

# HEARTBEAT

NEWSLETTER

January 2023



# NOMINATIONS ARE OPEN

## 2023 Annual Awards Event

Photo Credit: Josh Russell Studios



**Nicci Sprangers**  
Executive Director

Connect with Us



OFFICE HOURS :

Mon-Thurs. 8:00 a.m.- 4:00 p.m.



# Annual - AWARDS -



## Nominate a Local Business

Annual Awards Dinner

March 15, 2023 | Van Abel's

### 2023 Award Categories

- Business Partner in Education
- Community Partner of the Year
- Cornerstone Award
- Emerging Business of the Year
- Entrepreneur of the Year
- Large Business Achievement
- Small Business Achievement
- Nonprofit of the Year
- Inspiring Business Person of the Year

**NOMINATE A BUSINESS NOW**

Using the online quick nomination

### Reserve Your Table Now

5:00 pm Networking & Live Entertainment

6:00 pm Dinner

Annual Awards to Follow

\$75 per person

\$600 for a reserved table of 8

**Register Now**



Photo Credit: Josh Russell Studios

# PARTNERSHIP LEVELS

## PRESENTING PARTNER: **SOLD**



## PREMIER PARTNER: **\$2,500**

- **1 Still Available**
- Reserved table of 8 with premium seating
- Opportunity to provide a goodie/swag bag for each attendee exclusively containing your branded items.
- Logo projected on large screens throughout event
- Logo on Chamber's website with link to your website
- Identified in Chamber e-news & social media
- Identified on all printed materials promoting event
- Identified in newspaper articles & press releases
- Logo on signage at the event & in event program
- Full page, full color ad in the Heartbeat publication

## RECEPTION PARTNER: **\$2,000**

- Reserved table of 8 with premium seating
- Logo on table tents in reception/bar venue
- Logo projected on screens throughout event
- Logo on Chamber's website
- Identified in Chamber e-news & social media
- Identified on all printed materials promoting event
- Identified in newspaper articles & press releases
- Logo on signage at the event & in event program
- Full page, full color ad in the Heartbeat publication

## WINE PARTNER: **\$2,000**

- **1 Still Available**
- Reserved table of 8 with premium seating
- Logo featured on 2 bottles of wine at each table
- Logo projected on large screens throughout event
- Logo on Chamber's website with link to your website
- Identified in Chamber e-news & social media
- Identified on all printed materials promoting event
- Identified in newspaper articles & press releases
- Logo on signage at the event & in event program
- Full page, full color ad in the Heartbeat publication

## AWARDS PARTNER: **\$2,000**

- **1 Still Available**
- Reserved table of 8 with premium seating
- Opportunity to introduce awards categories at event
- Logo projected on large screens throughout event
- Logo on Chamber's website with link to your website
- Identified in Chamber e-news & social media
- Identified on all printed materials promoting event
- Identified in newspaper articles & press releases
- Logo on signage at the event & in event program
- Full page, full color ad in the Heartbeat publication

## DESSERT PARTNER: **\$1,500**

- **1 Still Available**
- Reserved Table for 8
- Logo on dessert picks at the event
- Logo on signage at event & in event program
- Identified in Chamber e-news & social media
- Logo projected on large screens throughout event
- Full color, 1/2 page ad in the Heartbeat publication

## ENTERTAINMENT PARTNER: **\$1,500**

- **2 Still Available**
- Reserved Table for 8
- Signage on the entertainment stage
- Logo on signage at the event & in event program
- Identified in Chamber e-news & social media
- Logo projected on large screens throughout event
- Full color, 1/2 page ad in the Heartbeat publication

## DÉCOR PARTNER: **\$1,000**

- **1 Still Available**
- Reserved table for 8
- Acknowledged signage at each table
- Logo on signage at the event & in event program
- Logo projected on large screens throughout event
- Identified in Chamber e-news & social media
- Full color, 1/2 page ad in the Heartbeat publication

## GRAND PRIZE PARTNER: **SOLD**



## PHOTO BOOTH PARTNER: **SOLD**



## TABLE PARTNER: **\$600**

- Reserved table for 8
- Full color, 1/2 page ad in the Heartbeat publication
- Recognition in the event program

## CHAMBER CHAMPION: **\$300**

- 2 Tickets
- Full color, 1/2 page ad in the Heartbeat publication
- Recognition in the event program



# Upcoming Events

**Wednesday, January 11<sup>th</sup>**

## Small Business Consulting Appointments

Looking to start, grow or finance your small business? Sign up for a no cost consulting appointment on Dec. 14 or Jan. 11 at the HOTV Chamber office and you will meet with a small business expert from UW Oshkosh's Small Business Development Center.

