



Strategic Contingency Scenario Planning

Offered in partnership by 1000 Feathers and Tenacious Change

What is Strategic Contingency Scenario Planning (SCSP)?

Strategic Contingency Scenario Planning is an aspect of organizational resilience focused on anticipating and preparing for revenue or funding losses before they occur. It is designed for individuals who have project, fiscal, and financial management responsibilities for programs, divisions, or departments within an organization, as well as those with overall organizational leadership responsibilities (e.g., Executive Directors, CEOs, etc.) By anticipating and preparing for revenue losses, leaders and managers are better prepared to help their staff and programs survive even severe cuts. In SCSP, managers are taught how to prepare scenarios to address each of the following revenue loss levels:

1. Minor Losses or Flat Level funding (<10% revenue loss)
2. Significant (10% to 25% revenue loss)
3. Major (25% to 50% revenue loss)
4. Severe (50% to 75% revenue loss)
5. Catastrophic (75% + revenue loss)

Within each of these scenarios, managers need to be prepared with potential decisions and strategies related to three key moves:

- A. **Financial Moves** ensure a program has capacity to provide services, even if they need to be temporarily reduced.
- B. **Structural Moves** create a stronger competitive posture for a program making it ready and able to seize new, and possibly different, opportunities.
- C. **Engagement Moves** increase the perception of value of the whole program or its core elements both within its parent organization and in the broader community.

Why invest in SCSP?

Strategic Contingency Scenario Planning is designed to address a need nobody in the nonprofit sector hopes occurs: significant, unexpected funding losses. However, a recent change in Federal administrations in 2017 has made Strategic Contingency Scenario Planning more important than ever. Philosophical, ideological, and political shifts in the new administration have already resulted in significant changes and decreases in funding on a wide variety of social issues. For example, in mid-2017 more than 80 nonprofits were directly impacted by the administration's decision to defund the Office of Adolescent Health Teen Pregnancy Prevention program and to end the program two years early, on June 30, 2018. This administration move has been widely viewed as a foreshadowing of additional changes and cuts to come.

The Federal government is not the only funder that can make unexpected and quick funding decisions which directly impact nonprofit organizations. SCSP helps nonprofits be ready so they will not be caught off guard if, and when, funding goes away.

What are the benefits of SCSP?

Your organization's leaders and managers will understand the importance and value of strategic contingency scenario planning. They will begin to anticipate and prepare for unexpected, significant revenue and funding losses. By the conclusion of this engagement, it is expected that participants will have the capacity to create Strategic Contingency

Strategic Contingency Scenario Planning

Scenario Plans for their programs, departments, divisions, and even whole organizations. Further, it is hoped each will have a basic outline for their plans and be moving toward creating full plans for each scenario. All leaders and managers will learn how to use tools created by 1000 Feathers and Tenacious Change to assist with planning, including the SCSP Action Plan template.

What is involved in SCSP?

1000 Feathers and Tenacious Change offers a two-day Strategic Contingency Scenario Planning training and consultation for leaders and managers in your nonprofit organization. The training is offered on Day 1. It provides information and tools needed to do SCSP. It also includes a case study to provide practice in SCSP. Day 2 is a consultation and coaching day. 1000 Feathers and Tenacious Change consultants will meet one-on-one or in small groups (by department, division, or program) to assist with specific funding challenges and contingency scenarios. The two day engagement will jumpstart your organization in the important work of Strategic Contingency Scenario Planning.

What does SCSP cost?

Single Organization: Total cost for a single organization, inclusive of preparation calls, materials, travel expenses, and two follow-up technical assistance calls is \$15,000 - \$20,000 (depending on location and associated travel costs).

Cohort (two or more organizations): If two or more organizations would like to come together to share the SCSP training, special pricing can be applied. Please contact us for an estimate.

For more information or to schedule, contact either Tom or Forrest at:

Forrest Alton, President, 1000 Feathers

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Forrest has been involved in the nonprofit and social service sectors in a variety of capacities and settings for more than 15 years. For the last decade, he served as the Chief Executive Officer of the South Carolina Campaign to Prevent Teen Pregnancy, where his leadership and management resulted in the significant growth of an agency, which is now recognized as a national leader on issues related to adolescent health. It happens because of strong vision, strategic thinking, bold leadership (and certainly a little luck). Forrest recently stepped down from the C-Suite to focus his energy on the launch of 1000 Feathers and to try and do his part to make the nonprofit, social sector, and philanthropic sectors stronger by training and developing leaders, helping organizations to think and act more strategically, posing the difficult questions you may be afraid to ask, and encouraging big, bold, courageous conversations at all levels of organizations and throughout communities. A dynamic and inspirational leader, Forrest has developed a contagious energy and enthusiasm for leadership and strategic thinking.

Tom Klaus, President, Tenacious Change

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Tom Klaus, PhD is a Maryland-based nonprofit consultant, speaker, trainer, writer, and president of Tenacious Change, LLC. The mission of Tenacious Change is to animate and equip people, organizations, and communities to lead change for the greater good. In addition, Tom is a Thought Leader with Tamarack Institute, a Canadian social change organization, and an adjunct professor at Eastern University (Philadelphia) in the MBA in Economic Development and PhD in Organizational Leadership program. He has recently served on expert panels for the Office of Adolescent Health. His clients include local, statewide, regional, national, and international organizations and agencies. Tom has helped clients with adaptive strategy planning, community engagement and mobilization, talent management, organizational change and resilience, board development, program sustainability, leadership development, team development, and strategic conflict management. His published work on community change, co-authored with Ed Saunders, PhD, resulted in an invitation to the Obama White House in 2016 to meet with Promise Zone leaders from across the United States.