



# United Way of the Flint Hills

Working Together to Build a Vibrant Community  
Strategic Action Plan for 2017-2019







United Way  
of the Flint Hills

## **WORKING TOGETHER TO BUILD A VIBRANT COMMUNITY STRATEGIC ACTION PLAN FOR 2017-2019**

### **EXECUTIVE SUMMARY**

The United Way of the Flint Hills recognizes the value of learning from our past in order to inform our future. Over a six month period, the Board of Trustees dedicated itself to evaluating our organization, our goals, our dreams, and our potential in order to better serve the community. From these discussions, a strategic action plan was created that positions the United Way to be a leading change agent for our community.

### **MISSION STATEMENT**

The mission of the United Way of the Flint Hills is to build a vibrant community by focusing on education, income and health.

### **DEFINITION OF BASIC ELEMENTS**

- Mission Our reason for being – what we do – with/for whom we do it.
- Goals Overarching statements of what the organization hopes to achieve over a multi-year period.
- Strategies Well defined approaches or methods for attaining the goals of the organization.
- Objectives Specific, concrete, measurable statements of what will be accomplished or what will be delivered by the employment of organizational strategies within a one year period of time.

## **GOAL I: Community Partners/Partner Collaboration**

*To increase collaboration with our community partners, assist with coordination of partner efforts, and serve as resource to the nonprofit community.*

### **Strategy A**

**Create a sharing environment, in person and virtually.**

#### **Objectives**

- Create and recruit a chair from the Board of Trustees for advisory committees, one each for Education, Income and Health. Encourage, but not require, Community Partners to serve on committees.
- Charge the advisory committees to keep the United Way current on pressing needs of the community and to develop solutions.

### **Strategy B**

**Create funding streams to encourage collaboration between partners.**

#### **Objectives**

- Using data gathered from advisory committees, the United Way board shall identify issues of most importance for our community.
- Board will review existing funding model and determine how funds should be divided between traditional funding, emerging needs, United Way initiatives, and collaborative grants.
- Board will research the feasibility of developing a Collaborative Grant funding stream, and if established, will create an RFP process and award grants to worthy applicants.
- Executive Director and Community Investment Committee will monitor grants and report to board on progress.

### **Strategy C**

**Provide training opportunities for non-profit community.**

#### **Objectives**

- Annually survey community partners about professional development needs as they relate to non-profit management.
- Develop quarterly training opportunities that respond to training needs. As often as possible, the trainings will be offered at no cost to the community partners and open to all non-profits in the communities served by United Way.
- Offer at least one training annually in a community outside of Emporia.
- Participants will be asked to complete an evaluation to gauge the quality of training and impact of program on their professional development.

## Strategic Priority II: Resource Development

To generate a net increase in the financial resources available to and under the control of the organization of **2% in each of the next three years** (a 6% increase in total) in order create greater impact in the community.

### Strategy A

**Generate a net increase in the financial resources available to and under the control of the organization of 2% in each of the next three years (a 6% increase in total) in order create greater impact in the community.**

#### Objectives

- Develop a comprehensive written campaign plan with timelines/calendar and benchmarks well in advance of each year's drive.
- Reactivate the Campaign Cabinet and Resource Development Committees
- Increase the number of campaign volunteers to conduct campaign presentations and other campaign related activities.
- Expand the current capacity to conduct electronic pledge campaigns.
- Develop a list of 5 prospective new companies each year for the next 3 years (15 companies) in order to add 6 new companies to the campaign over the next 3 years.

Current Companies	Year 1	Year 2	Year 3
98	100	102	104

### Strategy B

**Analyze data from prior campaigns, United Way Worldwide, and other non-profits to identify giving issues and suggestions for course corrections.**

#### Objectives

- Engage with ESU intern to:
  - Study demographics of our community and compare to demographics of our donors.
  - Conducts surveys and/or focus groups of donors (perhaps grouped in age category) to understand their reasons for giving.
  - Conduct study of lapsed donors to learn why they have stopped giving.
- Using data gathered from intern's work, develop tactics and actions to increase awareness to the identified groups during and post campaign.

