NJHSA Scenario Planning:
Looking to the Future For Our Network

Participation Date: 10 28 2020
AGENDA

1. Project Goals and Timeline
2. Confirming the Shared Vision
3. Immersing Ourselves in the Scenarios
4. Rehearsing the Future
5. Core Bet Options
6. Additional Insights
7. Bringing Scenario Planning to your Organization
THE PERILS OF PREDICTION: WHY WE MUST CHANGE THE APPROACH

IMF World Real GDP Growth Forecast, 2010–2020

Percent Change, Year-over-Year

Actual Growth

Forecast Sep-2011
Forecast Oct-2012
Forecast Oct-2013
Forecast Oct-2014
Forecast Jan-2016
Forecast Oct-2015

Source: International Monetary Fund (IMF).
SCENARIOS ACKNOWLEDGE A WIDER UNCERTAINTY ABOUT WHAT BUSINESS YOU WILL NEED TO BE IN.........
SCENARIOS MAP THE PLAUSIBLE RANGE OF STORIES
1. **Strategic options, or “Bets” for individual Human Services Agencies**  
Potential paths for navigating the coming years, applicable across diverse organizations

2. **Insights about the long-term direction of the collective NJHSA network**  
Bold ideas about the future of the movement, beyond crisis

3. **Inputs that can be evaluated for NJHSA strategy**  
Implications to NJHSA’s own organization, for later

4. **Applications to individual organization’s planning**  
Accelerating decision-making for your own organization, using this work as a starting point
SCENARIO PLANNING PARTICIPATION REPRESENTS NETWORK DIVERSITY

Core Group:
Carl Josehart, Task Force Co-Chair (Houston)
Karen Mozenter, Task Force Co-Chair (Columbus)
Reuben Rotman (CEO)
Lisa Loraine Smith (CPO)

Planning Group:
Judy Halper, CEO, JFCS Minneapolis, NJHSA Board Chair
Sandra Braham, CEO, JFCS Gulf Coast
Kim Coulter, CEO, JVS Toronto
Limor Schwartz, Executive Director, Raleigh Carey JFS
Basha Silverman, CEO, JFS Delaware
Jane Ginsburg, CEO, JFS of Northeastern NY
Joan Grayson Cohen, CEO, JCS Baltimore
Roselle Ungar, Executive Director, JFS New Orleans
Nancy Gale, Executive Director, JRS, Pittsburgh
David Marcu, CEO, Israel Elwyn
Eli Veitzer, CEO, JFS Los Angeles
Erin Minior, CEO, JCS Rhode Island (Patty Harwood, CPO will serve as alternate for one session)
Faye Dresner, COO, JFCS Atlanta

Outside Creatives:
June Gutterman
Deena Fuchs, Jewish Funders Network
Andre Fowlkes, Start Co
SESSION FLOW AND TIMELINE

**MODULE 1**
**EXPLORE**
Experience scenarios and their impact.
Sept. 1

**MODULE 2**
**REHEARSE**
Our future in each scenario.
Sept. 8

**MODULE 3**
**FOCUS**
Identify Core Bet Options.
Sept. 15

**MODULE 4**
**REFINE**
Bets and Must-Dos.
Sept. 23
RE-INTRODUCING THE SCENARIOS

EXILE
Economic transformation for some, few choices for others

MANNA
Public health breakthroughs provide a path to recovery, for now

PLAGUES
Lingering struggle to survive in a highly fractured society

TRIBES
Small, collective risk-taking to navigate an inconsistent world

Maintains or improves
Financial Stability
Civic and Social Gathering
Partly or mostly returns
Mostly does not return
Worsens
**EXILE**

“The opportunity gap has become the opportunity chasm”

“Exodus: The story of a family forced out of the U.S. to survive”

**MANNA**

“Big Brother is watching”

“Local government assumes responsibility for social services, resulting in non-profit providers closing”

**PLAGUES**

“We thought the vaccine mattered”

“Independent watchdog pronounces news outlets as being government controlled”

**TRIBES**

“Where did they go? Death of the small business in America”

“From Protests to Revolution: The making of a third political party”
The Client: “Sierra”
Sierra is a single mother of two teenage sons. When her boys were little, they lost their father to gun violence. She makes $28,000/year as an administrative assistant. Her youngest son struggles with anger management and often skips school. Her eldest son should graduate high school this spring. Sierra hopes he will pursue a technical degree at a community college.

