

# LLOYD A. FRY FOUNDATION



2019 Annual Report

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**At the Lloyd A. Fry Foundation, all of our grantees work tirelessly on tenacious problems that can be overwhelming and seem intractable. At the same time, these problem solvers bring an inspiring optimism and joy to their work. They bring this spirit to the people they work with—whether their collaborators or their clients. We might say that the grantees highlighted in this annual report weave this joyful and collaborative approach into their program strategies. Sharing these stories, we aim to encourage and support others who join us in tackling the persistent—but not insurmountable—problems of urban Chicago.**

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#### **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.

Photography: Roark Johnson  
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## Letter from the Chair

Earlier this year, I represented the Foundation at the annual meeting of the National Children's Alliance in Washington, DC. I was there to receive the 2019 Philanthropy Award. We were nominated by our outstanding grantee the Chicago Children's Advocacy Center. The CCAC and hundreds of organizations like it, throughout the country, do the hard work of protecting, counseling and advocating for children who have been mistreated and sexually abused.

The truth is, I always feel a little uneasy accepting awards for the Foundation. After all, making grants to support good, strong nonprofit organizations in Chicago is what we are supposed to do. That's why we exist—that's our job. The spotlight should not be on us, but rather the great organizations we support and the dedicated people who carry out their vital missions every day of the week.

In this year's annual report we focus the spotlight on Intonation Music, Teach Plus, New Moms and the Behavioral Health-Primary Care Integration Learning Collaborative. Like all of our grantees, these nonprofits—and most importantly

the people who work for them—represent the very best in each one of our four respective program areas: **Arts Learning, Education, Employment** and **Health**. Although they have vastly different missions, together, they have a powerful impact on the most critical issues faced by our city's neediest citizens.

This Foundation is fortunate to be led by a dedicated Board of Directors and supported by a very skilled, talented and energetic professional staff. Together, all of us at the Fry Foundation are deeply involved in the work of effective grantmaking. But it is our grantees who hit the ground running—in the toughest Chicago neighborhoods. We are there with them—to help accomplish their missions and build their capacity to serve. That's our job.



**Lloyd A. Fry III**  
Chair

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## Letter from the President

There's no question that tackling the difficult problems facing low-income Chicagoans takes rigorous, tenacious effort. But it also requires something that is less frequently acknowledged: enormous optimism and even joy. Persistent challenges can be overcome only if those addressing them work together in ways that feed the spirit. The four grantees in this year's annual report support their clients not only through their effective work and high standards, but also through an ethos of collaboration, generosity, and inspiration.

Often, music education centers on compositions that teachers choose for students. It is less common for students to learn how to play music through the popular tunes they know and enjoy—or music that they create themselves. **Intonation Music** provides both those opportunities to public school students in the Bronzeville area. The programs feed students' enthusiasm for music and nurture their creativity.

Teachers often recognize persistent school-wide issues and have ideas about how to address them. But too often, they lack the platform they need to test or implement those ideas. **Teach Plus** helps Chicago teachers expand their scope of influence. These teachers work with their principals to identify problems and then collaborate with their fellow teachers to develop solutions. Along the way, the teachers develop leadership skills that inspire them to reach for bigger goals that serve their colleagues and their students, for years to come.

While they experience the universal joys and struggles of parenting, some new moms also face the paralyzing challenges of poverty and homelessness. **New Moms** offers help and home to these young women. They learn how to find and keep jobs; they come to recognize their own talents and interests; and they learn about the kinds of jobs that would match those talents. As the young mothers develop new skills, they develop confidence in themselves and grow to imagine a positive and happy future for their young families.

Community health centers and mental health providers both serve vulnerable mental health patients, yet traditionally, these organizations rarely work together. As a result, mental health patients can fall through the cracks—they don't get the sustained, long-term medical and mental health care they need. But that has begun to change in Chicago, thanks to a collaborative launched by Community Counseling Centers of Chicago (C4) and CountyCare.

**The Behavioral Health-Primary Care Integration Learning Collaborative** brings together over 30 health care organizations to develop and strengthen relationships so they can devise more integrated, effective ways to improve their patients' lives.

In the pages that follow, I invite you to read the stories of these extraordinary organizations that are bringing help, hope, and happiness to lives throughout Chicago.

This past year, two of our program staff moved on to their next adventure, with our affectionate best wishes. Soo Na guided our Health grantmaking for almost 12 years. Soo was responsible for leading the Fry Foundation's decade-long investment in helping safety net health clinics develop and grow their medical home models of care. With her guidance and support, Chicago's clinics are better prepared for the upcoming shift from fee-based health care to its next stage—value-based care. Jennifer Miller Rehfeldt returned to her Inspiration Corps roots, after leading our Employment grantmaking for more than three years. With Jennifer's departure, we welcomed Kristie Conklin as our Employment program officer. Kristie came to us from the University of Chicago and the Cara Program, a long-time grantee. We are glad to welcome her into the Fry Foundation family.



**Unmi Song**  
President

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**“We ask students to get in the driver’s seat of their own arts learning experience. It helps students develop their own voice and take ownership of their experience.”**

**Mike Simons, founder and executive director, Intonation Music**

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In June, just weeks after graduating from high school, Matthew Lewis reached a pinnacle in his young artistic career. Along with his alternative band, TioTe, Lewis played in the professional Chicago concert hall the Bottom Lounge. “I never thought I would be on a stage playing in front of so many people,” says Lewis, a bass guitarist.

“They were working a room full of people,” recalls Mike Simons, founder and executive director, Intonation Music.

The young rockers might never have enjoyed that experience if not for the music education they received from Intonation Music. The organization teaches Chicago youth how to form a rock band and play its instruments: drums, bass, guitar, piano, and voice.

Before founding Intonation in 2006, Simons taught music to youth as a volunteer. He came to a realization that he “didn’t see student-driven music programs that went to the students and said, ‘What are you listening to? Let’s play that. Let’s form a band and make it happen.’”

So that’s what Simons did. At Intonation, students learn to perform both their own original songs and the popular music they already know and love—which is key to Intonation’s success. “We ask students to get in the driver’s seat of their own arts learning experience,” Simons says. “It helps students develop their own voice and take ownership of their experience.”

Early on, Intonation provided music education programs across the city, but transportation and other barriers impeded consistent attendance. So Intonation decided to focus its efforts on one neighborhood: Bronzeville and the surrounding area.

“Centering on Bronzeville has added a level of joy to what we do because we’ve become part of a community,” says Aquil Charlton, program director, Intonation Music.

