



DRIVING PARTICIPATION

WITH BETH BRODOVSKY

SESSION 107

THE THREE THINGS THAT MAKE ONLINE CAMPAIGNS SUCCESSFUL

WITH DEBRA ASKANASE

BETH: Hello, this is Beth Brodovsky, and welcome to Driving Participation. Today I have Debra Askanase on with me. Debra is the founder and digital strategist at an organization called Community Organizer 2.0, and Debra and I have probably known each other forever on Twitter and through LinkedIn and lots of online places and we had the chance to meet in person at NTEN back in March, I think. So, Debra, thank you so much for coming on with me today.

DEBRA: Oh, it's such a pleasure, Beth. Thank you

BETH: It's so great. So one of the things I've learned about Debra is she is fiercely competitive and she's quite good at air hockey and we're gonna learn a little bit more about Debra today and what she does. I really wanted to have her on because Debra is involved with online campaigns and these are becoming bigger and bigger over time as we inch closer to things like GivingTuesday and people are starting to create their own projects and their own campaigns for different issues. There's so much opportunity there that I thought it would be a great time to bring the subject back up again and talk about what are some of the key things that actually make these campaigns successful? Lots and lots of people are doing campaigns, but learning a little bit more about what could take it from being just something that you do to something that really has an impact on both your organization and on the work that you serve is really what we're going for. So Debra, I think, is going to be a phenomenal help with us with that, so why don't you start off Debra by telling everyone a little bit about how you wandered into this world of nonprofit communications.

DEBRA: Sure, thanks. Gosh, I've always wanted to do cause-centered work and for the first many years of my career that's what I did. I worked for mission-



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driven organizations and I was a community organizer. I would work with women on welfare, creating low income community organizations. I was then a tenant organizer and I organized tenants into tenant cooperatives by their buildings and for better conditions and eventually into other forms of other areas in the nonprofit sector. After school, I went to business school kind of later in life, in my early 40s, and while I was in business school, I had this just a-ha moment where we had a guest lecturer come in and talk about social media and it was 2007-2008, sometime around then and I had used LinkedIn and we all knew about the internet and blogging and Facebook was still just for college students and she started talking about a site she had developed called Quote Daddy and how it went viral because of people getting really involved in the Quote Daddy community and I had this little flashbulb a-ha moment where I thought “I get it. I get it. Social media is like community organizing. It’s where understanding what people really want to talk about, what drives their participation. You like that Beth? That was good.

BETH: That was very good.

DEBRA: What drives their participation, what makes them get involved and then how you develop leaders, how you cultivate leaders, how you grow organizations. You can do that all online using all these fantastic tools and communication channels and social media so when I got out of business school and I graduated in 2008, I did a lot of research. I was living in Israel at the time and in 2009 opened my company, Community Organizer 2.0 and thus you now hear the origin story and the name of my company makes a little sense.

BETH: Oh my gosh, it makes so much sense now! I mean, I’ve always wondered where did the name come from. It makes perfect, perfect sense and, boy, what a great time to get into this work.

DEBRA: I loved it and I really felt like at that time no one was talking about it as organizing and creating community. There was, I think, three of us that were



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talking about it that way and it's only because I had that background that I really got it and I sort of saw in the distance where it could go.

BETH: So in the work that you do, involvement is key. So what does the word participation mean to you in the work that you're doing?

DEBRA: I love that you ask that question.

BETH: It's my favorite!

DEBRA: I know, and it really is quite relevant because in the work that I do, I work with mission-driven organizations to create trust, engage people deeply and derive them to action. That's participation in my opinion and that's what I call the social media engagement funnel and it's how I think about it whenever there's an organization that says "We really have to figure out how do we make people understand what we do," and I said, "You don't make people understand what you do. First you engage, then you create trust and once trust between you and your stakeholders has been developed, then you can ask folks 'What is it that you would like us to do?'" and then they become more deeply engaged with the organization" and again, that's participation.

BETH: Oh, I love that! I've never really heard anybody describe it that way because I mean, that is that feeling. That is the number one question that people often ask is "How do we get people to do what we want them to do?"

