



Background

The District Education Leadership Team is committed to effectively and strategically supporting success for all learners by providing strong instructional leadership that aligns district vision, mission and values, and Ministry of Education policies and procedures.

As a team, our purpose is to improve learning by engaging in staff development that helps to foster student achievement, embrace diversity, facilitate innovative practices, and support required changes within the system.

Operational Plan

Our vision is to collaborate with educators to strategically plan and promote safe, caring, engaging and responsive learning environments to enable our students to become contributing citizens, competent learners, and creative thinkers.

Key Strategies

- Inclusive culture of care and belonging where the well-being and success of all learners is supported and celebrated
- Intentional support for a growth mindset, collaboration, interdependence, and staff development
- Forward-thinking, research-informed, effective, efficient, sustainable, value-based and connected school district

Operational Plan 2018 - 2022

- Promote and enhance student learning by aligning our practices, resources, staffing, supports and initiatives
- Implement and extend the district-wide literacy plan
- Continue to adapt the innovative and effective district-wide assessment and reporting model
- Identify and increase opportunities for students to engage in innovative, purposeful and personalized educational programs/activities that align with their passion
- Facilitate the success of all Aboriginal learners as outlined in our Aboriginal Enhancement Agreement - Jul 1, 2015 to Jun 30, 2020
- Support the implementation of the redesigned provincial curriculum - K - 9 and Graduation Program and other initiatives
- Create opportunities that support mentoring and succession planning across the organization
- Support professional growth planning and performance management
- Promote cultures of care and belonging in our schools and district by developing a district-wide approach to Social Emotional Learning aligned with both the Core Competencies and with the Mission, Vision and Values of the School District
- Continue to expand the use of the student information system to support teaching and learning
- Continue to support the professional development of all staff
- Improve communication with all internal and external stakeholders
- Clearly identify risks to plans and operations and develop contingency plans
- Provide educational leadership during the bargaining process
- Create, review and update policies and procedures
- Continue to effectively represent the district perspective to provincial government on education related initiatives
- Implement revised Strategic Facilities Plan recommendations balancing enrolment management and educational programming
- Support and maximize the innovative design and development of new schools
- Engage and support staff and students in sustainability projects



Education Leadership Team

Sylvia Russell
Superintendent

Lena Frend
Office Manager, Office of the Superintendent
604 466 4228

Jovo Bikić
Assistant Superintendent
604 466 6211

Shannon Derinzy
Assistant Superintendent
604 466 6218

David Vandergugten
Assistant Superintendent
604 466 6218

Harry Dhillon
Assistant Superintendent
604 466 1302

Irena Pochop
Senior Manager, Communications
604 466 4285

Supporting all learners by:

- Promoting risk-taking by staying current with best and next practices and emerging trends to inform decision-making
- Facilitating leadership development and capacity building
- Fostering collaboration and communication

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Promote and enhance student learning by aligning our practices, resources, staffing, supports and initiatives.</p>	<ul style="list-style-type: none"> Continued to provide School Teams in-service and release time at each school to support collaboration around teaching and learning at classroom levels, particularly focused on students who are challenging to teach Continued to reference updated vision, mission and values with our staff and community Continued to include instructional staff including: ASWs, EAs, CCWs, teachers and school administrators in School Teams Continued to support the Aboriginal Education department in building the capacity of the newly amalgamated team Continued to develop District Teacher leaders who are skilled at facilitation, collaboration and implementation Implemented enhanced support for gifted learners Implemented specialized SLP augmentative/assistive communication programming Continued with provision of EA support at the beginning of the school year for kindergarten classes at each elementary school - early intervention Continued to support transition to the Learning Services zonal structure to provide greater opportunities for cross-professional communication and collaboration Created a moderated district digital teaching and learning hub/forum for discussion, collaboration and sharing of resources for all instructional staff - SPARK Continued Helping Teacher meetings every 2 weeks aligning vision, values, practices, initiatives, identify emergent issues and brainstorm solutions while building collaborative practices and teaching and learning Further developed a common district elementary ELL assessment tool and protocol Developed a common secondary ELL assessment tool and protocol 	<ul style="list-style-type: none"> Continue to provide facilitated school team in-service opportunities in support of diverse learners, and provide school/zone based opportunities for team members to collaborate and work with facilitators (Schnellert, Moore and Brownlie) in SD42 classrooms Continue to explore inclusive models for providing in-service and professional development to instructional staff which rely less on the availability of casual staff and TTOC's Continue to work with all partner groups to plan for the implementation of the new graduation program along with the redesigned K-9 curriculum Continue the Secondary Teacher Inquiry Initiative and encourage cross-school passion projects Continue to explore models of classroom-based ELL support and add a part-time ELL helping teacher to support teachers with the teaching and learning approaches needed for ELL students Continue to meet with principals and clerical staff to ensure funding documentation is completed in support of students Continue to work with the teachers' collective agreement language collaboratively with the MRTA with the goal of maximizing supports for students and teachers Continue to implement a district technology program which repurposes devices to support diverse learners Implement two blocks of co-teaching at each secondary school to support literacy, assessment, or improved pedagogy
<p>Develop a district-wide literacy plan</p>	<ul style="list-style-type: none"> Shared the definition of "literacy" in SD42 and identified common elements of a rich literacy environment & quality literacy instruction across all elementary schools Developed a literacy implementation plan to include all elementary schools Continued to identify and order resources to support literacy development Provided opportunities to all elementary school teachers to collaborate, co-teach and co-plan using effective literacy and assessment practices, including the Early Primary Reading and the Intermediate Reading Assessments Continued to collect literacy data based on the performance standards from the final report cards for students Expanded the focus of literacy practices and assessment to include intermediate classes with a literacy helping teacher Continued to provide a wide array of literacy learning opportunities for staff across all elementary schools including literacy inquiries, book clubs, lunches and collaborative teaching Created literacy pilots in secondary schools to align with the new assessment and shift in the secondary curriculum 	<ul style="list-style-type: none"> Continue the School Literacy Networks at all schools within an integrated zonal model - Year 3 Revisit the need for the District Literacy committee meetings to support implementation of the literacy framework Continue to provide side-by-side support to classroom teachers and support teachers - Literacy helping teachers and Learning Services helping teachers working in schools along with librarians and elementary Aboriginal Education teachers and ASWs Continue to collect literacy data to support development of the literacy framework based on the BC Performance Standards In-service for school based support teachers and EAs to ensure clarification of roles and effective instructional practice in regards to literacy - aligned with the district literacy framework Continue to work with Faye Brownlie to deepen and expand the district literacy framework practices - specifically around formative assessment and EPRA Expand Faye Brownlie's role within School Teams next year to work with all the secondary collaborative teachers to look at literacy instruction and assessment practices

