



**Board of Director - Agenda**

**12/10/2019**

<b>1. Call to order /Establish Quorum/ Introductions</b>		Jan Martin	Process
<b>2. Changes to the agenda</b>		Jan Martin	
<b>3. Consent Items</b>		Jan Martin	Vote
A. Agenda	12/10/2019		
B. Minutes	9/17/2019		
<b>4. CEO Report</b>			
A. November Report		Jason DeaBueno	Discussion
B. Additional Matters for approval:	SK Policies; Vision & Mission Statement	Jayne Brown	Vote
<b>5. Committee Reports</b>			
A. Finance Committee		Valerie Anders/ Dave Bunkers	Information
Financial Packet Review	Combined Audit presented at January Board meeting	Dave Bunkers	Vote
B. Building Committee	Silver Key Senior Apts. Project	Jason DeaBueno	Information
Additional Matters for Approval			
C. Events Planning Committee	50th Gala update	Derek Wilson	Information
<b>6. Old Business</b>			
A. Executive Charter		Jason DeaBueno	Vote
<b>7. New Business</b>			
A. Slate of officers 2020		Jan Martin	Vote
B.			
<b>8. Related Board Reports</b>			
A. Foundation Matters for Approval		None	
B. Silver Key Enterprise Matters for Approval		None	
C. Senior Heritage Plaza Matters for Approval		None	
<b>9. Next meeting</b>			
<b>January 21, 2020</b>			

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

Board Member Login: skboard@silverkey.org

Password: sk-board@1625\$



**Board of Director - Meeting Minutes 9/17/2019**

**Scribe: Paula Humber**

<b>Board Members:</b>	<b>Present</b>	<b>Absent</b>
Jan Martin, Chair	x	
Lynne Jones, Vice Chair	x	
Greg Broeckelman, Secretary	x	
Dave Bunkers, Treasurer	x	
Carla Hartsell, Imd. Past Chair	x	
Becky Hurley		x
David Lord	x	
Steve Hunsinger		x
Cmdr. Scott Whittington	x	
Mike Rowe	x	
Gary Geiser		x
Cari Karns	x	
<b>Leadership Team:</b>		
Jason DeaBueno	x	
Paula Humber	x	
Valerie Anders	x	
Derek Wilson	x	
Dayton Romero	x	
Peggy Leidel	x	
Victoria Salser	x	

	<b>Yes</b>	<b>No</b>	<b>Additional notes</b>	<b>Action required</b>
<b>1. Call to order</b>				called to order @4:05 pm
A. Establish Quorum	x			
B. Introductions		x		
<b>2. Changes to the agenda</b>		x		
<b>3. Consent Items</b>				
A. Agenda 9/17/2019	x			Agenda unanimously approved in conjunction with the minutes David Lord moved to approve the agenda and minutes; Greg Broeckelman seconded; motion was unanimously approved.
B. Minutes 8/20/2019	x			
<b>4. CEO Report</b>			Jason DeaBueno reviewed report and noted that we were approved for a CDBG for building improvements in the amount of \$455K	The volunteer program will be revised for a more efficient recruiting and retention system and will align closely with HR and closing the gap between existing volunteers and new volunteers. Jason also asked board members to be a part of the Capital Committee
<b>5. Committee Reports</b>				
A. Finance Committee			Valerie Anders reviewed the Executive Summary	Cari Karns moved to approve the financials as presented; Lynne Jones seconded motion; unanimously passed.
			Financial Packet Review	

B. Building Committee	Jason briefed the board on the meeting w/consultant in the final preparations for the meeting with CHAFA on 9/25; handout included	Application will be presented to CHAFA on 9/25
<b>6. Old Business</b>		
	none	
<b>7. New Business</b>		
A. Silver Key Corporate Security Policies	Silver Key Corporate email sent for electronic vote	David Lord moved to approve the Silver Key Corporate policies and Greg Broeckelman seconded the motion. Motion was unanimously approved.
<b>8. Related Board Reports</b>		
A. Foundation	none	no meeting until October 24
B. Silver Key Enterprise	none	did not meet; no new information
C. Senior Heritage Plaza	none	no meeting until next year; no new information to report
<b>10. Next meeting</b>		
	Tuesday, October 15, 9a-2p	Board Retreat Penrose House

Adjourned: 5:15 PM

Secretary/Chair :



November 2019

## CEO Report

Dear Board Members,

During the month of November two major resources were procured that were not budgeted for:

1. Rocky Mountain Options for Long-term Care \$139,050.25 (unrestricted, operational support)
2. Lyda Hill Foundation \$161,770 (IT upgrades)

Thanks to all the board members who were directly or indirectly involved in helping to ensure we have resources to continue to address the cash flow challenges.

Related, if you have not yet completed the petition to help advocate for the Colorado Community Health Alliance to NOT reduce Medicaid rates by 20%, your support to this effort is needed.

Here is the link to the petition:

[https://www.coloradocounselingassociation.org/Forms.asp?MODE=NEW&Forms\\_FormTypeID=-1850](https://www.coloradocounselingassociation.org/Forms.asp?MODE=NEW&Forms_FormTypeID=-1850)

I remain confident in our path forward and 2020 will be a demonstrative year of not only the magic that Silver Key has within but also for intentional steps to achieve Silver Key's Thematic Goal: **Reinforce that our services have value and require resources to flourish.**

Related, we will need to adopt a vision and mission as the foundational guide for our work. At the retreat, and through some emails after, the following is presented for ratification:

Silver Key's Vision is:

**The value, worth and needs of all seniors are identified and honored.**

Silver Key's Mission is:

**To serve in partnership with our stakeholders to support a healthy quality of life for seniors, allowing them to age with dignity and independence.**

Respectfully submitted,

Jason DeaBueno

## 1. Current Significant Issues & Opportunities

### a. Nutrition Program

- i. The Leadership Team is in the process of interviewing a replacement for the Director of Nutrition to also serve in the role of Food Safety Officer. In the meantime, we have a person who is temporarily covering this effort and no material issues have surfaced

#### Board Dialogue/Consultation

- Gary Geiser has resigned from the board. He has, however, offered to be a support to lean on in the event we need his guidance as we on board the new director.

### b. Transportation

- i. The transportation program continues to evolve, and our leader is moving forward with applying for Medicaid Non-emergent Medical Transport (NEMT) approval. The process has been laborious, and we remain hopeful that with support from Envida we will procure the required designation to bill Medicaid for transportation.

