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# COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY

SCENARIO-BASED THINK-TANK WORKSHOP

March 4, 2017



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St. Louis Park, Minnesota

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This report summarizes the all-day scenario planning session held in Minneapolis, Minnesota, on March 4, 2017. Approximately 20 Board Members and Senior Management from the Community Action Partnership of Hennepin County participated in the workshop and developed the scenarios presented in this report. This report has been produced as part of the Community Action Partnership of Hennepin County project, which aims to produce a strategic plan that will guide organizational activities for the next five years.

REPORT PREPARED BY:

future→iQ

WORKSHOP HOSTED BY:



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## 1.0 INTRODUCTION

The scenario planning work presented in this report was conducted as part of the Community Action Partnership of Hennepin County (CAPHC) strategic planning process. CAPHC is headquartered in St. Louis Park, Minnesota.

The components of this planning work included pre-Think-Tank surveys, long-term Scenario Planning, and discussion about preferred futures.

- **Pre-Think-Tank Surveys** – A survey was sent to CAPHC Board Members and Staff participants of the scenario-planning workshop, and this input, along with assistance from CAPHC leadership staff helped to create the axes of the scenario matrix and guide the workshop discussions.
- **CAPHC Future Think-Tank Workshop** – The scenario-based planning workshop held on March 4, 2017, provided an important opportunity to engage Board and staff leadership in a critical dialogue about the future and changing organizational dynamics of the Community Action Partnership of Hennepin County.

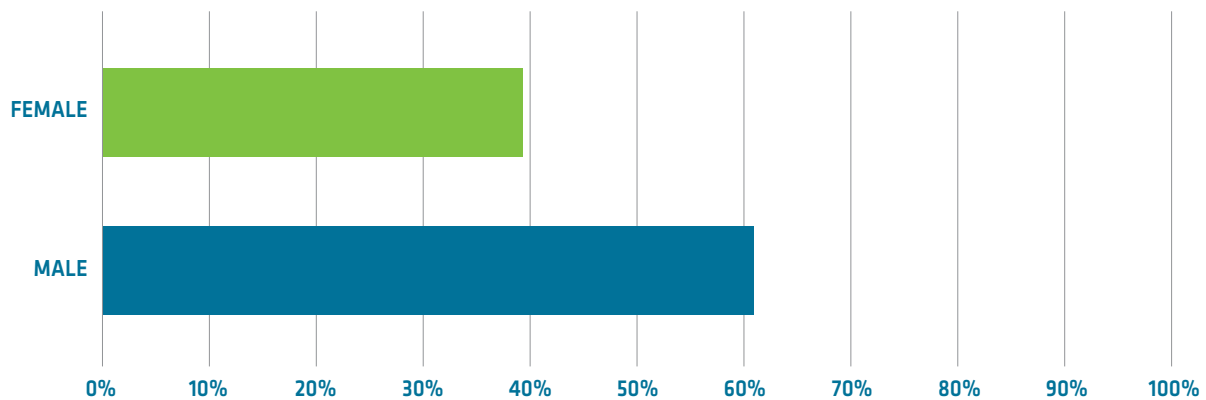




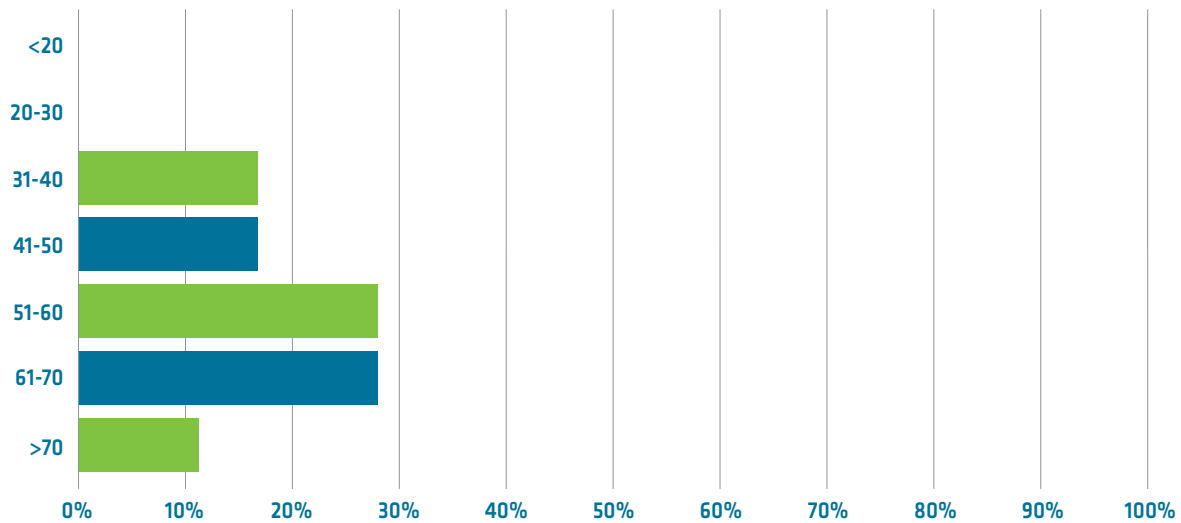
## 2.0 PRE-THINK-TANK SURVEYS

Prior to the planning workshop, surveys were conducted. The survey respondents were approximately one third more male than female and were fairly evenly distributed above the age of 30.

### WHAT IS YOUR GENDER?



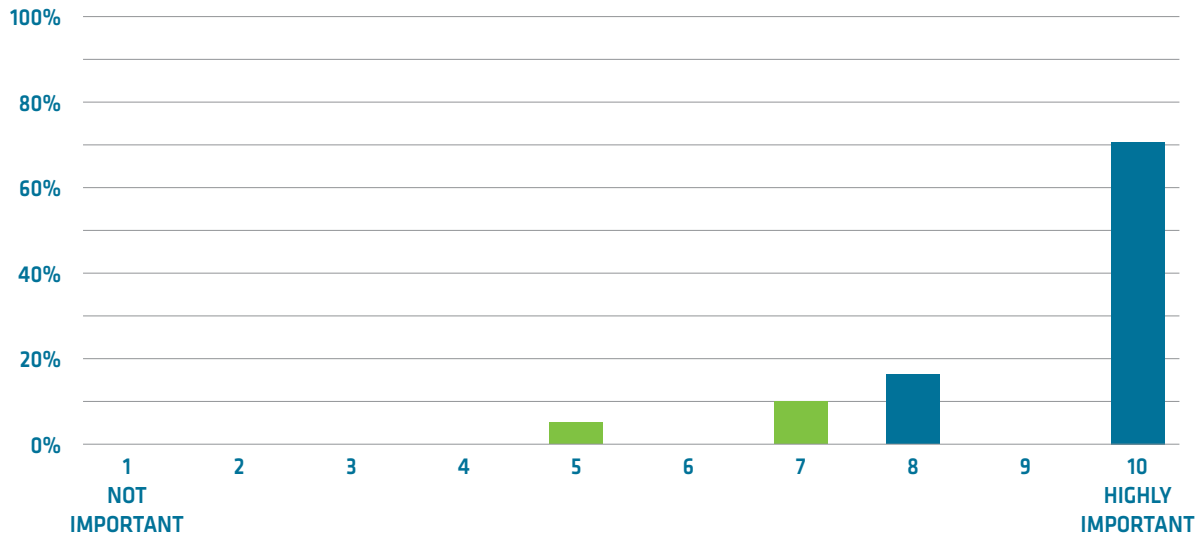
### WHAT IS YOUR AGE GROUP?



