

## I. DUVAL COUNTY

### A. Food Distribution & Supplies

- Duval County Public Schools (DCPS) is distributing breakfast and lunch from 11am to 1pm along bus routes in addition to being distributed at district managed schools. All children age 5 through 18, regardless of where they attend school, can go to any DCPS School location and receive a meal. [View the Big Yellow Lunch and Learn Bus Routes.](#) Dinner is also being distributed at [select schools.](#) [View menu options here.](#) *Due to low demand and the need to deploy staff to other schools, meal service at Landon Middle School, Palm Avenue Exceptional Student Center, Atlantic Coast High School, Douglas Anderson School of the Arts, and Fletcher Middle School will conclude after service on April 3. Families receiving meals at those sites may visit any nearby school or bus stop.*
- Farm Share: Farm Share is a nonprofit with a mission is to make sure that no Floridian goes hungry and no food goes to waste. Farm Share partners with more than 2,000 food pantries, churches, schools and other nonprofits throughout Florida to distribute food every single day. [To view a map of Farm Share's agencies locally, zoom in to view Duval County.](#)
- Feeding Northeast Florida (FNEF): Feeding Northeast Florida (FNEFL) is a nonprofit with a mission “to improve the quality of life of Northeast Florida by addressing food insecurity, poverty, and poor health by providing nutritious foods and other essential goods to those in need in collaboration with community partners.” Alongside their network of food distribution and agency partners, Feeding Northeast Florida provides food and hope to help those living in the 8-county (Baker, Bradford, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns) service area who struggle to feed themselves and their families. To view the current list of agency providers and their contact information, visit the [FNEF COVID-19 website](#) and click on “Current Agency Partners in Operation.”
- [Publix Supermarkets – COVID19 Updates](#): Publix Supermarkets updates and resources regarding COVID-19

### B. Schools & Childcare

- **Kids Hope Alliance COVID-19 Resources:** Provides a list of resources that are available to help ease some of the stress families are experiencing due to the COVID-19 Disaster. [Florida Department of Education](#): Free Resources for Families & Teachers.
- **Virtual Early Learning Highway for Young Children:** A free, online resource available to assist families in helping their young children continue to learn while being at home due to COVID-19. [Access the Virtual Early Learning Highway for Young Children here.](#) Users can click on the “road markers” to access videos, routines and activities. Every week, families will have a unique daily plan that includes seven different road-marker activities to watch and complete with their children.
- [First Coast YMCA](#) is providing childcare services from 6:30am-5:30pm Monday-Friday at six YMCA locations. They are primarily serving health care, first responders and other essential workers. Hope Haven is opening its doors to care for children with special needs, ages 3 to 5, whose parent or caregiver is considered “essential personnel.” Care will begin Monday, March 30 and will extend Monday – Friday, 7:30 a.m. – 5:30 p.m.,

until further notice. Parents are asked to contribute any amount feasible, but not required (weekly rate is \$425). **Please email or call Linnie Harrington [linnieh@hope-haven.org](mailto:linnieh@hope-haven.org) or (904) 346-5100 ext. 303, for details and to sign up.**

### C. Employment Opportunities & Assistance

**Disaster Unemployment Assistance**: Disaster Unemployment Assistance is a federally funded benefit program that assists individuals who become unemployed because of a disaster.

**Bartender Emergency Assistance Program**: The United States Bartenders Guild's National Charity Foundation has launched a program for bartenders in need of assistance during the coronavirus outbreak. The Bartender Emergency Assistance Program is meant to aid service industry personnel experiencing financial difficulties as a direct result of the outbreak. Eligible applicants can receive a grant, in undisclosed sums, to help pay their bills.

**United Way 211**: If you need assistance finding food, paying housing bills, accessing free childcare, or other services, use the search bar to find your local 211 or dial 2-1-1 to speak to someone who can help.

**Reemployment Assistance**: Individuals who may be eligible for Reemployment Assistance include: (1) those who are quarantined by a medical professional or government agency; (2) those who are laid off or sent home without pay for an extended period by their employer due to COVID-19 concerns; (3) those who are caring for an immediate family member who is diagnosed with COVID-19. Download the [Florida Reemployment Assistance paper application](#). You can also visit the [DEO website](#) for additional resources. **Reemployment Assistance FAQs**: The Florida Department of Economic Opportunity (DEO) has produced a Reemployment Assistance COVID-19 Frequently Asked Questions guide.

