

AFTER THE PANDEMIC

A TOOLKIT FOR TRANSFORMATION

LET'S GET STARTED!

If the COVID-19 crisis has taught us anything, it's that we need to take preparedness to a whole new level. We need to think longer—not weeks, not months, but years longer.

We need to think systems. Broken health systems. Economic inequality. Racial injustice. Failing supply chains of both labor and the products of our labor. Political division and a frayed social fabric. And the planet: an urgent climate emergency.

We need bold visions of real system-wide change. We need to face a long century of reckoning with our global past. We need to reimagine our human experience for a century to come.

We need to get ready. We need to do it NOW.

A CONVERSATION

So join the conversation. Start small. Groups of just five or six people can launch a new future. Identify the patterns from the past that we can no longer ignore. Look for signals of reinvention—innovations that point to a different kind of future. What future-forward actions do they suggest for today? And what happens next?

- **It's your conversation.**
Start talking and listening.

A GLOBAL AGENDA

We are communities of humans. But we're so much more. We're a planetary species, and we need to expand our ability to imagine beyond our local borders, to reinvent a global economy that stands for greater equity and resilience. We need to rediscover mutualism at every scale—from the scale of our bacterial bodies to the scale of the Earth's atmosphere.

- **We need to set a new agenda for the world, starting from our small conversations and building 100 actions we can take today.**

A BRAND NEW FUTURE

What does the world look like when we take those future-forward actions? It looks brand new. It looks like a version of human history we've never seen before. It looks like transformation. Reinvention.

- **It's our job to tell the story—our human life after the pandemic.**

HOW TO USE THIS TOOLKIT

WHAT'S IN THE TOOLKIT

- This orientation guide
- A map of 4 post-pandemic scenarios and 7 system failures
- 3 decks of cards: *Patterns from the Past*, *Innovations for the Future*, and *Actions for Transformation*
- A facilitator's guide
- A reference index to the cards

TWO WAYS TO WORK

- **Play the long game:** follow the steps on these two pages to get oriented, get engaged, and get imaginative.
- **Take the fast path:** choose one card from each deck and tell a future story to answer the questions on the back page of this guide.

See the *Facilitator's Guidelines* for more detailed suggestions for working with the toolkit in groups. www.iff.org/whathappensnext

GET ORIENTED

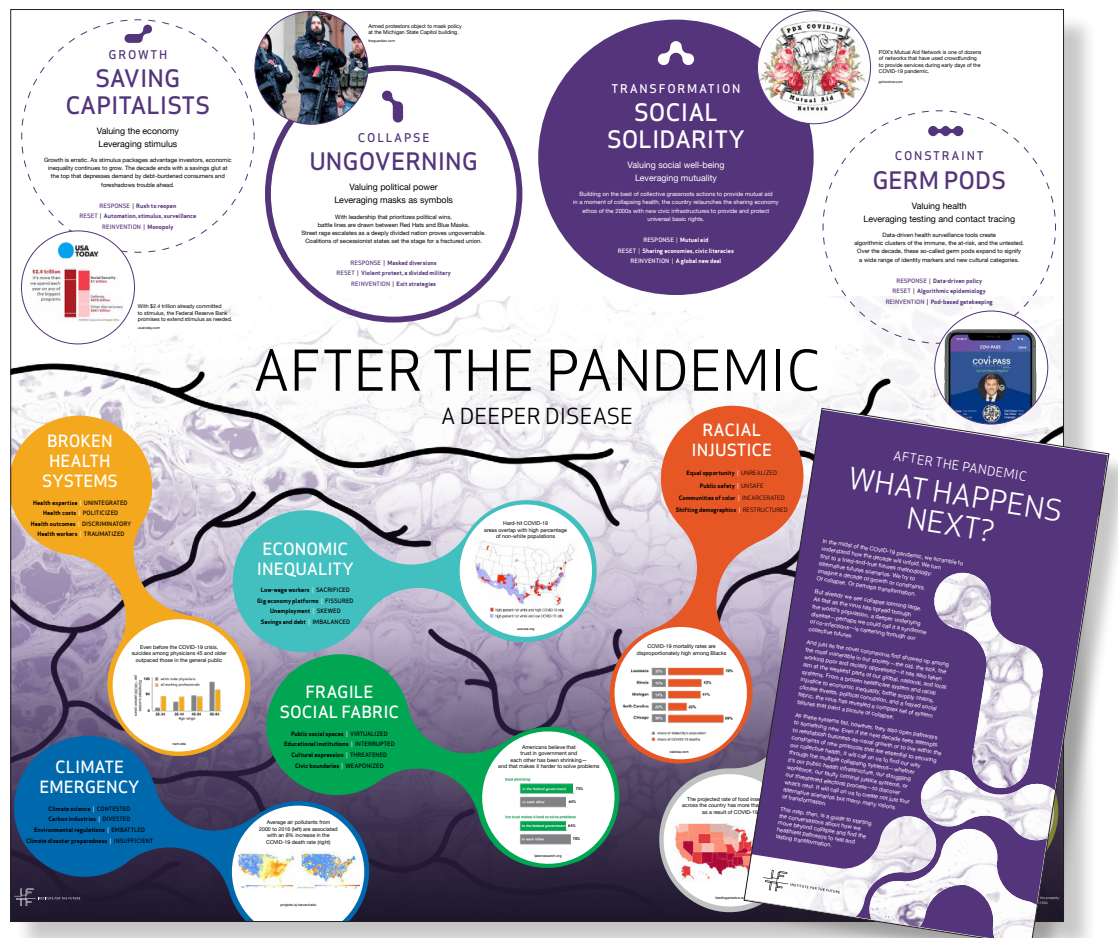
A map is always a good way to get oriented. *After the Pandemic: What Happens Next?* is a map for the moment — a set of scenarios and a high-level scan of seven big system failures, designed to help you get your bearings.

Explore the four alternative scenarios: growth, constraint, collapse, and transformation.

Would you tell those stories differently? Would you act differently today if you knew one of them was more likely than the other?

Share the map ...

with friends and co-workers, with community leaders and changemakers. Begin to build a common understanding of how and why these interlocking systems are failing. Start to set your sights beyond collapse to the horizon of transformation.



GET ENGAGED

Think of the toolkit as a roundtable card game, played with three decks: *Patterns from the Past*, *Innovations for the Future*, and *Actions for Transformation*.

Start the game with the *Patterns from the Past*.

- It has seven suits, one for each of the seven system failures. Each player chooses a few key cards to play—patterns that can't be ignored as we move forward.
- Lay them out for others to see. Look to see how many cards you chose in common, and how many are different.
- Talk about why those cards are important to you and how they connect to your life today.
- Talk about how the patterns came to be and what might change them in the future.



Next, explore the *Innovations for the Future*.

- These are signals of reinvention. Shuffle the deck.
- Go around your table—whether it's virtual or tangible—and draw cards, one at a time.
- As each person shares their card, talk about how it might change the patterns in the middle of your table.
- Reflect on related signals you've seen around you. Go as fast or as slow as you want. This might be an all-night card game.



Then, cue up the *Actions for Transformation*.

- Take a few strategic moments to look through your individual decks. Look for actions that you think will best address the system failures you see in the middle of your table.
- Choose three.
- Go around the table and turn up your first and most important card. (Feel free to create your own action cards, too.)
- Make a pitch for it. Explain why it's the most important.
- Tell a story about what happens next if you choose this action.
- Set a timer for each person or let each card launch a longer discussion. You might need a week, or two, or three to get through all the cards. That's okay. After all, this is a global agenda for the next hundred years we're talking about.



- Once you've discussed your set of cards, choose your group's top nine future-forward actions. This is the beginning of transformation.

GET IMAGINATIVE

It's time to tell your story of transformation: a scenario that leads to a brand new world so different it's hard to imagine. But we have a storyboard to help you.

It's a story in three parts. First are three things you can do today.

- Look at your action cards you selected and choose three.
- Make sure you have one that's easy and one that's not so easy.
- Put them in the first column: RESPONSE.

Then choose three action cards that might take a little longer to set in motion.

These are likely to be harder and may depend on the actions in the first column. Put them in the second column: RECKONING.

Finally, put the remaining cards in the third column: REINVENTION.

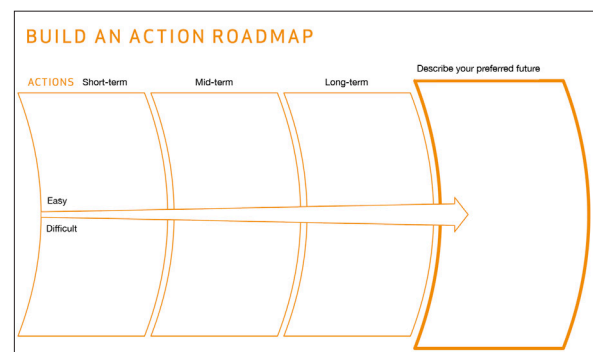
- Look at your timeline and talk about the picture that emerges as the transformation becomes clear.
- What is most surprising about life in this world?
- Capture your vision in the vignette at the right.

Now you can tell the story.

- You can tell it in the three main steps of response, reckoning, and reinvention.
- You can write it as a diary of the three stages. Or as a history looking back on this time.
- Or maybe you see it as three heroic actions by one or more heroes—real or imagined.
- Tell the story in tweets or write a longer blog post or op-ed. Turn it into a graphic novel or a simple SlideShare-style video. Send it as a holiday card to friends and relatives.

The goal?

Get everyone talking, listening, and imagining.
We have a big task ahead. And your story matters.



AFTER THE PANDEMIC

The goal of the Toolkit for Transformation is to tell stories about the future that haven't been told before—stories of the transformation that become possible after a global pandemic. Here's a shortcut to these stories:

🔗 **Choose** 3 cards: one pattern from the past, one innovation for the future, and one action for transformation.

If you're working in a group, say a few words about how the innovation and action you've chosen might change the pattern from the past over the next decade. Or just jot down a headline from 2030 that tells this story.

🔗 **Answer** one or more of the following questions to fill in the details of the story:

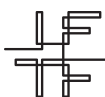
- What roles do you play in 2030 in this story of the future?
- What new institution, organization, or platform is an essential part of this story of 2030?
- What other patterns from the past have changed in 2030 as a result of this transformation in 2030?
- What new community has emerged as a pivotal leader in this 2030 story?
- What new way of learning is helping you make these changes?

🔗 **Think** about how it feels to live in this future.

- Post a tweet.
- Create a short Instagram video to inspire someone else to join you in this future. #Afterthepandemic

ABOUT IFTF

Institute for the Future is a world-leading futures organization. For over 50 years, businesses, governments, and social impact organizations have depended upon IFTF global forecasts, custom research, and foresight training to navigate complex change and develop world-ready strategies. IFTF methodologies and toolsets yield coherent views of transformative possibilities across all sectors that together support a more sustainable future. Institute for the Future is a registered 501(c)(3) nonprofit organization based in Palo Alto, California.



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DECK 1

PATTERNS

FROM THE PAST



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AFTER THE PANDEMIC



PATTERNS FROM THE PAST

The COVID-19 pandemic has revealed a much deeper disease in our social, economic, and political systems—all of which require swift attention as the world seeks to rebuild a healthy planet.

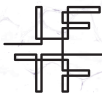
The starting place is the past—with patterns, both near and distant, that have been revealed. Today's health and economic crises are repeat performances of previous crises, missteps, and injustices. Captured in data that shows trends and discontinuities, these patterns are the starting place for diagnosing the ills we face and discovering systems where we can intervene to create a new kind of health and well-being—locally, nationally, and globally.

Use these *Patterns from the Past* to jumpstart your thinking about where we've come from and what needs to change. Next, turn to the *Innovations for the Future* cards to expand your sense of what's possible. Then get to work with *Actions for Transformation* to plot the way toward recovery and renaissance.



PATTERNS FROM THE PAST

BROKEN HEALTH SYSTEMS



INSTITUTE FOR THE FUTURE

BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

The U.S. medical care and public health systems face a host of dichotomies that undermine their ability to create and sustain health—and leave them vulnerable to collapse in a time of pandemic.

Even in less-tumultuous times, structural divisions between public health and clinical health, between mental health and physical health, between infectious disease and chronic disease, and between public and private financial schemes create artificial boundaries that inhibit flows of funds, resources, and knowledge. These divisions create confusing mazes of policy and pricing that inexorably lead to unequal access, a burdensome bureaucracy of accounting, and an inability to quickly mobilize a coordinated, system-wide response in a moment of crisis, such as the COVID-19 emergency.

How can we reimagine this broken health system to improve health for everyone—from low-paid home health aides to an at-risk health care workforce to the diverse households where health and illness are experienced each day?

BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

1

Health disparities are
widespread across multiple
measures of well-being

Social determinants of health

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment Income Expenses Debt Medical Bills Support	Housing Transportation Safety Perks Playgrounds Walkability Zip Code/ Geography	Literacy Language Early Childhood Education Vocational Training Higher Education	Hunger Access to Healthy Options	Social Integration Support Systems Community Engagement Discrimination Stress	Health Coverage Provider Availability Provide Linguistic and Cultural Competency Quality of Care

BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

Health disparities exist across morbidity, mortality, and other measures of well-being, not only for the poor and people of color (including Native Americans), but also as a result of gender, sexual orientation, disability status, and geography. For example, while white women still live longer than white men and Blacks of both sexes, the death rate for rural white women, aged 40-44, grew 47% between 1990 and 2014, compared to a 0.2% decline for urban white women.

<https://www.kff.org/disparities-policy/issue-brief/disparities-in-health-and-health-care-five-key-questions-and-answers/>

<https://www.washingtonpost.com/sf/national/2016/04/10/a-new-divide-in-american-death/>

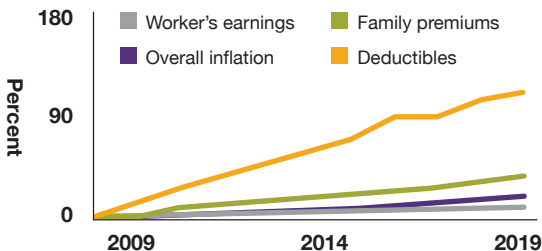
BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

2

Healthcare premiums and deductibles have risen much faster than earnings for the past decade



BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

In spite of efforts like the Affordable Care Act to provide insurance for everyone, insurance premiums rose 162% from 2009 to 2019, more than five times as fast as worker earnings, which grew only 26% in the same period. Employer-sponsored health insurance rarely covers 100% of costs associated with medical visits, and researchers have found that household spending on health care exacerbates income inequality in the United States.

Q How might the COVID-19 pandemic (or future pandemics) trigger a major restructuring of health care insurance in the United States?

Q What are unexplored alternatives to private health insurance?

<https://www.kff.org/health-costs/press-release/benchmark-employer-survey-finds-average-family-premiums-now-top-20000/>

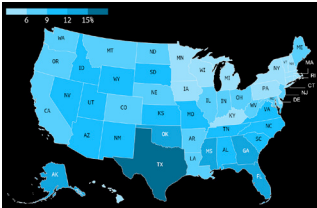
Christopher et al, <https://pubmed.ncbi.nlm.nih.gov/29345995/>

BROKEN HEALTH SYSTEMS

3

People with low incomes and low educational attainment are less likely to have health insurance

Uninsured by state



Percent without health insurance



BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

Health insurance coverage varies by state, but across the country those with lower income and lower levels of education are less likely to be protected by health insurance. Lower income doesn't entirely explain lack of coverage for those with lower education.

Q How might education be reframed as a health benefit for individuals and society?

Q What educational reforms are likely to improve healthy options for everyone?

<https://www.bloomberg.com/news/articles/2020-06-30/virus-threat-grows-in-u-s-where-millions-lost-health-coverage>

BROKEN HEALTH SYSTEMS

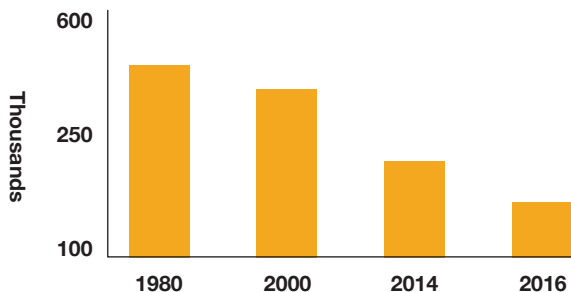


PATTERNS FROM THE PAST

4

Public health resources have
declined steadily since 1980

Number of public health workers in U.S.



BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

While the actual number of public health workers is difficult to assess, estimates suggest that the workforce declined from 500,000 in 1980 to 197,000 in 2018. Analyses of funding from Trust for America's Health suggest a gap in foundational public health spending of \$4.5 billion per year, with no reserves in the Public Health Emergency Fund.

- Q** How can we rethink public health—and especially preventive planetary health—to make it a present-day priority?
- Q** What action can we take today to build a public foundation for addressing the cascading and overlapping health crises likely to emerge in the next decade and beyond?

<https://pubmed.ncbi.nlm.nih.gov/29336862/>

BROKEN HEALTH SYSTEMS

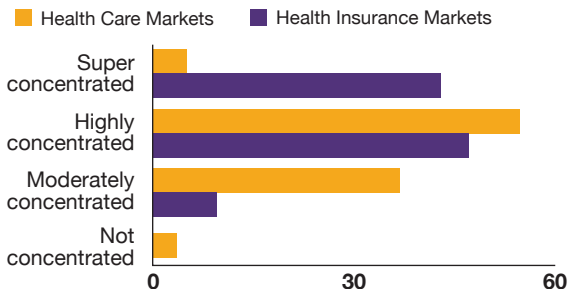


PATTERNS FROM THE PAST

5

Health care and health insurance markets have become highly concentrated in a majority of Metropolitan Statistical Areas

Percent of Metropolitan Statistical Areas (MSAs) with concentrated markets



BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

Aggregation of health care providers, medical supply companies, and health insurers over the past decades has reduced the bargaining power of consumers and health care workers alike.

COVID-19 financial losses in these systems—The American Hospital Association (AHA) estimates \$50 billion per month—will likely place additional pressures on a workforce depleted by both the virus and layoffs (as a result of canceled elective surgeries and other services).

Q How can we rethink the financing of health services to create a more diverse marketplace that's responsive to distinctive local needs?

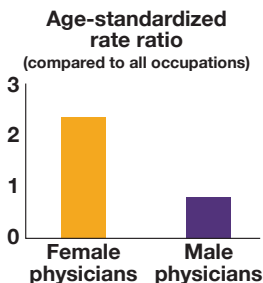
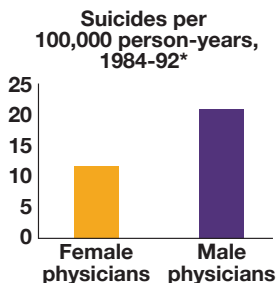
Q What would be the impact on the structure of health care systems in a world of Medicare for All?

<https://www.commonwealthfund.org/blog/2018/variation-healthcare-provider-and-health-insurer-market-concentration>

BROKEN HEALTH SYSTEMS

6

The suicide rate among female physicians is about half of male physicians—but more than double the rate among female workers in all occupations



*This data includes white physicians only because there were insufficient numbers of non-white male and female records for analysis.



PATTERNS FROM THE PAST

Even before COVID-19, suicides in various medical professionals—such as female physicians and male physicians over 60—were troubling. It is too early to evaluate the impact of the virus on the mental health of health care workers, but early reporting from Kaiser Foundation's Lost on the Frontline project suggests that 20% of total COVID-19 cases in the United States occurred among health care workers (who make up just 11% of the U.S. workforce). While Americans have celebrated these workers as heroes, the impact of their sacrifices on their mental well-being remains to be seen.

- Q** What can be done immediately to protect the long-term physical and mental health of the healthcare workforce?
- Q** What would a truly healthy 21st century healthcare workforce look like?

<https://academic.oup.com/occmed/article/58/1/25/1536620>

BROKEN HEALTH SYSTEMS

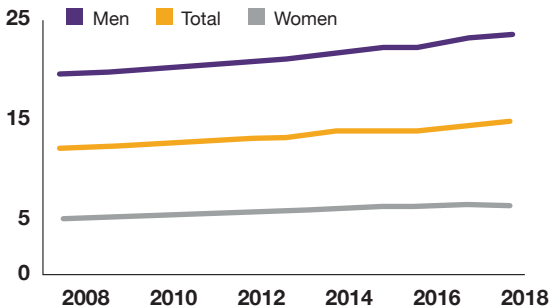


PATTERNS FROM THE PAST

7

Rising suicide rates point to a
mental health emergency in the U.S.

Deaths per 100,000



BROKEN HEALTH SYSTEMS



PATTERNS FROM THE PAST

The rate of suicide in the United States has been growing steadily over the past decade, with close to 50,000 deaths in 2018, placing suicide in the top ten causes of death. Rates are highest among men and among people ages 45-64. They are significantly higher among whites without a college degree.

Q What are the unexamined environmental drivers of suicide and suicidal ideation, and how can environmental health inform mental health strategies?

Q How can K-12 education address the roots of suicide among adults?

https://suicidology.org/wp-content/uploads/2020/02/2018datapgs2_Final.pdf

<https://www.nytimes.com/interactive/2020/04/10/opinion/coronavirus-us-economy-inequality.html?referringSource=articleShare>



PATTERNS FROM THE PAST

ECONOMIC INEQUALITY



INSTITUTE FOR THE FUTURE

ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

The long-term growth of economic inequality—both income and wealth inequality—is well documented and has already been exacerbated by the COVID-19 pandemic.

