

Department of Benefits and Family Support

MEMORANDUM

Department of Disability and Aging Services

TO: DISABILITY AND AGING SERVICES COMMISSION

THROUGH: KELLY DEARMAN, EXECUTIVE DIRECTOR

FROM: CINDY KAUFFMAN, DEPUTY DIRECTOR

ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

Contingency Total

P.O. Box 7988 San Francisco, CA 94120-7988 www.SFHSA.org

DATE: SEPTEMBER 4, 2024

Current

SUBJECT: GRANT MODIFICATION: FELTON INSTITUTE (NON-

PROFIT) FOR PROVISION OF THE SENIOR

Modification Revised

COMPANION PROGRAM

GRANT TERM:	07/1/23- 6/30/27	09/1/24- 6/30/27	07/1/23- 6/30/27		
GRANT AMOUNT:	\$411,732	\$107,720	\$519,451	\$51,945	\$571,396
ANNUAL	FY 23/24	FY 24/25	FY 25/26	FY 26/27	
AMOUNT:	\$102,933	\$155,506	\$155,506	\$105,506	
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	Contingency	<u>Total</u>
FUNDING:	\$353,227	\$166,224		\$51,945	\$571,396
PERCENTAGE:	68%	32%			100%



Trent RhorerExecutive Director

The Department of Disability and Aging Services (DAS) requests approval of a sole source waiver and authorization to modify the existing sole source grant agreement with Felton Institute for the period of September 1, 2024 through June 30, 2027 in the additional amount of \$107,720 plus a 10% contingency for a revised total amount not to exceed \$571,396. The purpose of this grant agreement is to provide the Senior Companion Program.

Background

The Grantee, Felton Institute's Senior Companion Program funded by DAS is an extension of its AmeriCorps Senior Companion Program funded by the federal government. The AmeriCorps Senior Companion Program is a national initiative with dual purpose: to engage volunteers aged 55 and older, particularly those with limited incomes, in providing essential support to seniors who need assistance with daily living tasks; and to provide work experience that will enrich the lives of the volunteers. The program's primary goals are to help seniors maintain their independence and improve their quality of life, while also offering companionship and emotional support.

DAS Senior Companion Program mirrors the purpose and design of the AmeriCorps Senior Companion Program. The program manages the recruitment, training, and placement of volunteers who serve as companions to seniors in need of assistance. The volunteers are placed at community-based senior service organizations, such as Adult Day Health Centers or Senior Centers, which provide supervision and client assignments for the volunteers. It generally involves one volunteer working with three to five clients.

The program benefits both the service recipients and the volunteers. Seniors receiving help can remain in their homes longer and avoid or delay the need for institutional care. Volunteers often report a sense of purpose and fulfillment from their work. In addition, it helps increase the service capacity of the placement sites where volunteers provide services.

Volunteers receive a stipend of \$4.00 per hour, which is provided to cover incidental costs and to ensure that volunteers are not out of pocket for their service. It's important to note that the stipend is not considered income and therefore does not affect the eligibility for public benefits. Additional benefits for volunteers include meal and transportation assistance, insurance coverage, and recognition.

Services to be Provided

Grantee is responsible for recruiting and training volunteers as well as establishing placement sites. The placement sites offer supervision for the volunteers and pair them with clients at the site. Grantee provides on-going in-service training and support for the volunteers.

Senior Companion volunteers provide the following services as needed.

- Companionship: Volunteers visit with their assigned clients regularly to provide friendship and emotional support, helping to reduce feelings of loneliness and isolation.
- **Light Personal Care**: They assist clients in activities of daily living, meal preparation, and escorting clients to medical appointments or social activities.
- **Home Management**: They help with light housekeeping, handling mail, and do errands with clients.

• **Respite Care**: They offer temporary relief to primary caregivers by taking over caregiving duties for a short period, allowing caregivers to rest or attend to other responsibilities.

The proposed additional funds will be applied to FY 24-25 and FY 25-26. Grantee will provide the following modifications for those two fiscal years.

