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# San Antonio Human Progress and Human Services 2035 Scenario Workshop Report

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## Introduction

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San Antonio is a city looking towards its collective future. Institute for Alternative Futures collaborated with SA 2020 to consider: What will human progress, human need and human services be in San Antonio in 2035? What implications does that have for achieving shared community goals, and what modifications or recommendations may be needed over the years to achieve goals? What implications does it have for today's strategies for public and private human service providers and community partners?

On December 17<sup>th</sup>, fourteen Human Service professionals were hosted by SA 2020 at Big Brothers Big Sisters of San Antonio to discuss these questions and “step into” alternative futures presented in the scenarios. These scenarios were developed by Institute for Alternative Futures, SA 2020, a team of 16 national advisors, 37 expert reviewers, and locally more than 30 community leaders from nonprofit, governmental and private agencies across San Antonio.

The San Antonio Human Progress and Human Services 2035 Scenarios offer a tool for the local human services community to explore opportunities and threats, to imagine preferred futures, bound uncertainty and to assess the implications of these futures in the context of their city and work.

The scenarios and Scenario Workshop are a part of the Human Progress and Human Services 2035 project, supported by The Kresge Foundation. This report identifies highlights from the Scenario Workshop Session, including scenario recommendations, likelihood and preferability, and feedback.

## Achieving Community Goals Across the Scenarios

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Participants separated into small groups of 3-5 and “stepped into” one of the four scenario zones. In groups, participants used the SA 2035 Goals (see Appendix A) to consider how successful the goals would be in each scenario, and what modifications and recommendations may be needed to ensure their success. San Antonio is blessed by having its SA2020 Goals and its SA Tomorrow 2040 Sustainability Goals. For this exercise we merged and focused the human services related goals into the SA 2035 Goals to forecast the degree to which the goal had been achieved. Groups discussed the two sets of questions, the first focused on the next 4 years, the second focused on the 2020s and 2030s:

### Question 1: Actions for the next four years

Look at the SA 2035 Community Report Card & short list of key goals. Consider how well the goals were achieved in your scenario. What needs to be done to better achieve these goals in your scenario? These could be adjustments to current strategies to achieve the goals, new strategies, or adjustments to the goals.

- What needs to be done in the **next four years**, what would you recommend? (Include who should implement the recommendation and what goal or goals it relates to).
- How will you know if you are achieving the anticipated outcomes and having an impact in the community?
- How will outcomes be documented and evaluated?
- Based on this information, who are the most affected community members who are concerned with or have experience related to this program?

## Question 2: Actions focusing on the 2020s and 2030s

- What needs to be done **related to changes in 2020s and 2030s**? What would you recommend? (Include who should implement the recommendation and what goal it relates to).

## Scenario 1: The Least We Will Do

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### Question 1 – Next Four Years

- Name of goal: Reduce poverty rate
- Recommendation: City directs outcomes in DHS towards addressing service gaps for immigrants, refugees, and asylum seekers; partnering with non-profits via the City's consolidated funding process to facilitate skills development (technology, automation). Ensure there is no duplication across institutions in our work to maximize impact (United Way, City of San Antonio) and share data in real time.
- Name of goal: Increase volunteerism
- Recommendation: Support the City's Faith Based Initiative to harness the strength of faith communities to serve immigrants, refugees, and asylum seekers. Work with the Master's Leadership program to leverage increasing numbers of retired baby boomers for non-profit capacity building.
- Name of goal: Reduce homelessness, expand affordable housing and mixed income neighborhoods
- Recommendation: Establish a pilot community land trust in San Antonio that purchases land and starts to develop affordable housing in partnership; potentially with, Haven for Hope, the VA Office and partners working on refugee resettlement. Establish a citywide housing policy via the Mayor's Taskforce; matching VITA returns.
- Name of goal: Increase affordable healthy food
- Recommendation: Develop school and hospital collaborations where kids gain knowledge of gardening and cooking healthy foods in collaboration with providing healthy, nutritious meals for hospitals.

## Question 2 – Focusing on the 2020s and 2030s

- Name of goal: Expand affordable housing
- Recommendation: Have local voucher program funded by health industry social impact bonds. Increase affordable housing near public transportation corridors, ensuring our transportation is serving folks with limited mobility or other “invisible” users of public transportation. Align with partners like B Cycle.
  