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**“At home, I used to beat on pots and pans. I was really interested in music from the start. At Intonation Music, I got to see kids my age interested in something I didn’t know many kids were interested in. I started**

**playing a bass guitar that was as tall as me at the time. I stuck with Intonation throughout elementary and high school. I came after school or on Saturdays. I also taught the younger kids the same things I learned.**

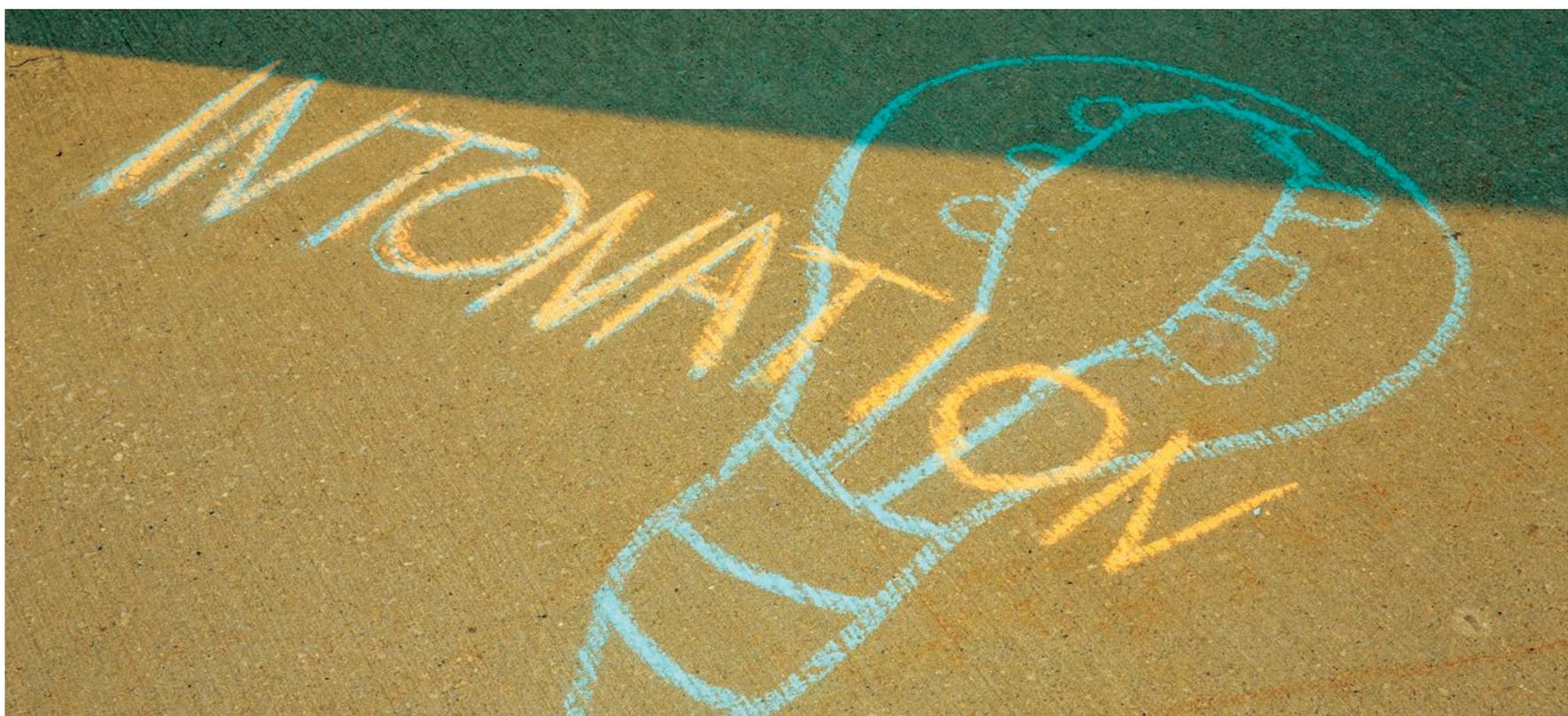
**Intonation helped me grow as a person.**

**“Intonation showed me I could pursue music as a career. The people here helped prepare me to get into the Chicago High School for the Arts, and now I’m**

**going to Columbia College to study music performance and sound engineering. Intonation opened a lot of doors for me.”**

**—Matthew Lewis, student Columbia College**

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Today, Intonation instructs students in third through twelfth grades at seven public schools and three Chicago Park District facilities. In the last few years, Intonation has doubled the number of Bronzeville students served and the amount of time spent with them. In the 2019-20 academic year, it plans to add another 200 students for a total of about 1,000.

While Intonation has concentrated on one neighborhood, it has expanded the opportunities for youth to engage with it. Intonation teaches music after school, in school, during the summer, and in partnership with other organizations such as After School Matters. Each Intonation band class has two instructors—for just 12 students.

When Intonation bands first come together, the instructors—who are professional musicians and music educators—break down a popular song into a simple arrangement so that, right from the start, students get their hands on instruments and begin to play them. Over time, the bands compile a set list and rehearse for performances that take place at a range of venues, from a school auditorium to a professional venue like the Promontory in Hyde Park. “We work with the community to provide as many performance opportunities as possible,” Charlton says.

Instruction isn’t limited to the instruments. This year, Intonation began a student-driven arts education program for older teens where students have the agency



to shadow their instructors in the classroom, observe the sound-engineering work at the studio where they record their songs, and participate in internships at Intonation’s own offices.

In recent years, Intonation has become even more rigorous about evaluation. At the start and end of classes, students complete self-assessment surveys and instructors conduct evaluations. The teachers score students on their musical skills, based on national and state standards, as well as their social and emotional learning skills, such as conflict resolution and goal setting. “The surveys and evaluations let us know what we’re really getting done,” says Kenneth Phillips, education director, Intonation Music.

They also allow Intonation’s instructors to adjust. For example, if a band scores low on vocals, Intonation can bring in a vocal specialist to help. Or if a band struggles with teamwork, the instructors might have the group choose a song together.

It’s an exacting arts education process—one that yields joyous outcomes. At a culminating year-end performance, all 20 Intonation bands play together for one another, for their families, and for their city. “When I see a student band get up and perform and they’re smiling and connecting with the crowd and playing a song proficiently and their parents are cheering them on—there’s real joy in that,” Simons says.

**“The Fry Foundation has pushed us to be more thoughtful about the metrics we use and how we hold ourselves accountable for the changes in the teachers and in the student outcomes.”**

**Joshua Kaufmann, senior executive director, Teach Plus**

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Dozens of adults are chatting and laughing over drinks and appetizers. They’re exchanging ideas and buzzing with energy. But this isn’t just a friendly get-together. It’s the annual Teach Plus showcase, where teachers talk with one another, both seriously and joyfully, about the changes they’ve enacted at their schools.

