

# PROPOSAL RESPONSE

For

## JOHN JONES NAVIGATION CENTER (JJNC) HOMELESS SHELTER MANAGEMENT

**City of Key West**

**RFP No. 006-23**



**Submitted By:**



Cornerstone Resource Alliance, Inc.  
Elicia Pintabona, Executive Director  
[keys@keyscra.org](mailto:keys@keyscra.org)  
305-393-2972

# TABLE OF CONTENTS

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Description	Reference
Section 1: Organization Information Section	
Section 2: Proposed Budget	
Section 3: Narrative Questions	
Qualifications Proposal	RFP Pg# 23-24
Part I – Letter of Transmittal	RFP Pg# 23
Part II – Qualifications / Experience	RFP Pg# 23
Part III – Management Approach	RFP Pg# 24
Tab A Bylaws	RFP Pg# 8
Tab B IRS 990 Form	RFP Pg# 8
Tab C Operational Plan/Procedures	RFP Pg# 8
Tab C-1 June 2023 Operations Results	
Tab D Ops. Dir resume/Job Desc.	RFP Pg# 8-9
Tab E 2022 Newsletter with Operational Results	RFP Pg# Var.
Tab F Financials	RFP Pg# 24
Tab G RFP Attachment Checklist	RFP At# I-K

## Section 1: Organization Information

<b>Organization Name:</b> Cornerstone Resource Alliance, Inc. (CRA)		
<b>Mailing Address:</b> P.O. Box 1903		
<b>City:</b> Big Pine Key	<b>State:</b> FL	<b>Zip:</b> 33043
<b>Phone #:</b> 305-393-2972	<b>Fax #:</b> N/A	
<b>Website:</b> keyscra.org		
<b>Executive Director:</b> Elicia Pintabona		<b>Email:</b> keyscra@keyscra.org
		<b>Phone #:</b> 305-393-2972
<b>Contact Person (if different):</b>		<b>Email:</b>
<b>Contact Person Title:</b>		<b>Phone #:</b>
<b>Board President:</b> Chairman: Michael Rogers		<b>Email:</b> michael.rogers@keybridgetreatment.com
<b>Organization Mission Statement (150 words or less):</b> Founded in 2020 with the core principle of creating foundations, at CRA we pride ourselves on our mission minded approach to homelessness assistance. No matter where a client is on their journey, CRA meets them with our core team values of compassion, education, understanding, and support. We believe implementing these values creates a strong foundation to assisting people out of homelessness, and helping our community understand the needs of this vulnerable population.		

- ✓ CORPORATE BYLAWS ARE ATTACHED AS TAB A TO THIS PROPOSAL RESPONSE
- ✓ 2023-2024 FY BUDGET FOLLOWS (SECTION 2 OF THIS RESPONSE)
- ✓ IRS 990 FORM IS ATTACHED AS TAB B TO THIS PROPOSAL RESPONSE
- ✓ OPERATIONAL PLAN/PROCEDURE MANUAL IS ATTACHED AS TAB C TO THIS PROPOSAL RESPONSE. JUNE 2023 OPERATIONAL RESULTS ARE ATTACHED AS TAB C-1

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## Section 2 Proposal Budget:

Provide a proposed annual budget. The expenses on the template represent an average of 3 years of actual expenses at JJNC, as an example. If your budget varies significantly from the line items indicated on the template, please describe why in an attached narrative.

The budget you submit should correlate with your answers to the narrative questions below.

***Response: A Budget Narrative and Worksheet follow. Prior to adjusting, these expenses map closely to actual remuneration for the JJNC facility received from the City for the last year.***

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# **Budget Proposal of Cornerstone Resource Alliance, Inc. for FY 2023-2024 City of Key West Homeless Services Contract**

This is the proposed budget of Cornerstone Resource Alliance Inc. for the contractor operated portion of the City of Key West Homeless Services Program, fiscal year 2023/2024. Cornerstone continues to improve operational standards and offer robust supportive services. We continue to evolve in order to successfully and succinctly meet the needs of the Key West community we serve. In addition to staffing, stocking, and sustaining a 24 -7- 365 day a year low barrier shelter facility, we continually provide food, outreach, and case management services to our homeless and at-risk Key West citizens.

## **Operational Snapshot:**

Cornerstone Resource Alliance Inc. employs 20 Monroe County residents that staff the 24/7 shelter and ancillary Case Management locations. We currently offer Case Management at three locations in Key West.

In 2022 Cornerstone served 785 unduplicated clients in our community, 100 of which are senior citizens. Additionally, we provided 41,404 bed-nights at the shelter and 4,022 Case Management services.

By pursuing COVID grant opportunities in past years, we were able to implement additional new programs, such as our rental and utility assistance program which kept 45 families housed, many of which had dependent children or teens. We were also able to provide our sheltered clients an expanded food program to better meet nutritional needs. COVID funding made up for 30% of our operating budget last fiscal year. Although Cornerstone aggressively pursued a grant opportunity with HUD to replace the exhausted COVID funding, Monroe County was not chosen to receive funds. By successfully pursuing other grants, we have greatly lessened that monetary gap left by the exhausted COVID funding.

Cornerstone requests a total of \$842,285 to operate the City's homeless shelter for FY 2023. A budget worksheet follows, which illustrates all of the adjustments and changes. The work that Cornerstone has done, and continues to do, in our community greatly benefits the City of Key West. These advancements would not be possible without the combined, symbiotic nature of our contract. Cornerstone thanks the City for all it does to support the mission of Cornerstone Resource Alliance Inc. and those facing homelessness and poverty in our community.

**CRA Budget Proposal FY23-24 (Amounts in \$)**

**REVENUES**

City of Key West	842285
	842285

**EXPENSES**

**OPERATIONS**

Audit	6500
Sanitation & Maintenance	21000
Insurance, Liability	5200
Insurance, D&O	1200
Office Supplies	1500
Accounting Services	3200
Phone & Communications	4600
Rent	6000
Repair & Replacement Items	8000
Contingency	2500

**PERSONNEL**

Salaries, Wages, Taxes	835520
Insurance, Workers Comp.	27003
Payroll Service	3000
Training	1000

<b>TOTAL EXPENSES</b>	<b>926223</b>
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Grants Offset	(83938)
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<b>NET OPERATIONS</b>	<b>842285</b>
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## **Section 3: Narrative Question Responses**

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## Section 3 Narrative Questions

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### Question 1 – Shelter Operations Plan

Please describe how your organization would manage the John Jones Navigation Center facility and operations. Your description should include information on how your organization will:

- Maintain and operate the facility to provide a clean and safe living environment (including routine building maintenance, cleaning, safety, etc., as indicated in your proposed budget).
- Oversee operations ensuring 24-hour coverage through the management of part-time employees and volunteers.
- List on-site Operational Manager and include their qualifications.
- Maintain data on shelter usage.
- Draft an operational manual for employees that includes training, discipline, job descriptions, authorities and responsibilities of employees, duties and functions of each position. Include Emergency Operations such as Hurricane Evacuation, and off-site sheltering. Provide to City for review.

Please indicate if your organization is currently operating a homeless shelter or has operated a shelter in the past 5 years. If you have experience in shelter operations, please indicate where and for how long you have operated shelters. (500 words or less).

### Question 1 Response:

**Maintain and Operate the Facility:** *CRA will continue to provide the following services to ensure the health and safety of JJNC clients. Please note this list is not all-inclusive due to word count guidelines.*

- ✓ *Robust checklists for facility maintenance, cleaning and repairs, which are attached under Part III, Part C of the Qualifications Proposal of this response.*
- ✓ *Requiring all clients to read, understand and sign a “Shelter Client Behavioral Policy”, which formalizes shelter rules, disciplinary actions and expectations for client behavior, included in Tab C, Page 2.*
- ✓ *The Shelter’s Director of Operations maintains adequate staffing to ensure the safety of both staff and clients to the fullest extent possible.*
- ✓ *Monitoring of 24X7 surveillance cameras to ensure client policies are enforced.*
- ✓ *On request, providing separate sleeping areas for those clients that are transgender or require a “quiet” area to ensure adequate sleep for next-day job attendance.*
- ✓ *Order and stock necessary cleaning and operations supplies such as toilet paper, laundry detergent, bleach, etc.*

**Oversee Operations:** *Weekly work schedules are developed by the Director of Operations and distributed to the Shelter Monitors and staff. Sufficient manpower levels and performance are monitored at all times across all shifts.*

**On-site Operational Manager:** *Richard J. Vanderhoof (Jay), whose resume is included under Tab D, is our Director of Operations (Operational Manager) and has performed executive-level oversight at JJNC since 2021. Reporting directly to Elicia Pintabona, CRA’s Executive Director, he has 20+ years of military/private company experience supervising, training and motivating teams in the most challenging and humbling work environments. He meets all qualifications of the job description included in Tab D, Page 3 and has garnered*

an outstanding level of JJNC client and staff respect and admiration.

**Maintaining Shelter Data:** As is the current practice, data is entered into the Monroe County Continuum of Care's (CoC) HMIS information system, which provides a baseline for CoC HUD funding. Realizing that JJNC is the largest data contributor to this system, we understand the importance of data input for outreach, case management and shelter clients. A specialized report is also provided to CRA's Board of Directors, the June 2023 copy of which is attached as Tab C-1 of this response.

**Operational Manual:** An operational manual is included as Tab C of this response, which contains best practices and "lessons learned" during CRA's tenure as JJNC's shelter manager – including hurricanes Irma and Ian, along with challenges faced during the unprecedented Covid-19 pandemic.

**JJNC specific Experience:** Ms. Pintabona, the current Executive Director and President of CRA, has 11+ years experience; Mr. Vanderhoof, as Director of Operations, has 2+ years. CRA's Board of Directors have remained with CRA since its initial City contract shelter management award in 2020. As such, both the Board and operations personnel have gained a unique knowledge of the challenges remaining to meet their common vision of the continued service improvements needed to reduce local homelessness and its' effects on our Key West community.

## Question 2 – Services to the Homeless

**Part A.** Please describe (in 500 words or less) how your organization would provide services to the homeless, or those at risk of being homeless, in Monroe County, to connect them with housing, employment, and the types of services and supports they need to acquire stable housing. Provide details on how you would provide services in the areas of:

- rapid re-housing and housing search assistance
- job training or placement
- medical or psychological counseling
- facilitation of substance abuse treatment and counseling
- other support that addresses the complex causes of homelessness

### Question 2, Part A Response:

As the only no-fee, low barrier shelter in Monroe County, JJNC is unique in that it is often the "first stop" for adult clients 18 years old or older with urgent emergency needs for shelter or services. Under this new contract, CRA will continue providing robust case management and outreach services. By keeping case management functions at the existing three outreach locations and performing intake assessments on all new shelter clients, the case management team has an effective window of opportunity to work with a broad scope of sheltered and unsheltered clients by providing immediate services (including rent and utility assistance to prevent homelessness) or appropriate client redirection to other specialized partner agencies to eliminate duplication of services.

Case Management Outreach includes coordinated referrals for: longer term housing/shelter, emergency funding sources to prevent homelessness such as rent/utility assistance, mental health/domestic abuse referrals and shelter/housing opportunities appropriate for families and those with disabilities/relocation and reunification services. This process allows us to leverage case management services across multiple agencies.

CRA will remain committed to not charging clients for shelter or case management services, thereby further encouraging indigent clients to seek our services by removing cost barriers to obtain these services. Client support at JJNC will include, at minimum: AA meetings, a program which supplies bicycles, on site healthcare provided by Rural Health Network, Department of Health vaccinations/

*disease testing services, maintaining an inventory of donated clothing, and ensuring availability of personal care items.*

*As a board member of the Monroe County CoC, the CRA Executive Director, Ms. Pintabona attends the CoC's monthly meeting, provides a monthly Lower Keys Report, and has deep interactions and relationships with the 27 local agencies that are also CoC members.*

**Part B.** If you are currently providing those services to the homeless, please indicate (in 200 words or less) how long you have been doing so. Describe how you measure your success in providing those services and present any data you have that indicates your success.

### **Question 2, Part B Response:**

*CRA has been performing services at JJNC Since 2020, under the last City contract. On a combined basis, the Board, Executive Director, and Shelter Director of Operations have over 40+ years experience, 35 years of which relate directly to JJNC management and client service provisioning.*

*In 2022, CRA provided JJNC shelter and case management clients the following:*

- *49,756 bednights of shelter, including 709 unduplicated clients. 530 clients exited the shelter.*
- *Clothing for 329 clients needed for job searches or new jobs*
- *Rent and utility assistance for 72 households and individuals*
- *4,192 outreach and case management services to 801 unduplicated clients*
- *179 bikes for client transportation needs*

*CRA will remain committed to data entry into the CoC's HMIS database. Additional reporting and homeless analysis statistics are also available, providing additional insight into shelter and case management referrals, accomplishments, and measurable outcomes. A copy of our 2022 newsletter outlining these accomplishments is attached under 0 of this response.*

### **Question 3 – Homeless Prevention**

**Part A.** Please describe how your organization would provide homelessness prevention services such as:

- connecting those at risk of being homeless with rental and utility assistance programs and anti-eviction services
- housing counseling and connection to legal services
- connecting those at risk with other services needed to maintain stable housing

### **Question 3, Part A Response:**

*CRA's experienced case managers provide, through coordinated assessment with other local agencies, connection to the services mentioned above. CRA also utilizes the VI-SPDAT (Vulnerability Index - Service Prioritization Decision Assistance Tool) which is an assessment tool recognized by HUD and used nationwide to determine risk and prioritization when providing assistance to homeless and at-risk of homeless individuals and families. Both the coordinated assessment and VI-SPDAT are commonly used tools for agencies who participate in homeless prevention, assistance, and needs assessment to collaborate on care to provide the maximum benefit to clients in need. CRA also works closely with*

*Miami legal services who provide no cost legal assistance to their clients.*

### **Question 3, Part B Response:**

**Part B.** If you are currently providing homelessness prevention services, please indicate (in 200 words or less) how long you have been doing so. Describe how you measure your success in providing those services and present any data you have that indicates your success.

*CRA has been providing homelessness prevention services since its' inception in 2020. Via outreach and case management services such as rent/utility assistance, relocation funding for family re-connection, housing placement, working closely with the local hospital's case managers, and other efforts, CRA strives to prevent homelessness in its client base. Success in the areas of homeless prevention and assistance will be measured with reports generated by entering our data into the CoC's HMIS (Client Track) software. In 2022 we provided rental assistance to 72 individuals which prevented homelessness to their households.*

### **Question 4 – Community Outreach and Partnerships**

Please describe how your organization provides information to potential clients about your services. Describe your community outreach efforts and how you would coordinate services with other agencies in Monroe County that serve the homeless or those at risk of being homeless. Do you have formal or informal relationships with social service agencies that serve low-income Monroe County residents?

#### **Question 4 Response:**

**Client Outreach:** *In addition to providing client service information at the JJNC shelter, CRA also provides walk-in outreach and case management services at two other locations which are easily accessible to the populations we serve. Additionally, we have information cards that are provided to the Lower Keys Medical Center hospital, DePoo Behavioral hospital, and Monroe County jail which illustrate the services provided by CRA and contact information for our case managers.*

**Community Outreach and Involvement:** *We believe the new shelter will provide a strong opportunity to provide additional "reach" to our community, including formation of an open community advocacy group and volunteer opportunities such as cooking and serving meals to the clients.*

**Service Coordination and Relationships:** *Over the years, CRA and its principals have developed solid, long-term relationships with the CoC and its 27 member agencies. Case managers continuously interact with these agencies to assist clients and prevent duplication of services.*

### **Question 5 – Working Effectively with a Diverse Population**

Please describe your organization's capacity to work with people who do not speak English and with people from other countries and cultures. What strategies would you use to work most effectively with Key West's highly diverse population?

#### **Question 5 Response:**

*CRA's staff has extensive experience in relating to clients with diverse languages and cultures, guidelines for which are incorporated into CRA's non-discrimination policy. CRA's continuing goals are to ensure that 50% of their shelter employees are bi-lingual and that at least one of the on-site JJNC Shelter Monitors on each shift is bi-lingual. We are also able to utilize google translate for more in-depth services if needed at the case management office. In addition to bi-lingual*

staff, at least one employee is trained annually in DCF's Deaf and Hard of Hearing (HoH) program, which includes a process for obtaining translation services for deaf and HoH clients. CRA also utilizes local agencies who work with immigrants and immigration issues for more complicated cases which require assistance for the client.

## **Question 6 – Working Effectively with Those Most at Risk of Becoming Homeless**

Please describe your organization's history in working with populations that are most at risk of becoming homeless, including people who are physically or mentally disabled, ex-felons or parolees?

### **Question 6 Response:**

*These at-risk populations require collaboration and experienced intervention. There is often little to no notice to prevent homelessness. These cases can provide a critical and immediate threat both to facility resources and to the client's health and safety. CRA can provide both collaboration and implementation at an exceptional level.*

*Case Management Outreach includes coordinated referrals for: longer term housing/shelter, relocation and reunification services, emergency hotel/motel vouchers, emergency funding sources to prevent homelessness such as rent/utility assistance, mental health/domestic abuse referrals and shelter/housing opportunities appropriate for families and those with disabilities. We also work closely with the Sheriff's Department to assist those newly released felons without housing plans. Additionally, we work closely with the Lower Keys Medical Center hospital and DePoo Behavioral hospital to ensure safe and appropriate discharge of their patients to either the shelter or a different housing option if the case requires. These processes allow us to leverage case management services across multiple agencies.*

*CRA will remain committed to not charging clients for housing or case management services, thereby further encouraging clients at risk of homelessness to seek our services by removing cost barriers to obtain these services.*

## **Question 7 – Familiarity with Key West, Monroe County, and the Monroe County Continuum-of-Care, Inc.**

Please describe your organization's history in working in the City of Key West. Has your organization served City of Key West residents in the past? If so, how long have you served residents and in what capacity.

### **Question 7 Response:**

*Ms. Pintabona, CRA's Executive Director/President, has over 10 years experience working with the City of Key West and various Monroe County Agencies. In addition to long-time attendance at the CoC's monthly Planning and Board of Directors meetings, she also attended every meeting between the City of Key West, Monroe County Sheriff's Department, and Monroe County to reach consensus on an interlocal agreement for the site for a new facility and attends construction progress meetings on a regular basis.*

*Over the years, CRA's dedication to actively addressing homelessness has given it an excellent reputation with not only Key West residents and JJNC volunteers/staff and clients, but also a multitude of other non-profit agencies committed to reducing homelessness in Monroe County. These include: Keys Area Interdenominational Resources (KAIR), A.H. of Monroe County, Community Foundation of the Florida Keys (CFFK), Florida Keys Outreach Coalition (FKOC), St. Martha's Ministry, and Star of the*



*Seas (SOS), Sunset Marina (on behalf of residents) and many others. Additionally, other agencies from the State and Country have contacted CRA to learn more about it's highly successful model of operations.*

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## Sections 1-3 Signature Page:

Signature of Executive Director:



Date: 8/02/23

Signature of Board President:



Date: 8/02/23

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# **Qualifications Proposal**

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August 15, 2023

To: Respected Members of the Evaluation Team for RFP 006-23

As the Executive Director and President of Cornerstone Resource Alliance Inc. (CRA), I am pleased to submit this response to the above referenced Request for Proposal (RFP).