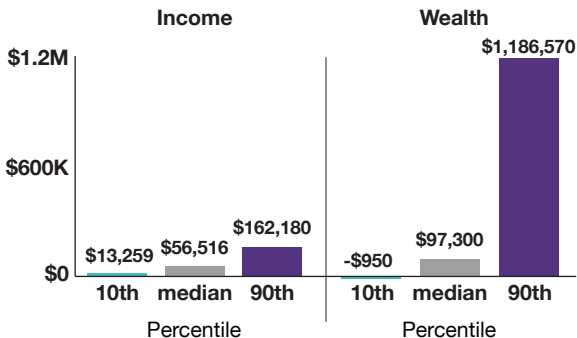
More often than not, economic inequality begins with a person's birthplace, where the zip code of birth is a reliable predictor of future wealth and health. In the midst of the pandemic, geography is shaping the fates of millions of low-wage workers who are disproportionately essential workers, facing greater health risks, while soaring unemployment among non-essential workers has also skewed much higher for Black and LatinX workers. Meanwhile, gig economy platforms undermine long-term worker security, health benefits, and worker unions. And in the longer term, growing debt at the bottom of the economic ladder will likely suppress consumer demand as the wealthiest invest in savings that grows on the back of that debt.

How can we assure that economic policies—from stimulus packages to unemployment insurance to business loans—invest in greater wealth equality as the foundation for economic recovery over the coming decade?

ECONOMIC INEQUALITY

8

Income inequality is dwarfed by wealth inequality



ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

Income is often used as a measure of inequality, but wealth (assets minus debt) is a more revealing metric. Income is a flow of money, while wealth is accumulated and transferred across generations. Wealth provides economic security and creates opportunities.

- Q** How can we refocus worker attention from income gains to asset intelligence?
- Q** What kinds of organizations, comparable to trade unions, could advocate for household and community asset development?

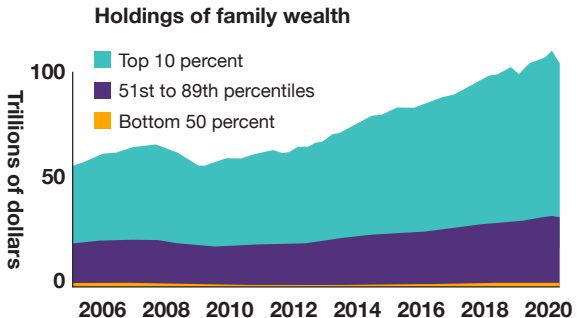
www.nber.org › cps › cpsnov2016

<https://www.federalreserve.gov/econres/scfindex.htm>

ECONOMIC INEQUALITY

9

The bottom 50% own just
1% of the wealth



ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

The concentration of wealth in the top 1% of U.S. families approximately tripled in the past three decades, while the thin line of wealth at the bottom has continued to shrink, pointing to reduced ability of 50% of families to invest in their own growth.

- Q** What are unexplored options for redistributing wealth and restoring a healthy economy for the bottom 50%?
- Q** What are new kinds of wealth that can be readily developed to support the well-being of poor communities?

<https://www.federalreserve.gov/releases/z1/dataviz/dfa/distribute/chart/#range:2005.1,2020.1>

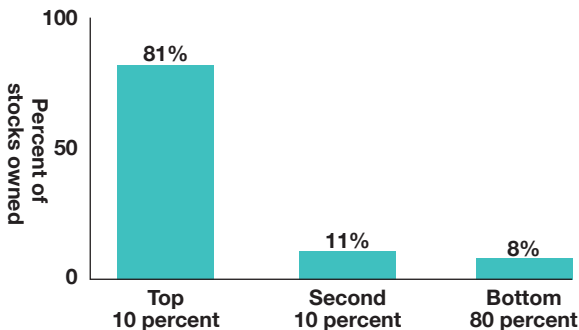


PATTERNS FROM THE PAST

ECONOMIC INEQUALITY

10

10% of Americans own the
overwhelming majority of
American stocks



ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

Stocks are a weak measure of the true health of the economy since the top 10% own 81% of stocks, while the bottom 80% own a mere 8%. Because stocks are a primary way to grow wealth, the vast majority of Americans have little access to future wealth.

- Q** How can we assure that everyone has access to the instruments that generate future wealth?
- Q** What new kinds of investment instruments might generate new wealth and health, not only for individual households, but for entire communities?

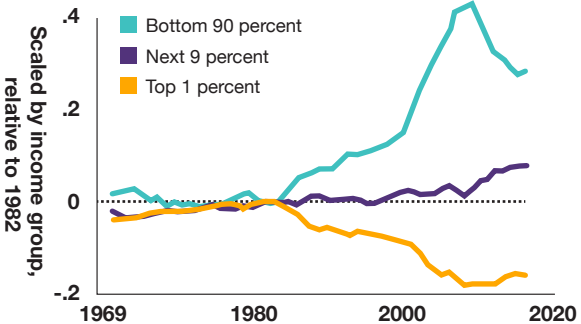
<https://www.npr.org/2017/03/01/517975766/while-trump-touts-stock-market-many-americans-left-out-of-the-conversation>

ECONOMIC INEQUALITY

11

Debt is concentrated in the bottom 90% of U.S. households

Net household borrowing by wealth



ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

Household debt in the United States has been growing for the bottom 90% while the top 1% grow their savings by investing in financial instruments that rely on expanding credit to the bottom 90%. This generates *indebted demand*, which depresses demand and GDP in the long term. If wealth were spread more equally, higher incomes across the board would allow more people to consume more without going into debt, potentially adding 2% to GDP.

- Q How might we reimagine financing for such basics as housing, transportation, education, and even food to reduce the debt of most households?
- Q How can we leverage community assets to reduce household debt—for example, through community trusts?

https://scholar.harvard.edu/files/straub/files/mss_indebteddemand.pdf

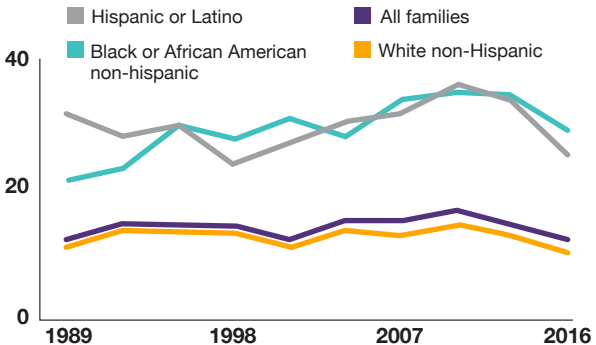
<https://www.nber.org/papers/w26940>

ECONOMIC INEQUALITY

12

Hispanic and Black families have double the debt-to-asset ratio of white families

Debt as a percentage of total assets, by race



NBER, Survey of Consumer Finances (2016)

ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

Debt, like wealth, is unequally distributed and racially biased. White debt hovers between 10% and 15% of family assets (for example, a large student loan weighed against home equity). But for Blacks, debt as a percentage of assets has grown from about 20% to 30% over the past three decades.

- Q** How might we reverse current practices such as discriminatory interest rates to increase assets for people of color without disproportionately increasing their debt?
- Q** How might we leverage Black debt forgiveness—or at least forgiveness of interest—as a form of reparation for slavery?

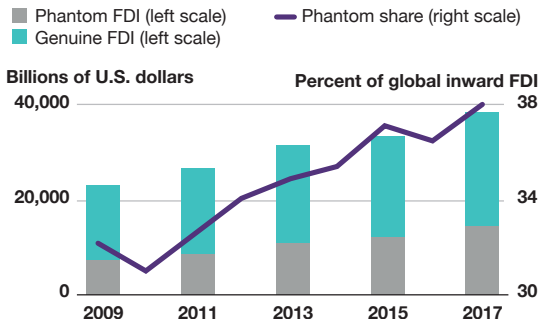
www.nber.org › cps › cpsnov2016

ECONOMIC INEQUALITY

13

Phantom FDI—a measure of corrupt money flows—is a growing share of total FDI

Foreign direct investments, 2009-2017



ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

Economic inequality is driven, in part, by *foreign direct investments* (FDI). These are cross-border financial investments among firms that belong to the same multinational group. Such groups have used cross-border investments to reduce corporate tax burdens from about 40% in 1990 to about 25% in 2019. Phantom FDI, which passes invisibly through corporate shells and often includes illicit funds, has grown as a share of total FDI from about 11% in 2009 to about 38% in 2017.

- Q** What kinds of coordinated global agreements might change the use of FDI to avoid taxation?
- Q** How might we systematically track phantom FDI to map and block corrupt global flows of money through apparently legitimate organizations?

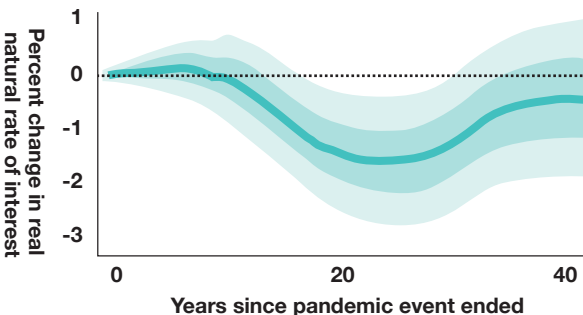
<https://www.imf.org/external/pubs/ft/fandd/2019/09/pdf/fd0919.pdf>

ECONOMIC INEQUALITY

14

Economic depressions resulting from pandemics can last as long as 40 years

Response of the European real natural rate of interest following pandemics, 1311-2018



ECONOMIC INEQUALITY



PATTERNS FROM THE PAST

Òscar Jordà and co-authors at the Federal Reserve Bank of San Francisco/UC Davis analyzed economic and pandemic data for Europe from 1311–2018 to reveal the long-lasting depression of real natural interest rates following 15 large pandemic events: the low point of recovery actually occurs 20–30 years after the event.

- Q** How can we best prepare for a decades-long economic recovery that doesn't disadvantage those who are already disadvantaged?
- Q** How do we build this kind of long-term economic planning into individual household and community planning?

<https://www.frbsf.org/economic-research/files/wp2020-09.pdf>



PATTERNS FROM THE PAST

RACIAL INJUSTICE



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RACIAL INJUSTICE



PATTERNS FROM THE PAST

Racism is more than a personal or cultural prejudice. It is a political system that maintains the social and economic inequalities of 18th century colonial economics. Without any real biogenetic definition of race, white supremacy is embedded in systems that disadvantage and disproportionately kill non-whites around the world.

Equal opportunity, enshrined in the Constitution, is undermined by systemic and legal discrimination that keeps people of color unemployed at much higher rates than whites, while perpetuating the myth that “work=worth.” Public safety is unsafe for Blacks as it protects white privilege and property. Communities of color are undermined by disproportionate incarceration in private prisons, while white leaders who see their share on the population decline, mount renewed attacks on voting rights of Blacks, Hispanics, and Native Americans. In a time of pandemic, the result is visibly unequal economic, health, and safety risks for those identified as people of color.

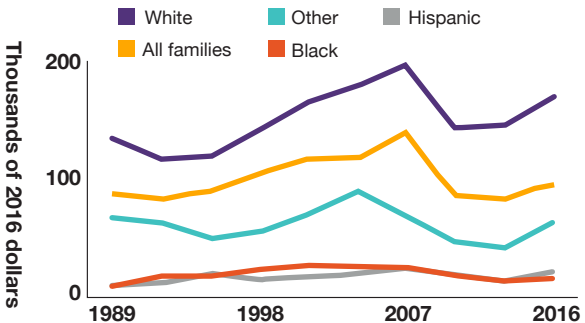
How can we act swiftly to redress the centuries-old injuries of race-based subjugation and remake our institutions to assure full voice, opportunity, health, and justice for people of color?

RACIAL INJUSTICE

15

Racial wealth inequality is large

Median net worth by race/ethnicity



RACIAL INJUSTICE



PATTERNS FROM THE PAST

The extreme wealth disparities in America are exacerbated by racial and ethnic wealth inequality: the average white net worth over the past three decades has ranged from \$90,000 to \$200,000 per family, compared to \$5,000 to \$25,000 for Black and Hispanic families—roughly an order of magnitude difference.

Q What can we learn from the history of reparations in the United States (and elsewhere) to address the extreme wealth disparities that often trace back to systemic abuses of Black, Hispanic, and Indigenous populations.

Q How can we change the narratives of “individual worthiness” to recognize the systemic roots of wealth inequality?

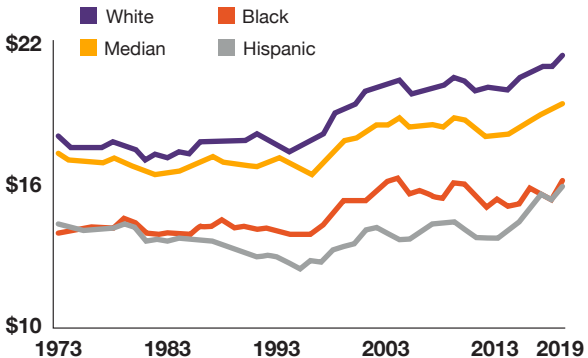
<https://www.brookings.edu/blog/up-front/2020/02/27/examining-the-black-white-wealth-gap/>

RACIAL INJUSTICE

16

Racial wage gaps have grown over the past 50 years

Median hourly wages, by race



RACIAL INJUSTICE



PATTERNS FROM THE PAST

Like wealth, wages reveal steep and growing differences between whites and non-whites. These differences translate into wealth inequalities that even a college education doesn't fix: Black families with college degrees had a median wealth of \$68,200 in 2016 compared to \$397,100 for white families with degrees.

Q How do we ensure that people of color have access to the same earning opportunities as whites?

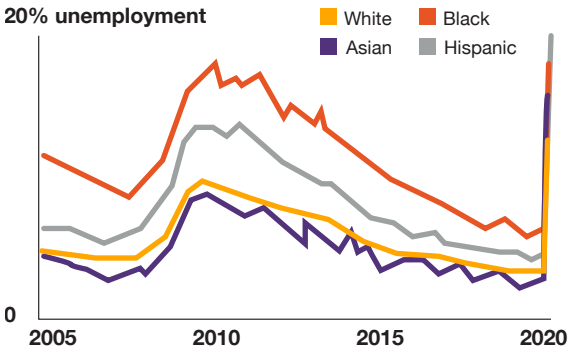
Q How do we ensure that education and skill development bring equal rewards to workers of color?

<https://www.epi.org/data/#?subject=wage-avg>

RACIAL INJUSTICE

17

Pandemic-driven unemployment hits Blacks and Hispanics harder than whites and Asians



RACIAL INJUSTICE



PATTERNS FROM THE PAST

In times of economic crisis—like the Great Recession or the COVID-19 pandemic—the unemployment gap grows between whites and Asians on one hand and Blacks and Hispanics on the other. Hispanic workers have been hardest hit by the COVID-19 unemployment as of May 2020.

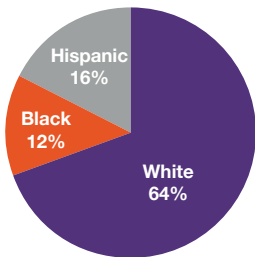
- Q** What are the underlying drivers of unemployment for people of color, particularly in times of crisis—and how can we alter those drivers?
- Q** What levers could we use to assure more equal employment as the pandemic recovery unfolds?

<https://www.washingtonpost.com/business/2020/05/09/jobs-report-demographics/>

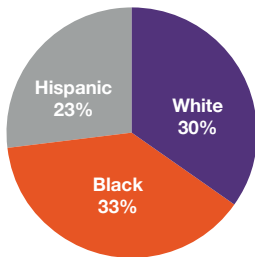
RACIAL INJUSTICE

18

Blacks and Hispanics are
incarcerated disproportionately



**Percent of U.S.
adult population**



**Share of U.S.
prison population**

RACIAL INJUSTICE



PATTERNS FROM THE PAST

Blacks make up only 12% of the U.S. adult population, but they made up 37% of the prison population in 2017. Whites, who made up 64% of the adult population, accounted for only 30% of the prison population. This difference plays a major role in the continuing economic and political disadvantage that Blacks experience in America.

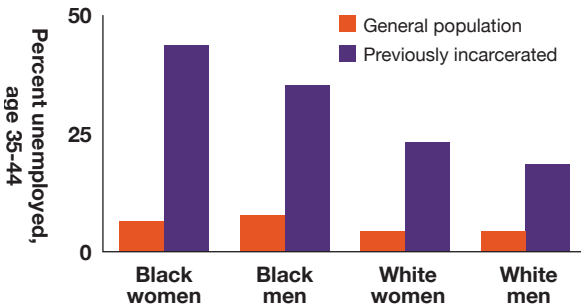
- Q** What are the most important shifts we could make in policing and the justice system to eliminate the incarceration bias?
- Q** How can Black communities rewrite the narratives of Black incarceration to restore their members to full health and societal leadership?

<https://www.pewresearch.org/fact-tank/2019/04/30/shrinking-gap-between-number-of-blacks-and-whites-in-prison/>

RACIAL INJUSTICE

19

Disproportionate incarceration
drives disproportionate
unemployment for Black men
and women



RACIAL INJUSTICE



PATTERNS FROM THE PAST

The disproportionate targeting and incarceration of America's Black citizens are exacerbated by the so-called “prison penalty” that leads to higher unemployment rates—nearly double that for formerly incarcerated Black men and women than for white men and women.

- Q** How can we reform our justice system to assure that those who have served their time have equal opportunity to build wealth and participate as full citizens in society?
- Q** How can we compensate generations of disenfranchised Black people for lost earnings as a result of the “prison penalty” they pay?

<https://www.prisonpolicy.org/reports/outofwork.html>



PATTERNS FROM THE PAST

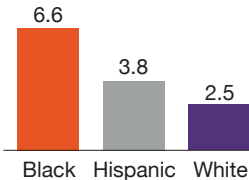
RACIAL INJUSTICE

20

Police are more likely to kill
unarmed Black and Hispanic people

2.6x

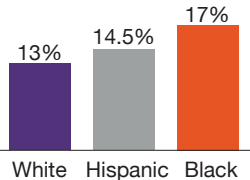
more likely to be killed by
police than white people



**Police killings
per 1 million population**

1.3X

more likely to be **unarmed**
compared to white people



**Percent killed by
police unarmed, 2013-19**

RACIAL INJUSTICE



PATTERNS FROM THE PAST

Black people are three times as likely to be killed by police as white people, even though they are more likely to be unarmed. Between 2013 and 2019, the percentage of unarmed people killed by police was about 30% higher for Black than white people—another way that race disproportionately drives police killings.

- Q** How can we expose—and change—false narratives about Black use of guns in police shootings?
- Q** How can we de-escalate—and generally curtail—armed encounters between police and people of color?

<https://mappingpoliceviolence.org/>



RACIAL INJUSTICE

21

Non-white people are hit harder
by COVID-19

Rate ratios compared to White, Non-Hispanic persons	Black or African American, Non-Hispanic persons	Hispanic or Latino persons
Cases	2.6x higher	2.8x higher
Hospitalization	4.7x higher	4.6x higher
Death	2.1x higher	1.1x higher

RACIAL INJUSTICE



PATTERNS FROM THE PAST

Non-white people are suffering more from COVID-19—with nearly three times as many non-white cases, nearly five times as many hospitalizations, and twice the number of deaths in the case of Blacks. These inequalities reflect underlying risk factors that include socioeconomic status and access to health care, as well as disproportionate employment in frontline, essential, and critical infrastructure jobs that increase exposure to the virus.

Q How can we assure that non-white communities receive the best health care in the current COVID-19 crisis to compensate for social, economic, and environmental disadvantages that put them at greater risk?

Q How can we address the causes of disproportionate health effects as we look toward reforming our public health systems?

<https://www.cdc.gov/coronavirus/2019-ncov/covid-data/investigations-discovery/hospitalization-death-by-race-ethnicity.html>



PATTERNS FROM THE PAST

BRITTLE SUPPLY CHAIN



INSTITUTE FOR THE FUTURE

BRITTLE SUPPLY CHAIN



PATTERNS FROM THE PAST

The cult of efficiency has created a global system of just-in-time supply chains that offer the potential for low costs and high profits. But a large-scale disruption, such as the COVID-19 pandemic, can shatter these brittle networks.

Underlying these supply chains are fundamental dysfunctions in the organization of the labor supply, including: the growth of monopsony labor markets that depress wages; increasing automation that returns higher profits with stagnating wages; and a dependence on immigrant labor. All of these patterns are exacerbated by a shift of the U.S. labor force to low-paying service industries. In the midst of a pandemic, these workforce problems come to the fore, even as health institutions, food suppliers, and consumers struggle to meet day-to-day challenges.

How can we quickly invent alternative models of production that don't reinforce the concentration of wealth and power while leaving a growing percentage of the population vulnerable to unemployment and supply shortages?

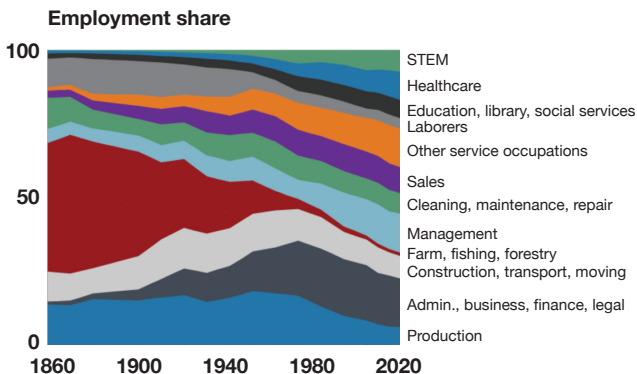
BRITTLE SUPPLY CHAIN



PATTERNS FROM THE PAST

22

Over the past 150 years, employment has shifted from agriculture to manufacturing to services



BRITTLE SUPPLY CHAIN



PATTERNS FROM THE PAST

As the supply chain for food and manufactured goods has globalized, American labor has shifted to services—from technology, health, finance, and education jobs to low-wage cleaning, maintenance, and retail occupations. This shift has made U.S. product supply chains more vulnerable while driving down wages for a growing segment of workers.

Q How can we rebalance the equations that drive down product prices and wages at the same time for growing segments of American workers, even as they eliminate capacity to produce food and goods locally or regionally?

