

DRAFT

Agenda

Bay Consortium Workforce Development Board XIII
Labor Market Committee
April 7, 2021
11:00 AM

- I. Call to Order
- II. Roll Call
- III. Public Input
- IV. Approval of January 7, 2021 Minutes
- V. New Business
 - A. Eligible Training Provider, WIOA Section 134 – Seward’s Barber Academy and Faded & Co. Barber Academy
 - B. Eligible Training Provider List, WIOA Section 134
 - C. Committee Elections
- VI. Old Business
 - A. Strategic Plan
- VII. Other topics for discussion
- VIII. Adjournment

Bay Consortium Workforce Development Board, Inc.
Labor Market Committee Meeting
Draft Meeting Minutes
Wednesday, January 7, 2021
11:00 a.m.

The Labor Market Committee met Wednesday, January 6, 2021 via Zoom.

Call to Order: Jean Fraysse called the Labor Market meeting to order at 11:00 a.m.

Roll Call: Present was David Mann, Greg Moon, and Jean Fraysse. Not present was Melvin Carter, Meg Bohmke, and Louis Belcher. In addition, was present Jackie Davis, Steven Golas, and Katlyn Moss. A quorum was present.

Approval of Minutes: The minutes from the October 15, 2020 meeting were tabled until next meeting.

Public Input: There was no public input.

New Business: Jackie Davis and Katlyn Moss presented members with Cyber Bytes Academy for the Eligible Training Provider List. Cyber Bytes Academy is a computer information and security school located in Stafford County. A motion was made to approve Cyber Bytes Academy and send to the full Board for approval, which was seconded and approved.

Old Business: Jackie Davis went over the strategic plan information. Jean Fraysse asked for a timeline on completion of the plan. Jackie Davis stated that the final discussion would be taking place on January 7. It would then be submitted in its final form to the Executive Committee to be presented to the Board for public comment at the February Board meeting.

Other Topics: Jackie Davis mentioned that the next Board meeting would take place on February 3, 2021 at 11 a.m. via Zoom, and it would be a joint meeting with the CLEO Board.

There being no further business, the meeting was adjourned at 11:20 a.m.

Respectfully submitted,

Katlyn Moss



**VIRGINIA
CAREER WORKS**

BAY CONSORTIUM REGION

Training Provider Application

1. Name of Training Organization Seward,s Barber Academy LLC		2. Federal Tax ID# 27-4255475	
3. Mailing Address 93 Onville Road	4. City Staffrod	5. State Va	6. Zip 22556
7. Physical Address 93 Onville Road	8. City Stafford	9. State Va	10. Zip 22556
11. Name & Title of Contact Person: Joseph B Seward Sr Owner / Master Barber / Instructor			
12. Email Address of Contact Person: joe.sewardsr@gmail.com		13. Phone Number of Contact Person: 540 - 720 - 1052	
14. Mailing Address of Contact Person (if different from above)			
15. Year Established 2010		16. Website Address: sewardsbarberacademy.com	
17. Type of Entity <input type="checkbox"/> Other, not listed Other (please Describe) <u>Barber Shop / Barber School</u>			
18. Does your organization provide job search assistance or placement services? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No (if yes, please describe) We contact local barber shops about graduating students			
19. What types of financial aid are available to students? No financial aid			
20. Does your organization have a tuition refund policy? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please attach the policy including time frames and percentage of reimbursement)			
21. Name of Financial Aid Contact Person		22. Email Address of Financial Aid Contact Person	

Training Provider Application

23. Please provide three customer references including contact information:

1.

Mr. Deleon Hammock
(540) 207- 4083

2.

Mr. Tony Stephens
(337) 401 - 8712

3.

Mr. Jimmy Johnson
(601) 918 - 3380



VIRGINIA CAREER WORKS

BAY CONSORTIUM REGION

Training Program Application

A separate application form must be completed for each training program or occupational skills course of study.

