

HOPE 4 Youth

No.	Risk Category	Risk	Sub-Risk Definition	Inherent Risk (w/o controls)		
				Probability	Impact	Risk Rating
	People & Culture	x Talent Retention	Risk of staff retention due to not being competitive enough to attract and retain top talent	High	Low	
		Talent Management	Risk of lean staff model resulting in employee stress, supervisors' inability to perform and hold people accountable, lack of opportunity for career pathways, lack of cross-training, burnout and loss of morale, resulting in diminished quality of experience and turnover.			
		x Talent Management	Risk of diminished staff and volunteer confidence, and safety concerns due to lack of consistent and thorough onboarding processes, and proper training (backgrounds, offboarding, compliance with training requirements)			
		x DEI	Risk in lack of inclusive culture and recruitment processes resulting in imbalance in a diversified workforce as aligned to the representation of the youth we serve.			
		x HR Policies	Risk of liability and staff engagement due to lack of adherence and enforcement of HR policies and <i>Staff code of conduct</i>			
		x Talent Retention	Risk of Senior Leadership team leaving H4Y and lack of succession planning and transfer of knowledge			
		x Talent Retention & culture	Risk of adverse organizational impact due to negative culture and secondary trauma from mission work			
		HR Policies	Risk of liability and lack of mission advancement due to lack of staff accountability and/or supportive supervision.			
		Talent Management	Lack of a comprehensive training plan addressing safety and security protocol, as well as expectations when working with vulnerable youth using our 4 fold approach			
	Facilities/Equipment	x Safety & Security	Risk of vulnerability of staff, volunteers, and clients due to lack of or outdated and unclear safety and security protocols/policies (active shooter, unwelcomed parties, access management controls, including vendor/contractor access to property, malfunctioning cameras, no intercom at H4YC)			
		Safety & Security	Risk of staff not having a Crisis Communication Plan to deal with unwelcome guest at the facility or on the surrounding property			
		x Outgrown current H4YC space	Risk of barriers in program services storage space, and staff working space due to operating in an outgrown facility			
		Overall maintenance	Risk of liability due to a lack of adherence and enforcement to a weekly, monthly, annual inspection schedule (Contractor/Vendor requirements, Public Health, Fire Safety compliance)			
		Safety & Security	Risk of liability and lost time due to injuries at facilities (Slip fall in facility or parking lot, bookshelves/shelving units not anchored to walls)			
		Facility management	Risk to fully operating our organization in a safe and secure environment due to lack of Landlord support or timely response.			
		x Safety & Security	Risk of liability due to lack of Disaster Recovery Plan and emergency preparedness for natural disasters - tornado, fire, blizzard, etc...			
		x Facility management	Risk of unplanned expenses and/or liability due to ongoing maintenance and repairs at aging facilities (leaking ceilings, aging equipment/equipment failure, overflowing toilets, uneven floors and poor air quality at H4YC)			
		Facility management	Risk of increased expenditures and/or compliance issue due to a lack of comprehensive facility management knowledge (i.e. Need 3 feet opening to water mains for Fire Dept)			
		Equipment management	Risk in not having a comprehensive equipment replacement plan or equipment malfunction backup plan (Resource Planning), First Aid equipment not maintained property or not working)			
	Reputation/Brand	x Good will - market position	Risk of unfavorable reputation due to past organizational decisions			
		Marketing	Risk of partnership opportunities and community engagement due to lack of a clear brand strategy and associated PR/external communications plan			
		Crisis Response Plan (weather, security, media)	Risk of damaging reputation of an incident happened at H4Y which makes the local news and puts organization in a bad light			
		x Crisis Response Plan (weather, security, media)	Risk of damaged reputation due to staff, volunteer, BOD, HR outsourcing company (MACC), vendors, or client's life choices outside of H4Y values			
		Crisis Response Plan (weather, security, media)	Risk of damaged reputation due to staff, volunteer, or client interactions on social media or external communications			

