

July 2025: Help Us Focus Events

Seeking Community Input...



HELP US
FOCUS
COMMUNITY IMPACT



COMMUNITY
IMPACT



COMMUNITY IMPACT

BETH CLAY

Vice President of Community Impact

AGENDA

Part I:

- Introductions & Ice Breaker
- Funding Model Overview
- The Changing Landscape
- Data & Forces of Change

Part II:

- 3 Activities
- What's Next?

Introductions:

- Name
- Organization /
Community member
- Years lived in the Fox
Cities



ICEBREAKER:

If the Fox Cities
had a superpower,
what would it be?



Discuss at your table
and generate one
answer to share

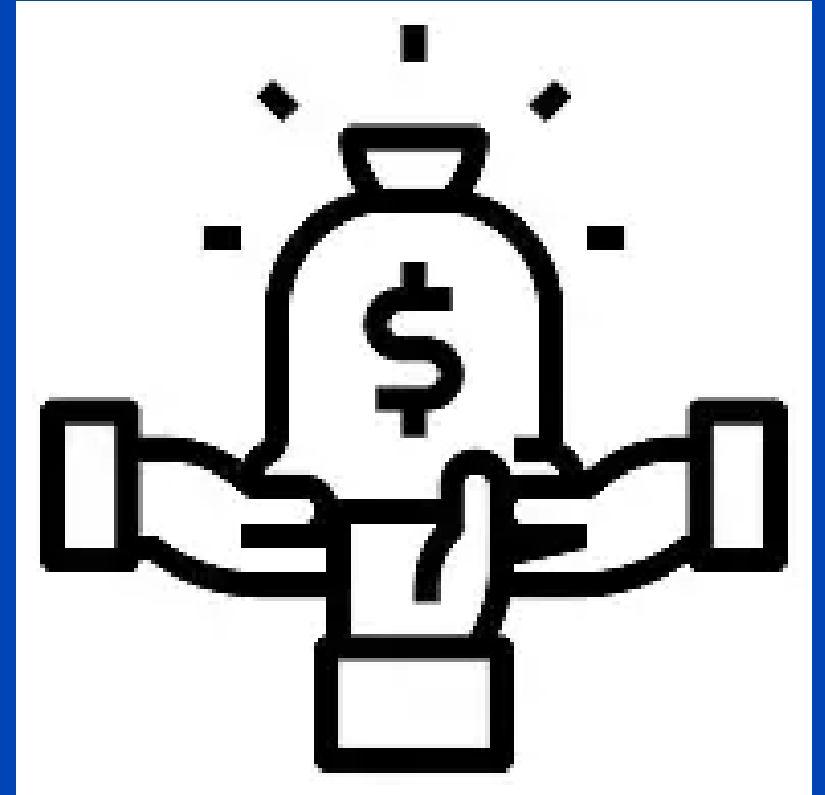
YOUR VOICE MATTERS

Today, your voice helps shape
where and how United Way Fox
Cities invests to meet the

CHANGING
needs of our
CHANGING
community.

(That is not a typo...)

FRAMING THE FUTURE: 2026 Funding Model Overview



WHAT'S NOT CHANGING...

- United Way has Impact Areas
- Community-informed decision making
- Community Impact Volunteer engagement
- Having ranked priorities

WHAT HAS TO CHANGE...

- Funding priority 1 & 2 issue areas
- 1-year funding cycle (for now)

UWFC Future Funding Model:

RESPONSIVE & FLEXIBLE

- Annual Granting (starting with the 2026 cycle)
- Community & Data-Driven Decisions
- Transparent Priorities
- Nimble & Responsive to Evolving Needs
- Streamlined & Purposeful Application Process
- Greater Flexibility



HEALTHY COMMUNITY

**Improving health
and wellbeing for all**

**Because,
Everyone deserves
what's required to
live a healthy life.**



YOUTH OPPORTUNITY

**Supporting young
people to soar from
cradle to career**

**Because,
Every child deserves
the chance to reach
their full potential.**



FINANCIAL SECURITY

**Creating a stronger
financial future for
every generation**

**Because,
Everyone deserves a
path to financial
stability.**



COMMUNITY RESILIENCY

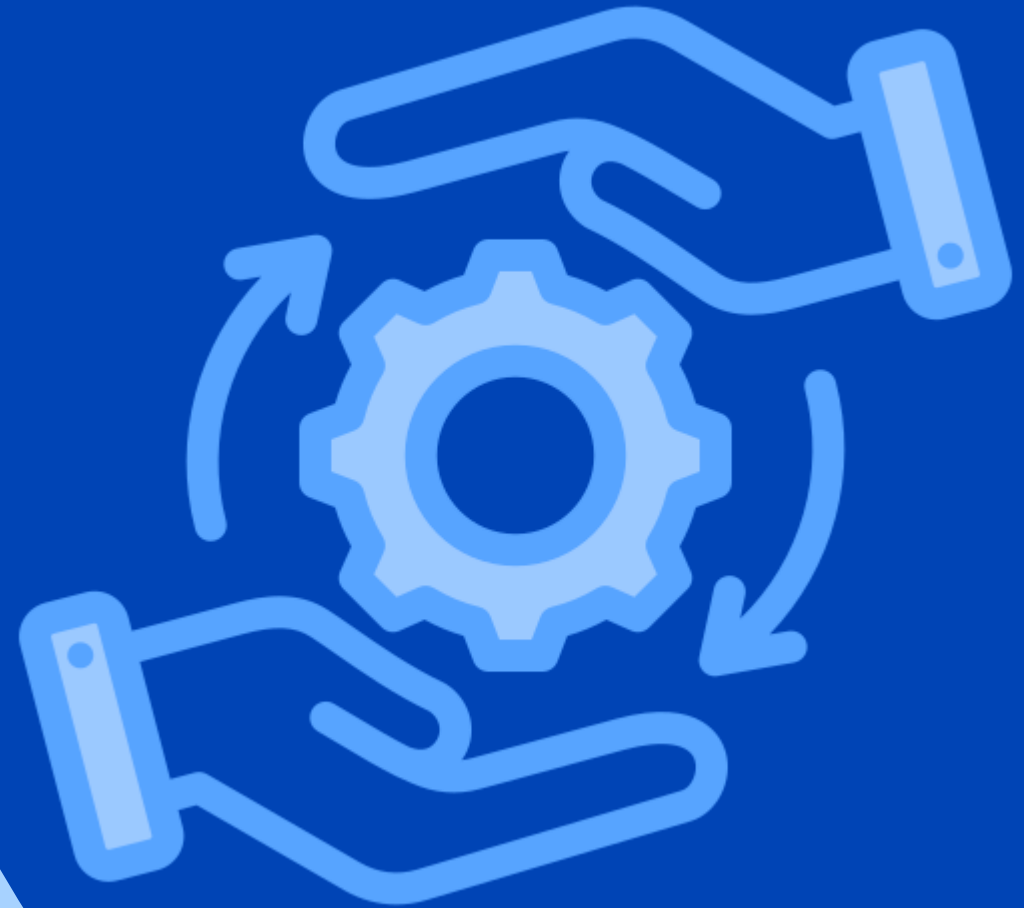
**Addressing urgent
needs today for a
better tomorrow**

