



Head Start/Early Head Start  
Annual Report  
2019-2020



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## Message from our Board of Directors

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To say that this past year has been a year of unexpected challenges for everyone — organizations, businesses, politicians, employers and employees, families and their children — would be an understatement! Kai Ming Head Start began 2020 with its usual plans to improve program services, change and adjust delivery of services, and cope with any program's normal daily interruptions. But for us, March 17<sup>th</sup> (when San Francisco declared a shutdown of all businesses, gatherings and schools) gave us an unprecedented disruption of program services.

What complicated our situation was our Executive Director had been granted a three month sabbatical, and our Program Director and her support team were in charge of dealing with the programming and implementation of new and continuing changes of program guidelines. The challenges were numerous and the solutions were limited.

Our summer program began slowly and cautiously, serving only a fraction of the number of normal children and families. We opened the school year with classrooms that met and/or exceeded all the recommended guidelines for safe classrooms. Thus far, our program services have continued without much interruption. I want to acknowledge the program's continued service to the front line workers — the teachers and classroom assistants. I credit their dedication, their hard work and their diligence for keeping the program going. Credit for the successful opening of classrooms also goes to the management and support staff, who worked hard to ensure that all guidelines were met, and all necessary equipment and supplies were always available.

This year has been challenging. We are looking forward to a better next year.

A handwritten signature in blue ink that reads "Karen Chin".

Karen Chin  
Board of Directors Chairperson

## Message from our Executive Director

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I am humbled and filled with gratitude to present this annual report for the 2020-2021 school year.

I want to begin by telling you that I was approved to go on a 3-month sabbatical awarded by the O2 Initiative effective February 1, 2020, and scheduled to return on May 4, 2020. I left a good team in place. Easter Calvit assumed the Interim Executive Director position, not knowing or being prepared for what would be ahead of us.

On March 16, 2020, Kai-Ming switched to a distance learning model, due to the Novel Coronavirus or COVID-19. During this time, an essential team was in place to oversee operations and closely follow the development of this pandemic. The Administrative and Management Team met virtually on a regular basis to identify risks and impact on our children, families, and staff. They developed a plan and followed guidance from the Centers for Disease Control, the Department of Public Health, the Office of Head Start, the California Department of Education, and/or other Federal, State, and local governmental entities. The plan included support for our families during closures:

- We developed age-appropriate “School Readiness” Materials that were presented to families, as needed
- Designated a site so families could continue to receive meals on a weekly basis
- Family Advocates contacted families every week to check in with them, and provide information and additional resources based on needs
- Kept all staff employed

By re-opening day, June 4th we had health and safety policies in place, the staff was properly trained, and parents were notified of the reopening plan and how it would look for them when they brought children to school. Re-opening was more difficult due to the many restrictions and challenges. With the reduced classroom size, and parents scared to bring their children to the center, the need to provide distance learning was apparent. Remote learning opportunities of providing families with educational activities and resources, was the best approach. The education team and staff worked hard to develop this plan. We are very proud of what we have accomplished this year, despite the impact of COVID-19. Our teachers, Family Advocates, and staff remain committed to meeting the needs of our families. We continue to adjust during this pandemic.

Also this year, Kai Ming is reorganizing to ensure that all centers are provided the necessary support to ensure that the needs of children, families and staff are addressed more readily. With the recent need to provide services alternately because of COVID-19, we have found that we must, more than ever, make sure that management is available to address emerging issues. Kai Ming has established a regional approach to management by establishing three regions that will be overseen by Regional Managers. This restructure is fundamental as we look forward to strengthening services for next school year.



Jerry Yang  
Executive Director



## A Brief History of Kai Ming

As Kai Ming enters its 45th program year, we take much pride in knowing that our Early Head Start and Head Start programs have impacted and improved the quality of life for many disadvantaged children and their families. Kai Ming is committed to making a positive difference and will continue to build strong communities.

Kai Ming exists to promote school readiness for children in low-income families living in San Francisco by offering educational, nutritional, health, social and other services. These comprehensive services are responsive to children’s cultural and linguistic diversity, varied ability, and diverse socioeconomic backgrounds.

