



Head Start/Early Head Start Annual Report 2024-2025





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 2024-2025 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, 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 Executive Director

Dear Friends,

This report highlights what we've accomplished together this year—not just in helping children get ready for school, but also in the many ways we support families. Even as our world keeps changing, from big shifts to everyday adjustments, everyone at Kai Ming keeps looking for the best ways to put families with young children in our community first.

2025 is a special year: it's the 60th anniversary of the National Head Start Program. It also marks 50 years since Kai Ming first opened its doors as San Francisco Chinatown's first Head Start program, a proud legacy that has now reached neighborhoods throughout the city. None of this would have been possible without our friends and partners: the Federal Office of Head Start, the California Department of Education, the California Department of Social Services, and the San Francisco Department of Early Childhood. Their support means everything to us.

For us, "Kai Ming" is more than a name. In Chinese, it means inspiration and enlightenment, but for 50 years, it's meant being here with families, growing together, and working through both the good times and the hard ones. We're deeply grateful for everyone who's walked this road with us. As we look ahead, we promise to keep caring, keep learning, and keep showing up for our community. With gratitude, hope, and a lot of heart, we look forward to the next 50 years—walking this journey together, and helping new generations shine.

With gratitude,



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-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

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



San Francisco at a Glance

San Francisco has long been home to a diverse population.

San Francisco Percentage of Population by Race

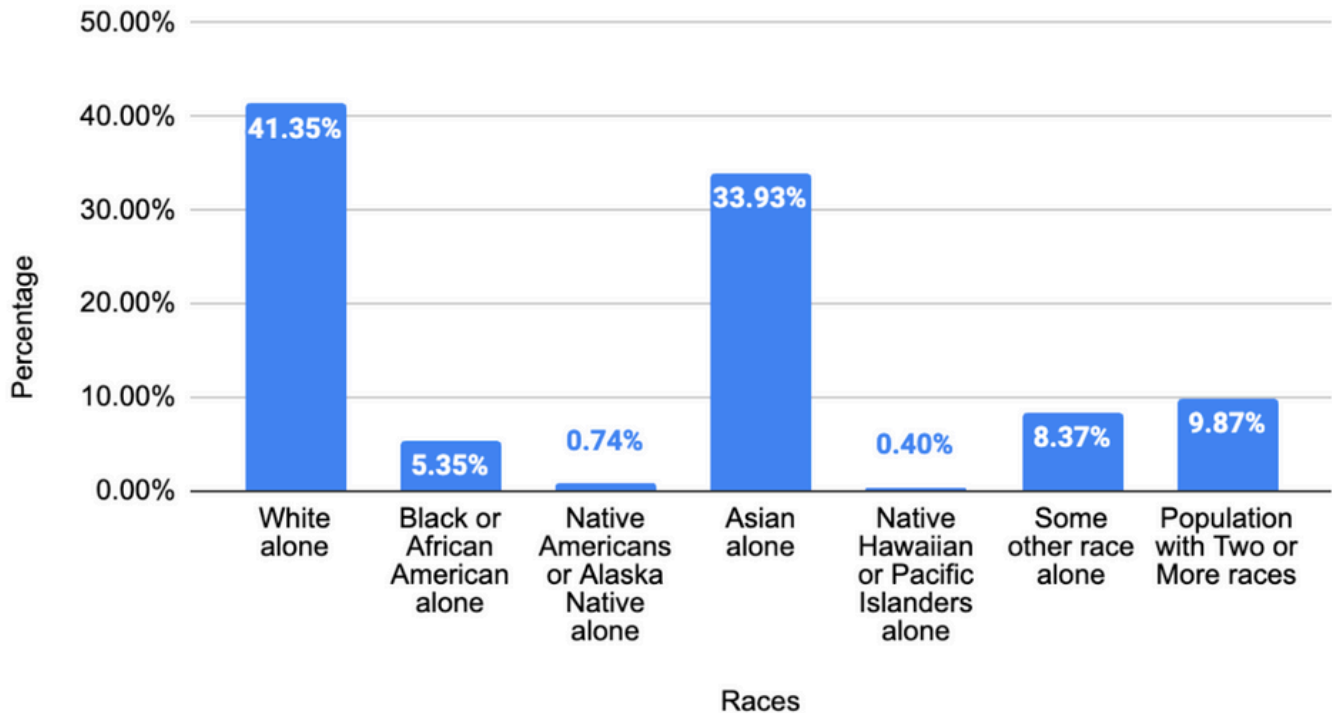


Figure 1. United States Census Bureau. (July 29, 2025). *Race Percentages for San Francisco County, CA*. <https://data.census.gov/table/DECENNIALPL2020.P1?q=San+Francisco+County,+California>

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 \$ 29,508 per child, per year, according to Children's Council.



