

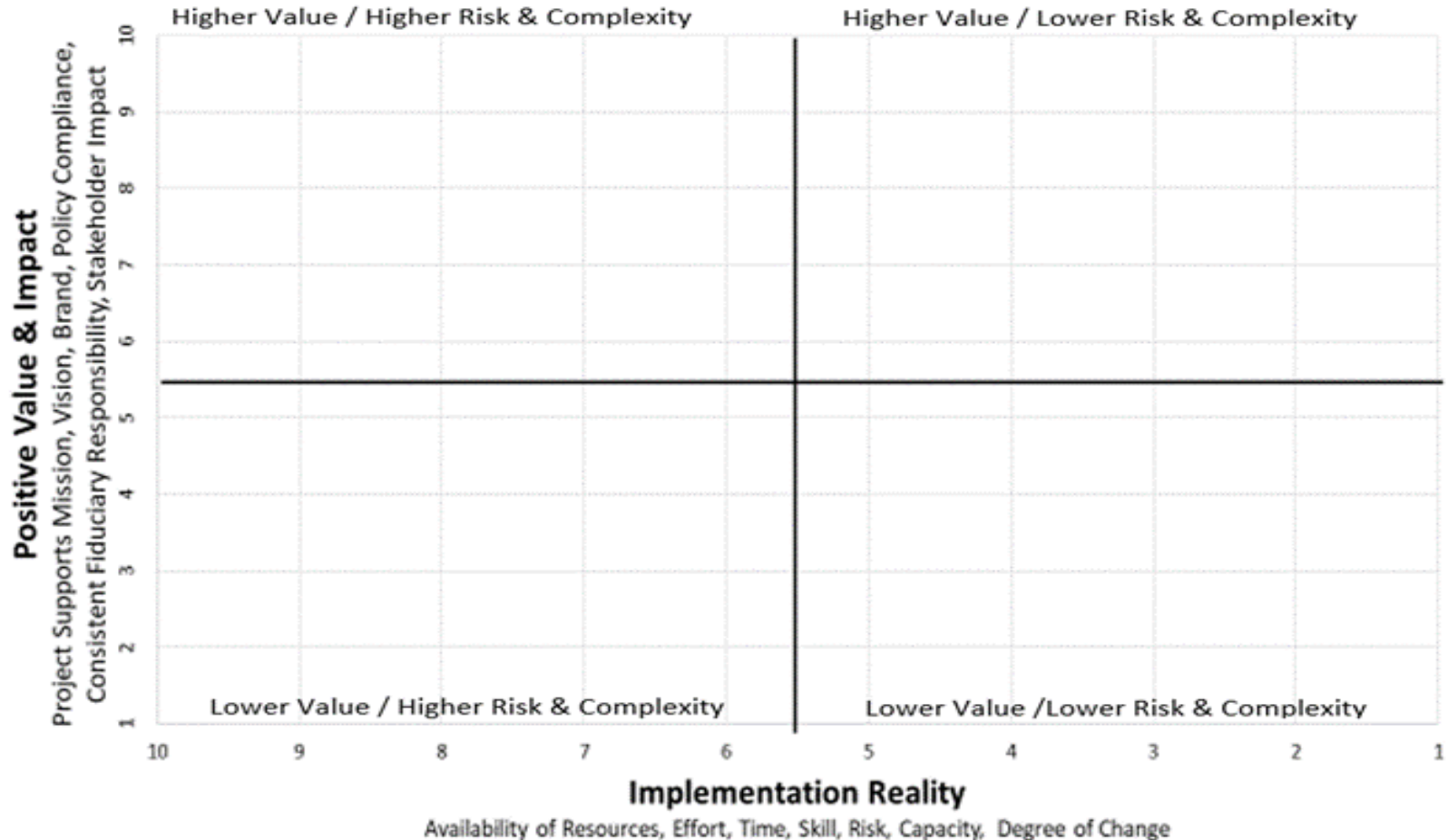
Identify Best Responses & Resulting Impacts

Issue (“What If” statement):

Best Response	Agency	Clients	Staff	Community	Other Stakeholders
Option 1					
Option 2					

Key Factors / Probability Chart

For each key factor, assign realistic probability and plot on chart



Risk Assessment Matrix

RISK RATING KEY

LOW 0 ACCEPTABLE OK TO PROCEED	MEDIUM 1 ALARP (as low as reasonably practicable) TAKE MITIGATION EFFORTS	HIGH 2 GENERALLY UNACCEPTABLE SEEK SUPPORT	EXTREME 3 INTOLERABLE PLACE EVENT ON HOLD
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		SEVERITY			
		ACCEPTABLE LITTLE TO NO EFFECT ON EVENT	TOLERABLE EFFECTS ARE FELT, BUT NOT CRITICAL TO OUTCOME	UNDESIRABLE SERIOUS IMPACT TO THE COURSE OF ACTION AND OUTCOME	INTOLERABLE COULD RESULT IN DISASTER
LIKELIHOOD	IMPROBABLE RISK IS UNLIKELY TO OCCUR	LOW – 1 –	MEDIUM – 4 –	MEDIUM – 6 –	HIGH – 10 –
	POSSIBLE RISK WILL LIKELY OCCUR	LOW – 2 –	MEDIUM – 5 –	HIGH – 8 –	EXTREME – 11 –
	PROBABLE RISK WILL OCCUR	MEDIUM – 3 –	HIGH – 7 –	HIGH – 9 –	EXTREME – 12 –

