ORIGINAL

MONROE COUNTY
HUMAN SERVICES ADVISORY BOARD
Application for Funding
Fiscal Year 2011
October 1, 2010 – September 30, 2011

Agency Name	Independence Cay Transitional Housing, Homeless Shelter, and Soup Kitchen
Physical Address	1669 Overseas Highway
Mailing Address	PO Box 500286
City, State, Zip	Marathon, Florida 33050
Phone	305 743 3121
Fax	305 743 6523
Email	Kapnkirk50@hotmail.com
Who should we contact with questions about this application?	Kirk Maconaughey, Executive Director, 305 849 2786

Amount received for prior fiscal year ending 09/30/09	$0
Amount received for current fiscal year ending 09/30/10	$7,500
Amount requested for upcoming fiscal year ending 09/30/11	$37,800

(1) huge ↑ in request

(2) funds needed for marketing 17,500

(3) question re: [illegible] Σ

(4) Audit not req'd

CERTIFICATION

To the best of our knowledge and belief, the information contained in this application and attachments is true and correct. Monroe County is hereby authorized to verify all information contained herein, and we understand that any inaccuracies, omissions, or any other information found to be false may result in rejection of this application. This certifies that this request for funding is consistent with our organization's Articles of Incorporation and Bylaws and has been approved by a majority of the Board of Directors.

We affirm that the Agency will use Monroe County funds for the purposes as submitted in this Application for Funding. Any change will require written approval from the Monroe County Board of County Commissioners.

We understand that the agency must substantially meet the eligibility criteria to be considered for Monroe County funding and that any applicable attachments not included disqualify the agency's application.

We further understand that meeting the Eligibility Criteria in no way ensures that the agency will be recommended for funding by the Human Services Advisory Board. These recommendations are determined by service needs of the community, availability of funds, etc. HSAB funding recommendations must be approved by the Monroe County Board of County Commissioners.

Typed Name of Executive Director: Kirk Maconaughey

Signature _____

Date: April 22, 2010

Typed Name of Board President/Chairman: Rev. Debra Maconaughey

Signature _____

Date: April 22, 2010

Insert your agency's board-approved mission statement below.

"Independence Cay is designed to provide services to those in need and those who wish to better themselves and provide uniformity and accountability of those services."

1. List the services your agency provides.

Independence Cay offers a community soup kitchen providing full, hot meals six days per week. Visitors are supplied with a hot meal and, at the same time, offered showering facilities, feminine and personal hygiene products, and washer/dryer machines with which to do personal laundry, resulting in well-fed, clean, healthier and more presentable individuals better prepared to blend in with this city's general public, visitors, employers and law-enforcement. Independence Cay also offers Inclement Weather Shelter for up to 20 individuals during periods of dangerous, extremely cold, heavy rain and other life-threatening weather events. **This service was particularly appropriate in the winter of 2010 - in this period, a record 460 overnight stays were provided to homeless people.** Independence Cay has a Transitional Housing component for up to eight displaced males. This program has strict rules against drinking and drugging, fighting, and loafing. All clients are required to work and maintain a strict curfew. Illegal activity or any breach of rules results in discharge from the facility. Independence Cay offers referral services to area social services providers such as Southernmost Homeless Assistance League (SHAL), Salvation Army and KAIR; government agencies such as Monroe County Social Services and the Department of Veterans Affairs; healthcare agencies such as the Guidance Clinic of the Middle Keys, CHI, Rural Health Network, Fishermen's Hospital and Keys Area AHEC; and a host of faith based organizations and churches.

2. What services will be funded by this request?

In keeping with the message rendered "loud and clear" by the HSAG Board at the 2010 HSAG organizational meeting held at the Marathon Public Library, Independence Cay **is asking for assistance on only the most essential human services** – food and a roof over the heads of homeless people (rent). We are seeking no salary, utilities, program funds, or administrative dollars.

3. Will County HSAB funds be used as match for a grant?

Yes. Independence is working on a matching grant from the Trisons Foundation and will be prepared to report more fully on the arrangement at the time of the HSAB hearing on May 27, 2010

4. If you answered "yes" to number four, please specify the:

a. **grant award title, granting agency, and purpose:** "Matching Grant"; Trisons Foundation; to leverage an adequate grant from Monroe County HSAB

b. **grant amount:** Expected: $7,500

c. **match percentage requirement and amount:** We need to receive a minimum of $15,000 from HSAB in order to receive a match of $7,500 (i.e. 2:1 ratio)

5.* Do you plan to allocate any part of this HSAB grant, if awarded, as a sub-grant to another organization? *If yes, please list the recipient(s), the purpose(s), and amount(s). Please make sure these are included on Attachment D, under "Grants to Other Organizations."

No

6. Does your organization allocate sub-grants to other organizations using other sources (non-County) of funding? ***If yes, please list the recipient(s), the purpose(s), and amount(s). Please make sure these are included on Attachment E, under "Grants to Other Organizations."***

No

7. Will you or have you applied for other sources of County funding? If yes, please list source(s) and amount(s). ***Also be sure to reflect this information on Attachment F.***

Monroe County Sheriff's Asset Forfeiture Fund: $6,500 awarded in 2010
SHAL: $14,000 awarded 2009-2010

8. What needs or problems in this community does your agency address?

Independence Cay is committed to assisting those individuals displaced from permanent housing and living in the mangroves, in makeshift housing, in tents, on the streets, in derelict and abandoned boats and automobiles, substandard housing situations and temporary provisional living situations. Independence Cay's mission statement can be summed up in the sentence, **"We help people help themselves."** Petty crime, panhandling and vagrancy are sometimes the results of homelessness. Independence Cay helps to relieve this burden from the Sheriff's Office and from the city government by offering basic human services to the homeless population of Marathon and the surrounding Florida Keys. With tourism our biggest industry, services provided by Independence Cay assure a more positive experience for our visitors. The overall experience of our tourist base is enhanced by minimizing the incidence of panhandling, loitering and perceived uncomfortable experiences with displaced men and women.

9. What statistical data support the needs listed in number eight?

As part of HUD's National Annual Homeless Survey, on January 26, 2010, SHAL and volunteers from Independence Cay conducted a Point in Time (PIT) count of homeless individuals in the City of Marathon. This was done by counting the number of people in homeless camps and living in the streets. This count did not include those individuals living in temporary or sub-standard living conditions caused by natural disasters such as the 2005 hurricane season or people affected by lay-offs and job reductions in our city forcing families to share single dwellings with multiple groups or families. We know that many of these particular people exist since they arrive daily at our soup kitchen.

With all this said, **the official 2010 PIT count of homeless people in Marathon (Middle Keys) is 115** – up 45% from the 2009 count of 79 people.

A quick perusal of the Monroe County Sheriff's Office website will reveal a number of arrests, usually for petty thefts or minor trespassing, being perpetrated by individuals with no permanent addresses. City officials receive complaints from local residents over supposedly unseemly groups of homeless congregating in conspicuous locations. Local business owners are concerned that unhealthy and unclean individuals - on sidewalks leading to their establishments - results in decreased business revenues in an already thorny local economy.