Q How can we protect the health of essential workers—many in low-paid service jobs—in a time of extreme demands and heightened danger?

<https://www.clevelandfed.org/en/newsroom-and-events/publications/economic-commentary/2019-economic-commentaries/ec-201909-changes-in-us-occupational-structure.aspx>



BRITTLE SUPPLY CHAIN

PATTERNS FROM THE PAST

23

The largest industries have
become highly concentrated

Segment	Market Share of Top Four Companies	Annual Revenue (2012)
Warehouse clubs and supercenters	93.6%	\$406 billion
Drug wholesalers	72.1%	\$319 billion
Auto and truck manufacturing	68.6%	\$231 billion
Drug stores	69.5%	\$230 billion
Mobile phone service	89.4%	\$225 billion
Airlines	65.3%	\$157 billion
Administration of pension funds	76.3%	\$145 billion
Landline phone service	73.4%	\$142 billion
Cable TV	71.1%	\$138 billion
Airplane manufacturing	80.1%	\$113 billion



PATTERNS FROM THE PAST

Mergers and acquisitions have created a less competitive—and less resilient—marketplace. The number of new business startups has also declined by more than a third since the mid-1980s, further reducing market dynamism and local economies built on small businesses.

Q How can we empower local economies to adapt to changing local conditions while coordinating at regional, national, and even global scales to meet the needs of a population approaching 8 billion by 2024?

Q How can we ensure that the value created by local workers grows their local economies and enriches their local communities rather than concentrating at the top of global corporate enterprises?

http://gildan-bonus-content.s3.amazonaws.com/GIL2742_MythCapitalism/GIL2742_MythCapitalism_BonusPDF.pdf

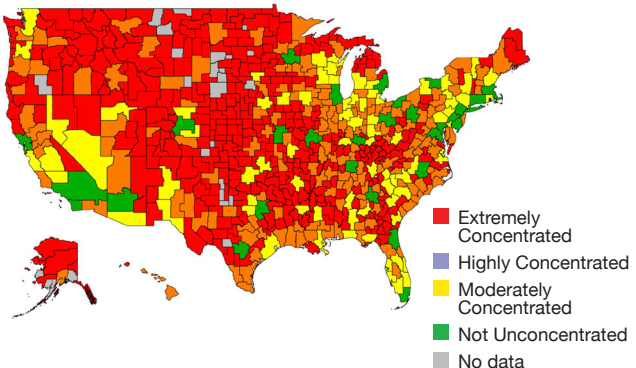
BRITTLE SUPPLY CHAIN

PATTERNS FROM THE PAST

24

Monopsonies dominate the U.S. labor market

Concentration of labor market by commuting zones





PATTERNS FROM THE PAST

Monopsonies are a particular kind of monopoly market—one in which there's only one major buyer for *workers*. Because they control the supply of jobs in a particular location, monopsonies tend to depress wages, reflected in the drop in income share for the bottom 50% of workers to just over 10% of all earned income.

Q How might communities and regions build cooperative enterprises that provide the advantages of scale while encouraging a diverse employer marketplace?

Q How can communities attract investors and entrepreneurs to create diverse ecologies of labor, products, and services—and build a virtuous cycle of local development that improves wages and wealth?

<https://rooseveltinstitute.org/how-widespread-labor-monopsony-some-new-results-suggest-its-pervasive/>

BRITTLE SUPPLY CHAIN

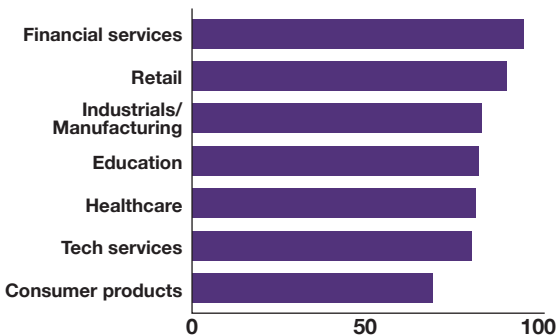


PATTERNS FROM THE PAST

25

COVID-19 is accelerating
automation across sectors

Percent of companies accelerating automation





PATTERNS FROM THE PAST

The COVID-19 pandemic has accelerated automation in many of the leading industrial sectors, with 60 to 90% reporting that they have plans or programs already in place to increase automation. These plans will likely continue the four-decade trend that more than doubled productivity while keeping hourly compensation nearly flat.

Q What new kinds of labor will automation demand—for example, low-paid backroom monitoring of automated physical and digital systems, such as so-called “digital janitors”?

Q How will we absorb the shock of high unemployment likely to persist as companies rush to substitute automation for human labor in the midst of the COVID-19 crisis?

<https://www.brookings.edu/blog/the-avenue/2020/03/24/the-robots-are-ready-as-the-covid-19-recession-spreads/>

BRITTLE SUPPLY CHAIN

1

PATTERNS FROM THE PAST

26

A few large companies control the majority of food and cosmetic brands



BRITTLE SUPPLY CHAIN



PATTERNS FROM THE PAST

The long-term trend toward industry consolidation is evident in the food and cosmetic industries, where just ten companies own more than 400 brands. The alternative independent artisan food industry, which has focused on sustainable food, has been particularly hard hit by COVID-19.

Q How can we build more resilient food chains that don't depend on the concentrated flows of goods in exclusive relationships that can't easily be restructured when demand and supply shift suddenly?

Q How can we restore the innovative pathways built by local artisan producers whose primary venues (such as farmer's markets and local breweries) were shut down or constrained by the pandemic?

<https://wikibuy.com/blog/11-companies-that-own-everything-904b28425120>

BRITTLE SUPPLY CHAIN

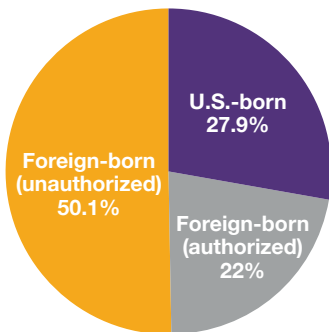


PATTERNS FROM THE PAST

27

The U.S. agricultural sector
depends on immigrant workers

Percent of hired crop workers, 2016



BRITTLE SUPPLY CHAIN



PATTERNS FROM THE PAST

American agriculture has been fueled for the past two decades by immigrant workers, of which approximately half are unauthorized. With stricter border controls as a result of COVID-19 and partisan efforts to deport even authorized foreign-born workers, the agricultural supply chain is already experiencing severe disruptions.

Q How can we reform, decriminalize, and streamline the immigration system, including redirecting ICE and CBP resources toward rebuilding critical infrastructure and sustaining immigrant health?

Q How can we build clear pathways to citizenship for immigrant workers who are essential to resilience during a pandemic or other large-scale disaster?

<https://qz.com/1829558/covid-19-is-about-to-reach-us-farms/>



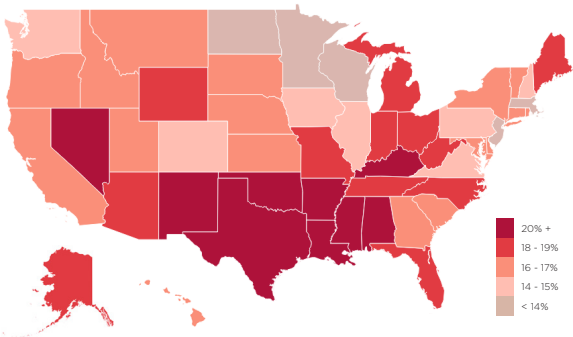
PATTERNS FROM THE PAST

BRITTLE SUPPLY CHAIN

28

COVID-19 is projected to create critical hot spots of food insecurity across the country

Percent at risk of food insecurity





PATTERNS FROM THE PAST

In May 2020, 16.7% of households were food-insecure, up 5.2% from pre-virus levels. The projected annual food insecurity rate as a result of COVID-19 is 16.7%, up 5.2% from pre-virus levels. The projected number of food-insecure people nationwide is 54.3 million, up from 17.1 million. Many of the states that are most at risk from food insecurity have also seen extreme coronavirus outbreaks.

Q How can we scale models of cooperatives and mutual aid societies to assure food security in the midst of the COVID-19 pandemic—and during recovery?

Q How can we reimagine food as a basic human right and organize the market to ensure that right is met for everyone?

<https://www.feedingamerica.org/research/coronavirus-hunger-research>



PATTERNS FROM THE PAST

POLITICAL DIVISION



INSTITUTE FOR THE FUTURE

POLITICAL DIVISION



PATTERNS FROM THE PAST

Presidentialist democracies have a weak spot: they are prone to devolve into authoritarian systems. They depend on an often tenuous agreement to a shared set of political norms and a willingness to play by the rules of a constitution.

These norms and agreements have been strained to the breaking point as a sizable faction of well-armed citizens and elected representatives believe the country should be run exclusively by white, male, and Christian leaders. Unwilling to recognize the legitimacy of the other citizens, they are pushing the country to a state of ungovernability. The result? The successful deconstruction of the federal government, decades long in the making, and the bankrupting of state and local governments in the midst of the COVID-19 crisis, as well as the widening gaps between Blue and Red, fueled by dark money flowing into opposing camps. In short, a divided nation.

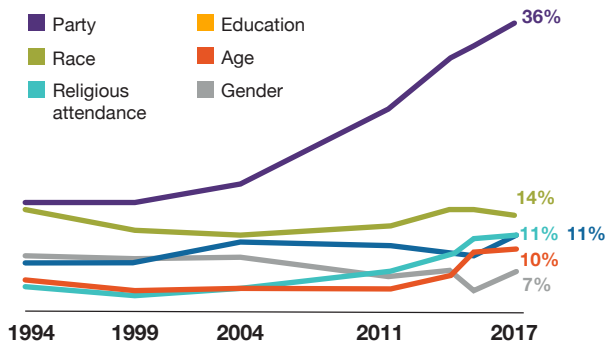
How can we find the leverage points to halt the amplification of differences and redesign our democracy for the 21st century—with a focus on our common well-being?

POLITICAL DIVISION

29

The gap in political values widens

Gap in percent of people taking a conservative position
across six political values



POLITICAL DIVISION



PATTERNS FROM THE PAST

The partisan gap between Republicans and Democrats—that is, the percentage of each espousing conservative views for ten key political values—has more than doubled since 1994, with the public’s view moving to the left on the whole. The gaps between conservative and liberal views on these issues are more modest across other identity markers, such as race, religion, education, age, and gender. The values include views about such issues as the role of government, globalism, economic inequality, and homosexuality, among others.

Q What would it take to rebuild the U.S. political system around a new set of consensus values that transcend current partisan divisions?

Q What are the root causes of political entrenchment and how might we address them to move the country beyond its current polarization?

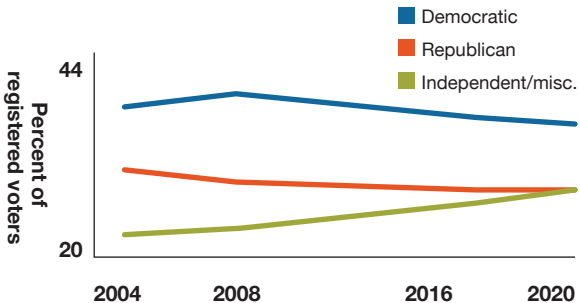
<https://www.pewresearch.org/fact-tank/2017/10/05/takeaways-on-americans-growing-partisan-divide-over-political-values/>

POLITICAL DIVISION

30

As both Democratic and Republican registrations fall, more people are registering as independents

Party registration in the U.S. since 2004



POLITICAL DIVISION



PATTERNS FROM THE PAST

The share of the voting public that is registered as independents has grown over the past two decades, now outnumbering Republicans for the first time. Registered Democrats are consistently about ten percentage points above Republicans, but also falling in their share of registered voters.

Q Are political parties anti-democratic institutions? How can we understand the growing disaffection with the two dominant political parties—and how might we transform that into a new set of core American values?

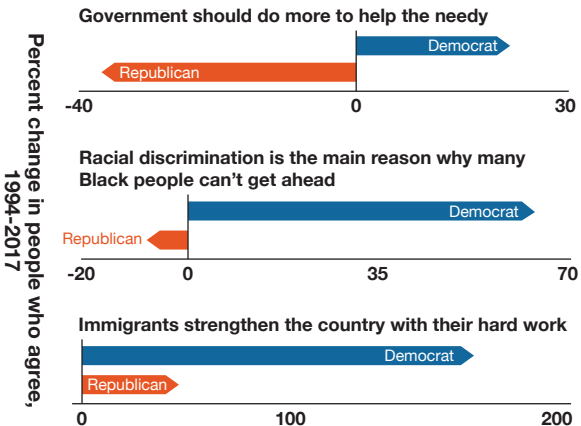
Q How might we rebuild our political processes to respond to those who feel the only expression of their will is to abandon the two-party system?

<https://www.washingtonpost.com/politics/2020/02/28/first-time-ever-there-are-fewer-registered-republicans-than-independents/>

POLITICAL DIVISION

31

Partisan gaps widen on key issues of poverty, race, and immigration





In the past two decades, the gap between Democratic and Republican opinions has more than doubled on three key issues: whether the government should do more to alleviate poverty, whether Blacks are disadvantaged by racial discrimination, and whether immigrants strengthen or weaken the country.

Q How might we build a future around new visions for these three key issues?

Q Are these ideological gaps bridgeable? If so, what key narratives do we need to change in order to bridge these gaps—and how do we build them?

<https://www.pewresearch.org/politics/2017/10/05/the-partisan-divide-on-political-values-grows-even-wider/>

POLITICAL DIVISION

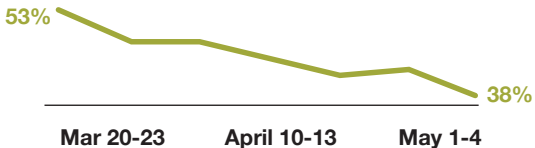
32

Overall trust in government has declined during the pandemic

Trust in state government (-9 points)



Trust in federal government (-15 points)





PATTERNS FROM THE PAST

As the country confronts the COVID-19 crisis, Americans are less confident in the ability of both the federal and state governments to act in their best interests, though state governments are deemed more trustworthy than the federal government—and trust in states has declined less.

Q What can we learn from the COVID-19 crisis about the critical roles and responsibilities of governments?

Q If the erosion of trust in government is not an accident but a strategy, what reforms might rebuild trust in governments and counteract the decades-long campaign to diminish the value of government?

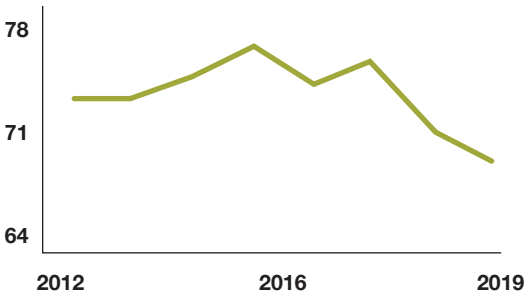
<https://www.ipsos.com/en-us/declining-trust-in-states-and-federal-government>

POLITICAL DIVISION

33

U.S. transparency scores have
dropped since 2015

U.S. transparency score (100 is most transparent)





PATTERNS FROM THE PAST

Transparency—or the lack of it—is a foundational measure of corruption in a country: as transparency drops, corruption goes up. Transparency International uses several indexes to rate the transparency of countries around the world and reports a significant drop in transparency in the U.S. since 2015.

Q How do we update the institutions and platforms of science, learning, and accountability to ensure broad public access to—and understanding of—the critical data shaping our communities and the world at large?

Q How do we build broad-based cognitive immunity against disinformation while fostering the digital intelligence to assess information about the state of the government and society?

<https://www.transparency.org/en/cpi/2019/results>

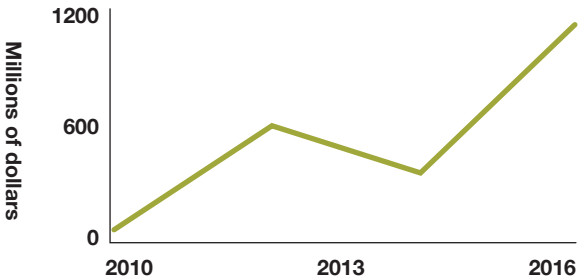


PATTERNS FROM THE PAST

POLITICAL DIVISION

34

Super PAC spending grew sharply in the wake of the *Citizens United* ruling





The Supreme Court's *Citizens United* ruling allows super PACs to accept money from virtually any source—individuals, corporations, unions, or even other super PACs—to influence elections, as long as they don't coordinate directly with candidates. The ruling has effectively legitimized oligarchic control of the government by a small group of wealth holders.

Q How can we reimagine our political processes to ensure that disproportionate wealth does not equal disproportionate power in our civic lives?

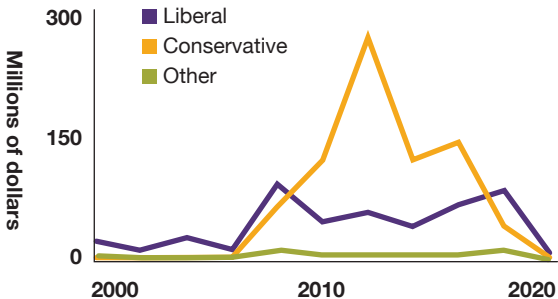
Q What kinds of platforms, institutions, laws, policies, and norms can we develop to counter the tendency toward oligarchic control and corruption?

<https://cusdi.org/benefit/corporate-personhood-citizens-united-v-fec/>

POLITICAL DIVISION

35

Conservative spending of
“dark money” outpaced liberal
spending from 2006 to 2016





PATTERNS FROM THE PAST

Dark money is political spending where the donor is not disclosed. While super PACs are required to disclose their donors, they are often funded by shell corporations and political nonprofits that are not required to disclose funding. Dark money may lead to increased political polarization as conservative and liberal groups vie to influence elections.

Q How can we create the policies, tools, and skills to bring political dark money into the light?

Q How might we rethink electoral processes to insulate them against dark money?

<https://www.opensecrets.org/dark-money/basics?cycle=2016&view=type#spending-totals>



PATTERNS FROM THE PAST

FRAGILE SOCIAL FABRIC



INSTITUTE FOR THE FUTURE

FRAGILE SOCIAL FABRIC



PATTERNS FROM THE PAST

Across communities, Americans express a sense of declining trust in their society and the institutions that support it.

This deterioration of their basic faith in civic life is expressed in everything from material insecurity to gun violence, in the politics of corruption and in the poverty that threatens its arts and centers of learning. Weaving through this fabric of despair is disruption of the foundations of civil society: the critical public social spaces where civic life unfolds, the consensus frameworks for reasoning that underpin citizenship, the cultural expression that serves as the living edge of human innovation, and the civic boundaries that define zones of shared civic benefits and responsibilities. These disruptions have left the country ill-prepared to confront the deep assaults of COVID-19 that go far beyond the individual human body.

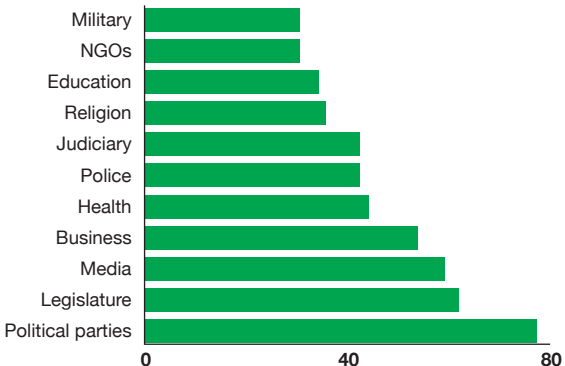
How can we reclaim a vital, safe, and generative civic space in the midst of a virus that isolates and impoverishes? How can we heal the deep structures of our cultural psyche to rescue our most worthy human values?

FRAGILE SOCIAL FABRIC

36

America's core institutions are
widely perceived as corrupt

**Percent of Americans who believe institutions
are corrupt, 2013**



FRAGILE SOCIAL FABRIC



PATTERNS FROM THE PAST

In a decade in which the transparency of the U.S. government has declined steadily and perceived corruption has undermined American trust in its core institutions, Transparency International found that less than half of Americans express a confidence that many of their institutions are serving the public interest.

Q How can we redesign our institutions for trust—and what would an institutional design for trust look like?

Q How do we rebuild foundational social processes for continuously verifying information, establishing authority, and seeing beyond our preferred filters for the world?

http://www.slate.com/articles/news_and_politics/map_of_the_week/2013/07/transparency_international_report_most_americans_think_political_parties.html

alternate statistics: <https://www.pewresearch.org/science/2016/10/04/the-politics-of-climate/>



FRAGILE SOCIAL FABRIC

PATTERNS FROM THE PAST

37

Lack of trust in government makes it harder to solve problems

**Percent of adults who believe Americans' trust in ____
has been shrinking**



**Percent of adults who believe Americans' low trust in ____
makes it harder to solve problems**



FRAGILE SOCIAL FABRIC



PATTERNS FROM THE PAST

Trust is at the core of societal well-being, but in 2019, the majority of Americans believe that trust is shrinking, whether it's declining trust in government (75%) or in each other (64%). Still, they believe that trust in each other (70%) is more important than trust in the government (64%) for solving the problems society faces.

Q How can we develop a better understanding of the psychology of trust as a basis for solving complex societal problems?

Q What features of our social media could be redesigned to increase our overall trust in the information and perceptions shared through these channels?

