

# ENTERPRISE RISK ASSESSMENT FY2025



## OFFICE OF THE CITY CONTROLLER

**CHRIS HOLLINS  
CITY CONTROLLER**

**FY2026  
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The Honorable John Whitmire, Mayor

**SUBJECT: Office of the City Controller Fiscal Year 2025 Enterprise Risk Assessment**

I am pleased to submit the Fiscal Year (FY) 2025 Enterprise Risk Assessment (ERA) conducted by the Audit Division within the Office of the City Controller.

The FY2025 ERA represents a transition from the City's prior department-based rotational risk assessment model to an enterprise-wide approach focused on risks that may affect the City as a whole. As part of this transition, the Audit Division identified and organized 156 risks across 11 risk categories, with the greatest concentrations in operational, compliance, technological, financial, and workforce-related areas.

This assessment also considered significant developments affecting the City's risk environment, including public safety labor initiatives, citywide efficiency study findings, disaster-readiness efforts, leadership changes, policy developments, and ongoing technology modernization activities. Together, these factors help provide a broader view of systemic, cross-functional, and emerging risks that may affect City operations, service delivery, accountability, and public trust.

The FY2025 ERA should be understood as a foundational enterprise risk inventory and organizing framework. In FY2026, this risk universe will be used to evaluate inherent risks for residual risk based on likelihood, impact, and management's mitigation activities.

Respectfully submitted,

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City Controller  
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## **INTRODUCTION**

The Audit Division, within the Office of the City Controller, adheres to professional standards issued by the Government Accountability Office (Yellow Book) and the Institute of Internal Auditors' Global Internal Audit Standards (Red Book). These Standards establish the foundation for the Audit Division's methodology and emphasize a risk-based approach to audit planning, scoping, and the design of audit procedures. This approach promotes consistency, accountability, and effective oversight across audit activities.

In accordance with the Red Book, an annual Enterprise Risk Assessment (ERA) is conducted to identify and evaluate risks across the organization and to inform development of the Audit Plan. Consistent with the Yellow Book, risk considerations are also assessed at engagement and process levels to address risks specific to individual audits and operational activities. Together, these practices establish a structured and comprehensive framework for understanding the City's risk environment and prioritizing audit resources toward areas of greatest potential impact.

The FY2025 ERA represents a transition from the City's prior department-based rotational risk assessment model to an enterprise-wide approach. Under the prior model, the Audit Division periodically reviewed/assessed performance on selected departments and used those results to inform audit planning. In FY2025, the Audit Division developed an enterprise risk universe to better identify systemic, cross-functional, and emerging risks affecting the City as a whole. This work establishes the foundation for FY2026 risk evaluation and supports a more strategic, enterprise-based approach to audit planning.

## **BACKGROUND AND METHODOLOGY**

For FY2025, the Audit Division shifted from a department-level methodology to an enterprise-wide approach focused on risks with the potential to affect the City broadly rather than individual departments in isolation. This transition reflects a strategic emphasis on identifying risks that cut across functions, operations, systems, and services.

The Audit Division developed the enterprise risk universe by reviewing prior risk assessments, departmental information, significant events, structural and policy changes, information systems and cybersecurity developments, and other operational factors affecting the City. Risks were consolidated and organized into 11 major categories to establish a consistent enterprise-wide taxonomy. This process was designed to identify systemic, cross-functional, and emerging risks that may not be fully visible through department-level assessment alone.

Protiviti, a third-party consulting firm, assisted the Audit Division with consolidating and organizing identified risks. This support enhanced consistency in the development of the City's risk universe and helped structure risks in a manner more suitable for enterprise-wide analysis and future evaluation.

The FY2025 ERA considered conditions and significant developments occurring during FY2025, as well as selected subsequent developments relevant to FY2026 for future audit planning. The

resulting enterprise-wide methodology improves the Audit Division’s ability to align audit resources with the City’s broader areas of exposure and establishes a stronger foundation for future risk evaluation, planning, and oversight.

## **ANNUAL ENTERPRISE RISK ASSESSMENT PROCESS**

The annual Enterprise Risk Assessment is designed to provide a consistent framework for identifying, organizing, and evaluating risks that could affect the City’s ability to achieve its objectives. In FY2025, the ERA focused on establishing an enterprise-wide risk universe by identifying and organizing risks across major categories and business areas.

The FY2025 ERA serves as the foundation for the FY2026 ERA.

