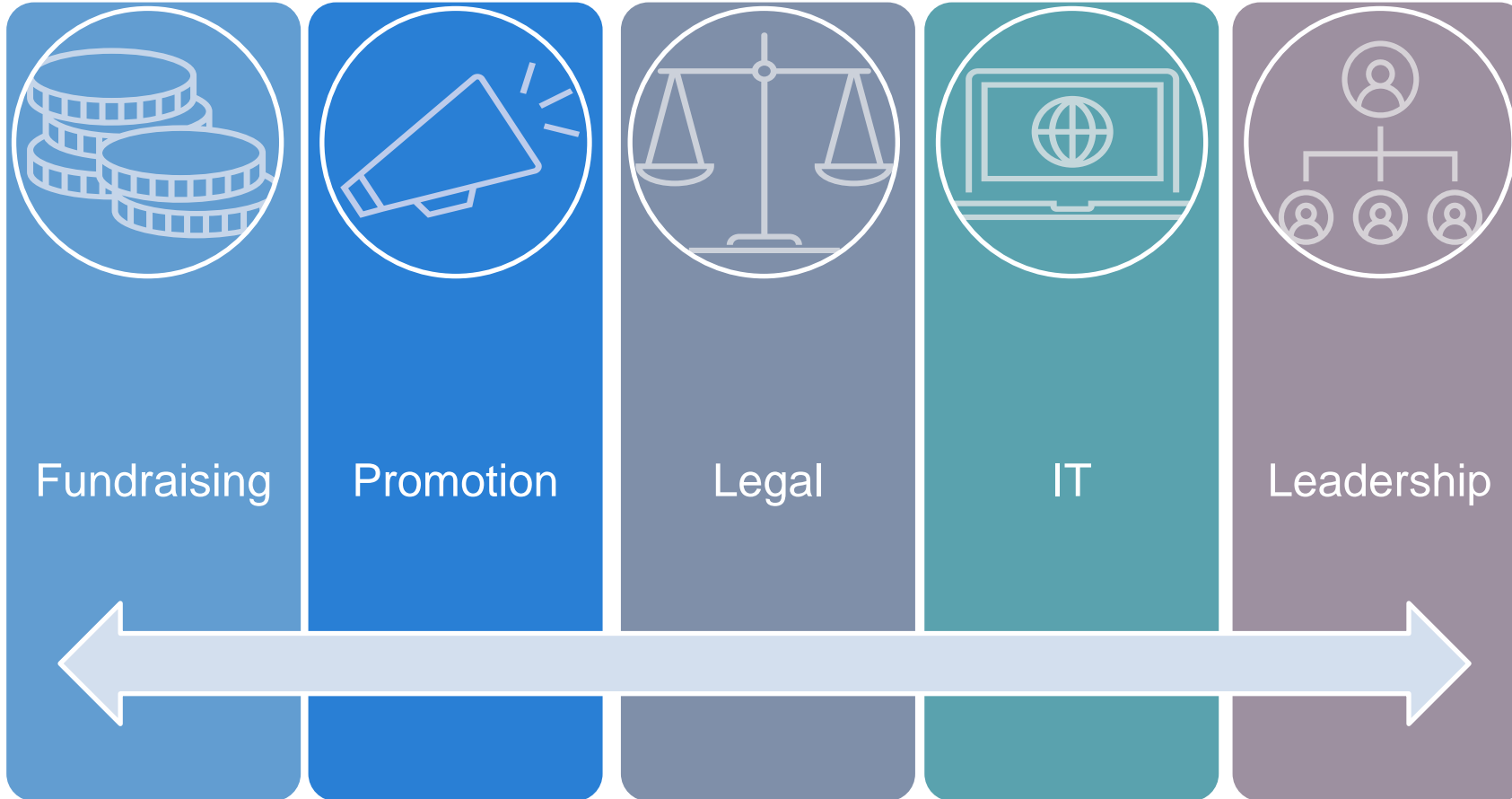# NONPROFIT HELPDESK

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**JEWISH COMMUNITY COUNCIL OF GREATER CONEY ISLAND**

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Fundraising Promotion Legal IT Leadership

# WE REALLY ARE A HELP DESK!

## JUST COMPLETE THE FORM AT WWW.NPHD.ORG!

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NYC Discretionary Funding:
Next Steps for Organizations
Awarded NYC Council
Discretionary Awards

Sponsored by
Council Member Farah Louis
District 45 Brooklyn

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# NYC Discretionary Funding:
# Should you apply? And if so, how?

The NonProfit HelpDesk and this technical support presentation series is funded through generous allocations from New York City Council Members including:

Speaker Adrienne Adams

Council Member Justin Brannan

Council Member Crystal Hudson

Council Member Farah Louis

Council Member Ari Kagan

Council Member Inna Vernikov

Council Member Rita Joseph

Council Member Susan Zhaung

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OF GREATER CONEY ISLAND

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**NYC DYCD**
The Department of Youth & Community Development

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Discretionary
Funding Policies
and Procedures

New York City Council

January 2025

Each year, Council Members allocate discretionary funds to not-for-profit organizations to meet local needs and fill gaps in City agency services. Thus, discretionary spending is a critical tool in meeting the needs of our communities.

