



Columbus
Urban League

50th
Anniversary
of the March
on Washington

2012-2013

Advocacy Report

*Empowering Communities.
Changing Lives.*

ECONOMIC TRANSFORMATION | FOUNDATIONAL EDUCATION
FAMILY STABILIZATION | SUSTAINABLE ORGANIZATION

The Columbus Urban League has set three key strategic objectives over a five year period:

- * Ignite the growth of at least two to three inner city companies
- * Assist 200 hard-to-place individuals in securing permanent employment with better wages
- * Ensure at least nine of every ten graduates from early education programs enter kindergarten reading or ready to read

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A Message from Stephanie Hightower

President and CEO

Dear Advocates and Supporters:



Stephanie Hightower

Fifty years ago, more than 300,000 Americans converged for the March on Washington for Jobs and Freedom, shining a bright light on the political inequities and social injustice confronting African-Americans and minorities. But the march also spotlighted another crippling divisiveness to conquer: unequal economic opportunity and debilitating poverty. Today, these issues still challenge us.

More than a third of our Franklin County children live in poverty. They and their families can't seem to free themselves from poverty's grip, generation after generation, impacting our entire community. That's why the Columbus Urban League is laser focused on helping those who live in poverty discover the tools and techniques that can transform their lives.

By looking at all of the issues keeping families in poverty – instead of one at a time – we are providing an array of holistic and personalized initiatives through a more empowering approach. Instead of managing cases, we are advocating and coaching in the areas of early education and after-school tutoring, workforce training and job placement, housing assistance, parenting support, anti-violence initiatives and urban business cultivation.

At the same time, we're building new partnerships with Columbus' largest businesses, non-profit organizations and public-sector funders to create a more sustainable organization so that we can continue to empower generations to come.

Holistic thinking, innovation and collaboration create a method powerful enough to untangle generational poverty, jumpstart our core city's economy, and give more urban families a better tomorrow. We hope you'll join us.

A Message from Sandy Williams

Board Chair, Columbus Urban League Board of Directors

Dear Community Partners:



Sandy Williams

As we celebrated the 200th birthday of our city and the 50th anniversary of the historic March on Washington, we also learned that poverty in Columbus still ranks among the worst of 16 comparable cities.

That's why the work of the Columbus Urban League is needed today more than ever and why the Board of Directors has worked closely with President Stephanie Hightower on a strategy to transform this historic organization into a premier provider of the types of initiatives that our community expects and needs us to deliver.

Together, we have pushed to adapt service delivery systems, stretch finite resources, and ensure integrity. We are letting data define the need and measure our results. And we are transitioning from a federal pass-through agency to a more responsive social enterprise.

On behalf of the Board, we thank you for supporting our efforts to make Central Ohio's oldest civil rights advocate a renewed catalyst for positive change and growth in Columbus' future.



Huntington Bank \$3 Million Pledge New Model for Jumpstarting Economic Growth

On September 24, 2012, Huntington Bank announced an inspiring \$1 million donation to help the Columbus Urban League energize economic growth and create jobs in Columbus' urban core. In unveiling this bold new national model, Huntington also pledged to help raise \$2 million in additional matching funds from other community partners.

"The Columbus Urban League has new leadership, a new vision and an opportunity to help the next generation of citizens as we recover from the economic downturn," said Steve Steinour, Huntington's chairman, president and CEO. "We look forward to the Urban League's ongoing efforts to create additional innovative and collaborative strategies to jumpstart urban development."

This dynamic partnership has exceeded expectations, raising \$2.9 million of the \$3 million goal in just one year.

Hosting Community Conversations

Throughout 2012-2013, the Columbus Urban League and its partners Huntington Bank, the Columbus Partnership and Columbus 2020 hosted a series of Community Conversations to identify and foster some of the community's best and freshest ideas on jumpstarting economic development in the urban core. With a combined attendance of more than 200 people, these interactive discussions brought together representatives of some of Columbus' largest businesses, funders, private sector supporters, non-profit organizations, public sector advisors, small business owners and minority leadership.

The wide-ranging roundtable discussions also highlighted ideas on strengthening existing community assets. Local urban entrepreneurs shared their personal insights into the challenges they had to overcome to continue to grow in Central Ohio. These conversations identified mentorship and advocacy as ways to help minority-owned companies and small businesses in urban areas grow and add jobs.

