



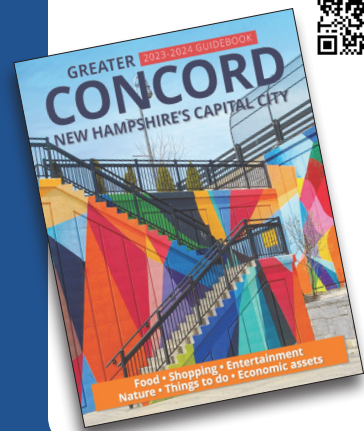
We partnered with Ahmad Gazelle of Rainmaker Pottery Studio to host a booth at Intown Concord's 2023 Market Days Festival in June. Ahmad taught a special pottery workshop for individuals who are blind and visually impaired.

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2023 Guidebook to Greater Concord

We have just published the latest edition of our tourism and relocation magazine! We'll be mailing our members a copy of this publication, along with the fold-out Map & Guide. Thank you to all our advertisers who help spread the word about our beautiful city by supporting this project. Scan the QR code to view the magazine online.



Resources for every professional in Greater Concord

In early 2023, we were proud to launch a **Business Resources** webpage. This online information hub is designed to empower businesses and individuals in the Greater Concord region, equipping the community with links to essential resources—from local childcare services, to business funding, to free online courses. This is just one example of the Chamber's efforts to promote economic growth in our community. Although robust benefits are provided to Chamber members, including excellent exposure, exclusive advertising opportunities and networking events, many local professionals at the start of their careers seek free resources to help them get on their feet. These complimentary Chamber resources can help small businesses thrive, allowing them to grow into larger institutions that have the capacity to become more involved in the Chamber as a member, and ultimately give back to their community.

The newly launched **Business Resources** webpage, available at concordnhchamber.com/resources, is a one-stop destination for valuable tools, information, and connections. This user-friendly page offers an extensive range of resources designed to meet the diverse needs of entrepreneurs, professionals, and job-seekers. The page is broken up into several key sections: **Business Advising** connects users to free coaching sessions with experienced advisors. **Underserved Businesses** provides resources for women-run, BIPOC, LGBTQIA+ and veteran-owned businesses. **Professional Development** features links to free training videos on a variety of topics. **Workforce Resources** includes everything from housing, to taxpayer assistance, to local bus schedules. **Mental Health** connects

users to local hotlines, HR trainings, and more. Additional links on the webpage feature business funding and development options, resources for tech startups, and much more.

While the Business Resources webpage is a significant tool for area professionals, the Greater Concord Chamber of Commerce offers additional benefits to the community: The **Community Calendar** allows users to post their events on a high-traffic website and find what's going on in the area. The **Job Board** lets professionals explore a wide range of employment opportunities within the Concord area. The **Membership Directory** is an essential resource for anyone looking for local business recommendations; the newly organized database is easy to search by category or keyword. **Concord Young Professionals Network (CYPN)** offers great networking opportunities for individuals looking for friends and professional connections in the area. The **Capital Region Visitor Center** and Chamber office is open Monday through

Friday from 8:30 a.m. to 5 p.m.; stop by to connect with additional resources, receive expert business recommendations, and find answers to questions about living in or visiting the area.

We have a long history of providing free resources to the community. During the COVID-19 pandemic, the Chamber organized complimentary webinars that frequently attracted over 100 attendees from across the state, addressing crucial topics such as federal funding options and vaccine requirements. By disseminating vital information, the Chamber helped businesses and individuals navigate through uncertain times and adapt to the state's rapidly changing rules and recommendations.

Continued on page 3.

"The Chamber staff members are uniformly enthusiastic about their work, and have an obvious dedication to stimulating the area economy by educating and connecting its members."