**Because,
Everyone deserves a
community that
builds long-term
strength &
preparedness**

You'll notice...
some small shifts among impact areas and one addition

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The changing landscape: WHAT WE KNOW



Thriving United Way Framework

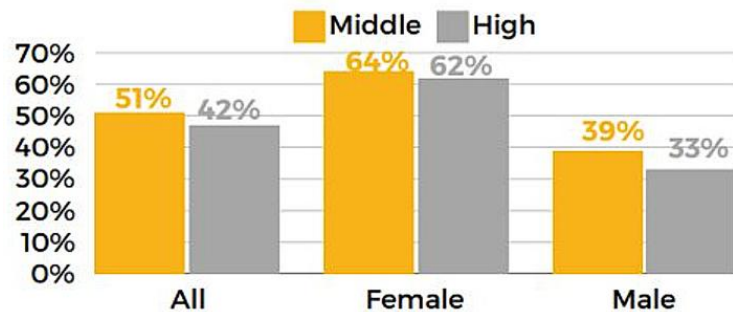
COMMUNITY LEADERSHIP	EQUITABLE COMMUNITY IMPACT	BRAND STRENGTH, AWARENESS & RELEVANCE	DIVERSIFIED REVENUE STREAMS	STRONG ORGANIZATIONAL FOUNDATION	NETWORK CITIZENSHIP
Lead with a Growth Mindset, Inspire Innovation, and Monitor Emerging Trends	Establish Measurable Impact Strategies that Reflect Community Needs and Drive Equitable Outcomes	Understand the Public Sector, Philanthropic, and Social Landscapes to Leverage Trends and Opportunities	Engage Staff and Volunteers in Fundraising Strategies	Establish and Maintain Strong Financial Standards and Data-Informed Operational Efficiency	Engage with Global United Way Network to Create a Culture of Trust



United Way, as a global network is transforming for the future of philanthropy and mobilizing the caring power of people...

USING DATA TO UNDERSTAND

In 2023, nearly half of all **Middle School** and **High School** students in the Tri-County experienced significant problems with anxiety (past 12 months).

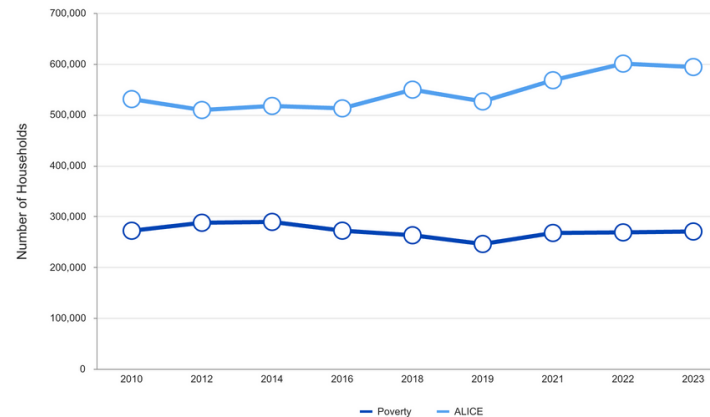


MENTAL WELL-BEING

The 2023 YRBS data shows youth are struggling with their mental health. Girls have higher anxiety than boys in both middle and high schools. Rates of anxiety do not significantly differ across grades within middle school or grades within high school. ⁽⁷⁹⁾



Number of ALICE and Poverty-Level Households, Wisconsin, 2023



ALICE is an acronym for **A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed, and represents the growing number of families who are unable to afford the basics of housing, child care, food, transportation, health care, and technology. These workers often struggle to keep their own households from financial ruin, while keeping our local communities running.



Powered by United Way Fox Cities

TOP FIVE NEEDS OF 2024



5,877

Housing & Shelter



2,126
Mental Health
& Addictions



1,786
Utilities

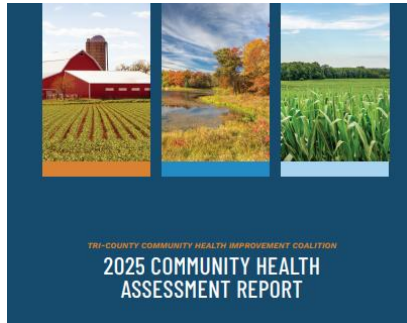


1,701
Healthcare
& COVID



1,544
Employment
& Income

SHARING WITH PARTNERS TO UNDERSTAND



Tri-County Community Health Improvement Coalition

- Community Health Needs Assessment (in development)



- Portal to customize publicly accessible data
- Housing of critical local data sources



State and local supporting efforts and drivers of change



Tony Evers

Office of the Governor | State of Wisconsin

FOR IMMEDIATE RELEASE: July 1, 2025

Contact: GovPress@wisconsin.gov

Gov. Evers Reaches Tentative Bipartisan Budget Deal with Legislative Leaders



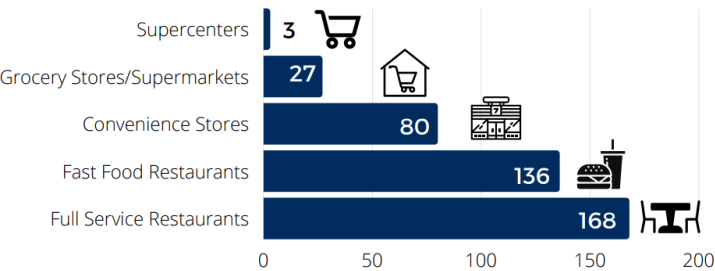
Advocate Aurora Health
Ascension
Calumet County Public Health
Casa Hispana
Children's Wisconsin
City of Appleton Health Department
City of Menasha Health Department
Diverse and Resilient
Fox Valley Data Exchange
Hmong American Partnership Fox Valley

NEW Hmong Professionals
NEW Mental Health Connection
Outagamie County Health Department
Partnership Community Health Center
People of Progression
Samaritan Fox Valley
ThedaCare
United Way Fox Valley
Winnebago County Health Department
YMCA of the Fox Cities

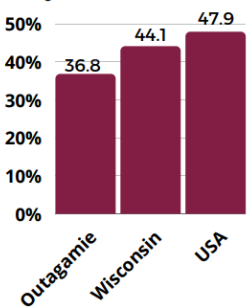
Evolution: From Life Study to Tri-CHIC & DEX