Planning for the Huntington Empowerment Center

A cornerstone of the Huntington investment is construction of the Huntington Empowerment Center in a formerly-vacant property adjacent to the Columbus Urban League's King-Lincoln District headquarters. Funded by the Ohio Capital Corporation for Housing, planning of the center was launched in 2013, with a comprehensive feasibility study and focus group feedback expected in 2013-2014.

As a hub of economic transformation, the center could include:

- a high-skill job training center operated in conjunction with major employers, aimed at preparing and placing graduates in real-world jobs;
- an Administrative Services site for The Ohio State University;
- an economic "gardening" center where existing high-growth-potential businesses work with the Columbus Urban League and community partners to grow jobs and access to crowd funding and micro loans, mentors, suppliers and other vital networks;
- a social entrepreneurial entity that hires, trains and provides life-changing jobs to those hardest to employ;
- homebase to a hi-def, hi-tech wired learning laboratory for classroom and business use.

2012 Gold Medal Empowerment Day Celebration

Olympic inspiration for a gold medal community defined the 37th Annual Empowerment Day. Three of Team USA's top track and field medalists from the 2012 Summer Olympics shared personal medal-winning strategies – how they overcame immense obstacles, beat out fierce competition, and never ever relented – to inspire local leaders and entrepreneurs to achieve their own personal and collective bests and help to build a gold medal community.



This signature annual event recognizes and celebrates noteworthy corporations, businesses and individuals who have championed the principles of equal opportunity, civil rights and social justice in Central Ohio. Recognized with 2012 Honda Community Awards of Excellence were Alexis Jacobs from Columbus Auto Auction, John Rush from CleanTurn, and the Franklin County Department of Jobs and Family Services for their individual and combined efforts to promote urban workforce development.

Empowering Communities. Changing Lives.

THROUGHOUT ITS LONG 95-YEAR HISTORY OF CHAMPIONING EQUALITY AND CREATING OPPORTUNITIES FOR MINORITIES AND THE DISADVANTAGED, THE COLUMBUS URBAN LEAGUE HAS ENGAGED MORE THAN ONE MILLION FRANKLIN COUNTY RESIDENTS. AS CENTRAL OHIO'S OLDEST AND MOST SUCCESSFUL CIVIL RIGHTS AND URBAN FAMILY ADVOCATE, WE ARE DEDICATED TO OVERCOMING URBAN POVERTY THROUGH REVITALIZED INITIATIVES IN ECONOMIC TRANSFORMATION, FOUNDATIONAL EDUCATION, FAMILY STABILIZATION AND A SUSTAINABLE ORGANIZATION.



Our advocacy on **Economic Transformation** centers on providing real opportunities for individuals and families to earn sustainable incomes by equipping them with the skill sets needed to find and maintain jobs. We're investing in social enterprise ventures and the catalysts to jumpstart new urban economic growth, generate more jobs, and grow more businesses. We're also coaching young people on the job and life skills they need to succeed in their future careers.

Getting Results: Nearly 150 hard-to-place workers (including ex-felons) secured employment, including 21 chronically unemployed individuals who joined CUL's first social enterprise venture with partner CleanTurn. In addition, CUL placed 300 teens in paid summer jobs.



Our dedication to **Foundational Education** aims to ensure that children living in poverty start school with the foundational skills to learn. We strive to be a premier early childhood education provider. And we tutor young students throughout their academic careers to help them transition to their next level of learning.

Getting Results: 1288 children and 1198 families were aided by the academic, health, and social service benefits of Head Start, while nearly 200 kids received behavioral lessons in school or improved academic skills after-school. Nine out of ten of our graduates entered school reading or reading-ready.



Our initiatives in **Family Stabilization** empower those seeking assistance with life-changing strategies to improve their abilities to be self-sufficient and meet their responsibilities to their families. For some, it's becoming more responsible and nurturing parents. For others, it's connecting to the community to avoid criminal activity and recidivism. Or it's securing the American dream of homeownership. Collectively, these initiatives help knit together stronger families and communities.

Getting Results: Coaching helped re-connect fathers to their families and contribute \$600,000 in owed child support. Housing advocacy and counseling guided more than 10,000 individuals, including 137 proud new homeowners.



