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Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

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Information about Form 990-PF and its separate instructions is at www.irs.gov/form990pf.

OMB No 1545-0052

2013

Open to Public Inspection

For calendar year 2013 or tax year beginning

, and ending

Name of foundation

THE FLETCHER FOUNDATION

A Employer identification number

04-6470890

Number and street (or P.O. box number if mail is not delivered to street address)

Room/suite

370 MAIN STREET, 12TH FLOOR

B Telephone number

508-459-8000

City or town, state or province, country, and ZIP or foreign postal code

WORCESTER, MA 01608

C If exemption application is pending, check here ☐

G Check all that apply:

☐ Initial return☐ Initial return of a former public charity☐ Final return☐ Amended return☐ Address change☐ Name change

H Check type of organization:

☒ Section 501(c)(3) exempt private foundation☐ Section 4947(a)(1) nonexempt charitable trust☐ Other taxable private foundationD 1 Foreign organizations, check here ☐2. Foreign organizations meeting the 85% test, check here and attach computation ☐E If private foundation status was terminated under section 507(b)(1)(A), check here ☐F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ☐

Fair market value of all assets at end of year (from Part II, col. (c), line 16)

\$ 30,518,240.

J Accounting method: ☒ Cash ☐ Accrual☐ Other (specify)

(Part I, column (d) must be on cash basis.)

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

N/A

2 Check ☒ if the foundation is not required to attach Sch. B

3 Interest on savings and temporary cash investments

217.

73.

STATEMENT 1

4 Dividends and interest from securities

899,612.

871,022.

STATEMENT 2

5a Gross rents

b Net rental income or (loss)

6a Net gain or (loss) from sale of assets not on line 10

130,620.

b Gross sales price for all assets on line 6a 2,531,523.

7 Capital gain net income (from Part IV, line 2)

130,620.

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

<38,890.>

11,625.

STATEMENT 3

12 Total Add lines 1 through 11

991,559.

1,013,340.

13 Compensation of officers, directors, trustees, etc

0.

0.

0.

14 Other employee salaries and wages

15 Pension plans, employee benefits

16a Legal fees

b Accounting fees

STMT 4

124,000.

62,000.

62,000.

c Other professional fees

STMT 5

24,031.

12,015.

12,016.

17 Interest

3,031.

3,031.

0.

18 Taxes

STMT 6

37,698.

0.

0.

19 Depreciation and depletion

20 Occupancy

21 Travel, conferences, and meetings

22 Printing and publications

23 Other expenses

STMT 7

103,652.

0.

786.

24 Total operating and administrative expenses. Add lines 13 through 23

292,412.

77,046.

74,802.

25 Contributions, gifts, grants paid

1,388,144.

1,388,144.

26 Total expenses and disbursements. Add lines 24 and 25

1,680,556.

77,046.

1,462,946.

27 Subtract line 26 from line 12:

a Excess of revenue over expenses and disbursements

<688,997.>

b Net investment income (if negative, enter -0-)

936,294.

c Adjusted net income (if negative, enter -0-)

N/A

SCANNED DEC 01 2014 Revenue

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	1,123,882.	884,127.	884,127.
	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 8	12,104,134.	12,393,460.	21,463,951.
	c Investments - corporate bonds			
	11 Investments - land, buildings, and equipment basis ▶ Less. accumulated depreciation ▶			
	12 Investments - mortgage loans			
	13 Investments - other STMT 9	4,243,143.	3,515,518.	4,138,976.
	14 Land, buildings, and equipment basis ▶ Less. accumulated depreciation ▶			
15 Other assets (describe ▶ STATEMENT 10)	1,385,492.	1,374,549.	4,031,186.	
16 Total assets (to be completed by all filers - see the instructions. Also, see page 1, item 1)	18,856,651.	18,167,654.	30,518,240.	
Liabilities	17 Accounts payable and accrued expenses			
	18 Grants payable			
	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)	0.	0.	
Net Assets or Fund Balances	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	<1,090,674.>	<1,779,671.>	
30 Total net assets or fund balances	18,856,651.	18,167,654.		
31 Total liabilities and net assets/fund balances	18,856,651.	18,167,654.		

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	18,856,651.
2 Enter amount from Part I, line 27a	2	<688,997.>
3 Other increases not included in line 2 (itemize) ▶ -	3	0.
4 Add lines 1, 2, and 3	4	18,167,654.
5 Decreases not included in line 2 (itemize) ▶	5	0.
6 Total net assets or fund balances at end of year (line 4 minus line 5) - Part II, column (b), line 30	6	18,167,654.

