POWERED BY PURPOSE

Firespring 2021 Yearbook and Annual Benefit Report



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by Jay Wilkinson and Firespring



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Contents

Firestarter

2	Introduction	30	2021 F Recipients
4	Planting the Seed	36	2021 Values Hall of Fame
8	Navigating 2021	70	2020 Values Hall of Fame
10	Impact Report	72	2019 Values Hall of Fame
12	Certified B Corporations	74	Successes
16	2020 Power of 3	76	Culture Club
17	UN Global Compact	78	2021 Events
18	Community	112	Ongoing Pandemic Life
26	Sharing is Caring	120	Team Swag

2021 Values Hall of Fame

Matia Ward | 38

Molly McCabe | 40

Carmen Knudson | 42

Chessa Clay | 44

Lauren Simonsen | 46

Mikaela Shybut | 48

Ryan Simanek | 50

Agustin Tellez | 52

Topper Yoakum | 54

Ronni Lanham | 56

Graham Little | 58

Kristi Templeton | 60

Travis Gueret | 62

Zach Wetovick | 64

Josh Chmiel | 66

Kassie Templeton | 68

2021 Events

Rom-com Trivia | 80

Scavenger Hunt | 80

Marcho Madness | 81

The Office Trivia | 81

Earth Day | 82

May the Fourth Trivia | 84

Dog Days of Summer

Alumni Event | 86

Firespring Goes

to the Zoo | 90

Ignite Lincoln | 92

"Friends" Trivia | 94

St. Baldrick's

Head-shaving Event | 96

Souptacular | 100

Firespring Thanksgiving | 104

White Elephant

Gift Exchange | 108







When people hear the term "company culture," they often think "workplace perks." At Firespring, we unapologetically love our perks. We've created a fun office space at our global headquarters in Lincoln, Nebraska. We built a spacious hangout area with couches, a mini spa, a pool table and shuffleboard in a space we call the Firepit. We offer free beer and soda in the break room. We installed a huge slide in the middle of the building for a quick and easy (and ridiculously fun) way to get from one floor to the next. It's all pretty awesome.

But those perks have nothing to do with our culture.

And it's a good thing, because when the pandemic shut down our offices and sent us home to work, we realized that our company culture needed to run deeper than a really dope office environment. In fact, a company's culture is not about slides or toys or cool stuff; it's about people who are aligned with one another and focused on making an impact with shared goals and values. And great cultures do not happen by default.

At Firespring, we've worked hard to create a vibrant culture that attracts top talent and passionate team members, and while we've had our fair share of ups and downs, we've been able to sustain it for decades. We won't say it was easy or that it happened overnight, but it did involve these three simple steps:

We defined our values.

- Bring it. Every day.
- Have each other's back.
- Give a shit.

Excuse our language on the third, but when we expressed it that way, people really rallied around the sentiment because (and this is important) they know exactly what it means. Our team members have embraced these values because they make sense, they resonate and people can identify how to tangibly live them out.

We hire to our values.

Once we established our values, we brought people on board who readily embraced them. At Firespring, we hire first for culture fit and second for skill set. Why? Because we can't change people after we've hired them. We can train them, we can educate them, we can help them develop skills—but we can't fundamentally change them.

We live our values.

Supporting our community is a non-negotiable at Firespring. We require each team member to spend a portion of their work hours each month volunteering for a cause of their choice. This is a tangible way we embrace our third value, and we are constantly looking for opportunities to care more and make an impact; volunteering is never a one-and-done deal. It's embedded in our DNA.

Creating a dynamic culture cannot be accomplished overnight; it's an evolving process that requires consistent attention, care and evaluation. In the end, the efforts are worth it, because we'll not only have improved the lives of our team members, but we'll have furthered our impact on the world and advanced the causes we so passionately champion. That, after all, is what we're here for.



Power of 3

1% of our Profits

(topline revenue donated to nonprofits)

2% of our Products

(in-kind products and services)

3% of our People

(team members volunteer 1 day per month)

The Firespring Promise

OUR PEOPLE

We value people above profit. If we take great care of our people, our people will take great care of our clients.

OUR CLIENTS

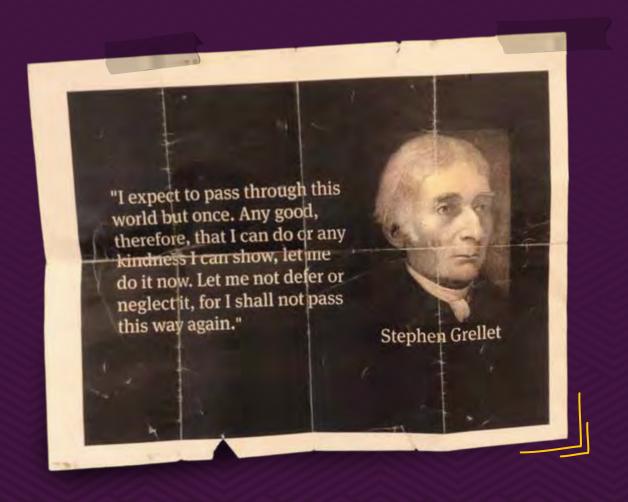
We are obsessed with our clients' success. Each and every client has the capacity to change the world. The more clients we have, the more impact we make.

OUR PHILOSOPHY

We work with purpose, and we live our values. We believe in fixing what's broken and cultivating what works. We are invested in the power of transparency. We are aligned in our words and actions. We make and keep big promises.



A Letter from Jay





At the end of my sophomore year of high school, I was elected to serve on my student council. In order to participate on the council the following year, I was required to attend "leadership class." The thought of being pinned down in a classroom to learn leadership skills was the last thing I wanted to do with a week of my summer—but I reluctantly signed up for a summer leadership camp facilitated by Launch Leadership.

That experience changed the direction of my life.

With the help of the volunteer staff and four days of hands-on, experiential activities, I learned who I was for the first time. I went back home re-wired as a servant leader with an open mind and a passion to be a difference-maker in my school and community. On that long drive home, I made a commitment that I would one day form a company with the mission to do more good in the world. In 1992, I started a printing business that later became Firespring, and I've been fortunate to lead a team of difference-makers ever since.

During this time, we've had challenges, like any company: hiring the wrong people,

poor marketing decisions, defining and refining our values, gaining and losing key clients—normal challenges that any business faces. Then 2020 ushered in a global pandemic, and we were met with one of our biggest trials yet.

But it was different this time.

I spent the first few weeks of the pandemic stressed out about plummeting revenues and worrying about what might happen to the incredible people who are the lifeblood of Firespring. Coming into March, we'd had a yearlong streak of escalating revenues, and our team engagement scores were on the rise. Then all of the sudden, we had to send the majority of our team home and figure out how to maintain both our team connection and vibrant culture remotely.

In order to weather the brewing storm, our Leadership Team hatched a plan to avoid massive layoffs, supported by 100% of our managers and asked everyone to help shoulder the pain. We initiated significant, across-the-board pay cuts for all of our salaried team members and reduced hours for everyone else. This action, combined with aid from the CARES Act, gave us the financial relief we needed.