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Implement an innovative and effective district-wide student inclusive assessment and reporting model</p>	<ul style="list-style-type: none"> Continued to redefine the district developed reporting method in all schools K-7 (no letter grades or subject areas) Continued to utilize our district-wide Student Achievement Dashboard focused on student literacy and numeracy achievement data to improve educational decision making Continued to offer a district K-7 online report card, delivered through the parent portal - currently used by over 90% of our teachers Continued to support teachers in utilizing the district K-7 on-line report card Continued to support the secondary on-line report card in all six secondary schools Continued to work with the Ministry of Education on the Provincial K-9 Reporting Pilot Continued the work of the Elementary Reporting Committee co-chaired by a district helping teacher and a principal Continued to work with the Elementary Reporting Committee to create numerous learning opportunities for teachers regarding portfolios, formative assessment, cross competencies and reporting best practices 	<ul style="list-style-type: none"> Continue to work with the Elementary Reporting Committee to further align the reporting system with the new Ministry of Education curriculum and new reporting order. Continue to work with District Helping Teacher (mentoring) and the Elementary Reporting Committee to create learning opportunities for teachers Continue to expand and support the use of a digital portfolio that enables the sharing and saving of student work samples and illustrations of learning Provide in-service on the BC Performance Standards for all grade 1 to 7 in the area of writing for new teachers to the school district Continue to focus assessment practices on performance standards Continue to align the secondary assessment practices with the re-designed secondary curriculum Continue to provide opportunities to have the Elementary Reporting Committee and Secondary Assessment Committee work together to create a unified assessment and reporting model
<p>Identify and increase opportunities for students to engage in innovative, purposeful and personalized educational programs</p>	<ul style="list-style-type: none"> Continued to implement innovative initiatives to support student engagement including: maker space activities, soldering, electronics, Microsoft IT Academies and the district inquiry project Fully embedded the student self-reflection component in the District grade 6/7 inquiry project Students attended the annual student forum which focused on career planning Continued to promote Trades program opportunities for students Updated libraries and classrooms to support more flexible learning environments at elementary and secondary Continued to support the grade 4 to 9 district teacher inquiry program which is aligned with the re-designed provincial curriculum Secondary schools have introduced flex time to create a more personalized learning environment for students Continued to provide BAA and academy opportunities for students Continued to expand learning opportunities and options for students in our secondary schools - IB Middle Years at Garibaldi Secondary, new therapeutic program for secondary students at Riverside Centre and new approaches to inclusion at secondary The secondary helping teacher continued to focus on change and innovation at secondary schools Continued to refine the grade 7 to 8 transition process and supports Continued to use student data to monitor and implement interventions that support success for our most vulnerable students 	<ul style="list-style-type: none"> Continue to facilitate dialogue between our secondary school students and the Board of Education Continue to support the District Librarian position to implement the library learning commons, develop resources for the new curriculum K-12 and action the newly developed teacher librarian philosophy and practice document (literacy, technology, learning commons pedagogies, inquiry and social emotional learning) Continue to provide after school learning opportunities for teachers on ways to facilitate student engagement including ADST activities, robotics, electronics, scratch programming and MicroBit Promote Careers K-12 and Capstone by providing 0.2FTE Admin time and a Careers helping teacher Continue to expand summer learning opportunities for all students Work with secondary schools to create MyEdBC student at-risk data dashboard that provides earlier intervention opportunities Work with the new District Elementary Fine Arts Committee to provide quality Fine Arts learning opportunities across all elementary schools

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Promote cultures of care and support social emotional learning and curricular competencies through a universal, targeted and intensive approach.</p>	<ul style="list-style-type: none"> Expanded the District Social Emotional Learning Committee to include MRTA, CUPE, MRPVPA Based on research and data collected, established five SEL focus areas for the district: evidence based practice, students, parents, adult SEL, climate and culture Supported school and district-based programming that encourages students to care including Give 365, We Day, DSAC activities, Student Forum, etc. Continued exploring ways to integrate self-regulation initiatives into classrooms Supported the development of LGBTQ initiatives Aligned our practices around threat assessment, crisis intervention, VTRA, risk-assessment, and medical procedures, and provided in-service support Build a partnership with City University and offer Masters in School Counselling Trained staff at all schools in levels 1 and 2 threat assessment Completed a “booster” for all counselors in “ASSIST” training (suicide prevention) Dedicated staffing (2 blocks) to support SOGI district-wide Professional development sessions on trauma informed practice - Nicki Reyda, all counsellors, BCTF presenters Embedded Social Emotional Learning components in professional and curriculum implementation days Updated and aligned student health and medical policies/procedures Continued to review MDI data with principals, school staff, district staff and community partners to guide programming and teaching Provided support for school administration, staff, students and families regarding critical incidents related to students Reviewed the role of counsellors in our schools, hired a district counseling helping teacher (0.8FTE) and SOGI (0.2FTE) Implemented the updated restraint and seclusion policy/procedure 	<ul style="list-style-type: none"> Continue to develop a district-wide social/emotional learning framework using UBC’s Kimberly Schonert-Reichl and Molly Stewart Lawlor as “critical friends” Continue to expand the involvement of partner groups in the development of the SEL district framework Continue to collaboratively work with community agencies to support our vulnerable students Continue to meet monthly with CCWs to establish consistent practice Implement recommendations from the District Alternate review Review counselling and CCW/YCW needs in our schools and provide training Complete the Guide for Emergency Procedures and provide training opportunities Provide in-service to ensure common understanding and implementation of policies/procedures Support teachers using the Core Competencies, by providing learning opportunities drawn from evidence based SEL practices Continue to collect and review MDI data in grades 4 and 7 Support the collection of evidence related to the Framework for Enhancing Student Learning Provide three blocks of Safe & Caring time to secondary schools to monitor attendance and at risk students Trauma-informed presenter with all principals and vice principals in Whistler and include in the work of the SEL cohort Provide CARES training for all principals and vice principals Kevin Cameron to present on Open Systems to all principals and vice principals
<p>Facilitate the success of all Aboriginal learners as outlined in our Aboriginal Enhancement Agreement goals and underlying beliefs</p>	<ul style="list-style-type: none"> Fourth Aboriginal Enhancement Agreement approved by the Board of Education on April 27, 2015 Superintendent and other district staff meet regularly with Katzie, Kwantlen and Golden Ears Metis Society elders 	<ul style="list-style-type: none"> Begin work on the fifth Aboriginal Enhancement Agreement Begin work on an LEA agreement with Katzie Continue to implement structures, strategies and processes in support of the current enhancement agreement goals: <ul style="list-style-type: none"> continue to develop a strong sense of community for Aboriginal students and families in their schools and in the school district support and improve the quality of school achievement for all Aboriginal students transition Aboriginal students into their future learning, employment, and life experiences beyond the completion of their secondary program Align targeted support for Aboriginal learners in the areas of early intervention, early literacy and SEL within the broader context of district initiatives Continue meeting with elders and endeavor to establish a regular schedule of meetings with chief and council from Katzie and Kwantlen and leaders from the Metis nation Consult with Aboriginal communities and Metis nation communities regarding student learning Support a summer learning program at Katzie Support adult programming for non-graduates at Katzie

