



Head Start/Early Head Start Annual Report 2022-2023



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Message From Our Board of Directors

The Board of Directors is very proud of the Kai Ming program accomplishments during the past service year, 2022-2023. The past year saw Kai Ming make several program adjustments and enjoy increased support from our Federal and State partners.

A significant program adjustment that occurred this past year was the addition of a Home-Based program and the conversion of several classrooms from traditional Head Start (ages 3-5) to Early Head Start (EHS) to serve more infants/toddlers. For these program changes to be successful, the Executive Director initiated program restructuring, and to assist that effort, hired an expert consultant to implement team building and coaching. Kai Ming has grown, making it imperative to adjust the structure of the organization in a way that the Centers are supported and that the roles and responsibilities of the central office managers are well defined to accomplish program objectives.

The success of Kai Ming has been recognized by our Federal and State partners, as evidenced by continued and increased funding and the successful completion of program monitoring evaluations. The Office of Head Start (OHS) notified us that our program is eligible for a non-competitive 5-year grant award to operate the HS & EHS program. Our State Application for both Preschool and Infants/Toddlers was awarded. The San Francisco Department of Early Childhood (DEC) approved our receipt of Early Educator Support Grant through Prop C in order to increase teacher salaries. The State Preschool CCTR Program Monitor Review was conducted in April with no negative findings.

The Board wishes to express its appreciation to the Kai Ming Administration and Staff. Together, we are planning a celebration and retrospective on our 50th anniversary in 2025. We on the Board take our oversight responsibilities seriously, and are delighted to present this Annual Report that amply demonstrates the competence and care by which the Head Start trust is discharged.

A handwritten signature in black ink that reads "Larry Vitale". The signature is written in a cursive, flowing style.

Larry Vitale

Board of Directors Chairperson

Message From Our Executive Director

Dear Friends,

We are happy to share our 2022-2023 Annual Public Report. While the pandemic has not gone away, we have had the opportunity to resume even more services during the program year. We continue to adapt to changes that may occur to ensure we continue to serve you, our families, and our community.

Over the past year, we continued our tradition of maintaining quality care, education, and services to the community. Throughout this report, you will see our growth and accomplishments in enhancing services, promoting wellness, and securing health and safety for all.

These accomplishments are a testament to the staff who remain engaged, dedicated, and diligent. It is also not lost upon us that these accomplishments could not have been done without the dedication of our parents to remain engaged in their children's education.

While I am thrilled at the work done over the past year, I am even more excited to continue expanding the high-quality services Kai Ming is known for. During the 2023-2024 program year, we will continue to strive for progress in early education and family services because we know that Potential Has No Limits.

Sincerely,



Jerry Yang, Ph.D.
Executive Director



A Brief History of Kai Ming

As Kai Ming enters its 49th program year, we take much pride in knowing that our Early Head Start, Head Start, and State programs have impacted and helped improve the quality of life for the children and families we serve in San Francisco. Throughout our history, we have worked toward a single purpose of making a positive difference and contributing to building stronger communities in San Francisco.

From the founding of Kai Ming, our goal is to continue promoting school readiness for children of socioeconomically disadvantaged backgrounds by offering educational, nutritional, health, social, and other services. We strive to provide individualized services that take into consideration our children's cultural, linguistic, and personal needs and interests.

Kai Ming, Inc. 501(c)(3)

- Non-profit agency established in 1975.
- Serving children 3-months to 5-years-old and pregnant individuals.
- Serving at 9 locations in San Francisco, including Chinatown, North Beach, Financial District, Richmond District, Sunset District, Nob Hill, and Mission Bay. Center-Based & Home-Based program options.
- Full-day, Full-year and Full-day, Part-year.

Why Are We Different?

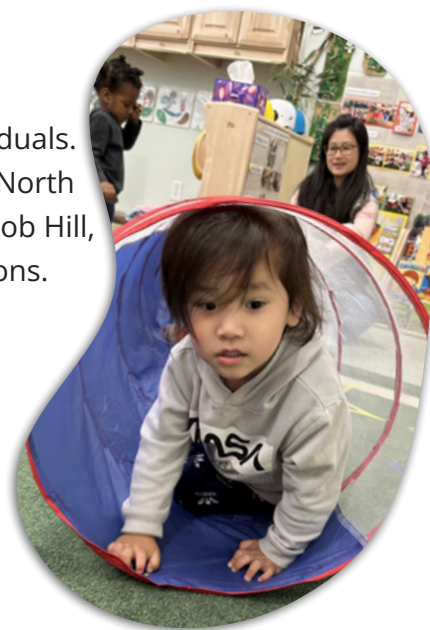
- We care about people. We promote professional learning as well as self-care skills. We treat people with respect and kindness, and practice truthfulness.

Low Turnover Rate

- We hold high expectations for staff, and we support them in a mindful way, thus increasing employee longevity.

Innovation

- We turn our innovative ideas into action—pedagogical development and specialized data science systems. We attain our goals by developing structured, clear, and motivated objectives.