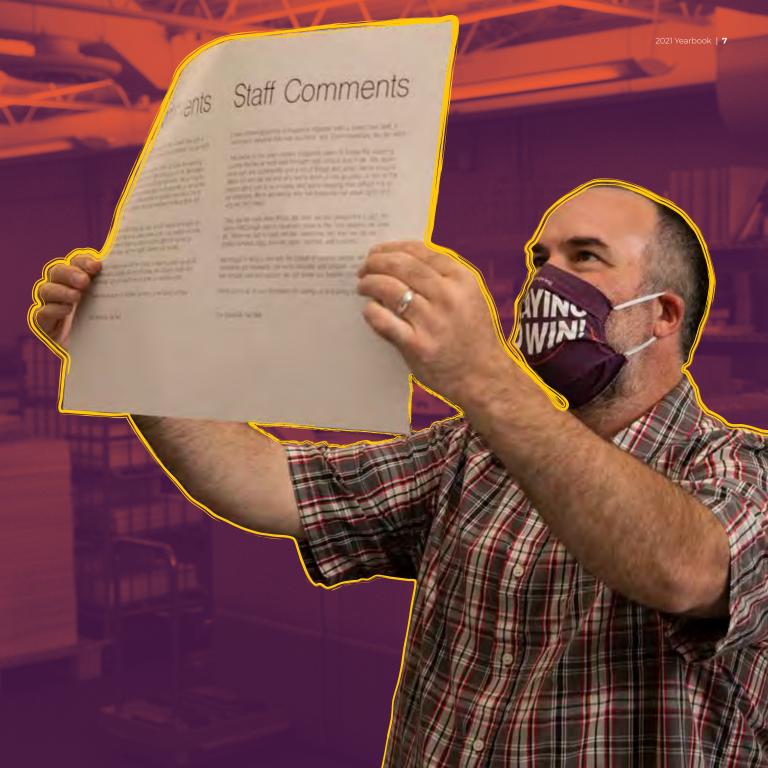


Six months later, we reinstated hours and salaries, and our revenue has continued to increase every quarter through 2021. Rather than look at the pandemic as a dark period for our company, we see it as a time when we got to strengthen our core and emerge stronger.

Every day, I'm thankful that I get to lead this special company that truly embodies the sentiment in Stephen Grellet's words written more than 100 years ago—the very words that inspired me that summer in high school when my life changed for good.

"Do more good and do it now. You will not pass this way again."

Founder of Firespring



66

Firespring really gives a shit about people, even before they're brought on board. Despite the pandemic, the hiring and interviewing process was smooth and relaxed. I've never experienced an interview where who I am had just as much (or more) weight than my resume. It was awesome. My first few weeks as a team member were incredibly structured and allowed me to be a sponge, soaking up the role responsibilities as well as Firespring's culture. I loved it!"

—**Ashley Frevert**, Account Manager

66

As a company, we've always been in a fortunate position to get to work with top talent across the country as part of our remote workforce. The pandemic required us to adapt like the rest of the world and mobilize the majority of our workforce, which also empowered us to think outside the box in order to bring a traditional three-dimensional space of teams, meetings, events and culture into a relatively new two-dimensional cyberspace of sorts.

These new obstacles also allowed for new growth opportunities with roles, teams, engagement and onboarding efforts, including widening our candidate pool from coast to coast. In the past month, I've reviewed applications from candidates in California, Colorado, South Dakota and New York, to name a few.

Our IT and HR team members continue to evolve our technology and processes in order to improve our interviewing and onboarding experience for new remote team members which speaks volumes to the people-centric focus here at Firespring. Technology makes it possible, but our people make it happen.

So where do we go from here? To infinity and beyond... #love."

—**Nick Shybut**, Director of Client Success

How We Navigated

"The Great Resignation" of 2021

In short, several team members quit in 2021 to move on to other opportunities—but that wasn't exclusive to Firespring. Call it the Great Resignation, the Great Reshuffle, the Great Exploration, the Big Quit—whatever you name it, workplaces across the country experienced it as 2021 ushered in a huge demand for workers and subsequent shift in the labor force. We said good-bye to a number of team members, unfortunately, as many other companies did as well. Record numbers of people changed jobs and workplaces throughout 2021, and Firespring felt the shake-up, for sure.

But when you look for it, there's always a silver lining.

In 2021, we invited more new Firespringers to join our team than in any previous year. Our team members learned to navigate virtual interviewing as the pandemic raged on, which allowed for safer and more flexible options for candidates and interviewers.

Positions that were able to be filled with partially or fully remote workers were posted to job boards, which led to a wider reach of job seekers. In fact, 36% of candidates were from out of state, which made us realize that we're not limited by Nebraska's borders to fill many of our open positions. That expanded our talent pool significantly.

And recruitment events made a comeback! We attended local career fairs, drive-thru job fairs and informational sessions, all in person again. Plus, we welcomed student groups to visit our space for tours and career panel sessions.

Perhaps more than ever, we realized that we're a tenacious bunch of people who remain committed to Firespring's mission and vision, in spite of tearful good-byes and tough setbacks.

Firespring B Impact Report

Firespring is proud to be Nebraska's first Certified B Corporation[®]. By voluntarily meeting rigorous standards of transparency, accountability and performance, B Corps™ distinguish themselves by offering a positive vision keeps Firespring accountable to our B Corp commitment, which requires that our directors and officers consider the interests of all stakeholders, not just shareholders, when making decisions.

To be clear, our B Corp status is more than just a label or badge; the growth. We recognize that our social and environmental impact are just as important as bottom-line profitability. But make no mistake about it: We know that the more profit we make, the more good we can do—so we believe in growth and prosperity.

Certified



Corporation

- minimum certified score of 80 on the BIA.
- equal the sum of the sub-scores since each reflects a median score.

2021 Overall Impact Score Updated every 3 years. Governance	Firespring 125.1 pts 19.5	B Corps*** 97 pts****	Ordinary Businesses** 52 pts**** 6
Mission & Engagement Transparency + Mission Locked	3.3 6.2 10.0	+ 4 +	+ 3 +
Workers	29.6	26	20
Financial Security Health, Wellness & Safety Career Development Engagement & Satisfaction	10.6 6.8 5.9 6.2	17 3 + +	15 1 + +
Community	53.0	44	15
Diversity, Equity & Inclusion Economic Impact Civic Engagement & Giving Supply Chain Management N/A Points + Designed to Give	6.7 9.1 11.5 0.0 3.7 21.8	2 3 5 6 4 +	1 1 2 3 2 +
Environment	4.8	13	6
Environmental Management Air & Climate Water Land & Life N/A Points	0.8 0.6 0.5 2.5 0.3	5 3 1 + 3	3 1 1 + 0
Customers	18.0	18	5
Customer Stewardship + Support for Underserved/ Purpose Driven Enterprises	2.8 7.2	+	+
+ Serving in Need Populations	7.9	+	+

What is a Certified B Corporation?

B Corporation certification (also known as B Lab® certification or B Corp certification) is a private certification issued to for-profit companies by B Lab, a global nonprofit organization with offices in the United States, Europe, Canada, Australia, New Zealand and a partnership in Latin America with Sistema B. To be granted and to preserve certification, companies must receive a minimum score on an online assessment for "social and environmental performance," and satisfy the requirement that the company integrate B Lab commitments to stakeholders into company governing documents. Companies must re-certify every three years to retain their B Corp status.

Firespring's B Corp Journey:

Firespring became the first company in Nebraska to achieve B Corp certification in July 2014. At the time, there were slightly more than 1,000 Certified B Corporations worldwide. Today there are nearly 4,000.

Becoming a Certified B Corporation introduced Firespring to a community of like-minded businesses from diverse industries, countries and cultures. We are companies who advocate, educate and inspire—each other and the world—to do better. And we proudly carry the flag for this community of leaders as we work together toward a single unifying goal: using business as a force for good.

What is a benefit corporation and how is it different than a Certified B Corporation?

Benefit corporation is a legal status conferred by state law in the United States whereas B Lab certification is issued by a private organization and has no legislative framework. B Lab certification is not needed to obtain benefit corporation status. Legislation for the passage of this corporate legal status has been passed in 38 states, including Nebraska.

A benefit corporation voluntarily meets the highest standards of corporate purpose, accountability and transparency. Benefit corporations have a corporate purpose to create a material positive impact on society and the environment, have expanded the fiduciary duty of their directors to include consideration of stakeholder interests and are required to report on their overall social and environmental performance.

Firespring's Benefit Corporation Journey:

Firespring, Inc., became the first legally incorporated benefit corporation in the state of Nebraska, having filed on the date that the Nebraska Benefit Corporation Act became effective on July 18, 2014.

Benefits of Becoming a Certified B Corporation and Benefit Corporation

A community of leaders with shared values. The strength of the B Corp community—and the sense of being part of something bigger than our individual business—is one of the most deeply fulfilling aspects of B Corp certification.

Protecting Firespring's mission for the long term. B Corps, in addition to meeting rigorous standards of social and environmental performance, amend our governing documents to be more supportive of maintaining their social and environmental mission over time.

