



Allegany County Department of Human Services

RFP Response Form

RFP for Teen Programming

PROPOSER INFORMATION

Proposer Name: T. Rashad Byrdsong

Authorized Representative Name & Title: Marlene Davis

Address: 7120 Kelly Street, Pittsburgh PA 15208

Telephone: 412-371-3689

Email: TRByrdsong@ceapittsburgh.org

Website: www.ceapittsburgh.org

Legal Status: For-Profit Corp. Nonprofit Corp. Sole Proprietor Partnership

Date Incorporated: July 12, 1995

Partners included in this Proposal: None.

How did you hear about this RFP? *Please be specific.* Email from DHS

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing? Yes No

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	T. Rashad Byrdsong	412-371-3689	[REDACTED]
Contract Processing Contact	Angela DeVan	412-371-3689	[REDACTED]
Chief Information Officer	Marlene Davis	412-371-3689	[REDACTED]
Chief Financial Officer	Marlene Davis	412-371-3689	[REDACTED]
MPER Contact*	Marlene Davis	412-371-3689	[REDACTED]

* MPER is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

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BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.
See Attached

Board Chairperson Name & Title: Martell Covington

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization. *Please do not use employees of the Allegheny County Department of Human Services as references.*

Edward Gainer, [REDACTED]

Sam Ware, [REDACTED]

PROPOSAL INFORMATION

Date Submitted 3/2/2022

Amount Requested: \$420, 247.84

CERTIFICATION

Please check the following before submitting your Proposal, as applicable:

I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.

By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information,

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recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- Partner commitment letters, if applicable
- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- Audited financial reports or other financial documentation for the last three years
- W-9

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 12 pages. (Pages 1-3 are not included in the page count).

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Organizational Experience (20 points possible)

1. Describe your organizational experience serving the target population, specifically teens from diverse communities and populations. Please including examples of ways in which your organization connects with teens.

Community Empowerment Association, Inc. (CEA), located in Homewood and McKeesport, serves predominantly low income and underserved children, youth, adults, and families of the Greater Pittsburgh region. Founded in 1993 in order to establish an organized, structural approach to address the specific needs of at-risk youth and families in distressed, marginalized communities. CEA's 28-year success emanated through its grassroots origins serving residents of nine predominantly low income underserved communities in Allegheny County and the City of Pittsburgh: Larimer, Lincoln-Lemington, Homewood, Wilkinsburg, Garfield, East Hills, McKeesport, Rankin, and Braddock.

CEA had become a reputable community-based social services organization in Allegheny County. Primarily targeting high risk, socio-economically disadvantaged African Americans, CEA's ability to design and implement culturally specific programming set CEA apart from mainstream human and social services agencies.

Using culturally specific approaches that are sensitive to African American history, culture and behavior, CEA's programs and services have a documented history of appeal and effectiveness with diverse African American communities, especially our teens. Over the last 28 years, CEA has had tremendous success in its ability to engage teens through its programs, including:

- **Asante Nation Safe Passage: After-School Intervention & Prevention Program** – provides year-round intervention and support to youth and families in the Pittsburgh and Allegheny County areas. CEA's dedicated staff build collaborative relationships with students, families, and teachers to support academic remediation through homework assistance, advocacy in the schools, mentoring and cultural enrichment. Utilizing an Afrocentric model of cultural centering, a portion of each day is dedicated to a workshop focused on topics relevant to students' lives to foster a strong sense of self within the community.
- **African American Leadership Institute** – program that assisted at-risk boys in developing dreams that transform themselves along with their communities. With the help of loving mentorship from elders, adults and skilled professionals in the community, youth were guided to imagine themselves within three life contexts: life purpose, life mission, and life work.
- **Students Aimed for Excellence** – a truancy intervention and prevention program that focused on resiliency. Comprised of two components (Educational Support and Personal Growth & Development) this program served mainly teens who were seriously at risk of failing and lacked school attendance. Intensive risk and protective factors assessments were completed and referred youth were guided through a process (utilizing workshops, activities, one-on-one dialogues, meetings with parents and teachers) of enhancing protective factors and mitigating the risk factors that kept the youth from succeeding.
- **Saturday University** – a safe, productive educational workspace for extracurricular opportunities otherwise unattainable to youth that CEA serves. Programs include STEAM activities, multimedia design, creative arts, dance, and computer programming.

