

F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM

DATE: August 27, 2020

REQUEST DATE: August 25, 2020

Last grant acknowledgement: Yes

Program Area: Human Services

APPLICANT:

JBWS (formerly known as Jersey Battered Women's Service)

PO Box 1437

Morristown, NJ 07962

CONTACT: Ms. Diane Williams, MSW, LCWS, President and CEO

PHONE: (973) 267-7520 x 120

PAYEE OTHER THAN ADDRESSEE: Jersey Battered Women's Service

AMOUNT REQUESTED: \$90,000 **NATURE OF REQUEST:** For general operating support

GRANT HISTORY

LAST GRANT DATE: 9/16/2019

LAST GRANT AMOUNT: \$85,000

FYE DATE: 12/31/2019

AFS DATE: 4/29/2020

2015	\$10,000	6/30/2015	In honor of Sandra Brown Sherman
2015	\$90,000	9/14/2015	
2016	\$85,000	9/12/2016	
2017	\$85,000	9/15/2017	
2018	\$85,000	12/10/2018	
2019	\$85,000	9/16/2019	

See 10/9/2019 Site Visit Report attached.

DLK COMMENTS: See financial analysis.

JFT COMMENTS: First of all, I'm thankful that JJK and I were able to visit JBWS last October for an informative and comprehensive visit. This is one grantee that is impactful to visit on site.

As with all of our grantees, JBWS altered operations quickly in response to COVID-19, adapting to required protocol in the residential housing sites, and pivoting to virtual programming (video conferencing, digital communications, etc.). The loss of volunteers so integral to their operation is distressing, as is their loss of in-kind gifts (household items, groceries, etc. totaling 700 individual donations last year), but I'm sure that the limiting of legal advocacy services for clients presents one of their biggest problems. Potential clients are very vulnerable at this time.

It was good to read of the funding by the state to provide emergency housing. DLK notes a PPP loan received, but no specifics are provided in the proposal (furloughed staff?).

Aside from the update of recent accomplishments (which is always comprehensive) and financial information (which does not seem to really reflect the COVID-19 consequences), most of the proposal is identical in that it provides Safety, Support, and Solutions program descriptions. There is an impactful account of a client's distress while experiencing domestic violence. Many of the services decreased in 2019 (e.g. shelter days decreased 12% in 2019 and 23% since 2018) but are,

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nonetheless, still distressing. **(JJK: There was a marked increase – from 242 to 412 – in abusers receiving intervention counseling.)** They were able to launch a Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) program for children 3-18 years of age in 2019, but the request does not provide data of how many participants they had (the 2019 Annual Report notes 4,547 hours of children's counseling). **(JJK: Yes, very interested to hear more about this eventually).**

There is an open letter to program participants on their website *JBWS Stands Against Racism*, which I have attached. The Annual Report notes the uncertainty of the second half of 2020 and beyond. The 2018 Annual Report provided a much more comprehensive "Look Back" at 2018 services, detailing service stats for every program.

The strategic planning piece of the proposal [broken down by pillars of 1) A Strong Foundation, 2) Prevention, 3) Access 4) Safety and Self-Sufficiency and 5) Sustainability does not include any progress made in 2019 as did the plan included in the 2018 request. I'd like to attribute this to the timing of the request during the pandemic. At a later date, I will contact Helen Lefrois (VP Development) about some of the shortcomings I noted. **(Looks like DLK noticed a sharp increase of 250% in the 2020 budget for "Client Assistance / Workshops." JFT, when you reach out to Helen, can you ask about this? Just curious why such a sharp increase. Maybe related to the Rapid Rehousing program. JFT: Will do.)**

JBWS serves a vulnerable community well, advocates for that community, and provides education along with providing educational for the community and professionals. I recommend the budgeted \$85K.

JJK COMMENTS: I agree with JFT that JBWS is certainly a site visit for which ZOOM is inadequate. The mere opportunity to walk through the Arbour and Simon Houses puts in stark relief how critical these services are to women (and now men) who have nowhere else to turn. I remain moved by that experience – and by the dedication of volunteers who, staffing the crisis helpline, are really the first line of defense for abused persons.