- Name of goal: Increase per capita income and reduce underemployment
- Recommendation: Foster a pipeline of local talent to match the areas of economic growth (health care, cyber technology). Create and fill jobs that support retiring baby boomers.
  
- Name of goal: Decrease domestic violence
- Recommendation: Integrate healthcare, reduce stigma around mental health, ensure easier access to services, increase knowledge of what help look likes and where to get it (i.e. psychiatrist versus psychologist)



### Questions 1 and 2 - Next Four Years and Focusing on the 2020s and 2030s

- Name of goal: Increasing Per Capita Income
- Recommendation: Offer a high-quality 2-year degree from community college at no cost. Work to embed maximum college credit into high schools where they are a captive audience and combine with professional networking, mentorship, apprenticeships and other key ladders. Engage all higher education institutions in this planning (downward expansion of higher education).
  - This should coordinate with, and foster, the notion of the adults embracing the youth. Efforts could be teamed up with a community focus on literacy and third grade reading levels.
  - Tap into the new donor class (the “new winners” in the economic environment of this challenging scenario 2) to maximize support of local entrepreneurship through micro-lending, venture capital. Focus on addressing income inequality and build businesses in areas that are historically under-invested.
- Name of goal: Income inequality (break up concentrated poverty)
- Recommendation: Must be intentional about public policy; specifically, supporting current equity policies, infrastructure investments and constantly monitor high-need areas
  - Pursue specific investments in building assets in areas of concentrated poverty, small businesses, homeownership, quality housing, public amenities and health supports.
- Name of goal: Mental illness prevention for youth
- Recommendation: Use revenue focused on increasing student attendance to fund on-site mental health care
  - Initial funding could come from a public-private partnership (tapping into “new winners”) and seed funding. This will be sustained by revenue of increased profit.
- Name of goal: Reduce poverty rate
- Recommendation: Build a connective local restorative justice system that shifts away from the criminalization of poverty and tackles root causes. Build on local assets of drug court, new truancy policies, mental health court, predatory lending, the bail system to change the lens of the criminal system
  - Triage for mental health, trauma

- Tiered fines based on income
- Drop charges for those who complete services
- Ban the box and other connected public policies to support re-entry

## Scenario 3: Fiesta

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### Question 1 - Next Four Years

- Name of goal: Reduce Child Abuse
- Recommendation: Identify areas where violent crime occurs and pursue targeted interventions/prevention programs. Use predictive analytics to identify families where there is a risk for child safety (rather than using just “poverty” as an indicator). Maintain or increase funding for services to ensure that children and families can see a mental health professional quickly. Partners include: State (DFPS), COSA/Bexar County, service providers. Additionally, a reduction in the index crime rate will have an impact on this as the level of violent crimes is reduced.
- Name of goal: Mixed-use Development & Mixed Income Neighborhoods
- Recommendation: Be very intentional about the location of mixed-income developments to minimize displacement of residents, ensure access to transportation. Better define costs of living and ensure that living costs remain affordable. Partners include: Mayor’s Housing Task Force, SAHA, developers.
- Name of goal: Increase Voter Turnout
- Recommendation: This is foundational to equity and many of the other aspects of Scenario 3. Identify populations and areas that have low voter turnout and work on efforts to increase. Partners include: COSA & funders (equity work specifically), school districts (education about local government), advocacy organizations as well as nonprofit service providers.
- Name of goal: Consent & Shared Data Systems
- Recommendation: Create a shared system/processes for obtaining consent, allowing access where needed. This will better provide services to our population. Partners include: CI:Now /Alamo Regional Data Alliance.

## Question 2 – Focusing on the 2020s and 2030s

- Name of goal: Reduce Underemployment, Reduce Poverty Rate
- Recommendation: Prepare our systems to meet the needs of an increased number of refugees; this includes efforts on language, workforce training, housing, education and health. As our values shift, we need to ensure that systems also shift to best take care of refugees. Diversification of funding is a strategy in case state policies change. We need to consider: how are these organizations ensuring they can provide continuing caring for this population? Partners include: faith-based communities, ethnic groups/associations and direct service providers.
- Name of goal: Enhanced Partnerships
- Recommendation: Partnerships are integral to many of the components in this scenario. We will need to develop better relationships, trust and understand where we have the most impact to determine where to best augment each other’s work and not duplicate. A shared data system will assist with this. Partners include: collaborative groups – and EVERYONE!
- Name of goal: Reduce Underemployment
- Recommendation: Train students to understand and embrace the “gig” economy. This is in addition to college programs. Properly identify naturally occurring skills and interests in students and embrace and encourage these. Data will inform advising. Partners include: educational NPOs, workforce NPOs, school districts and other educational institutions.



