

Strategic Foresight for Organizational Excellence

February 2025



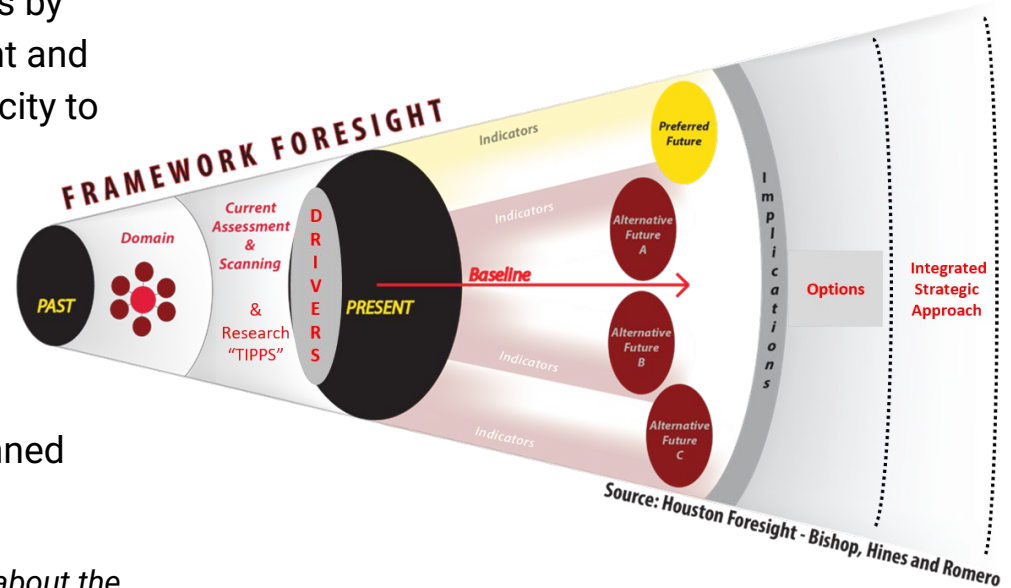
Presentation Outline

- Strategic foresight defined
 - WPD & AFD strategic foresight applications
 - Potential application to CSP
- Anticipatory governance defined
 - 2025 Roadmap
- Strengthening CSP with Foresight

Strategic Foresight

Foresight uses a systematic methodology to explore the future. Foresight tools support better decisions by helping us move us toward the futures we want and avoid those we don't. They also build our capacity to avoid surprise.

- Horizon scanning for signs of emerging change;
- Develop and explore a diversity of possible future scenarios; and
- Identify implications for current and planned strategies and policies.



Source: Hines, A., & Bishop, P. (Eds.). (2007). *Thinking about the future: Guidelines for strategic foresight*. Social Technologies.

Forecasting for Smarter Decision-Making

/ Watershed Protection Department

With support from the **Office of Innovation**, the **Watershed Protection Department (WPD)** developed a **forecasting team** to provide interim performance metrics for its **101 strategic plan solutions**, filling data gaps and optimizing resource allocations.



Forecasting Impact:

- ✓ **22 trained forecasters** (11 lead, 11 backup) across **9 divisions**
- ✓ Forecasts integrated into the **WPD Solution Matrix**, assessing **101 solutions & 16 indicators**
- ✓ **Informs WPD strategic direction** by predicting solution performance



Efficiency & Cost Savings:

- ✓ Avoids costly scientific investigations, **saving ~\$96K per solution**
- ✓ **2,400 staff hours saved per solution**, reducing workload & costs
- ✓ Potential **\$9.7M and 242,400 hrs total savings** across **101 solutions**

Foresight-driven planning enhances efficiency, maximizes impact, and strengthens watershed management.

