



UNITED WAY

Manitowoc County

UNITED IS THE WAY™

*Working together, we can
reach a future where
everyone thrives.*



5 YEAR STRATEGIC PLAN

2025 - 2030



New Business Model

*We've adopted a more
modern business model!*



UNITED WAY
Manitowoc County



Past

Allocations Business Model

- Traditional "community chest" or "charity"
- Transactional change
- Short-term relief without sustainability
- Single project use of funds
- Middle-man

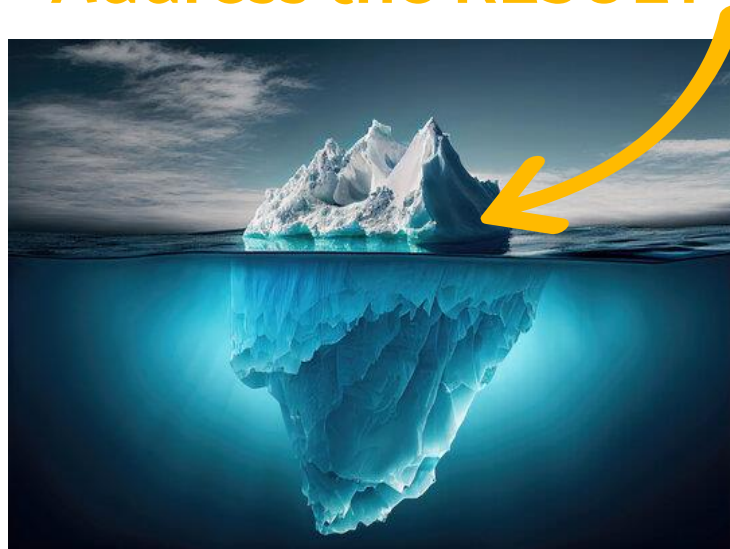
Today

Issue Focused Business Model

- Long-term & strategic with sustainability
- Building systems & capacity
- Transformational change
- Efficient & effective
- Leverage/Recycle same funds on targeted projects
- Critical partner

Past

Allocations Business Model
Transactional Change
Address the **RESULT**



Iceberg = Issue or Problem (i.e., food insecurity)

Today

Issue Focused Business Model
Transformational Change
Address the **REASON**



Iceberg = Issue or Problem (i.e., food insecurity)

WHO WE ARE



VISION

Our vision is a community where all can thrive.



MISSION

Our mission is to improve lives.



PROMISE

Our promise is to mobilize others to action so all can thrive.

WHAT WE DO



Serve as a
Hub for
Volunteerism



Serve as a
Go-To for
Generosity



Serve as a
Leader of
Transformational
Change

TARGET POPULATION

ALICE+ poverty

- Asset Limited Income Constrained Employed + poverty
- ALICE: earners just above the Federal Poverty Level but less than what it costs to make ends meet
- 23% ALICE + 13% Poverty = 31% of Manitowoc County Households are struggling (2022 ALICE in Manitowoc County)
- Just to survive, most people need to be able to afford 7 critical life expenses: housing childcare, taxes, food, transportation, health care, & technology

WHY ALICE+ POVERTY

(ALICE in the Crosscurrents - 2024 Update)

