



Board of Director - Agenda

5/19/2020

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	5/19/2020		
B. Minutes	4/21/2020		
4. CEO Report			
A. April 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	none
C. Events Planning Committee	50th Gala update	Jason DeaBueno	Information
6. Old Business			
A. Board Retreat - Silver Key Campus	23-Jun	Jason DeaBueno	information
7. New Business			
A. SK Committee Charters		Jason DeaBueno	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, June 23, 2020	9AM-2PM	Silver Key Campus Boettcher Mtg. Room

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

Board Member Login: skboard@silverkey.org

Password: sk-board@1625\$



Board of Director - Minutes 4/21/2020

Scribe: Paula Humber

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

Leadership Team:		
Jason DeaBueno	x	in person
Paula Humber	x	in person
Valerie Anders	x	in person
Derek Wilson		
Dayton Romero		
Victoria Salsar		
Jayne Brown		
Erica Carter		

	<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			
B. Introductions	x			
2. Changes to the agenda		x	none	
3. Consent Items				Agenda unanimously approved in conjuncton with the minutes. Steve Hunsigner moved to approve the agenda and minutes; Greg Broeckelman 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	Silver Key's website continues to be updated to address changes made to accommodate COVID directions from State and Local officials
5. Committee Reports				
A. 2) & 3) Finance Committee/Packet Review			Valerie reviewed the Executive summary	Cari Karns moved to approve financials as presented; Carla Hartsell seconded moiton; motion approved unanimously.

	Silver Key Senior Apartment Project	on pause, no new information; moving forward with CDBG for property improvements
B. Building Committee		
C. Events Planning Committee	50th Gala rescheduled	Event moved to August 1st
6. Old Business		
A. Board Retreat	Board structure to be discussed at retreat	none
7. New Business		
A. SK Policies for approval	policies emailed prior to meeting for review	DeAnne McCann moved to approve policies; Cari Karns seconded motion; motion unanimously approved
B. Ratify Board Resolution for PPP-Cares Act.	Application of PPP-Cares Act approved	Carla Hartsell moved to ratify the approved application of the PPP-Cares Act; Gred Broeckelman seconded motion; motion unanimously approved
8. Related Board Reports		
A. Foundation	none	April Meeting cancelled
B. Silver Key Enterprise	none	on pause
C. Senior Heritage Plaza	none	on pause until after June, 2020
9. Next meeting		
	6/23/2020	Board Retreat June 23
Adjourned:	5:00 p.m.	
Secretary/Chair:	<hr/> David Lord, Secretary	



May 2020

CEO Report

Dear Board Members,

Silver Key is continuing to adapt programs to meet the needs of COVID-19 response. To that end, all programs and staff continue to be flexible to meet the needs of the community. While we certainly have experienced change, we are growing stronger and resilient and an organization. The volunteer support continues to expand to help meet the needs. Additionally, we have enjoyed the support of increased donations and grant support to meet the current and future needs related to COVID-19. Candidly, we are working to use this devastating situation as an impetus to grow the infrastructure to increase services among all programs which is part of the positioning for the next 50 years.

Be well,
Jason DeaBueno

Governance Decisions, Monitoring & Accountability

1. Current Significant Issues & Opportunities

a. Transportation

- i. Our Director of Transportation has resigned her position. It will be a challenge to back-fill her role but we are in the process of recruiting.

Board Dialogue/Consultation

- Any referrals of candidates to consider should be routed to our website.

2. Matters for Approval

- None

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

3.1. Risk and Compliance Management

Issue	Level of Risk (1 Low; 2 Medium; 3 High)	Comments
1. Whitaker Claim	2	No Updates

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. RMHC requested a return of the funds; informed that we did not have the resources to return. RMHC is going to reimburse the state for the donation that RMHO made to Silver Key	1	May impact the future sponsorship from RMHC. The organization has elected to not pay for the donation to the connection café citing that we closed those sites.
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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. Silver Key Job Openings:
 - Director of Transportation
 - Drivers (One full-time and one part-time)
 - Information and Referral Supervisor (Silver Line)
 - Food Pantry Warehouse Associate
 - Manager of Senior Assistance Services
 - Companionship Specialist
 - Kitchen Assistant



**Financial Package
FY 2019 - 2020
Ten Months Ending April 30, 2020
Board of Directors**



Executive Summary

(New financial software implemented 3-1-2020)

CURRENT:

Ten months ending April 30, 2020 Results: year to date net income \$388k vs (\$239k) budgeted, ahead of budget by \$628k.

