

Application Form

Introduction

NOTE: If your organization is awarded a grant, it is likely to be issued on a cost-reimbursement basis. This is determined at the contracting stage. Please consider this when developing your request and project start date.

The submission of an application is not a guarantee or commitment of funding. This application will be made public, in its entirety, including any attachments or uploads.

To see the rubric by which your organization's application will be scored, [click here](#).

Please answer these questions FIRST, as the application will show you the required sections and fields to complete based on your answers.

Priority Funding Areas*

Please select the priority area(s) most relevant to your request (see the PCF website for examples).

Food

Reimbursement*

The Pinellas CARES Nonprofit Partnership Fund allows requests to ask for reimbursement of expenditures related to COVID-19 programming within the Priority Funding Areas that took place between March 1, 2020 and the time of application.

Will your organization be applying for this cost reimbursement?

No

Future Programming*

Will your organization be applying for funding for services to be delivered between the grant award decision and December 30, 2020?

Yes

Project Name*

The Ridgecrest Healthy Food Initiative

EIN*

16-1730210

DUNS Number*

Please provide your organization's DUNS number. This is the Data Universal Numbering System.

You can search for your DUNS number here: <https://www.dnb.com/duns-number/lookup.html>

If you do not have a DUNS number, you can apply for one here (it is free and may take 3-4 days for approval): <https://www.dnb.com/duns-number/get-a-duns.html>

This field is optional as to not stop a qualifying organization from applying. HOWEVER, a DUNS number *will* be required if your organization is approved for a grant. Your organization should apply for a DUNS number now if it does not yet have one.

021598433

Mission Statement*

To cultivate a sustainable community by building leaders and healthy successful families.

Total Operating Expenditure*

What are your total annual operating expenses?

\$647,145.00

Amount Requested*

Please review the entire application and its fiscal requirements before determining the total amount your organization will be requesting. This amount should include any reimbursements your organization is seeking for past COVID-19 programming.

Typical funding requests will range between \$25,000 and \$250,000. Amounts above and below are accepted, provided the request can be justified by community need.

Requests at the higher end, or above this range must have a significant and sustained impact on the vulnerable community being served. Your organization's capacity for spending a large amount of funds must also be justified.

\$35,649.00

If you are requesting more than \$250,000 or a large capital expenditure, please speak with PCF program staff to discuss the feasibility of your request **PRIOR TO submission**.

Priority Populations*

Please select the priority populations your programming will serve:

Note: Examples of "high-risk pandemic response jobs" include front-line workers, nurses, medical housekeeping staff, nonprofit employees, law-enforcement and medical first responders.

- Communities of color
- Children and/or the elderly
- Persons employed in high-risk pandemic response jobs
- Residents with language barriers
- Persons with disabilities
- Low-income families

Guiding Principles*

One of the guiding principles of this fund is that it will apply a lens of equity to ensure the needs of specified priority populations are met.

From the priority populations you have indicated above, please explain to what extent one or more these populations are involved in the creation, design, and impact of your organization (or this specific project).

An investigation of the Ridgecrest community conducted by The Juvenile Welfare Board (JWB) which utilized community interviews and analysis of social indicators, census and other research data, revealed a disproportionately high level of unmet social and financial needs compared to other areas of the county with similar demographics. GRAYDI NFC was formed in 2006 to address this disparity. The Ridgecrest area comprises zip codes 33774, 33770, and 33778. The most recent ALICE report's municipal level data reveals that 66% of these residents are living at or below the ALICE threshold and are often unable to afford basic needs. GRAYDI operates out of Rainbow village, which is the only exclusively low income public housing within Pinellas county. Rainbow Village and the surrounding neighborhoods have a high concentration of low income families, and single parent /one income households, and many are black and latino. All GRAYDI services target and impact these aforementioned populations.

Length of time operating program/project*

Please briefly explain how long you have been operating the program or project for which you are requesting funds. **This funding is for expansion of existing programming or sustaining an existing expansion to meet community needs.**

GRAYDI has operated its food pantry for over 10 years and partners with RCS, GA foods, and Publix to supplement our food stock.

Service Area*

In which areas of the county do you physically provide services?

Mid-County (locations such as Clearwater, Largo, Safety Harbor)

Impact on Organization*

What has been the impact of the coronavirus/COVID-19 on the services of your organization? (Example: inability to provide enough food, unable to provide behavioral health sessions, lack of volunteerism, etc.)

The COVID-19 pandemic has greatly increased financial hardship within the Ridgecrest Community due to losses of income as a result of furlough, job loss, a reduction of work hours, or the need to care for family members/children. GRAYDI is the only organization providing wrap around services for families dealing with financial hardship within a 5 mile radius and the only one serving Ridgecrest and the surrounding zip-codes. Nearly every household GRAYDI NFC serves falls within or below the ALICE threshold, and many are headed by single working females. Nearly all of these employed head of households work jobs that provide no paid time off, sick leave or medical benefits, and many are employed in industries that have been temporarily eliminated or scaled back in response to social distancing and safer at home orders. This has resulted in many of our families sole providers being laid off or facing reduced hours and pay. Some of our families have lost a financial provider to virtual schooling supervision. These circumstances have resulted in a greater demand for food assistance within the Ridgecrest community. The increase in demand for services and demonstration of our need for additional cold storage is evident when reviewing the numbers of individuals served by our food assistance program in January through February of 2020, which was 629 individuals and how many were served through GRAYDI's food assistance program in May through June of 2020 which totaled 1,610 people. This demonstrates an increase in service of nearly 40% between the two months prior to the COVID outbreak and the beginning of Summer as the repercussions of COVID and the resulting economic consequences. Even at a roughly 40% increase in individuals served by our food assistance programs, we are unable to fully meet the increased need of the community, and get more requests for food than we are able to assist with.

Fiscal Accountability

Federal Fund Disclosure*

If your organization is awarded this grant, you may be considered a subrecipient of federal funding. THEREFORE, if you are deemed a subrecipient and your organization reaches a threshold of having spent more than \$750,000 in federal funding this fiscal year (this INCLUDES other federally funded programs), it will be subject to requirements of the Federal Single Audit Act. This will require your organization to comply with Federal Compliance Requirements and may necessitate additional expenses for your organization and you should prepare for this.

It is advisable that you contact a certified public accountant (CPA) or other professional for guidance.

Yes, my organization understands and assumes all liabilities/costs in regards to federal funding.

Audited Financial Statements*

Does your organization routinely contract to have an audit conducted of its financial statements?

Yes

Most Recently Filed IRS Form 990*

Please upload a copy of the organization's most recently filed IRS Form 990. **This is absolutely required.**

Greater Ridgecrest Draft 2018 990 (1).pdf

Board-Approved Budget*

Please upload your most recently board-approved budget for this fiscal year in PDF format.

Board approved budget .pdf

Audited Financial Statements

Most Recent Audited Financial Statements*

If your organization routinely contracts for an independent audit of its financial statements, including audits in accordance with Uniform Guidance and/or Chapter 10.650, Rules of the Auditor General, upload the most recent audit. The document should not be more than a year old.

Greater Ridgecrest Area Youth Financial Statements 2019.pdf

Management Letter*

Please provide a management letter indicating any findings from your organization's most recent independent audit.

If there is no management letter, please explain why.

Greater Ridgecrest Area Youth SAS 114 Letter.pdf

Expansion or Sustaining of Exact Programming Funded by Another Source

Existing Contract

If you are applying for funding to expand and/or sustain COVID-19 response programming that has already been funded by another source, please upload that contract here and provide a brief description of the funding source and relationship with the funder. Please note that any costs funded by another source are not allowed to be included in this application. Only the costs that are required to expand or sustain programs in excess of that funding will be considered for the purposes of this application.

N/A

Funding and Usage

Client Service Delivery*

Briefly describe the services to be delivered under the programming for which you are requesting funding. Please include when and where the services will occur, how the target population will access the services, and the length of time the services will be provided. **Please specify the zip codes of participants. If not available, specify the zip codes of service delivery points.**

Food assistance services are to be delivered from funding supplied by this grant and will include funds to buy food for Holiday Food Bag distribution (Thanksgiving and Christmas). Additionally, funds from this request will provide us with ability to increase the amount of food we can distribute and the number of people we can serve this Holiday season and regularly by providing additional cold storage space. The first purchase when approved will be the Refrigerator, upon completion of this purchase, food for the food bags will be bought. The Thanksgiving food bags will be distributed in two rounds, on November 19th and 24th and the Christmas food bags will be distributed in two rounds on December 17th and 22nd at the GRAYDI NFC. We will sign up families for the Holiday bags on a first come first serve basis up until the distribution day. They will be able to sign up for a food bag by calling our office. The food bags services will be one time food distributions to ease the financial burdens families are facing during the Holiday Season. The additional cold storage space will allow us to increase our service capacity on a regular basis and allow us to distribute approximately 25 more pounds of food per month. Our target population for this food distribution are ALICE families living within Ridgecrest and Largo specifically zip codes 33770, 33771, 33773, 33774 and 33778. Access to these services by our target population will provide for pick up of food, and when necessary delivery.

Communication/Outreach and Community Engagement Efforts*

In what ways is your organization marketing and communicating its available programming to the community it serves? How will you ensure that your target population is aware of your services and utilizes them?

GRAYDI has served the Ridgecrest Community for 15 years, and is well known in the community and word of mouth brings in many clients. We market our services with the assistance of community partners (like 211, The YMCA and ROSS) who refer any relevant inquiries about assistance to us. We have an active social media presence and communicate about new services or events to our followers on the web, through email, community bulletin boards and newsletters. We will ensure that our targeted families are made aware of these additional food assistance services through our social media, community bulletins. Once shared with the public, by reaching out directly to new/recent clients who we know are in particular need.

Hurricane Preparedness*

If a hurricane-related emergency were to strike Pinellas County this year and cause an interruption in your organization's normal programming, how would you return to offering the programming, and continue to spend awarded funds from this grant?

There is an expectation that your programming will be able to continue in the event of a hurricane-related emergency.

If your organization has a COOP (Continuity of Operations Plan), you may upload it here instead of providing a text answer. You may redact sensitive information from your organization's COOP.

GRAYDI - COOP Plan - 2018 - FINAL (1).doc

Evidence of Insurance Coverage*

Grantees of the Pinellas CARES Nonprofit Partnership Fund will be required to maintain appropriate insurance to cover the services proposed in this application. PCF will determine whether this coverage is appropriate.

Please upload evidence of insurance policies that cover the programming for which your organization is requesting funds.

If there is no insurance coverage for this programming, please provide an explanation as to why.

19-20 Summary of Insurance.pdf

Insurance Requirement*

If you are awarded a contract for the Pinellas CARES Nonprofit Partnership Fund, you will be required to list Pinellas Community Foundation as an additional insured through your general liability insurance. If you would like to begin this process now, please contact your general liability insurance carrier.

Here is the information for your carrier:

Pinellas Community Foundation
17755 US Highway 19 N
Suite 150
Clearwater, FL 33764
727-531-0058

Please check the box below to indicate that you understand and will be able to comply with this requirement.

Yes, I understand this requirement.

The Budget Summary and Budget Narrative sections are absolutely critical to a successful application. Improperly completed forms will be returned to you to fix, and will delay a funding decision being made on your application. Please see the examples in each section. To avoid rejection of your organization's application, PCF HIGHLY recommends you watch this short, instructional video as well: [Budget Narrative/Summary Instructions](#)

Update as of 9/25/2020: Due to new U.S. Department of the Treasury guidance, the CARES Act does not cover *any* administrative or indirect costs. The Budget Narrative and Summary have been updated. CFO, CEO, and other types of "administrative" time must be documented as a **direct cost on an hourly basis** under Personnel or Contracted Services. The above webinar will be updated shortly.

If your organization is awarded a grant, it is likely to be issued on a cost-reimbursement basis. Please consider this when developing your budget narrative and summary.

Note about Hazard Pay: Hazard pay will not automatically be approved as a budget item. Hazard pay is only for hazardous duty or work involving physical hardship, in each case that is related to COVID-19. Much of the immediate hazards of COVID-19 can be mitigated by appropriate use of PPE and/or regular sanitizing of spaces. The threshold for approval of hazard pay is high. It is best that you inquire in advance of adding this to a budget in your grant application.

If you would like to use a unit of service cost as a basis for your budget, you MUST contact Pinellas Community Foundation program staff FIRST to discuss this possibility.

Budget Summary*

Please download the budget summary template [HERE](#) and complete it. **If you have selected multiple Priority Fund Areas, you should include ALL costs in this summary.**

Capital includes buildings, vehicles, equipment at \$3,000 or more per item. The purchase of capital must represent the lower cost option for the period during which the purchased asset would be used for COVID-response activities. Outright purchase must be less than the cost of renting or leasing OR if renting or leasing is not available.

[CLICK HERE TO SEE AN EXAMPLE OF A PROPERLY COMPLETED BUDGET SUMMARY.](#)

Please export as a PDF and upload it.

[CARES-Partnership-Fund-Budget-Summary-Grant \(2\).xlsx](#)

Budget Narrative*

Please download the budget narrative template [HERE](#) and complete it.

The budget narrative needs to do more than define the expenses. It should clearly state what is going to be paid using CARES funds and then justify the expenses as a program expansion (or sustaining an already expanded program) as a result of COVID-19. Do not bold, underline, or italicize. Use dollar amounts that match your Budget Summary.

If you have selected multiple Priority Fund Areas, you should include ALL costs in this narrative.

[CLICK HERE TO SEE AN EXAMPLE OF A PROPERLY COMPLETED BUDGET NARRATIVE.](#)

Capital includes buildings, vehicles, equipment at \$3,000 or more per item. The purchase of capital must represent the lower cost option for the period during which the purchased asset would be used for COVID-response activities. Outright purchase must be less than the cost of renting or leasing OR if renting or leasing is not available.

Please export as a PDF and upload it.

CARES-Partnership-Fund-Budget-Narrative-Grant.docx

Capital Requests

If you are requesting funding for capital expenses, please upload bids/estimates/rental agreements to match the expenses described in your budget summary and narrative.

Please upload in PDF format.

Quotes for Capital.PDF

Logistical partner organizations (LPOs) are considered to be a critical part of service delivery strategy for this grant program, and using them is highly encouraged. Typical LPOs are:

- Grassroots organizations with small annual operating budgets (under \$50,000)
- Churches and other faith-based organizations
- Neighborhood associations
- Social organizations/collaboratives
- Resident councils in low-income house communities
- Neighborhood family centers
- Senior centers

Their essential role is to serve as outreach, information, referral and service delivery sites for food distribution, legal aid counseling to prevent evictions and behavioral health services, consistent with the three priority need areas in the grant specifications.

Are you going to use LPOs in this programming?*

No

Food

This grant will require weekly reporting on the following measures:

- **Number of Pinellas County residents** accepting food by zip code of participant or distribution point (participant zip code is preferred)

Affirmation of Reporting*

I affirm that my organization is capable of providing weekly reports on the above measures.

Yes

Number of Pinellas County Residents Served During Grant Period - Food*

This grant period ends on December 30, 2020. Please estimate the number of clients that will be served **food** by the end of the grant period.

1250

September 2020 Projections - Food*

Please estimate the number of individuals to be served **food** by this funding in **September 2020**.

0

October 2020 Projections - Food*

Please estimate the number of individuals to be served **food** by this funding in **October 2020**.

0

November 2020 Projections - Food*

Please estimate the number of individuals to be served **food** by this funding in **November 2020**.

625

December Projections - Food*

Please estimate the number of individuals to be served **food** by this funding in **December 2020**.

625

Funder Involvement

Which of the funders have provided a grant to your organization within the last three years?*

Juvenile Welfare Board of Pinellas County

Other Funding Sources

If your organization has submitted applications to other funders or has received funding in response to coronavirus/COVID-19 from another funder, please briefly describe below:

N/A

Corrective Action*

Is your organization currently under a corrective action agreement with any funder (including but not limited to those listed above)? If yes, please explain in detail, including the status of the corrective action. If no, state **No**.

No

Confirmation

Signature and Affirmation*

By submitting this application, I hereby swear that executive leadership is aware of this request for funding, and if this funding is approved, my organization will be able to use these funds in the manner described in the application.

Please type your name as an electronic signature and the date on which you are submitting this application.

Meghan Cottrell 10-27-2020

File Attachment Summary

Applicant File Uploads

- Greater Ridgecrest Draft 2018 990 (1).pdf
- Board approved budget .pdf
- Greater Ridgecrest Area Youth Financial Statements 2019.pdf
- Greater Ridgecrest Area Youth SAS 114 Letter.pdf
- GRAYDI - COOP Plan - 2018 - FINAL (1).doc
- 19-20 Summary of Insurance.pdf
- CARES-Partnership-Fund-Budget-Summary-Grant (2).xlsx
- CARES-Partnership-Fund-Budget-Narrative-Grant.docx
- Quotes for Capital.PDF

IRS e-file Signature Authorization for an Exempt Organization

Form 8879-EO

For calendar year 2018, or fiscal year beginning OCT 1, 2018, and ending SEP 30, 2019

2018

Department of the Treasury Internal Revenue Service

Do not send to the IRS. Keep for your records. Go to www.irs.gov/Form8879EO for the latest information.

Name of exempt organization: GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE INC. Employer identification number: 16-1730210

Name and title of officer: MICHELLE MCFARLANE EXECUTIVE DIRECTOR

Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line 1a, 2a, 3a, 4a, or 5a, below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, or 5b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. Do not complete more than one line in Part I.

Table with 5 rows (1a-5a) and 2 columns (b Total revenue, b Total tax, b Tax based on investment income, b Balance Due). Row 1b contains value 545,479.

Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2018 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

[X] I authorize CARR, RIGGS & INGRAM, LLC to enter my PIN 71240. ERO firm name. Enter five numbers, but do not enter all zeros

as my signature on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

[] As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature: ***** THIS IS NOT A FILEABLE COPY *** Date

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

61989636331 Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2018 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature: CARR, RIGGS & INGRAM, LLC Date: 05/04/20

ERO Must Retain This Form - See Instructions Do Not Submit This Form to the IRS Unless Requested To Do So

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2018

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

A For the 2018 calendar year, or tax year beginning **OCT 1, 2018** and ending **SEP 30, 2019**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE INC. Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 12601 130TH AVENUE N City or town, state or province, country, and ZIP or foreign postal code LARGO, FL 33774 F Name and address of principal officer: MICHELLE MCFARLANE SAME AS C ABOVE	D Employer identification number 16-1730210 E Telephone number 727-595-7290 G Gross receipts \$ 545,479. H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) H(c) Group exemption number ▶
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
J Website: ▶ N/A		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 2005 M State of legal domicile: FL

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: ENGAGING IN ACTIVITIES THAT BUILD LEADERS, INCREASE LEARNING OPPORTUNITIES AND SUPPORT FAMILIES. 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. 3 Number of voting members of the governing body (Part VI, line 1a) 3 7 4 Number of independent voting members of the governing body (Part VI, line 1b) 4 7 5 Total number of individuals employed in calendar year 2018 (Part V, line 2a) 5 21 6 Total number of volunteers (estimate if necessary) 6 7 7 a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0. b Net unrelated business taxable income from Form 990-T, line 38 7b 0.		
Revenue		Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)		502,544.	541,103.
9 Program service revenue (Part VIII, line 2g)		7,130.	4,376.
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		-119.	0.
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		0.	0.
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)		509,555.	545,479.
Expenses			
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		32,811.	6,050.
14 Benefits paid to or for members (Part IX, column (A), line 4)		0.	0.
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)		336,473.	378,747.
16a Professional fundraising fees (Part IX, column (A), line 11e)		0.	0.
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 4,264.			
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)		149,359.	153,140.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)		518,643.	537,937.
19 Revenue less expenses. Subtract line 18 from line 12		-9,088.	7,542.
Net Assets or Fund Balances		Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)		50,148.	180,687.
21 Total liabilities (Part X, line 26)		49,319.	172,314.
22 Net assets or fund balances. Subtract line 21 from line 20		829.	8,373.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer MICHELLE MCFARLANE, EXECUTIVE DIRECTOR Type or print name and title	Date
Paid Preparer Use Only	Print/Type preparer's name DAVID SIETSMA	Preparer's signature Date Check if self-employed <input type="checkbox"/> PTIN P00707792
	Firm's name ▶ CARR, RIGGS & INGRAM, LLC Firm's address ▶ 600 CLEVELAND STREET, SUITE 1000 CLEARWATER, FL 33755	Firm's EIN ▶ 72-1396621 Phone no. 727.446.0504

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.

Form 990 (2018)

16-1730210 Page 2

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:
ENGAGING LOCAL RESIDENTS IN ACTIVITIES THAT BUILD LEADERS, INCREASE LEARNING OPPORTUNITIES AND SUPPORT FAMILIES AS A NEIGHBORHOOD FAMILY CENTER, GRAYDI PROVIDES FULL WRAP AROUND SERVICES THAT PROMOTE SELF-SUFFICIENCY AND KEEPS FAMILIES FROM ENTERING INTO CRISIS MODE.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: _____) (Expenses \$ 459,936. including grants of \$ 6,050.) (Revenue \$ 4,376.)
THE ORGANIZATION PROVIDES YOUTH, ADULT AND FAMILY SUPPORT SERVICES. LAST YEAR AN ESTIMATED 785 YOUTH RECEIVED SERVICES INCLUDING HOMEWORK ASSISTANCE, TUTORING AND LITERACY AND COMPUTER AND LITERACY CLASSES, ENRICHMENT PROGRAMS SUCH AS GARDENING, ARTS AND CRAFTS, SPORTS AND RECREATIONAL ACTIVITIES. WE SERVED AN ESTIMATED 2,268 ADULTS WITH JOB TRAINING AND LITERACY INSTRUCTION. FAMILY SUPPORT SERVICES INCLUDE UTILITY ASSISTANCE, FOOD PANTRY, HOUSING ASSISTANCE, PARENTING CLASSES, BUDGETING, FREE TAX PREP, NOTARY AND OTHER SUPPORT SERVICES. THESE SUPPORT SERVICES HELP FAMILIES TO STAY OUT OF CRISIS MODE AND MOVE TOWARD SELF-SUFFICIENCY. OUR COMPREHENSIVE WRAP AROUND APPROACH ADDRESSES THE FAMILY AS A WHOLE WITH THE GOAL OF PROMOTING HEALTHY KIDS, HEALTHY FAMILIES, HEALTHY LIFESTYLES.

4b (Code: _____) (Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)

4c (Code: _____) (Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)

4d Other program services (Describe in Schedule O.)
(Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)

4e Total program service expenses **459,936.**

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?		X
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Form 990 (2018)

16-1730210 Page 4

Part IV Checklist of Required Schedules *(continued)*

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22 X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>	26	X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38 X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	5
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c X	

GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.

Form 990 (2018)

16-1730210

Page 5

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return 2a 21		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? 2b X	X	
Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year? 3a		X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O 3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? 4a		X
b	If "Yes," enter the name of the foreign country: ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? 5a		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? 5b		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T? 5c		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? 6a		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? 7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? ...		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12 10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b		
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders 11a		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? 12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? 13a		
Note. See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans 13b		
c	Enter the amount of reserves on hand 13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year? 14a		X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O 14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? 15		X
If "Yes," see instructions and file Form 4720, Schedule N.			
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? 16		X
If "Yes," complete Form 4720, Schedule O.			

