

CROSSROADS | FUND

change, not charity

ANNUAL REPORT 2004



***Help pull from the front
Help push from the back
Let's gather all our power
Together, we can enlighten this darkness***

**Korean Folk Song
Eh Roo Wa Eh Roo Uhl Sa**

Pull from the front...push from the back. At Crossroads Fund, we believe that engagement by all members at all levels of our communities equals fundamental societal change. Our mission is to seed and grow the grassroots organizations that pull and push in communities across Chicago.

Crossroads Fund is a community foundation. The dollars we raise each year do not come from a single family or a few wealthy individuals, but are gathered from over 800 individuals and from foundation partners. The contributions we receive range from \$10 to \$40,000. Each contribution is joined with the others to create a reliable pool of resources for social justice groups.

Collaboration – the push and pull of community activity – is the hallmark of our work. The very nature of gathering resources to support grantees in their social justice endeavors is a form of collaboration. We value all of our partners in this work: grantees, donors, foundations, and community institutions.

In Fiscal Year 2004, the board, staff and broader community of Crossroads Fund completed a strategic planning process that gives us a roadmap to our 25th Anniversary in 2006/2007. Our guiding question during the planning process was, ***How can Crossroads Fund work in partnership with its stakeholders to strengthen its infrastructure to become the most effective social change foundation in Chicago by 2007?*** To answer this question we identified three strategic directions to steer the work of the foundation for the next three years:

Stabilize and Strengthen Organizational Infrastructure

Build and Stabilize Financial Resources

Become a Premier Convener and Resource for Social Justice

The report that follows gives you an overview of the work that we completed in the last year (you'll also notice our great new look). Collaboration is so important to our work, especially programs like Donor Advised Funds; convening grantees; and alliances with other progressive foundations. All of this work firmly roots us in an ever-broadening community of partners.

As always, we thank you for the role you play within our community and in all of our work towards social and economic justice. **We couldn't do it without each other. Let's keep pulling from the front and pushing from the back.**

With wishes for a year filled with change,



Neena Hemmady
Board Co-Chair



Lawrence Benito
Board Co-Chair



Jeanne Kracher
Executive Director

DAY LABORER COLLABORATION



The \$5,000 Crossroads Fund grant allowed us to meet a challenge grant from another foundation, leveraging an additional \$15,000 for our organization. These grants were critical in enabling us to hire a day laborer as our lead organizer.

Tim Bell
Executive Director

Day Laborer Collaboration (DLC) exemplifies a group whose strategies are developed, led and implemented by the people who are directly affected by an issue. After three years of picketing, with no results, the day laborers who formed this collaborative tried an innovative strategy, based on their knowledge of the U.S. media: an investigative report. Workers went undercover with hidden cameras to produce concrete evidence to expose illegal and exploitative practices in the day laborer industry. These hidden camera investigations were aired on NBC affiliate television stations, and will also be aired on CBS, bringing widespread attention to this timely issue.

As a result of these investigative reports, the Day Laborer Collaborative mounted a case, and assisted in filing class action lawsuits against these day laborer agencies. A model agreement was developed with a temporary staffing agency. Believed to be the first of its type in the country, the agreement assures basic human rights for day laborers on the job. And, in October, Governor Rod Blagojevich announced that he is forming a panel to produce legislation that will regulate day laborer practices statewide.

SEED FUND

This is where it begins. Seed Fund grantees are small, risk-taking grassroots groups with innovative strategies for creating change. They are led by people whose voices have often not been heard, in communities that often go unnoticed. They address complex and challenging issues and practice new working models. Early support from Crossroads Fund is a stepping stone from which many groups move on, gain visibility, and create lasting change throughout Chicago and beyond.

2004 SEED FUND GRANTS

AFFINITY COMMUNITY SERVICES

\$5,000 for leadership and social justice programs in the African American lesbian and bisexual women's community, focusing on the intersection of race, class, gender and sexual orientation.

BEYONDMEDIA EDUCATION

\$8,000 to create media arts for progressive organizing with a focus on developing women's and girls' leadership and activism on issues such as sexuality and female incarceration.

