

Transcript for Webinar: Extending Your Reach: Mounting a Strategic Communications Campaign

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Hello everyone and thank you for attending today's event, Extending Your Reach: Mounting a Strategic Communications Campaign. Before we begin we want to cover a few housekeeping items. At the bottom of your audience console are multiple application widgets you can use. You can expand windows in the console by clicking on the maximize icon on the top right of the widget or by dragging the bottom right corner of the widget. If you have any questions during the webcast, you can click on the Q&A widget at the bottom and submit your questions there. We will try to answer these during the webcast but if a fuller answer is needed or we run out of time, it will be answered later. We do capture all questions. Audio for this event is being streamed through your PC speakers and headphones. This is the default option and offers the best synchronization between audio and video. If you are unable to listen to the audio broadcast stream through a computer connected to the Internet, please join the teleconference using the details provided during registration. All attendees are in listen-only mode during the event. A copy of today's slide deck and the additional materials are available in the resource list widget that looks like a green file at the bottom of your screen. If you have any technical difficulties, please click on the help widget. It has a question mark icon and covers technical issues. You can also submit technical questions to the Q&A widget. An on-demand version of the webcast will be available approximately one day after today's event and can be accessed using the same audience link that was sent to you earlier. The recording and the materials will be posted next week to the max.gov website. Now I'd like to turn it over to Alexandra Warner of the Office of Adolescent health. Alexandra you have the floor.

Thanks so much. Good afternoon everyone and thank you for joining us for today's webinar. Dissemination of program and evaluation activities is always important and helps provide key information to policymakers and other practitioners. Given a change in project period, some grantees had planned rigorous impact evaluations and will no longer be able to complete those under this grant and so it may not be possible to focus on evidence of effectiveness in dissemination messages. There's a lot of important information gathered from both implementation and impact evaluation that could be useful messages for dissemination. Some examples include who the program serves, do the grantees serve an adverse population, what kind of programming was offered to use it, did you attend the program, was it up and did you like the program. Grantees can create these types of messages using data in hand from baseline surveys and performance measures from in-depth implementation data on attendance and observations and from qualitative interviews and focus groups. These types of messages can and should be disseminated. They can help grantees to potentially obtain additional funding sources to continue programs or continue evaluation, and they can raise awareness with policymakers or news media. This webinar will help grantees and evaluators think about ways to create a strategic communications and dissemination campaign to get these types of important messages out to the right people. Even without effectiveness findings there's value in getting word out about your program to achieve your goals. We know sustainability is very important right now and therefore that's going to be a common theme for today's presentation. So now I will turn it over to Joanne Pfliegerer from Mathematica's communication department.

Hello everyone I'm here today with my colleague Carmen Ferro to talk to you about a topic that is very near and dear to our hearts, strategic communications. After today's webinar, we are hoping you'll be able to do a few things and one is move the needle forward on issues you care about with your target audiences. We also would like to show you ideas for summarizing the data that you have about your program using different types of products like infographics, video, fact sheets and so forth. And we are also going to run through how to package and disseminate materials through a variety of channels that really connect with your target audiences and cut through the information clutter that we are all experiencing and position you to fundraise most effectively.

When we say strategic communication, what do we mean? We are really talking about a complete package. I'd like to tell you a little bit about what strategic communication is not first. It is not -- I'm going to a meeting and I need a brochure, it is not I created a bunch of material and now I will blast it all out in one email. It is really an intentional multistep process that allows you to coordinate what you are doing and integrate all of your messages across a variety of media, it builds to maximum impact really. It is not a one-shot deal. It takes place over time and we like to say plan the work, and work the plan. It is very similar to any other kind of strategic planning that you do when you get together with your team and think about what you need to accomplish and you brainstorm different ways to get it done and what you wind up with is a plan for how to get the right information to the right people in the right formats. And this increases your effectiveness and allows you to stand out from the crowd and builds over time for impact.

Before we go too much further, I want to look at the diagram here, strategic communications, and this outlines what the process looks like. Most people come to this process here at the development stage and skip over the research and skip over the plan and most of the time they skip over the testing where you test your messages and test your material. This is really where you refine your effectiveness and you have that for your videos and creating your social media posts. Monitoring, evaluation and adapting are all part of the measurement process moving you toward your goal and how you measure your effectiveness.

I will push out a quick survey so we can look at where we are in the process for everybody here.