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	FTW&CO - FUND P	P		
b	FTW&CO - FUND P	P		
c	FTW&CO - FUND M	P		
d	FTW&CO - FUND M	P		
e	FTW&CO - FUND M	P		
f	FTW&CO - FUND M	P		
g	FROM K-1'S	P		
h	FROM K-1'S	P		
i	FROM K-1'S SECTION 1231	P		
j	CAPITAL GAINS DIVIDENDS			
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	3,795.	3,979.	<184.>
b	742,424.	648,664.	93,760.
c	265,886.	250,064.	15,822.
d	200,000.	192,919.	7,081.
e	2,317.	2,327.	<10.>
f	1,271,655.	1,302,950.	<31,295.>
g	3,075.		3,075.
h	583.		583.
i	5,777.		5,777.
j	36,011.		36,011.
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			<184.>
b			93,760.
c			15,822.
d			7,081.
e			<10.>
f			<31,295.>
g			3,075.
h			583.
i			5,777.
j			36,011.
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	130,620.
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

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 SEE ATTACHED STATEMENT			
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 2,531,523.		2,400,903.	130,620.

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			130,620.

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	130,620.
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

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 the 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))
2012	1,379,202.	27,382,535.	.050368
2011	1,410,439.	26,946,837.	.052342
2010	1,425,540.	25,106,546.	.056780
2009	1,012,537.	22,072,335.	.045874
2008	1,119,759.	28,918,780.	.038721

2 Total of line 1, column (d)	2 .244085
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 .048817
4 Enter the net value of noncharitable-use assets for 2013 from Part X, line 5	4 29,297,714.
5 Multiply line 4 by line 3	5 1,430,227.
6 Enter 1% of net investment income (1% of Part I, line 27b)	6 9,363.
7 Add lines 5 and 6	7 1,439,590.
8 Enter qualifying distributions from Part XII, line 4 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.	8 1,462,946.

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	9,363.
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	9,363.
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	9,363.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		6a	14,437.
5 Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-		6b	
6 Credits/Payments:		6c	
a 2013 estimated tax payments and 2012 overpayment credited to 2013		6d	
b Exempt foreign organizations - tax withheld at source		7	14,437.
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	5,074.
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 2014 estimated tax <input checked="" type="checkbox"/> 5,074. 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 the 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 2013 or the taxable year beginning in 2013 (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? Website address ► <u>N/A</u>	13	X	
14	The books are in care of ► <u>FLETCHER TILTON PC</u> Telephone no ► <u>(508) 459-8000</u> Located at ► <u>370 MAIN STREET 12TH FLOOR, WORCESTER, MA</u> ZIP+4 ► <u>01608-1779</u>			
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 2013, 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? See the instructions for exceptions and filing requirements for Form TD F 90-22.1. If "Yes," enter the name of the foreign country ►	16	Yes	No
				X

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 checked="" type="checkbox"/> Yes <input 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	1b	X
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 2013?	1c	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 2013, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2013? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," list the years ►		
b	Are there any years listed in 2a for which the foundation is not 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.)	2b	N/A
c	If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here. ►		
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 2013 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 2013.)	3b	N/A
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a	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 2013?	4b	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

5b

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?

6b

X

If "Yes" to 6b, file Form 8870

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	TTEE/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

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 01608	TRUST & ACCOUNTING	124,000.
NIXON PEABODY - 370 MAIN STREET, 12TH FLOOR, WORCESTER, MA 01608	TRUST & ACCOUNTING	24,031.

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.

1	Expenses
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.

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

Total. Add lines 1 through 3

0.

Form 990-PF (2013)

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

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:	
a	Average monthly fair market value of securities	1a 28,286,718.
b	Average of monthly cash balances	1b 1,457,154.
c	Fair market value of all other assets	1c
d	Total (add lines 1a, b, and c)	1d 29,743,872.
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e 0.
2	Acquisition indebtedness applicable to line 1 assets	2 0.
3	Subtract line 2 from line 1d	3 29,743,872.
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)	4 446,158.
5	Net value of noncharitable-use assets Subtract line 4 from line 3. Enter here and on Part V, line 4	5 29,297,714.
6	Minimum investment return Enter 5% of line 5	6 1,464,886.

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.)