<https://www.pewresearch.org/fact-tank/2019/07/22/key-findings-about-americans-declining-trust-in-government-and-each-other/>

FRAGILE SOCIAL FABRIC

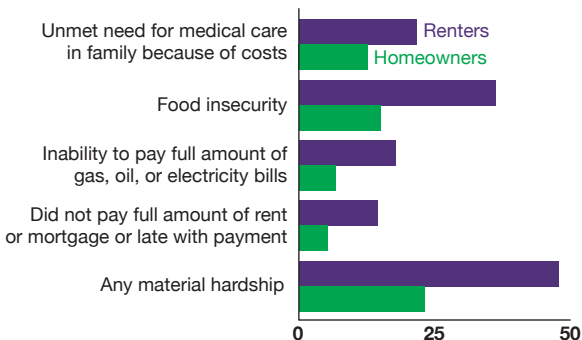


PATTERNS FROM THE PAST

38

Renters worry about material insecurity more than homeowners

Percent of working-age renters worried about material needs, April-May, 2020



FRAGILE SOCIAL FABRIC



PATTERNS FROM THE PAST

A third of U.S. households are renters. In some cities—from Memphis and Tampa to Columbus, Detroit, St. Louis, and Minneapolis—they are the majority. In the face of COVID-19 shutdowns, renters worry twice as much as homeowners about their material security, from medical care and food to rent and utilities.

Q How can we redesign our communities to support and heal the *precariat*—that is, those whose material and psychological existence is precarious?

Q How can we rethink housing and home ownership to ensure that everyone has shelter during the long recovery from the pandemic?

<https://www.urban.org/urban-wire/when-people-cant-pay-their-rent-what-comes-next>

FRAGILE SOCIAL FABRIC

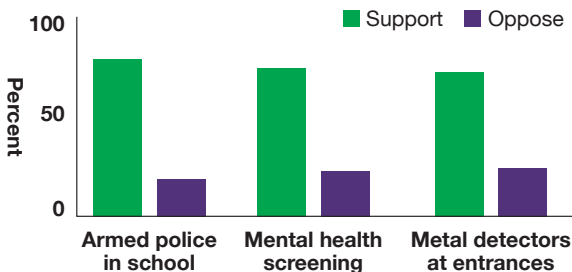


PATTERNS FROM THE PAST

39

Parents approve extreme measures
to keep their children safe

Among K-12 parents, 2019



FRAGILE SOCIAL FABRIC



PATTERNS FROM THE PAST

With the number of gunfire incidents on school grounds growing from 51 in 2013 to 130 in 2019, a strong majority of parents with K-12 children approve of a wide array of safety protections in schools—from mental health screening and metal detectors to armed police in schools as well as an array of digital monitoring systems sold directly to school districts. These measures reflect and reinforce a growing perception that core institutions of daily life aren't safe.

Q How can we de-escalate violence in our schools rather than militarizing them?

Q How can we restore psychological confidence to our youngest generation in the face of growing social violence?

<https://all4ed.org/is-my-child-safe-at-school-new-poll-captures-parents-concerns-on-school-safety-guns-for-teachers/>



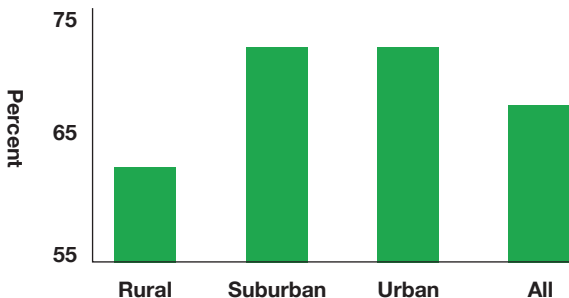
PATTERNS FROM THE PAST

FRAGILE SOCIAL FABRIC

40

The majority of gun owners are seeking protection

Percent of gun owners who own a gun for protection





PATTERNS FROM THE PAST

Three out of ten Americans own a gun, and during the first weeks of COVID-19 stay-at-home orders, gun and ammunition sales spiked nationwide. Since then, gun violence has also spiked in major cities even as other crimes have dropped significantly.

Q How can we address the underlying feelings of fear and insecurity that lead the majority of gun owners to acquire their weapons?

Q How can we break the stalemate on gun control in a society that is increasingly militant?

<https://pewsocialtrends.org/2017/06/22/the-demographics-of-gun-ownership-in-the-US>

<https://www.thetrace.org/2020/04/coronavirus-gun-violence-stay-at-home-orders/>

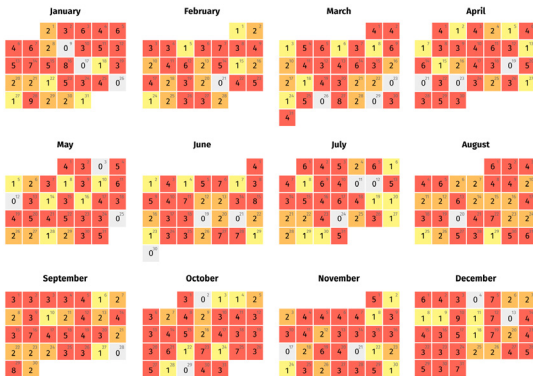
FRAGILE SOCIAL FABRIC

PATTERNS FROM THE PAST

41

Police killings occurred in all
but 27 days in 2019

Calendar of police killings in U.S., 2019



0 1 2 3+ killings by US police

Mapping Police Violence

FRAGILE SOCIAL FABRIC



PATTERNS FROM THE PAST

Across the United States, police killings are nearly an everyday occurrence, with as many as nine killings in a single day and more than three on most. These killings describe a culture where violence—often a last resort in healthy societies—is a primary tool for enforcing laws and settling disputes.

Q What are the systemic foundations of violence in U.S. society today—and what are the most important steps we can take to rectify them?

Q How can we quickly build a strong citizen-wide literacy in non-violent strategies for conflict resolution?

<https://mappingpoliceviolence.org/>



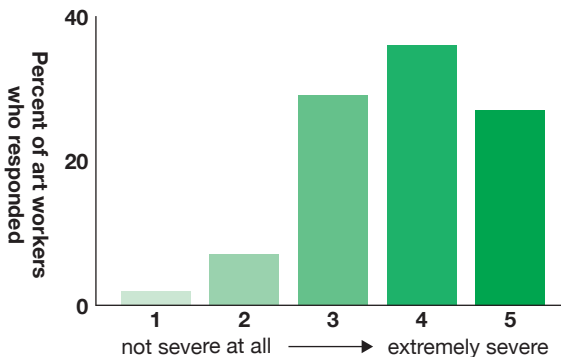
PATTERNS FROM THE PAST

FRAGILE SOCIAL FABRIC

42

COVID-19 hits the arts hardest of all

How severe do you expect the overall financial impact of the coronavirus to be on your organization?



Americans for the Arts

FRAGILE SOCIAL FABRIC



PATTERNS FROM THE PAST

Artists, musicians, and other creatives are the leading edge of cultural evolution—the people most likely to reframe the problems of the present and anticipate novel innovations for the future. They and the organizations that support them, from galleries and museums to public venues, anticipate severe financial impacts from the virus.

Q How can we integrate support for the arts into our public health and economic strategies for recovery from the COVID-19 crisis?

Q How can we center the arts in rebuilding our social fabric over the coming decade?

<https://www.americansforthearts.org/by-topic/disaster-preparedness/the-economic-impact-of-coronavirus-on-the-arts-and-culture-sector>



PATTERNS FROM THE PAST

CLIMATE EMERGENCY



INSTITUTE FOR THE FUTURE

CLIMATE EMERGENCY



PATTERNS FROM THE PAST

Global warming is an immediate emergency. It's yet another curve that humans will need to flatten with all speed.

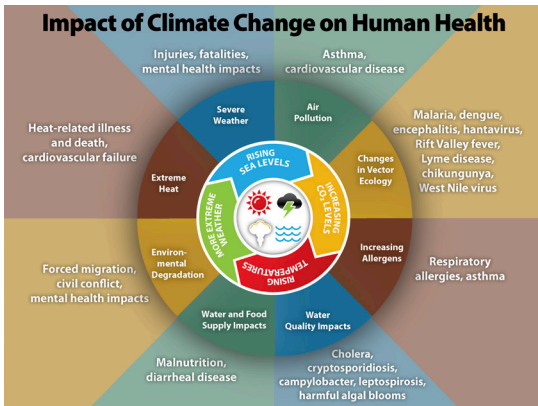
The climate emergency permeates all the other emergencies across communities and indeed the planet. Already, it disrupts human lives as severe storms and wildfires rage across the landscape and droughts drive mass migrations. Already it disrupts wildlife patterns that increase the threat of zoonotic diseases like COVID-19. Even as climate deniers have created a template for denying other inconvenient truths, such as a pandemic, carbon industries are seeing their assets collapse. Even as environmental regulations remain embattled, community planning for climate disasters is as critical for public health as the coronavirus response.

How can we develop the long-distance intelligence—and practical interventions—to make system-wide changes today, even if we won't see the biggest payoffs for a generation or longer?

CLIMATE EMERGENCY

43

Climate change is a key driver of health and well-being





PATTERNS FROM THE PAST

The health effects of climate change are wide ranging, as core changes such as rising temperatures, extreme weather events, rising sea levels, and increasing atmospheric carbon drive severe weather, air pollution, changes in disease vectors, human allergies, water quality and supply, and environmental degradation. These impacts show up in humans as everything from new diseases to malnutrition, mental health disease, and civil conflict.

Q In what ways can we integrate knowledge of these threats into existing preventive systems—for physical, social, and economic health?

Q In what ways do we need to reimagine our healthcare systems to be able to take on this additional burden of ill-health?

<https://www.cdc.gov/climateandhealth/effects/default.htm>



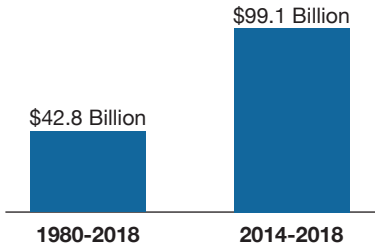
PATTERNS FROM THE PAST

CLIMATE EMERGENCY

44

Annual large climate-related disasters doubled in average cost from 1980 to 2018—with the biggest increase in the last five years

Average annual cost of billion-dollar climate-related disasters



IFTF/National Oceanic and Atmospheric Association



PATTERNS FROM THE PAST

Large climate-related disasters—from hurricanes and typhoons to wildfires and droughts—can cost billions of dollars. While the annual number of billion-dollar events varies from year to year, the frequency has increased in recent years, with two to three times as many events as the average for the past 40 years.

Q What kinds of actions can be taken to reduce the risks from these events—such as increasing the distance between buildings and wilderness zones or restoring wetlands to mitigate storm surges?

Q What impact will this trend have on the way we structure all kinds of insurance in the marketplace and through government programs?

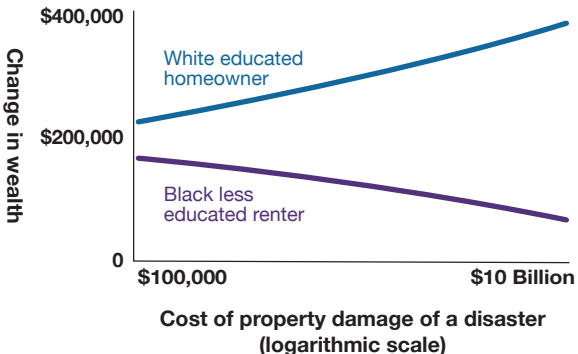
<https://www.climate.gov/news-features/blogs/beyond-data/2010-2019-landmark-decade-us-billion-dollar-weather-and-climate>

CLIMATE EMERGENCY

45

As the cost of disaster grows, so does the gap between white and Black wealth in the community

Estimated change in white vs. Black wealth
as property damage increases





PATTERNS FROM THE PAST

Following natural disasters, the Federal Emergency Management Agency (FEMA) distributes tax-based relief to restore property, wealth, and community well-being. But based on their initial conditions, community members are likely to experience different recoveries. Models predict that white educated homeowners will gain more wealth with larger, more costly disasters, while Black less educated renters actually lose wealth proportionately, exacerbating racial and class inequalities.

Q What are the leverage points, both in the FEMA program and in communities, for reversing this pattern?

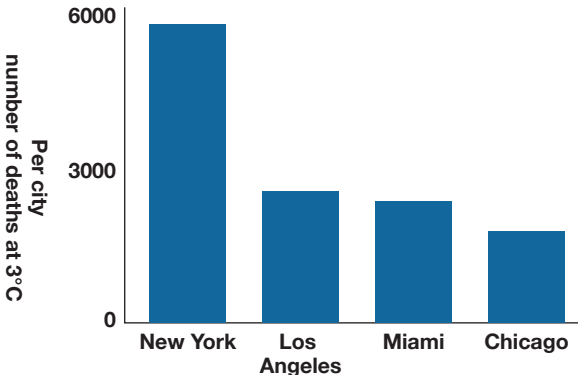
Q What are alternatives to the FEMA model for providing post-disaster relief?

<https://academic.oup.com/socpro/article/66/3/448/5074453>

CLIMATE EMERGENCY

46

More frequent extreme heat events foretell thousands of urban heat deaths





PATTERNS FROM THE PAST

So-called 1-in-30-year extreme heat events are likely to become more common, resulting in thousands of deaths, depending on the amount of warming. For example, in New York, such an event might claim more than 5000 deaths. Such deaths can be reduced by limiting the increase in global temperatures, as well as future-forward disaster planning.

Q Alongside efforts to reduce carbon pollution, how can we heat-proof our cities and especially our poorer communities with better housing and public health interventions?

Q How can we assure adequate investments in heat wave early warning and response systems, especially to protect children, older adults and outdoor workers?

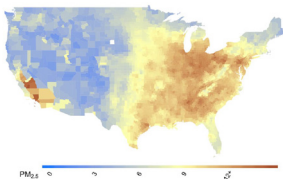
<https://www.washington.edu/news/2019/06/05/urgent-action-on-climate-change-will-prevent-heat-related-deaths-in-major-u-s-cities/>

CLIMATE EMERGENCY

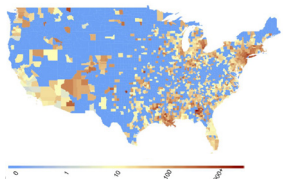
47

Air pollutants are associated with
8% increase in COVID-19 death rate

Average air pollutants
2000-2015



Number of COVID-19 deaths
per million, April 22, 2020





PATTERNS FROM THE PAST

In a study designed to determine whether long-term average exposure to fine particulate matter in the atmosphere (PM_{2.5}) is associated with an increased risk of COVID-19, scientists found that an increase of only 1 µg/m³ in PM_{2.5} is associated with an 8% increase in the COVID-19 death rate. This correlation is reflected in the maps of long-term (17-year) average atmospheric pollution PM_{2.5} concentrations and county-level reports of COVID-19 deaths, as of late April 2020.

Q How might we address the disparities in pollutant-linked COVID-19 death rates across the country by addressing the overlapping concentrations of poverty and racial discrimination?

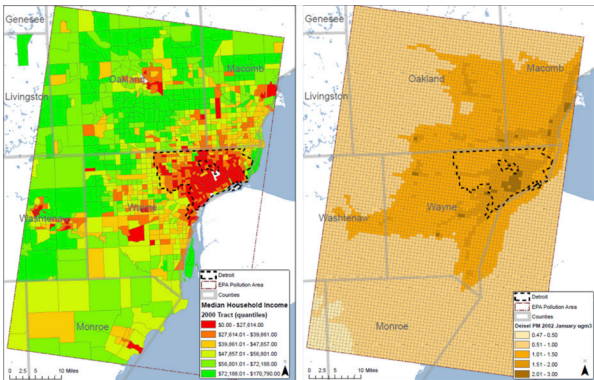
Q How can we develop environmental sensing systems that anticipate in advance the impacts of environmental disparities on the health of our most vulnerable communities?

https://projects.iq.harvard.edu/files/covid-pm/files/pm_and_covid_mortality_med.pdf

CLIMATE EMERGENCY

48

The health burden of environmental pollution is greater in low-income neighborhoods





PATTERNS FROM THE PAST

A Detroit study of environmental injustice—that is, the disproportionate exposure to environmental risks—revealed that the areas with the highest concentration of diesel particulate matter overlap those with the lowest income levels. Other studies have shown that such zip code-level disparities can lead to as much as a 25-year difference in life expectancy.

Q What are the best ways to provide compensation and reparation for the long-term damage done to specific populations by environmental injustice?

Q What can be done to prevent further imposition of high pollution levels on impoverished communities?

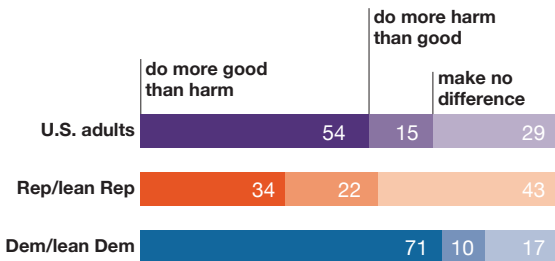
<http://blogs.cuit.columbia.edu/socialepiccluster/2015/09/28/environmental-justices-social-disparities-in-exposures-to-environmental-pollutants/>

CLIMATE EMERGENCY

49

Partisans split over impact of climate policies

Percent of U.S. adults who say policies aimed at reducing the effects of global climate change generally ___ to the environment



Note: Republicans and Democrats include independents and others who lean toward the parties. Respondents who did not give an answer are not shown.



PATTERNS FROM THE PAST

A slight majority of Americans believe that policies aimed at reducing global warming do more good than harm for the environment, although only about a third of Republicans believe they actually help the environment, compared to almost three-quarters of Democrats.

Q Can this divergence in opinion (and underlying information) be resolved without attacking the larger partisanship divide?

Q What would be the best ways to visibly demonstrate the economic benefits of climate-focused policies—and which policies are likely to have the most apparent immediate gain?

<https://www.pewresearch.org/fact-tank/2020/04/21/how-americans-see-climate-change-and-the-environment-in-7-charts/>

About This Toolkit

These cards are part of IFTF's *After the Pandemic: Toolkit for Transformation*. In addition to *Patterns from the Past*, the toolkit includes a map of four scenarios and seven system failures, as well as cards for *Innovations for the Future*, future-forward *Actions for Transformation*, and a template for building visions of transformation. The complete toolkit is available online at www.iftf.org/whathappensnext.

Institute for the Future

Institute for the Future is a world-leading futures thinking organization. For over 50 years, businesses, governments, and social impact organizations have depended on IFTF global forecasts, custom research, and foresight training to navigate complex change and transformative possibilities across all sectors that together support a more equitable and sustainable future.



INSTITUTE FOR THE FUTURE

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DECK 2

INNOVATIONS FOR THE FUTURE



INSTITUTE FOR THE FUTURE

AFTER THE PANDEMIC



INNOVATIONS FOR THE FUTURE

Faced with failing systems, people around the world are working today on innovations to reinvent the future. The signals of this reinvention are everywhere. They are often small, local undertakings that build on our social ingenuity. Or they can be the application of a familiar strategy in a new context.

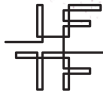
Signals of innovation are not usually fully formed as platforms for transformation. They are trial balloons in our human experiment. The question is: What happens when and if they scale? What does the world look like if they become mainstream?

Use these *Innovations for the Future* to imagine the details of a world transformed not just by system collapse, but by the inventive spirit in our communities and our individual imaginations. Then turn to the *Actions for Transformation* to plot the bigger platforms of change.



INNOVATIONS FOR THE FUTURE

BROKEN HEALTH SYSTEMS



INSTITUTE FOR THE FUTURE

BROKEN HEALTH SYSTEMS



INNOVATIONS
FOR THE FUTURE

1

Medical school launches free
medical education for those with
financial need





In 2019, New York's Weill Cornell Medicine Center launched a medical scholarship program designed to provide debt-free medical education for all students who demonstrate financial need. The previous year, NYU's Langone Medical School announced that it had established an endowment that would allow its students to attend tuition-free.

As medical students are hit particularly hard by student debt, tuition-free medical education will build up the future medical workforce while encouraging more doctors to practice in underserved communities.

What does the world look like if tuition-free medical training scales up across all health professional educational programs?

<https://news.weill.cornell.edu/news/2019/09/weill-cornell-medicine-eliminates-medical-education-debt-for-all-qualifying-students>

BROKEN HEALTH SYSTEMS



INNOVATIONS
FOR THE FUTURE

2

California nurse practitioners
get mental health training

UCSF School of
Nursing

UCDAVIS
HEALTH

BETTY IRENE MOORE
SCHOOL OF NURSING

UCLA School of
Nursing



California has announced that it will offer a new one-year certificate program to up-skill nurse practitioners to treat psychiatric patients. Of its 27,000 nurse practitioners, only 1,200 are currently certified to treat these patients. The new program will double the state's pipeline of psychiatric-mental health nurse practitioners over the next five years, allowing them to treat 378,000 patients.

With the COVID-19 crisis already leading to widespread depression, anxiety, and sleeplessness, and even rising suicides, expanding the mental health workforce will be critical to managing this burden.

What does the world look like if mental health training scales up to become a centerpiece of training for all health professions?

<https://www.chcf.org/publication/training-psychiatric-mental-health-nurse-practitioners-fact-sheet/>

BROKEN HEALTH SYSTEMS



INNOVATIONS
FOR THE FUTURE

3

California launches a health corps
to mobilize health professionals

JOIN THE CALIFORNIA HEALTH CORPS

covid19.ca.gov



covid19.ca.gov



Like several other states, California has established a new California Health Corps connect recruit health care professionals—from physicians and pharmacists to nurses, paramedics, and EMTs—to relieve pressure on the health care system by providing care for non-COVID-19 patients.

The Corps and the registry used to activate it could provide an on-ramp for health professionals to engage with new communities in new ways, leading to increased public health capacity across the state.

What does the world look like if health corps scale up to provide ongoing health and medical service across the country?

<https://covid19.ca.gov/healthcorps/>

BROKEN HEALTH SYSTEMS



INNOVATIONS
FOR THE FUTURE

4

Adult performer screening provides
a model for COVID-19 testing





Performers in the adult entertainment industry have used regular testing as a way to curb the spread of sexually transmitted diseases while identifying performers as “safe to work.” Known as the PASS program, these protocols suggest a model for how to provide ongoing testing across diverse industries.