### **Key components of the annual ERA include the following:**

- Consideration of notable changes
- Risk identification
- Risk categorization
- Development of the enterprise risk universe

## **NOTABLE CHANGES**

The Audit Division considered significant changes in events, operations, leadership, policies, systems, and other conditions affecting the City’s risk environment. These changes may arise from internal restructuring, policy shifts, technology initiatives, external developments, or other factors that influence how the City operates and delivers services.

Consideration of these changes provide important context for understanding how risk exposure may be increasing, shifting, or becoming more interconnected across the City. This analysis supports the identification of emerging issues, highlights areas where controls may require additional attention, and helps align future audit planning with current conditions.

## **SIGNIFICANT EVENTS**

- In September 2024, the Houston Police Department raised total compensation for Cadets to \$57,000 annually, a \$10,000 increase.

Primary Risk	Staffing and Retention (Workforce)
Secondary Risk	Compensation and Benefits (Workforce) Rising Crime Violence (Public Health & Safety)
Risk Implication	This action reflects management’s response to workforce capacity risk within public safety. While intended to mitigate staffing shortages and improve the pipeline of trained officers, it also highlights the City’s exposure to recruitment, retention, and compensation-related risks in a function critical to public safety.
- In January 2025, HUD allocated \$314.645 million in CDBG-DR funding to the City of Houston for recovery from the 2024 Derecho and Hurricane Beryl.

Primary Risk Grant Compliance (Compliance)  
 Secondary Risk Disaster Recovery (Emergency Management)  
 Project Delivery Failures (Operational)  
 Risk Implication The allocation creates significant recovery and resilience opportunities but also increases the City’s exposure to federal grant compliance, procurement, eligibility, reporting, monitoring, and project-delivery risk. The City will need to ensure that disaster recovery funds are prioritized, documented, and used for eligible purposes in accordance with HUD requirements.

- In January 2025, federal actions temporarily created uncertainty for the City around federal grant and loan funding, prompting Houston and Harris County officials to assess potential impacts to local programs and services.

Primary Risk Funding Instability (Financial)  
 Secondary Risk Service Delivery Disruption (Operational)  
 Program Sustainability (Strategic)  
 Risk Implication Federal funding uncertainty increases the risk that City programs dependent on federal grants, reimbursements, or pass-through funding may experience delays, cash-flow pressure, reduced service capacity, or scope changes. This condition increases the importance of maintaining a citywide grant inventory, identifying federally dependent programs, and developing contingency plans for delayed or interrupted funding.

- In February 2025, Mayor Whitmire released a citywide efficiency study covering 22 municipal departments, identifying opportunities to improve supervision, spending oversight, procurement practices, and administrative efficiency.

Primary Risk Resource Allocation Inefficiency (Operational)  
 Secondary Risk Policy Implementation Gaps (Compliance)  
 Procurement Compliance Breach (Compliance)  
 Fraud, Waste, Abuse (Compliance)  
 Risk Implication The study highlighted indicators of operational and financial control weakness, including inefficient supervisory structures, concentrated vendor spending, non-compliant card use, and administrative burden. These conditions increase the risk of waste, weak oversight, procurement noncompliance, and inefficient use of City resources.

- In March 2025, the City implemented a citywide hiring freeze in response to a reported budget gap, with exceptions primarily for direct-service positions and public safety roles.

Primary Risk Staffing and Retention (Workforce)  
 Secondary Risk Service Delivery Disruption (Operational)  
 Resource Allocation Inefficiency (Operational)  
 Budget Planning Weakness (Financial)