1	Minimum investment return from Part X, line 6	1 1,464,886.
2a	Tax on investment income for 2013 from Part VI, line 5	2a 9,363.
b	Income tax for 2013. (This does not include the tax from Part VI.)	2b
c	Add lines 2a and 2b	2c 9,363.
3	Distributable amount before adjustments. Subtract line 2c from line 1	3 1,455,523.
4	Recoveries of amounts treated as qualifying distributions	4 0.
5	Add lines 3 and 4	5 1,455,523.
6	Deduction from distributable amount (see instructions)	6 0.
7	Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1	7 1,455,523.

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

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:	
a	Expenses, contributions, gifts, etc. - total from Part I, column (d), line 26	1a 1,462,946.
b	Program-related investments - total from Part IX-B	1b 0.
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2
3	Amounts set aside for specific charitable projects that satisfy the:	
a	Suitability test (prior IRS approval required)	3a
b	Cash distribution test (attach the required schedule)	3b
4	Qualifying distributions. Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	4 1,462,946.
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b	5 9,363.
6	Adjusted qualifying distributions. Subtract line 5 from line 4	6 1,453,583.

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 2012	(c) 2012	(d) 2013
1 Distributable amount for 2013 from Part XI, line 7				1,455,523.
2 Undistributed income, if any, as of the end of 2013				
a Enter amount for 2012 only			35,424.	
b Total for prior years:		0.		
3 Excess distributions carryover, if any, to 2013:				
a From 2008				
b From 2009				
c From 2010				
d From 2011				
e From 2012				
f Total of lines 3a through e	0.			
4 Qualifying distributions for 2013 from Part XII, line 4: ▶ \$ 1,462,946.				
a Applied to 2012, but not more than line 2a			35,424.	
b Applied to undistributed income of prior years (Election required - see instructions)		0.		
c Treated as distributions out of corpus (Election required - see instructions)	0.			
d Applied to 2013 distributable amount				1,427,522.
e Remaining amount distributed out of corpus	0.			
5 Excess distributions carryover applied to 2013 (If an amount appears in column (d) the same amount must be shown in column (a))	0.			0.
6 Enter the net total of each column as indicated below:				
a Corpus Add lines 3f, 4c, and 4e Subtract line 5	0.			
b Prior years' undistributed income. Subtract line 4b from line 2b		0.		
c 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.		
d Subtract line 6c from line 6b. Taxable amount - see instructions		0.		
e Undistributed income for 2012. Subtract line 4a from line 2a. Taxable amount - see instr.			0.	
f Undistributed income for 2013. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2014				28,001.
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3)	0.			
8 Excess distributions carryover from 2008 not applied on line 5 or line 7	0.			
9 Excess distributions carryover to 2014. Subtract lines 7 and 8 from line 6a	0.			
10 Analysis of line 9:				
a Excess from 2009				
b Excess from 2010				
c Excess from 2011				
d Excess from 2012				
e Excess from 2013				

N/A

- b** Check box to indicate whether the foundation is a private operating foundation described in section

☐ 4942(1)(3) or ☐ 4942(1)(5)

- b 85% of line 2a**

- c** Qualifying distributions from Part XII,
line 4 for each year listed

- d** Amounts included in line 2c not used directly for active conduct of exempt activities

- e Qualifying distributions made directly for active conduct of exempt activities

Subtract line 2d from line 2c

- 3 Complete 3a, b, or c for the alternative test relied upon:

- a "Assets" alternative test - enter:

- (1) Value of all assets**

- (2) Value of assets qualifying under section 4942(j)(3)(B)(i)

- b** "Endowment" alternative test - enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed

- c "Support" alternative test - enter:

- (1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)

- (2) Support from general public and 5 or more exempt organizations as provided in section 4942(i)(3)(B)(iii)

- (3) Largest amount of support from an exempt organization**

- (4) Gross investment income

1 Information Regarding Foundation Managers:

- a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than \$5,000). (See section 507(d)(2).)

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:

Check here ☐ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc. (see instructions) to individuals or organizations under other conditions, complete items 2a, b, c, and d.

