

COUNTY OF SAN MATEO



Community Engagement:

Census 2020 and COVID-19 Outreach Strategies

February 25, 2021

Office of Community Affairs

- Serves as a **liaison** between County departments and the community to facilitate information sharing and feedback
- Make sure to capture the **community's voice** to understand how to inform the County's strategies
- Oversees:
 - Census 2020
 - Immigrant Services
 - Community Engagement (community plans, rezoning, new ordinances)
 - Special Projects (public art, beautification projects)
- And Now:
 - **COVID-19 Outreach** to vulnerable communities

Prepare for the Census

Inclusive civic engagement

- Everyone has a place at the table
- Display greater civic pride
- Individual volunteerism to organization involvement
- Combining knowledge, skills, values and motivation to make a difference

Known Challenges to Complete Count

-  Census 2020 underfunding → Fewer local offices and field staff for non-response follow up
-  Moving primarily online → Concerns about data security + Digital access & literacy barriers
-  Fear & lack of trust in federal government → Concerns about data privacy
-  Possible citizenship question → Anxiety among immigrant communities

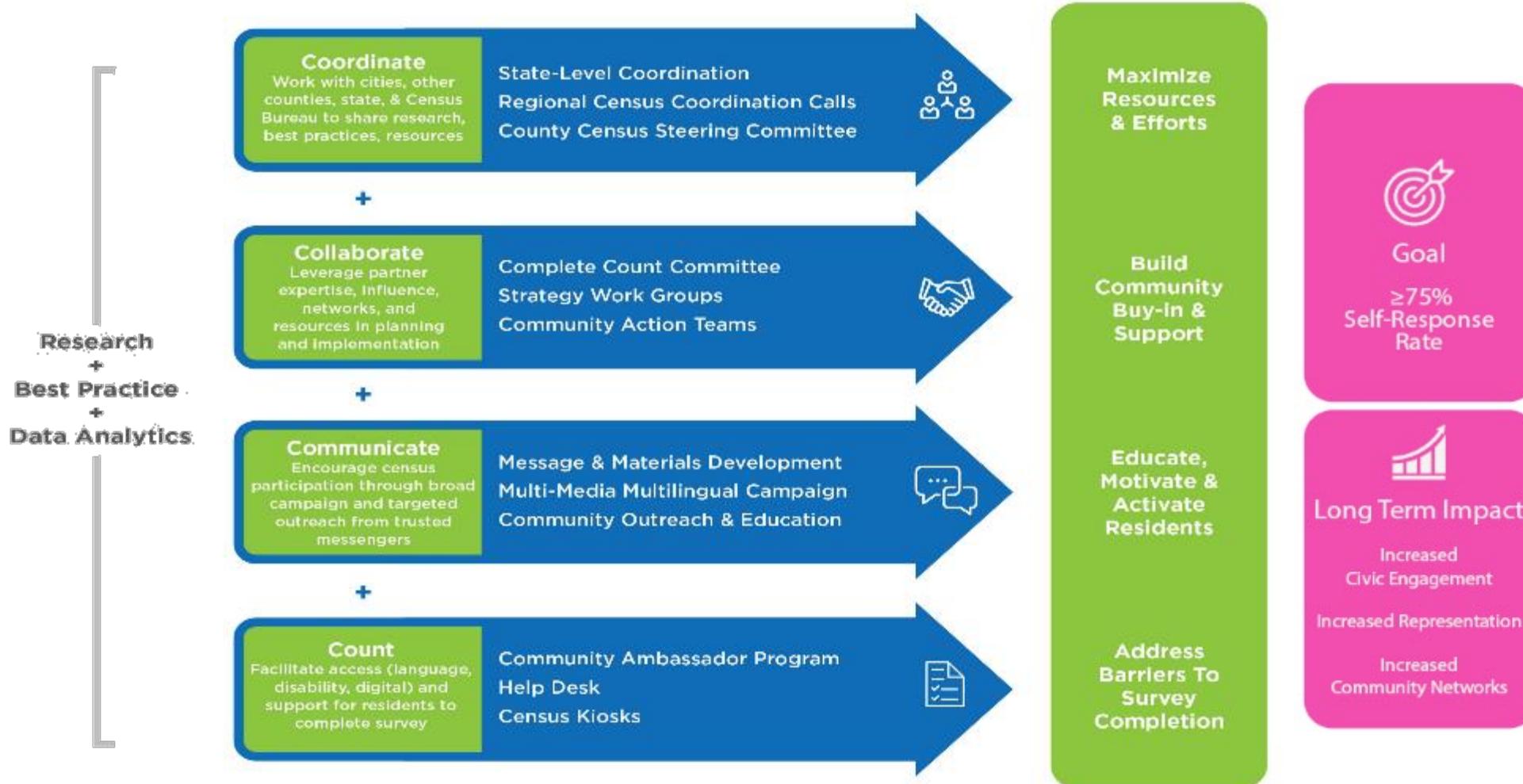
Hard-to-Count / Least Likely to Respond

The primary and perpetual challenge facing the U.S. Census Bureau is the **undercount of certain population groups**.

