

35th Anniversary Celebration Gala: Culminates Successful Year End for BFDI



etroit's civic, community and corporate leadership gathered Thursday, December 5, 2013 for Black Family Development Inc.'s (BFDI) sold-out 35th Anniversary Gala event at the MGM Grand Detroit. Over 500 supporters joined in the celebration that commemorated three and one-half decades of service to the community and the presentation of the Dr. Gerald K. Smith Humanitarian and Scholarship Awards.

Five (5) individuals, Detroit Police Officer, Monica Evans; Sue Hamilton-Smith, President, Wayne County Michigan Department of Human Services and President-Elect of the Michigan Counties of Social Service Agencies; George W. Jackson, Jr., Immediate Past President and CEO, Detroit Economic Growth Corporation; Faye Alexander Nelson, Immediate Past President, Detroit Riverfront Conservancy, and current President of the DTE Energy Foundation and Vice President Public Affairs; and, Chuck Stokes. Director, Editorial/Public Affairs WXYZ-TV/Channel 7, were recognized for exemplary service and commitment to advancing Detroit's quality of life and presented with the 2013 Dr. Gerald K. Smith Humanitarian Award. Adrian Avery, Osborn Collegiate Academy of Mathematics, Science and Technology; Daniel Morgan, Osborn College Preparatory Academy; Ashley Wilson, Western International High School and Zachary Zimmerman, Osborn Evergreen Academy of Design and Alternative Energy were among the four Detroit Public Schools high school seniors recognized for academic achievement and presented with the Dr. Gerald K. Smith Scholarship Award.

A founding Black Family Development, Inc. (BFDI) board member (1978) and board president, the late Dr. Smith was the founder and former President and CEO of YouthVille Detroit. Additionally, he co-founded the Michigan Forum of African Americans, an affinity group sponsored by the Council of Michigan Foundations.

Citing the significance of the Dr. Gerald K. Smith Humanitarian Award, Alice G. Thompson, BFDI CEO, noted, "The impact and sustainability of BFDI over its 35 year existence has been directly attributable to the relationships and strategic partnerships established with community leaders,

and key governmental, civic, corporate and philanthropic entities supporting our mission. The 2013 Dr. Gerald K. Smith Humanitarian honorees through demonstrated personal, professional and community involvement have in every respect earned the recognition bestowed upon them."

An esteemed group of BFDI supporters served as 35th Anniversary Celebration Honorary Co-Chairs. They included Pamela Alexander, Joe and Almateen Benton, the Honorable Mayor Dave Bing and First Lady Yvette Bing, Linda Forté, Carol and Tom Goss, Joyce Hayes-Giles, Katrina and Torii Hunter, Roy and Maureen Roberts, and John VanCamp and Penny Bailer.

The following sponsors lent generous support to the success of commemorating BFDI's 35th Anniversary and achieving fundraising objectives to further the Positive Youth Development program initiatives: Katrina and Torii Hunter (Detroit Tigers Foundation, an affiliate of Illitch Charities); DTE Energy Foundation; Ford Motor Company Fund; MGM Grand Detroit; Jane D. Fernanders; Hudson Property Group, LLC; Alice G. Thompson; Blue Cross Blue Shield of Michigan; Clark Hill PLC; Comerica Bank; Fifth Third Bank; Detroit Behavioral Institute, Inc.; Greektown Casino LLC; McLaren Macomb; Quicken Loans; Coalition on Temporary Shelter; Detroit Area Agency on Aging; Detroit Branch NAACP; Education Achievement Authority of Michigan; Fellowship Chapel; New Detroit, Inc.; Dr. Blandina Rose; Alvin and Margo Smith; St. John Providence Health System; Maria B. Stanfield; Gregory Terrell & Company; The Skillman Foundation; Straight Gate International Church; Thomas & Tanya Traylor; UAW-Ford National Programs Center; and, Wayne State University School of Social Work.

BFDI appreciates the support of all involved with the planning and successful execution of the 35th Anniversary Celebration.

Please mark your calendars! The 2014 Annual Presidents' Dinner has been scheduled for Thursday, November 6, 2014 at the Charles H. Wright Museum of African American History.

A LETTER FROM THE CEO

The Promise of 2014: Reviving the Spirit of Community in Our Neighborhoods!

Greetings Friends and Supporters of BFDI!

