YOUR Community IMPACT
ARTWORK FROM THE AMERICAN INDIAN CULTURAL CORRIDOR IN SOUTH MINNEAPOLIS
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After more than 10 years as a Greater Twin Cities United Way volunteer, I couldn’t be more excited for the opportunity to serve the community along with all of you as a member of the United Way team, leading the organization through the next phase of our transformation.

As you know, we have a strong long-range plan, which you helped develop, that guides our work. What strikes me the most about the new plan is how meaningful our new mission is — to build pathways toward prosperity and equity for all. It reinforces the strength and wisdom of people in our community.

2018 marked the first year of executing the long-range plan. Through your support, the team has made great strides, including the development and implementation of a new strategy to serve our community, the launch of Salesforce Philanthropy Cloud and engagement of a record number of volunteers at Action Day, our signature event.

Your partnership has always been critical to the work in our community, and 2018 was no exception. Because of your generosity of time, talent and treasure, I’m thrilled to share:

- Greater Twin Cities United Way touched over 500,000 lives.
- 60,700 volunteers worked on service projects, valued at $15 million in community benefits.¹
- In partnership with various coalitions, we successfully advocated for $91 million in state funding that was invested in our community.
- Our endowment has reached $51.6 million to help sustain our work for generations.
- We raised $68.6 million to be invested in our work and the community.

These are incredible results made possible because of your kindness and commitment.

On the following pages, you’ll see the impact you’ve made in our community and how your support is enabling us to continue to broaden and deepen our commitment to equity. Research shows income level, race and where someone lives directly impact the ability to thrive in our community in ways that really matter.

I look forward to working with all of you as we focus our efforts and privilege in the areas of greatest need. Together, we will continue to transform the Twin Cities region into a great place to live — for everyone.

Sincerely,

John Wilgers
President & CEO
Greater Twin Cities United Way

2018 was an exceptional year for Greater Twin Cities United Way. Over the past year, there were several instances where I learned about a pocket of impactful work happening between our staff and community and said out loud, “This is wonderful! Who knows about it?” As you read through the pages that follow, I hope you, too, will be reminded of the magnitude of Greater Twin Cities United Way’s power as a force for good and feel proud of your contribution — be it time, talent, treasure or any combination of the three.

Last year also marked tremendous transformation for our organization. In October, we rolled out a bold new vision to disrupt inequity and foster a region where all people thrive, regardless of income, race or place. To make this a reality, we’ve reimagined our approach.

- We’re listening to people directly impacted by poverty — learning from the wisdom of their lived experiences to make decisions. And rather than address deficits, we’re engaging assets and strengths they already possess.
- We’re leading with equitable investments and practices. This includes focused support for culturally specific organizations that serve and are led by people of color and American Indians.
- We’re working in cross-sector collaborations and coalitions to develop holistic solutions, supporting educational success, household stability and economic opportunity.
- We’re working in and with our community in new ways. We are moving from a prescriptive approach to a collaborative one and providing community partners flexible funding and spaces to test, measure and share their best practices.
- We’re building on our legacy as a trusted community broker by bringing philanthropists, nonprofits, businesses and government together to scale solutions, recognizing that a united community is the key to a thriving future.
- We’re committed to leaning into our own equity journey. This commitment requires us to respond strategically to our community’s most pressing needs and to deal earnestly with historic systemic oppression in our efforts to level the playing field for many of our neighbors.

It is an honor and privilege to work alongside you and other passionate people in service to our community — and we’re grateful for your ongoing support. I am proud of the incredible work we’ve done together and look forward to our continued partnership. Together we can continue to pave the way for a future that is limitless for every person in our community.

With gratitude,

Acooa Ellis
Senior Vice President of Community Impact
Greater Twin Cities United Way
When You Give...

**YOU’RE ADDRESSING OUR COMMUNITY’S MOST PRESSING NEEDS.**

No one experiences poverty as a single, isolated problem. Homelessness, hunger and lack of educational and career opportunities are inextricably linked, and your support ensures we can focus our efforts in these areas.