<b>Kai Ming, Inc. 501(c)(3)</b>	<ul style="list-style-type: none"> <li>• Non-Profit Agency.</li> <li>• Serves children 6 months to 5 years old.</li> <li>• Serving at 8 locations in San Francisco with a designated service area that includes Chinatown, North Beach, Financial District, Richmond District, Sunset District, Nob Hill and soon Mission Bay.</li> <li>• Center Based &amp; now distance learning</li> <li>• Full-day, Full-year &amp; Full-day, Part-year.</li> </ul>
<b>Why Are We Different?</b>	<ul style="list-style-type: none"> <li>• We care about people. We promote professional learning as well as self-care skills.</li> <li>• We treat people with respect and kindness, and practice truthfulness</li> </ul>
<b>Low Turnover Rate Innovative</b>	<ul style="list-style-type: none"> <li>• It is not a secret that many childcare providers cannot retain staff. We hold high expectations for staff, and we support them in a mindful way. They stay.</li> </ul>
<b>Innovative</b>	<ul style="list-style-type: none"> <li>• We turn our innovative ideas into action — pedagogical development and specialized data science systems. We follow through on our dreams seriously.</li> </ul>

<b>1975</b>	<b>1980</b>	<b>2014</b>	<b>2018</b>
Established  Kai Ming became a delegate Head Start Agency. Operated four centers in Chinatown.	Continued to assess the needs of the community and expanded services to Richmond, Sunset, and Financial Districts.	Kai Ming became a Head Start Agency Grantee.	Early Head Start, Substitute Teacher Empowerment & Placement Project Art Based Curriculum & Zero and Beyond Project (Prenatal Program)

## Serving San Francisco

# Kai Ming Serving San Francisco



● Main Office 900 Kearny Street, Suite 600, San Francisco, CA 94133 415-982-4777

**A** North Beach Center  
1170 Columbus Ave  
San Francisco, CA 94133  
415-931-1088

**B** Rainbow Center  
799 Pacific Ave  
San Francisco, CA 94133  
415-982-6522

**C** Broadway Center  
820 Battery Street  
San Francisco, CA 94111  
415-982-4570

**D** TKL Center  
950 Powell Street  
San Francisco, CA 94108  
415-766-6092

**E** St. Luke's Center  
1755 Clay Street  
San Francisco, CA 94109  
415-690-1014

**F** Mission Bay Center  
(Coming Soon in 2021)

**G** Richmond Center  
426 33rd Ave  
San Francisco, CA 94121  
415-386-3096

**H** Geary Center  
6221 Geary Blvd  
San Francisco, CA 94121  
415-387-3133

**I** Sunset Center  
2800 Taraval Street  
San Francisco, CA 94116  
415-759-8980

## At Kai Ming

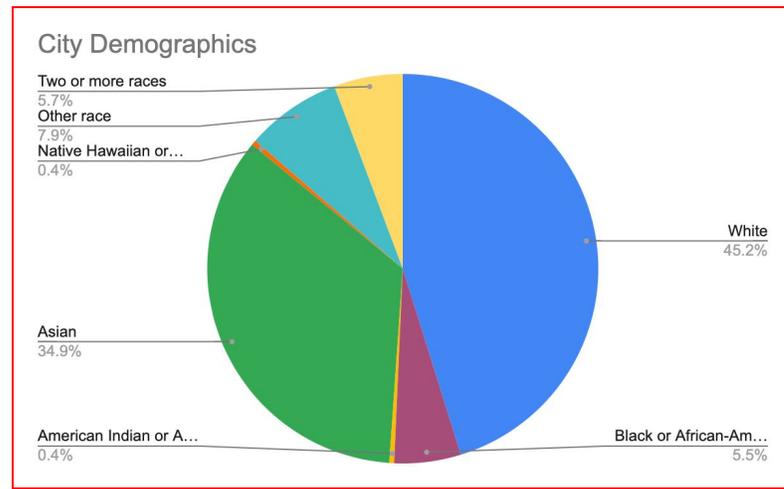
**359** Number of Children Served

**329** Number of Families Served

**320** Number of Children Completing the Program

## San Francisco At A Glance

City Demographics: White (45.2%); Black or African-American (5.5%); American Indian or Alaska Native (0.4%); Asian (34.9%); Native Hawaiian or Other Pacific Islander (0.4%); Some other race (7.9%); Two or more races (5.7%) (*U.S. Census Bureau, 2019*)

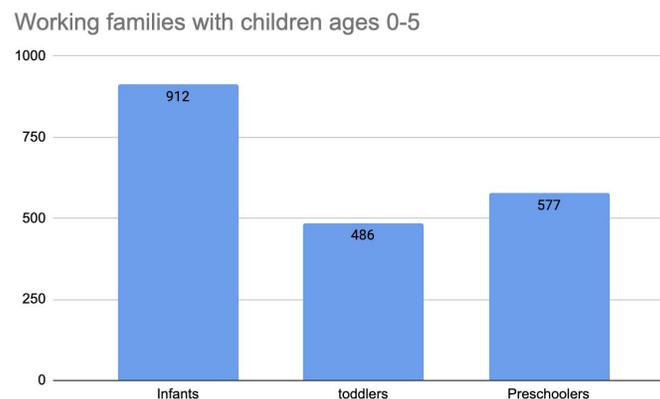


San Francisco rents are still the highest in the nation; they are down 20.7% year-over-year with the average price of a one-bedroom in October 2020 at \$2,800 (*S.F. Chronicle, 2020, November 25*).