Identifying areas for improvement. B Corp certification is an independent, precise, third-party standard that evaluates every aspect of our business-from how we treat our team members, to our community involvement, to our overall effect on the environment. We believe this will help us continue to create social, environmental and financial value.

Attracting and retaining top talent. Many studies have shown that the best people want to work for a company with a larger purpose. B Corp certification helps us signal to prospective and existing team members that we are committed to using business as a force for good.

Building collective voice. Many of the movements taking place around the globe—from clean tech, microfinance and sustainable agriculture to the buy local and cooperative ownership movements are manifestations of the same idea: how to use business for good. The B Corporation organizes and amplifies the voices of this diverse marketplace behind the power of a unifying brand.

The board of directors of Firespring, Inc. prepared the following statement pursuant to the requirements of Nebraska Rev. Stat. 21-401 to 414, otherwise known as the Nebraska Benefit Corporation Act:

"It is the opinion of the board of directors of Firespring, Inc. that the benefit corporation succeeded in pursuing its general public benefit purpose in all material respects for the calendar year 2021."

Firespring, Inc. Board of Directors:

Jay Wilkinson, Chairman and Benefit Officer
Dustin Behrens, Secretary and Treasurer
Tawnya Starr
Stu Rafos
Molly Coke

Firespring, Inc. has facilities in Lincoln and Omaha, Nebraska, and Council Bluffs, Iowa. Its corporate address is 1201 Infinity Court, Lincoln, NE 68512. More details about Firespring, Inc. and how our B Corp certification impacts team members, customers, communities and the environment can be found at **firespring.com**.

2021 Power of 3

Minimum Target

1% of Profits 2% of Products 3% of People

Firespring is committed to leveraging our people, products and profit to do more good. We care deeply and work side by side across teams to bring it every day and make a positive mark on the world.

As a purpose-driven organization that truly walks the talk, Firespring understands the unique challenges and responsibilities nonprofits and businesses face and embraces high levels of accountability and transparency. We pride ourselves on being great stewards to the community through our Power of 3 program.

Profits: \$416,000 donated to nonprofits.

Products: \$1.6M in-kind donations of products and services.

People: 5,882 hours donated to causes we care about.

Total Power of 3 Financial Impact in 2021: \$2.17 Million



The United Nations Global Compact initiative is a voluntary leadership platform for the development, implementation and disclosure of responsible business practices. We joined thousands of other global companies that are committed to taking responsible business action to create a world we all want to live in. This is in line with our commitment to leverage our people, products and profit to do more good, as well as our status as a Certified B Corporation®. To us, our social and environmental impact are just as important as bottom-line profitability.

Launched in 2000, the UN Global Compact is the largest corporate sustainability initiative in the world, with more than 12,000+ companies based in over 160 countries and more than 70 local networks. It's a call to companies everywhere to align their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption, and to take action in support of UN goals and issues embodied in the Sustainable Development Goals (SDGs).



Supporting Our Community is in Our DNA

Community service has been part of the Firespring story from day one. The very foundation of our company was built on the concept of kindness and servant leadership.

We've known from the beginning that if we wanted community impact to be a pillar of Firespring's culture, we would need to hire and inspire team members willing to make community service a meaningful part of their lives. So, instead of pulling out our checkbook and matching donations, we urged people to get out into the world, roll up their sleeves and get their hands dirty, if need be. The result? They began sharing stories of doing more good, connecting with one another and becoming happier individuals not only at work, but overall.

Today, every team member gets one paid day off each month to volunteer in the community in any way they'd like—whether it's in person, virtually or both. In 2021, our team members volunteered over 5,880 hours to local organizations.

By supporting our team members' ability to volunteer and holding them accountable, we've created meaningful change in our community *and* our people.

Giving as a Team

Sometimes we get together and pool our time, talent and energy to make a bigger impact than we could alone, like during last year's Pride Parade.

- > We gave away 100 instant photos to those who used our Pride photo booth. Once we were out of film, we took photos of attendees with their phones.
- > We gave away bunches of #love pins!
- > It was a sweltering HOT event.
- > We had a small but mighty and enthusiastic team that covered two full days.













Giving as Individuals

Other times, we follow our personal passions to places where we can pour our lives into organizations or causes that have captured our individual hearts.

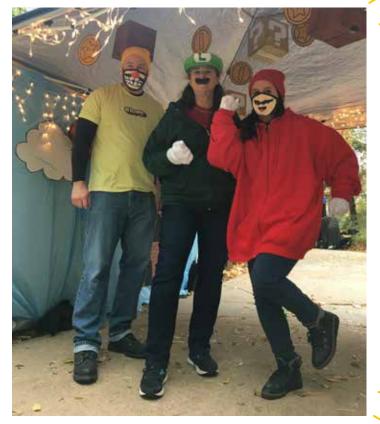






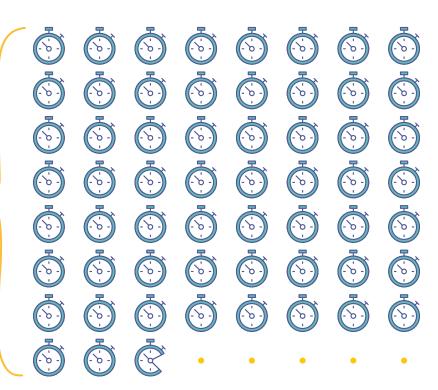






Volunteering by the Numbers

With the unpredictable nature of 2021, we sometimes had to find creative ways to give back-but we never stopped. Even though the pandemic was relentless, we were more so in our pursuit of finding ways to do more good, both individually and collectively.



As part of our Power of 3 program, we give 1% of our revenue to nonprofits. In order to maximize our impact, we are hyper-focused on providing substantial support to the following three organizations.



Foundry Community: Firespring pledged over \$1 million in 2015 to create a community space that now serves as home base for hundreds of nonprofit organizations. Through coworking, coffee and community, the Foundry has become ground zero for Lincoln's robust nonprofit sector.

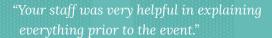


Do More Good® **Movement:** Founded in 2018, the Do More Good Movement was created to educate, empower and amplify companies and business leaders doing more good. The organization's signature event is the ROI of Why conference held every year. In 2020, Just Do Business was launched as a new division of DMG to educate and inspire Nebraska business leaders to take action on economic inclusion for Black residents across the state.



Launch Leadership: This organization designed to empower young leaders to transform their communities and change the world is the one Jay mentions in his letter at the beginning. Their 59-year running flagship leadership experience, Summer Leadership Workshop, is powered entirely by volunteer staff members and hosted on Doane University's campus. The program serves thousands of students entering grades 6–12 from all over the country.





—Sue Knickman
Educational Services Unit 4

"We were VERY impressed with the entire process. Thank you so much for allowing us to utilize your space. Everything about the process and everyone we dealt with at Firespring was awesome. Definitely a great experience."

—Leslie Galloway

NE Department of Education

Office of Special Eduation

"You guys were absolutely AWESOME!!! Thank you so very much for letting us use your facility!! It was perfect!"

> —Tonia Nantkes Victim Advocacy Grants (NE Crime Commission)

"Thank you for providing the space, allowing us to visit during your 11:11 meeting and going down the slide. A great service to the community!"

—Dori Smidt UNL, CEHS

'BBBSL is extremely grateful to use the space at Firespring. The staff and facility were all amazing, and it allowed our matches to have an exceptional time. Thank you all for what you did. We look forward to sharing our experience with our network and coming back soon! A special thanks to Madi G. and her team."

—Mario Racicot Big Brothers Big Sisters

We Kept the Fire(starter) Burning

Every day at 11:11, we stop, drop and roll down to the Firepit for our daily all-team meeting where good news, values, better ways and big wins permeate the air.

Of course, the pandemic slowed our roll in 2020, when most of us set up shop at our individual homes and gathered each day via Zoom for our daily Firestarter. Instead of sliding downstairs from our desks, we slid down the hallway, from the bedroom to our makeshift home offices in order to touch base, update goals and virtually high-five one another. And this continued well into 2021.

