

# DALHOUSIE COMMUNITY KINDERGARTEN SOCIETY

## POLICY MANUAL

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*Revised May 2017*

*Originally approved in 1989*

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# **1 DALHOUSIE COMMUNITY KINDERGARTEN SOCIETY**

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## 1.1 BACKGROUND

The Dalhousie Community Kindergarten Society (DCKS) is the legal operator and governing body of the Dalhousie Community Kindergarten Program (also known as the *Kindergarten Program, or Program*). In the event of any legal concerns involving finances, audits, insurance claims, etc., Alberta Education would hold the Dalhousie Community Kindergarten Society responsible.

The DCKS delegates responsibility for general program planning, implementation, communication and evaluation affecting the current school year to the DCKS staff and the Kindergarten Program's Parent Council executive and members. The Parent Council will operate within the framework of the DCKS.

The close liaison existing between the Parent Council and the DCKS is essential for the smooth operation of the Kindergarten Program and to fulfill legal obligations of the DCKS.

## 1.2 MISSION STATEMENT

To operate a successful kindergarten program where success is defined by a safe learning and working environment, qualified staff, and sound financial management to ensure long-term viability of an enriched, inclusive educational program.

## 1.3 DCKS MEMBERSHIP STRUCTURE AND PROTOCOLS

### 1.3.1.1 Membership

1. The DCKS will be composed of:
  - a. President
  - b. Vice President
  - c. Treasurer
  - d. Secretary
  - e. Directors
  - f. Parent Council Chairperson (non-voting)
  - g. Teacher (advisory, non-voting)
  - h. Administrator (advisory, non-voting)
2. The DCKS president is an ex-officio member of the parent council.
3. All voting positions are voluntary.
4. The DCKS will draw members from the community at large.
5. The mailing address for all Program correspondence will be:  
Dalhousie Community Kindergarten, 5432 Dalhart Road NW, Calgary, Alberta T3A 1V6.

### 1.3.1.2 Signing Authority

1. The signing authority for the DCKS will be any two of:
  - a. President
  - b. Treasurer
  - c. Administrator
  - d. Other DCKS members / Parent Council Chair, if attached specifically to various financial accounts
2. Transfer of signing authority will normally be done at the annual general meeting.
3. Transfer of signing authority must be made as a motion and recorded in the minutes of the meeting.
4. A *Letter of Authority* will be issued by the Secretary to the bank and the bank forms must be filled out by the outgoing and incoming signing officers.
5. The President or delegate will sign contracts on behalf of the DCKS.

### **1.3.1.3 Meetings**

1. DCKS meetings will be held at least three times per year. Members will be notified by the Secretary as outlined in the DCKS bylaws.
2. Special meetings may be called by the President as necessary.
3. Each Director will have one vote, except for paid positions which are non-voting, and for the Parent Council Chairperson who is an ex-officio member. Motions may be made by any Director.
4. A quorum will comprise a majority of the members. If a quorum is unavailable, the President may conduct a member by member vote: contacting all absent members, reading the motions and receiving a verbal or electronic (email, text) vote.
5. The Secretary will be responsible for recording minutes, which will be approved at meetings. Minutes will be filed by the Administrator.
6. A copy of the DCKS minutes will be kept in the Kindergarten office.
7. The minutes of the previous meeting will be distributed to DCKS members by the Secretary a minimum of one week prior to the next meeting.
8. The agenda for the regular meeting may be distributed by the Secretary one week prior to the meeting.

### **1.3.1.4 Policy Development**

1. Policies will be developed to meet the needs of the Kindergarten Program, its participants and the community at large.
2. Policies will be reviewed as required.
3. Any proposed changes to policies, guidelines or procedures are to be presented to the DCKS one month prior the meeting at which they will be voted on. Alternatively, policies may be circulated via e-mail for electronic voting.
4. A reasonable deliberation period will be allowed between the presentation of proposed changes and approval.
5. Policies developed and approved by the DCKS will be adopted by the Parent Council.
6. The Parent Council Chairperson, as a delegate to the DCKS, will ensure that the DCKS executive receives recommendations as necessary for approval of policies.
7. The Policy Manual will be accessible to all interested parties.

### **1.3.1.5 Contracts**

1. The DCKS is responsible for all contracts: rent, employment, service, insurance, etc. The President or delegate will sign contracts on behalf of the DCKS.

## 1.4 DCKS FINANCIAL RESPONSIBILITIES

### Policy 1.1 – DCKS Financial Responsibilities

The DCKS is responsible, both fiscally and legally, for overall financial management, including trusts and reserves, audits, capital purchases, and major expenses.

#### 1.4.1.1 Procedures:

1. Accounts may be opened by the DCKS to accommodate better management of funds through purchases of guaranteed investments such as term deposits.
2. All investment funds (GICs, GI's, etc.) for the Kindergarten Program will be managed by the DCKS Treasurer on behalf of the program.
3. An account designated to be used for operations may be opened. This account will be managed by the Parent Council and Administrator to meet ongoing needs of the yearly program.
4. The DCKS Treasurer may request financial reports from the Administrator as required. Monthly review of bank reconciliations is recommended.
5. The DCKS President and Treasurer have signing authority for annual Alberta Education Budget and Audit forms.
6. The DCKS, in conjunction with the Administrator, is responsible for preparing the yearly Kindergarten Program budget.
7. The DCKS will be responsible for setting salaries and hiring personnel.



## 1.5 INSURANCE

### Policy 1.2 – Insurance

The DCKS will maintain the necessary insurance coverage to ensure protection of the Kindergarten Program and its participants in unexpected or accidental circumstances. Insurance includes comprehensive liability, fire and contents, and Fidelity Bond.

#### 1.5.1.1 Procedures:

1. DCKS will maintain Officers & Directors Liability Insurance.
2. Criminal record checks (CRCs) are required of all staff and DCKS members. CRCs are not required for guests, visitors or resource professionals, as defined below, or for volunteers that will supervised by staff members.
3. All DCKS members will obtain and present a CRC within six months of being appointed to the DCKS. DCKS members will maintain a current CRC on file for the duration of their term of service.
4. Any adult wishing to be a program volunteer who will be working with children and not supervised by staff members (e.g., parent drivers) will obtain and present a CRC before volunteering for the program.
5. The Administrator will supply a letter to each program volunteer or DCKS member indicating their volunteer position and thus enabling a reduced fee for the CRC.
6. All staff members are to obtain a CRC, the fees for which will be reimbursed by the Kindergarten Program. Staff members must maintain a current CRC on file for the duration of their employment with the DCKS.
7. It is understood that resource professionals, as defined below, have CRCs on file with their employers or the agency they represent. As such, they are not required to provide a copy to the DCKS.
8. The Kindergarten Program will maintain a file for copies of the CRCs for all program volunteers, DCKS members and staff members.
9. Volunteer drivers will be advised to confirm or obtain an insurance rider to cover their personal liability while providing transportation for children in the Kindergarten Program.
10. Volunteer drivers will complete the *Volunteer Driver Authorization Form*. One copy is to be kept on file, one copy to be held by the driver.
11. A *General Field Trip Authorization Form* will be completed by each parent at the beginning of the year.
12. The DCKS will be responsible for obtaining insurance coverage as required by Alberta Education.

13. All students, staff and volunteers are covered by the Kindergarten Program's Commercial General insurance policy.
14. Information regarding field trips will be sent home at least one week prior to the event and written authorization by a parent or guardian must be provided for a child to attend such event.
15. The Fidelity (Bond) Insurance will include all persons having signing authority.
16. The amount of the Fidelity Insurance should be a minimum of at least equivalent to one month's revenue plus any accumulated surplus.

#### **1.5.1.2 DEFINITIONS:**

**Guest or Visitor:** A person invited to the Kindergarten classroom and/or event to provide a supervised presentation to the students, to observe activities, or to participate in a celebration or event such as: Open House, Pumpkin Carving, Holiday Celebrations, Mother's Day Tea, Year End Celebration.

**Resource Professionals:** Including but not limited to: occupational therapists, speech pathologists/therapists, psychologists, educational aides.

# 1.6 PERSONNEL

## 1.6.1 PERSONNEL - RECRUITMENT

### Policy 1.3 – Personnel - Recruitment

The procedure for recruiting staff should be aimed at obtaining the best qualified candidates through an unbiased process in an efficient manner.

#### 1.6.1.1 Procedures:

1. General:
  - a. The DCKS will be responsible for evaluating the Kindergarten Program needs, soliciting candidates, and interviewing and hiring required staff.
  - b. Recommendations for staffing may be made by Parent Council members or Kindergarten staff.
  - c. All staff will have employment contracts.
  - d. Recruitment requirements will be based on Kindergarten Program needs, budget and staff evaluation criteria.
2. Soliciting Candidates:
  - a. Advertisements for staff positions will be placed in appropriate media.
  - b. Recommendations may also be sought through contacts of the DCKS and Parent Council.
  - c. The competition will be open to as great a number of prospective candidates as possible.
3. Interviewing and Hiring:
  - a. The interview committee could include the DCKS President, Administrator, other staff members, and/or their designates.
  - b. The interview committee will review resumes of all applicants, interview selected candidates, check references, and verify Alberta Teaching Authority if indicated.
  - c. The qualifications of each candidate will be assessed to determine which candidate best suits the requirements of the Kindergarten Program.
  - d. Candidates recommended for hiring will be listed in order of preference.
  - e. An offer of employment, including salary and any necessary limitations, will be made to the candidate of choice by the DCKS President or Treasurer.
  - f. Contracts of Employment and Letters of Employment will be signed by the DCKS President, Treasurer and Employee.
4. Personnel Records:
  - a. Confidentiality of personnel records will be maintained.
  - b. Records of personnel currently employed will be kept by the Administrator.

