



ANNUAL REPORT 2023-2024

25

YEARS
OF BUILDING
BRIGHT FUTURES





LETTER TO THE COMMUNITY

DEAR PARTNERS,

The 25th Anniversary was a milestone and testament to the dedication and hard work of the incredible team at Invest in Kids, and the commitment of our loyal supporters toward our vision that every Colorado child have a strong start in life. As we look forward to the next 25 years, we are filled with gratitude, pride, and excitement for the future and the opportunities it holds. Last year we were, and continue to be, dedicated to prioritizing the needs of IIK strategically—ensuring that every decision we make and every action we take aligns with our core values with sustainability at the forefront. By centering our efforts in this way, we can drive sustainable growth, deliver exceptional programming, and maintain our status as intermediary leaders of equitably evaluating and implementing evidence-based programming for Colorado families.

We are recognizing our role as system change agents prioritizing the following focus areas: Maternal and Child Health, Infant and Early Childhood Mental Health, Early Learning, Family Education, and Trauma Informed Practice. The impact from this past year is shared throughout this report, but a few significant accomplishments include:

- **Nurse-Family Partnership®**—4,101 clients and 3,427 children were served. The program continues to demonstrate positive impacts on healthy birth outcomes, child development, and supporting families to increase their economic self-sufficiency.
- **The Incredible Years®**—448 teachers and educational staff taught important social and emotional skills to 5,797 students. We know when young children have a strong foundation of social and emotional skills, they are better prepared for continued success in school, home and their communities.
- **Child First®**—292 children and 325 caregivers served in a total of 24 counties with an expansion to 10 new counties over the 2023–2024 fiscal year. This program continues to build strong, nurturing, caregiver-child relationships, promotes adult capacity, and connects families with needed services.

We are grateful to our community partners, including the nurses, teachers, and mental health clinicians across the state who have worked alongside IIK as we evolve to best meet family needs today and for the next 25 years.

Thank you for standing by us and supporting our partnership with local communities to ensure the success of evidence-based programs that improve the health and well-being of Colorado's youngest children and their families. The long-term impact of your commitment increases access to programs proven to make a life-long difference and allows IIK to be nimble to the changing and growing needs of diverse Colorado communities.

Thank you for being partners, living our values, and shaping futures!

Lisa Hill
President and CEO

Eric Hilty, J.D.
Chair, Board of Directors

25 YEARS OF BUILDING INVEST IN KIDS

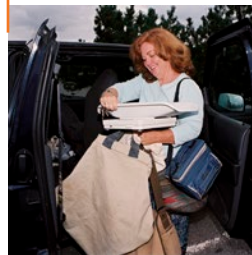
1998

Invest in Kids was founded by community leaders to fill the gap in prevention programs for Colorado families experiencing economic inequalities and living in under-resourced communities, focusing on families with children from prenatal to age six.



2000

Colorado passed the Nurse Home Visitor Act securing statewide funding for the delivery of NFP.



1999

IIK secured funding in multiple counties to hire nurses to deliver Nurse-Family Partnership® (NFP) in Colorado.

1999

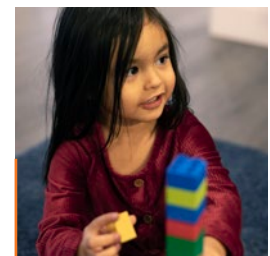
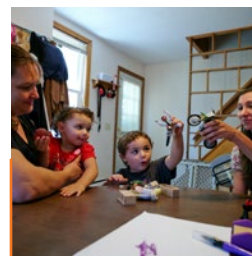
First Jane-A-Thon ski event was held to raise money to add lobbyists to IIK's team as they worked to secure funding for NFP.

2002

Adopted The Incredible Years® (IY) after hearing from local communities that an evidence-based program focused on the social and emotional well-being of young children was needed.

2009

The first gala was held to honor the contributions of former Executive Director, Jennifer Atler, and celebrate over 10 years of IIK impact.



2011

Invest in Kids received the Science and Service Award from the Substance Abuse and Mental Health Services Agency (SAMHSA)—only 1 of 11 nationally!

2018

Working alongside the Governor's office and the Colorado General Assembly, IIK successfully advocated for the creation of the Social-Emotional Learning Programs Grant Program that increased funding available to deliver IY.

2019

Received Constellation Leadership Award from Constellation Philanthropy for IIK's contributions in the early childhood field.

2020

Child First® (CF) was chosen as IIK's third prevention program bringing needed infant and early childhood mental health services to Colorado.

