Montgomery County, Maryland
Human Progress and Human Services 2035
Scenario Workshop
February 28, 2017
The Human Progress and Human Services 2035 Scenario Effort

• Engage human services community
  – Better understand long term opportunities and threats;
  – Use scenarios that facilitate preparation, imagination & aspiration;
  – In order to better prepare for and create the future.

• National Scenarios, Montgomery County & 7 other state and local partners

• Funded by the Kresge Foundation
Lead up to Human Service Scenarios
Objectives for Today’s Scenario Workshop

- Use Scenarios to “Step Into” alternative futures for human progress and human services
  - Imagine, Aspire, Focus Concern
  - Consider the implications for current directions, goals and strategies of each scenario; develop recommendations
  - Identify “Robustness” across scenarios of strategies and recommendations
  - Refine recommendations
  - Enhance your partnerships, understanding, shared aspirations and goals (but not to develop a specific vision or plan)
Agenda

10:00 Welcome and Introduction to Futures Thinking and Scenarios
   Uma Ahluwalia,
   Montgomery County Department of Health and Human Services
   Clem Bezold
   Institute for Alternative Futures

10:30 The Montgomery County Human Progress and Human Services 2035 Scenarios

11:45 Break and Pick up Lunch on Way to Small Groups

12:00 Small Groups Explore the Scenarios & Consider Implications

1:30 Comparing Strategies Across Scenarios and Developing Recommendations

2:30 Next Steps & Feedback

3:00 Scenario Workshop Adjourns
Roles & Rules

Rules
• Have Fun
• Be inventive
• Imagine
• Aspire

Roles
• All Participants are Futurists
• Clem & Mary are Facilitators
• Small group facilitators and reporters
Scenarios & Scenario Construction

Scenarios are parallel stories about the future.

Scenarios:
- Bound uncertainty
- Stimulate imagination
- Focus aspirations

Scenarios are developed by:
- Defining the topic/focus of the scenarios (what level, what questions, what focus/topic)
- Identifying system and key drivers shaping the topics
- Developing forecasts for the drivers exploring expectable, challenging and surprisingly successful future space
Levels/Focus for Scenarios

Macroenvironment
The Economy; Employment; Internet Social Media; Climate Change; Demographics; Chronic & Infectious Disease

Operating Environment
Maryland/Montgomery County; Jobs; Racism; Education

Organization/Topic
Human Progress and Human Services in Montgomery County
Forecast, Scenario Zones:

Visionary/Surprisingly Successful

Expectable

Challenging

Zone of High Aspiration

Zone of Conventional Expectations

Zone of Growing Desperation
Developing these Montgomery County Human Progress and Human Services 2035 Scenarios

1. With DHHS – identify key drivers, review County plans, forecasts

2. Develop expectable, challenging, and visionary forecasts of key drivers and human service areas
   - Input - National Advisory Committee & 37 other experts
   - Develop the “Front Stories” – the macro- and operating environments for DHHS;
   - then “Back Stories” for each of the 6 specific human service areas: aging, behavioral health, child and family, disability, housing, and income supports

3. In the process with DHHS – 9 interviews; four forecasting meetings; a scenario development workshop – involving 18 people from DHHS, the County, and the human services community
STEPPING INTO YOUR SCENARIO

Today- Use the Scenarios to Explore, Consider Implications

Step into your assigned scenario

Consider the implications for current DHHS directions & strategies
Montgomery County DHHS 2017 Directions & Strategies

See Handout

- DHHS Enterprise & Operating Goals
- Strategy to impact clients and staff
  - Department-wide initiatives
  - Program Specific Initiatives
  - Next Steps
Montgomery County Human Progress and Human Services 2035 Scenarios

1. Expectable - Cloudy
2. Challenging – Big Storms
3. Visionary - Beautiful Days
4. Visionary – Blue Skies
Likelihood & Preferability Poll
Montgomery County Human Progress and Human Services 2035 Scenarios

Columns DO NOT have to add up to 100%. The scenarios are NOT to be viewed as mutually exclusive.

