

COMMUNITY LEADERSHIP PROJECT

A partnership to serve low-income and diverse communities, with funding from the [Packard](#), [Irvine](#), and [Hewlett](#) foundations.



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The Community Leadership Project (CLP) began in 2009 as an effort by our three foundations to increase the sustainability of small organizations serving low-income people and communities of color in three regions of California: the San Francisco Bay Area, the San Joaquin Valley, and the Central Coast.

As large foundations — the Irvine Foundation funds across California, and the Packard and Hewlett foundations are global funders — we wanted to find ways to strengthen smaller, local organizations that our grantmaking programs may not ordinarily know or engage with.

CLP started as a three-year, \$10 million effort, but as the [first phase](#) was ending we committed to a second three years to deepen the impact of CLP's work. In the [second phase](#), we invested \$8 million to support 56 organizations between 2012 and 2015. A final round of grants totaling \$2 million was made in 2016 to sunset the initiative. We completed an [evaluation](#) of the second phase of the program that we commissioned from Social Policy Research Associates. We hope that this report will be useful to other funders interested in supporting small organizations in their communities.

In the second phase of the Community Leadership Project, we provided funding to five intermediary organizations that re-granted those funds to organizations in the community. They were supported by five organizations that provided technical assistance to those grantees in the form of leadership training, strategic planning, financial training, and technology, among other areas. This combination — general support combined with capacity building — has proved to be extremely valuable to many of the organizations.

The evaluation shows that this second phase has been largely successful in strengthening these grassroots organizations. For some organizations, the impact of the assistance was dramatic. One grantee reported that they were about to close their doors at the beginning of the project, and they now run with a healthy surplus thanks to the training they received and the added confidence that it provided.

Another grantee noted that, as a result of CLP, they were able to establish themselves as a stand-alone 501c3 organization, which allows them to better serve the community.

Another organization that provides arts opportunities to rural youth and operates on a true shoestring budget — \$70,000 a year — now has its own standalone facility due to the fundraising skills they learned during the project.

Latest Updates & Resources

CLP FINAL EVALUATION MATERIALS

[Evaluation materials](#) for the second phase of CLP — including a full report and executive summary — are now available. These materials were created by Social Policy Research Associates, an independent evaluator.

CLP TIMELINE AND LESSONS

Social Policy Research Associates has created a [two-page overview](#) of the CLP initiative timeline and key lessons learned. These lessons are grouped in two categories: "Framework for Funders Engaging in Culturally Competent Capacity Building" and "Supporting Sustainability of Small Organizations Serving Diverse Communities."

These are a few stories of organizations that are flourishing as a result of CLP — organizations that large foundations like ours would be unable to support under our traditional structures.

It has been a journey for all of us — for our foundations and for the community-based organizations, re-granters, technical assistance providers, and evaluators. The **evaluation** conducted by Social Policy Research Associates offers useful lessons about what went well and areas for improvement for those interested in launching a similar initiative. We hope that the report can serve as an excellent resource for funders, regranteeing intermediaries, and participating community organizations alike.

As you will see from this evaluation, there are terrific opportunities for large funders to support small community-based organizations. We hope that others will benefit from what we have learned over the course of this extremely rewarding initiative.



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Phase 1 Community Grantees

The majority of Community Leadership Project funding (nearly \$7 million of the project's \$10 million budget) will benefit 100 small to midsize organizations in three priority regions. CLP works through 12 intermediary partners to conduct this grantmaking. Each of these intermediaries is responsible for identifying and distributing funds to as many as 10 local grassroots organizations serving low-income people and communities of color.

Grant amounts are scaled to the size, scope, operating budget and technical assistance needs of each organization. Grantees receive an average amount of nearly \$35,000 per year, with additional resources allocated for customized technical assistance. CLP grants represent the first foundation funding for many of these organizations. In addition, 39 of these community grantees are participating in other CLP programs supporting leadership development or capacity building in areas such as technology and fundraising.

Grantees serve communities in three priority regions: 44 are located in the greater San Francisco Bay Area, 16 are in the Central Coast, and 40 are in the San Joaquin Valley.

