

Nonprofit Scenario Planning Webinar

May 2020

Presenters



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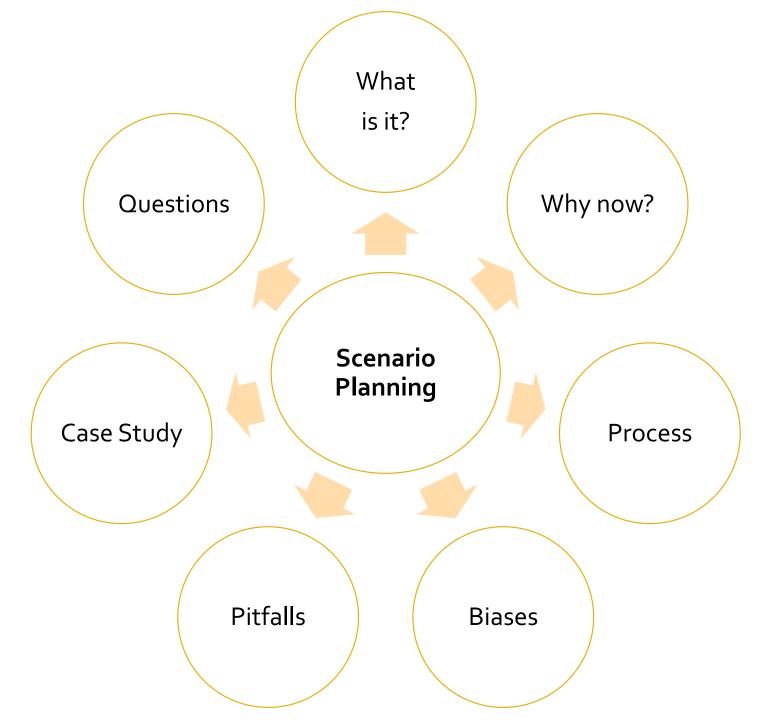
Bobby Walker, Jr. Chief Executive Officer







Mind Mapping





Scenario Planning... What is it? A <u>disciplined</u> way to imagine possible futures based on internal and external assumptions that may impact how the future could unfold

Tells a story with many possible endings

Hypothesis testing





WHY NOW?

Scenario planning helps you...

- react quickly and decisively
- recognize or mitigate risk
- plan for growth
- choose a method that works for you





Define your purpose

1.

Process

- Identify external and 2. internal assumptions that will be used as drivers for decisions
- Identify critical 3. uncertainties
- Develop two-three 4. plausible scenarios
- Outline the implications 5.





1. Define your purpose

- What is the issue you are trying to assess and address?
- 2. Who needs to be involved?
- 3. Who needs to be informed?
- 4. What process are we going to use?
- 5. How far out are we trying to predict?





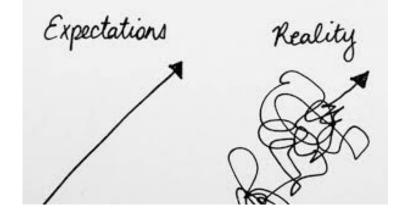
2. Identify assumptions that will be used as drivers for decisions

- 1. What are the major external factors likely to impact on our scenarios?
- 2. What are the key internal drivers that you need to address?
- 3. What information do you need?
- 4. Where can you get it?
- 5. How can you get it?



3. Identify critical uncertainties (and certainties)

- 1. What do you believe to be true about your future?
- 2. What do you need to know that you don't know now (beyond your intuition)? Where can you get the information?
- 3. What do you know you don't know?
- 4. What do you believe is highly uncertain about the future?
- 5. What do you believe is certain?





4. Develop twothree plausible scenarios

- 1. What are the benefits to each scenario?
- 2. What are the risks to each scenario?
- 3. Are they consistent with your mission and values?
- 4. Do they draw upon your strengths?
- 5. How will you decide the course of action?