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Identify opportunities, implement practices and design strategic communications that build value and efficacy for individuals and groups</p>	<ul style="list-style-type: none"> • Superintendent and Deputy Superintendent met with partner groups once every two weeks • Continued to support the elementary clerical committee that addressed issues identified by clerical staff and began a peer to peer clerical initiative • Continued to work collaboratively with clerical staff on the Records Clerk Handbook, an Elementary Secretary Handbook and a District Elementary Clerical Float Handbook • Continued partnership with the Community Middle Years and Maple Ridge Parks and Leisure Services in the coordination of community and school programming • Maintained a Community Schools Coordinator partially supported by the United Way grant • Accessed grant to implement school based/community programming to address issues identified in the MDI • Moved the Early Years Centre at Blue Mountain Elementary to Garibaldi Secondary • Supported the district/trustee/partner group round table • Continued a custodial valuing committee including representatives from all partner groups • Rolled out custodial duties implementation to all schools in collaboration with CUPE, MRTA, and custodial services 	<ul style="list-style-type: none"> • Continue to meet regularly with partner groups • Continue to update the Elementary Clerical Handbook • Continue to grow the peer-to-peer clerical initiative through consultation with clerical staff • Continue to work with community partners to coordinate and provide after school programming for students in SD 42 • Hire an After School Coordinator position to support programming at key inner city schools • Explore ways to enhance communication and collaboration with community partners particularly in the area of mental health supports for students • Launch the newly developed resource supporting the transition of students with special needs from secondary school to adulthood with information to parents about related services and supports • Make the Community Schools Coordinator position ongoing • Support the development of the Foundry with community partners
<p>Create opportunities that support mentoring and succession planning across the organization</p>	<ul style="list-style-type: none"> • Provided a number of mentoring/training opportunities, including: <ul style="list-style-type: none"> » Fraser Valley Future Leaders Sessions » Level B Assessment Training » Elementary and Secondary Support Teachers Sessions » Clerical Training » Vice Principals » School Teams » Support Teachers » Mentoring opportunities for new teachers, TTOCs and teachers who change assignments » Principal and Vice-principal mentoring program 	<ul style="list-style-type: none"> • Continue to provide and enhance mentoring opportunities including: <ul style="list-style-type: none"> » Clerical peer to peer mentoring » Support Teacher sessions » New and Nearly New principal sessions » Vice principal series » Teacher mentoring opportunities » Teacher leader series » Principal and Vice-principal mentoring and training » Coaching and mentoring exempt staff • Continue with “the examining and shifting practice” network for practicing support teachers • Re-instate the BC CASE workshop series to support training for prospective support teachers • Continue to provide current and perspective support teachers training opportunities during the summer • Partner with SFU to provide post-graduate diploma program in the area of inclusionary practices

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
Implement new curriculum	<ul style="list-style-type: none"> ● Introduced new curriculum initiatives to teachers and administrators: <ul style="list-style-type: none"> » School Teams » K to 12 Curriculum Resource Network with Moore, Schnellert and Brownlie » Dedicated helping teachers to support the implementation of the redesigned curriculum » ADST committee and the creation of the five ADST kits with a focus on design thinking » Developed classroom design resource for teachers aligned with the core competencies » Worked with principals at the monthly meetings on curricular and assessment changes » Implemented in-service focused on assisting teachers with learning about the new curriculum » Provide resources to support the implementation of the new curriculum - including the SPARK website ● Continued to provide a monthly redesigned curriculum communication strategy for parents ● Continued to provide furniture to enhance student learning ● Continued to focus on building understanding of “design thinking” ● Continued to provide opportunities for teachers to enhance knowledge in the area of class design/learning environments 	<ul style="list-style-type: none"> ● Provide in-service on the BC Performance Standards for all Grade 1 to 7 teachers in the area of writing by creating training modules that can be used in staff meetings, grade group meeting and school based learning opportunities ● Continue to provide learning opportunities to support teachers to implement the new curriculum K to 9 ● Introduce the new provincial curriculum grades 10 to 12 along with the new Graduation Program. ● Work with the newly formed Fine Arts committee and the creation of Fine Arts kits with a focus on Music, Dance, Drama and Visual Arts ● Continue to work with principals and vice-principals on a monthly basis to examine curriculum and assessment changes ● Work with teachers as they implement the new curriculum to develop teaching practices that support all learners ● Continue to implement the ADST curriculum
Implement Strategic Facilities Plan recommendations related to educational programming	<ul style="list-style-type: none"> ● Continued to implement the restored teachers’ collective agreement and planned for the increased space requirements ● Implemented grade 2 French Immersion lead classes at Maple Ridge Elementary ● Reconsidered enrolment at K to 7 and space required to accommodate growth ● Consulted Maple Ridge Secondary staff on downsizing of school enrolment ● Continued to plan for the opening of c’əsqənelə 	<ul style="list-style-type: none"> ● Continue implementation of the Middle Years IB program at Garibaldi Secondary ● Continue to review elementary Fine Arts programs ● Continue Early French Immersion program at Maple Ridge Elementary - lead class entering grade 3 ● Continue to evaluate the space impacts of the restored teachers’ collective agreement and projected enrolment growth ● Continue to organize enrolment at K to 7 to include c’əsqənelə ● Continue to plan for fall opening of c’əsqənelə ● Renovate and add portables to Maple Ridge Secondary to accommodate enrolment ● Limit International student enrolment at Maple Ridge Secondary ● Continue to upgrade and renovate Arthur Peake Centre to accommodate student programming



Background

The Business Division of the Maple Ridge - Pitt Meadows School District is focused on providing excellent services related to facilities management, financial and risk management, payroll and benefits administration, procurement, and policy development and implementation.

The education sector as a whole is transforming to meet the needs of today's student. The Business Division is transforming in order to support our school district along its journey to excellence.

Operational Plan

Our vision is to effectively support the school district by providing a safe, healthy, financially sustainable learning environment.

Key Strategies

- Ensure school district facilities are sufficient to accommodate the growing number of students in the school district and that existing facilities are adequately maintained and strategically managed.
- Continuously review and improve business processes and business systems to drive value
- Support our community of learners through effective communication that enables good decision making
- Ensure business continuity through effective risk management, succession planning, strategic recruitment, retention and professional development

Operational Plan 2018-2022

- Update and implement the Strategic Facilities Plan
- Manage the design and construction of new schools
- Conduct annual space utilization reviews and create new classroom spaces where required
- Implement a district wide energy management and environmental sustainability plan
- Ensure through budget reviews and the annual budget process the allocation of sufficient resources (people, time and budget) to support strategic initiatives
- Ensure school district assets are safeguarded and that the school district's financial position is stable through the design and implementation of adequate internal controls and financial processes
- Effectively support the governance function of the Board of Education
- Ensure that our departments have the organizational capacity (people and expertise) to manage all current and planned initiatives and projects while maintaining effective regular operations
- Implement new and upgrade existing business systems
- Clearly identify risks to plans and operations and develop contingency plans
- Develop and implement succession plans for all critical positions
- Create opportunities for positive interactions with other groups and within our division
- Continue to improve communication with all internal and external stakeholders
- Communicate key messages to stakeholders in a timely and effective manner
- Continue to effectively represent the district perspective to provincial government on business related initiatives