- c. Records of personnel and resumes on file will be kept in a secure location. These files may be accessed by the Administrator and the DCKS President or delegate.

## **1.6.2 PERSONNEL - CONDITIONS OF EMPLOYMENT: TEACHERS**

### **Policy 1.4 – Personnel - Conditions of Employment: Teachers**

**The terms and conditions of employment will be outlined to provide a clear understanding of Teacher qualifications and the expectations of both employer and employee.**

#### **1.6.2.1 GUIDELINES:**

1. Terms and conditions include:
  - a. Qualification and certification
  - b. Duties and responsibilities
  - c. Involvement in decision-making
  - d. Contract and salary
  - e. Tenure
  - f. Termination

#### **1.6.2.2 PROCEDURES:**

1. Qualifications and Certification:
  - a. Minimum qualification for teaching is a Bachelor of Education.
  - b. Teachers require an Interim or Permanent Alberta Teaching Certificate.
  - c. New appointees will submit proof of valid Alberta Teaching Authority, proof of previous teaching experience and any other information which may be required for official record purposes.
  - d. Qualifications should be verified with Alberta Education Teacher Certification prior to hiring.
  - e. Certified Personnel Records will be completed and submitted to Teacher Certification by date specified.
  - f. Teachers with two years full-time teaching experience are eligible for evaluation for Permanent Certification.
  - g. Every effort will be made to assist eligible Teachers attain permanent certification.
2. Duties and Responsibilities:
  - a. The Teacher is responsible for planning and providing the instructional services to the program operated.

- b. The Teacher is responsible for children during class hours or aspects of student activities which are normal extensions of the classroom program.
  - c. Program dates and hours of work as set by the DCKS will be outlined in the Contract of Employment.
  - d. The Teacher is responsible for both informing the Administrator if he/she is going to be absent and arranging for a substitute teacher, with assistance from the Administrator if required.
  - e. The Teacher is expected to attend Professional Development Days and use Organizational Days for organization, preparation and reporting.
3. Contract Salary and Benefits:
- a. A Contract of Employment will be reviewed annually by both parties.
  - b. An offer of employment may be provided by June stating the Program's commitment to hire, and salary.
  - c. The Kindergarten budget is constrained by its annual enrollment and the rate of funding it receives. Salary rates are based on the collective agreement between the Calgary Board of Education and the Alberta Teacher's Association.
  - d. Three copies of the Contract of Employment will be signed by the Teacher, DCKS President and Treasurer. One copy is given to the Teacher, one copy is kept by the Treasurer and one copy is kept on file by the Administrator.
  - e. The contract will specify the term of the agreement and the method of termination of the agreement.
  - f. Conditions for beginning employment, such as presentation of certificates, will be specified in the contract.
  - g. The rate of salary will be specified in the contract and may be revised annually. Holiday pay is included in the rate of salary.
  - h. The Teacher's salary will be paid either in twelve equal monthly installments, payable on the last Friday of each month, with July and August installments given in the form of post-dated cheques, or in ten monthly installments, payable on the last Friday of each month from September to June.
  - i. A salary bonus may be paid to the Teacher, if an operating surplus exists at the current fiscal year end.
  - j. Benefits such as sick leave, compassionate leave, maternity leave and a health spending allowance will be specified in the contract.
  - k. Pre-program home visits - The Teacher will receive remuneration per child visited.
4. Tenure:
- a. Under normal circumstances, it is expected that the Teacher's contract will be renewed for the coming term.
5. Termination:

- a. If the Contract of Employment is terminated early by the DCKS without cause, the Teacher may be eligible for severance as outlined in the Contract of Employment.
  - b. Letters of Reference may be provided by the DCKS upon request of the Teacher.
  - c. During the term of the contract the Teacher will receive or give 30 days written notice of termination of their contract.
  - d. Adequate documentation from the DCKS must support notice to terminate the Teacher's contract.
6. Substitute Teachers:
- a. A list of possible substitute teachers will be kept on file by the Administrator and updated annually.
  - b. The Teacher is responsible for arranging a substitute teacher in his/her absence. The Administrator may be asked to assist.
  - c. Substitute teachers must hold a valid Permanent Alberta Teaching Certificate.
  - d. Rate of pay for substitute teachers may be reviewed periodically by the DCKS and may be based on CBE rates.
  - e. Rate of pay for substitute teachers includes holiday pay.



### **1.6.3 PERSONNEL - CONDITIONS OF EMPLOYMENT: ADMINISTRATOR**

#### **Policy 1.5 – Personnel - Conditions of Employment: Administrator**

**The terms and conditions of employment will be outlined to provide a clear understanding of qualifications and the expectations of both employer and employee.**

#### **1.6.3.1 PROCEDURES:**

1. General:
  - a. Hiring of the Administrator will be based on the Kindergarten Program needs for the year and will be reviewed annually.
  - b. Education, previous experience and knowledge related to the position will be taken into account when selecting candidates.
- 2.
3. Duties and Responsibilities:
  - a. The Administrator is hired by the DCKS to provide the continuity necessary to ensure an efficient, coordinated administration from year to year for the Kindergarten Program.
  - b. The Administrator's responsibilities include but are not limited to administrative duties, financial management and Kindergarten Program support as outlined in the Administrator's job description.
  - c. The Administrator will ensure that all requirements set by Alberta Education are met in a timely and efficient manner.
  - d. The Administrator is responsible for informing the Teacher if they are going to be absent for short periods, and the DCKS President for longer periods; and for arranging alternate hours.
  - e. The Administrator will ensure that the duties and responsibilities of each Parent Council position are met.
4. Contract, Salary and Benefits:
  - a. A Contract of Employment will be reviewed annually by both parties.
  - b. An offer of employment may be provided to staff in June stating the DCKS's commitment to hire, and salary.
  - c. The Kindergarten Program budget is constrained by its annual enrollment and the rate of funding it receives. Salary rates are based on the collective agreement between the Calgary Board of Education and the Staff Association.

- d. Three copies of the Contract of Employment will be signed by the Administrator, DCKS President and Treasurer. One copy is given to the Administrator , one copy is kept by the Treasurer and one copy is kept on file in the Kindergarten office.
  - e. The Administrator's contract will outline the duration of the agreement, method of termination, hours of work, rate and method of payment for services, and benefits.
5. Termination:
- a. If the Contract of Employment is terminated early by the DCKS without cause, a severance package, as defined in the Contract of Employment may be considered.
  - b. Letters of Reference may be provided by the DCKS president or Parent Council Chairperson upon request.
  - c. During the term of the contract the Administrator will receive or give 30 days written notice of termination of the contract.
  - d. Adequate documentation from the DCKS must support notice to terminate the Administrator's contract.

## **1.6.4 PERSONNEL - CONDITIONS OF EMPLOYMENT: CLASSROOM AIDES**

### **Policy 1.6 – Personnel - Conditions of Employment: Classroom Aides**

**The terms and conditions of employment will be outlined to provide a clear understanding of qualifications and the expectations of both employer and employee.**

#### **1.6.4.1 PROCEDURES:**

1. Hiring of Classroom Aides will be based on the Kindergarten Program needs for the year and will be reviewed annually.
2. Education, previous experience and knowledge related to the position will be taken into account when selecting candidates.
3. A contract will outline the duration of the agreement, termination, rate of pay, method of pay, duties and responsibilities, and will be signed by the DCKS President, Treasurer and the staff member.

## **1.6.5 PERSONNEL – BENEFITS: STAFF**

### **Policy 1.7 – Personnel - Benefits: Staff**

**Benefits will meet government requirements and act as a further form of compensation to enhance the working environment, and as an incentive for the staff to continue to develop their professional skills.**

#### **1.6.5.1 GUIDELINES:**

1. Knowledge of current government requirements (e.g., source deductions) must be maintained.
2. Optional benefits may be prescribed to encourage professional growth and development of teaching staff.
3. Benefits apply to all staff.

#### **1.6.5.2 PROCEDURES:**

1. Deductions at Source
  - a. Deductions calculated by the Administrator will be made from salaries for Canada Pension Plan, Unemployment Insurance and Income Tax.
  - b. These deductions at source will be forwarded to Revenue Canada.
2. Sick Leave
  - a. Sick leave will be granted to staff in accordance with the terms of their respective contracts.
3. Compassionate Leave
  - a. Compassionate leave will be granted to the Teacher or Administrator in accordance with the terms of their respective contracts, in the event of serious injury, critical illness or death of a near relative such as a spouse, child, sibling, or parents.
4. Maternity Leave
  - a. Maternity leave will be granted to the Teacher as provided under the Employment Standards Act.
5. Other Leaves with Pay
  - a. Leave with pay for reasons other than those outlined, may be granted at the discretion of the DCKS.
6. Health Spending Allowance

- a. In lieu of a group health and dental plan, the DCKS may provide staff with a health spending allowance, in accordance with the amounts identified in their respective contracts.
7. Leave of Absence
- a. A leave of absence may be granted during the school year at the discretion of the DCKS.
  - b. A Teacher requesting a leave of absence for one program year may be considered for employment after one year.
8. Professional Development:
- a. Membership fees in professional organizations may be paid.
  - b. Registration fee for Early Childhood Education Council (ECEC) and Teacher's Convention may be paid.
  - c. Reimbursement for registration and attendance at workshops identified to be of benefit to the professional development of the staff and/or the program will be considered.
  - d. Teachers are expected to attend Professional Development days organized by Calgary Regional Early Childhood Teachers Association (CRECTA).
9. Worker's Compensation
- a. Teachers, the Administrator, Classroom Aides and persons providing services contracted by the Kindergarten Program are covered by Worker's Compensation.