**YOU’RE INVESTING IN A LONG-TERM, HOLISTIC APPROACH TO HELPING PEOPLE THRIVE THROUGH:**

- **UNITED WAY’S 2-1-1 HOTLINE:** Every day of the year, 2-1-1 connects people in need to resources including housing, food, childcare, mental health services and utility assistance.
- **VOLUNTEER ENGAGEMENT:** We secure thousands of volunteers per year to work on service projects that benefit the community.
- **NONPROFIT CAPACITY BUILDING:** We support 23 organizations led by and serving people of color and American Indians through our Culturally Powered Communities program.
- **CONVENINGS:** We bring together leaders from the nonprofit, public and private sectors to address our community’s challenges.
- **COALITION AND ADVOCACY WORK:** We work with partners to influence policy and advocate to advance systems change.
- **GRANT MAKING AND FUNDRAISING:** We thoroughly review and invest in high-impact nonprofits doing great work.

**YOUR PHILANTHROPIC DOLLARS ARE MAXIMIZED.**

In addition to stretching the value of your dollar through 2-1-1, volunteer engagement and coalition and advocacy work, we make smart community investments.

For instance, our investment of $4.6 million in job training programs resulted in an increase of $99.5 million in collective annual earnings for participants, multiplying our original investment by 20 times.

Throughout the following pages, you’ll see this work come to life and how your support has made a big difference in 2018.
Commitment to Equity

As we strive to build a community where all thrive regardless of income, race or place, the following principles guide our work.

**Equity Manifesto**

It begins by joining together, believing in the potency of inclusion, and building from a common bond.

It embraces complexity as cause for collaboration, accepting that our fates are inextricable.

It recognizes local leaders as national leaders, nurturing the wisdom and creativity within every community as essential to solving the nation’s problems.

It demands honesty and forthrightness, calling out racism and oppression, both overt and systemic.

It strives for the power to realize our goals while summoning the grace to sustain them.

It requires that we understand the past, without being trapped in it; embrace the present, without being constrained by it; and look to the future, guided by the hopes and courage of those who have fought before and beside us.

**This is equity:** Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.

Adopted and shared with permission from PolicyLink

**Our Work**

We believe organizations that are led by and serving specific cultures have a critical and unique role in identifying nuanced solutions for deep impact in their communities. Through your generosity, we created the **Culturally Powered Communities** program in 2017 to build the capacity of organizations led by and serving people of color and American Indians.

To date, United Way’s program has supported 23 organizations, combining cohort-based learning, leadership development and training in organizational development. For example, after participating in a grant-writing training, one of our partners, RECLAIM Minnesota, completed its first federal grant application and was awarded $750,000.

Building on our learnings and expertise, we developed the **Equity Accelerator Project** in 2018 to enhance workforce development programs that support culturally diverse communities, funded by a grant from the Department of Employment and Economic Development. Through this funding, United Way is supporting eight nonprofits that are addressing workforce disparities through grants as well as providing technical support to deepen grantees’ understanding of traditional workforce systems; helping them incorporate evidence-based practices; and building their capacity through organizational assessment, strategic planning, partnership development, data management and grant writing.
Household Stability

VISION: HOMELESSNESS AND HUNGER ARE RARE, BRIEF AND NONRECURRING
A stable home is the foundation that enables us to thrive. It’s more than shelter. It’s a place to rest, enjoy a meal and prepare for work and school. For our infants and toddlers, it’s a place to safely explore, learn and grow. For our older kids, it’s a kitchen table and a light to do their homework.

Your generosity of time, talent and treasure is bridging gaps across complex systems, fostering partnerships, connecting people to essential housing and food services and helping United Way advance housing stability across the Twin Cities.

**OUR CHALLENGES**

- **Housing costs have outpaced wages** and as a result, people with low incomes are forced to prioritize basic needs, sometimes sacrificing healthy food and medicine to keep their homes.
- **Children and youth represent 50 percent** of people experiencing homelessness.²
- **Minnesotans visited food shelves a record 3.4 million times.³**

**HOPE STARTS HERE**

Your generous investments in United Way support vital community services like the United Way 2-1-1 resource hotline. 2-1-1 connects people in need to resources such as housing, food and more — available 24 hours a day, seven days a week. In 2018, the service connected Minnesotans to 273,020 referrals.

Said another way, you made it possible to address 31 urgent needs every hour, every day of 2018. And, every dollar you’ve invested in 2-1-1 provided $2.38 worth of supportive community services to people in need.⁴ Additionally, 2-1-1 helps United Way better understand community needs and make strategic, data-driven decisions on how and where to invest.

