

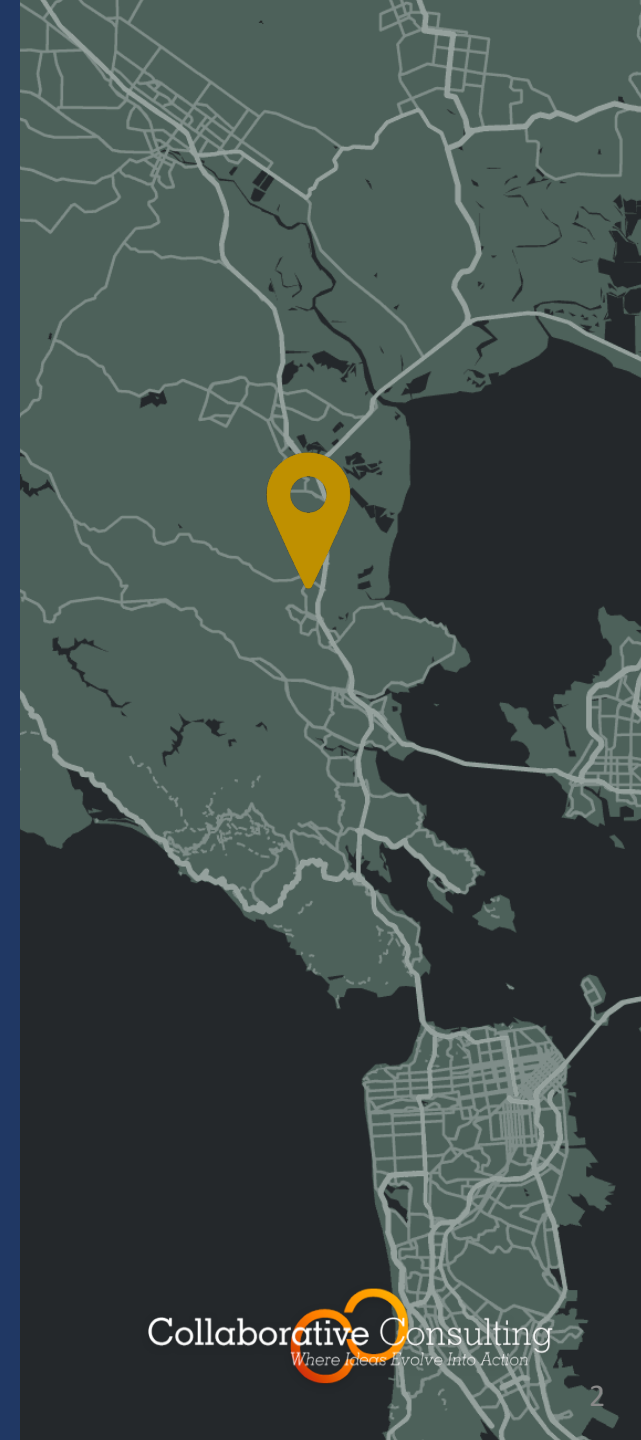
Scenarios for the Future
Marin Aging & Disability Institute

July 14 | 2020

Seizing an opportunity

Opportunities like this are rare. The gift of the 70 Skyview campus presents you and the broader community with a significant opportunity – and challenge – to synergize missions, histories, cultures, and efforts around ideas and action in the aging and disability fields.

The following is a series of potential scenarios for MADl's future. The scenarios are not predictions or prescriptions – they are condensed ideas, crystallized considerations for strategic decisions that will shape and, we hope, encourage the advancement of a partnership that can deliver results far greater than the sum of its parts.

