

Seattle Metro Chamber – Under Construction with Jasmine Donovan

Marilyn: Welcome to Under Construction. I'm your host, Marilyn Strickland, CEO of the Seattle Metro Chamber. In each episode, we take you behind the scenes with the people and companies shaping our evolving region.

Marilyn: Today, we have Jasmine Donovan, executive vice president and chief financial officer of Dick's Drive-In restaurants with us. Jasmine, thank you so much for joining us today.

Jasmine: Thank you for having me.

Marilyn: So Jasmine, for most of us here in Seattle, Dick's Drive-In is a household name, and we'd like to hear from you exactly what your role is at the restaurant. How many people you employ and maybe even talking about, you know, how many customers do you serve in a given year?

Jasmine: So my role at the restaurant right now is executive vice president. I joined the executive team about five years ago and it's been part of a transition. So we're a family business. My father is president of the restaurants right now and chairman of the board. And this April, April 1st, he'll retire and I will take the reins as president and he will maintain being chair of the board. But it's a very exciting time for our family.

Marilyn: Well, congratulations.

Jasmine: Thank you.

Marilyn: So, when we talk about Dick's restaurants, we know that you're a major employer here in the Seattle area. So tell us how many people you employ and how many people you serve as customers.

Jasmine: So, we employ about 240 people right now. We just opened our new location down in Kent and that created about 40 new jobs, which is very exciting. We love to do that.

Jasmine: You had asked earlier about customers, and I can't say exactly, but on a busy day, our larger stores, our stores with two grills and two fryers, can serve about 2,000 customers a day.

Marilyn: Wow. So very, Very busy. So every business has what I call the origin story and some folks may not know this, but your grandfather Dick Spady started the restaurant with a buddy of his from the Navy right here in Seattle 65 years ago. So tell us about the origin of your family business. And, you know, share any anecdotes you have about what it was like to work there as a kid.

Jasmine: Yeah, my grandfather, through a series of events completely out of his control, gathered a bunch of experience and connections with people that led him to starting this iconic restaurant.

Jasmine: And I know him and his partners could not have known how many lives they would impact by starting this restaurant. But he, when he turned 18 right after Pearl Harbor and was drafted, was given the choice between Army and Navy. Which, he was always an optimistic guy -- glass always half full -- so he was just super happy he got to choose Army or Navy. And he chose Navy and was sent to the Pacific, and that's where he met one of his partners, Warren Ghormley in the Pacific. And then after he got out of the Navy. He used the GI Bill to go to college. That was a very foundational experience for him, and carries forward to this day to our scholarship program, started because of how life-changing going to college was for him. He wanted to help other people have that same opportunity. So after he graduated, and while he was in school, he joined the Air

Force ROTC. The Air Force was a new branch of the military that formed while he was going to Oregon State. He was actually born in Portland. So he was based there.

Jasmine: And right after he graduates, Korean War happens. So he gets sent to the Korean War, and now he has a business degree. So the Air Force puts him in charge of running a 10,000 person base in Japan. And he, as far as running the commissary was concerned, that was his role. So he had to feed 10,000 people every day. Three meals a day. Had to source the food. Had to get it cooked. Had to get it served. Had to stay on the budget. And that's how he learned mass food production, which again, was never something he would have chosen for himself. But it was just, it was an experience he got. After his time in the Air Force was over, he stayed in the Air Force Reserves. He, he really loved that connection to the military and stayed in the Air Force Reserve for most of the rest of his life. But then he started to go to work in real estate in Portland. And went into a cafe one day, and was sitting at the counter. Behind the counter, there was a refrigerator that the barkeep opened. And there were a bunch of hamburger patties, a huge stack of hamburger patties, and he asked the guy, he said, 'Hey, how long does it take you to go through all of that hamburger patty, all those hamburger patties?' And he said, 'Well actually I go through that one and one twice as big every day.'

Marilyn: Wow.

Jasmine: And so my grandpa was sitting there. He, when he's told this story before he says, 'Hamburgers. That's where I thought, if I could just make five cents on every hamburger I sold, that would be a really good business.'

Marilyn: Interesting.