Take a moment and you will see a pop up on your screen to help us get a bead on where you are. The first choice is we are very early and haven't thought about our strategy or we have a concept in mind but we haven't developed it thoroughly, or finalizing our strategy but need guidance, we are well into our campaign but hope to get tips today or really not executing communication strategy but think the subject is interesting.

While you are responding to that I will go through the roadmap for today. Our discussion will have six parts, the first part will be about identifying your goal, and we will talk about audience, part three will cover messaging, part four will look at the outreach strategy that you develop, and part five will be actually launching your campaign and part six will be measuring your success.

So here is where most people are. They have a concept in mind in haven't developed it thoroughly so what we will do here today should help you move along that path. You can see we have some others at different stages and hope to give you all some good pointers here today as well.

So we will look at identifying your goal. Strong goals will drive your entire campaign of course, they are the bedrock of what you are doing and you want to tie them into your principles, your organization's mission, what you stand for and what you value. You may have worked through a lot of that already in the process of creating your program so when you are working on goals, that is where you start. Who are we and what are we about? And then where we want to get to with this communications campaign. And I know that some of you don't have effectiveness results, well, none of you have effectiveness results so what we want to talk about here today is how can use the data that you do have to inform some of your goals and align them with the CORE principles of who you are and what you are about.

Some likely goals for grantees are listed here. What we like to tell people is be concrete with your goals. Make them very specific. If you're fundraising for sustainability, your goals might look like this: informing people about your program and raising what they need to know about you first. If you're going to be raising funds and amplifying your position as a leader in the field, if you want to continue evaluation research that might be another goal. And as I mentioned make sure these goals are concrete. This will sharpen the focus of your campaign and I'll give you an example. If you are looking at sustainability, you want to identify who will be most affected by the fact that you might not be providing service in the future--and that would be your clients who may not get services in the future. And if you want to be very concrete about a goal, say it is to raise \$100,000. That is about as concrete as you can get, when you start to put a dollar amount on a goal. Go even further with this -- how do you move toward that? By January 1, we will have a donor or donors who have made a commitment to provide funds. Your attaching very specific dates to this will allow you to actually see if you're getting to where you need to be and the steps along the way.

Here are some objectives that can help us with that goal of sustainability. It breaks down further so you sit down with your team and agree on what we need to do to get to this goal. If you are going to need \$100,000 we might need to meet with five potential funders in order to get one or two to commit to this. If you are going to need a wider net we might want to add 30 names to our list. You can see it gets very specific here and another objective of sustainability might be adding new social media followers from the funder community to your social media accounts. And these are benchmarks along the way that you would need to hit to get to these goals and these are milestones along the way.

It is also much easier to actually achieve these things if you specify them in this way, in very small steps so you can see how you are moving forward.

Part two, know your audience. This is probably something that you do all the time and you look closely at the people who are your main stakeholders: funders, policymakers and other people in the research community and general public. This will help you with your messaging of course; different people resonate with different types of messages. You also want to look at what they already know about your program and what would be interesting to them about your program--an aspect of the work you're doing that would be something that they would also be interested in. You can look at where they live and where they communicate and what sort of social media networks they are involved with and then who or what are they influenced by.

A part of your messaging is about looking at the audience and see what they care about. If they support you, what would be the benefits to them and what would help them further their goals as well? Does what you are doing align with their mission? You can look at the mission statement of some of these organizations and see how you might fit in with that. Obviously there's different types of things that

people find appealing. We in our experience have seen that funders like personal narratives, video format in particular, is compelling to them. Policymakers don't want to read, they want just bullets, topline information, something they can see at a glance and get the point. Then everybody likes human interest stories they can relate to, and Carmen will look at ways you can present testimonials and case studies and other types of human interest stories in a little bit.

I mentioned influencers. Influencers might be people like Ron Haskins. I think many of you may have seen an op-ed he wrote on evidence-based policies related to teen pregnancy prevention that was published in the Hill. Other influences might be bloggers, locally, regionally, nationally; you can look at different levels, who is influencing the debate or public opinion about the topic in these different areas and you might want to connect with those individuals or groups as well.

Pay attention to the social media that your stakeholders are involved in. That will tell you a lot. You can see a lot of their network through those channels. We want to briefly look at how you might put your list together and this is very important. It is not the most exciting aspect of a communications campaign but it is very important to have a good list. What we do here, you can see this is just a sample, is in Excel and you want to have at a minimum name and email address. You may also want to include areas for Twitter handle, other social media accounts, as much information as you can track on your stakeholders, that is what you want to do with your list. Some of you may have list management software. If you don't you can do this in Excel quite effectively.