10. What are the causes (not the symptoms) of these problems?

The causes of homelessness in Marathon and the Middle Keys are many, and complicated. They include:

- our dismal national economy (homeless actually migrate here due to our warm climate)
- our struggling local economy
- our reduced commercial fishing industry
- skyrocketing real estate prices
- increased home foreclosures
- elevated rental rates
- untenable insurance rates
- unemployment and under-employment
- a stagnant tourist industry
- a stand-still construction industry
- alcohol and drug abuse addiction
- untreated mental illness
- bankruptcy due to poor physical health or one of the many reasons above

Many of the men, women and children affected by one or more of these causes are homeless for the very first time in their lives. They all share a sense of amazement, confusion and shock at their respective dilemma and situations. In the words of one displaced individual, "We will do whatever it takes to survive and keep our families safe." Women and children are forced to live in cars, or in dangerous and unhealthy outdoor situations. Sheer desperation, fear, hunger, the human will to survive, and parental instinct leads them to put safety before prudence and they become law-breakers and felons instead of being seen as neighbors in need. This phenomenon is a "vicious" cycle that needs our intervention to be broken.

11. What does your agency do to address these causes?

Independence Cay helps men, women and families put their lives back together by offering hot meals, overnight beds, protection from dangerous weather, referrals to appropriate social and health organizations, shower facilities, laundry facilities and a safe environment in which to prepare for becoming productive members of society once again.

Independence Cay also helps the homeless by:

- preparing men and women for job interviews and other life skills training
- helping restore their personal hygiene and cleanliness
- supplying nutritious meals
- making referrals to appropriate organizations
- offering a safe haven
- helping individuals to reunite with their out-of-the-area families and support groups
- arranging for medical, vision, and dental services
- providing programs to quit smoking, health screening tests, and preventative health care
- scheduling support group meetings including AA and NA

12. Describe your target population as specifically as possible.

Our target population is men, women and children who have been displaced from their permanent housing. Almost all of our clients and soup kitchen visitors are in Marathon or the surrounding Middle Keys. Our clients come to us from encampments in the woods, living in cars and abandoned boats, living on vacant lots, temporary shelter in friends' or family-members' homes, jail, hospitals, and mental-health facilities. Our typical client is primarily male; between 25 and 60 years of age; not gainfully employed; and in dire need of health, dental, mental and social services. Quite regularly, Independence Cay is also visited by **transient** homeless individuals and families who are either making their way to Key West or leaving the Keys forever due to a collapse of their personal "systems".

A good "snap-shot" of our population would be this:

- Between 4 to 8 men living at Independence Cay, benefitting from all the aforementioned meals, services and programs, and adhering to house rules about employment and sobriety. These men pay a minimum transitional housing fee of $500 per month. These men have kitchen privileges, receive six (6) hot lunches, use our showers and laundry facilities, and have the opportunity to participate in all scheduled programs listed in the previous answer.

- Approximately 5 or 6 homeless women per week. While Independence Cay has room and the plans to develop a special section of the shelter for this population, at the present time such arrangement is not in place. Therefore, Independence Cay works with such difficult clients by arranging short term, over-night accommodations in very low-cost motels. We also work with the women to link them to a plethora of health, dental, income, and social service programs. This population makes use of between 15-25 showers per week and also regularly uses Independence Cay's laundry facilities.

- Approximately 20-30 destitute individuals – including families and seniors – come to Independence Cay's daily soup kitchen for a full, hot meal, to do laundry, and to link to health, dental, income, and social service programs.

13. How are clients referred to your agency?

Without doubt, news travels fast among the homeless population. Information about the variety of effective services at Independence Cay is spread through the "coconut telegraph" at an incredible speed. Along with that, Independence Cay is the only service of our kind (transitional and homeless housing, feeding, and personal services) in the Middle and Upper-Keys. Independence Cay receives referrals from the Guidance Clinic of the Middle Keys, local churches, Keys Area Interdenominational Resources (KAIR), the Monroe County Sheriff's Office, municipal police offices, park rangers, and individuals and business owners – all from an area ranging from Grassy Key to Key West. This trend continues as we expand and enhance services.

14. What steps are taken to be sure that prospective clients are eligible and that the neediest clients are given priority?

It is always a delicate path to follow between wanting to assist a hurting, needy individual or family and certifying that they indeed need our help. Independence Cay fully realizes the value and importance of such "certification of need", especially since we are partially funded by taxpayer's money.

In the final analysis, we actually have what can best be described as different "tiers" of certification for different programs. These "tiers" of certification graduate in difficulty starting with "easy" for people who are hungry and want a meal through our soup kitchen to "detailed" for those who desire transitional housing.

Independence Cay's Soup Kitchen is open to anyone requesting a hot meal who say they have been displaced from his or her permanent home, or who is at risk for becoming homeless. Hunger is a powerful phenomenon and we frankly do not put people affected by hunger through lengthy paperwork. Soup Kitchen clients must behave appropriately and respectfully and inebriated individuals are asked to leave. Independence Cay permits no fighting, drinking, drugging or illegal activity on our premises. Soup Kitchen clients are offered referrals to health-care, social services, veteran services and other relevant service providers. Soup Kitchen clients are also offered personal hygiene products, showering and laundry facilities.

Transitional Housing clients who are referred by mental-health facilities (i.e. Guidance Clinic and others) are screened for need by their existing case-managers and also by the Independence Cay House Manager and the Executive Director. The Southern Homeless Assistance League has developed – under the guidance of the State of Florida and U.S. HUD – a battery of need-

certification tools which we administer to transitional housing applicants before accepting them into our facility. All transitional housing clients are required to agree to and sign a code of conduct and house rules. Such clients must be displaced from permanent housing or be living in quarters unsuitable for human habitation.

15. Describe any networking arrangements that are in place with other agencies.

If only one word was permitted to describe Independence Cay, that word would be "collaborative". There is not one initiative, one program, or one idea that we approach without a 100% perspective and attitude about optimal collaboration. Indeed, with charity funds being so scarce these days, being collaborative is the only way that Independence Cay can be effective.

Independence Cay has working and useful arrangements with:

- St. Columba Episcopal Church in Marathon contributes mightily to Independence Cay in the form of financial contributions, hundreds of hours of volunteer work, a new computer for the shelter, and teams of volunteers who prepare meals. St. Columba's priest, Rev. Debra Maconaughey, serves as the volunteer Chairman of the Board at Independence Cay.

- The Keys Area Interdenominational Resources (KAIR) who supplies food products, family reunification funds and services and referral services

- The Guidance Clinic of the Middle Keys (GCMK) who offers mental-health and substance abuse treatment programs, as well as day-treatment programming teaching basic human skills

- The Keys Area Health Education Council (AHEC) who performs monthly visits to Independence Cay during a regularly scheduled soup kitchen lunch with a registered nurse, and other health-care providers to do screenings and referrals for health issues including dental problems

- The Monroe County Sheriff's Office who assists or make referrals to Independence Cay

- Southernmost Homeless Assistance League (SHAL) who provides modest financial support, training opportunities, and State of Florida HMIS information gathering data

- The Salvation Army and several faith-based community churches and organizations who provide meals for our soup kitchen, clothing for our clients, and social services as needed

- The Marathon Zonta Club, Keys Progressive Forum, Marathon Jaycees, and many area businesses and residents who provide financial and volunteer support to Independence Cay

- Independence Cay regularly strategizes with both the South Florida Coalition for the Homeless and the National Coalition for the Homeless, especially on matters of fundraising.

- In July of 2010, Independence Cay will begin hosting, for one year, a qualified Federal VISTA Volunteer. Trained and administered by the National Coalition on the Homeless,

our new VISTA staff member will be part of our speakers bureau, will assist with grant writing, will publish articles, attend town meetings, and generally help to operate Independence Cay.