2023

Piloted the first program under IIK's Building Rigorous and Equitable Evidence (BREE) approach, the invest in play (iip) Parent Program.

INVEST IN KIDS' IMPACT



NURSE-FAMILY PARTNERSHIP®

3,427
CHILDREN

4,101
PARENTS &
CAREGIVERS

THE INCREDIBLE YEARS®

5,797
CHILDREN

465
PARENTS &
CAREGIVERS

CHILD FIRST®

292
CHILDREN

325
PARENTS &
CAREGIVERS

MISSION

Invest in Kids is a non-profit organization that works alongside local communities in Colorado to adopt, implement, and scale proven programs for young children and their families.

VISION

To ensure that every Colorado child has a strong start in life.

IMPACT

Invest in Kids' evidence-based programs center on the following prevention and intervention focus areas:

- Maternal and Child Health
- Early Learning
- Family Education
- Infant and Early Childhood Mental Health
- Trauma Informed Practice

**IIK CONTRIBUTED TO
THE BRIGHT FUTURES OF**

14,407

**INDIVIDUALS SERVED
THROUGH PROGRAMS**



INVEST IN KIDS' ROLE



IIK'S APPROACH

25 years of experience have led to the following model, rooted in relationships, to work for the evolving needs of the communities IIK serves.

**Trusted Relationships
+ Evidence-Based
Programs + IIK Expert
Implementation =**

**Better futures for
Colorado's kids.**

Using this model, IIK has supported local communities as an intermediary partner and continues to do so by:

Building Community—IIK engages local communities in conversation to understand the needs of young children and their families during pregnancy to age six.

Identifying Best-In-Class Programs—Staff at IIK use their expertise to identify well-researched, evidence-based programs that are serving young children and their families.

Educating and Preparing—The IIK team understands the research of each program and shares it with partners across Colorado. This is a collaboration with community leaders to ensure early engagement, continuous innovation, and problem solving for the long-term success of programs.

Supporting, Training, and Evaluating—Invest in Kids provides ongoing program training, consultation and coaching, evaluation, and quality improvement to support community partners.

Advocating For Sustainable Funding—The IIK team works to identify funding from federal, state, and local grants to private foundation and individual donors to ensure the on-going budgetary support required for long-term success and sustainability of programs.

Applying Implementation Science—Invest in Kids supports communities from exploration to installation. This includes establishing the right team, processes and procedures, referral sources, and working through any barriers families or partners face in accessing programs.

Sharing Learnings—Relevant best-practices and acquired knowledge is collected and shared with others nationwide to replicate success seen in Colorado and help scale evidence-based programs.

CELEBRATING 7 YEARS OF EQUITY ✨

In June 2024, IIK celebrated 7 years of their commitment to Equity, Diversity, Inclusion, and Belonging (EDIB) work. The first Equity Committee meeting took place on March 22, 2017 to establish a foundation across three key areas: staff development, organizational policies and practices, and community engagement.

Invest in Kids' equity statement: Building a future where predicting child and family outcomes—such as healthy pregnancies, child development, and school readiness—based on socioeconomic status, race, ethnicity, or zip code is no longer possible.

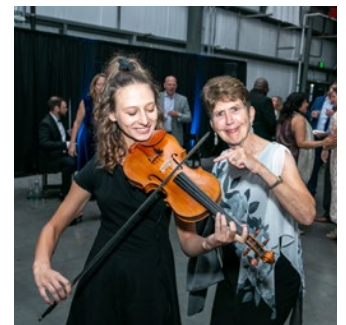
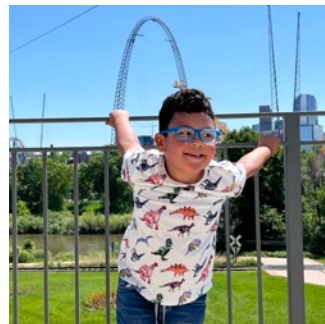
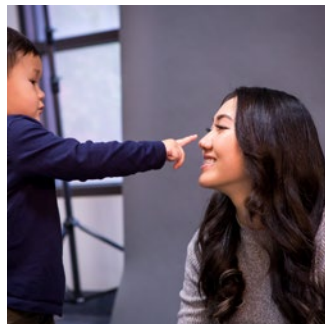
To create this future, the organization strives to incorporate EDIB in all aspects of its work. It continues to focus its attention on the three key areas of focus, with special emphasis on community and family engagement as it moves into the next phase of its equity journey.