Sierra’s Life in PLAGUES:
- Financial collapse, still unemployed
- Son #1: Joined a gang
- Son #2: Quit school because there was no wifi, works to support the family
- Food pantries don’t have supplies, depend on the secondary market
- Moved apartments more times than she can remember

Sierra’s Life in EXILE:
- Underemployed, just got a full-time job
- Living in constant fear: One day away from financial collapse
- Son #1: Finished high school but no job, mental health crisis
- Son #2: Quit school because there was no wifi, works to support the family
- Food pantries are critical support
In all scenarios, our clients face significant, multi-faceted, lasting challenges that only Human Service Agencies are equipped to address directly.

<table>
<thead>
<tr>
<th>Common Elements Across Scenarios</th>
<th>Diverging Elements Across Scenarios</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Needs and Human Suffering Increase</td>
<td>Funders of Our Work</td>
</tr>
<tr>
<td>Transformation of Work</td>
<td>Number of People Impacted</td>
</tr>
<tr>
<td>Technology as a Driver Across All Aspects of Life</td>
<td>How and Where Clients Live and Work</td>
</tr>
<tr>
<td>Digital Divide Impacts Client Experience and Access to Services</td>
<td>Level of Access to Services and Ability to Meet Basic Needs</td>
</tr>
<tr>
<td>Affirmation that Our Work Is Critical</td>
<td>Social and household structures</td>
</tr>
</tbody>
</table>
REHEARSING THE FUTURE: WHAT MIGHT EACH ORGANIZATIONS START, AMPLIFY OR STOP?

**EXILE**
*Keeping clients safe at home, wherever they are*
- Social services for the gig economy
- Outsourced recruiting for the displaced workforce

**MANNA**
*Focus on health outcomes for specific populations*
- Recruit for the new workforce
- Contract our Services: Provide to municipalities, corporations, insurance companies

**PLAGUES**
*Become the hub for accessing basic needs*
- Hyper-localized workforce services
- Broker for the basic needs economy

**TRIBES**
*Workforce services focused on the gig, digital economy*
- Bringing services to vulnerable populations where they are
- Represent the voice of vulnerable populations (w/ disabilities)
WHAT WE BELIEVE ABOUT THE FUTURE SHAPES OUR BETS.... AFTER REHEARSING THE FUTURE

Placing our "Chips": Where will we be in 24 months?

- **EVIDENCE DRIVER**
  - Vaccine and health outcomes
  - Economics through prior recessions
  - Politics and the election

- **Manna** 24%
- **Exile** 31%
- **Plagues** 12%
- **Tribes** 33%

**EVIDENCE DRIVER**
- Social Cohesion: Local, regional, and national
- Natural sense of optimism
CORE AND SIDE BETS IN ORGANIZATIONS

Requires investment of your own resources and R&D in most distinguishing areas (“doubling down”)

- Create a contingency plan (“playbook”)
- Identify partner(s) to share the load/risk
- Keep a program/initiative, but break into smaller commitments
- Start something new your self, in a small way
OUR JOB HERE IS A LITTLE DIFFERENT: PROVIDING OPTIONS ACROSS THE NETWORK
OPTIONS REPRESENT POTENTIAL BETS ACROSS SCENARIOS, GEOGRAPHY

**Financial stability**
- 3. Advocacy to Secure National Licensing
- 4. Predictive Case Management Engine
- 5. Virtual Navigation Offices in Public Places
- 6. Virtual Employment Services for Remote Areas
- 7. Training Programs for In-Demand Jobs
- 8. Contract Fee-Based Services for Employers and Cities

**Civic and social gathering**
- 1. Virtual Case Management & Clinical Services Platform
- 2. Broad Community Partnerships for Basic Needs
- 9. Advocacy for Employment (Ppl with Disabilities)
- 10. Virtual EMS Service
- 11. Virtual Supported Living Services (Ppl with Mental Disabilities)

Confidential: Not for Distribution
Virtual Case Management & Clinical Services Platform
Mental wellness services focused on vulnerable populations of all ages, through digitally based clinical services and case management.