Leveraging GenAI for a Future Ready Government

/ Austin Digital Twin

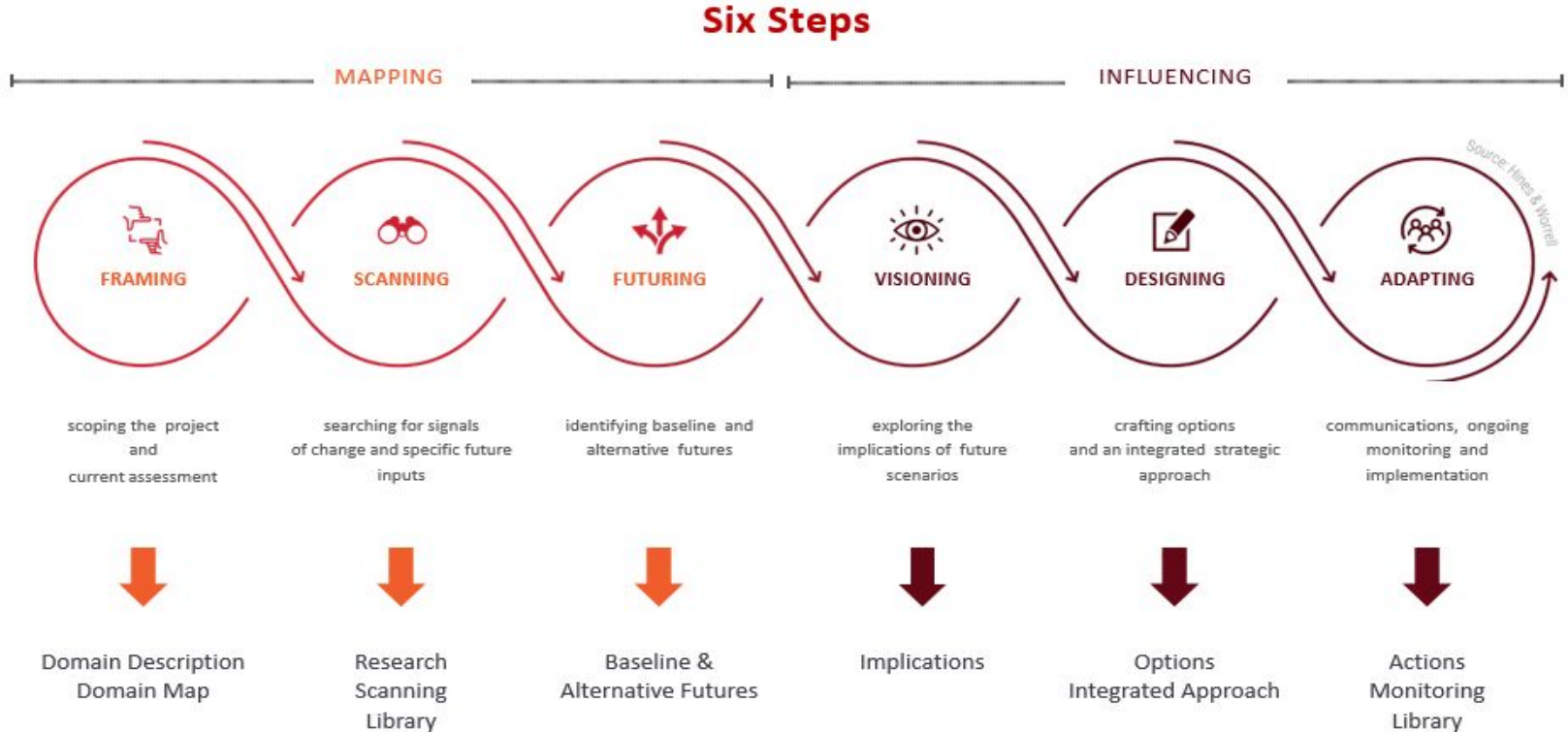
The Austin Digital Twin was created in 2023 through Research ILA with UT.

- Enables AFD to conduct realistic, evolving **scenario exercises**, practice responses, and anticipate resource allocation for complex emergencies.



Strategic Foresight

/ Framing a project from start to finish



How might we apply this to Citywide Strategic Plan decision-making?

ECONOMIC & WORKFORCE DEVELOPMENT (EW)

GOAL EW.1

Equip, empower, and retain the community through partnerships and investments that support economic mobility.