Serving San Francisco



★ **Main Office** 933 Howard Street, San Francisco, CA 94103 | 415-982-4777

- | | | |
|---|--|--|
| <p>1 Broadway Center
820 Battery Street
San Francisco, CA 94111
415-982-4570</p> | <p>4 North Beach Center
1170 Columbus Avenue
San Francisco, CA 94133
415-931-1088</p> | <p>7 Richmond Center
426 33rd Avenue
San Francisco, CA 94121
415-386-3096</p> |
| <p>2 Rainbow Center
799 Pacific Avenue
San Francisco, CA 94133
415-982-6522</p> | <p>5 St. Luke Center
1755 Clay Street
San Francisco, CA 94109
415-690-1014</p> | <p>8 Sunset Center
2800 Taraval Street
San Francisco, CA 94116
415-759-8980</p> |
| <p>3 TKL Center
950 Powell Street
San Francisco, CA 94108
415-766-6092</p> | <p>6 Geary Center
6221 Geary Blvd
San Francisco, CA 94121
415-387-3133</p> | <p>9 PMSquare Children's Center
671 China Basin Street
San Francisco, CA 94158
415-387-3688</p> |

362
Families Served
at Kai Ming

486
Children Served
at Kai Ming

San Francisco at a Glance

San Francisco has long been home to a diverse population.

San Francisco Population Race and Hispanic Origin

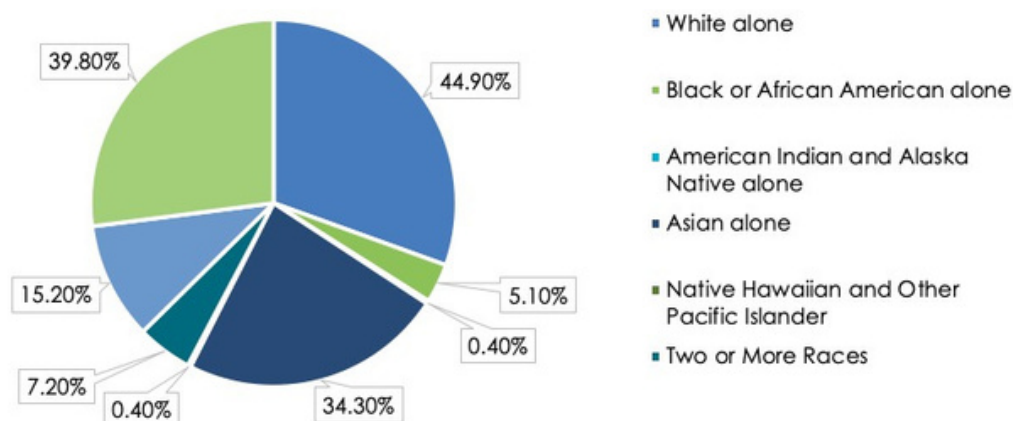


Figure 1. United States Census Bureau. (July 1, 2021). *Race and Hispanic Origin Percentages for San Francisco, CA.* <https://www.census.gov/quickfacts/fact/table/sanfranciscocitycalifornia,US/PST045221>

San Francisco’s high cost of living combined with the low availability of slots for infants and toddlers means both large waitlists and exorbitant childcare costs that can reach \$29,000 per child, per year, according to Children’s Council.

Annual Cost of Child Care in San Francisco

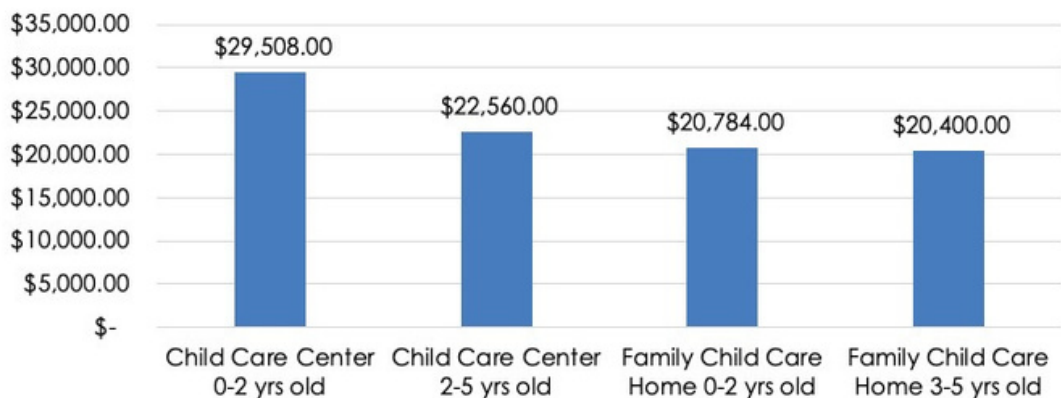


Figure 2. Overview of the Annual Cost of Child Care in San Francisco. <https://www.childrenscouncil.org/families/understanding-child-care/child-care-costs/>

According to Children’s Council, there were 1,368 children ages 0 to 5-years-old (559 infants, 298 toddlers, and 511 preschoolers) waiting for subsidized child care in San Francisco as of December 2022.

Kai Ming at a Glance

Kai Ming's Demographics

Among Kai Ming children, 77.6% were Asian, 4.2% White, 3.7% Black/African American, 3.4% multiracial, and 10.6% identified as other (Figure 3).