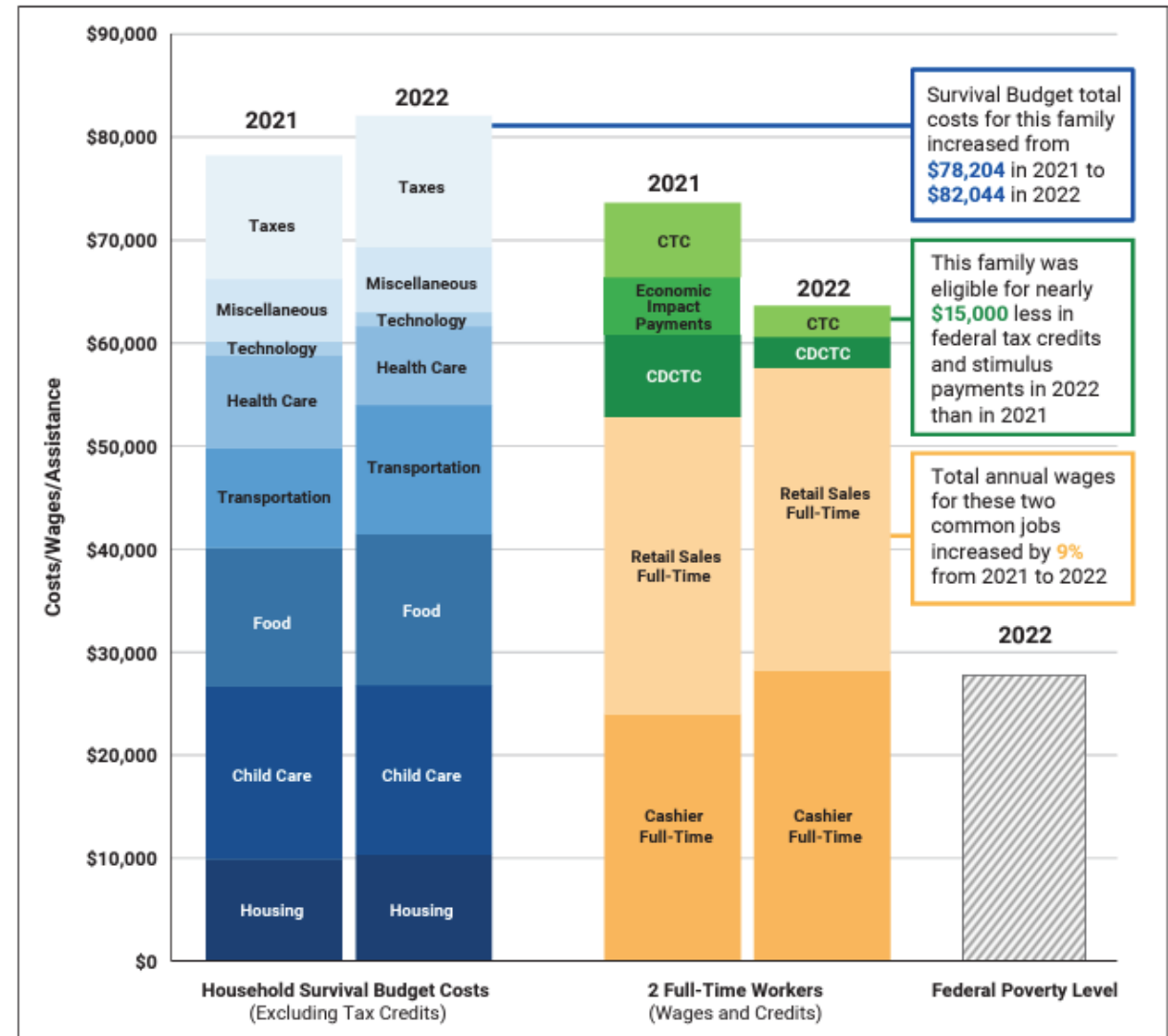
Between 2021 and 2022, the number of households in poverty in Wisconsin increased by 1,147 (remaining at 11% of all households) and the number of ALICE households increased even more substantially, up by 32,667 (to 24% of all households), continuing a more than decade-long trend in the growth of this population. **In 2022, of the 2,466,060 households in Wisconsin, 869,101 – 35% – were below the ALICE Threshold.**

WHY ALICE+ POVERTY

(ALICE in the Crosscurrents - 2024 Update)



Comparison of Costs, Public Assistance, and Wages, Family of Four, Wisconsin, 2021 and 2022



