



# ANNUAL HIGHLIGHTS

PETER & ELIZABETH TOWER FOUNDATION

2019



“Never stop learning” is a motto that I live by, and it’s also one that we firmly adhere to at The Tower Foundation. We’re always gathering information—whether it’s on our grant partners, the six counties we serve, or best practices that can influence and improve all of our work.

From our grant partners, we want to know which projects were successful and which fell short, so we regularly assess our grantmaking practices, and make changes as needed (“**Assessing Program Grants**”). Over the past few years, we’ve taken on an exciting initiative to provide our grant partners, community-based organizations, and other stakeholders with free access to critical community data (“**Understanding the Communities We Serve**”).

We also believe in continual improvement. After learning about the principles of Human-Centered Design, we put them into practice. We formed an Advisory Team, which gave young adults with intellectual disabilities the opportunity to review and give valuable input on grant applications (“**Elevating Important Voices in Our Grantmaking**”). Then, we decided to test out Catchafire before launching a program that connected 33 organizations with skilled volunteer help to tackle a variety of capacity-building projects (“**Boosting the Capacity of the Nonprofit Sector**”).

Ultimately we want our grant partners—and all nonprofits in our service area—to have access to the connections, resources, and guidance they need to best serve their communities and constituents. That’s why we’re supporting the expansion of GetSET to Essex County, Massachusetts, which will allow organizations to identify and focus on improving specific operations functions (“**Strengthening Essex County Organizations**”).

The need for a strong nonprofit sector is greater than ever. I’m writing this letter nearly halfway through 2020, in the midst of a global pandemic that has drastically changed the way we all live and work. Unfortunately, the remainder of the year isn’t going to go as any of us had planned—we made the difficult decision to cancel our remaining grant cycles for 2020 and redirect funds to our COVID-19 response, which we’re coordinating with other regional funders in both New York and Massachusetts.

So much is unknown about what lies ahead. However, we remain committed to learning and sharing, as well as supporting both our grant partners and other community-based organizations in weathering this storm. Our grant partners are responding in countless ways to ensure the well-being of many despite the current challenges. We have tremendous hope we can rebuild a future that is better for everyone.



Tracy A. Sawicki  
Executive Director

# OUR GRANTS

## PROGRAMS AND SERVICES GRANTS

Direct grants to fund programs and services in the areas of intellectual disabilities, learning disabilities, mental health, and substance use disorders.

## STRENGTHENING PARTNER CAPACITY GRANTS

Funding to build strong organizational infrastructure needed to deliver high-quality programming and promote organizational sustainability.

## COMMUNITY CHANGE GRANTS

Support for initiatives that bring organizations and communities together, pool resources and expertise, and develop collaborative and creative solutions.



An abstract painting with a textured, layered appearance. The colors are muted and earthy, including shades of sage green, dusty blue, and warm yellow. The brushstrokes are visible and somewhat chaotic, creating a sense of depth and movement. The overall composition is non-representational, focusing on color and texture.

The Tower Foundation envisions  
equitable communities where  
all young people are included,  
accepted, and valued; and  
are confident in themselves.



# OUR VALUES

## DIVERSE VOICES

We listen to and learn from those with different points of view and perspectives. We seek to be proximate with the communities we serve—continually engaging in respectful conversation and incorporating what we hear into our work.

## COLLABORATION

We understand that in order to make progress, we must build relationships with our partners and share knowledge, resources, expertise, and strategies.

## INNOVATION

We embrace change and are willing to take risks, recognizing the potential for transformative effect. We look for opportunities to try new and creative strategies and encourage others to do the same.

## PERSEVERANCE

We recognize that change work can be slow and challenging. We are committed to the long-term improvement of organizations and communities.

# ASSESSING 2019 PROGRAM GRANTS

Are our grants effective? That question is often on our minds. So every 18 months or so, we take a look at a pool of recently closed grants, and assess their aggregate effectiveness and impact.

After closing out a grant, our program officers complete an internal assessment form called “Lessons Learned,” drawing on site visits, interim reports, final reports, and the relationships we build with grant partners.

In early 2020, we looked at 44 grants that closed between May 2018 and December 2019. We answered the question, “Were overall grant objectives met?” by looking back at these grant partners’ applications and found:

- **Ninety-one percent** of the grants met their objectives, either in full (seventy-one percent) or mostly (twenty percent).
- Nine percent fell short of meeting expectations. Seven percent largely unmet the expectations, and two percent did not meet the expectations at all.