**CareerSource Northeast Florida (NEFL)**: The regional workforce development organization, will be making available paper Reemployment Assistance (unemployment) applications from the Florida Department of Economic Opportunity (DEO.) A limited number of applications will be available for pickup in front of eight CareerSource NEFL Career Center locations. To ensure the safety of visitors and employees, the applications and envelopes will be available outside the centers for self-service. No staff will be available onsite. [View CareerSource NEFL locations](#).

**Short-Term Compensation Program**: If your employer establishes a Short-Time Compensation Plan and you meet the qualifications to file an reemployment assistance claim in the state of Florida, you will receive a partial reemployment check to supplement your reduced paycheck.

**National Restaurant Associations' Restaurant Employee Relief Fund**: Created to help restaurant industry employees experiencing extraordinary hardship in the wake of the coronavirus disease (COVID-19) outbreak. Through this Fund, grants will be made to restaurant industry employees who have been impacted by COVID-19, including a decrease in wages or loss

of employment. [Restaurant Workers' Community Foundation](#): Resources for Restaurants and Workers Coping with the COVID-19 Emergency. [Florida Department of Revenue – COVID-19 Resources](#): Important Tax information for individuals and small businesses related to COVID-19

#### D. Utilities & Bill Pay

1. JEA COVID-19 Updates:  
[https://www.jea.com/coronavirus\\_update/?utm\\_source=site\\_intercept&utm\\_medium=web&utm\\_campaign=coronavirus&utm\\_content=coronavirus\\_update\\_page](https://www.jea.com/coronavirus_update/?utm_source=site_intercept&utm_medium=web&utm_campaign=coronavirus&utm_content=coronavirus_update_page)
2. **Internet Access Resources/AT&T: Internet Access for Limited Income Households:**  
AT&T has expanded eligibility for their low-income internet program to households participating in National School Lunch Program/Head Start. They are Offering two months of free service to new customers who order Access by April 30, 2020. \$5/mo or \$10/mo thereafter, depending on your speed. [Click here to learn more about Access from AT&T.](#)**Keep Americans Connected Pledge: AT&T has pledged for the next 60 days, they will waive late fees and won't terminate service of any wireless, home phone or broadband residential or small business customer affected financially by the coronavirus pandemic.**
3. **Cox Media COVID-19 Response** New customers can receive a free month of internet service in the company's [Connect2Compete](#) plan, available to qualified low-income households for \$9.95 a month. The company is also fast-tracking the application process to get families connected more quickly.**Keep Americans Connected Pledge: COX has pledged that for 60 days through May 15, they will waive late fees and won't end service for residential and small business customers affected financially by COVID-19.**[Learn more about COX's COVID-19 response.](#)
4. **Mediacom COVID-19 Response: Free internet service will be provided for 60 days to new low-income households that enroll in Mediacom's Connect2Compete program before 5/15/20.** Internet speeds offered through this program will also increase from 10 Mbps to 25 Mbps, which applies to current Mediacom Connect2Compete customers. **Keep Americans Connected Pledge: Mediacom will not disconnect service or assess late fees to any customer who calls and informs the company that they cannot pay their bill during this period.** [Learn more about Mediacom's COVID-19 response.](#)
5. **Spectrum COVID-19 Response:** Beginning Monday, March 16, [Spectrum will offer free access to internet and WiFi](#) for 60-days for new Pre-K to 12, college student and teacher households who don't currently have internet or WiFi service. This discount will be applied as a credit for your first two months of internet services. They waive any installation or pre-payment fees to help get you started. **Spectrum will not charge late fees or terminate service for households and small business customers affected by COVID-19 financially.** [Learn more about Spectrum's COVID-19 response.](#)
6. **Xfinity COVID-19 Response:** Xfinity is offering two months of free internet service to new low-income households that qualify for its [Internet Essentials program](#). **New low-income applicants must apply by 4/30/20. Xfinity will refrain from charging late**

**fees or disconnecting service for customers that call and let them know they cannot pay their bills during this time. [Learn more about Xfinity's COVID-19 response.](#)**