CAMPAIGN TO END THE DEATH PENALTY (CEDP)

\$4,000 for education and activism to abolish the death penalty in Illinois. CEDP organizes family members of prisoners and former prisoners, and mobilizes community members around reform and abolition legislation.

CHICAGO COMMITTEE TO DEFEND THE BILL OF RIGHTS

\$5,000 for ongoing education and advocacy on civil liberties and political repression — critical work for Chicago communities in challenging and educating on the USA PATRIOT Act.

CITIZENS ALERT

\$5,000 to organize Chicago-area residents for progressive, systemic change in law enforcement. Citizens Alert is currently part of a city-wide effort to document and track incidents of police brutality.

COALITION FOR EDUCATION ON SEXUAL ORIENTATION

\$4,000 to build a statewide coalition to fight homophobia in Illinois schools and institutions through research, training and policy change.

COALITION OF THE CHICAGO AMERICAN INDIAN COMMUNITY

\$3,000 for building community capacity and creating collective actions toward bringing political power for Native Americans.

DAY LABORER COLLABORATION

\$5,000 to train workers, develop worker leadership and organize for comprehensive changes in the day labor industry to end illegal and exploitative practices.

GIRL TALK

\$3,000 to give voice and visibility to the needs, issues and strengths of girls and young women involved in the juvenile justice system.

JANE ADDAMS SENIOR CAUCUS

\$8,000 to organize the Northside senior community for increased access to social services, affordable housing and affordable home health care.

LATINO UNION OF CHICAGO

\$5,000 for organizing to improve working conditions of low-income and immigrant workers and day laborers, and to address systemic injustices in the day labor industry.

NATIONAL BORICUA HUMAN RIGHTS NETWORK

\$4,000 for work in the Puerto Rican community on human rights issues, ranging from advocating for clean-up of Vieques and work on civil liberties in Chicago, to building a local political agenda for the Chicago Puerto Rican community.

ORGANIZED STUDENTS OF CHICAGO

\$3,000 for work by Chicago Public School students to challenge inequities in standardized testing and build a greater student voice in CPS policies and practices.

PILSEN ALLIANCE

\$5,000 for grassroots campaigns in the Pilsen community to fight gentrification and bring a community voice to development issues.

SIN FRONTERAS LAW PROGRAM

\$3,000 to support a legal services and education program for immigrants, many of whom are facing increased threats against their civil liberties in these post-9/11 times.

WLUW-RADIO, 88.7 FM

\$5,000 for general support of this volunteer-driven, community-based radio station that provides the Northside of Chicago with progressive, locally-produced issue and arts oriented programming.

COALITION FOR EDUCATION ON SEXUAL ORIENTATION



As the first local foundation to fund CESO, Crossroads has been instrumental in helping us to redefine our structure and governance, articulate our advocacy platform with key stakeholders like the Chicago Public Schools, and leverage our position with other funders.

Shannon Kenney
Program Director

The **Coalition for Education on Sexual Orientation (CESO)** was founded when a number of organizations joined together to combat homophobia in Illinois schools. CESO is creating a model for working with school districts around the issue of sexual orientation. This model includes advocacy with school district administrators, training for school personnel, and assisting young people in creating gay/straight alliances. A statewide coalition, CESO has made huge strides to ensure safety for lesbian, gay, bisexual, transgender and questioning youth in Illinois schools.

In 2004, CESO convinced the Chicago Public Schools to include two new questions — one on sexual orientation identity and one on same-sex sexual contact — on the 2003 administration of the Youth Risk Behavior Survey. CESO also successfully advocated with the governor, convincing him to create a statewide task force on LGBT issues in schools within the Commission on Hate Crimes and Discrimination. Finally, LGBT youth from around the state were brought together for CESO's first statewide Youth Leadership Summit in Springfield, IL.

Importantly, CESO is engaged with long-term planning. They are in the first stage of a 3-year Strategic Plan that has led to improvement in their organizational structure and expansion of their individual donor and funding base.



