

2024

# CFLEADS ECONOMIC MOBILITY REPORT

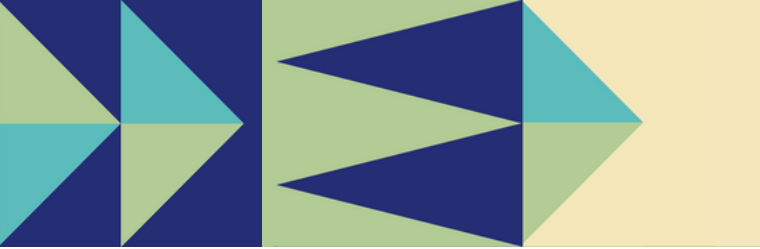
PATHWAYS TO PROGRESS



**CFLeads**

Community Foundations  
Leading Change





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# A Letter to Community Foundations



Dear Friends and Partners,

As we reflect on the past year, I am both inspired and energized by the strides we have made together. At CFLeads, we believe that community foundations are uniquely positioned to tackle some of the most pressing challenges of our time. Through bold action, innovative partnerships, and an unwavering commitment to community transformation, we are seeing real progress in advancing economic mobility in communities across the country.

One of the reasons I accepted the opportunity to step into the role of CEO at CFLeads is because of my strong belief in the power and potential of community foundations to catalyze change and be a trusted partner in working across the nonprofit, public, and private sectors to create thriving communities where all people can prosper. Community foundations are more than charitable banks—they are trusted conveners, initiative managers, facilitators, thought leaders and so much more! By bringing people and resources together, community foundations drive systemic solutions that address the root causes of societal issues such as economic inequity. From my experience, I know what happens when community foundations inspire hope and foster the kind of environment where people work together and across ideological differences to create lasting change.

This inaugural report highlights the incredible work of community foundations engaged in CFLeads programming, particularly the Economic Mobility portfolio of activities. Together, we've seen how leveraging local data, centering racial equity, and fostering collaboration can lead to transformative outcomes.

Partnerships with organizations committed to advancing economic mobility, along with the support of the Gates Foundation have been integral in scaling our impact and deepening our understanding of what works.

To our funders, partners, and community leaders, thank you for your continued support and commitment to this critical work. I invite you to explore this report, celebrate the milestones we have achieved together, and join us as we redouble our efforts to advance economic mobility and racial equity. By expanding our reach and building on the successes of 2024, we are poised to make even greater strides in creating a more equitable and prosperous future.

As we look to the future, CFLeads remains steadfast in our mission to strengthen the leadership capacity of community foundations across the country to forge ahead with the change that is needed to build more equitable systems. The work ahead is significant, but the momentum is undeniable. We are committed to our mission and are honored to work alongside you.

As the saying goes at CFLeads, Onward!

A handwritten signature in blue ink that reads "Mary L. Thomas".

**Mary L. Thomas**  
President & CEO  
CFLeads

# Overview – How We Got Here

**Complex social, economic and political issues that have affected economic mobility over several decades require multifaceted, cross-sector approaches that support individuals and families to move upward with solutions designed to impact change at the systems level. CFLeads boldly believes that community foundations can lead this change in building strong communities where all people can prosper.**

In response to our 2019 field survey where economic mobility was identified as a key priority for community foundations, CFLeads embraced economic mobility as a flagship initiative and launched the pilot Economic Mobility Action Network (EMAN) in 2020. Furthermore, in 2023, we hosted and leveraged trusted conversations with community foundation leaders across the country to fully unpack the most critical issues facing the field. Simultaneously, we collaborated with [The Bridgespan Group](#) to develop a five-year work plan to shape the future of CFLeads as a field leader with strategic priorities and direction.