Outagamie County

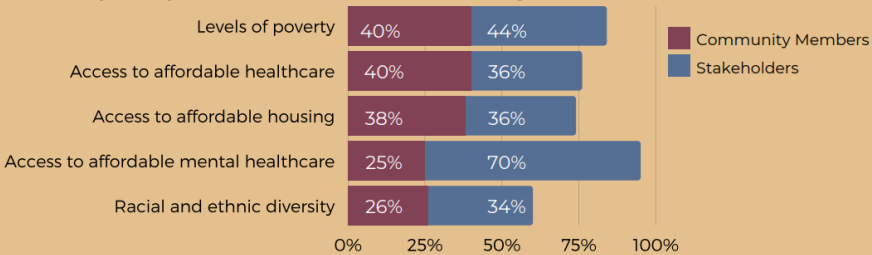
Food Environment in Outagamie County



Access to Pre-school
3-4 year olds enrolled in pre-school



Top 5 Improvement Areas For Community Members & Stakeholders



Source: Tri-County Community Member and Stakeholder Survey Report 2018

Winnebago County

Youth

34% of Winnebago County high school students who are smokers tried cigarettes by age 13. ⁽¹¹²⁾

26% of Winnebago County high school students have tried vaping/e-cigarettes. ⁽¹¹²⁾

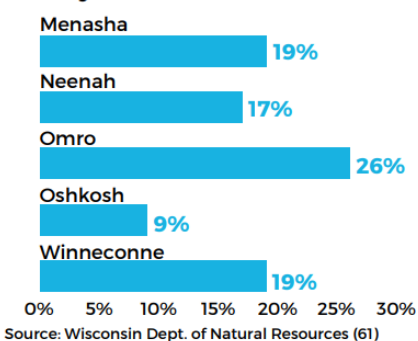
Adults

Nearly 1 in 5 Winnebago County adults report smoking cigarettes. ⁽¹¹⁰⁾

Single parent households in Winnebago County face significant cost burdens.

- 31% of children live in a household headed by a single parent ⁽³⁵⁾
- 29% of a single parent's income is spent on housing ⁽³⁶⁾
- 42% of a single parent's income is spent on child care ⁽³⁶⁾

Urban Tree Coverage in Winnebago County



Source: Wisconsin Dept. of Natural Resources (61)

Calumet County

Length of Life
life expectancy (age-adjusted)

Wisconsin

78.9

Calumet County

80.9

Source: 2023 County Health Rankings

Wisconsin		Calumet County
32.3%	Overweight (BMI 25.0-29.9)	35.0%
30.5%	Obese (BMI 30 or greater)	32.7%
62.8%	Total Overweight/Obese	67.7%
21.3%	No Exercise (other than for regular job in the past month)	28.1%
8.9%	Diagnosed with Diabetes (other than while pregnant)	12.0%

Child Care Cost Burden
Percentage of household income that a household with two children spends on child care

Wisconsin

28%

Calumet County

25%

Tri-County Data Trends & Forces of Change

Affordability

- Increasing costs vs. stagnant wages
- Squeezing bottom and middle most
- Increasing # at the bottom, decreasing # in middle

Mental Health

- Many are stuck in languishing since the pandemic (not thriving)
- Anxiety is on the rise in youth & adults

Housing

- Lack of supply - an issue of new construction AND lack of movement within housing inventory

(shortage of rentals, first homes, mid to upper, and downsizing options)

Social Connection & Belonging

Forces of Change will impact:





ALICE is an acronym for
Asset Limited, Income
Constrained, Employed

WHEN WORKING ISN'T ENOUGH

Combined Earnings
Needed to
Afford Basics*



\$38.56

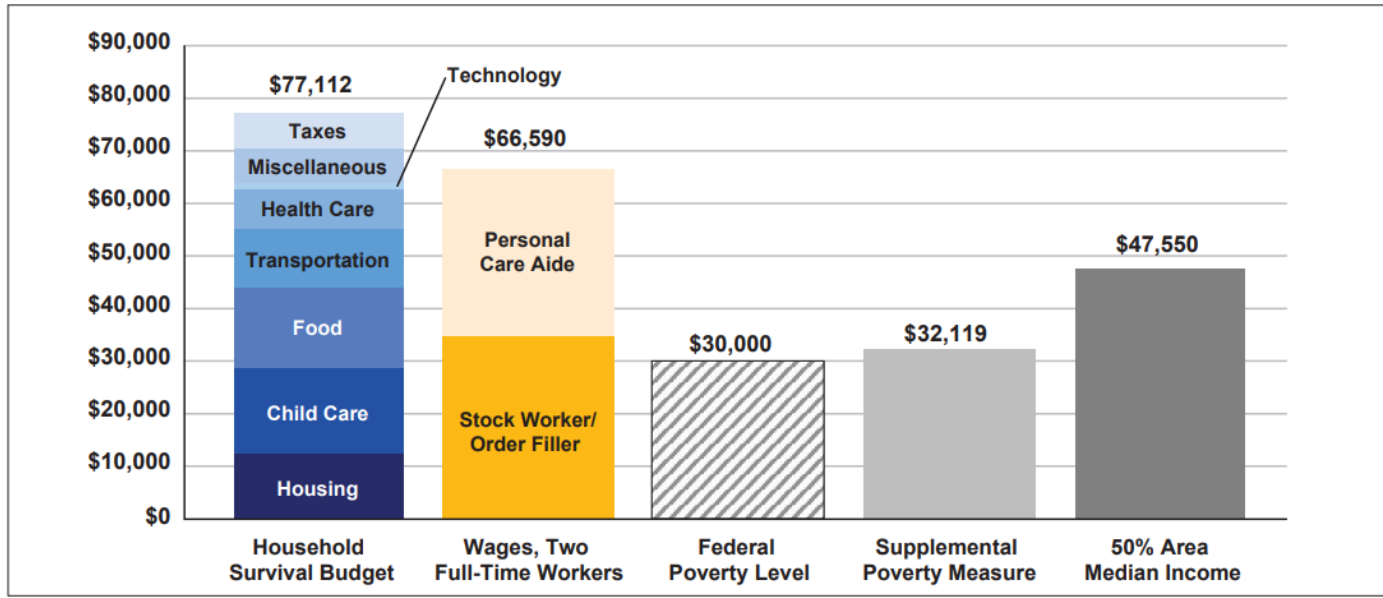
Combined Median
Wage, Two Retail
Sales Workers



