



# Head Start/Early Head Start Annual Report 2023-2024



# Kai Ming Head Start / Early Head Start Annual Report Cover Letter



Dear Community,

In accordance with Section 644(a)(2) of the Head Start Act, we are thrilled to present and share our annual public report for the Head Start / Early Head Start 2023-2024 school year showcasing our progress and commitment to our children, parents, and community.

The Annual Report is made available to the public in the following formats:

- Website access: The full report is available for viewing on our Kai Ming website, [www.kaiming.org](http://www.kaiming.org), or request a printed copy by contacting our main office at (415) 982-4777.
- Request by mail: A printed copy may be requested by contacting our Main Office at 934 Howard Street, San Francisco, CA 94103

Throughout the past year, we have made significant accomplishments. These efforts have been made possible by the dedication of our staff, the support of our partners, and the trust placed in us by our community.

We are excited about the possibilities that lie ahead. We invite you to join us on this journey as we continue to work towards our mission and vision. We welcome your feedback and thank you for your continued support and engagement. Together, we can make a meaningful difference in our community

Sincerely,  
Kai Ming Head Start



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## Message From Our Board of Directors

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The Board of Directors is very proud of the Kai Ming program's accomplishments during the 2023-2024 service year. The past year saw Kai Ming make facility improvements and enjoy ongoing support from our Federal and State partners.

We appreciate the support provided by Federal and State partner agencies. This support is evidenced by the approval of all our refunding applications for FY 2024-2025. The 5-year grant award to operate the Head Start and Early Head Start programs, a one-year grant from the California State Preschool Program, and a one-year grant from the General Child Care and Development Expansion. Kai Ming was happy to report that the California State Preschool Program review of our preschool last spring was successfully completed without any findings – a great review! We have applied to the Federal Head Start Administration to expand our Early Head Start program capacity, and while we have not yet received the decision, we are optimistic.

As our program grows, so does our need for office space. We were happy to move into a new 3-story building to finally have all main office staff able to have office space in the same building. The new building also has ample meeting room for various sized groups sizes. Kai Ming has always put a priority on improving our centers/facilities in such a way as to optimize environments that are conducive to learning. This year was no exception. A new natural playground at the Geary Center was completed and we are starting construction of a new natural playground for the Sunset Center.

The Board wishes to express its appreciation to the Kai Ming Administration and Staff. This July, we enjoyed an all-staff retreat that was jointly attended by Kai Ming and STEP Boards of Directors and all-staff from both the Kai Ming and STEP programs. Together, we are looking ahead to 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.



Larry Vitale

Board of Directors Chairperson

## Message From Our Executive Director

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Dear Friends,

We are happy to share our 2023-2024 Annual Public Report. Over the past year, I am proud to say that we successfully continued our mission of caring for each child as our own. Throughout this report, you will see how we continued to provide quality care, education, and services to our families. In addition, we enhanced our community partnerships, promoted staff wellness, and improved program quality.

Our accomplishments throughout this past year are a reflection of the passion and hard work of our staff who continue to move mountains for our families. However, we must note that these accomplishments could not have happened without the additional support and sacrifices of our parents who continue to guide the program and take an active role in our strategic planning for their children's education; knowing that while their children are in our program they will be cared for as our own.

While I am moved by the sheer amount of work done over the past year, I remain more excited to continue expanding the high-quality services Kai Ming is known for. We will continue to strive for equity in early education and more accessible and comprehensive services for our families. We will remember that at Kai Ming, we will always care for each child as our own.

Sincerely,



Jerry Yang, Ph.D.  
Executive Director



## A Brief History of Kai Ming

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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-old to 5-years-old and pregnant individuals.
- Serving at 9 locations in San Francisco with a designated service area, 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 each child as our own.** We treat people with respect and kindness, and practice truthfulness.

### Low Turnover Rate

- We hold high expectations for staff, and mindfully support them, 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

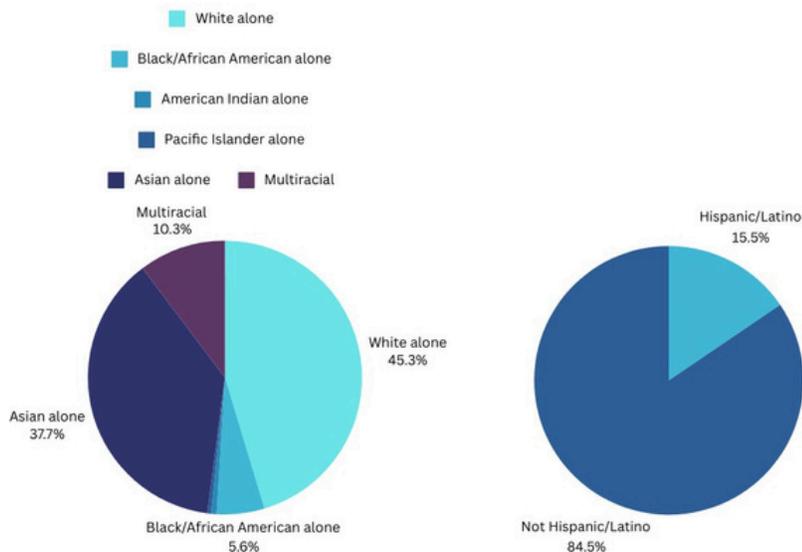
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|---|--|--|
| <b>1 Broadway Center</b><br>820 Battery Street<br>San Francisco, CA 94111<br>415-982-4570 | <b>4 North Beach Center</b><br>1170 Columbus Avenue<br>San Francisco, CA 94133<br>415-931-1088 | <b>7 Richmond Center</b><br>426 33rd Avenue<br>San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

