Matt Wagner:

Welcome to the Main Street Business Insights Podcast. I'm your host, Matt Wagner, Chief Program Officer at Main Street America, a nonprofit leading a collaborative movement dedicated to strengthening communities through place-based economic development and community preservation. Each week, join me as I travel the country and take a deep dive into the personal journeys of downtown and neighborhood entrepreneurs. The stories that far too often go unnoticed and unheard, whether you're a small business owner who wants to learn from your peers or community leader looking to better support your local business base. Main Street Business Insights is here to provide you with the tools, strategies, and personal stories to help you and all of your main street businesses thrive. So subscribe now and tune in every Wednesday to get inspired by the individuals driving our communities forward.

Matt Wagner:

Welcome everyone to another episode of the Main Street Business Insights Podcast. So this week's episode, rather than on-site like you normally see me, I'm actually in my home studio chatting virtually with Tee Rowe, president and CEO of America's Small Business Development Centers. So I have to admit, this is a big thrill for me. Not only is Tee going to be a great guest, of course, but I'm actually a former director of an SBDC working out of Southeastern Wisconsin back in the day. And frankly, so much of the appreciation for the importance and impacts of small business come from those years of doing counseling and training entrepreneurs and small business owners in so many different industries while I was in that position. I really hope that that brings a greater experience to this podcast and makes it more interesting and insightful as a result. So by compliments to all my former colleagues in the SBDC and all those that do great work currently.

Many of you are likely familiar with the work of nearly 1000 small business development centers across the country, which provide no cost business consulting, as well as low cost training to new and existing businesses, again, across all sectors. It's amazing work that they do. And the SBDCs are hosted by leading universities, colleges, state economic development agencies and private partners, and are funded in part by the United States Congress through a partnership with US small Business Administration. So I'll just say that the SBDC Network as a whole has been a tremendous partner in support of the Main Street Network. There's a lot of interface in the trenches, as you could say, between the main street directors out in the field, our state and city and county coordinators, and the work of SBDC offices and the individual personnel. And so I thought this would be a great opportunity to have the leader of that network joining us today to share small business concepts and what's happening out in the field and trend lines and perhaps additional ways we can collaborate going into the future. So we're in for a great chat, and so let's go ahead and get started. I'm going to welcome Tee to the show. Hey, Tee.

Tee Rowe:

Hey. Hi, Matt. Pleasure to be here. Thank you.

Matt Wagner:

Yeah. So great to have you. And like I said, this is a big thrill for me. You were president and CEO when I was around. I never got a chance to meet you in person, but hey, this is best for right now. So good to have you.

Tee Rowe:

Well, thank you. But I should point out that calling me president and CEO is overstating the case because I'm at the pointy end of an inverted pyramid. So I respond to my members who are the small business development centers. I work for them, advocating for them and putting together their professional development programs. We just did our annual conference as a matter of fact, down in Atlanta. It's fantastic. Boy, almost 1500 people there.

Matt Wagner:

Wow.

Tee Rowe:

Yeah.

Matt Wagner:

Yeah. It just goes to the nature of how things have grown. I feel the same way. At the national level we wouldn't be anywhere if it wasn't for our local programs and all the great work that they do in the trenches. That's really where the real work-

Tee Rowe:

Yeah. That's exactly it. They're doing the real work.

Matt Wagner:

Yeah. I always like to get started with a little bit about the journey of the guests, and I wonder if you could share with the audience your background and how did you come to the SBDC Network?

Tee Rowe:

Yeah. Well, I've actually been involved in small business advocacy for about 30 years now without revealing my age. But I started working on the committee on small business in the House of Representatives as counsel to the committee. So I spent over 10 years just about drafting legislation, working on various programs at the SBA, so everything from the 7A loan program to the small business investment companies and everything in between. Then I moved over to the SBA in the Bush administration and became the associate administrator for congressional and legislative affairs. Basically the go between the SBA and Congress. So I had a great run there, and then when the Obama administration came in, I went out and that's when I joined the SBDCs. And geez, it's been 15 years now, and it's been fantastic.

Matt Wagner:

Wow. Wow. I'm curious in terms of the way that you operate. We alluded to the fact you're very much a network. But could you talk a little bit about the role of the role of ASBDC and then the role of the local programs?

Tee Rowe:

Well, what we do at ASBDC is really we're the ... I don't know what you want to call it. The advocate, the go between with the small business administration. So we're working on helping with the program parameters and the regulations and all of that to make sure the program's running smoothly, and also working with Congress to make sure that the program stays funded and that we're updating the legislation to reflect current times.