— Ryan Robinson, Mainstay Technologies, LLC

Welcome new members

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Goffstown, NH 03045-1713
(603) 384-2862
goffstown@acehandymanservices.com
acehandymanservices.com

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345 Park Avenue
San Jose, CA 95110-2704
adobe.com

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115 South River Road
Bedford, NH 03110
(603) 315-6702
tabood@bankprov.com
bankprov.com

CANDLETREE SOY CANDLES
44 North Main St
Concord, NH 03301
(603) 748-0767
candletreesoycandles@gmail.com
candletreesoycandle.com

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716 Riverwood Drive, Unit A
Pembroke, NH 03275
(603) 609-0936
charlene@homebasenh.com
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75 South Main Street #227
Concord, NH 03301
(603) 722-0432
veronica@newchapterlegal.com
newchapterlegal.com

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PO Box 730
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darryl@parkerweb.com
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Continued on page 3.

Connect with your Chamber community

Scan the QR code to visit our events calendar.



Business After Hours at North Branch Construction

Tuesday, August 8 from 5:30-7 p.m.
76 Old Turnpike Road, Concord
\$7 members in advance / \$10 members at the door



Join the Chamber, North Branch Construction, and Ledyard National Bank for a community celebration and networking event! North Branch Construction has achieved 65 years as an award-winning construction manager, helping New Hampshire cities and towns build their communities. Ledyard National Bank is celebrating its 2023 Business of the Year Pinnacle Award; bestowed by the Chamber to honor the bank's commitment to enhancing the economic vitality of the Capital Region. Grab a drink at the bar, some delicious hors d'oeuvres and meet fellow business leaders who are eager to introduce themselves to you and learn about your business. Learn more and register at my.concordnhchamber.com/event-calendar.



Orr & Reno Legal Breakfast Series: Insurance, Records, and Succession Planning 101 for Businesses

Tuesday, August 15 from 8-9 a.m. • Complimentary event
Orr & Reno, PA, 45 South Main Street, 4th floor or Zoom

Orr&Reno

Join us for light breakfast and coffee at the Orr & Reno, PA offices or attend this presentation on Zoom. This session will cover the legal basics of three key topics that every business leader will want to know: Business insurance, recordkeeping, and succession planning. Brad Melson and Lynnette Macomber will present an overview of these subjects and important considerations for businesses, followed by Q&A. Learn more and register at my.concordnhchamber.com/event-calendar.

CYPN Sunflower Festival

Wednesday, August 16 from 5:30-7 p.m.
Sunfox Farm, located behind 6 Loudon Road, Concord
Complimentary event



Join Concord Young Professionals Network (CYPN) at Sunfox Farm's 5th Annual Sunflower Bloom Festival, taking place in Concord this year! Wander through the towering sunflowers, pick your own bouquet, and meet new friends from your CYPN community at this fun outdoor event. Snacks will be provided by Pours & Petals Events, and drinks will be available for purchase. Learn more and register at my.concordnhchamber.com/event-calendar. This event is generously sponsored by Bangor Savings Bank.



Sunfox Farm's Sunflower Festival is August 12-20. Photo by Sunfox Farm.



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Resources for every professional in Greater Concord

Continued from page 1.

"I just wanted to let you know how appreciative I am for the ongoing webinars that the Chamber has worked so hard to put together," said Crystal-Lee Thompson, owner of Allstate Thompson Insurance Agency, Inc. "As a new business owner here in Concord, they have been truly invaluable."

Providing these free resources benefits the entire community. Supporting our workforce and small businesses leads to a stronger economy, which has a lasting impact on our city's overall health. This work is an essential piece of the our mission, and pairs with the our additional behind the scenes work in the community—advocacy efforts, workforce development initiatives, educational programs for local students, support of the creative economy, and much more. "The Chamber staff members are uniformly enthusiastic about their work, and have an obvious dedication to stimulating the area economy by educating and connecting its members," said Ryan Robinson, Chief Service Officer at Mainstay Technologies, LLC.

The Chamber's new Business Resources webpage is a game-changer for businesses and individuals seeking support, connections, and opportunities. But no online resource compares to genuine connection with experienced individuals living in your community; the Chamber has so much more to offer to aspiring entrepreneurs, local professionals, new businesses, and companies that are looking to grow. Connect with Chamber staff to access personalized information and recommendations, and to learn how Chamber membership can make a huge impact on your business and influence the community at large. Learn more at concordnhchamber.com or reach out to (603) 224-2508 or info@concordnhchamber.com.