DEBRA: Yeah, I think people jump steps. Organizations in some ways, it's very interesting to me because we're operating in a 2016 framework here in our world and yet there are you know 90 percent of the nonprofit organizations out there are still operating under the framework they were founded and it's still about how do I push my message out, how do I get people to an event or how do I raise more money, and it's fundamentally the wrong question. The real question is how do I listen more deeply? How do I know what people care about? How do I take direction from them so that there becomes deep engagement with the cause by



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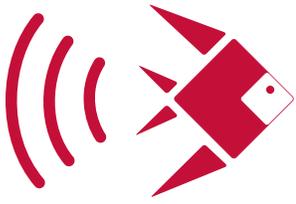
the people who care most about it?

BETH: So are you seeing people making that shift yet and then the ones that are, like what do you think is doing that? how are organizations that are in that stage where they're still stuck in the way they were founded or the world as it was before, what are the organizations that are successful at making that transition doing?

DEBRA: You know, there's no one answer to that, to be honest, Beth. Let me separate out there's that term "born digital." There are those organizations that were born digital that were just born understanding this, and we can think of them off the top of our head. Charity Water, Charity.org. Those are the ones that always come to mind. They're the ones that have been there. Those are the ones that have made the shift and you can think about the organization like the American Red Cross. I had the opportunity to have a really wonderful, lovely conversation with a woman out of Dallas who all of their digital and their volunteer, online volunteer stuff is run out of Dallas and they literally like hand the keys over to volunteers and say, "All right, you're now managing social media for us." Under certain circumstances of course. In your chapters and here's the playbook and we have to trust you and what she said.

BETH: We'll have to hunt her down and get her on.

DEBRA: Yeah, she said that you really just have to trust that the people that want to be the most engaged with you care the most and have the most to lose when your organization isn't successful and so I think that's one way to think about the shift. Another one is an organization I'm working with out of NYC and they're so lovely, the NYC Elder Abuse Center and that is because they have a director of their organization who is agile and really willing to embrace change and say well this is what we have to do. We have to embrace this and it's abundance mindset rather than a fear mindset or a scarcity mindset and then the last thing that I would say is that fundamentally there is often a shift in the organization staff



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wise and that makes all the difference in the world. There's someone that comes in...

BETH: I was gonna say what kind of a shift?

DEBRA: It's either a leader who understands the world and the frame work today that we operate in communication wise, participation wise or there's a shift in understanding roles and responsibilities so that one person doesn't have all that responsibility, but it's shifted to others who get this abundance mindset. I don't think there's any one answer I'm sorry to tell you.

BETH: No, no and I'm sure everyone would have hoped that maybe there would be, but even a complex answer that lists out the different characteristics of that change. It begins to let us all kind of look for those things in our organization or recognize that they're not there and start to make a list of like what do we need to bring in to the organization if that's where we wanted to be going?

DEBRA: I would say start with trying a test or creatively challenging yourself in some small way to try something new so the NYC Elder Abuse center, they'd never done social media. They brought me in to talk with them about what might help them figure out how to engage more deeply and then they did a test. They tried a little experiment with this campaign that is in the slide deck that you'll send out to them.

BETH: See, and I love that. I work with a lot of organizations that still sort of just worry about what if something bad happens on social media and the reality is it's so fast and you know a lot of times the people that are paying attention to whether or not it goes well or doesn't go well are also those of us that were like we're all in the bathtub together and so we're paying attention to every little micro detail and we forget that the rest of the world has to pick their kids of from daycare today and it's like they're not even gonna know that. You know if it didn't take McDonalds down, big things happen, but in general that's not what destroys



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organizations. The lack of willingness to try and the lack of willingness to move forward I think is much more detrimental than trying something and having it not work out the way you want it.

DEBRA: Yeah, you're right on. It reminds me of a small organization I worked with about a year or two ago and I helped them to design a campaign and when I was speaking with the communications manager, I said, "What's the real reason you think you need a campaign?" and she said, "Because we're going to become stale very quickly if we continue to operate in the way that we've always operated. We're not going to be as relevant as we were and this is what we need to do to show." She says "I need to do this to show our executive director that we can operate under a new way of operating and then should begin to embrace this new way" and so that campaign was very much about showing and testing whether or not supporters were willing to take action. It was that kind of a test. It doesn't always have to be a campaign of course. May I add one other thing?