**361**  
Families Served  
at Kai Ming

**460**  
Children Served  
at Kai Ming

# San Francisco at a Glance

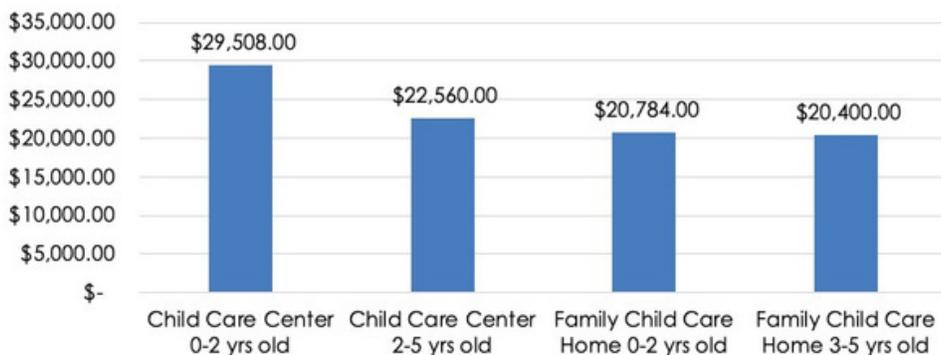
San Francisco has long been home to a diverse population.



**Figure 1.** United States Census Bureau. (July 1, 2023). *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/>

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

## San Francisco at a Glance

### Kai Ming's Demographics

Among enrolled children, approximately 15% identified as Hispanic/Latino. By race, 69.5% identified as Asian, 18.4% as biracial, multiracial, or unspecified, 7.2% as White, 4% as Black, and less than 1% as Native Hawaiian/Pacific Islander.

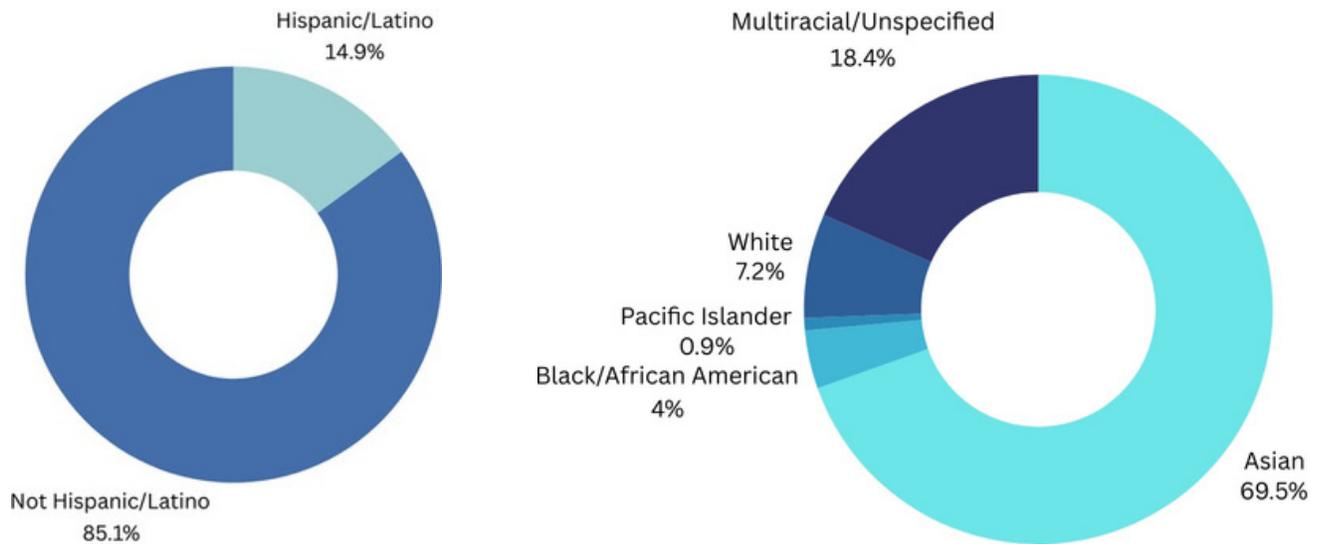
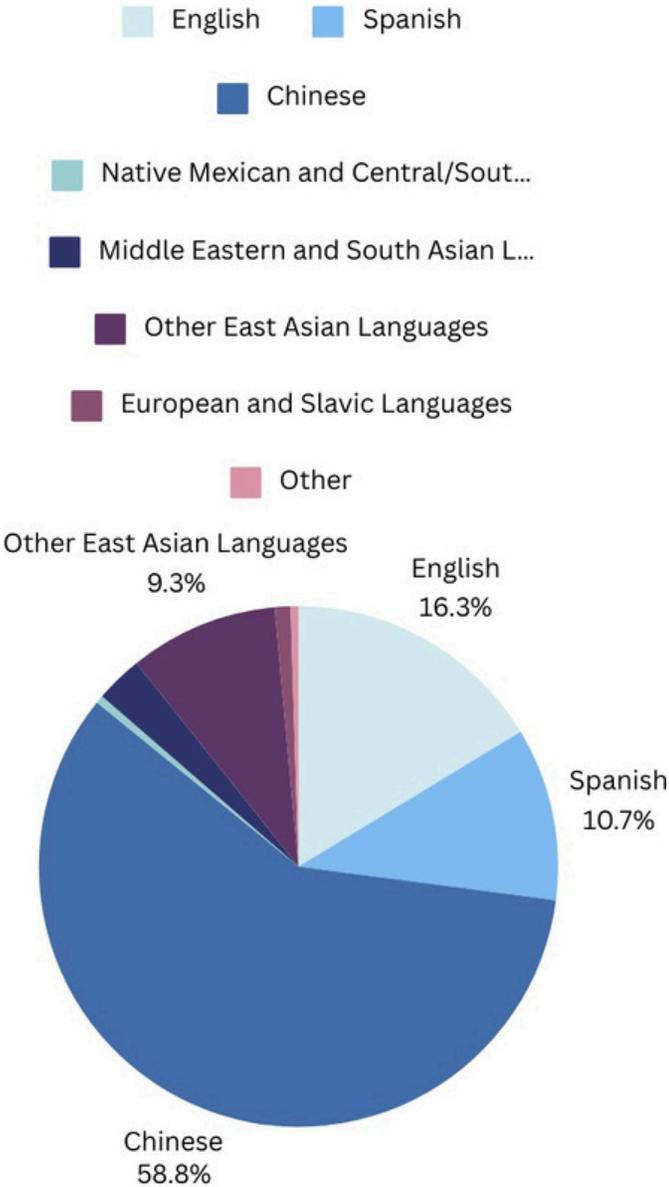


Figure 3. Race and ethnicity composition of Kai Ming enrollees.