LAG-OPERATING RESULTS:

>Donations and Support - April contributions \$178k, total year to date contributions \$1,1M. Received \$18K to support COVID relief during April.

>Government Grants and Contracts - the month of April \$277k - received \$23k from PPACG-AAA additional COVID funding.

>Other Non-Government Grants - Received \$79k which includes \$75k for COVID relief, year to date other grants total \$543k.

>Program-Related Sales and Fees - April 2020 - \$15k, behind budget (\$21k) for the month due to Thrift Store being closed and private pay Home Delivered Meals covered by PPACG-AAA funding, year to date \$385k vs budget \$362k, ahead of budget by \$22k.

>Investments - net income of \$76k for April; current value of Operating Reserve account \$1,062,263. Fiscal year to date loss (\$94k)

>Rental Property Income: Murray property ahead budget year to date \$41k, Insurance and Real Estate Tax escrow of \$25k moved to operating in April. Real Estate taxes \$14,745 were paid in full in April. Patty with Griffins Blessing project manager for the \$455k CDBG Public Facility grant. The grant will pay for safety improvements around the campus, such as a complete overlay of the parking lot, two new roof tops units, walkway to the pantry, and railings on concrete ramps. In April, the ADA door openers were installed on 11 restroom doors and the parking lot pole lights were all converted to LED lights. Snow removal expenses in the amount \$6,828 for March were credited back to account, they should not have been paid. Current Occupancy is 87% -continue to search for additional tenants to occupy 1641 (3,628 sq. ft).

>Payroll & Related Expenses - April salaries and benefits over budget by (\$50k) - \$18k additional COVID pay to employees...year to date over budget by (\$79k). Current number of employees 68- average tenure 3.4 years, current job opportunities: Director of Transportation, Kitchen Assistant, Food Pantry Warehouse Associate, part-time Transportation Driver, Information and Referral Supervisor, and Guardianship/Companion Specialist.

>Total Program Related Expenses: April \$124k vs \$81k, over budget by (\$42k) expensed \$18k directly related to COVID and reimbursed by PPCGA-AAA, total year to date program related expenses over budget by (\$32k) due to the increased number of meals provided compared to budget.

>Total General & Administrative Expenses: April \$24k vs \$23k, over budget by (\$1k) expensed \$1k directly related to COVID, total year to date operating expenses under budget by \$26k.

>YTD Program Overview: Not available at this time because of COVID and new financial software implementation as of 3-1-2020

>Cash Flow - Ent Line of Credit balance as of April 31, 2019 zero. Cash flow has improved due to COVID contributions/grants and calendar end of the year gifts exceeding expectations and a large IT \$160k grant received. Ent line of credit increased to \$750k during June 2019. Received \$540,030 SBA-PPP loan with funds distributed April 17, 2020. Expect continued support through grants and PPACG-AAA contract during the next 18 months to support seniors through the COVID pandemic.

>LEAD - PROJECTED 2019-20 FISCAL YEAR: - estimate annual revenue to exceed \$4.5m, with an net income > \$400k. Projecting a positive cash flow through out the year because of the COVID funding and the essential services Silver Key provides to our community . During April 2020 transportation rides decreased 50%, increased meals provided by 50%, pantry grab and go model supporting social distancing, and thrift store closed.