Form 990 (2018)

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

			Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	1a	7		
b Enter the number of voting members included in line 1a, above, who are independent	1b	7		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?	3			X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6 Did the organization have members or stockholders?	6			X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?	8a		X	
b Each committee with authority to act on behalf of the governing body?	8b		X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9			X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

			Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a			X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b			
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		X	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.				
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a		X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b			X
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c			X
13 Did the organization have a written whistleblower policy?	13		X	
14 Did the organization have a written document retention and destruction policy?	14		X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?				
a The organization's CEO, Executive Director, or top management official	15a			X
b Other officers or key employees of the organization	15b			X
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).				
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a			X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b			

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **▶ FL**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **▶**
MICHELLE MCFARLANE - 727-595-1684
12601 130TH AVENUE N, LARGO, FL 33774

GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.

Form 990 (2018)

16-1730210 Page 9

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	533,995.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	7,108.				
	g Noncash contributions included in lines 1a-1f: \$		6,050.				
	h Total. Add lines 1a-1f		541,103.				
Program Service Revenue	2 a <u>SUMMER CAMP</u>	Business Code 624110	4,376.	4,376.			
	b _____						
	c _____						
	d _____						
	e _____						
	f All other program service revenue						
	g Total. Add lines 2a-2f		4,376.				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)						
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6 a Gross rents	(i) Real	(ii) Personal				
		b Less: rental expenses					
		c Rental income or (loss)					
		d Net rental income or (loss)					
	7 a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		b Less: cost or other basis and sales expenses					
		c Gain or (loss)					
		d Net gain or (loss)					
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	a					
		b Less: direct expenses	b				
		c Net income or (loss) from fundraising events					
	9 a Gross income from gaming activities. See Part IV, line 19	a					
b Less: direct expenses		b					
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances	a						
	b Less: cost of goods sold	b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue		Business Code					
11 a _____							
	b _____						
	c _____						
	d All other revenue						
	e Total. Add lines 11a-11d						
12 Total revenue. See instructions			545,479.	4,376.	0.	0.	

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Form 990 (2018)

16-1730210 Page **10**

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	6,050.	6,050.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	70,939.	60,299.	9,931.	709.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	253,605.	215,564.	35,505.	2,536.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	30,670.	26,069.	4,294.	307.
10 Payroll taxes	23,533.	20,003.	3,295.	235.
11 Fees for services (non-employees):				
a Management				
b Legal				
c Accounting	12,200.		12,200.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	30,541.	30,541.		
12 Advertising and promotion	2,123.	2,123.		
13 Office expenses	38,857.	35,358.	3,296.	203.
14 Information technology				
15 Royalties				
16 Occupancy	18,572.	15,786.	2,600.	186.
17 Travel	906.	770.	127.	9.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	5,421.	4,608.	813.	
23 Insurance	7,892.	6,708.	1,105.	79.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a PARTICIPANT EXPENSES	17,829.	17,829.		
b FOOD AND NUTRITION	9,318.	9,318.		
c EQUIPMENT RENTAL	5,200.	5,200.		
d TRAINING	3,809.	3,238.	571.	
e All other expenses _____	472.	472.		
25 Total functional expenses. Add lines 1 through 24e	537,937.	459,936.	73,737.	4,264.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Form 990 (2018)

16-1730210 Page **11**

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	25,133.	1	10,974.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	142,184.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L			5
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L			6
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	9,711.	9	9,711.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	36,376.		
	b Less: accumulated depreciation	18,558.	10c	17,818.
	11 Investments - publicly traded securities		11	
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)	50,148.	16	180,687.	
Liabilities	17 Accounts payable and accrued expenses	49,319.	17	172,314.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	49,319.	26	172,314.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	829.	27	8,373.
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	829.	33	8,373.	
34 Total liabilities and net assets/fund balances	50,148.	34	180,687.	

Form **990** (2018)

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1 Total revenue (must equal Part VIII, column (A), line 12)	1	545,479.
2 Total expenses (must equal Part IX, column (A), line 25)	2	537,937.
3 Revenue less expenses. Subtract line 2 from line 1	3	7,542.
4 Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	829.
5 Net unrealized gains (losses) on investments	5	
6 Donated services and use of facilities	6	
7 Investment expenses	7	
8 Prior period adjustments	8	
9 Other changes in net assets or fund balances (explain in Schedule O)	9	2.
10 Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	8,373.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other			
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.			
2a Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:			
<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis			
b Were the organization's financial statements audited by an independent accountant?	2b	X	
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:			
<input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis			
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	X	
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	3b		

GREATER RIDGECREST AREA YOUTH

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	329,538.	374,904.	370,808.	502,544.	541,103.	2118897.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge	48,261.	49,853.	56,497.	134,684.	125,934.	415,229.
4 Total. Add lines 1 through 3	377,799.	424,757.	427,305.	637,228.	667,037.	2534126.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						2534126.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
7 Amounts from line 4	377,799.	424,757.	427,305.	637,228.	667,037.	2534126.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)			6,467.			6,467.
11 Total support. Add lines 7 through 10						2540593.
12 Gross receipts from related activities, etc. (see instructions)					12	23,172.

13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	14	99.75 %
15 Public support percentage from 2017 Schedule A, Part II, line 14	15	99.71 %

16a 33 1/3% support test - 2018. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

b 33 1/3% support test - 2017. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

17a 10% -facts-and-circumstances test - 2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

b 10% -facts-and-circumstances test - 2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2014, (b) 2015, (c) 2016, (d) 2017, (e) 2018, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 8 Public support.

Section B. Total Support

Table with 7 columns: (a) 2014, (b) 2015, (c) 2016, (d) 2017, (e) 2018, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 10c Add lines 10a and 10b; 11 Net income from unrelated business activities not included in line 10b; 12 Other income; 13 Total support.

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

Table with 2 columns: Line number, Percentage. Row 15: Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) 15 %; Row 16: Public support percentage from 2017 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

Table with 2 columns: Line number, Percentage. Row 17: Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f)) 17 %; Row 18: Investment income percentage from 2017 Schedule A, Part III, line 17 18 %

19a 33 1/3% support tests - 2018. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2017. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b A family member of a person described in (a) above?		
c A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI.) **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

GREATER RIDGECREST AREA YOUTH

Schedule A (Form 990 or 990-EZ) 2018

DEVELOPMENT INITIATIVE INC.

16-1730210 Page 7

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions.	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9 Distributable amount for 2018 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2018			
a From 2013			
b From 2014			
c From 2015			
d From 2016			
e From 2017			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2018 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2019. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2014			
b Excess from 2015			
c Excess from 2016			
d Excess from 2017			
e Excess from 2018			

Schedule A (Form 990 or 990-EZ) 2018

GREATER RIDGECREST AREA YOUTH

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

DRAFT

Lined area for supplemental information.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2018
Open to Public Inspection

Name of the organization **GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE INC.** **Employer identification number** **16-1730210**

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
 Preservation of land for public use (e.g., recreation or education) Preservation of a historically important land area
 Protection of natural habitat Preservation of a certified historic structure
 Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1

(ii) Assets included in Form 990, Part X

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1

b Assets included in Form 990, Part X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2018

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	671,413.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	125,934.
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	125,934.
3	Subtract line 2e from line 1	3	545,479.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	0.
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	545,479.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	663,871.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	125,934.
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	125,934.
3	Subtract line 2e from line 1	3	537,937.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	0.
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	537,937.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART X, LINE 2:

THE ORGANIZATION HAS ADOPTED THE STANDARD FOR ACCOUNTING FOR UNCERTAIN TAX POSITIONS. THE STANDARD PRESCRIBES A RECOGNITION THRESHOLD AND MEASUREMENT PRINCIPLES FOR THE FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN ON A TAX RETURN THAT ARE NOT CERTAIN TO BE REALIZED.

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for the latest information.**

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization **GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Employer identification number
16-1730210

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance

DRAFT

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ _____
- 3** Enter total number of other organizations listed in the line 1 table ▶ _____

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2018)

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE INC.**

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
FOOD ASSISTANCE	122	0.	4,200.	FMV	FOOD
TOYS FOR TOTS	173	0.	1,850.	FMV	TOYS

DRAFT

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

RECIPIENTS OF FOOD ASSISTANCE ARE REQUIRED TO SUBMIT AND APPLICATION AND BE APPROVED BEFORE RECEIVING FOOD ASSISTANCE.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2018

Open to Public
Inspection

Name of the organization	GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE INC.	Employer identification number 16-1730210
--------------------------	--	--

FORM 990, PART VI, SECTION B, LINE 11B:

A COPY OF THE 990 IS PROVIDED TO THE BOARD PRIOR TO FILING THE RETURN.

FORM 990, PART VI, SECTION C, LINE 19:

GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS
ARE AVAILABLE FOR REVIEW AT THE ORGANIZATION'S OFFICE OR UPON WRITTEN
REQUEST.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

ROUNDING 2.

DRAFT

Application for Automatic Extension of Time To File an Exempt Organization Return

Department of the Treasury
Internal Revenue Service

▶ **File a separate application for each return.**
▶ **Go to www.irs.gov/Form8868 for the latest information.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

	Enter filer's identifying number	
Type or print	Name of exempt organization or other filer, see instructions. GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE INC.	Employer identification number (EIN) or 16-1730210
File by the due date for filing your return. See instructions.	Number, street, and room or suite no. If a P.O. box, see instructions. 12601 130TH AVENUE N	Social security number (SSN)
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. LARGO, FL 33774	

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 1

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

MICHELLE MCFARLANE

- The books are in the care of ▶ **12601 130TH AVENUE N - LARGO, FL 33774**
Telephone No. ▶ **727-595-1684** Fax No. ▶ _____
- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box . If it is for part of the group, check this box and attach a list with the names and EINs of all members the extension is for.

1 I request an automatic 6-month extension of time until **AUGUST 15, 2020**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
 ▶ calendar year _____ or
 ▶ tax year beginning **OCT 1, 2018**, and ending **SEP 30, 2019**.

2 If the tax year entered in line 1 is for less than 12 months, check reason: Initial return Final return
 Change in accounting period

3a If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

Juvenile Welfare Board of Pinellas County Budget Summary Report

Agency: **Greater Ridgcrest Area Youth Development Initiative, Inc.**

Program: **GRAYDI - NFC**

Fiscal Year: **FY 2020-2021**

Budget Status: **Approved**

Date Approved: **2020-09-30**

Sources of Revenue	Type	Total Program Funds	JWB Funds	
	Original Allocation	\$570,864.00	\$570,864.00	
JWB Allocations	Additional Allocation	\$0.00	\$0.00	
	Subtotal JWB Allocations	\$570,864.00	\$570,864.00	
	In-Kind	\$8,000.00	\$0.00	
	Fees for Service	\$7,065.00	\$0.00	
	Fees for Service	\$1,971.00	\$0.00	
	In-Kind	\$27,600.00	\$0.00	
Other Funding Sources	In-Kind	\$22,000.00	\$0.00	
	Fundraising/Donations	\$8,610.00	\$0.00	
	In-Kind	\$28,035.00	\$0.00	
	Subtotal Other Funding Sources	\$103,281.00	\$0.00	
Total Program Expenses		\$674,145.00	\$570,864.00	
Difference		\$0.00	\$0.00	
Category	Total Program Budget	Total JWB Budget	Approved Budget Amendments	Amended JWB Budget
Salaries	\$367,911	\$359,911	\$0	\$359,911
Benefits	\$80,829	\$80,207	\$0	\$80,207
Professional Services	\$66,174	\$30,231	\$0	\$30,231
Rent Expense	\$58,600	\$9,000	\$0	\$9,000
Repairs/Maintenance	\$3,452	\$3,452	\$0	\$3,452
Utilities	\$11,664	\$11,664	\$0	\$11,664
Operating Expenses	\$15,519	\$15,498	\$0	\$15,498
Participant Expenses	\$35,788	\$26,693	\$0	\$26,693
Educational	\$2,100	\$2,100	\$0	\$2,100
Travel/Conference	\$6,280	\$6,280	\$0	\$6,280
Promotional	\$350	\$350	\$0	\$350
Insurance	\$25,328	\$25,328	\$0	\$25,328

**GREATER RIDGECREST AREA YOUTH
DEVELOPMENT INITIATIVE, INC.**

FINANCIAL STATEMENTS

YEARS ENDED SEPTEMBER 30, 2019 AND 2018



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WEALTH ADVISORY

OUTSOURCING

**AUDIT, TAX, AND
CONSULTING**

**GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
TABLE OF CONTENTS
YEARS ENDED SEPTEMBER 30, 2019 AND 2018**

INDEPENDENT AUDITORS' REPORT	1
FINANCIAL STATEMENTS	
STATEMENTS OF FINANCIAL POSITION	3
STATEMENTS OF ACTIVITIES	4
STATEMENTS OF FUNCTIONAL EXPENSES	5
STATEMENTS OF CASH FLOWS	7
NOTES TO FINANCIAL STATEMENTS	8
INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH <i>GOVERNMENT AUDITING STANDARDS</i>	13
SCHEDULE OF FINDINGS AND RESPONSES	15



INDEPENDENT AUDITORS' REPORT

Board of Directors
Greater Ridgecrest Area Youth Development Initiative, Inc.
Largo, Florida

Report on the Financial Statements

We have audited the accompanying financial statements of Greater Ridgecrest Area Youth Development Initiative, Inc. (the Organization), which comprise the statements of financial position as of September 30, 2019 and 2018, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Board of Directors
Greater Ridgecrest Area Youth Development Initiative, Inc.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Greater Ridgecrest Area Youth Development Initiative, Inc. as of September 30, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated March 18, 2020, on our consideration of Greater Ridgecrest Area Youth Development Initiative, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Greater Ridgecrest Area Youth Development Initiative, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Greater Ridgecrest Area Youth Development Initiative, Inc.'s internal control over financial reporting and compliance.



CliftonLarsonAllen LLP

Lakeland, Florida
March 18, 2020

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
STATEMENTS OF FINANCIAL POSITION
SEPTEMBER 30, 2019 AND 2018

	2019	2018
ASSETS		
CURRENT ASSETS		
Cash	\$ 10,974	\$ 25,133
Grants and Other Receivables	142,184	-
Prepaid Expenses	9,711	9,711
Total Current Assets	162,869	34,844
NONCURRENT ASSETS		
Fixed Assets, Net	17,818	15,304
Total Assets	\$ 180,687	\$ 50,148
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts Payable	\$ 19,750	\$ 30,940
Accrued Expenses	21,828	18,379
Total Current Liabilities	41,578	49,319
NONCURRENT LIABILITIES		
Other Liabilities	130,738	-
Total Liabilities	172,316	49,319
NET ASSETS		
Net Assets Without Donor Restrictions	8,371	829
Total Net Assets	8,371	829
Total Liabilities and Net Assets	\$ 180,687	\$ 50,148

See accompanying Notes to Financial Statements.

**GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
STATEMENTS OF ACTIVITIES
YEARS ENDED SEPTEMBER 30, 2019 AND 2018**

	2019	2018
REVENUES AND OTHER SUPPORT WITHOUT RESTRICTIONS		
Juvenile Welfare Board of Pinellas County, Inc.	\$ 533,995	\$ 465,733
Contributions	1,058	4,000
In-Kind Contributions	95,653	131,256
Donated Services from Juvenile Welfare Board of Pinellas County, Inc.	36,331	36,239
Program Revenues	4,376	7,130
Total Revenues and Other Support without Restrictions	671,413	644,358
EXPENSES		
Program Services	566,072	521,127
Management and General	92,215	128,341
Fundraising	5,584	3,978
Total Expenses	663,871	653,446
CHANGE IN NET ASSETS	7,542	(9,088)
Net Assets - Beginning of Year	829	9,917
NET ASSETS - END OF YEAR	\$ 8,371	\$ 829

See accompanying Notes to Financial Statements.

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED SEPTEMBER 30, 2019

	Program			Support		
	Juvenile	Other	Total	Management	Fundraising	Total
	Welfare Board	Program Services	Program Services	and General		
SALARIES AND RELATED EXPENSES						
Salaries	\$ 268,002	\$ 1,455	\$ 269,457	\$ 44,381	\$ 3,170	\$ 317,008
Employee Benefits	32,475	-	32,475	5,349	382	38,206
Payroll Taxes	19,903	100	20,003	3,295	235	23,533
Total Salaries and Related Expenses	320,380	1,555	321,935	53,025	3,787	378,747
EXPENSES						
Accounting	-	-	-	12,200	-	12,200
Bank Charges	-	-	-	459	-	459
Books	297	-	297	-	-	297
Contract Services	16,766	1,696	18,462	-	-	18,462
Dues and Memberships	422	50	472	-	-	472
Equipment Rental	5,200	-	5,200	-	-	5,200
Food and Nutrition	9,210	108	9,318	-	-	9,318
In-Kind Professional Fees Expenses	34,451	77,735	112,186	18,478	1,320	131,984
Insurance	5,398	1,310	6,708	1,105	79	7,892
Office Supplies	8,010	57	8,067	1,329	95	9,491
Operating Supplies	11,547	1,858	13,405	-	-	13,405
Other Expenses	4,400	335	4,735	-	-	4,735
Participant Expenses	15,995	1,537	17,532	-	-	17,532
Printing and Copying	1,310	150	1,460	241	17	1,718
Professional Services	12,079	-	12,079	-	-	12,079
Promotions	2,123	-	2,123	-	-	2,123
Rent	7,565	85	7,650	1,260	90	9,000
Repairs and Maintenance	3,805	1,140	4,945	814	58	5,817
Telephone and Internet	7,496	195	7,691	1,267	91	9,049
Training	3,238	-	3,238	571	-	3,809
Travel and Auto Mileage	770	-	770	127	9	906
Utilities	3,191	-	3,191	526	38	3,755
Total Expenses Before Depreciation	473,653	87,811	561,464	91,402	5,584	658,450
DEPRECIATION	-	4,608	4,608	813	-	5,421
Total Expenses	\$ 473,653	\$ 92,419	\$ 566,072	\$ 92,215	\$ 5,584	\$ 663,871

See accompanying Notes to Financial Statements.

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED SEPTEMBER 30, 2018

	Program		Support		
	Juvenile Welfare Board	Total Program Services	Management and General	Fundraising	Total
SALARIES AND RELATED EXPENSES					
Salaries	\$ 242,377	\$ 242,377	\$ 39,921	\$ 2,851	\$ 285,149
Employee Benefits	25,267	25,267	4,162	297	29,726
Payroll Taxes	18,358	18,358	3,024	216	21,598
Total Salaries and Related Expenses	286,002	286,002	47,107	3,364	336,473
EXPENSES					
Accounting	-	-	11,200	-	11,200
Bank Charges	-	-	302	-	302
Books	2,147	2,147	-	-	2,147
Contract Services	34,787	34,787	-	-	34,787
Donated Goods	32,811	32,811	-	-	32,811
Dues and Memberships	389	389	-	-	389
Food and Nutrition	6,808	6,808	-	-	6,808
In-Kind Professional Fees Expenses	-	-	46,239	-	46,239
In-Kind Rent Expenses	76,163	76,163	13,440	-	89,603
Insurance	8,038	8,038	1,324	95	9,457
Interest	-	-	433	-	433
Office Supplies	15,225	15,225	2,508	179	17,912
Other Expenses	226	226	-	-	226
Participant Expenses	22,222	22,222	-	-	22,222
Postage	136	136	22	2	160
Printing and Copying	524	524	86	6	616
Promotions	1,581	1,581	-	-	1,581
Rent	7,650	7,650	1,260	90	9,000
Repairs and Maintenance	8,117	8,117	1,337	95	9,549
Telephone and Internet	8,155	8,155	1,343	96	9,594
Training	1,289	1,289	227	-	1,516
Travel and Auto Mileage	1,195	1,195	197	14	1,406
Utilities	3,130	3,130	516	37	3,683
Total Expenses Before Depreciation	516,595	516,595	127,541	3,978	648,114
DEPRECIATION	4,532	4,532	800		5,332
Total Expenses	<u>\$ 521,127</u>	<u>\$ 521,127</u>	<u>\$ 128,341</u>	<u>\$ 3,978</u>	<u>\$ 653,446</u>

See accompanying Notes to Financial Statements.

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
STATEMENTS OF CASH FLOWS
YEARS ENDED SEPTEMBER 30, 2019 AND 2018

	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	\$ 7,542	\$ (9,088)
Adjustments to Reconcile Change in Net Assets to Net Cash Used by Operating Activities:		
Depreciation Expense	5,421	5,332
(Increase) or Decrease in Assets:		
Grants and Other Receivables	(142,184)	-
Prepaid Expenses	-	(3,041)
Increase or (Decrease) in Liabilities:		
Accounts Payable	(11,190)	(4,092)
Accrued Expenses	3,449	5,963
Other Liabilities	130,738	-
Net Cash Used by Operating Activities	(6,224)	(4,926)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Fixed Assets	(7,935)	(4,280)
Loss on Disposal of Fixed Assets	-	119
Net Cash Used by Investing Activities	(7,935)	(4,161)
NET DECREASE IN CASH	(14,159)	(9,087)
Cash - Beginning of Year	25,133	34,220
CASH - END OF YEAR	\$ 10,974	\$ 25,133
NONCASH ACTIVITY		
Donated Use of Facilities	\$ 89,603	\$ 89,603

See accompanying Notes to Financial Statements.

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2019 AND 2018

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Description of Organization

Greater Ridgecrest Area Youth Development Initiative, Inc., (the Organization) was chartered as a Florida corporation, nonprofit in 2005. The Organization operates a neighborhood family center and sponsors programs and events to provide physical, mental, spiritual, and moral support for families and to strengthen the neighborhood. Services are provided primarily to individuals residing in and around the City of Largo in Pinellas County, Florida. The Organization's primary sources of funding are grants and contributions.

Fixed Assets

Furniture, equipment, and vehicles are stated at cost, if purchased, or at estimated market value at the date of receipt if acquired by gift. It is the Organization's policy to capitalize items with cost or donated values in excess of \$500. Depreciation is calculated using the straight-line method over the estimated useful lives of the respective assets.

Net Assets

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor or grantor imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions – Net assets available for use in general operations and not subject to donor (or certain grantor) restrictions.

Net Assets With Donor Restrictions – Net assets subject to donor- (or certain grantor-) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Gifts of long-lived assets and gifts of cash restricted for the acquisition of long-lived assets are recognized as restricted revenue when received and released from restrictions when the assets are placed in service. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2019 AND 2018

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue Recognition

Revenue is recognized when earned. Program service fees and payments under cost-reimbursable contracts received in advance are deferred to the applicable period in which the related services are performed or expenditures are incurred, respectively. Contributions are recognized when cash, securities or other assets, or an unconditional promise to give is received. A receivable is recognized by the Organization for grants and contracts to be received from the grantor or donor. The Organization considers its receivables to be fully collectible. The Organization does not charge interest on outstanding accounts receivable. No allowance for doubtful accounts is required.

