

LEAD ME HOME

Lead, South Dakota

Annual Award Nominations

Voting will take place from 3/1-3/12. LACC Members may submit votes (1 vote per family or business membership). 2020 winners and board members are not eligible. Thank you to everyone who submitted nominations!

Thomas J. Grier Award: An individual who has demonstrated a positive impact on Lead through their efforts in volunteering and other community service.

- Tom Marsing, GM, Terry Peak
- Paul Holstclaw
- Debbie Minter
- Steve Ralston, Lynn's Dakotamart

Lead the Way Award: An individual or business that has demonstrated their belief in the future of Lead by making a significant investment in their business in the past year.

- Marty Venburg, Big Trout Deli
- Thyssen Mining
- Chris Kenzy, The Lofts
- Nick Bennet
- Subway
- Lynn's Dakotamart

Miles Beyond Ordinary: A new business that has shown grit, courage and innovation in starting.

- Explore Fitness & Adventures
- Gold Star Cabinetry
- Yates Hair Shaft & Salon
- Jailhouse Taps

Phoebe Hearst Education Award: An individual who exhibits excellence in education and who inspires those whom they serve. Someone whose time and commitment is invested in shaping those around them.

- Dr. Dan Leikvold

Business/Org Member of the Year: An organization that has exhibited commitment and help to the Chamber and community.

- Lead Assembly of God
- Boys & Girls Club
- Couer Wharf

Chamber Champion of the Year: An individual who has gone above and beyond to promote the Chamber its mission.

- Sherri Meidinger
- Jennipher Creed
- Mark & Paul McGrane
- Carol Oolman

To vote please come by our offices, call or email us. Remember, 1 vote per membership.

VISIT LEAD Creates Targeted Promotion for Membership



VISIT LEAD TOURISM OFFICE

Harnessing the enthusiastic support of the 30-50,000 visitors who grace the Sanford Lab Homestake Visitor Center (SLHVC) every year will be the goal of Visit Lead. The newly created arm of the Lead Area Chamber of Commerce is specifically geared toward attracting and keeping tourists in Lead.

Starting with acquiring the contract for trolley tours from SLHVC, tour guides who are well acquainted with the businesses and services in Lead will make sure Lead's visitors know the best of our town. When tourists return to the visitor center, a fully-staffed Visit Lead concierge desk will reinforce the tour guide message and encourage tourists to continue moving up the street to discover our unique shops, restaurants, lodging and attractions.

Placing Visit Lead within the SLHVC and taking over the trolley tours to accomplish a more targeted Lead experience will, of course, benefit Chamber members by increasing business traffic. It will also benefit the visitor's center by keeping staffing costs low by requiring only gift shop employees, while providing a steady stream of income from the Lead Area Chamber of Commerce for the tour contract and seasonal trolley rental.

"This does not change our income at the SLHVC significantly, it mainly clarifies our purposes to our annual sponsors and opens the door to annual sponsors participating in more than just our regular chamber activities," said Chamber director Sierra Ward.

A newly hired Tourism Director, who will work under the auspices of the Chamber, will tie all of this together and make it grow. With a passion for

Lead, the Tourism Director will develop tourism programs for all seasons from within the Chamber and the SLHVC – the hub and center of Lead's tourism. In addition to ensuring the business effectiveness of the concierge service and tours, the Tourism Director will focus on planning, development and group sales, as well as finding creative ways to promote Lead and all we have to offer. The Tourism Director will effectively create ways to reach beyond the miles to show visitors that we are "Miles Beyond Ordinary."

The importance of this office and position cannot be understated and it will play a vital role in attracting more tourism to Lead. Chamber members can capitalize on this new office that is focused on promoting Lead's attractions, shopping, and hospitality industry. A membership with Visit Lead will ensure that businesses are promoted with a premier presence at our concierge desk, rack cards placed at the entrance of SLHVC, in-depth explanation and inclusion on the new Visit Lead website, additional trolley stops around town and an option to be specifically mentioned during the trolley tours. Advertising opportunities for Visit Lead members abound, with ad spots in our tour scripts, special rates for ads in our Lead Magazine, ad space on our Lead map, a display panel at the Visitor's Center, and a co-op ad placement in the 2022 South Dakota Vacation Guide. A Visit Lead membership is only available to existing members of the Lead Area Chamber of Commerce.