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## Scenario 4: SA 2020 Realized

## Questions 1 and 2 - Next Four Years and Focused on the 2020s and 2030s

- Name of goal: Reduce homelessness
  - Recommendation: City of SA moves toward a “housing first” model
- Mandate: Maintain levels of fiscal equity to crisis housing and the supportive services which traditionally accompany (counseling, detox, job training, transportation, etc.)
- Mandate: Additional points on contract awards to builders who have a longitudinal commitment to SA
- Mandate: Require that as more housing is built, 10% be voucher/subsidized housing

- Name of goal: Screening at health care level disability/mental health
  - Recommendation: Hospital Systems/Medical Schools establish universal pre-screening for identifying developmental disabilities
- Mandate: Screenings as part of visits to general practitioners, as well as clinics (TX MED, WIC, etc.)
- Mandate: Referral to ‘no wrong door’ entity for diagnosis and support services
- Mandate: Once diagnosed, place the individual on Medicaid waiver interest list

- Name of goal: Improved third grade reading level
- Recommendation: When San Antonio school districts merge, the “Super-duper-intendent” of schools will be responsible for public private partnerships to diversify ISD experiences. This will foster the love of, and thirst for, learning. Increase educational opportunities for ISD’s to help children explore and experience nontraditional methods of learning more.

Increase funding and availability of quality Out of School Time experiences (including engagement of elder programs, faith based, NPO’s and cultural establishments).



## Robust Recommendations

After the small groups shared insights and recommendations focused on their respective scenarios with the whole group, participants identified “robust” recommendations. These were those observed across two or more scenarios and represent high priority strategies or avenues

to pursue that make San Antonio more “future proof” in pursuing their shared goals. The findings are as follows:

- Create multi-income, multi-generational communities
- Develop safe shared data systems
- Pursue more equitable and forward-focused education and job pathways – including nontraditional paths, such as apprenticeship programs
- Increase public private partnerships
- Mental health is an area of key focus; increasing access to, and quality of, mental health care will strengthen the community at large
- Address issues in ways that are values-oriented; focus on non-cost options
  - Ex: schools can realize a net gain by providing on site mental health services, which reduce absentee instances and costs
  - Identify deferred cost when needed services are not being provided
- Public policy
  - Better identify local needs and focus on greatest needs in our communities
  - Identify regional options to mitigate federal policy challenges
  - Develop more hyper-local approach, less reliance on federal and state agencies and more local public private partnerships
  - Tap into “winners”, particularly the “new winners” who will benefit from the changing economy – public private partnerships, innovation
- Increase affordable, quality housing (and include cost of rent, utilities, maintenance, etc. when defining what is “affordable”)
  - Develop non-discriminating paths for home ownership
- Systemic recommendations as key strategies
  - Use a broad, “macro” view for strategic planning, under a shared vision of increasing overall wellbeing across San Antonio

## Likelihood and Preferability Poll Results

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The workshop participants were asked to consider both the likelihood and the preferability of each scenario. After each scenario was presented, a poll was conducted and results were revealed in the afternoon. Participants judged the likelihood and preferability of each scenario with a value from 0 to 100; 0 represented not likely or not preferable at all, and 100 represented complete likelihood or preferability. The scenarios were not to be considered as mutually exclusive sets, so the sum of values in each column could exceed 100. Presented in the table below are the average values.

Scenario	Likelihood	Preferability
Scenario 1: The Least We Will Do	79	19
Scenario 2: Even Scarier	36	0
Scenario 3: Fiesta	52	86
Scenario 4: SA2020 Realized	58	93

The participants found Scenario 1 to be the most likely, which reflects the intended construction of the scenario; however, Scenario 1 is not very preferable. The challenging Scenario 2 is not considered very likely, and is not at all preferable. Scenario 3 and 4, the visionary scenarios are high in preferability, 86% and 93% respectively, and fairly high in likelihood. San Antonio’s perception of likelihood of achieving the visionary scenarios is higher than the average across other local and state workshops – 52 and 58% likelihood in San Antonio, compared with 36 and 33% averaged from counterparts. This higher likelihood may be related to San Antonio’s shared community visions, and commitment to current and future equity efforts.