16. List all sites and hours of operation.

At this time, all Independence Cay services are performed from our leased building located at 1669 Overseas Highway. The Soup Kitchen is open from 11:00 am to 2:00 pm on Monday through Friday and Sunday. The Inclement Shelter is open 24-7 during periods of life-threatening weather events. In these times, Independence Cay offers three hot meals per day and visitors are permitted to take showers, do laundry, and receive personal hygiene products. The Transitional Housing is in operation 24/7/365, the doors are locked after dinner time, and there is a curfew at 11pm at which time all residents must be in the facility.

17. What financial challenges do you expect in the next two years, and how do you plan to respond to them?

At the expense of sounding like a broken record, our biggest challenges are indeed financial. Not only is it extremely difficult to raise funds for such essential operating costs as food and rent (for which we are turning to Monroe County HSAB), but other operating costs must be met as well including utilities, building maintenance, kitchen compliance with government inspection requirements, one modest salary for our Executive Director, and more.

In addition to the essential operating costs listed above, Independence Cay is extremely motivated to better serve homeless families (women and children) and we want desperately to evolve from the previously described "as-needed" motel scenario to a complete downstairs facility dedicated to this extremely vulnerable population. Presently, Independence Cay is located in approximately 2,000 square feet at 1669 Overseas Highway, Marathon, on a second floor. We expect to complete renovations in the coming year on the downstairs floor for women and children and for secure offices for the various social, health, and mental care providers who assist our clients on a nearly daily basis. Through Herculean volunteer efforts and in-kind contributions, this "vision" is moving along quite nicely. However, in order to install necessary walls, plumbing, and adequate furniture, Independence Cay will need to overcome a significant challenge of raising essential capital dollars.

Independence Cay is working now and will continue to overcome our financial challenges using the following fundraising tools:

- **Mail Solicitations**

Independence Cay is aware that a perpetually operating charity usually thrives by transitioning from early start-up years through funding from government and foundations to ongoing support from a broad based list of individual and corporate donors. This philosophy is a responsible method of avoiding budgetary peaks and valleys that are too often caused by reliance upon small numbers of donors (i.e. foundations or government).

Independence Cay is establishing an aggressive direct mail program with a minimum of three (3) pieces of solicitation mail annually. Since Independence Cay is a new organization, it obviously does not yet have an extensive "house" list of proven supporters. Therefore, Independence Cay pans to place priority upon "acquisition" mailing (mailing to new donors from rented or purchased lists of addresses) to raise funds and acquire and build a solid data base of supporters. Once a core base of contributing donors is established, such donors will receive "cultivation" mailings designed to ensure on-going and steady support for the organization.

The initial acquisition mailings, and subsequent "cultivation" mailings, will all be designed to educate recipients about myriad opportunities to participate in the assistance and betterment of the lives of homeless individuals in the Middle Florida Keys. The appeals will be genuine and accurate – the "asks" will be for Independence Cay operating and capital funds which will be used to cover costs associated with the activity.

- **E-Mail Solicitations**

Once only a tiny segment of charitable giving, e-mail solicitation is coming of age. Accordingly, Independence Cay presently capture e-mail addresses of a broad segment of local society for the specific purpose of conducting financial solicitation. As with Direct Mail, such e-mail messages are informative about the opportunities (activities) related to the shelter and requests financial donations, attendance at fundraising events, and for "spreading the word" about the great work conducted by Independence Cay.

- **Personal Solicitations**

A popular axiom within every fundraising manual is the following: "The right prospect asked by the right solicitor for the right project at the right amount at the right time." By taking this to heart, stakeholders of Independence Cay do intend to make solicitations for operating funds in person. This will especially be the case with known acquaintances and professional colleagues. All such activity will be documented and regular letters of gratitude will be exactly like those generated to unknown donors.

- **Foundation Grant Solicitations**

Through initial research using such tools as the Foundation Center's On-Line Data Base, Independence Cay has identified a minimum of 75 registered foundations in Florida and across the U.S. that are very likely to support a well written proposal for funds. Therefore, Independence Cay continues to execute a powerful and sustained approach for funding directed at foundations. Some proposals seek specific funding for Independence Cay operating costs (salaries, rent, equipment, education, auditing and reporting, office supplies, memberships, and communications) while other proposals request funding to underwrite specific programs or initiatives – for instance, a job training program, a special medical assistance fund for the homeless, or the capital needs we have previously described. Independence Cay will, of course, continue to pursue local government grants including the annual Marathon Non-Profit Grant Program ($19,000 received in 2010), the Monroe County Sheriff's Forfeiture Grant $6,500 received in 2010), and HSAB.

- **Telephone Solicitations**

While the mere phrase turns up noses for most, the fact is that this technique works. Even so, Independence Cay only telephones known supporters of the organization (as defined by that supporter having made a tax-deductible donation to Independence Cay). The approach here is to express gratitude to the supporter and at the same time "lift" the donor through conversation.

- **Website Donations**

By far the fastest growing fundraising tool available to non-profits, website donations are a concept that has been implemented by Independence Cay. Within Independence Cay's website is a section that appeals for donations to the organization. We accept four major credit cards and provide our address for other means of payment.

- **Government Grant Solicitations**

There is already ample evidence that governmental agencies (federal, state, local) have a deep interest in supporting the activities pursued by Independence Cay. Independence Cay deeply appreciates the support we receive from HSAB, the Monroe County Sheriff's Department, and SHAL. We continue to investigate other federal and state opportunities.

- **Other**

There are several other techniques and sources of funding that Independence Cay pursues including holding fundraising events, approaching corporations for sponsorships, and speaking with the affluent about planned giving.

One upcoming fundraising event scheduled for June 19, 2010, is Independence Cay's first annual "Marathon Bike Rally" which will include trophies, prizes, t-shirts, a BBQ, silent auction, 50/50 raffle, a band, and "special guest" to be determined.

18. What organizational challenges do you expect in the next two years, and how do you plan to respond to them?

We would be remiss if we did not point out here, again, that Independence Cay has but one paid staff member and that we carry out our multi-faceted mission largely through the magnanimous efforts of a modest corps of loyal volunteers. As Independence Cay steps up to a major responsibility that even local governments – including Monroe County – cannot solve (homelessness), it is a frightening prospect to initiate programs and our capital campaign with only one paid staff member. We intend and are already responding to these challenges by actively expanding our Board of Directors to include stakeholders and personalities that can bring significant resources to our table. For example, we are now speaking with building contractors, bankers, wealthy retirees, and more and more churches.

Earlier, we described Independence Cay as distinctly "collaborative" – that we do not approach one initiative, one program, or one idea without a 100% perspective and attitude about optimal collaboration. We believe that by continuing to conduct most of our non-housing programs with other collaborators – soup kitchen with churches, mental health with the Guidance Clinic, food and clothing with KAIR and Salvation Army, health care with AHEC – that we will meet the organizational challenges we face.

19. How are clients represented in the operation of your agency?

House Meetings are held weekly at Independence Cay through which Transitional Housing clients are provided the opportunity to discuss their needs and concerns. House meetings are attended by the House Manager and Executive Director. Our own House Manager is a very responsible individual but is in fact homeless. He attends and contributes to all of our Board meetings. Independence Cay maintains an "open door" policy and is always willing to listen to clients, potential clients, citizens, social service providers, and referral sources.

20. Is your agency monitored by an outside entity? If so, by whom and how often?

Independence Cay is a member of the Southernmost Homeless Assistance League and as such attends Regional SHAL Meetings on the third Thursday of every month. The executive director of SHAL attends many of these meetings and minutes of these meetings are forwarded to the SHAL Board. Independence Cay is a member of SHAL and any changes to programming, numbers of beds, or services are continually subject to monitoring and approval by SHAL. As an

organization that continuously serves food, we are also subject to on-site inspection and standards directed by the Monroe County Health Department.