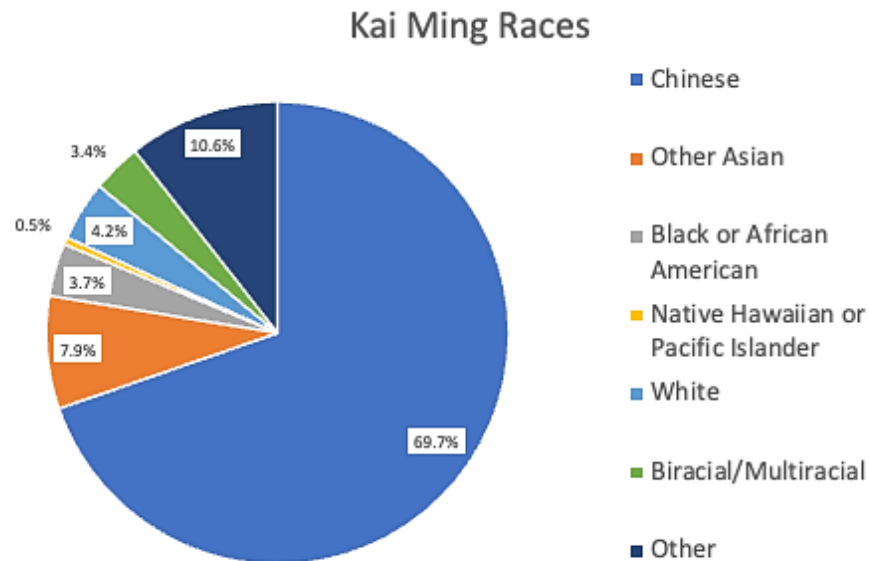


Figure 3. Race and ethnicity composition of the Kai Ming children population.

The most common language spoken at home amongst children is Chinese at 61%. The second-most is English at 13%. Other East Asian is 12%* followed by Spanish at 10%, Middle Eastern at 3%, with 1% speaking other** (Figure 4).

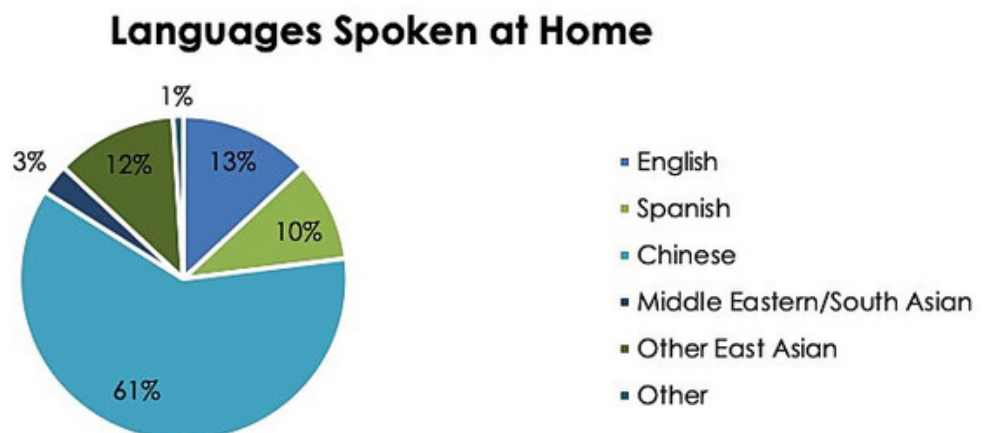


Figure 4. Languages spoken at home of the Kai Ming children population.

*Including Japanese & Mongolian

**Including Vietnamese, Filipino, Cambodian, & Nepali

Summary of Enrollment

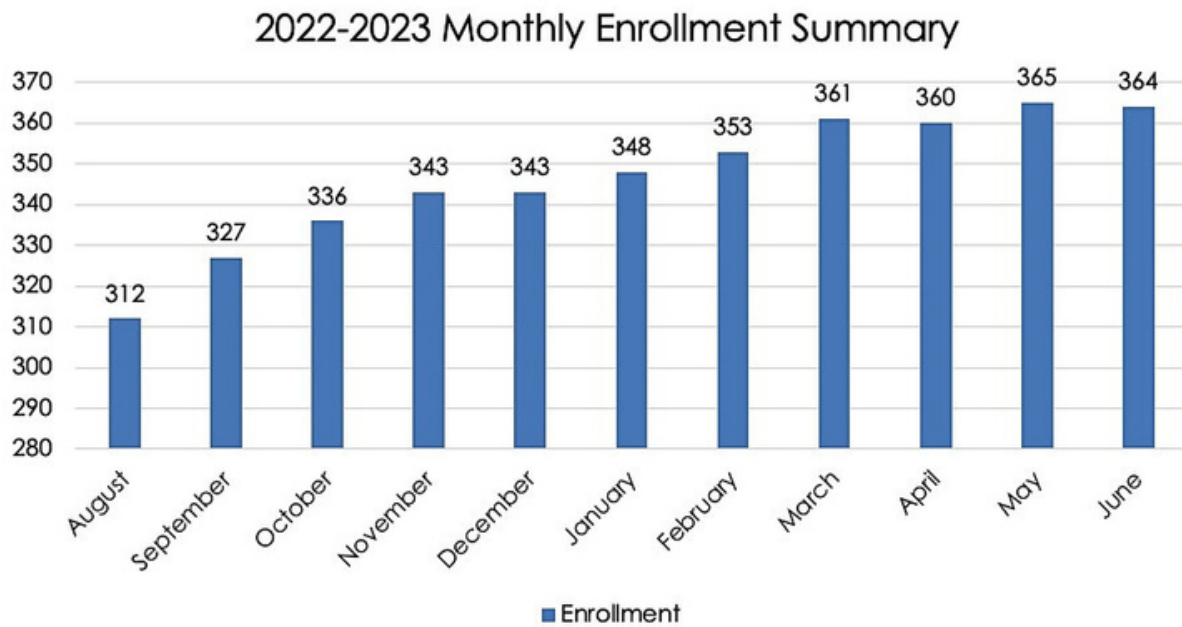


Figure 5. Monthly enrollment summary for Head Start & Early Head Start for the 2022-2023 program year.

