



# Target Community & Educational Services, Inc.

*...Targeting Dreams, Fostering Opportunities*

111 Stoner Avenue  
Westminster, MD 21157  
Phone: 410-848-9090  
Fax: 410-848-7409

18403 Woodfield Avenue, Suite D  
Gaithersburg, MD 20879  
Phone: 240-632-1434  
Fax: 240-632-1189



targetinc.net/firms.com



## BOARD OF DIRECTORS

Sharon Kroupa, Chair  
Venable, LLP

Dr. Barbara Alving  
NIH

James Breuer  
Maggie's Restaurant

Caroline Brocato  
Neuman & Associates, LLC

Wallace Brown, Jr.  
Skyline Network Engineering

Gene Eylar  
PNC Bank

Dr. Thomas Falkner  
McDaniel College

James Miller  
Anchor Pharmacy

Gary Rever  
America's Bank

Christopher Ruppert  
BB&T

Judith Shober

Dr. Thomas J. Zirpoli  
Laurence J. Adams, Endowed Chair  
McDaniel College  
President & CEO, Target, Inc.

To Whom It May Concern:

It is with great pleasure that I write this letter of support for Mr. Al Betz, CEO of Outfluence. I have known Al for over twelve years and in several capacities.

I was first introduced to Al when I became CEO of Target Community & Educational Services, Inc. and Al was a member of Target's Board of Directors. He was very helpful to the organization and brought a sense of professionalism to our operations. Target, Inc. strives to bring a business approach to our non-profit organization, and Al played an important role in that development.

Since leaving the board, Al has served as advisor & instructor for Target, Inc. I can state without hesitation that Al has demonstrated outstanding judgment in his dealings with our agency. He is always ahead of the curve and motivates others to try new business and management approaches for better outcomes. Most importantly, he is a person of high ethical standards and behavior, and I have learned to trust his counsel.

Al's approach is inviting and non-threatening. His manner of interaction with others puts others at ease and he strives for the development of learning partnerships and opportunities. He is very professional, a good listener and an easy partner when working together.

For those considering a business venture with Al, I can assure you that he is a man of his word, dedicated to work, and a person of integrity.

Best regards,

Thomas J. Zirpoli, Ph.D.  
Professor, McDaniel College  
President & CEO, Target Community & Educational Services, Inc.