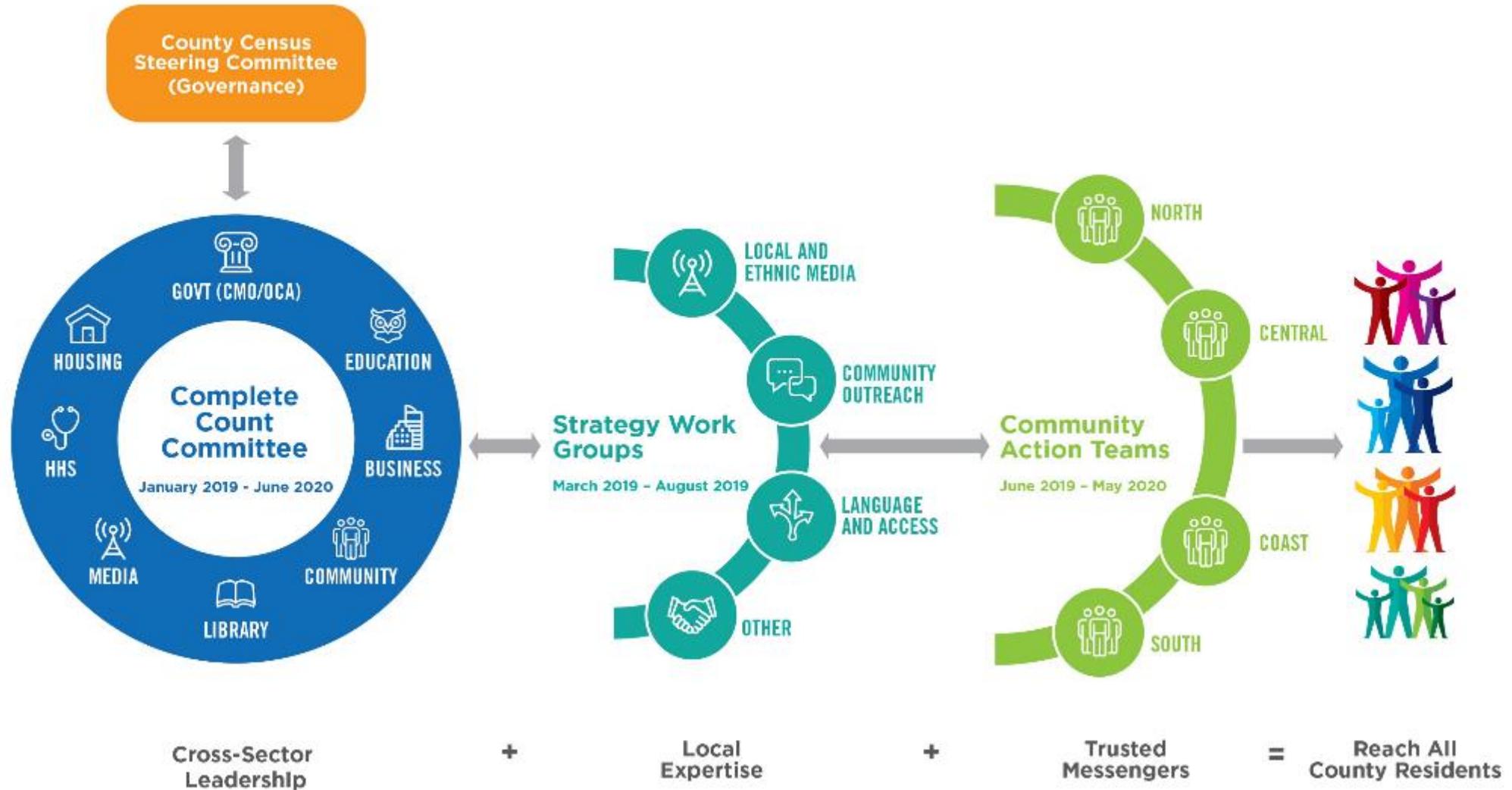
This challenge was amplified in California where **more residents** are considered traditionally hard to count (HTC).



Strategic Framework



Collaborative Structure



CAT Regions

San Mateo County-Created Resources

▶ FACTSHEETS, FLYERS, POSTCARDS

▶ PRESENTATIONS

▶ ARTICLES

▶ VIDEOS + PSA

▶ POSTERS

▶ WEBTOOLS

▶ REQUESTS

Resources Created by Other Organizations

▶ BAY AREA COUNTS 2020 (UNITED WAY) MATERIALS

▶ NALEO EDUCATIONAL FUND

▶ UNITED STATES CENSUS BUREAU

WHEN IS THE 2020 CENSUS?
updated 3-20-20

MARCH 12-20  Initations Mailed

Guides + Toolkits

San Mateo County-Created

- [Census Outreach Phone Script](#)
- [Messaging Guide](#)
- [Communications Calendar](#): this Google Document includes all the social media posts + themes for each week, key observations, talking points, the call to action for that week, and links to resources.
- [Social Media Guide](#) (now incorporated into Communication Calendar - see above)
 - October-December 2019
 - July-September 2019 (Updated July 2019)
- [Outreach Toolkit](#)

