



# STRATEGIC PLAN: WORKPLAN OBJECTIVES 2024-25

# Strategic Goal 1: Honour Diversity

- *Respect the strength of all diversities within our communities.*
- *Support the transformation of an education system that recognizes, celebrates, and includes Indigenous history, worldviews, and perspectives.*

| Objective                                                                                                                                                                                   | 24 - 25 Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Timeframe                    | Team                                                                                                                                                                                                                                                                               |
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| Deepen Relationships                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                              |                                                                                                                                                                                                                                                                                    |
| HD - A1 Increase accountability and deepen effective working relationships between the district and local First Nations.                                                                    | <div>A1 Develop and refine strategies for improvement related to new Equity Scan results and feedback.</div> <div>A1 Engage IEC in ongoing dialogue regarding measures of student achievement and well-being for Indigenous learners, including Children and Youth in Care.</div> <div>A1 Work with IEC on the local context and implementation of Bill 40.</div> <div>A1 Collaborate with Nations on new LEA agreements to be in place before start of next school year.</div>                                       | Report to Board:             | <div><b>District LEAD:</b><br/>District Principal (Indigenous Education)<br/>Superintendent</div> <div><b>Additional Supports:</b><br/>Indigenous Education Council<br/>School Administration</div>                                                                                |
| HD - A2 In compliancy with the <i>Accessible BC Act</i> , enhance inclusive and accessible school environments and remove barriers within the district, school, and classroom environments. | <div>A2 Complete School Site Accessibility Assessment Tool for school sites</div> <div>A2 Continue to provide learning opportunities for PVP and teachers to support teacher growth around accessibility, accommodations, and competency-based, learner-centered IEPs.</div> <div>A2 Engage students, parents, and caregivers of children with disabilities in consultation sessions regarding school experiences, successful practices, and barriers to inclusion, accessibility, well-being, and achievement.</div> | September<br>January<br>June | <div><b>District LEAD:</b><br/>Director of Instruction (Inclusive Education)<br/>District Principal (Inclusive Education)<br/>Superintendent</div> <div><b>Additional Supports:</b><br/>Inclusive Education Team<br/>Senior Team<br/>School Administration<br/>Student Voice</div> |

| Objective                                                                                                                                      | 24 - 25 Strategies                                                                                                                                                                                                                                                                                                                                                        | Timeframe                                                             | Team                                                                                                                                                                                                    |
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| <b>Inclusive Curriculum, School &amp; District Environments</b>                                                                                |                                                                                                                                                                                                                                                                                                                                                                           |                                                                       |                                                                                                                                                                                                         |
| HD - B2 Improve long-term outcomes for identified Children and Youth in Care (CYIC) through the provision of individualized supports.          | <p>B2 Track and improve success in literacy, numeracy, and measures of well-being (including extra-curricular and family engagement) for identified CYIC.</p> <p>B2 Engage in bi-annual touchpoints with schools regarding educational plans, progress and well-being of CYIC.</p> <p>B2 Continue building on relationships with MCFD to support Care Plans for CYIC.</p> | <p>Report to Board:</p> <p>October<br/>January<br/>March<br/>June</p> | <p><b>District LEAD:</b><br/>Director of Instruction (Inclusive Education)<br/>District Principal (Inclusive Education)<br/>Superintendent</p> <p><b>Additional Supports:</b><br/>School Principals</p> |
| HD - B3 Ensure students of diverse sexual orientation and gender identities (SOGI) feel safe, empowered, included, and represented in schools. | <p>B3 Engage PVP and lead teachers in evidence-informed professional learning regarding <i>Best Practices for Serving LGBTQ2+ Students</i>.</p> <p>B3 Engage school GSA's and District GSA in an ongoing manner and respond with improved school environments.</p>                                                                                                        |                                                                       | <p><b>District LEAD:</b><br/>District Principal (Inclusive Education)</p> <p><b>Additional Supports:</b><br/>SOGI School Leads<br/>Principals</p>                                                       |

