



United Way
Manitowoc County, Inc.

Three Year Strategic Plan 2021 – 2023

Credo, Vision, and Mission

Credo: United Way fights for the health, education and financial stability of every person in every community.

Vision: United Way envisions a world where all individuals and families achieve their human potential through education, income stability, and healthy lives.

Mission: To improve lives by mobilizing the caring power of communities throughout Manitowoc County.

Introduction

For over 90 years, United Way Manitowoc County, Inc. (UWMC) has delivered its mission in the Manitowoc County community. We fight for a good quality of life through volunteer and resource development, partnership building, and advocacy. Our dedication to our mission has resulted in individuals and families achieving their potential in the areas of education, financial stability, and healthy lives. United Way Manitowoc County's success is a result of donor support in the millions, dedicated volunteer, corporate and individual philanthropic partnerships, and community collaboration.

Development

To continue this legacy, United Way Manitowoc County, Inc. underwent a three year process to develop a strategic plan that will meet the relevant needs of Manitowoc County while furthering United Way's mission and vision. The following plan is a result of an environmental scan including hundreds of community conversations with a wide variety of community members and stakeholders, analysis of local, state, and national data, and research on asset-based community development.

Acknowledgement

Thank you to our Board of Directors, past and present, for all of your time, insight and hard work. Thank you to the staff of United Way Manitowoc County for your commitment to the process and for your unwavering dedication to the United Way mission. Finally, thank you to the Manitowoc County community for your feedback, honesty, intellectual insight, and time. We appreciate each and every one of you.

Purpose

The purpose is to ensure United Way Manitowoc County continues to live out its mission and vision in all that we do, to guide the organization's work in achieving meaningful and purposeful results, and to inform the organization's stakeholders and the general community on who we are.



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Strategic Plan – Who We Are

1. Volunteer hub for all of Manitowoc County by 2023

Purpose/Objectives:

- Support the nonprofit sector’s capacity
- Connect volunteers with meaningful volunteer opportunities
- Support corporate philanthropy

Results/Outcomes:

- Skill-based volunteers will be engaged in social issues in the areas of education, financial stability and health
- Companies will be engaged in social issues in the areas of education, financial stability and health
- Volunteer engagement will improve community connectedness and resiliency

Key Steps & Possible Action Items:

Key Steps	Possible Action Items
Provide high quality year-round volunteer engagement services to nonprofits, individuals, groups and companies	<ul style="list-style-type: none">• Hold an annual Day of Action• Coordinate a Volunteer Manager Collaborative• Develop a county-wide volunteer center• Develop a volunteer center Advisory Council that is reflective of the community• Coordinate Company Day of Caring events• Provide virtual and in-person volunteer opportunities



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Establish key partnerships to expand promotion	<ul style="list-style-type: none">• Develop marketing/promotional materials• Develop marketing/communications plan• Create opportunities for strategic partnerships (i.e. sponsorships, events, etc.)
Provide trainings, tools and resources to nonprofits, businesses and individuals	<ul style="list-style-type: none">• Develop training and onboarding for new Volunteer Center users• Develop on-going communications plan regarding new features and opportunities• Host an annual county-wide volunteer engagement summit

Key Performance Indicators:

- # of connections to volunteer needs
- # of nonprofits using the Volunteer Center
- # of volunteers
- # of volunteer hours
- # of volunteer focused trainings/sessions/events
- # of companies
- Impact of volunteer services

2. A go-to for philanthropy in Manitowoc County by 2023

Purpose/Objectives:

- All donor types have an opportunity to engage with UWMC (Give.Advocate.Volunteer.)
- Serve as a leader in tackling critical community-level problems along with key partners
- Fill gaps in community-level philanthropic work county wide



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Results/Outcomes:

- Create sustainable system-level change in the areas of education, financial stability, and health
- Clearly demonstrate a return on investment (ROI)
- Effectively improve quality of life
- Year-round engagement with all donor types (Give. Advocate.Volunteer.)