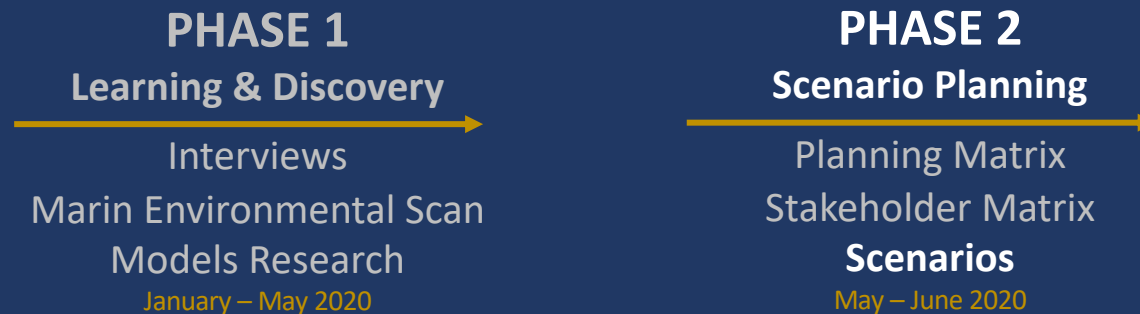


Scenarios in context.

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

We present a series of five scenarios, each based on layers of insights from professionals and residents, demographic and public health data, and existing models and case studies from beyond Marin that offer inspiration and examples for what *MADI could become*.

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



Objectives of this document

To help imagine potential futures, contemplate strategic considerations, and shape decisions about MADI's strategic direction, including:

- What community challenges could MADI help solve?
- What possible identities might MADI take on?
- What strategic opportunities are most feasible?

What are scenarios?

As we identified trends and perspectives in the community over the course of our learning and discovery, we realized that there are many opportunities for MADI to contribute significant value to multiple community stakeholders.

Scenario thinking allows us to observe and imagine what more than one future could look like and how we might get there, to compare and combine ideas to make more informed decisions.

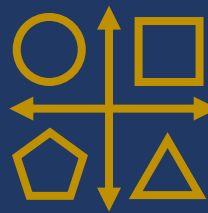
The scenario planning process:



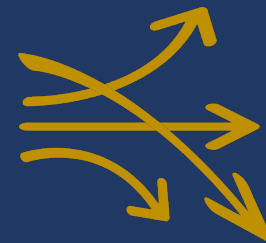
Identify forces



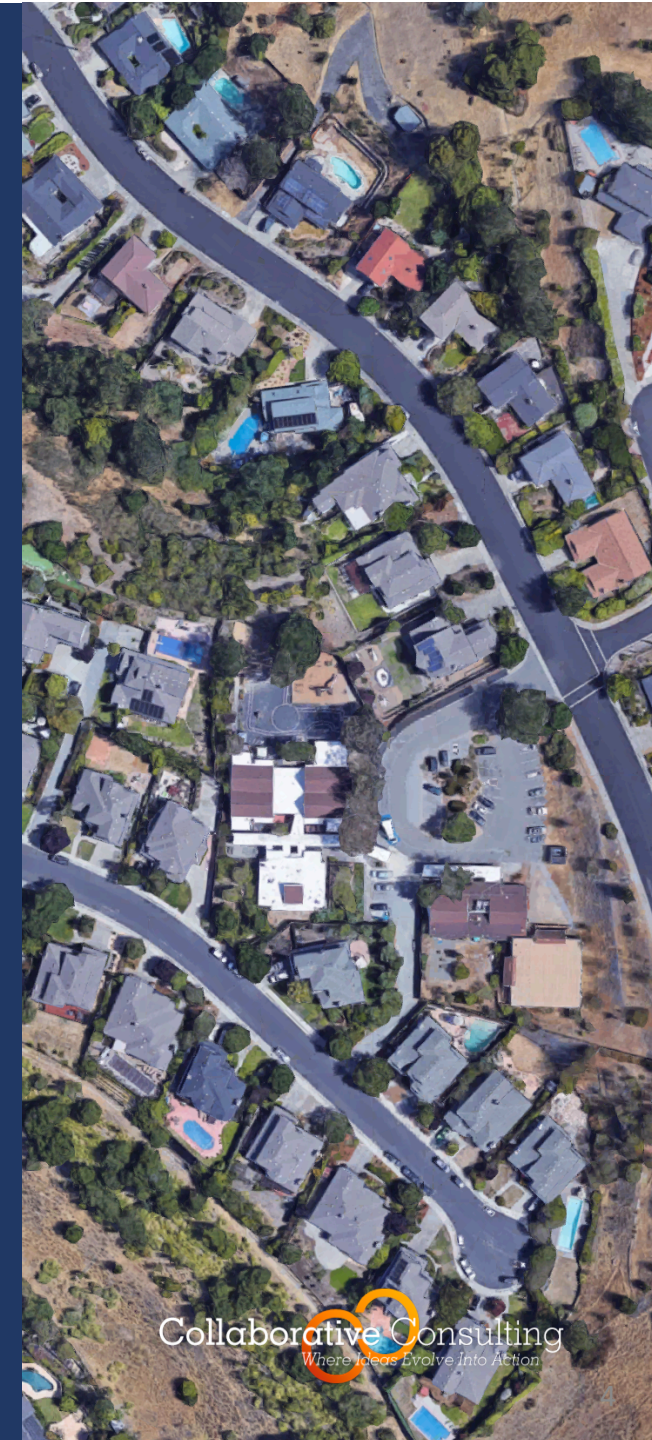
Identify uncertainties



Develop plausible scenarios



Discuss implications and paths



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

Multiple aging and disability-related challenges are creating a need for greater systems coordination and advocacy:

- 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 living with disabilities in Marin County, 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 emerge based on trends, uncertainties, and MADI's preliminary vision, stakeholders, and assets:



**Community Living
Advocacy Club**



LTSS Accelerator



**The Equity
Action Center**



**MADI-x
(The MADI Exchange)**



**The 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 Club

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

- Need 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 MADI
- 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 MADI
2. Expand AAI focus to include disability advocacy
3. Identify ally groups and institutions, make introductions
4. Identify new funding sources

A closer look at scenario 1

Community Living Advocacy Club

Revenue Opportunities

- Tenant fees
- Individual donations
- Club fees/dues
- Fees from special events, lectures, trainings and workshops
- Public & private grants
 - NextFifty Foundation
 - Tides Foundation
 - Milbank Foundation
 - Donor-advised funds
- Corporate sponsorships
 - Best Buy (assistive technologies)
 - Home Instead (in-home services)