#### Board Dialogue/Consultation

- Are there any questions from the board about this effort or the pacing for approval?

### c. Volunteers

- i. Hiring the new Director of Human Resources and Volunteer Engagement, Jayme Brown, has been a great step to improve the process to engage volunteers.

#### Board Dialogue/Consultation

- Currently, we have 70 people in the pipeline to volunteer and we are working to develop capacity to complete interviews and placements.

## 2. Matters for Approval

- i. SK Policies: Non-discrimination Policy, Whistleblower, At-will Employment and At-will Volunteer.
- ii. Vision and Mission statements:
  - Vision: The value, worth and needs of all seniors are identified and honored.
  - Mission: To serve in partnership with our stakeholders to support a healthy quality of life for seniors, allowing them to age with dignity and independence.



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

**3.1. Risk and Compliance Management**

<b>Issue</b>	<b>Level of Risk</b> (1 Low; 2 Medium; 3 High)	<b>Comments</b>
1. Whitaker Claim	2	Reported to employment practices liability insurance (ELPI) and case has been assigned to our representative attorney: Attorney Raymond Deeny (Sherman & Howard).
2. Bernhardt Claim	2	Assigned to insurance. This was a direct claim by plaintiff for an accident that may have occurred on 5/23/18. No details at this point related to liability – coverage

**3.2. Risk and Compliance Updates or Incidents**

N/A.

**3.3. Funder Obligation Concerns**

<b>Funder</b>	<b>Level of Risk</b> (1 Low; 2 Medium; 3 High)	<b>Details &amp; Comments</b>
1. AAA	1	A carryover RFP was released and Silver Key will be applying for more than the historical 30% total allocation to ensure all programs are as sustainable as possible with the funding available.

### 2.3. Funder Obligation Concerns Updates

1. None		
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## Informational

### 4. Update on Operational Activities

#### (Four Focus Areas)

Please see the attached: Silver Key Playbook Page.

#### Key Accomplishments

- a. Conversion of Case Managers to Non-exempt from Exempt.
- b. Created an acceptable on-call reimbursement model.
- c. Determined that a new application for affordable housing will be submitted contingent on an approved developer's agreement.
- d. Best of Bronze Winner for Transportation.
- e. Engaged Event is starting to have formal processes outlined.

### 5. Matters for Noting

- a. New Staff
  - i. Jayme Brown, Director, Human Resources and Volunteer Engagement
  - ii. Larissa Bottenfield, Resource Development Coordinator
  - iii. Megan Buckner, Marketing Manager (in-house promotion)
  - iv. Maria Berger, PRN Clinician
  - v. Hilary Doyle, PRN Clinician
- b. Positions in process:
  - i. Emily Brady, PRN Clinician
  - ii. 2 Temp staff for One-call system
  - iii. 1 HR Clerical Temp
- c. Recruiting for Manager, Human Resource and Volunteer Engagement
- d. Vacancy still exists at Silver Key with RMHC leaving the location.

**NONDISCRIMINATION**

<b>Policy Name:</b>	<b>Nondiscrimination</b>
<b>Reviewer:</b>	Jayne Brown, Director of Human Resources & Volunteer Engagement
<b>Date Last Reviewed:</b>	11/7/19
<b>Approval or Last Revision Date:</b>	New (previously undated EEO Policy)
<b>Approved By:</b>	

**PURPOSE**

This nondiscrimination policy outlines how Silver Key will comply with all federal, state, and local employment laws, including Equal Employment Opportunity (EEO) laws and Title VII protections, to prohibit discrimination and harassment.

**DEPARTMENT/STAFF AFFECTED:**

This policy applies to all employees. This policy applies to any of Silver Key’s activities or operations.

**POLICY STATEMENT**

Silver Key Senior Services, Inc. shall not discriminate on the basis of race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, genetic information, age, physical or mental ability, veteran status, military obligations, and marital status, or any other applicable status protected by federal, state, or local laws, in any of its activities or operations.

These activities include, but are not limited to, employee hiring and employment practices.

**PROCEDURE**

Silver Key will follow federal, state, and local employment laws through employee hiring and employment practices to maintain a nondiscrimination and anti-harassment work environment. These practices include, but are not limited to, application, hiring, compensation, internal promotions, training, opportunities for advancement, and terminations.

**ACCOMMODATION**

Silver Key will make reasonable accommodation for qualified individuals with known disabilities and employees whose work requirements interfere with a religious belief unless doing so would result in an undue hardship to Silver Key or cause a direct threat to health or safety. Employees needing such accommodation are instructed to contact their supervisor or the Director of Human Resources & Volunteer Engagement immediately.

**HARASSMENT**

Unlawful harassment includes verbal or physical conduct that has the purpose or effect of substantially interfering with an individual’s work performance or creating an intimidating, hostile or offensive work



environment. Actions based on an individual's age, race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, genetic information, age, physical or mental ability, veteran status, military obligations, and marital status, or any other applicable status protected by federal, state or local laws, will not be tolerated.

Prohibited behavior may include but is not limited to the following:

- Written form such as cartoons, e-mail, posters, drawings or photographs
- Verbal conduct such as epithets, derogatory comments, slurs or jokes
- Physical conduct such as assault or blocking an individual's movements

#### **SEXUAL HARASSMENT**

Because sexual harassment raises issues that are to some extent unique in comparison to other harassment, Silver Key believes it warrants separate emphasis. Silver Key strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature, when:

- Submission to such conduct is made explicitly or implicitly a term or condition of employment.
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment.
- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.
- All employees are expected to conduct themselves in a professional and business-like manner at all times. Conduct which may violate this policy includes, but is not limited to, sexually implicit or explicit communications whether in:
  - Written form, such as cartoons, posters, calendars, notes, letters, e-mail.
  - Verbal form such as comments, jokes, foul or obscene language of a sexual nature, gossiping or questions about another's sex life, or repeated unwanted requests for dates.
  - Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging and brushing up against another's body.

#### **COMPLAINT PROCEDURE**

If you believe there has been a violation of the Nondiscrimination Policy, harassment or sexual harassment based on the protected classes outlined above, please use the following complaint procedure:

1. Report the incident to your supervisor or the next immediate supervisor in your chain. If you prefer not to go to either of these individuals with your complaint, you should report the incident to the Director of Human Resources & Volunteer Engagement or the CEO. Your complaint will be kept as confidential as practicable. In the event your complaint is with the CEO, a report may be made to the Silver Key Board of Directors chair.
2. Silver Key expects employees to make a timely complaint to enable Silver Key to investigate and correct any behavior that may be in violation of this policy.
3. Silver Key prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If you perceive retaliation for making a complaint or your participation in the investigation, please follow the complaint procedure outlined above. The situation will be promptly investigated.
4. If Silver Key determines an employee's behavior is in violation of this policy, disciplinary action may be taken, up to and including termination of employment.