\$30.32

*For a family of four with an infant and a preschooler

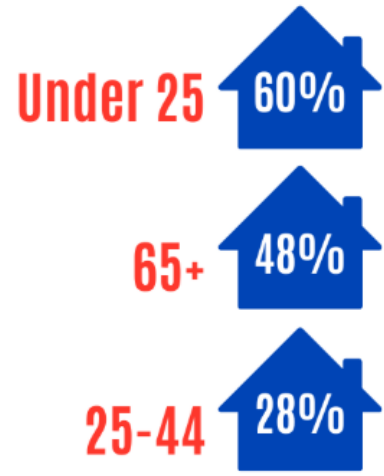
Figure 2. Basic Costs Exceeded Wages of Common Jobs and Official Measures of Hardship
Annual Budget, Wages, and Official Measures of Financial Hardship, Family of Four, Wisconsin, 2023



WISCONSIN

HARDSHIP BY AGE

- The majority of people in Wisconsin's labor force — 65% — were paid hourly or worked part time, often without benefits, job security, or consistency in their schedules.
- Looking at the 20 most common jobs in Wisconsin, 11 of them paid less than \$20/hour. That's roughly \$40,000/year if working full time.
- It's no surprise then that 23% of workers in these 20 jobs struggled to make ends meet. **Hard work isn't the issue — it's the gap between wages and basic expenses.**





DIAL 211 FOR FREE, CONFIDENTIAL INFORMATION, AND REFERRALS



Dial 211



Text your ZIP



Chat now



Search services



Need help? We're here.

211 is a free and confidential service that connects you with thousands of local programs and services. Simply dial 211 on your phone to reach one of our friendly, trained community resource specialists available 24 hours a day, 7 days a week. Or, enter your ZIP code below to easily search for services in your community.

TOP 3 UNMET NEEDS OF 2024

Rent Assistance 250



Community Shelter 196



Motel Vouchers 170



In the case of community shelters, some communities do not have a location and those who do are often at full capacity.

HOUSING REFERRAL REQUESTS:

Top service requests Jul 07, 2024 to Jul 06, 2025

TOP REQUEST CATEGORIES Display as: ☒ PERCENT ☐ COUNT

Housing & Shelter	34.2%
Food	6.7%
Utilities	9.1%
Healthcare & COVID-19	8.6%
Mental Health & Addictions	10.7%
Employment & Income	7.1%
Clothing & Household	2.8%
Child Care & Parenting	<1%
Government & Legal	5.3%
Transportation Assistance	6.5%
Education	<1%
Disaster	<1%
Other	7.5%
Total for top requests	100%

TOP HOUSING & SHELTER REQUESTS

Shelters	19.8%
Low-cost housing	23.7%
Home repair/ maintenance	5.5%
Rent assistance	39.5%
Mortgage assistance	4.3%
Landlord/ tenant issues	6.2%
Contacts	<1%
Other housing & shelter	<1%
0 = No requests made Not Available = Data not collected Some requests are only computed at the category level	

MENTAL HEALTH/ADDITION REFERRAL REQUESTS:

Top service requests Jul 07, 2024 to Jul 06, 2025

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Education	<1%
Disaster	<1%
Other	7.5%
Total for top requests	100%

TOP MENTAL HEALTH & ADDICTIONS REQUESTS

Substance abuse & addictions	40.3%
Marriage & family	<1%
Crisis intervention & suicide	20.2%
Mental health services	34.9%
Mental health facilities	4.1%
Other mental health & addictions	<1%
0 = No requests made Not Available = Data not collected Some requests are only computed at the category level	

UTILITIES ASSISTANCE REFERRAL REQUESTS:

Top service requests Jul 07, 2024 to Jul 06, 2025

TOP REQUEST CATEGORIES Display as: ☐ PERCENT ☒ COUNT

Housing & Shelter	34.2%
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Clothing & Household	2.8%
Child Care & Parenting	<1%
Government & Legal	5.3%
Transportation Assistance	6.5%
Education	<1%
Disaster	<1%
Other	7.5%
Total for top requests	100%

TOP UTILITIES REQUESTS

Electric	61.8%
Gas	6.7%
Water	12.9%
Heating fuel	1.8%
Utility payment plans	<1%
Phone/internet	12.9%
Contacts	1.1%
Other utilities	2.4%
0 = No requests made Not Available = Data not collected Some requests are only computed at the category level	

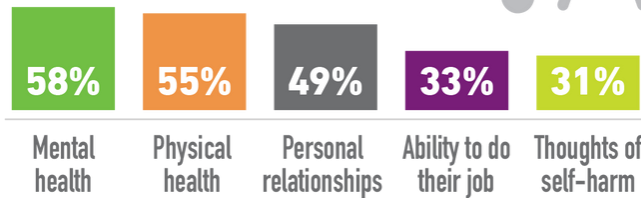
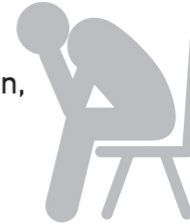
TOGETHER WE THRIVE: Connection is key

“Healthy” – “Opportunity” – “Resiliency” – “Security” – all require Connection



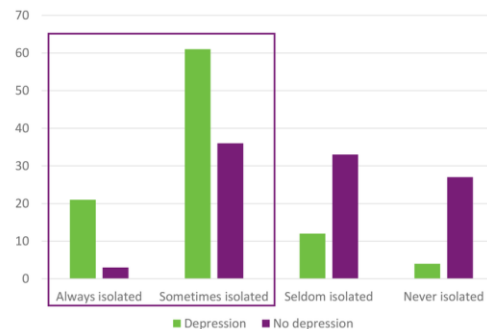
OVER 1 IN 5 ADULTS IN THE US
SAY THEY OFTEN OR ALWAYS FEEL
ISOLATED OR LONELY²³.

Among the 22% in the U.S.
reporting loneliness or isolation,
many say it negatively impacts
their health and wellbeing²⁶

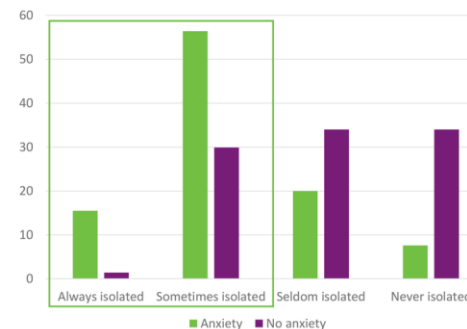


Those who report that they **always feel isolated** are **17 times more likely** to report **symptoms of depression** and **49 times more likely** to report **symptoms of anxiety** than those who are never isolated.

