



Board of Director - Agenda

4/21/2020

1. Call to order /Establish Quorum/ Introductions		Lynne Jones	Process
2. Changes to the agenda		Lynne Jones	
3. Consent Items		Lynne Jones	Vote
A. Agenda	4/21/2020		
B. Minutes	3/17/2020		
4. CEO Report			
A. March Report		Jason DeaBueno	Discussion
B. Additional Matters for approval			
5. Committee Reports			
A. Finance Committee/Packet Review		Valerie Anders Dave Bunkers	Vote
B. Building Committee		Jason DeaBueno	Information
C. Events Planning Committee	50th Gala update	Jason DeaBueno	Information
6. Old Business			
A. Board Retreat - June 23, 2020	New Date	Jason DeaBueno	information
7. New Business			
A. SK Policies for approval		Jason DeaBueno	vote
B. Ratify Board Resolution for PPP-CARES Act		Lynne Jones	vote
8. Related Board Reports			
A. Foundation Matters for Approval		None	April Meeting cancelled
B. Silver Key Enterprise Matters for Approval		None	paused until further notice
C. Senior Heritage Plaza Matters for Approval		None	paused until after June
9. Next meeting			
	Tuesday, May 19, 2020		

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

Board Member Login: skboard@silverkey.org

Password: sk-board@1625\$



Board of Director - Minutes 3/17/2020

Scribe: Paula Humber

<u>Board Members:</u>	<u>Present</u>	<u>Absent</u>	
Lynne Jones, Chair	x		in person
Steve Hunsinger, Vice Chair		x	
David Lord, Secretary	x		in person
Dave Bunkers, Treasurer	x		in person
Jan Martin, Immed. Past Chair	x		via conference call
Carla Hartsell	x		via conference call
Greg Broeckelman	x		in person
Mike Rowe	x		via conference call
Cari Karns	x		via conference call
DeAnne McCann	x		via conference call
Shahera Shalabi	x		via conference call
Steve Noblitt	x		in person

<u>Leadership Team:</u>	<u>Present</u>	<u>Absent</u>	
Jason DeaBueno	x		in person
Paula Humber	x		in person
Valerie Anders		x	
Derek Wilson		x	
Dayton Romero		x	
Victoria Salser		x	
Jayne Brown		x	
Erica Carter		x	

	<u>Yes</u>	<u>No</u>	<u>Additional notes</u>	<u>Action required</u>
1. Call to order				called to order @4:00 pm by Lynne Jones, Chair
A. Establish Quorum	x		Lynne Introduced new board member Lt. Steve Noblitt; Steve gave a brief summary of his background	none
B. Introductions	x			
2. Changes to the agenda		x	none	
3. Consent Items				Agenda unanimously approved in conjunction with the minutes. David Lord moved to approve the agenda and minutes; Dave Bunkers seconded; motion was unanimously approved.
A. Agenda 3/17/2020	x			
B. Minutes 2/18/2020	x			
4. A. CEO Report February			Jason briefed all on the plan of action around each program to address the community concern and its impact on services	none

5. Committee Reports		
A. 2) & 3) Finance Committee/Packet Review	Dave Bunkers gave a brief overview referring to the Exec. summary	Greg Broeckelman moved to approve financials as presented; Cari Karns seconded motion; motion approved unanimously.
B. Building Committee	Silver Key Senior Apartment Project	A meeting arranged with an attorney to review the developers agreement; also recommended to set up meeting w/Steve Posey
C. Events Planning Committee	brief conversation to revisit whether to cancel or reschedule	Board Members encouraged to invite guests and secure auction items; will revisit at next meeting
6. Old Business		
A. Board Structure	on pause until board retreat	none
7. New Business		
A. Board Retreat May 19th	Penrose House 9AM-2PM	will revisit at April Board meeting
B. Volunteer hours	Requested of board members to submit monthly volunteer hours to Paula	
8. Related Board Reports		
A. Foundation	none	Next meeting April 23, 2020
B. Silver Key Enterprise	none	on pause
C. Senior Heritage Plaza	none	on pause until after June, 2020
9. Next meeting		
		April 21, 2020
Adjourned: 5:06 p.m.		
Secretary/Chair: _____ David Lord, Secretary		



April 2020

CEO Report

Dear Board Members,

Winston Churchill first said: "Never let a good crisis go to waste." Today, that quote seems to be a bit of a mantra that has been both inspiring, daunting and never been truer than now at Silver Key. We have been at the forefront of many of the community response efforts related to COVID-19 including addressing food insecurities, ensuring people are provided rides to essential medical appointments and supported in other areas of assistance including addressing issues of loneliness and despair.