- a The name, address, and telephone number or e-mail address of the person to whom applications should be addressed:

b The form in which applications should be submitted and information and materials they should include:

- c Any submission deadlines:**

- d** Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

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

Recipient		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
Name and address (home or business)					
a Paid during the year					
K-1 ALLIANCE RESOURCE PARTNERS		NONE			55.
K-1 ENERGY TRANSFER PARTNERS		NONE			12.
K-1 NATURAL RESOURCE PARTNERS LP		NONE			14.
K-1 REGENCY ENERGY PARTNERS		NONE			10.
K-1 ENBRIDGE ENERGY PARTNERS		NONE			53.
Total		SEE CONTINUATION SHEET(S)			1,388,144.
b Approved for future payment					
SEE SCHEDULE ATTACHED		NONE	PUBLIC	SEE SCHEDULE	764,000.
Total					764,000.

3 Grants and Contributions Paid During the Year (Continuation)

323631
05-01-13

Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

		Yes	No
1	Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) of the Code (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?		
a	Transfers from the reporting foundation to a noncharitable exempt organization of:		
	(1) Cash	1a(1)	X
	(2) Other assets	1a(2)	X
b	Other transactions:		
	(1) Sales of assets to a noncharitable exempt organization	1b(1)	X
	(2) Purchases of assets from a noncharitable exempt organization	1b(2)	X
	(3) Rental of facilities, equipment, or other assets	1b(3)	X
	(4) Reimbursement arrangements	1b(4)	X
	(5) Loans or loan guarantees	1b(5)	X
	(6) Performance of services or membership or fundraising solicitations	1b(6)	X
c	Sharing of facilities, equipment, mailing lists, other assets, or paid employees	1c	X
d	If the answer to any of the above is "Yes," complete the following schedule. Column (b) should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column (d) the value of the goods, other assets, or services received.		

[illegible]

- 2a** Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) of the Code (other than section 501(c)(3)) or in section 527? ☐ Yes ☒ No
- b** If "Yes," complete the following schedule.

(a) Name of organization	(b) Type of organization	(c) Description of relationship
N/A		

**Sign
Here**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

May the IRS discuss this return with the preparer shown below (see instr)?

☒ Yes ☐ No

Signature of officer or trustee

Date _____

TRUSTEE
Title

**Paid
Preparer
Use Only**

Print/type preparer's name

Preparer's signature

Date _____

Check ☐ self-employed

PTIN

SANDRA ZDONCZYK

Firm's name ▶ **FLETCHER TILTON PC**

Firm's address ► 370 MAIN STREET, 12TH FLOOR
WORCESTER, MA 01608-1779

P00178350

Firm's EIN ► 04-2628601

Phone no. (508) 459-8000

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

SOURCE	(A) REVENUE PER BOOKS	(B) NET INVESTMENT INCOME	(C) ADJUSTED NET INCOME
FTW&CO FUND M - TAX EXEMPT	59.	0.	
FTW&CO FUND P - TAX EXEMPT	85.	0.	
IRS	73.	73.	
TOTAL TO PART I, LINE 3	217.	73.	

FORM 990-PF DIVIDENDS AND INTEREST FROM SECURITIES STATEMENT 2

SOURCE	GROSS AMOUNT	CAPITAL GAINS DIVIDENDS	(A) REVENUE PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME
FTW&CO CGD FUND M	22,971.	22,971.	0.	0.	
FTW&CO CGD FUND P	13,040.	13,040.	0.	0.	
FTW&CO DIVIDENDS FUND M	522,039.	0.	522,039.	522,039.	
FTW&CO DIVIDENDS FUND P	324,182.	0.	324,182.	324,182.	
FTW&CO FUND M - US OBL	1,178.	0.	1,178.	1,178.	
FTW&CO INTEREST - FUND P	9,500.	0.	9,500.	9,500.	
FTW&CO NON TAX DIVIDENDS - FUND M	23,109.	0.	23,109.	0.	
FTW&CO NON TAXABLE FUND P	5,481.	0.	5,481.	0.	
FTW&CO US OB FUND P	2.	0.	2.	2.	
K-1 DIVIDENDS	7,501.	0.	7,501.	7,501.	
K-1 INTEREST	6,620.	0.	6,620.	6,620.	
TO PART I, LINE 4	935,623.	36,011.	899,612.	871,022.	

FORM 990-PF	OTHER INCOME	STATEMENT	3
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DESCRIPTION	(A) REVENUE PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME
K-1 ROYALTIES	962.	962.	
FTW&CO FUND P	9,811.	9,811.	
K-1 OTHER INCOME	842.	842.	
CLASS ACTION SETTLEMENT	10.	10.	
PARTNERSHIP K-1'S	<53,515.>	0.	
MASS STATE REFUND	3,000.	0.	
TOTAL TO FORM 990-PF, PART I, LINE 11	<38,890.>	11,625.	