-DeSales Writing

For more information about our new program, job openings, tours or concierge desk please call (605)584-3110



We enjoyed a wonderful Chamber Mixer and ribbon cutting at Explore Fitness & Adventures! Thanks to everyone who attended and supported!

FEBRUARY CHAMBER MEMBERS

NEW MEMBERS - BA Coffee, The Mix, Black Hills Vacation Getaways, Greg & Nancy Hershman, Boys and Girls Clubs of the Black Hills **RENEWING MEMBERS** - Aspire Boutique, Black Hills & Badlands Tourism Association, Crazy Horse Memorial, Explore Fitness and Adventure, Life Light Creative, Nellie Enderby, Oz & Cathy Enderby, SD Science & Technology Authority, Servall Uniform & Linen Supply, Spearfish Insurance Brokerage, State Farm Insurance, Sturdevants, Sturgis Chiropractic, The Blind Guy/Brick Oven Pizza, Jim & Cameon Wefso, Terry & Cheryl Weisenberg, Rick & Collene Wisser

Thanks for being a part of all that we're doing in Lead! You make Lead, *Miles Beyond Ordinary*

The LEAD VOLUNTEER FIRE DEPARTMENT
invites you to a fundraiser to support:



as they begin to rebuild after the devastating fire

Sat, 3/6 - 12-3pm

Smoked pulled pork sandwiches from BIG TROUT DELI

All donations will go to JDM Customs
Lead Fire Hall - 622 Hearst Avenue, Lead

Board Member Spotlight

From undertaker to engineer to financial advisor to chef – what a wild ride! DAVE BRUECKNER draws from life experience for success

He's been an undertaker, an engineering student, and a financial adviser. But when he decided his niche was in providing delicious meals and entertaining people, Brueckner drew from all of those experiences to become a successful restaurateur. "In order to run your life right you have to be pretty well organized," said Dave, who has built a nationally acclaimed restaurant locally at Cheyenne Crossing.

Dave, who grew up in a family of educators and engineers in the Detroit area, started his working life as an undertaker in 1967. He was in that business for about a year.

"The guy I was working for said, 'if you grow old in this business you either become an alcoholic or go crazy, let's go have a drink.' I thought OK! It's time to get out. It's a service you provide for a family, but you're dealing with grief all the time. It's a lot happier dealing with people who are happy with what they eat."

After getting out of that business, it would be some time before Dave found his calling with food and entertaining. In 1968 he set out to follow in his father's footsteps and get his engineering degree. But a short stint in the General Motors Institute factory at Saginaw, Mich. left him wanting more in life.

A quick trip down to Chicago to visit a friend who worked in the hospitality industry for Marriott changed Dave's life forever. On his way back from Chicago to Saginaw, he made an unscheduled stop in East Lansing, where he signed up for culinary school. He studied under French chef George Marchand – learning from the best about how to use sauces and develop recipes for fine dining. He also worked hard through school to learn every aspect of the restaurant business.

Fresh out of school, Dave started working for the Park Place Hotel, where he stayed for about 10 years. When he and his wife, Wendy, decided they wanted to own their own businesses they bought two restaurants in the same day. He began getting into financial advising after he had 11 different restaurants to maintain, and he simultaneously worked in both industries for the next 50 years – using his financial advising expertise to ensure success with his restaurants. During that time, Dave ran the gamut with variety, offering everything from a Vegan deli, a yogurt shop, a fine dining restaurant, a bar, and more in the metropolitan Detroit area.

When you work as hard as Dave does, vacations are important. But



one vacation to Jackson Hole would never happen, as President Bill Clinton's entourage bumped Dave and Wendy off their flight. Listening to Dave complain about the whole ordeal, one of his employees set him up with a trip to the Black Hills.

"She said, 'Shut up, you'll like it.' Here we are, 23 years later, and we still haven't been to Jackson Hole." That was back in 1995, and once Dave and Wendy saw the Black Hills, they never looked back. The couple particularly fell in love with Spearfish Canyon, where they purchased a cabin where they would eventually retire. But after three months of focusing on his woodworking and other hobbies, Dave said he "flunked" retirement when he bought the Cheyenne Crossing in 2005.