Business Leadership Contacts

Flavia Coughlan

Secretary Treasurer and CFO
604 466 6225

Ruby Hehar

Senior Manager, Business Operations
604 466 6210

Alexandra Tudose

Manager Energy and Environmental Sustainability
604 466 6157

Karen Yoxall

Executive Coordinator
604 466 6232

Monica Schulte

Assistant Secretary Treasurer
604 466 6281

Alix Alden

Manager Purchasing and Transportation
604 466 6236

Kim Hall

Budget Manager
604 466 6212

Anna John

Manager Payroll & Benefits
604 466 6272

Iris Mo

Accounting Manager
604 466 6272

Rick Delorme

Director of Facilities
604 466 6154

John Hayer

Manager Custodial and Community Rentals
604 466 6158

Sunny Sagg

Manager Maintenance
604 466 6155

Getting to excellence through:

- Communication that is efficient, effective, personalized and complete
- Effective risk management and optimization of processes and service levels
- Building capacity, fostering collaboration and supporting the personal and professional development of all staff

Operational Plan 2018-2022

KEY STRATEGIES AND INITIATIVES	CURRENT STATUS	NEXT STEPS
<p>Ensure school district facilities are sufficient to accommodate the growing number of students in the school district and that existing facilities are adequately maintained and strategically managed.</p> <ul style="list-style-type: none"> • Update and implement the Strategic Facilities Plan • Manage the design and construction of new schools • Conduct annual space utilization reviews and create new classroom spaces where required • Implement a district wide energy management and environmental sustainability plan 	<ul style="list-style-type: none"> • Updated enrolment projections – June 2018 • Updated school capacity information – June 2018 • Prepared and submitted to the Ministry of Education for consideration Capital Plan 2019 & 2020 • Managed the design and construction of c'usquena elementary • Completed annual space review in all elementary and secondary schools and created new educational space where required • Implemented recycling program throughout the district including organics • Conducted the annual energy challenge competition • Completed 6,305 maintenance projects totalling \$9.6 M • Installed 4 portables • Procured and installed 7 child care portables • Procured and installed 2 school playgrounds • Maintained close working relationships with BC Hydro and Fortis BC to maximize incentive programs • Completed 38 lighting and HVAC optimization upgrades for estimated savings of \$0.44 million • Completed annual appliance audit aimed at reducing energy consumption 	<ul style="list-style-type: none"> • Update deferred maintenance data for existing facilities • Review development plans • Consult with stakeholders and the public as appropriate • Board adopts new Strategic Facilities Plan • Review and enhance facilities improvements chargeback system with a goal to reduce chargebacks to schools • Prepare Capital Plans that align with the Strategic Facilities Plan • Manage the design and construction of new schools • Prepare Capital Plan 2021 & 2022 aligned with strategic initiatives • Develop building standards and specifications for future schools • Procure and implement new facilities maintenance software • Establish and implement process for annual building inspections and assessments • Develop a five-year maintenance plan for all facilities based on VFA data and annual building inspections and assessments • Develop new Energy Management and Environmental Sustainability Plan
<p>Ensure through budget reviews and the annual budget process the allocation of sufficient resources (people, time and budget) to support strategic initiatives.</p>	<ul style="list-style-type: none"> • Received the Meritorious Budget Award from the International Association of School Business Officials for the 2018/19 budget • Ensured that the 2019/20 budget reflects priorities set in the Strategic Plan, follows Ministry of Education guidelines and that there was meaningful public and partner group engagement in the budget process • Completed review of budget allocations and realignment of budgets • Completed quarterly financial reports with projections to year end informed by detailed review of spending with budget sponsors 	<ul style="list-style-type: none"> • Prepare 2019/20 Amended Budget • Draft a 2020/21 Budget Process for Board consideration which ensures that Ministry of Education guidelines are followed and there is meaningful public and partner group engagement in the budget process • Ensure that budget sponsors administer the budget as approved by the Board and that no deficits are incurred
<p>Ensure school district assets are safeguarded and that the school district's financial position is stable through the design and implementation of adequate internal controls and financial processes.</p>	<ul style="list-style-type: none"> • Completed annual review of School Accounting Manual • Prepared and presented to the Board quarterly and annual financial statements • Completed 7 school audits and provided feedback for improvement of financial processes where required • Reviewed international education business processes and implemented redesigned processes where required • Implemented standard timelines for financial data entry, financial reporting and financial system management 	<ul style="list-style-type: none"> • Continue to review of business processes and controls • Continue to audit school finances • Implement contract management process and systems • Review guidelines for management and use of purchasing cards

Continued on next page...

Operational Plan 2018-2022

KEY STRATEGIES AND INITIATIVES	CURRENT STATUS	NEXT STEPS
<p>Effectively support the governance function of the Board of Education</p> <ul style="list-style-type: none"> • Support the 2018 trustee election and organize the new trustee orientation • Prepare comprehensive board agendas that support effective decision making • Review, create and update Board policies and procedures 	<ul style="list-style-type: none"> • Supported the 2018 trustee election by coordinating the creation of candidate orientation materials, election information page on the district website and offering candidate orientation sessions prior to the election • Organized the 2018-19 trustee orientation program and presented sessions on strategic planning, governance, financial management and facilities management • Prepared 42 agenda packages which included 164 reports to the Board • Assisted the Board in the review and update of the following policies: <ul style="list-style-type: none"> » Board Procedural Bylaw No. 1 – 2008 Trustee Access to Information » Board of Education Appeal Policy and Procedures Bylaw » 2915 Board Chairperson – Elections/Roles/Responsibilities » 2918: Vice-Chairperson – Elections/Roles/Responsibilities » 2320: Board Committees and Trustee Representation » 2410: Board Correspondence » 2500: Board Development » 2900: Trustee Professional Development and Attendance at Conferences » 4435: Scholarships, Bursaries and Student Awards » 5401 Use of Board Owned Buses » 5701: Records and Information Management – General » 6600: Naming of School District Facilities » 7110 Whistleblower Protection » 9510: Flags – Canada and British Columbia » 10540: Financial or In-Kind Donations 	<ul style="list-style-type: none"> • Continue to support the review of Board policies on a four-year cycle based on the work plan developed by the Board Policy Development Committee • Continue to support the creation of new policies with input from subject matter experts
<p>Ensure that our departments have the organizational capacity (people and expertise) to manage all current and planned initiatives and projects, while maintaining effective regular operations.</p> <ul style="list-style-type: none"> • Provide business perspective in bargaining • Review, create and update process documentation and administrative guidelines • Support professional growth planning and performance management 	<ul style="list-style-type: none"> • Provided expert financial advice at bargaining table <ul style="list-style-type: none"> » Participated on staff committees for bargaining » Analyzed the financial impact of proposed collective agreement changes • Provided expert facilities and maintenance advice at the bargaining table: <ul style="list-style-type: none"> » Participated on staff committees for bargaining » Worked with bargaining committee to identify impact of contract language on operations • Reorganized Facilities and Maintenance Department with all trades reporting to one manager and allowing the Director of Facilities to focus on planning and coordination of projects • Completed annual performance review for all management staff aimed at identifying professional growth goals and ways to achieve those goals 	<ul style="list-style-type: none"> • Annual performance review for all management staff aimed at identifying professional growth goals and ways to achieve those goals • Review the organizational capacity (people and expertise) to manage all current and planned initiatives and projects