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- **Summer Learn & Earn** – Partnering with Parter4Work since 2015, this summertime program engages local youth, ages 14-21 in paid work activities. Participants receive training in work readiness, interpersonal communication, and community development training, as well as a stipend and hourly wage, culminating in an end-of-the-summer youth led forum where youth present their projects and things learned from their participation.
- **Brother to Brother/Sister to Sister Leadership Forums** – Parallel male and female leadership forums to enhance community and neighborhood safety, improve quality education in our communities, develop political and legal expertise, improve community wellness including mental, physical, and behavioral wellness, and economic development and self-sufficiency. These well attended forums offered opportunities for adults and youth to talk and plan activities that provide mentoring opportunities for youth.
- **Hip-Hop Academy** – a hip-hop instructional program designed to educate you about hip-hop, the music business and the social and political context of black music. This program was offered in 3 levels: basic, intermediate, and advanced and also giving youth the opportunity to write and record their own music.
- **World Changers** – a teenage youth driven social and interpersonal anti-violence campaign striving to empower youth, families and communities to awaken their consciousness and be the changes our world needs. Youth are highly involved in learning and developing multi-media podcasts, engaging in community activities and events, engaging political leaders in an effort to spread an anti-violence message.
- **Arts Renaissance Collective Initiative** – to provide mentor/apprenticeship opportunities and connect emerging youth artists with elder experienced artists, particularly in underserved communities and as well to address opportunities and solutions to reposition the art sector for a more sustainable and equitable future.

In addition to the above, CEA has also been successful in sponsoring (with the assistance of teens) Peace in the Hood Basketball Tournaments, Job Not Jail Weekend Activities, Educational Forums and youth summits. Also, youth participate in CEA's annual Kwanzaa Celebrations, Black Family Reunion, Community Health Summit, Black Male Solidarity Day, Ancestor's Day, Founder's Day, Memorial Planting Day, coat, bookbag and food distributions, to name a few. Our teens value the common themes of empowerment and shared cultural experiences.

2. Describe your organizational experience working in high-need communities.

As mentioned above, CEA was founded to address the specific needs of at-risk youth and families in distressed marginalized communities. CEA's mission is to restore, reclaim and transform distressed communities through strategic planning, collaboration, advocacy, education, and training. CEA developed its own Afrocentric Paradigm. This model centers around African American culture and experience as a moral compass, viewing our people as subjects in our stories rather than victims who operate on the fringes of society. In this way CEA strengthens and nurtures the self-esteem and ethnic identity of black youth and families while simultaneously improving their abilities to reason, be attentive, and build high aspirations and resilience.

A clear understanding of the culture of underserved are key to successful outcomes. For over 28 years CEA has played an integral role in advocating for minority inclusion on development projects and workforce development and training projects in preparation for future jobs in the City of Pittsburgh and Allegheny County. Through these efforts, CEA has been able to reach youth and young adults, in

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ways that helps them understand the importance and value of their lives and the potential that lies within each one of them. Our innovative and creative efforts in outreach, trust-centered relationship building, intensive case management and developing strong relationships among resource holders have established our organization as a strong support system for the underserved population, which is aligned with this RFP. CEA started its first after-school program to address the educational development and latch-key safety concerns of African American students in Pittsburgh's Public Schools in 1995. During the following year, CEA created a series of employment readiness, rites of passage, and youth programs to address the workforce development, mentoring and socialization needs of low-income adults and children.

CEA's programs and services are specifically designed to meet the unique spiritual, psychological, educational, and socioeconomic needs of African American children, youth, young adults, and other family members. CEA understands that the effects of race, ethnicity, and power relationships in social services are essential to the efficacy of intervention. The types of intervention and support that we provide are: (1) Asante Nation After School Diversion and Summer Safe Passage Program; (2) Therapeutic Support Program; (3) Summer Youth Employment Program; and (4) Workforce Development & Training Program.

