

# Now is a good time to clarify guiding principles for decision making

## Categories of principles

## Examples of guiding principles

### Protect the mission



- We will find ways to safely and effectively continue our core programs
- We will prioritize activities where there is greatest need in the communities we serve

### Put people first



- We will prioritize the well-being of our people
- We are invested in the long-term careers of our team members

### Elevate equity



- We will use equity as a lens for all decision making related to the people we employ
- We will prioritize people of color when weighing programmatic or operational shifts

### Focus on financial sustainability



- We will aggressively protect revenue streams before cutting critical expenses
- We will preserve the long-term financial health of our organization

# Scenario planning is a way to navigate uncertainty and provide structure around making key strategic choices

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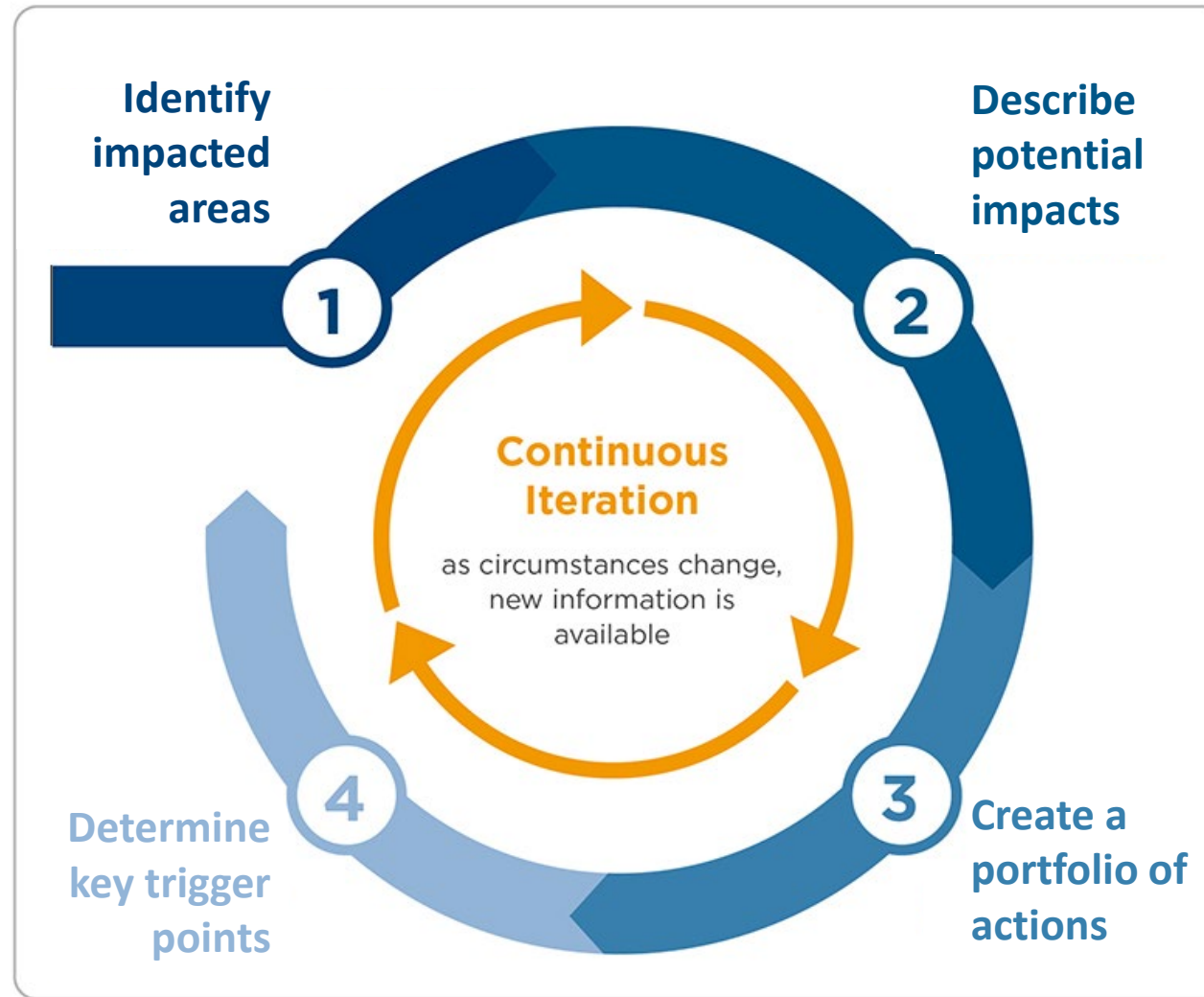
Develop scenarios



**TIP 1:** Focus on a few distinct, plausible scenarios; avoid overcomplicating



**TIP 2:** Ultimately, your local elections may have more impact on your day-to-day work; consider scenarios based on those outcomes instead



# STEP 1: Identify Impacted Areas

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## IDENTIFY IMPACTED AREAS

Describe potential impacts

Create portfolio of actions

Determine key trigger points

What aspects of your organization might be most affected by the election outcome(s)?

### PROGRAMS



### OPERATIONS



### FUNDING



### TIP:

Don't get distracted by small stuff as you consider both potential risks and opportunities

## STEP 2: Describe Potential Impacts



Consider both the short- and longer-term impacts for your organization, for example:

**Programs & services:** What might be the potential impact on communities you serve? What new needs might there be? What restrictions might you face in terms of how you do your work?

**Operations:** Who on your team might be most impacted, and how might they be impacted?

**Funding:** What might be the impact on the different sources of revenue you rely on (government, philanthropy)?



Precision isn't the goal;  
leverage experience from  
previous crises

## STEP 3: Create Portfolio of Actions



### Appropriate for any scenario

“No regrets” actions with protective and positive benefits under any scenario

Make sure you have emergency plans in place; reach out to key partners

### Smaller-scale and flexible

Actions that can be executed quickly and reversed, if needed, as circumstances change

Temporarily increase supports or flexibility for staff (e.g., remote work)

### Larger and more permanent

Actions that reflect significant investments, cost reductions or operational changes

Open or close a program site, or revise a strategy, based on political or funding changes

## STEP 4: Determine key trigger points



### Trigger point could be an **EVENT**

If X happens on election day, we'll send a communication to all staff and key partners



### Trigger point could be a **DATE**

By X date, we'll need to decide whether to cancel or shift the agenda for a convening we have scheduled



### **TIP:**

Establish (or update) your decision processes and roles so that you're ready to act when needed