| Objective                                                                                | 24 - 25 Strategies                                                                                                                                                                                                                                          | Timeframe                                                                | Team                                                                                                                                                                             |
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| <b>Indigenous Language and Curriculum</b>                                                |                                                                                                                                                                                                                                                             |                                                                          |                                                                                                                                                                                  |
| HD - C1 Increase the number of language and culture courses offered within SD91 schools. | <p>C1 Collaborate with IEC and the SD91 Language and Culture working group to continue the development of localized curriculum and resources for schools.</p> <p>C1 Consult with local First Nations for feedback on draft Indigenous Languages Policy.</p> | <p>Report to Board:</p> <p>October<br/>January<br/>February<br/>June</p> | <p><b>District LEAD:</b><br/>District Principal (Indigenous Education)</p> <p><b>Additional supports:</b><br/>Indigenous Education Council<br/>Culture and Language Teachers</p> |

# Strategic Goal 2: Engage Our Workforce

- Nurture school and district cultures that inspire and support passion-based teaching, learning and leading.
- Create opportunities for every member of our organization to contribute to student success.

| Objective                                                                                                                                                 | 24 - 25 Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Timeframe                                                                           | Team                                                                                                                                                                                                                     |
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| Staff Development                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                     |                                                                                                                                                                                                                          |
| EW - A1 Provide a variety of learning opportunities for both educational and operational staff to ensure a continued focus on equity and student success. | <div>A1 September 20<sup>th</sup> District Planning Day will focus on Ancestors (6<sup>th</sup> Annual Indigenous Education Conference) and engage all SD91 staff. Include sessions that is school team based for planning and reflection on learning.</div> <div>A1 Engage education staff in professional learning with Dr. Peter Liljedahl/Dr. Judy Larson (Numeracy), and others.</div> <div>A1 Expand learning opportunities for Compassionate Systems Leadership.</div> | <div>Report to Board:</div> <div>September</div> <div>January</div> <div>June</div> | <div><b>District LEAD:</b><br/>Directors of Instruction<br/>District Principal (Indigenous Education)</div> <div><b>Additional supports:</b><br/>Superintendent<br/>Curriculum Services Team<br/>School Principals</div> |

| Objective                                                                                                         | 24 - 25 Strategies                                                                                                                                                                                                                                                                                                                                                                                                   | Timeframe                                                                                         | Team                                                                                                                                                                                                                                                                                                      |
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| New Employee Recruitment, Orientation & Welcome                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                   |                                                                                                                                                                                                                                                                                                           |
| EW - B1 Continue recruitment and retention efforts to reduce workforce vacancies and increase employee diversity. | <div>B1 Continue new teacher and LOP support through the District VP lead and other departments.</div> <div>B1 Continue to partner with Ministry and Universities on Recruitment &amp; Retention Initiatives.</div> <div>B1 Senior staff &amp; Trustees to continue advocating with Ministry staff and elected officials to share recruitment context, strategies and impacts on schools and student learning.</div> | <div>Report to Board:</div> <div>November</div> <div>January</div> <div>May</div> <div>June</div> | <div><b>District LEAD:</b><br/>Superintendent<br/>Assistant Superintendent<br/>Director of Instruction (Curriculum Services)<br/>District Principal (Early Learning and Childcare)<br/>Manager of CUPE HR</div> <div><b>Additional Supports:</b><br/>District Career and Trades Program Coordinator</div> |

| Objective                                                                                                  | 24 - 25 Strategies                                                                                                                                                      | Timeframe                                      | Team                                                                                                                                                        |
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| Expand & Support Culture of Inquiry                                                                        |                                                                                                                                                                         |                                                |                                                                                                                                                             |
| EW - C1 Deepen the professional capacity of staff through collaborative inquiry teams across the district. | C1 Provide a Fall 2024 orientation to NOIIE for school teams.                                                                                                           | Report to Board:<br><br>January<br>May<br>June | <b>District LEAD:</b><br>Curriculum Services Team<br><br><b>Additional Supports:</b><br>District Leadership Team<br>School Principals<br>Board of Education |
|                                                                                                            | C1 Provide a monetary subsidy to every school involved with an inquiry question and additional specific resources related to Indigenous Education.                      |                                                |                                                                                                                                                             |
|                                                                                                            | C1 Through the SD 91 Regional NOIIE Leaders, support school-based inquiry teams, through regular check-ins and sharing of inquiry questions and progress among schools. |                                                |                                                                                                                                                             |
|                                                                                                            | C1 Continue sharing/celebration event that showcases staff growth in relation to student success.                                                                       |                                                |                                                                                                                                                             |
|                                                                                                            | C1 Continue engagement of leaders in supporting the Inquiry process.                                                                                                    |                                                |                                                                                                                                                             |

