



Nonprofit Capacity Building Program

CITY COUNCIL

APRIL 18, 2023

AGENDA ITEM 15.1

OUR FLIGHT PATH TO DISCOVERY

Presentation to
City Council of Stockton

Presented by
Kristen Birtwhistle
April 18, 2023

President & CEO
United Way of San Joaquin County



United Way
of San Joaquin County



THE DISCOVERY PROCESS BEGAN

NONPROFIT CEO LEADERSHIP COLLABORATIVE



United Way
of San Joaquin County

OUR ADVISORS

NONPROFIT CEO LEADERSHIP COLLABORATIVE



THE POWER OF OUR NONPROFITS

THE GOOD NEWS...



Nonprofits bring in more than \$40M into California.



California Nonprofits generates \$273.7 Billion in annual revenue.



One in every 14 California jobs is at a nonprofit organization.



Nonprofits rank as the 3rd largest in wages among key industries.



Nonprofit sector's workforce is more diverse by gender and race/ethnicity



Volunteers contribute over \$16.6 Billion in unpaid labor each year.

WORKFORCE GENERATOR

ECONOMIC INFLUENCER

SOCIAL CHANGE AGENTS

CHAMPION THE *BUSINESS* OF CAUSES

**2021 ECONOMIC IMPACT
OF SAN JOAQUIN COUNTY'S
NONPROFITS**

NONPROFIT CEO
**LEADERSHIP
FORUM**

UNIVERSITY OF THE
PACIFIC

Eberhardt
School of Business

Center for Business and Policy Research
Westgate Center for Leadership and Management Development

Roughly **1 in 20**
employees in
San Joaquin
County works
for a Nonprofit

**SJC NONPROFITS HIRE MORE
EMPLOYEES THAN...**

San Joaquin County

City of Stockton

City of Lodi

City of Manteca

City of Tracy

COMBINED



SJC Nonprofits created **\$1.63 Billion** in total output impact retained locally in the San Joaquin County economy.

Representing **3%** of the county's gross domestic product.

