

THE NEW BOHEMIAN
INNOVATION COLLABORATIVE

ANNUAL REPORT

2019

CELEBRATING 5 YEARS

NEWBO+CO





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NEWBO ⚡ CO



NewBoCo has made great progress in the last five years on our mission to accelerate world-changing ideas, from Iowa. At our Annual Meeting this September, we laid out our vision for what the next five years will look like. Working with our partners, we will:

DEVELOP LEADERS AT THE FOREFRONT OF INNOVATION

Our region's companies need more leaders experienced in product development, responding to disruptive change, and organizational agility.

DEVELOP TALENT TO BUILD INNOVATIVE PRODUCTS

Many of our region's companies can't grow here because they can't find the specialized talent they need.

GROW NEW COMPANIES

Entrepreneurs need structured, easy-to-access support as their businesses grow and change.

INVEST IN ENTREPRENEURS AND HIGH-GROWTH COMPANIES

Many of our region's startups and companies fail to find capital here, so their growth is limited or they leave to find capital elsewhere.

LEAD THE NATION IN COMPUTER SCIENCE EDUCATION

Iowa needs a technology-savvy workforce to thrive in the 21st century. Yet in 2018, only 40% of Iowa's K-12 schools offered Computer Science.

BE A NATIONAL LEADER IN INNOVATIVE K-12 EDUCATION

Many Iowa schools are not yet preparing students for the collaborative, complex, knowledge work of the future.

In this annual report, you'll read about how our work in 2019 made an impact on these goals. You'll read stories about our expanded adult and K-12 STEM programming, new opportunities for entrepreneurs and investors, how we've helped nonprofits innovate, and more.

None of this progress would be possible without the support of our generous network of sponsors, donors, partners, and volunteers. Thank you for your continued support of our mission. Together, we will continue to accelerate world-changing ideas, from Iowa.

K-12 EDUCATION

On any given day at Harding Middle School, Computer Science teacher Rick Cushman might be discussing the design of a new phone app with his students. Or debating the finer points of the operating system for a new “smart” dishwasher.

It's a far cry from the early days of teaching computers, and he said the curriculum from NewBoCo and Code.org are the reason why.

“We really wanted to push our programs forward and do something meaningful with our students, so that they could understand what was going on behind the curtain and not just with the user interface,” Cushman said. “But we needed professional help for that.”

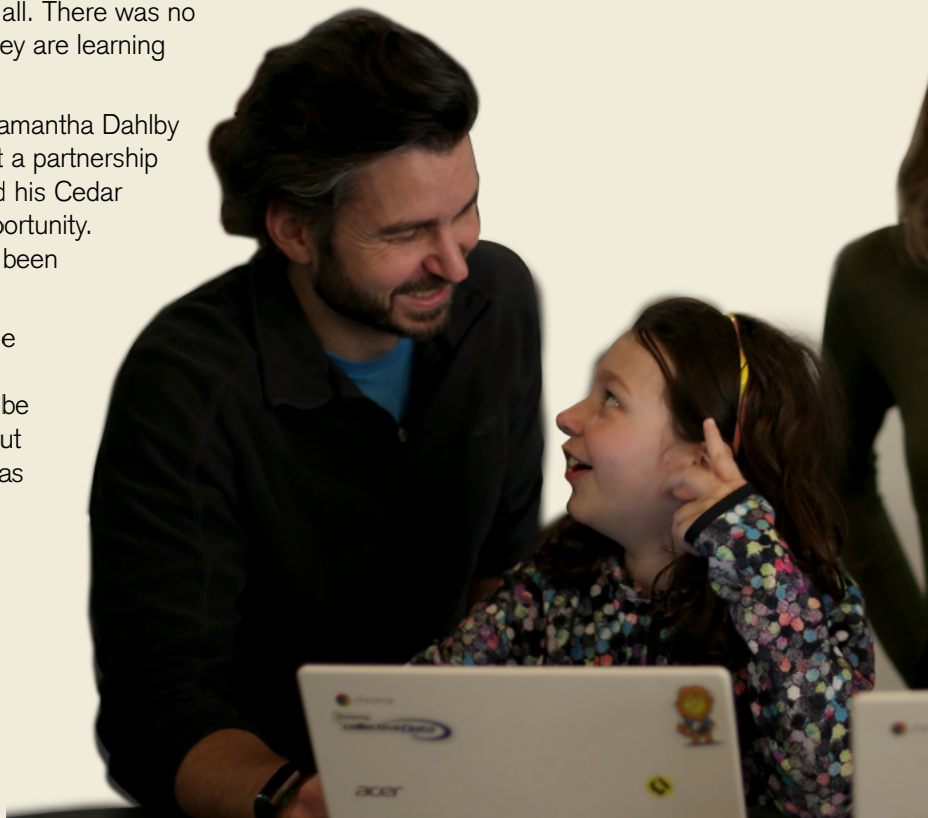
Cushman has been a teacher at Harding since 2002. Back then, he was tasked with teaching computers, but he had no background with them. A fellow teacher volunteered her time to get him up to speed, but he said many of his colleagues around the state don't have a resource like that.

