

ANNUAL IMPACT REPORT

2019—2022



United Way of San Joaquin County

OUR MISSION:
TO IMPROVE THE LIVES OF PEOPLE BY MOBILIZING
THE CARING POWER OF COMMUNITIES.



KRISTEN BIRTWISTLE,
PRESIDENT /CEO
UNITED WAY OF SAN JOAQUIN

Three years ago, as I sat in my new office at **United Way of San Joaquin (UWSJC)** as the CEO of an almost century-old nonprofit, I was elated, energized, and emotionally moved by the opportunity in front of me. As a seventh generation Stocktonian, I have an abundant love for this city and county and its deep-rooted social challenges. I grew up with parents who were proud of their city, valued community service and treated neighbors like family. It is through lived experience that my appreciation for the nonprofit sector has been formed.

I brought with me to this position the heart and soul of this region—its resiliency, compassion, and optimism. I had faith that these community attributes, which I have witnessed time and again, would help UWSJC fuel sustainable community transformation. I knew that to reach this monumental task, we needed to fully comprehend the needs of those we serve, and we needed stronger collaboration among City and County leaders to inspire conversations and long-term solutions to our region's most pressing issues.

We started by listening. Through surveys and face-to-face conversations with people, whose lives are impacted by our mission, we gained valuable information that has and will continue to shape local strategies to combat homelessness and a myriad of social issues. We asked our most trusted advisors and supporters to share their vision for our organization, and as a result, we have become a more diverse, forward-focused team.

Months after I began my tenure with UWSJC—our world and our region—faced its most crippling crisis in history. The COVID-19 pandemic and the reverberations we continue to experience three years later have been devastating, most particularly on our most vulnerable populations at the center of our work. In all its peril, the pandemic revealed how many nonprofits were operating with outsized compassion and an extremely vulnerable infrastructure. Through that historic pandemic, we found new purpose in the crisis and learned valuable lessons that have shaped our current and future work. One of the most significant outcomes was recognizing our role as a leader in creating a stronger safety net for our community by providing resources and programming to strengthen the capacity of our nonprofits.

As I reflect on these past three years, I am in awe of the demonstrated resolve of the people of this region. I am proud of the work our team has led and inspired to address current community needs and create sustainable change. And, I am deeply grateful for those who have resolutely provided financial support, time, and other resources to enable us to do this meaningful work.

Three years from now we will be celebrating our 100th anniversary, a milestone that an organization can only achieve with steadfast commitment from a community of people who wholeheartedly support and believe in its mission. Thank you for being on this journey with us. We are bolder together. This is our story.



WE ADAPT AND EVOLVE

While our mission has remained our driving force for nearly 100 years, our strategy and vision have evolved, most particularly in the past three years. Generous monthly and annual donations through our recognizable Workplace Giving campaigns make a difference every day in ensuring that we can continue to operate as an effective team and provide critical funding for nonprofits to fulfill their missions.

Sizable donations, grants and corporate gifts enable us to make profound and sustainable change in our community by creating programs that

- Build capacity in our nonprofits
- Perform research and data collection to help local and state legislators make informed decisions
- Fund key areas of need in our community

This future-forward work is steering our strategy and guiding our vision.

Our communities' most pressing issues – homelessness, poverty, social inequities– aren't magically going to disappear. The increased demands on our nonprofits require more training, financial support, technology, and resources. As a supporting partner to more than 2,000 local nonprofits, we must be forward thinking, innovative, and responsive to their needs, so they can effectively and efficiently serve our community.

Our future-forward approach keeps us grounded in our work to create sustainable solutions to social disruptors. Providing temporary shelter provides immediate and necessary assistance to those who are unsheltered, but only if we also work to create pathways to permanent shelter and healthier lives. Data collection and analysis give us critical information on current situations, but also provide policymakers with vital insight to guide prevention programs.

In the past three years, through the generosity of individual and corporate donors, and through local, state, and federal grants, we have used future-forward strategies that have:

- Provided more than **\$2 million** to our local nonprofits
- Led outreach efforts during COVID-19 with our partners
- Championed new programs and efforts to assist those experiencing homelessness, including a transitional youth program aimed at preventing chronic homelessness for teens aging out of the foster care system

Since 2020, we have provided more than **\$2 million** to our local nonprofits.