Donated Services

In accordance with generally accepted accounting principles the value of donated services is reported in the financial statements when the services require specialized skills that would have been purchased if not donated. All such amounts are included in in-kind contributions in the accompanying statements of activities. A number of volunteers have donated significant amounts of time to the Organization's operations. However, they are not reflected on the accompanying financial statements, since they do not meet the requirements.

Income Taxes

The Organization is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for federal and state income taxes has been made in the accompanying financial statements.

The Organization has adopted the standard for accounting for uncertain tax positions. The standard prescribes a recognition threshold and measurement principles for the financial statement recognition and measurement of tax positions taken or expected to be taken on a tax return that are not certain to be realized.

The Organization's tax returns are subject to review and examination by the federal and state authorities. The Organization is not aware of any activities that would jeopardize its tax-exempt status. The Organization is not aware of any activities that are subject to tax on unrelated business income or excise taxes.

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2019 AND 2018

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Functional Expenses

The costs of program and supporting services activities have been summarized on a functional basis in the statements of activities. The statements of functional expenses present the natural classification detail of expenses by function. Accordingly, certain costs such as depreciation, repairs and maintenance, and insurance expenses have been allocated among the programs and supporting services benefited based on the approximate usage of the property and equipment. Costs such as utilities, office supplies, operating expense and telephone usage are based on the approximate time allocation of the Organization's employees.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Change in Accounting Principle

On August 18, 2016, FASB issued Accounting Standards Update (ASU) 2016-14, Not-for-Profit Entities (Topic 958) – Presentation of Financial Statements of Not-for-Profit Entities. The update addresses the complexity and understandability of net asset classification, deficiencies in information about liquidity and availability of resources, and the lack of consistency in the type of information provided about expenses and investment return. The organization has implemented ASU 2016-14 and has adjusted the presentation in these financial statements accordingly. The ASU has been applied retrospectively to all periods presented, with the exception of liquidity disclosure as permitted by the standard only presented for the year ended September 30, 2019.

Subsequent Events

Management has performed an analysis of the activities and transactions subsequent to September 30, 2019 to determine the need for any adjustments to and/or disclosures within the audited financial statements for the year ended September 30, 2019. Management has performed their analysis through March 18, 2020, the date the financial statements were available to be issued.

GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2019 AND 2018

NOTE 2 LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date, comprise the following:

Cash and Cash Equivalents	\$ 10,974
Accounts Receivable	142,184
Total	<u>\$ 153,158</u>

The Organization regularly monitors the availability of resources required to meet its operating needs and other contractual commitments. For purposes of analyzing resources available to meet general expenditures over a 12-month period, The Organization considers all expenditures related to its ongoing activities as well as the conduct of services undertaken to support those activities to be general expenditures.

NOTE 3 DONATED FACILITIES

The Organization leases its main office facility from Young Life, Inc. for \$650 per month under an agreement that expires September 30, 2019. In addition, the Organization leases another facility from the Pinellas County Housing Authority for \$100 per month under an agreement that expires September 30, 2019. Both leases renew automatically each year, unless the Organization or the lessors provide written notification of their intent not to renew the lease.

The estimated fair value of the donated rent was \$89,603 and \$89,603 for the years ended September 30, 2019 and 2018, respectively. These amounts are included in in-kind rent expense in the accompanying statements of functional expenses and are included in in-kind contributions in the accompanying statements of activities.

NOTE 4 FIXED ASSETS

Fixed assets consist of the following at September 30:

	<u>2019</u>	<u>2018</u>
Computers	\$ 28,995	\$ 23,972
Furniture and Fixtures	-	-
Office Equipment	7,381	4,469
Total Property and Equipment	<u>36,376</u>	<u>28,441</u>
Less: Accumulated Depreciation	<u>(18,558)</u>	<u>(13,137)</u>
Total	<u>\$ 17,818</u>	<u>\$ 15,304</u>

Depreciation expense for the years ended September 30, 2019 and 2018 was \$5,421 and \$5,332, respectively.

**GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
 NOTES TO FINANCIAL STATEMENTS
 SEPTEMBER 30, 2019 AND 2018**

NOTE 5 LONG TERM LIABILITY

The Organization has recorded a long term liability that is due to Juvenile Welfare Board of Pinellas County (JWB) for amounts advanced to the Organization. The funds are not required to be paid back while the Organization is engaged in a funding agreement with the JWB. Should either JWB or the Organization choose to discontinue the funding relationship, the payable would be due upon termination of the funding agreement.

NOTE 6 CONCENTRATIONS

Grants received from the Juvenile Welfare Board of Pinellas County represent 85% and 83% of total revenue for the years ended September 30, 2019 and 2018, respectively. Funds receivable from Juvenile Welfare Board of Pinellas County, Inc. represent 98% of accounts receivable as of September 30, 2019. There were no funds receivable from Juvenile Welfare Board of Pinellas County, Inc. as of September 30, 2018.

NOTE 7 CONTINGENCY

The Program is subject to audit examination by funding sources to determine compliance with grant conditions. In the event that any expenditure would be disallowed, repayment could be required.

NOTE 8 OPERATING LEASES

The Organization has entered into a lease agreement for an automobile with monthly payments of \$400 under a three-year lease agreement expiring January 7, 2020. Future minimum lease payments due under this lease are as follows:

<u>Year Ending September 30,</u>	<u>Amount</u>
2020	<u>\$ 1,600</u>
Total Future Minimum Lease Payments	<u><u>\$ 1,600</u></u>



INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Directors
Greater Ridgecrest Area Youth Development Initiative, Inc.
Largo, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Greater Ridgecrest Area Youth Development Initiative, Inc. (the Organization), which comprise the statement of financial position as of September 30, 2019, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated March 18, 2020.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Organization's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. We consider the deficiency described in the accompanying schedule of findings and responses as item 2019-001 to be a material weakness.

Board of Directors

Greater Ridgecrest Area Youth Development Initiative, Inc.

A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance. We consider the deficiency described in the accompanying schedule of findings and responses as item 2019-002 to be a significant deficiency.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Organization’s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Greater Ridgecrest Area Youth Development Initiative, Inc.’s Response to Findings

Greater Ridgecrest Area Youth Development Initiative, Inc.’s response to the findings identified in our audit is described in the accompanying schedule of findings and responses. Greater Ridgecrest Area Youth Development Initiative, Inc.’s responses were not subjected to the auditing procedures applied in the audit of the financial statements and accordingly, we express no opinion.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity’s internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity’s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



CliftonLarsonAllen LLP

Lakeland, Florida
March 18, 2020

**GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC.
SCHEDULE OF FINDINGS AND RESPONSES
YEAR ENDED SEPTEMBER 30, 2019**

Material Weakness

2019-001: MATERIAL AUDIT ADJUSTMENTS

Condition: During our audit, we noted material audit adjustments were required to be posted to the financial statements. Entries were required to properly record in-kind rental activity.

Criteria: All accounting transactions should be properly recorded during the year.

Effect: The financial statements were materially incorrect.

Cause: Internal controls over the preparation of the general ledger by the outside accountant did not identify the misstatements.

Recommendation: We recommend management establish an internal control process to ensure the general ledger is prepared accurately and reflects all activity of the Organization.

Corrective Action Plan: Management in coordination with the Accounting Service Organization (ASO), will ensure that all annual in-kind journal entries are recorded in the accounting software prior to year-end.

Significant Deficiencies

2019-002: IMPROVE MONTH-END AND YEAR-END CLOSING PROCESSES

Condition: Several journal entries were provided by the outside accountants after the year-end close process was completed and there was no evidence of management approval of journal entries and bank reconciliations performed during the year.

Criteria: All accounting transactions should be properly recorded during the year in accordance with generally accepted accounting principles and journal entries and bank reconciliations should be reviewed and approved timely.

Effect: There were delays in producing the trial balance for the year-end audit and there could be misstatements in the accounting records due to the lack of review.

Cause: All of the journal entries required to convert the general ledger from modified cash basis had not been made at year-end. During the transition to a different accounting function, the Organization did not update all of their procedures.



Board of Directors
Greater Ridgecrest Area Youth Development Initiative, Inc.
Largo, Florida

We have audited the financial statements of Greater Ridgecrest Area Youth Development Initiative, Inc. as of and for the year ended September 30, 2019, and have issued our report thereon dated March 18, 2020. We have previously communicated to you information about our responsibilities under auditing standards generally accepted in the United States of America and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. Professional standards also require that we communicate to you the following information related to our audit.

Significant audit findings

Qualitative aspects of accounting practices

Accounting policies

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Greater Ridgecrest Area Youth Development Initiative, Inc. are described in Note 1 to the financial statements.

As described in Note 1, the entity changed accounting policies related to the presentation of financial statements by adopting Financial Accounting Standards Board (FASB) Accounting Standards Update No. 2016-14, *Not-for-Profit Entities (Topic 958) - Presentation of Financial Statements of Not-for-Profit Entities*, in 2018. Accordingly, the accounting change has been retrospectively applied to prior periods presented as if the policy had always been used, with the exception of the liquidity disclosure as permitted by the standard only presented for the year ended September 30, 2019.

We noted no transactions entered into by the entity during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Management's estimate of depreciation is based on the estimated useful lives of the buildings, leasehold improvements, equipment, and furniture. We evaluated the key factors and assumptions used to develop depreciation in determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the functional allocation of expenses shared between programs, management and general, and fundraising is based on a reasonable and consistent basis using factors such as direct payroll allocation, square footage, full time equivalents within each department, and total direct expenses. We evaluated the key factors and assumptions used to

develop the allocation in determining that it is reasonable in relation to the financial statements taken as a whole.

Financial statement disclosures

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. There were no particularly sensitive financial statement disclosures.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties encountered in performing the audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Uncorrected misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. The attached schedule summarizes uncorrected misstatements of the financial statements. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Corrected misstatements

The attached schedule summarizes all misstatements (material and immaterial) detected as a result of audit procedures that were corrected by management.

Disagreements with management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. No such disagreements arose during our audit.

Management representations

We have requested certain representations from management that are included in the management representation letter dated March 18, 2020.

Management consultations with other independent accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the entity's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Significant issues discussed with management prior to engagement

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to engagement as the entity's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

Our auditors' opinion, the audited financial statements, and the notes to financial statements should only be used in their entirety. Inclusion of the audited financial statements in a document you prepare, such as an annual report, should be done only with our prior approval and review of the document.

* * *

This communication is intended solely for the information and use of the Board of Directors and management of Greater Ridgecrest Area Youth Development Initiative, Inc. and is not intended to be, and should not be, used by anyone other than these specified parties.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

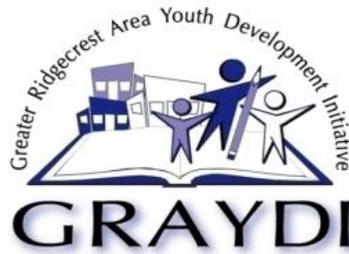
Lakeland, Florida
March 18, 2020

Greater Ridgecrest Area Youth Development Initiative, Inc.
 Summary of Uncorrected Misstatements
 September 30, 2019

Account	Description	Debit	Credit
Passed Journal Entries JE # 2			
To accrue additional Sams Club expenses incurred on or prior to 9/30/2019.			
5510	Office Supplies	2,209.00	
2000	Accounts Payable - JWB		2,209.00
Total		2,209.00	2,209.00

Greater Ridgecrest Area Youth Development Initiative, Inc.
 Summary of Corrected Misstatements
 September 30, 2019

Account	Description	Debit	Credit
Adjusting Journal Entries JE # 1			
Entry to adjust in-kind revenue and expense for donated rental facilities.			
6500	In-Kind Expense	40,003.00	
4050	In-Kind Rent Expense		40,003.00
Total		40,003.00	40,003.00
Adjusting Journal Entries JE # 3			
To adjust payroll accrual as of 9/30/2019.			
2300	Accrued Liabilities	5,619.00	
2301	Payroll Taxes - FICA/SS/MED	425.00	
5120	Salaries	7,331.00	
5211	Payroll FICA	542.00	
5230	Group Insurance	731.00	
5231	Life/Dental/AD&D Insurance	33.00	
5250	Unemployment Tax	1.00	
2300	Accrued Liabilities		7,331.00
2301	Payroll Taxes - FICA/SS/MED		542.00
2306	Insurance Payable - Health		731.00
2307	Insurance Payable Life/Den/Mis		33.00
2311	2311 -> Unemployment Tax Payable		1.00
5120	Salaries		5,619.00
5211	Payroll FICA		425.00
Total		14,682.00	14,682.00
Adjusting Journal Entries JE # 4			
Capitalize fixed asset additions that were expensed during FY2019.			
1500	Fixed Assets - Computers	5,023.00	
1505	Fixed Assets - Equipment	2,911.00	
5460	Repairs/Maintenance - Equipment		864.00
5640	Capital Equipment		7,070.00
Total		7,934.00	7,934.00
Adjusting Journal Entries JE # 5			
To post FY2019 depreciation expense.			
7600	Depreciation Expense	5,421.00	
1600	Accumulated Depreciation		5,421.00
Total		5,421.00	5,421.00
Adjusting Journal Entries JE # 6			
Entry to correct health insurance payable liability.			
2306	Insurance Payable - Health	4,634.00	
5230	Group Insurance		4,634.00
Total		4,634.00	4,634.00



Greater Ridgecrest Area Youth Development Initiative, Inc.

COOP/Business Continuity Plan (BCP)

Locations: 12601 Wilcox Avenue and 13420 Adams Circle East
Largo FL 33774

Record of Revisions

Revision #	Date of Revision	Date Entered	Revision Made by
#2	January 2018	January 2018	Linda Stayer/Michelle McFarlane
#1	October 2017	October 2017	Michelle McFarlane

Table of Contents

- Foreword
- Acknowledgements
- Record of Revisions
- List of Figures
- List of Tables
- List of Appendices

Executive Summary

- I. **The Strategic Plan**
 - A. **Executive Policy**
 - 1. Purpose
 - 2. Mission Statement
 - 3. Program Coordinator
 - 4. Business Continuity Planning Committee
 - 5. Objectives of the Program
 - B. **Program Plan and Procedures**
 - 1. Roles and Responsibilities
 - 2. Applicable authorities, legislation, regulations and/or industry codes of practice
 - 3. Program Budget and Project Schedule
 - 4. Records Management Practices
 - 5. Program Evaluation
- II. **Risk Assessment (Hazard Identification and Vulnerability Assessment)**
 - A. **Vulnerability Assessment**
 - B. **Hazards and Business Impact Analysis**
 - 1. Hazards Identification
 - 2. Business Impact Analysis
 - C. **Facility Vulnerability Assessment**
 - D. **Cyber Security Assessment**
- III. **Prevention and Mitigation Plan**
 - A. **Protecting Human Resources**
 - 1. Awareness and Reporting Policies
 - 2. Employee Preparedness
 - 3. Employee Support Programs
 - 4. Employee Training
 - B. **Security Issues**
 - 1. Procedures For Handling Mail, Visitors And Deliveries
 - 2. Restricting Access
 - 3. Social Distancing
 - 4. Employee Identification/Passes
 - C. **Property Damage Mitigation: Facility Protection**
 - 1. Protecting Commercial Property from Fire
 - 2. Protecting Commercial Property from Water Damage
 - 3. Protecting the Building from Wind
 - D. **Protection of Vital Records and Data**
 - 1. Protection of Data – Backups, Software and Policies
 - 2. Vital Records
 - E. **Insurance**
 - F. **Short and Long Range Mitigation Initiatives / Timeline for Implementation**
- IV. **Emergency Operations/Response Plan**
 - A. **Organization – ICS**
 - 1. The Incident Command System (ICS)

- 2. ICS History
- 3. ICS Organization
- B. Roles and Responsibilities**
 - 1. Command Staff
 - 2. The General Staff
 - 3. Field Response Teams/ Units
 - 4. Roles and Responsibilities
 - 5. Key Leadership: Lines of Succession and Delegation of Authority
- C. Emergency Management Operations**
 - 1. Concept of Operations
 - 2. Activation of Plan
 - 3. Protective Actions (Checklists)
 - 4. Damage Assessment Checklist
- V. Emergency Communications Plan**
 - A. General Communication Procedures**
 - B. Internal Communication Procedures**
 - C. Personnel Notification Procedures**
 - D. Customer, Supplier and Vendor Notification Procedures**
 - E. Media Relations**
- VI. Recovery Plan**
 - A. Recovery Operations**
 - 1. Assumptions
 - 2. Periods of Recovery
 - 3. Short Range Restoration
 - 4. Long-Range Reconstruction
 - B. Administration and Logistics**
 - 1. Personnel Management
 - 2. Administrative Support
 - 3. Logistical Support
 - C. Human Resources – Employee Support Programs**
 - 1. Payroll and Cash Advances
 - 2. Flexible / Reduced Work Hours/ Telework
 - 3. Traumatic Stress: Crisis Counseling
 - 4. Temporary Housing / Transportation Assistance
 - 5. Dependent Care Assistance
 - D. Criteria for Resuming Normal Operations**
 - 1. Basic Criteria
 - 2. Procedures
- VII. Continuity of Operations (COOP) Plan**
 - A. Purpose**
 - B. Critical / Essential Functions**
 - 1. Identify Essential Functions
 - 2. Prioritize Essential Functions
 - 3. Key Personnel
 - 4. Orders of Succession
 - 5. Delegations of Authority
 - C. Alternative Work Sites**
 - D. Vital Records and Data**
 - 1. Vital Records
 - 2. Vital Records Inventory
 - 3. Assets Inventory
 - E. Contact Lists**
 - F. Personnel, Procedures and Resources Needed**
 - 1. Go Kit
- VIII. Program Maintenance and Assessment**
 - A. Training, Drills and Exercise**
 - B. Plan Testing, Evaluation and Maintenance**

C. Plan Review and Revision

LIST OF TABLES

- Table 1. Vulnerability Assessment Checklist
- Table 2. Hazards Analysis/ Business Impact Assessment
- Table 3. Facility Vulnerability Assessment
- Table 4. Cyber-Security Assessment
- Table 5. Insurance Coverage
- Table 6. Team Mission and Tasks
- Table 7. Succession and Delegation of Authority
- Table 8. Damage Assessment Checklists
- Table 9. Critical Functions
- Table 10. Critical Functions Personnel Assignments
- Table 11. Alternate Work Site and Resources Required
- Table 12. Vital Records Inventory
- Table 13. Key Employee Contact Information
- Table 14. Training Schedule

LIST OF FIGURES

- Figure 1. Sample News Release
- Figure 2. Sample News Clips
- Figure 3. Go Kit

LIST OF APPENDICES

- Appendix A: Short and Long Term Strategies and Timeline (N/A)
- Appendix B: Emergency Checklists & Procedures (N/A)

1. Emergency Evacuation Procedures
2. Facility Disaster Supplies Kit
3. Employee Family Disaster Plan
4. Emergency Call-Down Procedures
5. Shelter in Place Procedures
6. What to do Before, During and After a Hurricane
7. Flood Safety Checklist
8. Tornado Safety Checklist
9. Lighting Safety Checklist
10. Wildfire Safety Checklist
11. Sinkhole Action Checklist
12. Extreme Heat Safety Checklist
13. Water Conservation Checklist
14. Winter Storm Safety Checklist
15. Steps to Protect Your Farm from Pest and Disease
16. What to do During and After a Hazardous Material Incident
17. Fire Safety Checklist
18. Tips for Fire Prevention for Small Business
19. Power Service Disruption Checklist
20. Bomb Threat Procedures
21. Cyber Security Threat Assessment
22. Cyber Security Checklist
23. Checklist to Prepare and Respond to a Chemical/Biological Attack
24. Handling Suspicious Parcels
25. Radiological Emergency Safety Checklist
26. Radiological Emergency: Immediate Precautions in the Case of a Terrorist Attack
27. Prevention and Response to Workplace Violence

- 28. Evacuation Go Box
- 29. Strategies to Minimize Impact of Workplace Absenteeism

- Appendix C: Employee Preparedness Guide (N/A)
- Appendix D: Assets Inventory (N/A)

- 30. Computer Software Inventory
- 31. Computer Hardware Inventory
- 32. Computer Peripheral Inventory
- 33. Furniture and Equipment Inventory

- Appendix E: Emergency Contact Lists

- 34. Employee Contact Information
- 35. Key Customer Information
- 36. Supplier Contact Information
- 37. Creditor Contact Information

Executive Summary

The Greater Ridgecrest Area Youth Development Initiative (GRAYDI) Business Continuity Program (BCP) was developed in order to and ensures the safety of our stakeholders (employees/clients).

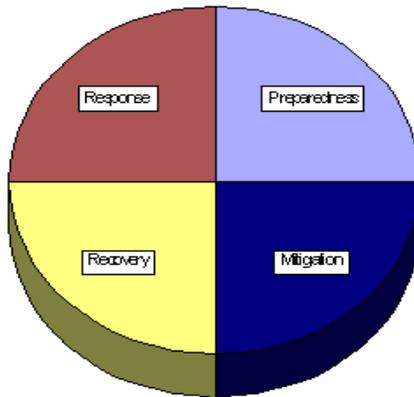
The BCP is a comprehensive single document which includes the following plans:

1. The **Strategic Plan** which defines the vision, mission, goals and objectives of the program.
2. A **Risk Assessment** which includes a Hazards Identification and Vulnerability Assessment (HIVA) and Business Impact Analysis.
3. The **Prevention and Mitigation Plan** establishes interim and long-term actions to eliminate hazards or to reduce the impact of those hazards that cannot be eliminated.
4. An **Emergency Operations/Response Plan** which identifies the functional roles and responsibilities of internal and external agencies, organizations, departments and individuals during mitigation preparedness, response and recovery. This plan also includes an organization chart which will establish the line of authority for GRAYDI departments and staff. Safety checklists are provided for specific hazards which pose a threat to the organization.
5. A **Communications Plan** which addresses internal and external procedures for notification and communications and media relations. The Communication Plan provides employee education and human resource policies.
6. A **Recovery Plan** identifies the short-term and long-term priorities, processes, vital resources, acceptable time frames and procedures for restoration of services, facilities, programs, and infrastructure.
7. A **Continuity of Operations (COOP) Plan** which identifies the critical and time-sensitive applications, processes and functions to be recovered and continued, as well as the personnel and procedures necessary to do so.
8. A **Program Maintenance and Assessment Plan** which provides a schedule for training, drills and exercise of the plan components. The BCP is a dynamic document and in order for it to be viable, "lessons learned" from real events, exercises and training will be incorporated into the BCP.

- I. Strategic Plan
 - A. Executive Policy
 - 1. Purpose

History has demonstrated that it is far easier to rebuild roads, public facilities, and houses, than it is to restore economic vitality to a community affected by a disaster. History has also shown that most businesses – especially small to medium size businesses – never fully recover if they haven't taken the steps necessary to prepare for the inevitable emergency. It is the GRAYDI policy to conduct its operations with the highest regard for the safety and health of its employees, clients and the public and for the protection and preservation of property and the environment. The purpose of the Business Continuity Program is to ensure the safety of our stakeholders (employees/clients).