We will provide a nationally integrated digital platform and our primary roles will be a referral to service providers to agencies in the Network

Broad Community Partnerships for Basic Needs
Partnerships with non-Jewish community organizations to deliver concrete supports and services, providing access to supports and services that address basic needs.

We will provide food and other personal care products, and access to case management. Our primary roles will be providing bulk product to other organizations to distribute, and social work/case management support to individuals via telehealth
**Advocacy to Secure National Licensing**
Access to comprehensive telemental health services, by securing national licensing for social work services through advocacy. We will provide telemental health services and our primary roles will be facilitating clinical services and billing insurance and other payors.

**Predictive Case Management Engine**
Using data that we collect to be more proactive with clients, forecasting case management recommendations when crisis happens with the right mix of solutions. Our primary roles will be assessing client needs through data mining and providing industry expertise to make sure it's relevant.

**Virtual Navigation Offices in Public Places**
Close traditional office space & establish virtual offices in public gathering places (e.g. schools), providing wrap around social services in collaboration with healthcare (health, mental health, workforce). Our primary roles will be delivering services/making services accessible/serving as navigators.
Virtual Employment Services for Remote Areas
Provide virtual employment services and build capacity nationally by training agencies in smaller or remote communities on counselling and workforce development, who currently have limited employment services in their community.

Training Programs for In-Demand Jobs
Focusing on dislocated workers, providing training to transition their skills and experience into the new economy. Developing modules that lead to certifications, delivered virtually, and can be leveraged by all network members.

Contract Fee-Based Services for Employers and Cities
We will provide counseling, wrap-around supports, talent recruiting, and senior supports directly in contract with employers and municipalities. Our primary roles will be service providers to provide support for key populations (employees / community members).
**Virtual EMS Service**

Providing virtual and seamless crisis intervention to address immediate de-escalation of situations impacting mental health and physical safety. We will provide licensed therapists, crisis counselors, and an emergency response team to connect families and bring providers as the situation unfolds.

**Virtual Supported Living Services**

Individuals with intellectual, developmental and psychiatric disabilities continue to connect to family, community, and work on skill-building goals through virtual services. We will provide equipment, training, education and direct assistance.
<table>
<thead>
<tr>
<th>Primarily Individual Organizations</th>
<th>Highly Collaborative</th>
<th>Primarily Centralized (NJHSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Virtual Navigation Offices in Public Places</td>
<td>1 Virtual Case Management &amp; Clinical Services Platform</td>
<td>3 Advocacy to Secure National Licensing</td>
</tr>
<tr>
<td>8 Contract Fee-Based Services for Employers and Cities</td>
<td>2 Broad Community Partnerships for Basic Needs</td>
<td>4 Predictive Case Management Engine</td>
</tr>
<tr>
<td>10 Virtual EMS Service</td>
<td>6 Virtual Employment Services for Remote Areas</td>
<td></td>
</tr>
</tbody>
</table>

- **Training Programs for In-Demand Jobs**: 7
- **Advocacy for Employment**: 9
- **Virtual Supported Living Services**: 11

**Virtual Navigation Offices in Public Places**: Highly Collaborative}

**Contract Fee-Based Services for Employers and Cities**: Primarily Centralized (NJHSA)

**Virtual EMS Service**: Highly Collaborative
“It is good to have an end to journey toward; but it is the journey that matters, in the end”

- Ernest Hemmingway

The right way is frequently shorter. (Numbers 32:13)
HOW CAN WE MAKE THIS WORK MOST VALUABLE TO THE NETWORK?

