WORKSHEET / OPERATIONS & RESOURCES

Program Decision Matrix

Consider whether to protect, redesign, pause, or release a program, with community input and attention to obligations.

Use these four options to discuss a program's future. The matrix does not compute a decision. Mission, community priorities, commitments, equity, and operating conditions all need a fair hearing.

Protect

- Mission-central
- High community need
- Keep resourced

Redesign

- Important but demanding
- Adapt delivery
- Restructure support

Pause

- Lower urgency for now
- Revisit later
- Preserve the option

Release

- Low mission fit
- High drag on capacity
- End with care

Questions to guide the choice

- How well does this program align with our mission?
- Who depends on this program, and how much?
- What obligations or commitments attach to this program?
- Does this program fit our funding strategy and financial realities?
- What strain does this program place on staff and organizational capacity?

Invite the perspectives of people who rely on the program. Check legal, grant, contractual, and other commitments before changing or ending work.

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WORKSHEET / OPERATIONS & RESOURCES

Program Decision Matrix

Document the choice and the care it requires

1 Program and decision to consider

What are we reviewing, and why now?

2 Community, mission, and obligations

Who depends on this work? What do they say? What commitments must be honored?

3 Resources and equity

What are the cash and capacity implications? Who bears the effects of each option?

4 Our proposed choice and rationale

Protect, redesign, pause, or release? Explain why the choice fits the evidence and context.

5 Follow-through

Who decides and communicates? What transition support is needed? When will we review?

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