Jasmine: My grandfather had a history of being entrepreneurial. He had lots of little businesses as a kid. He went to work for the railroad when he was in high school, which took a lot of gumption. And you know, entrepreneurial spirit. And so he called his buddy Warren, that he met in the Navy, and they got together and ended up, through Warren's wife, who is the secretary for the first professor of dentistry at the University of Washington, found out about the McDonald brothers down in California. Studied that model. Came back. And then the first Dick's Drive-Ins came to be.

Marilyn: Wow, that is an amazing story. Going from World War II, to gaining a lot of valuable work experience, while serving his country. Having an entrepreneurial spirit and then opening this restaurant that's very iconic. And it's interesting because I think sometimes here in Seattle, we forget that we live in a very military-influenced region. We have Joint Base Lewis-McChord. We have the naval base, we have up in Everett, and so there are a lot of different military facilities here. Which means we have a pool of very qualified workers, who are entrepreneurial and we can draw from. But your grandfather, Jasmine, is not the only person with naval experience in your family. You also served as well. And your title was interesting. You were a Naval Nuclear Power Training Command Instructor and a division director in the enlisted physics teaching division. That is a long title. That sounds very, very important. So talk to us about how you came into that type of work. And what would you like people to know about serving in the military or just serving in the Navy specifically?

Jasmine: So, I absolutely loved my time in the Navy, and for many reasons I didn't end up making a career there. But I intended to when I first started. And I had an unusual path to that particular job as a nuclear power school instructor. Actually at the time when I took the job I had no idea I loved teaching and that's something I learned about myself. So similarly to my grandfather's experience, you know, in the Navy he was in the Seabees and learned about construction, which he discovered that he loved. And then in the Air Force he learned about mass food production, which he realized

he really had a talent for and a passion for. So and I also, I learned about teaching and I had no idea that that's something that I loved so much before I started.

Marilyn: What did you like about teaching?

Jasmine: It was great to be able to work with a group of students who came from such a diverse set of backgrounds, and from all over the country to be in this program, to be in a very serious job. These young men and women were going to be serving on, for the most part, nuclear-powered submarines. Some of them on nuclear-powered aircraft carriers. And they had to learn a lot, very quickly about nuclear power and the science behind it. Their roles were generally to maintain and run and operate those nuclear engineering departments. And they had to be trained so that in the event of something going wrong, they understood the science behind all their procedures so that they could do the right thing at the right time.

Marilyn: Now it's really interesting you said that, because you talked about why you like to teach and you talked about the diversity of the students that you taught. And I think sometimes you know in the work-world that is civilian, you know, we talk a lot about diversity and inclusion. But we sometimes forget that the military was one of the first places that was doing that. You know, Truman had to integrate the troops, but at the same time, you know people have been working across different backgrounds for a very, very long time in the U.S. Army and U.S. military.

Jasmine: Yes.

Marilyn: So as we look at your career path, and you served in the military, you have been, you know, helping run your family business. And you're about to take the reins very shortly here. Are there any common threads that you think makes someone a good leader in an organization?

Jasmine: Leaders come in all different flavors, all different varieties. And there's there's not one personality that I've found that makes someone a good leader. Every company or group of people, there's going to be the right leader for the right time. Not every leader is the right leader for all times in an organization, or a business or a city.

Jasmine: And so being aware of that, I think some of the challenges with leadership sometimes is leaders who are right for one time stay until they're no longer right for the current situation. And that's unfortunate. Because it doesn't mean that they're not good leaders or they're not good people with good intentions. It just means that what that company, or city, or organization, needs at that time is a different kind of leadership.

Marilyn: Now that, that is very, very insightful. And when President Bill Clinton was here during the election the last election cycle, he made that very same point. He talked about, leadership comes in different flavors, but he said that you're so often defined by the time during which you serve.

Jasmine: Yes. And when people are exemplified as great leaders, some of that is innate leadership talent. Some of it is a long lead-up of training that makes you the right leader for that time. But a lot of it is that time and your leadership style come together and are the right connection for that moment.

Marilyn: Yeah, the connection for the moment and the circumstances, all of those things. So you're about to take the reins at the restaurant. What are you most proud of so far in your tenure?

Jasmine: There's a lot of different ways that I could answer that. And it's inevitable as we've had really two transitions since I've joined the company. My grandfather passed away a few years ago,

and that was really the first family transition. So from generation one to generation two. And now we're transitioning very quickly again from generation two to generation three. So there's been a lot of that kind of change. And that's been hard for a company that is known for being the same.