Opportunities have emerged in the wake of the crisis and Silver Key is poised to respond:

1. Home Delivered Meals have grown
2. Reserve and Ride Transportation is delivering food from the pantry
3. Senior Assistance is providing calls of reassurance and behavioral health access
4. Paycheck Protection Program application has been approved (\$547,000)
5. Donations are on the uptick
6. Sponsors continue to expand
7. No staff attrition related directly to COVID-19 has occurred

Silver Key is level setting itself in a rare time of opportunity to accelerate much of the needed infrastructure needs to position for growth in the wake of COVID-19. We will be a stronger organization and thus foster a healthier senior living community as a result of the strength of Silver Key that is being developed over the course of the year.

Respectfully submitted,

Jason DeaBueno

Governance Decisions, Monitoring & Accountability

1. Current Significant Issues & Opportunities

a. Nutrition Program

- i. A separation of a long-term staff person has occurred in the nutrition area due to insubordination.
- ii. The State Unit on Aging has followed the Governors order to create flexibility in program and funding to care for seniors in need.

Board Dialogue/Consultation

- iii. The expansion is occurring, but the sustainability of the expansion will need to be evaluated. Part of the solution is to re-develop the role that was separated and expand the volunteer support model.

b. Transportation

- i. Silver Key has made the decision that all riders are required to wear face protection.

Board Dialogue/Consultation

- While no issues have emerged at Silver Key as a result of this decision, the City of Colorado Springs has been challenged by clients wanting to ride without face protection and the City was not able to enforce the request. Enforcement is a private business decision which should empower Silver Key to enforce but would like consultation. The City as a governmental entity has less latitude.

c. Silver Key Food Panty

- i. The pantry will be moving toward a 5-day a week program.

Board Dialogue/Consultation

- While supply chains for food have not been evident, we may experience challenges. Thoughts on addressing these issues if presented are appreciated.

2. Matters for Approval

- Policies.

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
1. Whitaker Claim –	2	Court is scheduled for 2/24/20 and DeaBueno will be in attendance.

3.2. Risk and Compliance Updates or Incidents

N/A.

3.3. Funder Obligation Concerns

Funder	Level of Risk (1 Low; 2 Medium; 3 High)	Details & Comments
1. RMHCO Donation	2	Department of Health Care Policy and Financing has included Silver Key in communication to RMHCOLTC to return the money donated to SK and Independence Center. No formal action toward SK has occurred at this point.

1.3. Funder Obligation Concerns Updates

1.		
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Informational

4. Update on Operational Activities

(Four Focus Areas)

Please see the attached: Silver Key Playbook Page.

Key Accomplishments

- a. Continued all services (adapted) over the course of the COVID-19 response with all service areas needing to adjust and modify programming.

5. Matters for Noting

- a. Positions being recruited:
 - i. Driver (2)
 - ii. Client Relations Specialist
 - iii. Guardianship Administrative Assistant
 - iv. Nutrition Supervisor
 - v. Senior Assistance Supervisor

Human Capital Management Policies

Board Approved Policies:

- Nondiscrimination (EEO)
- Whistleblower
- At-Will Employment
- At-Will Volunteer Position

Board Review Required:

- New and Updated Human Capital Management Policies for Employees and Volunteers (below)
- NOTE: Most of the policies below are new policies but include existing and updated procedures and information previously provided in the 2019 Employee and Volunteer Handbooks as well as newly developed procedures.
- Primary Reviewer: Jayme Brown, Director of Human Resources and Volunteer Engagement

Policy Name:	Affirmative Action & Informed Hiring Policy - New
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PURPOSE

According to federal regulation 41 CFR § 60-2.10, "an affirmative action program is a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time a contractor's workforce, generally, will reflect the gender, racial and ethnic profile of the labor pools from which the contractor recruits and selects. Affirmative action programs contain a diagnostic component which includes a number of quantitative analyses designed to evaluate the composition of the workforce of the contractor and compare it to the composition of the relevant labor pools. Affirmative action programs also include action-oriented programs. If women and minorities are not being employed at a rate to be expected given their availability in the relevant labor pool, the contractor's affirmative action program includes specific practical steps designed to address this underutilization. Effective affirmative action programs also include internal auditing and reporting systems as a means of measuring the contractor's progress toward achieving the workforce that would be expected in the absence of discrimination.