1. Integrate the language and process into our culture
   Town hall meetings, quarterly updates, affinity groups can all utilize and build upon the work

2. Build an action plan for a few key bets nationally
   Prioritization and focus are key!

3. Make it practical for our members
   Suggestions on how to use the tools, trainers for the toolkits, agenda for CEO calls

4. Evaluate bets with the Network’s current strategic plan
   Accelerating decision-making for your own organization, using this work as a starting point
BRINGING IT HOME:
APPLYING SCENARIO PLANNING LOCALLY

Evaluate outcomes for your own existing plans and “Bets”

Utilize the toolkit and NJHSA scenario planning outcomes to go through your own planning process more efficiently

Awareness of the possibilities: Consider alternatives and how you might change course
<table>
<thead>
<tr>
<th>1</th>
<th>Analyze</th>
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<tbody>
<tr>
<td>2</td>
<td>Rehearse Each Future and Generate Options</td>
</tr>
<tr>
<td>3</td>
<td>Evaluate and Prioritize</td>
</tr>
<tr>
<td>4</td>
<td>Plan</td>
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</tbody>
</table>

**TOOLKIT PROCESS**

1. Understand our organization **today**
2. Explore **Future Possibilities**
3. Narrow the list
4. Define our organization **tomorrow**
HEADLINES FROM THE FUTURE:
How the world may change using specific examples

What headlines might we see in this scenario? Think in terms of your own community (e.g., city, state, region, but not your organization itself) during the next 2 years.

(See previous slide for examples)
GENERATE OPTIONS

Consider:

The people you serve
The work you do
How you operate
The partnerships you might have or form

(See previous slide for instructions)

CHANGES TO WHAT WE CURRENTLY DO

Stop or Pause

Type here...

Continue or Amplify

Type here...

NEW THINGS WE COULD PURSUE

Start or Create

Type here...

How might we...
Increase participation in organized Jewish life? Provide other organizations what they need to get their work done? Get involved with a bold new area? Mitigate the downside of this scenario or accelerate the upside?
Our core bet is ______ Type here (few words about what it is) and will focus on
________________________ (people / group we’re serving) with ________________________
(problem they have / need).

We will provide ___________________________ (types of offers / products / services) and our primary
roles will be ________________________________ (what we’re mostly doing: curating,...,
creating / designing..., convening..., owning / operating..., etc).

We’re the right ones to do this because unlike others, we have the
_________________________ (what makes us unique) enabled by our
_________________________ (capabilities, skills, systems, partnerships, etc) to make it happen.

Some examples of programming strategy/scope: ____________________________

What we would NO longer be doing: ____________________________
APPENDIX MATERIALS: ACTUAL INPUTS FROM SCENARIO PLANNING
### Scenario: Plagues

#### Step 1: Become the “Hub” for accessing basic services and goods
- Digitally-based clinical service/case management
- Care coordination
- Partner with basic needs orgs to provide tangible goods to people in need
- Hotel variety of nonprofits together in our buildings
- Larger organizations become hub across geography, merge to create “satellites” in smaller footprint (JFS/JVS)

#### Step 2: Regionalize workforce services
- Vocational services focused on high-demand industries, regionally
- Partnerships, combinations across Human Service Agencies
- Eliminate geography as a barrier to work: Multi-state corporations using regional humans service agencies
- Technology partnerships reduce geography barriers

#### Step 3: Broker for the “Basic Needs” economy
- Digitally based clinical services
- Home sharing for seniors
- Group purchasing for low-income populations
- Tele-health services for low-income populations
- Population health consultants
- Compete with Employee Assistance Programs (EAP)
## STEP 5: THEMES IN PREPARATION FOR CORE BET EXERCISE