Thankfully, as vaccines became available and pandemic numbers dropped to new lows in the summer, we were able to open the offices back up in July 2021 and allow team members to attend in person. COVID-19 was not entirely done with us, however-and as much as we were done with it, we had to keep safety measures in place and adopt a hybrid format for our Firestarters, which let Firespringers attend both in person and virtually.

Shout-out to our innovative and intelligent IT team for making a hybrid Firestarter possible and bringing us all together each day, no matter where we set up shop. In short, we adapted, and the Firestarter kept us connected, even as we remained apart.





Giving an F

Going a few levels beyond our most colloquial value (to) give a shit (and flirting with the limits of HR compliance), giving an F recognizes a Firespringer who's gone above and beyond the day-to-day shitgiving that's expected of all of us and delivered at the very highest level.

It became a thing in 2012 when Firespring had just moved into its current location, and we were installing a new lobby sign. Through a series of events, we acquired an extra F (without the "irespring"). Instead of tossing it in the trash, we turned it into a traveling trophy, passed from one team member to another who deserved extra recognition. Along the way, we added flair with a chain and gold foil, and today the Golden F is a coveted award within the Firespring family-given ceremoniously each week to a favored fellow team member. (One man's trash is indeed another man's treasure.)



2021 F Recipients

Alanna Metzger

from Jacque Alexander

Getting to know Alanna while coaching Girls on the Run together was a great experience. I am so excited about Alanna taking on her new role, because now I get to work with her and she always brings her can-do attitude!

Matia Ward

from Alanna Metzger

When she's working on custom Wordpress sites for our clients, Matia always has a quick turnaround, is reliable and so great at explaining "techy things" in normal words. She is even willing to hop on a call with a client!

Sarah Robbins

from Matia Ward

Sarah has shown her desire to learn the team's processes and make them better, so I am presenting Sarah with the F. She makes everyone on the team feel supported. Way to go, Sarah!

Molly McCabe

from Sarah Robbins

I've been working with Molly a lot to take care of clients and improve processes. I appreciate her work ethic and her willingness to live all of our values. Thanks, Molly!

Jaycelyn Walker

from Molly McCabe

Jaycelyn deserves the F, because I am constantly throwing custom design and color scheme projects at her for clients who frequently ask for the moon. Jaycelyn always remains unfazed and delivers. Thank you, Jaycelyn!

Jayme Jarvis

from Jaycelyn Walker

When I first started at Firespring, Jaymee had left for a bit. I recall them talking so highly about her work and the contributions that she had made. Everyone missed her and was ecstatic when she came back. Now that I've been able to work with her firsthand, I can confirm that Jaymee lives up to the hype!

Joe Ebmeier

from Jayme Jarvis

When I work on things that Joe has built, I can tell just how brilliant he is. I am always blown away by his empathetic and receptive approach. In the world of programming, a unicorn is someone who is an expert programmer and designer and in my eyes, that's Joe! He helps level up developers around him, and it is greatly appreciated.

Carmen Knudson

from Joe Ebmeier

Carmen embodies the Firespring values. She really "knows" our platform, is steady, consistent, leads by example and thinks things through in meetings before she talks. These are all such great qualities. Thank you, Carmen! Well deserved.

Mandy Sterling

from Carmen Knudson

I am grateful for Mandy's incredible attention to detail and her troubleshooting skills. At times she has very little to go on, yet still figures out how to fix problems. From creating test projects for engineers to answering their questions about fonts, she is so appreciated. Thanks, Mandy!

Michaela Stadiem

from Mandy Sterling

I had no doubt in my mind that I wanted to pass the F on to Mandy. She is handling VersaDoc solo, like a rockstar, and always has my back.

Clara Shanno

from Michaela Stadiem

I have worked with Clara on two different teams now and love working with her. I knew that Clara would excel in her new role because she is a hardworking rockstar. Clients are lucky to have Clara help with their new websites. I appreciate her for having my back while I was on vacation—knowing Clara needed to learn the role completely. I also love her great book and TikTok recommendations!

Storm Mellick

from Clara Shanno

I'm passing the F to my former support pod mate, Storm! I feel so fortunate to have been able to work closely with her and will continue to be a resource while she continues to take good care of our clients. She is very deserving of this. Thanks. Storm!

Nikkee Stubbendeck

from Storm Mellick

Nikkee is always so quick to answer everyone's questions. She is a positive light and so easy to work with, even outside of her role. She welcomed me when I first started at Firespring and helped me feel included right away.

Lori Koepke

from Nikke Stubbendeck

Lori is assertive, always tells the truth, asks the difficult questions and lives all of our values. Great work, Lori!

Connor Johnson

from Lori Koepke

Connor had the team's collective back with a major software move. He really took care of things and made it seamless for them. He is always helpful, patient and quick to resolve issues. You are appreciated, Connor!

Kiersten Hill

from Connor Johnson

Kiersten has a valuable level of experience and has the ability to help our clients prosper. Thanks for bringing it, Kiersten!

Mikaela Shybut

From Kiersten Hill

Mikaela does so much for everyone she works with and makes sure our clients are getting the very best we can give. She is my "go to" for numerous things and has made working at Firespring a real joy. Thanks, Mikaela!

Lauren Simonsen

from Mikaela Shybut

Adaptability is Lauren's #1 strength. She uses it as she works nonstop for our clients and team. Lauren takes feedback constructively and uses her empathy in doing so. She has even helped me become a better account manager. Way to go, Lauren!

Adam Schollmeyer

from Lauren Simonsen

Adam is a major back-haver and sh!tgiver. He is constantly learning new ways to better his craft and is a great collaborator.

Ashley Kumpula

from Adam Schollmever

When Ash-bot is on a project, I know that serious a\$\$-kicking will occur. She is a multi-talented traffic manager, account manager, producer and team member in everything she does. Congrats, Ashley!

Liv Leblanc

from Ashley Kumpula

I want to give the F to someone I feel is probably not expecting to receive it. Liv is still figuring things out, but while she's learning, she has taken over an ambitious account to manage. She asks all the right questions, is working hard and smart and has a great attitude. I am so happy that Liv has joined our team. You are doing a great job, Liv! Thank you for having Firespring's back.

Lisa Conklin

from Liv Leblanc

From early on, Lisa was welcoming to me and lives all of our values. Lisa gives a sh!t about our clients and is a master of media. I appreciate Lisa's positive attitude. It makes her a pleasure to work with. Congrats, Lisa!

Ryan Simanek

from Lisa Conklin

Ryan lives the Firespring values all day, every day. He gets a lot of work thrown his way and never complains. Clients often mention how happy they are with the projects that he works on. Way to go, Ryan!

Maureen Thomsen

from Ryan Simanek

I am passing the F to Maureen because she took over a large account in the midst of a logo change. She has had my back and the client's back during all of this, while also keeping the brand transition organized and on track. Thanks for stepping in and expertly handling that situation!

Michael Blue

from Maureen Thomsen

Michael Blue is a quiet contrast to most of the sales team. Always hunting down sales, he does a fantastic job of pulling in key support people as needed to accomplish goals for prospects. He brings it every day. You're my boy, Blue!

Davey Owens

from Michael Blue

Davey has only been here for a few months, but he has been a big help to just about everyone on the business development team. He has made himself available for prospecting opportunities, discoveries and proposal presentations. He also has helped with providing resources for us to use in these activities and has done all of this while still being very active on a lot of our accounts. Thanks for bringing it, Davey!

Alec McChesney

from Davey Owens

Alec's enthusiasm is contagious and energizing. He has tons of it for all things Firespring and for our clients. Alec symbolizes giving an F!

Lucas Fahrer

from Alec McChesney

I'm giving Lucas the F, even though I know he will be mad at me for doing so. He has brought energy and ferociousness, and I will be taking some credit for making him a boomeranger.

Samantha Biel

from Lucas Fahrer

It's not always easy being a copywriter, especially when you are doing it solo. Sam is moving on from Firespring soon, but she deserves this recognition for her lifetime contributions to Firespring. We will miss her and her great work. Thanks, Sam!

