The SRI Homeroom - Episode 19

Narrator:

Welcome to the SRI Homeroom. Today, a systemic approach for connecting families with valuable early childhood services and programs.

Beth Moore:

This is all about building relationships. This is not about a technical solution for getting families into programs. This is how you build a system that's rooted in relationships, that works well, and works for families and their children.

Narrator:

Building and strengthening systems for coordinated eligibility and enrollment; today on the SRI Homeroom. Welcome in.

Howard Morrison:

Welcome to The SRI Homeroom. I'm your host, Howard Morrison, along with Ginger Elliot-Teague. Thanks for co-hosting with me, Ginger.

Ginger Elliott-Teague:

Thanks. I'm glad to be here.

Howard Morrison:

I'm so excited for today's conversation on coordinated eligibility enrollment, which we often refer to as CEE. I want to start by sharing a bit about what CEE is. Early care and education programs and services across the country are often fragmented and span across multiple state or local agencies. CEE is a systems coordination effort for states and localities to create more efficient systems for children and families that focus on awareness, access, and enrollment. Based on some of our research, there's a continuum of CEE implementation that ranges from outreach and recruitment, which is the awareness piece, to program selection and matching, which is the enrollment piece. Communities can take a phased approach and identify where to focus based on their community needs. To learn more, visit our resources in the show notes.

So listeners, we've got two great guests today that are going to share their CE experiences. First Five Alameda County will share their approach to planning, research, and discovery phase. And First Five South Carolina will share their implementation in how they're sustaining CEE. I'd like to welcome Beth Moore from South Carolina First Steps. Welcome, Beth. I just wanted to give you an opportunity to introduce yourself to the SRI homeroom.

Beth Moore:

Hi, Howard. I am Beth Moore. I'm the Chief of Engagement at South Carolina First Steps. We are the state's dedicated early childhood agency, and part of our role is convening an interagency group called the Early Childhood Advisory Council. This is made up of state leaders, agency directors, and parents and providers from across the state. This is the group that decided to build a coordinated eligibility determination and enrollment portal that we call First Five South Carolina.

Howard Morrison:

Thanks, Beth. We also have Anne Morrison here today. Anne, do you want to share a little bit about your background?

Anne Morrison:

Sure thing. Hi, I'm Anne Morrison. I'm the Early Care and Education Technology and Design Officer at First Five Alameda County. We are an agency that focuses on system-building supporting Alameda County's kids and families. We have been thinking about how to evolve Alameda County's early childhood system, consisting of investments in place, parent partnership, health, and early learning. And we are planning and designing for a coordinated eligibility and enrollment system to serve Alameda County children and families.

Howard Morrison:

Thanks, Anne. Let's dive into our conversation. So Anne, can you briefly share how Measure C, which is a sales tax increase, which is a local effort to strengthen early learning and care systems, changed the landscape for Alameda County, specifically related to CEE?

Anne Morrison:

Sure. So in 2020, Measure C was approved by voters and anticipated to generate approximately 150 million annually for expanding access to early childhood or early care and education in Alameda County. Parent advocates fought to include within that measure language that the plan should include initiatives to improve the efficiency and accessibility of early care and education services, and to streamline administration of programs for parents and providers through the use of technology and data systems.

So First Five Alameda County, where I work, was named the administrator of the early care and education portion of the Measure C revenues. So during this time, First Five Alameda County received a million dollar general fund contract with the Alameda County Social Services Agency to begin to start coordinated eligibility and enrollment work, recognizing that early stages of planning and staffing would be necessary in order to get towards designing and ultimately launching a solution. Fortunately, in June of 2025, the Alameda County Board of Supervisors voted to adopt the Measure C First Five plan to continue our development of a coordinated eligibility and enrollment system for the county.

Ginger Elliott-Teague:

Thanks, Anne. That's really interesting. So now that you have the funds, can you describe your approach to planning for CEE in Alameda County?

Anne Morrison:

Sure. So First Five Alameda County for the past 10 years has really been thinking about how to evolve Alameda's early childhood system, consisting of investments in place, in parent partnership, health, and in early learning. In our role as the local early childhood system of care, we administer some programs, we fund other programs, and we convene and partner intentional participatory processes, and set up partnerships. Those are really core to the work of our agency. So coordinated eligibility and enrollment is a nice example of continuing the system-building work that we've been engaged in with partners, including families, parents, and caregivers.

