



Identifying Strategic Issues

Topics	Your Answers
<p>Constituent Needs:</p> <ul style="list-style-type: none">• 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?	
<p>Funding Trends:</p> <ul style="list-style-type: none">• 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

Steve Zimmerman
Jeanne Bell



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