Build Scenarios

Step 1: Identify uncertainties *Brainstorm and prioritize uncertainties outside your scope of influence (e.g., economic, health, environmental, etc.).*		**Step 2: Describe future for each** *Describe future in three outlooks: sunshine (back to pre-pandemic stability in 0-18 months), partly cloudy (stability in 18 months-3 years), or rain (stability in 3-5 years).*			**Step 3: Identify market signals** *Write best way to know if outlook looks more like sunshine, cloudy or rain.*
Uncertainty	**Priority?**	**Sunshine**	**Partly Cloudy**	**Rain**	**Market Signals**
Will public health control the virus spread? How traumatized will students be by the pandemic and systemic racism? Will schools allow in-person after-school programs? Will school budget cuts eliminate professional development and afterschool budgets?			Virus is not under control through 2021 Students traumatized and are in high need of care. Teachers require guidance and advice to support their students Schools offer online option all year to reduce in-person students, episodic quarantines. After-school programming is not allowed.		**Lead Signals** • Spikes of virus post relaxing of social distancing over the summer • Corporations announce continued work from home plans through fall • Unemployment rises to 20% **Lag Signals** • District education budgets are cut on average by > 15% • Few/no signed contracts for '20/'21 afterschool programming by August • Pipeline of $XX SEL focused education funder dollars by August
Pro Tip: Scenario thinking can be shortchanged by only brainstorming financial uncertainties. Program and impact uncertainties are equally vital to attaining your mission. Make sure your list covers all three.		**Pro Tip:** The multiple pandemics have created permanent shifts in society. What are things that are not likely to revert back to their pre-pandemic state? Look for patterns across all scenarios. Are there elements of your work you have to change regardless of weather?			**Pro Tip:** Look for leading and lagging market signals. Leading signals are those that may show up outside your organization (e.g., rising unemployment) before you see a lagging signal in your work (e.g., increased demand for services).