Duly appropriated sum of money in the City's expense budget allocated to **eligible not-for-profit** organizations by the Council or a Council Member.

Unlike competitively awarded Agency contracts, discretionary funding contracts are awarded for a single fiscal year.

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# How do agencies know if they have been awarded a NYC Council Discretionary Grant?

During each year's budget process, the Council and its Members assign discretionary funds to not-for-profit organizations and agency initiatives to meet needs and fill gaps in City Agency services and local projects.

1) Your organization may have received word from the City Council Member's office(s) awarding the grant.

2) Listed in the NYC Expense Budget, Schedule C

3) You may have received a letter from a NYC agency, i.e., DYCD, telling you that your organization was awarded a grant.

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https://www.nyc.gov/site/mocs/opportunities/discretionary-award-tracker.page

# The Discretionary Tracker:

- Search the status of all City Council Discretionary Awards from the past three fiscal years

- Updated about every six weeks, after City Council votes on **transparency resolutions**.

- It will tell you your award, the amount, its status (cleared or uncleared and what NYC agency is administering it).

## Search Discretionary Awards

Data as of February 14, 2025

Search by name (5 character minimum) OR by EIN (omit "-")

[                    ]

[ Search ]    Reset

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# The Discretionary Tracker:

- Guide: Understanding NYC Council Discretionary Funding: https://wwww.nyc.gov/assets/mocs/downloads/PASSPort/learning-to-use-passport/Guide_UnderstandingCityCouncilDiscretionaryFunding.pdf

- Discretionary Checklist: https://wwww.nyc.gov/assets/mocs/downloads/PASSPort/learning-to-use-passport/DiscretionaryFundingChecklist.pdf

# Discretionary Award Steps:

1. City Council Award Clearance & Vetting
2. Complete Procedural Requirements for Award Clearance
3. Contract Tasks in PASSPort
4. Contract Registration
5. Invoicing & Contract Management

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# Discretionary Award Steps:

## 1. City Council Award Clearance

City Council begins a thorough vetting process to assess integrity, compliance, and service delivery. If a discretionary provider's award(s) is still pending City Council Clearance after the release of Schedule C in June, contact the City Council Discretionary Unit at **discretionary@council.nyc.gov**.

If an award is associated with a Council Member (Council Member Item), the awardee may also reach out to their City Council Member's Office for support. While organizations should be prepared to address any integrity issues, pending City Council Clearance may also mean that the organization has not submitted all required application materials.

# Discretionary Award Steps:

## 2. Complete Procedural Requirements for Award Clearance

Every discretionary provider must complete the following to progress towards contracting:

a) Request (and get approved) a vendor PASSPort Account.

b) Complete (and maintain) HHS Prequalification in PASSPort.

c) Complete the Capacity Building Training (e-course).

NOTE: Awardees solely funded by DCLA are only required to have an approved DCLA Cultural Development Fund Application, complete the Capacity Building Training, and receive City Council Clearance.

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# Discretionary Award Steps:

2. Complete Procedural Requirements for Award Clearance

a) Request (and get approved) a vendor PASSPort Account.

# Discretionary Award Steps:

## 2. Complete Procedural Requirements for Award Clearance
## b) User Roles for Completing HHS Prequalification

# Discretionary Award Steps:

## 2. Complete Procedural Requirements for Award Clearance
### b) User Roles for Completing HHS Prequalification

# Discretionary Award Steps:

## 2. Complete Procedural Requirements for Award Clearance
## b) User Roles for Completing HHS Prequalification

# Discretionary Award Steps:

2. Complete Procedural Requirements for Award Clearance

b) User Roles for Completing HHS Prequalification

The Vendor Admin is the only contact that may add and edit user roles.

Your Vendor Profile in HHS Prequalification must have at least one Contact with the Vendor Admin or Vendor Procurement L2 Role

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# Discretionary Award Steps:

2. Complete Procedural Requirements for Award Clearance

b) HHS Prequalification Application OR PQL

Necessary Documents for Upload:

- Certificate of Incorporation (include amendments, if applicable)

- By-Laws

- Board of Directors List

- IRS Determination Letter 501(c)3

- Your Organization's Conflict of Interest Policy

- Your Organization's Whistleblower Policy

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# Discretionary Award Steps:

## 2. Complete Procedural Requirements for Award Clearance
### b) HHS Prequalification Application OR PQL
### Charities Filings

**Determining HHS Prequalification Application Filing Documents**

The Table below provides guidance on the required Filing Documents for nonprofit organizations. Identify the Type of Nonprofit Organization that applies to your organization to see which Filing Documents are required for submission with your organization's HHS Prequalification (PQL) Application. If your organization is required to submit multiple documents, combine into a single document and upload to your HHS PQL Application through the Documents Tab.