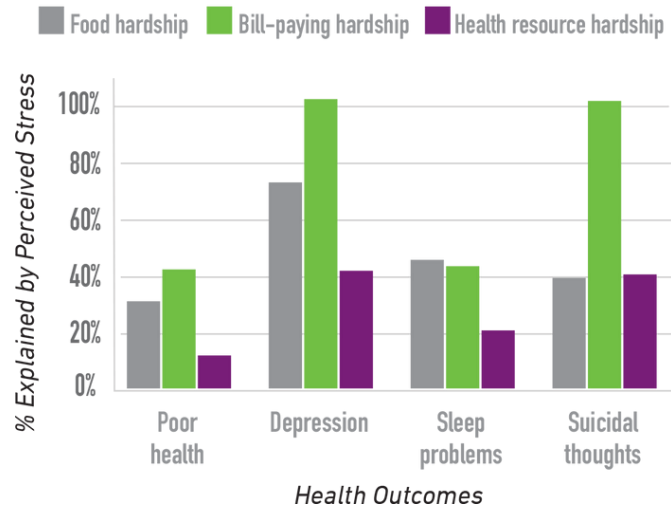
Depression and Isolation



Anxiety and Isolation



Percentage of Total Effect of Material Hardships
on Health Outcomes due to Perceived Stress¹



LACK OF SOCIAL
CONNECTION
IS A GREATER
DETRIMENT TO
HEALTH THAN
OBESITY, SMOKING
AND HIGH BLOOD
PRESSURE.

Source:

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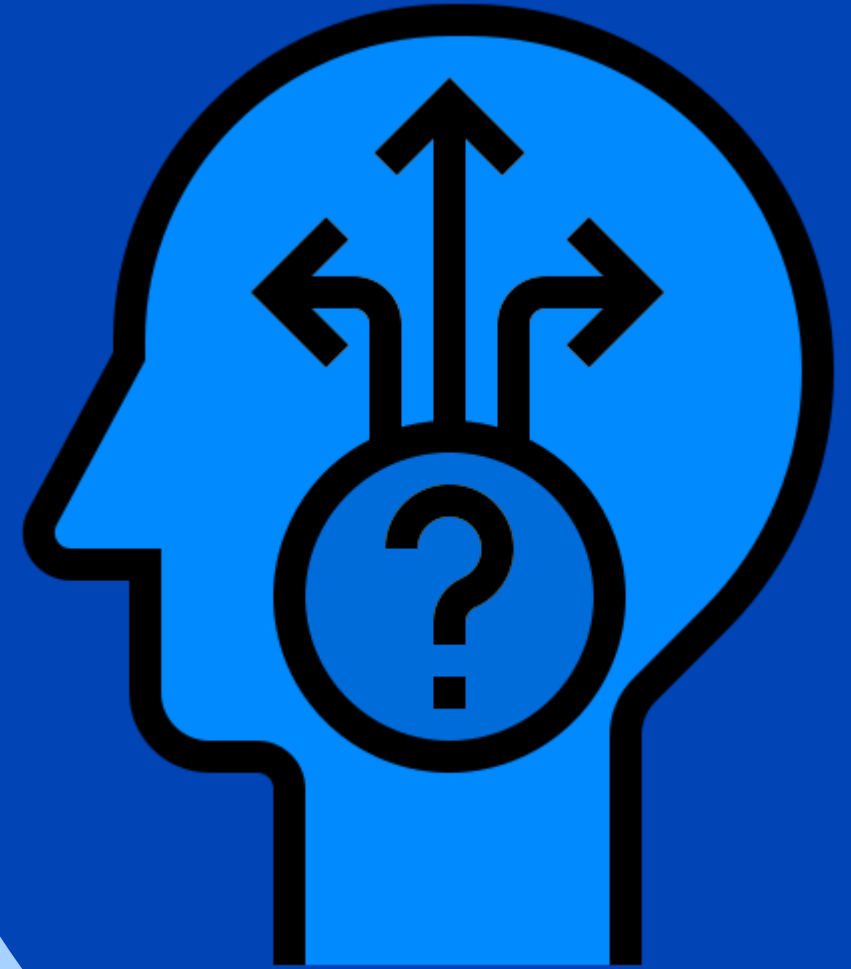
The changing landscape: WHAT WE DON'T KNOW



Downstream impact of changes to safety net programs...

- Food security
- Housing stability
- Healthcare access
- Individual household financial security

HOW DO WE RESPOND GIVEN THE PACE OF CHANGE & UNCERTAINTY?



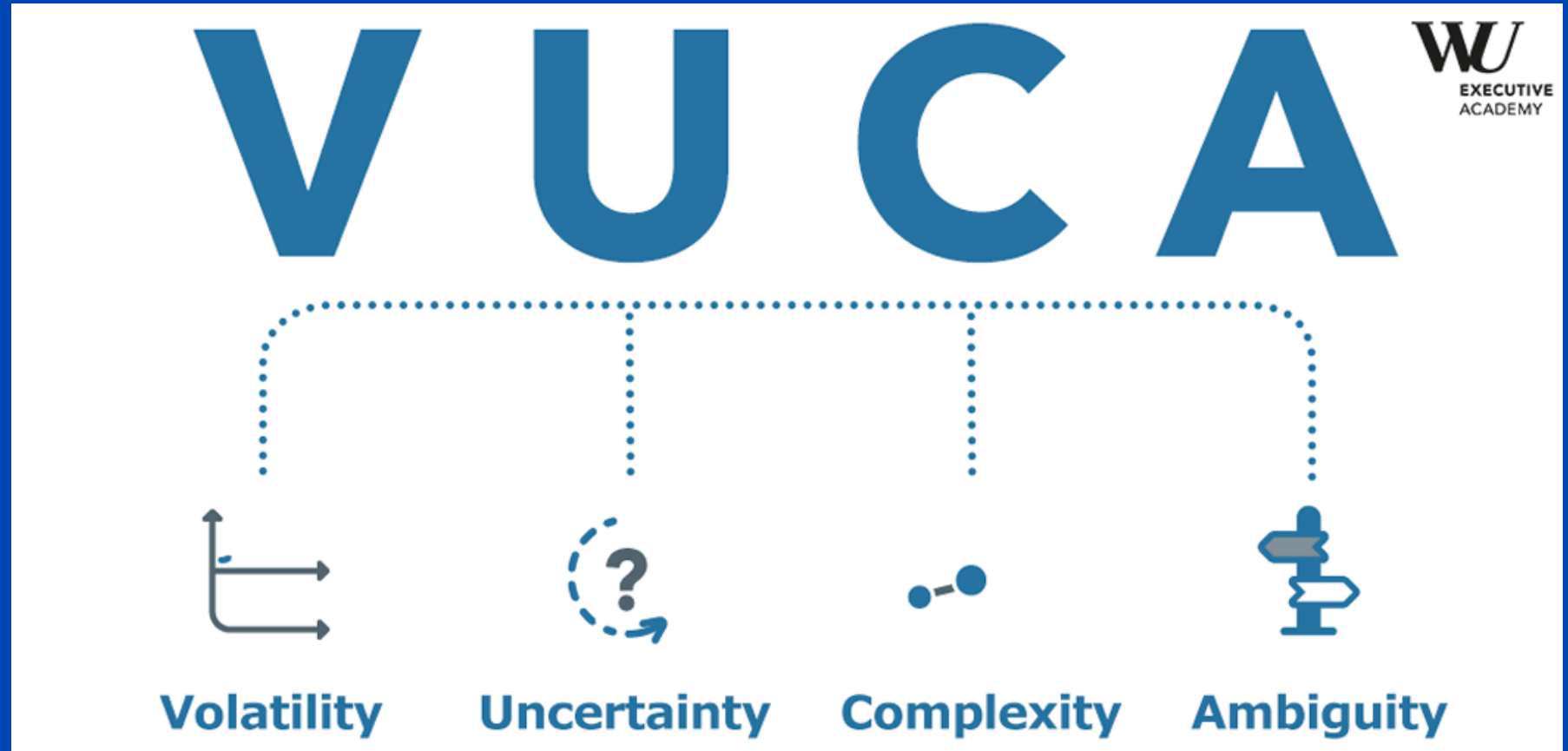
It can feel like the world is on fire...