5. Outline the implications

- Looking through an equity framework, who benefits most and least?
- 2. Do you have the right data, technology, bandwidth and skills to develop and maintain scenario plans?
- 3. What is the short- and longterm impact on clients, staff and community?
- 4. How does it protect the organization? Financially?
- 5. Does it help the organization prepare for the future?





Biases

- Overconfidence
- Underprediction
- Overprediction

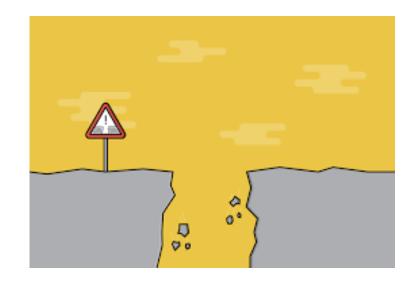




Avoid these pitfalls!



- Developing scenarios without defining the issues first.
- 2. Having too many scenarios. Focus on two-three major uncertainties.
- 3. Fixating on one scenario.
- 4. Holding on to a scenario after it has stopped being relevant.
- 5. Focusing only on shortterm. Do not hesitate to look far ahead.
- 6. Looking for the perfect scenario.
- 7. Accepting intuition as your primary data point.



Best Practices

- **1**. Assemble the right team.
- 2. Ask the right questions.
- 3. Get the right data.
- 4. Keep the scenarios simple.
- 5. Be honest with your financial models.
- 6. Build a nimble response.





Case Study – Boys & Girls Club of Greenwich

- **1**. Define purpose
- 2. Identify external and internal assumptions that will be used as drivers for decisions
- 3. Identify critical uncertainties
- 4. Develop two-three plausible scenarios
- 5. Outline the implications





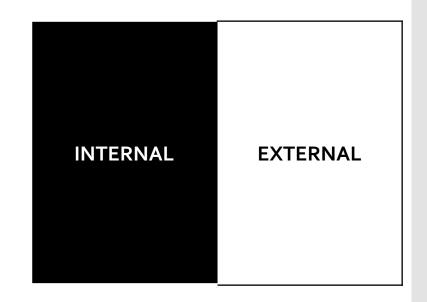
1. Purpose

Ρυ	irpose		
1.	What is the issue?	Summer Camp 2020	
2.	Who needs to be involved?	Executive Team	
3.	Who needs to be informed?	Board Staff Parents Community	
4.	What process are we going to use?	As follows	
5.	How far out are we trying to predict?	4 months	



2. Assumptions

- 1. What are the major external factors likely to impact on our scenarios?
- 2. What are the key internal drivers that you need to address?
- 3. What information do you need?
- 4. Where can you get it?
- 5. How can you get it?







	External Drivers	What info?	Where can you get it?	Who? When?
	COVID-19 and kids' virus	Local rates	CDC Local Health Dept Greenwich Hospital	MS (5/18)
-	State of CT	OEC Regulations	OEC to release report on 5/18	MS (5/20)
	BGCA	Recommendations	National & Regional Meetings Written Notifications	BW (5/18) DP (5/22)
	 Community Partners Board of Ed Greenwich DHS Other programs United Way Person-to-Person 	What are their plans? What is the community need?	Telephone Calls & Emails	BW (5/22)
	Parents & Kids	What are their plans? What are their needs? How comfortable are they? How have they been affected by COVID?	Telephone Calls Online Survey	BW (5/20)





Internal Drivers	What info?	Where can you get it?	Who? When?
Facilities	What needs to be done? Changes? Costs?	Facility Audit Regulations	MS & DP (6/1)
Operations	What will camp look like? What precautions?	Program Plan	MS & DP (6/1)
Staffing	Willingness to work? Risk factors?	Survey	BW (6/1)
Staff Training	What trainings will staff need?	BGCA / OEC Guidelines	MS & DP (6/15)
Leadership Change	CV starts in CEO role on 6/15	CV involved in all conversations	CV & BW (Ongoing)
Communications (Board, Staff, Parents, Donors, Partners)	Need to understand plan, process and precautions	Communications Plan	CV (5/20)
Registration	Should it be closed until a decision is made?	Scenario Team will decide	Scenario Team (5/20)
Funding (Grants, Camperships)	What is available? Are camperships available?	Conversations with funders	BW & CV (6/1)
Budget Implications	What will camp cost? Projected revenue?	Financial Plan	LK & Finance Comm (6/15)



