

Attachment A2 Business Plan Development Questions

The following questions are intended to help guide your business planning process and identify your key issues and corresponding priority initiatives. When developing your business plan, you may want to incorporate answers to these questions in the document and your scorecard where appropriate.

Your Mission	Your Operating Environment
1. What are your most important services and programs? How do these programs support County goals and objectives in the Strategic Plan?	1. What are your department's strengths and weaknesses? Opportunities and threats? (SWOT Analysis)
2. How can your department support greater equity and engagement, and a stronger and more sustainable environment and economy?	2. Are there some broad societal or industry trends impacting your operations? How have changes in the economy or technology impacted your core mission?
3. Do you have the right initiatives in place to succeed? What will you need to measure to stay on track?	3. How are you adjusting to the impact of new or potential regulations and legislation?

Your Customers and Stakeholders	Your Employees
1. Who are your customers and stakeholders? What are their needs? Have you considered internal customers and stakeholders?	1. Are employees involved in your business planning? Do they understand their role in business plan implementation?
2. How do you solicit feedback from customers and stakeholders? What have you learned?	2. Do your employees have the right skills to support your business plan?
3. How do you measure customer satisfaction?	3. Are you preparing for key retirements? Do you have any succession planning in place?

Your Revenues and Costs	Your Processes
1. What are your major cost drivers? How do you manage them?	1. What are your important processes? Are they efficient or prone to error? How would you improve them?
2. What are your near- and long-term revenue projections? Are there opportunities to obtain additional proprietary and grant revenues?	2. What County internal support do you need? How will engage those key departments?