Establishing Invest in Kid's Equity Work:

- To begin this equity journey, IIK worked with consultant, **Erica Baruch**, from Erica Baruch Consulting to develop the Equity Committee, engage in regular staff professional development around equity, and complete an organizational Practice and Policy Assessment.
- To put the Practice and Policy Assessment findings into action, IIK hired consultant **Kim Desmond** of Desmond Ray LLC who created IIK's Equity Action Tool (EAT). EAT is a series of questions that serve as a guide for incorporating an equity lens in internal decision-making around IIK's work and how it is implemented (regarding organizational policies, programs, staff, community partners, etc.). The purpose of the tool is to ensure decision making and any changes to current and new practices are equitable and fair without creating unintended barriers for the communities IIK serves.
- IIK's Senior Leadership partnered with **Jessica Estavez** of Estrategia Group to gather feedback from board members, staff, community implementers and program participants to create an equitable strategic direction for Invest in Kids. This included recommendations on ways to center communities more intentionally into the implementation process that IIK focuses on. Jessica's work was invaluable for renewing IIK's commitment and prioritization of community engagement.



25 YEARS OF INVEST IN KIDS

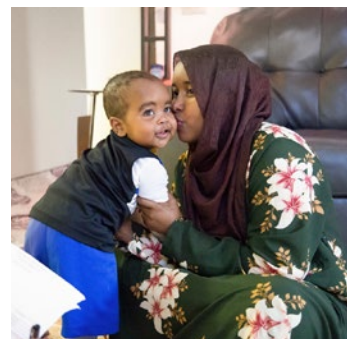


BUILDING RIGOROUS & EQUITABLE EVIDENCE

Invest in Kids' commitment to equity includes a **Building Rigorous and Equitable Evidence (BREE)** approach to the evidence-based program exploration and selection process. Historically, IIK adopted programs assessed using randomized controlled trials (RCTs). While this type of evaluation provides rigorous, valuable information about program impacts, it prioritizes quantitative evidence and may not explicitly attend to the cultural relevance of a program for children and families.

BREE demonstrates Invest in Kids' expanded definition and consideration of different types of evidence, including quantitative and qualitative data, as well as an equitable, culturally responsive approach to evaluation. The shift in approach will facilitate a better understanding of what works, for whom, and under what conditions.

BREE will support programs that prioritize community engagement, needs, and appropriateness in development and/or evaluation. IIK aims to ensure that any decision to scale a program is based on rigorous and equitable evidence, ultimately leading to greater effectiveness and impact in serving Colorado's children and families. IIK is committed to ensuring decisions to scale a program promote equity, ensuring that the benefits of effective programs reach all communities, especially those who have been systematically marginalized.



BREE IN ACTION:

invest in play®

PILOT PARENT PROGRAM



“invest in play” (iiP) is an international not-for-profit organization, with the mission to support children and their families around the world. iiP programs are informed by over 60 years of theory and research in parent and teacher interventions. Invest in Kids partnered with iiP to pilot the parent program for the first time in the United States.

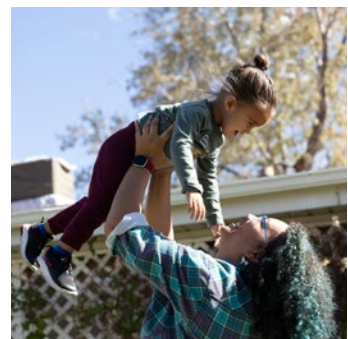
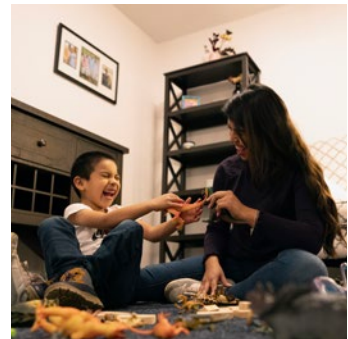
- iiP is the first program to be piloted as part of the BREE approach to the IIK evidence-based program exploration and selection process. Before piloting the iiP Parent Program, IIK worked with iiP program developers to film video vignettes locally and translate materials into US English and Spanish to ensure they represent Colorado families.
- The iiP evaluation is guided by the Culturally Responsive Evaluation Framework and includes focus groups and surveys to assess program effectiveness and community satisfaction.

Plans for Evidence from iiP Pilot:

- IIK will pilot the iiP Parent Program in Spanish in 2025.
- IIK will share evaluation findings with program participants, staff, funders, and potential future program sites.
- Local and internationally available data will inform decisions on adopting iiP as an IIK program, scaling iiP, and ensuring it effectively serves eligible families and promotes equity in program delivery.

