Good afternoon, everyone. Today's webinar should last about half an hour. We encourage you to use the go to webinar control panel if you have questions. This webinar is being recorded and a link to the recording will be e-mailed out to all of our registrants, whether they attend or not. And finally, we highly recommend you download a copy of the slides from today's session. There's going to be quite a few links and a few checklist items that are included in the presentation. It's a quick and easy download. You can use the link you see on the screen or use the handouts tab in the go to webinar control panel on the right-hand side of the screen. Also, that link, the same link will be included in your follow-up e-mail later today.

Now we'll move on to why you're all in attendance to today's webinar. That's the importance of social media during disaster events and crisis across the globe. As we all know, the past couple years have been rather eventful when it comes to disasters and things like that, so...it seems that no matter what the incident or the scope of the incident, somehow popular social media tools have been playing a bigger and bigger role.

So. Today's session's going to focus on basics for using social media in your organization, including some very critical dos and don'ts as you communicate during disasters. We'll share
additional tools at the end that will help you use each of these different social media platforms.

So...we'll start today by discussing why social media is such a useful tool during the crisis and one that should really be a bigger part of your overall crisis communication strategy. And then we'll dive into how best to establish a presence and use these tools to the best of your ability. And then finally, we'll cover information on how best to apply the use of social media during the actual disaster, including a few checklists and some practical takeaways to remember. As we all know, social media is a proven and established platform for connecting to your customers and building your community and that sort of thing. Even though it's a huge marketing tool for communicating to a large audience, very few of us are using it during a disaster. Now, that's growing, but it's growing, primarily on the side of the press and the media and the general public. So, public organizations, financial institutions, schools, government offices, we're just not quite up to speed on that. That's really the focus of today's session. To try to get us over that initial hump. We know there's a lot of excuses out there. I don't know where to start or we're too busy or I don't know how to use it best so...with that in mind, our number one obstacle of where to start is where we're going to begin today. I'm not going to talk about the basics of building a presence on social media, that's a whole different topic we could go into for days, but instead, I'm going to start by encouraging you to build your presence now. Nurture it, grow it consistently and become an expert in whatever field you may be in. Without having an existence presence online on whatever tool you choose to use, any effort you put forth during an actual crisis or disaster will be a waste of time.

We're all in agreement that social media is important or we wouldn't be here, but...the key is that there's no other way to communicate with such a large, diverse audience as quickly and efficiently and really, extensively as using these tools.

So...we're going to help you drive the engagement before, during and after an event. That's going to be essential to making each of these mediums really make a difference in how you communicate with your audience. Additionally, everyone communicates differently, so...the type of tool you use can provide an additional avenue to communicate with your audience. You're already using advertising or e-mail e-newsletters, things like that. This provides an additional tool in your tool belt.
This can grow your business and solidify your reputation during a disaster. As we all know, happy customers, especially during a disaster, means bigger and better business.

Now, as I mentioned, knowing that you must have a strong presence is the first step towards proper use of the tools. You have to have a strategy for your social media channels, as you would with any other aspect of your business. Be sure you're promoting use of the tools consistently. These social channels you're choosing to use are a reliable source of information. Not only about your organization, but where to get the best information on your particular area of expertise. So...I'm insure you've all heard the saying or some variation of the saying, if you're not moving forward, you're falling behind. This saying is appropriate to your presence on social media. You need to be doing all you can right now to continually build your audience by connecting with other people that are in your audience, the right leaders and your industry, that sort of thing to continually play an active role in the discussion online.

Also, the best and most efficient and reliable way to do this is to engage and interact with your audience now. Do not expect to do this during a crisis, if you're not doing it right now. One, they won't know that's a reliable source of information and two, they're probably so busy dealing with the disaster, they're not out there trying to find you, and subscribe to your feed or connect with you online.

How do we engage with our audience of customers, how do we build a rapport with current and potential clients and customers and members of our community? The fact is, it does take time. There's no getting around that. But that time should be spent building friendships and expanding your network and building a following of what we call like-minded groups. It could be groups that you subscribe to, it could be individual people that are paying attention to the topics that are relevant to your industry or to your area of expertise.