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Continuously review and improve business processes and business systems to drive value</p> <ul style="list-style-type: none"> Implement new and upgrade existing business systems 	<ul style="list-style-type: none"> Implemented new community rentals management software Piloted electronic requisitions at selected sites Centralized storage of all finance files on shared servers 	<ul style="list-style-type: none"> Implement electronic requisitions district wide Work with IT to develop process for effective and secure data sharing Implement new business intelligence software that improves access to relevant data for all decision makers Design and implement facilities records management: <ul style="list-style-type: none"> Develop a standard format for the storage of maintenance and facilities information Centralize the electronic storage of information on the maintenance server, not on individual computers Move to electronic copies of prints and documents from hard copy
<p>Support our community of learners through effective communication that enables good decision making</p> <ul style="list-style-type: none"> Continue to improve communication with all internal and external stakeholders Create opportunities for positive interactions with other groups and within our division Communicate key messages to stakeholders in a timely and effective manner 	<ul style="list-style-type: none"> Maintained a strong professional network that we can access to solve problems as they arise Maintained a close relationship with the Ministry of Education staff to stay current on provincial requirements and adjust our planning to respond to provincial priorities Maintained positive relationships with stakeholders (BC Hydro and Fortis BC) to maximize incentive programs Created opportunities for collaboration/knowledge sharing: <ul style="list-style-type: none"> Department meetings Intranet Participated in district wide professional development both as attendees and as presenters Presented at provincial professional development conferences on use of systems, governance and financial reporting 	<ul style="list-style-type: none"> Develop a protocol for communicating decisions/ changes/new processes/new hires <ul style="list-style-type: none"> Define who is responsible Timelines Target audience/who needs to know New employee checklist form needs to be developed Develop communication guidelines <ul style="list-style-type: none"> How to communicate information effectively Develop specific forms for budget changes (staffing/job reclassifications/budget transfers) Develop templates for information requests (projections/Whistler expenses/MRPVPA) Standard email communications Develop and provide facilities management training for new school administrators
<p>Ensure business continuity through effective risk management, succession planning, strategic recruitment, retention and professional development</p> <ul style="list-style-type: none"> Develop and implement succession plans for all critical positions Build capacity through targeted professional development and cross-training Clearly identify risks to plans and operations and develop contingency plans 	<ul style="list-style-type: none"> Created the Enterprise Risk Registry and ensured that operational plans include strategies aimed at mitigating risks identified Supported staff participation at job specific and sector specific conferences Attended project management courses, supply chain management program Documented all accounting and payroll business processes 	<ul style="list-style-type: none"> Annual review of Enterprise Risk Registry Continue to support participation in targeted professional development Develop departmental succession plans that include <ul style="list-style-type: none"> Identification of existing staff members that are qualified/interested Training and mentoring plan for existing staff Recruitment plan if no internal candidates are identified Work with HR on improving the marketability of business division positions Document purchasing and budget business processes Create a maintenance manual for facilities
<p>Continue to effectively represent the district perspective to provincial government on business related initiatives</p>	<ul style="list-style-type: none"> Supported provincial representative organizations (BCASBO, EFMA) through participation on the board of directors, committees, zone meetings, conferences, AGM Secretary Treasurer – BCASBO President Director of Facilities – EFMA President Purchasing Manager – EDCO Chairperson Participated on a variety of provincial committees including: ERAC, Technical Review, Sector Advisory Council, Capital Planning Software Replacement 	<ul style="list-style-type: none"> Continue to support provincial representative organizations (BCASBO, EFMA) through participation on the board of directors, committees, zone meetings, conferences, AGM Participate in the Framework for Enhancing Student Learning steering committee and pilot project

Background

The Human Resources Department of the Maple Ridge - Pitt Meadows School District is focused on attracting, retaining and supporting outstanding employees through the implementation of leading HR practices. We believe that these practices will foster engaging and rewarding working relationships and work environments. This is our contribution to overall student success.



Operational Plan

Our vision is to support all employees dedicated to enriching the lives of our students and helping them achieve success. Engaged employees are the foundation of our system.

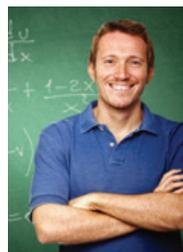
Key Strategies

- Implement an HR strategy, programs and practices that are aimed at promoting a spirit of excellence within a continuous improvement mindset
- Provide quality and innovative HR services to attract, develop, engage and retain diverse talent
- Facilitate workplace relations that favour a culture of collaboration and leadership
- Promote a positive, respectful, safe and healthy work environment



Operational Plan 2019-2020

- Develop and implement leading practices in recruitment and engagement strategies to meet the needs of our growth
- Develop and implement succession planning model to support key positions within the organization
- Prepare for and facilitate the school district's bargaining initiatives with MRTA and CUPE and influence provincial tables with District perspective
- Develop or revise HR related Board policy
- Promote joint initiatives, agreements and collaborative problem-solving with local and provincial partner groups
- Provide new Board of Education orientation into HR
- Apply a continuous improvement culture within the HR Department and maximize the utilization of technology to deliver HR services
- Review HR metrics to measure operational efficiency and effectiveness, in order to plan for and support our District's operational needs
- Continue to grow our HR expertise within our Human Resources department and within our school district staff
- Continue to promote the safety and well-being of our employees by:
 - preventing and/or reducing staff injuries
 - reducing the frequency and impacts of illness
 - enhancing overall well-being of staff
 - develop or revise district-wide emergency preparedness and response plans
- Foster leadership development, training and mentorship throughout the school district



Human Resources Leadership Contacts

Dana Sirsiris
Director, Human Resources
604 466 6202

Gwyneth Dixon-Warren
District Principal, Human Resources
604 466 6230

Angela Chung
Senior Manager, Human Resources
604 466 6234

Jody Hlady
Manager, Occupational Health & Safety
604 466 6229

Roxane Carwell
Manager, Employment Services
604 466 6215

Amanda Reber
Manager, Human Resources (Projects)
604 466 6298

Getting to excellence by:

- Attracting, developing, engaging and retaining diverse talent
- Engaging in collaborative problem solving with partner groups
- Growing our HR expertise within HR and within our leaders