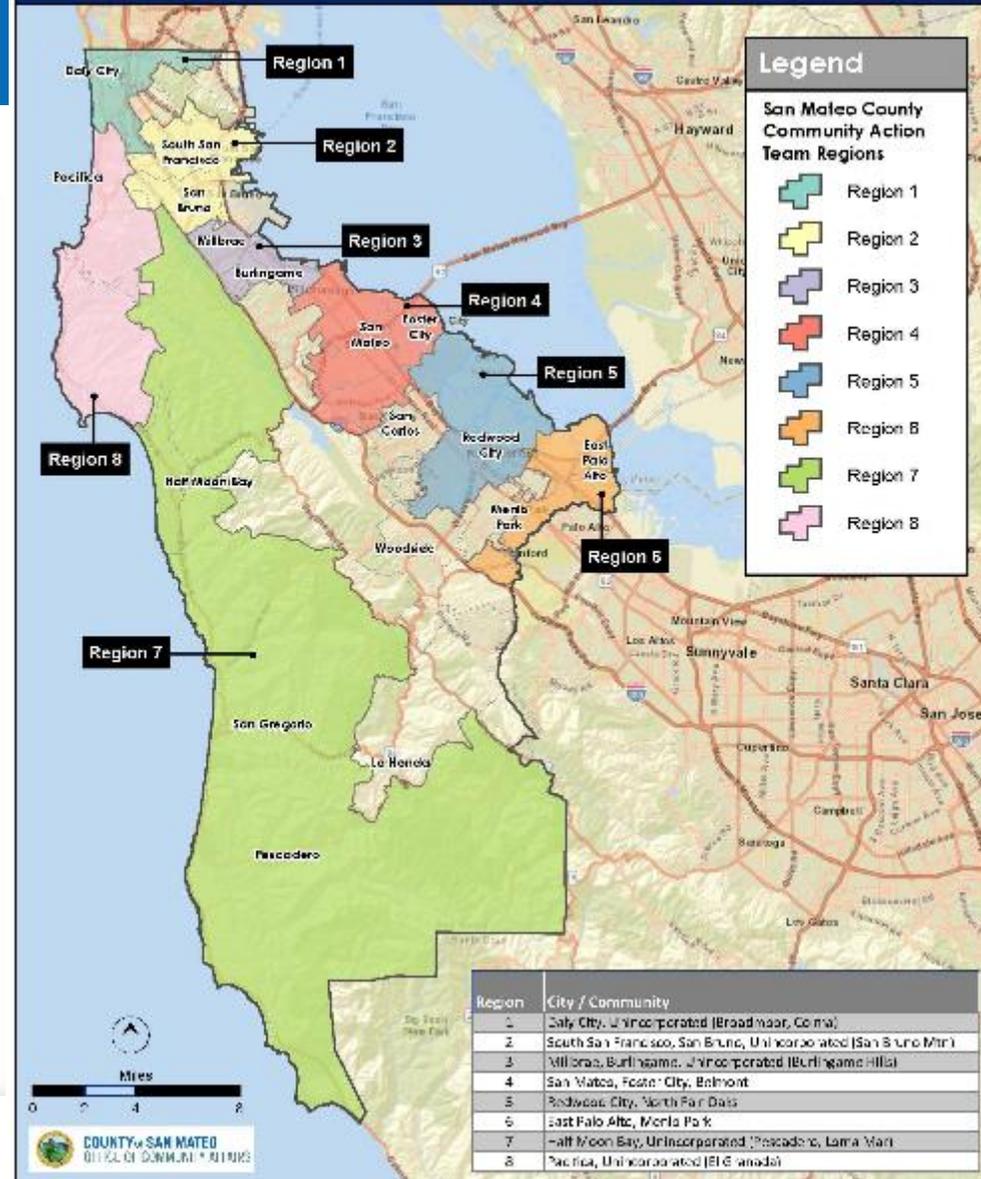
Other Resources

- [Disability Rights California: 2020 Census Disability Community Toolkit](#)
- [First 5: Census Message Guide, Final, English \(word .doc\)](#)

Supporting Information

- [Sample Invitation to Participate Letter](#)
- [Sample Paper Questionnaire](#)

SAN MATEO COUNTY COMMUNITY ACTION TEAM REGIONS

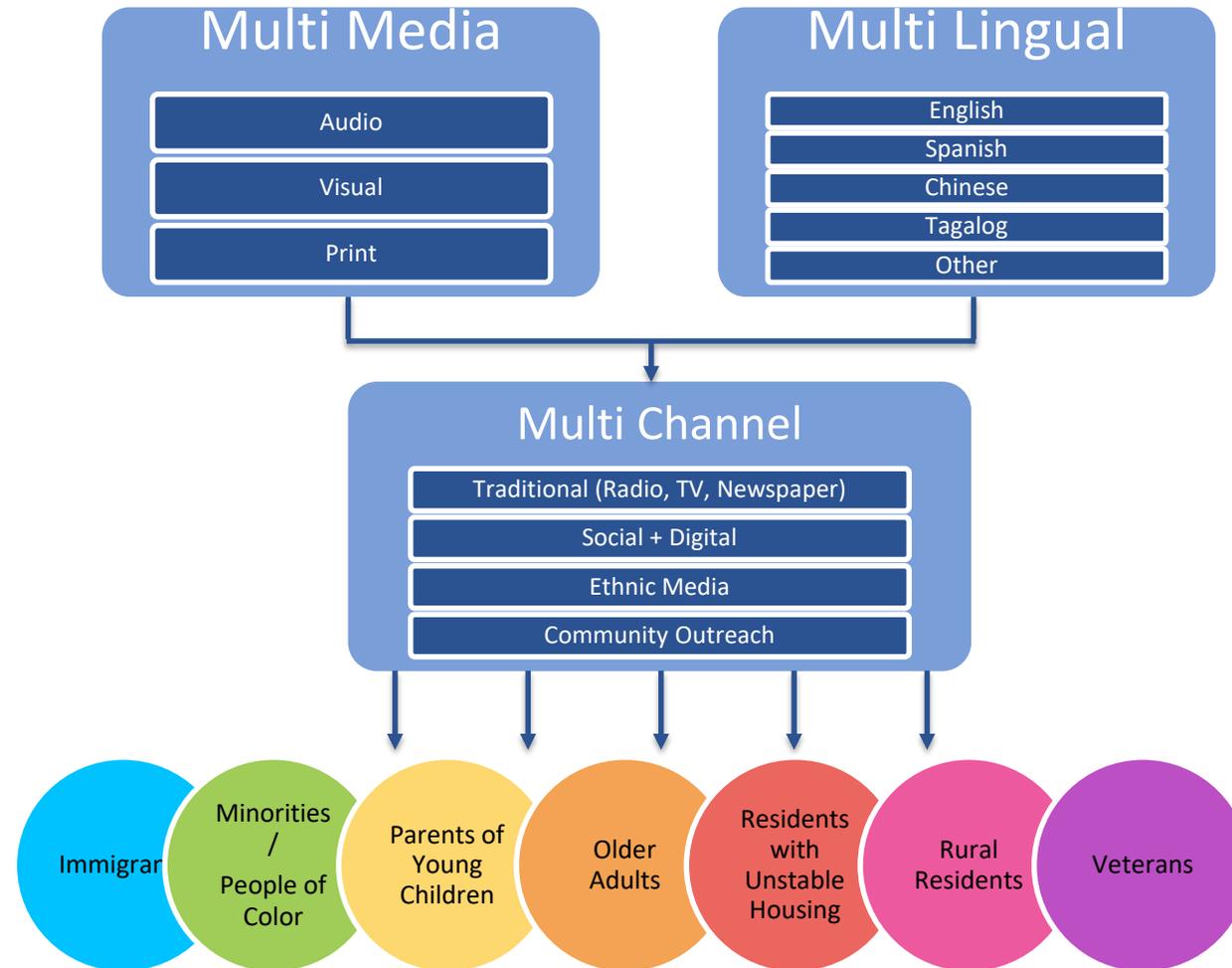


Ambassador Program

- League of Women Voters and San Francisco People Power (Elections + Census focused)
- Boys and Girls Club (Youth-focused)
- Adult Schools (Immigrant-focused)
- Catholic Charities (Faith-based)
- Ombudsman Services (Seniors)



Communication Campaign



Outreach Resources

CENSUS 2020 SAN MATEO COUNTY EVERYONE COUNTS

Why It's Important THE MONEY

Census data is states, of which
We could lose for as

- \$3.2 Billion
- \$2.6 Billion
- \$1.7 Billion
- \$3.5 Billion
- \$2.3 Billion
- \$7.5 Billion
- And millions

For more info

WHAT IT WILL ASK

Census 2020 will household
The national census

Questions for the entire household:

- Number of people
- Whether the resident
- Phone number to

Questions for each person in the household:

- Name
- Sex
- Age / Date of Birth
- Race / Ethnicity

Census 2020 WILL NOT

For more information visit

WHAT IT IS

Every 10 years, the federal government counts ALL people living in the U.S.