| Type of Nonprofit Organization | Filings Documents Required by Charities & HHS Prequalification Application | | | | | Exempt from Annual Filings Documents: |
| --- | --- | --- | --- | --- | --- | --- |
| | Char410 | Char500 | IRS 990 form | CPA Reviewed **Report** | CPA Reviewed **Audit** | Exemption Letter & 12-month Financial Statement |
| Nonprofit Corp. new to Filing w/ Charities** (within the last year) | ✓ | | | | | |
| Nonprofit Corp. Revenue $25K & under*† | | ✓ | | | | |
| Nonprofit Corp. Revenue over $25K to $250K*† | | ✓ | ✓ | | | |
| Nonprofit Corp. Revenue over $250 to $1M*† | | ✓ | ✓ | ✓ | | |
| Nonprofit Corp. Revenue over $1M*† | | ✓ | ✓ | | ✓ | |
| Nonprofit Corp. Exempt from Filing w/ Charities (determined by the Charities Bureau)† | | | | | | ✓ |

*Required documents are typically based on your organization's revenue. Please research and review the Nonprofit Revitalization Act/New York State Regulations.
† For specific questions related to your Charities Filings that are unique to your organization: Please reach out, directly, to the Charities Bureau.
**New to Registering with the Charities Bureau? Register via their online portal today and upload the completed Char410 form to your Prequalification application.

# Discretionary Award Steps:

## 2. Complete Procedural Requirements for Award Clearance

### b) HHS Prequalification Application OR PQL

Charities Filings DATES

**Validity Period:**

- **Begin Date:** Date the HHS Prequalification is submitted.

- **Expiration Date:** Depends on the extended due date of your annual filing cycle.

## Discretionary Award Steps:

### 2. Complete Procedural Requirements for Award Clearance

### c) Capacity Building Training (e-course)

- If the discretionary award tracker displays "Complete Capacity Building Training" when you search for your organization's awards, a member of your organization's board or executive staff must complete the Capacity Building Training for NYC Council Funded Nonprofits.

- Awardees that receive **$750,000 or more** in cumulative discretionary funding (per fiscal year) **are exempt** from completing City Council's Capacity Building Training.

- Awardees **are required** to complete City Council's Capacity Building Training and obtain certification if they receive cumulative discretionary funding (per fiscal year) that amounts to **less than $750,000**.

- The Discretionary Award Tracker will automatically reflect when an organization meets exemption from the training requirement. **The training must be completed by an officer or executive of the funded organization.**

- Once you complete the training, you will receive a certificate confirming that you have fulfilled the Capacity Building Training requirement. That certificate is valid for three years after the date of completion.

# Discretionary Award Steps:

2. Complete Procedural Requirements for Award Clearance

c) Capacity Building Training (e-course)

You have 30 days to complete it once you register and takes about 90 minutes to complete. It covers:

Legal Compliance

Board Governance

Financial Management

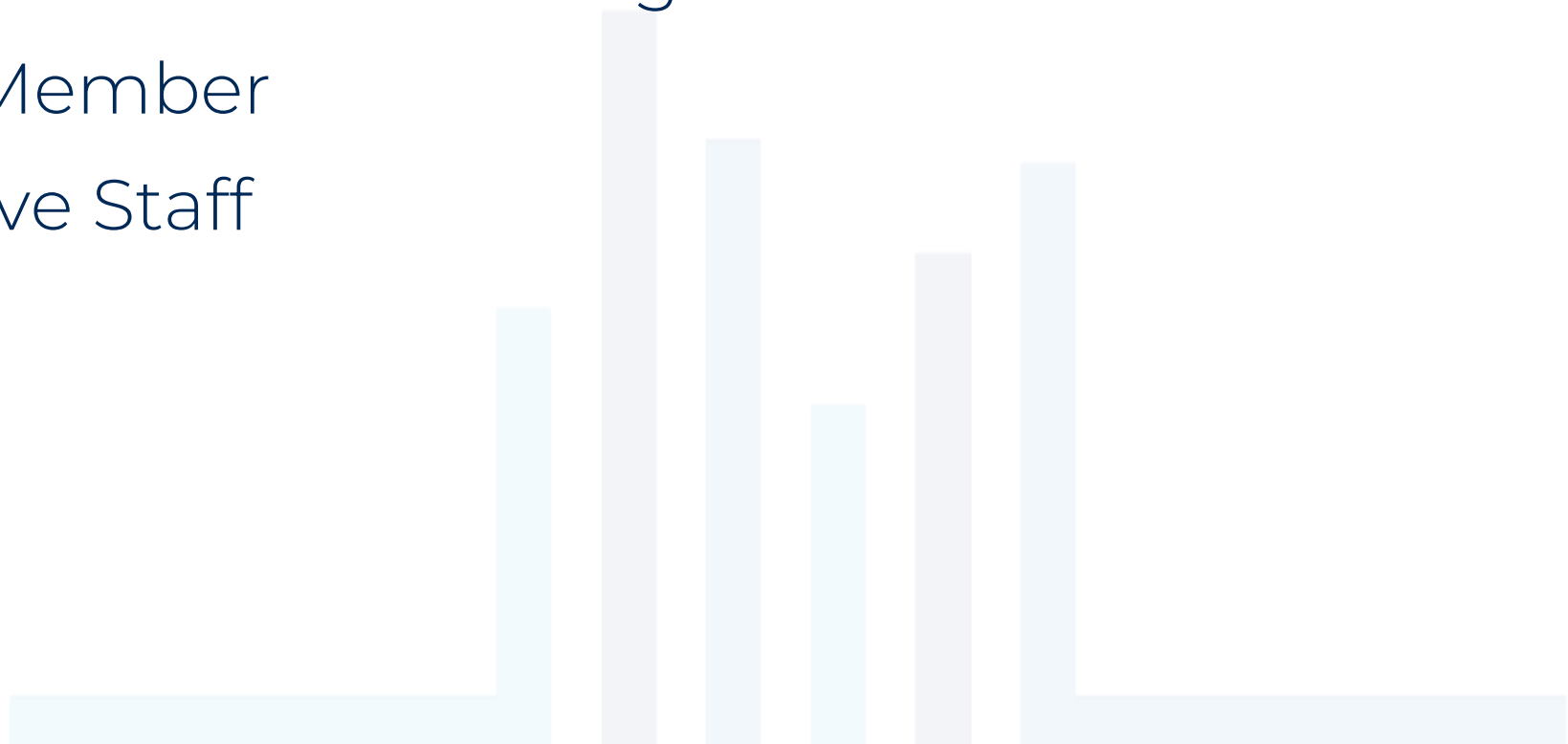The certificate flows with the individual who completed the course!