Reflecting on the achievements of Black Family Development, Inc. (BFDI) over the past 36 years, it is interesting to note that its origins may be found in a community project! As with most community-based initiatives, an impassioned group of individuals with common interests, values and vision identified an unmet need and responded with a plan and call to action.

In the case of BFDI, it was the members of the Detroit Chapter of the National Association of Black Social Workers (DABSW). DABSW's goal at that time was to promote and provide quality social work services that were culturally relevant and sensitive to the needs of African-American families. Based upon those identified needs, the project resulted in the establishment of Black Family Development, Inc. (BFDI) and its programmatic thrust to improve the well-being of children in the city of Detroit.

BFDI has consistently adopted a comprehensive approach to meeting the needs of those it serves. It was that service delivery approach model that resulted in its selection as one of 17 non-profit national grant applicants from a pool of 200 funded by the U.S. Department of Education to receive a Promise Neighborhoods Planning Grant. A "cradle to career" initiative, the Promise Neighborhoods program is structured to assist children in their educational achievement and overall holistic development. Since its 2012 launch, BFDI has facilitated the development of a strategic infrastructure plan to provide resources and support to youth in distressed communities.

Monitoring promises made and promises kept is essential to the success of the Promise Neighborhoods program. To effectively track its impact, Detroit's Promise Neighborhoods initiative targets two distinct communities — Clark Park, in southwest Detroit and Osborn, on Detroit's eastside. The vision is that all children within these communities will have access to excellent schools, positive youth development opportunities, graduate from high school on time and be prepared for college without the need for remediation courses. Additionally, families will have access to the support and resources they need to guide their children toward success in life.

Neighborhoods, and the communities created from them, can significantly influence the vision of who one is and what they may hope

to become. A child's physical environment – the actual neighborhood in which they live

Alice G. Thompson CEO Black Family Development, Inc. and those who reside within it — may create the initial impression of their prospects for the future. It is with this belief that BFDI has embraced the call of serving as the lead agency for the Detroit Promise Neighborhoods initiative.

Whether of privilege or poverty, all children must be nurtured, protected, guided, encouraged and supported in their development to become the adults, parents, citizens, career professionals, entrepreneurs, business and civic leaders who will guide and revitalize future Detroit communities. The academic supports and community resources provided influence the hopes, dreams, aspirations and actual achievements of these children and how the communities they create will thrive.

BFDI has long recognized that the well-being of children and family preservation are the foundation for strong, thriving, healthy functioning neighborhoods and communities. It is the basis upon which BFDI was founded and remains a guiding principle for current and future initiatives.

As we reflect upon 35 years of innovative, sustainable programs that have positively impacted the lives of children and families in Detroit, we are all the more inspired and encouraged by the promise of brighter tomorrows for those we serve and represent.

Neighborhoods can significantly influence the vision of who one is and what they may hope to become. A child's physical environment – the actual neighborhood in which they live and those who reside within it – may create the initial impression of their prospects for the future.



"The question is not whether we can afford to invest in every child; it is whether we can afford not to."

Marian Wright Edelman

Improving the Well-Being of Children

A safe, loving, nurturing environment that provides stability in a child's life is the foundation upon which great beginnings are made. However, when challenging family circumstances arise, too often the greatest impact is upon those who are most vulnerable – children.

Early childhood intervention is essential to the success of the Detroit Promise Neighborhoods (PN) initiative. Utilizing a proactive approach, parents are engaged with educators and human service professionals in sustainable and strategic work to guarantee children have the supports they need to excel academically and outside of the classroom – from

"cradle to career." The data driven factors most contributing to the physical, emotional and social health of children are clearly defined, tracked and monitored for desirable outcomes.

To ensure children are functioning at an age appropriate level, parents are advised and instructed on how best to observe the behaviors and communication efforts from infancy. The importance of consistency in medical care is a key early intervention. Parents are urged to visit the same doctor for all their child's medical needs. This allows tracking of the medical history and treatment plans as the child develops over the years.

These specific interventions

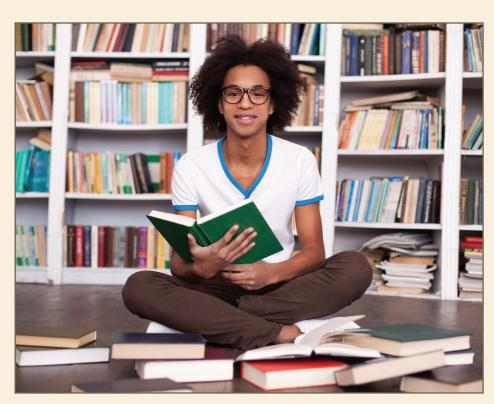


are aligned with the Promise Neighborhoods early education achievement goal of ensuring children are socially, physically, emotional and developmentally prepared to embark on a successful academic journey beginning with Kindergarten.