### SCENARIO: TRIBES

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td><strong>Bringing Services to the Consumer/Home: Vulnerable Populations</strong></td>
<td><strong>Workforce / Employment: Focus on Digital, Gig Economy</strong></td>
<td><strong>Digital Navigation of Social Services</strong></td>
<td><strong>Represent the Voice of Vulnerable Populations</strong></td>
</tr>
<tr>
<td>Mobile / satellite mental health, food, physical health - to your door</td>
<td>Stacking credentials / certifications, virtually</td>
<td>Virtual case management system, without geographic borders</td>
<td>Drive policy agenda</td>
</tr>
<tr>
<td>Tele-mental health</td>
<td>Tech partners (e.g. indeed) to match opportunities with skill sets (database)</td>
<td>Tele-mental health</td>
<td>Disability rights and services advocacy</td>
</tr>
<tr>
<td>Digital skills training for social isolation and navigation</td>
<td>Consult employers, chambers of commerce on new work models, digital culture, skills, creativity</td>
<td>Care coordination, clinical services</td>
<td>Immigrant / Refugee rights</td>
</tr>
<tr>
<td>Shared senior housing</td>
<td>Skills training for the digital, gig economy</td>
<td>Partner w/ tech companies - digital / virtual proficiency skills</td>
<td>Lobbying services for across communities</td>
</tr>
<tr>
<td>In-home services</td>
<td></td>
<td>Referral network to ensure revenue not impacted by geography</td>
<td>Wrap-around services for individual and families of vulnerable populations</td>
</tr>
</tbody>
</table>
**STEP 5: THEMES IN PREPARATION FOR CORE BET EXERCISE**

**SCENARIO: MANNA**

<table>
<thead>
<tr>
<th>Focus on Health Outcomes for Specific Population</th>
<th>Recruit for the new workforce</th>
<th>Social Services For Gig Economy</th>
<th>Pick a service, eliminate geography</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gov't &amp; private partnerships to provide behavioral health services</td>
<td>Provide outsourced recruiting</td>
<td>Replace or supplement EAPs with psychosocial, mental health services</td>
<td>Pick a singular core issue / population</td>
</tr>
<tr>
<td>Mobile / satellite mental health, food, physical health services</td>
<td>Become a consulting firm, using talent from dislocated professionals to provide contract services</td>
<td>Provide real-time support to essential workers across various industries</td>
<td>Eliminate geographic barriers to services; expand to geographic areas not currently being served (e.g., smaller cities)</td>
</tr>
<tr>
<td>Integrate services into public and private health systems or other nonprofits</td>
<td>Consult/contract with employers on new work models, digital culture, skills, creativity</td>
<td>Emergency assistance for employees</td>
<td></td>
</tr>
<tr>
<td>Fee-based concierge personal care services</td>
<td>Focus on emerging workforce</td>
<td>Provide services to municipalities, corporations, insurance companies, etc.</td>
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<tr>
<td></td>
<td>Partner with voc/ed institutions for training, certifs. &amp; supports</td>
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</tbody>
</table>
**STEP 5: THEMES IN PREPARATION FOR CORE BET EXERCISE**

**SCENARIO: EXILE**

<table>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus on Health Outcomes for Specific Population</strong></td>
<td><strong>Keeping Clients Safe and Stable at Home, Anywhere</strong></td>
<td><strong>Social Services For Gig Workers</strong></td>
<td><strong>Recruit for the Displaced Workforce</strong></td>
</tr>
<tr>
<td>● Pick a single population to focus</td>
<td>● Wraparound services coordination and case management, virtual / digital first</td>
<td>● Offer Employee assistance services for gig workers and corporations</td>
<td>● Provide outsourced recruiting - displaced professionals</td>
</tr>
<tr>
<td>● Gov’t &amp; private partnerships for behavioral health</td>
<td>● Licensure across states and / or referral network</td>
<td>● Essential worker support: real-time response to their needs</td>
<td>● Consult employers on new work models, digital culture, skills, creativity</td>
</tr>
<tr>
<td>● Mobile / satellite mental health, food, physical health services</td>
<td>● Keeping people in their homes - homelessness</td>
<td>● Emergency assistance for employees</td>
<td>● Focus on emerging workforce</td>
</tr>
<tr>
<td>● Integrate into public and private health systems, human service agencies, etc.</td>
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<td>● Wrap around services for gig workers, not provided by corps.</td>
<td>● Partner with tech firms for retraining</td>
</tr>
</tbody>
</table>
Core Bets Consolidated