21. 1,000 hours of program service were contributed by 100+ volunteers in the last year.

Independence Cay volunteers come from all corners of the Middle Keys and share one thing in common – the willingness to give of themselves to help their neighbors in need. Volunteers have the faces of working professionals, retirees, stay-at-home-parents, young children, college students, scouts, and members of the U.S. military. These dedicated people help with programs, cooking, painting, carpentry, plumbing, sign painting, landscaping, bookkeeping, grant writing, accounting, food serving, donation collections and trash pickup. These numbers are indicative of the tremendous outpouring of support for the homeless and displaced individuals of the City of Marathon and the entire Florida Keys.

22. Will any services funded by the County be performed under subcontract by another agency? If so, what services, and who will perform them?

No

23. What measurable outcomes do you plan to accomplish in the next funding year?

While we are only one-year old, Independence Cay (our stakeholders , staff, and Board of Directors) are responsible enough to know that our goals of "meeting the needs" of homeless men and women in Marathon and the Middle Keys cannot and should not be to simply provide more overnight beds and "hope for the best". Indeed, in our hearts and minds we know that to solve homelessness we must carefully design and launch effective programs that address the core reasons for homelessness. It is with this philosophy in mind that we have tried our very best to establish and offer basic programs that begin to "heal" homeless men and women (and children) including mental, health, and social services initiatives (through collaborations), job preparedness classes, and feeding programs.

One measurable outcome is to strengthen these programs so that we perform better with the homeless we presently serve and are in a position to reach out to dozens more homeless men and women who still remain outside our circle. Another measurable outcome in the next funding year that will support this approach and philosophy is to complete renovations to the downstairs section of our facility so that such programs can operate and function with at least a modest degree of functionality, privacy, and security. Creating office and meeting space for a number of outside service providers from the mental, health, social, veterans, and employment sectors is a very important goal we have for the next funding year. Equally important is our keen desire to better serve homeless families (women and children) and to accomplish this, we want to evolve from our "as-needed" motel scenario to a complete downstairs facility dedicated to this extremely vulnerable population.

24. How will you measure these outcomes?

Independence Cay places a high degree of importance to evaluation – it is one thing to pledge great work and another thing to show that it has actually been performed at the end of the grant period.

Fortunately, our clearly defined outcomes above lend themselves perfectly to evaluation. These outcomes – to be clear – are to 1. strengthen our multiple programs so that we perform better with the homeless people we presently serve and are in a position to reach out to dozens of homeless men and women who still remain outside our circle, 2. complete renovations to the downstairs section of our facility so that such programs can operate and function with at least a modest degree of functionality, privacy, and security, and 3. to evolve from our "as-needed" motel scenario for homeless women and children to a complete downstairs facility dedicated to this extremely vulnerable population.

In the final analysis, all of our outcomes will be measured through simple anecdotal observation and by examining our records for recidivism. Are our homeless clients finding jobs because of our job assistance programs? Are they staying clean and sober due to our addiction counseling? Are they healthier because of our collaborative programs for mental and health problems? Are they finding their own homes because we have effectively helped them in their hour of need? Were we able to overcome significant financial challenges and "build-out" our downstairs facility to better serve homeless women and children? It is the answers to these questions, and many others, that will determine if Independence Cay is reaching our objectives.

26. Provide information about units of service below.

Service	Unit (hour, session, day, etc.)	Cost per unit (current year)
Feeding the hungry through our Soup Kitchen	One hot meal	$2.00
Providing laundry and showers services for the homeless	One load of laundry, one shower	$3.00
Providing one overnight stay for those affected by inclement weather	One overnight stay	$24.00
Providing one month of transitional housing for certified clients including laundry, showers, meals, programs	30 overnight stays and programs	$500.00

27. In 300 words or less, address any topics not covered above (optional).

When compared to most of the United States, the Florida Keys (with the exception of Key West) is entering the arena of homeless services relatively late. This fact is rendered since it is obvious much has been learned around the nation about what works and what does not work when attempting to permanently assist and empower homeless women and children and help lead them to effective and independent lives. Having said that, we believe our specific approach to helping homeless human beings in a geographical area that is 1. expensive to live, 2. almost completely dependent upon tourism, and 3. short on available jobs, is working!

While the numbers of homeless women and children in the Middle Florida Keys are not excessive, the toll this lifestyle takes upon men, women, and children is multi-faceted and horrendous. It is impossible to ignore that these human beings are affected by high rates of poverty, poor nutrition, and related health problems. For these poor human beings, sub-standard housing has

been the norm, not the exception, and problems like broken families, substance abuse, unemployment, crime, and adolescent pregnancies round out this picture of hopelessness. The primary, beneficial aspect of Independence Cay is to break these patterns in favor of productive, normal lives.

It is a time-honored concept that most community problems are best solved by the community itself. It is one thing for a few people to step up to a challenge and work hard to solve it while most of the surrounding community is ignorant at best or hostile at worst. It is quite another thing for an entire community to embrace a local issue and work hard in a collaborative manner to solve the respective problem. Independence Cay is accomplishing a solution to homelessness through the path of community collaboration.

Required Attachments

Required attachments were distributed to you as a separate document. Be sure to include these with your application. Please note: the required attachments A through F are only available in Microsoft Excel format. We require that you use this format, since it will automatically expand rows, generate totals and percentages, and align figures for easier reading.

ATTACHMENT CHECKLIST

LABEL AND ATTACH THE FOLLOWING IN THE ORDER SHOWN, AFTER THIS PAGE	ATTACHED?		COMMENTS
IF NOT APPLICABLE, PLEASE SO INDICATE AND EXPLAIN	YES	NO	You must explain any "NO" answers
A. Board Information Form	X		
B. Agency Compensation Detail	X		
C. Profile of Clients and Services	X		
D – F. Financial Information	X		
G. Copy of Audited Financial Statement from most recent fiscal year if organization's expenses are $150,000 or greater.		X	Independence Cay's expenses are far short of $150,000
H. Copy of IRS Form 990 from most recent fiscal year	X		
I. Copy of current fee schedule	X		
J. Copy of IRS Letter of Determination indicating 501 C 3 status	X		
K. Copy of Current Monroe County and City Occupational Licenses		X	We are not required to have occupational licenses
L. Copy of Florida Dept. of Children And Families License or Certification		X	There is no such license for Independence Cay
M. Copy of any other Federal or State Licenses		X	There are no such federal or state licenses for Independence Cay
N. Copy of Florida Dept. of Health Licenses/Permits	X		
O. Copy of front page of Agency's EEO Policy/Plan	X		
P. Copy of Summary Report of most current Evaluation/Monitoring *		X	There is no such evaluation for Independence Cay
Q. Data showing need for your program (optional, see question 7)	X		Monroe County Homelessness Point in Time Survey
R. Other (specify) TWO PAGE LIMIT	X		Promotional Flyer

* must include summary of deficiencies and suggested corrective action; may include your responses and actions taken.

ATTACHMENT A 1 - BOARD INFORMATION

This attachment has changed; please note additional information request at bottom of page.

2010

You must have at least five directors.

Independence Cay, Inc.

