

LLOYD A. FRY FOUNDATION



2017 Annual Report

At the **Lloyd A. Fry Foundation**, we have seen our grantees apply creative **problem-solving** to persistently thorny challenges. This year’s annual report highlights grantees that have designed programs that address long-standing and complex **obstacles** to opportunity for low-income people living in Chicago. By **sharing** their stories, we **aim** to **encourage** and **support** others who join us in **tackling** the persistent problems of **urban Chicago**.

About the Foundation

In 1933, Lloyd A. Fry founded the Lloyd A. Fry Roofing Company on the Southwest Side of Chicago. During the next five decades, the company grew to become the world’s largest manufacturer of asphalt roofing and allied products, with nearly 5,000 dedicated employees in manufacturing facilities nationwide. The company was sold to Owens-Corning Fiberglass Corporation in 1977. In large part, the proceeds from the sale of the company now serve as the endowment of the Lloyd A. Fry Foundation. The Foundation has been addressing the needs of the Chicago community since 1983.

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David A. Donovan, our colleague and friend, died this past April. Dave was a distinguished and dedicated member of our board of directors for 15 years. He will be missed by all who worked with him.

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Letter from the Chair

The intention is that the Foundation’s grants, rather than simply helping recipient organizations meet current needs, will enhance their capacity to perform their functions and to plan and develop new initiatives.

—Edmund A. Stephan, *Chair 1983–1998*

The quote above is taken from the first formal annual report ever published by the Lloyd A. Fry Foundation. 1983 was an important year in our history. That year the Foundation became a professionally staffed philanthropy guided by an active, involved board of directors. We opened our offices on LaSalle Street in August and Ed Stephan served as chair until 1998.

As I write this letter for the 2017 Annual Report, it is hard for me to believe that we have already begun Fiscal 2018—our 35th year of grantmaking in support of hundreds of outstanding nonprofit organizations in Chicago, touching the lives of thousands of people in need. Pay particular attention to the four organizations highlighted in this report—each one has an exceptional story to tell. We enjoy a strong partnership with **SAGA Innovations, Albany Park Theater Project, Upwardly Global** and **Enlace Chicago**. These grantees represent the effectiveness, strength and innovation that we look for within our four major fields of interest: Education, Arts Learning, Employment, and Health, respectively.

Although our guidelines are well established, our Special Purposes category allows us the flexibility to respond to critical issues that develop over time. Our board and staff all live in and around Chicago and are keenly aware of the senseless gun violence that occurs in our city’s most impoverished neighborhoods. Our entire grantmaking program is focused on addressing the underlying causes and tragic results of poverty. We knew we had to do more, so we made a significant two-year grant to Community Restorative Justice Hub – “RJ Hub.” This is a collaboration

Letter from the President

For almost 35 years, the Lloyd A. Fry Foundation has been supporting organizations that address persistent, complex challenges in Chicago. The four grantees in this year’s annual report have programs that are thoughtfully designed, customized solutions that help students, workers, and patients lead better lives. These programs all take into account the complexity of the issues they are trying to address and are especially responsive to the communities they serve. On the surface, these programs may look similar to others that you know, until you dig deeper and see in detail how these programs really work.

Theater rarely reflects the lives of Chicago youth or their communities. Rarer still is the opportunity for youth to create that theater themselves. **Albany Park Theater Project (APTP)** works with its ensemble of high school students to develop productions based on interviews they conduct with their families and neighbors. The result is deeply relevant, of-the-moment theater that tells stories rarely seen onstage.

Most math tutors help students keep up in class; unfortunately, most are not able to help students catch up in class if they are more than a grade level behind. **SAGA Innovations** personalizes intensive math instruction to help students bolster their foundational math skills, catch up to their peers, go on to flourish in high school algebra and geometry, and most importantly, stay on a solid path to graduation.

Almost two million immigrants in the United States possess a college degree but are unemployed or underemployed. Too often, they work in/at low-wage jobs for which they are overqualified. **Upwardly Global** pinpoints the hurdles that keep these educated, highly skilled immigrants from finding

between the Adler School of Professional Psychology and several community-based organizations, reaching out to individuals affected by violence and developing long-term strategies that we hope will decrease the level of gun violence. We discussed this issue extensively before making the grant to RJ Hub, relying on excellent research by our program staff.

Also in 2017, the Foundation continued its commitment toward greater diversity. It is a commitment reflected in the composition of our own board and staff and a goal that we encourage and discuss with our grantees, investment advisors, accountants and vendors.

We are so fortunate to have a top-notch program and administrative staff. Led by our president, Unmi Song, everyday, this group of professionals demonstrates their dedication to all aspects of our grantmaking mission and the smooth operation of the Foundation. That same dedication is a hallmark of our board of directors. We go on site visits with the program staff, we invite experts to join us for lunch to learn more and we always have lively, thoughtful discussions in the boardroom. We are part of the community we serve and care deeply about its challenges and the best path to solutions. In short, we are all engaged in doing grantmaking the right way. I am truly honored to be the chair of the Fry Foundation.

Ed Stephan envisioned what the Fry Foundation could become when he wrote his letter that appeared in our first annual report 35 years ago. I believe that we have lived up to his expectations, both in spirit and in action. It is hard to predict the scope of the challenges that Chicago, the state and the nation will face in the next 35 years, but the Fry Foundation will be there to do its part.



Lloyd A. Fry III

work that matches their expertise, shows them how to address those challenges, and helps them find jobs that fit their skills.

The Mexican-American neighborhood of Little Village lies in close proximity to numerous health clinics and hospitals, but many of its residents go without health care because they have difficulty navigating the health system. **Enlace Chicago** recruits community health workers who know their neighbors well and can work closely with them to access health resources successfully. For example, when the health workers found that waiting lists for mental health services were long and that the needs were urgent, they developed support groups to provide interim support during the waiting period.

These four organizations are but a subset of the many Fry Foundation grantee organizations whose smart designs are helping families navigate some of Chicago’s enduring challenges. I invite you to learn more about their stories in the pages that follow.

I also invite you to watch a new video on our website, which includes reflections on the Lloyd A. Fry Roofing Company and the early years of the Foundation. Next year (our fiscal year 2018) will be the 35th anniversary of the opening of the Foundation’s office in downtown Chicago. We are marking this anniversary with a step back to reflect on the development and growth of the Foundation and our grantmaking. Over the past 35 years, the Foundation has provided \$200 million in grants to nonprofits. We look forward to many more years of support to Chicago’s essential nonprofit community.



Unmi Song



Education Program

SAGA Innovations

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he student was adamant: She did not want to attend the math tutorials offered by SAGA Innovations at her public high school, Harlan Community Academy—even though she struggled with math. Her principal, Ramona Outlaw, recalls meeting with the student: “I told her, ‘Give SAGA a chance to change your relationship to mathematics.’” The student did just that, and, by year’s end, her math grades improved. So did her opinion of SAGA. “Now, she loves to come to the math tutorials,” says Yetunde Awolola, Site Director, SAGA. For SAGA students, such quick and dramatic turnarounds happen often.

**Jada Harris, sophomore,
Harlan Community Academy**

When I first met my tutor, I thought, “Oh, I don’t know this person.” I wanted to stay away. But after a few weeks, I got comfortable with him.

My tutor helped me with math a lot. I was horrible with fractions, but I got better. Now when I go to math class, the teacher will teach us something and I think, “Oh, I already know this.” Now I always get A’s in math.

The tutors engage with us. Almost every day, my tutor asks us about our roses, buds, and thorns. The roses are the highlights of our week, the thorns are the problems, and the buds are what we’re looking forward to. The tutors really understand us. It’s a connection.