Let's talk a little bit about messaging, in particular using the data you have at hand in your messaging. You want your messages to really move your stakeholders. You can illustrate importance, urgency, magnitude, relevance, so you're going to really create messages that compel them to act and give you money to do something. That is the type of thinking to employ when you are working on a messaging strategy. With the data you have, demographic data for example, can help you talk about the population you are serving. You can also use data to set the context for your area--if you know your program exist in a desert where there's no other services available, that can help you develop messages. And you can take implementation data and use that sort of information to make a case, for example, that you provide high-quality services.

Here are some examples to give you an idea of what we are talking about here. The first bullet--you could use something like baseline survey data or administrative data on birthrates to show you are serving an at risk group. And because you know what is available in your area, you could make a case that there's a need for programming because of an absence. For example our programs offer to the public an important service for the youth -- and you want to, for example in the second bullet, have an idea of how many people you are serving relative to your target. So you could quantify this in a message similar to what you are seeing in the second bullet. And then you have a lot of information about implementation of your program--things like attendance rates or observations of classrooms for quality, surveys that discuss satisfaction or levels of engagement with the program. And many of you have rich qualitative data from interviews and focus groups that can also be used with messaging to talk about youth and providers' experiences with your program. These are just some ideas to kind of put this into action for you.

You probably heard about the elevator pitch--you really do need one. And think about the data you have that can be boiled down into a couple of really straightforward messages that you can use if you have five minutes with a funder. People really want concrete here so remember in addition to

appealing to people more on an emotional level you want to have those data points at hand about your program so you can put them out and people will remember you.

If you want to know more about message development, we did a webinar a few years ago called Simple and Successful Dissemination that you can find on the OAH webpage – and now I will turn the floor over to my colleague Carmen to talk about outreach, part four of our program.

Thank you so much JoAnn. I am Carmen Ferro, the public affairs manager here at Mathematica and so happy to be here to talk to you today. Like JoAnn said, these are -- this topic is near and dear to our hearts and I look forward to the Q&A session when we can hear from those of you on the phone. Today I'm going to talk us through the final three parts of our strategic communications campaign. The fourth part focuses on planning those new tactics and products that best communicate the key messages that JoAnn just mentioned in the previous step, and we will focus on three overarching principles when planning your strategy and that is telling a story, and developing tools and marketing products, to highlight that story and then disseminating those products across different platforms.

So I'm sure I don't have to tell you folks that people are just inundated with marketing messages and other information coming into their inboxes and their social media every day. So the point is you have to stand out. You have to be memorable with your messaging. Storytelling is a way to do that. It creates a narrative, using words, videos, images, testimonials in a way that really resonates with your audience. These stories could have a stronger impact when they are disseminated via social media and email and newsletters and across a lot of different channels. It is important to make that story stand out for your targeted audience. So you should think about the story you want to tell. And particularly identify people, actual program participants who you might want to interview or feature as exemplars and specific individuals will highlight the success of your program. It is important to note that we are not suggesting you provide a narrative only, but that you find a balance between those narrative messages that can be supported by the data. You could use implementation data to support that broader narrative and to give your messages more weight or emphasis.

Let's start talking about videos. Videos are just a fantastic way to tell your story. They should be short, it is important, they should be compelling and they should be specific. And they can really be really high impact even though in some cases they can be costly, there are actually lower cost options available through iPhone and Facebook depending on the resources that you might have available to create the video. We found that videos are incredibly effective on Mathematica's website.

I wanted to mention testimonials. Creating a series of testimonials are a lower cost option but they can still have a high impact. They put a face to the data and those stories really resonate well with policymakers in particular, they really like to know about their own constituency experiences. And to give out your target audience and as JoAnn alluded to earlier in the webinar, really think about based on what you know, what do they need to hear to be motivated and then tell those stories from a variety of different perspectives in ways that keep your audience interested.