Estimated Annual Child Care Rate in San Francisco

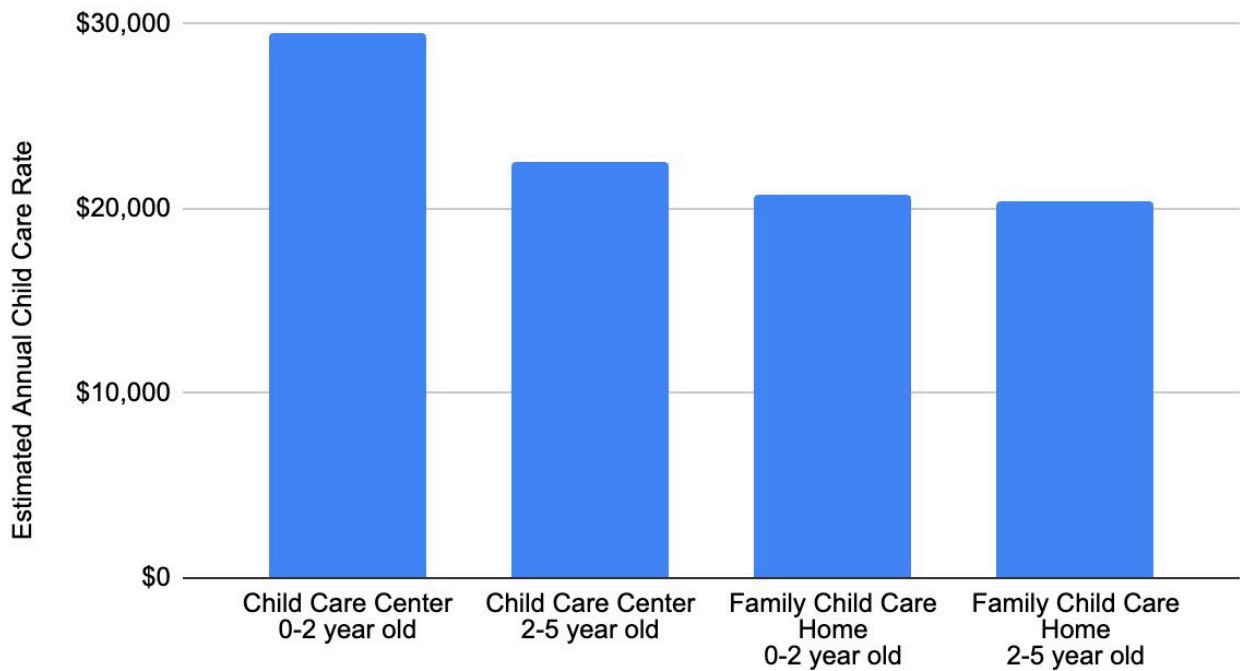


Figure 2. Overview of the Annual Cost of Child Care in San Francisco.
<https://www.childrenscouncil.org/families/understanding-child-care/child-care-costs/>

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.

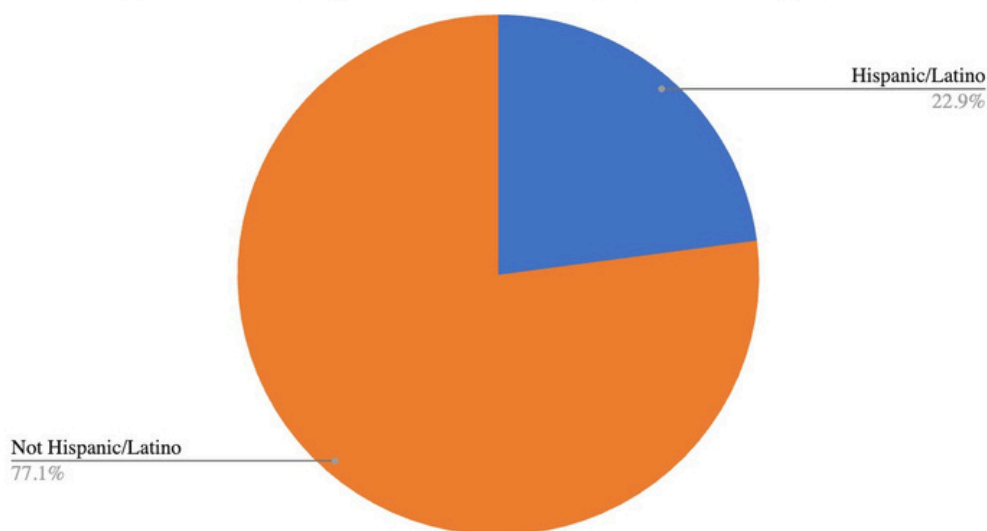


Kai Ming at a Glance

Kai Ming's Demographics

Among enrolled children, approximately 22.9% identified as Hispanic/Latino. By race, 60.3% identified as Asian, 11.7% as biracial, multiracial, or unspecified, 6.5% as White, 6.1% as Black, and less than 1% as Native Hawaiian/Pacific Islander.

Kai Ming Children Hispanic and Non-Hispanic Ethnicity SY 24-25



Kai Ming Children Race SY 24-25

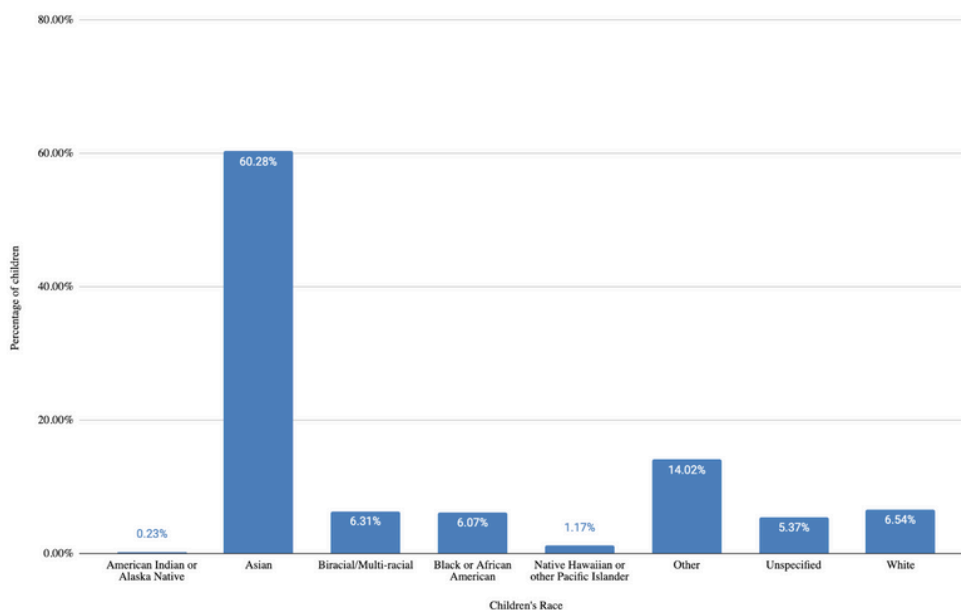


Figure 3. Race and Ethnicity Composition of Kai Ming Enrollees.