“Before Code.org, we really scrambled to find valuable curriculum that was attached to any standards,” he said. “There was no Computer Science aspect to it at all. There was no programming or vocabulary where they are learning what variables are, any of that.”

So when K-12 Education Director Samantha Dahlby of NewBoCo reached out to suggest a partnership with Code.org, Cushman said he and his Cedar Rapids colleagues jumped at the opportunity. Today, that Code.org curriculum has been implemented across the district.

Cushman said it has had considerable impact on the deeper learning that happens in his classroom. It used to be that conversations with students about computers only went about as deep as PowerPoint design and fonts.

“...I want to thank Samantha Dahlby and NewBoCo, because they have given us that guaranteed and viable curriculum that we need...It has everything you need as a new teacher, just by plugging it in and playing it.”



“But today, my conversations with my students are, ‘OK, if this app asks for permission to use your camera and your microphone, but its design is only meant to match up your GPS location sensor with your school and turn off your ringer, is that an ethical situation?’ And so we’re breaking up into pairs, everyone’s debating whether it’s spyware or whether it’s advanced features that they’re adding later. There’s a little difference between that and ‘Can I turn this yellow?’”

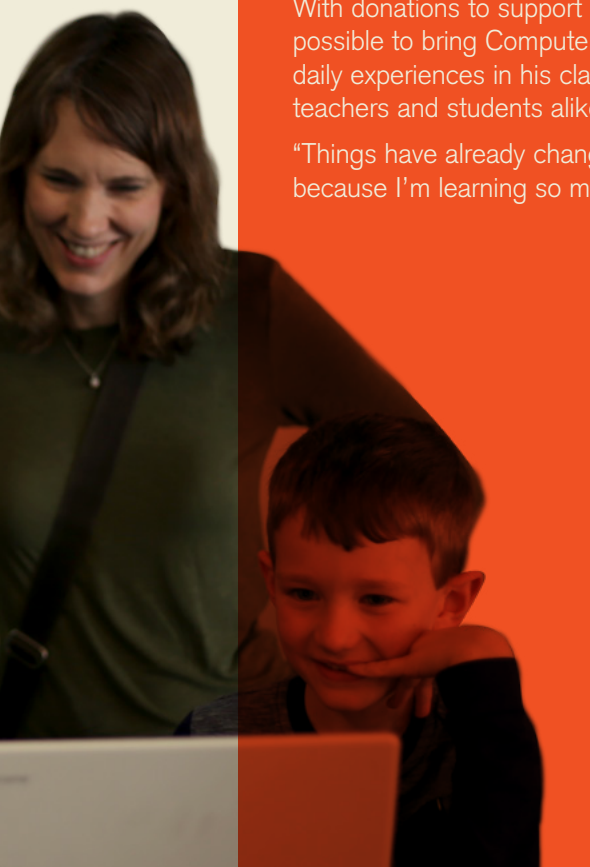
“What we were doing in 2000 and what we are doing now are just light years apart,” Cushman continues. “We have little micro-controllers that we’re using for physical computing and designing apps. Seventh graders are designing websites. We weren’t doing any of those things before.”

There’s still a long way to go around the state, however. Iowa needs a technology-savvy workforce to thrive in the 21st century, yet in 2017, only 40 percent of Iowa’s K-12 schools offered Computer Science. Recognizing the need for major change, NewBoCo’s goal is to have Iowa lead the nation in Computer Science education within the next five years.

“As a teacher, I can tell you that I have seen so many people scared to jump into Computer Science because they aren’t confident that they have a resource to help them get started,” Cushman said. “That’s why I want to thank Samantha Dahlby and NewBoCo, because they have given us that guaranteed and viable curriculum that we need. It’s deeply rooted in Computer Science and teacher association standards. It sets you up with lesson plans. It gives you discussion prompts. It has everything you need as a new teacher, just by plugging it in and playing it. It also gives experienced teachers a way to extend and enrich opportunities for our students.”