# Discretionary Award Steps:

2. Complete Procedural Requirements for Award Clearance

c) Capacity Building Training (e-course)

Who should take the training?

- Board Member

- Executive Staff

# Discretionary Award Steps:

2. Complete Procedural Requirements for Award Clearance

c) Capacity Building Training (e-course)

To enroll:

Capacity Building Training at http://mocs.matrixlms.com

using code UDKE-BQAO

**Capacity Building Training:**

must be completed by a board member or executive staff

certificates are issued to participants, not organizations

certification is valid for 3 years after date of completion

progresses when learner clicks on all parts of each module

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# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

Currently, the following agencies process award registrations **outside of PASSPort:**

- Department of Cultural Affairs (DCLA).
- The City of New York Department of Sanitation (DSNY)
- Office of Emergency Management (OEM)
- NYC Office of Technology and Innovation (OTI)
- All Non-Mayoral Agencies (including The City University of New York-CUNY and NYC Health and Hospitals Cooperation-HHC)
- Certain programs administered by Department of Education (DOE), Department of Health and Mental Hygiene (DOHMH), and Mayor's Office of Criminal Justice (MOCJ).

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# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

In PASSPort, discretionary award contracts will have a status of **Draft** until the Agency initiates the contract.

Once an agency has initiated the award contract, the contract will have a status of **In Progress.**

**THEN you will be able to** view additional information, including the Milestones Tracker, which contains a list of contract tasks and their corresponding statuses. Among these tasks is **Vendor Document Submission**.
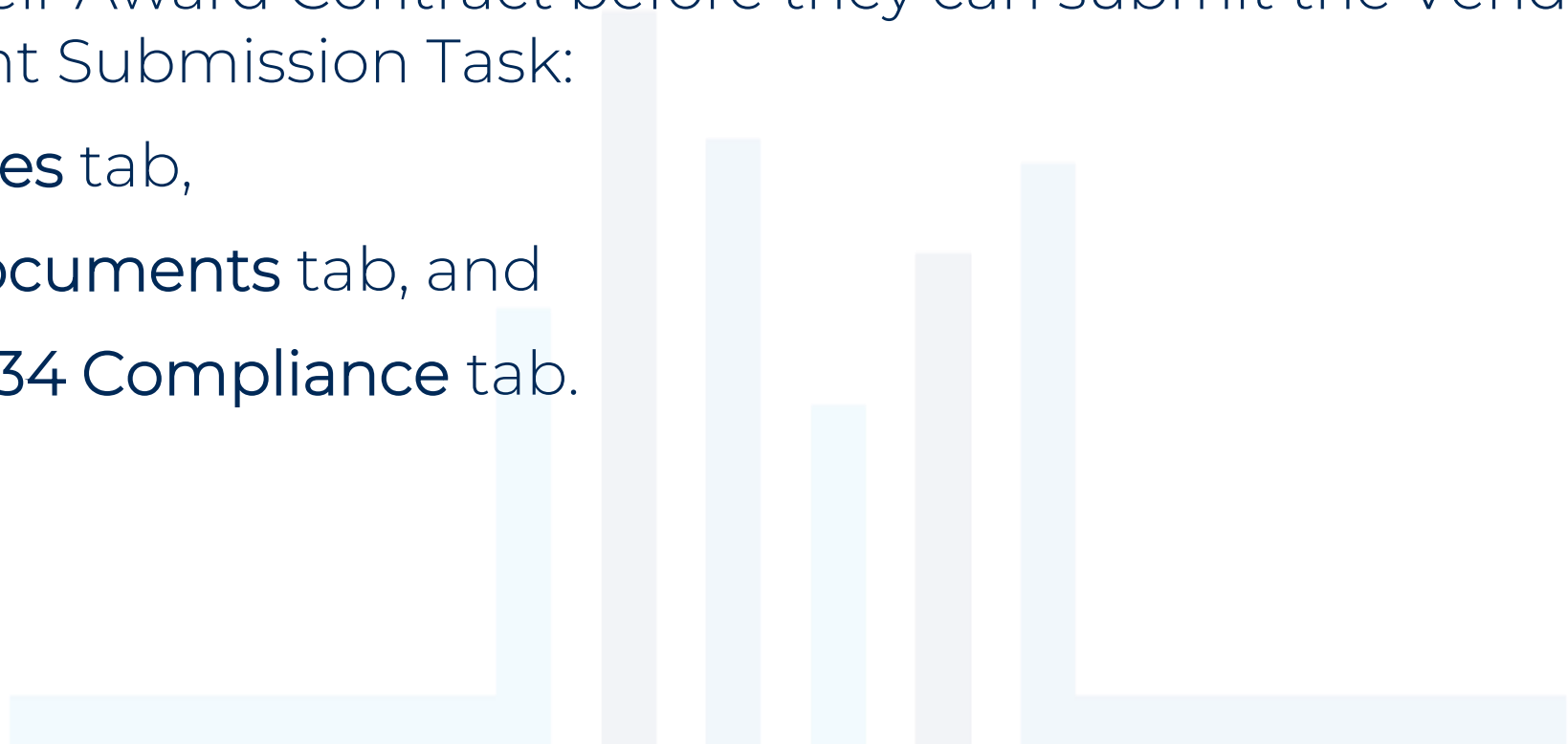
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# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