Among enrollees, the most common primary language spoken at home was Chinese at 61%, followed by English at 22.4%. 17.3% of families reported Spanish as their primary language, and 9.3% used other East Asian Languages. To a smaller extent, there was a representation of Middle Eastern and South Asian languages (3.7%), European and Slavic languages (0.7%), Native Mexican, and Central/South American languages (.2%), and others 2(.5%) [Figure 4].

Kai Ming Children Primary Language SY 24-25

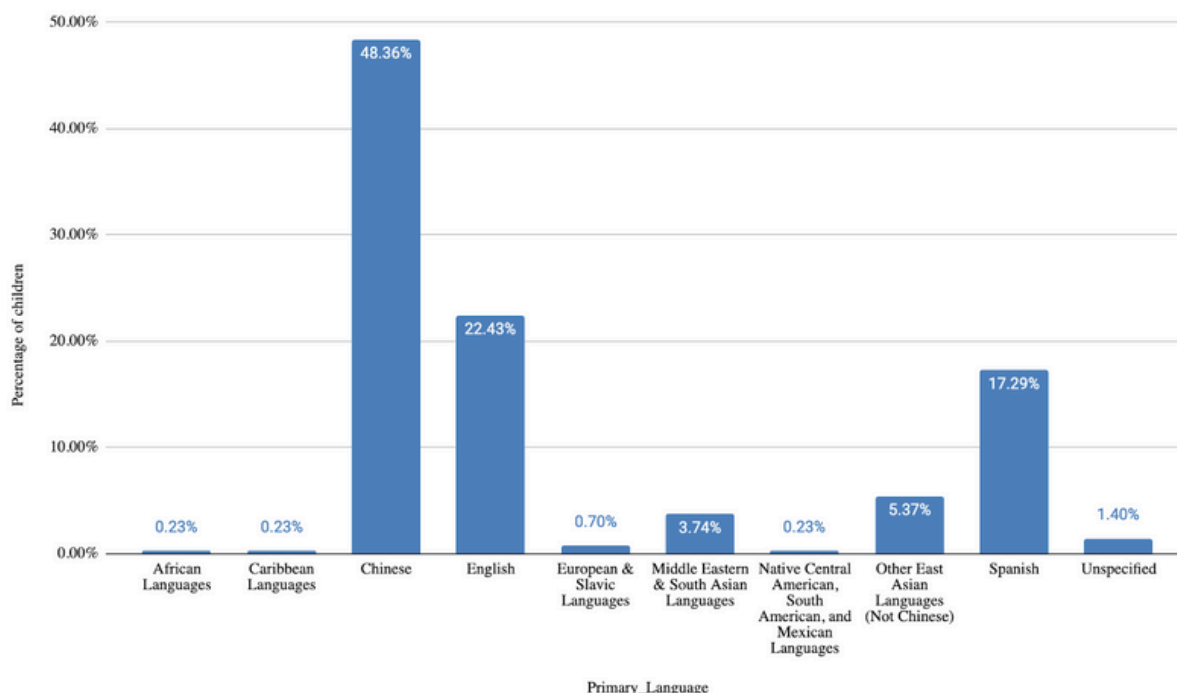


Figure 4. Languages spoken at home of the Kai Ming children population.

¹Include Japanese & Mongolian

²Including Vietnamese, Tagalog, Cambodian, & Nepali.