There's many other ways to get your message heard and I want to talk about a few potential products in marketing materials, including fact sheets, infographics and case studies. And I want to draw your attention particularly to the last bullet on quote unquote pressing the flesh, which is just a way for us to highlight the value of face-to-face meetings where we might have the opportunity to talk directly to potential funders. This is a really valuable way to get your message heard and materials that we will talk

about now can be used at these meetings. Of course fact sheets -- everybody on the phone has written the fact sheet or two in their day. I know I have written my own fair share of them. They are incredibly valuable tools for synthesizing your message. The point is they are short and easy to read and to internalize the information. They really should not be longer than a single page front and back, and you can see the two examples on the slide here. They include some context and descriptive text but really focus on graphics and illustrations and infographics also in order to show baseline measures and demographic information about your targeted population. The fact sheets can be used a ton of different ways: they can be disseminated electronically, take into meetings as I mentioned, they can be posted to websites, you can use them at conferences, they just have so many different uses. -- That's why they are so popular.

Of course infographics. Infographics convey information or data in a way that your audience can review in a quick glance. They are visually appealing and there are meant to be very intuitive so that your readers can quickly glance at the information and understand what they are seeing and what the data is saying quickly and easily. And with infographics you have to be thoughtful about those key data points that you want to convey. What do you really want your audience to use for take away from that five minute elevator speech that JoAnn was talking about? That same data point you can use in and infographics like the one you are seeing here. And they can be resource intensive and it helps to have a graphic designer around to help execute these, but once you have it, the infographics again are usable across a lot of different channels, in particular Twitter. Our users love infographics.

I want to mention case studies as a great way to highlight program success. You can use appealing images and focus your human interest story just like you've heard JoAnn mention earlier that people love human interest stories and creating target headlines, using interesting photography, they can all serve as a way to get your audience interested in the story that you have to tell.

There's a few things I want to point to that you should consider when developing your new marketing materials... It is important to use data points and consistent messages that are well-balanced with the authenticity in your storytelling. You want to appeal to your audience in a way that may make someone to act as JoAnn mentioned earlier. Things like being consistent with your visual identity is very important. You may already have a logo for your program, or some sort of template but across all these different products and channels you want to maintain a consistent look and feel and most importantly, use that plain language. It is certainly a concept we hear all the time but it is important to appeal to a broad audiences and no jargon allowed.

Part five -- the launch of your campaign. You want to at this point take all the steps you have gone through up to this point and start to build your plan for your dissemination and as JoAnn mentioned we love to say at Mathematica, plan your work and work your plan. This is the time to work that plan and this is where to begin thinking about your timeframe. It is really important to stagger your activity over a period of time, document critical deadlines and milestones like JoAnn said. A strategic communications campaign is not one and done. It is something that you should track over time and do you want to for example target your outreach around a particular observance or a conference, stagger your dissemination over a certain part of months, and you can see here is an example of a timeline that you might want to use in order to track that progress.

A way to begin that first part of your launch is to get that website updated. Create new content and frequently update that content. You want to think about your targeted outreach to media. Do you want

to do a launch webinar like we are on right now? What are the different types of spotlights that you are going to focus on in your campaign? And we are going to review a couple of those formats. Of course, just like the fact sheets, the email blast and press release are probably something most of you are quite familiar with. It certainly is a pretty common for step, the email blast and press release, you can see two examples right here. These -- this is a real release and E blast for a program that MATHEMATICA did on our work for expecting and parenting youth. You can see that both products are consistent in the look and feel. Same headlines, photos, same contacts. These images in the text are consistent and complement each other. And photography you choose, it matters a lot as a tool for continuing that storytelling. These are definitely the types of tools that are used in searches in skimming. You want to make sure that it's action oriented -- it's an active tense and your hyperlinks work. That's an important thing to check. The next spotlight the social media. Social media is really everything these days. It something you really need to include in your campaign. You should really consider, depending on your comfortability with social media, you should consider at least the following four very popular platforms: Twitter, Facebook, LinkedIn, Instagram. You want to make sure that your content is consistent across the platforms and that you use links to interesting and related news articles, that you use those same photos you just saw demonstrated in the email and the press release. You want to use appropriate hashtags. A popular # you might see is the #teenpregnancy , and by using the right #, it ensures that you are part of the digital conversation. In some cases you might want to create your own # for your program, which if you do that, make sure you do your homework on Twitter to make sure that isn't being used in some other way. It's important to retweet, follow the influencers that JoAnn talked about earlier. See what they are reading and if you have comments on articles that are coming out, these are great ways to position yourself as a thought leader in the space. Blog posts: they are so incredibly popular online these days. You should consider developing your own blog, which can be a large investment, because it requires new content all of the time. Alternatively, if that's not an option, you might consider opportunities for submitting guest blogs to some popular blogs out there. Even commenting on blogs that you see are interesting, or linking to a blog that you like in your social media accounts. If you do create your own blog, you can repurpose material that you found elsewhere. Take a deeper dive into issues. Blog posts don't have to be long. They can take a lot of different formats. For your own blog, you want to stagger that timing and use it as a way to support the dissemination activities that you are already doing. Consider your timing around events like teen pregnancy prevention week, or other observances.