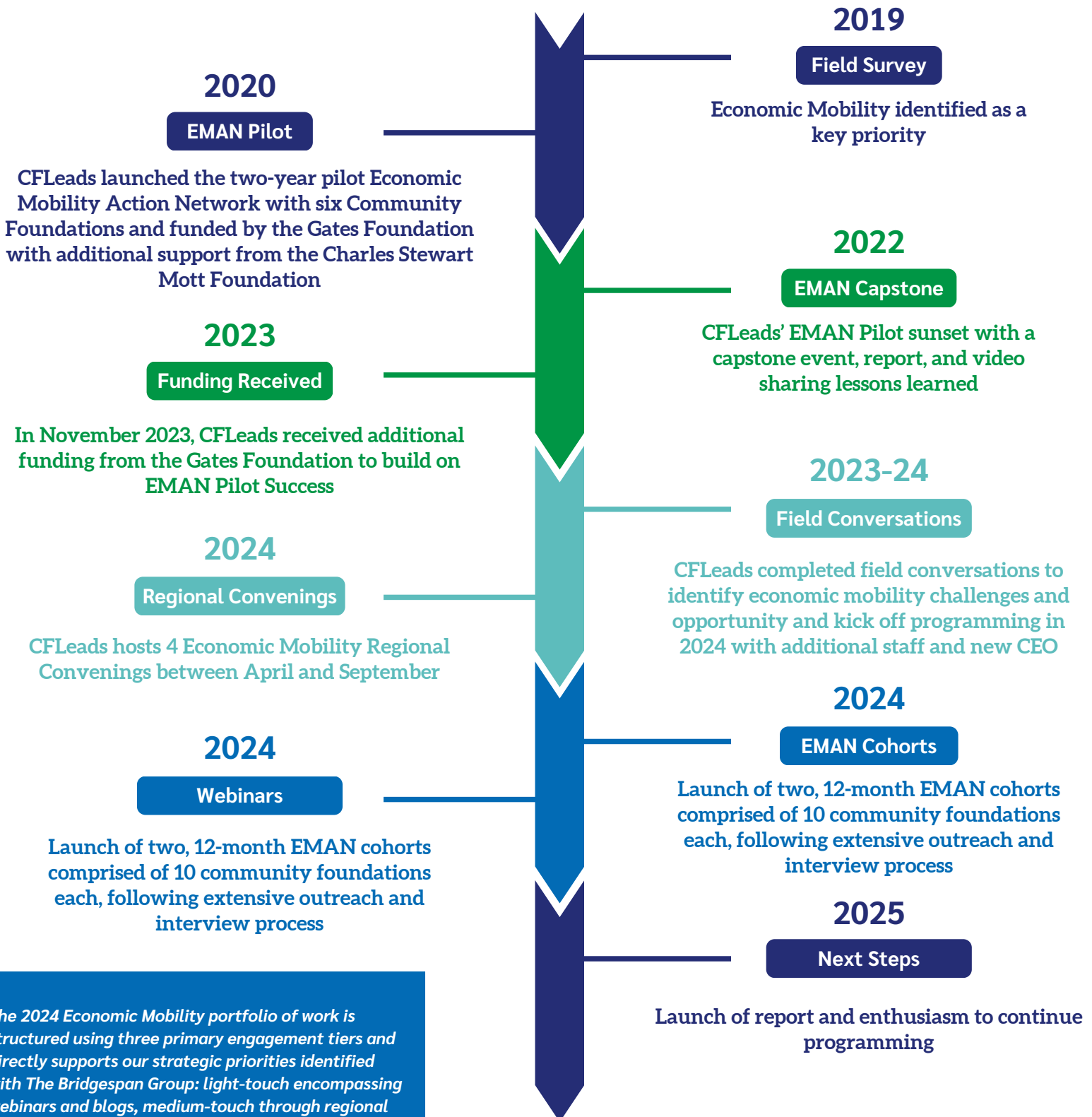
In 2024, with funding from the Gates Foundation, we built on the remarkable success of the pilot EMAN and recognized how community foundations can use the five competencies of community leadership to support families in moving beyond economic security and toward upward economic mobility.

The Economic Mobility portfolio of work undertaken by CFLeads signifies a landmark effort to advance equity, build capacity within community foundations, and address systemic challenges across the United States. Leveraging strategic partnerships, innovative engagement strategies, and data-driven methodologies, these engagements have underscored the critical role community foundations play in fostering local coalitions and delivering impactful results.

**CFLeads utilizes Urban Institute’s three-part definition and defines economic mobility as the ability of people to improve their economic status, have power and autonomy over their lives, and be engaged in and valued by their community.**

We hope you can feel the momentum from these offerings in the following data, maps, photos, stories, and quotes as this report is the closest we could come to bottling the energy and enthusiasm from 2024.

# CFLeads' Economic Mobility Evolution



The 2024 Economic Mobility portfolio of work is structured using three primary engagement tiers and directly supports our strategic priorities identified with The Bridgespan Group: light-touch encompassing webinars and blogs, medium-touch through regional convenings, and high-touch engagement launching as EMAN with 20 community foundations.



# Who We Are

**CFLeads is a national network with a mission to help community foundations build strong communities by advancing effective practices, sharing knowledge and galvanizing action on critical issues of our time.**

## CFLeads Vision



We envision a world in which community foundations are vital partners in building communities where all residents are prosperous, healthy and secure.

We are composed of a committed board of directors covering all regions of the United States and talented staff who continue to grow, promoting capacity and reach. The following accomplishments would not have been possible without the collaborative nature of CFLeads and every passionate individual.