1. Training Organization Seward's Barber Academy			
2. Contact Person – Name & Title Joseph B Seward Sr			
3. Training Program or stand-alone course name Barbering			
4. Program or course description Barbering			
5. Year Program Established 2010	6. Total Credit or Curriculum Hours 1100	7. Number of training weeks or hours 8 to 10 months	8. Minimum Class Size 7
9. Is curriculum certified by an accrediting agency or similar national standardization program: <input type="checkbox"/> Yes (if yes specify) <input type="checkbox"/> No			
10. Description of training and skills to be obtained – <i>Attach training program description, include an outline of what is covered in the program and what skills are to be obtained.</i>			
11. Which in-demand industry sectors and occupations best fit with the training program; and the average wage for the primary target occupation for which the training prepares the individual, as published by the Virginia Employment Commission, for the local area. If the in-demand sectors & occupation differ from what is defined by the region, please provide LMI information to support the sector & occupation. Barbers trained in the art and science of hair cutting			
12. Does training lead to an industry recognized credential, diploma, license, or degree? <i>If yes, indicate which.</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
13. Is this a stackable credential, part of a sequence to move an individual along a career pathway or up a career ladder? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
14. Was this training developed in partnership with a business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, Name of Business(s):			

15. List Businesses that support this training program:
 Mr. Deleon Hammock
 D3 Barber Shop & Salon

16. Describe how you will ensure access to training services throughout the state, including rural areas and through the use of technology:
 In person training at the academy

17. Describe how you will work with the local board to serve individuals with barriers:
 I agree to work with the local barber board.

Program Cost	
18. Registration/Pre-screening/Admissions Fees	\$ 1000.00 deposit required
19. Tuition (check all items included in Tuition)	\$
Books	\$
Required Supplies(Tools, uniforms, etc.	\$
Testing/Exam Cost	\$
Licensure/Certification Cost(s)	\$
Other Required Fees	\$
20. Total Cost to Complete Curriculum/Course	\$6000.00

Criteria for Admission

21. Describe the prerequisites or skills and knowledge required prior to the commencement of training:
 NA

22. Is a High School Diploma or GED required: Yes No



VIRGINIA CAREER WORKS

BAY CONSORTIUM REGION

Training Provider Application

1. Name of Training Organization Faded & Co. Barber Academy LLC.		2. Federal Tax ID# 84-3857410	
3. Mailing Address 2215 Jefferson Davis Highway Suite 100	4. City Fredericksburg	5. State VA.	6. Zip 22401
7. Physical Address 2215 Jefferson Davis Highway Suite 100	8. City Fredericksburg	9. State VA.	10. Zip 22401
11. Name & Title of Contact Person: S. Antoine Carey Owner / Licensed Master Barber Instructor			
12. Email Address of Contact Person: Faded and company barber academy@gmail.com		13. Phone Number of Contact Person: 540-287-1294	
14. Mailing Address of Contact Person (if different from above) " "			
15. Year Established 2019		16. Website Address:	
17. Type of Entity Other, not listed LLC. Other (please Describe) _____			
18. Does your organization provide job search assistance or placement services? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please describe) Faded & Co. Barber Academy LLC provides job placement with Faded & Co. Barbershop.			
19. What types of financial aid are available to students? N/A			
20. Does your organization have a tuition refund policy? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please attach the policy including time frames and percentage of reimbursement) Included in Student Handbook.			
21. Name of Financial Aid Contact Person N/A		22. Email Address of Financial Aid Contact Person N/A	

Training Provider Application

23. Please provide three customer references including contact information:

1.

Juanita Shanks, FailSafe - Era

571 - 247 - 2438

2.

Gretchen Rusden, Embrace Foster Care

480 - 694 - 7538

3.

Marshall Williams, Virginia Care

540 - 376 - 3380

James Green

804 - 925 - 9859

Training Program Application

A separate application form must be completed for each training program or occupational skills course of study.