## **1.6.6 PERSONNEL - TEACHER GROWTH, SUPERVISION AND EVALUATION**

### **Policy 1.8 – Personnel - Teacher Growth, Supervision and Evaluation**

**The DCKS and Teacher must work together to achieve the teaching quality standard.**

#### **1.6.6.1 GUIDELINES:**

1. The Teacher Growth, Supervision and Evaluation Policy aims to ensure that the Teacher's actions, judgments and decisions are in the best interests of the students and support optimum learning.
2. The Kindergarten Program is responsible for facilitating quality improvement through the Teacher's career-long learning.
3. Teacher evaluations must be conducted in an atmosphere of trust, confidence and support.

#### **1.6.6.2 PROCEDURES:**

1. Teacher Growth and Staff Development
  - a. The Teacher is responsible for completing an annual Teacher Professional Growth Plan (TPGP) during each school year, that:
    - i. Reflects goals and objectives based on an assessment of learning needs by the Teacher.
    - ii. Shows a demonstrable relationship to the teaching quality standard.
    - iii. Takes into consideration the education plans of the Government of Alberta and the DCKS.
  - b. A TPGP:
    - i. May be a component of a long-term, multi-year plan.
    - ii. May consist of a planned program of supervising a student teacher or mentoring a Teacher.
    - iii. May include attendance at professional development workshops arranged by the Calgary and Regional Early Childhood Teacher's Association (CRECTA), the Early Childhood Education Council's annual conference.
  - c. The TPGP must be submitted to the Administrator by June 30th of each year. The Administrator, in consultation with the Teacher, must find whether the Teacher has completed a TPGP that complies with Procedure 1, as above.

- d. Unless a Teacher agrees, the TPGP must not be part of the Teacher's evaluation process.
2. Teacher Supervision:
    - a. Provision for ongoing supervision of the Teacher will be the responsibility of the Administrator. This may include arranging for mentorship with a qualified teacher from the Calgary and Region Early Childhood Teacher's Association.
    - b. The mentor or other designated certified person will:
      - i. Provide support and guidance to teachers.
      - ii. Identify behaviors or practices of a teacher that for any reason may benefit from an evaluation.
  3. Teacher Evaluation:
    - a. The Administrator will observe and receive information from any source about the quality of teaching provided to the students.
    - b. This information will be discussed with the Teacher, and if deemed beneficial, provided to the mentor.
  4. Initiation:
    - a. The DCKS members may initiate an evaluation.
    - b. A Teacher may initiate an evaluation for certification purposes or to update his/her resume.
  5. Frequency of Evaluation:
    - a. New Teachers will be evaluated during the first year.
    - b. Tenured Teachers may have a formal written evaluation at the discretion of the DCKS or at the request of the Teacher.
  6. Notice of Evaluation:
    - a. Notice will be given prior to the evaluation and will include a mutually acceptable date and time.
    - b. A copy of evaluation criteria will be given each teacher.

## **1.6.7 PERSONNEL - EVALUATION OF STAFF OTHER THAN TEACHERS**

### **Policy 1.9 – Personnel - Evaluation of Staff Other Than Teachers**

**Staff other than teachers will be evaluated to ensure optimum performance of duties.**

#### **1.6.7.1 GUIDELINES:**

1. Evaluations will typically be informal, but may be formal.

#### **1.6.7.2 PROCEDURES:**

1. Administrator:
  - a. The Administrator may be evaluated by representative(s) of the DCKS, and/or representative(s) of the Parent Council, and/or the Teacher.
  - b. Evaluation will be based upon performance of duties as outlined in the job description.
  - c. A written report of the evaluation will be provided upon request or if a concern has been identified.
2. Classroom Aides:
  - a. Classroom Aides will be evaluated by the Teacher, and in conjunction with the Administrator if necessary.
  - b. Evaluation will be based on performance of duties as outlined in the letter of employment or job description, rapport with children, parents and other staff.
  - c. A written report will be available upon request or if a concern has been identified.



## **1.6.8 PERSONNEL - STAFF GRIEVANCES AND APPEALS**

### **Policy 1.11 – Personnel - Staff Grievances and Appeals**

**In order for the Kindergarten Program to operate at its optimum, there will be a means for airing staff grievances and resolution of employer/employee problems, including appeals related to evaluations.**

#### **1.6.8.1 GUIDELINES:**

1. Grievances will be brought to the attention of the Administrator or DCKS President.

#### **1.6.8.2 PROCEDURES:**

1. Every attempt will be made to resolve staff grievance by discussion.
2. Staff grievances should be resolved within the DCKS.
- 3.

## **2 PARENT COUNCIL**

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## 2.1 BACKGROUND

The Parent Council consists of parents/guardians/family members elected each year from the larger group of Kindergarten parents to be responsible for the annual Kindergarten Program. The Parent Council will operate within the framework of the DCKS, as outlined in the *Parent Council Responsibilities* section.

The close liaison existing between the Parent Council and the DCKS is essential for the smooth operation of the Kindergarten Program and to fulfill legal obligations of the Society.

## 2.2 PARENT COUNCIL MEMBERSHIP STRUCTURE AND PROTOCOLS

### 2.2.1.1 Membership

1. The Parent Council may be composed of the following (note that more than one position may be held by the same individual):
  - a. Chairperson
  - b. Vice Chairperson (Children's Events Coordinator)
  - c. Second Vice Chairperson (Parent Participation Coordinator)
  - d. Secretary
  - e. Registrar
  - f. Newsletter Editor
  - g. Fundraising Coordinator
  - h. Supplies Coordinator
  - i. Yearbook Editor
2. The Parent Council Executive is made up of the Chairperson, Vice Chairperson, Second Vice Chairperson, and Secretary.
3. The Teacher and Administrator are not members of Parent Council but do attend meetings as non-voting guests.
4. All Parent Council positions are voluntary.
5. Positions are filled from parents/guardians whose children are enrolled in the current year's program, however, positions, especially executive positions, may be filled by interested parents from previous years.
6. The opportunity to volunteer for Parent Council positions is given as early as at the time of registration. Vacant positions can be filled at any time during the school year as volunteers become available.
7. Position holders will receive a job description and responsibilities, calendar of events, etc.
8. A complete description of each position will be kept on file by the Administrator.
9. Each position holder will review and update their information binder before the final Parent Council meeting of the school year.
10. Formation of the following year's Parent Council is initiated by the Administrator.
11. An orientation meeting for new incoming parents is held in the spring prior to the new school year.
12. The incoming Parent Council members shall meet together in the spring, following the new parent orientation.

13. General program coordination is shared amongst the Parent Council Executive together with the Administrator.

#### **2.2.1.2 Signing Authority**

1. All legal documents will be signed by the designated DCKS officers as required by Alberta Education.
2. Signing authority will be shared with the Parent Council Chairperson, the DCKS Administrator and any designated DCKS members. The outgoing Chairperson may be asked to retain signing authority until signing authority can be assigned to the incoming Chairperson.
3. Transfer of signing authority must be made as a motion and recorded in the minutes of the meeting.

#### **2.2.1.3 Meetings**

1. Parent Council meetings will be held monthly during the school year, with meetings open to all parents/guardians/family members in the Kindergarten Program.
2. Parent Council will follow Robert's Rules of Order for fair and orderly meetings to ensure an efficient and effective decision-making process.
3. Special meetings may be called by the Chairperson as necessary.
4. Each council position will have one vote, except for the Chairperson who may only vote to cast a tie-breaking vote. Motions may be made by any member of the council.
5. A quorum will comprise a majority of the council members. If a quorum is unavailable the Chairperson or delegate may conduct a member by member vote by contacting all absent council members, providing the motions and receiving a verbal or electronic (email/text) vote, the results of which will be recorded in the minutes of the next regular meeting.
6. The minutes of the previous meeting will be distributed to the council members by the Secretary one week prior to the council meeting.
7. The agenda for the regular monthly meeting may be posted as early as one week prior to the meeting.
8. Two copies of the approved minutes are filed with both the secretary and the Administrator.

## 2.3 PARENT COUNCIL RESPONSIBILITIES

### Policy 2.1 – Parent Council Responsibilities

Parent Council will participate in Kindergarten Program planning, consultation, evaluation and communication.

#### 2.3.1.1 Procedures:

1. Parent Council will participate in planning and implementing:
  - a. The Kindergarten Program's yearly goals that support core beliefs, mission or vision.
  - b. Parent Council Budget allocations, as set by the DCKS and Administrator.
2. Parent Council will facilitate communication, such as:
  - a. Involve the kindergarten community in important decisions (through newsletters, bulletin boards, surveys, forums).
  - b. Ensure parents, Teacher, and Classroom Aide are working in partnership to enhance student learning (classroom newsletters, classroom meetings, student planners).
  - c. Provide time for committee, community or municipal reports at council meetings.
  - d. Share information with other kindergarten programs.
  - e. Network with other kindergarten parent councils.
  - f. Liaise with the DCKS.
    - i. The Parent Council Chairperson or designated representative will be encouraged to attend all DCKS meetings to maintain communication and support.
    - ii. The Parent Council Chairperson is a non-voting member of the DCKS, and acts as liaison.
    - iii. Concerns will be brought to the attention of the DCKS President by the Parent Council Chairperson or the Administrator, when necessary.
3. General program coordination is shared between the Parent Council Chairperson, First Vice Chairperson, Second Vice Chairperson, Secretary and the Administrator.
4. Parent Council is involved with decision-making:
  - a. The Parent Council Executive is responsible for minor decisions ensuring smooth operation of the yearly program and the Parent Council discretionary budget.