45% of preschoolers did not have access to a high-quality school readiness program (*First 5 SF, 2019*).

Working families with children ages 0-5 needing subsidized care as follows: 912 infants, 486 toddlers, and 577 preschoolers (*Early Learning SF, 2019*).

Working families with children ages 0-5



## Summary of Family Partnership Services

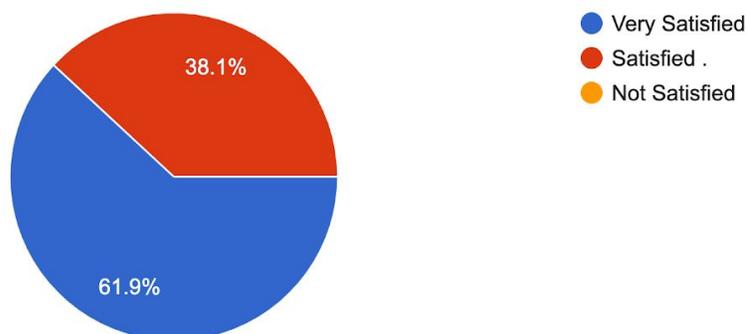
### Services

100% of Kai Ming families are satisfied or very satisfied with:

- Overall Program Quality
- Family Well-being and Involvement
- Program Operation
- Individual Child Development
- Health and Safety

Q1. How satisfied are you with the overall quality of this program?

168 responses

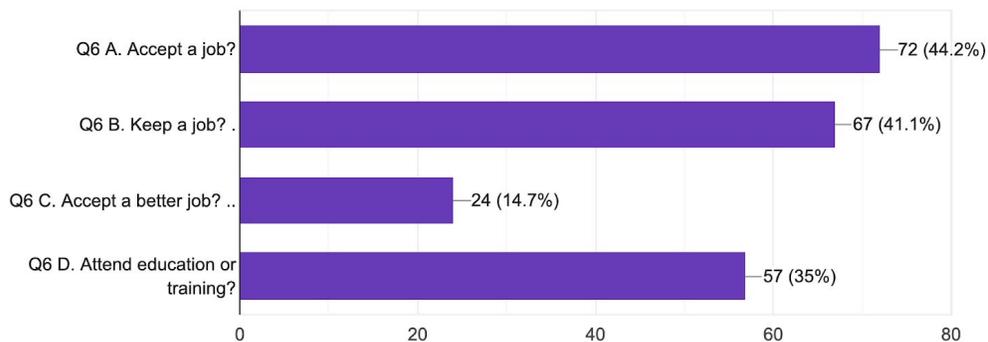


### Kai Ming Helped Families:

- 44.2% Keep a Job
- 41.1% Accept a Job
- 14.7% Accept a Better Job
- 35% Attend Education or Training

Q6 Has your child's enrollment in this program made it easier for you to:

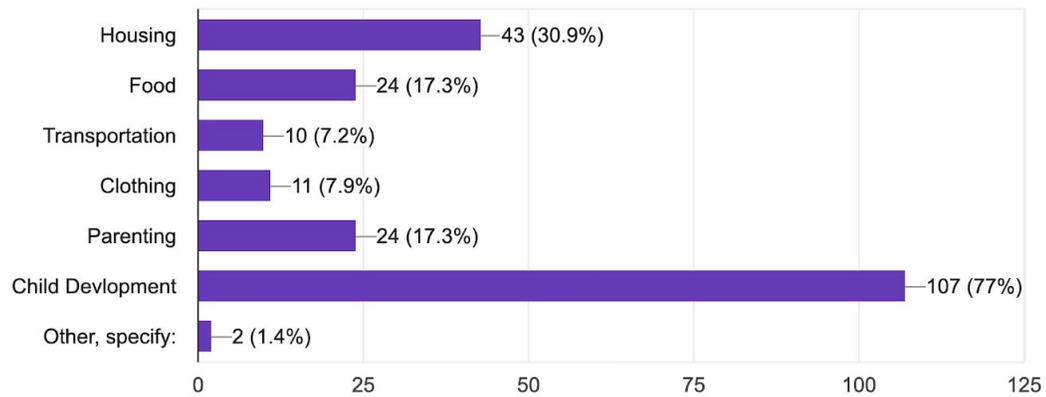
163 responses



77% of the families would like us to focus more on the topic of Child Development.

