

Jan 20, 2021

Hello, PLA Board Members!

At our meeting on Friday, we will conduct a preliminary analysis of the environment surrounding our strategic planning activities. We do this to make our collective thinking explicit and to share insights that will inform our next steps, including stakeholder engagement.

The framework we will use is called CAIRO, which stands for:

* **C**onstraints: Limitations or restrictions (legal, programmatic, policy, personnel, etc.)
* **A**ssumptions: Suppositions or things taken for granted that should be made explicit
* **I**ssues: Challenges that are being, or must be, dealt with right now
* **R**isks: Possible future events that will likely have negative impacts
* **O**pportunities: Possible future events that will likely have positive impacts

We will have a facilitated conversation on this topic with notes taken by M&B.

For those of you who like to think about things ahead of time, we have created a worksheet (below) to organize and capture your thoughts.

All best.

Abby, Jane and Mike

**CAIRO WORKSHEET**

***Framing question:* *What CONSTRAINTS, ASSUMPTIONS, ISSUES, RISKS, and OPPORTUNITIES should we consider as we work together to create strategies that will ensure the success of PLA and the highest outcomes for its members.***

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| **ELEMENT** | **YOUR THOUGHTS** |
| CONSTRAINTS |  |
| ASSUMPTIONS |  |
| ISSUES |  |
| RISKS |  |
| OPPORTUNITIES |  |