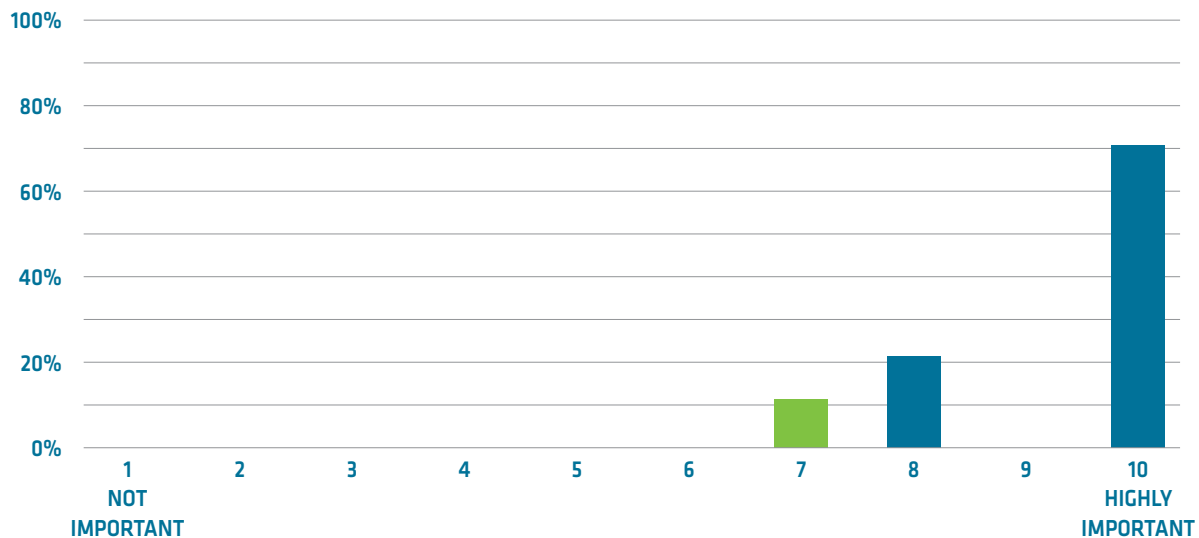


Survey participants provided their views on the importance of having a shared vision for the future of the CAPHC. The following graphs show a high level of importance placed on the concept of a shared vision, and the importance of using the vision in decision-making.

## HOW IMPORTANT DO YOU THINK IT IS TO HAVE A SHARED VISION FOR THE FUTURE OF THE COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY?

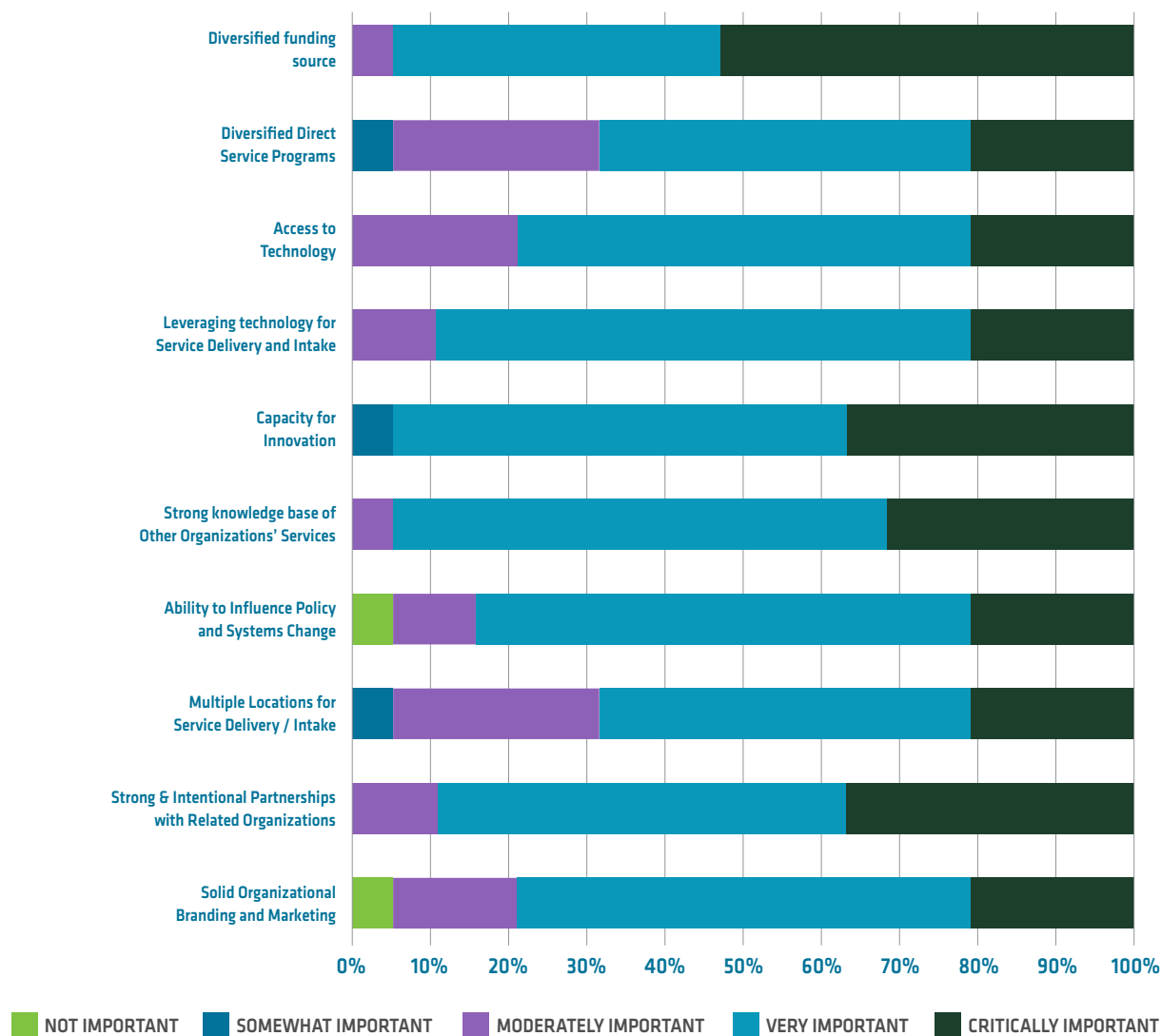


## HOW IMPORTANT WILL A SHARED VISION FOR CAPHC BE IN MAKING DECISIONS FOR YOUR ORGANIZATION / DEPARTMENT?



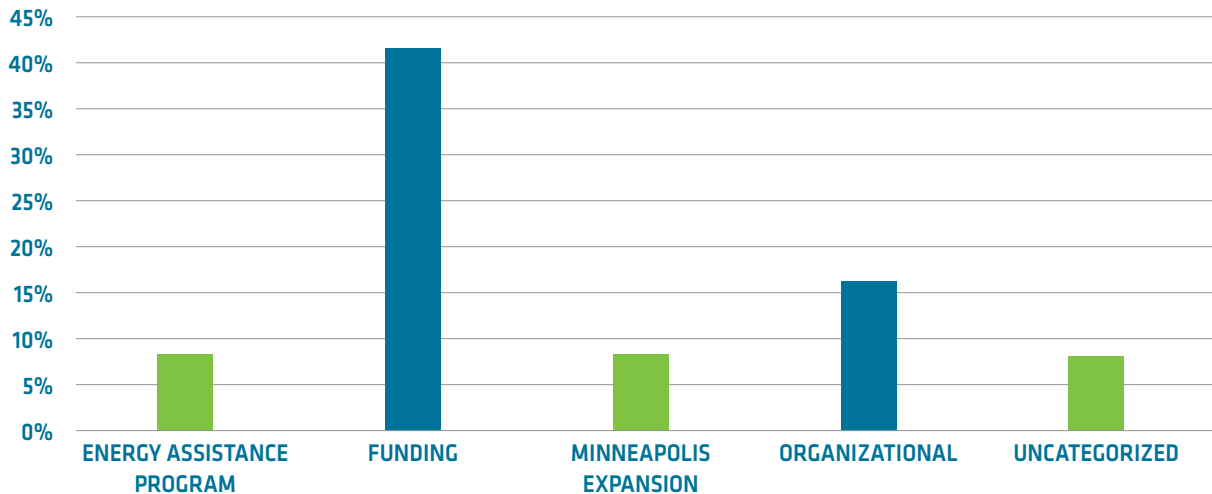
Survey respondents indicated the importance of the following organizational assets to the future of CAPHC.