## CFLeads Board of Directors

- **Isaiah Oliver, Chair**, President, The Community Foundation for Northeast Florida
- **Rose Bradshaw, Vice-Chair**, President & CEO North Texas Community Foundation
- **Simeon Banister**, President & CEO, Rochester Area Community Foundation
- **David N. Cicilline**, President & CEO, Rhode Island Foundation
- **Stuart Comstock-Gay**, President & CEO, Delaware Community Foundation
- **Eileen Connolly-Keesler**, President & CEO, Community Foundation of Collier County
- **Dr. Michelle Mickle Foster**, President & CEO, Greater Kanawha Valley Foundation
- **Ellen Gilligan**, Former President & CEO, Greater Milwaukee Foundation
- **Felecia L. Lucky, Secretary**, President, Black Belt Community Foundation
- **Shelly O'Quinn**, CEO, Innovia Foundation
- **Randy Royster**, Treasurer, President and CEO, Albuquerque Community Foundation
- **Lisa Schroeder**, President and CEO, The Pittsburgh Foundation
- **Tonia Wellons**, President and CEO, Greater Washington Community Foundation



## CFLeads Staff

- **Mary L. Thomas**, President and CEO
- **Kellie Alexander**, Network Engagement Manager
- **Makenna Brandt**, Program Coordinator
- **Leonard Brock**, Vice President for Learning and Impact (Issues)
- **Meghan Cummings**, Senior Vice President of Strategy, Impact, and Operations
- **Amanda Hartigan**, Project Director
- **Leah Hucks**, Executive Administrative Manager, Office of the President
- **Enida Jeteric**, Program Manager
- **Danka Klein**, Director of Development and Marketing
- **Jennifer Lopez**, Technology & Database Manager
- **Kyumon Murrell**, Director of Community Leadership Initiatives
- **Sarah Aguirre Origer**, Director of Partnerships and Innovation
- **Rachel Reiss**, Communications and Digital Marketing Manager
- **Keisha Walker**, Director of Finance

### **Dr. Leonard M. Brock, Vice President for Learning and Impact**

Provides leadership in strategy development and offers content and context expertise.

### **Amanda Hartigan, Project Director**

Oversees day-to-day program implementation and provides critical evaluation support.

### **Kellie Alexander, Network Engagement Manager**

Manages internal and external communications for the network, coordinates activities, and supports reporting.

### **Enida Jeteric, Program Manager**

Leads event planning and ensures administrative and logistical efficiency.

## Economic Mobility Team



The team charged with leading this work and ensuring strategic and seamless programmatic operations for community foundations is:



“At CFLeads, we recognize that economic mobility is the cornerstone of opportunity and community well-being. This year, we have seen firsthand how community foundations can lead the charge in breaking down barriers, fostering collaboration, and driving innovative solutions that empower individuals and families to thrive. Economic mobility isn’t just about moving up the ladder—it’s about creating a future where everyone has the chance to succeed. Together, we are building pathways to prosperity and reimagining what’s possible for communities across the country.”

Leonard Brock, *Vice President for Learning and Impact (Issues)*  
617-226-9903 | [lbrock@cfleads.org](mailto:lbrock@cfleads.org) | [LinkedIn](#)

“Creating opportunities and pathways for economic mobility for all is one of the most critical challenges facing communities around the country. At CFLeads, we have the privilege and the responsibility to work alongside community foundations, local leaders, subject experts, and other partners to share resources, advocate for policy change, and do our part in dismantling the very systems and structures designed to perpetuate inequity. I am honored to play a role in the ongoing pursuit of justice and am committed to supporting our partners along the way.”

Amanda Hartigan, *Project Director*  
617-226-9913 | [ahartigan@cfleads.org](mailto:ahartigan@cfleads.org) | [LinkedIn](#)

“CFLeads connects with community foundations nationwide that are dedicated to addressing local challenges because we believe community foundations are uniquely positioned to promote an engaged culture of philanthropy to catalyze innovative and sustainable change. I am honored to be a part of this collaborative effort, working alongside partners and subject matter experts to provide resources to community foundations of all sizes, empowering them to advance economic mobility through community leadership practices within their own communities.”

Kellie Alexander, *Network Engagement Manager*  
617-226-9914 | [kalexander@cfleads.org](mailto:kalexander@cfleads.org) | [LinkedIn](#)

“Community foundations are fundamental community leaders that listen to, support, and engage local partners and residents to help build an equitable and prosperous society. This goal requires an understanding of historical context, a critical analysis of systems, and an acknowledgment of the role that race and power play in communities across the country, particularly with respect to economic mobility. I am privileged to help manage CFLeads’ Economic Mobility collection of programming and look forward to continuous collaboration with field-wide partners to support community foundations in their community leadership journey.”