Part six, measure your success. I will not get too deep into this one. This topic was covered during a previous webinar that you can check out on the OAH site. I want to reiterate that this is super important. It's where you determine the success of your efforts. It enables you to check in with those goals and objectives that you mentioned -- that we talked about at the beginning of this webinar. That allows you to make decisions about whether or not you are meeting the mark in terms of your strategy. In some cases you may not be meeting and you have to sit down as a team and retool your campaign based on those findings. That's okay. It happens all the time. The point is that there are great lessons to be learned from this type of discussion with her team. Sometimes it gets left out of the equation but I think it's crucial to a true robust strategic communications campaign. I just want to thank you very much for letting me share these insights with you today. I look forward to taking your questions. Right now I'm going to toss it over to my colleague Russell: who will take those questions and JoAnn and I will be happy to answer them.

To reiterate what Bryce mentioned earlier, if you have questions, please type them into the Q&A panel and we will go through them. We've received a couple of questions thus far. The first question that we received was: how do I test messages for different audiences. I'm guessing this is a question for JoAnn and Carmen.

This can be pretty informal and uncomplicated. You don't need to build out a big focus group or anything like that. You can just find a friendly person or a couple of people who represent the groups of interest. Obviously you probably won't want to get somebody from the exact stakeholder you plan to reach out to, but somebody who is generally in that world and operates in the same space. Test your messages in different formats for that person. If you have an expert spokesperson who will be the voice of your campaign, have that person discuss your main messages in an informal way with that listener. See if their reaction matches your expectations. You could also talk about different formats you have in mind. If I were to approach you with a direct mail piece, would you respond? The answer is probably not because most people don't do that anymore. You could suggest some of the channels that you have in mind. For example I'm going to do a campaign to try to raise money and I would promote this with a short video. If I would ask for an in person meeting, would you respond? See if the responses indicate that you need to make adjustments or you're on the right track.

I would add to that, that it helps to provide certain justifications for why you're making decisions about what products to develop and how to disseminate them, because there is an almost limitless number of options of products you can develop in different ways of disseminating them. Can't do it all. You need some way to make the call on what your decision-making is. When you go into meetings and you have your plan with you, that's a great way to explain why you've made the decisions that you've made.

I think you want to use resources effectively. No one has unlimited resources. This testing idea helps you figure out what's going to be the best fit for getting your goals accomplished. A lot of people skip over it because it takes some time and it takes reworking occasionally. We have to rethink things. It's important and helps you get to where you need to be.

We have a few additional questions. Please everybody, keep those questions coming in. Here's another question about monitoring: what are some ways we can monitor and measure our success? Are we looking for concrete value of messages or analytical ones.

I think it comes back to the slide JoAnn showed of your goals and your specific objectives that you have written into your planning phase. Those objectives should be quantifiable. In order to achieve the goal of reaching funders with my message, I want to have five meetings, I want to get 35 people signed up for my newsletter, I want 100 new followers on social media, and these are specific objectives that you can use when you get to that measurement stage of saying, did I meet each of those objectives? That's tied specifically to how I'm going to reach my goal. In some cases you might far exceed certain objectives. Maybe you've got 1000 new followers, but zero meetings. You might need to tweak your approach so you are more focused on the objective that is lagging behind a little bit, and try to secure more of those meetings. I think it's really important to create those objectives early on so that you really have a specific plan moving forward, and you know what success means to you, because it's written out there for you at the objective level.

You can also monitor your website analytics after you launch something, particularly a piece of your campaign. If you're trying to drive traffic to your website, check it out and look at your baseline. What

does your usual traffic look like? Are you seeing a spike after you do your work? The same kind of thing in social media, if you're trying to engage and putting out information that you want people to pick up and use and spread to their networks, is that happening? What do you see happening on Twitter or other social media platforms? With email, you can track opens and things like that if you have a good list management tool. See if people are reading your information. You can do nurture campaigns in email, were you start with some sort of introductory message and people are opening it, but you should always have a call to action in an email. Call to action being, read this paper and watch this video. In marketing of products, use this coupon, and that sort of thing. You can plan out a series of emails that will move people along on the continuum where you want them to be. That's another thing to think about.

