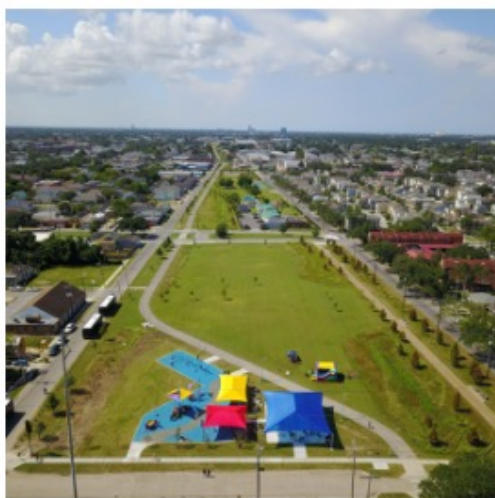




Council of State Community Development Agencies (COSCDA) Think-Tank PART 2



COSCDA Think-Tank

Part 1 – Explore Future Trends

- Macro trends shaping the future
- Key drivers shaping the future
- Rating future impact of drivers

Part 2 – Build Scenarios

- Develop plausible scenarios of the future
- Identify expected and preferred futures
- Build strategic pillars

December 7



December 8





WELCOME TO THE
**COUNCIL OF STATE COMMUNITY DEVELOPMENT
AGENCIES STRATEGIC ACTION PLAN**
PROJECT

The Importance of Future Thinking

The key to effective future thinking...

Consider both **trajectory** (direction of change)
and **velocity** (speed of change).



The challenge for the Think-Tank

- Explore the future -
- Ask the hard questions -
- Think creatively -

The outcome may be a new view of the future.





Key Drivers:

What key drivers do you think are most important for the future of COSCDA?

(Key drivers are events, trends, developments, catalysts or forces that actively influence or cause change.)



Key Drivers – [list developed in Think-Tank]

1. Staffing generational changes
2. Upcoming election
3. Government funding
4. Application of technology
5. Intensity and frequency of disasters
6. Regulatory issues and demands
7. Changing demographics
8. Broadband expansion
9. Organizational resiliency
10. Partnership building
11. Income disparities and homelessness
12. Sustaining membership
13. Institutional memory
14. COSCDA value proposition
15. Institutional constraints
16. Role in advocacy
17. Training opportunities
18. Declining trust in government
19. Capacity to innovate
20. Breakthroughs in housing

