

The Chamber presented the work of Opportunity NOW to the Kansas House Committee on Commerce, Labor and Economic Development and to the Johnson County Delegation. Following up on the accomplishments around Opportunity NOW's Goal 1, which focuses on talent attraction, retention and alignment of resources, representatives were able to learn about the Chamber's strategic roadmap for helping businesses navigate the workforce ecosystem.



The Overland Park Chamber team is cheering on the Kansas City Chiefs to win Super Bowl LVIII!

## Chamber Board

### Board Officers:

Cindy Rock, Chair  
C2FO

Josh Beck, Chair-Elect  
MarksNelson LLC

Matt Sogard, 1st Vice Chair  
Overland Park Regional Medical Center

Kim Winslow, 2nd Vice Chair  
Evergy

Matt Sheets, Secretary  
FNBO

Chris Wally, Treasurer  
Wally & Co.

Joan Wells, Past Chair  
Augeo

### Board Members:

Rick Axthelm, Compass Minerals

Josh Bitterman, Goldfish Swim School

India Boulton, T-Mobile

Sterling Cramer, OWN

Tom Davies, Security Bank of Kansas City

David Freisner, Fortune Financial Advisors

Tracy Garry, Empower

Hyleme George, Black & Veatch

Scott Kautzi, Fiorella's

Pat Kellerman, Shamrock Trading Corporation

Courtney Kounkel, Monarch Build, LLC

Kristen Leathers-Gratton, Affinis Corp

Will Mann, Zurich North America

Ryan Matthews, Kansas City National Security  
Campus

Dr. Tonya Merrigan, Blue Valley School District

Rich Muller, VanTrust Real Estate

Neelima Parasker, SnapIT Solutions, LLC

Ben Prell, MTC Holding Corporation

Dr. Alan Verrill, AdventHealth South Overland Park

Christian Weld-Brown, MBB

Jason Wright, JE Dunn Construction Company

### Ex-Officio Board:

Jim Holland, Fisher Phillips LLP

Dr. Judy Korb, Johnson County Community College

Lori Curtis Luther, City of Overland Park

Tracey Osborne Oltjen, CCE, Chamber

Mayor Curt Skoog, City of Overland Park

## Chamber staff

Tracey Osborne Oltjen, CCE, President & CEO

Courtney Cavlovic, Workforce Development Coordinator

Alex Cook, Director of Events & Member Services

David Dyer, Membership Director

Paula Fields, Director of Finance & Administration

Tim Holverson, IOM, Director, Workforce & Business Growth

Stan Lawson, Communications Director

Hannah Melton, Member Services Coordinator

Libbey Tucker, CECD, Senior Vice President of Economic Development

Tanya Rife, Executive Assistant

Natalie Vesta, Economic Development Project Coordinator

Kevin Walker, IOM, Executive Vice President & Chief Policy Officer

Andrew Weisberg, Director of Talent

**Tracey Osborne Oltjen, CCE**  
Chamber President  
[@traceylosborne](https://twitter.com/traceylosborne)



## The true art of winning

### MESSAGE FROM OUR PRESIDENT

#### It's a great time to be in Kansas City.

We're going to the Super Bowl! Again! Preparations are underway for the World Cup. The Current's new home on the riverfront is gorgeous. The state of business is strong. In our recent membership survey, 65% of respondents said business was better than last year, and nearly 62% indicated they're hiring more employees this year. And as I write this column, the sun is shining for the second day in a row after a super-cloudy January.

The world looks great through our Chiefs-colored sunglasses.

A friend at Rotary put this in perspective during our moment of inspiration. As we celebrate this win, our memories might be a little foggy. Remember earlier this season the doubts of whether our team still had the magic? The mistakes, the missed opportunities, the losses?

What we've consistently seen from this team and from its leadership – year after year – is a winning spirit, and not just the kind resulting from the game's final score. Coach Reid and Patrick Mahomes set the tone when they spread the credit for the wins and shoulder the losses themselves. Then, without excuses they shift their focus to the hard work ahead.

The American writer Albert Payson Terhume summed up this approach well: *"Win broadly without boasting. Lose without excuse."*

No matter our profession, not every day is a championship day. But each day has wins and losses that require acknowledgment. How we acknowledge them separates the true winners and leaders from the rest of the pack. Do we miss an opportunity to include others in the win, amplifying our team's potential? Or do we miss an opportunity to learn from a loss, or worse still, drag others down with it?

