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| **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?
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| **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?
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| **Topics** | **Your Answers** |
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| **Topics** | **Your Answers** |
| **Other External Factors:** * 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?
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| **Internal Factors:*** 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?
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