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Collaborate with our partner groups to effectively address labour relations and employee relations matters</p>	<ul style="list-style-type: none"> • Ratify, draft and implement new collective agreements and related notice changes (Spring 2020) • Enter into letters of understanding with the Unions to reach agreement on a variety of issues including: <ul style="list-style-type: none"> » <i>Work with the MRTA to demonstrate “Best Efforts” have been achieved with teachers staffing in accordance with Letter of Understanding (LOU)#17</i> » <i>Collaborated with the MRTA to develop criteria for “other” mechanisms to utilize any outstanding teacher remedy that was not used for staffing for the 2017/18 and 2018/19 school years</i> <ul style="list-style-type: none"> » <i>Developed tracking systems to ensure the amounts of time/dollars being utilized/spent was being deducted from a teacher’s remedy bank</i> » <i>Continue to educate and support administration and teachers with the review of individual banks and parameters that have been established for utilization</i> » <i>Collaborate with the MRTA to problem solve unique issues arising out of remedy utilization</i> • Participating in BCPSEA’s provincial pilot project with CUPE to pilot the newly developed provincial job evaluation plan. Includes adding committee member alternates, jointly participating in preliminary training, and engaging in a process with CUPE to review all benchmark ratings to re-align district matches to provincial benchmark positions. • Collaborate with the MRTA to establish a voluntary professional growth planning process for teachers. • Review and re-define the District Behaviour Team EA role including a Peer-to-Peer Mentorship component • Consultation process with CUPE in allocating LiftUp funding to EA staffing • Partnered with CUPE to address job classification and/or evaluation issues including: <ul style="list-style-type: none"> » <i>the establishment of three new positions (Maintenance Foreman, Trades Assistant, Child & Youth Connect Worker)</i> » <i>the resolution of the driving issue for Aboriginal Support Workers, job description updated</i> » <i>the establishment of a new pay band for Foreman to address compression issue with Lead Hand</i> • Actively engaged in collaborative problem solving with all Partner Groups prior to and during grievance processes 	<ul style="list-style-type: none"> • Develop a joint presentation to education staff and managers/principals on the new language established in the past round of bargaining with both CUPE and MRTA (following ratification of the new collective agreement) • Continue to problem solve workplace issues with Partner Groups, ensuring issues are addressed first at the department/school level where appropriate (ongoing) • Implement estoppel notice letters to end practices (upon ratification of the new collective agreements) • Review Noon Hour Supervisor shortages and determine if another model of lunch hour supervision can be utilized (Winter 2019) • Continue to partner with CUPE to address job classification and/or evaluation issues such as the Career Planning Coordinator (ongoing) • Continue to work with CUPE to clarify the Custodial job description and address workload considerations as it applies to custodial responsibilities with recycling (Fall 2019)

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Engage in leading practices in the recruitment, retention and recognition of outstanding staff</p>	<ul style="list-style-type: none"> Implemented a recruitment strategy to address teacher recruitment and staffing demands resulting from increased enrollment and the reinstated collective agreement language, including attendance at career fairs across Canada Participate in career fairs and recruitment initiatives at universities; provide opportunities for practicum placements of Education Assistants Engaged in employee recognition programs throughout the year to congratulate staff on their length of service milestones with the district Participate in the Provincial Workforce Sustainability Committee coordinated by BCPSEA Established recruitment and staffing strategy for c'saq̓nel̓ Elementary school Hosted new employee documentation and orientation on several occasions throughout the year to welcome new staff to the school district and train new staff on appropriate school district policy and procedures Implemented the "New to Your School" toolkit for a consistent site based new employee orientation program across the district (annually) Review the TTOC Handbook in collaboration with the MRTA to address any language specific to the restored collective agreement language or MOU#17 is addressed Renewal of the district's Human Rights exemption for hiring preference (indigenous ancestry) 	<ul style="list-style-type: none"> Anticipate peak staffing needs and proactively recruit throughout the year to match demand (ongoing) Engage in employee service recognition programs (ongoing) Research and evaluate various recruitment assessment tools, including leadership, aptitude and psychological assessments, to help inform hiring decisions for exempt leadership positions (Spring 2020) Review the TTOC Handbook in collaboration with the MRTA to update it with any new or revised collective agreement provisions and/or estoppel letter initiatives (Spring 2020) Develop a video to educate new employees about the history or our school district (Spring 2020) Continue to work with Ridge Meadows College to establish a staggered graduation class for the SETA program to support the district's hiring needs (ongoing) Continue to participate in the provincial Workforce Sustainability Committee coordinated by BCPSEA to enhance teacher recruitment processes within the province (ongoing) Develop a video to educate new employees about the history of the school district (Spring 2020)
<p>Improve processes and maximize the utilization of technology to deliver HR services</p>	<ul style="list-style-type: none"> Better coordination of TTOC usage for school-based and district-wide events through the utilization of the Dispatch TTOC Calendar as a planning resource (April 2017). Revised daily caps implemented for improved resource utilization. (August 2017) Enhanced the Automated Dispatch System for CUPE seniority callout Implemented SRB Dashboard Web & Attendance and Reporting modules for attendance management tracking at a glance In partnership with the Payroll department, modified the CUPE Payroll interface to move to electronic time sheets and eliminate the need for CUPE paper time sheets Implemented and modified PowerSchool's Health and Safety module to support electronic submission of WorkSafeBC related forms and documentation which streamlines current processes (completed) Implemented HR Workflows module from PowerSchool to support the documentation of new employees (pre-orientation) electronically (Sept 2017) Implemented WorkBoard Web PowerSchool module to enhance the current teacher dispatch process (Spring 2018) Partnered with Education, IT and Finance to develop, implement and monitor an in-house remedy calculator to support teacher remedy selection and access to resources in accordance with MOU#17 (ongoing) 	<ul style="list-style-type: none"> Implement PowerBI (or like program such as IBM Cognos) to utilize HR information system data strategically (ongoing) Continue to scan HR records to archive electronically for efficient and effective access to historical information - ongoing) Provide PowerSchool (HR information system) training to HR staff to enhance technical skills (ongoing) Refine Remedy Calculator to determine the amount of class size and/or compensation remedy a teacher attracts as necessary in accordance with language negotiated during provincial teacher negotiations Develop a new school year start up checklist and discussion points for managers and principals on specific HR related matters to be addressed and/or discussed with all staff (Spring 2020) for example: <ul style="list-style-type: none"> » HR policy review with staff » Health & Safety procedures/protocols » "New to Your School" new employee orientation » Staffing processes » Remedy processes

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Identify metrics and benchmarks to measure HR operational efficiency and effectiveness, and identify areas for improvement</p>	<ul style="list-style-type: none"> Reviewed survey feedback from new employees to celebrate successes as an employer and implemented initiatives to improve the needs of new employees as common themes emerge from the feedback (ongoing) Initiated annual performance feedback and goal planning process for Exempt staff, Principals and Vice Principals (ongoing annually) including a tracking system within PowerSchool Implemented Health and Safety Committee training as required by changes to WorkSafe regulations (Fall 2017) Developed and implemented revised employment contract templates for Principals and Vice Principals and Exempt staff (Fall 2018) 	<ul style="list-style-type: none"> Review and revise HR Procedure Manual (ongoing) Support the Directors and Managers with conducting annual performance reviews for all excluded staff to comply with PSEC compensation requirements (June 2018) Develop training to proactively support staff where high injury rates occur (ongoing) Engage in process with MRPVPA and excluded staff to implement new contract templates with existing staff (Spring 2020) Continue to promote the safety and well being of staff by: <ul style="list-style-type: none"> » preventing and/or reducing staff injuries » reducing the frequency and impacts of illness » enhancing the overall wellbeing of staff » developing or revising district-wide emergency preparedness and response plans
<p>Continue to grow HR expertise within our Human Resources department and within our school district leaders</p>	<ul style="list-style-type: none"> Developed training plans to orient new HR Assistant, HR Manager (Projects) and Manager, Occupational Health and Safety into their roles Provided new managers and administrators with HR 1010 education sessions on the CUPE and MRTA contracts (Fall 2018) Developed job descriptions of the District Principal and District Vice Principal Safe and Caring Schools for valuation with BCPSEA Organize and host Special Topics sessions for Administrators and Managers to support growth in leading and managing staff including sessions on Conducting Student Investigations and Beating Brain Stress (2018/19) Conducted an interviewing skills education session as part of the new trustee orientation process (Winter 2019) 	<ul style="list-style-type: none"> Develop job descriptions for Principal and Vice Principal positions that have cross district responsibilities positions (ongoing) Organize and host Special Topics sessions for Administrators and Managers to support growth in leading and managing staff (eg. Duty to Accommodate; Working with Challenging Parents) (2019/20) Provide new managers and administrators with HR 101 education sessions specific to CUPE and MRTA collective agreements (Fall 2019) Develop training plans to orient new Dispatch Coordinator into their new role Seek staff feedback to develop and implement a comprehensive employee wellness support program (Winter 2020) Review the current disability management program to maintain the focus on early intervention timely return to work and/or stay at work programs, and facilitate medical related workplace accommodations (ongoing)

