


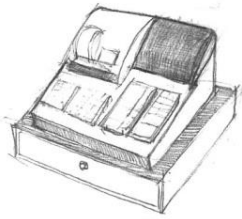


Business Model Risk Self-Assessment Questions

A nonprofit's business model can be simply described as: *Who* we serve; *What* we do; *Where* we do it; and *How* we pay for it. Consider the kinds of questions below to surface vulnerabilities or opportunities in your organization's current business model.*

<p>Who:</p> 	<ul style="list-style-type: none"> ▪ How are the needs and assets of our primary constituents being impacted by economic and policy changes? ▪ How effectively are we responding?
<p>What:</p> 	<ul style="list-style-type: none"> ▪ How does our programming address the root causes and/or immediate effects of the issues we care about? ▪ Might we need to adjust in either direction?
<p>Where:</p> 	<ul style="list-style-type: none"> ▪ Is our geographic scope/reach right-sized to the challenges, opportunities, and resources at hand? ▪ Should we think and act either more locally or increasingly globally?
<p>How we will pay for it:</p> 	<ul style="list-style-type: none"> ▪ How vulnerable are we to a decrease in government funding? ▪ How dependent are we on donors who are probably itemizers and beginning this year no longer will be? ▪ Have we experienced a "Trump Bump" in fundraising since the 2016 election, and are we prepared for it to pass? ▪ How strong are our reserves? ▪ How much flexibility do we have in our cost structure if we experience a decrease in funding?

* Developed to accompany La Piana's March 2018 Learning Link Special Edition e-newsletter on new tax policy.