These results are relatively in line with our June 2018 assessment. At that time, **ninety-four percent** of grants met their objectives (sixty-four percent fully and thirty percent mostly), while six percent fell short (four percent, largely unmet and two percent, not at all).

We also looked at the broader impact of our 2019 grants on the grant partners’ target population, organizational capacity, and field. Here’s what we found for each:

## 1. Target population

For example: Was a clinic able to see more young patients in a given month? Fifty-seven percent had a “significant impact,” thirty-four percent had “some impact, while nine percent had “no impact.”

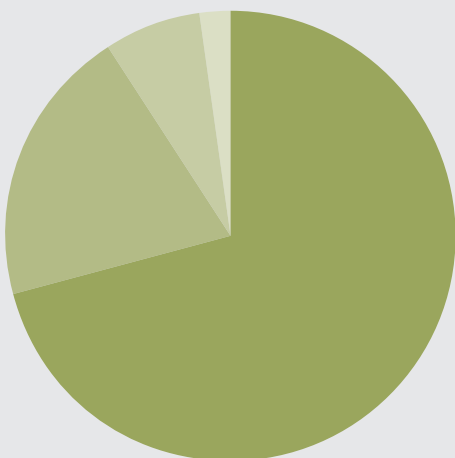
## 2. Organizational capacity

For example: Did an agency develop new in-house training capacity? Fifty-nine percent had a “significant impact,” thirty-two percent had “some impact, while nine percent had “no impact.”

## 3. Field

For example: Did the work help convince a state agency to expand reimbursements to a new service delivery model? Seven percent had a “significant impact,” forty-five percent had “some impact, while forty-eight percent had “no impact.”

What do we do with this information? According to Program Officer Nick Randell, we try to learn from both successful program designs and grants that didn’t meet expectations. “By learning why these grants fell short, we can caution future grant applicants and partners about common pitfalls in both planning and execution,” said Randell.



May 2018–December 2019

## GRANT OBJECTIVES MET

**71%** met objectives in full

**20%** mostly met objectives

**7%** largely unmet objectives

**2%** did not meet objectives at all





## STRENGTHENING ESSEX COUNTY ORGANIZATIONS

There's always room for improvement—even for the strongest organizations. That's a view we share with the Health Foundation for Western & Central New York, which we partnered with in 2013 to launch a capacity-building initiative, GetSET: Success in Extraordinary Times.

GetSET uses a team-based approach to help mid-sized health, behavioral health, and human services organizations strengthen their infrastructure, identify their value proposition, and respond to new business opportunities in order to better serve their constituents.

Three cohorts of Central and Western New York organizations successfully completed the program over the past five years. In fall 2019, a feasibility study was conducted to explore the expansion of GetSET to Essex County, Massachusetts, which revealed a high interest in the program among organizations and generated many ideas on how it could best serve the local nonprofit community. Soon after, work began to tailor GetSET Massachusetts to the specific needs of Essex County, including accounting for differences in the funding structure between the two states and enhancing the program's evaluation component.

Image courtesy of Citizen's Inn



“We’re so excited because Essex County has a very committed nonprofit community,” said Joan Whitney, GetSET Massachusetts Project Director. “We want the program to be meaningful to them.”

We’re funding the inaugural GetSET Massachusetts cohort, which is composed of four grant partners: Aspire Developmental Services, Citizens Inn, Family Services of the Merrimack Valley, and The Professional Center for Child Development. They’ll each receive a stipend to support their participation in the two-year program.

“Each organization is at the ‘sweet spot’—they’re really perfect for the model,” said Executive Director Tracy Sawicki of the participating grant partners. “We selected them because we know their work, and we know that the landscape in Essex County would look much different if they weren’t present.”

According to Whitney, the goal of GetSET Massachusetts is to encourage successful organizations to identify and focus on the operational areas that they want to enhance, for example, data-driven decision making or multi-site management. During the first year of the program, our grant partners will conduct an

organizational assessment and develop a capacity-building plan. Then they’ll implement the plan during the second year. Leadership will also participate in group sessions and peer learning.

“We’ll give them a clear roadmap to keep the process going, so they can take it to the next level,” said Whitney.