The census count is how we make sure everyone has an equal voice and their fair share of government resources.

All residences across the county must complete a census form in April 2020 so we can count everyone.

EVERYONE COUNTS!

Participating in Census 2020 is one of the most powerful things you can do for yourself, your family, and your community.

We all matter. We all count.

Every person has the right and responsibility to be counted in the national census.

The census helps make sure:

- All families have the resources and services they need.
- All communities have a voice in making decisions that affect them.

EVERYONE COUNTS

PLEDGE to be counted in Census 2020!

For more information visit: www.SmcCensus.org

CENSUS 2020 EVERYONE COUNTS SAN MATEO COUNTY MESSAGING GUIDE

MESSAGE MAP: WHY participation in Census 2020 matters

Key Message 1	Key Message 2	Key Message 3
Standing up for the Census 2020 national count is one of the most powerful things you can do for yourself, your family and your community.	Everyone deserves an equal voice and a fair share of government resources.	If we do not have an accurate count in Census 2020, critical community programs will be affected, leaving many residents without the services they need.
Supporting Points	Supporting Points	Supporting Points
<ul style="list-style-type: none"> The national census is how we make sure everyone has equal representation in government and everyone gets their fair share of government resources. Unlike voting, every single person – regardless of age, citizenship status, criminal history – can participate and should be counted in the national census. By making sure you and everyone you know participates, you can raise your collective voice and help bring support to your community including jobs, housing, schools, public transportation, and health services. 	<ul style="list-style-type: none"> The national census is how we make sure everyone has equal representation in government and everyone gets their fair share of government resources. Californians pay more in federal taxes than any other state, and we need to have an accurate census count to get our tax dollars back for the programs and services our residents need. Census data determines how much representation we have nationally and how district lines are drawn locally, so an accurate count ensures that diverse voices are heard and changing needs are met. 	<ul style="list-style-type: none"> California receives about \$77 billion in federal funding a year based on census data to support health services, nutrition, early childhood education, transportation, affordable housing, and other programs that residents rely on. Census data is used by local governments and nonprofits to determine what services are needed and where to provide them. If they don't have accurate data, their services will fall short or not reach those that really need them. Census data is used by local agencies for planning, so an undercount could mean that traffic gets worse, schools don't have enough teachers, and public safety is compromised.

Updated July 15, 2020 Page 9

CENSUS 2020 SAN MATEO COUNTY EVERYONE COUNTS

SAN MATEO COUNTY CENSUS 2020 MESSAGING GUIDE

CENSUS 2020 EVERYONE COUNTS

NO. 1

March 16, 2020



Dr. Scott Merrow, Health Officer
Cassius Lockett, PhD, Director

Public Health, Policy & Planning
225 37th Avenue
San Mateo, CA 94403
smchealth.org

**ORDER OF THE HEALTH OFFICER
OF THE COUNTY OF SAN MATEO DIRECTING
ALL INDIVIDUALS LIVING IN THE COUNTY TO SHELTER AT THEIR PLACE OF
RESIDENCE EXCEPT THAT THEY MAY LEAVE TO PROVIDE OR RECEIVE
CERTAIN ESSENTIAL SERVICES OR ENGAGE IN CERTAIN ESSENTIAL
ACTIVITIES AND WORK FOR ESSENTIAL BUSINESSES AND GOVERNMENTAL
SERVICES; EXEMPTING INDIVIDUALS EXPERIENCING HOMELESSNESS FROM
THE SHELTER IN PLACE ORDER BUT URGING THEM TO FIND SHELTER AND
GOVERNMENT AGENCIES TO PROVIDE IT; DIRECTING ALL BUSINESSES AND
GOVERNMENTAL AGENCIES TO CEASE NON-ESSENTIAL OPERATIONS AT
PHYSICAL LOCATIONS IN THE COUNTY; PROHIBITING ALL NON-ESSENTIAL
GATHERINGS OF ANY NUMBER OF INDIVIDUALS; AND ORDERING
CESSATION OF ALL NON-ESSENTIAL TRAVEL**

DATE OF ORDER: MARCH 16, 2020

Please read this Order carefully. Violation of or failure to comply with this Order is a misdemeanor punishable by fine, imprisonment, or both. (California Health and Safety Code § 120295, *et seq.*)

UNDER THE AUTHORITY OF CALIFORNIA HEALTH AND SAFETY CODE SECTIONS 101040, 101085, AND 120175, THE HEALTH OFFICER OF THE COUNTY OF SAN MATEO ("HEALTH OFFICER") ORDERS:

1. The intent of this Order is to ensure that the maximum number of people self-isolate in their places of residence to the maximum extent feasible, while enabling essential services to continue, to slow the spread of COVID-19 to the maximum extent possible. When people need to leave their places of residence, whether to obtain or perform vital services, or to otherwise facilitate authorized activities necessary for continuity of social and commercial life, they should at all times reasonably possible comply with Social Distancing Requirements as defined in Section 10 below. All provisions of this Order should be interpreted to effectuate this intent. Failure to comply with any of the provisions of this Order constitutes an imminent threat to public health.
2. All individuals currently living within San Mateo County (the "County") are ordered to shelter at their place of residence. To the extent individuals are using shared or outdoor spaces, they must at all times as reasonably possible maintain social distancing of at least six feet from any other person when they are outside their residence. All persons may leave their residences only for Essential Activities, Essential Governmental Functions, or to operate Essential Businesses, all as defined in Section 10. Individuals experiencing homelessness are exempt from this Section, but are strongly urged to obtain shelter, and



What Changed Immediately

No In-Person Outreach

- All the events that our partners had planned were now cancelled
- No door-to-door canvassing
- No questionnaire assistance centers or kiosks

San Mateo County Employees

- All immediately had to work remotely, and we didn't know for how long

Loss of Importance

- When people are struggling to survive, financially, with their health, with their mental well-being ... the census lost some of its importance