The grantees have missions and programs that match the diversity of the communities they serve: 59 grantees work with multiple ethnic groups, and the remainder primarily serve African American, Asian/Pacific Islander, Latino and Native American communities (see chart, Populations Served). Their work involves human services, civic engagement and organizing, arts and culture, ethnic and immigrant services, and health (see chart, Program Focus).

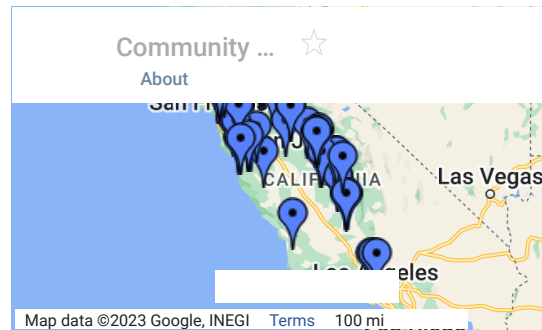
The size of these grantees underscores their nature as grassroots, community-based organizations. A majority

View Material From Phase 1

[Phase 1 Evaluations](#)

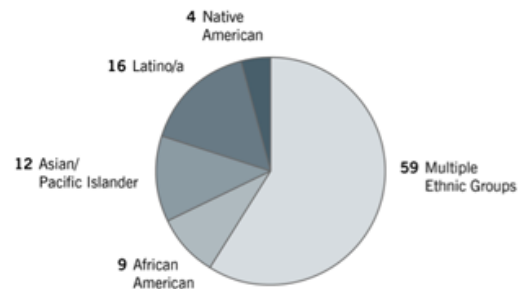
[Phase 1 Community Grantees](#)

[Phase 1 Intermediary Organizations](#)



View [Community Grantees](#) in a larger map

Populations Served
Number of organizations



[Click to enlarge](#)

(75) have annual budgets under \$500,000, and 30 have budgets under \$100,000 (see chart, Annual Operating Budget).

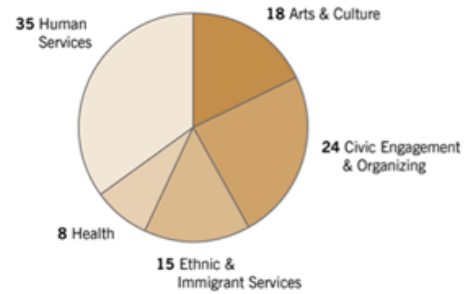
[Click to enlarge](#)

Following is the list of grassroots organizations that have received grants through the Community Leadership Project. This list is organized by the project's three priority geographies. Within each region, grantees are grouped according to the intermediary organization providing their CLP funding.

Click one of the following links to go straight to a particular region:

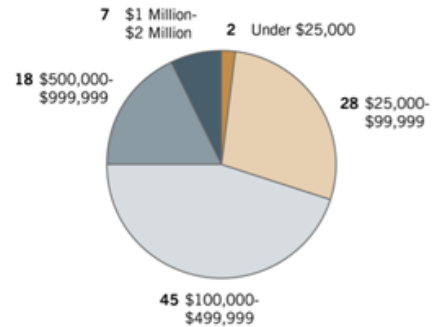
- [Greater San Francisco Bay Area](#)
- [Central Coast](#)
- [San Joaquin Valley](#)

Program Focus
Number of organizations



[Click to enlarge](#)

Annual Operating Budget
Number of organizations



Greater San Francisco Bay Area		
Asian Americans/Pacific Islanders in Philanthropy		
Community Grantee	Location	Website
3rd I South Asian Independent Film	San Francisco	www.thirdi.org
Afghan Coalition	Fremont	www.afghancoalition.org
African Advocacy Network	San Francisco	africanadvocacynetwork.org/AAN/
Alliance of South Asians Taking Action	San Francisco	www.asata.org
Arab American Cultural Center Silicon Valley	San Jose	aaccsv.org
Arab Film Festival	San Francisco	www.arabfilmfestival.org
Council on American-Islamic Relations (CAIR) SF Bay Area Chapter	Santa Clara	ca.cair.com/sfba/
Islamic Cultural Center of Northern California	Oakland	www.iccnc.org
Islamic Networks Group	San Jose	www.ing.org
Narika	Berkeley	www.narika.org
Omid Advocates	Berkeley	www.omidadvocates.org
SEMAH, Inc.	Newark	www.semah.org
Zawaya, Inc.	San Francisco	www.zawaya.org
Horizons Foundation		
Bay Area American Indian Two-Spirits	San Francisco	www.baaits.org

