

Corporation Board Report

October 6, 2026



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Finance

FY26 – June Results for the Villa

- June ended the month \$731 thousand ahead of budget, as was anticipated for June given the reserve needs that we held until June in the FY26 budget.
- The June surplus brings the total year-to-date budget surplus to \$2.386 million!
- For the year ended June 30, 2026, revenues tracked behind budget throughout the year (\$560k). Employee costs savings - \$1.8mil - and capital needs/contingency funds - \$750k – provided relief.
- Unrestricted fundraising is reporting approximately 133% of its annual budget for the year!
- Enrollments at Villa Education Center and Dooley school topped budgeted populations for Q3 and Q4. The schools had a large graduating class in May but referrals are in place to enter the program as the graduates move on.
- Crisis Stabilization and Intensive In-Home Services utilization has increased also in Q3 and Q4.
- Several very large projects have been completed on campus during the year. A generous donation was used to fund the Chapel stained glass window refurbishment. Prior year surplus dollars were used to fund additional projects including the Administration building roof repairs, and electrical upgrade and protective wall coverings in the Burke Barrett Building. These expenses are not included in the operations budget numbers.
- The Administration Board Room is getting a facelift this summer to repair the damage inflicted by the roof leaks. Flooring in the hallways and dining room will also be included, as well as furniture and technology for both rooms.

FY27 – July Results for the Villa

- July began the year ahead of budget \$167 thousand.
- Almost all programs are reporting higher than budgeted revenue and also seeing expense savings.
- Service systems are primarily positive in net actual dollars.
- Intensive In-Home clients have surged showing revenue well ahead of budget and also requiring investment in more staff.

The audit for the Housing Corporation (Forvis), and the planning of the audits of the Foundation and the Villa (Keiter) have begun. Keiter will be on site to perform audit fieldwork for the Foundation beginning September 14th and for the Villa beginning September 21st.

Financial Statements

ST. JOSEPH'S VILLA
FY 2026 SUMMARY OPERATIONS REPORT
FOR YEAR ENDED JUNE 30, 2026 - PRELIMINARY - UNAUDITED

7/16/2026

PROGRAM		ACTUAL*	FY2026 BUDGET*	F/(U) VAR	FY2025 ACTUAL*	FY26-FY25 F/(U) VAR
CHILDREN'S EDUCATIONAL SERVICES	REVENUE	3,984,706	4,585,914	(601,208)	4,226,964	(242,258)
	EXPENSE	(3,540,703)	(4,124,688)	583,985	(3,435,981)	(104,723)
	INDIRECT	(369,092)	(421,682)	52,590	(308,724)	(60,368)
	SUB-TOTAL	74,911	39,545	35,366	482,259	(407,348)
AUTISM EDUCATIONAL SERVICES	REVENUE	9,789,273	9,757,440	31,833	9,039,567	749,706
	EXPENSE	(6,203,996)	(7,025,584)	821,587	(6,020,234)	(183,762)
	INDIRECT	(378,265)	(412,695)	34,430	(561,594)	183,329
	SUB-TOTAL	3,207,012	2,319,161	887,850	2,457,739	749,273
FLAGLER HOUSING & HOMELESS SERVICES	REVENUE	3,137,493	3,190,308	(52,816)	3,156,684	(19,191)
	EXPENSE	(2,799,632)	(2,938,141)	138,510	(2,813,403)	13,772
	INDIRECT	(399,286)	(455,268)	55,982	(340,742)	(58,544)
	SUB-TOTAL	(61,424)	(203,101)	141,676	2,539	(63,963)
COMMUNITY TRAINING AND SUPPORT SERVICES	REVENUE	55,750	50,000	5,750	56,975	(1,225)
	EXPENSE	(74,121)	(69,236)	(4,885)	(130,083)	55,963
	INDIRECT	(13,811)	(15,538)	1,727	0	(13,811)
	SUB-TOTAL	(32,182)	(34,774)	2,592	(73,108)	40,926
DEVELOPMENTAL DISABILITIES SERVICES	REVENUE	1,599,809	1,769,495	(169,686)	1,584,613	15,196
	EXPENSE	(1,542,062)	(1,623,855)	81,793	(1,655,962)	113,900
	INDIRECT	(164,009)	(187,881)	23,872	(174,058)	10,048
	SUB-TOTAL	(106,262)	(42,242)	(64,020)	(245,407)	139,145
DAY TREATMENT SERVICES	REVENUE	808,687	934,571	(125,884)	1,111,037	(302,351)
	EXPENSE	(890,529)	(908,125)	17,596	(1,301,843)	411,314
	INDIRECT	(101,143)	(112,986)	11,843	(230,037)	128,894
	SUB-TOTAL	(182,985)	(86,540)	(96,445)	(420,843)	237,858
BEHAVIORAL HEALTH SERVICES	REVENUE	3,743,734	3,694,830	48,904	3,211,426	532,307
	EXPENSE	(3,456,042)	(3,335,797)	(120,246)	(3,237,204)	(218,838)
	INDIRECT	(255,357)	(292,071)	36,713	(174,879)	(80,478)
	SUB-TOTAL	32,334	66,962	(34,628)	(200,657)	232,991
CLIENT SUPPORT SERVICES	REVENUE	85,098	80,485	4,613	76,159	8,938
	EXPENSE	(792,785)	(796,680)	3,895	(739,256)	(53,529)
	INDIRECT	109,092	53,846	55,246	158,971	(49,879)
	SUB-TOTAL	(598,595)	(662,349)	63,754	(504,126)	(94,470)
AGENCY SUPPORT SERVICES	REVENUE	1,154,087	855,500	298,587	972,433	181,654
	EXPENSE	(3,625,126)	(5,048,421)	1,423,295	(3,722,063)	96,937
	INDIRECT	1,571,871	1,844,274	(272,403)	1,631,063	(59,192)
	SUB-TOTAL	(899,168)	(2,348,647)	1,449,479	(1,118,568)	219,400
* TOTAL REVENUE		24,358,637	24,918,544	(559,907)	23,435,860	922,777
TOTAL EXPENSE		(22,924,997)	(25,870,528)	2,945,531	(23,056,031)	131,034
TOTAL INDIRECT		(0)	(0)	0	0	(0)
TOTAL OPERATIONS		1,433,640	(951,984)	2,385,624	379,829	1,053,811