Regional Meetings

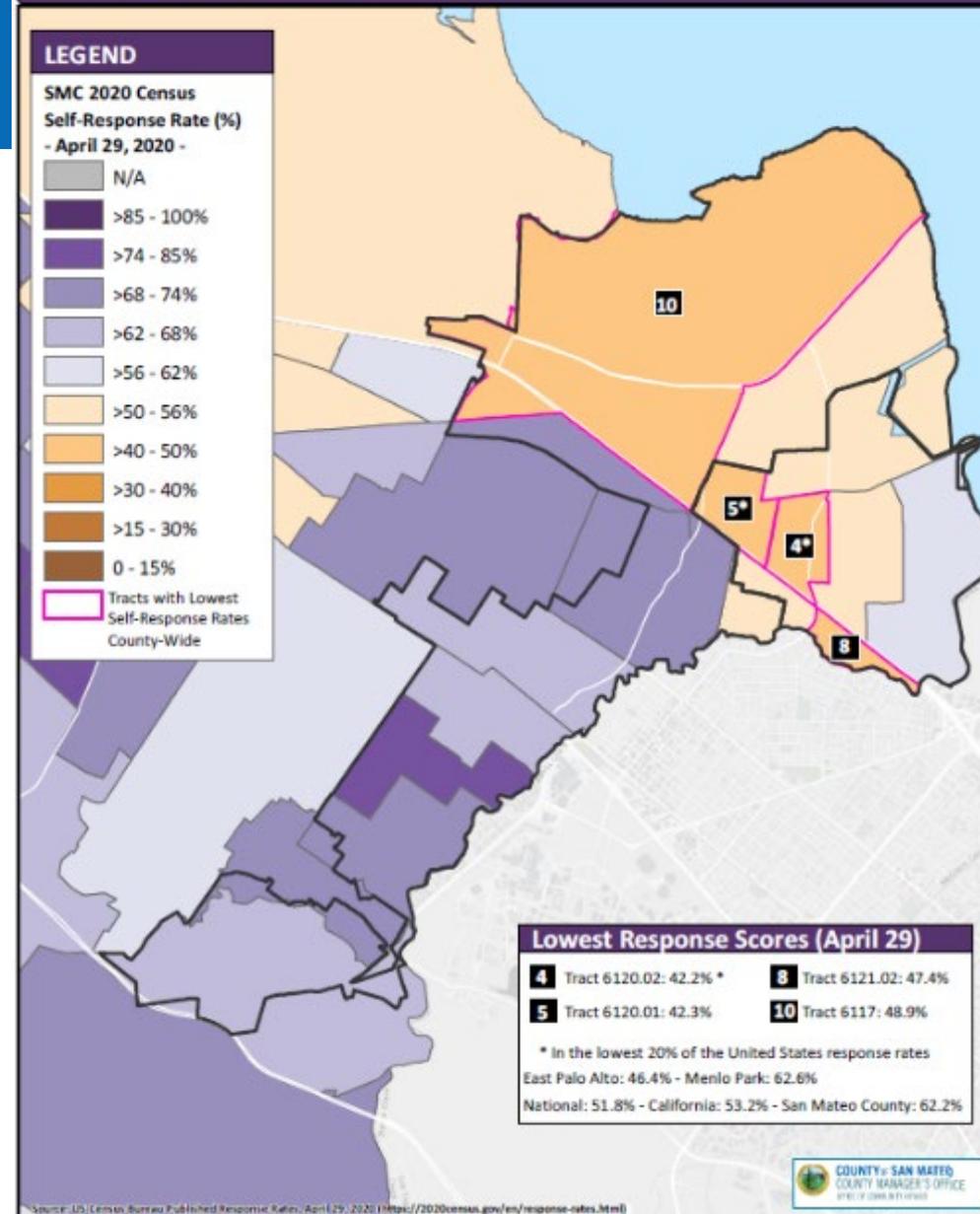
Thrive, Alliance of Nonprofits

- Monthly regional meetings
- Self-response rates by census tract

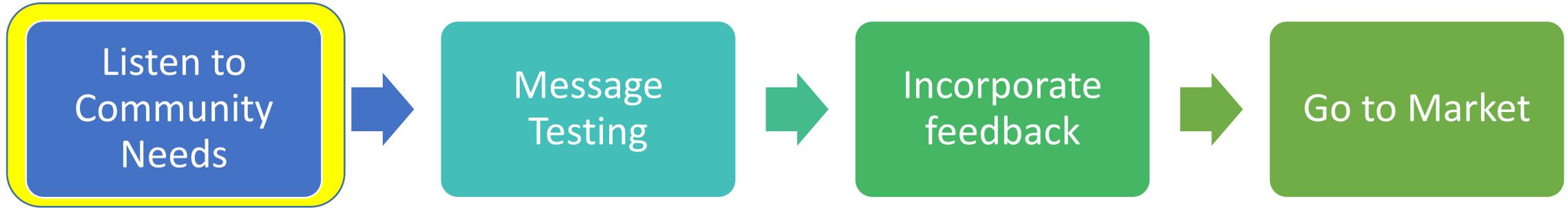
Opportunity for all to present

- Smaller meetings allowed for productive dialogue to take place in a safe environment
- Share best practices / lessons learned
- Present different graphics and messages and receive real-time feedback

SAN MATEO COUNTY: 2020 CENSUS SELF-RESPONSE RATES



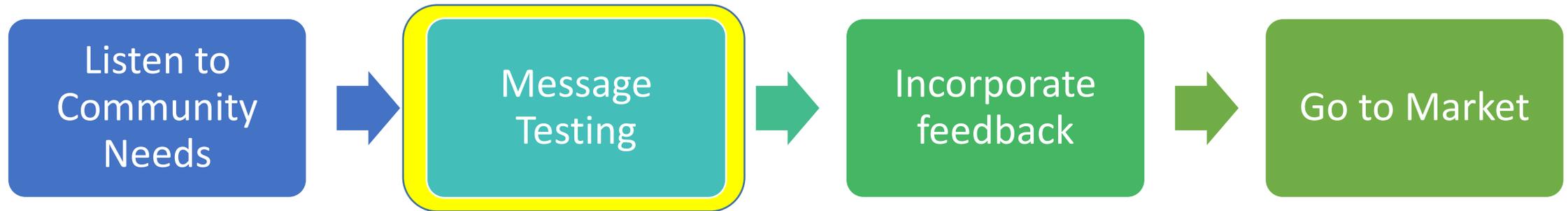
Message Development Process



Community Request:

There census tract in Daly City with the lowest self response rate contains large apartment complexes, that are difficult to gain access to. How can we reach these residents?

