



Scenarios for the Future

Marin Aging & Disability Institute

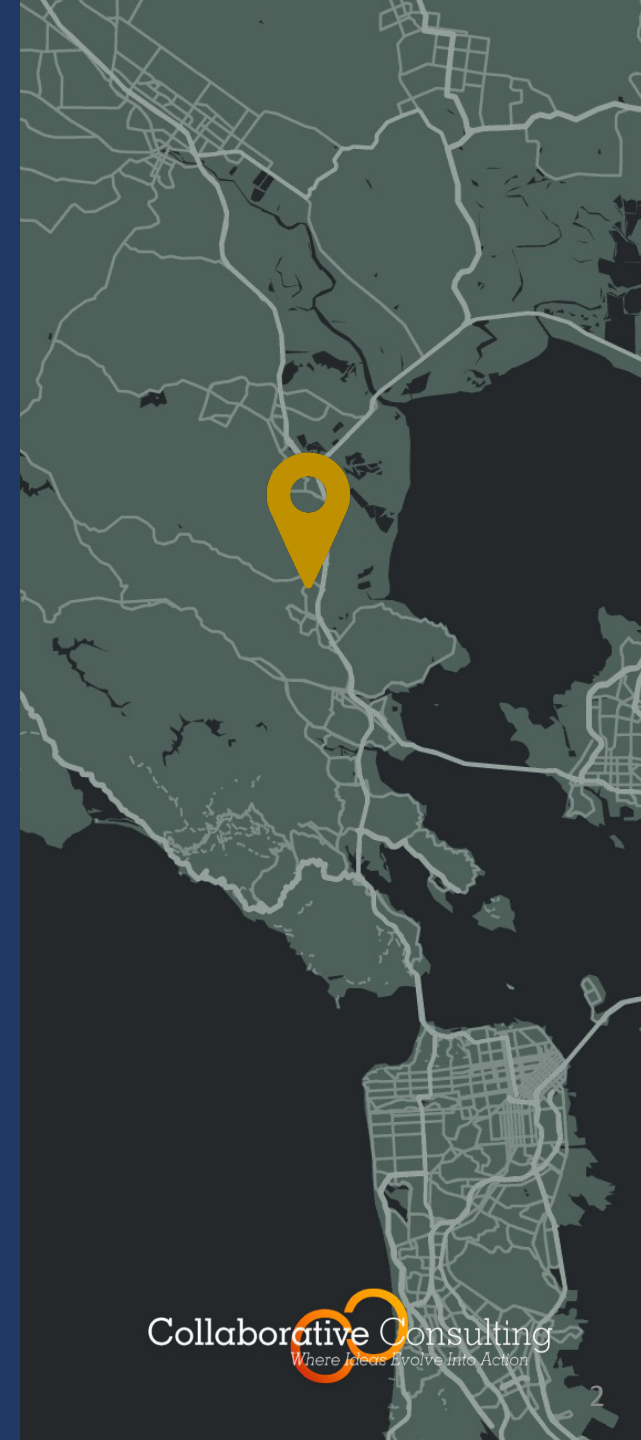
July 2020

Seizing an opportunity

Opportunities like this are rare. The gift of the 70 Skyview campus presents the newly established Marin Aging and Disability Institute (MADI) and the broader community with a significant opportunity to identify and address gaps between aging and disability advocacy and services stakeholders.

This brief offers five potential scenarios for MADI's future.

These are not predictions or prescriptions, they are condensed ideas, considerations for strategic orientations and decisions that can shape and encourage the advancement of a unique partnership and opportunity to deliver results far greater than the sum of each part.



Scenarios in context

These scenarios are the result of extensive research, learning, and discovery to identify current and emerging opportunities for MADI to strengthen aging and disability advocacy and service coordination in Marin County.

Each scenario is based on layers of insights from professionals and residents, demographic and public health data, and models and practices that offer inspiration and examples for what *MADI can become*.

The scenarios mark the final task in a two-phase project to inform MADI's strategic direction:



Objectives of this document

- To consider the challenges MADI can help solve
- To imagine the possible identities of MADI
- To determine the feasibility of future opportunities

What are scenarios?

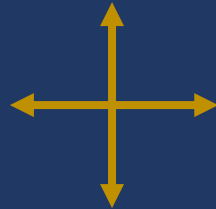
As trends, perspectives, and challenges across Marin County's aging and disability ecosystem emerged, it became clear that there are many opportunities for MADI to position itself to contribute significant value to multiple community stakeholders, including the public, local government agencies, human services organizations, and healthcare organizations.

Scenario thinking typically involves an external context. We appropriated a framework and applied it to an internal context to allow organizations to imagine multiple visions for and pathways to the future. Strategic scenarios offer options to compare and combine ideas to make more informed and refined decisions.