Enrollment during the pandemic was a challenge and continues to be a challenge nationwide for Head Start and Early Head Start programs. The graph above shows that while it has been a challenge to meet full enrollment, Kai Ming has continuously increased enrollment during the year. With increased outreach and hiring efforts, we plan to meet our enrollment goals for the upcoming program year.



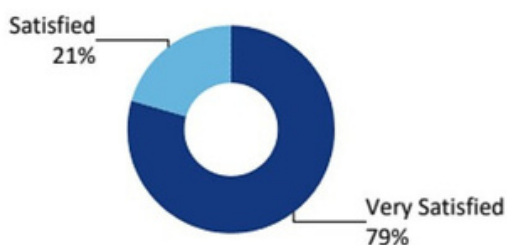
Summary of Family Partnership Services

Program Services

This year, **100% of Kai Ming families reported positive feelings about the services provided as a program.** According to the survey, most of our families were either satisfied or very satisfied in these measures: Overall Quality of the Program, Family's Well-Being and Involvement, Health and Safety, Individual Child Development, and Program Operations.

Kai Ming Head Start Provides Quality Early Education Programs

79% of Families are Very Satisfied and 21% of Families are Satisfied with the Overall Quality of the Program



- 100% of families feel their child is safe in the program
- 100% of families feel their child is happy in the program

Figure 6. Percentages of parents very satisfied with Kai Ming's program services for the 2022-2023 program year.



Family Services

Kai Ming strives to assist families to meet or exceed personal goals. This year, Kai Ming parents reported that our staff helped them to improve their circumstances in the following ways: 65% reported that Kai Ming helped them keep a job, 58% accepted a job, 46% accepted a better job, and 60% attended educational or other training programs.

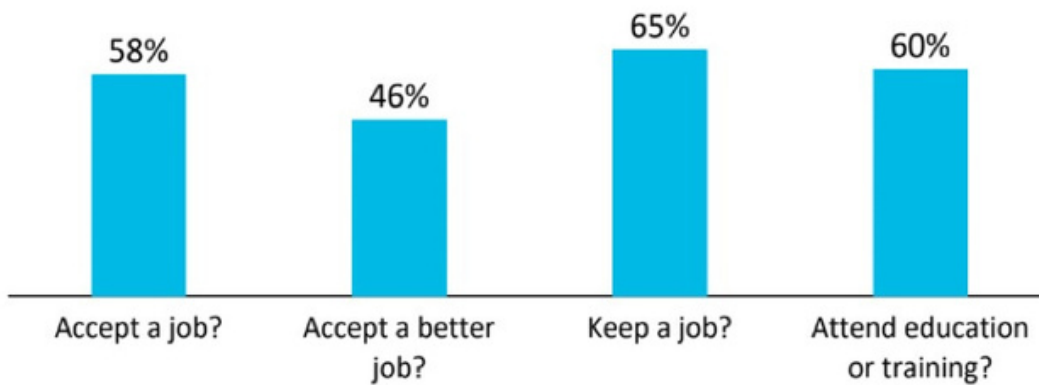


Figure 7. Percentages of parents who achieved personal goals with the help of Kai Ming.



Summary of Health and Nutrition Services

Last year, Kai Ming returned many services back to pre-pandemic levels. Kai Ming was able to resume our in-person partnership with the San Francisco State University (SFSU) School of Nursing, where they provided onsite health screenings for all children who required it. In addition, Kai Ming, SFSU, and University of the Pacific, Arthur A. Dugoni School of Dentistry piloted a collaboration project where dental staff and dental students came to train the SFSU nursing students on completing a basic dental screening on young children. This collaboration is due to an ongoing effort to better support the continued dental disparity in under-resourced families as well as support families with young children from 6 months to 5 years of age.

Furthermore, Kai Ming staff continued to be committed to educating our families on the importance of keeping up with health requirements, helping coordinate health services, as well as following up with parents and guardians in regards to their children’s health and well-being. The Health Manager and Family Advocates continued to work on better communication between Kai Ming and healthcare providers in order to better support the families’ healthcare needs.

2022-2023 Health Screenings for Head Start & Early Head Start Children

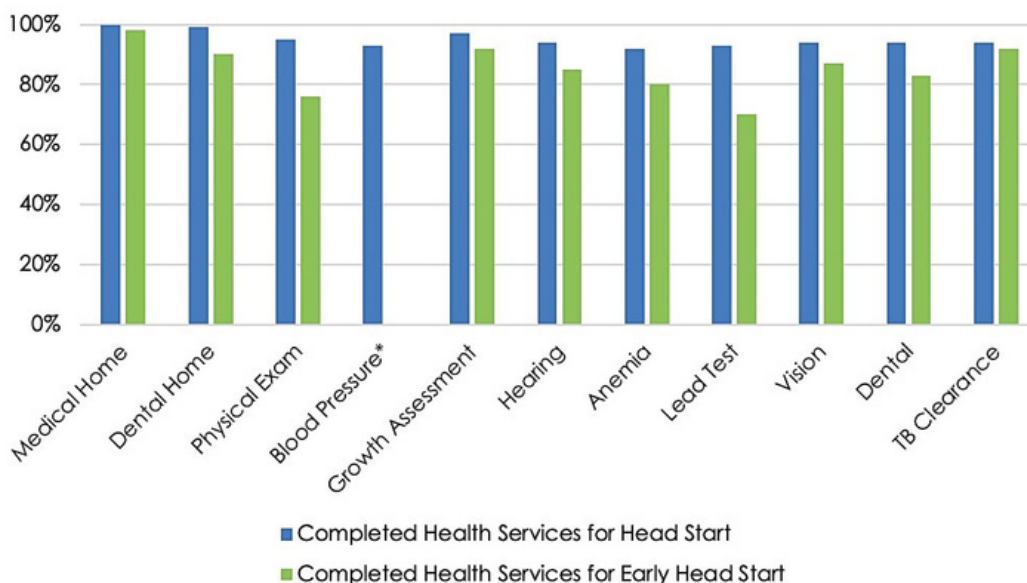


Figure 8. Percentages of health services received by children enrolled in Head Start and Early Head Start.