“With the Fry Foundation, we have not only a funder, we also have a thinking partner. We have deep-dive conversations with the Foundation about our academic development.” —Barbara Algarin, National Executive Director, SAGA Innovations



And they happen by design. SAGA provides math tutorials to ninth- and tenth-grade students at risk of failing algebra and geometry. The focus on math is intentional: “Algebra is a gatekeeper to high school graduation,” says Barbara Algarin, National Executive Director, SAGA. She notes that students who fail algebra have a one in six chance of graduating high school. SAGA targets students in need—at schools in need. SAGA serves 16 Chicago public high schools where over 95 percent of the students are eligible for free or reduced-price lunch. About half are Latino, half African-American. In the 2016-17 school year, SAGA more than doubled the number of Chicago students it serves, from 740 to 1,700.

In high school classrooms of 30-plus kids, struggling math students can slip through the cracks. Instructors face the challenge of teaching all their students algebra and geometry—while at the same time trying to get students with fourth-grade math skills up to speed. “A lot of our students are used to sitting back and occasionally checking in,” Ms. Algarin says. “But in SAGA’s math tutorials, they can’t hide.” Each SAGA tutor has just two or three students during a one-hour classroom period every school day. “It’s about building relationships in small groups,” Ms. Awolola says.

SAGA knows that to build strong tutor-student relationships, it first needs strong tutors. “Our tutors are our secret sauce,” Ms. Algarin says. After reviewing potential tutors’ resumes and conducting phone interviews with them, SAGA tests their math skills. At that point, eligible candidates participate in scenarios that mirror real life. They tutor students at a public high school. SAGA observes the tutorial, then asks the prospective tutors to reflect on their performance. SAGA also asks the students for their thoughts on the candidates. “We want tutors who are looking to improve and can take students’ feedback seriously,” Ms. Algarin says.

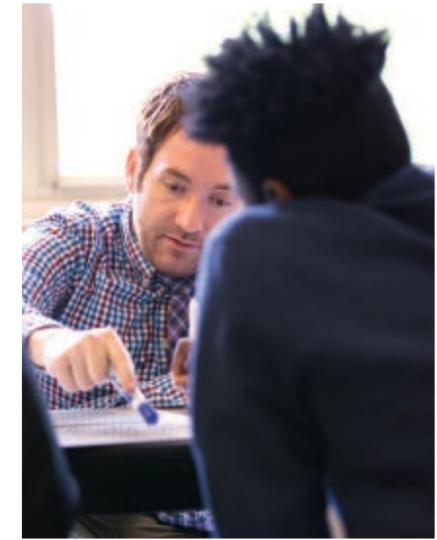
Once selected, tutors undergo 75 hours of training over two weeks. Importantly, the training does not stop there: SAGA treats its tutors’ training as an ongoing process. Every week, SAGA site directors, who oversee each school’s curriculum and instruction, observe their tutors in the classroom and provide feedback. For instance, site directors make sure tutors do not simply ask students if they got the right answer to a certain problem—but instead have students demonstrate their understanding by applying it to a different problem. Tutors also must adapt to students’ needs, particularly as those needs become clear through tests that SAGA regularly administers.

While SAGA’s 130 Chicago tutors align their instruction with the math teachers’ core curricula for algebra and geometry, they also teach foundational math concepts, like fractions or decimals, that students should have mastered before reaching high school. “The number one complaint I used to hear from math teachers is that their students just don’t know the basics,” Ms. Outlaw says. “I don’t hear that anymore because SAGA fills those gaps.”

Much of SAGA’s impact stems from the day-in, day-out consistency its tutors provide. “It’s about the tutor continuing to engage with students and acting like today is going to be different from yesterday, every single day,” Ms. Awolola says. James Lewis, a sophomore at Harlan, says his tutor’s persistence helped him overcome problems he had with fractions and graphing. “My tutor didn’t just explain something one time and then skip on,” he says. “I got to work on a math problem a few times so I understood it.”

SAGA tutors offer more than academic instruction. They listen as their students often divulge personal difficulties that affect their academic performance—difficulties such as homelessness, bullying, and pregnancy. Tutors help connect these students to the resources they need. “Sitting across from the same tutors each day, students are likely to share something with their tutors that they wouldn’t with anyone else in the school building,” says Nicole Prahin, Site Director, SAGA.

Fittingly, the numbers speak to the success of SAGA’s math tutorials. Compared to their peers, SAGA students have 50 percent fewer failures in math. Of the freshmen students who attend three-quarters of their SAGA tutorials, almost all—99 percent—pass algebra. Moreover, math is not the only subject that improves: SAGA students have 25 percent fewer failures in other core subjects. “Students build habits and mindsets through their tutor relationships that they apply to other classes,” Ms. Prahin says.



Albany Park Theater Project

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udience members who see shows by Albany Park Theater Project (APTP) tend to ask certain questions: What acting technique does APTP teach its student performers? Does it audition them? How exactly do public high school students put on such critically acclaimed shows in a city renowned for its theater?

To these questions, David Feiner smiles. Yes, APTP teaches technique, says Mr. Feiner, Co-founder and Producing Artistic Director, APTP. No, it does not hold auditions—APTP is free and open to all youth in Chicago’s Albany Park neighborhood. What really makes its students’ performances so exceptional, Mr. Feiner finds, is that they care deeply about the stories they tell.

Abraham “Kito” Espino, APTP youth ensemble member

At first, interviewing people for APTP productions was scary and nerve-racking. But it taught me how to communicate better, how to express ideas. It’s easy for young people not to consider real issues impacting their

own community, even their own households. APTP helps shine a light on those issues. One of my first interviews was with people here in Albany Park who were on the verge of foreclosure and being evicted.

Prior to *Learning Curve*, we did plays on a stage in front of an audience. That’s what I thought all theater was.

But with *Learning Curve*, we took a different approach—immersive theater. We learned that you can have a one-on-one experience with audiences. And instead of being on a stage, we were on desks and tables and stairs. We found ways to use the space and create a piece with it.

With APTP, I’ve had opportunities I wouldn’t otherwise have had.



“Our partnership with the Fry Foundation is one of the strongest partnerships we have. The Foundation staff not only support our work, but also see it, respond to it, and help shape the future of that work.” —David Feiner, Co-founder and Producing Artistic Director, Albany Park Theater Project



That’s because the stories that APTP’s ensemble members tell come from their lives and from their communities. For the past 20 years, APTP has taught low-income, multiethnic students in Albany Park how to create theater that reflects their city: The students conduct interviews with Chicago residents and then transform those real-life stories into original productions. Each year, the students reach between 3,000 and 10,000 audience members.

“The youth tell stories that people normally don’t have access to,” says Maggie Popadiak, Associate Director, APTP. Those stories are less accessible, she notes, because they belong to underrepresented groups. Almost half of APTP’s students are Latino, and 60 percent have immigrant parents.”

At its theater in the Eugene Field Park field house, APTP teaches the students not just acting but also playwriting, staging, choreography, and composition. Year-round, the youth ensemble’s 35 to 40 high school students work and rehearse after school, on weekends, and during the

summer. Through writing exercises and conversations, the students discover what matters most to them, which inspires their next APTP show. For instance, after APTP youth noticed day laborers congregating on a particular street each day, the students interviewed those workers—which led to the APTP show *Aqui Estoy*.

APTP’s most widely heralded production to date, *Learning Curve*, turned an entire school building into a stage. The performers took audiences through a day in the life of Chicago public school students, immersing them in scenarios informed by the actual experiences of students, teachers, and principals. “You’re sitting across from a school counselor who’s overwhelmed and underpaid,” Ms. Popadiak explains, “or you’re in the room when a teacher is trying to communicate with a student who’s brilliant but whose first language isn’t English.”

