

PROPOSAL RESPONSE

For

KEYS OVERNIGHT TEMPORARY SHELTER (KOTS) MANAGEMENT

City of Key West

RFP No. 008-20



Submitted By:



Cornerstone Resource Alliance, Inc.
Elicia Pintabona, Executive Director
keys@keyscra.org
305-393-2972

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Section 1: Organization Information

Organization Name: Cornerstone Resource Alliance, Inc. (CRA)		
Mailing Address: P.O. Box 1903		
City: Big Pine Key	State: FL	Zip: 33043
Phone #: 305-393-2972	Fax #: N/A	
Website: keyskra.org NOTE: Though completed, the website will not be operational unless this contract is awarded, as it is specifically devoted to the KOTS shelter facility. This design will provide Key West citizens greater transparency into and recognition of the KOTS services provided by CRA in partnership with the City. A website preview is available upon request.		
Executive Director: Elicia Pintabona		Email: keyskra@keyskra.org
		Phone #: 305-393-2972
Contact Person (if different):		Email:
Contact Person Title:		Phone #:
Board President: Chairman: Michael Rogers		Email: michael.rogers@keybridgetreatment.com
Organization Mission Statement (150 words or less): 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

CORPORATE POLICIES AND PROCEDURES ARE ATTACHED AS TAB B

EMPLOYEE POLICIES AND PROCEDURES ARE ATTACHED AS TAB C

NOTARIZED RFP FORMS AND 990 INFO ARE ATTACHED AS TAB D

SHELTER OPERATIONAL MANUAL IS ATTACHED AS TAB G

Section 2 Proposal Budget:

Provide a proposed annual budget. The expenses on the template represent an average of 3 years of actual expenses at KOTS, 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 are attached. Prior to adjusting, these expenses map closely to actual remuneration for the KOTS facility received from the City for the last year, including an adjustment for actual additional expenses for instituting 24X7 operations due to Covid 19.



Budget Proposal of Cornerstone Resource Alliance, Inc. for FY 2021 City of Key West Homeless Services Contract

This is the proposed budget of Cornerstone Resource Alliance, Inc. (CRA) for the contractor-operated portion of the City of Key West Homeless Services Program, fiscal year 2021. If agreed upon through contract with the City of Key West, CRA will operate the Keys Overnight Temporary Shelter (KOTS) and provide basic needs services to the homeless population of Key West.

CRA is pleased with the City's decision to continue operations of a 24/7 shelter. As we strive towards a new facility, this standard of operation benefits the clients and the positive effects in the community have been palpable.

CRA requests a total of \$686,422 to operate KOTS for FY 2021. A budget worksheet follows.

Fiscal Year 2021

The change from the previous operators' budget is a difference of \$5,821. These are a compilation of insurance rate changes due to CRA being a new organization with no financial, employment, or credit history. Increases are \$4,675 in the workers compensation policy, and \$1,146 in liability insurance. (Note that the current contract provider has less coverage than required in the RFP, so that also substantiates the increases.) As President, Ms. Pintabona has worked diligently to get these rates as low as possible and is specifically working with companies who understand this niche of nonprofit work. Due to the nature of the services being rendered and the newness of the organization, these are the absolute best policies we have found that cover the specifications set forth in the RFP.

The proposed fiscal year 2021 budget supports a continuation of the services that are currently being provided at KOTS. We were recently informed of the expiration of the availability of the no-cost lunch previously being provided by Start of the Sea (SOS). Knowing that this would occur, we had made provisions in our budget under client expenses for this instance. In addition, we are actively pursuing alternative and supplemental methods to continue to provide quality midday meals to the clients at the shelter. Examples of this are recent donation agreements with Winn-Dixie for fresh produce, and the support and participation of other local businesses. The principal of the organization has had much success in collaborating with local community organizations and obtaining grant funding and donations. CRA will continue efforts to obtain grant funding and increase donations and collaboration.

CRA looks forward to a positive and productive working relationship with the City of Key West, and we will continue to provide quality shelter and supportive services to the homeless residents of Key West.

CRA Budget Proposal FY20-21

REVENUES

City of Key West	686422
	686422

EXPENSES

Audit	4600
Cleaning & Maintenance	18600
Insurance, Liability	5146
Insurance, D&O	1200
Office Supplies	1500
Accounting Services	2400
Phone & Communications	5014
Client Expense	39350
Rent	3000
Additional Supplies	5388
Operations	10000
Contingency	2000
Salaries, Wages, Taxes	571064
Insurance, Workers Comp.	13060
Payroll Service	3000
Training	1000
Bank Fees/ Intst. Exp.	100
TOTAL EXPENSES	686422
NET INCOME	0

Section 3: Narrative Question Responses

Section 3 Narrative Questions

Question 1 – Shelter Operations Plan

Please describe how your organization would manage the Keys Overnight Temporary Shelter 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 KOTS 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 Section III, Part C of the Qualifications Proposal included with this proposal response.*
- ✓ *Requiring all clients to read, understand and sign a newly revised “Shelter Client Behavioral Policy”, which formalizes shelter rules, disciplinary actions and expectations for client behavior. A copy is included with this response as Tab E, Page 1*
- ✓ *Monitoring of 24X7 surveillance cameras to ensure client policies are enforced.*
- ✓ *Serving breakfast, lunch and dinner meals to clients.*
- ✓ *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.*

Oversee Operations: *Weekly work schedules are developed by the Shelter Manager and distributed to the Shelter Monitors and staff. Sufficient manpower levels are maintained at all times to ensure the highest levels of client and staff safety.*

On-site Operational Manager: *The current Operational Manager has indicated interest in continuing employment for CRA under Ms. Pintabona. She meets all qualifications in the job description included in Tab E, Page 2. She has been working in this capacity for over two years and has an outstanding work ethic and level of client and staff respect and admiration.*

Maintaining Shelter Data: *As is the current practice, data will be entered into the Monroe County Continuum of Care’s (CoC) HMIS information system. We understand that The CoC relies heavily on HMIS data from its providers to obtain funding. Realizing that KOTS is the largest data contributor to*

the CoC's HMIS software (Client Track), we understand the importance of client data input and updates for both outreach and shelter clients.

Reporting: *Within 45 days, the current report format will be reviewed with the City and any requested changes incorporated by mutual agreement. For reference, a copy of the July 2020 report prepared by Ms. Pintabona is included as Tab F to this proposal, which is available to the public by Google Search. It is openly accessible at <http://shalkw.org/category/monthly-report/>.*

Operational Manual: *An operational manual is included as Tab G of this proposal response. Written by Ms. Pintabona, this manual incorporates best practices developed during her tenure as KOTS Executive Director, Outreach Director, and Case Manager. Ms. Pintabona has had direct managerial and operational experience during both of the City's IRMA and Covid-19 hurricane and pandemic disasters.*

Shelter and KOTS-specific Experience: *Ms. Pintabona, the current KOTS Executive Director and President of CRA, has 8 years experience at KOTS and Case Management respectively. Our proposed Shelter Manager and staff have a combined 6 years of KOTS experience. She has recruited diverse Board of Directors members who all share a common vision of advocacy and continued service improvements to reduce homelessness and its' effects on our community to the highest degree possible.*

Question 2 – Services to the Homeless

Part A. Please describe (in 300 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 address the complex causes of homelessness

Question 2, Part A Response:

Recognizing that KOTS 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, CRA will continue the robust case management and outreach services Ms. Pintabona began when she was first involved with homeless services as a case manager. By keeping case management functions at the existing outreach locations, the case management team has an effective window of opportunity to work with a broad scope of sheltered and unsheltered clients and provide immediate services 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, mental health/domestic abuse referrals and shelter/housing opportunities appropriate for families and those with disabilities. 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 KOTS will include, at minimum: AA meetings, a program which supplies bicycles, maintaining an inventory of clothing, and ensuring availability of personal care items. As a member of the Monroe County CoC, the CRA Executive Director, Ms. Pintabona attends the CoC's

monthly meeting and has deep interactions and relationships with the 27 local agencies that are also CoC members. With this knowledge and her involvement in the CoC's recently successful completion of the HUD sponsored "Hundred Days to End Youth Homelessness" project (age 18-24), a goal of CRA will be to provide additional outreach and focus on this age group – recognizing that interventions of youth homelessness prevention are a key component in reducing future homelessness in communities.

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:

As a newly formed non-profit corporation, CRA does not have a previous history of providing these services. However, a good indication of anticipated results under Ms. Pintabona's leadership, is the July 2020 monthly report she prepared on KOTS activities. This report (Tab F) is available to the public at <http://shalkw.org/category/monthly-report/> and also by Google Search. Activity summary highlights of this public report include:

- *Continued enforcement of mandatory masks and social distancing for residents and visitors*
- *Provided 3,103 bednights with an average stay of 15 nights per client*
- *Served 9,309 meals*
- *Provided 218 services for 97 unduplicated clients (an average of 2 services/client) including:*
 - ✓ *29 new intakes*
 - ✓ *Procuring ID's and/or birth certificates for 35 clients, allowing access to Government benefits and/or employment requirements*
 - ✓ *Providing bicycles for 5 clients and bus passes for 7 clients for use with employment or medical appointment needs*
 - ✓ *Assisted 2 clients by referring/obtaining rapid or permanent housing*
 - ✓ *Provided 14 clients assistance in obtaining shoes/clothing need for new jobs*

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.

Question 3 – Homeless Prevention

Part A. Please describe (in 300 words or less) 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 will provide, through coordinated assessment with other local agencies, connection to the services mentioned above. CRA will also utilize 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.

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.

The principals for CRA have been providing services to the homeless community for more than 8 years. 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.

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? (200 words or less)

Question 4 Response:

Client Outreach: *In addition to providing client service information at the KOTS facility, CRA will also perform outreach services at the Professional Plaza location.*

Community Outreach and Involvement: *CRA plans to form an open community advocacy group with the option to join via our website. An excerpt from our website states: "However you feel led to support our mission, we want to meet you there, and provide ways to get you involved!"*

Service Coordination and Relationships: *As previously described in this Section 3, Ms. Pintabona has 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.*

Her reputation and ongoing working relationships are best confirmed by the Letters of Support she has received, which are included as Tab H.

In addition to these relationships, CRA will establish Memorandums of Understanding with:

- *Monroe County Health Department to provide flu shots, Hep C and HIV testing.*
- *City of Key West Transportation to provide low-cost bus tickets.*
- *Key Bridge Counseling to provide outreach office space at a reduced rate.*
- *Monroe County Sheriff's Department to provide relocation services to inmates being released with no housing plan.*

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?

(200 words or less)

Question 5 Response:

Ms. Pintabona, CRA's Executive Director, 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 KOTS Shelter Monitors on each shift is bi-lingual. We are also able to utilize the language line or 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.

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?

(200 words or less)

Question 6 Response:

Although a new organization, Ms. Pintabona and her anticipated staff have copious experience in working with those clients experiencing and at risk of homelessness.

As described above, CRA has a planned program with the Monroe County Sheriff's Department to provide relocation services to inmates being released with no housing plan. Ms. Pintabona also has close working relationships with the Public Defenders office and the offices of Probation and Parole to further meet the needs of those at-risk populations. She and her staff also work closely with staff at the hospital and DePoo.

Most recently, she personally collaborated with the Department of Children and Families (DCF) and the Monroe County Office of Social Services to relocate a disabled client whose needs exceeded our shelter. In addition to this collaboration, Ms. Pintabona supervised the assessment, transport, and hospital reception of this client to Miami-Dade county, where the client is now getting the help he desperately needed.

These at-risk populations require collaboration and experienced intervention, often with little to no notice. 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.

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.
(200 words or less)

Question 7 Response:

While CRA is a new organization, the Executive Director/President, Ms. Pintabona is a long-term Monroe County resident and has 8 years experience as a KOTS Executive Director, Outreach Director, and Case Manager while employed with the previous contractor. CRA is also a member of the Monroe County CoC.

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.

Over the years, Ms. Pintabona's dedication to actively addressing homelessness has given her an excellent reputation with not only Key West residents and KOTS 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 Peter S. Bennett (KOTS Volunteer). These letters of support are included with this response as Tab H.

Sections 1-3 Signature Page:

Signature of Executive Director: E. Pin Date: 9/2/2020

Signature of Board President: [Signature] Date: 9-2-2020

Qualifications Proposal



August 27, 2020

Respected Members of the Evaluation Team for RFP 008-20:

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.

Although CRA is a newly formed non-profit corporation, myself, our leadership, Board Members and proposed employees have many decades of hands on experience with improving the lives of homeless and at risk individuals and families. Of more importance to this RFP response, CRA has a deep understanding of not only the KOTS shelter and case management operations, but also an in-depth knowledge of the unique homeless challenges in our Monroe County community. Our team knows what it takes to successfully manage the program reflected in this RFP.

We understand that our mission is two-fold: to not only to continue to improve the existing services at KOTS, but to also possess the knowledge and experience of the proposed new facility that will shape an effective vision and strategy for the future reduction of homelessness and its' effects in our community.

We believe that the recent evolution of KOTS to a 24-hour facility to protect the public health of this vulnerable population during the COVID pandemic has been a blessing in disguise. It has demonstrated to City Management, the community, and our elected officials the many advantages of a 24-hour facility. These include reductions in the following services: 32% decrease in indigent care Emergency Room Visits to Lower Keys Medical Center in the first 2 months of 24 hour operation, decrease in criminal and negative interactions with the Key West Police Department, decrease in homeless visibility, and reductions in emergency transports by the Key West Fire Department, all of which have saved the community substantial financial resources. KOTS itself has seen fewer/less severe incident reports, a more favorable demeanor among clients, and more clients seeking employment due to having resources available to them during the day. These positive changes reduce the extent and impact of homelessness in our community. "It's palpable changes like these that CRA strives to facilitate and continue in the community through obtaining the contract reflected in this RFP." Or something of the like.

CRA's references and positive community support is best evidenced by the agency, volunteer and community correspondence, which can be referenced in Tab H of this response

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 with any questions you may have.