Our commitment to be a **Sustainable Organization** is guided by a thoughtful, constantly-evolving strategic plan, aimed at re-engineering and re-energizing this historic organization to be more relevant and effective and increasing its long-term financial sustainability. Realigning staff and resources. Reducing administrative expenses. Upgrading technology infrastructure to improve capacity for data-collection and analysis. Embracing new development strategies. Forging new community partnerships.

Getting Results: These strategies resulted in the first fiscal year in four years with positive cash flow, two consecutive years with clean audits, and exceeded expectations in securing new investment opportunities – including new grants/contracts totaling \$1.3 million for workforce, youth employment and community education initiatives.



Impactful Initiatives + Respectful Engagement + Real Empowerment

The Columbus Urban League engages residents in Columbus and throughout Franklin County with competent, effective, life-changing and results-driven initiatives and services. These advocacy efforts are aimed at several target populations ranging from children, teens, parents and seniors, all ethnic groups, genders, and income levels – with more than eighty percent living in low to moderate income households.

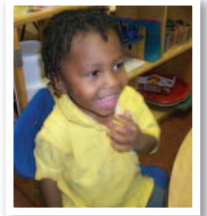


Real change occurs when individuals take responsibility and organizations act responsively. Our respectful engagement means we see ourselves as advocates and coaches rather than case managers. Real empowerment comes from equipping individuals with the tools and strategies they need to accomplish their goals.



Education and Prevention Services

Early education and after-school programs provided by the Columbus Urban League are designed to build the foundations of cognitive and character skills necessary for success in school, health, career and life. Targeted lessons prepare students to meet state academic standards, improve learning in STEM (Science, Technology, Engineering and Math), and acquire the character skills that turn knowledge into know-how and people into productive citizens.



2012-2013 statistics

- **Head Start Academy: 1293 Columbus area preschoolers**

Comprehensive early education, health, and family stabilization services to eligible low-income children three to five years old and their families.

- **After School Tutoring: 40 students**

For students in 3rd to 12th grades students (ages 10-17 years old), individualized tutoring throughout the school year to bring math, reading and science within or above grade level.

- **Project Survival: 120 students**

In-school counseling and mentorship targeting youth in middle and high school to reduce the use of alcohol, tobacco and other drugs.

- CCUL is one of a select group of local affiliates chosen by the National Urban League to engage in educational advocacy with funding through-Philanthropy Ohio

Workforce Development and Career Services

The Workforce Development and Career Services Department focuses on career counseling and job placement, retention and advancement. We strive to ensure that each person is equipped to add value in the workplace and in the community-at-large.



2012-2013 statistics

- **New Beginnings: 90 people**

Coaching to transition from public assistance to self-sufficiency through work readiness training, soft skills training such as dressing for success, conflict resolution, and workplace hygiene, and job placement assistance.

- **New Beginnings+: 55 people**

Career Coaches for unemployed and underemployed workers – as well as those who may have been displaced due to layoffs or downsizing – who are seeking to re-enter the workforce or advance their careers.

- **Summer Youth Empowerment Program: 340 youth**

Work readiness training combined with short-term employment and paid internships to youth and young adults between ages of 14-24 who meet eligibility requirements, with some internships leading to permanent employment

Fair Housing Services

The Columbus Urban League's Housing Services is HUD-certified to provide housing education and counseling. This includes pre-purchase homebuyer education; individual credit/budget counseling; post-purchase homeowner counseling; foreclosure prevention counseling; landlord/tenant counseling; and housing discrimination counseling.

2012-2013 statistics

- **Rental Counseling/Housing Discrimination Prevention: 1,369 individuals** (phone and face-to-face)

To increase knowledge and awareness of fair housing laws and practices, any person seeking housing is offered guidance on fair housing laws, strategies for affordable living, and credit and budget counseling.

- **Home Buyer Education/Pre-Purchase Counseling: 668 individuals**

Assist low-to-moderate income families become successful homeowners through pre-purchase education and credit and budget counseling.

- **Foreclosure Prevention Counseling: 557 individuals**

Help families maintain homeownership with counseling on household budgeting and education on loan modifications and federal home refinance programs.

- The housing services department is partnering with Hands On Central Ohio and the Community Shelter Board to assist with mediating calls for the shelter system through Central Point of Access (CPOA).



African American Male Initiative

Launched in 2007, the African American Male Initiative (AAMI) offers life changing strategies designed to lead men and teenage males to be more self-sufficient and meet their family responsibilities. Each initiative is designed to create great fathers and successful men and families, through coaching, advocacy and mentoring that also reduces recidivism and strengthens bonds between fathers and their children and families.