| Objective                                                                     | 24 - 25 Strategies                                                                                                                                                                                                                                                                                               | Timeframe                                           | Team                                                                                                                                                            |
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| <b>Principal and Vice-Principal Leadership</b>                                |                                                                                                                                                                                                                                                                                                                  |                                                     |                                                                                                                                                                 |
| EW- D1 Support formal leadership development across the district.             | D1 Engage with PVPA on mentorship and professional learning initiatives that support leadership growth and improved student learning.<br><br>D2 Develop strategies for regular and ongoing professional learning.<br><br>D3 Collaborate with PVPA on mentorship structures for staff in their first three years. | Report to Board:<br><br>December<br>January<br>June | <b>District LEAD:</b><br>Superintendent<br>Directors of Instruction<br>PVPA<br><br><b>Additional Supports:</b><br>District Leadership Team<br>School Principals |
| <b>Employee Well-being</b>                                                    |                                                                                                                                                                                                                                                                                                                  |                                                     |                                                                                                                                                                 |
| EW – E1 Develop a wholistic, sustainable plan to support employee well-being. | E1 Through the Well-being Committee, report the initial committee recommendations to stakeholders in spring 2025.                                                                                                                                                                                                | Report to Board:<br><br>November<br>January<br>June | <b>District LEAD:</b><br>Director of Instruction (Inclusive Education)<br><br><b>Additional Supports:</b><br>Inclusive Education Team                           |

# Strategic Goal 3: Create Student Success

- A continued focus on the essential skills of literacy, numeracy, and social-emotional well-being
- Support effective teaching and learning strategies

| Objective                                                                     | 24 - 25 Strategies                                                                                                                                                                                                    | Timeframe                                                    | Team                                                                                                                                                                                                                                            |
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| Strengthen Learner Success                                                    |                                                                                                                                                                                                                       |                                                              |                                                                                                                                                                                                                                                 |
| SS - A1 Expand Literacy strategies and support in primary/intermediate grades | A1 Expand professional learning opportunities for new teachers and Letter of Permission teachers regarding instruction & assessment, as well as responding to assessment results with a focus on Indigenous learners. | Report to Board:<br><br>November<br>January<br>April<br>June | <b>District LEAD:</b><br>Director of Instruction (Curriculum Services)<br>Curriculum Services Team<br>District Principal of Indigenous Education<br><br><b>Additional Supports:</b><br>District Leadership Team<br>School Principals / Managers |
|                                                                               | A1 Engage in primary literacy interventions through the work with Jen Kelly (early literacy)                                                                                                                          |                                                              |                                                                                                                                                                                                                                                 |
|                                                                               | A1 Implement Indigenous Education Early Literacy Pilot projects at Mouse Mtn and WKE.                                                                                                                                 |                                                              |                                                                                                                                                                                                                                                 |
|                                                                               | A1 Engage leaders and school staff in literacy foundations focusing on structured approaches to reading, scope and sequence.                                                                                          |                                                              |                                                                                                                                                                                                                                                 |
|                                                                               | A1 Engage teachers in specific and purposeful collaboration in developing and curating common research-based literacy and numeracy resources to support student growth.                                               |                                                              |                                                                                                                                                                                                                                                 |
|                                                                               | A1 Develop explicit communication from the District regarding impactful and appropriate resources for use in schools, as well as pedagogical philosophies that align with BC curriculum.                              |                                                              |                                                                                                                                                                                                                                                 |
|                                                                               | A1 Engage teachers, especially new teachers and LOPs, to integrate best practice in Math: manipulative use, thinking classrooms strategies, land-based learning, and play-based learning.                             |                                                              |                                                                                                                                                                                                                                                 |
|                                                                               | A1 Enhance the ongoing analysis of district data results to support timely responses for learning improvement.                                                                                                        |                                                              |                                                                                                                                                                                                                                                 |