Via CRA's employee leadership, experience and executive Board Membership direction, CRA has demonstrated success in working with the City of Key West via our previous shelter contract management award. We look forward to meeting the challenges of the shelter relocation, early construction starts of a new facility, and re-branding of the shelter's image into a new vision as the John Jones Navigation Center (JJNC).

Our team has decades of hands-on experience improving the lives of homeless and at risk of homelessness individuals and families. More specific to this RFP response, as our employees and the majority of our Board Members are "locals", we have a deep understanding and in-depth knowledge of the unique homeless challenges faced in our Key West and Monroe County community. As proven in the past contract years, our team knows what it takes to successfully manage and improve the program, as well as successfully navigate the requirements reflected in this RFP. We have effectively met the challenges of both Hurricane Ian and Covid-19 to ensure the safety of both CRA's clients and staff and will continue to meet the challenges of a new facility build and any new challenges that arise in the years to come.

We understand our mission also includes the ability to also possess the knowledge and experience to enable the new JJNC facility, in partnership with the City, to help both agencies shape an effective vision and strategy for the future reduction of homelessness and its' effects on our Key West and surrounding Monroe County communities. In addition, we strongly believe that our unmatched experience and longstanding relationships within our community will be a huge asset to the City of Key West, the at large community, and most specifically, the unhoused community of Key West.

In closing, we thank you again for your consideration of our proposal. Please feel free to contact me, at 732-232-7096 or email at [keysra@keysra.org](mailto:keysra@keysra.org) with any questions you may have.

Sincerely,

/s/ Elicia Pintabona

Elicia Pintabona, President and Executive Director

# Qualifications Proposal Response

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## **Part I - Letter of Transmittal and Company Background**

**Response:** *CRA's Transmittal Letter is enclosed as the preceding page of this response.*

## **Part II - Qualifications/Experience**

**Part II, Section A:** Proposer's experience in providing proposed services, including, but not limited to, demonstrating relevant homeless management experience, established relationships Monroe County Homeless Services COC, and other homeless service providers.

**Response:** *CRA has been performing services at JJNC Since 2020, under the last City contract. On a combined basis, the Board, Executive Director and Shelter Director of Operations have over 40+ years experience, 35 years of which relate directly to JJNC management and client service provisioning.*

*We believe in measurable outcomes. In 2022, CRA provided JJNC shelter and case management clients the following:*

- 49,756 bednights of shelter, including 709 unduplicated clients. 530 clients exited the shelter.*
- Clothing for 329 clients needed for job searches or new jobs*
- Rent and utility assistance for 72 households and individuals*
- 4,192 outreach and case management services to 801 unduplicated clients*
- 179 bikes for client transportation needs*

*CRA will remain committed to data entry into the CoC's HMIS database. Our Executive Director attends monthly executive CoC meetings, along with up to 27 of the CoC's member Agencies. Additional reporting and homeless analysis statistics are also available, providing additional insight into shelter and case management referrals, accomplishments, and measurable outcomes. A copy of our 2022 newsletter outlining these accomplishments is attached under Tab C-1 of this response.*

*Over the years, CRA's dedication to actively addressing homelessness has given it an excellent reputation with not only Key West residents and JJNC volunteers/staff and clients, but also a multitude of other non-profit agencies committed to reducing homelessness in Monroe County. CRA has been contacted by multiple other agencies in the State and even the Country to discuss its highly successful model of operating a low-barrier homeless shelter. Valuing deep, fruitful relationships with local and state agencies has proven to benefit not only operations but our clients as well.*

**Part II, Section B:** Qualifications and experience of Key Personnel assigned to the Management team.

**Response:** *The following table outlines the qualifications and experience of CRA's Key Personnel.*

CRA Core Team Members		
Position Title	Name	Qualifications
CRA President and Executive Director	Elicia Pintabona	Over the years, Ms. Pintabona's dedication to actively addressing homelessness has given her an excellent reputation with not only Key West residents and JJNC volunteers/staff and clients, but also a multitude of other non-profit agencies committed to reducing homelessness in Monroe County. With 11 years of service to the community, she has the experience and ability to implement initiatives and tackle the fundamental issues of homelessness.
Director of Operations	Richard (Jay) Vanderhoof	Mr. Vanderhoof meets or exceeds all qualifications in the job description. With 2+ years of JJNC executive shelter management experience and 20 years of committed military and service leadership experience, he has an outstanding work ethic and has garnered a high level of client and staff respect and admiration. He is a true asset to the homeless community.
Critical Case Manager	Anne Barnett	Ms. Barnett has proven to be a valuable asset to the position of case manager over the last 6 years. She is committed to the "hard cases" and will see them through. With strong working relationships within our community, her hard work is evident in the positive outcomes for our clients.
Outreach Case Manager	Teresa Wallace	Ms. Wallace has been a case manager for over 7 years. She has worked at multiple shelter/homeless management sites and has provided tens of thousands of services over the years. Her "all business with a touch of sunshine" attitude is a hit with clients and staff alike.
Data Manager	Amy DeVan	Ms. DeVan has worked with the homeless for over 7 years. She has worked in the capacity of case manager, outreach director, and now data manager, enabling CRA to collect/disseminate measurable outcome data and comply with all aspects of the CoC's reporting requirements. She brings a wealth of knowledge of all aspects of the operational plan.

**Part II, Section C:** Number of shelters that all or some of proposed Management team have worked together.

**Response:** *The above management team are all presently employed at JJNC and work under Ms. Pintabona's leadership and guidance as Executive Director.*

**Part II, Section D:** Familiarity with local conditions and community involvement. Provide a description of your local community knowledge and relationships that will offer insight on your ability to successfully manage this shelter.

*CRA is a long-term member in good standing with the Monroe County CoC, Ms. Pintabona (CRA's Executive Director) attends the CoC's monthly Planning and Board of Directors Meeting, is a board member of the CoC in good standing, and has deep interactions and well-established relationships with the 27 local agencies that are also CoC members. Case managers also perform daily interactions with these agencies to assist clients and prevent duplication of services.*

*She also has strong ties to both the City and County staff and has been an integral part of the multi-agency group involved with the planning and construction of the new JJNC shelter via an interlocal*

*agreement reached between the City, the County and the Sheriff's Department. With this deep well of knowledge of the potential challenges surrounding the new facility, she has also mitigated some of the most contentious relationships between Sunset Marina Condo association and other community members who had concerns about the facility and shelter clients. CRA's knowledge of the community, relationship within that community, and expertise in recognizing and navigating community challenges such as housing availability and lack of resources are second to none.*

**Part II, Section E:** Provide a description of your vision for the Key West Homeless Shelter and how your organization can contribute to the goal of ending Homelessness in Monroe County.

**Response:** *CRA will maintain its dedication to providing a low barrier shelter at no cost to clients. Low barrier essentially means that the requirements for entry are limited or minimal. With a focus on harm-reduction, low-barrier shelters encourage homeless individuals to seek resources by eliminating obstacles. (The definition of harm-reduction with regard to homelessness refers to a range of public health policies designed to lessen the negative social and/or physical consequences associated with various human behaviors.) JJNC is the only low barrier shelter available in Monroe County.*

*Regarding site-specific vision, the new facility should have:*

- *On Site Case Management and Staff Offices*
- *Kitchen that meets Department of Health Standards*
- *Commercial laundry facility*
- *Adequate climate-controlled storage space*
- *"Bed bug" room where clients items can be UV sanitized prior to entrance into sleeping and common areas*
- *Adequate parking for bikes and scooters*
- *Control room style monitoring design where a staff member can see multiple dorms at one time*
- *24-hour video monitoring*
- *Dedicated on-site office space to provide specialized services on various days (for example Department of Health on Monday, Career Source on Tuesday, DCF on Wednesday, etc.)*
- *Small group meeting rooms for AA, GED services, and other groups*
- *Computer lab for access to apply for jobs, check on benefits, etc. Many clients have transportation challenges, so having this on site would assist greatly in the speed of benefits being obtained*
- *On site clinic so that non-emergent medical needs can be treated by visiting nurses or medical volunteers, further reducing the economic consequences on the community*

**Part II, Section F:** Provide a one-page conclusion on why your organization should be selected as Manager for the Keys Overnight Temporary Shelter.

**Response:** *On behalf of CRA, Ms. Pintabona's one-page conclusion follows:*

*First, I'd like to thank you for the time you have spent reviewing this proposal. As the Founder and President of CRA, I want to conclude by simply stating some of the more important points of our proposal:*

- **Day 1 Contract Readiness** *without interruption and with experienced personnel in place. This*

*area of service in a community is a highly specialized and sensitive operation.*

- *As the Executive Director for an organization and loyal, committed staff that have previously run this facility, I have a deep and thorough knowledge of JJNC and their services, and an exemplary history of staying on budget.*
- *I am committed to work and cooperate with the Monroe County CoC and participating agencies as I have done for many years now. Collaboration and good working relationships are absolutely vital to a programs' success.*
- *I am confident that the organization has the experience and resourcefulness needed to mitigate emergencies and/or disasters that may occur. With a background in emergency services, social services, and deep cooperative ties to the community, CRA is able to mobilize resources and successfully navigate emergencies or disasters that may occur. With first-hand experience during Irma, Ian, and the Covid19 pandemic CRA would continue, without interruption, to utilize best practices and diligent adherence to local, county and state protective measures to keep the most vulnerable of our citizens protected.*
- *CRA will hold on to and implement the vision of an all-encompassing facility which can fast track a client's ability to overcome homelessness and matriculate back to self-sufficiency.*

*It is my sincere hope that we have put together a proposal by which a decision can confidently be made to have CRA continue operating JJNC and providing services to the homeless and at-risk populations in our community. I truly value serving the clients and community in the capacity of operating the City's Homeless Shelter.*

## **Part II, Section G: Reference Verification**

**Response:** *References follow below.*

*Monroe County Department of Health Administrator  
and Health Officer  
Dr. Carla Fry, PhD, MSN  
1100 Simonton St  
Key West, FL 33040  
305-293-7500 | [Carla.Fry@flhealth.gov](mailto:Carla.Fry@flhealth.gov)  
Relationship - Professional Associate*

*Scott Pridgen  
AH Monroe Executive Director  
1434 Kennedy Dr  
Key West, FL 33040  
305-296-6196 | [scott.pridgen@ahmonroe.org](mailto:scott.pridgen@ahmonroe.org)  
Relationship - Professional Associate*

*Mark Lenkner  
Monroe County Continuum of Care  
P.O. Box 2410  
Key West, FL 33040  
313-283-8848 | [mark.lenkner@monroehomelesscoc.org](mailto:mark.lenkner@monroehomelesscoc.org)  
Relationship - Professional Associate*



### **Part III - Management Approach**

Proposer shall provide a conceptual five (5) year Management plan focusing on the following items. Creativity and Vision shall play a large role in the review scoring.

**Part III, Section A** Business approach - Include first year plans to transition homeless from temporary to permanent housing. Research shows intervention to prevent homelessness are more cost effective than addressing issues after someone is already homeless. How will your organization prevent, and remediate members from being homeless?

**Response:** *As JJNC and our outreach case managers are often the first stop for homeless and at risk of homelessness clients, we have outlined various tactics and approaches throughout this proposal response, including rent and utility assistance, among others. Our response incorporates “lessons learned” from our extensive and long-term experience in both shelter and outreach case management successes.*

*CRA’s Case Management team will also continue to provide service coordination and make client referrals to Monroe County CoC agencies that are funded to do rental and mortgage assistance programs (such as Catholic Charities, FKOC and KAIR, for example). As is the current practice, these referrals and activities will continue to be documented by staff into the CoC’s HMIS software (Client Track).*

*The new facility vision we have outlined also includes additional “brick and mortar” features which will allow us to provide dedicated on-site office space to provide specialized services on various days: small group meeting rooms for groups such as AA and GED services; a computer room for client access to apply for jobs, check on benefits, etc.; and, an on-site clinic so that non-emergent medical needs can be treated by visiting nurses or medical volunteers, further reducing the economic consequences on the community.*

*These approaches are briefly summarized in the table on the following page:*

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5 Year Business Management Approach Highlights Including Program Elements to Reduce Homelessness		
Year 1	Year 2	Year 3-5
<ul style="list-style-type: none"> <li>• Funding permitting, hire of an additional Case Manager to focus on youth, clients with disabilities and newly released homeless inmates</li> <li>• Increase # of AA/NA meetings</li> <li>• Expand Employment Services</li> <li>• Establish stronger linkages with Mental and Physical Health agencies focused on the homeless</li> <li>• Creation of an open Community Activist Group</li> <li>• Expand business community contact depth as sources for donations, supplies and enhanced client food selections</li> </ul>	<ul style="list-style-type: none"> <li>• Compile a report measuring the successes, improvements and enhancements needed for the Y1 programs</li> <li>• Design and implement any new homelessness prevention programs identified</li> <li>• Perform feasibility study of case management expansion into Middle and Upper Keys</li> <li>• Assuming new facility construction is complete, expand on-site services as previously detailed in the “Facility Vision” above in Part II, Section E. If facility build is not completed, move to Y3 for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Continue successful homelessness prevention programs, along with appropriate measurements of success</li> <li>• Begin case management expansion in accordance with feasibility plan established in Y2</li> <li>• Expand on-site services if Y2 facility construction build is delayed to Y3</li> </ul>

**Part III, Section B:** Financial Approach – Present a financial management plan which shall include, business Controls, and accounting procedures for the operational management of JJNC.

**Response:** *Documented Internal controls to protect not only financial, but also client documents (including HIPAA sensitive information) consist of the following procedures, including but not limited to:*

- *Secure banking website for EFT transfers and invoicing from and to the City*
- *Low limit (under \$500 or less) credit cards issued to appropriate management. All purchases over \$100 must be approved by the Executive Director*
- *Dual signatures of the Executive Director and Board Chair are required on all checks over \$5000*
- *Checks will be maintained off-premises in a locked and secure location*
- *For audit purposes, files will be maintained in an appropriate order and secured in a locked filing cabinet at the JJNC facility with as-needed access given only as the Executive Director deems appropriate*
- *All paper client and case management files will be held in a locked cabinet with access given only as the Executive Director deems appropriate*
- *Electronic Case Management files will be passworded and accessible only to appropriate personnel*
- *Each Case Manager with access to the CoC’s HMIS software (Client Track) will utilize a separate log-in and ensure log-in passwords are protected to ensure no unauthorized access occurs*

*In addition to a bookkeeper, CRA also maintains the services of an outside CPA, who reviews bookkeeping entries and prepares our 990 filings. Audits are done annually by an outside independent CPA Auditor.*

**Section III, Part C:** Facility Approach – Provide a brief summary of facility management of JJNC, including proposed means to maintain the facility. Means of periodic facility review including condition, cleanliness, necessary repairs and possible enhancements to further the goal of maintaining the facility should be incorporated.

**Response:** *In addition to utilizing a veteran and fully trained staff, CRA recognizes that the consistency of facility cleanliness and maintenance efforts are essential to client health and safety. To ensure this consistency, CRA has developed the following checklists for use by shelter staff. These protocols will be adjusted appropriately when the new, permanent facility is opened.*

#### Daily Facility Tasks

- *Window Unit Air Conditioner filters are checked and cleaned in A-D dorms and the office trailer.*
- *Sanitation of facility done at least daily, and as needed/continually including:*
  - *bleaching and disinfecting all surfaces including concrete*
  - *trash removal to dumpster*
  - *sweeping*
  - *laundry (approximately 50 loads per day)*
  - *clean bathroom and shower facilities*
  - *all dorms and sleeping quarters are cleaned and sanitized*

#### Weekly Facility Tasks

- *Lawn Maintenance*
- *Refrigerators and Freezers cleaned*
- *Dry goods, cleaning supply, and food inventory taken*
- *Mold Removal spot treatments with X-14 mold and mildew remover done in dorms*
- *Bug and pest remediation, including rat traps*
- *Check air filter in women's dorm trailer (filters are changed on average bi-weekly)*

#### Monthly Facility Tasks

- *Power washing to clean and remediate mold in dorms A-D*
- *Purge Donations*
- *Final monthly inventory for ordering completed*
- *Forward list of repairs and forecasted repairs to Marcus Davila (This is a new item CRA will be implementing. Increased communication and the potential to remedy potential problems before they become an emergent issue is a goal of CRA moving forward.)*

### Bi-Annual Facility Tasks

- *Walk through with Community Services Department from the City of Key West. (Previously this had been done annually, however, with the addition of the tents coupled with the age and condition of the previous facility, we believe it should be done twice a year moving forward.)*

### Maintenance and Repair Expectations

- *CRA will notify Community Services of any emergent repairs as needed. Emergent will be deemed anything that opens either CRA or the City of Key West up to potential liability, a perceived or actual dangerous condition, or a condition that impairs or halts operations.*
- *CRA will be responsible only for minor maintenance such as replacing light bulbs, toilet seats, and minor repairs that are within the scope of their knowledge and insurance allowances to do so.*

**Section III, Part D:** Provide a copy of Proposer's most recent financial statement

**Response:** *CRA's most recent audited financial statement follows and can also be located under Tab F of the complete proposal response in electronic format.*

# **TAB A**

## **Bylaws**

**NON-PROFIT BYLAWS**  
**OF**  
**CORNERSTONE RESOURCE ALLIANCE INC.**

*State of Florida*

**PREAMBLE:**

The name of this non-profit organization is CORNERSTONE RESOURCE ALLIANCE INC. This organization is organized in accordance with the Florida Not for Profit Corporation Act, as amended. The organization has not been formed for the purposes of making profit or obtaining personal financial gain. The assets and income of this organization shall not be distributed to or for the benefit of the trustees, directors, or any other officers. The assets and income shall only be used to promote non-profit purposes as described below. Nothing contained herein shall be deemed to prohibit the payment of a modest and reasonable compensation to employees and contractors for services provided for the benefit of the organization. This organization shall not carry on any activities not permitted to be carried out by a non-profit organization exempt from federal income tax. The organization shall not endorse any candidate or contribute to or work for or otherwise support or oppose any candidate for public office. This organization has been created exclusively for purposes subsequent to section 501(c)(3) of the Internal Revenue Code.

**ARTICLE 1. NAME**

The legal name of the Non-Profit Organization shall be known as Cornerstone Resource Alliance Inc., and shall herein be referred to as CRA or "the Organization".

**ARTICLE 2. PURPOSE**

CRA is established within the meaning of IRS Publication 557 Section 501(c)3 Organization of the Internal Revenue Code of 1986, as amended (the "Code") or the corresponding section of any future federal tax code and shall be operated exclusively to provide shelter and supportive services to homeless or at risk individuals. .

In addition, CRA has been formed for the purpose of performing all things incidental to, or appropriate in, the foregoing specific and primary purposes. However, CRA shall not, except to an insubstantial degree, engage in any activity or the exercise of any powers which are not in furtherance of its primary non-profit purposes.