We have now worked with consultants to conduct a landscape analysis, looking at other localities and states that have taken on similar initiatives. That's how we've gotten to know you all. And we also

engaged local leaders to hear their perspectives of previous attempts where coordinating or centralizing eligibility has taken place in the past. Using that information, we then convened a community design team that was half made up of families, representative of the vast diversity across the county. It also included our childcare voucher administrative agencies, some representatives of our state preschool and infant toddler programs contracted with the state, our Head Starts, and family navigators helping families find resources, early care and education, and beyond. And we really used that group to begin mapping out what the current experience was like for families trying to navigate childcare subsidies or finding help paying for childcare, and to identify where the largest pain points were in that process and begin to imagine together what a better flow, a better experience could be.

Ginger Elliott-Teague:

Thanks, Anne. Engaging your community members is so important to the process, and I appreciate you sharing that information. So Beth, you've had an established CEE system for a couple of years now, and folks locally are a bit more familiar with your system. What is your process now for engaging the community as an ongoing process for continuous improvement?

Beth Moore:

Like First Five Alameda, we intentionally co-designed the site with families and programs and system leaders, and we've gone through several phases of development, and in parallel several phases of user engagement. So when we were building the site, we brought together user testing groups, parents and caregivers to actually test the site in real time and give us feedback. Much of their input actually shaped the way the website looks and works. More recently, in 2024, we held a series of stakeholder feedback sessions that included groups of parents, groups of system navigators and program professionals who gave us feedback on how the site was working for them, actually looked at a lot of our marketing and outreach materials to give us feedback on that. And just in general, their awareness of the site, if it was a place that families knew about and were being directed to by those who were serving them and helping them navigate the system.

So all of that has helped to shape our strategy in the development and promotion of the portal. We're now at a place where we're going to take a little bit of a different approach in 2026. We're going to, in a way, go back to the drawing board and just start with a statewide survey to understand families' and communities' awareness of the early childhood system, of the programs and services included in that system, and of resources like First Five. Is this a place that communities know where families can go to look for and get connected to services? What are their perceptions of the system, and what sort of barriers might exist in terms of awareness and perception that are keeping families from getting connected to services they might want and need? We're also going to be talking to those who work in outreach in communities to see if they're using First Five as a tool, to see if they're aware of it, and to see if they're using it.

One thing that we have found, which is interesting, is that even among the programs that are included in the portal, many of their staff don't really understand how the portal is different from other points of entry for families, and so helping staff and helping those who serve families understand that this is a tool that they can use to help families understand eligibility and what's available to them. It serves a very particular purpose. And there are fortunately lots of great resources for families in South Carolina, but helping to differentiate First Five and make it more useful is what we're hoping to do with this second round of listening.

Howard Morrison:

So Anne, you all have been in a planning phase, so I want to now touch on your timeline for implementing and what the approach you all are thinking for implementation of CEE.

Anne Morrison:

On the design team, we learned quickly from families that one of their earliest pain points was just not even knowing the available options for them. So we are starting with piloting some search functionalities, a place where families can see and learn more about all the different early care and education subsidy types, and where they're offered throughout the county. Our plan then is to share information about how to connect with the ones that families are interested in and potentially eligible for so that they can proceed into enrollment with them.

We're planning to launch in the spring or the summer of 2026, a search tool, including a map with information about our different subsidies and the sites that they're offered at. And then we'll very quickly continue into further development, further design and testing work around a family account or a family portal that creates a stronger connection point between families and the subsidy administrators that are enrolling them into programs. So a place where they can save, come back to their information, store their preferences, and then be alerted of available options that seem to line up with what they're looking for.

Howard Morrison:

Great. That's super helpful, and I think just emphasizes the point that all of this work does not have to happen at one point in time, and it's actually better to think about how you can phase things in. And I know that something, Beth, that First Five South Carolina was also an approach that they took as well, but you all have launched 44 programs, or something along that number, through their website and a common eligibility screener, which is a huge win. And so just wanted to talk a little bit about your approach to developing that and how you're making improvements and enhancements over time for your community.

Beth Moore:

So as you mentioned, Howard, we launched in 2022 with an eligibility screener that provided families with their eligibility for 44 different programs and services, so representing the full spectrum of federally and state funded early childhood programs in the state. That was a huge accomplishment, primarily because it proved that coordination among agencies is possible. It required that we aggregate eligibility criteria from all of these different programs, and map them onto one another, translate them into plain, simple language that most readers will understand, and put them into a user interface where families just have to click through five simple screens, with lots of white space, simple language, not too overwhelming, in order to get the information that they were looking for. We've shifted in our approach essentially from breadth to depth.