So...I suggest you start with great content. Things that are interesting and relevant to the audience. This is a classic situation of put yourself in their shoes. So...the main point here is, if you're selling yourself all the time, that's not a way to build an audience, instead, provide relevant, timely, useful content, don't be trying to constantly push yourself on people. You know...if you ever walk into a restaurant, you wouldn't be trying to push yourself on other people and tables around you at the restaurant and with your server. Instead, have an authentic voice, engage your audience in a
conversational manner. That's the keyword here. Conversation. We know that involves speaking and listening. You have to answer questions and inquiries and not just continually spout information in a one-way manner. This is absolutely an application of the term two-way street. You have to use it like that, listen to your audience. Engage when it is appropriate and make sure you can add to the conversation. Watch what interests people and do more of that. The key here is building that engagement and in by doing so, you're creating this online community and when you have a place of influence, in this community, you become a trusted voice and advisor of sorts. So, when it comes time to provide important, potentially life-saving information during a crisis, you're actually in a position to do that and your audience can then pay attention and take action. That's the key thing. We want people to take action. They can't if they absolutely won't take action if they don't trust you.

So, as we transition away from the why part of this conversation and get into the how, I wanted to first explain that we're primarily focused on really Facebook and Twitter today. This applies during a crisis. You are automatically going to go directly to a reliable source of information during a crisis. You're not going to go to some of the more extraneous platforms. Now...right now Twitter has about 300 + million active daily users and Facebook has about 1.5 billion. More importantly than the massive size of the audience of each of these platforms is that each of them offer a very low barrier to involvement. By individual users and organizations. They offer an ever-growing audience. You're not buying time on television. You're not buying space in a publication, instead, you're using a free platform, people are more likely to use that to find you. Let's look at your strategy during crisis. To begin with, you must first acknowledge that to make social media a useful tool, you have to look at means of communication ahead of time. That's the time now, any time you spend during a disaster is simply wasted. So, this is going to be a regular tool you use to communicate on an ongoing basis, especially with those outside your organization. Make sure your audience is trained to use these tools as a source of information. As with any crisis or disaster, we use the term fog of war around here. These tools will be flooded with posts and information and it's best to convey only the most critical information at that time. We don't want to muddy the waters, so to speak, with information that's not relevant to you know, a dangerous situation or even if it's not a major crisis, we don't want to be posting information out there that can lock up people's feeds to find information that they absolutely need at that time.
Also, during disasters, that affects any size group or population, you must respect the gravity and sensitivity of that situation. What I mean there, no one should benefit from others pain in these situations. Finally, the usefulness of social media is directly related to its value as a two-way conversational tool. Remember that two-way street thing I mentioned? This is the most productive means of communication. When you exchange it in a respectful manner in both directions, you'll really see the magic happen.

So...with those guidelines in mind, now we're going to turn to some of the tactical dos and don'ts. We're moving pretty quickly, but this is where the rubber meets the road. There's a lot of these here. This is a short list of the most important that we believe will help you make best use of these tools.

So, as you may have heard before, every disaster is local and every disaster is different. Therefore, we recommend that you don't stick with canned, boiler plate responses all the time. Do some research, as time will allow, do some research into the situation, and into the audience that you're trying to reach. Pay special attention to any negative criticism that you may be receiving.

Now...obviously, you know, that sounds kind of like a duh moment. We all know we're going pay attention to negative criticism, but the key here, especially when it's online, especially when it's out there for everyone to see is not reacting poorly. Your organization isn't necessarily going to be defined by what is said about you online, because...people can say anything you want. There's no filter. But...your organization is going to be defined by how you react to what is said about you.

So...as with any business correspondent that you might receive on a daily basis, the obvious courtesy of a respectful reply is always expected. And...you have to assume that anything you post or anything you send, even private messages or instant messages, those are going to be public, somewhere, somehow. Now...a recent study by Social Bakers, an online social media platform analysis site. They found that 95% of the posts on company brand pages, never receive a response. Not every post or reply to something you put online deserves or requires a response directly from you. However...you need to be answering any questions that are asked. There's probably a dozen other people that thought that in their head or didn't post it or feel comfortable to do so.
Finally, a situation, for example, like a press conference, you're not always going to know the answer to every single question. And that's okay. Just make sure that you follow-up with that person and then, it might be smart to also post that reply publically, if the information is relevant and could be useful to a much larger audience.

So, to carry on here, as a general rule, it's often good to date and timestamp your posts. Especially if they're time-sensitive. Even on Twitter or Facebook where the date and time is included. Go ahead and put that on there. You don't want someone to copy and paste that information or retweet it in another area and not include the kind of critical information that is timely and relevant.

