Speaker 1 ([00:05](https://www.rev.com/transcript-editor/shared/shWI25GS2BRK1l7k13LSfA5bNwR9tMJwvihH1UpM8nsBr8umT1yS5NP4ePxIm16Q8gHP7n8QIymMiZokpZxQdgzibAs?loadFrom=DocumentDeeplink&ts=5.46)):

Main Street Business Insights is a production of Main Street America, an organization leading a movement that's committed to strengthening communities through preservation based economic development in historic downtowns and neighborhood commercial districts nationwide. To learn more, visit mainstreet.org.

Matt Wagner ([00:26](https://www.rev.com/transcript-editor/shared/db7hU2kGrkaLNrJrniN9z2mRhZ8MMBwNkKMTTkxBh5rRx5ZFtY7Q7wb2S12bqeTb38IiedVk0DYoyD6R7zmU43aQXDs?loadFrom=DocumentDeeplink&ts=26.16)):

Hi everyone, I'm Matt Wagner, chief program officer at Main Street America and host of the Main Street Business Insights Podcast, featuring the stories of America's downtown in neighborhood entrepreneurs. Thanks for joining as we explore the personal journeys of small business owners offering their personal perspectives, lessons learned, and of course, sharing their wisdom on operating succeeding along Main Street.

([00:50](https://www.rev.com/transcript-editor/shared/1uGvIYORJPzYYVCbnDID_O_ZcNJC0rFPncIvuN5LLnnVyGZkPHkjb2h8VeF6OT-Nw1DJDvIPSAl2QNBwPNYqyzy1cM4?loadFrom=DocumentDeeplink&ts=50.58)):

On today's show, we'll be chatting with Amber Lambke, co-founder and CEO of Maine Grains located in frankly just one of my favorite rural downtowns, Skowhegan, Maine. Amber's story truly highlights the importance of higher purpose business, combining a successful formula for growing and scaling with a passion for building community.

([01:11](https://www.rev.com/transcript-editor/shared/BG2kIqHneZUfnI2WlsJIxxoskiUFNfIicJRV2Ku8LAtD8P55obrewoEy5RSvW1AG7hJsnqxaSknlP0VKUSPVlNF5y3k?loadFrom=DocumentDeeplink&ts=71.91)):

There's a number of really cool aspects about our podcast launch. First, if you want to gain some incredible insight into Maine Grains's operation and see Amber's resulting commitment to community, check out the video that accompanies this episode, which we've posted in the show notes. It's truly amazing and personifies the values and essence of this podcast.

([01:33](https://www.rev.com/transcript-editor/shared/MdQxEkicBP1Lx6RY6Zt5ah9fouuCDfLOVMWoa6-RhyjcqKo3rBD-rFMIRqb58fB8Q_FPX66J7GwfxJQsXTg-7LcqrXE?loadFrom=DocumentDeeplink&ts=93.99)):

Secondly, while most of our podcasts are recorded on location at the small businesses, which I really get a kick out of, we actually recorded the conversation with Amber with a live audience at our Main Street Now conference in Boston. It was a fantastic opportunity to also include some questions and engagement between Amber and Main Streeters from across the country. I've known Amber for a number of years now, but this was really our first chance to catch up post pandemic. During her talk, I was fascinated by how she was able to maintain core strategy in really a time of enormous change, being bold and pivoting when needed, but also just being totally forthright about some of the challenges in scaling her business in a smaller community. So here we go, our conversation with Amber Lambke. Enjoy.

([02:33](https://www.rev.com/transcript-editor/shared/SRXOYzx_o1B_he-PZMIoIoQZbomaLX3AFySwLQ8xZjXP7mFPvDbXV85l5XXiso0rArsTOXL-THaCLVIsGz-QeRSqZvs?loadFrom=DocumentDeeplink&ts=153.51)):

Today's interview is particularly special for me. First, we're recording this live with an audience at our Main Street Now conference in Boston, and we'll have an opportunity at the end to have some interaction between our guest and Main Streeters from around the country. And secondly, I have this opportunity to engage with our guest, Amber Lambke, who's the co-founder, CEO and president of Maine Grains. And someone frankly I personally admire, that is just this rare individual that has amazing business insight, but the added attribute of being able to see the importance of community and business connection that embodies how we think about Main Street and what it means to be a main street. Amber, welcome to the Main Street Business Insight podcast. So good to have you here.

Amber Lambke ([03:26](https://www.rev.com/transcript-editor/shared/qOcZcYou17qkEHsru80hbJJOup3voRPujxYqjR7LpiPENXVR-x7AkRSEpAbg_VmISc-vEu3hVm8bRpdU67oPx5wrWbs?loadFrom=DocumentDeeplink&ts=206.49)):

Thanks for having me.

Matt Wagner ([03:28](https://www.rev.com/transcript-editor/shared/m2zmwlttvV5ShcNxoIAMRrioPju-qFI3TZDCUpQnkdb1IUuVXN9c_P8EI-AhwTWajRgOBd9gmIRYpB-8tY0zGici5OM?loadFrom=DocumentDeeplink&ts=208.889999)):

Of all of our conversations and introductions since I met you in December of 2019 on a cold day in Skowhegan, Maine, I remain fascinated throughout all the years about your personal journey to start this company and in all the growth and success that you've had. Could you share with all of us as we sort of kick off the podcast about your own pathway to small business ownership that launched and scaled in the Main Street town of Skowhegan?

Amber Lambke ([04:00](https://www.rev.com/transcript-editor/shared/0YcCLjANhNE9_64VClYX_taNHZArF4C0Dw0Uz6J9ftQlmyZyVlKVX56F-Ryytx3kXV-w2-BUqux5ygTHhkciS4_Va68?loadFrom=DocumentDeeplink&ts=240.15)):

Yes, of course. Thanks, Matt. Wonderful to be with you. And I really have Main Street Skowhegan and the Main Street organization to credit for a change in my life's path. I grew up in coastal Maine, went off to school and got a master's in communication disorders, returned to Maine happily to practice as a speech language pathologist for about 10 years, and moved to this central Maine town of Skowhegan, about 8,000 people by way of marriage, I married a family doc from Chicago who had already chosen Skowhegan as his home because as a family doc in rural places in America, you can still practice the full breadth of what you're trained to do and that was interesting to him.