With donations to support NewBoCo’s K-12 programming, it’s absolutely possible to bring Computer Science to every student in Iowa. Cushman’s daily experiences in his classroom are proof that the curriculum works for teachers and students alike.

“Things have already changed a lot, for the better,” he said. “And it’s fun because I’m learning so much along with the kids.”



NEWBOCO’S CODE.ORG PROGRAM

Our goal is that in the next five years, every school in Iowa will have a confident Computer Science teacher. Several local partners, including GoDaddy, Collins Aerospace, GreenState Credit Union, and the Greater Cedar Rapids Community Foundation, have all contributed significantly to help make this goal a reality. We couldn’t do this work without their support!

FUTURE CITY

In order for Iowa to be a national leader in innovative K-12 education, we need to prepare our students for the collaborative and complex work of the future. Future City does just that. In Future City, middle school students imagine, research, design, and build cities of the future that showcase their solution to a citywide sustainability issue. NewBoCo is the statewide coordinator for this national program, and each year we host the state competition.

In 2019, the Future City theme was “Powering our Future!”. Students designed cities with power grids that could withstand and quickly recover from the impact of a natural disaster of their choice. The theme was inspired by the growing number of devastating natural disasters like Hurricane Maria that hit Puerto Rico in 2018. More than 150 middle schoolers braved Iowa’s winter to present their solutions at the Future City Regional Competition at Prairie Point Middle School in January.

“I was very impressed by all the inventive, innovative ideas the teams came up with to create their solutions and cities of the future.”

“I was very impressed by all the inventive, innovative ideas the teams came up with to create their solutions and cities of the future,” NewBoCo K-12 Education Director and Future City Iowa Co-Coordinator Samantha Dahlby said. “One of the best things about this program is that it challenges young students not only to think

about issues going on all over the world right now, but to also take an active part in the problem-solving process.”

The Sandy Point team from Franklin Middle School won first place at the 2019 Future City Iowa Regional Competition. Each year, the first place team wins an all expenses paid trip to Washington, D.C., to compete at the Future City National Competition. Jaedyn Toman, Merideth Langton, and Kathryn Zylstra represented Future City Iowa in D.C. accompanied by their teacher, Franklin Middle School Pact Coordinator Deb Siebenga.

“The impact of the Future City program on these girls has been extremely positive,” Siebenga said. “I have seen their confidence in math, engineering, creativity, and public speaking grow in immeasurable ways. They are all three confident young ladies who will, perhaps, explore the field of engineering as a career.”

In 2020, the Future City theme is “Clean Water: Tap Into Tomorrow”. Teams will choose a threat to their city’s water supply and design a resilient system to maintain a reliable supply of clean drinking water.





CARGILL SCIENCE CORNER

On the first and third Saturdays of each month, NewBoCo hosts CoderDojo – two hours of free coding and STEM activities for K-5 students. During these two hours, students explore STEM through hands-on, mentor-facilitated stations – everything from programming a LEGO robot that decorates Easter eggs to creating circuits in conductive Play-Doh. Approximately 300 K-5 students attend this program each year along with their parents and guardians. CoderDojo serves as an accessible way to introduce both children and parents to STEM activities. Students engage with a variety of different activities at their own pace, and parents without a STEM background talk with mentors and volunteers about how to continue this learning in their own homes.

In 2019, we kicked off a multi-year partnership with Cargill to expand our K-12 STEM offerings to include programming centered around the S in STEM, Science. In the first year, NewBoCo and Cargill created a “STEM Education Fellowship Program” for undergraduate and graduate students at Iowa colleges and universities. These fellows design and facilitate science stations for the “Cargill Corner” at NewBoCo’s CoderDojo program.

“My goal is to help foster scientific thinking through the events, so parents and students can start thinking like a scientist at home,” Casey Öztel, NewBoCo’s first STEM Education Fellow, said. “Helping parents interact with their students through simple science inspires me to continue to develop meaningful science curriculum.”

Over the next three years, NewBoCo and Cargill will grow this partnership to increase access to engaging and exciting science education for thousands of students across Iowa.

“My goal is to help foster scientific thinking through the events, so parents and students can start thinking like a scientist at home.”



IMPACT STORY:

MICHELE SABA

DELTA V 2019 GRADUATE

Michelle Saba of Cedar Rapids, Iowa, gave a lot of thought to what she wanted to do after more than 10 years as a stay-at-home mom to four daughters.