Gay Asian Pacific Alliance	San Francisco	www.gapa.org
Mangos With Chili	San Francisco	mangoswithchili.wordpress.com
Purple Moon Dance Project	San Francisco	www.purplemoondance.org
Queer Women of Color Media Arts Project	San Francisco	www.qwocmap.org
Transgender Gender-Variant Intersex Justice Project	San Francisco	www.tgijp.org
Trikone	San Francisco	www.trikone.org
The Rose Foundation		
California Healthy Nail Salon Collaborative	Oakland	www.cahealthynailsalons.org
Ma'at Youth Academy	Richmond	www.maatya.org
Oakland Food Connection	Oakland	www.foodcommunityculture.org
People United for a Better Life in Oakland	Oakland	www.peopleunited.org
West Oakland Environmental Indicators Project	Oakland	www.woeip.org
The San Francisco Foundation		
Arab Resource and Organizing Center	San Francisco	www.araborganizing.org
Chinese Progressive Association	San Francisco	www.cpasf.org
Filipino Community Center	San Francisco	www.filipinocc.org
Just Cause Oakland	Oakland	www.cjic.org
La Raza Centro Legal	San Francisco	techforpeople.net/~lrcl/
Leadership Excellence	Oakland	www.leadershipexcellence.org
Marin Grassroots Leadership Network	San Rafael	www.maringrassroots.org
Multicultural Institute	Berkeley	www.mionline.org
South of Market Community Action Network (SOMCAN)	San Francisco	www.somcan.org
Silicon Valley Community Foundation		
African Community Health Institute	San Jose	www.africachi.org
American Muslim Voice Foundation	Newark	www.amuslimvoice.org
California Alliance of African American Educators	San Jose	www.caaae.org
Daly City Peninsula Partnership Collaborative	Daly City	www.dcpartnership.org
Foundation for a College Education	Palo Alto	collegefoundation.org
Movimiento de Arte y Cultura Latino Americana	San Jose	www.maclaarte.org/site/
Multicultural Institute	Berkeley	www.mionline.org
San Mateo Youth Foundation	San Mateo	sanmateoyouthfoundation.weebly.com
Somali Community Services	San Jose	none
The Sikh Coalition	Fremont	www.sikhcoalition.org
Third Street Community Center	San Jose	www.3street.org

Central Coast		
Alliance for California Traditional Arts		
Community Grantee	Location	Website
Caminos del Arte	Salinas	www.caminosdelarte.org

California Rural Legal Assistance, Inc.		
Hollister Youth Alliance	Hollister	www.hollisteryouthalliance.org
Mountain Community Resources	Santa Cruz	www.mountaincommunityresources.org
Santa Cruz Barrios Unidos	Santa Cruz	www.barriosunidos.net
Community Foundation for Monterey County		
Alisal Center for the Fine Arts	Salinas	none
Central Coast Center for Independent Living	Salinas	www.cccil.org
Communities Organized for Relational Power in Action - <i>fiscal sponsor: Central Coast Interfaith Sponsors</i>	Santa Cruz	www.fcasantacruz.org/index.php?option=com_content&task=view&id=78&Itemid=198
El Camino Real Futbol League	Salinas	elcaminorealfutbol.org
Girls, Inc. of the Central Coast	Salinas	www.girlsinccc.org
Monterey County Rape Crisis Center	Monterey	www.mtryrapecrisis.org
National Coalition Building Institute-Pacific Grove chapter	Pacific Grove	ncbi.org
Second Chance Youth	Salinas	scyp.org
Village Project, Inc.	Seaside	www.thevillageprojectinc.org
The Women's Foundation of California		
ABC - African American Community Health Group	Santa Cruz	none
Californians for Pesticide Reform	Delano	www.pesticidereform.org
Community Action Board Santa Cruz	Watsonville	www.cabinc.org