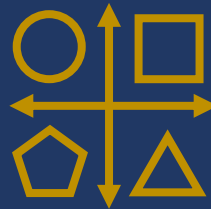
The scenario planning process:



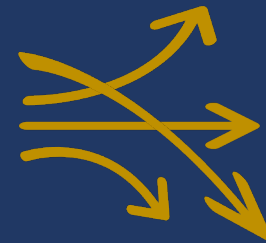
**Identify
forces**



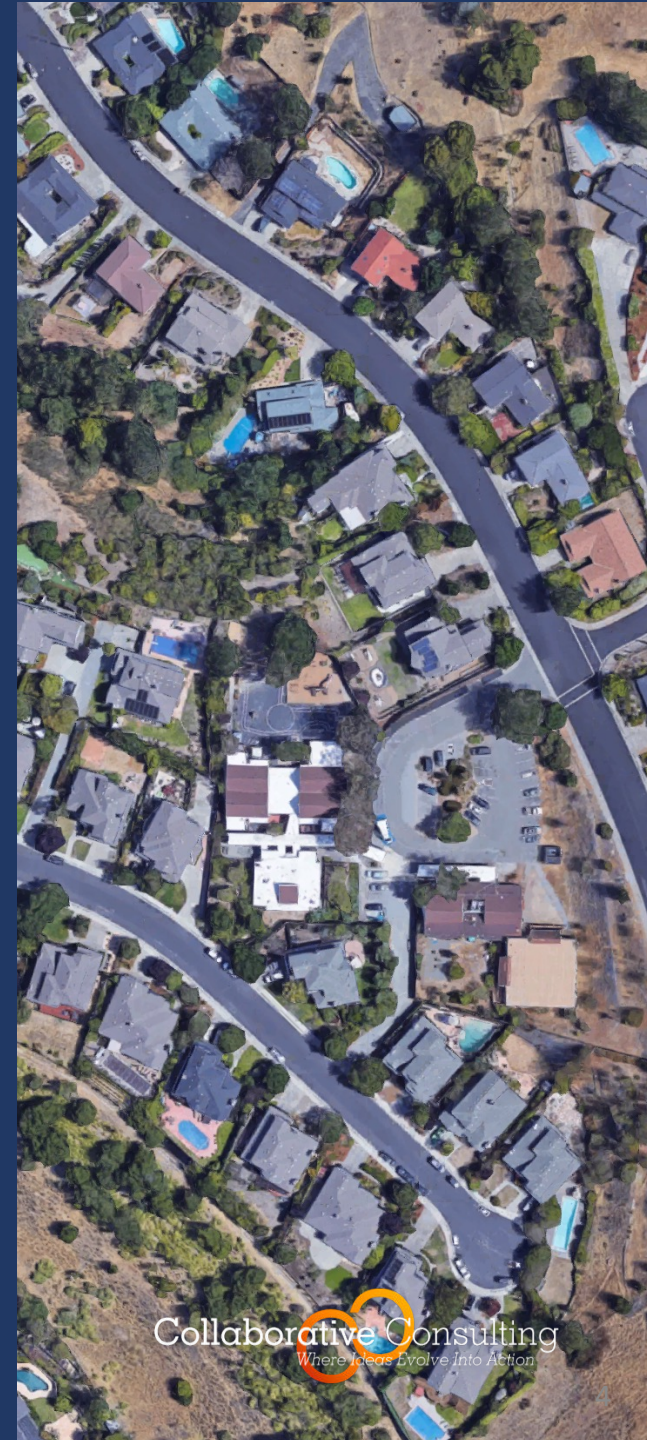
**Identify
uncertainties**



**Develop
plausible
scenarios**



**Discuss
implications
and paths**



Identify forces. Identify uncertainties. Develop plausible scenarios. Discuss implications and paths.

Multiple challenges are creating a need for greater coordination and advocacy in the community:

- Increasing prevalence of chronic conditions and disabilities
- Significant rise in demand for home and community-based services from oldest residents
- Growing equity gaps based on age, functional status, race and ethnicity, and income
- Abundance of small, uncoordinated nonprofits
- Services and service delivery lack client-centered design and cultural responsiveness
- Low rates of older adults feeling valued in the community
- Strategic plans lacking data on and perspectives from older adults and people with disabilities
- Lack of affordable and accessible housing stock
- Housing and services affordability gaps affecting growing share of middle-income households

Identify forces. **Identify uncertainties.** Develop plausible scenarios. Discuss implications and paths.

Many uncertainties will directly influence the experiences of those aging and/or living with disabilities, including:

- Public health care, human services, housing, transportation, and economic policies
- Closures, mergers, and acquisitions in the health care industry
- COVID-driven shifts in cultural, political, economic, and social attitudes
- Impacts on personal and retirement savings
- Public and private budgets; philanthropic giving; survivability of small CBOs serving Marin County
- Changing ethnic and racial demographics in Marin County
- Scientific breakthroughs reducing degeneration, promoting longevity, enhancing function
- Private sector activities relating to in-home services, products, and technologies

Identify forces. Identify uncertainties. **Develop plausible scenarios.** Discuss implications and paths.

Five scenarios emerged based on identified trends, uncertainties, and MADI's preliminary vision, stakeholders, and assets:



**Community Living
Advocacy Club**



**LTSS
Accelerator**



**Equity Action
Center**



**MADI-x
(MADI Exchange)**



**Livable Futures
Consortium**

Identify forces. Identify uncertainties. **Develop plausible scenarios.** Discuss implications and paths.