- Increase and modify the staffing model to better suit the needs of the program in terms of operational costs.
- Maintain the recent stipend increase to \$4 per hour, matching that provided by the AmeriCorps Senior Companion Program.
- Increase the annual target of the number of Senior Companion volunteers by two (2).
- Increase the annual target of the number of volunteer hours by 2,000.
- Increase the annual target of the number of unduplicated service recipients by 10.

Selection

Grantee was granted a sole source waiver. Felton Institute went through the federal procurement process to be the selected service provider of the AmeriCorps Senior Companion Program.

Funding

Funding for this grant is provided through a combination of State and County General Funds.

ATTACHMENTS

Appendix A-1, Services to be Provided Appendix B-1, Budget Sole Source Waiver

APPENDIX A-1 - SERVICES TO BE PROVIDED FELTON INSTITUTE

SENIOR COMPANION PROGRAM (SCP)

Effective September 1, 2024 to June 30, 2027

I. Purpose

The purpose of this grant is to create volunteer opportunities for people aged 55 or older to provide companion and supportive services for seniors to maintain independent living. Volunteering as a Senior Companion promotes a sense of purpose and fulfillment, benefits physical and mental health, and increases social connections. It is also a mutually beneficial experience that enhances the quality of life for both the volunteer and the senior client receiving the companionship services.

II. Program Definition

At Risk of	To be considered at risk of institutionalization, a person must have,
Institutionalization	at a minimum, one of the following:
	1) functional impairment in a minimum of two Activities of Daily Living (ADL): eating, dressing, transferring, bathing, toileting, and grooming; or
	2) a medical condition to the extent requiring the level of care that would be provided in a nursing facility; or
	3) be unable to manage his/her own affairs due to emotional and/or cognitive impairment, evidenced by functional impairment in a minimum of three Instrumental Activities of Daily Living (IADLs): preparing meals, managing money, shopping for groceries or personal items, performing housework, using a telephone.
CARBON	Contracts Administration, Reporting and Billing Online System.
City	City and County of San Francisco
Communities of Color	An inclusive term and unifying term for persons who do not identify as White, who have been historically and systemically disadvantaged by institutionalized and interpersonal racism
Disability	A condition or combination of conditions that is attributable to a mental, cognitive or physical impairment, including hearing and visual impairments, that results in substantial functional limitations in one (1) or more of the following areas of major life activity: a)

	Self-care: activities of daily living (ADL), and instrumental activities of daily living (IADL); b) Capacity for independent living and self-direction; c) Cognitive functioning, and emotional adjustment
Grantee	Felton Institute
LGBTQ+	An acronym/term used to refer to persons who self-identify as non-heterosexual and/or whose gender identity does not correspond to their sex assigned at birth. This includes, but is not limited to, lesbian, gay, bisexual, transgender, genderqueer, and gender nonbinary.
Limited English- speaking Proficiency	Any person who does not speak English well or is otherwise unable to communicate effectively in English because English is not the person's primary language
OCM	Office of Contract Management, Human Services Agency
OCP	Office of Community Partnerships
Older Adult	Person who is 60 years of age or older
Senior	Person who is 60 years of age or older; used interchangeably with "older adult".
SF DAS GetCare	A web-based application that provides specific functionalities for contracted agencies to use to perform consumer intake/assessment/enrollment, record service objectives, run reports, etc.
SFHSA	San Francisco Human Services Agency
Socially Isolated	Having few social relationships and few people to interact with regularly
SOGI	Sexual Orientation and Gender Identity; Ordinance No. 159-16 amended the San Francisco Administrative Code to require City departments and grantees that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the consumers they serve (Chapter 104, Sections 104.1 through 104.9.)

III. Target Population

This program is designed to serve all ethnicities and populations, with focused expertise to promote the unique cultural needs which have been identified as demonstrating the greatest economic and social need:

- A. Persons with low to moderate income
- B. Persons who are socially isolated
- C. Persons with limited English-speaking proficiency
- D. Persons from communities of color
- E. Persons who identify as LGBTQ+
- F. Persons at risk of institutionalization

IV. Eligibility to be Enrolled as Senior Companion

Senior Companion volunteers must meet all of the following requirements.

