



Silver Key
Connections
Café

Silver Key
Home
Delivered
Meals
including Meals on Wheels

Silver Key
Reserve
& Ride

Silver Key
Senior
Assistance

Silver Key
Active
Living

Silver Key Friends
Thrift Store

Tuesday, February 19, 2019

1. Call to Order/Establish Quarum/Introductions	x	Jan Martin	Process
2. Changes to the Agenda	x	Jan Martin	Discussion
3. Consent Items	x	Jan Martin	Vote
A. Agenda	02/19/19		
B. Minutes	01/16/18		
4. CEO Report	January	Jason DeaBueno	Discussion
A. Matters for Approval	x		N/A
5. Committee Reports			
A. Finance Committee	x	Val Anders/Dave Bunkers	Information
i. Financial Package	Jan-19	Dave Bunkers	Vote
ii. Additional Matters for Approval	x	x	N/A
B. Building Committee	x	Deb Ridsen	Information
C. Event Planning Committee	x	Derek wilson	Information
6. Old Business			
None to Report			
7. New Business			
A. Leadership Table of Organization (Handout)	x	Jason DeaBueno	Information
B. Board Resolution - Authorized Signers	x	Jan Martin	Vote
8. Related Board Reports			
A. Foundation Board	x	Jason DeaBueno	Information
i. Matters for Approval	2 New Board Members	Jason DeaBueno	Vote
ii. Adjustment of allocation 5.5% to 5%	x	Jason DeaBueno	Information
B. SK Social Enterprise	No Report	x	x
i. Matters for Approval	x	x	N/A
C. Senior Heritage Plaza	No Report	x	x

Next Board Meeting March 19, 2019

<https://www.silverkey.org/wp-login.php>

Board member login: skboard@silverkey.org

Password: sk-board@1625\$



Board of Directors Meeting

Date: January 16, 2019

Board attendance

Jan Martin, Carla Hartsell, Lynne Jones, Greg Broeckelman, Mike Rowe, Dave Bunkers, Steve Hunsinger, Scott Whittington, Gary Geiser and Cari Karns, David Lord.

Guests: Lee Wolf and Tom Cone

Staff attendance

Pat Ellis, Deb Ridsen, Val Anders, Cathy Grossman, Derek Wilson and Paula Humber

Board meeting called to order by Jan Martin, Chair at approximately 4:05 p.m. and declared a quorum present. Introductions were conducted.

1575 S. Murray Update – presented by Tom Cone and Lee Wolfe. Tom provided handouts that would represent the projected floorplans for the housing projected that Silver Key is hoping to build. Tom reported that the project can be completed with no out-of-pocket costs from Silver Key. Silver Key received a grant for \$50k which will cover the upfront costs of application fees; cost projections and construction estimates, updated Phase 1 and appraisal fee. Lee Wolfe and Tom Cone explained how the process is handled and they would be the developers. Tom and his team would handle all application processes. Other highlights:

- Tax credits eligible to apply for were increased to 9%
- Letter of intent to be submitted in May to CHAFA
- First submittal of application to CHAFA is due by June 1
- This project is an FHA HUD loan with a fixed rate
- Property Management will be outsourced
- Cash flow to Silver Key is estimated to be \$50K annual

Consent Agenda – Cari Karns moved to approve the consent agenda which includes the minutes of the December 11, 2018 meeting and the CEO report. The motion was seconded by Lynne Jones unanimously approved.

- Pat gave an explanation to David Lord's question regarding the reduction in the number of rides
- Silver Key's auto policy will be increased by 25% as a result of the 2018 hail damage claims submitted; recommend exploring covered parking
- A grant was received from the Colorado Springs Health Foundation which will allow Silver Key to conduct a transportation feasibility study to determine the willingness and interest of volunteers driving their own vehicles. The results are expected to be presented at the February Board meeting.

Finance Update –presented by Valerie Anders, Chief Financial Officer. Handouts were included in the packet for details. The Executive Summary highlighted the status of donations and support; grants; program revenues; payroll and expenses; other revenue; operating expenses and capital campaign through December 2018.

- Empty Stocking fund will be booked in January and expecting between \$60k-\$70k

Carla Hartsell moved to approve the financials, seconded by Steve Hunsinger. Financials were unanimously approved.