I was glad to see that JBWS was among the 20 non-profits chosen by the State of NJ to receive emergency housing funds as a result of COVID-19; this ended up launching a new initiative called the Community Housing Assistance project and also allowed JBWS to hire a Housing Coordinator. Should this become a permanent position, I hope this will help make the Rapid Rehousing (RR) program even more successful. Having just launched it recently, JBWS has now accepted its 10th client into the RR program, exceeding their goal of 7. As a victim transitions from the residency at the Safe House, the program is designed to prevent, due to housing instability, the victim from again returning to abusers or becoming homeless. Victims receive subsidized rental assistance for up to one year and intensive case management for up to two years. Counseling includes budgeting, good housekeeping, and landlord/neighbor relations. I think the Annual Report says it best: "We understand that housing success is connected to education, employment, and a network of emotional and social support." Very glad to see this program doing well and hope it will continue to expand.

JBWS worked in 2019 to better welcome the LGBTQ+ community. To Diane's credit, she and the staff have been speaking to providers around the country and have formed internal working groups in order to continue to improve. Adjustments have been made when it comes to intake and assessment, forming co-ed support groups, décor in the building, etc.

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This is another indication of an impression I came away with from our October site visit: this is an organization dedicated to reflection, planning, and continual improvement. It's evidenced by the strategic planning document and by the ways in which they continue to expand programming.

As I think about JBWS, I try to put myself in the mind of an abused person, escaping an abusive if not lethal environment with children who witness such trauma. I try to imagine the fear when she feels like there is nowhere safe to turn – and the relief when she first gets a JBWS volunteer on the phone and learns that there is somewhere safe to go, that there are options. What a powerful resource this organization represents for some of the most vulnerable people.

The Annual Report reflects that the F. M. Kirby Foundation is among the three “Benefactors” contributing \$50,000 or more. I am proud we are a cornerstone benefactor and recommend we remain as such! I recommend the budgeted \$85,000.

SDK COMMENTS: Actually surprised they did not ask for any special funding for what must have been a sizable investment in technology.

FM KIRBY FOUNDATION
Financial Statement Analysis

Grantee Name:	JBWS (Jersey Battered Women's Service)	Date:	8/26/2020
Prepared By:	DLK		
Grant Request Amt.	\$ 90,000	Type of Financial Report Submitted	Audit
Budgeted Amt.	\$ 85,000	Period Covered in Financial Report	12/31/2019
Audit Firm	Nisivoccia LLP	Date of Report Issuance	4/29/2020
Opinion	Present fairly		
Basis of Acctg.	GAAP		

Current Ratio (Liquidity Ratio/Working Capital Ratio)	6.24	Amount of Unrestricted Net Assets (Operating Reserve)	\$ 5,269,927
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Note: A current ratio measures an organization's ability to pay short-term and long-term obligations. The higher the ratio, the more capable the organization is of paying its obligations. A ratio under 1 indicates that the organization's liabilities are greater than its assets.

Allocation of Functional Expenses	12/31/2019	%	Must Read Financial Statement Notes
A. Program Service Expenses	\$ 3,627,621	78%	Ideally program expenses should be at least 70% of total budget.
B. Management and General	\$ 482,802	10%	
C. Fundraising	\$ 569,529	12%	
D. Total Expenses	\$ 4,679,952	100%	

Comments/ Notes:

Budget: The 2020 budget is projecting a \$428K deficit versus a deficit of \$257K for 2019. Total revenues are up \$319K (7%) with the bulk of the increase in the government line (up \$350K/16%). Not sure if this includes the \$610K in PPP funding but I'm guessing so. Total expenses are budgeted to grow by \$489K (10%) with two expense categories, payroll/benefits up \$305K (9%) and client assistance/workshops up \$159K (249%), accounting for the increase.

Audit: There was a \$619K surplus for 2019 vs a deficit of \$444K for 2018. The positive swing was really all in investment income, with 2019 reaping \$952K in investment income versus a loss of \$395K for 2018. The combined revenue of all other sources (grants, special events, cocontributions and fees for service) declined by \$282K (6%) over 2018. Expenses were flat to 2018. Approximately 40% of the funding for JBWS came from federal (17.5%), state (20.4%) and county (1.8%) funding vs 47% in 2018. JBWS had a net increase in cash and cash equivalents of \$115K.