## Primary Language Spoken

Among enrollees, the most common primary language spoken at home was Chinese at 61%, followed by English at 16.3%. 10.7% of families reported Spanish as their primary language, and 9.3% used other East Asian Languages<sup>1</sup>. To a smaller extent, there was a representation of Middle Eastern and South Asian languages (2.9%), European and Slavic languages (1%), Native Mexican, and Central/South American languages (.5%), and others<sup>2</sup> (.5%) [Figure 4].

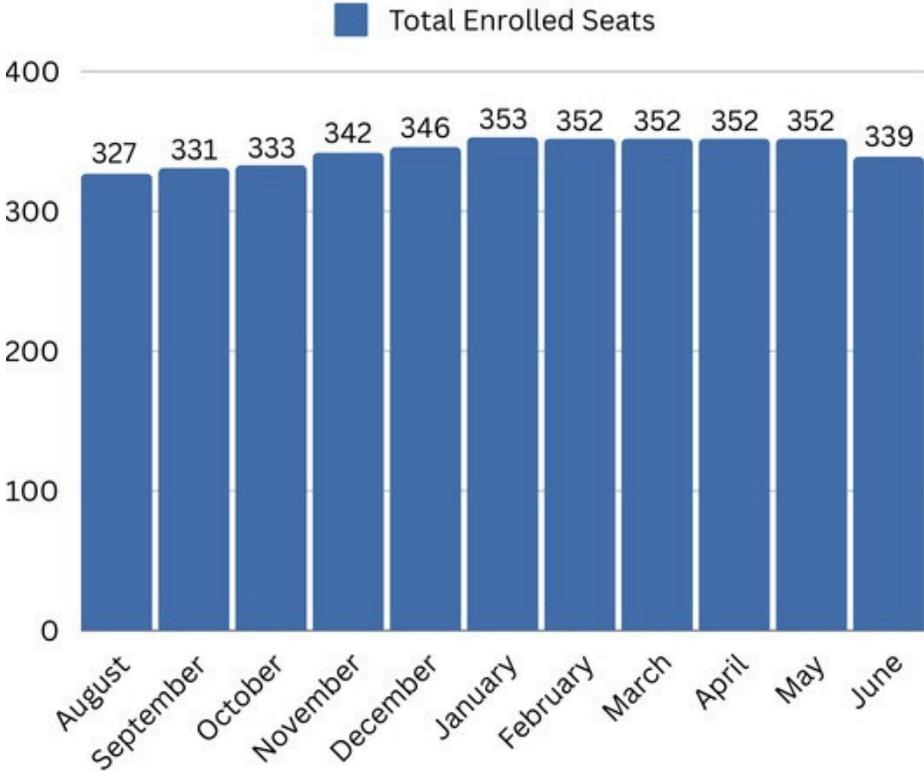


**Figure 4.** Languages spoken at home of the Kai Ming children population.

<sup>1</sup>Including Japanese & Mongolian

<sup>2</sup>Including Vietnamese, Tagalog, Cambodian, & Nepali.

# Summary of Enrollment



**Figure 5.** Monthly enrollment summary for students of all funding sources during the 2023-2024 program year.

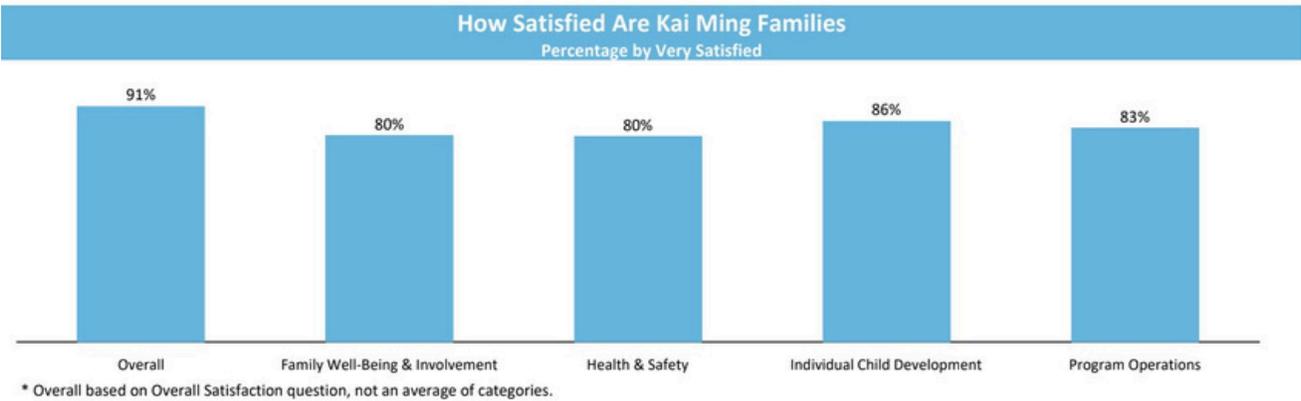
During the 2023-24 school year, Kai Ming achieved an average enrollment rate of 94%, bringing us closer to pre-pandemic levels. Enrollment peaked in the winter and stabilized for the remainder of the year, reflecting strong retention and successful recruitment efforts to fill vacancies. Kai Ming is on track to maintain, and potentially exceed, these numbers in the 2024-25 school year.