“ We have been supporters of Crossroads’ general fund for years, and are now happy to have the opportunity to create a Donor Advised Fund as well. There are a few specific issues that we really care about and want to support more directly: empowerment of women and girls, youth organizing, and fostering a deeper public understanding of the Arab American community and the kinds of discrimination Arab Americans face in the current political climate. **We want to support the cutting edge work being done around these incredibly topical issues, so for us that meant supporting new and emerging groups, groups that are organized by community members directly impacted by the events of the day.**

Unfortunately, we don’t always know who is doing the important work, or how to find them. **This is why it has been so wonderful to develop a relationship with Crossroads Fund. They do the work to identify the groups that they know we will care about, and they also help us to think about how to allocate funds so that our family foundation is spending wisely, for maximum community impact.**

This partnership has meant a great deal to our family, and we are so thrilled to embark upon our second year working with Crossroads Fund through their Donor Advised program.”

Sandy and Mark Ehler
The GRAM Charitable Foundation
Crossroads Fund Supporters

DONOR ADVISED GRANTS

Donor Advised giving allows donors with substantial resources to support grassroots organizations in the Chicago area, in partnership with the board of directors and staff of Crossroads Fund. Starting a Donor Advised Fund at Crossroads allows you to take a substantial tax deduction and access an unparalleled resource: the deep knowledge Crossroads Fund has of grassroots issues and organizations. The outcome of our rich history and experience, combined with your resources, can be a strategic giving program that acts as a true catalyst for change.

2004 DONOR ADVISED GRANTS

GRAM FUND

Beyondmedia Education	\$5,000
Coalition for Education on Sexual Orientation	\$2,500
Girl Talk	\$2,500
Korean American Resource & Cultural Center	\$5,000
National Boricua Human Rights Network	\$2,500
Organized Students of Chicago	\$2,500
Southwest Youth Collaborative	\$5,000

PLUS VALÍA FUND

New World Resource Center	\$9,700
Nicaragua Solidarity Committee	\$5,000

OTHER DONOR ADVISED GRANTS

CAAEII (<i>The New Americans Families</i>)	\$2,850
Chicago Summer Freedom School	\$1,000
Chicago Women's Health Center	\$2,500

KOREAN AMERICAN RESOURCE AND CULTURAL CENTER



Crossroads Fund was the first foundation to support KRCC when we were a volunteer group with no budget, trying to organize Korean-American immigrants to participate fully in U.S. society. Crossroads Fund has worked with us, not only as a funder, but as our greatest ally — and our inspiration! Crossroads Fund has such integrity, which keeps us accountable for what we do — social change.

Kent Lee
Executive Director

Korean American Resource and Cultural Center (KRCC) was founded in 1995 with a belief that meaningful civic participation is the key to empowerment of Korean Americans. With a strong base of youth leadership, KRCC is leading multi-generational Korean American participation in grassroots organizing and public policy making efforts.

This year, KRCC mobilized around the elections. “Korean American Vote 2004” organized programs on key community issues, put together candidate forums, and hosted workshops explaining how the electoral process works. In addition, KRCC successfully registered over 1,500 new voters in the Chicagoland area.

KRCC worked with youth to engage them in policy making efforts. Part of a national coalition, KRCC is organizing to pass the DREAM Act, legislation which would allow in-state tuition for undocumented immigrants at their state universities in the U.S.

Finally, KRCC worked with young women to create a Building Sisterhood program, covering issues like reproductive health, gender discrimination and racism. Program participants also organized a letter-writing campaign to urge legislators to make reproductive health more accessible to young women.

AUDITED FINANCIALS

YEAR ENDED JUNE 30, 2004

STATEMENT OF FINANCIAL POSITION

CURRENT ASSETS:

Cash	\$163,618
Investments	36,544
Receivables	6,918
Prepaid expenses	1,992
Deposits	2,931

Office equipment, net of accumulated depreciation of \$43,323 and \$42,052 in 2004 and 2003 respectively \$3,941

Total current assets **\$215,944**

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:

Accounts payable and accrued liabilities	\$1,684
Total current liabilities	1,684

Net assets: 214,260

Total liabilities and net assets **\$215,944**

STATEMENT OF ACTIVITIES

SUPPORT AND REVENUE:

CONTRIBUTIONS

Funding Exchange endowment share	\$51,792
Foundation grants	59,200
Individuals	222,295
Investment income	1,417
Special events proceeds	87,826
Special events expenses	(20,710)
Net assets released from restriction	50,850
Other	5,234

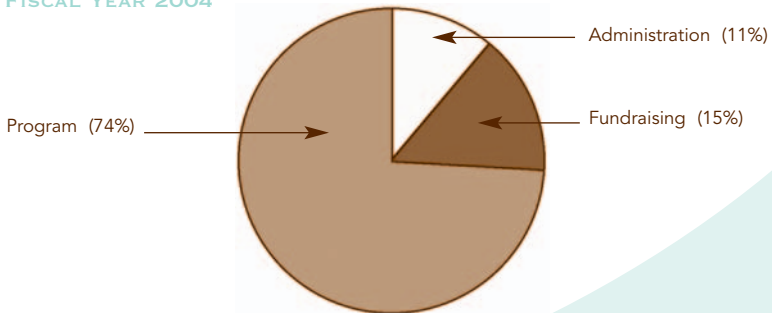
Total support and revenue **\$457,904**

EXPENSES:

Program services	\$329,256
Support services	118,632

Total expenses **\$447,889**

BREAKDOWN OF EXPENSES FISCAL YEAR 2004





“As a funder I see a lot of proposals for projects attempting to reduce poverty and to bring about social justice. **This broad perspective led me to give to Crossroads Fund without ever being asked because Crossroads is unusual in dealing with the root causes of poverty and injustice.** I am impressed that Crossroads Fund has such an independent spirit, which is reflected in the groups that they fund. **I also understand the importance of providing technical assistance for grantees, which is really important for groups to have, and can be hard to find.**”

Because of my background in philanthropy I know of many worthy organizations, and so I have to be incredibly picky about where I make contributions. I rarely — if ever — give without being solicited, but in the case of Crossroads Fund I sought the opportunity to support their important work.

Angel Ysaguirre
Crossroads Fund Supporter

TECHNICAL ASSISTANCE PROGRAMS

Building a solid infrastructure is critical for any social justice organization to create measurable and sustainable change. Technical Assistance supports organizational development needs such as evaluation, technology, and training that many emerging grassroots groups cannot otherwise afford.

2004 TECHNICAL ASSISTANCE GRANTS

BRACH COMMUNITY CAMPAIGN

\$2,500 to build media skills and strategies for a grassroots community effort to respond to the Westside Brach candy factory closing.

CAMPAIGN TO END THE DEATH PENALTY

\$1,440 for training on proposal writing and individual donor development in preparation for the launch of an individual donor campaign.

CITIZENS ALERT

\$1,500 to computerize and systemize organizational finances to support their work on police accountability in Chicago.

2004 TECHNICAL ASSISTANCE PROGRAMS

BUILT TO LAST

Crossroads Fund supported six grantees to attend **Built To Last**, a series of six in-depth workshops sponsored by the Donors Forum of Chicago. The series featured workshops including fundraising and marketing, and was designed to help non-profits become stronger and more effective in their work.

GRASSROOTS FUNDRAISING JOURNAL

This year for the first time, Crossroads included an annual subscription to the *Grassroots Fundraising Journal* with each grant made in the Seed Fund. The journal offers concrete tools for fundraising and other organizational challenges.

WORKSHOPS

Evaluating Social Change addressed the fundamentals of what evaluation is and why it is critical to effective community work. **Budgeting 101** taught groups how to set up and track organizational budgets and understand a budget's role in the operation of the organization.

GRANTWRITING ORIENTATIONS

Crossroads Fund kicked off a unique collaboration with the Monroe Foundation to provide an in-depth series of orientations and workshops to organizations in the African American community. In 2004, workshops focused on a discussion of Crossroads' social change guidelines and proposal writing.

OTHER GRANTMAKING

2004 EMERGENCY GRANTS

COALITION TO PROTECT PUBLIC HOUSING

\$500 for emergency grassroots organizing in response to an unexpected and impending Chicago Housing Authority reorganizing plan.