Sincerely,

/s/ Elicia Pintabona

Elicia Pintabona, President and Executive Director

Qualifications Proposal Response

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: *While CRA is a new organization, the Executive Director/President, Ms. Pintabona, is a long-term Monroe County resident and has 8 years experience as a KOTS Executive Director, Outreach Director, and Case Manager while employed at SHAL. As shown below in Section B of this response, our proposed Shelter Manager and staff have a combined wealth of experience at KOTS. Additionally, members of the CRA Board of Directors are highly diverse and energetic, as all share a common vision of continuing to improve KOTS services to reduce homelessness and improve the self-sufficiency of homeless/at risk clients to the highest degree possible.*

As a long-standing member with years of involvement with the Monroe County CoC, Ms. Pintabona regularly attends the CoC's monthly Planning and Board of Directors Meeting and has deep interactions and relationships with the 27 local agencies that are also CoC members. An example of these close interactions is one of CRA's Board Member's participation in the CoC's Ending Youth (age 18-24) Homeless Program with numerous other CoC agencies -- a major 2020-2021 goal of both HUD and the CoC. The CoC's agency team recently successfully completed the initial phase of this Program titled the "Hundred Days to End Youth Homelessness", by not only meeting but exceeding their goals to place a number of unaccompanied youth in this age group in permanent housing. As KOTS is often the "first stop" for homeless youths in this age group, a CRA case manager will attend the monthly CoC sponsored Case Management meetings, which provide not only program sustainability, but also a multi-agency focus/coordination to place individual youth clients in rapid, transitional or permanent housing.

As such, a major 2020-2021 goal of CRA's case management team is to provide additional outreach and focus more closely on this age group -- recognizing that early interventions of homeless youth, including those aging out of Foster Care, are a key component in reducing future homelessness in our community.

Another focused area of early intervention is centered on those clients who will soon exit a period of incarceration. CRA has a planned program with the Monroe County Sheriff's Department to provide relocation services to inmates being released with no housing plan, dependent on grant and available funding received. Ms. Pintabona also has close working relationships with the Public Defender's office and the Offices of Probation and Parole, to further meet the needs of those at-risk populations. In many instances she and her staff have been able to intercede for individuals who were at risk of homelessness by good communication and intervention pre- and post-release, to prevent the individual from experiencing homelessness.

In summary, these at-risk populations require multi-agency collaboration and experienced

intervention, often with little to no notice. These cases can provide a critical and immediate threat both to facility resources and to the client's health and safety. CRA is committed to working with both the CoC and its agencies to provide a well-coordinated client service plan for this client population.

Over the years, Ms. Pintabona's dedication to actively addressing homelessness has given her an excellent reputation with not only Key West residents and KOTS volunteers/staff and clients, but also a multitude of other non-profit agencies committed to reducing homelessness in Monroe County. These include, but are not limited to: 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, Star of the Seas (SOS), Sunset Marina (on behalf of residents) and Peter S. Bennett (KOTS Volunteer). These letters of support are included with this response under Tab H.

In addition to the programs and relationships described above, Ms. Pintabona has been a key participant representing KOTS at various committee and government meetings concerning the interlocal agreement, construction planning and budget requirements for the new KOTS facility. She also organized a symposium in which she collaborated with agencies in neighboring Miami-Dade County to explore their successes in the de-criminalization and alternative sentencing of homeless individuals.

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. Job Descriptions for all positions are included under **Attachment 1 to Employee Policies** located in Tab C of this response.*

Proposed 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 KOTS volunteers/staff and clients, but also a multitude of other non-profit agencies committed to reducing homelessness in Monroe County. With 8 years of service to the community, she has the experience and ability to implement these new initiatives.
Shelter Manager	Lottie Bowechop	Ms. Bowechop meets or exceeds all qualifications in the job description. She has been working in this capacity for over 2 years and has an outstanding work ethic and level of client and staff respect and admiration. She is a true asset to the homeless community.
Case Manager	Anne Barnett	Ms. Barnett has proven to be a valuable asset to the position of case manager over the last 3 years. She is committed to the "hard cases" and will see them through. She is often found trying to find ways to help on her "off time" further proving her commitment to our mission.
Case Manager	Teresa Wallace	Ms. Wallace has been a case manager for over 4 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.
Administrative Assistant	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 administrative assistant. She brings a wealth of knowledge of all aspects of the operational plan.

Of particular relevance to the RFP requirements, Ms. Pintabona has received indications from the entirety of the current KOTS staff, including the Shelter Monitors, that all are willing to continue work under her executive management and support if CRA receives a contract award. This continuity of staff will serve to prevent any decline in KOTS services due to the need to recruit and train new personnel. CRA also has in process a Memorandum of Understanding (MOU) with Keybridge Counseling, to ensure that the current Outreach Case Management office rental lease will be assumable by CRA.

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

Response: *The proposed management team are all presently employed at KOTS 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.

As previously described in this Part II response, as a long-term member in good standing with the Monroe County CoC, Ms. Pintabona attends the CoC's monthly Planning and Board of Directors Meeting 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.

Her reputation and ongoing working relationships with these agencies and other community activists is best confirmed by the Letters of Support she has received, which are included in this response as Tab H.

In addition to these relationships, CRA has established or in-process Memorandums of Understanding (MOU's) with:

- *Monroe County Health Department to provide flu shots, Hep C and HIV testing*
- *City of Key West Transportation to provide low-cost bus tickets*
- *Key Bridge Counseling to provide outreach office space at a reduced rate*
- *Monroe County Sheriff's Department to provide relocation services to inmates being released with no housing plan, dependent on grant and available funding*

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: *Ms. Pintabona, the principal of CRA was in attendance for every meeting between the City of Key West, Monroe County, and the Monroe County Sheriff's Department to reach an interlocal agreement regarding a new shelter. This created a deep well of knowledge of the potential challenges surrounding the 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 residents, as can be evidenced by the Sunset Marina letter in Tab H of this proposal response. Her head-on, relational approach to management of the shelter and homelessness concerns will be forefront with CRA as we strive towards a new facility.*

A CRA Board Member is also part of the Monroe County CoC Youth Homelessness Team. CRA is committed to being an active participant in this crucial community initiative, realizing that the majority of our

communities 18-24 year old homeless individuals are clients at the shelter and/or case management. This action group will be of utmost importance to CRA, as we realize the opportunity to steer the systemic effects of homelessness towards housing and wellness through these upcoming initiatives.

CRA will maintain their dedication to providing a low barrier shelter. 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.) KOTS is the only low barrier shelter available in Monroe County. Additionally, on behalf of CRA, Ms. Pintabona is coordinating with contacts in Tallahassee and Miami to form a state-wide coalition of low barrier emergency shelters to share information, best practices, and challenges.

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 with experienced personnel in place. This area of service in a community is a highly specialized and sensitive operation. While others may have

ideas, the appropriateness, knowledge of proper implementation, and the experienced ability to assess possible negative ramifications create high risk and uncertainty for a smooth transition.

- *As the Director for an organization that has previously run this facility, I have a deep and thorough knowledge of KOTS 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 capable to mobilize resources and successfully abate emergencies or disasters that may occur. With first-hand experience during Irma 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 continue to deepen community involvement by utilizing an ongoing Amazon wish-list on our website to secure physical donations and the formation of an open community advocacy group. We will make "deeper dives" toward securing business cooperation (such as procuring towel and sheet donations from local hotels and produce donations from Winn-Dixie) -- improving the face of homelessness in the community through coordinated service oriented efforts such as these.*
- *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.*
- *I have worked to cultivate trust and mutual respect with the staff and clients, which will carry over to CRA. The staff and clients know me, have worked with me, and have faith and trust in my management. Above all, this is what I treasure the most.*

Conclusion is defined as "a judgement or decision reached by reasoning." 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 KOTS and providing services to the homeless and at-risk populations in our community.

Part II, Section G: Reference Verification

Response: *References follow below. Additional letters of support are attached under Tab H of this proposal response.*

*Kimberly Matthews
Monroe County Senior Director of Strategic Planning
1100 Simonton St
Key West, FL 33040
305-292-4540 | Matthews-Kimberly@monroecounty-fl.gov
Relationship - Professional Associate*

Maureen Dunleavy
Guidance Care Center Area Director
1205 Fourth St
Key West, FL 33040
305-896-5964 | maureen.dunleavy@westcare.com
Relationship - Professional Associate

Janet Gunderson
Monroe County Board of County Commissioners Grants Coordinator
1100 Simonton St. Suite 2-213
Key West, FL 33040
305-292-4470 | Gunderson-Janet@monroecounty-fl.gov
Relationship - Professional Associate

Part III - Management Approach

Proposer shall provide a conceptual three (3) 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 KOTS 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. Our response incorporates “lessons learned” from our participation in the CoC’s recently successful “100 Days to End Youth Homelessness” project, along with our identified tactics to work with the Sheriff’s Department (funding permitting) to transition recently released inmates without a housing plan.*

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 previously implemented by Ms. Pintabona, 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 “bricks 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:

3 Year Business Management Approach Highlights Including Program Elements to Reduce Homelessness

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> • Participate with CoC in the “End Youth Homelessness” program • Pending funding, collaboration with the County Sheriff’s Dept. to provide relocation services to inmates being released with no housing plan • Funding permitting, hire of an additional Case Manager to focus on youth, clients with disabilities and newly released homeless inmates • Increase # of AA/NA meetings • Expand Employment Services • Establish stronger linkages with Mental and Physical Health agencies focused on the homeless • Creation of an open Community Activist Group • Expand business community contact depth as sources for donations, supplies and enhanced client food selections 	<ul style="list-style-type: none"> • Compile a report measuring the successes, improvements and enhancements needed for the Y1 programs • Design and implement any new homelessness prevention programs identified • Perform feasibility study of case management expansion into Middle and Upper Keys • 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 	<ul style="list-style-type: none"> • Continue successful homelessness prevention programs, along with appropriate measurements of success • Begin case management expansion in accordance with feasibility plan established in Y2 • Expand on-site services if Y2 facility construction build is delayed to Y3

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

Response: *Although a new organization, Ms. Pintabona, CRA’s Executive Director and President brings years of experience into the financial management aspects of the KOTS facility and associated Case Management Outreach functions. This is evidenced by her consistent performance in compiling, submitting and, most importantly, meeting the financial budgetary requirements of the previous contract. In addition to an external annual corporate audit, CRA welcomes the transparency an annual City audit will provide if decided upon by the City.*

With her well-known and excellent reputation in the community as a KOTS activist, she has been successful in obtaining both grant and donor funding to lessen the impact of funding on the City’s budget and intends to consider this trend under an award of a new contract to CRA. Her financial plan also includes additional outreach to the Key West business community for donations of both funds and supplies – such as towels/bedding from hotels and fresh food/produce from local groceries such as Winn Dixie. CRA will also intentionally pursue donor and community involvement. Ms. Pintabona’s vision is to have CRA be the recipient of one-time and ongoing donations, whether monetary or in kind, for the provision of resources for the KOTS population. This is evidenced by CRA having a community donor who has agreed to pledge a match of the first \$1,000 of contributions.

Documented Internal controls to protect not only financial, but also client documents (including HIPAA sensitive information) will 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 KOTS 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*

The below table includes brief highlights of our financial management approach, which have been described in the above paragraphs:

3 Year Financial Management Approach Highlights		
Year 1	Year 2	Year 3
<ul style="list-style-type: none"> • Actively seek to maintain/improve the level of grant funding received by the previous contractor • Secure audited financials and file first year 990's • If funding permits, provide employees with much needed health insurance benefits to improve employee retention and promote employee health and well being • Reach out to the business community for donations of funds and supplies 	<ul style="list-style-type: none"> • Develop Y2 Budget • Actively seek to maintain/improve Y1 grant and business funding levels • Audit financials and file 990's 	<ul style="list-style-type: none"> • Develop Y3 Budget • Actively seek to maintain/improve Y2 grant funding levels • Audit financials and file 990's

Section III, Part C: Facility Approach – Provide a brief summary of facility management of KOTS, 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.*

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 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: *As CRA is a newly formed corporation, a copy of our Y1 proforma financial statement is attached.*

Cornerstone Resource Alliance

P.O. Box 1903
Big Pine Key, FL 33043
keyscra@keyscra.org



Y1 Pro-Forma Financial Statement

Contract Revenue	\$686,422.00
Grant & Donor Revenue	\$0.00*
Total Income	\$686,422.00

KOTS Expenses	
Description	Contract Expenses
Direct Expenses	
Cleaning & Maintenance	\$18,600.00
Office & Additional Supplies	\$6,888.00
Phone & Communications	\$5,014.00
Client Expenses	\$39,350.00
Rent	\$3,000.00
Operations	\$10,000.00
Contingency	\$2,000.00
Salaries, Wages & Taxes	\$571,064.00
Training	\$1,000.00
Total Direct Expenses	\$656,916.00
Indirect Expenses	
Audit	\$4,600.00
Accounting Services	\$2,400.00
Insurance, Liability	\$5,146.00
Insurance, Directors & Officers	\$1,200.00
Insurance, Workers Compensation	\$13,060.00
Payroll Services	\$3,000.00
Bank Fees / Interest Expense	\$100.00
Total Indirect Expenses	\$29,506.00
Total Expenses	\$686,422.00

* As grant funding is not guaranteed, no estimate has been generated. However, CRA will use "best efforts" to meet or exceed grant amounts from previous years.

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 ____TBD____.

/s/Elicia Pintabona

President

TAB B

**Corporate
Policies &
Procedure**



Cornerstone Resource Alliance, Inc.
Policies and Procedures Manual July 2020



Introduction

Mission

Founded in 2020 with the core principle of creating foundations, at CRA we pride ourselves on treating our clients with dignity and respect. No matter where they are on their journey, compassion, education, and understanding are core team values that we believe build a strong foundation to assisting people out of homelessness, and helping our community understand the needs of this vulnerable population.

Organization and Leadership

Board of Directors

Cornerstone Resource Alliance, Inc. (CRA) by-laws (By-Laws) specify the structure, powers, procedures, and responsibilities invested in the Board of Directors (BOD).

Officers

As provided in the By-Laws, the BOD elects four officers: Chairperson (Chair), Vice Chair, Treasurer, and Secretary.

Committees

Article 4.17 of the By-Laws defines the Committee structure of CRA.

Executive director

The BOD hires and compensates an Executive Director (ED) to manage the affairs of CRA on behalf of the BOD. Article 5.19 of the CRA Bylaws outlines the ED role and responsibilities. The ED will be under an employment contract issued by the BOD.

Recordkeeping of BOD and committee actions

To maintain a clear and accessible record of CRA operations, proceedings, and actions, a recording and or minutes will be taken of all BOD meetings. This will be performed by the Secretary or their designee. Recordings of teleconference calls and the transcription of such recordings shall be stored in cloud storage approved by the BOD. The Secretary, who is the official custodian of all corporate records, is responsible for retaining all CRA paper and virtual records required by law.