“The curriculum and content was spot on—I didn’t learn anything that wasn’t going to be applicable. Everything I took to heart. For me, the biggest thing I wanted out of the class was the knowledge and the skills. I know we just went through a list of what we would want to be better, but those were just little things. The program was catered to families—having meals, childcare, and making sure the facility was semi-friendly. The whole structure of the group was appropriate and helpful for my family.”

SPRING 2024 iiP PARENT PROGRAM AT ADAMS COUNTY HEAD START



25TH BRIGHT FUTURES GALA ✨



On September 23, 2023, more than 450 IIK supporters came together to celebrate the Invest in Kids' 25th Anniversary Bright Futures Gala.

There were 16 amazing local chefs in attendance (including four from MICHELIN-starred restaurants) serving delicious small plates of food. Later in the night, attendees participated in the heartfelt program, live auction, then danced the night away.

This could not have been accomplished without the support and dedication of the Event Co-Chairs, Culinary Co-Chairs, Planning Committee, restaurant partners, sponsors, table hosts, staff, volunteers, and many others.

This event raised over \$407,000 to continue to support families in Colorado.

EVENT CO-CHAIRS

Jennifer Adler
Shelby Noble
Lindsey Schwartz
John Walsh

SPONSORS

PLATINUM

The Staenberg Group
The Younggren Family

GOLD

Marilyn and Larry Adler
Katy and Greg Bante
Lisa Christian and John Walsh

SILVER

Argonaut Wine & Liquor
BOK Financial
Caring for Colorado Foundation
The Colorado Health Foundation
Katherine Smith-Warren and
Jerry Conover
Chris Watney and Rob Gary
Goldbug
Laura and Bob Hill
Ibex Investors
Kline Alvarado Veio
The National Service Office for
Nurse-Family Partnership®
and Child First®
Sherman & Howard
The Schwartz Family
Sean Waters
Zaidy's Deli & Bakery

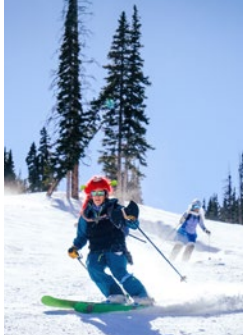
RESTAURANTS AND CHEFS

30 Forth Kitchen—Francisco Quintana
Barolo Grill—Darrel Truett*
(Culinary Co-Chair)
Biker Jim's Gourmet Dogs—
Jim Pittenger
Blackbelly—Kelly Kawachi*
Bodega—Cliff Blauvelt
Del Frisco's Grille—Gavin Barry
Element Knife Company—
Elan Wenzel
La Diabla—Jose Avila*
Mama Lolita's—Joe Mazzocco
MB Cooking—Tajahi Cooke
Oyster Wulff—Daniel Asher
Rioja—Eric Dale (Culinary Co-Chair)
River and Woods—Ben Wolven
Señor Bear—Johnny Dipierro*
Tora Ramen—Jesus Silva
Wander + Graze

Special thanks to Betsy and
Jensen Cummings

* MICHELIN Recognized in 2023

25TH JANE-A-THON



This year's Jane-A-Thon accomplished a huge milestone at its 25th anniversary event that was held on March 1 and 2, 2024. With the enthusiastic support from all attendees and donors, IIK shattered both attendance and fundraising records with 465 participants raising over \$360,000 for Colorado children and families!

Participants used their creativity with team costumes while spending the weekend skiing, competing in fun contests, winning prizes, and celebrating their fundraising achievements.

These funds will support IIK's three evidence-based programs dedicated to improve the health and well-being of families across the state of Colorado.

A special shoutout to all the corporate sponsors, event planning committee, volunteers, and staff who made this event possible!

DOUBLE-BLACK DIAMOND SPONSORS

Aytu BioPharma Inc
Royal Gold, Inc

BLACK DIAMOND SPONSORS

Cook Street Consulting
Newmont Mining Corporation
Under Canvas

BLUE SQUARE SPONSORS

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MidFirst Bank
Monroe Group
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Holland Partner Group
Hyder Construction
Mass Mutual Investments
Nelnat Bank
Otten Johnson Robinson
Neff + Ragonetti PC
Rendezvous Colorado
SLR Consulting
Summit Wealth Management
Trustpilot
Tuff Shed
WilmerHale
Wodify
Woodruff Sawyer

TERRAIN PARK SPONSORS

4FRNT Skis
ALL SZN Goggles
Bigsby's Folly
Christy Sports
HookFish Manufacturing
OpenSnow
State Farm—Adam Moskowitz
Winter Park Resorts



Members of the KPMG team—trophy winners for the most money raised by a large team (25+ members).