Message Development Process



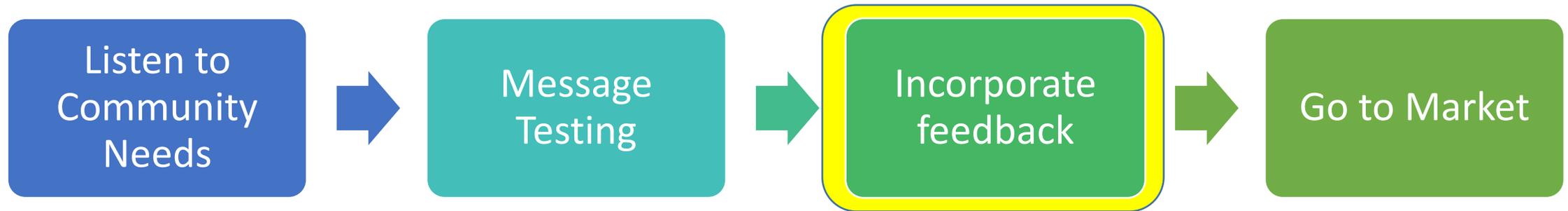
Message Testing:

During the regional meeting, we presented a door hanger which would contain information about the census. The languages included English, Spanish and Chinese.

Comments received:

These particular apartment buildings have a growing number of Arabic-speaking residents, and the apartments are over-crowded and therefore folks are afraid to list how many people live in each unit (fear of repercussions from their landlord / property managers). Also gaining access to the buildings is very difficult and the property managers wouldn't work with us to allow us in.

Message Development Process



Revised Doorhanger Based upon Feedback:

We revised our messaging to resonate with renters by emphasizing the confidentiality of the census, and that responses will not be shared with landlords, property owners, law enforcement or immigration.

Also highlighted how census data helps fund critical services like affordable housing and housing assistance programs.

Included messaging in Arabic as well

IT'S NOT TOO LATE to be counted in the 2020 CENSUS!

Your voice is essential in bringing resources and services to our communities. You can take your census right now at my2020census.gov or by calling 844-330-2020!

The census takes less than 10 minutes to complete but will affect funding over the next ten years for hospitals, schools, roads and more in our community. The more residents who are counted, the more resources we will have!

Facts to Remember about the Census:

- 1 Responses are confidential by law and will not be shared with landlords, property owners, law enforcement or immigration.
- 2 Remember to count children, parents, roommates and everyone living in your household.
- 3 Census data helps fund critical services such as affordable housing and housing assistance programs.
- 4 The census is available in 13 languages online or over the phone. Please go to my2020census.gov to participate today.
- 5 The census will NOT ask for your SSN, credit card information, or immigration status.

If you've already filled out the census, you can help ensure a full count by reminding your friends, neighbors and everyone else how quick and easy it is to do it themselves.

**STAND UP and
BE COUNTED**

my2020census.gov

STAND UP and BE COUNTED

Your voice is essential to this community, you deserve to be counted. Take the Census now at my2020census.gov or by calling 844-330-2020!

Su voz voz es esencial para esta comunidad, y merece ser contado. ¡Participe ahora en my2020census.gov o llame al 844-468-2020!

您的声音对我们社区很重要，
您值得被统计在内。完成2020人口普查表格填写，
登陆网站my2020census.gov或拨打电话844-
330-2020（英文），844-391-2020（普通话），
844-398-2020（广东话）

'Oku mahu'inga ho le'o ki hotau kāinga
'pea 'oku totonu pē ke ke kau 'i he lau.'
Fakafonu ho'o Tohi Kakai 'i he
my2020census.gov pē fetu'utaki ki he
844-330-2020!

صوتك أساسي لمجتمعك. أنت تستحق أن تشمل في التعداد السكاني لعام ٢٠٢٠

قم بزيارة الموقع الإلكتروني my2020census.gov

أو اتصل على ٨٤٤-٤١٦-٢٠٢٠ لتعبئة الاستبيان

Incorporate
feedback



Go to Market

How We Adapted

Targeted Digital Media

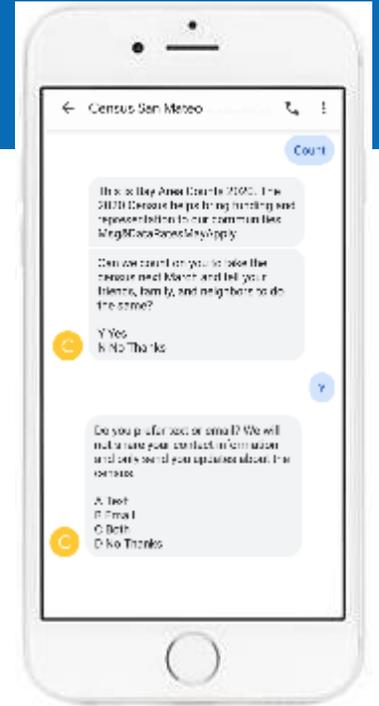
- Increased contact with StoreFront
 - Facebook and Instagram ads
 - Digital Banners
 - OTT Video ads
 - Twitter ads
 - Emerging digital platforms like SnapChat and TikTok

The image shows two versions of a digital banner for the 2020 Census, one in English and one in Spanish. Both banners feature illustrations of a firefighter, a nurse, and a police officer, along with a person working at a computer. The English version includes the text: "STAND UP and BE COUNTED in the 2020 CENSUS!", "With the COVID-19 public health crisis, it's now more important than ever that we have an accurate count of everyone living in San Mateo County so we can better prepare for emergency or medical services, food distribution or housing assistance.", "YOUR WORK IS ESSENTIAL. YOUR FAMILY IS ESSENTIAL. YOUR HEALTH IS ESSENTIAL.", and "Participate today at my2020census.gov or 844-330-2020". The Spanish version includes the text: "¡TOME ACCIÓN y HÁGASE CONTAR en el CENSO 2020!", "Con la crisis de salud pública de COVID-19, ahora es más importante que nunca que tengamos un recuento preciso de todas las personas que viven en el Condado de San Mateo para poder prepararnos mejor para los servicios médicos/de emergencia, distribución de alimentos o asistencia para la vivienda.", "SU TRABAJO ES ESENCIAL. SU FAMILIA ES ESENCIAL. SU SALUD ES ESENCIAL.", and "Participe hoy en my2020census.gov o llame al 844-468-2020".