Silver Key Senior Services

Income Statement

Ten Months Ending April 30, 2020

	Last Period			Year-to-Date				Annual
	Actual	Budget	Variance \$	Actual	Budget	Variance \$	Variance %	Budget
	04/01/2020 - 04/30/2020	04/01/2020 - 04/30/2020	04/01/2020 - 04/30/2020	07/01/2019 - 04/30/2020	07/01/2019 - 04/30/2020	07/01/2019 - 04/30/2020	07/01/2019 - 04/30/2020	07/01/2019 - 06/30/2020
1 - Silver Key Senior Services, Inc								
Revenues								
Revenue From Direct Contributions	178,354	69,874	108,480	1,121,023	698,741	422,283	60.4%	838,489
Revenue From Events	44,900	7,083	37,817	94,577	70,833	23,744	33.5%	85,000
Revenue From Non-Government Grants	79,000	23,500	55,500	542,852	235,000	307,852	131.0%	282,000
Revenue From Indirect Contributions	2,356	7,500	(5,144)	92,750	75,000	17,750	23.7%	90,000
Revenue From Government Grants	-	-	-	158,412	-	158,412	0.0%	-
Revenue From Government Contracts	277,282	221,693	55,589	2,124,039	2,216,927	(92,888)	-4.2%	2,660,312
Revenue From Program-Related Sales & Fee:	15,400	36,238	(20,838)	384,953	362,378	22,575	6.2%	434,854
Revenue From Investments	75,752	5,017	70,736	(66,112)	50,167	(116,279)	-231.8%	60,200
Revenue From Murray Property Income	31,576	10,119	21,458	142,661	101,185	41,476	41.0%	121,422
Revenue From Other Sources	-	-	-	3,614	-	3,614	0.0%	-
Total Revenues	704,621	381,023	323,598	4,598,770	3,810,231	788,539	20.7%	4,572,277
Expenses								
Personnel Related Expenses	273,767	222,977	(50,790)	2,309,582	2,229,772	(79,810)	-3.6%	2,675,726
Contract Service Expenses	4,933	9,254	4,320	63,245	92,536	29,291	31.7%	111,044
Program Related Expenses	124,183	81,518	(42,665)	847,279	815,181	(32,097)	-3.9%	978,217
Facility & Equipment Expenses	31,513	21,748	(9,765)	285,556	217,478	(68,078)	-31.3%	260,974
Travel & Meetings Expenses	(234)	2,039	2,273	23,287	20,391	(2,895)	-14.2%	24,469
General & Administrative Expenses	23,543	22,954	(589)	203,963	229,538	25,575	11.1%	275,446
Depreciation Expense - Fixed Operating Asse	48,813	44,507	(4,306)	477,281	445,068	(32,213)	-7.2%	534,081
Total Expenses	506,519	404,996	(101,522)	4,210,193	4,049,965	(160,228)	-4.0%	4,859,958
NET SURPLUS/(DEFICIT)	198,102	(23,973)	222,075	388,577	(239,734)	628,311	262.1%	(287,681)

**Silver Key Senior Services
Balance Sheet**

	Actual 04/30/2020	Actual 03/31/2020	Actual 06/30/2019	Actual 06/30/2018
1 - Silver Key Senior Services, Inc				
Assets				
Cash	1,069,883	357,704	138,400	441,648
Accounts Receivable	365,002	348,419	568,168	490,716
Contributions Receivables	206,838	244,823	285,535	133,144
Other Receivables	1,300	1,300	0	0
Other Assets	122,279	59,971	72,658	133,836
Investments	5,524,329	5,420,457	5,562,422	5,524,009
Fixed Assets	7,806,836	7,774,529	7,708,884	7,765,352
Accumulated Depreciation	(2,550,478)	(2,501,665)	(2,302,345)	(2,203,925)
Total Assets	12,545,990	11,705,537	12,033,722	12,284,781
Liabilities and Fund Balance				
Liabilities				
Payables	183,632	94,841	203,999	201,880
Accrued Liabilities	151,284	144,754	120,029	112,135
Unearned/Deferred Revenue	250	1,650	0	53,100
Refundable Advances/Deposits	13,249	11,849	13,425	13,420
Short-Term Notes & Loans Payable	563,094	16,064	436,064	54,461
Long-Term Notes & Loans Payable	244,650	244,650	258,951	633,696
Total Liabilities	1,156,159	513,808	1,032,467	1,068,691
Fund Balance				
Net Assets	11,001,254	11,001,254	11,216,090	10,316,732
Change in Net Assets - Income (Deficit)	388,577	190,475	(214,835)	899,358
Total Fund Balance	11,389,831	11,191,729	11,001,254	11,216,090
Total Liabilities and Fund Balance	12,545,990	11,705,537	12,033,722	12,284,781

Silver Key Senior Services COVID - Income Statement

Ten Months Ending April 30, 2020

	<u>Last Period</u> Actual 04/01/2020 - 04/30/2020	<u>Year-to-Date</u> Actual 07/01/2019 - 04/30/2020
1 - Silver Key Senior Services, Inc		
Revenues		
Revenue From Direct Contributions	50	18,084
Revenue From Events	-	-
Revenue From Non-Government Grants	75,000	185,000
Revenue From Indirect Contributions	-	-
Revenue From Government Contracts	23,364	23,364
Revenue From Program-Related Sales & Fees	-	-
Revenue From Investments	-	-
Revenue From Murray Property Income	-	-
Total Revenues	<u>98,414</u>	<u>226,448</u>
Expenses		
Personnel Related Expenses	17,749	25,963
Contract Service Expenses	-	-
Program Related Expenses	17,850	22,223
Facility & Equipment Expenses	44	179
Travel & Meetings Expenses	-	-
General & Administrative Expenses	1,257	1,257
Depreciation Expense - Fixed Operating Assets	-	-
Total Expenses	<u>36,899</u>	<u>49,621</u>
NET SURPLUS/(DEFICIT)	<u>61,515</u>	<u>176,827</u>