# Summary of Family Partnership Service

## Program Services

This year, **100%** of Kai Ming families expressed positive feelings about the program's services, with **91%** reporting they were “very satisfied” and **9%** “satisfied.” According to the survey, a majority of our families felt positively about the following measures: Overall Quality of the Program, Family’s Well-Being and Involvement, Health and Safety, Individual Child Development, and Program Operations.



**Figure 6.** Percentages of parents who reported feeling “very satisfied” with Kai Ming’s program services during the 2023-2024 school year.

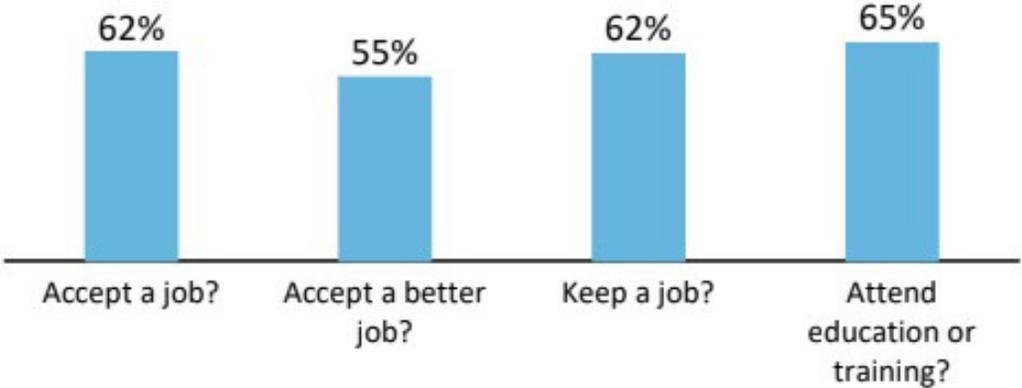


# Summary of Family Partnership Service

## Family Services

Kai Ming strives to help families meet or exceed their personal goals. This year, parents reported that our staff supported them in the following ways: **62%** accepted a new job, **55%** accepted a better job, **62%** felt our services helped them keep their job, and **65%** attended educational or training programs as a result of Kai Ming's support.

**80% of parents responded "Yes" to at least one: accept a job, accept a better job, keep a job, or attend education or training.**



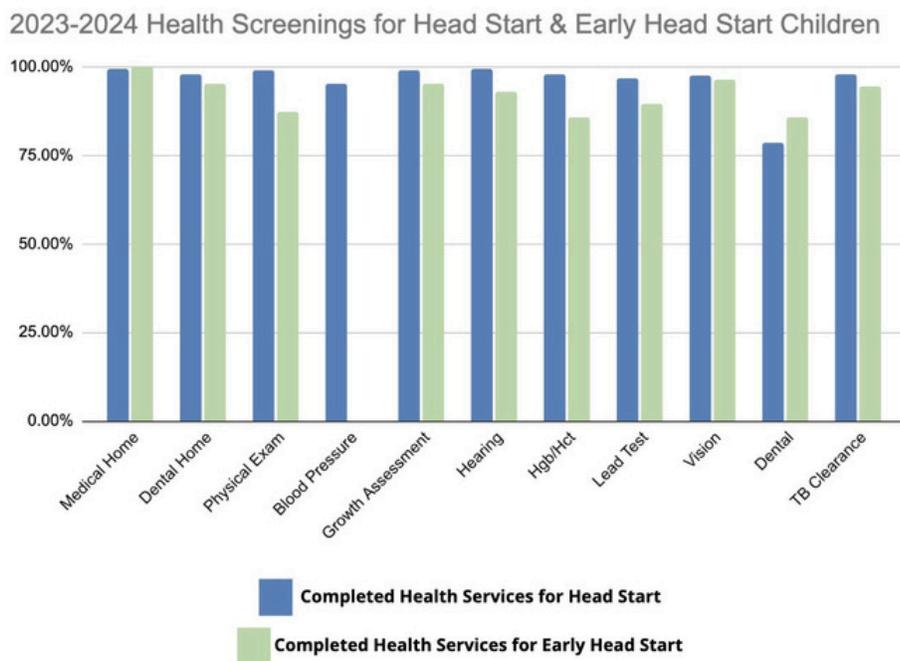
**Figure 7.** Percentages of parents who achieved certain professional goals with the help of Kai Ming.



## Summary of Health and Nutrition Service (Cont.)

Last year, Kai Ming continued to thrive in the post-pandemic environment. As in previous years, we welcomed nursing interns from San Francisco State University (SFSU), who provided onsite health screenings for children requiring assessments. Additionally, we launched a new partnership with the Magic Tooth Bus, offering onsite dental services at PM Square for all Kai Ming children, with a focus on dental screenings for our youngest learners. This collaboration reflects our commitment to addressing dental disparities in under-resourced families and supporting children from 6 months to 5 years of age.

Kai Ming staff remain dedicated to educating families about the importance of meeting health requirements, coordinating health services, and following up with parents and guardians regarding their children’s well-being. In partnership with the San Francisco Department of Public Health (SFDPH), we continue to provide hearing screenings and health workshops for parents. We also introduced a Nutrition Series led by UC Cooperative Extension (UC COOP), offering in-person workshops to help parents refresh their knowledge on maintaining healthy eating habits. The Health Manager and Family Advocates are working to strengthen communication between Kai Ming and healthcare providers to better meet the healthcare needs of our families.



**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 2024. Dental counted if child received dental exam within the last year.