- A. Be 55 years of age or older.
- B. Have an annual income at or below 200% of the federal poverty level.
- C. Be willing to undergo a background check.
- D. Be willing to accept supervision as required.
- E. Be willing and able to serve from 15 to 40 hours per week.
- F. Be willing to receive 20 hours of pre-service orientation training before assignment and monthly in-service training thereafter.

Eligibility to be a Senior Companion shall not be restricted based on race, color, national origin, sex, age, political affiliation, disability, sexual orientation, gender identity, or religion.

V. Description of Services

The Senior Companion Program will fulfill the following responsibilities.

- A. Grantee will be responsible for recruiting and training Senior Companion volunteers to ensure they are equipped to offer the necessary assistance to seniors.
- B. Grantee will identify community-based placement sites, such as Adult Day Health Centers or Senior Centers, that agree to host Senior Companion volunteers through a Memorandum of Understanding (MOU) with Grantee.
- C. Grantee will ensure that the placement sites pair the Senior Companion volunteers with seniors based on needs, personalities, and other relevant factors to foster effective and supportive relationships.
- D. The average ratio of Senior Companion volunteer to clients will be three (3) to five (5) assigned clients per volunteer as required by federal regulations for Senior Companion Programs.

- E. Grantee will ensure that the placement sites regularly supervise the Senior Companion volunteers to ensure the quality of services provided and to address any issues that arise.
- F. Grantee will offer ongoing in-service training sessions for Senior Companion volunteers to enhance their skills and effectiveness.
- G. Grantee will provide a tax-exempt stipend of \$4.00 per hour for each volunteer in accordance with the Domestic Volunteer Service Act of 1973, as amended. This stipend is provided to help offset the costs of volunteering and does not count as income. Additional benefits include a free meal or meal reimbursement for each day of service, reimbursement for transportation to and from the work site, supplemental accident, personal liability and excess automobile insurance coverage, an annual physical examination, and recognition for their services.

The Senior Companion volunteers may provide, but not limited to, the following services.

A. Companionship

Senior Companions spend time with clients to help alleviate loneliness and isolation. This may involve weekly home visits, talking, and engaging in activities together.

B. Light Personal Care

- a. Senior Companions provide clients with assistance in activities of daily living.
- b. They may assist clients in meal preparation.
- c. They may escort clients to medical appointments or social engagements.
- d. They may also be trained to work with persons diagnosed with Alzheimer's disease, stroke, diabetes, and/or mental illness.
- e. In some instances, a Senior Companion can be an integral part of a care management team and is trained to alert doctors and/or family members of potential health problems.

C. Home Management

- a. Senior Companions may do light shopping and errands with clients.
- They may assist clients in handling mail or paperwork.
- c. They may also do light housekeeping or gardening with clients.

D. Respite Care

Senior Companions provide short-term relief for primary caregivers, allowing them to take breaks while ensuring the care recipient is attended to.

VI. Service Objectives

Grantee shall meet the following service objectives.

Service Objectives	FY 24-25	FY 25-26	FY 26-27
Minimum number of unduplicated Senior	12	12	10
Companion volunteers			
Minimum number of volunteer service	12,400	12,400	10,400
hours provided by Senior Companions			
Minimum number of unduplicated seniors	60	60	50
served by Senior Companions			

VII. Outcome Objectives

Outcome objectives will be measured through the analysis of program data reported, plus the administration of an annual consumer satisfaction survey by Grantee. At least eighty percent (80%) of Senior Companions will respond to the annual survey.

- A. At least seventy-five percent (75%) of Senior Companions responding to the survey agree that program participation makes them feel that they are providing a meaningful service to the community.
- B. At least seventy-five percent (75%) of Senior Companions responding to the survey agree that program participation makes them feel engaged in their work assignments.
- C. At least eighty percent (80%) of Senior Companion placement sites will continue to participate in the program throughout the year.

VIII. Reporting and Other Requirements

Grantee shall meet the following reporting requirements during the term of the grant agreement.

- A. Grantee will enter consumer data into the SF DAS Getcare from the intake form for Senior Companion volunteers. This shall include SOGI data.
- B. Grantee will enter all the units of service into the SF DAS Getcare by the 5th working day of the month for the preceding month.