FORM 990-PF	ACCOUNTING FEES	STATEMENT	4
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DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
FLETCHER TILTON PC	124,000.	62,000.		62,000.
TO FORM 990-PF, PG 1, LN 16B	124,000.	62,000.		62,000.

FORM 990-PF	OTHER PROFESSIONAL FEES	STATEMENT	5
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DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
NIXON PEABODY	24,031.	12,015.		12,016.
TO FORM 990-PF, PG 1, LN 16C	24,031.	12,015.		12,016.

FORM 990-PF	TAXES			STATEMENT	6
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES	
FOREIGN TAXES PAID	13,749.	0.		0.	
FEDERAL BAL DUE	20,479.	0.		0.	
MASS BAL DUE & ESTIMATES	3,470.	0.		0.	
TO FORM 990-PF, PG 1, LN 18	37,698.	0.		0.	

FORM 990-PF	OTHER EXPENSES			STATEMENT	7
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES	
COMMONWEALTH OF MASS	250.	0.		250.	
MICROEDGE SOFTWARE	536.	0.		536.	
K-1 EXPENSES	102,866.	0.		0.	
TO FORM 990-PF, PG 1, LN 23	103,652.	0.		786.	

FORM 990-PF	CORPORATE STOCK		STATEMENT	8
DESCRIPTION			BOOK VALUE	FAIR MARKET VALUE
FTW&CO EQUITIES			12,393,460.	21,463,951.
TOTAL TO FORM 990-PF, PART II, LINE 10B			12,393,460.	21,463,951.

FORM 990-PF	OTHER INVESTMENTS		STATEMENT	9
DESCRIPTION	VALUATION METHOD	BOOK VALUE	FAIR MARKET VALUE	
FTW&CO MUTUAL FUNDS	COST	3,017,839.	3,536,517.	
FTW&CO FIXED INCOME	COST	497,679.	602,459.	
BANK CDS	COST	0.	0.	
TOTAL TO FORM 990-PF, PART II, LINE 13		3,515,518.	4,138,976.	

FORM 990-PF

OTHER ASSETS

STATEMENT 10

DESCRIPTION	BEGINNING OF YR BOOK VALUE	END OF YEAR BOOK VALUE	FAIR MARKET VALUE
MASTHEAD ENDEAVOUR LLC	21,632.	13,604.	13,604.
PUBLICLY TRADED PARTNERSHIPS	1,363,860.	1,360,945.	4,017,582.
TO FORM 990-PF, PART II, LINE 15	1,385,492.	1,374,549.	4,031,186.

FORM 990-PF

GRANT APPLICATION SUBMISSION INFORMATION
PART XV, LINES 2A THROUGH 2D

STATEMENT 11

NAME AND ADDRESS OF PERSON TO WHOM APPLICATIONS SHOULD BE SUBMITTED

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

FORM AND CONTENT OF APPLICATIONS

APPLICATIONS SHOULD BE MADE BY LETTER IN QUINTUPLICATE 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 PRIMARILY IN THE CITY OF WORCESTER.

