



Early Head Start / Head Start
Annual Report
2021-2022



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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 2021-2022 service year. While the COVID-19 pandemic dragged on into its third year, both staff and parents showed no signs of tiring, even with the ongoing burden of disease prevention protocols. To the contrary, this year Kai Ming reached many goals, long in the planning, that seemed to defy the COVID-induced slowdown experienced by much of the greater American society. For one thing, the staff at Kai Ming reached 100% COVID vaccination, no small accomplishment, when considering that only 2/3 of the US population is vaccinated against COVID-19.

Also this year, the new and beautiful PMSquare Children's Center opened its doors. This center is conveniently situated in the up-and-coming Mission Bay District, located near both UCSF Medical Center at Mission Bay and Kaiser Permanente - Mission Bay. This family-oriented environment proudly supports the growth and development of children aged 0-5 years. The new center serves forty-five children in four classrooms; one infant, two toddler, and one preschool classroom.

Another milestone was the purchase of our very own building serving as headquarters to the Kai Ming administrative staff. This wise move will assure financial security to see Kai Ming serving children far into the future. In the last decade, rents in San Francisco continued to rise to astronomical heights, straining the Kai Ming budget. The stability of ownership has caused a collective sigh of relief among us on the board, administration, and staff. Accomplishing this in the midst of pandemic-instability added to our appreciation of the capability of the Kai Ming administration.

The Board wishes to express its appreciation to the Kai Ming administration and staff. 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 very excited and pleased to share our 2021 - 2022 Annual Public report. Despite the pandemic, we have adapted to changes and implemented policies and procedures to better serve you, our families, and our community.

We are more than ever so inspired to build a strong foundation and community to continue to support our families, children, and staff.

Here are a few of our accomplishments this year. We...

1. Received a successful Federal Review, with no findings - Focus Area 2.
2. Opened a new facility, PMSquare Children's Center at Mission Bay, which serves an additional 45 San Francisco children.
3. Continued our Prenatal Program serving 37 pregnant individuals.
4. Began serving younger infants to meet the needs of our community. We now serve infants as young as 3 months old.
5. Hired more teachers and office staff to support the rapid growth of the organization.

I am incredibly proud of our work this year and our ongoing efforts to provide meaningful experiences to improve the lives of children, parents, and staff.

Our staff is hard-working, dedicated, and committed, which speaks volumes of our success and accomplishments this year. We also want to thank all of our parents for their engagement in their children's education.

Regardless of the pandemic, I am confident that together we are stronger. We are adapting and adjusting through this adversity. We are looking forward to another productive and meaningful 2022-2023 school year, while improving and empowering the lives of children, parents, and staff.

Sincerely,

A handwritten signature in blue ink that reads "Jerry Yang".

Jerry Yang, Ph.D.
Executive Director

A Brief History of Kai Ming

As Kai Ming enters its 47th 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.
- Serves children 3 months to 5 years old.
- Serving at 9 locations in San Francisco with a designated service area that includes Chinatown, North Beach, Financial District, Richmond District, Sunset District, Nob Hill, and Mission Bay.
- Center-Based.
- 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

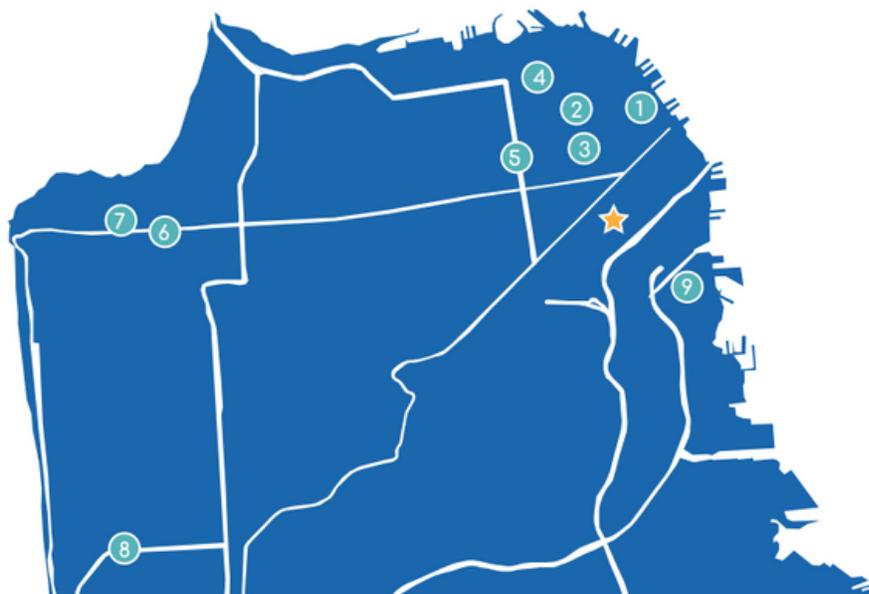
- We hold high expectations for staff, and we support them in a mindful way. Thus, increasing employee longevity.