Here, nestled deep in Spearfish Canyon, Dave spends his summers "wearing the rug out" entertaining tourists. His winters are spent giving regular cooking classes, where he teaches locals and visitors alike how to craft his culinary masterpieces. He has married his analytical experience as an engineer with his culinary training and talent to perfect each recipe. The most important part of every restaurant is consistency in quality, and he consistently makes sure his customers are well fed and happy.

"I used to be quite a bit thinner," he said, joking that nobody trusts a thin cook. "In fact, when I bought Cheyenne Crossing, I was thinner. But then you slow down and you taste things to make sure they're right. That's part of the love, I think. The whole impetus behind this is you can control the outcome with it. When I was in the financial advising business, I can't control the stock market. Here, I make sure that dinner is right or that breakfast is right. If it isn't, I can go fix it. That's why I'm walking around and entertaining, so I can see people's reactions to the food."

–DeSales Writing Services

WELCOME NEW MEMBERS

BA Coffee - Alexandra provides premium coffee inside the Explore Fitness and Adventures building. She also makes a mean breakfast burrito and carmel roll. She is keeping early hours for those of you who are on that early (or late) shift 5am-5:30pm.

Black Hills Vacation Getaways - Rebecca and her husband provide short term rentals and love to encourage their guests to explore all that Lead has to offer. You may recognize their little green house by the Old King's Grocery across from Gold Run Park. Feel free to give them a call to see it in person!

The Mix - Check out the work Amy and Whitney are doing with The Mix, a media marketing agency offering video production, photography, graphic design, website development, and social media management. They also are working to open a gift shop featuring locally made products. More news coming soon!!

NEWS & NOTES

GOLDEN GANG EASTER EGG HUNT - The Golden Gang, Lead's premier senior volunteer group, is please to announce their annual Easter Egg hunt in honor of Esther Lux. Save the date for 3/27/21 at 10am sharp at Manuel Brothers Park, rain, snow (in parking lot), or shine! Open to kids 0-12 with prizes, gift certificates, baskets bikes and soooo much candy!

TERRY PEAK UPDATE - The season is going strong! All major runs are open, and all chairlifts (except Homestake Express) operate everyday. The Terrain Park has been rebuilt so new features and jumps await your arrival. Come up to Terry Peak today to enjoy winter fun on the slopes. NO Reservations needed, NO Advanced Sales Needed, NO limiting of Lift Tickets or Rentals. Just come up the day you want to ski or snowboard and purchase what you need then.

PIE SOCIAL HOSTS WANTED - Instead of mixers we hold pie socials in the summer months. It's a great casual way to spotlight your business, especially if you don't have a location to hold a traditional mixer. Sponsors support musical entertainment, food, drinks and anything else you can think of. Give Thomas a call to schedule your event today! 584-3110

BOARD MEMBERS WANTED - The First Interstate Bank (FIB) Lead-Deadwood Community Fund is looking for volunteers to be Board members. Interested individuals should contact Dr. Dan Leikvold at 605-645-7552. Founded in 2010, a non-profit organization designed to support area cultural, charitable, recreational and educational organizations, as well as individuals living within the boundaries of the Lead-Deadwood School District. The local fund is administered by the South Dakota Community fund in Pierre and the LDCF is under the umbrella of 501(c)3status of SDCF. Their Mission: To support area cultural, charitable, recreational and educational organizations, as well as individuals living within the boundaries of the Lead-Deadwood School District through donations, gifts and grants.

JOB FAIR - In an effort for our community to better attract talent and employees we're hosting a job fair on Friday and Saturday, 3/26-27 (see poster on back page). If you or your business would like to attend please RSVP (605)584-3110. Applicants of all professional and skill levels are encouraged to attend!

GOLD CAMP JUBILEE - Planning has started for Lead's 4th of July celebrations! If you'd like to jump in on that pleast plan to attend our public meeting on 3/17/21 at 2pm here at the Visitor Center. Anyone is welcome to attend and provide comments and feedback. Member businesses are encouraged to participate and engage in these events to bring traffic to their businesses!

CORRECTION - Virginia Grenz and Rich Lloyd were listed not only as renewing members last month, but as a married couple as well. They are not married and are good friends. Please do not force your societal norms and expectations onto their relationship. They are lovely people, and deserve better than that.-T.G.