Summary of Enrollment

Kai Ming Monthly Enrollment SY 24-25

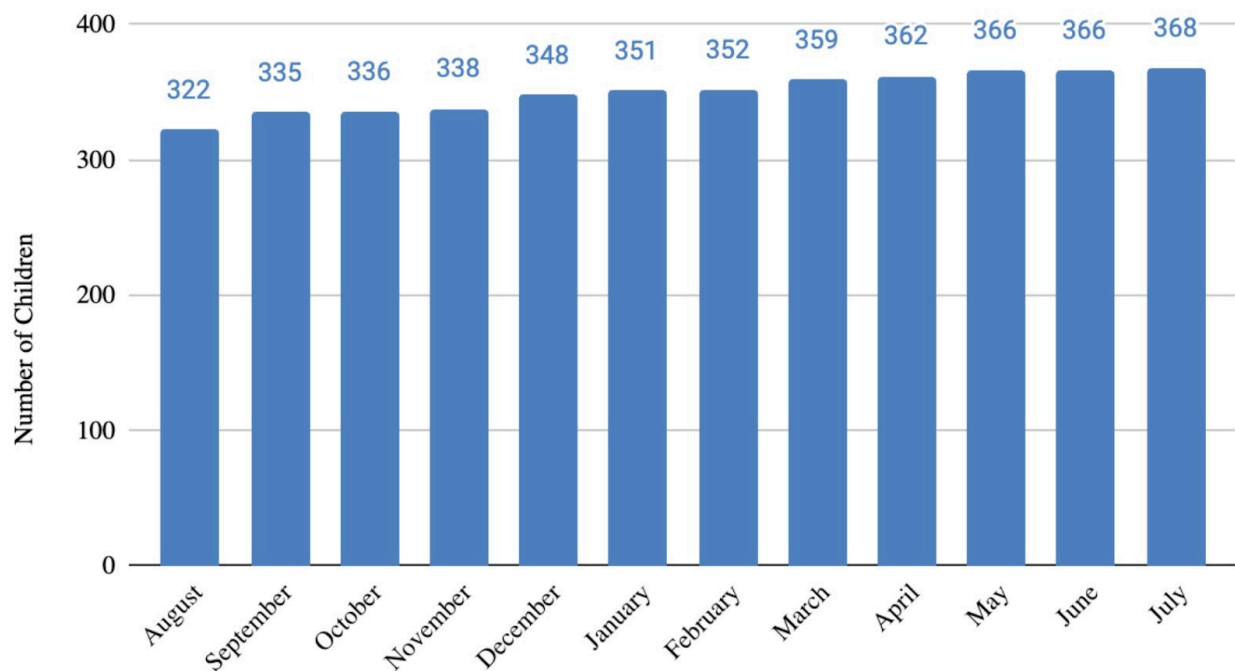


Figure 5. Monthly enrollment summary for students of all funding sources during the 2024-2025 program year.

During the 2024-25 school year, Kai Ming achieved an average enrollment rate of 94%. Enrollment peaked in the winter and stabilized for the remainder of the year, reflecting strong retention and successful recruitment efforts to fill vacancies.



Summary of Family Partnership Services

Program Services

This year, **100%** of Kai Ming families expressed positive feelings about the program's services, with **87%** reporting they were “very satisfied” and **13%** “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.

Parents’ Overall Reported Satisfaction



Kai Ming | Winter 2024-2025

Number of Completed Surveys: 215

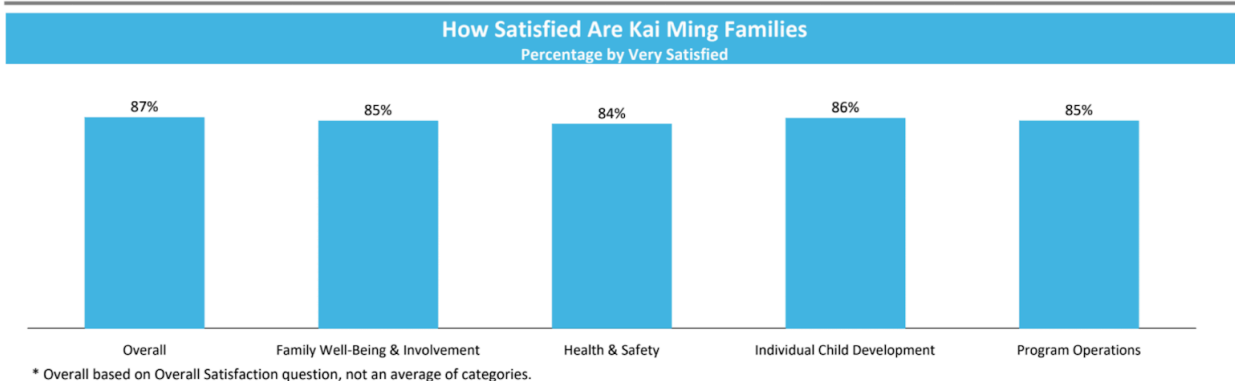


Figure 6. Percentages of parents who reported feeling “very satisfied” with Kai Ming’s program services during the 2024-2025 school year.



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: **70%** accepted a new job, **63%** accepted a better job, **73%** felt our services helped them keep their job, and **67%** attended educational or training programs as a result of Kai Ming's support.

84% of parents responded "Yes" to at least one: accept a job, accept a better job, keep a job, or attend education or training.

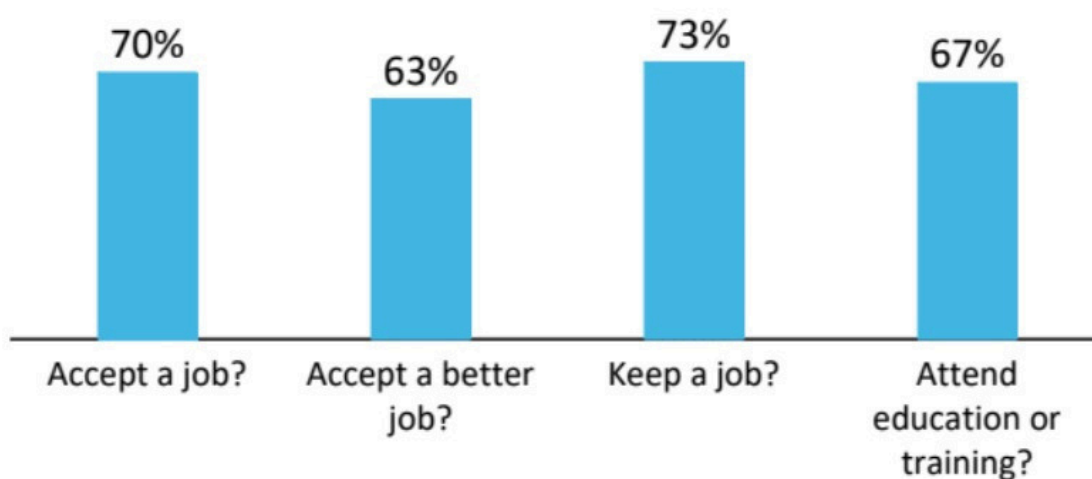


Figure 7. Percentages of parents who achieved certain professional goals with the help of Kai Ming.