- Provided support on winter planning for low-barrier shelters across the county
- Launched active partnerships with county agencies during COVID-19 to combat the spread of the virus and vaccinate unsheltered populations
- Served as a facilitator for the startup of the Nonprofit CEO Leadership Collaborative—bringing together nonprofits in support of each other as one voice
- Initiated research and analysis on homelessness to educate the public and local policymakers, who have used the data to develop strategies to combat and prevent homelessness
- Opened the NEST, an innovative learning hub to help build nonprofit capacity and strengthen their impact
- Provided nonprofits tackling homelessness on the front lines the resources to collaborate and share their work through an online newsletter, All In SJC
- Assisted in the process of standing up innovative nonprofits, through our Fiscal Sponsorship program



WE LISTEN AND RESPOND

At UWSJC, our team works alongside those on the front lines of social distress. It is at ground-zero—in the shelters, at the food banks and in the encampments—that we can listen to those in need, comprehend root causes and work authentically to develop solutions. We did just that during the pandemic through our Unsheltered Encampment Survey. Data collected has been used by the City of Stockton and others across the county to guide its strategic plan for addressing homelessness. We are dedicating more time to listening, so we can deepen our impact.

THE BIG DIG

Using an insight research technique we called the Big Dig—to survey more than 200 supporters, community members, nonprofit professionals, business, and civic leaders to help us better understand our current footprint, our perception in the community, programs that are going well, and areas of improvement.

WHAT WE LEARNED

- We are primarily perceived as a conduit of funds. We need to share more information about our work beyond grant-giving, regularly explain our role in advocacy, and share the value and impacts of our work.

- We must take a more strategic leadership role in the local nonprofit sector, expanding our efforts to educate, empower and elevate our nonprofits.
- We need to support initiatives that address root causes of poverty and homelessness and develop long-term sustainable solutions.
- We must be bolder with our voice in raising up the actions related to social injustices, diversity, and equity.

PROGRESS

- Social media campaigns, such as Every Human Being and All in SJC, informed and inspired, debunked myths and humanized homelessness
- Numerous surveys and publications were launched to educate the public, fuel conversations, and provide critical data for informed decision-making
- The NEST was opened to provide physical space and a training ground for nonprofit leaders to strengthen capacity
- Listened to members of the Black and Latinx communities about how UWSJC must change to support a more culturally relevant vision

UNSHELTERED ENCAMPMENT REPORT

In conjunction with the San Joaquin County District Attorney's Office, we developed and implemented a survey to better understand the gravity of homelessness from the perspective of individuals who are currently unsheltered. It was an important step in addressing these long-standing social issues and identifying applicable solutions. To affect and produce change, detailed data on the unsheltered population must be collected. Our findings helped us identify the needs and barriers to services that homeless individuals experience, as well as identify the support they need to exit homelessness and successfully enter stable housing.

CONCLUSION

Some of our most significant lessons learned from this survey include: the need to improve access and safety at shelters to increase utilization; the need for trauma/mental health support; and the need for more affordable housing.

What we learned has been working well: prioritizing COVID-19 testing, vaccination and mitigation efforts in encampments, which minimized the spread of the virus and prevented deaths; law enforcement interactions have been positive; and those living unsheltered are finding the services they need for basic living.