Risk Matrix

Impact		Very Low	Low	Medium	High	Very High
		Very High	Moderate	Severe	Severe	Critical
Probability	High	Sustainable	Moderate	Severe	Critical	Critical
	Medium	Sustainable	Moderate	Moderate	Severe	Critical
	Low	Sustainable	Sustainable	Moderate	Severe	Critical
	Very Low	Sustainable	Sustainable	Sustainable	Moderate	Severe

Probability	Impact
Very High	Very High
High	High
Medium	Medium
Low	Low
Very Low	Very Low

			Risk of fallout due to actions or partner alignment issues with a donor (i.e. working with planned parenthood, or a controversial donor)			
			Risk of donor departure due to poor stewardship			
Technology	x	Staff technology	Risk of operational delays due to internal technology systems being outdated resulting in downtime with continual repairs			
		Data integrity	Risk of data breach due to lack of safe guards and proper training in the Client Track system which could compromise our data integrity and privacy			
	x	True partnership with IT	Risk of IT slowdown/shut down due to lack of security and system back-up procedures generated from poor IT partnership			
		Crisis Response Plan (weather, security, media)	Risk of Cyber security breach due to lack of Theft/Fraud/cybersecurity protection			
		Crisis Response Plan (weather, security, media)	Risk of reputation, partnership, and safety due to lack of IT Crisis Response Plan (Total loss of data, data breach, loss of technology equipment)			
		Crisis Response Plan (weather, security, media)	Risk of operation slow down due to lack of IT Response Plan for daily operational engagement (Wi-Fi, hardware and software issues, or telepresence)			
		Documentation retention	Risk of inaccurate documentation retention due to lack of document management plan.			
		Staff technology	Risk of operational success and potent ion systems shut down due to lack of IT security protocol and security awareness training for staff/volunteers (cell phones, physical computers, access to shared drives, facility access management/controls)			
External		Endemic	Risk of unknown community impact based on community health and the impact to our staff, volunteers, and youth			
		Economy and Inflation	Risk of economic challenges and unexpected operational expense increases could impact annual surplus with reduced donations and increased expenditures creating a gap in planned budget.			
	x	Partner connections	Risk in losing momentum in building partnerships and obtaining funding/volunteers due to revolving door of partner key decision makers			
		Community unrest	Risk of heightened stress for the youth we serve due to external community input (civil unrest)			
		Competition	Risk of being unable to fulfill volunteer and funding needs due to increased opportunities in the community			
		Partner connections	Risk in making progress with a new facility due to local political stance and annual elections			
		Operational success	Risk of increased costs related to State Legislation changes (parental leave)			
		Partner connections	Risk of liability due to serving alcohol at events			
		People	Risk of liability due to lack of backgrounding of vendors and inhouse partners.			
Strategic Vision		People	Risk of strategic mission advancement and strategic outreach due to ambiguous roles, decision making, and process (individual contributors, leadership team and BOD)			
		Operational success	Risk of <i>Mission Creep</i> due to not following strategic priorities within the plan and fully communicating said plan with staff and BOD			
Financial	x	Internal controls and policy process management	Risk of financial solvency and operational success due to a lack of ongoing financial policy and procedural adherence through training, testing of understanding, and accountability and expectation management			
		Financial documentation	Risk of engagement or funding with community or BOD due to lack of financial management processes understanding			
		Audit	Risk of community support due to lack of a healthy audit process, controls and outcome			
	x	Fundraising	Risk of stalling our ability to advance mission due to losing funding sources through competitive NP grant environment or inclusive stance, etc.			
		Internal controls and policy process management	Risk of losing funding due to lack of compliance with government regulations, grant management, etc.			
	x	Fundraising	Risk of not being able to meet mission needs due to failing to achieve fundraising goals			
		Internal controls and policy process management	Risk of sustaining operations if cash flow amounts are not maintained at Board reserve level			

