



LLOYD A. FRY FOUNDATION

2014 Annual Report

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LLOYD A. FRY
FOUNDATION

Lloyd A. Fry Foundation grantees share something in common. They strive to develop smarter approaches to meeting persistent problems faced by low-income Chicagoans. This report highlights grantees that have used internal data gathered from continuous monitoring of programs, research, and practical experience to develop and implement new or improved program models. By sharing their stories, we hope to make our own contribution to increasing the effectiveness of work that touches so many people's lives.

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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From the Chairman

It can be difficult to stay focused when there is change all around. Believing that there is no better alternative, we continue to seek out grantees with the strength and commitment to address the persistent problems of urban Chicago, and we look for perseverance and a desire to work in collaboration with others as well.

Our interest in collaboration is not new; we have learned that collaboration spurs innovation and encourages efficiencies accomplished through cooperation. As the discussions of four recent grantees in these pages illustrate, collaborative activities take many shapes, but all four of our featured grantees have leveraged their impact by getting likeminded individuals and groups to work productively together. Our talented program staff is always looking for effective new ways to foster all sorts of collaborations.

Perseverance is hard for grantees trying to serve people who face the everyday reality of economic hardship, but we are heartened by the courage and commitment that so many of our grantees demonstrate. While no one should doubt that our city can be a tough place, we find strong enthusiastic grantees that

optimistically work to achieve our vision of a city offering opportunities for education, prosperity and hope for all.

Early this year Amina Dickerson joined our board, bringing sharp intelligence, great experience and a fresh perspective on what we do. Two of our able program staffers are leaving us this year to take important roles with service providers; we hope and expect that they will take with them some of our idealism, as well as the polished professionalism that Unmi demands of us all.

The challenges that remain are many. Our resources are clearly inadequate to the greater task. Politics will doubtless have impact on our grantmaking; it likely will make it harder to serve the burgeoning immigrant community that is one of my personal concerns. With good heart, we can and will persevere, trying to exhibit both the innovation and the fortitude that we ask of our grantees.



Howard M. McCue III

From the President

Developing organizational knowledge and integrating that knowledge into practice can be a powerful tool for multiplying an organization's impact. However, doing so is not easy; there is no magic formula. Lloyd A. Fry Foundation grantees collect and reflect on information that helps to improve outcomes for the people they serve. The four organizations we have selected to feature in this year's annual report exemplify this. They have taken on innovations that have raised standards and yielded better results. They were willing to look inside themselves, to recognize what is working well and what could work better. They also were willing (eager) to draw lessons from other groups for ideas and strategies they could adopt. Each of the four organizations has been diligent in its assessment of the outcomes it seeks to achieve and its willingness to test new ways of doing business.

CASL's Chef Training Program provides training in the culinary arts while simultaneously helping program participants gain the English language skills they need to secure employment. The program has developed many strong employer partners who helped shape the curriculum to ensure program participants gain the skills required in the city's top kitchens.

Citizen Schools becomes an integral part of the middle school grades of low-income schools. It helps to expand the learning day, providing extra homework time, tutoring, and math and literacy-focused instruction, along with semester-long internships and hands-on projects in science, technology and engineering led by professionals in those fields.

PCC Wellness adopted a team-based coordinated care model to provide for the unique range of healthcare needs of the low-income communities it serves.

After testing this coordinated care model at a few of its sites and seeing documented improvements in patient health outcomes, it is now expanding the model to 46,000 patients at 11 facilities.

The People's Music School's Youth Orchestra program currently engages over 200 student musicians from Chicago public schools, offering young people from low-income families the opportunity to learn to play instruments and perform together as an orchestra. The program uses the innovative El Sistema approach to music instruction, which emphasizes intensive ensemble participation from the earliest stages, group and individual learning, peer teaching and a commitment to social development through excellence in music education.

The dedication of these programs has made an enormous difference in the lives of Chicagoans. The stories and photographs that follow provide a window into these organizations and how they affect the lives of the people they serve.

At the Foundation, we are delighted to announce that we have a new board member, Amina J. Dickerson. Amina draws on a wealth of leadership experience over a 35-year career in the nonprofit, corporate and philanthropy sectors. She dove quickly into the work of the Foundation and we already are benefitting from her insights and counsel. We also want to thank Marcia Festen, our Arts Learning consultant this past year, for continuing to work with us, providing strong guidance to the program and to our grantees.



Unmi Song



Education

Citizen Schools

“Our students have made incredible gains in grade level NWEA [Northwest Evaluation Association] test proficiency, especially my crew of 7th graders.”

Ryan Sapinosa, one of Woodson’s Citizen Schools AmeriCorps Teaching Fellows

In fall 2011, Carter G. Woodson Elementary School was struggling. Students, on average, were performing nearly two years below grade level. Woodson’s principal, Tamara Littlejohn, began looking for innovative solutions to address the achievement gap, particularly among her middle school students, and was introduced to Citizen Schools. Citizen Schools partners with middle schools to expand the learning day to give students a range of academic supports and learning opportunities. The goal is to bring students up to grade level and to prepare them for high school success. Now entering its second year partnering with Citizen Schools, Woodson Elementary is on a better track.

The Fry Foundation’s Education program focuses on increasing the academic achievement of low-income students in Chicago public schools, providing students with rigorous academic enrichment that improves their educational opportunities, guides them to high school graduation and helps them transition

successfully into college or career. Citizen Schools is a distinctive model among the Foundation’s academic enrichment grantees. It partners with CPS middle schools, who agree to extend the learning day for all 6th, 7th, and 8th grade students; Citizen Schools then provides a “second shift”

of trained volunteers who supplement classroom instruction with additional academic instruction, tutoring and hands-on learning projects. Citizen Schools is a shining example of the Foundation’s commitment to support academic enrichment programs that help improve

student growth and success in school. After two years of operation, students in Chicago Citizen Schools are posting impressive academic gains in English, language arts, and math. More than 70 percent of students in the program improved attendance and grades in core subjects.