With CEA's base of operations and networks in predominantly resource-poor African American communities, CEA's ability to reach, serve and uplift socially disadvantaged youth and families is strengthened by its sensitivity to historical risk factors. CEA's successful intervention outcomes have been well documented by contemporary academic refereed journal publishers in the following national and internationally ranked articles:

Byrdsong, T.R., et al. (2013) Afrocentric Intervention Paradigm: An Overview of Successful Application by a Grassroots Organization. *Journal of Human Behavior in the Social Environment*. Volume 23 (7) 931-937.

Byrdsong, T.R., et al. (2015) A Ground-Up Model for Gun Violence Reduction: A Community-Based Public Health Approach. *Journal of Evidence-Informed Social Work*. Volume 13 (1) 78-86.

Byrdsong, T.R., et al. (2017) Historical Overview of Black Suffering in Pittsburgh, Pennsylvania, USA: Depth of Contemporary Social Work Challenges. *International Journal of Social Work*. 4(2). 15—25.

Yamatani. H. and Byrdsong, T.R. (2017) Drug Abuse Trend and Profile of Current Social Crisis. *HSOA Journal of Addiction and Addictive Disorders*. 6:026.

3. Describe your organization's commitment to serving all individuals regardless of their race, ethnicity, sexual orientation, gender identity and expression (SOGIE), intellectual or physical ability, English language proficiency or life experiences. Provide specific approaches used and examples of how they are reflected in your work.

CEA is open to all regardless of race, color, creed, sexual orientation, gender, and expression (SOGIE) intellectual and physical ability. Our staff participates in the required SOGIE training to receive certification. Our administrative and program staff are racially diverse, and we have ADA access to our facility. Given Pittsburgh's history regarding race, our facility is in the Homewood section of Pittsburgh and the majority of our service population is African American. However, we do not discriminate and welcome all to participate in our programs. We are licensed to provide individual behavioral health services and partial hospitalization services. Our agency is certified by the Bureau of Equal Opportunity

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Regarding our health and wellness programming, we consider the legal issues and compliance requirements provided by the ADA, GINA, HIPAA and the Patient Protection and Affordable Care Act (PPACA). The ADA prohibits organizations from discriminating against individuals based on disability, including an employee's access to wellness programs. If teens are part of a group health plan, HIPAA mandates that individually identifiable health information collected from or created by participants in wellness programs is considered PHI and is protected by HIPAA rules. The PPACA requires that programs must be reasonably designed to promote health or prevent disease. Programs must be reasonably designed to be available to all similarly situated individuals, and individuals must be given notice of the opportunity to qualify for the same rewards through other means.

Program Design (55 points possible)

4. Provide an overall description of your proposed Programming and how it will provide teens with the opportunity to engage in enriching and interesting activities. If applicable, include how input from teens and/or best practice research was/will be taken into consideration in the design of the Programming.

The objective of the teen program is to provide a safe and secure environment for teens, assisting them with gaining skills to navigate successfully through complex systems and life challenges. After convening focus groups with existing teens in our programs, the proposed teen program is designed to provide the following services and training opportunities that are also shown to be effective based on various evidence-based programs. CEA will build on the strength of teens by providing holistic services, which induce: (a) a sense of identify and personal importance among youth participants, (b) educational enhancement and empowerment; and (remedial efforts of educational knowledge lost during the pandemic. CEA believes that youth develop best when there is a sense of order, enriched social interaction, educational empowerment, and support by exemplary adults. Programming will fall within CEA's 6 core areas:

- **Educational Support** – homework support, tutoring, computer technology, student/parent teacher conferences, mentoring
- **Personal Growth & Development** – self-esteem, leadership, conflict resolution, personal safety, interpersonal skills
- **Health & Wellness** – sports and physical fitness, diet & nutrition, relaxation, identification of stressors, emotional outlets, spirituality
- **Civic Engagement** – civic duties, community service, volunteerism, community development
- **Economics** – career exploration, market forecasting, financial literacy, career/life readiness, entrepreneurship, college tours
- **Cultural Enrichment** – relevant cultural values and history to connect participants to their collective lineage and traditions so they can practically apply what they have learned in their every day lives, arts & cultural activities and expression

Given the extra-curricular activities of teens, program hours will be flexible to the youth participants schedule. CEA will satisfy the components listed above via workshops, group and one-on-one dialogues, inviting special guest speakers, attending fun-filled activities and field trips, just to name a few. Transportation from school and to home will be available to participants within our catchment area if needed. In addition, a light meal will be provided.

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5. Describe how your Programming will provide a physically and emotionally safe space for teens.

As mentioned CEA has been working with youth for over 28 years. CEA offers a highly successful program called Safe Passage. This program strengthens protective factors of children by (a) working with youth, parents and families; (b) initiating safe, educational, and culturally appropriate activities for children and youth; (c) offering therapeutic support, and life skills training to help children cope with complex issues, define values, and develop strong self-esteem; and (d) providing community enhancement services to alleviate environmental factors that negatively affect social, cognitive, and emotional development in our school age participants.

One factor that we found is important is youth being able to relate to the staff member entrusted with their care. We have found that staff with lived experiences are more relatable to youth and youth are more prone to engage more comfortably with such an individual. CEA staff also focus on resiliency utilizing establishing caring relationships, providing opportunities for belonging and having high expectations as three important factors for success in providing an emotionally safe space for teens. Within its 39,000 square foot space, CEA has a regulation size gym, which can be used for sports activities, movies, gaming event, etc., a studio where multi-media programming can take place, a weight room for exercising and additional rooms that can be used for yoga, floor exercises, African dance instruction, just to name few. A standard code of conduct exists, which is explained to the youth and caregiver during orientation. CEA is family oriented and as such once a participant joins, he/she is considered a family member.

We should mention that only 1 door is open for youth, family, staff and visitors to enter. Upon entering, all are stopped by the Receptionist to state their business and sign in. (Since the pandemic, all are required to get a temperature check and wear a mask- which is also the function of the Receptionist.) All other doors remain locked at all times. The main entry door can be locked immediately if a lock down is necessary, and opened remotely by the Receptionist when needed. If the main door is locked during business hours, there is a doorbell, camera and intercom system. The entire building is surrounded by lights that come on automatically at dusk, and cameras which are in record mode at all times.

In addition, the entire building has been equipped with a sprinkler system, alarm, & fire extinguishers. Fire drills are scheduled quarterly during the program year and instructions are posted in preferred spaces for staff so that they know where to go. Fire safety trainings and inspections are conducted annually.

6. Describe how your Programming will provide teens with opportunities to make positive connections to peers, adults and their community.

As also mentioned above, CEA's programming works within its 6 core areas Educational Support, Personal Growth & Development, Health & Wellness, Civic Engagement, Economics, and Cultural

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Enrichment, all of which can provide teen participants with opportunities to make a positive connection with peers, adults and their community. CEA's organizational structure within these activities promote respect for not only oneself, but also others. There is always a youth component to activities, workshops, forums, and events. The youth components are developed and driven (with assistance) by the youth participants. Teen empowerment is an important aspect of teen programming.

7. Why do you think teens will want to participate in your Programming?

CEA has a clear understanding of the culture of the underserved youth and offers an intensive case management process to insure successful outcomes. Innovative and creative efforts in outreach, trust-centered relationship building has established CEA as a strong support system for youth and their families. CEA has been in the neighborhood for over 28 years. Families with youth see us as a safe, supportive and committed organization who works on behalf of the community and its residents. Many of the youth who participate in our services are the children and grandchildren of past participants. Community residents consider CEA a staple in the community who advocates for the positive development of youth and their families. Because the majority of our staff have lived experiences and are caring individuals, youth know that they can feel safe and their voices will be heard. CEA always celebrates the achievements of its youth. Many youth participants consider CEA their home away from home.