CRA shall hold and may exercise all such powers as may be conferred upon any nonprofit organization by the laws of the State of Florida and as may be necessary or expedient for the administration of the affairs and attainment of the purposes of the

Organization. At no time and in no event shall CRA participate in any activities which have not been permitted to be carried out by a Corporation/Organization exempt under Section 501(c)3 of the Internal Revenue Code of 1986 (the "Code"), such as certain political and legislative activities.

## **ARTICLE 3. MEETINGS**

1. *Annual Meetings.* An annual meeting shall be held once every calendar year for the purposes of electing directors and transaction of such other business as may properly come before the meeting. The annual meeting shall be held at the time and place designated by the Board of Directors.

1. The following orders of business shall be addressed during the annual meeting unless decided otherwise by the Board of Directors via written notice:

a. Election of new directors

b. Reviewing the annual report

c. Any other transaction of such other business as may be properly brought before the meeting

2. The annual meeting shall take place at the following location unless determined otherwise via written notice:

Teleconference

2. *Regular Meetings.* The Board's regular meetings may be held at such time and place as shall be determined by the Board.

3. *Special Meetings.* Special meetings may be requested by the Chair or any other member of the Board of Directors.

Any meeting of members is not required to be held at a geographic location if the meeting is held by means of teleconference or another form of electronic communications in a manner pursuant to which all members have the chance to read and/or hear the proceedings substantially concurrent with the occurrence of the proceedings, raise points on matters submitted to the members, pose questions, and make any desired comments.

4. *Notice.* The following amount of written notice of all regular meetings shall be provided under this section or as otherwise required by law: 5 business days. The following amount of written notice of all special meetings shall be provided under this section or as otherwise required by law: 2 business days. The notice shall include the date, hour, and location of the meeting and, if for a special meeting, the purpose of the meeting. Such notice shall be e-mailed to all directors of record at

the e-address provided by the Board Member, at least 5 business days prior to the meeting.

5. *Quorum.* At each meeting of the Board of Directors, the presence of one over half of the Board members shall constitute a quorum for the transaction of business. In the absence of a quorum, the Board members present may adjourn the meeting from without further notice until a quorum shall be present. If a quorum is represented at a rescheduled meeting, any business may be transacted that might have been transacted at the meeting as originally scheduled. The act of the majority of the Board members serving on the Board and present at a meeting in which there is a quorum shall be the act of the Board or Board Committees, unless otherwise provided by these Bylaws, or a law specifically requiring otherwise. The directors present at a meeting represented by a quorum may continue to transact business until adjournment, even if the withdrawal of some directors results in a representation of less than a quorum, however the Board will not be able to vote on action items without a quorum.

6. *Informal Actions/Action by Written Consent.* Any action required to be taken, or which may be taken, at a meeting, may be taken without a meeting and without prior notice if a consent in writing, setting forth the action so taken, is signed by the Directors with respect to the subject matter of the vote. The number of directors taking said action must constitute a quorum for an action taken by written consent. Such consent shall be recorded and shall have the same force and effect as a vote of the Board taken at an actual meeting. In addition, facsimile signatures and electronic signatures or other electronic "consent click" acknowledgments shall be effective as original signatures.

7. *Voting.* Each Board Member shall only have one vote.

8. *Proxy.* Members of the Board shall not be allowed to vote by proxy.

#### **ARTICLE 4. BOARD OF DIRECTORS**

9. *Role of Directors.* The Board of Directors shall be responsible for having the authority of managing the affairs of CRA directly and/or by delegation.

10. *Number of Directors.* The organization shall be managed by a Board of Directors consisting of no less than 5 directors.

11. *Election and Term of Office.* The Directors shall be elected by a majority vote at the annual meeting. Each Director shall serve at will for unlimited consecutive terms, or until and unless a successor has been elected and qualified.

12. *Quorum.* A quorum of the Directors shall be the following: Presence of one member over half of the total Board of Directors.



13. *Procedures.* The vote of a majority of the Directors present at a properly called meeting as dictated by these Bylaws at which a quorum is present shall be the act of the Board of Directors unless the vote of a greater number is required by law or by these Bylaws for a particular resolution. A Director of the organization who is present at a meeting at the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless their dissent shall be entered in the minutes of the meeting. The Board shall keep written minutes of its proceedings in its permanent records. The minutes will include, at the least, names of all members present, resolutions proposed and voted upon, and any Director abstentions or objections to resolutions.

14. *Vacancies and Removals.* A Director shall be subjected to removal, with or without cause, at a meeting at which that item is on the agenda, by a vote of the majority of then-serving Board members. Any vacancy that occurs on the Board of Directors, whether by death, resignation, removal, or any other reason, may be filled by a majority vote of the remaining Directors.

15. *Resignation.* Each Board member shall have the right to resign at any time upon written notice thereof to the Chair of the Board, or the Executive Director. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof, and the acceptance of such resignation shall take effect upon receipt thereof, and the acceptance of such resignation shall not be necessary to make it effective. If a Director wishes to resign from their directorial position, they shall do so in the following manner:

Provide written resignation to either the President of the Organization or the Chairpersons of the Board of Directors.

16. *Board Meeting Attendance.* An elected Board Member who is absent from 3 regular meetings of the Board during a calendar year shall be encouraged to reevaluate with the Chair of the Board his/her commitment to the Organization. The Board may deem a Board member who has missed 3 consecutive meetings without such a reevaluation with the Chair to have resigned from the Board.

17. *Committees.* To the extent permitted by Florida law, the Board of Directors may appoint from its members a committee or committees, temporary or permanent, and designate the duties, powers, and authorities of such committees. The committees shall have a specific purpose and the Board of Directors, in creating a committee, shall outline the parameters of the committee, including, but not limited to, meetings, notice, quorum requirements, and all other pertinent procedures.

## **ARTICLE 5. OFFICERS**

18. *Officers of the Board of Directors.* The officers will be selected by the Board at its annual meeting, and shall serve the needs of the Board, subject to all the rights, if any, of any officer who may be under a contract of employment. Therefore, without

any bias or predisposition to the rights of any officer that may be under any contract of employment, any officer may be removed with or without cause by the Board. All officers have the right to resign at any time by providing notice in writing to the Chair of the Board and/or President, of the Organization, without bias or predisposition to all rights, if any, of the Organization under any contract to which said officer is a part thereof. All resignations shall become effective upon the date on which the written notice of resignation is received or at any time later as may be specified within the resignation; and unless otherwise indicated within the written notice, a stated acceptance of the resignation shall not be required to make the resignation effective.

Two or more offices may be held by one person. The Chairperson may not concurrently serve in another position.

19. *Officer Roles.* The Officers shall have the following responsibilities in their roles:

Chair of the Board -- The Chair shall preside over all meetings of the Board of Directors and its Executive Committee, if such a committee is created by the Board of Directors, sign all corporate documents unless they delegate that responsibility to another Officer, and direct the process of the creation and implementation of resolutions.

Vice President -- The Vice President shall be responsible for performing the duties of the President in the President's absence and assist the President with the performance of their duties.

Secretary -- The Secretary, or his/her designee, shall be the custodian of all records and documents of the Organization, which are required to be kept at the principal office of CRA, and shall act as secretary at all meetings of the Board of Directors, and shall keep the minutes of all such meetings on file in hard copy or electronic format.

Treasurer -- The Treasurer shall be responsible for conducting the organization's financial affairs as directed by the Board of Directors and shall prepare and present reports regarding corporate finances as required, but no less often than at the annual meeting of the Board of Directors.

President (Executive Director) -- It shall be the responsibility of the President, in general, to supervise and conduct all activities and operations of the Organization, subject to the control, advice and consent of the Board of Directors. The President shall keep the Board of Directors completely informed, shall freely consult with them in relation to all activities of the Organization, and shall see that all orders and/or resolutions of the Board are carried out to the effect intended. The Board of Directors may place the President under a contract of employment where appropriate. The President shall be empowered to act, speak for, or otherwise represent the Organization between meetings of the Board. The President shall be responsible for the hiring and firing of all personnel and shall be responsible for keeping the Board informed at all times

of staff performance and for implementing any personnel policies which may be adopted and implemented by the Board. The President, at all times, is

authorized to contract, receive, deposit, disburse and account for all funds of CRA, to execute in the name of the Organization all contracts and other documents authorized either generally or specifically by the Board to be executed by the Organization, and to negotiate any and all material business transactions of the Organization.

## **ARTICLE 6. COMMITTEES OF DIRECTORS**

20. *Committees.* The Board of Directors may, from time to time, and by resolution adopted by a majority of the directors then in office provided that a quorum is present, designate one or more committees to exercise all or a portion of the authority of the Board, to the extent of the powers specifically delegated in the resolution of the Board or in these Bylaws. Each such committee shall consist of at least two (2) directors, and may also include persons who are not on the Board but whom the directors believe to be reliable and competent to serve at the specific committee. However, committees exercising any authority of the Board of Directors may not have any non-director members. The appointment of members of a committee requires the vote of a majority of the directors then in office, provided that a quorum is present. The Board of Directors may also designate one or more advisory committees that do not have the authority of the Board. However, no committee, regardless of Board resolution, may:

- a) Approve of any action that, pursuant to applicable Law, would also require the affirmative vote of the members of the Board if this were a membership vote.
- b) Fill vacancies on, or remove the members of, the Board of Directors or any committee that has the authority of the Board.
- c) Fix compensation of the directors serving on the Board or on any committee.
- d) Amend or repeal the Articles of Incorporation or bylaws or adopt new bylaws.
- e) Amend or repeal any resolution of the Board of Directors that by its express terms is not so amendable or repealable.
- f) Appoint any other committees of the Board of Directors or their members.
- g) Approve a plan of merger, consolidation, voluntary dissolution, bankruptcy, or reorganization; or a plan for the sale, lease, or exchange of all or considerably all of the property and assets of the Corporation/Organization otherwise than in the usual and regular course of its business; or revoke any such plan.
- h) Approve any self-dealing transaction, except as provided pursuant to law.

21. *Meetings and Actions of Committees.* Meetings and actions of all committees shall be governed by, and held and taken in accordance with these Bylaws concerning

meetings and actions of the directors, with such changes in the context of those bylaws as are necessary to substitute the committee and its members for the Board of Directors and its members, except that the time for regular meetings of committees may be determined either by resolution of the Board of Directors or by resolution of the committee. Special meetings of committees may also be called by resolution of the Board of Directors. Minutes shall be kept of each meeting of any committee and shall be filed with the Organizations records. The Board of Directors may adopt rules not consistent with the provisions of these bylaws for the governance of any committee.

## **ARTICLE 7. AMENDING BYLAWS**

22. *Amendment Procedure.* The Bylaws may be amended, altered, or repealed by the Board of Directors by a majority of a quorum vote at any regular or special meeting. The full text of the proposed change shall be distributed to all board members at least fourteen (14) days before the meeting where the change is to be voted on.

## **ARTICLE 8. INDEMNIFICATION**

23. *Indemnification.* To the fullest extent permitted by law, the Organization shall indemnify its "agents," as described by law, including its directors, officers, employees and volunteers, and including persons formerly occupying any such position, and their heirs, executors and administrators, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any "proceeding," and including any action by or in the right of CRA, by reason of the fact that the person is or was a person as described in the Non-Profit Corporation Act. Such right of indemnification shall not be deemed exclusive of any other right to which such persons may be entitled apart from this Article.

To the fullest extent permitted by law, and, except as otherwise determined by the Board in a specific instance, expenses incurred by a person seeking indemnification in defending any "proceeding" shall not be advanced by the Organization of an undertaking by or on behalf of that person to repay such amount unless it is ultimately determined that the person is entitled to be indemnified by the Organization for those expenses.

The Organization shall have the power to purchase and maintain insurance on behalf of any agent of the Organization, to the fullest extent permitted by law, against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, or to give other indemnification to the extent permitted by law.

## **ARTICLE 9. EXECUTION OF CORPORATE INSTRUMENTS**

24. *Execution of Corporate Instruments.* The Board of Directors may, at its discretion, determine the method and designate the signatory officer or officers, or other person or persons, to execute any corporate instrument or document, or to

sign the corporate name without limitation, except when otherwise provided by law, and such execution or signature shall be binding upon the Organization.

Unless otherwise specifically determined by the Board of Directors or otherwise required by law, formal contracts of the Organization, promissory notes, deeds of trust, mortgages, other evidences of indebtedness of the Organization, other CRA instruments or documents, memberships in other corporations/organizations, and certificates of shares of stock owned by the Corporation/Organization shall be executed, signed, and/or endorsed by the President.

All checks and drafts drawn on banks or other depositories on funds to the credit of the Organization, or in special accounts of the Organization, shall be signed by such person or persons as the Board of Directors shall authorize to do so.

25. *Loans and Contracts.* No loans or advances shall be contracted on behalf of the Organization and no note or other evidence of indebtedness shall be issued in its name unless and except as the specific transaction is authorized by the Board of Directors. Without the express and specific authorization of the Board, no officer or other agent of the Organization may enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation/Organization.

## **ARTICLE 10. RECORDS AND REPORTS**

26. *Maintenance and Inspection of Articles and Bylaws.* The Corporation/Organization shall keep at its principal office the original or a copy of its Articles of Incorporation and bylaws as amended to date, which shall be open to inspection by the directors at all reasonable times during office hours.

27. *Maintenance and Inspection of Federal Tax Exemption Application and Annual Information Returns.* The Organization shall keep at its principal office a copy of its federal tax exemption application and its annual information returns for three years from their date of filing, which shall be open to public inspection and copying to the extent required by law.

28. *Maintenance and Inspection of Other Corporate Records.* The Organization shall keep adequate and correct books and records of accounts and written minutes of the proceedings of the Board and committees of the Board. All such records shall be kept at a place or places as designated by the Board and committees of the Board, or in the absence of such designation, at the principal office of the Organization. The minutes shall be kept in written or typed form, and other books and records shall be kept either in written or typed form or in any form capable of being converted into written, typed, or printed form. Upon leaving office, each officer, employee, or agent of the Organization shall turn over to his or her successor or the Chair of the Board or President, in good order, such organization monies, books, records, minutes, lists, documents, contracts or other property of the Organization as have been in the custody of such officer, employee, or agent during his or her term of office.

Every director shall have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the Organization.

29. *Preparation of Annual Financial Statements.* The Organization shall prepare annual financial statements using generally accepted accounting principles. Such statements shall be audited by an independent certified public accountant, in conformity with generally accepted accounting standards. The Organization shall make these financial statements available to the necessary local State and Federal agencies and members of the public for inspection no later than 90 days after the close of the fiscal year to which the statements relate.

30. *Annual Report.* The Board shall ensure an annual report is sent to all directors within 60 days after the end of the fiscal year of the Organization, which shall contain the following information:

- a) The assets and liabilities at the end of the fiscal year.
- b) The principal changes in assets and liabilities during the fiscal year.
- c) The expenses or disbursements of the Organization for both general and restricted purposes during the fiscal year.
- d) The information required by Non-Profit Corporation Act concerning certain self-dealing transactions involving more than \$50,000 or indemnifications involving more than \$10,000 which took place during the fiscal year.

## **ARTICLE 11. STANDARD OF CARE**

31. *General.* A director shall perform all the duties of a director, including, but not limited to, duties as a member of any committee of the Board on which the director may serve, in such a manner as the director deems to be in the best interest of the Organization and with such care, including reasonable inquiry, as an ordinary, prudent, and reasonable person in a similar situation may exercise under similar circumstances.

In the performance of the duties of a director, a director shall be entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by:

- a) One or more officers or employees of the Corporation/Organization whom the director deems to be reliable and competent in the matters presented;
  - b) Counsel, independent accountants, or other persons, as to the matters which the director deems to be within such person's professional or expert competence;
- or

c) A committee of the Board upon which the director does not serve, as to matters within its designated authority, which committee the director deems to merit confidence,

so long as in any such case the director acts in good faith, after reasonable inquiry when the need may be indicated by the circumstances, and without knowledge that would cause such reliance to be unwarranted.

Except as herein provided in Article 11 - Standard of Care, any person who performs the duties of a director in accordance with the above shall have no liability based upon any failure or alleged failure to discharge that person's obligations as a director, including, without limitation of the following, any actions or omissions which exceed or defeat a public or charitable purpose to which the Organization, or assets held by it, are dedicated.

32. *Conflict of Interest.* The purpose of the Conflict of Interest policy is to protect the Organization's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of one of its officers or directors, or that might otherwise result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable corporations/organizations and is not intended as an exclusive statement of responsibilities.

33. *Duty to Disclose.* In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial or other potential conflict of interest and be given the opportunity to disclose all material facts to the directors who are considering the proposed transaction or arrangement.

34. *Establishing a Conflict of Interest.* After the disclosure of the financial or other potential conflict of interest and all material facts, and after any discussion with the interested person, the interested person shall leave the Board meeting while the potential conflict is discussed and voted upon. The remaining Board members shall decide if a conflict of interest exists.

35. *Addressing a Conflict of Interest.* In the event that the Board should establish that a proposed transaction or arrangement establishes a conflict of interest, the Board shall then proceed with the following actions:

a) Any interested person may render a request or report at the Board meeting, but upon completion of said request or report the individual shall be excused while the Board discusses the information and/or material presented and then votes on the transaction or arrangement proposed involving the possible conflict of interest.

b) The Chair of the Board shall, if deemed necessary and appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

c) After exercising due diligence, the Board shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

d) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the best interest of the Organization, for its own benefit, and whether it is fair and reasonable. It shall make its decision as to whether to enter into the transaction arrangement in conformity with this determination.

36. *Violations of Conflict of Interest Policy.* Should the Board have reasonable cause to believe an interested person has failed to disclose actual or possible conflicts of interest, the Board shall then inform the interested person of the basis for such belief and afford the interested person an opportunity to explain the alleged failure to disclose.

If, after hearing the interested person's explanation, and after making further investigation as may be warranted in consideration of the circumstances, the Board determines the interested person intentionally failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

37. *Acknowledgement of Conflict of Interest Policy.* Each director, principal officer, and member of a committee with Board delegated powers shall be required to sign a statement which affirms that such person:

- a) Has received a copy of the conflict of interest policy;
- b) Has read and understands the policy;
- c) Has agreed to comply with the policy; and
- d) Understands that the Organization is charitable, and in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

38. *Violation of Loyalty – Self Dealing Contracts.* A self-dealing contract is any contract or transaction (i) between this Organization and one or more of its Directors, or between this Corporation/Organization and any corporation, firm, or association in which one or more of the Directors has a material financial interest ("Interested Director"), or (ii) between this Organization and a corporation, firm, or association of which one or more of its directors are Directors of this Organization. Said self-dealing shall not be void or voidable because such Director(s) of corporation, firm, or association are parties or because said Director(s) are present at the meeting of the Board of Directors or committee which authorizes, approves or ratifies the self-dealing contract, if:



a) All material facts are fully disclosed to or otherwise known by the members of the Board and the self-dealing contract is approved by the Interested Director in good faith (without including the vote of any membership owned by said interested Director(s));

b) All material facts are fully disclosed to or otherwise known by the Board of Directors or committee, and the Board of Directors or committee authorizes, approves, or ratifies the self-dealing contract in good faith—without counting the vote of the interest Director(s)—and the contract is just and reasonable as to the Organization at the time it is authorized, approved, or ratified; or

c) As to contracts not approved as provided in above sections (a) and/or (b), the person asserting the validity of the self-dealing contract sustains the burden of proving that the contract was just and reasonable as to the Organization at the time it was authorized, approved, or ratified.