**WHISTLEBLOWER**

<b>Policy Name:</b>	<b>Whistleblower</b>
<b>Reviewer:</b>	Jayme Brown, Director of HR & Volunteer Engagement/Jason DeaBueno, CEO
<b>Date Last Reviewed:</b>	11/7/19
<b>Approval or Last Revision Date:</b>	New
<b>Approved By:</b>	

**PURPOSE**

This Whistleblower Policy is intended to protect a whistleblower from retaliation, harassment, or adverse employment consequences related to complaints of organizational wrongdoing in order to encourage and enable employees and volunteers to raise serious concerns internally so that Silver Key can address and correct inappropriate conduct and actions.

**DEPARTMENT/STAFF AFFECTED:**

This policy applies to all employees and volunteers. This policy applies to any of Silver Key’s activities or operations.

The Human Resources & Volunteer Engagement department is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Director of Human Resources & Volunteer Engagement will advise the CEO of all complaints and their resolution and will also report to the CFO on compliance activity relating to accounting or alleged financial improprieties.

**POLICY STATEMENT**

Silver Key Senior Services, Inc. requires all employees and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities and to comply with all applicable laws and regulations.

It is the responsibility of all employees and volunteers to report concerns about violations of Silver Key’s code of ethics or suspected violations of law or regulations that govern Silver Key operations.

This policy establishes protection of the whistleblower from retaliation, harassment, or in the case of any employee, adverse employment consequences related to complaints of organizational wrongdoing.

**PROCEDURE**

Silver Key employees and volunteers are representatives of the organization and should practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

**COMPLAINT PROCEDURE**

Silver Key has an open-door policy and suggests that employees and volunteers share their questions, concerns, suggestions or complaints with their supervisor.

Detailed are the procedures for reporting violations of (a) questionable or improper accounting or auditing matters, and (b) violations and suspected violations of applicable laws and regulations (herein collectively referred to as concerns); (c) and for the receipt and retention of complaints received.

**REPORTING RESPONSIBILITY**

Each employee and volunteer of Silver Key has an obligation to report in accordance with this Whistleblower Policy within 90 days of discovering the violation.

**NO RETALIATION**

This Whistleblower Policy is intended to encourage and enable employees and volunteers to raise concerns within the organization for investigation and appropriate action. With this goal in mind, no employee or volunteer who, in good faith, reports a concern shall be subject to retaliation or, in the case of an employee, adverse employment consequences related to whistleblower complaints. Moreover, an employee or volunteer who retaliates against someone who has reported a concern in good faith is subject to discipline up to and including termination of employment or dismissal from the volunteer position.

**REPORTING CONCERNS**

Whistleblowers should share their concerns with someone who can address them properly. In most cases their supervisor is in the best position to address a concern. However, if the individual is not comfortable speaking with the supervisor about the concern, the individual is encouraged to speak with the Director of Human Resources & Volunteer Engagement or anyone in management with whom they are comfortable in approaching.

Supervisors and managers are required to report complaints or concerns about suspected ethical and legal violations in writing to the Director of Human Resources & Volunteer Engagement, who has the responsibility to investigate all reported complaints. Individuals with concerns or complaints may also submit their concerns in writing directly to their supervisor or the CEO. If the complaint is regarding the CEO, the individual may submit their complaint to a board director.

For suspected fraud, or when the individual is not satisfied or is uncomfortable with following the open-door policy, they should contact the chair of the Board of Directors in writing directly.

**HANDLING OF REPORTED VIOLATIONS**

The Board of Directors shall be responsible for investigating all reported concerns. The chair shall notify the CEO of any such report within three business days. The chair will notify the sender and acknowledge receipt of the concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted concerns.

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All reports will be investigated by the Board of Directors and appropriate corrective action will be recommended if warranted by the investigation. In addition, action taken must include a conclusion and/or follow-up with the complainant for complete closure of the concern.

The Board of Directors has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

**ACTING IN GOOD FAITH**

Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information reported indicates a violation of the law, or constitutes an inappropriate accounting or financial practice. The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offence and may result in discipline, up to and including termination of employment or dismissal from the volunteer position. Such conduct may also give rise to other actions, including civil lawsuits.

**CONFIDENTIALITY**

Reports on concerns, and investigations pertaining thereto, shall be kept confidential to the extent practical, consistent with the need to conduct an adequate investigation.

Disclosure of reports of concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination of employment or dismissal from the volunteer position. Such conduct may also give rise to other actions, including civil lawsuits.

**RELATED DOCUMENTS:**

- Employee Handbook Acknowledgement of Receipt form
- Volunteer Handbook Acknowledgement of Receipt form

<b>Policy Name:</b>	<b>At-Will Employment</b>
<b>Reviewer:</b>	Jayne Brown, Director of Human Resources & Volunteer Engagement
<b>Date Last Reviewed:</b>	11/7/19
<b>Approval or Last Revision Date:</b>	New
<b>Approved By:</b>	

**PURPOSE**

Colorado is an “employment-at-will” state. This means that either the employer or the employee may end the employment relationship without giving either notice or a reason.

The general principle behind the concept of employment-at-will is that the doctrine promotes efficiency and flexibility in the employment context. Employment-at-will allows employees to seek out the position best suited for their talents and allows employers to seek out the best employees for their needs.

**DEPARTMENT/STAFF AFFECTED:**

This policy applies to all Silver Key employees.

**POLICY STATEMENT**

Employment with Silver Key Senior Services, Inc. is at-will. Colorado follows the legal doctrine of "employment-at-will" which provides that in the absence of a contract to the contrary, neither an employer nor an employee is required to give notice or advance notice of termination or resignation. Additionally, neither an employer nor an employee is required to give a reason for the separation from employment.

Language used in employee handbooks and any verbal statements made by management are not intended to constitute a contract of employment, either express or implied; nor are they a guarantee of employment for a specific duration. No representative of Silver Key, other than the CEO and/or the board of directors, has the authority to enter into an agreement of employment for any specified period; and such agreement must be in writing, signed by the CEO and the employee.