Following *Learning Curve*, APTP has been working on a new show that will look at the experiences of youth, particularly children of immigrants,

within an unfriendly political climate. Again, the youth’s concerns inform the work: “The questions our youth are asking now is what they do in the wake of elections that seem counter to their best interests,” Mr. Feiner says.

As with *Learning Curve*, APTP’s high-quality productions rely on high-quality artist collaborators. “It’s not something the artists do on a volunteer basis for the kids,” Mr. Feiner says. “It’s something they do as artists because they feel they can make something here they can’t make anywhere else.”

Another vital ingredient in APTP’s recipe is time. The organization takes about a year to create a show, spending months in rehearsal. “There’s a lot of time to experiment, to see what works, and to hone the performance,” Mr. Feiner says.

APTP’s annual youth productions are its best-known work, but they’re not APTP’s only arts education offering. In one program, ensemble members write and direct their own shows over four weeks, then present them publicly. In another program, the ensemble explores a Chicago neighborhood, then devises a short performance inspired by it. “Rather than giving a report, they turn a report into a performance,” Mr. Feiner says. APTP’s reach also extends beyond the stage: It offers tutoring and mentoring, and advises ensemble members in applying for college and financial aid.

In addition, APTP provides in-school arts instruction at two neighborhood schools, where it helps middle school students create and present original shows. Often, those students later join the high school ensemble. Yet there’s an even more effective recruitment strategy, APTP finds: the positive word-of-mouth generated by its high school artists.





Employment Program

Upwardly Global

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n unemployed Turkish immigrant had almost two decades of experience in information technology and related fields. Understandably, she thought she would readily find work in Chicago. But while she got plenty of interviews, she received no offers. Upwardly Global identified the problem: During her job interviews, she needed to display the professional confidence that U.S. employers expect. Upwardly Global's employment coach helped her prepare and practice. Four months later, she accepted an offer as a software engineer.

Tatek Wubshet, psychologist,
Upwardly Global client

I'm from Ethiopia. I earned my bachelor's and master's degrees in psychology, and I worked in a counseling center I co-founded in Addis Ababa. In September 2016, I came to the States on a family

reunification visa. In October, I heard about Upwardly Global.

In Ethiopia, my resume was four pages long, and we also don't have cover letters. At Upwardly Global, my job coach taught me how to prepare a resume and a cover letter. I also learned that here in the States you have to market yourself.

My coach did a mock interview with me, where she was the interviewer and I was the interviewee. Upwardly Global's job coaches are very dedicated.

For six months, I got a lot of support from Upwardly Global. And in April 2017, I accepted an offer as a case manager at Heartland Alliance.

“It’s not an easy time for immigrants and refugees, but the Fry Foundation consistently stands by us. As a thought leader, the Foundation has conversations with us about what we’re doing, where we’re going, and how the Foundation can help us get there.” —**Favin Gebremariam, Director of Development and Strategic Partnerships, Upwardly Global**



Upwardly Global has thousands of similar success stories. Since 2000, the nonprofit has helped over 4,200 immigrants, refugees, and asylum seekers land well-paying professional positions. At Upwardly Global’s Chicago office, the top three industries where candidates find work are healthcare, engineering, and information technology. Upwardly Global’s clients are all highly educated, highly skilled, and authorized to work in the United States—yet they are either unemployed or underemployed.

“They come to this country, they have no professional networks, and they have no idea how to find a job,” says Favin Gebremariam, Director of Development and Strategic Partnerships, Upwardly Global. “We get them back to gratifying work where they can use their brains and sustain their families.”

Upwardly Global’s clients first take five interactive, online courses that introduce topics such as writing resumes and cover letters. Then Upwardly Global offers job seekers its chief asset: an employment coach with expertise in their industries. “The job coach is really the best resource that Upwardly Global offers.

It’s one-on-one support from start to finish of the job search,” says Paige Korbakes, Employment Services Manager, Upwardly Global.

The employment coaches identify the obstacles that prevent job seekers from finding professional work—and helps to overcome them. Often, those obstacles are cultural. For example, job seekers might come from countries where it’s considered inappropriate to use “I” instead of “we” to describe their own accomplishments. The coaches educate job seekers in U.S. business culture and interpersonal dynamics, often by conducting mock interviews with them. “Upwardly Global taught me to occupy my space, to look into my interviewer’s eyes,” says Fahad Al-Nimah, a former client from Iraq and now an onboarding associate at Upwardly Global.

The coaching goes beyond business behavior. Upwardly Global’s coaches teach job-finding techniques that are often alien to their clients, such as negotiating salaries and networking. In other countries, resumes typically feature personal information such as the applicant’s photo and marital status, and they regularly run several pages long.

After Katarzyna Puchniewicz, a marketer, left Poland to join her husband in Chicago, an Upwardly Global coach taught her to condense her three-page, full-color resume so that it fit U.S. expectations: one black-and-white page of strictly professional content. “Now my resume looks like it should,” she says. From his Upwardly Global coach, Mr. Al-Nimah learned to go on informational interviews—a previously unfamiliar concept to him, and to many other foreign job seekers.

Some job seekers’ employment barriers are gaps in their skills and experience. Coaches connect these individuals with third-party organizations that can fill those gaps. Ms. Puchniewicz learned from her coach that she needed a certain marketing certification. Earning it wasn’t a problem for her, she says. “I just didn’t know it was so important until my coach told me it was.”

While Upwardly Global supports job seekers, it also educates employers about this overlooked and undervalued population. Employers hold mock interviews and speed networking events: The job seekers practice their interview skills and broaden their networks, while the employers learn about a hidden talent pool in their own city.

Almost three-quarters of the clients who walk through Upwardly Global’s doors do not have work, and over a quarter of them make between \$7,000 and \$12,000. When placed, Upwardly Global’s clients make an average salary of over \$51,000—representing an average income gain of \$44,000. About 60 percent of Upwardly Global’s clients get placed within six to nine months, and of those, about 90 percent stay in that job for at least a year.

“Our job seekers get to use their skillsets, often in hard-to-fill STEM positions, and they contribute to their communities,” Ms. Korbakes says. “They continue their careers and have life-sustaining incomes.”



Enlace Chicago



One day at a middle school in Chicago's Little Village neighborhood, Marcela Espinoza was telling students about the health care resources available to them and their families. Afterward, a student approached her. "He said, 'My dad's sick, and I don't think my mom knows what to do,'" says Ms. Espinoza, Health Promoter, Enlace Chicago. Ms. Espinoza called the student's mother and helped her find a doctor for her husband.

Many Little Village residents do not receive the health care they need. Too often, the problem is that they simply do not know about the available resources.

Margarita Márquez, client,
Enlace Chicago

I'm originally from Mexico, and I've lived in Little Village for about 15 years. In November 2016, my husband passed away. I felt very alone. I didn't want to be at home, so I started volunteering

in my children's elementary school. That's where I met one of Enlace Chicago's community health workers. She was very welcoming. I told her about my situation, and she referred me to a mental health provider for me and my two daughters. The counselor helped my children deal with the grief of losing their father.

Then Enlace Chicago invited me to learn to become a community health worker. I attended training sessions, and I learned how to navigate the health care system. I was practically destroyed when I lost my husband. But I've been meeting people, getting support, and caring for other people. And I feel better.



“The Fry Foundation has been valuable to us not only for the funding but also because it connects us to other organizations doing work that complements ours, and because it helps us think critically about the services we provide and how we can improve them.” —Amanda Benitez, Community and Economic Development Manager, Enlace Chicago



Enlace Chicago, a community-based organization, has been successfully working to correct that.