Interested Director(s) may be counted in determining the presence of a quorum at a meeting of the Board of Directors or a committee thereof, which authorizes, approves, or ratifies a contract or transaction as provided for and contained in this section.

## **ARTICLE 12. FISCAL YEAR**

39. The organizations fiscal year shall end on June 30.

## **ARTICLE 13. CONSTRUCTION AND DEFINITIONS**

40. Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the Non-Profit Corporation Act as amended from time to time shall govern the construction of these bylaws. Without limiting the generality of the foregoing, the masculine gender includes the feminine and neuter, the singular number includes the plural and the plural number includes the singular, and the term "person" includes a Corporation/Organization as well as a natural person. If any competent court of law shall deem any portion of these bylaws invalid or inoperative, then so far as is reasonable and possible (i) the remainder of these bylaws shall be considered valid and operative, and (ii) effect shall be given to the intent manifested by the portion deemed invalid or inoperative.

## **ARTICLE 14. DISSOLUTION**

41. *Dissolution Procedure.* The organization may be dissolved only with the authorization of the Board of Directors given a special meeting called for that express purpose and with the subsequent approval of a supermajority (2/3rds) vote of the members.

42. *Liabilities.* All liabilities and obligations shall be paid, satisfied, and discharged, or adequate provisions shall be made, therefore.

43. *Distribution of Assets.* Assets not held upon a condition requiring return, transfer, or conveyance to any other organization, individual, or entity shall be distributed, transferred, or conveyed, in trust or otherwise, to charitable and educational organization, organized under Section 501(c)3 of the Internal Revenue Code of 1986, as amended, of a similar or like nature to this organization, as determined by the Board of Directors.

### **CERTIFICATION**

I, Elicia Pintabona, President of CORNERSTONE RESOURCE ALLIANCE INC. certify that the foregoing is a true and correct copy of the Bylaws of the above-named organization, duly adopted by the Initial Board of Directors on October 1, 2020.

/s/ Elicia Pintabona

**TAB B**  
**990 FORM**

Form **990**Department of the Treasury  
Internal Revenue Service**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)▶ Do not enter social security numbers on this form as it may be made public.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**  
**Open to Public Inspection****A** For the 2021 calendar year, or tax year beginning **07/01/21**, and ending **06/30/22**

<b>B</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	<b>C</b> Name of organization <b>CORNERSTONE RESOURCE ALLIANCE, INC</b>		<b>D</b> Employer identification number <b>**-***7419</b>
	Doing business as		<b>E</b> Telephone number <b>305-393-2972</b>
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite <b>PO BOX 1903</b>		
	City or town, state or province, country, and ZIP or foreign postal code <b>BIG PINE KEY FL 33043</b>		
	<b>F</b> Name and address of principal officer: <b>ELICIA N PINTABONA PO BOX 1903 BIG PINE KEY FL 33043</b>		<b>G</b> Gross receipts \$ <b>1,114,235</b>
<b>I</b> 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		<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions	
<b>J</b> Website: <b>WWW.KEYSCRA.ORG</b>		<b>H(c)</b> Group exemption number ▶	
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L</b> Year of formation:	<b>M</b> State of legal domicile:

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>TO SERVE AND PROVIDE RESOURCES TO THE HOMELESS POPULATION AND PROVIDE RESOURCES TO THE IMPOVERISHED.</b>		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>7</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>7</b>
<b>Revenue</b>	<b>5</b> Total number of individuals employed in calendar year 2021 (Part V, line 2a)	<b>5</b>	<b>37</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>0</b>
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0</b>
	<b>b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	<b>0</b>
	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	<b>656,333</b>	<b>1,105,755</b>
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>42,421</b>	<b>7,555</b>
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>791</b>	<b>582</b>
	<b>12</b> Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>699,545</b>	<b>1,114,235</b>
	<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1–3)	
<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)			<b>0</b>
<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)		<b>437,234</b>	<b>690,662</b>
<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)			<b>0</b>
<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>0</b>			
<b>17</b> Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)		<b>138,387</b>	<b>317,330</b>
<b>18</b> Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)		<b>575,621</b>	<b>1,007,992</b>
<b>19</b> Revenue less expenses. Subtract line 18 from line 12		<b>123,924</b>	<b>106,243</b>
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>21</b> Total liabilities (Part X, line 26)	<b>129,247</b>	<b>245,850</b>
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	<b>5,514</b>	<b>15,945</b>
		<b>123,733</b>	<b>229,905</b>

**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.

<b>Sign Here</b>	Signature of officer <i>Elidia N. Pintabona</i>		Date <b>8/7/2023</b>	
	Type or print name and title <b>ELICIA N PINTABONA</b>		<b>PRESIDENT</b>	
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>DENISE Y ROHRER CPA</b>	Preparer's signature <i>Denise Y. Rohrer CPA</i>	Date <b>08/07/23</b>	Check <input type="checkbox"/> if PTIN self-employed <b>*****</b>
	Firm's name ▶ <b>Denise Rohrer &amp; Associates</b>	Firm's EIN ▶ <b>**-***6128</b>		
	Firm's address ▶ <b>3144 Northside Drive Suite 201 Key West, FL 33040</b>	Phone no. <b>305-800-1120</b>		

May the IRS discuss this return with the preparer shown above? See instructions

☒ Yes ☐ NoFor Paperwork Reduction Act Notice, see the separate instructions.  
DAAForm **990** (2021)

**TAB C**

**OPERATIONAL**

**PLAN**



# Cornerstone Resource Alliance, Inc.

Standard Operating Procedures



### **Management Agency**

For the purposes of these policies, the Management Agency is Cornerstone Resources Alliance, Inc. (CRA).

### **Location**

For the purposes of these policies, the location/facility is the low barrier emergency homeless shelter, located at 5537 College Rd. Key West, FL 33040.

### **Equal opportunity**

CRA operates this facility without regard to race, color, religion or belief, national, social or ethnic origin, sex (including pregnancy), age, physical, mental or sensory disability, HIV Status, sexual orientation, gender identity and/or expression, marital, civil union or domestic partnership status, past or present military service, family medical history or genetic information, family or parental status, or any other applicable legally protected characteristics.

### **Discrimination and Harassment**

CRA will not tolerate discrimination or harassment.

CRA will receive and investigate complaints from interested parties related to alleged discriminatory practices using the complaint/grievance procedure.

Harassment consists of unwelcome conduct, verbal or physical, based upon a person's status such as race, religion, gender, marital status, age, national origin, handicap, or sexual orientation or any other applicable legally protected characteristic. This policy prohibits harassment of any form.

Any perceived offense of this policy by clients, staff, or Board of Directors (BOD) members will be reported in writing to the Director of Operations (DO), Executive Director (ED), or BOD.

The DO, ED and/or BOD will take any corrective action necessary, up to and including termination of an individual found to be engaged in harassment.

### **Accommodation of Disabilities**

In implementing its commitment to equal access, CRA will make reasonable accommodations for clients, and employees with known disabilities.

### **Drug-free Facility**

CRA may conduct random drug and alcohol tests on employees. Refusal to take a test may be construed as an admission by the employee that he/she is under the influence. No employee shall be permitted to work or attend meetings while under the influence of alcohol or any illicit substance and/or other medication not prescribed by a physician. Reporting to work or participating in any other situation in which the employee is conducting CRA business or representing CRA while under the influence, is cause for termination.



## **Placement for Transgender Clients**

CRA operates in accordance with the *Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity* final rule and the *Office for Civil Rights in the Office of Justice Programs at the U.S. Department of Justice (DOJ)*, shelter facilities and services are made available to individuals without regard to actual or perceived sexual orientation, gender identity, or marital status. The DOJ guidance states:

“A recipient that operates a sex-segregated or sex-specific program should assign a beneficiary to the group or service which corresponds to the gender with which the beneficiary identifies, with the following considerations. In deciding how to house a victim, a recipient that provides sex-segregated housing may consider on a case-by-case basis whether a particular housing assignment would ensure the victim’s health and safety. A victim’s own views with respect to personal safety deserve serious consideration. Additionally, a recipient may not make a determination about services for one beneficiary based on the complaints of another beneficiary when those complaints are based on gender identity.”

## **Complaints/Grievance Policy**

When a Client or volunteer submits a complaint about CRA policies or operations, they must go through the formal grievance policy. The grievance Policy is attached as **Attachment 1** to these SOP’s.

## **Confidentiality**

CRA employees will respect the confidentiality of any persons seeking assistance or any other services from the organization. In accordance with our commitment to provide a low barrier shelter, CRA will provide information as required by law about any convicted sexual offenders residing at KOTS, however we do not discriminate against sexual offenders utilizing our services.

## **Non-disclosure of confidential information**

Any information that an employee learns about CRA, or its BOD, employees, clients or donors, as a result of working for CRA that is not otherwise publicly available constitutes confidential information. Employees may not disclose confidential information to anyone who is not employed by CRA or to other CRA employees unless it is deemed essential to rendering services and/or supervision of said employees.

The protection of privileged and confidential information is vital to the interests and integrity of CRA. The disclosure, distribution, electronic transmission, or copying, of CRA’s confidential information is prohibited. Such information includes, but is not limited to the following examples:

- Compensation/Payroll data
- Program and financial information
- Client specific information
- No information may be released to the media without approval of the ED or the Chair.

## **Whistleblower protection**

CRA shall not take any retaliatory action against an employee or client because that employee or client does any of the following:





- Discloses, or threatens to disclose, to a supervisor, a director, or to a public body, an activity, policy, or practice of CRA or another employer, with whom there is a business relationship, that the employee reasonably believes is in violation of a law, or a rule or regulation issued under the law, or,
- Provides information to, or testifies before, any public body conducting an investigation, hearing or inquiry into any violation of law, or a rule or regulation issued under the law by the CRA or another employer, with whom there is a business relationship, or,
- Objects to, or refuses to participate in, any activity, policy or practice which the employee reasonably believes: is in violation of a law, or a rule or regulation issued under the law, or, is fraudulent or criminal; or is incompatible with a clear mandate of public policy concerning the public health, safety or welfare or protection of the environment.

### **Gifts**

Employees may not receive personal gifts from those who may obtain benefits from CRA, such as employment, contract, or monetary gifts. Employees may not receive or accept any income, loans, or gifts, whether monetary or material from clients.

### **Computer and information security**

CRA may provide computer and communication systems to operate their programs. Each user is personally responsible to ensure that they are using CRA/KOTS computers for their intended use. Downloading, streaming, or accessing non work-related websites, games, or other media is prohibited.

CRA may monitor usage of the internet by employees, including reviewing a list of sites accessed by an individual. No individual should have any expectation of privacy in terms of his or her usage of the internet. In addition, CRA may restrict access to certain sites that it deems are not necessary for business purposes.

All data in CRA's computer are the property of CRA. CRA holds the right to inspect their computers and documents at any time.

### **Operations**

#### **Capacity**

Capacity is determined by the Fire Marshall.

#### **Entrance and Admission**

KOTS is a non-fee based, low barrier shelter. Clients must be homeless to be eligible for services. Clients will never be charged for services at the facility, and barriers such as mental health, criminal history, and substance use will not negate their eligibility to receive services. Standards of care regarding Equal Opportunity and Harassment/Discrimination previously described in this SOP apply unilaterally to employment and client services.



All clients, volunteers, and visitors to the facility are subject to search. This includes any bags, totes, suitcases, or any other item that staff feels could pose a threat to the facility.

Clients are also subject to searches of shoes, pockets, waistbands, or any other area where a staff member has suspicion of contraband or any item or substance that is prohibited at the facility. CRA reserves the right to refuse entrance to the facility to any person or person(s) who does not comply with these procedures.

Any client that has not received services for a period of 6 months, will be required to complete a new coordinated assessment intake and evaluation.

Upon entry clients will sign for, and be provided with, a copy of the Shelter Behavioral Policy. These policies are also posted in plain sight around the facility. See the Behavioral Policy portion of the SOP for further information.

### **Pet Policy**

The shelter has a NO PET POLICY. Service animals are permitted on a case by case basis through direct approval from the Shelter Manager or DO only.

### **Incidents**

For the purposes of this document an incident is an occurrence on site that that causes a disruption or disturbance to operations.

All incidents that occur at the shelter will be documented on the approved Incident Report Form that is attached as **Attachment 2** in this SOP by the staff member involved.

### **Behavioral Policy**

The shelter operates under a Behavioral Policy which must be strictly adhered to. Staff are responsibly for maintaining these policies at all times without regard to race, color, religion or belief, national, social or ethnic origin, sex (including pregnancy), age, physical, mental or sensory disability, HIV Status, sexual orientation, gender identity and/or expression, marital, civil union or domestic partnership status, past or present military service, family medical history or genetic information, family or parental status, or any other applicable legally protected characteristics. Infractions of this policy are subject to suspension (temporary or permanent) from the facility. It is a standard practice that permanent suspension be in conjunction with the Key West Police Department's review and input of the individual situation.

**Behavioral Policy Attachment 3.**

### **Monitoring**

The shelter premises is under 24-hour video surveillance. This surveillance will be made available, upon request, to any agency making a reasonable request. Examples of this would include but not be limited to:

- Local Law Enforcement Authorities
- The City of Key West
- Local Judiciary Authorities
- Legal requests



Additionally, the shelter is staffed with shelter monitors, who are tasked with enforcing policy, ensuring staff and client safety, and maintaining operational procedures. The facility is staffed 24 hours a day 7 days a week, effectively providing non-stop video and live personnel monitoring of the facility and occupants.

### **Facility Maintenance**

CRA operates the property currently located at 5537 College Rd. Key West, FL in a contract agreement with the City of Key West.

The City agrees to be responsible for all costs related to the operations of the KOTS facility, including, but not limited to, the sleeping quarters, the office/laundry trailer, utilities, maintenance and repairs of the facility and appliances. Minor maintenance should be done by CRA where appropriate and in accordance with our policies. CRA will take responsive measures, operating within insurance guidelines, for minor maintenance issues.

The City shall maintain the facilities/shelter in a manner free from defects and/or deterioration which could cause accident or injury.

CRA shall notify the city of all defects and/or deterioration via email or communication preference of the City's designee. An annual site visit and walk through of the facility should be performed with the CRA Executive Director, DO, shelter manager, and the Director of Community Services for the City of Key West or their designee.

### **Natural Disasters, Fire, and Disease or Pandemic Outbreaks**

#### **Introduction**

The CRA Emergency Plan addresses issues involved in the coordination of local response and recovery activities and defines responsibilities of CRA Management and staff. These are meant to be guidelines and not mandatory, realizing that every emergency or natural disaster brings specific and unique challenges. The DO in conjunction with the ED has authority to use his/her best judgement based on the individual situation and/or emergency. This Plan describes the basic strategies by which CRA conducts activities during response and recovery operations. This plan is produced in such a manner as to remain consistent with the concept of local City of Key West and Monroe County Emergency Management protocols.

#### **Purpose and scope**

This plan is to govern the operations of CRA before, during, and after an emergency resulting from:

- Wind and rain from tropical cyclone events
- Hurricanes
- Tornadoes
- Storm surge
- Floods



- Fires
- Diseases and pandemic outbreaks

It includes requirements to prepare for, respond to, mitigate, and recover from emergencies. The DO or designated staff will maintain a log to document CRA activities during any of these events to assist with a debriefing process that will be used to help improve upon our response during these events.

### **Preparation and prevention**

The DO and/or ED will maintain rosters of the CRA BOD, CRA employees, and other pertinent officials, which include emergency contact information. The ED, Secretary, other Directors and the Bookkeeper may store as many records as possible electronically and remotely.

### **Emergency Procedures and notifications**

The ED shall mobilize this portion of the Operations Plan if there is a significant threat of harm or disruption to users and staff of the services provided by CRA.

The ED shall notify the CRA Chair, the designated staff, the City Manager of the City of Key West, and other entities, as appropriate, of any emergency and planned responses.

The ED or designated staff member shall notify the employees of the nature of the emergency and their responsibilities during the emergency.

### **Cooperation**

CRA will coordinate its activities with emergency management officials for the City of Key West and Monroe County as well as other officials, as appropriate.

### **Hurricanes and other storms**

If government officials order an evacuation to emergency shelters, either local or remote, the ED, DO, and Shelter Manager shall work with local government designees and ensure that the following actions are completed:

#### **Shelter**

#### **Anticipation of hurricane or natural disaster:**

1. Close as defined or necessary.
2. Encourage users to visit emergency shelters.
3. Coordinate with the City Managers Office and City Transportation for evacuation of clients.
4. Direct staff to secure the mats, trash containers, and outdoor furniture, and any other items that could cause a potential hazard during high winds or rainfall.
5. Remove awnings and secure.



6. Move portable equipment, paper records, linens, and supplies to a designated CRA storage location to the most complete extent possible.
7. Request that staff, who are able, to work at the temporary shelters and assist with evacuations.
8. Remove the computer equipment and disconnect other electrical equipment.
9. Ensure all doors, cabinets, windows etc. are locked and secured to the greatest extent possible.
10. Lock the main gate of the facility.
11. Activate emergency communication procedures for CRA Executive Director, CRA staff, and CRA Chair.

**During hurricane or natural disaster:**

In the event Monroe County Emergency Management Department activates in-county shelters, the CRA staff will, if possible and allowable, provide assistance to the off-site shelters with monitoring of the homeless client population. Employees should expect to work their normally scheduled hours, and other hours as needed, at the off-site location. At that time the employees are also under the jurisdiction of the governing agency of the in-county shelter, and are there to specifically assist in efforts to shelter homeless residents during the emergency response.

**Post-hurricane or natural disaster:**

1. The Executive Director and Director of Operations, working with the City Officials, will determine if the facility is habitable. If not, CRA will work with the City Manager (or their designee,) and Community Services as they repair or replace the facilities. (Electric power, sewage and water services are required to re-open.)
2. Assign employees to perform their monitor job duties as appropriate. If the shelter is open, they will resume on site. If the shelter is not able to open, they will remain assigned at off-site shelters or locations.
3. If the shelter cannot re-open, work with City Staff to find agreeable and appropriate alternate sites.
4. Re-open the shelter when the City Manager has given the authority to re-open.
5. Notify the CRA Chair and other local agencies that the shelter has re-opened.
6. Proceed with Debriefing process to improve our performance in future emergencies

**Outreach program**

**Anticipation of hurricane or Natural Disaster:**

1. Stop normal operations.
2. Encourage users to seek emergency shelter.



3. Case Managers should remove their laptops and any other pertinent property that facilitates their job functions from the office and have them with them in case of the need to utilize a temporary office space. Remove paper records and supplies to a designated safe place to be used for emergency services or as a temporary office.
4. Request that staff, who are able, to work at the temporary shelters and assist with evacuations.