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
Support Education and Business Services initiatives	<ul style="list-style-type: none"> Engaged in yearly planning cycle for support staff learning opportunities during non-instructional days in collaboration with CUPE identifying job specific training for all support staff work groups Participated in the elementary clerical committee to support and enhance clerical services within our schools Implemented enhanced clerical transition time from initial hire to support clerical staff at schools Implemented and engaged in a process for culture shift and development of a code of conduct specific to the maintenance department Development of HR's Personal Information Directory in accordance with FOIPPA requirements Conducted safety compliance audits within secondary school shops and provided reporting to the Director, Maintenance and Facilities to review prior to implementing within the schools Participated on the BCASBO fall conference organization committee to introduce relevant HR related topics at the conference to increase attendance by HR professionals 	<ul style="list-style-type: none"> Develop Succession Planning model to support key positions within the organization (Fall 2018/Spring 2019) Work with the district's clerical committee to improve upon practices, skill development, develop a mentorship process and build consistency with the work clerical staff perform. (Ongoing) Continue to pilot the professional growth planning process for teachers. Review of HR's established Personal Information Directory to ensure that the directory is up to date and accurately reflects the collection of personal information in accordance with FOIPPA requirements In partnership with the Director, Maintenance and Facilities and secondary principals, implement recommendations from the safety compliance audit report from secondary school shops (Spring 2019) Develop a consistent performance feedback process and tool for support staff (Fall 2020)
Update District Policies and Procedures (HR/Staff Related)	<ul style="list-style-type: none"> Reviewed, revised or developed HR related district policies and/or procedures including: <ul style="list-style-type: none"> » <i>Substance Abuse Policy/Cannabis in the Workplace (Fall 2018 currently with the Secretary Treasurer)</i> Provided district wide refresher training for all staff on the district's Workplace Discrimination or Bullying and Harassment Policy and Procedures 	<ul style="list-style-type: none"> Develop new or revise existing HR related district policies and provide to the Secretary Treasurer per Board Policy Development Committee Work Plan including: <ul style="list-style-type: none"> » <i>Code of Conduct (Spring 2020)</i>
Conduct Performance Planning and Coaching with HR staff	<ul style="list-style-type: none"> Met with HR staff to conduct annual performance reviews to identify and recognize their contributions and strengths as well as identify areas of growth and training plans to support their individual professional growth 	<ul style="list-style-type: none"> Continue to meet with HR staff to plan for professional growth opportunities as a team or group of individuals (ongoing) Plan for opportunities for HR staff to develop and grow within their own roles to increase individual capacity and competency (ongoing)

Background

The Information Technology department of the Maple Ridge - Pitt Meadows School District is focused on providing students, teachers, and staff with technology resources that support the district's vision, which is for every individual to feel valued and for all learners to reach their potential.

Operational Plan

Our vision is to effectively support the school district by maintaining stable technology resources and services; continually exploring and effectively implementing new technologies and online services that will enhance teaching and learning; and improving the effectiveness of support services.

Key Strategies

- Coordinate the implementation of effective and efficient information management practices within the district
- Identify the needs of district IT service users, and translate those into priority IT initiatives
- Fully leverage current information technology investments

Operational Plan 2018 - 2022

- Educate district staff on existing IT initiatives and processes by offering learning sessions and promoting the IT website and knowledge base
- Increase system stability, enhance staff experience with mobile devices, and effectively integrate telephony with our infrastructure
- Upgrade IT infrastructure in order to maintain a stable wired and wireless network, VOIP telephony, server infrastructure
- Deploy projects that enhance the efficiency of district support services
- Assist school district IT service users in adopting new systems to increase system efficiency
- Facilitate and help deploy cloud-based applications and the latest technologies in the classroom to support teaching and learning
- Further develop and maintain the Parent Portal to better serve our schools and parents/student population
- Continue the development and support of MyPortfolio as a tool to enhance teaching and collaboration between staff/students and parents
- Support professional growth planning and performance management
- Build capacity through targeted professional development and cross-training
- Develop and implement succession plans for all critical positions
- Work with all education stakeholders to continue to support innovative instructional practices
- Maintain data integrity within the school district
- Clearly identify risks to plans and operations and develop contingency plans
- Create, implement and maintain a district wide disaster recovery plan for IT
- Continue to effectively represent the district perspective to provincial government on IT related initiatives
- Ensure that IT policies and investments are aligned with educational and business priorities across the school district



Information Technology Leadership Team Contacts

David Vandergugten
Assistant Superintendent
604 466 6218

Russ Reid
Manager, Information Technology
604 466 6244

Keith Kiraly
Project Manager
604 466 6223

Matthew Froelich
Systems Analyst
604 466 6288

Trevor Osborne
Systems Analyst
604 466 4235

Vacant
Systems Analyst

Getting to excellence by:

- Working with our teaching community to effectively leverage technology to support teaching and learning.
- Efficiently using our IT resources and expertise
- Improving communication between IT and our school district communities