“They really taught us how to approach and solve problems that we might encounter as web developers, as well as how to utilize different algorithms and data structures that are available...”

That road led her to DeltaV Code School at NewBoCo.

“Technology and design are both things that I am really passionate about,” she said. “So when I learned about NewBoCo’s program, I was very interested.”

Today, Saba is employed as a Usability Analyst with UFG Insurance in Cedar Rapids. DeltaV prepared her for that role thanks to a 20-week long coding bootcamp that she describes as both “intensive” and “life-changing”.

“DeltaV has helped me so much, from where I started – when I just thought about how I wanted to learn how to code – to now, where I am a graduate and I’m beginning my career,” Saba said. “I’m more than happy that I made the decision to go into the program but I’m also happy that the program exists in Cedar Rapids, IA.”

In the last three years, NewBoCo has shown how DeltaV Code School is an effective solution to Iowa’s technical workforce shortage. After just 20 weeks of DeltaV instruction, students are prepared to enter careers as computer programmers, web developers, and software application developers – careers listed as high-growth and high-demand by the State of Iowa and Iowa Workforce Development.

In fact, the skills learned in DeltaV are so in-demand that 100 percent of its graduates have been hired in careers in software development within four months of graduation, with starting salaries right at Iowa's median household income level.

In an effort to make the program even more diverse and accessible, DeltaV employs scholarships and other forms of tuition assistance to students who otherwise couldn't attend. In fact, Saba says that if it weren't for these programs, DeltaV wouldn't have been an option for her.

Saba notes that the program isn't for everyone. It's an intensive workload that starts every day at 9 a.m. and can go as late as 6 p.m. Monday through Friday. And they call it a "bootcamp" for a reason.

"We were learning and then practicing new concepts day after day, and I can't say it was ever easy. But the classroom environment was essential, at least for me. As someone who tried to learn to code using only online resources, just having the ability to ask a question – one that you may not even know how to ask correctly about something you don't quite understand – and then getting an in-depth explanation or code demonstration is undeniably a huge factor to my success in the program," she said. "Also, the classroom environment enabled us students to build relationships with each other – we worked on teams together, pair-programmed, and also had a lot of fun when we weren't debugging our code."

The work paid off, however.

"They taught us ways to approach and solve problems that we might encounter as web developers, as well as how to utilize different algorithms and data structures that were developed by those before us," Saba said. "I like to tell my daughters that software development is amazingly complex."

Saba says that anyone that is interested in learning to code should definitely reach out and learn more about the program.

"Software development is such a vast space and there are so many areas in which one could specialize," she said. "Learning to code opens the door to many different roles and opportunities. I became really interested in the "User Experience" of software development while going through the program. In my current role at UFG, I work on a software development team and I help design our software with the user's experience and perspective in mind. One of my classmates really took to database management and another classmate did really well with backend development. I think that we all come to find our niche in software development.

"Businesses are utilizing software more and more for their products and services, so being able to code is an invaluable asset, in my opinion. And being able to code with specific domain expertise and experience, for example, someone that might be transitioning into tech from a different industry or looking to advance their career, is even more so. I think that's how innovation happens."

DELTA V GOOGLE.ORG GRANT

"Hello...[I am] an inmate...DeltaV Code School sounds like a great idea for filling much needed jobs in Iowa and I believe that your coding school would be an ideal addition to the already growing education choices available to inmates in the Iowa Department of Corrections."

"Currently, the University of Iowa offers courses here, mostly electives. Students get college credit for courses like choir, writing, yoga, etc. These courses are nice, but they do not get a person job ready in today's society. DeltaV Coding [sic]

School does. Your school having the ability to have students job ready in a very short time is the goal of every prison in the United States."

When our DeltaV team received a letter in May of 2018 from an inmate, we

were gearing up for our second 20-week cohort. We didn't have the staff or resources to act on this intriguing request, but it planted a seed for a big idea.

Fast forward to April 2019 and Google.org announces that it would grant \$1 million to Iowa groups with 'bold ideas to grow economic opportunity in their local communities'. Lucky for us, we had already identified a big, bold idea.

We launched DeltaV Code School in 2016 to help solve Iowa's severe technical workforce crisis. On average, there are 4,000 open programming jobs a month in Iowa, but our universities only graduate approximately 450 Computer Science majors a year.

"I am always looking for new opportunities across the state that not only help individuals find employment upon release, but also introduce employers to skilled, trained workers that can fill open positions."