Summary of Health and Nutrition Services

In the past year, Kai Ming has continued to advance its mission of promoting children's health and wellness across all centers—and we further elevated the scope and reach of our health services. We once again welcomed nursing interns from San Francisco State University (SFSU), who conducted onsite health screenings and supported timely assessments for children with identified needs. This year, nursing students also volunteered to support our Prenatal Program, contributing to expanded community health services for expecting families.

We launched the FluMist and Flu Shot Project, offering free influenza vaccinations to children, families, and staff across our centers. This initiative reflects our commitment to community-based preventive care and increasing access to critical vaccines among underserved populations.

We also expanded our dental services by establishing a new collaboration with the San Francisco Department of Public Health (SFDPH) to provide onsite dental screenings at all Kai Ming centers. For children needing follow-up treatment, we partnered with Dental Robin Hood, a local nonprofit dental provider, to bridge the gap in access to affordable care and ensure timely referrals for families. This expanded initiative supports our goal of addressing oral health disparities in low-income communities and promoting early dental care for children ages 6 months to 5 years.

Our staff remains deeply committed to educating families about health requirements, coordinating care, and following up with parents and guardians to ensure every child's well-being. In partnership with SFDPH and UCSF, we continued to offer hearing screenings and implemented a two-way follow-up system to enhance referral tracking and communication between families and healthcare providers. We also hosted a series of health education workshops for parents and caregivers.

We continued our in-person Nutrition Series in partnership with the UC Cooperative Extension (UC COOP). These interactive workshops provided parents with practical strategies to support healthy eating habits at home and fostered a family-centered approach to nutrition and wellness.

Prenatal Program: Supporting Families Before Birth

This year marked the successful launch of Kai Ming's Prenatal Program, a collaborative effort with NICOS Chinese Health Coalition, SFDPH, and the Kai Ming Education Department. The program provides culturally responsive support to pregnant individuals, including maternal health education, prenatal case management, and connections to community resources. Our goal is to promote maternal and infant health equity and support a seamless transition from pregnancy to early childhood services. The program reflects our belief that health and education begin well before birth, and that early support leads to better long-term outcomes for families.

2024-2025 Health Screenings for Head Start & Early Head Start Children

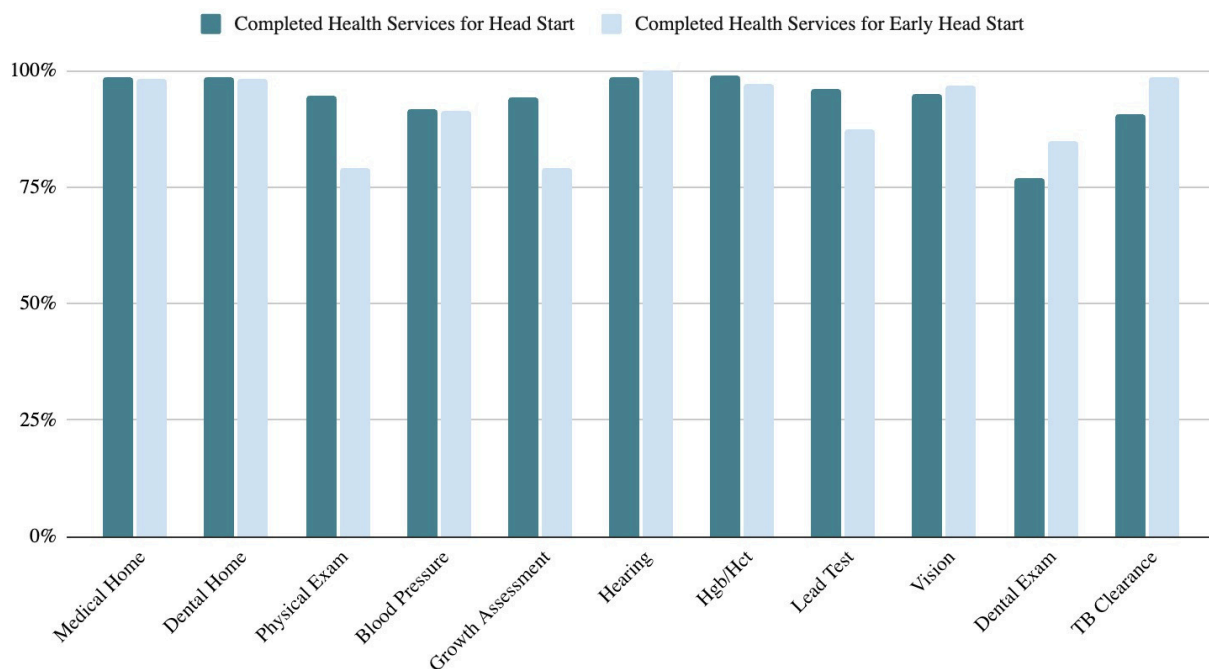


Figure 8. Percentages of health services received by children enrolled in Head Start and Early Head Start.