* Actual and Budgeted revenue does not include the subsidy to the Villa of \$.951 million for FY2026 and \$.999 million for FY2025

FY 2027 SUMMARY OPERATIONS REPORT
FOR ONE MONTH ENDED JULY 31, 2026 - PRELIMINARY - UNAUDITED

PROGRAM		FY2027			FY2026	FY27-FY26
		ACTUAL*	BUDGET*	F/(U) VAR	ACTUAL*	F/(U) VAR
CHILDREN'S EDUCATIONAL SERVICES	REVENUE	219,016	201,686	17,330	168,296	50,720
	EXPENSE	(188,517)	(218,035)	29,519	(202,715)	14,198
	INDIRECT	(23,205)	(29,651)	6,446	(23,681)	475
	SUB-TOTAL	7,294	(46,001)	53,295	(58,100)	65,393
AUTISM EDUCATIONAL SERVICES	REVENUE	994,655	981,494	13,161	900,038	94,617
	EXPENSE	(402,785)	(450,937)	48,152	(378,685)	(24,100)
	INDIRECT	(22,423)	(29,379)	6,956	(23,503)	1,080
	SUB-TOTAL	569,447	501,178	68,269	497,850	71,597
FLAGLER HOUSING & HOMELESS SERVICES	REVENUE	291,342	234,305	57,038	233,346	57,996
	EXPENSE	(241,440)	(196,501)	(44,939)	(192,776)	(48,664)
	INDIRECT	(24,947)	(32,364)	7,416	(26,226)	1,279
	SUB-TOTAL	24,955	5,440	19,515	14,343	10,611
COMMUNITY TRAINING AND SUPPORT SERVICES	REVENUE	540	5,000	(4,460)	3,200	(2,660)
	EXPENSE	(4,048)	(4,369)	321	(5,202)	1,154
	INDIRECT	(861)	(1,073)	213	(935)	74
	SUB-TOTAL	(4,369)	(442)	(3,927)	(2,937)	(1,432)
DEVELOPMENTAL DISABILITIES SERVICES	REVENUE	93,956	72,586	21,370	64,452	29,504
	EXPENSE	(84,971)	(88,024)	3,053	(95,601)	10,630
	INDIRECT	(10,140)	(12,932)	2,792	(10,587)	447
	SUB-TOTAL	(1,155)	(28,370)	27,215	(41,735)	40,580
DAY TREATMENT SERVICES	REVENUE	69,939	42,074	27,866	47,384	22,555
	EXPENSE	(58,407)	(42,011)	(16,396)	(52,098)	(6,309)
	INDIRECT	(6,110)	(7,538)	1,428	(6,691)	580
	SUB-TOTAL	5,422	(7,475)	12,897	(11,405)	16,827
BEHAVIORAL HEALTH SERVICES	REVENUE	262,792	322,832	(60,040)	241,461	21,331
	EXPENSE	(206,208)	(215,203)	8,995	(196,029)	(10,179)
	INDIRECT	(15,644)	(19,729)	4,085	(16,832)	1,188
	SUB-TOTAL	40,941	87,901	(46,960)	28,601	12,340
CLIENT SUPPORT SERVICES	REVENUE	6,625	8,201	(1,575)	4,974	1,651
	EXPENSE	(42,637)	(49,022)	6,385	(44,712)	2,075
	INDIRECT	(24)	(4,334)	4,311	3,919	(3,943)
	SUB-TOTAL	(36,036)	(45,156)	9,120	(35,819)	(217)
AGENCY SUPPORT SERVICES	REVENUE	20,269	34,500	(14,231)	38,177	(17,908)
	EXPENSE	(229,064)	(304,914)	75,850	(231,594)	2,530
	INDIRECT	103,354	137,000	(33,646)	104,535	(1,181)
	SUB-TOTAL	(105,440)	(133,413)	27,973	(88,881)	(16,559)
* TOTAL REVENUE		1,959,135	1,902,677	56,458	1,701,328	257,807
TOTAL EXPENSE		(1,458,077)	(1,569,016)	110,939	(1,399,411)	(58,666)
TOTAL INDIRECT		(0)	(0)	0	0	(0)
TOTAL OPERATIONS		501,058	333,660	167,398	301,917	199,141