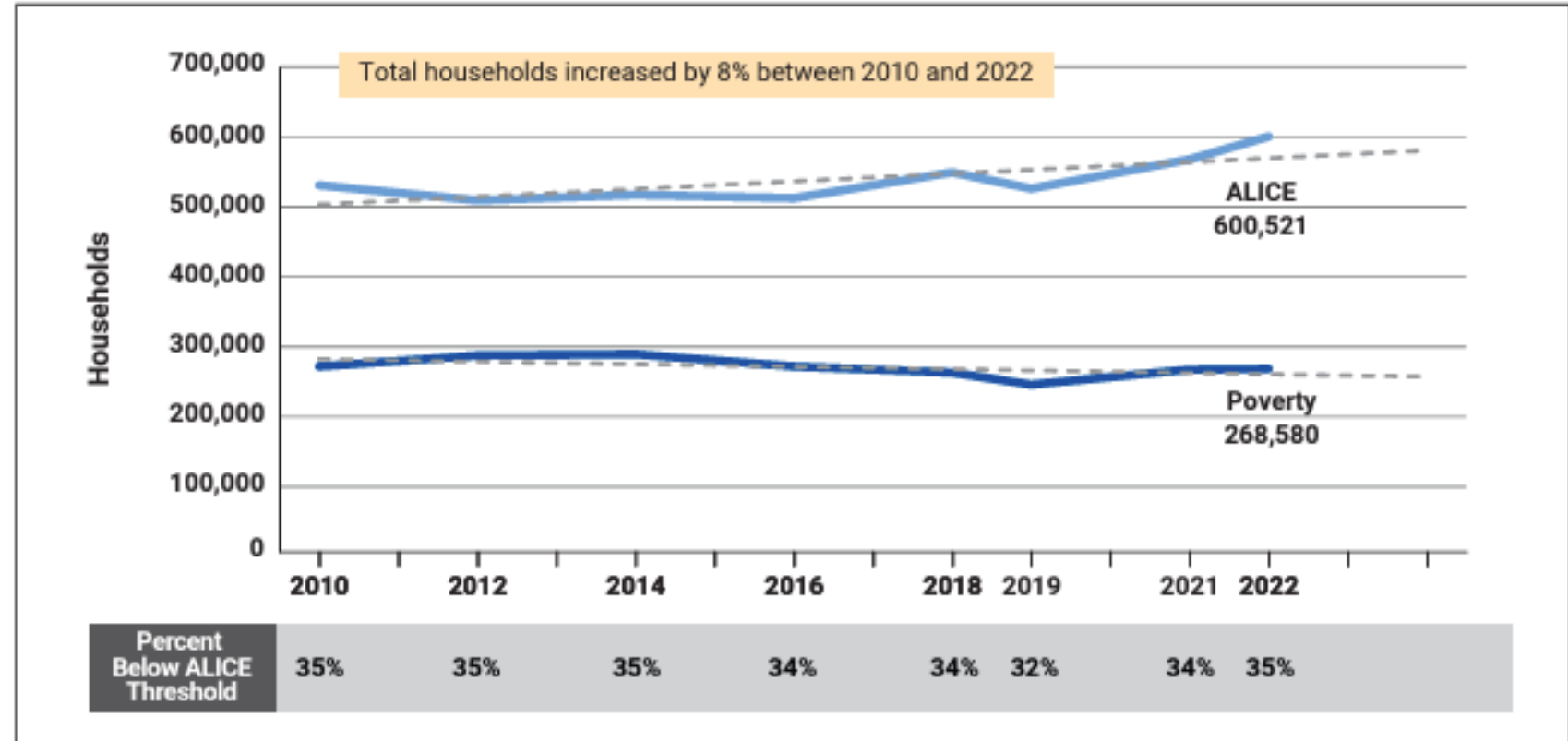
Note: CTC = Child Tax Credit, CDCTC = Child and Dependent Care Tax Credit. Full-time income is calculated based on 40 hours per week.

Sources: ALICE Threshold, 2021 and 2022; Bureau of Labor Statistics—Occupational Employment Statistics, 2021 and 2022; Internal Revenue Service, tax credits—CTC, CDCTC, EITC, 2021 and 2022; U.S. Department of the Treasury, 2022 and 2023

WHY ALICE+ POVERTY

(ALICE in the Crosscurrents - 2024 Update)

Households by Income, Wisconsin, 2010-2022



WHY ALICE+ POVERTY

(ALICE in the Crosscurrents - 2024 Update)



Household Financial Status and Key Demographics, Wisconsin, 2022

	Total	Below ALICE Threshold	■ Poverty ■ ALICE ■ Above ALICE Threshold		
ALL HOUSEHOLDS	2,466,060	869,101	11%	24%	65%
AGE					
Under 25 Years	130,899	79,166	31%	30%	40%
25 to 44 Years	768,183	216,775	10%	18%	72%
45 to 64 Years	879,001	245,179	9%	19%	72%
65 Years and Over	687,977	327,981	11%	37%	52%
RACE/ETHNICITY					
American Indian/ Alaska Native	15,764	7,651	13%	36%	51%
Asian	53,032	16,283	9%	21%	69%
Black	133,722	84,267	20%	43%	37%
Hispanic	117,564	52,559	10%	34%	55%
Native Hawaiian/ Pacific Islander	646	208	11%	22%	68%
Two or More Races	96,558	40,506	10%	32%	58%
White	2,077,458	686,765	7%	26%	67%
HOUSEHOLD TYPE					
Married With Children	410,041	40,221	4%	6%	90%
Single-Female- Headed With Children	131,876	88,113	32%	34%	33%
Single-Male-Headed With Children	61,852	27,412	14%	30%	56%
Single or Cohabiting, Under 65, no Children	1,174,314	385,374	11%	22%	67%
RURAL/URBAN					
Rural	716,323	255,618	10%	25%	64%
Urban	1,749,737	613,483	11%	24%	65%