Policies and procedures

The BOD maintains the responsibility and authority to determine and execute policy and applicable procedures on behalf of the organization that will define the mission and work of CRA. This Policies and Procedures Manual (PnP) will be available to all Directors and may be reviewed by the BOD periodically as requested by the BOD. Recommended revisions to PnP shall be initially brought to the Board Chair or Organization President, and then may be presented at a regular meeting of the BOD.

Any formal or official revisions in the CRA PNP must be approved by a vote of the BOD.



Spokespersons

The official spokespersons for CRA will be the Chair and the ED. No Director or member of the staff is authorized to make any public statement concerning CRA unless asked to do so by the ED or the Chair.

Complaints

When a member of the community, a CRA employee, or a CRA volunteer submits a complaint about CRA policies or operations, the complaint may be forwarded to the Chair or ED who will determine if further action is necessary and if it has been through the correct grievance process if applicable.

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.

Conflict of interest and ethics

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. The CRA conflict of interest policy is attached as Attachment 1.

Employer

For the purposes of these policies, the term employer means Cornerstone Resource Alliance, Inc.

Personnel Definitions

Employee

An employee is an individual that is hired, provided compensation and applicable benefits, and has his or her work directed and evaluated by CRA.

Full-time employee

A full-time employee means any person hired by the employer and regularly works at least 35 hours per week.

Part-time employee

A part-time employee means any person hired by the employer and regularly works less than 35 hours per week.

Exempt employee

An exempt employee means any full-time or part-time employee who is paid on a salary basis because he or she has a supervisory role or technical skill.



Non-exempt employee

A non-exempt employee means any person hired by the employer and is who is paid an hourly rate and does not meet the qualifications for exemption from the overtime requirements of the Fair Labor Standards Act (FLSA).

Overtime

Overtime pay is defined as pay for hours of work authorized by the supervisor of an employee in excess of 40 hours in a normal workweek. The workweek runs Sunday – Saturday. Overtime pay will be earned by non-exempt employees only. Pre-approval may be required, however, the emergency operations and manpower requirements of the facility are taken into consideration concerning this requirement. The shelter supervisor should always be aware of any overtime accruing for an employee.

Workplace

Equal opportunity

CRA operates 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 BOD members will be reported in writing to the Shelter Manager, ED, or BOD.

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

Accommodation of Disabilities

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

Drug-free workplace

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.

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.

Hiring and retention

The Executive Director is responsible for hiring employees. The shelter supervisor may assist in this process for shelter staff. All paperwork will be entered and retained by the Executive Director or their designee.



Quality recruitment

In accordance with our commitment to being an Equal Opportunity Employer, it is the policy of CRA to attract and retain the best professionals without regard to race, religion, gender, marital status, age, national origin, handicap, or sexual orientation.

Training

To support the growth and development of staff, CRA will identify and fund appropriate training for employees. All training must be approved by the ED or BOD respectively.

Employee Conduct, performance, and evaluation

Job description

Each position shall have a written job description. In general, the description will include the purpose of the position, areas of responsibilities, immediate supervisor(s), qualifications required, salary range, and working conditions affecting the job, *e.g.*, working hours, use of car, etc. The Supervisor shall have discretion to modify the job description to meet the needs of CRA.

Employment hours

The Keys Overnight Temporary Shelter (KOTS) is a 24 hour a day 365 day a year operation requiring constant staffing. The schedule and length of work shifts is variable for CRA employees. While employees may request a set or variable schedule, approval of such is at the discretion of the Shelter Manager. At any time, employees may be requested to vary their work schedules to accommodate program needs.

Attendance

Punctuality and regular attendance are expected of all employees. A doctors' note may be required when the employee will be absent for more than three days. The Shelter Manager should be kept informed of an employee's inability to work their regularly scheduled hours.

An employee who is absent from work without notification will be considered to have voluntarily resigned. The employee's final paycheck will be deposited to the bank account on file with CRA.

Performance evaluation

The supervisor of each employee will, by their supervisory definition, have an ongoing commitment to systemically evaluating individual employees' performance. In addition, there will be an annual performance evaluation conducted by the Supervisor.

The annual performance evaluation is a formal opportunity for the supervisor and employee to exchange ideas that will strengthen their working relationship, review the past year, and anticipate CRA's and the employees needs in the coming year. Both parties should review and sign the performance evaluation form, which will be kept as part of the employee's personnel record.



Secondary employment

Employees may hold secondary employment with the understood and expressed expectation that those employees must meet the performance standards of their job performance with CRA. Employees should consider the impact that outside employment may have on their ability to be scheduled for and perform their duties of CRA. All employees will be evaluated by the same performance standards and will be subject to CRA scheduling demands, regardless of any outside employment requirements.

Ethics and Receiving Gifts

Staff are expected to avoid all activities and associations, whenever reasonable and appropriate, which create an actual or apparent conflict of interest with their responsibility to CRA, and are expected to observe the highest moral and ethical standards in any dealings in which they work for or represent CRA.

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.

Intellectual property

For the properties of this PnP, intellectual property is considered any publications, documents, copyrights, patents, trademarks, industrial designs, and trade secrets created by the employee as part of his or her duties as an employee of CRA. These will be the sole property of CRA.

Compensation

Salary and benefits

CRA may provide a competitive package of benefits to all eligible full-time and part-time employees.

CRA participates in the provisions of the Social Security and Medicare programs. Employees' contributions are deducted from their pay and CRA contributes at the applicable wage base as established by Federal law.

CRA reserves the right to modify or terminate any employee benefits at any time.



Pay Schedules

Pay is distributed semi-monthly, except when pay-days fall on a weekend or holiday, in which case pay will be distributed on the preceding business day.

CRA will comply with all Federal and state requirement for tax withholdings.

IRS Form W2s will be provided to employees annually via USPS. For former employees, W2s will be delivered to the last current address on file. It is not CRA's responsibility to redistribute returned W2s to employees who have failed to update their mailing address with CRA.

Expenses

Reimbursement is authorized for reasonable and necessary expenses incurred in carrying out job responsibilities if pre-approved by the Executive Director. Mileage or transportation, parking fees, inventory shortages, hotel and meal costs when required to attend a conference or training, are all illustrative of reasonable and necessary expenses. No employee should make purchases with expectation of reimbursement unless the purchase is communicated to, and approved by, the Executive Director prior to purchase.

Holidays, Paid Time Off (PTO), and Employee absence

Holidays

The Executive Director will provide staff with of a list of Holidays to be observed at the beginning at the beginning of each calendar year. Shelter staff will be compensated with Holiday pay rate equivalent to their hours worked on the actual date of the Holiday.

Employees wishing to take religious holidays may substitute a religious holiday for one of those listed above, with advance approval from their supervisor.

Case Managers will be off on documented Holidays and the Case Management office will be closed.

Paid Time Off

After the first 90 days of employment, full time employees will be eligible to use vacation time. (PTO will be pro-rated for a new employees first year of employment.) The following are the guidelines for earned PTO:

1-3 years: 80 hours annually

3-6 years: 120 hours annually

6+ years: 160 hours annually

All vacation schedules must be approved in advance by the supervisor. If a conflict between scheduled employees PTO requests, the supervisor will base the decision upon seniority/length of employment.



Employees are expected to use vacation benefits in the calendar year in which vacation is earned. Employees may not carry over unused vacation from one year to the next, except under extenuating circumstances and only with the advanced written approval of the supervisor.

With advanced notice, approval, and preparation, PTO may be paid to an employee who separates under good terms. All requests should be made to the Executive Director who has sole discretion to approve such requests.

Sick leave

After the first 90 days of employment, full time and part time employees will be eligible for sick time leave.

Full time employees will be afforded 96 hours of sick time leave per calendar year. The first year of employment will be prorated based on month of hire, assuming the accrual rate of 8 hours per month worked after the 90 day probationary period. For example, an employee hired in June would be eligible for sick time leave starting September 1st, and would have 32 hours of sick time in their sick leave bank for the remainder of the calendar year.

Part time employees will be afforded 48 hours of sick time leave per calendar year. The first year of employment will be prorated based on month of hire, assuming the accrual rate of 4 hours per month worked after the 90 day probationary period. For example, an employee hired in June would be eligible for sick time leave starting September 1st, and would have 16 hours of sick time in their sick leave bank for the remainder of the calendar year.

Employees may carry over a maximum of 10 days of sick leave time per year with written approval from the Executive Director.

No sick leave benefits are paid upon separation from employment with CRA for any reason.

Unpaid Leave

An employee may choose to take unpaid leave if they have exhausted all of their other paid time off leave options. This request must be in writing and approved by the Shelter Supervisor or Executive Director. This leave may not last for a period longer than two weeks.

Jury duty

CRA will pay employees for up to ten days of jury duty service. If an employee is required to serve more than ten days of jury duty, CRA will provide the employee with unpaid leave. Employees must provide the supervisor a copy of proof of service.

Bereavement

Employees shall be entitled to bereavement leave with pay of five days in the event of a death in the employee's immediate family (spouse, child, sister, brother, or parent) and three days for grandparent, father-in-law, mother-in-law, grandchildren, aunt or uncle. Employee may use, with their supervisor's approval, available paid leave for additional time off as necessary.

Severe Weather Closures



While the Case Management office may close due to severe weather, the shelter facility will fall under the “Natural Disasters, Fire, and Disease or Pandemic Outbreaks” section of this manual. Unless a complete evacuation of Monroe County is deemed necessary, shelter employees who stay for a natural disaster should expect to be reassigned to report to a local shelter to assist with the client population.

Meetings and Events

A staff member may be given leave to participate in opportunities related to the staff member's current or anticipated work with CRA. An employee serving as an official representative of CRA at a conference, event, or meeting is considered on official business and not on leave.

Separation and Resignation

Either CRA or the employee may initiate separation. CRA encourages employees to provide at least two weeks (10 business days) written notice prior to intended separation.

All employment at CRA is “at-will.” That means that employees may be terminated from employment with CRA with or without cause, and employees are free to leave the employment of CRA with or without cause. Either CRA or an employee may initiate separation.

CRA encourages employees to provide at least two weeks (10 business days) written notice prior to intended separation. Employees who resign are entitled to receive accrued, unused vacation benefits.

If the resignation is by the ED, an exit interview will be scheduled by the Board Chair after receiving such notice.

Progressive Discipline, Termination, or layoff

CRA employs a progressive discipline policy and applies it as appropriate based on the circumstance and severity of the incident. All employment at CRA is “at-will.” That means that employees may be terminated from employment with CRA with or without cause, and employees are free to leave the employment of CRA with or without cause. Either CRA or an employee may initiate separation.

At the discretion of the Executive Director or Shelter Supervisor, the employee may be asked to leave immediately or be given a period of notice in accordance with the progressive discipline policy.

Terminated employees may be entitled to unused paid time off benefits at the discretion of the Executive Director.

The ED has authority to employ or separate all employees, and that authority may be delegated to a supervisor at the sole discretion of the ED.

The progressive discipline policy is Attachment 2 in this manual.

Behavior that is illegal is not subject to progressive discipline and will result in immediate termination. Such behavior may be reported to law enforcement. Theft, sleeping while on shift, substance use, intoxication, and harassment or aggressive behavior are also not subject to progressive discipline and will be grounds for immediate termination.



Return of property

Upon separation, all employees are responsible for the return of CRA equipment and property that may have been issued to them. This may include but is not limited to:

- CRA Issues uniforms/clothing
- Keys
- Computers
- Cell Phones
- Written materials/documents
- Credit cards

CRA may withhold from the employee's final paycheck the cost of any property which is not returned when required. CRA may take appropriate legal action to recover its property.

Review of a personnel action

Employees may request a review of disciplinary action and/or unsatisfactory performance review. Employees are expected first to discuss their concern with their immediate supervisor. If further discussion is desired, the employee must then file a formal grievance on an Employee Grievance Form. The grievance form is Attachment 3 in this manual.

Personnel records

Personnel records are the property of CRA, and access to the information they contain is restricted and confidential. A personnel file shall be kept for each employee. It is the responsibility of each employee to promptly notify his or her supervisor in writing of any changes in personnel data.

Financial Management

Purpose

The purpose of financial management in the operation of all CRA activities is to fulfill the organization's mission in the most fiscally effective and efficient manner and to remain accountable to stakeholders, including clients, partners, funders, employees, and the community. In order to accomplish this, CRA commits to providing accurate and complete financial data for internal and external use by the Executive Director and the Board of Directors.

Authority

The Board of Directors is ultimately responsible for the financial management of all activities. The Treasurer is authorized to act on the Board's behalf on financial matters when action is required in advance of a meeting of the Board of Directors.

- The Executive Director is responsible for the day-to-day financial management of the organization. The Board authorizes the Executive Director to hire and supervise staff and independent consultants, pay bills, receive funds, and maintain bank accounts.



- The Executive Director is authorized to sign checks up to \$1,500. Checks for amounts greater than \$1,500 shall require the signature of the Treasurer or Board Chair.
- The Executive Director is authorized to enter into contracts for activities that have been approved by the Board as a part of budgets or plans. The Board of Directors must authorize any contracts outside of these parameters and all contracts with a financial value greater than \$5,000.
- The Executive Director is authorized to manage expenses within the parameters of the overall approved budget, reporting to the Finance Committee on variances and the reason for these variances.
- The Board of Directors must approve any use of the board designated cash reserve fund.

Responsibilities

The Executive Director shall:

- Account for donor restricted and board designated funds separately from general operating funds, and clearly define the restrictions applicable to these funds.
- Report the financial results of CRA operations according to the schedule established by the BOD, but at least quarterly.
- Pay all obligations and file required reports in a timely manner.
- Make no contractual commitment for bank loans, corporate credit cards, or for real estate leases or purchases without specific approval of the Board.
- Record fixed assets with purchase prices greater than \$500 as capital assets in accounting records.
- Depreciation of capital assets will not exceed five years for furniture and equipment or three years for computer and other technology equipment.
- Limit vendor credit accounts to prudent and necessary levels.
- Obtain, to the best of their ability, competitive bids for items or services costing in excess of \$5,000 per unit. Selection will be based on cost, service, and other elements of the contract.

CRA may award the bid to any provider and is not required to accept the lowest cost proposal.

The Board of Directors shall:

- Review financial reports at each board meeting.
- Provide adequate training to members to enable each member to fulfill his or her financial oversight role.