GOAL EW.2

Promote a resilient local economy that prioritizes small and BIPOC-owned (black, indigenous, and people of color) businesses.



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Three Horizons Scanning Tool - Key Trends

Horizon 1: Current Trends and Challenges

- Limited Access to Capital
- Workforce Skill Mismatch
- Disparities in Economic Mobility
- Low Participation in Engagement Activities

Horizon 2: Emerging Changes and Innovations

- Cross-Sector Collaboration
- Technology-Driven Workforce Development
- Data-Driven Policy Decisions
- Affordable Commercial Space Initiatives

Horizon 3: Transformative Vision

- Inclusive Economic Growth
- Generational Wealth Building
- Universal Access to Workforce Development
- Community-Driven Governance

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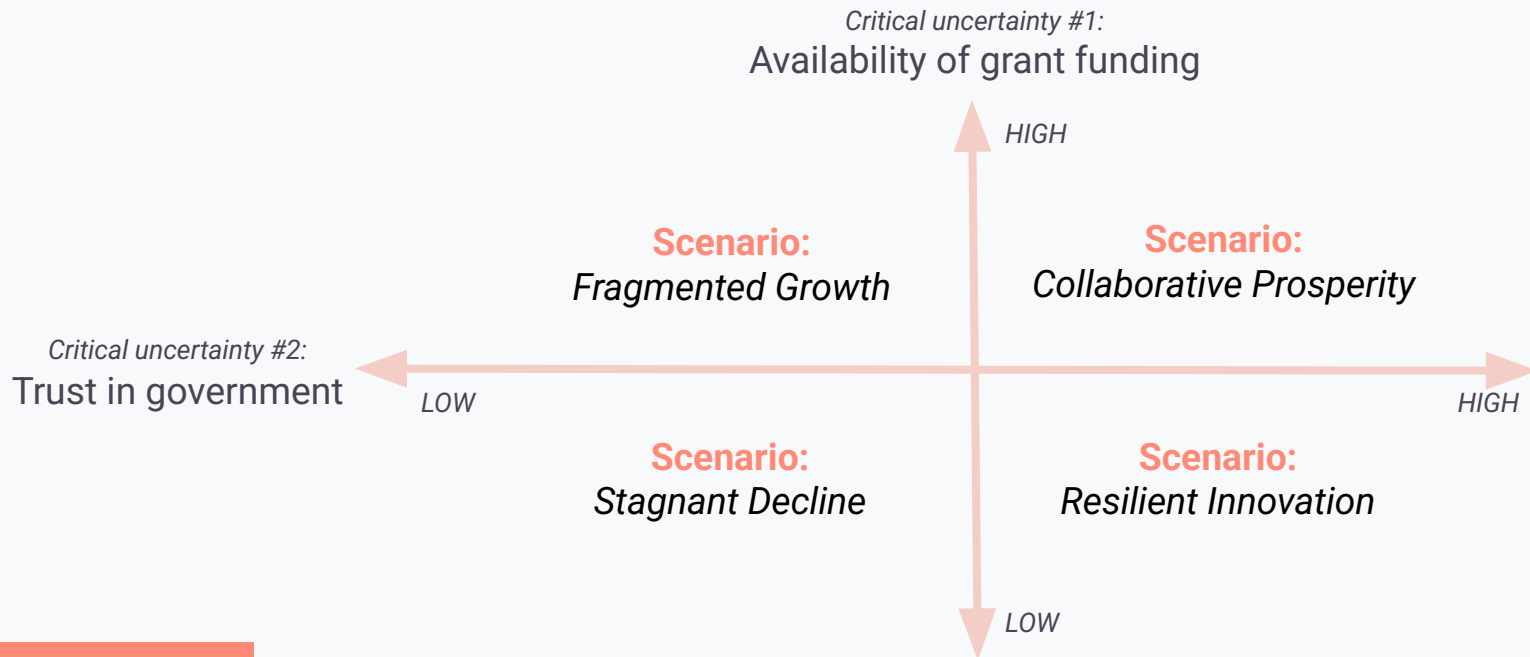
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2 x 2 Matrix


Opportunity / Strengthening Citywide Strategic Plan through Foresight

 **Aligns with Strategic Anchors:** Reinforces Equity, Innovation, and Proactive Prevention by enabling data-driven, future-oriented decision-making.