GetSET Massachusetts will gather data from this first cohort of Essex County participants, which will be used to influence the program’s design going forward. The Foundation also plans to invite other local funders to invest in the program.

“We want it to be as collaborative as possible,” added Sawicki.

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JOAN WHITNEY, GETSET MASSACHUSETTS PROJECT DIRECTOR



## ELEVATING IMPORTANT VOICES IN OUR GRANTMAKING

While we've made various tweaks to our grantmaking process over the years—such as reducing the number of questions and tightening up timelines—we never changed *who* reviewed the grant requests. That was until our fall 2019 grant cycle, when we invited seven young adults with intellectual disabilities to serve as members of an inaugural Advisory Team.

Their participation was the culmination of several months of talking, thinking, and planning about how we could better capture the perspective of the youth and families who we're trying to reach with our grantmaking.

Advisory Team members, front row, left to right: Marshaun Walton, Anthony Frail, Anthony Salvo; back row, left to right: Bradley Wunderlich, Kalina Rumph, Sydney Leszczak, Niko DelValle (Photo credit: Buffalo Photo and Video)

“On a broader scale, our board had been looking for some time to move from simply transactional grantmaking to encouraging interactions that are less formal, promote conversation, and build on personal connections,” said Executive Director Tracy Sawicki.

In the past we've conducted focus groups with youth and their families, conducted immersive site visits, and held art shows in our office. Our staff members have visited summer camps for people with disabilities, joined in therapeutic yoga classes, and shadowed street outreach workers. While these activities have been enjoyable and informative, they haven't impacted our grantmaking.

“The client voice was not really being captured in any formal or actionable way,” said Program Officer Megan MacDavey

Then in 2016 we were introduced to the concept of human-centered design, an approach to solving problems and developing solutions that prioritizes the end-user experience. According to MacDavey,

“We saw human-centered design as a chance for staff to further and more genuinely engage with grant partners and the youth they serve, and improve upon our previous efforts to capture the grant beneficiary voice.” So MacDavey teamed with Program Officer Nick Randell to launch a human-centered design project.

The first step was taking an online course together as a staff, then we conducted interviews with 15 young adults with disabilities to explore how we could put human-centered design into action. The idea for a more participatory grantmaking process grew from our conversations with the youth themselves—they reported that they are often underestimated and lack opportunities for authentic inclusion.

To get started, Empower and People Inc., two of our grant partners in Western New York, helped us recruit local young adults to serve on the Advisory Team. The advisors gathered for three meetings in September and October—the first was an orientation meeting, where they received instruction on their duties, and during the second, they reviewed the grant requests. That involved watching videos of the request summaries, breaking into groups to discuss their reactions, and submitting their written opinions. At the last get together—a dinner at a local restaurant—we revealed our grantmaking decisions and thanked them for their hard work.

“Our advisors took the work of grant reviewers very seriously,” recalled Randell.

One of the advisors, Anthony Frail, thought that the program made a meaningful contribution to The Foundation’s grantmaking process. “What was important about my role is that I actually got a voice in something that impacts me,” said Frail. “They wanted my input, and it’s really one of the first times that I’ve ever been invited to be part of a decision-making process like this. I was very excited.”

The grant applicants were all appreciative of the advisors’ input—they had the opportunity to incorporate feedback in their final submission—as were our staff. According to Randell, “The perspectives that advisors brought to the grant review process were unique to them and their experiences, and much different from the perspectives that we brought as program officers.”

Looking ahead to fall 2020, we’d like to recruit advisors that represent more of our geographies and focus areas—currently, we’re considering an Advisory Team in Massachusetts.

We also hope that human-centered design will continue to deepen and enrich our work well into the future.

*We’d like to say a special thank you to our Advisory Team members: Niko DelValle, Anthony Frail, Sydney Leszczak, Kalina Rumph, Anthony Salvo, Marshaun Walton, and Bradley Wunderlich.*

*Thank you also to the Empower and People Inc. representatives who helped us with our first launch: Paula Bianco, Mike Frail, Sue Gerhardt, Danelle Hillman, Thomas Hunt, Kim Kiely, and Alison Smith.*

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**ANTHONY FRAIL, NIAGARA, NEW YORK**





## BOOSTING THE CAPACITY OF THE NONPROFIT SECTOR

When we first learned about Catchafire, we were intrigued by the opportunities it presented for our grant partners and the broader nonprofit community. The New York-based organization matches skilled, professional volunteers with nonprofits across the country to tackle capacity-projects, which we know are in high demand across the sector.