Key Drivers – Future Impact Score

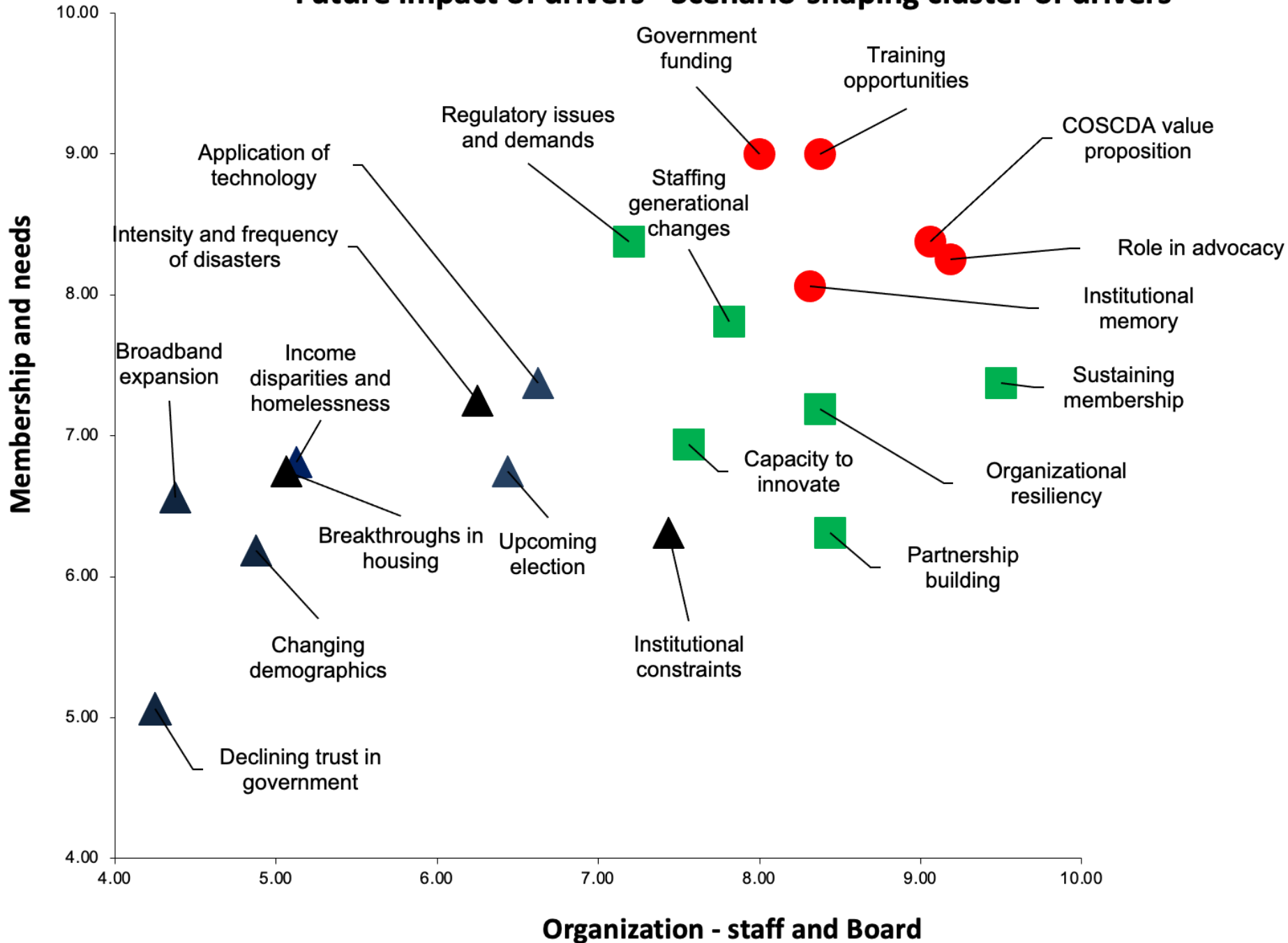


Rate each driver on a 1 – 10 scale of future impact (1 = small impact; 10 = very large impact)

DRIVER	DRIVER NAME	Organization	Membership
1			
2			
3			
4			
5			
6			
7			
8			
9			

Rating the future impact of each driver – individual scoring

Future impact of drivers - Scenario-shaping cluster of drivers



Future-splitting themes – based on clusters of drivers

Organization focus and role

- Role in advocacy
- COSCDA value proposition
- Training opportunities
- Government funding
- Institutional memory