One of the educators is Carla Jones, a third grade teacher at Cook Elementary School in Chicago’s Auburn Gresham neighborhood. As she explains at the showcase, the problem she identified at her school was that parents did not fully engage with it—other than showing up to pick up their children’s report cards or to discuss behavioral problems. “I wanted to change that,” Jones says, “because I truly believe parents are the key to their children’s success.”

After discussing the issue with her principal, Jones and her fellow teachers surveyed parents and identified three change initiatives. First, the school started hosting family fun nights, where parents and their kids participate together in a joyful activity like a science project. Second, the teachers began using an app to text announcements and reminders directly to parents.

And third, the teacher team transformed report-card conferences. In the past, teachers met with parents to go over the report cards, while the students either sat silently or just didn’t come. Now, the students themselves lead the report-card conferences. “It empowers the kids to be in charge of their own learning,” Jones says. By year’s end, 95 percent of parents attended the student-led report-card conferences, and 80 percent used the communications app.

Teach Plus helped make that happen. Founded in 2009, the teacher-leadership organization guides teachers to take on leadership roles in both schools and

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**“Our principal wanted all our teachers to use a particular grading practice that’s positively framed around what students can do—rather than a traditional rubric that uses deficit language, like, ‘Oh, you didn’t do that, so you’re at a lower level.’ But at the end of the 2017-18 school year, only 12 of our 180 teachers had experience with this grading practice, and most**

**of them were in English and social studies.**

**“So in 2018-19, I worked with Teach Plus to bring in 11 teachers from less represented disciplines and build their capacity with this tool so they can then trickle it back out to the larger staff. Teach Plus helped me learn to build relationships with teachers in content areas that are not mine. I learned to be a**

**better listener. I learned about meeting protocols I could use to help teachers reflect on this project. Teach Plus gave me tools to be a better leader.**

**“I surveyed the teachers and students at the beginning and end of the school year. By the end, the teachers knew their students in a way they hadn’t before and felt equipped to help them grow. And we saw an**

**increase in students reporting that their classes forced them to think about what they were doing, rather than just turning stuff in.**

**“Anything I can do to help my colleagues continue to grow is a big win for me. That’s my joy.”**

**—Sara Spachman, English teacher, Curie Metro High School**

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educational policy—“in both the schoolhouse and the statehouse,” says Joshua Kaufmann, senior executive director, Teach Plus.

Teach Plus understands that teachers who excel at their jobs often yearn for leadership opportunities they seldom find. “These teachers are ready to tackle something beyond their classrooms’ four walls,” says Kristen Ciciora, teacher engagement manager for Teach Plus.

Teach Plus gives them that opportunity: Its Change Agent program develops teachers as leaders. Along with their principals, teachers identify a problem in their schools—from low math scores to poor attendance—and present it to Teach Plus. Teach Plus first makes sure that the teacher leaders are strong educators and that their principals will support them. Then it works with the teachers to identify what’s causing the problem and to develop a plan to address it. Teachers learn to lead their peers to overcome the challenge together and to bring resistant teachers onboard. “Change Agent builds in time and creates space for teachers to collaborate with their peers in a meaningful way,” Kaufmann says.

With Teach Plus’s guidance, teachers track their goals: whether their fellow teachers



adopt the change and whether it results in improved student outcomes. Last year, 93 percent of the Change Agent leaders met or exceeded their goals for either teacher practice or student outcome. In the 2018-19 academic year, Change Agent worked with 22 teacher leaders in 20 schools; in the current school year, those numbers have gone up to 27 and 25, respectively.

Throughout the year, Teach Plus discusses progress in monthly meetings, both individually with the teacher leaders and collectively with the entire cohort—rare occasions for educators to learn from one another. “Being a teacher is incredibly isolating. It’s so easy to shut your door and only be with your kids all day and then go home,” Ciciora says. “But at the in-person cohort meetings, you can just feel the joyful energy in the room when the teachers collaborate.”

Before Teach Plus, Jones says, she had been eager to grow as a leader but didn’t want to become a principal; she enjoyed teaching too much. “I’m in love with teaching,” says Jones, a Chicago Public Schools teacher of 17 years. “Teach Plus gave me the opportunity to be both a teacher and a leader. Without Teach Plus, I don’t know if I’d still be in the classroom.”



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## Employment | New Moms

**“The Fry Foundation has been not just a one-off partner but a consistent partner over years, and that makes a huge difference in philanthropy. The Foundation has helped us to grow and to implement changes.”**

**—Laura Zumdahl, president and CEO, New Moms**

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Hundreds of fragrant, beautifully designed candle tins line the shelves of Bright Endeavors’ otherwise nondescript warehouse in West Garfield Park. The soy candles will end up in high-end grocery and home furnishings stores across the country.

New Moms, which runs Bright Endeavors, supports young Chicago women who are pregnant or parenting. This can be a joyful time but in the best of circumstances, taking care of a young family presents challenges. The young women served by New Moms are starting their families with the challenges of any new parent but have added disadvantages. They are living in poverty and struggling with homelessness. “They’ve had difficulty finding or keeping a job, but they’re motivated because they have a child they want to provide for,” says Laura Zumdahl, president and CEO, New Moms. New Moms helps these young women take advantage of that motivation.

Since 1983, New Moms has offered three pillars of assistance: housing, family support, and job training. Each year, New Moms provides about 80 mothers, ages 24 and under, with classroom sessions two days a week and on-the-job experience through its social enterprise, Bright Endeavors, three days a week. “The young moms practice skills in a real-life employment setting,” Zumdahl says. In the classroom, for example, the participants discuss the importance of showing up on time every day. On the production floor, they have to turn that lesson into a daily reality.

In keeping with its ethos of rigorously and continually improving its services, New Moms has made significant changes to its job-training program in recent years. After consulting with similar programs and culling its own participants’ feedback, New Moms lengthened the program from 12 to 16 weeks. Previously, the work component started after the program’s first month; now, it starts in week two.

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**“I did two semesters of college until I had my baby. I’m 22 and I have one boy; he’s two now. New Moms helps me gain experience in a paid training program. It’s amazing. We make soy candles, and they**

**teach us how to work with other people, how to have teamwork, how to be leaders. I didn’t know that I’m flexible at work or that I have good time management skills, but I learned that about myself here.**

**And they tell us about opportunities that we don’t know ourselves, like applying for student financial aid to go to college.**

**“My mind was broken down before. Now, I feel confident. I built my**

**strength back. I’m going back to college as soon as I finish at New Moms. I want to study child psychology and become a therapist.”**

**—Kanesha Grays, participant, New Moms**

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And while New Moms used to pay participants only for the time spent at Bright Endeavors, this year it also began paying them minimum wage for the classroom time. “We wanted to value that work as well. It’s just as important,” Zumdahl says.