The image shows a digital banner for the 2020 Census in English. It features the "CENSUS 2020 SAN MATEO COUNTY" logo with the website "www.smocensus.org" and the slogan "STAND UP AND BE COUNTED!". The main text reads: "Everyone Counts! Visit your library for help." and "¡Todos Cuentan! Visite su biblioteca para obtener ayuda.".

Technology Tools

- Geographic Information System (GIS) **mapping** technology
- **Capture** outreach activities and impressions
- **Real-time access** to census survey responses by census tract
 - Can deploy teams to areas where response rates are low
- Texting **Pledge** Tool
- Cureo – web based project management tool



I support a full 2020 Census count in San Mateo County!

EVERYONE COUNTS

Join San Mateo County + Bay Area Counts 2020 by texting **COUNT** to **650-200-2743**
www.smccensus.org #SmcCounts #EveryoneCounts #BayAreaCounts2020

COVID-19 Outreach

- Census 2020 built the foundation for the successful partnerships formed
- Using this same framework, we started developing outreach strategies for COVID-19 to our most vulnerable communities

COVID-19 Outreach Funded Partners

34 Total Funded
Partners

Bay Area Community Health Advisory Council

Building Skills Partnership

Casa Circulo Cultural

City of San Bruno

Coastside Adult Day Health Center

Coastside Farmers' Market

Daly City Partnership

El Centro de Libertad

El Concilio of San Mateo County

East Palo Alto Center for Community Media

Family Connections

HealthWays

Heart and Soul, Inc.

Institute for Human and Social Development

International Rescue Committee

North East Medical Services

Nuestra Casa de East Palo Alto

Pacifica Resource Center

Peninsula Conflict Resolution Center

Peninsula Family Services

Peninsula Volunteers

Puente

Ravenswood Family Health Network

Self-Help for the Elderly

Senior Coastsiders

Siena Youth Center of the St. Francis Center

San Mateo County Libraries

San Mateo County Union Community Alliance

South San Francisco Library

StarVista First Chance

Support Life Foundation

Taulama for Tongans

Thrive Alliance

YMCA Silicon Valley

Outreach Toolkit Contents

- 50 disposable facemasks
- 50 cloth facemasks
- 2 large hand sanitizers
- 5 face shields
- 3 flipbooks
- Postcards
- Contact tracing flyer



COUNTY OF SAN MATEO RESOURCES

There are many resources available if you test positive



PREVENTION TIPS

What you can do to prevent COVID-19



WHAT IS COVID-19

COVID-19 = Coronavirus Disease, identified in 2019

COVID-19 is a new respiratory illness that spreads from person to person.

How can it spread?

 By not maintaining 6-feet of social distancing

 Through the air by talking, singing, coughing or sneezing

 Close personal contact like hugging or shaking hands

 Touching an object or surface with the virus on it



Self-Care is Community Care



For more information visit: www.smcgov.org

您的健康很重要: 接受测试!

帮助保持我们社区的健康与强大

在圣马特奥县生活或工作的人都可以免费测试

如果您测试呈阳性, 可以获得支持服务包括:

- 住房支持

查找您附近的测试站点:

可以在线预约, 测试:

Su salud es esencial: ¡HÁGASE LA PRUEBA!
AYUDE A MANTENER NUESTRAS COMUNIDADES SANAS Y FUERTES.

Pruebas ahora están disponibles para cualquiera que viva o trabaje en el Condado de San Mateo.

HAY SERVICIOS DISPONIBLES SI RESULTA POSITIVO:

- Apoyo de vivienda

ENCUENTRE UN SITIO DE PRUEBA CERCA DE USTED:

Las citas se pueden hacer en línea y las pruebas son:

- Autoadministradas

Your Health Is Essential: GET TESTED!

HELP KEEP OUR COMMUNITIES HEALTHY AND STRONG.

Testing is now available to anyone who lives or works in San Mateo County.

SUPPORT SERVICES ARE AVAILABLE IF YOU TEST POSITIVE:

- Housing support
- Financial assistance
- Food assistance
- Care for loved ones

For COVID-19 resources and information, call 211 or visit smcgov.org today!



FIND A TESTING SITE NEAR YOU:



Appointments can be made online and are:

- Self-administered
- Open to all residents including children
- No cost to you

<https://www.smcgov.org/testing>

Widespread Testing + Low Rates of Positive Tests =
A Faster Comeback for San Mateo County from COVID-19

@smc_commaffairs @CountyofSanMateo

ANSWERING THE CALL HELPS STOP THE SPREAD OF COVID-19



CONTACT TRACING is a completely confidential process that helps to identify people who may become ill due to close contact with someone who has tested positive for COVID-19.

For those who test positive, free resources are available including housing support, financial assistance, food assistance, and care for loved ones.

If you have been identified as being at risk:

-  **1 Help your community by answering the call and helping stop the spread.** You may receive a call from a public health worker who will ask you a few questions and recommend next steps you can take. Your information will be kept private and confidential.
-  **2 Take preventative measures**—this includes separating yourself for up to 14 days from others, including members of your household when possible, to protect those around you.

Answering the call helps stop the spread of COVID-19 so we can re-open safely, together! [Learn more at smcgov.org/testing](http://smcgov.org/testing) or call 211.

Testing and tracing are completely private! You will not be asked for your social security number or your immigration status.



@smc_commaffairs

Vaccine Communications & Equity Working Group

Project Objective

All residents of communities in the lowest health places quartile will receive accurate and effective communication about the COVID-19 vaccine, the vaccination process, and how to stay healthy both prior to and after vaccinations.

Working Group Task

Develop COVID-19 vaccine communication and outreach plans for the communities in the lowest quartile in the Healthy Places Index and provide feedback on the countywide vaccine communications plan.