There are approximately 8,500 incarcerated individuals in Iowa's nine prisons and an additional 40,000 individuals in community-based corrections, such as probation and parole programs. Research consistently shows that individuals who receive vocational and educational training while incarcerated are far less likely to return to prison because they are able to find meaningful employment upon their release.

"We've proven that going through DeltaV gives people the skills to enter highly in-demand careers in Iowa," NewBoCo Chief Operating Officer Aaron Horn said. "But with such a low unemployment rate in Iowa, we need to think outside of the box and train people with backgrounds not traditionally represented in technology to help solve Iowa's technical workforce shortage."

Through a partnership with the Iowa Department of Corrections, NewBoCo aims to help lower recidivism rates with this vocational training program while also helping address Iowa's technical workforce shortage.

"I am always looking for new opportunities across the state that not only help individuals find employment upon release, but also introduce employers to skilled, trained workers that can fill open positions," Statewide Apprenticeship Coordinator for the Iowa Department of Corrections Dane Sulentic said. "NewBoCo will provide an opportunity for incarcerated individuals to learn the necessary skills and be trained in one of the fastest-growing industries in the state."

"With the tool of education many, many fellow inmates, including myself, have a chance of a very successful future...there is no price you can put on the difference you make in our lives and families' lives."

IOWA EDTECH ACCELERATOR

Eastern Iowa will soon be home to the Midwest's first dedicated educational technology startup accelerator as a result of a collaboration between NewBoCo, regional business resources, and education industry leaders. NewBoCo announced the launch of the Iowa EdTech Accelerator at the NewBoCo Annual Meeting in September 2019. The EdTech Accelerator is modeled on the current Iowa Startup Accelerator, but will focus exclusively on educational technology and will be based primarily in Iowa City.

The EdTech Accelerator's goal is to build on Eastern Iowa's long history of success with educational technology and grow 25 or more new, high-potential edtech startups in Eastern Iowa in the next five years. This is part of a larger effort to make Eastern Iowa globally-known for innovation in the education technology sector. Iowa City Area Development Group, The University of Iowa, Higher Learning Technologies, and ACT, along with the Iowa Economic Development Authority are all working in collaboration with NewBoCo to launch the Iowa EdTech Accelerator. The program will run in early 2020 in Iowa City.

INTRAPRENEUR ACADEMY

When you think of a 19th century mansion sitting on 26 acres smack dab in the middle of one of the most historic neighborhoods in Cedar Rapids, innovation may not be the first word that comes to mind. But you'd be sorely mistaken, because innovation isn't a new concept for the Bruce more team.

"Bruce more has a history of innovating on how we use the site to engage the community through programs, events, and access," Bruce more Director of Community Engagement Tara Richards said. "We were excited to participate in NewBoCo's Intrapreneur Academy as a Community Engagement Team because it would allow us to build on our experience and seek out new ways to be innovative in how we share the site with the public."

The theory of intrapreneurship has been around for some time, but it is growing in popularity as organizations become more focused on shaping the culture of their organization to value innovation and empower their team members to think outside the box. Bruce more is dedicated to this effort and has a newfound understanding of what it means to be innovative.

"Intrapreneur Academy changed our understanding of how we think about innovation. Innovation doesn't require inventing a new product. It can occur when we make incremental changes to how we do things or how we adapt using feedback from staff or visitors," Bruce more Museum Program Manager Melissa Porter said.

One of the highlights of their experience included the insight offered by other local companies.

"We toured the office spaces of several other organizations throughout the course of Intrapreneur Academy.

Learning about other organizational efforts to build culture, what other companies value, and how their internal structures are shaped provided a valuable way to reflect on and understand

Bruce more as an organization," Richards said.



The Brucemore team has also implemented a new approach to the way they outline their workflow by incorporating aspects of the Agile mindset.

“We learned a technique for gathering feedback called a retrospective. We have used this tool multiple times to invite sharing across departments on what each person learned, loved, lacked, or longed for related to programs or projects,” Brucemore Museum Program Manager Jessica Peel-Austin said. “It has helped us celebrate organizational and team successes while also fostering an environment that encourages everyone to feel comfortable sharing constructive feedback.”

To date, NewBoCo’s Intrapreneur Academy has trained 71 leaders from 14 organizations. NewBoCo is strategically focused on developing leaders at the forefront of innovation, and in order for innovation to be repeatable and sustainable, companies need to build a culture that embraces experimentation and rapid iteration. And that’s just what Brucemore is focused on going forward.