**PROCEDURE**

Employment with Silver Key Senior Services is at-will. Employees have the right to end their work relationship with Silver Key, with or without advance notice for any reason. Silver Key has the same right.

No representative of Silver Key, other than the CEO and/or the Board of Directors, has the authority to enter into an agreement of employment for any specified period; and such agreement must be in writing, signed by the CEO and the employee.

#### **IMPORTANT INFORMATION ABOUT THE EMPLOYEE HANDBOOK**

The language used in the Employee Handbook and any verbal statements made by management are not intended to constitute a contract of employment, either express or implied; nor are they a guarantee of employment for a specific duration.

The Employee Handbook is designed to acquaint employees with Silver Key and provide some information about working here. The handbook is not all-inclusive but is intended to provide employees with a summary of some of Silver Key's guidelines. No employee handbook can anticipate every circumstance or question. After reading the handbook, employees who have questions should talk with their immediate supervisor or the Human Resources & Volunteer Engagement department.

In addition, the need may arise to change the guidelines described in the handbook; except for the at-will nature of Silver Key employment. Silver Key reserves the right to interpret or to change guidelines without prior notice.

#### **RESIGNING FROM A POSITION**

Silver Key requests employees who wish to resign their positions notify their supervisor of their intended termination as soon as possible. Notice generally allows sufficient time to collect company property, process pay or any reimbursable expenses for which the employee may be entitled, as well as convert insurance and correctly calculate a final paycheck. Employees who plan to retire are asked to provide sufficient advance notice to Silver Key to process retirement forms to ensure that retirement benefits to which an employee may be entitled commence in a timely manner.

#### **RE-EMPLOYMENT**

Employees may be considered for re-employment provided they qualify for the position of interest and while they were employed with Silver Key maintained satisfactory performance and attendance. A full-time employee who leaves Silver Key and returns within twelve (12) months may have prior service count toward participation in certain benefits. This may include years of service toward accruing vacation, retirement, time of service for fulfilling the waiting requirement for health insurance benefits, and seniority when and if applicable toward decisions concerning time off requests.

- *Full-time Employee* - an employee normally scheduled to work at least 30 hours per week. Full-time employees are currently eligible for Silver Key benefits.
- *Part-time Employee* – an employee normally scheduled to less than a 30-hour workweek. Part-time employees working less than 30 hours per week are not eligible for Silver Key insurance benefits.
- *Temporary Employee* – an employee who is hired in a job established for a temporary period or for a specific assignment, including Silver Key paid internships. Temporary employees are ineligible for Silver Key benefits.

Typically, any person discharged from Silver Key will not be considered for re-employment.

#### **RELATED DOCUMENTS:**

- Employee Handbook Acknowledgement of Receipt form



<b>Policy Name:</b>	<b>At-Will Volunteer</b>
<b>Reviewer:</b>	Jayne Brown, Director of Human Resources & Volunteer Engagement
<b>Date Last Reviewed:</b>	11/7/19
<b>Approval or Last Revision Date:</b>	New
<b>Approved By:</b>	

**PURPOSE**

Since Silver Key services may be delivered by volunteers who are not employed or compensated, there is a need for a separate “at-will volunteer” policy. A volunteer position may be eliminated or the individual volunteer may be dismissed from the volunteer position at any time without giving either notice or a reason.

**DEPARTMENT/STAFF AFFECTED:**

This policy applies to all Silver Key volunteers.

**POLICY STATEMENT**

Volunteering with Silver Key Senior Services, Inc. is at-will. In the absence of a contract to the contrary, neither the organization nor the volunteer is required to give notice or advance notice of dismissal or resignation. Additionally, neither the organization nor the volunteer is required to give a reason for the dismissal or resignation.

Language used in the Volunteer Handbook and any verbal statements made by management are not intended to constitute a contract of employment, either express or implied; nor are they a guarantee of a volunteer position for a specific duration.

**PROCEDURE**

Volunteering with Silver Key Senior Services is at-will. Volunteers have the right to end their work relationship with Silver Key, with or without advance notice for any reason. Silver Key has the same right.

**IMPORTANT INFORMATION ABOUT THE VOLUNTEER HANDBOOK**

The language used in the Volunteer Handbook and any verbal statements made by management are not intended to constitute a contract of employment, either express or implied; nor are they a guarantee of employment for a specific duration.

The Volunteer Handbook is not all-inclusive but is intended to provide volunteers with a summary of some Silver Key guidelines. The handbook will be periodically updated as needed and the organization

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has the right to interpret or change the guidelines described in the handbook without prior notice. The at-will nature of volunteering will not change.

After reading the handbook, volunteers who have questions should talk with their immediate supervisor or the Human Resources & Volunteer Engagement department.

Volunteers will be asked to acknowledge in writing both receipt of the Volunteer Handbook and a statement that they have not entered into an employment agreement with Silver Key. No representative of Silver Key, other than the CEO and/or the Board of Directors, has the authority to enter into an agreement of employment for any specified period; and such agreement must be in writing, signed by the CEO and the employee.

**RESIGNING FROM A VOLUNTEER POSITION**

Silver Key requests volunteers who wish to resign their positions notify their supervisor or the Human Resources & Volunteer Engagement department of their intended resignation as soon as possible. Exit surveys will be conducted with the Human Resources & Volunteer Engagement department at the volunteer convenience on or before the last day to gather constructive feedback from volunteers leaving Silver Key. Participation is voluntary and highly encouraged.

An individual may return to volunteering at Silver Key if they meet qualifications for the volunteer position and maintained satisfactory volunteer performance and attendance. Any volunteer discharged from Silver Key will not be considered for returning.

**RELATED DOCUMENTS:**

- Volunteer Handbook Receipt acknowledgement form



**Financial Package  
FY 2018 - 2019  
Five Months Ending November 30, 2019**

**Board of Directors**



## Executive Summary

### **CURRENT:**

Five months ending November 2019 Results: year to date net income \$107k vs \$87k budgeted...net operating income before depreciation \$197k vs 149k budgeted income.

### **LAG-OPERATING RESULTS:**

>**Donations and Support** - November donations, bequests, and foundation support \$224k vs. \$69k, total year to date donations exceed budget by \$180k. November 6th received unexpected donation of \$139k from Rocky Mountain Options for Long Term Care.