## PLEASE INDICATE HOW IMPORTANT YOU THINK THE FOLLOWING ASSETS ARE TO THE FUTURE OF CAPHC?



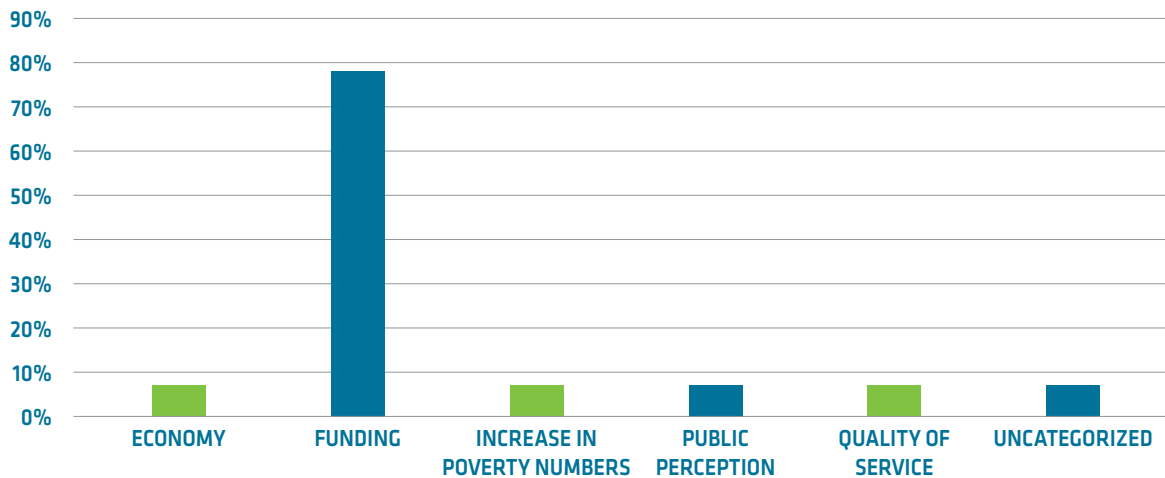
Survey respondents identified the most important unrealized opportunities for CAPHC.

## IN THE LAST 5 YEARS, WHAT HAS BEEN THE MOST IMPORTANT UNREALIZED OPPORTUNITY FOR CAPHC?



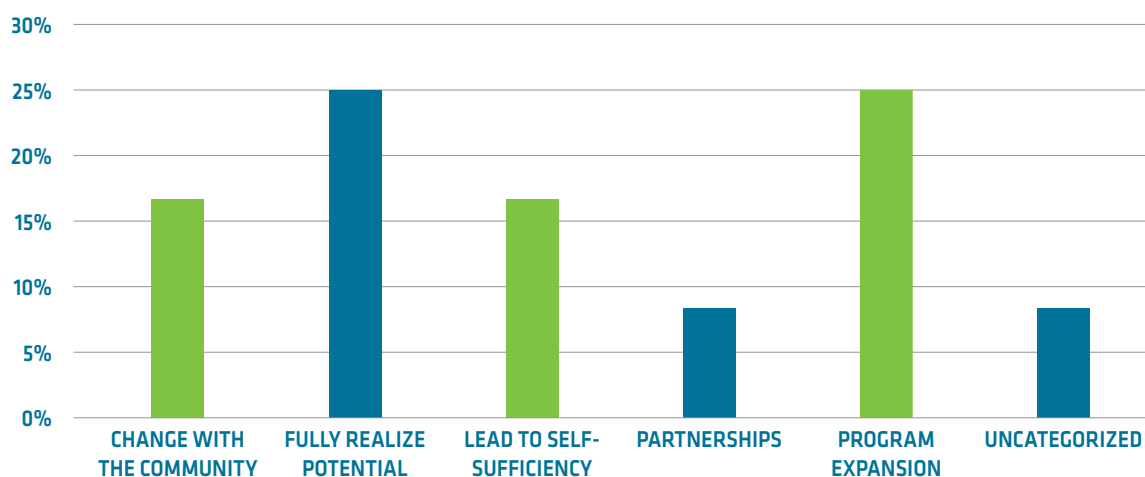
Survey respondents saw the biggest threats and the biggest opportunities facing CAPHC in the next 10 years as follows.