# Summary of Health and Nutrition Service (cont.)

**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

2023-2024 Completed Health Screenings for All Kai Ming Children

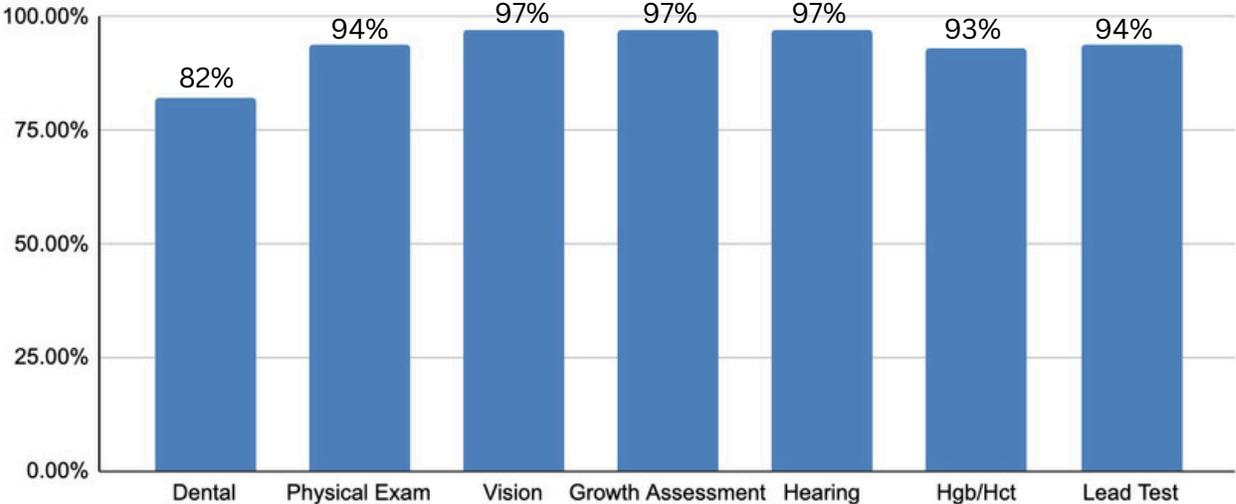


Figure 9. Percentages of health services received by all Kai Ming children.

### Health & Nutrition Partnerships

**Onsite Health Screenings:** SFSU School of Nursing

**Onsite Dental Service:** Magic Tooth Bus

**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 Service

## 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 2023-2024, 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-Comforting (ATL-REG 2), Social and Emotional Development: Relationships & Social Interactions with Peers (SED 4), Language and Literacy Development: Understanding of Language (Receptive) (LLD 1), Number Sense of Quantity (COG 3), and Physical Development–Health: Safety (PD-HLTH 5).

### Percentage of Infant Toddler Gain At Least 1 Developmental Level in SY 23-24

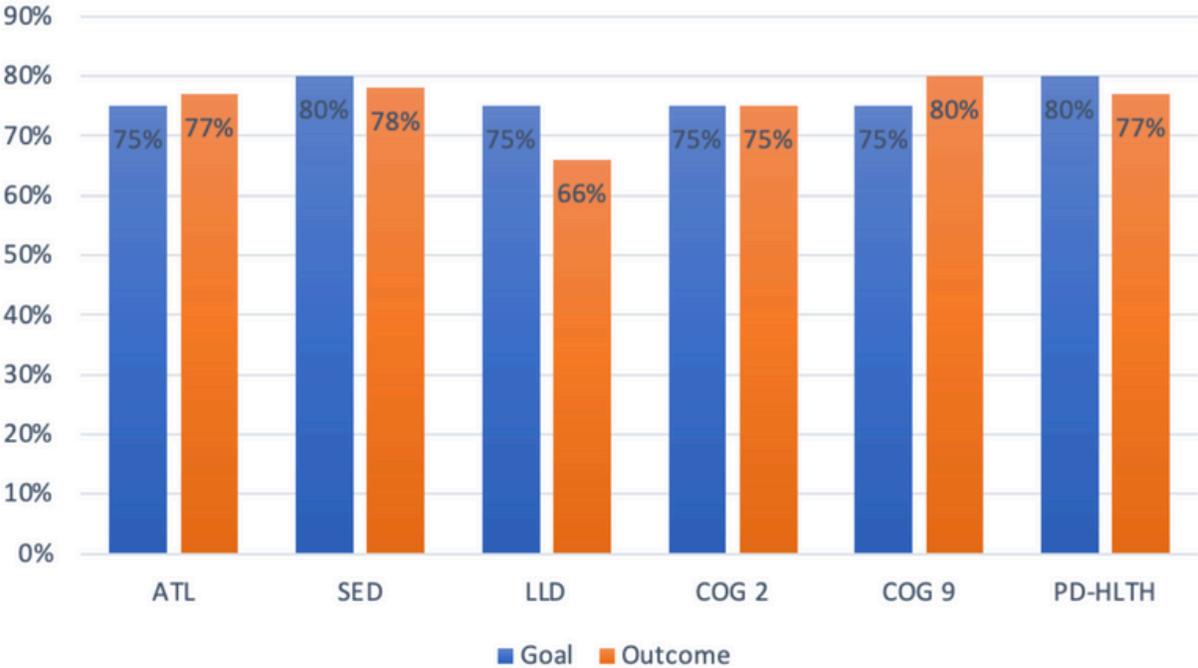
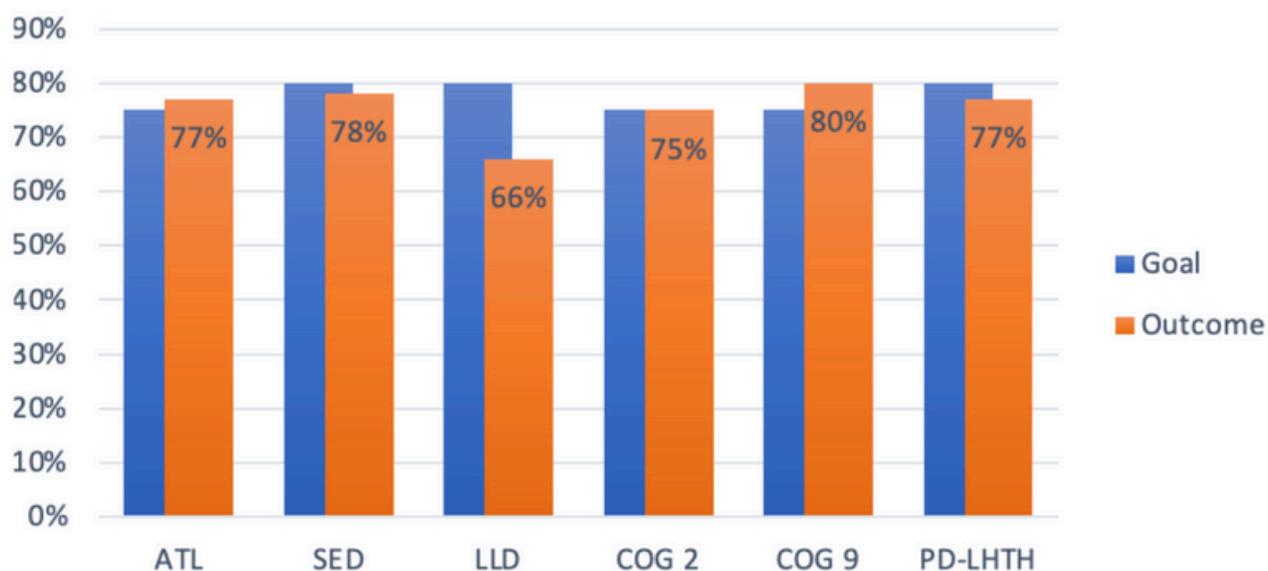