JBWS had investments totaling \$6.3M as of December 31, 2019, of which \$5.2M were endowment-related. JBWS has a \$500K line of credit which expires October 1, 2021. There were no borrowings in 2019, nor were there any amounts outstanding as of December 31, 2019. The audit identified no deficiencies in internal control that would be considered material weaknesses. There were no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards. The Center complied with the types of compliance required by each of its major federal and state programs for 2019 and qualified as a low-risk auditee. In April 2020, JBWS was approved and received PPP funding in the amount of \$610K. Overall, there were no red flags as a result of my review.

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DISPOSITION:

- Declination
- Hold for review on/about:
- Approval for: **\$85,000**
- Hold for Board Review
- Insert Information:
- Other:

Initials: Date: 8/27/20
Check #: 16978 Date: 8/31/20

SITE VISIT REPORT

Report No: 23

Grantee:

JBWS (formerly known as Jersey Battered Women's Service)
 PO Box 1437
 Morristown, NJ 07962

Program Area: Human Services

Most Recent Grant Amount and Date: \$85,000.00 - 9/16/2019

Primary Contact: Ms. Diane Williams, MSW, LCWS, President and CEO

Phone: 973-267-7520

Met With: Diane Williams, President and CEO, Helen Lefrois, Vice President, Development, and Annette Von Bartheld, CFO

Location: The Arbor House, Morris Plains, NJ

Date Visited: October 9, 2019

F. M. Kirby Foundation Representative: Justin J. Kiczek, Executive Vice President; JoAnn F. Tiefau, Program Officer

Site Visit Guide: Matrix Score [Rating Scale from a high of 4 to a low of 1]

	'19	'17
<i>A. Personnel: Turnover, Professional Development and Career Advancement</i>	3.25	3.0
<i>B. Board: Involvement, Development, and Training</i>	3.0	2.75
<i>C. Financial: Net Assets, Fundraising Performance and Capacity</i>	2.5	2.5
<i>D. Strategic Planning, Review and Implementation</i>	3.0	2.75
<i>E. Program Evaluation and Quality Assurance</i>	3.0	2.75
Total:	14.75	13.75
Average Score:	2.95	2.75

Comments: After introductions were made and backgrounds shared, Diane took the reins and imparted the history of the organization and the thought process behind the “rebranding” of the JBWS name. In an effort to be inclusive, regardless of gender identity or sexual orientation, and convey that victims generally suffer from abuse aside from battering (which is defined as physical abuse), the Board had chosen to move away from the name Jersey Battered Women’s Service. That said, since the organization is so well known by the acronym JBWS, it was determined to maintain the acronym.

She went on to speak about the pillars of JBWS’ support services (taglines to go along with the name change) which are Safety, Support, and Solutions. The pillar of Safety includes the Arbour House (safe house), the Simon House (transitional living), Legal Advocacy, and Crisis Response, not necessarily in that order. Neither the Arbour House nor the Simon House is at capacity at this time. **(SDK: Not clear anywhere as to population/client trends. Is demand down? Are there fewer coming in for “transitional” housing program? JFT: Per Helen, “With regards to the capacity question in our residential programs, the census at our Safehouse shelter is fluid,**

and we can't keep a waiting list for safety reasons. Oftentimes our shelter is at capacity. Although our shelter stay is "approximately 60 days," there are victims that stay for a few days, a few weeks, or a few months depending on their situation. Because we are also not rigid around length of stay, there are times when a space or spaces become available immediately but then are typically filled within a day to a few days. There are no trends we are able to identify around when victims come into shelter. Our Transitional Housing is always full except for when we are in the process of transitioning the apartment from one client to the next. Oftentimes some sort of maintenance needs to take place before someone else can move in. Infrequently a client may leave transitional housing unexpectedly if they need to act quickly on a housing opportunity. Besides that, we typically know in advance when someone is leaving Transitional Housing and can plan the next resident coming in accordingly.") Average length of stay at the Arbour House is 60 days and 15 to 18 months for the Simon House. There is never a wait list. If the Arbour House is at capacity, JBWS provides a referral to another facility, even if it is out of Morris County. Counseling for the Center for Healthy Relationships is held at both of the houses and off-site at their Dover outreach center. Of note is that while Diane provided narratives, she often deferred to Helen for details (or Helen jumped in with additional "color").

