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Form **990-PF**Department of the Treasury  
Internal Revenue Service**Return of Private Foundation  
or Section 4947(a)(1) Nonexempt Charitable Trust  
Treated as a Private Foundation**

OMB No 1545-0052

**2011**

Note. The foundation may be able to use a copy of this return to satisfy state reporting requirements.

For calendar year 2011 or tax year beginning

, and ending

Name of foundation <b>THE FLETCHER FOUNDATION</b>		A Employer identification number <b>04-6470890</b>
Number and street (or P O box number if mail is not delivered to street address) <b>370 MAIN STREET, 12TH FLOOR</b>	Room/suite	B Telephone number <b>508-459-8000</b>
City or town, state, and ZIP code <b>WORCESTER, MA 01608</b>		C If exemption application is pending, check here <input type="checkbox"/>
G Check all that apply: <input type="checkbox"/> Initial return <input type="checkbox"/> Initial return of a former public charity <input type="checkbox"/> Final return <input type="checkbox"/> Amended return <input type="checkbox"/> Address change <input type="checkbox"/> Name change		D 1. Foreign organizations, check here <input type="checkbox"/> Foreign organizations meeting the 85% test, 2. check here and attach computation <input type="checkbox"/>
H Check type of organization: <input checked="" type="checkbox"/> Section 501(c)(3) exempt private foundation <input type="checkbox"/> Section 4947(a)(1) nonexempt charitable trust <input type="checkbox"/> Other taxable private foundation		E If private foundation status was terminated under section 507(b)(1)(A), check here <input type="checkbox"/>
I Fair market value of all assets at end of year (from Part II, col. (c), line 16) <b>\$ 26,770,076.</b>	J Accounting method: <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other (specify) _____	F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here <input type="checkbox"/>

Part I Analysis of Revenue and Expenses (The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a))		(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
1 Contributions, gifts, grants, etc., received				<b>N/A</b>	
2 Check <input checked="" type="checkbox"/> if the foundation is not required to attach Sch B					
3 Interest on savings and temporary cash investments		<b>9,661.</b>	<b>9,500.</b>		<b>STATEMENT 1</b>
4 Dividends and interest from securities		<b>908,515.</b>	<b>864,628.</b>		<b>STATEMENT 2</b>
5a Gross rents					
b Net rental income or (loss)					
6a Net gain or (loss) from sale of assets not on line 10		<b>38,925.</b>			
b Gross sales price for all assets on line 6a <b>3,669,834.</b>					
7 Capital gain net income (from Part IV, line 2)			<b>38,925.</b>		
8 Net short-term capital gain					
9 Income modifications					
10a Gross sales less returns and allowances					
b Less Cost of goods sold					
c Gross profit or (loss)					
11 Other income		<b>14,748.</b>	<b>14,748.</b>		<b>STATEMENT 3</b>
12 Total. Add lines 1 through 11		<b>971,849.</b>	<b>927,801.</b>		
13 Compensation of officers, directors, trustees, etc.		<b>0.</b>	<b>0.</b>		<b>0.</b>
14 Other employee salaries and wages					
15 Pension plans, employee benefits					
16a Legal fees					
b Accounting fees <b>STMT 4</b>		<b>142,584.</b>	<b>71,292.</b>		<b>71,292.</b>
c Other professional fees					
17 Interest		<b>2,029.</b>	<b>2,029.</b>		<b>0.</b>
18 Taxes <b>STMT 5</b>		<b>16,201.</b>	<b>0.</b>		<b>0.</b>
19 Depreciation and depletion					
20 Occupancy					
21 Travel, conferences, and meetings					
22 Printing and publications					
23 Other expenses <b>STMT 6</b>		<b>1,380.</b>	<b>256.</b>		<b>1,124.</b>
24 Total operating and administrative expenses. Add lines 13 through 23		<b>162,194.</b>	<b>73,577.</b>		<b>72,416.</b>
25 Contributions, gifts, grants paid		<b>1,346,565.</b>			<b>1,346,565.</b>
26 Total expenses and disbursements. Add lines 24 and 25		<b>1,508,759.</b>	<b>73,577.</b>		<b>1,418,981.</b>
27 Subtract line 26 from line 12:					
a Excess of revenue over expenses and disbursements		<b>&lt;536,910.&gt;</b>			
b Net investment income (if negative, enter -0-)			<b>854,224.</b>		
c Adjusted net income (if negative, enter -0-)				<b>N/A</b>	