**CALLS BY NEED**

- **Housing**: 38%
- **Mental Health/Addictions**: 12%
- **Utility Assistance (Electricity, Gas, Heat)**: 11%
- **Legal, Consumer & Public Safety Services**: 9%
- **Clothing/Personal/Household Needs**: 8%
- **Food/Meals**: 7%
- **Information Services**: 7%
- **Income Support/Assistance**: 7%
- **Health Care**: 7%
- **Individual Family & Community Support**: 7%
- **Other**: 3%

Data from 131,443 calls, texts and chats in 2018.

² [http://mnhomeless.org/](http://mnhomeless.org/)
³ [http://www.hungersolutions.org/](http://www.hungersolutions.org/)
KRISTAN: A FULL CIRCLE MOMENT

Kristan's childhood wasn’t easy. She was raised by her mom who suffered from addiction and homelessness and then moved in with her dad when she was 10.

At 17, Kristan came out to her father. “There was a lot of arguing and door slamming. I started feeling like it wasn’t a safe space for me,” said Kristan. As a result, she dropped out of high school and couch hopped. This is very common, as two out of every five homeless youth identify as LGBTQ.

United Way is the largest funder of LGBTQ homeless youth programs in Minnesota, providing case management services, safe living accommodations and training for service providers. Through this expertise, we connected Kristan to support, which helped her cope with her trauma and make the decision to go to college and study social work.

Today, Kristan is an adoption resource worker for Hennepin County Public Health and a member of United Way’s Arise Project, a giving community that supports LGBTQ youth. “United Way’s mission has saved lives, including mine,” she said.

STRENGTHENING A COMMUNITY FOOD SYSTEM WITH THE GENERAL MILLS FOUNDATION

Access to healthy food, such as fresh fruits and vegetables, varies across the metro. This has been a challenge in North Minneapolis, a vibrant community where residents have lacked consistent access to nearby grocery stores and affordable, healthy food.

To address this, United Way launched an innovative grant-making program known as Full Lives through a strategic partnership with the General Mills Foundation to strengthen food access by investing in nearly a dozen community-based nonprofits in North Minneapolis. Over the past two years, organizations like Appetite for Change, Green Garden Bakery and Pillsbury United Communities have been supporting and strengthening a healthy and equitable community food system, including a youth-run bakery, a farmer’s market and farm plots to grow food, as well as a new grocery store called North Market— all of which are making a big impact in the community.

High school sophomore Lalah lives in North Minneapolis. Through funding made possible by the Full Lives program, her organization, Green Garden Bakery—a youth-run bakery promoting health and sustainability through vegetable-based desserts—was able to grow and expand its gardening and youth programming. Lalah originally thought the opportunity sounded intriguing, as her neighborhood didn't have any gardens at the time. “There isn’t a grocery store within a mile of here that I can walk to and get fresh produce.”

That prompted Lalah to also work in the garden near her home, where she discovered she could grow her own fruits and vegetables.

Lalah said she has learned much more than how to weed or use an oven. “Without this program, some of us would never meet or connect. It teaches our community to come together and make things like the garden happen.”

Thank you, General Mills, for your ongoing commitment to ensuring all residents can access the food they want and need in order to thrive!

FOOD MADE WITH LOVE

Peter is a joyful and lively Army veteran who lives by himself in Bloomington. Cooking and accessing healthy food were daily struggles for him, and he knew he needed help.

A neighbor took Peter to Loaves & Fishes, one of 38 United Way food security partners that provides nutritious meals for people in need.

For the past three years, Peter has been eating dinner there five days a week. “This is my main meal of the day. It’s easy, it’s balanced and I can take leftovers home,” said Peter.

Peter is grateful for the support he has received and especially likes the community connection. “It's healthy...it's welcoming. I think food made with love is good food.”
As one of United Way’s largest Volunteer United groups, U.S. Bank is building a culture of generosity. In 2018, hundreds of U.S. Bank employees volunteered at United Way events.

Additionally, U.S. Bank’s unrestricted investment in 2018 provided safe and affordable housing and food for families and youth; quality early-childhood care and youth development; and job training for adults.