## WHAT DO YOU THINK ARE THE BIGGEST THREATS CAPHC WILL BE FACING IN THE NEXT 10 YEARS?



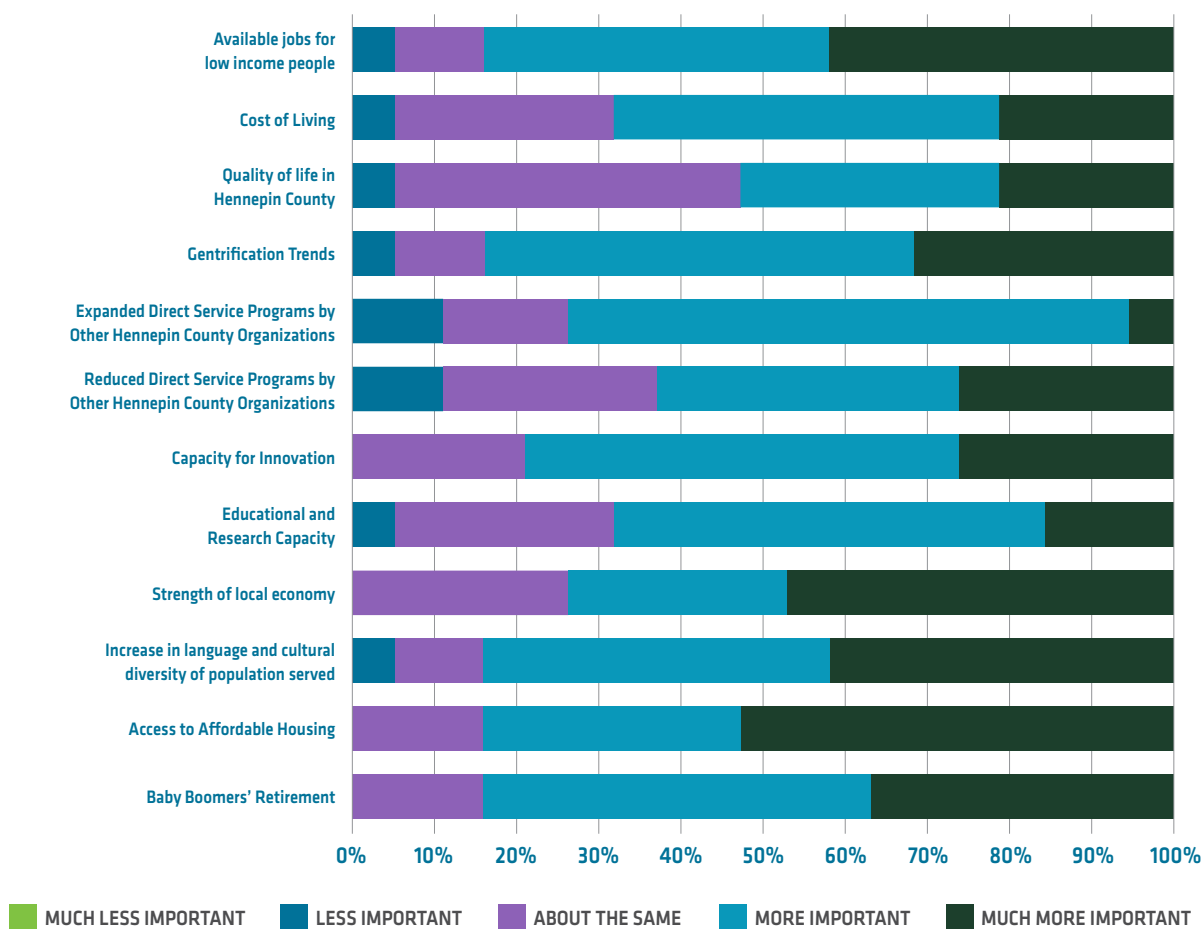


## WHAT DO YOU THINK ARE THE BIGGEST OPPORTUNITIES CAPHC WILL BE FACING IN THE NEXT 10 YEARS?



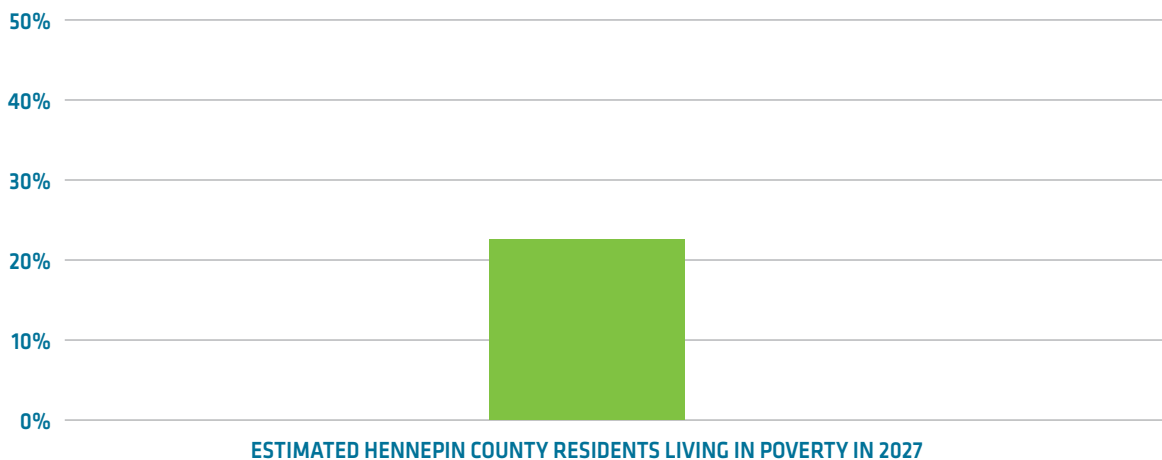
Respondents described, on a scale of importance, the following topics with respect to their impact on CAPHC over the next ten years.

## OVER THE NEXT 10 YEARS HOW IMPORTANT WILL CHANGES IN THE FOLLOWING TOPICS BE TO CAPHC?

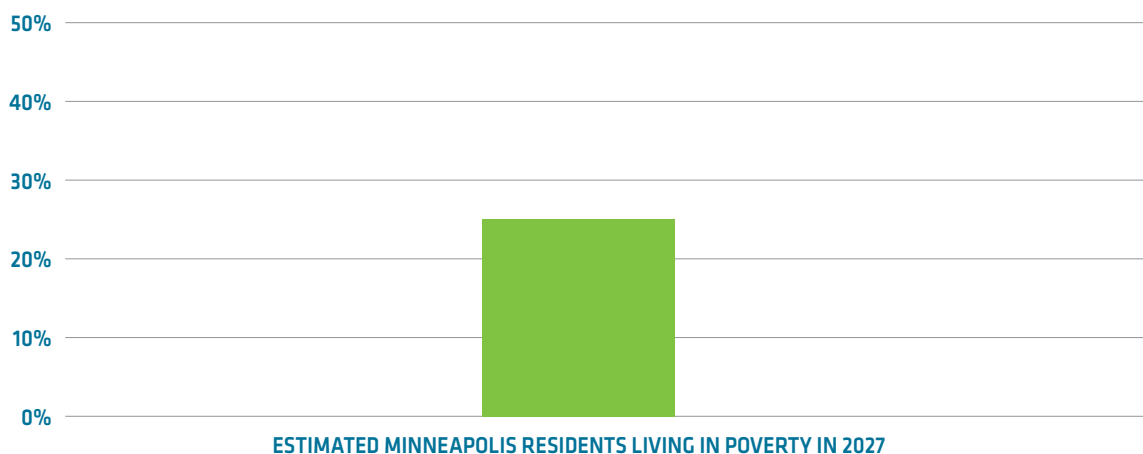


Given that in 2014, 13% of Hennepin County residents were living in poverty (at or below 100% of the federal poverty level), and that the percentage was higher in Minneapolis (23%) than in suburban Hennepin County (8%), the survey asked respondents to suggest what they predicted the percent of poverty would be in these three locations in ten years.

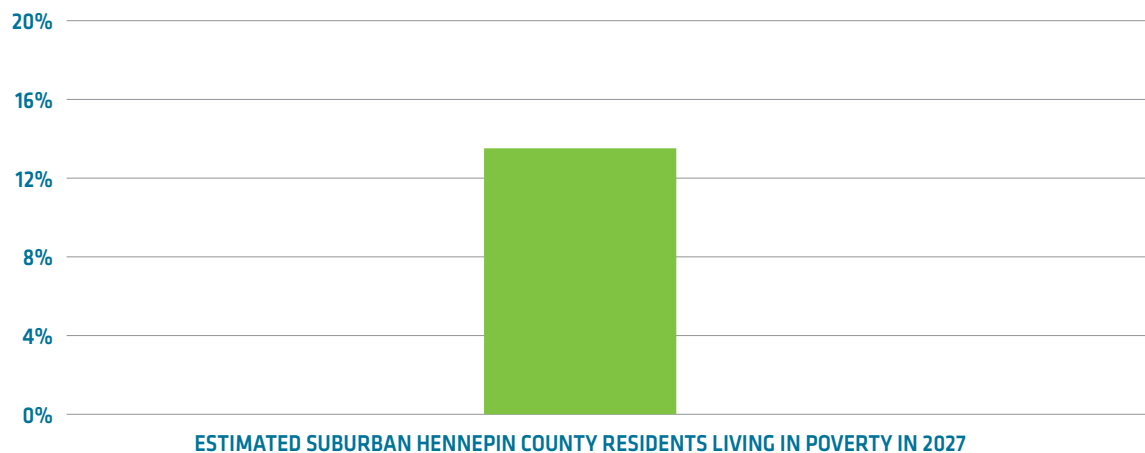
**IN 2014, 13% OF HENNEPIN COUNTY RESIDENTS WERE LIVING IN POVERTY (AT OR BELOW 100% OF THE FEDERAL POVERTY LEVEL). THE PERCENTAGE WAS HIGHER IN MINNEAPOLIS (23%) THAN IN SUBURBAN HENNEPIN COUNTY (8%). WHAT PERCENT OF HENNEPIN COUNTY RESIDENTS, DO YOU BELIEVE, WILL BE LIVING IN POVERTY IN 10 YEARS?**



**IN 2014, THE PERCENTAGE OF RESIDENTS LIVING IN POVERTY WAS HIGHER IN MINNEAPOLIS (23%) THAN IN SUBURBAN HENNEPIN COUNTY (8%). WHAT PERCENT OF MINNEAPOLIS RESIDENTS, DO YOU BELIEVE, WILL BE LIVING IN POVERTY IN 10 YEARS?**

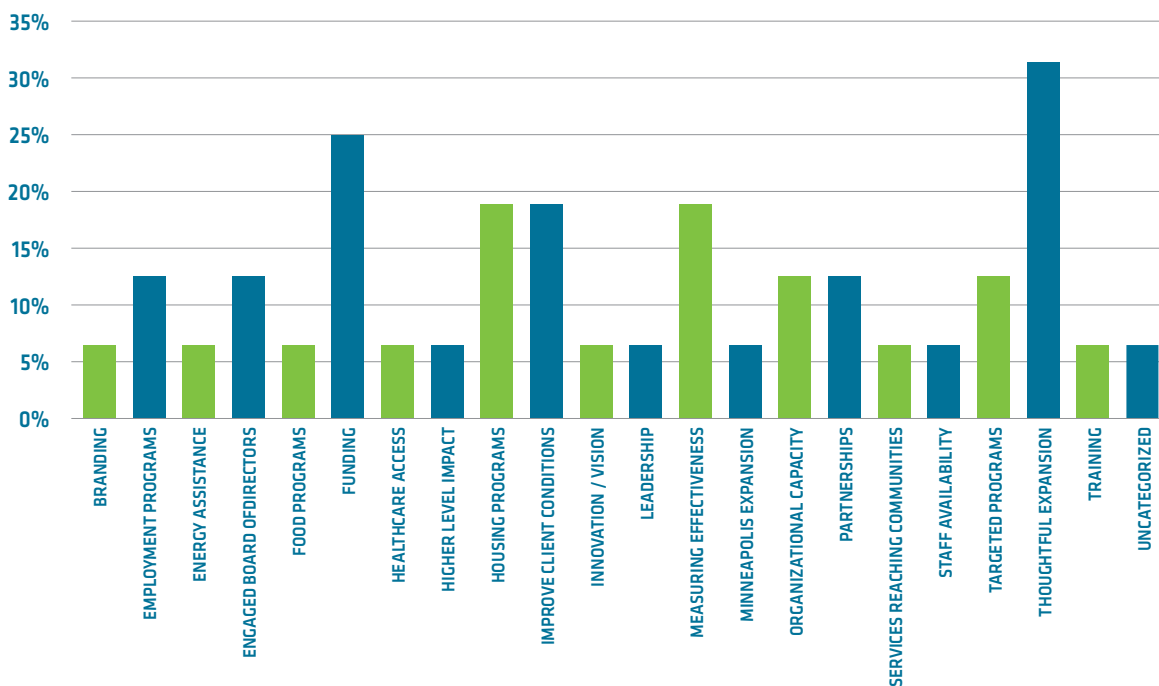


IN 2014, THE PERCENTAGE OF RESIDENTS LIVING IN POVERTY WAS HIGHER IN MINNEAPOLIS (23%) THAN IN SUBURBAN HENNEPIN COUNTY (8%). WHAT PERCENT OF SUBURBAN HENNEPIN COUNTY RESIDENTS, DO YOU BELIEVE, WILL BE LIVING IN POVERTY IN 10 YEARS?



