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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? |  | |
| **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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| **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? |  | |
| **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? |  | |