1. Training Organization Faded & Co. Barber Academy LLC			
2. Contact Person – Name & Title S. Antoine Carey Owner / Licensed Master Barber Instructor			
3. Training Program or standalone course name Virginia Barber Training Program			
4. Program or course description Barber training to include both theoretical and practical subjects meeting the requirements set by the Virginia Board for Barbers and Cosmetology.			
5. Year Program Established 2019	6. Total Credit or Curriculum Hours 1100	7. Number of training weeks or hours 52 weeks	8. Minimum Class Size N/A
9. Is curriculum certified by an accrediting agency or similar national standardization program: <input checked="" type="checkbox"/> Yes (if yes specify) Department of Professional and Occupational Regulation <input type="checkbox"/> No			
10. Description of training and skills to be obtained – Attach training program description, include an outline of what is covered in the program and what skills are to be obtained.			
11. Which in-demand industry sectors and occupations best fit with the training program; and the average wage for the primary target occupation for which the training prepares the individual, as published by the Virginia Employment Commission, for the local area. If the in-demand sectors & occupation differ from what is defined by the region, please provide LMI Information to support the sector & occupation.			
12. Does training lead to an industry recognized credential, diploma, license, or degree? If yes, indicate which. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Virginia Barber License			
13. Is this a stackable credential, part of a sequence to move an individual along a career pathway or up a career ladder? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
14. Was this training developed in partnership with a business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If yes, Name of Business(s): Faded & Co. LLC.			

15. List Businesses that support this training program:

Licensed Virginia Barbershops

16. Describe how you will ensure access to training services throughout the state, including rural areas and through the use of technology:

N/A

17. Describe how you will work with the local board to serve individuals with barriers:

We intend to provide this opportunity to those in need to be gainfully employed, regardless of any gender, race, or background.

Program Cost

18. Registration/Pre-screening/Admissions Fees	\$ 500
19. Tuition (check all items included in Tuition)	\$ 6,000
Books	\$ 400
Required Supplies(Tools, uniforms, etc.	\$ 600
Testing/Exam Cost	\$
Licensure/Certification Cost(s)	\$
Other Required Fees	\$
20. Total Cost to Complete Curriculum/Course	\$ 7,500

Criteria for Admission

21. Describe the prerequisites or skills and knowledge required prior to the commencement of training:

- Provide documentation of high school diploma, GED, or equivalent
- Provide proof of English proficiency.

22. Is a High School Diploma or GED required:

Yes

No

STRATEGIC PLAN

JANUARY 2021 THROUGH JUNE 2022

FINAL
For Review and Approval by WDB and LEOs



Developed by the Bay Consortium Workforce Development Board's
Strategic Planning Team

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PLANNING TEAM MEMBERS

Lamont Brown
President, Great Fredericksburg Black Chamber of Commerce

Jackie Davis
Director, Bay Consortium WDB

Jean Fraysse
WDB Labor Market Committee Chair

Angela Freeman
Fredericksburg Business Development Manager, CLEO

Josh Gemerek
Bay Aging Senior Vice President, Housing, WDB Development Committee Chair

Steve Goodall
Westrock HR Manager, WDB Performance & Accountability Committee Chair

Charles Kolakowski,
Northampton County Administrator, CLEO

Ken Knull,
WDB Vice Chair, Yankee Point Marina

Lewis Lawrence
Executive Director, Middle Peninsula Planning District Commission

Kevin Marshall
Spotsylvania County Business Development Manager, CLEO

Dennis Parsons
WDB Chair

Morgan Quicke
Richmond County Administrator, CLEO Chair

Lori Strumpf, Facilitator
Strumpf Associates: Center for Strategic Change

INTRODUCTION

This document is the dynamic blueprint for the sustainability and growth of the region's talent pipeline. It is the product of intensive discussions by the Workforce Development Board's (WDB), Strategic Planning Committee members and feedback from staff, partners, and stakeholders. This plan lays the foundation for the organization's business plan, which will outline key actions and resources required to execute the objectives and strategies found in this plan.

