

STATE BOARD OF COMMUNITY COLLEGES
Report Summary – ApprenticeshipNC (FY 2024-2025)

Request: For Information Item

Strategic Plan Reference: Goal 4: Provide education, training, and credentials to develop the most competitive and agile workforce in the nation. Tactic: Apprenticeship Expansion

Background:

G.S. 115D-11.6 states that No later than September 1 of each year the Apprenticeship Council shall make a report through the Community Colleges System Office of its activities and findings to the public and to the Joint Legislative Education Oversight Committee, the chairs of the Senate Appropriations Committee on Education/Higher Education, and the chairs of the House of Representatives Appropriations Committee on Education.

Registered Apprenticeship remains a cornerstone of North Carolina’s workforce development strategy.

This year, ApprenticeshipNC:

- Served 16,446 apprentices and pre-apprentices, with 10,255 active participants as of July 1, 2025.
- Partnered with 3,224 employers and supported 1,443 sponsors statewide.
- Registered a combination of 326 new apprenticeship programs and new participating employers while adding 563 occupations to existing programs.
- Registered a combination of 136 new pre-apprenticeship programs and new participating employers while adding 173 occupations to existing programs.

The report also highlights progress on five strategic priorities:

- The need to secure sustainable funding to maintain momentum as federal grants sunset in 2026.
- Strengthening local apprenticeship ecosystems through partnerships with employers, K–12, and community colleges.
- Expanding communities of practice to accelerate adoption of best practices.
- Improving system structure and predictability for sponsors and employers.
- Raising awareness through marketing, outreach, and a redesigned ApprenticeshipNC website.

As detailed in the report, Registered Apprenticeship delivers exceptional returns: completers earn, on average, \$10,000 more annually, and employers realize ROI ranging from 47% to over 100%. For the State, an annual incremental investment of \$3.1 million would yield an estimated \$269 million in future tax revenue, ensuring North Carolina remains competitive in a rapidly evolving economy.

Contact(s):

John Loyack
Vice President of Economic Development

Dr. Chris Harrington
State Director, ApprenticeshipNC



2024-2025

ANNUAL REPORT

ApprenticeshipNC

A Division of the North Carolina Community College System

Submitted to the:

Joint Legislative Education Oversight Committee

Chairs of the Senate Appropriations Committee on Education/Higher Education

Chairs of the House of Representatives Appropriations Committee on Education

Apprenticeship Council

Dr. Jeff A. Cox, President, North Carolina Community College System

August 2025

Letter from the Director of ApprenticeshipNC

To the distinguished members of the North Carolina General Assembly,

Registered Apprenticeship (RA) is a voluntary, employer-driven strategy to train and develop a skilled workforce. Employers who adopt this model make an investment in their future talent needs — needs that must be predictable enough to justify long-term planning. As a result, these employers often select the most promising individuals, whether incumbent workers or new recruits, into these opportunities.

The most successful Registered Apprenticeship Programs (RAPs) are those embedded within what we call **local apprenticeship ecosystems**. These ecosystems bring together employers, K-12 systems, community colleges, and other local stakeholders. This collaborative model creates a recurring, sustainable pipeline of talent that strengthens both regional economies and statewide workforce readiness. It's also a proven strategy to develop people locally and keep them in the community.

As the U.S. Department of Labor-recognized State Apprenticeship Agency (SAA), ApprenticeshipNC plays four key roles:

- **Providing technical expertise and assistance** to all stakeholders
- **Supporting employers and sponsors** in the development and registration of RA programs
- **Ensuring quality** through oversight and assessment of registered programs
- **Expanding the use** of Registered Apprenticeship across North Carolina

Registered Apprenticeship is widely recognized as the **gold standard in work-based learning** and one of the most effective workforce development tools available. State and federal data consistently highlight its impact:

- Individuals completing RAPs earn, on average, **\$10,000 more per year**, and this wage premium persists over a lifetime
- Employers see average **returns on investment of 47% to over 100%**
- For public investment, Registered Apprenticeship delivers the **highest ROI among workforce or education interventions**

Our **strategic vision** centers on **doubling the number of Registered Apprentices and pre-apprentices** in North Carolina. To achieve this, we are focused on five strategic pillars:

- **Securing stable and sustainable funding**
- **Strengthening local apprenticeship ecosystems**
- **Expanding communities of practice**
- **Improving system structure and predictability**
- **Raising awareness of value across all stakeholder groups**

In this report, you will see examples of the great work completed this year and the momentum we've built. **But this momentum is at risk.**

Letter from the Director of ApprenticeshipNC

We are at an **inflection point**. The U.S. Department of Labor grants that currently support 65% of ApprenticeshipNC's operations will **expire in June 2026**. Without replacement funding, we stand to lose:

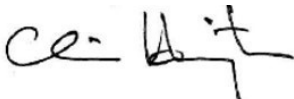
- **18 apprenticeship experts**, who serve as the state's primary technical assistance providers
- **All marketing and communications capacity**, essential for continued expansion and outreach

In the absence of stable funding, ApprenticeshipNC will shift from being a **strategic growth engine** to a reactive administrative body — similar to the DMV — registering programs only when all paperwork is in order and sending others to the back of the line.

The alternative is clear and compelling: a state investment of **\$3.1 million annually** to maintain and grow the best workforce development intervention we have. The estimated return on that investment? **Over \$251 million in future tax revenue** — not to mention increased economic mobility, stronger communities, and a more competitive economy.

We look forward to working with you to ensure that North Carolina continues to lead the nation in building the workforce of the future — through Registered Apprenticeship.