In conclusion, the survey asked respondents what they thought were the three most important items to be addressed in the strategic plan when considering the future of CAPHC.

WHAT DO YOU THINK ARE THE 3 MOST IMPORTANT ITEMS WHEN CONSIDERING THE FUTURE OF CAPHC?





## 3.0 SCENARIO PLANNING

The scenario-based Think-Tank workshop was conducted on March 4, 2017, and included Community Action Partnership of Hennepin County Board Members and Leadership Staff. This all-day workshop was attended by approximately 20 participants. The workshop was intended to build coherency around a sustainable strategic plan to guide the organization over the next five years.

### 3.1 SCENARIO-BASED FUTURE THINK-TANK

The Community Action Partnership of Hennepin County contracted Future IQ to design and deliver a future orientated Think-Tank workshop to build support for a comprehensive and inclusive strategic plan for the organization. Future IQ's Scenario Planning process, provides a method to explore plausible futures, and consider the implications of various future scenarios. This workshop aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making.
- Identify and understand the key influences, trends, and dynamics that will shape CAPHC over the next 10 to 20 years.
- Create and describe four plausible long-term scenarios for the organization.
- Begin exploring alignment around a shared future vision. The scenarios developed during this Scenario Planning process, and outlined in this report are important to provide a framework to discuss future possible outcomes and implications. In addition, the workshop deliberations can assist in identifying key actions for CAPHC and assist in identifying how various groups might best contribute to future developments. The design of the workshop included a presentation and discussion about key forces shaping the future, at a global and local level. These exercises and work were aimed to build a robust basis for the scenario formulation. The participants were then guided through a Scenario Planning process to develop four plausible scenarios for the future of CAPHC. The process involved exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenarios spaces for the future; and, the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios, selection of a preferred scenario and first steps to determine the strategic actions required to create the preferred scenario.

## 3.2 DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

CAPHC Board members and leadership staff explored the future and developed plausible future scenarios, looking out as far as 2025.

### 3.2.1 DRIVERS SHAPING THE FUTURE

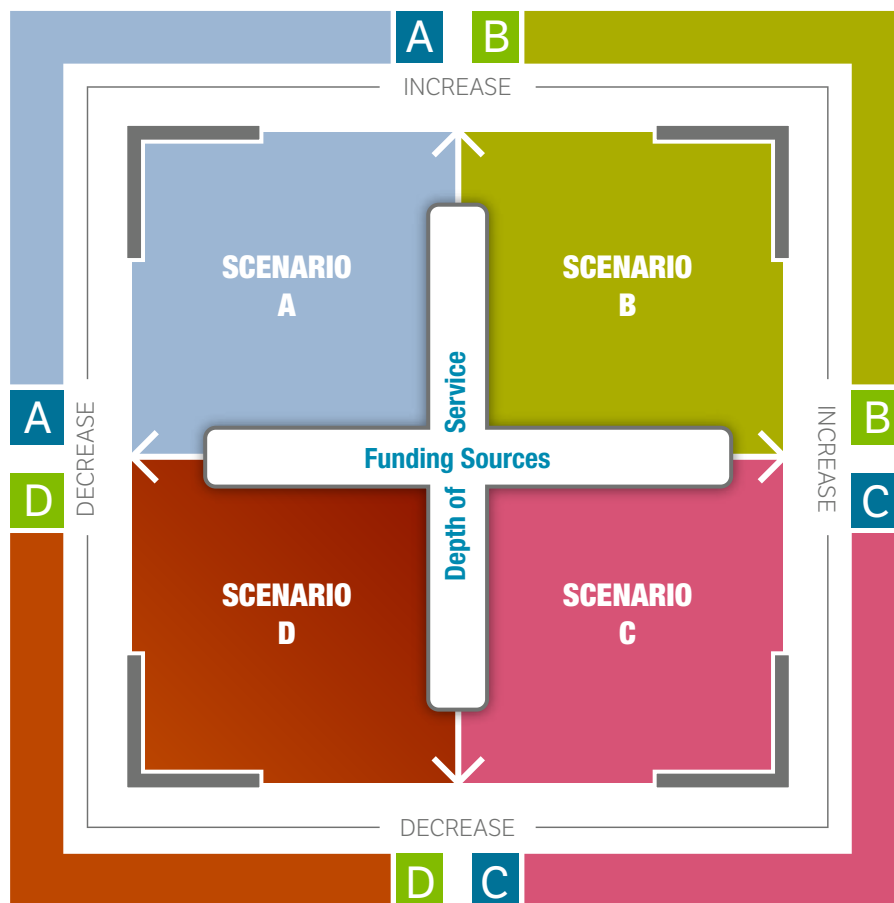
With the background of the global, national, and regional forces and how they relate to the organization, participants were invited to respond to a survey prior to the workshop. The survey sought to gain insight into what participants believe to be the key drivers of CAPHC services and specifically how to best position CAPHC for a successful future.

#### **Creating scenario spaces – four plausible scenarios for the future**

Based on the Pre-Think-Tank responses and key input from CAPHC leadership staff, themes were identified to become the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.

The two axes identified were **Funding Sources** and **Depth of Service**.

Workshop participants were presented with the scenario matrix, defined by the two major axes of 'Funding Sources' and 'Depth of Service' (see diagram). Brief descriptions were also attached to the end points of each driver axes. While these end points do not necessarily represent two extremes on a linear continuum, they are distinct enough to suggest some degree of separation and a plausible range of outcomes between them. The four quadrants (scenario spaces) based on different combinations of the two cluster themes, were reviewed and discussed with the workshop participants. This discussion explored the description of the end points included in each scenario space, the possible interaction between these drivers, and how they formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how funding resources and service delivery would look in a future based on each of the quadrants.



### 3.2.2 SCENARIO MATRIX – VIEWS OF THE FUTURE

Think-Tank participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group was asked to describe characteristics of the following dimensions of CAPHC in 2025 under the conditions of the scenario quadrant that they had been given and in terms of the triple-bottom line of social, economic and environmental characteristics:

- Organizational Structure and Role
- Funding Levels and Sources
- Impact on Clients

Additionally, they were asked to devise major events or headlines of how the scenario occurred using the years 2018, 2020, and 2025 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the other workshop participants. Each group's notes for their scenario and the description were used to produce the detailed narrative for each scenario. Below is the scenario matrix showing the names of each scenario as described by the workshop participants.