Topper Yoakum

from Samantha Biel

I want to give the F to an entire team, but since that's not a thing, I'm giving it to someone who is a huge reason as to why I want to do that. Topper does fantastic work and never hesitates to lend a hand.

Molly Kincaid

from Topper Yoakum

I want to present the F to Molly "For the children!"

Jen Bruhl

from Molly Kincaid

Jen always answers any questions you have with a smile. She takes time to slow down to make a process that will work for everyone. Jen really had my back while winding down the No Limits account. Thank you, Jen!

Ronni Lanham

from Jen Bruhl

Ronni is always coming into the office, is helpful to all and is an all around great person. Thank you, Ronni!

Donna Salas-Correa

from Ronni Lanham

I'm so glad that we have Donna back in the building. She is like a breath of fresh air—always willing to help with anything big or small. Thanks, Donna!

Graham Little

from Donna Salas-Correa

I appreciate Graham's consistent willingness to help. He always stops whatever he's doing to lend a hand—even while at a doctor appointment.

Jeff Norris

from Graham Little

I have so much praise and gratitude for Jeff—for his leadership and remarkable work in the Omaha office build. It was poetry in motion.

Kristi Templeton

from Jeff Norris

I feel so fortunate to work with the Omaha crew. I have had the opportunity to get to know them and have learned the answer to "Who knows what's going on?" The answer is Kristi! She always knows what's happening with client work and makes sure everyone is settled before she goes home for the day. Yay, Kristi!

Donna Fisher

from Kristi Templeton

Donna always goes above and beyond. Whether she's working as a production manager or on the shipping team, Donna is an awesome back-haver. She brings it every day. She gives the most Fs. Way to go, Donna!

Tom Binau

from Donna Fisher

I'm passing the F to Tom, who always brings it and does so much for the Omaha team. He lives all the values. Congrats, Tom!

Scott Stahlecker

from Tom Binau

I appreciate Scott for always living the Firespring values and keeping great work coming to the Jet Press. Thanks, Scott!

Dan Morrissey

from Scott Stahlecker

Dan deserves the F for his consistent help and great work with the many projects coming through bindery.

Steve Schamp

from Dan Morrissey

Whenever you need a hand, Steve is always there to help you out. Thanks, Steve!

Kassie Templeton

from Steve Schamp

I'm presenting the F to Kassie for living all of the values and being an all-around great help. Way to go, Kassie!

Josh Meyer

from Kassie Templeton

I'm giving the F to Josh, who has been kicking butt to get the merge completed. Thanks for your great work, Josh!

Travis Gueret

from Josh Meyer

I appreciate how Travis always steps in to help solve problems and answer all of my questions, even the ones I think are silly. Go, Travis!

Jared Cloudt

from Travis Gueret

Jared is always spot on with anything you need! He goes out of his way to ensure he has everything covered and has been a great team member and asset to Firespring.

Zach Wetovick

from Jared Cloudt

Before passing on the F, I want to give a shout out to all of the silent and hard working Firespringers. I challenge everyone to recognize the quiet and awesome people doing fantastic work. I'm passing the F to Zach, who is just one person on that long list but stepped in and stepped up while Julie was out. Thanks, Zach!

Chessa Clay

from Zach Wetovick

Chessa was extremely helpful to me while Julie was out. I consistently threw her some balls and she ran with them. Thanks, Chessa!

Michelle Bartee

from Chessa Clav

I have had the privilege of working with Michelle for multiple years now. I have a general appreciation for account managers; they have a tough job. Now more than ever Michelle has the backs of her coworkers and clients and Firespring. She is levelheaded in the midst of projects that don't always go as planned. She is a true team player and saves the day for clients! Thanks for giving an F, Michelle. This one's for you!

Josh Chmiel

from Michelle Bartee

For those who don't know Josh, he does all the things in Council Bluffs. He's a digital print specialist who helps clients directly and even shuttles projects to one place or another to speed the final delivery along. Thanks, Josh!



2021 INDUCTEES

At Firespring HQ in Lincoln, everyone who receives the coveted F is considered for the Firespring Values Hall of Fame. At our other locations, team members are nominated by their peers for the prestigious HOF. No matter where they're located, however, these individuals are the embodiment of our Firespring culture. It's like the winningest you can get—and as shit-givingly back-having as we are, we are also notoriously competitive, so winning. is. everything.

Congrats to all of these Firespringers for achieving this honor.



Matia Ward Web Developer

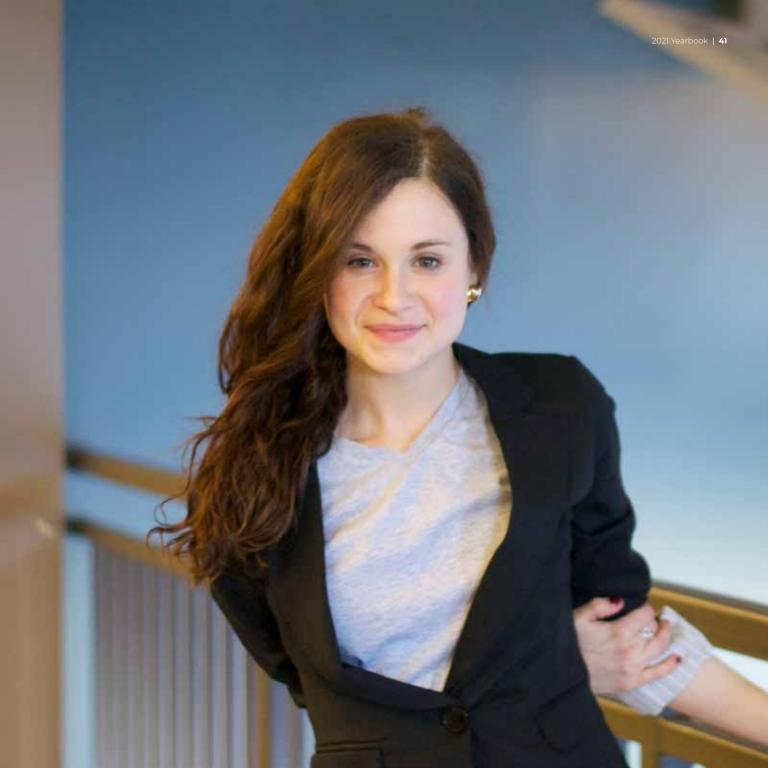
INDUCTED BY ALANNA METZGER

"When she's working on custom WordPress sites for our clients, Matia always has a quick turnaround, is reliable and so great at explaining "techy things" in normal words.

Molly McCabe Client Onboarding Consultant

INDUCTED BY SARAH ROBBINS

"I've been working with Molly a lot to take care of clients and improve processes. I appreciate her work ethic and her willingness to live all of our values. Thanks, Molly!"





Carmen Knudson Senior Software Engineer

INDUCTED BY JOE EBMEIER

"Carmen embodies the Firespring values. She really "knows" our platform, is steady, consistent, leads by example and thinks things through in meetings before she talks. These are all such great qualities. Thank you, Carmen! Well deserved."

Chessa Clay Affiliate Relations Director

INDUCTED BY ZACH WETOVICK

"Chessa was extremely helpful to me when Julie was out. I consistently threw her some balls and she ran with them. Thanks, Chessa!"





Lauren Simonsen Senior Graphic Designer

INDUCTED BY MIKAELA SHYBUT

"Adaptability is Lauren's #1 strength. She uses it as she works nonstop for our clients and team. Lauren takes feedback constructively and uses her empathy in doing so. She has even helped me become a better account manager. Way to go, Lauren!"

Mikaela Shybut Account Manager

INDUCTED BY KIERSTEN HILL

"Mikaela does so much for everyone she works with and makes sure our clients are getting the very best we can give. She is my "go to" for numerous things and has made working at Firespring a real joy. Thanks, Mikaela!"





Ryan Simanek Senior Print Designer

INDUCTED BY LISA CONKLIN

"Ryan lives the Firespring values all day, every day. He gets a lot of work thrown his way and never complains. Clients often mention how happy they are with the projects that he works on. Way to go, Ryan!"