3. Uncertainties & Certainties

Critical Uncertainties & Certainties			
What do you believe to be true about BGCG's future?	 COVID will be here for the foreseeable future Kids needs a place to go Parents need a safe place for their kids 		
What do you need to know that you don't know now? Where can you get the information?	 What do the parents need? How comfortable is staff? Is the Club prepared for summer camp in the new environment? What are the funding implications? 		
What do you know you don't know?	 Future COVID direction State response Parents' willingness to send their kids Staff willingness to work 		
What do you believe is highly uncertain about the future?	 COVID rates Parent & kid comfort Staff comfort 		
What do you believe is certain?	 The Club will do what it takes to be a safe and healthy place for kids and staff 		



4. Two-three scenarios

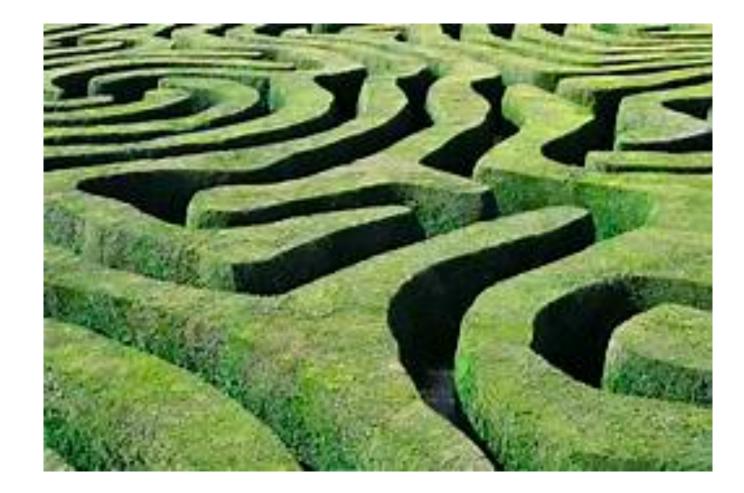
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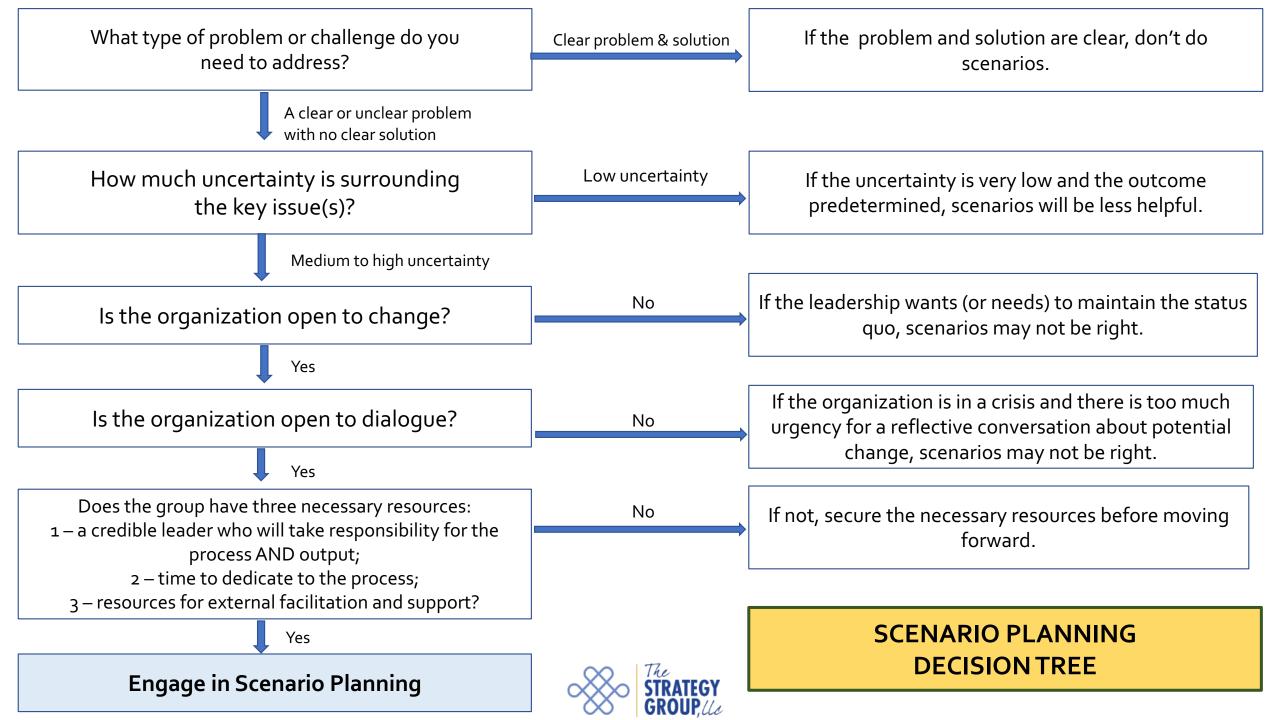
EXTERNAL & INTERNAL DRIVERS	RATIONALE	SCENARIO A NO CAMP	SCENARIO B ONE SUMMER CAMP SITE	SCENARIO C MULTIPLE SUMMER CAMP SITES
Virus Spread	Impacts staff capacity & community needs	High Spread/ Limited Testing	Moderate Spread/ Adequate Testing	Low Spread/ Adequate Testing
Public Health Response	Impacts ability to offer services	Stay at home order OR No stay at home order, but encouraged	No stay at home order Summer camps to re-open Able to execute on state mandates	No stay at home order Summer camps to re-open OEC exemption approval Able to execute on state mandates
Family Response	Impacts enrollment	No enrollment	Max enrollment = 90	Max enrollment = 180
Staff Response	Impacts ability to find and retain staff	Limited staff	Adequate staff:camper ratio	Adequate staff:camper ratio
Other The STRATEGY GROUP, ILe		Online services	Building preparations are executed	Building preparations are executed