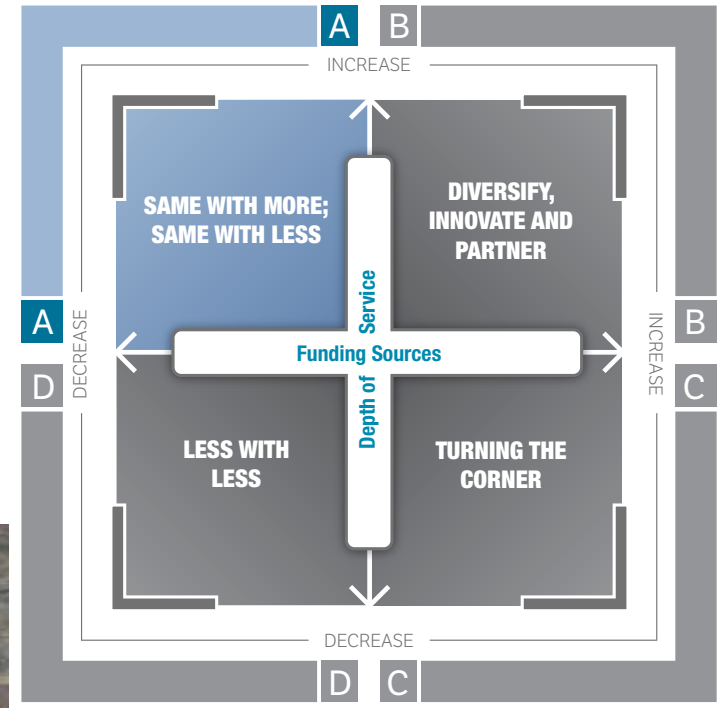
These four scenarios paint very different plausible futures for CAPHC. The workshop participants considered them all as largely plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section. Each scenario has its subsequent consequences and impacts on CAPHC – impacting the community, services, and organizational fabric in different ways. No one future is the ‘perfect’ future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.





### 3.3 SCENARIO A – SAME WITH MORE; SAME WITH LESS

Exclusive reliance on federal funding leaves CAPHC at the mercy of the Federal government for programming options. Because of Federal requirements, not all services meet local needs and some people are shut out of the system. A focus on several government targeted programs aims to increase the impact on client outcomes and build stronger partnerships with those specified service providers. CAPHC continues with traditional programs as defined by scope and priorities of Federal funding.



## SCENARIO CHARACTERISTICS - 2030

### Organizational Structure and Role / Characteristics

- Programs tied to federal funding source
- Specialized funding
- No fundraising arm
- Focused on grant writing and reporting
- Might miss out on connections and partnerships
- Missed opportunities for services
- Referrals to other partners
- Not involved in policy development
- Specific role in Minneapolis that feeds into other organizations
- Limited role in education for clients and policy makers
- Not part of policy making discussions
- Not involved in development of community capacity

### Funding Levels and Sources / Characteristics

- At mercy of federal government
- Shuts people out of services
- Would need to look at other federal funding
- Limits who we can serve without other funding
- Funding might be limited to city (ex. Community Development Block Grant)

### Impact on Clients / Characteristics

- Not able to serve anyone who falls outside of limits (ex. Someone at 200% of the federal poverty level cannot be served directly with CSBG)
- Might not be able to use all funds if services aren't needed or demand is not as high and cannot supply services actually needed (ex. Foreclosure)
- Can not always meet needs of community



## SAME WITH MORE; SAME WITH LESS – HEADLINE NEWS

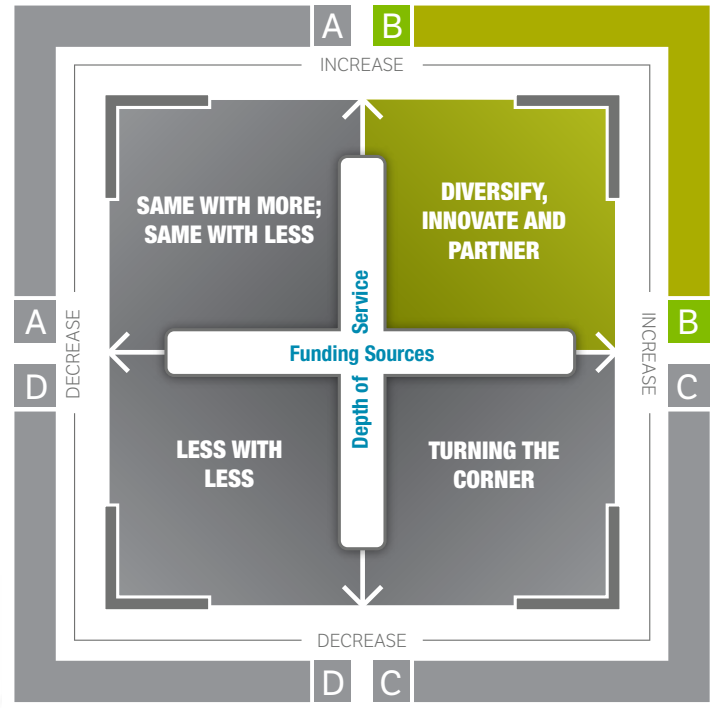
	2018	2020	2025
<b>Organizational Structure and Role</b>	"CAPHC Board approves expanding locations along LRT lines"	"CAPHC ensures continuity of services through sound organizational planning"	"CAPHC provides established support in community"
<b>Funding Levels and Sources</b>	"CAPHC unveils plans to expand existing services to new populations; strengthens partnerships"	"CAPHC expands fiscal agent report for struggling nonprofits"	"CAPHC cautiously optimistic about government resources as agency heads into 40th year"
<b>Impact on Clients</b>	"Doing more with more"	"CAPHC focuses services on most vulnerable"	"CAPHC shifts to serve emerging needs"





### 3.4 SCENARIO B – DIVERSIFY, INNOVATE AND PARTNER

A diversified funding stream means increased opportunities to support more innovative poverty reduction programs. The CAPHC Board becomes more involved in fundraising and leverages community contacts and partnerships to fit services to clients' needs. Increased use of technology allows for more efficiency of services. Staff becomes more diverse to match client base and the organization increases its ability to act as convener and partner with a more diverse set of service organizations. CAPHC takes a greater role in policy development in the area of poverty reduction.



## SCENARIO CHARACTERISTICS - 2030

### Organizational Structure and Role / Characteristics

- Board more involved in fundraising
- Increased role as convener/ collaborator (partnerships)
- Increased diversity in staff (languages, ages, ethnicity)
- More technologically savvy (data entry-client processes)
- More focused outreach/client recruitment
- Flexibility of locations (see clients where they're located)

### Funding levels and Sources / Characteristics

- A mix of government, large private foundations, individual and family foundations/donors and earned revenue
- Flexibility of innovation
- More Board involvement generally (finance, governance, fundraising and nominating)

### Impact on Clients / Characteristics

- Increased sense of trust and reliability
- Treated like an individual; targeted services
- Committed to involving clients in policy work/independence
- Narrow focus of services to suit clients' needs



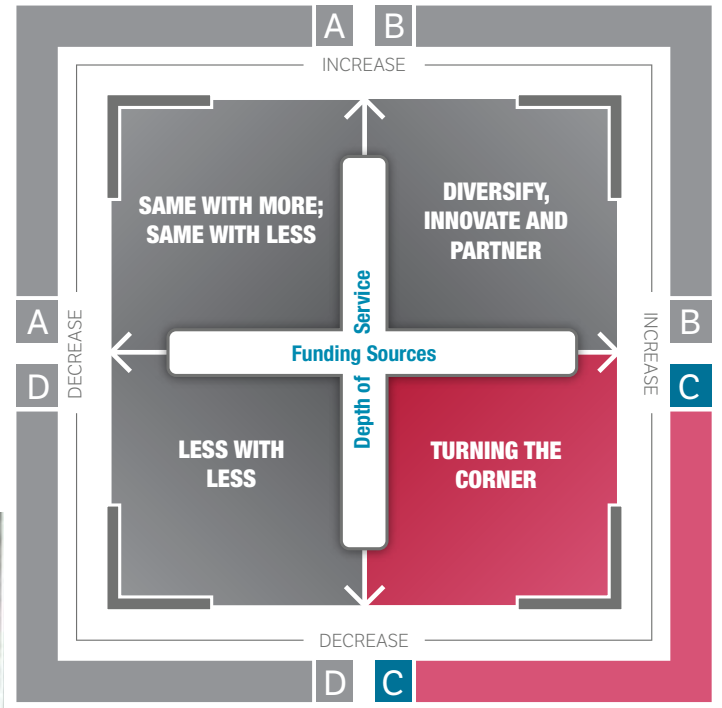
## DIVERSIFY, INNOVATE AND PARTNER – HEADLINE NEWS

	2018	2020	2025
<b>Organizational Structure and Role</b>	"CAPHC staff evolves into more flexible and technologically savvy to increase efficiency and provide better service delivery"	"CAPHC continues to adapt to needs of clients and locations around country"	"POVERTY SOLVED"
<b>Funding Levels and Sources</b>	"CAPHC emerges with strong funding plan which aims to diversify funding"	"CAPHC Board leads with capital campaign and massive fundraising initiative"	"CAPHC Diversified sources 1/4, 1/4, 1/4, 1/4"
<b>Impact on Clients</b>	"CAPHC crafts strong strategic plan to create better client outcomes over long term (innovative client services)"	"CAPHC seeks to increase client independence and starting to see better client outcomes"	"More Success: CAPHC clients sustaining independence over long term and not repeating services"



### 3.5 SCENARIO C – TURNING THE CORNER

Program selection is expanded with a more diverse funding stream, although the depth of service is more widespread than deep. CAPHC is able to maintain its programming and service existing groups as well as expand to new groups outside of the federal funding purview. The decrease in federal funding will mean an increased need to fundraise. The CAPHC Board becomes more proactive than reactive adding to the stability of the organization's image.