#### **During Hurricane or Natural Disaster:**

In the event Monroe County Emergency Management Department activates in-county shelters, the CRA staff will, if possible and allowable, provide assistance to the off-site shelters with monitoring of the homeless client population. Employees should expect to work their normally scheduled hours, just at the off-site location. At that time the employees are also under the jurisdiction of the governing agency of the in-county shelter, and are there to specifically assist in efforts to shelter homeless residents during the emergency response.

#### **Post-hurricane:**

1. Retrieve paper records, supplies, and electronic equipment.
2. Reopen services and notify other local agencies that Case Management offices have re-opened

#### **Fire**

In case of fire, shelter employees should immediately call 9-1-1. If appropriate, staff should evacuate clients from the immediate area and utilize on site fire extinguishers. If reasonable measures to extinguish the fire have been futile, staff should immediately evacuate the premises and notify the Shelter Manager and Executive Director.

#### **Diseases or pandemic outbreaks**

If there is a communicable disease or pandemic outbreak, the ED should consult with local health officials on the appropriate course of action. The ED may take the following actions among others to contain the disease or outbreak.

1. Consult with the Department of Health, County Emergency Management, and the City Manager.
2. Based on that consultation, determine the most appropriate course of action for the specific threat.
3. Modify operations in part, or as a whole, to make reasonable accommodations in the safest way possible for clients and staff based on the needs of the disease or pandemic outbreak.
4. Work with best practice standards of care dictated by the Department of Health, the City of Key West, Monroe County, and local health providers for the specific threat.
5. Collaborate and communicate with Shelter Manager regarding implementation of protocols, changes to operations, and any suspension or modification of current services.
6. Communicate with the City of Key West regarding implementation of protocols, changes to operations, and any suspension or modification of current services.



7. Communicate with the COC and other agencies regarding implementation of protocols, changes to operations, and any suspension or modification of current services.
8. Continually monitor the on-site situation in cooperation with the Shelter Manager to ensure best practices are being adhered to.
9. Continue these protocols and procedures until the threat has been deemed safe to resume previous operations.

The COVID-19 Pandemic of 2020 is an example of this portion of the Operational Plan at work. Through collaborative efforts and adherence to these policies, it was proven that agencies can quickly mobilize resources and install protocols which can protect not only the clients and staff, but the whole community.

#### **Other natural or man-made emergencies**

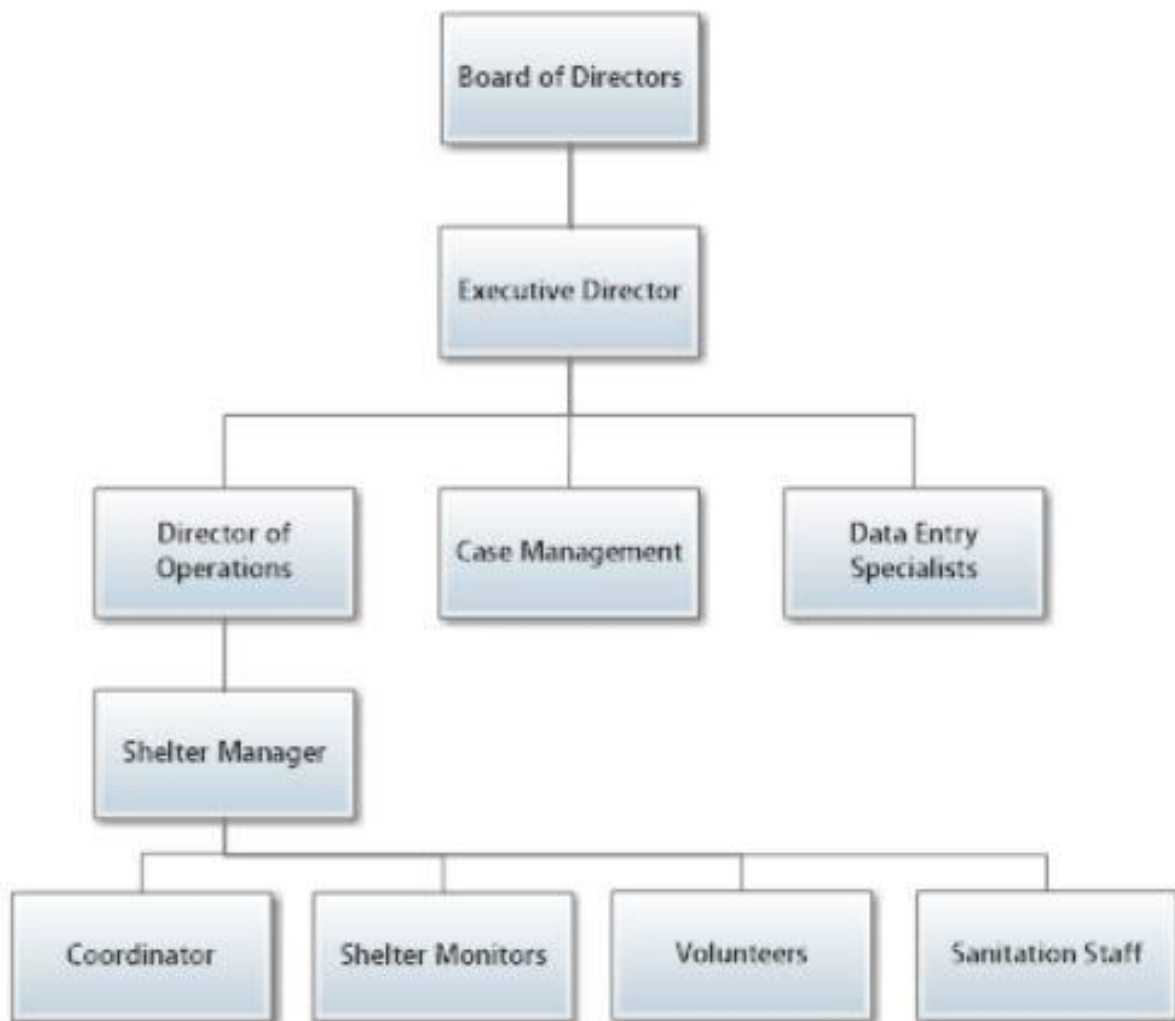
In emergencies other than those described in Natural Disasters, Fire, and Disease or Pandemic Outbreaks, the ED should consult with the appropriate officials and entities. After consultations, the ED may take the appropriate actions to mitigate the effects of the emergency, as long as these actions are in agreement and approved by the City Manager.



Cornerstone Resource Alliance, Inc.

Organizational Chart

**SHELTER ORGANIZATIONAL CHART**



V. 3 Updated 8/5/2023





## **STANDARD OPERATING PROCEDURE ATTACHMENTS**

Grievance Procedure

Shelter Policies and Procedures

Incident Report

Bed Inspection Report

## FAIR HEARING POLICY AND PROCESS

### GRIEVANCE PROCEDURE

As a client of the Low Barrier Emergency Homeless Shelter, operated by Cornerstone Resource Alliance Inc (CRA), a Florida not for profit corporation, you have the right to file a grievance and request a hearing to express disagreement with the staff's actions related to a policy, procedure or regulation of the facility. You have a right to receive a written response to your grievance or complaint.

After attempts to mediate the complaint with the Shelter Manager have been exhausted, CRA will accept a written grievance/request for hearing from you (or a representative you have authorized) to express a disagreement. This grievance must be submitted to the Executive Director within 5 business days of the disputed act (or failure to act). This can be mailed to PO Box 1903 Big Pine Key FL 33043 or emailed to [keysra@keysra.org](mailto:keysra@keysra.org)

The Executive Director will schedule a meeting or phone call with you to resolve the dispute within 5 business days upon receipt of your grievance/request for hearing.

The Executive Director will render a written decision within 5 business days of this meeting.

If you are not satisfied with the Executive Director's written decision, you can submit a written request for appeal postmarked within 5 days of the date the Executive Director's decision was furnished to you. This can be mailed to PO Box 1903 Big Pine Key FL 33043 emailed to [michael.rogers@keybridgetreatment.com](mailto:michael.rogers@keybridgetreatment.com) or hand delivered to KOTS shelter manager or to a member of the case management staff.

CRA administration will schedule a hearing with at least two available members of the Board of Directors within 5 business days of the first business day after receiving your request for appeal.

Upon conferring with the available members of the CRA Board of Directors, the Chair of the Board of Directors will determine whether or not the policy, procedure, or regulation was correctly applied, based upon the information presented in the hearing. The decision of the Chair of the Board of Directors will be final.

CRA will provide special accommodations, auxiliary aids and services as defined by Section 504 and the ADA Rehabilitation Act of 1973.

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Client signature

---

Date



## Cornerstone Resource Alliance, Inc (CRA)

### **SHELTER POLICIES AND PROCEDURES**

*Revised 09/01/2022*

1. ***CRA MAY NOT FIT YOUR PERSONAL NEEDS:*** IN ORDER TO DETERMINE THIS UPON INTAKE, CLIENTS MUST VISIT THE CASE MANAGEMENT OFFICE WITHIN 48 HOURS OF THEIR INTAKE. THIS POLICY HELPS PROVIDE CLIENTS WITH THE INFORMATION THEY NEED TO ESTABLISH HOUSING AS QUICKLY AS POSSIBLE.
2. ***TAKE CARE OF WHAT IS IMPORTANT TO YOU:*** EACH PERSON IS RESPONSIBLE FOR THEIR OWN BELONGINGS AT ALL TIMES. CRA STAFF IS NOT RESPONSIBLE FOR ANY LOST OR STOLEN PROPERTY. ANY ITEMS LEFT INSIDE OR OUTSIDE OF CRA WILL BE CONSIDERED ABANDONED AND WILL BE DISCARDED AND/OR GIVEN TO CHARITY.
3. ***CRA MAY NOT SUPPORT YOUR MEDICAL NEEDS:*** THE HOMELESS SHELTER IS NOT A MEDICAL FACILITY, NOR IT IS ABLE TO ACCOMMODATE CLIENTS WITH MEDICAL NEEDS BEYOND ITS INTENDED BASIC CAPABILITIES. WHILE EVERY EFFORT WILL BE MADE TO REASONABLE ACCOMMODATE APPROPRIATE REQUESTS, PLEASE BE ADVISED THAT MANAGEMENT RESERVES THE RIGHT TO DENY ACCOMODATIONS BASED ON THE FACILITY AND STAFF CAPABILITIES.
4. ***CRA UNFORTUNATELY HAS LIMITED SPACE:*** CLIENTS ARE ONLY ALLOWED TO STORE ITEMS THAT WILL FIT IN THE **ONE TOTE** PROVIDED BY CRA. ONE BACKPACK OR PURSE IS PERMITTED TO CARRY YOUR DAILY USE BELONGINGS. TOTES ARE SUBJECT TO INSPECTION AT ANYTIME BY CRA STAFF MEMBERS.
5. ***CRA IS UNABLE TO PROVIDE FOR CHILDREN:*** NO ONE UNDER THE AGE OF 18 IS ALLOWED ON CRA PROPERTY AT ANYTIME.
6. ***WE WANT TO KEEP EVERYONE SAFE:*** CRA IS A DRUG AND WEAPONS FREE SHELTER. CRA CLIENTS ATTEMPTING TO BRING, USE, DISTRIBUTE, OR SELL ANY CONTRABAND ON PROPERTY WILL BE ASKED TO LEAVE THE PREMISES AND WILL BE SUBJECT TO SUSPENSION FROM CRA PROPERTY. CONTRABAND INCLUDES BUT NOT LIMITED TO: ILLEGAL DRUGS, ALCOHOL, WEAPONS OR DANGEROUS OBJECTS SUCH AS KNIFES, BOX CUTTERS. RAZORS, TOOLS, ETC.
7. ***NOT EVERYONE IS A SMOKER:*** SMOKING IS ONLY PERMITTED IN THE FRONT COMMON AREA AND IN THE PICNIC TABLE AREA BY THE BACK TENT.
8. ***INSECTS AND INTRUSIVE WILDLIFE IN KEY WEST:*** RODENTS AND INSECTS ARE LOOKING FOR FOOD AT THE SHELTER! THEY CARRY DISEASE AND CREATE A HEALTH HAZARD; THEREFORE, NO FOOD NOR DRINK ARE PERMITTED IN THE DORMS. ***(Only exception is bottled water).*** ***FEEDING ANY ANIMALS IS STRICTLY PROHIBITTED AND COULD RESULT IN SUSPENSION FROM THE SHELTER.***
9. ***GOOD HYGIENE KEEPS EVERYONE HEALTHY:*** SHOWERS ARE MANDATORY FOR ALL NEW INTAKES AND FOR ALL CLIENTS. SHOWERS ARE LIMITED TO 10 MIN PER CLIENT. TOWELS WILL BE PROVIDED BY STAFF AND MUST BE IMMEDIATELY RETURNED AFTER USE.
10. ***TO PROVIDE A CLEAN BED WE NEED CLEAN SHEETS:*** ALL CRA SHEETS WILL BE RETURNED NO LATER THAN 9:00 AM. IF YOU HAVE PERSONAL SHEETS, MAKE SURE TO WRITE YOU NAME AND REMOVE THEM FROM YOUR BED AS THEY ARE SUBJECT OF BEING COLLECTED AND WASHED BY STAFF. THIS MAY RESULT IN YOUR SHEETS NOT BEING RETURNED TO YOU. IN ADDITION, IF STAFF DETERMINES YOUR SHEETS ARE NOT CLEAN, THEY WILL BRING TO YOUR ATTENTION AND SHEETS WILL BE REMOVED TO EITHER BE WASHED OR REPLACED.
11. ***LET'S KEEP EACH OTHER SAFE AND AVOID AWKWARD SITUATIONS:*** DORMS, SHOWERS, AND BATHROOMS ARE NOT CO-ED. MEN AND WOMEN ARE NOT PERMITTED IN THESE AREAS TOGETHER AT ANYTIME. ALSO, PUBLIC DISPLAY OF AFFECTION IS TO BE KEPT TO A MINIMUM.
12. ***LET'S AVOID BED BUGS:*** MATS ARE NOT TO BE MOVED OR SWAPPED FOR ANY REASONS WITHOUT STAFF PERMISSION. CLIENTS ARE NOT TO SWITCH BEDS OR OCCUPY ANY BED WITHOUT STAFF PERMISSION.
13. ***AGAIN, LETS KEEP EACH OTHER SAFE AND AVOID AWKWARD SITUATIONS:*** CLIENTS MUST BE FULLY DRESSED TO INCLUDE SHIRTS AND SHOES IN COMMON AREAS OF CRA PROPERTY AT ALL TIMES. DO NOT CHANGE CLOTHES IN DORMS OR TENTS ***(REMEMBER: CAMERAS ARE LOCATED IN DORMS AND TENT!)*** CHANGING MUST OCCUR IN THE BATHROOMS. ADDITIONALLY, ANY CLOTHING STAFF DEEMS TO BE INAPPROPRIATE FOR ANY REASON MUST BE CORRECTED BY THE CLIENT IMMEDIATELY.



## Cornerstone Resource Alliance, Inc (CRA)

14. **EVERYONE HERE IS EQUAL AND IN NEED OF ASSISTANCE:** RACIST AND/OR DISCRIMINATORY REMARKS AND AGGRESSIVE BEHAVIOR WILL NOT BE TOLERATED AT CRA.
15. **FOR OUR SAFETY AND YOURS:** YOUR PERSONAL PROPERTY AND POCKETS ARE SUBJECT TO SEARCH. IF ASKED TO EMPTY YOUR POCKETS OR BAGS PLEASE UNDERSTAND IT'S FOR THE SAFETY OF ALL OF US AND IT'S NOT PERSONAL.
16. **SOMETIMES WE ALL NEED SOME PEACE AND QUIET:** CELL PHONE, TABLET, GAMING SYSTEM, AND LAPTOP USE IN TENTS, DORMS, OR COMMON AREAS ARE ONLY TO BE USED WITH HEADPHONES OR VOLUME AT ZERO. ADDITIONALLY, TO ASSURE THAT EVERYONE CAN HAVE A RESTFUL NIGHT, AFTER 11 PM ALL CLIENTS MUST REMAIN ON THEIR ASSIGNED DORMS FOR THE NIGHT UNLESS FOR THE QUICK USE OF RESTROOMS OR IF AN EMERGENCY SITUATION ARISES.
17. **WE HAVE TO BE GOOD NEIGHBORS:** WE SHARE THE PROPERTY WITH THE SHERIFF'S OFFICE AND THE CONDO COMPLEX IS A VERY CLOSE NEIGHBOR: THEREFORE, THE CRA BIKE PARKING/VEHICLE PARKING IS NOT AN AUTHORIZED COMMON AREA.
18. **NOT EVERYONE WANTS OTHERS TO KNOW THEY ARE HERE:** NO AUDIO OR VIDEO (INCLUDING FACETIME) ARE ALLOWED. RESPECT EACH OTHERS PRIVACY. NOT EVERYONE WANTS THEIR WHEREABOUTS TO BECOME PUBLIC INFORMATION THROUGH VIDEO OR AUDIO ON SOCIAL MEDIA PLATFORMS!
19. **MAKE SURE YOU HAVE A BED FOR THE NIGHT:** ALL CLIENTS MUST CHECK OUT ONCE A DAY AND IN ONCE A DAY WITH THE STAFF MEMBER WORKING IN THE BOOTH. UPON CHECK OUT THEY MUST INFORM STAFF IF THEY REQUIRE A BED FOR THE UPCOMING EVENING. FAILURE TO DO SO MAY RESULT IN A LOSS OF BED FOR THAT NIGHT. IF A CLIENT RESERVES A BED AND DOESN'T SLEEP IN IT, THEY WILL HAVE TO WAIT UNTIL ANOTHER BED OPENS UP FOR USE. (CONFIRMED WORK OR HOSPITAL STAY ARE THE ONLY EXCEPTIONS). NOTE THAT EVERY NIGHT STAFF MEMBER WILL DO A HEAD COUNT. IN THE EVENT THAT A CLIENT WITH A RESERVED BED IS NOT HERE WITHOUT PROPER JUSTIFICATION PROVIDED, CLIENT WILL LOSE A BED WITH NO GUARANTEE THAT ANOTHER WILL BE AVAILABLE THE NEXT DAY.
20. **SAFETY FOR ALL IS MOST IMPORTANT:** CRA RESERVES THE RIGHT TO SUSPEND USE OF THE SHELTER TO ANY CLIENT THAT HARASSES STAFF OR POSES ANY THREAT TO THE SAFETY AND INTEGRITY OF THE FACILITY OR ITS OPERATIONS.
21. **HARDWORK DESERVES REWARD:** CLIENTS WHO ARE EMPLOYED FULL TIME AND CAN PROVIDE PROOF OF EMPLOYMENT HAVE BEDLIST PRIORITY OVER NON-WORKING CLIENTS. **NOTE:** ACCEPTABLE PROOF OF EMPLOYMENT IS PAYSTUBS ONLY.
22. **PET POLICY:** CRA HAS A **NO PET** POLICY. SERVICE DOGS ARE ALLOWED ON A CASE BY CASE BASIS ONLY TO BE EVALUATED BY CRA SHELTER MANAGER AND SHELTER DIRECTOR.