Matt Wagner:

How about policy side?

Tee Rowe:

Yeah. A lot of policy work, a lot of advocacy work, and not just merely on the SBDC, but also the general small business end of things. So I'm involved with the US chamber's small business council and with the small business legislative council, which is actually an association of small business associations.

Matt Wagner:

I'm curious ... This has always been one of those things. We talk about small business, there's the SBA definition of small business, and then you start to dig into the data and you see that 98 point something percent of most small business are less than 20 as is a network. How do you look at the spectrum of small business and define that?

Tee Rowe:

Well, from our point of view, we have to follow SBA's definitions, but honestly, most of the small businesses we work with are in that range that you mentioned, Matt. 20 or fewer employees. We rarely have a client who's over a hundred. But then again, if you look at the numbers, it's pretty rare actually to find that many businesses with over a hundred employees. I think everybody thinks of businesses and they think like Ford Motor Corporation. They are the way right-hand side of the bell curve.

Matt Wagner:

Exactly. This long line out at the bottom.

Tee Rowe:

Yeah. Normal is ... Well, I think the numbers are like 33 million small businesses, and I want to say that only about eight million of them have more than four or five employees.

Matt Wagner:

Yeah. It's staggering.

Tee Rowe:

Yeah.

Matt Wagner:

Yeah. I think many people that will be listening have an idea of what an SBDC does, but could you give us a sense of the general range of whether it's topics or the kinds of programming that most SBDCs do?

Tee Rowe:

Yeah. It really runs the full gamut. We start with, somebody comes in with a startup with an idea. We'll help them with basic business planning, understanding how they need to finance, get things off the ground, all the way to doing export regulations and seminars on how to sell in the 95% of the world that isn't within our borders. And crazy things like the International Trafficking and Arms regulations, ITAR.

Matt Wagner:

Oh, my.

Tee Rowe:

Which oddly enough, covers a lot more than just bombs. It's everything from-

Matt Wagner:

We'll put that in the show notes.

Tee Rowe:

Yeah. It's everything from optics to computer chips that are covered under that. And small businesses, you're selling something who knows what, and then you find out that ... Some guy at the State Department goes, whoa, whoa. Time out. Can't do that.

Matt Wagner:

Can't do that. It's a no no.

Tee Rowe:

Yeah. And we try and help with all of that.

Matt Wagner:

I know that given that range, there's the range of topics which is broad, that SBDC's handle, and a lot of that, as I understand you, correct me if I'm wrong, is like any network you can connect from one SBDC office to another depending on expertise, of course. But I'm also wondering, given just the pure geographic range of the country and about a thousand offices, what changed in your ability to connect with entrepreneurs that might be in really dispersed rural communities or what have you?

Tee Rowe:

Well, there was a silver lining to the pandemic. People started doing more and more. Zoom became a thing. Before the pandemic, it was a startup and people were like video conferencing, what's that? And boom. And for a lot of our networks, we became more of a household name during the pandemic because people were looking for help trying to figure out how to get a PPP loan or something like that, and finding out about the SBDC's. At the same time, we were using Zoom and Teams and other things more and more. So it greatly increased our productivity, which was great and big change. On the other side we didn't get more hours in the day, we didn't get more counselors. So now there's good and bad to it. But it's helped us a lot, particularly in the rural communities. A lot of our folks ... Well, actually the guys in Wyoming and Montana were like yeah, we've already been doing this because you can't drive five hours to see a client. You shoot your whole day. The guys in Alaska too. The folks in Alaska as well. That has been a big change for us. We're getting back to normal because you always like to visit the client face-to-face, see where they are, what they're doing, how they're doing things.

Matt Wagner:

Yeah. I agree. It's just the context of being in their location or just that face-to-face, the nuance of the conversation that you can't always pick up in a virtual sense. One of the things, the big stat or what was labeled the the COVID-preneur, we're at numbers never seen before. And I wonder how, again, to your point, you maybe didn't gain the amount of growth we had in new entrepreneurs versus the amount of growth in new SBDCs across the country. Has it been through the technology allowed you to be more efficient and-

Tee Rowe:

It's allowed us to be a little more efficient, but it's still tough because we were both ... And this always happens in a difficult time. We're not only helping new customers, clients who come to us, past clients will come back saying, "Hey, I'm up against it in this mess. What can I do?" And you have to remember, we have client relationships that span years. We just had a hugely successful client, Elf on the Shelf. If you've got kids, you know what Elf of the Shelf is.

