



# How to Shape the Future Equitably

## Phase 1 Evaluation Report

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# Introduction

## Background

In October 2018, seventeen philanthropy partners came together to establish FORESIGHT, a nationwide, collaborative effort to equitably envision and bring about a bold, new future for health and well-being. Phase 1 (see Figure 1) included working together through a series of guided dialogues, Futures research, and inclusive design. FORESIGHT brought together community members, professionals, and sector leaders from a wide variety of backgrounds and perspectives to jointly imagine a new equitable future, understand what is driving change, and explore what communities—with an emphasis on marginalized communities—urgently want and need.

Figure 1: Phase 1 Stages



Health and well-being exist in a complex system that includes varying medical and cultural practices, institutions, organizations, rules, and regulations. The history of this system has negative associations of trauma, inequitable treatment, experimentation, and lack of access, particularly for marginalized communities. The effects of this history combined with current social determinants of health continue to produce an inequitable system that affects populations marginalized by race, ethnicity, abilities, and socioeconomic status.

## A Futures Approach

At the heart of FORESIGHT was a Futures approach, inspiring people to think of what is possible while creating space for people who have been historically left out of sharing what they need to feel healthy and well. A robust and equitable Futuring process was a key part of FORESIGHT Phase 1. It included identifying Future Trends and Emerging Issues that could shape health and well-being in the U.S. and exploring their impact through a set of scenarios or stories of possible Futures. FORESIGHT convened individuals from a diversity of races, cultures, professions, geographies, and political perspectives. The completed scenarios were used as part of a large-scale Resident Engagement to help inspire thinking about what is possible, looking beyond, and reacting to opportunities and challenges on the long-term horizon.

Envisioning the future can be very challenging depending on what people’s spheres of life include. As it is extremely hard to imagine what is outside of a personal experience, scenarios encourage people to break out of what they know or live. Scenarios can expand mindsets and allow people to imagine different Futures.

2020 brought what was included in the Futures Scanning Report much closer than anyone could have imagined. The events affected the entire human society across the globe, pointing out significant climate events, a worldwide pandemic, and social uprisings that highlighted what many were unaware of, including inequities and racism—institutional and structural—that have existed for over 400 years.

### Objectives

FORESIGHT’s Phase 1 activities and impact looked to reach three overarching objectives:

- Identify and lift up the trends and emerging issues shaping health and well-being in the U.S.; explore their implications through a set of 3-5 alternative future scenarios.
- Identify an inspiring and audacious—yet realistic—vision for health and well-being in the U.S.
- Initiate a national conversation through which FORESIGHT’s insights will influence the minds and actions of our partners and participants, as well as national thought leaders and key decision makers.

### Learning Questions

At the core of this evaluation is the ability to understand and leverage learning to support and inform Phase 1 decision-making and to add to the learning and evaluation efforts of the FORESIGHT network—specifically philanthropic partners and advisors—and the Rippel Foundation as a whole.

The insights will help define how participant groups explain the ideas posed in the learning questions (see Figure 2) and inform what might be possible to evaluate in Phase 2. The evaluation will summarize the perspectives from various groups engaged throughout the four stages of Phase 1. The three main learning questions focused on both the “what” (people, thoughts, ideas) and the “how” (process).

### Participant Groups

Participants groups for this evaluation included:

- Design and Implementation teams
- Advisory Committee members
- Philanthropic Partners
- Listeners (community social service partners)
- Residents, Community, and Professionals (Individuals participating in the scenario design sessions, interacting with the scenarios, and attending the National Convening)

**Figure 2: FORESIGHT Learning Questions**



# Overall Learnings in Phase 1

With 40 convenings that included participants, listeners, advisors, and partners that took place over the course of Phase 1, three overarching learnings emerged.

1

## Aspiring to a different future requires certain conditions.

COVID-19 revealed, to more people, the intersectionality of deep health disparities due to historical and systemic inequities, racial injustice in policing, protests, and climate extremes. All were clear views of the needs for the future. Creating and defining a different future requires **deeper awareness of experiences**, a **variety of perspectives**, a **broader understanding of what is possible**, the **inspiration to act**, a **robust collaborative network with connections to what is happening on the ground**, and **policies** that help shape a new way of being.

The [scenario building workshops](#), [community conversations](#), and [National Convening](#) inspired participants to think differently, generate and connect ideas on making changes to systems that are not working, and make connections with others who want a similar future.