PROGRESS

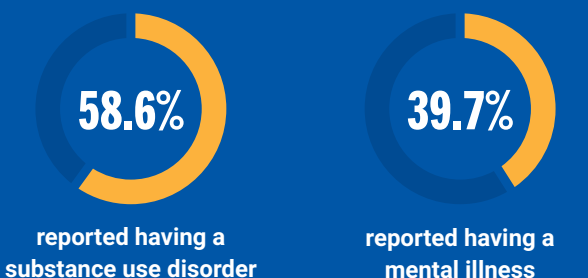
- Data from this survey was used by the City of Stockton to guide its strategy on addressing and preventing homelessness
- The information has been shared with nonprofit leaders on the front lines of homelessness
- We are sharing with all city agencies and their homeless departments and county leaders to inform their decisions in addressing homelessness

WHAT WE LEARNED

- The best way to collect data is to spend time with those engaged in lived experience with social disruptors.
- Key Data from 243 people living unsheltered:



36.7% became homeless because of a job loss/income reduction



WE CHANGE THE CONVERSATION AND CREATE COLLABORATION

Our nonprofits feed, heal, shelter, educate, inspire, enlighten, and nurture people of every age, gender, race, and socioeconomic status. They foster civic engagement and leadership, drive economic growth, and strengthen the fabric of our communities. They create equitable and thriving communities. Nonprofits, schools, libraries, museums, and hospitals serve indispensable roles in our communities, benefiting nearly every individual in some way.

The people of our community are the reason we are inspired to come to work every day. They are the reason our board members choose to serve and why our supporters and volunteers continue to give generously of their time and resources. We care about people, and together, we can make a meaningful difference for our neighbors in need.

We have focused intentionally on initiatives that tell stories about the people whose lives have been altered because of the efforts and support of UWSJC. These stories have changed hearts and minds and have led to outsized financial support throughout the past three years.

PARTNERSHIPS MATTER

We partnered with the City of Stockton to help The Children's Home of Stockton establish a pilot shelter and life-skills training program for young adults, ages 18-24, who were experiencing homelessness. Our investment in marketing support enabled us to tell the stories of a dozen participants whose experience in the program was life changing. The stories were shared with donors, community leaders and grantors, bringing to life the impact of their funding and support. This aided in the continuation of the program for another two years.



EVERY HUMAN BEING VIDEO SERIES

To fully understand homelessness, we must first learn the circumstances that cause it. Every human, including those who are unsheltered, has a unique story. Our Every Human BEING video campaign was developed to humanize homelessness by sharing the stories of resolve and rejuvenation of the human spirit. The stories bring to life the daily realities of homelessness, the personalities of people living without shelter, and the everyday heroes who are working to lift them.

MASK ON: A Collective Campaign to Spread Awareness

More than 100,000 COVID-19 kits were distributed to the area's nonprofits during the course of the pandemic, in partnership with the San Joaquin County Department of Public Health and Dignity Health. This collective distribution of masks, hand sanitizer, and other supplies and information helped us minimize the spread of COVID-19.