Enida Jeteric, *Program Manager*  
617-226-9906 | [ejeteric@cfleads.org](mailto:ejeteric@cfleads.org) | [LinkedIn](#)



# Working at a Systems Level

Economic mobility is about more than individual success; it's about creating conditions where everyone has a fair chance to thrive. However, the barriers to mobility—such as inequitable access to quality education, housing, and employment opportunities—are deeply embedded within complex systems. **Those in pursuit of equity must consider nuanced, long-term approaches that move past programming to dismantle systems that have been shaped by policies, practices, and power dynamics and often perpetuate disparities and disproportionately impact marginalized communities.** By working at the systems level, we address the root causes of these challenges rather than merely treating the symptoms. This approach enables us to create sustainable, transformative change that benefits entire communities, not just a select few.

Working at the systems level might seem abstract, but it has very real and practical implications. It means rethinking how resources are distributed, how decisions are made, and how policies are crafted to ensure equity and opportunity for all.

**“We can’t program our way out of this.”**

Practically, it looks like bringing together diverse stakeholders—nonprofits, government agencies, businesses, and community members—to align efforts and break down silos. It's about using data to uncover systemic inequities, advocating for policy reforms, and supporting community foundations as they lead initiatives to build pathways out of poverty. In essence, it's about shifting the focus from quick fixes to lasting solutions that change the trajectory of entire regions and populations.

Instead of remaining in silo, CFLeads engages in strategic partnerships to create further momentum. In 2024 alone, we had the privilege of collaborating with Philanthropy Serving Organizations (PSO), Measurement, Learning, and Evaluation leaders (MLE), and organizations hosting evidence-based tools.



# Community of Practice

CFLeads joined nine other national organizations in a Community of Practice (CoP) supported by the Gates Foundation and facilitated by Results for America, including the [National League of Cities](#), the [National Association of Counties](#), the [International City/County Management Association](#), the [African American Mayors Association](#), the [National Association of Latino Elected and Appointed Officials \(NALEO\) Educational Fund](#), and the [Government Alliance on Race and Equity](#).

Individually, we work to deliver tools and resources to local leaders across the country.

*“Collectively, we have the power to reach tens of thousands of government leaders whose decisions impact the lives of millions of residents nationwide,”*

said Christian Motley, Vice President, Partnerships and Community Impact, Results for America, from [Empowering Local Governments to Accelerate Economic Mobility](#)

Although CFLeads’ participation in the CoP represents the national philanthropic sector, community foundations are also being recognized and affirmed as leaders working at the local level. Through 2024 programming, our team addressed the CoP objective to enhance awareness and adoption of three field-building resources.

## Resources



- Urban Institute’s (Urban) [Upward Mobility Framework](#) addresses “What’s measurable?” by gathering likely predictors of future economic mobility outcomes.
- Results for America’s (RFA) [Economic Mobility Catalog](#) addresses “What works?” by compiling research on proven practices to drive outcomes.
- Opportunity Insights’ (OI) [Opportunity Atlas](#) addresses “What happened?” by providing long term data on economic mobility outcomes.

*We are grateful to EMAN cohort member, Leading on Opportunity, for this comprehensive framing of resources.*

Community foundations participating in CFLeads’ light-touch webinars, medium-touch regional convenings, and high-touch EMAN receive direct access to our partnerships with Urban, RFA, and OI. The program engagement segment of this report further defines how these partnerships impacted resource awareness and includes interactive data pieces for deeper exploration. Collaboration with Urban is going even further as their team is serving in a Technical Assistance role for each EMAN cohort to define the tools available and replicating strategies for systems level thinking.

# Philanthropy Serving Organizations

Philanthropy Serving Partnerships (PSOs) open doors to subject matter expert speakers and provide deeper connections to community foundations across the nation. [New York Funders Alliance](#), [Pennsylvania Community Foundation Association](#), [Kansas Association of Community Foundations](#), and [Philanthropy Northwest](#) were instrumental connectors in supporting the Economic Mobility Regional Convenings and provided additional outreach support for each following light touch opportunity. At each regional convening, we hosted space for local leaders to serve as panelists and discuss pertinent local or regional topics. Our PSO partners championed the opportunity and provided warm connections to nonprofit partners and

government entities who provided expertise and showcased working at a systems level with cross-sector partnerships.

Strengthening relationships with PSO partners allows us to maintain touchpoints across the country to stay informed of challenges and innovations, and to share back the emerging practices, resources, and connections we have gathered as a centralized hub for community foundations across the country. Additional regional PSOs graciously support CFLeads programming by ensuring that their networks receive timely communication about offerings.