Association a great example of that might be like for example, today in the northeast, there's a snow storm going on, so someone may want to post on their Facebook profile or Twitter "we're opening late today due to the snow storm." That's wonderful, that's a great idea, great use of the tool, but if someone sees that original post and posts it later, or tomorrow by accident, that quote for today, could be yesterday's news. So...instead of saying "we're opening late today." Include the date or include the time. Say "we are opening, Tuesday, February 16th at 11:00 a.m. due to the snow storm." That way, everyone knows what date you're referring to.

Especially as it relates to Twitter, we always encourage everyone to use hashtags and to keep up to date as to the most popular hashtag being used in every situation. This allows people who are searching online for a particular topic or area or geographic area, they can find your information quickly and easily. You may have even seen odd or misspelled hashtags being used. A great example of that was during the San Bernardino shooting situation, people were posting hashtag San Bernardino but they were spelling the name of the city wrong. You don't want to criticize people during this time, so people continued to use that hashtag and for the first several hours of the incident, the misspelled city name was being used in a far more, far more frequently than the actual correct spelling. So...you found news media and even some of the authorities in the area using both hashtags. Incorrect and correct spelling.

We see a lot competing organizations trying to one-up each other. The most obvious type of mistake is when a news organization posts details that are unverified. These gaps happen frequently in the wake of a disaster when they're trying to share information and break news, but it could be incomplete, it could be misleading or even down right false. And all that
really does is degrade people's confidence in you and in some cases, could foster ill-will towards your organization. It keeps that inaccurate information out there for longer. We recommend that you try to do as much research into the actual you know, real details of what's going on, vet that information before you post it.

Here's a few examples of dos and don'ts in practice. At the top, someone has listed some other key Twitter account handles for emergency management agencies nearby where this particular tornado response was happening. Little further down, you see where others have talked about tools that the Red Cross offers that can help. If your organization has a resource or supplies or can offer any sort of assistance during a disaster, this is a great way to pick up more followers by making it easy for other users to repost information about what you can provide and thereby, you're doing a service to your followers by telling them and showing them how they can get better information or better resources.

Also, towards the bottom, you can see the Twitter user, Wendy, timestamped her post so that didn't alarm people who weren't affected by the response. This happens a lot in the northeast, but if you post the vicinity, it's very valuable information.

This is the internet we're talking about. By now, you should realize that rumors and misinformation are going to really be rampant, especially following a disaster. Do your best to mitigate these kinds of issues and avoid perpetuating misinformation as much as possible.

Everyone in a larger scale disaster knows that situations can change in a moment's notice. We try to encourage people to be careful what you promise. When you're posting things online, you need to be careful there as well. You may say "open by next Tuesday." You're making that promise on the assumption that roads will be open, your power will be back on, communication channels will be back up and running. Those are things you don't have control over. It's almost impossible to ensure that every piece will fall in place. So temper your claim somewhat knowing the situation can be fluid.

The next few things we listed are basics for common courtesy during emergencies. Validating fears and emotions, expressing ways you can help. We encourage consistent communications are important in order to set proper expectations with your audience. Here, we like to tell people, even if you don't have an update for more important information or additional details, tell them when you anticipate having more information. Even if
you post that nothing has changed, people know you're still constantly attending to the situation and constantly trying to communicate and keep in touch with your stakeholders. One of the best and easiest and most useful tools of social media is referring your audience to other relevant links and organizations. An example, the Red Cross link on the slide before. The more assistance you can provide, even if it's simply referring people to another source of information could potentially increase your following and also just make people happier about what type of service you're providing online when they choose to follow you.

The bottom line here, a basic element of social media, it's better to say something rather than being completely silent during a disaster or crisis, because then, you know, you're just leaving people wondering what's going on. This is an example of a few of these best practices being used in the actual social media universe.

You'll see, up here at the top, the Baltimore Housing Office is having a delayed opening due to ice and snowy conditions. You also see further down, under Squire Brown's, they're closed today. They included the date for the date they're being closed. You'll see that, they're using things, addressing the weather for all times of day. They're posting them early, they're trying to show these types of things ongoing. If you visit any of these Twitter handles, you'll see they posted this information multiple times. People may have hundreds of organizations they follow, they may miss your tweet at 8:30 in the morning, but they'll see the one at 9:30 in the morning. Keep that in mind as well.