In the face of COVID-19, a potentially deadly virus that is unlikely to be eradicated, some kind of ongoing regular testing is likely to be normalized, building on the lessons from the HIV epidemic to organize testing for at-risk workers and also protect their health privacy.

What does the world look like if PASS-style protocols scale up to protect all workers?

<https://www.statnews.com/2020/05/08/porn-industry-model-for-reopening-amid-covid19/>



INNOVATIONS
FOR THE FUTURE

BROKEN HEALTH SYSTEMS

5

Computer simulations help address
racial disparities in health care





Using computer simulations of Black and white patients with identical expressions of pain, psychologists are trying to understand how the level of comfort (or discomfort) with interracial interactions impacts the health provider's choice of therapies.

While many racial health disparities stem from socio-economic factors, an awareness of the impacts of clinical interactions could help to build a medical workforce that is better prepared to provide appropriate and equitable health guidance to an increasingly diverse society.

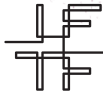
What does the world look like if computer simulations of diverse patients scale up to support medical practitioners in multiple situations?

https://medicalxpress.com/news/2020-02-computer-simulated-patients-untangle-sociological-pain.html?utm_source=nwletter



INNOVATIONS FOR THE FUTURE

ECONOMIC INEQUALITY



INSTITUTE FOR THE FUTURE

ECONOMIC INEQUALITY



INNOVATIONS
FOR THE FUTURE

6

SF New Deal builds mutual aid
donors and Instagram followers

The image is a screenshot of a social media post with a teal background. At the top left, there is a small white box with the text "SF NEW DEAL". Below this, the main text reads "Rapid response for Covid-19 relief" in white. Underneath the text is a diagram consisting of a central icon of a hand holding a heart, with three arrows pointing downwards from it to three separate icons: a city skyline, a plate with a heart in the center flanked by a fork and a spoon, and a shopping bag. At the bottom of the post, the text "Supporting SF businesses & residents" is displayed in white.

SF NEW DEAL

Rapid response
for Covid-19
relief

Supporting SF businesses & residents

ECONOMIC INEQUALITY



INNOVATIONS FOR THE FUTURE

SF New Deal in San Francisco describes itself as a new model for “community care,” connecting the dots between small businesses, especially restaurants, and people in need of food in the COVID-19 crisis. An anonymous donor pledged \$100,000 if the group could build a network with 10,000 Instagram followers—enough to employ workers at 25 local restaurants and provide 10,000 meals to the city’s most vulnerable people.

This “new deal” mutual aid group highlights the systems approach, creating jobs that keep community restaurants from going under by feeding people who have lost their jobs—and amplifying their future capacity with social media.

What does the world look like if this community strategy scales up?

<https://sfnewdeal.org/10k>

<https://www.facebook.com/pg/SFNewDeal/posts/>

ECONOMIC INEQUALITY



INNOVATIONS
FOR THE FUTURE

7

Community organizing toolkit lays
out paths to economic equality



ECONOMIC INEQUALITY



INNOVATIONS FOR THE FUTURE

The national New Economy Coalition has tapped community organizers, policy experts, and diverse stakeholders to create a policy toolkit for building four new economy platforms: worker ownership, community-controlled housing, financial justice, and climate justice. The policies cover a spectrum, from well-tested to cutting-edge strategies.

The People's Economy toolkit offers a blueprint for multi-system transformation, such as building community-owned housing and democratizing housing finance with public banking.

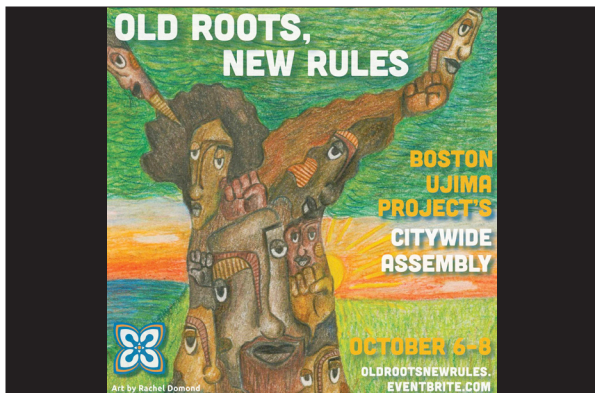
What does the world look like if these policies are adopted at scale?

<https://neweconomy.net/resources/pathways-peoples-economy-policy-toolkit>

ECONOMIC INEQUALITY

8

Boston project sponsors local
POC business alliance of
community-oriented companies





The Boston Ujima Alliance is a network of community-oriented companies, owned by people of color and committed to advancing social and economic justice in the private sector. They have created what they believe to be the first democratic investment vehicle in the country—the Ujima Fund—to finance small businesses, real estate, and infrastructure in Black, Indigenous, and other communities of color.

Investors in the Boston Ujima Fund are members of the local communities served by the fund, and every investor has a say in how the fund is invested.

What does the world look like if this kind of participatory budgeting scales up?

<https://www.ujimaboston.com/>

<https://socialcapitalmarkets.net/2019/03/democratizing-community-development-interview-boston-ujima-project/>



INNOVATIONS
FOR THE FUTURE

ECONOMIC INEQUALITY

9

“Street presidents” in Brazilian favelas redistribute goods and services



Washington Post

ECONOMIC INEQUALITY



INNOVATIONS FOR THE FUTURE

In the midst of the coronavirus pandemic in Brazil, many of the favelas where the poorest people live have emerged as self-governing communities. They have responded to the lack of coordinated relief by empowering “street presidents” who go from dwelling to dwelling to discover who needs food and other supplies and who has supplies they can share.

The Brazilian volunteer street presidents are the pulse-takers of the community as well as the coordinators of mutual aid, serving a critical role in the midst of a pandemic.

What does the world look like if the practice of street presidents scales up to become a norm across diverse communities?

https://www.washingtonpost.com/world/the_americas/coronavirus-brazil-favela-sao-paulo-rio-janeiro-bolsonaro/2020/06/09/8b03eee0-aa74-11ea-9063-e69bd6520940_story.html

ECONOMIC INEQUALITY



INNOVATIONS
FOR THE FUTURE

10

**Savings bank links interest rates
to healthy lifestyle**



The Balance



Fitness Bank is a division of Georgia's Newton Federal Bank that focuses solely on Fitness Savings Accounts. The earned interest rates on these accounts are based on customers meeting their daily step goals—and the higher their step goals, the higher the earned interest. A step tracker is used to monitor steps.

The Fitness Bank marries lifestyle and financial goals, encouraging customers to improve their health while building wealth.

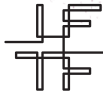
What does the world look like if other healthy lifestyle behaviors generate income?

<https://www.thebalance.com/fitnessbank-review-4844531>



INNOVATIONS FOR THE FUTURE

RACIAL INJUSTICE



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RACIAL INJUSTICE



INNOVATIONS
FOR THE FUTURE


11

8 to Abolition offers policies to
create a society free of both
police and prisons

#8toABOLITION
A WORLD WITHOUT PRISONS OR POLICE,
WHERE WE CAN ALL BE SAFE

DEFUND THE POLICE 	DEMILITARIZE COMMUNITIES 	REMOVE POLICE FROM SCHOOLS 	FREE PEOPLE FROM PRISONS & JAILS 
--	---	---	---

WE BELIEVE IN A WORLD WHERE THERE ARE
ZERO POLICE MURDERS BECAUSE THERE ARE ZERO POLICE.

REPEAL LAWS CRIMINALIZING SURVIVAL 	INVEST IN COMMUNITY SELF-GOVERNANCE 	PROVIDE SAFE HOUSING FOR EVERYONE 	INVEST IN CARE, NOT COPS 
---	--	--	--

ABOLITION CAN'T WAIT.



In the wake of the George Floyd killing and protests against police brutality, a 21st-century group of abolitionists seeks to go beyond reform to eliminate police and prisons as a form of justice that is demonstrably unjust to people of color.

The 8 to Abolition movement envisions a demilitarized society investing in community care, with a focus on basic human rights, housing, health, and self-governance.

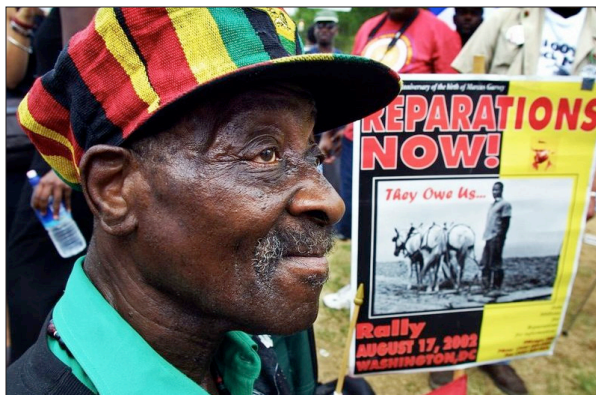
What does a world look like if abolitionist sentiment scales up around the world?

<https://www.8toabolition.com/>

RACIAL INJUSTICE

12

Asheville, North Carolina approves
reparations resolution





In the midst of the protests against systemic racism and police brutality, the city council in Asheville, North Carolina approved a resolution to apologize to Black residents for the city's role in slavery and its historically discriminatory policies. It also calls for developing a process of redress, including reparations focused on equity for Black residents in education, public transportation, and home ownership.

Asheville's reparations commission will look at ways to create generational wealth—enduring assets that can be passed to the next generation—for its Black communities.

What does the world look like if reparations to build generational wealth scale up across the country?

<https://www.colorlines.com/articles/asheville-nc-moves-address-reparations-its-black-residents>

RACIAL INJUSTICE

13

Evanston, Illinois passes a
marijuana tax to fund reparations





The city of Evanston, Illinois has voted to use a marijuana tax to build a reparations fund for its Black citizens, who have been disproportionately imprisoned and impoverished by the war on drugs and policing of marijuana. Blacks in the city have also suffered disproportionately from recession and foreclosure in recent years and face struggles against gentrification in the lakeside community.

Evanston city officials hope the marijuana-based reparations will generate enough funds to help Blacks with rising costs of housing and property tax so that they can continue living and working in the community.

What does the world look like when innovative tax policies are scaled up to fund reparations?

<https://www.washingtonpost.com/nation/2019/12/02/evanston-illinois-reparations-plan- african-americans-is-marijuana-tax/>



INNOVATIONS
FOR THE FUTURE

RACIAL INJUSTICE

14

Native American women reinvent
their roles as economic leaders



Native Women Lead



Seeking to revolutionize the systems that pay Indigenous women only 57 cents for every dollar paid to white, non-Hispanic workers, Native Women Lead is a coalition of women business leaders across Indigenous communities. Its focus: revolutionizing the roles of Native women while honoring their culture and communities with creativity.

Native Women Lead seeks to mobilize the two-thirds of all American Indian and Alaskan Native women in the U.S. who are the primary breadwinners in their families.

What does the world look like when leadership platforms for these Native women scale up across the country?

<https://www.nativewomenlead.org/>

RACIAL INJUSTICE

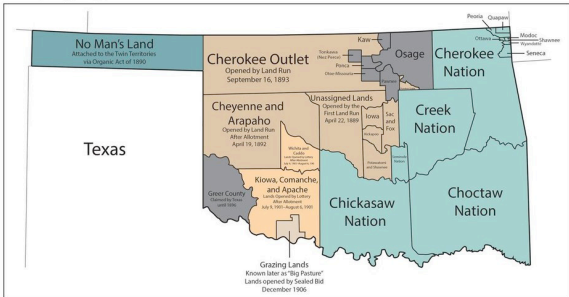


INNOVATIONS
FOR THE FUTURE

15

SCOTUS rules that half of
Oklahoma is Native American land

Indian Territory Boundaries, 1889
(Pre-Organic Act)





The Supreme Court has ruled that, “Because Congress has not said otherwise, we hold the government to its word” that the Indian reservations defined by past treaties, in fact, remain part of the reservation. A major impact of the ruling is that the Eastern half of Oklahoma is officially under federal rather than state jurisdiction.

The Oklahoma ruling reinstates a measure of independent sovereignty for four tribal nations, potentially restructuring the legal, educational, and governmental systems and practices in those nations.

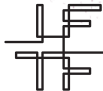
What does the world look like if contests over Native American treaties scale up to include most Indian nations in the country?

<https://www.npr.org/2020/07/09/889562040/supreme-court-rules-that-about-half-of-oklahoma-is-indian-land>



INNOVATIONS FOR THE FUTURE

BRITTLE SUPPLY CHAINS



INSTITUTE FOR THE FUTURE

BRITTLE SUPPLY CHAIN



INNOVATIONS
FOR THE FUTURE

16

Economic Security Project establishes Anti-Monopoly Fund



Economic Security Project



With support from leading foundations, the Economic Security Project's Anti-Monopoly Fund invests in a network of organizations to level up the activities of the anti-monopoly movement. Its goal is to create fair markets and enact anti-monopoly policies and enforcement as a means to counteract the wealth inequality and lack of economic mobility that is the on-the-ground result of concentrated economic power.

The Anti-Monopoly Fund coordinates its network of grantees to develop “creative, evidence-based technical and legal strategies” to combat industry concentration with “inspiring campaigns and movements.”

What does the world look like if these strategies scale up to leverage the social change movements of this moment?

<https://medium.com/economicsecproj/introducing-the-anti-monopoly-fund-306a82499ecf>

BRITTLE SUPPLY CHAIN



**INNOVATIONS
FOR THE FUTURE**

17

**Farmer-owned co-op teams up
with Microsoft to build a smart
farming network**



Land O'Lakes, Inc.



Land O'Lakes is a farmer-owned cooperative that is building out rural broadband through its American Connection Project to reimagine and implement sustainable food supply chains in the United States. In partnership with Microsoft, it plans to use AI to analyze data from its member farms and create a more sustainable and reliable agricultural landscape.

The Land O'Lakes cooperative is using its network to close the urban-rural digital gap by making 140 free WiFi facilities available to rural communities as COVID-19 forces schools, business, and health online.

What does the world look like if America's farming co-ops scale up their digital connections to close the rural-urban gap?

<https://www.landolakesinc.com/Press/News/land-o-lakes-microsoft-strategic-alliance> <https://www.landolakesinc.com/Press/News/American-Connection-Project>

BRITTLE SUPPLY CHAIN



INNOVATIONS
FOR THE FUTURE

18

Town of Tenino, Washington prints
wooden dollars to keep money local





When COVID-19 shut businesses down in Tenino, Washington, causing the local economy to collapse, the town decided to print its own currency—as wooden dollars. Building on this Depression Era strategy, it distributed the dollars to local families in need, who could then use them for buying goods and services, supporting the local economy.

Printing its own dollars on wood instead of handing out \$300 checks to families keeps the money local, assuring that local businesses as well as families benefit and creating a sustainable circular economy.

What does the world look like if local currencies scale up to reinvest in local economies across the country?

<https://thehustle.co/covid19-local-currency-tenino-washington/>

BRITTLE SUPPLY CHAIN



INNOVATIONS
FOR THE FUTURE

19

Workers strike for Black Lives Matter



Associated Press



As COVID-19 and Black Lives Matter protests disrupt the supply and demand for labor across the country, tens of thousands of workers in 160 U.S. cities walked off their jobs to support better treatment of Black workers. The strike drew attention to the vulnerability of workers in health care, fast food, gig transportation, and construction industries—industries that don't allow workers to work from home.

General strikes are a time-honored strategy for igniting a reorganization of the labor supply in times of great economic and social distress—often building long-term alliances among diverse labor organizations.

What does the world look like if general strikes scale up even among the work-from-home labor force?

<https://www.mprnews.org/story/2020/07/20/thousands-to-walk-off-job-to-protest-racial-inequality>

BRITTLE SUPPLY CHAIN



INNOVATIONS
FOR THE FUTURE

20

Plant-based meat grows as
COVID-19 strikes meatpacking plants



Beyond Meat



Supply chain disruptions as a result of COVID-19 open the door to new products and ways of producing them. The food chain may be the iconic example: meatpacking plants struggle to keep their workers healthy while meat substitutes like plant-based burgers see a 141% first-quarter growth in revenues and grocery stores expand the shelf space for these meat alternatives.

A variety of innovations in food production, from lab-grown meat to vertical urban farms, have a window of opportunity as consumers' normal buying habits are disrupted by the COVID-19 crisis.

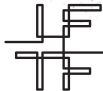
What does the world look like if these alternative food sources scale up to drive even modest increases in market share?

https://www.marketwatch.com/story/impossible-foods-beyond-meat-see-spike-in-demand-as-coronavirus-wreaks-havoc-on-meat-supply-2020-05-05?mod=article_inline



INNOVATIONS FOR THE FUTURE

POLITICAL DIVISION



INSTITUTE FOR THE FUTURE



INNOVATIONS
FOR THE FUTURE

POLITICAL DIVISION

21

Taiwanese use participatory
democracy platforms in midst
of COVID-19 crisis



vTaiwan



The vTaiwan platform is designed to enable “citizens, civil society organizations, experts, and elected representatives to discuss proposed laws via its website as well as in face-to-face meetings and hackathons.” Although it has no teeth, the goal of vTaiwan is to “help policymakers make decisions that gain legitimacy through consultation.” Combined with open real-time data on COVID-19 mask availability, such platforms have improved trust in government in a time of critical health policy.

Taiwan’s participatory democracy and open data platforms help foster new sources of public trust and strengthen trust in existing institutions and messaging campaigns, rendering the public less susceptible to disinformation.

What does the world look like if these platforms scale to global policies and issues?

<https://info.vtaiwan.tw/>



INNOVATIONS
FOR THE FUTURE

POLITICAL DIVISION

22

Deliberative democracy platforms
build national consensus





In 2019, France held *Le Grand Débat National*, a two-month online experiment in deliberative democracy (which also increased President Macron's approval rating). A similar experiment in Barcelona with the open-source *Decidim* platform led to the approval of over 8,000 proposals from 40,000 residents from 2016-2019.

Dozens of cities around the world have incorporated *Decidim* for governance that more directly reflects the views and values of their citizens.

What does the world look like if these city- and nation-scale platforms are integrated into a national decision-making infrastructure?

<https://carnegieeurope.eu/2019/04/26/is-macron-s-grand-d-bat-democratic-dawn-for-france-pub-79010> <https://medium.com/the-hitchhikers-guide-to-digital-democracy/digital-democracy-in-barcelona-4c9fcc6a3579>

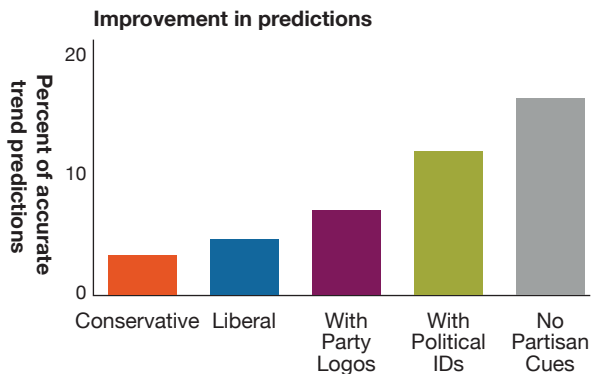


INNOVATIONS
FOR THE FUTURE

POLITICAL DIVISION

23

Structured bi-partisan social networks improve accuracy of interpretation of climate trends





Research from quantitative social scientists at the University of Pennsylvania found that “structured bipartisan networks”—social networks designed to prevent users from knowing others’ political beliefs—help reduce partisan bias and *“can significantly improve the ability of both conservatives and liberals to interpret climate data.”*

The team also recently found these networks were equally effective in helping users interpret public health data.

What does the world look like if such social media platforms are introduced at the scale of Facebook or Twitter?

<https://www.pnas.org/content/pnas/115/39/9714.full.pdf>



INNOVATIONS
FOR THE FUTURE

POLITICAL DIVISION

24

Twitter bot reveals anonymous Wikipedia edits made by U.S. Congress



congress-edits

@congressedits

I'm a bot that tweets anonymous
Wikipedia edits that are made from IP
addresses in the US Congress.

github.com/edsu/anon



Twitter bots are being used to enhance government transparency. @CongressEdits is an automated account that tweets every time Wikipedia is edited from a U.S.-congressional IP address. The bot aims to show what edits congresspeople and staffers are making to Wikipedia, and it has inspired similar bots in the UK (@ParlEdits) and Australia (@aussieparledits).

While automated profiles on social media are notorious for spreading disinformation and manipulating perceptions, @CongressEdits can also be used for fostering transparency and trust.

What does the world look like when bot-driven transparency scales around the globe?

<https://arstechnica.com/information-technology/2014/07/congressedits-tweets-anonymous-wikipedia-edits-from-capitol-hill/>



INNOVATIONS
FOR THE FUTURE

POLITICAL DIVISION

25

More than 500 companies pull
their ads from Facebook to support
Black Lives Matter





The North Face was the first major brand to pull its ads from Facebook and Instagram to stand in solidarity with the NAACP and other civil rights organizations “until stricter policies are in place to stop racist, violent, and hateful content and misinformation from circulating on the platform.” Since then, more than 500 companies have pulled ads as part of the #StopHateForProfit campaign.

Facebook earns over 98% of its revenue from ads, bringing in more than \$70 billion in 2019, according to the campaign, which hopes to pressure the social media giant to moderate its divisive content.

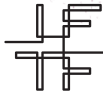
What does the world look like if advertisers scale up their efforts to reduce political and social divisiveness?

