



# NEW AMERICA

This PDF includes decks, flyers, social media posts, and graphics all designed while working for New America. Everything you see here was made by me, including infographics in the slides!

# Decks

# Future of Land and Housing Program

▾ 2026 - 2028 Strategy

Activating hidden leverage points for housing stability



## The Problem

Family housing instability is at an all-time high. Yet the most actionable ideas fail to move from concept to scale because policy, practice and implementation operate in silos.

- Researchers**  
Researchers generate powerful insights, but local leaders lack the capacity and technical support to test them.
- Local leaders**  
Local leaders build promising models, but those innovations rarely spread.
- Policymakers**  
Policymakers look out at an *ad hoc* landscape and struggle to identify a proven vision for solving the housing stability crisis at scale.

## Future of Land and Housing Program

We are a team of **housing policy entrepreneurs** who:

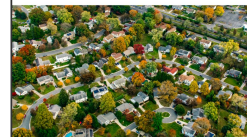


- 01** Find the overlooked, high leverage solutions to big housing stability challenges;
- 02** Partner with civic innovators to test and refine those solutions; and
- 03** Leverage our national network and platforms to spotlight these solutions and accelerate adoption and scale.

## Our 3-Year Aim

By Dec. 31 2028, we will deliver observable uptake of new housing stability strategies in a critical mass of places, through:

- Hands-On Impact.** We have directly supported leaders in at least 15 states to adapt and implement new housing stability solutions.
- Scaling through Influence.** Leaders in at least 15 places we have not supported deeply have adapted solutions we have implemented or championed.



## Current Areas of Focus



- 01 Eviction Data Response Network**  
10-state accelerator to build state-level eviction data infrastructure and leverage eviction data analysis to keep families stably housed.
- 02 Great Lakes Receiving Network**  
5-city network that supports Great Lakes communities to prepare housing stock for climate migration inflows, estimated at 2-4 million in the coming decades
- 03 Emerging: Small Dollar Housing Supply**  
reframes housing supply conversation to focus on improving access to existing homes in the sub-\$200k range

## Key Wins to Date



### Unlocking federal dollars

We proposed a national **Housing Loss Rate**. Congress funded HUD and the Census Bureau to assess feasibility of the idea.



### Changing federal policy

We made recommendations for improving eviction data. HUD endorsed them in two reports to Congress.



### Empowering local leaders

We provided coaching and in-house technology to support new housing stability solutions. More than 25 cities and counties took us up on it.



### Shifting the narrative

We elevated our ideas in the *New York Times*, *The Atlantic*, *The Washington Post*, *Politico*, *Scientific American*, *CNN*, and *Bloomberg*.

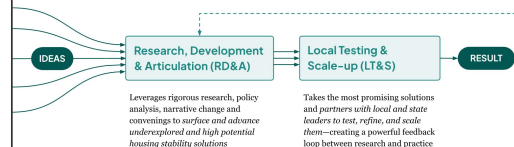
## Our Strategic Aims

BY DECEMBER 2028

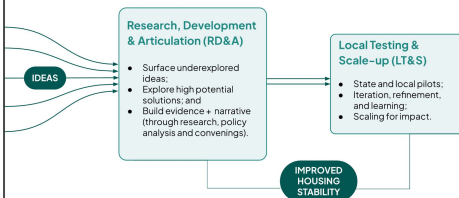
Leaders in at least 15 states have **tested and implemented** our housing stability solutions with our direct support.

Leaders in at least 15 places we have not supported deeply have **taken up the solutions or ideas** we have advanced.

## How will we do this? FLH Operating Model



## How will we d FLH Operating Model



## Eviction Data Response Network

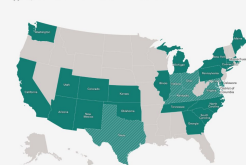
Each year more than 10 million Americans face eviction—disproportionately Black and Latino families, as well as families with young children. And yet, most state and local leaders don't track evictions in their community. Without comprehensive and reliable data on evictions, decision-makers can't design or implement effective policies that keep families stably housed.

By December 31, 2028 New America's Eviction Data Response Network will support 10 state-level partners to:

- Build state-level eviction data infrastructure
- Assemble Eviction Data Problem-Solving Teams to work collectively around a shared goal of data-driven eviction prevention; and
- Leverage eviction data analysis and communications to keep families stably housed.