([04:49](https://www.rev.com/transcript-editor/shared/ukdjgIZdlavMevYZbBg5By8dFhEDi_fsadjs2kFuCjra7XpHAvOq2U5AVzu0J2r6qbZK9zJtjcjtN5Zk-AW9ZVyfYoI?loadFrom=DocumentDeeplink&ts=289.65)):

So my job turned out to be portable and I was able to move to Skowhegan, practicing speech language pathology and get deployed by my private practice all over the state. But it was Main Street's founding in 2005 that brought me to the table to a first meeting in Coburn Park to talk about the four point approach and how citizens were really needed to be at the table to help inform and participate in the conversations.

([05:20](https://www.rev.com/transcript-editor/shared/_-zHizQZEHI95Q175j0owshDC4UyTicC29WBfI36iE9GioKPUO5nytlYqyhG-5gH6dwGVbBwADVDm1FnFT8yQA83gi0?loadFrom=DocumentDeeplink&ts=320.849999)):

Skowhegan had a downtown business association, we had a chamber of commerce, we had a town government, but nothing was catalyzing the coming together of those groups yet. And so I went to that first meeting and figured I had some talents to give. I had newborn kids. I didn't have a lot of volunteer time, but was willing to give some. And at that meeting I turned to a mentor in the community that I respected a lot who had run a successful hotel in Skowhegan for a long time. And I said, Roger, where would you suggest someone like me plugs in? I've got a little bit of time, and I'll never forget his answer. It was, "In communities like this, there's so much to do that pick something you care about and just start getting to work on it."

([06:08](https://www.rev.com/transcript-editor/shared/GUA8GKI8uR9xCvUs1WWtFH8MDlx1eRTkSb8cvwpkGF4vbZnFYcOnMSlSNxVvrHd1xvy5KwK8QGFYyW5V0Bm1QNv9HBs?loadFrom=DocumentDeeplink&ts=368.37)):

So for me, I found my initial home in farmer's market work in trying to help farmers in our community grow the market for their foods and literally grow the scope of the farmer's market in Skowhegan. And that ended up being a real turning point for me. I came to understand the challenges of agriculture in my community, but also came to understand it as part of the fabric of assets that we have. And one of the reasons why people were choosing our area was affordable land and some insurance against climate change. And so food was one of our tremendous assets and where people put their hard work to work.

([06:50](https://www.rev.com/transcript-editor/shared/f1K8GvTKWvx8o_XuFuviSKqakgFDqbniwU3ydmjMRxZkD-bfk6f0rDEFN1aJH3jksQW16QmaLpD-Ee7C_KjbdWZ6o80?loadFrom=DocumentDeeplink&ts=410.7)):

So anyway, it's that volunteerism that really put me in touch with some of the obstacles like bread bakers and farmer's markets can't really meet the rules of farmer's markets because they couldn't find their primary ingredient, grain locally. They weren't growing it, they couldn't find it in Maine. So we were seeing bakers come to Maine farmer's markets where the rules say you need to be the producer or maker of what you bring to market. And they were bringing banana bread made from white flour, white sugar, bananas, what does that have to do with local food? And so those kinds of questions and those kinds of obstacles led us to have conversations about grain. That was a turning point for me. I did spend six years on our Main Street board and became a student of the philosophies of Main Street. I'm a huge believer in the power of local people from an area to be the change that they want to see in their communities.

Matt Wagner ([07:53](https://www.rev.com/transcript-editor/shared/6Z1Je45P7CBzOIozBirTrpJlVjH-H41zbBAdy7ItlqyqDCGlB8xmzuH_jVTGc9ShzXI91w6l6faH-ZE4AN5smNEIYlo?loadFrom=DocumentDeeplink&ts=473.37)):

I never would've thought that now we can use the four point approach and Main Street volunteerism as a pathway for entrepreneurship. I think we've discovered a whole new track for small business creation. When you think about Maine Grains and where you're at today, what's your pitch? How do you describe the work of your business?

Amber Lambke ([08:17](https://www.rev.com/transcript-editor/shared/7WRPLCqqZdbmNeTw49AYpeR9sHmCZtIxKTv0zYTlpjEugKyndnwwVnkOXdyVc1LeE7zVB5F_q7G6Z5cTZGG0Yy4J444?loadFrom=DocumentDeeplink&ts=497.4)):

Maine Grains is a gristmill that processes locally grown and organic heritage grains for bakers, brewers and chefs throughout the northeast. We are an infrastructure solution to something that was missing 10 years ago that caused... grains were available in Maine, but not for human consumption. And the issue was that we lacked the infrastructure for taking weeded seeds out of grain to make it edible or cracking that husky coating off of oats to get to the edible part on the inside. So while we were cover cropping with grains in Maine, we couldn't eat them. And so I do ultimately perceive, my gift to the community is probably creative problem solving, but we started asking ourselves, well, why couldn't we just solve this infrastructure? And our region used to be a huge producer of grains in the mid 1800s, and just looking at some of that history helped us all believe that this was possible.

([09:18](https://www.rev.com/transcript-editor/shared/DrQeJohgiFDK-ggKdVe5iiFfz_4mxD5jmBCbTXJUFh2M9PdS1JgklB6xtcAFjrr0cYeTT7qhKVvXJLgkvk_TZ0NjaSY?loadFrom=DocumentDeeplink&ts=558.96)):

We've just lost it, understand why we lost it, and figure out how to restore that infrastructure at a scale that makes sense today. And I wanted just to add too to this question that it feels different 10 years into our company than it did 10 years ago when we were going to economic development agencies and legislators and state folks for help. Entrepreneurship is taken seriously now. It was not 10 years ago, and I don't think even our community was recognizing entrepreneurs as a viable solution to economic change in communities that has dramatically changed in a short decade.

Matt Wagner ([10:00](https://www.rev.com/transcript-editor/shared/IZs4w7RZDSYiweSoSvhVcXzuMIReaUi70l_cQPIGH2f3HUkER0-aozSeHpmjaV5chG0I8sVhSdPbW2y9Ost1q2_JmCU?loadFrom=DocumentDeeplink&ts=600.96)):

Yeah, good point. Good point. It's difficult to start a conversation with a business owner without reflecting on the past few years and certainly the profound shifts that have been occurring in the pace of change. If we go back, reflecting on the past few years, how's Maine Grains' different sort of early stage 2020 compared to now in 2023?