So we started with the eligibility screener and then we moved to the development of a common application. And this is a place that once families understand what they're eligible for, they can move through the site into a section where they can apply for certain programs for which an application on First Five is available. So it's not all of those 44 programs, but it is some of them. And of course, it depends on where the family is located in the state and what they're eligible for, how many programs they'll see on that application. But our goal initially was to make that common application as comprehensive as possible.

So what the common application offers to families is a big reduction in the administrative burden it takes to get enrolled in programs. So after they've completed the eligibility screener, we have that basic

information. And so when they go to the common application, many of the fields will be pre-filled with information they already entered, reducing the time it takes to complete an application. And when an application for one program is completed, that information will automatically get populated in a different application, if they so choose to apply to that program.

It also requires a lot of resources and time to build these applications. So we spend a lot of time in outreach across the state with locally administered programs, like school district programs, Head Starts, to get their applications on our site. We found that there are lots of barriers to achieving this big vision of having all these programs on our common application. Many of our school districts are using software that ultimately, even if a family fills out an application on First Five, they're inevitably going to have to complete information on another application in the future. So what we have learned is that our resources might be best spent in making our eligibility as comprehensive and as user-friendly as possible, so that First Five is the go-to referral tool and front door for family seeking services.

And so we've made a little bit of a strategic shift. We are not abandoning the common application. It is still there. It is still useful and we are still receiving thousands of applications a year, but we no longer see a completely comprehensive common application to be the end goal. What we really want is to have a platform for coordinated outreach, awareness-building, eligibility determination, and then a connection to enrollment. That's where we are today.

Howard Morrison:

Great. That's super helpful, and great insights and some lessons learned from your community. So between First Five South Carolina and First Five Alameda, we've got First Five South Carolina that's at the state level working with local communities, and First Five Alameda at the local community, aligning, connecting to what the state's doing. So Beth, I want to start with you and just get your perspective on how you're working with your local programs on this work.

Beth Moore:

This is really one of the most important lessons we've learned over the past five years, that buy-in from local programs, and the staff who make those local programs run, and who are helping facilitate parents' enrollment into programs, is that that buy-in is not automatic. We built First Five to serve the system and to serve these programs, to make it easier for them to identify families in their community who might be eligible and interested in their programs and to help them get those families into their programs. But the lesson that we've learned is that buy-in from those programs is not automatic. It's not like they felt like they received this gift and then had just immediately started using it. It required communication, relationship-building, training, and that continues to this day.

I think a mistake that we made when we built First Five and started promoting it is that our primary customer was our families, were South Carolina's families. And families continue to be at the center of the design of First Five, the promotion of First Five; but a really important customer that can't be neglected are those program partners, because those are the folks who are logging into the portal. There's actually a section of the portal. It's a secure site where programs can access their leads, and a lead is a family who's determined that they're eligible for that program. And those programs can go into that lead's account and actually pull down contact information from families and provide that personal outreach that might help families feel encouraged and supported in applying and enrolling in a program. That's incredibly important. And so keeping in constant contact with those leads account holders, those program staff, so that they are reminded to check their leads, they have their own outreach materials that align with the program or align with the portal and are equipped with messaging and anything else they need to help make that final connection with families.

And just constant cycle of training, feedback loops so that we are understanding how they're using the portal. Are they having any issues with it? Are they seeing any misunderstandings of the portal by their colleagues or in their communities? So that constant feedback loop with our programs is incredibly important and something that we are working now to refine and develop and perfect.

Howard Morrison:

Super helpful, and many good points, but some that stood out were, if you take an approach of "If we build it, they will come," that's not going to work in this approach. And you also, obviously, were family focused here, but also the providers are such key partners in this. And so thinking about those program partners and engaging them early and getting that buy-in, like you said, so you have those champions within the community. So super great point. Really appreciate that, Beth. I want to pivot to you, Anne, and ask, from your county level perspective, how are you connecting the work that you're doing to the state level and ensuring that there's an alignment there?