Marilyn: Right.

Jasmine: That we opened a restaurant in Edmonds in 2011. And prior to that, the last restaurant we had opened was Queen Anne in the early 70s. So it had been 37 years between opening Queen Anne and opening Edmonds. And that was a long time, full careers, for some people in our organization, where they only knew Dick's Drive-Ins one way.

Marilyn: Wow.

Jasmine: And so getting used to, and comfortable with, change has been a big part of our focus over the last five years.

Marilyn: No, and what's interesting about that too, is that a big part of the appeal of Dick's Drive-In is the fact that it really hasn't changed. And you know what's on the menu and so this leads me to my next question. We live in the epicenter of innovation and technology. The world is changing around us. Has technology had an impact on your business or in how you interact with your customer, the customer experience, Jasmine?

Jasmine: Absolutely. And that's been one of those changes that we've had to become comfortable with. Only back in 2016 did we start accepting credit cards. So, we were a cash-only business prior to that point. And was actually one of the last projects that my grandfather personally greenlighted, was going forward with offering credit cards to customers. And that started what was almost a two year process actually. There was a lot of technology updating that had to happen to make that possible and safe so that we were all PCI compliant. And we had to learn a great deal about credit card processing and different fees that go along with that. But in the end, it was really great for our customers. Because ultimately what we offer our customers is really timeless. It's not, you know, old-fashioned. It's they want quality food fast and inexpensively. That's something that was as valuable to people in 1954 as it is today. And when we weren't offering credit cards, our customers had to use cash machine or go out of their way to get cash and that made it not convenient.

Jasmine: It made it not fast. It made it not inexpensive for them because they had to pay fees to get that cash. So, by making this change of offering credit cards, we were actually going back to the value we've always been offering our customers. Which again is quality food, fast, inexpensively.

Marilyn: So Jasmine, do you think that moving to credit card as an option for payment has actually increased your customer base? Or is it just, made it more, more convenient for those who you've been, you know, who've been your customers for a long time.

Jasmine: It's both. So it's absolutely expanded our customer base and has definitely brought back customers who didn't visit us as often because they weren't carrying cash. So that's an example of one of those changes and definitely involves technology. A lot of the changes that we've been working on have been technology-related and behind the scenes. How we get to interact with our customers though, has also changed. So we use social media quite a bit and that's been one of those avenues where we've been really able to adapt to a new technology but still be able to offer our same timeless value to our customers. And our customers really respond to it. And it leaves our stores looking and feeling the same, but we get that modern touch interaction with customers through social media.

Marilyn: You know I think about brands that people have a very strong attachment with. And remember when, you may be too young to remember this, but Coca-Cola tried to have new Coke one time. Have you all ever tried to add something to your menu to be innovative and you just found out it was just a really bad idea?

Jasmine: So we change our menu very infrequently. But when we have changed our menu, it's actually gone pretty well.

Jasmine: So we added the deluxe and the special in the 70s about the same time we opened Queen Anne. And the deluxe is our most popular burger. So change is not always bad. We did get rid of orange soda at one time and started offering Diet Coke. That was a very big deal that went over pretty well. And then most recently, we started offering a plain cheeseburger and a plain hamburger. We had a lot of customers who were wanting customization of their sauces. Or were frustrated because they had someone in their group who couldn't do ketchup, or couldn't do mustard, or couldn't do mayonnaise. And just wanted something plain. And that came, that was a spectrum all the way from, you have serious medical conditions to just preference.

Marilyn: Right.

Jasmine: So, for us, the way our business works, it's really hard to customize what's on the burgers. But we did come up with this concept where we could offer a burger that just had no sauce on it. And then customers can put sauce on it or just eat it plain. And that's gone really well. We don't sell a lot of them individually, but everyone we sell almost always comes with accompanying burgers. So it's families who haven't been able to eat with us, because they had someone with these needs and they are now eating with us. I've had people who are full-grown adults who have said, 'I have never eaten your burgers before because I had to have ketchup on it or I had to have mustard on it. Or I couldn't get it plain. And now I can, and I love them and thank you so much for doing that.'

Marilyn: So really paying attention to what the customers say that they want. And creating a niche for yourself. So, one of the things that we know we talk about here in the Puget Sound region is the fight for talent. And we have very low unemployment. The economy is rolling here. So, do you have challenges trying to recruit and retain workers?