Matt Wagner:

Oh, yeah.

Tee Rowe:

And they have been an SBDC client for 19 years.

Matt Wagner:

Oh, that's amazing.

Tee Rowe:

On the Georgia SBCD. And they have grown from a couple of ladies who started it as a sideline and this thing that their mother had always done, and now it's national phenomenon, and I think they're leaking into Canada and Europe as we speak. Actually, from what I remember, they have a pretty good presence in Germany. Christmas is a big thing in Germany.

Matt Wagner:

Oh, yeah. Christmas markets.

Tee Rowe:

But that's the kind of relationships that our folks develop, which is what's amazing about SBDC counselors. Total strangers come in with their business problems and they end up becoming long-term clients and friends.

Matt Wagner:

Yeah. That's powerful. I think it's a testament to the quality of counseling that happens at the SBDC.

Tee Rowe:

Oh, yeah. Our people are fantastic. Just the best.

Matt Wagner:

I wonder on the flip side, I think when we think of the SBDC ... And maybe it's that word entrepreneurship, sometimes we think about the front load. But to your point, there's a lot of folks that still as they're scaling or growing, are coming to the SBDC, and in particular with this year 2024 and for at least the next three years or so, or we're getting near peak retirement age for a lot of boomers. And I wonder if you're starting to see that or have been seeing at the SBDC in terms of hopefully people thinking about succession plan or exit planning and the nature of services you're able to provide there.

Tee Rowe:

That's been a big factor in what we've been doing. There's been a lot of succession planning that we've been teaching, a lot of business sale, I guess you'd call it. Working with folks on, okay, you want to retire? How do we help you market your business basically to sell the whole kit and caboodle? And part of that is helping with employee stock ownership like ESOPs.

Matt Wagner:

Okay. So like ESOPs. Yeah.

Tee Rowe:

So you're basically selling the company to your employees. So we've been getting involved in how do we help people work through the financing and work through that transition period? Because that's a hard part too because for the banker it's a situation where they're, "You're selling it to who?" You may have a great banking relationship because you've been doing business for 20 years with this bank, and then, okay, I'm selling it to my floor manager and my team. And the bank's response is going to be, "What? What's their experience? Who's actually going to be in charge?" All of that. Because they have a business model themselves.

Matt Wagner:

Exactly. Exactly. Yeah. Are you seeing that any other ... Is ESOP the leading charge right now of businesses are thinking, are they looking at other ways of exiting the business?

Tee Rowe:

Well, ESOPs, just straight out sale of the business. It's a mix. I think the ESOP side of it is a little more esoteric for the average person. The average person who's running a small business doesn't really think about selling it to his employees or her employees. When they hear about it they're like oh, that's not a bad idea because your small business is like a family. Okay.

Matt Wagner:

Yeah. Yeah. Exactly. It's like the transitioning down generations.

Tee Rowe:

It's a logical transition, but it's a vehicle that people aren't very familiar with.

Matt Wagner:

The last three years, we've seen acceleration in lots of things, and I think one of the biggest has been the emerging technologies like AI. I think we're seeing things come to scale with automation and logistics where maybe you needed to be a big company before you could engage in all this, or even selling online or whatever. But things have come down to scale. And I'm wondering what's your all's view in terms of trend lines and what you're seeing out in the field in terms of just where business is headed?

Tee Rowe:

Yeah. Well, the biggest thing we've seen in the last few years has been the change in interest rates because they bounced like 5%. The fed raised rates five and a quarter percent of since July of '22. So that made access to capital a lot more difficult. And now they backed the rates off a half a percent, but it's still four and a half-ish more than it was two years ago. And that's still difficult for a small business. And so now they're trying to position themselves for that to get the capital if they want to expand. At the same time. We had done over the last couple of years, a lot of work with a lot of small businesses on all the basics of e-commerce. There it was COVID and everybody's thinking, all right, well, I can't open my business, so I have to sell online. How do I sell online? What is search engine optimization? Exactly. But beyond that, then you get into the cybersecurity side of things. Because everybody's like, "Oh, the internet is great. Sell stuff." Yeah. There's a dark side.

Matt Wagner:

Yeah. Yeah. Payment fraud and everything else.