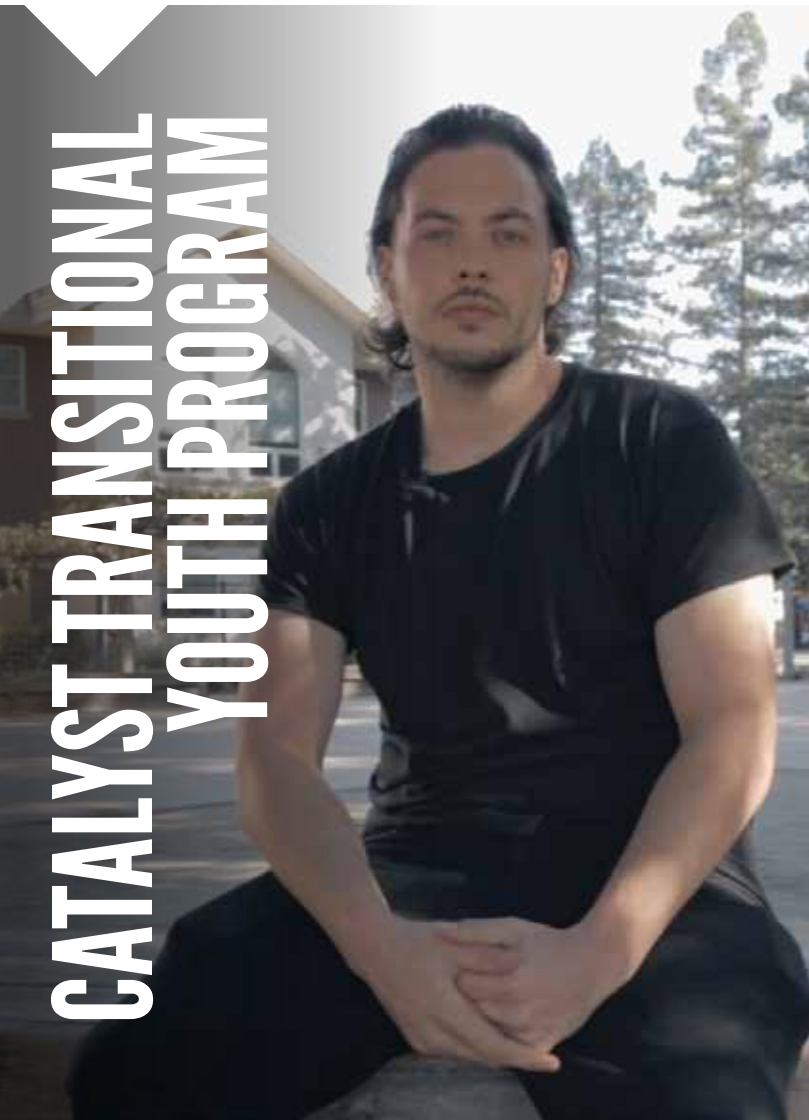
CARES ACT SUPPORT

In 2020, we received \$1.5M from the City of Stockton for CARES Act support, creating the opportunity to "invest" in our shelter leaders and partners. Together, we used this fund to provide critical financial support for direct services to Stockton Shelter for the Homeless, Gospel Center

Rescue Mission and St. Mary's Dining Room. Community Medical Center was also awarded to mutually collaborate and jointly direct medical services to those partnering shelter agencies. Plus, three organizations who utilized the funds as a supplemental resource to existing programs instituted essential supplies to encampments, Pop-up Food Pantries to feed the homeless, animal protection, shelter pet support and more.

One distinguishing aspect of the City of Stockton/ UWSJC Shelter Health and Safety initiative was using the funds to understand the challenges faced by local governments, faith and community-based organizations, and the business community in addressing the growth of the unsheltered homeless population as a result of COVID-19. Our contracts and subsequent survey tools with Resource Development Group and a local street outreach study gave us greater insights into how we can work together in the future to reduce the disparity of those living in homelessness and enabling the community to use a laser focus on providing support and coordinated entry to services.

CATALYST TRANSITIONAL YOUTH PROGRAM



At age 14, Keenan had been affected by more trauma than most people experience in a lifetime. His childhood was plagued with family turbulence and little adult supervision. He lived in a group home for a while and then couch-surfed until he finished high school. Once he aged out of foster care, Keenan had few living options and no financial support. He slept unsheltered for three years, joining the more than 460 young adults in San Joaquin County who are homeless.

Determined to find a door that would lead to a better life, Keenan walked to work every day, wearing the same clothes, putrid from weeks of wear and limited access to a shower or laundry facilities. Eventually, the stress of being homeless and trying to hold down a job was too much. His boss told him about the Catalyst program at CHS.

"The staff is amazing. It's like a family," Keenan said. "As soon as I got here, I felt the hospitality. When I realized I wasn't the only one struggling, that there were others fighting the same battles just like me, my outlook changed. There was this relief of stress off my shoulders. Someone my age shouldn't have to worry about just surviving. I'm not just surviving now, I'm living."

With a nourished body and soul, Keenan is motivated and on track to a healthy and stable adulthood. He has a car, a job and a growing bank account. He has learned to cook, how to keep a house clean and how to manage a budget. He has learned to trust and has made friends who are now his family. Catalyst has opened the door and given him the confidence, support and skills to be a self-sufficient adult who can shift his focus from surviving to living.

WE CONVENE FOR BOLDER IMPACT

We know that there is strength in numbers, so much of our work is accomplished by putting action to our mantra, **BOLDER TOGETHER**. We connect agencies and nonprofits, dreamers and change makers, those who want to give their time with those who need it, and this is how real change happens.