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Scenario 1: Cloudy
Scenario 1: Cloudy

- Slow economic growth
- Growing job loss to automation
- Federal cuts in human services, some restoration in the 2020s
- Minimum wage growth in 2020s
- Greater inequity
- More concentrated poverty and family instability
- Smart phones smarter, do more; virtual reality & virtual counselors, coaches
Human Services Overall – 1

- Better coordination
- Technology, data integration, tele- & virtual visits
- Automation of eligibility and some case management
- Individualized service plans
- Two generational strategies
- Funding decreased 2017 to 2021; some regrowth in 2020s, with periodic retrenchment
- Some movement towards “pay for success” model
- Immigrants shape the fabric of Montgomery County
Aging Services – 1

• Baby boomers, 65+ = 20% of County’s 1.1 Million in 2030
• Growth of diabetes and Alzheimer’s (over 60,000 seniors with diabetes in 2030)
• Disability grows
• Medicare remains. But increased costs for insurance and medication, increased the number of seniors on fixed incomes living in poverty
• Senior centers expand, use libraries, and virtualize
• TeleMedicine & virtual care
• Robots, smart homes, affective computing assistants
Behavioral Health Services – 1

- Health care includes behavioral care
- Cross agency information sharing
- Integrated data, focus on prevention and predictive analytics.
- Focus on preventing adverse childhood experiences (ACEs)
- School clinics, counselors & teachers identify behavioral risks and needs
- Intelligent agents, often via smartphone apps, give much behavioral care
- Causes of need for care, including opioid abuse, increase
Child and Family Services – 1

- Family, child needs grow faster than funds
- Immigrants increase
- Single parent and multi-generational households
- Human trafficking grows
- Funding falls and rises; County tries to fill gaps
- Foster families down; Congregate care up
- Two generation strategies
- Integrated data; predictive analytics
- Much counseling, case management by AI
- Prevention more effective in 2020s
- Universal early care, Head Start, Pre-K, year round school
Disability Services – 1

• Disabilities – 180,000 in County, with diabetes, 20,000 of these disabled; total of 60,000 disabled seniors in 2030
• Benefit levels reduced, eligibility stiffened
• Telehealth and virtual reality increased connections, but still isolation remains
• Technology became more advanced: self-driving cars, digital assistants, 3D printing of smart prosthetics, home monitoring and home care robots
Housing Services – 1

- Housing issues remain
- Low income housing policies, rezoning, new technologies
- Sect. 8 funding reduced but in 2020s landlords required to take vouchers, deconcentrating poverty
- Better integrated, consumer focused, wrap around services
- Better coordination with TANF, employment strategies
- Predictive modeling
Income Support Services – 1

- Income supports, particularly TANF experienced cuts, and stricter regulations, 2017-2021,
- In the 2020s, TANF funding rebounded; better job focus
- During slowdowns, more go without cash assistance
  - More participation in informal economy
- Integrated family needs assessment, services and funding
- Food program funding cut with Ryan/Trump budget; SNAP moved to a block grant system; better coordination of providers and programs
- Refugee Cash Assistance continued; in late 2020s replaced by a more generous TANF
Questions?????
and
Likelihood & Preferability Poll
Montgomery County Human Progress
and Human Services 2035 Scenarios

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Scenario 2: Big Storms
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• Recurring challenges:
  – 2017-2021 Federal human services cuts;
  – Employer downsizing and ongoing job loss to automation;
  – Greater inequality;
  – Great Recession of 2023;
  – Extreme weather events
  – More mortgage foreclosures, homelessness, high school drop outs, violence

• Technology advances – AI, virtual tools, health care, self driving cars; Some effect low income families
Scenario 2: Big Storms

• Human service agencies and clients showed creativity - do more with less, coordinate
• Public funding diminishes, the non-governmental sector particularly philanthropic and faith based organizations are more heavily relied upon
• Increased collaboration among providers
• Increased household and community self-reliance
• Human Service workers moved by mission, but overworked and underpaid
Aging Services – 2

