



## Identifying Strategic Issues

### Topics

#### Constituent Needs:

- What are the top three needs our constituents have today?
- Do immediate and long-term needs differ? If so, how?
- How have these needs evolved over the last five years?
- How well do our programs directly address these needs?
- How has demand for our services changed over the last three years?
- How has the evaluation of our programs been over the last three years?

#### Funding Trends:

- What is the percentage of earned revenue versus philanthropic support our organization receives and how has this changed over the last three years?
- What are the main revenue streams for the organization, what percentage of revenue are they for the organization and how have those changed in the last three years?
- What is the organization's operating reserves and how have they changed over the last three years?
- Do we know the surplus generated or subsidy required for each business line and have these changed significantly over the past three years?
- How has the funding environment changed over the last three years? Do we see this continuing?

### THE SUSTAINABILITY MINDSET

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Topics	Your Answers
<p><b>Other External Factors:</b></p> <ul style="list-style-type: none"><li>• Who else in the community is offering similar services to ours and do we have a competitive or collaborative relationship with them?</li><li>• Are for-profit companies entering our service space?</li><li>• Are community leaders, elected and other, supportive of our organization's mission or is there a divide in support?</li><li>• Have we received negative press in the past two years?</li></ul>	
<p><b>Internal Factors:</b></p> <ul style="list-style-type: none"><li>• Have we had significant turnover in the last two years?</li><li>• Do we have the right personnel with the right qualifications and attitude in the right positions?</li><li>• Does our organization have a culture of excellence?</li><li>• How well does our board understand the organization's business model and how engaged are they in strategic decisions?</li><li>• Does leadership have the accurate and timely information they need to govern and lead the organization?</li></ul>	