Committee Updates

A committee assignment sheet for all board members to review and sign up to participate on a committee was distributed to all. Forms should be returned to Paula.

Building Committee – previously discussed at the meetings open. A meeting with both Building and Finance Committees and Tom Cone will be scheduled for Monday, January 28 at 3PM at the offices of Griffis/Blessing

Capital Campaign –

- Donor reception is being scheduled for February 7 (Thursday)
- Naming opportunities and donor wall still in the works
- \$199k left to raise

Pat Ellis presented David Lord with a gift in appreciation for his leadership of the capital campaign.

Search Committee – Jan Martin and Carla Hartsell reported that an offer was made to Jason DeaBueno and has been accepted. The official announcement will go out on Jason's first day, January 30. He will attend the Foundation Board meeting scheduled on January 24.

Marketing Update –Cathy Grossman, Marketing Manager reported on the highlights included in the CEO report. Beginning in January:

- New program - Active Living
- New SMD
- New ads – Thrift Store sales
- New direct mail and Website refresh

Old business – Derek Wilson, Director of Development and Donor Relations reported on the plan for the annual event

- Rockin has been replaced with a luncheon set for May 8th
- Ask event will be held at the Antler's (Engaged at Every Age)
- Event is on Silver Key website

Quad final report – Pat Ellis reported that although the final report from the Fall session of the Quad has been completed, there were areas within the report that need additional depth and research before bringing to the Board. The Edson Foundation has been asked to allow us to delay our decision by six months with regard to accepting a low or no-interest loan up to \$40k for use in the product launch. We have not received a response. In the meantime, one of the Quad students (USAFA student) has asked to work with Silver Key between now and May to assist us in the additional research needed. This will benefit him in meeting requirements for his capstone project. He will work with Deb Ridsen going forward.

- Jan Martin suggested we recruit Gary Geiser to serve on the Social Enterprise Board

New Business – forms included in the packet for board members to sign and return to Paula

- Jan will be working with Jason during the transition phase

Jan closed the meeting by recognizing Pat and all her work and vision for Silver Key during her 7 years with Silver Key. David also gave closing accolades to Pat.

Meeting adjourned at 5:27 p.m.

/s/: _____
Greg Broeckelman, Secretary

Paula Humber, Recorder

February 19, 2018

CEO Report

Dear Board,

Thank you for the opportunity to be part of an organization that has, and will continue to ensure, that seniors in our community are treated and engaged with the level of dignity and independence afforded to all.

There is magic in the relationships at Silver Key which is evident every day in the organization by board members, volunteers and staff and I am honored to be a part of it...a role I will never take for granted.

Respectfully submitted,
Jason DeaBueno

Governance Decisions, Monitoring & Accountability

1. Current Significant Issues & Opportunities

a. Information and Technology (IT)

- i. The IT system that exists is under-developed related to the program needs and in positioning for growth.

Board Dialogue/Consultation

- Interoperability Challenges between Software Programs
- Staff/Volunteer Capacities to Ensure Data Migration from Older to Newer Systems
- Resource are Lean to Invest in the IT infrastructure

b. Consistency in Brand

- i. Healthy organization tension exists between the legacy brand and aligning to the new brand of the organization.

Board Dialogue/Consultation

- Explore an Additional Guiding Value Related to the Silver Key Brand

OUR GUIDING VALUES (Current)

- Respect for the value and quality of life of seniors
- Commitment to excellence, innovation, compassion, and respect in all we do
- Commitment to customer driven collaborative solutions to problems and effective community partnerships
- Commitment to continual improvement of practices identifying and implementing new, creative ways to serve seniors

Concept (Potentially Add): Commitment to continuously strengthening our brand to create engagement, awareness, professional distinction and trust in all relationships

- May want to consider further dialogue at board retreat with an evaluation of Mission, Vision and Guiding Values.

c. Management Capacity to Meet Grant Requirements

- i. Organization will likely be underspent in AAA funded categories of Home Delivered Meals and SOS Screen/Evaluation; City transportation funds will likely be underfunded versus service delivery needs.

Board Dialogue/Consultation

- Staff will monitor the grant requirements and determine the most effective and efficient management model that can be utilized to meet the current and future needs for the various grants.