### EDRN Activation Prospects

Represented in 2024-2025 EDRN Cohort



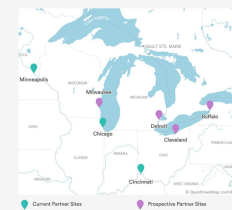
## Great Lakes Receiving Network

By 2050, impacts from climate change will force millions of Americans away from the U.S. South and coasts. For inland Receiving Cities, climate-driven population inflows present a major economic opportunity but they currently lack sufficient housing to meet this opportunity.

By December 31, 2028 New America's Great Lakes Resilient Network will:

- Support 5 Great Lakes receiving communities to incorporate domestic climate mobility into their housing and community development plans;
- Leverage this work to **build a public narrative** around the opportunities and needs that domestic climate mobility poses for Great Lakes communities; and
- Develop and disseminate a **suite of widely applicable resources** to help dozens of other prospective Receiving Cities prepare for climate inflows.

### Current and Prospective Partner Sites



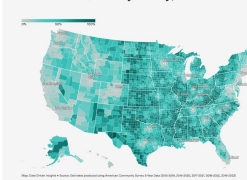
## Unlocking Small Dollar Homes

A quarter of U.S. homes cost less than \$200,000—that's 22 million homes—but working families can't access them because of obscure mortgage and repair financing barriers. Fixing these barriers is a fast, high-leverage strategy to boost supply.

By December 31, 2028 New America will:

- Build a narrative that unlocking existing small dollar homes is a high-leverage housing supply strategy;
- Directly supported leaders in at least 5 Great Lakes cities to test small dollar housing access solutions;
- Scaled this work with the Great Lakes emerging as a proof point for how to unlock existing small dollar housing supply through financing innovation.

### Percentage of Owner-occupied Housing Units Valued Under \$200K by County, in 2025



## Funding and Staffing Needs

To accomplish our integrated strategy, we need \$9M over 3 years.

That money supports:

- A resourced and motivated team of 10-12 staff with a mix of expertise in housing, climate change, data/tech, research, strategy, and communications.
- Clear internal operations, management, and a culture of evidence-based learning

Breakdown:

- \$4M to help 10 states build reliable, centralized pipelines of eviction data, through the **Eviction Data Response Network**
- \$2.7M to help 5 cities prepare housing stock for climate migration inflows, through the **Great Lakes Receiving Network**
- \$1.5M to help 5 cities boost access to existing **small dollar homes** through innovations in mortgage and repair financing
- \$1.1M for Research, Strategy + Operations

## Who We're Looking For

Ballmer Group has made a catalytic investment of \$3.1M to kickstart this work.

We are seeking four additional partners to invest \$1.4M each over the 3 years of our strategy.

\$3.1M

\$1.4M

\$1.4M

\$1.4M

\$1.4M

# Thank you.

All-Staff Kickoff

# Website Redesign



November 2024



## Agenda

- 01 Welcome and Introduction
- 02 Project Goals and Objectives
- 03 About Teal Media
- 04 Process and Timeline
- 05 Next Steps
- 06 Q&A and Discussion



## Welcome and Introduction

01

### Our mission

Renewing, reimagining, and realizing the promise of America.



“Mostly I think our goal is **not to be predictable.**”

-Anne-Marie Slaughter

## The Core Project Team



Xavier Rivera-Lanza  
Website Project Manager  
he/him



cm tee  
Digital Director  
he/they



Alex Briffas  
Senior Visual Designer & Brand Lead  
she/they



David Lanham  
VP of Content & Communications  
he/him



## Project Goals and Objectives

02

### Key objectives

- 01 Improved User Experience  
The new site will feature a streamlined, intuitive interface to enhance user navigation, reduce clicks to access critical information, and integrate dynamic content like videos and multimedia. Personalization features, such as tailored content based on user preferences, are designed to increase engagement and make navigation seamless.
- 02 Accessibility  
The redesign emphasizes accessibility with adherence to WCAG 2.2 AA and Section 508 standards, ensuring the website is inclusive for all users. This includes responsive design across devices and optimizing visual elements for accessibility.
- 03 Enhanced Engagement  
Interactive features like shoppable content packages, a customized “Private Table” of programs and topics, and event content submissions aim to make the site a hub for user interaction. The 25th Anniversary Campaign is also highlighted as an opportunity to increase brand awareness and user engagement, positioning the site as a dynamic digital space.