BETH: Sure.

DEBRA: Just about the concern, I believe firmly that if you know your online supporters, if they're talking to you and they're engaged, there is very little to be worried about by engaging more deeply, more broadly online or handing over the keys to volunteers and do social media because you know your people and I think there's this fear that happens when you're not in touch. If you're not in touch, I'm gonna say you shouldn't be doing it. You know you shouldn't be engaging online deeply more passionately until you know exactly how people want to engage and why they want to engage.

BETH: Absolutely. I think to know your audience is pretty much the root of everything. We do a lot of branding work and it comes up there too. It comes up over and over again and I think we're probably gonna have to do a session specifically about that, like how do you get to know your audience? That's kind of beyond what we can cover today because I really want to make sure that we



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talk specifically about this whole concept of an online campaign and why don't you start off with, why don't we define it because it could mean so many different things. I'm working with a group right now that wants to do a session on you know an educational session on digital strategy and just in the coordinators of the program, there's dissension about what the term digital strategy even means. So when you talk about making an online campaign successful or doing an online campaign, what kind of thing are you talking about?

DEBRA: So let's break this down. Online it happens virtually. Campaign, there is a short period of time. It is time bound and it also is generally around a specific topic, a specific ask, a specific idea and then you can continue to divide it out so there's one more focused on fundraising. Fundraising, deeper engagement, taking an action of any kind. I've tended to work more with those that are testing engagement and trying to design, like getting folks engaged to take an action that isn't directly related to fundraising, although I've done plenty of GivingTuesday campaigns and stuff like that.

BETH: So the advocacy and things like that?

DEBRA: Exactly. That's a perfect example. Right now for example in Massachusetts there was a whole campaign that I had nothing to do with that was very successful around public bathroom spaces for folks who identify with whatever gender.

BETH: Yeah, that's huge everywhere right now.

DEBRA: It's huge everywhere and there was a massive online campaign about it and so that would be an example of an online campaign.

BETH: Right. So when somebody wants to do something like this, they want to run a campaign and I'm sure many nonprofits are familiar with running a fundraising campaign. They might have it be you know just their annual campaign or their end of year ask or anything. Maybe they tried a GivingTuesday campaign.



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When people are starting to want to move this kind of thing online, what do they need to make these things successful? Where would you tell people to start thinking before they jump into it so they have the best chance of being successful?

DEBRA: Great question. I would say there's a couple of things. You've got to start internally. You have to look at what are your online assets? Do you have

BETH: What do you mean by that?

DEBRA: Let me be clear. Do you have built out media channels where it's a channel of say Instagram or Facebook where you have enough people that are listening, that are engaging with you that you feel pretty confident that should you rule something out, should you ask people to take an action, you would have some people that would say yes.

BETH: I think that's huge. I think that's a really, really good point that people don't always think about. They think, "Well, I have a Facebook page," or "I have an Instagram account," but they don't necessarily think what volume of either people on there or the level of activity that they're already taking that they might need in order to put something out there and not have it just, you know, sink.

DEBRA: Right. So we talk about three kinds of assets to thing about having in place. Right? One is online channels, like do you have robust online channels thriving. You're seeing a Facebook reach a 49 every time you post, I'm gonna say "that's not that private,, but if you're seeing more of a you know 700, 5,000 that's much more realistic that you could expect some of those folks to sit up and pay attention. Are they engaged in those online communities as well? Do you have more than just the stock people liking your post? Do you have people re-tweeting what you're saying? Are folks commenting on your LinkedIn updates, etc. So that's online community. You also have to think internally. Are you prepared to do this? Do you have staff people that could actually do this or reliable volunteers to



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have the time to do this? Just anything, just a super simple example is The NYC Elder Abuse Center where we are preparing right now for a campaign that we're doing. It's going to start May 31. It's called 16 for 2016 and it's preparing for world elder abuse awareness day releasing 16 resources for professionals in the field of elder justice. One every day. The whole goal of this is just, and we have all kinds of goals that we can get into at another point, but we mapped out why are we doing this and then what resources does it take to do this and just to prepare for this campaign it's something like 20-40 hours of a person's time just in prep. Not during the actual 16 days of the campaign.