Like it's all moving too fast...

The old framework:

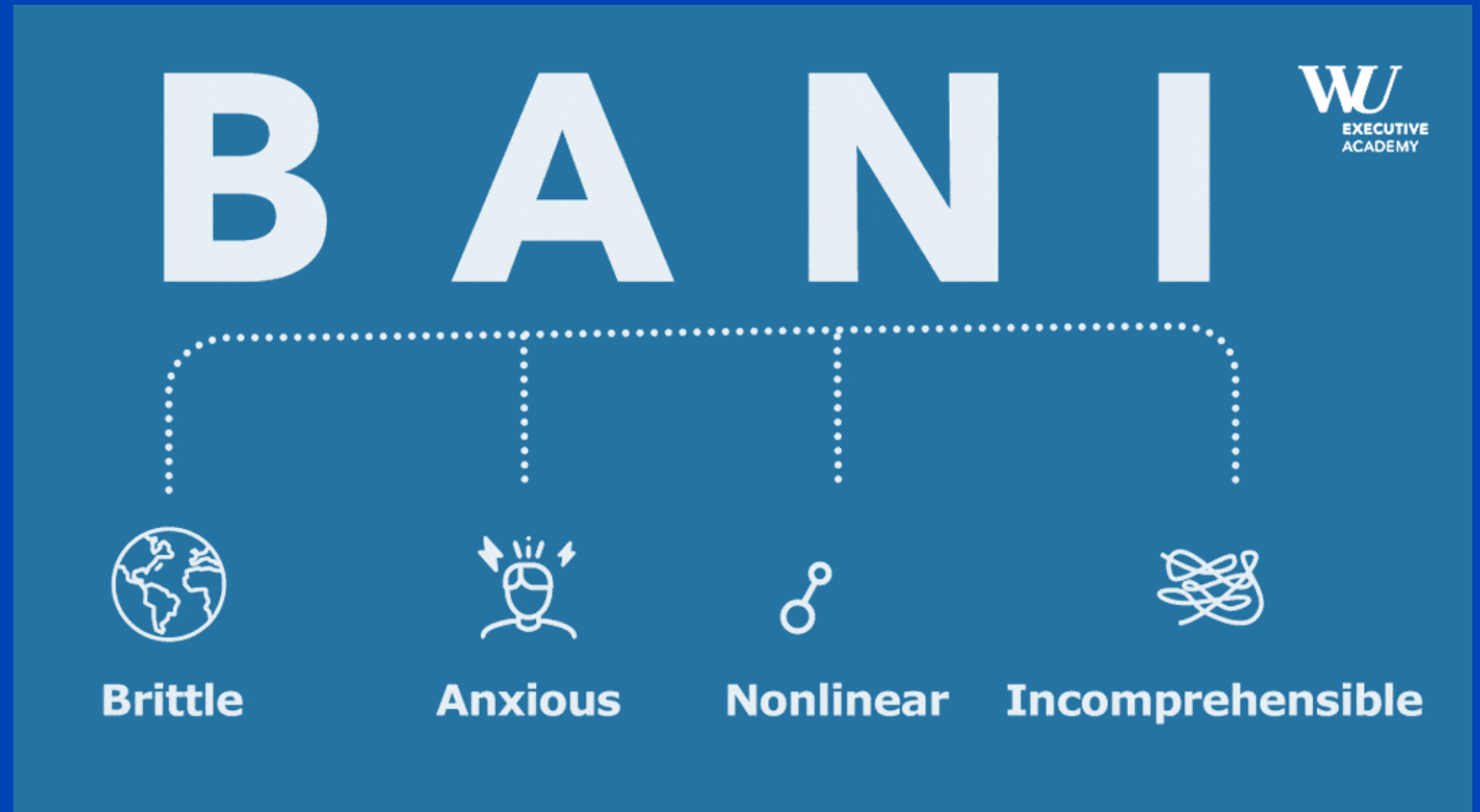
Introduced by the
U.S. Army War
College in 1987 to
describe the new
multilateral world
that emerged after
the Cold War



For understanding a world that was unstable, but still manageable

The new framework:

Shattering
humanity's illusions
of strength, control,
predictability &
knowledge



For understanding the fractured, unpredictable state of the modern world

B is for Brittle: The illusion of strength

- The systems, structures, and supply chains we depend on are shockingly fragile.



A is for Anxious: The illusion of control

- The low-grade, always-on anxiety of today is on another level



N is for Nonlinear: The illusion of predictability

- Inputs and outputs had a relationship, now there's a break in causality: "the butterfly effect"



I is for Incomprehensible: The illusion of knowledge

- The challenges of the modern world make it impossible to grasp the complexity of information and occurrences in their entirety



How we respond to a BANI world...