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Part II Balance Sheets		Attached schedules and amounts in the description column should be for end-of-year amounts only		
		Beginning of year	End of year	
		(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1 Cash - non-interest-bearing			
	2 Savings and temporary cash investments	1,521,469.	2,575,138.	2,575,138.
	3 Accounts receivable ▶			
	Less: allowance for doubtful accounts ▶			
	4 Pledges receivable ▶			
	Less: allowance for doubtful accounts ▶			
	5 Grants receivable			
	6 Receivables due from officers, directors, trustees, and other disqualified persons			
	7 Other notes and loans receivable ▶			
	Less: allowance for doubtful accounts ▶			
	8 Inventories for sale or use			
	9 Prepaid expenses and deferred charges			
	10a Investments - U.S. and state government obligations			
	b Investments - corporate stock STMT 7	10,738,005.	10,780,661.	16,540,738.
	c Investments - corporate bonds			
Liabilities	11 Investments - land, buildings, and equipment basis ▶			
	Less accumulated depreciation ▶			
	12 Investments - mortgage loans			
	13 Investments - other STMT 8	5,900,155.	4,504,667.	4,395,154.
	14 Land, buildings, and equipment basis ▶			
	Less accumulated depreciation ▶			
	15 Other assets (describe ▶ STATEMENT 9)	1,593,868.	1,375,474.	3,259,046.
	16 Total assets (to be completed by all filers)	19,753,497.	19,235,940.	26,770,076.
	17 Accounts payable and accrued expenses			
	18 Grants payable	5,000.	740,000.	
Net Assets or Fund Balances	19 Deferred revenue			
	20 Loans from officers, directors, trustees, and other disqualified persons			
	21 Mortgages and other notes payable			
	22 Other liabilities (describe ▶)			
	23 Total liabilities (add lines 17 through 22)	5,000.	740,000.	
	Foundations that follow SFAS 117, check here ▶ <input type="checkbox"/>			
	and complete lines 24 through 26 and lines 30 and 31.			
	24 Unrestricted			
	25 Temporarily restricted			
	26 Permanently restricted			
	Foundations that do not follow SFAS 117, check here ▶ <input checked="" type="checkbox"/>			
	and complete lines 27 through 31.			
	27 Capital stock, trust principal, or current funds	19,947,325.	19,947,325.	
	28 Paid-in or capital surplus, or land, bldg., and equipment fund	0.	0.	
	29 Retained earnings, accumulated income, endowment, or other funds	<198,828.>	<1,451,385.>	
	30 Total net assets or fund balances	19,748,497.	18,495,940.	
	31 Total liabilities and net assets/fund balances	19,753,497.	19,235,940.	

## Part III Analysis of Changes in Net Assets or Fund Balances

1 Total net assets or fund balances at beginning of year - Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1 19,748,497.
2 Enter amount from Part I, line 27a	2 <536,910.>
3 Other increases not included in line 2 (itemize) ▶ NET CHANGE IN PARTNERSHIP K-1'S	3 19,353.
4 Add lines 1, 2, and 3	4 19,230,940.
5 Decreases not included in line 2 (itemize) ▶ INCREASE IN GRANTS PAYABLE	5 735,000.
6 Total net assets or fund balances at end of year (line 4 minus line 5) - Part II, column (b), line 30	6 18,495,940.

**Part IV Capital Gains and Losses for Tax on Investment Income**

(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)	(b) How acquired P - Purchase D - Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1a			
b <b>SEE ATTACHED STATEMENT</b>			
c			
d			
e			

(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a			
b			
c			
d			
e <b>3,669,834.</b>		<b>3,629,986.</b>	<b>38,925.</b>

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

(i) F.M.V. as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))
a			
b			
c			
d			
e			<b>38,925.</b>

2 Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7 If (loss), enter -0- in Part I, line 7 }	2	<b>38,925.</b>
3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6): If gain, also enter in Part I, line 8, column (c). If (loss), enter -0- in Part I, line 8	3	<b>N/A</b>

**Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income**

(For optional use by domestic private foundations subject to the section 4940(a) tax on net investment income.)

If section 4940(d)(2) applies, leave this part blank.

Was the foundation liable for the section 4942 tax on the distributable amount of any year in the base period?

☐ Yes ☒ No

If "Yes," the foundation does not qualify under section 4940(e). Do not complete this part.

1 Enter the appropriate amount in each column for each year; see instructions before making any entries.

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (col. (b) divided by col. (c))
2010	<b>1,425,540.</b>	<b>25,106,546.</b>	<b>.056780</b>
2009	<b>1,012,537.</b>	<b>22,072,335.</b>	<b>.045874</b>
2008	<b>1,119,759.</b>	<b>28,918,780.</b>	<b>.038721</b>
2007	<b>1,504,753.</b>	<b>32,371,897.</b>	<b>.046483</b>
2006	<b>1,322,005.</b>	<b>29,573,827.</b>	<b>.044702</b>

2 Total of line 1, column (d)	2	<b>.232560</b>
3 Average distribution ratio for the 5-year base period - divide the total on line 2 by 5, or by the number of years the foundation has been in existence if less than 5 years	3	<b>.046512</b>
4 Enter the net value of noncharitable-use assets for 2011 from Part X, line 5	4	<b>26,946,837.</b>
5 Multiply line 4 by line 3	5	<b>1,253,351.</b>
6 Enter 1% of net investment income (1% of Part I, line 27b)	6	<b>8,542.</b>
7 Add lines 5 and 6	7	<b>1,261,893.</b>
8 Enter qualifying distributions from Part XII, line 4	8	<b>1,418,981.</b>

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate.  
See the Part VI instructions.

**Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 - see instructions)**

1a Exempt operating foundations described in section 4940(d)(2), check here <input type="checkbox"/> and enter "N/A" on line 1. Date of ruling or determination letter: _____ (attach copy of letter if necessary-see instructions)		1	8,542.
b Domestic foundations that meet the section 4940(e) requirements in Part V, check here <input checked="" type="checkbox"/> and enter 1% of Part I, line 27b		2	0.
c All other domestic foundations enter 2% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, col. (b).		3	8,542.
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		4	0.
3 Add lines 1 and 2		5	8,542.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		6a	16,065.
5 Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-		6b	
6 Credits/Payments:		6c	
a 2011 estimated tax payments and 2010 overpayment credited to 2011		6d	
b Exempt foreign organizations - tax withheld at source		7	16,065.
c Tax paid with application for extension of time to file (Form 8868)		8	
d Backup withholding erroneously withheld		9	
7 Total credits and payments. Add lines 6a through 6d		10	7,523.
8 Enter any penalty for underpayment of estimated tax. Check here <input checked="" type="checkbox"/> if Form 2220 is attached		11	0.
9 Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed			
10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid			
11 Enter the amount of line 10 to be: Credited to 2012 estimated tax <input checked="" type="checkbox"/> 7,523. Refunded <input checked="" type="checkbox"/>			

**Part VII-A Statements Regarding Activities**

	Yes	No
1a During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?		X
1b Did it spend more than \$100 during the year (either directly or indirectly) for political purposes (see instructions for definition)? If the answer is "Yes" to 1a or 1b, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.		X
1c Did the foundation file Form 1120-POL for this year?		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: (1) On the foundation. <input checked="" type="checkbox"/> \$ 0. (2) On foundation managers. <input checked="" type="checkbox"/> \$ 0.		
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. <input checked="" type="checkbox"/> \$ 0.		
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? If "Yes," attach a detailed description of the activities.		X
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? If "Yes," attach a conformed copy of the changes		X
4a Did the foundation have unrelated business gross income of \$1,000 or more during the year?		X
b If "Yes," has it filed a tax return on Form 990-T for this year?		
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? If "Yes," attach the statement required by General Instruction T.		X
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	X	
7 Did the foundation have at least \$5,000 in assets at any time during the year? If "Yes," complete Part II, col. (c), and Part XV.	X	
8a Enter the states to which the foundation reports or with which it is registered (see instructions) <input checked="" type="checkbox"/> MA		
b If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? If "No," attach explanation	X	
9 Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2011 or the taxable year beginning in 2011 (see instructions for Part XIV)? If "Yes," complete Part XIV		X
10 Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and addresses		X

N/A

**Part VII-A Statements Regarding Activities** (continued)

11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule (see instructions)	11		X
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement (see instructions)	12		X
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	X	

Website address **N/A**

14 The books are in care of **FLETCHER TILTON PC.** Telephone no. **(508) 459-8000**  
 Located at **370 MAIN STREET 12TH FLOOR, WORCESTER, MA** ZIP+4 **01608-1779**

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 - Check here ☐  
 and enter the amount of tax-exempt interest received or accrued during the year **15** **N/A**

16 At any time during calendar year 2011, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country? **16** **Yes** **No**  
**X**

See the instructions for exceptions and filing requirements for Form TD F 90-22.1. If "Yes," enter the name of the foreign country **N/A**

**Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required**

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

		Yes	No
1a	During the year did the foundation (either directly or indirectly):		
(1)	Engage in the sale or exchange, or leasing of property with a disqualified person? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(2)	Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(3)	Furnish goods, services, or facilities to (or accept them from) a disqualified person? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(4)	Pay compensation to, or pay or reimburse the expenses of, a disqualified person? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(5)	Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(6)	Agree to pay money or property to a government official? (Exception. Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
b	If any answer is "Yes" to 1a(1)-(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance (see instructions)? Organizations relying on a current notice regarding disaster assistance check here <b>N/A</b> <input type="checkbox"/>	1b	
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2011? <b>1c</b>		X
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):		
a	At the end of tax year 2011, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2011? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," list the years <b>N/A</b>		
b	Are there any years listed in 2a for which the foundation is <b>not</b> applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to all years listed, answer "No" and attach statement - see instructions.) <b>N/A</b>	2b	
c	If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here. <b>N/A</b>		
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
b	If "Yes," did it have excess business holdings in 2011 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2011.) <b>N/A</b>	3b	
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes? <b>4a</b>		X
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2011? <b>4b</b>		X

**Part VII-B** Statements Regarding Activities for Which Form 4720 May Be Required (continued)

5a During the year did the foundation pay or incur any amount to:

(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?

☐ Yes ☒ No

(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?

☐ Yes ☒ No

(3) Provide a grant to an individual for travel, study, or other similar purposes?

☐ Yes ☒ No

(4) Provide a grant to an organization other than a charitable, etc., organization described in section 509(a)(1), (2), or (3), or section 4940(d)(2)?

☐ Yes ☒ No

(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?

☐ Yes ☒ No

b If any answer is "Yes" to 5a(1)-(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance (see instructions)?

N/A

Organizations relying on a current notice regarding disaster assistance check here

☒

c If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant?

N/A

☐ Yes ☐ No

If "Yes," attach the statement required by Regulations section 53.4945-5(d).

6a Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?

☐ Yes ☒ No

b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?

If "Yes" to 6b, file Form 8870.

6b

X

7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?

☐ Yes ☒ No

b If "Yes," did the foundation receive any proceeds or have any net income attributable to the transaction?

N/A

7b

**Part VIII** Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation.

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
ALLEN W. FLETCHER	TRUSTEE / CHAIR			
53 ELM STREET				
WORCESTER, MA 01609	4.00	0.	0.	0.
WARNER S. FLETCHER	TRUSTEE / TREAS / SEC			
370 MAIN STREET				
WORCESTER, MA 01608	10.00	0.	0.	0.
MARY F. FLETCHER	TRUSTEE			
11 MONMOUTH ROAD				
WORCESTER, MA 01609	1.00	0.	0.	0.
PATRICIA A. FLETCHER	TRUSTEE			
80 SALISBURY STREET				
WORCESTER, MA 01609	1.00	0.	0.	0.