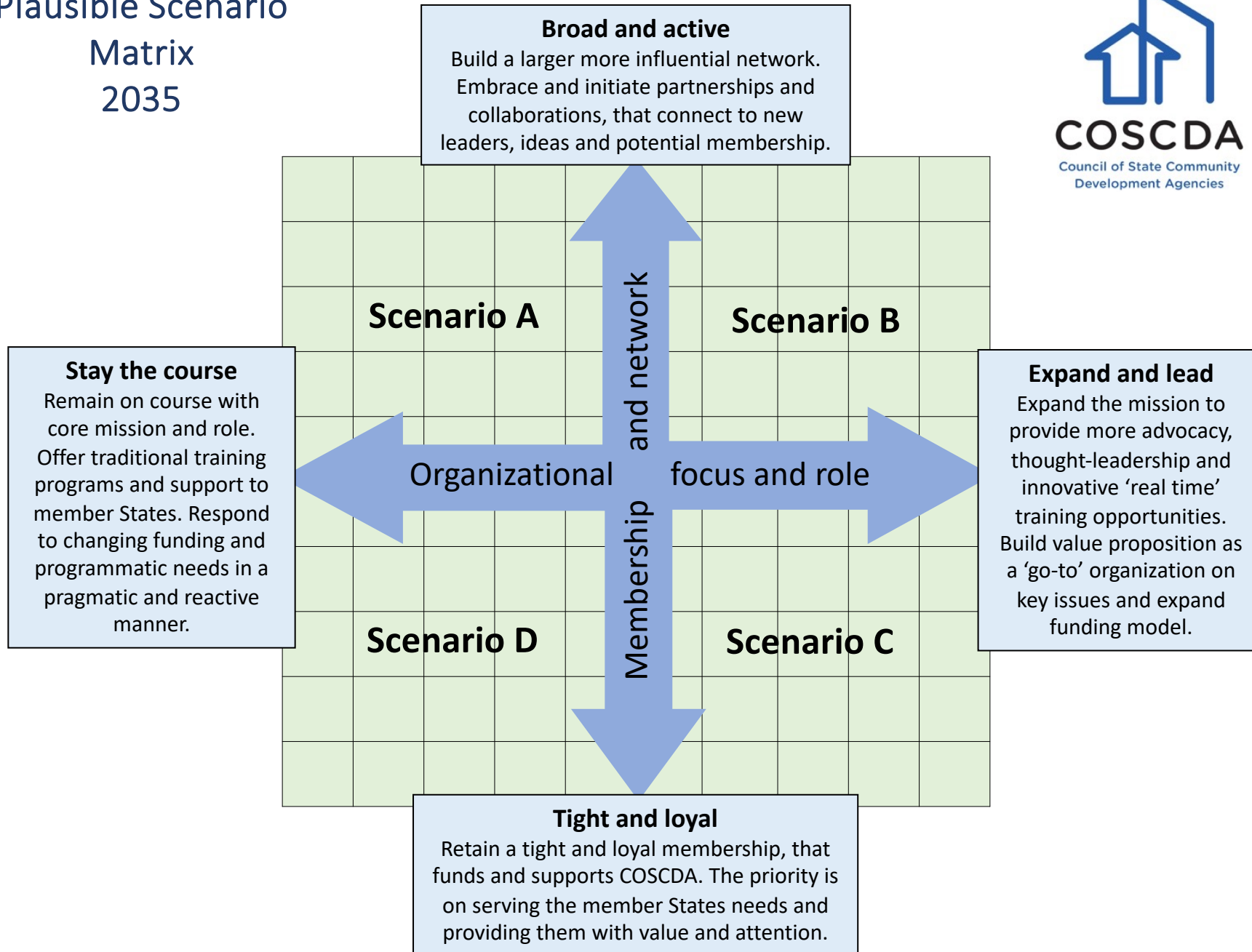
Membership and network

- Staffing generational change
- Regulatory issues and demands
- Sustaining membership
- Organizational resiliency
- Capacity to innovate
- Partnership building



Key drivers were clustered under future splitting themes – based on data in scatter plot. These clusters are used to formulate the scenario matrix

Plausible Scenario Matrix 2035



Scenario name (A):

**Organizational Focus
Characteristics – 2035**

**Funding and Regulatory
Characteristics – 2035**

**Services and Membership
Characteristics – 2035**

Scenario Characteristics - Dimensions to Consider

Organizational Focus Characteristics

- Role within the nationwide ecosystem
- Ability to lead and provide cutting-edge programs and services
- Impact on organizational mission
- Potential for partnerships

Funding and Regulatory Characteristics

- COSCDA staff size, distribution and skill sets
- Flexibility and capacity to innovate
- Funding goals and funding source mix
- Impact of political climate
- Policy-making

Services and Membership Characteristics

- Reputation of COSCDA and membership in funding circles
- Impact on membership mix and communities served
- Program and services depth and mix
- Opportunities for innovation

SUGGESTED
TOPICS



Headline News (Scenario A)

Organizational Focus Characteristics	Funding and Regulatory Characteristics	Services and Membership Characteristics
2025	2025	2025
2030	2030	2030
2035	2035	2035

Avoiding potential pitfalls.....



- Stay in your swim lane (your scenario)
- Don't try to 'fix' the scenario
- We are doing objective forecasting and predictive - don't get emotionally hooked
- We are exploring possible futures; not deciding on preference
- Scan and predict widely – don't get micro-focused
- Make it a group discussion, everyone has a perspective to contribute





