

Milwaukee County Department on Aging
2020 Purchase of Service Contract
Grant Supported Programs and Services
Eras Senior Network

This Contract is made and entered between Milwaukee County, a Wisconsin municipal body corporate, represented by the Milwaukee County Department on Aging, 1220 West Vliet Street Suite 302, Milwaukee, WI 53205 (hereinafter called Department or County), and Eras Senior Network, 2607 N. Grandview Blvd., Suite 150, Waukesha, WI 53188 (hereinafter called Contractor).

1. Dates of Performance

This Contract is made in an amount not to exceed \$135,616 for the period of January 1, 2020 through June 30, 2020 to coordinate Neighborhood Outreach Program (NOP) services in Milwaukee County. This contract may be extended through the end of 2019 if sufficient funding is available and based upon the agreement of the parties.

2. Scope of Service

Contractor shall specifically perform all of the services and achieve the objectives as set forth in the proposal submitted by Contractor to County, which is attached hereto as Exhibit I.. Contractor shall perform all services provided under this Contract in the manner prescribed by the relevant Program/Service Guidelines or Specifications, which are herein incorporated by reference and made a part of this Contract as if physically attached hereto.

3. Staffing and Delivery of Programs/Services

- A. Contractor shall provide all personnel required to perform the programs or services under this Contract. Such personnel shall not be employees of County, or have any other contractual relationships with County. Any replacement of personnel listed in Contractor's proposal shall be by persons of like qualifications, which shall be attested to by Contractor. Whenever possible, notification of replacement of personnel shall be provided to County prior to replacement.
- B. Contractor will provide proper supervision to all employees providing programs or services under this Contract. Current job descriptions shall be kept on file for positions funded under this Contract, and each employee will be given a job description at the time of employment and whenever the job description is amended.
- C. Except as provided herein and relevant Program/Service Guidelines or Specifications, Contractor shall determine the methods, procedures, and personnel policies to be used in providing programs and services to eligible clients.
- D. This Contract in its entirety is at all times subject to such local, state, and federal laws and administrative regulations as exist at the time this Contract is executed and as shall become effective after execution but prior to termination of this Contract. Contractor shall comply with

all federal, state, and local laws and regulations and shall maintain in good standing all licenses, permits, and certifications relating to the programs and services referred to herein.

- E. All clients served by Contractor under this Contract must meet Department's eligibility requirements as described in the relevant Program/Service Guidelines or Specifications. It is understood that the final authority for determining client eligibility and the amount of services to be provided to individual clients rests with Department and that Contractor will not be reimbursed for services provided to ineligible clients.
- F. Contractor agrees that the programs and services described in Exhibit I will be available to eligible clients throughout the Term of this Contract and to accept all clients referred by Department as long as funds made possible through this Contract are available.
- G. Contractor shall maintain a log of complaints and provide Department a copy of any written complaint made to Contractor regarding any of the services furnished hereunder and will inform Department in writing of the actions taken by Contractor to resolve such complaints.
- H. Contractor shall complete all forms and documents requested by the Department within timeframes outlined by the Department.
- I. Contractor agrees to perform background checks on any Contractor employees, representatives, or agents hired on or after the Effective Date who may have or do have direct contact with clients or customers, to ensure such employees: (i) have not been convicted of a criminal offense related to the provision of services but have not yet been excluded; (ii) have not been convicted of any felony; (iii) as discovered through any background check or based upon Contractor's knowledge, have not been terminated from employment by any employer or contractor for theft, misappropriation of property, or any other potentially illegal or unethical acts. Vendor agrees not to use any employee or potential employee failing to meet the above criteria to provide direct client services to any under this Agreement. Any breach of this section shall give Department the right to terminate this Agreement immediately.

4. Equipment

- A. Contractor agrees that all items of equipment purchased with funds provided by Department under this Contract shall be used for the programs and services purchased through this Contract or as otherwise may be specified in Exhibit I. Contractor further agrees to provide to Department a copy of an invoice for all items of equipment purchased upon request, to annually inventory provide Department of a list of said equipment, and to maintain property and content insurance, including fire, vandalism, and theft, to cover the replacement value of said items.
- B. Should Department funding cease for the programs or services for which the equipment was purchased under this Contract, or if Contractor should cease using said equipment for the purposes for which it was originally purchased, Contractor agrees either to (1) turn over said equipment to Department for distribution to other approved programs or services for older persons; or (2) dispose of said equipment in such other fashion as may be mutually agreed by Contractor and Department.

5. Fiscal Administration and Program Income

Contractor shall observe the following policies and practices with regard to all funds received from Department pursuant to this agreement:

- A. Contractor agrees to identify the total cost of the program or service funded under this Contract.
- B. Contractor shall provide to Department an agency-wide budget, disclosing all of Contractor's anticipated revenues and expenditures for the period of this Contract.
- C. Funds received by the Contractor under this Contract may not be co-mingled with funds from other sources.
- D. Contractor shall maintain a uniform double entry accounting system and a management information system compatible with cost accounting and control systems.
- E. Contractor agrees to comply with the allowable cost policies and procedures as established by the Wisconsin Department of Health Services.
- F. Program Income. Per 45 CFR Part 75.307(e)(1), Program Income (as hereinafter defined) must be deducted from total allowable costs to determine the net allowable costs; Program Income must be used for current costs; and unanticipated Program Income must be used to reduce the federal award and non-federal entity contributions rather than increase the funds committed to the project. Program Income must be reported and spent within the contract year it is generated. "Program Income" is defined as Contractor revenue meeting one or more of the following descriptions: (1) Contributions/donations collected from participants for services provided (e.g., home-delivered meals, senior dining meals, caregiver services, etc.), (2) Contributions/donations from local civic groups, businesses, members of the community, or other organizations; (3) Proceeds from fundraising; (4) Revenue for meals provided to home and community based long-term care programs (Family Care, IRIS, COP, etc.); (5) Revenue from sales of services or property (e.g. meals, liquid nutritional supplements, etc.); (6) Interest income; (7) Usage or rental fees; or (8) Patent or copyright royalties. The definition of "Program Income" excludes revenues raised by a government grantee/provider under its governing powers (taxes, special assessments, levies, fines) and cash match.

6. Compensation

- A. Contractor shall be compensated for work performed as stated in Exhibit I, attached hereto and made a part of this Contract. Contractor recognizes that the total service needs of the community may not be met and shall provide programs and services within the specific amounts stated in Exhibit I. Department is unable to guarantee the volume of services funded by this Contract. Under no circumstances shall payments under this Contract exceed the amount(s) authorized for this Contract by the Milwaukee County Board of Supervisors. The parties agree that section 66.0135, Wisconsin Statutes, Prompt Pay Law, shall not apply to payment for programs and services provided hereunder.

- B. Funds may be advanced to Contractor as set forth in section 46.036 (3) (f) Wisconsin Statutes. The advance payment provision applies only when requested by Contractor. Advance payments are made at the discretion of Department. The advance payment shall be repaid to Department upon demand. If Contractor fails to repay the advance as described, Department shall have the right to withhold any payments due Contractor from Department sufficient to cover the amount of the advance payment.
- C. Advance payments by Department shall not exceed one-twelfth (1/12) of the Contract award. Advance payment amounts are at the discretion of the Department. Prior to the receipt of advance payment, Contractor shall provide Department with a surety bond for an amount equal to the amount of the advance payment as set forth in section 46.036 (3) (f) Wisconsin Statutes.
- D. Department shall recover from Contractor money paid in excess of the conditions of this Contract. Repayment shall be made in full within thirty (30) days after Department has made written demand to Contractor for repayment. Department may recover repayments due to Department from any subsequent payments due to Contractor now, or from future contracts, or any other service agreement with Department. Department shall charge interest on outstanding repayments due Department as set forth in section 46.09 (4) (d) General Ordinances of Milwaukee County.
- E. No funds within this Contract may be used to supplant Medical Assistance, Health Maintenance Organization (HMO), or Preferred Provider Organization (PPO) funded services.
- F. Department and Contractor acknowledge that funding of this Contract is completely dependent upon state and federal grants and contracts. The obligation of the Department to purchase the services described herein is contingent upon present state and federal grants and contracts continuing at their present levels. Should such funding sources terminate or be reduced, Department reserves the right, in its sole discretion, either to terminate this agreement or revise the scope of services being purchased to reflect any reduction in such funding. It is further recognized and agreed by Department and Contractor that the programs and services provided under this Contract are subject to all provisions of said federal and state grants and contracts, and Contractor agrees to comply with all such provisions for the period of this Contract, including all applicable provisions of the standard State/County contract.

7. Billing and Reporting

- A. Contractor shall provide Department with monthly billings and reports for programs and services provided under this contract by the seventh (7th) working day of the month following the month in which services are provided. Contractor shall submit billings and reports on the forms and according to the manner specified by Department.
- B. Department shall make payment only for those line items as are specified in the approved budget. Expenditures for any single line item may not exceed the amount in the approved program budget by more than \$500 without written authorization by Department and the submission of a revised budget by Contractor on the prescribed form.

- C. Within thirty (30) days of the receipt of all required billings and reports, Department shall make payment to Contractor of the net amount due. The 30 days does not start to run until all forms are accurate, complete, and include all revisions requested by Department.

8. Record Keeping and Access to Records

- A. Contractor shall maintain and, upon request, furnish to Department, at no cost to Department, any and all information requested by Department relating to the quality, quantity, and cost of services covered by this Contract and shall allow authorized representatives of Department and Department's funding sources to have access to all records necessary to confirm Contractor's compliance with law and the Program/Service Guidelines or Specifications for this Contract. Access to information shall include computerized data and/or other electronic information used by the Contractor, made available in formats suitable for data analysis, such as queries, using conventional software programs.
- B. Contractor shall maintain written verification of programs and services provided under this Contract, including the dates of programs and services performed for all of the purchased programs and services rendered, as specified by Department. Contractor shall maintain clearly identified and readily accessible documentation of costs supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the programs and services provided. Contractor shall retain all such records for a period of at least four (4) years from the date of issuance of the certified financial and compliance audit. Records shall be retained beyond the four-year requirement if an audit is in progress or exceptions identified in prior audits have not been resolved.
- C. It is agreed that Milwaukee County representatives, including representatives of the Department on Aging or the Office of the Comptroller, or representatives of appropriate state or federal agencies, including the Wisconsin Department of Health Services, shall have the right of access to program, financial, and such other records of Contractor or Contractor's subcontractors as may be necessary to evaluate or confirm Contractor's cost estimates, rates, and charges for programs and services provided under this Contract or as may be necessary to evaluate or confirm Contractor's delivery of the programs and services in compliance with the Program/Service Guidelines or Specifications for this Contract.

9. Inspection of Premises

Contractor shall allow inspection of Contractor premises to Department representatives and to authorized representatives of any other local, state, or federal government unit. Inspection shall be permitted without formal notice at any time programs and services are being furnished.

10. Audit Requirements

- A. Contractor shall submit to Department, on or before July 1, 2020, or such later date that is mutually acceptable to Contractor and department, one (1) original copy mailed to the address provided below and one soft copy e-mailed to the Program Planning Coordinator, of an Agency-wide Audit for Calendar Year 2019 if the total amount of annual funding is \$100,000 or more, unless waived by Department. Contractor may request, and with written consent of Department

provide an annual Program Audit in lieu of the annual Agency-wide Audit. The audit shall be performed by an independent certified public accountant (CPA) licensed to practice by the State of Wisconsin. CPA audit reports are required under Wisconsin Statutes, Section 46.036 (4)(c). This provision shall survive the termination of this Agreement regardless of the reason.