"The function of education is to teach one to think intensively and to think critically. Intelligence plus character – that is the goal of true education."

Dr. Martin Luther King, Jr.

Improving Academic Results



Early intervention – providing access to and promoting early learning programs is a major factor in improving academic results.

Essential to reinforcing the efforts of educators to improve academic results is the expanded engagement of family and

community-based agencies as partners. Parents and community partners in supporting the needs of children and improving their academic outcomes are urged to:

■ Establish a medical home

– a consistent relationship
with one physician who will

- monitor the child's health and developmental progress from birth to Kindergarten.
- Promote positive health habits through proper nutrition and exercise.
- Observe, monitor and encourage the child's progressive communication and motor skills
- Read to children from the day they are born
- Establish a dedicated quiet study/homework space within the home
- Encourage and support daily attendance at school
- Stress the value and importance of high school graduation
- Provide safety supports within and around the school
- Explore and access needed social and economic supports through neighborhood/ community resources

Access to 21st century learning tools

The home is widely accepted and acknowledged as the first educational experience that a child receives. However, if there are family and community support barriers to learning, progressive academic achievement outcomes may not be realized.

The collaborative initiatives of community-based and human service agencies with the Detroit Public Schools within the Detroit Promise Neighborhoods boundaries are designed to address the issue of barriers to learning that have hindered the academic achievement of children in the past.

BFDI positive youth development initiatives, combined with social and emotional support resource partners available to parents and the community, contribute to advancing positive academic achievement outcomes.

Achieving the Detroit Promi

VISION

"All children in the Detroit Clark Park/Osborn Promise Neighborhoods will have access to excellent schools, positive youth development opportunities, graduate from high school on time and be prepared for college without the need for remediation courses. Families will have all the support and resources they need to make their children successful in life."



Strategic collaborations and partnerships — that deliver sustainable positive outcomes — define success for the Promise Neighborhoods initiative. BFDI as the lead convening agency of community residents, Detroit schools, foundations, and provider agencies collectively executed target actions to achieve the five year planning grant expectations. Target actions include:

- ✓ Conducting a needs assessment/segmentation analysis of the target areas
- ✓ Planning to deliver a continuum of solutions
- ✓ Establishing effective partnerships
- ✓ Planning a longitudinal data system
- Participating in a community of practice

Over 35 community-based organizations who signed the pledge to participate in the Detroit Promise Neighborhoods family and community support pipeline bring a wealth of specialized experience and expertise to the planning and implementation table. From early learning programs to community coalitions that address neighborhood blight and safety, the specialized and niche services provided by the partner organizations influence the prospect for the success of the initiative.

Positive and promising results have occurred in the Promise Neighborhoods areas of Clark Park, zip code 48209; and Osborn, zip

code 48205:

- Enrolled students = 121
- Families = 71
- Pipeline Partners: 35
- MOU Partners = 22

Of the participating students and families

 57.8% participate in case management, tutoring, summer programming, summer school, after school programs, summer jobs, college entry, sports, mentoring, arts and humanities, music lessons, community safety, classroom support, college bound support, early childhood training, job prep, community capacity-building and community-engagement.

• KEY FINDINGS to Celebrate:

85% of children under 5 in Clark Park, and 64% of children under 5 in Osborn are functioning normally in social and emotional growth. (source: ASQ, GSCW, 2013)

• The Most Significant Reading gains:

Earhart and Maybury 3rd graders increased 14.7%
Earhart 6th graders increased 6%
Earhart 8th graders increased 4.6%
Brenda Scott 5th graders increased 11.6%
Brenda Scott 6th graders increased 14%
Osborn 11th graders increased 4%

The Most Significant Math gains:

Earhart and Maybury 4th graders increased 15.4% Earhart 6th graders increased 9.9% Earhart 5th graders increased 7.8%

Brenda Scott 5th graders increased 5.7%

Park PN schools (Maybury and Earhart) during the first two months of the year was 83.5%, up from 76.9% last year. (source: DPS, MI databases, 2013)

99% of Osborn seniors who entered school in September graduated in June 2013. Most continued on to college. (Number of new DPS college enrollees to be determined.) (source: DPS Promise Neighborhoods principals, 2013)

30% of students in Clark Park and 26% of students in Osborn get an hour of daily exercise. (source: pilot enrollees survey, 2013)

- 20% in Clark Park and 30% in Osborn eat 5 fruits and veggies daily. (source: pilot enrollees survey, 2013)
- The Osborn Neighborhood Association and the Osborn Business Association partnered to provide summer jobs for 132 youth. (source: Clark Park Case Management Report, 2013)

The evidence-based Ceasefire Initiative is active in Osborn.