SILVER KEY

BUDGET FY 2019-2020

CASH FLOW PROJECTIONS

	BUDGET 2019-20	UPDATED 8/2019 PROJECTION 2019-20	ACTUAL April 2020
Net Income (loss)	(287,680)	(287,680)	388,577
Depreciation and Amortization	534,081	534,081	477,281
Medicaid expected revenue -0-			
Other Cash Activity:			
NextFifty payment (received)	150,000	150,000	150,000
RNR Foundation - payment expected 1-2020	50,000	50,000	50,000
CDOT Reimbursement estimate (\$46k revenue booked 6/201	98,000	94,000	46,000
CDOT Reimbursement estimate - 60-90 days after delivery		163,000	
Kirkpatrick - SBA - PPP Loan (Grant)			547,030
Capital Expenditures (1700-1770)			
Murray Building & Grounds (2 Roof Top Units Replaced)	(40,000)	(40,000)	(32,307)
Senior Housing Project		(42,000)	(7,500)
Technology Assets	(130,000)	(170,000)	(70,369)
2019 Elkhart Coach ECII Bus (CDOT Awarded...SK portion 21	(73,852)	(61,543)	(62,251)
Invertors (PPACG-AAA funded previous fiscal year)		(10,321)	(10,321)
1 Vehicle (CDOT awarded) - SK portion 20% = 13,240		(66,196)	(13,237)
3 Vehicles (CDOT) awarded - SK portion 20% = 27,603		(138,015)	(27,603)
Active Living - Community Rooms furniture		(5,000)	(2,708)
Misc. Capital Expenditures	(24,000)	(24,000)	
Ent Principal Payment - Mortgage		(16,100)	(14,300)
Ent Principal Payment - LOC			(420,000)
Estimated Net increase (decrease) in cash	276,549	130,227	998,292
	6/30/2019		4/30/2020
Operating Cash on Hand	120,981		1,069,883
Investment Operating Reserves - 1520			
Board Reserved \$400k Capital, balance operating	1,128,613		1,062,263
Outstanding Ent Line of Credit Balance	420,000		-
Estimated Ent Line of Credit balance at end of year 6-30-2020		-	-

Resource Development April 2020 Key Factors Report

Donation Highlights (pending update from Accounting): CRM Migration Delay

Dollars raised April 2020:	\$133,139 pending final numbers from Accounting (total dollars raised April) [does not include: bequests/estates, grants, or in-kind]
Online donations April 2020:	\$26,245 from 75 donors
Facebook donations April 2020:	\$0 from 0 gifts
SMD's mailed:	0
Donation details:	186 donations made, 30 donations of \$1000+, 130 new donors per RE analytics

Events and Marketing:

- See supplemental marketing report (attached separately)

Community & Donor Relations:

Most all community functions and events have been put on hold due to COVID-19.

Highlights:

- Participated in KOAA interviews for Silver Key related to C19.
- Onboarded new staff member – Events and Donor Relations Manager, Jessica Arana
- Setup and trained on Online Express for Gala tickets.
- Continued implementation phase of new CRM to Raiser's Edge.
- Moved CHFA from a bronze to a \$20,000 presenting level sponsor.
- Brought on Bridges as a bronze level sponsor
- Finalized 50th Gala venue and updated date to Aug 1st.
- Attended SRC virtual happy hour event.
- Brought in United Health Care as a \$20,000 presenting level sponsor.
- Participated in Gazette interview related to C19.
- Conducted interview with 92.9 Peak FM Live related to Silver Key and C19.
- Represented at numerous leadership team meetings held throughout the month.
- Participated in numerous C19 meetings and related activities.
- Worked to obtain new promo tools to assist in food pantry, nutrition, etc.
- Trained new team member Jessica Arana
- Introduced Jessica to Silver Key network of sponsors
- Numerous Gala related tasks
- Participated in Community Food Box Delivery discussion with Salvation Army, Care & Share, PPUW, etc.