Tee Rowe:

Yeah. So we have spent a lot of time working on that. Developed a cybersecurity training program for our advisors, and we've spread that out. And I say cybersecurity training program, it's really train the trainer. You're training the small business owners, Hey, here's the stuff to look out for. Now, obviously, we're not going to set up firewalls for you. We're not Norton or Barracuda or somebody. But we'll give you the basics about, Hey, here's the stuff you have to be careful of. Here's the stuff your employees have to be careful of. And now we're rolling into AI and we've started a partnership with Google. A three-year partnership with Google demystifying AI for small business. And it's really actually fascinating and interesting to tell people, look, this isn't anything to be concerned about or afraid of. It's a tool any other. How are you going to use it best in your business and which tools are the best ones for you to use in your business? AI can't fix your car.

Matt Wagner:

That's right. There'll still be a need. Yes.

Tee Rowe:

It's no good at adjusting carburetors. And then I just dated myself because who the hell has a carburetor anymore?

Matt Wagner:

Who can find the carburetor?

Tee Rowe:

We're always trying to be on the leading edge of what's going on with small business.

Matt Wagner:

Yeah. I think that's so critical. Our research tends to find, I think, maybe interest in new forms of technology or what have you, but I think part of the issue is it's a cluttered area. You can obviously do a search about a particular technology or whatever, but depending on your characteristics, your business, your technology or what have you, knowing what's right and what's the right fit for you, I think it's the secret sauce of I'm sure what your counselors are engaged with. So everyone's just not running off and trying a bunch of things that aren't really going to serve purpose.

Tee Rowe:

Working with AI and working with anything else is what are you trying to accomplish here? What do you want to do? And then let's work on best tool for that. That literally exhausts my knowledge of AI.

Matt Wagner:

No one said that you or I had to be the expert in that area.

Tee Rowe:

That's good.

Matt Wagner:

Let's pivot a little bit from the program side of policy and advocacy side, which I think is really important. We talk here on the show from the angle that because of, for instance, the loss of local journalism and the nationalization, I think it's become more difficult to share both the stories of small businesses, but also the plight. The issues, the challenges, because most national news is covering big business, big corporate-led business, and it doesn't always drill down to the mom and pops or the folks that we serve in Main Street or you serve at the SBDC. I wonder if you could talk a little bit about the policies of ASBC, what you're all looking at, what you're seeing.

Tee Rowe:

Yeah. Well, we tend to focus on the issues that are going to affect most of our small business owners. Not strangely, that's tax issues. So we're always concerned with things like section 174 expensing, which is for R&D firms. Because we have a ton of small business clients who are small software companies or small biotech. They're doing small business innovation and research grants, things like that. And up until ... I don't want to get this wrong. But up until a little while ago, about a year ago, they had a hundred percent expensing, which is vital if you're a small innovative company because you're doing a lot of R&D in the first couple of years.

Matt Wagner:

There's not a lot of cash flow there.

Tee Rowe:

Yeah. You're not selling much, but you're trying to make the thing. Well, that shifted now because it was a temporary provision to a five-year expensing model. Now if you're an established company doing a lot of R&D, that's not a big deal. You can shift and amortize the expenses over five years. If you're a small business though, that's a killer. And I know it passed the house earlier this year by a wide margin like bipartisan 370 sum odd member support, which is huge in this day and age.

Matt Wagner:

Yeah. For sure.

Tee Rowe:

And it's hung up in the Senate. I don't know why, but that's just one example. The other one is section 199. It's tax deductions for pass through businesses. I think it's a 20% deduction. And basically what it does is if you're an S Corp, it brings your taxing taxation in line with what a C Corp would be paying. So it's essentially creating parity in the levels of taxation. But there's a big argument now that there are a lot of people gaming the system. Multimillionaires, et cetera, et cetera. But there are a lot of small businesses that are run as S Corps.

Matt Wagner:

Very true.

Tee Rowe:

And it's like a family business or a small ... I don't know. Law firm. Construction companies are often passed throughs because you may be a general contractor, but you're taking a million dollars in to build something-

Matt Wagner:

It goes right back out the door.

Tee Rowe:

800,000 out to your subs. So we're always looking at issues like that. The general areas of taxation because it always affects small business. And quite often the ... I don't want to call them loopholes because not loopholes. But the exemptions and the deductions and stuff aren't always evenly applied.

Matt Wagner:

Yeah. Yeah.

Tee Rowe:

Or evenly available.