- b. Parent Council is responsible for gathering information necessary for effective decision-making.
  - c. Decisions will be made at monthly Parent Council meetings.
  - d. Decisions made by the Executive will be presented to the general Parent Council members for ratification, either at the regular meetings or by telephone/email/text when necessary.
5. When necessary, Parent Council may strike committees as required to gather information or deal with elements of the Kindergarten Program that do not fall under the normal duties of members of the council or staff.
  6. The outgoing Parent Council is responsible for completion of its Program year.
  7. General Program records will be filed by the Administrator.

## **3 KINDERGARTEN PROGRAM**

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## 3.1 BACKGROUND

The Dalhousie Community Kindergarten Program is an education program for kindergarten (and sometimes those students not funded by the government, also known as non-funded kindergarten) students. The Kindergarten Program is operated by the Dalhousie Community Kindergarten Society (DCKS) and managed by the Parent Council. The Kindergarten Program is monitored, evaluated and funded by Alberta Education, and adheres to Alberta Education's guidelines, curriculum, and requirements.

The aim of the Kindergarten Program is to provide organized, high-quality, and effective instruction.

## 3.2 KINDERGARTEN PROGRAM STRUCTURE

### 3.2.1.1 Management

1. The Kindergarten Program is operated and governed by the Dalhousie Community Kindergarten Society (DCKS). The DCKS delegates responsibility for general program oversight to the Kindergarten Parent Council. Administrative and teaching responsibilities for the Kindergarten Program are carried out by DCKS staff.

### 3.2.1.2 DCKS Staff

1. Responsibilities of the DCKS staff are listed in the *Personnel* section.

## 3.3 PROGRAM RENEWAL

### Policy 3.1 – Program Renewal

To ensure continuation of Kindergarten funding, the appropriate documents will be submitted to Alberta Education by the required dates.

#### 3.3.1.1 Procedures:

1. The Administrator will ensure that necessary documents are completed and submitted to Alberta Education as required.
2. Necessary documents may include (see below for more information):
  - a. Letter of Intent to Operate
  - b. Teacher Approval, including Certified Personnel Records
  - c. Society Approval
  - d. Student Registration/Request for Funding
  - e. Budget Report Form
  - f. Audited Financial Statement
3. Intent to Operate:
  - a. The Letter of Intent to Operate the Kindergarten Program will be completed and submitted by the Administrator to Alberta Education by the required date.
  - b. A copy of the Letter of Intent will be kept in the central file.
  - c. Alberta Education will be notified immediately in writing of any changes to information given in the Letter of Intent.
4. Teacher Approval:
  - a. Information to initiate teacher approval will be submitted to Alberta Education by the required date.
5. Facility Approval:
  - a. City of Calgary license is applied for annually by the Dalhousie Community Association.
  - b. Fire Inspections are conducted annually by the Dalhousie Community Association.
6. Society Approval:
  - a. The DCKS number is #50123 76512. The school code is 1386. The school jurisdiction code is 0209. These codes are set by Alberta Education.
  - b. Proof that the DCKS is in good standing may be requested. A certificate of incorporation is kept in the central file.

7. Student Registration/Request for Funding: Information on student registration as of September 30<sup>th</sup> is submitted by the Administrator to Alberta Education.
8. Budget Report Form, Audited Financial Form: see Fiscal Operations (Section 4.2).
9. A copy of all necessary documentation will be kept on file.
- 10.

## 3.4 REGISTRATION AND ORIENTATION

### Policy 3.2 – Registration and Orientation

The Kindergarten Program will be open to all families, not only those residing within the Dalhousie Community.

#### 3.4.1.1 Procedures:

1. Registration is typically carried out early in the calendar year.
2. Registration information will be advertised (see Section 3.5.2.1) throughout Dalhousie and neighbouring communities.
3. General program information will be provided to parents of all registrants at the time of registration.
4. Information gathered at registration will be reviewed by the Teacher and Administrator to assess individual and special needs of children and their families.
5. The Administrator will contact parents in the spring to arrange a mandatory Parent Information Meeting.
6. In late August the Parent Participation Coordinator or the Administrator will make contact with each family to welcome them to the Kindergarten Program and confirm commencement arrangements.
7. In late August, the Teacher will contact all registered families to arrange for a home visit to both familiarize the students with the Teacher, as a form of orientation, and to help the Teacher with evaluation of the students.

## 3.5 COMMUNICATION

### **3.5.1 COMMUNICATION - WITH PARTICIPATING FAMILIES**

#### **Policy 3.3 – Communication with Participating Families**

**The Kindergarten Program will maintain open communication with the general parent body to ensure smooth operation of all activities and to meet the needs of the families.**

##### **3.5.1.1 Procedures:**

1. An information package will be handed out to parents prior to their child(ren) commencing the program.
2. A newsletter will be published monthly to inform parents of upcoming events and to report on past events.
3. The Parent Participation Coordinator will keep in contact with all families to ensure all concerns are brought to the attention of the Parent Council.

## **3.5.2 COMMUNICATION - WITH OUTSIDE AGENTS**

### **Policy 3.4 – Communication with Outside Agents**

**All lines of communication will be kept open for exchange of information and general support.**

#### **3.5.2.1 Procedures:**

1. Other schools/pre-schools:
  - a. The Administrator will maintain open liaison with all area schools and pre-schools.
2. Kindergarten Program information may be circulated via appropriate community publications.
3. Advertising:
  - a. Registration and Kindergarten Program information will be advertised through various means throughout Dalhousie and neighbouring communities to maintain public awareness of the Kindergarten Program.
4. Other:
  - a. Other services and resource personnel may be contacted for the purpose of program advice or enrichment.
  - b. Memberships in other organizations will be reviewed annually and maintained as necessary.



## 3.6 PHYSICAL AND CLASSROOM PARAMETERS

### Policy 3.5 – Physical and Classroom Parameters

To provide the best physical environment practicable in an effort to generate a pleasant atmosphere conducive to achieving the Kindergarten Program goals and objectives.

#### 3.6.1.1 Guidelines:

1. The physical parameters of the Kindergarten Program include: the building in which the Program operates, the playground areas adjacent to the building, the classroom furnishings and the supplies required to support the delivery of the Program.
2. Duties and responsibilities must be clearly allocated in a manner that will enhance efficiency, consider finances and provide a safe, appealing and reliable classroom environment.
3. The goal of responding to the needs of the participants may be constrained by factors such as finance, government regulations, etc.

#### 3.6.1.2 Procedures:

1. Constraints:
  - a. The Dalhousie Community Kindergarten operates from the Community Centre site at 5432 Dalhart Rd. NW, Calgary, Alberta T3A 1V6.
  - b. The building site is owned and maintained by the Dalhousie Community Association (DCA). A rental agreement between the Kindergarten Program and the DCA is renewed annually.
  - c. Furniture, equipment and supplies within the classroom are the property of the Kindergarten Program.
  - d. The number of classes is decided by the DCKS after reviewing the number of registrants and financial considerations.
  - e. The preferred maximum number of students per class is 18. If deemed necessary, an exception may be made and the class size may be raised to 20.
  - f. If two or more classes are warranted, the aim will be to have classes of equal size.
  - g. Children with special education needs may count as two spaces when considering equality of class sizes for years when there are more than one class.
2. Purchasing Responsibility:

- a. Unless otherwise delegated, the responsibility for supplies will be delegated to the Supplies Coordinator who will coordinate purchases in a cost-effective manner. In addition, the Teacher, Classroom Aide or Administrator may purchase supplies as needed.
  - b. Receipts are submitted to the Administrator for reimbursement.
  - c. Purchasing for special functions will be as assigned under job descriptions or as delegated by the Parent Council.
  - d. Invoices will be submitted to the Administrator for reimbursement, as necessary.
3. Maintenance:
- a. The Supplies Coordinator or Administrator will organize committees for the maintenance and cleaning of toys, materials, and furniture at Christmas and at year-end.
  - b. The Administrator will consult with the teacher at the end of the year to determine repairs required prior to the next school year.
  - c. The DCA is responsible for janitorial services in the Kindergarten classroom.
4. Inventory:
- a. An inventory of supplies, equipment, and books will be conducted annually in the spring.
5. Security:
- a. Keys to the classroom and office will be issued to the Administrator and Teacher, as well as the Classroom Aide, if applicable.
  - b. The Administrator is responsible for collecting and distributing keys.
  - c. The DCKS President will be issued a key to the office.

## 3.7 TIME PARAMETERS

### Policy 3.6 – Time Parameters

The Kindergarten Program calendar and class times will be set to meet or exceed the minimum requirements of Alberta Education.

#### 3.7.1.1 Guidelines:

1. Current requirements of Alberta Education are 475 program hours per year. *Program hours* refers to actual instructional time. Holidays, professional days and organizational days are not included.