>**Government Grants** - the month of November \$161k billed, which is under budget by (\$78k). PPACG-AAA services provided under monthly budget by (\$72k), service days reduced by five - two because of weather and three for holidays . City of Colorado transportation contract billed \$12k, City CDBG Connection Cafe billed \$8k, and City CDBG Housing Navigation billed \$8k . Received City-CDBG Public Facilities award notice of \$455k for building improvements.

>**Other Grants** - Received \$1k and miscellaneous capital rate received \$161k to support IT capital needs (moved to the bottom of the income statement).

>**Program Revenues** - \$26k vs budget of \$82k below budget by (\$56k), Medicaid case management below budget by (\$57k) and Home Delivered Meals continue to exceeded projections, November exceeded budget by \$5k = 513 meals.

>**Other Revenue** - net income of \$19k for November; current value of Operating Reserve account \$1,167,827; Murray property behind budget (\$9k) caused by property insurance and snow removal exceeding budget and 1645 S Murray space vacated as of 7-1-2019.

>**Payroll & Related Expenses** - November salaries and benefits under budget by \$11k...year to date under budget by \$22k. Current number of employees 66, currently recruiting for a Human Resource professional.

>**Total Operating Expenses:** November \$98k vs \$135k, under budget by \$36k, total year to date operating expenses under budget by \$68k.

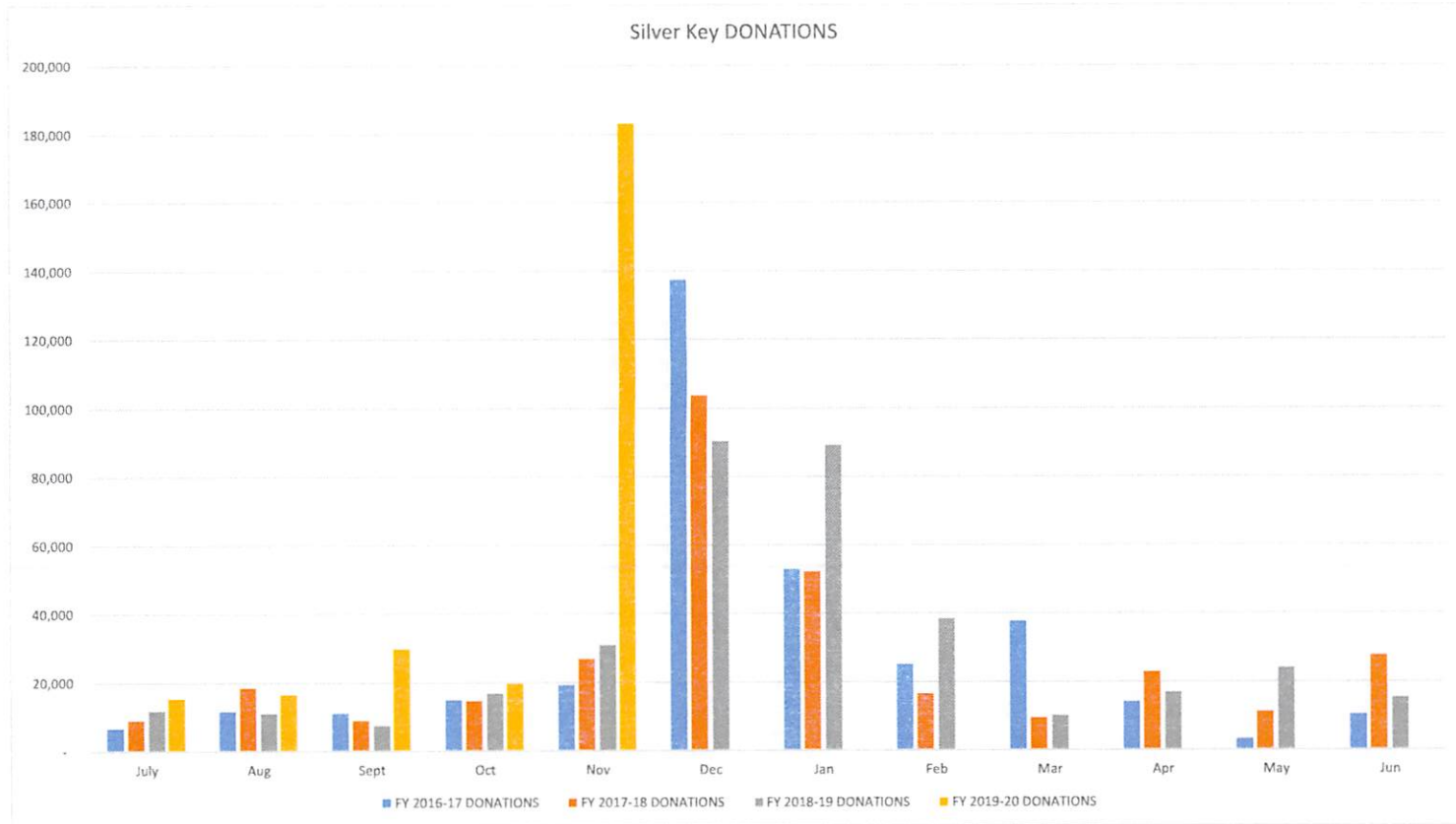
>**YTD Program Overview:** Reserve and Ride provided 14,260 rides, revenue \$470k, expenses \$393k, net income \$77k; Nutrition provided 57,351 meals, revenue \$661k, expenses \$627k, net income \$34k; Senior Assistance provided over 11,000 contacts/units, revenue \$225k, expenses \$299k, net loss (\$75k); Pantry distributed 10,196 boxes of food, revenue \$43k, expenses \$44k, net loss (\$1k); Active Living revenue of \$250k booked FY 2017-2019, expenses to date \$40k; Thrift Store revenue \$53k, expenses \$34k, net income \$19k; General & Administrative net expense (\$103k) after allocation to programs; Development & Marketing revenue \$400k, expenses \$151k, net income \$249k.

>**Cash Flow** - Silver Key Foundation advanced \$90k during July 2019. Ent Line of Credit balance as of November 30, 2019 \$81k. Ent line of credit increased to \$750k during June 2019, predict continued cash challenges during fiscal year unless additional sustainable funding sources are located and implemented.