Innovative

- 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> |

City Demographics: White (44.9%); Black or African-American (5.1%); American Indian or Alaska Native (0.4%); Asian (34.3%); Native Hawaiian or Other Pacific Islander (0.4%); Hispanic or Latino (15.2%); Two or more races (7.2%) (*U.S. Census Bureau, 2021*).

The number of working families with children ages 0 to 5 in need of subsidized care is as follows: 912 infants, 486 toddlers, and 577 preschoolers (*Early Learning SF, 2019*).

In February 2020, there were 7814 children receiving subsidized child care, 5468 children receiving care in center-based settings, and 1026 children receiving care in Head Start programs in San Francisco (*Early Learning SF, 2020*).

Summary of Enrollment



Kai Ming has a total of 24 classrooms and served 385 children and families. Kai Ming's Head Start program provided services to 214 children, and 41 infants and toddlers in Early Head Start. We served 48 California State Preschool Program (CSPP) slots, and 21 slots using General Child Care and Development (CCTR) funds. The percentage of average monthly enrollment from August 2021 through June 2022 was 89.8%.

Each participant was determined eligible based on criteria established by the federal Office of Head Start, the State of California, and the City of San Francisco. Data related to children's eligibility was as follows:

Type of Eligibility	Head Start	Early Head Start
Income eligible	65.9%	92.1%
Income between 101-130%	24.4%	7.9%
Income over 130+	5.2%	0%
Recipient of public assistance	2.7%	0%
Status as foster child	0.1%	0%
Status as homeless	1.7%	0%

Family Demographics

Race and Ethnicity

Among Kai Ming children, 81.6% were Asian, 4.4% White, 2.4% Black / African American, 3.8% multiracial, and 7.7% identified as other (Figure 1).

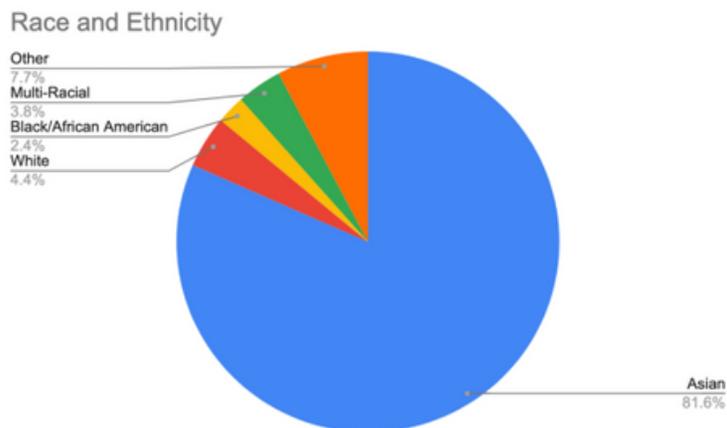


Figure 1. Race and ethnicity composition of the Kai Ming children population.

Primary Languages Spoken

The most common language spoken at home amongst children is Chinese at 85%, and 10% identified themselves as monolingual English speakers. Small percentages of families identified themselves as Spanish speakers at 3%, speakers of Middle Eastern languages at 1%, with 1% speaking other (Figure 2).

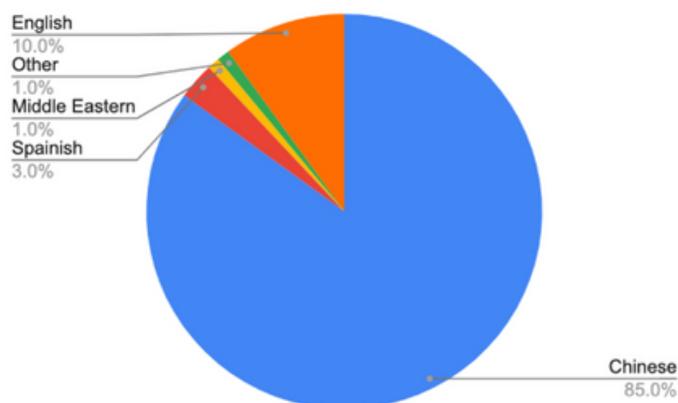


Figure 2. Languages spoken at home of the Kai Ming children population.