It was a Saturday and over 110 degrees in Stockton one day in July 2021. The Child Abuse Prevention Council (CAPC) staff was greeted through the window of a camper by 5-year-old Tina. Bags of ice are what it took to get the family to open the door of the dilapidated camper on the levee in downtown Stockton that they called home for the past seven months after a series of unfortunate events left the family of six homeless and struggling to survive.

The day before, the CAPC had encountered the family during one of the homeless outreach activities coordinated by the District Attorney's (DA) office. Having been betrayed by unscrupulous property owners, confused by the complex regulations governing the safety nets intended to help them, and living in fear for the safety of their children while on the streets, TRUST was not easily given.

After much listening and empathizing, CAPC staff were able to convince the family that we were there to help. By showing up every day with small, thoughtful items that met their immediate needs, the parents placed their trust in the CAPC. Through a partnership between United Way, Visionary Builders and the CAPC, this family was able to move into a home and receive intense case management services to continue their journey to permanency and stabilization.

**POINT IN TIME COUNT:
On the Frontlines of Volunteer Mobilization**

As a leader in community collaboration, we bring people together to create solutions to our community's most pressing issues. We also gather individuals for boots-on-the-ground work when our nonprofits need to host special events, gather information or manage crises. Perhaps one the most significant demonstrations of mobilizing volunteers was during the 2022 Point in Time (PIT) Count. This bi-annual survey is conducted by the San Joaquin County Continuum of Care Committee (CoC) in January. It provides local and national agencies with a count of unsheltered individuals. In 2022, despite it being the height of the COVID-19 Delta variant, UWSJC rallied an historic 500 volunteers for this effort. We crafted a strategy that specifically targeted the four cities in which the PIT Count would be conducted. We capitalized on our expansive

network of community nonprofits and volunteers, and used digital media and video to assemble the volunteer troop tasked to compile this important data which is used to in determining federal funding from the U.S. Department of Housing and Urban Development.

ALL IN SJC

Increased public awareness about homelessness is integral to developing solutions. In 2022, UWSJC partnered with the Family Resource Center and the Reinvent South Stockton Coalition on an information campaign "All in SJC" to share updates on the county's progress toward ending homelessness. The digital newsletter and the accompanying Facebook and Instagram pages communicate actions, ideas, policy, research and stories about those who have been impacted by homelessness.



COMMUNITY EVENTS

UWSJC hosts events in local communities to raise awareness of our mission, to connect community members who value the work of nonprofits, and to raise funds for local nonprofits in each city.

WINE, ART AND CHOCOLATE (MANTECA)

The annual event draws more than 250 guests from across the county to enjoy the region's favorite vintners, decadent desserts, and a variety of work from local artisans. Funds raised support Agape Villages Foster Family, Boys & Girls Club of Manteca and Lathrop, Friends of the East Union Cemetery, Hospice of San Joaquin, Manteca Chamber of Commerce, Triple H Youth Ranch, USMC CPL Charles O Palmer II Memorial Troop, and Wide Horizons Inc.

GOODTABLE (LODI) AND ONE WORLD, ONE TABLE (TRACY)

A vibrant farm-to-fork experience set in a unique outdoor dining venue featured local chefs who incorporate local ingredients. The Lodi nonprofits that benefitted from 2022 GoodTable included 180 Teen Center, Grace and Mercy, Lodi Boys & Girls Club, Salvation Army/Access Center, and Loel Senior Center. Tracy nonprofits that benefitted from the 2022 One World, One Table were the Boys & Girls Club, Tracy Interfaith Ministries, Tracy CCC, Sow A Seed and Khalsa School.

POWER OF ONE (STOCKTON)

Business professionals, local leaders, community advocates and agency partners gather at this annual signature event to celebrate social responsibility and highlight ways in which one person can strengthen the foundation of community. This luncheon features inspiring presentations and networking opportunities for attendees.

BEST OF THE WEST

Presented annually by the UWSJC Auxiliary, this Country Western experience includes dancing, music and delicious dishes from some of the area's finest eateries. Proceeds benefit San Joaquin County nonprofits.