8. Describe how you will market your Programming and open referral pathways.

CEA will utilize its depth and breadth approach to recruitment utilizing a variety of strategies to market the program and open referral pathways including:

- Word of mouth
- Flyers
- Social Media
- Direct mailings
- Letters to Parents in our database
- Letters to neighborhood schools
- Website announcements
- World Changers Newsletter

9. Describe how you will staff your Programming and the strategies you will use to recruit, hire and retain racially diverse staff, staff with relevant lived experience and staff that reflect the population served.

Our current staff is diverse across the continuum – race, age, religion, sex, and gender – some of whom have been with us since our founding. Many staff members have college graduates some with bachelor, masters and 1 with a doctoral degree. All of our staff have lived experiences and can relate to our youth participants. All serve as positive role models who have been able to rise above risk factors they incurred to become people who can encourage youth to excel. CEA hires staff that can relate well with our youth and who can bring their creativity to the table.

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10. Describe how your Programming set teens on a positive trajectory toward adulthood and any skills you expect teens to gain (e.g., socioemotional, leadership, workforce-related, conflict resolution skills).

To have the most impact, on our teen participants, we have developed a comprehensive approach across multiple organizational components. This includes families, mental health and wellness, educational and academic support, career exploration, cultural enrichment, sports, and fitness, etc. In addition, we are mindful on necessary prevention strategies.

Our programming with our teens we will focus on their strengths for resilience, as well as identify risk factors, which can predict violent/inappropriate behaviors. Risk factors can be present in several domains (individual, family, school, peer, community, and neighborhood). These factors are different at various developmental periods. The more risk factors present the greater the risk for inappropriate behavior. Youth Risk factors for violence are common in drug use, poor school performance, delinquency, and teen pregnancy.

By identifying risk factors, our staff will be cognizant to apply protective factors such as establishing appropriate relationships with other individuals in systems where children function--school, family, peer, community programs that feel safe and secure, healthily beliefs and clear standards for behavior. Protective factors can reduce and buffer risk to facilitate resiliency in children.

Woven within the fabric of CEA's mission, our programming is designed to empower youth participants to understand the importance of educational achievement and how it positively impacts their ability to earn a family sustainable living wage in order to minimize the liabilities and challenges they face. Many of the youth participants who have been in our programs have graduated from high school and gone on to college. We have also had graduating youth who have gotten into trade schools, have received health related training and now work in hospitals or for organizations offering senior services, have received pre-construction training, received their GED and have continued in trainings and certifications of their choice.

Implementation Challenges (15 points possible)

11. If your Program experiences low attendance, how will you engage more teens?

Social and Emotional Learning (SEL) plays an integral role in mitigating absenteeism. We will continuously foster a safe, caring, and supportive environment where all teens feel accepted and can thrive. This will not only help us to cut down on our low attendance, but it will allow our staff and our teens to recruit more teens who may feel isolated with not safe and caring space to be present. We will facilitate a process by which teens acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. By improving the climate and culture where teens can work, play, and learn increases their motivation for achievement, engages them in learning, gets them excited about school, and reduces depression and stress. These are all factors critical to attendance in our program. CEA will also be offering an incentive for participation and achievements.

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12. If one of the teens in your Program experiences behavioral or mental health issues, what will you do?

Case management will be provided for all participants. If an issues occurs, an immediate conference will be called with the Deputy Director. Depending on the severity of the issue, the parent will be contacted. An incident report will be completed and if requested a referral will be made. CEA is licensed to provide Intensive Behavioral Health Services (IBHS) and will also be providing Outpatient Services. If teens experience behavioral and or mental health issues, we have an MSW who is licensed professional counselor (LPC)/social worker on our staff. An appropriate psychosocial assessment will be conducted and if the presenting symptoms require intervention beyond the expertise of our staff, we have an information and referral directory we will use to make the appropriate referral. An agency crisis plan is available with appropriate processes and procedures to implement.