There are three tabs a Discretionary Provider must complete within their Award Contract before they can submit the Vendor Document Submission Task:

a) the **Sites** tab,

b) the **Documents** tab, and
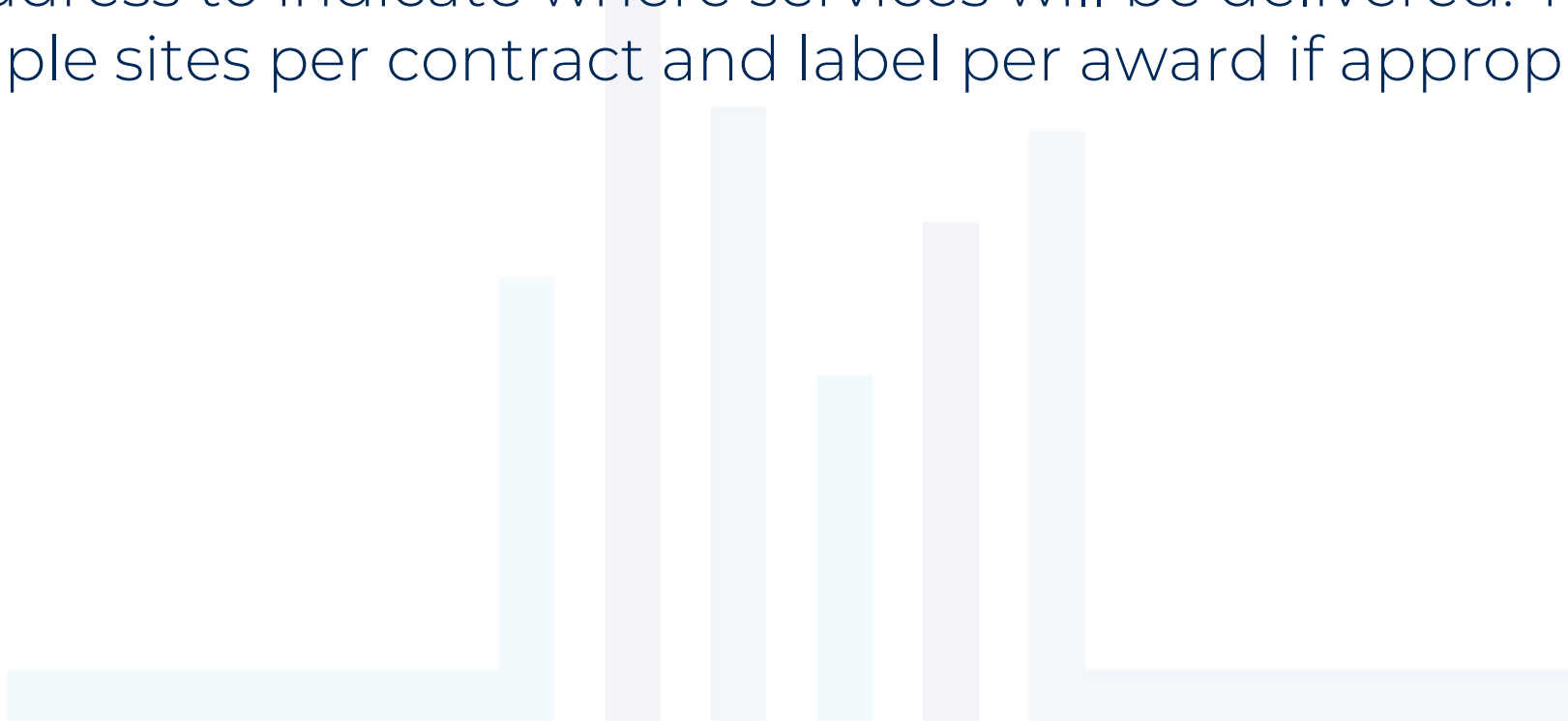
c) the **LL34 Compliance** tab.

# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

a) Sites

Add an address to indicate where services will be delivered. You may add multiple sites per contract and label per award if appropriate.

# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

## b) Documents

• Certification Regarding Substantiated Cases of Client Abuse or Neglect

• Conflict of Interest Disclosure and Compliance Certification

• Lobbying Certification Form

• Proof of insurance (obtained from Insurance Broker):
  o Insurance Broker's Certification
  o Disability Insurance
  o General Liability Insurance
  o Workers' Compensation

• Tax Affirmation

• EO 64 Certification and Policies (uploaded to PASSPort Vendor Profile)

• If utilizing subcontractors or consultants:
  o Exhibit B Coversheet – Subcontractor Approval Form
  o Exhibit B – Conflict of Interest Disclosure and Compliance Certification

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# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

## b) Documents

To fully expand the list of documents requested by the Agency within the contract, please click on the double down arrow button at the far right of the screen. This will **expand the list** and allow the user to see all the documents that must be uploaded before the task can be submitted for review.

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# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

## b) Documents

### Submitting Requested Documents

- ❑ The **Documents** tab can be found on the left blue bar.
- ❑ Complete each **Requested Document Type** (outside of PASSPort) – templates are available on nyc.gov/nonprofits, under Funding Opportunities tab, City Council Discretionary Funding.
- ❑ Upload completed documents by clicking **Add Documents** in **Vendor Documents.**
- ❑ Select the corresponding requested document type from the popup list, fill out any additional required fields, and upload the completed document.
- ❑ When creating a document name, please use the naming conventions provided in the Discretionary Contracting Document Naming Guide.
- ❑ For documents that require adjustments before final approval (e.g., scopes of work and budgets), contracting Agency may request provider to share and revise them outside of PASSPort. Once finalized, provider may then upload them to PASSPort, as requested.

⚠️ Additional Resource: Contract Registration for Vendors User Manual – Section 3.3 Documents Tab Overview, Section 3.4 Vendor Document Upload

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# Discretionary Award Steps:

## 3. Contract Tasks in PASSPort

**c) LL34 Compliance** (digital version of Doing Business Data Form)

MUST be completed by the Vendor Admin – you have to check the "LL34" box next to the contact's name within the Vendor Profile.

### Completing LL34

- ❑ **LL34 Compliance** can be found on the left blue bar.
- ❑ LL34 replaces the former Doing Business Database Form and must be completed by the Vendor Admin. Once a contract is initiated by the Agency, the Vendor Admin cannot be changed for LL34 completion.
- ❑ Select the organization's **Principal Officers** by clicking the ellipsis (box with three dots) and selecting the appropriate individual(s) in the **Add Contact** popup window.
- ❑ Exclude any officer titles that are not applicable to your organization by selecting the checkmark next to the title.
- ❑ Select "entity is not for profit" under **Principal Owners**.
- ❑ Add at least one **Senior Manager** by clicking the ellipsis.

⚠️ Additional Resource: Contract Registration for Vendors User Manual – Section 3.7 LL34 Compliance Tab

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# Discretionary Award Steps:

## 4. Contract Registration

### Contracting Task: Completing and Submitting a Budget

The contracting agency will notify the discretionary provider when it is time to complete and submit their contract budget, also referred to as the Purchase Order (PO).

The budgeting and invoicing processes are managed in PASSPort. An organization's users may receive a notification from PASSPort when it is time to work on their contract budget.

Please reach out to your agency contact(s) for additional information about their respective agency's process for completing and submitting a budget.

The Office of the City Comptroller has up to 30 days to review and register the contract.

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# Discretionary Award Steps:

## 4. Contract Registration

### Reviewing Contract Agreement

- ❑ Vendor Admin(s) will receive email notification from PASSPort when it is time to review the contract agreement. They can also find the contract agreement in **Authoring Documents** within **Documents**.
- ❑ Select the **Vendor Contract Signatory** to kick off DocuSign electronic signature.

⚠️ Additional Resource: <u>Contract Registration for Vendors User Manual</u> – Section 3.5 Vendor Contract Agreement Overview

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# Discretionary Award Steps:

## 5. Invoicing & Contract Management

The discretionary award payment process is based on a **reimbursement model**



PASSPort budgeting and invoicing will be required in Spring 2024.

Are you sure?

Confirm budget and invoicing arrangements with your contracting agency!