Comprehensive Emergency Management



2. Mission Statement

The business continuity program provides an effective state of readiness to (1) respond to, (2) prepare for, (3) prevent or mitigate and (4) recover from a range of credible or potential emergencies/ disasters. This capability is considered a fundamental responsibility of the Business Continuity Planning Committee.

3. Program Manager

The Program Coordinator is appointed by GRAYDI and authorized to administer and keep current the Business Continuity Program. The BCP Coordinator is Michelle McFarlane.

4. **Business Continuity Planning (BCP) Committee**

The Business Continuity Planning Committee was established by the GRAYDI in accordance with its policies. This advisory committee serves to provide input to or assist in the coordination of the preparation, implementation, evaluation and revision of the program. The Business Disaster Planning Committee includes the program coordinator and others who have the appropriate expertise, knowledge of the business and the capability to identify resources from all key functional areas within GRAYDI. In addition, we will solicit applicable external representation, where appropriate.

5. Objectives of the Program

The objectives of the GRAYDI Business Continuity Program, a coordinated plan, include the following:

- a. Identify Hazards

- b. Conduct a Business Impact Analysis
 - c. Consider Response Actions (Contingency Plan and Emergency Checklists)
 - d. Consider Recovery Strategies (Recovery Plan)
 - e. Develop a Business Continuity of Operations (COOP) Plan
 - f. Develop and implement a Mitigation Strategy to prevent or minimize business impacts
 - g. Identify Resources and Needs
 - h. Establish Procedures to Update and Test the Plan and Train Employees.
- B. Program Plan and Procedures
- 1. Roles and Responsibilities
 - a. The BCP Plan shall address the components of the program including:
 - 1. Identifying the BCP Teams;
 - 2. Developing and Refining the BCP Plan;
 - 3. Institutionalizing testing, training, revision and maintenance activities;
 - 4. Establishing yearly budget support;
 - 5. Securing local leadership support;
 - 6. Establishing and maintain protection methods for vital records, systems and equipment;
 - 7. Implementing cross-training for key personnel; and
 - 8. Establishing mutual-aid agreements, contract and resources for facilities and personnel.
 - 2. Applicable Authorities, Legislation, Regulations and Industry Codes of Practice
 - a. Authorities. The BCP plan shall comply with the following documents.
 - 1. Presidential Decision Directive (PDD) 67 (Enduring Constitutional Government and Continuity of Government Operations), dated October 21, 1998
 - 2. Homeland Security Act of 2002
 - 3. Homeland Security Presidential Directive/HSPD 5
 - 4. Homeland Security Presidential Directive/HSPD 8
 - 5. National Response Plan
 - 6. National Incident Management System
 - 7. Florida Statute 252, Emergency Management, Sections 252.35 (2) (k), 252.35 (2) (n)
 - 8. Chapter No. 2002-43 amends Florida Statutes 252.365 to include specific language requiring that each state agency prepare COOP plans and disaster preparedness plans. The bill directs that each state agency and facility (e.g., prison, office building, and university) have a disaster preparedness plan and establishes requirements for the essential elements of these plans. In addition, it mandates that the plans be coordinated with applicable local emergency agencies and approved by the Florida Division of Emergency Management.
 - 9. Florida Statute 282, Communications and Data Processing
 - 10. Chapter No. 2001-361, Florida Statutes provide for a public records exemption for security system plans and any property owned or leased by the State
 - 11. Chapter No. 2001-365, Florida Statutes require the Florida Department of Law Enforcement (FDLE) to coordinate and direct response to acts of terrorism, establishes in law the Regional Domestic Security Task Forces that were created by Executive Order 2001-300, and creates the position of Chief of Domestic Security Initiatives within FDLE
 - 12. Chapter No. 2001-366, Florida Statutes create the Florida Domestic Security and Counter-Terrorism Intelligence Center within FDLE and allows for the creation of the Florida Domestic Security and Counter-Terrorism Intelligence Database
 - 13. Executive Order 80-29 (Disaster Preparedness), dated April 14, 1980
 - 14. Executive Order 87-57 (State Emergency Response Commission), dated April 17, 1987; as updated by Executive Orders 98-153 and 98-155
 - 15. Executive Order 01-262 (Emergency Management), dated September 11, 2001
 - 16. Executive Order 01-300 (Domestic Security), dated October 11, 2001
 - 17. Public Law 106.390, Authority for response assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act
 - b. References

1. Pinellas County Comprehensive Emergency Management Plan
 2. Pinellas County Local Mitigation Strategy
 3. State of Florida Comprehensive Emergency Management Plan
 4. Homeland Security Act of 2002
 5. National Response Plan
 6. National Incident Management System
 7. Federal Response Plan
 8. Homeland Security Presidential Directive/HSPD 5
 9. Homeland Security Presidential Directive/HSPD 8
 10. Presidential Decision Directive (PDD) 62, Protection Against Unconventional Threats to the Homeland and Americans Overseas, dated May 22, 1998
 11. Presidential Decision Directive (PDD) 63, Critical Infrastructure Protection (CIP), dated May 22, 1998
 12. 41 Code of Federal Regulations (CFR) 101-2, Occupant Emergency Program, revised of July 1, 1998
 13. Homeland Security Comprehensive Assessment Model (HLSCAM) presented by the National Domestic Preparedness Coalition (NPDCI), copyright 2002.
 14. Florida Multi-Agency Coordination Groups Standard Operating Guide.
3. Program Budget and Project Schedule
- a. The development and maintenance of a “mature” business continuity plan is part of an ongoing planning process.
 - b. In addition, the process will identify short and long-term implementation strategies for preparedness, mitigation (prevention), response and recovery which may have budgetary implications.
 - c. The program schedule, list of strategies and budget should be developed and approved by management.
 - d. A copy of this schedule and budget is included as an Appendix A.
4. Records Management Practices
- a. The GRAYDI is compliant with all rules and regulations associated with records management.
 - b. The following strategies are in place to preserve and protect data (both hard copy and digital data):
 1. Back up Procedures for Operating Systems, Software and Digital Data
 2. Storage onsite, offsite and online of vital records
 3. Fire Resistant/Protective Storage of Paper Records
 4. Fire Resistant/Protective Storage of Digital Records
- II. More information regarding records management is provided in the COOP Plan.
- III. Risk Assessment
- A. Vulnerability Assessment
1. The BCP Team has conducted an Impact Vulnerability Assessment which ranks the importance of the loss of key services, data, facility function, inventory, access, staff, etc. to business operations.
 2. This Impact Vulnerability Assessment is then used to determine Hazards Analysis.

**TABLE 1
VULNERABILITY ASSESSMENT CHECKLIST**

HAZARD	Critical	Very Important	Important	Not Very Important	Not a Problem
Electricity	X				
Natural Gas				X	

Phone	X				
Internet		X			
Sewer			X		
Transportation	X				
Water	X				
Building Damage		X			
Equipment Damage			X		
Loss of Local Customers					X
Loss of Data, Documents or Records		X			
Loss of Inventory		X			
Loss of Public Access – Street Closures		X			
Loss of Staff		X			
Loss of Suppliers or Vendors				X	
Negative Publicity about your business or the surrounding neighborhood				X	

B. Hazards and Business Impact Analysis

1. The first step in the Business Continuity Planning Process is to identify hazards, the likelihood of their occurrence and the vulnerability of people, property, the environment and the business itself to those hazards. Hazards to be evaluated include (1) Natural Hazards (geological, meteorological and biological), (2) Human-caused events (accidental and intentional) and (3) Technological events.
2. In the **Business Impact Analysis (BIA)** the potential for detrimental impacts of the hazards including, but not limited to the following are considered:

- Health and safety of persons in the affected area at the time of the incident (injury and death)
- Health and safety of personnel responding to the incident
- Continuity of operations
- Property, facility and the infrastructure
- Delivery of services
- The environment
- Economic and financial condition
- Regulatory and contractual obligations
- Reputation of the organization

**TABLE 2
HAZARDS ANALYSIS/BUSINESS IMPACT ASSESSMENT**

HAZARD	Probability	Human Impact	Property Impact	Business Impact	TOTAL
	Rate 1-5	Rate 1-5	Rate 1-5	Rate 1-5	
Tropical Storm	4	2	2	2	0
Category 1-2 Hurricane	3	4	4	4	0
Category 3-5 Hurricane	5	5	5	5	0
Flooding	4	4	4	4	0
Thunderstorm, Lighting, Hail	4	2	1	1	0
Tornado	2	4	3	3	0
Wildfire	1	1	2	2	0
Sinkhole	2	2	2	2	0
Drought	1	1	1	1	0
Extreme Heat	3	3	3	3	0
Emergency Water Shortage	2	3	3	3	0
Winter Storms & Extreme Cold	1	1	1	1	0
Agricultural Disease & Pests	1	1	1	1	0
Hazardous Materials	1	2	2	2	0

Building Fire	1	4	4	4	0
Power Service Disruption	1	2	3	2	0
Environmental Health (Mold, etc)	3	3	3	3	0
Pandemic Flu	2	4	4	4	0
Terrorism	1	2	2	2	0
Bomb Threat	1	4	4	4	0
Explosions & Detonation	1	5	5	5	0
Building System Failure/Collapse	1	5	5	5	0
Bio Terrorism	1	5	5	5	0
Cyber-Attack	1	4	2	1	0
Radiological Emergencies	1	1	1	1	0
Violence in the Workplace	1	2	3	2	0
Sabotage, Fraud and Theft	1	1	2	2	0
Loss of key staff	2	2	2	2	0
Civil Unrest	1	1	1	1	0
Workforce Disruption	1	2	2	2	0
Adjacent Hazards	1	1	1	1	0

- C. Facility Vulnerability Assessment
1. The GRAYDI has 2 buildings.
 - Young Life
 - Rainbow Village
 2. A Facility Vulnerability Assessment was completed for **each of/the** building in terms of its vulnerability to the following:
 - a. Flood
 - b. Storm Surge
 - c. Wind
 - d. Fire
 - e. Wildfire
 - f. Security

**TABLE 3
FACILITY VULNERABILITY ASSESSMENT**

Building	Young Life	Rainbow Village
Address	12601 Wilcox Ave Largo FL 33774	13420 Adams Circle, Largo FL 33774
Date of Construction		
Square Feet	6537	3200
Hours of Operation	8-5	8-6:30
Flood Zone	Not applicable	Not applicable
Above/Below BFE	Not applicable	
Hurricane Evac. Zone	yes	yes
Window Protection	Not applicable	
Location of Items	Not applicable	

Roof Inspected	Don't know	
Fire Exits	Present	
Portable Fire Extinguishers	Present	
Evacuation Plan Posted	Present	
Fire Prevention Plan	Not applicable	
Fire Suppression System	Not applicable	
Natural Surveillance	Good	
Territorial Reinforcement	Problem area	
Natural Access Control	Good	
Target Hardening	Problem area	
Street Number	OK	
Fire Resistive Roofing Materials	Problem area	
Fire Resistive Gutters	Problem area	
Defensible Space	OK	
Exterior Wall	OK	
Driveway Width and Clearance	OK	
Gate Opening Clearance / Key	OK	

D. Cyber Security Assessment

1. **Types of Cyber-attacks.** Weapons of cyber terrorism or cyber attacks, computer crime and economic espionage differ from chemical, biological and explosives weapons in that they do not cause direct injury or death. They can cause serious consequences to individuals, businesses, industry, government and the public at large. General types of cyber terrorism include:
 - a. **Data destruction or corruption** – Using viruses, installation of malicious code, or other means to damage a system from within. This can include destroying or corrupting files, changing data in a database or corrupting software programs within the system.
 - b. **Penetration of a system to modify its output** – Embedding code (e.g. Trojan horses or “logic bombs”) to perform unauthorized functions at a later time.
 - c. **Theft** – system penetration with the goal of stealing information or sensitive data (e.g., password cracking and theft)
 - d. **Disabling a system** – Disruption of information structures (e.g. using e-mail bombings, spamming, denial-of-service attacks, or viruses) to crash or disable a system.
 - e. **Taking control of a system** – Taking over a system (e.g. an air traffic system, a manufacturing process control system, a subway or train system, a 911 communications system) to use it as a weapon.
 - f. **Website defacement** – Hacking into a website and changing its contents to spread misinformation, incite to violence, generate fear, or create chaos.
2. Improved Security involves:
 - a. Knowing what data and processes need to be protected, Recognizing the threats and judging possible impacts,
 - b. Calculated the risks and deciding what level of risk is acceptable,
 - c. Calculating the risks and deciding what level of risk is acceptable,
 - d. Developing /implementing countermeasures to reduce the risk to an acceptable leveland
 - e. Testing and tuning the countermeasure strategy to ensure security.
3. GRAYDI Risk
 - a. GRAYDI has identified a level of risk for cyber attack at high, medium or low and will employ the following strategies.

**TABLE 4
CYBER-SECURITY ASSESSMENT**

SECURITY CHECKLIST	YES	NO	N/A	RECOMMEND CHANGE IN PROCEDURES
PHYSICAL SECURITY				
1. Is your computing area/equipment physically secure?	X			
2. Are there procedures in place to prevent terminals in public areas from being left in a logged-on state?			X	
3. Are screens automatically locked after idle for a certain amount of time?	X			
4. Are VPN ports and remote logons secure?	X			
5. Are PCs inaccessible to unauthorized users (e.g. located away from public areas?)	X			
6. Does your staff wear ID badges?		X		Staff will receive I.D badges in 90 days
7. Do you check the credentials of external contractors?			X	
8. Do you have procedures for protecting data during equipment repairs?			X	
9. Is waste paper binned or shredded?	X			
10. Do you have procedures for disposing of waste materials?			X	
11. Do your policies for disposing of old computer equipment protect against loss of data (e.g. by reading old disks and hard drives)?			X	
12. Do you have policies covering laptop security?	X			
ACCOUNT AND PASSWORD MANAGEMENT				

13. Do you ensure that only authorized personnel have access to your computers?	X			
14. Do you require and enforce appropriate passwords?	X			
15. Are your passwords secure (not easy to guess, regularly change, no use of temporary or default passwords)?	X			
16. Are your computers set up so that others cannot view staff entering passwords?	X			
CONFIDENTIALITY OF SENSITIVE DATA				
17. Are you exercising responsibility to protective sensitive data under staff control?	X			
18. Is your most valuable or sensitive data encrypted?		X		
DISASTER RECOVERY				
19. Do you follow your business continuity plan and ensure all data is backed up and secured both on-site and off-site?	X			
SECURITY AWARENESS AND EDUCATION				
20. Are you providing information about computer security to your staff?	X			
21. Are employees taught to be alert to possible security breaches?	X			

IV. Prevention and Mitigation Plan

The Prevention and Mitigation Plan establishes interim and long term actions to eliminate or reduce the impact of hazards. The Plan is based on the information obtained from Section II – the hazards identification and risk assessment impact analysis, program constraints, operation experience and cost-benefit analysis. It includes the strategies to prevent an incident that threatens people, property and the environment or measures to be taken to limit or control the consequences, extent or severity of an incident that can not be prevented. It is important that this plan be monitored and kept current.

D. Protecting Human Resources

Every employee is essential to the continuity of a business. For that reason, employers need to determine how the workforce will be managed prior, during and after an emergency. Managing the workforce includes having employer strategies and having prepared employees.

1. Awareness and Reporting Policies

A first step in preventing disasters is management and staff who are aware of their surroundings, the hazards to which they are vulnerable, and the necessary communication among them allowing concerns to be voiced and addressed. Americans have become more aware of potential threats to our homeland. However, many, probably most people do not expect an emergency to affect their business, home or community. However, no business, home or community is immune to natural or technological disasters or acts of violence.

The best defense is a good offense. Employers and employees must be aware of potential problems, unusual occurrences, suspicious activity, and/or security risks. It is the GRAYDI intent and obligation to provide a safe, drug-free, healthful and secure work environment. GRAYDI strongly urges the reporting of all incidents of potential problems, unusual occurrences, suspicious activity, and/or security risks discrimination, harassment or retaliation, regardless of the offender's identity or position. Individuals who have concerns or complaints should file notice with Michelle McFarlane, Executive Director, whereupon the matter will be discreetly and thoroughly investigated. The GRAYDI will then take immediate steps to address these concerns.

Management and employees will also be trained in how to recognize potential threats and how to report them. An example of awareness training may include how to recognize warning signals of potentially violent employees. Below is an excerpt from the Violence in the Workplace Fact Sheet on recognizing the warning signals.

Potential warning signals may alert you to any employee or person in the workplace who could become violent. Changes in behavior are important to note in most cases. Look for patterns of changing behavior. No single warning signal, in isolation is a reliable predictor of violence. Some factors may include:

- *Major changes in personal appearance, attitude or behavior*
- *Change in personal relationships*
- *Reduction in job efficiency or productivity*
- *History of violent, reckless or antisocial behavior*
- *Unusual interest in or unexplained preoccupation with weapons or bringing weapons to work*
- *Serious stress in the employee's life*

- *Substance abuse*
- *Unexplained signals of physical injury*
- *Agitation*
- *Unexplained interest in what you do at work.*

In addition, Checklist #27 (Appendix B) ***Prevention and Response to Workplace Violence*** provides management with tasks to prevent this common event from affecting GRAYDI. Awareness and reporting policies do not only cover violence or harassment, but any breach of security that can compromise safety or business operations. A safe workplace should also be free of the threat of theft or sabotage. Employees also should report any activity including unauthorized access to property or building without an owner's or manager's permission, duplication of keys or access cards, threats of retaliation. GRAYDI strongly encourages all employees to report all concerns that can have an impact on safety, security and business operations.

2. Employee Preparedness

The GRAYDI recognizes and understands that employees are concerned foremost about the safety and well-being of their families during an emergency situation. For that reason, it is critical that every employee develop a family emergency plan *before* an emergency situation arises.

An ***Employee Preparedness Guide*** (Appendix C) is included in this BCP including information on how to develop and promote personal preparedness. Information brochures are available to citizens from numerous agencies to help guide home and family preparations. This information should be relayed back to management on Checklist #3 (Appendix B) so that we understand the plans of their employees. Potential conflicts should be resolved before the disaster strikes.

There are numerous sources of guidance available on government web sites such as <http://www.fema.gov/> and <http://www.floridadisaster.org/>. Local information is also available through the Florida Regional Councils, the local emergency management agencies and the local chapters of the American Red Cross.

Before developing a personal preparedness plan, an employee should learn about the emergency management plans and activities in their community in order to know:

- How the local government is protecting them from possible hazard,
- How to coordinate their emergency plan with those of the community, and
- How to use resources available in the community.

While it is the employee's responsibility to develop a personal emergency plan, it is important to realize that as an employee, there are responsibilities at work as well. GRAYDI is also responsible for assuring business continuity and employees have the responsibility of working together during an emergency situation to ensure that the business is restored efficiently. GRAYDI recognizes its needs to communicate expectations in regards to employee performance before, during and after a disaster and provide emergency preparedness guidance to their employees.

3. Employee Support Programs

Employers and employees rely on each other before and after a disaster. In order to support the employee recovery so they can in turn assist with the business recovery, GRAYDI has defined a range of policies and services that it may provide or arrange for after a disaster, including:

Flexible or reduced work hours

These programs and the conditions they would be activated are described in more detail in the Recovery Plan.

4. Employee Training

All employees will require some form of preparedness training. This will include periodic employee discussions, staff meetings or desk and tabletop exercises to review safety procedures, evacuation plans, and recovery plans. **Most importantly**, employees should know what their individual roles and responsibilities are in an emergency situation. The Business Continuity Plan (BCP) addresses the following elements that will be conveyed to employees in writing (Employee Manual and Staff Notices or Memorandums) and covered in staff meetings/training.

- Individual roles and responsibilities.
- Information about the hazards most likely to affect your business.
- Awareness and reporting policies.
- Security issues.
- Notification and warning procedures.
- Post-disaster communication procedures.
- Emergency Response Procedures (see Checklists in Appendices).
- Evacuation procedures.
- Location and use of emergency equipment, such as fire extinguishers.
- First Aid Training including CPR
- Emergency shutdown procedures.
- Re-entry.
- Recovery.
- Reconstitution

Security Issues

5. Procedures For Handling Mail, Visitors And Deliveries

In 2001 letters containing *Bacillus anthracis* (anthrax) were received by mail in several areas in the United States. In some instances, anthrax exposures have occurred, infecting several persons. To prevent such exposures and subsequent infection, all persons should learn how to recognize a suspicious package or envelope and take appropriate steps to protect themselves and others. See Checklist 24 in Appendix B *Handling Suspicious Parcels and Letters*. Train employees and post procedures where mail is handled.

6. Restricting Access

Crime Prevention through Environmental Design (CPTED) incorporates strategies that have been demonstrated to reduce the vulnerability to crime/violence. These same strategies should be employed to provide security and safety for GRAYDI employees, clients and customers. While no one wants to feel confined and business typically does not want to present an inaccessible or unwelcome environment, every business needs to be aware of its vulnerability to the outside world. Each business must assess its risk to crime and violence and then balance that risk with the need to project a welcoming atmosphere for customers and clients as well as the general community. Some degree of security is required for every business to ensure the safety of employees. In assessing our risk and the opportunities to increase security without inconveniencing staff or customers, GRAYDI considered the four CPTED Strategies:

- a. **Natural Surveillance** promotes features that maximize visibility of people, parking areas and building entrances, e.g., doors/windows oriented toward streets and parking areas, streets/sidewalks that are pedestrian friendly and adequate night lighting.
- b. **Territorial Reinforcement** is well-defined property lines that distinguish private spaces from public spaces through the use of landscaping, pavement design, gateways and fences, art, and other elements. This can give the property users a better sense of control over their surrounding environment and a sense of ownership, which can discourage potential criminals.
- c. **Natural Access Control** is attained through highlighting building entrances, streets and sidewalks, and neighborhood entrances/gateways as clearly public areas, and utilizing structural elements to limit access to private spaces.
- d. **Target Hardening** is the use of security devices to increase the perception of risk in an offender by inhibiting their access to certain areas, e.g., window locks, dead bolts, interior door hinges, security lights, cameras, etc.

The Facility Vulnerability Assessment included security issues on The GRAYDI facility(ies). A list of short and long term strategies to minimize risk including facility improvements is presented as needed.

7. Social Distancing

For security and in response to emerging disease such as a pandemic influenza, the following method(s) of social distancing will be employed:

- ♣ Modify person-to-person contact where feasible
- ♣ Limit face-to-face meetings
- ♣ Limit shared workspace
- ♣ Encourage teleworking, where feasible
- ♣ Reconfigure work environment to allow for more distance between employees and between employees and customers

8. Employee Identification/Passes

Each county has its own plan and procedures for re-entry after an evacuation/emergency situation. Some counties have instituted systems which include passes, bumper/windshield stickers or other means of identification. At the very least, employees will need some sort of documentation that states their GRAYDI, position and organization or agency with photo identification. Based on contact with the county emergency management agency, it was determined that essential employees will have company t-shirts, drivers' license, Company Cards which should allow access into an affected area or your facility. Following Hurricane Andrew, many companies found that employees wearing company shirts with logos provided an additional security check from a distance. This can be important especially, if someone is moving equipment or supplies from your building.