DEPARTMENT/STAFF AFFECTED

This policy applies to all employees. This policy applies to any of Silver Key's activities or operations. The Human Resources and Volunteer Engagement department will be responsible for ensuring the organization is following the policy in our hiring practices.

POLICY STATEMENT

It is the policy of Silver Key Senior Services, Inc. to provide equal employment opportunities without regard to race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, genetic information, physical or mental ability, veteran status, military obligations, and marital status or any applicable status protected by federal, state or local laws. This policy relates to all phases of employment including, but not limited to, recruiting, employment, placement, promotion, transfer, demotion, reduction of workforce and termination, rates of pay or other forms of compensation, selection for training, the use of all facilities, and participation in all company-sponsored

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employee activities. Provisions in applicable laws providing for bona fide occupational qualifications, business necessity or age limitations will be adhered to by the company where appropriate.

As part of the company's Nondiscrimination (Equal Employment Opportunity) policy, Silver Key will also take affirmative action as called for by applicable laws and Executive Orders to ensure that minority group individuals, females, disabled veterans, recently separated veterans, other protected veterans, Armed Forces service medal veterans, and qualified disabled persons are introduced into our workforce and considered for promotional opportunities.

Employees and applicants shall not be subjected to harassment, intimidation or any type of retaliation because they have (1) filed a complaint; (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any federal, state or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state or local law requiring equal opportunity; or (4) exercised any other legal right protected by federal, state or local law requiring equal opportunity.

Policy Name:	Hiring Practices Policy - New
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PURPOSE

Policies and procedures are needed to guide the hiring process to ensure all employment requirements are followed consistently.

DEPARTMENT/STAFF AFFECTED

Prospective employees. Any employee who participates in any part of the hiring process for the organization. The Human Resources and Volunteer Engagement department will monitor hiring practices and securely manage and store applicant and employee files.

POLICY STATEMENT

Silver Key Senior Services, Inc. adheres to hiring practices that will ensure all prospective employees are consistently evaluated and communicated with following overall employment policies and organization guidelines. The CEO has the discretion to adjust hiring practices.

Policy Name:	Volunteer Recruitment Practices Policy - New
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PURPOSE

Policies and procedures are needed to guide the volunteer recruitment process to ensure all volunteer requirements are met and followed.

DEPARTMENT/STAFF AFFECTED

Any employee who participates in any part of the volunteer recruitment process for the organization. The Human Resources and Volunteer Engagement department will monitor volunteer recruitment practices, and securely manage and store volunteer files.

POLICY STATEMENT

Silver Key relies on volunteers to help deliver services to clients including veterans, provide office/administration and materials support, support events and activities, and assist in other areas as needs are identified.

Silver Key Senior Services, Inc. adheres to volunteer recruitment practices that will ensure all prospective volunteers are consistently identified, screened, evaluated, and interviewed to find a good fit for open positions while adhering to the volunteer policies and organization guidelines. The CEO has the discretion to adjust volunteer recruitment practices.

Policy Name:	Background Check Policy – New
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PURPOSE

This Background Check policy is intended to protect the safety and well-being of clients, employees, and volunteers, as well as protecting the mission and reputation of the organization. To ensure consistency and fairness, this policy shall outline procedures for conducting criminal background checks on prospective employees and volunteers and to identify any exceptions to this policy.

DEPARTMENT/STAFF AFFECTED.

The Background Check policy applies to all prospective employees and volunteers, except the volunteers specifically exempted as outlined in this procedure. The Human Resources and Volunteer Engagement department is responsible for managing the background check process and securely managing and storing all records.

POLICY STATEMENT

This Background Check policy is intended to protect the safety and well-being of clients, employees, and volunteers, as well as protecting the mission and reputation of the organization.

Silver Key Senior Services, Inc. will conduct background checks on all prospective employees and volunteers age 18 and over, except those volunteers that participate in a supervised environment/limited exposure position as part of a group, one-time/short-term, or community service volunteer opportunity. Only the CEO has the discretion to modify the timing of the process.

Background checks will include one or more of the following depending on the position and role: criminal background, motor vehicle records, drug screening, Colorado Adult Protective Services (CAPS) screening, and credit report. The criteria for successfully passing a required background check is identified in the procedures.