Q8. Are there any services that you would like us to focus more one?

139 responses



## **Kai Ming's Demographics**

### **Race and Ethnicity**

- 86% Asian
- 5% White
- 2% Black/African American
- 1% Multi-Racial
- 6% Other
- 5% Latin

### **Primary Languages Spoken**

- 86% Chinese
- 12% English
- 5% Spanish
- 1.2% Middle Eastern

## Summary of Health/Nutrition Services

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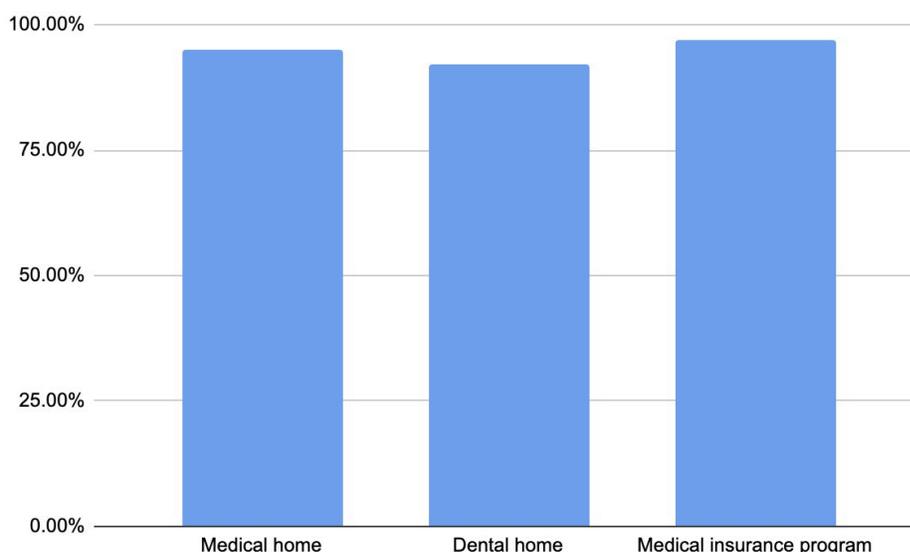
Due to the COVID-19 pandemic, medical resources were diverted towards COVID-19 efforts. During the months from March 2020 - June 2020, San Francisco was placed on a Shelter in Place order, where residents were encouraged to stay at home to limit the spread of COVID-19. Many health clinics were suspended or opened at a limited capacity. In June 2020, San Francisco started the phases of reopening the city. Even as services were slowly reopening, many health services were working on a backlog from the months that they were closed and also operating at new, limited capacity making it difficult for families to get routine services.

### **Statistics**

95% Children connected to a medical home

92% Children connected to a dental home

97% Children enrolled in a medical insurance program



However, only 55% of Head Start children and 70% of Early Head Start children were estimated to be up-to-date on their schedule of care, which has lapsed during the Shelter in Place order.

8% of Families of enrolled children required additional health services

### **Partnerships**

SFSU School of Nursing

UC Cooperative Extension

Magic Tooth Bus

## Summary and Overview of Education Services

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### **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 2019-2020, listed below are key findings:

- At least 65% of all Kai Ming's preschool children made the gain of at least 1 development level, in all developmental domains, except for English development, in the year 2019-2021.
- By Spring 2020, at least 50% of Kai Ming preschool children made it to the top 2 developmental levels; except for Approach to Learning, Social Emotional development, Language and Literacy development, and Math/Science development.
- At least 65% Kai Ming infants and toddlers made the gain of at least 1 developmental level, in all developmental domains, except for English development, in the year 2019-2020.

### **Virtual Learning**

Kai Ming's Education Team has developed a distance learning platform to connect with children and families during the pandemic. Our distance learning platform consists of implementing our inclusive bi-weekly curriculum that supports child development and building consistent routines. Our curriculum is aligned with the Head Start Early Learning Outcomes Framework (ELOT) and the California Learning Foundations.