Use your meeting time to discuss whatever is important to your business, such as:

- Start up guidance & launching a business
- Writing your business plan
- Marketing strategy and sales
- Access to loans, lender intros, financing options

Schedule your appointment with 1 click Time: 10:30 - 4:00 PM 45 minutes, select from available appointment times

**Location:** Heart of the Valley Chamber

[Register](#) No times available? Join the [waitlist](#) and you will be notified as soon as a slot opens.

**Wednesday, January 11<sup>th</sup>**

## Ribbon Cutting: Sweet Treats Candies and Sweets

Join us in celebrating the grand opening and ribbon cutting of Sweet Treats Candies & Sweets! Sweet Treats has been around for about 20 years making everyone's favorite chocolate treats and it's time to celebrate the next step -- moving into a new building!

**Time:** 3:30 – 4:30 p.m. | Ribbon Cutting at 4:00 p.m.

**Location:** 150 E 2nd Street Kaukauna

[RSVP](#)

**Thursday, January 12<sup>th</sup>**

## Business Card Exchange

When you attend a Business Card Exchange you grow your network, gain confidence, broaden your understanding of the local business community, and leave motivated with new ideas, and fresh perspectives!

**Time:** 9:00 – 10:00 a.m.

**Location:** Community Foundation for the Fox Valley Region | 4455 W Lawrence St Appleton

[Register](#)

**Thursday, January 12<sup>th</sup>**

## Ribbon Cutting: Brand Image & Apparel

Join us for the open house and ribbon cutting celebration of Brand Image & Apparel! Brand Image and Apparel specializes in vehicle graphics, signs, window/wall graphics, printed apparel, embroidered apparel, design, and vehicle protection! Stop by and take a tour, learn more about the business, and help us celebrate!

**Time:** 3:30 – 4:30 p.m. | Ribbon Cutting at 4:00 p.m.

**Location:** 571 Marcella Street, Kimberly

[RSVP](#)



## Events Calendar

[Check out all upcoming events](#)



# Upcoming Events

**Thursday, January 19<sup>th</sup>**

## Cash Mob at Creative Simplicity

Support this great local business with a free \$10 in Chamber Bucks! The only “catch” is that you must also spend \$20 of your own on great gift & retail items.

The goal of our Cash Mob events is to support the great businesses in our community and provide you with a great way to get to know new businesses in the Heart of the Valley.

**Time:** 3:00-5:00 pm

**Location:** 127 E Main St. Little Chute

[Register](#)



Presented by

**Thursday, January 20<sup>th</sup>**

## Ribbon Cutting: Platinum Aesthetics

Join us for the open house and ribbon cutting celebration of Brand Image & Apparel! Brand Image and Apparel specializes in vehicle graphics, signs, window/wall graphics, printed apparel, embroidered apparel, design, and vehicle protection! Stop by and take a tour, learn more about the business, and help us celebrate!

**Time:** 3:00 – 4:00 p.m. | Ribbon Cutting at 3:30 p.m.

**Location:** 100 S Birch Street Suite E Kimberly

[RSVP](#)

**Thursday, January 19<sup>th</sup>**

## Business After Hours at Wellness 360

Join us for this month's Business After Hours hosted by Wellness 360 Health + Beauty Studio & Wi Photo Booth Co.!

Meet the providers that make up Wellness 360 and learn more about the services they provide, participate in the game of clue, check out the photo booth, and make new connections!

Wellness 360 will be providing beverages and appetizers for everyone to enjoy while mingling and networking with old and new connections!

**Time:** 5:00-7:00 pm

**Location:** 500 Lawe Street Kaukauna

[Register](#)

**Thursday, February 2<sup>nd</sup>**

## Cash Mob—Tamara’s the Cake Guru

When you register for this Cash Mob you receive a FREE \$5 Chamber Bucks to dine and support a great LOCAL business. 50 spots available!