New Moms also enhanced its curriculum. In the past, the curriculum comprised traditional workforce development, like writing a resume. That teaching continues, but New Moms also has learned from cutting-edge research in brain and behavioral science to focus on executive skills—the self-management skills, such as time management and flexibility—that one needs to achieve goals.

Through self-assessment and peer interaction, participants develop self-understanding. If a participant has a hard time with the executive skill of task initiation, for instance, she learns to use checklists. “They learn from each other about how to strengthen their executive skills,” says Gabrielle Caverl-McNeal, director of workforce development, New Moms. “It’s not enough to give someone a job for a few months and then expect them to move successfully onto a career path. It takes a lot more than that.”

Participants also use their newfound self-knowledge to identify the careers that would suit their strengths and hopes. A participant who is better with people than with details might forgo a job that involves spreadsheets in favor of a customer-service position. “Sometimes no one has ever had that conversation with them before: ‘What do you want



to do? What are your dreams?’ For most of our participants, this is the first time they’ve thought about the kinds of jobs that are out there for them,” Zumdahl says. “They find joy in figuring out they have something to offer the world.”

New Moms helps participants learn to set, track, and achieve their goals. Getting a massive order for thousands of candles can feel overwhelming; dividing that order into smaller components makes it manageable. Likewise, trying to earn one’s GED or find a job can seem impossibly daunting; it’s better to think of those objectives in discrete steps, like first registering for a review course.

When the women graduate, New Moms assists them in finding employment. All but 3 percent land permanent positions, and over half—55 percent—remain in their jobs after a year, as compared to a national average of just 39 percent for similar young adult job-training programs.

New Moms’ participants take satisfaction and pride in a job done objectively well: Bright Endeavors now makes about half a million dollars in annual revenue—a year-on-year growth of 40 percent over the past two years. But the young mothers take something else that will serve them for years to come. “The thing I hear over and over from our participants about what they get out of New Moms is confidence,” Zumdahl says. The satisfaction of that extends to New Moms, too. “We are a place that builds confidence, and there’s great joy in doing that work.”

**“The Fry Foundation believes in our work and believes that change can happen, but it’s also asked us tough questions that help us think through what we are doing. And that has helped us be more effective.”**

**—Kathy Calderon, associate director of children and adolescent services, C4**

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It’s an unfortunate but common scenario: Mental health patients go in and out of hospitals for crises but then have difficulty getting the long-term mental health care they need. So they end up back in the hospital.

Community health centers and mental health providers all serve this vulnerable population, but historically they have not communicated or coordinated with each other. They each tend to work inside their own systems and their own walls. “Our adult mental health system is so fragmented, it’s easy for people to fall through the cracks,” says Chris Carroll, president and CEO, Community Counseling Centers of Chicago (C4).

CountyCare wanted to help seal those cracks. In 2016, CountyCare, the managed care health plan for Cook County’s Medicaid patients, working with C4 formed a new collaborative to nurture partnerships among more than 30 mental health providers and community health centers in Chicago—with the ultimate goal of improving patient care. C4, a community mental health center, began to lead the Behavioral Health-Primary Care Integration Learning Collaborative.

Many of the Collaborative’s members had never worked together before. So at first, they focused on developing their relationships. “We’ve been able to see how we’re more alike than different, yet we have different services our patients need to access,” Carroll says. “When we talk with people at other organizations, it makes for better care, and that’s what the Collaborative has done—built relationships.”

The members identified and discussed the challenges they all face, like transitioning patients between providers. “We’re trying to figure out how to streamline the transition points so that clients can easily move among different providers without getting lost,” says Kathy Calderon, associate director of children and adolescent services, C4.

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**“In the Learning Collaborative, I’m part of a group of West Side service providers that are all trying to care for the same vulnerable population of patients with severe mental illnesses and complex health conditions. But we all do that in different ways.**

**“Before the Collaborative, there wasn’t a place for us to compare and share best practices and to identify the gaps in care for the populations we serve and the best ways to address them. Now we’re able to create dialogue among us. For example, through the Collaborative, we’ve**

**worked with Holy Cross Hospital’s Crisis Stabilization Unit so that patients can bypass the ER and have direct access to the Unit, saving a lot of waiting time.**

**“It’s one thing to go to another provider’s website and call a cold contact number. It’s another to**

**know that person from repeated interactions at the Collaborative. It goes beyond a referral. It’s about learning from one another and coordinating the care and services we provide.”**

**—Casey Clardy, director of behavioral health, Lawndale Christian Health Center**

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Another challenge involves data: how providers can make better use of the data that CountyCare can provide, such as the percentage of patients who follow up with providers after hospitalization.

The Collaborative also formed subgroups of members in the same areas of the city so they could examine issues specific to their geography. For instance, patients face barriers to transportation that can vary depending on where they live. “Transportation is one of the biggest barriers to care,” Carroll says.

Over the first two years, the Collective’s members arrived at a powerful realization: “We can join forces and move forward. We can create actionable steps toward change,” Calderon says.

Now in its third year, the Collaborative has been doing just that—moving into its action phase. It has begun a pilot for a hospital and a community health center to track how their patients transition between them. In addition, the Collaborative aims to have members take advantage of a communications platform so they can share information with one another. Another potential action point involves universal consent. Currently, if one provider asks another about a patient they share, that confidential information can’t be released. Universal consent would allow that communication.



Still other possible interventions could be deceptively simple. For instance, many C4 patients don't have phones, so if they leave the hospital without making their follow-up appointments, they don't continue the care they need. The Collaborative has weighed one potential solution: For clients without phones, the providers themselves could set up the patients' next appointment while they're still in the room.

Just a few years ago, many of these health care professionals did not know each other. Today, they have constructive, creative relationships. "We're now able to work with people we've never worked with before," Carroll says. "These organizations may have thought they were the only ones experiencing these situations. Now they know others are going through the same things, and they can learn from each other."

Those relationships have been built through hard, rigorous work—but also through a sense of joy that has come from addressing intractable problems together. "It can feel hopeless when you're in a room with a client who has so many issues. It's easy to feel like you want to give up," Calderon says. "But at the Collaborative events, there's light, there's positive energy, there's laughter. People feel hopeful."

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# 2019 Grants and Awards

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**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.