In a survey we conducted in 2016, 95 percent of organizations that responded told us that capacity-building work is critically important, but they consistently lack the budget, time, and staff to do it themselves. So in Fall 2018, we launched a pilot program and invited 10 organizations to use the Catchafire platform.

“We were intrigued by the possibility of reaching a larger number of organizations with some degree of capacity-building support, while simultaneously tapping into pro bono talent from around the world,” said Program Officer Megan MacDavey. “We knew the platform would be particularly beneficial to organizations based in rural and island communities, who might not have skilled consultants in their backyards.”



So in Spring 2019, we asked 100 organizations representing a wide range of geographies, budget sizes, and focus areas to participate in an expanded program.

Catchafire's platform follows a three-step process:

1) Nonprofits can post their own custom project or choose from 100+ pre-scoped projects—everything from creating an elevator pitch to conducting a board assessment; 2) Nonprofits review the credentials of interested volunteers; and 3) They select a volunteer. Nonprofits can also choose to receive “consultation calls”—the chance to spend an hour talking through questions and issues with an industry expert.

The Foundation's cohort launched in mid-June 2019. The most common projects posted were: creating an infographic, conducting a website audit, writing an individual donor letter, and leadership coaching. The consulting calls focused on: communications, organizational strategy, website, and marketing materials. As of December 2019, Catchafire volunteers donated 957 hours to the 33 organizations within the cohort, for a total estimated value of \$218,310.

Tower Board members along with representatives of local foundations and nonprofits at the Martha's Vineyard Catchafire launch event at Camp Jabberwocky.

The feedback from The Foundation's staff and board, as well as the participating organizations, has been positive. The 26 organizations who responded to a survey gave Catchafire an average rating of 9.8 on a scale of 1 to 10, and gave their volunteer an average rating of 9.6.

“We now have a strategic marketing plan and a network of marketing expertise we can count on for questions,” said Anne Showers, Founder & CEO of Accessible Academics.

“We are now fully updating our marketing materials and have professionally treated photos to include. We love Catchafire.”

Our Board of Trustees has committed to continuing partnership with this platform for the coming two years.

# UNDERSTANDING THE COMMUNITIES WE SERVE

“We wanted to get a better sense of the big picture,” said Executive Director Tracy Sawicki, thinking back to 2014, when the Tower Foundation embarked on a planning process to determine a new strategic direction.

What came out of that process was 19 community-wide goals spanning the issue areas we support. We also articulated a need to get a better sense of how young people—particularly those affected by intellectual disabilities, learning disabilities, mental illness, and/or substance use disorders—and their families are doing in the six communities in which we work.

We started by engaging Wilder Research of Saint Paul, Minnesota. First they helped us determine what data were already available and what we needed to get ourselves, and then they worked to collect, compile, and report on it all.

“We decided that we wanted to collect the types of data that are important not only to our grant partners and their constituents but also to the public and private sector organizations who serve these communities,” said Sawicki. “We also wanted to make it accessible and free to encourage everyone to share and use it.”

We kicked off this effort in 2017 by sending out surveys to 4,000 randomly selected households across our service areas—more than half were completed and mailed back. We conducted another broad community survey in 2019, increasing the sample size to 6,000 in order to obtain more information on specific populations.

In 2018, our survey targeted parents of children with intellectual disabilities and learning disabilities, and we’re following up with that same population in early 2020. This time, however, we’re asking more focused questions to measure mental health perception.

“Since the beginning, we’ve wanted to bring attention to marginalized groups and give them a voice,” said Sawicki.

In summer 2019, we proudly launched the TowerDATA Dashboard on our website: [TheTowerFoundation.org/tower-data](https://www.thetowerfoundation.org/tower-data). It lets users sort data by focus area, indicator,\* and geographic area. While there is only one data point there now, we’ll be updating it again at the end of 2020 and will continue to do so as more data becomes available. Looking ahead, we plan to conduct another community survey in 2021 and a parent survey in 2022.

According to Kristin Dillon, Research Manager with Wilder, the existing data can be used already.