13. If a parent of a teen in your Program expressed the family's need for support outside of what your Program can provide, what will you do?

As mentioned, CEA considers all program participants family members. When parents come to us with support needs, we attempt to assist. If the requests are outside of our service offerings, we work with the parent to find appropriate referral support.

Budget (10 points possible)

14. In the space below, provide a detailed one-year, line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining the Programming.
See Attached

15. In the space below, provide a budget narrative that clearly explains and justifies all line items in your proposed line-item budget.
See Attached (same as above)

CEA DHS 2022-2023 Projected Teen Budget

LINE ITEMS OR OBJECTS OF EXPENSE	DHS OST	TOTAL BUDGET
I. PERSONNEL		
Salaries/Wage (List each position below; if more space is needed add rows)		
Program Director (\$60,000 @25%)	\$15,000.00	\$15,000.00
Program Coordinator	\$40,000.00	\$40,000.00
2 Family Prevention & Intervention Specialists	\$70,720.00	\$70,720.00
Social Worker PT @19.23/hr x 40 hrs/we	\$20,000.00	\$20,000.00
2 PT Family Intervention & Prevention Specialists @\$17/hr 20hr we	\$35,360.00	\$35,360.00
1 Van Driver 20hr/wk	\$14,560.00	\$14,560.00
Administrative Assistant (\$31,200 @25%)	\$7,800.00	\$7,800.00
Accountant (\$40,000@25%)	\$10,000.00	\$10,000.00
Accounting Assistant (\$35,360 @25%)	\$8,840.00	\$8,840.00
Employee Benefits/Taxes (33% FT - \$50,278.80\$; PT 28% - \$27,036.80)	\$77,315.60	\$77,315.60
TOTAL PERSONNEL	\$299,595.60	\$299,595.60
II. OPERATIONS		
Utilities - gas, electric, water, etc (\$3179.17/m x 12 mos = cost/year@25%)	\$9,537.50	\$9,537.50
Professional Development & Training	\$1,000.00	\$1,000.00
Program Transportation (Participant transportation to/from site)	\$16,904.99	\$16,904.99
Program Materials & Supplies (books, curricula, training materials, etc)	\$6,250.00	\$6,250.00
Contracted/Technical Services (trainers, computer/IT support)	\$12,500.00	\$12,500.00
Field Trips & Outings (program funded, est cost for tickets, food/refreshments)	\$5,000.00	\$5,000.00
Communications/Telephone	\$4,814.75	\$4,814.75
Consultants (Monthly workshops presenters @\$200 ea)	\$2,400.00	\$2,400.00
Youth Incentives (\$25/wk x 46 wk. x 25)	\$26,250.00	\$26,250.00
TOTAL OPERATING	\$84,657.24	\$84,657.24
EQUIPMENT		
Projector & Screen	\$1,050.00	\$1,050.00

INDIRECTS		
President & CEO (@ 25% of 67%)	\$10,852.50	\$10,852.50
Employee Benefits/Taxes @28%	\$2,496.00	\$2,496.00
Repairs and Maintenance (@25% of 53% of \$25,000)	\$4,084.00	\$4,084.00
Postage Meter	\$625.00	\$625.00
Insurance	\$9,012.50	\$9,012.50
Professional Services (Auditors, Legal, etc)	\$7,875.00	\$7,875.00
TOTAL INDIRECT	\$34,945.00	\$34,945.00
TOTAL BUDGET	\$420,247.84	\$420,247.84

Board of Directors
Community Empowerment Association, Inc. (CEA)

2021-2023

Mr. Martell Covington
Chairman of the Board

Ms. Fran Carter
Retired Social Worker
Secretary

Dr. Robert Marin
Associate Professor of Psychiatry-WPIC
Member

Ms. Lavern Davis
Retired Nurse
Member

Mr. Christopher Carter
NFL Analyst
Member

T. Rashad Byrdsong
President and CEO

Key Staff

Marlene Davis
Deputy Director
Member of Executive Team

Angela E. DeVan, MSW
Program Manager
Member of Executive Team