MEMBER SPOTLIGHT: DENTAL AWARENESS

-Leigha Patterson

It's always a good time to be cognizant about your dental health! Your teeth are not only there to help you chew, they actually play an important role with your overall health. Gum disease can also lead to heart issues, and infections can even result in septicemia! Dental health is no laughing matter. Did you know that according to the ADA, up to 40% of children have some form of tooth decay, so our little's teeth matter too! Dr. Stone's Office in Lead and Deadwood Dental will be there when you're ready.

DR. STONE'S OFFICE: Reid Stone is the dentist and owner of Dr. Stone's Office, formerly Northern Hills Dental, in Lead. Dr. Stone graduated from Baylor University in 2005 and University of Colorado School of Dental Medicine in 2008. He and his wife, Lindsey (a Lead native) moved to Lead in 2008. Their two boys attend Lead-Deadwood schools as fourth generation students.

Dr. Stone is always seeking out training and education opportunities to stay on top of the dental field. He is a lifelong learner whose office utilizes

modern technology and equipment in a relaxing environment. Due to the demographics of the area surrounding Lead, most patients at Dr. Stone's Office are retirees. He has even come up with a special membership plan for these patients called, Dr. Stone's Plan, since most retirees do not have dental insurance. Dr. Stone and his team are welcoming new patients and know you would just love it here as your new dental home. Read how our patients feel about us in our 105 google reviews! Contact them at 584-2983 to schedule and appointment.

DEADWOOD DENTAL

Deadwood Dental is a locally owned and operated office servicing the Northern Black Hills Community. Dr. Leonard Hopper and his team of highly qualified personnel will always greet you with a smile, give you personalized care, as well as over 30 years of quality care. They offer comprehensive, cosmetic, pediatric, and implant dentistry. Contact them at 578-3810 to schedule an appointment.

NOTES FROM THE DIRECTORS

Sierra Ward, Executive Director

I recently gave a talk about communication and as so often happens for me, I found it helpful! Hopefully you find something useful as well!

6 Tips for Awesome Communication

1. Be Honest - always, every time, in every situation. This is tough, but it will change your life! It's tempting to fudge sometimes, either because you don't feel the situation is important to warrant total honesty, or because you don't want to get in trouble. But even "small white" lies erodes trust and ultimately will erode successful communication or your ability to work together. I heard a great analogy - reality is like a taut rubber band. You can move it to either side, but in the end it's going to snap back - and the more you stretched it, the harder it's going to snap back in your face.

1a. Honesty bonus - be transparent. There are lots of times when you are required to offer information, but if you do and you choose to be open about even bad news or things that are unpleasant, mistakes you've made (before someone asks) you will engender extra trust and also help your team work together to solve those problems early!

2. Make Space - Nobody likes a person who breathes up all the air in the room. Don't be that person. Think about others as equally important to you - their ideas, accomplishments, their suggestions. Give them room and invite them to share, and listen carefully to understand.

3. Be respectful of time, once it's gone, it's gone forever. Keep your meetings and appointments short, on topic and prepare well beforehand. Don't waste people's time, and be on time!

4. Ch- ch- check yourself, before you wreck yourself! You communicate a lot about what you think is important and what you value non verbally - through your clothes, mannerisms, posture and your general attitude. It's a tough thing to really understand how we come across to the world, but ask for honest feedback and pay close attention to yourself!

5. Doubt! Give people the benefit of it! This is challenging. We often think we know everything about everything - and it's easy to be hurt or critical of situations where someone wronged us. But back up, take a breath and consider the MANY possibilities. Maybe the person just got fired, or found out their mom was in a horrible car crash. This is always worth doing if for no other reason than you can keep from becoming a hard, bitter shell of a person.

6. Walk Away! You can't win all the time. As a fixer this is a really hard one for me. I hate to think there's a breakdown in communication so bad that the whole relationship has to end, but try to be honest about the situation. You're never going to have 100% communication with yourself, let alone another person. You will be able to communicate better with some people than others. Recognize when it's time to stop - which might mean letting an employee go, saying goodbye to someone you care about, or leaving a job. When you walk away do so with openness. You don't know the whole situation, you may receive a piece of information that could fix the rift at some future point.