As you read through the scenarios, consider...



What scenarios and details of each scenario resonate and don't resonate with you – and why?



What details should be combined or reconfigured?



What is needed to gain more precision for informing MADI's strategic direction?



How can the impact of these scenarios be measured?

Scenario 1

Community Living Advocacy Hub

A flexible and adaptive advocacy platform for creating greater awareness of the lived experiences of older adults and people with disabilities, for reframing narratives and re-imagining futures, and for coordinating aggressive and progressive political advocacy at the local, state, and national levels.

The Advocacy Hub leverages its grassroots advocates and professional rolodex to amplify advocacy efforts across a range of issue and challenge areas.



Scenario Aims to Address

- Opportunity for AAI home
- Stigma of aging and disability; residents feeling undervalued
- Gaps in disability research
- Multiple challenge areas through its flexible advocacy platform
- Gap between aging and disability advocacy

Programs & Activities

- Sustain and expand A(D)AI programs & initiatives
- Curate and facilitate political action trainings and coordination
- Host lectures, debates, meetings, events at MADl
- Conduct and commission new social and economic research on Marin’s aging & disability-related issues
- Lead reframing aging & disability initiatives, explore potential for Dementia-Friendly Marin initiative
- Offer coworking or office space to allied advocacy organizations

Critical Objectives

1. Integrate AAI with MADl
2. Expand AAI focus to include disability advocacy
3. Identify ally groups and institutions, make introductions
4. Identify new funding sources

Scenario 1

Community Living Advocacy Hub

Revenue Opportunities

- Tenant fees
- Individual donations
- Club fees/dues
- Fees from special events, lectures, trainings and workshops
- Public & private grants
- Corporate sponsorships

Leadership Considerations

- Leader: Coordinator
- Committee/board: aging and disability CBOs, policy/politics, community organizing, public agencies, healthcare
- Desirable skills & experience
 - Community / political organizing, aging / disability advocacy
 - Nonprofit development
 - Public policy
 - Coalition building
 - Education & training

Prospective Stakeholders

- Residents, professionals, advocates
- Aging and disability advocacy groups and organizations
- Retirement advocacy organizations
- Aging and disability coalitions and collaboratives
- Caregiver advocacy organizations
- Social justice organizations
- National aging and disability groups

Key Considerations

- What will be the process for adapting AAI's mission, model, and goals to incorporate people with disabilities?
- How will AAI's leadership and committee structure change?
- How will AAI balance the dual focus areas and set priorities?
- Will there be special tenant accommodations for allies of the advocacy hub?
- What will encourage/incentivize individuals to learn how to become stronger advocates?

Scenario 1

Community Living Advocacy Hub



Floor plan from the Center for the Advancement of Public Action, Bennington College (VT)

Spatial Inspiration

- Mostly private office and small group meeting spaces
- One common area for waiting, informal meetings, comfortable reading spaces
- One action meeting room set up like a forum for large group dialogue or roundtable events

Scenario 2

LTSS Accelerator

A place where service and program innovation, enhancement, coordination and consolidation fuels systems improvements and efficiencies. The LTSS Accelerator is a unique resource for the Bay Area, serving as a public-private cross-sector hub for testing, developing, adopting, and improving programs and services.

Accelerating can also mean advancing knowledge and skillsets among professionals and direct service recipients, which can result in LTSS systems efficiencies, higher quality care, and a healthier community.



Community Challenges to Address

- Need for responsiveness trainings on aging and disability
- Lack of multi-agency service planning, coordination, collaboration
- Abundance of small nonprofits
- Limited cross-sector integration efforts (aging, disability, mental health, healthcare)
- Increasing need for scalable in-home services and assistance

Programs & Activities

- Evidence-based and best practices trainings for the public and professionals (a training site)
- A testing and learning lab for new program and service ideas, which could have a focus on emerging technologies
- Webinar and lecture series on range of leadership, management, technology, and direct service topics
- Partners with funders to design accelerator program – structures grants inside of the accelerator program framework
- Technical support to local and regional CBOs seeking to build capacities, relinquish programs, or consolidate/dissolve

Key Objectives

1. Identify key founding stakeholders, should include influencers
2. Determine focus area, scale and scope of concept
3. Pilot first program

Scenario 2

LTSS Accelerator

Revenue Opportunities

- Tenant fees, space rental fees, individual donations
- Fees from special events, lectures, trainings and workshops
- Public & private grants
- Corporate sponsorships
- Consulting and/or Technical Assistance fees

Leadership Considerations

- Leader: Executive director
- Committee/board: LTSS experts, entrepreneurs, designers, academics, researchers
- Desirable skills & experience
 - Startup ecosystems / business development
 - Academia
 - Human resources
 - Community & economic development