Jasmine: We do. Like everyone else. We're lucky in that we don't have a lot of required prerequisite skills. But we do need people to show up to work. Be willing to learn. The work is hard. It's hard work physically. You have to be patient. People talk about, 'oh well you know they're just burger flippers.' Actually most of our employees don't touch the grill for at least a year. They learn the procedures at every station in the restaurant and have to become masters of that before they move on to the next one. The grill is really one of the few places where if you don't do it right, you could really hurt someone. You could serve a burger that's undercooked and that could be a big problem for us and that's not something that we want. So it's a lot of work. It's a lot to learn. It's fast-paced. You have to have a good attitude and it can be very rewarding actually. And our benefits are really great and help have people stay with us. But it's always hard to get people in the door with a hot economy like this. We had a similar issue during the dot com era right before the dot com bust and it was hard to hire then too. And we did what we're doing now. Which is we pay well above minimum wage and we offer a lot of benefits. And we do everything that we can to share the fun culture and environment in our stores. We have an advantage that we've been around a long time and it's kind of a cool job to have in fast food, working for Dick's. We have generations now of employees who work for us. So their mom worked for us, dad worked for us. Grandpa worked for us. So they now want to work for us. And that's really, really cool to see. We love to see that.

Marilyn: No, that's great. And you know, I know that we share the sentiment that you know, there

is dignity in all work. And when you work at a place like you know Dick's Drive-Ins, it's physically demanding. And it actually requires a lot of you. And so I appreciate you sharing that with us. So, you know, you've talked about expanding in Edmonds. We know you recently opened a store in Kent. Have you all ever considered expanding outside of the Puget Sound region?

Jasmine: There's so much opportunity within the Puget Sound region still for us to expand. So we only have seven locations here. We have people up in Everett, in Bellingham, begging to get a Dick's Drive-In in their community.

Marilyn: Tacoma.

Jasmine: Tacoma. Exactly. And Joint Base Lewis McChord, you mentioned, that area would love to have a Dick's Drive-In. Olympia. So we have a lot of opportunity up and down I-5, and of course the Eastside. So, we have a lot of people who'd love to have a Dick's Drive-In on the Eastside. And we hope to bring that to them as soon as we can. But we have so much opportunity here, it's hard to think outside the region. But my parents did buy a condo on Oahu a couple years ago. And they would love to oversee the expansion to Hawaii someday. So we'll see.

Marilyn: Yeah. Maybe as the new president you can, you know, oversee the third generation of expansion. And we can expect to see more stores up and down the I-5 corridor.

Jasmine: Certainly.

Marilyn: And maybe in Hawaii. So Jasmine, when I was doing my research on your family business, there was an article I read and you talked about your grandfather having three tenets of how you do business. And one of them is, you know, your business should be profitable. So, could you talk about that philosophy and then the other two tenets of his foundation of how you run a business well?

Jasmine: Absolutely. So, Grandpa's business philosophy was step one, you had to make a profit. Because a business that didn't make a profit wasn't any good to anyone. Step two is to invest in your employees. Because if you invest in your employees, they'll take better care of your customers, then your customers will help you make more profit. Your employees, when they leave you, will evangelize your business and share their love for you and be great customers themselves one day. And so again, helps you make profit. So this is a virtuous cycle that continues. And then, once you can do both of those things, make a profit and invest in your employees, then the next step is to invest in your community. Because when your community is thriving, your business will thrive.

Jasmine: And again, builds a lot of goodwill in the community with with your customers. And even with people who are not your customers, who just have a love for your business.

Marilyn: Well that's a good segue about community involvement. And I know that you and your family and Dick's were one of the early business voices and an example for action regarding our homeless crisis. So, can you talk a bit about what you all have done and then also specifically Jasmine, what do you see as business's role in trying to address this understanding that business is not a monolith?

Jasmine: So, our company has had what's called, our Change for Charity program for almost 30 years now. And from the very beginning, that program benefited charities serving the homeless in our community.