“Overall, this shift in our mindset allowed us to recognize the challenges that come with innovating or making change. Over the course of the last year, our conversations have become centered more on being responsive to changing community and organizational needs,” Peel-Austin said.

Brucemore continues to have a profound impact in shaping our community. We look forward to introducing other incredibly talented teams, like Brucemore, to this programming in 2020.

DONOR SPOTLIGHT

In today’s increasingly technological world, Computer Science is a fundamental part of any student’s education. And, while Computer Science is one of the most in-demand industries, only 18% of those who graduate and enter the field are female. A long-time NewBoCo donor and volunteer, Jessica Horaney, has experienced this first-hand.

“Ever since I was in college, I was and still am often an “only” - the only woman in the room in my engineering classes, on my engineering teams, or in work meetings,” Horaney said. “One of the ways to get more women and minorities interested in technology fields is getting them early exposure and to expose them to role models to show them “someone like them” has pursued those types of careers.”

In an effort to help build this future female workforce, Jessica has served as a mentor for NewBoCo’s Girls Code Camp, a workshop dedicated to teaching middle and high school girls how to code.

“While I am certainly excited to help any student get excited about tech fields, programs like Girls Code Camp are where my passions lie,” Horaney said.

When asked what motivates her to donate to the nonprofit, Jessica replied, “The mission of NewBoCo K-12 Education to expand Computer Science learning to all students is so important. Computer Science is a key science that affects all industries and all parts of the world. For \$110, you can enable an [elementary school] teacher to teach Computer Science. 1 teacher x 25 kids x 15 years = 375 kids exposed to CS, for less than 30 cents per student. That is a great return on investment.”

While Computer Science fields continue to have a glaring lack of diversity, we are thankful for strong role models and supporters like Jessica who are dedicated to helping close this gap.

ISAV FUND

**Iowa's entrepreneurs have plenty of ideas.
What they're short on is capital.**

NewBoCo's array of entrepreneurial programs - especially Iowa Startup Accelerator - have successfully built dozens of new companies in Eastern Iowa in the past five years. Our initial affiliated investment fund typically made \$20,000 to \$50,000 investments in more than 40 companies - many of which have grown to become our region's strongest startup successes.

But as the accelerator program started to generate results, it created a new problem: the ability to raise larger amounts of capital here. In most larger cities, startups have access to large and diverse angel investors and venture funds that can help

them grow. We have no large venture funds here. Our best and most promising companies have been able to raise capital, but most of it comes from other communities. We've had a few companies move away because they couldn't get the capital they needed here.

It is time for us to grow alongside our new crop of companies.

In 2019, some of the region's best business leaders have come together to form a new venture fund to help these companies grow here. Steve Gray, Cammie Greif, and Bruce Lehrman are working with us to develop Iowa's first multi-stage venture fund that can make investments in our best new companies. The new fund, with a target size of \$30 million - easily the largest in Eastern Iowa - will provide capital for the companies that are participating in Iowa Startup Accelerator and our other programs, potentially up to \$1 million per investment.

“I don't want people who live here to think that they have to move to the West Coast or to Boston or New York to pursue their dreams...”



"I don't want people who live here to think that they have to move to the West Coast or to Boston or New York to pursue their dreams," Gray said. "I would like to believe that we can create and sustain an environment here for local entrepreneurs who want to start or grow their business. And we're going to put our money where our mouth is."

"We need to make it a lot easier for investors to invest in companies here," NewBoCo Executive Director Eric Engelmann said. "This is a big part of our region's economic vitality."

"I hope this fund has a 10-year runway," Gray said. "I hope that we see somewhere between 20 and 25 new companies in Eastern Iowa that average somewhere between 100 and 500 jobs per company. That would be a pretty remarkable outcome."

Engelmann added that NewBoCo wants to see it to have 20 businesses from ICR on the Inc. 5000 list of the fastest-growing companies in the United States. "That would be twice as many as we've ever had in the past 10 years," he said. "We've been at this for five years, figuring out what needs to happen to support entrepreneurs. For NewBoCo, this is the next natural evolution."

NewBoCo has established the following five-year plan for the new ISA Ventures Fund:

2019

- Commit \$15 million in initial close
- 50+ aligned investors
- 4 selected for Advisory Team

2020

- Complete \$30 million for final close
- 75+ aligned investors
- Deploy 15% of the fund into 20 or more companies in Iowa
- Hire ISAV staff

2024

- 80% or more of the fund is deployed
- Portfolio of 100+ companies in Iowa
- 20 Companies from ICR make the Inc. 5000 list of fastest-growing companies in 2025

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