QUESTIONING YOUTH CENTER

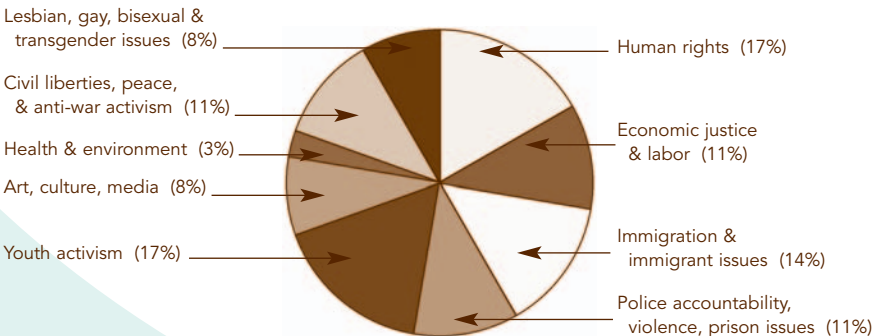
\$500 for an organizational response to an unexpectedly de-funded program serving lesbian, gay, transgender and questioning youth in the far Western suburbs.

CHICAGO CAPACITY BUILDING INITIATIVE

\$5,000 for **Chicago Capacity Building Initiative (CCBI)**, a funders collaborative that examines the capacity building needs of community organizing groups, both for organizational development and political development in social change arenas. While expanding the funder pool to support various models of community organizing in the Chicago area, CCBI creates a space in which the organizations can critically and strategically explore issues, methodologies, race, class and communities.

The CCBI funders collaborative consisted of representatives from Crossroads Fund, the Chicago Community Trust, the John D. and Catherine T. MacArthur Foundation, Woods Fund of Chicago, the Mayer & Morris Kaplan Family Foundation, and others. The collaborative selected 16 diverse groups to receive funding, through a competitive application process.

BREAKDOWN OF ALL GRANTS MADE BY CROSSROADS FUND IN FISCAL YEAR 2004 BY ISSUE CATEGORY





I believe it is only right for me to share resources with my community.

I was raised by a single mother who was generous with those in need even when she had to struggle financially. Growing up, I received kindness and generosity from relatives and neighbors in so many ways. Now I am grateful to be in the position to lend a helping hand to others in need.

I contribute to the Crossroads Fund because it makes a point of supporting cutting-edge groups that have not yet been recognized by the broader public, like many Asian American groups that I care about. I feel proud knowing that Crossroads Fund's grantees are able to sustain and expand their work with the funds they receive. KAN-WIN, an organization that provides services for Korean women who are victims of domestic violence, is one such grantee. This group received its first funding from Crossroads Fund and, as a result, has really flourished. I'm happy that I can support this organization and others like it by donating to Crossroads Fund.

Juju Lien
Crossroads Fund Supporter

A COMMUNITY OF PEOPLE PLANTING SEEDS OF CHANGE

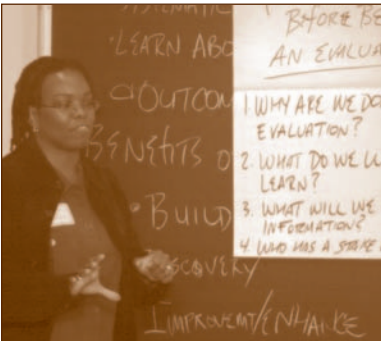
IT TAKES MORE THAN GRANTS TO EFFECTIVELY SUPPORT GRASSROOTS ACTIVISM FOR SOCIAL CHANGE. OUR WORK TOWARDS ACHIEVING GREATER JUSTICE IN CHICAGO INCLUDES:



WORKSHOPS to help grantees with organizational development, including topics like cash management and fundraising;

MAKING CONNECTIONS between likeminded grassroots groups, and connecting those groups to foundation and other resources;

ONGOING INFORMAL ASSISTANCE, like coaching new groups through the grantwriting process;