(enter your agency name in D-3 above and it will automatically appear in subsequent sheets)

Name/Board Position	Affiliation/Title	City/State	Telephone No.	Years Served	Current Term Expiration Date
Debra Maconaughey/Pres	St. Columba Episcopal Church	Marathon,Fl	305-743-6412	1	10/1/2011
Franklin Greenman/V. Pres	Greenman & Manz	Marathon,Fl	305-743-2351	1	10/1/2011
Sandy Saylor/ Treasurer	Retired	Marathon,Fl	305-743-2430	1	10/1/2011
Rachel Everret/Sec.	Ph.D. Student Vanderbilt	Ramrod Key, FL	615-268-9788	1	10/1/2011
Charlotte Quinn/ Board Member	Retired	Marathon,Fl	305-743-6447	1	10/1/2011

**ATTACHMENT A 2 - EVIDENCE OF ANNUAL ELECTION OF OFFICERS (Please attach a copy of the minutes of the meeting in which the most recent elections took place.)

Independence Cay, Inc.
1669 Overseas Highway
Marathon FL, 33050-0286

March 1, 2011

Independence Cay Board Members

The Very Reverend Debra Maconaughey - *Chairperson*

Suzy Curry - *Treasurer*

Blair Shiver- *Secretary*

Franklin Greenman - Board Member

Rachel Evert - Board Member

Reverend Peggy Benson - *Board Member*

Keith Harris- *Board Member*

Deb Ryan- *Board Member*

Kirk Maconaughey - Executive Director

(provided at supplemental mat'ls)

Independence Cay Board Meeting

Thursday, January 27, 2011 at 5:30 pm

In attendance: Rev. Deborah Maconaughey, Exec. Dir. Kirk Maconaughey, House Manager Adam Bell, Rachel Everett, Pete Wagner, Blair Shiver, Susie Curry

Absent: Frank Greenman, Deb Ryan, Keith Harris, Peggy Benson

- **Minutes from January 4 Meeting accepted.**

- **Executive Director Report**
  1. Kirk posted new hours of operation with clarification on when showers, laundry facilities, etc. were available for use and under what parameters. (No more clothes drying; clients are asked now to use clotheslines.)
  2. Downstairs day center open from 1:30-4 pm with coffee and PB&J sandwiches, televisions and cots for resting.
  3. Guidelines for opening the shelter for inclement weather were clarified – specifically, weather conditions that jeopardize the safety or health of homeless population living in unsheltered conditions, i.e. torrential rains, thunderstorms and temperatures below 60 degrees.

- **House Manager Report**
  1. There are currently 8 transitional housing clients (including those on scholarship): Israel, Jack, Charlie, Lance, Dave Castro, Paul, Sam and Will Beck. There are currently three women being sheltered during inclement weather. Indy Cay had sheltered approximately 100+ people in the previous two weeks of chilly temperatures and rainy conditions.
  2. Adam Bell reported that the transition after Dale Baker was let go was rough at first, but residents and clients have become more comfortable with him and his position of authority. He's even recruited clients to help wash dishes, sweep and mop after meals as well as others who've contributed greatly to repairs and improvements around the house and property.
  3. Blair collected an application for Adam with all pertinent information and Rachel drafted a contract clarifying the terms of his payment.
  4. Adam is off duty Saturday and Sunday and returns to the house at 9 pm curfew on Sunday night.
  5. Volunteers are still needed to supervise the home on weekends and after regular hours.
  6. Adam and Susie have coordinated a contract with Sysco for them to begin delivering food to Indy Cay and thus eliminating the need to drive monthly to Key West for bulk shopping trips.

- **Vista Volunteer Report**

1. Pete reported preliminary numbers for the Point In Time survey; approximately 94 people were currently living in the Middle Keys unsheltered. Transitional housing clients were not included in those numbers per state and federal guidelines.
2. He is currently still working with the Pathways Data Entry and is need of specific software designed to include all our service numbers.

- **Plans for Independence Cay Bike Rally were confirmed.**

- **Ideas were discussed for involving other civic organizations in the cleanup and fundraising for Indy Cay.**

- **Rachel Everett motioned to amend minutes from February 2010 meeting to reflect Deborah's appointment to chairman of the board; Frank Greenman as vice president; Rachel Everett as secretary and Sandy Saylor as treasurer. Blair seconded the motion; all approved.**

- **Rachel Everett nominated Blair Shiver to serve as secretary and Susie Curry as treasurer. Deborah seconded; all approved. The Board of Directors were read into the record as follows:**

Executive Director: **Kirk Maconaughey**
House Manager: **Adam Bell**
Board Chair: **Deborah Andrew Maconaughey**
Vice Chair: **Atty. Frank Greenman**
Secretary: **Blair Shiver**
Treasurer: **Susie Curry**
Board Members: **Rachel G. Everett, John Morril, Rev. Peggy Benson, Det. Deb Ryan, Keith Harris,**
VISTA Volunteer: **Pete Wagner**

- **Rachel noted that several budgetary items (i.e. utilities, spending at Home Depot?) still needed some clarification.**

- **The board discussed additional future fundraising ideas for Indy Cay.**

- **Closing Prayer and Adjournment**

Transcribed: Blair Shiver

ATTACHMENT B - AGENCY COMPENSATION DETAIL

2010

Include each position in the entire agency.
Put an "X" next to each position directly related to program for which funding is requested.
Please round all dollar amounts to the nearest dollar; do not round FTE'S.
A 40-hour/week employee would be 1.00 FTE; a 20-hour/week employee would be .5 FTE, etc.

Independence Cay, Inc.

		Proposed - Upcoming Year Ending: 9/30/2011		Projected - Current Year Ending: 9/30/2010	
Position Title	**"X"**	**# FTE'S**	**Total Compensation Package**	**# FTE'S**	**Total Compensation Package**
Kirk Maconaughey		1.00	40,000	1.00	40,000
Totals	**0**	**1.00**	**40,000**	**1.00**	**40,000**

ATTACHMENT C - PROFILE OF CLIENTS AND SERVICES (Performance Report)

2010

This attachment has changed; please note asterisked information at the bottom of page.
Delete or type over sample information shown.

Independence Cay, Inc.

List Services Here	Target Population	# of Persons in Target Population	Area	Days/Hours	Total Number of Clients Served during most recent completed fiscal year	Current # of Clients ("snapshot") as of 4/15/10
Transitional Housing	Homeless men who are working	12	Middle Keys	7 days/24 hours	8	4
Emergency Homeless Housing	Homeless men and women in distress	115	Middle Keys	7 days/24 hours in poor weather	40	0
Laundry, Showers, and Personal Hygeine Products	Transitional men who are working and homeless men and women in distress	60	Middle Keys	7 days, Various Hours for various populations	60	40
Soup Kitchen (full hot meals)	Transitional men who are working, homeless men and women in distress, poor families who are hungry	175	Middle Keys	6 days, 11:00 am - 2:00 pm	5,400 (duplicated)	25 daily
Unduplicated Clients for Entire Agency					175	30
(see instructions - this is not a total of the numbers above)						

Please indicate the number of clients served who are Monroe County residents: Approximately 90% are Monroe County residents.

Please list or describe achieved outcomes for your target populations: While we are only one-year old, Independence Cay (our stakeholders , staff, and Board of Directors) are responsible enough to know that our goals of "meeting the needs" of homeless men and women in Marathon and the Middle Keys cannot and should not be to simply provide more overnight beds and "hope for the best". Indeed, in our hearts and minds we know that to solve homelessness we must carefully design and launch effective programs that address the core reasons for homelessness. It is with this philosophy in mind that we have tried our very

best to establish and offer basic programs that begin to "heal" homeless men and women (and children) including mental, health, and social services initiatives (through collaborations), job preparedness classes, and feeding programs.