**Here’s how it works:**

- It’s free to register and you get a **Free \$5 in Chamber Bucks** to spend at the event.
- The only catch is that you must also spend \$5 of your own on the day of the event!
- Participants are able to stop in any time between 3-5pm on Feb 2nd.

**Time:** 3:00 – 5:00 p.m.

**Location:** 1859 Casaloma Drive, Appleton

[Register](#)



Presented by



# MEET OUR AMBASSADORS

Heart of the Valley Chamber Ambassadors are an exclusive group of volunteers who are champions of the local business community and serve as an extension of our chamber. Being an Ambassador provides fabulous networking opportunities and offers multiple benefits for you and your business, but it's also a great way to get more involved in your city and region. Ambassadors attend ribbon cutting events and assist the HOTV chamber in welcoming new businesses to the community.



**Jenn Harper**  
Development Director  
Jake's Network for Hope



**Dawn Pennington**  
Private Banking Associate  
Nicolet Bank



**Jeff Van Ekeren**  
VP Commercial Lending  
The Bank of Kaukauna



**Vicky Ratliff**  
Sales, Business Development  
Midwest Restoration



**Jamie Harvey**  
Business Development  
SERVPRO of Appleton



**Heather Calnin**  
Director of Marketing  
BLC Community Bank



**Holly DeMain**  
Branch Manager  
BLC Community Bank



**Amber Kortz**  
Supply Chain Controller  
Haenco Supply



**Holly Francescone**  
Financial Advisor  
Wisconsin Mutual  
Investment Group

## Interested in being an ambassador?

Ambassadors have an opportunity to not only represent and promote the Chamber, but to connect and engage with other members, local elected officials and key business stakeholders, while also promoting their own business.

[Contact Malarie](#) to learn more about getting involved.



WE'RE HIRING  
AN EXPERIENCED

# DIGITAL MARKETING SALES SPECIALIST

 Stellar Blue Technologies

[StellarBlueTechnologies.com](http://StellarBlueTechnologies.com)



## Supporting Our Communities

Stellar Blue is proud to support our local organizations focused on uplifting members of the Fox Valley.

We are asking for your help to share and assist these causes during the Holidays.

### Our Partners:



STELLAR BLUE TECHNOLOGIES

## Welcome Switch Electric

Switch Electric is a family-owned and operated business made up of a father and two sons who dreamed of working together.

Switch Electric specializes in residential, commercial, industrial and maintenance. They offer competitive pricing, are punctual and very knowledgeable. They can provide estimates within 24 hours.



# WELCOME NEW MEMBERS

## Welcome Lori Dibbs & Associates

Lori has been in the real estate industry for over 20 years. To Lori, real estate involves much more than just searching listings, submitting offers, and signing contracts. Nothing compares to the excitement in a first-time homebuyer's eyes when she tells them their offer has been accepted or the relief on the face of the entrepreneur when she shows them the perfect new location for their expanding business.

People go to Lori because they have a need, and it is her pleasure and privilege that her clients entrust her with one of the most important decisions in their lives. Lori takes this responsibility seriously and takes pride on being there for her clients along every step of the way ...well beyond the closing process.

Lori's office at 516 E. Wisconsin Ave in Appleton also has a charming meeting room and office space available to rent...contact Lori to learn more.

## Welcome Verkuilen-Van Deurzen Family Funeral Home

Family owned and operated since 1927 with three Fox Valley locations: Kaukauna, Little Chute and Freedom.

Verkuilen-Van Deurzen Family Funeral Home has the most caring, professional and experienced staff to serve your family and offer a range of personalized services to suit your family's wishes. They are available any time of the day, any day of the week, for immediate assistance to help you and your family.



## Welcome 15 Dots

15dots is the only service that trains your team to consistently select and hire the right personnel. For nearly four decades, the 15dots team has perfected the tools and precise methods that elevate employee selection success and help you take the guess work out of the employee selection process.

Their job isn't being the expert that hires the right people for your organization; their job is making YOU the expert that hires the right people. Check out their website for more information on how they can help your organization hire keepers!



# WELCOME NEW MEMBERS



## Welcome We Rose Marketing

Alayna Hansel, Owner of We Rose Marketing LLC started this company in 2020 with a passion for marketing and a mission to help small business owners stay afloat during Covid-19. Since her company's launch in August of 2020, they have celebrated many milestones in business. One of her proudest accomplishments is We Rose Marketing being voted #1 Advertising Agency / PR Firm in the Valley in 2022.