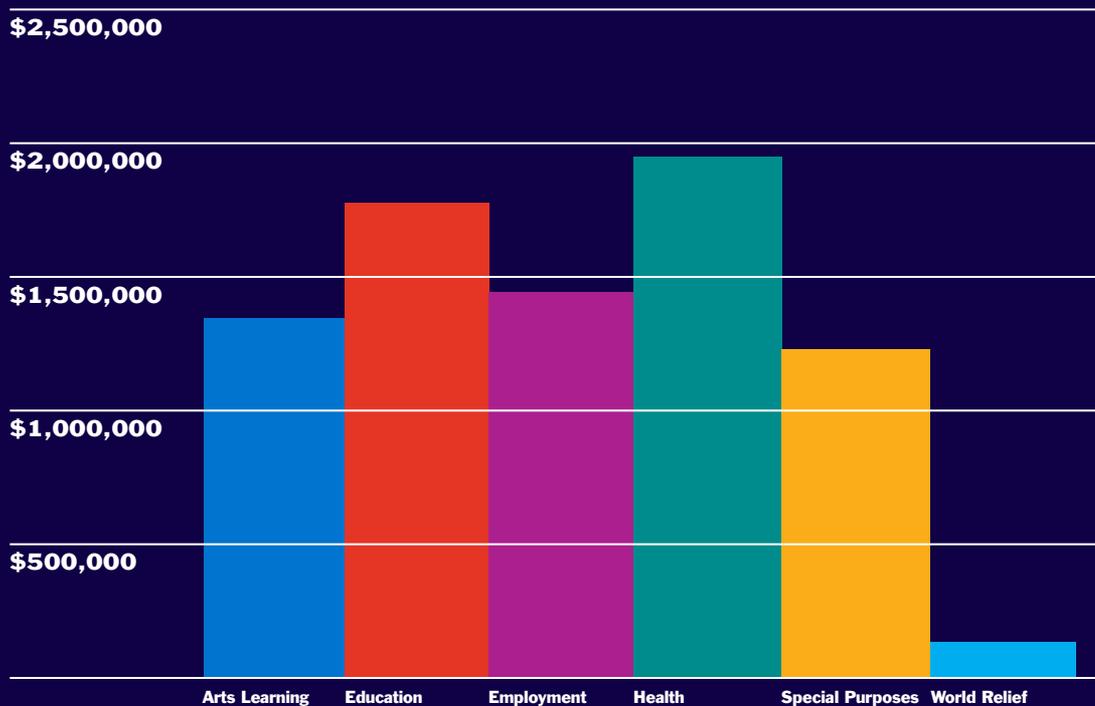
Grants are awarded in four major areas: **Arts Learning, Education, Employment, and Health.** Across all of our funding areas, our focus is on helping organizations:

**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.

## 2019 Grants and Awards Totals



Arts Learning	\$ 1,390,000
Education	\$ 1,770,000
Employment	\$ 1,455,000
Health	\$ 1,991,000
Special Purposes	\$ 1,345,787
World Relief	\$ 150,000
<b>Total</b>	<b>\$ 8,101,787</b>

For FY2019, \$966,000 of the grant award total supported convening and collaborations in the Employment and Health Programs

Please visit our website at [www.fryfoundation.org](http://www.fryfoundation.org) to see our **2019 audited financials.**

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# 2019 Grantees

## Arts Learning

### Instruction

#### Black Ensemble Theater

Chicago, IL  
Second payment of a two-year, \$60,000 grant for Strengthening the School Through Theater Arts \$30,000

#### Center for Music Education

Chicago, IL  
First payment of a two-year, \$80,000 grant for music programs in Chicago public schools \$40,000

#### Changing Worlds

Chicago, IL  
First payment of a two-year, \$70,000 grant for support of the In-School Arts Learning programs \$35,000

#### Chicago Childrens Choir

Chicago, IL  
First payment of a two-year, \$150,000 grant for the Neighborhood Choir Program and to pilot a middle school choir program \$75,000

#### 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 Sinfonietta, Inc.

Chicago, IL  
Second payment of a two-year, \$60,000 grant for Audience Matters and SEED: Students Ensemble with Excellence and Diversity in Chicago public schools \$30,000

#### Congo Square Theatre Company

Chicago, IL  
For CORE: Curriculum Objectives Residency Enrichment and CAST: Congo After-School Theater \$20,000

#### Court Theatre Fund

Chicago, IL  
First payment of a two-year, \$60,000 grant for the Court Theatre Education Initiative \$30,000

#### Forward Momentum Chicago

Chicago, IL  
Second payment of a two-year, \$60,000 grant for dance education programs in Chicago public schools and continued development of assessment tools \$30,000

#### Hyde Park Art Center

Chicago, IL  
Second payment of a two-year, \$90,000 grant for the Pathway Program, a multi-year arts education program \$45,000

#### Intonation Music Workshop

Chicago, IL  
To support Intonation's Rock Band music instruction program \$30,000

#### Jazz Institute of Chicago

Chicago, IL  
First payment of a two-year, \$70,000 grant for the Jazz Master Residency Program \$35,000

#### The Joffrey Ballet

Chicago, IL  
Second payment of a two-year, \$80,000 grant for its school-based community engagement programs \$40,000

#### Lifeline Theatre

Chicago, IL  
Second payment of a two-year, \$50,000 grant for arts residencies in Chicago public elementary schools \$25,000

#### Lyric Opera of Chicago

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

#### Merit School of Music

Chicago, IL  
First payment of a two-year, \$80,000 grant for Merit Music in Communities \$40,000

#### Muntu Dance Theatre

Chicago, IL  
First payment of a two-year, \$50,000 grant for Arts for Community Empowerment \$25,000

#### Pegasus Theatre Chicago

Chicago, IL  
For the Young Playwrights Festival/Residency Program \$30,000

#### Peoples Music School Inc.

Chicago, IL  
First payment of a two-year, \$80,000 grant for Service Leadership and Mentorships (SLAM) \$40,000

#### Puerto Rican Arts Alliance

Chicago, IL  
Second payment of a two-year, \$70,000 grant for the Latin Music Project \$35,000

#### Red Clay Dance

Chicago, IL  
For the Dance Youth Ensemble and school residencies \$20,000

#### Silk Road Rising

Chicago, IL  
Second payment of a two-year, \$60,000 grant for EPIC (Empathic Playwriting Intensive Course) Arts Education Program \$30,000

#### Snow City Arts Foundation

Chicago, IL  
First payment of a two-year, \$100,000 grant for arts education for children in Chicago Partner Hospitals \$50,000

#### Victory Gardens Theater

Chicago, IL  
Second payment of a two-year, \$60,000 grant for Drama in the Schools Residency Program \$30,000

#### Young Chicago Authors

Chicago, IL  
First payment of a two-year, \$70,000 grant for the Education Partnerships Program \$35,000

### Teacher Training

#### Chicago Arts Partnerships in Education

Chicago, IL  
First payment of a two-year, \$60,000 grant for the Collaboration Laboratory Program \$30,000