With respect,

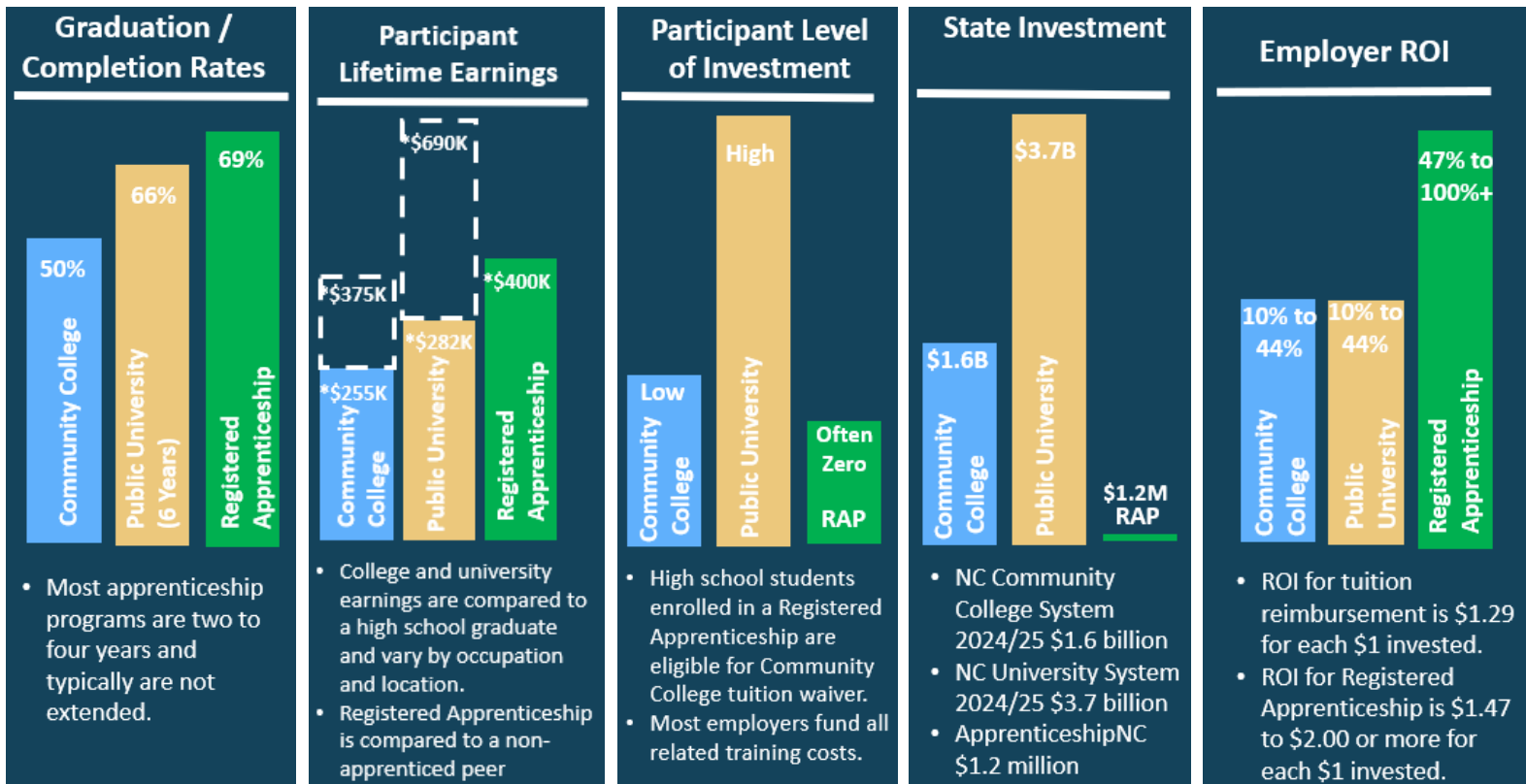


Dr. Chris Harrington
State Director
ApprenticeshipNC — The State Apprenticeship Agency
Economic Development Division — NC Community College System

About This Report

In compliance with NCGS 115D-11.6, this report is submitted as the annual report of ApprenticeshipNC and includes activities for the reporting period July 1, 2024, through June 30, 2025.

What is the Value of Registered Apprenticeship ?



APPRENTICE

Employee on day one

Earn while learning

Earn \$10,000+ more per year (\$400K lifetime) than non-apprentice

Transferable certificate of occupational mastery

Be mentored by an expert

Often no training cost

Often other certificates, diplomas, and degrees

Investment by a company that genuinely cares

EMPLOYER

ROI of 47% or more

70% - 80% completion rate

90% retention of completers five years post completion

Create a talent pipeline

Match candidates with unique business needs

Mold future employees to own culture and values

Upskill incumbent workers

Transfer knowledge

Collaborate with other members of the ecosystem

PUBLIC

Skilled workforce is the top driver in company location decisions

Prepare workers for jobs open in the community

Skills growth is an economic lever:

- Individuals & Families
- Businesses
- City, County, and State

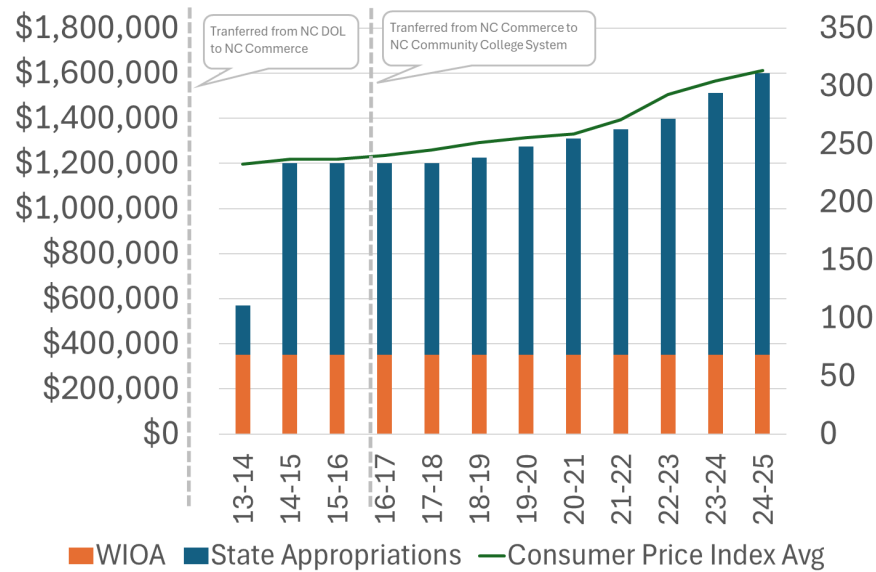
Higher tax revenue

High ROI for public funds

More than half of apprentices receive SE at colleges, driving up participation

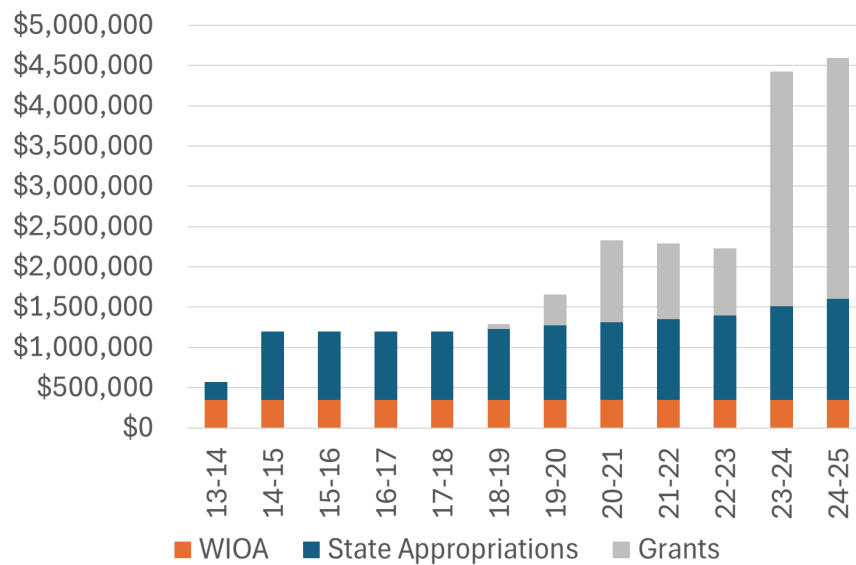
Securing Stable and Sustainable Funding

State Appropriated Funding



Over the past ten years, recurrent funding through appropriations has remained at or slightly behind inflation, with no incremental investment.