#### E. Community Aid

1. **Healthy Families:** Services beginning prenatally and offered until the child reaches the age of 5 if needed. Services are typically offered through home visits and include parenting support/education and connections with necessary resources. The program has a Behavioral Healthcare Navigator to assist families with being connected to mental health services where needed. These services are being offered virtually during the COVID-19 pandemic. Contact Healthy Families Jacksonville Program Manager, Marsha Davis, at (904) 608-2554.
2. **Full Service Schools:** Services are available to meet the emotional, behavioral and mental health needs of students K-12 in Duval County Public Schools. Services will continue while maintaining social distance through virtual and telephonic mental health counseling for students who are already linked with services and those that need emotional support due to COVID-19. To access services either email the school social worker directly or email [mentalhealthpsa@duvalschools.org](mailto:mentalhealthpsa@duvalschools.org).
3. **Give an Hour:** Talking with your kids, healthy habits for emotional well-being (available in English and Spanish), videos (perfect for sharing on social media). [Download free resources Give an Hour Resources here.](#) **Childmind Institute:** Coping during COVID-19; Resources for parents, for talking with children, stress management and healthy habits
4. **The Community Foundation for Northeast Florida,** Jessie Ball duPont Fund, Jewish Federation and Foundation of Northeast Florida, United Way of Northeast Florida and United Way of St. Johns County have reactivated [Florida's First Coast Relief Fund](#). The fund will assist organizations helping those in Northeast Florida affected by this public health crisis.
5. **Nonprofit Center of Northeast Florida's COVID-19 website:** Information and resources. For nonprofits having a hard time meeting the work from home executive order, contact Deidre Conner who serves as the Senior Director at the Nonprofit Center of Northeast Florida by emailing her at [dconner@nonprofitctr.org](mailto:dconner@nonprofitctr.org).
  - **United Way of Northeast Florida Volunteer Portal:** Supporting nonprofit agencies with volunteer needs in response to COVID-19.
  - **United Way of Northeast Florida's Disaster Relief:** Find resources, update agency services on 211 and more.
  - **United Way of Northeast Florida's 211 Helpline and Resource Directory:** Serves an important role in providing the community information about disaster help resources. Register your organization and/or update your contact information and resources.
  - [Florida Nonprofit Network's Coronavirus Resources](#)
6. **Senior Resources**
  - **Memorial Hospital Helpline:** The City of Jacksonville, ElderSource and Memorial Hospital have partnered together to provide a support line for individuals who are 55+ and live in Duval County. If you are experiencing any stress or anxiety due to the COVID-19 situation, help is just a phone call away at (904) 702-2552. Connect to a mental health professional who can provide immediate support and connections to further resources. This help line is available Monday – Friday from 11:00am-3:00pm.

- **ElderSource:** Seniors in need of assistance or with questions can call the ElderSource Helpline at (904) 391-6699 or (888) 242-4464. For more information, individuals can also visit the [ElderSource website](#).
  - **Senior Services Division:** The City of Jacksonville Senior Services Division administers community-wide social service programs serving older adults in Jacksonville/Duval County. For assistance, call the 630-City Help Line at (904) 630-2489 to access resources and services.
  - **AARP has launched a website for AARP Mutual Aid Groups**, which are informal groups of volunteers that band together to find effective ways to support those people most in need who live in their local community. Mutual aid can include picking up groceries, providing financial assistance, or lending emotional support to your neighbors. Learn more by visiting [AARP's website](#).
  - **Florida Health Care Association:** The Department provides most direct services through its Division of Statewide Community-Based Services, which works through the state's eleven Area Agencies on Aging and local service providers to deliver essential services to a vital segment of the population.
  - **Florida Department of Elder Affairs** - The Senior Legal Helpline provides free legal advice and brief services by telephone appointment to eligible Florida residents age 60 and older, for civil (not criminal) legal problems. The Senior Legal Helpline – 1-888-895-7873 – also makes referrals to state and local regulatory agencies and, when it is determined that court representation is necessary, helps seniors find legal providers in their communities.
7. **Mental Health Resources:** <https://www.coj.net/recoveryresources#Food>
- **Family Foundations:** Counseling for families and individuals and a comprehensive set of mental health services to youth, adults, seniors, individuals, and families in need of affordable mental health and family counseling services. Please call (904) 396-4846.
  - **Jewish Family & Community Services:** Counseling for families, couples, and individuals as well as mental health services to children, adults, seniors and families coping with challenges. Please call (904) 448-1933.
  - **Mental Health Resource Center:** Psychiatric medication management and counseling for adults; short-term psychiatric stabilization services for adults and children who are experiencing a mental health crisis; comprehensive assessments, psychiatric evaluations, physical examinations, medication management and individual and group therapy. Please call (904) 695-9145 or (904) 642-9100.
  - **Northwest Behavioral Health:** Mental health outpatient counseling, day treatment, and case management for children and adults. Please call (904) 781-0600 or (904) 781-7797.
  - **The Steven A. Cohen Military Family Clinic at Centerstone in Jacksonville:** Mental health services via televideo or telephone to post-9/11 veterans, their families, and active duty families. The clinic telephone number - (904) 431-3500 - will be available during business hours, as before, and veterans, military families and outside organizations can continue to call directly to the clinic for an appointment.
8. **People with Disabilities:**