- B. Non-profit Contractors who received aggregate federal financial assistance of \$500,000 or more, either directly or indirectly, shall submit to County two (2) original copies of a certified audit for calendar year 2020 performed in accordance with the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. The audit submitted by Contractor shall be conducted in conformance with the following standards:
 - (a) Wisconsin Department of Health Services (DHS) Audit Guide, October 2018 Revision or later.
 - (b) Standards applicable to financial audits contained in Government Auditing Standards (GAS) promulgated by the Comptroller General of the United States; and
 - (c) Generally Accepted Auditing Standards (GAAS) adopted by the American Institute of Certified Public Accountants (AICPA).
- C. Contractors reporting on a fiscal year other than a calendar year shall be considered in compliance with the audit requirements upon submittal of Contractor's fiscal year audit, meeting the audit requirements in Section 8, part A subparts (1),(2), and (3) below, within 180 days of the fiscal year closing, plus financial statements including required supplemental schedules covering the period from the start of the fiscal year beginning in 2019 through December 31, 2019, compiled by a CPA licensed to practice by the State of Wisconsin. Compiled supplemental schedules are due by July 1, 2020. This provision shall survive the termination of this Agreement regardless of the reason.
- D. All audits submitted by Contractor per above requirements shall also be conducted in conformance with the following standards:
 - 1. The Wisconsin *Provider Agency Audit Guide*, 1999 revision *issued by WI Department of Corrections and Workforce Development or Department of Health Service Audit guide (DHSAG) Latest Revision* issued by Wisconsin Departments of Health Services (online at www.DHS.state.wi.us/grants);
 - 2. Standards applicable to financial audits contained in *Government Auditing Standards* (GAS), December 2011 Revision published by the Comptroller General of the United States; and
 - 3. Generally accepted auditing standards (GAAS) adopted by the American Institute of Certified Public Accountants (AICPA).
- E. Requests for substitution of Program Audit for Agency-wide Audit, audit waiver, and/or extension requests must be in writing. Requests for substitution of Program Audit for Agency-wide Audit, audit waiver and/or extension requests must be sent to the following address no later than five months after the end of the Contractor's fiscal year, or such later date mutually agreed to by Contractor and Department. Extensions of the deadline for submission of the audit are at the sole discretion of Department. If Contractor determines an extension is necessary,

Department must receive a request for an extension not later than thirty (30) days prior to the due date for the audit. A request for an extension must include:

1. an explanation as to why an extension is necessary;
 2. the date upon which the Department will receive the audit;
 3. the unaudited financial statements of the Contractor; and,
 4. any additional information Contractor deems relevant to Department's determination.
- F. No extension will be granted for a period greater than ninety (90) days beyond the original date that the audit was due. Requests for extension of audit due date or waiver must be submitted to:

Milwaukee County Department on Aging
Assistant Fiscal Director
1220 W. Vliet Street, Suite 304
Milwaukee, WI 53205

Financial Statements shall be prepared in conformity with accounting principles generally accepted in the United States of America and on the accrual basis of accounting. Contractor must request, and receive written consent of Department to use other basis of accounting in lieu of accrual basis of accounting. CPA audits and reports referenced above shall contain the following Financial Statements, Schedules and Auditors' Reports:

1. Financial Statements and Supplemental Schedules:
 - a. Comparative Statements of Financial Position – For Agency-wide audits only.
 - b. Statement of Activities – For Agency-wide audits only.
 - c. Statement of Cash Flows – For Agency-wide audits only.
 - d. Schedule of Revenue and Expense by Funding Source (Agency-wide) is required of all Contractors. This schedule must follow the format and content of the sample schedule contained in the *Milwaukee County Department of Health and Human Services Year Purchase of Service Guidelines, Technical Requirements – Audit and Reporting* booklet (latest edition). Do not combine multiple line items into a single line item or separate a single line item into multiple line items.
 - e. Allowable administrative and other allocated overhead (collectively, indirect costs) will be limited to 10% of net allowable direct program costs (excluding such allocated costs) for agencies/Contractors electing to provide a program audit in lieu of an agency-wide audit.
 - f. Reserve Supplemental Schedule is required for all non-profit Contractors that provide participant services on the basis of a unit rate per unit of participant service (units-times-price

agreements). A separate schedule must be completed for each contract/facility, or for each program under a Fee-for-Service Agreement with Department. For Contractors whose fiscal year is other than a calendar year, the period covered by the schedule must be the most recently completed calendar year for all Department funded programs.

The schedule must identify revenue from each Purchaser (earned under each contract) separately, and include total units of service provided to all Purchasers for each contract/facility and total units of service provided under the Contract with Department, as well as the items required by the *Provider Agency Audit Guide* (Section 7.1.6), or *Department of Health Service Audit Guide (DHSAG)*, Latest Revision for the most recently completed calendar year. The schedule and allowable additions to reserves shall be by contract/facility or by program category. Schedule of Profit for For-Profit Contractors Which Provide Participant Care.

g. For profit Contractors shall include a schedule in their audit reports showing the total allowable costs and the calculation of the allowable profit by contract/facility, or for each rate-based program (service) within a facility. Wis. Stat. 46.036(3)(c) indicates that contracts for proprietary agencies may include a percentage add-on for profit according to the rules promulgated by the Department. Allowable profit will be restricted to 5% of net allowable operating costs.

h. Units of service provided under the Contract, if not disclosed on the face of the financial statements, are required for Contractors that provide participant services on the basis of a unit rate per unit of participant service (units-times-price agreements). Contractor's auditors shall review and report on the extent of support for the number of units for each type of service billed to Department, and compare units billed to Contractor's accounting/billing records that summarize units provided per participant. Contractor's auditors shall reconcile billing records to supporting underlying documents in participant case files on a test basis, and report on any undocumented units billed to Department that exceed the materiality threshold of the DHS *Provider Agency Audit Guide*, 1999 revision issued by WI Department of Corrections and Workforce Development or *Department of Health Service Audit Guide (DHSAG)*, Latest Revision issued by Wisconsin Departments of Health Services. The disclosure must include total units of service provided to all Participants for each program, facility, or rate-based program within a facility; and total units of service provided under the Contract or Service Agreement with Department for the most recently completed calendar year.

i. Notes to financial statements including disclosure of related-party transactions, if any. Rental cost under less-than-arms-length leases are allowable only up to the amount that would be allowed had title to the property vested with the Contractor. Rental cost under sale and leaseback arrangements are allowable only up to the amount that would be allowed had the Contractor continued to own the property. Contractor's auditors must disclose the actual costs of ownership, by property, for the property(ies) in question, as well as the amount of such costs to be allocated to each Department program, the amount of rent originally charged, and the amount of such rent that is an unallowable cost.

j. Schedule of Federal and State Awards broken down by contract year. The schedule shall identify the name of the Milwaukee County Department as pass-through grantor, the contract number as pass-through grantor's identifying number, and the program name and number from

the Attachment I of the Contract. Each program under County Contract must be reported as a separate line item by contract year.

2. Independent Auditors Reports and Comments:

a. "Opinion on Financial Statements and Supplementary Schedule of Expenditures of Federal and State Award" including comparative statements of financial position, and related statements of activities and cash flow of entire agency. For Program Audits, "Opinion on the Financial Statement of a Program in Accordance with the Program Audit."

b. Report on Compliance and Internal Control over Financial Reporting Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards (GAS), and the *Provider Agency Audit Guide*, 1999 revision issued by WI Department of Corrections and Workforce Development or *Department of Health Service Audit Guide (DHSAG)*, Latest Revision issued by Wisconsin Department of Health Services. Or, Program Audits, "Report on Compliance with Requirements Applicable to the Program and on Internal Control over Compliance Performed in Accordance with the Program Audit."

c. "Report on Compliance with Requirements Applicable to Each Major Program and Internal Control over Compliance in Accordance with OMB Part 200 Uniform Grant Guidance" (applicable only if the audit is also in accordance with OMB Part 200 Uniform Grant Guidance).

d. Schedule of findings and questioned costs to include:

- (1) Summary of auditor's results on financial statements, internal control over financial statements and compliance, and if applicable; the type of report that the auditor issued on Compliance for Major Federal Programs;
- (2) Findings related to the financial statements of the Contractor or of the program which are required to be reported in accordance with Generally Accepted Government Auditing Standards (GAGAS);
- (3) Findings and Questioned Costs for Federal Awards which shall include audit findings as defined in section .510(a) of OMB Part 200-Uniform Grant Guidance, if applicable;
- (4) Doubt on the part of the auditors as to the auditee's ability to continue as a going concern;
- (5) Other audit issues related to grants/contracts with funding agencies that require audits to be performed in accordance with the *Provider Agency Audit Guide*, 1999 revision issued by WI Department of Corrections and Workforce Development or *Department of Health Service Audit Guide (DHSAG)*, Latest Revision issued by Wisconsin Department of Health Services; and
- (6) Whether a Management Letter or other document conveying audit comments was issued as a result of the audit.

e. A copy of the Management Letter or other document with auditor's comments issued in conjunction with the audit shall be provided to Department, along with Management's response

to the Management Letter. If no Management Letter was issued, the schedule of findings and questioned costs shall state that no Management Letter was issued.

3. General:

The following is a summary of the general laws, rules and regulations with which the auditor should be familiar in order to satisfactorily complete the audit.

a. Government Auditing Standards, (Standards for Audit of Governmental Organizations, Programs, Activities, and Functions), Latest Revision.

b. OMB Uniform Grant Guidance Part 200

c. The allowability of costs incurred by commercial organizations is determined in accordance with the provisions of the Federal Acquisition Regulation (FAR) at 48 CFR Part 31 - Contract Cost Principles and Procedures.

d. Wisconsin State Statutes, Sections 46.036, 49.34, Purchase of Care and Services.

e. State of Wisconsin, Department of Administration Single Audit Guidelines - Latest Revision.

f. State of Wisconsin Department of Health Services, Provider Agency Audit Guide - 1999 Revision issued by WI Department of Corrections and Workforce Development.

g. *Department of Health Services Audit Guide (DHSAG) Latest Revision* issued by Wisconsin Department of Health Services.

h. State of Wisconsin Department of Health Services, Allowable Cost Policy Manual - Latest Revision.

i. AICPA Generally Accepted Auditing Standards.

G. Contractor hereby authorizes and directs its Certified Public Accountant, if requested, to share all work papers, reports, and other materials generated during the audit with Department or Department's representative(s) including the Milwaukee County Department of Health and Human Services and the Milwaukee County Division of Audit Services (DAS) as well as state and federal officials. Such direct access shall include the right to obtain copies of the work papers and computer disks, or other electronic media, which document the audit work. Contractor shall require its CPA to retain work papers for a period of at least seven (7) years following the latter of Contract termination, or receipt of audit report by Department. This provision shall survive the termination of this Contract regardless of the reason.

H. Contractor and Department mutually agree that Department or Department's representative(s), including the Milwaukee County Department of Aging and the Milwaukee County Division of Audit Services (DAS) , Milwaukee County Office of the Comptroller, as well as state and federal officials, reserve the right to review certified audit reports, supporting work papers, or financial statements, and perform additional audit work as deemed necessary and appropriate, it being understood that additional overpayment refund claims or adjustments to

prior claims may result from such reviews. Such reviews may be conducted for a period of at least seven (7) years following the latter of contract termination, or receipt of audit report, if required. This provision shall survive the termination of this Contract regardless of the reason.

- I. Contractors reporting on a fiscal year other than a calendar year shall be considered in compliance with contract reporting requirements upon submittal of the following unaudited schedules:
 1. A schedule of revenue and allowable costs allocated by funding source, and by program, covering the period from the end of the Contractor's fiscal year ended in 2019 through December 31, 2019, for each program or activity identified as a fee for service agreement with Department. The schedule(s) shall be compiled by Contractor's independent public accountant, with an accountant's compilation report, for the period from the close of Contractor's fiscal year through the end of the calendar year, on or before July 1, 2020, or such later date that is mutually acceptable to Contractor and Department.
 2. If Contractor's fiscal year encompasses two contract years, Contractor shall submit a "bridging schedule" prepared by a CPA, which identifies program revenues and allowable costs for each of the two calendar year contract periods. The "bridging schedule" shall reconcile the two calendar year contract periods to the fiscal year totals for each program reported in the most current fiscal year audit report.
- J. Contractor shall maintain records for audit purposes for a period of at least seven (7) years following the latter of contract termination or receipt of audit report by Department. This provision shall survive the termination of this Contract regardless of the reason.
- K. Contractor's Subrecipients
 1. Contractors who subcontract with other providers for the provision of care and services are required by federal and state regulations to monitor their subrecipients.
 2. Contractors shall have on file, and available for review by Milwaukee County and its representatives, copies of subrecipient's CPA audit reports and financial statements. These reports and financial statements shall be retained for a period of at least seven (7) years following the latter of contract termination, or receipt of audit report, if required. This provision shall survive the termination of this Contract regardless of the reason.
 3. Subrecipient shall maintain and, upon request, furnish to Department, at no cost to Department, any and all information requested by Department relating to the quality, quantity, or cost of services covered by the subcontract and shall allow authorized representatives of Department, the Milwaukee County Division of Audit Services (DAS) and Department's funding sources to have access to all records necessary to confirm subrecipient's compliance with law and the specifications of this Contract and the subcontract. This provision shall survive the termination of this Contract regardless of the reason.
 4. It is agreed that Department representatives, the Milwaukee County Division of Audit Services (DAS) and representatives of appropriate state or federal agencies shall have the right of access to program, financial and such other records of subrecipient as may be requested to evaluate or

confirm subrecipient's program objectives, participant case files, costs, rates and charges for the care and service, or as may be necessary to evaluate or confirm subrecipient's delivery of the care and service. It is further understood that files, records and correspondence for subcontracted engagement must be retained by subrecipient for a period of at least seven (7) years following the latter of contract termination, or receipt of subrecipient's audit report, if required. This provision shall survive the termination of this Contract regardless of the reason.