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

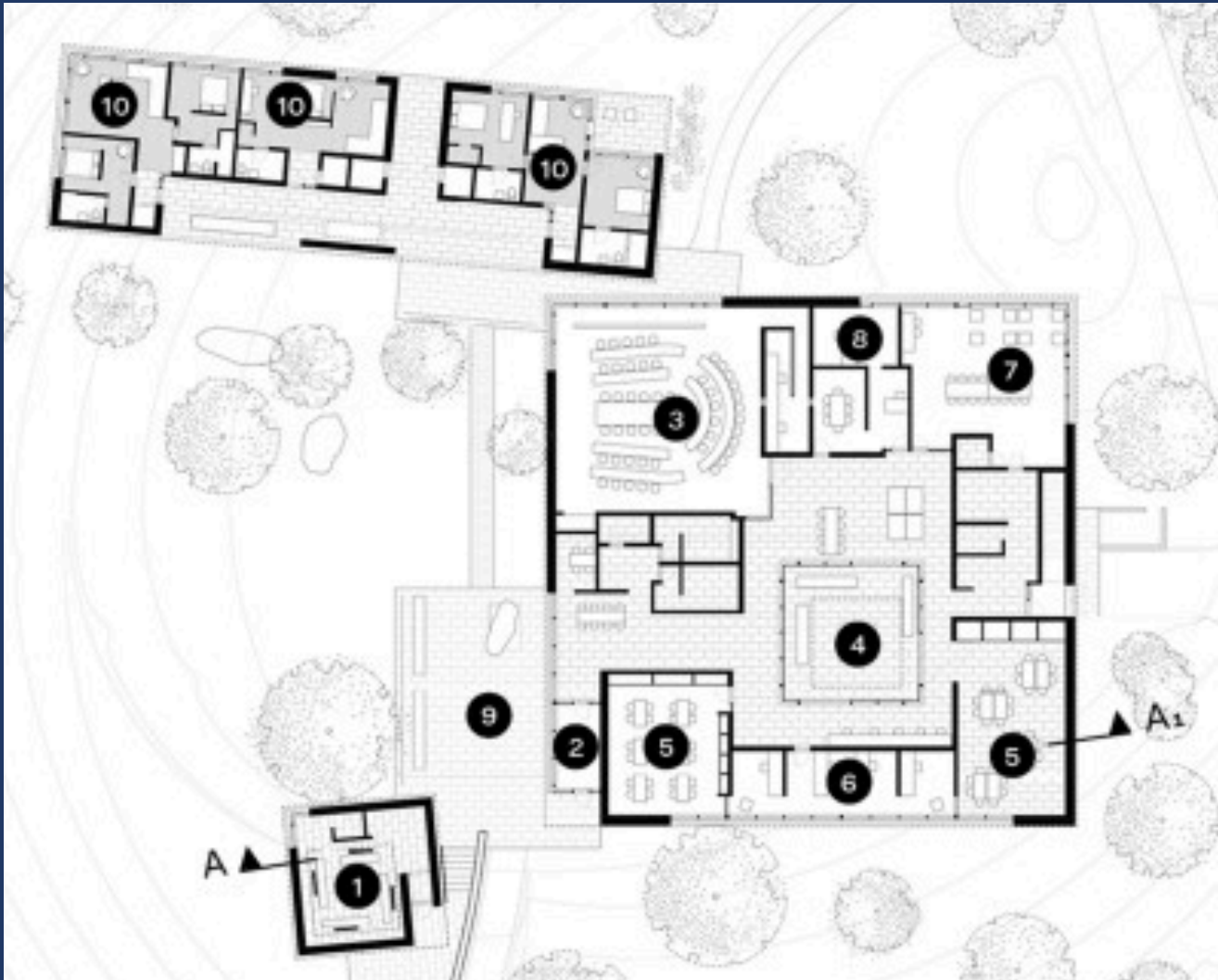
- Resident, professional, and institutional allies
- CA Aging & Disability Alliance (CADA)
- CA Alliance for Retired Americans (CARA)
- Senior & Disability Action
- California Collaborative of LTSS
- Marin Mobility Consortium
- Community Agencies Serving Seniors (CASS)
- Family Caregiving Alliance
- Justice in Aging
- National disability groups: AAPD, ACB, The Arc, Disability:IN, TASH
- National aging groups: N4A, ASA, NCOA, Grantmakers in Aging

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 club?
- What will encourage/incentivize individuals to learn how to become stronger advocates?

A closer look at scenario 1

Community Living Advocacy Club



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

A closer look at scenario 2

LTSS Accelerator

Revenue Opportunities

- Tenant fees, space rental fees, individual donations
- Fees from special events, lectures, trainings and workshops
- Public & private grants
 - National Council on Aging
 - CA State Council on Developmental Disabilities
 - NIDILRR, ACL, NIA
 - California Endowment
 - Tides Foundation
- Corporate sponsorships
 - Biomarin Pharmaceutical
 - Westamerica Bancorp
 - Redwood Trust
- 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