Prospective Stakeholders

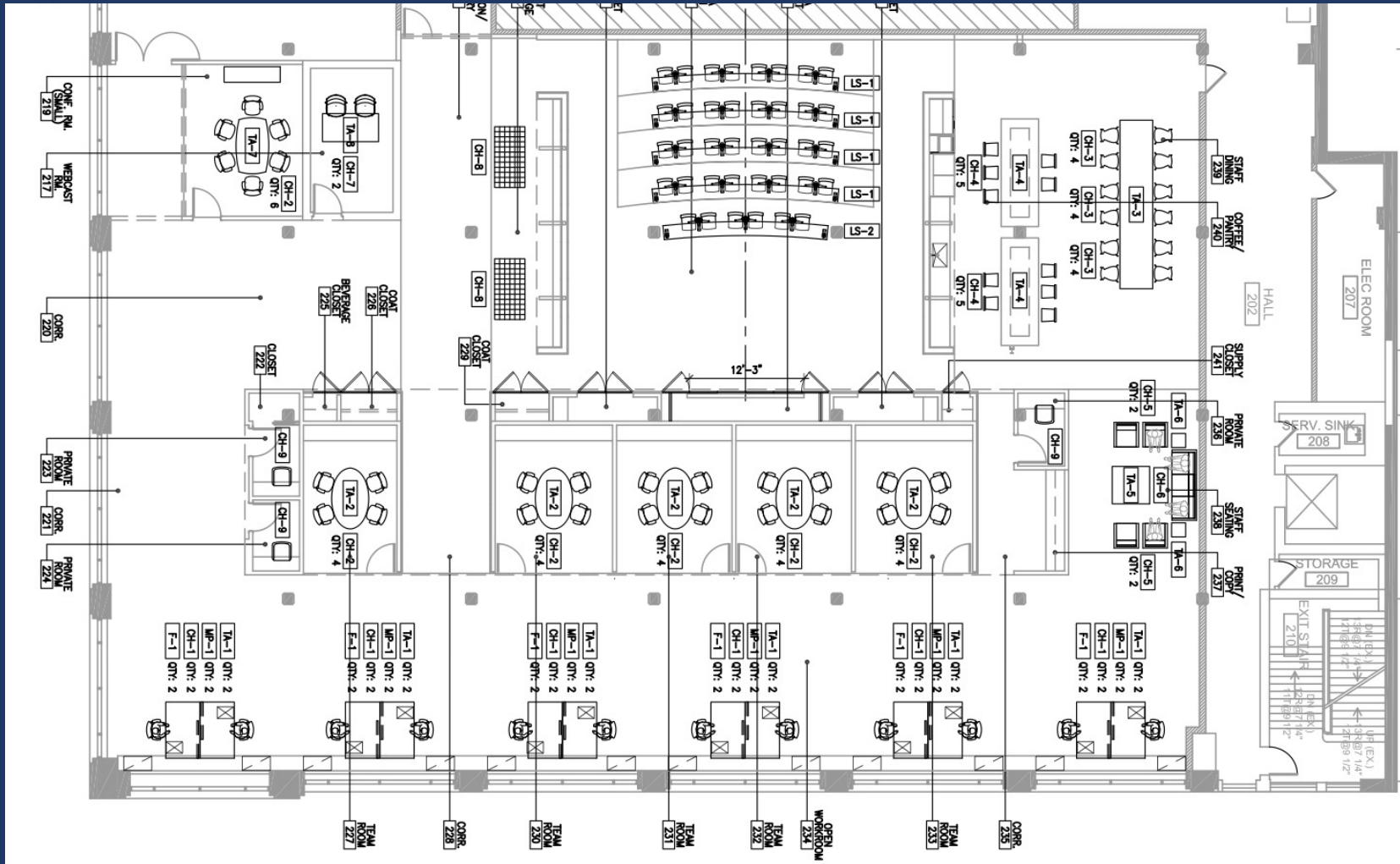
- Capacity-building initiatives and organizations
- Advocacy organizations
- Universities
- Institutes and centers of excellence
- Startup groups and organizations
- Trade associations
- Collaboratives and coalitions
- Local, state, and federal aging and disability agencies

Key Considerations

- Accelerator could be a project/initiative of a renewed AAI
- How might the ADRC tie into an accelerator?
- What organizations and entities would want to use the MADI space to host their classes / workshops?
- How would MADI create more demand for its spaces?
- How might MADI step into the role of technical assistance for nonprofits in need of dissolving or offloading programs?

Scenario 2

LTSS Accelerator



Spatial Inspiration

- A mix of private working and meeting spaces
- Amenities include a classroom / lecture hall, conference rooms, coworking spaces, private work spaces, lounge
- Could also accommodate public visitors and small counseling sessions