“Our students have made incredible gains in grade level NWEA [Northwest Evaluation Association] test proficiency, especially my crew of 7th graders. They brought their overall grade level proficiency up to 41 percent from their 12 percent standing last year,” notes Ryan Sapinoso, one of Woodson’s Citizen Schools AmeriCorps Teaching Fellows.

Citizen Schools was founded in Boston in 1995. The organization currently partners with 32 schools in seven states, serving 5,300 students. In Chicago, Citizen Schools served students in four public elementary schools this past school year—Schmid, Thorp, Walsh and Woodson—reaching all 6th, 7th, and 8th grade students.

Each school has committed to adding three hours to the school day, four days per week. During this extended time, Citizen Schools brings in a “second shift” of AmeriCorps teaching fellows and volunteers from local businesses and civic organizations. Every day, students are provided with homework time, tutoring, math and literacy-focused academic instruction, and study strategies. Students also participate in semester-long apprenticeships in which professionals from all walks of life—from scientists, designers, and architects to marketing and technology experts—lead students in hands-on projects that cover a wide range of subjects with a growing emphasis on the fields of science, technology, engineering and math. For example, students have engineered solar cars and

booster rockets, built smartphone applications, and designed video games and amusement parks. Teaching fellows are also active in the school during regular school hours, teaming up with traditional classroom teachers to support them in the classroom.

Citizen Schools has always been deeply committed to evaluation. Today, its program is underpinned by years of experimentation, analysis, and refinement. It is now considered a national model for helping to turn around low-performing schools. Though the nonprofit has only operated in Chicago for two years, students are achieving high results. Last year, the average Citizen Schools student in Chicago advanced two grade levels in targeted subjects like English or math. Twenty percent of Citizen

Schools 8th graders were admitted to selective enrollment high schools in Chicago compared to 2.6 percent for the entire district. “Citizen Schools has shown that the students we serve can double their academic progress, engage more in their own learning, and make better-informed choices about where to attend high school. Citizen Schools aims to re-imagine the school day across all struggling middle schools in Chicago in order to show that students can learn more, engage more, and compete with the highest performing public schools across the nation,” said Bryce Bowman, Executive Director, Citizen Schools Illinois. Citizen Schools will continue to work closely with CPS district leaders and school staff and will continue to grow to meet demand for its programs the next two years and beyond.



Students from Woodson Elementary are guided by Citizen Schools’ teaching fellows and volunteers from local businesses and civic organizations in hands-on learning projects.



Arts Learning

The People's Music School

“El Sistema enabled us to introduce a new, more intensive music instruction program and to partner with a public school for the first time. We were able to work with children that we never could have reached otherwise.”

Kate Evert, People's Music School board treasurer

Walk the halls of Hibbard Elementary School in Chicago's Albany Park neighborhood after school and you are likely to hear the music of Beethoven or Bizet. It's the Youth Orchestra program, run by the People's Music School. Established in 1976 by Julliard alum, Dr. Rita Simó, the People's Music School was the first completely free community music school in the US. Rita believed that music education could be a powerful influence in the lives of young people and that every child was entitled to it. Over the years, the School's reputation for providing high-quality music education grew, and so did the student body at its Uptown Academy.

Out-of-classroom programs such as the People's Music School's Youth Orchestra are perfectly situated to bolster the efforts of schools and ensure that a wide breadth of arts learning experiences are available to students—offering an environment where students can build on art lessons learned during the school day, learn new art forms that may not be

available at their schools and deepen their connection to the art world. For many of our city's children, such opportunities are not a part of daily life. The People's Music School embodies the Fry Foundation's interest in arts learning programs that engage students in intensive, high-quality arts instruction. Programs funded by the Fry Foundation have clear

learning goals and a well-defined curriculum for student learning; assess student learning and report on student outcomes; and use skilled and experienced instructors. The People's Music School Youth Orchestra fits this description. What sets Youth Orchestra apart from other orchestra programs is that the orchestra functions like a small community. Students

learn that if one member does not do his or her best, the level of the entire group is impacted and develop such a strong sense of commitment to one another. The People's Music School recently became part of a national, multi-site study of the effective orchestra-related *El Sistema*-inspired music education programs on student learning.

Then, in 2007, the **People's Music School** violin instructor, Deborah Wanderley dos Santos introduced her colleagues to the El Sistema model of music instruction taught in public schools in her homeland of Venezuela. People's was intrigued by El Sistema's approach to music instruction, and by the ability it would offer People's to expand instruction to students beyond its facility. El Sistema turns conventional notions of music instruction on its head. The model immerses students in two hours of daily group instruction in a youth orchestra. The goal is to build a community of young musicians through intensive, rigorous music instruction. The People's Music School launched its first El Sistema program, named the

Youth Orchestra, in 2008 at Hibbard Elementary School. "El Sistema enabled us to introduce a new, more intensive music instruction program and to partner with a public school for the first time. We were able to work with children that we never could have reached otherwise," reflected Kate Evert, People's Music School board treasurer. Three years after the launch of the Youth Orchestra at Hibbard, it won the Chicago Public Schools elementary school orchestra competition.

Today, the Youth Orchestra program has grown to 219 student musicians at two Chicago public schools and orchestras are being launched at two additional

schools this year. The Youth Orchestra has performed throughout Chicago, at Millennium Park as well as Symphony Center.