“Nonprofits can see if they’re addressing the most pressing needs in the communities they serve, aligning their messaging with what communities are saying they need, and identifying how their collective efforts are moving the needle to change the community environment,” said Dillon. “We’re looking forward to building on it over time to provide as much value as possible.”

*\*The indicators are: Belief People Are Treated Fairly, Support For Equal Opportunities, Employment Status, Early Childhood Intervention, Information For Families, Support For Families*









# REFLECTING ON REIMAGINE LEARNING: 2012–2019

At the Tower Foundation, we've always believed that partnerships are not only powerful but also essential for making lasting, large-scale social change. That's why back in 2012 we joined with New Profit and other key funders to launch Reimagine Learning.

Our shared vision for this initiative was clear: to transform teaching and learning across the U.S. in order to set students up for success. Our focus was the one in five students who have learning differences, along with those who have been systematically underserved. We invested \$12 million into the first five-year phase of the work, which resulted in these main outcomes:

- The network's membership grew from 32 social entrepreneurs, funders, policymakers, and researchers, to **more than 700 individuals and organizations**. Together they've created **more than 300 formal partnerships**, sharing knowledge and ideas to drive change at the district level.
- Collectively our **25 grantees** reached more than **7 million students** each year.





- In Essex County, Massachusetts, two districts supported by Reimagine Learning experienced significant transformations— **Lawrence School District** and the **Salem School District**. In Lawrence, test scores and graduation rates went up while dropout rates went down, and Salem implemented a strategic plan developed by teachers, parents, administrators, and city officials that gave ownership to all involved.

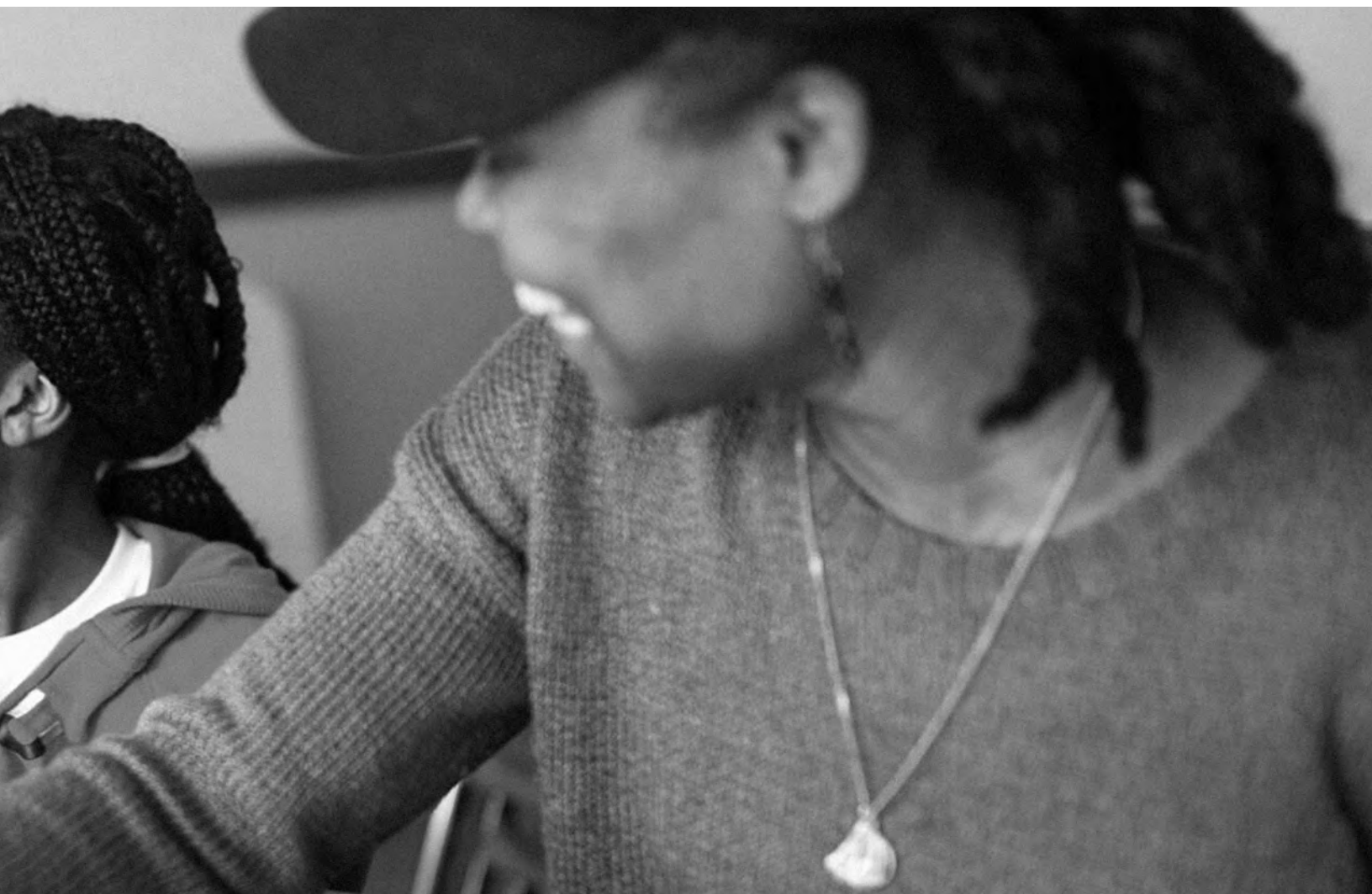
The following year, 2018, we joined with the Carnegie Corporation of New York in supporting New Profit’s grantmaking and capacity building, network convening and communications, policy advocacy, and other regional initiatives. Although our investment in Reimagine Learning came to an end in 2019, Executive Director Tracy Sawicki said, “We’re proud of the impact we created together.”