			Operational success	Risk of being able to financially represent the result of our financial management work due to lean staff model with limited shared knowledge (i.e. Brooke's role)			
				Risk of negative impact to operations due to losing Anoka County funding			
	Governance		Documentation retention	Lack of proper management and consistency handling governance documents (incorporation, bylaws, insurance, minutes, etc....)			
			Board engagement	Risk of not having a strong viable board due to lack of consistent and thorough recruitment, onboarding, training, annual assessment, mission alignment and meaningful engagement.			
			Board engagement	Risk of not having a cohesive BOD due to lack of Board adherence to Bylaws, policies, and shared engagement.			
			Operational success	Risk of BOD engagement due to lack of transparency with staff and BOD peer group			
	Operational Success/Sustainability	xx	Funding Mix	Risk of lack of funding due to economic impacts from narrow funding stream with a heavy reliance on Individual Giving and Government support.			
			Youth Impact	Risk of losing funding due to lack of measurable H4Y outcomes to meet donor requirements			
			Insurance levels	Risk of liability due to lack of adequate insurance coverages			
			Regulatory compliance	Risk of operational success through neglecting necessary compliance measures impacting a clear audit, adherence to policies and procedures, and long-term success			
			Legal	Risk of losing Government funding due to neglecting to adhere to grant requirements and State/Federal statutes			
			Crisis Response Plan (weather, security)	Risk of liability due to the lack of a full crisis response plan pertaining to safety protocol, emergency response, and miscommunication to community (media)			
			Fundraising	Risk of losing grant funding due to missing submission or reporting deadlines or grants' language repository being lost or corrupted			
		x	Fundraising	Risk of losing top donors: Heartland Tire, Greater Midwest, etc.. Due to donor desire to fund other organizations.			
			Operational success	Risk of operational success due to siloed operations (program, advancement, admin)			
			Operational success	Risk of expenses exceeding revenue due to unbalanced growth related to youth needs or staffing payroll plans			
			Operational success	Risk of operational success due to a lack of readiness and/or capacity for the new facility and/or building progress needs			
			Operational success	Risk of operational success due to utilizing contract partners vs internal talent			
	Program		Program Volunteers	Risk of decreasing numbers of available volunteers/shifts due to external forces resulting in safety concerns from fatigued volunteers (shift in corporate priorities, economic downturn, aging volunteer group)			
		x	Program Volunteers	Risk of reduced volunteer engagement and/or volunteer ownership due to lack of internal vision, proper training, healthy communication, and clear handoffs			
			Program Volunteers	Risk of volunteers misrepresenting H4Y or inappropriately working with youth due to lack of comprehensive Volunteer Management Plan, including onboarding, offboarding, expectation setting, accountability, youth interaction, and training (working with youth, boundaries, program philosophy)			
			Program Volunteers	Risk of liability and loss of property due to volunteer theft from open facility access			
		x	Program Clients	Risk in ability to meet demand of growing number of youth dealing with mental health issues, episodes of homelessness, special needs, and adult trauma (including law enforcement, educators, and family).			
			Program Clients	Risk of liability due to youth breaching rules, guidelines, and agreements at H4Y			
			Program Clients	Risk of liability working with young people under 18 and/or children of youth in our facility.			

		Program Clients	Risk of liability related to accusations of inappropriate behavior from youth regarding 1:1 meeting with case management or volunteer, and/or youth engaging with staff and volunteers with negative behaviors (to include possession of weapons, drug and alcohol use or distribution, and/or criminal behavior)			
		x Program vision	Risk of unfilled mission, funding, and partnership opportunities due to lack of understanding pertaining to program content, goals, and objectives; program compliance, and relevant approach			
		x Program vision	Risk of reputation, funding, and/or liability due to community partners misaligned to H4Y mission and promises			
		Partner connections	Risk of sending youth into the streets when we close due to shelter partners lack of space for overnight stays			