FORESIGHT participants articulated a greater awareness for one another's different lived experiences and considerations for their future actions. Many participants were inspired to think more in-depth and beyond their expertise or lived experience. Some reinforced their commitments to centering equity and the need for bringing in more community voices.

Seeing the trends and emerging issues in the futures report and watching the scenario videos stretched thinking and helped identify the conditions, illuminated what it takes to do this work, and prompted asking different questions.

The National Convening confirmed what the two scenario building workshops concluded: what Residents want for the future is very similar. The way to approach it or the solutions' pathways might differ, but the goal is the same.

*"It was being part of such a diverse and compelling group of leaders and getting to hear different stories. I just loved the intro stories. I feel like I continue to think about them. And also, in the breakout groups, hearing different people respond from different perspectives. It's often a luxury to have that opportunity so to me, that was the biggest part."*

—Resident/Community Member

*"I also thought it was really interesting to learn about so many different, not just viewpoints, but like actual opportunity bubbles to make a change and to improve outcome and improve health overall, sort of writ large, not just, you know, in healthcare, there's so many other opportunities, and to have that exposure and to have that sort of big thinking."*

—Professional

*"And I think that these spaces help us to imagine what we can do and see what we can do. And well, the fact that there were a lot of us, it did motivate me a lot."*

—Resident/Community Member

## 2

### A non-dominant culture approach is essential to building and cultivating relationships throughout an intentionally inclusive futures process.

The realities of 2020 accelerated the futures trends and emerging issues and forced process changes to meet radically different conditions. FORESIGHT's futures process included **a broad diversity of perspectives**, emphasizing currently and historically marginalized populations. This approach demands **intentional relationship and trust building**, a **commitment to a continuous check-in process**, a **resistance to dominant culture pressures around timelines and expectations**, and an **awareness of transactional behaviors in relationships**.

The futures scenarios highlighted trends and emerging issues from the futures report. The increased fires and floods brought attention to the signs of climate change. At the height of the social uprisings triggered by the murder of George Floyd, racism was declared a public health problem. Due to the pandemic, increased awareness of the violence against Black and Brown people is changing the way our society views the future.

For participants, the world events during the futures process underscored the long-term systemic impact of inequities. Individuals who have been marginalized experience little support for basic needs and social determinants of health. Marginalized communities called out for the prioritization of equity in ways they had not done before.

Relationships have been at the heart of this project. Many of them have grown much deeper over time.

As equitable relationships require power-sharing and co-creation, FORESIGHT builds upon and grows the muscles needed in this area.

Being open to vulnerability is critical. Allowing people to show up as their whole human selves changed the environment. This shift to valuing the participation of one's whole self in this process has strengthened as the project progressed and participants made new connections despite meeting virtually.

*"It was fun to be a part of something that was innovative and inclusive. As much as it...the intent was there...and intention is not always good, but I think in this case, the intent really helped to keep people together because it was just a beautiful space that was created for so many different voices to come together that normally, and I think the people that came really appreciated that gift because for those who are aware of that challenge of being able to get so many people together, one to commit to it and to share openly that's very difficult to do, and that's very difficult to organize. So, I thought that people that came knew that level of challenge and appreciate the fact that we actually were able to make it happen."*

—Resident/Community Member

# 3

## A focus on emergence and equity is both necessary and challenging to create new pathways to solutions.

Leading with “emergence”<sup>1</sup> and focusing on equity, especially in times of disruption, **makes space for learning and change along the way.** Gathering input and insights from different perspectives **uncovers, broadens, and deepens ideas, approaches, and thinking.** It **makes connections that did not exist before.** This approach **requires more time and resources.** It **needs capacity devoted to reflection, adaptation, and the flexibility and willingness to make the necessary pivots.**

FORESIGHT has provided new experiences, exposed people to a Futuring Process, and given personal validation for many who have never had exposure or been invited to or included on a project like this before.

Most participants had never been exposed to a Futuring process before. They appreciated having conversations with a wide range of perspectives to craft what the future needs together. Participants expressed with thanks, gratitude, and love how much it meant for them to be invited and included in the FORESIGHT process.

As the country experienced an amplified reflection on white privilege, power, fragility, and a focus on anti-racism, acknowledging racism as a public health emergency became more common. Participants were moved to think about equity on an entirely different level.

As the work pushes deeper into equity, relationships become even more critical, but they can get more complicated and demand more time to maintain.