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Policy Name:	Drug Policy – Revised from 4/16/19 Board approved policy and updated to include all employees and add volunteers
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PURPOSE

This policy complies with 49 CFR Part 655, as amended and 49 CFR Part 40, as amended. Parts 655 and 40 can be found on the internet at the Federal Transit Administration (FTA) Drug and Alcohol Program website <http://transit-safety.fta.dot.gov/DrugAndAlcohol/>.

In addition, DOT has published 49 CFR Part 32, implementing the Drug-Free Workplace Act of 1988, which requires the establishment of drug-free workplace policies and the reporting of certain drug-related offenses to the FTA.

Portions of this policy are not FTA-mandated but reflect Silver Key Senior Service's policy. These additional provisions are identified by bold text in the procedures section.

DEPARTMENT/STAFF AFFECTED

Silver Key policy requires that all prospective employees successfully pass a drug test in order to be offered a position. Volunteers interested in select positions as outlined in the Policy Statement (below) will be required to successfully pass a drug test in order to volunteer in those positions.

This policy also outlines the testing protocol that applies to every person, including an applicant or transferee, who performs or will perform a "safety-sensitive function" as defined in Part 655, section 655.4.

Random and follow-up testing includes, but is not limited to an employee or volunteer who may perform any of the following:

- Operating a revenue service vehicle, in or out of revenue service
- Operating a non-revenue vehicle requiring a commercial driver's license
- Controlling movement or dispatch of a revenue service vehicle
- Maintaining (including repairs, overhaul and rebuilding) of a revenue service vehicle or equipment used in revenue service

POLICY STATEMENT

Use of illegal drugs is prohibited at all times.

All Silver Key Senior Services, Inc. employees are subject to the provisions of the Drug-Free Workplace Act of 1988.

The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the workplace. An employee who is convicted of any criminal drug statute for a violation occurring in the workplace shall notify the Human Resources and Volunteer Engagement department no later than five days after such conviction. Volunteers who are driving on behalf of Silver Key must also report this type of violation.

Additionally, all employees are required to submit to drug tests as a condition of employment in accordance with 49 CFR Part 655. Volunteers driving on behalf of Silver Key (including but not limited to

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transportation, nutrition, guardianship, and VA Choose Home Veteran program volunteers) are required to submit to drug and alcohol tests in order to remain in their volunteer position.

The procedures of this policy address prohibited behavior, consequences for violations (including immediate termination or dismissal), circumstances for testing (including reasonable suspicion, post-accident, and random testing), and testing procedures.

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Policy Name:	New Employee Onboarding Policy – New
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PURPOSE

Policies and procedures are needed to guide the new employee onboarding process to ensure all employment requirements are followed consistently.

DEPARTMENT/STAFF AFFECTED

Newly hired and rehired employees. The Human Resources and Volunteer Engagement department will monitor the new employee onboarding process in collaboration with the hiring manager/department.

POLICY STATEMENT

Silver Key Senior Services, Inc. practices a new employee onboarding process to protect the organization and to ensure newly hired and rehired employees receive consistent organization information in order to be effective.

Policy Name:	Volunteer Onboarding Policy – New
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PURPOSE

Policies and procedures are needed to guide the volunteer onboarding process once someone has been identified, screened, and interviewed before they start volunteering.

DEPARTMENT/STAFF AFFECTED

The Human Resources and Volunteer Engagement department will monitor the new and returning volunteer onboarding process in collaboration with the managers and departments.

POLICY STATEMENT

Silver Key Senior Services, Inc. practices a regular volunteer onboarding process to protect the organization and to ensure new and returning volunteers receive consistent onboarding paperwork, information, and training in order to be compliant, reduce risk, and be effective in their volunteer roles.

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Policy Name:	Code of Conduct Policy – New
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PURPOSE

This Code of Conduct policy is intended to protect the safety and well-being of clients, as well as protect the mission and reputation of the organization.

To ensure consistency and fairness in how employees and volunteers interact with Silver Key clients, this policy shall outline clear expectations around ethical behavior, conflict of interest, confidentiality, mandatory reporting, non-authorized services, gift and tip acceptance, and professional dress code, appearance, and communications.

DEPARTMENT/STAFF AFFECTED

This policy applies to all employees and volunteers. Department managers are responsible for addressing any issues or areas needing a decision and/or clarification.