# Measurement, Learning and Evaluation

CFLeads is committed to ongoing learning, believes credible qualitative and quantitative data is essential, and insists on inclusion and representation. We consistently frame programming to answer field challenges, interests, and ambitions, which has led us to seek feedback since the formation of CFLeads.

While feedback, communication, and surveys are embedded into all our processes, we have also engaged with a formal evaluation partner to capture the impact of our Economic Mobility portfolio. In 2024, we officially launched our partnership with our MLE provider, EqualMeasure, who will strengthen our capacity to gather insights, capture qualitative and quantitative data, and highlight opportunities for deeper engagement and future exploration. We are excited to share what we've learned through this process following the conclusion of our EMAN cohorts in late 2025.





# What We've Heard

Throughout each of these opportunities, an immense amount of feedback and perspectives was gathered from across the nation. We understand the unique opportunity CFLeads has when we partner with content experts, hear challenges communities are facing, and experience promising practices that can be replicated. Additionally, we've learned a tremendous amount through hosting light, medium, and high-touch engagements for community foundations of all sizes that serve urban or rural areas. Keeping true to CFLeads' values of learning, knowledge, and collaboration, we believe it would be a disservice to our partners and community foundation network if we kept this information to ourselves. Our findings were affirmed or formalized and narrowed down to four key qualitative data points.

## **Economic mobility is vast and interconnected, making it uniquely challenging to address.**

Rather than asking what economic mobility is, the better question would be, what doesn't economic mobility touch? Economic mobility mirrors residents' lives and includes everything needed to be prosperous. It's pervasive and has tentacles attached to everything in our society and systems, making it difficult to address and measure. Therefore, greater numbers of community foundations are

Introducing economic mobility into their strategic plans, exploring what focus area is needed locally, and seeking comprehensive and representative data.

## **Community leadership competencies weave through economic mobility approaches.**

CFLeads identifies the cross-pollination between community leadership approaches and economic mobility work. In other words, we believe economic mobility can be achieved through community leadership and we support this by equipping community foundations with competencies to become community leaders.

**"We know from our [2019 research project](#) that 98% of community foundations want to do more community leadership in the coming years. By employing the five competencies of community leadership—engaging residents, commissioning and sharing data, working across sectors, marshalling resources, and shaping public policy – we know community foundations can be effective changemakers and critical partners in their communities."**

**Mary L. Thomas**  
*President & CEO, CFLeads*

**Community foundations are seeking data and resources to identify local gaps.**

### AREAS OF OPPORTUNITY



Data is a starting point to catalyze programming, conversation, and policy changes. However, community foundations serving as a convenor, funder, or leader are seeking ways to disaggregate data for use at the local level. At every engagement, we heard the need for greater focus on rural and tribal communities due to the lack of data or access to data in those areas. CFLeads is committed to supporting all community foundations with inclusive programming and sharing this feedback with resource providers in real time. As a start, we are partnering with additional Technical Assistance providers who work with all community foundations to provide guidance, resources, and case studies. We see this as an opportunity for deeper engagement moving forward.

**“We are so appreciative of CFLeads’ ongoing partnership and engagement with New York’s community foundation network. We are seeing the continuing impact daily as convening attendees reach out to explore more opportunities to connect in person and share their economic mobility initiatives across our statewide funder network.”**

**New York Funders Alliance**

**Cross-sector partnerships are instrumental and support an ecosystem for systems change.**

### AREAS OF OPPORTUNITY



Community foundations are beginning or continuing partnerships with shared aspirations, accountability, and language. We experienced this when community foundations attending regional convenings expressed enthusiasm to bring external partners, including their city’s economic mobility staff or nonprofit grantees. Additionally, EMAN programming guarantees cross sector partnerships by requiring Advanced cohort teams to include a government representation and EMAN Intermediate cohort teams to include a community partner. CFLeads understands the art and science to this and supports community foundations in strengthening their partnership muscles by fostering space as a facilitator and convenor.

We acknowledge our own need for cross-sector partnerships and embrace the opportunity to partner with other PSOs as well as public/private organizations to co-create effective and accessible offerings for community foundations.





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**“Remember, data is just the beginning. It’s not the end goal –it’s a tool to help inform strategy and policy, which ultimately drives the outcomes we’re all striving for.”**

**Leonard Brock**

*Vice President for Learning and Impact, CFLeads*

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Just as community foundations are uniquely positioned to serve their communities, CFLeads is humbled to be a field leader in this space. As we gather feedback from light, medium, and high-touch offerings, we are provided with significant insights

into future programming and look forward to implementing those lessons. Read on to further explore how we’ve been engaged with community foundations over the last year.