E. Property Damage Mitigation: Facility Protection

1. Protecting the Building from Fire

- a. Fire protection can involve a variety of changes to your building and property -- changes that can vary in complexity and cost. Some GRAYDI has incorporated some more complicated or large-scale changes and those that affect the structure of the building or its electrical

wiring and plumbing will be carried out only by a professional contractor licensed to work in your state, county, or city.

1. A noncombustible street number at least four inches high, on a contrasting background, at each driveway entrance, visible from both directions of travel.
2. Eaves of noncombustible materials. A roof assembly with a Class A Fire rating. Wood shakes and wood shingles do not qualify regardless of rating.
3. Multilayered glazed panels in exterior windows, glass door and skylights or solid, exterior shutters.
4. Gutters and downspouts of noncombustible materials.
5. LP gas containers must be located within defensible space.
6. Defensible space of 100 feet minimum.
7. Exterior wall material must have one hour fire resistive rating.
8. Driveways must be provided at least 12 feet wide with at least 13.5 feet of vertical clearance. Driveways longer than 150 feet shall have turnarounds. Driveways longer than 200 feet shall have both turnouts and turnarounds.
9. If the driveway is gated, the gate opens inward and has an entrance at least two feet wider than the driveway and at least 30 feet from the road. If secured, the gate must have a key box of a type approved by the local fire department.

b. OSHA has requirements for workplace inspections, employee training (fire drills), fire exits, fire extinguishers/sprinkler systems, evacuation plans and fire prevention plans. Primarily the following rules are in place to stop unwanted fires from occurring in the first place:

1. Diligent housekeeping procedures for storage and cleanup of flammable materials and flammable waste
2. Recycling of paper is encouraged
3. Handling and packaging procedures will incorporate fire prevention strategies
4. Control workplace ignition sources such as welding or burning
5. Smoking is permitted only in designated areas.
6. Heat producing equipment such as burners, heat exchangers, boilers, ovens, stoves, fryers, etc. must be properly maintained and keep clean of accumulations of flammable residues
7. Flammables are not to be stored close to heat producing equipment
8. All employees are to be apprized of the potential fire hazards of their job and procedures call for in the Fire Prevention Plan.

2. Protecting Commercial Property from Water Damage

a. Water can be a destructive force, diminishing the value of a residential or commercial building. Commercial buildings, as well as manufacturing facilities, can suffer water damage that results in increased maintenance costs, a decrease in the value of the facility, lowered productivity and potential liability associated with a decline in indoor air quality.

b. The best way to protect against this potential loss is to ensure that the building components which enclose the structure, known as the building envelope, are water resistant. GRAYDI will ensure that the building is "flood proofed" to ensure compliance with the standards of the National Flood Insurance Program.

c. Also, we want to ensure that manufacturing processes, if present, do not allow excess water to accumulate.

d. Finally, make sure that the plumbing and ventilation/HVAC systems, which can be quite complicated in commercial buildings, operate efficiently and are well maintained. A regular inspection and maintenance program will identify and repair all leaks and cracks and prevent water intrusion.

e. The Emergency Operations/Response Plan will have a checklist to secure the building prior to a major storm event where flooding could present a problem.

f. Shut off valves should be labeled so that water supply can be easily stopped in the event of a plumbing leak. In the event of a major disaster, the Recovery Plan calls for the Immediate Response Team to address any problems quickly and thoroughly to prevent further water damage once it is safe to do so. This may include obtaining a contractor to immediately remove standing water and all wet material, board up damaged windows, cover a damaged roof with plastic sheeting or remove wet materials and supplies.

3. Protecting the Building from Wind

a. Structural Improvements

Work involving building improvements may require a building contractor or a registered design professional, such as an architect or engineer. As maintenance and remodeling activities are scheduled, mitigation of wind hazards will be incorporated especially in regard to:

1. Roofs
2. Gables
3. Connections
4. Outside Maintenance
 - Replace gravel/rock landscaping material with shredded bark
 - Keep trees and shrubbery trimmed. Cut weak branches and trees that can fall on the building.
5. Window Protection
6. Entry Doors
7. Garage Doors

b. Securing the Facility – Checklists are located in the Appendix A, which identifies the actions necessary to secure the building before a severe wind event like a hurricane including securing or bringing in items/signs from outside and covering windows and openings.

F. Protection of Vital Records and Data

1. a. Protection of Data – Backups, Software and Policies

Technology is vital to our business, and therefore the protection of the IT systems, application programs, and electronic data is one of our highest priorities. GRAYDI recognizes that documentation is crucial. An inventory of the systems used by the organization: how they are installed, where the installation CDs are located, how they are backed up, and how to get support has been completed as part of this effort. Undocumented complexity is the enemy every day, and it is fatal in recovering from a disaster. These simple steps can eliminate the complexity in most organizations and it is the COMPANY policy to adhere to these standards:

1. Standardize all of the desktops
2. Document the exceptions
3. Store all the data on the servers
4. Document everything (No exceptions on the documentation)
5. Written policies plus technical enforcement

b. Making the right decisions on a mobile security strategy can often mean the difference between an airtight network and one that constantly puts data at risk. Important Facts about Mobile Security:

1. Thumb Drives - 70% of data theft from a company is physical theft, increasingly via mini storage devices. *Source: Silicon.com*
2. PDA's - 60% of data breaches can be attributed to lost or stolen mobile devices. *Source: Gartner*
3. Laptops - One in eight laptop computers is stolen yearly. In an organization of 500 employees, more than 62 laptops will go missing. *Source: FBI*
4. Portable Devices - More IT organizations have become familiar with 'pod-slurping' - using iPods and other portable devices to download sensitive company data.
5. Smart Phones - In the last six months of 2006, roughly 12,000 smart phones and other mobile devices were left in cabs in the San Francisco/Washington D.C. areas. *Source: Pointsec*

c. Back ups

1. GRAYDI has a sound strategy for backing up the network, but even if with a rigorous system of backups, GRAYDI may face insurmountable challenges to recover the entire network without a solid plan for IT recovery. The following is considered in developing and maintaining the IT Recovery Plan:

- a. What is needed to recover the servers, the application programs, the data, and all of the user documents?
- b. Do we have a complete set of network backups that could easily be located and used to restore your entire IT network?

- c. Do we actually attempt to restore a server from your backup media to ensure it can be done?
2. According to Strategic Research Corp., the primary causes of data loss within companies are:
- Hardware system - 44%>
 - Human error - 32%
 - Software - 14%
 - Virus - 7%
 - Natural disaster - 3%
3. Backups - Creating a mirror image of the intangible data onto tangible media (disk, tape, CD, etc.) provides a backup of this information. When the original data are rendered useless, the backups can be used to re-create the data. With client-host and distributive processing becoming more popular it is important to backup all workstations since they all work in a synergistic whole.
- a. System backups provide a spare copy of all the information on a computer system. The operating system (Windows, Server 2000-2008, Linux, etc.), application software, and volatile data are all backed-up. This should be done both on individual workstations as well as on host servers. Even if no major hardware or software changes are made, system backups should be done on a monthly basis. Some software products can dynamically make changes to pointer files and other indexes that pertain to user data, but are actually stored elsewhere on the system.
- b. When hardware changes are made they are often saved in the CMOS. Battery failure could cause the CMOS to "forget" the hardware configuration making restoration from system backups necessary. A system backup should be done just prior to any major hardware or software changes. Another separate system backup should be done just after the changes. This provides a way to return to "square one" should any problems occur.
- c. Operating system backup of backup software - Some operating systems provide basic programs for making backups. However, most systems use more efficient software in addition to the basic operating system to make backups. Before restores can be done to recover information from backups the software used to make the backups to begin with needs to be put back onto the computer. By using the operating system to backup the software used to make the bulk of the backups it ensures that the more efficient software can be restored using the basic operating system. Once the backup software is restored it can then be used to restore the rest of the system.
- d. Create bootable disk of operating system - (Windows, NT, etc.) After a damaged computer has been repaired or replaced the operating system needs to be restored. For this restoration to take place the computer needs to be powered-up or "booted" using the operating system (OS). This typically means that a diskette, diskettes, or CD replicating the original OS need to be used. Some Local Area Networks (LANs) use a Network Operating System (NOS) that can be restored using diskettes, CDs, and tapes/server created from more elaborate backup software packages.
- e. Data Only - Unlike system software, which typically doesn't change often, user data changes daily. Making backups of data is like having tangible insurance in that the hours of work a computer user has done has been protected. System backups usually only need to be done on a monthly, or at most a weekly, basis. However, most non-home PCs should have their data backed-up on a daily basis.
- f. Archives - Monthly data backup sets should be kept until archival backups are made. Archival backups are typically made on a yearly basis and/or just prior to purging rather obsolete data from the computer. This ensures an audit trail is maintained in case the information needs to be retrieved after it is purged. ¹
4. Storage - Correct storage of backups is a necessity. Backups that have been damaged by incorrect storage may not restore.
- a. On-site - One set of system backups and data backups should be kept on-site at the location of the computer systems. The most current backups are usually the sets kept on-site.

- b. Off-site - At least (2) system and data backup sets should be kept off-site from the location of the computer systems. If a large-scale disaster occurs at the computer system locations the on-site backups may be destroyed. The geographic distance needed for off-site locations depends on the anticipated threats; across town is sufficient for building fires, for hurricanes the distance should be 30+ miles, for earthquakes it may require locating in a different area of the country.
- 5. Restores - Backup data sets are only of use if they can be restored properly. Financial institutions are often required to test their backups and disaster recovery procedures (2) times per year. Some LAN server backup products make "images" of volumes instead of using a file-by-file method; this drastically reduces the number of steps needed to recover a system.
 - a. Boot with copy of operating system (OS) - Computer systems need to be started with an operating system (OS) in order to function. A copy of the OS (Windows, NT, etc.) should be kept with each backup set. Other operations, such as drive partitioning, may also have to be performed prior to restoring backup data sets.
 - b. Restore Backup Software - Before a backup set can be restored the software that was used to create the backups originally must be placed back onto the computer system. Backups are usually unreadable by the native operating system and can only be read by the dedicated backup software.
 - c. Restore system backup - After the backup software itself is loaded onto the computer the system backup data set can be restored. Once the system backups are restored the computer should then indeed be back in an operable mode.
 - d. Restore latest data - Although a computer system may be once again operational after restoring system backups, the data may not be current. If data-only backups were made subsequently to the system backup then they too should be restored in order to bring the information up to the most current state possible.
- d. The protection and storage of vital IT systems in addressed specifically in the Continuity of Operations (COOP) Plan.
- 2. Vital Records
 - a. It is also extremely important that vital records be inventories and copies stored in safe and in alternate locations in case of fire or flood damage.
 - 1. Paper fire safes - Fire safes for protecting papers reduce the flash point of the documents. This is accomplished by a cement-like material in the walls of the safe that evaporate vapor into the safe to dampen the paper. This allows the temperature to rise to the 300-400+ degree range without igniting the paper. Important papers to be stored should also include software license numbers since they are often required if a software product is to be reinstalled.
 - 2. Magnetic media fire safes - Fire safes for tapes and diskettes differ from fire safes designed to protect paper. Condensing moisture can damage magnetic media, so these safes typically do not contain vapor-inducing materials. Tapes, disks, and other media should be kept in safes that insulate against fire heat to keep internal temperatures below 125 degrees. Safes should not be opened for at least 24hrs after fire exposure to allow the internal temperatures to stabilize gradually. It is important to keep the original installation diskettes for software packages should the need arise to reinstall a given program.
 - 3. Paper fire vaults - The storage space needed for paper documents can expand quickly depending on the amount of paper generated by a system. Critical papers can be kept in fire safes, but large volumes of paper may require a vault. Fire vaults are entire rooms that are protected against fire rather than individual safes.
 - 4. Magnetic media fire vaults - Vaults for magnetic media are also entire rooms protected against fire rather than having to go to the expense of many individual fire safes. Magnetic media fire vaults differ from in that the internal temperatures should be kept lower and that fire suppression systems are usually Halon or Inergen instead of water sprinklers.
 - b. The protection and storage of vital records in addressed specifically in the Continuity of Operations (COOP) Plan.
- G. Insurance
 - 1. There are two critical kinds of commercial insurance that are often packaged together in a Business Owner's Policy (BOP): property insurance and liability insurance.

- a. **Property insurance** covers your physical assets: your building, equipment, furnishings, fixtures, inventory, computers, valuable papers, records, and more. But property insurance also can provide income if your business is forced to suspend operations after a covered loss.
- b. **Business liability insurance** is specifically designed to protect your business assets if your company is sued for something it did or even did not do that resulted in bodily injury or property damage to someone else.
2. GRAYDI reviews its insurance coverage annually to ensure that there is sufficient coverage to help offset impacts from a disaster.
3. The Insurance Coverage Worksheet is attached. This information should be verified by the insurance agent and their emergency contact information updated every 6 months/annually.
4. In the event of a loss, the policies require the following:
 - a. Contact our business insurance agent as soon as possible
 - b. Tell the insurer if we are in an emergency situation
 - c. Only make repairs necessary to prevent further damage to the business. Do not make permanent repairs without consulting the agent.
 - d. An insurance adjuster will make an appointment to visit the business. It may take days, be patient.
5. Necessary records and documentation
 - a. Before the adjuster arrives, prepare a list of damaged and destroyed property. The list should include a description of the item, date of purchase or age, cost at time of purchase and estimated replacement cost. If there are additional records including canceled checks or receipts for those items, collect them to show the adjuster.
 - b. If possible, get a detailed estimate for repairs.
 - c. Take photographs or videos of the building and its contents before a disaster occurs. Follow up with videos or photographs of damaged areas
 - d. Keep all receipts for all work done on the business/facilities.
6. Insurance Tips

Insurance may be one of the few consolations a business may have after a disaster. Here are some tips to make dealing with insurance companies less confusing.

 - a. Policies usually pay for temporary repairs to protect your business and the actual value and replacement value of damaged property. Many policies don't pay for debris removal. However, if a tree falls on our business, the insurance may pay for its removal.
 - b. Be aware of unsolicited and uncertified repair and recovery firms who approach right after an event.
7. **The Florida Department of Financial Services (DFS)** has a document entitled the *Small Business Owner's Insurance – a Consumers' Guide*. DFS also has a hotline to handle questions and complaints. The number is 1-877-My-FL-CFO (1-877-693-5236) toll free in Florida and (850) 413-3030 from out of state. Business hours are from 8 a.m. to 5 p.m. Monday through Friday.
- H. Short and Long Range Mitigation Initiatives/Timeline for Implementation
 1. Through the planning process, GRAYDI has identified our capabilities and resources as well as short and long term strategies to enhance our BCP. The strategies and timeline are presented on Appendix A.

**TABLE 5
INSURANCE COVERAGE**

Insurance Agent Company	Philadelphia and Lloyds of London
Agent Name	Scarr Insurance Group – Dottie Booth
Address	8200 113th Street North, Seminole FL 33772
Office Phone #	727 393-5055
Alt. Phone #	
Email	dbooth@scarrinsurancegroup.com

Policy Type	Company	Policy #	Perils Covered	Exclusions	Deductible
Property Insurance	Philadelphia		Legal Obligation		
Business Liability	Traveler's		Legal Obligation		
Contents Coverage	Hamilton Specialty		Legal Obligation		
SEE Appendix E for GRAYDI contacts and details on insurance.					

V. Emergency Operations/Response Plan

A. Organization – ICS

1. **The Incident Command System (ICS)**, a hierarchical management structure used by government emergency response agencies (fire and police) to respond to an emergency, can also be a tool for business recovery. In fact, “because of the growing interdependency between the response organizations and industry, business and governmental agencies, the use of the incident command system by business and industry is unavoidable...” and is required in certain industries. (Tucker, Eugene, Business Recovery Managers Association Newsletter, 2001).
2. **ICS History**
ICS was first adopted by cities and counties as a fire fighting management and control system. It has since evolved to include a wide variety of local, state, and national emergency service and law enforcement organizations... It is a well organized and integrated team approach to managing both emergency and non-emergency situations.” (*The Incident Command System; A Tool for Business Recovery*, Disaster-Resource.com, Brent Woodworth) ICS is a management tool that relies heavily on the concept of Management by Objectives (MBO). It is also sensitive to the basic management principal of span of control that limits the ratio of subordinates. Span of control is predefined, responsibilities are clear and standardized reporting and documentation procedures are utilized.
3. **ICS Organization**
Each incident or event has certain major management activities or actions that must be performed. Even if the event is small, these activities will still apply to some extent.

B. Roles and Responsibilities

The organization of the Incident Command System is built around five major management activities. These five activities are as follows:

1. **The Command Staff**
 - a. **The Incident Commander** sets the objectives and priorities and has overall responsibility at the incident or event. In business terminology the role of the Incident Commander would be held by a company executive or skilled manager.
 - b. That person would be required to make command decisions, set objectives, establish priorities, delegate tasks and develop documentation.
 - c. The **Business Incident Commander** will be faced with the challenging task of responding to the immediate needs of customers, employees, facilities personnel, suppliers, media, and company executives among others.
 - d. At the same time the Business Incident Commander may be required to communicate with the fire department, police department or other public agency officials who are in charge of putting out the fire, saving lives, securing a crime scene, or containing the incident.
 - e. If the size of the emergency warrants the establishment of the following positions, assistants to the IC include an Information Officer, Safety Officer, and Liaison Officer.
 1. **Information Officer** - The Information Officer or Public Information Officer (PIO) is the news media contact for the event. In a business environment, the representative will fill this role and coordinate communications through the IC.
 2. **Safety Officer** - The Safety Officer monitors safety conditions, ensures that compliance regulations are met, and develops measures to assure the safety of all assigned personnel. The safety officer is often responsible for evaluating changing conditions and should have the authority to withdraw responders or to suspend an operation without clearance from the Incident Commander.
 3. **Liaison Officer** - The Liaison Officer assists the IC on larger incidents where representatives from other agencies may respond by coordinating their involvement and providing them with information on conditions, objectives, and resources. The Liaison Officer may be a representative from,
2. **The General Staff** is assigned major functional authority for Operations, Planning/Intelligence, Logistics, and Finance/Administration. These five management activities are the basic foundation for building the ICS organizational structure.
 - a. **OPERATIONS**

Conducts tactical operations to carry out the plan. Develops the tactical objectives, sets organization, and directs all resources.

b. **PLANNING/INTELLIGENCE**

Develops the action plan to accomplish the objectives. Collects and evaluates information and maintains resource status.

c. **LOGISTICS**

Provides support to meet incident needs. Provides resources and all other services needed to support the incident.

d. **FINANCE/ADMINISTRATION**

Monitors costs related to incident. Provides accounting, procurement, time recording, and cost analysis.

3. **Field Response Teams/Units** - To facilitate efficient response and recovery, TEAMS or Units have been organized along the Incident Command System and basic tasks were identified based on the activation and recovery strategy.

- a. **Business Continuity Planning Team or Unit** – During an emergency, the BCP Team or Unit will facilitate the response and use of an incident management system. The BCP Coordinator will most likely lead the Planning Section – with the same of different personnel.
- b. **The Advance Team or A-team or Unit** would report to operations and after the event, will assess the impact to the business and recommend recovery strategies.
- c. **The Relocation Team or Unit** would report to Logistics and after the event would prepare personnel and equipment to continue operations at an alternate facility.
- d. **The Recovery Team or Unit** will report to Operations Section and prepare the business for resuming normal operations at primary facility. The Recovery Team may have personnel representing facility services, operations, administration, etc.

**TABLE 6
TEAM MISSION AND TASKS**

BCP Team	Advance Team	Relocation Team	Recovery Team
MISSION	MISSION	MISSION	MISSION
The BCP Team develops, coordinates and updates plans and activities required for performing essential functions in the event of a disaster. During an emergency their mission is to facilitate the response. The BCP Coordinator will most likely lead the Planning Section – with the same or different personnel.	The is Team reports to operations and after the event, their mission is to assess the impact to the business (employees/visitors, property damage, & business interruption)	This team reports to Logistics and after an event, their mission is to prepare personnel and equipment to continue operations at an alternate facility.	This team reports to operations and after an event their mission is to prepare the business for resuming normal operations at primary facilities. The Recovery Team may have personnel representing facility services, operations, administration, etc.
ADMINISTRATIVE TASKS	ADMINISTRATIVE TASKS	ADMINISTRATIVE TASKS	ADMINISTRATIVE TASKS
<ul style="list-style-type: none"> Identify and take steps to ensure continuation of critical functions Pre-arrange alternate procedures for purchasing and payroll. Prepare messages for suppliers, customers, media Document trainings, drills and BCP Updates 	<ul style="list-style-type: none"> Conduct Initial Damage Assessment Determine best strategy to get back in operations Report to Senior Staff and/or Insurance Adjustor Identify necessary resources to resume operations 	<ul style="list-style-type: none"> Maintain detailed, accurate records to meet legal, insurance, financial and other requirements Maintain communications with employees, supplies, customers, partners, media 	<ul style="list-style-type: none"> Establish priorities resuming operations Notify employees, suppliers, customers, partners, organization, media Track all damage-related costs through receipts and video
LOGISTICAL TASKS	LOGISTICAL TASKS	LOGISTICAL TASKS	LOGISTICAL TASKS
<ul style="list-style-type: none"> Inventory existing equipment, vehicles, office supplies and other resources Identify and acquire needed equipment, supplies 	<ul style="list-style-type: none"> Make or arrange for Emergency Repairs Identify utility/infrastructure needs and timeline for resumption. 	<ul style="list-style-type: none"> Transfer vital documents and databases Transfer and maintain equipment, supplies, other resources Establish communications capability and network access Provide for personnel support, including food, lodging and transportation, if 	<ul style="list-style-type: none"> Salvage/Protect undamaged property Restore/monitor repairs to damaged facility equipment Maintain security at damaged facility Transfer vital document, databases and communications capabilities

		necessary	
MEMBERS	MEMBERS	MEMBERS	MEMBERS

2.

4.

Key leadership/Lines of Succession and Delegation of Authority

GRAYDI is responsible for establishing, carrying out and maintaining orders of succession to key positions. These orders of succession are an essential part of the Business Continuity Plan. Lines of Succession for the CEO, or designee, may be commenced when he or she is unable to perform their essential duties. If time or geographical limitations prevent the next in line successor from performing the duty, the order of succession will defer to the highest-ranking person available, until such time as the next in line becomes available. Delegation of authority is immediate and will last indefinitely during the activation of the Business Continuity Plan or COOP Activation. The Organizational Chart (Figure 2) and the GRAYDI Lines of Succession (Figure 3) are provided below.

a.

**TABLE 7
SUCCESSION AND DELEGATION OF AUTHORITY**

Official	Designated Successor	Limitation/Conditions	Responsibilities
Executive Director	Program Manager	n/a	Provide communications and services to the program participants, community residents and program providers.

C. Emergency Management Operations

4.