### Strategy C

**Develop donor retention plan.**

#### Objectives

- Identify donor segments: loyal, leadership, new donors to develop targeted year-round correspondences and potential events.
- Determine feasibility of creating affinity groups to further engage donors.
- Develop communications plan to engage with donors based on their interests as garnered from pledge forms.

- Develop communications plan to reach out to lapsed donors after each campaign to determine why their gift was lost.

## **Strategy D**

### **Develop a Planned Giving Program.**

#### **Objectives**

- Working with pro-bono consultant from United Way Worldwide, form Planned Giving Committee
- Perform feasibility study.
- Identify potential key individuals to approach.
- Begin solicitations with the goal of one meeting per month.
- Aspire to close one planned gift annually.

## **Strategy E**

### **Utilize emerging technology to reach all demographics.**

#### **Objectives**

- Using the data gathered from Strategy A, develop plan for targeted communications for each segment of donor pool.
- Determine what financial investments and new technology and software is needed to better connect with donors.

## Strategic Priority III: Mission-Based Initiatives

*Focus efforts on our mission by identifying, addressing, and/or funding initiatives related to education, income and physical and mental health.*

### Strategy A

**Work with community leaders in all three focus areas to determine most pressing needs.**

#### Objectives

- A. Develop annual survey to be sent to leaders and United Way donors so they can help identify pressing issues in each county.
- B. Identify key contact in each county to serve as a United Way champion.
- C. Convene local experts around education, income and health to review survey responses and develop goals for our community. Where possible, consider utilizing already existing membership groups in each county for this work.
- D. United Way Board will develop funding priorities on recommendations from local experts.

### Strategy B

**Create a system to monitor and review the progress we are making in each of the three areas over three years.**

#### Objectives

- A. Expert panels will develop anticipated outcomes for each goal area over the next three years.
- B. Engage with ESU intern to review data from other communities to learn best practice approaches for creating systemic change and appropriate timelines for achieving success.
- C. Convene expert panel to review progress towards achieving goals.

### Strategy C

**Review and refine the funding proposal package to more clearly identify each community partner's mission as it aligns with each category (education, income, health).**

#### Objectives

- A. Using information gathered from Strategy A, work with community partners to determine where their funded programs best aligns with the new funding priorities.
- B. Convene an application review committee to develop an application that defines new funding priorities and develop an outcome model to help community partners achieve success.

## Strategic Priority IV: United Way Reach

*Increase awareness, involvement, and engagement in the communities with the eight-count region we serve.*

### Strategy A

**Develop a year-round image campaign.**

#### Objectives

- Develop annual calendar of United Way events and to be more involved in the community.
- Develop annual communications plan, which addresses print ads, website, radio, social media.
- Educate United Way Board Members on serving as UWFH Brand Ambassadors.

### Strategy B

**Develop a county by county campaign**

#### Objectives

- As part of the communications plan, develop a sub-communications plan within each of the counties we serve to help residents see how United Way serves their community.
- Hold “mission tour” in each county once a year and require community partners in that area to assist in promotion and inviting individuals.
- During the campaign, create specialty campaign material and send mass mailing to residents in each county.

### Strategy C

**Develop advisory committees or join established group in each county.**

#### Objectives

- Develop an advisory committee or join an already established group in some counties, which will be comprised of community leaders, business leaders, and other interested individuals.
- Determine how advisory committees can assist us in developing donor base.
- Empower committees to assist during the community investment process: review applications, approve new community partners, award emerging needs grants.
- Use advisory committee to recruit new members to board and increase use of technology to allow for online meetings.

### Strategy D

**Develop strategies to ensure that all members of our community are included in the United Way work.**

#### Objectives

- Retain the services of a translator to translate United Way material into Spanish, including website, posters, campaign material, videos, La Voz ads, PSAs, etc.
- Work with local employers to hold community conversations with Latino/Latina employees to learn more about their needs/interests and how United Way can better invest in programs to support them.
- Develop an annual, targeted mailing (electronic and/or postal) to share information about United Way and community partners.