## This website redesign will advance New America’s mission and values by...

### Highlighting Brand Values

The design will embody New America’s values of innovation, inclusivity, and social impact. By creating a user-first design that is engaging yet sophisticated, the site will showcase New America’s unique role as a non-traditional think tank that is solution-oriented and people-centered.

### Encouraging Content Collaboration

The ability to curate and share custom content across various programs and focus areas aligns with New America’s vision of a unified yet multi-faceted approach to addressing policy issues. This not only strengthens internal collaboration but also allows audiences to view interconnected issues in a cohesive way.

### Promoting Accessibility and Inclusivity

The emphasis on accessibility reflects New America’s commitment to equity. By designing an accessible site, the organization ensures it is meeting diverse audience needs, promoting an inclusive digital environment that aligns with its social responsibility values.

### Future-Ready Framework

The site’s flexible infrastructure is designed to adapt to evolving content needs, supporting New America’s long-term goals of expanding influence and staying at the forefront of policy discourse. The integration of analytics and SEO tools will provide insights to refine and align content with strategic priorities over time.



## About teal

CREATIVE WITH CONSCIENCE

03

## Meet the teal team



Jessica Teal  
Principal  
she/her



Melanie Starkey  
Director of Content Strategy  
she/her



## Teal Capabilities



### Brand

From deep audience research and strategy development through positioning, messaging, and visual identity expression, Teal creates memorable, differentiated brands that move your organization forward.



### Website Design & Development

Teal’s fully in-house team builds accessible, open-source, intuitive, and beautiful sites that your audiences will love to use—and your team will enjoy managing.



### SEO, Data, & Analytics

We believe data should drive decisions. Teal supports our partners with SEO and analytics setup and optimization, A/B & usability testing, and custom analytics dashboards. We collect data across channels and use it to inform decisions about content, functionality, and more.



### Digital Marketing

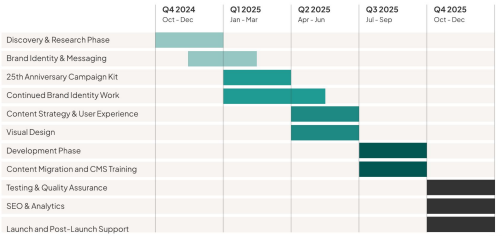
People experience your brand through your marketing—we help you stop their scroll and inspire action. With a deep bench of social, email, advertising, and campaign experts, Teal makes sure every brand touchpoint is a highlight.



04

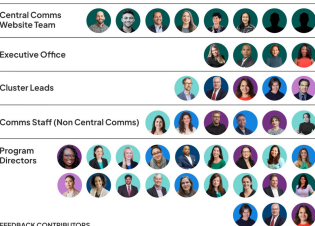
## Process and Timeline

### Timeline view



## Feedback Contributors

### NEW AMERICA CONTRIBUTORS



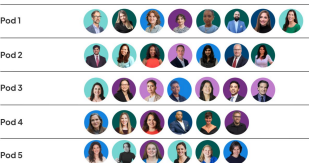
### FEEDBACK CONTRIBUTORS



- Central Staff / Non-Program Staff
- Education & Work
- Family Economic Security & Wellbeing
- Political Reform & Civic Engagement
- Technology & Democracy
- Global Politics for People and Planet

## Feedback Contributors

### STAKEHOLDER PODS



- Central Staff / Non-Program Staff
- Education & Work
- Family Economic Security & Wellbeing
- Political Reform & Civic Engagement
- Technology & Democracy
- Global Politics for People and Planet





All Staff Survey



50 Staff Members with Feedback on the New Asset Included Here

Discovery & Research

Indicates New America feedback opportunity

PHASE	ACTIVITIES	ESTIMATED TIMELINE
Discovery & Research	<ul style="list-style-type: none"><li>Discovery survey</li><li>Project kickoff meeting</li><li>Stakeholder learning sessions</li><li>Audience Research<ul style="list-style-type: none"><li>Interview/Focus Groups</li><li>Online survey</li></ul></li><li>Brand audit</li><li>Findings and recommendations presentation</li></ul>	Discovery phase through December