2 Compensation of five highest-paid employees (other than those included on line 1). If none, enter "NONE."

(a) Name and address of each employee paid more than \$50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
NONE				

Total number of other employees paid over \$50,000

0

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**Part VIII****Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors** (continued)**3** Five highest-paid independent contractors for professional services. If none, enter "NONE."

(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
FLETCHER TILTON PC - 370 MAIN STREET, 12TH FLOOR, WORCESTER, MA 016081779	LEGAL & ACCOUNTING	120,000.

Total number of others receiving over \$50,000 for professional services

0

**Part IX-A** Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.

	Expenses
1 N/A	
2	
3	
4	

**Part IX-B** Summary of Program-Related Investments

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.

	Amount
1 N/A	
2	
All other program-related investments. See instructions.	
3	

Total. Add lines 1 through 3

0.

Form 990-PF (2011)



**Part X Minimum Investment Return** (All domestic foundations must complete this part. Foreign foundations, see instructions.)

<b>1</b>	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
<b>a</b>	Average monthly fair market value of securities	<b>1a</b>	25,708,121.
<b>b</b>	Average of monthly cash balances	<b>1b</b>	1,649,074.
<b>c</b>	Fair market value of all other assets	<b>1c</b>	
<b>d</b>	<b>Total</b> (add lines 1a, b, and c)	<b>1d</b>	27,357,195.
<b>e</b>	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	<b>1e</b>	0.
<b>2</b>	Acquisition indebtedness applicable to line 1 assets	<b>2</b>	0.
<b>3</b>	Subtract line 2 from line 1d	<b>3</b>	27,357,195.
<b>4</b>	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)	<b>4</b>	410,358.
<b>5</b>	<b>Net value of noncharitable-use assets.</b> Subtract line 4 from line 3. Enter here and on Part V, line 4	<b>5</b>	26,946,837.
<b>6</b>	<b>Minimum investment return.</b> Enter 5% of line 5	<b>6</b>	1,347,342.

**Part XI Distributable Amount** (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ☐ and do not complete this part.)

<b>1</b>	Minimum investment return from Part X, line 6	<b>1</b>	1,347,342.
<b>2a</b>	Tax on investment income for 2011 from Part VI, line 5	<b>2a</b>	8,542.
<b>b</b>	Income tax for 2011. (This does not include the tax from Part VI.)	<b>2b</b>	
<b>c</b>	Add lines 2a and 2b	<b>2c</b>	8,542.
<b>3</b>	Distributable amount before adjustments. Subtract line 2c from line 1	<b>3</b>	1,338,800.
<b>4</b>	Recoveries of amounts treated as qualifying distributions	<b>4</b>	0.
<b>5</b>	Add lines 3 and 4	<b>5</b>	1,338,800.
<b>6</b>	Deduction from distributable amount (see instructions)	<b>6</b>	0.
<b>7</b>	<b>Distributable amount as adjusted.</b> Subtract line 6 from line 5. Enter here and on Part XIII, line 1	<b>7</b>	1,338,800.

**Part XII Qualifying Distributions** (see instructions)

<b>1</b>	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
<b>a</b>	Expenses, contributions, gifts, etc. - total from Part I, column (d), line 26	<b>1a</b>	1,418,981.
<b>b</b>	Program-related investments - total from Part IX-B	<b>1b</b>	0.
<b>2</b>	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	<b>2</b>	
<b>3</b>	Amounts set aside for specific charitable projects that satisfy the:		
<b>a</b>	Suitability test (prior IRS approval required)	<b>3a</b>	
<b>b</b>	Cash distribution test (attach the required schedule)	<b>3b</b>	
<b>4</b>	<b>Qualifying distributions.</b> Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	<b>4</b>	1,418,981.
<b>5</b>	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b	<b>5</b>	8,542.
<b>6</b>	<b>Adjusted qualifying distributions.</b> Subtract line 5 from line 4	<b>6</b>	1,410,439.

**Note.** The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.

**Part XIII** Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2010	(c) 2010	(d) 2011
<b>1</b> Distributable amount for 2011 from Part XI, line 7				1,338,800.
<b>2</b> Undistributed income, if any, as of the end of 2011				
<b>a</b> Enter amount for 2010 only			146,794.	
<b>b</b> Total for prior years:		0.		
<b>3</b> Excess distributions carryover, if any, to 2011:				
<b>a</b> From 2006				
<b>b</b> From 2007				
<b>c</b> From 2008				
<b>d</b> From 2009				
<b>e</b> From 2010				
<b>f</b> Total of lines 3a through e	0.			
<b>4</b> Qualifying distributions for 2011 from Part XII, line 4: ▶ \$ 1,418,981.				
<b>a</b> Applied to 2010, but not more than line 2a			146,794.	
<b>b</b> Applied to undistributed income of prior years (Election required - see instructions)		0.		
<b>c</b> Treated as distributions out of corpus (Election required - see instructions)	0.			
<b>d</b> Applied to 2011 distributable amount				1,272,187.
<b>e</b> Remaining amount distributed out of corpus	0.			
<b>5</b> Excess distributions carryover applied to 2011 (If an amount appears in column (d), the same amount must be shown in column (a).)	0.			0.
<b>6</b> Enter the net total of each column as indicated below:	0.			
<b>a</b> Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	0.			
<b>b</b> Prior years' undistributed income. Subtract line 4b from line 2b		0.		
<b>c</b> Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed		0.		
<b>d</b> Subtract line 6c from line 6b. Taxable amount - see instructions		0.		
<b>e</b> Undistributed income for 2010. Subtract line 4a from line 2a. Taxable amount - see instr.			0.	
<b>f</b> Undistributed income for 2011. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2012				66,613.
<b>7</b> Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3)	0.			
<b>8</b> Excess distributions carryover from 2006 not applied on line 5 or line 7	0.			
<b>9</b> Excess distributions carryover to 2012. Subtract lines 7 and 8 from line 6a	0.			
<b>10</b> Analysis of line 9:				
<b>a</b> Excess from 2007				
<b>b</b> Excess from 2008				
<b>c</b> Excess from 2009				
<b>d</b> Excess from 2010				
<b>e</b> Excess from 2011				