(Brittle, Anxious, Nonlinear, Incomprehensible)

B

Bendability – This is about resilience and agility – to respond and not react, to pivot when needed, to have a plan, but remain flexible

A

Attentiveness – We must meet anxiety with openness, honesty, empathy and compassion, and attend to the people within our systems

N

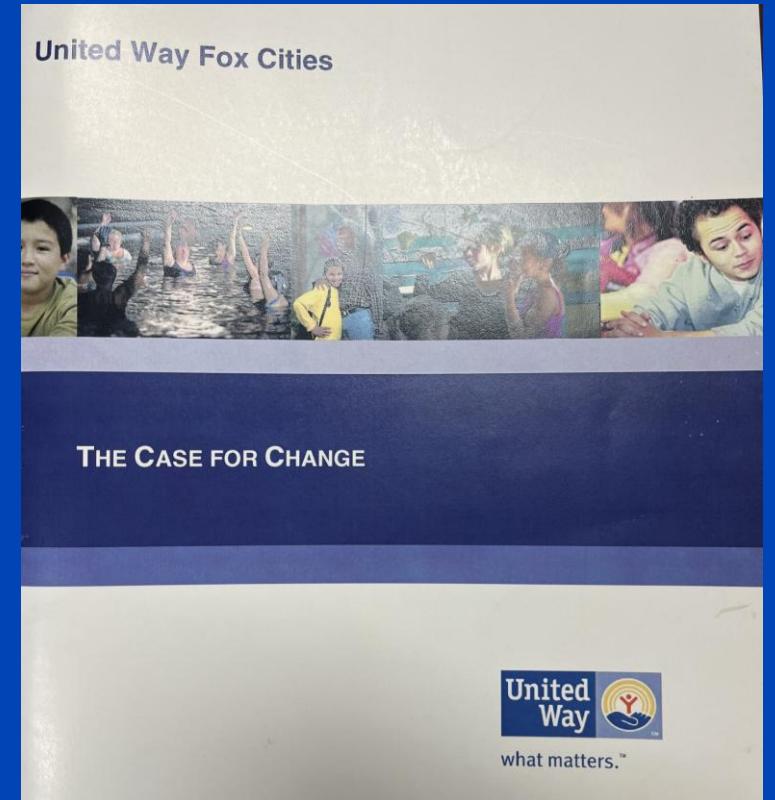
Neuroflexibility – Get rid of rigid plans and encourage innovation, creativity and inspiration

I

Interconnectedness – We are all in this together, create and support a culture of interdependence, connection and belonging

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OUR UNITED WAY HAS BEEN HERE BEFORE...



2005

Back in 2005, the UWFC Change Leadership Team was identifying the “Drivers of Change” for their transformation...

Guess what?

20 years later, AMAZINGLY, those drivers are the SAME!

BUT, it's a BANI world... where we must still prioritize and act

- Our community is changing
- More diversity
- Generational shift in workforce
- Increased technology
- Government cut-backs on funding for safety nets and HHS
- Increase in number of nonprofits
- Competition for charitable dollars
- Decreased giving

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PART 2: COMMUNITY PRIORITIZATION ACTIVITY

First we look at
JUST THE 2026 Funding Cycle

2026





HEALTHY COMMUNITY

Everyone deserves what they need to live a healthy life.

- Healthcare access
- Maternal & child health
- Nutrition and food security
- Healthy spaces and physical activity
- Mental health support
- Substance use recovery and prevention



YOUTH OPPORTUNITY

Every child deserves the chance to reach their full potential.

- Childcare and early childhood education
- In-school, after-school and summer learning
- Family engagement
- Literacy development
- College and career readiness



FINANCIAL SECURITY

Everyone deserves a path to financial stability.

- Homelessness prevention, affordable housing and home ownership
- Access to technology
- Adult education, job training, career pathways
- Financial education and coaching



COMMUNITY RESILIENCY

Everyone deserves a community that builds long-term strength & preparedness

- Crisis hotline, referral lines and support
- Emergency preparedness
- Disaster relief and recovery
- Environmental stewardship and sustainability

ACTIVITY # 1: Funding across Impact Areas



HEALTHY COMMUNITY

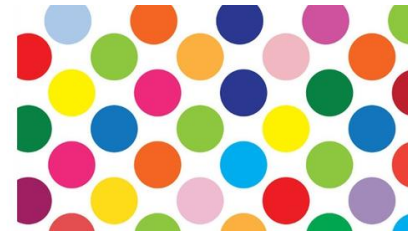


YOUTH OPPORTUNITY



FINANCIAL SECURITY

This activity is INDIVIDUAL – you can make your own decisions – Use your dots to show how United Way Fox Cities should allocate funds across these three funding areas



**You each
get 10 dots**

Each dot is \$10

You may put your dots into any of the three buckets, in any amount, up to your \$100 investment

Intensity of Need Focus Areas

1. Crisis Response

Immediate support to ensure safety, stability, and survival.

Examples: Emergency shelter, domestic violence response, food pantries, urgent medical needs, mental health crisis care.

“When someone’s health or safety is at risk, we act fast.”

2. Daily Essentials

Ongoing access to core needs that support daily life and well-being.

Examples: Housing support, food access, transportation, child care.

“Meeting the basic needs that allow people to live with dignity every day.”

3. Upstream Prevention

Programs that help prevent crises by promoting long-term health and wellness.

Examples: Mental health counseling, mentoring, wellness education, family engagement.

“Keeping people strong and supported before challenges escalate.”

4. Pathways & Potential

Skill-building and development opportunities for long-term self-sufficiency.

Examples: Job training, leadership development, financial coaching, literacy programs.

“Equipping individuals with tools to grow, lead, and thrive.”

5. System Solutions

Efforts to address root causes, shift structures, and improve community-wide systems.

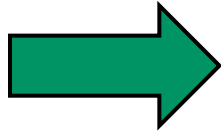
Examples: Advocacy, collaboration to reduce barriers, data-informed policy efforts.

“Creating lasting change by transforming the systems behind the challenges.”

ACTIVITY # 2: Investment Strategy for addressing needs

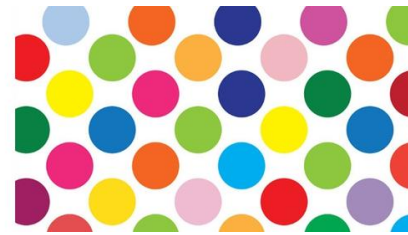


HEALTHY COMMUNITY YOUTH OPPORTUNITY FINANCIAL SECURITY



Crisis Response – Daily Essentials – Upstream Prevention – Pathways & Potential - System Solutions

This activity is BY TABLE, AS A GROUP – Use your dots to show how United Way Fox Cities should allocate funds within each Impact Area towards Need Intensity