San Joaquin Valley		
Alliance for California Traditional Arts		
Community Grantee	Location	Website
Arte Americas	Fresno	www.arteamericas.org
Centro de Unidad Popular Benito Juarez	Bakersfield	upbj.org/Portal.html
Kawaiisu Language and Cultural Center	Bakersfield	www.kawaiisu.org
Kings County Regional Traditional Folk Arts	Armona	www.kingsculturalctr.com
Merced Lao Family Community	Merced	www.laofamilymerced.com
Teatro de la Tierra	Fresno	www.teatrodelatierra.org
The Way Ministries	Fresno	none
California Rural Legal Assistance, Inc.		
Centro Binacional Para El Desarrollo Indigena Oaxaqueno	Fresno	centrobinacional.org
Dolores Huerta Foundation	Fresno	www.doloreshuerta.org
Fathers and Families of San Joaquin	Stockton	www.ffsj.org
Fresno Interdenominational Refugee Ministries	Fresno	www.firminc.org
Kern County Black Chamber of Commerce	Bakersfield	kcbcc.net/Home_Page.html
West Fresno Health Care Coalition	Fresno	www.wfherc.org
Hispanics in Philanthropy		
Boys and Girls Club of Tulare County	Visalia	www.bgclubtc.org
Fresno Barrios Unidos	Fresno	www.fresnobarriosunidos.org
Fresno County Hispanic Commission on Alcohol and Drug Abuse Services	Fresno	www.hispaniccommission.org
Fresno Housing Alliance	Fresno	none
Fresno West Coalition for Economic Development	Fresno	www.fwced.com

Kern County Hispanic Commission on Alcohol and Drug Abuse Services	Bakersfield	none
HomeBase		
Fresno Street Saints	Fresno	www.fresnostreetsaints.org
George Washington Carver Center of Dos Palos	Dos Palos	none
Kings/Tulare Continuum of Care on Homelessness	Visalia	www.kingstularecoc.org
Resources for Independence Central Valley	Fresno	www.ricv.org
St. Brigid/St. Vincent de Paul	Hanford	www.svdphanford.org
Immigrant Legal Resource Center		
ACT for Women and Girls	Tulare	www.actulareco.org
Central Valley Partnership	Modesto	www.citizenship.net
Centro La Familia Advocacy Services	Fresno	www.centrolafamilia.org/about.html
Hmong Cultural Institute	Stockton	none
San Joaquin AIDS Foundation	Stockton	www.sanjoquinaidsfoundation.org
United Farm Workers Foundation	Bakersfield	www.ufwfoundation.org
Westside Family Preservation Services	Fresno	none
The Rose Foundation		
California Food and Justice Project	Oakland	www.cafoodjustice.org
California Indian Environmental Alliance	Oakland	www.cieaweb.org
San Joaquin Valley Cumulative Health Impact Project	Fresno	none
The Women's Foundation of California		
California Prison Moratorium Project	Fresno	www.calipmp.org
Central California Asian Pacific Women	Fresno	www.ccapw.org
Central California Environmental Justice Network	Delano	www.ccejn.info
Fresno Barrios Unidos	Fresno	www.fresnobarriosunidos.org
San Joaquin Valley LEAP	Fresno	sjvleap.wordpress.com
Stone Soup Fresno	Fresno	www.stonesoupfresno.org
Vida Sana Para El Pueblo, Inc.	Lindsay	none



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Phase 2 Community Grantees

The Community Leadership Project's Phase 2 funding is being used to increase the sustainability of 57 small to midsize organizations in three priority regions. CLP is working through five regranting intermediary partners to conduct this grantmaking. Each of these intermediaries is responsible for identifying and distributing funds to regional grassroots organizations serving low-income people and communities of color.

Each CLP grantee will:

- Receive \$60,000 of operating support over three years (\$20,000 annually)
- Have access to approximately \$20,000 in additional funds over the three years of the project to build the organization's capacity
- Be able to participate in training opportunities in capacity building and leadership development, free of charge
- Participate in peer-networking with other grantees

Phase 2 grantee organizations serve communities in the greater San Francisco Bay Area, Central Coast and San Joaquin Valley. ([View these organizations on a map.](#))

Following is a list of grassroots organizations that have received grants through Phase 2 of the Community Leadership Project. This list is organized by the project's three priority geographies.