#### 3.7.1.2 Procedures:

1. Length of Program year:
  - a. The length of the Program year is determined by the Administrator in consultation with the Teacher. Typically the school term runs from September to June.
  - b. Statutory holidays, Christmas and spring breaks follow those set by the Calgary Board of Education.
  - c. Professional development days are set by the Calgary and Regional Early Childhood Teachers' Association. Additional professional development days may be set in conjunction with the Calgary City Teachers' Convention or the Early Childhood Education Council Conference.
  - d. Organizational days are set by the Teacher.
2. Hours of operation:
  - a. Hours will be set by the Administrator in consultation with Parent Council and the Teacher.
  - b. Hours of operation will be reviewed annually by the Parent Council and the Teacher and may vary slightly according to the needs of families and the Teacher.
  - c. Confirmation of classroom hours will be given at the Spring Orientation.

## 3.8 CONCERNS AND GRIEVANCES

### Policy 3.7 – Concerns and Grievances

All participants in the Kindergarten Program have access to a line of communication through which concerns and grievances about the Program or its members may be addressed.

#### 3.8.1.1 Procedures:

1. Every effort should be made to follow the appropriate communication path to resolve any areas of concerns:
  - a. Child, classroom, and Kindergarten Program concerns should first be raised with the Teacher, and if unresolved, then with the Administrator.
  - b. Concerns with the Parent Council should be first raised with the Parent Council Executive, and if necessary, discussed at Parent Council meetings. If unresolved, these concerns can be raised with the Administrator.
2. If desired, DCKS Staff may bring concerns and/or grievances to the attention of any or all DCKS members.
3. Confidentiality may be requested.
4. DCKS members may discuss, address, and or come to a decision regarding the concern/grievance using a variety of communication methods.
5. If the complainant(s) disagree with the outcome of their concerns/grievances, a written request for a general meeting of the DCKS may be submitted to a DCKS member.
6. The DCKS will call a general meeting within ten days.
7. If more than one person is filing the same grievance, a spokesperson from within the group may be appointed to speak on behalf of the group.
8. All sides in the dispute shall be presented at the meeting. A pre-arranged time limit for presentations will be set before the date of the general meeting.
9. A majority decision of the general meeting will be binding. A simple majority of DCKS members present will constitute a majority.

## 3.9 INSTRUCTIONAL PLANNING

### Policy 3.8 – Instructional Planning

Development of the instructional plan will be based on analysis of the Kindergarten Program needs. The instructional plan will be consistent with Alberta Education’s Kindergarten goals and philosophies.

#### 3.9.1.1 Procedures:

1. The Teacher plays a major role in the development, design and evaluation of the instructional plan.
2. The Teacher and the Classroom Aide are responsible for the delivery of the instructional plan.
3. Interested incoming Parent Council members and DCKS staff will meet in June for setting priorities and initiating program planning, with consideration given to recommendations from the previous year.
4. DCKS staff will draft the theme plan for the upcoming kindergarten year. There may be meetings throughout the school year among DCKS staff to continually update the instructional plan.
5. The draft of the instructional plan will be presented in June to the incoming Parent Council for acceptance.
6. Organizational days will be used by the Teacher for ongoing instructional and program planning.
7. The Teacher will establish short- and long-term goals for the class.
8. Classroom activities will provide for continuity of instruction between subject areas.
9. The instructional plan will be available in the classroom to parents.
10. Instructional plans remain flexible and are open to suggestions and input from the Teacher and parents at all times.

## 3.10 PARENT PARTICIPATION

### Policy 3.9 – Parent Participation

The Kindergarten Program will provide opportunities for parents and families to be involved in the Kindergarten Program at various levels.

#### 3.10.1.1 Guidelines:

1. Parent participation has three basic aims:
  - a. To orient parents to the goals and philosophies of the Kindergarten Program.
  - b. To provide opportunities for all parents to participate in the Kindergarten Program so that the students can observe that their parents/guardians value education.
  - c. To provide family-oriented activities and parent-child activities.

#### 3.10.1.2 Procedures:

1. The Parent Council Second Vice-Chairperson will be responsible for coordinating parent participation.
2. Parent participation activities will be included in the instructional plan and attention will be given to ways parents can contribute to the Kindergarten Program.
3. Parents will be kept informed of Kindergarten Program plans and changes.
4. A parent visit to the classroom will take place early in autumn. Parents will be encouraged to come into the classroom with their child to an evening Open House. Time will be provided for questions and an informal chat with the Teacher.
5. Parents are encouraged to contact the Teacher, Administrator or Parent Council members with suggestions, questions and concerns as appropriate (see Section 3.8).
6. Consideration will be given to non-English speaking families.
7. Various parent-child or child-family activities may be arranged (e.g., activity night, gym night, skating party, family picnic, etc.)

## 3.11 PROGRAM ENRICHMENT WITH COMMUNITY RESOURCES

### Policy 3.10 – Program Enrichment with Community Resources

Community resources will be used to compliment and enrich the Kindergarten Program. Resource personnel will be used to assist in the planning and implementation of individual needs.

#### 3.11.1.1 Procedures:

1. Field trips and visitors (i.e., special events)
  - a. The First Vice-Chairperson will arrange for tours and special activities in the classroom.
  - b. The First Vice-Chairperson should consult the Teacher about scheduling special events.
  - c. The First Vice-Chairperson will book and confirm tours, buses, transport for resource persons, arrange payments, and gratuities with the assistance of the Administrator when required.
  - d. Transportation for out-of-class tours may be by chartered bus or car pool. If car pooling, children will be seated in the back seats **only** and be secured in an appropriate car seat/booster seat.
  - e. The First Vice-Chairperson will communicate to parents and ensure parental consent for these programs.
  - f. Information about special events and consent forms will be sent home at least one week prior to the special events.
  - g. Written consent from the parent or guardian is required to permit a child to attend a special event.
2. Skate, swim lessons, and other sports:
  - a. The First Vice-Chairperson is responsible for ensuring lessons, including booking, payment, communicating information to parents and Parent Council, and consent forms, are organized.
  - b. For the skating and swimming lessons, the Second Vice-Chairperson will assist in scheduling extra parental help needed, such as drivers or help in the change rooms, for smooth running of these lessons.
3. Resource personnel: Resource agencies and personnel may be contacted by the Teacher or Administrator to assist in assessments or individual program planning and implementation for children with special needs.
4. Other programs:

- a. Photograph sessions may be arranged by the Administrator.
- b. Community Health nurses may contact the Kindergarten Program to arrange classroom visits.



## 3.12 CONTINGENCY PLANS

### Policy 3.11 – Contingency Plans

To ensure safety and a smooth operation, contingency plans will be developed to deal with emergency scenarios and abnormal circumstances.

#### 3.12.1.1 Procedures:

1. General:
  - a. The DCKS, with the assistance of its staff, will be responsible for developing and updating contingency plans.
  - b. Information regarding contingency plans may be posted in the school, sent home by note or newsletter or included in the information package at the beginning of the school year.
  - c. At the beginning of the school year the Second Vice-Chairperson will establish a class emergency phone fan-out system and distribute to all parents.
  - d. Parents will provide the Kindergarten Program with updated phone numbers (home, cell, work, caregivers, emergency contact, etc.).
  - e. Children are required to wear footwear in the classroom at all times.
  - f. Parents/guardians will provide information as to the student's method of transportation to and from school, including who will be dropping off and picking up.
2. Evacuation and Lockdown:
  - a. Classroom evacuation procedures are posted at each classroom exit.
  - b. Once developed, in coordination with the Dalhousie Community Association, lockdown procedures will be posted in the classroom.
  - c. Evacuation and lockdown drills will be practiced with the children.
  - d. Plans will be reviewed at the beginning of each school year.
3. Cancellation of Classes:
  - a. To avoid problems in meeting required program hours, classes will not typically be cancelled on days with inclement weather.
  - b. Classes and/or related activities may be cancelled on days with inclement weather if schools are closed by the Calgary Public and Separate school boards.
  - c. In severe weather conditions, students will be kept indoors until they are picked up by their parent or guardian.

- d. Classes may be cancelled in the event of loss of heat, power, or water to the building.
  - e. Cancellation of classes is at the discretion of the Teacher.
  - f. The emergency phone fan-out system will be used in the event of a class cancellation.
4. Absences and Late Arrivals:
- a. Parents/guardians are requested to inform the Teacher if the child is to be absent.
  - b. Calls may be made by the Classroom Aide, Administrator, or Teacher to determine the reason for a late arrival / unreported absenteeism of a student.
5. Late Departures:
- a. Any changes in after-class arrangements must be confirmed by the parent, either in writing or by phone.
  - b. If a child is still at school 30 minutes following the end of class time, the parent/guardian or an emergency contact will be contacted.
  - c. The Teacher will be responsible for children if there has been no contact with the student's parent/guardian 30 minutes following the end of class time.
  - d. The Department of Social Services may be called at the discretion of the Teacher and/or Administrator.
6. Access and Guardianship
- a. In the event of a court-appointed custodial arrangement, the Kindergarten Program requires a current true copy of the order governing the custody/access of a registered student to be kept on the child's file at school. It is the custodial parent's responsibility to see that the Kindergarten Program has the most recent order governing the custody/access of the student. If the Kindergarten Program is not provided with a copy of an existing custody order, the Kindergarten Program will be at liberty to deal with both parents equally.
  - b. In the event of non-compliance of the order governing the custody/access of a registered student while said student is in the care of the Kindergarten Program, the Department of Social Services or the appropriate agency may be called at the discretion of the Teacher.

## 3.13 EVALUATION OF INSTRUCTIONAL PLANS

### Policy 3.12 – Evaluation of Instructional Plans

Formal and informal evaluations will be carried out to provide feedback about the Kindergarten Program to facilitate planning and changes necessary to ensure the provision of a high standard Kindergarten Program.