<b>Part XIV</b>	<b>Private Operating Foundations</b> (see instructions and Part VII-A, question 9)
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N/A

- 1 a** If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2011, enter the date of the ruling

- b**
- Check box to indicate whether the foundation is a private operating foundation described in section
- ☐
- 4942(j)(3) or
- ☐
- 4942(j)(5)

**Part XV** Supplementary Information (continued)**3 Grants and Contributions Paid During the Year or Approved for Future Payment**

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
<b>a Paid during the year</b>				
ALLIANCE RESOURCE PARTNERS	NONE	PUBLIC		55.
NATURAL RESOURCE PARTNERS LP	NONE	PUBLIC		10.
SEE SCHEDULE ATTACHED	NONE	PUBLIC	SEE SCHEDULE	1,346,500.
<b>Total</b>				<b>▶ 3a 1,346,565.</b>
<b>b Approved for future payment</b>				
SEE SCHEDULE ATTACHED	NONE	PUBLIC	SEE SCHEDULE	740,000.
<b>Total</b>				<b>▶ 3b 740,000.</b>





**Part IV** Capital Gains and Losses for Tax on Investment Income

(a) List and describe the kind(s) of property sold, e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.		(b) How acquired P - Purchase D - Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1a	SEE ATTACHED FTW&CO - FUND M - S/T	P		
b	SEE ATTACHED FTW&CO - FUND M - L/T	P		
c	SEE ATTACHED FTW&CO - FUND P - L/T	P		
d	MASTHEAD CONCORDIA			
e	ENTERPRISE PRODUCTS			
f	SECTION 1231 GAIN FROM K-1'S			
g	CAPITAL GAINS DIVIDENDS			
h				
i				
j				
k				
l				
m				
n				
o				

(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a 297,303.		365,292.	<67,989.>
b 1,469,217.		1,566,914.	<97,697.>
c 1,859,056.		1,697,780.	161,276.
d			<18,912.>
e			5,995.
f			11,994.
g 44,258.			44,258.
h			
i			
j			
k			
l			
m			
n			
o			

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

(i) F.M.V. as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	(l) Losses (from col. (h)) Gains (excess of col. (h) gain over col. (k), but not less than "-0-")
a			<67,989.>
b			<97,697.>
c			161,276.
d			<18,912.>
e			5,995.
f			11,994.
g			44,258.
h			
i			
j			
k			
l			
m			
n			
o			

2 Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7 If (loss), enter "-0-" in Part I, line 7 }	2	38,925.
3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6): If gain, also enter in Part I, line 8, column (c). If (loss), enter "-0-" in Part I, line 8 }	3	N/A

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FORM 990-PF INTEREST ON SAVINGS AND TEMPORARY CASH INVESTMENTS STATEMENT 1

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SOURCE	AMOUNT
FTW&CO FUND M - TAX EXEMPT	76.
FTW&CO FUND P	9,500.
FTW&CO FUND P - TAX EXEMPT	85.
TOTAL TO FORM 990-PF, PART I, LINE 3, COLUMN A	9,661.

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FORM 990-PF DIVIDENDS AND INTEREST FROM SECURITIES STATEMENT 2

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SOURCE	GROSS AMOUNT	CAPITAL GAINS DIVIDENDS	COLUMN (A) AMOUNT
ALLIANCE RESOURCE PARTNERS	23.	0.	23.
ENERGY TRANSFER PARTNERS	943.	0.	943.
ENTERPRISE PRODUCTS	208.	0.	208.
FTW& CO NON TAX DIVIDENDS - FUND M	40,764.	0.	40,764.
FTW&CO BANK CGD FUND P	21,035.	21,035.	0.
FTW&CO CGD FUND M	23,223.	23,223.	0.
FTW&CO DIVIDENDS FUND M	506,493.	0.	506,493.
FTW&CO DIVIDENDS FUND P	319,376.	0.	319,376.
FTW&CO FUND M - US OBL	10,023.	0.	10,023.
FTW&CO NON TAXABLE FUND P	3,123.	0.	3,123.
FTW&CO US OB FUND P	24,573.	0.	24,573.
INERGY L.P.	322.	0.	322.
KINDER MORGAN ENERGY PARTNERS	876.	0.	876.
LINN ENERGY	45.	0.	45.
NATURAL RESOURCE PARTNERS LP	3.	0.	3.
TEEKAY LNG PARTNERS - DIVIDENDS	1,295.	0.	1,295.
TEEKAY LNG PARTNERS - INTEREST	443.	0.	443.
TERRA NITROGEN	5.	0.	5.
TOTAL TO FM 990-PF, PART I, LN 4	952,773.	44,258.	908,515.