99%

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

98%

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



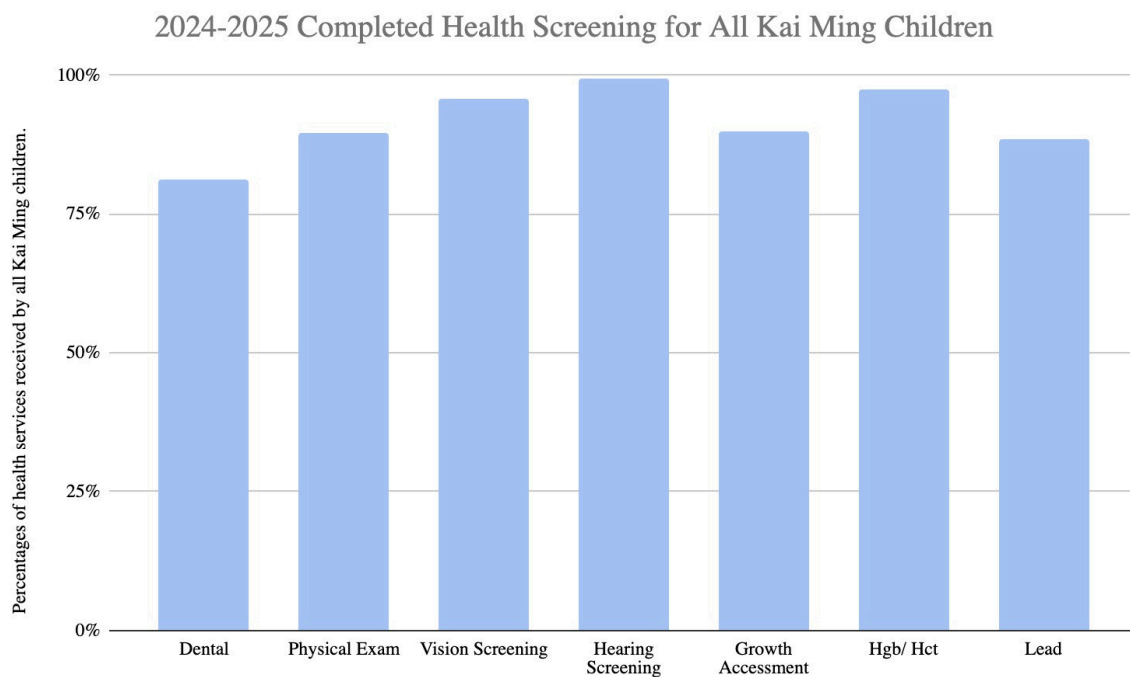


Figure 9. Percentages of health services received by all Kai Ming children.

(Data from June 2025)

Health & Nutrition Partnerships

Onsite Health Screenings: SFSU School of Nursing & SFDPH

Onsite Dental Service: Dental Robin Hood

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. DRDP is aligned with Head Start Early Learning Outcome Framework 0-5 (ELOF). According to the child assessment data from Kai Ming DRDP 2024-2025, listed below are key the 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).

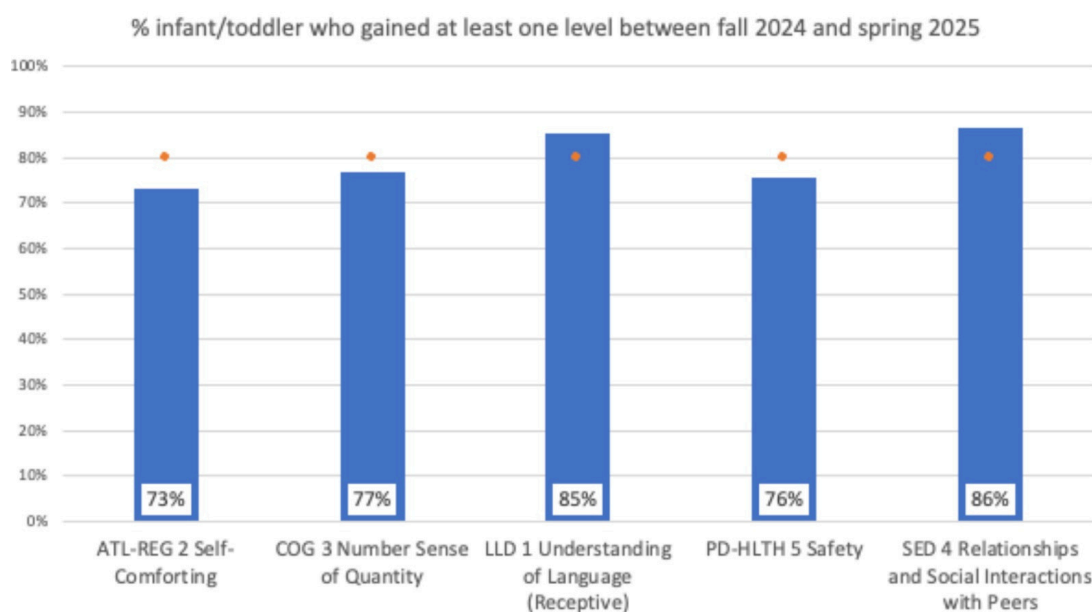


Figure 10. DRDP results for Kai Ming infants and toddlers in the 2024-2025 school year.

Kai Ming reached some of our Infant Toddler School Readiness Goals, but did not reach the goals in the following developmental areas: **Self Comforting (ATL 2)** , **Number Sense of Quantity (COG 3)** , and **PD5 (Safety)**.



Summary and Overview of Education Services (cont.)

It was expected that 75%-80% of preschool children would increase by at least one developmental level in the following areas: Approaches to Learning (ATL-REG 4): Curiosity and Initiative in Learning and Cognitive Development: Early Math (COG 2): Classification. Additionally, it was expected that 80% of 3-year olds would increase by at least one developmental level in the following areas: Cognitive Development: Scientific Reasoning (COG 9): Inquiry through Observation and Investigation. 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.