Brand Identity & Messaging

Indicates New America feedback opportunity

PHASE	ACTIVITIES	ESTIMATED TIMELINE
Brand Workshop	<ul style="list-style-type: none"><li>Brand Workshop</li><li>Creative Brief (a rounds of revisions)</li></ul>	November
Brand Language & Messaging	<ul style="list-style-type: none"><li>Draft core brand language and messages</li><li>Update core brand language and messages</li><li>Up to 3 rounds of revisions</li></ul>	November-December
Visual Identity Refresh	<ul style="list-style-type: none"><li>Initial visual identity concepts, including logo options (if we decide to modernize the logo(s))</li><li>Up to 2 rounds of revisions</li></ul>	November-December
Brand Guide	<ul style="list-style-type: none"><li>Brand Guide</li><li>Staff Training Session</li><li>Up to 2 rounds of revisions</li></ul>	During website visual design phase
25th Anniversary Campaign Kit	<ul style="list-style-type: none"><li>25th Anniversary mark/logo</li><li>Organic social media strategy</li><li>Campaign creative assets (social media templates, email templates)</li></ul>	January 2023

Website Redesign

PHASE	ACTIVITIES	ESTIMATED TIMELINE
Development	<ul style="list-style-type: none"><li>Website infrastructure</li><li>Front-end development (fully responsive for mobile, tablet, desktop)</li><li>User-facing features and functionality</li><li>CMS administration</li><li>Third-party integrations</li><li>Modern accessibility, security, and privacy standards</li><li>Functional quality assurance/control</li></ul>	TBD after discovery phase
Content Migration, CMS Training & Content Population	<ul style="list-style-type: none"><li>Content migration, as deemed possible</li><li>CMS training and recording of the training sessions for future reference</li><li>Content population (New America responsible)</li><li>Regular office hours</li></ul>	TBD after discovery phase
Testing & Quality Assurance	<ul style="list-style-type: none"><li>Content review (New America responsible)</li><li>Desktop, functional, and performance testing</li><li>Bug resolution</li></ul>	TBD after discovery phase

Continued

Website Redesign

PHASE	ACTIVITIES	ESTIMATED TIMELINE
Maintenance & Security Planning	<ul style="list-style-type: none"><li>Maintenance plan and training</li></ul>	TBD after discovery phase
SEO & Analytics & Custom Dashboard Setup	<ul style="list-style-type: none"><li>SEO tool integration</li><li>Analytics tool integration</li></ul>	TBD after discovery phase
Launch	<ul style="list-style-type: none"><li>Website launch</li></ul>	TBD after discovery phase
Post-Launch Support	<ul style="list-style-type: none"><li>30-day of short-term support on all existing features and functionality</li><li>60-day short-term post-launch website evaluation, including analytics review and website</li></ul>	TBD after discovery phase

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Next Steps

06

Q&A and Discussion

Thank you.

Questions?  
website@newamerica.org



# Flyers



# The Great Lakes Resilient Receiving Cities Network

Climate change will dramatically impact how and where Americans live, and not just on the coasts. Inland cities around the Great Lakes are already starting to experience the twin impacts of climate-charged natural disasters and the first signs of climate-driven population inflows from increasingly scorching and disaster-prone states. The choices that these cities make now will determine whether changes lead to housing shortages, gentrification, and displacement, or to equitable economic growth and revitalization.

The [Great Lakes Resilient Receiving Cities Network](#) will engage three-to-five Great Lakes cities in a series of community-led conversations, scenario planning exercises, and cross-learning events about what a resilient climate future looks like, both for existing residents and for new arrivals. These conversations and planning exercises will answer questions about the housing, jobs, and public services that will allow these cities to not only survive but thrive in the decades ahead.

## An Opportunity for Resilience and Equitable Growth

After a 50-year population boom, migration to the Sun Belt is [skidding to a halt](#). Instead, the scorching heat and devastating storms increasingly common across the southern and coastal United States are prompting Americans to consider moving to more [geographically resilient cities](#) in the Great Lakes region. By 2100, millions of Americans could move to large “receiving cities” like Chicago, Detroit, and Minneapolis, as well as to mid-sized communities such as Green Bay, Traverse City, and Duluth.

For receiving cities around the Great Lakes, population inflows could translate into broad-based economic growth and revitalization, similar to the Sun Belt last century. But that type of inclusive growth can not happen without intentional planning, resourcing, and innovation, and without the inclusion of existing residents, most critically the low-income and Black and Latino communities who will be disproportionately impacted by these dynamics.