We coordinate complimentary ribbon cutting ceremonies to celebrate business milestones. On June 22, we helped celebrate Pope Memorial SPCA's new Banks Humane Education Center.

Thank you for renewing

Continued from page 2.

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Concord Business Center
Concord Carpet Center
Concord Community Arts Center LLC
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Strings & Things Music
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Communication
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Membership
Directory.



Competitive Leadership Greater Concord (LGC) announces the Class of 2024

26 local professionals have been accepted into Leadership Greater Concord (LGC), the Chamber's prestigious leadership program. LGC features day-long sessions that cover many aspects of our region's public resources and governance, and each LGC class connects with prominent business and civic leaders. This highly competitive program is generously underwritten by Bangor Savings Bank and Unitil. Learn more at concordnhchamber.com/lead. Congratulations to the class of 2024:

Michelle Audet, New Hampshire Community Loan Fund, ROC-NH; Jacob Berrigan, Rise Private Wealth Management; Stacey Brown, Concord Public Library Foundation; Leslie A. Cartier, Northeast Delta Dental; Garry Cornelius, Merrimack County Savings Bank; Travis Craig, Bank of New Hampshire; Allison DeStefano, Riverbend Community Mental Health, Inc.; Shumbusho Emmable, Project Concrete; Tom Furtado, CATCH Neighborhood Housing; Kait Gallagher, Concord Coalition to End Homelessness; Meredith Goldstein, Orr & Reno; Garrett Jewell, Merrimack County Department of Corrections; Chad Johnson, NHTI-Concord's Community College; Diane Lestage; Brittany Mitchell, New Hampshire Department of Energy; Benjamin Mitchell, City of Concord - Police Department; Cameron Owen, The NHHEAF Network; Cindy Phillips, New Hampshire Federal Credit Union; Katherine Robert, Community Health Institute/JSI; Hannah Seidner, Krazy Kids; Gabriel Szczepanik, Greater Concord Chamber of Commerce; Morgan Tanafon, Cleveland, Waters and Bass P.A.; Patrick Tompkins, NHTI-Concord's Community College; Jennifer Whitmore, Kentek Corporation; Nicholas Wilder, Merrill Lynch Wealth Management; Michele York, New Hampshire Department of Energy.



Friends Program Emergency Housing has provided the only 24x7x365 shelter for families in Merrimack County since 1980.

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Funds for Education Golf Tournament

Thank you to everyone who will be joining us at Beaver Meadow Golf Course on August 2 for our annual tournament, presented by NBT Bank, N.A. This fundraiser supports the Chamber's Capital Student Leadership (CASL) program for high school sophomores, and our Business Grants for Teachers initiative, which provides funding to innovative programs that fall outside of regular school curriculum. You can learn more about these programs and our other community impact projects at concordnhchamber.com/impact. Watch our social media channels to see a list of this year's tournament and contest winners!

Event Sponsors: NBT Bank, N.A.; Mason + Rich, Professional Association; Merrimack County Savings Bank; Servpro of Concord; The NHHEAF Network; The Rowley Agency, Inc.; Orr & Reno, PA; Ledyard National Bank; Unitil; CheckmateHCM; Elm Grove Properties; Northeast Delta Dental; The H.L. Turner Group Inc.

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Hole-In-One Sponsors: Banks Chevrolet-Cadillac, LLC; Capitol Craftsman & Romance Jewelers; Hilltop Consignment Gallery; Viking House.

In-Kind Sponsors: Duprey Hospitality, LLC; New Hampshire Distributors, LLC; Ridgelight Studio; Binnie Media; Cole Gardens; Davis & Towle Insurance Group; Makris Lobster & Steak House; New Hampshire Print & Mail Services.

BUSINESS FOCUS: Who moved my... college?

EMBRACING CHANGE DURING A MERGER

By Tara Payne, MBA, UNH College of Professional Studies

Like many aspiring business leaders in the early 1990s, with a craving for knowledge and a limited attention span, I read the insightful short story, *Who Moved My Cheese* by Dr. Spencer Johnson. It's the allegorical tale in which the cheese represents the things we want—love, money, health, career, peace of mind—and the moral is about embracing change and adapting to it. I've thought a lot about the story's lessons in the two years since the announcement that our beloved Granite State College would be merging with the State's flagship, University of New Hampshire (UNH). Like the protagonists of that story, our community learned a few things worth sharing.

