

SJV Risk Management Plan FY25

<u>Risk</u>	<u>Current Processes/Controls</u>	<u>Gaps</u>	<u>Actions</u>	<u>Progress/Results</u>	<u>Completion date</u>	<u>Persons Responsible</u>
Operations – Risks Cindy Faison	Current Processes/Controls	Gaps	Actions	Progress/Results	Completion date	Persons Responsible
Sustainability Risks due to changes in service delivery and funding ➤ Legacy services ➤ Flagler HUD grant ➤ Alt Ed funding, ➤ SDCA SOL track ➤ CRC/CSU Utilization	- Monitoring regulatory and political changes - Evaluation of financial risks - Alternate funding sources (HUD) - Knowledgeable staff - Credentialed staff (SOL) - Good relationships with funders - Attend conferences and trainings	- Unknown regulatory Changes - Unknown political Changes - Financial risks - Unknown Programmatic changes - CSU/CRC usage low - Unknown future of Services - Unfunded mandates - VAAP/SOL track changes may cause disruption to SDCA population - Federal Department of Education has been disrupted 3/2025 - Federal cuts impact Housing and Homeless Services	Held meeting with Trout and Pepper to confirm our legislative agenda 9/25/2024 Steve Beasley on the Board of the VACBP to discuss and advise legacy transformation changes Submitted HUD grant application and have moved to the second tier on 9/23/24 waiting to hear back from HUD The more SOL students enroll into Sarah Dooley we continue to assess the school structure. Matt and Jenny met with the fiscal agent (Richmond City) to discuss sustainability of Alt Ed 10/17/24 Utilization for CRC and CSU closely monitoring Monitor Federal Department of Education actions and cuts related to Homeless services	Completed 9/25/24 discussed rates, protections and consistent standards between public/Private schools Governor's budget includes 2.5% rate cap for the state. Villa Lobby Day held for Feb 5, 2025. Tentatively released draft of the new legacy replacement plan 12/16/24 Received the draft of the foundation of the new services As of 12/16/24, still waiting to hear about HUD funding (will most likely be Jan/Feb). Secured funding from Homeward in the amount of 155,000 to fill funding gap from 12/1/24 - 6/30/25. Applied for funding from Chesterfield (general funds) to help fill gap as well (not sure of notification timeframe – application deadline was 12/13/24). Received notification 01/18/25 that Flagler received HUD grant in the amount of \$346,646 (requested 300,000). Funding should start 7/1/25. Pending contract		Cindy Faison

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				Discussions underway to combine SDCA and Dooley schools CRC and CSU utilization rate has shown improvement in the first quarter of FY25 however has decreased second quarter FY25 Elizabeth Parker from Trout and Pepper successfully secured 2 representatives (Willett and Senator Bagby) as patrons of our budget amendments to create a 40 slot minimum in regional Alt Ed - this did not make it to the Governor's budget 2025 5% annual increase cap was placed on Private Day Rates Medicaid rate increases did not make it to the Governor's budget 2025		
Campus Security	- Omnilert/AlertUs mass communication system - Panic buttons (physical/mobile) across campus - Text to talk speakers (Chapel, Gym, SDCA, CRC) - Emergency checklists (phone numbers) 10 upgraded digital Walkie Talkies - Own Digital Air space for communication	Text to talk speakers not in all buildings	Decision to increase the number of text to talk speakers across campus incrementally	Approved funding for 8 additional text to talk speakers to be installed in cottages 1, 2, 3, and Janet's place – waiting on cost estimate 9/25/24 Received cost estimate and waiting on date for installation from the electrical company 12/16/24 Installed 12/30/25		
		Lack of Outdoor beacons	Requested funding from Henrico County	Received funding to support installation of 5 outdoor beacons – waiting on cost estimate 9/25/24		