There is another question that came in which was about whether there was any specific guidance or recommendations about the kinds of evaluation data that can be shared. JoAnn, or Carmen, which of you would like to take that? Also probably give guidance on the kinds of evaluation data that we typically offer in our kinds of communications where we don't necessarily have impact findings.

We talk a little bit about that. You probably have a lot of qualitative data from focus groups that you can look at. You have data on implementation of your program. How many people attended? Did you have a high level of attendance? If you surveyed kids, what were their satisfaction levels? Did they like the program? Were they engaged with the program? That can help you make a case that you are serving people who were getting good information and services. Without your program, these people will have no access to the same type of services. That something you can use. Your baseline data on your population, what does that look like -- what does the birth rate look like. Numbers served, and these are types of data that you probably have in hand that you can use in your campaign. We typically use all kinds of data here at MATHEMATICA, from different types of communications. People like human interest stories, so the more you use your data to paint a picture of the group you are serving, I think that's effective. People like to understand the human side of what's happening with programs that we are looking at here. Did you have any other thoughts on that Carmen?

I think that covers it.

Part of what we are encouraging you to do is look creatively at your data and what jumps out at you, or what do you find interesting. Tie that back to your stakeholders. What would they find interesting and what do they care about? Do they care about health, are they a foundation focused on improving health in the area? You might want to look at it from that angle. What do you know about the health of your group when they entered the program? If somebody who is interested in community building, they might want to know about partnerships that you have developed with others in your target area for example. It's really looking at your information, your goal, and try to connect those with the stakeholders' interests and mission or values as well.

Just to follow up on all of that, the data that you have in hand for performance measures will be very valuable. Evaluation data used to create this data on the youth who were served, on the implementation quality, those are data in hand that would lend themselves to this presentation.

One other question that came in, I'm pulling it up. Can you provide specific examples of blogs where we can submit guest blogs, social media influencers that would be appropriate to follow or other resources to look at? That was the last question that I've seen thus far. If any other questions come in, we can

answer them. I'm guessing this is pitched at Carmen and Joanne. Specific examples of blogs and social media influencers and resources.

There is so much out there. Being able to get through all of the clutter and find an effective outlet is very important. In terms of blogs, I would say there are a lot of different ones -- there are a lot of major news outlets that run blogs. You have E Week, Health Affairs, Hill's Congress blog, Huffington Post, Science of Parenthood, and in terms of social media influencers, I would say a big one is Sarah Cliff at Vox. You have the New York Times journalists, and a few other folks like Brenda Fitzgerald -- you want to check out who these people are following and how many followers they have, and how many times they are retweeted. You can get a sense of the top influencers and there are other sources. I'm sure you're familiar with the National Campaign to Prevent Teen and Unplanned Pregnancies. That's a good one that launches interesting marketing activities that you can use and take a look at. To get a sense of where you might fit into what they are doing. I don't know if Alexandra Warner or Joanne you have suggestions?

I think those are great suggestions. Those are the big guns. Sometimes I think there are local people as well. They might hold sway over your communities. I'm not familiar with too many of them, because everybody is from all over the place on this webinar. That's really great to see. You can look on your local news sites. A lot of the newspaper, former newspaper, people are now bloggers. Take a look locally and see who is an influencer at that level and connect with those people to. They can be your influencer that you can build on for other types of things that you are interested in doing.

It's really helpful in some cases I particularly if you have a compelling video where you might find in one of these influencers retweeting your video posts. All of a sudden you've gone to potentially hundreds of thousands of users, just through a potential retweet. The reach is really fast. It just really highlights -- if I leave you with nothing today, it's pay attention to social media. It's just everything these days. I would spend time looking through these influencers and who you look at. Whose twitter feeds are you following and who are they following. Dig deeper into the two-way element of twitter, where at first it felt like twitter was just a place to sort of pump out content. It's not that way anymore. It's a digital conversation happening with people who have a tremendous reach. I reemphasize taking a look at those different social media platforms.

That was the last question that was submitted through the chat. Unless there are other questions that people have and are able to submit relatively quickly, I think we are going to shift this back over to Brice so he can remind us of where we can access this recording.

This does conclude the webcast for today. The on-demand recording of this event will be available approximately one day after today's webcast. It can be accessed using the same audience link that was used to access today's event. The recording and materials will be posted next week to the max.gov website.

[Event concluded]