Amber Lambke ([10:28](https://www.rev.com/transcript-editor/shared/q1RjsMYYlAozZdtC26EVAGi2T3eqJ7VH_-t2Jyr9MbTuW3B9Xz7Ly02Ex4zJqLzbQgnhKarM1w1DwQpSfwxHq3srcCs?loadFrom=DocumentDeeplink&ts=628.11)):

Great question. In the grain and flour business, there's been a lot going on in the last few years. So just to recap, we headed into the pandemic, 90% of our business was wholesale and 50 pound bags, as I said to baker's, brewers and chefs. We were really focused on those channels and deepening those channels in the northeast, improving our distribution within a day's drive of the mill. And almost overnight when toilet paper ran out on the shelves in the grocery store, so did flour. And I remember an Instagram poster or two, not unlike that photo you just had up there, Matt, of our store shelf with all the flour. And we just put something out and we said, need flour, we have it, hop online. And I don't know, that that was the entire driving force, but the lack of flour in the grocery store really scared people and our online business went berserk overnight.

([11:28](https://www.rev.com/transcript-editor/shared/rPH_zc6iDM6um_5DrSWhIN0PVJsfFel90uYUhzerMjFluBLtcdg8AOJyXe51sVpXh14anFUqWE_Xh33w5DkfhS_SN6c?loadFrom=DocumentDeeplink&ts=688.41)):

So we went from 90% wholesale, 10% retail bags to 50:50 almost overnight. At the same time losing our biggest restaurant customers in major cities because they had to close. And the sheer volume that we were somewhat set up to manage in retail packing was stressed to the max for about three months. At its peak, we were about 3000 orders deep, and my children who were in high school were not allowed to report to school because of the pandemic. They were homeschooling. Teachers were still trying to figure out how they were going to work with kids, so there wasn't a lot for them to do besides these packets of worksheets that were coming home. So I was scooping up any high school student that would show up at our 8:00 AM team meeting and hiring them to come in and help on the pack line for the day.

([12:20](https://www.rev.com/transcript-editor/shared/UraKx6uwEYUg629a83upacFi0phTXGqwPDl16C7HB5uWVU2Pw3mvqJ51_u3bTv26JOabC0lrloccPi2gHTBgkjk1CuA?loadFrom=DocumentDeeplink&ts=740.85)):

I'll never forget one of these high school kids in tears over her first paycheck, which was about 650 bucks or something, and she turned her mom and said, "Is this a mistake?" And her mom said, "No, you've been working really hard. This is what comes with work." But a tremendous time of pulling together and there have been things to be grateful about through Covid, and one of them for us was that we were an essential business that could stay open so our folks could stay employed, and we had plenty of work to do as a business that could get food out to folks. So, very challenging. Some of the longest days I've ever worked in my life for three months straight.

([13:06](https://www.rev.com/transcript-editor/shared/L07l7zC7nPgRZnjVNrOfVrksyvzcNsMQY-IXJUJgXDTdX5RH-7c2Gsmi3d4yaO6zK1c_V57P5Yp_slBUxGCH-TfOaiY?loadFrom=DocumentDeeplink&ts=786.12)):

However, we have come out of that with a bigger network of people that know our product, they know what we do. There was a tremendous social component to that period of time where there was a lot of unease and just the ability to talk to somebody on the phone or have someone respond to your email that your food is coming, we're packing it, we care about you, it'll be all right, was hugely therapeutic, I think for some people too.

([13:37](https://www.rev.com/transcript-editor/shared/Adi1eMOifU74zjvkYCNaBwoWU3fwh1ho1M_JUfYhEL1sM2uZ9AFyiBXhNFyqe9sg6_zkTt2Rk05U9BqM47TwFUOxJ08?loadFrom=DocumentDeeplink&ts=817.14)):

So just the power of human connection through hard times was really felt by our company. So we're settling back out to our usual wholesale business, but it is forever changed. We're about 75% wholesale, 25% retail. Some of the major grocery chains of our region picked us up into the planograms during that period, recognizing that, "Oh yeah, we have a flour mill in Maine and we can get this product right under our nose."

Matt Wagner ([14:07](https://www.rev.com/transcript-editor/shared/bdwpBqzB9iQF6H8pkK_BKmUSBB4cnfSvaC4NfAz3bKLPXE4atGo6ully71v-V_QOmDP5PYxW2-z_qmMJ3zRjjy0oNZc?loadFrom=DocumentDeeplink&ts=847.2)):

So one of the most common things that we're seeing with small business owners, this conversation about shifting models or diversifying revenue streams, you went through that process and it probably sounds pretty easy when hearing you, but what were the challenges that you had to experience? Wholesaling is quite different than going to consumers, how did you deal with that?

Amber Lambke ([14:34](https://www.rev.com/transcript-editor/shared/K4rriDovqFCPCwy9A6kC1C2GojLt3GpPOXcMCxP5YZAnpVeD8bXEW6N1XYwj5YiJLmNatBChLh1ICWQU7Kk3tw2XPLk?loadFrom=DocumentDeeplink&ts=874.11)):

Lots to learn, and we knew that all we needed to do in the thick of it was just put our heads down and get the orders out the door. But you're experiencing breakages of packages, flour arrives busted open. Oh, right, the shipping companies are using this machinery or this kind of handling. And so understanding how to work with much higher volume. The UPS driver would show up every day at 3:00 PM, he'd open the garage door and you would just see the sigh on his face of how many packages had to be physically moved in a short period of time onto his truck.

([15:08](https://www.rev.com/transcript-editor/shared/HrgRy3Il8AEK_OJTTxAq99zS2I8Dizx-gAADy43A9o9PBoK1oJMjw1Fom_sYGoSzYvqfuOkB2mkX_s2tLKp3YSp7GJQ?loadFrom=DocumentDeeplink&ts=908.37)):

So everything from how you package to getting things there safely to understanding backend flow of orders, and we made mistakes. We tried to make our shipping plugin easier for ourselves, but really threw it all a skew with wonky charges by zip code, and you had to rewind that, so you're learning on the fly. We came out of that period recognizing that like, phew, okay, it's quieting down. We can stay on top of the daily orders now. Now let's take a deep dive and analyze where the inefficiencies were. How do we improve those? We ended up in a kaizen study after that period of time, which is kind of a Japanese approach to looking at LEAN manufacturing and identifying waste, waste in product, waste, in packaging, waste and movement, waste in time, all of those things. And have come out on the other side in much better shape understanding what we went through. So I'm a huge proponent, you will hear me talk about challenges as being a tremendous opportunity for business owners. They are what teach you the next thing that you need to know. And so some of it is just hanging on.