Whatever the outcome in Vegas, Kansas City is already a winner. But still, Go Chiefs!



# Upcoming events

## Wednesday Wake-up

**Wednesday, February 14**

[Delmar Gardens of Overland Park](#),  
12100 West 109th Street

Make connections, develop lasting business relationships and create new opportunities, all while enjoying coffee and breakfast items and learning more about the senior living options available at Delmar Gardens.

Free for Chamber members, but please [register here](#).



SERIES SPONSOR



## Member Orientation

**Thursday, February 15** – 8:00-9:00 a.m. at the Overland Park Chamber, 9001 West 110th Street

During the informal orientation, new members or new employees at Chamber companies will meet Chamber staff, connect with others who are new to the Chamber and learn about valuable resources available to you and your business.

To register, [click here](#).



SERIES SPONSOR



## OP After Hours

**Thursday, February 22** – 4:30-6:30 p.m. at [LongHouse Visitors Center](#), Overland Park Arboretum & Botanical Gardens, 9209 West 179th Street

Join us at OP After Hours for a fun evening of networking, delicious appetizers and drinks in the beautiful surroundings of the new LongHouse Visitors Center.

This is an exclusive benefit for members only.

To register, [click here](#).



SERIES SPONSOR



## 1 Million Cups

**Wednesday, February 28** – 8:45-10:15 a.m. at the Overland Park Chamber, 9001 West 110th Street

Join fellow entrepreneurs for Collisions, Connections and Collaborations – an opportunity to connect with an active and engaged community for conversations and viewing of the live 1 Million Cups pitch presentations. Free to attend, but please [register here](#).



# Bridge project open house

The City of Overland Park is hosting an open house information meeting for the construction of a new bridge on College Boulevard between Mastin Street and Indian Creek Parkway/Grant Drive, which is scheduled to begin in spring 2025.

Attend anytime between 5:30-7:00 p.m. on **February 8** at Tomahawk Ridge Community Center, 11902 Lowell Avenue. For questions: (913) 895-6014.

## 2024 state legislature in session

**State legislators are back in Topeka and the decisions they make have real ramifications on how you operate your business.**

As a Chamber member, you can be assured the Chamber team is paying very close attention to what is happening in Topeka so you can focus on what is critically important – operating and growing your business.

Our Chamber's **2024 State Legislative Platform** is [outlined here](#).

We also have a brief that highlights our top priority – Workforce. You can view this document [here](#).

We have several ways you can engage with our policy team.

- Monthly [Public Policy and Advocacy Committee](#) meetings are a great way to interact directly with lawmakers and other policy leaders.
- [This Week in Topeka](#) – a weekly report that offers timely updates on important legislation and other actions in Topeka that impact your bottom line.
- Our legislative update meeting series provides opportunities to join with other chambers to ask questions of our area legislators and let them know what you think about the legislation being debated.

Our chamber advocacy team is also happy to work with you one-on-one to discuss industry-specific legislation, arrange meetings with lawmakers and help you navigate state and federal bureaucracies when their rules and regulations impact your business operations.

To get involved or learn more about how we advocate for you, contact Kevin Walker at [kwalker@opchamber.org](mailto:kwalker@opchamber.org) or (913) 766-7602.



**Kevin Walker**  
Executive Vice President and Chief Policy Officer

# Welcome to the Chamber!

## INTRODUCING OUR NEWEST MEMBERS

### Alto Senior Living by Allegro Overland Park

Paula Morgan, Lead Senior  
Living Advisor  
10300 Indian Creek Parkway  
Overland Park KS 66210  
(913) 232-8232  
PMorgan@allegroliving.com  
[www.allegroliving.com](http://www.allegroliving.com)  
*Senior Care & Living, Assisted  
Living Facility*

### Another Broken Egg Cafe

Troy Sorby, Marketing Manager  
13386 Metcalf Avenue  
Overland Park KS 66213-2804  
(913) 214-0145  
1094-westchester@another-  
brokenegg.com  
[www.anotherbrokenegg.com](http://www.anotherbrokenegg.com)  
*Restaurants, Caterers*

### Capstone Insurance Agency

Jess Lohrey, Agent  
12721 Metcalf Avenue, Suite  
100  
Overland Park KS 66213  
(913) 825-2700  
jess@capstoneagency.com  
[www.capstoneagency.com](http://www.capstoneagency.com)  
*Insurance*