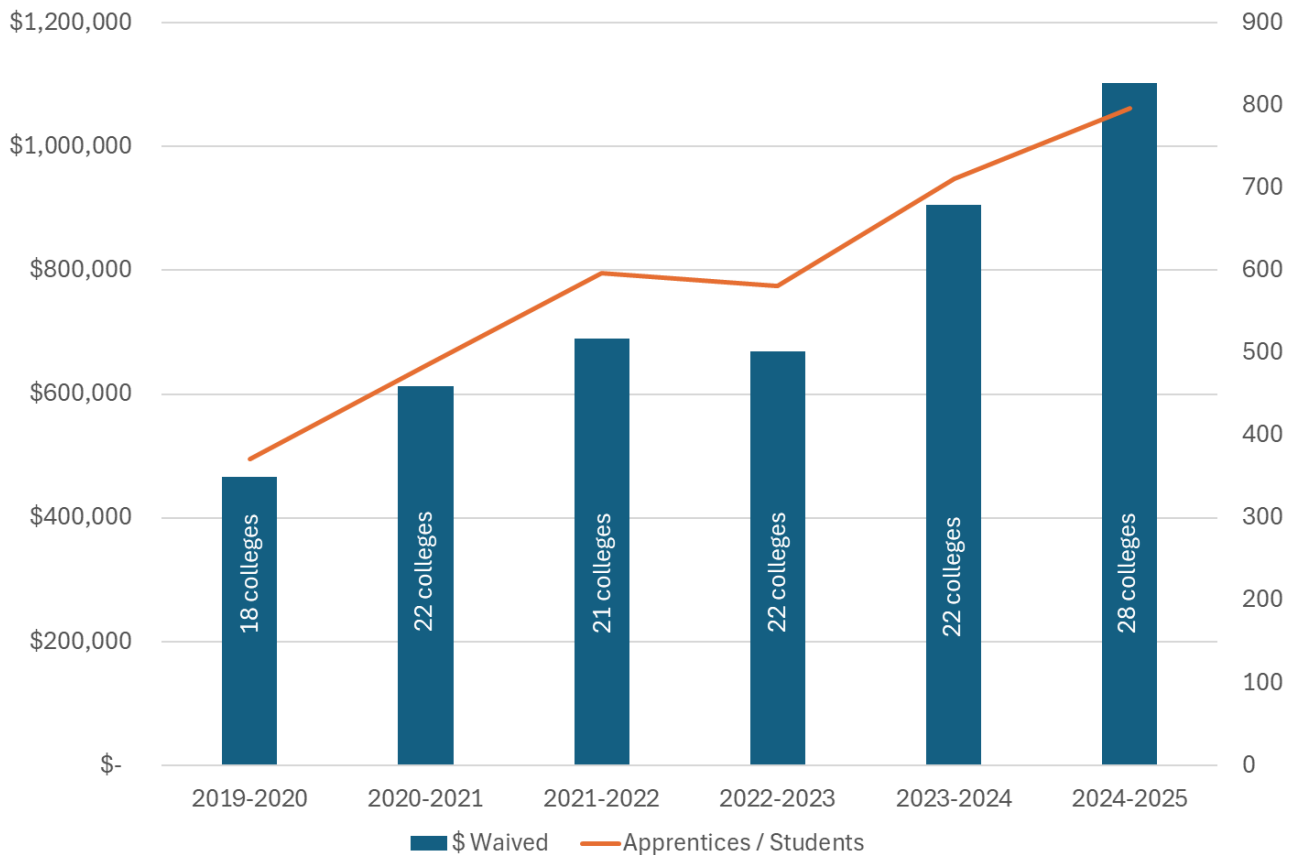
ApprenticeshipNC Total Funding



Growth in Registered Apprenticeship and the momentum established have been driven primarily by U.S. Department of Labor grant funding.

Program Funding Has Also Helped Fuel Growth

State Tuition Waiver Mitigating Tuition Cost



State Fiscal Recovery Grant (Funded by ARPA)

- Encumbrance \$11,600,000
- Disbursement Approved \$6,641,092
- Waitlist Participants 568
- Waitlist (Oversubscribed) \$12,033,494

US DOL Apprenticeship Building America Grant

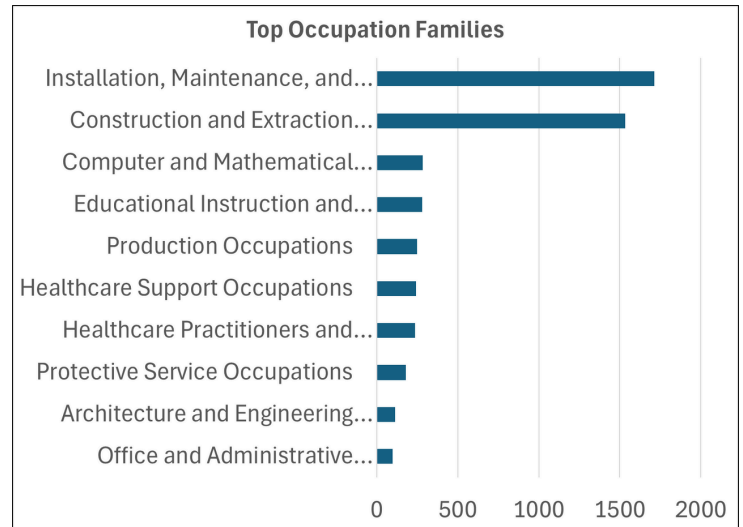
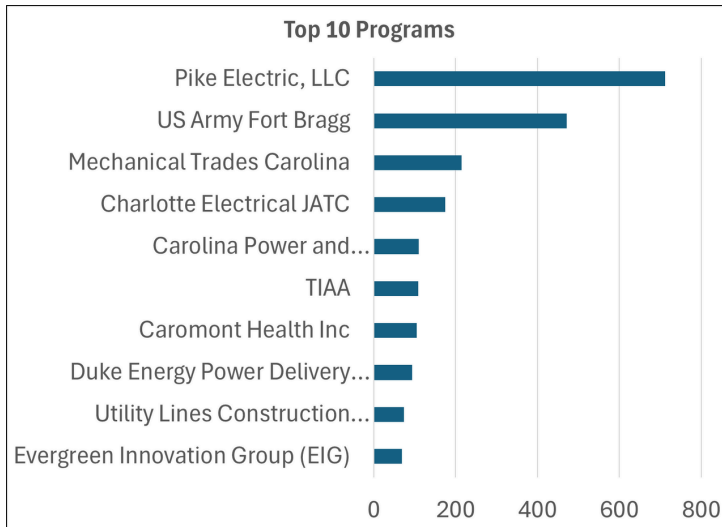
- Encumbrance \$1,161,925
- Disbursement Approved \$491,693
- Waitlist Participants 1,655
- Waitlist (Oversubscribed) \$3,768,500