- [Agency for Persons with Disabilities](#): The APD works in partnership with local communities and private providers to assist people who have developmental disabilities and their families. APD also provides assistance in identifying the needs of people with developmental disabilities
- [City of Jacksonville Disabled Services Division](#): The overall goal of the Disabled Services Division is to improve the quality of life for people with disabilities by addressing, researching and attempting to resolve the many barriers they encounter. These barriers include transportation, housing, accessibility, discrimination and employment. For assistance, call the 630-City Help Line at (904) 630-2489 to access resources and services, or visit [www.jaxada.com](http://www.jaxada.com)

#### F. Small Business

1. Emergency Small Business Relief & Employee Retention Grant Loan Program:  
<https://vystarcu.org/Coronavirus>
2. STEPS TO APPLY
  - Print and fill out the loan application from this link  
<https://vystarcu.org/VyStar/media/PDF/Business-Loan-Application-COVID19-Loan.pdf>
  - Email the following documents to [JaxReliefLoan@vystarcu.org](mailto:JaxReliefLoan@vystarcu.org)

#### G. Testing Sites

- The Florida Department of Health has created a dedicated COVID-19 webpage at [www.FloridaHealth.gov/COVID-19](http://www.FloridaHealth.gov/COVID-19). This remains the best and most up-to-date resource for information and guidance regarding COVID-19 in Florida.
- For questions related to COVID-19 in Florida, please contact the Department's dedicated COVID-19 Call Center by calling (866) 779-6121 or emailing [COVID-19@flhealth.gov](mailto:COVID-19@flhealth.gov). The Call Center is available 24 hours a day, 7 days a week.

## II. ESCAMBIA COUNTY

### A. Food Distribution & Supplies

1. Open Food Distribution Sites:  
<https://myescambia.com/covid-19-information-for-escambia-county/food-sites-list>

### B. Schools & Childcare

1. Grab & Go Meal Sites:  
[http://ecsd-fl.schoolloop.com/pf4/cms2/news\\_themed\\_display?id=1585909409344](http://ecsd-fl.schoolloop.com/pf4/cms2/news_themed_display?id=1585909409344)
2. E-Learning: <https://ecsd-fl.schoolloop.com/icp>

### C. Employment Opportunities & Assistance

1. Career Source Escarosa:  
[https://careersourceescarosa.formstack.com/forms/covid\\_19\\_jobskeeper](https://careersourceescarosa.formstack.com/forms/covid_19_jobskeeper)
2. <https://careersourceescarosa.com/>
3. For Escambia County specific COVID-19 questions please call the Citizen Information Center at 850-471-6600 or email [covid19@myescambia.com](mailto:covid19@myescambia.com).

### D. Utilities and Bill Pay

1. **Emerald Coast Utility Authority:**  
<https://ecua.fl.gov/advisories/ecua-suspending-the-discontinuation-of-services-for-non-payment-2020-03-16>
2. **Note:** Due to the nature of quarterly billing for our Santa Rosa Co. customers, we regret that we cannot suspend the discontinuation of services for non-payment. We urge customers who need assistance with their payment to contact our Customer Service Center at 476-0480 to establish a payment plan.
3. ECUA Customer Service: (850) 476-0480
4. Rental Assistance:  
[https://www.needhelppayingbills.com/html/pensacola\\_rent\\_assistance.html](https://www.needhelppayingbills.com/html/pensacola_rent_assistance.html)