Fletcher Foundation 2013 Payments

11/10/2014

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
<u>Fletcher Foundation</u>				
Abby's House <i>Window Replacement</i> \$25,000 00	7313768	6/18/2013	\$12,500 00	
Abby's House <i>Santa Claus Grant</i> \$1,500 00	7314286	12/20/2013	\$1,500 00	
Abby's House <i>Window Replacement</i> \$25,000 00	7313768	12/23/2013	\$12,500 00	
Art in the Park (Arts & Business Council-Fiscal Agent) <i>2013 Art Event</i> \$3,000 00	7313734	6/18/2013	\$3,000 00	
ARTSWorcester <i>Amelia Gallery Programs</i> \$7,000 00	7314037	12/23/2013	\$7,000 00	
Athol Area YMCA <i>Phase II Continuation</i> \$5,000 00	7314141	12/23/2013	\$5,000 00	
Blackstone River Valley National Heritage Corridor <i>Operating Support</i> \$24,000 00	7314111	12/23/2013	\$10,000 00	
Bottom Line (The) <i>Operating support</i> \$5,000 00	7313830	6/18/2013	\$5,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
Camp Putnam of the Worcester Fresh Air Fund, Inc. <i>Arts & Crafts Center</i> \$10,000 00	7313672	6/18/2013	\$10,000 00	
Canal District Alliance <i>Canalfest 2013</i> \$5,000 00	7313692	6/18/2013	\$5,000 00	
CASA Project, Inc. (The) <i>Programming Support</i> \$15,000 00	7313808	6/18/2013	\$15,000 00	
Center for Living and Working, Inc. <i>Office Renovations</i> \$15,000 00	7314108	12/23/2013	\$15,000 00	
Centro Las Americas <i>Santa Claus Grant</i> \$3,000 00	7314282	12/20/2013	\$3,000 00	
Children's Friend, Inc. <i>Equipment Purchase</i> \$2,500 00	7314142	12/23/2013	\$2,500 00	
Clark University <i>LEEP Initiative</i> \$400,000 00	6399691	12/23/2013	\$100,000 00	
Dismas House of Massachusetts, Inc. <i>Program Support</i> \$10,000 00	7313681	6/18/2013	\$10,000 00	
Dynamy, Inc. <i>Youth Academy</i> \$10,000 00	7314132	12/23/2013	\$10,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
EcoTarium <i>Phase 1-3rd Century Campaign</i> \$200,000 00	7119113	12/23/2013	\$50,000 00	
Family Health Center of Worcester <i>Santa Claus Grant</i> \$1,500 00	7314285	12/20/2013	\$1,500 00	
First Night Worcester <i>Operating Support</i> \$12,000 00	7313796	6/18/2013	\$12,000 00	
Genesis Club, Inc. <i>12 Westland Street</i> \$30,000 00	7314147	12/23/2013	\$30,000 00	
Greater Worcester Land Trust <i>Land Acquisition Fund</i> \$200,000 00	7313351	12/23/2013	\$50,000 00	
Habitat for Humanity MetroWest/Greater Worcester <i>College Hill Project</i> \$20,000 00	7314006	12/23/2013	\$20,000 00	
Jeremiah's Inn <i>Technology Upgrades</i> \$8,000 00	7313896	12/23/2013	\$8,000 00	
Jericho Road Project, Inc. <i>Operating Support</i> \$20,000 00	7313971	12/23/2013	\$10,000 00	
Joy of Music Program, Inc. <i>Financial Aid Program</i> \$5,000 00	7313799	6/18/2013	\$5,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
Joy of Music Program, Inc. <i>Santa Claus Grant</i> \$5,000 00	7314280	12/20/2013	\$5,000 00	
Joy of Music Program, Inc. <i>Santa Claus Grant</i> \$2,000 00	7314281	12/20/2013	\$2,000 00	
Literacy Volunteers of Greater Worcester <i>Santa Claus Grant</i> \$1,500 00	7314284	12/20/2013	\$1,500 00	
Literacy Volunteers of Greater Worcester <i>Operating Support</i> \$12,000 00	7313891	12/23/2013	\$12,000 00	
Lutheran Social Services of New England, Inc. <i>One Stop Service Center support</i> \$60,000 00	7313803	6/18/2013	\$30,000 00	
Lutheran Social Services of New England, Inc. <i>One Stop Service Center support</i> \$60,000 00	7313803	12/23/2013	\$30,000 00	
Main South Community Development Corporation <i>Operating Support</i> \$15,000 00	7313805	6/18/2013	\$15,000 00	
Massachusetts Audubon Society-Worcester <i>Your Sanctuary in the City Campaign</i> \$150,000 00	7313812	6/18/2013	\$50,000 00	
Massachusetts Audubon Society-Worcester <i>Your Sanctuary in the City Campaign</i> \$150,000 00	7313812	12/23/2013	\$50,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
Massachusetts College of Pharmacy and Health Sciences <i>Lab and Clinic Creation</i> \$150,000 00	7313974	12/23/2013	\$60,000 00	
Massachusetts Symphony Orchestra <i>Tuckerman Hall Renovations</i> \$100,000 00	7314044	12/23/2013	\$50,000 00	