### Dunkin'

Tara Bock, Marketing  
Specialist  
7446 Metcalf Avenue  
Overland Park KS 66204-1966  
(913) 432-5660  
<https://rb.gy/xeqush>  
*Coffee Houses, Restaurants*

### Ellie Mental Health Stilwell-South Overland Park

Patrick Copley, Clinic  
Manager/Owner  
7500 West 160th Street, Suite  
100  
Overland Park KS 66085  
(913) 404-5232  
pcopley@elliementalhealth.com  
[www.elliementalhealth.com](http://www.elliementalhealth.com)  
*Health & Wellness, Health Care*

### Flooring Systems Inc.

Amy Little, Branch Manager  
9245 Flint Street  
Overland Park KS 66214  
(913) 375-0352  
alittle@flooringsystemsinc.net  
[www.flooringsystemsinc.net](http://www.flooringsystemsinc.net)  
*Floor Covering, Contractors -  
Masonry*

### Indra Air Traffic, Inc. – New EDC Investor!

Bill Colligan, General Manager  
1130 West 89th Street  
Overland Park KS 66214  
[www.indracompany.com](http://www.indracompany.com)  
*Technology*

### Jewish Federation of Greater Kansas City

Erin Markowicz, Director,  
Strategic Marketing & Events  
5801 West 115th Street  
Overland Park KS 66211  
(913) 327-8123  
[www.jewishkansascity.org](http://www.jewishkansascity.org)  
*Charitable Organizations,  
Non-Profit Organizations*

### Kansas City Area Transportation Authority

Chuck Ferguson, Vice  
President Operations  
1200 East 18th Street  
Kansas City MO 64108-1606  
(913) 782-2210  
[www.ridekc.org](http://www.ridekc.org)  
*Transportation Providers*

### Kansas City Medical Society Foundation

Kristi Neff, Director of Health  
Access  
6750 Antioch Road, Suite 305-J  
Merriam KS 66204  
(816) 908-0524  
[www.kcmedicine.org](http://www.kcmedicine.org)  
*Associations  
Referred by Tricia Luedke*

### KC Spine and Sport

John McNeely, DC  
8663 West 135th Street  
Overland Park KS 66223  
(913) 766-0054  
kcspineandsport@gmail.com  
[www.kcspineandsport.com](http://www.kcspineandsport.com)  
*Chiropractic Physicians - D.C.*

### Randy Ross

Overland Park KS 66213  
(913) 515-4409  
rross@gowinred.com  
www.m2res.com  
*Individuals*

### Shine of Overland Park

Devon Barry, Owner  
P.O. Box 3122  
Lawrence KS 66046  
(913) 963-9404  
Devon.Barry@shineinfo.com  
[www.shine-windowcleaning.com](http://www.shine-windowcleaning.com)  
*Window Cleaning*

**Help us welcome these businesses investing  
in our community and please support them!**

## Thanks for reinvesting!

### JANUARY MEMBER RENEWALS

#### 50+ Years

Central Bank of the Midwest  
Overland Park Funeral Chapel  
Suburban Lawn & Garden  
Wallace Saunders  
WaterOne

#### 40-49 Years

INTRUST Bank  
Marriott Kansas City Overland  
Park  
Ottawa University - Kansas City  
Campus  
University of Kansas Edwards  
Campus

#### 20-39 Years

AC Printing Company, Inc.  
Better Homes and Gardens Real  
Estate-Phil Summerson  
Fiorella's Jack Stack Barbecue  
Gary C. Richter, C.P.A., P.A.  
Kaw Valley Engineering, Inc.  
MarksNelson  
Mutual of Omaha  
Sheraton Overland Park Hotel  
United Community Services of  
Johnson County

#### 10-19 Years

Blue Valley Insurance Agency, Inc.  
CBRE Group Inc.

Empower  
Erickson Solutions Group  
Museum at Prairiefire  
Newmark Zimmer  
Premier Volvo Cars Overland  
Park  
Savage & Browning LLC

#### 5-9 Years

Active Family Chiropractic  
Harvesters-The Community Food  
Network  
Maciel Wealth Management  
Monarch Build, LLC  
Pilgrim Coffee Company  
Raising Cane's Chicken Fingers  
Style Encore  
Sunflower Bank

#### 1-4 Years

Allen, Gibbs, & Houlik, L.C.  
ArchWell Health  
Aspiria  
BRR Architecture  
Charles River Labs  
Clements Chiropractic  
First Option Bank  
Game Show Battle Rooms  
Geosyntec Consultants  
GFI Digital, Inc.  
Johnson County Post  
Swartz + Associates, Inc.  
The Aesthetic Place  
The Golden Scoop  
Urban Egg a daytime eatery

## Chamber seeks input on workforce issues

**The Chamber is hosting upcoming events with the opportunity to provide your input on workforce issues that have been affecting your business.**

Your input is essential to helping us complete a comprehensive workforce study. On March 5-7, there will be a series of focus groups where businesses will be asked a series of questions about talent attraction and retention needs and challenges. Watch for your focus group invitation.