7. Practice, practice and then practice some more! Communication isn't a talent you're born with, it's a skill you learn and that gets better with use - like a muscle. We weren't born with these skills. My one year old is in a pointing, grunting and shrieking stage. Pulling these stunts as an adult would land us in an insane asylum. We all started this way, and we can all continue to improve our communication. These tips take a lot of concentrated effort, but you CAN improve. // sierra@LeadMeThere.org

Leigha Patterson, Assistant Director.

I would have to say that March is my second favorite month. Why may you ask? Because it marks the beginning of the rebirth of color. It might not seem like it here in South Dakota, but where I grew up in Ohio it did. The cardinals come back, flowers start blooming, trees get their leaves, and it all just becomes gorgeous and fresh. Even though those references are in Ohio, South Dakota also has its beginning. It has the beginning of warmer weather days when you can get out and take a walk with the kids down the street. It marks the beginning of nights sitting on the back deck with a patio heater. It marks the beginning of spring sports and overall, the beginning of time outdoors with the promise of color soon to be.

This March, for me, really makes me realize that a new beginning is about to happen. The Chamber is making a huge restructuring with the initiation of Visit Lead, a new position is available for Tourism Director, and I will be "walled off" from my role with the Chamber. This is not a complete goodbye yet, as I will remain with the SLHVC for the time being. Being phased out of the Chamber is bittersweet. I have come to really enjoy meeting and working with all the Chamber businesses and working to improve Lead, but I am really looking forward to being on the other side of all that with opening my own business. My plan is to open the bakery the week before Memorial Day, so a lot of my focus and energy will soon be shifting to that. Keep an eye out for my store front opening. If you peak in now, it looks like a lot of work, but the determination and mindset to get it finished in that timeframe is there. Fresh change is in the air, so keep an open mind and look forward to what the future holds. // leigha@leadmethere.org.

Thomas Golden, Membership Director

After the ides of February tried to freeze us to death, I am not so concerned about the ides of March. In fact, mid-March should prove to be a good time had by all with our Annual Banquet on the 18th. This is a great opportunity for us to thank our sponsors and members, and to showcase some of the standouts among our outstanding community. We try to thank you as often as we can, but at least one time a year, we can make it official.

You don't have to wait for a big event to spend time with us though. We are always excited to hear your ideas and even your concerns, to learn other's perspectives on how things might develop and improve over time. Don't be shy, it's the best part of my job, and the best way for all of us to improve is with your insights and viewpoints. A great way to be involved is to come to our monthly public planning meeting. This month it is on the 17th at 2pm. We will talk about upcoming events and hear your responses and ideas. Come and join us. The nice thing about March is that even if we get some nasty late spring cold, it is usually the end of the worst of it. Here's to nicer weather on the horizon as this month goes out like a lamb! // thomas@leadmethere.org.

Thank You to the Lead Area Chamber of Commerce 2021 ANNUAL SPONSORS

Welcome New Annual Sponsors

-Thomas Golden
We added several new annual sponsors. Please help us in thanking them for their support of our community.

Coeur Wharf We thank them for another year of partnership. Coeur supports so much of what happens around town and we appreciate their continued support and trust in our efforts.

Interstate Engineering Founded in 1976, Interstate Engineering has been providing innovative engineering, surveying, and planning solutions throughout the Upper Midwest. They have projects throughout the Northern Hills and are big supporters of all that goes on in Lead!

Deadwood Chamber of Commerce is about the partnership of business and professional people working together for the betterment of the community. We thank them for their support of our fireworks shows for Winterfest and Gold Camp Jubilee.

We're please to feature all of these annual sponsors as partners with us for 2021. Big things are happening in Lead and we'd love if you'd like to be a part of it. Annual sponsorship comes with extra perks, tickets nad mention on top of your annual membership. If you'd like to learn more or see how sponsorship could benefit your business please reach out to me. Thoms@leadme-there.org

GOLD



LEAD
BLACK HILLS
CITY OF LEAD

SILVER



COPPER



BRONZE



TIN +



TIN



You're Invited
to the
LACC & SLHVC
**ANNUAL
BANQUET**
Thursday, March 18, 2021

5pm - Social Hour
6pm - Dinner,
Program & Live
Dessert Auction

Tickets \$25 - RSVP
Advance Purchase
Required -
Limited Space
In person
& online

125th All-School Reunion
Fri & Sat,
June 25-26

See schedule and register here: www.leaddeadwood.k12.sd.us/125th-all-school-reunion