*Blood Pressure is only completed for children enrolled in Head Start.

Data from June 2023. Dental counted if child received dental exam within the last year.

100%
 children were up to date on their immunizations by the end of enrollment

93%
 children diagnosed with a chronic condition received medical treatment for their diagnosed chronic health condition or did not need treatment

2022-2023 Completed Health Screenings for All Kai Ming Children

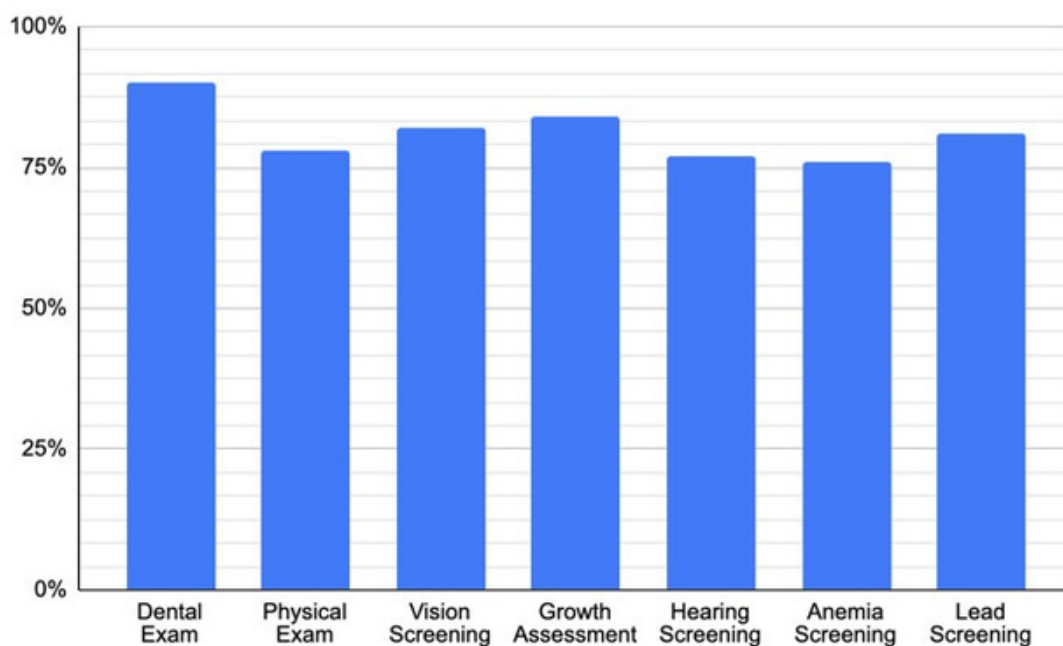


Figure 9. Percentages of health services received by all Kai Ming children.

Health & Nutrition Partnerships

Onsite Health Screenings: SFSU School of Nursing

Training: University of the Pacific, Arthur A. Dugoni School of Dentistry

Nutrition Workshop: UC Cooperative Extension

Chinatown Dental Task Force: Chinatown Task Force on Children’s Oral Health

City-Wide Dental Task Force: CavityFreeSF

Summary and Overview of Education Services

Child Outcomes

Kai Ming Head Start utilizes the Desired Results Developmental Profile (DRDP) as an assessment tool to measure children’s developmental levels in a wide variety of domains. According to the child assessment data from Kai Ming DRDP 2022-2023, listed below are key findings:

It was expected that 80% of infants and toddlers would increase by at least one developmental level in all areas. The domains measured were Approaches to Learning - Self-Regulation: Self Control of Feelings and Behavior (ATL-REG 5), Social and Emotional Development: Identify of Self in Relation to Others (SED 1), Language and Literacy Development: Interest in Literacy (LLD 5), Spatial Relationships (COG 1), and Physical Development-Health: Safety (PD-HLTH 5).