 55% of families in Clark Park report that they have broadband access at home and their kids have access about 85% of their school time (source: pilot enrollees survey, 2013).

Modeled after the Harlem Children's Zone (HCZ) Project launched in 1997 by American social activist and educator Geoffrey Canada, the Promise Neighborhoods initiative is a multi-faceted approach to improving educational outcomes for children and support to families in distressed communities. The city of Detroit's past and current challenges position it as a prime candidate for the project.

Given the complexity of the challenges found within the Clark Park and Osborn target neighborhoods, achieving the Promise Neighborhoods results desired for Detroit requires innovative, non-traditional approaches. Ongoing periodic assessments of outcomes will be measured on a continuum to accomplish stated goals. If desired benchmarks are not achieved during evaluations, a course correction will be implemented to arrive at the desired results. Flexibility is the norm as opposed to a linear pathway to achieve success. Most importantly, the unlimited partnerships that serve as the support network for children and their families ensure – failure is not an option.



nise Neighborhoods Results

Detroit Clark Park/Osborn Promise Neighborhoods

Indicators and 5 Year Goals

Detroit Clark Park/Osborn Promise Neighborhoods Target Results Education

- ✓ Children are Ready for Kindergarten
- ✓ Students are Proficient in Core Subjects
- ✓ Students Experience a Successful Middle School to High School Transition
- ✓ Youth Graduate from High School
- ✓ High School Graduates Experience College/ Career Success: Post-Secondary Degree, Certifications or Credentials

Detroit Clark Park/Osborn Promise Neighborhoods

Family/Community Supports

- ✓ Students are Healthy
- ✓ Students Feel Safe at School and in Their Community
- Students Live in Stable Communities
- ✓ Family and Community Members Support Learning in Promise Neighborhoods Schools
- ✓ Students Have Access to 21st Century **Learning Tools**
- Reduction in Repeat Juvenile Offenses
- ✓ Youth with Disabilities Gain Level of **Functioning Improvement**
- ✓ English Language Learners Receive Literacy & Academic/Employment Intervention Assistance as Requested
- ✓ Youth Receive Exposure to Arts and **Humanities**

Visioning Detroit Future City



Black Family Development, Inc. Clark Park/Osborn Promise Neighborhoods Partners

Black Family Development Inc.

Neighborhood Service Organization

Detroit Public Schools

Matrix Human Services

Michigan Educational Achievement Authority

Southwest Counseling Solutions

St. John Providence Health System Youth Development Commission

Excellent Schools Detroit

City Year Detroit

The Youth Connection

Detroit Parent Network

The Skillman Foundation Great Start Collaborative-Wayne

College for Creative Studies, Community

Arts partnerships

Detroit Educational TV Foundation

Detroit Hispanic Development Corporation

Matrix Theatre

Osborn Neighborhood Alliance

Wayne Children's Healthcare Access Program

Latino Family Services

Living Arts Detroit

Think Detroit PAL

The MAN Network

Clark Park Coalition

Clintondale Schools-ATS

Center for Latino and Latin American Studies

Mercy Education Project

Latin Americans for Social and Economic Development Inc. (LA-SED)

Youth With A Vision

Alternatives for Girls

Northeast Guidance Center

Voices of Detroit Initiative

Community Health and Social Services

Consortium of Hispanic Agencies

Detroit Area Pre-Engineering Program (DAPCEP) **Detroit Center for Family Advocacy**

Detroit Department of Health and Wellness

Linking the Community Together to

Empower, Enrich and Encourage

Esperanza Detroit

Congress of Communities

Early Learning Communities

Henry Ford Health System

Seven Partner Schools

Brenda Scott Academy

Earhart Elementary/Middle School

Maybury Elementary School

Osborn Collegiate Academy of Mathematics, Science and Technology

Osborn College Preparatory Academy

Osborn Evergreen Academy of Design, Technology and Alternative Energy

Western International High School

"We have a powerful potential in our youth, and we must have the courage to change old ideas and practices so that we may direct their power toward good ends."