2. Matters for Approval

- i. None

3. Risk and Compliance – Issues that Board needs visibility to and expected updates to conclusion.

3.1. Risk and Compliance Management

Issue	Level of Risk (1 Low; 2 Medium; 3 High)	Comments
None		

3.2. Risk and Compliance Updates or Incidents

None.

3.3. Funder Obligation Concerns

Funder	Level of Risk (1 Low; 2 Medium; 3 High)	Details & Comments
AAA Home Delivered Meals (Underspent)	2	May be able to add capital expense; foundation covered clients – additional evaluation needed
AAA Funded SOS Screen/Evaluation	1	May be able to support capture additional

(Underspent)		contacts in SOS program to achieve contract numbers – more evaluation needed
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3.3. Funder Obligation Concerns Updates

None.

Informational

4. Update on Operational Activities

(6 Month Expectations Document)

By the next board meeting, a project management plan will be presented outlining steps to achieve the following board expectations and goals. In addition, a dashboard will be presented at each board meeting to gauge performance related to expectations and goals. Baseline data is currently being established for goals.

Board Expectations

a. Special Projects

- i. Report to Board status and update of current special projects
 - Social Enterprise – Mate
 - Meals for veterans
 - Meals for Denver vets
 - Community Center programs
 - Low income housing – Tom Cone
 - Ride Share

b. Financial Stewardship

- i. Become familiar with Silver Key financials
- ii. Assess Silver Key fundraising plan and long term strategy

c. Committees

- i. Work with Executive Committee on agenda and meeting dates
- ii. Attend committee meetings and evaluate current committee structure

d. Board

- i. Lead Board through transition
- ii. Develop Board agendas
- iii. Recommend additional Silver Key Board members
- iv. Work with Executive Committee on April Strategic Planning

e. Transportation

- i. Meet with Craig Blewitt from City Transit
 - ii. Report current status of city transportation funding/why rides are declining
- f. Staffing**
 - i. Evaluate current staffing and management
- g. Community**
 - i. Assess Silver Key community presence and recommend any additional ways we need to interface
- h. Annual event – Luncheon May 8th Luncheon**

CEO Goals

- a. Ensure that an intentional talent recruitment, development and retention plan is in place and activated**
 - i. Silver Key Turnover of staff and volunteers will not exceed 5% above historical trend (24.2%) during the 6-month transition.
 - b. Fully demonstrate knowledge of all Silver Key contractual, grants and regulatory compliances**
 - i. All internal and external audits, contract or grant reviews will score a review of 90% acceptable or appropriate plans of correction for underperforming elements will be established over the next 6-months. Baseline being established.
 - c. Connect with and build relationships with key stakeholders critical to day to day and strategic initiatives of Silver Key**
 - i. 90% of all donors and key community partners will have a personal outreach and engagement by Jason within the next 6-months.
 - d. Enhance the relationship and connection between board and leadership.**
 - i. Arrange for leaders to present on various program and organizational efforts in at least 80% of board meetings over the course of the next 6-months.
- 5. Key Accomplishments**
- a. Capital Campaign Celebrated the Completion of the Project (\$187,292) remains to be raised)
 - b. Established the Silver Key Leadership Team
 - i. Arranged for offsite to establish norms, expectations and continue to build fluency between leaders about all aspects of the organization

- c. Continued Partnership with Pat Ellis, FRM CEO to Ensure Smooth Transition of Leadership

6. Matters for Noting

- a. 50th Logo
- b. Press Release of Board Member / Officer Appointments (Headshot Needed)
- c. New Staff (January/February)
 - i. Angela Wrice, Meal Site Manager - PT
 - ii. Karen Rizzuti, HR Assistant - PT
 - iii. Lydia Reyes, Administrative Support (Volunteer Program & Resource Development)
 - iv. Veronica Pivaral-Kelly, Reserve & Ride Driver
 - v. Jason DeaBueno, CEO
- d. Board Retreat Scheduled for May 21, 2019 Penrose House (9 – 2)



**Financial Package
FY 2018 - 2019
Seven Months Ending January 31, 2019**

Board of Directors



Executive Summary

YTD January 2019 Results: net loss of (\$25,501) vs. \$18,623 budgeted net income...Net Operating income before depreciation \$12k vs. \$17k budget.