#### Chicago Shakespeare Theater

Chicago, IL  
First payment of a two-year, \$100,000 grant for the Team Shakespeare Bard Core Curriculum program and Chicago Shakespeare Slam Educator Professional Development \$50,000

#### Chicago Symphony Orchestra

Chicago, IL  
First payment of a two-year, \$100,000 grant for the CSO-Connect Program \$50,000

#### Hubbard Street Dance Chicago

Chicago, IL  
Second payment of a two-year, \$100,000 grant for Movement as Partnership \$50,000

#### Marwen Foundation

Chicago, IL  
First payment of a two-year, \$100,000 grant for Teaching and Learning Programs \$50,000



#### Museum of Contemporary Art

Chicago, IL  
Second payment of a two-year, \$80,000 grant for the Teacher Institute \$40,000

#### National Museum of Mexican Art

Chicago, IL  
Second payment of a two-year, \$70,000 grant for support of Nuestras Historias: Teaching the Story of America Through Art \$35,000

#### Ravinia Festival Association

Highland Park, IL  
Second payment of a two-year, \$100,000 grant for support of the Music Discovery Program and Sistema Ravinia in Chicago public schools \$50,000

### Special Opportunities

#### Enrich Chicago

Chicago, IL  
First payment of a two-year, \$60,000 grant for increasing racial equity in the arts \$30,000

#### Ingenuity Incorporated Chicago

Chicago, IL  
Second payment of a two-year, \$200,000 grant for professional development programs and the arts education database \$100,000

## Education

### Principal Leadership & Development

#### Achievement Network

Chicago, IL  
Second payment of a two-year, \$200,000 grant for support of ANet's Chicago school partnerships \$100,000

#### Chicago Public Education Fund

Chicago, IL  
First payment of a two-year, \$250,000 grant for the expansion of the Summer Design Program and investment in priority schools in Chicago \$125,000

#### LEAP Innovations

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

#### National Louis University

Chicago, IL  
First payment of a two-year, \$170,000 grant for the Education Leadership Coaching Program \$85,000

#### New Leaders

New York, NY  
First payment of a two-year, \$200,000 grant for the Aspiring Principals and Emerging Leaders Programs \$100,000

#### Schools That Can Chicago

Chicago, IL  
First payment of a two-year, \$120,000 grant for Chicago High Schools Cross Sector Collaboration \$60,000

#### University of Chicago School of Social Service Administration

Chicago, IL  
First payment of a two-year, \$240,000 grant for the Network for College Success R&D Partner Schools \$120,000

#### UIC College of Education Center for Urban Education Leadership

Chicago, IL  
Second payment of a two-year, \$300,000 grant for the Center for Urban Education Leadership \$150,000

### Teacher Professional Development

#### Big Shoulders Fund

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

#### 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

#### New Teacher Center

Santa Cruz, CA  
First payment of a two-year, \$160,000 grant for Building Teacher Leadership Capacity in Chicago public schools \$80,000

#### Teach Plus Incorporated

Chicago, IL  
Second payment of a two-year, \$150,000 grant for the Change Agent teacher leadership program \$75,000



# 2019 Grantees

## University of Chicago STEM Education

Chicago, IL  
First payment of a two-year,  
\$180,000 grant for Building  
Math Leadership Teams  
in Chicago public schools  
\$90,000

## Academic Enrichment

### Chicago Botanic Garden

Glencoe, IL  
First 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  
First payment of a  
two-year, \$90,000 grant  
for academic enrichment  
support for middle  
school students  
\$45,000

### Link Unlimited

Chicago, IL  
Second payment of a  
two-year, \$80,000 grant  
for Academic Enrichment  
Programming  
\$40,000

### The Posse Foundation, Inc.

Chicago, IL  
Second payment of a  
two-year, \$90,000 grant  
for the Pre-Collegiate  
Training Program  
\$45,000

### Target Hope, Inc.

Matteson, IL  
Second payment of a  
two-year, \$100,000 grant  
for support of the Academic  
Achievement Program  
\$50,000

## Special Opportunities

### Advance Illinois

Chicago, IL  
First payment of a two-year,  
\$100,000 grant for the  
Partnership for Education  
Preparation  
\$50,000

### Chalkbeat

New York, NY  
Second payment of a  
two-year, \$80,000 grant  
for education reporting  
in Chicago  
\$40,000

### Chicago Public Media, Inc.

Chicago, IL  
Second payment of a  
two-year, \$80,000 grant for the  
Education Desk to cover  
education news in Chicago  
\$40,000

### Communities in Schools of Chicago

Chicago, IL  
For Partnership for  
Schools & Student Success  
\$25,000

### University of Chicago Consortium on School Research

Chicago, IL  
First payment of a two-year,  
\$160,000 grant for  
renewal of CIC Membership  
and Study of How Schools  
Address Student Exposure  
to Community Violence  
\$80,000

## Employment

### Vocational Training

### Association House of Chicago

Chicago, IL  
First payment of a two-year,  
\$60,000 grant for the  
BankWork\$ Financial Careers  
Training Program  
\$30,000

### Chicago Urban League

Chicago, IL  
First payment of a two-year,  
\$80,000 grant for the  
Community Trades and  
Apprenticeship Program  
\$40,000

### Chicagoland Workforce Funder Alliance

Chicago, IL  
First payment of a two-year,  
\$200,000 grant for the  
Chicagoland Workforce  
Funder Alliance  
\$100,000

### Chinese American Service League

Chicago, IL  
First payment of a two-year,  
\$80,000 grant for the Chef  
Training Program  
\$40,000

### Ethiopian Community Association of Chicago, Inc.

Chicago, IL  
For ECAC's Community  
Employment Program  
\$30,000

### Greater West Town Community Development Project

Chicago, IL  
First payment of a two-year,  
\$120,000 grant for Occupational  
Skills Training Programs  
\$60,000

### i.c.stars

Chicago, IL  
First payment of a two-year,  
\$120,000 grant for  
Business, Leadership and  
Technology Training  
\$60,000

### Jane Addams Resource Corporation

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

### National Able Network

Chicago, IL  
Second payment of a  
two-year, \$70,000 grant for the  
Chicago IT Career Lab  
\$35,000

### OAI, Inc.

Chicago, IL  
First payment of a two-year,  
\$70,000 grant for vocational  
training in environmental  
industries  
\$35,000

### Restaurant Opportunities Centers United

New York, NY  
Second payment of a two-year,  
\$60,000 grant for the COLORS  
Hospitality Opportunities for  
Workers (CHOW) Institute  
in Chicago  
\$30,000

### Safer Foundation

Chicago, IL  
Second payment of a two-year,  
\$80,000 grant for the Safer  
Demand Skills Collaborative  
\$40,000