* Actual and Budgeted revenue does not include the subsidy to the Villa of \$1.049 million for FY2027 and \$.951 million for FY2026

St Joseph's Villa Foundation

Portfolio Assets (As of June 30, 2026)

<u>Investment</u>	<u>Market Value</u>
Schwab - Funding ⁽²⁾	\$ 14,533
	<u>\$ 14,533</u>
Brown:	
Schwab - 1184	\$ 2,159,029
Schwab - 2524	\$ 2,365,872
Schwab - 4472	\$ 0
Schwab - 6835	\$ 8,184,459
Schwab - 7192	\$ -
Schwab - Gregg	\$ 396,116
Egerton	\$ 511,307
	<u>\$ 13,616,782</u>
Vanguard:	
Main	\$ 16,948,471
Gregg	\$ 499,051
Sub-total	<u>\$ 17,447,522</u>
Alternatives:	
Harbinger Class L ⁽¹⁾	\$ 820
Harbinger Class PE ⁽¹⁾	\$ 4,801
Sub-total	<u>\$ 5,621</u>
Total Invested Balance	<u>\$ 31,084,458</u>

(1) as of September 30, 2021 - no updated balances since

(2) as of October 31, 2023

Expenses Due to Villa	\$ (310,266)
Deposits Due from Villa	\$ 803
	<u>\$ (309,463)</u>

Total Portfolio	<u>\$ 30,774,995</u>
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Full Redemption Schedule for Alternatives

Harbinger Class L	Unknown
Harbinger Class PE	Unknown

St. Joseph's Villa Foundation
Portfolio Overview quarter ended **June 30, 2026**

	Fiscal 1st Quarter	Fiscal 2nd Quarter	Fiscal 3rd Quarter	Fiscal 4th Quarter	Since Inception	Calendar 2025
	7/1/25 - 9/30/25	10/1/25 - 12/31/25	1/1/26 - 3/31/26	4/1/26 - 6/30/26	^(A)	1/1/25-12/31/25
Beginning Market Value	27,800,804	29,182,848	29,329,108	28,643,406	23,200,587	26,372,867
Net Flows (Transfers-SJV)		(552,380)	(142,409)	(443,911)	(8,906,920)	(1,152,152)
Total Income/Expenses	(23,149)	(23,930)	(25,410)	(26,828)	(1,079,427)	(40,364)
Gross Earnings	1,405,193	722,569	(517,883)	2,602,327	17,560,754	4,148,757
Dividends/Capital Gains	127,412	532,788	103,890	144,502		898,597
Realized	329,667	497,216	95,299	212,054		1,151,199
Unrealized	948,114	(307,434)	(717,072)	2,245,771		2,098,961
Ending Market Value	29,182,848	29,329,108	28,643,406	30,774,994	30,774,995	29,329,108