25TH ANNIVERSARY

BUILDING BRIGHT FUTURES REGIONAL CELEBRATIONS

Invest in Kids celebrated its 25th Anniversary with the Building Bright Futures Regional Celebrations held in Pueblo, Durango, and Frisco. This year marked a momentous occasion as IIK commemorated 25 years of bringing evidence-based programs to communities across Colorado. These events honored the collective achievements and partnerships that have made a substantial impact on Colorado's children and families.

Attendees included community leaders, program participants, and partners who have played crucial roles in implementing IIK's programs: Nurse-Family Partnership®, The Incredible Years®, and Child First®. Throughout the celebrations, IIK expressed profound gratitude to everyone who has contributed to the success of their programs. This includes the health and mental health professionals, educators, and policymakers who have tirelessly worked to make IIK programs available to Colorado families.

PUEBLO

In Pueblo, the event was a heartfelt tribute to the local partnerships that have been instrumental in delivering IIK's programs. The gathering highlighted the positive outcomes achieved through community collaboration and the dedication of local healthcare and mental health providers, and educators.

Featured Speakers:

- *Bright Futures Champion:* Jasmin Chavez, Nurse-Family Partnership® Graduate
- *Community Champion:* Angela Gieck, District Wellness Liaison, Manitou Springs School District 14

DURANGO

The Durango celebration was a festive occasion celebrating IIK programs in the Southwest region, filled with stories of transformation and hope. Program implementers shared their experiences, illustrating the profound impact of IIK's initiatives on the lives of children and parents in the region.

Featured Speakers

- *Bright Futures Champion:* Michelle Kardokus, Nurse-Family Partnership® Graduate
- *Community Champion:* Rebecca McKibben, Early Childhood Education Specialist, Tri-County Head Start

FRISCO

Frisco's event showcased the collective efforts of community stakeholders in creating nurturing environments for children and families. The celebration emphasized the importance of early adoption of IIK programs and the significant strides made in improving outcomes for families.

Featured Speakers

- *Bright Futures Champion:* Ricky Luevanos, Sr. Manager of Youth Development at Youth Power365
- *Community Champion:* Amy Wineland, Summit County Public Health Director



NURSE-FAMILY PARTNERSHIP®



OUTCOMES

94% of clients-initiated breastfeeding.

90% of babies were born full-term.

78% of clients have not had a subsequent pregnancy at 18 months postpartum.

Nurse-Family Partnership (NFP) is an evidence-based, nursing program for families affected by economic inequality who are expecting their first child. Clients are partnered with a registered nurse early in their pregnancy and receive home visits until their child turns two. The nurse partners with families to build a vision, confidence, and the tools they need to assure a healthy start for their babies and accomplish their individual and family goals.

In fiscal year 2024, IIK partnered with a consultant to narrow focus of the broader organizational efforts for Finding Opportunities in Recruitment and Retention for Colorado Experts (FORRC) and develop a phased approach to building partnerships with Colorado's post-secondary institutions to establish pipelines for community health nursing.

4,101

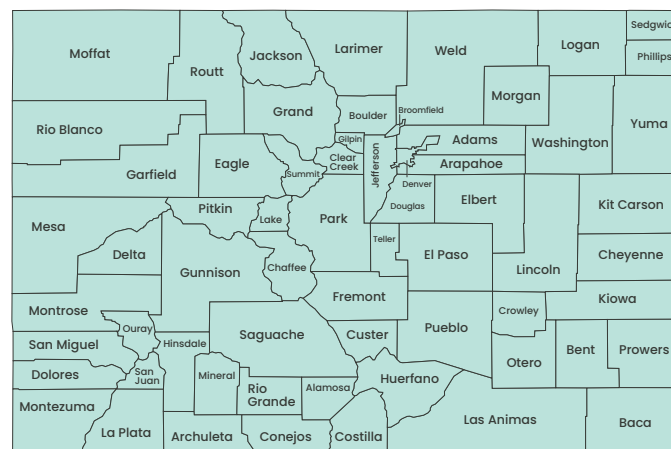
**CLIENTS
SERVED**

3,427

**CHILDREN
SERVED**



NFP SUPPORTS CHILDREN AND THEIR FAMILIES IN ALL 64 COUNTIES ACROSS COLORADO.



THE INCREDIBLE YEARS®



The Incredible Years® (IY) encompasses three evidence-based prevention programs; Teacher Classroom Management (TCM), Dinosaur School, and Preschool BASIC Parent Program. These programs promote social-emotional learning, academic skills, and positive behavioral outcomes for young children in partnership with educational staff and parents/caregivers.

