

Risk Assessment Executive Summary

Risk Management Basics

This segment of the executive summary contains recommendations related to Risk Management Basics, including the assignment of responsibility for risk management, risk oversight, and risk committees.

Governance Risk

This segment of your executive summary contains priority recommendations to strengthen your board.

- See the full report for suggestions to increase the engagement and dialogue during Finance Committee presentations.
- Consider developing an annual or bi-annual board self-assessment process to provide feedback to individual board members, as well as feedback on the performance of the board as a governing team.

Facilities and Building Security

This section of your executive summary contains priority recommendations based on your answers to the questions in the Facilities and Building Security Module.

- Review your evacuation plans to ensure that they are comprehensive; a list of elements that should be included in a thorough plan can be found in your full report for this module.
- Consider the value of requiring ID badges for all visitors. Explore affordable options and possible barriers to implementation. Solicit input from staff prior to implementing a new badge policy.

Human Resources and Employment Practices

This section of your executive summary notes priority recommendations based on your answers to the questions in the Human Resources and Employment Practices module.

Contracts

This section of your executive summary features priority recommendations related to contracts and your nonprofit's contracting processes.

- Revisit the current process for entering into Independent Contractor Agreements, to identify why it is especially challenging or time-consuming to finalize these agreements before work begins on a particular contract. Perhaps there are extra steps or other reasons why it takes longer than is practical to finalize these agreements. For example, some leaders report that onerous insurance requirements in their independent contractor agreements cause a hold-up on the contractor's end.
- Obtaining legal review of all significant contracts prior to execution should be a priority as you evolve risk management practices in your agency.

Client and Participant Safety

This section of your executive summary contains priority recommendations based on your answers to the questions in the Client and Participant Safety module.

Transportation

This section of your executive summary contains priority recommendations based on your answers to the questions in the Transportation module.

You indicated that your organization provides or sponsors transportation services or owns (or leases) vehicles. The following transportation issues were identified as concerns during the assessment. Look to the full report for details.

- Your organization may be directly or vicariously liable when volunteers or employees operate a vehicle on behalf of your organization. The conditions for each situation and the proper procedures are addressed in the full report.
- Remember that cargo is not typically covered under regular vehicle policy. Check with your broker to see if you have the appropriate policy for coverage (usually inland marine coverage).

Technology and Privacy Risk Management

This section of your executive summary contains priority recommendations based on your answers to the questions in the Technology and Privacy Risk Management module.

- You indicated that your agency does not have a data breach plan in place. We recommend that you address this gap as soon as possible. See the full report for this module for information on key components in a plan, as well as hyperlinks to NYS and other state breach notification laws.

Special Events

This section of your executive summary contains priority recommendations based on your answers to the questions in the Special Events module.

- Hosting special events may require risk management efforts not normally associated with the normal operations of your organization. Be sure to consider the various components of the event and risks associated with these components. Doing so will help the event be successful and have a positive impact for your organization.
- Documentation is an important part of risk management in all phases of activity. We recommend you begin documenting risk management activities as soon as possible.
- You should be taking the necessary steps to address spectator safety as a part of your event.
- Vehicle operating and insurance concerns need to be addressed if you are transporting event participants yourself or by contracting an outside service.
- Verify that the documentation and procedures used for accident reporting is consistent with the requirements of your organization and those of any insurance providers for the event itself.

Crisis Management and Business Continuity Planning

This section of your executive summary contains priority recommendations based on your answers to questions in the Crisis Management and Business Continuity Planning module.

Volunteer Risk Management

This section of your executive summary offers priority recommendations based on your answers to the questions in the Volunteer Risk Management module.

- Consider adding volunteer position descriptions to your volunteer risk management toolbox. Additional information is provided in your full report.
- We recommend that you resolve to apply a consistent, documented process to guide the screening and selection of volunteers. Recognize that a consistent process related to the risks of volunteer service should be used with respect to all positions, or with respect to similar positions. For example, if you require reference checks for sensitive volunteer roles, you should require that references be checked and documented *prior* to the placement of a volunteer in a sensitive role. Staff members who refuse to follow your process should not be permitted to continue in screening roles, or offered additional training and support to help them follow your policies and process.
- You indicated that some, but not all, volunteers undergo an orientation prior to serving. We recommend that you require an onboarding or orientation process for all volunteers. Doing so increases the likelihood that volunteers will serve safely and effectively. In cases where it is difficult or impossible to provide an orientation, closer supervision or periodic in-service training should be provided.

Fundraising and Resource Development

This section of your executive summary contains priority recommendations based on your answers to the questions in the Fundraising and Resource Development module.

- Planning for the possibility that an individual donor will walk away from your nonprofit is sound risk management. See the report for insight on the reasons some donors walk away, and four tips for reducing the likelihood and potential impact of losing a major individual donor.
- You indicated that your nonprofit does not have practices in place to manage the risk of non-compliance with the CAN-SPAM Act. See the full report for additional information on this federal law, including resource links.
- Nonprofits that have minimal experience with government contracts may be caught off guard and unprepared for some of the risks associated with such funding, including inadequate funding for infrastructure, late payment/reimbursement, and complex reporting requirements. Thoughtfully consider the range of risks and 'what ifs' before you seek any government contract.

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