### Year Up—Chicago

Chicago, IL  
First payment of a two-year,  
\$100,000 grant for Year Up Chicago  
\$50,000

## Bridge Programs

### Center For Changing Lives

Chicago, IL  
First payment of a two-year,  
\$60,000 grant for the Information  
Technology (IT) Bridges to  
Career Opportunities program  
\$30,000

### Chicago Citywide Literacy Coalition

Chicago, IL  
Second payment of a two-year,  
\$160,000 grant for general  
operating support to strengthen  
Chicago's adult literacy/adult  
basic education infrastructure  
\$80,000

### Erie Neighborhood House

Chicago, IL  
For the Pathways to Success-  
Healthcare Bridge Program  
\$35,000

### Heartland Human Care Services Inc.

Chicago, IL  
Second payment of a  
two-year, \$130,000 grant for the  
Vocational English Language  
Training Program  
\$65,000

### Instituto del Progreso Latino

Chicago, IL  
Second payment of a two-year,  
\$120,000 grant for the Carreras  
en Salud: A Chicago Bilingual  
Healthcare Partnership  
\$60,000

### Poder Learning Center

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

### Polish American Association

Chicago, IL  
For the Adult Education and  
Workforce Development Program  
\$35,000

### Women Employed

Chicago, IL  
For Career Pathway Programs  
for Low-Skilled Adults  
\$60,000



## Pre-Employment Training

### Inspiration Corporation

Chicago, IL  
First payment of a two-year,  
\$80,000 grant for Inspiration  
Corporation's Foodservice  
Training Program  
\$40,000

### New Moms, Inc.

Chicago, IL  
Second payment of a two-year,  
\$70,000 grant for the Job  
Training Program  
\$35,000

### North Lawndale Employment Network

Chicago, IL  
Second payment of a two-year,  
\$80,000 grant for the  
U-Turn Permitted and Moving  
Forward programs  
\$40,000

### St. Leonard's Ministries

Chicago, IL  
For employment services at  
Michael Barlow Center  
\$30,000

## Policy Advocacy

### Chicago Jobs Council

Chicago, IL  
First payment of a two-year,  
\$110,000 grant for workforce  
development advocacy and  
Frontline Focus  
\$55,000

## Special Opportunities

### Heartland Alliance for Human Needs & Human Rights

Chicago, IL  
Second payment of a two-year,  
\$200,000 grant for the Rapid  
Employment and Development  
Initiative (READI)  
\$100,000

### Loyola University of Chicago

Chicago, IL  
First payment of a two-year,  
\$120,000 grant for the Transforming  
Impossible into Possible (TIP)  
Institute: A Community-Based  
Learning Collaborative  
\$60,000

### REDF

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

### Upwardly Global

Chicago, IL  
For eliminating employment  
barriers for skilled immigrants and  
refugees in Chicago  
\$40,000

## Health

### Primary Health Care

### Access Community Health Network

Chicago, IL  
For Integrated Health Home:  
A Multi-Sectoral Framework for  
Patient Care  
\$65,000

### Asian Human Services Family Health Center, Inc.

Chicago, IL  
For the Triple Aim Integration  
Project  
\$45,000

### Beloved Community Family Wellness Center

Chicago, IL  
Second payment of a two-year,  
\$120,000 grant for the  
Medical-Home Models of Care  
for Chronic Disease Patients  
\$60,000

### Center on Halsted

Chicago, IL  
For the Mental Health  
Services program for youth  
\$30,000

### Chicago Children's Advocacy Center

Chicago, IL  
Second payment of a two-year,  
\$80,000 grant for Family  
Hope Center  
\$40,000

### Chicago Children's Advocacy Center

Chicago, IL  
First payment of a two-year,  
\$220,000 grant for the PATHH  
(Providing Access toward Hope  
and Healing) Collaboration:  
a collaboration of 21 nonprofits to  
reduce wait times and prioritize  
services for children who have  
been sexually abused  
\$110,000

### Chicago Family Health Center

Chicago, IL  
For Augmenting the Roadmap  
to Becoming a True Medical  
Home Model  
\$45,000

### Chicago Family Health Center

Chicago, IL  
For the Planning Process for  
a South-Side Population  
Health Collaboration, which  
involves five south side health  
centers working to address  
south side specific issues to  
reduce health disparities  
\$75,000

# 2019 Grantees

## **Children's Home & Aid**

Chicago, IL  
For Community-Based Behavioral Health  
\$45,000

## **Community Counseling Centers of Chicago**

Chicago, IL  
First payment of a two-year, \$182,000 grant for the C4/CountyCare Behavioral Health—Primary Care Integration Learning Collaborative  
\$91,000

## **CommunityHealth**

Chicago, IL  
First payment of a two-year, \$80,000 grant for the Medical-home Care Program  
\$40,000

## **Esperanza Health Centers**

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

## **Gads Hill Center**

Chicago, IL  
For Healthy Minds, Healthy Schools  
\$40,000

## **Hamdard Center for Health & Human Services**

Chicago, IL  
For Integrated Health Services in Chicago  
\$40,000

## **Howard Brown Health Center**

Chicago, IL  
To support the patient-centered medical home (PCMH) model of primary care  
\$40,000

## **Illinois College of Optometry**

Chicago, IL  
First payment of a two-year, \$200,000 grant for the CPS vision clinic and Diabetic Eye Clinic  
\$100,000

## **Infant Welfare Society of Chicago**

Chicago, IL  
First payment of a two-year, \$100,000 grant for Integration and Coordination of Primary and Specialized Care in a Medical Home Model  
\$50,000

## **Juvenile Protective Association**

Chicago, IL  
First payment of a two-year, \$90,000 grant for the Treatment and Counseling Program  
\$45,000

## **La Rabida Children's Hospital**

Chicago, IL  
Second payment of a two-year, \$90,000 grant for Chicago Child Trauma Center (CCTC)  
\$45,000

## **Lutheran Social Services Illinois**

Des Plaines, IL  
For Children and Adolescents Mental Health Services  
\$45,000

## **Mobile C.A.R.E. Foundation**

Chicago, IL  
Second payment of a two-year, \$120,000 grant for the Comprehensive Asthma Management Program (CAMP)  
\$60,000

## **Near North Health Service Corporation**

Chicago, IL  
For the Chronic Care Coordination Program  
\$40,000

## **PCC Community Wellness Center**

Oak Park, IL  
For the Center's Medical home model  
\$60,000

## **Sinai Health System**

Chicago, IL  
Second payment of a two-year, \$200,000 grant for Sinai Medical Group Transformation Initiative  
\$100,000