# 2024 Program Engagements

We are pleased to share the significant milestones CFLeads' Economic Mobility portfolio of work achieved in 2024 across three primary engagement tiers: light-touch, medium-touch, and high-touch.

## Light-Touch Engagements

Light-touch engagement encompassed webinars and blogs, which reached diverse geographic audiences, equipping participants with accessible resources and actionable insights.

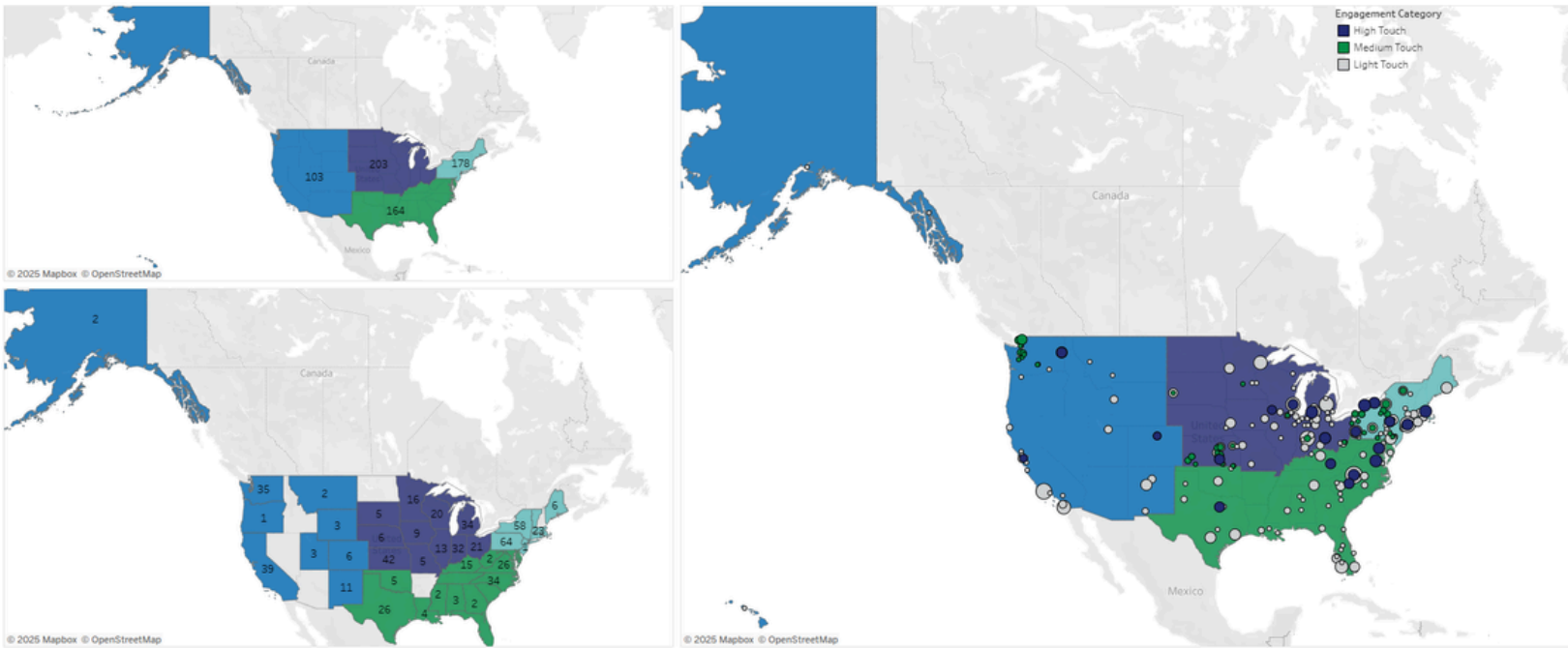
## Medium-Touch Engagements

Medium-touch engagement through regional convenings enabled practical applications of several field-building resources while fostering peer-to-peer learning.

## High-touch engagements

High-touch engagement, such as the recently launched Economic Mobility Action Network, engages 20 community foundations in deep, sustained collaboration to address issues like racial equity and systemic challenges.

These data maps display 2024 economic mobility program engagement through three views: regional split as Northeast, South, Midwest, and West, state including the number of total participants, and city with additional listing of engagement type. Visit our [data dashboard](#) to further explore the program engagement mapping.