2012-2013 statistics

- **Father 2 Father: responsible fatherhood skills**

- Graduated 91 fathers (up 7% from 2011)
- Outreach and community events reached 2835 individuals

- **Choose to Change: ex-offender re-entry coaching**

- Graduated 65 restored citizens
- Highlighted by Restored Citizens Summit and Community Outreach Assistance

- **Urban Warriors: youth mentoring**

- Regular engagement by 41 teens
- Outreach and participation touched more than 250 at-risk youth



Columbus Urban League Head Start Academy 2012-2013 Annual Report

The national Head Start program is the largest federally-funded educational provider in the United States for preschoolers living in poverty. Research continues to show that young children living in poverty need much more than a traditional preschool education to prepare for elementary school. Head Start takes a comprehensive approach that focuses on the social and cognitive development of children and provides educational, health, nutritional, mental health, disability, and social services to enrolled children and their families.

The Columbus Urban League Head Start Academy strives to be a premier 21st century early childhood education service provider with a laser focus on academic preparation. This begins with recognizing that the students and families CUL serves don't face poverty issues in isolation. Lack of transportation, food insecurity, child care costs – the collective impact of barriers to education such as these can be overwhelming. By more holistically identifying all the issues at stake, our impactful work is built around a comprehensive set of strategies to achieve both student success and family stability.

Advocacy for Children and Families

	Children Served CUL and SWCS combined	Families Served CUL and SWCS combined
2012-2013	1,293	1,202
2011-2012	1,289	1,207
2010-2011	1,298	1,202
2009-2010	1,278	1,189
2008-2009	1,246	1,176
Five Year Total (aggregate)	6,404	5,976

ADVOCATING FOR CHILDREN

For the 2012-2013 academic years, the Columbus Urban League Head Start Academy was funded to serve 1025 total children and families residing south of I-70 in Franklin County.

The early education efforts are provided through part-day and full-day classes operated at stand-alone Head Start Academies and at collaborative Childcare Partnership locations.

During the 2012-2013 school year, the CUL and its subcontracted partners at the South-Western City Schools brought Head Start to 1293 total children and 1202 total families.

The average monthly enrollment, as a percentage of the funded enrollment, was 99%.

Among the preschoolers in the CUL Head Start Academy

- 59% were 4yr old children, 40% 3yr old children and the remaining were 5yrs old
- 84% of the children served were at or below the federal poverty level
- A breakdown of the racial background shows 41%White, 40%Black/African American, 10%Biracial/Multi-racial, 1%Asian, and 8% unspecified
- 24% of children were students requiring English as a Second Language (ESL)

Of the families with students enrolled in the CUL Head Start Academy, 93% met the income qualifications or were categorically eligible. Only 7% of the children were from families whose income levels exceeded the federal poverty guidelines and/or were not categorically eligible for the program. Some of these families were categorically eligible without regard to income because they receive Temporary Assistance for Needy Families (TANF) or Supplemental Security Income (SSI) or were homeless.

Poverty also has an impact on health and wellness. Head Start health screenings evaluate the child's overall health status, oral health, and mental health. Regular check-ups and good practices in oral health, hygiene, nutrition, personal care and safety are prioritized.



Through the CUL Head Start Academy, 100% of the children enrolled had a physical exam, and 94% of the children enrolled received a dental exam.



For many families in poverty, access to health insurance and establishment of an ongoing medical provider are perceived as a barrier to good health. Nearly all of the children enrolled in the CUL Head Start Academy (96%) program entered with health insurance, typically receiving healthcare benefits from Medicaid and/or the federal Children's Health Insurance Program (CHIP). With supportive services and referrals, 99% of the children enrolled left the program with a medical home.

Other health factors that were addressed during the CUL Head Start Academy's 2012-2013 school year:

- 14% of the children received medical treatment for ongoing chronic medical conditions. Asthma was the most common condition with 79% of the children being treated for this disease
- 22% were classified as overweight or obese, according to their body mass index (BMI)
- 3% received services for mental health concerns

During the 2012-2013 school year, CUL provided Head Start benefits to 89 children with disabilities.

Of these children, 75% were diagnosed with a non-categorical developmental delay. These disability services were provided through itinerate teachers and collaborative classrooms.