>**LEAD - PROJECTED 2019-20 FISCAL YEAR:** - estimate annual revenue \$4.5m, expenses projected at \$4.3m with net income before depreciation \$24k. Projecting a negative cash flow through out the year with the continued use of the Ent Line of Credit. Implementation of Medicaid funding for senior assistance (case management services) with the goal to be operational by first quarter of 2020. Original estimated Medicaid net income for nine months \$482k received notice that rates reduced by 45% effective 7-1-2019, implementing this program continues to be slow. Estimate a total of \$318k less Medicaid revenue than approved budget. Currently projecting net loss of (\$387k) during 2019-20. Other unknown 2019-20 factors: Home Delivered Meals numbers - budgeted a 75% decrease and currently exceeding income projection by 73%, PPACG-AAA carryover funds released RFP in December (2018-19 received \$141k), continue researching Medicaid funding for nutrition and non-emergent medical transportation.

Silver Key Senior Services  
Development Data

Silver Key Donations	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total FY	Budget
FY 2016-17 DONATIONS	6,525	11,467	10,881	14,837	19,140	137,377	52,777	25,050	37,660	14,078	3,180	10,256	343,227	332,885
FY 2017-18 DONATIONS	8,913	18,406	8,733	14,632	26,770	103,656	52,142	16,500	9,350	22,878	11,112	27,673	320,765	253,500
FY 2018-19 DONATIONS	11,665	10,933	7,316	16,808	30,846	90,192	89,067	38,397	9,998	16,831	23,993	15,362	361,407	374,500
FY 2019-20 DONATIONS	15,334	16,535	29,782	19,586	183,090								264,327	419,600



**Silver Key Senior Services**

Statement of Revenues and Expenditures

FY 2019-2020 (Summary)

	Actual Mo Nov. 2019	Budget Mo Nov. 2019	\$ Variance	Actual 5 Months Nov. 2019	Budget 5 Months Nov. 2019	\$ Variance	% Variance	Annual Budget
<b>OPERATING REVENUE</b>								
DONATIONS	179,837	24,764	155,073	249,131	61,879	187,252	302.6%	375,600
BEQUESTS	986	5,000	(4,014)	1,213	25,000	(23,787)	-95.1%	60,000
SPONSORSHIPS - OTHER	2,267	3,667	(1,400)	13,983	18,335	(4,352)	-23.7%	44,000
SPECIAL EVENTS/SPONSORSHIPS, NET	5,150	-	5,150	17,898	-	17,898	n/a	85,000
FOUNDATION SUPPORT	25,087	24,591	496	126,053	122,955	3,098	2.5%	295,089
DISTRIBUTIONS FROM TRUSTS	11,160	11,667	(507)	58,493	58,335	158	0.3%	140,000
IN-KIND DONATIONS	-	-	-	-	-	-	n/a	-
<b>TOTAL DONATIONS/SUPPORT</b>	<b>224,487</b>	<b>69,689</b>	<b>154,798</b>	<b>466,771</b>	<b>286,504</b>	<b>180,267</b>	<b>62.9%</b>	<b>999,689</b>
GOVERNMENT GRANTS	161,046	239,484	(78,438)	1,056,421	1,197,420	(140,999)	-11.8%	2,178,312
OTHER GRANTS	3,258	4,650	(1,392)	80,676	103,250	(22,574)	-21.9%	135,800
<b>TOTAL GRANTS</b>	<b>164,305</b>	<b>244,134</b>	<b>(79,829)</b>	<b>1,137,097</b>	<b>1,300,670</b>	<b>(163,573)</b>	<b>-12.6%</b>	<b>2,314,112</b>
PROGRAM FEES	26,407	82,760	(56,353)	160,732	208,800	(48,068)	-23.0%	788,100
THRIFT STORE SALES	9,475	10,729	(1,254)	53,558	53,645	(87)	-0.2%	128,754
<b>TOTAL PROGRAM REVENUE</b>	<b>35,882</b>	<b>93,489</b>	<b>(57,607)</b>	<b>214,290</b>	<b>262,445</b>	<b>(48,155)</b>	<b>-18.3%</b>	<b>916,854</b>
<b>OTHER REVENUE</b>								
BENEFICIAL INT IN TRUSTS - CHANGE	-	-	-	-	-	-	n/a	-
INVESTMENT INC - OPER INV, NET OF FEES	18,078	5,600	12,478	39,215	24,500	14,715	60.1%	60,200
INVESTMENT INC - OTHER (Social Enterprise)	-	-	-	-	-	-	n/a	-
MURRAY LEASE INCOME, NET	991	10,118	(9,127)	24,632	50,590	(25,958)	-51.3%	121,423
DISPOSAL OF FIXED ASSETS	-	-	-	-	-	-	n/a	-
MISCELLANEOUS INCOME	-	-	-	-	-	-	n/a	-
<b>TOTAL OTHER REVENUE</b>	<b>19,069</b>	<b>15,718</b>	<b>3,351</b>	<b>63,847</b>	<b>75,090</b>	<b>(11,243)</b>	<b>-15.0%</b>	<b>181,623</b>
<b>TOTAL OPERATING REVENUE</b>	<b>443,743</b>	<b>423,030</b>	<b>20,713</b>	<b>1,882,005</b>	<b>1,924,709</b>	<b>(42,705)</b>	<b>-2.2%</b>	<b>4,412,278</b>
<b>OPERATING EXPENSES</b>								
SALARIES, TAXES AND BENEFITS	204,804	215,853	(11,048)	1,077,934	1,099,563	(21,629)	-2.0%	2,704,929
SENIOR ASSISTANCE	1,334	9,064	(7,730)	34,469	45,321	(10,851)	-23.9%	108,770
TRANSPORTATION	17,503	28,814	(11,310)	107,331	144,069	(36,737)	-25.5%	345,765
NUTRITION	34,732	33,059	1,673	208,154	165,295	42,859	25.9%	396,708
DEVELOPMENT & MARKETING	1,623	5,401	(3,778)	10,319	27,006	(16,687)	-61.8%	64,815
PROGRAM SUPPLIES	(35)	6,433	(6,468)	15,538	32,165	(16,627)	-51.7%	77,197
OFFICE EXPENSES/SUPPLIES	5,612	4,986	626	19,121	24,930	(5,809)	-23.3%	59,831
OCCUPANCY EXPENSES	18,876	23,431	(4,554)	99,145	117,153	(18,008)	-15.4%	281,166
OTHER GENERAL AND ADMINISTRATIVE	18,798	23,891	(5,093)	112,756	119,456	(6,701)	-5.6%	286,695
<b>TOTAL OPERATING EXPENSES</b>	<b>303,248</b>	<b>350,932</b>	<b>(47,684)</b>	<b>1,684,767</b>	<b>1,774,958</b>	<b>(90,191)</b>	<b>-5.1%</b>	<b>4,325,876</b>
<b>NET OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>140,495</b>	<b>72,098</b>	<b>68,397</b>	<b>197,238</b>	<b>149,751</b>	<b>47,486</b>	<b>31.7%</b>	<b>86,401</b>
<b>DEPRECIATION AND AMORITIZATION</b>	<b>46,691</b>	<b>44,507</b>	<b>2,184</b>	<b>236,523</b>	<b>222,534</b>	<b>13,989</b>	<b>6.3%</b>	<b>534,081</b>
<b>MISC GRANT INCOME - CAPITAL</b>	<b>161,770</b>	<b>160,000</b>	<b>-</b>	<b>209,770</b>	<b>160,000</b>	<b>49,770</b>	<b>31.1%</b>	<b>160,000</b>
<b>NET OPERATING INCOME/(LOSS)</b>	<b>255,574</b>	<b>187,592</b>	<b>66,213</b>	<b>170,485</b>	<b>87,218</b>	<b>83,267</b>	<b>95.5%</b>	<b>(287,680)</b>