5. Subrecipient shall allow visual inspection of subrecipient's premises to Department representatives and to representatives of any other local, state, or federal government unit. Inspection shall be permitted without formal notice at any time that care and services are being furnished.
- L. Failure to Comply with Audit Requirements: If Contractor fails to have an appropriate audit performed or fails to provide a complete audit-reporting package to the Department, or fails to request and receive an audit submission waiver (if applicable/available) or extension of time to submit audit,, as required by this Contract within the specified timeframe, the Department may:
 1. Conduct an audit or arrange for an independent audit of Contractor and charge the cost of completing the audit to Contractor;
 2. Charge Contractor for all loss of Federal or State aid or for penalties assessed to Department because Contractor did not submit a complete audit report within the required time frame;
 3. Disallow the cost of the audit that did not meet the applicable standards; and/or
 4. Withhold or suspend any or all payments due the Contractor from Department.
 5. Suspend, reduce or terminate the Contract, or take other actions deemed by Department to be necessary to protect the Department's interests.
 6. In the event of selection by Department of an organization or individual to complete an audit of Contractor's financial statements, Department shall withhold from future payments due to the Contractor from Department an amount equal to any additional costs incurred by the Department for the completion of an audit of Contractor's records by an auditor selected by Department.
 7. Department may withhold or recover a sum of \$1,500.00 from payments due to the Contractor from Department as liquidated damages for the failure to comply with audit requirements.
 8. Department may impose additional monitoring and/ or reporting requirements on contractor. Or take any other action that Department determines is necessary to protect federal or state funding.
 9. These provisions shall survive the termination of this Contract regardless of the reason.
 10. Upon receipt of the audit report, Department will complete preliminary review of all audits received to determine whether additional information is required and notify Contractor of any additional information required to complete review. Once the complete audit is received,

Department will complete a compliance review and notify Contractor of Department's actions on the audit report.

11. Contractor agrees to submit to Department plans for correcting weaknesses identified in audit reviews. Failure on the part of the Contractor to comply with these requirements shall result in withholding of any payments otherwise due the Contractor from Department and ineligibility for future agreements with Department until six months after such time as these requirements are met. This provision shall survive the termination of this Contract regardless of the reason.
12. Contractor agrees that Department is entitled to repayment of amounts identified as a result of the audit required under this section and acknowledges that failure to repay such amounts may result in legal action as determined by Milwaukee County Corporation Counsel. Interest and any legal expenses incurred by Department in collection of these amounts shall be charged the Contractor on outstanding repayments as set forth in s46.09 (4) (h) Milwaukee County General Ordinances. This provision shall survive the termination of this Contract regardless of the reason.
13. Contractor and Department mutually agree that Department or its agents, the Milwaukee County Director of Audits, as well as state and federal officials, reserve the right to review certified audit reports or financial statements and perform additional audit work as deemed necessary and appropriate. It is understood that additional overpayment refund claims or adjustments to prior claims may result from such reviews. This provision shall survive the termination of this Contract regardless of the reason.
14. The Contractor consents to the use of statistical sampling and extrapolation as the means to determine the amounts owed by the Contractor for any Department programs, or Fee-for-Service Provider Networks as a result of an investigation or audit conducted by Department or its agents, the Milwaukee County Division of Audit Services (DAS) , the Wisconsin Department of Health Services, the Department of Justice Medicaid Fraud Control Unit, the federal Department of Health and Human Services, the Federal Bureau of Investigation, or an authorized agent of any of these. This provision shall survive the termination of this Contract regardless of the reason.
15. If the Department has waived the audit requirement for this Contract under Wisconsin Statute s.46.036, this waiver does not absolve Contractor from meeting any federal audit requirements that may be applicable or any audit requirements of other contracts. Waiver of the audit, or failure of Contractor to receive Department funding under this Contract and other County Agreements at a level that would require an audit does not absolve Contractor from submitting an un-audited schedule of program revenue and expenses as a final accounting to determine final settlement under this Contract. This provision shall survive the termination of this Contract regardless of the reason.

M. County Rights of Access and Audit.

The Contractor, Lessee, or other party to the contract, its officers, directors, agents, partners and employees shall allow the County Audit Services Division and department contract administrators (collectively referred to as Designated Personnel) and any other party the Designated Personnel may name, with or without notice, to audit, examine and make copies of any and all records of the

Contractor, Lessee, or other party to the contract, related to the terms and performance of the Contract for a period of up to three years following the date of last payment, the end date of this contract, or activity under this contract, whichever is later. Any subcontractors or other parties performing work on this Contract will be bound by the same terms and responsibilities as the Contractor. All subcontracts or other agreements for work performed on this Contract will include written notice that the subcontractors or other parties understand and will comply with the terms and responsibilities. The Contractor, Lessee, or other party to the contract, and any subcontractors understand and will abide by the requirements of Chapter Section 34.09 (Audit) and Section 34.095 (Investigations concerning fraud, waste, and abuse) of the Milwaukee County Code of General Ordinances.

11. Affirmative Action, TBE Goals, Non-Discrimination and Equal Employment Opportunity

A. Affirmative Action.

The Contractor assures that it will undertake an affirmative action program as required by Milwaukee County Code of General Ordinances (MCCGO) 56.17(1d), to insure that no person shall, on the grounds of race, creed, color, national origin, or sex be excluded from participating in any employment activities covered in MCCGO 56.17(1d). The Contractor assures that no person shall be excluded, on these grounds, from participating in or receiving the services or benefits of any program or activity covered by this subpart. The Contractor assures that it will require that its covered organizations provide assurances to the Contractor that they similarly will undertake affirmative action programs and that they will require assurances from their suborganizations, as required by MCCGO 56.17(1d), to the same effect.

B. Targeted Business Enterprises.

Contractor shall comply with all provisions imposed by or pursuant to Milwaukee County Code of General Ordinances Chapter 42 when and where applicable, and as said Ordinance may be amended. The County shall notify Contractor in the event that new ordinances are issued.

Contractor shall use reasonable efforts to establish Targeted Business Enterprise ("TBE") participation goals, consistent with Milwaukee County TBE goals of seventeen percent (17%) for professional services, and to use good faith efforts to achieve those goals. The parties agree that no TBE goal has been established and no goal is required under this contract.

The Milwaukee County Community Business Development Partners shall assist Contractor in soliciting potential TBE vendors for the improvements and monitor such goal attainment. Contractor's contact regarding TBE participation is:

Milwaukee County Community Business Development Partners
633 W. Wisconsin Avenue, 9th Floor
Milwaukee, WI 53233
cbd@milwaukeecountywi.gov

C. Non-Discrimination, Equal Employment Opportunity, and Affirmative Action Goals.

In the performance of work or execution of this contract, the Contractor shall not discriminate against any employee or applicant for employment because of race, color, national origin or ancestry, age, sex, sexual orientation, gender identity and gender expression, disability, marital status, family status, lawful source of income, or status as a victim of domestic abuse, sexual assault or stalking, which shall include but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeships. The Contractor will post in conspicuous places, available for employment, notices to be provided by the County setting forth the provisions of the nondiscriminatory clause. A violation of this provision shall be sufficient cause for the County to terminate the Contract without liability for the uncompleted portion or for any materials or services purchased or paid for by the Contractor for use in completing the contract.

The Contractor agrees that it will strive to implement the principles of equal employment opportunities through an effective affirmative action program, and will so certify prior to the award of the Contract, which program shall have as its objective to increase the utilization of women, minorities and handicapped persons, and other protected groups, at all levels of employment in all divisions of the contractor's workforce, where these groups may have been previously under-utilized and under-represented. The Contractor also agrees that in the event of any dispute as to compliance with the aforesaid requirements, it shall be his/her responsibility to show that he/she has met all such requirements.

The Contractor agrees that it will strive to implement the principles of active and aggressive efforts to assist Milwaukee County in meeting or exceeding its overall annual goal of participation of target enterprise firms.

When a violation of the non-discrimination, equal opportunity or Affirmative Action provisions of this section has been determined by County, Contractor shall immediately be informed of the violation and directed to take all action necessary to halt the violation, as well as such action as may be necessary to correct, if possible, any injustice to any person adversely affected by the violation, and immediately take steps to prevent further violations.

If, after notice of a violation to Contractor, further violations of the section are committed during the term of the Contract, County may terminate the Contract without liability for the uncompleted portion or any materials or services purchased or paid for by the Contractor for use in completing the Contract, or it may permit Contractor to complete the Contract, but, in either event, Contractor shall be ineligible to bid on any future contracts let by County.

12. Indemnity

- A. The Contractor agrees to the fullest extent permitted by law, to indemnify, defend, and hold harmless, the Department, and its agents, officers, and employees, from and against all loss or expense including costs and reasonable attorney's fees by reason of liability for damages including statutory benefits under Workers' Compensation laws, suits at law or in equity, caused by any wrongful, intentional, or negligent act or omission of the Contractor, or its (their) agents which may arise out of or are connected with the activities covered by this Contract.

- B. Contractor shall indemnify and save Department harmless from any award of damages and costs against Department for any action based on intellectual property infringement regarding materials, including, but not limited to, computer programs involved in the performance of the programs and services covered by this Contract.
- C. Contractor agrees to indemnify Department for any amount(s) Department may be required to repay to the Wisconsin Department of Health Services by virtue of payments made to Contractor by Department under this Contract that the Department of Health Services determines to be overpayments or inappropriate payment.

13. Insurance

Contractor agrees to strictly comply with the insurance requirements set forth on Exhibit II.

14. Withholding of Payments

Failure of Contractor to comply with Contract requirements may result in withholding or forfeiture of any payments otherwise due Contractor from Department by virtue of any Department obligation to Contractor until such time as the Contract requirements are met.

15. Contract Termination

- A. Department or Contractor may terminate this Contract for any reason, with or without cause, following thirty (30) days written notice, unless an earlier date is determined by Department to be essential to the safety and well-being of the clients covered by this Contract with the exception of those facilities which must meet the notification requirements as applicable in Chapter 50 licensing. Failure to comply with any part of this Contract may be considered cause for early termination by the offended party. In the event of termination, the Department will only be liable for programs and services rendered through the date of termination and not for the uncompleted portion or any materials or services purchased or paid for by Contractor for use in completing this Contract.
- B. Contractor shall notify County, in writing, whenever it is unable to provide the required quality or quantity of programs and services. Upon such notification, Department and Contractor shall determine whether such inability to provide the required quality or quantity of programs and services will require a revision or early termination of this Contract.
- C. Notwithstanding any other right of termination, Department reserves the right to immediately terminate, or reduce in scope, its obligations under this contract in the event that the sources of funding to the Department derived through State or Federal grants or contracts is terminated or reduced. This right of immediate termination for loss of funding applies even if Contractor has not been paid for services previously rendered.
- D. Department reserves the right to withdraw any qualified recipient from the program, service, institution, or facility of the Contractor at any time when in the judgment of Department it is in the best interest of Department or the qualified recipient to do so.

16. Advertising and Media Requests

Contractor shall partner with Department in promoting their own services and the services offered by Department. All brochures, announcements, press releases, signage, and other items used to promote services provided through this Contract must acknowledge that Department funds these services. Any requests for interviews with Media shall be reported to the Department prior to the interview taking place.

17. Coordination of Services

Contractor agrees to coordinate its service efforts with other health and human service providers to eliminate unnecessary duplication of services.