PUBLIC PROGRAMS offering local activists opportunities to engage with each other and the public around the most topical issues of the day;

PARTNERSHIPS with individuals and foundations to strategically support social change;



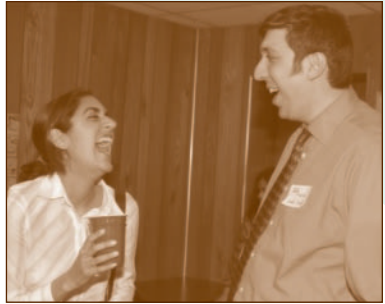
INTIMATE GATHERINGS across the Chicago area that connect grantee organizations, progressive activists and Crossroads Fund supporters;

COLLABORATION with peers in philanthropy and the wider community through initiatives, affinity groups, conferences, training institutes and more;

RECOGNITION of community leaders and changemakers through our Ron Sable Award for Activism. This year we were thrilled to honor Handy and Kristen Lindsey for their important work in the Chicago philanthropic sector, and the Coalition of African, Asian, European and Latino Immigrants of Illinois (CAELII), for their groundbreaking work reforming the INS, now known as the Bureau of Citizenship and Immigration Services;

CELEBRATION of the achievements of local changemakers at an annual benefit hailed by many as both “the best event of the year,” and the “most diverse room in the city;”

BUILDING future leaders through strategic grantmaking of new and emerging groups.



**THESE EFFORTS ALL
CONTRIBUTE TO OUR MOST
MEANINGFUL TASK:
“CHANGE, NOT CHARITY.”**



The work of the Crossroads Fund inspires me. I am privileged to be a part of it.

It is the right and responsibility of every individual and organization to actively influence the formation of public policy, community change and social justice. The Crossroads Fund is one of the few grantmaking organizations that have the wisdom and courage to act on these shared beliefs and values.

*My first experience with Crossroads Fund was through my work as a Program Officer at the MacArthur Foundation during 1990s. **I have continued to give to Crossroads Fund — as a donor and a volunteer — because the organization, “a motley group,” always chooses to put the human condition and complex issues of fairness front and center.** Everyone involved with Crossroads Fund is respectful of process and genuinely passionate about results for change.*

*I love that Crossroads Fund always has the best fundraising events. Whether it is an intimate house party where I get to meet and talk to board members, grantees and staff, or a big shindig at the Cultural Center, **I am always amazed at the range of people who share my values, even while we are all having a good time!***

Susan Motley
Crossroads Fund Supporter

THANK YOU

Every year, Crossroads Fund must raise every single dollar that we give away. We are a public foundation in the truest sense of the word, as the money that we raise does not come from a single family or a few wealthy individuals. Instead, every member of our community contributes to support the work of Crossroads Fund grantees. Our donors support the core of our programs in grantmaking and technical assistance. THANK YOU to our incredibly generous community of donors. YOU are the ones who make it all happen.

Please join us as we continue to support grassroots activism and real change in the years ahead.

7.1.03 – 6.30.04 CONTRIBUTORS

Those who have contributed in each of the past five years are in bold print. Those in italics made additional contributions by purchasing auction items at our Benefit.

DONORS WHO GAVE \$1,000 AND ABOVE

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*Korean American Resource &
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Korean American Women in Need

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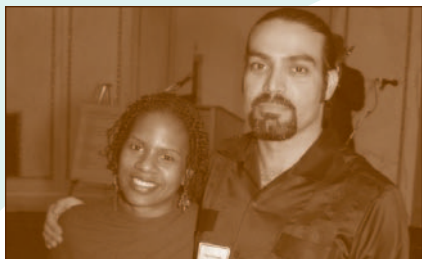


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We have both been involved with Crossroads Fund for several years, and many people we are close to have been involved with Crossroads Fund as well. When we decided to get married, we knew that we wanted to celebrate with our community, in more ways than one.

*This is why we decided that in lieu of accepting wedding gifts, we would ask our friends and family to make a donation to Crossroads Fund and another organization that we care about. **Asking for a donation to Crossroads Fund was another way for us to share our happiness with our community and have an impact on the larger social issues that we care deeply about.***

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