Also in March, the Chamber will begin a series of workforce events on specific topics to help businesses learn more about resources and best practices. This fall will see the first workforce summit, highlighted by the presentation of results from the workforce study.

For more information about these Opportunity NOW initiatives, contact Andrew Weisberg at [aweisberg@opchamber.org](mailto:aweisberg@opchamber.org).

## New faces on Young Pros steering committee

**Several new faces have joined our Young Professionals steering committee. Plans are underway for a full slate of engaging programming.**

**Chair:** Molly Salisbury, Johnson County Community College

**Vice Chair:** Jake Vance, Saint Luke's Health System

**Other committee members are:**

- Brett Bachelor, Kansas State University Olathe
- Phil Bennett, Commerce Bank
- Steven Brockschmidt, Kansas State University Olathe
- Jared Burton, Evergy
- Madeline Cook, WellSky Corporation
- Taylor Dossett, First Option Bank
- Courtney Hudon, Planted Local Lending
- Adam Juhn, Empower
- Ashley Kalatusha, University of Kansas Edwards Campus
- Lauren Koval, McCownGordon Construction
- Madison Parry, JE Dunn Construction Company
- Jonathan Pitallo, VIVE Brand Co LLC
- Luritza Reichard, Central Bank of the Midwest
- Morgan Reidmiller, Affinis Corp
- Brandon Scheller, Affinis Corp
- Trevor Splichal, BHC
- Ryan Stanley, WellSky Corporation
- Emma Swinney, United States Representative Sharice L. Davids
- Katie VanderVelde, Marriott Kansas City Overland Park
- Brandon Von Dorpowski, AdventHealth Shawnee Mission
- Nate Wagner, BHC
- Cheyenne Walden, Security Bank of Kansas City
- Tara Wandtke, CommunityAmerica Credit Union

## Chamber releases plans for organization's future work

**The Chamber Board of Directors recently approved two updated plans to guide the work of the Chamber – the 2024 Business Plan and the 2024-2026 Strategic Plan.**

Our **2024 Business Plan** outlines four principle goals:

Goal 1: Boldly advocate for a business climate that drives prosperity at the local, state and federal levels.

Goal 2: Provide bold leadership for the future.

Goal 3: Make connections that create business success.

Goal 4: Achieve our bold mission through essential programming and financial strength.

To view our 2024 Business Plan, [click here](#).

Our **2024-2026 Strategic Plan** outlines strategies the Chamber will pursue in order to achieve the following objectives:

- Drive Economic Success
- Ensure the Next Generation of Leadership
- Meet the Needs of Business

To view our 2024-2026 Strategic Plan, [click here](#).



## Local sales tax increasing

**The OP Moves sales tax – approved in a mail-in ballot election in June 2023 – takes effect in April, replacing a dedicated one-eighth cent (0.125 percent) sales tax with a three-eighths cent (0.375 percent) dedicated sales tax.**

The three-eighth cent sales tax will raise more than \$24 million to improve and maintain the City's streets and traffic management systems. Funding will be dedicated to sustaining and improving City infrastructure through repairs, rebuilding, rehabilitating, upgrading, constructing and improving public infrastructure. With OP Moves funding, the City expects to improve, rebuild or perform maintenance on city streets over the next ten years.

A resident committee recommended the City spend an additional \$28.5 million per year for infrastructure, funded partially with a three-eighth cent sales tax.

For more information, [click here](#).



# 2024 Leadership class begins its session

The 34 members of our 2024 Leadership Overland Park (LOP) class had their opening session last month.

At a welcome reception, they became acquainted and heard words of wisdom from Overland Park Chamber Foundation Chair Brad Stratton, [Overland Park Wealth Management](#); Chamber Chair Cindy Rock, [C2FO](#); Michael Margherio, [UnitedHealthcare](#); Christine Splichal, [Kansas State University Olathe](#); and Mark Sherfy, [BHC](#).