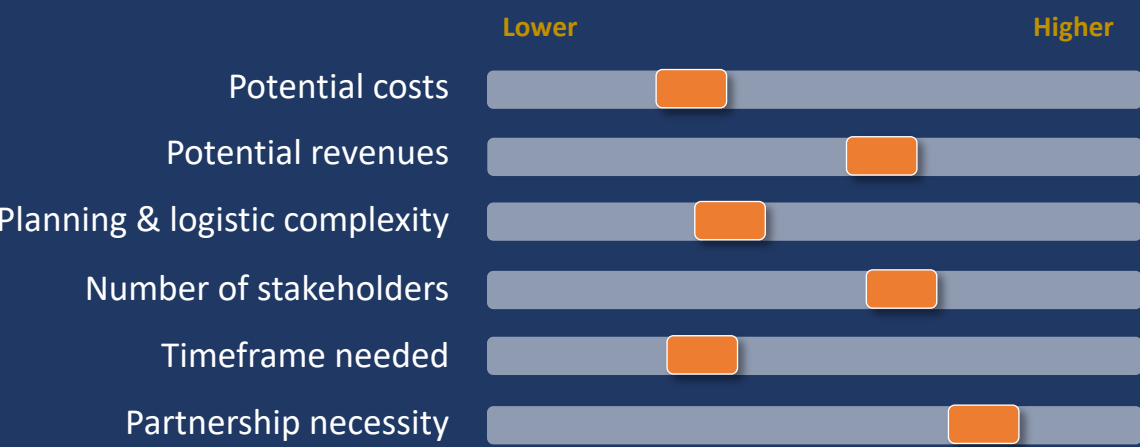
Basecamp's office plan by Brininstool & Lynch, Chicago

Scenario 3

Equity Action Center

This is where the rubber hits the road on equity advocacy. The Equity Action Center specializes in studying and addressing areas that limit just and fair inclusion of older adults and people with disabilities in public or private policies, in strategic planning documents, in community and spatial design, and elsewhere.

The Center develops and implements equity advocacy benchmarks, methods, and tools to achieve greater equity and measure results. It demonstrates its capabilities locally, and shares insights and best practices nationally.



Community Challenges to Address

- Lack of inclusion of older adults and people with disabilities in needs assessments and strategic planning efforts
- Public and private spaces not universally designed
- Rapid population growth rate of 75+ year-olds
- Lack of representation on committees, panels, boards
- Growing housing and services affordability gap

Programs & Activities

- Sponsor local research on aging and disability equity
- Grows a community of like-minded individuals, professionals, organizations, and groups to advocate for greater equity
- Offer equity awareness and advocacy action trainings
- Partnerships to build initiatives and bring new equity tools (guides, best practices, data, measurements) and tactics into aging and disability advocacy

Key Objectives

1. Develop aging and disability research base
2. Adopt equity as a strategic pillar; integrate equity as a principle in all activities (including leasing spaces)
3. Develop base of advocates and supporters; become affiliate of larger equity advocacy efforts / organizations
4. Develop and pilot aging & disability equity toolkit in local setting

Scenario 3

Equity Action Center

Revenue Opportunities

- Tenant fees, individual donations
- Fees from special events, lectures, trainings and workshops
- Workforce and economic development agencies
- Public & private grants
- Consulting and speaking fees

Leadership Considerations

- Leader: Coordinator or Executive Director
- Committee/board: Quotas to ensure fair representation; passion for and experience with equity advocacy, social justice, training and education, community organizing
- Desirable skills & experience
 - Social justice
 - Community organizing
 - Political organizing and advocacy
 - Nonprofit development
 - Public policy
 - Coalition building