## SCENARIO CHARACTERISTICS - 2030

### Organizational Structure and Role / Characteristics

- Fundraising department is developed
- Case manager contracted
- Changes in program staffing
- Diversified funding
- Expanded services
- Added stability of organization's image

### Funding Levels and Sources / Characteristics

- Funding levels will look like:  
75% Government funding; 10% Corporate; 5% Philanthropy; 5% Fundraising; 5% Fee for Service
- More funding of programs to donor terms
- Funding levels are not predetermined
- Will need more fundraisers

### Impact on Clients / Characteristics

- Change from reactive to proactive
- Continuum of service
- Improved relations/reputation
- Expand services to meet changing needs



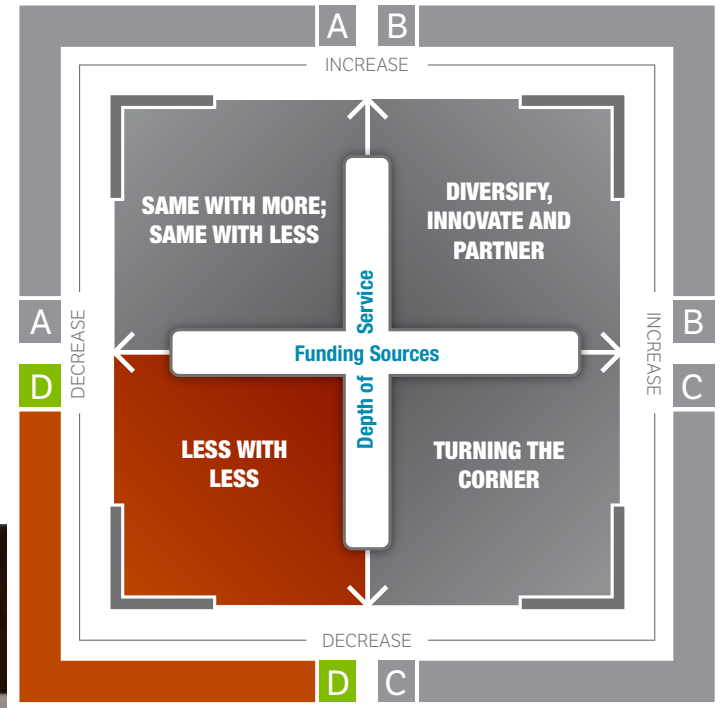
## TURNING THE CORNER – HEADLINE NEWS

	2018	2020	2025
<b>Organizational Structure and Role</b>	"CAPHC gets new fundraising leader"	"Fundraising Department fully focused on Fundraising"	"CAPHC Fundraising Department meets 25% of its Goals"
<b>Funding Levels and Sources</b>	"Funding Levels: 98% Government; 1% Philanthropy; 1% Corporate"	"Funding Levels: 90% Government; 2% Philanthropy; 2% Fee for Service; 3% Fundraising; 3% Corporate"	"CAPHC meets high fundraising goals: 75% Government; 10% Corporate; 5% Philanthropy; 5% Fundraising; 5% Fee for Service"
<b>Impact on Clients</b>	"Minimal Change for Clients"	"More stable added services come to CAPHC"	"CAPHC moves from Reactive to Proactive"



### 3.6 SCENARIO D – LESS WITH LESS

Siloed by government requirements, programming is limited and subject to cutbacks. CAPHC services may expand in federally focused program areas, but there is more competition for federal funding and local needs are often overlooked. There is a focus on maintenance of programs and client base instead of expansion of programs that will lift people out of poverty cycles. The organization is less secure in that it must remain responsive to new federal program trends instead of tailoring programs to local client needs.





## SCENARIO CHARACTERISTICS - 2030

### Organizational Structure and Role / Characteristics

- May stay the same
- More government relations and reporting/involvement in policy making/influence
- Serves as a government intermediary/delivery of services
- Less hands on help - more automation of benefit and delivery
- Responsive to budget cycles (temporary/seasonal)
- Siloed by government requirements
- Compete with other organizations for limited dollars
- Lift out of poverty vs. maintain – The promise of CAPs

### Funding levels and Sources / Characteristics

- All government dollars
- Federal dollars decline (2-4 years)
- Less admin dollars CSBG/MCAG – Admin
- Chasing programs – responding
- Less flexible dollars = less innovation
- Board – more government, relations
- Less secure (responsive to budget cycles and new program trends)

### Impact on Clients / Characteristics

- Less hands on help – more automation of benefit and delivery (less interaction)
- Maintain people in current situation
- Addressing individual/specific needs as defined by government
- Limited focus on Asset Development
- Less responsive to needs
- Current clients remain current as/if funding continues
- No reputation as innovator or community leader



LESS WITH LESS – HEADLINE NEWS			
	2018	2020	2025
<b>Organizational Structure and Role</b>	"CAPHC Cuts Jobs!"	"CAPHC Eliminates Additional programs – Looks for different dollars"	"Skeleton Crew"
<b>Funding Levels and Sources</b>	"Federal Funds Slashed"	"MN Works to Fill Gaps created by Federal Cuts"	"(President?)"
<b>Impact on Clients</b>	"CAPHC Cuts Services – Clients Freezing"	"Disparities at all time high!"	"Needs Great – Aging and Diverse Population stresses Hennepin County Safety Net!"



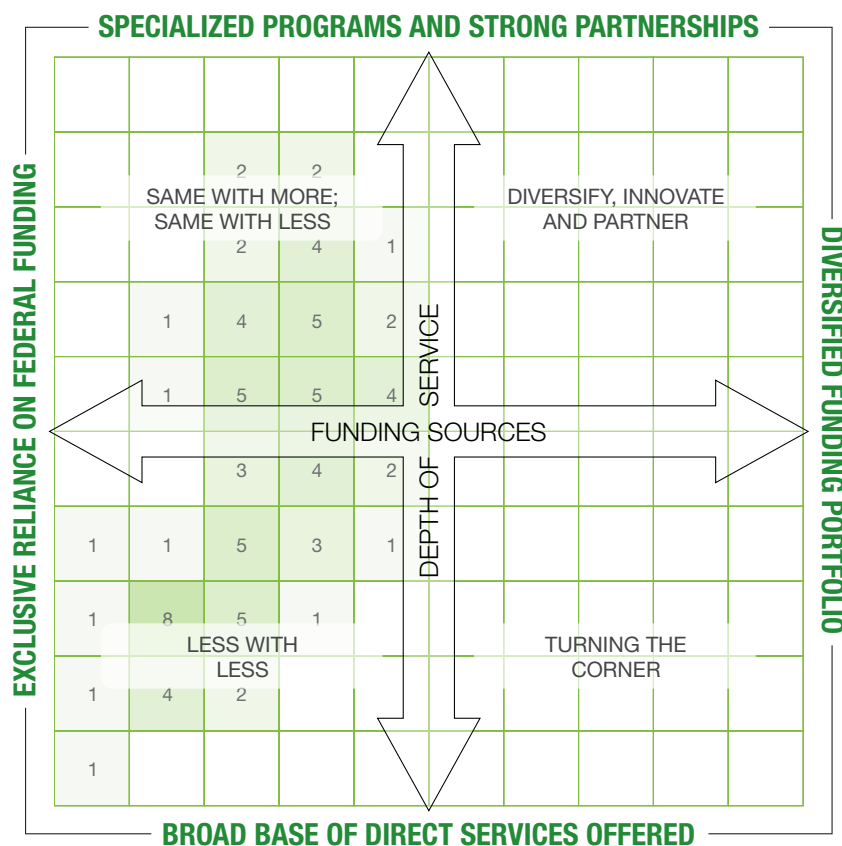
## 4.0 PREFERRED AND EXPECTED FUTURES

The four scenarios presented represent a range of plausible outcomes for CAPHC. Think-Tank participants were asked a series of questions regarding their views of the preferred and expected future. The expected future is the one they deemed most likely to happen if there is no change in the current trajectory. The workshop participants indicated that Scenario D – Less with Less - is the scenario they believed most represented the current direction of the region.