### CLIMATE IMPACTS IN THE GREAT LAKES REGION

Cities must plan for two sets of climate impacts:

1. **Direct climate impacts** including lake-level rise and climate-driven environmental changes.
2. **Indirect climate impacts** via population inflows from more climate-vulnerable regions.

Receiving cities throughout the Great Lakes region have the chance right now to proactively undertake or improve climate adaptation planning, and put those ideas into action. That includes

not only focusing on resiliency to the physical effects of lake-level rise, flooding, and other climate events, but also on the impacts of projected population inflows to a city’s housing supply, jobs, and social infrastructure. The policy and programming decisions that communities make *today* can better ensure equitable economic growth, just and sustainable development patterns, and thriving neighborhoods *tomorrow*.

## The Great Lakes Resilient Receiving Cities Network

### PART I: INITIAL CONVENINGS

Many Great Lakes cities have already developed climate action plans, but most of these strategies focus primarily on near-term mitigation and reduction of greenhouse gases. [New America Chicago](#) and the [Future of Land and Housing \(FLH\) program](#) at New America will partner with high-capacity local organizations across three-to-five Great Lakes cities to convene a series of community-led planning processes that explore how these receiving communities can position themselves for resilient and equitable economic growth amid expected climate impacts, notably population growth related to domestic climate migration.

Leveraging our [CivicSpace](#) methodology—which uses a people-centered approach to create community-informed change—as well as our convening power and deep understanding of public policy, we will engage Great Lakes receiving cities in data-driven and community-led program discussions about what a climate-resilient future looks like. Drawing on in-house staff and outside experts, and in close collaboration with a trusted local partner, we will support policymakers and community members to think through the choices that will allow them to provide homes, jobs, and public services to both existing residents and new arrivals.

The CivicSpace process incorporates the following steps:

- 1 **Identify local nonprofit or government partner**  
to assist by providing local connections and perspectives
- 2 **Conduct initial community engagement**  
through resident-centered convenings(s)
- 3 **Seek community feedback**  
on findings from initial convening(s)
- 4 **Develop policy recommendations**  
based on community priorities by working with policy experts and sharing with residents for further feedback
- 5 **Disseminate findings**  
by sharing policy priorities and advocacy materials with member organizations and conducting media outreach

The [Kresge Foundation](#) and [Associated Bank Foundation](#) generously supported the first convening, held in spring 2025 on the [South Side of Chicago](#). New America will use this meeting as a blueprint to expand to other cities around the Great Lakes region. The [Rockefeller Foundation](#) has provided general support for additional convening planning.

### PART II: NETWORK CREATION AND MANAGEMENT

Building on initial convenings, and with additional support, we aim to create the Great Lakes Resilient Receiving Cities Network, comprised of three-to-five cities who will work collaboratively and with New America to position themselves to thrive in the face of projected climate impacts. Partner organizations will receive subgrants to conduct community engagement with both residents and other nonprofits, in order to ensure that the work is well-grounded in community needs. Network activities will include scenario planning, budgeting, policy analysis, narrative change work, and coalition building between mayors, city officials, and a

other stakeholders such as NGOs, academic institutions, the private sector, and community groups.

New America will steward the network, provide mentorship and connections with state and federal policymakers, and will produce case studies, policy recommendations, how-to guides, toolkits, and other materials. New America will also leverage its relationships nationally to ensure that the lessons learned are spread countrywide and incorporated into national-level policy planning.

## Why New America?

New America’s subject matter expertise in housing, climate change, and equitable economic growth; our experience in user-centered design, convening, and stakeholder engagement; and our networks, partnerships, and physical presence in Washington DC and in the Midwest position us to effectively engage cities and towns on climate migration and resilience.

New America’s [Future of Land and Housing program](#) aims to help solve current and emerging land and housing rights challenges in the United States. FLH has published [multiple research reports and articles](#) at the nexus of housing security and climate change, including for the [Federation of American Scientists](#) and the [Milken Institute](#). Our program’s research and thinking has been featured in *Politico*, the *New York Times*, *CNN*, *Slate*, *Bloomberg CityLab*, and *Grist*, among other publications.