In 2019, a case study, “Shifting a system: The Reimagine Learning network and how to tackle persistent problems,” was published based on research conducted by Monitor Institute by Deloitte. It provides an in-depth, behind-the-scenes look at Reimagine

Learning to inform other organizations looking to change systems by leveraging networks.

Even though we’re no longer partners, our relationship with New Profit continues to be strong. “We learned a lot from one another about how to think about the intersection of regional and national work, and the importance of both going forward,” said Sawicki. “We’re currently exploring additional opportunities to collaborate because we know we can do more together than we can individually.”

Image courtesy of New Profit







As grantmaker, partner, and advocate,  
the Tower Foundation strengthens  
organizations and works to change  
systems to improve the lives of young  
people with learning disabilities,  
mental illness, substance use  
disorders, and intellectual disabilities.



# GRANTS AWARDED

## PROGRAMS AND SERVICES

### MASSACHUSETTS

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**Beneficent Technology, Inc.** \$34,804

*Transforming the Teacher Toolkit to Serve Students with Learning Disabilities*

**Brookline Community Mental Health Center, Inc.** \$55,000

*Bridge Program Expansion in Barnstable County*

**Cape Abilities, Inc.** \$120,000

*The Growing Futures Training Program at Cape Abilities Farm*

**Cape Cod Healthcare Foundation** \$71,500

*Transitional Youth Intensive Outpatient Program v.2 (IOPv2)*

**Citizens Inn, Inc.** \$12,000

*Building Resiliency in Kids*

**Health Law Advocates** \$150,000

*Mental Health Advocacy Program (MHAP) for Kids*

**Justice Resource Institute, Inc.** \$71,105

*CBT Access Project - Getting Unstuck*

**Martha's Vineyard Community Services, Inc.** \$121,726

*DO NO HARM: Building a Culture of Responsible Alcohol and Drug Use on Martha's Vineyard*

**Massachusetts Audubon Society, Inc.** \$58,430

*Nature-based Vocational Internships for Young People with intellectual and Learning Disabilities in Essex and Dukes Counties*

**Roca, Inc.** \$25,000

*Roca's Intervention Model in Lynn: Fueling Systems Change on behalf of the Highest-Risk, Opioid-addicted Young Men*

### NEW YORK

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**Buffalo Center for Arts and Technology** \$80,000

*Preparing for the Future: Developing New Skills for Mental Wellbeing*

**Buffalo Collegiate Charter School** \$80,000

*Increased Student Interventions and Supports for At-Risk Students at Buffalo Collegiate Charter School*