Jasmine: And my grandfather had a big passion for helping the homeless and our community. And

it's interesting seeing this crisis now, and reading some of what he had written in the past and some of the articles that he's saved. It's unfortunate that this crisis is not really new. And that we've had cycles of crises like these over time. My grandfather had a huge passion for, he really wanted to get tiny house villages built. And was looking at how to do that around some of our restaurants at one point. Not in the same sense that's used now but really as family homes, as places where people could live. Little bigger concepts than the tiny house villages that you see now. But that would give families the opportunity to own a home. He felt that home ownership was a very big part of being stable in a community. So that was a focus of his over the last 30 years.

Jasmine: This Change for Charity program. And now that we have credit cards, our roundup fraternity program has raised almost two million dollars in just small change donations, which we're pretty proud of. It's a small number in the grand scheme of things, but we're not a big business and this is all small change. We've also done a number of what we call Change for Charity takeovers, throughout the years. Where there's been an international crisis and we've dedicated all the Change for Charity donated to those crises, and then we've supported our charities locally so that they don't go without when that happens. And then we participate in the community in a number of different ways. So we get probably a thousand requests to support auctions, with baskets and gift certificates and things like that. And we fulfill almost every one that we've ever gotten with some kind of support. So that's all been kind of our underlining some support.

Jasmine: And then recently, especially as this crisis has expanded, we've found some charities that we think are doing a particularly good job helping specific groups in the homeless community and in particular in family homelessness. So we've been big supporters of Mary's Place. We've worked for them for the last five years and helped them launch the No Child Sleeps Outside campaign, which when we first started supporting them was just a takeover our Change for Charity program. And were able to raise ten thousand dollars for them in the month of December and then we were able to use that to expand it to a Crowdfund and get more community members involved. And then some of our other bigger business neighbors noticed and stepped up and really got involved. And now this year Starbucks is kind of the leading sponsor of No Child Sleeps Outside. And together we were able to raise, you know, the whole community with many different employers involved. Were able to raise two point four million dollars for Mary's Place. And they're doing such great work in King County now. They used to be just Seattle. But now they're helping throughout King County bring families with children inside.

Marilyn: No, and we know that we have often talked about taking a regional approach to this. Because the challenge of homelessness is not unique to the city of Seattle. We've talked about, you know, the origins of the restaurant. We've talked about your role as a leader. We've talked about the multigenerational leadership. And you know, we just talked about, you know, a challenge that we have regarding secure housing and homelessness. But there's also room for optimism here in this region. So, when you look at the evolution of Seattle and what you see changing and growing. Tell me what you feel optimistic about, but then also, are we going to be able to make it inclusive?

Jasmine: So, one of the things I'm optimistic about is the energy and enthusiasm that comes with the growth, is contagious. It's fantastic. And it brings people from outside of the city to this city. And they're loving the city. And they're loving this region. And they're loving the community. And they want to be part of solution. And they have a diversity of backgrounds and a difference of perspective. And they're there helping change the conversation. And that's wonderful.

Jasmine: My grandfather himself was a transplant to Seattle. He came here and started Dick's Drive-Ins. He was born in Portland. So if it hadn't been for his buddy Warren Ghormley, who he started the business with, Dick's Drive-Ins would never have been in Seattle. So people coming from outside of Seattle can bring great things here. And I'm excited to see what grows from all of

these people coming here and making this their home. Your other question about, can we make this prosperity available to everyone here? I, I think we can. And I'm, I'm enthusiastic and happy to see so many other employers in our community doing a lot of what my grandfather always talked about.

Jasmine: And from, you know, we have our great scholarship program that helps people who work for us you get an education. And move on to pursue what they're passionate about. But other employers are doing that more and more. You know, we have 100 percent employer-paid health insurance. That's becoming very much the norm in Seattle. And we've had longterm employers here who go way back. Microsoft and Boeing, who've been really great stewards of the community in a big way. So we're not unique. And there's something about this city ~~that~~ that makes employers and leaders here passionate about taking care of the people who work for them. So I think there is a lot of opportunity. There are growing pains but we can get through that, I'm sure.

Marilyn: Well, that's great. Thank you for sharing that with us. So we're going to move on to what I call the lightning round of our interview. And this is more of us getting to know you better. So what's your favorite order when you order from Dick's restaurants?

Jasmine: A deluxe, a fry and a small diet coke.

Marilyn: All right. What is another Seattle restaurant that you love?

Jasmine: This is a hard question for me to answer. I love so many Seattle restaurants and I know so many restauranteurs in the area.

Marilyn: That's my answer too usually.