#### 3.13.1.1 Procedures:

1. General:
  - a. Responsibility for program evaluation will rest primarily with the Administrator.
  - b. As much as the evaluation is done on an informal basis, the Teacher, and Parent Council also play an important role in program evaluation.
2. Formal Evaluation:
  - a. Formal evaluations will be done near year end.
  - b. All parents will be given the opportunity to evaluate the program.
  - c. Parent Council may determine the evaluation format, areas to be assessed, etc..
  - d. Evaluation results will be reviewed by DCKS staff. Parent Council may determine its involvement with evaluation review and follow-up.
  - e. A copy of the evaluation results will be filed by the Administrator.
3. Informal Evaluation:
  - a. Informal evaluations may be carried out by the Second Vice-Chairperson and/or the Teacher, as necessary.
  - b. Feedback from parents is always encouraged.
  - c. First and Second Vice-Chairperson may meet informally to discuss ideas and concerns.
4. Evaluation by the Teacher:
  - a. The Teacher will continually evaluate the classroom program.
  - b. Opportunity will be provided for the Teacher to evaluate the overall Kindergarten Program and the functioning of the Parent Council.
5. Evaluation by Alberta Education:
  - a. The Kindergarten Program may be monitored by Alberta Education.
  - b. From time to time, the Kindergarten Program may request to be evaluated, in cooperation with representatives from the Calgary Regional Office of Education.

## 3.14 TRANSITION TO GRADE ONE

### **Policy 3.13 – Transition to Grade One**

**The Kindergarten Program will make every attempt to ensure continuity of learning experiences for children moving from Kindergarten to Grade One.**

#### **3.14.1.1 Procedures:**

1. Elementary Program of Studies and Curriculum guides will be available to Kindergarten Teachers for reference.
2. The Teacher may meet with the Grade One Teachers in the spring to discuss expectations and to set goals.
3. Student records will be forwarded to feeder schools upon request.
4. Kindergarten Program information will be provided and open communication will be maintained between the Program and all feeder schools.

# 3.15 STUDENT ENROLMENT

## 3.15.1 STUDENT ENROLMENT - ENTRANCE PROCEDURES

### Policy 3.14 – Student Enrolment

Entrance procedures will be designed to conform to provincial guidelines and to meet the needs of families in the community.

#### 3.15.1.1 Procedures:

1. The Administrator will be responsible for all registration documentation and for maintaining updated and accurate class lists.
2. Age:
  - a. To enter the Kindergarten Program for the school year beginning in September and be eligible for funding, a child must be five years old by the last day of the following February.
  - b. To enter the non-funded Kindergarten Program (colloquially known as “Junior Kindergarten”) a child must be at least four by September 1 of the current program year (see Section 3.15.2)
  - c. Proof of age is required at time of registration.
3. There are no boundary constraints for enrolment. Parents are responsible for arranging transportation to the school.
4. Registration:
  - a. Kindergarten registration for the coming year will begin in January or early February and will be ongoing.
  - b. Parents will be asked to provide information as required to maintain accurate records and assess the needs to be met for the coming year.
  - c. A non-refundable registration fee may be charged. No child will be excluded from the Kindergarten Program because of an inability to pay the fee.
  - d. Registration in two schools for the same program year is not permitted by Alberta Education.
  - e. Registration forms will be a source for information, such as the number of registrants and if there are children with special needs or allergies entering the Kindergarten Program.
5. Priority:
  - a. Class lists will be established on a first-come first-served basis up to  $\frac{3}{4}$  maximum class size. Children will then be given next preference and wait-listed if desired.

- b. Once a participant has been formally accepted by inclusion on the temporary class list and has been informed of acceptance, the child's priority of placement cannot be pre-empted.
  - c. Children returning to Kindergarten should be given placement of their choice if registered prior to school start-up.
  - d. Late registrants may be accepted if there is space available.
6. Class Size
- a. The preferred maximum number of students per class is 18. Up to two students may be added at the discretion of the Teacher, Administrator and/or the Registrar.
  - b. A wait-list for placement in a specific class may begin when registration for that class has reached  $\frac{3}{4}$  maximum class size.
  - c. Wait-listed children will be placed in the class of next preference.
  - d. Children on the wait-list will be moved as openings become available. However, in order to provide a Kindergarten Program of equal quality and effectiveness for each class the following factors may also be considered:
    - i. The aim will be to have classes of equal size.
    - ii. The aim will be toward equal male/female ratio.
  - e. The wait-list will be discontinued and classes set after one full week of regular classes. After this point in time, a child may be moved to another class at the discretion of the Administrator, the Teacher and the Registrar upon receipt of a written request form the child's parent/guardian.
7. Children with special needs:
- a. Children with special needs will be integrated into the Kindergarten Program.
  - b. A child who is eligible for Program Unit Funding may count as two spaces.
  - c. A child eligible for Program Unit Funding may be accepted into the Kindergarten Program at a maximum of two special needs child for each class.
    - i. The child's developmental level may be assessed, based on previous class experience, parent-Teacher consultation and Teacher assessment of the child.
    - ii. An in-class assessment period may be allowed.
  - d. If a family is providing an aide for their own child and the aide is unavailable to come, the family will be responsible to cover the costs for a substitute as approved by the Teacher/Administrator. If no substitute can be arranged the child should not attend class that day.
8. Introduction to the Kindergarten Program:

- a. Children are invited to visit the classroom in late May or early June prior to the start of the new school year.
- b. There may be a split entry on the first two days of school in September, with half of the class attending one of the days.
- c. The third day will be a full half-day for all students.



## **3.15.2 STUDENT ENROLMENT - CHILDREN NOT ACCESSING KINDERGARTEN FUNDING**

### **Policy 3.15 – Children not Accessing Kindergarten Funding**

**A child who is not accessing Kindergarten funding may, under certain conditions, be accepted into the Program.**

#### **3.15.2.1 Procedures:**

1. Criteria for consideration of acceptance are:
  - a. Availability of space
  - b. Reason for request
  - c. Maturity and ability of the child
  - d. Payment of monthly tuition set annually by the DCKS. Fees for our non-funded kindergarten program will be based on Alberta Education's funding schedule and will be set by the DCKS.
2. Children must be at least four years old by September 1 of the current school year to be considered for the non-funded kindergarten program.
3. Children who would be eligible for kindergarten funding, based upon their age (kindergarten-aged students) may register in the non-funded kindergarten program. These kindergarten-aged students are subject to the same conditions and fees as students who do not meet the age criteria for government funding (i.e., they are younger than 4.5 years of age on September 1).
4. The ratio for acceptance of students who are younger than 4.5 years of age on September 1 is one for every two kindergarten-aged students (i.e., up to one third of the class enrollment and no more than six students total could be those who could be younger than 4.5 years of age on September 1).
5. The child's developmental level is assessed on previous school experience, parent-Teacher consultation and Teacher assessment of the child.
6. Acceptance of each student into the non-funded program will be up to the discretion of the Teacher, and may involve an in-class assessment period.
7. A tuition fee will be set annually by the DCKS
8. Written notice of acceptance into the program and conditions of acceptance will be given to the parent/legal guardian.
9. Students in the non-funded kindergarten program will not be registered with Alberta Education.

### **3.15.3 STUDENT ENROLMENT - STUDENT EVALUATION**

#### **Policy 3.16 – Student Evaluation**

**Formal and informal evaluation of students on a regular and ongoing basis is required to assist the student to achieve a sense of dignity and self-worth, learn through play, and maintain and improve upon the comparable standards of the community at large.**

#### **3.15.3.1 Guidelines:**

1. Evaluation at the kindergarten age is partially subjective, with social and emotional development evaluated as well as academic.
2. The primary responsibility for the student evaluation process rests with the Teacher.
3. Assistance may be from the student's parents or a qualified outside agency upon the request of the parent and/or the Teacher.
4. Three types of evaluation will be provided for each child in the Kindergarten Program during the Kindergarten year: initial, ongoing and final:
  - a. Initial evaluation will:
    - i. Establish the past experiences and competencies of each child entering the Kindergarten Program.
    - ii. Determine the child's strengths and weaknesses, needs and interests in order to develop an appropriate program.
  - b. Ongoing evaluation will:
    - i. Monitor the progress of each student.
    - ii. Determine the effectiveness of specific lessons and the Kindergarten Program in general.
    - iii. Assure provision for the child's development and progression in all areas (social, emotional, physical, intellectual, and creative).
    - iv. Provide a basis for reporting to parents or resource personnel.
  - c. Final evaluation is the basis for:
    - i. Reporting on the development and acquired skills for each child.
    - ii. Making recommendations for future placement.

#### **3.15.3.2 Procedures:**

1. Initial Evaluation:
  - a. A needs assessment for the child will be filled out by the parents at the time of registration. This may include the child's personal background, records of previous school or day care, medical background, language(s) spoken, and

indicate the existence of any specific problems (academic, social, emotional and/or physical).