Key Factor Evaluation Decisions

Key Factor	Prioritize	Protect	Postpone	Reduce	Eliminate
Program growth trend outpaces current budget	Program Component	Service A	Service F	Service C by 25%	Service E
	Service A	Service B		Service D by 20%	
	Service B	Service C			
Plus funding reduction forecasted in two years	Service C	Seen as top core services with highest need, impact & outcomes			
	Service D				
	Service E				
	Service F				

Risk Response Matrix


RISK RESPONSE MATRIX

NAME		OBJECTIVE					
REF/ID	RISK	RISK IMPACT	RISK LIKELIHOOD	RESPONSE	CONTINGENCY PLAN	TRIGGER	OWNER

Key Factors, Probabilities, Outcomes, Implications and Response Options

Factors	Probabilities	Scenario Outcome	Implications/ Response Options	Timing
Demand for services increases 25%	High; similar agency closed & services utilization grew 18% annually past 2 years	Need for 30% & 40% more funding over next 2 years if we accept all client requests What to prioritize, protect, postpone, reduce & eliminate?	Need exceeds capacity. Creates opportunity to eval service menu/ Priorities must be established to grow fundraising by 5-6%; build new campaigns	Q 1 & 2, 2019
Funder changes process and priorities	High – known fact	\$225K funding in jeopardy. Opportunity to apply, new grants limited to 3-year cycle	New application, metrics & qualification/ Learn new process & qualifers; tailor app to agency programs; seek alternative funding; Reduce program/staff	
Need to find new strategic partner to take on program component	Medium – partner needed if no funding secured	Service continues until funding determined. Need to evaluate options this year	Time to plan & explore; Begin dialogue with prospective partners. Research plan B while continuing plan A. Establish program options.	

Financial Worksheet

		Revenue Analysis Worksheet		Enter input to yellow cells only				
		Variable Revenue Assumption:		Best 100%	Moderate 80%	Worst 60%		
Program/ Department/ Function	Funding Source	Total Possible Revenues (Current Year Portion only)	Likelihood of Receipt (%)	Revenue Scenarios			Notes	
				Best Case	Moderate Case	Worst Case		
Pre-Kindergarten Program	Government Contract A	\$ 275,000	100%	275,000	275,000	275,000		
	Government Contract B	\$ 75,000	75%	75,000	75,000			
	Grant from Foundation A	\$ 40,000	50%	40,000				
	VARIABLE: Earned program revenue	\$ 75,000	n/a	75,000	60,000	45,000		
	VARIABLE:			-	-	-		
FY Expense Budget for Pre-Kindergarten Program	\$ 400,000			Revenue Subtotal	\$465,000	\$410,000	\$320,000	
				Expense Budget	\$400,000	\$400,000	\$400,000	
				Surplus /Deficit	\$65,000	\$10,000	(\$80,000)	
After-School Program	Grant from foundation B	\$ 100,000	75%	100,000	100,000			
	Grant from foundation C	\$ 35,000	50%	35,000				
	VARIABLE: Participant fees	\$ 20,000	n/a	20,000	16,000	12,000		
	VARIABLE:			-	-	-		
					Revenue Subtotal	\$155,000	\$116,000	\$12,000
FY Expense Budget for After-School Program	\$ 150,000			Expense Budget	\$150,000	\$150,000	\$150,000	
				Surplus /Deficit	\$5,000	(\$34,000)	(\$138,000)	
Unrestricted Revenue	Foundation X general operating support grant	\$ 50,000	75%	50,000	50,000			
	VARIABLE: Annual appeal	\$ 100,000	n/a	100,000	80,000	60,000		
	VARIABLE: Special event income	\$ 40,000		40,000	32,000	24,000		
	VARIABLE: Board donations	\$ 10,000		10,000	8,000	6,000		
	VARIABLE: Investment income	\$ 2,500		2,500	2,000	1,500		
	VARIABLE:			-	-	-		
FY Expense Budget for non-programmatic functions (fundraising, M&G):	\$ 150,000			Unrestricted Revenue Subtotal	\$202,500	\$172,000	\$91,500	
				Expense Budget	\$150,000	\$150,000	\$150,000	
				Surplus /Deficit	\$52,500	\$22,000	(\$58,500)	
Total Organization				Total Revenue	\$822,500	\$698,000	\$423,500	
				Total Expenses	\$700,000	\$700,000	\$700,000	
				Total Surplus / Deficit	\$122,500	(\$2,000)	(\$276,500)	
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