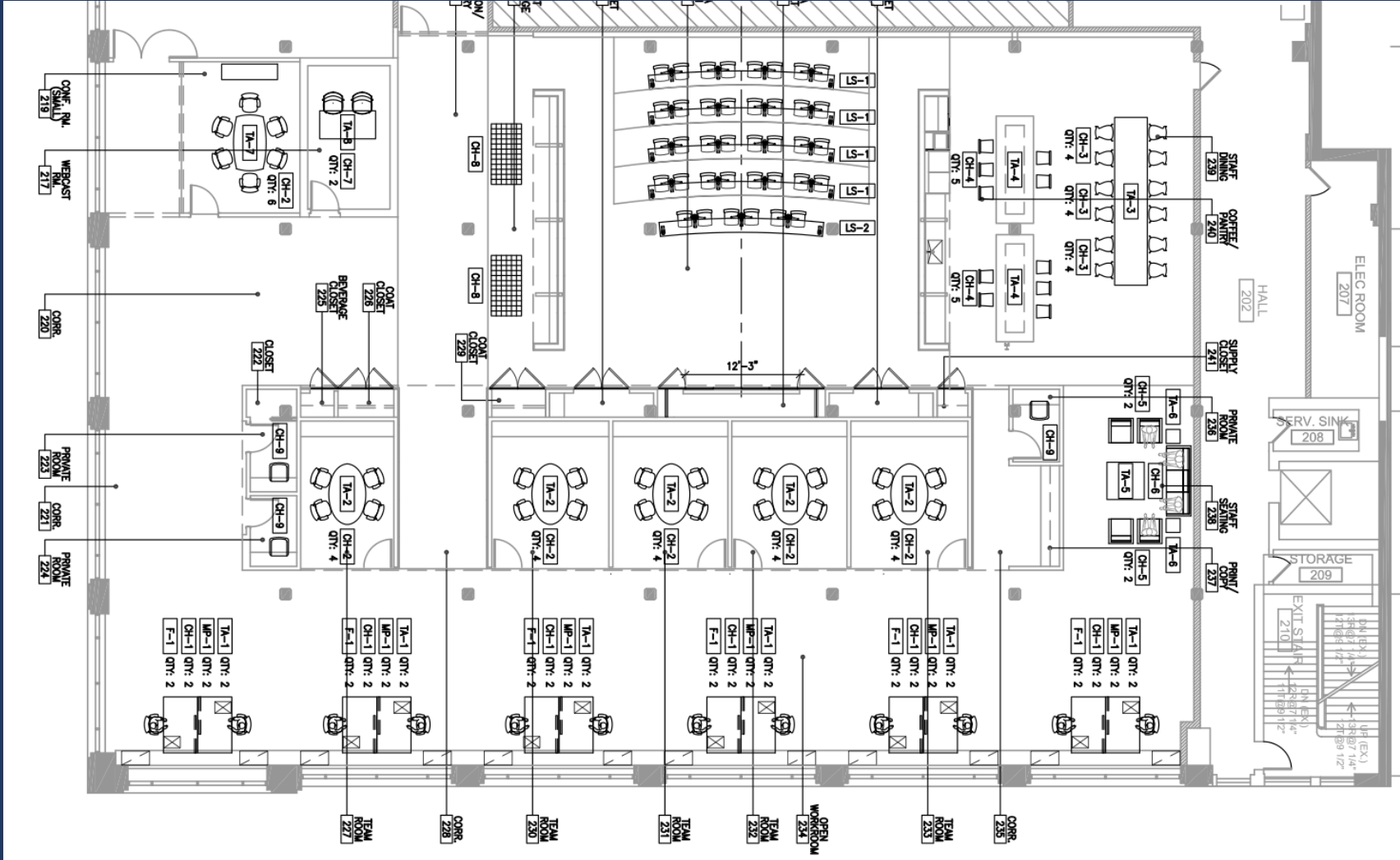
- Aging & Disability Business Institute (n4a)
- American Society on Aging
- UCB, UCSF, SFSU, USF
- Milken Center for the Future of Aging
- Aging 2.0
- Nat. Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR)
- National Council on Aging
- California Collaborative of LTSS
- ACL Center for Innovation and Partnership
- National Institute on Aging

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?

A closer look at 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

The 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

A closer look at scenario 3

The 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
 - ACL
 - SCAN Foundation
 - WITH Foundation
- 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