CRA IS COMMITTED TO ASSIST ALL CLIENTS AT THE SHELTER BUT WE ALSO NEED YOUR COMMITMENT TO FOLLOW THESE BASIC RULES THAT ARE IN PLACE FOR EVERYONES' SAFETY AND WELL BEING. FAILURE TO FOLLOW THEM COULD RESULT IN SUSPENSION FROM CRA WITH A MINIMUM OF 1 NIGHT AND MAXIMUM OF PERMANENT EVICTION. OUR GOAL IS NOT TO SUSPEND CLIENTS; HOWEVER, STAFF WILL ALWAYS PUT THE SAFETY OF OUR FACILITY AND WELL BEING OF ALL FIRST.

I HAVE READ AND AGREE TO FOLLOW CRA POLICIES AND PROCEDURES.

SIGNATURE:

PRINT:

DATE:

# CORNERSTONE RESOURCE ALLIANCE

## Incident Report (Revised 12/10/22)

Name \_\_\_\_\_  
(Last) (First)

### TYPE OF INCIDENT

- |  |                               |                     |
|--|-------------------------------|---------------------|
| <input type="checkbox"/> 1. Verbal Abuse   | 6. MISSING CURFEW/HEAD COUNT  | 11. RACIAL SLURS    |
| <input type="checkbox"/> 2. Physical Abuse | 7. NOT IN DORM FOR HEAD COUNT | 12. THIEFT/STEALING |
| <input type="checkbox"/> 3. Alcohol/Drugs  | 8. DAMAGING/VANDELIZING KOTS  | 13. KNIFE/WEAPONS   |
| <input type="checkbox"/> 4. Abuse of Staff | 9. FOOD OR DRINK IN DORM      | 14. OTHER           |
| <input type="checkbox"/> 5. HOSPITAL       | 10. IN OFF LIMIT AREAS        |                     |

Date \_\_\_\_\_ Time \_\_\_\_\_

Staff Name \_\_\_\_\_

Witnesses \_\_\_\_\_

Description of Incident \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**CLIENT ACKNOWLEDGEMENT:** \_\_\_\_\_

Staff Recommendation \_\_\_\_\_

REPEATED INCIDENT

### ADMINISTRATION ONLY

IF NOT TRESPASSED, CLIENT RETURNING DATE: \_\_\_\_\_

\_\_\_\_\_  
Director of Operation  
Jav Vanderhoof

\_\_\_\_\_  
Shelter Manager  
Luis Ortiz

# BED INSPECTION REPORT

**DATE AND TIME:** \_\_\_\_\_ **BED NUMBER:** \_\_\_\_\_

**CLIENT'S NAME:** \_\_\_\_\_

**STAFF:** \_\_\_\_\_

## CLIENT'S BED DOES NOT CONFORM TO THE FOLLOWING CRA GUIDELINES

**FOOD:** \_\_\_\_\_

\_\_\_\_\_

**DIRTY LINE:** \_\_\_\_\_

\_\_\_\_\_

**DIRTY CLOTHING:** \_\_\_\_\_

\_\_\_\_\_

**TRASH:** \_\_\_\_\_

\_\_\_\_\_

**EXCESSIVE BELONGINGS:** \_\_\_\_\_

\_\_\_\_\_

**OTHER:** \_\_\_\_\_

\_\_\_\_\_

THE CLIENT HAS 24 HOURS TO FIX ALL ITEMS LISTED AND  
TO BE WITHIN CRA GUIDELINES. FAILURE TO COMPLY  
COULD RESULT IN EVICTION FROM THE SHELTER.

TAB C1  
JUNE 2023  
OPERATIONAL  
REPORT



CORNERSTONE RESOURCE ALLIANCE

# June 2023 Report

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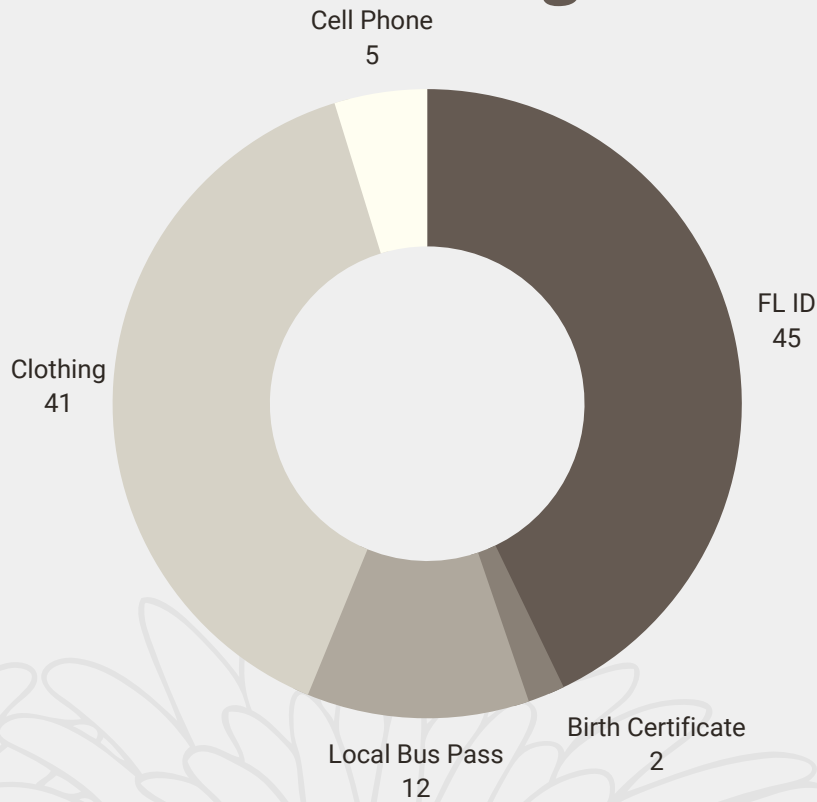
+1-305-292-2744

KEYSCRA@KEYSCRA.ORG

WWW.KEYSCRA.ORG



# CRA Case-Management



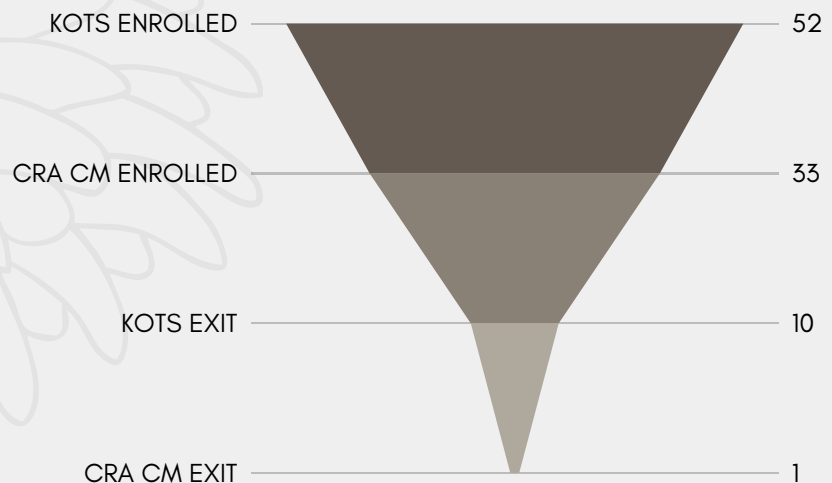
## SERVICE SUMMARY :

CRA's Case Management team, Teresa Wallace, Anne Barnett, and Mecaya Underwood provided 357 services to 162 Unduplicated clients in June 2023, both sheltered and unsheltered, with an average of 2 service per client. CRA Case-Managers had 33 total new intakes clients. CRA outreach helped 3 clients with obtaining their birth/marriage certificate and they assisted 23 clients with getting a Florida ID. CRA outreach was also able to provide 15 new clients with bus passes for the purposes of making it easier to look for jobs and/or making it easier to get around due to a disability (acute or chronic).

CRA also provided 27 clients assistance in obtaining shoes/clothing that were necessary for their new jobs or job searches. Also during the colder months of the year client can get warm clothing with the vouchers. All 27 clients were given clothing vouchers for them to use at the Salvation Army. This voucher allows clients to pick out a few clothing items, a backpack, and shoes (if they have them).

In the past, if a client had specific job uniform requirements. CRA has purchased specific clothing/shoes that were necessary for employment, and that they could not otherwise have gotten with the clothing voucher for Salvation Army.

## INTAKES & EXITS



# Our 2023 Programs



Thanks to grant funding from the Monroe County Continuum of Care (COC), 6 clients were successfully relocated, during June 2023, to better situations, where they have housing, support and/or employment waiting for them. CRA Case Managers, collaborate with client's friends and family to ensure the best possible scenario for the client. This collaboration sometimes ends up in a relocation. The Florida Keys are not always the best place for persons of homelessness to overcome their own personal battles, whether it be health issues or overcoming the high cost of living in the Florida Keys, our relocation program helps to overcome these hurdles. By providing a one-way bus ticket via Greyhound, clients can relocate to a better living situation.



CRA Case Managers know that helping people maintain good health improves quality of life for all. They also understand that one unanticipated expense on medical care could put a large stress on overall progress overcoming homelessness.

During June 2023, CRA case managers helped 2 clients pay for prescriptions needed to maintain health to individuals with no other means of help.

Additionally, CRA Case Managers helped 5 clients with referrals and/or advocacy for Medical Care during June 2023.



While access to mobile technology may not solve homelessness, it could assist in enabling access to important services like health care and employment, and personal or family networks. Moreover, mobile connectivity helps for those seeking housing, meals, public transit, and legal information and advice.

During June 2023, CRA case managers helped 10 clients with applying for a cell phone through the government program.

# Shelter Operations:

Under the direction of Director of Operations Jay Vanderhoof, during June 2023 the Keys Overnight Temporary Shelter had a total of 193 unduplicated clients stay with an average stay of 19 nights per client. Shelter Manager, Luis Ortiz, who assists in overseeing the daily operations of the shelter, processed 52 New Enrollments/Intakes. There were 3,607 bed nights during June 2023. Since the shelter is 24 hours, Breakfast, Lunch, and Dinner are served daily to CRA Shelter residents. Thank you to CRA's hard working staff for all your help!





## **KEYS OVERNIGHT TEMPORARY SHELTER K.O.T.S.**

### **DONATIONS & VOLUNTEERS**

CRA is always in need of helping hands! If you're interested in helping us out, please visit our website. <https://www.keyscra.org/volunteer-2>.

Homelessness is a hot topic and largely misunderstood. CRA is always in need of support. However, if you feel led to support our mission, we want to meet you there, and provide ways to get you involved! Whether it's volunteering at an event, being a part of our community advocacy group, or a monetary donation, please click below to see how you can be part of the social justice advocacy that we are providing in our community. Visit us at our website: [www.keyscra.org](http://www.keyscra.org) for more information.

**Anyone wishing to donate or volunteer  
can contact Elicia Pintabona at**

**305-393-2972 or email  
[keyscra@keyscra.org](mailto:keyscra@keyscra.org)**

**For additional information on CRA and  
it's programs visit [www.keyscra.org](http://www.keyscra.org)**

**TAB D**

**OPS. DIRECTOR**

**RESUME & JOB**

**DESCRIPTION**

# **RICHARD J. VANDERHOOF**

1264A Matthew Perry Rd. Key West, FL. 33040 609-374-2075 Jayhoof23@gmail.com

## **Professional Summary:**

Over 20 years of military experience supervising, training, and motivating team members in the most challenging and humbling work environments.

## **Experience:**

### ***Director of Operations (Cornerstone Resource Alliance), Key West FL July 2022- present***

- Create policy and procedure for shelter operations.
- Oversee shelter operations to provide service to over 162 homeless individuals to include serving meals, assigning beds, enforcing shelter policy, and arranging client case management services.
- Liaison between Cornerstone Resource Alliance and other agencies who support the mission of helping the homeless.

### ***Homeless Shelter Manager (Cornerstone Resource Alliance), Key West FL January 2021- July 2022***

- Manage Shelter Staff consisting of 11 members.
- Ensure shelter policy and procedures are carried out by staff members.
- Responsible for safety, cleanliness, and overall wellbeing of staff/clients while on shelter grounds.

### ***Assistant Facilities Manager (The Perry Hotel and Stock Island Marina), Key West, FL Aug 2020 -Jan 2021***

- Managed 6 team members and maintained a 43-acre property consisting of 3 bars, a restaurant, two swimming pools, 100 room hotel, and an 80-slip marina.
- Managed the procurement process and preventative maintenance schedule for all property and assets that were facility related.
- Coordinated vendor services for all facility related inspections, state compliance, specialized technical repairs, and project estimates.

### ***Senior Manager (U.S Coast Guard Chief Petty Officer), East Moriches, NY Jun 2014 – Oct 2019***

- Managed 5 team members in the maintenance of 7 Coast Guard facilities in Long Island which consisted of 5 buildings and 20 Coast Guard vessels.
- Maintained and operated a vessel haul out facility and conducted over 50 vessels haul out saving the Coast Guard over \$200,000 in outsourced contract costs.
- Scheduled, supervised, and performed maintenance which included the cleanliness and upkeep of a historical Coast Guard 5,000+ square foot building, and a 2,000+ square foot office building.

### ***Division Head (U.S Coast Guard Chief Petty Officer), Key West, FL Jun 2013 - Jun 2014***

- Supervised and conducted the safety and security of 200+ illegal migrants for while planning their repatriation process back to their country of origin.
- Served as the Senior Enlisted member on board Coast Guard Cutter Kodiak Island responsible for the wellbeing and morale of the crew.
- Supervised all custodial duties on board a 110' Coast Guard vessel and procured new supplies monthly.

### ***Department Supervisor (U.S Coast Guard 1<sup>st</sup> Class Petty Officer), Key West, FL Jun 2012 - Jun 2013***

- Certified in Shipboard firefighting, damage control and personnel first aid.
- Scheduled the shift rotations for the Engineering Department which consisted of 40 members for 4-hour shifts over a 24-hr. continuous watch period.
- Trained 40 team members in Engine room casualty response.

### ***Department Supervisor (U.S Coast Guard 1<sup>st</sup> Class Petty Officer), Boston, MA Jun 2009 - Mar 2012***

- Qualified as Maritime Law Enforcement Boarding Officer and lead a four-man team in over 50 law enforcement operations in the Caribbean Sea and North Atlantic Ocean.

- Conducted boarding missions including alien immigration, drug interdiction, and fisheries regulation.
- Certified as the Ship's Health and wellness coordinator. Responsible for providing information and assistance to the crew in nutrition and exercise regiments.

***Division Head (U.S Coast Guard 1<sup>st</sup> Class Petty Officer), Cape May, NJ Aug 2006 - May 2009***

- Certified as a Coast Guard Classroom instructor and instructed Coast Guard recruits in a classroom setting.
- Conducted and responsible for an 8-week recruit boot camp training program for 800+ recruits.
- Managed 2 individuals in the Company Commander School program and successfully graduated 20+ Coast Guard members and certified them as Recruit Company Commanders.

**Education and Training**

- Senior Enlisted Service Academy
- Maritime Law Enforcement Boarding Officer School
- Instructor Development School
- Central Connecticut State University
- American Military University
- Civil Rights Awareness Training
- Sexual Harassment Prevention Training
- Suicide Prevention Training

**Volunteer Experience**

- Youth Football Coach- Cape May, NJ
- Special Olympics- Key West, FL
- Youth Baseball Coach- Bellport, NY
- Youth Basketball Coach- CYO Mary Immaculate Church Bellport, NY



<b>Job Title:</b>	Director of Operations	<b>Job Category:</b>	Shelter Administration
<b>Location:</b>	5537 College Rd. Key West, FL 33040	<b>Travel Required:</b>	No
<b>Salary Range:</b>	Salary \$65,000.00 - \$80,000/annually	<b>Position Type:</b>	Full Time
<b>Will Train Applicant(s):</b>	Yes	<b>Reports To:</b>	Executive Director
<b>Applications Accepted By:</b>			
<b>EMAIL:</b> <a href="mailto:keysra@keysra.org">keysra@keysra.org</a> Subject Line: Director of Operations Application		CRA utilizes Indeed and/or Social media platforms to advertise job openings. Candidates should follow the appropriate avenues to submit their application or email their application and resume to the email addresses listed in the EMAIL portion of this job description.	
<b>Job Description</b>			
<b>ROLE AND RESPONSIBILITIES</b> <ul style="list-style-type: none"> <li>Improving the operational processes for the shelter through analysis and collaboration</li> <li>Working with upper management and connected agencies for a long-term operational plan</li> <li>Recommending staffing levels and work plans for the shelter</li> <li>Preparing oversight reports on the activities of the shelter for the Executive Director as requested, as well as other materials necessary to obtain/maintain funding and to show compliance with funding agreements.</li> <li>Analyzing the performance of support functions for the shelter and suggests improvement areas.</li> <li>Participating in community education, meetings, and conferences as appropriate.</li> <li>Set guidelines for employee recruitment, evaluations and advancement</li> </ul>			
<b>QUALIFICATIONS AND EDUCATION REQUIREMENTS</b> High School Diploma or Equivalent. Employee must have a valid driver's license.			
<b>PREFERRED SKILLS</b> Management and or leadership training. Candidate must be highly organized, flexible, and should possess supervisory skills and leadership presence. Attention to detail, strong communication and interpersonal skills, and an attitude of general responsibility and accountability will make a candidate successful in this role.			
<b>ADDITIONAL NOTES</b> This employee works closely with the Executive Director to ensure the highest level of integrity, professionalism, and safety regarding the daily operations of the shelter facility. Due to the fact that the shelter operates 7 days a week 365 days a year, situations may and will arise in which the D.O. will be called upon to report or respond either in person or via phone or text during times when they are not scheduled. Communication is a vital component for the successful operation of the facility.			
<b>Last Updated By:</b>	E. Pintabona	<b>Date:</b>	8.29.2022



**TAB E**

**2022**

**NEWSLETTER/  
OPERATIONAL  
RESULTS**

# NEWSLETTER

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## LOOKING BACK AT 2022

Plans for building a new shelter, that have been in motion for years, have now been completely funded. In May 2022, the City of Key West was approved \$4.3 million in funding to be used towards building a permanent, storm-resistant, concrete and steel facility to replace the old "Temporary" shelter. The new shelter will continue to operate 24-hours while providing wraparound services such as 3 meals a day, healthcare, Case Management, and other supportive services.

## NEW SHELTER TO BE BUILT

In July 2022, the City of Key West secured a temporary location for KOTS during the construction of the new shelter. The temporary shelter will be located on the Sheriffs property for use during construction. Plans for construction of the new shelter are moving along smoothly. The construction is projected to start towards the end of 2023.





2022 Shelter Operations

2022 marked CRA's Second full year in operation. It has been an amazing year. In the beginning of 2022, Luis Ortiz, was promoted to Shelter Manager.

During this time, the Keys Overnight Temporary Shelter had a total of 709 unduplicated clients stay at KOTS with an average stay of 136 clients per night, and there were 49,756 total bed nights in 2022.