Head Start Academy Centers

Columbus Urban League

- Livingston Head Start Center
- Madison Head Start Center (in Groveport Madison School District)
- St. Agnes Head Start Center
- Southside Head Start Center

Southwest School District (Delegate Agency)

- Stiles Family Head Start Center
- Bostic Head Start Center
- Norton Road Head Start Center
- Southwest Community Head Start Center

2012-2013 Fiscal Year Total

\$8,075,702

DELIVERING FOUNDATIONAL EDUCATION

School Readiness Outcomes are an integral component of measuring the efforts of the CUL Head Start Academy. These goals target the key skill areas of language and literacy development, cognition and general knowledge, approaches to learning, physical well-being and fine motor skill development, and social and emotional development.

From student assessments conducted during the 2012-2013 program year of the 287* kindergarten-bound students, the CUL Head Start Academy helped 90% of the students to be deemed proficient in Language and Literacy. In other words, **9 out of every 10 Head Start graduates were reading or reading ready when they entered kindergarten in the Fall.**

End-of-School Year Student* School Readiness Outcomes

	Below	Meeting	Exceeding
Social -Emotional	8%	43%	48%
Gross Motor	16%	60%	24%
Fine Motor	10%	55%	35%
Language	13%	48%	39%
Literacy	2%	55%	43%
Mathematics	11%	50%	39%
Overall	10%	52%	38%

*Excludes students in delegate agency and students not present for all three data collection cycles





During the 2012-2013 school year, the Columbus Urban League and its partners in the South-Western City Schools brought Head Start to 1293 children and 1202 families in Franklin County.

EMPOWERING PARENTS

The Columbus Urban League understands and is uniquely responsive to the needs of Columbus' urban families, continuously improving its capacity to stabilize all of a child's family – parents, siblings, and caregivers – and help them move toward self-sufficiency with a an array of employment, housing, ex-offender, parenting and after-school initiatives.

Families in the CUL Head Start Academy are confronted by numerous challenges:

- 62% of the families are headed by a single parent
- 33% of the parents were unemployed
- 23% of the parents had less than a high school education
- 22% of the families received federal TANF benefits, 45% received WIC services, and 59% received SNAP (food stamp) benefits

Head Start encourages parents to become an active partner in helping their child learn – more reading to kids, more visits to cultural events, and more time spent with nonresident fathers. These improvements in the home environment persist even after Head Start ends.

During the 2012-2013 school year, the CUL provided advocacy and assistance to 1202 families of enrolled children. **Over the course of the school year, 73% of the parents received supportive family services such as job training, ESL, health education, utility assistance or other social services.**

The Columbus Urban League Head Start Academy includes parent participation throughout every area of the program and agency. Every Head Start parent is automatically a member of their center's parent committee. Center Parent meetings allow participation in the planning and execution of center activities for families.

In addition to participation in center parent committees, many parents participated as classroom volunteers. Parents are fully engaged in their child's educational experiences through at-home education activities individually assigned for their child's success.



Throughout the 2012-2013 school year, 1,087 parents became more involved in their children's educations by participating in Head Start activities, including Monthly Parent Meetings, Math and Literacy Activity Nights, COSI Family Fun Nights, and USA Head Start Skate Events. Male parents of children in the CUL Head Start Academy – including nonresident fathers – also attend Fatherhood events such as Fishing with Dads, Bowling with Dad and All Pro Dad's events.

One of the more important areas of parent involvement is participation in the area of Program Governance. Those parent leaders step forward and represent their center on the Columbus Urban League Policy Council by shaping program planning, oversight, policies and procedures.

DEVELOPING HIGHLY-SKILLED TEACHERS AND ADMINISTRATORS

As a key part of the Columbus Urban League's re-engineering of its efforts to improve early learning outcomes, Head Start staff has been strengthened by cultivating a corps of dedicated and highly skilled teachers and administrators.



For the 2012-2013 school year, 65% of the CUL Head Start Academy's preschool classroom teachers had a baccalaureate/bachelor's degree or higher in Early Childhood Education or a related field, and 73% of the assistant teachers had a Child Development Associate (CDA) qualification or were enrolled in a CDA or ECE degree program.

HEAD START BUDGET/INVESTMENT ACCOUNTABILITY

For the fiscal year ended June 30, 2013, the Columbus Urban League Head Start Academy managed a total of \$8,075,702 in federal Head Start funding.