We Rose Marketing provides business owners and entrepreneurs with original research, a youthful perspective, next level content and most importantly: real results! Check out their website for a list of all of the marketing services they can provide.



## Welcome Twelve Fourteen Salon

Twelve Fourteen is a boutique salon that specializes in sustainable luxury hair services.

Owners Raina and Savannah were eager to find community and life-balance. As long-time cosmetologists and healthy living enthusiasts, they wanted to create a brand that would make an impact with their guests long after they left the salon.

Their passion lies with the mission to provide tailored services that make a positive impact on individual vitality, lifestyle and kindness in their communities.

Check out their beautiful salon today!



## Welcome The Title Exchange

If buying or selling a property is in your plans this year, choose the team at The Title Exchange to handle the title and closing details of your transaction.

The Title Exchange offers comprehensive title insurance protection and professional settlement services to residential and commercial real estate professionals, developers, and investors. They focus on safeguarding each real estate transaction and providing the best customer experience to all parties involved.



# HYPE

HEART OF THE VALLEY  
**YOUNG PROFESSIONALS  
& ENTREPRENEURS**



## **YOUNG ENTREPRENEURS GROUP** creates synergy in the small business community.



### **HYPE Group Blends Expert Advice + Peer Discussion**

This new group is open to both seasoned and new entrepreneurs and is designed to build a network of support, share perspectives, help business owners make better decisions & create synergy in the small business community.

### **Tackling Topics affecting all Small Business Owners**

Each month group members decide on topics that are important to their business and their professional development. The group takes a blended approach, welcoming expert speakers and diving into peer discussion to help them expand their knowledge in key business topics.



**Interesting in Joining?**  
Fill out a quick interest form & we will be in touch!  
Or contact  
[Malarie@heartofthevalleychamber.com](mailto:Malarie@heartofthevalleychamber.com)





Things got festive at December's Ugly Sweater Business After Hours with members of Heart of the Valley Chamber, Fox West Chamber of Commerce & ANBA!

A huge thank you to The Grand Meridian for hosting and providing a huge spread that rivaled Christmas dinner!

We crowned four Ugly Sweater champions for Most Festive, Most Tacky, Most Creative & Most Ugly and played an epic game of Fued provided by Fun Pros!



**January Business After Hours**

January 19 | 5-7pm

Wellness 360 Health + Beauty Studio

# BUSINESS AFTER HOURS

## Ugly Sweater Party at Grand Meridian



# EVENT HIGHLIGHTS

## Cash Mob Events Support Local



Cash Mobs are flash mobs, but instead of singing and dancing we spend money as a group! We target Chamber businesses that make this community special! We help businesses grow, we make people happy, and most importantly we support our local economy!

**Cash Mob Events have generated more than \$65,000 in sales for local businesses!**

## A Cash Mob is held each month to support a local business!

Events are open to community members and FREE to sign up. Each participant will typically receive a FREE \$10 in Chamber Bucks to use toward their purchase at the selected retail location.



## February Cash Mob: Tamara's The Cake Guru

Feb. 2 | 3:00-5:00 pm | Appleton Location

Here's how it works:

- It's free to register and you get a **Free \$5 in Chamber Bucks** to spend at the event.
- The only catch is that you need to spend an additional \$5 of your own

Only 50 spots available, [register now!](#)



# EVENT HIGHLIGHTS

## Networking & Education



### Meet the Media Panel

“Meet the Media” was held on December 1 in partnership with the Community Foundation for the Fox Valley Region. The event featured a panel of local media representatives who shared tips and advice to local businesses and nonprofits on what stories their audiences want to see, how to pitch a story (and how not to) and what to expect during an interview!

Thank you to our moderator Megan Mulholland from the Community Foundation and our panelists:

- Emily Matesic WBAY
- Jonathan Krause, WHBY radio
- Amelia Compton Wolff, Insight on Business
- Brian Kerhin, WLUK TV Fox 11
- Mike Kemmeter, Spectrum News
- Larry Gallup, Post Crescent
- Heather Graves, The Business News



### Business Card Exchange—Holiday Edition

December’s “Holiday Edition” Business Card Exchange brought together nearly 40 of our members to learn from each other and build business relationships... we can’t forget to mention there were gifts, coffee and donuts too!