Working alongside staff members is an incredible team of volunteers who undergo 40 hours of training to man the crisis hotline/safe house phone calls and assist in crisis response at local police departments. Volunteers also aid in the client's children recreational activities and are advocates of domestic violence awareness and education. (SDK: I imagine quite a screening process. JFT: Per Helen, "With regards to our volunteer screening process, people interested in volunteering complete an online application. The Volunteer Manager reviews the application and contacts the applicant to do a general screening. If both agree that this could be a good fit, the applicant will be interviewed in person by the Volunteer Manager. In addition, they must provide three references and undergo a background check. Following successful completion of these steps, they will be registered for the State-mandated 40-hour training provided by JBWS. Screening will continue throughout the training process. Provided there are no concerns or issues that arise during the training, they will be placed in the appropriate service program.) The use of volunteers aids in keeping cash expenses down, and the hours are also leveraged in obtaining government grants. JBWS typically engages between 150 and 200 volunteers a year (75 for crisis response).

The meeting provided much information on each of the support and solutions services that we are familiar with (one reason that the visit was very long). Helen spoke of the good corporate relations that JBWS enjoys. She sent us a list of partners which is attached. Helen noted that the reason for the good rapport was creativity for funding. Ten years ago, JBWS received approximately 250 in-kind gifts; today that number is close to 700. These gifts include household items, groceries, furniture, gift cards, and more. All residential clients (safe and transitional housing) take items used (sheets, small appliances, kitchen utensils, etc.) with them upon departure. Through their partnership with Wyndham Hotels & Resorts, they use Wyndham's buying power for supplies, as

they are listed as a “Wyndham property.” (SDK: Great idea.) JBWS is the beneficiary of many corporations’ “day of service” programs. These relationships are not only beneficial financially but more importantly, spread awareness and educate a broad population on domestic violence. Diane (and Helen) spoke with appreciation toward all donors; in order to run the organization as a business, philanthropic revenue is essential.

The conversation gave us a chance to inquire of the FY18 audit’s line item expense for the Morris Family Justice Center (MFJC). In 2016, JBWS stated that the yearly budget to operate the Center would be approximately \$250K. By 2017 they had raised \$1.2M for operations. The FY18 audit line item expense was \$421K for the MFJC. Annette explained that the JBWS cash expended was still in the \$250K range, and the balance is government funding.

That said, Diane alluded to the fact that they do not want to remain reliant on government funding. They would have a long way to go to bridge the gap between public and private support. According to the FY18 audit, “Most of JBWS’s funding comes from the Federal Government, the State of NJ, and the County of Morris, NJ. (47.0% in 2018.)

Accordingly, there is no guarantee that such funding will continue. In addition, net asset balances are dependent upon approval of disbursed monies by the granting agency.” There’s no reason to feel that their public support is in jeopardy at this time. JBWS has a fierce advocacy presence and testifies periodically (e.g. spring Senate and Assembly budget appropriations hearings, HUD meetings and conferences regarding the shift from transitional housing funding to Housing First/Rapid Rehousing, support legislation to prevent barriers to renting due to poor credit as a result of domestic violence, and other legislative activity etc.) on behalf of New Jersey Coalition to End Domestic Violence (NJCEDV) and the domestic violence community. For example, the Violence Against Women Act which expired in February and was reauthorized in April by the House, has stalled in the Senate. Mikie Sherrill co-sponsored the bill.

(JJK: We also learned at this point about JBWS’S work in trauma-informed care, much of which has been strengthened under Diane’s leadership. Diane came to JBWS with private practice experience in working with victims of trauma. Considering that many of the JBWS victims’ children are witness to domestic violence, Diane has placed an emphasis on the children’s healing from adverse childhood experiences (ACEs), especially for children from 0 – 5. This includes play therapy, group therapy, and art therapy. The staff is trained in trauma-informed care.)

It was fortuitous for us to visit when we did as October marks Domestic Violence Awareness Month. We were presented with a synopsis of their marketing for such which includes the nationwide initiative *Cut It Out*. The program is “dedicated to mobilizing salon/spa professionals, students and others to fight the epidemic of domestic abuse in communities across the United States. CUT IT OUT· builds awareness of domestic abuse through awareness materials to be displayed in salons, the “Give the Power Back” initiative to involve salons in helping local domestic violence agencies, and training salon/spa professionals and students to recognize warning signs and safely refer clients to

resources.” We were presented with a sample package. Other marketing tools include social media, events, and presentations.