- b. A home visit by the Teacher may take place prior to beginning of classes.
2. Ongoing Evaluation:
    - a. The Teacher will maintain a file on each child which may include Teacher-designed checklists, anecdotal records, work samples, written summaries and a collection of student work (scrapbooks and files).
    - b. Formal testing may be through Teacher-designed tests or appropriate standardized tests.
    - c. Ongoing parent-Teacher contact is encouraged.
  3. Final Evaluation:
    - a. The Teacher will make recommendations for placement.
    - b. Recommendation for placement will be discussed with the parent as early as possible.
    - c. Written evaluations will be available upon request of the parent. Any written assessment and the records of each student will be kept by the Teacher for one year. This assessment may be passed on if requested by another school.
  4. Evaluation by Resource Agency:
    - a. Assessments by outside resource personnel may be done at the request of the Teacher in consultation with the parent or Administrator.
    - b. Assessment by outside resource personnel may be requested by the parent in consultation with the Teacher or Administrator.
    - c. Written consent of the parent will be obtained prior to testing by an outside agency.
    - d. Assessment reports will be directed to the Teacher.
    - e. The Teacher is responsible for discussing the assessment report with the parent.
  5. Evaluation of Special Needs Students:
    - a. Information gathering and testing of children should be done as early as possible to assist in identification of children with special needs.
    - b. Testing may be initiated by the Teacher and/or the parent.
    - c. Resource agencies and/or personnel may be used for identification and/or assessment.
    - d. Program planning is the responsibility of the Teacher with input from the parent and/or the Administrator and resource personnel as necessary.
    - e. An Individual Program Plan (IPP) will be developed to meet the needs of each child with special needs or each child eligible for Program Unit Funding (PUF).

- f. Periodic case conferences must be planned to assess the child's progress. These conferences should include the Teacher, resource personnel and parents.
  - g. An Individual Program Plan and progress reports for each child with special needs and/or each child eligible for Program Unit Funding will be kept on file by the Teacher.
  - h. An Individual Program Plan and progress reports for each child with special needs and/or each child eligible for Program Unit Funding will be kept on file by the Teacher.
6. Reporting:
- a. A report may be written or oral.
  - b. Written reports may be in the form of checklists, summary, collection of work, Teacher comments and observations.
  - c. Reports will indicate student progress in all developmental areas, and skills acquired or developing.
  - d. Reports will normally be sent home three times a year for kindergarten students and twice a year for non-funded kindergarten students.
  - e. Formal interviews, which a parent of each child will be requested to attend, will take place twice per school year – usually November and March/April, for kindergarten students, and January for non-funded kindergarten students - four to five days after receipt of reports.
  - f. Informal interviews will take place anytime during the school year as the need arises.
7. Student Records:
- a. Student records are confidential.
  - b. The Teacher and Administrator are responsible for maintaining student files. Storage of these files will be in a locked system.
  - c. A parent or legal guardian may have access to a student's file under the supervision of the Teacher.
  - d. Student reports may be forwarded to the receiving school if known. Objections of a parent to this procedure will be honoured.
  - e. Other records may be forwarded at the request of the school.
  - f. Written assessments and records of each student will normally be kept on file for seven years and then destroyed.
8. Retention Procedures:
- a. Recommendation for retention of a student in the Kindergarten Program will be based on the student's final evaluation by the Teacher.
  - b. Recommendation for retention will be discussed with the parents as early as possible.

- c. The final decision for retention will rest with the parent.
  - d. Information regarding the reason for retention of a *developmentally immature child* (age six as of September 1<sup>st</sup>) may be forwarded to the receiving school.
9. Appeals: Parents can appeal an evaluation by requesting an assessment by a qualified outside agency.
  10. Non-English Speaking Parents: Parents may be requested to provide an interpreter at the request of the Teacher.

3.15.3.2.1.1.1.1.1

## **4 FINANCIAL MANAGEMENT**

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## 4.1 BACKGROUND

Provincial Education Funding is available to approved Private Kindergarten Operators for providing Kindergarten programming.

The Dalhousie Community Kindergarten Society will access grants necessary to provide ongoing high quality programming, consistent with the goals and philosophies of Kindergarten.

Management of the yearly operational finances and decisions regarding overall financial management (grant applications, budgets, audits, trusts and reserves) are the responsibility of the Kindergarten Society. Parent Council manages an established budget for discretionary expenditures.

### 4.1.1.1

## 4.2 FISCAL OPERATIONS

### Policy 4.1 – Fiscal Operations

The fiscal operations of the Kindergarten Program will aim at providing sound financial management of funds to ensure provision of the necessities required to achieve the goals and objectives of the Program.

#### 4.2.1.1 Guidelines:

1. The DCKS is responsible for overall financial management, including trusts and reserves, audits, capital purchases, and major expenses.
2. The DCKS will delegate responsibility for financial management of an annual budget for discretionary expenditures to the Parent Council.
3. The Treasurer of the DCKS will review the monthly bank reconciliations, expenditures and receipts of funds of the Kindergarten.
4. The DCKS will ensure that all requirements set by Alberta Education are met.

#### 4.2.1.2 Procedures:

1. Receipt of Funds:
  - a. Alberta Education will forward grant payments to Dalhousie Community Kindergarten Society.
  - b. All funds received for the Kindergarten Program will be deposited via direct deposit to the Kindergarten regular chequing account.
  - c. There will be one primary chequing account for daily operations.
  - d. Other accounts may be opened by the DCKS to accommodate better management of funds (e.g., purchases of guaranteed investments to maximize interest) and to manage casino funds.
  - e. All monies received by the Administrator will be deposited directly into the Kindergarten account in a timely manner.



2. Signing Authority:
  - a. Signing authority for the regular chequing / operations account will be any two of the Administrator, DCKS President, DCKS Treasurer, or Parent Council Chair.
  - b. Signing authority for casino account will be any two of the Administrator, DCKS President, DCKS Treasurer and a fourth DCKS member.
  - c. Transfer of signing authority must be made as a motion at the Parent Council meeting and recorded in the minutes of the meeting.
  - d. Transfer of signing authority will normally be done for the June meeting and be effective as of September 1.
  - e. A letter of authority will be issued by the DCKS President and Treasurer to the bank and the bank forms are filled out according to the bank's procedures.
3. Fiscal Year:
  - a. The fiscal year, as designated by Alberta Education, is September 1 to August 31.
4. Annual Budget:
  - a. The Budget Report Form is completed by the Administrator and signed by the DCKS President and Treasurer. The form is then submitted to Alberta Education by November 30.
  - b. The budget must be approved by the DCKS prior to submission to Alberta Education.
5. Annual Audit:
  - a. If an audit is required by Alberta Education or the DCKS, it will be done by a professional accountant or a government approved auditor, on forms (Audited Financial Statement) provided by Alberta Education.
  - b. Appointment of Auditor will be approved by the DCKS at the Annual General Meeting.
  - c. The Audited Financial Statement must be signed by the DCKS President and Treasurer and submitted to Alberta Education by November 30.
  - d. The Treasurer is accountable to ensure the DCKS reviews and approves the audited financial statements of the organizations.

## 4.3 BASIC INSTRUCTIONAL GRANT

### Policy 4.2 – Basic Instructional Grant

The Dalhousie Community Kindergarten will meet all requirements necessary to be eligible to receive the Basic Instructional Grant.

#### 4.3.1.1 Guidelines:

1. Necessary documents will be completed and submitted by dates set by Alberta Education.
2. The program offered will be consistent with Alberta Education Guidelines.
3. Grant money will be received in installments, according to the Schools Grants Schedule.

#### 4.3.1.2 Procedures:

1. Requirements to be kept on file or submitted to Alberta Education include:
  - a. Facility approval
  - b. Teacher approval
  - c. Intent to Operate
  - d. Program Information
  - e. Budget Report Form
  - f. Audited Financial Statement
2. The above requirements are outlined in the *Program Renewal* policy.
3. The Basic Instructional Grant will be applied to cover the cost of all services and supplies required to maintain the Kindergarten Program.
4. Funds will be allocated in accordance with the approved Budget Report Form.

## 4.4 SPECIAL NEEDS/PROGRAM UNIT GRANT

### Policy 4.3 – Special Needs/Program Unit Grant

Alberta Education Funding may be accessed and used to provide individualized programming for children identified as being mild to moderate (Special Needs) or severely handicapped (Program Unit Funding).

#### 4.4.1.1 Guidelines:

1. The integration of *Special Needs* children is an important component of our Kindergarten Program.

#### 4.4.1.2 Procedures:

1. The Administrator will work with the related agency to access instructional grants.

## 4.5 OTHER REVENUE

### Policy 4.5 – Other Revenue

**Supplemental fees will be assessed depending upon the needs and budget requirements.**

#### 4.5.1.1 Guidelines:

1. Parents will be asked to share costs for some elements of the Program.

#### 4.5.1.2 Procedures:

1. A non-refundable registration fee will be set by the Parent Council and collected at registration.
2. Fees to cover costs of extra activities, skiing, swimming and skating will be collected by the Administrator.
3. A non-refundable program enhancement fee will be set annually by the DCKS and collected in advance for each child as a confirmation of registration.
4. A tuition fee for the Kindergarten Program will be set annually by the DCKS for program participants not eligible for the Basic Instructional Grant. Tuition will be based on Alberta Education's Funding Schedule.
5. A tuition fee for the non-funded Kindergarten Program will be set annually by the DCKS.
6. The Administrator will be responsible for collection, in the event of non-payment of fees. No child will be denied participation in the provincially-funded Kindergarten program or its activities because of family financial difficulties.
7. Fundraising activities will be considered by the Parent Council/DCKS if deemed necessary to fulfill budgetary obligations.

## 4.6 OPERATIONAL EXPENDITURES

### Policy 4.6 – Operational Expenditures

Financial decisions regarding operational expenditures will be made by the DCKS.