School Readiness Goals- EHS

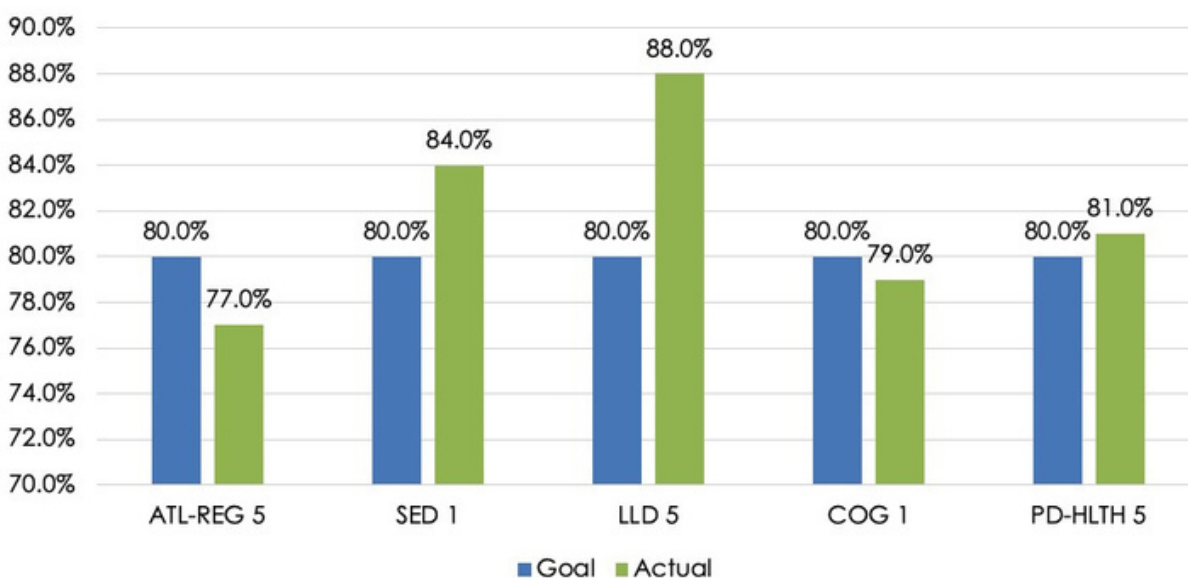


Figure 10. DRDP results for Kai Ming infants and toddlers in the 2022-2023 school year.

It was expected that 75% of 3-year-olds would increase by at least one developmental level in all areas. The domains measured were ATL-REG: Engagement and Persistence (ATL-REG 6), SED: Symbolic and Sociodramatic Play (SED 5), LLD: Emergent Writing (LLD 10), COG: Number Sense of Math Operations (COG 4), COG: Inquiry through Observation and Investigation (COG9) and PD-HLTH: Personal Care Routines (PD-HLTH 7). These children exceeded expectations in all areas.

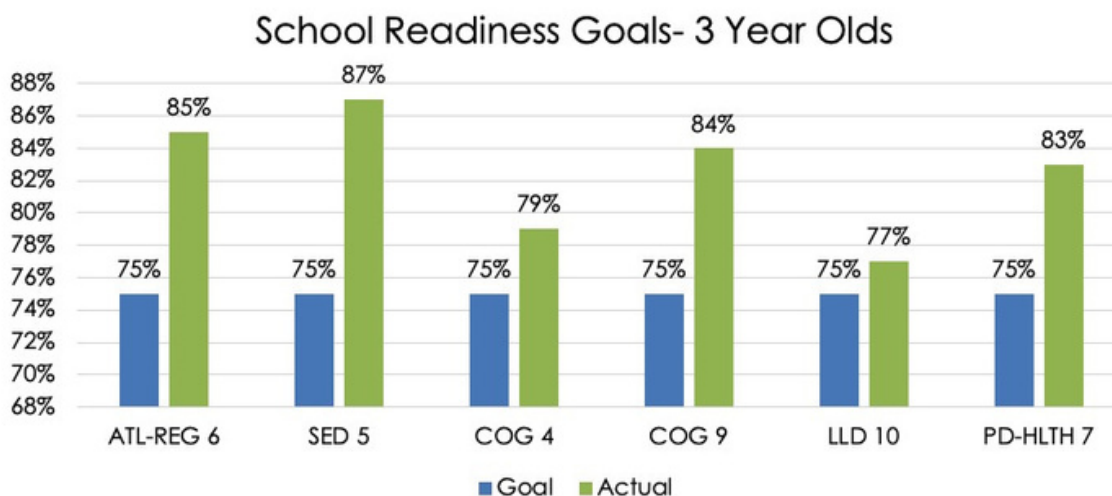


Figure 11. DRDP results for Kai Ming's 3-year-old children in the 2022-2023 school year.

It was expected that 80% of 4-year-olds would score in the top two developmental levels in all areas. However, children only met that goal in Physical Development. In the upcoming school year an area of focus will be Language and Literacy: Phonological Awareness.

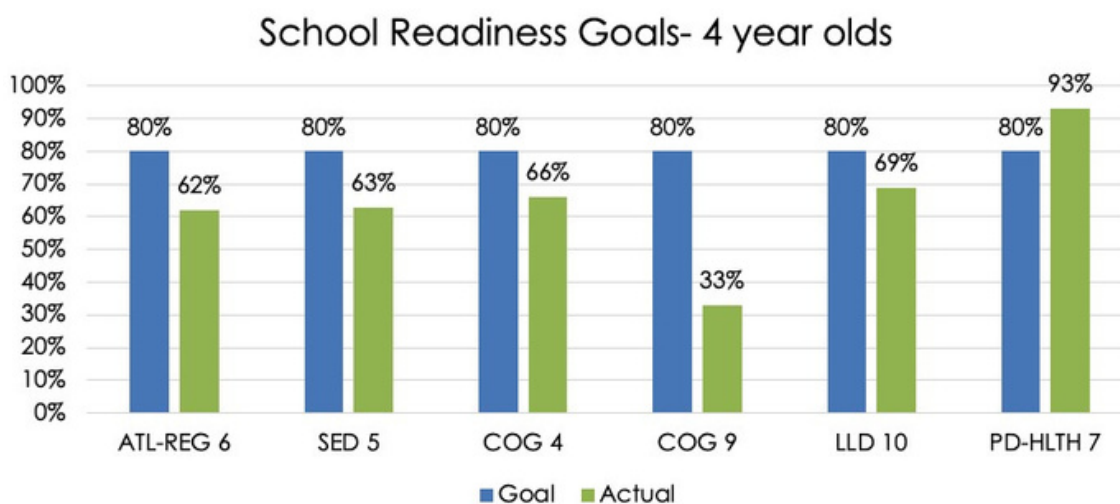


Figure 12. DRDP results for Kai Ming 4-year-old children in the 2022-2023 school year.