18. Client Contributions

- A. Where required by the relevant Program/Service Guidelines or Specifications, Contractor shall provide clients receiving services under this Contract the opportunity to voluntarily and confidentially contribute toward the cost of services they receive. All solicitations to contribute must be approved in advance by Department. Under no circumstances shall any otherwise eligible client be denied service under this Contract because of a failure to contribute toward the cost of the services provided.
- B. Contractor agrees to report to Department all funds contributed by clients and to record and document such contributions consistent with the accounting requirements for other funds received and expended under this Contract.
- C. Contractor agrees that any and all client contributions will be used as provided in the budget contained in Exhibit I or to provide additional services to eligible clients under this Contract in the same manner and at a cost equivalent to other services purchased through this Contract. Contractor further agrees that all funds raised through client contributions that remain unspent at the end of this Contract must be spent in a manner approved by Department or reimbursed to Department.

19. Modifications

Contractor recognizes the right of Department to make reasonable modifications in the programs and services purchased under this Contract. Contractor shall be notified in writing two weeks prior to any such modifications.

20. Contract Renegotiation or Revision

- A. This Contract may be renegotiated in the event of changes required by law, regulations, court action, or inability of either party to perform as committed in this Contract.
- B. This contract may be revised in a written amendment signed by the authorized representatives of both parties.

21. Independent Contractor

Nothing contained in this Contract shall constitute or be construed to create a partnership, joint venture, or employer-employee relationship between Department or its successors or assigns and Contractor or its successors or assigns. In entering into this Contract and in acting in compliance herewith, Contractor is at all times acting and performing as an independent contractor duly authorized to perform the acts required of it hereunder.

22. Subcontracts

Assignment of any portion of the services by subcontract is prohibited except upon prior written approval of Department.

23. Assignment Limitation

This Contract shall be binding upon and inure to the benefit of the parties and their successors and assigns provided, however, that neither party could assign its obligations hereunder without the prior written consent of the other.

24. Resolution of Disputes

Contractor may appeal the decisions of Department in accordance with section 46.036 (7) Wisconsin Statutes.

25. Prohibited Practices

- A. During the period of this Contract, Contractor shall not hire, retain, or utilize for compensation, any member, officer, or employee of the Department of Aging representing Department or any person who to the knowledge of Contractor has a conflict of interest. No employee of the Department on Aging representing Department shall be an officer, member of the Board of Directors, or have a proprietary interest in Contractor's business.
- B. Contractor shall furnish Department with written disclosure of any financial interest, purchase or lease agreements, employment relationship, or professional services/consultant relationship which any of Contractor's employees, officers, board members, stockholders, or members of their immediate family may have with respect to any supplier to Contractor of goods and services under this Contract.
- C. Contractor attests that it is familiar with Milwaukee County's Code of Ethics (Chapter 9 of the General Ordinances of Milwaukee County) which states in part, "No person shall offer or give to any public official or employee, directly or indirectly, and no public official or employee shall solicit or accept from any person, directly or indirectly, anything of value if it could reasonably be expected to influence the public official's or employee's vote, official actions or judgment, or could reasonably be considered as a reward for any official action or inaction or omission by of the public official or employee."
- D. The use or disclosure by any party of any information concerning eligible clients who receive services from Contractor for any purpose not connected with the administration of Contractor's or Department's responsibilities under this Contract is prohibited, except with the informed written consent of the eligible client or the guardian of the client.

26. Certification Regarding Contractor Debarment or Suspension

Contractor certifies to the best of its knowledge and belief, that it and its principals; (1) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; (2) have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, or receiving stolen property; (3) are not presently indicted for or otherwise criminally charged by a governmental entity (Federal, State or local) with commission of any of the offences enumerated in (2) of this certification; and (4) have not within a three-year period preceding this contract had one or more public transactions (Federal, state or local) terminated for cause or default.

By: _____
(Signature of Official Authorized to Sign Contract)

Date: _____

27. Certification Regarding Lobbying

Contractor certifies, to the best of his or her knowledge and belief, that:

- 1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.
- 2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, land, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- 3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

By: _____
(Signature of Official Authorized to Sign Contract)

Date: _____

For: _____
(Name of Grantee)

(Title of Grant Program)

28. Political Activity of Employees

Where applicable, Contractor shall comply with the provisions of the Hatch Act, which limit the political activity of employees who work in federally funded programs.

29. Notices

Notices to Department provided for in this Contract shall be sufficient if sent by certified or registered mail, postage prepaid, and notices to Contractor shall be sufficient if sent by certified or registered mail, postage prepaid, to the respective addresses stated in this Contract or to such other respective addresses as the parties may designate to each other in writing. Contractor agrees, that in conduct of its meetings, it will be guided by Wisconsin Statutes 19.81 et. seq.

30. Health Insurance Portability and Accountability Act of 1996

Department and Contractor agree to comply with the provisions of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and shall undertake any actions needed to protect individually identifiable health information (45 C.F.R. 164.501) as required under current or future HIPAA regulations as determined by the U.S. Department of Health and Human Services and the Wisconsin Department of Health Services.

Department and Contractor agree that changes to the Contract that would be necessary for one or both parties to meet the requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) shall be made upon discussion and execution of a Contract amendment containing the necessary changes. Neither party shall withhold agreement to modifications to the Contract necessary for one or both parties to comply with HIPAA.

31. Contract Content

The entire Contract of the parties, with all attached exhibits and assurances, together with the relevant Program/Service Guidelines or Specifications and Exhibit I as negotiated is contained herein. This Contract supersedes all oral agreements and negotiations and all writings not herein referred to and incorporated. This Contract may be executed in two or more counterparts, each of which shall be deemed as original.

32. Approval

It is expressly understood and agreed that the parties' obligations hereunder are subject to state approval and federal concurrence with this Contract.

Department enters into this Contract as authorized under ss. 59.17 (2) (b) 4, 59.255 (2) (e), and 59.42 (2) (b) 5 Wisconsin Statutes. Contractor enters into this Contract pursuant to and by authority of its Board of Directors at its meeting on _____.

MINIMUM INSURANCE REQUIREMENTS

Insurance. Every contractor and all parties furnishing services or product to **Milwaukee County (Milw. Cty.)** or any of its subsidiary companies must provide Milw. Cty. with evidence of the following minimum insurance requirements. In no way do these minimum requirements limit the liability assumed elsewhere in the contract. All parties shall, at their sole expense, maintain the following insurance:

(1.) Commercial General Liability Insurance including contractual coverage:

The limits of this insurance for bodily injury and property damage Combined shall be at least:

Each Occurrence Limit	\$1,000,000
General Aggregate Limit	\$2,000,000
Products-Completed Operations Limit	\$2,000,000
Personal and Advertising injury Limit	\$1,000,000

(2.) Business Automobile Liability Insurance:

Should the performance of this Agreement involve the use of automobiles, Contractor shall provide comprehensive automobile insurance covering the ownership, operation and maintenance of all owned, non-owned and hired motor vehicles. Contractor shall maintain limits of at least \$1,000,000 per accident for bodily injury and property damage combined.

(3.) Workers' Compensation Insurance:

Such insurance shall provide coverage in amounts not less than the statutory requirements in the state where the work is performed, even if such coverages are elective in that state.

(4.) Employers Liability Insurance:

Such insurance shall provide limits of not less than \$500,000 policy limit.

(5.) Excess/Umbrella Liability Insurance:

Such insurance shall provide additional limits of not less than \$5,000,000 per occurrence in excess of the limits stated in (1.), (2.), and (4.) above.

Additional Requirements:

(6.) Contractor shall require the same minimum insurance requirements, as listed above, of all its contractors, and subcontractors, and these contractors, and subcontractors shall also comply with the additional requirements listed below.

(7.) The insurance specified in (1.), (2.) and (5.) above shall: (a) name Milw. Cty. including its directors, officers, employees and agents as additional insureds by endorsement to the policies, and, (b) provide that such insurance is primary coverage with respect to all insureds and additional insureds.

- (8.) The above insurance coverages may be obtained through any combination of primary and excess or umbrella liability insurance. Milw. Cty. may require higher limits or other types of insurance coverage(s) as necessary and appropriate under the applicable purchase order.
- (9.) Except where prohibited by law, all insurance policies shall contain provisions that the insurance companies waive the rights of recovery or subrogation, by endorsement to the insurance policies, against Milw. Cty., its subsidiaries, its agents, servants, invitees, employees, co-lessees, co-venturers, affiliated companies, contractors, subcontractors, and their insurers.
- (10.) Contractor shall provide certificates evidencing the coverages, limits and provisions specified above on or before the execution of the Agreement and thereafter upon the renewal of any of the policies. Contractor shall require all insurers to provide Milw. Cty. with a thirty (30) day advanced written notice of any cancellation, nonrenewal or material change in any of the policies maintained in accordance with this Agreement. Coverage must be placed with carriers with an A. M. Best rating of A- or better.

Mail to:

Milwaukee County Risk Management
633 W. Wisconsin Ave. Ste. 750
Milwaukee, WI 53203

EXHIBIT I

Milwaukee County Department on Aging
Descriptions of Proposed Programs and Services
Funding Period 1-1-2020 to 12-31-2020

1.0 General Program Information

1.01 Program Title or Type of Service to be Provided: Neighborhood Outreach Program

1.02 Agency Name: Eras Senior Network, Inc.

1.03 Address of Primary Office: 2607 N. Grandview Blvd, Suite 150
Waukesha, WI 53188

1.04 Phone Number (262)549-3348 FAX# _____

1.05 Office Hours M-F 8 am -5 pm E-mail KathyG@ErasWaukesha.org

1.06 Official(s) Authorized by the Board of Directors to Sign Contracts/Reports for the Agency:

Name, Title Kathleen S. Gale, Executive Director Signature 

Name, Title _____ Signature _____

1.07 Staff Contact for the Program: Accounting Contact for the Program

Name, Title Kathy Gale, Executive Director Name, Title Sandi Ammerman

Phone and e-mail (262)522-2400 KathyG@ErasWaukesha.org Phone and
E-mail (262)522-2401 SandiA@ErasWaukesha

1.08 Type of Agency (please check those that apply):

Public _____ Non-profit X Proprietary _____

Minority (owned, directed, or predominantly staffed by minority groups) _____

1.09 Federal ID No. 39-1393171 State Tax Exempt No. 67501

1.10 Type of Request: New _____ Continuation X

1.11 Amount of Department on Aging Request: \$ \$271,232

1.12 Total Agency Budget: \$ \$1.75 million

1.13 Proposed Cost Per Unit of Service: \$ N/A

1.14 Proposed Units to be Provided: N/A

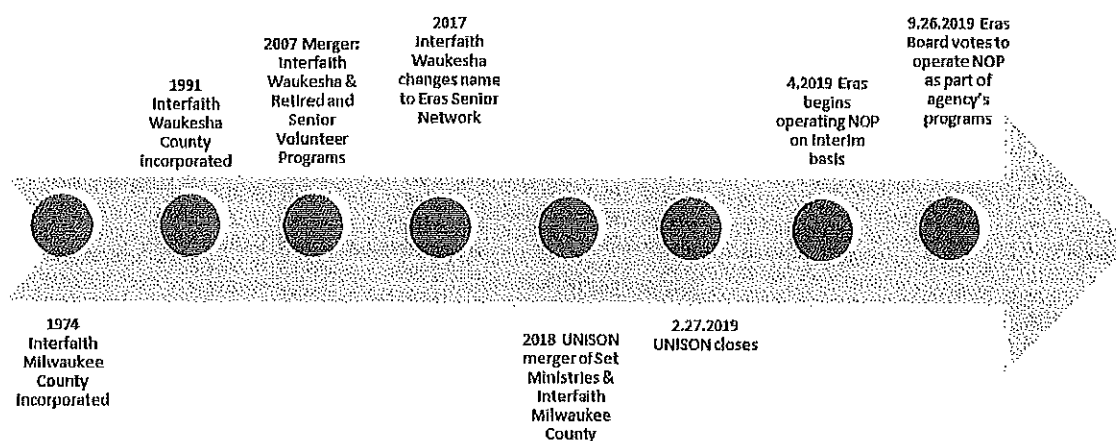
1. Mission and Goals

Mission: The mission of Eras Senior Network, Inc. is to support and engage seniors, adults with disabilities, and family caregivers in leading meaningful lives during every era of their life. We aim to provide support for seniors to help them age in place, and to provide meaningful volunteer opportunities for seniors to stay connected to the community and have purpose as they age.

Goals: Our goals are to support seniors as they age, engage seniors in meaningful volunteer service in schools and nonprofit agencies, and lead system change through collaborative work and community-level advocacy. Direct services for seniors are provided by intergenerational volunteers who are screened and trained by program staff. Services include transportation to access healthcare services and food, socialization, home safety projects, and information for additional community services.