POLICY STATEMENT

All employees and volunteers of Silver Key Senior Services, Inc. will follow a code of conduct to protect the safety and well-being of clients and to ensure consistency and fairness in client interactions. This policy is also intended to protect all employees and volunteers, as well as the mission and reputation of the organization.

All employees and volunteers will be required to maintain high ethical standards. The code of conduct shall provide clear expectations to avoid conflict of interest, maintain client confidentiality and security in all interactions, and to establish client boundaries, rules for gift acceptance, and professional dress, appearance, and communication standards.

Silver Key expects all employees and volunteers to obey the law and do what is right, because it is right. Violations of ethical behavior will not be tolerated and will be cause for employee termination or dismissal from the volunteer position. And, in some cases, violations may lead to civil or criminal prosecution.

Policy Name:	Closure Policy – Updated from 2018
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PURPOSE

To provide guidelines for determining when a closure should be in effect and outline the steps that will be taken to communicate about a closure.

DEPARTMENT/STAFF AFFECTED

All staff and scheduled volunteers will be affected by a closure and must be notified. Management of some departments may be required to communicate with staff, volunteers, clients, and the public.

POLICY

The Silver Key Senior Services, Inc. closure policy will apply to both planned and unplanned closures of any duration. Planned closures include holidays and occasionally, all staff meetings and/or training sessions. Unplanned closures include adverse weather conditions, power outages, and other unplanned incidents.

The CEO or their designee will be responsible for determining when a delay or closure should be in effect, considering the safety of staff and volunteers, the impact on clients, and the organization's finances. Staff and volunteers are empowered to make a personal decision for their own safety and family's needs.

This policy outlines the procedures for communicating to staff, volunteers, clients, and the public about delays/closures. Each department will have a plan to manage operations for unplanned delays/closures on a contingency staffing pattern in the event members of the team are unable to be available for service immediately. Staff will work directly with their supervisor related to the hours missed due to unplanned delays/closures.

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Policy Name:	Pay and Work Schedule Policy - New
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PURPOSE

Policies and procedures are needed to provide pay based on work schedule guidelines to ensure all employees are aware and treated consistently.

DEPARTMENT/STAFF AFFECTED

All employees. All supervisors and managers will be responsible for ensuring procedures are followed for their staffs and departments. The Human Resources and Volunteer Engagement department will manage the overall payroll process and the Accounting department will manage the online payroll system.

POLICY STATEMENT

Silver Key Senior Services, Inc. will provide fair compensation for all employees to include pay based on position pay grades and work schedule guidelines and procedures. Management will consistently follow the established pay and work schedule procedures to ensure that all employees receive fair compensation and are treated consistently.

Policy Name:	Safety and Security Policy – Updated from 2017
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PURPOSE

The Safety and Security policy helps ensure the safety and security of employees, volunteers, clients, and the public. (HIPAA, Information Security, Company Technology, and Equipment Use is addressed in a separate policy.)

DEPARTMENT/STAFF AFFECTED

All employees and volunteers must be aware of and trained in Silver Key safety and security policies and procedures relevant to their position. The Human Resources and Volunteer Engagement Department and department managers are required to provide and review essential safety and security information with staff and volunteers.

POLICY STATEMENT

It is the policy of Silver Key Senior Services, Inc. to provide a safe work environment and that the safety of employees, volunteers, clients, and the public is of chief importance. The prevention of accidents, injuries, and incidents takes precedence over expedience. In the conduct of our business, every attempt will be made to prevent accidents, injuries, and incidents from occurring. Silver Key requires that its employees, as a condition of employment, and volunteers, as a condition of volunteering, comply with all applicable safety rules and procedures outlined in the employee and volunteer handbooks and in their department operational training documents.

All employees and volunteers will receive training in organization and department safety and security rules, procedures, and reporting as part of the onboarding process. Leadership will be responsible for establishing, maintaining, and training their staffs in effective safety and security rules and procedures for their department. Employees and volunteers are encouraged to bring to the attention of their immediate supervisor any unsafe conditions or practices so concerns can be addressed in an expedited manner.

Silver Key will maintain adequate insurance coverage to protect the organization.

Policy Name:	Employee Benefits Policy - New
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PURPOSE

Policies and procedures are needed to provide employees information about the benefits available to them as full-time and part-time employees.