**Daemen College** \$65,997

*Center for Allied and Unified Sport and Exercise (CAUSE)*

**GiGi's Playhouse, Inc.** \$119,600

*Start-Up Funds for GiGi's Playhouse*

**Kenmore-Town of Tonawanda Union Free School District** \$75,117

*Trauma-Informed Educational Practices Expanded Implementation*

**Mental Health Advocates of WNY** \$70,100

*Join the Conversation Anti-Stigma Campaign*



<b>New York Alliance for Inclusion and Innovation</b> <i>Transitional Navigation Services from Foster Care to the Community</i>	<b>\$90,000</b>	<b>Lawrence Public Schools</b> <i>Adaptive Seating Systems to Support Physically and Cognitively Impaired Young Children</i>	<b>\$16,318</b>
<b>Niagara University</b> <i>Niagara QIP - Pyramid Model Implementation Project</i>	<b>\$90,000</b>	<b>LEAP for Education, Inc.</b> <i>Strengthening LEAP through Technology Purchase and Implementation</i>	<b>\$29,718</b>
<b>Parent Network of Western New York, Inc.</b> <i>Family Support and Advocacy</i>	<b>\$100,372</b>	<b>Lynn Shelter Association</b> <i>Strengthening Organizational Capacity by Investing in a Strong Development Infrastructure</i>	<b>\$26,856</b>
<b>Rock Autism</b> <i>Rock Autism Multimedia Vocational Programs</i>	<b>\$20,000</b>	<b>Nantucket Lighthouse School</b> <i>Educational Speaker Series</i>	<b>\$19,400</b>
<b>Say Yes Buffalo Scholarship, Inc.</b> <i>Say Yes Buffalo School-Based Prevention Program</i>	<b>\$86,073</b>	<b>Pathways For Children, Inc.</b> <i>Pathways Capital Needs Assessment</i>	<b>\$13,000</b>
<b>WNYSTEM Hub, Inc.</b> <i>Prism – STEM in MAX</i>	<b>\$43,890</b>	<b>Rehabilitation Hospital of the Cape and Islands</b> <i>Augmentative Alternative Communication Lending Library</i>	<b>\$19,026</b>

# STRENGTHENING PARTNER CAPACITY

## MASSACHUSETTS

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<b>Behavioral Health Innovators, Inc.</b> <i>Teens at Risk for Substance Use Disorder (SUD) Community Partnership Planning Committee</i>	<b>\$21,800</b>	<b>Robert F. Kennedy Children's Action Corps</b> <i>Providing On-Site Sports and Recreational for Youth at the Cape Cod Adolescent Treatment Center</i>	<b>\$3,744</b>
<b>Calmer Choice</b> <i>Building a Sustainable System to Improve the Mental Health of Cape Cod's Young People</i>	<b>\$30,000</b>	<b>The Children's Hospital Corporation d/b/a Boston Children's Hospital</b> <i>Early Literacy Screener</i>	<b>\$50,000</b>
<b>Eliot Community Human Services</b> <i>The Development of a Student Evaluation Tool</i>	<b>\$7,500</b>	<b>The Merrimack Valley Project, Inc.</b> <i>Merrimack Valley Opioid Pilot Program</i>	<b>\$7,500</b>
<b>Eliot Community Human Services</b> <i>The NAN Project's Development of an Evaluation Tool</i>	<b>\$10,000</b>	<b>Barnstable, Dukes, Essex &amp; Nantucket Counties</b> <i>Regional Capacity Building Initiatives</i>	<b>\$107,936</b>
<b>Essex County Community Foundation</b> <i>Impact Essex County Data Website and 2019 Funders Summit</i>	<b>\$25,000</b>	<b>NEW YORK</b>	
<b>Family Continuity, Inc.</b> <i>Family Continuity Technology Planning</i>	<b>\$18,000</b>	<b>Accessible Academics USA, Inc.</b> <i>Marketing &amp; Field Building Events</i>	<b>\$10,800</b>
<b>Fidelity House, Inc.</b> <i>Merger of Fidelity House and CRC</i>	<b>\$100,000</b>	<b>Behavioral and Mental Health Consortium</b> <i>Behavioral and Mental Health Consortium Continuation Funding</i>	<b>\$144,000</b>
<b>GetSET Massachusetts</b> <i>Organization Development Initiative</i>	<b>\$452,000</b>	<b>Catchafire Foundation</b> <i>Tower Foundation Catchafire Platform Launch</i>	<b>\$115,000</b>
		<b>Catchafire Foundation</b> <i>Catchafire Cape &amp; Islands Kick-Off</i>	<b>\$5,000</b>
		<b>CCNY</b> <i>Nurturing Parents Program—Erie County Children's System of Care</i>	<b>\$19,140</b>