The diagram illustrates the relationships between various stakeholders in the workforce development ecosystem. The central node is **Skilled Workers** (green star). Surrounding it are **Employers** (white star), **Student** (yellow star), and **Community College** (white star). Further out are **WBD BSR** (yellow star), **NC Works Career Center** (yellow star), **Workforce Development Board** (yellow star), **NC Edge Customized Training** (yellow star), **Economic Developer** (yellow star), **Small Business Center** (yellow star), **ApprenticeshipNC** (white star), **K12 System(s)** (white star), **CBO / Funders** (yellow star), and three **CLEO** (white star) nodes. The diagram illustrates the interconnectedness of these entities in the workforce development process.

Create Communities of Practice

People embrace change more easily when they can see a representative example and have a mentor. This also applies to employers embracing registered apprenticeship.



Target Industry Sectors

- Information Systems (IT, Cyber Security, Artificial Intelligence)
- Transportation and Warehousing
- Military / Veteran Specific
- Education (K12 and Early Childhood)
- Food Prep and Hospitality
- Agriculture
- Manufacturing and Production
- Construction and Extraction
- Public Safety (Police, Fire, EMS)
- BioTech
- Healthcare (CNA, LPN, RN and MedTech)
- Installation, Maintenance & Repair
- Aviation
- Public Sector (Local and State)



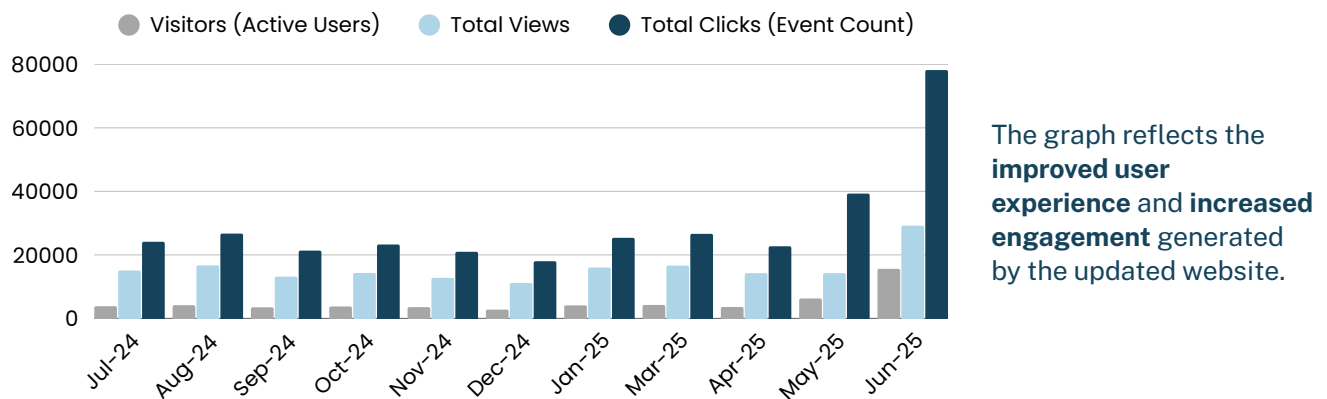
Raising Awareness Across Stakeholder Groups

During the fiscal year, the ApprenticeshipNC Marketing and Communications team advanced key initiatives through:

- A comprehensive redesign of the ApprenticeshipNC website
- A paid media campaign
- The implementation of consistent visual branding
- The creation and realignment of collateral materials
- The strengthening of stakeholder engagement efforts

ApprenticeshipNC's **updated website launched April 29, 2025**. Designed to serve a broad audience, the revitalized platform offers information for the entire ApprenticeshipNC ecosystem.

2024-2025 Fiscal Year Website Data



In late May 2025, ApprenticeshipNC launched a **paid media campaign** with three goals — **increase website traffic, maintain user engagement, and drive lead generation**.

The campaign has been **deployed across multiple platforms**, including LinkedIn, Facebook, Instagram, broadcast TV, and radio, and has **demonstrated strong early success** — particularly in its digital performance.

Social Media Key Performance Metrics

Meta Platforms (Facebook & Instagram)

- Employer-Focused Ads Click Through Rate (CTR): 4.06%
- Career Seeker Ads CTR: 2.96%
- Performance:
 - Employer-focused ads: 4.5–5x above benchmark
 - Career seeker ads: 3–3.5x above benchmark

LinkedIn

- Employer-Focused Ads
- Target Audience: Business owners and senior management
- CTR: 2.82%
- Performance: 4–6X above benchmark

Stakeholder Engagement & Outreach Highlights

Throughout the fiscal year, ApprenticeshipNC (ANC) hosted and participated in a series of events aimed at **maintaining** and **increasing stakeholder engagement**.

Annual N.C. State Fair Apprentice Contests (October 21–25, 2024)

In partnership with the **North Carolina Department of Agriculture** and various community organizations, ANC hosted the Annual N.C. State Fair Apprentice Contests, drawing significant public and media attention.

- **116 Registered Apprentices** from **30 different employers** demonstrated their skills in **masonry, electrical, carpentry, HVAC/R, and plumbing**.

National Apprenticeship Week (November 17–23, 2024)

The ApprenticeshipNC ecosystem celebrated **National Apprenticeship Week (NAW)** with the theme: *“10 Years of Engagement, Expansion, and Innovation.”*

- More than **40 events** were held across the state.
- Over **a dozen proclamations** were issued recognizing the value of Registered Apprenticeships to jobseekers, employers, and communities.
- A new **National Apprenticeship Day** was held on **April 30, 2025**, with events hosted by multiple ANC partners, including City of Charlotte, Cape Fear Community College, Mitchell Community College, Asheville-Buncombe Technical Community College, and Apprenticeship Blue Ridge.