^(A) Beginning Market Value represents initial amount transferred to Brown Advisory accounts \$11,425,643 on 7/10/18 and initial amount transferred to Vanguard accounts \$11,433,735 on 10/12/18 and market value held by Harbinger and Schwab funding 7/1/2018

St Joseph's Villa Foundation
Portfolio Assets (As of August 31, 2026)

<u>Investment</u>	<u>Market Value</u>
Schwab - Funding ⁽²⁾	\$ 14,533
	<u>\$ 14,533</u>
Brown:	
Schwab - 1184	\$ 2,220,526
Schwab - 2524	\$ 2,355,486
Schwab - 4472	\$ 37
Schwab - 6835	\$ 8,314,386
Schwab - 7192	\$ -
Schwab - Gregg	\$ 400,159
Egerton	\$ 511,307
	<u>\$ 13,801,900</u>
Vanguard:	
Main	\$ 16,986,325
Gregg	\$ 501,761
Sub-total	<u>\$ 17,488,086</u>
Alternatives:	
Harbinger Class L ⁽¹⁾	\$ 820
Harbinger Class PE ⁽¹⁾	\$ 4,801
Sub-total	<u>\$ 5,621</u>
Total Invested Balance	<u>\$ 31,310,140</u>
(1) as of September 30, 2021 - no updated balances since	
(2) as of October 31, 2023	
Expenses Due to Villa	\$ (20)
Deposits Due from Villa	\$ -
	<u>\$ (20)</u>
Total Portfolio	<u>\$ 31,310,120</u>

Full Redemption Schedule for Alternatives

Harbinger Class L	Unknown
Harbinger Class PE	Unknown

Advancement

FY26 Results

Annual Giving:	\$1,133,275
Private Grants:	\$1,349,000
Government Grants:	\$5,414,770
Speaking/Training:	\$51,250
Community Engagement:	\$9,611
Total:	\$7,957,906

FY27 Progress

Annual Giving:	\$101,538
Private Grants:	\$819,000
Government Grants:	\$912,957
Speaking/Training:	\$1,920
Community Engagement:	
Endowment:	\$265,583
Total:	\$1,834,415*

**Excluding Endowment*

Annual Giving

- The annual fund raised more than ever in FY26, totaling \$925,000 (128% of \$720,000 goal). 422 donors made nearly 1,000 gifts, 115 of whom increased their support. The average unrestricted gift size grew from \$700 to \$1,000. Donor retention remained steady at 69%.
- Board and Committee members contributed \$130,000 in unrestricted support, with an additional \$140,000 donated to capital projects (\$270,000 total).
- We distributed \$102,000 in NAP credits in FY26 and placed a particular emphasis on encouraging increased gifts from IRAs. We received \$93,000 credits to give out in FY27.
- Thus far in FY27, we have raised \$101,246 towards the annual fund's \$725,000 goal.
- Birdies for Charity is live, and we've raised \$21,000 thus far. We've started an eblast series that will run throughout the fall to encourage donors to take advantage of the PGA's 10% bonus. We also dropped the CEO appeal in August to 900 donors, and we're preparing to send our designed fall appeal mailing at the end of the month. Both are accompanied by an eblast request.

Grants and Major Gifts

- We were awarded \$6.7 million in Private and Government grants in FY26. We submitted 46 private grant and major gift requests for FY26, 33 of which were funded (76%). We have found that funders are generally awarding grants at the same level despite increased requests tied to rising service costs, reinforcing the importance of continued cultivation, proactive funder engagement, and ongoing research to identify new opportunities.
- Thus far in FY27, we have received \$819,000 in private grants for Flagler, Youth Crisis Services, and Transition and Wellness Services, and have \$535,000 currently out in pending requests.