## Strategic Priority V: GOVERNANCE & GENERAL OPERATIONS

*To expand and strengthen the capacity and infrastructure of the organization to successfully accomplish the above goals.*

### Strategy A

**Strengthen and improve the governance structure of the organization in order to focus efforts on strategic planning rather than operational management.**

#### Objectives

- Board meeting agendas will include a standing item of “strategic planning” to ensure a strategic rather than an operational focus.
- Designate a specific Board meeting dedicated to an annual review of the Strategic Plan.

### Strategy B

Recruit, develop and align the appropriate human resources of paid staff and volunteers within the organization to ensure the successful accomplishment of goals and objectives of the strategic plan.

#### Objectives

- Develop a succession plan to ensure UWFH's long-term stability.
- Explore opportunities with neighboring United Ways for marketing/communication services.
- Seek opportunities for high level volunteers and “in kind” support from local companies in the areas of marketing, finance and resource development.

### Strategy C

Develop and align relationships with external coalitions, and other organizations that increase the capacity of the organization to accomplish the goals and objectives embodied within the strategic plan.

#### Objectives

- Explore possible opportunities to build mutually beneficial relationships with neighboring United Ways, including a continuation of regular gatherings of United Way executive directions, United Ways of Kansas State Association meetings, and expansion of staff to staff dialogue and working meetings.
- Continue to explore opportunities to establish and maintain community coalitions and collaborative activities that maximize the efficient use of resources while providing maximum community impact.
- Maintain a solid working relationship with United Way Worldwide through service on committees and participation in annual conferences and meetings.



## STRATEGIC PLAN TIMELINE

	2017											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal I, Strategy A</b>												
Create and recruit a chair from the Board of Trustees for advisory committees, one each for Education, Income and Health. Encourage, but not require, Community Partners to serve on committees.				X								
Charge the advisory committees to keep the United Way current on pressing needs of the community and to develop solutions.				X								
<b>Goal I, Strategy C</b>												
Annually survey community partners about professional development needs as they relate to non-profit management	X											
Develop quarterly training opportunities that respond to training needs. As often as possible, the trainings will be offered at no cost to the community partners and open to all non-profits in the communities served by United Way.			X			X			X			X
Offer at least one training annually in a community outside of Emporia.						X						
Participants will be asked to complete an evaluation to gauge the quality of training and impact of program on their professional development.			X			X			X			X

	2017											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal II, Strategy A</b>												
Develop a comprehensive written campaign plan with timelines/calendar and benchmarks well in advance of each year's drive			X									
Reactivate the Campaign Cabinet and Resource Development Committees					X							
Increase the number of campaign volunteers to conduct campaign presentations and other campaign related activities.						X						
Expand the number of campaigns using electronic pledge forms.								X				
Develop list of 5 prospective new companies to approach for workplace campaigns.					X							
<b>Goal II, Strategy C</b>												
Identify donor segments: loyal, leadership, new donors to develop targeted year-round correspondences and potential events.	X											
Develop communications plan to engage with donors based on their interests as garnered from pledge forms.	X											
Develop communications plan to reach out to lapsed donors after each campaign to determine why their gift was lost.			X									

	2017											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal II, Strategy D</b>												
Working with pro-bono consultant from United Way Worldwide, form Planned Giving Committee				X								
Perform feasibility study					X							
Identify potential key individuals to approach									X			
<b>Goal III, Strategy A</b>												
Develop annual survey to be sent to leaders and United Way donors so they can help identify pressing issues in each county.			X									
Identify key contact in each county to serve as a United Way champion.						X						
Convene local experts around education, income and health to review survey responses and develop goals for our community. Where possible, consider utilizing already existing membership groups in each county for this work.												X
<b>Goal IV, Strategy A</b>												
Develop annual calendar of United Way events and to be more involved in the community.	X											
Develop annual communications plan, which addresses print ads, website, radio, social media	X											