One measurable outcome is to strengthen these programs so that we perform better with the homeless we presently serve and are in a position to reach out to dozens more homeless men and women who still remain outside our circle. Another measurable outcome in the next funding year that will support this approach and philosophy is to complete renovations to the downstairs section of our facility so that such programs can operate and function with at least a modest degree of functionality, privacy, and security. Creating office and meeting space for a number of outside service providers from the mental, health, social, veterans, and employment sectors is a very important goal we have for the next funding year. Equally important is our keen desire to better serve homeless families (women and children) and to accomplish this, we want to evolve from our "as-needed" motel scenario to a complete downstairs facility dedicated to this extremely vulnerable population.

ATTACHMENT D - COUNTY FUNDING BUDGET

2010

Show the proposed budget detail for the County funds requested.
The total must match with the total funding requested.

Independence Cay, Inc.

	Proposed Expense Budget for Upcoming Year Ending:	
	9/30/2011	
Expenditures	**Total**	**%**
Salaries		0
Payroll Taxes		0
Employee Benefits		0
Subtotal Personnel	0	0
Postage		0
Office Supplies		0
Telephone		0
Professional Fees		0
Rent	22,800	60.3%
Utilities		0
Repair and Maint.		0
Travel		0
Miscellaneous		0
Grants to Other Organizations		0
List others below		0
Food	15,000	39.7%
		0
		0
		0
		0
		0
		0
		0
		0
		0
		0
		0
		0
		0
		0
		0
Total Expenses	**37,800**	**100.0%**

ATTACHMENT E - AGENCY EXPENSES

2010

Complete this worksheet for the entire agency.
Please round all amounts to the nearest dollar.

Independence Cay, Inc.

	Proposed Expense Budget for Upcoming Year Ending:		Projected Expenses for Current Year Ending:	
	9/30/2011		9/30/2010	
Expenditures	**Total**	**%**	**Total**	**%**
Salaries	40,000	30%	40,000	44%
Payroll Taxes	500	0%	500	1%
Employee Benefits	0	0	0	0
Subtotal Personnel	40,500	30%	40,500	45%
Postage(inc direct mail in 2011)	3,500	3%	300	0%
Office Supplies	2,400	2%	300	0%
Telephone	1,200	1%	650	1%
Professional Fees	3,000	2%	2,500	3%
Rent	24,450	18%	22,800	25%
Utilities	8,500	6%	8,000	9%
Repair and Maint.	5,500	4%	5,500	6%
Travel	0	0	0	0
Miscellaneous	0	0	0	0
Grants to Other Organizations	0	0	0	0
List others below		0		0
Food	15,000	11%	9,961	11%
Captiol Expenses for Women	30,000	22%		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
		0		0
Total Expenses	**134,050**	**100%**	**90,511**	**100%**
Revenue Over/(Under) Expenses	**0**		**0**	

ATTACHMENT F - AGENCY REVENUE

2010
Independence Cay, Inc.

Complete this worksheet for the entire agency.
Please round all amounts to the nearest dollar.
In-Kind will not be included in percentages or total.

	Proposed Revenue Budget for Upcoming Year Ending:			Projected Revenue for Current Year Ending:		
	9/30/2011			9/30/2010		
Revenue Sources	Cash	In-Kind	%-age of Total	Cash	In-Kind	%-age of Total
Monroe County	37,800	0	28%	7,500	0	8%
Children and Fam	0	0	0%	0	0	0%
M.C. Sheriff's Dept.	0	0	0%	0	0	0%
Key West	0	0	0%	0	0	0%
Marathon	22,000	0	16%	19,500	0	22%
Islamorada	0	0	0%	0	0	0%
Layton	0	0	0%	0	0	0%
Key Colony Beach	0	0	0%	0	0	0%
Client fees	27,000	0	20%	21,761	0	24%
Donations	25,000	22,000	19%	21,000	19,000	23%
Sheriff Shared Asset	8,000	0	6%	6,500	0	7%
United Way	0	0	0%	0	0	0%
List all others below			0%			0%
SHAL	14,250	0	11%	14,250	0	16%
			0%			0%
			0%			0%
						0%
						0%
						0%
						0%
						0%
						0%
						0%
						0%
						0%
						0%
						0%
						0%
						0%
			0%			0%
			0%			0%
			100%			**100%**
Total Revenue	**134,050**	22,000		**90,511**	19,000	

Apply to any other funders ??

funders
United Monroe County

Form **990-EZ**

Department of the Treasury
Internal Revenue Service

Short Form
Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ Sponsoring organizations of donor advised funds and controlling organizations as defined in section 512(b)(13) must file Form 990. All other organizations with gross receipts less than $500,000 and total assets less than $1,250,000 at the end of the year may use this form.

▶ *The organization may have to use a copy of this return to satisfy state reporting requirements.*

OMB No. 1545-1150

2009

Open to Public Inspection

A For the 2009 calendar year, or tax year beginning September 18th **, 2009, and ending** December 31 **, 20** 09

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☑ Initial return
- ☐ Terminated
- ☐ Amended return
- ☐ Application pending

Please use IRS label or print or type. See Specific Instructions.

C Name of organization: Independence Cay, Inc

Number and street (or P.O. box, if mail is not delivered to street address): PO Box 500286 | Room/suite:

City or town, state or country, and ZIP + 4: Marathon, FL 33050

D Employer identification number 26-4290105

E Telephone number 305-743-3121

F Group Exemption Number ▶

• ***Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).***

G Accounting Method: ☑ Cash ☐ Accrual Other (specify) ▶

H Check ▶ ☑ if the organization is **not** required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

I Website: ▶ www.independencecay.org

J Tax-exempt status (check only one) — ☑ 501(c) (3) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

K Check ▶ ☐ if the organization is not a section 509(a)(3) supporting organization **and** its gross receipts are normally **not** more than $25,000. A Form 990-EZ or Form 990 return is not required, but if the organization chooses to file a return, be sure to file a complete return.

L Add lines 5b, 6b, and 7b, to line 9 to determine gross receipts; if $500,000 or more, file Form 990 instead of Form 990-EZ ▶ $ 0

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (See the instructions for Part I.)

Revenue	1	Contributions, gifts, grants, and similar amounts received			1	31941
	2	Program service revenue including government fees and contracts			2	5072
	3	Membership dues and assessments			3	0
	4	Investment income			4	0
	5a	Gross amount from sale of assets other than inventory	5a	0		
	b	Less: cost or other basis and sales expenses	5b	0		
	c	Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)			5c	0
	6	Special events and activities (complete applicable parts of Schedule G). If any amount is from **gaming**, check here ▶ ☐				
	a	Gross revenue (not including $ 0 of contributions reported on line 1)	6a	0		
	b	Less: direct expenses other than fundraising expenses	6b	0		
	c	Net income or (loss) from special events and activities (Subtract line 6b from line 6a)			6c	0
	7a	Gross sales of inventory, less returns and allowances	7a	0		
	b	Less: cost of goods sold	7b	0		
	c	Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)			7c	0
	8	Other revenue (describe ▶ N/A)			8	0
	9	**Total revenue.** Add lines 1, 2, 3, 4, 5c, 6c, 7c, and 8 ▶			9	37013
Expenses	10	Grants and similar amounts paid (attach schedule)			10	0
	11	Benefits paid to or for members			11	0
	12	Salaries, other compensation, and employee benefits			12	11480
	13	Professional fees and other payments to independent contractors			13	250
	14	Occupancy, rent, utilities, and maintenance			14	9112
	15	Printing, publications, postage, and shipping			15	194
	16	Other expenses (describe ▶ food, supplies for soup kitchen, showers laundry, utilities)			16	5810
	17	**Total expenses.** Add lines 10 through 16 ▶			17	26847
Net Assets	18	Excess or (deficit) for the year (Subtract line 17 from line 9)			18	10166
	19	Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)			19	0
	20	Other changes in net assets or fund balances (attach explanation)			20	0
	21	Net assets or fund balances at end of year. Combine lines 18 through 20 ▶			21	10166

Part II Balance Sheets. If Total assets on line 25, column (B) are $1,250,000 or more, file Form 990 instead of Form 990-EZ.