During the opening retreat, the class got to know each other, had a bus tour of the city guided by city staff, participated in a leadership compass exercise, learned Overland Park history from Brad Moore, [Overland Park Historical Society](#), contemplated their vision for Overland Park, completed a SWOT analysis and had a Chamber 101 session with Chamber President Tracey Osborne Oltjen.

The next session is Education Day.



## 2024 Presenting Sponsor



## Welcome Reception Sponsors



## Recent Events

### CELEBRATING WITH OUR MEMBERS



City Councilmember Holly Grummert joined the Chamber to help Dave Baumgartner, president at Bluemont Group; and his team celebrate a ribbon cutting for the reopening of [Dunkin'](#), 7446 Metcalf Avenue.

Recently updated as a Next Generation store, this Dunkin' location features modernized design and service for energy efficiencies, K-Cup pods plus a tap system for cold drinks.

For more info: (913) 432-5660.



City Councilmember Inas Younis and Chamber President Tracey Osborne Oltjen helped celebrate the Ceremonial Egg Crack and a ribbon cutting for the reopening of [Another Broken Egg Cafe](#), 13386 Metcalf Avenue in Deer Creek Woods.

Stop by to enjoy a delicious Southern chef-inspired culinary breakfast, brunch or lunch.

For more info: (913) 214-0145 or [click here](#).

This newsletter is distributed monthly by the Overland Park Chamber of Commerce, 9001 West 110th Street, Suite 150, Overland Park, KS 66210 (913) 491-3600

[opcc@opchamber.org](mailto:opcc@opchamber.org) | [www.opchamber.org](http://www.opchamber.org)

# KU Edwards prepares students for needs of business community

## CORPORATE SPONSOR SPOTLIGHT

The University of Kansas Edwards Campus (KUEC) prepares and educates students to meet the needs of Kansas City's business community.

KUEC offers high-quality, in-demand academic programs, research activities, and learning initiatives designed for transfer students and adult learners. Our online, in-person, and hybrid classes provide flexibility for full-time or part-time working professionals focused on advancing their careers. Along the way, students receive academic support, scholarship opportunities, expert advising, and professional connections.

With close ties to business leaders in the Kansas City area, KUEC focuses on the community's evolving workforce needs to provide companies with skilled, KU-educated employees. Edwards Campus students are workplace ready and can start or continue their careers immediately upon graduation.

KUEC continues to develop new bachelor's degree, graduate degree, and graduate certificate programs — such as the recently launched criminal justice and operations management bachelor's degrees — to meet businesses' talent needs and students' educational requirements.

Take advantage of all the Edwards Campus can offer your business and employees.

- Enroll in one of more than 70 graduate, undergraduate, and certificates programs.
- Host an event, seminar, or conference at KUEC's state-of-the-art facilities or online. KU's expert planning team makes it easy.
- Attend free educational webinars and seminars on important trending topics.
- Improve your organization's workforce with online and on-site training programs.
- Connect with current students and graduates to build your talent pipeline.

For more information, visit [www.edwardscampus.ku.edu](http://www.edwardscampus.ku.edu).



# Driving Economic Success

## Congratulations to these 2024 EDC Honors Lunch recipients:

### NOVA Award

- Flight Schedule Pro
- Incisive Consultants
- Playfair Data

### Commercial Development Award

- Fusion Bank
- Johnson County Community College
- Kompass Kapital Management
- LongHouse Visitor Center at the Arboretum
- UMB Downtown Overland Park

### Business Hall of Honor

- EPC Real Estate Group
- The University of Kansas Health System

### Ben Craig Vision Award

- The Sunderland Foundation

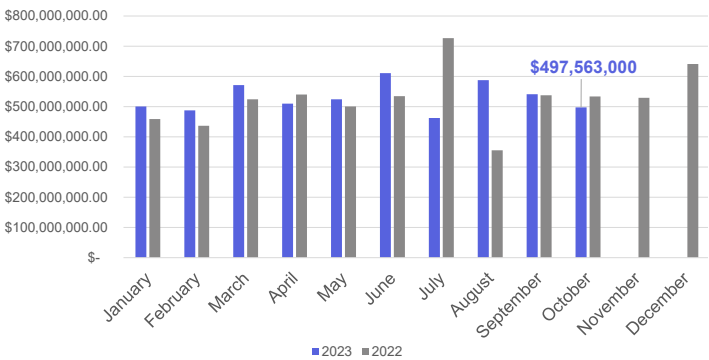
Unemployment			
	Dec. 2023	Nov. 2023	Dec. 2022
Overland Park	1.8%	2.1%	2.2%
Johnson County	1.8%	2.0%	2.2%
Kansas City Metro MSA	2.0%	2.2%	2.3%
State of Kansas	2.0%	2.1%	2.4%