*“The process of the framing the scenarios were the most important thing I’m taking away. I loved the trends note cards and I will definitely think about these scenarios as I work on policy.”*

—Scenario Workshop Participant

*“Collectively the FORESIGHT project was very responsive to the input that was received, right from the original scenario building workshop, and what we got out of the first one and how they responded to the second one. I think the team was very good about being, embracing emergence and being responsive.”*

—Implementation Team Member

*“It made me look at where I’m from a little bit differently. Appreciated a little bit more, knowing that my experience or my reality was so vital to the work they’re doing to figure out the future. Growing up in a small town you think it doesn’t matter. Or the way you view the world is kind of small and outdated. But made me look at it as if it’s part of it. Like we are a part of the world and not separate. Our story is needed in order for the future to be better. I was able to, from the experience, I was able to share that story. And it was pretty, it was like groundbreaking. It changed my life.”*

—Resident/Community Member

*“I think our initial conversations about calling out an anti-racism lens was very important. I feel we cannot look at historical trends and our future, is possible without looking at how the role of racism is shaping both.”*

—Scenario Workshop Participant

<sup>1</sup> Emergence is a practice of continuing to adapt the process as it progresses, in response to learnings and opportunities, in order to respond to an ever-changing and rapidly evolving context.

# Experiences, Mindsets, and Actions

Phase 1 played a significant role in broadening the thinking and mindsets of participant groups, inspiring or motivating action, and having deep impact for Residents and Community, Professionals, and Philanthropic Partners. For examples by group see Appendix C.

**Experiences** are the ways in which participants found value in FORESIGHT, such as reflections, discoveries, and responses that were supported by FORESIGHT approaches or interactions.

**Mindsets** are new or different understandings. It could include a shifted perspective or understanding something new about a particular subject, value, belief, or experience.

**Actions** are new or different behaviors or results that have emerged from engaging with FORESIGHT. They include themes from multiple people reporting the same action as well as single specific examples.



## Experiences

Inspiration, insights, and learnings

New ways for bringing people together

Hearing and sharing stories, perspectives, and validation

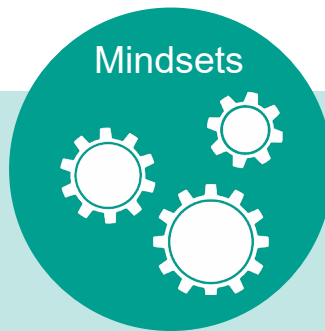
Hope for possibilities

Space for gratitude and appreciation

Encouragement, affirmation, and optimism

Wisdom from the collective group

Accountability and commitment



## Mindsets

Shared vision and values

Awareness, broadening, deepening, and learning

Role and power of narrative and stories

Broader view of health and well-being

Resident voices are critical

Power of listening and sitting still

Cultural awareness, interdependence, and commitment



## Actions

Connections and broadened networks

Creating, sharing, influencing, advocating, or adopting new structures and addressing systemic inequities

Applying new learned information

Centering on equity in their own work

Positioning futures more locally or personally

New collaborations



## Experiences



### Discovering new inspiration, insights, and learnings both personally and professionally

Reflection on being inspired, gaining new insights, and the overall learning they received resonated widely.



### Experiencing a new way of bringing people together

Participants shared how experiencing new ways to convening and facilitating the conversations shaped how they could change how they do things.



### Hearing and sharing stories and perspectives provided validation

For participants, being heard, tracing their work to help create scenarios, telling and sharing their own stories in the convenings, and hearing similarities or connections to each other's stories was validating.



### Hope for possibilities, gratitude, appreciation, encouragement, and optimism resulted from an individual's participation

The whole experience brought hope for the future. Participants expressed their gratitude and appreciation for their time spent and many felt encouraged and optimistic for the possible ideas and interconnectivity of the work that went into the proposals.



### Wisdom from the collective group

Participants were in awe of the collective wisdom shared from the collective perspectives.



### Accountability and commitment to change

As participants responded to the call to steward Resident voices in their future endeavors, they reflected a renewed commitment and accountability to this charge.