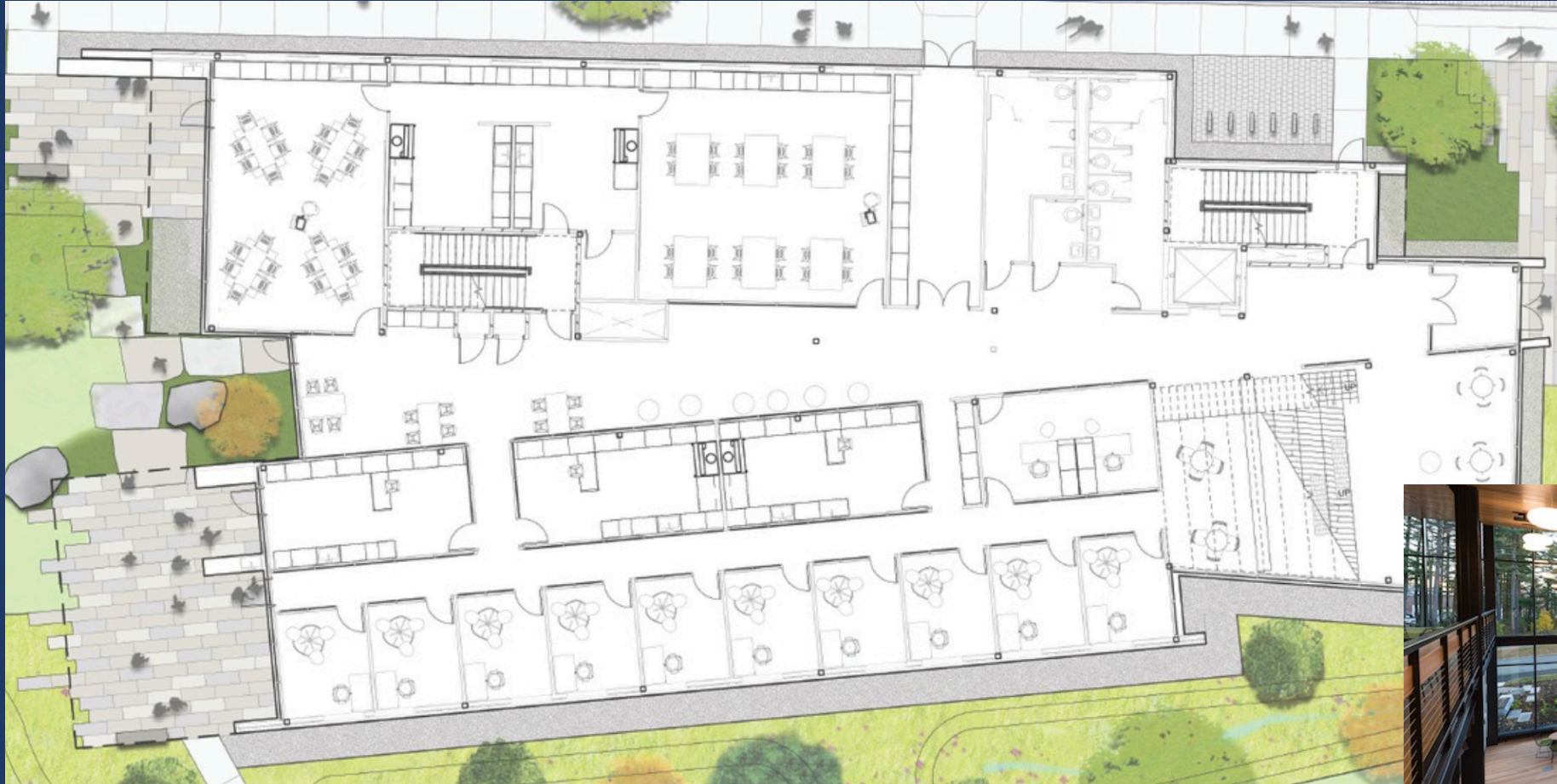
- Senior & Disability Action
- PolicyLink
- LeadingAge
- Sage
- Diversability, LLC
- Disability Rights California
- CA Aging & Disability Alliance
- Justice in Aging
- Family Caregiver Alliance
- Grantmakers in Aging
- Gerontological Society of America
- International Federation on Ageing
- National Hispanic Council on Aging
- Hand in Hand Domestic Workers Network
- Awesome Foundation Disability Chapter

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

A closer look at scenario 3

The Equity Action Center



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

Roux Center for the Environment, Bowdoin College (ME)



Scenario 4

MADI-x (the 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
- Hosts 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

A closer look at scenario 4

MADI-x (the MADI Exchange)

Revenue Opportunities

- Tenant fees, individual donations
- Fees from special events, lectures, trainings and workshops
- Workforce and economic development agencies
- Public & private grants
 - Kaiser Permanente
 - Kresge Foundation
 - May & Stanley Smith Charitable Trust
 - West Marin Fund
- Corporate sponsorships
 - Glassdoor
 - Salesforce
 - Uber / Lyft
- 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

- MCIL and County of Marin Aging & Adult Services (ADRC)
- West Marin Senior Services
- Healthcare: MarinHealth, Marin Community Clinics