For years, Tim Welsh, U.S. Bank’s Vice Chairman of Consumer and Business Banking, has served on United Way’s board and currently is the board chair, guiding us through our transformation. Reba Dominski, U.S. Bank Chief Social Responsibility Officer, President of the U.S. Bank Foundation and current United Way board member, was instrumental in assessing Salesforce Philanthropy Cloud (United Way’s online giving platform) and making it a reality in 2018—a critical channel for diversifying our funding sources for the community.

Thank you, Tim and Reba, for your leadership and guidance, and thanks to the U.S. Bank team for your generosity. You are helping our community thrive!

Greater Twin Cities United Way is a supporting member of the state-wide Homes for All coalition, working in partnership with 240 organizations to advance shared policy initiatives that advocate for housing stability for all Minnesotans. Thanks to a generous gift from a donor, in 2018, Greater Twin Cities United Way joined more than 100 organizations and 800 people as a co-sponsor of Homeless Day on the Hill. As a result, this event, led by the coalition and supported by the Minnesota Coalition for the Homeless, connected attendees to their legislators to raise awareness and advocate for state investments that focus on preventing and ending homelessness.

YOUR IMPACT:

Systems Change
2018 Household Stability Funding:

$31.7 million

$19.6 million in United Way-directed investments and $12.1 million in donor-directed gifts/designations

10,786 people connected to housing resources

20.3 million meals served

45,747 volunteers spent 394,622 hours working on household stability projects — a value of $10.7 million*

155 nonprofit professionals benefited from 10 convenings

107 nonprofits supported through grants and technical assistance

Educational Success

VISION: ALL CHILDREN ARE READY TO THRIVE ACADEMICALLY, PERSONALLY AND SOCIALY
Because of you, we’re able to provide high-quality early childcare and education to ensure children enter kindergarten ready to thrive and youth have the skills to direct their own future, ultimately ensuring the vitality of our region’s economy and future workforce.

OUR CHALLENGES

- Today, children who experience poverty are less likely to access quality learning opportunities and more likely to face trauma, negatively impacting brain development and learning.
- Our state continues to face one of the worst opportunity gaps in the nation for students of color — posing immediate and long-term impact.

TRA NeICIA: PAYING IT FORWARD

TraNeicia is a parent advocate who inspires United Way’s work to ensure all children are ready for educational success. Raised in St. Paul, TraNeicia received early educational scholarships from United Way for her daughter and son to attend high-quality, early learning classrooms.

The scholarships have made a big difference, so much so that TraNeicia recently testified at the legislature about the positive impact of those investments.

“I was working to cover tuition and my whole paycheck was going to make sure my kids were ready for kindergarten,” TraNeicia said. “The scholarships took a huge load off me. Now I don’t have to work doubles and I can be home more with my kids.”

TraNeicia continues to advocate on behalf of others. “Everything I’ve done is impacting other families,” she said. “I understand my mission, and it gives me strength to wake up every morning saying, ‘We’ve got work to do.’”
United Way launched Career Academies in 2015 to address the workforce shortage and opportunity gaps that are holding back students from households with low incomes and students of color. The program prepares high school students for in-demand jobs through real-world career experiences with opportunities for them to earn college credits and industry credentials.

Pathways offered are based on fields with the most career promise for local students, including: health care; manufacturing/engineering; STEM/IT; business/marketing/finance; automotive; education/public services; construction; and agriculture.

Thanks to you, since 2015, 4,800 high school students (nearly half are students of color) are on career pathways while collectively earning 6,244 college credits and saving $1.9 million in tuition costs.

“Your partnership with United Way and its Career Academies is crucial in helping us transform the high school experience through the SPPS Achieves Strategic Plan. We are looking forward to expanding those opportunities and helping all students gain college credit, industry certifications and job experience while in high school.”

— DR. JOE GOTHARD
SUPERINTENDENT OF SAINT PAUL PUBLIC SCHOOLS (SPPS) AND GREATER TWIN CITIES UNITED WAY BOARD MEMBER
The Carlson Family is known for their deep commitment to supporting youth, with a particular focus on mentoring and education. Because they know social-emotional learning (SEL) skills are critical predictors of college and career success, they partnered with United Way and the community to create the Propel SEL program.

Propel SEL supports afterschool and mentoring professionals to incorporate SEL into their work with youth in the nine-county metro region. The initiative helps build understanding of the importance of SEL skills and provides professional development for staff to implement culturally relevant programs. The program supports young people's skill development by delivering quality learning experiences necessary for positive youth outcomes, such as better preparing students for careers.