 **Enhances Long-Term Strategy:** Scenario planning helps anticipate policy shifts, budgetary impacts, and evolving community needs while refining goals, measures, and strategies.

 **Strengthens Data-Driven Monitoring:** Scanning and monitoring tools track emerging challenges and opportunities in key areas like affordability, mobility, and public safety.

 **Supports Cross-Department Collaboration:** The most successful foresight efforts consist of interdisciplinary teams, fostering a shared language and strategic alignment among staff contributing to the Citywide Strategic Plan.

 **Drives Adaptive & Resilient Governance:** City leadership can continuously refine strategic priorities to respond proactively to changing economic, environmental, and social conditions.

Scaling Foresight

/ Beyond “One-Offs” and Towards Anticipatory Governance

Anticipatory governance is the “systematic embedding and application of strategic foresight throughout the entire governance architecture, including policy analysis, engagement, and decision-making.”

Source: Prityi, M., Docherty, D., & Lavery, T. (2022). Foresight and anticipatory governance in practice: Lessons in effective foresight institutionalisation. OECD. Retrieved from <http://www.oecd.org/strategic-foresight>

Anticipatory governance and the institutionalisation of strategic foresight includes:

- Establishing dedicated foresight institutions and frameworks (e.g. where, when, and how we use these tools)
- Building foresight culture and practice

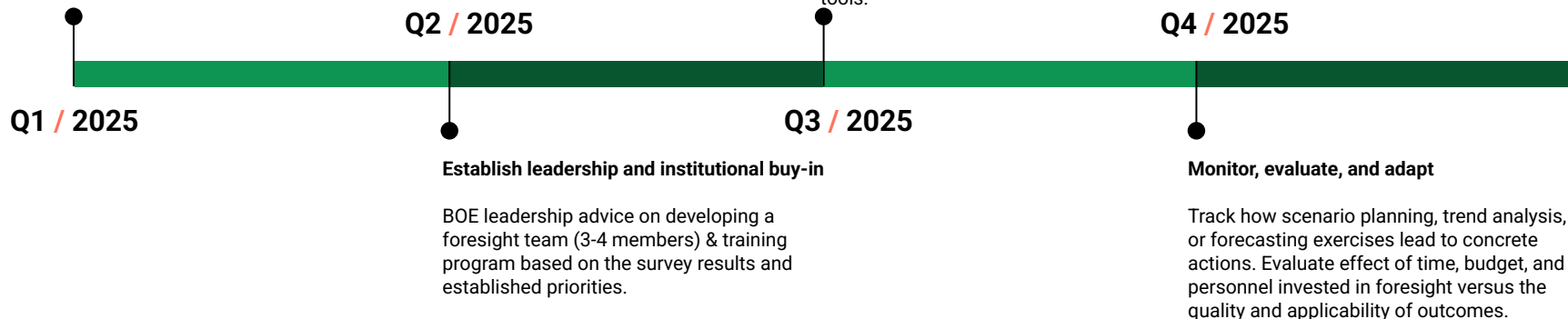
Scaling Foresight / 2025 Roadmap Towards Anticipatory Governance

Diagnose current foresight capabilities at BOE and across the organization.

Survey BOE and cross-departmental strategy leads to assess existing capacity and assets.

Implement key foresight tools & embed foresight in decision-making.

Foresight Team works across key departments, inc those with OGP commitments, to align activities, methods, tools.



Source: OECD Strategic Foresight Unit. (2022). *Guidebook: Capability-building programmes for strategic foresight* (v5.1). Organisation for Economic Co-operation and Development (OECD).

Questions

- ✓ Daniel Culotta - daniel.culotta@austintexas.gov
- Ana Rodriguez DeFrates - ana.defrates@austintexas.gov