# COMMUNITY CHANGE

<b>Child &amp; Family Services of Erie County</b> <i>Website and Intranet Upgrade</i>	\$19,513
<b>Christian Counseling Ministries of WNY</b> <i>Multi-sensory Therapy Room</i>	\$6,000
<b>Community Health Worker Network of Buffalo, Inc.</b> <i>CNECT (Community Network for Engagement, Connection and Transformation)</i>	\$30,000
<b>Cradle Beach Camp, Inc.</b> <i>Cradle Beach Strategic Plan and Program Evaluation</i>	\$28,351
<b>Empower</b> <i>Strength in Unity: Autism Services, Cantalician Center and Empower Seek to Join Forces</i>	\$50,000
<b>Empower</b> <i>Honorarium</i>	\$500
<b>Erie County Restorative Justice Coalition, Inc.</b> <i>Building Parent Engagement and Advocacy for Children with Disabilities through Restorative Practices</i>	\$20,097
<b>Gateway-Longview Foundation</b> <i>New View Alliance Strategic Operations Planning</i>	\$22,500
<b>National Alliance on Mental Illness (NAMI) Buffalo &amp; Erie County</b> <i>Evaluation &amp; Value Proposition</i>	\$29,302
<b>Opportunities Collaborative for Special Needs Students, Inc.</b> <i>Western New York Opportunities Collaborative</i>	\$75,000
<b>People Inc.</b> <i>Honorarium</i>	\$500
<b>Save The Michaels Of The World, Inc.</b> <i>Access to Recovery</i>	\$14,896
<b>Sensational Fun, Inc.</b> <i>Exergame Motion Fitness</i>	\$10,000
<b>The Summit Center</b> <i>Summit Academy Enhanced School Model</i>	\$239,383
<b>VOICE-Buffalo</b> <i>Accessibility Task Force Capacity Project</i>	\$18,000
<b>Young Audiences of Western New York</b> <i>Young Audiences Strategic Planning Initiative</i>	\$15,000
<b>Erie and Niagara Counties</b> <i>Capacity Building Initiatives</i>	\$41,994

## MASSACHUSETTS

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<b>Center for Public Representation</b> <i>The Massachusetts Supported Decision-Making Training &amp; Technical Assistance Center</i>	\$250,000
<b>City of Newburyport</b> <i>Essex County Asset Builder Network – Phase 2</i>	\$236,432
<b>Essex County Learning Community</b> <i>Use a Community of Practitioners Approach to Lift Up and Scale District, School, and Classroom Strategies that Enable Educators to Better Serve Students with Diverse Learning Assets and Needs</i>	\$1,050,000
<b>Family Services of Merrimack Valley Inc.</b> <i>The Lawrence Hub</i>	\$98,814
<b>Martha's Vineyard Community Services, Inc.</b> <i>Island Disability Coalition (IDC)</i>	\$180,000
<b>TOTAL TRUSTEE DISCRETIONARY GRANTS</b>	<b>\$460,000</b>

# THE TOWER FOUNDATION

The Tower Foundation is shepherded by a dedicated, seven-person team and a supportive Board of Trustees. Our work is based in Western New York and Eastern Massachusetts, areas where the Tower family resided and raised their children.

## STAFF

Tracy A. Sawicki  
*Executive Director*

Donald W. Matteson  
*Chief Program Officer*

Charles E. Colston, Jr.  
*Program Officer*

Megan T. MacDavey  
*Program Officer*

Nicholas G. Randell  
*Program Officer*

Kathleen E. Andriaccio  
*Director of Finance  
& Administration*

Dawn M. Pytlik  
*Executive Assistant/  
Office Coordinator*

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David Welbourn



Elizabeth C. Tower (1920–2013), *Yellow Canyon*, 1970  
Oil on canvas, 23" x 31"

## FEATURED ARTWORK

As a prolific painter, Elizabeth C. Tower loved everything about art—exploring it, talking about it, and spending time with those who make it. Her artwork was exhibited frequently throughout the 1960s and 1970s but rarely available commercially. Her work, displayed above and on the cover, is also featured on the foundation's new website at [TheTowerFoundation.org](http://TheTowerFoundation.org).

THE PETER AND ELIZABETH C. TOWER FOUNDATION

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