# Discretionary Award Steps:

5. Invoicing & Contract Management

EXCEPTIONS:

- DCLA

- If your contract is managed through DYCD Fiscal Agent YMS

# Discretionary Award Steps:

## 5. Invoicing & Contract Management

PASSPort

### PASSPort Financials User Roles

**Vendor Admin**
- Edit and submit budget modifications
- Edit and submit invoices
- Manage contacts

**Vendor Financials Level 2**
- Edit and submit budget modifications
- Edit and submit invoices

# Discretionary Award Steps:

## 5. Invoicing & Contract Management

### Scope of Work

**FY 2025 Workscope**

| Provider's Name | | DYCD PIN: | |
|---|---|---|---|
| Executive Director | | Email: | |
| | | Telephone: | |
| Program Name | | | |
| Program Director/ Coordinator | | Email: | |
| | | Cell: | |
| Provider's Main Address | | | |

| City | | State | | Zip | |
|---|---|---|---|---|---|

**Discretionary Awards for this Contract**

| MOCS ID (Ex. FY25 05210) | Purpose of Funds (Use exact language as NYC's Budget and Schedule C) | Program Services Describe in detail program daily operations (Ex. After School Program servicing students from 5-12 yrs. Old. Daily scheduled activities include Homework Help for 1 hour, STEAM activities for 45 min and Basketball/Swimming for 45 min. We play organized sports on Fridays.) |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |

# Discretionary Award Steps:

## 5. Invoicing & Contract Management

Scope of Work

| INITIATIVES | | |
|---|---|---|
| Select Funding Initiative – (The initiative(s) provided by Program Manager) **Select all that apply, based on the initiative(s) approved on the latest cleared list | | |
| ☐ A Greener NYC | ☐ Access to Healthy Food and Nutritional Education | ☐ Adult Literacy Initiative |
| ☐ After School Enrichment Initiative | ☐ Anti-Poverty | |
| | | ☐ Big Brothers/Big Sisters |
| ☐ Boroughwide Needs Initiative | ☐ CASA | ☐ Census 2020 |
| ☐ City's First Readers | ☐ Civic Education in New York City Schools | ☐ Communities of Color |
| ☐ Cultural Immigrant Initiatives | ☐ CUNY Citizenship Now | ☐ Digital Inclusion and Literacy |
| ☐ Diversity, Inclusion and Equity in Tech Initiative | ☐ Educational Program for Students | ☐ Food Pantries |
| ☐ Green Jobs | ☐ Jill Chaifetz Helpline | ☐ Job Training and Placement |
| ☐ Key to the City | ☐ LGBTQ Inclusive Curriculum | ☐ Local |
| ☐ NYC Clean Up | ☐ Parks Equity | ☐ Physical Ed and Fitness |
| ☐ Speakers Initiative | ☐ Sports Training and Role Models for Success (STARS) Initiative | ☐ Step In and Stop It Initiative to Address Bystander Intervention |
| ☐ Trans Equity Program | ☐ Veteran's Community Development | ☐ Young Women's Leadership Development |
| ☐ Youth Build Project Initiative | ☐ Youth | ☐ LGBTQ Inclusive Curriculum |
| ☐ Other (explain) | | |

# Discretionary Award Steps:

## 5. Invoicing & Contract Management

### Scope of Work

**Age Group**

☐ Pre- K  ☐ Kinder/ Elementary School  ☐ Middle School  ☐ High School  ☐ Adult (18+)  ☐ Senior (62+)

**Licenses**

☐ SACC (School Age Child Care) Lic. # _____

*List SACC license number for applicable programs (services to children) and any other applicable license and corresponding license number below:*

Other License: _____  Lic. # : _____

**Scope of Services**

☐ Neighborhood Wide  ☐ Borough Wide  ☐ City Wide

**Indicate Neighborhood.** *If "Neighborhood Wide" was checked, list which neighborhood(s) your programs occur in.* (**Ex.** Bushwick, Soho): _____

# Discretionary Award Steps:

## 5. Invoicing & Contract Management

### Scope of Work

**ONE DAY EVENTS**

Event Date: _____ Time: _____

| Type of Event | |
|---|---|
| Event Contact Person | |
| Contact Telephone / E-mail | |
| Event Location / | |

**PROGRAM SCHEDULE**

| Program Name | |
|---|---|
| Site Name (Ex. PS 128) | |
| Site Address | |
| Program Schedule Description (Brief description of program schedule) | |

| Projected Participant Enrollment | Projected Daily Participant Attendance (ADA) | Volunteers in the program (Y/N) |
|---|---|---|
| | | |

**Start & End Dates, Days of the Week and Hours the program is in session\***

\* If programs are ☐ drop-in, ☐ by appointment or ☐ irregular, **ONLY** indicate # of sessions/week and # of hours/week

| Program Start Date | | Program End Date | |
|---|---|---|---|
| # of hours per week | | Sessions per week | |

| Program Hours\*\* (ex. 3 p.m.-6 p.m.) | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

*\*\*Indicate program <u>hours, and</u> add 'X' underneath the days of the week that the program is in operation for the hours indicated. Use additional lines as needed.*

# Discretionary Award Steps:

## 5. Invoicing & Contract Management

### Scope of Work

*Provide <u>unduplicated</u> enrollment numbers for all activities excluding one day events.*

*All 'TOTAL' rows should be equal.*

| Ethnicity | # |
|---|---|
| Hispanic/Latino(a) | |
| Non- Hispanic/Latino(a) | |
| TOTAL | |

| Race | # |
|---|---|
| White/Caucasian | |
| Black/African American | |
| Asian | |
| Native Hawaiian / Other Pacific Islander | |
| American Indian / Alaska Native | |
| Other | |
| TOTAL | |

| Ages | # | | Borough | # | | Gender | # |
|---|---|---|---|---|---|---|---|
| 0-4 | | | Bronx | | | Male | |
| 5-9 | | | Brooklyn | | | | |
| 10-13 | | | Manhattan | | | Female | |
| 14-16 | | | Queens | | | | |
| 17-24 | | | Staten Island | | | Non-Conforming Gender | |
| 24+ | | | Citywide* | | | | |