Summary of Family Partnership Services

Program Services

This year, Kai Ming provided services to 358 families. 100% of Kai Ming families reported positive feelings about the services provided as a program. Based on the survey sent out to our families, 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.



Triple P

Positive-Parenting-Program (Triple P) is an evidence-based parenting curriculum that provides parents and caregivers strategies to support children with challenging behaviors and adult anger management. In the 2021-2022 school year, we had 51 families referred and 30 of them registered for APA Family Service to enroll in this parenting curriculum. There were 18 parents/caregivers that graduated from this course. A couple of Kai Ming Family Advocates received training and became facilitators for Triple P to be able to continue serving families into the future. For the next school year, Kai Ming will be hosting Triple-P sessions and collaborate with other community organizations to provide additional series in multiple languages to support the needs of our diverse families.

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: 69% reported that Kai Ming helped them keep a job, 61% accepted a job, 50% accepted a better job, and 65% disclosed attending educational or other training programs (Figure 3).

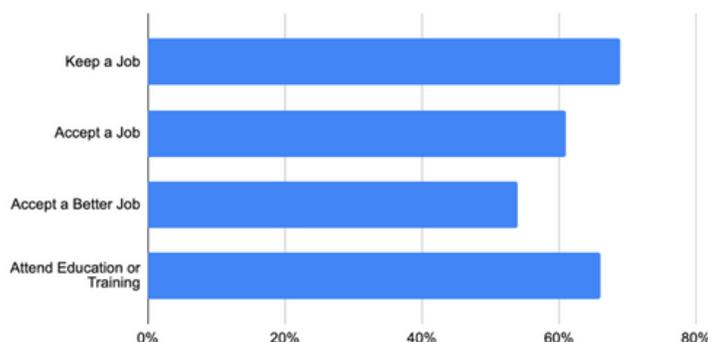


Figure 3. Kai Ming family survey results for family services and resources received (n=160).

Summary of Health and Nutrition Services

Due to the ongoing COVID-19 pandemic, access to healthcare services continues to be affected. Many health clinics have modified schedules and updated their health and safety protocols. Many families struggled with setting up appointments due to limited capacity or ability due to changes in employment, childcare, or lack of transportation. Many families also struggled with the general fear of being exposed or contracting COVID-19 in public settings. As the pandemic progressed, multiple layers of Public Health protection were slowly put in place to gradually move in the direction of a post-pandemic “new normal.”

Kai Ming was able to resume our in-person partnership with the San Francisco State University (SFSU) School of Nursing. After almost 2 years, SFSU nursing students were able to complete onsite health screenings of all children. 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.

Statistics of Kai Ming Children

- 96% of children enrolled in a medical insurance program
- 93% of children had a medical home by the end of enrollment
- 89% of children had a dental home by the end of enrollment



- 80% of children received dental examination during the program year
- 100% of children were up to date on their immunizations by the end of enrollment

62% of Head Start children and 71% of Early Head Start children were estimated to be up-to-date on their scheduled care

92% of children with chronic health conditions who needed treatment received treatment

Partnerships

- Onsite Health Screenings.....SFSU School of Nursing
- Nutrition Workshop.....UC Cooperative Extension
- Chinatown Dental Task Force.....Chinatown Task Force on Children’s Oral Health
- City-Wide Dental Task Force.....CavityFreeSF

CACFP

The Child and Adult Care Food Program (CACFP) is a federal program that provides reimbursements for nutritious meals and snacks. Thanks to CACFP, Kai Ming was able to provide meals and snacks to children at all of our centers at no extra cost. CACFP contributes to the wellness, healthy growth, and development of young children and adults in the United States.



Meals Served for the 2021-2022 School Year

Breakfast - 46,870

Lunch - 51,199

PM Snack - 49,696

Total reimbursed from August 2020 - July 2021 is \$347,543.90

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 2021-2022, listed below are key findings:

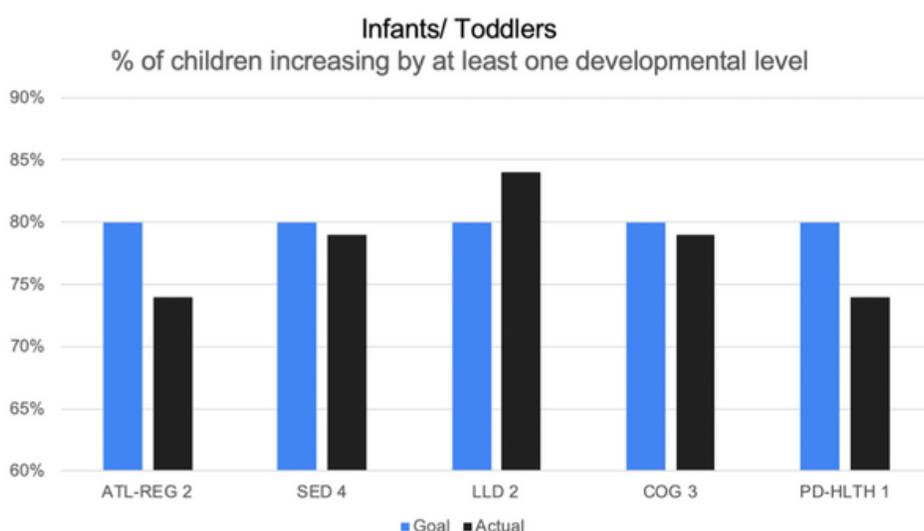


Figure 4. DRDP results for Kai Ming infants and toddlers in the 2021- 2022 school year.

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-Comforting (ATL-REG 2), Social and Emotional Development: Relationships and Social Interactions with Peers (SED 4), Language and Literacy Development: Responsiveness to Language (LLD 2), Cognition, Including Math and Science: Number Sense of Quantity (COG 3), and Physical Development–Health: Perceptual-Motor Skills and Movement Concepts (PD-HLTH 1) (Figure 4). Areas to focus on for the coming year include Approaches to Learning: Managing Feelings, and Physical Development: Perception and Movement.

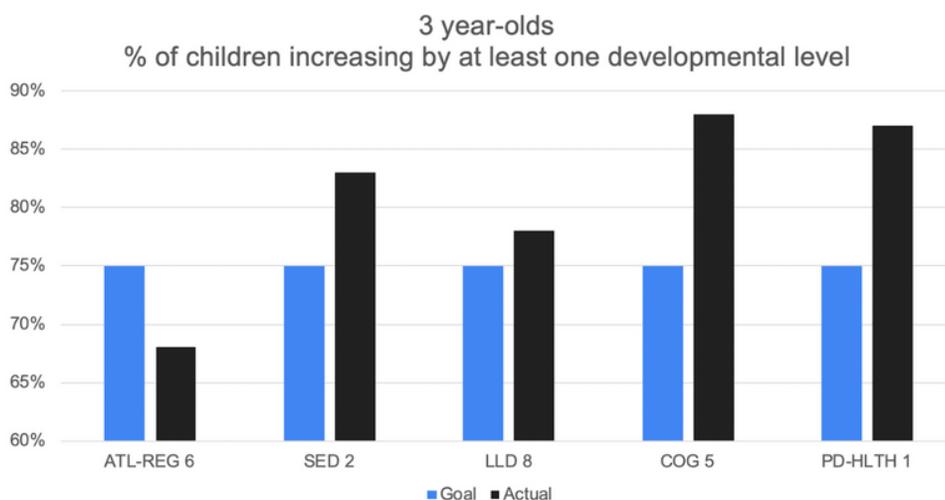


Figure 5. DRDP results for Kai Ming 3-year old children in the 2021- 2022 school year.

Our school readiness goal for 3 year-olds is that 75% of the children would increase by at least one developmental level in all areas. The domains measured were ATL-REG: Engagement and Persistence (ATL-REG 6), SED: Social and Emotional Understanding (SED 2), LLD: Phonological Awareness (LLD 8), COG: Measurement (COG 5), and PD-HLTH 1. These children far exceeded expectations in all areas except for ALT-REG 6 (Figure 5).