Under the direction of Director of Operations Jay Vanderhoof, the database shows that Shelter staff did 168 New Enrollments/Intakes and Exited 530 clients in 2022.

Since the shelter is 24 hours, Breakfast, Lunch, and Dinner are served daily to CRA Shelter residents at the shelter. Thank you to CRA's hard working staff for all your help!

*"A total of 709 unduplicated clients stay at KOTS with an average stay of 136 clients per night, and there were 49,756 total bed nights in 2022."*



What's to come at KOTS?

As we enter into 2023, the shelter will be moving to it's new location, further back on the Sherriff's property, during the constructions of the new shelter. We will also be hosting AA meetings at the shelter. These meetings will be posted at the shelter weekly.



# CRA CASE MANAGEMENT



## RELOCATIONS 2022

Thanks to grant funding from the Monroe County Continuum of Care(COC), 39 clients were successfully relocated, during 2022, to better situations, where they have housing, support and/or employment waiting for them. CRA Case Managers, collaborate with client’s friends and family to ensure the best possible scenario for the client. This collaboration sometimes ends up in are location. The Florida Keys are not always the best place for persons of homelessness to overcome their own personal battles, whether it be health issues or overcoming the high cost of living in the Florida Keys, our relocation program helps to over come these hurtles. By providing a one-way bus ticket via Greyhound, clients can relocate to a better living situation.



## SERVICES 2022

CRA's Case Management Team had a busy 2022. During 2022, CRA’s Case Management team, Teresa Wallace, Anne Barnett, Nubia Rusko and Mecaya Underwood provided 4,192 services to 801 Unduplicated clients. CRA Case Managers provide services to both sheltered and unsheltered clients, with an average of 5 service per client during 2022. CRA Case Managers did 445 new client enrollments/intakes. During 2022, CRA’s Case Managers helped 70 clients with obtaining their birth and/or marriage certificate and they assisted 375 clients with getting a Florida ID. These type of ID services help in client’s establishment of supportive services, jobs and housing. CRA’s Case Managers were also able to provide 99 new client’s with a local bus pass for the purposes of making it easier to look for jobs and/or making it easier to get around due to a disability (acute or chronic).



## CLOTHING HELP 2022

Case Managers provided 329 clients assistance in obtaining shoes/clothing that were necessary for their new jobs or job searches. 313 of these clients were given clothing vouchers for them to use at the Salvation Army. This voucher allows clients to pick out a few clothing items, a backpack, and shoes (if they have them). CRA was able to help purchase work clothing for 16 clients that had promise of employment and had no other means of obtaining these items.

# CRA CASE MANAGEMENT CONTINUES



## BIKE PROGRAM 2022

CRA case manager Anne Barnett, with the support of local activist Dr. Shirley Freeman, initiated “Jump Start” after Barnett noticed an abundance of abandoned bikes around town. Sensitive to her clients need for transportation, Barnett has obtained bikes from the Key West Police Department in the past, so she put in a call to the KWPD, who referred her to Bill Garner, security provider at the Key West Bight Marina for the City of Key West. With Garner’s help, Barnett, along with other CRA staff and clients, collected more than 75 abandoned bicycles from both Bight area and the Old Town Parking Garage, that was just the beginning.

During 2022, around 179 bikes were donated and fixed. CRA was able to provide bikes to clients in need of transportation for work. Great job Team!

Anyone wishing to donate bikes or bike equipment to the program can contact Elicia Pintabona at 305-393-2972 or email [keysra@keysra.org](mailto:keysra@keysra.org).

## RENTAL AND UTILITY ASSISTANCE 2022

Through a very generous grant from the Continuum of Care (COC), CRA’s Case Managers, Teresa Wallace and Anne Barnett, launched their first Housing Rental Assistance and Utility Assistance Program in 2021.

Rental and utility assistance sharply reduces adults experiencing homelessness, studies find, likely in part by easing the stress related to the risk of evictions, homelessness, and other housing instability. In addition, it connects these adults to other wrap around services to aid in the help to keep these persons housed.

In 2022, CRA was able to help 72 individuals and/or families with Rental Assistance at a cost of \$93,371. CRA assisted 3 individuals and/or families with Utility assistance at a cost of \$1,708. Additionally, 23 individuals were helped placed into permanent housing situations through identifying each individuals circumstances.







# DONATIONS AND VOLUNTEERS

## VOLUNTEERS

CRA is a non-profit committed to serving the underserved. We have a 120 bed non-fee based shelter that is open 24 hours a day and 7 days a week, serving 3 meals a day. CRA is always in need of helping hands! If you're interested in helping please visit our website.

<https://www.keyscra.org/volunteer-2>

Homelessness is a hot topic and largely misunderstood. CRA is always in need of support. However, if you feel led to support our mission, we want to meet you there, and provide ways to get you involved! Whether it's volunteering at an event, being a part of our community advocacy group, or a monetary donation, see how you can be part of the social justice advocacy that we are providing in our community.

Visit us at our website: [www.keyscra.org](http://www.keyscra.org) for more information. Or call 305-393-2972 or email at [keyscra@keyscra.org](mailto:keyscra@keyscra.org)

## DONATIONS

CRA is always in need of Donations! If you're interested in donating to our organization, please visit our website.

# TAB F

## FINANCIALS

**Cornerstone Resource Alliance, Inc.**

**Financial Statements**

**Year Ended June 30, 2022**



## Table of Contents

Independent Auditor's Report.....	1 - 2
-----------------------------------	-------

### **Financial Statements**

Statement of Financial Position.....	3
Statement of Activities.....	4
Statement of Functional Expenses.....	5
Statement of Cash Flows.....	6
Notes to the Financial Statements.....	7 - 13



INTEGRITY.....KNOWLEDGE.....SERVICE.....COMMITMENT®

## Independent Auditor's Report

To the Board of Directors  
Cornerstone Resource Alliance, Inc.  
Summerland Key, Florida

### ***Opinion***

We have audited the accompanying financial statements of Cornerstone Resource Alliance, Inc. (the "Organization") (a non-profit corporation), which comprise the statement of financial position as of June 30, 2022 and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Cornerstone Resource Alliance, Inc. as of June 30, 2022, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### ***Basis for Opinion***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Cornerstone Resource Alliance, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events considered in the aggregate, that raise substantial doubt about Cornerstone Resource Alliance, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

### **Affiliations**

American Institute of Certified Public Accountants ♦ Florida Institute of Certified Public Accountants

239-433-1002 ♦ [www.stroemercpa.com](http://www.stroemercpa.com)

14030 Metropolis Avenue, Suite 200, Fort Myers, FL 33912

Fort Myers ♦ Jacksonville\* ♦ Miami ♦ Naples\* ♦ Orlando\* ♦ Sanibel ♦ Tampa\* ♦ West Palm Beach\*

\*By Appointment Only

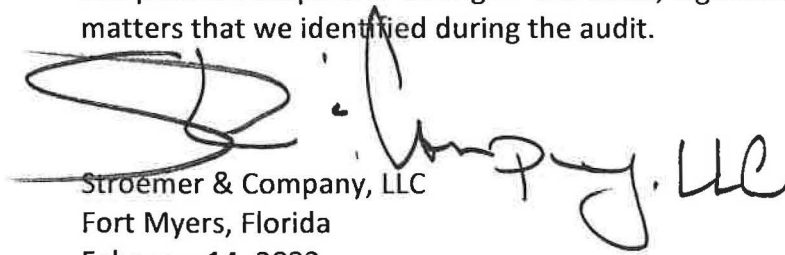
### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Cornerstone Resource Alliance, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Cornerstone Resource Alliance, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.



Stroemer & Company, LLC  
Fort Myers, Florida  
February 14, 2023

**Cornerstone Resource Alliance, Inc.**  
**Statement of Financial Position**  
**June 30, 2022**

**Assets**

Cash and cash equivalents	\$ 75,507
Grants receivable	104,167
Beneficial interest in assets held by others	10,255
Property and equipment, net	55,993
<b>Total assets</b>	<b>\$ 245,922</b>

**Liabilities and net assets**

Accounts payable	\$ 8,366
Accrued liabilities	7,579
<b>Total liabilities</b>	<b>15,945</b>

**Net assets**

With donor restrictions	229,977
Without donor restrictions	-
<b>Total net assets</b>	<b>229,977</b>
<b>Total liabilities and net assets</b>	<b>\$ 245,922</b>

The accompanying notes are an integral part of this statement.

**Cornerstone Resource Alliance, Inc.**  
**Statement of Activities**  
**For the Year Ended June 30, 2022**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Revenues</b>			
Grant and contract income	\$ -	\$ 1,105,755	\$ 1,105,755
Contributions	7,555	-	7,555
Interest income	582	-	582
Other income	343	-	343
	<u>8,480</u>	<u>1,105,755</u>	<u>1,114,235</u>
Total support and revenue	<b>8,480</b>	<b>1,105,755</b>	<b>1,114,235</b>
<b>Net assets released from restrictions</b>	<u>1,105,755</u>	<u>(1,105,755)</u>	<u>-</u>
Total support, revenue and reclassifications	<b>1,114,235</b>	<b>-</b>	<b>1,114,235</b>
<b>Expenses</b>			
Program Services	916,750	-	916,750
Support Services	91,241	-	91,241
Fundraising	-	-	-
	<u>1,007,991</u>	<u>-</u>	<u>1,007,991</u>
Total expenses	<b>1,007,991</b>	<b>-</b>	<b>1,007,991</b>
Change in net assets	<b>106,244</b>	<b>-</b>	<b>106,244</b>
Net assets as of July 1, 2021	<u>123,733</u>	<u>-</u>	<u>123,733</u>
Net assets as of June 30, 2022	<u><b>\$ 229,977</b></u>	<u><b>\$ -</b></u>	<u><b>\$ 229,977</b></u>

The accompanying notes are an integral part of this statement.

**Cornerstone Resource Alliance, Inc.**  
**Statement of Functional Expenses**  
**For the Year Ended June 30, 2022**

	<u>Program Services</u>	<u>Support Services</u>	<u>Fundraising</u>	<u>Total</u>
Client expenses	\$ 212,599	\$ -	\$ -	\$ 212,599
Administrative	4,987	86,797	-	91,784
Payroll	699,164	-	-	699,164
Utilities	-	4,444	-	4,444
<b>Total expenses</b>	<b><u>\$ 916,750</u></b>	<b><u>\$ 91,241</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 1,007,991</u></b>

The accompanying notes are an integral part of this statement.

**Cornerstone Resource Alliance, Inc.**  
**Statement of Cash Flows**  
**For the Year Ended June 30, 2022**

**Cash flows from operating activities:**

Cash collected from grants	\$ 1,032,648
Cash collected from contributions	7,555
Cash received from interest income	582
Cash received from other income	343
Cash paid for programs and support	(992,572)

<b>Net cash provided by operating activities</b>	<b>48,556</b>
--	---------------

**Cash flows from investing activities:**

Purchases of property and equipment	(56,042)
-------------------------------------	----------

<b>Net cash used in investing activities</b>	<b>(56,042)</b>
--	-----------------

<b>Net change in cash and cash equivalents</b>	<b>(7,486)</b>
--	----------------

Cash and cash equivalents	82,993
---------------------------	--------

Cash and cash equivalents at end of period	<b>\$ 75,507</b>
--	------------------

**Reconciliation of change in net assets to net cash provided by operating activities**

Change in net assets	\$ 106,244
----------------------	------------

**Adjustments:**

Depreciation	4,987
--------------	-------

**(Increase)/decrease in assets:**

Grants receivable	(73,107)
-------------------	----------

**Increase/(decrease) in liabilities:**

Accounts payable	8,212
------------------	-------

Accrued liabilities	2,220
---------------------	-------

<b>Net cash provided by operating activities</b>	<b>\$ 48,556</b>
--	------------------

The accompanying notes are an integral part of this statement.

**Cornerstone Resource Alliance, Inc.**  
**Notes to the Financial Statements**  
**For the Year Ended June 30, 2022**

**Note A - Summary of Significant Accounting Policies**

**1. Description of activities**

Cornerstone Resource Alliance, Inc. (the "Organization") was organized under the laws of the State of Florida on May 19, 2020, as a non-profit corporation. The Organization's purpose is to serve and provide resources to the homeless population and provide resources to the impoverished in Key West, Florida.

**2. Basis of accounting**

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The accounting and reporting policies of the Organization are in accordance with the accounting standards issued by the Financial Accounting Standards Board ("FASB") in the Accounting Standards Codification ("ASC").

**3. Financial statement presentation**

The Organization prepares its financial statements in accordance with the "Not-For-Profit Entities" topic of the FASB ASC. In accordance with this topic, the Organization is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

**4. Concentration of credit risk**

The Organization maintains its cash and cash equivalents balances at a financial institution in deposit accounts, which at times may exceed federally-insured limits. The Organization has not experienced any economic losses on such account balances and believes it is not exposed to any significant credit risk on its cash and cash equivalent balances.

**5. Statement of cash flows**

For purpose of the statement of cash flows, the Organization considers all unrestricted highly liquid investments with an initial maturity of three months or less to be cash equivalents.

**6. Property and equipment**

Property and equipment are recorded at cost, or if donated, at fair market value on the date of donation. Donated assets (when applicable) are recorded as support without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire furniture and equipment are reported as support with donor restrictions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies net assets with donor restrictions to net assets without restrictions at that time.

Depreciation is computed using the straight-line method over the estimated useful lives of the



**Note A - Summary of Significant Accounting Policies (continued)**

**Property and equipment (continued)**

assets.

The cost of assets retired or sold, together with the related accumulated depreciation, is removed from the accounts and any gain or loss on the disposal is recorded in the statement of activities.

**7. Impairment of long-lived assets**

The Organization adheres to the "Property, Plant and Equipment" topic of the FASB ASC to account for the impairment of long-lived assets. This topic requires, among other things, that entities identify events or changes in circumstances which indicate that the carrying amount of an asset may not be recoverable.

There was no effect on the Organization's financial statements resulting from this topic for the year ended June 30, 2022.

**8. Fair value of financial instruments**

The "Financial Instruments" topic of the FASB ASC clarifies the definition of fair value for financial reporting, establishes a framework for measuring fair value, and requires additional disclosure about the use of fair value measurements in an effort to make the measurement of fair value more consistent and comparable.

The Organization's financial instruments consist of cash and cash equivalents, accounts receivable, prepaid expenses, beneficial interest in assets held by others, and payables. The Organization estimates that the fair value of all financial instruments as of June 30, 2022 do not differ materially from the aggregate carrying values of its financial instruments recorded in the accompanying statement of financial position.

**9. Revenue recognition**

**Revenue from Exchange Transactions:**

The Organization recognizes revenue from these types of transactions in accordance with FASB Accounting Standards Update ("ASU") 2014-09, Revenue from Contracts with Customers, as amended. ASU 2014-09 applies to exchange transactions with customers that are bound by contracts or similar arrangements and establishes a performance obligation approach to revenue recognition. The Organization has not recorded any exchange transaction revenue in its statement of activities for the year ended June 30, 2022.

**Revenue from Non-Exchange Transactions:**

The Organization recognizes revenue from these types of transactions in accordance with FASB ASU 2018-08, Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made. ASU 2018-08 applies to non-exchange transactions. The Organization records the following non-exchange transaction revenue in its statement of activities for the year ended June 30, 2022:

**Note A - Summary of Significant Accounting Policies (continued)**

**Revenue recognition (continued)**

**Contributions**

Revenue from contributions is recognized at the time the support or contribution is made.

**Grant and contract income**

Revenues from grants and contracts are recognized pro-ratably over the grant or contract period as reimbursements are requested and barriers are met.

**10. Concentrations**

The Organization receives a substantial portion of its support and revenue primarily from local grants. If a significant reduction in the level of funding were to occur, it could have an adverse effect on the Organization's programs.

**11. Contributions**

The Organization accounts for its contributions in accordance with the "Not-For-Profit Entities" topic of the FASB ASC. In accordance with this topic, contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions depending on the existence and/or nature of any donor restrictions. All donor restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), donor restricted support is reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

**12. Donated services**

The Organization does not have a clearly measurable basis to value contributed and donated services. Any value of such services is not quantified and as such, is not reflected in the accompanying financial statements. The Organization receives donated services and goods, and a number of volunteers, including the Board of Directors, who have donated significant amounts of their time and expertise to the Organization.

**13. Functional expenses**

The Organization allocates its expenses on a functional basis among its various program and supporting services. Expenses that can be identified with a specific program service are allocated directly according to their natural expenditure classification. Other expenses common to several functions are allocated by various statistical basis.

**14. Advertising and marketing**

Advertising and marketing costs are charged to operations in the period in which the advertisement or marketing campaign occurs. Advertising and marketing costs for the year ended June 30, 2022 were \$2,810.

Cornerstone Resource Alliance, Inc.  
Notes to the Financial Statements  
For the Year Ended June 30, 2022

**Note A - Summary of Significant Accounting Policies (continued)**

**15. Income taxes**

The Internal Revenue Service has determined that the Organization is exempt from federal income taxes under Section 501 (c)(3) of the Internal Revenue Code. The Organization is a not-for-profit Florida corporation and therefore is not subject to state income taxes. The Internal Revenue Code provides for taxation of unrelated business income under certain circumstances. The Organization reports no unrelated business taxable income; however, such status is subject to final determination upon examination of the related tax returns by the appropriate taxing authorities.

The Organization's tax filings are subject to audit by various taxing authorities. Certain income tax returns filed by the Organization remain open to examination by these government agencies. The Financial Accounting Standards Board has issued guidance on accounting for uncertainty in income taxes and the Organization adopted this guidance. The Organization has evaluated its tax positions and any estimates utilized in its tax returns, and concluded that the Organization has taken no uncertain tax positions that require adjustment to the financial statements to comply with the provisions of this guidance. Interest and penalties associated with uncertain tax positions will be recognized in income tax expense, if required.

**16. Management estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amount of assets, liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Note B - Liquidity and Availability of Financial Assets**

The Organization's financial assets available within one year of the balance sheet date for general expenditures were as follows:

Cash and cash equivalents	\$ 75,507
Grants receivable	104,167
Beneficial interest in assets held by others	10,255
<b>Financial assets available to meet cash needs for general expenditures within one year</b>	<b><u>\$ 189,929</u></b>

**Cornerstone Resource Alliance, Inc.**  
**Notes to the Financial Statements**  
**For the Year Ended June 30, 2022**

**Note C - Grants Receivable**

Grants receivable consisted of the following as of June 30, 2022:

ESG	\$ 101,409
Challenge Grant	2,685
Other	73
	<u>\$ 104,167</u>

**Note D - Beneficial Interest in Assets Held by Others**

The Community Foundation of the Florida Keys maintains an endowment fund in the name of the Organization. The endowment fund is the sole property of the Community Foundation of the Florida Keys, which has ultimate control and authority over all of the property in the fund. During the year ended June 30, 2022, additions, accumulated interest, market fluctuations, and fees have resulted in net changes totaling \$0. As of June 30, 2022, the balance of the fund was \$10,255.