- C. Monthly, quarterly, and annual reports shall be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system as required by DAS/OCP and Contracts Department staff.
- D. Grantee program staff shall complete the California Department of Aging (CDA) Security Awareness Training and SF DAS Elder Abuse Prevention and Mandated Reporter Training on an annual basis. Grantee shall maintain the evidence of staff completion of this training.
- E. Grantee shall issue a Fiscal Closeout Report and a summary of performance on outcome objectives at the end of the fiscal year. The report is due to HSA no later than July 31st of the following fiscal year.
- F. Grantee shall issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31 each grant year. This report must be submitted into the CARBON system.
- G. Grantee shall develop and deliver ad hoc reports as requested by HSA/DAS/OCP.
- H. Grantee shall develop a grievance policy consistent with DAS/OCP policy memorandum.
- I. Grantee shall be compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules to the extent applicable and to take all reasonable efforts to implement HIPAA requirements.
- J. Apart from reports to be submitted in SF DAS GetCare and CARBON, all other reports and communications should be sent to the following Program Analyst and/or the Contract Manager:

Rocio Duenas Zhiqing Li

Principal Contracts Manager Program Analyst

DAS/Office of Contracts Management DAS/Office of Community Partnerships

rocio.duenas@sfgov.org zhiqing.li@sfgov.org

IX. Monitoring Activities

A. Program Monitoring: Program monitoring will include review of compliance with specific program standards or requirements, documentation of consumer eligibility and targeted mandates, records of the units of services and all reports, progress of service and outcome objectives, participant records' collection and

maintenance, reporting performance including monthly service unit reports on SF DAS Getcare, current organizational chart, evidence of program staff's training on Elder Abuse Reporting and California Department of Aging (CDA) Security Awareness Training, written policies and procedures manuals of all DAS/OCP funded programs, written project income policies if applicable, grievance procedure posted onsite and provided for the homebound consumers, site chart with updated hours of operation, a list of board of directors with age and ethnicity information, and outcomes of service provision according to Sections VI, VII, and VIII.

B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance, and HIPAA compliance.

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1							App	endix B-1, Page 1
2								
3	HUMAN SERVICES AC	GENCY BUDGE	Γ SUMMARY					
4								
5	Name				Term			
6	Felton Institute				7/1/23-6/30/27			
7	(Check One) New Renewal	Modification	<u>X</u>					
8	If modification, Effective Date of Mod.	No. of Mod.	8/14/2024					
9	Program: Senior Companion Program	m						
10	Budget Reference Page No.(s)		Original	Modification	Revised	Revised	Revised	Total
11	Program Term	7/1/23-6/30/24	7/1/24-6/30/25	9/1/24-6/30/25	7/1/24-6/30/25	7/1/25-6/30/26	7/1/26-6/30/27	7/1/23-6/30/27
12	Expenditures							
13	Salaries & Benefits	\$36,357	\$36,357	\$40,187	\$76,543	\$76,543	\$38,595	\$228,038
14	Operating Expenses	\$53,150	\$53,150	\$5,529	\$58,679	\$58,679	\$53,150	\$223,658
15	Subtotal	\$89,507	\$89,507	\$45,716	\$135,222	\$135,222	\$91,745	\$451,696
	Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%
17	Indirect Cost (Line 16 X Line 15)	\$13,426	\$13,426	\$6,857	\$20,284	\$20,283	\$13,762	\$67,755
18	Subcontractor/Capital Expenditures	\$0	\$0		\$0	\$0	\$0	\$0
19	Total Expenditures	\$102,933	\$102,933	\$52,573	\$155,506	\$155,506	\$105,506	\$519,451
20	DAS Revenues							
21	General Funds	\$102,933	\$102,933		\$102,933	\$102,933	\$102,933	\$411,732
22	State Funds			\$50,000	\$50,000	\$50,000		\$100,000
23	FY24-25 CODB (2.5%)(GF)			\$2,573	\$2,573	\$2,573	\$2,573	\$7,719
24 25								
26								
27								
28								
29	TOTAL DAS REVENUES	\$102,933	\$102,933	\$52,573	\$155,506	\$155,506	\$105,506	\$519,451
30	Other Revenues							
31								
32								
33								
35								
36	Total Revenues	\$102,933	\$102,933	\$52,573	\$155,506	\$155,506	\$105,506	\$877,645
	Full Time Equivalent (FTE)	\$15 <u>2</u> ,000	Ţ.5 <u>2</u> ,666	402,010	Ų.00,000	\$.55,000	\$.55,000	45,510
	Prepared by: Ray Mallett	1	510 844 8244					
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	HSA-CO Review Signature:							
41	HSA #1							12/2/2020