The experience of the Youth Orchestra is having a profound impact on the People's Music School. The Uptown Academy continues to focus on music theory, individual and small group instruction. But the Youth Orchestra introduced People's to another type of instruction: intense after-school immersion in orchestral training. While the Youth Orchestra and the Uptown Academy are different, the two programs are sharing insights and best

practices, better enabling both programs to evolve. From the El Sistema program, the Uptown Academy has learned the importance of ensemble work and now includes that in its curriculum. Ensemble work creates higher order thinking skills, increased focus, auditory acuity and the ability to analyze, synthesize and react in real time. The Youth Orchestra program, in turn, has learned from the Uptown Academy that individualized instruction is the critical path to mastery of certain musical techniques. Both programs will continue to look to each other for ways to improve their unique approach to music instruction and change the lives of the young people they serve.



People's Music School Youth Orchestra students from William G. Hibbard Elementary School perform a variety of classical pieces at their spring concert.



Employment

Chinese American Service League

“The program gave me the opportunity to learn about cooking American food and helped me improve my English. One day I hope to become a head chef or even own my own restaurant.”

CK, current Chef Training Program student, currently working at University of Chicago cafeteria

Finding a job during hard economic times is a challenge for anyone, but it can be especially difficult for new immigrants. Kenneth Tsang can attest to that. When Mr. Tsang first arrived in Chicago, he had very limited English language skills and felt lost and disoriented. Then he learned about the Chinese American Service League’s Chef Training Program. The program had the right ingredients for his success: it focused on teaching him the English words he would need to communicate in the industry, provided skills training that met industry standards, and helped him understand the expectations and culture of the American workplace. Today, Mr. Tsang co-owns the Saint Anna Bakery, one of the most-visited pastry shops in the Chinatown area.

The Fry Foundation supports job training programs that position low-income workers for living-wage jobs and careers, particularly adult education programs that integrate vocational training in critical industries. This combined approach, we believe, is the most effective in helping

low-income families move out of poverty. CASL is an excellent example. Its Chef Training Program helps participants acquire English language skills while simultaneously gaining the necessary job-related skills required for employment in the food service sector.

CASL has strong relationships with employers, who regularly provide feedback on the skills and attributes of workers needed in their kitchens. And it uses data to track its progress and drive programmatic decision-making. Such data represents a best practice that helps grantees understand

the strengths and weaknesses of their own programs and ensures that Chef Training Program graduates are competitive for good jobs upon program completion. And it works: CASL’s program graduates are hired by Chicago’s fine restaurants, hotels and catering services.

The Chinese American Service League (CASL) was formed over 30 years ago to address the needs of the Chinese community in Chicago, with a significant emphasis on help with employment. CASL's Chef Training Program provides training in the culinary arts. Students participate in classroom and hands-on training in a commercial kitchen, learning food preparation, food safety and sanitation, kitchen management, equipment use and safety, menu planning, and Western styles of cooking.

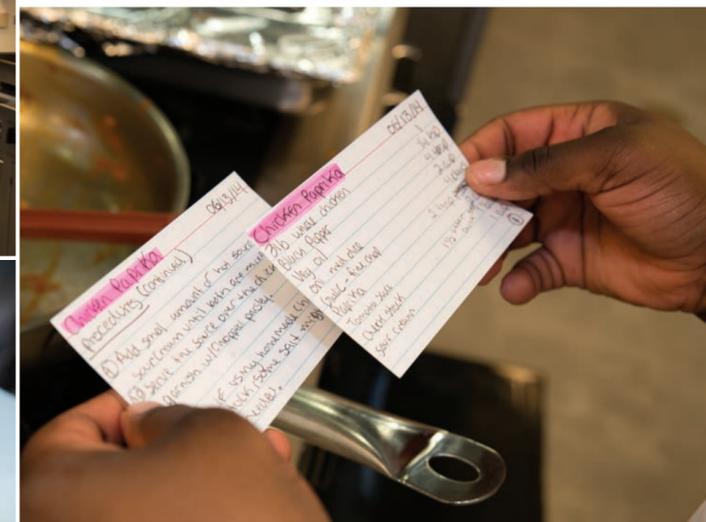
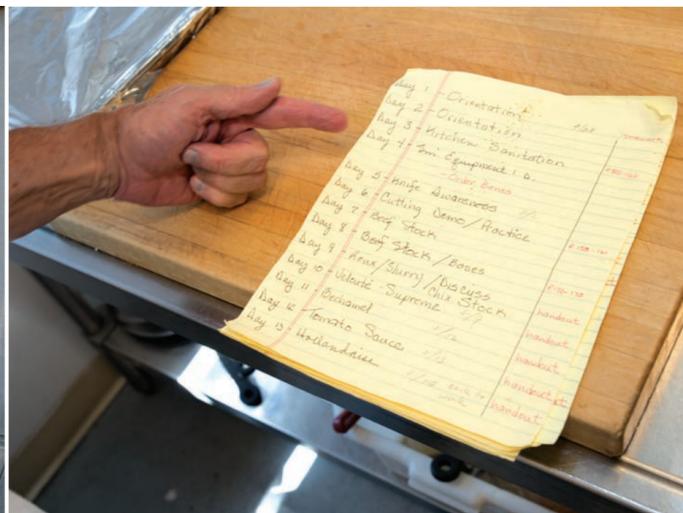
Like other organizations around the country that provide workforce development services for low-income populations, as the recession hit, CASL found it

increasingly difficult to place its Chef Training Program graduates in jobs. This is when CASL joined the Chicago Benchmarking Collaborative, a joint effort of five workforce development agencies to collect and use data to improve practice and deliver better outcomes. During a biannual meeting, Collaborative members shared experiences and challenges—and program outcome data such as attendance, literacy level gains, program completion rates, job placement and retention rates, and participant salary levels. “This data, along with feedback from the food service industry, revealed specific shortcomings in our program,” notes Ricky Lam, Employment and Training Department Manager.

“Employers needed a more complete skill set, especially in areas of language proficiency, cutting skill and motivation.” As a result, CASL fine-tuned its lesson plans and curriculum to place an early emphasis on vocational English; provide a full hour of cutting skills training; and added intermediate-level training for program graduates working in the industry who want to build greater proficiency, broaden their skill set, and enhance their career trajectory.