- Risk Implication The hiring freeze reflects management’s response to fiscal pressure but may increase operational strain in departments already experiencing vacancies, workload backlogs, or service-delivery demands. This condition increases the importance of workforce planning, vacancy monitoring, service-level tracking, and controls over exception approvals.
- In April 2025, the City identified projected overtime budget overages totaling approximately \$72 million across Solid Waste, Police, and Fire (specifically, \$42.7 million in Fire, \$26.1 million in Police, and \$3.1 million in Solid Waste).
    - Primary Risk Budget Planning Weakness (Financial)
    - Secondary Risk Staffing and Retention (Workforce)  
Payroll Control Weakness (Financial)  
Timekeeping Compliance Failure (Compliance)  
Service Delivery Disruption (Operational)
    - Risk Implication The overtime trend indicates that staffing models, budget assumptions, scheduling practices, and operational demand may not be aligned. Continued reliance on overtime increases the risk of budget overruns, payroll control weaknesses, employee fatigue, and reduced ability to sustain core services within approved appropriations.
  - In May 2025, Mayor Whitmire announced a five-year contract with the Houston Police Officers’ Union, providing a total 36.5% salary increase over five years and additional retention incentives.
    - Primary Risk Labor Relations and Work Stoppage (Workforce)
    - Secondary Risk Staffing and Retention (Workforce)  
Budget Planning Weakness (Financial)  
Compensation and Benefits (Workforce)
    - Risk Implication The agreement mitigates labor relations and retention risk within a critical public safety function, but it also introduces long-term financial and workforce planning considerations. The contract increases the importance of budget forecasting, compensation administration, and sustainability of personnel-related expenditures over time.
  - In June 2025, Mayor Whitmire and HUD Secretary Scott Turner announced Houston’s Power Protection Initiative, proposing \$151 million of HUD disaster recovery funds to equip over 100 critical facilities, including water plants, public safety sites, and emergency supply hubs, with backup power.
    - Primary Risk Emergency Readiness Gaps (Emergency Management)
    - Secondary Risk Infrastructure Vulnerability (Operational)  
Utility Service Failures (Public Health & Safety)  
Sustainability and Climate Resilience (Strategic)

Risk Implication This initiative reflects the City’s exposure to continuity-of-operations and resilience risks associated with severe weather and infrastructure disruption. The planned investment is responsive to risks involving emergency preparedness, protection of critical assets, and continuity of essential public services during major events.

- In June 2025, Mayor Whitmire announced that the 89th Texas Legislative Session secured over \$200 million in direct appropriations for Houston, supporting parks, water infrastructure, public safety, and other critical projects.

Primary Risk Project Delivery Failures (Operational)

Secondary Risk Funding Instability (Financial)  
Project Delivery (Operational)  
Regulatory Non-Compliance Exposure (Compliance)

Risk Implication The appropriations create significant implementation opportunities but also introduce future risk related to funding administration, project execution, compliance with applicable requirements, and alignment of resources with strategic priorities. Because implementation and expenditure of the appropriations will occur in future periods, this item should be monitored for FY2026 and FY2027 audit planning.

- In FY2025, the City’s drainage lawsuit created significant financial and infrastructure funding risk, including potential liability exceeding \$100 million and increased budget-gap pressure. The April 2025 settlement framework reduced some uncertainty but created continued obligations related to funding, implementation, and oversight of future street and drainage projects.

Primary Risk Budget Planning Weakness (Financial)

Secondary Risk Regulatory Non-Compliance Exposure (Compliance)  
Project Delivery Failures (Operational)  
Litigation Exposure (Compliance)

Risk Implication The settlement framework may reduce immediate uncertainty, but it increases the importance of monitoring whether drainage and street funding commitments are properly budgeted, tracked, and executed. The change also creates audit relevance around compliance with funding requirements, capital planning, and the long-term sustainability of infrastructure investments.

- In FY2025, the City relied on a significant drawdown of approximately \$84 million in fund balance to address budgetary pressures and maintain fiscal balance.

Primary Risk Structural Fiscal Imbalance (Financial)

Secondary Risk	Fund Balance Depletion (Financial) Budget Planning Weakness (Financial) Service Delivery Pressure (Operational)
Risk Implication	The drawdown indicates increased reliance on nonrecurring resources to support ongoing operations. This condition may reduce fiscal flexibility, weaken reserve capacity, increase exposure to unexpected financial obligations, and heighten the need for sustainable budget planning and expenditure controls.

**STRUCTURAL CHANGE: KEY STAFFING CHANGES**

Changes that occurred in the City’s Auditable Entities during FY2025 include the Mayor’s appointment of new or acting directors/leadership for the following City departments:

- Mayor’s Office - Chief of Staff (2)
- Houston Emergency Center
- Houston Fire Department
- Houston Police Department
- Houston Public Library
- Houston Public Works
- Municipal Courts
- Planning and Development
- Solid Waste Management (Interim)

Leadership transitions may influence risk exposure by affecting priorities, decision-making, control environments, operational continuity, and implementation of corrective actions

**STRUCTURAL CHANGE: COMPONENT UNITS**

Component units are legally separate organizations that the City must include as part of its financial reporting requirements for fair presentation. Most component units of the City are responsible for preparing and issuing audited financial statements, which are submitted for reporting purposes. These units can be governmental or business-type entities, and they are financially accountable to the City, or their relationship is significant enough to require inclusion in financial statements.