IMPLICATIONS		SCENARIO A NO CAMP	SCENARIO B ONE SUMMER CAMP SITE	SCENARIO C MULTIPLE SUMMER CAMP SITES
Scenario Impact	What happens after the scenario occurs?	Kids do not have camp Online programming and support	Camp is largely outside at Camp Simmons which may lower the infection risk. Up to 90 kids served	Camps are inside and outside which may increase the infection risk. Up to 180 kids served
Questions	What questions do you have about the scenario?	What to do with staff?	What to do if it rains? What to do if someone tests positive? Shows signs while at camp?	What to do if someone tests positive? Shows signs while at camp?
Alternative Plans	What alternatives may you take if necessary?		Close camp if there is an outbreak	Close camp if there is an outbreak
Priorities	Who are the priority families/kids?		 Club Kids Parents are essential workers Parents are employed Already enrolled Referrals from other organizations of high need families Families with financial need but camps have closed 	



When is scenario planning right?





References

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Questions!

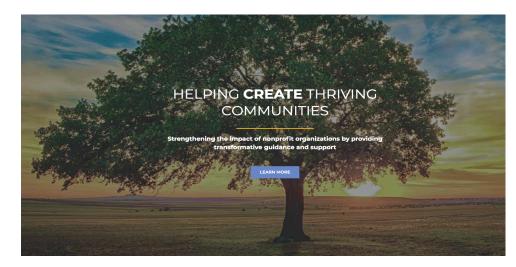
Please enter questions into the chat feature!





The Strategy Group

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If you would like to set up a free 30-minute phone call with Debra, go to this link... <u>https://calendly.com/dwhertz/time-with-debra.</u>