Our primary target population for supportive services includes seniors age 60+ in Milwaukee County and seniors age 60+ and adults age 18+ with disabilities in Waukesha County who lack sufficient income to purchase services, do not qualify for entitlement programs, and lack sufficient family and friends to provide services.

History: Eras Senior Network, Inc. (Eras) is a product of a 2007 merger of two nonprofits (Interfaith Caregiving Network, started in 1991 and the Retired and Senior Volunteer Program (RSVP), incorporated in 1981). The agency, incorporated in 1991 as Interfaith Caregiving Network, was based on the former Interfaith Milwaukee County's Neighborhood Outreach Program's program design.



Agency Name: After the agency's 2007 merger of Interfaith Caregiving Network and RSVP, the agency's name became Interfaith Senior Programs. The program providing services to seniors was renamed Faith in Action, reflecting the national movement of Faith in Action voluntary caregiving services.

In 2017, the Board of Directors changed the agency's name to Eras Senior Network, Inc., reflecting the different times, or eras, in the life of a senior. Seniors experience eras of retirement, volunteer services, needing supporting, being a caregiver.

Eras is also an acronym – **Engage, Relate, Advocate, and Support:**

- Engage:** Through the Retired and Senior Volunteer Program (RSVP) seniors are engaged in service activities through placement as volunteers in schools, nonprofit programs, and government agencies.
- Relate:** Eras coordinates efforts to make connections between the community and seniors.
- Advocate:** Eras is a leading voice for seniors, educating decision-makers and the community about needs such as caregiver support and transportation.
- Support:** Eras provides assistance to seniors and adults with disabilities (NOP, Faith in Action).

Eras operates the following programs:

Faith in Action	Supportive services for Waukesha County seniors, adults with disabilities
RSVP	Placing senior volunteers in Waukesha County school districts to increase students' outcomes in literacy and math
Caregiver Connection	Co-leading a regional collaboration to conduct research and improve systems that support family caregivers of seniors
S.T.O.P. Frauds and Scams	Outreach presentations to raise awareness of frauds and scams aimed at older adults
NOP	Supportive services for Milwaukee County seniors age 60 years and older
Mobility Management	Travel training on public transit, transportation options counseling, driver training

NOP: a program of Eras Senior Network: In March, 2019, representatives from MCDA, United Way of Greater Milwaukee and Waukesha County, and Bader Philanthropies requested that Eras Senior Network consider operating the Milwaukee County Neighborhood Outreach Program following the closure of the previous operating agency on February 27, 2019.

The Eras Board initially agreed to operate NOP on an interim basis for 90 days beginning April 1, 2019 allowing time for due diligence to determine if Eras would continue as the operating agency for NOP. Upon realizing the extent to which the NOP offices and programs were unable

to function due to missing or insufficient technology, lack of client and volunteer information, and withdrawn community financial support, the Board determined that more time was needed to determine if Eras would be able to operate the program long-term. The Board extended the interim period through December 31, 2019, and set a date of September 26, 2019 for a vote to determine the agency's role in running NOP.

The Eras Board voted unanimously on September 26, 2019 to continue operating NOP as part of the agency's program to support seniors. This decision resulted in the agency increasing its service area to include Milwaukee County, as the updated mission and bylaws will reflect by the end of 2019.

Why Eras as Operating Agency: The Eras Board acknowledges that a Waukesha County-based organization is an unlikely choice to run a program that addresses the needs of Milwaukee County's seniors. The three funders listed earlier (MCDA, United Way, Bader Philanthropies) agreed that Eras has a successful history of managing community volunteers, supporting low-income, isolated seniors, managing government contracts, and developing collaborations with faith communities and community groups. This made Eras capable of operating the program. Questions remained regarding the impact that the additional program would have on the existing Eras organization, and whether Eras would be the appropriate organization to operate the program, given that it had no history of providing direct services in Milwaukee County.

The Eras board developed a plan to understand if the agency would be accepted as the operating agency for NOP. Facilitated listening sessions held in June, 2019 reflected the anger and loss experienced by the recent closure of the previous operating agency. Meetings held in August, 2019 with approximately 50 members of the 6 Advisory councils, however, reflected a willingness and eagerness for Eras to continue operating the program.

The most important voices were those of the older adults. A survey was mailed to a list of 4,700 clients that had been provided to Eras by MCDA. Survey results (22% return rate, 950 of 4,700 mailed) indicated that seniors' priorities are a main phone number to request help, local volunteers, transportation for healthcare and nutrition, and socialization services. NOP staff placed phone calls to 900 older adults requesting a call. Clients were most concerned about volunteers still being available in their local neighborhood, and understanding the process for requesting help. Eras documented concern from less than 10 clients regarding a Waukesha County-based organization operating the program. All clients were contacted and assured that services will be available in Milwaukee County, in each client's local area.

NOP Program Design Continues: NOP will continue to provide volunteer-based services to Milwaukee County older adults (60+) to enable them to maintain their independence and safety within their own homes. Direct services include rides to medical appointments, grocery shopping, friendly visiting, lawn care, shoveling, and information and referral. The primary target population is Milwaukee County's older adults, 60 or older. Special emphasis is placed on reaching older adults within underserved populations including those who are low income, isolated and frail, and persons of color.

Although the program design and services will remain the same, the methodology for counting services will be different. The difference in methodology allows Eras to report consistently to funders such as MCDA, and to analyze where types of services are being provided, and where there are gaps in available volunteers.

Differences in Reporting: Numbers of services and clients reported by Eras will be different than numbers reported by the two previous operating agencies.

Units of Service: Services are reported to MCDA using Eras' methodology of counting each service as one unit. This differs from the previous reporting methodology that assigned multiple units and types of service to each single service request. For example, an in-home assessment is reported as 1 service by Eras. Under the previous agency, an in-home assessment for a single client was reported as 3 units of service (1 unit assessment + 1 unit visit + 1 unit information/assistance = 3 units). Services had different numbers of units assigned, according to a document that past NOP employees were given to use in completing data entry for all services.

Reported Services: NOP provides direct services delivered one to one by volunteers (transportation, friendly visiting, help with bills, for example). NOP also provides indirect services to increase awareness of information and socialization (quarterly newsletter, birthday greetings and calls, holiday parties). Indirect services are resuming as of October 1, 2019 and will be included as outreach activities in future reports, but will not be reflected in the number of direct services.

Direct Services	
Older Americans Act Service Number/Service Name	Definition
04 – Chore	Providing assistance with non-continual routine household tasks to people having difficulties with one of more instrumental activities of daily living.
11p – Transportation	Provision of transportation for an ambulatory person from one location to another. Does not include any other activity.
50 – Visiting (Contacts)	Making contact, through either telephone or in-home visits, with a homebound older individual to reduce social isolation, assure their wellbeing and safety, and to provide companionship and social interaction.

Unduplicated Clients: NOP will count unduplicated clients in two groups.

- Direct Services: Older adults receiving ongoing, one on one or small group help from volunteers. Clients receiving direct services will also receive all mailings. (Currently 815)
- Indirect Services: Older adults receiving quarterly newsletters and other mailings. (Currently 3,185) These older adults may become clients receiving Direct Services at any time by contacting the NOP office and requesting help.

The difference in counting clients means that reporting will be different than previous years' reports. Previously, all older adults receiving Direct Services or Indirect Services were considered to be active clients. This resulted in a report of approximately 5,000 unduplicated older adults as NOP clients.

Eras anticipates that NOP will coordinate Direct Services to 1,500 seniors by the end of 2019 and provide Indirect Services to an unduplicated 2,500 seniors by the end of 2019. Under direction of Eras, NOP staff have contacted by phone appropriately 900 seniors from the original list of 4,700 supplied by MCDA. As a result of those calls, returned mail, and request of seniors, an estimated 700 individuals have been inactivated from the NOP client list due to death, moving to nursing homes, or not needing services.

2. Service Delivery Plan

Eras intends to provide the proposed program through the same design that has been used for NOP since 1975. Services will continue to be provided county-wide in Milwaukee County. No special requirements or equipment is needed for the program design. The process is:

- Outreach to seniors in need of help (ongoing, throughout the year)
 - Seniors learn about the program through presentations given by staff and volunteer ambassadors at congregations, senior dining sites, subsidized housing complexes, libraries, and community groups; the agency's website, walk-ins to the program offices, referrals from healthcare professionals, county government departments, volunteers, and most often, satisfied clients of the program.
- Recruitment of NOP volunteers, orientation, training, ongoing communication via monthly newsletter (ongoing, throughout the year)
 - Volunteers are recruited through congregations, community and service groups, schools, and businesses. Volunteers must pass a background check that includes a review of criminal background, sexual offender's lists, review of automobile insurance and driving record, and personal reference.
- Senior's initial contact with NOP for help (self-referral from senior, referral from partner organizations including congregations and MCDA)
- NOP staff intake of client's eligibility for NOP
 - Clients must be 60 years of age or older and live in Milwaukee County
 - All clients must be in need of service as determined by agency staff.
 - Priority must be given to older adults having the greatest economic and social needs as defined by the Older Americans Act.

- NOP staff or trained volunteer conduct in-home assessment to explain NOP, determine if additional services are needed, make referrals as required (timeframe: assessment completed within three weeks)
- NOP staff contact client by phone to review process for requesting services
- Client calls NOP main phone number to request help (one-time, ongoing, seasonal)
 - No requests for activities which violate any provisions of a Department on Aging Contract or Program/Service Guidelines will be accepted
 - Direct supportive services include transportation (door through door with volunteer companion, using volunteer-owned vehicle), help with forms and bills, information and assistance, seasonal outdoor home projects, ongoing volunteer matches for friendly visiting.
- Client calls NOP main phone number for referrals to services not coordinated by NOP, staff provides contact information and/or makes direct referral to partner organizations
 - Telephone reassurance has been transitioned to Vital Voices, for example.
- NOP staff and office volunteers match each request with NOP volunteers
- Service occurs
 - Services will be terminated when the initial request for service has been satisfactorily met, when agency staff determines there is no longer a need for service or when the need is met through some other source
- Service delivery follow-up
 - NOP volunteer reports hours of service provided through website portal, phone, mailed form
 - NOP staff are available to clients and volunteers for any challenges or issues that arise (healthcare appointment cancelled or rescheduled by clinic, for example)
- Client receives quarterly newsletter with donation envelopes
 - Eras offers all clients the opportunity to contribute towards the cost of NOP services. A sample donation letter is included as Appendix 7. Services are provided regardless of an older adult's ability to provide contributions. Information about client donations is segregated from program staff to ensure that there is no bias on the basis of a client's donations. Donations from clients are reported in aggregate to the agency's finance committee and board of directors, and included as an annual sum in the agency's financial report and annual report. Client names are not included in any reports unless a client has requested to be included.
 - Clients receiving information about contributing to support NOP during in-home assessments. All clients receive addressed envelopes to send donations. Envelopes are provided during in-home assessments, in quarterly newsletters, and an end of year appeal. Volunteers are provided with envelopes to either give to clients at their request, or forward clients' donations to the Eras office.
 - All contributions are used to provide additional NOP services in Milwaukee County.
- Reassessment occurs as needed, reflecting client's change in health
- Annual satisfaction and outcome survey mailed to all active clients with addressed stamped envelope
- Volunteer recognition events held

NOP addresses provision of social services to clients by assessing each client's level of need and matching their needs to available community volunteers. Volunteers provide door through door transportation and companionship for healthcare services, deliver groceries and food pantry stock boxes, assist clients with forms and bills, provide seasonal outdoor home projects, and provide social visits. Clients may request help for one appointment at a time (healthcare) or for ongoing services (weekly grocery shopping, for example).

Interim NOP services were determined by analyzing past services and understanding what current clients wanted. Specific information was taken from 2018 NOP reports submitted to MCDA and results from the mailed survey to the NOP client list of 4,700 individuals. Most-needed services were transportation for healthcare appointments, nutrition (grocery stores, food pantries, meal sites, stock boxes), and basic needs (hair appointments, housing assistance, social security and other benefits). Additional interim services include seasonal outdoor home projects in spring and fall. All NOP volunteers previously matched to a client for ongoing services (help with bills, delivery groceries, for example) were asked to continue providing that support.