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	- Monitoring “live feed” cameras at CRC and Administration Building - Annual Emergency Preparedness Training - Monthly emergency drills - TEAM Safe committee			Received cost estimate and waiting on date for installation from the electrical company 12/16/24 Installed 12/30/25		
		Communication (walkie talkies) – unable to communicate critical incidents across campus	Chosen company and product to upgrade walkies across campus to digital to allow communication across campus	Exploring costs to upgrade current walkies and add 40 additional devices across campus 9/25/24 – estimate received \$20,000 Purchased 40 devices and distributed to Agency Leadership across campus. Improved campus wide communication 12/16/24 Revisit the distribution and make changes 3/2025		
		Walkies do not receive communication from our Omnilert Mass communication system	The new upgraded walkies have the capability to receive notification from Omnilert system – Omnilert Base station to be installed 12/20/24	Base station on campus installed 2/25 Walkies now disseminate instructions during drills and actual emergencies 3/2025		
		Insufficient computer based Panic Buttons (takes too long to activate)	Exploring panic buttons options- decided to install wall panic buttons in all buildings	Wall panic buttons are installed in the Admin building, CRC and plan for Cottage 5 In progress to receive quote for the rest of the buildings		
		Monitoring systems (lack of cameras due to liability risks)	Exploring possibility of increasing number of cameras across campus	The new Housing Success Center will include external monitoring cameras		
		GRTC Bus station causes increased unknown individuals on campus	Script of how to approach individuals GRTC installed trash cans and benches	Decreased unknown individuals on campus 1/25 Isolated incident due to individuals on campus waiting for bus 3/18/25 will continue to monitor		

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Lack of experienced staff with higher acuity clients	• Licensed staff • Robust Villa orientation training • TO trainers, trainings and refreshers • Hybrid Positions to increased credentialed staffing • Low staff to client ratios • TILT • Conduct background checks	Service orientation needs improvement	Decision to improve service orientation Staff Development evaluating current Service orientation processes to provide improved guidelines include mentors, observation periods, trainings and hands on experience	A mandatory meeting held with all new employees to submit and confirm each item on the service orientation checklist was completed 30 days after hire. Implemented- needs management compliance		
		Future decreased education requirements for Credentialed staff (QMHP status)	Monitoring requirement changes <			

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Political Changes	- Monitoring changes - Legislation committee - Lobby days at the General Assembly - Contract with Trout and Pepper - Tour Political figures on campus - Staff dedicated to monitor political environment - Legislative Priorities/Lobby Day – Alt Ed Funding. DD Waiver rate increase, provisional licensure extension for teachers, monitoring private day rate issues	- Unknown Political changes due to the Presidential election and the VA General Assembly - Medicaid expansion funding may be in jeopardy - Youngkin’s initiatives regarding youth (cell phones and social media) - Potential disbanding of Department of Education - Major Federal Government shifts	Participate in Lobby Days at General Assembly Connect with legislators in specific areas Established Legislative priorities Met with the Villa Lobby group (Trout and Pepper) 9/25/24	Elizabeth Parker from Trout and Pepper successfully secured 2 representatives (Willett and Senator Bagby) as patrons of our budget amendments to create an optional 40 slot minimum in regional Alt Ed Villa Lobby Day was held on Feb 5, 2025.	2/5/25	

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Workplace violence	Policy's and procedures regarding workplace violence	• Dooley Staff principal office destruction • Culinary staff on staff altercation • Day Support comment to co-worker about not to report to work • Dooley School- a group of staff to HR • SDCA staff put hands on another staff (girlfriend) • Inconsistent application of termination procedures	• Reviewing termination and suspension protocols • Issued 7 no trespassing letters to disgruntle employees - trespassers information including the staff's picture is posted at the front desk and in the Administrator On Call manual	Creating guidelines for termination protocols.		
Technology- Risk Eugene Tayman	Current Processes/Controls	Gaps	Actions	Progress/Results	Completion Date	Persons Responsible