Financial Transactions with Insiders

No advances of funds to employees, officers, or directors are authorized. Under extenuating circumstances, the Executive Director may request an advance of funds for an employee. This request



must be in writing and the Board of Directors vote will be final. Direct and necessary expenses including travel for meetings and other activities related to carrying out responsibilities shall be reimbursed.

In no case shall CRA borrow funds from any employee, officer, or director of the organization without specific authorization from the Board of Directors.

Budget

In order to ensure that planned activities minimize the risk of financial jeopardy and are consistent with board-approved priorities, long-range organization goals, and specific objectives, the Executive Director shall:

- Submit operating and capital budgets to the Finance Committee in time for reasonable approval by the Board prior to each fiscal year.
- Use responsible assumptions and projections as background, with the general goal of an unrestricted surplus.

Asset Protection

In order to ensure that the assets of CRA are adequately protected and maintained, the Executive Director shall:

- Insure against theft and casualty losses to the organization and against liability losses to Board members, staff, or the organization itself to levels indicated in consultation with suitable professional resources.
- Plan and carry out suitable protection and maintenance of property, building, and equipment.
- Avoid actions that would expose the organization, its board, or its staff to claims of liability.
- Protect intellectual property, information, and files from unauthorized access, tampering, loss, or significant damage.
- Receive, process, and disburse funds under controls that are sufficient to maintain basic segregation of duties to protect bank accounts, income receipts, and payments.

Accounting system and structure

Accounting for CRA finances are required to be in compliance with Generally Accepted Accounting Principles (GAAP) for Non Profit Organizations and are supported by the following documentation: copies of paid invoices, purchase orders, payroll records, bank statements, credit card statements, and any other financial documents required.

Credit card

CRA will maintain a credit card for use by the ED, the Case Managers and the Shelter Manager under the direction of the ED. The credit card belongs to CRA and CRA is the responsible party for the credit card. The credit card limit is established at \$7,500 and the bill must be paid in full every month.

Payroll



CRA is on a semi-monthly pay schedule; pay periods are the first day of the month through the 15th and the 16th through the last day of the month. Paydays are on the 15th and the last day of the month. When paydays fall on a weekend or a holiday, the payday is advanced to the closest weekday before the regular pay date.

The ED, or his/her designee, prepares payroll reporting for the payroll service.

The ED secures payroll reports through the payroll service, downloads all pay period reports and distributes to BoD. The ED ensures that records are properly maintained. Copies of these reports are provided quarterly to the BOD.

Employees are able to directly access their paystub/payroll information through the payroll software. If any employee is unable to do so, they may request a paystub from the ED.

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 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 ED 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 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 shall work with local government designees and ensure that the following actions are completed:

KOTS

Anticipation of hurricane or natural disaster:

1. Close KOTS.
2. Encourage users to visit emergency shelters.
3. 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.
4. Remove awnings and secure.
5. Move portable equipment, paper records, linens, and supplies to a designated CRA storage location to the most complete extent possible.
6. Request that staff, who are able, to work at the temporary shelters and assist with evacuations.
7. Remove the computer equipment necessary to determine time and attendance, and to enter activities into the HMIS system to a designated safe place, or to the Bookkeeper as appropriate. Disconnect other electrical equipment.
8. Ensure all doors, cabinets, windows etc. are locked and secured to the greatest extent possible.
9. Lock the main gate at KOTS.
10. Activate emergency communication procedures for CRA Executive Director or Acting ED, CRA staff and CRA Chair or Acting 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, 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 or natural disaster:

1. The Executive Director and Shelter Manager, working with the City Officials, will determine if KOTS is habitable. If not, work with the City Manager (or their designee,) and Community Services to 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 KOTS is open, they will resume on site. If KOTS is not able to open, they will remain assigned at off-site shelters or locations.
3. If KOTS cannot re-open, work with City Staff to find agreeable and appropriate alternate sites.
4. Re-open KOTS when the City Manager has given the authority to re-open.
5. Notify the CRA Chair and other local agencies that KOTS 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 the CRA Chair and 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.

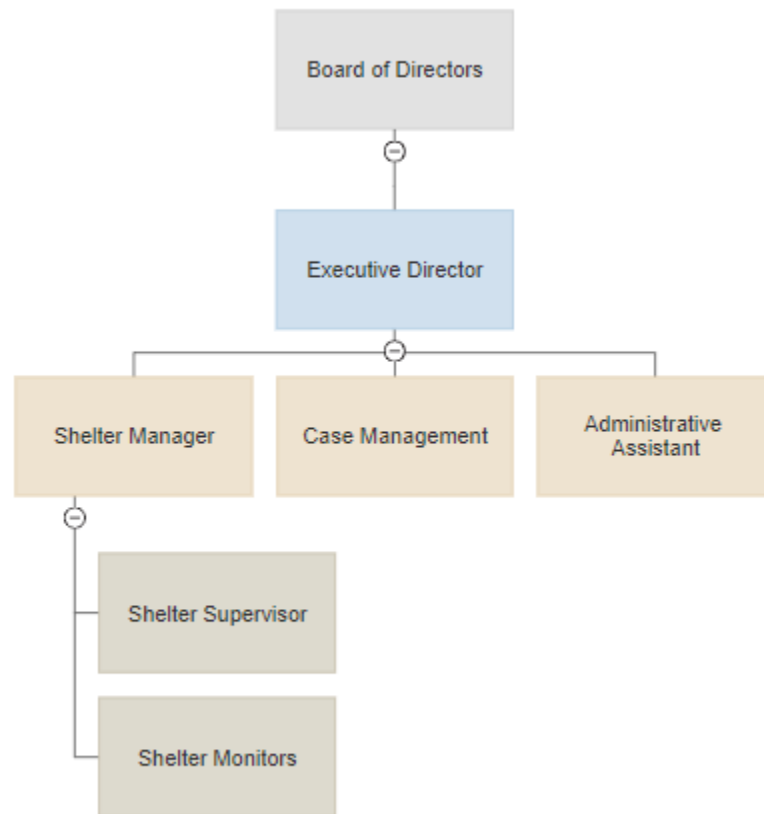
Other natural or man-made emergencies

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



ATTACHMENT 1
CONFLICT OF INTEREST POLICY

Nonprofit Conflict of Interest Policy

Cornerstone Resource Alliance Inc. (the "Organization")

Article 1 - INTRODUCTION:

The Organization is committed to observing the highest standards of ethical conduct in its operations and expects its directors, officers, and employees to do the same. The Board of Directors (the "Board," "Directors," or singularly, "Director") of the Organization has adopted this Nonprofit Conflict of Interest Policy (the "Policy") to ensure that the Organization remains committed to its charitable purpose.

Article 2 - PURPOSE:

The purpose of this Policy is to protect the Organization's interest when it is considering a transaction that might privately benefit a director, officer, or other senior decision-maker, as well as to avoid any excess benefit transactions.

This Policy is also intended to ensure that the Organization continues to operate in accordance with its tax-exempt purpose.

Article 3 - DUTY OF LOYALTY:

Directors, officers, governing committee members, and certain senior management, including those acting as principals for the Organization (referred to as "Interested Parties" or singularly, "Interested Party"), owe the Organization a duty of loyalty. Such duty of loyalty requires Interested Parties to avoid using their position with the Organization for personal advantage or gain. Interested Parties must also avoid any action, including voting, if applicable, where the Interested Party's personal interest, including financial interest, could conflict with the interests of the Organization.

Article 4 - DEFINITIONS:

a. Conflict of Interest: A conflict of interest occurs when an Interested Party has an interest in any matter involving the Organization that directly or indirectly conflicts with the interests of the Organization. Specifically, conflicts of interest can occur when Interested Parties have competing financial interests or personal relationships in opposition to the Organization (referred to as "Direct Conflicts of Interest"), or are related to someone with a competing financial interest or opposing personal relationship (referred to as "Indirect Conflicts of Interest"). The Interested Party may be related by blood, marriage, or business affiliation. Conflicts of interest may also arise where an Interested Party has decision-making authority in an entity that may be involved in a business relationship or financial transaction with the Organization.

The following examples of potential conflicts of interest are to be considered illustrative, but non-exhaustive:

- a. When an Interested Party stands to personally benefit financially through a transaction the Organization may be involved with;
- b. When an Interested Party has an ownership interest, including through investment, in another entity with which the Organization intends to transact or do business;
- c. When an Interested Party enters or maintains an agreement to be compensated by the Organization (for the purposes of this clause, Directors who are also employees of the Organization may have a conflict in certain situations, such as voting on compensation);
- d. When an Interested Party joins or creates a competing organization;
- e. When an Interested Party or an entity in which an Interested Party has an ownership interest competes with the Organization in a purchase, sale, contract bid, or other interest or service;
- f. When an Interested Party utilizes confidential information belonging to the Organization for any reason that is not related to the Interested Party's work for the Organization, such as personal profit or for the benefit of another entity;
- g. When an Interested Party uses the Organization's resources for any competing interest; or
- h. When an Interested Party participates in decision-making or negotiations for the Organization in a matter in which the Interested Party, a person related to the Interested Party, or an entity in which the Interested Party has an ownership interest is also involved.

b. Potential Conflict of Interest: A potential conflict of interest occurs when an Interested Party recognizes that a conflict of interest may take place if ameliorating action is not taken. Potential conflicts of interest do not always lead to actual conflicts of interest. Interested Parties that have a potential conflict of interest will need to follow the procedures outlined in the Conflict Disclosure section below. The Organization seeks to avoid the appearance of impropriety, as even potential conflicts of interest can be damaging to the Organization's reputation. Therefore, all potential conflicts of interest must be treated with due care and disclosed according to the procedures outlined here.

Article 5 - CONFLICT DISCLOSURE:

a. Disclosure. Any individual who suspects a conflict of interest or potential conflict of interest might arise with respect to any activity is obligated to disclose such conflict or potential conflict to the Board as soon as practicable so that the situation may be

evaluated. Interested Parties are not to unilaterally assess conflicts. Interested Parties must disclose at least all of the following details to the Board, but in any case, enough information for the Board to obtain a clear picture of the potential conflict:

- a. All material facts;
- b. Any potential or existing financial interest;
- c. Any potential or existing competing interests; even if not financial;
- d. Any self-dealing or potential self-dealing.

b. Disclosure of conflicts of others. If any individual becomes aware of a potential conflict of interest involving another party, that individual must report such potential conflict to the Board immediately.

c. Party for disclosure. Disclosure can be made to the Chairperson of the Board or the entirety of the Board.

d. Recusal. Interested Parties must also notify the Board when they intend not to attend a meeting of the Board or a committee based upon their belief that the Board or Committee will vote or act regarding a matter in which the Interested Party may have a conflict.

Article 6 - CONFLICT PROCEDURES:

a. Interested Parties shall disclosure potential conflicts of interest to the Board as soon as is practicable after becoming aware of the potential conflict, as described above. Interested Parties are also required to complete an annual disclosure form to describe any ongoing interest that may create a conflict.

b. Evaluation. After the Board receives any potential conflict or conflict disclosure from an Interested Party, the Board may request follow-up discussions or additional information. At this point, the Board will decide whether an actual conflict exists and whether it involves financial interest, material competition, self-dealing, or any other type of conflict. The Interested Party shall be screened from any discussions or voting regarding the conflict. The Board may fully determine the issue on a vote or may refer it to a specialized committee for additional investigation. Evaluation of conflicts is made on a case-by-case basis.

c. Factors for consideration. The Board may consider any factor it wishes in determining whether a conflict exists. Some of the factors for consideration may include:

- Whether the Interested Party's financial interest is minimal, in relation to the transaction

- How involved the Interested Party is with the other entity involved in any transaction with the Organization
- The degree to which the Interested Party could personally benefit from the transaction or relationship at issue

d. Determination of self-dealing. If the Board or committee determines that an actual conflict exists, the Board or committee must also determine whether a self-dealing transaction is at issue. If so, the entirety of the Board must vote on whether to approve the transaction, and the transaction must be approved by a greater vote than other Board actions. In other words, if the Board generally approves actions via a simple majority, a greater vote than this is needed to approve a self-dealing transaction. Approval of compensation for a director acting as director or officer shall not be considered a self-dealing transaction.

e. Determination of transactional conflict. If the Board or committee determines that an actual conflict exists involving a financial transaction or arrangement, but it is not self-dealing, the Board will consider alternative scenarios that would not present a conflict. If the Board determines an appropriate alternative exists, the Board shall pursue that avenue. If an appropriate alternative does not exist, the Board shall determine whether the original proposed course of action is in the Organization's best interest and take a vote on such issue, in which a majority is required.

f. Determination of other conflict. In any other scenario in which the Board or committee determines a conflict exists, the Board or committee shall recommend a reasonable and appropriate course of action to protect the Organization. The governing body shall discuss the issue and determine how best to proceed forward.

Article 7 - POLICY VIOLATIONS:

If an Interested Party fails to disclose any potential or actual conflict, the Board shall first request an explanation from the Interested Party. The Board may then determine appropriate action, including disciplinary action if required.

Article 8 - RECORDS:

The Board or relevant committee shall retain all records of discussions and votes regarding any presented conflict or potential conflict. The records must specifically include:

- a. The name of the Interested Party or Parties;
- b. How the conflict was brought to the attention of the Board (whether disclosed or found out);
- c. The nature of the possible conflict, including financial interest involved;

- d. The Board or committee's actions regarding fact-finding and investigation on the conflict or potential conflict;
- e. The Board or committee's discussions, decision, and vote;
- f. The names of all parties present for any discussion or votes.

Article 9 - ABSTENTION FROM VOTES ON COMPENSATION:

No Board member who is compensated for their services towards the Organization may vote on their own compensation.

Article 10 - ANNUAL STATEMENTS:

All individuals required to abide by this Policy must sign a statement each year attesting that they have received a copy of the Policy, they read and understand the Policy, they agree to comply with the Policy, and they understand the Organization's maintenance of its charitable activities and federal tax exemption depends on its undertaking primarily of activities that support its charitable purpose.

Any individual that believes they have ongoing relationships or interests that may present a conflict must also make an annual disclosure, as described above, and is responsible for updating such disclosure upon the occurrence of any material change.

Article 11 - REVIEWS:

The Organization will periodically review certain subjects to maintain alignment with its charitable purposes. The review shall include at least:

- a. Compensation and benefit arrangements, to ensure they are reasonable and formalized through arm's length bargaining;
- b. Transactional arrangements, including partnerships or joint ventures, to ensure they are in line with the Organization's policies and do not confer a private benefit on any party or result in an excess benefit transaction; and
- c. Compensation reviews of the President and Chief Financial Officer of the Organization.