Agustin Tellez Delivery Representative

INDUCTED BY KATIE WILSON

"He is so positive and always keeps us in the loop about what clients say when he delivers projects (like, if they ask for M&Ms, for example, LOL). Plus, he's always willing to pick up or drop something off at a moment's notice."





Topper Yoakum Graphic Designer

INDUCTED BY SAMANTHA BIEL

"I want to give the F to an entire team, but since that's not a thing, I'm giving it to someone who is a huge reason as to why I want to do that. Topper does fantastic work and never hesitates to lend a hand."

Ronni Lanham Executive Assistant

INDUCTED BY JEN BRUHL

"Ronni is always coming into the office, is helpful to all and is an all around great person. Thank you, Ronni!"





Graham Little Systems Administrator

INDUCTED BY DONNA SALAS CORREA

"I appreciate Graham's consistent willingness to help. He always stops whatever he's doing to lend a hand — even while at a doctor appointment."

Kristi Templeton Account Coordinator

INDUCTED BY JEFF NORRIS

"I feel so fortunate to work with the Omaha crew. I have had the opportunity to get to know them and have learned the answer to "Who knows what's going on?" The answer is Kristi! She always knows what's happening with client work and makes sure everyone is settled before she goes home for the day. Yay, Kristi!"





Travis Gueret VP of Print Production

INDUCTED BY JOSH MEYER

"I appreciate how Travis always steps in to help solve problems and answer all of my questions, even the ones I think are silly. Go, Travis!"

Zach Wetovick Sales Development Specialist

INDUCTED BY JARED CLOUDT

"Before passing on the F, I want to give a shout out to all of the silent and hard working Firespringers. I challenge everyone to recognize the quiet and awesome people doing fantastic work. I'm passing the F to Zach, who is just one person on that long list but stepped in and stepped up while Julie was out. Thanks, Zach!"





Josh Chmiel Digital Print Specialist

INDUCTED BY MICHELLE BARTEE

"For those who don't know Josh, he does all the things in Council Bluffs. He's a digital print specialist who directly helps clients and even shuttles projects from one place to another to speed the final delivery along. Thanks, Josh!"

Kassie Templeton Digital Print Operator

INDUCTED BY STEVE SCHAMP

"I'm presenting the F to Kassie for living all of the values and being an all-around great help. Way to go, Kassie!"



2020 Values Hall of Fame Inductees



Shannon Wilkinson

INDUCTED BY JULIE HULL

When I got the F last week, I made a spreadsheet, like I do, of everyone who's ever gotten the F and cross-checked it against our entire company and was shocked to find several deserving individuals who have not received it before, especially because of their impact and integration in everything we do. So, today I am giving the F to someone who, in my opinion, is the ultimate best at representing Firespring in what we want the world to see and how we want to make them feel. Their thoughtfulness, creativity, empathy and strong attention to detail carry through in their own work and anything they collaborate with others on. Their long tenure at Firespring has given them perspective you can't buy. They do more than catch grammar errors. They infuse our voice and brand into our work and into our work environment, and I trust them more than anyone else at Firespring to always consider who our audience is and speak up if something's off. This is for you, Shannon!



Alex McCollister

INDUCTED BY TYLER FOWLE

Alex has such vast knowledge and experience with new tech products, tools and services. Always willing to have a quick chat about a workflow or process. No doubt he has been working hard to keep all of us working during this time. I'd like to induct Alex to the Hall of Fame.



Tyler Fowle

INDUCTED BY SHANNA HARRIS

Tyler is a great example of finding a better way. When faced with time intensive manual tasks, Tyler worked with others to create scripts and automations to make those tasks take seconds. Many of his tools are still in use today even though he has moved teams. His work and initiative is still paying dividends.



Alec McChesney

INDUCTED BY ALEX MCCOLLISTER

As usual, I think there are many people deserving of this recognition, but I hate it when you're watching, like, the Academy Awards or the Grammys and the academy gets cute and picks something unexpected. I'm not gonna do that, I'm going with the clear frontrunner here. Before I met Alec and only knew him by his name, I lovingly called him my country music star alter ego. Having seen how he has improvised during the pandemic, I would have to hazard a guess that he would probably be pretty good at being a country music star too, if he tried. Lucky for us, he's using his aptitude for new strategic opportunities and novel community outreach that has really made an impact for Firespring. IT has gotten more than enough recognition for our efforts in this extremely unique situation. There are a lot of people who could not do what I do, and I will be the first to say that without a doubt I could not do what Alec does, and I'm glad you're on our side, man. Keep it up!



Sarah Robbins

INDUCTED BY ANGIE KUBICEK

Sarah is always willing to jump in to help team members find a better way to provide solutions to our clients as well as enhance our internal processes. She's been a great partner as we bring the company toward One Firespring.



Joe Ebmeier

INDUCTED BY JUSTIN MATTHEWS

Last week, I got the opportunity to work with a developer outside of my intern project team. He not only helped me finish what I was working on, but he took the time to explain it in depth so I could understand it. I'm extremely thankful to him and everyone who has helped me learn on the job at Firespring. Thank you, Joe.



Brophy Ringdahl

INDUCTED BY MIKE WALLACE

Brophy always has a software trick to share, constantly bringing solutions. Thanks for having everyone's back, Brophy!



Allison Mellick

INDUCTED BY DYLAN MATTHEWS

One of the few people I get to work with crossteam, I appreciate how Allison has helped build processes and has had my back throughout recent Giving Day projects and events.



Matt Heigel

INDUCTED BY BOB STRATTON

Matt is a dynamo, making paper fly in and out of machines like a 'Tasmanian devil on speed.' He really gives a \$#!+ about our clients and their projects. Thank you, Matt!



Katie Wilson

INDUCTED BY JOSH MEYER

I have always enjoyed working with her. She has unique, big stuff coming through and has been great to work with, always making sure she's clear on what she needs to tell the client. Great work, Katie!



Tyler Milligan

INDUCTED BY PATTI WENZEL

Tyler Milligan consistently and thoughtfully takes care of so many things. He has been working in the building since the pandemic started and keeps the safety of the drivers top of mind. Thank you, Tyler!



Jacque Alexander

INDUCTED BY SAMANTHA BIEL

Always on her game, thinking ahead, anticipating issues before they happen, Jacque gives her all for our clients. She is always so positive and quick thinking; working with her brings out the best in everyone!

2019 Values Hall of Fame Inductees



Nicole Swanson INDUCTED BY TOPPER YOAKUM

I'm inducting Nicole to the Hall of Fame for making sure I wasn't completely overwhelmed by all the things when I first started at Firespring. She constantly checked on my workload to make sure I didn't have too much or too little to do. And made sure I was set up for success on projects.



Shanna Harris INDUCTED BY TRINA WOLF

Shanna lives all our values, each and every day. She does many things for all of us, and it's usually before many of us are even out of bed. You might not even see her, because she's like a ninja, but we see the results of all her hard work. That's bringing it, giving a s#!t and having all our backs.



Jen Bruhl INDUCTED BY GRAHAM LITTLE

Jen is always so good-natured about everything that makes its way to her desk. Even when grousing together about Enterprise issues, she always remains positive, looking for ways to fix the problem and make things better. When she puts in an IT ticket, it's after she's already tried remedies on her own, talked with vendor support and has solutions in mind. She has a good eye for scams, phishing and other threats that the accounting team faces and takes quick action. In short, she is one of the bring-iest team members each and every day.



Ky Veney INDUCTED BY TRACIE ALLES

He represents all the Firespring values. He hasn't even been here a year yet. June will be a year. But you would think he's been here much longer than that. He's made such a great impact on the team and on our clients. On the phone all day, he'll answer questions about anything related to your website or about your email or about the weather in Nebraska. You would hear a friendly and positive voice whether you're his first caller of the day or his last after a long day. There's a lot to know in his role and he does not shy away from anything unfamiliar or challenging. He seeks out the info about it so he can deliver a confident and credible answer.