During the latter part of 2020, the Bay WDB began the process of developing this strategic plan. With the shifting environment due to the pandemic of 2020, the board decided that developing a new set of goals and strategies for the next 3-years would not maintain relevancy. Instead, this plan has a time horizon of eighteen months, through June of 2022. The planning process included a Strategic Planning Committee made up of WDB members and other key community members. The Committee met four times to examine current labor market data that would inform strategic challenges over the next 18 months. Focus groups of businesses, WDB board members, partners, and job seekers were conducted to solicit their perceptions of what the workforce system's challenges might be over the next 15 to 18 months.

The Planning Committee is to be commended for their imagination, dedication, and perseverance throughout this process. We have a vision of where we want to be, an assessment of where we are now and a set of criteria to measure our progress. We have defined the values that describe how we do business and developed strategies and priorities to move us from where we are to where we want to be.

The strategic direction, goals and strategies included in this plan are a response to our understanding of what our customers value most about the workforce system, and current opportunities and challenges for offering a high-quality system of talent development to the area's businesses.

In response to stay-at-home orders across Virginia, our organization had to quickly shift to virtual operations and deal with other challenges to our capacity. We made the shift quickly and staff rapidly adapted and learned. With a fresh perspective on our mission, understanding of what we do well, and the environment in which we operate, the Bay WDB will pursue the following strategic priorities:

- Coalesce regionally to align workforce development with economic development efforts in each subregion.¹
- Develop and deliver services to individuals to expand the talent pipeline of youth and adults.
- Develop and promote career pathways as a framework for moving individuals to sustainable wages.

A plan is of little value by itself. The strategic plan is a broad road map and there is still much to be determined relative to implementation. This document is the framework to continue our

¹ The economic development system is designed to encourage business and job growth, while the workforce development system works to ensure individuals have the education, skills, and training needed to obtain jobs.

growth and ensure the sustainability of our high-performance, customer-focused organization that continues to benefit all stakeholders –our customers, our partners, and the community.

DATA SNAPSHOTS

The following data describes the area and is key to setting the context for the strategy contained in this plan. The Bay Consortium Region (LWIA 13) is comprised of the following jurisdictions: Accomack County, Caroline County, Essex County, King and Queen County, King George County, King William County, Lancaster County, Mathews County, Middlesex County, Northampton County, Northumberland County, Richmond County, Spotsylvania County, Stafford County, Westmoreland County, and Fredericksburg City

Population and Commuting Patterns

- The population is projected to **increase** over the next 10 years.

	LWIA XII	% Change	Virginia	%Change
2000	390,699		7,079,030	
2010	477,723	22.27 %	8,001,024	13.02 %
2020	522,164	9.30 %	8,744,273	9.29 %
2030	591,390	13.26 %	9,546,958	9.18 %
2040	651,041	10.09 %	10,201,5	6.86 %

Source: U.S. Census Bureau, Weldon Cooper Center for Public Service.

- More** people commute out of the area to work than live and work in the area.

Bay Consortium Commuting Patterns	
People who live and work in the area	93,900
In-Commuters	48,565
Out-Commuters	120,501
Net In-Commuters (In-Commuters minus Out-Commuters)	-71,936

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2014.

Employment and Education

- The top five industries with the most employees: Local Government (23,786), Retail Trade (21,588), Health Care and Social Assistance (20,631), Accommodation and Food Services (16,456), and Federal Government (11,943).
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.
- The top average weekly wages: Utilities (\$1,976), Professional, Technical, and Scientific Services (\$1,622), Management of Companies and Enterprises (\$1,330), Federal Government (\$1,980).
- The lowest average weekly wages: Accommodation and Food Services (\$334), Arts, Entertainment and Recreation (\$339), Retail Trade (\$560).
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May 2020).

- Of those 18 and older, 32% have graduated high school or have a GED, 24% have some college, 7% have an Associate's Degree and 16% have a Bachelor's Degree.