**Silver Key Senior Services**  
**Balance Sheet**

	as of 11-30-2019 Current Year	10/31/2019 Previous Month	6/30/2019 Prior Year	6/30/2018 Previous Year
<b>ASSETS</b>				
<b>CURRENT</b>				
CASH - OPERATING	124,629	102,041	120,851	155,356
CASH - CAPITAL CAMPAIGN	-	-	-	156,515
OPERATING RESERVE	74	82	129	110,153
Total CASH	<u>124,703</u>	<u>102,123</u>	<u>120,981</u>	<u>422,024</u>
ACCOUNTS RECEIVABLE	475,009	382,921	660,979	582,508
PLEDGES RECEIVABLE	6,240	6,240	5,940	11,352
PREPAID EXPENSES	77,069	81,938	72,658	105,322
OTHER CURRENT ASSETS (Estate/Bequests)	115,000	114,014	186,784	37,571
Total Receivables	<u>673,318</u>	<u>585,113</u>	<u>926,360</u>	<u>736,753</u>
Total CURRENT	<u>798,021</u>	<u>687,236</u>	<u>1,047,341</u>	<u>1,158,777</u>
<b>FIXED</b>				
LAND & BUILDINGS	5,244,040	5,244,040	5,239,040	5,114,284
FURNITURE, FIXTURES & EQUIPMENT	1,071,815	1,071,279	1,052,148	1,303,188
VEHICLES	1,373,272	1,373,272	1,417,696	1,347,879
ACCUMULATED DEPR & AMORT	(2,391,136)	(2,348,074)	(2,302,345)	(2,203,925)
Total FIXED	<u>5,297,991</u>	<u>5,340,517</u>	<u>5,406,539</u>	<u>5,561,426</u>
<b>OTHER ASSETS</b>				
BENEFICIAL INTEREST IN TRUSTS	4,431,255	4,431,255	4,431,255	4,422,540
INVESTMENTS (OPER RESERVE)	1,167,827	1,149,749	1,128,613	1,098,144
OTHER ASSETS	29,045	26,861	19,973	43,894
Total OTHER ASSETS	<u>5,628,128</u>	<u>5,607,866</u>	<u>5,579,841</u>	<u>5,564,578</u>
Total ASSETS	<u>11,724,139</u>	<u>11,635,619</u>	<u>12,033,722</u>	<u>12,284,781</u>
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
ACCOUNTS PAYABLE	93,830	117,196	215,040	213,013
SALARIES PAYABLE	97,679	109,828	108,987	101,001
ENT CREDIT UNION - RLOC	81,000	201,000	420,000	0
NOTE PAYABLE CURRENT - ENT CREDIT UNION	16,064	16,064	16,064	54,461
SECURITY DEPOSITS - MURRAY TENANTS	11,574	11,574	13,425	13,420
DEFERRED REVENUE	2,267	4,533	0	53,100
OTHER LIABILITIES	(48)	7,818	0	0
Total CURRENT LIABILITIES	<u>302,366</u>	<u>468,013</u>	<u>773,517</u>	<u>434,995</u>
<b>LONG-TERM LIABILITIES</b>				
N/P - ENT CREDIT UNION	250,034	251,441	258,951	633,696
LOC - ENT CREDIT UNION	-	-	0	-
Total LONG-TERM LIABILITIES	<u>250,034</u>	<u>251,441</u>	<u>258,951</u>	<u>633,696</u>
Total LIABILITIES	<u>552,400</u>	<u>719,454</u>	<u>1,032,467</u>	<u>1,068,691</u>
NET ASSETS	11,001,254	11,001,254	11,216,090	10,316,732
NET ASSETS BEGINNING BALANCE	11,001,254	11,001,254	11,216,090	10,316,732
REVENUE OVER (UNDER) EXPENSES	170,485	(85,090)	(214,835)	899,358
Total NET ASSETS	<u>11,171,739</u>	<u>10,916,165</u>	<u>11,001,254</u>	<u>11,216,090</u>
TOTAL LIABILITIES & NET ASSETS	<u>11,724,139</u>	<u>11,635,619</u>	<u>12,033,722</u>	<u>12,284,781</u>

2017-18 Notes:  
Estates \$470,826  
Capital Campaign \$426,649  
NextFifty Grant \$250,000

**SILVER KEY**

BUDGET FY 2019-2020

CASH FLOW PROJECTIONS

	BUDGET 2019-20	UPDATED 8/2019 PROJECTION 2019-20	ACTUAL 5 Months Nov. 2019
Net Income (loss)	(287,680)	(287,680)	170,485
Depreciation and Amortization	534,081	534,081	236,523
PPACG-AAA funds exhausted 3/2019 (4 months = \$726k)			
Medicaid expected revenue \$100k			
Other Cash Activity:			
NextFifty payment (received)	150,000	150,000	150,000
RNR Foundation - payment expected 1-2020	50,000	50,000	
CDOT Reimbursement estimate (\$46k revenue booked 6/2019)	98,000	94,000	46,000
CDOT Reimbursement estimate - 60-90 days after delivery		163,000	
Capital Expenditures (1700-1770)			
Murray Building & Grounds	(40,000)	(40,000)	
Senior Housing Project		(42,000)	(5,000)
Technology Assets	(130,000)	(170,000)	(51,624)
2019 Elkhart Coach ECII Bus (CDOT Awarded...SK portion 20% = 12,309)	(73,852)	(61,543)	(62,251)
Invertors (PPACG-AAA funded previous fiscal year)		(10,321)	(10,321)
4 Vehicles (CDOT awarded) - SK portion 20% = 40,843		(204,211)	
Active Living - Community Rooms furniture		(5,000)	(2,708)
Misc. Capital Expenditures	(24,000)	(24,000)	
Ent Principal Payment - Mortgage		(16,100)	(8,917)
Ent Principal Payment - LOC			(339,000)
<b>Estimated Net increase (decrease) in cash</b>	<b>276,549</b>	<b>130,227</b>	<b>123,187</b>
	6/30/2019		Nov. 2019
Operating Cash on Hand	120,981		124,703
Investment Operating Reserves -			
Board Reserved \$400k Capital, balance operating	1,128,613		1,167,827
Outstanding Ent Line of Credit Balance	420,000		81,000
<b>Estimated Ent Line of Credit balance at end of year 6-30-2020</b>		<b>430,351</b>	