- Culturally and linguistically appropriate messaging
- Use trusted messengers to reach targeted communities

Message Testing

Message 1: The vaccine is safe and effective.

Message 2: There will be enough vaccine for everyone. Although the supply is currently limited, more vaccine is being produced every day.

Message 3: The vaccine is free and will be available to everyone regardless of immigration status.

Message 4: The vaccine is our best opportunity to be back with our loved ones again.

Message 5: If you have health insurance, a doctor, or a usual place you get your healthcare, they will contact you when you can get vaccinated.

Message 6: If you don't have health insurance or a doctor, you can still get vaccinated for free. For information go to <https://www.smchealth.org/covid-19-vaccination>

Message 7: After you get vaccinated, continue to wear a mask and social distance to keep everyone safe.

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Message 3: The vaccine is free and will be available to everyone regardless of immigration status.

Message 4: The vaccine is our best opportunity to beat this pandemic and come back again.

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Key Messages

SAFE. EFFECTIVE. FREE.

If you don't have health insurance, please visit:
smchealth.org/covidvaccine

*Me pondré la vacuna porque:
Quiero mantener a mi familia y amigos a salvo.*

- Colleen Granahan, Gerente
Coastside Farmers' Market

#PóngaseLaMascarillaSMC
#DetengaLaPropagación
smchealth.org

COUNTY OF SAN MATEO

AFTER YOU GET VACCINATED...

Continue to wear a mask, wash your hands regularly and social distance!

FOR INFORMATION, PLEASE VISIT:
smchealth.org/covidvaccine

There will be enough vaccine for everyone.
Although the supply is currently limited, more vaccine is being produced every day!

COUNTY VACCINE LIST
smchealth.org/vaccinesignup

STATE VACCINE LIST
myturn.ca.gov

If you have health insurance, a doctor, or a usual place you get your healthcare, they will contact you when you can get vaccinated.

Learn more: smchealth.org/covidvaccine

If you don't have health insurance or a doctor, you can still get vaccinated for free.

For more information go to:
smchealth.org/covidvaccine

The vaccine is free and will be available to everyone regardless of immigration status.

Message 1	Message 2	Message 3	Message 4	Message 5	Message 6	Message 7
X	X	X	X	X	X	X

Community Campaign

I'm getting the vaccine because:

I want to volunteer again at my church.

– Lisa Tealer, Executive Director
Bay Area Community Health Advisory Clinic

#StopTheSurge
#RollUpYourSleeve
smchealth.org/coronavirus



COUNTY OF SAN MATEO



ENGLISH

我注射疫苗因为:

它能保护我自己,
我的家人和我的社区。

#阻止传播高峰
#捲起袖子
smchealth.org/coronavirus



COUNTY OF SAN MATEO



CHINESE

O le a faia lo'u tui Koviki-19:

Ina ia puipuia ai lo'u ola, ae maise le soifua maloloina o lo'u aiga, ekalesia ma o'u tagatanu'u.

– Manufou Liaiga–Anoa'i, Founder
Pacific Islander Community Partnership

#TaofiLeFa'aapesi
#FaiLoaLouTui
smchealth.org



COUNTY OF SAN MATEO



SAMOAN

Me pondré la vacuna porque:

Para la protección de ambas personas. Es un bien para todos.

–Miguel Aguayo, Trabajador agrícola

#DetengaLaPropagación
#SúbaseLaManga
smchealth.org



COUNTY OF SAN MATEO



SPANISH

Ako ay magpapabakuna dahil:

para hindi mahawa at makahawa.

– Vennie Acebedo, Executive Director
HealthWays Inc

#SugpuinAngPaglala
#IiisliisAngManggasNngIyongDamt
smchealth.org/coronavirus



COUNTY OF SAN MATEO



TAGALOG

'Oku ou loto ke huhu

'aki au e vekisiní koe'uhi:

Ke malu'i au moe kakai kotoa pē mei he vailasi ní koe Koviti-19.

– Sina Vuna, Minister of Community Engagement,
Bay Area District / United Methodist Church

#Ta'ofi e pipihi 'a e mahaki ni
#Pelu hake e nima ho kofú ki 'olunga
smchealth.org



COUNTY OF SAN MATEO

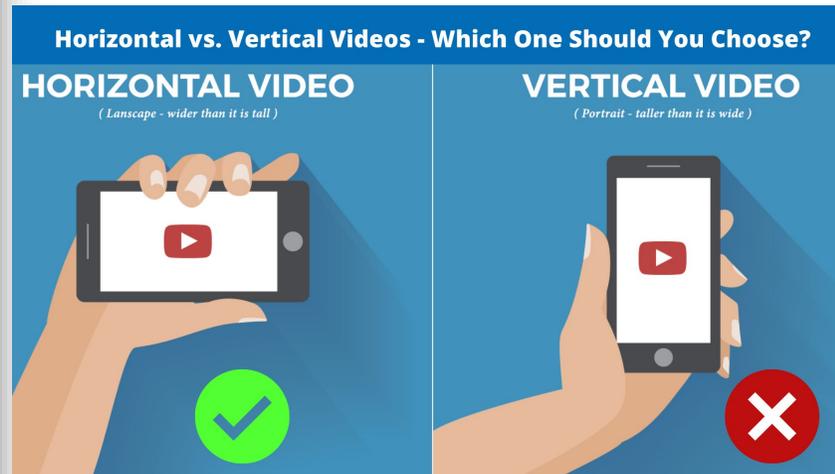


TONGAN

Community Campaign

COVID-19 Community Campaign Videos – Process Overview

1. Identify / request trusted messenger participation.
2. Provide messengers with video script and answer any questions.
3. If possible, create video in two languages. Please provide English transcripts for subtitles.
4. After video is finished, please email it to communityaffairs@smcgov.org
5. The Office of Community Affairs will edit the videos (add music, in partnership with OCA, etc)
6. Finished video will be sent to messenger to be shared within their networks as well
7. OCA will share with all social media channels, partners and county YouTube channel



Daly City Mayor, Jusyln Manalo



YouTube / Social Media / Tongan Radio

Thank You!

Partnerships Based on Trust

- Creating a safe space to openly discuss messages and campaigns is key
- Listening, adapting, and responding appropriately must happen
- Provide the tools and training to enable our partners to succeed

QUESTIONS?