Planned Giving

- FY26 was a fruitful year for planned giving. We received 5 new bequest intentions totaling more than \$2 million. The reimaged Archway Society Holiday Luncheon was a success, and we were joined by 33 guests to hear from Brown Advisory (compared to 11 in FY25). We have scheduled the 2026 luncheon for December 9th and will feature an expert conversation with guests from Heritage Wealth Advisors.
- In August we celebrated National Make-a-Will Month with an educational eblast directing people to the estate planning resources located on our website.

- Thus far in FY27, we have completed paperwork to accept Bill Joneses realized bequest of \$400,000, and we are in the process of documenting a \$3 million intention from friend made through the car show!

Events and Trainings

- In FY26, John conducted 114 hours of training in front of nearly 2,000 people. Jenny also conducted a workshop for the National Alliance to End Homelessness on hosting legislative visits that reached an additional 1,400 people.
- The Innsbrook Classic had another record year, raising \$165,000. We were joined by 228 golfers (57 teams) at the Federal Club. Save the date for this year's event – May 17, 2027!
- The AACCA Car Show was another huge success in June, bringing in more than \$12,000 to support the Villa. 15 guests also joined us for a tour of campus and received history books. We have nominated the AACCA for a National Philanthropy Day award to thank the group for their partnership.
- In FY27, we plan to host several friend-raising events with the help of Board and Committee members. As we work to meet our increased philanthropic goals, intentionally inviting new friends into our mission is crucial to our success.

Volunteers and Community Engagement

- In FY26, 426 volunteers provided 3,800 hours of service to the Villa, representing \$181,000 (a 56% increase over FY25). While the total number of volunteers decreased (507 in FY25), total hours remained steady, indicating deeper engagement. The increase in value was driven by pro-bono projects, a growing corporate partnership base, and special projects completed by committee members.
- 38 collection drives supported the Food Pantry, Back-to-School, the Welcome Home Room, and Season of Hope. We also established a new partnership with Seasonal Roots, who donates fresh and locally sourced fruits and vegetables each week to the Housing Success Center.
- Capital One remains our strongest partner for Season of Hope, and in addition to supporting the initiative with volunteers and in-kind donations, they helped improve the process by creating a digital system where families and staff can share more detailed feedback on what would make the holidays special for their families.
- The Community Engagement Office continues to demonstrate philanthropic value beyond in-kind donations and volunteer hours, and we remain very grateful for our partnership with the Community Foundation and Altria who provided nearly \$10,000 in support for volunteer projects to make improvements to the Staff Development space and Outpatient Behavioral Therapy. In FY27, the Community Foundation coordinated a group of 60 Altria volunteers to assist our Community Service Day, which came with \$25,000 in supplies for campus improvements.
- We've wrapped up "Back to School" for FY26 and were able to provide all teachers, students, and classrooms with the supplies they need for the upcoming year. SouthState Bank once again led the charge for this project by collecting supplies at their annual Stuff the Bus event.

Marketing Communications

- We celebrated the grand opening of the Flagler Housing Success Center in FY26 with strong local media coverage and additional communications collaboration with Henrico County. We're building on this momentum by nominating the Center for Golden Hammer Award, presented by Historic Richmond. Winners will be announced in October.
- The Admissions Portal is now live on our website, making the registration and renewal process easier for families. We're currently piloting the portal through Education Services, and 26 families are already using it. Early feedback has been positive, noting the portal's intuitive design.
- Recent legislative tours at the Villa include Delgates Leslie Mehta, May Nivar, and Charlie Schmidt, along with DBHDS Commissioner Daryl Washington and Chief Deputy Commissioner Alyssa Ward.