DEPARTMENT/STAFF AFFECTED

All employees. The Human Resources and Volunteer Engagement department manages the employee benefits and process with assistance from the Accounting department as needed.

POLICY STATEMENT

Silver Key Senior Services, Inc. provides full-time and part-time employees with benefits to retain and attract employees. Full-time and part-time benefits are provided on a pro-rated basis.

Silver Key reviews and manages benefit provider (vendors) quality and the cost of providing benefits on at least an annual basis. Local organization trends in providing employee benefits are periodically monitored.

Benefits available to eligible employees may include, but are not limited to medical insurance, dental insurance, vision insurance, long-term disability insurance life insurance, retirement 401(K) plan, flexible spending accounts (FSA), legal services and identity theft protection, Personal Time Off (PTO), and Employee Assistance Program (EAP).

Policy Name:	Leaves of Absence Policy - New
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PURPOSE

Policies and procedures are needed to provide supervisors and employees information about the rules for acceptable and approved paid and unpaid time off. Time off policies are integral in maintaining operational capabilities and consistency in the treatment of employees.

DEPARTMENT/STAFF AFFECTED

All employees. Department leaders and supervisors are responsible for managing the time off process for their staff by consistently using the policy and procedures, referring employees to the Human Resources and Volunteer Engagement department as needed to manage extended leaves and FMLA.

POLICY STATEMENT

Silver Key Senior Services, Inc. provides employees with paid and unpaid leaves of absence in order to balance the needs of work and personal life for employees while maintaining operational capabilities. Silver Key provides paid time off as a benefit to full-time and part-time employees on a pro-rated basis. Silver Key monitors local organization trends in providing leaves of absence and adjusts benefits periodically in order to retain and attract employees.

Supervisors are required to consistently follow policy and procedures for all employees. Paid and unpaid time off includes, but is not limited to medical leaves, extended illness leaves, family leaves, military leaves, military family leaves, parental leave, domestic abuse leave, bereavement leave, jury duty and

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court leave, and voting. Silver Key follows the requirements of the federal Family Medical Leave Act (FMLA).

Policy Name:	Colorado “HELP” Leave Policy (CEO Approved)
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PURPOSE

The purpose of the policy is to respond to and comply with the Colorado Department of Labor and Employment, Division of Labor Standards and Statistics, Colorado Health Emergency Leave with Pay (“Colorado HELP”) Rules, 7 CCR 1103-10 (2020). Additionally, the health and welfare of our clients, volunteers, and employees must be valued and safeguarded in light of the current COVID-19 pandemic.

DEPARTMENT/STAFF AFFECTED

All employees, supervisors, and managers will be responsible for ensuring procedures are followed for their staffs and departments. The Human Resources and Volunteer Engagement department will manage the overall temporary Colorado HELP leave process and the Accounting department will manage the online Colorado HELP leave data entry and tracking system.

POLICY STATEMENT

Silver Key Senior Services, Inc will provide paid Colorado HELP leave for all full-time and part-time employees for the purposes of being tested for the COVID-19 virus and for the purposes of self-quarantine in the event of symptoms possibly corresponding with those of the COVID-19 virus. Management will report requests for this Colorado HELP leave to the Human Resources and Volunteer Engagement department and the Accounting department.

This policy is in effect immediately and expires on December 31st, 2020 or when the “Colorado HELP” rules indicated above have been lifted, whichever comes first.

Policy Name:	Employee Performance Policy - New
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PURPOSE

Policies and procedures are needed to guide the employee performance evaluation and issue management process to ensure all employees receive regular review and feedback and that standard employment practices are consistently followed by supervisors.

DEPARTMENT/STAFF AFFECTED

All employees. Supervisors are responsible for the ongoing performance evaluation and issue management of staff members. The Human Resources and Volunteer Engagement department will monitor the performance evaluation process to ensure standard employment practices are consistently followed and to securely manage and store employee files.

POLICY STATEMENT

Silver Key Senior Services, Inc. adheres to a performance evaluation and issue management process to ensure all employees are consistently evaluated and communicated with following standard employment policies and organization guidelines.

Silver Key’s objective is to provide salaries that are competitive within the local non-profit industry for similar positions to the extent supportable through the annual budgeting process.

The CEO has the discretion to adjust the performance evaluation process.

Policy Name:	Volunteer Participation, Performance, and End of Service Policy - New
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PURPOSE

Policies and procedures are needed to guide the volunteer participation, performance, and end of service process to ensure standard volunteer management practices are consistently followed by supervisors.