Grants General Update:

Important preamble: all activities indicated in this April report reflect how Silver Key rapidly expanded and reacted to the local impacts of COVID-19 on public and private grant applications, approvals, timing, reporting and related grants management activities. I have been operating 100% from my home office since the middle of March, thanks to improved technology and updated Silver Key hardware. THIS IS AN ABBREVIATED REPORT for time consideration.

Grant Applications, LOIs, and Reports Submitted in April:

To Whom	Purpose	Request	Approved
T.Rowe Price COVID	COVID Emergency Fund	10,000	10,000
St.CO Hunger Relief Fund #2	C19 Food emerg.	25,000	0
St.CO Hunger Relief Fund #3	C19 Food emerg.	25,000	0
PetSmart Foundation	Pets food for Pantry	10,000	0
CSHF	C19 Emergency	0	2500
Woodmen Valley Sertoma Fund	Gen Op (no restrict.)	0	5000
Lyda Hill Philanthropies (Anon)	COVID-19 Gen Op?	50,000	50,000
ITNAmerica Foundation	Rides for eye purposes	1,000	
PPCF - Round 2 COVID	C19 emergency	25,000	25,000
Serco Foundation (pending)	C19 gen op emergency	3,000	
PPACG /COVID (Reimbursements coming)	Various Departments	254,000	
TOTAL REQUESTED IN APRIL		403,000	92,500
<i>Additional approvals also received in April</i>			
Total submitted CYTD		2,703,336	
Total approved CYTD		340,291	

Senior Corps Veterans Choose Home SDP Project Update:

- Increased and continuing orientation and training for volunteers, phone and social distancing link-ups and FIRST stipend checks have gone out to volunteers. Robert is knocking this program out of the park – being creative, consistent, making it come together, and being mindful on the rules, reports, regulations, mission, SK protocols and key goals stated in the Dashboard.
- Volunteer training re-organization through Laurie; strategy meeting this month is leading to webwork and increased teaming between Robert and Laurie for volunteer training, expanding beyond only VETS volunteers. Laurie is taking a strong team lead in this regard.

- CY2020 progress and financial reports are due May 31. We are in 100% compliance at this time.

Overview of the month: I NEED A STRONGER WIFI SIGNAL TO MY HOME OFFICE! It's ordered from Comcast at a substantial cost increase over my current home service. I've also ordered a signal booster to improve my ability to work from home without dropping calls, Zoom conferences, and I've ordered a signal booster. Need to discuss a request to partial reimbursement from Silver Key to help cover these increased costs I am incurring to keep this home grant office functioning, please. \$75/month would cover it while I'm working from home, and could be paid directly from the VETS grant.

Looking Ahead: Many new BIG grant potentials are lurking: AAA, City CDBG, Next50 and RNR Foundation. Significant VETS program recruitment always underway, in creative ways due to COVID issues.



Silver Key: Marketing

5/1/20 - Monthly Report: April

Facebook Analytics

April 2 – April 29, 2020

- Actions on Page: April: 2
- Page Views: April: 489
- Page Previews: April: 30
- Page Likes: April: 29
- Post Reach: April: 3,279
- Post Engagements: April: 967
- Videos Views: April: 208
- New Page Followers: April: 30
- **Donations:** April: \$0

Website Analytics

April 2- April 29, 2020

This month donations were collected through our Silver Key website, not Facebook.

Device Breakdown



- Desktop 60%
- Tablet 5%
- Mobile 35%

Top 10 Referrals

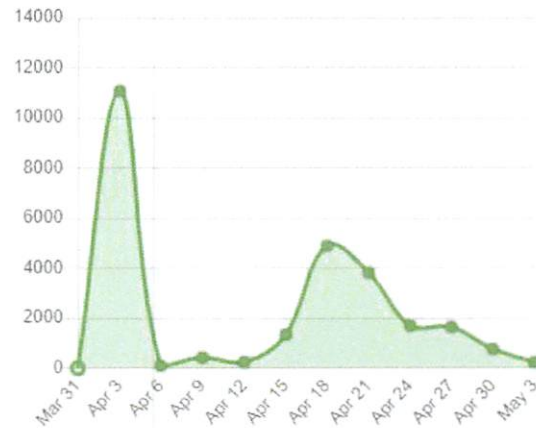
- supportthesprings.com
- facebook.com
- m.facebook.com
- elpasocountyhealth.org
- kktv.com
- gazette.com
- coloradospringsfoodrescue.org
- krdonewsradio.podbean.com
- cosiloveyou.com
- mail.yahoo.com