• Economic hardships, boomers, diabetes & Alzheimer's increase aging services needed
• Social security benefits decrease
• More seniors on fixed income living in poverty
• For low income elders tech advances by mid 2020s
• Stress on multi-generational homes
• Less housing security and quality for elders, and increased instances of elder abuse
• Many aging services reduced
Behavioral Health Services – 2

• Economic, environmental challenges increase behavioral health issues
  – Including substance abuse
• Health care coverage reduced for many
• “Doc Watson”/intelligent agents help some in 2020s; aid in triage as well
• Increase in incarceration – jails & prisons are largest residential behavioral health provider
Child and Family Services – 2

- Family instability, abuse & neglect increase
- More ACEs; opioid addiction
- More discrimination and violence
- Increased deportations
- Many disconnected youths are not in school or working; this contributes to increased gang activity
- Budget cuts: adult protective services, foster care, refugee assistance, school clothing, transportation, home repair, and job training.
- Increased privatization of services; faith & community groups step up
- Child & family service workers stressed; some automation
Disability Services – 2

• Diabetes, dementia & Alzheimer's increase disability
  – Higher rates in lowest income zip codes; Hispanics & African Americans

• Benefits were drastically cut, and the requirements for eligibility became very stringent

• Technology advances reduced some disability but came to the low income last
Housing Services – 2

- Funding cuts
- Homelessness increases.
- Laws and regulations were changed to allow more unrelated individuals into housing units, permit secondary dwelling structures in homes and in yards; met with resistance
- Churches, synagogues, and mosques step up temporary housing and food efforts
Income Support Services – 2

• Lower TANF benefits and reduced time they could be received
• Unemployment grew; harder to target new jobs, reemployment
• Poverty increases
• SNAP moved to block grant then eliminated
• Refugee cash assistance reduced, then eliminated
Human Services Overall – 2

- Do more with less
- Automate when possible
- Support overworked, underpaid staff
- Human service organizations were increasingly restricted and monitored by federal agencies
- Promote home & community self sufficiency
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Scenario 3: Beautiful Days
Scenario 3- Beautiful Days

• 2017-2021 – Economy & stock market grows; job loss to automation; low wages; poverty & inequality up

• Transformations – 2020 to 2035 –
  – Fairness and equity
  – Economics; employment
  – Technology including “abundance advances”
  – Family and community self-sufficiency
  – Policy – taxation, housing, health care, public safety, guaranteed annual income/guaranteed basic income
Human Services Transform – 3

• More effective and efficient, high automation & intelligent agents
• Integrated, shared data; automatic enrollment
• Guaranteed basic income eliminates TANF, SNAP, other programs & staff
• Two, and multi, generational strategies
• Upstream, preventive approaches supported by information; focused on thriving
• Equity and compassion strengthen social fabric and how human servicers are viewed and delivered.
Aging Services – 3

• Healthy living and technology reduce disabilities or their impact
• Senior services in libraries, cafes, churches, homes and virtually
• Integrated data allows anticipating needs
• Senior group living and co-housing grew steadily through the 2020s, as did “smart homes”
• Elders give their time and attention to others; social health improves
Behavioral Health Services – 3

- Greater self-sufficiency reduces behavioral health problems
- Behavioral health has parity in health care
- Intelligent counselors via smart phone apps and wearable tech tools
- Some human counselors remain
- Integrated data and predictive analytics
- County refocuses on the uninsured, including new immigrants
Child and Family Services – 3

• Informal support groups, coop daycare after guaranteed income
• Reduced child abuse and neglect
• Human trafficking reduced
• Basic income follows child to foster home
• Teen pregnancies down, high school completion up
• Integrated data, predictive analytics focus services, anticipate challenges
• Empathic cognitive computing does case management
• Job training for many shifts to self-sufficiency
Disability Services – 3

• Prevention reduces disabilities; 30,000 seniors with disabilities in 2030; disproportionately seniors of color

• Tech reshapes some disabilities;
  – 3D printing of prosthetics, home robots, intelligent agents, self driving cars and smart homes
  – Virtual reality & services integrate isolated

• Guaranteed basic income affects disability payments.