Matt Wagner ([16:28](https://www.rev.com/transcript-editor/shared/JWlW-lDWYvE5IG1IQ5KAT_rvKHXQ-aK3b12QMD35_zS97vomCQZz6QKVMilkVBw-RY82f9aZn6IjIvNSZVx8j1aEmzU?loadFrom=DocumentDeeplink&ts=988.23)):

I am curious, given all those challenges, how did you learn how to overcome? Were there key connectors, mentors, networks? What was that experience like for you to not have to internalize all that change but reach out and learn from others?

Amber Lambke ([16:47](https://www.rev.com/transcript-editor/shared/_NcY5BQwCXI97boZkXGX-YhWtLE8pfePV7iiyeYumQE7HhvB6QQ7cBRB0b9R2OVTuImm1EdNkOG2V7o7HlGAEIFSiss?loadFrom=DocumentDeeplink&ts=1007.52)):

I think in this whole journey to own a business, I have reached out to connect with others out of sheer humility that I didn't know everything I needed to know to start a business. And I had some core skillset sets. Ironically, I came out of a communications background, understanding task analysis. A lot of my work was behaviorism. So I was very used to walking into teams and conflict, taking a problem and dissecting it into its component parts and trying to figure out how we're going to work on solving a problem in little minute steps that you have to celebrate each little tiny success along the way in order to stay motivated to get to the end goal. So I understood that piece of business.

([17:32](https://www.rev.com/transcript-editor/shared/DgmwsTE9ipcwlleKy6-BLKdgi5KkaTK6nZke9CgP1LWZxB1Xpd6JiwPDbEROV8e_WV-8luLvFiXXnEsOfP0T2oSZxpc?loadFrom=DocumentDeeplink&ts=1052.639999)):

I understood the importance of operationalizing the roles in the business early on so that you can get help and have others fill those roles eventually. But particularly through this challenging moment of Covid, we recognized that our team itself needed to be a support for one another. Tremendous amounts of uncertainty. Think about masks, no masks, vaccines, no vaccines. I mean that kind of diversity of opinion existed on our team and decisions about mandating vaccination or hazard pay. I was like, I'm not coming to my team meeting in the morning saying people deserve hazard pay. I don't want them to think that this is hazardous to come to work in the morning. Do we appreciate that they're here and that it takes a lot to come out, given all the uncertainties to be at work? Yes, absolutely. And how do we deal with all of our anxieties in this moment?

([18:30](https://www.rev.com/transcript-editor/shared/FM3qioXU9BVUfS_DwqIxY7eCGj0-qvtzmd6CXq9ZDGWD593Wawb5Si-0Mz-loL1H1h2C7RaWnWaR_9ezOy83LHF_yog?loadFrom=DocumentDeeplink&ts=1110.21)):

And so we started outdoor team meetings, twice a day during that period, 8:00 AM and 1:00 PM at the shift change, and we are still doing them. It's an important time to come together, lean on each other for support and figure out what additional supports are needed on the team. So other mentors, boy, I am surrounded by tremendously talented mentors that help me on, our board of directors, those who can't serve on the board, who I have access to that lead other kinds of companies, breweries and whatnot. So any entrepreneur getting into business, I highly recommend find the people that you trust that'll tell you the thing you may or may not want to hear when you need to hear it, and who will stand by you in helping to solve your challenges.

Matt Wagner ([19:17](https://www.rev.com/transcript-editor/shared/wz7HkwTOeQWvl4eixnv0D5QXW6YFCqAxqJdCO8uQKetg82cf-_3hFeFGz2tz1KPVOEkuj0I0pUlYiIY3KVjN1EH4kJE?loadFrom=DocumentDeeplink&ts=1157.49)):

Perfect. I'm going to pivot a little bit to, you are very civic-minded. You are heavily invested in the Skowhegan community and in Main Street. And one of the unique things I find about your business is, and you spoke to it a little bit around the role of entrepreneurship and how critical that is to local economic development, to downtown revitalization. And I wonder if you could share a little bit about how did you evolve? So in Amber's business in downtown Skowhegan, there's been sort of this spawning of new businesses that are interconnected with Maine Grains. Could you share a little bit about how that occurred? What was your thinking behind, Hey, I should help spawn other kinds of businesses, almost like an incubator within a private corporation?

Amber Lambke ([20:08](https://www.rev.com/transcript-editor/shared/Rv9AYcvnrnCiYDDCtd293--TSFXSn69eHT8Ak9-ljkeXhrVfl7AGES5jBRRV8HjTqnnK408m1g4ydbQX6l-ZzFBrJqg?loadFrom=DocumentDeeplink&ts=1208.7)):

Sure. Great question. I'll start by saying that I built this business plan and started the business having that experience of having been on the Main Street board. And one of the frustrating things for me at that time was going to conferences and getting coached as a citizen volunteer on how to schmooze with the developers and try to get them interested in coming to your town and tackle your white elephant buildings. And so fast forward, I'm involved in all this local food work with the farmer's market. We know that this building I'm in now is coming up for sale. It is on the cornerstone of the designated historic district that qualifies for some of the programs at work in the Main Street program.

([20:56](https://www.rev.com/transcript-editor/shared/KsRzK2KtkgP7ZM9mZMXrvQelMSMB-udx_2VNVXBCV3T9TpmlNcYxZOIi_YjdkJnB81pZwC-hV5B7UtMoE1_yiDytqBU?loadFrom=DocumentDeeplink&ts=1256.7)):

And the county commissioners were tasked with selling that building and we were the first people on the scene interested, and the last people on the scene still interested in a two year process to sell that building. And that was because lots of people came in to look at the old jail for a hotel or a restaurant, and then they would run the demographics of our town and say, "Oh, not here, sorry." And so really it came down to a negotiation with our county commissioners to convince them to take a risk on our idea. I had never run a business before. I was a proven entity at that point in terms of my volunteerism and my ability to get things done. So I had some social capital there, but it was a struggle. And the struggle really rallied the community behind supporting the idea, asking our town to please take a chance on this. If we aren't willing to take a chance on ourselves, who are we willing to take a chance on?