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1	Appendix B-1, Page 2											
2	Felton Institute											
4	Program: Senior Companion Program	n										
5												
6												
7		Salaries & Benefits Detail										
9												
9						İ	Original	Modification	Revised	Revised	Revised	
10						7/1/23-6/30/24	7/1/24-6/30/25	9/1/24-6/30/25	7/1/24-6/30/25	7/1/25-6/30/26	7/1/26-6/30/27	7/1/23-6/30/27
11		Agency 7	Totals	DAS Pr	ogram	DAS	DAS	DAS	DAS	DAS	DAS	TOTAL
		Annual Full		% FTE funded by								
		TimeSalary	Total	HSA	Adjusted							
12	POSITION TITLE	for FTE	FTE	(Max 100%)	FTE		Budgeted Salary					
13	Director	\$120,000	1.00	6%	0.06	\$5,228	\$5,228	\$157	\$5,385	\$5,385	\$5,385	\$21,383
14	Program Manager	\$78,000	1.00	16%	0.16	\$13,104	\$13,104	\$393	\$13,497	\$13,497	\$13,497	\$53,595
15	Program Supervisor	\$55,000	1.00	9%	0.09	\$5,100	\$5,100	(\$5,100)	\$0	\$0	\$0	\$5,100
16	Volunteer Coordinator	\$50,000	0.53	7%	0.07	\$3,700	\$3,700	(\$3,160)	\$540	\$540	\$540	\$5,320
17	Program coordinator	\$65,000	1.00	58%	0.58			\$37,700	\$37,700	\$37,700	\$9,380	\$84,780
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30	TOTALS	\$368,000	4.53	96%	0.96	\$27,132	\$27,132	\$29,990	\$57,122	\$57,122	\$28,802	\$170,178
31	FRINGE BENEFIT RATE	34%										
33	EMPLOYEE FRINGE BENEFITS	\$125,120				\$9,225	\$9,225	\$10,197	\$19,421	\$19,421	\$9,793	\$57,860
34 35												
	TOTAL SALARIES & BENEFITS	\$493,120				\$36,357	\$36,357	\$40,187	\$76,543	\$76,543	\$38,595	\$228,038
37	HSA #2											12/2/2020

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1						App	endix B-1, Page 3
2 3 Felton Institute							
4 Program: Senior Companion Program							
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6 7	perating Expe	neo Dotail					
8	perating Expe	ilise Detail					
9							
10							TOTAL
11		Original	Modification	Revised	Revised	Revised	TOTAL
12 Expenditure Category TEI	RM 7/1/23-6/30/2			7/1/24-6/30/25	7/1/25-6/30/26	7/1/26-6/30/27	7/1/23-6/30/27
13 Rental of Property	\$2,00	\$2,000		\$2,000	\$2,000	\$2,000	\$ 8,000
14 Utilities(Elec, Water, Gas, Phone, Garbage)							\$ -
15 Office Supplies, Postage	\$50	\$500	(\$400)	\$100	\$100	\$500	\$ 1,200
16 Building Maintenance Supplies and Repair		_					\$ -
17 Printing and Reproduction		_					\$ -
18 Insurance	\$1,50	90 \$1,500	(\$650)	\$850	\$850	\$1,500	\$ 4,700
19 Staff Training		_					\$ -
20 Staff Travel-(Local & Out of Town)	\$1,00	\$1,000		\$1,000	\$1,000	\$1,000	\$ 4,000
21 Rental of Equipment							\$ -
22							
23 CONSULTANTS							
24							\$ -
25							\$ -
26							
27 OTHER	# 44.00	0 044 000	#0.050	#40.050	040.050	044.000	. 400 404
28 Volunteer Stipends (10) 29 Volunteer Recognition	\$41,60 \$1,00			\$49,952 \$1,000	\$49,952 \$1,000	\$41,600 \$1,000	
30 Volunteer Recognition	\$1,00			\$1,000	\$1,000	\$1,000	
31 Volunteer Transportation	\$30			\$300	\$300	\$300	
32 Program Related Expenses	\$25			\$250	\$250	\$250	
33			-				\$ -
34							
35		_					
36 TOTAL OPERATING EXPENSE	<u>\$ 53,15</u>	<u>\$ 53,150</u>	\$ 5,529	\$ 58,679	\$ 58,679	\$ 53,150	\$ 223,658
37							
38 HSA #3							12/2/2020



