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YMCA Movement

- In the U.S., the Y comprises YMCA of the USA, a national resource office, 2,600 YMCAs, 20,000 fulltime staff , 500,000 volunteers, in 10,000 communities across the country
- The Y engages 9 million youth and 12 million adults in 10,000 communities across the U.S.
- Worldwide, serves more than 45 million people in 124 countries.
- Members, staff and volunteers of the Y include men, women and children of all ages and from all walks of life.
- The Y is accessible to all people. Financial assistance is offered to individuals and families who cannot afford membership.
- Guided by four core values: caring, honesty, respect, responsibility.

YMCA Movement

Areas of Focus

- Youth Development. Nurturing the potential of every child and teen.
- Healthy Living. Improving the nation’s health and well-being.
- Social Responsibility. Giving back and providing support to our neighbors.

Initial ERM Efforts

- Why ERM – Why Now?
- Investigating our options
- Selecting the ERM framework for Y-USA
- The buy-in process
- Objectives based approach

Y-USA ERM Process

Challenges

- Federated Structure
- Movement engages in operations that involve potentially high risk activities
- Uncontrolled risks at the location can threaten the reputation of the entire movement


Qualitative Risk Assessment

1. Identified participants (e.g., CEO, board members, etc.)
2. Drafted scoring criteria using multiple key metrics from strategic plan
3. Advance communication to participants with ERM background and Risk Categorization and Definition tool
4. Live individual interviews
 - Ensure consistent quality, e.g., dynamically correct risks not identified by source
 - Inputs unfettered through confidentiality
5. Consolidated list of risks and circulated for consensus voting
6. Identified key risks (to advance to risk quantification) by combining scores of multiple metrics into a single score


Risk Quantification

- Failure Modes and Effects Analysis (FMEA) interviews
 - Identified subject matter experts for better estimates
 - Developed more realistic risk scenarios
 - Produced point estimate severity impacts on selected key metrics and likelihood of occurrence
- Quantitative prioritization replaced qualitative ranking from prior step
 - Confirmed with leadership team and Audit Committee


Risks Identified: Next Steps to Risk Strategy




Monitor Review for trends and institute controls when necessary. Consider these for risk that Y-USA does not control or lower risk.



Reduce Implement controls (policy or process changes) to mitigate. Consider these for risk that impact credibility or reputation of local Ys on a national level and risk limited to Y-USA.



Share Partner with local Ys or other 3rd parties to reduce risk. Consider these for risk that impact credibility or reputation of local Ys on a national level and risk limited to Y-USA.



Control Implement internal controls (systems, policies, processes, insurance, business objectives) to manage the risk. Consider these for all risk.

Ownership

- Who shall serve as the internal business risk owner for each risk and develop the plan in accordance with the risk strategy?
- Does Y-USA have control over the risk or is it all outside factors?
- Is the risk limited to Y-USA?
- Is the risk limited to a specific Y or local Ys in a region?
- Does the risk impact the credibility or reputation of the Y Movement?

Lessons Learned



- One size does not fit all
- Invest in consensus building
- Don't assume that you already know your key risks
- Keep your board and stakeholders engaged