Anne Morrison:

I really want to echo what Beth said about buy-in is not an automatic feature. In our county, we have 35 agencies that are administering some combination of 11 different early care and education subsidy programs. And so a lot of our work in addition to the families has been to individually meet with all of those agencies administering subsidies who are contracted with the state, and really understanding where they see needs, excitements, concerns, hangups around that. I think that's been incredibly important for us to do and something we intend to really spend a lot of time focusing. Because first of all, Alameda County is not an administrator of any of these types. We're really serving a coordinating role and we will be administering local funding on top of an existing landscape. So when we think about how this tool comes in place, it's important for us to consider what's already existing and how to ensure buy-in and really build really strong, trusting relationships with the existing programs in operation.

In California, our early care and education subsidy programs are administered by two different agencies. There's the California Department of Education, which has the California State Preschool Program, as well as Transitional Kindergarten, or TK, which is a universal program. So we think it's in the system of 0 to 5, but looks a little different than a subsidy program might. And then the California Department of Social Services administers additional ECE subsidies. We're regularly meeting at a executive level with both agencies, lifting up those findings that we're hearing from families about the administrative burden that they experience in trying to enroll or move through eligibility determination with any of the programs they're interested in. And then also on the findings we're hearing from our agencies in the county that operate programs from both CDE and CDSS, and where there are duplication or issues that are coming up from trying to administer different programs from the same agency.

And then we're also wanting to make sure and check for alignment with state plans. And so as we think about what might be coming next, it's really important for us to know that we have support from the two state agencies that are overseeing the current operations, that anything that we put into place is going to be acceptable and within allowable operations when it comes to those programs. And then also to think about how we can integrate or pilot new workflows within existing state infrastructure. So for example, we're really interested right now in how we might be able to integrate or utilize data from our statewide consumer education website, My Childcare Plan, that provides a lot of information on licensed childcare across the state, but also has a lot of that same information that families care about when they're making choices about where to look for enrollment for subsidies as well. So thinking about how we can use that and create a tool that is utilizing what exists already without duplicating for the sake of something different and new.

Howard Morrison:

Thanks, Anne. I do just want to take a minute and say that you can build these systems, and there still also needs to be that human support to families along the way. And so don't want to make it sound like the system itself is going to make everything flow systematically and efficiently by itself. There still has to be that human support. So maybe, Beth, if you want to share a little bit about what that looks like for First Five South Carolina, and then maybe Anne, what you're thinking about.

Beth Moore:

Absolutely. We're never going to build a website or a technical solution that is going to do the important job that humans are doing in serving families. That is never going to replace that human touch. So some families will be able to come to First Five, self-navigate, find the programs they need and move on. Others want to actually speak to someone. And so we have intentionally built in connections to other agencies that actually offer one-on-one technical customer support. When families go to the Need More Help section of the First Five portal, they'll see a listing of organizations that work across the state and can provide that one-on-one customer support to families. They can pick up the phone and actually speak to someone who can explain the differences between programs and help make sure they get matched to the programs and services that meet their needs.

We also recognize that human touch is important when directing families to First Five. Marketing and advertising is incredibly important when it comes to building awareness, to driving traffic to the site, but we know that the most trusted messengers are not ads; they are people in communities who know the system and who families frequently turn to for support and advice. And we want to make sure that those folks know about First Five, know how to use it, in addition to all the other things they know about. So that has been the ongoing work of going into communities, of offering trainings, of getting feedback to help build this system of continuous quality improvement, and those continue to be our most important partners, those who are actually out in the field working with families every day.

Howard Morrison:

Great. Thanks, Beth. And I'll let you jump in just to share what you all are thinking and planning for.

Anne Morrison:

Yeah, that aligns really closely with how we're thinking and planning in Alameda County. Our childcare resource and referral agencies, there are three of them in our county, are really strong and important partners in this work. We work closely with them now and will continue to do so with the use of this technology to make sure that we're providing enhanced referrals and support to families that are looking for subsidized childcare in the county. And we think this system becomes a tool by which that search can be helped, but knowing that we're not replacing the personal touch, that is so important for a lot of families when it comes to making choices about where to send their children.

We also have a strong network of family resource centers, and many offer family navigation support there. And so in addition to marketing this tool, this new site when it's ready, to families, we are planning to do a lot of engagement within our network of family navigators and agencies that provide similar services, so that a family who wants to log in, who would rather have an online experience, is able to do that; and any families connecting with a navigator, a resource and referral counselor throughout the county, that that individual, that navigator or resource and referral counselor, is equipped as well with the knowledge of this tool, with the ability to introduce and support a family's use of it to explore their options as well.