Job placement for graduates is now up to 70 percent. Entry-level wages and job retention have improved as has the quality of those first jobs, putting graduates

on firm footing as they begin their careers. At the Peninsula Hotel Shanghai Terrace Restaurant, 12 of its 14 chefs are Chef Training Program graduates. At the Hilton Chicago, 20 percent of its chefs are graduates of the program. Numerous Chef Training Program graduates have been promoted from chef to sous chef, which can pay up to \$55,000 per year. CASL remains firmly committed to continuing to use benchmarking tools and employer-generated data to evaluate results and make necessary program adjustments, as well as to working in partnership with like organizations to share results and best practices.



Students from the Chinese American Service League's culinary chef training program work together to assemble, chop and prepare the ingredients needed to make Chicken Paprika. Teachers work closely with students to make suggestions on their preparation techniques.



Health

PCC Community Wellness Center

“These innovations allow PCC to target our highest risk individuals who face many barriers to health care and to take care of the whole person across systems.”

Katherine Suberlak, Director of Clinical Support Services

The origins of PCC Community Wellness Center go back thirty years to a three-room clinic that offered prenatal, postpartum, and infant care for low-income residents of Chicago’s Austin community. It grew from there, and in 2002 the organization became a federally qualified health center, which means it qualifies for federal funding to provide care for low-income or uninsured patients in under-served communities. Today PCC serves nine low-income Chicago communities on the west side, and the near west suburbs. PCC also provides care at three west side hospitals. Eighty percent of its patients live at or below the Federal Poverty Level, have limited education, limited access to transportation and a high incidence of chronic disease. Seventy percent of patients were uninsured or covered by Medicaid (prior to the inception of the Affordable Care Act).

The Fry Foundation is committed to reducing health care disparities for Chicago’s low-income residents and we are interested in medical-home models of care, which have been shown to strengthen primary care services and improved health outcomes for patients. In medical-home models, patient care is coordinated by

multi-disciplinary care teams, which often include physicians, nurses, medical assistants, mental health providers, and community healthcare workers. These teams work together to develop treatment plans, track patient outcomes, and make sure patients have access to services when they need them, including after

regular office hours. PCC Wellness was an early adopter of a medical-home model of care for pregnant women and children and has been recognized by the U.S. Bureau of Primary Health Care for implementing effective strategies and for reducing health care disparities for low-income maternal and child

patients. With Foundation support, PCC is now expanding its medical-home model of care across its 11 sites to include infants and children, patients with diabetes, and patients with depression. This will enable PCC Wellness to further increase access to care and improve health outcomes for its patients.

Studies show that a relatively small percentage of Medicare patients with chronic conditions account for the majority of Medicare spending, often due to inadequate care, poor communications, and a lack of adherence to care plans. Yet other research shows that when health care professionals work together as a team to coordinate care among medical, mental health, specialty care and other services, patients are more engaged and compliant in their treatment, and experience better outcomes.

Two years ago, **PCC** adopted a team-based coordinated care model that brings together teams of physicians,

nurses, case managers, social workers, health educators and others, depending on each patient's needs. PCC started at one site, with a focus on pregnant women and young children to test this approach. The work of care teams now reaches beyond the walls of the clinic into the hospitals and follows patients through triage, treatment, the process of getting discharged from the hospital, and follow-up care. A care coordinator helps patients with their insurance, helps them understand and adhere to doctor's instructions, and arranges follow-up appointments and even transportation when it's needed.

PCC quickly discovered that many patients were becoming more engaged and follow-up care was improving. But these efforts were not without challenges. "Some patients were resistant to ongoing communications for reasons that were not clear to us," said Santana Carrera, PCC Hospital Care Coordinator. PCC developed a new patient questionnaire that helps its staff assess the problems that keep patients from following medical instructions. Based on what the care coordination team learns, it helps patients work around those problems. Since the inception of the coordinated care model, follow-up appointments for patients have increased from 49 percent to nearly 100 percent.

Last year, PCC began to expand its coordinated care models to its entire patient population across 11 sites serving 46,000 patients. The needs of these patients are substantial and diverse, requiring vastly different levels of care. Yet PCC is better equipped to face the challenges ahead. What challenges remain? Improving attendance at appointments and preventing readmissions to hospitals. "These innovations allow PCC to target our highest risk individuals who face many barriers to health care and to take care of the whole person across systems. We combine high tech and high touch to aim for improved health at affordable costs," said Katherine Suberlak, Director of Clinical Support Services.



PCC Wellness Community Clinic caregivers offer children books to take home to boost literacy skills at each well visit. Nurses, social workers and administrators discuss a variety of health options and programs available with their patients.



2014 Grantees



Joffrey Ballet
Chicago, IL
For the Lemonis Bridge Program and Middle School Dance Clubs
\$30,000

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

Lookingglass Theatre Company
Chicago, IL
First payment of a two-year \$50,000 grant for the Art-Infused Residency Program in Chicago public schools
\$25,000

Merit School of Music
Chicago, IL
Second payment of a two-year \$70,000 grant for the Bridges: Partners in Music program in Chicago public schools
\$35,000

Music of the Baroque
Chicago, IL
For the Strong Voices arts education program
\$20,000

National Museum of Mexican Art
Chicago, IL
Second payment of a two-year \$60,000 grant to pilot an enhanced after school program
\$30,000

Northwestern University Settlement Association
Chicago, IL
For Adventure Stage Chicago's Neighborhood Bridges arts education residencies
\$25,000

The People's Music School
Chicago, IL
Second payment of a two-year \$50,000 grant for the YOURS Project, an El Sistema orchestra program
\$25,000