GiveWP Donations: Reports

Visit Reports

Overview

Day Week Month



TOTAL INCOME ↑ 7.1%

\$26,245

AVG. DONATION ↓ 3.7%

\$332

TOTAL DONORS ↑ 11.9%

75

TOTAL REFUNDS 0%

0

Last 30 days: March 31 - April 29, 2020

[View All Reports](#)

Sessions

3638

↓ -43% vs. Previous 30 Days

Pageviews

18937

↓ -43% vs. Previous 30 Days

Avg. Session Duration

2m 19s

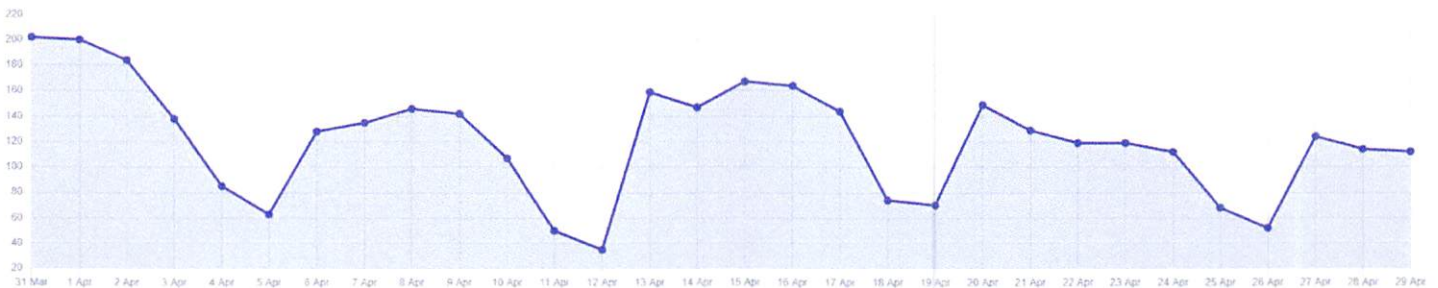
↑ 5% vs. Previous 30 Days

Bounce Rate

1.18%

↑ 35% vs. Previous 30 Days

Sessions Pageviews



Top Posts/Pages

New vs. Returning Visitors

Device Breakdown

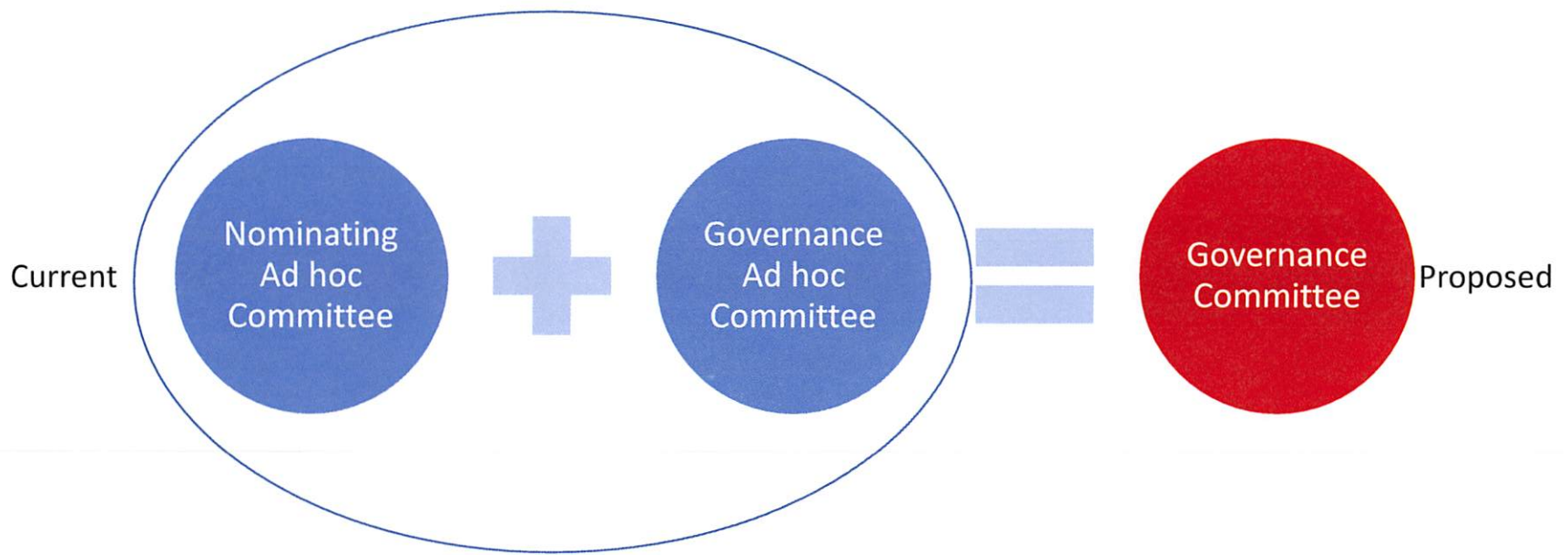
April 2020 – Marketing Report:

- Took Updated headshots for staff that did not get them taken while our Photographer was here
- Updated the Silver Line information handbook
- Created/designed the thank you postcard and sent it off to the printer (mailed from printer)
- Created/Designed the printed newsletter for Spring – sent it to the printer
- Ran the mailer report for the newsletter
- Created May social calendar
- On boarded our new Marketing Intern
- Created a work plan for our Marketing Intern
- Have been conducting zoom meetings daily with marketing intern to check-in, update her on changes, assign new tasks, review assign tasks, train her on necessary programs
- Working toward a brand guide that will help our intern design marketing materials that reflect our brand
- Worked with United Healthcare on marketing materials and collaborating with them (what they want out of their sponsorship with us)
- Revamped our social media PowerPoint presentation
- Maintain our PR through social media (engaging with community; answering client's questions, etc.



PROPOSED
Silver Key Board Committee
Considerations
May 2020

Proposed Ad hoc Committee Restructuring



Presupposes merging of Operations and Foundation Board. If not merged, then a member from Foundation Board.

MEMBERS:
Chair - Operating Board Member
Operating/Foundation Board Member
Operating Board Member

SILVER KEY STAFF:
President and CEO

GOVERNANCE COMMITTEE
PURPOSE:
Board Effectiveness, Accountability, Compliance - Governing Documents, Nominations, CEO Evaluation



DESIGNATE AS NEEDED:
Executive Search
Ad hoc Committee
Objective: Conduct Executive Search and Hiring Process
Members: Operating Board Chair; Member from each Executive, Finance, Governance, and Development Committees; Director of Human Resources; Optional Community Leader(s)



Presupposes merging of Operations and Foundation board. If not merged, then a member from Foundation Board.

SILVER KEY STAFF:
President and CEO

MEMBERS:
Chair – Operating Board Chair
Operating Board Officer
Operating Board Officer
Operating Board Immediate Past Chair
Operating/Foundation Board Officer

EXECUTIVE COMMITTEE
PURPOSE:
CEO Consultation
Emergency Support
Urgent Decisions



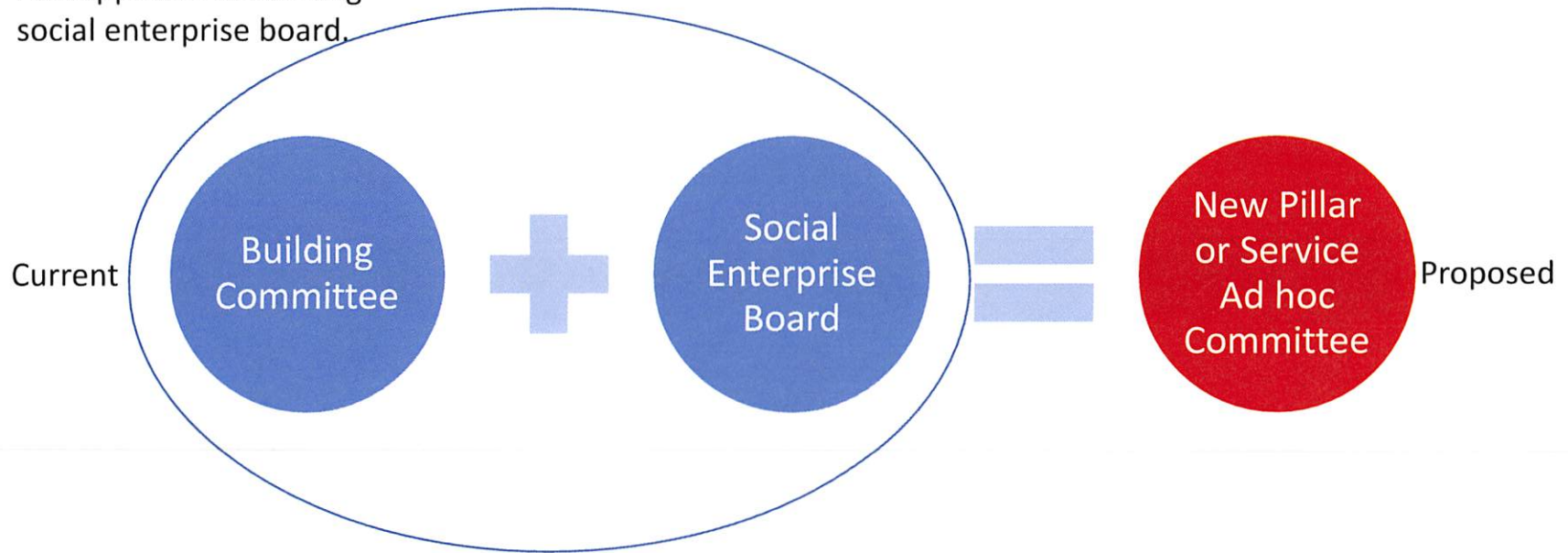
DESIGNATE AS NEEDED:
New Pillar or Service
Ad hoc Committee
Objective: Evaluate Proposed Opportunities - Mission Fit, Legal, Risk, Resources/Financial Impact
Members: Executive and Finance Committee Member plus Other Board Member(s)