(These percentages are not seasonally adjusted)  
– Kansas Labor Information Center (KLIC)  
– U.S. Bureau of Labor Statistics

Overland Park Building Permits				
	New Commercial	Institutional, Schools, etc.	Other Commercial	Totals
2023	22	0	437	459
Sq. Feet	710,869	0	702,008	1,412,877
Value	\$102,065,525	N/A	\$248,251,866	\$350,317,391


– City of Overland Park

## Overland Park Retail Sales – October 2023





Corporate Partners





Corporate Sponsors

- [Affinis Corp](#)
- [Empower](#)
- [Evergy](#)
- [FNBO](#)
- [Foulston Siefkin LLP](#)
- [JE Dunn Construction Company](#)
- [Johnson County Community College](#)
- [Kansas Gas Service](#)
- [McCownGordon Construction](#)
- [Spencer Fane LLP](#)
- [The University of Kansas Edwards Campus](#)

To add your name to this list, contact Tracey Osborne Oltjen at (913) 491-3600 or [tosborne@opchamber.org](mailto:tosborne@opchamber.org).

Recent Events

MEMBERS CONNECTING WITH MEMBERS

Our members enjoyed networking over coffee and bagels at last month's Wednesday Wake-up hosted by [First Option Bank](#).



Member News & Events

Overland Park will become home to the first permanent [College Baseball Hall of Fame](#), scheduled to open in 2025 in the Museum at Prairiefire. The College Baseball Foundation and [Visit Overland Park](#) will amplify the local impact of the Hall of Fame including K-12 STEM programming, and creating an interactive, continually-evolving exhibit experience that encourages return visitors.

[Saint Luke's Health System](#) has joined BJC Health System for an [integrated system](#) but will retain its distinct brand in Kansas City region.

[The University of Kansas Cancer Center](#) has received a [\\$2.4 million grant](#) from the National Cancer Institute to help grow the next generation of cancer researchers.

[AdventHealth Shawnee Mission Breast Center](#) has successfully passed its third [reac-creditation review](#) from the National Accreditation Program for Breast Centers (NAPBC) survey.

[Spectrum](#) is accepting applications from multiculturally owned businesses in its [Pay It Forward](#) grant program. **February 25** is the deadline to apply for your chance to receive a complimentary streaming and TV advertising campaign, a free commercial, educational resources and mentorship.

[Saint Paul School of Theology](#) is hiring an [executive director of development & alumni relations](#). Applications are due by February 12.

Niche.com recently ranked nine Johnson County high schools in the top 10 in its [Best Public High Schools in the Kansas City area](#).

[Leslie Duke](#) recently became the eighth CEO at [Burns & McDonnell Engineering](#).

[Dr. Judy Korb, PhD](#), has been appointed Interim President of [Johnson County Community College](#). Dr. Korb has a deep history with the College and has served the institution in various roles for the past 34 years.

Bobby Olm-Shipman has been named the 2024 [Chair of Kansas Hospital Association Board of Directors](#). Bobby is the current CEO of [Saint Luke's South](#) and East Region.

[HopeKids Kansas City](#) has named [Abigail Swafford](#) executive director. Abigail has been a member of HopeKids since 2022, previously working as its program manager.

[Matt Mentzer](#) has joined [Foulston Siefkin LLP's](#) Overland Park office with 15 years of accounting and legal experience in trusts, estates, probate and tax matters.

[Johnson County Government](#) has named [Adam Norris](#) assistant county manager. He was Assistant City Manager at the City of Overland Park from 2007 to 2014.

[AdventHealth South Overland Park](#) has named [Jimmy Bolanos](#) its chief operating officer. Bolanos previously held the role of Regional Executive Director of Strategy and Operations for AdventHealth Mid-America.

Cindy Shelton, [Nifty Promotions](#), has been recognized as one of the [Enterprising Women of the Year](#) by Enterprising Women Magazine.

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To submit member news, log into your Member Info Hub at [www.opchamber.org](http://www.opchamber.org) or contact Hannah at [hmelton@opchamber.org](mailto:hmelton@opchamber.org).