Prospective Stakeholders

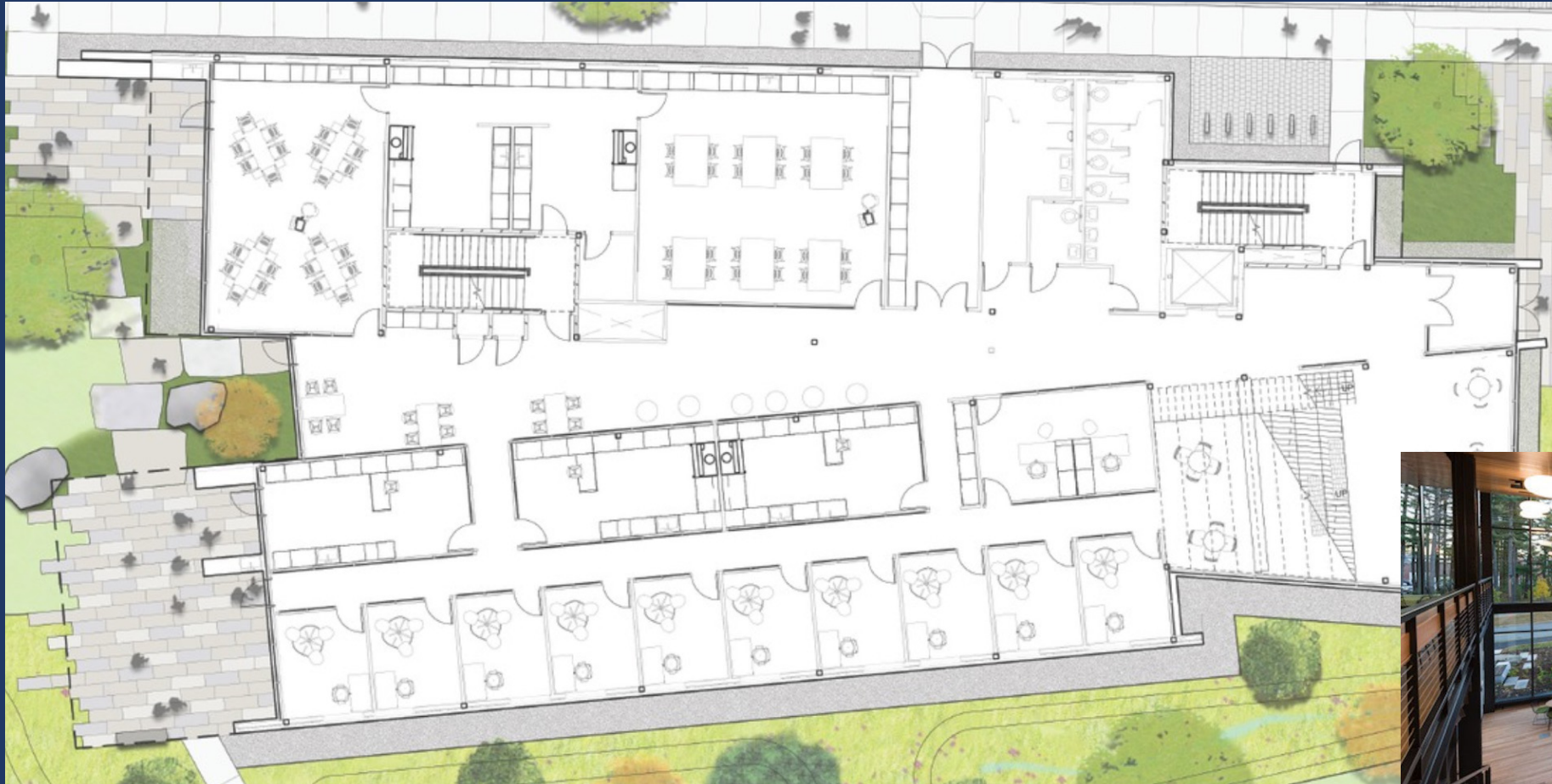
- Local aging and disability advocacy groups and organizations
- National and international aging and disability advocacy orgs
- Social justice advocacy groups and organizations
- Workers unions and networks

Key Considerations

- Will require political savviness to balance action with influence
- Intersectional equity challenges may need to be focal points in order to build alliances with other equity advocates
- Research, training and tools may be critical for funding
- Could be the “idea whose time has come” opportunity

Scenario 3

Equity Action Center



Roux Center for the Environment, Bowdoin College (ME)

Spatial Inspiration

- A mix of public and private working and meeting spaces
- Flexible small and large group meeting rooms
- Could also accommodate public visitors and small counseling sessions

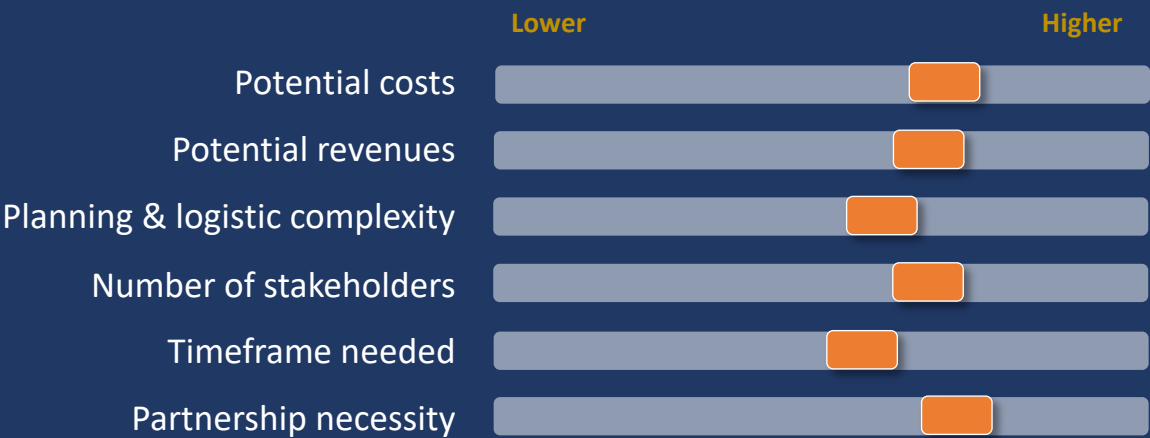


Scenario 4

MADI-x (MADI Exchange)

A hive of public and professional activity, the MADI Exchange (MADI-x) draws teens, entrepreneurs, grandparents, and social workers under one roof – and connects out to unincorporated Marin. It’s a coworking space and a gathering place, where one can “hack” (via the ADRC) the complexities of navigating systems when one is caregiving, of older age, or living with a disability.

In this scenario, organizations are working together to streamline service coordination, build bridges, expand awareness, and make the LTSS system better for everyone.