When you attend a Business Card Exchange you grow your network, gain confidence, broaden your understanding of the local business community, and leave motivated with new ideas, and fresh perspectives!

#### Upcoming Business Card Exchange Events:

- January 12 — Community Foundation for the Fox Valley Region - [Register](#)
- February 9 — Jake’s Network for Hope - [Register](#)



## Chamber Members

# Who sell Network Health Insurance



Company Name	Primary Phone	Full Mailing Address	Primary Representative	Primary Rep: Email
<b>R &amp; R Insurance</b>	(920) 931-3261	55 Jewelers Park Dr, Suite 105 Neenah WI 54956	Carrie Abraham	<a href="mailto:Carrie.Abraham@rrins.com">Carrie.Abraham@rrins.com</a>
<b>Ansay &amp; Associates, LLC</b>	(920) 560-7000	4351 W. College Ave., Ste 310 Appleton, WI 54914	Sheila Fenolio	<a href="mailto:sheila.fenolio@ansay.com">sheila.fenolio@ansay.com</a>
<b>The Insurance Center</b>	(920) 734-8735	920 Association Drive Appleton, WI 54914	Sharon Simon	<a href="mailto:ssimon@ticinsurance.com">ssimon@ticinsurance.com</a>
<b>J.A. Johnson Health Insurance</b>	(920) 284-6067	645 W Ridgeview Dr. Ste 105, Appleton, WI 54911	June Johnson	<a href="mailto:june.64@live.com">june.64@live.com</a>
<b>Van Dyn Hoven Insurance Company</b>	(920) 788-3530	1819 Freedom Rd., Little Chute, WI 54140	Scott Van Dyn Hoven	<a href="mailto:scott@vdhinsurance.com">scott@vdhinsurance.com</a>
<b>McClone Insurance</b>	(920) 725-3232	150 Man St. Ste. 300 Menasha, WI 54956	Jodi Wellhoefer	<a href="mailto:Jodi.wellhoefer@mcclone.com">Jodi.wellhoefer@mcclone.com</a>
<b>M3 Insurance</b>	(920) 455-7115	1872 Mid Valley Drive De Pere, WI 54115	Cindy Van Asten	<a href="mailto:cindy.vanasten@m3ins.com">cindy.vanasten@m3ins.com</a>
<b>Truyma-Haase-Zahn</b>	(920) 730-0123	420 E. Northland Ave., Ste. A Appleton, WI 54911	Trey Neher	<a href="mailto:tneher@thzins.com">tneher@thzins.com</a>
<b>Universal Insurance Advisors</b>	(920) 215-4995	1151 Oneida Street, Menasha, WI 54952	Pamela Utpadel	<a href="mailto:pam@uiadvisors.com">pam@uiadvisors.com</a>
<b>Family Insurance Center</b>	(920) 722-2799	430 3rd Street, Ste B, Menasha, WI 54951	Chris Klein	<a href="mailto:cklein@familyinsctr.com">cklein@familyinsctr.com</a>
<b>Van De Hey Financial Services, Inc</b>	(920) 766-9988	311 E Ann Street, Ste. 2 Kaukauna, WI 54130	David Van De Hey	<a href="mailto:dave@vandeheyfinancial.com">dave@vandeheyfinancial.com</a>
<b>Marsh &amp; McLennan Agency, LLC</b>	(920) 225-6881	3701 E. Evergreen Dr. Suite 100, Appleton, WI 54913	Tracy Tschanz	<a href="mailto:tracy.tschanz@marshmma.com">tracy.tschanz@marshmma.com</a>
<b>Midwest Insurance Brokerage, LTD</b>	(920) 731-2100	5733 W. Packard St. Appleton, WI 54913	Mackenzie Dietz	<a href="mailto:Mackenzie.Dietz@mibltd.com">Mackenzie.Dietz@mibltd.com</a>
<b>5G Benefits, LLC</b>	(920) 385-1554	1345A North Rd #100 Green Bay, WI 54313	Tony Goebel	<a href="mailto:tony@5gbenefits.com">tony@5gbenefits.com</a>

# GOOD NEWS

is worth repeating

## Community Joins Together to Help the Backpack Food Assistance Program

AbbyBank presented the St. Joseph Food Pantry, with a check for \$2,705 from funds collected in November and December at our Appleton location to help with the Backpack Food Assistance Program. AbbyBank matched \$2,500 of the donations that came in from local businesses and individuals. St Joseph also collected over \$14,000 during our match campaign giving them \$17,000 towards their program.