OUTCOMES

IJK saw statistically significant gains in:

Dinosaur School and TCM students' social competence, including emotion regulation, prosocial communication, and academic skills.

Parents' use of appropriate discipline, clear expectations, and positive parenting.

TCM Teachers' classroom management strategies for positive management, incentives and social-emotional learning supports.

5,797

CHILDREN SERVED

470

TEACHERS &
EDUCATIONAL
STAFF

69

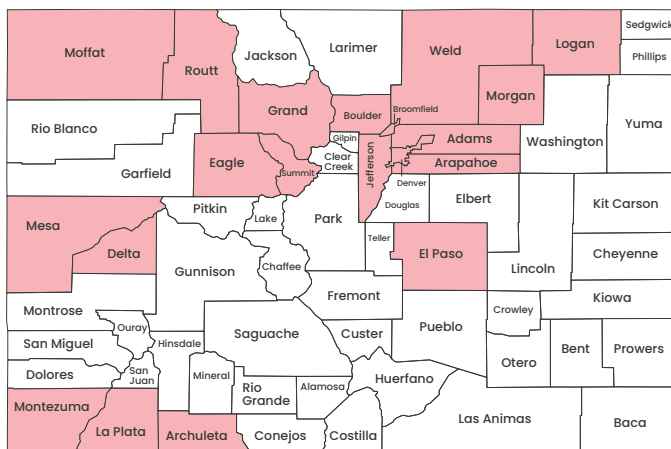
PARENT PROGRAM
FACILITATORS

465

PARENT PROGRAM
PARTICIPANTS
SERVED



IY SERVES CHILDREN AND THEIR FAMILIES IN 20 COUNTIES IN COLORADO.



CHILD FIRST®



OUTCOMES

71% of children and families met their treatment goals

75% of children showed improvement in their social skills.

95% of caregivers showed improvement in their trauma symptoms.

Child First® (CF) works with young children and their families in a two-generational model. This program provides intensive, home-based mental health services to help build stronger bonds between caregivers and children which support them to heal from trauma. Each family works alongside a mental health clinician and family support partner to uncover sources of stress and identify the best resources for the families.

In the fiscal year 2024, IIK partnered with a consultant to narrow focus of the broader organizational efforts for Finding Opportunities in Recruitment and Retention for Colorado Experts (FORRC) and develop a phased approach to advocate for Medicaid reform, increase state agency support for Infant and Early Childhood Mental Health (IECMH), and integrate IECMH into higher education curricula.

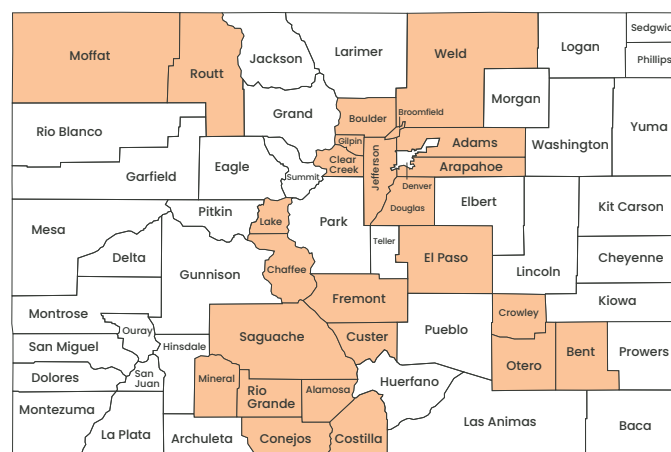
292

**CHILDREN
SERVED**

325

**PARENTS &
CAREGIVERS
SERVED**

CF SUPPORTS CHILDREN AND THEIR FAMILIES IN 25 COUNTIES IN COLORADO.



VOLUNTEER ENGAGEMENT



At Invest in Kids, it is believed that the 5 Ts (Talent, Testimony, Social Ties, Treasure, and Time) are fundamental. As IIK celebrates 25 years, they also celebrate the countless volunteers who have helped shape IIK to what you see today by investing their time in the mission.

Over the years, IIK has seen an increase of the value of volunteer time of 196 percent from 1998 to 2024!

To date, IIK has benefited from countless volunteers engaged in its work, resulting in a YTD investment of \$334,700 in the mission and vision that every Colorado child have a strong start in life.