Click one of the following links to go straight to a particular region:

- [Greater San Francisco Bay Area](#)
- [Central Coast](#)

View Material From Phase 1

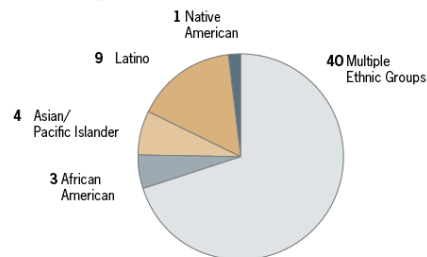
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[Phase 1 Intermediary Organizations](#)

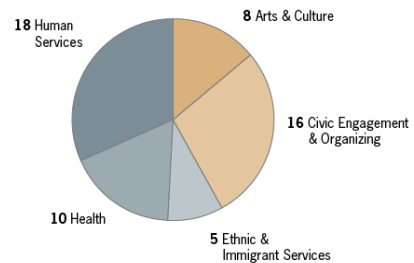
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Populations Served
Number of organizations

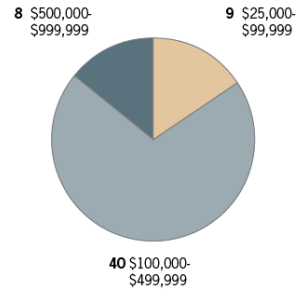


[Click to enlarge](#)

Program Focus
Number of organizations



Annual Operating Budget
Number of organizations



Greater San Francisco Bay Area		
The Rose Foundation		
Community Grantee	Location	Website
Acta Non Verba: Youth Urban Farm Project	Oakland	www.anvfarm.org
Black Organizing Project	Oakland	blackorganizingproject.wordpress.com
California Healthy Nail Salon Collaborative	Oakland	www.cahealthynailsalons.org
California Indian Environmental Alliance	Berkeley	cieaweb.org
Greenaction for Health and Environmental Justice	San Francisco	greenaction.org
Ma'at Youth Academy	Richmond	maatya.org
Movement Generation Justice & Ecology Project	Oakland	www.movementgeneration.org
Oakland Food Connection	Oakland	www.foodcommunityculture.org
One Fam/Bikes 4 Life	Oakland	www.bikes4life.com
People Organizing to Demand Environmental & Economic Rights	San Francisco	www.podersf.org
Silicon Valley Community Foundation		
Council on American Islamic Relations (CAIR) SF Bay Area Chapter	Santa Clara	ca.cair.com/sfba
Institute for Sustainable Economic, Educational and Environmental Design	Oakland	www.iseeed.org
Latinas Contra Cancer	San Jose	www.latinascontracancer.org
Multicultural Institute	Berkeley	mionline.org
Pacifica Resource Center	Pacifica	pacresourcecenter.org
Peninsula Interfaith Action	San Carlos	www.piapico.org
Sonrisas Community Dental Center	Half Moon Bay	www.sonrisasdental.org
Sunday Friends	San Jose	www.sundayfriends.org
Third Street Community Center	San Jose	www.3street.org
Veggielution	San Jose	veggielution.org

Central Coast		
Community Foundation for Monterey County		
(with the Community Foundation of Santa Cruz County and the Community Foundation of San Benito County, together the <i>Central Coast CLP Collaborative</i>)		
Community Grantee	Location	Website
Pajaro Valley Arts Council	Watsonville	www.pajarovalleyartscouncil.org
Conflict Resolution Center	Soquel	www.crcsantacruz.org

COPA	Watsonville	copa-iaf.org
The Watsonville Law Center	Watsonville	watsonvillelawcenter.org
YWCA of Watsonville	Watsonville	www.ywca.org/watsonville
Alisal Center for the Fine Arts	East Salinas	www.alisalcenterforthefinearts.org
Sol Treasures	King City	soltreasures.com
Community of Caring	Monterey	communityofcaringmp.org
Loaves, Fishes & Computers	Marina	www.loavesfishescomputers.org
Big Sur Health Center	Big Sur	bigsurhealthcenter.org
The Village Project	Seaside	www.thevillageprojectinc.org
Community FoodBank of San Benito County	Hollister	communityfoodbankofsbc.org
Homeless Coalition of San Benito County	Hollister	sbhomelesscoalition.org
CASA of San Benito County	Hollister	www.casasanbenito.org