The scenarios provide complex, integrated alternative forecasts for the community and human services. Scenario 1 represents the type of forecasts that are often used in strategic planning to focus strategies in the face of this most likely future. But that creates the possibility of supporting or at least reinforcing a suboptimal future. Scenario 3 and 4 are both more aspirational and leave open the prospect of working to create those more visionary futures.

**Learning and Feedback on the Scenario Workshop**

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To conclude the session, participants were asked to consider partnerships, data, technology takeaways from the meeting, as well as key learning and insights from the session. The full responses are given in Appendix B, but highlights include:

**For Next Steps:**

- For the success of an integrated public and private health and human services continuum, San Antonio must develop and implement a system of shared values and technology. This should include shared data systems, platforms and metrics, integrated across health and human service partners, which aids greater public and private partnerships.

- Opportunities for partnerships and shared work include pursuing public/private collective impact partnerships in each core area, such as education and workforce. Replicable, shareable systems to govern data sharing across agencies will strengthen partnerships. Existing networks and successful initiatives can be expanded and replicated.
- Other data and technology applications for the future of human services include increasing the capacity of organizations to use data analytics for better outcomes, while mindful of consent and safety. Connect informal, and faith-based service deliverers and bridge the digital divide. San Antonio must increase trust in data sharing, collaboration and funds for technology support staff.
- Others who should be at the table for greater impact in achieving visionary scenarios include:
  - Military; corporations; national thought-leaders; the mayor and city managers; grass roots leaders; educators; workforce; state, regional and local government; corporate social responsibility leaders; philanthropists.

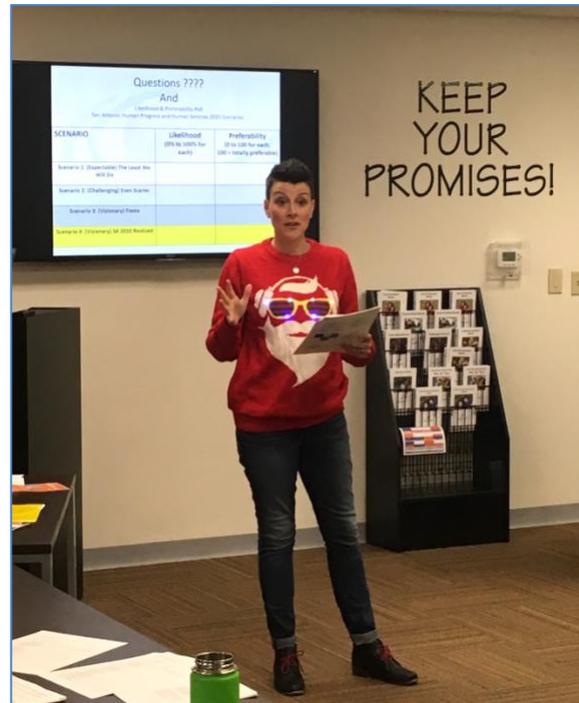
### Feedback on the Scenario Workshop

- Some of the most meaningful things learned or experienced at the workshop include identifying shared local solutions and recommendations, thinking how larger trends impact work, dialoguing with attendees, and the opportunity to envision alternative futures.
- Participants shared they will monitor the forces shaping their organization; thinking in a broader, futures-oriented mindset, while trying to innovate towards maximized potential. Some were inspired to recognize the “wins” even when times are challenging.
- Strategies and tactics going forward will be influenced by more strategic thinking, through multiple lenses and inclusive dialogues towards collective impact.
- Communications and relationships with partners across San Antonio were inspired to be more inclusive, align trends and communicate need for human services in the future, and increase the urgency with which current equity movements change systems and the work.
- Overall, from the workshop, participants enjoyed the positive feeling, the authentic conversations and opportunities to share with others from different backgrounds and the peer learnings.

## Molly's Conclusion

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In her conclusion SA2020's leader, Molly Cox, President of SA2020 and a self-proclaimed realist, shared that her vision of San Antonio's future does not include Scenario 2 (challenging) as an option. She feels confident that the community is moving towards visionary scenarios, building on their shared visions and promises on equity as an integrated value.