The family’s investment has helped 20 organizations equip more than 2,000 youth with social and emotional skills, resulting in stronger problem-solving, decision-making and relationship-building – all critical to successful futures.

The Carlson Family also supports United Way’s Career Academies to help high school students prepare for high-demand jobs.

To recognize their incredible impact in our community, the family recently received the 2019 Tocqueville Society Lifetime Achievement Award at the annual dinner.

Thanks to the Carlson Family, our youth are on pathways to direct their futures!
Rosa Miller started supporting Greater Twin Cities United Way in the 1980s when she worked at 3M. As she progressed in her career – eventually becoming an executive leading several businesses and a geographic area – it became clear to her that United Way was a strong investment in the community.

"United Way knows how to harness caring people to work together to help those most in need," said Rosa. "They [United Way] innovate to find solutions to help people become more self-sufficient and create a brighter future for themselves."

Rosa is passionate about education. She supports United Way’s work through annual financial gifts and a planned gift with the goal of reducing educational opportunity gaps for students of color. "I believe education is a common denominator because informed and educated communities can make better decisions for themselves and their families, and United Way plays an important role in this."

Rosa, you’re making a big difference and through your planned gift with United Way, your generosity will live on.

Thank you!

As you know, when you invest in United Way, your dollars multiply through holistic strategies to support our community. One example is MinneMinds – a statewide coalition founded and co-chaired by United Way and comprised of 100 partners – focused on increasing public funding for high-quality early childcare and education programs. To date, our collective advocacy efforts have resulted in more than $85 million in state funding to support early learning.
**GREATER TWIN CITIES UNITED WAY**

parents, infants, toddlers, preschoolers and youth served including 3,018 high school students on pathways toward college and careers

**2018 Educational Success Funding:**

$22.2 million

$15 million in United Way-directed investments and $7.2 million in donor-directed gifts/designations

46,995

volunteers spent 121,171 hours working on education projects — a value of $3.9 million

14,971

nonprofit education professionals and community members benefited from 7 learning sessions and convenings

347

nonprofits supported through grants and technical assistance

70

*The Value of Volunteer Time/State and Historical Data. Independent Sector. 2017.*
Economic Opportunity

VISION: ALL ADULTS HAVE THE OPPORTUNITY TO PARTICIPATE IN THE WORKFORCE AND ADVANCE TOWARD FAMILY-SUSTAINING WAGES
Securing and maintaining a job that pays a sustainable wage are essential to building pathways toward prosperity. Because of your generosity, we’re working to create seamless pathways for individuals into high-demand career fields that promote long-term prosperity.

**OUR CHALLENGES**

- By 2024, Minnesota is projected to have **400,000 unfilled jobs** – 63 percent of which will require some post-secondary education.8
- Out of the 100 largest cities in the country, the Minneapolis and St. Paul region ranks 88th on economic inclusion and 92nd on racial inclusion.9
- Educational disparities for youth translate into income disparities for adults, disparately affecting people of color who earn $31,800 less per year than their white neighbors.10

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**RA SHONDA: A NEW CAREER AND BIG DREAMS**

For years RaShonda felt stuck in jobs that didn’t provide for her family or her future. That all changed when she enrolled in a construction training program at Summit Academy OIC, a partner that United Way supports through grants, advocacy and technical assistance.

The five-month program included comprehensive coursework, hands-on training and special projects, helping RaShonda build new skills and discover a passion for math—which she used to tutor other students.

With supportive instructors and devoted career counselors, RaShonda felt encouraged from start to finish. “They really equip you with what you need to go forward,” she said.

Once she completed the program, RaShonda emerged with a sense of pride, a job and a positive outlook. “My future...it’s bright!”

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8 https://www.mncompass.org/trends/insights/2017-05-30-older-adults
9 Brookings Institution. Metro Monitor 2019
10 https://www.mncompass.org/economy/median-income#7-4810-g
Linda and Mike Fiterman have been involved with Greater Twin Cities United Way for several decades. Mike was one of the longest-standing board members, serving for 13 consecutive years, and Linda was a member of United Way’s Leadership Council during its development. Mike also served as Campaign Chair in 2006.

In addition to their volunteer involvement with United Way, Linda and Mike’s commitment to the community extends to the Mike and Linda Fiterman Family Foundation and to their company, Liberty Diversified International (LDI) — one of Greater Twin Cities United Way’s longest-standing partners.