Figure 10. DRDP results for Kai Ming infants and toddlers in the 2023-2024 school year.

## Summary and Overview of Education Service (cont.)

It was expected that 75% of 3-year-olds would increase by at least one developmental level in the following areas: Approaches to Learning (ATL-REG 4): Curiosity and Initiative in Learning, Cognitive Development: Early Math (COG 2): Classification, Cognitive Development: Scientific Reasoning (COG 9): Inquiry through Observation and Investigation. Additionally, it was expected that 80% of 3-year olds would increase by at least one developmental level in the following areas. The domains measured at 80% were Social and Development (SED 2): Social and Emotional Understanding, Language and Communication Literacy (LLD 8): Phonological Awareness, and Perceptual Motor and Physical Development (PD-HLTH 1): Perceptual Motor Skills and Movement Concepts. In the upcoming school year, Language and Communication (LLD 8): Phonological Awareness will continue to be an area of focus.

### Percentage of 3 Year Olds Gain At Least 1 Developmental Level in SY 23-24



**Figure 11.** DRDP results for Kai Ming's 3-year-old children in the 2023-2024 school year

It was expected that 80% of 4-year-olds would score in the top three developmental levels in all areas. However, children only met that goal in Language and Communication, Cognitive Development in Early Math and Perceptual Motor and Physical Development. In the upcoming school year, the area of focus will be Approaches to Learning, Social and Emotional Development, and Cognitive Development: Scientific Reasoning.

### Percentage of 4 Year Olds Reaching Top 3 Developmental Levels 23-24

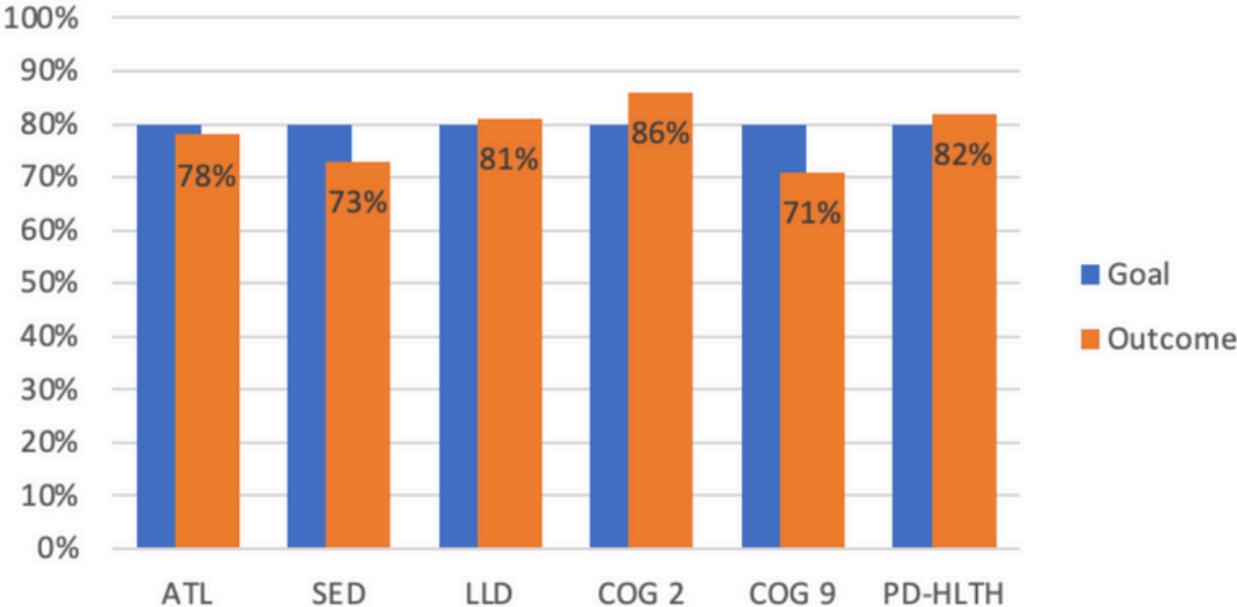


Figure 12. DRDP results for Kai Ming 4-year-old children in the 2023- 2024 school year.