Concept of Operations

Objectives - The purpose of the Business Continuity Plan is to ensure continued operations of GRAYDI across a wide range of emergencies. The objectives of the plan include:

1. Identify plans and procedures specific to GRAYDI that will ensure the continuity of mission essential functions during an emergency.
2. Establish lines of succession and delegation of authority within the GRAYDI by position.
3. Identify an alternate facility with sufficient space, logistical support and proper security.
4. Identify the data and communication systems necessary to support mission essential functions.
5. Plan for protection and movement of records.
6. Assure compliance with all legal and statutory requirements.

a.

Planning Considerations - In accordance with Federal and State guidance and emergency management principles, a viable COOP capability is dependent upon the following:

1. Maintaining a high-level of readiness;
2. Capability of implementation both with and without warning;
3. Operational no later than three hours after Relocation Team deployment to the Alternate Facility; and
4. Maintaining sustained operations for up to 30 days;

5.

Activation of Plan

Identification of an Emergency

1. Activation of the Business Continuity Plan will be initiated any time an event or credible threat results in the potential interruption of critical business functions and/or when operations must shift to an alternate facility.
2. Disaster Levels - The disaster magnitude classification may be used to assist in the decision to activate the COOP. The levels are described as minor, major and catastrophic and are defined below:
 - a. **Minor Disaster**– A disaster or threat which requires the evacuation of the primary facility and is likely to last for a short period of time of less than 72 hours.
 - a. **Major Disaster** – A disaster or threat which requires the evacuation of the primary facility(ies) and is likely to last for an extended period of time up to 30 days. For example, an area in the County is closed to normal activities as a result of a widespread utility failure, natural disaster, hazardous materials incident, civil disturbance, WMD attack or terrorist attack. If any of the critical services facilities are located in the area of the event, activation of the COOP would become necessary.
 - b. **Catastrophic Disaster** – A disaster or threat which affects the entire county or region, requires the evacuation of both the primary and alternate facilities and/or severely impacts the ability to provide critical emergency services in the community.
- a. Notification and Reporting
 1. Activation of the BCP can happen with or without warning. It is expected that the GRAYDI will receive a warning of at least a few hours prior to an event. This will help enable full execution of the BCP with a complete and orderly alert and notification of the key personnel and, if necessary, the relocation of resources from the facility(ies) including servers, computers, and backup communications equipment. Without warning the ability to execute the BCP becomes more problematic. The execution will depend on the severity of the emergency and the number of personnel still available and the preparedness of our staff.
 2. Notification = With warning, staff may be alerted prior to the potential activation of the Business Continuity Plan. Appropriate protective actions and preparedness measures will be undertaken upon notification. Telephone call lists which include cell phone numbers and pagers will be utilized to alert key personnel to respond.
- b. Protective Actions (Checklists)
 1. The first priority of BCP is to protect the safety of employees, customers/clients/patients, visitors and vendors/suppliers. Therefore, it is important that protective actions are taken to minimize risk to personal safety as well as to minimize property loss and negative impact to the business.
 2. Checklists by Hazard have been prepared which identify the actions necessary to minimize the impact of an event on GRAYDI and its employees. See Appendix B.
- c. Damage Assessment Checklist
 1. Following an event, a preliminary damage assessment should be conducted to determine the most appropriate recovery strategies and the priority steps which need to be taken.
 2. A Damage Assessment Checklist is provided below. It is anticipated that the Operations Section/or the A-Team will conduct this preliminary assessment and provide recommendations to the Senior Staff/IC.

**TABLE 8
DAMAGE ASSESSMENT CHECKLISTS**

Structural Assessment

ITEM	TYPE OF DAMAGE	DEGREE OF DAMAGE	EXPLANATION (to include repair time)
Roof	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Ceiling	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Walls	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Foundation	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Windows	<ul style="list-style-type: none"> • Physical 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Sub Floor	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Other	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	

Mechanical Systems / Utilities / Building Services Assessment

ITEM	TYPE OF DAMAGE	DEGREE OF DAMAGE	EXPLANATION (to include repair time)
Heating	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Cooling	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Plumbing	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Power	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Sewer	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Fire Suppression	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Ventilation System	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Lighting	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Backup Power (UPS)	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Access Control	<ul style="list-style-type: none"> • Physical • Water 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable 	

	<ul style="list-style-type: none"> • Fire 	<ul style="list-style-type: none"> • Destroyed 	
Other	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	

Telecommunications Equipment Assessment

ITEM	TYPE OF DAMAGE	DEGREE OF DAMAGE	EXPLANATION (to include repair time)
Panel	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Cabling	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
PBX	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Other	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	

Office Area Equipment Assessment

ITEM	TYPE OF DAMAGE	DEGREE OF DAMAGE	EXPLANATION (to include repair time)
Furniture	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Forms	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Supplies	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Other	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	

General Equipment Assessment

ITEM	TYPE OF DAMAGE	DEGREE OF DAMAGE	EXPLANATION (to include repair time)
Production	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Shipping / Receiving	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Sales / Marketing Customer Service	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Human Resources	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Information & Documentation	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Administrative Services	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	

ITEM	TYPE OF DAMAGE	DEGREE OF DAMAGE	EXPLANATION (to include repair time)
Servers	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
PCs	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Network Infrastructure <ul style="list-style-type: none"> • Cables and Jacks from PC / printers • Floor equip. to switches • Switches • Routers • WAN Connections 	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Printers	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Copiers	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	

Computer Equipment Assessment
(Use additional pages as necessary)

ITEM	TYPE OF DAMAGE	DEGREE OF DAMAGE	EXPLANATION (to include repair time)
Operating System Software	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Communications System Software	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Application Systems	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Office Systems	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Imaging Systems	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	
Human Resources Systems	<ul style="list-style-type: none"> • Physical • Water • Fire 	<ul style="list-style-type: none"> • None • Moderate – Usable • Extensive – Repairable • Destroyed 	

Computer Applications & Software Assessment

Damage Assessment Situation Summary

The Advance Team Unit Leader will prepare a report for the Incident Commander and/or Senior Leadership of GRAYDI which summarizes the incident and details the findings of the Team. This summary report will include the date and description of the incident, the extent of damage and assessment to the business impact, and the business area (s) which was affected by the incident. Attached to this Situation Summary Report would be the completed individual Damage Assessment Checklists, and appropriate photos.

DESCRIPTION OF INCIDENT:

DATE OF INCIDENT:

DESCRIBE PROBLEM, EXTENT OF DAMAGE, AND ASSESSMENT OF BUSINESS IMPACT:

BUSINESS AREA(S) AFFECTED:

NAME AND SIGNATURE OF DISASTER ASSESSMENT TEAM LEADER

II. Emergency Communications Plan

General Communication Procedures

2. Regular, clear communication between companies and their employees (and employee's families) is essential. During and after an emergency event, it is critical.
 3. The Crisis Management Team includes the following personnel:
 - Responsibilities of the Crisis Management Team is to
 1. Develop and maintain the media contact information list
 2. Develop and maintain the Employee Contact List
 3. Develop and maintain a Third Party Contact Information List (representatives from organizations who could speak on GRAYDI's behalf in a crisis.
 4. Define objectives in our communications with employees, vendors, customers/clients and the media
 5. Manage the Media
- A. Internal Communications Procedures
2. When warranted, "Backpack letters" can be considered as "internal press releases" to the staff members, and families of staff members of GRAYDI. These letters, written in conjunction with public safety officials, can be an effective way of relaying important and helpful information especially when a critical incident has occurred at one of GRAYDI facilities or has involved one or more staff members or clients/customers. In a critical situation, a letter home gives GRAYDI the opportunity to:
 - Explain the situation that exists.
 - a. Describe the steps that GRAYDI has taken to ensure the safety of all guests and staff members.
 - b. List ways in which family members can support the staff of GRAYDI.
 - c. The decision to send a "backpack letter" home after a critical incident is made on a case-by-case basis, usually by the Crisis Management Team, GRAYDI's spokesperson, and appropriate legal counsel. Public safety and public health officials are often involved in the decision to send a letter, when they are already involved in the investigation or the resolution of an incident.
- B. Personnel Notification Procedures

Effective disaster readiness plans need to be evaluated and tested before an actual emergency situation; and one of the most important elements within that plan is a company's ability to communicate with their disaster management team, employees, customers, stakeholders, business partners, and the media during, and immediately following, a time of crisis.

How will we run our business if the phone system is inoperable because of a power disruption or a fire within the facility? Or perhaps something on a larger scale results in 'network busy' signals instead of connected phone calls? Or even a major regional event knocks out the entire telecommunications infrastructure? What alternatives do we have in place, and have they been tested for effectiveness?

2. During working hours:

If an immediate evacuation is required, then evacuate the facility first, and after conducting an "All Present & Accounted For" check then allow adequate time for employees to contact family members to notify them of the incident.

3. During non-working hours:

Notify all employees of incident and provide directions on return to work. Employee contact information is included within this plan in the COOP Plan.

4. Communication Alternatives

When considering communications alternatives, we have emergency communications options available with a range of capabilities and a wide variety of price points. The following list details some of these choices which will be considered:

Email communications: If you are able to access your Email server from a remote location, and if your employees have both power and a solid internet connection, then you can utilize Email as a way of maintaining contact with your customers and your employees. This solution will rely upon the development of pre-planning strategies for server access, remote computer facilities, and Email access. It also depends heavily upon having both power and an internet connection – whether wired or through wireless access cards that fit into the PCMCIA slots of laptops. This configuration can also allow users into core business applications while they work from a remote location. Larger corporations may also wish to investigate services which run a mirrored copy of your Email service on remote servers, and therefore provide guaranteed connectivity to corporate Email during a time of crisis.

a. **Mobile Wireless Devices:** The rising popularity of PDA (Personal Digital Assistant) devices such as Blackberry's and multi-function cellular phones offers one more alternative for accessing Email and limited business applications. Once again, this configuration is heavily dependent upon remote server access and battery power for the portable devices.

C. Customer, Supplier and Vendor Notification Procedures

2. Notify clients, suppliers, stakeholders, and other emergency support personnel of incident and estimated date/time of return to full operations. If necessary, use the Contact Information on Figure # 10 of the COOP Plan.

3. Follow specific emergency communications plans as detailed below:

- GRAYDI will use voicemail box, text messaging, Email, and cell-to-cell calls for notification and announcements.

D. Media Relations

2. The Media Spokesperson for GRAYDI is Michelle McFarlane.

Their alternate is Lori Sheldon.

3. The Crisis Management Team is responsible for the following:

. Information gathering, verification and release

a. Logistics for press briefings

b. Developing and regularly updating Background Press Packets – Materials to provide to the media as background information our organizations including a comprehensive fact sheet, a brief history of the company, biographies of key personnel, photos, etc. Materials should be succinct.

c. Maps, parking arrangements, access policies - Create clearly readable maps that indicate access to the site(s), including the location of media parking and credentialing area.

4. Media Relations Guidelines

. Act quickly.

a. Control access.

b. Be credible – tell the truth.

c. Stick to the facts.

d. Be empathetic; show concern. Show that our organization cares about what happened, its impact and the consequences. Demonstrate sincerity in your words and actions. Talk from the view of the public's interest, not our interest.

e. Stay on the record – at all times – always.

f. Update information frequently.

g. Address and correct rumors and misinformation swiftly.

h. Anticipate questions.

i. Respect deadlines.

- j. Keep your promises.
 - k. Inform employees of the news before (or concurrent) with the release of information to the press.
 - l. Call in experts. If the situation warrants it.
 - m. If a mistake is made: Admit it. Explain it. Express concern. Correct it.
5. Media Relations Don'ts
- . Speculate on ANYTHING.
 - a. Identify the specific cause.
 - b. Place blame.
 - c. Minimize the problem.
 - d. Act colorful. It connotes insincerity and disrespect for the victims and the impact of a crisis.
 - e. Play press favorites.
 - f. Ignore the local media.
6. Figure 1 provides a Sample Press Release Statement This is a guideline. One template will not work for every situation.
- . Headline: Insert your primary message to the public
 - a. Dateline (your location)-Two or three sentences describing the current situation.
 - b. Insert quote from official spokesperson demonstrating leadership and concern for victims.
 - c. Insert actions being taken.
 - d. List actions that will be taken.
 - e. List information of possible reactions of public and ways citizens can help.
 - f. Insert quote from official spokesperson providing reassurance.
 - g. List contact information, ways to get more information, and other resources.

FIGURE #1 SAMPLE NEWS RELEASE

For Immediate Release

Date: Contact: <Greater Ridgecrest Area Youth Development Initiative, Inc. (GRAYDI)>

Time: Phone:727 595 1684

HEADLINE

Greater Ridgecrest Area Youth Development Initiative, Inc. (GRAYDI) reported today that at approximately <TIME>, a _____ (*brief description of what happened including location*).

No injuries have been reported.

-OR-

There are _____ (*number of persons ill, persons exposed, injuries, deaths, etc.*) reported at this time. (*Injured person were treated at the scene, transported to the hospital, etc.*)

-OR-

No additional information regarding _____ (*persons ill, persons exposed, injuries, deaths, etc.*) is available at this time.

As part of GRAYDI's plan for responding to this type of situation, _____ (*police, fire, FBI, NTSB, FDLE, etc.*) are assisting GRAYDI to _____ (*contain this situation, determine how this happened, determine what actions may be needed by individuals and the community to prevent this from happening again, etc.*). In addition, GRAYDI is (*notifying stakeholders, all employees, conducting an internal investigation, updating websites, establishing a family support center, etc.*). (*GRAYDI is also temporarily forwarding telephone calls to 1-XXX-XXX-XXXX and resuming business operations at their pre-designated alternate facility located at <LOCATION>.*)

Additional information will be released _____ (*during a press conference schedule at XXX, through another press release, etc.*) (*within, at, etc.*) (*the next hour, 2 hours, at XX:XX, once it becomes available, etc.*). (*For employees seeking additional information call GRAYDI's employee hotline at 1-XXX-XXX-XXXX.*)

Figure 2

II. Recovery Plan
 RECOVERY OPERATIONS
 2. Assumptions

After a disaster, facilities, equipment and stock may have been damaged or destroyed. GRAYDI may be without power, water, sewer and phone services. The vendors and suppliers we rely on may not be operating. Our employees and customers may have experienced personal damage or loss. Damage to the area may limit access to our facility for an extended period of time.

An immediate return to normal day-to-day operations may not be possible. So our business must be prepared to be self-reliant and implement a continuity plan to carry it through the next several weeks or months. The survival of the business will depend on it.

The purpose of this section is to provide an overview of the concept of recovery operations. Knowing what to expect and planning ahead will minimize the financial impacts of the disaster and position our company to not only survive, but continue to provide a service to our community when it needs you the most. Preparedness can mean the difference between financial ruin and financial gain, victim or survivor, survivor or hero.

3. Periods of Recovery
 There are three overlapping periods of recovery.

- Immediate Emergency Period.
- Short-Range Restoration Period.
- Long-Range Reconstruction Period.

The length of time required for each period will vary, depending on the severity of the disaster and the local capability to recover quickly. The following graph is illustrative to depict the overlapping nature of the various periods. It does not imply that there is a generally accepted, pre-determined length of each phase.

Recovery Periods																	
Period	Days after Disaster Strikes							Weeks after Disaster Strikes									
	1	2	3	4	5	6	7	2	3	4	5	6	7	8	9	10	
Immediate Emergency	█	█	█	█	█	█	█										
Short-Range Restoration					█	█	█	█	█	█							
Long-Range Reconstruction									█	█	█	█	█	█	█	█	

A.
 2.

- b. Immediate Emergency Period - The Immediate Emergency Period begins directly after the crisis. With a hurricane strike, for example, it begins when the sustained winds drop below tropical storm force (39 mph) and stretches through the first few days after landfall. This phase may extend up to one week for many activities, depending upon the severity of the damage. During the immediate recovery period, emergency recovery operation is the responsibility of each County Emergency Operations Center (EOC). The major activities of emergency response personnel during this period are intra-county recovery operations, damage assessment and inter-governmental resource distribution.
1. **Intra-County Recovery Operations** focus on the missing, stranded, injured and homeless. The primary activities are search and rescue; emergency mass feeding, sheltering and transportation and medical care of the injured. The major resource needs are for sustenance supplies, such as water, food, medicine, ice, blankets, etc. Security of the damaged area, debris clearance and efforts to restore essential public utilities begin. During this period, normal social and economic activities are disrupted. Emergency management officials begin to survey the affected areas for needed recovery resources.
 2. **Damage Assessment Operations** include the activation of Damage Assessment Teams at county and municipal levels, the development of a Preliminary Damage Survey and collection of information for the final Damage Assessment Report.
 3. **Inter-Governmental Resource Distribution** provides for coordination and distribution of resources through the establishment of County Staging Areas, municipal and Fire District Recovery Centers, local distribution points, and Regional Recovery Center and Regional Staging Areas.
 4. **Re-entry - BE PATIENT.** Access to affected areas will be controlled. If the business is located in the affected area, you will not be able to return to your business until search and rescue operations are complete and safety hazards, such as downed trees and power lines, are cleared. Depending on the type and degree of destruction, it may take three days or longer for emergency crews to clear the area and establish security. (Note that, even in a contained event, such as a fire that affects only your facility, access may not be possible until officials conduct an investigation.)
 5. As part of our planning process, we have designated an **Advance Team** that will be first on the scene to conduct a preliminary damage assessment of your facility, coordinate with emergency responders and determine the appropriate recovery strategy.
 6. The team will need photo identification and documentation of employment to gain access to the affected area. GRAYDI has coordinated with the county emergency management and local emergency response personnel to ensure our team has adequate identification.
 7. The Advance Team should have the capability to communicate directly with management. Their preliminary Damage Assessment Report should consider damage to the facility, tangible and intangible assets and the surrounding community. Management can then implement the appropriate steps in its Business Continuity Plan.
 8. **Implement the Crisis Communications Plan** – Crisis communications is essential. A framework has been established before the emergency. The priorities are:
 - . First, determine the status of your employees. Are they safe and did they incur any damage to their home or belongings?
 - a. Then communicate the plan regarding the restoration of essential functions.
 - b. Employees, vendors, suppliers and customers/clients need to hear from GRAYDI very soon.
 9. Review Safety Measures/Checklists (Appendix B)
 10. Make Immediate Repairs
 - . Once allowed back into your building and if damage is minor, temporary repairs to correct safety hazards and minimize further damage will be made by contractors and/or staff. This may include covering holes in the roof, walls or windows, bracing and debris removal.

- a. Contact the insurance agent immediately and make arrangements to meet the adjuster as soon as possible. Take photographs or videos of all damage before repairs are started and keep receipts for insurance purposes.
- b. GRAYDI will only hire licensed contractors **certified by the local jurisdiction and State of Florida** to do repairs. Check with the local Building Department to ensure the contractor is licensed. You may also refer to the Disaster Contractors Network (<http://www.dcn.org/>) which monitors licensed contractors who also have special training in disaster recovery. (If the contractor requests you pull the permit, it may be an indication that he is not properly licensed and is not entitled to permitting privileges.)

3. Short-Range Restoration Period

The Short-Range Restoration Period begins a few days after a disaster and stretches several weeks, depending on the extent of the damage. Restoration activities focus on repair to slightly and moderately damaged structures. In general, they return the area to a relatively normal and economically viable state as services and utilities are restored and debris removal continues. More detailed surveys of damage continue. State and Federal disaster relief resources are distributed to victims needing assistance, such as temporary housing, loans, grants, food coupons, and legal/crisis counseling. Restoration of all public utilities takes place and reconstruction of damaged housing, commercial, industrial and public facilities begins.

- 1. Damage Assessment Operations continue. For business, contact should be made with your insurance agent and licensed contractors for any necessary facility repairs and replacement of equipment, furniture and inventory. Restoration of communications and information services is top priority.
- 2. Implement the Continuity of Operations Plan (COOP), if required. Based on the damage assessment report and the expected level of disruption, you may need to implement the COOP plan and either establish an alternate facility, transfer (outsource) mission essential functions to a third party and/or activate a telework option. Based on the damage assessment and estimate of time needed for repairs and restoration of services, implement the appropriate procedures to ensure that your *mission essential functions* are restored within the necessary timeframe. The alternatives should be identified in the Business Continuity Plan and be ready for such an event.
- 3. Restoration of Services. It may take 2 to 4 weeks before utilities are restored. If your operations are dependent on a power supply and/or communications, you will need to bring in alternate power supply and communications equipment, i.e. generator, radios, cell phones, etc. These issues should be addressed, contractors identified and provisions made before a disaster occurs.

4. Long-Range Reconstruction Period

The Long-Range Reconstruction Period may stretch over many months after a disaster, until all physical property, social and economic processes return to a stable and acceptable pre-disaster level. The visible activities are demolition of partially devastated structures and complete major reconstruction. Victims return to repaired/rebuilt structures from temporary housing and preventative mitigation measures are formulated and implemented.

- a. State and Federal Disaster Assistance Operations Following a Florida Governor's disaster declaration, a Presidential disaster declaration may be requested. If granted, the State and Federal Emergency Management agencies are co-located into one facility, the Disaster Application Center. The Presidential Declaration will trigger federal disaster assistance programs including individual assistance (for employees) and low-interest loans through the U.S. Small Business Administration. If you may apply for a disaster loan, it is very important that you have the necessary paper work necessary for the applications. That list is included in Checklist 28, The "Go Box".

B. Administration and Logistics

2. Personnel Management

Emergency Response Teams have initial roles to assess the impacts of the event on business employees, operations, and property. These teams will be notified immediately by the IC and will report to the facility or rendezvous or staging location as directed. Administration will insure there is adequate training for personnel.

- a. Within the Continuity of Operations (COOP) Plan, critical functions and mission essential personnel are identified. Notification of key personnel is part of the Communications Plan.

There should be adequate training for all personnel to ensure they recognize the importance of establishing the critical functions.

3. Administrative Support

There may be additional needs of the staff if the event has affected the community. Temporary help may be necessary to augment staff.

- a. Additional assistance through pre-identified employee assistance programs may also be necessary.
- b. Additional support may need to be outsourced.

4. Logistical Support

Information Technology Support - Information technology (IT) support may be necessary to establish computer service at the primary and/or alternate facility including Internet access and access to an alternate server. These plans will be developed and tested as required.

- a. Telecommunications - Interoperable communications or the ability for the GRAYDI staff to communicate with individuals internal and external to the company are critical during emergencies. Following are both internal and external communications systems identified for GRAYDI. The Emergency Communications Plan is presented in Section:

1. **Cellular Phone/Text Messaging**
2. Satellite Phones
3. **Email**
4. Facsimile
5. 800 MHz radio
6. Alpha pager
7. Nextels
8. Courier
9. Overnight Delivery Services/USPS

- b. Transportation Lodging and Food

1. If extended operations are anticipated at the alternate facility location, provisions will be made to provide for food, rest areas and possible transportation, if not accessible through normal means.

C. Human Resources – Employee Support Programs

2. Payroll and Cash Advances

If you want to ensure your employees have the resources to make repairs, take care of dependents and report back to work; as a business owner, you need to ensure your employees continue to receive paychecks. You must first consider your policies for payroll, especially if you are not open for a significant period of time. Depending on the circumstances – and if you want to retain your employees – policies should be developed which at least provide a minimum salary level even if you have an interruption in operations. The second step is then to make arrangements to continue to meet your payroll given a lack of power and/or loss of data.