Matt Wagner:

I think that's really the point. If you look at the distribution of where small businesses are at and their size versus typically the policies and who can leverage them, it seems to be some disparities there.

Tee Rowe:

And there are a lot of other issues we're always looking at. But inflation is like the weather, everybody talks about it, but nobody does anything. That's a situation where the Fed is walking a tightrope. They want to keep inflation down, but at the same time, they know that raising rates has put a hamper on the economy and so they're trying to find that balance. And I do absolutely no advocacy on that because I get lost the minute they start talking about that stuff, and nobody knows what the open market committee really means when they meet anyway.

Matt Wagner:

Yeah. Yeah. There's a lot of complexities there. Makes it difficult.

Tee Rowe:

Yeah. But we're always cognizant of the squeeze that small businesses get put in. You have pressures because the cost of living is going up and your employees want to get paid more. But a small business isn't like a big business where they can add a nickel to every unit and cover the costs. Small businesses pinched in there, they're squeezed. And then you get supply chain issues at the same time because it's expensive as hell to get stuff delivered to you if you're a small business whereas if you're a large business, you're making a contract for free-

Matt Wagner:

Volumes right?

Tee Rowe:

For gazillion. You're killing on volume.

Matt Wagner:

Yeah. So you're seeing a lot of much thinner margins.

Tee Rowe:

Yeah. Much thinner margins.

Matt Wagner:

Than a consumer marketplace that has pricing sensitivity to it.

Tee Rowe:

Exactly.

Matt Wagner:

Yeah.

Tee Rowe:

We had a client at conference speaking. Great guy. He was the small business exporter of the year last year. He's had to basically start paying his people ... Gone from 17 to $25 an hour. The problem is he can't pass that on. So he's really in a squeeze.

Matt Wagner:

That's what? Like a 30% increase or something like that.

Tee Rowe:

Yeah, 40% really.

Matt Wagner:

Yeah. Something like that. I'm not that fast on math.

Tee Rowe:

A lot.

Matt Wagner:

It's a lot.

Tee Rowe:

It's a big number. And that's what a lot of these small businesses are dealing with. Imagine if you're a small independent grocer, sir, everything that's coming into you, you're having to pay more for it, and then you're trying to pass the costs on, but you're trapped with a margin there and still pay your employees so they can afford everything.

Matt Wagner:

Yeah. That's the thing that I think it's hard for the general public to understand, especially with small businesses and grocery in particular. It's what, three or 4% margin? There's not a lot of give there.

Tee Rowe:

Yeah.

Matt Wagner:

It's thin, as they say. One of the things that, from a Main Street perspective that I get asked a lot of questions around is what's the best way to engage the SBDC? Is it inviting them out to my office? Is it providing a space for them? Is it trying to host the program? When you think about not only just Main Streets, but other organizations that are trying to help small business or at least connect, what's some of the advice that you give Tee?

Tee Rowe:

Pick up the phone. Make the phone call.

Matt Wagner:

We don't do that anymore Tee. It's text.

Tee Rowe:

Drive down to their office. Drive down to the office, knock on the door. I think it's important that everybody understand there's no wall, there's no barrier. We're there. We're there for everybody on Main Street. As much as we can we're trying to be out in the community. So very often we're chambers or we've got a spot in the community, or we're down at the public libraries. Anywhere we can find free space or free ish space. We're headquartered in colleges and universities, but we try to keep the offices out in the community.

Matt Wagner:

And I suspect that that part of it ... And I'm sure you all would appreciate that every SBDC that I'm aware of has a calendar of trainings and activities happening. Share it. Spread the word.

Tee Rowe:

Yeah. Absolutely. The easiest way to find out about all that too, go to our website. It's www.americasssbdc.org. There's two S's in the middle there.

Matt Wagner:

We'll put the link.

Tee Rowe:

And then there's a find your SBDC locator, type in your zip code. It'll pop up. They've got their events calendars all online. Here's what's going on, what's training, et cetera. And go down there.

Matt Wagner:

Perfect.

Tee Rowe:

You'd be amazed at all the stuff work we're offering. It's everything from how to use QuickBooks more effectively to, well, as I mentioned before, export regulations or working in a food service business.

Matt Wagner:

AI.

Tee Rowe:

AI, OSHA regulations.

Matt Wagner:

That's huge.

Tee Rowe:

Some basics on intellectual property because we partner with the patent and trademark office trying to offer information on that so people know how to trademark and get started on the patenting process. We're not lawyers. Well, some of us are, but we're not going to do your patent application for you.