In recent years, hospitals that serve Little Village, a mostly working-class, Mexican-American neighborhood, conducted assessments of the community's health needs. They found that not only did residents lack knowledge about resources, but high costs and a lack of insurance also presented barriers to their health care. In addition, about 70 percent of residents who needed mental health services did not receive them. For a predominantly Latino neighborhood where almost half of residents are immigrants and about a quarter are undocumented, getting health care can be particularly daunting.

“Health is not an easy topic for our community,” Ms. Espinoza says. “Our clients face barriers like language and money, so when they go to clinics or hospitals, they feel overwhelmed.”

In 2016, Enlace put together a plan of action: It recruited and trained about 50 community health workers to connect clients with health care resources, including financial assistance. These workers are not formally trained clinicians. They are individuals who come from the community they serve—

so they intimately know their clients' concerns and needs. “Our community health workers are deeply embedded in the community and trusted by the community,” says Amanda Benitez, Community and Economic Development Manager, Enlace Chicago.

Community health workers' three days of training begin with a classroom session where they learn about their roles and duties, such as when to refer clients to primary care, urgent care, or emergency care. After that, the trainees visit local health care institutions and become familiar with their processes. “They then can share that information with community members to help them navigate the health care system,” Ms. Benitez says. These visits also allow the community health workers to inform the providers about their community's experiences.

Once trained, the health workers go out into their community to reach residents in need. For instance, the health workers spend a few hours each week in neighborhood schools, educating students and parents on how to get and pay for health care.

Enlace partners with the local mental health collaborative, Roots to Wellness, to provide additional training to local community health workers and other leaders in the community that targets

mental health. For 12 hours over six weeks, trainees learn how to assess community members' mental health needs and refer them to providers. Health Promoter Sahida Martinez recalls learning how to identify and properly address signs of suicidal tendencies. “I would not have known that if I had not gone through the training,” Ms. Martinez says.

However, Enlace realized that referring residents to mental health providers was not enough. Often, those individuals then faced months-long waiting lists. So in the fall of 2017, Enlace began training its community health workers to conduct support groups for individuals placed on waiting lists. “They need a space where people listen to them and support them,” Ms. Martinez says. As Ms. Benitez notes, “The need for support groups came up a lot more after the 2016 presidential election and the changes in immigration enforcement policy.”

Each year, Enlace's community health workers reach about 700 residents and connect at least 150 of them to health care or mental health providers. They also help about 100 residents enroll in health insurance.

Enlace ensures success by not going it alone. A small agency, Enlace leads partnerships with large health care and mental health organizations. For example, Enlace assembled the training for its community health workers by collaborating with partners such as Sinai Urban Health Institute and the UIC School of Public Health. “We know we can't do this work alone, and we know there are great organizations out there that have the expertise, so we work with them as much as we can,” Ms. Benitez says. The benefits of these partnerships extend in both directions: By listening to Enlace's community health workers, hospitals and clinics gain a stronger understanding of this patient population.

Enlace's community health workers effectively serve as liaisons between residents and resources. As Ms. Martinez puts it, “We know the people in our community, and we know their needs.”



2017 Grantees

Arts Learning

Instruction

Albany Park Theater Project
Chicago, IL
For theater education activities
\$35,000

American Theater Company
Chicago, IL
For the American Mosaic program, an in-school theater residency program
\$25,000

Changing Worlds
Chicago, IL
For the In-School Arts Learning programs
\$35,000

Chicago Center for Music Education
Chicago, IL
For music programs in Chicago public schools
\$40,000

Chicago Children's Choir
Chicago, IL
First payment of a two-year, \$120,000 grant for the Neighborhood Choir Program
\$60,000

Chicago Jazz Philharmonic
Chicago, IL
First payment of a two-year, \$80,000 grant for the Jazz Alive music education program in Chicago public schools
\$40,000

Chicago Opera Theater
Chicago, IL
First payment of a two-year, \$60,000 grant for Opera for All, an educational outreach program in Chicago public schools
\$30,000

Chicago Youth Symphony Orchestras
Chicago, IL
For the Neighborhood Steel Band Program
\$25,000

Congo Square Theatre Company
Chicago, IL
For the Curriculum Objectives Residency Enrichment (CORE) residency program
\$20,000

Court Theatre Fund
Chicago, IL
First payment of a two-year, \$60,000 grant for the Artists-in-the-Schools residency program
\$30,000

Forward Momentum Chicago
Chicago, IL
For dance education programs in Chicago public schools and for the development of assessment tools
\$30,000



Innotation Music Workshop
Chicago, IL
First payment of a two-year, \$50,000 grant for the after-school Rock Band Program
\$25,000

The Joffrey Ballet
Chicago, IL
For the Community Engagement Program, a dance education program in Chicago public schools
\$35,000

Lifeline Theatre
Chicago, IL
For theater residencies in Chicago public schools
\$25,000

Lookingglass Theatre Company
Chicago, IL
Second payment of a two-year, \$65,000 grant for the Art-Infused Residency Program in Chicago public schools and for development of assessment tools
\$30,000

Lyrice Opera of Chicago
Chicago, IL
First payment of a two-year, \$70,000 grant for the Opera Residencies for Schools program
\$35,000

Merit School of Music
Chicago, IL
For Bridges: Partners in Music Program in Chicago public schools
\$40,000

Peoples Music School Inc.
Chicago, IL
For the Uptown Academy and two community-based after-school ensemble programs
\$40,000

Silk Road Rising
Chicago, IL
Second payment of a two-year, \$40,000 grant for the Empathic Playwriting Intensive Course (EPIC) arts education program
\$20,000

Snow City Arts Foundation
Chicago, IL
First payment of a two-year, \$60,000 grant for arts education for children in Chicago hospitals
\$30,000

Timeline Theatre Company
Chicago, IL
Second payment of a two-year, \$50,000 grant for the Living History Program in Chicago public schools
\$25,000

Urban Gateways
Chicago, IL
For multi-disciplinary arts education residencies in Chicago public schools
\$40,000

Victory Gardens Theater
Chicago, IL
For Drama in the Schools residency program
\$25,000

Young Chicago Authors
Chicago, IL
For the Education Partnerships program
\$30,000

Teacher Training

Center for Community Arts Partnerships
Chicago, IL
For Project AIM (Arts Integrated Mentorship), a teacher professional development program
\$30,000

Chicago Arts Partnerships in Education
Chicago, IL
Second payment of a two-year, \$60,000 grant for the Collaboration Laboratory Project, a teacher professional development program
\$30,000

Chicago Shakespeare Theater
Chicago, IL
For the Team Shakespeare Bard Core Curriculum professional development program
\$35,000

Chicago Symphony Orchestra
Chicago, IL
For CSO-Ignite and CSO-Connect arts education programs in Chicago public schools
\$50,000

Marwen Foundation
Chicago, IL
Second payment of a two-year, \$100,000 grant for the Marwen Institute, a professional development program for teaching artists
\$50,000

Museum of Contemporary Art
Chicago, IL
Second payment of a two-year, \$80,000 grant for the Teacher Institute, a teacher professional development program
\$40,000

National Museum of Mexican Art
Chicago, IL
For the Nuestras Historias: Teaching the Story of America through Art, a teacher professional development program
\$30,000

Steppenwolf Theatre Company
Chicago, IL
Second payment of a two-year, \$40,000 grant for the Steppenwolf for Young Adults School residency program
\$20,000

Special Opportunities

The Gilder Lehrman Institute of American History
New York, NY
For the Hamilton Education Program
\$35,000

Ingenuity Inc.
Chicago, IL
For Transformative Data and Professional Learning Systems
\$100,000

National Museum of Mexican Art
Chicago, IL
First payment of a two-year, \$60,000 grant for Enrich Chicago
\$30,000

Education

Principal Leadership & Development

Academy for Urban School Leadership
Chicago, IL
First payment of a two-year, \$200,000 grant for principal training and development
\$100,000