## SA 2035 Community Report Card

Merging the SA 2020 Goals and the SA Tomorrow 2040 Goals, focused on 2035, we made the forecasts below for the degree to which the conditions were improved or worsened – the degree to which the goals were achieved or not in the four scenarios.

**Key:** Improved: +, ++, +++  
 Flat or Stagnant: =  
 Worsened: -, --, ---

Community Indicator	Scenario 1 (Expectable)	Scenario 2 (Challenging)	Scenario 3 (Visionary)	Scenario 4 (Visionary)
Increase Volunteerism	+	+	+++	+++
Increase Philanthropic Giving	+	+	++	++
Reduce Recidivism	+	--	+++	++
Reduce Index Crime Rate	+	--	+++	+++
Decrease Domestic Violence	+	--	+++	++
Increase Per Capita Income	+	---	++	++
Abundance advances lower cost of living	+	+ (Home grown food)	++	++
Reduce Unemployment	-	---	--	-
Reduce Underemployment	-	---	+	++
Improve Kindergarten Readiness	++	--	+++	+++
Improve 3 <sup>rd</sup> Grade Reading	+	--	+++	+++
Increase High School Graduation Rates	+	---	+++	+++
Reduce Carbon Energy Use	+	+	+++	+++
Increase Solar Energy Use	++	+	+++	+++
Increase Development with Low Environmental Impact	+	-/=	+++	+++
Reduce Poverty Rate	+/=	---	+++	+++
Reduce Homelessness	-/=	---	++	++
Decrease Child Abuse	+	--	+++	+++
Improve Maternal and Child Health	+	-	+++	+++
Reduce Diabetes Rates	+	-	+++	+++
Improve Access to Health Care	+	--	+++	+++
Universal Access to Affordable Health Care	-	--	+++	+++

Expand affordable housing, healthy by design	+	=	+++	+++
Reduce Health and Behavioral Risks	+/=	--	+++	+++
Improve Housing Affordability and Transportation Affordability	++ +	-- =	+++ +++	+++ +++
Mixed use development; Mixed income neighborhoods	+ +	+ -	+++ +++	+++ +++
Resilient Neighborhood Preparedness	+	+	+++	+++
Communities, parks, and other resources, parks to maintain active healthy lifestyles	++	=	++	++
Reduce urban heat island effects, especially in underserved areas	+	-	+++	+++
Increase affordable healthy food	++	++	+++	+++
Increase local food production	++	++	+++	+++

**Appendix B: Next Steps and Feedback Form**

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## Next Step Questions

### A. What do you see in terms of an integrated public and private health and human services continuum in San Antonio?

- Importance of strengthening partnerships among stakeholders and critics of value in development and implementation of a valuing, share and tech system. Partnerships to share data should use to improve outcomes for children and families.
- Shared data and metrics, common platforms, collaboration (Real collaboration), are all key trends to move forward. WE have some, but need to keep growing.
- Integrated health across systems (school, health, legal, etc.)
- Definitely the need for these shared data systems and alignment of work and outcomes. Doing this thoughtfully, intentionally and completely will set us on the right path. Keeping collaborative work in mind will allow us to best deliver services.
- Community based care is coming to Bexar county in 2018
- There is a growing reliance on public/private partnerships
- One comprehensive web based platform where agencies/ health systems, etc. can communicate to decrease duplication and increase efficiencies

### B. Where are the next opportunities for partnerships and shared work?

- Maximize on existing networks for successful initiatives to broaden the support to reach to impact less than successful outcomes.
- Additionally, apply best practices to known strategies to address hard to address community challenges.
- Public private collective impact partnerships in each core area – education, workforce, etc.
- Elevating awareness about the systems change and equity work that is leading to scenario 1 as “business as usual”
- Build replicable, shareable systems to govern data sharing and efficient management of consent across agencies
- School and mental health partnerships
- Work within cost departments – trickle down to NPOs and SA2020 partners

- Work with local funders – this has started – how can we also get corporate folks involved
- Buried health collaborations, coalitions to take a human service issues and create a collective impact together
- Public private partnerships – campaigns and public awareness

**C. The scenarios forecast significant impacts of data and technology on our work, including automated eligibility processing; more comprehensive family needs/resource analysis; predictive analytics anticipating/preventing problems; cognitive computing apps doing counseling and case management. What other data and technology applications do you see in the years ahead for human services?**