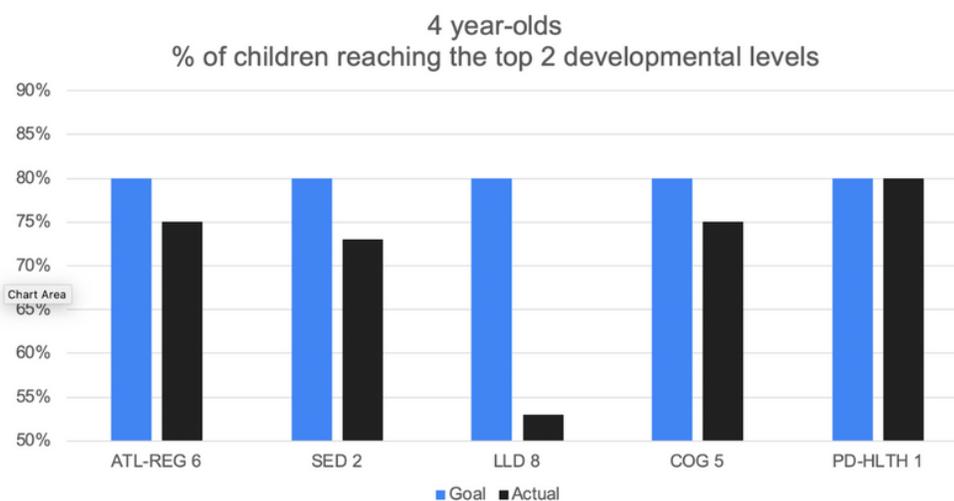


Figure 6. DRDP results for Kai Ming 4-year old children in the 2021- 2022 school year.



Our goal for 4 year-olds is that 80% of children 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 6).

These child outcomes are not surprising as children have experienced inconsistencies due to the ongoing pandemic over the last three years. These results have raised some areas of concern, and we will be monitoring closely as children begin to have more stability and consistency at school, and in their lives.

Early Learning

This year, Kai Ming resumed full in-person services after two years of uncertainty. All of our classrooms gradually went back to pre-pandemic learning environments and welcomed parents and outside visitors back to the centers. We have continued to implement community level prevention strategies, and held many parent meetings and workshops virtually. We plan to continue making this option available to families, as not everyone is ready to gather in groups.

Teaching staff refined their use of the Project Approach, in which children experience, ask questions, and investigate topics of their interest with the support and guidance from teachers. Our Early Learning Coaches led Peer Learning Communities (PLCs), in which teachers came together in small groups to share ideas and learn more about implementing the Project Approach. This effort has proved quite successful, and will continue in the coming year.

One of our Head Start five year program goals is “promoting teachers' knowledge and skills on supporting children’s social and emotional development.” As a response to this goal, Kai Ming participated in the Region 9 Pyramid Model Cohort. Our management team received in-depth training and technical assistance as we work toward full program-wide implementation. All staff and families will be involved in bringing these social emotional strategies to learning environments across the program. Families will be encouraged to collaborate with our agency and implement these strategies at home to sustain these results into the future.

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. This work will continue in the coming year.

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. We did CLASS observations in all Preschool classrooms this year, and even after not conducting observations during the height of the pandemic, our teachers scored consistently well. 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 7).

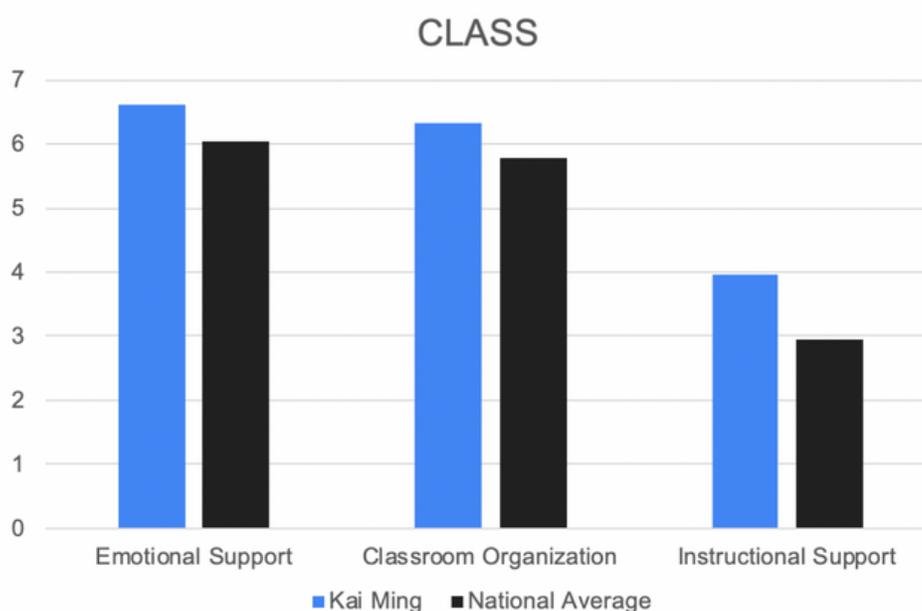
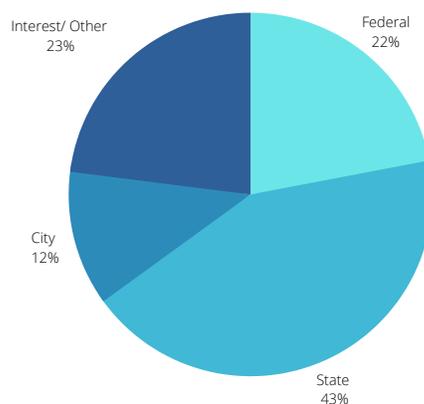


Figure 7. CLASS results comparing Kai Ming against the National average in the 2021- 2022 school year.