Human Resources

- Human Resources focused on workforce stability, talent acquisition, employee engagement, leadership support, and compliance. Overall workforce conditions are improving. Key developments included the implementation of an upgraded ADP platform for electronic performance evaluations and merit increase processes, as well as the upgrade of our Learning Management System (LMS) to Relias to offer enhanced training and continuing education for both mental health services and applied behavioral analysis.
- Our current employee count is 279 with an additional 20+ positions left to fill. Within those 20+ positions, the Villa Education Center has 7 open roles for Counselors. We are utilizing both Indeed and LinkedIn for our recruiting efforts. Presently, our hard-to-fill role is the Board-Certified Behavior Analyst (BCBA). Virginia has 2,234 BCBA's which does create the "War for Talent."
- SJV's open enrollment period was successful with an increase of 5.8% (\$113,598.98 annual increase) with no plan design changes and continuing in the fully insured model. As we plan for the next benefit renewal, we are scheduled to meet with Scott Insurance in November to further discuss the captive model.
- Our trending reports on our workplace injuries shows a downward trend from 2024 through 2026 for both incident and total dollar expenditures. While the numbers continue to show a pattern of injuries occurring with employees within the first year of employment, Staff Development is increasing new employee trainings with a refresher behavior management course to address the injuries from our newly hired employees.
- Human Resources and Staff Development has two identified strategic plan focuses under Employee Experience and Culture. Crystal Porter, our Learning and Development Manager, leads the initiative and is working to create a career pathway for our Counselors. The target is to generate professional development opportunities and advancement expansion. DeVonte Ragsdale, the Human Resources Business Partner, leads the employee engagement and retention initiative to work alongside our leaders to encourage inclusiveness and continuous feedback for retention.
- Although HR was met with a few challenges with staff turnover in key roles, unprecedented employee relation issues, and competing priorities, the team is committed to championing the employee experience while protecting the Villa. We will continue to drive talent retention, ensure legal compliance, foster an inclusive culture, and use our enhanced ADP platform to make smart decisions instead of just handling paperwork.

Operations

Services

- We successfully began a new fiscal and school year. The Villa Education Center and Dooley School opened with a combined total of 122 students (as budgeted). Intensive In-Home has 54 clients, 29 clients over budget! Day Support has 40 clients (as budgeted). OBT is 39, just one below budget. Opening the year with many services at or exceeding budget puts us in a good starting position.
- All services are in the process of completing their annual program and client outcome reports. These reports include summaries of operational performance, client demographics, and client accomplishments.
- The Department of Behavioral Health and Developmental Services (DBHDS) requested Virginia's CSU programs to assess what would be needed to accept Emergency Custody Orders (ECO), a short-term legal order (up to 8 hours) allowing law enforcement to detain someone experiencing a mental health crisis for an evaluation or a Temporary Detention Orders (TDO), a legal order that authorizes involuntary hospitalization (up to 72 hours) for intensive psychiatric treatment. We presented our proposed implementation plan in June. Making this change in our crisis services would involve significant programmatic and physical changes. Our assessment included Staffing and Security for a cost of \$1,170,000 annually and Building Modifications and Technology of \$1,545,500.
- In September, Flagler will conclude its role as Lead Agency of the CACH LPG as well as operation of the Coordinated Entry System in Petersburg effective September 30, 2026. Flagler will close its Petersburg office and relocate the staff to the main campus mid-September.
- Community Service Day was a huge success with staff and volunteers completing over 40 projects across campus. Projects included flower planting, file organization, trash cleanup, cleaning, creating bulletin boards, purging and cleaning closets, taking inventory, etc. This year Altria volunteers joined us completing and funding over \$25,000 for several projects, including:
 - » Creating a new backyard cookout station with patio furniture, umbrellas, picnic tables, a new grill, and yard games
 - » Planting flowers in all the planters on the front porches of each Cottage across campus
 - » Stuffing backpacks to provide to all our students for the new upcoming school year, and assembling sensory comfort kits to be provided to all new clients
 - » Updating the Family Therapy Room with all new furniture, decorations, and sensory items.
 - » Assembling and installing new shelving units for Villa grocery store and filling the shelves with food for our clients.
- We celebrated during training week with our annual Staff Awards and Recognition event. Staff came together for an awesome breakfast followed by a fun gift raffle. The morning culminated in awards for Years of Service, Special Recognition, and Star Award recognition.

Risk Management

- We continue to develop the SJV Reunification Plan. This plan establishes a controlled release process in the event of a major emergency.
- We are implementing an enhanced security process at the Villa Education Center, consistent with practices already in place at Dooley School and the Dooley Center for Alternative Education.
- We conducted Emergency Preparedness training for all Villa managers, specifically addressing leadership roles and responsibilities during an emergency.

Strategic Plan

- We continue to operationalize the Strategic Plan. We have created several staff teams to focus on each priority.
- AI has evolved into a strategic plan technology priority. We are currently working with Xponent21, a digital marketing company, and David Beath, a consultant specializing in AI. They are helping us develop an AI strategy, develop policies and procedures, survey staff, assess our current status, and create staff training. They are also helping us define and implement specific projects that will support time saving and quality enhancement opportunities for services and offices.