Achievement Network
Boston, MA
For ANet's Chicago school partnerships
\$100,000

Chicago Public Education Fund
Chicago, IL
First payment of a two-year, \$400,000 grant for the CPS Principal Database and the Principal Summer Design Project
\$200,000

LEAP Innovations
Chicago, IL
First payment of a two-year, \$200,000 grant for the LEAP High School Pilot Network
\$100,000

National Louis University
Chicago, IL
Second payment of a two-year, \$200,000 grant for the Chicago Principal Cohort of the Education Leadership Program
\$100,000

New Leaders
Chicago, IL
Second payment of a two-year, \$240,000 grant for the Aspiring Principals and Emerging Leaders Program
\$120,000

Schools That Can Chicago
Chicago, IL
First payment of a two-year, \$60,000 grant for Chicago's High Schools Cross-Sector Collaboration
\$30,000

University of Chicago School of Social Service Administration
Chicago, IL
First payment of a two-year, \$240,000 grant for Network for College Success
\$120,000

UIC College of Education Center for Urban Education Leadership
Chicago, IL
Second payment of a two-year, \$200,000 grant for the Center for Urban Education Leadership
\$100,000

Teacher Professional Development

Big Shoulders Fund
Chicago, IL
Second payment of a two-year, \$200,000 grant for the Mathematics Initiative
\$100,000

Golden Apple Foundation
Chicago, IL
Second payment of a two-year, \$100,000 grant for the Inquiry STEM Institute
\$50,000

Leading Educators
Chicago, IL
First payment of a two-year, \$200,000 grant for the Chicago Common Core Collaborative in Chicago public schools
\$100,000

Strategic Learning Initiatives
Chicago, IL
For implementation of the Focused Instruction Process in Harper High School
\$75,000



Teach Plus Incorporated
Chicago, IL
For the Change Agent teacher leadership program
\$50,000

University of Chicago STEM Education
Chicago, IL
First payment of a two-year, \$200,000 grant for the Building Math Leadership Teams in Chicago public schools
\$100,000

Academic Enrichment

Chicago Horticultural Society
Glencoe, IL
Second payment of a two-year, \$60,000 grant for the Science First and College First programs
\$30,000

Chicago Youth Programs
Chicago, IL
Second payment of a two-year, \$80,000 grant for the Teen Career Program and Middle School Programming Development Initiative
\$40,000

High Jump
Chicago, IL
For academic enrichment support for middle school students
\$50,000

SAGA Innovations
Newton, MA
For math tutoring in Chicago public schools
\$100,000

Target Hope, Inc.
Matteson, IL
For the Academic Achievement Program and to complete capacity building activities
\$57,500

Special Opportunities

Advance Illinois
Chicago, IL
Second payment of a two-year, \$150,000 grant for policy research and advocacy in school funding, principal effectiveness, and school budgeting
\$75,000

Communities in Schools of Chicago
Chicago, IL
For the Partnership for Schools & Student Success program
\$25,000

Surge Institute
Chicago, IL
First payment of a two-year, \$100,000 grant for the Chicago Surge Fellowship
\$50,000

University of Chicago Consortium on School Research
Chicago, IL
First payment of a two-year, \$60,000 grant for the Consortium Investor Council
\$30,000

Employment

Vocational Training

The Chicago Lighthouse for People Who are Blind or Visually Impaired
Chicago, IL
For the Job Training Program
\$30,000

Chicagoland Workforce Funder Alliance
Chicago, IL
First payment of a two-year, \$250,000 grant for the Chicagoland Workforce Funder Alliance
\$125,000

Chinese American Service League
Chicago, IL
For the Chef Training Program
\$47,000

Greater Chicago Food Depository
Chicago, IL
Second payment of a two-year, \$60,000 grant for the Chicago's Community Kitchens program
\$30,000

Greater West Town Community Development Project
Chicago, IL
Second payment of a two-year, \$120,000 grant for Occupational Skills Training Programs
\$60,000

i.c.stars
Chicago, IL
Second payment of a two-year, \$120,000 grant for the Technology, Business, and Workforce Training Program
\$60,000

Jane Addams Resource Corporation
Chicago, IL
First payment of a two-year, \$120,000 grant for the Careers in Manufacturing Programs in Chicago
\$60,000

Loyola University of Chicago
Chicago, IL
First payment of a two-year, \$120,000 grant for Transforming Impossible into Possible at Greater West Town Community Development Project
\$60,000



OAI, Inc.
Chicago, IL
First payment of a two-year, \$70,000 grant for Greencorps and Environmental Careers Worker Training
\$35,000

Safer Foundation
Chicago, IL
For the Safer Demand Skills Collaborative
\$40,000

For Year Up Chicago
Chicago, IL
For intensive training program
\$50,000

Adult Education

Chicago Citywide Literacy Coalition
Chicago, IL
Second payment of a two-year, \$150,000 grant for general operating support to strengthen Chicago's adult literacy/adult basic education infrastructure
\$75,000

Christopher House
Chicago, IL
For the Chicago Benchmarking Collaborative
\$30,000

Erie Neighborhood House
Chicago, IL
Second payment of a two-year, \$180,000 grant for the Allied Health Care Career Network
\$90,000

Erie Neighborhood House
Chicago, IL
Second payment of a two-year, \$100,000 grant for the Pathways to Success Program
\$50,000

North Lawndale Employment Network
Chicago, IL
For U-Turn Permitted and Moving Forward
\$30,000

Poder Learning Center
Chicago, IL
Second payment of a two-year, \$80,000 grant for the Oprima-1 and ESL./Civics Programs
\$40,000

Policy Advocacy Chicago Jobs Council
Chicago, IL
For city-wide workforce development advocacy
\$75,000

Polish American Association
Chicago, IL
First payment of a two-year, \$70,000 grant for the Adult Education and Workforce Development Program
\$35,000

Pre-Employment Training Cara Program
Chicago, IL
Second payment of a two-year, \$150,000 grant for the Transformations Program
\$75,000

Upwardly Global
Chicago, IL
First payment of a two-year, \$80,000 grant for Chicago Job Seeker Services
\$40,000

Women Employed
Chicago, IL
First payment of a two-year, \$120,000 grant for Building the On-Ramp to Careers
\$60,000

Special Opportunities

741 Collaborative Partnership Inc.
Chicago, IL
For Employer and Economic Engagement Project
\$35,000

Manufacturing Renaissance
Chicago, IL
For the Manufacturing Connect Program expansion
\$40,000

REDF
San Francisco, CA
For improving the effectiveness of Chicago-based social enterprises
\$40,000

Health

Primary Health Care

Access Community Health Network
Chicago, IL
Second payment of a two-year, \$200,000 grant to establish a Shared Decision Making (SDM) initiative
\$100,000

Asian Human Services Family Health Center, Inc.
Chicago, IL
First payment of a two-year, \$80,000 grant for Oral Health Services, Expansion, and Education
\$40,000

The Catholic Charities of the Archdiocese of Chicago
Chicago, IL
Second payment of a two-year, \$200,000 grant for the collaboration with Sinai Holy Cross Hospital to better coordinate services, improve health outcomes, reduce costs, and prevent unnecessary hospital readmissions
\$100,000

Center on Halsted
Chicago, IL
For the Mental Health Services program for youth
\$25,000

Chicago Children's Advocacy Center
Chicago, IL
First payment of a two-year, \$200,000 grant for the Providing Access toward Hope and Healing (PATHH) Collaboration: a collaboration of 28 nonprofits to reduce wait times and prioritize services for children who have been sexually abused
\$100,000

Chicago Family Health Center
Chicago, IL
For Transforming Patient Care and Service Excellence through Strong Teams
\$50,000