	LWIA XIII	Virginia	United States
8th Grade or Less	13,499	275,329	12,639,425
Some High School	29,674	464,075	20,093,117
High School Grad/GED	120,800	1,633,105	68,044,371
Some College	89,167	1,457,887	57,431,237
Associate's Degree	25,520	440,219	18,586,866
Bachelor's Degree	61,960	1,258,661	42,027,629
Graduate or Professional Degree	36,978	862,686	24,008,551
	377,598	6,391,962	242,831,196

Source: U.S. Census Bureau
American Community Survey, 2011-2015.

• **50 Largest Employers in the Bay Consortium Region**

1. U.S. Department of Defense	26. VDOT
2. GEICO, Government Employees Insurance	27. YMCA
3. Stafford County Schools	28. Stafford Hospital Center
4. Spotsylvania County School Board	29. Rappahannock Area Community Services Board
5. Wal Mart	30. Target Corp
6. U.S. Federal Bureau of Investigation	31. Giant Food
7. Mary Washington Hospital	32. Alliance Group WestRock
8. Perdue Products	33. Weis Markets
9. Riverside Regional Medical Center	34. WaWa
10. Tyson Farms	35. First Market Bank
11. County of Spotsylvania	36. Snowden Services Inc
12. County of Stafford	37. Middle Peninsula Northern Neck Mental Health Center
13. Food Lion	38. Haynesville Correctional Institute
14. Accomack County School Board	39. Westmoreland County School Board
15. University of Mary Washington	40. County of Accomack
16. Medicorp Health System	41. Hr Service Group LLC
17. Fredericksburg City Public Schools	42. King William County Schools
18. Postal Service	43. Northampton County Schools
19. King George County Public School Board	44. URS Federal Services
20. McDonald's	45. Mary Washington Healthcare
21. McLane Mid Atlantic	46. The Home Depot
22. Lowes' Home Centers, Inc.	47. County Of King George
23. HCA Virginia Health System	48. Manufacturing Techniques Inc
24. City of Fredericksburg	49. Intuit
25. Caroline County School Board	50. A T Solutions Inc

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2020.

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

VISION: Ensure that LWDA13 has a viable and qualified workforce that is capable of sustaining existing businesses and enticing new businesses by meeting the needs of a vibrant and expanding employment base.

MISSION: To achieve the purpose of WIOA and Virginia’s strategic and operational vision and goals by providing comprehensive, customer-driven workforce services that connect employers, education providers, job seekers, workers, and youth.

VALUE

PROPOSITION: We provide excellence through meaningful services that enhance the quality and availability of the workforce while developing talent for the jobs of today and tomorrow.

CUSTOMERS: Our *primary external customers* are **employers and jobseeker (emerging and transitioning)**

Our primary *internal customer* is our **staff**.

Our *Partners* are identified through formal agreements that define mutually beneficial relationships formed between the WDB and with each other. The purpose is to pursue common goals based on the shared values of each participating organizations.

ROLE: The Workforce Development Board will play several roles in furtherance of our vision and mission:

- We **lead and oversee** the workforce development system.
- We seek to **catalyze change** in the community to build effective partnerships.
- We will **strategically invest** in program innovation.
- We **act as a convener** of business and industry.

ORGANIZATIONAL CORE VALUES

Our Common Values:

We believe in the following shared principles, beliefs and priorities:

COMPASSION. We anticipate the needs of others and act to appropriately and meaningfully meet these needs with understanding and empathy.

EQUITY AND INCLUSION. We believe we share in the responsibility to create a positive culture and to safeguard equity, inclusion, dignity, and respect for all.

JOB SECURITY. We believe that a stable job builds self-worth for an individual, promotes family well-being, and builds community.

OPPORTUNITY. We bring to bear all of our talents and resources to provide opportunities for our customers and our staff to succeed and thrive.

STEWARDSHIP. We are stewards of the public trust and take seriously our responsibility for fiscal management.

STRATEGIC PRIORITIES AND GOALS *Strategy 2021*

STRATEGIC PRIORITIES for January 2021 through June 2022

- Coalesce regionally to align workforce development with economic development efforts in each subregion.²
- Develop and deliver services to individuals to expand the talent pipeline of youth and adults.
- Develop and promote career pathways as a framework for moving individuals to sustainable wages.