Puerto Rican Arts Alliance
Chicago, IL
Second payment of a two-year \$40,000 grant in support of Cuatro and Spanish Guitar instruction
\$20,000

Raven Theatre
Chicago, IL
For Take Flight, in-school and community-based youth residencies, and for a curriculum and assessment project
\$25,000

Smart Museum of Art University of Chicago
Chicago, IL
For the museum's multi-visit tour arts learning program
\$30,000

Snow City Arts Foundation
Chicago, IL
First payment of a two-year \$55,000 grant for arts learning programming for children in Chicago hospitals and for a student tracking database
\$30,000

The Suzuki-Orff School for Young Musicians
Chicago, IL
First payment of a two-year \$50,000 grant for support of music programs in Chicago public schools
\$25,000

Timeline Theatre Company
Chicago, IL
For the Living History Program in Chicago public schools
\$20,000

Urban Gateways
Chicago, IL
For multi-disciplinary arts education residencies in Chicago public schools and to support a curriculum specialist
\$40,000

Young Chicago Authors
Chicago, IL
For the Education Partnership Program
\$25,000

Center for Community Arts Partnerships
Chicago, IL
For Project AIM (Arts Integrated Mentorship)
\$30,000

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

Chicago Symphony Orchestra
Chicago, IL
Second payment of a two-year \$100,000 grant for the Music Activity Partnership (MAP) program
\$50,000

Chicago Youth Symphony Orchestras
Chicago, IL
First payment of a two-year \$40,000 grant for the Music Pathways program in Chicago public schools
\$20,000

Hubbard Street Dance Chicago
Chicago, IL
Second payment of a two-year \$100,000 grant for Movement as Partnership, a dance residency and teacher training program in Chicago public schools
\$50,000



Marwen Foundation
Chicago, IL
First payment of a two-year \$120,000 grant for the Marwen Institute and to support program growth in Chicago public schools
\$60,000

Ravinia Festival Association
Chicago, IL
First payment of a two-year \$90,000 grant for the Music Discovery Program and Sistema Ravinia
\$45,000

Steppenwolf Theatre Company
Chicago, IL
For the Steppenwolf for Young Adults school residency programs
\$20,000

Special Opportunities
Ingenuity, Inc.
Chicago, IL
First payment of a two-year \$200,000 grant for the Creative Schools Initiative and the Ingenuity Institutes
\$100,000

Education

Principal Leadership and Development

Academy for Urban School Leadership
Chicago, IL
Second payment of a two-year \$200,000 grant for principal training for turnaround schools
\$100,000

Chicago Public Education Fund
Chicago, IL
For Fund 4 to support CPS Principal Quality Analysis
\$75,000

Loyola University Chicago
Chicago, IL
Second payment of a two-year \$200,000 grant for the Education Leadership Program for principal training
\$100,000

New Leaders
Chicago, IL
First payment of a two-year \$250,000 grant for the Aspiring Principals Program and the Emerging Leaders Program
\$150,000

Noble Network of Charter Schools
Chicago, IL
First payment of a two-year \$200,000 grant for the Principal Internship Program
\$100,000

Teach for America Chicago
Chicago, IL
Second payment of a two-year \$160,000 grant for the Teach for America principal development program
\$80,000

University of Illinois-Chicago 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, which trains principals for Chicago public schools
\$100,000

Teacher Professional Development

Association of Illinois Middle-Grade Schools
Chicago, IL
For the Chicago School Transformation Network
\$39,200

Chicago Academy of Sciences
Chicago, IL
For the Science on the Go education program
\$30,000

Chicago Foundation for Education
Chicago, IL
For the Study Group Program
\$30,000

Facing History and Ourselves
Chicago, IL
For professional development programs for Chicago teachers in the Academy for Urban School Leadership schools
\$30,000

Northwestern University
Chicago, IL
For the Northwestern University Leadership Academy for Science Improvement
\$50,000

Academic Enrichment
Big Shoulders Fund
Chicago, IL
For the Extended Day Program
\$125,000

Chicago Horticultural Society
Chicago, IL
First payment of a two-year \$50,000 grant for the Science First and College First programs
\$25,000

Citizen Schools
Chicago, IL
First payment of a two-year \$100,000 grant to implement Expanded Learning Times partnerships in Chicago schools
\$50,000

Citizen Schools
Chicago, IL
Second payment of a two-year \$100,000 grant to implement Expanded Learning Times partnerships in Chicago schools
\$50,000

High Jump
Chicago, IL
Second payment of a two-year \$80,000 grant for general operating support for low-income middle school students
\$40,000

Link Unlimited
Chicago, IL
Second payment of a two-year \$60,000 grant for the College Readiness and the College Success Programs
\$30,000

Midtown Educational Foundation
Chicago, IL
For support of the Midtown and Metro Achievement Programs
\$25,000

OneGoal
Chicago, IL
For support of the college persistence program
\$40,000

The Posse Foundation, Inc.
Chicago, IL
First payment of a two-year \$75,000 grant for the Pre-Collegiate Training Program
\$35,000

Umoja Student Development Corporation
Chicago, IL
Second payment of a two-year \$76,000 grant for the College and Career Readiness and Umoja University programs
\$38,000

Special Opportunities

Advance Illinois
Chicago, IL
For the Common Core State Standards Informational Campaign
\$30,000

Chicago Public Media, Inc.
Chicago, IL
First 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
Second payment of a two-year \$50,000 grant for the Community Partner Training Initiative
\$25,000

Community Renewal Society
Chicago, IL
First payment of a two-year \$160,000 grant for support of *Catalyst Chicago* and *The Chicago Reporter* magazines
\$80,000

Illinois Network of Charter Schools
Chicago, IL
For the School Data Finder public education database
\$35,000

National Council on Teacher Quality
Chicago, IL
Second payment of a two-year \$50,000 grant for the review of Illinois' schools of education
\$25,000