So thinking about how we market broadly, think about outreach and awareness of this tool broadly so that we get any option that a family may take or may want to take when it comes to searching or thinking through their different choices when it comes to early care and education. Any one of those avenues has the information about this site and this resource, and that we're continuing to grow it to meet any of those intake points that a family might have to our tool.

Ginger Elliott-Teague:

Great. Thank you both. There's a lot of work going on. Could you talk a little bit more about how you are managing these resources? What does your staffing look like? What does your continued funding look like? Beth, if you wouldn't mind sharing first, what are the roles and positions that you have in First Five, and how are those funded? I'm sure our listeners would be interested in hearing more about that.

Beth Moore:

South Carolina's Preschool Development Grant, the federal funding that has supported our work, was the catalyst for building First Five and for building out the team at our agency to facilitate this work. That is time limited. So we know that in building this portal, we also needed to build in sustainability for it. We have since secured some recurring state funding to support continuous maintenance and development of the portal, as well as the staff who is supporting the portal and the work around it. We've also been fortunate to receive some philanthropic grant support, which has helped us test ideas, learn from other states, and continue to improve the system. So in developing First Five, we used an external web development company to actually do the technical build, but we had an internal project manager who tracked the budget, tracked and facilitated communication with the vendor, monitored project milestones, oversaw partner engagement, held the family listening sessions, the user feedback sessions.

We also had heavy involvement for our communications and marketing team. They were involved at every step from development to initial partner and stakeholder engagement, to working with an external marketing firm to promote the portal statewide. This could have easily been a dedicated team of three or four full-time staff, if not more than that. But because we are a public agency and resources are limited, and we want to be the best stewards of taxpayer dollars possible, we were flexible, creative, nimble, many people were wearing multiple hats, things have shifted. It's just an ongoing process of creativity and flexibility to staff this in the most efficient and effective way possible. But relying and having at our disposal external expertise in our external web development partners, our external marketing partners, has been critical to our success. We couldn't have done it without them.

And also, I would be remiss if I did not say how critically important it is to have a champion in your executive leadership, because having that voice and that connector, that person that can help smooth over issues as they come up, unblock hurdles, and engage other leaders, other champions in other agencies and communities across the state, it's indispensable. So that's how our team looks today. And we also have now on staff a dedicated project coordinator. And this is really the person who is helping to build the personal relationships with our program partners, making sure that they feel like they have someone that they can turn to if they have issues or if they have questions, who is going out to help train staff on how to use the portal. And that piece is really critical, too.

Ginger Elliott-Teague:

Thanks, Beth. That's really helpful to know. And if you could share a little bit about your staffing expectations. I know funding's a little bit different than in South Carolina, but knowing more about how you plan to staff all of the work you're going to do would be really interesting to hear more about.

Anne Morrison:

Yeah. Our coordinated eligibility and enrollment work is really a core feature of the technology and data operations that are part of our broader early care and education system build that Measure C is helping us to fund. So in that, there's a lot of alignment. We receive strategic vision and direction-setting from our CEO, Kristin Spanos, and collaboration with our executive leadership team. That really is intended to ensure that our coordinated eligibility and enrollment system is informed by and can meet the programmatic, fiscal policy and operational needs that First Five Alameda will have within the goals of that system build that we are undertaking through Measure C. As a part of that, as we began to prepare for the administration of Measure C, First Five Alameda County was really intentionally growing out an impact division to include an executive impact officer that oversees my team's work that also includes additional technology, team members or team staffing.

We're looking at adding engineering manager and data architect who will have roles to play in modernizing our technology and data operations, which will include some of the coordinated eligibility and enrollment system. And then on my team directly, in addition to myself, we have someone focused on user experience research and community engagement, who's been really integrated into the field, into making connections with those program partners or administrators, and into other initiatives going on in our community engagement work within First Five to the broader county and community.

We also have a product manager who will manage the builds when we get towards building that first product, as well as all the things we plan to grow and learn from and build upon there. And an enrollment data administrator who will focus specifically on the enrollment data flows necessary so that as families are utilizing this tool to search and connect, that we have information coming back that shows if there's a successful enrollment or if there's things that we can learn about that journey after a family applies or makes contact. And that role, too, will also be really crucial in maintaining some of those relationships on the day-to-day use of the system by our subsidy administrators.