New Pillar or Service Ad hoc Committee



Proposed Committee Restructuring

Presupposes eliminating social enterprise board.



Presupposes merging of Operations and Foundation Board. If not merged, then a member from Foundation Board.

SILVER KEY STAFF:
President and CEO
Chief Financial Officer

MEMBERS:
Chair – Operating Board
Treasurer
Operating Board Member
Foundation/Operating Board
Member

Current and
Proposed

FINANCE COMMITTEE

PURPOSE:
Financials, Budget,
Assets/Investments, Audit,
Fund Distributions



Presupposes merging of Operations and Foundation Board. If not merged, then a member from Foundation Board.

SILVER KEY STAFF:
President and CEO
Director of Resource Development

MEMBERS:
Chair – Operating Board Member
Operating Board Member
Operating Board Member

DEVELOPMENT COMMITTEE

PURPOSE:
Adequate Resources to Support Mission - Fundraising Strategy, Donor Support, Community Engagement and Communications



DESIGNATE AS NEEDED :
Event or Campaign
Ad hoc Committee
Objective: Raise Funds, Expand and Recognize Donor Base
Members: Development Committee, Community Leaders, Resource Development Staff

Current and Proposed



Silver Key Playbook
2nd Quarter 2020

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 safely with dignity and independence.								
OUR THEMATIC GOAL									
Silver Key's Rallying Cry	Our Services Have Value and Require Appropriate Support to Thrive!								
OUR DEFINING OBJECTIVES									
Silver Key's qualitative focus areas to meet the thematic goal (also known as the Silver Key Rallying Cry)	Broaden Resources	Implement Facility Master Plan (Suite 1641 & 1645)	Expand and Enhance Volunteer Experience	Optimize Technology					
		●	●	●	●				
OUR STANDARD OPERATING OBJECTIVES									
Silver Key's ongoing priorities; shared by all staff and volunteers.	Cash Flow / Budget	Capital Management	Program / Financial Audits	Human Resource Satisfaction					
	●	●	●	●					
Playbook Criteria and Commitments									
Why does Silver Key exist?	To Ensure Seniors are Seen, Heard, Valued, Cared For and Cherished.								
How do we behave?	We Are Holding Each Other Accountable to Achieve a Healthy Culture, Effective Communication, Brand Excellence and Financial Prudence.								
What do we do?	Personalized Transportation, Nutritional and Behavioral Healthcare, Guardianship, Thift Store Services and Volunteerism.								
How will we succeed?	Revitalize Our Systems, Policies & Processes to Create an Effective & Efficient Infrastructure to Support Key Functions and Position for the Future.								
What's most important now...	The Medicaid Implementation Across All Areas of the Organization.								
Who must do what?	Dayton	Derek	Paula	Jason	Jayme	Erica	Massine	Valerie	Victoria
	Review of Programs	Messaging	Schedule Meetings with Officials	25 Influencers	Hire and Credential Providers	Learn Operations and Nutrition	Evaluate Technology Support	Budget & Facilities	Implement Medicaid NEMT