<https://www.nbcnews.com/business/consumer/which-companies-have-pulled-their-ads-facebook-so-far-n1232727>



INNOVATIONS FOR THE FUTURE

FRAGILE SOCIAL FABRIC



INSTITUTE FOR THE FUTURE

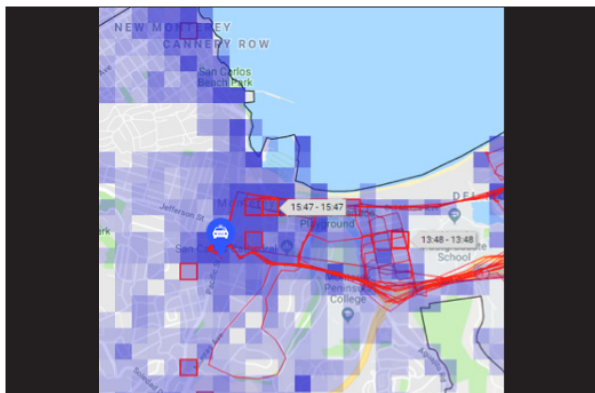
FRAGILE SOCIAL FABRIC



INNOVATIONS
FOR THE FUTURE

26

Santa Cruz, California bans predictive policing





Santa Cruz, California has become the first city to ban the use of predictive policing algorithms that analyze police records, identify patterns of crime by neighborhood, and suggest where officers should patrol. The city is home to PredPol, a company that has developed the widely used predictive software.

While the company argues that their software has reduced crime, others argue that it is part of the system that unfairly targets people of color by creating a self-fulfilling prophecy as more police find more crimes in targeted neighborhoods.

What does the world look like if bans on racial profiling scale to become the norm across the country?

<https://news.trust.org/item/20200617163319-tib7v/>



INNOVATIONS
FOR THE FUTURE

FRAGILE SOCIAL FABRIC

27

Oakland, California eliminates
school police to end the school-to-
prison pipeline





In Oakland, California, where the school district has had its own \$2.5 million/year police department for more than 60 years, the school board has voted to disband the department and redirect the budget to other student support services and restorative justice strategies. Plans for these services will be drafted by a committee of community members.

The resolution to disband includes an amendment “that teachers and staff, including board members, will be trained in anti-racism and unconscious or implicit bias.”

What does the world look like if alternatives to school policing scale up across the country?

<https://www.mercurynews.com/2020/06/24/oakland-board-agrees-to-eliminate-its-police-force-at-school-campuses/>

FRAGILE SOCIAL FABRIC



INNOVATIONS
FOR THE FUTURE

28

Social media platform offers
privacy-friendly alternative to
Facebook and Twitter

The MeWe logo is displayed within a thin black rectangular border. The word "MeWe" is written in a sans-serif font. The "M" is dark blue. The "e" is light blue. The "W" is light blue. The "i" is light blue. The "e" is light blue. Above each letter is a colored dot: a dark blue dot above the "M", a pink dot above the first "e", an orange dot above the "W", and a light blue dot above the second "e".



Tim Berners-Lee, lead architect of the World Wide Web, helped create an ad-free social media platform—MeWe—that seeks to correct the abuses of platforms like Facebook and Twitter by offering the industry’s first Privacy Bill of Rights. The platform assures users that they own their data, will never receive targeted third-party advertisements, and will never be tracked by facial recognition technology, among many other privacy rights.

Founder Mark Weinstein calls MeWe the “anti-Facebook,” and argues that user-owned data is a socially superior way to manage divisive messaging and disinformation.

What does the world look like if privacy-oriented platforms like MeWe scale to the size of Facebook?

<https://www.forbes.com/sites/johnscottlewinski/2020/06/09/mewe-social-media-platform-offers-a-more-private-alternative-to-facebook/#3ff622c9f092>

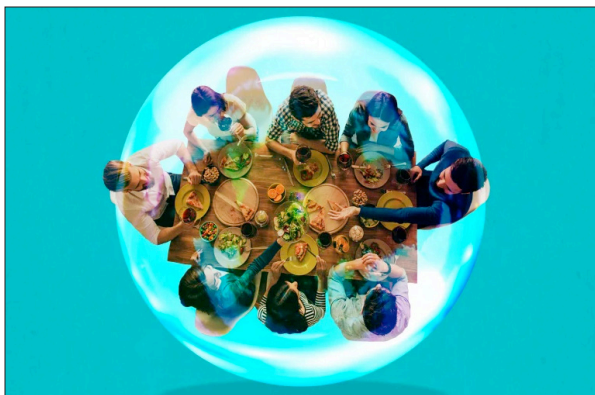
FRAGILE SOCIAL FABRIC



INNOVATIONS
FOR THE FUTURE

29

Households create germ pods
for social support





In a stay-at-home era, some households are building germ pods—quarantine bubbles in which a few households agree to limit their social interactions to one another to assure safe social contact with a slightly larger circle of friends. The process of building these pods is a lot like dating, say some who have joined a pod: they spend a lot of time discussing their daily habits, viewpoints, and preferences before committing to an exclusive relationship.

Germ pods effectively create a new form of extended family, usually limited to the ten person groups that are considered statistically unlikely to spread the coronavirus.

What does the world look like if germ pods scale to become permanent social units in U.S. society?

<https://slate.com/human-interest/2020/05/why-i-decided-to-join-a-quarantine-bubble-and-you-should-too.html>



INNOVATIONS
FOR THE FUTURE

FRAGILE SOCIAL FABRIC

30

Virtual choir brings thousands
together to “sing gently”



Eric Whitacre



Eric Whitacre is a composer and conductor who has been experimenting with the concept of a global virtual choir since 2009. His recent performance of a piece he created for the COVID-19 moment is called “Sing Gently” and is performed by 17,572 singers from 129 countries around the world.

In a time when church choirs have become hot spots of COVID-19 outbreaks, virtual music performances offer an alternative path to building social unity at global scales.

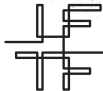
What does the world look like if mass performances of all kinds scale up to become focal points of human creativity?

<https://ericwhitacre.com/the-virtual-choir>



INNOVATIONS FOR THE FUTURE

CLIMATE EMERGENCY

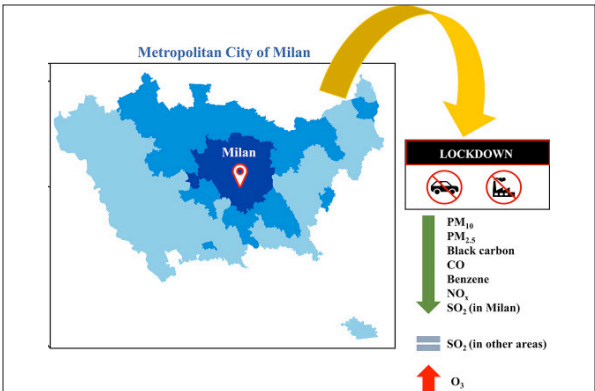


INSTITUTE FOR THE FUTURE

CLIMATE EMERGENCY

31

Post-pandemic Milan plans to restrict pollution to reduce vulnerability to COVID-19





When Milan was shut down by the coronavirus early in 2020, automobile congestion dropped by 30 to 70% in various sections of the city, reducing air pollution—and carbon emissions in particular. As a result, the city is reallocating 22 miles of city streets to cycling and walking spaces, even as stay-at-home restrictions are relaxed.

The city wants to use the new driving restrictions to restart a more sociable economy, emphasizing walkable areas of restaurants, bars, and artisan establishments.

What does the world look like if cities around the world scale up efforts to reduce vehicle traffic as they reopen their economies?

<https://www.theguardian.com/world/2020/apr/21/milan-seeks-to-prevent-post-crisis-return-of-traffic-pollution><https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7205654/>



INNOVATIONS
FOR THE FUTURE

CLIMATE EMERGENCY

32

Mayors of C40 global cities
commit to a “green and just”
COVID-19 recovery

**C40
MAYORS'
AGENDA
FOR A
GREEN
AND JUST
RECOVERY**





As they make plans for post-pandemic recovery, 40 global cities have signed a statement of principles for a recovery that is both green and just. First on the list of principles is that recovery must be guided by adherence to public health and scientific expertise, with a particular emphasis on equity, resilience, and the critical role of citizen voices.

The cooperating cities assert that climate action can help accelerate economic recovery and social equity through new industries built on new technologies, which in turn will drive new jobs.

What does the world look like if these principles scale up across both urban and rural areas of the country and the planet?

<https://www.c40.org/other/covid-task-force>

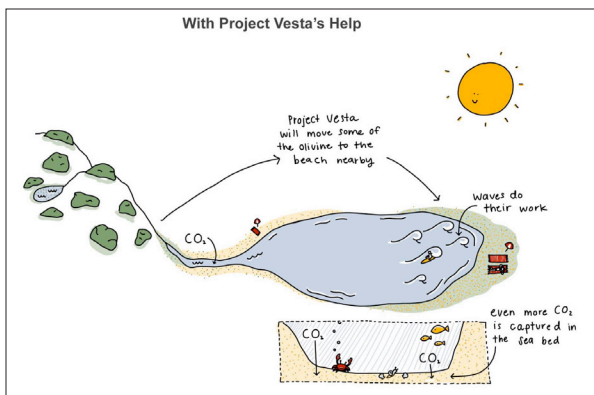
CLIMATE EMERGENCY



INNOVATIONS
FOR THE FUTURE

33

San Francisco non-profit seeks to sequester carbon with green sand





Olivine is a naturally occurring volcanic mineral that can absorb greenhouse gases and lock them up in shells and coral on the planet's beaches. Project Vesta (a San Francisco non-profit) is harvesting olivine to create green sand that they will spread on beaches, where the action of the waves breaks it down and, in the process, removes CO₂ from the atmosphere and the ocean.

The project leaders say that spreading olivine could permanently remove far more carbon dioxide than humans have pumped out since the start of the Industrial Revolution.

What does the world look like if green olivine beaches can scale up to quickly reduce carbon in the atmosphere?

<https://projectvesta.org/>



INNOVATIONS
FOR THE FUTURE

CLIMATE EMERGENCY

34

Digital clothing brand seeks
to become the ultimate
sustainable fashion





The fashion brand Tribute is marketing digital clothes as “contactless cyber fashion,” arguing that the digital fashion industry will require less raw material, less shipping, and less waste than the resource-intensive traditional fashion industry. Using CGI 3D modeling, the platform encourages users to transfer their fashion identities to the kinds of virtual spaces they are using to work from home.

Tribute sees its digital fashion brand as an accessible and socially equitable innovation that’s available without restrictions for any gender, sex, and size.

What does the world look like if digital fashion scales up in a future of contactless work and play?

<https://www.papermag.com/tribute-brand-digital-clothing-interview-2646199820.html?rebelltitem=2#rebelltitem2>

CLIMATE EMERGENCY



INNOVATIONS
FOR THE FUTURE

35

New Jersey requires climate change
education in K-12 schools



Twitter/First Lady NJ



New Jersey has become the first U.S. state to require that K-12 schools include climate change science in their curricula. Climate change lessons are to be incorporated in seven subject areas: science, social studies, technology, health and physical education, visual and performing arts, world languages, and 21st-century life.

The state hopes that the new curriculum will prepare the next generation of Americans with an understanding of climate change as well as the knowledge and will to combat it.

What does the world look like if climate change curricula are scaled up in K-12 classrooms across all 50 states?

<https://www.cnn.com/2020/06/04/us/new-jersey-climate-schools-scn-trnd/index.html>

DECK 3

ACTIONS FOR TRANSFORMATION



INSTITUTE FOR THE FUTURE

AFTER THE PANDEMIC



ACTIONS FOR TRANSFORMATION

At the threshold of a decades-long recovery from a multi-system collapse, Americans face a choice: struggle through years of trying to restore the systems that were already failing before the COVID-19 pandemic or take bold actions to transform U.S. society for the next century.

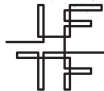
Transformational actions can span the domains of policy, technology, markets, and our networked society. These actions will challenge us to think beyond “business as usual” and consider even the most radical proposals. They can lay a path to a truly reimagined—and reinvented—future.

Use these **Actions for Transformation** as prompts for even bolder ideas we can set in motion today. Reflect on the *Patterns from the Past* and *Innovations for the Future* to prime your mind for what’s needed and what’s possible. Then begin to create your own list of the 100 most important actions for the world we want.



ACTIONS FOR TRANSFORMATION

BROKEN HEALTH SYSTEMS



INSTITUTE FOR THE FUTURE

BROKEN HEALTH SYSTEMS



ACTIONS
FOR TRANSFORMATION

1

Implement a universal health care system

WHAT?

All people, across communities, have equal access to effective preventive, therapeutic, and palliative health services without financial hardship.

BROKEN HEALTH SYSTEMS



ACTIONS FOR TRANSFORMATION

WHY?

Lower health care costs | Lower administrative costs for practitioners | Equal standards of care
Healthier communities | Reduction in societal inequality | Longer lives

WHY NOT?

Large government healthcare budgets | Focus on essential and life-saving medicine at the expense of rare conditions | Long wait times for specialist appointments

WHAT HAPPENS NEXT?

BROKEN HEALTH SYSTEMS



ACTIONS
FOR TRANSFORMATION

2

Create a national health corps

WHAT?

Health care workers at all levels can join a national health corps (similar to the Peace Corps) to learn about community health leadership and respond to public health emergencies.

BROKEN HEALTH SYSTEMS



ACTIONS FOR TRANSFORMATION

WHY?

Less pressure on clinics and hospitals in health crises | Improved health in poor communities and underserved communities of color | Builds public health workforce | Reduction in death and disease

WHY NOT?

Increased government expense | Increased competition between state and federal governments for health dollars and health policies | Unreliable incentives for participation

WHAT HAPPENS NEXT?

BROKEN HEALTH SYSTEMS



ACTIONS
FOR TRANSFORMATION

3

Establish a COVID-19 death compensation fund

WHAT?

Family members of those who have succumbed to COVID-19 receive a monthly government payment similar to the Social Security survivor's benefit for three years after the death.

BROKEN HEALTH SYSTEMS



ACTIONS FOR TRANSFORMATION

WHY?

Reduced medical debt incurred under an unforgiving health care system | Grace period for survivors to build new income sources and/or attend college | Compensation for acknowledged failure of government to act responsibly in the COVID-19 crisis

WHY NOT?

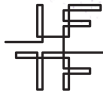
Expansion of the large COVID-19 debt already on government books | Competition with other potentially more equitable safety net programs

WHAT HAPPENS NEXT?



ACTIONS FOR TRANSFORMATION

ECONOMIC INEQUALITY



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ACTIONS
FOR TRANSFORMATION

ECONOMIC INEQUALITY

4

Implement a federal wealth tax

WHAT?

Everyone above a certain level of wealth pays an annual tax on all assets, not just income or real estate property.

ECONOMIC INEQUALITY



ACTIONS FOR TRANSFORMATION

WHY?

Less extreme wealth inequality | Expanded government funds for collective well-being programs (such as health care or education) | Source of reparations for racial injustice

WHY NOT?

Possible disincentive for savings and investment | Slower economic growth

WHAT HAPPENS NEXT?

ECONOMIC INEQUALITY



ACTIONS
FOR TRANSFORMATION

5

Create a global registry of beneficial asset owners

WHAT?

All “natural person owners”—those with any interest in an asset (such as a company)—are identified in an easily accessible, public database.

ECONOMIC INEQUALITY



ACTIONS FOR TRANSFORMATION

WHY?

Increased transparency of wealth holders |
Compliance with anti-corruption laws |
Compliance with international sanctions against
countries and Specially Designated Nationals
(SDNs) | Visibility of foreign government interest in
a commercial entity | Money laundering controls

WHY NOT?

Difficulties in verifying ownership data |
Infringement of privacy and confidentiality |
Lack of public understanding of the data

WHAT HAPPENS NEXT?

ECONOMIC INEQUALITY



ACTIONS
FOR TRANSFORMATION

6

Scale up mutual aid networks

WHAT?

Social network structures facilitate the exchange of resources among members beyond the bounds of local communities—à la crowdsourcing.

ECONOMIC INEQUALITY



ACTIONS FOR TRANSFORMATION

WHY?

Increased sense of solidarity and optimism, especially in times of crisis | Improved culture of cooperation and collective action | Critical safety net in times of government failure or abdication of public responsibilities

WHY NOT?

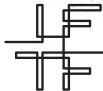
Potential for distrust and fraud at large scales | Weaker commitment at community level | Higher risk of bias | Potential competition for resources with regulated government programs

WHAT HAPPENS NEXT?



ACTIONS FOR TRANSFORMATION

RACIAL INJUSTICE



INSTITUTE FOR THE FUTURE



ACTIONS
FOR TRANSFORMATION

RACIAL INJUSTICE

7

Defund the police

WHAT?

Communities divest some or all of their funding from police departments and reallocate it to non-policing forms of public safety and community support, from youth services and education to housing and other community resources.

RACIAL INJUSTICE



ACTIONS FOR TRANSFORMATION

WHY?

De-escalated violence | Demilitarization of communities | Reduction in racial bias in communities | More funds for positive community development | Failure of lesser reforms

WHY NOT?

Fear of increased crime | Need for trained police in violent situations | Potential for “citation taxation” as police departments attempt to build their budgets

WHAT HAPPENS NEXT?



ACTIONS
FOR TRANSFORMATION

RACIAL INJUSTICE

8

Build platforms for restorative justice

WHAT?

Victims, offenders, and community stakeholders meet to agree on the best way to repair the harm caused by a crime.

RACIAL INJUSTICE



ACTIONS FOR TRANSFORMATION

WHY?

Redefinition of justice as repair rather than punishment | Repair of relationships | More options for justice | Reduction in repeat offenders | Better long-term outcomes for both offenders and victims

WHY NOT?

Psychological stress and possible harm of confrontation between offenders and victims | Limited to offenders who have admitted their crimes | Failed negotiations

WHAT HAPPENS NEXT?



RACIAL INJUSTICE

9

Create a federal reparations tax

WHAT?

All Black people who can demonstrate that they are descended from a U.S. slave and have identified as Black on official papers for the past ten years receive a reparation in the form of cash, a trust fund, or investment in a house or business.

RACIAL INJUSTICE



ACTIONS FOR TRANSFORMATION

WHY?

Compensation for the long-term economic and social impacts of racial bias that have persisted since the freeing of U.S. slaves | Improved opportunities to restore Black communities | Reduction in overall economic inequality

WHY NOT?

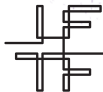
Difficulty of establishing qualifications | Opportunity for fraudulent claims | Competition for funds with other need-based programs

WHAT HAPPENS NEXT?



ACTIONS FOR TRANSFORMATION

BRITTLE SUPPLY CHAIN



INSTITUTE FOR THE FUTURE

BRITTLE SUPPLY CHAIN



ACTIONS
FOR TRANSFORMATION

10

Build an anti-monopoly, anti-merger movement

WHAT?

Companies are restricted with laws and regulations from mergers and acquisitions that give them controlling market shares and undue political influence.

BRITTLE SUPPLY CHAIN



ACTIONS FOR TRANSFORMATION

WHY?

Higher worker wages | Fewer job cuts | More competitive pricing | Greater support for local innovation and small businesses | Protections for worker's collective action | More resilient supply chains

WHY NOT?

Reduced flexibility in accessing capital | Increased bankruptcies | Potential loss of key market supplies if struggling companies fail

WHAT HAPPENS NEXT?

BRITTLE SUPPLY CHAIN



ACTIONS
FOR TRANSFORMATION

11

Incentivize local food initiatives

WHAT?

Farmers receive financial and management support for retooling their farm processes for local markets.

BRITTLE SUPPLY CHAIN



ACTIONS FOR TRANSFORMATION

WHY?

Closer connections between farmers and local consumers | Better access to affordable foods in underserved areas | Increased support for farmers and protection of farmland | More diverse farm-to-plate pipelines

WHY NOT?

Failure of local production to meet global demand | Food supplies disrupted by local events | Tendency toward isolationist sentiments

WHAT HAPPENS NEXT?

BRITTLE SUPPLY CHAIN



ACTIONS
FOR TRANSFORMATION

12

Federalize corporate charters

WHAT?

Corporations are chartered by the federal government and subject to federal rather than state law, and Congress, the SEC, or a new Federal Bureau of Corporate Governances defines the obligations of corporate managers and directors.

BRITTLE SUPPLY CHAIN



ACTIONS FOR TRANSFORMATION

WHY?

Standard corporate statutes and ethics across all states | Uniform consumer, employee, and creditor access to legal recourse across states | Stronger oversight of fraudulent and criminal behavior by corporations and their directors

WHY NOT?

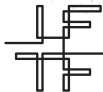
Belief that competition among states for corporate charters makes corporate laws more efficient | Potential for federal corruption | Increased difficulty in establishing new corporations

WHAT HAPPENS NEXT?



ACTIONS FOR TRANSFORMATION

POLITICAL DIVISION



INSTITUTE FOR THE FUTURE



ACTIONS
FOR TRANSFORMATION

POLITICAL DIVISION

13

Adopt participatory budgeting at all levels of government

WHAT?

Community members decide how to budget dollars to public programs and projects, usually in an iterative process where participants make pitches and groups vote.

POLITICAL DIVISION



ACTIONS FOR TRANSFORMATION

WHY?

More transparency in government spending |
More equitable distribution of funding | More
participation in government and hence more
understanding of the choices and tradeoffs

WHY NOT?

Typically not binding decisions | Time consuming
for participants | Slower decision-making | Lack
of expertise among citizen participants

WHAT HAPPENS NEXT?



ACTIONS
FOR TRANSFORMATION

POLITICAL DIVISION

14

Build future-oriented participatory governance platforms at multiple scales

WHAT?

Futures assemblies—both digital and in-person—structure discussion of long-term future issues and solutions among citizens as input to policy and law in existing branches of government.



WHY?

New channel beyond voting for community members to participate in decision-making | Improved futures literacy | Improved civic literacy and civic participation | Greater government accountability, transparency, and responsiveness

WHY NOT?