2025 ApprenticeshipNC Conference (March 10–11, 2025)

The 2025 ApprenticeshipNC Conference brought together over **250 Registered Apprenticeship stakeholders** at the **Washington Duke Inn & Golf Club** in Durham.

- **Governor Josh Stein** delivered the keynote address.
- Additional speakers included representatives from, Apprenticeship Randolph, a nationally recognized RAP, McGee Brothers, the largest residential masonry company in the U.S., City of Greensboro, NC Department of Commerce, Northern Regional Hospital, and nine community colleges across the state

Statewide Program Support and Communications

In addition to these major events, ApprenticeshipNC staff attended a number of **Registered Apprenticeship graduations and signing ceremonies** throughout the year.

Communications efforts also continued to grow:

- **ApprenticeshipNC newsletter (ANC Post)**
 - Reached an audience of over **2,000 stakeholders**.
 - **Average open rate of 43%**, significantly exceeding the **MailChimp industry benchmark** indicating strong reader engagement.
- The **Spotlight initiative** continued with the release of **13 program and apprentice spotlight articles**.

Improving System Structure & Predictability

A common myth is that it takes months to register an apprenticeship program. To provide better predictability and streamline our approach, we have documented our procedures and policies and created guides to minimize confusion.

External Procedures (SOPs)

- Opting in to the Eligible Training Providers List (ETPL)
- Registering a Registered Apprenticeship Program (RAP) with the VA
- Navigating the NCRAN Community Site
- Creating an Apprenticeship Participant Registration Form in the NCRAN Community Site
- Submitting a Participant Change Request in the NCRAN Community Site
- Reporting Issues in the NCRAN Community Site
- Receiving and Managing State Expansion Funds (SFRF)
- Receiving and Managing Apprenticeship Building America (ABA) Grant Funding

External Guides

- Defining Roles Associated with a Registered Apprenticeship Program
- Understanding the Responsibilities of an Employer Sponsor
- Understanding the Responsibilities of a Consortium Member
- Understanding the Responsibilities of JATC Members
- Understanding the Responsibilities of a Group Sponsor
- Understanding the Responsibilities of a Participating Employer
- Understanding the Responsibilities of SE Providers
- Understanding the Attributes of a Successful Apprentice

External Policies

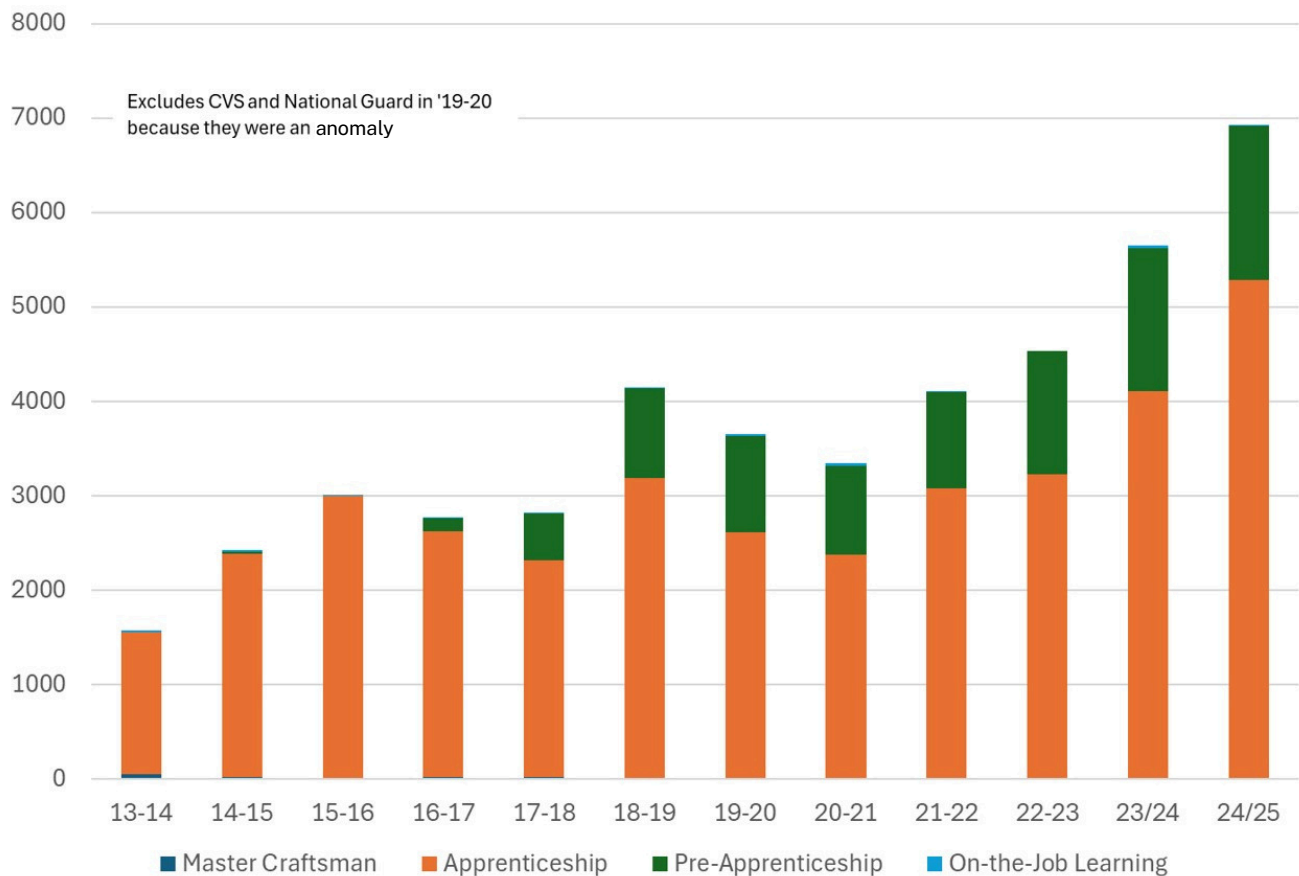
- Reciprocity for Out-of-State Apprenticeship Programs
- Guidance for Community College Staff on ANC-Managed Grants
- Reinstating an Apprentice
- Implementing the National Guideline and National Program Standards
- Requesting an Exception to a Standard Apprentice-to-Journeyworker Ratio

Streamlined

- Registration documentaion
- Adding a new employer to a Group Program
- Adding a new occupation
- Program revisions