## Early Learning



This year, training efforts focused on further strengthening the implementation of the Project Approach within our curriculum. We launched this effort with a two day training during pre-service which was led by local and national experts on the topic. In Fall and Spring, Peer Learning Communities (PLCs) were dedicated to further discuss study topics and implementation questions and strategies. Teachers had the opportunity to glean ideas from one another and troubleshoot challenges that arose. Within these efforts of professional development we embedded topics such as individualization, supporting language development and reasoning and engaging parents in children's learning.

We linked project studies to the CLASS Instructional Support Dimensions. Additionally, classroom teams had individualized consultation with Project Approach experts throughout the year. This year-long effort culminated in Project Celebrations in which teachers, with much enthusiasm, displayed documentation, artifacts created by the children, and examples of how they engaged parents in their project work. The high level of engagement and peer learning that took place during these celebrations was evidence of increased understanding of how to implement project studies in the infant, toddler and preschool curriculum. Coaches supported teachers through every component.

To enhance leadership and management skills, we are making a concerted effort to provide a variety of professional development opportunities for Site Managers. We launched the first Site Manager Leadership Academy. The two day training, *Leading for Organizational And Service Excellence* was facilitated by Sheryl White, Psy.D from Neighborhood House in San Diego. Site Managers explored topics such as compassionate leadership, emotional intelligence, accountability, cultural humility and establishing trust and credibility. We invited MNC and Wu Yee to partner with us on this opportunity.

Kai Ming places a high value on supporting staff with time and resources to continue their education. During the 2023-24 program year, seven staff attained higher education degrees and sixteen staff began MA and BA programs. Ten teachers upgraded their permits. Staff received academic and career counseling from the Talent Support Manager who guided staff through every step of the enrollment process.

Staff across the agency attended a variety of training and conferences such as National Head Start Association, Region IX Family Engagement, and PITC conferences. This year two site managers participated in a training in New Zealand to learn more about the Maori inspired education system and integration of learning stories into curriculum.

## Staff Wellness

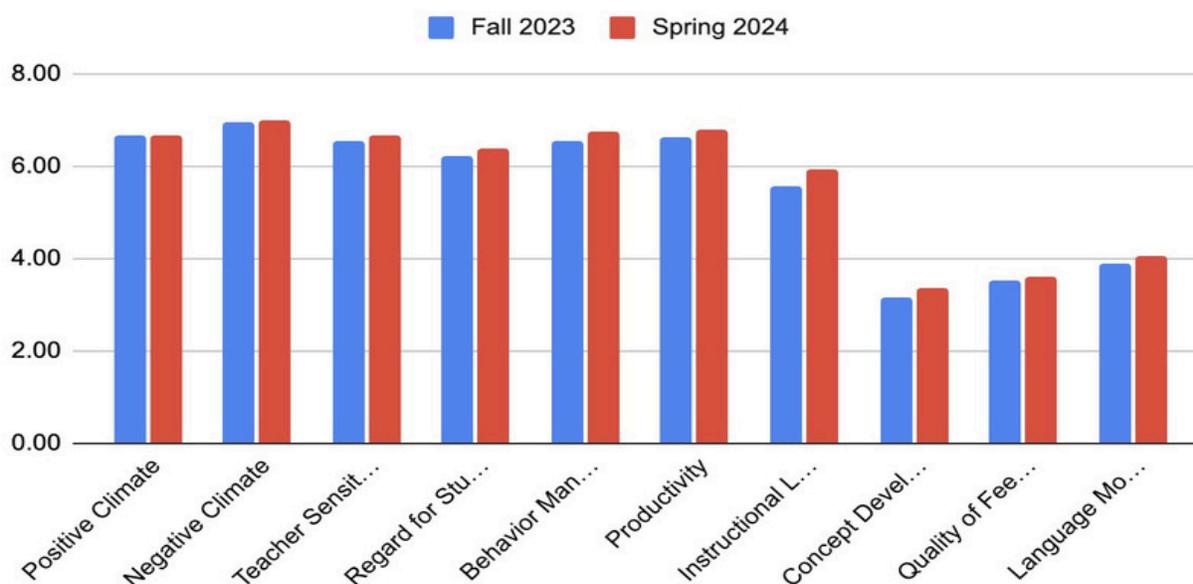
Staff wellness is always a focus for Kai Ming and moving through this pandemic has made it even more important. The Kai Ming Wellness Committee was formed to send out annual staff wellness surveys, review data together and map out action plans including activities, events, wellness benefits, teambuilding, 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 unlimited access to a range of virtual services, including but not limited to yoga, meditation, nutrition coaching, mental health consultations, and financial consultation.

## Summary and Overview of Education Service (cont.)

### 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. In 2024, the Competitive Threshold set up by the Office of Head Start is 5 (Emotional Support, ES), 5 (Classroom Organization, CO), and 2.3 (Instructional Support, IS), while the Quality Threshold is 6 (ES), 6 (CO), 3 (IS). However, our overall Instructional Learning Format score (5.8) for the Spring CLASS assessment falls below the Quality Threshold of 6. Additionally, in the Instructional Support domain, there were several classrooms that scored below the Quality Threshold for both Concept Development and Quality of Feedback.