# Light-Touch Engagements

Our light-touch activities provide the opportunity to engage with community foundation staff and other members of the philanthropic sector for short-term engagements. These offerings are virtual and provide the container for leaders, innovators, and novices alike to learn more about promising practices, new resources, and other ways to make progress in economic mobility programming and storytelling. While these activities are short-term, they have proven essential in creating scalable and inclusive avenues for knowledge sharing and capacity building. CFLeads invests in many light touch efforts and notable aspects include:

## Community Leadership 101

CFLeads hosted this webinar with the Innovia Foundation which attracted significant participation and affirmed the need for this offering each year.

## Transforming Data into Action

Feedback indicated high relevance and applicability to community challenges and was hosted in partnership with OI and Leading on Opportunity, an entity of Foundation For The Carolinas.

## Promising Practices from the Southeast

In this webinar, CFLeads brought together perspectives on using cross-sector partnerships to support homeowners that are replicable anywhere. This webinar showcased RFA and the release of their case study with the Community Foundation for Northeast Florida and LISC Jacksonville.

## CFLeads x HUD Webinar Series

The three-part webinar series with HUD strengthened communication and coordination between HUD and community foundations.

*Our team acknowledges that not all community foundations have the capacity or time to engage in more extensive activities or programming and we are pleased to hold space for resource and perspective sharing through webinars and blogs.*

## Engagement Reach

6	webinars reached
306	unique individuals at
205	community foundations across
45	states

# Medium-Touch Engagements

In 2024, economic mobility medium-touch activities led our team to new communities and new colleagues across the country: from New York and Pennsylvania in the Northeast to Kansas in the Midwest and Washington in the Northwest. In each of these regions, we had the opportunity to engage with dozens of community foundation leaders, staff, and local experts in economic mobility practices, policies, and strategies. While these activities took place over the course of one day, the lessons and resources that were shared and the relationships that were strengthened will have a lasting impact.

At each Economic Mobility Regional Convening, CFLeads and our partners provided immersive experiences for community foundations to delve deeper into regional economic mobility issues such as digital equity, childcare access, workforce development, and housing affordability.

The convenings featured curated panels with local experts, interactive workshops, and collaborative sessions designed to foster networking and actionable strategies. Our panelists' conversations and chemistry were invaluable and unveiled potential for future collaboration both regionally and nationally. Local community foundations shared details about their own journeys within the economic mobility space, highlighting the challenges, innovations, partnerships, and data that have led them to their current state. Surveys revealed that over 90% of participants felt more equipped to tackle economic mobility issues post-convening. Testimonials frequently cited the value of shared learning and the immediate applicability of the tools provided.

**"I wanted to say thanks for the fantastic convening and express how fortunate I feel to have attended. I spent the weekend thinking about all of the innovative ideas I heard and how we might apply them to support 'our community'. I'm so thankful for the opportunity to learn and grow with such a thoughtful group. It's truly wonderful to have your organization here to promote collaboration & innovation; while still asking the tough questions that push our field forward."**

**Northwest Economic Mobility Regional Convening Attendee**



We were thrilled to welcome 28 new community foundations who participated in CFLeads in-person programming for the first time, allowing us to permeate a broader audience of community foundations with field-building resources/tools and expand our reach amongst small and rural community foundations. Feedback and qualitative data from Regional Convenings also influenced our action networks' agenda, format, and learning themes.

- Northeast participants representing **22 community foundations from four states** including New York, Pennsylvania, Ohio, and Massachusetts
- Midwest participants representing **17 community foundations from four states** including Kansas, Indiana, Illinois, and Minnesota
- Northwest participants representing **10 community foundations from three states** including Washington, Oregon, South Dakota, and tribal communities

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**“This opportunity was so wonderful to have for local community foundations. I always feel more refreshed after these sorts of things and can’t wait to apply them at work. I am grateful to have resources like CFLeads and the other presenters offer up tools and strategies for growth. It’s also nice to be reminded that, despite risks, other community foundations have proven that these new ideas are possible. Even for smaller community foundations. I would 100% attend more regional convenings in the future.”**

**Midwest Economic Mobility Regional Convening Attendee**

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# High-Touch Engagements

Our deepest and most long-lasting engagement takes place within CFLeads' EMAN. We are overjoyed to share that, in 2024, we officially launched the second iteration of EMAN, which consists of two distinct cohorts of ten community foundation teams, each working to advance economic mobility with a focus on racial equity.

Building on the success and lessons learned from the EMAN Pilot in 2022, the CFLeads team engaged in a rigorous application and interview process to identify 20 community foundation teams ready to deepen their economic mobility work, collaborate across sectors, increase their capacity to capture and utilize

relevant data, and share their learning process with their peers from across the country.