When LDI celebrated its 100th anniversary in 2018, the Fitermans recognized the milestone by embarking on a year-long “gratitude tour.” This tour is just one of many ways Mike and Linda inspire and motivate others to pay it forward, creating a legacy of gratitude.

For all they have done for our community, Linda and Mike were recently recognized with the 2019 Tocqueville Society Civic Leadership Award.

“Beyond the philanthropic contributions to the community, Linda and Mike have also given generously of their time and talent. From their board and committee service, to the countless acts of generosity and volunteerism, the Fitermans are tremendous community champions who lead with a compassion to do what is right,” said Jim Campbell, former Wells Fargo Minnesota executive and former chairman of the Greater Twin Cities United Way board.

“Gratefulness stems right here. It stems from what this United Way does for new immigrants, for people starting out and for people with young families just trying to make a better world for them,” said Mike.

Now it’s our turn to show gratitude. Thank you, Linda and Mike Fiterman, for helping our community thrive!
CHRIS: REWRITING HIS STORY

“I knew I had the potential to give this world more than I was giving,” said Chris, who grew up in St. Paul. He realized his potential at Ujamaa Place, an organization that receives technical assistance, training and funding through United Way’s Culturally Powered Communities program.

Operating under the philosophy that every person is valuable, worthy and lovable, Ujamaa supports young African American men with housing, education and employment.

Prior to Ujamaa, Chris struggled with addiction, resorting to sleeping in his car and on the light rail because he had nowhere to go. Through the program, Chris became sober, took entrepreneurial classes and became a published author. “When I brought home my book, my mom cried. And that just warmed my heart.”

Chris plans to open his own business to help others. He added, “I want to provide opportunities for people who need chances, jobs and opportunities without being judged.”
Because of your support, Greater Twin Cities United Way convenes cross-sector partners to strengthen career pathways and employment opportunities. For example, we helped establish and remain active members of the Minneapolis St. Paul Workforce Innovation Network (MSPWin). The coalition secured state investments of $8.5 million for the Pathways to Prosperity Program in 2018. These investments connect adults with low incomes to pathways to meet the demands of our workforce and earn higher incomes.

To honor this commitment, UWW recently recognized Wells Fargo as its No. 1 Workplace Giving Campaign for 10 consecutive years nationally and No. 1 in the Twin Cities region in 2018. Through team member donations and strong volunteerism, Wells Fargo has made a significant impact.

Wells Fargo and its employees also heavily invested time and treasure in Women United, one of United Way’s giving communities, to help children succeed in school and women to support their families in our region. Additionally, the company and its employees provided healthy food for families and youth and resources for people in need through our 2-1-1 hotline.

Mike Maeser, managing director of Wealth Management at Wells Fargo, champions giving in his workplace and serves on the Greater Twin Cities United Way board. Mike, on behalf of the community, thanks to you and your generous team!
BY THE NUMBERS

2018 Economic Opportunity Funding: $11 million

$6.2 million in United Way-directed investments, $4.8 million in donor-directed gifts/designations

9,432 adults accessed resources for increased earnings

$23,010 average increase in individual annual earnings - a 20:1 ROI

309 nonprofit professionals and local stakeholders benefited from 3 convenings on strategies to increase adult earnings

26 nonprofits supported through grants and technical assistance.
United Way provides great opportunities for all of us to make an impact in our communities.

— MELVIN CARTER
MAYOR OF ST PAUL.
GREATER TWIN CITIES UNITED WAY

BRIAN ALLINGHAM
Administrative Partner
Norwest Equity Partners

JULIE BAKER
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LAURA BLOOMBERG
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STACY BOGART
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JAMIE GULLEY
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LYNNE HARRINGTON
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MATT KUCHARSKI
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MICHAEL LANGLEY
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NANCY LINDAHL
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MIKE MAESER
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TEODO MARSHALL
Community Leader

AL MCFARLANE
President & Editor-in-Chief
Insight Newspaper

KATHY NOECKER
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Faegre Baker Daniels

JVON JONCAS
Chief Executive Officer
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JIM ZAPPA
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CHS, Inc.

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Chief Executive Officer
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The Toro Company

KAREN RICHARD
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KOEN WILMS
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