FORM 990-PF	OTHER INCOME		STATEMENT	3
DESCRIPTION	(A) REVENUE PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	
NATURAL RESOURCES LP	2,263.	2,263.		
MASTHEAD CONCORDIA	256.	256.		
FTW&CO FUND P	11,210.	11,210.		
TEEKAY LNG PARTNERS	1,019.	1,019.		
TOTAL TO FORM 990-PF, PART I, LINE 11	14,748.	14,748.		

FORM 990-PF	ACCOUNTING FEES		STATEMENT	4
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
FLETCHER TILTON PC	120,000.	60,000.		60,000.
NIXON PEABODY	22,584.	11,292.		11,292.
TO FORM 990-PF, PG 1, LN 16B	142,584.	71,292.		71,292.

FORM 990-PF	TAXES		STATEMENT	5
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
FOREIGN TAXES PAID	10,701.	0.		0.
U S TREASURY	5,500.	0.		0.
TO FORM 990-PF, PG 1, LN 18	16,201.	0.		0.

FORM 990-PF	OTHER EXPENSES			STATEMENT	6
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES	
COMMONWEALTH OF MASS	250.	0.		250.	
OFFICE EXPENSE	364.	0.		364.	
CYBERGRANTS	510.	0.		510.	
K-1 EXPENSES	256.	256.		0.	
TO FORM 990-PF, PG 1, LN 23	1,380.	256.		1,124.	

FORM 990-PF	CORPORATE STOCK		STATEMENT	7
DESCRIPTION			BOOK VALUE	FAIR MARKET VALUE
FTW&CO EQUITIES			10,780,661.	16,540,738.
TOTAL TO FORM 990-PF, PART II, LINE 10B			10,780,661.	16,540,738.

FORM 990-PF	OTHER INVESTMENTS		STATEMENT	8
DESCRIPTION	VALUATION METHOD	BOOK VALUE	FAIR MARKET VALUE	
FTW&CO MUTUAL FUNDS	COST	3,532,451.	3,404,720.	
FTW&CO FIXED INCOME	COST	782,216.	787,668.	
BANK CDS	COST	190,000.	202,766.	
TOTAL TO FORM 990-PF, PART II, LINE 13		4,504,667.	4,395,154.	

FORM 990-PF	OTHER ASSETS		STATEMENT	9
DESCRIPTION	BEGINNING OF YR BOOK VALUE	END OF YEAR BOOK VALUE	FAIR MARKET VALUE	
MASTHEAD CONCORDIA LLC	52,296.	33,382.	0.	
NATURAL RESOURCE PARTNERS LP	87,909.	87,150.	135,550.	
TEEKAY LNG PARTNERS	78,602.	65,088.	132,680.	
KINDER MORGAN ENERGY PARTNERS	4,280.	0.	354,242.	
INERGY, L.P.	120,231.	87,464.	221,221.	

THE FLETCHER FOUNDATION

04-6470890

ENTERPRISE PRODUCTS	173,666.	108,998.	878,159.
TERRA NITROGEN	253,668.	276,869.	436,592.
ENERGY TRANSFER PARTNERS	348,564.	245,531.	449,330.
BREITBURN ENERGY PARTNERS	290,733.	263,127.	276,515.
ALLIANCE RESOURCE PARTNERS	98,647.	100,155.	173,834.
LINN ENERGY	85,272.	107,710.	200,923.
TO FORM 990-PF, PART II, LINE 15	<u>1,593,868.</u>	<u>1,375,474.</u>	<u>3,259,046.</u>

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FORM 990-PF	GRANT APPLICATION SUBMISSION INFORMATION	STATEMENT 10
	PART XV, LINES 2A THROUGH 2D	

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NAME AND ADDRESS OF PERSON TO WHOM APPLICATIONS SHOULD BE SUBMITTED

WARNER S. FLETCHER, 370 MAIN STREET. 12TH FLOOR, WORCESTER, MA 01608

TELEPHONE NUMBER

FORM AND CONTENT OF APPLICATIONS

APPLICATIONS SHOULD BE MADE BY LETTER IN QUINTUPPLICATE SUMMARIZING A REQUEST TOGETHER WITH BACKGROUND INFORMATION. INCLUDE A COPY OF THE IRS TAX EXEMPTION LETTER

ANY SUBMISSION DEADLINES

GRANT REQUESTS SHOULD BE RECEIVED TWO WEEKS PRIOR TO DISTRIBUTION MEETINGS HELD IN JUNE AND IN DECEMBER.

RESTRICTIONS AND LIMITATIONS ON AWARDS

GIVING IS FOCUSED IN THE SOCIAL SERVICE AREA ONLY IN THE CITY OF WORCESTER.