### EXPECTED SCENARIO (ASSUMING CURRENT TRAJECTORY CONTINUES)



**Community Action**  
Partnership of Hennepin County



#### EXPECTED FUTURE PLAUSIBILITY MATRIX

This grid displays the  
plausibility level assigned by  
the workshop participants.

The darker the colour, the  
greater the aggregate  
weighted plausibility score.

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## PREFERRED SCENARIO



**SPECIALIZED PROGRAMS AND STRONG PARTNERSHIPS**

**EXCLUSIVE RELIANCE ON FEDERAL FUNDING**

**DEPTH OF SERVICE**

**FUNDING SOURCES**

**LESS WITH LESS**

**TURNING THE CORNER**

**BROAD BASE OF DIRECT SERVICES OFFERED**

**DIVERSIFIED FUNDING PORTFOLIO**

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## 5.0 NEXT STEPS

The workshop participants discussed the ramifications and implications of failing to achieve the preferred future. There was a unanimous alignment of people that 'Diversify, Innovate and Partner' represented the preferred future scenario, however very few people thought that was the current trajectory. The preferred future 'Diversify, Innovate and Partner' outlines the basis of a shared vision for the organization. In addition, it gives an indication of the focus areas of action that will be needed for this vision to become a reality. The workshop participants discussed what it believed the next steps should be, and how they could move forward.

The axes that shape this future are increasing 'Funding Sources' and increasing 'Depth of Service'. Because of the long-term nature of the Scenario Planning methodology, stakeholders can often see the 'distant future vision (2025)' as unattainable and unrealistic. However, this often underestimates the progress that can be made in the intervening years, and the cumulative positive impacts of change. As an example, some of the existing work in the organization is already significantly shaping the future directions and actions.

The scenario framework also can help guide additional actions to inform the future, especially in the importance of building organizational infrastructure, collaboration and capacity. The challenge will be to connect CAPHC to existing efforts, and harness the depth of partnerships already occurring in the broader sector context. This will allow progress, even in periods of short-term economic stress.

CAPHC has high quality staff resources and world-class service capabilities. The challenge will be to optimize the use of these resources, especially with the expansion of services into the Minneapolis area of Hennepin County. Continuing to build partnerships and capacity will be vital. This will include the Board's ability to own the organizational vision and strategically plan the next five years to best serve the people of Hennepin County.

This report lays the foundation for creating a progressive organizational strategic plan. Towards the conclusion of the Think-Tank, participants were asked to brainstorm specific organizational needs that would need to be satisfied to achieve the preferred future scenario. Three overarching needs were identified:

#### Needs:

1. The ability to make investments in capacity building
2. A more compelling story/organizational narrative
3. To set goals to diversify funding “25 by 25” (25% by 2025)

Participants were then asked to identify specific strengths and gaps of the organization that could be used as focus areas for the Board to address these needs. The focus areas were broken into categories of Assets, Competencies and Capabilities as described below. Assets are those existing human or physical means which the organization has to reach their goals. Competencies are activities at which the organization is very proficient. Capabilities are activities the organization is uniquely proficient at - those types of activities that cannot be easily replicated or replaced by another entity.

#### Existing CAPHC Strengths

Assets	Competencies	Capabilities
Staff – Qualified	Service Delivery	Program Management – Energy, Car, Tax
Reputation for Governance		Diversity of Services
Financial Responsibility		Service Delivery – MNSURE, HUD, Tenant Training
Board Members		Responsiveness
		Facilitating Suburban Hennepin service providers

**CAPHC Areas for Growth and Development**

<b>Year</b>	<b>Assets</b>	<b>Competencies</b>	<b>Capabilities</b>
1	Talent Management	Fundraising	Telling the Story
	Better Information – address knowledge gap around service delivery in Minneapolis	Understanding of funding community in Minneapolis	Outreach – in new ways to new clients
	Evaluate - identify organization metrics for success, above and beyond funding reporting metrics	Board understanding of fundraising	Build new relationships and identify
	Relationships – build with elected officials		
3	Develop new interventions, programming	Identify best practices	Continue strong compliance
	Use technology to reach new clients and improve intake efficiency		

In the action planning process, CAPHC can look to the areas of growth. Participants identified the need for assets in the areas of talent management, developing an understanding of the service delivery and gaps in delivery in Minneapolis, having organization metrics for success, building relationships with elected officials, and in the longer-term to have new programs and intake technology to reach new and existing clients.

Participants identified the need to be very proficient at fundraising, understanding the fundraising community, having a board that understands fundraising, and understanding best practices.

Participants identified the need to be uniquely good at telling their story to the fundraising community, reaching out to new clients and in new ways, building relationships with other service providers, and continuing their strong tradition of compliance.

## 6.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. Future iQ specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. With over a decade of business experience, the company has grown to have a global clientele spanning three continents.

To learn more about Future iQ, and our recent projects visit [www.future-iq.com](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com)

### Report and Scenario Planning workshop prepared by:



#### DAVID BEURLE, CEO, FUTURE IQ PARTNERS

As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.



#### HEATHER BRANIGIN, VICE PRESIDENT, BUSINESS DEVELOPMENT

Heather has an academic background in Political Science, International Relations and Education and is committed to helping people understand global interconnectedness and collaboration. She is past President and current Advisory Council member of the United Nations Association of Minnesota and has worked for over 20 years in the fields of international education and development.



#### JULIANA PANETTA, J.D., ENGAGEMENT SPECIALIST

Juliana has particular expertise in Corporate, Employment and Immigration Law. Before joining Future iQ, she was an Associate Corporate Counsel for a futures and options derivatives exchange and worked for the fifth largest commercial bank in the United States. Juliana dedicates her spare time on a pro bono basis to immigration clients in Minnesota, and lends her Portuguese language skills Children's HeartLink.



#### MARCUS GRUBBS, MURP, AICP, PLANNING SPECIALIST

Marcus is a certified Planner with an academic background in Urban and Regional Planning and Environmental Studies. He recently completed a Graduate Research Fellowship with the University of Minnesota – Twin Cities, managing a research collaborative exploring the future of agricultural production, economic development, and environmental conservation in Southern Minnesota. Marcus chairs a non-profit policy committee and participates in the Big Brother program.





## 7.0 COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY, MINNESOTA

The Community Action Partnership of Hennepin County (CAPHC) is a community action agency working in all of Hennepin County to improve the lives of low-income people. Its mission is to “improve the quality of life in Hennepin County by creating and supporting links between individuals and communities through service, education and collaboration.” The agency offers services to individuals, outreach, energy assistance programs, homeownership services, food support, free tax assistance, legal services, employment counseling, and financial counseling. CAPHC engaged Future iQ to facilitate a strategic planning process that will lead to the development of an organizational strategic plan that will guide CAPHC activities for the next five years.

**For more information on the Community Action Partnership of Hennepin County, please contact:**

**Scott Zemke**, Executive Director

Community Action Partnership of Hennepin County

8800 MN-7, #401

St. Louis Park, MN 55426

**Email:** [szemke@capsh.org](mailto:szemke@capsh.org)

**Tel:** 952-933-9639

## 8.0 ACKNOWLEDGMENTS

Future iQ would like to thank the Leadership Staff at CAPHC for the significant time and effort put into the planning and execution of this Think-Tank. Future iQ would also like to thank CAPHC Board members for giving up a beautiful Minnesota Saturday to think and talk strategy about the future of CAPHC. We sincerely appreciate your contributions and look forward to the continuation of a successful project.



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