OPERATING RESULTS:

>Donations and Support - January donations and support came in \$119k, 25% over budget, received \$72k from Empty Stocking Fund.

>Grants - January came in \$190k, or (20%) under budget - \$45k CDOT Vehicle grant expected in January has been delayed until early 2019. Received from PPACG-AAA Nutrition Services Incentive Program (NSIP) funds of \$59k to be spent in the next 60-90 days.

>Program Revenues - January programs generated \$52k in revenue, below budget by (\$17k) - YTD below budget (\$36K), Reserve & Ride donations down by (\$13k) and Home Delivered Meals down by (\$27k) for the year.

>Other Revenue - January \$60k above budget due to \$59k market adjustment on the Fidelity operating investment account. Murray lease income and property expenses at budget for the month.

>Payroll & Related Expenses - January came in (3%) over budget (\$7k), year to date payroll expenses under budget by \$35k. Current employment opportunities: Reserve & Ride Drivers (3 positions)

>Operating Expenses - January expenses over budget \$17k. Nutrition over budget \$22 because of Nutrition Services Incentive Program (NSIP) funds spent of \$35k of \$59k.

>Capital Campaign - YTD net income \$280k - remaining amount to raise \$187k. Ent outstanding loan amount \$440k, monthly principal and interest payments are \$6k per month.

Silver Key Senior Services

Statement of Revenues and Expenditures

FY 2018-2019 (Summary)

	Actual 7 Months Jan. 2019	Budget 7 Months Jan. 2019	\$ Variance	% Variance	Annual Budget
OPERATING REVENUE					
DONATIONS	256,826	271,000	(14,174)	-5.2%	374,500
BEQUESTS	187,463	28,000	159,463	569.5%	48,000
SPONSORSHIPS - OTHER	14,366	15,820	(1,454)	-9.2%	27,120
SPECIAL EVENTS/SPONSORSHIPS, NET	102,616	124,000	(21,384)	-17.2%	124,000
FOUNDATION SUPPORT	197,985	194,600	3,385	1.7%	330,000
DISTRIBUTIONS FROM TRUSTS	83,427	75,600	7,827	10.4%	129,600
IN-KIND DONATIONS	-	-	-	n/a	-
TOTAL DONATIONS/SUPPORT	842,682	709,020	133,662	18.9%	1,033,220
GOVERNMENT GRANTS	1,114,226	1,139,975	(25,749)	-2.3%	2,002,534
OTHER GRANTS	302,634	418,600	(115,966)	-27.7%	855,400
TOTAL GRANTS	1,416,860	1,558,575	(141,715)	-9.1%	2,857,934
PROGRAM FEES	333,493	370,645	(37,152)	-10.0%	708,250
THRIFT STORE SALES	60,564	60,200	364	0.6%	103,700
TOTAL PROGRAM REVENUE	394,057	430,845	(36,788)	-8.5%	811,950
OTHER REVENUE					
BENEFICIAL INT IN TRUSTS - CHANGE	-	7,000	(7,000)	-100.0%	12,000
INVESTMENT INCOME - OPER INV, NET OF FEES	(18,807)	16,475	(35,282)	-214.2%	24,000
INVESTMENT INCOME - OTHER (Social Enterprise)	253	1,750	(1,497)	-85.5%	3,000
MURRAY LEASE INCOME, NET	90,319	71,090	19,229	27.0%	129,550
DISPOSAL OF FIXED ASSETS	-	-	-	n/a	-
MISCELLANEOUS INCOME	65,786	-	65,786	n/a	-
TOTAL OTHER REVENUE	137,551	96,315	41,236	42.8%	168,550
TOTAL OPERATING REVENUE	2,791,150	2,794,755	(3,605)	-0.1%	4,871,654
OPERATING EXPENSES					
SALARIES, TAXES AND BENEFITS	1,555,324	1,590,852	(35,528)	-2.2%	2,714,142
SENIOR ASSISTANCE	73,350	83,550	(10,200)	-12.2%	140,550
TRANSPORTATION	282,627	243,375	39,252	16.1%	415,560
NUTRITION	460,082	436,380	23,702	5.4%	755,460
DEVELOPMENT & MARKETING	14,878	42,500	(27,622)	-65.0%	68,904
PROGRAM SUPPLIES	36,181	32,963	3,218	9.8%	56,508
OFFICE EXPENSES/SUPPLIES	31,007	26,425	4,582	17.3%	45,300
OCCUPANCY EXPENSES	127,043	142,284	(15,241)	-10.7%	246,544
OTHER GENERAL AND ADMINISTRATIVE	113,790	150,190	(36,400)	-24.2%	235,990
TOTAL OPERATING EXPENSES	2,694,281	2,748,519	(54,238)	-2.0%	4,678,958
NET OPERATING INCOME BEFORE DEPRECIATION	96,869	46,236	50,633	109.5%	192,696
DEPRECIATION AND AMORITIZATION	331,252	302,700	28,552	9.4%	519,545
NET OPERATING INCOME/(LOSS)	(234,383)	(256,464)	22,081	-8.6%	(326,849)
CAPITAL CAMPAIGN, NET	280,495	315,300	(34,805)	-11.0%	541,800
TOTAL CAPITAL CAMPAIGN, NET	280,495	315,300	(34,805)	-11.0%	541,800
TOTAL REVENUE OVER/(UNDER) EXPENSE	46,112	58,836	(12,724)	-21.6%	214,951