Program Growth

Enrollment Trends



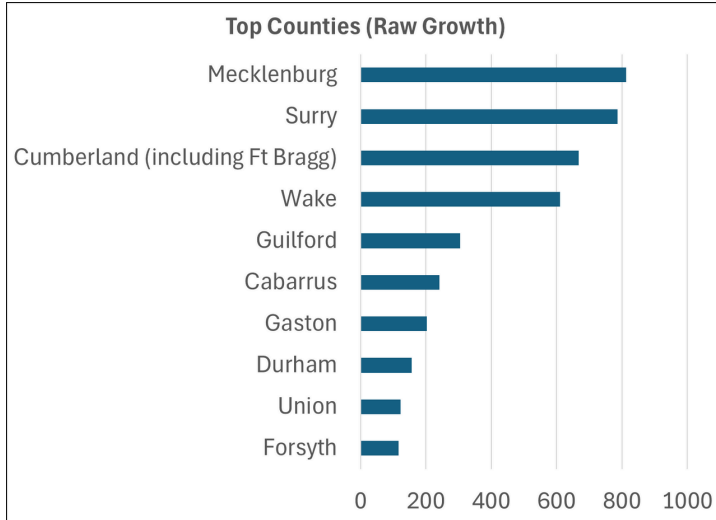
2024 - 2025 Program Numbers

- Total Employers Served – 3,224
- Total Sponsors Served – 1,443
- Total Apprentices Served – 16,446
- Active Participants (as of Jul 1, 2025) – 10,255
 - Does not include 2,225 National Program Participants
- New Apprenticeship Enrollments – 5,241
- New Pre-Apprenticeship Enrollments – 1,700
- Completions - 3686
- New Apprenticeship Programs/Employers – 88/238
 - New Occupations (existing programs) -563
- New Pre-Apprenticeship Programs/Employers – 21/115
 - New Occupations (existing programs) -173
- New High Demand Occupations -555
- New Incumbent Worker Enrollments -1139
- Completion Rate 69%

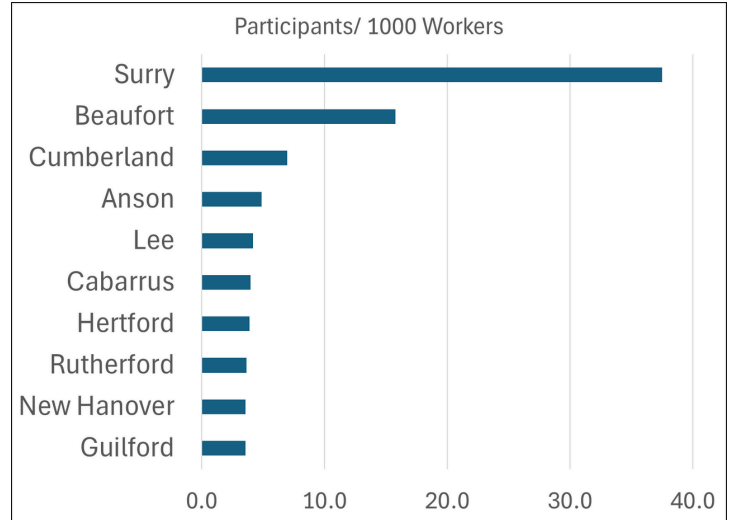


Where Are We Growing?

Based on Raw Numbers



Based on Participant Per 1,000 Worker



Top Occupation Families	23/24	24/25	YoY Change
Installation, Maintenance, and Repair Occupations	1498	1714	14%
Construction and Extraction Occupations	784	1532	95%
Computer and Mathematical Occupations	214	284	33%
Educational Instruction and Library Occupations	264	280	6%
Production Occupations	274	249	-9%
Healthcare Support Occupations	293	243	-17%
Healthcare Practitioners and Technical Occupations	194	236	22%
Protective Service Occupations	167	180	8%
Architecture and Engineering Occupations	88	115	31%
Office and Administrative Support Occupations	61	99	62%

Program Growth

Growth Goals Based on Maintaining Current Funding Levels

KPI	'23/24 Actual	'24/25 Actual	'25/26 Goal	'26/27 Goal	'27/28 Goal	'28/29 Goal	Explanation
New Registered Apprentice	4990	5241	6550	8189	10236	12795	+25% YoY FY 26
New Registered Pre-Apprentice	1774	1700	2125	2656	3320	4150	+25% YoY FY 26
Active Participants (NCRAN)	9,698	10,255	12,500	15,660	19,540	24,380	Active is 145% of New
Participants/1000 Worker	2	2.2	2.7	3.3	4.2	5.2	Assumes 4.7M workforce
Completion Rate	65%	69%	72%	75%	75%	75%	Best in class
Active National Program Participants		2,225					Not a goal - tracker

Growth Goals Based on Actual Funding Secured

KPI	'23/24 Actual	'24/25 Actual	'25/26 Goal	'26/27 Goal	'27/28 Goal	'28/29 Goal	Explanation
New Registered Apprentice	4990	5241	5241	2606	2345	2111	Flat FY 26 -10% YoY*
New Registered Pre-Apprentice	1774	1700	1700	839	761	685	Flat FY 26 -10% YoY*
Active Participants (NCRAN)	9,698	10,255	10,255	5,000	4,500	4,050	Active is 145% of New
Participants/1000 Worker	2	2.2	2.2	1.1	.95	.86	Assumes 4.7M workforce
Completion Rate	65%	69%	69%	65%	65%	65%	Status Quo
Active National Program Participants		2,225					Not a goal - tracker

The majority of ApprenticeshipNC and its growth have been funded with US DOL grants. Since August 2024, this issue has been highlighted. An incremental request for \$3.1 million has been made to sustain the growth we believe is possible.

Given a change made to the US DOL State Apprenticeship Expansion Formula (SAEF) grant, our funding runs out June 2026 instead of formerly anticipated 2028.

Without marketing and communications, we would anticipate a drop in employer interest. Should employer interest remain high, we will not be able to support the employers with the reduced staff.