**Your table
gets 10
dots per
Impact Area**

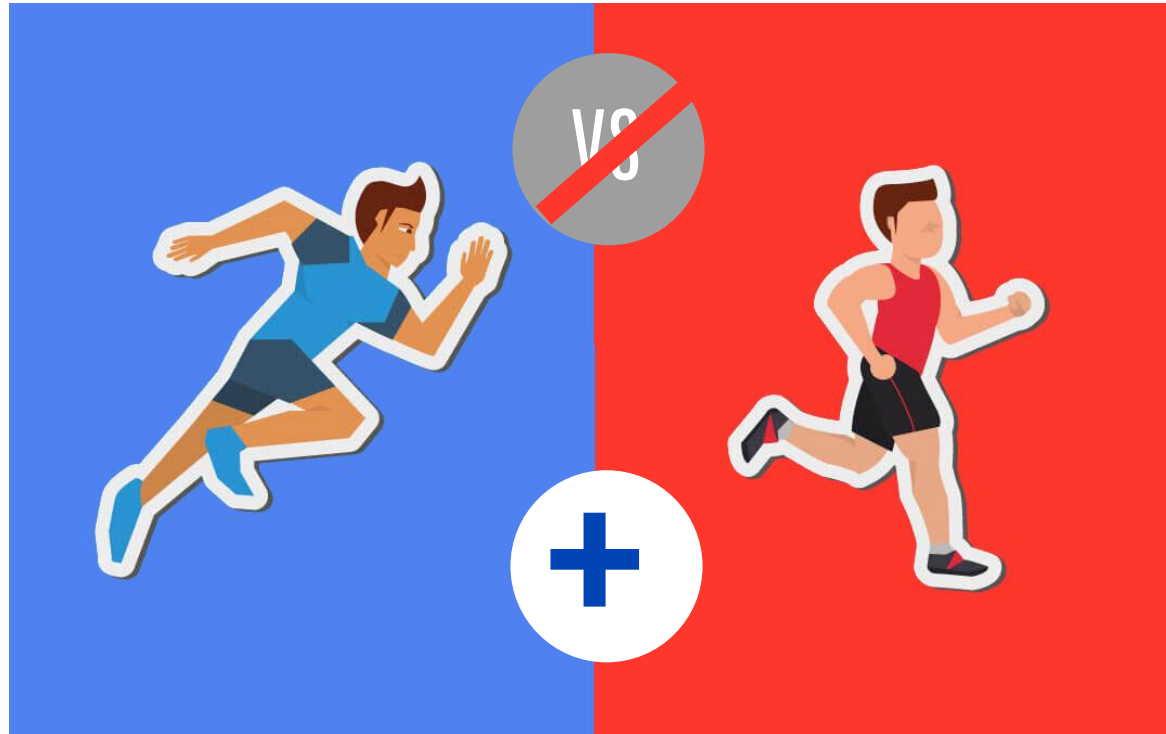
Each dot is \$10

You may put your dots into any of the Need Intensity levels within each Impact Area, in any amount, up to your \$100 investment

COMMUNITY IMPACT: SPRINT OR MARATHON

SPRINT STRATEGIES

For instant and powerful results in the short term



MARATHON STRATEGIES

For consistent and impactful results in the long term

How should United Way Fox Cities show up...
now & in the future?

ACTIVITY # 3: What is our work? Now & Future

1. Crisis Response

UWFC is dedicated to addressing immediate support to ensure safety, stability, and survival.

Somewhat Our Work

Our Work

Mission Critical Work

2. Daily Essentials

UWFC is dedicated to supporting ongoing access to core needs that support daily life and well-being.

Somewhat Our Work

Our Work

Mission Critical Work

3. Upstream Prevention

UWFC is dedicated to helping prevent crises by promoting long-term health and wellness.

Somewhat Our Work

Our Work

Mission Critical Work

4. Pathways & Potential

UWFC is dedicated to ensuring skill-building and development opportunities for long-term self-sufficiency.

Somewhat Our Work

Our Work

Mission Critical Work

5. System Solutions

UWFC is dedicated to facilitating efforts to address root causes, shift structures, and improve community-wide systems.

Somewhat Our Work

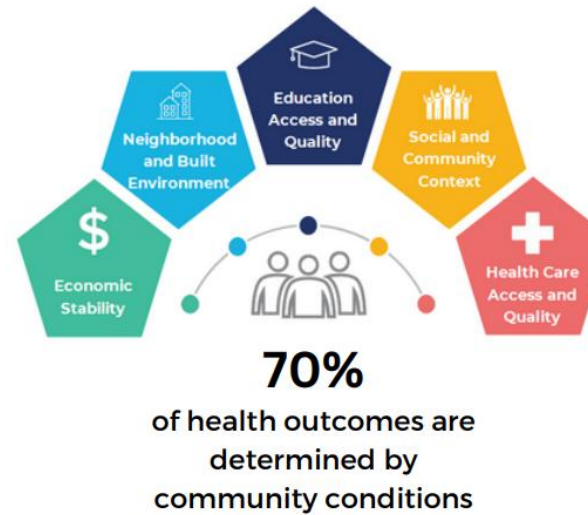
Our Work

Mission Critical Work

WHERE DO WE GO FROM HERE?

What

Know What Affects Health



Who

Collaborate to Maximize Efforts



Source: CDC Community Health Improvement Navigator (130)

Where

Focus on Areas of Greatest Need

- Focus on who is hurting the most
- Pay attention to forces of change
- Leverage aligned funding with funding partners



How

Use Multiple Strategies that Impact Community Conditions

- Plan and implement collective action to create positive ripple effects
- Move towards a funding portfolio



What's Next?

- Seek Board approval for priorities
- Share prioritizing results with YOU!
- CI volunteers structure
- Application design
- Granting process design
- Evaluation model design





UNITED WAY
Fox Cities



**THANK YOU for
believing that
United is the Way!**

I'd love to hear from you...

Beth Clay
Vice President of Community Impact

Beth.Clay@unitedwayfoxcities.org



UNITED WAY
Fox Cities



HEALTHY COMMUNITY



YOUTH OPPORTUNITY



FINANCIAL SECURITY



COMMUNITY RESILIENCY

When prioritizing, I really want United Way Fox Cities to consider...



HEALTHY COMMUNITY



HEALTHY COMMUNITY



HEALTHY COMMUNITY



YOUTH OPPORTUNITY



YOUTH OPPORTUNITY



YOUTH OPPORTUNITY



FINANCIAL SECURITY



FINANCIAL SECURITY



FINANCIAL SECURITY

ACTIVITY # 3: What is our work? Now & Future

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UWFC is dedicated to facilitating efforts to address root causes, shift structures, and improve community-wide systems.

Somewhat Our Work

Our Work

Mission Critical Work

**Crisis
Response**

**Pathways
& Potential**

**Upstream
Prevention**

**Daily
Essentials**

**System
Solutions**

2. Daily Essentials

Ongoing access to core needs that support daily life and well-being.

Examples: Housing support, food access, transportation, child care.

“Meeting the basic needs that allow people to live with dignity every day.”

3. Upstream Prevention

Programs that help prevent crises by promoting long-term health and wellness.

Examples: Mental health counseling, mentoring, wellness education, family engagement.

“Keeping people strong and supported before challenges escalate.”

4. Pathways & Potential

Skill-building and development opportunities for long-term self-sufficiency.

Examples: Job training, leadership development, financial coaching, literacy programs.

“Equipping individuals with tools to grow, lead, and thrive.”

5. System Solutions

Efforts to address root causes, shift structures, and improve community-wide systems.

Examples: Advocacy, collaboration to reduce barriers, data-informed policy efforts.

“Creating lasting change by transforming the systems behind the challenges.”