**FT Acting as Administrator for  
Fletcher Foundation Grant Payments Paid in 2011**

Fletcher Foundation Organization Name	State/Province	Request ID	Owner	Disposition	Payment Type	Payment Status	Check Date*	Payment Amount
ABBY'S HOUSE	MA	5575488	cwhite	Approved	Check	Paid	06/30/11	\$15,000 00
AMERICAN RED CROSS OF CENTRAL MASSACHUSETTS	MA	6393431	cwhite	Approved	Check	Paid	12/22/11	\$7,000 00
ANNA MARIA COLLEGE	MA	5628402	cwhite	Approved	Check	Paid	06/30/11	\$50,000 00
APPLE TREE ARTS	MA	6399726	cwhite	Approved	Check	Paid	12/22/11	\$25,000 00
ART IN THE PARK	MA	5533356	cwhite	Approved	Check	Paid	06/30/11	\$2,500 00
ARTSWORCESTER	MA	6392433	cwhite	Approved	Check	Paid	12/22/11	\$7,000 00
ATHOL AREA YMCA	MA	5980262	cwhite	Approved	Check	Paid	12/22/11	\$5,000 00
BECKER COLLEGE	MA	5628386	cwhite	Approved	Check	Paid	06/30/11	\$50,000 00
BOTTOM LINE (THE)	MA	5605264	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
CANAL DISTRICT ALLIANCE	MA	5451281	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
CASA PROJECT, INC (THE)	MA	5605262	cwhite	Approved	Check	Paid	06/30/11	\$15,000 00
CASA PROJECT, INC (THE)	MA	6449734	cwhite	Approved	Check	Paid	12/22/11	\$1,000 00
CENTRO LAS AMERICAS	MA	6449743	cwhite	Approved	Check	Paid	12/22/11	\$5,000 00
CHILDREN'S FRIEND, INC	MA	6399710	cwhite	Approved	Check	Paid	12/22/11	\$7,000 00
CLARK UNIVERSITY	MA	6399691	cwhite	Approved	Check	Paid	12/22/11	\$200,000 00
COMMUNITY HARVEST PROJECT, INC	MA	5884537	cwhite	Approved	Check	Paid	12/20/11	\$10,000 00
DEVEREUX MASSACHUSETTS	MA	6449693	cwhite	Approved	Check	Paid	12/22/11	\$3,000 00
DISMAS HOUSE OF MASSACHUSETTS, INC	MA	5405100	cwhite	Approved	Check	Paid	06/30/11	\$10,000 00
DISMAS HOUSE OF MASSACHUSETTS, INC	MA	6449696	cwhite	Approved	Check	Paid	12/22/11	\$1,000 00
DYNAMY, INC	MA	6399675	cwhite	Approved	Check	Paid	12/22/11	\$12,500 00
ELM PARK CENTER FOR EARLY CHILDHOOD EDUCATION, INC	MA	5575254	cwhite	Approved	Check	Paid	06/30/11	\$20,000 00
EX-PRISONERS AND PRISONERS ORGANIZING FOR COMMUNITY ADVANCEMENT	MA	5628399	cwhite	Approved	Check	Paid	06/28/11	\$2,000 00
FIRST NIGHT WORCESTER	MA	5575105	cwhite	Approved	Check	Paid	06/30/11	\$12,000 00
FRIENDLY HOUSE, INC	MA	6402356	cwhite	Approved	Check	Paid	12/22/11	\$5,000 00
HANOVER THEATRE FOR THE PERFORMING ARTS	MA	5985765	cwhite	Approved	Check	Paid	12/22/11	\$70,000 00
HENRY LEE WILLIS COMMUNITY CENTER	MA	6449709	cwhite	Approved	Check	Paid	12/22/11	\$1,000 00
INTERFAITH HOSPITALITY NETWORK OF GREATER WORCESTER	MA	5960256	cwhite	Approved	Check	Paid	12/22/11	\$10,000 00
JERICHO ROAD PROJECT, INC	MA	5826314	cwhite	Approved	Check	Paid	12/22/11	\$10,000 00
JOY OF MUSIC PROGRAM, INC	MA	5600557	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
JOY OF MUSIC PROGRAM, INC	MA	6393495	cwhite	Approved	Check	Paid	12/22/11	\$50,000 00
LITERACY VOLUNTEERS OF GREATER WORCESTER	MA	5910638	cwhite	Approved	Check	Paid	12/22/11	\$10,000 00
LUTHERAN SOCIAL SERVICES OF NEW ENGLAND, INC	MA	6392430	cwhite	Approved	Check	Paid	12/22/11	\$25,000 00
MAIN SOUTH COMMUNITY DEVELOPMENT CORPORATION	MA	6072048	cwhite	Approved	Check	Paid	12/22/11	\$15,000 00
MATTHEW 25, INC	MA	5628382	cwhite	Approved	Check	Paid	06/30/11	\$20,000 00
MATTHEW 25, INC	MA	5901630	cwhite	Approved	Check	Paid	12/22/11	\$10,000 00
MOHEGAN COUNCIL, INC , BOY SCOUTS OF AMERICA	MA	5608986	cwhite	Approved	Check	Paid	06/30/11	\$10,000 00
MUSIC WORCESTER, INC	MA	6449733	cwhite	Approved	Check	Paid	12/22/11	\$2,000 00
OAK HILL COMMUNITY DEVELOPMENT	MA	6399744	cwhite	Approved	Check	Paid	12/22/11	\$10,000 00