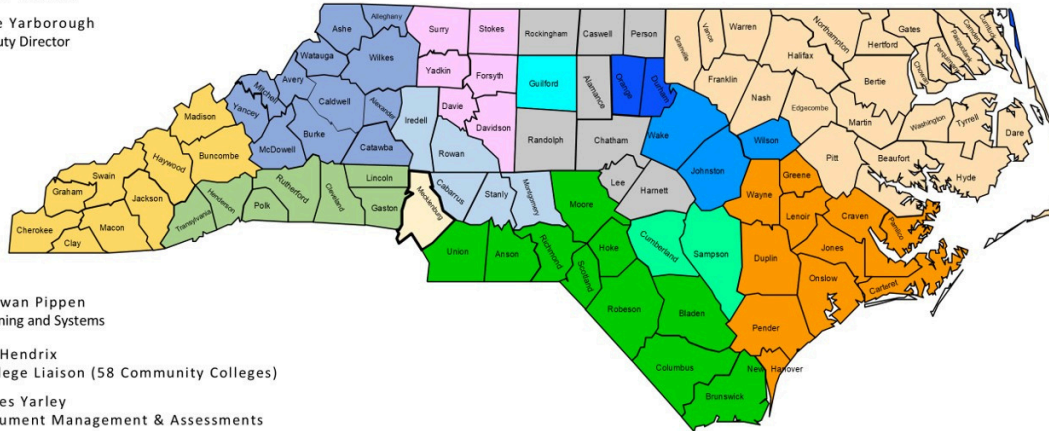
Without Funding, Our Exceptional Support Goes Away

Grant Funding Has Enabled ANC to Scale

Dr. Chris Harrington
State Director

Dale Yarborough
Deputy Director

Current Staff



Office Admin & Support

- Cyndy Hummel
- Jen Vogelsberg
- Natasha McCullers

Part Time / Temp

- Julie Carpenter
- Debi McKeown

Grants

- Elizabeth Orion
- Mark Roberts
- Patty Moyer

Marketing

- Amy Davis-Moore
- Margaret Spainhour

Antwan Phippen
Training and Systems

Jill Hendrix
College Liaison (58 Community Colleges)

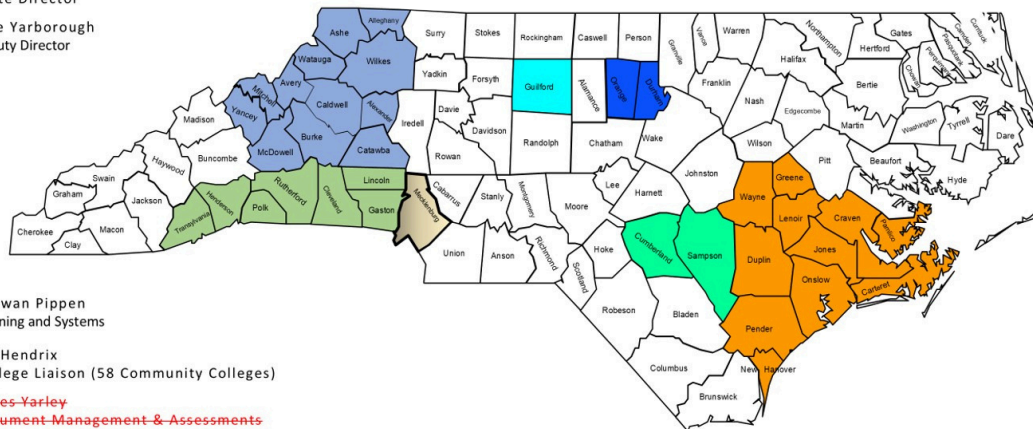
James Yarley
Document Management & Assessments

Cindy Messer Workforce – 210,729 (4.4%)	Scott Panagrosso Workforce – 248,983 (5.2%)	Robert Bunn (3/3/25) Workforce – 217,586 (4.6%)	Tony McKnight Workforce – 312,217 (6.5%)
Charlie Milling Workforce – 241,361 (5.1%)	Sylvia Jones Workforce – 390,550 (8.2%)	Paige Schneider (3/17/25) Workforce – 259,034 (5.4%)	Ashley Dyson Workforce – 366,661 (7.7%)
Shelby McClain Workforce – 217,565 (4.6%)	Jeremy Moore Workforce – 390,550 (8.2%)	Cassandra Royal Workforce – 296,445 (6.2%) incl Ft. Bragg	Open Workforce – 366,661 (7.7%)
Linda Robinson, Workforce – 298,498 (6.3%)	Wanda Ramos- McPherson Workforce – 287,115 (6.0%)	Reginal Baker Workforce – 301,806 (6.3%)	Danny Boykin Workforce – 362,038 (7.6%)

Without Funding We Lose Momentum

Dr. Chris Harrington
State Director

Dale Yarborough
Deputy Director



Office Admin & Support

- Cyndy Hummel
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Stakeholder Testimonials



"Linda [Robinson]'s support throughout this entire process has been tremendous. From walking us through each step to helping us refine the program structure, Linda has truly gone above and beyond to help bring this program to life. We're grateful for her guidance and expertise." — Chyanne M. Gordon, HR Coordinator/ Employee Relations, Everkem Diversified Products

"I began my journey as an apprenticeship coordinator August 1, 2022...Here I am almost three years later, and I must say that ApprenticeshipNC has been nothing short of a phenomenal blessing of support and knowledge regarding my assignment in this role. Tony [McKnight] has not only served as our consultant but also as my consistent mentor in this role. Any time I have needed answers and even when I haven't needed them, Tony has been there to make sure I was on the right track." — Dr. Norman Collins Sr., Director of Apprenticeship, Durham Technical Community College



"Randolph Community College's Industrial Maintenance Technician Registered Apprenticeship Program passed our provisional assessment with ApprenticeshipNC! Thanks to the tireless efforts of Apprenticeship Director Stacey Miller and the incredible support from Dr. Cindy Messer at ApprenticeshipNC...Big shoutout as well to Robert 'Bo' Bunn, ApprenticeshipNC Regional Consultant—your guidance and commitment make all the difference. If you are thinking about starting a Registered Apprenticeship Program, lean on your ApprenticeshipNC consultant." — Randolph Community College

Roanoke Chowan Community Health Center's Registered Apprenticeship Program is special because it's tailored to meet the needs of a rural and underserved community. We currently have 40 apprentices that have graduated, and we have 15 newly enrolled... Several of our Medical Assistant graduates have transitioned into our LPN pathways, so our staff is moving up the pipeline. We have a 100% completion rate to date. — Ja'Queta Gatling, Workforce Development Coordinator, Roanoke Chowan Community Health Center



"Over 60% of our skilled workforce was over the age of 55, and we started looking at how can we develop a skilled workforce. This apprenticeship program really worked into that.." — Terence Franklin, Maintenance Reliability Manager, Post Consumer Brands.

Testimonials



"I am so thankful for the opportunity to serve as an apprentice for Lumbee Holdings, Inc. and I'm thankful for all that I learned at Robeson Community College... my instructors really cared about me and guided me, and when this opportunity came up, it truly changed the course of my life in a positive direction." — Seth Bullard, IT/Cybersecurity Apprentice, Lumbee Holdings, Inc.