Roles

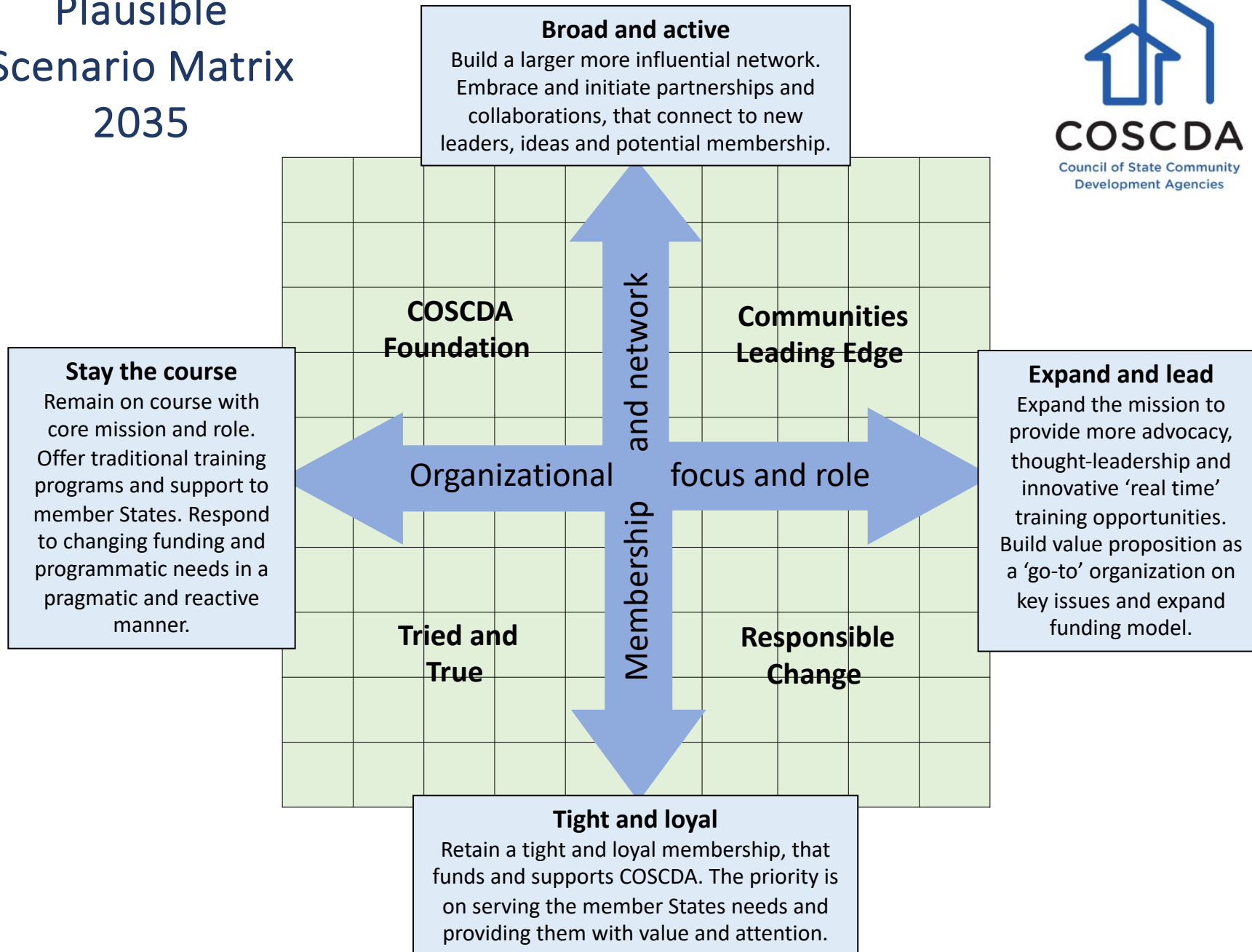
- Facilitator
- Timekeeper
- Recorders
- Presenter(s)



Suggested Scenario Group Timeline (elapsed time - minutes)

0:00 min	Group to meet and scope out scenario (10m)
0:10 min	Develop Characteristics & Narratives (35m)
0:45 min	Develop Headlines News – 2025, 2030, 2035 (10m)
0:55 min	Short scenario name and description (5m)
0:60 min	Return; ready to present