([21:55](https://www.rev.com/transcript-editor/shared/7KuLewk6A4A3LBo3PMErcDCMptYAG9umdK8c9RLBzijCy3uw1Lz1FcHgmcvBiGru98Q0eA_Vz-IF5XYiIl7WSywWLFc?loadFrom=DocumentDeeplink&ts=1315.23)):

And so the project itself was catalytic in helping people feel hopeful, helping inspire other risk. I looked at it as a pretty safe real estate risk because if the whole milling idea didn't work out, well at least I own a piece of downtown real estate in the historic district, I could repurpose it for something else. And we thought we could get this old jail building for cheap. So we set out when we were successful buying the building, we set out just trying to make the four corners of the building vibrant. So it looked vibrant. We didn't care what happened on the inside, and we knew that we could never raise enough money to fully rehab the entire building all at once. And so we did that. We got quirky little things going in all four corners. We had a pop-up shop for a while. We had a pottery studio for a while. We had a knit shop entrepreneur joined us right away and wanted to use some of the space while we got the mill going in one of the corners of the building.

([22:52](https://www.rev.com/transcript-editor/shared/k7kI7DrjdeuU3saxt8OLXO9TJH8CP-Sw5eDrre-j2QYxkB_wYSrT2JM5V7O1yyPsLHmAgPnbH_tAJsN7Cx6T9XrBotE?loadFrom=DocumentDeeplink&ts=1372.53)):

And so we took it slow. We bit off one piece at a time, and never in my wildest dreams really did I set out to build an ecosystem. But what has happened with the ecosystem is incredible. So there is the spillover effect of one business to another business. There's the foot traffic coming to one business that the other business will benefit from. We brought the farmer's market to our parking lot. That is one of the ways that the cafe can succeed, that's there now is you have foot traffic on a Saturday that brings tons of people to your doorstep. And then the mill itself has this engine of producing a food grade product for bakers and brewers. We've got all these other byproducts. We've got hulls and shrunken and broken kernels and flour dust. And so before you know it, we've got farmers coming to our doorstep wanting all that stuff, willing to buy it for animal feed, chicken scratch, horse bedding, you name it.

([23:54](https://www.rev.com/transcript-editor/shared/a6p0XqlLrD6_MrsRjDrwQW_-sgRrIt0ucuUeO6ck3uODtwST8FWXdZeGzLvrAWY8AUNKjafctSHuCswAoITEVZaxqkM?loadFrom=DocumentDeeplink&ts=1434.57)):

So now we are getting to know more members of the community. And our flour products and byproducts are the basis of new companies getting launched in Skowhegan. Everything from fresh pasta to ice cream sandwiches with a cookie made with our grains to a frozen pizza dough company that makes pizza for our cafe and others around the northeast, crackers, soy sauce. It's coming.

([24:23](https://www.rev.com/transcript-editor/shared/eYxAu_B2h81P-w1FZGJwf6Q80skxrxfiT8LLfO3x76YzJYFlKO5xOLKr6kx0Dq-mG6fynfPe04jWCjXaadaAbESsTCc?loadFrom=DocumentDeeplink&ts=1463.31)):

And I'm pleased to share, just last weekend I was at the new applicants meeting for the farmer's market. I'm still on their board as a volunteer. Three out of four of the new applicants admitted into the farmer's market are all businesses built off of our products.

Matt Wagner ([24:40](https://www.rev.com/transcript-editor/shared/9ifxL3-jYn2fNMncQFkArlLncmaK-XDxwwfrLxwGIj0ESKQcdr-H6sZ-muMPhvZUdf8axPMuFCiF5fHP84P9PesKQbU?loadFrom=DocumentDeeplink&ts=1480.02)):

Incredible.

Amber Lambke ([24:40](https://www.rev.com/transcript-editor/shared/STEJN6zHz3t8OSBRy9Ax3T0sj3IrzcXTTITf0tM8QgPqQzaKgTM0OSgqPXkvBR4f4fyuiMjI_nWnwav6x16an04YTXo?loadFrom=DocumentDeeplink&ts=1480.32)):

It's another pasta maker. It is someone growing mushrooms in our byproduct as a substrate, and it is a guy who is moonlighting, cultivating, get this mealy worms in our byproducts to be able to sell as chicken treats and maybe someday human food. We're not quite there yet, but he's headed there. But I have a backyard flock of chickens and they are going to love this product. So anyway, just testament to the ecosystem building either intentionally or accidentally of entrepreneurship in your community.

Matt Wagner ([25:18](https://www.rev.com/transcript-editor/shared/JGkRMIs8IatRPAljyKbxpxG80EbRcq8JpEyRv2MKv-n11edNwBpsihek7Mh4Vs_BftNhPMNC8FsaT9o55ABLSjcDPrc?loadFrom=DocumentDeeplink&ts=1518.78)):

Fantastic. And just reiterates and reinforces the importance of cultivating one's, like your own human capital in your community, that it doesn't have to be recruited or incentivized to come in. It's often right there, we just need to better support. Now there's sort of the flip side here. You started in one space, you continue to sort of grow and scale. And I would suspect with that, and especially when you're in a small town, that the kinds of challenges you're dealing with grow in scale and complexity. How do you deal with being in a small town and whether it's thinking about legal structures, the financial capital, how do you deal with that when it may not be present in your community?

Amber Lambke ([26:08](https://www.rev.com/transcript-editor/shared/xALaHTNjYLz5H_nyUeUh4hrBwqvUrFh8O0_2hvBBjT3h22VOYN1IEFHlaTEQ1dMSndnLXncgxEMlPecbqOju7znhorY?loadFrom=DocumentDeeplink&ts=1568.19)):

Yeah, great question. Yeah, the kinds of challenges we're managing are changing in scope, and I'll give you a couple of examples. And they're not necessarily new issues, but they're issues that I knew were present that are now affecting me. So one example I'll share is that, boy coming out of Covid, the state of Maine has done a wonderful job funding some grant programs that are going to support agriculture, that are supporting agriculture in our state. So we are the recipient of a number of different grants to help scale and meet the needs of challenging times.

([26:46](https://www.rev.com/transcript-editor/shared/bXniGv53Wonv8jqQL2KpVI_dnw_NCHwm2pUu26cg01AGH1kq-cNbKMkIjDvTvCrUSq8QWTus8HmyfjS129ucBwgbcGM?loadFrom=DocumentDeeplink&ts=1606.6199999)):

Well, one of our goals is to build a new building next door to Maine Grains. The lot became available a few years ago when a dilapidated hotel was taken down, and we are a few years in the process of designing a new building. Well, one of the things that I knew about Skowhegan that I've known for years is that you don't see a lot of new construction in our town outside of box store development. And even I knew this through my husband, through a community of physicians who we recruit to town who can't get financing to build new homes on land they purchase because by the time you build a new structure, a home or a commercial building, it already won't appraise for what you spent to build it at.