DEPARTMENT/STAFF AFFECTED

Supervisors are responsible for the ongoing management of volunteer participation and performance. The Human Resources and Volunteer Engagement department will provide guidance regarding standard volunteer management practices, manage the end of service process, and securely manage and store volunteer files.

POLICY STATEMENT

Silver Key Senior Services, Inc. utilizes volunteers throughout the organization to assist in providing support and services to our staff and clients. Although volunteer performance is not formally evaluated, volunteers are provided with a comprehensive Volunteer Handbook, orientation, department training, position descriptions, and/or specific tasks and duties to clearly present expectations for participation.

Silver Key supervisors monitor and manage volunteers for compliance with company policies and procedures and are responsible for identifying and addressing performance issues to ensure quality service.

Policy Name:	Employee Discipline Policy - New
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PURPOSE

This progressive discipline policy and procedures is designed to provide a structured corrective action process to improve and prevent a recurrence of undesirable employee behavior and performance issues.

DEPARTMENT/STAFF AFFECTED

This policy applies to all employees. Supervisors are responsible for following the discipline policy and procedures. The Human Resources and Volunteer Engagement department will assist supervisors as needed.

POLICY STATEMENT

Silver Key Senior Services, Inc. has established and follows a progressive discipline policy and procedures.

Supervisors will be trained in following Silver Key’s discipline policy and procedures consistently with individual employees. The Human Resources and Volunteer Engagement department will assist supervisors as needed and ensure that all procedures meet legal employment guidelines.

The procedures outline a step by step process. As part of the disciplinary process, Silver Key reserves the right to combine or skip steps depending on the facts of each situation and the nature of the offense. Some of the factors that will be considered include, but are not limited to, whether the offense is repeated despite coaching, counseling or training; the employee’s work record; and the impact the conduct and performance issues have on the organization.

Nothing in this policy provides any contractual rights regarding employee discipline or counseling, nor should anything in this policy be read or construed as modifying or altering the employment-at-will relationship between Silver Key Senior Services, Inc. and its employees.

Policy Name:	Employee Grievance Policy - New
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PURPOSE

The purpose of this Employee Grievance policy is to provide a mechanism for individual employees to raise a grievance arising from their employment. The policy will also ensure that such grievances are dealt with promptly, fairly and in accordance with other related Silver Key policies.

DEPARTMENT/STAFF AFFECTED

This policy applies to all employees regardless of position or status. The Human Resources and Volunteer Engagement department is responsible for managing the formal grievance process.

POLICY STATEMENT

Silver Key Senior Services, Inc. is committed to investigating an employment grievance raised by an individual employee in order to determine an appropriate and effective solution. This policy ensures that such grievances are dealt with promptly, fairly and in accordance with other related Silver Key policies.

For the purposes of this policy, a grievance is defined as any type of problem, concern, or complaint related to work or the work environment. A grievance may be about an act, omission, situation, or decision that the employee thinks to be unsafe, unfair, discriminatory, or unjustified. This includes concerns from an employee about an action that has been taken and/or an in-action, or a contemplated action in relation to them by a supervisor, another employee or from the management.

The initial approach to settling any issue is open communication. An employee should first seek to resolve any complaint with his/her immediate supervisor through informal discussion. If such discussion does not resolve the matter informally, and the employee believes that his/her complaint rises to the level of a grievance, then the employee may initiate a formal grievance with the Human Resources and Volunteer Engagement department as described in the procedures.

Policy Name:	Separation of Employment Policy - New
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PURPOSE

Policies and procedures are needed to guide the separation of employment process to ensure standard employment practices are consistently followed by supervisors and to minimize risk to the organization.

DEPARTMENT/STAFF AFFECTED

Employees who are separating from Silver Key employment, whether voluntarily or involuntarily. Supervisors are responsible for understanding and following the separation of employment process. The Human Resources and Volunteer Engagement department will manage employee terminations and securely manage and store employee files.

POLICY STATEMENT

Although Silver Key Senior Services, Inc. operates under an At-Will Employment Policy, our objective is to follow standard employment performance management policies and procedures to treat employees consistently and to minimize risk to the organization.

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For both voluntary and involuntary separation of employment from Silver Key, the organization adheres to a separation of employment process following standard employment practices. This includes documenting performance issues and/or company policy violations, disciplinary actions if appropriate, and consistent termination communications.