Plausible Scenario Matrix 2035



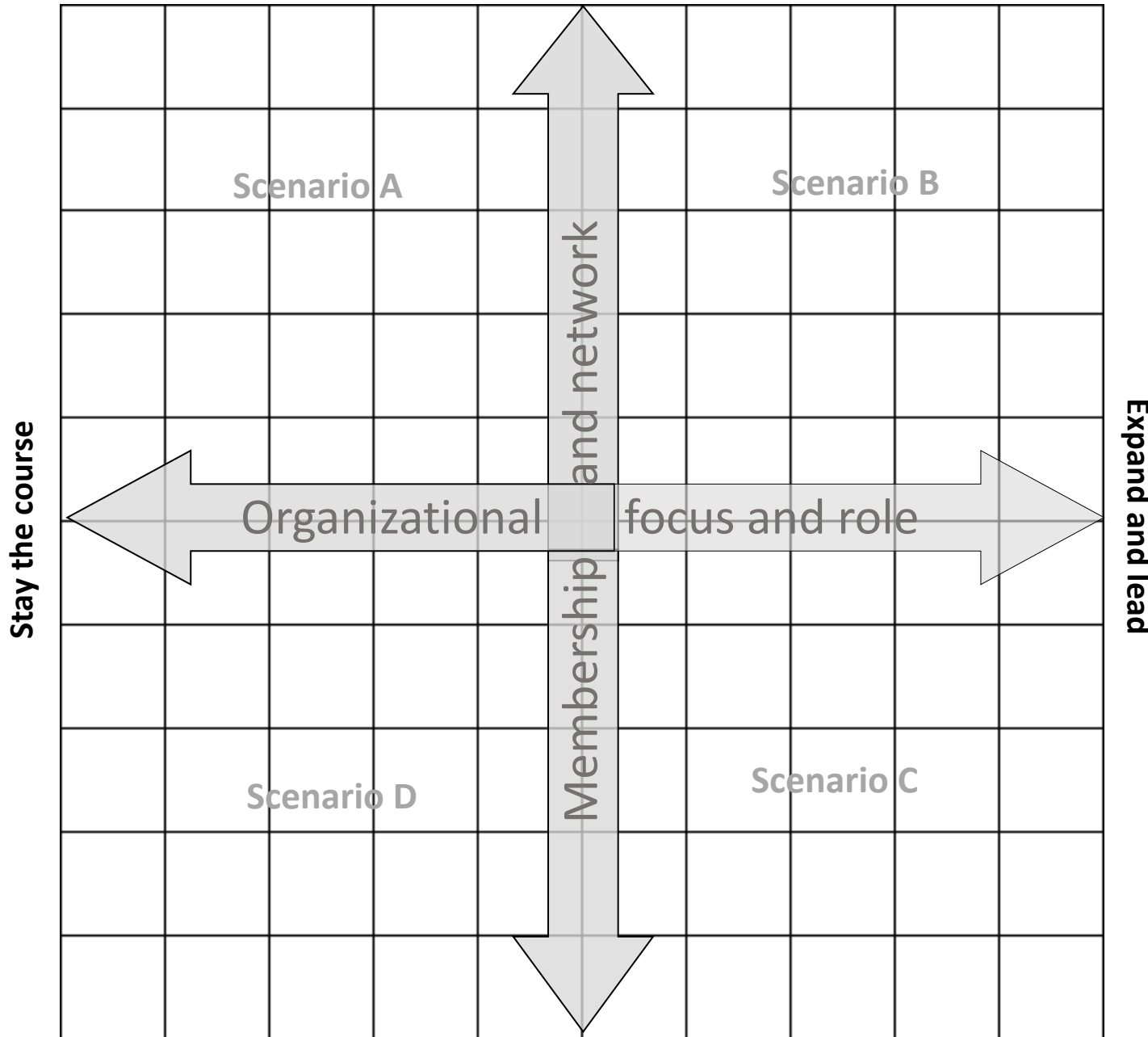
COSCDA

Expected, Preferred and Least Desirable Futures Heatmaps

Expected, Preferred and Least Desirables of the Future – What do you think?

1. **LEAST DESIRABLE FUTURE** - The Least Desirable Future is the future that you think will be most undesirable (or least optimal or least desired) future in 2035.
2. **EXPECTED FUTURE:** The Expected Future is the future you expect most likely to eventuate by 2035, if existing trends and trajectory persists.
3. **PREFERRED FUTURE:** The Preferred Future is the future you think is optimal and creates the best outcome for COSCDA in 2035.

Broad and active



**COSCDA
Think-Tank
Heatmaps**

8 December 2023

Instructions

On the grid at the left, please assign location for the following:

- EXPECTED FUTURE (E)
- PREFERRED FUTURE (P)
- LEAST DESIRABLE FUTURE (L)



Tight and loyal



Possible High-Level Strategic Themes

**What are some of the high level strategic themes or actions
that could be pursued to achieve the preferred future for COSCDA over the next 10 years?**