### CLASS Score Fall 2023 and Spring 2024



### CLASS Domain Score Fall 2023 and Spring 2024

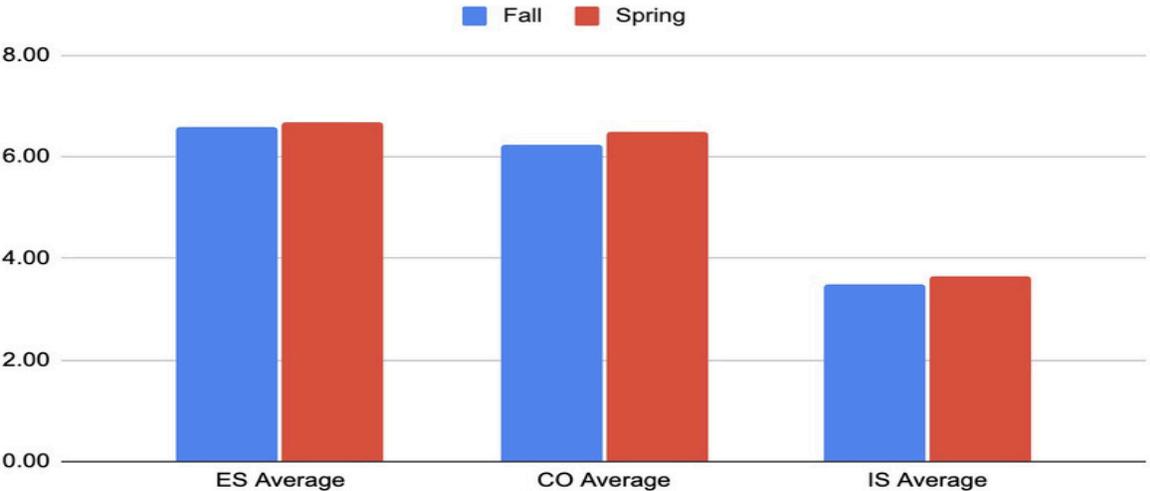


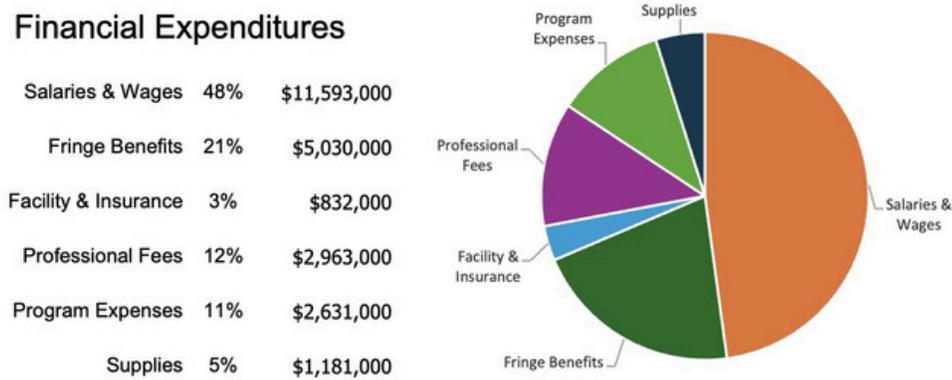
Figure 13. CLASS results comparing Kai Ming against the National average in the 2023-2024 school year.



## Financial Report



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



**Figure 15.** Overview of Kai Ming's Annual Financial Expenditures

Result of most recent review by the Secretary and Financial Audit (2022-2023)	Pass
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## Our Staff Team

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Site Managers	Center
Sally An	Dr. T.K.L. Center
Carmen Ngan	Broadway Center
Cindy Mach	PMSquare Children's Center
Edna Vargas	Sunset Center
Bandi Park	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
Mingjian Zhang	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
Keyla Canales Shu Mei Lee	Dr. T.K.L. Center

## Main Office Team

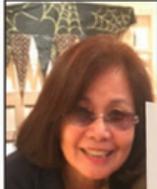
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Name	Title
Aileen Mui	Early Learning Coach
Angel Nguyen	Health and Nutrition Manager
Anmei Liu	Data & Systems Analyst
Annie Guan	Program Assistant
Arianna Lange	Administrative Assistant
Cindy Louie	Office Manager
Dora Pulido Tobiassen	Director of Learning and Development
Douglas Gil	Family and Community Partnership Manager
Eda Wei	Co-Director of Children & Family Services
Ellen Peterson-Allen	Early Learning Mentor
Evelyn Bandelaria	Director of Operations/Executive Assistant
Fatima Sequeira	Co-Director of Children & Family Services
Gabriela Rivera	Maintenance Worker
Guillermo Sequeira	Finance Coordinator
Hailey Lam	Program Manager
Jabbar Luo	Executive Director
Jerry Yang	Communication Coordinator
Julia Lin	Finance Coordinator II
Kama Zhang	Early Learning Mentor
Kaytie, Brissenden-Smith	Early Learning Mentor
Lily Dang	Human Resources Generalist
Lisa Galdino	Talent Development Manager

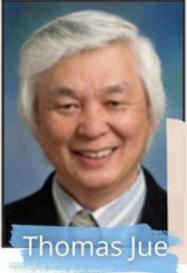
Name	Title
Marijane Castillo	Recruiting & Outreach Specialist
Menyee Lin	STEP Project Coordinator
Mei-Hua Fu	Director of Continuous Quality Improvement
Melinda Dang	Director of Finance
Natalie Silman	Inclusion Coordinator
Nicole Matus	Learning and Development Specialist
Qiana Zhao	Finance Specialist
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
Yuling Wang	Health & Nutrition Manager



## Km Board of Directors Officers

 Larry Vitale Chairperson	 Charlotte Ferretti Vice Chairperson	 Scott Burrell Secretary	 Silan Stahlhut Treasurer
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## Km Board of Directors Members

 Karen Chin	 Jeff Dang	 Elizabeth Lau	 Noelle Lee
 Ivy Wang	 Thomas Jue	 Mike Hinckley	

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.

## Kai Ming Policy Council Officers

Broadway



Edna Ard  
Chair

Broadway



Jocelyn Ruiz Acosta  
Vice-Chair

North Beach



Li Jia Liang  
Secretary

St. Luke



Rong Liu  
Treasurer

## 2023-24 Policy Council Officers

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 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