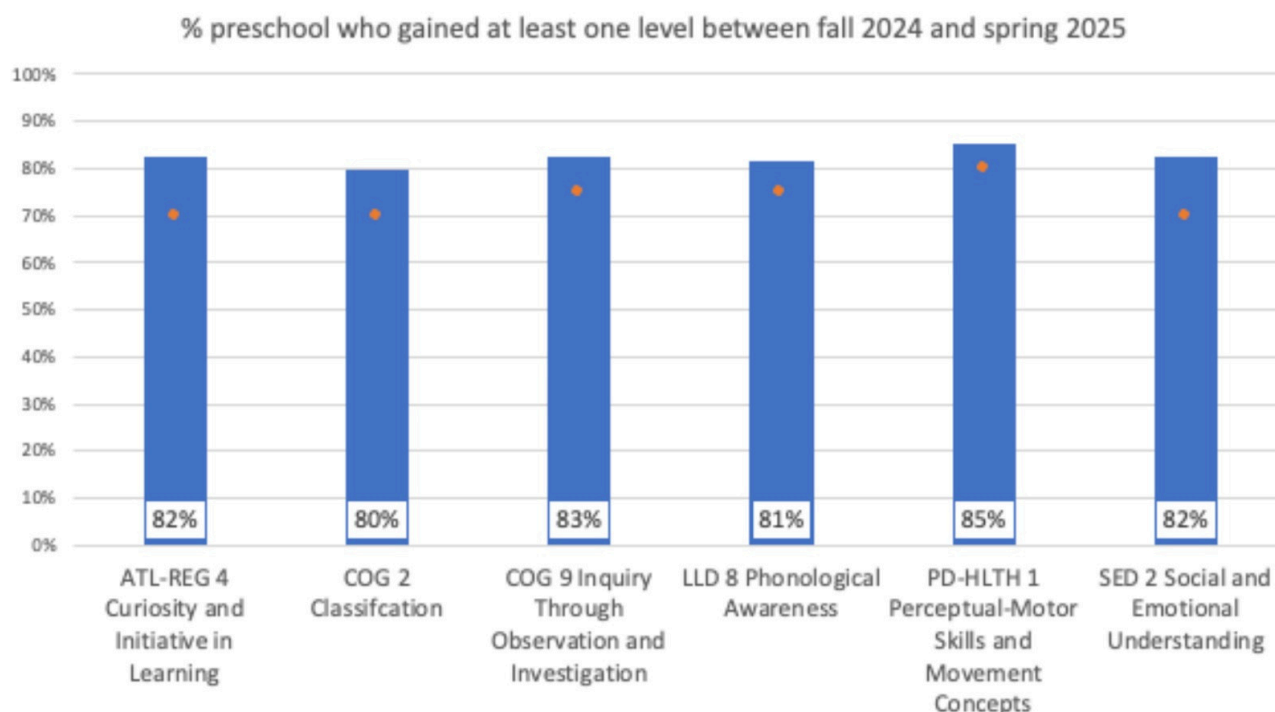


Figure 11. DRDP results for Kai Ming's preschool children in the 2024-2025 school year

Kai Ming achieved the Preschool School Readiness Goals in all the selected developmental areas in SY 24-25. The least gains from Fall 2024 to Spring 2025 are in Classification (COG 2), and Phonological Awareness (LLD 8)

Summary and Overview of Education Services (cont.)

Early Learning

This year training initiatives focused on strengthening lesson planning, project studies and supporting the needs of children with special needs. Preservice was dedicated to reinvigorating the use of Creative Curriculum. Trainers provided enhanced strategies lesson planning and project studies for infants, toddlers and preschool age-aged children. Held in both Fall and Spring, Peer Learning Communities (PLC) concentrated on supporting children with special needs, and strategies for higher order thinking, inquiry and language development as outlined in CLASS Instructional Support. Teachers shared videos of themselves working in the classroom and reflected on their strengths, and identified areas of growth. Our Second Annual Project Approach Celebration featured all twenty-eight classroom teams presenting a favorite project study. Documentation showcased each phase-from topic selection to project conclusion. High levels of parent engagement and support were evident across projects. Coaches provided intensive year-round coaching and training to strengthen classroom practices.

To enhance site manager capacity, we offered our second Site Manager Leadership Academy. This professional development series explored key organizational management concepts such as sustaining a healthy work environment, managing individual staff, decision-making and communication, and planning and facilitating effective meetings. Managers worked through real-life case scenarios to apply organizational strategies directly to their sites.

Kai Ming remains committed to supporting staff in their professional and academic growth by providing time, resources, and guidance. Our Learning and Development Talent Manager offered academic counseling, enrollment assistance, and ongoing motivation throughout the year. Degree achievements included 9 staff members earned their BA in Early Childhood Education and 4 earned MA degrees. Thirteen staff members are actively pursuing higher education degrees.

Staff attended a variety of training and conferences, including the Head Start California Health Institute, Parent and Family Engagement and Educational Conferences. Three staff members had the opportunity to present “Exploring Project-Based Learning: Engaging Toddlers Through Hands-On Discovery at the Region IX First 1000 Days.



Staff Wellness

Staff wellness is always a focus for Kai Ming and moving through the 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 strategies and action plans including activities, events, wellness benefits, teambuilding, and retreats to support the mental health of all staff, as they navigate supporting children, families and themselves. 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.

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. In 2025, 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). Kai Ming's average scores continue to be above the National competitive and quality averages. We noted a slight decrease in scores in all three domains between the Fall 2024 and Spring 2025.