Paul Kubitschek INDUCTED BY DYLAN MATTHEWS

In the background Paul has been learning new programming languages focused around data and studying/implementing data that could positively impact Firespring. Striving to keep going above and beyond, Paul has started to dabble in TensorFlow (a machine learning service provided by AWS). From what might seem like the smallest detail to larger broader ideas, Paul has tediously been hammering data into models to try and find data driven conclusions. Seeing how many hours he puts into this work and knowing the struggles that probably happened along the road, I think Paul is a more than deserving of the Hall of Fame.



Jeff Norris INDUCTED BY PAUL KUBITSCHEK

Jeff goes above and beyond in providing money-saving solutions for Firespring. In the spirit of the F, most people don't get to see his work in action, but it truly has an impact on everyone here.



Kevin Thomas INDUCTED BY DUSTIN BEHRENS

I gave KT the F because of the way he handles the day-to-day pressures of being the company's COO. Despite the many trials and tribulations that can come up with any company, he always maintains a positive 'we can get through this' attitude and is there by your side to help.



Lucas Fahrer **INDUCTED BY SAMEE CALLAHAN**

Lucas deserves the F for his thoughtfulness in not only his work but every interaction he has, his courage to take on challenging situations and his ability to conquer said challenges with grace. He's taken on a lot in the last few months and has stayed strong through it all.



Wendy Shuman INDUCTED BY MIKE KEISER

Wendy is always willing to help answer questions and offer her expertise. We reliably throw things at her with short deadlines and very little information and she always comes through for us.



Erin Soper

INDUCTED BY SHANNA HARRIS

I would like to award this freshly sanitized F to Erin Soper. I do not work directly with Erin, but even so, I can tell that she cares about Firespring and is engaged in her work. I also know Firespring values kindness and that is something that Erin is equipped with and I have really appreciated her kindness in my time working here.



Amanda Wettlaufer

INDUCTED BY JEN BRUHL

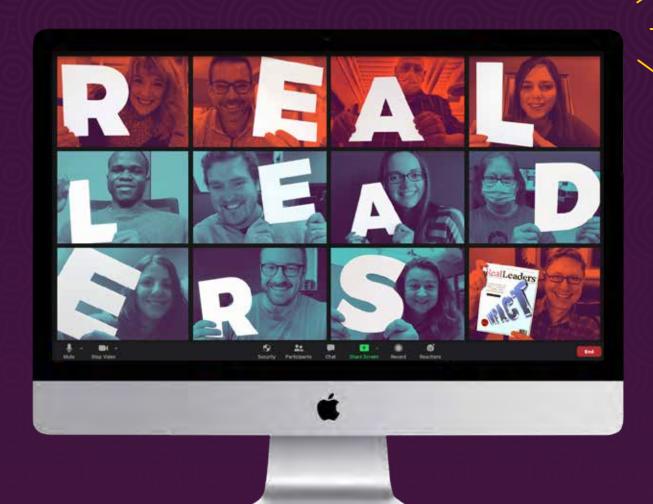
She's always on top of her work, whether an internal job or something for a client, and does it with a good attitude.



Josh Meyer

INDUCTED BY JOHN DIETRICH

Josh is a great pressman. He pays close attention to detail and works hard to make sure the jobs on the Komori are up to the standards that represent Firespring. I met Josh when we were still Cornerstone downtown. He was a second pressman at Jacob North and hadn't been in the business very long but his ability and knowledge were closer to a seasoned press operator. Firespring found a diamond in the rough. What I appreciate the most is his demeanor in the press room. Printing can be pretty stressful at times and people tend to complain. Josh brings a calm in the midst of the storm.



Sometimes you can find us in the news.

We don't toot our horn often, but every once in a while, it's nice to recognize the recognition. We were honored with these accolades and awards in 2021. Go, team!



Real Leaders Magazine Top 100 Impact Companies



National Council for Marketing & Public Relations Paragon Awards
Digital/Electronic Media and Social Media



B2B Omaha #1 Printer



Firespring **Culture Club**

At Firespring, we believe that a workplace should be a fun place. The average adult spends more of their waking hours at work than anywhere else. Why wouldn't you want to do your job in an environment that inspires and energizes you rather than one that feels like . . . well, work.

Our Culture Club is a group of men and women chosen to help create and nurture the type of workplace we all want to be a part of. They come together to represent their teams when planning initiatives, events and activities on behalf of Firespring. (We take having fun very seriously.)

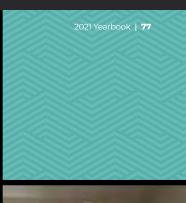
CULTURE CLUB REPRESENTATIVES

DJ Dirksen Nicole Skovsende Samee Callahan Lindsay Kelly **Brophy Ringdahl** Ali Brehmer Mikaela Shybut **Kasey Sendgraff** Katie Wilson Ronni Lanham Molly Kincaid Allison Mellick Paige Whitaker

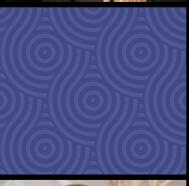


















Lindsay Kelly





















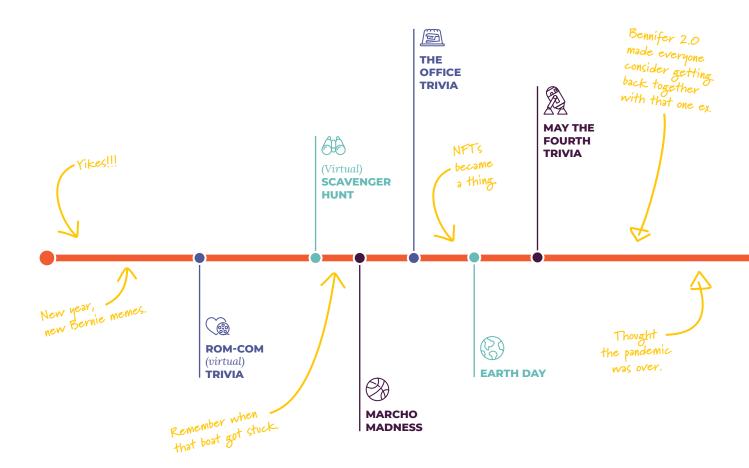


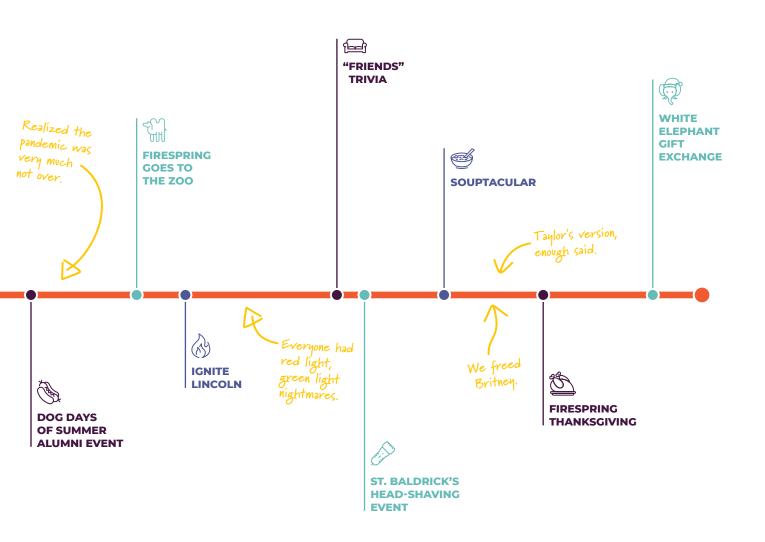






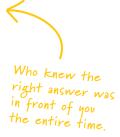
2021 Events





Rom-com (virtual) Trivia

#Love is in the air! To celebrate, we put our rom-com movie knowledge to the test with a little virtual trivia and found out who our true romantics are. And if you think rom-coms are just chick flicks, we have some manly men who would beg to differ.



(Virtual) Scavenger Hunt

A virtual scavenger hunt may seem a bit absurd to the average Joe, but we're all about finding ways to make things fun and creative around here. Participants were given a list of items that they could likely find within the walls of their home. The winner was the one with the most stuff. (And probably the one who's been recycling the most Amazon boxes over the past few years . . .)