Key Steps & Possible Action Items:

Key Steps	Possible Action Items
Provide a variety of easy-to-use donor engagement tools and resources	<ul style="list-style-type: none">• Develop fundraising tools for UWMC's BOD• Develop fundraising tools for individuals• Develop fundraising tools for companies• Host fundraising events throughout the year
Provide valuable opportunities for donors to invest in and that demonstrate a return on investment (ROI)	<ul style="list-style-type: none">• Develop community impact agendas• Make available grant opportunities to local nonprofits• Develop communications that demonstrate a ROI
Create purposeful partnerships	<ul style="list-style-type: none">• Develop issue-focused affinity group or groups• Participate in issue-focused community consortiums• Coordinate issue-focused community consortiums

Key Performance Indicators:

- Change in donor behavior
 - # of new donors
 - # of returning donors



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- # of donors who give more than once annually or number of times a donor gives annually
- Total number of gifts
- Total corporate giving
- Total giving for calendar year
- Total number of gifts that have increased
- Total amount of funds given to UWMC
- Number of donors in respective age cohorts
- Number of “unique” gifts (i.e. stocks, bequests, etc.)
- Number of companies giving to UWMC
- Number of donors in each of UWMC’s giving levels
- Number of communities of giving (i.e. affinity groups)
- Percentage of UWMC Board members who give
- Number of fee-for-service partnerships
- Total fee-for-service income
- Increase in revenue beyond traditional workplace employee and corporate giving

3. A community change agent for Manitowoc County by 2023

Purpose/Objectives:

- Tackle obstacles to a good quality of life for all Manitowoc County residents
- Fill critical gaps around social issues
- Connect resources with critical social issues

Results/Outcomes

- Influence systemic change
- Influence community-level change
- Strengthen community connections
- Identify new community assets



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Key Steps & Possible Action Items

Key Steps	Possible Action Items
Develop impact agendas	<ul style="list-style-type: none"> • Determine community-level social issues that cannot be ignored or underserved in the areas of education, financial stability and health • Identify gaps and root-causes surrounding community-level social issues • Establish baseline data • Develop strategies to engage the community and UWMC Board with impact agendas • Develop products and services that will influence baseline data points • Convene community sectors and stakeholders to listen, learn, and assess issues (on-going) • Participate in community consortiums that align with UWMC’s impact agendas to avoid duplication and strengthen collaboration (on-going) • Invest in impact agendas

Key Performance Indicators

- UWMC’s products and services positively influence baseline data points
- Resources are engaged in support of UWMC’s impact agendas
- UWMC’s products and services are utilized by the community
- UWMC influences community awareness and knowledge of community-level social issues
- Data-driven action plans* are developed with the community to tackle UWMC’s impact agendas



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- Number of community convenings
- Number of FamilyWize, 211, tax assistance services, and other community resources distributed or programs provided
- Number of 211 contacts
- Amount of money Manitowoc County residents save with FamilyWize
- Total invested in UWMC's impact agendas

*Action plans will:

- Demonstrate community-level work plans to address critical social issues
- Influence key data points and systems change
- Create shared community agendas vs. program specific agendas
- Create transformational change vs. transactional charity work
- Demonstrate the power/impact of shared efforts
- Demonstrate equity and inclusion
- Engage multiple community sectors



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Data sources:

2-1-1	https://www.unitedwaymanitowoccounty.org/211-helpline https://211counts.org/home/index
ALICE	https://www.unitedwaymanitowoccounty.org/alice
Community conversations	<ul style="list-style-type: none"> • UWMC’s Community Impact Grants • UWMC’s Board of Directors • Conversations with corporate partners • Conversations with volunteers • Conversations with nonprofit organizations • Participation in community meetings held by others as well as UWMC
County Health Rankings	https://www.countyhealthrankings.org/
Economic Statistics and Demographics (via Progress Lakeshore’s “About the Area” weblink)	https://datausa.io/profile/geo/manitowoc-county-wi/#economy
FamilyWize	https://www.unitedwaymanitowoccounty.org/familywize
Healthiest Manitowoc County	https://healthiestmc.org/
Kids Count Data Center, The Annie E. Casey Foundation	https://datacenter.kidscount.org/
Opportunity Index	https://opportunityindex.org/about/
The Harwood Institute	https://theharwoodinstitute.org/
United States Census Bureau	https://data.census.gov/cedsci/
Vision 2022	https://v22mc.org/
Wisconsin Department of Public Instruction	https://dpi.wi.gov/