**POLICY AND PROCEDURE CHANGES**

Article VI of the City Charter gives the Mayor power and the duty to exercise administrative control over all departments of the City, which includes the authority to sign Administrative Policies and Procedures, Executive Orders, and Mayor’s Policies. The Code of Ordinances states that the Administration and Regulatory Affairs Department (ARA) has been designated by the Mayor as having the responsibility for the development and implementation of City-wide policies, regulations, and procedures.

- Administrative Policies and Procedures
  - 3-15 – Police Trainee Equipment Allowance
  - 3-23 – Municipal Voluntary Retirement Incentive Program
  - 3-36 – Rescindment of AP 3-36
- Executive Orders
  - None noted

- Mayor's Policies
  - None noted

## **INFORMATION SYSTEMS AND CYBERSECURITY**

Utilizing a risk-based approach, consideration was given to the City's information systems, technology initiatives, and cybersecurity activities because these areas can materially affect enterprise risk exposure. System implementations, upgrades, and infrastructure projects may introduce new risks or change existing risks related to system reliability, data integrity, access security, and continuity of operations. Cybersecurity activities were also considered because they reflect management's efforts to mitigate risks associated with cyber threats, system vulnerabilities, and disruption of critical services. Together, these factors help inform the ERA by identifying how technology-related risks may affect City operations, compliance, service delivery, and public trust.

The following City-wide and departmental IT projects were considered because each may affect technological, operational, compliance, and service delivery risk depending on implementation progress, system dependencies, and control design:

- Next Generation Network Project
- MyCOH Time
- Plat Tracker/Historic Preservation
- Radio Infrastructure Stabilization at Riesner

The Houston Information Technology Services department (HITS) Cyber Division has established the following cybersecurity activities to support City operations:

- Introduced additional process improvements and automation
- Made improvements to citywide cyber visibility by focusing on HPD and HAS
- Enhanced threat intelligence apparatus and incorporation into toolsets and workflows to improve Mean Time to Detect (MTTD) and Mean Time to Respond (MTTR)
- Enhanced proactive threat hunting capability and incident response triggers

These activities were considered because they may reduce residual risk related to data security, system outages, incident response, and broader operational disruption.

## **ENTERPRISE RISK ASSESSMENT ANALYSIS**

The FY2025 ERA identified 156 risks across 11 categories, reflecting a broad range of operational, strategic, compliance, technological, financial, environmental, legal, reputational, public health and safety, emergency management, and workforce-related exposures. The greatest concentrations of identified risks were in operational, compliance, technological, financial, and workforce areas, indicating that many of the City's most significant enterprise-wide exposures relate to how services are delivered, resources are managed, systems are operated, and responsibilities are governed.

By organizing risks at the enterprise level, the Audit Division was able to move beyond isolated departmental concerns and develop a broader view of systemic and cross-functional exposure. This approach supports identification of interdependencies, emerging issues, and recurring risk themes that may affect multiple departments, processes, or services simultaneously.

The FY2025 ERA did not assign final residual risk ratings across the enterprise risk universe. Rather, it established the City’s enterprise-wide risk inventory and organizing framework. Even without final residual risk scoring, the FY2025 analysis provides important insight into the breadth, concentration, and nature of risks affecting City operations and creates a stronger basis for future evaluation, prioritization, and audit planning.

**RISK CATEGORY**

Each risk category represents a distinct area of potential exposure that could affect City operations, regulatory compliance, financial sustainability, workforce performance, and achievement of strategic objectives. Categorizing risks in this manner provides a consistent framework for assessing vulnerabilities and organizing the City’s enterprise-wide risk profile.

The table below presents the key risk categories, related descriptions, and number of identified risks within each category. Together, these categories show that the City’s risk environment is broad and interconnected, with the greatest concentration of identified risks in operational, compliance, technological, financial, and workforce areas. The distribution also reflects important exposure in strategic, legal, environmental, emergency management, reputational, and public health and safety areas. This framework supports a more structured enterprise-wide understanding of risk and helps inform future audit planning and prioritization.