Longer public policy process | Increased cost of governance | Possible suppression of minority voices | Possible conflicts of interest between long-term goals of assemblies and short-term incentives of politics

WHAT HAPPENS NEXT?



ACTIONS
FOR TRANSFORMATION

POLITICAL DIVISION

15

Build structured bipartisan social networks and media

WHAT?

Markers of political affiliations and other signals of political identities are discouraged, prohibited, or removed from social networking platforms.

POLITICAL DIVISION



ACTIONS FOR TRANSFORMATION

WHY?

More accurate interpretation of scientific data by users | Improved judgment in decision-making |
Reduced polarization

WHY NOT?

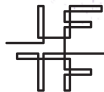
Lower public appeal of these networks | Reduced scaling of these networks | Lower profitability

WHAT HAPPENS NEXT?



ACTIONS FOR TRANSFORMATION

FRAGILE SOCIAL FABRIC



INSTITUTE FOR THE FUTURE

FRAGILE SOCIAL FABRIC



ACTIONS
FOR TRANSFORMATION

16

Implement universal public preschool education

WHAT?

Every child in the United States receives free preschool education at age four, regardless of family income, the child's abilities, or other discriminating factors.

FRAGILE SOCIAL FABRIC



ACTIONS FOR TRANSFORMATION

WHY?

High-quality teachers and curriculum |
Level playing field for socio-economically
disadvantaged children | More opportunities for
parents to work, increasing household income |
Earlier access to public nutrition programs |
Improved social skills

WHY NOT?

Increased expense to states | Competes with
core K-12 for scarce funding | Loss of enrollment
in private preschools | Incomplete research on
success of preschool learning

WHAT HAPPENS NEXT?

FRAGILE SOCIAL FABRIC



ACTIONS
FOR TRANSFORMATION

17

Ensure free college education to all

WHAT?

All citizens with P-12 education can attend an accredited college for free.

FRAGILE SOCIAL FABRIC



ACTIONS FOR TRANSFORMATION

WHY?

Deeper understanding of scientific, social, and moral reasoning across the population | Improved ability to solve social problems | More equitable access to skilled jobs, with improved income equality | Reduced student debt, with greater savings and investment earlier in life

WHY NOT?

Expensive to fund | Possible reduction in quality of education | Possible glut of skilled labor leading to lower wages

WHAT HAPPENS NEXT?

FRAGILE SOCIAL FABRIC



ACTIONS
FOR TRANSFORMATION

18

Demilitarize domestic institutions, including police, prisons, and schools

WHAT?

The flow of military-grade armor, weapons, vehicles, and surveillance equipment—as well as domestic combat training—is restricted nationwide.

FRAGILE SOCIAL FABRIC



ACTIONS FOR TRANSFORMATION

WHY?

More funding for non-violent interventions such as social workers and counselors | Less animosity between local authorities and the communities they serve | De-escalation of racial violence | Improved privacy protections

WHY NOT?

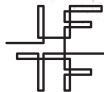
Lack of defense against violent and heavily armed actors | Reduced ability to track sophisticated digital crimes and cyber warfare

WHAT HAPPENS NEXT?



ACTIONS FOR TRANSFORMATION

CLIMATE EMERGENCY



INSTITUTE FOR THE FUTURE

CLIMATE EMERGENCY



ACTIONS
FOR TRANSFORMATION

19

Levy a national carbon tax

WHAT?

Individuals and firms pay the full social cost of carbon pollution at the time of each financial transaction, replacing some other taxes.



WHY?

Reduction in carbon emission levels | More cost-competitive renewables | More climate- and health-friendly behaviors such as walking or cycling | Reduction in excess consumption

WHY NOT?

Shift of production to countries without carbon tax | Difficulties calculating the tax | Resistance to new taxes | Slower economic development in poorer communities

WHAT HAPPENS NEXT?

CLIMATE EMERGENCY



ACTIONS
FOR TRANSFORMATION

20

Establish a binding international climate treaty

WHAT?

A majority of countries commit to reducing carbon emissions, fostering sustainable businesses, and taking other measures to minimize and mitigate impending harms from climate change—subject to economic and other sanctions.

CLIMATE EMERGENCY



ACTIONS FOR TRANSFORMATION

WHY?

A critical step toward averting climate disaster |
Transformation of the global economy to support
long-term sustainability of the species | A
meaningful covenant with future generations |
More equitable globalization

WHY NOT?

Difficulty securing binding agreements with chief
greenhouse gas emitters (China and the United
States) | Difficulty of enforcing global regulation |
Potential militarization of climate change policies

WHAT HAPPENS NEXT?

CLIMATE EMERGENCY



ACTIONS
FOR TRANSFORMATION

21

Fund reforestation to sequester carbon at a planetary scale

WHAT?

National governments worldwide commit to reforestation with a trillion new trees to store 205 billion metric tons of carbon—enough to keep the planet under the target 1.5 degrees Celsius temperature rise.



WHY?

One of the most effective strategies for climate change mitigation (*Science*, July 5, 2019) | Restores complex ecosystems | Protects endangered species

WHY NOT?

High cost, estimated at \$2.7 trillion | Repurposing of large surface area: 1 billion hectares or approximately the surface area of China

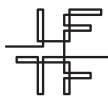
WHAT HAPPENS NEXT?

A detailed marbled paper pattern with swirling, organic shapes in shades of purple, blue, and white, resembling stone or biological cells.

AFTER THE PANDEMIC

A DEEPER DISEASE

A guide to creating your own remote conversations with the
TOOLKIT FOR TRANSFORMATION



INSTITUTE FOR THE FUTURE

TOOLKIT FOR TRANSFORMATION





The *Toolkit for Transformation* is designed to help groups engage in action-oriented conversations about how to build the futures they want in the wake of the global COVID-19 pandemic. Along with a map of four post-pandemic scenarios and three decks of data-signal-action cards, the toolkit also includes this facilitator's guide to help navigate these conversations. This guide lays out the basics for using the toolkit on a virtual meeting platform like Zoom, allowing conversations to be remote in the midst of the pandemic.

WHO IS THIS GUIDE FOR?

Anyone who wants to convene an online group to explore post-pandemic futures.

WHAT'S IN THIS GUIDE?

This guide provides step-by-step guidelines for planning your group conversation online, preparing your toolkit materials and your guests for a successful conversation, and leading conversations with two different approaches: the Fast Path and the Long Game.

	TWO WAYS TO WORK	1
	PLANNING: Goals, Guests, Platforms, and Timing	3
	PREPARING: Inviting Readiness	5
	ENGAGING: The Fast Path vs. The Long Game	
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There are as many ways to use the *Toolkit for Transformation* as there are groups who want to change the future. But two basic approaches lay the pattern for successful engagements—a fast path and a longer game. Keep in mind the following summary overviews of these two approaches as you plan and prepare for your own unique event.

THE FAST PATH Three hours, one session

WHAT HAPPENS NEXT? 30 minutes

- Welcome guests.
- Introduce the map and video.

ASK: If the transformation scenario becomes likely, what's the most important thing we need to be thinking about as we imagine our future together?

THREE CARDS TO THE FUTURE 60 minutes

Choose cards—everyone chooses one card from each deck: a data pattern from the past, a signal for the future, and an action for transformation.

ASK: Why did you choose these cards? How will your innovation and action cards change the patterns from the past?

TEN-MINUTE BREAK

TELL A FUTURE STORY 60 minutes

Brainstorm possible headlines for 2030 about how these kinds of innovations and actions have changed the world.

ASK:

- What roles will you play in 2030 in this story of the future?
- What new institution, organization, or platform is an essential part of this story of 2030?
- What other patterns from the past have changed in 2030 as a result of this transformation?
- What new community has emerged as a pivotal leader in this 2030 story?
- What new ways of learning are helping you make these changes?

GET READY FOR THE FUTURE 20 minutes

- **Review the conversation** and talk about the next steps.
- **Follow-on:** First 5 Minutes of the Future

THE LONG GAME Six hours, two sessions

SESSION 1

THE CASE FOR TRANSFORMATION 30 minutes

- Welcome guests.
- Introduce the map and video.
CHAT: Which urgent system failure is most important for us to address if we want to transform the future? (e.g., Broken health system, because it touches everyone every day.)

PATTERNS WE CAN'T IGNORE 60 minutes

- **Choose 1–2 data cards:** everyone chooses from the Patterns from the Past deck.
- Use the card(s) to represent your perspective.
CHAT: Record the chosen data cards.

TEN-MINUTE BREAK

SIGNALS OF CHANGE 40 minutes

- **Choose 1–2 signal cards:** everyone chooses innovations to change old patterns.
- Explore the impact of the chosen cards.
CHAT: Record the selected signal cards.

WHEN THINGS ADD UP 20 minutes

Make some connections across innovations.

CHAT: Write some “transformation equations” —
Signal A + Signal B + Signal C = Potential big change.

SESSION 2

FIRST 5 MINUTES OF THE FUTURE 30 minutes

Welcome everyone back.

CHAT: First five minutes of the 2024 global pandemic:

- What do you do in the first five minutes?
How do you feel?
- What do you think the motivation for the app is?
What do you predict others will do? Who will be the winners and losers?

ACTIONS FOR THE COMING DECADE 60 minutes

Focus on actions: everyone chooses one card and offers one original action idea.

CHAT: Record card numbers + new action ideas.

100 STEPS TO SOCIAL SOLIDARITY 15 minutes

Invent a future of social solidarity: build a rapid-fire action list.

CHAT: What are 100 novel actions that will transform the world by 2030?

TEN-MINUTE BREAK

ACTION ROADMAP 40 minutes

- **Action roadmap:** Plot the most urgent actions on a ten-year timeline.
- Brainstorm a headline for the 2030 world if you're successful.
ASK: What do we do now? By mid-decade? By end of decade?

SOCIAL MEDIA READOUT 15 minutes

Share your vision: @iftf #afterthepandemic



As you gather your guests to transform the future, a small investment in planning can produce outsized results.

START WITH YOUR GOALS

The goals for Transformation conversations can range from a broad orientation to very specific designs for programs and projects. For example, some sample goals might include:

- **Build a shared understanding** of past patterns that are shaping today's experience of the COVID-19 pandemic—and the possibilities that will shape your choices now and in the future.
- **Build a cooperative plan** for a recovery that creates a more equitable and sustainable future for everyone.
- **Assess the impacts of the pandemic** on your present activities and future opportunities.
- **Refocus existing projects and programs** for greater impact in the post-pandemic future.
- **Launch a campaign** to rebuild or reinvent one of the seven failed systems that the pandemic has revealed.

If your group needs a basic orientation, the Fast Path may be a good starting place. If your goals are focused on more specific action plans, think about investing more time for the Long Game. In any case, make sure you're clear about your goals and communicate them to your group.

PLAN FOR YOUR GUESTS

Your guests will shape many of the decisions you make. Here are some guidelines for getting the most out of your conversations:

How many guests should you invite?

The toolkit is designed to support conversations, and conversations work best in small gatherings. The approaches described in this guide work best with five to seven people, ten at most. If you have more people than that, you may need to schedule more time or hold more sessions.

How well do your guests know each other?

If they don't know each other well, use the toolkit cards to help them introduce themselves. Invite them to pick a data card from the Patterns from the Past deck to talk about what's important to them. This is a good way to get into the substance of the conversations quickly while making sure everyone gets a chance to introduce their perspective.

Are your guests already collaborating on shared goals and projects or do they come from different organizations with different goals and ways of thinking?

If they're not accustomed to working together, you will need to spend a little more time to build group trust. You can do this from the outset by quickly naming everyone in the group and giving them your "personal reference," highlighting a strength. Naming them yourself also saves the traditional tedious round of self-introduction, in which guests are asked to highlight their credentials, so you can jump straight into the heart of the discussion. You can also send out short resume paragraphs for each person in advance. And of course, be sure to share the group goals in your invitation and at the beginning of the meeting.



MAKE THE MOST OF YOUR PLATFORM

Thoughtful conversations require thoughtful choices about the digital platform your guests will use—and how they will use it.

What platform will you use? And which features?

The guidelines in this book are based on the features of the Zoom platform. If you're using a different platform, you may need to adapt these guidelines, but here are the basics:

- **Plan to record the session** so you can review afterwards. Send the participants a permission-to-record form in advance and start the meeting by asking for verbal confirmation.
- **Suggest that guests use the Gallery view in Zoom** (or an equivalent in another platform). This creates a better sense of the group and the continuity of the conversation.
- **Be clear** about how you want guests to use chat (or other text channels). In general, we at IFTF discourage chat for these conversations because we want to keep the interaction focused in the group. However, especially in the Long Game, it can be useful for capturing key structured answers to questions, such as card numbers or suggestions for actions. The point is to use it for structured responses, not open conversation. If you do decide to use open chat, it might be useful to designate a chat keeper who monitors the conversation and periodically reports out key threads to the group.

Do all your guests have reliable access to your chosen platform?

Make sure all your guests have easy, reliable access to your system. Send calendar invitations that automatically include links and passwords, if required. Communicate these instructions in multiple pre-meeting emails as well as the agenda. Encourage them to find a quiet, stationary location for the conversation with good connectivity. Let them know who to contact if they have technical problems and offer a pre-test for those who are unfamiliar with the platform.

MAKE THE MOST OF YOUR TIME TOGETHER

In the midst of the pandemic, people are spending more and more time in online conversations, and long meetings can be difficult to schedule—and to sustain. To get the most out of the time you have, we recommend planning your event in well-structured three-hour sessions.

- **The Fast Path** approach is designed for one three-hour session, with one ten-minute break. It includes a mix of presentation, conversation prompts, brainstorming, and structured use of chat.
- **The Long Game** will require two three-hour sessions that include a mix of presentation, conversation prompts, brainstorming, individual heads-down time, and structured use of chat. It might work best to hold the two sessions on different days. We've found that allowing a day between sessions can give both guests and organizers productive thinking time.



Helping guests prepare for the conversation is the best way to assure highly engaged, highly productive conversations. Thinking about the future is all about readiness, and readiness depends on the following basics:

THE HOSTING TEAM

As a remote facilitator, you may want a team of helpers. Here are roles to consider:

- **Facilitator:** As facilitator, you are the keeper of the agenda. You set the rules, keep the conversation focused, and help everyone find their best voice.
- **Tech Helper:** This person handles the technical settings for the meeting, monitors and ensures that all the guests have the access they need, and responds to any technical problems that may occur during the meeting.
- **Content Leader:** You may also have a content leader who is familiar with the topics and goals and can set the context for the conversation, if this is not your own role. Think of this person as your go-to expert if you need to clarify knowledge or ideas that come up in the course of the interaction.
- **Recorder/Monitor:** In addition, it can be helpful to have a designated recorder who can synthesize the themes and actionable ideas in real time and reflect them back to the group periodically, using text, graphic, or verbal reports.
- **Community Manager:** This is the critical organizational role that happens before the conversation starts, including everything from invitations to sending out meeting materials. Before the meeting starts, you may need someone to help distribute the agenda, the toolkit and especially the card decks, and the index, either digitally or in printed form (see below for more details).

Of course, you can perform all these roles yourself. But if the stakes are high, giving some of these roles to others will let you focus your attention on the flow of the conversation and the voices of your guests.

THE AGENDA

Send out an agenda several days in advance. You might use the Fast Path or Long Game summaries on pages 2–3 as your template. Describe how these steps in the process will link to the goals you’ve set for the conversation. Use the agenda to inspire your guests.

In a cover email, highlight the goals and any pre-work instructions (see below). In addition, be sure to include:

- The meeting time and duration
- The meeting link and any special instructions for joining
- A contact email for the tech helper if they have technical troubles before or during the conversation

The digital attachments to the email should include:

- The agenda
- The What Happens Next map
- The 3 card decks (two versions, see The Toolkit Cards section below):
 - Patterns from the Past
 - Innovations for the Future
 - Actions for Transformations
- A permission statement if you plan to record
- Short bios of each participant, if your guests don’t know each other well



THE PLATFORM

Choose an easy-to-use video conferencing platform that's accessible to all of your guests. We recommend creating a virtual event on the platform well ahead of the scheduled conversation and syncing the event to a calendar application. Use the calendar app to send calendar invitations to your guests' email addresses so that they have the time blocked off.

If possible, fix the meeting settings beforehand:

- Automatically record
- Turn on video for everyone
- Automatically unmute guests

Assign at least two people to be the meeting “hosts” in case one host has connection issues during the conversation. Encourage your guests to log into the platform at least 15 minutes before your official start time so that a tech helper can address any of their potential technical issues.

If your guests aren't all familiar with the platform, reserve a couple of minutes at the beginning of the conversation to communicate your rules for using the platform and to go over features (how to mute/unmute, for example).

Finally, you may want to consider creating a backchannel for communication among your team, in case any unexpected issues arise.

THE TOOLKIT CARDS

The toolkit includes a set of three decks of visual cards that build on the metaphor of a card game around a table. They are designed to prompt your guests and help build a shared knowledge base among them. Cards make facts and ideas tangible: you can hold them in your hands, hold them up for others to see, and shuffle and draw them to create unexpected combinations.

In remote digital conversations, even though you cannot gather around a game table, physical cards still have these same advantages. If you have time and resources, the best way to use them is to print them out and send them to your guests before the conversation. Then, as they “play” them in the course of the conversation, they can quickly and easily refer to them.

Note: There are two versions of the cards: the PDF digital decks, you will probably need to allow extra time in the conversation for guests to choose their cards.

Whether you are using printed or digital decks, encourage your guests to explore them before the meeting. Be sure to send them the index to the cards—it will give them a fast way to scan the titles and choose cards, especially if they are working with digital decks.



THE PRE-WORK INSTRUCTIONS

Help your guests prepare for your conversation by giving them a set of clear, simple pre-work instructions.

For example, if you're taking the Fast Path, you might include a variation on the following instructions in your pre-meeting email:

You will need to do a little pre-work for our conversation. To help you highlight what's most important—and inspiring—to you, please spend some time exploring the three decks of cards that are attached to this email: Patterns from the Past, Innovations for the Future, and Actions for Transformation. If you can, print them out, double-sided. Print out the Index to the Cards, too. You can use it to quickly scan all the cards in all three decks.

Before the meeting, please select one card from each deck that will be your “talking points” for the conversation—the **pattern from the past** that's most important for you right now, an **innovation for the future** that addresses that pattern, and a **possible action** that you think is important to take today to transform that pattern in the future. You don't have to agree with the cards, and you can add your own patterns, innovations, and actions as we go. But choose three cards to start the conversation you would most like to have.

If you're playing the Long Game, you might include an instruction like this:

You will need to do a little pre-work for our conversation. First, spend a little time exploring the three decks attached to this email: Patterns from the Past, Innovations for the Future, and Actions for Transformation. If you can, print them out, double-sided. Print out the Index to the Cards, too. You can use it to quickly scan all the cards in all three decks.

Then, **choose one data card from the Patterns from the Past deck** to use as a way of introducing yourself and what's important to you and your work today. We'll start the meeting by asking you to share your selected card and tell us how it links to who you've been and what you're working toward.

In spite of your best efforts to prepare your guests, they may just be too busy to do the pre-work. So, plan to give a little extra time in the meeting, if necessary, for them to choose their cards. The Index may be the fastest way to get them ready.

ENGAGING: The Fast Path vs. The Long Game

Engaging your guests is when the fun—and inspiration—begins. Focused conversations about the future can be one of the most uplifting experiences you can create. Even if the topics are hard and history is weighing us down, the future calls on our best imagination to launch a very different world. In the following pages, you'll find detailed instructions to facilitate the two versions of toolkit conversations introduced on pages 8-15.



Section 1: THE FAST PATH can be completed in about three hours.



Section 2: THE LONG GAME will require two sessions of three hours each.

Of course, you can create your designs, using the three card decks and the map, in your own way. And you can spend more time on each deck if you have a group that can work together over a longer time period. But these two templates can provide a basic structure for getting the most out of the toolkit in a limited amount of time.



Section 1: THE FAST PATH Three hours

WHAT HAPPENS NEXT? 30 minutes

Welcome your guests. Take a moment to introduce each of them by name and perhaps say a word about them so everyone knows who is “in the room.” In this fast path, you won’t have time for everyone to introduce themselves.

Ask permission to record. If you’re recording the conversation, ask for verbal confirmation from everyone that they agree to the recording. Explain how you will and won’t use the recording.

State your goals for the conversation and summarize the agenda. If there’s an owner of the meeting other than you, invite them to say a quick (1–3 minutes) welcome of their own and express their hopes for the conversation.

State your rules for the meeting. For example:

- We want to hear from everyone equally.
- The facilitator may interrupt to keep the conversation moving.
- There are no wrong answers.
- The Chatham House Rule for quoting others applies here—you can share content of our conversation publicly but cannot attribute to anyone without that person’s permission.

- We use the “bioempathy” rule for taking breaks—take a break when your body tells you to.

State the platform rules. For example, in a Zoom meeting, the rules might include the following:

- Use Gallery View to keep everyone in the conversation.
- Use chat only for answering formal questions that we will pose from time to time, not for side comments and conversations.
- Mute yourself when you’re not speaking.
- Share your video self unless you need to step away.

Give workspace set-up instructions. Help your guests set up their workspace for success. For example:

- Have all three decks conveniently at hand—either on the desk in front of you if you have printed copies or open on your desktop if you’re using digital copies.
- Keep the Index to the Cards at hand so you can quickly follow along as people “play their cards.”

Introduce the What Happens Next video. Explain that it is a quick orientation to four alternative COVID-19 scenarios as well as seven system failures that are shaping those scenarios today. Share your screen (or your tech helper’s screen) to play the video.



Focus the conversation on the Transformation scenario. Spend a few minutes taking the pulse of the group on this scenario.

ASK:

- If the transformation scenario becomes likely, what's the most important thing we need to be thinking about as we imagine our future together?