Mary McLeod Bethune

Expanding Positive Youth Development

BFDI's asset-based approach to positive youth development programming has consistently been innovative. In an age of increasing technology and the popularity of social media, emphasis is placed on merging proven aspects of 20th century core values with 21st century advances. To that end, BFDI's positive youth development programs promote and foster positive relationships that emphasize character and academic strengths.

Youth are provided opportunities to learn and adopt healthy behaviors, assume leadership roles in programs and the community, while connecting with caring adults. Their participation in the various programs offered by BFDI challenges them in ways that build self-confidence and competence.

A number of BFDI programs provide stimulating academic and personal achievement experiences for youth. They include:

The Honorable Obama Quiz Bowl – Explores the history, values, character and experiences of Barack Hussein Obama, the 44th and current President of the United States, and the first African

American to hold the office. Over 170 youth participants equipped with study guides have taken part in this engaging, challenging, academic competition that combines lessons in history, civics and policy making.

Academic Olympics – Improves competency in Mathematics, Social Studies, Science and English. Over 1,000 youth have participated in the program.

African-Centered Olympics – A city-wide African-American history competitive classroom and school contest that allows students to learn about their heritage while instilling a sense of cultural pride. Over 850 youth have participated in the program.

My Healthy Body Olympics – A health education program with the goal to educate youth about the importance of health, nutrition and fitness. Over 325 youth have participated in the program.

Keys to Literacy – A web-based technology reading program that provides customized literacy support. Youth who spend three (3) hours on the computer utilizing the literacy package are able to increase their reading level grade by one grade.



Over 300 youth have participated in the program.

Annual Back to School Rally

- The Annual "Back to School
Rally" engages over 350 youth ages
6-18. Youth receive age and grade
appropriate school supplies to be
prepared for the impending school
year.

Summer Youth Employment and Training – A job readiness, mentoring and training initiative. Over 300 youth have participated in the program. Over 250 have been placed as permanent part-time employees.



Restorative Practices:

Resolving Violence and Conflict, Engaging Community

Relationships can and do chart our course in life. However, when interactions with others are fraught with misunderstanding, distrust and other factors that breed conflict, relationships cannot grow and flourish in ways that are mutually beneficial to those involved.

The increased incidences of bullying, aggressive acting out and senseless violence among youth hinders positive development in many ways. While the root causes of this behavior have been attributed to the challenges of adolescence and "growing pains"; broken relationships in the home, school and community at large is also identified as a key culprit.

Restorative Practices, an evidenced-based program model, seeks to repair broken relationships through a structured approach of strategic engagement. Individuals are brought together to first acknowledge that harm has occurred, study its impact and think through what needs to happen to make things right. The objective is to restore balance, justice and prevent harm from occurring again.

Utilizing the tool of "Restorative Circles," the parties to the conflict, "those who have acted, those directly impacted and the wider community, are brought together within a chosen systemic context, to dialogue as equals." The intent is to provide objective feedback, coaching, and understanding of the emotions that often accompany conflict. The perspective of the wider community – in reviewing both sides of the conflict – is essential to diffusing the situation and encouraging resolve among those involved.

Introduced in 2011, the Restorative Practices approach to conflict resolution builds, repairs and strengthens relationships to encourage positive pro-active rather than reactive behaviors. While the approach is essential to positive community development, it is critical to supporting positive youth development initiatives by preventing and intercepting problems.

Black Family Development is an affiliate of the International Institute for Restorative Practices, an accredited graduate school in Bethlehem, Pennsylvania. Since 2012, over 1200 participants have received training as an affiliate member of the International Institute for Restorative Practices. "BFDI has introduced restorative practices to area organizations including Don Bosco Hall, Detroit Parent Network, Osborn Neighborhood Alliance, schools, a cadre of block clubs, neighborhood organizations, and faith-based organizations," says Black Family Development, Inc.'s CEO, Alice G. Thompson.

When asked to provide feedback regarding the program, youth participants noted, "People can resolve problems without fighting;" "I stopped blaming others for mistakes that I have made because I realized that no one is perfect;" I increased my ability to "communicate not fight."

The dramatic drop in school suspensions within one year's time in Detroit's Osborn Community is an example of the significance of the Restorative Practices model.