Our Distance Learning Hub was designed to support individual family needs. We have integrated Class Dojo as an additional learning platform to connect families. Families are also provided with parent education classes and resources to empower them as their child's first teacher. Teachers connect and collaborate with children and families through Zoom, an online video platform. Through Zoom teachers are able to provide interactive learning sessions Monday through Friday. These interactive sessions also consist of innovative activities such as yoga and creative movement.

Our Distance Learning Platform also consists of providing children and families with learning materials to foster learning through daily routines and interactions. To ensure that children and families receive a full continuum of learning Kai Ming partnered with CalFresh of UC and Performing Art of First Five to provide virtual health workshops and classes for children.

To ensure federal and state compliance Kai Ming has maintained the ability to meet performance standards while managing in-class and virtual classrooms. Teaching staff has completed home visits, assessments, and screening requirements. Our Family advocates has also provided ongoing check-in's and follow up with families to identify needs, through a formal Head Start Parent, Family and Community Engagement Framework (PFCE) which includes the development of a Family Plan, with community referrals and follow-up.

Throughout the pandemic Kai Ming's distance learning plan was designed to keep on going communication among teachers and families. Our goal is to stay connected and continue to empower families.

# The Annual Financial Review

## Financial Revenue\*

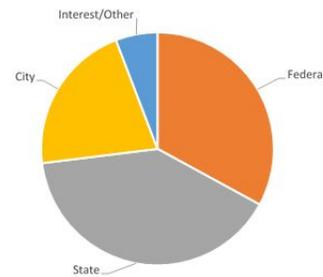
Federal	33%	\$ 3,819,000
State	40%	\$4,650,000
City	21%	\$2,451,000
Interest/Other	6%	\$675,000

## Financial Expenditures

Salaries & Wages	55%	\$6,577,000
Fringe Benefits	23%	\$2,770,000
Facility & Insurance	9%	\$1,072,000
Professional Fees	3%	\$419,000
Program Expenses	4%	\$514,000
Supplies	5%	\$641,000

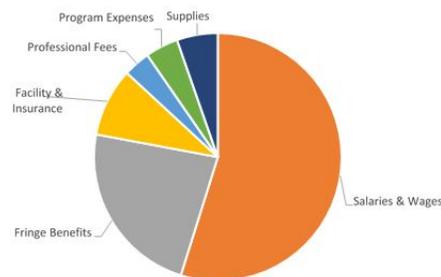
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Supplies	5%	\$641,000





\* Note : Kai Ming received PPP forgiveness grant loan support in May 2020, and there were about \$399K PPP support expenses that occurred in 19-20 are not recognized as revenue until PPP Forgiveness is approved in 20-21.

## Our Staff Team

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### **Site Managers**

Broadway - Carmen Ngan  
Geary - Jee Young Cha  
North Beach - Nesanna Lee  
Rainbow - Lok Chan Lei  
Richmond - Kelly Li  
St.Luke - Gabriela Rivera  
Sunset - Edna Vargas  
TKL - Shirley Chiu

### **Administrative Team**

Executive Director - Jerry Yang  
Director of Children and Family Services - TBH  
Executive Assistant - Fatima Sequeira  
Finance Manager - Melinda Deng  
Finance Analyst - Eda Wei  
Finance Coordinator - May Zhao  
HR Manager - Sabrina Dong  
HR Coordinator - Stacy Yu  
Adm Coordinator - Wing Yeung  
Art Education Coordinator - TBH  
Project Coordinator - Jabbar Luo  
Recruiting Coordinator - Fany Chan  
Maintenance/Courier - Guillermo Sequeira  
Office Clerk - Qiana Zhao

### **Service Area Team**

Regional Managers - Mei Hua Fu, Stephanie Joseph, Susanna Leung  
Health/Nutrition Manager - Angel Nguyen  
Family and Community Engagement Specialist - Aaron Li  
Enrollment Specialist - Sonia Heung  
Program Monitor - Rene Radusky  
Early Learning Coach - Vivian Wong, Aileen Mui  
Inclusion Coordinator - Tina Hwang

## Board of Directors & Policy Council

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### Board of Directors

#### Officers

Chairperson - Karen Chin  
Vice-Chairperson - Larry Vitale  
Secretary - Scott Burrell  
Treasurer - Silan Stahlhut

#### Members

Anna Chau  
Charlotte Ferretti  
Michael Hinckley  
Elizabeth Lau  
Nancy Lim-Yee

### Policy Council

#### Officers

Chairperson	Ying Hui Chen	Geary
Vice-Chairperson	Jinu Chen	Broadway
Secretary	Qiqing Li	Geary
Treasurer	Wen Shan Feng	Sunset