Policy Name:	HIPAA, Information Security, Company Technology, and Equipment Use Policy – Updated for HIPAA from Information Technology policies approved by the board in Fall 2020 and to include Employee Handbook guidance
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PURPOSE

The purpose of this HIPAA, Information Security, Company Technology, and Equipment Use policy is to detail the acceptable use of the organization's information technology resources for the protection of all parties involved.

Since inappropriate use of the organization's systems exposes Silver Key Senior Services, Inc., its employees, volunteers, and clients to risk, it is important to specify exactly what is permitted and what is prohibited.

As a recipient of Medicare/Medicaid funding support, Silver Key is required to meet HIPAA rules for confidential treatment of client data and information.

DEPARTMENT/STAFF AFFECTED

All Silver Key employees, volunteers, contractors, partners, and visitors with access to Silver Key information systems, files, equipment, or facilities (main or satellite).

Department supervisors and the Information Technology department provide monitoring to ensure rules and standards are followed. The Human Resources and Volunteer Engagement department will review the rules during the new employee and volunteer onboarding process.

POLICY STATEMENT

This HIPAA, Information Security, Company Technology, and Equipment Use policy is established and followed to protect and reduce risk to Silver Key Senior Services, Inc. clients, employees, volunteers, and the organization's operations and reputation.

The most common reason to grant access to employees, volunteers, and contractors is for the performance of their job functions to conduct organization business and provide high quality service to clients. Technology systems, equipment, and tools are the property of Silver Key and intended for business use. User access carries certain responsibilities and obligations as to what constitutes appropriate and inappropriate use of the organization's network, information systems, files, equipment, and facilities (main and satellite).

This policy explains how the organization's information and information technology resources are to be used and specifies what actions are prohibited. All employees, volunteers, contractors, partners, and visitors with access to Silver Key information systems, files, equipment, or facilities (main or satellite) are required to follow this policy and procedures for the protection of all parties involved. While this policy

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and procedures is as complete as possible, no policy can cover every situation, and thus the user is asked additionally to use common sense when using the organization's resources.

As a recipient of Medicare/Medicaid funding support, Silver Key is required to and will meet HIPAA rules for confidential treatment of client data and information.

Silver Key has the right to and will access and monitor all systems and tools used by employees and volunteers to ensure compliance. Policy and procedure violations may result in disciplinary action.

Policy Name:	Organizational Brand Standards – New
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PURPOSE

Policies and procedures are used to guide employees and volunteers in the acceptable use of Silver Key organizational brand standards.

DEPARTMENT/STAFF AFFECTED

All employees and volunteers. Clients are affected by the consistent use of organizational brand standards. Department supervisors and the Resource Development department provide monitoring to ensure standards are followed. The Human Resources and Volunteer Engagement department will review the brand standards during the new employee and volunteer onboarding process.

POLICY STATEMENT

Silver Key Senior Services, Inc. provides organizational brand standards for employees and volunteers to use in the conduct of organization business. These standards are designed to consistently and effectively communicate the mission, vision, values, and service identities through visual tools and a written style of content.

The logo is the property of Silver Key and intended for business use only. All employees and volunteers are expected to follow the organizational brand standards consistently in order to support and reinforce the brand identity in our community and to protect the organization.

Silver Key will monitor organizational brand standards used by employees and volunteers to ensure compliance. Public use of Silver Key’s brand identity elements will also be monitored and managed for a consistent representation of our brand.




Silver Key Senior Services, Inc.
Board Resolution

April 15, 2020


Re: Silver Key Senior Services Paycheck Protection Program 2020 (PPP)

- Be it resolved that Silver Key Senior Services Executive Committee has discussed and authorized Silver Key Senior Services to apply for the Paycheck Protection Program (Sections 1102 and 1106 of the Coronavirus Aid, Relief and Economic Security (CARES Act)).
- Be it further resolved that the Officers of the Organization have authorized and directed Board Chair, Lynne Jones and President and CEO, Jason DeaBueno, to execute any and all documents and do any and all acts that may be necessary in connection with the adoption of the program at its meeting conducted on Friday, April 10, 2020.

I, Lynne Jones, the Board Chair of the Corporation, do certify that the foregoing is a true and exact representation of the meeting and decision.



Lynne Jones, Board Chair



Date: April 15, 2020