[New America Chicago](#), launched in 2016, focuses on place-based, community-driven work to address local challenges through practical solutions. Partnered with The Chicago Community Trust since 2018, we leverage shared resources and expertise to drive policy innovation. We unite community leaders and policymakers for meaningful dialogue, aiming to bridge local needs with state and federal policies. This approach positions New America Chicago as a thought leader, adept at fostering economic growth and addressing community issues through a collaborative, research-driven lens. New America Chicago has published a [number of papers](#) on wealth building in low-income Chicago communities, including on addressing the [racial homeownership gap](#). [CivicSpace](#), a signature initiative of New America Chicago, brings together residents, nonprofit organizations, and policymakers to design and implement equitable solutions to local challenges.

### BECOME A SPONSOR ↘

Help us shape the future of resilient and equitable economic growth in the Great Lakes region. Your support will enable us to engage communities, policymakers, and stakeholders in vital conversations and scenario planning that ensure thriving cities amid climate change and population shifts. By sponsoring the Great Lakes Resilient Receiving Cities Network, you will contribute to creating actionable solutions that prioritize equity, sustainability, and long-term prosperity.

## Contact Us

**Yuliya Panfil**  
Director, Future of Land & Housing Program  
[panfil@newamerica.org](mailto:panfil@newamerica.org)

**Meegan Dugan Adell**  
Director, New America Chicago  
[adell@newamerica.org](mailto:adell@newamerica.org)

**Alexis DiSanza**  
Foundation Relations and Grants Manager  
[disanza@newamerica.org](mailto:disanza@newamerica.org)

# Expanding Citizen-Led Policymaking in the Twenty- First Century

A new Political Reform report explores how citizen-initiated ballot measures give voters a direct voice in policymaking, provides recommendations for future initiative adoption efforts, and introduces a methodology for assessing states' readiness for direct democracy.

## What Are Ballot Initiatives?

Ballot initiatives, or direct democracy, give citizens the power to propose laws, amend constitutions, or repeal legislation by placing these actions on the ballot.

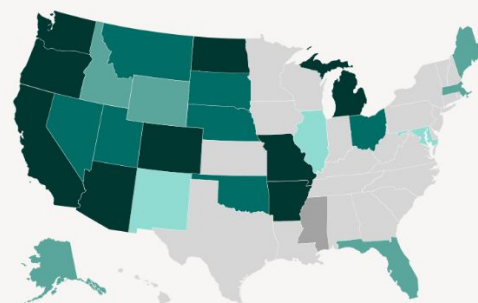
## Historical Parallels

Between 1898 and 1918, 21 states adopted direct democracy in a time characterized by corporate capture of legislatures, economic inequality, and mistrust of institutions. Since then, only five additional states have adopted some form of initiative or referendum, leaving 24 states with no access to statewide direct democracy.

## Only About Half of States Provide Access to Statewide Direct Democracy

*Of the 26 states with statewide direct democracy systems, just nine offer full access and usability.*

■ Full Access & Usable ■ Full Access, Limited Usability ■ Partial Access  
■ Very Limited Access ■ Inactive/Suspended ■ None



*For information on each of the above categories, see the full report.*

## Expanding Direct Democracy Today

We created a scoring system that captures the political and legal feasibility of adopting statewide direct democracy systems and the potential impact of these reforms on policy and representation.

Our scores identify the following states as the top candidates for expanding direct democracy today:

State	Readiness Rank	Overall Impact & Feasibility Score
Wisconsin	1	0.50
Vermont	2	0.38
New Hampshire	3	0.28
Iowa	4	0.22
Minnesota	5	0.22

For more details, including a list of strategic recommendations for initiative adoption efforts, see the full report: [newamerica.org/citizen-led-policymaking](https://newamerica.org/citizen-led-policymaking)



# Future Security Scenarios Lab at New America

Anticipating Tomorrow's Threats to Shape Smarter Strategies Today



At a time of accelerating technological change, geopolitical volatility, and mounting global risks, decision makers face unprecedented uncertainty. The Future Security Scenarios Lab (FSSL) at New America helps leaders navigate this complexity. Through innovative tools such as scenario planning, forecasting, and strategic simulations, the Lab equips policymakers to anticipate emerging challenges, stress-test their assumptions, and develop more resilient strategies for a rapidly changing world.