The Board meets 10 times a year. They have a re-organization meeting in July prior to a November off-site retreat. New member orientation is prior to the July meeting. There are 3-year terms with a 2-term limit. Subsequent to the meeting, Helen sent a list of the Board committees which are Standing Committees: Executive, Finance/Audit, Investment, Nominating, Compensation and Benefits and; Ad Hoc Committees: Development (consisting of the Young Professionals Committee and the Race Committee), Grand Tastings Event, Hope Classic Event, and Communications. Young professional engagement is growing primarily due to area “days of service” and social media. They are looking to use their corporate relationships to engage younger individuals. Their young professionals committee conducted a survey (approximately 90 respondents) that revealed 30 folks would like to participate in a focus group, advocate for JBWS, or volunteer at an event.

(JJK: We were also interested to hear of a formal Board onboarding process that involves rather careful vetting of candidates. As part of their annual update to their three-year strategic plan, the Board engages in “scans” of the local, state, and national political landscape, of the national domestic violence trends, and of philanthropy.)

Annette provided a financial update. Though the FY19 budget projects a deficit, the focus is on cash flow to break even. At this juncture, they are projecting a positive cash flow (but may still realize a deficit). They have exceeded their goal for individual donors and major gifts, and Board engagement is strong.

Much of the strategic plan (2018-2020) was revealed in the 2019 request. There is a year-end review (staff meets in September [breakout groups for needs and adjustments] Board planning in November, completed and approved by Board in January and presented to staff in January/February) and a major re-write every 3 years. 2019 updates to the plan include the first male residential client in the safe house; more awareness engagement on the corporate level (not just funding); developed policies for corporate partners; and legislative advocacy, to name a few. The plan is ever evolving and ever changing.

Over the past few years, JBWS has utilized a new software system (Efforts to Outcome [ETO]). They have entered historical data and are able to customize the software to track services unique to each program. They are able to document the client program statistics and progress from commencement to conclusion of services, as each of the service programs can “communicate” through the software thereby providing a complete “picture” of outcomes. Outcomes include changes in behavior, transitional housing (or permanent living) arrangements, self-sufficiency, long-term sustainability, etc.

Diane stated that she spent her first year at JBWS getting to know the community and building relationships. She defined JBWS as a “well-oiled machine,” with many long-tenured and experienced staff. Diane’s personality appears to be quite reserved as

opposed to Helen's rather upbeat presence. Annette was the "middle of the road" between them. They all portray an intense dedication to the mission.

Challenges include navigating HUD priorities, as noted above and, interestingly enough according to Helen, being perceived as too well off financially. Donors feel their dollars would make a stronger impact at an organization that "needed" the money. That fact causes JBWS to maintain good stewardship and continue to "sell" their product.

After the info session concluded, we toured both the safe and transitional houses. We met various staff and volunteers along the way; all had impressive longevity with JBWS. There were clients that were kind enough to let us view living quarters. The facilities are spotless.

We could not literally transcribe all that was conveyed at this visit. This report would be tome. It was an informative and productive meeting.

(JJK: As a final note, we emerged impressed by the ways in which JBWS has leveraged their expertise in the field to help shape and transform the ways in which law enforcement and the criminal justice system engage with and handle cases of domestic violence.)

Corporate Support: \$728,448.57-This includes any support provided whether through grants, attending special events, general donations, etc.

A.Y. Strauss, LLC

Abbott Laboratories Fund

ACK Asset Management

Acrow Corporation of America

Advanced Cardiology

Afiniti

AIG Matching Grants Program

Altum Capital Management LLC

American Express Foundation

Arbonne

Ares Holdings LLC

ArrowMark Partners

ASIS International

Automatic Data Processing, Inc.

AXA Foundation

AYCO

Bank of America Foundation

Beacon Trust Company

Becton, Dickinson & Co.