The Organization may use outside advisors to conduct the above reviews, but responsibility for the reviews ultimately lies with the Board.

This Policy is intended to supplement but not replace any state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.

ANNUAL CONFLICT OF INTEREST FORM

The undersigned, as _____ (director, officer position, manager, principal, committee member, or key employee) of Cornerstone Resource Alliance Inc. acknowledges:

1. he or she has received a copy of the Organization's Conflict of Interest Policy;
2. he or she has read and understands the Policy;
3. he or she has agreed to comply with the Policy;
4. he or she understands the Organization's maintenance of its charitable activities and federal tax exemption depends on its undertaking primarily of activities that support its charitable purpose; and
5. the following on-going relationships and interests may present a conflict of interest (please describe - if not applicable write "N/A" or leave blank):

Signature: _____

Name: _____

Title: _____

Date: _____

ATTACHMENT 2
PROGRESSIVE DISCIPLINE POLICY

Cornerstone Resource Alliance Progressive Discipline Policy

Cornerstone Resource Alliance's (CRA) Progressive Discipline Policy are designed to provide a structured corrective action process to improve and prevent a recurrence of unacceptable employee behavior and/or performance issues. CRA believes in counseling and training/re-training as a welcome option to discipline whenever necessary or appropriate.

Nothing in this policy supersedes the at-will employment relationship between CRA and its employees.

Step 1: Counseling and Verbal Warning

This step provides an opportunity for the supervisor to address the performance, conduct or attendance issue that created a need for the counseling/warning.

CRA believes in a structured approach of stating expectations, communicating how the employee is failing to meet the expectation, and providing options for corrective action by the employee. This approach is used in all steps of progressive discipline.

The supervisor will document this counseling/warning in the employees personnel file, to include date, time, location, and content of the meeting.

(This step may be skipped depending on the severity of the infraction.)

Step 2: Written Warning

During this step the supervisor will meet with the employee to review the infraction(s) and consequence(s). The supervisor will also refer to any prior corrective action that has been taken and such will be documented on the written warning notice. Consequences will be clearly outlined for the employee of his or her continued failure to meet performance or conduct expectations. The employee will be required to sign for this documentation, and it will be placed in the employees personnel file.

Step 3: Suspension

During this step the employee is suspended from coming to work, and this suspension can be paid or unpaid at the discretion of the Supervisor and Executive Director. The employee will acknowledge receipt of notice of suspension and this action will be documented in the employees personnel file.

Step 3: Recommendation for Termination of employment

After all counseling, warnings, and attempts at training have been exhausted, the supervisor may make a recommendation for termination. CRA will generally try to implement the progressive nature of this discipline policy, however, CRA reserves the right to combine and/or skip any of the aforementioned steps dependent on the nature of the offense. Employees may be terminated without prior notice or disciplinary action. Management must notify the Executive Director of all pending terminations, and final approval will be made by the Executive Director after reviewing all documentation.

During any of these steps the employee may file an Employee Grievance Form and follow the guidelines of that process.



ATTACHMENT 3
GRIEVANCE PROCEDURE

FAIR HEARING POLICY AND PROCESS

GRIEVANCE PROCEDURE

As a client of the Keys Overnight Temporary 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

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 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.

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

Client signature

Date

TAB C

Employee

Policies

Cornerstone Resource Alliance, Inc.



Employee Policy Manual



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Attachments:

1. Job Descriptions
2. Progressive Discipline Policy
3. Grievance Policy



Employer

For the purposes of these policies, the term employer means Cornerstone Resources Alliance, Inc.

Location

For the purposes of these policies, the location/facility is the Keys Overnight Temporary Shelter (KOTS) located at 5537 College Rd. Key West, FL 33040.

Personnel Definitions

Employee

An employee is an individual that is hired, provided compensation and applicable benefits, and has his or her work directed and evaluated by CRA.

Full-time employee

A full-time employee means any person hired by the employer and regularly works at least 35 hours per week.

Part-time employee

A part-time employee means any person hired by the employer and regularly works less than 35 hours per week.

Exempt employee

An exempt employee means any full-time or part-time employee who is paid on a salary basis because he or she has a supervisory role or technical skill.

Non-exempt employee

A non-exempt employee means any person hired by the employer and is who is paid an hourly rate and does not meet the qualifications for exemption from the overtime requirements of the Fair Labor Standards Act (FLSA).

Overtime

Overtime pay is defined as pay for hours of work authorized by the supervisor of an employee in excess of 40 hours in a normal workweek. The workweek runs Sunday – Saturday. Overtime pay will be earned by non-exempt employees only. The overtime pay hourly rate is the basic rate of pay multiplied by 1.5.

Workplace

Equal opportunity

CRA operates and employs staff 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 BOD members will be reported in writing to the Shelter Manager, ED, or BOD.

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

Accommodation of Disabilities

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

Drug-free workplace

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. CRA may conduct random drug and alcohol tests on employees. Refusal to take a test may be ground for immediate termination. 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.

Non-disclosure of confidential information

Any information that an employee learns about CRA, or its Board of Directors (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 data
- Program and financial information and pending projects and proposals
- Client specific information, including HIPAA Employees are required to sign a confidentiality agreement as a condition of employment.

No information may be released to the media without approval of the ED or the Chair.



Ethics and Receiving Gifts

Staff are expected to avoid all activities and associations, whenever reasonable and appropriate, which create an actual or apparent conflict of interest with their responsibility to CRA, and are expected to observe the highest moral and ethical standards in any dealings in which they work for or represent CRA.

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.

Whistleblower protection

It is contrary to the values of CRA for anyone to retaliate against any board member, officer, employee or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of CRA. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

Reporting Procedure CRA has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with their supervisor. If you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with Executive Director. Supervisors and managers are required to report complaints or concerns about suspected ethical and legal violations in writing to CRA's Executive Director, who has the responsibility to investigate all reported complaints. Employees with concerns or complaints may also submit their concerns in writing directly to their supervisor or the Executive Director or the organization's Compliance Officer [or other designated person].

Acting in Good Faith

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Handling of Reported Violations

CRA's Executive Director will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.



Employee Conduct, performance, and evaluation

Job description

Each position shall have a written job description. In general, the description will include the purpose of the position, areas of responsibilities, immediate supervisor(s), qualifications required, salary range, and working conditions affecting the job, *e.g.*, working hours, use of car, etc. CRA has discretion to modify the job description to meet the needs of the organization.

Job descriptions are attached in Attachment 1 of this manual.

Employment hours

The Keys Overnight Temporary Shelter (KOTS) is a 24 hour a day 365 day a year operation requiring constant staffing. The schedule and length of work shifts is variable for CRA employees. While employees may request a set or variable schedule, approval of such is at the discretion of the Shelter Manager. At any time, employees may be requested to vary their work schedules to accommodate program needs.

Attendance

Punctuality and regular attendance are expected of all employees. A doctors' note may be required when the employee will be absent for more than three days. The Shelter Manager should be kept informed of an employee's inability to work their regularly scheduled hours.

An employee who is absent from work without notification will be considered to have voluntarily resigned. The employee's final paycheck will be deposited to the bank account on file with CRA.

Performance evaluation

The supervisor of each employee will, by their supervisory definition, have an ongoing commitment to systemically evaluating individual employees' performance. In addition, there will be an annual performance evaluation conducted by the Supervisor.

The annual performance evaluation is a formal opportunity for the supervisor and employee to exchange ideas that will strengthen their working relationship, review the past year, and anticipate CRA's and the employees needs in the coming year. Both parties should review and sign the performance evaluation form, which will be kept as part of the employee's personnel record.

Secondary Employment

Employees may hold secondary employment with the understood and expressed expectation that those employees must meet the performance standards of their job performance with CRA. Employees should consider the impact that outside employment may have on their ability to be scheduled for and perform their duties of CRA. All employees will be evaluated by the same performance standards and will be subject to CRA scheduling demands, regardless of any outside employment requirements.



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.

Intellectual property

For the properties of this PnP, intellectual property is considered any publications, documents, copyrights, patents, trademarks, industrial designs, and trade secrets created by the employee as part of his or her duties as an employee of CRA will be the sole property of CRA.

Hiring and retention

The Executive Director is responsible for hiring employees. The shelter supervisor may assist in this process for shelter staff. All paperwork will be entered and retained by the Executive Director or their designee.

Meetings and Events

A staff member may be given leave to participate in opportunities related to the staff member's current or anticipated work with CRA. An employee serving as an official representative of CRA at a conference, event, or meeting is considered on official business and not on leave.

Separation and Resignation

Either CRA or the employee may initiate separation. CRA encourages employees to provide at least two weeks (10 business days) written notice prior to intended separation.

All employment at CRA is "at-will." That means that employees may be terminated from employment with CRA with or without cause, and employees are free to leave the employment of CRA with or without cause. Either CRA or an employee may initiate separation.

CRA encourages employees to provide at least two weeks (10 business days) written notice prior to intended separation. Employees who resign are entitled to receive accrued, unused vacation benefits.

If the resignation is by the ED, an exit interview will be scheduled by the Board Chair after receiving such notice.



Discipline, Termination, and Layoff

CRA employs a progressive discipline policy and applies it as appropriate based on the circumstance and severity of the incident. All employment at CRA is “at-will.” That means that employees may be terminated from employment with CRA with or without cause, and employees are free to leave the employment of CRA with or without cause. Either CRA or an employee may initiate separation.

At the discretion of the Executive Director or Shelter Supervisor, the employee may be asked to leave immediately or be given a period of notice in accordance with the progressive discipline policy.

Terminated employees may be entitled to unused paid time off benefits at the discretion of the Executive Director.

The ED has authority to employ or separate all employees, and that authority may be delegated to a supervisor at the sole discretion of the ED.

The progressive discipline policy is Attachment 2 in this manual.

Behavior that is illegal is not subject to progressive discipline and will result in immediate termination. Such behavior may be reported to law enforcement. Theft, sleeping while on shift, substance use, intoxication, and harassment or aggressive behavior are also not subject to progressive discipline and will be grounds for immediate termination.

Return of property

Upon separation, all employees are responsible for the return of CRA equipment and property that may have been issued to them. This may include but is not limited to:

- CRA Issues uniforms/clothing
- Keys
- Computers
- Cell Phones
- Written materials/documents
- Credit cards

CRA may withhold from the employee's final paycheck the cost of any property which is not returned when required. CRA also may take appropriate legal action to recover its property.

Review of a personnel action

Employees may request a review of disciplinary action and/or unsatisfactory performance review. Employees are expected first to discuss their concern with their immediate supervisor. If further discussion is desired, the employee must then file a formal grievance on an Employee Grievance Form. The grievance form is Attachment 3 in this manual.



Personnel records

Personnel records are the property of CRA, and access to the information they contain is restricted and confidential. A personnel file shall be kept for each employee. It is the responsibility of each employee to promptly notify his or her supervisor in writing of any changes in personnel data.

Training

To support the growth and development of staff, CRA will identify and fund appropriate training for employees. All training must be approved by the ED.

Compensation

Salary and benefits

CRA may provide a competitive package of benefits to all eligible full-time and part-time employees.

CRA participates in the provisions of the Social Security and Medicare programs. Employees' contributions are deducted from their pay and CRA contributes at the applicable wage base as established by Federal law.

CRA reserves the right to modify or terminate any employee benefits at any time.

Pay Schedules

Pay is distributed semi-monthly, except when pay-days fall on a weekend or holiday, in which case pay will be distributed on the preceding business day.

CRA will comply with all Federal and state requirement for tax withholdings.

IRS Form W2s will be provided to employees annually via USPS. For former employees, W2s will be delivered to the last current address on file. It is not CRA's responsibility to redistribute returned W2s to employees who have failed to update their mailing address with CRA.

Expenses

Reimbursement is authorized for reasonable and necessary expenses incurred in carrying out job responsibilities if pre-approved by the Executive Director. Mileage or transportation, parking fees, inventory shortages, hotel and meal costs when required to attend a conference or training, are all illustrative of reasonable and necessary expenses. No employee should make purchases with expectation of reimbursement unless the purchase is communicated to, and approved by, the Executive Director prior to purchase.

Holidays, Paid Time Off (PTO), and Employee absence

Holidays

The Executive Director will provide staff with of a list of Holidays to be observed at the beginning at the beginning of each calendar year. Shelter staff will be compensated with Holiday pay rate equivalent to their hours worked on the actual date of the Holiday.



Employees wishing to take religious holidays may substitute a religious holiday for one of those listed above, with advance approval from their supervisor.

Case Managers will be off on documented Holidays and the Case Management office will be closed.

Paid Time Off

After the first 90 days of employment, full time employees will be eligible to use vacation time. (PTO will be pro-rated for a new employees first year of employment.) The following are the guidelines for earned PTO:

1-3 years: 80 hours annually

3-6 years: 120 hours annually

6+ years: 160 hours annually

All vacation schedules must be approved in advance by the supervisor. If a conflict between scheduled employees PTO requests, the supervisor will base the decision upon seniority/length of employment.

Employees are expected to use vacation benefits in the calendar year in which vacation is earned. Employees may not carry over unused vacation from one year to the next, except under extenuating circumstances and only with the advanced written approval of the supervisor.

With advanced notice, approval, and preparation, PTO may be paid to an employee who separates under good terms. All requests should be made to the Executive Director who has sole discretion to approve such requests.

Sick leave

After the first 90 days of employment, full time and part time employees will be eligible for sick time leave.

Full time employees will be afforded 96 hours of sick time leave per calendar year. The first year of employment will be prorated based on month of hire, assuming the accrual rate of 8 hours per month worked after the 90 day probationary period. For example an employee hired in June would be eligible for sick time leave starting September 1st, and would have 32 hours of sick time in their sick leave bank for the remainder of the calendar year.

Part time employees will be afforded 48 hours of sick time leave per calendar year. The first year of employment will be prorated based on month of hire, assuming the accrual rate of 4 hours per month worked after the 90 day probationary period. For example an employee hired in June would be eligible for sick time leave starting September 1st, and would have 16 hours of sick time in their sick leave bank for the remainder of the calendar year.

Employees may carry over a maximum of 10 days of sick leave time per year with written approval from the Executive Director.

No sick leave benefits are paid upon separation from employment with CRA for any reason.

Unpaid Leave



An employee may choose to take unpaid leave if they have exhausted all of their other paid time off leave options. This request must be in writing and approved by the Shelter Supervisor or Executive Director. This leave may not last for a period longer than two weeks.