### Inspiration

- “Energized me to continue to seek support for our undocumented community”
- “Inspired me to know that others have the goal for a better world”
- “Looking beyond my community/locally based resources”
- “Even more invested in developing collaborations across disciplines, identities, and geographic location”
- “If we can find ways to break down the barriers that prevent us from truly understanding each other's lived experiences and acknowledge and embrace our differences so many of the challenges we face today could be improved”
- “Helped to think about multi-solving, tying work together”
- “I felt the energy and vibration that there are so many people out there”

### Gratitude and Appreciation

- “Hope and inspiration for changes is inevitable (with so many great minds and hearts)”
- “I have hope for a better future (just and true equity for all) in the U.S.”
- “Restored my hope in what could be possible”
- “If there would have been 20 more sessions, I would have taken part in all sessions in order to move this work forward”
- “Soul reviving”
- “Grateful to have been invited”
- “I loved it. It was a privilege and honor”
- “Gratitude for the pivot to virtual”
- “The Rippel staff is amazing and put on an excellent event under challenging circumstances”

### Insights

- “Has made me more appreciate the widespread diversity that exists within our country while simultaneously highlighting the shared goals and values”
- “Great illustration of engaging residents and community members in thought leadership work”
- “Enlightening to hear what others think of health care, community, and what that means to them”

### Accountability and Commitment

- “I renewed my commitment to give residents in my circle a platform to partner in change”
- “It’s prompted me to think outside of myself and to challenge the notions of what will be supportive of the communities I wish to serve”
- “It held me more responsible”
- “There are so many ways in which we think we know is best for community!”
- “There is strength in numbers”
- “Knowing the views of residents helped frame a different strategic outlook for the solutions I work with”
- “I was reminded of how important it is to work across and with communities to develop solutions that have both broad and deep application”

## Mindsets



### A shared vision and values across a wide variety of demographics

During the scenario workshops and National Convening sessions, participants resonated with the recognition that even when talking about it differently, they shared a synonymous vision and values when thinking about the future. Participants represented a diversity of lived and professional experiences, reflecting the input of disability advocates, farmers, policymakers, health system executives, community organizers and activists, philanthropic leaders, social workers, caregivers, and many other perspectives.



### Awareness, broadening, deepening, or learning new information

Participants had varying experiences that made them think or discover new connections while thinking about the future.



### An appreciation for the role and power narrative and stories can play in creating a greater understanding

The impact of the stories shared, combined with hearing personal narratives during conversations and convenings overall, resonated personally and professionally across participants.



### A broader view of health care to health and well-being

The futuring process that inspired the future scenarios through the proposal development helped make more connections to social determinants of health. It brought specificity from thinking in terms of 'just health care' instead to overall health and well-being.



### An appreciation that resident voices are critical

From the perspectives of participants and philanthropic partners, both saw the great necessity to have Resident and Community voices be a part of initiatives focusing on the future and addressing community (locally, regionally, or nationally).



### Understanding the power of listening and sitting still

The act of being intentional—including minding who was speaking and how much people were talking—brought the power of listening and the addition of moments to reflect. Participant groups commented how different FORESIGHT felt to them in comparison to other projects.

### Perspectives

- “Allowed me to consider from a different perspective how social determinants of health and economic well-being could be addressed collectively through a more comprehensive strategy”
- “More informed about our community's needs”
- “More aware of perspectives on health and wellness from around the country”
- “It has encouraged me to look at population health through a more expansive, inclusive, and collaborative lens”
- “It has made me more conscious concerning my community and what does that really mean?”
- “There is no one right answer”



## Greater cultural awareness, including interdependence and commitment

Being together with so many other people with different experiences highlighted the need for cultural awareness of one another's cultures. The interdependency of various systems also created a commitment to working on the change that is needed.

### Deeper & Broader

- "Given me a deeper appreciation of the value of 'lived experience'"
- "Strengthened my understanding of the systems that perpetuate injustice and inequities"
- "Thinking longer term and more broadly than I usually do"

### Expanding

- "Encouraged me to think less as an academic, and more as a practitioner"
- "It continued to expand my understanding of how important it is to inform any change approach with input from leaders, representative of the communities we want to impact"

### Affirmed Thinking

- "I discovered that there are a lot of like-minded professionals and thought leaders who share the same/ similar ideals, that we should be working more collaboratively with to have more influence, nationally"
- "Harnessing the power of the community - the whole is greater than the sum of the parts..."
- "It's been really valuable to see and hear about the work of community activists and organizations on the ground"

## Actions



### New connections and broadened networks

Making new connections between participants at the convenings and making additional introductions to people outside of FORESIGHT.