([27:34](https://www.rev.com/transcript-editor/shared/TkDuv0mrwzGrLTrbxZw6UxG4joyQJ3ZtV7GRyvWdJDeR8vpOLi-0GVFZEOvBmkuvxZPTWnx2NSaHJwzBLs_NZgszA-0?loadFrom=DocumentDeeplink&ts=1654.440001)):

So what we're facing right now is we try to grow the business and we need space. Next door to us is we're coming out of Covid with construction costs that are sky high. We're dealing with inflation. So the project that we budgeted to be a $3 million building in the last year and a half is penciling out at 7.4 million to build. And appraisers out of Boston that came up to appraise the project, whether we cost engineer it a little bit more or not, regardless of any more tweaks to this particular design, $2.4 million appraisal.

Matt Wagner ([28:11](https://www.rev.com/transcript-editor/shared/O3QApJVsGRTcf1LTDmvy_tmYfuDdhE-XW0JTkVHQZhBh6n0fJyMG0YUzOo0pEErnO_1GF2gnH2bNZvSnujDXvnX4SS8?loadFrom=DocumentDeeplink&ts=1691.25)):

Ouch.

Amber Lambke ([28:12](https://www.rev.com/transcript-editor/shared/hh5pJx86de5KtnkA8ckNi4W-KMnEzmvAis8O2uNHBxZZlfwtQFiVqNEtglpCU3kcfiYVd0LiWX9C8_QHubdVt-Cr-vs?loadFrom=DocumentDeeplink&ts=1692.3599999)):

How do you make that work? Right? There is a huge gap between 7.4 and 2.4. And so that is what we're facing in our communities with new construction and business expansion. So we remain committed to that vision and we are in the throes right now of do we change the scope of the project? Do we try to build it for closer to 2.4 or get back down to three? What programmatic pieces do you lose in order to do that? So that's very challenging. It's the same thinking I had when I started the business, which is that these projects are solving big problems. It's not my personal responsibility as an entrepreneur that the grain economy left the northeast many, many years ago to an economy of scale that favored the Midwest. That's not my personal responsibility to find an ROI. Right?

([29:09](https://www.rev.com/transcript-editor/shared/bxaWUzR0JjJT6tRAAYdwrjpdimlhn6u1Oo9VUugtycHkFT09yCYy9H81JcsM04eWnmoKPyoAF4hxCaUfK0owNytaVFU?loadFrom=DocumentDeeplink&ts=1749.54)):

So I leaned on philanthropic organizations, peer-to-peer lending, help wherever I could get it to take risks with me in what we were doing. And I feel like the real estate side of this is going to be the same. So who takes risks with you to build new buildings in rural communities? Well, you all have your stories, but there are families in communities that become known for doing most of the development or there are key philanthropists in your communities, but there aren't tons of them in small communities. And oftentimes they find their niche about what they like to give to. And if you're not that fit, then where else are you looking to sort of mitigate these gaps? So new markets, tax credits, things like that, but you got to go turn it over every stone to scale a business in community.

Matt Wagner ([30:03](https://www.rev.com/transcript-editor/shared/fX-jj8Cs_QGsKINwHSrrcIF6bWGKLk046BnV535Uadsvk1_cWmvZEhw_qgR5RH4lKv3nYuvJOv-JRryAJv3b0Sjx9Xo?loadFrom=DocumentDeeplink&ts=1803.72)):

It's highly complex. And I mean, I hear conversations as we go around, whether it's our other sessions here, whatever, but the whole comps issue and not having comparable comps and how that's stifling, especially the real estate market, it's critical. And it's a challenge for small towns when you're trying to either do new construction or revitalizing a whole entire structure.

Amber Lambke ([30:29](https://www.rev.com/transcript-editor/shared/LK13nRXKB_Xlv_haEyR8opdakE1IScQhU5rnRmBaC3piGHGc23CW6SN7ofaJ1iZzlCCb2Qujh99vq2hDmuZ6fsHXUkA?loadFrom=DocumentDeeplink&ts=1829.73)):

And not just comps, but bias. We have not in this round, but in a prior appraisal round, we've faced appraisers that had a clear bias about our community and favored neighboring communities in how they thought about the promise of a community and look at these kinds of creative solutions as too quirky. They're too quirky, they're too one-off, they're dependent on you. They're dependent on your idea. When you're gone, this building would be worth nothing. We had to go to bat, advocating for ourselves and ask our bank to find another appraiser. There was too much bias in this appraisal. We want another one and we'll share the cost in it.

Matt Wagner ([31:19](https://www.rev.com/transcript-editor/shared/7w2cAhuwjA5Oc8vrFxErYLSmSXrSNgGFbvHKOMmZj5pCCIDr0f6aUoS7XyZI9NDpX8IrEQ1XYV_AwRL6so8L1PR1YmA?loadFrom=DocumentDeeplink&ts=1879.05)):

Is that an outcome in some ways too, of the pullback of commercial lending from smaller towns? Is it a bias held within the appraisal markets? What's your sense there?

Amber Lambke ([31:35](https://www.rev.com/transcript-editor/shared/_0--bkLbwNapINpSa8eDEFHmZVcJLg0U_QrPDWc5ybXRGDOSWuCTMFX0HylhJaNUl8lnC1oUlBK9peUf_KKHGdSTE04?loadFrom=DocumentDeeplink&ts=1895.19)):

I think, how many appraisals do I interface with, not that many, but I think it's reflective of general bias in the community. And so the bank in this case was our friend. They said, "Okay, we will find you another appraisal." And so they helped us out there. But in the early years of the Main Street program and getting my business off the ground, I felt like one of the biggest successes we were feeling in Skowhegan was just a change in the language about how we talked about ourselves. Because if we can't say good things about ourselves and our community, why would anyone else? And so we have to figure out what we're proud of, what our assets are. We have to talk about them with confidence and pride, and that changes a lot. That changes the people that will take risks alongside you.

([32:25](https://www.rev.com/transcript-editor/shared/VpvvgF8OVlEWuLstQvxvIHasqg_leEJpuz_5Rv2enrzZC5ZtGoxhgOmn73cyhXT2ZwGmcuDaubkntz87PM0tOPAlNr4?loadFrom=DocumentDeeplink&ts=1945.5)):

But frankly, it changes how children growing up in the community feel about their place too. If they're embarrassed about their place, we're stuck. We're pretty stuck, and we've got a long way to go still in terms of children's feelings of hopefulness versus hopelessness in our community, they are staggering statistics around kids report about whether they matter to adults in their lives. 53% of middle schoolers or something in the thick of Covid reported they didn't matter to an adult in their life. Horrific, those are horrific. And so all of that has got to change and it's got to come from leaders and businesses that show the entire community that we are all needed.