Anticipate change. As an adult-focused higher education institution, we are constantly adapting to changing student needs and workforce priorities. Responsiveness in our curriculum design, delivery model, and support services are critical values. During our 50th anniversary event last fall, we celebrated our evolution from the School of Continuing Studies in 1972, to the School for Lifelong Learning in 1979, and the College for Lifelong Learning in 1993 before becoming Granite State College in 2005. On July 1, 2023, we became the UNH College of Professional Studies.

That's five names in 50 years. You could say we have the anticipate-change-thing down. It is a mindset that has allowed us to gain national recognition as a provider of quality online education more than two decades before the pandemic forced many colleges online.

Adapt to change quickly. Few of us were truly surprised by the decision to merge, although many had reservations. Organizational concerns about mission and individual concerns about job security and place within the new organization were significant. Because our merger was driven by a shared vision

of UNH's future rather than financial necessity, our degree programs, faculty, and staff were recognized as valuable members of the transition and fully incorporated into future planning. Regardless, there was a certain degree of chaos during the integration, including the loss of talented colleagues who opted for new opportunities. However, onboarding new employees who were excited by the opportunities the merger presented brought new energy to the team.

Ultimately, there wasn't time for adapting slowly; there was too much to do. We focused on building an integrated college which our adult student learners could be proud to call their own; one that reflected the values and priorities of our students but which fit well within the University's remarkable portfolio of programs and offerings.

Keep it friendly. The merger was an inclusive process, with 14 working groups representing more than 150 members. We were involved in guiding some changes. Contrary to most, ours has been a "friendly merger" in several ways. First, as part of the University System, we shared complementary missions and purposes, governing board, and critical infrastructures such as human resources, financial services, and information technology. Second, we bonded quickly with our new colleagues because there was shared responsibility for projects like academic integration, accreditation, universal branding, technology, and employee relations. These projects often necessitated difficult conversations but they were, by and large, respectful and focused.

And, there was humor. When we thought we'd cry, we laughed instead. Most days.

Enjoy the change and be ready for more. Collectively, we recognized that the goals of the merger, as conceived by



Tara Payne

the Board of Trustees, signed into legislation by the Governor, and passed with bipartisan support by the NH State Senate and House of Representatives, mattered—a lot. Every person associated with this merger has learned about change management and communication. Our

teams demonstrated accountability, service above self, and integrity as we relentlessly advocated for the best interests of our students. We celebrated significant milestones.

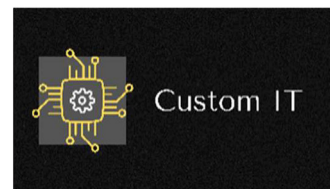
And I know we'll be ready when the "cheese" moves again and we need to move past our fears, take a critical look, and embrace change in service of our important mission.

Tara Payne, MBA, is the Vice President of Enrollment Management at UNH College of Professional Studies.



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BUSINESS FOCUS: Why set up a trust, even if you have a will?

By Mallory Vincent, CPA, MBA, Mason + Rich, Professional Association

There are many reasons why creating a trust is crucial for wealth transfer, even if you have a will. These reasons can include asset protection and control, minimizing probate time and costs, and potentially minimizing tax obligations. This article is a general overview to highlight the reasons, and the value in creating a trust. Read on to see if you've got any of these reasons:

Got wealth? You need a trust. If you are an individual with more cash than you could actually ever use in a lifetime, certain trusts can help eliminate or reduce estate taxes.

Got control issues? You need a trust. Trusts provide even more options for control over your assets than your will. If you are a control freak, then a trust is key to unlocking your financial desires, since it explains the who, what, why, when, and how your assets will be distributed out.

Got poor health? You need a trust. If you are concerned about health conditions now or in the future, a trust can ensure your resources are preserved, managed, and spent according to your wishes, even if you become incapacitated. A will has no legal effect until you die, but a trust can help guide decisions on your behalf.