Silver Key Senior Services

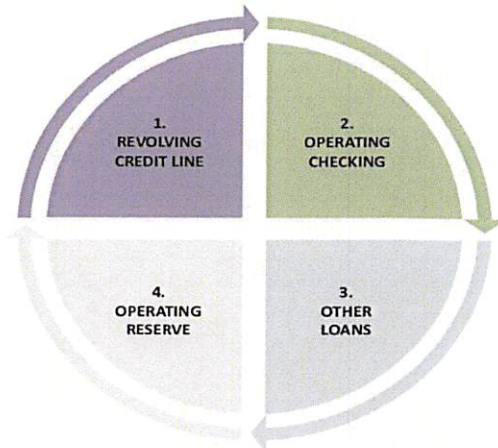
Balance Sheet

As of 1/31/2019

(In Whole Numbers)

	<u>Current Year</u>	<u>Prior Year</u>
ASSETS		
CURRENT		
CASH - OPERATING	152,395	224,488
CASH - CAPITAL CAMPAIGN	154,329	200,282
OPERATING RESERVE	210,768	200,036
ACCOUNTS RECEIVABLE	408,869	268,894
PLEDGES RECEIVABLE	64,500	24,164
PREPAID EXPENSES	53,425	110,471
OTHER CURRENT ASSETS	<u>125,000</u>	<u>37,129</u>
Total CURRENT	1,169,286	1,065,464
FIXED		
LAND & BUILDINGS	5,172,175	5,064,700
FURNITURE, FIXTURES & EQUIPMENT	1,346,453	1,263,290
VEHICLES	1,301,268	1,300,816
ACCUMULATED DEPR & AMORT	<u>(2,488,566)</u>	<u>(2,150,574)</u>
Total FIXED	5,331,330	5,478,232
OTHER ASSETS		
BENEFICIAL INTEREST IN TRUSTS	4,422,540	4,525,145
INVESTMENTS (OPER RESERVE)	1,076,793	1,140,486
OTHER ASSETS	<u>38,472</u>	<u>59,820</u>
Total OTHER ASSETS	<u>5,537,805</u>	<u>5,725,451</u>
Total ASSETS	<u><u>12,038,422</u></u>	<u><u>12,269,147</u></u>
LIABILITIES		
CURRENT LIABILITIES		
ACCOUNTS PAYABLE	147,399	131,218
SALARIES PAYABLE	124,016	115,882
ENT CREDIT UNION - RLOC	0	0
NOTE PAYABLE CURRENT - ENT CREDIT UNION	51,795	1,050,000
SECURITY DEPOSITS - MURRAY TENANTS	13,420	13,420
DEFERRED REVENUE	50,883	28,625
OTHER LIABILITIES	<u>70</u>	<u>0</u>
Total CURRENT LIABILITIES	387,583	1,339,146
LONG-TERM LIABILITIES		
N/P - ENT CREDIT UNION	388,638	0
LOC - ENT CREDIT UNION	<u>0</u>	<u>0</u>
Total LONG-TERM LIABILITIES	<u>388,638</u>	<u>0</u>
Total LIABILITIES	<u><u>776,220</u></u>	<u><u>1,339,146</u></u>
NET ASSETS		
NET ASSETS BEGINNING BALANCE		
	<u>11,216,090</u>	<u>10,316,732</u>
Total NET ASSETS BEGINNING BALANCE	11,216,090	10,316,732
REVENUE OVER (UNDER) EXPENSES		
	<u>46,112</u>	<u>613,269</u>
Total REVENUE OVER (UNDER) EXPENSES	46,112	613,269
Total NET ASSETS	<u><u>11,262,201</u></u>	<u><u>10,930,001</u></u>
TOTAL LIABILITIES & NET ASSETS	<u><u>12,038,422</u></u>	<u><u>12,269,147</u></u>