#### New Connections

- “I have met incredible people”
- “Ability to engage with multiple individuals from all sectors”
- “Great to connect with people in other areas of the country doing exactly the same work”



### Creating, sharing, influencing, advocating, or adopting new structures and addressing systemic inequities

- Taking into consideration what experiences might be for people from different cultures, backgrounds, languages, definitions, and abilities.
- Continue advocating and challenging the status quo in power structures.
- Influencing facilitation by sharing stories, being open and vulnerable, and staying grounded in the community.
- Replicate the discussions with others.
- *Specific example:* Becoming involved with a Native American Coalition to create change in the community (logos, education, including culture).

#### Applying New Information

- “I am applying new processes to strategic planning within my organization”
- “I’ve participated in things before, and the action afterwards wasn’t as strong as the findings”
- “Given me so many thoughts on how to advance the work occurring in my region”



### Applying new learnings to current work

- Exploring new possibilities and deeper accountability and commitment to their work.
- Applying new processes to strategic planning with their organization.



### Centering on equity

- Adopting racial equity framework and prioritizing communities of color in research, education, and public service under COVID context.
- *Specific example:* Missouri Foundation for Health is rethinking engagement for their Advisory Committee.



### Positioning futures more personally and locally

Connecting and using the futures information more intentionally in personal work and when focused on local efforts.



### New Collaborations

- Talking with state partners.
- Civic connections  
*“We are taking what we heard from Marnita’s Table to the upcoming Civic Health Index report which will look at weathering aspects of where our state is decreasing trust over the time period. It will be nice to juxtapose that with the visionary things that we heard from our community gatherings”* —New Hampshire Endowment Health
- Internal structures  
*“We are thinking more about a structured process to think about the future, particularly engaging our local partners and that visioning piece more regularly.”* —Kansas Health Institute

### Centering on Equity

- “In the future I will be more aware of many diverse perspectives that I didn't know”
- “More open about our community's needs”
- “I am more likely to persevere in organizing toward them with support from others”
- “I will think more about resident expertise and how to organize centering under-represented voices”

# FORESIGHT Inflection: Learning in Action

## Guided by an Emergent Process...

FORESIGHT emerged continuously through Phase 1, reflecting on the engagement with the diversity of interests, perspectives, words, and wisdom, while lifting up currently and historically marginalized populations and providing the opportunity to learn from one another.

Emergence was a key driver for how FORESIGHT would unfold Phase 1. The “Learning in Action Roadmap” illustrates the pivotal inflection points taken during Phase 1.

## Phase 1 Stages



### Futures Scanning

#### Futures Scanning:

FORESIGHT used a futuring process with futures scanning and scenario planning techniques. This process included developing a shared understanding of forces that

have potential for impacting future systems for health and well-being. [FORESIGHT's Futures Scanning report](#) (“futures report”) identified trends, opportunities, and challenges on the health and well-being horizon. The team of futurists identified over [70 trends, opportunities, and challenges](#), that were then organized into nine potential major transformations (“[game changers](#)”) that could impact and alter the future of health and well-being.



### Future Scenarios

#### Future Scenarios:

Based on the findings of the futures report, FORESIGHT generated four future scenarios or stories of possible futures and a [summary](#) to explain them. To

create these scenarios, FORESIGHT convened over 50 individuals representing a diversity of races, cultures, professions, geographies, and political perspectives in two workshops: one in Denver, Colorado and another in Washington, D.C. These two groups were asked to identify priorities from FORESIGHT's futures report; those priorities were then woven into the four future scenarios.



**Inclusive Resident Engagement**

**Inclusive Resident Engagement:**

**Pilot Interviews** gathered health stories from about 40 Residents across a variety of populations in four different cities (San Diego, CA;

Allentown, PA; Kearny County, KS; and Minneapolis, MN). These participants shared their health and well-being experiences and aspirations.

**Light Resident Engagement** worked through FORESIGHT’s Philanthropic Partners and local communities in their region. Working with the trusted relationships that local organizations already had with the community, representatives served as “listeners” for in-person, one-on-one conversations. Participants were asked to share a story about what matters to their health and well-being with an intentional outreach to Black, Indigenous, Communities of Color, people with disabilities, and people experiencing homelessness. In total, 35 listeners representing 23 community organizations collected over 200 stories from various regions across the US (Allentown, PA; Cheshire County, NH; Fort Bend, TX; Hartford, CT; Kearny County, KS; King County, WA; Matanuska-Susitna Borough, AK; San Diego, CA; and Springfield, MO).