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Phishing & Malware	• KNowbe4 Phishing application on all devices. • KNowbe4 data is looking positive. New Staff training campaign is doing a good job helping staff identify Phishing threats. • Malwarebytes Antivirus application on all devices. • Microsoft Defender Spam filter application. • Maintain a Cyber Security Mindset for all staff. • User Operating system Updates Windows/Mac being performed. • KNowbe4/Malwarebytes/Defender Report Reviews	• Microsoft office 2019 is no longer compatible. 200 Office 2019 upgrades to office 365 in FY26 • Maintaining antivirus signature updates to defend from malware and hacking efforts. • Some Computers are missing critical system updates. Windows 10 unsupported Oct2025. • Maintaining the increase & decrease of users • Device Support Off Campus	• Budgeted Funding for the MS office upgrade FY26. 50 Licenses of MS office 2021 being used to migrate to until FY26. • Windows 11 Project to be completed Oct2025 • Knowbe4 new campaign started FY25 • KNowbe4 supervisor notifications updated. • IT Security meetings are held every 2 weeks to review. • PDQ Connect Budgeted for FY26 to remotely support Devices off Campus.	• 26 Office 2021 licenses migrated. • Malwarebytes renewed for FY25 • W11 in Process- all laptops have been updated. Currently working on Desktops. • New Knowbe4 Campaign Underway Monthly reports are populating. • Security is improving as devices are being updated & users knowledge improving.		Eugene Tayman
Disaster Recovery	• Disaster Recovery Plan Last developed in 2021. • HV 7 repurposed as DR server FY25 • Synology Backup systems End of life	• Plan has not been recently updated. • HV7-to be repurposed • Synology drives EOL	• Current DR Plan in under review. • HV-7 is currently being licensed on the new 2025 Server Operating system & Repurposed in new rack in admin building. • Synology System to be Budgeted FY26	• Dr Plan currently being updated • HV-7 now HV-2 In progress • Synology system budgeted FY26		Eugene Tayman
Network Security	• Palo Alto Firewall • Public/Private WIFI • Wireless filtering • Password Protections (MFA)	• License Renewal FY26 • Lauris application MFA change needed. • New Byrd Firewall will relocate to Petersburg office-Aug 2025	• FW Quote obtained • Planning Lauris MFA Transition • Configure & Relocate Palo alto firewall to Petersburg office.	• Palo Alto Firewall Budgeted FY26 • Planning Lauris MFA changes in April-May.		Eugene Tayman

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End of life IT Systems	• Wi-Fi Controller EOS (May 2025) • Network Core Switch EOS (Oct 2025) • Petersburg Firewall EOS (Aug 2025) • Synology Backups System EOL (Dec 2025)	• Wi-Fi Controller & Ap's Is End of life- Capitol request to be developed. • Network Core Switch to be replaced. • Petersburg Office - Firewall is End of life to be Replaced • Synology Drives are Villa's data backups to be replaced.	• Developing Wi-Fi System Capitol Project • Core Network Switch being budgeted • Planned Firewall relocation with Byrd office move. • Synology system budgeted fy26	• Wi-fi system in development • Core network switch included in FY26 budget. • Byrd Firewall relocation planning. • Synology system inFY26 budget		Eugene Tayman

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Facilities Walter Spence	Current Processes/Controls	Gaps	Actions	Progress/Results	Completion Date	Persons Responsible
Cottage 1 and 8 HVAC	HVAC is old and needs replacing	Need to replace before failure	Get quotes to replace both	Awaiting quotes		Walter Spence
Admin / SDCA Roof	Roof leaking and in need of repair / replacement	Currently leaking and causing damage to structure / leaking inside. Most of the SDAC leaking has been rectified by caulking windows and fixing gutter seams.	Get quotes to replace both (Walter to update Janet's Place roof)	Have received one quote and waiting on another for Admin. SDCA we believe has been fixed. Janet's roof will be replaced beginning the week of March 3.		Walter Spence Walter Spence
Asphalt Surfaces	Needs sealing and striping to preserve the current integrity	Protect existing surface to prevent further damage	Get quote	Have contacted 3 providers.		

Human Resources- Tanya Davis	Current processes/Controls	Gaps	Actions	Progress/Results	Completion Date	Persons Responsible
Talent Acquisition and Retention	- Director of Marketing – employee highlight video - Upgraded LinkedIn account - Biennial compensation study - Added a Talent and Acquisition Specialist to the HR Team - Cross service opportunities for employees to learn about other services - Internal transfer process after 6 months of employment	- Branding - Strengthen employer branding to attract top talent. How do we highlight the company culture, values and career development opportunities. - Competitive Compensation – offer competitive salaries to attract and retain employees. - Career Development – provide clear career opportunities to keep employees engaged and motivated	Meeting with Indeed every other week to attract talent without increased costs	Weekly meeting with TAS/Recruiter to prioritize recruitment and create strategy to fill open positions. Understanding how Indeed Platform works, we can manage the recruiting budget better.	Ongoing	
			Review HR Talent and Acquisition Structure	Updated recruiter title to Human Resource Business Partner 11/11/24		
			Linked In added additional recruiter profile	Rashard now has the capability to source applicants and reach out to LinkedIn profiles to attract talent.	12/08/24	
			Updated compensation scale. Review compensation study against current salaries to make adjustments where we can for the upcoming budget.	Compensation updates made during budget process for FY26.	3/24/25	
			Re-assess training needs for Technology			
Leadership Development	- Management Development trainings - New Manager Trainings series - Internal promotions - Leadership stipends to engage in duties outside the scope of normal roles and responsibilities	- Succession Plans – Develop and maintain succession plans for key roles - Lack of mentorship program that would transfer knowledge and skills from experienced leaders - Lack of sound judgement from leaders	- Draft of mentorship program - Management Development training (part 1) on managers roles and responsibilities	Training completed for managers to understand roles and responsibilities.	1/26/25	