RISK CATEGORY	RISK DESCRIPTION	# OF RISKS
Compliance	Risks of failing to comply with laws or regulations or to conform to internal policies, contracts, or standards. Can result in fines, penalties, operational restrictions, or reputational damage.	24
Emergency Management	Risks that affect the City’s ability to prevent, prepare for, respond to, and recover from emergencies, disasters, or crises. Can result in delayed response, increased damage, or threats to public safety.	7
Environmental	Risks related to the natural or built environment, including ecological, weather, pollution, or resource management issues. Can result in regulatory violations, service interruptions, or harm to public health or property.	9
Financial	Risks that impact the City’s financial health, including budgeting, cash flow, revenue collection, expenditures, and accounting accuracy. Can result in budget shortfalls, misallocation of resources, or financial instability.	14
Legal	Risks arising from potential lawsuits, contractual disputes, or other legal actions. Can result in litigation costs, settlements, regulatory penalties, or reputational harm. <i>*Legal risk often overlaps with compliance risk but focuses on litigation exposure.</i>	7
Operational	Risks arising from failures in internal processes, systems, people, or day-to-day operations. Can result in inefficiencies, service disruptions, resource loss, or decreased productivity.	41

RISK CATEGORY	RISK DESCRIPTION	# OF RISKS
Public Health & Safety	Risks that could result in harm to employees, residents, or the general public, including exposure to hazards, accidents, or unsafe practices. Can result in injuries, illness, legal liability, or loss of public trust.	10
Reputational	Risks that could damage the public’s perception of the City, affecting trust, credibility, or community support. Can result in decreased stakeholder confidence, reduced community engagement, or scrutiny from oversight bodies.	5
Strategic	Risks that affect the City’s ability to achieve long-term goals, objectives, or mission. Can result in missed opportunities, ineffective initiatives, or failure to meet organizational priorities.	10
Technological	Risks associated with information systems, networks, hardware, software, and technology-dependent processes. Can result in system failures, data breaches, loss of information integrity, or operational interruptions.	17
Workforce	Risks related to human resources, including staffing levels, employee skills, morale, retention, safety, and succession planning. Can result in reduced performance, service interruptions, low morale, or difficulty meeting organizational objectives.	12

**RISK UNIVERSE**

The risk universe represents the full population of risk categories and related risk names that define the City’s enterprise-wide risk landscape. Additionally, the risk universe provides a structured and consistent foundation for identifying and organizing risks that could affect the City’s ability to achieve its objectives.

For the FY2026 ERA, the risk universe will serve as the starting point for evaluating each identified inherent risk and assessing residual risk based on likelihood, potential impact, and management’s mitigation activities. This next step will support a more informed and consistent enterprise-wide assessment of risk and help guide audit planning and prioritization. See Appendix I for list of risks

**CONCLUSION**

The FY2025 ERA represents a foundational step in the City’s transition to an enterprise-wide approach to risk assessment. Rather than assigning final residual risk ratings, FY2025 focused on identifying and organizing the City’s inherent risks into a structured enterprise-wide framework. This work provides a clearer view of the City’s overall risk landscape, including areas of greatest concentration and emerging cross-functional exposure.

In FY2026, the City’s enterprise risk universe will be used to evaluate residual risk based on likelihood, potential impact, and management’s mitigation activities. Once completed, that evaluation will provide a more refined view of relative risk exposure and further strengthen the City’s risk-based approach to audit planning, prioritization, and oversight.

## **AUDIT TEAM**

Protiviti LLP

Deputy Director: Jennifer Pierce

Audit Manager: Theresa Watson, CIA

Lead Auditor: Jermaine Brooks

## APPENDIX 1: RISK UNIVERSE

The following appendix presents the complete enterprise risk inventory identified through the FY2025 assessment. Risks are organized by primary category to support transparency, traceability, and alignment with risk-based audit planning.