BETH: So you prep. You make sure you that first off, you have to decide where you're gonna be running this campaign. You know, is it a Facebook campaign? Is it an Instagram campaign? Whatever online or all of them. You have to make sure that you have enough people and participation going on there that it can happen, but then during the campaign, what kind of assets are needed to actually execute the campaign?

DEBRA: So if I may step back. I would say there is one other really thing above the campaign and that's designing your goals. You have to know what this campaign is going to accomplish so you can design the campaign appropriately. So obviously it's going to be specific and measurable and all of that. That goes into a smart goal. That's really important to do that and know that you can measure, be able to answer for yourself and to anyone who asks you in the organization, was this successful? You have to know what success means. Right? So there's the smart goal piece of it and then on top of that there's another goal, which is it should build the organization. It isn't just a campaign for campaign sake. Not just doing this for some other organization. You want to figure out why and how does this build you and your organization comes out stronger in some way at the end of this.

BETH: How are people defining that in the projects that you're working on?



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DEBRA: We look at the goal. Like why are we doing this? The campaign is just a tool. It's like you know a social media channel. It is just a tool and so the question is what is it that you want to accomplish and why is a campaign the right answer for this? Why wouldn't just putting it on your website be the answer for it or having a Twitter chat about it be the answer or a live video Q&A or something like that. Why is a campaign so important so you have to answer that question for yourself.

BETH: Yeah, I really like that. I think that's an important point that a campaign isn't always the answer. It's very easy for people to say, "Oh, I've heard of this thing. I've heard of doing you know a movement style campaign online. We need one of those," because it's common, it's familiar, but not every tactic is the right solution for every goal.

DEBRA: Right, right and defining like building the organization is that your organization at the end, once you've decided yes a campaign is the right thing, it's going to help us reach that goal. Does that goal building organization, whenever it's reached, if it's advocacy, but it's for another organization. Let's say it's a statewide campaign and your organization is participating in it, how does it also build your organization? That's really important to think about.

BETH: I think that it really is huge because it's really easy to say let's get involved in this thing that's bigger than we are and one of the things I always say is that people die from exposure. That it's so easy for people to say get on board with this thing. It will give you so much exposure, but exposure in and of itself may or may not be helpful.

DEBRA: It's so wonderful to hear you say that. I would say 9 out of 10 folks who want to run a campaign that's not fundraising it's like their awareness. They're aware of us and I think to myself "OK, but what does that mean and what would success mean and how does it build your organization?"



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BETH: Right, like what's the path for people being aware of you to you being able to pay your bills this week and raise the money to serve the cause that you exist to serve.

DEBRA: Right, so if I took it back to my old days of offline organizing where I was knocking on doors and buildings and saying, "The building is about to be sold. Are you interested in buying it?" I would say I'm making people aware of an issue that they have a stake in, that they're participation makes a difference and because they are participating, at the end that building is going to have a very strong tenant or owners committee. Right? So if I took that concrete offline example and then you bring it online and you say what's the equivalent for your online? How does that build your organization? Do you have a stronger organization at the end?

BETH: Yeah, I really like that. Bringing things down to sort of that concrete level of not just making the generic people aware of you, but making sure you get the right people aware of you. Like it's you know you can spend a lot of money on broadcasting publicly what you're doing and then lots of people know what you do, but if you're not an organization that can financially sustain yourself in the time frame it takes to have to go from everyone being aware of you to the right people taking action, like that can be a very expensive way to grow your organization if you haven't thought through what your goals are.

DEBRA: So that's a very good point and I think if I may this would be a good time to bring in something I also think that you need in terms of assets which is you need a group of deeply committed people who are your champions for this and I think of them as both your advisory committee and your champions and that's like a basic principle that I use when thinking about how do we develop this campaign. If we don't know if it's gonna work, OK, then the next question I ask is can you think off the top of your head those 5-10 people that are liking everything that you're posting on Facebook that are always tweeting at you, reach out to you, respond to your e-letter articles. Gather those people together,



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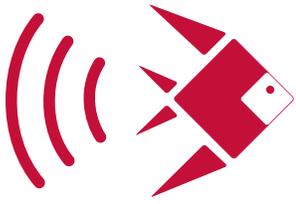
let's get on a phone call, let's test this idea with them because they love us the most. What do they think? How can we bring them inside the campaign so that they're totally involved and have a deep stake in its success?