Jasmine: It's hard for me to answer that. I have two boys, 6 and 3, so most of the time when we're eating out, we're eating out somewhere where they can eat out. We do a lot of Taco Time. Big fans.

Marilyn: I'm a huge fan of Taco Time.

Jasmine: Yes. And then, when we are gonna sit down, my six year old loves the Shelter Lounge near Green Lake. He's a big fan of their mac and cheese. And there's always sports on the TV so.

Marilyn: There you have it. A sports fan in the making. When we think about Seattle, there are many icons. People, places, things. What is your favorite Seattle icon?

Jasmine: Seattle specifically, I'd have to say the Space Needle. There's just something about it. And I had the most amazing opportunity actually to run up the stairs of the Space Needle. Many people don't know this, but there's the stairs all the way from the bottom the top. And there's an event that they put on every year for charity called the Base to Space. And we got to be part of that. And I participated in it. And it's just such an amazing experience to go from the bottom to the top of the Space Needle.

Marilyn: Yeah the Space Needle is very spectacular, especially on a clear evening. Jasmine, what is something people would be surprised to learn about you?

Jasmine: So, when I left college, I actually went to medical school for two and a half years. And that's how I got into the Navy in the first place. So I was recruited through their health sciences program. And I went on that career path with the intention of becoming a doctor and being on one of the first missions to Mars as an astronaut.

Marilyn: Wow.

Jasmine: Life doesn't always go the way you expect it. And it's had some amazing twists and turns for me. But that that was my goal when I left college.

Marilyn: That's fantastic. So I know you're helping run a company. You've got two young kids. Do you have time for any recreation? What's the last time you attended a concert? And who did you see?

Jasmine: The last concert I went to was at Woodland Park Zoo. They have their concert in the park series, which is amazing, everyone should do it. And we went to see the Seattle Symphony playing John Williams. They played most of his famous movie scores and my kids thought it was amazing because they played Star Wars and there were some people dressed up in costume. There were Star Wars characters. My son got to meet a real Stormtrooper.

Marilyn: He was probably excited to see that.

Jasmine: Super excited.

Marilyn: OK, what's the last good book you read?

Jasmine: My husband and I are actually on a process of reading through biographies of all of the presidents of the United States. So we started with George Washington where up to McKinley now. And it's fantastic. My husband reads to me at night which I think is amazing. So that series of books has been really fascinating and such a great lesson on leadership. And such an amazing way to read about the Civil War in particular. Because you're seeing it through so many different lenses and perspectives. So that's been really interesting. I'm also reading a book on leadership that looks at four different presidents in the past, including Abraham Lincoln.

Jasmine: So I'm really enjoying that one as well.

Marilyn: So I tell people that if you ask me this next question, it really depends on when you ask me. It can vary from day to day, week to week. What's on your playlist right now Jasmine?

Jasmine: I drive a minivan that drives around two kids. So we listen to a lot of kid movie soundtracks.

Marilyn: That's fair.

Jasmine: In particular Disney and Pixar movie soundtracks. So right now, we're listening to a lot of Ralph Breaks the Internet. When I don't have the kids in the car, actually I listen to a podcast called EconTalk which I really enjoy and very much recommend.

Marilyn: Excellent. So presuming the kids aren't around, you're not listening to Disney soundtracks. What song inspires you, motivates you if you're a professional baseball player and you're getting ready to come up to bat. What song are they playing as Jasmine approaches the plate?

Jasmine: It's so funny that you ask that question. Because actually part of the family business, we do a family assembly. And everyone had to pick their walkup music and play it for everybody else at our last family assembly. Which was so much fun. So I played a song called Wild, that I am forgetting the name of, of the artist who sings it, but it's on the Pete's Dragon soundtrack.

Jasmine: So that tells you where my head is at. Other songs are Rise by Katy Perry or Champion by Carrie Underwood.

Marilyn: Very good. And I think that's a nice conclusion to our interview today.

Marilyn: Thank you so much for being with us. Jasmine Donovan, soon to be president of Dick's Drive-Ins. A champion and an inspiration and a true local leader. Thank you so much for being here with us today Jasmine.

Marilyn: You've been listening to Under Construction with Marilyn Strickland. Thank you so much for listening in. And please join us again. To learn more about the podcast, visit SeattleChamber.com/UnderConstruction.