"I got involved with Invest in Kids a decade ago as I have three daughters and wanted to ensure all kids in Colorado are being afforded similar opportunities for early childhood development and care. What the organization does is foundational in the entire state of Colorado. Our three evidenced based programs are making a difference now and for generations to come. The impact stories that I have heard over the years and seen in our communities is transformative. I am hopeful and confident the next 25 years of this great organization will be as good, if not better, than the first 25 years."

BRYAN TURNER, KPMG US
INVEST IN KIDS BOARD MEMBER, FINANCE, AND JAT COMMITTEE MEMBER

IN 2024

65

VOLUNTEERS

+

407

HOURS GIVEN

=

\$13,630.43

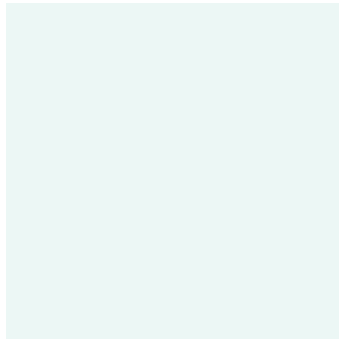
**IN-KIND VALUE
TO IIK**

\$33.49

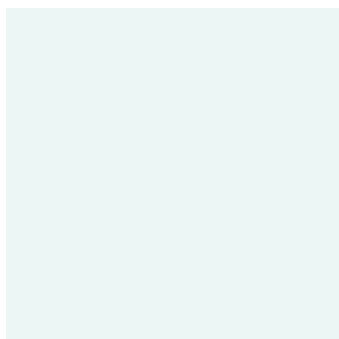
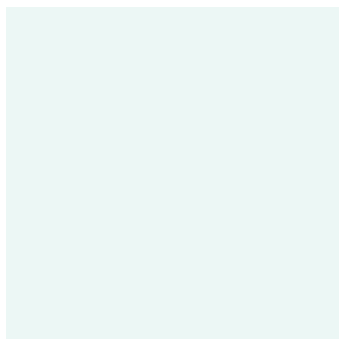
**ESTIMATED VALUE
OF VOLUNTEER
TIME PER HOUR**

Independent Sector Resources

FINANCIAL OVERVIEW



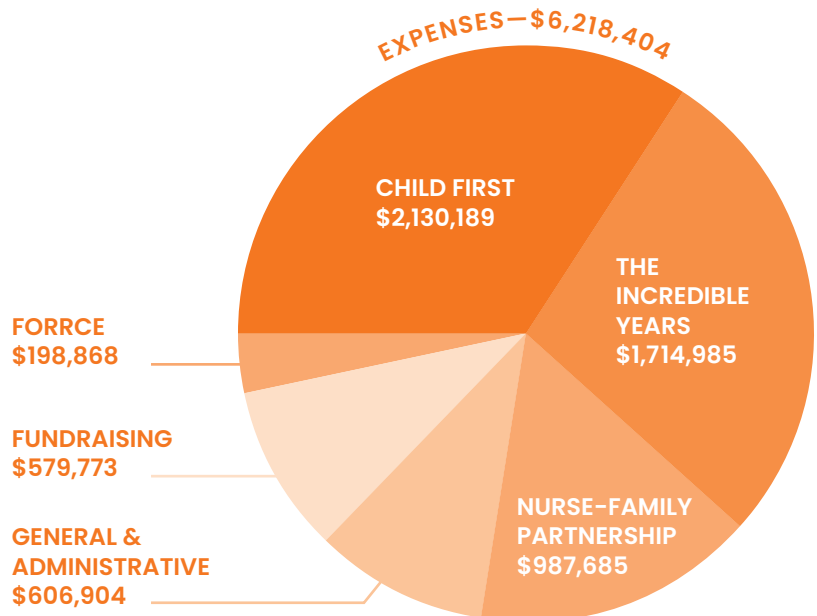
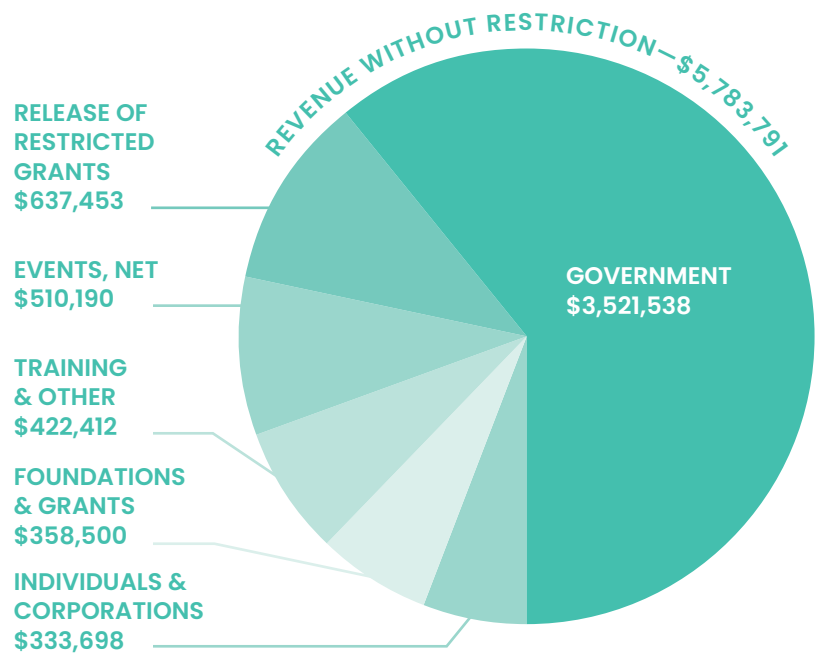
\$.81
OF EVERY DOLLAR IS SPENT DIRECTLY ON PROGRAMS