Matt Wagner ([33:18](https://www.rev.com/transcript-editor/shared/UcrkbwtGIdRTNIe80xfs9rXlIJ75-dCjglbrvygAXiF1D93Ej8yMLaVV6yKyKXWhxdY_-fnxz96V3AhXav5GoVqHDeA?loadFrom=DocumentDeeplink&ts=1998.72)):

It shows the importance of specific leaders like yourself and also the work of Main Street to change. We spend so much time on the quantitative side of change and not enough on the qualitative about that image, about attitude shifts because that's ultimately what builds up character and the knowledge that this community is going somewhere. It's a safe bet from an investment perspective. I want to stop here from my questions and give, since we have a live audience, this is a great opportunity for all of us to hear and be able to ask Amber some questions. So I'm going to turn it over to the audience and if there's questions we've got, Rachel will walk around with the microphone. So anyone have a question out there for Amber?

Speaker 4 ([34:12](https://www.rev.com/transcript-editor/shared/7QarjrYvAB-9JFdZNHshFs_3boA24pYjnVv1uL_7Zpmi32bIh4F-uVQ6kqUTqD07vDW8saWoyqL2qWvVcUQciLrtaT0?loadFrom=DocumentDeeplink&ts=2052.42)):

Thank you for what you do first of all, it's an amazing project. We have a lot of people that are doing exactly what you did. They're on the board, they get inspired and passionate, and then before you know it, they're taking on entrepreneur projects in our community. I live in a small town in Ohio, Medina, Ohio. We're a very grain-based history and we've lost all that. Our grain was mostly feed. And I'm just wondering, is your business model replicated? Can it be replicated in other communities? Is there not that much of a market out there for it?

Amber Lambke ([34:47](https://www.rev.com/transcript-editor/shared/hxbBBIX3_vRFskYB7u79DKZKB3NPq1B-u3UpxJuUb0OPSGjqo7h4RUM6mtmiG3hTajudjcFuREAGIEZWvWiToozs3kQ?loadFrom=DocumentDeeplink&ts=2087.52)):

It is fascinating to see the wildfire effect of talking about small scale regional grain economies and how it's spreading. I'm not interested in franchising. We decided that early on, and I feel like the benefit that I bring to the community is a community minded look at what our area needs. And I started getting a lot of questions at conferences about maybe a grain mill is the answer to my community too. And maybe, but it also depends on what are the identified assets that you're working with in your particular community? What are the stories you tell? What are the things your people bring to the table?

([35:28](https://www.rev.com/transcript-editor/shared/YroYy_xqzd3Xy4vFKaRk40FVt802Oz_XhH1xGz6RzMr8V90c9DYbTZ6zXB5-mRb6_rE_FTcCDSg9oAAzQXE-jYqwYRw?loadFrom=DocumentDeeplink&ts=2128.11)):

And that said, we formed the nonprofit Maine Grains Alliance that hosts an annual kneading conference, K-N-E-A-D. That was the first thing we did, was we started bringing people together. And the kneading conference lives on, it's been going on annually and it now attracts an audience from around the world. And what is happening with the kneading conference is that those inspired people are going off everywhere and starting their own little projects. So yes, there's almost no part of the country. And now we have international connections where something's going on to restore a regional network, and it's as simple as this idea that farmers, millers bakers and brewers should know each other because we're all in this together.

([36:13](https://www.rev.com/transcript-editor/shared/N_SEaeC-_qde1pjl_q0ZZ4jBPGE3f5-dsEwL4o4EhDdrGliCTxFsG38l2MIDKicmXtvYC0-LgObx7NFXtjwLOlpVcJA?loadFrom=DocumentDeeplink&ts=2173.23)):

When we started the needing conference, we were looking at some of the Brookings Institution advice for the state of Maine saying, you need to think about your clusters, aquaculture, tech. And we were like, Hey, wait a minute, grains is a cluster. And we were like, within that cluster, you've got bakers, brewers, chefs, you've got these substrates used as for mushrooms, you've got packaging people, you've got equipment and you name it. It keeps filling out. And so that's the framework we use to start the kneading conference.

([36:45](https://www.rev.com/transcript-editor/shared/cRyzN4CUxYG4Fj2qIYPys4n-HhxTiHuzaWencoBeFu0ML3NPPWclUK0AEx4WHN6a5ju2zWEiOpxFcw-VqU40Sn5Kakc?loadFrom=DocumentDeeplink&ts=2205.09)):

So I'm sure something's going on in your area. We made friends in Kansas with industry experts there. We brought them to Maine. We said, look, we understand that you don't need to wrap your heads around the scale that we're embarking on here. We just need some technical help. So I paid for several years for experts from Kansas to help me. And it was fascinating, the conversations because he understood that the family farm he grew up on of 1500 acres or something used to support five families, and now it supports one and a half. He bought into this idea that, "All right, y'all are small, small, but I see what you're doing." So we've reached across to get some help. I'm sure something's going on.

Speaker 4 ([37:31](https://www.rev.com/transcript-editor/shared/DQzNvNvnQfzC6K2Uwg7-UFh9A2tJr-Xp5qJFiiIfYUYKzKQDjsgi6l9arEp0CbPzZ2Ad7m6-hCLR2NqBptbfbmjKD0U?loadFrom=DocumentDeeplink&ts=2251.77)):

I just love the innovation and it's really grassroots. Thank you for doing that. Appreciate it.

Amber Lambke ([37:36](https://www.rev.com/transcript-editor/shared/SYaolBaJTiy938kBMULGc7j9L-bq-qGBUkVq5APqT_6WfPyTP66W7XfrSZg3TuGdGQAwLSMfH6KoIE0017uZrCzWy7g?loadFrom=DocumentDeeplink&ts=2256.81)):

Yeah, thank you for the question.

Matt Wagner ([37:40](https://www.rev.com/transcript-editor/shared/1DP96MGXO1JvY39Bw9RgP9qlMcip90vR8G-OZocW2iU3Yl6uRCRu3ny86dNgs8GNdhSoXyBBs9JRcZKeLFzNMkVsl-c?loadFrom=DocumentDeeplink&ts=2260.5)):

Any other audience questions? We'll take one more. There we go.