STRATEGIC GOALS and KEY OBJECTIVES

The following goals and objectives support the Bay WDB in accomplishing the priorities set for the next eighteen months.

STRATEGIC GOAL 1: Tailor programs to the geographic diversity of the region to meet workforce needs

Key Strategies:

- 1.1 Focus efforts to understand and provide solutions to businesses workforce needs for both small and large businesses within each region, e.g., Eastern Shore, Fredericksburg Area, Middle Peninsula, and the Northern Neck.
- 1.2 Examine current targeted industry sectors³ within the context of those identified by GoVA for alignment.
- 1.3 Work with a collection of businesses within the WDB's targeted industries to identify sustainable jobs that need an ongoing pipeline of qualified talent and jointly develop recruitment and training solutions.
- 1.4 Examine the Northern Neck Workforce Training and Site Selection Feasibility Study⁴ recommendations, prioritize and implement best practices throughout the region, tailored to the needs of each subregion.
- 1.5 Create a mechanism to receive any workforce and economic development studies completed in any of the subregions to review them and identify areas where the workforce board can provide support.
- 1.6 Take the lead in developing the process to submit a GoVA planning grant that then may lead to an implementation grant.

Outcome(s):

- GoVa Planning Grant submitted, and implementation grant awarded.
- 2 industry sector groups within the WDBs targeted industries have been convened and strategies to increase the talent pipeline are underway within each subregion.

² The economic development system is designed to encourage business and job growth, while the workforce development system works to ensure individuals have the education, skills, and training needed to obtain jobs.

³ WDB's current targeted sectors are health care, IT, and logistics.

⁴ This study includes the Middle Peninsula.

STRATEGIC GOAL 2: Create, Support and Sustain a Talent Pipeline for the Bay WDB’s Targeted Industries

Key Strategies:

- 2.1 Design methods to reach out to underserved and underemployed⁵ populations and to individuals in sectors with job losses to promote new training and job opportunities.
- 2.2 Develop and promote career pathways in targeted industries.
- 2.3 Create a program for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a 4-year college degree. Target existing pathway programs.
- 2.4 Educate businesses about the paradigm shifts that are taking place about how people work and the future of the workplace.

Outcome(s) (data collected and articulated by each subregion):

- Increase the number of individuals obtaining jobs within the targeted industries by X% (or #).
- Increase the number of businesses that report that the workforce system consistently supplies the talent they need by X% (or #).
- X number of businesses report having developed some support services for workers; and/or implemented longer term retention strategies; are managing telework; are addressing work/life balance expectations of younger workers.
- Increase customer satisfaction by X%.

STRATEGIC GOAL 3: Sustain efforts to regularly forecast the talent needs of companies coming to the area and forthcoming openings in existing companies.

Key Strategies:

- 3.1 Meet regularly with individuals in the region who are responsible for economic development to align the region’s economic development efforts with the workforce development system.
- 3.2 Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
- 3.3 Develop programs designed to train individuals for jobs that are 15 to 24 months out to ensure that employers have access to a skilled workforce that enables growth and increased productivity.
- 3.4 Create a campaign that markets the new training opportunities.

Outcome(s):

- Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.

⁵ For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents ‘the growing number of households in our communities that do not earn enough to afford basic necessities’.

- Partners have been convened and 2 new training programs have been developed to meet the forecasted needs.

OPERATING PRINCIPLES

The following principles define the way the organization operates regarding the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion:

- We collaborate to build strategic alliances around our goals, strategies, and tasks in which we are engaged.
- We align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission.
- We deliver equitable service excellence through our products, processes, and services.
- We are leaders and challenge each other to achieve excellence.
- We hold ourselves accountable to each other and our customers.
- We create value by continuously assessing the outcomes and appropriateness of our programs and delivery systems.
- We continuously strengthen organizational effectiveness and build capacity.