"The most important thing to remember is this: To be ready at any moment to give up what you are for what you might become."

W.E.B. DuBois

Improving Support to Families/ Building Community Capacity

The Maintaining A Neighborhood (MAN) Network was initially established to protect children traveling to and from school. Since its founding, the initiative has grown from 57 to 317 member volunteers, a mentoring/summer youth program, and a dedicated community clean-up crew to address issues of neighborhood blight. The MAN Network is just one of many impactful programs that have emerged within the Osborn Detroit Promise Neighborhoods, building capacity to affect positive change within the community. BFDI recognized MAN Network recently as a Community Champion for its commitment to neighborhood revitalization and community transformation through community clean and safe initiatives.

Through strategic partnerships and collaborations with organizations like MAN Network, as well as the Great Start Collaborative of Wayne County and the Mayor's Task Force for the Well-Being of Children and Families, BFDI has enhanced outreach and access to resources for families and children. STAGES (Supportive Techniques Assisting with Growth and Empowerment Solutions), a mental health counseling program initiative for youth and families, supporting those facing a mental health disturbance who would best benefit from outpatient treatment, has received ongoing funding to expand services. In addition, families participate in small group and community-wide nutrition and health education workshops.

Support to families that strengthen their ability to engage socially, emotionally and economically allows for positive engagement within the communities where they live. The convening of Detroit Promise Neighborhoods residents based on shared values to create positive change and achieve stated goals



have been successful on several fronts. Over 1,000 Osborn and Cody-Rouge neighborhood residents have participated in community leadership trainings and completed commitment statements to form block clubs. As participants in workgroups assigned to address specific challenges within the community, residents have actively engaged in being a part of neighborhood revitalization plans and the eventual implementation of aspects of those plans.



Neighborhood Safety

Perhaps the greatest factor in the efforts to enact safety initiatives within the Promise Neighborhoods target area is the organization of residents around common values and standards within their respective communities. Overwhelming success has been realized in community organizing and leadership development, including training residents in the establishment of block clubs that unite them around common values of beautification, pride of place, and projects that create and emphasize improving the quality of life overall. More than 600 residents have been trained on block club leadership strategies, and 130 residents have signed commitments to establish block clubs in their neighborhoods — 1,500 cumulatively. To ensure residents are equipped with the necessary tools to establish effective and sustainable block club organizations, Block Club Starter Kits have been developed and distributed to residents and block club presidents.

Successful initiatives, as funded by The Skillman Foundation, include organized community walking and driving patrols that create greater resident visibility and that strengthen neighborhood bonds have been simple – yet highly effective components of community based safety initiatives. Over 250 residents were recruited by the MAN Network, with approximately 30 trained in community policing and safety.

BFDI CARF Accreditation

Recognized from 1993 to the present for Case Management/Services Coordination, Intensive Family-Based Services, Outpatient Treatment: AOD and Prevention/Diversion Services, BFDI has earned CARF International Accreditation. CARF, the Commission on Accreditation of Rehabilitation Facilities, noted, "Persons served by BFDI speak highly of the organization, the services provided and they appreciate the holistic emphasis by personnel to meet their needs. Those served were able to identify changes they have made in their lives with the help of BFDI and were optimistic about their futures and demonstrated strong self-advocacy."

Keeping with its goal to be held accountable to those it serves, in the summer of 2014, BFDI will again undergo a rigorous evaluation for accreditation.

2014 Calendar of Events

Monthly Community "Networking for Change" meetings provide a community information and education forum, as well as reinforce the benefits of Block Clubs:

- Getting to know your neighbors and developing your leadership skills
- Working together to improve neighborhood safety through neighborhood watch and community policing
- Working together to improve educational outcomes for our children
- Working with neighbors to identify community concerns
- Working together as a neighborhood to collectively take action
- Sharing information and raising awareness
- Working together to beautify the neighborhood



Osborn "Networking for Change" meetings occur on the third Saturday of each month. For further information please contact Donna Chavous, 313-368-9461 or James Booker at 313-368-9459. Ms. Chavous may also be reached via email at dchavous@blackfamilydevelopment.org

Save the Date November 6, 2014

2014 Annual Presidents' Dinner

Charles H. Wright
Museum of African American History

Mission Statement

"To strengthen and enhance the lives of children, youth and families through partnerships that support safe, nurturing, vibrant homes and communities."

Black Family Development, Inc.

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