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
Educate district staff on existing IT initiatives and processes by offering learning sessions and promoting the IT website and knowledge database	<ul style="list-style-type: none"> Introduced an end user change management process ensuring end users awareness of what and when changes are to happen Starting an Education Technology Committee with a main focus on reviewing and providing advice to senior staff regarding IT Plans and new IT projects and initiatives specific to education / schools and student / staff use of technology Starting a Business Technology Committee with a main focus on reviewing and providing advice to senior staff regarding IT plans and new IT projects and initiatives specific to the district business units. Both committees will ensure that information technology projects will align with the district and school goals and the IT Strategic Plan 	<ul style="list-style-type: none"> Improve the IT website and update the self learning content to match the latest software updates and changes we made Kick off both the Education and Business Technology Committees, monitor the progress and outcome, and continue providing value for education and business by being a technology enabler
Increase system stability, enhance staff experience with mobile devices, and effectively integrate telephony with our infrastructure	<ul style="list-style-type: none"> Improved system stability, call quality and availability by moving the existing Skype Enterprise Voice Infrastructure from its virtualized deployment to a physical infrastructure, and removing all older Lync mediation Started a phased deployment of new Polycom Skype certified phones replacing the existing phones with a focus on DEO and three identified schools for this fiscal year 	<ul style="list-style-type: none"> Continue focusing on schools with analogue systems as a priority to onboard them into the Skype Enterprise Voice infrastructure while deploying the new Polycom Skype certified phones. (Plan to complete three to five schools next fiscal year.)
Upgrade IT infrastructure in order to maintain a stable wired and wireless network, VOIP telephony, server infrastructure	<ul style="list-style-type: none"> Replaced older switches at schools as per the evergreen schedule Continued working with the Next Generation Network (NGN) team on the upcoming update, and providing all necessary input in preparation for the actual upgrade scheduled for July 2019 Evaluated a new wireless solution at Thomas Haney Secondary. The solution drove better coverage, improved user experience, service monitoring and troubleshooting capabilities Servers hardware refresh as per the evergreen schedule 	<ul style="list-style-type: none"> Maintain communication with ministry security teams to help stay ahead of new vulnerabilities Continue upgrading our systems to meet our stringent security standards Decide on the new wireless solution standards to phase out existing based the evergreen schedule Start a working group consisting of IT, maintenance and administrators from secondary and elementary schools to set a standard CCTV surveillance system and move towards replacing aging systems at schools
Deploy projects that enhance the efficiency of district support services	<ul style="list-style-type: none"> We are currently working with our HelpDesk Software provider to enhance the support services that we provide to our staff. 	<ul style="list-style-type: none"> We plan to roll out these services over the next twelve months
Assist school district IT service users in adopting new systems to increase system efficiency	<ul style="list-style-type: none"> Improved wireless network monitoring and troubleshooting through adopting / piloting a new solution at Thomas Haney Secondary Identified the list of requirements / capabilities that needs to be available in the new HelpDesk solution Worked with Apple and Microsoft to train staff on the use of Assistive Technologies and Content Creation 	<ul style="list-style-type: none"> Continue to improve our technology monitoring systems in order to avoid business-impacting application outages and slowdowns. Part of this is to evaluate modern monitoring solutions Start a working group consisting of IT, maintenance and HR to set the consolidated requirements for one HelpDesk solution that serves the three entities Continue to train staff on cloud services and software office tools
Facilitate and help deploy cloud-based applications and the latest technologies in the classroom to support teaching and learning	<ul style="list-style-type: none"> Completed mailboxes migration from On-Premise to Office 365 Completed OneDrive on-premise migration to Office 365 	<ul style="list-style-type: none"> Continue migrating on-premise workloads into Microsoft Cloud (Office365 and Azure) Leveraging the existing Microsoft agreement to continue migrating some of the existing on-premise workloads into Office 365 and Azure and start using some of the security and compliance features that are available for us Decommission Exchange 2013 on-premise environment.

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
Further develop and maintain the Parent Portal to better serve our schools and parents/ student population	<ul style="list-style-type: none"> Completed the elementary composition report Registration setup Elementary manual reporting Student led conference Bussing module 	<ul style="list-style-type: none"> Redesign the registration module on the Parent Portal to allow flexible registration for generic programs and courses without minimizing the capabilities that are available for Kindergarten and Grade 8 registration Integration with an effective mass communication Solution
Continue the development and support of MyPortfolio as a tool to enhance teaching and collaboration between staff/students and parents	<ul style="list-style-type: none"> Onboarded over 600 elementary teachers utilizing this powerful tool with their students 	<ul style="list-style-type: none"> Continue onboarding / driving teachers adoption for this powerful tool with their students
Support professional growth planning and performance management	<ul style="list-style-type: none"> Continue to work with all departments to ensure that staff have the needed data to make the best decisions 	<ul style="list-style-type: none"> Formalize this work with supporting the implementation of Microsoft Power Bi and Oracle Analytics
Build capacity through targeted professional development and cross- training	<ul style="list-style-type: none"> Worked with Apple, Microsoft and Xerox to provided multiple training sessions for staff throughout the year 	<ul style="list-style-type: none"> Continue to work with Apple, Microsoft and Xerox to provided multiple training sessions for staff throughout next year
Develop and implement succession plans for all critical positions	<ul style="list-style-type: none"> The IT department is working with senior team and HR to plan for succession planning 	<ul style="list-style-type: none"> This work will be ongoing as the district grows and systems change
Work with all education stakeholders to continue to support innovative instructional practices	<ul style="list-style-type: none"> Starting an Education Technology Committee with a main focus on reviewing and providing advise to senior staff regarding IT plans and new IT projects and initiatives specific to education / schools and student / staff use of technology Starting a Business Technology Committee with a main focus on reviewing and providing advise to senior staff regarding IT plans and new IT projects and initiatives specific to the district business units. Both committees will ensure that information technology projects will align with the district and school goals and the IT Strategic Plan 	<ul style="list-style-type: none"> Continue to work closely with both groups to support innovative business and instructional practices
Maintain data integrity within the school district	<ul style="list-style-type: none"> Continue following the practices related to data reliability and trustworthiness throughout its life cycle by keeping data clean, catching and correcting errors early in the life cycle 	<ul style="list-style-type: none"> Continue the practice of input validation, data validation, duplicate removals. Following data backup processes Follow data security best practices Enabling audit / audit trails.
Clearly identify risks to plans and operations and develop contingency plans	<ul style="list-style-type: none"> Initial discussions started around a DR site, planning will start early in the new fiscal year 	<ul style="list-style-type: none"> Schedule risk assessments that helps proactively identify risks, develop contingency plans, remediate and re-assess. Schedule an IT security audit – fall of 2019 Start planning for the DR site
Create, implement and maintain a district wide disaster recovery plan for IT	<ul style="list-style-type: none"> Deployed an enterprise backup and recovery solution that decreases existing complexities, and works well as we are building our disaster recovery & business continuity practices 	<ul style="list-style-type: none"> Improve and solidify our disaster recovery & business continuity practices Select a disaster recovery site / data center to fail over to in the unforeseen situation for a disaster (i.e. some school districts are already leveraging the service from providers with data centers in the interiors, and some are building that in the Cloud, such as Amazon AWS and Microsoft Azure.)

Continued on next page...

Operational Plan 2018-2022

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p>Continue to effectively represent the district perspective to provincial government on IT related initiatives</p>	<ul style="list-style-type: none"> • MyED BC team was actively engaged with the provincial team on the different changes implemented, provided continuous feedback through the available channels • IT continues to work with provincial team on NGN project and will be providing the necessary feedback / input throughout the engagement life cycle 	<ul style="list-style-type: none"> • Both MyED BC and IT infrastructure team will continue maintaining strong relationship with the Provincial government team supporting and providing feedback on the different IT current / future projects
<p>Ensure that IT policies and investments are aligned with educational and business priorities across the school district</p>	<ul style="list-style-type: none"> • Starting an Education Technology Committee with a main focus on reviewing and providing advise to senior staff regarding IT plans and new IT projects and initiatives specific to education / schools and student / staff use of technology. • Starting a Business Technology Committee with a main focus on reviewing and providing advise to senior staff regarding IT plans and new IT projects and initiatives specific to the district business units. Both committees will ensure that information technology projects will align with the district and school goals and the IT Strategic Plan 	<ul style="list-style-type: none"> • Kick off both the Education and Business Technology Committees, monitor the progress and outcome, and for IT to continue providing the value for both education and business by being the technology enabler.