BETH: Absolutely. We've talked about that on the podcast with Maggie Creps on building a buzz team during our volunteer month back in April, just a couple of weeks ago and then last year we talked about it with Justin Ware about building a viral audience, about building these ambassador teams. It's such an important point. So I would want to ask you, once people have found this group of people who are active and involved, what kind of things do you task them with? How do you prepare them, let them know what you need from them and give them the tools so that they can take the idea and run with it?

DEBRA: You're talking about the social media champions?

BETH: Yes, the social media champions. I love that everyone has their own name for this group of people.

DEBRA: Yeah, I call them social media champions. That's all about really understanding and doing the prep work for your campaign. There's a couple of ways. When you bring them in early and you can test ideas off of them. We're thinking about this. What do you think? You get their ideas. The second way is either after you've already brought them in and tested the idea and decided on your campaign or you decided to bring them in at this point, I usually go with the more directive route. That's where I think it's easier because people are so busy and they're picking their kids up from daycare and they're taking care of their elderly parents and they're walking the dog and they're working on top of all of that, so I usually would suggest that you have something concrete, like sign up to be a champion or sign up to be a super supporter. I've had them called that as well and when you sign up to be a super supporter, you outline what it is that they can expect. You can expect an email from us once a week with an action to take or we'll invite you into a super secret Facebook group that only the super



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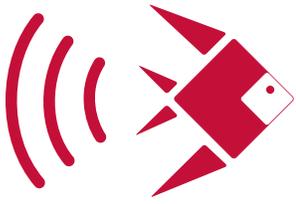
supporters are in where we'll have conversations about the campaign and how it's going and actions that you can take or you're invited into a Facebook event or something. It's laid out what you want them to take. Often I would recommend an email conversation with some kind of group where they can talk to each other because that's the other thing that I learned from community organizing. People join organizations because their friends invite them to. It's very rare that you'll have somebody, I mean all my time organizing communities, I can't like one. One is all that comes to mind. If somebody just showed up because she saw a flier or something like that. It's because somebody told them about it and this might be kind of cool.

BETH: I think that's really, really interesting. And it's not much of a surprise. I mean everyone, it's the strongest reason to get involved and you have to think that someone who has friends, they're gonna have other friends in their community that are interested in some of the things that they're interested in.

DEBRA: Yeah, and they want to meet this other, they want to meet like-minded people and these groups, there's some really cool stuff that happens in the super secret champion groups where people start supporting each other and becoming friends on Facebook because of it. They want to meet people who feel that they have something in community with.

BETH: Right and I think when anyone is doing anything, especially on social, ultimately they need to understand whether people are joining up because they want to communicate with the organization or they want to communicate with other people and peers. I talked years ago to a college that set up a blog for incoming freshmen. You know this is probably in 2009 you know when it was still fairly a new thing to do. They put a ton of time and resources into building this blog where incoming freshmen could come and ask questions of the admissions staff.

DEBRA: Great idea.



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BETH: Except that they weren't interested in that. It seemed like a really, really good idea, except this blog was for people that were already accepted and already had decided that they were coming, so they were kind of done talking to the admissions staff. They wanted to kind of get to know who else was gonna be there and they wanted to talk to the other incoming freshmen. So they took it down, rebuilt it, redesigned a different type of a project. Like instead of it being a blog, which is kind of a one way back and forth situation, they then switched it over to a community where people could meet each other and it was so much more successful. So that definitely still comes down to, you'd mentioned before to know what your goals are, but you also have to look at your goals in context to what people want from you. It's easy to have a goal that you want, but if it's not a goal that other people are interested in working with you to achieve, it's still gonna fall flat.

DEBRA: Right, right. That's totally correct.

BETH: So one other thing I wanted to ask you before we wrap this thing up is you know you've talked a lot about these online campaigns and a lot of people do things like fundraising and other types of campaigning in other ways, in person or print. I mean we still do a ton of print work and it's very, very effective and it does a lot of things, but it doesn't help move people to an online campaign necessarily. I mean maybe it does, but one of the things I've heard you say is that when people are in a space, like being online, they tend to want to stay in that space. So what are the things that people are doing to keep people active and engaged in this community that you've already build up?