• Data sharing and partnerships optimize services, interaction
Housing Services – 3

• Housing and homelessness no longer addressed as separate issues
• Construction of more moderate and very low income units
• Zoning & policy changes to support low income housing
• Landlords required/incented to install low cost energy & pass savings to tenants
• Integrated housing, other human services – customer focused, predictive
Income Support Services – 3

• Early 2020s more than rebound – transformation!
• TANF, SNAP, EITC largely replaced by guaranteed basic income
  – Severely disabled get more than guaranteed basic income
• Other supports remain for refugees
• Human services provide planning, support/training
  – Financial literacy
  – Comprehensive employment system enables people to rise higher than the GBI
  – Home & community co-production
  – Volunteering/contributing to the community.
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Scenario 4: Blue Skies
Scenario 4 – Blue Skies

- Strong economy, job shifts, “gig economy”
- Living wage in 2020s, “full employment”
- Attitudes, policies and American Dream evolve
- Tech supports sustainable, equitable communities- “abundance advances”
- Home and community self sufficiency grows
Human Services overall – 4

- Human Services Transform
  - Support equity and family self-reliance
  - More targeted, predictive, automated and effective
  - Two generation/multi-generational strategies;
  - Enables prevention and optimal services
  - Greater community connectivity
  - Integration with agencies, non-profits
Aging Services – 4

- Explosion of elders
- Some disease, disability prevented
- Advanced technology
  - And low cost medical advances
- More accessible housing, group living, cohousing, and aging-in-place.
- Human service workers facilitate effective development and use of these advances.
Behavioral Health Services – 4

- Part of universal health care
- Wellness and prevention focus
- Intelligent agents provide effective care; virtual and face to face options remain
- Genetic and epigenetic analysis, advances in integrative therapeutics in Dx and Rx
- Advances in Medicaid and Medicare by 2025
- The jail remains an important site for behavioral health
- County focuses on prevention with adequate funds, staff and tools
Child and Family Services – 4

• More personalized, holistic, preventive and supportive
• Optimal allocation of cash support
• Child care and pre-K enhanced and better funded
• Family training in abundance advances
• High school and adult training best match person with future jobs
• Immigration reform and refugee friendly policies
• DHHS generates “continuum of care” and measures results for families
Disability Services – 4

- Person-centric wellness approach
- Slowed disabilities – 30,000 Seniors with disabilities in 2030
- Continuum of care, physical and mental health services
- Universal access to health care
- Technological advances reduce disabilities
Housing Services - 4

- Block granting federal funds and for clients
- Best use of funds for services determined with client
- Low income housing from secondary units, tiny homes, 3D printing of home parts, more public funds
- Low cost energy benefits for renters
- Enhanced real-time marketplace for housing units
- Demand for utility shut off services reduced
Income Support Services – 4

• Decreases 2017 to 2021, then increase with flexibility
• Universal Pre-K added in early 2020s
• TANF, other income support payments can be combined into a total family payment
• Comprehensive family self-sufficiency plan
• Workforce development and public education align school and training with likely jobs, personal skills and preferences
• Strong job competition with living wage
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Another view of your Scenario – a multigenerational family in 2030

Vignettes

Family services in 2030 in your scenario as seen through the eyes of a client grandmother -

Sara – grandmother, born 1980
Camilla – mother, born 1997
Eva – daughter, granddaughter, born 2014
REVIEWING YOUR SCENARIO

Review the slides for your scenario

Answer 3 questions

1. Biggest Changes to human services in your scenario
2. Implications for DHHS goals, directions in your scenario
3. Recommendations, to achieve success by human services community in your scenario
STEPPING INTO YOUR SCENARIO

In your small group discuss & develop group answers

1. Biggest Changes to human services in your scenario
2. Implications for DHHS goals, directions in your scenario
3. Recommendations, to achieve success by human services community in your scenario
Listening to the Scenario Reports

What do you hear in two or more scenarios?

What strategic implications?

What recommendations?

Which are “robust”? These work in 2 or more scenarios.
Likelihood & Preferability Poll
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Next Steps and Feedback
Monitor how the futures unfold

Anticipate opportunities and threats

Pursue your recommendations

Check your aspirations & create your preferred future for human services!
Last Words
And
Thanks!!