Community Challenges to Address

- Lack of intergenerational opportunities
- Public need for greater awareness, navigation, and coordination of available resources (including unincorporated areas)
- Aging & disability workforce shortages; older adults and people with disabilities seeking employment

Programs & Activities

- Location for at least one ADRC Options Counselor, with hub for public and professional navigation of community resources
- Facilitates a unifying resource navigation and coordination system
- ADRC on wheels visits home-bound and rural clients, docks at MADI
- Public destination with strong focus on intergenerational opportunities: a café, coworking spaces, classroom, events
- Promotional voice for multiple agencies and initiatives
- Host training and employment services for jobs in aging and disability fields and jobs for older adults and people with disabilities

Critical Objectives

1. Establish ADRC-MADI partnership, create space for ADRC staff
2. Develop plan for growth of ADRC system; identify CBO and healthcare partners for a referral and coordination system
3. Develop expansion plan for amenities that could include café, library, community spaces, classrooms, and housing units

Scenario 4

MADI-x (MADI Exchange)

Revenue Opportunities

- Tenant fees, individual donations
- Fees from special events, lectures, trainings and workshops
- Workforce and economic development agencies
- Public & private grants
- Corporate sponsorships
- Resource directory access fees (from CBOs, health care, SNFs, etc.)

Leadership Considerations

- Leader: Executive Director
- Committee/board: Representatives from across care continuum, intergenerational representation
- Desirable skills & experience
 - Startup communities
 - Community & economic development
 - Coalition building
 - IT and information systems

Prospective Stakeholders

Resource Hub

- Local government agencies
- Local aging and disability organizations
- Healthcare providers

Workforce Development

- Community development agencies
- Economic development agencies
- Workforce development agencies coalitions
- Local chambers of commerce

Social Exchange & Intergenerational Programming

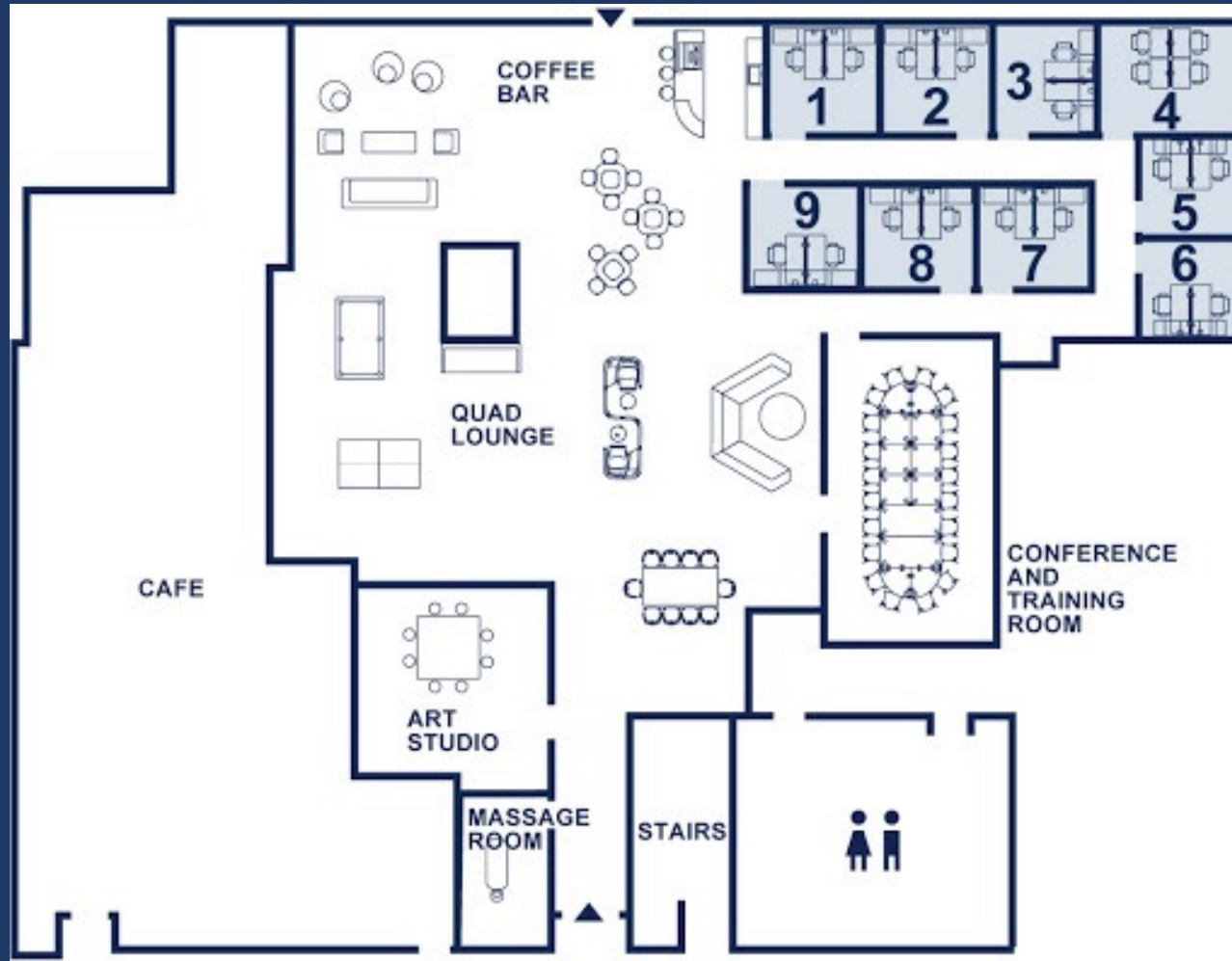
- Local CBOs unfamiliar with aging and disability (new programs)
- Libraries
- Schools and universities
- Tech-oriented nonprofits
- Local / regional café

Key Considerations

- What will the value proposition be for agencies to join the ADRC?
- Campus would need to accommodate many visitors.