#### E. Community Aid

1. <https://myescambia.com/covid-19-information-for-escambia-county/ways-to-give>
2. Be Ready Alliance Coordinating for Emergencies (BRACE):  
<https://www.bereadyalliance.org/>
3. Opening Doors Northwest FL: <https://openingdoorsnwfl.org/covid-19>
4. United Way of West Florida: <https://www.uwfw.org/COVID19>
  - Individuals in need of immediate assistance accessing food, paying housing or utility bills, or other essential services are urged to dial 211 from their phones or visit **uwfw.org/211nwfl**.
  - 211 Northwest Florida provides information and referral services to the following counties: Escambia, Bay, Calhoun, Gulf, Holmes, Jackson, Santa Rosa, and Washington. 211 Northwest Florida also provides support services for veterans in need of assistance through the Florida Veteran's Support Line. By dialing 1-844-MYFLVET (693-5838), or 211 and disclosing that the caller is a veteran, they may speak directly with a fellow veteran trained to provide emotional support and links to community resources.
  - **For Escambia County specific COVID-19 questions, please call the Citizen Information Center at 850-471-6600 or email [covid19@myescambia.com](mailto:covid19@myescambia.com).**
  - Community Resources:  
<https://myescambia.com/our-services/neighborhood-human-services/human-assistance/community-resource-centers>

#### F. Small Business

1. Small Business Recovery Grant Program:  
<https://myescambia.com/covid-19-information-for-escambia-county/small-business-covid-19-recovery-grant-program>
2. Escambia County will fund the grant with a contribution of \$100,000 to UWF. The City of Pensacola will contribute an additional \$25,000 for businesses within the city, with \$12,500 from Mayor Grover Robinson and \$12,500 from District 3 Councilman Andy Terhaar's discretionary fund.

3. The Florida SBDC at UWF will assist eligible for-profit businesses with applying for the grant, and UWF will distribute the funds to businesses who have been awarded grant funds. A third-party review board will be created to review applications, determine eligibility and approve the award of grant funding to each applicant on a case-by-case basis using the following parameters:

#### G. Testing Sites

1. [Ascension Medical Group Sacred Heart](#) opened the first regional drive-through testing center for COVID-19 on Monday, March 16, 2020.
2. Escambia County and Ascension Sacred Heart have partnered with [Community Health Northwest Florida](#) to open a drive-through testing site at the Brownsville Community Center opening Monday, March 23. The walk-through option was added March 30. The Brownsville Test Site will be closed Friday, April 10 in observance of Good Friday.
3. [Escambia County, Community Health Northwest Florida and Ascension Sacred Heart](#) partnered to open an additional drive-through COVID-19 testing site at Community Health Pediatrics at 470 South Highway 29, Unit B, in Cantonment on Tuesday, March 31. The drive-through clinic is open Mondays, Tuesdays and Thursdays from 9 a.m. to 1 p.m. **IMPORTANT: All patients are required to be screened before arriving at the drive-through testing centers by calling the Ascension Sacred Heart COVID-19 Screening Call Center at 850-746-2684.**
4. The screening call center is open Monday through Friday from 6 a.m. to 10 p.m. The hours of operation for the drive-through testing center for COVID-19 are 9 a.m.-1 p.m. **If you don't have a health care provider or health insurance, call, do not visit, Community Health Northwest Florida at 850-436-4630 or other community walk-in locations, and tell them about your symptoms and your travel history or exposure to a COVID-19 patient. They will determine if you meet the criteria for testing.**
5. [Baptist Health Care](#) - Call the screening center at 850-434-4080 to determine if you need an appointment. Online assessment screenings are also available via their website or text "Screen" to 850-318-3080. The online assessment screening is available 24 hours a day, seven days a week.