Early Learning

This year, Kai Ming teaching staff participated in Peer Learning Communities (PLCs) in which teachers came together in small groups to learn more about the Project Approach with a focus on connecting children to nature, and supporting children's social emotional development implementing the Teaching Pyramid Model. This approach to training continues to be successful and will continue in the coming year.

We are in the last year of our five year program goals. We continue to work on promoting teachers' knowledge and skills on supporting children's social and emotional development. As part of our focus on the Teaching Pyramid, we provided training on strategies for preventing and addressing challenging behaviors and followed up with classroom support from our early learning coaches.

This year, Kai Ming implemented the Early Head Start - Home-Based Program Option serving children and their families through weekly home visits and group socialization experiences. Early Head Start home visitors provide comprehensive services to support and strengthen the relationship between infants, toddlers, and their parents. As part of the Early Head Start - Home-Based Program Option, Kai Ming offers pregnant individuals specialized services that provide prenatal and postpartum information, education, and services that address fetal development, the importance of nutrition, labor and delivery, breast feeding, and infant care practices through home visits and workshops planned by the home visitors.

Staff Wellness

Staff wellness is always a focus for Kai Ming and moving through this pandemic has made it even more important. Kai Ming's management team participated in the UCLA Johnson & Johnson Health Institute, which focused on a trauma informed approach to supporting staff. The Kai Ming Wellness Committee has spent the year planning events, wellness benefits, and retreats to support the mental health of all staff, as they navigate supporting families and themselves through these uncertain times. A wellness platform is made available to all staff, offering access to a range of virtual services, including but not limited to yoga, meditation, nutrition guidance, mental health consultations, and financial consultation.

CLASS

Classroom Assessment Scoring System (CLASS) is a tool used to identify strengths and areas for growth in the area of teacher-child interactions. CLASS utilizes a 7-point scale, and the Office of Head Start identifies quality thresholds that programs must meet. The following graph shows Kai Ming's average scores in comparison to the most recent national averages. Kai Ming scored higher than the national average in all three domains: Emotional Support, Classroom Organization, and Instructional Support.

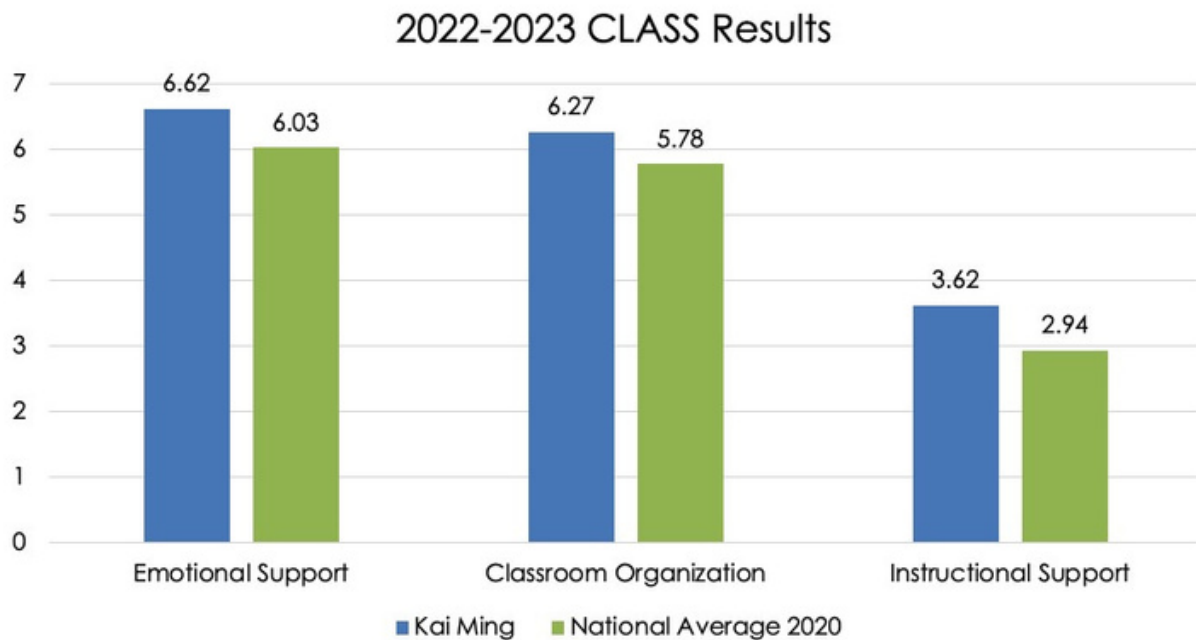


Figure 13. CLASS results comparing Kai Ming against the national average in the 2022-2023 school year.



The Annual Financial Review

Financial Revenue

Federal	21%	\$4,577,000
State	65%	\$14,495,000
City	12%	\$2,739,000
Interest/Other	2%	\$447,000

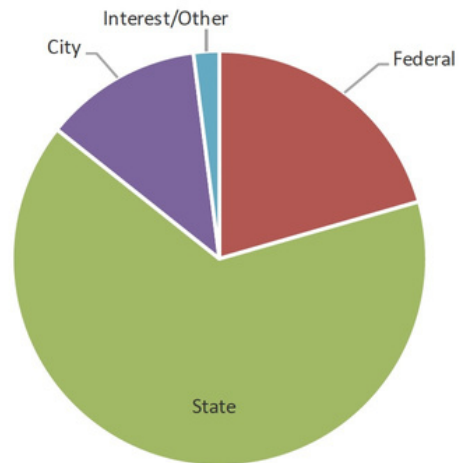


Figure 14. Overview of Kai Ming's annual financial revenue.