- How is the payroll schedule going to be met?
- Will direct deposits be available?
- If computer functionality is down, how will employees be issued checks?>
- Who is allowed to pick-up employee payroll checks? Consider developing an authorization form for non-relative payroll check pick-up.
- Where can the payroll checks be cashed? Consider having a pre-established arrangement with a local bank for employee payroll check and personal check cashing.
- Can the business provide emergency cash advances with payroll deductions?
- How will emergency cash advances be processed?

3. Flexible / Reduced Work Hours / Telework

If the emergency or disaster affects the community as well as the business, employees may need flexibility and support from management in order to take care of added responsibilities at home as well as at work. There may be insurance agents or contractors to meet, dependents to care for or cleanup to accomplish. Typically, a little understanding in times of

emergency is well rewarded in lower employee turnover and increased loyalty. Consider reduced or flexible work hours or, if appropriate and feasible, telework options.

4. Traumatic Stress: Crisis Counseling

The better prepared the employee is, the less of an impact a critical incident will have on an individual and the more stable the workplace will be following an incident. Understanding the basics of traumatic stress and how it affects people can help an organization recover quickly and with limited chaos.

- a. Pre-incident education for at least the management team is highly recommended by experts. If the management team understands what to expect in the way of signs and symptoms and how to optimally deal with people who have been traumatized, the return to normal operations may be accelerated. A three to eight hour annual in-service will be scheduled.
- b. As part of the Employee Assistance Program (EAPs), crisis counseling will be offered to individuals exhibiting signs of traumatic stress or requesting counseling assistance.
- c. When preventing long term affects from trauma, the key is get in immediately and provide a safe, supportive environment to deal with the after-effects of the event. The workforce can be educated on traumatic stress reactions and the means of coping. For more information, go online to ICISF.org
- d. GRAYDI may consider training an internal critical incident team to deal with the small to medium incidents that occur in the workplace from time to time under mental health guidance. The internal teams have a great advantage. They know and understand the internal workings of the business and are familiar with the corporate culture.

5. Temporary Housing / Transportation Assistance

Transportation may be a problem after an event especially if there has been widespread damage involving vehicles, if debris has blocked roadways and/or access to the facility or if the event has disrupted public transit used by employees. GRAYDI will contact employees and provide transportation assistance for key personnel involved in essential functions if necessary.

- a. Temporary Housing following a disaster can be a major challenge. GRAYDI will assist employees in finding temporary disaster housing as appropriate.

6. Dependent Care Assistance

An emergency event may disrupt schools and/or child care or the ability to provide care to depended adults. Provisions will be made to support key personnel, especially those involved in essential functions, to find appropriate care for their dependents as needed.

D. Criteria for Resuming Normal Operations

2. Basic Criteria

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

3. Procedures

Prior to resuming operations, a thorough review of the facility will be conducted to assure safety, health and security issues have been addressed.

- a. If necessary, the IC or designee, will supervise the orderly transition from the alternate facility, and will include the transfer of all mission essential functions, personnel, equipment and records. The staff remaining at the alternate facility will continue operations until staff at the primary facility are ready to resume operation.

III. Continuity Of Operations (COOP) Plan Purpose

Continuity of Operations (COOP) planning is designed to develop and maintain a program that enables a business to sustain their capability to function effectively in the event of a disaster or emergency which could potentially disrupt critical operations and services. A COOP plan is designed to address the following events:

2. Loss of access to a facility or building (as in a fire), forcing relocation to an alternate site;
 3. Loss or reduction of services due to a reduction in workforce (as in pandemic influenza); and
 4. Loss of services due to equipment or system failure (as in Information Technology (IT) or Telecommunications disruption).
 5. COOP planning is one component of a business comprehensive emergency management program that addresses the preparation for, mitigation of, response to and recovery from disaster of all hazards. By focusing on efforts to continue the essential functions of the business, COOP planning ensure that the business continues to operation – even in the wake of a major event.
- A. Critical / Essential Functions
2. **Identify Essential Functions.** A business may provide a wide variety of services or products. Critical or essential functions are those business functions that must continue with no, or minimal, disruption. The task of determining which of these tasks are essential during an event may be challenging. There is no one way to identify essential functions; however, the following methods were used to expedite the identification process.
 - . First evaluate the functions that provide critical resources or services to the business
 - a. Second, review those services that are required by law or regulations.
 - b. Third, review the services by budget. For example if you had to cut a department budget by 10 percent, what services would continue to be provided? Which would you curtail or cease?
 3. **Prioritize the Essential Functions**

If you have limited resources to get operations back to normal; it is important to prioritize. In help, the Recovery Time Objective (RTO) was identified for each function. The RTO is the maximum time period that a function or service can be interrupted before it must be restored to an acceptable level of operation. For some functions the RTO may be zero.

 1. Tier I: 0 to 12 hours – Immediate
 2. Tier II: 12 to 72 hours – Necessary
 3. Tier III: 72 hours to One Week – Important
 4. Tier IV: One Week to 30 Days – Postponed
 5. Tier V: 30+ Days – Extended
 - a. Note: When placing function into appropriate tiers, it is important to remember that certain functions may be more essential at different times. For example, payroll.
 4. **Key Personnel.** Specific staffing requirements will vary widely among departments due to differences in their size, structure, mission and essential functions. Each essential function has associated key personnel who are necessary to ensure continuity of operations
 5. **Orders of Succession.** The orders of succession are provisions that are implemented when departmental personnel are incapacitated or unavailable to execute their duties during an event. It is important to establish, disseminate and maintain order of succession by key positions.
 6. **Delegations of Authority.** Delegations of authority specify who is authorized to make decisions or act on behalf of key department leadership and personnel if they are away or unavailable. Delegation of authority involves the following:
 - . Identifying which authorities can, and should be, delegated;
 - a. Describing the circumstances under which the delegation would be exercised, including when it would become effective and terminate;
 - b. Identifying limitation of the delegation;
 - c. Documenting to whom authority should be delegated; and
 - d. Ensuring designees are trained to perform their emergency duties. Ex:
 1. Signing authority (contract approval, procurement and approval of payment)
 2. Emergency procurement;
 3. Cash flow and debt management (monitor daily bank balances);

4. Management of investments (e.g. ability to manage and review portfolio and possesses ability to send and receive wires); and
5. Duties that require regulatory or statutory authority.

**TABLE 9
CRITICAL FUNCTIONS**

Rank	Department	Critical Function/Activity	Downtime Tolerance
Tier I	Program	Direct Services to youth and families	0 to 12 hours – Immediate

**TABLE 10
CRITICAL FUNCTIONS PERSONNEL ASSIGNMENTS**

Rank	Critical Function Activity / Task	Officials	Vital Records	Equipment and Resources	Systems
Tier I	Direct Services to youth and families	Lori Sheldon, Heather Cameron	GEMS	phone, fax, cell phones, printers, debit card, office supplies	Power, Internet Connectivity, Phone

C. Alternative Work Sites

2. If an event forces our facility(ies) to be evacuated, key personnel should relocate to an alternate facility. There are three types of works sites:
 - . Hot Site – Facility that has in place the computer, telecommunications and environmental infrastructure necessary to recover the essential functions
 - a. Warm Site – alternate work site equipped with some hardware and communication interfaces, as well as electrical and environmental conditions capable of providing back-up after additional customization is performed or equipment is obtained.
 - b. Cold Site – facility has the environmental infrastructure necessary to recover essential functions but does not have pre-installed computer hardware, telecommunication equipment.
3. The following factors will be considered when selecting alternate work sites:
 - . Location
 - a. Construction
 - b. Space
 - c. Transportation and Area Infrastructure
 - d. Communications
 - e. Security
 - f. Power
 - g. Life Support Measures (food, water and shelter nearby)
 - h. Site Preparation Requirements
 - i. Maintenance
4. To alleviate the high costs associated with selecting an alternate location, the following considerations will be made:
 - . Only key personnel relocate and only essential functions are performed at the alternate facility
 - a. Virtual office options such as telecommuting and video teleconferencing;
 - b. Pool resources to acquire space for an alternate location
 - c. Co-locate with another department or business

- d. Establish memorandums of understanding or mutual aid agreements with surrounding businesses or agencies for an alternate facility; and
- e. Establish pre-positions contracts if a lease is required

**TABLE 11
ALTERNATE WORK SITE AND RESOURCES REQUIRED**

Rank	Critical Function Activity/Task	Number of Personnel	Space / Resource Requirements	Human Needs (special)	Power	Communication / Connectivity
Tier I	Direct Services to youth and families	3	3000 square feet	Food, clothing, shelter		

D. Interoperable Communications

- 2. Interoperable communications or the ability for personnel to communicate with individuals internally and externally is critical during events and support key personnel performing essential functions. See the Emergency Communications Plan.

E. Vital Records and Data

- 2. In COOP planning, vital records, systems and equipment are critical in carrying out essential functions. Vital records are records that, if damaged or destroyed, would disrupt operations and information flow and require replacement or re-creation at considerable expense or inconvenience. Vital records are those records that are necessary to carry out essential functions. Types of vital records include, but are not limited to:
 - . Personnel records;
 - a. Operational Procedures;
 - b. Contract Records
 - c. IRS Records
 - d. Insurance policies or records;
 - e. Mutual aid agreements
 - f. Executive Policies
- 3. **Vital records** have been identified including static records, active records and compliance/legal documents. Safeguards to protect vital records, system and equipment should be developed and maintained through a periodic review of procedures and security issues.
- 4. **Inventories – Appendix D** contains inventories of Furniture, Equipment, Computer Hardware and software critical for operations. This inventory must be kept up to date for insurance and BCP purposes.

**TABLE 12
VITAL RECORDS INVENTORY**

Vital Record	Description	Type of Record	Current Protection Method(s)	Frequency	Location of Back up / Storage	Recommended Additional Protection Method(s) (if necessary)
GEMS	Application Software	Digital	Online Data Backup	When changes are made	Offsite	
Accounts	Financial Records and Info	Digital	Online Data /Back-up Portable Hard drive	When changes are made	Michelle McFarlane /Lori Sheldon	

F. Contact Lists

2. As part of the Communications Plan and essential to the implementation of the COOP Plan, contact lists must be developed and maintained. Communications – internal and external are recognized as essential to continuity of operations during and after an event.
3. Below is a list of Key Employees and contact information.
4. Appendix E contains emergency contact information for all employees, Key Customers/Clients, Suppliers, Restoration and Recovery Services, and Creditor Contact Information.

**TABLE 13
KEY EMPLOYEE CONTACT INFORMATION**

Employee	Street Address	Email Address	Team(s)	Home Phone	Cellular or Pager	Emergency Contact Information
Lori Sheldon Michelle McFarlane	12601 Wilcox Avenue, Largo FL 33774	lori.sheldon@graydi.org	None	n/a	(727) 902-7097 (727)902-7096	

Customer/Client	Street Address	Email Address	Work Phone	Home Phone	Cellular or Pager	Emergency Contact Information
See Appendix E						

Supplier	Street Address	Email Address	Work Phone	Home Phone	Cellular or Pager	Emergency Contact Information

See	Appendix	E				
Service	Company Name	Contact Name	Address	Phone Numbers	Notes	
Data Recovery	727 768-4264	Kenneth Green		727 595-4095	Provides all IT services and data recovery	
Creditor	Account Number	Contact Name	Email Address	Office Phone Number	Cellular or Pager Number	
Wells Fargo Bank	Contact/ JWB (ASO team)					

G. Personnel, Procedures and Resources Needed

2. Given sufficient notice of an event with the potential for loss of access to the facility, emergency records and supplies are kept in a "GO KIT" for immediate evacuation. The Go Kit is kept (when complete will be housed at Ridgecrest YMCA).

The "Go Box" contains copies of important documents, equipment and supplies essential for the business to continue to operate. It should be stored in a fire-proof secure container in an (Ridgecrest YMCA when complete). Below are recommended items; however, each business unit should discuss and specifically designate the contents of their "Go Box".

"Go Box" contents:

- ♣ Copy of emergency contact list of employees and key customers/clients
- ♣ Copy of insurance policies, agent contact information
- ♣ Back up files/ tapes / CD or server(s) of electronic data
- ♣ Copy of essential policies, emergency procedures, Business Continuity Plans
- ♣ General Office supplies plus any special forms, etc. used in your business – including Business Letterhead and Business Cards!
- ♣ Traditionally wired landline phone

Documentation Requirements for a SBA disaster Loan:

- ♣ Corporations/ Partnerships: Copy of 3 years' tax returns / 1 year personal tax returns on principles (affiliates with greater than 20% interest) / One year tax returns on affiliated business entity
 - ♣ Copy of Schedule of Liability
 - ♣ Copy of Balance sheet (as recent as possible) Program Maintenance and Assessment
- A. Training, Drills and Exercise

0. Implementing a plan is more than simply exercising the plan during an emergency. It means acting on recommendations made during the planning process, integrating the plan into company operations, training employees, exercising and evaluating the plan.
 1. Emergency planning must become part of the GRAYDI business culture. It is GRAYDI TO look for opportunities beyond employee orientation to build awareness and to educate and train personnel, test procedures, and make emergency management a part of what employees do on a daily basis.
 2. GRAYDI will use opportunities already available, such as Florida Hazardous Weather Awareness Week, National Hurricane Awareness Week or National Fire Prevention Week to conduct training sessions or exercises.
 3. All employees will require some form of education and training. General training for all employees should address:
 - . Individual roles and responsibilities
 - a. Information about threats, hazards and protective actions
 - b. Notification, warning and communications procedures
 - c. Personal/family emergency plans
 - d. Emergency response procedures
 - e. Evacuation, shelter and accountability procedures
 - f. Location and use of common equipment
 - g. Emergency shutdown procedures
 4. Keep in mind that training needs to be a continual effort. For the plan to be efficient and effective, employees need to be knowledgeable about the policies and procedures outlined in the plan as well as their roles and responsibilities.
- B. Plan Testing, Evaluation and Maintenance
0. No matter how well conceived a plan is, it is almost impossible to consider all of the events and possibilities that can be encountered in a real emergency or disaster. But simply writing a plan is not enough. Turning thoughts into action is not an exact science. In order to be considered reliable, the BCP plan must be tested. A proven plan increases your confidence in its workability and avoids having a false sense of security in a plan that may look good on paper but is deficient in reality. Testing also assists in training the participants and familiarizing them with their roles. It lowers the stress during the emergency and reduces the possibility of panic since people will have a basic familiarity with their roles.
 1. Training Scenarios: In order to test your plan, you will need to think of scenarios in which you would have to put the plan, or components of the plan, into action. Basically, the threat scenario should be based on those items identified in your risk assessment. Some suggested scenarios include fire, loss of services (including water, wastewater and power), tornado, tropical weather, hazardous materials release and computer virus. You may also want to consider testing re-entry and recovery procedures after the emergency.

HISTORICAL	GEOGRAPHICAL	TECHNOLOGICAL
<p>Consider the types of emergencies that have occurred in the community, at this facility or at other facilities in the area:</p> <ul style="list-style-type: none"> • Fire • Hurricanes, Severe storms or tornadoes • Hazardous Materials spills • Transportation accidents • Earthquakes • Terrorism • Utility outages • Pandemic/disease 	<p>Consider the facility's location and its proximity to:</p> <ul style="list-style-type: none"> • Coastal Flood prone areas, Inland Floodplains, seismic faults or dams • Companies that produce, store, use or transport hazardous materials • Major transportation 	<p>Consider what could result from a process or system failure:</p> <ul style="list-style-type: none"> • Fire, explosion hazardous materials • Safety system failure • Telecommunications failure • Computer system failure • Power failure • Heating/cooling system failure • Emergency notification system failure

outbreak	routes or airports <ul style="list-style-type: none"> Nuclear Power plants 	
HUMAN ERROR	PHYSICAL	CRITICAL TRAINING SCENARIOS
Emergencies caused by employee error can result from: <ul style="list-style-type: none"> Poor training Poor maintenance Carelessness Misconduct Substance abuse Fatigue 	Consider the types of emergency that could result from: <ul style="list-style-type: none"> Physical construction or layout of the facility Hazardous processes or byproducts Facilities for storing combustibles Layout of equipment Poor or inadequate lighting Inaccessible or too few evacuation routes & exits Proximity of shelter areas 	<ul style="list-style-type: none"> One or more offices in the building are un-useable. Some contents may be recoverable, some may not. The entire building and all its contents are destroyed. A temporary disruption of services occurs, e.g., power failure. A disaster impacts a large geographic area with area uninhabitable for an unknown period of time.
ANALYZE EACH SCENARIO FROM BEGINNING TO END – WHAT COULD HAPPEN AS A RESULT OF:		
<ul style="list-style-type: none"> Prohibited access to the facility Loss of electric power Downed communication lines Ruptured gas mains 	<ul style="list-style-type: none"> Water damage Smoke damage Structural damage Air or water contamination 	<ul style="list-style-type: none"> Explosion Building collapse Trapped persons Chemical release

B.
3. Test Levels

Table-Top Exercise – An exercise that simulates an emergency situation in an informal, stress-free environment. The participants, usually people on a decision-making level, gather around a table to discuss general problems and procedures in the context of an emergency scenario. The focus is on training and familiarization with roles, procedures, or responsibilities. While this type of exercise lacks realism and provides only a superficial exercise of plans, procedures, and staff capabilities, it requires only a modest commitment in terms of time, cost and resources. It is a good way to acquaint key personnel with emergency responsibilities, procedures, and one another.

- a. **Functional Exercise or "Drill"** - The functional exercise simulates an emergency in the most realistic manner possible, short of moving real people and equipment to an actual site. As the name suggests, its goal is to test or evaluate the capability of one or more **functions** in the context of an emergency event. Players practice their response to an emergency by responding in a realistic

way to carefully planned and sequenced messages given to them by simulators. All decisions and actions by players occur in real time and generate real responses and consequences from other players. The guiding principle is to imitate reality. The atmosphere is stressful and tense due to real-time action and the realism of the problems. While this type of an exercise can test the same functions and responses as in a full-scale exercise without high costs or safety risks, it is lengthy and complex requires careful scripting, careful planning, and attention to detail.

- b. **Full-Scale Exercise** - A full-scale exercise is as close to the real thing as possible; it replicates the disaster to the smallest detail. It is a lengthy exercise which takes place on location, using, as far as possible, the equipment and personnel that would be called upon in a real event. It differs from a functional exercise or "drill" in that a drill focuses on a single operation. Scenarios often include surprise events to test responses of the participants and to achieve realism as much as possible. (For example, people posing as casualties may be made up with wounds to test the reactions of the participants to events they may actually encounter in a disaster.) Full simulations normally are used by the military, police, fire/rescue and emergency management organizations and businesses with high exposure.
- c. Ideally, everyone in your business and third parties (vendors, suppliers, customers, governmental agencies, etc.) who could possibly be involved in the event of a disaster should participate in the test. Obviously, this is not always practical or even possible, especially the third parties. Even if interested parties are unable to participate, they should be informed of their expected role in your plan and the team should simulate activities assigned to third parties unable to participate. Try to work with the third party in advance to find out how they intend to respond in a disaster. It is important to thoroughly document this portion of the exercise in case the third party's planned response is determined to be inadequate during the exercise. This documentation will be important when you present your results to them and ask for changes. If such an occasion arises, it will likely illustrate the need for the third party's active participation in subsequent exercises.
- d. The plan should be tested at least annually. More frequent exercises may be required for high-risk operations. Seasonal exercises should be considered. These should be conducted far enough in advance of the season to incorporate revisions and possibly retest.

C. Plan Review and Revision

1. After an exercise, consider the lessons learned and make certain any necessary changes to the plan are incorporated into the document. Major changes may require another exercise. Occasionally, the results of an exercise may warrant not only another exercise. You may also discover a higher level of testing than originally thought was needed. For instance, a business that originally decided that a walkthrough was a sufficient exercise may discover that a partial or full simulation is now needed because the walkthrough was inadequate to thoroughly test the plan.
2. It is extremely important to document each exercise. The tests should have a script that describes each situation or scenario, who should participate, how it is to be conducted, the expected results, and a place to record the actual results. The expected results are compared to the actual results at the conclusion of the exercise. The extent to which the expected results match the actual results determines the level of success of the exercise.
3. Every business can encounter an emergency situation that could disrupt or cease operations. By taking the time and making the commitment to plan for the unexpected, you are not only protecting your business, employees and customers, you are helping to protect your community and local economy.
4. Implement a Mitigation Strategy to eliminate hazards or mitigate the effects of hazards that cannot be eliminated, such as:
 - . Use of appropriate building construction standards
 - a. Hazard avoidance through appropriate land use practices
 - b. Relocation, retrofitting, or removal of structures at risk
 - c. Removal or elimination of the hazard
 - d. Reduction or limitation of the amount or size of the hazard
 - e. Segregation of the hazard from that which is to be protected
 - f. Modification of the basic characteristics of the hazards
 - g. Control of the rate of release of the hazard
 - h. Provision of protective systems or equipment
 - i. Establishment of hazard warning and communication procedures

- j. Redundancy or duplication of critical systems, equipment, information, operations, or materials
- 5. Identify Resource needs for each hazard identified in the Risk Assessment
 - . Personnel, equipment, training, facilities, funding, expert knowledge, materials and the time frames within which they will be needed
 - a. Quantity, response time, capability, limitations, costs, and liability connected with using the involved resources.
 - b. Current inventory of internal and external resources should be maintained
 - c. Identify the resource shortfalls and steps necessary to overcome them.
- 6. Establish procedures to continually evaluate program plans, procedures and capabilities through periodic reviews, testing, post-incident reports, performance evaluations and exercises.
 - . Schedule training of personnel on the plan and their roles and responsibilities.
 - a. Exercises shall be designed to test individual essential elements, interrelated elements or the entire plan(s).
 - b. Procedures will be identified to ensure corrective action is taken on any deficiency identified in the evaluation process.

Place any additional information that you may have such as:

- 1. Computer Software Inventory
- 2. Computer Hardware Inventory
- 3. Computer Peripheral Inventory
- 4. Furniture and Equipment Inventory

TABLE 14 – TRAINING SCHEDULE

TYPE OF TRAINING	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ORIENTATION/ OVERVIEW												
Management												
Employees												
Community & Media												
TABLETOP EXERCISE												
Management												
COOP or Relocation Team												
Recovery Team												
WALK-THROUGH DRILL												
Management												
COOP or Relocation Team												
Recovery Team												
FUNCTIONAL DRILL												
Alert, notification & activation procedures (quarterly)												
Communications												

systems												
Vital records & databases												
IT / cyber systems												
Utilities at alternate site												
EVACUATION DRILL												
All Personnel												
FULL-SCALE DRILL												
All personnel, partners, community organizations												

Appendix A

List of Strategies and Timeline

Disaster Planning To-Do List

- Contact county emergency management or local law enforcement to determine what is necessary for essential employees to access the property after a disaster.
- Communication alternatives to consider being able to implement:
 - o Call Redirection Services

End.