Silver Key - Operating Reserve Tracking



Month	RLOC Balance (paid off)		Operating Cash (\$250k bal)		Other Loans (paid off)		Operating Reserve (Inv) (\$2.5M bal)	
Jun 2017	40,000	X	122,914	X	1,215,370	X	1,628,676	X
Jul 2017	65,000	X	36,891	X	1,215,370	X	1,331,555	X
Aug 2017	-	✓	97,439	X	1,215,370	X	1,335,746	X
Sep 2017	100,000	X	147,983	X	1,115,370	X	1,361,526	X
Oct 2017	-	✓	179,728	X	1,115,370	X	1,074,619	X
Nov 2017	-	✓	228,442	X	1,152,269	X	1,091,270	X
Dec 2017	-	✓	365,666	✓	1,050,000	X	1,117,832	X
Jan 2018	-	✓	424,524	✓	1,050,000	X	1,140,486	X
Feb 2018	-	✓	350,358	✓	900,000	X	1,099,552	X
Mar 2018	-	✓	395,422	✓	900,000	X	1,095,077	X
Apr 2018	-	✓	262,132	✓	896,210	X	1,099,190	X
May 2018	-	✓	311,236	✓	692,254	X	1,100,230	X
Jun 2018	-	✓	252,110	✓	688,157	X	1,098,144	X
Jul 2018	-	✓	251,690	✓	683,659	X	1,117,753	X
Aug 2018	-	✓	162,272	X	674,687	X	1,125,593	X
Sep 2018	-	✓	130,534	X	620,002	X	1,123,514	X
Oct 2018	-	✓	192,929	X	515,400	X	1,062,487	X
Nov 2018	-	✓	101,384	X	450,541	X	1,069,836	X
Dec 2018	-	✓	216,298	X	445,511	X	1,017,431	X
Jan 2019	-	✓	363,163	✓	440,433	X	1,076,793	X

** (Draft) Foundation Endowment Policy - all operating reserve goals achieved and maintained three consecutive months. Silver Key transfer unrestricted bequest/estate gifts to Foundation Endowment - Operating.

SILVER KEY SENIOR SERVICES, INC.
CAPITAL CAMPAIGN - OVERVIEW

Source of Funds:		12/31/2017	3/31/2018	6/30/2018	9/30/2018	12/31/2018	1/31/2019
Acct 1030	Cash - Capital Campaign Account - Kirkpatrick	175,940	199,093	156,515	150,619	154,293	154,329
Detail below	Pledges Receivable*	57,534	31,930	29,352	187,394	83,400	74,500
	Left to Raise	732,709	690,889	487,001	273,116	199,317	187,287
TOTAL SOURCES		966,183	921,912	672,868	611,128	437,010	416,116