	2017											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Educate United Way Board Members on serving as UWFH Brand Ambassadors								X				
<b>Goal IV, Strategy B</b>												
As part of the communications plan, develop a sub-communications plan within each of the counties we serve to help residents see how United Way serves their community.		X										
Hold "mission tour" in each county once a year and require community partners in that area to assist in promotion and inviting individuals							X					
During the campaign, create specialty campaign material and send mass mailing to residents in each county							X					
<b>Goal IV, Strategy C</b>												
Develop an advisory committee or join an already established group in some counties, which will be comprised of community leaders, business leaders, and other interested individuals (two year terms).						X						
<b>Goal IV, Strategy D</b>												
Retain the services of a translator to translate United Way material into Spanish, including website, posters, campaign material, videos, La Voz ads, PSAs, etc.			X		X	X	X					

	2017											
Work with local employers to hold community conversations with Latino/Latina employees to learn more about their needs/interests and how United Way can better invest in programs to support them.						X						
Develop an annual, targeted mailing (electronic and/or postal) to share information about United Way and community partners.									X			
<b>Goal V, Strategy A</b>												
Board meeting agendas will include a standing item of “strategic planning” to ensure a strategic rather than an operational focus.	X	X	X	X	X	X	X	X	X	X	X	X
Designate a specific Board meeting dedicated to an annual review of the Strategic Plan.						X						
<b>Goal V, Strategy B</b>												
Develop a succession plan to ensure UWFH’s long-term stability.				X								
<b>Goal V, Strategy C</b>												
Continue to build mutually beneficial relationships with neighboring United Ways, including a continuation of regular gatherings of United Way executive directions, United Ways of Kansas State Association meetings, and expansion of staff to staff dialogue and working meetings.				X	X	X	X					

	2017												
Continue to explore opportunities to establish and maintain community coalitions and collaborative activities that maximize the efficient use of resources while providing maximum community impact.	X	X	X	X	X	X	X	X	X	X	X	X	X
Maintain a solid working relationship with United Way Worldwide through service on committees and participation in annual conferences and meetings.	X	X	X	X	X	X	X	X	X	X	X	X	X



	2018											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal I, Strategy B</b>												
Using data gathered from advisory committees, the United Way board shall identify issues of most importance for our community.	X											
Board will review existing funding model and determine how funds should be divided between traditional funding, emerging needs, United Way initiatives, and collaborative grants.						X						
<b>Goal I, Strategy C</b>												
Annually survey community partners about professional development needs as they relate to non-profit management	X											
Develop quarterly training opportunities that respond to training needs. As often as possible, the trainings will be offered at no cost to the community partners and open to all non-profits in the communities served by United Way.			X			X			X			X
Offer at least one training annually in a community outside of Emporia.						X						
Participants will be asked to complete an evaluation to gauge the quality of training and impact of program on their professional development.			X			X			X			X

	2018											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal II, Strategy A</b>												
Develop a comprehensive written campaign plan with timelines/calendar and benchmarks well in advance of each year's drive			X									
Expand the number of campaigns using electronic pledge forms.								X				
Develop list of 5 prospective new companies to approach for workplace campaigns.					X							
<b>Goal II, Strategy B</b>												
Engage with ESU intern to: <ul style="list-style-type: none"> <li>• Study demographics of our community and compare to demographics of our donors</li> <li>• Conducts surveys and/or focus groups of donors (perhaps grouped in age category) to understand their reasons for giving.</li> <li>• Conduct study of lapsed donors to learn why they have stopped giving.</li> </ul>	X											
Using data gathered from intern's work, develop tactics and actions to increase awareness to the identified groups during and post campaign.						X						

	2018											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal II, Strategy D</b>												
Begin solicitations with the goal of one meeting per month.	X	X	X	X	X	X	X	X	X	X	X	X
<b>Goal II, Strategy E</b>												
Using the data gathered from Strategy A, develop plan for targeted communications for each segment of donor pool						X						
Determine what financial investments and new technology and software is needed to better connect with donors.												X
<b>Goal III, Strategy A</b>												
Develop annual survey to be sent to leaders and United Way donors so they can help identify pressing issues in each county.			X									
Identify key contact in each county to serve as a United Way champion.						X						
Convene local experts around education, income and health to review survey responses and develop goals for our community. Where possible, consider utilizing already existing membership groups in each county for this work.						X						
United Way Board will develop funding priorities on recommendations from local experts.						X						