Jury duty

CRA will pay employees for up to ten days of jury duty service. If an employee is required to serve more than ten days of jury duty, CRA will provide the employee with unpaid leave. Employees must provide the supervisor a copy of proof of service.

Bereavement

Employees shall be entitled to bereavement leave with pay of five days in the event of a death in the employee's immediate family (spouse, child, sister, brother, or parent) and three days for grandparent, father-in-law, mother-in-law, grandchildren, aunt or uncle. Employee may use, with their supervisor's approval, available paid leave for additional time off as necessary.



ATTACHMENT 1

JOB DESCRIPTIONS



Job Title:	Executive Director	Job Category:	Administration
Location:	Multiple Locations of Service	Travel Required:	Yes
Salary Range:	Compensation Commensurate with Experience	Position Type:	Full Time
Will Train Applicant(s):	Yes	Reports To:	President/Board of Directors
Applications Accepted By:			
EMAIL: keyscra@keyscra.org Subject Line: Executive Director 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.	
Job Description			
<p>ROLE AND RESPONSIBILITIES</p> <p>The Executive Director (ED) is responsible for the overall operation of the organization (CRA). This is inclusive of emergency homeless shelter operations (24/7), case management operations, and administrative oversight of CRA. The ED is also responsible for maintaining good working relationships with community partners, the City of Key West, and stakeholders. The following is not an exhaustive list, however, it provides a good starting point for the broad scope of duties of this position.</p> <ul style="list-style-type: none"> • Prepare and provide an annual budget to the City of Key West for operations of KOTS facility. • Maintain all licenses, insurances, and certificates necessary for operations. • Maintain, with the assistance of a bookkeeper, all financial records and responsibilities of CRA. • Maintain and update all Policy and Procedure, Operational, and Employee Manuals. • Maintain and update all job descriptions. • Ensure proper staffing levels for all programs. • Grant writing, reporting, and contract management. • Ensure organizational presence at meetings, conferences, and trainings. • Payroll processing and associated tasks including local, state, and federal reporting guidelines. • Community Education and Advocacy. • Fundraising. • Responsible for all tax related filings. • Preparation of documents for annual external audit. • Ordering and maintaining inventory at service locations. • Approval of funding for client services. <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Must have a 4 year college degree. Must possess a valid drivers license and have a vehicle.</p>			
Last Updated By:	E. Pintabona	Date:	8.29.2020



Job Title:	Shelter Manager	Job Category:	Shelter
Location:	5537 College Rd. Key West, FL 33040	Travel Required:	No
Salary Range:	Salary \$46,000.00 - \$50,000/annually	Position Type:	Full Time
Will Train Applicant(s):	Yes	Reports To:	Executive Director
Applications Accepted By:			
EMAIL: keysra@keysra.org Subject Line: Shelter Manager 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.	
Job Description			
ROLE AND RESPONSIBILITIES <ul style="list-style-type: none"> • Scheduling of KOTS Employees • Supervising the employees assigned to KOTS, including selecting and terminating staff with the approval of the Executive Director, maintaining appropriate records related to the staff, and maximizing the skills of the staff through performance reviews and other means. • Recommending staffing levels and work plans for KOTS. • Supervising volunteers and community service worker programs. • Preparing oversight reports on the activities of KOTS for the Executive Director as requested, as well as other materials necessary to obtain/maintain funding and to show compliance with funding agreements. • Ensuring the quality and accuracy of all data, including HMIS, and seeing that data is managed in a timely fashion to effectively monitor operations. • Managing the physical resources and condition of KOTS. • Maintaining property logs including schedule for regular inventory of property. • Participating in community education, meetings, and conferences as appropriate. 			
QUALIFICATIONS AND EDUCATION REQUIREMENTS High School Diploma or Equivalent. Employee must have a valid driver's license.			
PREFERRED SKILLS 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.			
ADDITIONAL NOTES This employee works closely with the Executive Director to ensure the highest level of integrity, professionalism, and safety regarding the daily operations of the KOTS 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 Manager 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.			
Last Updated By:	E. Pintabona	Date:	8.29.2020



Job Title:	Shelter Monitor	Job Category:	Shelter
Location:	5537 College Rd Key West, FL 33040	Travel Required:	No
Hourly Rate of Pay:	\$15/hour (shift differential for overnight position.)	Position Type:	Full Time and Part Time
Will Train Applicant(s):	Yes	Reports To:	Shelter Supervisor and/or Shelter Manager
Applications Accepted By:			
EMAIL: SHELTERMANAGER@KEYSCRA.ORG AND KEYSCRA@KEYSCRA.ORG Subject Line: Monitor 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.	
Job Description			
<p>ROLE AND RESPONSIBILITIES</p> <p>Shelter Monitors are required to:</p> <ul style="list-style-type: none"> • Search Client Bags and Property for Contraband. • Continuously monitor operations and client behavior. • Maintain appropriate logs and check-in/out documents. • Apply disciplinary action in accordance with the Client Behavioral Policy. • Ensure client and staff safety at all times. • Stand and be mobile for long periods of time. • Ensure all policies and guidelines are being adhered to by clients. • Complete other duties as assigned by the Shelter Manager or Supervisor. <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>High School Diploma or Equivalent preferred.</p> <p>PREFERRED SKILLS</p> <p>Candidate should possess strong communication skills and have the ability to deescalate situations. A sense of responsibility and the ability to be on time is necessary. Some computer skills are preferred but not a pre-requisite for eligibility.</p> <p>ADDITIONAL NOTES</p> <p>This position deals directly with Homeless Individuals and enforcement of facility rules. Applicants must be able to work Holidays, varying shifts, and weekends.</p>			
Last Updated By:	E. Pintabona	Date:	8.29.2020



Job Title:	Shelter Supervisor	Job Category:	Shelter
Location:	5537 College Rd Key West, FL 33040	Travel Required:	No
Hourly Rate of Pay:	\$16-\$18/hour commensurate with experience	Position Type:	Full Time
Will Train Applicant(s):	Yes	Reports to:	Shelter Manager
Applications Accepted By:			
EMAIL: SHELTERMANAGER@KEYSCRA.ORG AND KEYSCRA@KEYSCRA.ORG Subject Line: Shelter Supervisor 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.	
Job Description			
ROLE AND RESPONSIBILITIES Assisting the KOTS Manager operate the Keys Overnight Temporary Shelter (KOTS) through the following duties, including, but not limited to: <ul style="list-style-type: none"> • Supervising the employees assigned to KOTS, including selecting and terminating staff with the approval of the Shelter Manager and/or Executive Director. • Maintaining appropriate records related to the staff and operations. • Maximizing the skills of staff through training and mentoring. • Assisting the Shelter Manager with evaluating the performance and discipline of KOTS employees. • Supervising clients, volunteers, and community service workers. • Managing the physical resources of KOTS through the inventory process. • All duties assigned to shelter monitors as needed and appropriate. 			
QUALIFICATIONS AND EDUCATION REQUIREMENTS High School Diploma or Equivalent is preferred. Employee must have a valid driver's license.			
PREFERRED SKILLS The candidate 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.			
ADDITIONAL NOTES The KOTS supervisor is a supervisory position and exists as a supportive and enhancing role to the Manager. Due to the fact that the shelter operates 7 days a week 365 days a year, situations may and will arise in which the supervisor 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. The Supervisor will ensure continuity of supervisory presence when the Manager is not on site.			
Last Updated By:	E. Pintabona	Date:	8.29.2020



Job Title:	Case Manager	Job Category:	Case Management
Location:	1111 12 th St Key West, FL 33040	Travel Required:	No
Salary Range:	Salary \$34,000 - \$36,500/annually commensurate with experience	Position Type:	Full Time
Will Train Applicant(s):	Yes	Reports To:	Executive Director
Applications Accepted By:			
EMAIL: keysra@keysra.org Subject Line: Case Manager 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.	
Job Description			
<p>ROLE AND RESPONSIBILITIES</p> <p>Case Managers oversee the progress and wellness of any homeless or at-risk individual. Job duties include, but are not limited to:</p> <ul style="list-style-type: none"> • Intake and coordinated assessment. • Identifying individual client needs. • Referrals to programs such as food stamps, social security/disability benefits, mental health/substance use counseling, medical services, transitional/permanent housing, and employment services. • Assisting clients obtain necessary documents for a local ID. • Provide temporary mailing address. • Entering all client services into the HMIS data management system mandated by the Monroe County COC. • Participate in training and meetings as requested by the Executive Director. <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>High School Degree or Equivalent. Applicant must have a valid drivers license.</p> <p>PREFERRED SKILLS</p> <p>Candidate must have strong verbal and interpersonal skills. A history in social services or related field is helpful to the candidates ability to serve the clients.</p> <p>ADDITIONAL NOTES</p> <p>Case Managers maintain office hours, appointment hours, and are also responsible to enter all services rendered into the HMIS database. Case Managers must be able to respond with an assistance minded approach to client needs. Appropriate referrals, follow-up, and connection to services are an integral part of the job duties. Case Managers also work with shelter staff to complete the circle of client care.</p>			
Last Updated By:	E. Pintabona	Date:	8.29.2020



Job Title:	Administrative Assistant	Job Category:	Administration
Location:	Location	Travel Required:	Travel Required
Salary Range:	\$20,000 - \$24,000/annually	Position Type:	Part-Time
Will Train Applicant(s):	Yes	Reports To:	Executive Director
Applications Accepted By:			
EMAIL: keysra@keysra.org Subject Line: Administrative Assistant 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.	
Job Description			
ROLE AND RESPONSIBILITIES <ul style="list-style-type: none"> • Prepare monthly report for the organization. • Enter all KOTS data in to the HMIS database as mandated by the Monroe County COC. • Prepare reports and data requests for the Executive Director. • Attend meetings as requested by the Executive Director. 			
QUALIFICATIONS AND EDUCATION REQUIREMENTS High School Diploma or Equivalent.			
PREFERRED SKILLS Candidate must possess excellent computer skills and be literate in Microsoft Word, Adobe Acrobat, data entry, and Windows Based Web functions. Candidate must also possess organizational and communication skills.			
ADDITIONAL NOTES The administrative assistant position exists to assist the Executive Director and the organization with data and reporting needs. The administrative assistant may be asked to retrieve data and/or prepare reports with little notice. Data entry for KOTS takes between 2-3 hours for each date of entry, depending on number of intakes.			
Last Updated By:	E. Pintabona	Date:	8.29.2020

ATTACHMENT 2

PROGRESSIVE DISCIPLINE POLICY

Cornerstone Resource Alliance Progressive Discipline Policy

Cornerstone Resource Alliance's (CRA) Progressive Discipline Policy are designed to provide a structured corrective action process to improve and prevent a recurrence of unacceptable employee behavior and/or performance issues. CRA believes in counseling and training/re-training as a welcome option to discipline whenever necessary or appropriate.

Nothing in this policy supersedes the at-will employment relationship between CRA and its employees.

Step 1: Counseling and Verbal Warning

This step provides an opportunity for the supervisor to address the performance, conduct or attendance issue that created a need for the counseling/warning.

CRA believes in a structured approach of stating expectations, communicating how the employee is failing to meet the expectation, and providing options for corrective action by the employee. This approach is used in all steps of progressive discipline.

The supervisor will document this counseling/warning in the employees personnel file, to include date, time, location, and content of the meeting.

(This step may be skipped depending on the severity of the infraction.)

Step 2: Written Warning

During this step the supervisor will meet with the employee to review the infraction(s) and consequence(s). The supervisor will also refer to any prior corrective action that has been taken and such will be documented on the written warning notice. Consequences will be clearly outlined for the employee of his or her continued failure to meet performance or conduct expectations. The employee will be required to sign for this documentation, and it will be placed in the employees personnel file.

Step 3: Suspension

During this step the employee is suspended from coming to work, and this suspension can be paid or unpaid at the discretion of the Supervisor and Executive Director. The employee will acknowledge receipt of notice of suspension and this action will be documented in the employees personnel file.

Step 3: Recommendation for Termination of employment

After all counseling, warnings, and attempts at training have been exhausted, the supervisor may make a recommendation for termination. CRA will generally try to implement the progressive nature of this discipline policy, however, CRA reserves the right to combine and/or skip any of the aforementioned steps dependent on the nature of the offense. Employees may be terminated without prior notice or disciplinary action. Management must notify the Executive Director of all pending terminations, and final approval will be made by the Executive Director after reviewing all documentation.

During any of these steps the employee may file an Employee Grievance Form and follow the guidelines of that process.



ATTACHMENT 3
GRIEVANCE PROCEDURE

FAIR HEARING POLICY AND PROCESS

GRIEVANCE PROCEDURE

As a client of the Keys Overnight Temporary 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

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 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.

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

Client signature

Date

TAB D

Notarized

Signature

Pages, 990

Form &

Insurance

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. 008-20 for
Keys Overnight Temporary Shelter (KOTS) Management
Cornerstone Resource Alliance Inc.
2. This sworn statement is submitted by ____ (Name of entity submitting sworn statement)

whose business address is 29312 Coconut Palm Dr.
Big Pine Key FL 33043 and (if
applicable) its Federal Employer Identification Number (FEIN) is
85-1080795 (If the entity has no FEIN, include the Social
Security Number of the individual signing this sworn statement.)

3. My name is Elicia Pintabona and my relationship to
(Please print name of individual signing)

the entity named above is President

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)

August 28 2020

(Date)

STATE OF Florida

COUNTY OF Monroe

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

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

space provided above on this 28th day of August, 2020

My commission expires



[Signature]
NOTARY PUBLIC

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 Inc.

29312 Coconut Palm Dr. Big Pine Key FL
Address

E. Pin
Signature

Elicia Pintabona
Print Name

8/28/2020
Date

President
Title

NOTARY FOR THE PROPOSER

STATE OF Florida
COUNTY OF Monroe

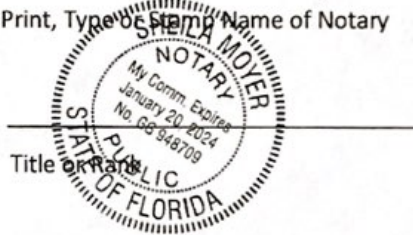
The foregoing instrument was acknowledged before me this 28th day of August, 2020
By Elicia Pintabona, of Cornerstone Resource Alliance
(Name of officer or agent, title of officer or agent) Name of corporation acknowledging Inc.

or has produced FLDL as identification.