Matt Wagner:

That's right. That's right.

Tee Rowe:

Yeah.

Matt Wagner:

There's a start to this, and then I always like to end our discussion with more around advice. I think it's important for small businesses to have a network and mentors. I wonder, through your experience working with small businesses, what's the best advice you've heard or best advice you've received?

Tee Rowe:

I'm going to go to one of our speakers from our conference, James Rhee. R-H-E-E. He wrote a book called Red Helicopter- A Parable for Our Times. It's out now. It's on Amazon. It's on the nonfiction bestseller list. It's right up there with Elon Musk's book. What's amazing is James is not Elon Musk, he's an interesting guy. Went to Harvard, was teaching high school, then went back to law school to Harvard Law, ended up in private equity and helped rescue that company, Ashley Stewart, which is a fashion brand. And he puts it here. I was an Asian private equity guy dealing with fashion for African-American women. What's going on here? But his whole thought and philosophy is couple of layers, but the first one is, the best way to think about doing your business is kindness and a little math. And that sticks. Because in SBDC world, that's all we do. We're meeting total strangers, helping them out and using a little math. But one of the things James talked about is chaos. And he says, "You have to at a certain level, embrace chaos because it's all around us." Things aren't orderly. So you have to embrace chaos, understand chaos, and not let it turn you into a crappy human being.

Matt Wagner:

At the same time, right?

Tee Rowe:

Yeah. So I think that's the best piece of advice for a small business owner and entrepreneur is understand you're going to be surrounded by chaos. Don't let it overwhelm you. Don't let it change you. And roll with it, because that's just what it's always going to be. There's always going to be a little bit of chaos.

Matt Wagner:

I really, really appreciate the note on empathy as a small business and just for humankind. That's really good.

Tee Rowe:

And that's the great thing about small business. When we look at it, yeah, you get the very big building at Cedars-Sinai or something like that named after some guy who made a gazillion dollars. But small business, it's the smaller local acts of kindness. It's the T-shirts and the uniforms for the little league teams.

Matt Wagner:

Yeah. The Jar fundraiser on the counter.

Tee Rowe:

Yeah. It's stuff like that. It's being a part of your community.

Matt Wagner:

That's Main Street right there Tee. That's great. Well Tee, thank you so very much for being on the show.

Tee Rowe:

My pleasure, Matt.

Matt Wagner:

To you your organization, all your colleagues out there across the SBCs really appreciate your partnership and we certainly appreciate all you're doing to support small businesses across this country.

Tee Rowe:

Thanks and hope we'll see you soon.

Matt Wagner:

That's right. All right. Thanks, Tee.

Tee Rowe:

Come to your SBDC.

Matt Wagner:

All the best.

Matt Wagner:

So there you have it. I hope you enjoyed the episode with our guest, Tiro, President and CEO of America's Small Business Development Centers. We covered a lot of ground in terms of current programming, key challenges on things like inflation and technology adoption, as well as the important advocacy role in things like tax policy. But I think for our small businesses and entrepreneurs listening, my hope is that you've got a much better sense of the resources available to you often for free or low cost. That fact is, with a group like Main Street and Small Business Development Centers, you're not alone in the pursuit or growth as a small business owner. Whether it's doing that direction setting or course corrections or even that, all important guidance on first steps, we're all here for you.

So as always, if you're a business owner, and likewise, to my place, professional colleagues, I hope this episode has provided plenty of new insights, solutions, and inspiration.

And as consumers, please continue to support your local small businesses and of course, tell their stories. There's so important to our local and national economies, and most importantly, they promote and provide quality living to the places we all call home. And don't forget to show your Main Street pride by checking out our Main Street swag at shopmainstreet.org.

That's going to do it for this week's episode. Remember to check out our growing library podcast recordings and other related films of the podcast on our Main Street America YouTube channel. Thanks for listening. Please rate and review us, leave a comment, and as always, be sure to subscribe and tell your friends, family, neighbors, and colleagues so y'all can catch the next episode. When this time I'll be chatting with a good friend and champion to Main Streets all the way from Adelaide, South Australia. No, that's right. Adelaide, South Australia. It's going to be David West, Principal Consultant at Premier Retail Marketing, a leading expert and author on commercial district management, and one of the founders behind Australia's Main Street Movement. Don't miss it. We'll see you then, and thanks for all the support.