## **Resource Development November 2019 Key Factors Report**

### **Capital Campaign (pending update from Accounting):**

- Raised/Pledged to Date: \$5,347,153
- Left to Raise: \$152,847

### **Donation Highlights (pending update from Accounting):**

Dollars raised Nov 2019: \$155,195 (total dollars raised Nov) [does not include: bequests/estates or in-kind]  
Online donations Nov 2019: \$3155 from 29 gifts  
Facebook donations Nov 2019: \$100 from 2 gifts  
SMD's mailed: 2250  
Donation details: 52 donations made, 5 donations of \$1000+, 13 new donors

### **Events and Marketing:**

- Unveiled the Silver Key Holiday Video PSA
- Participated in volunteer orientation: presented on - and explained - the function of Development here at Silver Key
- Finalized major details of the 50<sup>th</sup> Gala planning process in conjunction with committee members
- Over 150 Enterprise Zone final chance to give were mailed out
- Sponsorship website updated to reflect additional sponsors
- Staff volunteered to participate in the Veterans Day Parade, and SRC Holiday Dinner Dance
- Attended various networking events and educational seminars
- Maintained social media channels

### **Community & Donor Relations:**

Attended various community functions and met with numerous current and potential donors.

### **Highlights:**

- Promoted Resource Development Coordinator, Megan Buckner to the Marketing Manager role. Began search of a new Resource Development Coordinator (start date of 12/2).
- Brought on board: Hammond Law Group (gold sponsor), Adams Bank and Trust (silver sponsor), Second Home Adult Day Care (bronze sponsor).
- Hosted a meeting with Diamond level sponsors Humana in regards to partnering.
- Began first phase of migration of CRM system from Giftworks to BlackBaud.
- Continued the process of migrating our CRM to Blackbaud and training.
- Toured Thrivent Financial Group, New Dawn Memory Care, president of Adams Bank, etc.

- Attended the Empty Stocking Fund board campaign kickoff event 11/20/19.
- Continued to provide tours to prospective sponsors and community members.
- Conducted iHeart radio interview related to Bountiful Bags.
- Met with Kelsie Heermans of SRC to discuss additional collaboration.
- Toured the Tri-Lakes Cares facility, will be having Medicaid billable counselor there starting in January.
- Interviewed with KOAA morning show live (4 spots) at SK about Bountiful Bags campaign.
- Attended the CS Chamber & EDC Gala at the Antlers.
- Met with key staff from Six and Geiving to discuss sponsorship and partnership.
- Provided tour for large group (apx 30) of Care and Share representatives.
- Continued to be involved in the "new" volunteer orientation/training.
- Represented at the Peak Behavioral Health Open House.
- Participated and became Older Adult Mental Health First Aid certified.
- Attended Community Roundtable Luncheon.
- Represented Silver Key at the Chamber & EDC Business Afterhours.
- Met with Sarah Lipka of Colorado Legal Services.

**Grants General Update:**

**Grant Applications, LOIs, and Reports Submitted in November:**

To Whom	Purpose	Request
Kerr Foundation	Nutrition+Wellness Check LOI	<u>15,000</u>
MacFarlane Foundation	Nutrition+Wellness Check LOI	50,000
Daniels Fund	Nutrition+Wellness Check LOI	50,000
CDOT COTRAMS (w/Victoria)	3 vehicles	173,730
<b>Total submitted November</b>		<b>288,730</b>
<b>Total submitted CYTD</b>		<b>5,840,527</b>
<b>Total approved CYTD</b>		<b>3,787,529*</b>
<b>REPORTS: County CDBG grant</b>	Home Delivered Meals	

**Approvals received in November:**

- COPE funds for emergency utilities: \$145,000
- Lyda Hill Philanthropies: \$161,770 (IT grant)
- Essential revisions approved to City CDBG ESG funds grant for Housing/Case Management

**Special Project Activities in November:**

- Continued support and refinement of V.I.P. Volunteer Orientation
- Hosted the Colorado Chapter of the Grants Professionals Association quarterly meeting here

**Senior Corps Veterans Choose Home SDP Project Update for November:**

- Site visit with new CNCS Portfolio Manager, Roger Palmer, was held here on Nov.5th with good results. Revisions made to volunteer requirements, eliminating income qualification levels.
- New graphics/collateral materials developed; webpage launched; links and info added to website
- Onboarding discussions underway (multiple times) with Dayton, Kevin and Jason re: senior vets in need of companionship. Meeting scheduled to review details on onboarding and EmpowOR data management dashboard.
- Recruitment for volunteers and vets in need continues to be the focus. Grant drawdown will occur in Dec.
- Roxanne met with Carolyn McKay, lead Social Services contact at VA Clinic, at her office to develop a working relationship with training, access and recruitment. A MOA is about to be executed between SK and them.
- Roxanne invited for Podcast (recorded/Sand Creek Library) by Independence Center, Vet program
- Roxanne attended a meeting at Mt.Carmel at which Dr. Lynda Davis, head VA Customer Service coordinator from DC, was the speaker; passed out Choose Home collateral material, discussed national pilot program...

**Looking Ahead:**

- Daniels Foundation formal grant application expected to be approved for submittal by Dec. 12
- AAA Carryover RFP to be submitted following announcement from PPACG
- Independent Bank LOI due Dec 12



## **Slate of Officers 2020**

Lynne Jones - Chair

Steve Hunsinger - Vice chair

David Lord – Secretary

Dave Bunkers – Treasurer

Jan Martin – Immediate Past Chair