The CLP 1.0 TA strategy ($2 million) provided focused supports around key capacity areas such as finance, board development, and technology through partnerships with five TA intermediaries.

CLP 1.0 was a three-year, $10 million investment in 100 organizations and 300 leaders to build their capacity to serve diverse, low-income communities in three regions of California: the San Francisco Bay Area, San Joaquin Valley, and Central Coast. CLP 1.0 had three distinct but related strategies—regranting, leadership, and technical assistance (TA)—that were designed to build community grantees’ adaptive, leadership, operational/management, programmatic, and community/collaborative capacities.

Social Policy Research Associates (SPR) brought on as CLP evaluator, working in partnership with The Leadership Learning Community.

CLP 1.0 community grantees complete the first of two rounds of the My Healthy Organization© (MHO) survey to assess changes in organizational capacity.

CLP 1.0 community grantees complete the final round of the My Healthy Organization© survey as their grant periods end.

Community grantees complete the first round of the CLP 2.0 Organizational Assessment. SPR developed and customized this tool in partnership with CLP 2.0 grantors to measure capacity in key areas that also map to resilient leadership, adaptive capacity, and financial stability.

The first of two round of CLP 2.0 Learning Labs are held in 2013. The aim is to understand where community grantees were in the development of their capacity-building plans, to provide a space for refining their plans and sharing with peers, and to begin a conversation about organizational sustainability post-CLP.

The second round of CLP 2.0 Learning Labs takes place across the state in 2015; this round focuses on organizational sustainability post-CLP.

The second round of CLP 1.0 Learning Labs take place around the state in 2012. The discussion provides rich learning for the work going forward.

The second round of CLP 1.0 Learning Labs take place in Spring 2011.

2013: CLP 2.0 launched in 2013, as three-year, $8 million investment in 57 organizations. The 2.0 approach was to refine effective capacity-building strategies and sustain community grantees long-term by increasing their resilient leadership, adaptive capacity, and financial stability. Reflecting a narrower focus and lessons learned from the first phase, CLP 2.0 supported 57 community grantees and 10 regranting and TA intermediaries.

2014: Annual CLP 2.0 grantee convening in San Jose.

2015: Annual CLP 2.0 grantee convening in Stockton.

2016: Final Annual CLP 2.0 grantee convening in Salinas.

2016: An additional $2 million in exit grants awarded to community grantees through regranting intermediaries to transition to post-CLP phase.

CLP 1.0 grantees have the opportunity to participate in regionally-held Learning Labs to connect with one another and exchange successes and challenges, as well as insights on how funders should best approach capacity-building support for organizations serving diverse, low-income communities.

Community grantees complete the final round of the CLP 2.0 Organizational Assessment as their grant periods end.
KEY LESSONS FROM THE COMMUNITY LEADERSHIP PROJECT (CLP) JOURNEY

Framework for Funders Engaging in Culturally Competent Capacity Building

- Clarify values and commitment to investing in diverse communities
- Invest in support for capacity building, emphasizing infrastructure and networks
- Consider the readiness of community grantees to engage in this work
- Rethink the traditional funder-grantee relationship
- Recognize and support the interconnections of different capacity areas

Supporting Sustainability of Small Organizations Serving Diverse Communities

- Prioritize baseline organizational stability, so that leaders have availability to engage and reflect
- Couple targeted capacity building resources with general operating support
- Engage intermediaries with the ability to provide active mentorship and support navigation of resources
- Tailor capacity building to address the different needs of organizations at early stages of development; move beyond “off the shelf” offerings
- Beyond specific capacities, aim to leave organizations with a growth mindset, and the tools and networks to weather new challenges ahead