[Signature]
Signature of Notary

Return Completed form with
Supporting documents to: City
of Key West Purchasing

Sheila Moyer
Print, Type or Stamp Name of Notary



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 Inc. 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. Pin
(signature)

August 28 2020
(date)

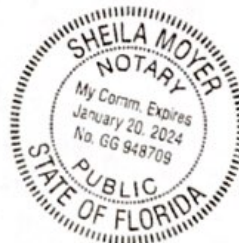
Sworn and subscribed before me this

28th Day of August, 2020

Sheila Moyer

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 01-20-2024



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

As a new non-profit corporation formed expressly for this proposal opportunity, Cornerstone Resource Alliance, Inc. does not meet the one year in-business requirement of the Ordinance. However, we remain fully committed to the City and the Key West community with the goal of qualifying under the Ordinance after our first year in business.

Signature: E. Pin Date: 8/28/2020

NOTARY

STATE OF Florida COUNTY OF Monroe

The foregoing instrument was acknowledged before me this 28th day of Aug, 2020.

By Elicia Pintabone, of Cornerstone Resource Alliance, Inc. (Name of officer or agent, title of officer or agent) Name of corporation acknowledging) or has produced

FLDL as identification.

Signature of Notary



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 Inc 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: Elicia Pintabona E. Pin

Sworn and subscribed before me this

28th day of August, 2020

[Signature]

NOTARY PUBLIC, State of Florida at Large



My Commission Expires: 01-20-2024

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: Elicia Pintabona E. Pin

Sworn and subscribed before me this 28th day of August, 20 20.

NOTARY PUBLIC, STATE OF FLORIDA AT LARGE

My Commission Expires: 01-20-2024



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 Pintabona, hereby
(NAME)
declare that I am President of Cornerstone Resource Alliance Inc.
(TITLE) (FIRM)
Of Big Pine Key, Florida
(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(1)(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 President
NAME AND TITLE PRINTED

WITNESS:

Curtis Bump

BY: E. Pin
SIGNATURE

WITNESS:

[Signature]

Executed on this 28th day of August 2020



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

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUN - 4 2020

CORNERSTONE RESOURCE ALLIANCE INC
29312 COCONUT PALM DR
BIG PINE KEY, FL 33043-0000

Employer Identification Number:
85-1097419
DLN:
26053543001310
Contact Person:
CUSTOMER SERVICE ID# 31954
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
June 30
Form 990-PF Required:
Yes
Effective Date of Exemption:
May 19, 2020
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a private foundation within the meaning of Section 509(a).

You're required to file Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation, annually, whether or not you have income or activity during the year. If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PF" in the search bar to view Publication 4221-PF, Compliance Guide for 501(c)(3) Private Foundations, which describes your recordkeeping, reporting, and disclosure requirements.

CORNERSTONE RESOURCE ALLIANCE INC

Sincerely,

Stephen A. Martin

Director, Exempt Organizations
Rulings and Agreements

State of Florida

Department of State

I certify from the records of this office that CORNERSTONE RESOURCE ALLIANCE INC. is a corporation organized under the laws of the State of Florida, filed electronically on May 19, 2020, effective May 15, 2020.

The document number of this corporation is N20000005315.

I further certify that said corporation has paid all fees due this office through December 31, 2020, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by the code noted below.

Authentication Code: 200519075140-700344790667#1

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Nineteenth day of May, 2020



Laurel M. Lee
Laurel M. Lee
Secretary of State



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

September 2, 2020

To Whom it May Concern:

Please be advised that our agency has provided insurance quotes to Cornerstone Resource Alliance, Inc. to cover its proposed operation of a shelter located at 5537 College Rd, Key West, FL 33040.

The quoted coverage includes:

Commercial General Liability Insurance of \$2,000,000 per occurrence and \$4,000,000 aggregate.

Business Auto Hired & Non-owned Liability of \$2,000,000 per accident. Cornerstone Resource Alliance, Inc. owns no autos at present.

Professional Liability of \$2,000,000 per occurrence and \$4,000,000 aggregate.

Workers Compensation Coverage in compliance with the Florida Statute and with Employers Liability Coverage of \$1,000,000 each accident, 1,000,000 each disease, \$1,000,000 each employee.

These quoted policies are in compliance with the insurance requirements stipulated in your request for proposal. No coverage is presently in force.

A certificate will be issued to the City upon the carrier's acceptance of the insured's signed applications and payment. Cornerstone Resource Alliance, Inc. and our agency understand this certificate must be provided prior to the issuance of the contract between the City and Cornerstone Resource Alliance, Inc.

Please do not hesitate to contact me with any questions or concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read "David P. Arch".

David P. Arch, CPCU, CIC, ARM, AFSB
President
david@arisrisk.com

ARIS INSURANCE GROUP

3900 Hollywood Blvd • Suite Ph E • Hollywood, FL 33021 • P 954.323.0355 • F 954.866.1277 • Info@arisrisk.com

TAB E

**Executive
Director Job
Description &
Client
Behavioral
Policy**



Job Title:	Executive Director	Job Category:	Administration
Location:	Multiple Locations of Service	Travel Required:	Yes
Salary Range:	Compensation Commensurate with Experience	Position Type:	Full Time
Will Train Applicant(s):	Yes	Reports To:	President/Board of Directors
Applications Accepted By:			
EMAIL: keyskra@keyskra.org Subject Line: Executive Director 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.	
Job Description			
ROLE AND RESPONSIBILITIES <p>The Executive Director (ED) is responsible for the overall operation of the organization (CRA). This is inclusive of emergency homeless shelter operations (24/7), case management operations, and administrative oversight of CRA. The ED is also responsible for maintaining good working relationships with community partners, the City of Key West, and stakeholders. The following is not an exhaustive list, however, it provides a good starting point for the broad scope of duties of this position.</p> <ul style="list-style-type: none"> • Prepare and provide an annual budget to the City of Key West for operations of KOTS facility. • Maintain all licenses, insurances, and certificates necessary for operations. • Maintain, with the assistance of a bookkeeper, all financial records and responsibilities of CRA. • Maintain and update all Policy and Procedure, Operational, and Employee Manuals. • Maintain and update all job descriptions. • Ensure proper staffing levels for all programs. • Grant writing, reporting, and contract management. • Ensure organizational presence at meetings, conferences, and trainings. • Payroll processing and associated tasks including local, state, and federal reporting guidelines. • Community Education and Advocacy. • Fundraising. • Responsible for all tax related filings. • Preparation of documents for annual external audit. • Ordering and maintaining inventory at service locations. • Approval of funding for client services. 			
QUALIFICATIONS AND EDUCATION REQUIREMENTS <p>Must have a 4 year college degree. Must possess a valid drivers license and have a vehicle.</p>			
Last Updated By:	E. Pintabona	Date:	8.29.2020

continue on back if needed

TAB F

KOTS Monthly

Report - July

2020



Southernmost Homeless Assistance League, Inc.
P.O. Box 2990 • Key West, FL 33045-2990 • www.shalkw.org

Elicia Pintabona • Executive Director
732.232.7096 • shalkeywest@gmail.com

Peter Dswonyk • Chair
Clare Keller • Vice Chair
Steve Black • Secretary
Alan Teitelbaum • Treasurer

July 2020 Report

SHAL OUTREACH Service Summary Report

The Florida Keys reopened its “doors” to visitors again on June 1st. However, mandatory Masks and social distancing are now being enforced for both residents and visitors alike. Due to this reopening, we saw an increase of new clients over the past 2 months.

SHAL’s hard working outreach staff **Teresa Wallace**, and **Anne Barnett** provided **218 services** to **98 Unduplicated clients** in July, both sheltered and unsheltered, with an average of 2 service per client. SHAL outreach helped 7 clients with obtaining their birth/marriage certificate and they assisted 28 clients with getting a Florida ID. SHAL outreach was also able to provide 6 new client’s with 7 day 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).

SHAL Outreach did 29 new enrollments/intakes clients.

Success Stories

Thanks to grant funding from the **Monroe County Continuum of Care (COC)**, 1 client was successfully relocated to a better situation, where they have housing, support and/or employment waiting for them.

SHAL was able to help 2 clients into FKOC Patterson House this month.

SHAL has assisted 5 clients with getting a Bicycle for employment. This program was originally started by Anne Barnett. It has now turned into a collaboration with the client’s, as they are the ones that help to fix the bikes donated from the Key West Police Department.



In July, SHAL was able to provide 14 clients assistance in obtaining shoes/clothing that were necessary for their new jobs or job searches. 7 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). The other 7, SHAL was able to help purchase specific clothing/shoes necessary for employment, and that they couldn't otherwise get with the clothing voucher.

SHAL assisted 3 client in obtaining a New or replacing their cell phones so that they can continue their job searches. Teresa and Anne were unable to hold the *phone 101 class* for clients this month.

SHAL SHELTER OPERATIONS – KOTS

The total number of clients (unduplicated) in July was, **196** with an average stay of **15** nights per client. Over the month of July, the Shelter remained a 24-hour facility. Under the direction of Shelter Manager **Lottie Bowe chop**, the database shows that Shelter staff did **75** New Enrollments/Intakes. There were **3,103 bednights** during the month of July. Additionally, SHAL's hardworking Shelter staff served **9,309** meals. Since the shelter is 24 hours, Breakfast, Lunch, and Dinner, is served to SHAL Shelter residents. Dinner is provided by the volunteers at **St. Mary's Soup Kitchen** and delivered by SHAL volunteers who pick up the pans and bring them out to the Shelter. Breakfast is provided by SHAL. Lunch is provided by Star of the **Sea Foundation (SOS)**. **Thank you to all for your help!**



TAB G
KOTS
Operational
Manual

Cornerstone Resource Alliance, Inc.



Keys Overnight Temporary Shelter (KOTS) Operational 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 Keys Overnight Temporary Shelter (KOTS) located at 5537 College Rd. Key West, FL 33040.

Equal opportunity

CRA operates KOTS 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 BOD members will be reported in writing to the Shelter Manager, ED, or BOD.

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

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

Per the Fire Marshall in correspondence dated 12/03/2019 the facility has an occupancy of 121 clients.

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, 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, wasitbands, 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 KOTS Behavioral Policy. These policies are also posted in plain sight around the facility. See the Behavioral Policy portion of the SOP for further information.

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 KOTS 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 polices 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 KOTS premises is under 24-hour video surveillance. This surveillance will be made available, upon request to the Executive Director, 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 personnel monitors, who are tasked with enforcing policy, ensuring staff and client safety, and maintaining operational procedures. KOTS 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, 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 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 ED 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 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 shall work with local government designees and ensure that the following actions are completed:

KOTS

Anticipation of hurricane or natural disaster:

1. Close KOTS.
2. Encourage users to visit emergency shelters.
3. 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.
4. Remove awnings and secure.
5. Move portable equipment, paper records, linens, and supplies to a designated CRA storage location to the most complete extent possible.
6. Request that staff, who are able, to work at the temporary shelters and assist with evacuations.
7. Remove the computer equipment necessary to determine time and attendance, and to enter activities into the HMIS system to a designated safe place, or to the Bookkeeper as appropriate. Disconnect other electrical equipment.



8. Ensure all doors, cabinets, windows etc. are locked and secured to the greatest extent possible.
9. Lock the main gate at KOTS.
10. Activate emergency communication procedures for CRA Executive Director or Acting ED, CRA staff and CRA Chair or Acting 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, 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 or natural disaster:

1. The Executive Director and Shelter Manager, working with the City Officials, will determine if KOTS is habitable. If not, work with the City Manager (or their designee,) and Community Services to 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 KOTS is open, they will resume on site. If KOTS is not able to open, they will remain assigned at off-site shelters or locations.
3. If KOTS cannot re-open, work with City Staff to find agreeable and appropriate alternate sites.
4. Re-open KOTS when the City Manager has given the authority to re-open.
5. Notify the CRA Chair and other local agencies that KOTS 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 the CRA Chair and 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.

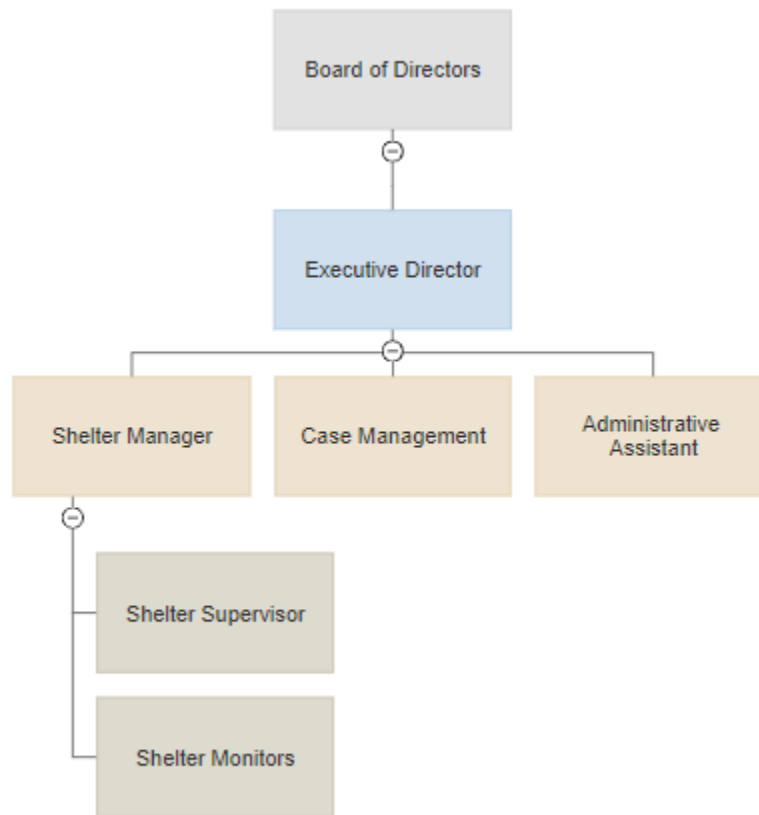
Other natural or man-made emergencies

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



ATTACHMENT 1
GRIEVANCE POLICY

FAIR HEARING POLICY AND PROCESS

GRIEVANCE PROCEDURE

As a client of the Keys Overnight Temporary 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

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 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.