University of Chicago Crime Lab
Chicago, IL
For the Match Education tutoring program for at-risk Chicago public high school students
\$55,000

Employment

Adult Education

Asian Human Services, Inc.
Chicago, IL
Second payment of a two-year \$60,000 grant for the Literacy Education for Adults and Families (LEAF) Program
\$30,000

Chicago Citywide Literacy Coalition
Chicago, IL
For general operating support to strengthen Chicago's adult literacy/adult basic education infrastructure
\$75,000

Chicago Commons
Chicago, IL
First payment of a two-year \$45,000 grant for the Manufacturing and Healthcare Bridge Training Programs
\$30,000

Erie Neighborhood House
Chicago, IL
Second payment of a two-year \$80,000 grant for the Pathways to Success program
\$40,000

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

Heartland Human Care Services, Inc.
Chicago, IL
For the Vocational English Programs
\$60,000

Howard Area Community Center
Chicago, IL
For the Manufacturing Bridge Program
\$15,000



Instituto del Progreso Latino
Chicago, IL
First payment of a two-year \$120,000 grant for Carreras en Salud: A Chicago Bilingual Healthcare Bridge Program
\$60,000

Latino Union of Chicago
Chicago, IL
First payment of a two-year \$60,000 grant for the Day Laborer Program
\$30,000

Poder Learning Center
Chicago, IL
For the Oprimi-1 and English as a Second Language programs
\$40,000

Pui Tak Center
Chicago, IL
For the ESL to Work program
\$30,000

Vocational Training

Breaking Ground
Chicago, IL
For the manufacturing training program
\$30,000

The Chicago Lighthouse for People Who are Blind or Visually Impaired
Chicago, IL
Second payment of a \$45,000 grant for the Job Training Programs
\$30,000

Chicago Urban League
Chicago, IL
For the Construction Training Program and the Commercial Driver's License Permit Program
\$35,000

Chicagoland Workforce Funder Alliance
Chicago, IL
Second payment of a two-year \$200,000 grant for general operating support
\$100,000

Chinese American Service League
Chicago, IL
Second payment of a two-year \$60,000 grant for the Chef Training Program
\$30,000

Ethiopian Community Association of Chicago, Inc.
Chicago, IL
First payment of a two-year \$45,000 grant for the manufacturing training program
\$30,000

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
First payment of a two-year \$100,000 grant for Shipping and Receiving and Woodworking Programs
\$50,000

i.c.stars
Chicago, IL
Second payment of a two-year \$75,000 grant for Information Technology Training program
\$50,000

Jane Addams Resource Corporation
Chicago, IL
Second payment of a two-year \$75,000 grant for the Welding Fast Track program
\$35,000

Manufacturing Renaissance
Chicago, IL
For manufacturing training programs at Austin Polytechnical Academy
\$35,000

National Able Network
Chicago, IL
For support of the Information Technology Career Lab
\$35,000

National Latino Education Institute
Chicago, IL
First payment of a two-year \$100,000 grant for the Workforce Education and Employment Programs
\$50,000

Year Up Chicago
Chicago, IL
Second payment of a \$100,000 grant for an information technology training program for young adults
\$50,000

Policy Advocacy

Chicago Jobs Council
Chicago, IL
Second payment of a two-year \$120,000 grant for city-wide workforce development advocacy
\$60,000

Pre-Employment Training

Cara Program
Chicago, IL
First payment of a two-year \$150,000 grant for workforce development training services
\$75,000

Inspiration Corporation
Chicago, IL
First payment of a two-year \$120,000 grant for Foodservice Training and Employment Services programs
\$60,000

New Moms, Inc.
Chicago, IL
For the Academy of Professional Development
\$30,000

St. Leonard's Ministries
Chicago, IL
First payment of a two-year \$60,000 grant for workforce programs at Michael Barlow Center
\$30,000

Special Opportunities

Chicago Jobs Council Alliance
Chicago, IL
For the 741 Collaborative, a partnership in the Quad Communities area that aims to increase job training and employment options for community members
\$30,000

Health

Primary Health Care

Access Community Health Network
Chicago, IL
For the Patient-Centered Medical-Home project
\$50,000

Beloved Community Family Wellness Center
Chicago, IL
Second payment of a two-year \$125,000 grant for medical-home models of care for chronic disease patients
\$55,000

Asian Human Services Family Health Center, Inc.
Chicago, IL
For comprehensive dental services at the Asian Human Services Family Health Center clinic
\$40,000

Center on Halsted
Chicago, IL
For support of Mental Health Services program
\$25,000

Chicago Children's Advocacy Center

Chicago, IL
Second payment of a two-year \$60,000 grant for the Mental Health Program \$30,000

Chicago Children's Advocacy Center

Chicago, IL
Second payment of a two-year \$150,000 grant for the Providing Access Toward Hope and Healing (PATHH) Collaboration: a collaborative of 14 nonprofits to reduce wait times and prioritize services for children who have been sexually abused \$75,000

Chicago Family Health Center

Chicago, IL
Second payment of a two-year \$70,000 grant for the Primary Care Oral Health Integration Project \$35,000

Children's Home & Aid Society of Illinois

Chicago, IL
For the Tri-Agency Collaborative Evaluation Project: a collaborative of three mental health agencies to improve evaluation systems and practices \$59,000

Children's Home & Aid Society of Illinois

Chicago, IL
First payment of a two-year \$140,000 grant for the School-Based Mental Health Program \$70,000

Christian Community Health Center

Chicago, IL
For support of the Oral Health and Primary Care Coordination pilot project \$50,000

Community Health NFP

Chicago, IL
For the Medical and Dental Care Coordination project \$35,000

Esperanza Health Centers

Chicago, IL
For support of the 3rd Chicago Health Center Learning Collaborative: a collaboration of 13 clinics to address common challenges in implementing medical-home models of care \$85,000

