# Build Scenarios

## Step 1: Identify uncertainties
**Brainstorm and prioritize uncertainties outside your scope of influence (e.g., economic, health, environmental, etc.).**

<table>
<thead>
<tr>
<th>Uncertainty</th>
<th>Priority?</th>
<th>Sunshine</th>
<th>Partly Cloudy</th>
<th>Rain</th>
<th>Market Signals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will public health control the virus spread?</td>
<td></td>
<td>Virus is not under control through 2021</td>
<td>Students traumatized and are in high need of care. Teachers require guidance and advice to support their students</td>
<td>Will school budget cuts eliminate professional development and afterschool budgets?</td>
<td>Lead Signals</td>
</tr>
<tr>
<td>How traumatized will students be by the pandemic and systemic racism?</td>
<td></td>
<td>Students traumatized and are in high need of care. Teachers require guidance and advice to support their students</td>
<td>Students traumatized and are in high need of care. Teachers require guidance and advice to support their students</td>
<td>Will school budget cuts eliminate professional development and afterschool budgets?</td>
<td>Lag Signals</td>
</tr>
<tr>
<td>Will schools allow in-person after-school programs?</td>
<td></td>
<td>Schools offer online option all year to reduce in-person students, episodic quarantines. After-school programming is not allowed.</td>
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<td>Will school budget cuts eliminate professional development and afterschool budgets?</td>
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</tbody>
</table>

## 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.**

**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

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**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).