(See the instructions for Part II.)

		(A) Beginning of year		(B) End of year
22	Cash, savings, and investments	0	22	10166
23	Land and buildings	0	23	0
24	Other assets (describe ▶)	0	24	0
25	**Total assets**	0	25	10166
26	**Total liabilities** (describe ▶)	0	26	0
27	**Net assets or fund balances** (line 27 of column (B) **must** agree with line 21)	0	27	10166

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 10642I Form **990-EZ** (2009)

Part III **Statement of Program Service Accomplishments** (See the instructions for Part III.)

What is the organization's primary exempt purpose? **Soup Kitchen, Shower, Laundry and Transitional Housing**

Describe what was achieved in carrying out the organization's exempt purposes. In a clear and concise manner, describe the services provided, the number of persons benefited, and other relevant information for each program title.

Expenses (Required for section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts; optional for others.)

28	**Independence Cay provides a daily soup kitchen(6 days per week), showers and laundry for homless men and women, and certain services including health screenings, dental and eye exams. The Soup Kitchen serves on average 10-15 daily. Shower and Laundry facilities serve 10-15 individuals weekly.** (Grants $) If this amount includes foreign grants, check here ▶ ☐	28a	26847
29	(Grants $) If this amount includes foreign grants, check here ▶ ☐	29a	
30	(Grants $) If this amount includes foreign grants, check here ▶ ☐	30a	
31	Other program services (attach schedule) (Grants $) If this amount includes foreign grants, check here ▶ ☐	31a	
32	**Total program service expenses** (add lines 28a through 31a) ▶	32	

Part IV **List of Officers, Directors, Trustees, and Key Employees.** List each one even if not compensated. (See the instructions for Part IV.)

(a) Name and address	(b) Title and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-.)	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
Debra Andrew Maconaughey **111 West Indies Dr.,Ramrod Key, FL 33042**	**President 5 hours**	0	0	0
Franklin Greenman **5800 Overseas Hwy Suite 40, Marathon, FL 33050**	**Board 1 hour**	0	0	0
Sandra Saylor **PO Box 500863, Marathon, FL 33050**	**Treasurer 10 hours**	0	0	0
Charles Geotis **299 N. Anglers Dr, Marathon FL 33050**	**Executive Director**	40000/yr	0	100/month

Part V **Other Information** (Note the statement requirements in the instructions for Part V.)

			Yes	No
33	Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity	33		✓
34	Were any changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the changes	34		✓
35	If the organization had income from business activities, such as those reported on lines 2, 6a, and 7a (among others), but **not** reported on Form 990-T, attach a statement explaining why the organization did not report the income on Form 990-T.			
a	Did the organization have unrelated business gross income of $1,000 or more or was it subject to section 6033(e) notice, reporting, and proxy tax requirements?	35a		✓
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?	35b		✓
36	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N	36		✓
37a	Enter amount of political expenditures, direct or indirect, as described in the instructions. ▶ 37a 0			
b	Did the organization file **Form 1120-POL** for this year?	37b		✓
38a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee **or** were any such loans made in a prior year and still outstanding at the end of the period covered by this return?	38a		✓
b	If "Yes," complete Schedule L, Part II and enter the total amount involved 38b N/A			
39	Section 501(c)(7) organizations. Enter:			
a	Initiation fees and capital contributions included on line 9 39a N/A			
b	Gross receipts, included on line 9, for public use of club facilities 39b N/A			
40a	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 ▶ N/A ; section 4912 ▶ N/A ; section 4955 ▶ N/A			
b	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or is it aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	40b		✓
c	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 ▶ N/A			
d	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax on line 40c reimbursed by the organization ▶ N/A			
e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T.	40e		✓

41 List the states with which a copy of this return is filed. ▶ FL

42a The organization's books are in care of ▶ Sandra Saylor Telephone no. ▶ 305-743-2430

Located at ▶ 2500 Manor Lane, Marathon, FL ZIP + 4 ▶ 33050

			Yes	No
b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	42b		✓
	If "Yes," enter the name of the foreign country: ▶ See the instructions for exceptions and filing requirements for **Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.**			
c	At any time during the calendar year, did the organization maintain an office outside of the U.S.? If "Yes," enter the name of the foreign country: ▶	42c		✓

43 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of **Form 1041**—Check here ▶ ☐ and enter the amount of tax-exempt interest received or accrued during the tax year ▶ 43 N/A

			Yes	No
44	Did the organization maintain any donor advised funds? If "Yes," Form 990 must be completed instead of Form 990-EZ	44		✓
45	Is any related organization a controlled entity of the organization within the meaning of section 512(b)(13)? If "Yes," Form 990 must be completed instead of Form 990-EZ	45		✓

Part VI **Section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts only.** All section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts must answer questions 46–49b and complete the tables for lines 50 and 51.

			Yes	No
46	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	46		✓
47	Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II	47		✓
48	Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	48		✓
49a	Did the organization make any transfers to an exempt non-charitable related organization?	49a		✓
b	If "Yes," was the related organization a section 527 organization?	49b		✓

50 Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees and key employees) who each received more than $100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each employee paid more than $100,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
N/A				

f Total number of other employees paid over $100,000 . . . . ▶ 0

51 Complete this table for the organization's five highest compensated independent contractors who each received more than $100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each independent contractor paid more than $100,000	(b) Type of service	(c) Compensation
N/A		

d Total number of other independent contractors each receiving over $100,000 . . ▶ 0

Sign Here

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

▶ Signature of officer — Date

▶ Sandra Saylor Treasurer — 4/1/2010

Type or print name and title

Paid Preparer's Use Only

Preparer's signature ▶	Date	Check if self-employed ▶ ☐	Preparer's identifying number (See instructions)
Firm's name (or yours if self-employed), address, and ZIP + 4 ▶		EIN ▶	
		Phone no. ▶	

May the IRS discuss this return with the preparer shown above? See instructions . . . . . ▶ ☐ Yes ☐ No

MARCH 1, 2009

INDEPENDENCE CAY, 1669 OVERSEAS HIGHWAY, MARATHON, FLORIDA 33050

CLIENT RATE SCHEDULE:

WEEKLY MALE CLIENT RATE IS $125.00 ($125.00 PER WEEK IN ADVANCE FOR EACH WEEK)

MONTHLY MALE CLIENT RATE IS $500.00 ($125.00 IN ADVANCE FOR EACH WEEK)

INCLUDED IN CLIENT RATE:

HOT NOONTIME MEAL, KITCHEN PRIVLEGES, SHOWER AND LAUNDRY ACCESS

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

DEPARTMENT OF THE TREASURY

Date: SEP 18 2009

INDEPENDENCE CAY INC
PO BOX 500286
MARATHON, FL 33050

Employer Identification Number:
26-4290105
DLN:
17053225302049
Contact Person:
RENEE RAILEY NORTON ID# 31172
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
September 30
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
February 25, 2009
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Independence Cay

Transitional Housing Agreement

First offense – no return to in-house program – no refund

- No physical violence of any kind
- No illegal substances or contraband (must attend long-term program)
- No weapons of any kind
- No stealing

