

Community Leadership Project 2.0 Logic Model (6/3/2013)

California's future depends on the success of the communities of color that comprise a majority of our population. Two necessary components of a vibrant and diverse democracy are effective community-based organizations and diverse leadership throughout California's nonprofit sector.

Goals

- Increase the sustainability of a group of about 60 small, community-based organizations serving low-income people and communities of color in the San Francisco Bay Area, Central Coast, and San Joaquin Valley.
- Promote private foundations' understanding of and support for organizations working with low-income people and communities of color.

Assumptions for Effectiveness

- Partnership with key intermediaries with strong networks & understanding of communities
- Support of small community organizations as the key to reaching and benefiting low-income people and communities of color
- A learning culture that is asset-oriented
- A context to address the intersection of race, class, immigration, etc. in capacity building

Strategies

Capacity Building Strategies

Partnership with intermediary organizations to support community grantees

- Multi-year general operating support
- Selection based on a common definition of readiness
- Capacity-building funds for organizations' own choice and priorities
- Mentoring and coaching to pursue plan for organizational development

High value, relevant, free, and accessible technical assistance through a "menu" of choices

Funder-level Collaboration

- Promote a sense of common purpose for capacity building through peer connections and social capital
- Ongoing learning, sharing, and improvement through evaluation of CLP
- Collaborative management of the project by Packard, Irvine and Hewlett Foundations

Outcomes

Community Organization Outcomes

Resilient Leadership

- Unified sense of purpose and trust across Board, staff, and volunteers
- Organizational leaders demonstrate capacity and community relationships to effectively lead serve low income communities and communities of color
- Infrastructure that fosters shared leadership and ongoing leadership development

Adaptive Capacity

- Clear strategic goals and a plan to achieve those goals
- Ability to internally and externally mobilize people, organizations, and networks to tackle tough challenges and thrive in the face of uncertainty
- Flexibility to identify and align with changing external/economic contexts
- Willingness to be engage in self-reflection and ability to use evaluation to continually improve performance

Financial Stability

- Financial literacy across board and staff that allows for collective stewardship of the organization's financial health
- Appropriate financial systems and processes to reliably track and report information
- Data-driven approach to financial management and decision-making
- Clear, effective and sustainable business model in place

Funder and Initiative Outcomes

- Greater understanding by large funders of issues facing smaller organizations & low-income communities and communities of color
- Greater knowledge of the role of cultural relevance and responsiveness in effective grantmaking & methods of capacity-building
- Increased capacity to support innovative organizational strategies that produce transformative results for communities of color.

Ultimate Outcome: Greater capacity of organizations to reach, engage and serve low-income communities and communities of color based on greater cultural competency and knowledge of effective strategies.