“We are thankful to help give children ready to eat meals in the Appleton area. The Backpack Food Assistance Program is an important program for our communities, and we were very happy to be able to help.” States Rob Diedrich, Branch Manager of the AbbyBank Appleton location at 1500 N. Casaloma Drive.

AbbyBank helped raise \$46,500 between all seven locations this year.



## Community First CU names Communications Vice President

Rose Kilsdonk has been promoted to Vice President of Communications for Community First Credit Union.

She joined Community First in a special projects role in early 2020 and has been very involved on teams working to enhance the credit union's digital infrastructure for employees and members.

Kilsdonk helped launch Community First's new website in 2020 and digital banking platform in 2021. She also played a leading role in the research, development and startup of a new intranet that has greatly enhanced employee communications.

She earned an associate degree in graphic design from Fox Valley Technical College early on and later attained a business administration degree (Concordia College) and an organizational communication/digital marketing master's degree (University of Denver).

Over the years, Kilsdonk has excelled in a variety of roles including graphic artist, customer service, regional and national sales, new business development, agency work and marketing. She worked five years for FVTC designing and launching its new website before working a digital marketing role for a credit union in Washington (state).

She and her husband, Darryl, live in Grand Chute with their son.



## Submit Your News

Spread your good news...do you have a new staff member, new location, award won? Submit your press releases to Nicci Sprangers at [nicci@heartofthevalleychamber.com](mailto:nicci@heartofthevalleychamber.com).

# GOOD NEWS

is worth repeating

## Thompson, Bakhtiar to join BayCare Clinic Emergency Physicians

Dr. Chris Thompson and Dr. Aleem Bakhtiar, experienced, board-certified emergency physicians who have served hospitals elsewhere in Wisconsin, are joining BayCare Clinic Emergency Physicians. Thompson earned his medical degree from the Medical College of Wisconsin in Milwaukee. He completed a residency in emergency medicine at University of North Carolina Hospitals in Chapel Hill, North Carolina.

He started practicing at Aurora BayCare Medical Center in Green Bay and Aurora Medical Center in Oshkosh on December 15. Bakhtiar earned his medical degree at New York Medical College in Valhalla, New York. He completed a residency at Icahn School of Medicine at Mount Sinai in New York City. He also completed fellowship training in emergency medicine at Texas A&M University in College Station, Texas.

He will begin practicing at Aurora Medical Center in Oshkosh on January 1, 2023. Both physicians are board certified by American Board of Emergency Medicine.



Dr. Aleem Bakhtiar



Dr. Chris Thompson

## WWBIC Releases 2023 Year-Round Training Catalog



The catalog contains a full year's training schedule and information. offers training sessions statewide for new entrepreneurs, seasoned business owners and anyone looking to improve their financial health. Most training sessions are available as online webinars, but we also host several in person sessions at our five offices statewide. [VIEW Catalog.](#)

## Hart Family Coffee Announces New Scooter's Coffee House

Bayland Buildings Inc. was selected as the general contractor for a new 1,600 sq. ft. Scooter's coffee house that will be opening soon in Oshkosh. Cody Simons, Director of Infrastructure and Development joined Hart Family Coffee in Nov of 2021, overseeing the construction of all the new Scooter's Coffee locations for this franchise. Hart Family Coffee is a rapidly growing franchise of Scooter's Coffee, with plans to build 40 locations over the coming years, and 10-12 locations in 2023 alone. 'We are a very community-centered company and believe in giving back to the community in many ways beyond coffee,' says Simons.

In Hart Family Coffee's short time of being in Wisconsin, the company has connected with all the communities they are fortunate enough to call home. Their goal is to be the fastest friendliest coffee in the Midwest and be the local favorite for all things coffee, by establishing a meaningful connection to the communities they exist within.

We look forward to this exciting opportunity to grow into the great city of Oshkosh and become something special to all who call it home. We can't wait for you to Scoot on in and see us!

A groundbreaking for the new coffee house was held on Thursday, December 1st, 2022. Construction is estimated to be completed in the early spring of 2023.