	2018											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal III, Strategy B</b>												
Expert panels will develop anticipated outcomes for each goal area over the next three years.						X						
Engage with ESU intern to review data from other communities to learn best practice approaches for creating systemic change and appropriate timelines for achieving success.	X											
Convene expert panel to review progress towards achieving goals												
<b>Goal IV, Strategy A</b>												
Develop annual calendar of United Way events and to be more involved in the community.	X											
Develop annual communications plan, which addresses print ads, website, radio, social media	X											
<b>Goal IV, Strategy B</b>												
As part of the communications plan, develop a sub-communications plan within each of the counties we serve to help residents see how United Way serves their community.		X										
Hold "mission tour" in each county once a year and require community partners in that area to assist in promotion and inviting individuals							X					

	2018											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
During the campaign, create specialty campaign material and send mass mailing to residents in each county							X					
Educate United Way Board Members on serving as UWFH Brand Ambassadors								X				
<b>Goal IV, Strategy C</b>												
Develop an advisory committee or join an already established group in some counties, which will be comprised of community leaders, business leaders, and other interested individuals (two year terms).						X						
<b>Goal IV, Strategy D</b>												
Retain the services of a translator to translate United Way material into Spanish, including website, posters, campaign material, videos, La Voz ads, PSAs, etc.			X		X	X	X					
Work with local employers to hold community conversations with Latino/Latina employees to learn more about their needs/interests and how United Way can better invest in programs to support them.						X						
Develop an annual, targeted mailing (electronic and/or postal) to share information about United Way and community partners.									X			

	2018											
<b>Goal V, Strategy A</b>												
Board meeting agendas will include a standing item of “strategic planning” to ensure a strategic rather than an operational focus.	X	X	X	X	X	X	X	X	X	X	X	X
Designate a specific Board meeting dedicated to an annual review of the Strategic Plan.						X						
<b>Goal V, Strategy B</b>												
Explore opportunities with neighboring United Ways for marketing/communication services.				X	X							
Seek opportunities for high level volunteers and “in kind” support from local companies in the areas of marketing, finance and resource development. <i>f</i>				X	X	X						
<b>Goal V, Strategy C</b>												
Continue to build mutually beneficial relationships with neighboring United Ways, including a continuation of regular gatherings of United Way executive directions, United Ways of Kansas State Association meetings, and expansion of staff to staff dialogue and working meetings.				X	X	X	X					
Continue to explore opportunities to establish and maintain community coalitions and collaborative activities that maximize the efficient use of resources while providing maximum community impact	X	X	X	X	X	X	X	X	X	X	X	X
Maintain a solid working relationship with United Way Worldwide through service on committees and participation in annual conferences and meetings.	X	X	X	X	X	X	X	X	X	X	X	X

	2019											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal I, Strategy B</b>												
If Collaborative Grant funding is established, the board will create an RFP process and award grants to worthy applicants.			X									
<b>Goal I, Strategy C</b>												
Annually survey community partners about professional development needs as they relate to non-profit management	X											
Develop quarterly training opportunities that respond to training needs. As often as possible, the trainings will be offered at no cost to the community partners and open to all non-profits in the communities served by United Way.			X			X			X			X
Offer at least one training annually in a community outside of Emporia.						X						
Participants will be asked to complete an evaluation to gauge the quality of training and impact of program on their professional development.			X			X			X			X
<b>Goal II, Strategy A</b>												
Develop a comprehensive written campaign plan with timelines/calendar and benchmarks well in advance of each year's drive			X									