- Ways to connect the community to informal, faith based and other community refocus outside of the formal health and human services system. Increase connectivity in all areas of our community, breech down to digital divide to integrate communities.
- Technology adoption for older users; social/communication/relationship support for digital natives who lack these skills
- Increasing the capacity of organizations and leaders to use data analytics for better outcomes
- Make data and data analysis race conscious
- Turn “data driven” into “value driven” or “vision driven”
- Build capacity of front line practitioners to use data in their work and feel empowered by it. Collect qualitative data on how people experience the processes in place and adjust them. Build public confidence in cross-agency data sharing and awareness of benefits.
- Integrated systems that share info, predict, intervene could be huge!
- Looking back to consent, access and – who/ how to implement
- The need for team operations for foster youth
- An opportunity to address neonatal abuse syndrome in infants born with substances in their systems
- See above... increase trust, increase collaborative, increase money to support staff, hardware and time to allow staff to operate in this manner

**D. Who else needs to be at the table for greater impact in achieving our visionary scenarios?**

- Experts from fields, education, mental health, health and other services
- Military, corporations, national thought-leaders
- Mayor
- City manager
- Grass root leaders, educators
- Schools (K-12, college, technical) and school leadership
- Folks who are not in health/human services but related (arts, development, etc)
- Workforce folks
- Philanthropists, municipal, state and federal entities
- State, regional, local government
- Corporate social responsibility folks

**Feedback on the Scenario Workshop**

**1. What were the most meaningful things you learned from the San Antonio and Bexar County 2035 Scenarios or experienced at the workshop?**

- The opportunity to envision future, alternatives and connect strategies to achieve those outcomes
- Dialogues with the attendees – I always learn something new
- Our current work is establishing a foundation that will make Scenario 2 impossible; that will make the power of our city trump (!) inequitable state and federal policies and decision making
- Thinking about how larger trends impact our work
- Local solutions to shift systems to meet needs here
- We (as a community) are positive and not afraid to address challenges!
- We share common goals but also identified many common solutions/ recommendations which was really cool
- The variety of scenarios which articulate possible reality
- Interesting scenarios

## **2. In what ways may your learning or insights from the scenario process affect:**

### **a) How you monitor the environment, the forces, shaping your organization?**

- Thinking in a broader outcome futures way
- We've used the SWOT and now I see how limiting it can be
- I feel more inspired to recognize the "wins" even when it's challenging! Rebecca's comment on that was fantastic!
- It energizes innovation and maximizes potential
- Mindful of good, better, best outcomes
- If we don't do anything ...

### **b) The strategies or tactics you pursue?**

- More broad, inclusive discussions and dialogue
- More collaboration, collective impact ahead!
- Consider different alternatives, create contingencies
- Become more strategic in looking through multiple lenses
- Purposeful and time sensitive relationship to avoid bad scenario #2

### **c) Your communications and relationships with partners in the community?**

- More inclusive
- new interesting folks I can partner with and/or new concepts
- increases my urgency to share our current equity and systems and change work
- align with trends and communicate need for our work in the future
- communicate successes, address challenges from an asset based approach
- how to maximize partnerships and look beyond natural partnerships

## **3. From today's workshop itself, what did you like most about it?**

- Opportunity for interaction with others in health and human services fields.

- Authentic conversations; positive feeling/ambience, FUN!
- Spending so much time being asset-based, even in scenario 2!
- The assessment from participants about the likelihood of scenarios
- Brainstorm – for possible, good solutions
- Liked diving in with different folks from different backgrounds, then sharing with the group and seeing our common recommendations
- Interactions and learnings from participants and peers
- The scenarios – not just visionary for my agencies best possible future but the community and how much is interwoven

**4. For today's workshop, what improvements would you suggest for future Human Services scenario workshops?**

- Longer session
- Less PowerPoint or comparison of scenarios vs. bullet points
- Build interaction in the first couple hours
- More breaks
- Shorter if possible (especially the reading of scenarios)
- Provide coffee
- Integrate more info about state initiatives and local opportunities

**Other comments**

**Please share any other comments you have regarding this project, including any other impact this effort has had or may have on your work.**

- Working with SA2020 and IAF feeds my soul
- Thank you so much for coming to San Antonio and allowing us to envision what is possible. The entire exercise promotes dreaming big.