

Prepared for: City Council, City of Stockton**Date of Presentation:** October 14, 2025**Prepared by:** United Way of San Joaquin County**Executive Summary:** Cohort Three & Alumni Impact Report

Nonprofit Capacity Building Program (NCBP), United Way of San Joaquin County

Program Background

Launched in 2023, the Nonprofit Capacity Building Program (NCBP) was created in partnership with the City of Stockton as a direct response to critical needs highlighted during the COVID-19 pandemic. The crisis underscored the essential relationship between the City and local nonprofits to meet resident needs, demonstrating that community resilience depends on strong collaboration and nonprofit capacity. NCBP was designed to address widespread challenges among Stockton and San Joaquin County nonprofits, including unstable funding, high turnover, limited community representation, and dissatisfaction with organizational stability. Since launch, more than 50 nonprofits have graduated from the program across all three cohorts. Program activities are centered on four pillars: Governance, Branding & Engagement, Revenue Structure, and Operational Infrastructure, delivered through bi-monthly expert-led group sessions and targeted resources. The program runs for nine months and features eight in-person sessions.

Key Participant Profile & Reach

Cohort Three was intentionally composed of organizations representing a wide range of service communities, operational capacities, and programmatic strengths. This diversity ensured a comprehensive perspective on both the challenges and opportunities facing Stockton and San Joaquin County's nonprofit ecosystem.

- 13 nonprofits participated in Cohort Three
- Cohort Three included mature organizations, median FTE of 10
- 46% operated at over \$1M annual revenue—highest of any cohort
- Diverse service populations: LGBTQIA+, seniors, crime victims, formerly incarcerated, disabled, health-compromised, families in poverty, BIPOC, homeless, at-risk youth, and low-income residents

These characteristics reflect the program's broad and vital reach in serving the region's most vulnerable and diverse populations.

Core Needs Identified

A thorough needs assessment revealed several persistent challenges as participating nonprofits began the program. These needs informed NCBP's curriculum and support strategies:

- 79% needed stable, diversified funding sources
- 68% sought stronger infrastructure and board development
- 64% aimed for program expansion support
- 41% prioritized deeper community engagement

These findings highlight enduring barriers to long-term growth and underline the necessity for tailored capacity-building. The NCBP approach ensured these needs were addressed directly and effectively.

Major Outcomes by Pillar

The NCBP's multi-pillar approach resulted in meaningful progress across all areas critical to organizational effectiveness and sustainability.

Governance

Organizations enhanced leadership and accountability through robust board practices:

- 79% clarified board roles and responsibilities
- 66% improved board meetings and communication
- 61% enhanced fiscal stewardship and compliance
- Nearly 50% initiated succession planning and strategic recruitment
- Governance was the most valued pillar, strengthening accountability and leadership foundations

These improvements established strong foundations for leadership and long-term growth.

UNITED WAY OF SAN JOAQUIN COUNTY

777 N Pershing Ave, Suite 2B
Stockton CA 95203
unitedwaysjc.org



United Way
of San Joaquin County

Branding & Community Engagement

Nonprofits made substantial strides in visibility and stakeholder engagement:

- 91% reported significant improvement in branding and engagement
- 71% upgraded websites and brand assets
- 84% expanded communication methods and outreach
- Highest gains to date in public recognition through improved messaging

Effective branding and outreach built trust, recognition, and active community support.

Revenue Structure

Sustainable funding strategies enabled greater confidence and mission delivery:

- 85% increased understanding of funding diversity
- 73% identified new revenue streams and partners
- 64% improved financial planning and budgeting
- Over 50% launched new fundraising strategies
- 49% rated grant writing/reporting most valuable

Cohort members saw lasting improvements in financial independence and capacity to pursue organizational goals.

Operational Infrastructure

Focus on efficient operations to position organizations for future adaptability:

- 79% improved operational efficiency
- 74% enhanced data management and collection
- 68% revised and clarified standard operating procedures
- 65% made significant advances in technology adoption
- Stronger HR practices increased mission focus

Alumni Impact & Sustainability

The transformational benefits of NCBP continued beyond program completion, with alumni sustaining improvements throughout their organizations:

- 93% of alumni actively apply NCBP program lessons
- Content rated highly useful: 4.75/5
- 91% now lead organizations more strategically
- 83% observe a culture of learning and adaptability
- 68% diversified income streams
- 64% increased their overall budgets
- Alumni Net Promoter Score: 9.6/10—very high recommendation and satisfaction

Ongoing commitment to best practices and peer learning drives an enduring culture of excellence in the region's nonprofit sector.

Recommendations & Future Impact

Looking ahead, the launch of Cohort 4 in January 2026 will provide new opportunities to deepen NCBP's impact. Priorities for the next phase include:

- Strengthening board leadership, financial resilience, data fluency, and continued alumni engagement
- Expanding partnerships and networks to amplify positive outcomes
- Investing in measurement, storytelling, and innovation across the sector

With over 50 graduates and a record of sustained results, NCBP stands as the regional framework for nonprofit resilience and sector advancement in Stockton and San Joaquin County. Continued commitment to the program will ensure that future cohorts are equipped to meet evolving needs and drive community-wide impact.