An extensive outreach plan to encourage EMAN interest and application submission consisted of social media posts on LinkedIn and Facebook, e-blast reaching 2,000+ unique users, and personalized email invitations to over 190 individuals at community foundations and PSOs. CFLeads received 27 impressive applications, and after a comprehensive application review followed by interviews with each applicant, 20 community foundation teams representing rural and urban areas from 16 states were chosen to participate in the two cohorts.





## Advanced Cohort

Community Foundation	State	Urban/Rural
ACT for Alexandria	VA	Urban
Cambridge Community Foundation	MA	Urban
Community Foundation for a Greater Richmond	VA	Both
Community Foundation for Greater Buffalo	NY	Both
Community Foundation of Greater Dubuque	IA	Rural
Foundation For The Carolinas	NC	Both
Innovia Foundation	WA	Both
North Texas Community Foundation	TX	Urban
Rochester Area Community Foundation	NY	Both
Scranton Area Foundation	PA	Urban

## Intermediate Cohort

Community Foundation	State	Urban/Rural
Community Foundation Boulder County	CO	Urban
East Bay Community Foundation	CA	Urban
Fairfield County's Community Foundation Inc.	CT	Both
Foundation for Appalachian Kentucky	KY	Rural
Greater Milwaukee Foundation	WI	Urban
Kalamazoo Community Foundation	MI	Urban
The Pittsburgh Foundation	PA	Urban
The Winston-Salem Foundation	NC	Urban
Wichita Foundation	KS	Urban
Yellow Springs Community Foundation	OH	Rural

The Economic Mobility Action Network exemplifies CFLeads' commitment to fostering long-term engagement. By segmenting community foundations into Advanced and Intermediate cohorts, the program provides tailored learning experiences emphasizing systemic change and equity. Ahead of their participation in the cohorts, community foundation teams developed and refined learning challenges that will be the focus of their engagement over the course of 12 months. Participants will have access to new resources, technical assistance from extraordinary partners, opportunities to give and receive peer coaching and feedback. They will meet regularly with CFLeads staff to fine-tune their work plans and make progress on their outcomes.

Participants engage in structured in-person meetings, virtual discussions, and technical assistance workshops facilitated by experts from organizations such as Urban Institute, TheCaseMade and FSG. This multi-faceted approach not only enhances individual institutional capacity but also strengthens collective efforts toward economic mobility, e.g., advance policy agenda. The integration of tools like CFLeads' My Community virtual platform further supports seamless collaboration.

While our time with the cohorts has just begun, we can already see the synergy and growth from gathering so many incredible minds in one space. Participant feedback from the first EMAN meeting further underscores the program's effectiveness in providing actionable strategies and fostering meaningful connections.

## Learning Themes



- Advancing Racial Equity
- Narrative Change
- Identifying and Addressing Community Needs
- Building Partnerships
- Designing and Implementing Programs
- Monitoring and Evaluation
- Advocacy and Policy Change
- Continuous Learning and Adaptation
- Peer Learning and Connections



# Looking Ahead

CFLeads' Economic Mobility portfolio of work has set a high standard for community-driven change, and we are energized for 2025 possibilities. By leveraging strategic partnerships, data-informed approaches, and inclusive programming, CFLeads has fostered space for community foundations to make tangible progress toward advancing equity and economic mobility in their communities. As we look to the future, our commitment to supporting community foundations and fostering systemic change remains unwavering.

## AREAS OF OPPORTUNITY



Building on the successes of 2024, we will expand reach and impact in 2025 and beyond with additional light-touch engagement opportunities, EMAN convenings, enhanced technical assistance offerings, applicable case studies, and continued emphasis on racial equity.

**Sticking to our core value of continuous learning, we will remain adaptive and dynamic to deepen existing programming and introduce new offerings tailored to reflect the evolving challenges of our community foundation network.**

**Our desire is to sustain, scale, and scope the work that is most meaningful to community foundations working to address the most critical issues of our time.**

We know this work is ongoing, and community foundations are eager for more opportunities to participate in peer learning and topic-specific cohorts and receive access to resources replicable in their communities. Scaling this work to reach even more community foundations and catalyze even greater impact will remain a key priority for our team. We hope you will join us along the journey whether you are staff at a community foundation, a close partner, or a resident who cares about the future of your neighborhood.







## Connect with us!

Interested in learning more about other CFLeads programming? There are several easy ways to stay in touch with CFLeads. Sign up for our [newsletter](#) and connect with us on [LinkedIn](#) or [Facebook](#) to learn about the latest program offerings and events. Interested in supporting this work even further? Contact us at [info@cfleads.org](mailto:info@cfleads.org) to learn how to become an Investor.





**CFLeads**

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Community Foundations  
Leading Change

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