CUL also put to use matching funds of \$120,839 for USDA school meals and received \$2,239,258 in donated services from parental volunteers, donated classroom facilities, and various professional services. CUL exceeded the requirement that 20% of total program expenditures are funded through donated services.

Columbus Head Start Academy Statement Of Functional Expenses for Year Ended June 30, 2013

Salaries and wages	\$ 2,315,913
Professional fees and insurance	\$ 2,689,196
Occupancy and utilities	\$ 1,077,856
Program support	\$ 584,620
Supplies, printing and postage	\$ 271,956
Payroll taxes.....	\$ 214,879
Travel and conferences	\$ 240,180
Employee benefits	\$ 227,612
Equipment purchases and rental	\$ 212,400
Depreciation	\$ 150,561
Interest and bank charges	\$ 430
Dues and subscriptions	\$ 31,660
Promotion and advertising	\$ 15,278
Scholarship awards.....	\$ 31,412
Miscellaneous.....	\$ 11,749
2011-2012 Fiscal Year Total	\$8,075,702



**Columbus
Urban League**

***Empowering Communities.
Changing Lives.***

Thank you to the Major Sponsors and Major Supporters of the Columbus Urban League

2012-2103

Abercrombie & Fitch	Enterprise	NetJets
ABLE Program	Evolve Mortgage	Ohio Capital Corporation for Housing
ADAMH	Express	Ohio Commission on Fatherhood
Adult Parole Authority	Fifth Third Bank	Ohio Bureau of Motor Vehicles
AEP Ohio	Flagstar Bank	Ohio Department of Development
AEP Foundation	Fortiss College	Ohio Department of Job and Family Services
AFSCME Ohio Council 8	Foster Grandparents Program	Ohio Department of Natural Resources
American Eagle Mortgage	Franklin County Child Support Enforcement Agency	Ohio Health
AT&T Ohio	Franklin County Children Services	Ohio Housing Finance Agency
Barbara K. Brandt, Inc.	Franklin County Court of Common Please	Partners Achieving Community Transformation
Ballet Met Columbus	Franklin County Department of Job and Family Services	PNC Bank
Bricker & Eckler, LLP	Franklin County Economic and Development Planning Department	PNC Mortgage
Cardinal Health	Godman Guild	PMM Agency
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Central Ohio Transit Authority	Grapevine Information Services	Prevent Blindness Ohio
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City of Columbus	Henkles & McCoy	Radio One
City of Columbus Public Health Department	Hilton-Downtown Columbus	Ready to Read Coprs
CleanTurn	Hollywood Casino	Robert E. Lee
Columbia Gas of Ohio	Honda of America Mfg., Inc	Schneider Downs and Co., Inc.
Columbus 2020	House of Hope	Simco Construction
Columbus City Schools	Howard Hanna	Smoot Construction
Columbus Fair Auto Auction	Huckleberry House	Superior Beverage Group
Columbus Kids: Ready, Set, Learn	Huntington Bancshares	Superior II Service
Columbus Metropolitan Housing Authority	Impressed Dry Cleaners	Swan Cleaners
Columbus Metropolitan Library	Jody Scheiman	TECH CORPS
Columbus Partnership	Jones Select	The Ohio State University
Columbus State Community College	Kids Ohio.org	The PEER Center
Columbus Zoo	Kingswood Compnay	The Robert Weiler Company
Computer Consultants, Inc.	KPMG	The Wellington
Corna Kokosing	Legal Shield	Touchstone Hospitality Management
COSI	Limited Brands	Time Warner Cable
COWIC	Limited Brands Foundation	Turner Construction
Cleveland Richardson Group/Keller Williams Realty	M3 Associates Realty	United Way of Central Ohio
Crabbe, Brown & James, LLP	Maryhaven	UPS
Crane Group	Melinda Swan and The Collective Genius	US Bank
CVS/Caremark	Mt. Vernon Improvement Assoc.	U.S. Department of Health and Human Services
Dress for Success Columbus	National Urban League	Walmart Stores, Inc.
ECDI	Nationwide Children's Hospital	Wells Fargo Home Mortgage
Eddie Bauer Warehouse	Nationwide Mutual Insurance Company	Wolfe Associates
Elford		YMCA, Downtown YMCA
e-Merge Realty		