STATEMENT OF ACTIVITIES

audited numbers

Revenue without Restrictions	\$5,783,791
Expenses	\$6,218,404
Revenue less Expenses	\$(434,613)
New Restricted Revenue	\$447,131
Release of Restricted Revenue	\$(637,453)
Change in Net Assets	\$(624,935)





DONORS

A special thank you to the 2023–2024 fiscal year donors. Your contributions will support children and their families in building bright futures.

THE IIK SUPPORT SQUAD RECURRING DONORS

The IIK Support Squad is a special group of donors who have made a commitment to support Invest in Kids with a monthly recurring gift. Their gifts provide a reliable base of support so IIK can better serve children and families. Thank you IIK Support Squad!

Lillian Alves
Alice Applebaum
Karen Newman and
David Christerson
Karen Curry
Darren Jeppson
Kristen and Philip Mennona
Erica and Billy Ruge
Patricia and Dean Wilder
Harmony* Wright+

INDIVIDUAL DONORS AND FAMILY FOUNDATIONS

\$100,000+

Mistler Family Foundation

\$50,000–\$99,999

B&H Way Foundation
Jerry Conover

\$20,000–\$49,999

Kristen Berg and Ty Amass
Marilyn and Larry Adler
Laura Barton
Jake and Andrew* Higdon
Molly and Rick Klau
Joanne and Al Schopp
The Strear Family Foundation, Inc.
Debbie and David Younggren

\$10,000–\$19,999

Jenn Adler
Lesley and Josh Disbrow
The B6 Fund
Sarah and Eric* Hilty
Marissa and Chad* Hollingsworth
Rita and David Hughes
Tina and Jeffrey Kahn
Mills Family Charitable Foundation
Beth and Gary Rohr
Mary Lee and Jay Schusterman
Michael Staenberg
John* Walsh

\$5,000–\$9,999

Lindsay and Doug Backman
Sara and Galen Bellamy

Lynda and Peter Fox
Susanna and Joshua Greenberg
Linda and Rus Heise
Betsy and Brett Leonhardt
Ann and Harold Logan
Jodi Blomberg and
Timothy* Macdonald
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Gretchen and Phil Seefried
Spencer Family Foundation
Julia and Christopher H Toll
Lauren and Bryan* Turner
Roxanne and Bill Weingartner
Kate Whillock

\$1,000–\$4,999

Nora Abrams
Renee and Larry Allen
David Anderson
Zachary Bishop
Janelle and Buck Blessing
Brooke and Jon-Erik Borgen
Stacey Boyd
Kyle Brand
Barbara Bridges
Annie and Rutt Bridges
Terry Briggs
Mary Beth and Bernie Buescher
The Burke Family Charitable Fund
Burrell Family Foundation
Linda Campbell
Thomas Cartmel
Karen Newman and
David Christerson+
Casey Cooley
Carrie and Andrew Cooper
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Bruce Davine
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Gale and Sandy Dunlap
Chris Elliott
Tiffany Feingold
Virginia Fuller
Tiffany and Al Gardner
Georgia and Woody Garnsey
Chris Gible
Carrie and Josh Goodman
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Kari and Patrick Guinness
Melissa and Brad Gustafson
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Craig Harrison
Dana Hensel
Kyle Herren

Barbara Higdon
Mike Ho
Amy Latham and Tim Hoover
Emily Hyatt
Kim and Chris Jacoby
Lee Johnston
Craig* Jones
Stefanie and Derek Jones
Linda and Greg Kanan
Emily Khatir
Andy Klein
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