JewishTogether.org
Our core bet is providing mental wellness services (few words about what it is) and will focus on vulnerable populations of all ages (people / group we’re serving) with digitally based clinical services and case management (problem they have / need).

We will provide a nationally integrated digital platform (types of offers / products / services) and our primary roles will be a referral to service providers to agencies in the Network (what we’re mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We’re the right ones to do this because unlike others, we have deep experience in case management, (what makes us unique) enabled by our strong professional expertise (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because this represents a national strategy to deliver on our core capabilities.
CORE BET FILL IN THE BLANK

BET #2: Broad Community Partnerships for Basic Needs
Scenario: PLAGUES

Our core bet is develop/enhance partnerships with non-Jewish community organizations to deliver concrete supports and services (few words about what it is) and will focus on individuals and households across our city (people / group we’re serving) with accessing supports and services to address basic needs (problem they have / need).

We will provide groceries and other personal care products and access to case management (types of offers / products / services) and our primary roles will be providing bulk product to other organizations to distribute, and social work/case management support to individuals via telehealth (what we’re mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We’re the right ones to do this because unlike others, we have the relationships with community community orgs and with funders/donors, enabled by our expertise and experience. (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different because it also build bridges between the Jewish community and other communities which is an important benefit in an increasingly fractured society.
BET #3: Advocacy to Secure National Licensing  

Our core bet is **Advocacy to secure National licensing for social work services** (few words about what it is) and will focus on serving **all** (people / group we’re serving) with **access to comprehensive telemental health services** (problem they have / need). We will provide **telemental health services** (types of offers / products / services) and our primary roles will be **facilitating clinical services and billing insurance and other payors** (what we’re mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc). We’re the right ones to do this because unlike others, we have the **national Network of highly skilled providers** (what makes us unique) enabled by our **technical know how and expertise in providing clinical services for diverse populations** (capabilities, skills, systems, partnerships, etc) to make it happen.

Some examples of programming strategy/scope: **pool of clinicians with expertise in working with all populations and demonstrated excellence in transition to comprehensive telemental health**

What we would NO longer be doing: **feeling limited with out of state referrals**
Our core bet is a ______ Data driven case management recommendation engine _______
(few words about what it is) and will focus on using data that we collect to be more proactive with clients_ (people / group we’re serving) with forecasting when crisis happens with the right mix of solutions_ (problem they have / need).

We will provide ___data driven solutions to client needs_ (types of offers / products / services) and our primary roles will be _assessing client needs thru data mining and providing industry expertise to make sure its relevant_ (what we’re mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We’re the right ones to do this because unlike others, we have the _industry expertise_ (what makes us unique) enabled by our _combining data with expertise_ - (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different because we are not reactive, but will be using artificial intelligence and data to address client crises.
CORE BET FILL IN THE BLANK

BET #5: Virtual Navigation Offices in Public Places Scenario: EXILE

Our core bet is close traditional office space & establish virtual offices in public gathering places - schools, etc. (few words about what it is) and will focus on the entire family unit_ (people / group we’re serving) with _social services - health and mental health and workforce (problem they have / need). We will provide ___wrap around services in collab with healthcare (types of offers / products / services) and our primary roles will be delivering services/making services accessible/serving as navigators (what we’re mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We’re the right ones to do this because unlike others, we have the _expertise in service coord/provision_ (what makes us unique) enabled by our person centered values - meeting clients where they are (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because___ensuring greater access, reducing barriers in the digital divide
Our core bet is to provide **virtual employment services nationally** and build capacity by **training smaller agencies on counselling and workforce development** (few words about what it is) and will focus on serving smaller and remote communities (people / group we’re serving) who currently have **limited employment services** in their community (problem they have / need).