"Pre-Apprenticeship is a great opportunity! It shows you what the work is like firsthand. I'm really grateful to my teachers and mentors for the chance to learn." — Jasmine Brown, Fire Fighter Pre-Apprentice, City of Albemarle



"Through this [Registered] Apprenticeship I have gained more than just technical skills. I have gained experience in a career that I have always dreamt of having and confidence in myself and my abilities." — Courtney Elliott, Medical Assistant, WakeMed Health and Hospitals, Wake Tech Community College

"You've got to push yourself, and you've got to be driven... but it is so rewarding...to complete the [Registered] Apprenticeship and already have a boost of confidence." — Kilie Fetzer, Surgical Technology Apprentice, Durham Technical Community College/Duke Health



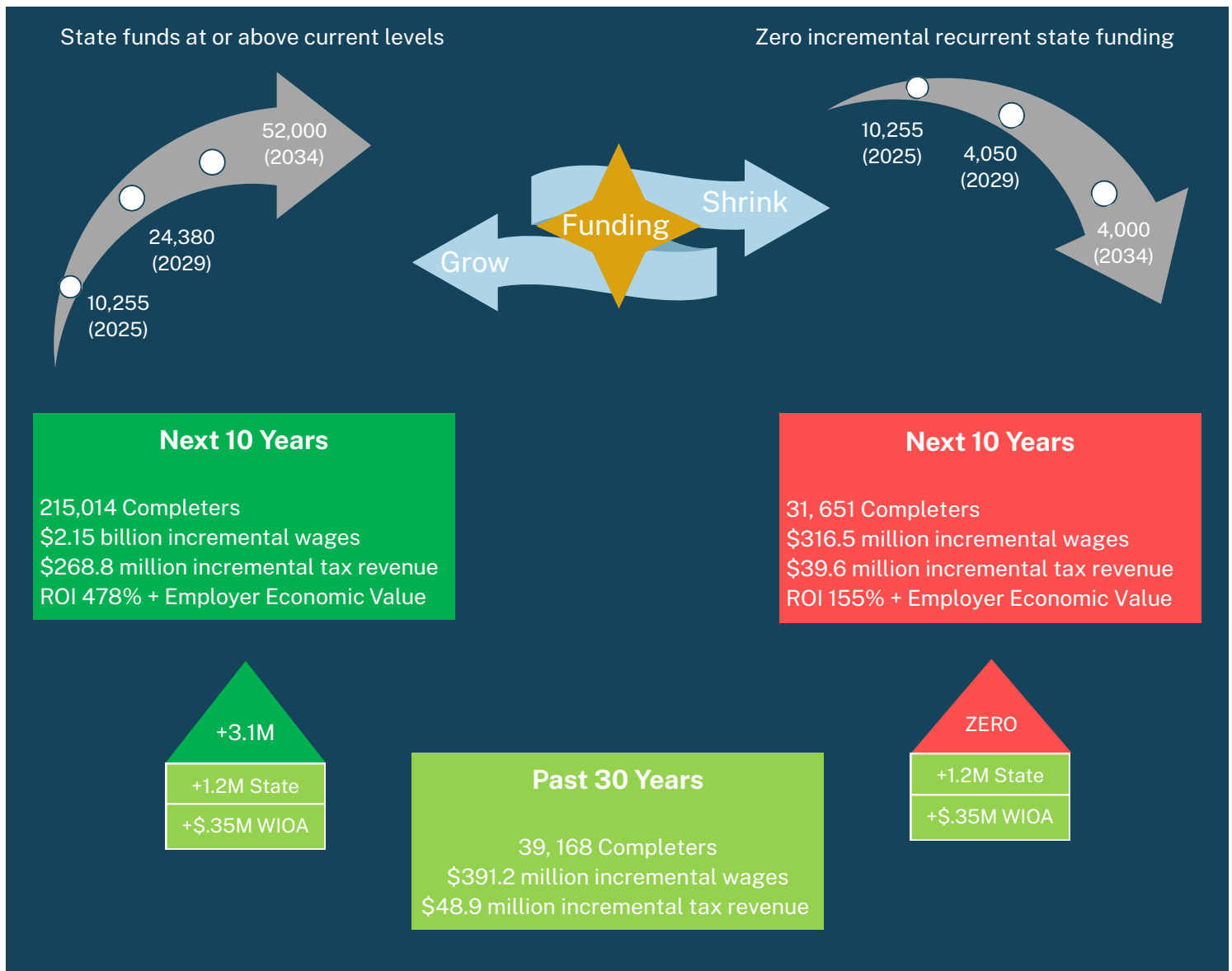
"More or less, what struck my interest in becoming an apprentice was I wanted a new challenge. Every day is a different day. You'll never expect the same problem, because in the electrical field, there's always something changing. Critical thinking, problem solving, troubleshooting skills. I want to see if I can do this, because I've never done anything like this." — Billy Wix, Electrical Apprentice, Mann+Hummel / Fayetteville Technical Community College

Apprenticeship Council

General Statutes require ANC to have an Apprenticeship Council. The council's purpose is to aid and support the State Board of Community Colleges and the North Carolina Community College System Office in formulating policies for the effective administration of Registered Apprenticeship Programs (NCGS §115D-11.6). The updated council includes members from diverse industries and broad perspectives.

Name	Company	Title	Role	Term
Tammy Simmons	Machine Specialties, Inc.	VP Marketing & Culture Representative of GAP	Employer Representative	05/01/24 to 06/30/26
Danielle Street-Swain	Nutrien	Employee Development Specialist	Employer Representative	07/01/25 to 06/30/27
Janice Hill	CaroMont Health	Direct Nursing Workforce Transition Program	Employer Representative	05/01/24 to 06/30/26
Jeff Bass	Toyota Battery Manufacturing	General Manager, Manufacturing Skills Development	Employer Representative	07/01/25 to 06/30/27
Denise Schnell	Carolinas Electrical Training Institute-Charlotte JATC	Training Director	Employee Representative	07/01/25 to 06/30/27
Tyrone Barry Alexander	Daimler Trucks	Technical & Process Training Specialist	Employee Representative	07/01/25 to 06/30/26
Robert Wilhelmy	Local 80 Elevator Constructors JAC	Business Representative	Employee Representative	07/01/25 to 06/30/27
Evelio Martinez	Mechanical Trades Carolina	Training Director	Employee Representative	07/01/25 to 06/30/26
Caroline Sullivan	NC Business Committee for Education (NCBCE)	Executive Director	Public at Large	05/01/24 to 06/30/26
Amy Dulin	Cleveland Community College	Dean of Workforce Development	Public at Large	07/01/25 to 06/30/27
Roger Collins	Cushman & Wakefield	Workforce & Apprenticeship Training Specialist	Public at Large Chair	07/01/25 to 06/30/27
Jenni Harris	NC Department of Commerce DWS	Executive Director of Business Services	Commerce Ex Officio	05/01/24 to 06/30/26
Nancy Cross	NC Department of Public Instruction	Assistant Director, Career & Technical Education	DPI Ex Officio	07/01/25 to 06/30/27

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