

ANR Cooperative Extension Risk Assessment

Risk Categories

Budget Reductions

General Description: The risk to the UCCE organization and administration of its programs that results from permanent and mandatory budgetary reductions, including impact on administrative workload burden, services to clientele, administrative support, morale, staffing, competition, sustainability, and strategic planning.

A. Administrative Workload Burden

1. Increased employee stress due to increased workload.
2. Neglect of internal controls (e.g. account review, reconciliation).
3. Lack of resources resulting in slower response time to inquiries regarding policy, thus forcing individuals to make their own decisions and thereby increasing risk.
4. Higher levels of risk in all aspects of programs.
5. Increased work for county staff to petition legislature and key influential individuals.

B. Service

1. Decline in quality of programs.
2. Inability to deliver programs to clientele.
3. Fewer staff members results in less supervision and support for volunteers
4. Forced move to fee-for-service format.
5. Reduced ability to develop new programs, curriculum and/or training materials.
6. Reformatted programs to fill gaps caused by elimination of programs.

C. Administrative Support

1. Reduced/eliminated staff trainings on policies or risk management.
2. Reduced ability to develop new curriculum or training material.
3. Loss of administrative county support and administrative support from Oakland.

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D. Morale

1. Lowered staff morale resulting in increased stress.
2. Fear of job loss affecting quality of work.
3. Compromised loyalty.
4. Overworked/overstressed staff.

E. Staffing

1. Loss of advisors.
2. Inability to fill vacant positions.
3. Staff reductions.
4. Inadequate staff to support programs.
5. Inability to recover positions in an equitable manner once budget recovers.
6. Inability to recruit funded positions.
7. Reorganization of staff positions resulting in increased counties per person.
8. Loss of staff and new/recent hires to more secure companies.
9. Loss of experienced staff causing a knowledge gap.
10. Inability to draw qualified people for new positions.
11. Loss of benefits such as sabbaticals and health, making jobs very non-competitive.
12. Merit and promotion system unable to adjust to reduced program impacts.

F. Competition

- a. Increased competition for research funding.
- b. Increased levels of competition between and within units (e.g., campuses, regions, and disciplines).
- c. Other agencies taking the lead because of our lack of resources to address important issues.

G. Sustainability

1. CE could become obsolete.
2. Loss of critical mass making it difficult to be effective.
3. Loss of credibility in community due to loss of programs.
4. Inability to meet grant funding/match requirements.
5. Loss of county funding as UCCE is unable to meet their part of the MOU.
6. Lack of county collaboration.
7. Reduced ability to deliver programs resulting in decreased visibility to the public leading to reduced financial support.

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8. CE suffers from state, UC, and county cutbacks, compounding sustainability issue.
9. Trying to be all things to all people resulting in mediocrity.
10. Loss of reputation.

H. Strategic Planning

1. Reductions being made with little or no regard to vision or program priority.
2. Risk of another reorganization being implemented.
3. Inability to eliminate ineffective programs/advisors, given current program and staffing priorities.
4. Workplace politics having a direct impact on day-to-day CE activities.
5. Lack of data to make informed decisions based on clientele needs, program impact or future needs.