	2019											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Expand the number of campaigns using electronic pledge forms.								X				
Develop list of 5 prospective new companies to approach for workplace campaigns.					X							
<b>Goal II, Strategy C</b>												
Determine feasibility of creating affinity groups to further engage donors.			X									
<b>Goal II, Strategy D</b>												
Begin solicitations with the goal of one meeting per month.	X	X	X	X	X	X	X	X	X	X	X	X
Aspire to close one planned gift annually												X
<b>Goal III, Strategy A</b>												
Develop annual survey to be sent to leaders and United Way donors so they can help identify pressing issues in each county.			X									
<b>Goal III, Strategy B</b>												
Expert panels will develop anticipated outcomes for each goal area.						X						
Convene local experts around education, income and health to review survey responses and develop goals for our community. Where possible, consider utilizing already existing membership groups in each county for this work.										X		



	2019											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Using information gathered from Strategy A, work with community partners to determine where their funded programs best aligns with the new funding priorities.											X	
Convene an application review committee to develop an application that defines new funding priorities and develop an outcome model to help community partners achieve success.												X
<b>Goal III, Strategy C</b>												
Using information gathered from Strategy A, work with community partners to determine where their funded programs best aligns with the new funding priorities.												X
<b>Goal IV, Strategy A</b>												
Develop annual calendar of United Way events and to be more involved in the community.	X											
Develop annual communications plan, which addresses print ads, website, radio, social media	X											
Educate United Way Board Members on serving as UWFH Brand Ambassadors								X				
<b>Goal IV, Strategy B</b>												
As part of the communications plan, develop a sub-communications plan within each of the counties we serve to help residents see how United Way serves their community.		X										

	2019											
Hold "mission tour" in each county once a year and require community partners in that area to assist in promotion and inviting individuals							X					
During the campaign, create specialty campaign material and send mass mailing to residents in each county							X					
<b>Goal IV, Strategy C</b>												
Develop an advisory committee or join an already established group in some counties, which will be comprised of community leaders, business leaders, and other interested individuals (two year terms).						X						
<b>Goal IV, Strategy D</b>												
Retain the services of a translator to translate United Way material into Spanish, including website, posters, campaign material, videos, La Voz ads, PSAs, etc.			X		X	X	X					
Develop an annual, targeted mailing (electronic and/or postal) to share information about United Way and community partners.									X			
<b>Goal V, Strategy A</b>												
Board meeting agendas will include a standing item of "strategic planning" to ensure a strategic rather than an operational focus.	X	X	X	X	X	X	X	X	X	X	X	X
Designate a specific Board meeting dedicated to an annual review of the Strategic Plan.						X						

	2019											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Goal V, Strategy C</b>												
Continue to build mutually beneficial relationships with neighboring United Ways, including a continuation of regular gatherings of United Way executive directions, United Ways of Kansas State Association meetings, and expansion of staff to staff dialogue and working meetings.				X	X	X	X					
Continue to explore opportunities to establish and maintain community coalitions and collaborative activities that maximize the efficient use of resources while providing maximum community impact.	X	X	X	X	X	X	X	X	X	X	X	X
Maintain a solid working relationship with United Way Worldwide through service on committees and participation in annual conferences and meetings.	X	X	X	X	X	X	X	X	X	X	X	X



## **ACKNOWLEDGMENTS**

We would like to express our thanks and appreciation to the following members of the United Way of the Flint Hills Board of Trustees and staff members for their significant contributions in creating this plan.

### **United Way of the Flint Hills Board of Trustees**

Vicki Brooks, Newman Regional Health  
Theresa Davidson, USD 253  
Allison Garrett, Emporia State University  
Jeffrey Grabbe, Westar Energy  
Brad Kraft, Hopkins Manufacturing  
Monte Miller, Law Offices of Monte Miller, Chartered  
Bobbi Mlynar, City Commissioner and Journalist  
Kim Parks, ESB Financial  
Ed Peterson, Wolf Creek Nuclear Operating Corporation  
Ingrid Ponciano, Emporia State University  
Cindy Stewart, Lexinet Corporation  
Stuart Symmonds, Symmonds & Symmonds Law Offices  
Ron Thomas, Emporia's Radio Stations  
Jeff Williams, Ek Real Estate

### **United Way of the Flint Hills Staff**

Jami Reeve, Executive Director  
Hannah Crowl, Community Impact Manager

### **Strategic Plan Facilitator**

Jason M. Bosch