Esperanza Health Centers

Chicago, IL
First payment of a two-year \$90,000 grant for support of the Medical-Home Care Coordination Program \$50,000

Heartland Health Center

Chicago, IL
First payment of a two-year \$150,000 grant for support of oral healthcare services \$75,000

Illinois College of Optometry

Chicago, IL
First payment of a two-year \$230,000 grant for the Vision of Hope Health Alliance \$130,000

Infant Welfare Society of Chicago

Chicago, IL
First payment of a two-year \$120,000 grant for the Pediatric Optometry Division and the Vision Therapy Pilot Project \$60,000

Juvenile Protective Association

Chicago, IL
First payment of a two-year \$96,000 grant for the Treatment and Counseling Program \$51,000

La Rabida Children's Hospital

Chicago, IL
For support of Chicago Child Trauma Center (CCTC) \$40,000

Lawndale Christian Health Center

Chicago, IL
First payment of a two-year \$100,000 grant for support of the Medical-Home Advancement project and the support of the Transitions of Care Program \$50,000

Mobile C.A.R.E. Foundation

Chicago, IL
First payment of a two-year \$100,000 grant for the Comprehensive Asthma Management Program \$50,000

Near North Health Service

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

The Night Ministry

Chicago, IL
Second payment of a two-year \$90,000 grant for the Outreach and Health Ministry Program \$40,000

PCC Community Wellness Center

Oak Park, IL
Second payment of a two-year \$110,000 grant for the Bridges to Care project \$50,000

St. Bernard Hospital and Health

Care Center
Chicago, IL
First payment of a two-year \$100,000 grant for the Dental Center and oral health care program \$50,000

Teen Living Programs

Chicago, IL
Renewed support for the Whole Health program to provide health services for homeless and runaway youth \$30,000

UIC Hospital and Health

Sciences System
Chicago, IL
For the support of school-based community health centers \$40,000

University of Chicago Medical Center

Chicago, IL
For the ECHO-Chicago telehealth program: a collaboration between the University of Chicago and community health centers to reduce waiting lists for patients seeking care from medical specialists \$50,000

The Women's Treatment Center

Chicago, IL
For support of the Pediatric Nurse program \$35,000

Community Outreach / Prevention

AIDS Foundation of Chicago

Chicago, IL
First payment of a two-year \$50,000 grant for the Connect2Care program \$25,000

Asian Health Coalition

Chicago, IL
For introducing Community Health Workers Models: Asset Building for Asian Immigrant & Refugee Communities \$40,000

Family Focus, Inc.

Chicago, IL
For the Family Health Connection project \$30,000

Test Positive Awareness

Network, Inc.
Chicago, IL
Renewed support for the Total Care Portal program: an integration model for HIV/AIDS prevention and management \$30,000

White Crane Wellness Center, Inc.

Chicago, IL
First payment of a two-year \$75,000 grant for the Holistic Health Outreach Initiative \$50,000

Policy Advocacy

Health & Disability Advocates

Chicago, IL
Second payment of a two-year \$90,000 grant for advocacy efforts for the successful implementation of health care reform in Illinois and training for health care providers and patients on how to access health care coverage \$40,000

Special Opportunities

Local Initiatives Support Corporation

Chicago, IL
For the Healthy Communities Campaign \$50,000

Special Purposes Grants

Heartland Alliance for Human

Needs & Human Rights
Chicago, IL
For the Deferred Action for Childhood Arrivals Phase II: Ensuring Access to Protections for Immigrant Youth \$35,000

WTTW

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

Other Grants

Grants made to 140 organizations upon the recommendation of the Board of Directors, the Fry family, and the employee matching gifts program \$658,575

Membership and Program Discretionary Grants

AIDS Foundation of Chicago

Chicago, IL
To convene HIV/AIDS and housing service providers, including Fry Foundation grantees, to discuss new business opportunities in working with managed care companies \$10,000

Asian Americans/Pacific Islanders

in Philanthropy
San Francisco, CA
Membership grant \$2,500

Chicago Citywide Literacy Coalition

Chicago, IL
For a one-day conference to discuss issues of literacy and numeracy with local funders in Chicago \$5,000

Chicago Community Foundation

Chicago, IL
For Illinois Funders Deferred Action for Childhood Arrivals Relief Initiative to strengthen outreach to Asian Pacific Islander Immigrants \$7,000

Chicago Council on Global Affairs

Chicago, IL
Membership grant \$250

Chicago Public Media, Inc.

Chicago, IL
Unrestricted support \$1,000

Council on Foundations, Inc.

Arlington, VA
Membership grant \$17,060

Donors Forum

Chicago, IL
For general operating support \$7,000

Donors Forum

Chicago, IL
For Chicago African Americans in Philanthropy \$2,000

Donors Forum

Chicago, IL
Membership grant \$15,329

Erie Family Health Center

Chicago, IL
For support of a new three-year strategic plan \$10,000

Erie Neighborhood House

Chicago, IL
For the Allied Health Care Career Network to support the study of job readiness curricula across all member agencies in order to create a standardized version \$10,000

Esperanza Health Centers

Chicago, IL
For planning processes to determine potential topics for the 3rd Federally Qualified Health Centers Collaboration \$5,000

Grant Managers Network

Washington, DC
Membership grant \$1,694

Grantmakers Concerned with

Immigrants and Refugees
Sebastopol, CA
Membership grant \$2,500

Grantmakers for Education

Portland, OR
Membership grant \$1,750

Grantmakers for Effective Organizations

Washington, DC
Membership grant \$3,050

Grantmakers in the Arts

Seattle, WA
Membership grant \$839

Health and Medicine Policy

Research Group
Chicago, IL
For an October 1, 2013 forum for community health centers on how best to work and contract with managed care organizations \$8,650

Illinois Partners for Human Service

Chicago, IL
For an advocacy campaign on behalf of Illinois human services organizations to educate and inform policymakers as to the critical role human service agencies play in Illinois communities, so there is a positive change in policies and funding \$10,000

Independent Sector

Washington, DC
Membership grant \$8,000

Literacy Funders Network

Oklahoma City, OK
Membership grant \$250

Mitchell Museum of the American Indian, Inc.