Now...as we move along, we're getting close to the end of today's session. I thought I'd include a pseudochecklist of tips for using social media during a crisis. Not going to go line-by-line on these, but based on my own personal experience, the feedback we received from the, you know, 20,000 members or so of Agility who are across the United States and especially lessons we've learned out of Hurricane Sandy and some of these large scale event, these are the most important things. I'll address a few of my favorites in no particular order. First of all, have a plan. We talked about this all along today. You really can't be successful without a strategy. It has to integrate with the rest of your communications plan. So...for example, if you're sending out press releases or updating your website, those kinds of things, make sure you're mentioning which social media channels you use. For example, look for us on Twitter. Look for us on Facebook. If you have a website you
can include links on the main page of your website to those social media channels and encourage people to follow you here or follow you there. Secondly, I suggest everyone build a team. This may seem obvious, but you really can't do this alone. That's not intended to scare you, because it's a tremendous workload, instead, because of today's 24-hour news cycle, if you want to be able to consistently post information, you might want to have more than one person tasked with this responsibility in your organization.

Also, highly recommend you connect ahead of time, with groups and organizations that can help further your reputation as like a thought leader or an industry leader or really a valuable source of information, insurance firms, and banks do really good job of this by sharing information about how to be a better financial you know, plan family or obtain better coverage for your family and insurance. Now you might not use that particular insurance company, but if they're sharing useful information, you're going to start to trust them more and more. That's a great example of how an organization can build a following.

Moving on here, a few other checklist items. We mentioned this before, but...as valuable a tool as social media can be, to communicate out to your audience, it's also one of the best intelligence-gathering tools you can find as well. Be sure to encourage others to repost information from your site and borrow information from others in order to build your own content. You're not going to really be able to consistently be this valuable source of information unless you're out there looking for valuable information in other places and helping by reposting or retweeting that.

Also...really like to stress to people that they should stay on message. That's critical in times of disaster. Use your grandmother tone. Post only the most important information and try not to answer the deadly what if questions? What I like to say when it comes to the grandmother tone, if you wouldn't say it to your grandmother, don't put it online. That's a key mistake a lot of people use. Acting out of frustration or responding in a time of high adrenaline and putting things out there that could potentially embarrass your organization or even cause you know, you to lose an audience or lose customers.

Also, don't tweet or post your own messages, but also monitor messages and posts about your organization. Do regular searches for your own organization's name or your Twitter handle. It's a great practice to respond to those messages that are positive and those that are negative. Speed is a big part of what we
like to caution people about. Ensure you're posting information in a timely manner, especially for those really important posts. This may seem counter intuitive, but definitely consider repeating important posts to ensure your audience catches that information. Remember, I said earlier, somebody may miss your tweet at 8:30 a.m., you may need to post it later. This is one of the best scheduling tools you can get out there. It's actually free. Just a few last notes here -- ensure you realize that any social media information can and probably will be shared across all your different audiences. So, make sure you're crafting these messages carefully and take into account that your competitors may see this. And...stakeholders and people you know, like auditors may see these social media posts. Make sure you're putting things out there that are appropriate for anyone and everyone to consume.

Now, whatever you've chosen as your primary platform, make sure you are doing that in marketing, signing, campaigns, and on your website. Finally, back to the whole accuracy topic. Do your best to verify third party information before you repost it and avoid perpetuating those false rumors. It's often as simple as researching the who, what, when, where, why stuff. Make sure you take the time to do that. Even a cursory glance in other places will sometimes discredit notice you've seen elsewhere online.

Now, as we wrap things up, if you've been busy checking e-mail or looking at Facebook or Twitter, while I've been talking today, here is the bottom line, most practical takeaways we hope you gain from today's session. I'll quickly run over these. First of all, simply do your best. For those with no presence on social media, really any effort you put forth will do nothing but help you distribute your message. And of course, the more consistently you use it, the more return you'll see in the investment of that effort. Bear in mind, some mistakes will be made along the way. That's expected. As with any new effort or campaign in your company, you'll learn as you go. But don't be overly self-critical here. Stay aware of how people are referring to your organization online and do your best to engage those people, whether they're praising or criticizing you, engage them and keep your message out there. Keep your message consistent and do your best to address those things head on. Be aware of answering those deadly what if questions. Instead, focus on the statement that you have determined are the most helpful, relevant and timely. One of the best aspects of social media is the ability to repost and borrow and share information across this massive network that you're relying on. Don't be afraid to take advantage of this benefit and ensure you're
posting information in a timely manner for those really important posts and consider repeating those to your audience. And finally, as we've kind of concluded to all along, common sense is king here. How would you phrase things? How would you deliver that message and address people who are both critical and in praise of your organization. Just use your courteous tone. Don't post or share frivolous information or you'll be ignored. That's the ultimate downfall of these tools.