## **St. Bernard Hospital and Health Care Center**

Chicago, IL  
For the Dental Center and Oral Health Care program  
\$60,000

## **TCA Health Inc**

Chicago, IL  
For Implementing Dramatic Performance Improvement Project and High Impact Management Program at TCA Health  
\$75,000

## **UIC College of Dentistry**

Chicago, IL  
For an integrated home for enhanced oral health care for at-risk pediatric populations (pCARES Program)  
\$75,000

## **YWCA of Metropolitan Chicago**

Chicago, IL  
First payment of a two-year, \$90,000 grant for the YWCA RISE Children's Counseling Center  
\$45,000

## **Community Outreach/Prevention**

## **Enlace Chicago**

Chicago, IL  
Second payment of a two-year, \$120,000 grant for Community Health Workers Initiative  
\$60,000

## **Test Positive Aware Network**

Chicago, IL  
Second payment of a two-year, \$80,000 grant for the Total Care Portal program  
\$40,000

## **White Crane Wellness Center**

Chicago, IL  
First payment of a two-year, \$60,000 grant for the Holistic Health Outreach Initiative  
\$30,000

## **Policy Advocacy**

## **Sargent Shriver National Center on Poverty Law**

Chicago, IL  
For the Health Care Justice Program  
\$110,000

## **Special Opportunities**

## **The Night Ministry**

Chicago, IL  
First payment of a two-year, \$70,000 grant for the Outreach and Health Ministry Program  
\$35,000

## **University of Chicago**

Chicago, IL  
For the ECHO-Chicago telehealth program  
\$50,000

## **Special Purposes**

## **Community Restorative Justice Hubs**

Chicago, IL  
First payment of a two-year, \$450,000 grant to Build Restorative Justice Hubs Infrastructure for Community Healing, Decarceration, and Investment  
\$250,000

## **Forefront**

Chicago, IL  
For the IL Count Me In 2020 Funders Collaborative  
\$100,000

## **Institute for Nonviolence Chicago**

Chicago, IL  
First payment of a two-year, \$100,000 grant for violence prevention and intervention efforts through street outreach in Austin, West Garfield Park, and Back of the Yards  
\$50,000

## **Taproot Foundation**

Chicago, IL  
For pro-bono consulting for Fry Foundation grantees  
\$45,000

## **WTTW11**

Chicago, IL  
First payment of a two-year, \$80,000 grant for *Chicago Tonight*  
\$40,000

## **Other Grants**

Grants made to 180 organizations upon the recommendation of the Board of Directors, the Fry family, and employee matching gifts program  
\$693,315

## **Membership and Program Discretionary**

## **Achievement Network**

Chicago, IL  
To support a meeting at CPS of education equity officers from urban school districts  
\$5,000

## **Association of Black Foundation Executives**

New York, NY  
In honor of Kenneth M. Jones II and in support of the Connecting Leaders Fellowship program  
\$3,000

## **Candid**

New York, NY  
For general support  
\$5,000

## **Changing Worlds**

Chicago, IL  
To support a survey of the needs of people across all communities in Chicago as it relates to arts education and programming for young people  
\$9,300

## **Chicago Council on Global Affairs**

Chicago, IL  
For the President's Circle membership  
\$500

## **Chicago Lawyers' Committee for Civil Rights**

Chicago, IL  
For the Education Civil Rights panel  
\$1,000

## **City Club of Chicago**

Chicago, IL  
Membership grant  
\$250

## **Council on Foundations, Inc.**

Arlington, VA  
Membership grant  
\$19,600

## **Crossroads Fund**

Chicago, IL  
To celebrate the leadership of Jeanne Kracher and Jane Kimondo  
\$6,700

## **Forefront**

Chicago, IL  
Membership grant  
\$19,312

## **Forefront**

Chicago, IL  
Membership grant for Chicago African Americans in Philanthropy (CAAP)  
\$1,000

## **Grantmakers Concerned with Immigrants and Refugees**

Sebastopol, CA  
Membership grant  
\$3,000

## **Grantmakers for Education**

Portland, OR  
Membership grant  
\$1,750

## **Grantmakers for Effective Organizations**

Washington, DC  
Membership grant  
\$4,470

## **Grantmakers for Effective Organizations**

Washington, DC  
Membership grant  
\$3,590

## **H.E.L.P.E.R Foundation**

Venice, CA  
In honor of Melvin Hayward Jr.  
\$1,000

## **Illinois Humanities Council**

Chicago, IL  
For Envisioning Justice  
\$10,000

## **Independent Sector**

Washington, DC  
For Upswell Chicago  
\$10,000

## **Independent Sector**

Washington, DC  
Membership grant  
\$8,000

## **Inspiration Corporation**

Chicago, IL  
For expenses for Employment and Housing Community of Practice Convening  
\$1,000

## **Metropolitan Planning Council**

Chicago, IL  
For work related to the Cost of Segregation  
\$5,000

## **Metropolitan Planning Council**

Chicago, IL  
For the Cost of the Segregation Curriculum Project  
\$10,000

## **Mobile C.A.R.E. Foundation**

Chicago, IL  
For strategic planning  
\$10,000

## **National Committee for Responsive Philanthropy**

Washington, DC  
Membership grant  
\$3,000

## **OAI, Inc.**

Chicago, IL  
To undertake a strategic planning process  
\$5,000

## **Rush University Medical Center**

Chicago, IL  
In honor of Dr. David Ansell and for support of his work reducing health inequalities in Chicago  
\$5,000

## **UIC College of Education Center for Urban Education Leadership**

Chicago, IL  
To document senior leadership practices in collaboration with Dr. Janice Jackson in her role as CEO of Chicago Public Schools  
\$10,000

## **Urban Peace Institute**

Los Angeles, CA  
In honor of Fernando Rejón  
\$1,000

## **Woodstock Institute**

Chicago, IL  
For general operating support  
\$5,000

## **World Relief**

## **CARE, Inc.**

Chicago, IL  
Second payment of a two-year, \$100,000 grant for the Humanitarian Surge 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 Relief Program  
\$50,000

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# Grantmaking Program Areas

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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 the **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.

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## 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 bridge 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.

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# Application Procedures

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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](http://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.
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**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 consultants’ 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.

**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](http://www.fryfoundation.org).

Proposals and letters of inquiry also may be submitted by email to [applications@fryfoundation.org](mailto: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	Proposals not accepted
September 1	November	Proposals reviewed	Proposals not accepted	Proposals reviewed	Proposals reviewed
December 1	February	Proposals not accepted	Proposals reviewed	Proposals reviewed	Proposals reviewed
March 1	May	Proposals reviewed	Proposals reviewed	Proposals not accepted	Proposals reviewed