#### 4.6.1.1 Guidelines:

1. The DCKS will monitor operational expenditures.

#### 4.6.1.2 Procedures:

1. Facilities Costs:
  - a. The Kindergarten has a rental agreement with the Community Association for the use of its facilities.
  - b. The rental agreement will be reviewed annually by the DCKS.
2. Salaries:
  - a. Salaries will be paid as set out in the contracts.
  - b. Deductions, calculated by the Administrator, will be made from salaries for Canada Pension Plan, Unemployment Insurance and Income Tax.
  - c. These *deductions at source* will be forwarded to Revenue Canada, along with the matching employer contributions, on a monthly basis.
3. Operational Expenditures
  - a. Expenditures over \$500 will be approved in a motion by the DCKS prior to purchase.
  - b. Workshops, convention and Professional Day fees and expenses may be paid at the request of DCKS staff, in accordance with the Contract of Employment.
  - c. Gifts for donated services or special occasions may be considered, pursuant to the Honoraria Policy.
  - d. Authorized expenditures will be reimbursed upon submission of receipts to the Administrator.
  - e. A Cheque Requisition Form must accompany receipts for reimbursement of approved expenditures.
4. Fees Payable:
  - a. Memberships in Resource Organizations will be paid as required by the Kindergarten Program.
  - b. Professional fees for DCKS staff may be paid.
5. Parent Council:

- a. The DCKS Treasurer will provide the new Parent Council with a proposed budget for discretionary expenditures for the coming year.

## 4.7 HONORARIA

### Policy 4.7 – Honoraria

Honoraria expenditures may be made by the DCKS.

#### 4.7.1.1 Guidelines:

1. The DCKS may offer an honorarium (see definition below) on a special or non-routine basis to recognize or acknowledge the contribution of gratuitous services to the Kindergarten Program.

#### 4.7.1.2 Procedures:

1. Honoraria may only be given to an individual who is not a DCKS employee (an employee may be eligible to receive a stipend for specified services and would be subject to any taxation consequences).
2. Honoraria are not based on an agreed amount between the individual providing services and the DCKS representative seeking services.
3. Honorarium payments may be in the form of cash, gift or gift cards. Travel expenses may be reimbursed or paid directly on behalf of the guest.
4. The Administrator may authorize amounts up to \$100.00. The DCKS Treasurer may authorize amounts up to \$300.00. Amounts over \$300.00 and up to \$500.00 require authorization of the DCKS Board.
5. Payments to an individual in a given year are limited to \$500.00 in total (the Canada Revenue Agency regulations state that honoraria exceeding \$500.00 cumulatively in one calendar year are to be considered a taxable benefit and DCKS would need to prepare a T4A on behalf of that individual).
6. An honorarium is not appropriate if the DCKS is obtaining the services of a consultant who performs the requested service for a living.
7. Conflict of interest or engagements with related parties must be disclosed. Related parties are those related by blood or marriage to employees or DCKS Board members.
8. In order to process an honorarium, a *Request For Honorarium* must be completed by the Administrator providing the following information and signed by all parties:
  - a. Name of the honoree
  - b. Mailing address of the honoree
  - c. Purpose of the honorarium
  - d. Date of engagement
  - e. Effort being recognized

- f. Amount offered
- g. Conflict of interest/related party disclosure
- h. Date of DCKS Board vote and approval (for amounts over \$300.00)

**4.7.1.3 DEFINITION:**

**Honorarium:** an ex gratia payment made on a special or non-routine basis to a person for their services in a volunteer capacity or for services for which fees are not traditionally required.

9.



## 4.8 AMORTIZATION

### Policy 4.8 – Amortization

**Expenditures for all items that fit in the definitions of capital asset will be capitalized. All capital assets will initially be recorded at cost, except donated assets that will be recorded at fair market value. Amortization will be recorded over the capital asset's useful life, using the straight-line method.**

#### 4.8.1.1 Guidelines:

1. A capital asset is an item that possesses the following characteristics:
  - a. Has a life expectancy of more than one year under normal use.
  - b. Is a unit or system costing \$400.00 or more at date of purchase.
  - c. Has an identity which does not change with use.
  - d. Is not intended for sale in the ordinary course of business.
2. This policy defines capital assets and establishes the accounting procedures associated with the recognition and accounting of these assets over their expected useful lives. This policy applies to all acquisitions made by the Program; however, some exceptions may be necessary to comply with requirements of externally restricted funds.

#### 4.8.1.2 Procedures:

1. The DCKS values its capital assets at cost (\$400+) and amortizes furniture and equipment at the following rates:
  - a. Office furniture and other equipment – seven year straight line method
  - b. School furniture and other equipment – seven year straight line method
  - c. Computer equipment – three year straight line method

## 4.9 ACCOUNTING AND REPORTING TO DCKS AND PARENT COUNCIL

### Policy 4.9 – Accounting and Reporting to Parent Council Board

Accounting and reporting will be done in a manner that ensures the Parent Council and DCKS boards are kept informed, that records are accurate and available, and that Provincial regulations are met.

#### 4.9.1.1 Guidelines:

1. The Administrator will be responsible for accounting and reporting as outlined in the job description.
2. The DCKS Treasurer is accountable to ensure the DCKS receives financial statements on a regular basis and is informed of the financial status of the organization.

#### 4.9.1.2 Procedures:

1. Accounting:
  - a. The Administrator keeps an accurate record of income and expenditures, and all related documents, such as contracts, inventory, and insurance.
  - b. Reconciliation of all accounts are done on a monthly basis by the Administrator.
  - c. The Administrator reports monthly bank balances to the Parent Council at the monthly Parent Council meeting, and at DCKS meetings. Reconciled accounts are reviewed by the DCKS Treasurer.
  - d. The Administrator will provide an updated statement of operations at the monthly Parent Council meetings and at DCKS meetings.
  - e. Accounting records will be kept for any legal requirements that may apply.

## 5 REVISION TABLE

Date	Author	Section	Edit (see yellow highlight)
May 28, 2017	Lisa Zaplachinski	First page	Changed “Revised 2015” to “Revised May 2017”
May 28, 2017	Lisa Zaplachinski	3.1	Changed first sentence from “The Dalhousie Community Kindergarten Program is an education program for kindergarten (and sometimes junior kindergarten) students.” to “The Dalhousie Community Kindergarten Program is an education program for kindergarten (and sometimes those students not funded by the government, also known as non-funded kindergarten) students.”
May 28, 2017	Lisa Zaplachinski	3.15.1.1, bullet 2. b.	Changed “To enter the Junior Kindergarten Program (non-funded) a child must be at least four by September 1 of the current program year (see Section 3.15.2)” to “To enter the non-funded Kindergarten Program (colloquially known as “Junior Kindergarten”) a child must be at least four by September 1 of the current program year (see Section 3.15.2).”
May 28, 2017	Lisa Zaplachinski	3.15.2.1, bullet 1. d.	Changed “Fees for kindergarten will be based on Alberta Education’s funding schedule. Fees for junior kindergarten will be set by the DCKS” to “Fees for our non-funded kindergarten program will be based on Alberta Education’s funding schedule and will be set by the DCKS”.
May 28, 2017	Lisa Zaplachinski	3.15.2.1, bullet 2.	Changed “Children must be at least four years old by September 1 of the current school year to be considered for the junior kindergarten (JK) program” to “Children must be at least four years old by September 1 of the current school year to be considered for the non-funded kindergarten program.”
May 28, 2017	Lisa Zaplachinski	3.15.2.1, bullet 3.	Changed “Children eligible for kindergarten may register in the JK program. These kindergarten-aged JK students are subject to the same conditions and fees as junior kindergarten-aged students.” to “Children who would be eligible for kindergarten funding, based upon their age (kindergarten-aged students) may register in the non-funded kindergarten program. These kindergarten-aged students are subject to the same conditions and fees as students who do not meet the age criteria for government funding (i.e., they are younger than 4.5 years of age on September 1).”

May 28, 2017	Lisa Zaplachinski	3.15.2.1, bullet 4.	Changed “The ratio for junior kindergarten-aged placement is one for every two kindergarten-aged students (i.e., up to one third of the class enrollment junior-kindergarten-aged).” to “The ratio for acceptance of students who are younger than 4.5 years of age on September 1 is one for every two kindergarten-aged students (i.e., up to one third of the class enrollment and no more than six students total could be those who could be younger than 4.5 years of age on September 1).”
May 28, 2017	Lisa Zaplachinski	3.15.2.1, bullet 6.	Changed “Acceptance of each junior kindergarten student into the program will be up to the discretion of the Teacher...” to “Acceptance of each student into the non-funded program will be up to the discretion of the Teacher...”
May 28, 2017	Lisa Zaplachinski	3.15.2.2, bullet 9.	Changed “Students in the junior kindergarten program will not be registered with Alberta Education.” to “Students in the non-funded kindergarten program will not be registered with Alberta Education”.
May 28, 2017	Lisa Zaplachinski	3.15.3.2, bullet 6. d.	Changed “Reports will normally be sent home three times a year for kindergarten students and twice a year for junior kindergarten students” to “Reports will normally be sent home three times a year for kindergarten students and twice a year for non-funded kindergarten students.”
May 28, 2017	Lisa Zaplachinski	3.15.3.2, bullet 6. e.	Changed “Formal interviews, which a parent of each child will be requested to attend, will take place twice per school year – usually November and March/April, for kindergarten students, and January for junior kindergarten students - four to five days after receipt of reports” to “Formal interviews, which a parent of each child will be requested to attend, will take place twice per school year – usually November and March/April, for kindergarten students, and January for non-funded kindergarten students - four to five days after receipt of reports.”
May 28, 2017	Lisa Zaplachinski	4.5.1.2, bullet 5.	Changed “A tuition fee for the Junior Kindergarten Program will be set annually by the DCKS” to “A tuition fee for the non-funded Kindergarten Program will be set annually by the DCKS”.