WHY ALICE+ POVERTY

(ALICE in the Crosscurrents - 2024 Update)

Inflation is Hitting ALICE Harder

- **The cost of basics** is increasing faster than the overall rate of inflation, as reported by the [ALICE Essentials Index](#). And it has become even harder for ALICE to keep up with bills since the height of the pandemic. According to the Household Pulse Survey, 50% of households below the ALICE Threshold in Wisconsin reported that it was somewhat or very difficult to pay for usual items such as food, rent or mortgage, car payments, and medical expenses in October 2023, up from 44% in August 2020.
- **Housing costs** are on the rise in many parts of the state, and the impact is greater for those who were already struggling financially. According to the SHED, in 2022, 27% of households below the ALICE Threshold in Wisconsin reported that their rent or mortgage had increased in the prior 12 months (compared to 16% of households above the Threshold).

WHY ALICE+ POVERTY

(ALICE in the Crosscurrents - 2024 Update)

Changes in Public Assistance Impact ALICE

- **Food assistance:** Increased need for food assistance was a hallmark of the pandemic. Food pantries experienced a substantial increase in [demand for services](#), and Supplemental Nutrition Assistance Program (SNAP) [eligibility criteria broadened and monthly payments increased](#) (through February 2023). In 2022, the need remained high, with one in six Americans (49 million) [receiving private charitable food assistance](#) — down from the height of the pandemic, but still up markedly from 40 million in 2019. In part due to the SNAP income eligibility level in Wisconsin (200% of the FPL), public food assistance was not accessible to all households that were struggling financially: Only 42% of all Wisconsin households in poverty and 22% of all ALICE households participated in SNAP in 2022.

Among all eligible people, estimated [SNAP participation rates were higher](#).

- **Rent:** With rising costs, the expiration of [pandemic rental assistance](#), and the end of [state](#) and [federal eviction bans](#), many Wisconsinites continued to struggle to pay their rent. In 2022, 67% of households below the ALICE Threshold in Wisconsin were rent burdened (paying more than 30% of their income on rent) and 40% were severely rent burdened (paying more than 50% of their income on rent). Rent burden impacts not only housing stability, but also has far-reaching [physical and mental health implications](#) including increased risk for depression, anxiety, chronic diseases, and mortality.

WHY ALICE+ POVERTY

(ALICE in the Crosscurrents - 2024 Update)

ALICE Is Less Prepared For Crises and Retirement

- **ALICE struggles to save:** According to the SHED, while the emergency savings rate for all households in Wisconsin increased during the pandemic (rising from 49% in 2019 to 54% in 2022), only 32% of households below the ALICE Threshold had emergency savings (or rainy day funds) that would cover their expenses for three months in the event of sickness, job loss, economic downturn, or another emergency in 2022, similar to 33% in 2019.
- **ALICE faces unexpected medical expenses:** According to the SHED, 32% of respondents below the ALICE Threshold in Wisconsin incurred an unexpected major medical expense that they had to pay for out of pocket because it was not completely paid for by insurance in 2022, up from 18% in 2021. Medical debt generally reflects [poorer health](#) and lower rates of health care coverage, and can lead to [lower credit scores](#) and [additional financial hardship](#). Additionally, the [consequences of medical debt](#) are not experienced equally; those with lower incomes and people of color are more likely than their counterparts to be contacted by collection agencies and denied future care.
- **Financial hardship impedes retirement savings:** According to the SHED, in 2022 while 28% of all non-retired adults and 40% of non-retired adults above

the ALICE Threshold in Wisconsin reported that their retirement savings plan was currently on track, only 11% of those below the Threshold reported the same.