**Large-Scale Resident Engagement** was a three-part process that included over 7,500 people from across the country. For part one, community participants were provided a meal and digital access to engage in discussions and visioning sessions on the future of health and well-being in the United States through a unique methodology, digital *Intentional Social Interactions* (dZIs)<sup>2</sup>. Community conversations were conducted in over 9 different regions:

Connecticut; Kansas; Long Beach, CA; Alaska; Minneapolis; New Hampshire; North Carolina; San Diego, CA; and a California student consortium, reaching 1000+ Residents (75% Black, Indigenous, and People of Color; 25% under the age of 24). Future scenarios were also shared through an electronic survey (500 people) and a nonpartisan poll (6,000 people).

**National Convening**



**Equitable National Vision**

**National Convening:**

Taking the insights from the futures report and guidance from all of three parts of Resident Engagement, FORESIGHT brought

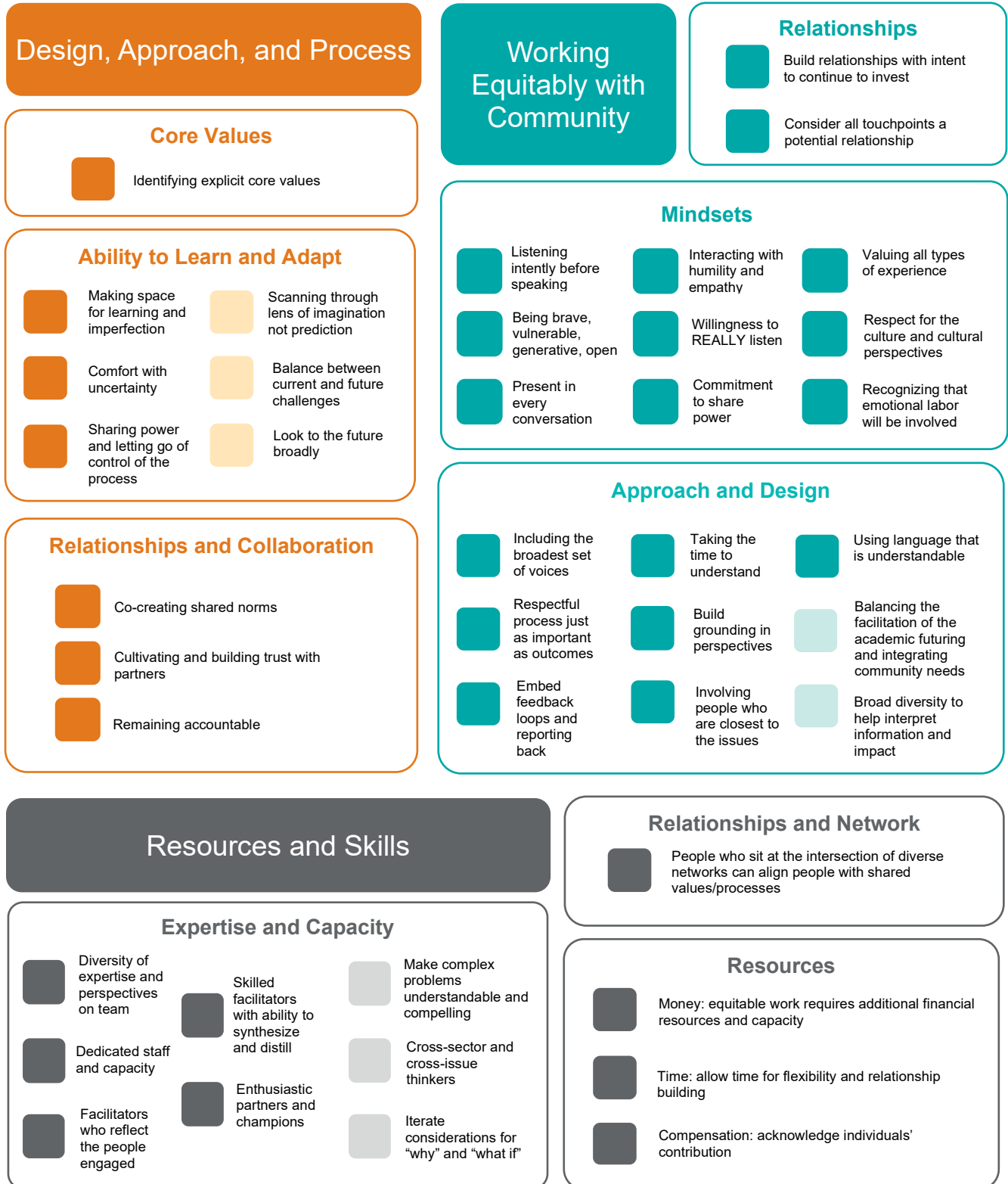
together a group of 100+ people representing a diversity of perspectives and backgrounds to build out a vision for the future of health and well-being. Over five virtual sessions, the group identified themes and developed ideas and places where intersections could leverage more action. The National Convening resulted in creating over 60 action proposals to advance work towards an equitable future of health and well-being for everyone. Participants joined the National Convening from 25 different states and included work and wisdom from diverse expertise in social justice and advocacy organizations (disability, LGBTQ, youth and elder caregivers, veterans, and climate/environment), the criminal justice system, economics, education, food, health care industry and practitioners, humanities, law, miscellaneous associations, media, philanthropy, policy, small business owners, social services, technology, think tanks, and youth organizations.