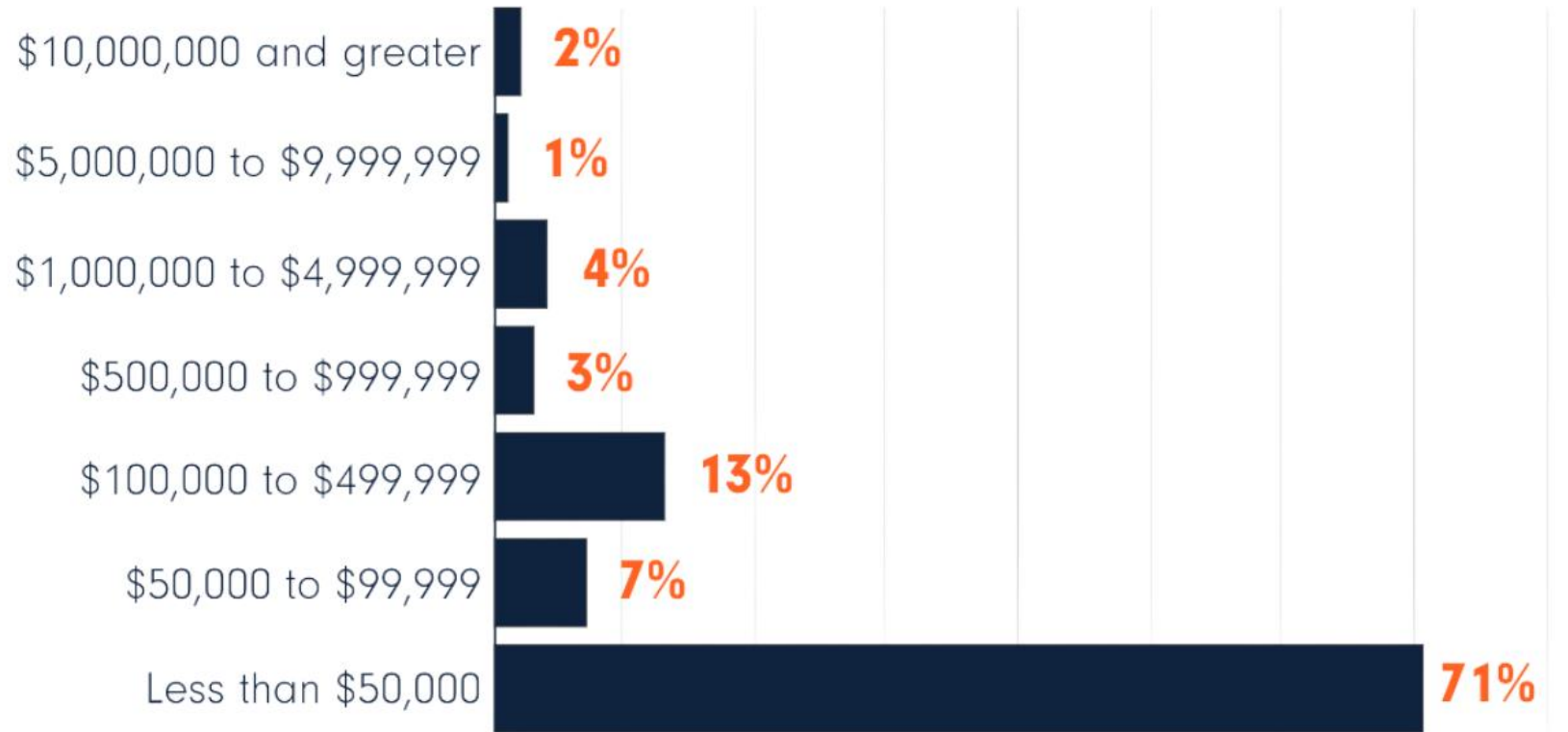


DISCOVERING THE NEED

2021 ECONOMIC IMPACT REPORT OF SAN JOAQUIN COUNTY

San Joaquin County is home to over 2,000 nonprofit or community-based organizations.

FIGURE 1: Annual Income Distribution of San Joaquin County's Nonprofits



(2021 Economic Impact of San Joaquin County's Nonprofits, 2021)



CITY OF STOCKTON LEADERSHIP RECOGNIZED THE NEED

- Lack of operational acumen amongst many of the mid to smaller sized nonprofits in Stockton.
- Oversized passions and undersized expertise and talent
- City proudly issued an RFP, United Way was awarded as they presented the most competitive proposal demonstrating that they were not only ready to go but had a feasible sustainability model.
- Grant was for a three-year period-15-20 nonprofit cohorts per year.



FOCUS GROUPS

WE NEED:

Administrative Help

HR Help

Talent Help

Funding Help

Top 3 areas of focus that would increase your effectiveness:



- Having a Strategic Plan.
- Organize the organization: job descriptions, clear roles and responsibilities, Board structure and function.
- Clear mission and vision.
- Marketing strategy: donors, volunteers, customers/clients, community.
- More money and less time spent raising it.
- A sense of quality and excellence when it comes to staff: recruiting, training, compensating, and retaining.
- Having stronger relationships and deeper roots in our communities.
- Having a growth mindset across the whole organization.

BRANDING



2/12 nonprofits are satisfied with the level of representation amongst staff and volunteers to the communities they serve

NONPROFIT CAPACITY BUILDING PROGRAM

Designed to build organizational capacity and enhance the work which nonprofits do to affect positive change in our community.





BIRDS & NEST BUILDING

Applied to building a nonprofit

- Nest-building is not just instinctive but is a skill that birds learn from experience.
- A commonly held assumption among scientists is that nest-building is an innate ability.
- Researchers found that individual birds changed their technique from one nest to the next.
- They also saw that some birds build their nests from left to right, and others from right to left.
- *Even for Birds, practice makes perfect.*



DESIGNING THE PROGRAM

Nonprofit Capacity Building Program- Class of 2023

- Over 15 nonprofits began in January 2023
- Active networking, intensive human centered learning
- Design of sustainability plans for each agency
- Logic Model to test impact



NONPROFIT CAPACITY BUILDING PROGRAM CURRICULUM FOCUS



Four Pillars:

Revenue Structure

Operational Framework

Brand & Community Engagement

Governance

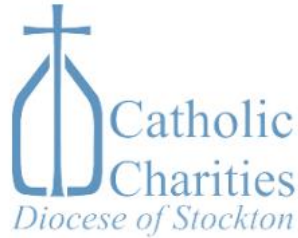
COHORT ONE

INABP

NONPROFIT CAPACITY BUILDING PROGRAM



Community Center for the Blind and Visually Impaired
Lighting Paths to Independence



Next GEN to Service

Creating future generations of nonprofit change agents in San Joaquin County



SJCOE
EDUCATE • INNOVATE • INSPIRE



United Way
of San Joaquin County



THE SKY IS THE LIMIT



United Way
of San Joaquin County