COMPLIANCE
Asset and Data Misuse
Card Misuse Oversight
Digital Communications Governance
Donor Compliance Failures
Donor Reporting Failures
FEMA Insurance Non-Compliance
Fire Safety Non-Compliance
Fraud Waste Abuse
Grant Coordination Gaps
Ineffective Change Management Processes
Labor Law Violations
Medical Equipment Loss or Damage
Missing Audit Clauses
Mobile Unit Maintenance Deficiencies
Policy Implementation Gaps
Procurement Compliance Breach
Project Delivery Failures
Recycling Standards Non-Compliance
Regulatory Change Blindness
Regulatory Non-Compliance Exposure
Rising Utility and Material Costs
Unauthorized Use of Official City Seal
Vehicle Safety Non-Compliance
Vendor Equity Gaps

FINANCIAL
Asset Disposition Failures
Budget Planning Weakness
Capital Asset Misstatement
Cash Flow Shortfall
Debt Obligation Breach
Financial Market and Pension Volatility
Financial Oversight Gaps
Financial Reporting Errors
Funding Instability Risk
Insurance Payroll Exposure
Investment Oversight Failures
Receivables Payables Failures
Replacement Budget Gaps
Revenue Collection Gaps

EMERGENCY MANAGEMENT
Emergency Preparedness Gaps
Emergency Readiness Gaps
Emergency Response Breakdown
Emergency Response Life-Safety
Emergency Tech Failure
Public Health Outbreaks
Supply Chain Disruptions

ENVIRONMENTAL
Climate Impact Strain
Disaster Infrastructure Damage
Environmental Contamination–Driven Disease
Environmental Degradation Risk
Environmental Pollution Events
Greenspace Neglect Risk
Hazardous Spill Incidents
Inequitable Environmental Planning
Terrorism Infrastructure Threat

LEGAL
Conflict of Interest
Consultant Insurance Exposure
Emerging Tech Legal Risks
Regulatory Legal Claims
Technology and Intellectual Property (IP) Contract Risks
Transparency Compliance Failures
Vendor Compliance Liability

PUBLIC HEALTH & SAFETY
Emergency Messaging Failure
Facility Security Hazards
Hazardous Waste Mismanagement
Healthcare Capacity Shortfalls
Infectious Disease Outbreaks
Mental Health and Substance Crisis Response
Public Health Preparedness
Public Space Hazards
Rising Crime Violence
Utility Service Failures

<b>OPERATIONAL</b>
Asset Damage Events
Asset Lifecycle Mismanagement
Asset Maintenance Failures
Case Management Delays
Community Collaboration Weakness
Community Opposition Risk
Court Backlog Delays
Critical Equipment Failure
Cross-Department Misalignment
Data Quality Security
Deferred Maintenance Risk
Development Planning Failures
Employee Safety Procedure Failure
Energy Fuel Inefficiency
Essential Service Interruptions
Fuel Cost Volatility
Infrastructure Vulnerability
Inventory Control Failures
Library Collection Gaps
Licensing Permitting Delays
Operational Oversight Weakness
Outdated Library Materials
Population and Growth Pressure
Program Oversight Gaps
Project Delivery Risk
Project Management Weakness
Records Management Weakness
Resident Engagement Gaps
Resource Allocation Inefficiency
Resource Constraints Risk
Security Control Gaps
Service Backlog Accumulation
Service Scalability Limits
Stormwater System Failures
Supply Chain Disruptions
Technology Upgrade Disruption
Theft Vandalism Risk
Vendor Dependence
Vendor Performance Failures
Waste Management Failures
Workplace Safety Non-Compliance

<b>REPUTATIONAL</b>
Library Language Barriers
Major Reputation Damage
Misinformation and Public Perception
Multilingual Communication Gaps
Service Equity

<b>STRATEGIC</b>
ARA Coordination Gaps
Board Oversight Gaps
Capacity Planning Failures
Economic Development Constraints
Environmental Scanning Gaps
Revenue Volatility Impact
Strategic Alignment
Strategic Partnership Failures
Strategy Execution Weakness
Sustainability and Climate Resilience

<b>TECHNOLOGICAL</b>
Access Control Failures
Data Loss Events
Data Privacy Breach
Data Security Breach
Digital Accessibility and Inclusion
Emerging Tech Challenges
Emerging Technology Threats
External Cyberattacks
Insider Threat Actions
Insufficient IT Support Capacity
IT Infrastructure Limitations
Legacy Systems Risk
Mobile Device Breach
RFID Tracking Absence
System Integration Gaps
System Outage Risk

<b>WORKFORCE</b>
Compensation and Benefits
Employee Burnout and Engagement
Employee Performance Management
Job Description Deficiency
Labor Relations and Work Stoppage
Recruitment and Onboarding
Role Clarity and Knowledge Transfer
Staffing and Retention
Succession Planning Gaps
Workforce Planning and Forecasting
Workforce Policy Adaptation
Workforce Skills Gap