Contact Information
 Acct. Representative: Michelle Doyel
 Phone: (800)299-5055
 Email Address: michelle.doyel@acentria.com

Greater Ridgcrest Area Youth Development Initiative Inc.

COVERAGE TYPE	COVERAGE LIMIT	DEDUCTIBLE	EXPIRATION DATE	COMPANY	POLICY NUMBER	PREMIUM	NOTES
LIABILITY							
General Aggregate	\$2,000,000	NA	04/01/2021	Philadelphia	PHPK2072330	\$3,521.00	
Products Completed Ops	\$2,000,000						
Per Occurrence	\$1,000,000						
Personal & Advertising	\$1,000,000						
Damage to Premises Rented	\$100,000						
Medical Expense	\$5,000						
Professional Liability	\$2,000,000						
Sexual/Physical Abuse	\$500,000						
DIRECTORS & OFFICERS							
Directors & Officers	\$1,000,000	\$1,000	10/19/2021	Travelers	105684197	2,142.00	Policy is 3 year policy w/annual installments of \$2,142.00
Employment Practices	\$1,000,000	\$1,000					
Crime							
Employee Dishonesty	\$300,000	\$1,000	10/19/2021	Travelers	105684197	\$0	Premium is included with the Directors & Officers premium.
Forgery or Alteration	\$300,000	\$1,000					
Theft of Money & Securities	\$300,000	\$1,000					
Computer Fraud	\$400,000	\$1,000					
PROPERTY							

BPP- 12601 Wilcox Rd BPP- 13420 Adams Cir,	\$10,000 \$50,000	\$1,000	02/16/2021	AXIS Surplus	ESC66132	\$1,081.28	Hurricane Ded. 5%
Automobile							
Commercial Auto	\$1,000,000	\$0	09/28/2020	Progressive Insurance	08261591-8	\$13,493.00	
Cyber Liability							
Loss of Digital Assets Non-Physical Bus. Interruption Cyber Extortion Threat Security Events Network Security & Privacy Employee Privacy Liab. Electronic Media	\$500,000 \$500,000 \$500,000 \$500,000 \$500,000 \$500,000 \$500,000	\$5,000 Each Loss	12/18/2020	Philadelphia Insurance	PHSD1505742	\$2,385.00	
TOTAL PREMIUM:						\$ 22,622.28	

**Pinellas Community Foundation
Pinellas CARES Nonprofit Partnership Fund Grant Application**

DO NOT ADD ANY LINE ITEMS TO THIS BUDGET SUMMARY. IF YOU ARE UNSURE OF WHERE A COST BELONGS, PLEASE CONTACT PCF STAFF.

Organization Name: The Greater Ridgecrest Area Youth Development Initiative & Neighborhood Family Center

Project Name: The Ridgecrest Healthy Food Initiative

FROM (date): 11/2020 TO (date): 12/2020

Budget Category/Line Item	Program Budget - Total	Pinellas CARES Grant
Personnel <i>(salaries, wages, benefits, payroll taxes, time allocation on the project for all personnel involved in program)</i>	44,874	0
Equipment <i>(computers, furniture, etc., less than \$3,000 per item)</i>	1,549.80	
Supplies <i>(office materials, program related purchases, program necessities to deliver services, etc.)</i>	7,779	26,250
Occupancy (property rent, mortgage, utilities, telephone, internet, etc. assigned as program expenses)	11,057.40	0
Local Travel (mileage, tolls, parking for regular local travel, rental/leasing cost of transportation)	855	0
Training <i>(staff development, conferences, long distance travel)</i>	300	0
Design, Printing, Marketing & Postage (for direct program related services only)	535	0
Capital <i>(Buildings, vehicles, equipment \$3,000 or more per item. The purchase of capital must represent the lower cost option for the period during which the purchased asset would be used for COVID-response activities)</i>	0	9,399
Purchased Services <i>(consultants, legal, accounting services, logistical partner costs, technology enhancements, computer software licensing/agreements)</i>	6,617	0
TOTAL	73567.2	35649

Pinellas Community Foundation
PCF CARES Application
BUDGET NARRATIVE FORM

Organization Name: The Greater Ridgecrest Area Youth Development Initiative

Project Name: The Ridgecrest Healthy Food Initiative

FROM (month/year): November 2020 TO (month/year): December 2020

Personnel (salaries, wages, benefits, payroll taxes, time allocation, and a brief description of the responsibilities on the project for all personnel involved in program)

N/A

Equipment (computers, phone, furniture, etc., less than \$3,000 per item)

N/A

Supplies (office materials, program related purchases, program necessities to deliver services, etc.)

\$26,250- To purchase additional food to supplement pledged holiday food donations, increasing our service capacity. This cost will allow us to serve 1,250 more individuals than we would otherwise have the ability to serve with our Holiday Food Bags, closing the current gap between the increased demand for holiday food assistance and our present capacity to serve only around 250 individuals from our pledged donations.

Food Cost Break Down:

\$105 per Holiday food bag x 250 Holiday food bags (125 for Thanksgiving and 125 for Winter Holidays) = \$26,250

Cost breakdown of \$105 bag (all prices estimated from stated prices at Walmart/Sams Club or BJ's):

- Turkey or Ham: \$25
- Stuffing Mix (2 boxes): \$6
- One Whole Pie: \$14
- Fresh Vegetables: \$20
- Canned Goods: \$10
- 2 Bags of potatoes: \$8
- Chicken Stock: \$5
- Loaf of Bread: \$3
- Juice/Tea: \$4
- Pasta: \$10

Purchase Schedule:

November 2nd-6th: All Dry Non-perishables = \$5,000

November 16th-18th: 60 Turkeys, 60 pies 60 fresh veg & potatoes, 60 bread= \$3,900

November 20th – 24th: 65 Turkeys, 65 pies 65 fresh veg & potatoes, 65 bread= \$4,225

December 1st-11th: All Dry Non-perishables = \$5,000

December 14th-16th: 60 Hams, 60 pies 60 fresh veg & potatoes, 60 bread= \$3,900

December 18th-21st: 65 Hams, 65 pies 65 fresh veg

Occupancy (property rent, mortgage, utilities, telephone, internet, etc. assigned as program expenses)

N/A

Local Travel (mileage, tolls, parking for regular local travel, rental/leasing cost of transportation)

N/A

Design, Printing, Marketing & Postage (for direct program related services only)

N/A

Capital (buildings, vehicles, equipment \$5,000 or more per item. The purchase of capital must represent the lower cost option for the period during which the purchased asset would be used for COVID-response activities)

\$9,399- 30 cu. ft. Built-In Side by Side Refrigerator in Stainless Steel by Kitchen Aid from Home Depot

The increased demand for services which demonstrates of our need for additional cold storage is evident when reviewing the numbers of individuals served by our food assistance program. During the months of January through February of 2020, we served 629 individuals, with the economic impact of COVID-19 we saw a significant increase during the months of May and June of 2020 where 1,610 individuals were served. This demonstrates an increase in service of nearly 40%.

GRAYDI operates out of converted apartment buildings in the Rainbow Village complex. This presents unique challenges as we are tasked with organizing a space and layout designed for residential use into commercial space. To continue meeting this growing need and to further expand our food assistance program, we need to purchase additional cold storage. Our dry food storage space is near capacity, but we do have space in another part of our building for a new refrigerator unit. In order to meet these new demands, we will be purchasing a large side by side refrigerator/freezer combo with 30 cubic ft of storage. Our limited physical space and a need to be as efficient as possible were the chief influencing factors in our decision to go with this model. The space where we can accommodate an additional refrigerator will require one that is no more than 45 inches wide. This rules out cheaper commercial refrigerators which are wider than 45 inches and regularly sized models of refrigerators with around 25 cubic ft. of storage which also sell for less. With 30 more cubic feet of cold storage, we will be able to accept cold food donations that we currently are forced to decline and expand our offerings to provide more families with fresh fruit and vegetables, dairy products, and meat.

Purchased Services (consultants, legal, accounting services, logistical partner costs, technology enhancements, computer software licensing/agreements)

N/A

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Best Buy > Appliances > Refrigerators > All Refrigerators

Share Print

Viking

Viking - Professional 5 Series Quiet Cool 29.1 Cu. Ft. Side-by-Side Built-In Refrigerator - Cast Black

Model: VCSB5483CS SKU: 6384198

★★★★☆ 4.2 (19 Reviews) | 2 Questions

\$11,859.00

\$494.13/mo.*

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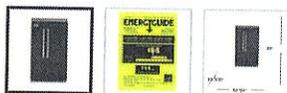
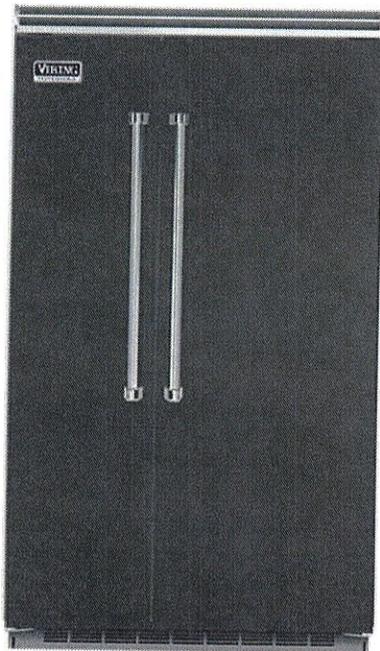
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Help



18 Month Financing

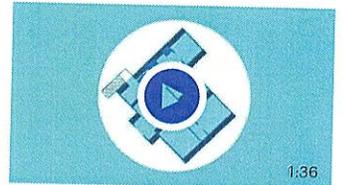
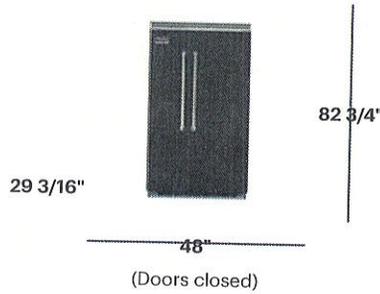
12 Month Financing

Get rewards

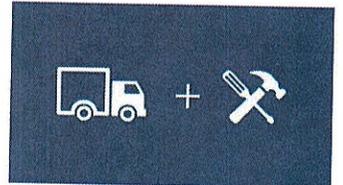
Key Specs

[See All Specifications](#)

Product Height ⓘ	82 3/4 inches
Product Width ⓘ	48 inches
Height To Top Of Door Hinge ⓘ	82 3/4 inches
Depth Without Handle ⓘ	26 1/4 inches
Total Capacity	29.1 cubic feet
Refrigerator Style	Side-by-Side
Ice Maker	Yes
Lighting Type	LED
App Compatible ⓘ	No
Color Finish	Black



Refrigerator: Measure Twice, Deliver Once



Delivery & Installation Requirements

People also viewed (13 Items)

\$2,069.99

Compare

Clearance: \$734.99

Compare

\$3,559.00

Compare

Overview

Specifications

Key Specs

Product Height ⓘ	82 3/4 inches
Product Width ⓘ	48 inches
Height To Top Of Door Hinge ⓘ	82 3/4 inches
Depth Without Handle ⓘ	26 1/4 inches

[Help](#)

Total Capacity	29.1 cubic feet
Refrigerator Style	Side-by-Side
Ice Maker	Yes
Lighting Type	LED
App Compatible ⓘ	No
Color Finish	Black

General

Product Name	Professional 5 Series Quiet Cool 29.1 Cu. Ft. Side-by-Side Built-In Refrigerator
Brand	Viking
Model Number	VCSB5483CS
Color	Cast Black
Color Category	Black
Color Finish	Black

Dimension

Product Height ⓘ	82 3/4 inches
Product Width ⓘ	48 inches
Product Depth ⓘ	29 3/16 inches
Height To Top Of Door Hinge ⓘ	82 3/4 inches
Standardized Width ⓘ	48 inches
Counter Depth ⓘ	No
Depth Without Handle ⓘ	26 1/4 inches
Depth Without Door ⓘ	23 3/4 inches

Cut-Out Dimensions

Cut-Out Height ⓘ	82 7/8 inches
Cut-Out Width ⓘ	47 5/8 inches
Cut-Out Depth ⓘ	24 inches

Capacity

Total Capacity	29.1 cubic feet
Refrigerator Capacity ⓘ	19.5 cubic feet
Freezer Capacity ⓘ	9.6 cubic feet

Features

Configuration ⓘ	Built-in
Refrigerator Style	Side-by-Side

Help

Ice Maker	Yes
Door-Open Alarm	Yes
Temperature Control Type	Electronic
Defrost Type ⓘ	Automatic
Lighting Type	LED

Ice & Water Dispenser

Ice and Water Dispenser	None
-------------------------	------

Storage

Number Of Doors/Drawers	2
Dairy Center ⓘ	Yes
Deli Meat Drawer ⓘ	Yes
Refrigerator Shelf Material	Spill-proof glass, Tempered Glass

Freezer Info

Freezer Compartment	Yes
Freezer Location	Bottom
Freezer Shelf Material	Wire
Freezer Interior Light	Yes

Filter Info

Water Filtration	No
------------------	----

Electrical Specification

Amperage ⓘ	9.9 amperes
Voltage ⓘ	115 volts
Estimated Annual Electricity Use ⓘ	715 kilowatt hours
Estimated Annual Operating Cost ⓘ	86 United States dollars

Certifications Listings & Approvals

ENERGY STAR Certified ⓘ	Yes
Consortium for Energy Efficiency (CEE) Rating	Not Available

Warranty

Manufacturer's Warranty - Parts	2 years
Manufacturer's Warranty - Labor	2 years

Other

UPC	800284039938
-----	--------------

Reviews  (19)



Largo Lowe's >

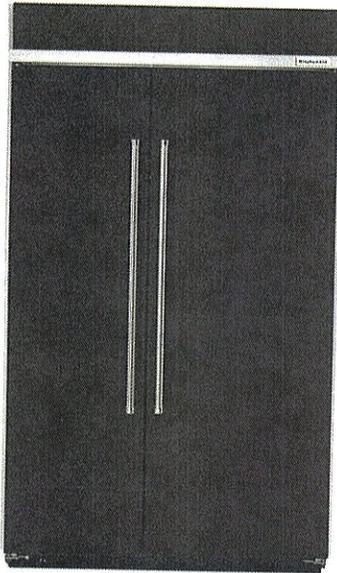
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Appliances / Refrigerators / Side-by-Side Refrigerators



\$9,599.00

★★★★☆ 120

View Q&A

KitchenAid 30-cu ft Built-In Side-by-Side Refrigerator with Ice Maker (Fingerprint-Resistant Black Stainless)

Item #592523 Model #KBSN608EBS

ExtendFresh™ Plus Temperature Management System ensures ingredients remain fresh for maximum taste and texture using a sensor...
Produce Preserver absorbs ethylene gas emitted by many fruits and vegetables, causing them to over ripen
SatinGlide® Crispers - add a smooth experience to the crisper drawers - the ball bearing rollers and glides allow effortless in-and-out movement...

Manufacturer Color/Finish: Black Stainless with PRINTSHIELD



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Hurry, Low in Stock

Add to Cart



Free Store Pickup
Ready for pickup: Estimated by Jan 25



Free Delivery
Ready for Delivery: Estimated on Jan 25; Schedule delivery date in checkout

Overview

This versatile 30.0 cu. ft built-in refrigerator features the ExtendFresh™ Plus Temperature Management System, which maintains the perfect temperature for fresh ingredients. The Produce Preserver extends freshness by neutralizing the over-ripening effects of ethylene emitted by certain fruits and vegetables. It also features PrintShield™ Finish, a fingerprint resistant finish, which protects against smudges and enhances the look of the refrigerator.

ingredients remain fresh for maximum taste and texture using a sensor-controlled system with a variable-capacity compressor

- Produce Preserver absorbs ethylene gas emitted by many fruits and vegetables, causing them to over ripen
- SatinGlide® Crispers - add a smooth experience to the crisper drawers - the ball bearing rollers and glides allow effortless in-and-out movement even when fully loaded
- Professionally-inspired design - this beautiful side-by-side refrigeration unit features Satin Textured Handles and the KitchenAid® Badge, a symbol of uncompromised quality
- Automatic ice maker ensures that you have a constant supply of ice for entertaining
- LED lighting illuminates the inside of the refrigerator and freezer giving for better visibility
- Adjustable spill-resistant glass shelves are easy to clean and help prevent messes from spilling over into other parts of the refrigerator
- Intuitive controls make it easy to precisely adjust the temperature of both the refrigerator and freezer
- Black Stainless Steel with PrintShield™ Finish resists smudges while enhancing the overall look



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Warranty Guide
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30 cu. ft. Built-In Side by Side Refrigerator in Stainless Steel
by KitchenAid >



★★★★☆ (126) Write a Review Questions & Answers (13)

\$9399⁰⁰

OR

\$1,567⁰⁰

per month* suggested payments with 6 months* financing on this \$9399 purchase* 

Apply for a Home Depot Consumer Card

Color/Finish: **Stainless Steel**



How to Get It

 <p>Home Delivery Check delivery date below Free Over \$396</p>	 <p>Store Pickup Not available for this item</p>
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Check Earliest Delivery Date

Add to Cart

What We Offer



Available **INSTALLATION**

Installation available on most appliances when you purchase required parts

[Installation Requirements](#)



Move or **HAUL AWAY**

We'll move your old appliance to another room in your house, or haul it away for \$25



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GUARANTEE

We will match prices including shipping of any other online competitor

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The Home Depot Protection Plan
LET'S PROTECT THIS

Get 24/7 support and more with a Home Depot Protection Plan. 5-year and 3-year plans available, starting at \$40

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Delivery and Installation

How To Measure For A New Refrigerator

Taking accurate measurements in your home is critical when purchasing a new refrigerator. Here are step by step instructions on how to do it correctly.

[SHOP ALL REFRIGERATORS](#)

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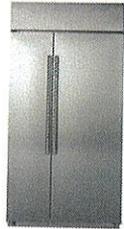
Customers Who Viewed This Also Viewed



KitchenAid 29.5
cu. ft. Built-In Side
by Side

★★★★★ (189)

\$10399⁰⁰



Cafe 29.6 cu. ft.
Smart Built-In Side
by Side

★★★★★ (33)

\$7588⁰⁰

Was \$8429



KitchenAid 29.5
cu. ft. Built-In Side
by Side

★★★★★ (50)

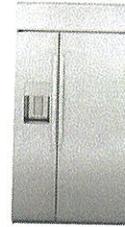
\$10399⁰⁰



KitchenAid 25.5
cu. ft. Built-In Side
by Side

★★★★★ (85)

\$8899⁰⁰



GE Profile 28.7 cu.
ft. Smart Built-In
Side by Side

★★★★★ (27)

\$8929⁰⁰



KitchenAid W 22.6
cu. ft. Built-In
Side by Side

★★★★

\$3099⁰⁰

Product Overview



Internet #206286735 Model #KBSN608ESS Store SKU #1001527653 Store SO SKU #1001527653

Info & Guides

Specifications

Total Capacity (cu. ft.)

30.02

[See Similar Items](#)

Installation Depth

Counter Depth

[See Similar Items](#)

Depth

25.13

[See Similar Items](#)

Height to Top (in.)

83.38

[See Similar Items](#)

Height to Top of Door Hinge (in.)

83.38

[See Similar Items](#)

Ice Maker Type

Single Ice Maker

[See Similar Items](#)

Ice Maker Features

Automatic Ice Level Control/Shutoff

Filtered Ice

Ice Maker

Dimensions

Depth (Excluding Handles)	25.13
Depth (Including Handles)	27.5
Depth (Less Door)	24.13
Depth With Door Open 90 Degrees (In)	51.38
Height to Top of Door Hinge (in.)	83.38
Height to Top of Refrigerator (in.)	83.38
Product Depth (in.)	27.5
Product Height (in.)	83.38
Product Width (in.)	48.25
Refrigerator Width (In.)	48.25

Details

Appliance Category	Refrigerator
Appliance Type	Side-by-Side Refrigerator
Built-In and Standard Type	Side-by-Side
Color - Appliance Cabinet	Gray
Color - Door Handle(s)	Stainless Steel
Color/Finish	Stainless Steel
Color/Finish Family	Stainless Steel
Defrost Type	Auto / Cycle
Door Finish	Smooth
Energy Consumption (kWh/year)	832
Energy Efficiency Tier Rating	Not CEE rated
Freezer Capacity (cu. ft.)	10.76
Freezer Door Type	Swing Door
Freezer Features	Adjustable Leveling Legs,Adjustable Temperature Control,Ice Maker,In-door Storage,LED Light Type,Sliding-Bulk Storage Baskets
Freezer Type	Side Door Freezer
General Features	Door Alarm,Hidden Hinge,Interior Light,LED Light Type,Wheels
Ice Maker Features	Automatic Ice Level Control/Shutoff,Filtered Ice,Ice Maker
Ice Maker Type	Single Ice Maker
Ice/Water Dispenser	None
Indoor/Outdoor	Indoor,Outdoor
Installation Depth	Counter Depth
Number of Doors	2 Door
Number of Freezer Baskets/Bins	8 Baskets/Bins
Number of Freezer Shelves	4 Shelves
Number of Refrigerator Shelves	3 Shelves

Operational Features	Fresh Air Filter,Sabbath Mode
Product Weight (lb.)	637 lb
Refrigeration Dispenser Features	No Dispenser
Refrigerator Capacity (cu. ft.)	19.26
Returnable	Non-Returnable
Shelf Material - Freezer	Wire
Shelf Material - Refrigerator	Glass
Storage Features	Adjustable Door Storage,Adjustable Racks,Gallon Door Storage,Spill Proof Shelves
Temperature Control Type	Internal Electric
Total Capacity (cu. ft.)	30.02
Water Filter Replacement Model#	EDR3RXD1

Warranty / Certifications

Certifications and Listings	UL Listed
Manufacturer Warranty	2-Year Limited Warranty (parts & labor); 12-Year Limited Warranty on Sealed Refrigeration System (years 1-6, parts and labor; years 7-12, parts only)

Compare Similar Side by Side Refrigerators



		CURRENT PRODUCT 	
Brand	GE	KitchenAid	KitchenAid
Name	Profile 28.7 cu. ft. Smart Built-In Side by Side Refrigerator in Stainless Steel	30 cu. ft. Built-In Side by Side Refrigerator in Stainless Steel	29.5 cu. ft. Built-In Side by Side Refrigerator in Stainless Steel

	Stainless Steel	Electric	Stainless Steel
Price	\$8929 ⁰⁰	\$9399 ⁰⁰	\$10399 ⁰⁰
Ratings	★★★★★ (27)	★★★★★ (126)	★★★★★ (189)
Refrigerator Width (In.)			
Depth (Excluding Handles)			
Height to Top of Refrigerator (in.)			
Refrigeration Dispenser Features			
Total Capacity (cu. ft.)			
Installation Depth			
Ice Maker Features			
Height to Top of Door Hinge (in.)			
Check Earliest Delivery Date	<input type="text" value="Tell us your ZIP Code"/> <input type="button" value="Check"/>		
	View Product	View Product	View Product

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-  All Items (8)
-  Electric Wall Ovens (2)
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