*Please do not include

# Discretionary Award Steps:

## 5. Invoicing & Contract Management

Budget

**BUDGET**

| **NARRATIVE OF HOW FUNDING/BUDGET WILL BE USED** (Please include every line item that has funds allocated in your **DISCRETIONARY** budget.) | | |
|---|---|---|
| **Total Contract Amount:** ⬚_____ *Fill in total amount awarded in* **Discretionary** *funding* | | |
| Funds will be used for: | | |
| **Personnel Services** | | |
| ☐ Salaries and Wages | ☐ Fringe Benefits | ☐ Central Insurance Program (CIP) |
| **Non-Staff Services** | | |
| ☐ Consultants | ☐ Subcontractors | ☐ Stipends |
| ☐ Vendors | ☐ Fiscal Conduit | |
| **Other Than Personnel Services** | | |
| ☐ Consumable Supplies | ☐ Equipment Purchase | ☐ Equipment Other |
| ☐ Space Cost | ☐ Travel | ☐ Utilities & Telephone |
| ☐ Other Operational Costs | ☐ Van Maintenance | ☐ Fiscal Agent Services |

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# Discretionary Award Steps:

## 5. Invoicing & Contract Management

### Budget

**PERSONNEL**

*If you selected Salaries and Wages. List the names and tittles of the salaried employees allocated to this contract. In case of staff change during FY, indicate name of currently employed staff.

| Full Name | Title (List Internal Title & DYCD Budget Title | FT/PT | Full Name | Title (List Internal Title & DYCD Budget Title | FT/PT |
|---|---|---|---|---|---|
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

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# Discretionary Award Steps:

## 5. Invoicing & Contract Management

Budget

### Detail of Other Operational Costs (Line 3710 in Budget)

| Category | Amount | Category | Amount |
|---|---|---|---|
| Admissions Fees | | Participant T-Shirts/Uniforms | |
| Audit Fees | | Postage | |
| Awards | | Printing | |
| Bank Charges | | Publication Fees | |
| Computer Set Up/Wiring Costs | | Sporting/Recreational/Program Supplies | |
| General Liability Insurance | | Subscription Costs | |
| Food and Refreshments | | Other (list in detail): | |

(Attach additional pages as needed)
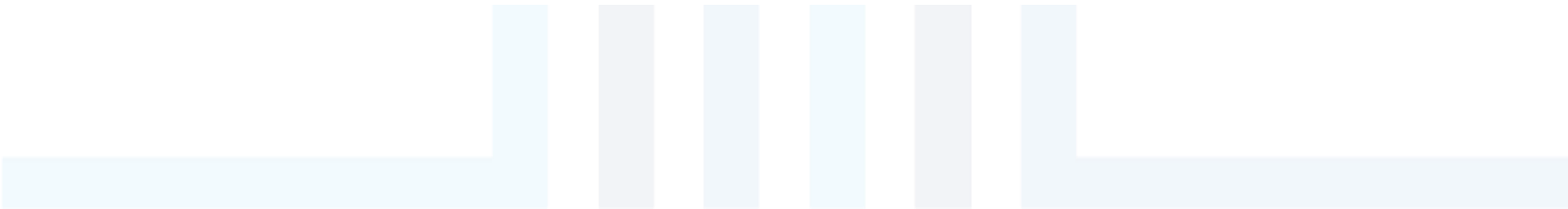
# Payee Information Portal

## Getting Paid!



1. A copy of your Bank Statement

2. A voided check or a letter from your bank.

https://a127-pip.nyc.gov/webapp/PRDPCW/SelfService

☐ **Submit the New York City Council Discretionary Funding Application**

> Timeline = 6 weeks, January – February

☐ **Complete Procedural Requirements for Award Clearance**

> Timeline = February – June

- ☐ Address all application requirements and documents for City Council Clearance.
- ☐ Request a PASSPort Account.
- ☐ Submit an HHS Prequalification (PQL) Application in PASSPort.
- ☐ Complete the online Capacity Building Training.

☐ **Check Award Designations**

- ☐ Check Schedule C (Timeline = June – July)
- ☐ Check City Council Transparency Resolution (Timeline = July – May)

☐ **Check the Discretionary Award Tracker**

> Timeline = July – End of Fiscal Year (June 30th)

- ☐ Confirm Discretionary Award Status.
- ☐ Identify pending Procedural Requirements.

☐ **Complete Contracting Tasks in PASSPort**

> Timeline = After Award Clearance

- ☐ Complete Vendor Document Submission.
- ☐ Complete Vendor Final Review.
- ☐ Complete DocuSign E-Signature Transaction.

☐ **Contract Management**

- ☐ Submit Budget.
- ☐ Submit Invoices (upon contract registration).
- ☐ Get paid!



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# Q&A

- Tamara Keshecki

- Owner, AINOK Consulting LLC

- https://www.ainokconsulting.com/

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## NEED MORE HELP?
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