Workforce Development

- Community Action Marin
- Workforce Alliance of the North Bay
- Local chambers of commerce

Social Exchange & Intergenerational Programming

- Local CBOs unfamiliar with aging and disability (new programs)
- Libraries
- Regional schools and universities
- Older Adults Technology Services / Senior Planet
- Regional café chain

Key Considerations

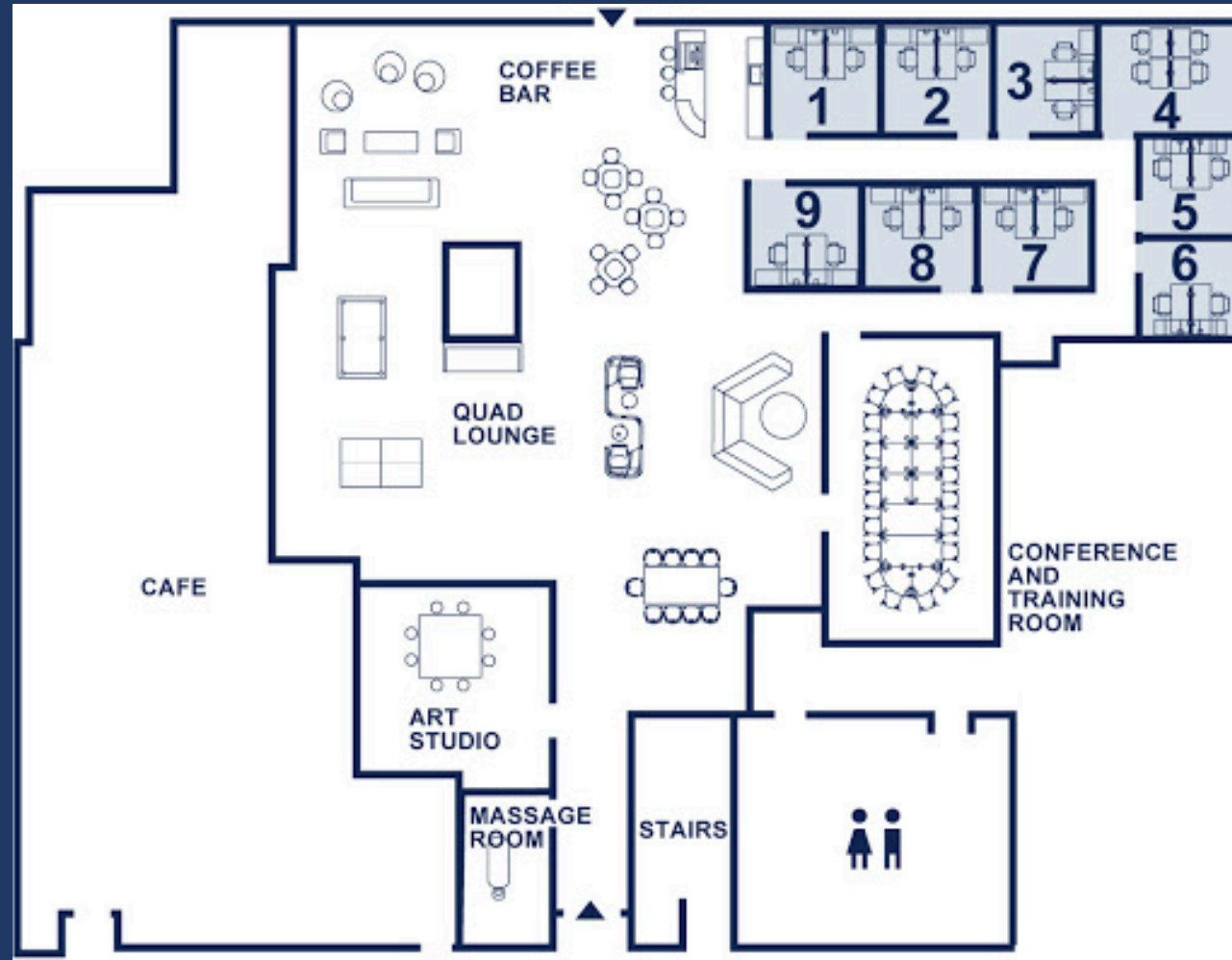
- What will the value proposition be for agencies to join the ADRC?
- Campus would need to accommodate many visitors.