Children's Home & Aid
Chicago, IL
Second payment of a two-year, \$100,000 grant for the Community-Based Behavioral Health Program
\$50,000

Christian Community Health Center
Chicago, IL
For the Dramatic Performance Improvement (DPI) project
\$55,000

Community Counseling Centers of Chicago
Chicago, IL
For Behavioral Health-Primary Care Integration Learning Collaborative
\$100,000

CommunityHealth
Chicago, IL
For the Coordinated Care Program
\$35,000

Erie Family Health Center
Chicago, IL
First payment of a two-year, \$110,000 grant to improve value-based medical home models of care
\$55,000

Esperanza Health Centers
Chicago, IL
First payment of a two-year, \$200,000 grant for the Chicago Safety Net Learning Collaborative
\$100,000

Esperanza Health Centers
Chicago, IL
Second payment of a two-year, \$100,000 grant for the Medical Home Care Coordination Program
\$50,000

Hamdard Center for Health & Human Services
Addison, IL
For Integrated Health Services
\$40,000

Heartland Health Centers
Chicago, IL
Second payment of a two-year, \$150,000 grant for oral healthcare services
\$75,000

Howard Brown Health Center
Chicago, IL
For the patient-centered medical home (PCMH) model of primary care
\$40,000

Illinois College of Optometry
Chicago, IL
Second payment of a two-year, \$300,000 grant for the Chicago Vision Outreach and Diabetes Eye Clinic Initiatives
\$150,000

Infant Welfare Society of Chicago
Chicago, IL
Second payment of a two-year, \$100,000 grant for the Chicago's Integrated Care Initiative
\$50,000

Juvenile Protective Association
Chicago, IL
Second payment of a two-year, \$105,000 grant for the Treatment and Counseling Program
\$50,000

La Rabida Children's Hospital
Chicago, IL
For trauma treatment of children and families on the South Side of Chicago
\$40,000

Lutheran Social Services of Illinois
Des Plaines, IL
First payment of a two-year, \$80,000 grant for Children's Mental Health Services
\$40,000

Mobile C.A.R.E. Foundation
Chicago, IL
For the Comprehensive Asthma Management Program
\$55,000

Near North Health Service Corporation
Chicago, IL
For the Chronic Care Coordination Program
\$40,000

The Night Ministry
Chicago, IL
For the Outreach and Health Ministry Program
\$40,000

PCC Community Wellness Center
Oak Park, IL
First payment of a two-year, \$110,000 grant for the Center's Medical Home model
\$55,000

Sinai Health System
Chicago, IL
For the Sinai Medical Group Transformation Initiative
\$100,000

University of Chicago
Chicago, IL
Second payment of a two-year, \$100,000 grant for the ECHO-Chicago Telehealth program
\$50,000

YWCA of Metropolitan Chicago
Chicago, IL
First payment of a two-year, \$100,000 grant for RISE Children's Center
\$50,000

AIDS Foundation of Chicago
Chicago, IL
First payment of a two-year, \$80,000 grant to train case managers on how to work with managed care organizations to increase access to care
\$40,000

Enlace Chicago
Chicago, IL
For the Community Health Workers Initiative
\$40,000

Teen Living Programs
Chicago, IL
For the Whole Health Program
\$30,000

Test Positive Aware Network
Chicago, IL
Second payment of a two-year, \$60,000 grant for the Total Care Portal (TCP) care coordination process
\$30,000

White Crane Wellness Center
Chicago, IL
Second payment of a two-year, \$65,000 grant for the Holistic Health Outreach Initiative to establish a need-based client management model
\$30,000

Policy Advocacy

Sargent Shriver National Center on Poverty Law
Chicago, IL
First payment of a two-year, \$280,000 grant for the Shriver Center's Health Care Justice Program
\$140,000

Community Restorative Justice Hub
Chicago, IL
First payment of a \$200,000 grant over twenty months for a strategic planning effort and capacity building projects
\$100,000

DePaul University
Chicago, IL
For DePaul University Asylum and Immigration Law Clinic
\$47,000

Heartland Alliance for Human Needs & Human Rights
Chicago, IL
For Protecting and Preparing Immigrants in the New Age of Uncertainty
\$60,000

Taproot Foundation
San Francisco, CA
Second payment of a two-year, \$90,000 grant for the Spectrum of Services Program
\$45,000

WTTW11
Chicago, IL
For Chicago Tonight
\$50,000

Other Grants
Grants made to 217 organizations upon the recommendation of the Board of Directors, the Fry family, and employee matching gifts program
\$805,100

Membership and Program Discretionary

Ann & Robert H. Lurie Children's Hospital of Chicago
Chicago, IL
For the Lurie Children's Center for Childhood Resilience to develop a new curriculum for non-mental and mental health professionals who work with the mental health needs of immigrant and refugee children
\$10,000

Asian Americans / Pacific Islanders in Philanthropy
Oakland, CA
Membership grant
\$2,500

Chicago Citywide Literacy Coalition
Chicago, IL
For staff members to attend the National Skills Coalition's Skills Summit in Washington, D.C.
\$3,300

Chicago Council on Global Affairs
Chicago, IL
For the President's Circle membership
\$500

Chinese American Service League
Chicago, IL
In honor of John Claybrooke and Lois Chen
\$3,000

Council on Foundations, Inc.
Arlington, VA
Membership grant
\$19,600

Forefront
Chicago, IL
For the Chicago African Americans in Philanthropy annual program and awards ceremony: Connecting Philanthropy and Community
\$2,000

Grantmakers Concerned with Immigrants and Refugees
Sebastopol, CA
Membership grant
\$3,000

Grantmakers for Education
Portland, OR
Membership grant
\$2,250

Grantmakers for Effective Organizations
Washington, DC
Membership grant
\$3,190

Grantmakers for Effective Organizations
Washington, DC
For the 2017 conference in Chicago
\$10,000

Grantmakers in the Arts
Seattle, WA
Membership grant
\$1,000

Heartland Alliance for Human Needs & Human Rights
Chicago, IL
For Heartland Alliance's National Conference on Ending Chronic Unemployment and Poverty (October 25-26, 2016 in Chicago)
\$10,000

Hyde Park Art Center
Chicago, IL
For Hyde Park Art Center Teaching Artist Summit and professional development workshops for teaching artists
\$5,000

Independent Sector
Washington, DC
Membership grant
\$8,000

Inner-City Muslim Action Network
Chicago, IL
For advocacy and support
\$4,500

Latino Union of Chicago
Chicago, IL
For the organization's strategic planning process
\$5,000

National Association of Black Journalists
College Park, MD
For the 2016 regional meeting of the National Association of Black Journalists
\$5,000

National Committee for Responsive Philanthropy
Washington, DC
Membership grant
\$3,000

National Guild for Community Arts Education
New York, NY
For the national conference held in Chicago in November of 2016
\$5,000

New Leaders
Chicago, IL
For the Chicago Leadership Collaborative Celebration
\$3,000

Philanthropy Northwest
Seattle, WA
For Leadership and Dialogue Cohort: Diversity, Equity and Inclusion
\$6,000

Steppenwolf Theatre Company
Chicago, IL
To develop a strategic plan for Steppenwolf for Young Adults
\$7,000

Thresholds
Chicago, IL
To conduct an in-depth survey of organizations to assess their readiness to work with managed care organizations
\$1,200

University of Chicago Crime Lab
Chicago, IL
To organize convenings in Chicago
\$10,000

University of Chicago Crime Lab
Chicago, IL
For analysis of crime and violence data in Chicago
\$10,000

CARE, Inc.
Chicago, IL
Second payment of a two-year, \$100,000 grant for the Humanitarian Fund
\$50,000

Doctors Without Borders/Medecins Sans Frontieres
New York, NY
Second payment of a two-year, \$100,000 grant for the Emergency Relief Fund
\$50,000

Oxfam America
Boston, MA
Second payment of a two-year, \$100,000 grant for the Global Humanitarian Program
\$50,000

Education, prosperity, and hope for all. That is the vision behind the Fry Foundation's grantmaking. We provide support to nonprofit organizations that have the strength and commitment to improve conditions for low-income, underserved Chicago residents.