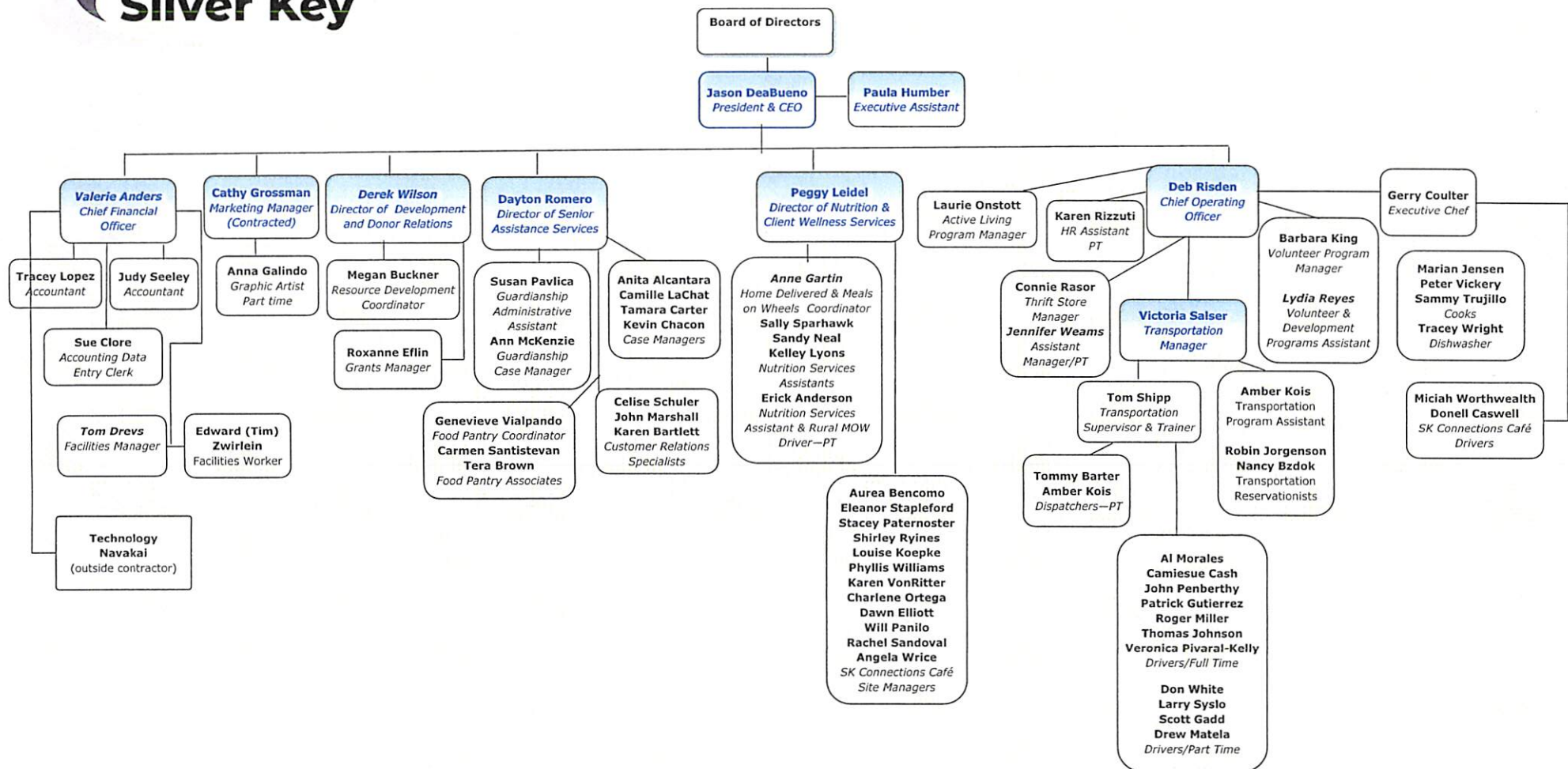
Use of Funds:		12/31/2017	3/31/2018	6/30/2018	9/30/2018	12/31/2018	1/31/2019
Estimate	Donor appreciation signage, case management, flooring, furniture etc	(82,000)	(40,000)	(25,000)	(15,000)	(15,000)	(15,000)
Estimate	HVAC units (x3) est. - to be used as current units fail	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)
Acct 2295 & 2300	ENT Loan - Principal Balance	(1,050,000)	(900,000)	(688,157)	(620,002)	(445,511)	(440,432)
TOTAL USES		(1,168,000)	(976,000)	(749,157)	(671,002)	(496,511)	(491,432)
NET OVER/(UNDER)		(201,817)	(54,088)	(76,289)	(59,874)	(59,501)	(75,316)