Department of Benefits and Family Support

Department of Disability and Aging Services

P.O. Box 7988 San Francisco, CA 94120-7988 www.SFHSA.org



London Breed Mayor

Trent RhorerExecutive Director

Date: August 21, 2024

To: Dan Kaplan, Deputy Director, HSA

From: Esperanza Zapien, Director of Contracts, HSA

RE: Sole Source Waiver Request – Felton Institute to provide the Senior Companion

Program – First Amendment

The Human Services Agency (HSA), on behalf of the Department of Disability and Aging Services (DAS), respectfully requests the approval of the attached exemption of the sole source waiver form for Felton Institute for the provision of the Senior Companion Program. This is the first amendment to the original grant agreement to add additional funding in the amount of \$107,720 with no change to the grant term of July 1, 2023 through June 30, 2027 for a total revised amount not to exceed \$571,396.

Per Administrative Code Section 21.G, Granting Agencies shall award all Grants through an open and competitive process under Sections 21G.4, 21G.5, and 21G.6, except for Grants (1) to a governmental entity for programs, activities, or services that can be practically performed only by that particular entity, (2) made to a specific entity as required to comply with applicable law or contract, or as a result of the requirements of the funding source, (3) made for improvement to property by a property owner, or (4) awarded on a sole source basis pursuant to Section 21G.8.

Felton Institute continues to be the selected Federal Recipient for the administration of the Senior Companion program in San Francisco. The Federal Senior Companion model states that local dollars can be used to support the program. DAS expanded the Federal Senior Companion program, supplementing it with local general fund to provide a more robust program. An agency can only use the title "Senior Companion Program" if that agency is the federal awardee. Copyright issues could result from attempting to use that program name and concept for an award not linked to the federal recipient.

Therefore, this grant would fall under Administrative Code section 21G.3(a)(2): Grants to a specific entity as required to comply with applicable law or contract, or as a result of the requirements of the funding source.

DAS is proposing the following:

Request: DAS will add additional funding in the amount of \$107,720 to the original grant agreement with no change to the grant term of July 1, 2023 through June 30, 2027 for a total revised amount not to exceed \$571,396.

Brief description of services: The Senior Companion Program establishes new social service roles for volunteers through which older adults can maintain a sense of selfworth, retain physical health and mental alertness, and enrich their social contacts through regular and ongoing volunteer opportunities. It also provides supportive services to older persons in an effort to maintain independent living.



P.O. Box 7988 San Francisco, CA 94120-7988 www.SFHSA.org **Duration:** A grant term of four (4) years from July 1, 2023 through June 30, 2027.

Justification for Sole Source: Felton Institute continues to be the selected Federal Recipient for the administration of the Senior Companion program in San Francisco. The Federal Senior Companion model states that local dollars can be used to support the program.

Reporting Requirements: Grantee will provide various reports during the term of the grant agreement. The grantee will enter into the CA Getcare Consumer Management section consumer data from the intake form for senior companion volunteers. The grantee will enter into the CA Getcare Service Unit section all the units of service.

Compliance: The grantee will meet the normal city requirements for contracting.

Future procurement: Analysis of next period will determine whether or not services still qualify as a sole source.

X Approved ___ Disapproved

Danil Eaplan 8/23/2024

Dan Kaplan, Deputy Director of Administration and Finance