### III. LEON COUNTY

#### A. Food Distribution & Supplies

1. Food Distribution Database Leon County: <https://bit.ly/2VzWyPq>
2. **Department of Children and Families Resource Guide.** The Economic Self-Sufficiency Program helps to promote strong and economically self-sufficient communities by determining eligibility for food, cash and medical assistance for individuals and families on the road to economic recovery.  
<http://cms.leoncountyfl.gov/Portals/56/DCF%20Resource%20Guide.pdf>

#### B. Schools & Childcare

1. <https://www.floridakidcare.org/>
2. Leon County Public Schools: <https://www.leonschools.net/domain/7431>

3. E-Learning: <https://www.leonschools.net/LearnAtHome>
4. **Teaching and Learning from home with CPALMS.** CPALMS is Florida's official source of education standards and vetted educational resources are now available to all teachers, parents, and students. Created by FSU, CPALMS offers more than 13,000 instructional resources, including over 920 Original Student Tutorials (interactive online lessons) and 500 videos that are perfect for learning from home. To get started, go to [www.CPALMS.org](http://www.CPALMS.org).
5. **Learning from home with the MagLab.** The online Magnet Academy from the National High Magnetic Field Laboratory features demonstrations, videos, activities and other educational content for students of all ages. To explore the wide world of electricity and magnesium, visit the [Magnet Academy](#).

#### C. Employment Opportunities

#### D. Utilities and Bill Pay

1. Talquin Electric Payment Assistance:  
<https://www.talquinelectric.com/resources/payment-assistance/>
2. Talquin Assistance Program:  
<https://www.talquinelectric.com/services/talquin-assistance-program-tap/>

#### E. Community Aid

1. **United Partners for Human Services of Florida.** UPHS has gathered information about the availability of social services during this time. To access updates about closures as well as current available services visit their website: <https://uphsfl.org/covid-19/>
2. **The Florida Department of Children and Families Economic Self-Sufficiency Program** helps to promote strong and economically self-sufficient communities by determining eligibility for food, cash and medical assistance for individuals and families on the road to economic recovery. Link:  
<http://cms.leoncountyfl.gov/Portals/56/DCF%20Resource%20Guide.pdf>
3. Tallahassee Community Assistance Network (Facebook):  
<https://www.facebook.com/groups/530850841189648>
4. The Local Emergency Assistance for Non-profits (LEAN) grant program is a \$1 million grant program, started by the Blueprint Intergovernmental Agency Board of Directors, to assist local non-profits impacted by the COVID-19 pandemic. This program provides a helping hand to eligible, local non-profit organizations in order to support the continuity of their operations. LEAN Link: <http://oevforbusiness.org/lean/>
  - **Eligible non-profits for the LEAN grant program are human services, cultural arts and historical organizations. The award level for each eligible non-profit application will be \$2,500. The application deadline is Friday, May 15, 2020, or until all funds (\$1,000,000) have been expended, whichever comes first.**
  - Please ensure you have attached all required supporting documentation to your application submission. **If you need assistance or have any questions, please contact the OEV staff at (850)219-1060 or by e-mail at [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org).**

#### F. Small Business

1. **Support our local businesses.** We encourage you to [#SupportLocal](#) by purchasing from restaurants that are [#OpenforTakeout](#), whether that be by purchasing gift cards, buying in store items online such as coffee, shirts, or more or by ordering take out. You can check out the [Tallahassee-Leon County Office of Economic Vitality Open for Takeout Map](#) to find out where you can pick-up or order from local restaurants.  
<https://arcg.is/1zvPTn>
2. Leon County Pay It Forward Initiative: <https://www.ishoptally.com/>
3. Leon County Business Resource Guide:  
<http://oevforbusiness.org/wp-content/uploads/2020/04/04.09.2020-Business-Resource-Guide.pdf>

#### G. Testing Sites

1. Tallahassee Memorial Hospital: TMH emphasizes this is not a community-wide screening and testing location. The collection site will be open from 11 a.m. to 6 p.m. Monday through Friday. Drive sample collection site.
2. **This site is only open for patients who have an order sent from a physician for testing.**
3. Due to national shortages of test kits, we must use our medical resources judiciously. Only those who are symptomatic and meet the criteria set forth by the Florida Department of Health (FDOH) should be tested.
4. **You will need to contact your healthcare provider for eligibility. Healthcare providers will determine patient needs for COVID-19 testing. An order will be sent to the drive-thru sample collection site: Northwood Center 1940 North Monroe St. Tallahassee, FL 32303. The sample collection site will be open Monday – Friday from 11 am – 6 pm. Link:**  
<https://www.tmh.org/-/media/files/md-news/covid19-drive-thru-sample-collection--what-to-expect4152020.pdf?la=en>