Speaker 5 ([37:46](https://www.rev.com/transcript-editor/shared/xidibaCOve51WYnZFN7zj544DeO9LDS_dZEj0eDhI-Kq7JizCYXYXYibKq8rumhOzDo49_sU_Gj9yoyTYI3m8L1rotA?loadFrom=DocumentDeeplink&ts=2266.379999)):

You spoke a little bit about telling the story differently and changing the narrative. So talk a little bit about how you did that and where you see that going, please.

Amber Lambke ([37:56](https://www.rev.com/transcript-editor/shared/BNU1KVtSHJq9jN3LI4VwCeOdFqqlq07m2nSOzMlz8IMIJw2Mhs1SEN1oZlSlTEfl6kHjgPYIuiF8mmMMJx4WaDlYRKk?loadFrom=DocumentDeeplink&ts=2276.309999)):

Yes, that's a great question. And the first thing that comes to mind when you ask that is that this is a carryover from my past professional life, but we were working a lot with children with autism in my field where we had to teach pro-social behaviors. And one of the tools that we were taught and started using a lot was something called social stories, this sticks with me. Because in a social story, we were writing stories about the behavior ultimately that we wanted to improve, but we had to describe it in a lot of detail about what we wanted it to look like when it was successful. And there was a very formulaic approach to eliminating language about what you didn't want. You don't want those words to stick in your head. I can't read a draft of new language on our website without thinking about this skill.

([38:49](https://www.rev.com/transcript-editor/shared/jxVW1gqxEK4O2bg9ZV3w_7LEbG3n5-zISo-njbzZ30zZp9xl08yCuhY81WxntUzkBWbvgM03nR_0gDmSOJBmSi0ryyE?loadFrom=DocumentDeeplink&ts=2329.92)):

What was the latest one? I ex'd out. It was food you will never forget. So the words you're seeing are never forget. The last word that's going to stick with you is forget. And so you got to change that language. That language turns into memorable food, like one of your most memorable meals. You want people to remember the positive thing. So rather than saying, we don't have this, we don't have that, we lack this, we lack that, you've got to start practicing the discipline. It starts in your head, then it comes out of your mouth, and then it's what you write about what is happening, what we do have, what it's going to be, what will happen. And that's incredibly important. So it can start with one person, but it does. It's contagious. Yep, you're welcome.

Matt Wagner ([39:46](https://www.rev.com/transcript-editor/shared/yFvVMihMiz62BDq5JPvfBFV5dgzXmUCfrH85c7CXKeOSK-zgrmDg0YYPjsdNpgobDaL36OK413VfB3MJOlRG53uj0W8?loadFrom=DocumentDeeplink&ts=2386.08)):

Well, I just want to say a big thank you to Amber for spending some time with us and for all your contributions, not only to the business and what you've shared with us today, but certainly to the community of Skowhegan and Main Street. So let's give her a big round of applause.

Amber Lambke ([40:02](https://www.rev.com/transcript-editor/shared/fAEeQ9rBtajlIAuYRjYZ-FcWBLrzOHxSk4dmiGcDtdAxt7Nx3s-6rZOJ9T4bQPUtsKIg8428WPov4uYSIgg_7Q8PNbA?loadFrom=DocumentDeeplink&ts=2402.91)):

My pleasure. Thank you.

Matt Wagner ([40:17](https://www.rev.com/transcript-editor/shared/r-mrY7_4xS-yRBmJQBGQyTp-t5mmujkQ7IAAbNtAlTzMmy4BvQDV5ff5qDRiPBUq8cDdnXD4qfQZDyqjAf4wgUd5CFA?loadFrom=DocumentDeeplink&ts=2417.7)):

So there you have it. I hope you enjoyed our conversation with Amber Lambke, co-founder and CEO of Maine Grains in Skowhegan, Maine. As I look back on this interview, I'm simply in awe of her ability to shift essentially overnight during the pandemic to a new line of direct to consumer products, an incredible cool factor of leveraging grain processing at scale to help further incubate what's become a number of new additional businesses within her downtown location. Such a huge commitment to community. However, I was most struck and frankly frustrated on her behalf by the challenges to simply grow and invest further in her small community. When it comes to things like comps and dealing with appraisals, I think anyone that's operated a business in a small community or along one of our neighborhood commercial districts, you can certainly relate to the challenges of capital access to simply fuel growth.

([41:13](https://www.rev.com/transcript-editor/shared/pn7usxkuV1Cs5TPyGQrBzlWttKiBLsPdFxyAy-dzaIsZx3dnJBh3Sy4dEXkQxXL2eE5vjxZprpl8Lk5j1CdBNcRaARM?loadFrom=DocumentDeeplink&ts=2473.68)):

So that's going to do it for this episode of Mainstream Business Insight podcast. Just a reminder, please check out if you haven't already, the amazing video that accompanies this podcast, showcasing Maine Grains and Amber's story and the important intersections of business and community. Also, post-interview, want to share with you that Amber and her challenges to grow by inequities in rural real estate appraisals was recently highlighted in the Wall Street Journal. You'll see this article is posted in our show notes.

([41:45](https://www.rev.com/transcript-editor/shared/HRn0Ii9xSO3Sv30-oL3a3dy3-4pDks1EUF5le7ceWuqNKRSRN4asdEHNkeYZD_UyyhrlwpTRuPxHSpTYx8Qvun0wKGk?loadFrom=DocumentDeeplink&ts=2505.45)):

If you'd like to show your passions for Main Street, one thing you can certainly do is to remember to shop local and support those businesses that bring identity and quality of living to our communities. You can also check out our shop Main Street online store at shopmainstreet.org and learn more about Main Street at mainstreet.org, and please rate it and review us. Be sure to subscribe so you can catch the next episode when I'll be in Chicago, sitting down with Terrand Smith, CEO and founder of 37 Oaks, a commerce development and learning laboratory business. Terrand and I explore her business of supporting women artisans along with her journey leading up to her new book, Prepare to Shift. I'm Matt Wagner and thanks for listening.

Speaker 1 ([42:32](https://www.rev.com/transcript-editor/shared/aV0j14qmkI3TwbRsd-hfAb2a_VlQWZxCVek32e0nKlcPxKulDQIFVev1M7Mi3WvJuNMrE5h1Nx8QtY03P36pFbML0CE?loadFrom=DocumentDeeplink&ts=2552.639999)):

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