Financial Expenditures

Salaries & Wages	51%	\$11,397,000
Fringe Benefits	24%	\$5,375,000
Facility & Insurance	3%	\$685,000
Professional Fees	8%	\$1,846,000
Program Expenses	8%	\$1,769,000
Supplies	5%	\$1,134,000

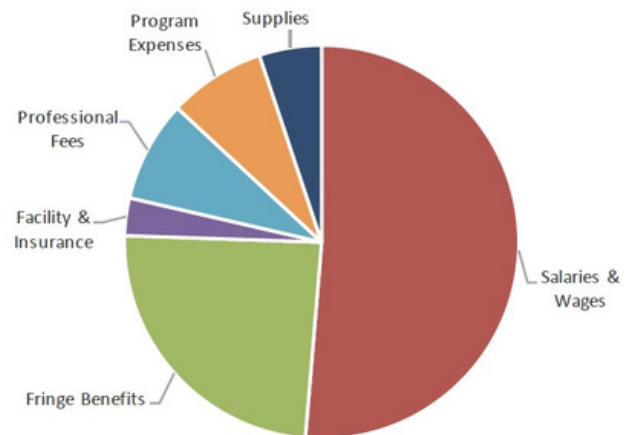


Figure 15. Overview of Kai Ming's annual financial expenditures.

Our Staff Team

Site Managers	Center
Bandi Park	Dr. T.K.L. Center
Carmen Ngan	Broadway Center
Cindy Mach	PMSquare Children's Center
Edna Vargas	Sunset Center
Evelyn Bandelaria	St. Luke's Center
Iok Chan Lei	Rainbow Center
Kelly Li	Richmond Center
Nesanna Lee	North Beach Center
Sarah Fong	Geary Center
Family Advocates	Center
Dora Li	Geary Center
Humberto Felix	St. Luke's Center
Jenny Zhong	Rainbow Center
Jesse Hu	PMSquare Children's Center
Linda Wu	Sunset Center
Sally An	North Beach Center
Sasha Caamal	Richmond Center
Venus Kong	Dr. T.K.L. Center & St. Luke's Center
Xiu Yu	Broadway Center
Home Visitors	Center
Adriana Nguyen Shu Mei Lee	Dr. T.K.L. Center

Main Office Team

Name	Title
Aileen Mui	Early Learning Coach
Aaron Li	Project Specialist
Angel Nguyen	Health/Nutrition Manager
Anmei Liu	Data & Systems Analyst
Cindy Louie	Office Manager
Dora Pulido Tobiassen	Director of Learning and Development
Douglas Gil	Family and Community Partnership Manager
Eda Wei	Finance Generalist
Ellen PetersonAllen	Interim Co-Director of Children & Family Services
Fatima Sequeira	Director of Operations/Executive Assistant
Gabriela Rivera	Interim Co-Director of Children & Family Services
Guillermo Sequeira	Maintenance Worker
Jabbar Luo	Project Manager
Jerry Yang	Executive Director
Julia Lin	Communications Coordinator
Kama Zhang	Finance Coordinator II
Lily Dang	Human Resources Generalist
Marijane Castillo	Recruiting & Outreach Specialist
Menyee Lin	STEP Project Coordinator
Mei-Hua Fu	Director of Continuous Quality Improvement
Melinda Deng	Director of Finance

Name	Title
Nicole Matus	Learning and Development Coordinator
Qiana Zhao	Finance Specialist
Sabrina Dong	Director of Human Resources
Sarah Escoto	Human Resources Coordinator
Stacy Yu	Human Resources Manager
Susanna Leung	Environment & Safety Manager
Tina Hwang	Inclusion Manager
Vivian Wong	Early Learning Coach
Yu Cheng Huang	UI/UX Designer



Board of Directors

Board of Directors Officers



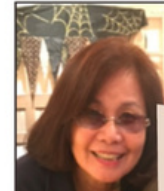
Larry Vitale
Chairperson



Charlotte Ferretti
Vice Chairperson



Scott Burrell
Secretary



Silan Stahlhut
Treasurer

Board of Directors Members



Karen Chin



Jeff Dang



Elizabeth Lau



Noelle Lee



Nancy Lim-Yee



Ivy Wang



Thomas Jue



Mike Hinkley

Kai Ming's Governing Body has legal and fiscal responsibility for the Early Head Start & Head Start Program. There are 11 Board Members that reflect the community it represents. Our Board members bring a specific area of expertise providing recommendations and expert guidance in fiscal management, early education and development, social services, health, and attorneys at law.

The Board of Directors is instrumental to our program operations as it is legally responsible for administering and overseeing the agency/programs including safeguarding federal funds, adopting governance practices, and ensuring compliance with federal, state, and local laws and regulations.

Policy Council



The Kai Ming Policy Council serves to support the direction of the Head Start & Early Head Start programs. Active engagement and commitment from parents and families is vital to ensuring that Kai Ming continues to meet the needs of children and families in the community.

Policy Council is made up of parents of currently enrolled children in Early Head Start and Head Start programs. Across the 9 centers and 24 classrooms we operate, we have a parent representative and alternate from each classroom for a total of 48 parents. These parents participate in Policy Council through site-based Parent Committee Meetings and agency-wide Policy Council meetings.





Km **KAI MING**
 Potential Has No Limits

(415) 982-4777 | www.kaiming.org