

Step 2: Map External Factor Impacts to Mission Drivers

Nonprofit leaders face an unprecedented number of uncertainties and risks amid the government funding and policy changes that span all aspects of their organizations—only a subset of these matter most and it is critical to prioritize among them in scenario planning. To complete this worksheet, first identify the drivers (i.e., major elements) of your organization's economics and impact across three categories: beneficiaries, programs/operations, and funding. Next, assess the level of importance of each driver to your organization (degree it financially impacts your organization or your ability to achieve your mission outcomes) and the probability the factor will happen. After completing the chart, note which drivers are at both a high level of importance (to organization economics and/or mission impact) and a high probability you will use these in the next worksheet to develop scenarios.

Based on the External Factors Identified, Outline how each impacts beneficiaries, programs/operations, and funding			Level of importance			Probability		
			Low	Med	High	Low	Med	High
Beneficiaries	List How Beneficiaries will be impacted by External Factors	* E.g., access to services decline or food insecurity increases						
Programs/ Operations	Outline how Programs and Operations will be impacted by External Factors	* E.g., facilities, operational staff capacity etc.						
Funding	List how different funding streams are impacted	* E.g., fee-for-service revenue, government grants, etc.						

*Organizations with multiple programs should begin by elevating the critical programs that anchor their mission and economics, **and** are facing the highest impact based on the external factor. Level of importance in this context refers to the driver's contribution to your organization's economics (e.g., percentage of revenue or expenses) and/or your mission (e.g., role in the community or ability to achieve intended outcomes) achieving target outcomes)