Got family issues? You need a trust. If you have a spendthrift child or spouse (one that spends money like it grows on trees), you can limit their access to trust funds by designating when they can start

to receive distributions, the amount they are allowed to receive, the frequency of payments, and other stipulations.

Got kids? You need a trust. Setting up a trust is a valuable gift you can give to your loved ones, especially children, to protect them from worst-case scenarios.

Got a heart of gold? You need a trust. A trust allows you to direct money to parties beyond your spouse, such as to a charity or your grandchildren. Thus, your life's work and wealth will continue to benefit the people and causes that matter most to you.

Got zero patience? You need a trust. Trusts can avoid probate and this benefit in itself often makes it worth setting up a trust. Skip probate by having a trust agreement in place, which will significantly speed up the post death process, save money, and keep your assets off public records.

Whether or not you fall into one of these categories, you might need a trust. And while choosing and creating a trust is a complex process, trusts are effective tools. They protect and transfer your wealth, all while helping to define your legacy. If you are uncertain about making a permanent decision, you can use a revocable living trust. This trust can be modified during your lifetime and provides the greatest amount of flexibility over your assets. Engaging help from a team of experts, including your trusted CPA, allows you to meet

your current and future goals, while planning for potential tax implications.



Mallory Vincent

Mallory Vincent, CPA, MBA is an Individual and Trust Tax Manager at Mason + Rich. She has been with the firm since 2020 and has eight years of experience in public accounting. Mallory works closely with the firm's high net worth individuals and trusts. Mason + Rich, Certified Public Accountants is a trusted advisor and ally for consulting services, tax and audit client needs, and has a focus on results. Mason + Rich proactively looks for opportunities to turn your money into wealth. We also make the process enjoyable and maybe even a little fun.



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BUSINESS FOCUS: Beware the National Labor Relations Board

Non-compete, non-disparagement, and confidentiality clauses may violate the National Labor Relations Act

By Jacob Rhodes, Cleveland, Waters and Bass, P.A.

The National Labor Relations Act (“NLRA”) and its enforcement body, the National Labor Relations Board (“NLRB”), were created to protect certain employee rights related to organizing and unionizing. The NLRA applies to most employers, but generally covers only non-supervisory employees. Under the NLRA, employees have certain rights related to organizing activity. An employer’s interference or alleged interference with these rights can result in enforcement activity and litigation before the NLRB.

In a recent decision, *McLaren Macomb*, the NLRB held that overly broad non-disparagement and confidentiality clauses in a severance agreement violated the employee’s rights under the NLRA. The clauses at issue in *McLaren Macomb* were standard non-disparagement and confidentiality clauses which broadly prohibited the disclosure of the terms of the agreement and prevented the employee from making any statements that would disparage or harm the image of the employer. The NLRB reasoned that such clauses have a chilling effect on the exercise of an employee’s rights under the NLRA and therefore violated the NLRA.

In connection with this decision, the NLRB’s Office of the General Counsel (“General Counsel”) released two memoranda to clarify the impact and scope of the *McLaren Macomb* decision. The first memorandum provided guidance on the ramifications of the decision, while the second memorandum took the position that most non-compete agreements with employees covered by the NLRA are prohibited. Although

not binding on the NLRB, the two memoranda provide helpful guidance as to the enforcement priorities of the General Counsel and considerations in crafting severance agreements and employee contracts to limit an employer’s exposure under the NLRA.

First, the General Counsel noted that the decision applies retroactively. Any severance agreements effective before the date of the *McLaren Macomb* decision are subject to this new standard. As a result, businesses can be subject to actions in front of the NLRB based on prior severance agreements containing overly broad non-disparagement and confidentiality clauses. The General Counsel’s memorandum suggested that businesses could notify former employees that the overly broad terms of their severance agreements are no longer in effect to limit the businesses’ exposure.

Second, the General Counsel clarified that the *McLaren Macomb* decision does not prohibit all non-disparagement or confidentiality clauses in agreements with employees. Narrowly tailored clauses that relate to the protection of legitimate business interests will likely be found lawful. Such clauses typically relate to the protection of proprietary or trade secrets or to prohibiting defamation by the employee.