A closer look at scenario 4

MADI-x (the MADI Exchange)

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



Floor plan from *The Quad at Century Campus (NJ)*

Scenario 5

The 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

A closer look at scenario 5

The Livable Futures Consortium

Revenue Opportunities

- Tenant fees, individual donations
- Fees from special events, lectures, trainings and workshops
- Public & private grants (collaborative funding efforts)
 - Municipal and County grants
 - ACL
 - Healthcare foundations / benefit funds
- Corporate sponsorships
 - AARP
 - Autodesk
 - Home care agencies
 - Build.com

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

- County of Marin Aging and Adult Services
- All age-friendly initiatives in Marin County
- Villages organizations
- Faith organizations
- Alzheimer's Association and dementia-friendly initiatives
- 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
- Institute for the Future
- AARP / WHO

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/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.

MADI's emerging aspiration:

*Supporting a community that is
aging in place and aging into disability*

To consider:

- Is your aspiration compelling?
- Is it timebound?
- How will you know you've achieved (or are achieving) this aspiration?

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

Emerging Focus Areas in Action

Short Term

Aging & Disability Advocacy Hub

- Develop AAI-MADI integration plan
- Incorporate disability in AAI mission, structure, and existing strategies
- Identify /engage new stakeholders and funders
- Consider leadership needed to transition AAI to AADI

Marin LTSS Network

- Explore co-location of ADRC staff person
- Establish initial focus for Marin LTSS network
- Identify and recruit stakeholders and partners
- Explore LTSS-related trainings/workshops for CBOs and public

Landlord Activities

- Immediate campus maintenance and updates
- Review and revise tenant policies, strategies, and priorities to reflect MADI's mission
- Identify and engage with potential nonprofit center stakeholders (funders, tenants, allies)

OUTCOMES

- Integrated & expanded AAI to AADI
- MADI strategic plan (3-5 year)
- Updated campus

Intermediate Term

Aging & Disability Advocacy Hub

- Establish office space for AAI
- Revise/expand AAI's strategic priorities (research & action items)
- Identify local, state, national partners, allies and funders

Marin LTSS Network

- Co-locate ADRC staff person at MADI
- Build stakeholder base for Marin LTSS network
- Finalize details, approach, etc., for Marin LTSS network

Landlord Activities

- Develop aging & disability nonprofit center concept
- Establish nonprofit center steering committee
- Explore business-facing campus redesign concepts (coworking, accelerator, center of excellence)
- Explore public-facing campus redesign concepts (e.g. housing, café, classrooms, clinical offices, etc.)
- Develop campus redesign future master plan
- Identify stakeholders: tenants, program partners, funders

OUTCOMES

- Launch of MADI advocacy hub
- Marin LTSS Network plan
- MADI campus master plan

Long Term

Aging & Disability Advocacy Hub

- Test, develop, distribute advocacy models and tools
- Foster thriving and growing advocate community of residents and professionals

Marin LTSS Network

- Expand data-driven partnerships of LTSS CBOs
- Become backbone organization for LTSS collective impact initiative (coordinated LTSS, A&D-friendly community planning, reframing initiative, etc.)

Landlord Activities

- Campus reconstruction, expansion of commercial and possible creation of new residential tenants.
- Facilitate LTSS incubator/accelerator programs in partnership with national funders and organizations

OUTCOMES

- Increase in major advocacy achievements
- Fully operational aging & disability nonprofit center
- Mission is embedded in design, policies, programming
- Community impact: health and wellbeing improvements based on key indicators (e.g. public resource awareness, resident economic and health risk reductions, independence, equity improvements, etc.)

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 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.

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The project team appreciates the time and perspectives that key informant interviewees shared in the research of this project. Key informants included personnel from the County of Marin, Marin Community Foundation, Aging Action Initiative, Golden Gate Regional Center, and Integrated Community Services, as well as the Marin Aging and Disability Institute Board of Directors.