San Joaquin Valley		
Alliance for California Traditional Arts		
Community Grantee	Location	Website
Arte Américas – Casa de la Cultura	Fresno	arteamericas.org
Danzantes Unidos de California	Fresno	danzantes.org
Kings Regional Traditional Folk Arts	Hanford	kingsculturalcenter.org
Little Manila Foundation	Stockton	www.littlemanila.org
Merced Lao Family Community	Merced	www.laofamilymerced.com
Modesto Cambodian Buddhist Society	Modesto	watkhermodesto.org
Teatro de la Tierra	Fresno	teatrodelatierra.net
California Rural Legal Assistance		
ACT for Women and Girls	Tulare	www.actulareco.org
Boys and Girls Club of Merced County	Merced	bgcmerced.org
El Quinto Sol		none
Faith in Action	Fairfield	faithinactionsolano.org
Fathers & Families of San Joaquin	Stockton	www.ffa.org
Fresno Barrios Unidos	Fresno	www.fresnobarriosunidos.org
Fresno Street Saints	Fresno	www.fresnostreetsaints.org
Hmong International Culture Institute	Stockton	hici.webs.com
Hughson Family Resource Center (part of Sierra Vista Child and Family Services)	Hughson	www.hughsonfrc.org
Merced Organizing Project (MOP)	Merced	www.mopmerced.org
People and Congregations Together	Stockton	www.pact4sjc.org
San Joaquin AIDS Foundation	Stockton	www.sanjaquinidsfoundation.org
San Joaquin Pride Center	Stockton	www.sjpridecenter.org
West Fresno Family Resource Center	Fresno	wfresnofrc.org
Westside Family Preservation Services	Huron	none
Wild Places	Springville	www.wildplaces.net

Information on our Phase 1 grantees is available in our archive.



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Phase 1 Intermediary Organizations

Below is an overview of the intermediaries that are working to support grassroots organizations through the Community Leadership Project (CLP). These intermediaries are organized by virtue of their primary CLP work: conducting grantmaking, providing technical assistance, or supporting leadership development. Click on any name for more information.

Intermediary	Combined grant amount	Region Served			No. of target orgs served
		Bay Area	Central Coast	San Joaquin Valley	
Regranting					
Alliance for California Traditional Arts	410,000		◆	◆	8
Asian Americans/Pacific Islanders in Philanthropy	350,000	◆			13
California Rural Legal Assistance, Inc	850,000		◆	◆	9
Community Foundation for Monterey County	450,000		◆		9
Hispanics in Philanthropy	400,000			◆	6
HomeBase	350,000			◆	5
Horizons Foundation	500,000	◆			8
Immigrant Legal Resource Center	600,000			◆	7
The Rose Foundation	320,000	◆	◆	◆	8
The San Francisco Foundation	1,100,000	◆			10
Silicon Valley Community Foundation	1,000,000	◆			11
The Women's Foundation of California	500,000		◆	◆	10
	6,830,000				104
Technical Assistance					

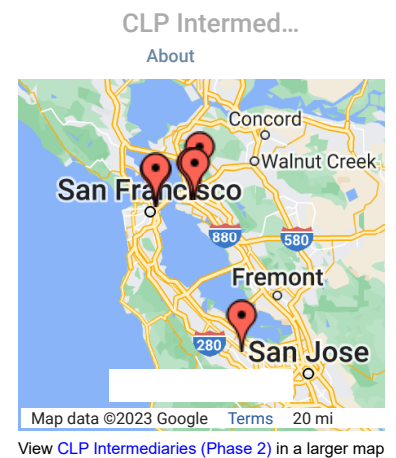
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The Community Leadership Project Intermediaries by County



CompassPoint Nonprofit Services	500,000	◆		◆	71
Families in Schools	150,000			◆	16
National Community Development Institute	150,000	◆	◆		12
Nonprofit Finance Fund	150,000		◆	◆	8
Silicon Valley Council of Nonprofits	150,000	◆			10
ZeroDivide	300,000	◆	◆	◆	12
	1,400,000				129
Leadership Development					
Center for Collaborative Planning	175,000			◆	20
Central Valley Health Policy Institute	150,000			◆	10
Community Foundation for Monterey County	250,000		◆		66
Council of Mexican American Federations	150,000			◆	29
Healthy House / Leadership Development in Interethnic Relations	200,000			◆	30
LeaderSpring, Tides Center	200,000	◆			58
Rockwood Leadership Institute	300,000	◆	◆	◆	36
Southeast Asia Resource Action Center	150,000			◆	16
Windcall Institute, Common Counsel Foundation	85,000		◆	◆	4
Women's Leadership Circles, Tides Center	110,000	◆			6
	1,770,000				275
Total	10,000,000				508