ELEANOR FOR WOMEN UNITED

Eleanor by Women United is an UWSJC affinity group that invests in the advancement and empowerment of young and established women in our community. Packed with energy and inspiration, Eleanor by Women United events draw more than 150 women and men whose talents and spirit strengthen and invigorate each other and our community.



WE EMPOWER LEADERS TO CREATE SUSTAINABLE NONPROFITS

RESEARCH REPORTS TELL THE STORY

We partnered with the University of Pacific's School of Business to publish the Economic Impact of San Joaquin County Nonprofits report to help educate the region on the power of the nonprofit sector.

We developed a white paper on homelessness to amplify the progress made by our team and that of our partner nonprofits. These publications educate the public on issues that can help them make informed decisions at the polls and help policymakers better understand our region's most pressing needs.

Agencies and organizations that support all of our community needs are essential to the quality of life within a given community. As communities move toward transformation, it is imperative that they are equipped with the best resources to provide quality service to our most vulnerable populations. At UWSJC, we have launched several initiatives to strengthen the fabric of our nonprofit sector.

THE NEST

With a future focus on strengthening nonprofits in San Joaquin County, UWSJC, along with the City of Stockton, launched the **Nonprofit Enterprise Support Team (NEST)** in 2022. The common workspace for nonprofits provides capacity-building support to help them better fulfill their missions, and as a result, bolster their impact in our communities. Nonprofits can use the facility for collaboration, innovation, education, training, and remote working. As an innovative lab, the NEST leverages UWSJC's facilities, data, networks, and knowledge to assist with capacity building, workforce development, leadership training and business acumen to enhance and scale social services to help individuals and our communities reach their fullest potential.

NCBP

The Nonprofit Capacity Building Program is a human centered learning program which offers upwards to a 9-month program to help advance the knowledge of nonprofit operational management. The intention being to support the long-term viability and sustainability of nonprofits. The NCBP is supported in partnership with City of Stockton and is dedicated to investing in our nonprofits toward a sustainable future.

WHAT WE LEARNED:

- The best way to collect data is to spend time with those engaged in lived experience with social disruptors.
- There is a major imbalance in government spending to nonprofits across the state. Governments across California dedicate between one and 15% of their budgets to nonprofits.

34%

of nonprofits in the San Francisco Bay Area receive government funding

6%

of nonprofits in San Joaquin region receive government funding

This difference helps perpetuate disparities that negatively impact communities of color, poorer communities and rural communities. While government funding is an important and significant portion of many nonprofits' revenue, it is often nonprofits who bring together a variety of funding opportunities an applied outcome.

About **1 IN EVERY 20 JOBS** in San Joaquin County is at a nonprofit

21,605 full-time and part-time **JOBS** are **supported** by nonprofits

Total value-added impacts from the nonprofit sector equal **\$990 MILLION** or about **3%** of the county's **gross domestic product**

71%

of nonprofits in San Joaquin County have annual incomes of less than \$50,000



MASTER CLASSES

Our virtual nonprofit Masterclass series showcased a variety of presenters, all with one goal in mind—supporting and expanding the capacity of our county's nonprofit agencies. Our lineup of expert speakers shared tips and advice on rebranding, storytelling, maximizing social media, prioritizing



employee wellbeing and championing diversity, equity, and inclusion. Sponsored by CAPC and Emergency Food Bank, and co-hosted by the Nonprofit CEO Leadership Forum, the Masterclass series will continue in 2023 with new and innovative programming.

NONPROFIT CEO LEADERSHIP COLLABORATIVE

Organized in 2021, this group of CEOs and leaders from 15 of SJC's top nonprofits (based on size, scope, and geographic reach) meets monthly to share best practices, provide support and expertise, and act as a thinktank to generate ideas and solutions to issues common among nonprofits in our county.



United Way of San Joaquin County

unitedwaysjc.org
777 N. Pershing Avenue, Suites 1B & 2B
209.469.6980

 [unitedwaysj](https://www.facebook.com/unitedwaysj)
 [unitedwaysanjoaquin](https://www.instagram.com/unitedwaysanjoaquin)