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

Client signature

Date

ATTACHMENT 2
INCIDENT REPORT

KOTS INCIDENT REPORT

Name _____
(Last) (First)

TYPE OF INCIDENT

☐ Verbal Abuse ☐ Physical Abuse ☐ Alcohol/Drugs ☐ Abuse of Staff
☐ Other _____

Date _____ Time _____ AM/PM

Staff Name _____

Witnesses _____

Description of Incident _____

continue on back if needed

Staff Recommendation _____

Case Manager Comments _____

KOTS Manager Review _____

ATTACHMENT 3
BEHAVIORAL POLICY

Keys Overnight Temporary Shelter (KOTS)

SHELTER RULES

ALL CLIENTS MUST COMPLY WITH SHELTER RULES. Property is under 24 hour video surveillance.

FAILURE TO DO SO CAN RESULT IN EVICTION OR SUSPENSION FROM KOTS.

1. RACISM AND AGGRESSIVE BEHAVIOR WILL NOT BE TOLERATED AT KOTS. VIOLATORS WILL BE SUBJECT TO SUSPENSION FROM KOTS. WE HAVE A ZERO TOLERANCE POLICY AGAINST RACISM, HARASSMENT, AND/OR DISCRIMINATION OF ANY KIND.
2. Handicapped beds will be provided to disabled clients only. (NO EXCEPTIONS)
3. ALL clients that arrive later the 9:00pm must pass a (BAC) breathalyzer test. (Must pass with 0.00 to be admitted)
4. CLIENTS ARE RESPONSIBLE FOR THEIR OWN BELONGINGS. (DO NOT LEAVE YOUR BELONGINGS UNATTENDED AT ANY TIME.) KOTS, the Management Agency, and/or staff are not responsible for any lost or stolen property. Any belongings left on property will be considered abandoned and will be discarded or given to charity.
5. NO ONE UNDER THE AGE OF 18 IS ALLOWED ON KOTS PROPERTY AT ANYTIME.
6. KOTS IS A CONTRABAND FREE SHELTER. Clients that attempt to bring contraband of any kind will be asked to leave the property and will be subject to suspension/eviction from KOTS.

Contraband includes, but may not be limited to, illegal drugs, alcohol, weapons, knives, box cutters, razors, tools, or dangerous material. These items are not allowed on KOTS property. Staff reserves the right to seize such property that is deemed hazardous.
7. SMOKING IS ONLY PRERMITTED IN DESIGNATED AREAS.
7. NO FOOD OR DRINKS IN THE DORMS, NO EXCEPTIONS.
8. SHOWERS ARE MANDATORY. You must return your towel to be issued a sheet.
9. Showers are limited to 10 MINUTES per client. (TOWELS MUST BE RETURNED TO STAFF WHEN FINISHED) There are no showers in the morning. All towels and sheets must be returned to staff before you leave KOTS property. (NO EXCEPTIONS)
10. Dormitories are not co-ed. All clients must be in assigned beds and dorms. Female clients are not permitted to sleep outside.
11. Lights out in the dorms at 10:00 pm. Mats down/ Quiet area out front at 10:00 pm. No one is permitted to lay mats down until 10:00 pm. NO HANGING OUT OR TALKING ON THE FRONT FLOOR AFTER 10:00 PM.
12. Men and women must separate after 10:00 pm.
13. Do not move your mat or bed assignment without staff approval. (Do not take the mats from the dorms outside.)

14. You MUST wear shoes and shirt in all common areas of the shelter per Monroe County Health department. DO NOT LEAVE THE DORMS OR THE SHOWERS WITHOUT SHOES OR SHIRT.
15. KOTS offices are off limits to clients without staff present. NO EXCEPTIONS.
16. SHEETS, BLANKETS AND TOWELS ARE PROPERTY OF KOTS. (Taking these items will result in eviction or suspension from KOTS.)
17. No bike riding on Sherriff's property, beginning at College Rd at the Sheriff's sign.
18. Clients may not bring portable radios (Walkie Talkies) into the facility. KOTS staff will seize any radios found. Clients that continue to break this rule will be subject to suspension from KOTS.
19. All Personal property will be searched, and pockets will be emptied upon entrance.
20. Outside bed mats must be returned neatly in the morning to their place of storage.
21. No cell phone use in dorms or tents unless you have headphones.
22. Music is not to be played in the front area or in the dorms/tents unless you have headphones.
23. Absolutely no bikes or any other items are to be chained to the Black fence belonging to Sunset Marina.
24. Clients are not permitted to hang out or loiter in the bike area.
25. Charging of cell phone is only allowed using the cell phone station outlets. Do NOT plug anything into any outlet in the Dorms or tents, or any other outlet.
26. You must be dressed fully and appropriately while inside KOTS.
27. Absolutely no audio or video recording is permitted on premises.
28. All sheets must be turned in by 10am. All personal belongings must be under beds by 2pm. This includes personal sheets. If personal sheets are left on the bed they will be removed by staff.
29. Working clients must provide adequate proof of employment to store their personal belongings in the worker shed.
30. You may leave once per day. When you leave you must sign out with the staff member in the booth. Upon return you must sign back in at the booth.

**** Failure to comply with these or any other rules imposed by KOTS Staff may be grounds for disciplinary action, up to and including, suspension from KOTS or criminal charges being pursued. ****

I have read the rules and understand them fully.

Signature_____

Print:_____

Date:_____

TAB H

Letters of Support



Keys Area Interdenominational Resources
Food Pantry and Social Services for those in Need
in the Middle Keys

3010 Overseas Hwy.
Marathon, FL 33050
(305) 743-4582
KAIRonline@bellsouth.net

8/10/20

City of Key West
Key West, FL

To Whom It May Concern,

I am writing this in support of Cornerstone Resource Alliance's interest in providing services to the homeless in Key West. I know this is a newly formed organization but the leadership is well versed in providing services in Key West and has done so for many years.

As a board member of the Continuum of Care, I have worked closely with Elicia Pintabona, current director of SHAL and director of the newly formed Cornerstone Resource Alliance. She has worked hard to pull SHAL forward and provide efficient and effective services to the homeless. Ms. Pintabona has repaired previously fractured relationships with all of the stakeholders and has forged new relationships with needed supporters.

This is no easy task. Over 100 people stay at the current facility nightly. Folks present with physical and mental illness, substance abuse, and other complications of homelessness. In addition, Ms. Pintabona was faced with how to keep both homeless individuals and the community safe during a pandemic that was highly contagious. She provided great leadership in developing the resources to allow residents to shelter in place. I believe she has the skills and the vision to even further improve the lives of the homeless and in turn, the lives of the rest of the community as we are all connected.

I am available to speak further about this recommendation and would welcome any contact from the city. Thank you in advance.

Sincerely,

Marjorie Roberts, Executive Director
Keys Area Interdenominational Resources (KAIR)
305-393-6621-cell



August 11, 2020

Dear City of Key West:

Subject: Key West Overnight Temporary Shelter (KOTS) Contract

We at A.H. of Monroe County, Inc. , as a non-profit Agency providing services to people living with HIV/AIDS, the elderly, people living with disabilities, homeless and low-income households throughout Monroe County, know too well that housing IS care.

That is why we are pleased to submit this letter of reference and support for Cornerstone Resource Alliance, Inc in their bid for management and oversight of Key West Overnight Temporary Shelter (KOTS).

KOTS has typically provided overnight services for up to 140 adults; after the onset of COVID-19, KOTS responded by pivoting into a 24-hour facility to help prevent the spread of this health crisis among the homeless population. This was done while under the watchful eye of the Southernmost Homeless Assistance League (SHAL) and then-Executive Director Elicia N. Pintabona, now President of Cornerstone.

Elicia has a clear mandate: for clients to achieve the greatest level of wellness they are able to attain, and to facilitate matriculation to self-sufficiency.

AH always stands ready to collaborate in housing solutions. As an Agency, we aggressively pursue permanent initiatives. There is nothing more important in self-worth, physical and mental health, nutrition and social interaction than a roof over one's head.

In support of ongoing, compassionate care of the Keys' homeless population, we urge you to strongly consider Cornerstone's efforts to assume the management of KOTS.

Sincerely,

E. Scott Pridgen
Executive Director



August 10, 2020

Mr. Greg Veliz, Manager
City of Key West
1300 White St.
Key West, FL 33040

Dear Greg,

What a crazy few months it has been since we sat in your office and talked about ways to better serve the homeless population in Key West.

And now, what good news to learn that you are taking steps toward change by seeking a new management company for the Key West Overnight Temporary Shelter (KOTS).

This letter is to enthusiastically endorse **Cornerstone Resource Alliance** to be the agency selected to manage the KOTS program. Next month it will be a year that I have been in my role here at the Community Foundation, and during this time, Cornerstone Resource Alliance's principal, Elicia Pintabona, has actively participated in numerous collaborative meetings among agencies. I find Elicia to be a goal-oriented, hard worker, and she has earned respect from the existing staff at KOTS. She is passionate about making the program a success and catapulting it toward a campaign for a new facility and resource centers that can efficiently, affordably, and humanely serve people going through tough times, and help them move toward self-sufficiency.

Thanks for your consideration, and please encourage members of your selection committee to contact me at 305-292-1502 or jmccomb@cffk.org.

Best wishes,

Jennifer McComb
President and CEO
Community Foundation of the Florida Keys



City of Key West
Mr. Greg Veliz
City Manager's Office
1300 White Street
Key West, FL 33040

August 4, 2020

Dear Mr. Veliz,

I am writing in support of Cornerstone Resource Alliance, Inc.'s (CRA) application to operate the City of Key West's Emergency Shelter, Keys Overnight Temporary Shelter (KOTS). While CRA is a newer organization, its president and founder, Elicia Pintabona offers the leadership and experience to successfully run this facility. Ms. Pintabona has years of experience working at this very facility, her transition from Case Manager to her last position as the Executive Director of the former operating entity has given her a unique understanding of the daily operations, the clients served, and administration of numerous grants and it's budget.

Ms. Pintabona has shown herself to be someone who is truly compassionate to the needs of our community members experiencing homelessness. Further, she learned the many crucial elements that make up the best practices of shelter management including but not limited to; employee management, safety and security, budget creation and management, as well as the ability to work with other partner agencies. Ms. Pintabona has established herself as a knowledgeable advocate for those experiencing homelessness and a trusted colleague.

Understanding that in the near future there will be a great deal of discussion on how to create a KOTS that will best serve the community, I feel that Ms. Pintabona will have the best insight into what KOTS could and should be. I believe Ms. Pintabona will have the most accurate understanding of the budget, the staffing needs, and most importantly how KOTS would be a starting point to exiting homelessness.

Ms. Pintabona is one of the most qualified individuals for this position and if I were making this selection, an agency under her leadership would be my top candidate. I believe with Ms. Pintabona's leadership Cornerstone Resource Alliance; Inc. will be a successful agency and the best choice for this contract.

Thank you for your time and consideration,
Sincerely,



Stephanie Kaple

Executive Director
Florida Keys Outreach Coalition, Inc.



ST. MARTHA'S MINISTRY

1010 WINDSOR LANE

KEY WEST, FL 33040

My name is Mary D Leen, I'm the Director of St. Martha's Ministry, formerly St. Mary's Soup Kitchen. We have provided a hot meal each day, 365 days per year for over 40 years. I met Elicia in 2018 when she began her position with SHAL. We have a very good working rapport. If Elicia needs anything from me or has questions, we are in touch immediately and if I need anything from her, she is in touch with me very quickly. Elicia is very positive and hardworking and is very passionate about her work.

I hope we continue to have a long relationship.

Very Sincerely,

Mary D Leen

Director

St. Martha's Ministry

Star of the Sea Foundation, Inc.



dba/ Star of the Sea Outreach Mission

5640 Maloney Ave.

Key West, FL. 33040

(305) 292-3013 Fax (305) 292-3014

www.sosmission.org

August 2020

Dear Mayor Johnston and City Commissioners;

SOS has been has been working with Elicia Pintabona for a number of years now, and I have always found her to be well-informed, professional, and compassionate with respect to the low-income population we both serve.

Most recently, we have worked together ensuring adequate food for shelter residents during the Covid-19 Pandemic. Transitioning to a 24-hour operation was not a simple task, but Elicia handled the challenge very well and it has been a pleasure working with her.

Please feel free to contact me for any additional information and or if I can help in any other way. We very much value our partnership with the City of Key West.

Sincerely,

Thomas M. Callahan
Executive Director

Sunset Marina, LLC

5555 College Rd, Box 49

Key West, FL 33040

leslie@pelagicpropertymanagement.com

August 11, 2020

To City of Key West,

My name is Leslie Johnson and I am writing to you to recommend Cornerstone Resource Alliance, headed by Elicia Pintabona, to manage KOTS.

I have been the Property Manager of Sunset Marina and neighbor to KOTS for the past three years. Elicia Pintabona has done a commendable job along with her staff ensuring the health and safety of her clients and neighbors. Whenever we have had an issue with clients of KOTS harassing our tenants, trespassing on our property, or damaging our property she has responded immediately and looked for long-term solutions to these problems.

The COVID-19 pandemic could have raged out of control with the KOTS clients but by offering 24-hour services that were controlled the illness was a non-issue. I believe her ability to work with all parties involved in our homeless shelter and to consider the needs of the community makes Elicia Pintabona's organization, Cornerstone Resource Alliance, the best candidate for the contract. She has the vision to move this organization to the next level and build a permanent structure in Key West. If you have any questions please do not hesitate to contact me.

Sincerely,



Leslie Johnson

305-780-7189

August 6, 2020

Dear Greg Veliz, City Manager:

I would like to throw my 'considerable' weight behind the candidacy of Elicia Pintabona and her company, Cornerstone Resource Alliance, to take the homeless 'situation' to the next level.

I am a lowly volunteer and only contribute by driving food from St. Mary's to the shelter once per week, but I have interacted with Elicia enough to know that she would be, and already has been, an outstanding advocate for the improvement of the situation at the shelter. My first visit to KOTS as a participant in the Ambassador program quickly motivated me to become a volunteer.

I'm a firm believer that how the less fortunate are treated reflects directly on the community. I have heard that a new facility is under consideration and am encouraged that the current KOTS situation may soon be a thing of the past. I am not naïve enough to think that a new building will automatically transform the homeless into self-sufficient model citizens, but along with the outstanding, proven leadership of Elicia, her obvious empathy, organizational skills, and energy level, this new initiative will demonstrate a level of concern that will make me, at least, proud to be a Key West citizen.

Regards,

Peter S. Bennett

Peter S. Bennett
2938 Riviera Drive
Key West, FL 33040
410-991-6809
petersbennett@gmail.com