

Fortune Society Decision Tree for Deciding Upon New Initiatives and Assessing Existing Ones

(proceed further down tree only upon answering "yes.")

Is it mission-central? If so, it:

- supports deep change
- targets current client population
- fits within desired balance of services and clients
- utilizes agency's existing skills or builds needed skills

No

Yes

How does it affect agency resources if we staff it and resource it enough to do it well?

Costs more \$ than it brings in

Is it mission-critical?

No

Yes

Are we the only ones who can or will do it?

No (refer clients)

Yes

- is it an essential svc.element?
- priority vs other critical svcs?
- what are our required baseline resources and outcomes?
- what is the net uncovered cost?
- do we have resources to do it well?

- is this the best way to use our scarce resources (what might we have to say "no" to?)

No

Yes

Move forward

Supports its \$ costs - breaks even

Is it desirable for us to do it?

No

Yes

Do we have capacity?

- management capacity
- space
- other infrastructure supports?

How does it affect agency pace?

What are the non-financial costs?

What are the non-financial benefits?

Do benefits solidly outweigh costs?

No

Yes

Move forward

Supports its \$ costs and adds resources

Is it useful for us to do it?

No

Yes

Do we have capacity?

- management capacity
- space
- other infrastructure supports?

How does it affect agency pace?

What are the non-financial costs?

What are the non-financial benefits?

Do benefits outweigh costs?

No

Yes

Move forward