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| SS - B1 Expand Numeracy strategies and support in primary/intermediate grades                                       | <p>B1 Create a working group to analyze current data and recommend key strategies for improvement.</p> <p>B1 Meet regularly with school-based PVP to analyze district data results and determine strategies for improvement.</p> <p>B1 Work with teachers, especially new teachers and LOPs, to integrate best practices in Math: manipulative use, thinking classroom strategies, land-based learning, and play-based learning.</p> <p>B1 Ensure interventions have a systematic, hands-on approach based on current, effective assessment of number sense.</p> |                                                                        | <p><b>District LEAD:</b><br/>Directors of Instruction<br/>Numeracy Lead<br/>Elementary Principals<br/>Teachers</p> <p><b>Additional Supports:</b><br/>High School Principals</p> |
| SS - B1 Ensure rich opportunities for growth and equity of access for learners within offsite educational pathways. | <p>B1 Continue upgrading of curricular materials in offsite programs.</p> <p>B1 Continue with professional learning opportunities that support trauma-informed practice.</p> <p>B1 Increase the number of learners engaged with the Careers Department programming.</p>                                                                                                                                                                                                                                                                                          | <p>Report to Board:</p> <p>November<br/>January<br/>April<br/>June</p> | <p><b>District LEAD:</b><br/>Directors of Instruction<br/>Assistant Superintendent<br/>District Principals</p> <p><b>Additional Supports:</b><br/>High School Principals</p>     |



| Supporting School Engagement                                                           |    |                                                                                                                                                                                  |                                                                                                                                                                                                                                       |
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| SS - C1 Increase student engagement and attendance to support learning and well-being. | C1 | Support schools in the implementation of Universal Design for Learning strategies.                                                                                               | <div>Report to Board:</div> <div>December<br/>January<br/>March<br/>June</div> <div><b>District LEAD:</b><br/>District Leadership Team</div> <div><b>Additional Supports:</b><br/>School Principals and staff<br/>Student Voice</div> |
|                                                                                        | C1 | Monitor and support school strategies to improve attendance.                                                                                                                     |                                                                                                                                                                                                                                       |
|                                                                                        | C1 | Continuing to Support schools in creating quality competency-based Individual Education Plans.                                                                                   |                                                                                                                                                                                                                                       |
|                                                                                        | C1 | Implement the district Mental Health Plan                                                                                                                                        |                                                                                                                                                                                                                                       |
|                                                                                        | C1 | Develop equitable access to nourishing food through the Feeding Futures initiative by expanding the District Food program to ensure equitable student access to nourishing food. |                                                                                                                                                                                                                                       |

| Increasing Student Belonging                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                              |                                                                                                                                                                                                                                           |
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| SS - D1 Increase students' "sense of connection and belonging" at high school (based on Student Learning Survey questions) to above the provincial average. | <p>D1 Expand leadership and cultural mentorship opportunities for Indigenous learners.</p> <p>D1 Develop training opportunities for all staff as part of the BC Anti-racism Action Plan.</p> <p>D1 Expand Student Voice to ensure inclusion of students with disabilities and diverse abilities</p> <p>D1 Consult with Student Voice to broaden student consultation on topics, including those related to school connectedness:</p> <ul style="list-style-type: none"> <li>• How many adults do you think care about you at your school?</li> <li>• Are you happy at school.</li> <li>• Do you feel safe at school?</li> <li>• Is school a place where you feel like you belong?</li> </ul> <p>D1 Elicit feedback and insights from younger students regarding school connectedness.</p> <p>D1 Support Student Voice as they address data from the Adolescent Health Survey (e.g. vaping campaign).</p> | <p>Report to Board:</p> <p>January<br/>February<br/>June</p> | <p><b>District LEAD:</b><br/>Assistant Superintendent<br/>Director of Instruction (Inclusive Education)<br/>Principals</p> <p><b>Additional Supports:</b><br/>District Leadership Team<br/>Student Voice<br/>Inclusive Education Team</p> |
| SS - E1 - Assessment and Communicating Student Learning                                                                                                     | E1 Provide learning opportunities for staff to work with colleagues and others to improve staff understanding of enhancing assessment practices in student reflections on core competencies, strength-based reporting, and formative assessment strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                              | <p><b>District Lead</b><br/>Director of Instruction (Curriculum Services)</p>                                                                                                                                                             |