## Our Mission: A Three-Fold Approach to National Security Futures

FSSL's work is grounded in a three-part mission that reflects our commitment to addressing immediate risks and shaping the long-term security environment:

- Artificial Intelligence and Nuclear Futures**  
We explore how artificial intelligence and nuclear modernization are reshaping strategic stability, crisis management, and arms control in a multipolar world. By examining emerging risks and opportunities, we provide actionable insights into the policies and technologies that will define the next generation of national security challenges.
- Force Multiplication within New America**  
The Lab serves as a strategic resource for New America's broader work, connecting cutting-edge foresight tools with ongoing research on technology,

democracy, and global governance. This internal collaboration ensures our foresight is embedded in actionable policy work across multiple domains.

### 3. Field Building

We are committed to strengthening the field of security foresight by sharing methods, cultivating partnerships, and supporting a diverse community of practitioners. By fostering collaboration between government, academia, and civil society, we aim to build the intellectual and institutional infrastructure needed to navigate uncertainty at scale.

## Purpose and Objectives

- Illuminate Emerging Risks:** Explore fast-moving trends—from nuclear modernization to artificial intelligence—to understand how they interact and where they may converge.
- Stress-Test Assumptions:** Challenge prevailing doctrines and mental models through structured foresight exercises, revealing blind spots and alternative futures.
- Equip Decision Makers:** Translate insights into actionable strategies, giving policymakers the tools to respond to uncertainty with agility and confidence.

## Focus Areas

The Lab engages in a wide range of future-focused security work, including:

### NUCLEAR FUTURES

Investigating deterrence dynamics, arms control in an age of treaty erosion, and the risks of escalation in novel conflict environments.

### ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGIES

Analyzing how artificial intelligence and autonomous systems are transforming strategic competition and global risk landscapes.

### COMPLEX THREAT INTERSECTIONS

Mapping how climate change, technological disruption, and great-power competition interact to create cascading and unexpected security challenges.

## What We Do

We bring the future into today's decision-making processes through:

- Scenario Planning:** Constructing plausible futures to explore strategic options and inform policy choices.
- Strategic Simulations and Wargames:** Stress-testing assumptions and examining risk in immersive, high-stakes environments.
- Forecasting and Expert Elicitation:** Using structured methods to quantify uncertainty and illuminate key decision tradeoffs.
- Complex Systems and Network Analysis:** Applying systems thinking and mapping interdependencies across actors and technologies to uncover hidden vulnerabilities and opportunities for resilience.

## Who We Work With

### Future Security Scenarios Lab (FSSL)

At the Future Security Scenarios Lab, impact comes from who we bring into the room. By convening senior decision-makers, influential policymakers, domain experts, and emerging talent, we ensure that futures thinking informs today's strategy while also shaping tomorrow's. Our convenings address the most complex security and

technology challenges of our time, combining near-term influence with long-range impact through the integration of new voices into the policy ecosystem.

### SENIOR OFFICIALS & PRACTITIONERS

FSSL and its partners have engaged:

- Special presidential envoys and deputy assistant secretaries** (defense, state, nuclear, and missile defense policy)
- National Security Council senior directors and White House advisors**
- Combatant command and joint Staff leaders** (flag officers through the three-star level)
- Congressional staffers and federal advisory board members**
- Former Cabinet officials and chief negotiators in international negotiations**

### SUBJECT-MATTER & TECHNOLOGY EXPERTS

Our sessions also convene leading voices across nuclear, emerging tech, and security policy:

- Senior specialists at the **Congressional Research Service**
- Senior Fellows at **Brookings, RAND, and the Carnegie Endowment**
- Directors of national laboratories and think tanks
- CEOs of publicly traded technology companies
- Public intellectuals and leaders of institutions that shape national security discourse

### EMERGING VOICES & NEW PERSPECTIVES

Our work is not only about today's decision makers but also about cultivating tomorrow's. Through outreach and education, FSSL is positioned to have a lasting impact by integrating:

- Curated cohorts of rising scholars** across security, technology, and global policy who will carry foresight approaches into their careers
- Early-career experts** who gain exposure to senior policy circles, ensuring continuity of knowledge and fresh thinking

- Capitol Hill and policy networks** that amplify the next generation of leaders and connect them directly to the policymaking process

## Why It Matters

By convening this mix of **top officials, expert analysts, and emerging talent**, FSSL ensures its work is:

- Grounded in real policy and operational experience
- Positioned for maximum impact at the policymaking level, where insights translate into decisions
- Informed by cutting-edge research and analysis
- Sustained by new voices and ideas for the future