Remind your guests that there are no wrong answers. We're just thinking out loud together. The goal here is to adopt the transformation scenario for the workshop and begin to warm up everyone's transformation thinking.

THREE CARDS TO THE FUTURE 60 minutes

Guests choose and play their cards. The pre-work included choosing one card from each deck. Check if all the guests have done this pre-work. If so, give them about five minutes to report their card numbers and titles in the chat. If not, add about five minutes to give them time to choose their cards. Remind them that the Index to the Cards is a fast way to scan all the cards from each deck. Ask the tech helper to put a link to the Index PDF document in the chat.

Invite guests to talk about their chosen cards.

Ask them to start by stating the card number and title.

ASK:

- Tell us about the cards you chose. Why did you choose these cards?
- How will your innovation and action cards change the patterns from the past?

To figure out how much time each person should get, subtract the time it takes the group to choose cards from 60 minutes and divide that number by the number of people in the group. For example, if it takes ten minutes to choose cards and you have seven people in your group, you have about seven minutes per person.

Build on each guest's cards. After each guest speaks, ask if someone else has the same Pattern (data) card or one that's related. Ask them to talk about how their cards build on those played by the previous guest and how they fill out the story of past and future. This creates a more dynamic conversation than a round-robin style interaction. Allow a little back-and-forth along the way. But keep track of the overall timing, and make sure everyone gets to share their three cards.

TAKE A TEN-MINUTE BREAK



TELL A FUTURE STORY 60 minutes

Brainstorm possible headlines for 2030. Invite the guests to think about the kinds of futures their chosen cards imply. Using the chat, have them write short headlines for a 2030 story about a big change in past patterns that has taken place as a result of the innovations and actions. Give them one or two examples of a headline—perhaps one that you yourself see as a result of their conversation about their cards. For example, if they have focused on transparency and foreign direct investment, a possible headline might be:

Open bank ledgers take a bite out of global money laundering—but raise many questions about personal privacy

Tell them they can build on one another's headlines and type as many as they can in **ten minutes**.

Fill in the details of the 2030 world they are imagining. Spend the remaining 50 minutes thinking about new roles, institutions, and communities and patterns in this future. Take about ten minutes on each of five key questions, but be flexible to follow the energy of the conversation.



ASK:

- What roles will you play in 2030 in this story of the future?
- What new institution, organization, or platform is an essential part of this story of 2030?
- What other patterns from the past have changed in 2030 as a result of this transformation?
- What new community has emerged as a pivotal leader in this 2030 story?
- What new ways of learning are helping you make these changes?

GET READY FOR THE FUTURE 20 minutes

Invite the group back to the present. Recount the highlights of the conversation and invite them to think about how they will get ready for the future. Give each person a minute or so to suggest one action they might take as a result of this conversation. Or the most pressing action for them to take as a group. Ask someone to record the action suggestions in the chat.

Tell them what's next for you (and maybe for them). Let them know how you plan to use the insights and ideas from this conversation to set a new agenda, shift directions, or continue the conversation—whatever your next steps are. Explain how you might follow up with each of them. Promise to send them a summary of the chat content.

Point them to the First 5 Minutes of the Future game on the IFTF website. Encourage them to play the game with themselves or their colleagues, family, and friends, using one of the headlines from the game. Put the link in the chat.

Thank everyone for their participation and adjourn.

ENGAGING: The Fast Path vs. The Long Game



Section 2: THE LONG GAME Six hours, two sessions

SESSION 1

THE CASE FOR TRANSFORMATION 30 minutes

Welcome your guests. Take a moment to introduce each of them by name so everyone knows who is “in the room.” Everyone will have a chance to introduce themselves shortly, but this preliminary naming serves to invite everyone into the conversation.

Ask permission to record. If you’re recording the conversation, ask for verbal confirmation from everyone that they agree to the recording. Explain how you will and won’t use the recording.

State your goals for the conversation and summarize the agenda. If there’s an owner of the meeting other than you, invite them to say a quick (1–3 minutes) welcome of their own and express their hopes for the conversation.

State your rules for the meeting. For example:

- We want to hear from everyone equally.
- The facilitator may interrupt to keep the conversation moving.
- There are no wrong answers.
- The Chatham House Rule for quoting others applies here—you can share content of our conversation publicly but cannot attribute to anyone without that person’s permission.
- We use the “bioempathy” rule for taking breaks—take a break when your body tells you to.

State the platform rules. For example, in a Zoom meeting, the rules might include the following:

- Use Gallery View to keep everyone in the conversation.
- Use chat only for answering formal questions that we will pose from time to time, not for side comments and conversations.

- Mute yourself when you’re not speaking.
- Share your video self unless you need to step away.

Give workspace set-up instructions. Help your guests set up their workspace for success. For example:

- Have all three decks conveniently at hand—either on the desk in front of you if you have printed copies or open on your desktop if you’re using digital copies.
- Keep the Index to the Cards at hand so you can quickly follow along as people “play their cards.”

Introduce the What Happens Next video. Explain that it is a quick orientation to four alternative COVID-19 scenarios as well as seven system failures that are shaping those scenarios today. Share your screen (or your tech helper’s screen) to play the video.

After the video, take the pulse of the group. Ask the guests to use chat to name the system failures that are most important to them.

CHAT:

- Which urgent system failures are most important for us to address in this conversation if we want to transform the future and why?
- You might offer an example such as: System failure: broken health system. Why? Because it touches everyone every day.

Remind your guests that there are no wrong answers. We’re just thinking out loud together. The goal here is to begin to focus on the system failures as a path toward a transformation scenario. No need to discuss the chat responses. This is just a warm-up to get everyone thinking together.



PATTERNS WE CAN'T IGNORE 70 minutes

Guests choose 1–2 data cards from the Patterns from the Past deck. The pre-work included choosing one or two Pattern cards to introduce themselves to the group. Check if all the guests have done this pre-work. If not, give them 5–10 minutes to choose their cards. Remind them that the Index to the Cards is a fast way to scan all the cards in each deck. Ask the tech helper to put a link to the Index PDF in the chat.

Guests introduce themselves and their perspectives by sharing their chosen cards. Ask your guests to say a few words of introduction—just their names and affiliations. Then use the card(s) to talk about their work or interests, explaining how each card relates to their current activities. (If the group is already well acquainted, you can focus most on why the selected cards are particularly important to them.)

To figure out how much time each person should get, subtract the time it takes the group to choose cards from 60 minutes and divide that number by the number of people in the group. For example, if it takes ten minutes to choose cards and you have seven people in your group, you have about seven minutes per person.

Build on each guest's cards. After each guest speaks, ask if someone else has the same Pattern (data) card or one that's related. Ask them to talk about how their cards build on those played by the previous guest, and how they fill out the story of past and future. This creates a more dynamic conversation. Allow a little back-and-forth along the way. But keep track of the overall timing, and make sure everyone gets to share their three cards. The goal here is to give everyone a starting-line voice in the conversation. Often guests share some of their most important ideas when introducing themselves, and this is a way to focus those ideas on the system failures that will be most important to address in the future.

CHAT:

- Ask your guests to record the selected card numbers and titles in chat before they take a ten-minute break.

Before you start the break, let your guests know that they're going to be working with the Innovations for the Future (signals) card deck from the toolkit when they return. They may want to start exploring the deck on their break.

TAKE A TEN-MINUTE BREAK

SIGNALS OF CHANGE 40 minutes

Introduce the signals of Innovations for the Future. Point to the second deck in the toolkit. Explain that there is no real data from the future, but signals can point to changes that are underway today.

DEFINITION OF A SIGNAL:

A small or local innovation or disruption that has the potential to grow and gain momentum in the next several years, perhaps creating large-scale change.

Ask your guests to choose 1–2 signal cards. Ask them to focus on signals of innovations that have the potential to change the patterns they chose in the first round of card play. Give them 7–10 minutes to choose their cards and enter the card numbers and titles in chat.

CHAT:

- Which signals are likely to have the biggest potential to transform the Patterns from the Past you chose?

Invite your guests to discuss their cards. Ask them to talk about the impacts of these signals. Explain that they can be critical of the signals or add signals of their own. As before, ask them to build on others' cards—did they choose a similar or related card? Or a different card that addresses the same pattern? You can let this conversation flow freely, but if it strays too far, bring it back to a selected card from the chat. And make sure everyone has a chance to talk about their selections.



WHEN THINGS ADD UP 30 minutes

Make connections across the signals. One of the hallmarks of futures thinking is the ability to see connections in complex systems. To wrap up Session 1, invite your guests to look back at the list of signal cards in the chat and connect the dots across three different signals to imagine a future transformation.

Write equations for transformation. You can think of this exercise as an equation where three signals add up to an unexpected transformation. Give your guests about ten minutes to write one or more “equations” in the chat. Then invite them to share a few stories of transformation.

CHAT:

- Write some “transformation equations”—
Signal A + Signal B + Signal C = Big change.

Give the homework assignment for Session 2. Ask your guests to take some time before your next session.

ASSIGNMENT:

- Choose one card from the Actions for Transformation deck and think about your own suggestions for actions we can take today to transform the future.

Thank your guests and adjourn Session 1. Be sure to capture the chat responses before you leave the meeting. Between sessions, compile a list of selected cards and highlight the ones you want to emphasize in Session 2.

SESSION 2

FIRST 5 MINUTES OF THE FUTURE 30 minutes

Welcome everyone to the second session. While they are arriving, check to see if they’ve had a chance to do the homework assignment of choosing Actions for Transformation. Explain that the goal of this second session is to begin to think about actions in the present that can lead to a transformation of the future. Refer to the map and remind them of the video’s talking points about the transformation scenario:

- Valuing social solidarity
- Leveraging local grassroots mutualism
- Building global “new deal” solutions
- New sharing economies and civic literacies
- A global new deal

Tell them that they don’t have to assume the same strategies and outcomes as the transformation scenario, but should identify actions that redefine the patterns of the past and leverage innovations already visible among change-oriented groups.

Warm up in a five-minute future. To get everyone warmed up for the conversation, invite your guests to play a version of Jane McGonigal’s foresight game: First 5 Minutes of the Future. This is an exercise that helps people think about the details of the future, not just the broad brush strokes.

Set up the game with a simple scenario. Here’s a suggested scenario:

It’s October 2024. The World Health Organization has just announced to a crisis-weary world that another deadly novel virus outbreak has just been detected in Mexico City. The virus is said to be highly infectious and particularly deadly to children under 11. WHO expects a new global pandemic, and the United States has immediately shut down all schools and ordered families with children to stay at home as of midnight tonight.



Invite your guests to enter their responses to four key questions in chat, using a free-writing approach to capture the first answers that come to mind. Tell them they have just five minutes to answer the questions.

CHAT:

Answer these questions in five minutes:

- What do you do in the first five minutes after you hear this announcement?
- How do you feel?
- What do you predict others will do?

What do you assume about the lessons learned from COVID-19 and new public health resources that might mitigate the devastating effects of the virus?

Share a few responses. Focus on how your guests feel in the scenario and what they imagine might have changed in public health locally and worldwide by 2024.

ACTIONS FOR THE COMING DECADE 60 minutes

Focus on actions for transformation. Remind your guests that the goal of this session is to begin to develop an action strategy for the future—one that will transform the most urgent patterns from the past. Recount some of the patterns they chose in Session 1 and some of the innovations they discussed.

Select action cards. Invite your guests to “play their cards” in chat. Give them five minutes to enter the number and title of their cards in chat, as well as an original idea. If they haven’t already selected their cards as part of the homework assignment, give them a little more time.

CHAT:

Enter the number and title for one action card and type a suggestion for an original action of your own.

Explore the selected ideas for action. Invite guests to talk about their selected action cards and their own action ideas. Ask them how they think these actions will transform the future and what else might be needed.

Encourage them to build on others’ actions by drawing the connections to their actions.

ASK:

How will these actions change the patterns from the past and transform the future?

100 STEPS TO SOCIAL SOLIDARITY 15 minutes

Challenge your guests to a 15-minute action sprint. The challenge is to brainstorm 100 steps to a future of social solidarity. Focus on a ten-year horizon. Remind them that this is a brainstorm with no wrong answers. Use chat to capture their ideas.

CHAT:

Enter 100 novel actions that will transform the world by 2030.

If you prefer, your guests can use a shared Google document with numbers from 1–100 to help them monitor their progress to the goal.

TAKE A TEN-MINUTE BREAK

AN ACTION ROADMAP 40 minutes

Reflect on the list of 100 actions. After the break, take a few minutes to review the list of actions. Invite your guests to comment on actions that are surprising or particularly compelling.

Begin to build an action roadmap. Ask your guests to use the list and their earlier conversation to begin to build a shared strategy—an action road map. Point to page 3 of the Toolkit’s Orientation Guide for a visual template of an action roadmap. Focus on the near-term: the next three years.

ASK:

What are the most important actions we can take in the next three years to transform the future? Which are easiest? Which are hardest?



Take about ten minutes to choose 3–5 near-term actions and capture them in chat.

Extend the action roadmap over the next decade.

Ask your guests to think further out into the future to identify actions that will take longer to launch. Give them another ten minutes to talk about which actions could be undertaken in the mid- and long-term, and capture them in chat.

ASK:

- What actions could become possible in 3–6 years?
- What actions become possible by the end of the decade if we're successful with earlier actions?

Write some end-of-decade headlines. Use your action roadmap to imagine the world of 2030. Invite your guests to imagine a 2030 headline about an organization, community, or person that captures one way the world has transformed. Give them about seven minutes to create their headlines in chat. Then review the headlines as a group, talking about the bigger picture they create when taken together.

CHAT:

If your action roadmap is successful, what's a headline you might read in 2030?

SOCIAL MEDIA READOUT 15 minutes

Extend the conversation into social media.

If appropriate, invite your guests to share their visions of 2030 in their social media networks. For example, they might tweet an action to change the future or a headline from 2030. Use hashtags to elevate the conversation.

SHARE YOUR VISION:

#iftf #afterthepandemic

Explain next steps. Let your guests know if this conversation is part of a larger effort to change the future and what the next steps are. Tell them how they can participate or stay connected.

Thank your guests and adjourn.

FOR MORE INFORMATION

If you would like more information about IFTF's After the Pandemic initiative or would like IFTF to help you facilitate strategic conversations about the post-pandemic future, **please contact Ayça Güralp, aguralp@iftf.org.**

AFTER THE PANDEMIC

AN INDEX TO PATTERNS, INNOVATIONS, AND ACTIONS

The Toolkit for Transformation includes three decks of cards—a total of 105 cards that you can use as prompts for conversations about the past, present, and future.

You can use this index to quickly scan the contents of these decks and locate cards of interest. The cards in each deck are numbered sequentially for easy reference.





PATTERNS FROM THE PAST

BROKEN HEALTH SYSTEMS

- 1: Health disparities are widespread across multiple measures of well-being
- 2: Healthcare premiums and deductibles have risen much faster than earnings for the past decade
- 3: People with low incomes and low educational attainment are less likely to have health insurance
- 4: Public health resources have declined steadily since 1980
- 5: Health care and health insurance markets have become highly concentrated in a majority of Metropolitan Statistical Areas
- 6: The suicide rate among female physicians is about half of male physicians—but more than double the rate among female workers in all occupations
- 7: Rising suicide rates point to a mental health emergency in the United States

ECONOMIC INEQUALITY

- 8: Income inequality is dwarfed by wealth inequality
- 9: The bottom 50% own just 1% of the wealth
- 10: 10% of Americans own the overwhelming majority of American stocks
- 11: Debt is concentrated in the bottom 90% of U.S. households
- 12: Hispanic and Black families have double the debt-to-asset ratio of white families
- 13: Phantom FDI—a measure of corrupt money flows—is a growing share of total FDI
- 14: Economic depressions resulting from pandemics can last as long as 40 years

RACIAL INJUSTICE

- 15: Racial wealth inequality is large
- 16: Racial wage gaps have grown over the past 50 years
- 17: Pandemic-driven unemployment hits Blacks and Hispanics harder than whites and Asians
- 18: Blacks and Hispanics are incarcerated disproportionately
- 19: Disproportionate incarceration drives disproportionate unemployment for Black men and women
- 20: Police are more likely to kill unarmed Black and Hispanic people
- 21: Non-white people are hit harder by COVID-19

BRITTLE SUPPLY CHAIN

- 22: Over the past 150 years, employment has shifted from agriculture to manufacturing to services
- 23: The largest industries have become highly concentrated
- 24: Monopsonies dominate the U.S. labor market

- 25: COVID-19 is accelerating automation across sectors
- 26: A few large companies control the majority of food and cosmetic brands
- 27: The U.S. agricultural sector depends on immigrant workers
- 28: COVID-19 is projected to create critical hotspots of food insecurity across the country

POLITICAL DIVISION

- 29: The gap in political values widens
- 30: As both Democratic and Republican registrations fall, more people are registering as independents
- 31: Partisan gaps widen on key issues of poverty, race, and immigration
- 32: Overall trust in government has declined during the pandemic
- 33: U.S. transparency scores have dropped since 2015
- 34: Super PAC spending grew sharply in the wake of the *Citizens United* ruling
- 35: Conservative spending of “dark money” outpaced liberal spending from 2006 to 2016

FRAGILE SOCIAL FABRIC

- 36: America’s core institutions are widely perceived as corrupt
- 37: Lack of trust in government makes it harder to solve problems
- 38: Renters worry about material insecurity more than homeowners
- 39: Parents approve extreme measures to keep their children safe
- 40: The majority of gun owners are seeking protection
- 41: Police killings occurred in all but 27 days in 2019
- 42: COVID-19 hits the arts hardest of all

CLIMATE EMERGENCY

- 43: Climate change is a key driver of health and well-being
- 44: Annual large climate-related disasters doubled in average cost from 1980 to 2018—with the biggest increase in the last five years
- 45: As the cost of disaster grows, so does the gap between white and Black wealth in the community
- 46: More frequent extreme heat events foretell thousands of urban heat deaths
- 47: Air pollutants are associated with 8% increase in COVID-19 death rate
- 48: The health burden of environmental pollution is greater in low-income neighborhoods
- 49: Partisans split over impact of climate policies



INNOVATIONS FOR THE FUTURE

BROKEN HEALTH SYSTEMS

- 1: Medical school launches free medical education for those with financial need
- 2: California nurse practitioners get mental health training
- 3: California launches a health corps to mobilize health professionals
- 4: Adult performer screening provides a model for COVID-19 testing
- 5: Computer simulations help address racial disparities in health care

ECONOMIC INEQUALITY

- 6: SF New Deal builds mutual aid donors and Instagram followers
- 7: Community organizing toolkit lays out paths to economic equality
- 8: Boston project sponsors local POC business alliance of community-oriented companies
- 9: "Street presidents" in Brazilian favelas redistribute goods and services
- 10: Savings bank links interest rates to healthy lifestyle

RACIAL INJUSTICE

- 11: 8 to Abolition offers policies to create a society free of both police and prisons
- 12: Asheville, North Carolina approves reparations resolution
- 13: Evanston, Illinois passes a marijuana tax to fund reparations
- 14: Native American women reinvent their roles as economic leaders
- 15: SCOTUS rules that half of Oklahoma is Native American land

BRITTLE SUPPLY CHAIN

- 16: Economic Security Project establishes Anti-Monopoly Fund
- 17: Farmer-owned co-op teams up with Microsoft to build a smart farming network
- 18: Town of Tenino, Washington prints wooden dollars to keep money local
- 19: Workers strike for Black Lives Matter
- 20: Plant-based meat grows as COVID-19 strikes meatpacking plants

POLITICAL DIVISION

- 21: Taiwanese use participatory democracy platforms in midst of COVID-19 crisis
- 22: Deliberative democracy platforms build national consensus
- 23: Structured bi-partisan social networks improve accuracy of interpretation of climate trends
- 24: Twitter bot reveals anonymous Wikipedia edits made by U.S. Congress
- 25: More than 500 companies pull their ads from Facebook to support Black Lives Matter

FRAGILE SOCIAL FABRIC

- 26: Santa Cruz, California bans predictive policing
- 27: Oakland, California eliminates school police to end the school-to-prison pipeline
- 28: Social media platform offers privacy-friendly alternative to Facebook and Twitter
- 29: Households create germ pods for social support
- 30: Virtual choir brings thousands together to "sing gently"

CLIMATE EMERGENCY

- 31: Post-pandemic Milan plans to restrict pollution to reduce vulnerability to COVID-19
- 32: Mayors of C40 global cities commit to a "green and just" COVID-19 recovery
- 33: San Francisco non-profit seeks to sequester carbon with green sand
- 34: Digital clothing brand seeks to become the ultimate sustainable fashion
- 35: New Jersey requires climate change education in K-12 schools



ACTIONS FOR TRANSFORMATION

BROKEN HEALTH SYSTEMS

- 1: Implement a universal health care system
- 2: Create a national health corps
- 3: Establish a COVID-19 death compensation fund

ECONOMIC INEQUALITY

- 4: Implement a federal wealth tax
- 5: Create a global registry of beneficial asset owners
- 6: Scale up mutual aid networks

RACIAL INJUSTICE

- 7: Defund the police
- 8: Build platforms for restorative justice
- 9: Create a federal reparations tax

BRITTLE SUPPLY CHAIN

- 10: Build an anti-monopoly, anti-merger movement
- 11: Incentivize local food initiatives
- 12: Federalize corporate charters

POLITICAL DIVISION

- 13: Adopt participatory budgeting at all levels of government
- 14: Build future-oriented participatory governance platforms at multiple scales
- 15: Build structured bipartisan social networks and media

FRAGILE SOCIAL FABRIC

- 16: Implement universal public preschool education
- 17: Ensure free college education to all
- 18: Demilitarize domestic institutions, including police, prisons, and schools

CLIMATE EMERGENCY

- 19: Levy a national carbon tax
- 20: Establish a binding international climate treaty
- 21: Fund reforestation to sequester carbon at a planetary scale