<sup>2</sup> <https://www.marnitastable.org/izi/>



# What it Takes to Do an Equitable Futures Process

The following are three areas to consider when replicating an equitable futures process. A comprehensive version of this can be found in Appendix C. Lighter shaded boxes signify futures specific considerations.



# Appendices

## Appendix A: Approach and Methodology

## Appendix A: Approach and Methods

Early on, FORESIGHT embraced emergence as an adaptive approach to the project. Not all of the participants had consistent or multiple touchpoints with the project, and in most cases, there was just one. For that reason, reflective practice methods were used and integrated as much as possible into the interactions with participants, especially with COVID and the move to convening virtually. The chosen methods and approaches focused on being adaptable and the emergent nature of the project. Also, as equity was a vital component of the evaluation, lifting and honoring individual perspectives, especially from Residents and Community, was an approach taken by the evaluator.

### Methods and Approach

A mixed-methods approach informed this evaluation. Since the broader concepts in the learning questions were not clearly defined and agreed upon by the stakeholders, **phenomenography**<sup>3</sup> helped determine what the stakeholders were experiencing or thinking. **Narrative inquiry**<sup>4</sup> informed the analysis for the interactions with the different stakeholders. **Short-term observation** provided ongoing design and implementation team sessions and various other engagements for stakeholders. Lastly, elements of **developmental evaluation** informed systems thinking and innovation while collecting real-time data. Ongoing sensemaking of the learnings also supported decision-making.

The data collection and data review incorporated a mix of qualitative and quantitative methods, including multiple-choice and open-ended survey questions, interviews, reporting, and reflections from FORESIGHT's engagements with participants and the internal team. The engagement points in Phase 1 determined the frequency of this data collection. Reflection and survey data were summarized in a rapid reporting style and shared with internal staff and participants for ongoing decision-making and course correction. Quarterly Reports and post-engagement summaries leveraged a deeper dive into the questions by adding definition, description, narrative patterns, and variances by select stakeholder group and overall. These incremental reports informed the final report that summarizes the high-level findings and lessons learned during Phase 1.

### Quotations from Participants

Integrating quotes from participants was intentional to give voice and power to those who contributed their time. The quotes were transcribed from an Artificial Intelligence platform and reviewed for accuracy. Minimal editing included the removal of filler words (e.g., "um," "you know," etc.) and repetitive words that do not impact the intention. Grammar, however, was intentionally not corrected to preserve the person's individual speaking pattern and meaning.

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<sup>3</sup> The qualitative methodology investigates the different ways people experience something or think about something with the idea of capturing an articulation of the stakeholder's reflection on an experience that is as complete as possible. <https://en.wikipedia.org/wiki/Phenomenography>

<sup>4</sup> <https://writing.colostate.edu/guides/page.cfm?pageid=1346&guideid=63>

## Limitations

The reporting and design of this evaluation hold some tensions, defined as experiences and actions. The evaluation was not designed to create a baseline and follow a single individual's change over time. The developmental nature of this report focused on the larger learnings from each engagement with different stakeholders over the stages of Phase 1. The focus was to show the iteration and correction or adaptation to the project's trajectory. It is impossible to show long-term impacts or changes in behaviors as the length of this phase was limited (three years) and interactions with single participants were very infrequent or only once. However, the learnings are intended to help document and inform the project team and partners, and the design of Phase 2.