# Strategic Goal 4: Enhance Connections

- Create opportunities and assist schools to engage in valuable learning activities with community partners.

| Objective                                                                                                                                            | 24 - 25 Strategies                                                                                                                                                                                                                                                                                                                                                                          | Timeframe                                                   | Team                                                                                                                                                                                                                                |
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| Strengthen Partnerships                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                             |                                                             |                                                                                                                                                                                                                                     |
| EC - A1 Expand future career options for secondary students through collaborative projects with post-secondary institutions.                         | A1 Collaborate with UNBC and KOH Learning on the next phase of learning opportunities for staff and students.<br><br>A1 Expand opportunities for early admission, dual credit, and other post-secondary options for students.<br><br>A1 Update MOU with SFU (School of Interactive Arts and Technology) and continue work with Digital/Graphic Design partnership and Project Illustration. | Report to Board:<br><br>October<br>January<br>April<br>June | <b>District LEAD:</b><br>Superintendent<br>Director of Instruction (Curriculum Services)<br>Assistant Superintendent<br><br><b>Additional Supports:</b><br>School Principals<br>SD 91 Careers Dept.<br>Indigenous Education Council |
| EC - A2 Engage parents, families, and the broader community in engagement sessions about learning initiatives, district data and strategic planning. | A2 Host several engagement sessions in the fall and spring to share successes and challenges and gather feedback.                                                                                                                                                                                                                                                                           |                                                             | <b>District LEAD:</b><br>Superintendent<br><br><b>Additional Supports:</b><br>District Leadership Team<br>School Principals                                                                                                         |
| EC - A3 Collaborate with DPAC on common goals to support student success and well-being.                                                             | A3 Collaborate with DPAC and PACs with a focused campaign based on McCreary BC Adolescent Health Survey data (e.g. raise awareness on the effects of lack of sleep on youth, vaping, diet culture).                                                                                                                                                                                         |                                                             | <b>District LEAD:</b><br>Director of Instruction<br><br><b>Additional Supports:</b><br>District Leadership Team<br>School Principals<br>DPAC                                                                                        |

| Board Meeting  | Annual Reporting on Strategic Plan Objectives                                                                                     |                                                                                                              |
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| September 2024 | Honouring Diversity - Accessibility                                                                                               | Engage Our Workforce - Staff Development                                                                     |
| October 2024   | Honouring Diversity - Inclusive Curriculum & School Environment<br>Honouring Diversity - Valuing Indigenous Language & Curriculum | Enhance Connections - Strengthen Partnerships                                                                |
| November 2024  | Engage Our Workforce - New Employee Recruitment, Orientation & Support                                                            | Create Student Success - Strengthen Learner Success<br>Engage Our Workforce - Supporting Employee Well-Being |
| December 2024  | Engage Our Workforce - Valuing Employee Contributions                                                                             | Create Student Success - Supporting School Engagement                                                        |
| January 2025   | Mid-Year Update to the Board                                                                                                      |                                                                                                              |
| February 2025  | Create Student Success - Increasing Student Belonging                                                                             | Honouring Diversity - Valuing Indigenous Language & Curriculum                                               |
| March 2025     | Create Student Success - Supporting School Engagement                                                                             | Honouring Diversity - Inclusive Curriculum & School Environment                                              |
| April 2025     | Enhance Connections - Strengthen Partnerships                                                                                     | Create Student Success - Strengthen Learner Success                                                          |
| May 2025       | Engage Our Workforce - New Employee Recruitment, Orientation & Support                                                            | Engage Our Workforce - Expand & Support Culture of Inquiry                                                   |
| June 2025      | Year-End Update to the Board                                                                                                      |                                                                                                              |