First offense – out for two weeks – no refund

- Positive drug or alcohol test (then register for AA or NA before re-admittance)
- Sneaking out and leaving property after curfew. Mandatory drug/alcohol test upon return to center
- Alcohol on property
- Irresolvable disputes with threats

Fineable offense – three warnings then: 1st - $5 / 2nd - $10 / 3rd - $15 / 4th – out for two weeks

- Late for curfew
- No phone calls between 11:00 p.m. and 7 a.m.
- Out of building after curfew without permission from staff
- Do your own dishes and put away
- Do not eat other's food or drink (labeled or not)
- You must label your own food
- Rooms clean (nothing on floors) clothes put away and bed made every day by 9:45 a.m.
- Dirty clothes in hamper and washed at least one time each week
- Vacuum, wipe dressers, lamps, blinds, windows etc. in your room at least one time per week. If there is more than one person in your room, these chores will be divided. If you have a bathroom in your room, mop the floor, clean the sink, counter, mirror, toilet and tub.
- No panhandling at all (no loans)
- No guests on property after center is closed
- No swearing ($1 in jar)
- No cigarettes, spitting, urinating on ground
- Must shower every day
- Must do pre-assigned chores
- No clothing on floors. Put all clothes and shoes in closet
- No eating or food in rooms
- Last person leaving the dayroom, turn off TV and air conditioner
- No smoking in building

I have read and agree to the above rules.

Signed _____ Date _____

DISPLAY CERTIFICATE IN A CONSPICUOUS PLACE ORIGINAL - CUSTOMER (Non-Transferable)

FLORIDA DEPARTMENT OF HEALTH

STATE OF FLORIDA
DEPARTMENT OF HEALTH

320636

OPERATING PERMIT

Audit Control: 44-48-1126102

or: Food Program-Fraternal/Civic Organizations

Permit Number: **44-48-00293**

sued To: **Independence Cay**
1669 Overseas Hwy

Marathon, FL 33050

County: **Monroe**

Issue Date: 03/10/10
Amount Paid: $ 190.00
Date Paid: 3/10/10

ailed To: **Independence Cay**
1669 Overseas Hwy

Marathon, FL 33050

Permit Expires On: 9/30/2010

Bobbi Sleighter

SUED BY: Monroe County Health Dept.
3333 Overseas Highway, Marathon, Florida 33050 (305) 289-2721

Signature
ENVIRONMENTAL HEALTH ADMINISTRATOR

Please verify all information, make changes where applicable

INDEPENDENCE CAY
POLICIES AND PROCEDURES MANUAL

INTRODUCTION

This Policies and Procedures Manual for Independence Cay was developed to assist in the administration of federal, state, and local government funds. The manual, which includes personnel, accounting, financial management, procurement, and records management policies, has two distinct purposes:

1. To define policies and procedures appropriate to specific circumstances, and to provide staff members with information regarding the type of systems that have been adopted in the administration of government funds; and

2. To provide policies and procedures that are in place particularly with respect to the administration of government funds.

INDEPENDENCE CAY
POLICIES AND PROCEDURES MANUAL

Table of Contents

	Page
Section One **Purpose**	3
Section Two **Personnel Policies** Includes: Policy on Affirmative Action; Employment; Employment Status; Work Schedule and Pay Periods; Time Off from Work; Holidays; Supervision and Evaluation; Resignation, Suspension, Termination, Reduction; Travel and Other Expenses; Conflict of Interest; Policy Prohibiting Unlawful Harassment, Including Sexual Harassment; and Personnel Files and Employment Information.	4
Section Three **Accounting, Audit and Financial Management Policies** Includes: Accounting Policies; Financial Reporting Procedures; Investment/Banking Policies; Budget Principles/Procedure; Audit Procedure.	18
Section Four **Procurement Policies** Includes: General Contract Award Management Policy; Acquisition Policy for Goods and Services; Property/Equipment Standards; Federal Debarment Standard .	28
Section Five **Records Management Policy** Includes: Business Record Retention Schedule.	32
Section Six **Drug and Alcohol Free Work Place Policy**	34
Section Seven **Acknowledgement Forms**	36

2010 PIT Press Release:

The Southernmost Homeless Assistance League (SHAL) conducted the Point in Time Survey on Jan. 26th. This is part of a national initiative to assess the number of homeless people across the country.

Volunteers from throughout the Keys, including churches, hospitals and social service providers, were out in the early hours of the morning interviewing people to understand the cause of homelessness and what services are needed. The survey results influence the funds received by Monroe County from the state and federal government. Approximately $1.5 million for outreach, emergency and transitional shelters and services, come into Monroe County on an annual basis based on this survey.

The number of homeless continues to be less than in 2002 when there were 2,151 people without homes in Monroe County. Since that time, a variety of programs have been created to provide long-term housing for people with special needs, thereby decreasing the number of homeless people. The number of people in need of housing has remained slightly more than 1,000 while the general population of the county has decreased. This reflects an increase in the ratio of homeless people within the county.

Year	**Lower Keys**	**Middle Keys**	**Upper Keys**	**Sheltered**	**Total**
2002	1,252	467	139	314	2,151
2003	997	366	96	310	1,459
2005	313	150	46	509	1,018
2007	520	119	86	497	1,222
2009	578	79	75	308	1,040
2010	449	142	128	301	1,020

There appear to be two trends emerging. While the number of people without housing appears to be slightly less in Key West, the numbers in the Middle and Upper Keys have risen significantly. Many of these people are living in camps under bridges, in cars or on derelict boats.

Another trend is a growing number of families with children. This is a side of homelessness that remains hidden from the public eye. There are more than 100 parents with children who are living in homes doubled up with other families or in their cars.

These preliminary results will be further analyzed over the next few weeks. This analysis will assist SHAL members in assessing the level of services available and what changes might be necessary to accommodate the changing demographics of individuals and families faced with nowhere to call home.

Independence Cay
Helping others help themselves

Independence Cay is dedicated to helping men, women and children who have been displaced from their permanent housing by providing a safe environment for rebuilding their lives. Many of these people are asking for housing and food assistance for the very first time in their lives. As victims of lay-offs and cut-backs in shifts, they are no longer able to comfortably care for their children, families, and themselves. Recently abandoned after a lifetime of hard work, they not only struggle with basic necessities but also with the emotional toll of needing help. Most of our transitional housing residents and soup kitchen visitors are already living in Marathon and come to us from encampments in the woods, living in cars and abandoned boats, living on vacant lots, temporary shelter in friends' or family members' homes, jail, hospitals, and mental health facilities.

We serve daily hot meals and provide shower and laundry facilities for up to 30 people per day, with an annual rate of 7,000 to 9,000 meals. We also helped 460 people during the long months of inclement weather. In addition to these much utilized services, we offer transitional housing for up to six displaced men while we help them navigate their way back into jobs, society and permanent housing. Once renovations are completed, we will also provide transitional housing for women and children.

Although Independence Cay has only been around for a little over one year and have a modest operating budget, with the help of the community, in the first several months of operation we repaired, secured, and brightened our building, which created a safer and more welcoming environment. We rehabilitated the kitchen, as more and more people have come to depend on it. Also with our enthusiastic Board of Directors and past Executive Director, CJ Geotis, we obtained 501c3 non-profit in record time. Our current Executive Director, Kirk Maconaughey, brings great energy and ideas and is focused on offering much needed community programs.

To learn more about Independency Cay you can visit our facilities located at 1669 Overseas Highway, Marathon, Florida or go to our website: www.independencecay.org. Feel free to contact us by phone: 305.743.3212, email: info@independencecay.org, and mail: P.O. Box 500286, Marathon, Florida 33050-0286