Scenario 4

MADI-x (MADI Exchange)



Floor plan from The Quad at Century Campus (NJ)

Spatial Inspiration

- A mix of public and private working and meeting spaces
- Public amenities could include a café, art studio, community conference rooms, classrooms, resource counseling rooms
- Private amenities could include conference rooms, offices, coworking spaces, and small event spaces

Scenario 5

Livable Futures Consortium

MADI’s Livable Futures Initiative positions MADI as a backbone organization for a county-wide, public-private effort to connect age-friendly initiatives, integrate them into a new county-wide disability-friendly initiative, and advocate for public and organizational policy standards across Marin communities.

MADI can position itself as a futures-oriented think-and-do tank, building awareness while motivating public and private stakeholders to understand, plan, and design for a future Marin County that is more livable for all.



Community Challenges to Address

- Uncoordinated aging and disability advocacy efforts
- Exclusion of disability in many local planning documents and efforts, including age-friendly initiatives
- Increases in prevalence of physical and cognitive disabilities
- Housing and mobility infrastructure inadequate

Programs & Activities

- Core focus on people aged 75+ and their LTSS needs
- Serves as the backbone organization for comprehensive county-wide age- and disability-friendly initiative
- Connects and evaluates current initiatives; identifies gaps; brings in umbrella funding and knowledge sharing
- Campus could be designed as a strategic tool for the initiative, involving coworking/meeting spaces, future housing, demo spaces, and/or learning lab.

Key Objectives

1. Identify commonalities among existing initiatives
2. Explore / test idea with age-friendly network
3. Determine how to approach and integrate disability-friendliness
4. Establish leadership committee and platform; secure funding
5. Develop ambitious 20-year plan that could influence and inspire local and regional agencies and organizations

Scenario 5

Livable Futures Consortium

Revenue Opportunities

- Tenant fees, individual donations
- Fees from special events, lectures, trainings and workshops
- Public & private grants (collaborative funding efforts)
- Corporate sponsorships

Leadership Considerations

- Leader: Executive Director
- Committee/board: Broad representation across key stakeholder types including current initiatives, government, healthcare, CBOs, faith communities
- Desirable skills & experience
 - Multi-stakeholder coalition leadership
 - Cross-sector partnerships
 - Project management
 - Political advocacy
 - Fundraising

Prospective Stakeholders

- Local government agencies
- Age-friendly initiatives in Marin County
- Villages organizations
- Faith organizations
- Advocacy groups and organizations
- Emergency medical services
- Home and community-based social services providers
- Public health and health care professionals and organizations
- Workforce development organizations
- Advocacy groups focusing on housing, mobility, LTSS financing, health care financing flexibility, social connection, and more

Key Considerations

- Extremely complex, will require a lot of research and tactical planning – and the right person/group to build trust and will among stakeholders
- County of Marin would need to be a critical partner
- Creates opportunity for significant public health and healthcare involvement

Identify forces. Identify uncertainties. Develop plausible scenarios. Discuss implications and paths.

MADI's emerging strategic principles



-
- Futures thinking and planning
 - Strengthening the LTSS system
 - Promoting just and fair inclusion
 - Fostering connections
 - Sharing ideas

Identify forces. Identify uncertainties. Develop plausible scenarios. Discuss implications and paths.

MADI's emerging focus areas



- Studying intersections of aging, disability, income, race and ethnicity
- Reducing risk of negative personal economic and health outcomes
- Promoting intergenerational spaces, services, and programs
- Aligning LTSS organizations around common goals and objectives
- Creating broader awareness of challenges and solutions for the future

Identify forces. Identify uncertainties. Develop plausible scenarios. Discuss implications and paths.

As you reflect on the scenarios, consider:



Which scenario seems the most feasible?



Which scenario or scenario details excites you the most?



Which scenario aligns the most with MADI's inherent strengths and assets?



What is missing or needs to be given more attention?



Who needs to be involved in moving ideas forward?



What else is needed for the next phase?



These scenarios suggest a broad range of possible ideas. The way forward will likely involve a variety of details, considerations, and stakeholders from each scenario that can be reasonably incorporated within a clear, strong identity for MADI.

Authors and Project Team

Consulting Team

Jacob Bielecki

Collaborative Consulting

Maggie Hawthorne

Collaborative Consulting

Lori Peterson

Collaborative Consulting

MADI Project Team

Eli Galardin

Executive Director, Marin Center for Independent Living

Nancy Geisse

Chief Operating Officer, Vivalon

Julia Hales

One Door Administrator, Marin Center for Independent Living

Joe O'Hehir

Chief Executive Officer, Vivalon

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