

Decision Framework for Moonshots

To ensure major initiatives (“moonshots”) are developed through a disciplined, mission-aligned process and brought to trustees at the appropriate time for informed decision-making.

1. Idea Identification

Ideas emerge from community partners, data trends, staff insights, and system opportunities.

Staff conduct an initial scan to assess mission alignment, potential impact, and whether the idea warrants deeper review.

2. Preliminary Staff Assessment

Staff complete a brief assessment of need, evidence, early feasibility, and alignment with strategic priorities. Ideas that appear viable move to leadership review.

3. Leadership Review and Prioritization

Leadership evaluates whether the idea is significant enough to explore as a moonshot.

If approved, leadership authorizes development and work progresses on concept briefing.

4. Moonshot Concept Development (Staff)

Staff conduct a deep analysis, including:

- Data and landscape review
- Stakeholder and community input
- Systems-level impact assessment
- Investment and timeline estimates
- Risk analysis and mitigation options

This results in a Moonshot Concept Brief.

5. Leadership Recommendation to the Board

Leadership reviews the Concept Brief, refines it, and determines whether to forward it to trustees for consideration.

6. Board Review and Discussion – work session

Trustees receive the moonshot proposal, engage in discussion, and evaluate:

- Mission alignment
- Beneficiary impact
- Investment requirements
- Risks and feasibility
- Expected outcomes

Trustees request clarification as needed.

7. Board Decision Authority

The Board votes to approve, modify, or decline the proposed moonshot.

Approval authorizes staff to proceed with implementation planning and resource allocation.

8. Implementation and Oversight

Staff implement and monitor progress. Leadership oversees execution and trustees receive regular updates.