DEBRA: Online?

BETH: Online.

DEBRA: After the campaign is what you're asking?

BETH: Yeah.



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DEBRA: That's a really good question. Let me think about this for a second. So generally what campaigns do is they build up your online spaces. So you have to be prepared that you're going to have a much more engaged community online and therefore the content that you're delivering, the questions you ask, the participation you're inviting has to continue to speak to what they care about. I think a second thing that folks overlook is that just, let me back up. As an organizer I was trained that your organization is only as good as its leaders and you as an organizer are never the leader and I think that's a really interesting way of thinking about it and we as organizations tend to feel like well the staff is most important, but it's not in some ways. Right?

BETH: Right.

DEBRA: People that support your organization are much more important than you are. So we'll have to think about how and this is where I think that not a lot of organizations are not thinking and I'd love to see the field move in this direction. We have to think about developing online leadership in our organizational spaces and having many avenues to participation for folks to participate in a way that they want to with as much leadership as they are willing and interested in taking. As much responsibility I mean. So if you think about something, I'm trying to think of an example. When like some organizations they will have events and it will be like a peer to peer fundraising event so you've got an opportunity for leadership that you're gonna create a team, a fundraising team and then what if you took all of those leaders of fundraising teams and you put them into an online group? That's what we did at the National Brain Tumor Society and then they got to talk to each other and support each other and hear ideas about how they were raising money and then you got to see who was most active there, who was most supportive and you thought, "Where's the opportunity for them?" They can take that activity and show leadership online and so what we did at the National Brain Tumor Society was and I don't think it exists anymore, was we created, we asked people who were blogging about brain tumors that were out there in the community and eager to blog to make themselves known and then



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we would recognize them in a round up once a month of their blogging and we brought them in that way.

BETH: See that's really so smart because you're giving people something that they want. Like a blogger wants to be know. That's definitely key, to make sure that something that you're offering is desirable.

DEBRA: It's both. I think of it less as something that's desirable and something that is much more of it as where is our community already? How are they showing leadership? How can we offer more opportunities for that leadership? That I think is the next step of you've built this up. Some campaigns are ongoing. Some are you know they become in and of themselves communities, which that is totally awesome when that happens if it's appropriate for your organization and other times if they're already online and now they're in your online spaces and have them continue to cultivate folks.

BETH: Perfect. Debra, if people wanted to do more of this work, is there one tip, one idea, one step that they should take that you could leave people with to say if you do nothing else, do this?

DEBRA: If folks wanted to develop an online campaign?

BETH: Yes.

DEBRA: Yeah, so one thing I haven't discussed which I actually think is pretty critical is your campaign should not only build your organization, but it should be connected to a larger movement so that when you're designing your campaign, it's not just about your organization. It's not just about, well I'll give you the example that I shared earlier, which if it's an organization that is about like respecting elder Americans or older adults in their homes and allowing them to live in their homes as soon as possible. Let's make that example actually, then if there's a campaign, it should be connected to the idea of aging with dignity or elder justice or respect for older Americans. It's not just about your organization



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when it's connected to a larger cause, a larger social justice cause usually, then not only do you have the power, that idea behind it, but it connects instantly to people who can say "I see myself there."

BETH: That is a great point. I love that and this was so helpful. I always learn a lot when I listen to people talk about the things that they do so thank you so much for sharing your knowledge with both me and our whole nonprofit community. If people had questions or wanted to learn a little bit more about this idea, how can they get in touch with you?

DEBRA: Oh, I'd love to be in touch! I'm happy to answer any questions. I always say when I give a workshop or anything that any of the questions that you have are part of this so it's all part of this podcast if you want to continue the conversation. Please, you can connect with me on Twitter @AskDebra, A-s-k-D-e-b-r-a. You can find me on LinkedIn, DebraAskanase. Feel free to check out my website and I blog at CommunityOrganizer20.com.

BETH: And we will have links to all of that, including a presentation that is the basis for some of what Debra was talking about today linked over on the show notes page so make sure you go take a look. Debra, thank you so much. I truly appreciate your time.

DEBRA: Oh, Beth, thank you for doing this for the community as well, and thank you for your time today.