Eras took the following steps to continue these services and coordinate neighborhood connections:

- engaging the previous NOP volunteers
- activating a phone number for clients to call for help (previous phone numbers were no longer in operation)
- developed a system of google spreadsheets to document requests, transitioned to more secure Microsoft Office 365 Excel spreadsheets
- hiring NOP staff to directly work with clients and volunteers.

When Eras began operating NOP on April 1, 2019, computerized files (client records, volunteer records, donation information, financial records) were unavailable, due to the closure of Unison and the subsequent bankruptcy filing. Eras staff utilized a Portable Document File format (PDF) of clients reported to MCDA by Unison to design the spreadsheet system and begin providing services.

Former NOP staff shared with Eras whatever spreadsheets with NOP volunteer information that was available prior to their dismissal in February, 2019. These spreadsheets were used to begin contacting NOP volunteers. Beginning November, 2019, Eras will transition the NOP process to the agency's online relational database NewOrg. This will allow all NOP staff to more efficiently assist clients and match volunteers. NewOrg will store client file information, and allow NOP staff to view each client's individual needs and service history when matching service requests to volunteers.

NOP assesses each client's needs with a verbally administered survey to identify deficits in Instrumental Activities of Daily Living (IADLs). "Instrumental activities of daily living (IADLs) are not necessary for fundamental functioning, but they let an individual live independently in a community" (Williams, Cynthia (2011). CURRENT Diagnosis & Treatment in Family Medicine, Chapter 39. Healthy Aging & Assessing Older Adults. New York, NY:

McGraw-Hill). IADLs addressed by NOP include transportation, shopping for groceries and necessities, communication to receive information and referrals for paid services, and chore services to maintain their home. The number of services provided to NOP clients reflects the numbers of IADL deficiencies and the frequency that the service is needed.

NOP helps Milwaukee County's older adults by addressing Instrumental Activities of Daily Living through a design of five building blocks. NOP was one of the first programs in the United States to develop a program design of (1) interfaith, (2) volunteer, (3) focus on caregiving, (4) provide assistance in the care receiver's home, and (5) serve individuals who have long-term healthcare needs. The program design of 5 building blocks was adopted by the Robert Wood Johnson Foundation in the early 1990s and used as a model for more than 600 similar programs throughout the country. Today those programs are called Interfaith, Faith in Action, Volunteer Caregivers, and other versions of these terms, but all still rely on the 5 building blocks.

The Neighborhood Outreach Program is part of Milwaukee County's continuum of care that helps older adults (age 60+) to receive help with transportation, healthcare, nutrition, and safety, allowing them to remain independent in their homes of choice. NOP focuses on developing a one to one connection with each client, recognizing that each client's situation is different and can change rapidly due to health conditions. Program staff spend the majority of their time providing support to clients who are confused, anxious, dealing with chronic pain, or frightened about their health conditions.

The program design is meant to empower each older adult to determine their needs. The philosophy of providing services at no charge while encouraging donations allows clients to meet their needs without threat of discontinuing services for nonpayment. This is key to serving the client population as the seniors in this program are living on fixed incomes, and must choose between paying for increasing healthcare costs, utilities and housing, and basic needs. The program design addresses this issue and allows members of the community served to meet their needs, regardless of whether they need one type of service (transportation) or multiple services (transportation, grocery shopping, home project help, nonmedical respite care). Encouraging donations addresses the need for each older adult to retain dignity by giving what they can afford to give, therefore encouraging the seniors to ask for what they need without feeling that they are simply accepting charity.

Neighborhoods of Connection: NOP relies on coordination with religious congregations throughout all of Milwaukee County. The events of 2017 and 2018, including a merger and subsequent 2019 closure of the operating agency for NOP, resulted in congregations and community groups halting financial support and coordination with NOP. Success of NOP is dependent on the re-engagement of these partners through ongoing communication (program results, financial information) and relationship-building through regular meetings with advisory councils and congregation members.

Eras understands the need for these activities and brings experience managing similar partnerships. Eras' initial structure was based on the model of the successful Milwaukee County Interfaith Older Adult programs, so the first Board of Directors determined that "Interfaith"

encompassed the support, partnerships, and model successfully. In 2015, the Eras Board of Directors determined that the agency's growth has made it necessary to develop a new name and brand that honors the history with congregations, but is broader and more inclusive of all partnerships and support.

Two fulltime Milwaukee County Community Outreach Managers will connect with congregations to hold one on one meetings with clergy and key staff members, meetings with key congregational volunteers, provide presentations to congregations and groups, attend outreach and health fairs at congregations, provide outreach and volunteer information for bulletins, newsletters, and bulletin boards. NOP will ask current volunteers to advocate for NOP at their home congregations to re-develop the connection between congregations and NOP.

Community Outreach Managers will also connect with local service clubs and community groups, beginning with those who have previously supported NOP. These efforts, and the efforts with congregations, will lead to resumed and new financial support for NOP and volunteer recruitment for NOP in areas that are underserved.

Outreach to older adults: Congregations and community groups are key in improving the quality of life for older adults by providing outreach opportunities for NOP. This includes inviting NOP to be part of local senior commissions, present information to senior groups and clubs, include NOP in outreach and health fairs, and provide both formal and informal referrals to NOP. Local neighborhood groups and congregations will provide the credibility needed for NOP to be a program that seniors feel comfortable calling for help.

Clients are generated through community outreach efforts including presentations at congregations and faith communities, senior housing sites, senior centers, health fairs, meetings for civic groups, community events, as well as educational and collaborative meetings with area clergy members. Other outreach is done through newsletters, flyers in public spaces, church bulletins, and relationship building with key members of the community, encouraging referrals from hospitals, clinics, other organizations and MCDA, media publicity, family, and neighbors.

Eras aims to reengage neighborhood and community leaders who have direct understanding of the needs of seniors with the greatest economic and social need, including those who are isolated due to language or culture. Eras acknowledges that these connections are key to developing and managing a feeling that NOP is a local, neighborhood-based program, not a centralized, cold, call-center type of program. Technology is an efficient and effective tool for program delivery, but it will not and cannot take the place of relationships in neighborhoods, specifically with seniors who put their trust in the agency and NOP. For example, the Eras board will fill the 4 open spots on the Board with Milwaukee County leaders, and work toward a board composition that reflects the diversity, needs, and skills of both Milwaukee County and Waukesha County. Eras leadership and NOP leadership will continue to work with the six Advisory Councils to understand how the agency and the councils can plan for the ongoing success of NOP, including identification of seniors in need, volunteer recruitment, financial and inkind support, and development of new partnerships.

New outreach plans needed: Eras notes that there are underserved neighborhoods in NOP. Analysis of previous reports submitted to MCDA and United Way indicate that these neighborhoods were underserved by the previous operating agency as well. The specific neighborhoods include Granville, Sherman Park, and Central City. A different outreach approach will be required to increase services in these areas. Eras has submitted a funding application to Bader Philanthropies to hire two additional community outreach managers to assist in developing networks and partnerships to understand how NOP can be the most effective for the older adults in these areas. We hope to begin this process in February, 2020.

3. Staffing Plan

Employees are recruited through in-person and online recruitment methods. Candidates are encouraged to apply, regardless of race, ethnicities, faith beliefs, incomes, disabilities, gender, and sexual orientation. Candidates age 45 years and older are encouraged to apply for positions. Disabilities, including age-related disabilities, are accommodated for successful candidates (ergonomic keyboards, flexible work schedules, for example).

All positions with Eras comply with the County Board Resolution File No 01-386 of a “living wage” of \$9.69 per hour. The agency’s minimum hourly wage is currently \$12.00 per hour for the Program Assistant positions. Ranges for compensation are determined by review of nonprofit wage surveys released by MRA and Guidestar.

All full-time employees of Eras are offered the same family supportive benefits, including medical insurance. The agency pays 100% of a high-deductible plan single premium for a single policy or the first \$500 for employees taking family coverage in the high-deductible plan. Employees may choose a PPO plan and pay the difference in a higher premium. Employer-paid life insurance and long-term disability insurance is also offered to all fulltime employees. Additional benefits (vision, dental, short-term disability) are available with employees paying premiums.

Orientation is conducted for all new employees. Orientation includes spending a full day with agency leadership (Executive Director, Associate Director, Development Director, Volunteer Coordinators) to understand the expectations for all agency employees (culture, values, compliance, ethics, for example).

Training (1 – 2 weeks) for specific positions includes shadowing similar positions to see process in action, training in relevant technology programs, staff meeting attendance, and learning methods for NOP. Ongoing training opportunities for all staff include in-service meetings with partners (MCDA staff presentations, legal aid presentations, partner service providers), webinars on senior-related topics, team members’ presentations after attending conferences and seminars.

Employees with certifications (Certified Public Account, Licensed Social Worker) are allowed to use work time to attend required continuing education sessions. These employees share learnings with other employees during staff meetings.

Quarterly meetings are held with all employees of Eras Senior Networks. NOP staff hold weekly meetings with staff attending either in-person or through a virtual connection (Zoom or conference call) to discuss clients' needs, volunteer recruitment needs, technology challenges, and NOP processes.

Direct service staff are supervised by three fulltime Program Managers and a fulltime Program Director. Program Managers are stationed at the NOP offices to oversee daily coordination of services, including intake of new clients, intake and triage of service requests, matching of requests to NOP volunteers.

Older Adult Volunteers: Older adults are encouraged to volunteer in NOP and all programs of Eras Senior Network. Recruitment activities include outreach to retiree groups such as United Way Retire United, retired teacher groups, congregations, and other community groups. Service activities are designed to be flexible, allowing older adults to volunteer when, where, and as frequently as they desire. Orientation and specific training sessions help older adults to develop new skills as volunteers, and increase their confidence and leadership in appropriate activities (ambassadors for recruitment, presenters for frauds and scams awareness, for example).

4. Accessibility

NOP Offices: Program services are coordinated in four locations in Milwaukee County. The NOP offices are accessed by employees and volunteers. All offices have elevators, ramps, accessible doorways as needed for individuals with mobility needs. Program offices are staffed from 8 a.m. to 5 p.m., Monday through Friday.

Services Provided: Services are coordinated 7 days each week according to clients' needs. NOP will inform clients of availability of services during weather related emergencies through local television news programs. Program services are provided in locations throughout Milwaukee County dependent on the needs of clients. Volunteers are provided with organization handicap parking permits to ensure that clients can be as close to entry areas as possible. Volunteers provide transportation to the destinations requested by seniors, including crossing municipal borders to access services for healthcare as needed.

NOP employs one bilingual Spanish employee to assist with limited English proficient clients and is recruiting for a second bilingual Spanish employee. Eras utilizes a language line through a paid service to access interpreters for other languages.

NOP services are designed to reflect the needs of each senior. This means that volunteers will go to the homes of socially isolated seniors to pick them up for appointments, or bring groceries to them. Socialization is a component of all services. The one to one connection means that seniors who have cultural or linguistic factors to be addressed can be helped by a volunteer whose attention is solely paid to that senior's needs. Volunteers can also be recruited to help address individual challenges, including language barriers and cultural needs. The client's in-home assessment helps to identify each senior's needs so an appropriate volunteer is found, and the NOP staff can effectively communicate with each senior.

Seniors who do not reside in Milwaukee County will be referred to organizations in their community for help (Waukesha County Faith in Action program, Washington County Interfaith, Ozaukee County Interfaith, for example).

5. Experience

Eras has operated NOP since April 1, 2019, with services for older adults resumed May 5, 2019. Interim services include transportation, seasonal and outdoor home projects, information and assistance, and resuming any previously-matched volunteer-client services.

Between May 5, 2019 – August 31, 2019, a total of 4,700 seniors were served. An unduplicated 815 seniors received a total of 7,888 services, including 7,435 rides and 453 other services (senior companions, help with forms and bills, outdoor home projects). 471 volunteers have provided services. An additional 3,884 seniors received communication, including a mailed survey and postage-paid return envelope, and a letter with information about available services and the new phone number. Quarterly informational newsletters will resume November 1, 2019.

