There is an image in the Old Testament that occurs multiple times: the plumb line. A plumb line—a cord with a weight at one end used to determine an exact vertical—was used by builders and carpenters to keep their work in alignment. Importantly, a plumb line doesn’t change or move. It remains true, and all work must be measured against it. It was a metaphor to help assure the nation of Israel that the work of God—fashioning a people and nation after God’s own heart—was being done in good, gracious, and gallant ways.

Leadership Foundations has a plumb line that we measure all our activity against as well. It is the leaders of Leadership Foundations: the women and men who make up our 38 members around the world. LF discovers, develops, and empowers these leaders so that lives are impacted and cities become more like God’s playground. Whether in Maputo or Memphis, Delhi or Dallas, Bangalore or Billings, we measure any activity we engage in by whether it fuels our readiness to serve these heroic women and men—the leaders of Leadership Foundations—who make this world a better place.

Your investment in Leadership Foundations in 2018 made a remarkable year possible in our quest to develop and empower the leaders of Leadership Foundations. We launched the Colangelo Carpenter Innovation Center in Washington, DC to generate and scale innovative practices, programs, and policies that help these leaders promote the social and spiritual renewal of cities. We further strengthened the Global Youth Initiative with corporate partnerships, created a more rigorous evaluation system, and distributed best of class practices for leaders to use in their communities. We are proud to report that this year, the Global Youth Initiative provided mentoring relationships and life skills training in 24 cities to 8,059 youth. With the increased desire of cities (46 and counting) around the world to become members, we created an online training platform to provide our leaders with the Leadership Foundations philosophy, vision, and field-tested theory of change along with practical resources to increase organizational capacities like developing a sustainable revenue model. Through the generous investment of the M.J. Murdock Charitable Trust, we provided coaching and training to leaders from 20 of our members and partners to strengthen their boards. We continued to develop our Stages of Impact Platform into a more sophisticated data collection and coaching instrument to help the leaders of Leadership Foundations deepen their impact and demonstrate how we are moving the needle in our member cities. And we continue to equip our Senior Associates with tools to become even more helpful to the leaders they coach and mentor.

While there is still much work to be done, we are tremendously thankful for your investment in God’s work around the world through Leadership Foundations. Your support provided the opportunity, resources, and energy to keep us in humble service to our plumb line—the leaders of Leadership Foundations.

LETTER FROM LF’S PRESIDENT & BOARD CHAIR

Dave Hillis, President

Randal Drew, Board Chair
Through the LF Wheel of Change, LF positions our network for city-wide impact. By engaging leaders of good faith and good will, LF not only gets people and officials from different parts of the city and all walks of life talking, but also working together. By building the capacity of others, LF champions others’ good work and, in so doing, builds relational capital. By developing joint initiatives, LF leverages that relational capital to create ongoing collaborations around each community’s greatest needs. By investing in LF leaders, we help create transformational opportunities and spur on both individual and systemic change in cities and communities around the world.

The $3.1 MILLION Leadership Foundations budget leverages a further $41.3 MILLION through the 38 MEMBERS of the LF global network.

- 1,247 staff
- 16,454 volunteers
- 19,960 cross sector meetings
- 599 organizations received capacity building support
- 1,303 partner organizations
- 193 programs and joint initiatives
- 354,562 individuals served
- 19,960 cross sector meetings
- 599 organizations received capacity building support
- 1,303 partner organizations
- 193 programs and joint initiatives
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LF network INVESTMENT
LF delivers practical resources to strengthen our global network of leaders.

- 36.5 hours of training for each LF Senior Associate
- 596 hours of personalized coaching for LLF Presidents
- 24 LLF mentoring programs’ capacities built
- 40 Presidents and Board Chairs strengthened through year-long training
- $408,511 invested to generate and scale best practices

Each Local Leadership Foundation (LLF) submits outputs and outcomes through our Stages of Impact Platform, developed by The Bridgespan Group, on an annual basis. See more impact numbers at https://leadershipfoundations.org/news/2018-impact-numbers/.
Leadership Foundations invests in leaders who create change. By investing practical resources in leaders dedicated to addressing their communities’ greatest needs, cities do in fact get better.

Bobby Arias and William “Blinky” Rodriguez refer to themselves as brothers from another mother. Others have called them the yin to the other’s yang, Batman and Robin, and urban legends. Describe them any way you want, but two things are nonnegotiable: their love for each other and their love for their city. And after 30-plus years of working together in the same place, the greater Los Angeles area is better off because of it.

Bobby Arias, coach, athletic director, and educator, is the President of Champions in Service, Leadership Foundation of the San Fernando Valley and Greater Los Angeles. Blinky Rodriguez, former kick boxing champion, coach, and motivational speaker, is the Executive Director. With their team and partnerships that reach across the city, these heroic men have created a juggernaut that is taking on greater LA’s most pressing issues by providing life-changing services ranging from educational support and dropout prevention to job readiness and placement programs to overall community empowerment. But it is another area—gang intervention—where they have made their biggest impact and that hits closest to home.