MARCH 2021

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
28	1 Library & City Hall reopen (limited) 5pm City Commission @ City Hall	2	3	4	5	6 12-3pm JDM Customs fundraiser @ Lead Fire Hall 5pm - Dinner @ Assembly of God
7	8	9 4 & 5pm STEAM classes for k-8 @ SLHVC*	10 9-12 Shepherd's Pantry @ Shepherd of the Hills Church	11 8:15am SLHVC & LACC Board Meeting	12	13
14 3:30-5:30pm MOPS @ Shepherd of the Hills (basement)	15 5pm City Commission @ City Hall	16 10:30am Easter Egg stuffing for hunt @ Hairs to You	17 St. Patrick's Day 2pm Public Planning Meeting: Q2 events @ SLHVC*	18 12pm - Preservation Thursday @ HARCC* 6pm ANNUAL BANQUET	19	20 9:30am Vintage & Makers Market @ SLHVC* Women's History Hike @ EF&A*
21	22	23	24 9-12 Shepherd's Pantry @ Shepherd of the Hills Church	25	26 3-7pm - Job Fair & Career Expo @ SLHVC*	27 10am Golden Gang children's Easter Egg Hunt @ Manuel Bros Park
28 3:30-5:30pm MOPS @ Shepherd of the Hills (basement)	29	30	31	1 10:30am GOLDEN FOLD @ SLHVC*	2	10am-1pm - Job Fair & Career Expo @ SLHVC*

*LACC - Lead Area Chamber of Commerce // *EF&A - Explore Fitness & Adventures // *SLHVC - Sanford Lab Homestake Visitor Center // *DHI - Deadwood History Inc. // *HARCC - Homestake Adams Research & Cultural Center

Weekly & Monthly

For more info and details visit www.LeadMeThere.org or 584-3110

WEEKLY:
Mondays:
Kiwanis Meetings - Monday evenings at 5:30pm at the Christian Ministry Center. Catered dinner and program for \$10.

Tuesdays:
Poker for Fun - Texas Hold'em, 7pm at Hangar 7 Lounge at Blackstone Lodge.

Wednesdays:
Trivia Night - 6pm at Jailhouse Taps on Siever Street.

Thursdays:
Beer Bingo - 3pm at Jailhouse Taps on Siever Street.

Cheyenne Crossing Cooking Class - 6pm. Call for reservations 584-3510

MONTHLY:
VFW Meeting - First Tuesdays at 7pm

Rod & Gun Club Meeting - First Wednesdays at 7pm - Clubhouse

Northern Hills Prospectors - First Saturdays at 9am, SLHVC*

Classes in fitness, adult and children's dance and yoga @ EF&A*

Want to see your event listed? Call and let us know to get it posted!

Lead Area Chamber of Commerce

501(c)6
(605)584-3110
Office Hours: 9am-5pm Monday - Friday

Mission To promote and enhance to opportunities for its membership and the community; to encourage the growth of existing industries and businesses while giving all proper assistance to any new firms or individuals ... to encourage and promote a positive, balanced and vibrant local economy...

Staff

Sierra Ward, Executive Director
sierra@leadmethere.org

Leigha Patterson, Assistant Director
leigha@leadmethere.org

Thomas Golden, Membership Director
thomas@leadmethere.org

Board of Directors

President, **Duston Morehead** ('18-'21)
Vice President, **TJ Larson** ('17-'20)
Treasurer, **Dave Brueckner** ('20-'23)
Secretary, **Scott Engel** ('19-'22)
Kim Huber ('20-'23)
Marsha Nichols, ('20-'23)
Autumn Anderson, ('20-'23)

Ron Everett, ex-officio
Mike Headley, ex-officio
Dan Leikvold, ex-officio

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Lead Area Chamber of Commerce
160 West Main Street
Lead, SD 57754



FIND YOUR FUTURE EMPLOYER

JOB FAIR & CAREER EXPO

Connect with hiring managers from top companies in the Black Hills

MARCH 26TH 3PM TO 7PM

MARCH 27TH 10AM TO 1PM

SANFORD LAB HOMESTAKE VISITOR CENTER

This event is free and open to the public. Jobs seekers of all levels and fields are highly encouraged to attend and participate.