And we'll wrap up today by sharing a few of our favorite tools that will help you use social media channels. First of all, Google Analytics helps you track any traffic about certain searches, trends and user press conferences. This applies to websites and ads and social sites, but also will help you understand what's going on and what the conversation is like about your organization. TrendsMap is a site that visually displays trending topics on Twitter. This is useful because it's based on geography. If there are certain weather-related events or a disaster is more local than regional, this TrendsMap will be helpful to understand what people are talking about or organizations they're talking about based on the geography around your location.

HootSuite is great, if you don't have time to log in constantly and repeat the posts, you can schedule them out ahead of time at HootSuite. You can analyze reporting around all your tweets. If you're embedded links to other resources or pages on your website and things like that, you can analyze how many clicks have been made there, you can analyze how many of your tweets have been retweeted, reposted and that sort of thing.

Google Hot Trends is pretty self-explanatory. You can see what's trending on the universe of Google and Twitter Discover or Facebook Trends, these display the most popular hashtags and popularity going on there.

These are two downloadable tools. One at the top is a basic crisis communications checklist. This isn't related specifically to social media, but it will help you kind of build social media into your overall crisis communication strategy. This includes things like an e-alert -- excuse me, an alert notification system, making sure you have access to your website remotely, building out and renewing your phone tree, things like that.

But...below that is a little more of a checklist, specific to social media and its use and these are both freely downloadable PDF checklists. Encourage you to look at those. When you're sitting around a table meeting with marketing and legal and
sales and leadership teams, these are great checklists to put on the table to consider.

This webinar and others are presented each month. You can register for any of the upcoming webinars at preparemybusiness.org. In fact, next month, we'll be covering how to prepare for spring severe weather. We'll be looking at major flooding, tornados, big thunderstorms that cause power outages and communications problems. We'll really cover all of those threats that happen during the spring season and how to prepare for those and how to overcome those.

So, I know that was fast and furious, but we'd like to take questions at this time and I encourage everyone, as I mentioned before, you can submit questions by typing those into the go to webinar control panel on the right side of your screen. Right now, Nicole's going to assist me with those questions. Do we have any yet?

>> We do. Good afternoon, everyone. We have a few questions here. The first question, Scott, is, what are the biggest mistakes you've made on social media during a crisis so far?

>> One would be answering those what if questions. What I mean by those, say your office or your store or your school is closed because of severe weather and someone asks "when are you going to open back up?" If you say Tuesday at 8:00 a.m. and all of a sudden you know, the power goes back out again or the roads aren't cleared or parking lots aren't quite ready yet, if you put that out there on social media, people are going to pick up on that, they're going see that, they're going to make plans around it and if you're wrong, they're going to repost that 100 times to prove you were wrong. Those what if questions when you're out of control of some of the things that you know, may influence your ability to open or close, that's one big mistake.

Another is just trying to work too hard. You're doing the best you can to share information during a time of crisis and one of the reasons that this is a, you know, a tool that it can be so valuable is that it is right there in front of you all the time. However...that can be dangerous too, if you're overposting information, you'll find it takes up too much of your time.

Make sure you focus on those things that are most critical to your business. Keep yourself in business, but some of these tools, we mentioned earlier like HootSuite will allow you to post things in advance and schedule those out and it'll take less time.

>> We have somebody just asked, what strategy have you used to let customers know that your place of business is always
So, when it comes to telling people when you're open and when you're closed, there's two things. One of which is social media, another is just a, a standard of good crisis communications. I tell people, you should always have access, excuse me, to your website remotely. Be able to post your open and close hours on your own website and be able to do so from anywhere. There are many, many tools that you can use to post information to your website, you can build, even, an emergency page that you can push to be live during times of crisis, that includes information about whether you're open or closed. But also you know, as I mentioned at the outset of today's session, make sure your customers know that Twitter and Facebook, if those are your chosen tools to use on social media are good places to find information about your company or about your organization and post your open or closed hours there, in addition to your website.

We just had another one come in, are there any social media apps that can be used as a substitute to text messaging during a disaster.