Financial Review

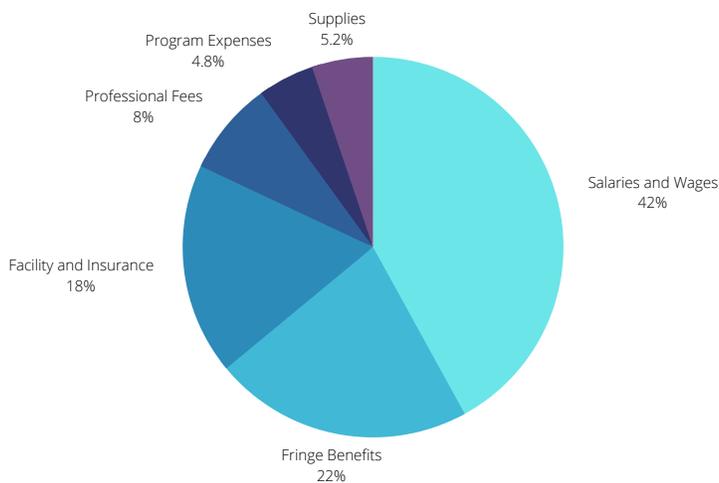
Financial Revenue

Federal	22%	\$4,739,000
State	43%	\$8,865,000
City	12%	\$2,435,000
Interest / Other	23%	\$4,739,000



Financial Expenditure

Salaries and Wages	42%	\$7,509,000
Fringe Benefits	22%	\$3,939,000
Facility and Insurance	18%	\$3,184,000
Professional Fees	8%	\$1,360,000
Program Expenses	4.2%	\$929,000
Supplies	5.8%	\$1,058,000



*Note: Kai Ming received ~\$2 Million LIIF Capital Fund for the Mission Bay project, and also \$1.66 Million PPP Forgiveness grant revenue was recognized. Acquisition of office building at 933 Howard Street was \$2.89 Million.



Our Staff Team

Site Managers

Broadway Center - Carmen Ngan
Geary Center - Sarah Fong
North Beach Center - Nesanna Lee
Rainbow Center - Lok Chan Lei
Richmond Center - Kelly Li
St. Luke Center - Rowena Velasco
Sunset Center - Edna Vargas
Dr. T. Kong Lee Center - Gabriela Rivera
PMsquare Children's Center - Cindy Mach

Administrative Team

Executive Director - Jerry Yang
Director of Children and Family Services - Sandy McKeithan
Executive Assistant - Fatima Sequeira
Finance Manager - Melinda Deng
Finance Analyst - Eda Wei
Finance Coordinator - Qiana Zhao
Finance Coordinator - Kama Zhang
Human Resources Manager - Sabrina Dong
Human Resources Generalist - Stacy Yu
Talent Development Specialist - Lisa Galdino
Office Coordinator - Wing Yeung
Office Manager - Cindy Louie
Project Manager - Jabbar Luo
Recruiting and Outreach Specialist - Marijane Castillo
Maintenance/Courier - Guillermo Sequeira

Service Area Team

Regional Managers - Gabriela Rivera and Ellen Peterson-Allen
Regional/Facilities Manager - Susanna Leung
ERSEA and Compliance Manager - Mei Hua Fu
Health/Nutrition Manager - Angel Nguyen
Family and Community Engagement Manager - Aaron Li
Early Learning Coach - Vivian Wong and Aileen Mui
Inclusion Manager - Tina Hwang
Program Assistant - Nicole Matus

Board of Directors and Policy Council

Board of Directors

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Vice-Chairperson	Charlotte Ferretti
Secretary	Scott Burrell
Treasurer	Silan Stahlhut

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Elizabeth Lau	Nancy Lim-Yee	Anna Chau

Policy Council

Officers

Chairperson	Hui Li	Sunset Center
Vice-Chairperson	Ying Hui Cheng	Geary Center
Secretary	Qiqing Li	Geary Center



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