Ginger Elliott-Teague:

Great. Thanks, Anne. Thanks, Beth. So is there anything you would have done differently, or any advice you have for other communities going through this process? And Beth, if you want to start.

Beth Moore:

I think if I could offer one reflection, it would be this: do not assume that this is a one-time tech development project. I think in the way that we forecasted the cost, we were thinking of it that way; that we would invest in the beginning and then we could just keep it up. But this is an ongoing project in system-building, in learning, in iterating and continually improving and testing out new ideas to see what's going to work. This is all in service to building a system that is well-connected with families at the center; that's efficient, that's effective, and you're not going to have all the answers at the outset.

I think the other piece of advice I have is how important it is to start with relationships and not technical specifications, because this is all about building relationships. I think when you think of a website, you don't think about all of the human connection that is behind it, but that's ultimately what this is. This is not about a technical solution for getting families into programs. This is how you build a system that's rooted in relationships and that's what it takes to do. So it's not just the project of building a portal, but it's also the project of building a system that works well and works for families and their children.

Ginger Elliott-Teague:

Thank you. Those were great insights. Anne, what would you share?

Anne Morrison:

Yeah, a lot the same, I think, in terms of insights and advice. I think that it's become increasingly apparent to me how important it is to engage those multiple, strategic levels, and to coordinate what that engagement looks like so that as design or build or implementation is underway, you have the right people engaging all the different levers of opportunity that are coming your way. So having an executive sponsor and a CEO who's able to provide information and connect at that state leadership level while we're also thinking around the political champions locally that are helping to guide this work and to create buy-in, as well as engaging those that are going to be directly doing the work, working with families or working on enrolling or providing the services, as well as the families directly. So really thinking through all of these different levels, like this ladder of coordination that needs to happen so that as a window opens, someone is prepared to jump through it and really take the opportunity where it comes to move forward.

And then in that relationship-building, I think too, I've noticed just how important it is that you're engaging your end users directly, and that as much as me and my long role of various administration of programs and things like that, that I'm not missing an opportunity to make something more clear and more easy, because this has become a second language I speak fluently. Where for a family looking for their options for the very first time, we should not be expecting that they're going to catch up on the lingo, or our goal should not be making subsidy eligibility experts out of every family that's engaging in this system, which can be a really easy trap to fall in, because a lot of folks doing this work have become subsidy eligibility specialists themselves. So really taking the time to listen and incorporate what you're hearing directly from those who are going to be using this thing on how it can improve, or what they think could be improved, or what they would find value in, and using that to derive your next steps, your directions, I think has been really important and eye-opening through this process.

And then just to reiterate again, I think the thinking through and planning a deliberate and well-resourced process for engaging and creating buy-in, being really inclusive about the buy-in you're seeking, and really trying to think through how to best promote a successful adoption of this system. Like Beth said, it's not a one-time investment; it's really resourcing an ongoing process of continually seeking buy-in, delivering more value, taking that next step that's going to work for the community of people that are using this tool, or families that are seeking it, out has been very important.

Howard Morrison:

Thanks, Anne, and thanks, Beth. It's so much more than a technology solution, to both of your points. It's relationship-building and it's systems-building, and that really is the heart of the matter in order to build a comprehensive coordinated eligibility enrollment system. But unfortunately, we're at the end of our time today. I feel like we could have another hour of conversation, but this was a lot of great information. I know our listeners learned so much from you both today. So thanks Anne and Beth for joining us on the SRI Homeroom.

Beth Moore:

Thank you so much for having us.

Anne Morrison:

Yeah, thank you.

Howard Morrison:

If you want to learn more about our guests and their work at First Five Alameda County in South Carolina, please be sure to check out our show notes for all the links. If you're interested in CEE planning or implementation at the state or local level, check out our contact information there as well. We'll see you next time on The SRI Homeroom. Take care.

Narrator:

Thanks for joining us on The SRI Homeroom. Produced by SRI Education, a division of SRI. Our guests today were Beth Moore and Anne Morrison. Learn more about them and their work in today's show notes. You can find a transcript of today's show or browse our entire archive of episodes by visiting sri.com/homeroom. You can also connect with us on social media with the links in today's show notes. The views expressed in today's podcast belong solely to the participants and do not represent the views of SRI or any organizational funder or partner.