“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
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.
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.
As 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.
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.
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.
“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.

“... nonprofit community. We want the program to be meaningful to them.”

JOAN WHITNEY, GETSET MASSACHUSETTS PROJECT DIRECTOR
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.

“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.

“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.”

ANTHONY FRAIL, NIAGARA, NEW YORK
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.

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.
“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. 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
At the Tower Foundation, we believe that every young person deserves the chance to realize their highest potential, regardless of the challenges they face.
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.”
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.
### Massachusetts

**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

**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
New York Alliance for Inclusion and Innovation $90,000
Transitional Navigation Services from Foster Care to the Community

Niagara University $90,000
Niagara QIP - Pyramid Model Implementation Project

Parent Network of Western New York, Inc. $100,372
Family Support and Advocacy

Rock Autism $20,000
Rock Autism Multimedia Vocational Programs

Say Yes Buffalo Scholarship, Inc. $86,073
Say Yes Buffalo School-Based Prevention Program

WNYSYSTEM Hub, Inc. $43,890
Prism – STEM in MAX

Lawrence Public Schools $16,318
Adaptive Seating Systems to Support Physically and Cognitively Impaired Young Children

LEAP for Education, Inc. $29,718
Strengthening LEAP through Technology Purchase and Implementation

Lynn Shelter Association $26,856
Strengthening Organizational Capacity by Investing in a Strong Development Infrastructure

Nantucket Lighthouse School $19,400
Educational Speaker Series

Pathways For Children, Inc. $13,000
Pathways Capital Needs Assessment

Rehabilitation Hospital of the Cape and Islands $19,026
Augmentative Alternative Communication Lending Library

Robert F. Kennedy Children’s Action Corps $3,744
Providing On-Site Sports and Recreational for Youth at the Cape Cod Adolescent Treatment Center

The Children’s Hospital Corporation $50,000
d/b/a Boston Children’s Hospital
Early Literacy Screener

The Merrimack Valley Project, Inc. $7,500
Merrimack Valley Opioid Pilot Program

Barnstable, Dukes, Essex & Nantucket Counties $107,936
Regional Capacity Building Initiatives

 Behavior and Mental Health Consortium Continuation Funding

Accessible Academics USA, Inc. $10,800
Marketing & Field Building Events

Behavioral and Mental Health Consortium $144,000
Behavioral and Mental Health Consortium Continuation Funding

Catchafire Foundation $115,000
Tower Foundation Catchafire Platform Launch

Catchafire Foundation $5,000
Catchafire Cape & Islands Kick-Off

CCNY $19,140
Nurturing Parents Program—Erie County Children’s System of Care

STRENGTHENING PARTNER CAPACITY

MASSACHUSETTS

Behavioral Health Innovators, Inc. $21,800
Teens at Risk for Substance Use Disorder (SUD) Community Partnership Planning Committee

Calmer Choice $30,000
Building a Sustainable System to Improve the Mental Health of Cape Cod’s Young People

Eliot Community Human Services $7,500
The Development of a Student Evaluation Tool

Eliot Community Human Services $10,000
The NAN Project’s Development of an Evaluation Tool

Essex County Community Foundation $25,000
Impact Essex County Data Website and 2019 Funders Summit

Family Continuity, Inc. $18,000
Family Continuity Technology Planning

Fidelity House, Inc. $100,000
Merger of Fidelity House and CRC

GetSET Massachusetts $452,000
Organization Development Initiative

Robert F. Kennedy Children’s Action Corps $3,744
Providing On-Site Sports and Recreational for Youth at the Cape Cod Adolescent Treatment Center

The Children’s Hospital Corporation $50,000
d/b/a Boston Children’s Hospital
Early Literacy Screener

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NEW YORK

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CCNY $19,140
Nurturing Parents Program—Erie County Children’s System of Care
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<tr>
<th>Organization</th>
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<tr>
<td>Child &amp; Family Services of Erie County</td>
<td>$19,513</td>
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<td>Website and Intranet Upgrade</td>
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<td>Christian Counseling Ministries of WNY</td>
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<td>Multi-sensory Therapy Room</td>
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<td>Community Health Worker</td>
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<td>Network of Buffalo, Inc.</td>
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<td>CNECT (Community Network for Engagement, Connection and Transformation)</td>
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<td>Cradle Beach Camp, Inc.</td>
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<td>Building Parent Engagement and Advocacy for Children with Disabilities through Restorative Practices</td>
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<td>Capacity Building Initiatives</td>
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**COMMUNITY CHANGE**

**MASSACHUSETTS**

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<th>Organization</th>
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<td>Center for Public Representation</td>
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<td>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</td>
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<td>The Lawrence Hub</td>
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<td>Island Disability Coalition (IDC)</td>
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**TOTAL TRUSTEE DISCRETIONARY GRANTS** $460,000
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. Pytlík
Executive Assistant/Office Coordinator

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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.

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