In 1990, at a time when the greater Los Angeles area was infamous for gang activity, Blinky’s 17-year-old son, Sonny, was shot to death. Following this tragedy, Blinky and Bobby dedicated themselves to gang intervention. In 1993, they helped broker the Valley Unity Peace Treaty, a landmark accord that dramatically reduced gang homicides and won international acclaim. This work continued to mature, sparking a 20-year partnership with the Los Angeles Police Department that convenes a monthly meeting with police, city officials, and leaders from the fields of mental health, children services, the school district, and nonprofits that works to reduce violence and increase education and service delivery to the area’s most vulnerable populations. To further this work, they have trained over half of the LAPD in gang intervention strategies and tactics.

Investment in leaders like these two men is at the core of Leadership Foundations. Bobby and Blinky shared that resources like a peer coach—who has been in this work as long as they have—and the practical training to strengthen their board of directors has been hugely valuable.

“Ultimately, being a member of the LF network has strengthened our work, and we are better able to serve the city we love.”

Bobby Arias & Blinky Rodriguez
President & Executive Director,
Champions in Service
“We needed an affiliation with a global organization aligned with our Christian passions and commitment to serve forgotten people. LF was not only an organizational fit, but more importantly, a kindred spirit. Through our affiliation, we have received board training, monthly webinars, coaching, and introductions to equally passionate colleagues from all over the world. We are thrilled to be a part of this organization.”
Launched by Leadership Foundations in 2018, the CCIC generates and scales innovative practices, programs, and policies that support the LF network and cities around the world. Informed by our network’s 40 years of experience in the field, the CCIC uses the four strategies above to transform the way cities serve people in need and mobilize faith communities to respond.

### 2018 REVENUE AND EXPENSES

**REVENUE:**

- **28%** Individuals: $887,730.38
- **52%** Grants, Governmental Agencies: $1,648,108.61
- **2%** Board: $72,182.49
- **2%** Membership Dues: $59,850.00
- **15%** Special Purpose: $477,411.00
- **1%** Earned Income: $33,298.75
- **TOTAL REVENUE:** $3,178,581.23

**EXPENSE:**

- **17%** Program: Baseline Services: $538,003.89
- **67%** Program: Ancillary Services: $2,110,092.58
- **11%** Fundraising: $349,312.14
- **4%** General/Administration: $130,255.14
- **TOTAL EXPENSE:** $3,127,663.75
LF BOARD OF DIRECTORS

BARB BEARD
Former Senior VP of Advancement, Greater Twin Cities United Way

STEVEN CARROLL
CFO, Benchmark Plus Management

DOUG DAVIDIAN (EMERITUS)
President & CEO, DRD Associates

WILNA DE BEER
CEO, Tshwane Leadership Foundation

RANDAL DREW (CHAIR)
Chairman & CEO, PARC Entertainment, LLC

JACK FORTIN
Senior Fellow, Christian Center for Vocation Augsburg University

ABHISHEK GIER
Executive Director, Catalyst Leadership Foundation

W. WILSON GOODE SR. (EMERITUS)
President, Philadelphia Leadership Foundation & Amachi, Inc

SCOTT LEWIS
COO, Tech Startup Company

BARB MARSHALL
Educator-at-Large

CHRIS MARTIN
President, Knoxville Leadership Foundation

WIL MCCALL
President, Dallas Leadership Foundation

BILL MILLIKEN
Co-Founder & Vice Chairman, Communities In Schools

JOHN OKAMOTO
President, Okamoto Strategies

SUSAN PATSCHAK
CEO, Florida Specialty Holdings

SHERI PATTILLO
French Connection Wines

THERESA PEEK
Global Community Advocate & Strategist

JOHN RICHARDSON
Independent Director & Former CEO

NEIL SHORTHOUSE
Co-Founder, Communities In Schools

NATE SKOW
Wealth Management Advisor, Merrill Lynch, Pierce, Fenner & Smith, Inc.

LISA SLAYTON
Founding Partner & CEO, Tamim Partners LLC

OSYRIS UQOEZWA
President, B&C International

DAVID WARD
COO, (qp) global family offices

DAVE WILLIAMS
President, Lane Leadership Foundation

CARLOS AUSTIN
President, Pan-African Ventures

SCOTT CARPENTER
Managing Director, Jigsaw

JACK FORTIN
Senior Fellow, Christian Center for Vocation Augsburg University

DALE JONES
CEO, Diversified Search

LINDA LESOURD LADER
President, Renaissance Institute

CYNTHIA MARSHALL
Founder & Former Executive Director, Communities In Schools of Charlotte

JIM SHELTON
President, Education, Chan Zuckerberg Initiative

JEFF SMITH
Managing Director, Generosity NY

ANNE SNYDER BROOKS
Editor-in-Chief, Comment Magazine

KYLE COOLBROTH
Co-Founder & CEO, Fueled Collective

PATRICK GRACE
President & CEO, Grace Institute Foundation

Cynthia Marshall
Founder & Former Executive Director, Communities In Schools of Charlotte

DR. PAUL Pribbenow
President, Augsburg University
“Leadership Foundations has invested in me over the last three years. They have given me practical tools that have made me a better program director, have strengthened our mentoring program, and have ultimately deepened our impact on the youth in our city.”

Bianca Singleton  
Director, Youth Mentoring Collaborative  
Metro Atlanta Leadership Foundation

Learn more about how LF invested in leaders like Bianca across the country through our Mentoring Youth for Leadership Initiative at leadershipfoundations.org/mentoring/