McAuley Nazareth Home for Boys <i>Passenger Van purchase</i> \$8,000 00	7313806	6/18/2013	\$8,000 00	
Mohegan Council, Inc., Boy Scouts of America <i>Camp Improvements</i> \$5,000 00	7314128	12/23/2013	\$5,000 00	
Musicians of the Old Post Road <i>Special Concert</i> \$2,000 00	7314112	12/23/2013	\$2,000 00	
Notre Dame Academy <i>Language Center</i> \$10,000 00	7314029	12/23/2013	\$10,000 00	
Oak Hill Community Development Corporation <i>Program Support</i> \$10,000 00	7313804	6/18/2013	\$10,000 00	
Quinsigamond Community College Foundation <i>HACE Youth Recognition Awards Program</i> \$2,000 00	7313739	6/18/2013	\$2,000 00	
Regatta Point Community Sailing <i>Equipment Purchases</i> \$5,000 00	7314146	12/23/2013	\$5,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
Regional Environmental Council of Central Massachusetts <i>Operating Support</i> \$10,000 00	7314140	12/23/2013	\$10,000 00	
Salisbury Singers, Inc. <i>40th Anniversary Season</i> \$2,000 00	7313911	12/23/2013	\$2,000 00	
Salvation Army of Worcester <i>Renovation Project</i> \$50,000 00	7313829	6/18/2013	\$25,000 00	
Salvation Army of Worcester <i>Renovation Project</i> \$50,000 00	7313829	12/23/2013	\$25,000 00	
Southern Middlesex Opportunity Council (SMOC) <i>141 Providence Street</i> \$10,000 00	7314097	12/23/2013	\$10,000 00	
Stone Soup Artist Activist Collective and Community Resource Center <i>King Street Renovations</i> \$10,000 00	7313879	12/23/2013	\$10,000 00	
UMass Memorial Healthcare Community Healthlink <i>Plumley Village Programs</i> \$20,000 00	7313907	12/23/2013	\$10,000 00	
University of Massachusetts Medical School <i>Experiential Learning Center</i> \$150,000 00	6356681	12/23/2013	\$50,000 00	
VNA Care Network & Hospice, Inc. <i>Technology & Equipment Support</i> \$50,000 00	7313809	6/18/2013	\$25,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
VNA Care Network & Hospice, Inc. Technology & Equipment Support \$50,000 00	7313809	12/23/2013	\$25,000 00	
Worcester Academy ONWARD The Campaign for Worcester Academy \$25,000 00	7313797	6/18/2013	\$25,000 00	
Worcester Animal Rescue League Santa Claus Grant \$5,000 00	7314305	12/24/2013	\$5,000 00	
Worcester Art Museum Integration of Higgins Armory Museum \$400,000 00	7313807	6/18/2013	\$100,000 00	
Worcester Art Museum Santa Claus Grant \$500 00	7314283	12/20/2013	\$500 00	
Worcester Center for Crafts Capital Improvements to Ceramics Studio \$100,000 00	7313800	6/18/2013	\$50,000 00	
Worcester Center for Crafts Capital Improvements to Ceramics Studio \$100,000 00	7313800	12/23/2013	\$50,000 00	
Worcester Community Action Council, Inc. Technology Upgrades \$20,000 00	7313916	12/23/2013	\$20,000 00	
Worcester Community Housing Resources, Inc. 2014 Programming \$15,000 00	7314135	12/20/2013	\$15,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
Worcester Education Collaborative <i>Operating Support</i> \$5,000 00	7313732	6/18/2013	\$5,000 00	
Worcester Interfaith, Inc. <i>2013 Programs</i> \$5,000 00	7313748	6/18/2013	\$5,000 00	
Worcester Latino Dollars for Scholars <i>College Textbooks</i> \$3,000 00	7313641	6/18/2013	\$3,000 00	
Worcester Polytechnic Institute <i>Project Center</i> \$500,000 00	5575640	12/23/2013	\$100,000 00	
Worcester Regional Chamber of Commerce <i>Development Advancement Fund</i> \$10,000 00	7314120	12/23/2013	\$10,000 00	
Worcester Regional Research Bureau, Inc. <i>2013 Operations</i> \$5,000 00	7313679	6/18/2013	\$5,000 00	
Worcester Youth Center, Inc. <i>Programming Support</i> \$15,000 00	7313921	12/23/2013	\$15,000 00	
YouthConnect Summer <i>2013 Summer Programs</i> \$7,500 00	7313639	6/18/2013	\$7,500 00	
YWCA of Central Massachusetts <i>Wheels to Water</i> \$19,000 00	7313952	9/26/2013	\$19,000 00	

Payee Organization Project Title, Grant Amount	Grant No. Ref. No.	Payment Date	Payment Amount	Check Number Notes
		<i>Total Fletcher Foundation</i>	\$1,388,000 00	
		(71 items)		
		Grand Total	\$1,388,000 00	
		(71 items)		