBACK ON THE SCENARIO WORKSHOP

1. What were the most meaningful things you learned from the Baltimore 2035 Scenarios or experienced at the workshop?

- It finally came together at the end. Instead of building strategies around the worst case, you might as well build strategies around the best case.
- Policy development done without the private sector for strategic alignment and mutually reinforcing policies and practices does not feel fully sustainable or scalable.
- Baltimore City residents are not prepared for the future economy and workforce.
- Forward thinking for planning to address all possible scenarios – worst, status quo and best.
- Attention to what may affect our populations in the future and how our programs and those of governments will need to adapt.
- Impacts of workforce due to automation.
- Pockets of energy and vision already existing within Baltimore and need to connect and coordinate them.
- Ambivalence toward GBI.
- Seeing what topics were present across each scenario.
- The technique of forecasting.
- Create stretch goals and keep pressing.
- GBI downfalls; nuances are important for equity to become reality. Beware of money made from poverty and need to dismantle.
- The future predictions and how they can impact everyone.
- Model programs, new language.
- Thinking about vision and the future that doesn't exist.
- Loved the visionary/ aspect and SWOT analysis thinking.
- All of the issues that need to be addressed needs numerous people to support to gain movement.
- Anticipated future developments to impact our work. A concept for incorporating this knowledge into current and future planning.

2. In what ways may your learning or insights from the scenario process affect:

a) How will you monitor the environment, the forces shaping your organization?

- I'm naturally pessimistic, this is hard for me but worth shifting my focus.
- Attention to reports on the number of poor and homeless families – many through registration in the public schools and possible sources of income to support our programs.
- The environment will have to be monitored for the impact of delivery of services.

- Keep eyes open all the time for “clues to the future” and look for patterns.
- Raise awareness.
- Working at an environmental organization, climate change and preparing for climate change needs included in our missions/vision.
- Pay closer attention to political/ funding decision.
- Will monitor current events for future scenarios.
- Being more aware of what’s taking place in the world that can impact my organization on negative and positive.
- Revisit program deliverables and resources.
- Thinking about the future and how actions today will manifest in the future.
- NPR, News web stories and conversations – I usually don’t engage in monitoring honestly.
- Breakdown the future of work on all programs, development and get input from community members.
- Sharpen awareness, expand list of resources to consult regularly.

b) The strategies or tactics you pursue?

- Our strategic planning will go further to address more distant future needs not just immediate future.
- Keeping abreast of governmental programs and of how these scenarios are/could change the needs we address.
- Planning for workforce trainings.
- Thinking bigger and with longer time frames/scenarios.
- SWOT.
- Look out for how tech can be an asset or barrier.
- Refined and defined new visions.
- Being more mindful to the future for our children, families, friends and communities.
- Need to develop action plans. How CFUF leads conversations with the philanthropic community to understand this document and the value of community intervention, advocacy, and wealth redistribution.
- Being more intentional.
- I will think in a more strategic process and consider different outcomes.
- Collaboration, building an app and then engage partners.

c) Your communications and relationships with partners in the community?

- Bringing public-private coordination into every discussion.
- Intensified passion for improving communications and partnering.
- Forging as many relationships in the communities as we can through community organizations, PTAs/PTOs and social media as well as through city and state reps.
- Start to build more collaborations.

- Collaboration, engagement and listening to people who are in neighborhoods across Baltimore.
- More communication and collaboration!
- Continue to build strong partnership and become a “platform: connecting people to programs/resources.
- Developed new relationships!!
- Definitely incorporating and building relationships within community organizations that share the vision of CFUF.
- Narrative change (e.g., food desert or food apartheid) don’t expect humans to use adaptive behaviors when their ecosystems are intentionally devoid of assets.
- Making decisions about working together better.
- I will inform them of the scenario process and apply it when problem solving.
- Creates a common language for discussion with participants and new concept to share with others.

3. From today’s workshop itself, what did you like most about it?

- The wrap-up; that’s when it came together for me.
- Good conversations and insights.
- Our group discussion. We would have liked to have more time to discuss all of this in our group.
- Drilling down to specific things that can be implemented over the next five years.
- Learning from each other – valuable exchange of information.
- Taking recommendations and changes.
- The chance to hear perspectives of others.
- Small group discussion.
- The “stepping into” activity.
- Group discussions.
- Monitor, anticipate, pursue, review.
- The survey was really interesting.
- Personal reflection time was key.
- Great to explore specific components (climate change).
- Synergistic ideas from small group work.
- The interaction and learning from others provide different fields.
- The scenario correlations of robust recommendations.
- Having the small group discussion.
- Collaboration and discussions.
- Major challenges that we are facing and there is hope that changes can be made.
- Time to think about and articulate strategies.

4. For today's workshop, what improvements would you suggest for future Human Services scenario workshops?

- Please don't use 60+ minutes reading slides to me.
- Greater private sector leadership participation – we live in the community and care about it. By participations and educating us/them, we can use our resources to help achieve these common goals. Otherwise, we operative in a vacuum.
- Please don't spend 1.5 hours reading PowerPoint to us. We can read and could even do a pre-reading, if asked. Teamwork and discussion are preferred.
- Integrated systems, partnership and data sharing.
- A better understanding of what the workshops do. As they progressed, I got to understand the value of scenarios better than at the start.
- More involvement from local, state and federal officials and agencies to ensure alignment with their planning.
- More concrete action steps or hearing about how other cities or organizations took these ideas and implemented them to achieve a more optimal or preferred futures.
- I suspect it is inevitable that participants advocate in the conversations for the way their own organizations work and focus but wonder if there might be ways to mitigate that.
- Would have enjoyed hearing from DJS, CPS/DSS, political figures and people with lived experiences.
- More interactive way to review scenarios developed in previous sessions.
- Discover a better way to present the overview/summary of the scenarios. Reading the number of slides to the audience was not the most effective strategy. Perhaps sharing the presentations with key writers/contributors and allowing them to help you would build in greater engagements. Perhaps emailing the summary the night before could also be helpful.
- Going over the findings for 2 hours. Think about how to do this in a more efficient way.
- Video sessions to make sure everything is captured.
- This was great! Thank you!

Other comments

Please share any other comments you have regarding this project, including any other impact this effort has had or may have on your work.

- Thank you for the opportunity to participate!
- Positive connections made at the workshop as well as ideas.