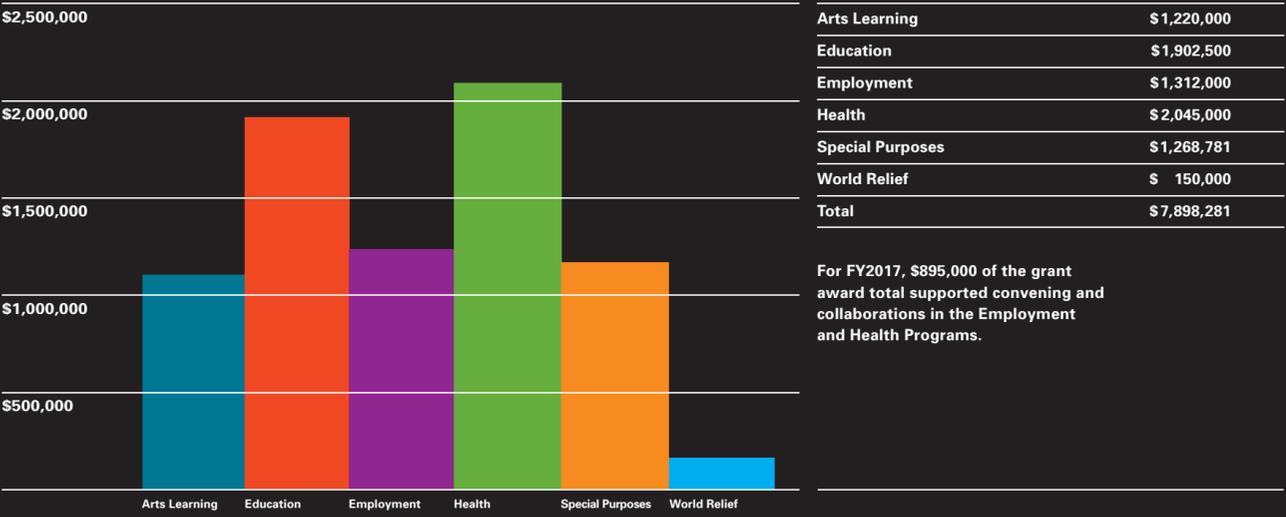
Grants are awarded in four major areas: **Arts Learning, Education, Employment, and Health.** Across all of our funding areas, our focus is on helping organizations:

Build capacity to enhance the quality of services and better assess the impact of programs;

Develop successful program innovations that other organizations in the field can learn from or adopt; and

Share knowledge so that information which can help low-income communities and individuals is widely and readily available.

2017 Grants and Awards Totals



For FY2017, \$895,000 of the grant award total supported convening and collaborations in the Employment and Health Programs.

Please visit our website at www.fryfoundation.org to see our 2017 audited financials.

Grantmaking Program Areas

The Lloyd A. Fry Foundation supports organizations with the strength and commitment to address persistent problems of urban Chicago resulting from poverty, violence, ignorance, and despair. We seek to build the capacity of individuals and the systems that serve them. Our vision is a Chicago that offers education, prosperity, and hope for all.

The Foundation focuses on programs that improve conditions for low-income, underserved communities in Chicago, and we are especially interested in efforts that will foster learning and innovation.

We award grants in four major fields:

Arts Learning, Education, Employment, and Health.

Within these funding areas, we give priority to:

- Programs with a demonstrated record of high-quality, effective services
- Efforts to improve the quality and effectiveness of programs and services (these might include program design, evaluation or staff development efforts, among others)
- The development of innovative approaches that will contribute valuable examples, information, and knowledge to others working in the field

The Foundation also considers policy advocacy efforts that help ensure low-income communities and individuals in Chicago are treated fairly and have access to the services they need and deserve.

The Foundation is interested in investing in organizations and ideas that demonstrate exceptional potential for making a difference in one or more of the Foundation's four grantmaking areas. These projects show promise of developing new information or program innovations useful to other organizations, institutions, and policymakers. In these cases, the Foundation will consider grants which represent larger or longer-term commitments than is otherwise typical.

In all reviews of proposals, we look for strong program designs with clear expected outcomes and specific procedures for assessing and evaluating progress.

For instructions on how to apply for a grant, please see our **Application Procedures** section.

Arts Learning

Our Arts Learning funding focuses on programs for low-income Chicago children and youth that use the arts as a means to improve learning and provide life-enriching experiences. We are interested in efforts to improve the quality and expand the availability of arts education programs, especially in Chicago public schools. The Foundation supports arts education for students and professional development for arts educators, including classroom teachers.

In arts education for students, we give priority to programs that provide a combination of arts instruction, performance or exhibition experience, and exposure to the high-quality artistic products offered by Chicago's rich and diverse arts and cultural organizations. We look for programs that are artistically rigorous, engage students in the creative process, and assess student learning in the arts. In professional development for arts educators, we look for programs that immerse educators in the practice and study of the arts and present teachers with innovative strategies for teaching the arts, engaging students in the creative process, and assessing student progress.

We give priority to programs that provide ongoing support and expertise to teachers as well as provide access to arts and cultural resources for both teachers and students. The Foundation is also interested in proposals to convene experts to share information, facilitate discussion with arts educators, and help shape and strengthen arts education in Chicago public schools.

Education

The Education program has been a cornerstone of our grantmaking since the Fry Foundation's inception. We are committed to increasing the academic achievement of low-income students in Chicago public schools. We support this goal through work that strengthens the preparation and development of principals to lead high performing schools and programs that provide rigorous academic enrichment opportunities for students. We also consider, by invitation, a limited number of proposals for teacher professional development that improve teaching in classrooms, are aligned with a school-wide instructional vision, and provide opportunities for teachers to collaborate with each other and with school leaders.

We look for programs that assess improvements in academic achievement and instructional quality and that monitor the ongoing effectiveness of their work. The Foundation encourages proposals that include efforts to enhance the quality of programs. These efforts might include incorporating new program elements, professional development for program staff, or the development of evaluation tools, among others.

The Foundation gives priority to programs working at the middle school and high school levels. We also will consider grant requests for policy advocacy when the connection to academic achievement is clear. We generally do not fund scholarship programs or unsolicited proposals from individual schools.

Employment

Our Employment program addresses our commitment to helping families and individuals move out of poverty. We support comprehensive job training programs that help low-income individuals improve their ability to compete for living-wage jobs and careers. We are particularly interested in supporting: vocational training programs which are aligned with employment opportunities in critical industry sectors such as health care, manufacturing, and transportation; and adult education programs which integrate vocational training in order to advance low-skilled job seekers along educational and career pathways. Comprehensive job training programs which track graduates for at least six months up to a year after job placement will receive the highest priority.

We also recognize the need to improve the overall effectiveness of the workforce development system. We welcome proposals for policy advocacy efforts to improve the quality of job training programs and to increase access to education and training for low-income adults.

Health

The Lloyd A. Fry Foundation understands that effective primary care is essential to improving patient outcomes. The Foundation's Health program is committed to increasing access to high-quality primary care and reducing health care disparities for Chicago's low-income residents.

To accomplish these goals, we are interested in supporting: Efforts to implement medical-home models of care which provide comprehensive integrated primary care services across

multi-disciplinary team members in single or multiple settings. And we are especially interested in coordination efforts that focus on patients with chronic diseases that disproportionately affect communities of color (asthma, diabetes, heart disease, HIV/AIDS).

