

THE CLP JOURNEY

2009

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.



The **CLP 1.0 regranting strategy** (\$7 million) awarded resources to 12 regranting intermediaries to provide core financial support, tailored organizational development assistance, and coaching to 100 community grantees.

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.

2010

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



The **CLP 1.0 leadership development strategy** (\$1 million) provided ten leadership intermediaries with an opportunity to expand their programs to new regions and experiment with approaches for effectively reaching executive directors and other organizational leaders from small organizations serving diverse communities.

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

2011



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. The first round takes place in Spring 2011.



2012



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

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.



2013



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 regrantors to measure capacity in key areas that also map to resilient leadership, adaptive capacity, and financial stability.

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.



Annual CLP 2.0 grantee convening in San Jose.

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.

Annual CLP 2.0 grantee convening in Stockton.

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.

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