***Pledges Receivable**

Acct 1345	Pledge Receivable per books	52,534	16,930	14,352	172,394	78,400	69,500
Acct 1370	Bequest Receivable: Fleenor estate	5,000	5,000	5,000	5,000	5,000	5,000
Acct 1370	Bequest Receivable: Fordyce estate		10,000	10,000	10,000	-	-
Pledges Receivable*		57,534	31,930	29,352	187,394	83,400	74,500



Organizational Chart 2019



Updated: 2/11/2019



Operating Board Resolution

Re: Authorized Signer – Ent

RESOLVED that for 2019, the signers on the Ent Checking and Savings accounts for Silver Key will be the following individuals:

- Jason DeaBueno, President and CEO
- Deb Riden, Chief Operating Officer
- Peggy Leidel, Director of Nutrition and Client Wellness
- Jan Martin, Board Chair
- Dave Bunkers, Board Treasurer

FURTHER RESOLVED that Valerie D. Anders, Chief Financial Officer and Tracey Lopez, Accountant for Silver Key, will have authorization to access all account information, including online banking, view, discuss and initiate transactions that require approval from at least two members noted above.

A handwritten signature in blue ink that reads 'Greg Broeckelman'.

Greg Broeckelman, Secretary
Silver Key Board

Dated: February 14, 2019



Operating Board Resolution

Re: Authorized Signer – Ent

RESOLVED that for 2019, the signers on the Investment Trust accounts for Silver Key will be the following individuals:

- Jason DeaBueno, President and CEO
- Deb Riden, Chief Operating Officer
- Peggy Leidel, Director of Nutrition and Client Wellness
- Jan Martin, Board Chair
- Dave Bunkers, Board Treasurer

FURTHER RESOLVED that Valerie D. Anders, Chief Financial Officer and Tracey Lopez, Accountant for Silver Key, will have authorization to access all account information, including online banking, view, discuss and initiate transactions that require approval from at least two members noted above.

Jan Martin, Chair
Silver Key Board

Dated: February 19, 2019

Bill Berenz

Retired from ANB Bank in Colorado Springs in 2012 as Regional President, completing a career of 32 years in banking in the Colorado Springs community.

Currently serving on Kirkpatrick Bank's Community Advisory Board and Pikes Peak Regional Development.

Prior Board experience includes:

Silver Key

Pikes Peak Hospice Foundation

Colorado Springs Sports Corporation

Colorado Bankers Association

Junior Achievement

Safe Passage

Workout Ltd.

Comcor Foundation

Colorado Springs Economic Development Corporation

Chester H. (Skip) Morgan, II

Biography

Skip Morgan grew up in Colorado Springs, graduated magna cum laude from the Air Force Academy, received his masters from the Fletcher School of Law and Diplomacy (Tufts and Harvard), then spent a 30-year career in the Air Force. After a tour of duty as an intelligence officer during the Vietnam War, he was assigned to HQ Strategic Air Command as an intelligence analyst and briefer to the Joint Strategic Planning Staff.

He was selected to attend the University of Texas School of Law, graduating third in his class, a member of Chancellors, Law Review, and Order of the Coif. He was one of 16 attorneys authorized by the Department of Justice to represent the Department of Defense in federal court, represented the Air Force on Capitol Hill, was counsel to the United States Special Operations Command, and an appellate judge with the Air Force Court of Criminal Appeals, where he authored 200 opinions in two years, 18 of them published. He concluded his career at head of the USAFA Department of Law, teaching constitutional law.

Following retirement in July of 2002 in the grade of colonel, Skip has engaged in the solo practice of law with Morgan Legal Offices, P.C., specializing in wills, trusts, estate planning, probate and probate litigation, protective proceedings, military law, and the needs of the military family. He is admitted to the state bars of Colorado, Wyoming, and Texas, the federal district of Colorado, the Court of Federal Claims, Tenth U.S. Circuit Court of Appeals, Court of Appeals for the Federal Circuit, and the United States Supreme Court. He is past-chair of the El Paso County Bar Probate Section, the Christian Legal Society, past-president of the East Colorado Springs Rotary Club, and past member of the Pikes Peak Hospice and Palliative Care Board of Trustees.

Married to the former Jane Boyer, a retired Navy Captain, Skip has five children ranging in age from 42 to 18, and eight grandchildren.





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