- **Financial hardship takes a toll on mental health:** The negative impact of financial stress on mental health has been [well established](#). According to the Household Pulse Survey, 19% of respondents below the ALICE Threshold in Wisconsin reported feeling nervous, anxious, or on edge nearly every day over the prior two weeks in October 2023 – up from August 2020 (14%) and higher than for those above the Threshold (10% in 2023).

This research shows a clear trend in our communities and our economy: Financial hardship is widespread, and it is not going away. The current system is not working for ALICE. The narrative in this Update helps make the case for innovative, cross-sector change in Wisconsin and across the U.S. The data, tools, and resources on the [United For ALICE](#) website can equip business, government, education, and nonprofit leaders to make data-informed decisions that address the root causes of financial hardship. Collaborative effort at all levels – local, state, and federal – will be needed to change the trajectory for ALICE households.

FUNDRAISING

On October 16, 1887, a Denver woman, a priest, two ministers, and a rabbi came together because they believed there was a better way to meet the needs of local residents.

More than 135 years later, we still believe that while it only takes one person to spark a world-changing idea, it takes many to actively change the world.

Working together, we can reach a future where everyone thrives.

United is the Way.



COMMUNITY ENGAGEMENT

GOAL: Raise \$500,000 or better by 2030

STRATEGIES:

- Comprehensive fundraising plan
- Comprehensive marketing plan
- Data collection & reporting
- Story telling

Key Performance Metrics:

- Key Stakeholder Survey results
- Event engagement
- Digital engagement
- Total revenue
- Total in-kind

COMMUNITY ENGAGEMENT

GOAL: Raise \$500,000 or better by 2030

ACTIVITIES:

- Donor relations programming
- Fundraisers
- Micro-campaigns
- Sponsorships
- Grant writing
- Online appeals
- Direct mail
- Radio

Key Performance Metrics:

- Key Stakeholder Survey results
- Event engagement
- Digital engagement
- Total revenue
- Total in-kind

IMPACT AREAS

No matter the challenge you want to address, we can make a bigger impact together than alone.



IMPACT AREA #1

YOUTH OPPORTUNITY

Helping young people realize their full potential

GOAL:

Connect 1,000 or more ALICE+ poverty young people* with programs designed to support their development by 2030

*ages 0 – 18 years of age



IMPACT AREA #1

YOUTH OPPORTUNITY

Helping young people realize their full potential

STRATEGIES:

- Childhood development initiatives
- Family engagement initiatives
- Early literacy development initiatives
- Transportation initiatives
- Grant making



IMPACT AREA #1

YOUTH OPPORTUNITY

Helping young people realize their full potential

KPIs:

- Utilization
- Access
- Stories

ACTIVITIES:

- Community coalitions
- Program funding
- Advocacy
- In-house programs

IMPACT AREA #2

FINANCIAL SECURITY

Creating a strong financial future for every generation

GOAL:

Connect 1,000 or more ALICE+ poverty individuals with programs designed to strengthen financial security by 2030



IMPACT AREA #2

FINANCIAL SECURITY

Creating a strong financial future for every generation

STRATEGIES:

- Transportation initiatives
- Grant making



IMPACT AREA #2

FINANCIAL SECURITY

Creating a strong financial future for every generation

KPIs:

- Utilization
- Access
- Stories

ACTIVITIES:

- Community coalitions
- Program funding
- Advocacy
- In-house programs



IMPACT AREA #3

HEALTHY COMMUNITY

Improving health and wellbeing for all

GOAL:

Connect 1,000 or more ALICE+ poverty individuals with health and wellbeing programs by 2030.



IMPACT AREA #3

HEALTHY COMMUNITY

Improving health and wellbeing for all

Strategies:

- Food security initiatives
- Transportation initiatives
- Grant making



IMPACT AREA #3

HEALTHY COMMUNITY

Improving health and wellbeing for all

KPIs:

- Utilization
- Access
- Stories

ACTIVITIES:

- Community coalitions
- Program funding
- Advocacy
- In-house programs

IMPACT AREA #4

COMMUNITY RESILIENCY

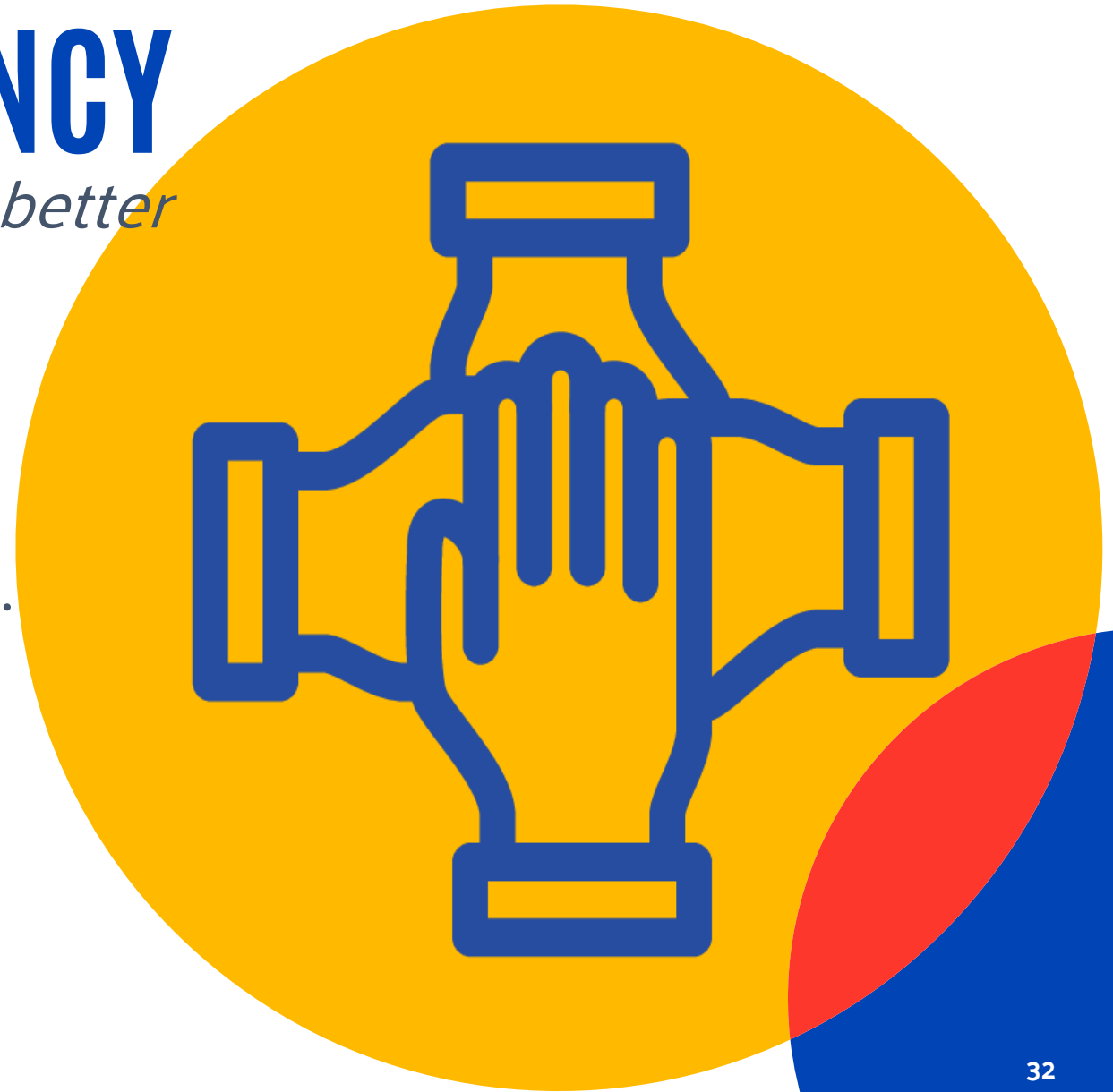
Addressing urgent needs today for a better tomorrow

GOAL A:

Connect 1,000 or more individuals with volunteer opportunities by 2030.

GOAL B:

Connect 1,000 or more individuals with nonprofits in times of urgent need by 2030.



IMPACT AREA #4

COMMUNITY RESILIENCY

Addressing urgent needs today for a better tomorrow

Strategies:

- Volunteer engagement initiatives
- Disaster recovery initiatives
- Crisis support initiatives



IMPACT AREA #4

COMMUNITY RESILIENCY

Addressing urgent needs today for a better tomorrow

KPIs:

- Utilization
- Access
- Stories

ACTIVITIES:

- Volunteer services
- Disaster recovery services





UNITED WAY
Manitowoc County

CALL TO ACTION

JOIN US. GET INVOLVED TODAY.