Number of Unduplicated Clients served by Volunteers 5.2.19 – 8.31.19	Monthly Income	Annual Income
148	\$833	\$0 to \$9,999
194	\$1250	\$10,000 to \$14,999
272	\$2083	\$15,000 to \$24,999
96	\$3083	\$25,000 to \$36,999
25	\$4167	\$37,000 to \$49,999
10	\$6250	\$50,000 to \$74,999
5	\$6250+	\$75,000 or more
65		Unknown
815	TOTAL	

Number of Unduplicated Clients 5.2.19 – 8.31.19	Race/Ethnicity
52	African American/Black
2	Asian
717	Caucasian/White
16	Hispanic or Latino
1	Middle Eastern
3	Native American
4	Other
1	Serbian
19	Unknown
815	

Similar Experience: Eras has coordinated supportive services for Waukesha County seniors and adults with disabilities since 1991. Annually, the organization provides approximately 7,500 Faith in Action services to 900 seniors and adults with disabilities with a volunteer corps of 1,200 intergenerational volunteers. The agency also places 450 older adults as volunteers through the agency's Retired and Senior Volunteer Program of Waukesha County.

Eras has experience managing government contracts. Approximately 40% (\$460,875 of \$1,072,000) of the agency's 2018 audited revenue represents government contracts. This reflects a successful ability to manage the financial requirements, including sufficient reserves to manage cash flow for a 45 to 90 day waiting period for reimbursements. This also reflects a successful track record of managing client information and records in compliance with contracts.

Applicant Eras Senior Network, Inc.
 Neighborhood Outreach Services Application: Section II Program Summary Narrative
 10/1/2019

Community Development Block Grant of Waukesha County
 Kristin Silva, CDBG Manager
 (262) 896-3370
ksilva@waukeeshacounty.gov

Corporation for National and Community Service
 Michael Lavery and Sara Albright
WI@CNS.gov

State of Wisconsin, Department of Health Services, Division of Public Health
 Laura M. Langer
 (608) 267-9097 Direct
laura.langer@dhs.wisconsin.gov

Federal Transportation Administration, Section 5310 Mobility Management
 John Rodgers, Senior Manager Grants Compliance, Milwaukee County Department of
 Transportation, 414-257-5968, John.Rodgers@milwaukeecountywi.gov

Eras has submitted 2019 MCDA reports on time, including program service statistics, financial reporting, and service commission reports.

Program Organization Contacts	Executive Director Kathy Gale 262-522-2400 KathyG@ErasWaukesha.org	Associate Director Sandi Ammerman 262-522-2401 SandiA@ErasWaukesha.org	NOP Director Judith Amorsen 262-522-2411 Judith.A@ErasWaukesha.org
Responsible for overall administration of the program	X		
Authorized to sign for the agency and the program	X		
Authorized to receive checks for the program		X	
Responsible for fiscal and budgetary matters		X	
Responsible for data reporting and monthly reporting forms	X	X	
Responsible for handling chief complaints	X		
Responsible for daily operations			X

Board of Directors: The Eras Board of Directors meets seven times each year. Committee meetings (board governance, finance, program, Advisory Council, strategic planning) meet during the alternate months. A roster of the board is included with this application as Appendix 3. Form 7.0 is also included. The current Board reflects the Waukesha County's demographic diversity, including age, race, ethnicity, and geography. The Board will be filling four open positions with individuals from Milwaukee County, specifically aiming to increase the composition of diversity in race and ethnicity.

6. Administrative Ability

NOP does not require special certifications or licenses.

Eras has sufficient insurance (commercial general liability, automobile/hired liability, umbrella liability, workers compensation and employers' liability) as required by MCDA. These policies will be renewed for 2020 upon successful application notice.

The independent audit firm conducting our annual audit has not reported areas requiring resolution in our most recent independent financial audit. We have not had a Department on Aging program assessment.

The agency's financial management system is an accrual basis accounting system and adheres to all generally accepted accounting practices. The Associate Director oversees budgets, payroll and expense reimbursement, bill paying, and bookkeeping, providing monthly reports to the Executive Director and Board Treasurer for review. An inventory system is utilized to track capital assets including equipment and supplies. Board-approved policies are in place for separation of day to day financial procedures to ensure adequate control of all processes. All checks are signed by both the Executive Director and a Board Director. Revenue is logged daily by two staff members. Bank deposits of \$500 or more are made daily. Smaller daily revenues are kept locked in an internal lock box and deposited when the combined total reaches \$500. All donations are acknowledged within two weeks of receipt. Bank accounts are reconciled by the Accounting Assistant on a monthly basis and reviewed by the Associate Director and Board Treasurer. The Executive Director reviews all bank activity online including deposits and checks on a quarterly basis.

Eras has received an unqualified financial audit report with no management findings since 2004. The agency has a whistle-blower policy in place that encourages reporting of fraud or waste with a guarantee of no retaliation. Data reports are reviewed for accuracy in data entry. Board-approved operation and financial management policies and procedures are in place to provide governance and manage risk. All purchases are approved in writing in advance of purchases or ordering of items. Approved purchase requests are paired with documentation from purchases for accounting records. The Executive Director is responsible for management of personnel, including application of personnel policies that are reviewed every two years by the board of directors. All staff has job descriptions, and has an annual review with an immediate supervisor. The agency travel policy is applicable to all employees and includes adherence to IRS regulations of allowable expenses for mileage, monthly mileage reports reviewed by the employee's direct supervisor and sponsor agency Executive Director, with allowable reimbursement made through the payroll direct deposit process.

7. Program Outcomes and Quality Assurance

Program Outcomes: Outcomes will be measured through analysis of surveys. Surveys and postage-paid return envelopes will be mailed to all active clients (having received at least one completed service in the preceding twelve months). We aim for a return rate of 33% to provide a statistically valid sample. At the conclusion of the survey and data tabulation the results will be reported directly to MCDA contract staff.

Outcome #1 (MCDA required outcome): Number and percentage of older adults that have an increased opportunity for services that allow them to remain independent within the community and increased social inclusion.

Outcome #2- “Older adults will increase their independence” with the indicator “# and % of those who expressed their needs.” The program helps older adults increase their independence by providing volunteer transportation rides to medical appointments, grocery stores and pharmacies, minor home chores, shopping for clients, and help with paperwork.

Outcome #3 – “Older adults will increase their social inclusion” with the indicator “# and % of older adults who felt supported”. NOP provides volunteer friendly visitors to connect with isolated, lonely older adults. In addition, the volunteers who provide all of the above-mentioned services for older adults (especially transportation rides) are not just providing those services, they are also building relationships with older adult clients. All of these examples help older adults feel more supported and socially connected to the community.

Surveys provide an opportunity for NOP clients, especially low income and minority persons, to provide information that is communicated to the Board of Directors for policy decisions regarding the services provided to older adults. NOP staff will interview clients over the phone or in person if clients are unable to complete a survey in writing.

Required records: Records are maintained according to the agency’s documentation retention policy. Digital storage of records is used whenever possible to increase security and maximum resources and efficiency. Paper records (invoices, receipts, client assessments with signatures, for example) are scanned and stored in appropriate files and folders within the agency’s secure server.

NOP service information is stored in an online relational database called NewOrg. NewOrg stores information about clients, volunteers, and donations, allowing for a single record for each individual. Our tracking database is able to produce reports based upon desired information, allowing us to comply with all MCDA reports. We are able to track the unduplicated individuals served by city/village, with the services provided, the dates of service, and demographic information for each client such as income, race, gender, age, etc.

A survey and postage-paid return envelope is mailed to all active clients (having received at least one service in the previous 12 months) every year in quarter 1 (January – March). The survey is a tool developed by United Way of Greater Milwaukee and Waukesha County. Results inform success in achieving outcomes.

The enclosed client grievance form and a postage-paid return envelope is distributed to all clients during the initial in-home assessment. The assessor explains the purpose of the form and the process for its use. All clients are also informed that both the NOP Director and the Eras Executive Director are available to speak to regarding any concerns or grievances. All grievances are documented in writing and reported to the Executive Director, including communication, dates, and the resolution of the grievance.

8. Coordination Activities

The program design for NOP relies on community collaborations. Partnerships with congregations and community organizations help NOP to recruit volunteers, secure financial support, and most importantly reach older adults who need assistance. Representatives from partner congregations and community groups serve on seven advisory councils, representing the needs of their organizations to NOP and helping NOP to meet its goals. Advisory councils also provide direct services to older adults through social engagement events including holiday parties, football parties, seasonal holiday visits, and other fellowship events.

NOP collaborates with the nonprofit agency Social Development Commission (SDC) to assign senior companions to older adults who need a higher level of service than episodic volunteer activities. SDC's Senior Companion Program provides companions to visit older adults and provide companionship and friendship, light housework assistance, and give respite to an older adult's caregivers. Senior Companions receive a stipend from SDC and are required to provide at least 20 hours per week of service.

Schools, including the University of Wisconsin-Milwaukee, recruit college volunteers for projects throughout the year, including: grass cutting, snow removal, fall and spring yard clean up.

Currently Eras does not provide other services to seniors in Milwaukee County. Eras does coordinate NOP services with other programs in Milwaukee county:

Coordination Activities						
Program	Display program's newsletters and brochures at NOP offices	Include program shared with NOP clients	Attend program public meetings and programs	Program staff provide information to NOP staff	Program staff information included in volunteer newsletters	Program refers older adults to NOP
MCDA	X	X				X
Senior Centers	X	X	X			X
Congregations			X			X
Universities and colleges						
Nonprofit service providers	X	X	X	X	X	X
For-profit service providers	X	As sponsors		X		X
SDC -- Senior Companions	X	X		X		X

Information about benefits under other programs (energy assistance, food pantries, Medicare SHIP, for example) is provided and explained during in-home assessments. The quarterly newsletter mailed to all clients also includes information about benefits available to older adults. NOP staff assist clients by making telephone referrals on their behalf, giving clients appropriate contact information for benefits and programs, and helping clients to complete applications as requested.

Older Adults in Danger: All agency employees receiving training in communicating conditions or circumstances regarding older persons in immediate danger. Staff are trained to report information as communicated by NOP volunteers regarding older persons. Eras attends meetings of the Milwaukee County Interdisciplinary Team to have strong connections to Milwaukee County's Adult Protective Services professionals.

NOP staff will work directly with Milwaukee organizations to assist clients who are not United States Citizens to obtain citizenship. Those agencies include Catholic Charities, Legal Aid, and Voces de la Frontera.

Emergency Preparedness: Eras and NOP are prepared to participate in the development and implementation of the coordinated emergency preparedness plan at the direction of the Milwaukee County Department on Aging.

9. Budget Justification

Forms 4.0 are included as required.

3.0 Program Staffing Information - Positions Funded by Department on Aging, Match, or Other Resources

A. Position Title	Name	B. % Full Time Equivalent	C. Salary and/or Wage Subtotal \$	D. Fringe Subtotal \$	E. Total All (C & D)	F. Staff Demographics (Check all that apply)						
						Female	Minority	Disabled	Age 45 - 54	Age 55 - 64	Age 65 - 74	Age 75+
Program Manager	Sophia	1	45760	10420	56180	X						
Program Manager*	Christina	1	45760	10420	56180	X	X					
Program Coordinator*.5	Suzy	0.725	26520	6039	32559	X						
Program Coordinator	Chana	1	35360	8051	43411	X	X		X			
Program Coordinator *.4	Mary	1	37440	8525	45965	X				X		
Program Coordinator*	Betty	0.5	17680	4026	21706	X	X				X	
Program Coordinator	Open	1	35360	8051	43411							
Program Coordinator*	Vicki	1	36400	8288	44688	X						
Outreach Manager	Tom	1	45760	10420	56180				X	X		
Outreach Manager*	Open	1	45760	10420	56180							
Program Assistant	Merle	0.5	12480	2842	15322	X						
Program Assistant*	Marilee	0.5	12480	2842	15322	X						
Volunteer Coordinator*.67	Becky	1	39520	8999	48519	X					X	
Compliance Coordinator	Open	0.25	10400	2368	12768						X	
Program Director	Judith	0.5	29120	6631	35751	X						
Total: (Each Category)			\$ 475,800.00	\$ 108,342.00	\$ 584,142.00							

Note: Total wage and fringe for all staff positions (Column E of 3.0 of Program Staffing Information) should match the total wage and fringe on Column 6 of the 4.0 Budget Summary, Personnel Subtotal.