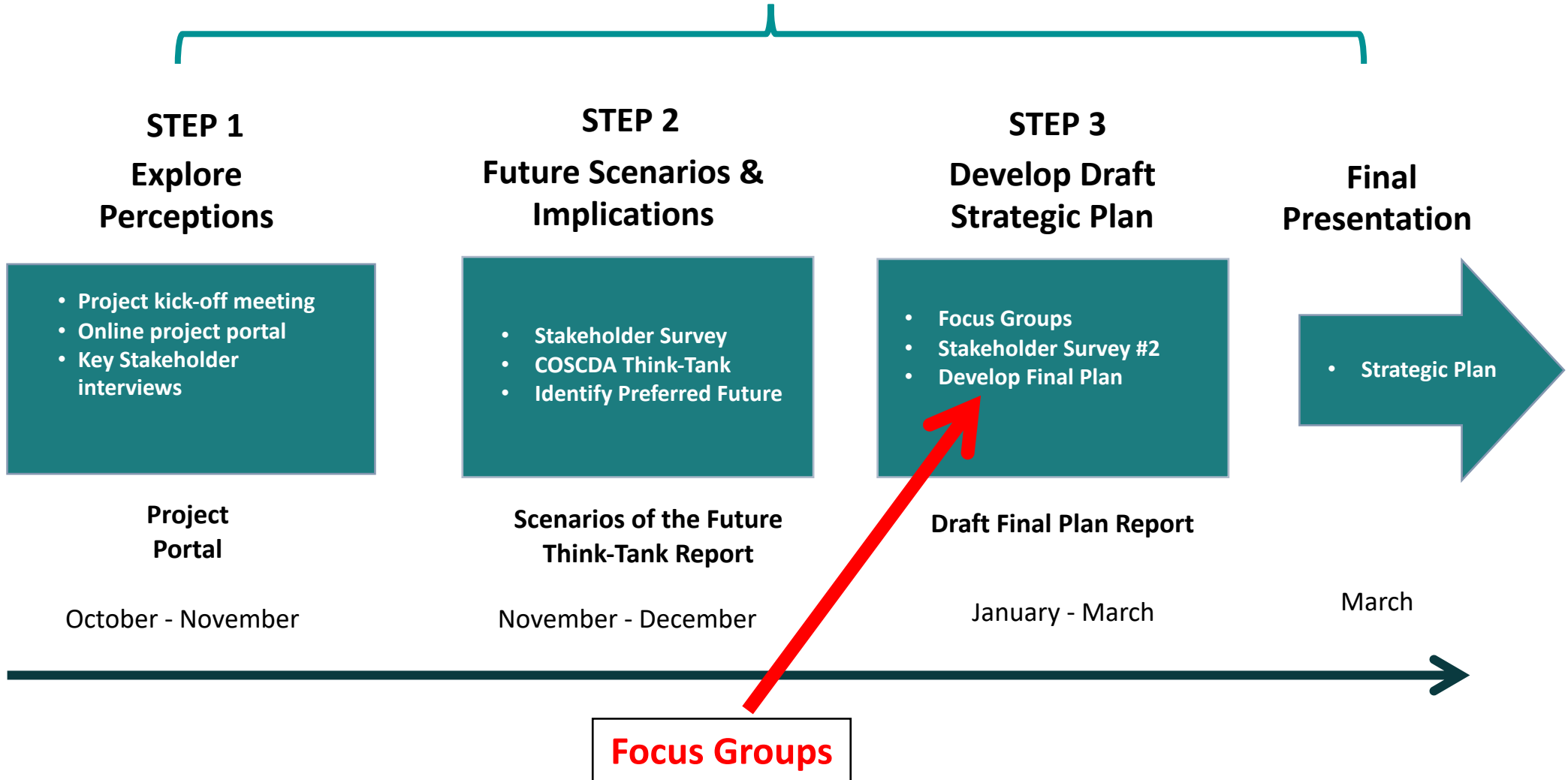
1.

2.

3.



Council of State Community Development Agencies (COSCDA) Strategic Planning Process



COSCDA - Next Steps

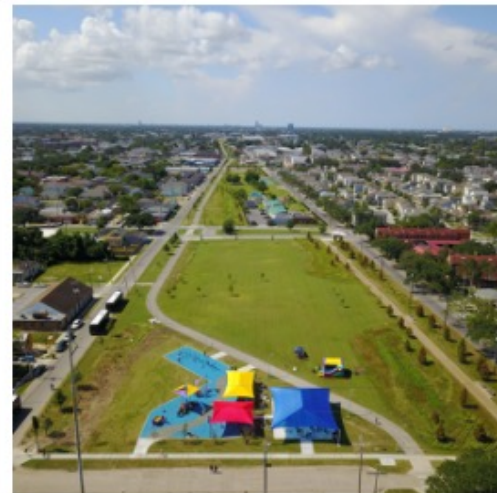
Strategic Pillar Focus Groups

- Recap on Think-Tank Preferred Future
- Explore Strategic Pillar topic
- Identify key desired outcomes and objectives
- Identify key strategic actions and initiatives



- **Virtual Focus Groups**
- **February 2024 – Dates TBC**

February
2024



Thank you!



For more information on the COSCDA strategic planning process, please visit the project portal at:

<https://lab2.future-iq.com/coscda-strategic-action-plan-project/>