**FT Acting as Administrator for  
Fletcher Foundation Grant Payments Paid in 2011**

Fletcher Foundation Organization Name	State/Province	Request ID	Owner	Disposition	Payment Type	Payment Status	Check Date*	Payment Amount
CORPORATION								
OLD STURBRIDGE VILLAGE	MA	6359359	cwhite	Approved	Check	Paid	12/22/11	\$50,000 00
PERNET FAMILY HEALTH SERVICE, INC	MA	5404990	cwhite	Approved	Check	Paid	06/30/11	\$9,000 00
PLEASANT STREET NEIGHBORHOOD NETWORK CENTER	MA	5609006	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
QUINSIGAMOND COMMUNITY COLLEGE FOUNDATION	MA	5533336	cwhite	Approved	Check	Paid	06/30/11	\$2,000 00
REGIONAL ENVIRONMENTAL COUNCIL OF CENTRAL MASSACHUSETTS	MA	6402378	cwhite	Approved	Check	Paid	12/22/11	\$10,000 00
SPECTRUM HEALTH SYSTEMS, INC	MA	5628390	cwhite	Approved	Check	Paid	06/30/11	\$20,000 00
ST JOHN'S CHURCH	MA	6071292	cwhite	Approved	Check	Paid	12/22/11	\$30,000 00
UNITED WAY OF CENTRAL MASSACHUSETTS	MA	5865073	cwhite	Approved	Check	Paid	12/22/11	\$30,000 00
UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL	MA	6356681	cwhite	Approved	Check	Paid	12/22/11	\$50,000 00
WHITE OAK LAND CONSERVATION SOCIETY, INC	MA	6376406	cwhite	Approved	Check	Paid	12/22/11	\$15,000 00
WORCESTER ANIMAL RESCUE LEAGUE	MA	6449746	cwhite	Approved	Check	Paid	12/22/11	\$5,000 00
WORCESTER COMMUNITY HOUSING RESOURCES, INC	MA	6402365	cwhite	Approved	Check	Paid	12/22/11	\$15,000 00
WORCESTER EAST SIDE COMMUNITY DEVELOPMENT CORPORATION	MA	5609047	cwhite	Approved	Check	Paid	06/30/11	\$10,000 00
WORCESTER EAST SIDE COMMUNITY DEVELOPMENT CORPORATION	MA	6449692	cwhite	Approved	Check	Paid	12/22/11	\$1,000 00
WORCESTER EDUCATION COLLABORATIVE	MA	5575235	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
WORCESTER HISTORICAL MUSEUM	MA	6449737	cwhite	Approved	Check	Paid	12/22/11	\$1,000 00
WORCESTER INTERFAITH, INC	MA	5541688	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
WORCESTER LATINO DOLLARS FOR SCHOLARS	MA	5344346	cwhite	Approved	Check	Paid	06/30/11	\$3,000 00
WORCESTER POLYTECHNIC INSTITUTE	MA	5575640	cwhite	Approved	Check	Paid	06/30/11	\$200,000 00
WORCESTER REGIONAL RESEARCH BUREAU, INC	MA	5345644	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
WORCESTER TREE INITIATIVE	MA	5628396	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
WORCESTER YOUTH CENTER, INC	MA	5907174	cwhite	Approved	Check	Paid	12/22/11	\$15,000 00
Y O U , INC	MA	5202186	cwhite	Approved	Check	Paid	06/30/11	\$50,000 00
Y O U , INC	MA	5202186	cwhite	Approved	Check	Paid	12/22/11	\$50,000 00
YOUTHNET WORCESTER	MA	5324920	cwhite	Approved	Check	Paid	06/30/11	\$7,500 00
YWCA OF CENTRAL MASSACHUSETTS	MA	5409575	cwhite	Approved	Check	Paid	06/30/11	\$5,000 00
YWCA OF CENTRAL MASSACHUSETTS	MA	5817941	cwhite	Approved	Check	Paid	07/27/11	\$15,000 00
YWCA OF CENTRAL MASSACHUSETTS	MA	5832327	cwhite	Approved	Check	Paid	08/05/11	\$5,000 00
Fletcher Foundation Count: 66							Total.	\$1,346,500.00
Report Count: 66							Total:	\$1,346,500.00

**FT Acting as Administrator for  
Fletcher Foundation Grant Payments Due After 2011**

Fletcher Foundation								
Organization Name	State/Province	Request ID	Owner	Disposition	Payment Type	Payment Status	Check Date*	Payment Amount
ANNA MARIA COLLEGE	MA	5628402	cwhite	Approved	Check	Scheduled	06/01/12*	\$25,000 00
BECKER COLLEGE	MA	5628386	cwhite	Approved	Check	Scheduled	06/01/12*	\$50,000 00
CLARK UNIVERSITY	MA	6399691	cwhite	Approved	Check	Scheduled	12/01/12*	\$100,000 00
CLARK UNIVERSITY	MA	6399691	cwhite	Approved	Check	Scheduled	12/01/13*	\$100,000 00
HANOVER THEATRE FOR THE PERFORMING ARTS	MA	5985765	cwhite	Approved	Check	Scheduled	12/01/12*	\$30,000 00
JERICO ROAD PROJECT, INC	MA	5826314	cwhite	Approved	Check	Scheduled	12/22/12	\$10,000 00
JOY OF MUSIC PROGRAM, INC	MA	6393495	cwhite	Approved	Check	Scheduled	12/01/12*	\$25,000 00
UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL	MA	6356681	cwhite	Approved	Check	Scheduled	12/22/12*	\$50,000 00
UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL	MA	6356681	cwhite	Approved	Check	Scheduled	12/22/13*	\$50,000 00
WORCESTER POLYTECHNIC INSTITUTE	MA	5575640	cwhite	Approved	Check	Scheduled	06/01/12	\$100,000 00
WORCESTER POLYTECHNIC INSTITUTE	MA	5575640	cwhite	Approved	Check	Scheduled	06/01/13	\$100,000 00
WORCESTER POLYTECHNIC INSTITUTE	MA	5575640	cwhite	Approved	Check	Scheduled	06/01/14	\$100,000 00
Fletcher Foundation Count:						12	Total:	\$740,000.00
Report Count:						12	Total:	\$740,000.00