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Phase 2 Intermediary Organizations

Intermediary	Combined grant amount	Region Served			No. of target orgs served
		Bay Area	Central Coast	San Joaquin Valley	
Regranting					
Alliance for California Traditional Arts	\$1 million			◆	7
California Rural Legal Assistance, Inc.	\$2 million			◆	16
Community Foundation for Monterey County	\$1.4 million		◆		14
The Rose Foundation	\$1 million	◆			10
Silicon Valley Community Foundation	\$1 million	◆			10
	\$6.4 million				
Leadership Development and Technical Assistance					
CompassPoint	\$211,039			◆	
LeaderSpring, Tides Center	\$150,000	◆			
Nonprofit Finance Fund	\$600,000	◆	◆	◆	
Rockwood Leadership Institute	\$250,000	◆	◆	◆	
ZeroDivide	\$400,000	◆	◆	◆	
	\$1.6 million				
Totals	\$8 million				57

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Phase 1 Evaluation Reports

View current (Phase 2) evaluation reports [here](#).

Evaluation of the first Community Leadership Project cohort, led by Social Policy Research Associates, shows progress on all fronts:

- Small organizations that received grants are demonstrating resilient leadership, building adaptive capacity and increasing financial stability
- Intermediaries are becoming more familiar with the unique issues, challenges and strengths of small organizations serving low-income communities and communities of color
- The three funders are learning a great deal about what it means to work effectively with small organizations

The summary of these evaluation results is available below, as well as detailed reports on each of our three strategies: regranting, technical assistance and leadership development.

Also below are additional reports, summaries and case studies drawn from the evaluation: “Leading Organizations to Benefit Low-Income People and Communities of Color: Findings from the CLP Leadership Strategy,” “Learning Together: A Final Evaluation Report for the Community Leadership Project’s Technical Assistance Strategy,” and “Building Together: A Final Report of the Community Leadership Project Regranting Strategy.”

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Executive summary



Regranting strategy



Technical assistance



Leadership development



Learning Together



Leading Organizations



Regranting summary



Regranting report



Case studies

We welcome you to explore these evaluation reports and this website to learn more about the Community Leadership Project. We invite your **thoughts and feedback**.

Additional Phase 1 information is available in our archives of **intermediary organizations and community grantees**.



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Phase 2 Evaluation Reports

Building on the progress and lessons learned during the first phase of the Community Leadership Project, we launched Phase 2 of CLP in 2012 with the goal of increasing the sustainability of small community-based organizations by focusing on resilient leadership, adaptive capacity and financial stability.

View Material From Phase 1

[Phase 1 Evaluations](#)

[Phase 1 Community Grantees](#)

[Phase 1 Intermediary Organizations](#)



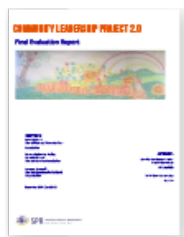
Baseline Report



Mid-point Report



Final Evaluation: Executive Summary



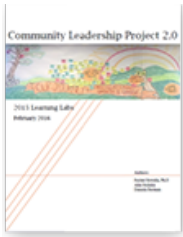
Final Evaluation: Full Report

These reports should be of particular interest to other foundations and intermediary organizations that want to work more effectively with small organizations serving low-income communities and communities of color. We welcome your *thoughts and feedback*.

Phase 1 evaluation reports and additional information are available in our **Phase 1 archives** of lessons learned, intermediary organizations and community grantees.

Learning Labs

CLP Learning Labs bring together grantees from each of the three regions for a day of active discussion and exercises focused on building capacity to better serve low-income communities and communities of color. Learning Labs also include reflection on the challenges, successes, and opportunities present in CLP.



2015 Learning Labs Report



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