High-quality primary care services that are not widely available to low-income populations (especially dental, vision, and mental health). In support for mental health services, we give priority to high-quality family-based mental health treatment services for children who suffer from the effects of traumas stemming from abuse, neglect, or violence.

Community outreach to connect hard-to-reach individuals with high-quality primary care. We give priority to programs that partner with clinics and hospitals for referrals and follow up to ensure that patients show up at appointments and follow treatment recommendations. We are also interested in innovative partnerships with clinics and hospitals that demonstrate improved health outcomes.

Policy advocacy focused on improving the quality of health care and increasing access to health care for low-income populations in Chicago.

Programs must demonstrate linguistic and cultural competence and the ability to measure improvements in access to care and health status.

What the Foundation Does Not Fund

In general, the Foundation does not make grants to individuals, governmental entities, or 509(a)(3) supporting organizations, although exceptions sometimes are made for publicly supported charities. We also do not provide funding for: general operating expenses for new grantees, capital projects, endowments, fundraising events, political activities, medical research, or religious purposes.

We rarely fund unsolicited proposals from organizations based outside Chicago. When exceptions are made, we look for organizations with strong local board leaders who are responsible for establishing program priorities and policies in Chicago. In addition, organizations must agree that funds awarded for Chicago- based programs remain in Chicago and are not included in calculations of funds exchanged between local and national offices.

Application Procedures

The Lloyd A. Fry Foundation makes grants in the following program areas: **Arts Learning, Education Employment, and Health**. Please review the descriptions of our program areas before submitting a letter of inquiry or proposal.

We make grants only to tax-exempt organizations and rarely fund organizations outside Chicago. We give priority to proposals for specific projects rather than for general operating support. In our review of proposals, we look for strong program design, clear expected outcomes, and procedures for assessing and evaluating programs. The Fry Foundation accepts letters of inquiry and proposals by mail or through our online system. The online system can be accessed at www.fryfoundation.org.

Letters of Inquiry Procedures

If you are seeking support for the first time or if you are a returning grantee seeking support for a new project, we highly recommend that you send us a letter of inquiry before you submit a full proposal. While a letter of inquiry is not required prior to submission of a proposal, it will allow us to give you preliminary feedback concerning your request and its potential fit within our funding priorities. Letters of inquiry should include a brief description of the proposed project, a project budget, and other projected sources of support. Typically, a letter of two to three pages is sufficient to help us understand your program.

Unlike formal proposals, there are no deadlines for submitting letters of inquiry. Please allow our program officers 30 days to respond to your request. If you do not receive a response within that time, please contact the Foundation at 312-580-0310 to confirm that your letter was received by us.

Proposal Procedures

For new and renewal requests, full proposals should contain the following elements:

1. Organization's Federal Employer Identification Number (EIN)

Please note that the Foundation makes grants only to tax-exempt 501(c)(3) organizations. The Foundation rarely funds 509(a)(3) supporting organizations; exceptions sometimes are made for publicly supported charities.

2. Brief history of the organization

Narrative should include a general statement of the organization's primary functions and goals.

3. Description of the project to be funded

Please include the following:

- A statement of the need to be addressed and the population to be served
- A description of how the planned project will address the identified need
- Clearly stated goals and objectives
- Plans for assessing performance and monitoring progress toward program goals. Please identify at least three indicators or measures that you will track and analyze in order to: understand the effectiveness of services provided; identify program strengths or challenges; or document potential long-term impact. A discussion of progress on these indicators during the grant period (and over time if receiving more than one grant from the Foundation) should be included in grant reports. For further information, please review the Outcomes and Assessments section on our website which can be found under the How To Apply tab.
- A timeline for project activities

4. Demographics of population served by the project to be funded

5. Organization's most recent audited financial report

6. Operating budget for the organization

Include income and expense projections that pertain to the fiscal year in which the project will take place. Include the percentage of organization income received through earned income, government sources, individual gifts, corporate and foundation grants, and other sources.

7. List of current and projected organization funders

Include a list of funders and amounts for the organization for the fiscal year in which the project will take place.

8. Project income and expense budget

Include budget for the project during the duration of the grant period. The Foundation covers reasonable and appropriate administrative expenses. These should be explained in an accompanying budget narrative. For examples of administrative expense line items, please review the Allocating Program and Overhead Expenses article on our website which can be found in our Resources section under Real Costs.

9. List of current and projected project funders

Include a list of funders and amounts for the project for the fiscal year in which the project will take place.

10. List of organization's professional staff and résumés of key project personnel

Proposals for organizational capacity-building activities that involve outside consultants should include a copy of the consultant's résumés and a list of clients.

11. Organization's employment hiring policy

12. List of board members and their affiliations

13. Racial and gender demographics of board and senior staff

Diversity and inclusion are among the core values of the Foundation. The racial diversity of your board and senior staff is something we monitor closely. A lack of diversity may affect your prospects for funding. Additional demographics, such as sexual orientation or disabilities, also are welcome.

14. Full narrative and financial report on the previous grant (For returning grantees only)

Final reports must be approved by the Foundation before a new request is considered. For organizations submitting a proposal to be reviewed one year from their last grant, the final reports will cover a ten-month period rather than a full twelve months in order to meet the proposal deadline. We ask that final reports and proposals be submitted separately. For more information on this subject, please review the After Grants Approval section on our website which can be found under the How To Apply tab.

If you do not receive an acknowledgement of receipt of your proposal within one week, please contact the Foundation at 312-580-0310 to confirm your proposal was received by us.

Renewal Policy

An organization which has received five consecutive years of Fry Foundation funding will be asked to take a year off in seeking support for the following twelve-month period. The Foundation recognizes that there may be unusual circumstances in which support for one additional year may

be appropriate. While we wish to be flexible in recognizing the needs of our grantees, there will be few exceptions to this policy.

Following a year off, grantee organizations are welcome to apply for renewed support. These proposals will be evaluated under the Foundation's grantmaking guidelines. As with all proposals, these should target Chicago residents in financial need.

For further clarification of the Foundation's grantmaking priorities, please refer to the **Grantmaking Program Areas** section on the preceding page.

Submission Dates and Board Meetings

The Board of Directors meets quarterly to consider requests for grants. These meetings are held in February, May, August, and November.

In each of those meetings, the Foundation will review proposals in three of the four program areas on a rotating basis; one program each cycle will not review proposals. Please see the chart below for proposal deadline dates and a schedule of proposal review cycles by program.

We must receive your proposal by 5 p.m. on the deadline date in order to review it at the corresponding board meeting. In the event that a deadline falls on a weekend or holiday, requests may be submitted by 5 p.m. on the following business day.

To submit a proposal or letter of inquiry please use our online system, which can be found under the How To Apply tab on our website at www.fryfoundation.org.

Proposals and letters of inquiry also may be submitted by email to applications@fryfoundation.org or by postal service to the address below.

Ms. Unmi Song

President
Lloyd A. Fry Foundation
120 S. LaSalle Street, Suite 1950
Chicago, IL 60603-3419

Proposal deadline	Board meeting	Arts Learning	Education	Employment	Health
June 1	August	Proposals reviewed	Proposals reviewed	Proposals reviewed	<i>Proposals not accepted</i>
September 1	November	Proposals reviewed	<i>Proposals not accepted</i>	Proposals reviewed	Proposals reviewed
December 1	February	<i>Proposals not accepted</i>	Proposals reviewed	Proposals reviewed	Proposals reviewed
March 1	May	Proposals reviewed	Proposals reviewed	<i>Proposals not accepted</i>	Proposals reviewed

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