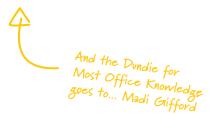


Marcho Madness

In March, we all became basketball fans for the NCAA March Madness tournament. Whether you watched every game or named your bracket "Picking Colors," we love a friendly competition around here. Plus, who doesn't love bragging rights?

The Office Trivia

Ah, April Fools' Day—a time to get all your best pranks out and good laughs in. We put on our best mustard-colored shirts and ties and got together for The Office Trivia hosted by our very own Toby Flenderson.















Earth Day

This year, we all played our part in the Great Trash Dash, a friendly competition to see who could pick up the most trash in their neighborhood or find the strangest item in one hour. Bragging rights were topped this time with the good vibes we created by cleaning up our planet.



May the Fourth Trivia

A long time ago in an office, far far away- triviagoers gathered once again for Episode V: Star Wars Trivia.











Dog Days of Summer Alumni Event

Getting back together with Firespring friends, both past and present, is one of our favorite things to do. This year, we had Kevin Thomas host and let Culture Club prez, DJ, man the grill, which resulted in lots of laughs and good times on the patio.











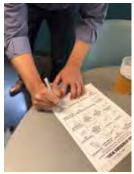




























Firespring Goes to the Zoo

Lions and tigers and bears, oh my! What better way to top off the summer than with a visit to the zoo.











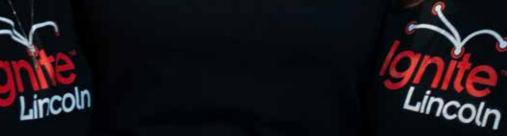


Ignite Lincoln

Ignite is a global event organized by volunteers where participants get five minutes to talk about their ideas, opinions, personal and professional passions, with the help of just 20 slides. Ignite Lincoln originally began in 2010, but there are over 350 other locations that have held Ignite Talks since 2006. Firespring sponsors the Lincoln event among others and our very own Jay Wilkinson is a committee member. This year's event raised over \$10,000 for five local nonprofits including Belmont Community Center, The Bridge Behavioral Health, Flatwater Shakespeare Company, HopeSpoke and Southern Heights Food Forest.











"Friends" Trivia

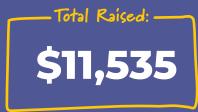
September called for another round of trivia—this time, "the one where they were Friends." It's safe to say that we've got fanatics on our team who could beat Monica, Rachel, Pheebs, Joey, Chandler and Ross at their own game.



St. Baldrick's **Head-shaving Event**

We held our twelfth annual St. Baldrick's fundraiser on October 1 at The Mill at Telegraph in their outdoor area, where shavees, volunteers and supporters gathered to raise money for childhood cancer research. The success of this event is driven by shavees (who have their heads shaved in solidarity with kids who have cancer) and the people who support them. We're proud to have a longstanding relationship with St. Baldrick's Foundation, a volunteer-driven nonprofit committed to finding cures for childhood cancers, funding more grants than any organization except the U.S. government.

The event was livestreamed.



Total Shavees:

Brophy Ringdahl

\$2,391,20

Evan Kelly

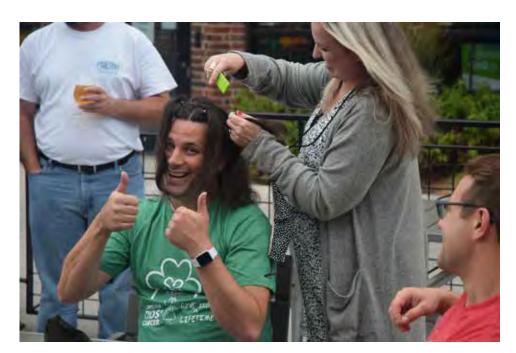
\$1,830.86

DJ Dirksen

\$1,670.24



























Souptacular

Q: What do you get when you cross decaying wolverine liver with mucous membrane mulligatawny?

A: Freaking SOUPTACULAR!

Souptacular is by far one of the most beloved Firespring traditions, where Firespringers compete for the coveted Golden Crock Pot by bringing their best soup to the table, and we all get judgy (in a fun way) about it. It's highly competitive and highly delicious. This year, we put a spin on things and encouraged everyone to wear their most festive, spooky or creative costume for a costume contest.

The Winners .

Jeff Ray's Potato, Cheese, Rice & Bacon soup and Mikaela's spot-on costume of fellow team member, Drew Tuzson.





























Firespring Thanksgiving

During the season of giving, we all loved getting together once again to enjoy a hearty meal at our ever-growing table. In typical fashion, Firespring provided the bird, and Firespringers provided the sides to share. So. Much. Food. (Which was then followed by food comas under the table, as is tradition.)



































White Elephant Gift Exchange

You know how they say, "One person's trash is another person's treasure"? That was the motto for this year's White Elephant gift exchange, where team members rifled through drawers, closets, attics and basements to find the old, the absurd and, in some instances, the valuable to give to a fellow co-worker. Some items seem to show up annually as a regift, and if there was ever a time and place for our inside jokes to shine, the White Elephant exchange is it.



























Living That (Ongoing) Pandemic

Sometimes, WFH can feel more like WT especially when your kids are throwing down in the next room and your cat wants to sit on your keyboard. Sometimes, WFH can feel more like WTH, wants to sit on your keyboard.

But in typical Firespring fashion, we embraced the opportunity to find better ways and big wins, even from our individual home workspaces—something we began in 2020 and continued into 2021 because what we originally thought might be a two-week pandemic ended up lasting two years. And then some. (COVID: "Psych!")

We scheduled team touch bases and found creative ways to work together, even as most of us stayed largely remote through 2021.

As vaccines became available and the pandemic waned, we opened our offices back up, while understanding that many team members would want to continue working from their home offices. We embraced a hybrid work situation, giving Firespringers the freedom to either work remotely or work (safely) from the office—or both.

We continued to bond with our furry, four-legged family members, likely convincing them that life will always mean that their humans will remain at home, 24/7, forever. And ever. (We're looking into pet therapy benefits.)

We continued to rely on Slack channels to replace our break room conversations and catch-ups.

And we continued our infamous Firestarter cheer (in spite of how awkward it can be to cheer over Zoom), because what we all need in times of uncertainty is something that's predictable-like a big old "Husker Power!" or a "This Day in History" lesson.

Best Cheer in 2021

Shannon reflected that having a new puppy reminds her of having a newborn which reminds her of an all time favorite story. When she and Jason were in their first season of parenthood, dessert was their savior. She shared what happened when a high value butterscotch bread pudding met a tragic fate, and how sleep deprivation and early days of parenting can change perspectives on what's safe to eat. We joined her in cheering, "Eh, it's probably fine."



















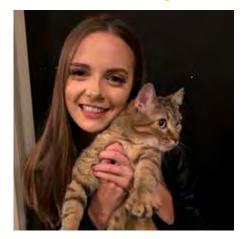




Where People Worked: Map of "Pandemic Offices"

If the pandemic and subsequent office shut-down taught us anything, it's that we're a resilient bunch who can adapt to working pretty much anywhere. And we did (work pretty much everywhere)—here's a map to prove it.























2021 Fun Facts











work trips taken

FAVORITE TAKEOUT











BEST SHOWS TO BINGE











INVESTMENTS



invested in Bitcoin, Dogecoin or another form of cryptocurrency



37%

invested in an air fryer

TIKTOK USAGE Less than **d** 39% 30 minutes **50**% 31–60 have a TikTok minutes account, but only 30 TikToks were - 1–2 made hours Don't want to talk about it



What is something that is really popular now, but in 5 years everyone will look back on and laugh?



TikTok



Masks







Mom Jeans (*) '90s Style

In 40 years, what will people be nostalgic for?







Facebook Cell Phones







When you're a member of a winning team, the first thing you do after you pop the champagne in the locker room is put on a shirt that says you're a part of it. We typically forgo the bubbly in favor of a cold brew, and we don't have a locker room. But we love our swag, baby, and we're not ashamed to show our team pride with a variety of wearables and gadgets emblazoned with our name and logo. We even have a store where team members can shop for the best swag with styles for every season.



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