Bedding Shoppe
BI Worldwide
BJ & M Auto Inc.
Bloom Tree Partners LLC
Bloomingdales
BNY Mellon Community Partnership
Bottomline Technologies, Inc.
Bow River Asset Management Corporation
BP Foundation
Bramshill Investments LLC
Bristol-Myers Squibb Company
Business Ideas Group LLC
C.V. Cosmetology, Inc.
Celgene
Chiropractic Center of Chatham LLC
C-III Investment Management LLC
Cisco Systems Inc.
Citi
Consolidated Technologies, Inc
Customized Energy Solutions
Cutting Edge Landscaping of NJ LLC
Davidson Kempner Capital Management LP
Deloitte & Touche LLP
Deluxe Corporation Foundation
DeTorres and DeGeorge Family Law
Dewitt Animal Hospital
Dhyana Yoga Arts
Dunne Manning Inc.
Elmer Dickerson & Sons, Inc.
Encore Catering
Ernst & Young
ExxonMobil Foundation
F.J. Rawding, A.I.A.
Family and Cosmetic Dentistry of Randolph
Fidelity Charitable Gift Fund
Fiera Capital Inc
Flanders Pediatric Dentistry, LLC
Fulcrum Equity Partner, INC
GAF
Galen Technology Solutions
Gannett Foundation
Garden Savings Federal Credit Union
GEICO Staff Counsel

Goodshop
GRC Wireless, Inc.
Greenspring Associates, Inc.
GTIS Partners, LP
Guaranteed Rate
Haverford Trust Company
Hawkeye Capital Management, LLC
Healsa LLC
Integrative Health & Wellness
Interplay Consultants LLC
JBK Associates, Inc.
Jotech Electrical Contractors, Inc.
Juniper Networks
Keyboard Consultants, Inc.
KLS Diversified Asset Management LP
KPMG LLP
Lakeside Endodontics, P.A.
Law Office of Cara A. Parmigiani LLC
Liberty Mutual Group
Lowenstein Sandler, LLP
Lyrical Asset Management
Macy's Inc. Matching Gift Program
Macy's/Bloomingtondale's
Meerwarth Family Foundation Trust
Meisel, Tuteur & Lewis, P.C.
Merck & Company
MG+M
Microsoft Giving Campaign
MidOcean Credit Fund Management
MollyGirl Yarn
Montville Executive Suites, LLC
Morgan Stanley
Morris Plains Museum Association
MUFG Union Bank
Natixis
Newark Auto Sales
Nick Cerbo Family Foundation Inc.
Nicolette Auto Body Works, Inc.
NJ Kindness
North Jersey CPA
Novartis Corporation
O'Toole Scrivo
Peapack-Gladstone Bank

Perella Weinberg Partners Group LP
Pershing
PGB Trust & Investments
PNC Wealth Management
Portfolio Advisors
Pretium Reo LLC
PricewaterhouseCoopers LLP
Prudential Financial
Prudential Foundation Matching Gifts
PSE&G
Quest Diagnostics Incorporated
Respiratory Care
Ride & Reflect LLC
RMA Management
Ronald McDonald House Charities
RSM US LLP
Safari Telecom, Inc.
Samsung Electronics North America
Sanofi
Schumacher Chevrolet of Livingston
Securitas Security Services USA, Inc.
Shell Oil Company
Sherman Wells Sylvester & Stamelman LLP
Skadden, Arps, Slate, Meagher, & Flom LLP
Smooth Style Inc, Fred Astaire Dance Studio
Sobel & Co., LLC
St. Peter's Orphanage
Stark & Stark
Suburban Propane
Superhero Events LLC
Swank Capital LLC
Sykes Enterprises
The Boston Consulting Group, Inc.
The Diane Dixon Fund
The Prince Street Foundation
The Stirling Tavern LLC
Tidoro, Inc.
Tiffany & Co.
Tiger Risk Partners
TimeSquare Capital Management, LLC
TJX Foundation, Inc.
Tokio Marine Management, Inc.
TPS Plumbing Supply

Trewstar Corporate Board Services
TTEC
Tyson & Mendes
UBS Matching Gift Program
Union County Plate Glass Co.
United States Fire Insurance Company
UnitedHealth Group
Verizon
Vicinity Marketing Group
Visa
Wells Fargo Foundation
Wiedner & McAuliffe, Ltd.
World Wide Technology Holding
Wyndham Hotels & Resorts
Zisa Insurance Agency