**Note E - Property and Equipment**

Property and equipment consisted of the following as of June 30, 2022:

Computers	\$ 3,355
Furniture	58,233
	<u>61,588</u>
Accumulated depreciation	(5,595)
<b>Property and equipment, net</b>	<u><b>\$ 55,993</b></u>

Depreciation expense for the year ended June 30, 2022 was \$4,987.

**Note F - Fair Value Measurements**

The framework for measuring fair value provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under FASB ASC 820 are described as follows:

Level 1 - Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Organization has the ability to access.

Level 2 - Inputs to the valuation methodology include:

\*Quoted prices for similar assets or liabilities in active markets.

\*Quoted prices for identical or similar assets or liabilities in inactive markets.

\*Inputs other than quoted prices that are observable for the assets or liability.

\*Inputs that are derived principally from or corroborated by observable market data by

**Cornerstone Resource Alliance, Inc.**  
**Notes to the Financial Statements**  
**For the Year Ended June 30, 2022**

**Note F - Fair Value Measurements (continued)**

correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 - Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurements. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

The following table sets forth, by level within the fair value hierarchy, the Organization's assets at fair value as of June 30, 2022. The Organization had no financial liabilities as of June 30, 2022.

	Assets at Fair Value as of June 30, 2022			
	(Level 1)	(Level 2)	(Level 3)	Total
Beneficial interest in assets held by others	\$ -	\$ -	\$ 10,255	\$ 10,255

The fair value of the beneficial interest in assets held by others was not readily determinable through an outside source independent of the Organization. The fair value is based on amounts reported to the Organization by the community foundation.

The following represents a fair value roll forward of the beneficial interest in assets held by others measured at Level 3 for the year ended June 30, 2022:

**For the year ended June 30, 2022:**

Balance as of July 1, 2021	\$ 10,255
<b>Balance as of June 30, 2022:</b>	<b>\$ 10,255</b>

**Note G - Net Assets**

Net assets consisted of the following as of June 30, 2022:

Without donor restrictions:	<b>\$ 229,977</b>
With donor restrictions	<b>\$ -</b>

**Cornerstone Resource Alliance, Inc.**  
**Notes to the Financial Statements**  
**For the Year Ended June 30, 2022**

**Note H - Net Assets Released From Donor Restrictions**

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or by occurrence of the passage of time or other events specified by donors.

Net assets released from donor restrictions during the year ended June 30, 2022 were:

**Expenditure for specific purpose accomplished:**

Grants and contracts	\$ 1,105,755
<b>Total released from restrictions:</b>	<b><u>\$ 1,105,755</u></b>

**Note I - Economic Dependence**

A substantial part of the Organization's operations is dependent upon the receipt of support from grantor agencies. Loss of these funds and/or large decreases in this type of funding would have a material effect on the Organization and a negative impact on overall operations. For the year ended June 30, 2022, 99% of total support and revenue is attributable to funds received from local grantor agencies.

**Note J - Leases**

The Organization entered into an agreement to lease office space on a year-to-year basis until the City of Key West finishes the construction of the new shelter.

Rental expense incurred under the agreement for the year ended June 30, 2022 was \$6,000.

**Note K - Subsequent Events**

Management has assessed subsequent events through February 14, 2023, the date on which the financial statements were available to be issued.

**TAB G**

**RFP**

**ATTACHMENT**

**CHECKLIST &**

**LICENSES**

**Attachment C**  
**Insurance Requirements**

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/8/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER  
Aris Insurance Group  
3900 Hollywood Blvd  
Suite PH-E  
Hollywood FL 33021

CONTACT  
NAME: Maggie Glenn  
PHONE  
(A/C, No, Ext): 954-323-0355 FAX  
(A/C, No): 954-906-1499  
E-MAIL  
ADDRESS: Maggie@arisrisk.com

License#: L108602  
CORNERSTON

INSURED  
Cornerstone Resource Alliance, Inc.  
P. O. Box 1903  
Big Pine Key FL 33043

INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A: Alliance of Non-Profits For Insurance RRG

INSURER B: Technology Insurance Co

INSURER C:

INSURER D:

INSURER E:

INSURER F:

## COVERAGES

CERTIFICATE NUMBER: 831952075

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		2022-65988	10/1/2022	10/1/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		2022-65988	10/1/2022	10/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		2022-65988-UMB	10/1/2022	10/1/2023	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	TWC4157248	10/1/2022	10/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Directors & Officers Abuse/Molestation		2022-65988-DO 2022-65988	10/1/2022 10/1/2022	10/1/2023 10/1/2023	\$1,000,000 occ \$1,000,000 occ \$3,000,000 agg \$3,000,000 agg

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

5537 College Road, Key West, FL 33040

Certificate holder is additional insured with respect to general liability.

## CERTIFICATE HOLDER

City of Key West  
1300 White St.  
Key West FL 33040

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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**Attachment D**  
**Local Vendor Certification Pursuant to City of Key West Ordinance**  
**09-22**  
**Section 2-798**

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LOCAL VENDOR CERTIFICATION PURSUANT TO CITY OF KEY WEST ORDINANCE 09-22  
SECTION 2-798

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a) Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one (1) year immediately prior to the issuance of the solicitation;
- b) Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries; and
- c) Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.
  - Not a local vendor pursuant to Ordinance 09-22 Section 2-798
  - Qualifies as a local vendor pursuant to Ordinance 09-22 Section 2-798

If you qualify, please complete the following in support of the self-certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name: Cornerstone Resource Alliance Phone: (305) 393-2972 Current  
Local Address: 5537 College Rd Fax: W/A (P.O Box numbers  
may not be used to establish status)  
Length of time at this address: 3 years

E. P. in  
Signature of Authorized Representative

8/7/2023  
Date

NOTARY

STATE OF Florida  
COUNTY OF Monroe

The foregoing instrument was acknowledged before me this 7th day of August, 2023

By Elicia Puntabona of Cornerstone Resource Alliance

(Name of officer or agent, title of officer or agent) Name of corporation acknowledging)

or has produced FL drivers license as identification.

Janet Hayes

Signature of Notary

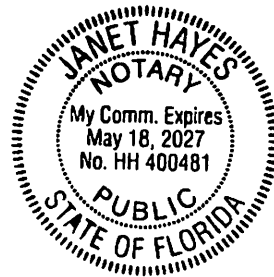
Print, Type or Stamp Name of Notary

Title or Rank

Return Completed form with

Supporting documents to:

City of Key West Purchasing



**Attachment E**  
**Indemnification Form**

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CITY OF KEY WEST INDEMNIFICATION FORM

CONTRACTOR agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss of destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

COMPANY SEAL

PROPOSER: Cornerstone Resource Alliance

5537 College Rd. Key West FL 33040  
Address

E.P.  
Signature

Elicia Pintabona  
Print Name

8/7/2023  
Date

Executive Director  
Title

NOTARY FOR THE PROPOSER

STATE OF Florida

COUNTY OF Monroe

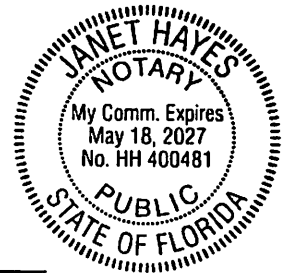
The foregoing instrument was acknowledged before me this 7<sup>th</sup> day of Aug., 2023

By Elicia Pintabona, of Cornerstone Resource Alliance

(Name of officer or agent, title of officer or agent) Name of corporation acknowledging)

or has produced FL Drivers License as identification.

Janet Hayes  
Signature of Notary



Return Completed form with

Supporting documents to: City

of Key West Purchasing

Janet Hayes  
Print, Type or Stamp Name of Notary

CSR, Centennial Bank  
Title or Rank

**Attachment F**  
**Anti-Kickback Affidavit**

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ANTI-KICKBACKAFFIDAVIT

STATE OF FLORIDA     )  
                                      : SS  
COUNTY OF MONROE    )

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein Bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: Elicie N. Pintabona

Sworn and subscribed before me this 7<sup>th</sup> day of August, 2023.

NOTARY PUBLIC, STATE OF FLORIDA AT LARGE

Janet Hayes

My Commission Expires: 18 May 2027



**Attachment G**  
**Public Entity Crimes Form**

---

SWORN STATEMENT UNDER SECTION 287.133(3)(a) FLORIDA  
STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICE  
AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with RFP, Bid or Contract No. 06-23 for  
John Jones Navigation Center Homeless Shelter Management
2. This sworn statement is submitted by \_\_\_\_ (Name of entity submitting sworn statement)  
Cornerstone Resource Alliance Inc.  
whose business address is 5537 College Road  
Key West FL 33042 and (if  
applicable) its Federal Employer Identification Number (FEIN) is  
85-10097419 (If the entity has no FEIN, include the Social  
Security Number of the individual signing this sworn statement.)
3. My name is Elicia M. Pintabona and my relationship to  
(Please print name of individual signing)  
  
the entity named above is Executive Director.
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any Bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.
5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means

1. A predecessor or successor of a person convicted of a public entity crime: or
  2. An entity under the control of any natural person who is active in the management of t entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Bids or applies to Bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
8. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)
- ☒ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.
- ☐ The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)
- ☐ There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)
- ☐ The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

\_\_\_\_The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

E. Pin

(Signature)

8/7/2023

(Date)

STATE OF Florida

COUNTY OF Monroe

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Elicia Pintora who, after first being sworn by me, affixed his/her signature in the  
(Name of individual signing)

space provided above on this 7th day of August, 2023

My commission expires: 18 May 2027

Janet Hayes  
NOTARY PUBLIC



**Attachment H**  
**Non-Collusion Declaration and Compliance**

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NON-COLLUSION DECLARATION AND COMPLIANCE WITH 49 CFR §29

ITEM/SEGMENT NO.: \_\_\_\_\_

F.A.P. NO.:

PARCEL NO.:

COUNTY OF:

BID LETTING OF: \_\_\_\_\_, \_\_\_\_\_

I, Elicia M. Pintabona, hereby  
(NAME)  
declare that I am Executive Director of Cornerstone Resource Alliance  
(TITLE) (FIRM)  
Of Key west, FL  
(CITY AND STATE)

and that I am the person responsible within my firm for the final decision as to the price(s) and amount of this Bid on this Project.

I further declare that:

1. The prices(s) and amount of this bid have been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition with any other contractor, bidder or potential bidder.
2. Neither the price(s) nor the amount of this bid have been disclosed to any other firm or person who is a bidder or potential bidder on this project, and will not be so disclosed prior to the bid opening.
3. No attempt has been made or will be made to solicit, cause or induce any other firm or person to refrain from bidding on this project, or to submit a bid higher than the bid of this firm, or any intentionally high or non-competitive bid or other form of complementary bid.
4. The bid of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary bid.
5. My firm has not offered or entered into a subcontract or agreement regarding the purchase of materials or services from any firm or person, or offered, promised or paid cash or anything of value to any firm or person, whether in connection with this or any other project, in consideration for an agreement or promise by any firm or person to refrain from bidding or to submit a complementary bid on this project.
6. My firm has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any firm or person, and has not been promised or paid cash or anything of value by any firm or person, whether in connection with this or any other project, in consideration for my firm's submitting a complementary bid, or agreeing to do so, on this project.
7. I have made a diligent inquiry of all members, officers, employees, and agents of my firm with responsibilities relating to the preparation, approval or submission of my firm's bid on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion, act or

other conduct inconsistent with any of the statements and representations made in this Declaration.

8. As required by Section 337.165, Florida Statutes, the firm has fully informed the City of Key West in writing of all convictions of the firm, its affiliates (as defined in Section 337.165(l)(a), Florida Statutes), and all directors, officers, and employees of the firm and its affiliates for violation of state or federal antitrust laws with respect to a public contract or for violation of any state or federal law involving fraud, bribery, collusion, conspiracy or material misrepresentation with respect to a public contract. This includes disclosure of the names of current employees of the firm or affiliates who were convicted of contract crimes while in the employ of another company.

9. I certify that, except as noted below, neither my firm nor any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of Federal funds:

(a) is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR §29.110(a), by any Federal department or agency;

(b) has within a three-year period preceding this certification been convicted of or had a civil judgment rendered against him or her for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, State or local government transaction or public contract; violation of Federal or State antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

(c) is presently indicted for or otherwise criminally or civilly charged by a Federal, State or local governmental entity with commission of any of the offenses enumerated in paragraph 9(b) of this certification; and

(d) has within a three-year period preceding this certification had one or more Federal, State or local government public transactions terminated for cause or default.

10. I(We), certify that I(We), shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this contract by any Federal Agency unless authorized by the Department.

Where I am unable to declare or certify as to any of the statements contained in the above stated paragraphs numbered (1) through (10), I have provided an explanation in the "Exceptions" portion below or by attached separate sheet.



EXCEPTIONS:

(Any exception listed above will not necessarily result in denial of award, but will be considered in determining bidder responsibility. For any exception noted, indicate to whom it applies, initiating agency and dates of agency action.

Providing false information may result in criminal prosecution and/or administrative sanctions.)

I declare under penalty of perjury that the foregoing is true and correct.

PROPOSER:

(Seal)



BY: Elicia Pintabona - Director  
NAME AND TITLE PRINTED

WITNESS: [Signature]

BY: E.P.  
SIGNATURE

WITNESS: [Signature]

Executed on this 7<sup>th</sup> day of August, 2023

**FAILURE TO FULLY COMPLETE AND EXECUTE THIS DOCUMENT MAY RESULT  
IN THE BID BEING DECLARED NONRESPONSIVE**

**Attachment I**  
**Cone of Silence Affidavit**

---

CONE OF SILENCE AFFIDAVIT

STATE OF Florida )

: SS

COUNTY OF Monroe )

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Cornerstone Resource Alliance have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

E. P. [Signature]  
(signature)  
8/7/2023  
(date)

Sworn and subscribed before me this

7th Day of August, 2023  
2018.

Janet Hayes

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 18 May 2027



**Attachment J**  
**Equal Benefits for Domestic Partners**

---

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Florida )

: SS

COUNTY OF Monroe )

I, the undersigned hereby duly sworn, depose and say that the firm of

Cornerstone Resource Alliance provides benefits to domestic  
partners of its employees on the same basis as it provides benefits to employees' spouses  
per City of Key West Ordinance Sec. 2-799.

By: E.P. i

Sworn and subscribed before me this

7th day of August, 2023.

Janet Hayes

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 18 May 2027



**Attachment K**  
**Vendor Certification Regarding**  
**Scrutinized Companies List**

---

Respondent Vendor Name:  
\_Cornerstone Resource Alliance Inc.\_\_\_\_\_  
Vendor FEIN: \_85-10097419\_\_\_\_\_  
Vendor's Authorized Representative Name and Title:  
\_\_Elicia N. Pintabona\_\_\_\_\_  
Address:  
\_1031 Grand St.\_\_\_\_\_  
City: \_Little Torch Key\_\_\_\_ State: \_\_FL\_\_\_\_ Zip: \_33042\_\_\_\_  
Phone Number: \_\_732-232-7096\_\_\_\_\_  
Email Address: \_keysra@keycra.org\_\_\_\_\_  
\_\_\_\_\_

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

who is authorized to sign on behalf of the above referenced company.

Authorized Signature: Ticia N. Pintabona

## Requested State and City Licenses

---



# CITY OF KEY WEST, FLORIDA

## Business Tax Receipt

This Document is a business tax receipt  
Holder must meet all City zoning and use provisions.  
P.O. Box 1409, Key West, Florida 33040 (305) 809-3955

Business Name      CONERSTONE RESOURCE ALLIANCE INC  
Location Addr      5537 College Rd  
Lic NBR/Class      LIC2020-      MISCELLANEOUS OTHER SERVICES  
                                 000558  
Issued Date      6/1/2023      Expiration Date:      October 01, 2024

MISCELLANEOUS OTHER SERVICE

Comments:      (K.O.T.S )

Restrictions:      BTR FEE EXEMPT PER FS 205.192

CONERSTONE RESOURCE ALLIANCE      This document must be prominently displayed.  
INC  
C/O ELICIA PINTABONA  
P O BOX 1903  
BIG PINE KEY , FL 33043

CONERSTONE RESOURCE  
ALLIANCE INC

DIVISION OF CONSUMER SERVICES  
(850) 410-3800



THE RHODES BUILDING  
2005 APALACHEE PARKWAY  
TALLAHASSEE, FLORIDA 32399-6500

## FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

### COMMISSIONER NICOLE "NIKKI" FRIED

---

September 20, 2022

Refer To: CH63286

CORNERSTONE RESOURCE ALLIANCE INC.  
PO BOX 1903  
BIG PINE KEY, FL 33043

RE: CORNERSTONE RESOURCE ALLIANCE INC.  
REGISTRATION#: CH63286  
EXPIRATION DATE: September 23, 2023

Dear Sir or Madam:

The above-named organization/sponsor has complied with the registration requirements of Chapter 496, Florida Statutes, the Solicitation of Contributions Act. A COPY OF THIS LETTER SHOULD BE RETAINED FOR YOUR RECORDS.

Every charitable organization or sponsor which is required to register under s. 496.405 must conspicuously display the registration number issued by the Department and in capital letters the following statement on every printed solicitation, written confirmation, receipt, or reminder of a contribution:

"A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE (800-435-7352) WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE."

The Solicitation of Contributions Act requires an annual renewal statement to be filed on or before the date of expiration of the previous registration. The Department will send a renewal package approximately 30 days prior to the date of expiration as shown above.

Thank you for your cooperation. If we may be of further assistance, please contact the Solicitation of Contributions section.

Sincerely,

Tianna Payne  
Regulatory Consultant  
850-410-3770  
Fax: 850-410-3804  
E-mail: [tianna.baity@fdacs.gov](mailto:tianna.baity@fdacs.gov)

**2023 FLORIDA NOT FOR PROFIT CORPORATION ANNUAL REPORT**

DOCUMENT# N20000005315

**Entity Name:** CORNERSTONE RESOURCE ALLIANCE INC.

**Current Principal Place of Business:**

1031 GRAND ST  
LITTLE TORCH KEY, FL 33042

**Current Mailing Address:**

P. O. BOX 1903  
BIG PINE KEY, FL 33043 US

**FEI Number:** 85-1097419

**Certificate of Status Desired:** No

**Name and Address of Current Registered Agent:**

PINTABONA, ELICIA N  
1031 GRAND ST  
LITTLE TORCH KEY, FL 33042 US

*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.*

**SIGNATURE:**

Electronic Signature of Registered Agent

Date

**Officer/Director Detail :**

Title P  
Name PINTABONA, ELICIA  
Address 1031 GRAND ST  
City-State-Zip: LITTLE TORCH KEY FL 33042

Title VP  
Name ROGERS, MICHAEL  
Address 159 PELICAN LN  
City-State-Zip: BIG PINE KEY FL 33043

Title T  
Name SNYDER, DONNA  
Address 618 CATHOLIC LN  
City-State-Zip: KEY WEST FL 33040

*I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 617, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.*

**SIGNATURE:** ELICIA PINTABONA

P

04/28/2023

Electronic Signature of Signing Officer/Director Detail

Date