* allocated to MCDA Funding

Itemize below percentage of agency fringe benefit costs:

FICA	7.65%
Pension	N/A
Workers comp	0.49%
Unemployment comp	1.10%
Disability insurance	N/A
Health insurance	13.08%
Life insurance	0.45%
Other (specified)	

3.1 Program Staffing Information: Wages and Benefits Please list each individual separately, using as many copies of this form as needed

Position Title	Hours Per Week	Annual Salary	Hourly Wage Rate	Fringe Benefit Category	Check if Employer Pays Fringe Benefit	County of Residence
Program Manager	40	45,760	22.00	Health Insurance Dental Insurance Life Insurance	X X	
Program Manager	40	45,760	22.00	Health Insurance Dental Insurance Life Insurance	X X	
Outreach Manager	40	45,760	22.00	Health Insurance Dental Insurance Life Insurance	other coverage X	
Outreach Manager	40	45,760	22.00	Health Insurance Dental Insurance Life Insurance	X X	
Program Coordinator	29	26,520	17.00	Health Insurance Dental Insurance Life Insurance	X X	
Program Coordinator	40	35,360	17.00	Health Insurance Dental Insurance Life Insurance	X X	
Program Coordinator	40	37,440	18.00	Health Insurance Dental Insurance Life Insurance	X X	
Program Coordinator	20	17,680	17.00	Health Insurance Dental Insurance Life Insurance	N/A X	
Program Coordinator	40	35,360	17.00	Health Insurance Dental Insurance Life Insurance	X X	

3.2 Direct Service Staff Turnover and Vacancy

2019 Service Provider:

	I	II	III	IV	V	VI
	Number of Direct Service Staff employed in contract on January 1, 2019	Number of staff listed in Column I who remained employed on July 1, 2019	Number of new employees replacing staff listed in Column I by July 1, 2019	Percent of Column I employees replaced by July 1, 2019 (Column III divided by Column I)	Staff listed in Column I whose positions were vacant on July 1, 2019	Percent of Column I positions vacant on July 1, 2019 (Column V divided by Column I)
Title of Program or Service Contract (Department on Aging)						
Example: Transportation	10	7	2	20%	1	10%
N/A						

Note:

Direct Service Staff are defined as persons employed under the contract whose job routinely brings them into contact with clients, either in person or over the telephone.

4.0 Program Budget Summary

Provider Name Eras Senior Network, Inc.

Contract Period January 2020-December 2020

Program/Service Neighborhood Outreach Program

BCA

ITEM	1. BCA Department on Aging Request	2 Non-Federal Match (10% of Program Costs) Cash	3 In-Kind	4 Anticipated Program Revenue	5 All Other Program Resources	6 Program Total
1. PERSONNEL						
A. Wages & Salaries	95,596					95,596
B. Fringe (22.77%)	21,767		0	0		21,767
C. Other (Describe)						0
SUBTOTAL	117,363	0	0	0	0	117,363
2. TRAVEL EXPENSES						
A. Local						0
B. Out of Town						0
SUBTOTAL	0	0	0	0	0	0
3. FACILITIES EXPENSE						
A. Rent						0
B. Utilities						0
C. Other (Describe)						0
SUBTOTAL	0	0	0	0	0	0
4. OPERATING EXPENSES						
A. Office Supplies						0
B. Consumable Supplies/Printing						0
C. Telephone						0
D. Postage						0
E. Equipment						0
F. Other (Technology)	1,336	300				1,636
SUBTOTAL	1,336	300	0	0	0	1,636
5. MISCELLANEOUS						
A. Office Supplies						0
B. Consultant Fees						0
C. Audit						0
D. Other (Vol Exp, Prog Exp, Bus. Ins.,)						0
SUBTOTAL	0	0	0	0	0	0
6. INDIRECT COSTS						
A. Indirect Costs (Form 4.1)		12,889				12,889
B. Other (Describe)						0
SUBTOTAL	0	12,889	0	0	0	12,889
7. COLUMN TOTAL FOR ALL COSTS	118,699	13,189	0	0	0	131,888
8. TOTAL NON-FEDERAL						
9. PROFIT FACTOR						

*Provide source of Non-Federal Cash match or description of In-Kind Match:

Source of Non-Federal cash match is United Way.

** Indirect costs must be reported by agencies that provide more than one program, service, or activity.

Form 4.1 must be completed, describing specific indirect costs and the plan for allocating those costs.

4.0 Program Budget Summary

Provider Name Eras Senior Network, Inc.

Contract Period January 2020-December 2020
Program/Service Neighborhood Outreach Program

Title IIB

ITEM	1. Title IIB	2	3	4	5	6
	Department on Aging Request	Non-Federal Match (10% of Program Costs) Cash	In-Kind	Anticipated Program Revenue	All Other Program Resources	Program Total
1. PERSONNEL						
A. Wages & Salaries	95,201					95,201
B. Fringe (22.77%)	21,677		0	0		21,677
C. Other (Describe)						0
SUBTOTAL	116,878	0	0	0	0	116,878
2. TRAVEL EXPENSES						
A. Local						0
B. Out of Town						0
SUBTOTAL	0	0	0	0	0	0
3. FACILITIES EXPENSE						
A. Rent						0
B. Utilities						0
C. Other (Describe)						0
SUBTOTAL	0	0	0	0	0	0
4. OPERATING EXPENSES						
A. Office Supplies						0
B. Consumable Supplies/Printing						0
C. Telephone						0
D. Postage						0
E. Equipment						0
F. Other (Technology)	4,527					4,527
SUBTOTAL	4,527	0	0	0	0	4,527
5. MISCELLANEOUS						
A. Office Supplies						0
B. Consultant Fees						0
C. Audit						0
D. Other (Vol Exp, Prog Exp, Bus. Ins.)						0
SUBTOTAL	0	0	0	0	0	0
6. INDIRECT COSTS						
A. Indirect Costs (Form 4.1)		13,490				13,490
B. Other (Describe)						0
SUBTOTAL	0	13,490	0	0	0	13,490
7. COLUMN TOTAL FOR ALL COSTS	121,405	13,490	0	0	0	134,895
8. TOTAL NON-FEDERAL						
9. PROFIT FACTOR						

* Provide source of Non-Federal Cash match or description of In-Kind Match:

Source of Non-Federal cash match is United Way.

** Indirect costs must be reported by agencies that provide more than one program, service, or activity.

Form 4.1 must be completed, describing specific indirect costs and the plan for allocating those costs.

4.0 Program Budget Summary

Provider Name Eras Senior Network, Inc.

Contract Period January 2020-December 2020

Program/Service Neighborhood Outreach Program

ITEM	1. SCSP Department on Aging Request	2 Non-Federal Match (10% of Program Costs) Cash	3 In-Kind	4 Anticipated Program Revenue	5 All Other Program Resources	6 Program Total
1. PERSONNEL						
A. Wages & Salaries	21,996				263,006	285,002
B. Fringe (22.77%)	5,008		0	0	59,890	64,898
C. Other (Describe)						0
SUBTOTAL	27,004	0	0	0	322,896	349,900
2. TRAVEL EXPENSES						
A. Local					6,000	6,000
B. Out of Town					0	0
SUBTOTAL	0	0	0	0	6,000	6,000
3. FACILITIES EXPENSE						
A. Rent					3,120	3,120
B. Utilities					0	0
C. Other (Describe)					0	0
SUBTOTAL	0	0	0	0	3,120	3,120
4. OPERATING EXPENSES						
A. Office Supplies					5,460	5,460
B. Consumable Supplies/Printing					17,550	17,550
C. Telephone					5,269	5,269
D. Postage					27,255	27,255
E. Equipment					2,500	2,500
F. Other (Technology)	4,124	3,459			10,937	18,520
SUBTOTAL	4,124	3,459	0	0	68,971	76,554
5. MISCELLANEOUS						
A. Office Supplies						0
B. Consultant Fees					32,124	32,124
C. Audit					1,500	1,500
D. Other (Vol Exp, Prog Exp, Bus. Ins.,)					27,664	27,664
SUBTOTAL	0	0	0	0	61,288	61,288
6. INDIRECT COSTS						
A. Indirect Costs (Form 4.1)						0
B. Other (Describe)						0
SUBTOTAL	0	0	0	0	0	0
7. COLUMN TOTAL, FOR ALL COSTS	31,128	3,459	0	0	462,275	496,862
8. TOTAL NON-FEDERAL						
9. PROFIT FACTOR						

*Provide source of Non-Federal Cash match or description of In-Kind Match:

Source of Non-Federal cash match is United Way.

** Indirect costs must be reported by agencies that provide more than one program, service, or activity.

Form 4.1 must be completed, describing specific indirect costs and the plan for allocating those costs.

4.0 Program Budget Summary

Provider Name Eras Senior Network, Inc.

Contract Period January 2020-December 2020
Program/Service Neighborhood Outreach Program

ITEM	1 Department on Aging Request	2 Non-Federal Match (10% of Program Costs) Cash	3 In-Kind	4 Anticipated Program Revenue	5 All Other Program Resources	6 Program Total
1. PERSONNEL						
A. Wages & Salaries	212,793	0			263,006	475,799
B. Fringe (22.77%)	48,452	0	0	0	59,890	108,342
C. Other (Describe)	0	0				0
SUBTOTAL	261,245	0	0	0	322,896	584,141
2. TRAVEL EXPENSES						
A. Local	0	0			6,000	6,000
B. Out of Town	0	0			0	0
SUBTOTAL	0	0	0	0	6,000	6,000
3. FACILITIES EXPENSE						
A. Rent	0	0			3,120	3,120
B. Utilities	0	0			0	0
C. Other (Describe)	0	0			0	0
SUBTOTAL	0	0	0	0	3,120	3,120
4. OPERATING EXPENSES						
A. Office Supplies	0	0			5,460	5,460
B. Consumable Supplies/Print	0	0			17,550	17,550
C. Telephone	0	0			5,269	5,269
D. Postage	0	0			27,255	27,255
E. Equipment	0	0			2,500	2,500
F. Other (Technology)	9,987	3,759			10,937	24,683
SUBTOTAL	9,987	3,759	0	0	68,971	82,717
5. MISCELLANEOUS						
A. Office Supplies	0	0				0
B. Consultant Fees	0	0			32,124	32,124
C. Audit	0	0			1,500	1,500
D. Other (Vol Exp, Prog Exp,	0	0			27,664	27,664
SUBTOTAL	0	0	0	0	61,288	61,288
6. INDIRECT COSTS						
A. Indirect Costs (Form 4.1)	0	26,379				26,379
B. Other (Describe)	0	0				0
SUBTOTAL	0	26,379	0	0	0	26,379
7. COLUMN TOTAL FOR ALL COSTS	271,232	30,138	0	0	462,275	763,645
8. TOTAL NON-FEDERAL						
9. PROFIT FACTOR						

* Provide source of Non-Federal Cash match or description of In-Kind Match:

Source of Non-Federal cash match is United Way.

** Indirect costs must be reported by agencies that provide more than one program, service, or activity.

Form 4.1 must be completed, describing specific indirect costs and the plan for allocating those costs.

4.1 Indirect Cost Allocation Plan

Name of Agency Eras Senior Network, Inc.

If your agency provides only one kind of program, service or activity, and all costs are directly related to providing this program, service or activity, even if only partially allocated to the proposed Department on Aging program or service, you are not required to complete the Indirect Cost Allocation Plan.

Description of Item Costs

1. General Administration

- A. Salaries of Executive Officers
- B. Expenses of Executive Officers
- C. Personnel Administration
- D. Accounting
- E. Other (Describe) Fundraising & Outreach
- F. Other (Describe) _____
- G. Other (Describe) _____

2. Buildings and Equipments

- A. Depreciation
- B. Use
- C. Operation
- D. Maintaining Facilities
- E. Other (Describe) _____
- F. Other (Describe) _____

3. Communication Costs

- A. Advertising Costs
- B. General Communication Costs
(Telephone, postage, etc.)
- C. Other (Describe) _____
- D. Other (Describe) _____
- E. Other (Describe) _____

4. Other Indirect Costs

- A. Other (Describe) _____
- B. Other (Describe) _____
- C. Other (Describe) _____
- D. Other (Describe) _____

TOTAL ALL INDIRECT COSTS

Must total 10% or less of MCDA award
\$271,233 \$27,123

Total Agency Cost For Program	Department of Aging Program Costs For Program	Indirect Cost Rate (Max of 10%)
110,493	11,049	10.00%
0	0	0.00%
0	0	0.00%
93,130	9,313	10.00%
60,168	6,017	10.00%
263,792	26,379	9.73%

Total Department on Aging Program Costs should be included on Line 6A of the 4.0 Budget Summary.

For allowability of certain selected items of cost, refer to Office of Management and Budget Circular A-122