## OUR TEAM

### Amy J. Nelson

*Director and Senior Fellow*

Amy Nelson is director of the Future Security Scenarios Lab and senior fellow in the Future Security program at New America. Combining policy experience at the U.S. Department of State and the Department of Defense's National Defense University with a rich academic background that spans philosophy, intellectual history, cognitive neuroscience, and political science, Amy brings a theory-driven, policy-driven, and data-driven mindset to the Lab's work. She is motivated to build the Lab based on her collaborative and dynamic experiences in neuroscience labs where she worked previously. Nelson holds a PhD in political science (international relations) from the University of California, Berkeley; an MA in French Studies (intellectual history) from Columbia University; and an AB in Philosophy with honors from Stanford University. Her forthcoming book, *The Arms Control Paradox: Managing Uncertainty in an Insecure World*, combines decision theory with arms control and international relations theory to rethink the project of arms control for the information age and in an era of high complexity and uncertainty. She is also an adjunct professor at Georgetown University, where she teaches "Weapons Proliferation and Emerging Security Challenges."

### Mariam Kvaratskhelia

*Research Associate*

Mariam Kvaratskhelia is a Research Associate at the Future Security Scenarios Lab, where she focuses on the intersection of emerging technologies and international security—particularly on nuclear policy, AI governance, and risk reduction. She is a double graduate of Georgetown University's School of Foreign Service and a National Security Rising Expert with Young Professionals in Foreign Policy. She brings experience from prior roles supporting policy analysis and research in transatlantic security, strategic foresight, and global governance.

## HOUSED AT NEW AMERICA

New America is the ideal home for the Future Security Scenarios Lab. Founded in 1999, the organization was established to address the challenges of the twenty-first century by fostering a society where innovation and policy work together to enhance democracy, advance equity, and promote social progress. With expertise spanning technology, education, inequality, and national security, New America envisions a future where technological and geopolitical change—whether artificial intelligence or shifting power dynamics—is harnessed to strengthen security and improve lives. As part of the Future Security program, the Lab applies cutting-edge foresight methods to democratize security thinking and ensure diverse voices help shape tomorrow's strategies.

## Learn More

[newamerica.org/future-security/future-security-scenarios-lab/](https://newamerica.org/future-security/future-security-scenarios-lab/)

# Key Takeaways

## Defending the Defenders: Building a Secure Digital Frontline



### Human factors can be the largest hurdle for organizations

The greatest barriers to cybersecurity aren't technical, they're human. For 40% of organizations, a primary obstacle is a lack of time due to competing priorities. This issue is worsened by resistance to change, which 38% of organizations identified as a moderate barrier. The core challenge isn't a lack of effective tools—with 56% not seeing a shortage of “good enough” tools as a significant barrier—but rather the difficulty of integrating security practices into the demanding daily operations of human rights work.



### Human rights organizations rely on external cyber security services

Human rights organizations rely heavily on external security capacity. For example, 55 percent of organizations being only “somewhat confident” in their ability to evaluate new security tools on their own, and 46 percent admitting they would be more vulnerable to threats without external training. This shows their perceived strength comes from relying on external networks, not from internal self-sufficiency.



### Trust is the largest theme in the human rights space

Partnerships and trust drive security decisions, with 100 percent of respondents citing a recommendation from a trusted partner as the most important factor in choosing a third-party provider. This emphasis on trust extends to data protection with 75 percent of organizations prioritizing strong data governance, and 68 percent requiring a commitment that data won't be shared with governments. This is a direct response to their primary threat actors, who 36 percent of organizations identified as government entities.



### The need for practical guidance

Organizations are more focused on getting actionable, immediate data on cyber threats than on theoretical guidance. Their most critical needs include timely updates on emerging threats at 93 percent, access to free or low-cost tools at 84 percent, and practical recommendations for small, under-resourced teams at 77 percent. In contrast, less value is placed on time-intensive materials like real-world case studies, which 61 percent of organizations consider a low priority. This shows a clear preference for immediate, practical solutions.



# Social Media



# Graphics



**COLLABORATING  
ACROSS DIFFERENCES**



**LEADING  
PEOPLE-CENTERED TEAMS**



**DRIVING STRATEGY  
& IMPACT**



**DELIVERING  
RESULTS**

Thank you.