		• Leaders understanding, what they say, what they do, impacts and influences who and what they manage	• Part 2 of Manager's Roles and Responsibilities scheduled for 3/20/25.	Completion of the training, discussed scenarios, and provided resources for ongoing trainings.	3/20/25	
Mental Health and Well-being impacting employee performance and the overall health of the Villa	• EAP Services • Management Development series • Policies and procedures (i.e. FMLA, ADA and STD/LTD) • Villa Cares • Donated Leave • Eligibility to earn additional days off through Attendance Bonus Structure	• How to support staff working with difficult clients • Open dialogue – not to avoid the conversation • Work-life balance though flexible work schedules • Absenteeism • Staff burnout	Discuss options to strengthen the Villa's EAP program. The Villa's Cares Fund assists with financial burdens that cause stress and impact mental health			

Financial – Risks Suzanne Hinton	Current Processes/Controls	Gaps	Actions	Progress/Results	Completion Date	Persons Responsible
Funding deficits/changes				See Sustainability Risks above Increase focus on Medicaid billing and collection with MMSI processed claims and issues noted	ongoing	Suzanne Hinton
Not enough Payroll knowledge in the department	If the Payroll Coordinator is out or vacant, Mary knows how to do/approve Payroll.	In Mary's absence, there is no one who knows how to review payroll, and in absence of both Mary and the Payroll Coordinator there is no one that can do payroll.	Payroll procedures will be updated Lydia and Suzanne will cross-train to review payroll. Will determine an appropriate third staff member to cross-train to perform payroll if necessary.		To be completed in April 2025 To be completed by June 30, 2025	Suzanne Hinton
Fraud banking scams	IT department KnowB4 email fraud/phishing tests Truist Positive Pay program	Employee error/misinterpretation of scam email/phone call as legitimate.	Continued education on how to identify a scam email Change in procedures/policies to require paper documents and verbal confirmation before changes in bank accounting	KnowB4 training as needed Changed practice to follow up all email financial requests with verbal confirmation and paper documents	ongoing October 2024	Suzanne Hinton

			information for employees, customers, and vendors			
Overall Finance Office staffing vacancies and cross training	Some cross training is in place for specific tasks	Back up functions/training for new staff reside primarily in the management offices – Accounting Manager, Controller and CFO – need to ensure there are others that can back up specific tasks	Prioritize tasks undertaken in the Finance Office and ensure there are additional members that can perform the most important tasks.	All procedures being updated in Finance Office in conjunction with COA Appropriate staff for back-up is in review maintaining consideration for separation of duties. AR, AP, Grants, Contracts, EDU billing are all currently supported by either the Accounting Manager, Controller, or CFO	April 30, 2025 ongoing	Suzanne Hinton
Legal – Risks Cindy Faison	<u>Current Processes/Controls</u>	<u>Gaps</u>	<u>Actions</u>	<u>Progress/Results</u>	<u>Completion Date</u>	<u>Persons Responsible</u>
EEOC open case Unlawful termination lawsuit	Retained legal counsel		Closed \$30,000 12/24	Closed	12/24	
CPS – Dooley Cottage 3 (elementary) 11/5/24	Staff accused of inappropriate restraint			Staff was terminated 11/24	11/24	
Police investigation with Dooley (Cottage 1) 12/12/25	Kid on kid complaint by parent reportedly instigated by staff CT being discharged			Student was discharged, no further information from family or Police	12/24	
Flagler contract dispute 3/3/25	Consulting with attorney, response provided March 25, 2025					