Third, the General Counsel is likely probing for a test case to establish that non-compete agreements violate the NLRA. Until the board decides whether non-compete agreements violate the NLRA, employers subject to the NLRA should exercise caution when requiring

employees to sign non-compete agreements. In particular, the General Counsel’s memorandum targets non-competes entered into with low-wage and middle-wage employees. It is also important to remember that the NLRA only covers non-supervisory employees. A non-compete with a higher-wage employee might not violate the NLRA if that employee meets the criteria for a supervisory employee and is therefore not protected by the NLRA.

Finally, employers should be aware that even offering an employee a severance agreement with an unlawful clause violates the NLRA, even if the employee does not sign the agreement. As a result, all employers covered by the NLRA should engage competent counsel to craft employee agreements which protect the businesses’ legitimate interests while also complying with the new requirements from the NLRB’s *McLaren Macomb* decision.

Jacob M. Rhodes is an associate attorney at Cleveland, Waters and Bass, P.A. Jacob advises clients on a variety of legal matters, including corporate law, real estate, and litigation matters.

C|W|B

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Visitor Center Art Gallery

There's still time to see botanical paintings by Marianne Stillwagon in our gallery at 49 South Main Street. Marianne has studios in both New Hampshire and South Carolina, giving her the opportunity to draw inspiration from two very different landscapes. This exhibit is inspired by the beautiful summer flowers of New England, and features delicate flowers with contrasting shadowy backgrounds. The dark background allows the eye to fully focus on the flowers, and how they seem to float across the canvas or bloom directly before your eyes. This exhibit is coordinated by New Hampshire Art Association.

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Aug 2 (Wed) 8 am
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Business After Hours
Aug 8 (Tue) 5:30 pm
North Branch Construction

Executive Committee
Aug 9 (Wed) 8 am
Zoom

Orr & Reno Legal Breakfast Series: Insurance, Records and Succession Planning 101 for Businesses
Aug 15 (Tue) 8 am
Orr & Reno, PA and Zoom

Concord Young Professionals Network (CYPN) Sunflower Festival
Aug 16 (Wed) 5:30 p.m.
Sunfox Farms

CYPN Steering Committee
Aug 23 (Wed) 9 am

September

Creative Concord Committee
Sep 5 (Tue) 8:30 am
Zoom

Leadership Greater Concord (LGC) Steering Committee
Sep 6 (Wed) 8 am Zoom

Ambassadors Meeting
Sep 6 (Wed) 4 pm

Chamber Connections
Sep 7 (Thurs) 7:30 am

Leadership Greater Concord (LGC) Session Day
Sep 8 (Fri)
Orientation

Business After Hours
Sep 12 (Tue) 5:30 pm
Havenwood Heritage Heights

Executive Committee
Sep 13 (Wed) 8 am Zoom

Orr & Reno Legal Breakfast Series
Sep 19 (Tue) 8 am
Orr & Reno, PA and Zoom

Leadership Greater Concord (LGC) Session Day
Sep 20 (Wed)
History, Arts, Culture & Community

Concord Young Professionals Network (CYPN) Networking
Sep 20 (Wed) 5:30 p.m.
TBD

Chamber Connections
Sep 21 (Thurs) 7:30am

Board of Directors
Sep 21 (Thu) 8 am

Concord Multicultural Festival
Sep 24 (Sun) 1-4 pm
Keach Park

Business Before Hours with CYPN
Sep 26 (Tue) 7:30 am
McAuliffe Shepard
Discovery Center

CYPN Steering Committee
Sep 27 (Wed) 9 am
Zoom

Meet Your Chamber
Sep 27 (Wed) 12 pm

Host a Business After Hours!

Invite your lively Chamber community to visit your business location, meet your team, and learn about your unique services. There are still some networking event openings for 2024. Contact Gabe Szczepanik, to see if this opportunity is a good fit for you. Event hosts offer a consistent monthly opportunity for the business community to gather, and provide food and drinks, contribute to marketing efforts, and enjoy great exposure. Business After Hours typically attracts 125-175 attendees.

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Contact Us

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