Evanston, IL
For the Chicago American Indian Community Collaborative \$8,000

National Committee for Responsive

Philanthropy
Washington, DC
Membership grant \$3,000

Openlands

Chicago, IL
For the Tree Keepers Program \$1,350

Sinai Urban Health Institute

Chicago, IL
For an inter-professional conference highlighting best practices for implementation of the Community Health Workers (CHWs) model in health care settings \$10,000

Woodstock Institute

Chicago, IL
For scholarships for nonprofit organizations to its 40th Anniversary Research Symposium \$5,000

World Relief

Care, Inc.

Chicago, IL
First payment of a two-year \$100,000 grant for support of the Humanitarian Fund \$50,000

Doctors Without Borders/

Medecins Sans Frontieres
New York, NY
First payment of a two-year \$100,000 grant for the support of the Emergency Relief Fund \$50,000

Oxfam America

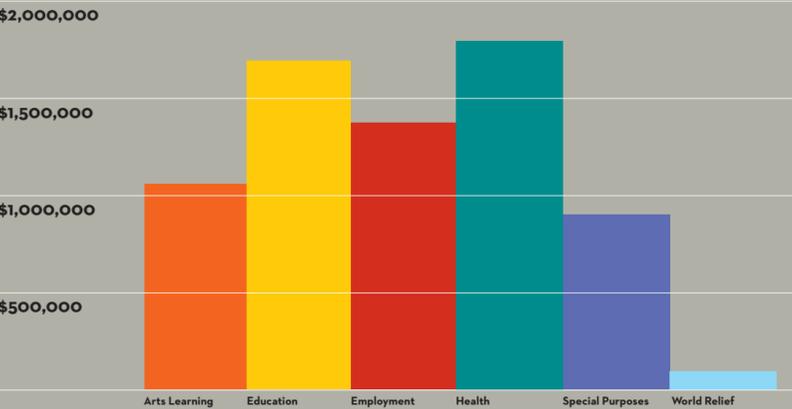
Boston, MA
First payment of a two-year \$100,000 grant for support of Humanitarian Response Program \$50,000

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: **Education, Arts Learning, 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.

2014 Grants and Awards Totals



Arts Learning	\$1,095,000
Education	\$1,632,200
Employment	\$1,375,000
Health	\$1,715,000
Special Purposes	\$899,797
World Relief	\$150,000
Total	\$6,866,997

For FY2014, \$484,000 of the grant award total was granted for convenings and collaborations in Employment and Health Programs.

Please visit our website at www.fryfoundation.org to see our 2014 audited financials.

Grantmaking Programs

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: **Education, Arts Learning, 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.

Our funding guidelines are described below. For instructions on how to apply for a grant, please see our **Grant Application Procedures** section.

Education

The Education program has been a cornerstone of our grantmaking since the Fry Foundation's inception. Our interests in education focus on increasing the content knowledge of teachers, improving the quality and effectiveness of teaching in classrooms, and developing highly trained principals for service in public education. We are committed to increasing the academic achievement of low-income students in Chicago public schools. Teacher professional development,* principal preparation programs, and rigorous academic enrichment programs are among the activities we fund to support this goal. The Foundation also considers grant requests for policy advocacy when the connection to academic achievement is clear. (**Please note that the Foundation's funding for teacher professional development programs is currently on hiatus. We are evaluating our grantmaking in this area and will provide additional information when available.*)

We give priority to programs that measure improvements to academic achievement and instructional quality. The Foundation encourages proposals that include efforts to enhance the quality of programs. These efforts might include professional development for program staff, incorporating new program elements, or the development of evaluation tools, among others. The Foundation gives priority to programs working at the middle school and high school levels.

We generally do not fund scholarship programs or unsolicited proposals from individual schools. On occasion, the Foundation will solicit proposals from individual schools for programs that demonstrate exemplary success or a promising innovation in one of the Foundation's priority areas. In soliciting proposals from individual schools, we look for: a record of strong academic performance among students; a focus on improving academic achievement; and indicators that the work funded by the grant will contribute valuable lessons and strategies that can be adopted by other schools. After an initial year of funding, schools may be required to develop plans for making the lessons learned under the grant available to other schools.

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.

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.

Grant Application Procedures

How to Apply

The Lloyd A. Fry Foundation makes grants in the following program areas: **Education, Arts Learning, Employment, and Health.**

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.

Letters of Inquiry

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. This would 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.

Proposal Application Procedures

We do not use a grant application form; we accept proposals of varying length that adhere to the procedures described below. Although we accept the Chicago Area Common Grant Application form distributed by the Donors Forum of Chicago, we consider this application a supplement to, rather than a replacement for a full proposal.

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

1. Brief history of the organization

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

2. 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, see the Outcomes and Assessments section of our website.)

- A timeline for project activities

3. 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.

4. 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.

5. List of current and projected funders

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

6. Organization's most recent audited financial report

7. List of board members and their affiliations

8. List of organization's professional staff and resumes of key project personnel

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

9. Racial and gender demographics of board and senior staff. Additional demographics, such as sexual orientation or disabilities, also are welcome.

10. 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.

11. Organization's employment hiring policy

12. 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 agencies 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 materials deadline. We ask that final reports and proposals be submitted under separate cover.

For more information on this subject, see our **Grant Reporting Requirements** on our website.

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 Programs** 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.

Proposals and letters of inquiry should be sent to:

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