We will provide **career and employment counselling and workforce development strategies** (types of offers / products / services) and our primary roles will be both **providing counselling and training to other agencies on counselling and workforce development** (what we’re mostly doing: curating…, creating / designing…, convening…, owning / operating…, etc).

We’re the right ones to do this because unlike others, we have the **skills, experience, expertise** and **capacity** to deliver virtually_ (what makes us unique) enabled by our **technology** (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because **is it is integrating digital solutions to an in-person model.**
CORE BET FILL IN THE BLANK

BET #7: Training Programs for In-demand Jobs Scenario:  MANNA

Our core bet is **training programs for in-demand jobs in the new economy** (few words about what it is) and will focus on **dislocated workers & upskilling** (people / group we’re serving) with **transitioning their skills and experience into the new economy** (problem they have / need).

We will **partner with voc ed, tech training & employers to develop training programs/modules that lead to certifications and can be used by all network members and delivered virtually** (types of offers / products / services) and our primary roles will be _training, facilitation, and support for job seekers; sell training to local employers & national employers_ (what we’re mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

This is boldly different than what we are doing today because **very hard to do individually (especially for smaller agencies)** but we can leverage the power of the network; we have the skills.
Our core bet is to **provide contracted fee-based services as a network to employers** with ___________________________ (problem they have / need).

We will provide **counseling, wrap-around supports, talent recruiting, senior supports; combination of virtual + local/in person** (types of offers / products / services) and our primary roles will be ___________________________ (what we’re mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We’re the right ones to do this because unlike others, we have the **leverage/negotiating power by virtue of our broad geographic coverage and range of services** (what makes us unique) enabled by our **national plus local capabilities; strong local reputations** (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because ___________________________
BET #9: Advocacy for Employment of those w/ Disabilities

Scenario: TRIBES

Our core bet is to build a robust advocacy system (few words about what it is) and will focus on employment services for people with disabilities with diminished access to previously available services through workforce programs and access to full employment opportunity. (problem they have / need).

We will provide legislative/policy advocacy across states and federal departments, through chambers of commerce and industry based groups. (types of offers / products / services)

We’re the right ones to do this because unlike others, we have the structure existing within the network, with our tie to JFNA, however this should be only starting base that needs to be expanded to the larger national disability network enabled by our to make it happen.

This is boldly different than what we are doing today because of our connections across the country and also ties federal, state and employers into an advocacy and policy network.
Our core bet is to provide virtual and seamless crisis intervention and will focus on intact, multigenerational family units with comprehensive case management services to address immediate de-escalation of situations impacting mental and physical health and safety.

We will provide licensed therapists, crisis counselors, connections to law enforcement, and an emergency response team that can be onsite within the hour and our primary roles will be connecting families to the initial contact and bringing providers online to engage with the family almost as the situation unfolds.

We’re the right ones to do this because unlike others, we have the history and broad base of services enabled by our shared values, collective resources and extensive network of trusted partners to make it happen.

This is boldly different than what we are doing today because we cannot share client data outside of our organization.
Our core bet is to provide supportive living services that are primarily virtual and will focus on individuals with intellectual, developmental and psychiatric disabilities with remaining connected to family and community and continuing to work on skill-building goals through virtual means.

We will provide equipment such as ipads or cell phones and training in how to use them to access zoom and similar technologies and our primary roles will be obtaining equipment through grant funding, education, and assistance with setting goals for connecting.

We’re the right ones to do this because unlike others, we have extensive experience in conducting services remotely and engaging technologically challenged populations enabled by a strengths based, collaborative peer support approach to make it happen.

This is boldly different than what we are doing today because it assumes that in-person services are not the gold standard and that persons will intellectual disabilities are capable of building their own virtual communities.