We built, here at Agility, some private groups, you know, Google is a great resource for that. Google chat. You can build private Facebook groups, if someone wants to join the group, they have to be approved by an administrator. However, I have to be honest, these social media channels, while they're great to communicate with a massive audience, you're talking about just employees, and communicating with a finite group of people, there are emergency communication e-alert tools out there, some are free that you can use that will send text messages and e-mails out. I highly recommend using those. They're far more direct and you're not relying on the people on the other end of this communication tool to log in, look at it on their phone, that sort of thing. The other element is that all social media relies on an internet connection. However...text messaging doesn't necessarily rely on internet connection. It can use just you know, regular cell towers and when you send a text message, instead of an e-mail or a Facebook post or a Twitter, tweet, the thing is that that text message is going to continually try to be sent. Even if cell networks are overburdened. During the DC resist that happened a couple years ago, it was almost impossible to make a phone call in the D.C. metro area. People were sending text messages and even though that might not go through right away, your phone is going to continue to try to send it, it might be an hour before it goes through, but a tweet could take forever to get out there?

Who should be posting on social media and what's the best social media platform to use if you're just a beginner?
Great question about who should be posting. At Agility, we use our marketing team. The reason for that is they kind of already have, in their tool box, approved messaging, they also know all aspects of the organization from sales to operations, to leadership and we have a direct line of communication with our leadership in order to make sure that what we're posting is directly from the horse's mouth, so to speak.

However, we don't have a -- a Marketing Department in your organization, it's really anybody who has the wherewithal to speak in an articulate manner on behalf of the organization. It could be the same spokesperson you'd put in front of a camera, but if that person isn't available, you could have an assistant to that person or someone else that works in their department that's familiar with how their daily life at the office goes.

As I mentioned before, it's important to have multiple people tasked with this responsibility because it does take a lot of time and in some cases, especially during a disaster, you could be working around the clock to restore operations. Social media may not be your top priority, you need to spread that responsibility around with it.

As far as what tool to use, if you're just starting out, those two that we primarily focused most of our content around today is Facebook and Twitter. Twitter is relatively easy. There's less information you have to put out there in order to get started, but it can be constraining, it's 140-character limit to what you can post in each tweet. On Facebook, it's relatively unlimited. If you want to do a good job, you need to spend time with both of those tools. I'd definitely recommend playing around with both of them. Obviously you can set up profiles and play around with both tools to see which you prefer on your own. Then start promoting it. Make sure you have the time to put a few things out there, play with the tool, practice uploading pictures and videos and things like that, before you're ready to start promoting it to your larger audience.

>> By disaster, are you referring to an event that only affect my business or something widespread like a hurricane?

>> Anything that has caused an interruption to your company? It could be a burst pipe or fire at your building that causes you to shut the doors for a couple days or could apply to a massive hurricane that knocks out an entire area. Now...obviously if you don't have access to power and the internet, the use of social media tools will be nearly impossible. That's why having your mobile device prepared so that you can access these different profile pages and be able to upload on your mobile devices is important and then, again,
maybe sure that login information with multiple people who might live in different areas around town or different areas of the country that can have access and post information on your behalf.

   >> We might have time for one more.
   >> Okay.
   >> I have clients in several different regions. Is there a way to organize info or updates or news from different regions?
   >> Absolutely. FEMA has a bunch of different regions, FEMA region one, FEMA region two, they have an overall FEMA Twitter account, but then they also have a regional account for each of those regions. And they just literally named it. FEMA region one. They can do the same thing with your organization. Name your Twitter profiles by that geographic area. I do, however, recommend having one overarching Twitter account for your organization, because then what you can do is post once on that overarching account and if it affects multiple areas, have those sub-accounts retweet or repost those messages on those accounts. That way, you know if your audience is only following one of those accounts, it's hit all three of them or all 30 of them, doesn't matter how many you have. But definitely, you can have different accounts and just name them. So it's very obvious when someone does a search, like for example, for, Agility Recovery, if you do a search on Twitter, you'd find our account easily, but if we happened to have a West Coast division versus East Coast division, we'd simply name those by that location.

All right...ladies and gentlemen, I know we received a lot of questions and we haven't been able to get to all of them, however, don't fret. I will answer each of your questions offline, individually, and of course, if you have additional questions that we didn't get to today, you can also e-mail those to me. At the e-mail address you see on the top of the screen there now.

So, once again, remind everyone to register for next month's webinar on the topic of spring weather preparedness and severe weather and want to thank everyone for your time today. And hope you have a safe rest of the week. Take care. Bye-bye.

[Call concluded at 2:44 p.m. ET].

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