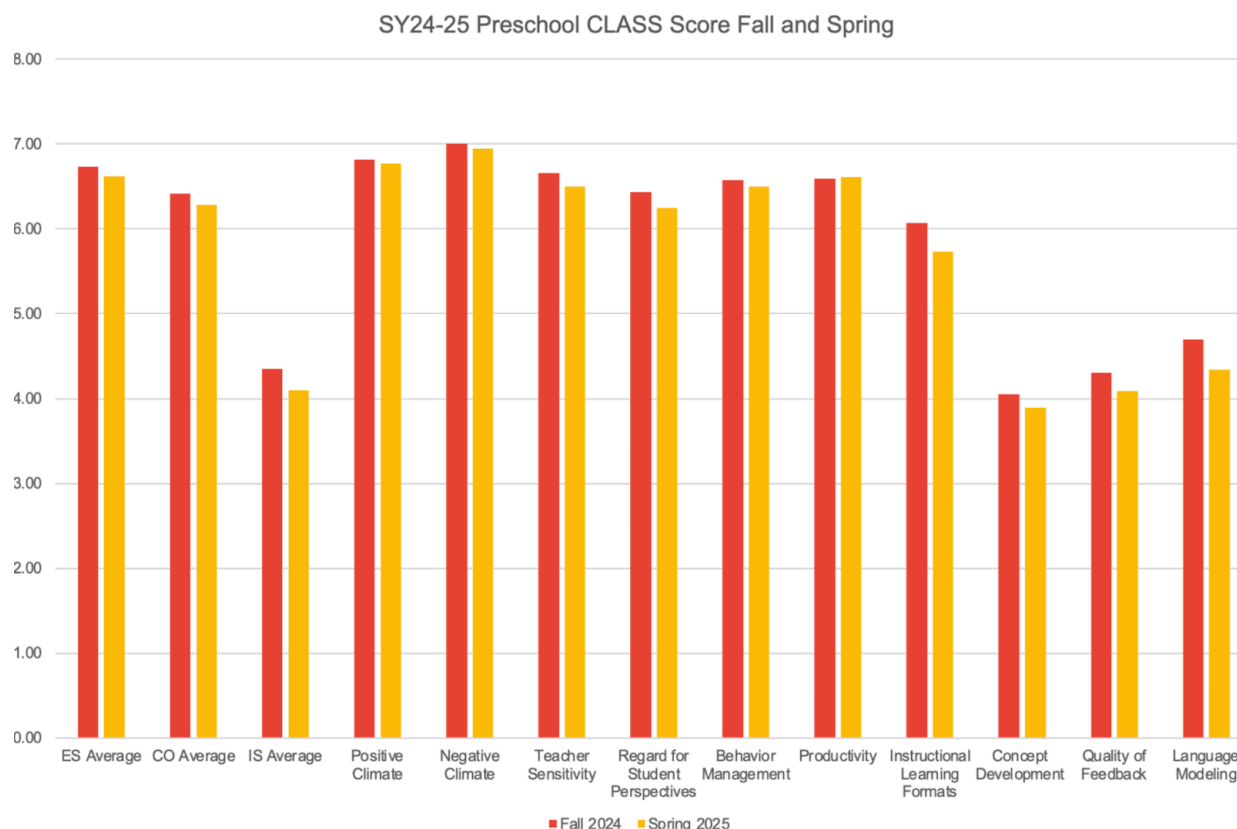


Figure 12. CLASS results

The Annual Financial Review

Financial Report

Financial Revenue

Federal	19%	\$4,855,000
State	61%	\$15,623,000
City	12%	\$3,138,000
Interest/Other	8%	\$2,017,000

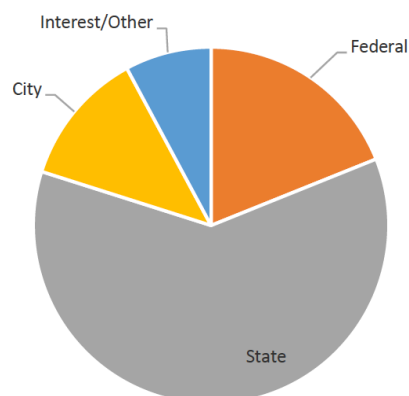


Figure 13. Overview of Kai Ming's annual financial revenue

Financial Expenditures

Salaries & Wages	50%	\$12,445,000
Fringe Benefits	23%	\$5,711,000
Facility & Insurance	4%	\$1,038,000
Professional Fees	10%	\$2,418,000
Program Expenses	8%	\$2,026,000
Supplies	5%	\$1,189,000

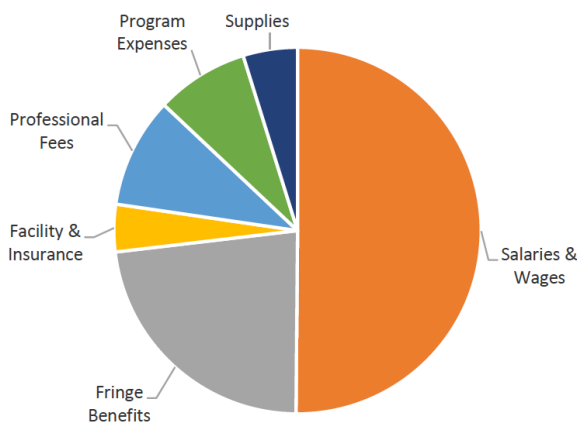


Figure 14. Overview of Kai Ming's Annual Financial Expenditures

Result of recent review by the Secretary and Financial Audit (2023-2024)	Pass
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Our Staff Team

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 Service Specialist	Center
Dora Li	Geary Center
Humberto Felix	St. Luke's Center
Jenny Zhong	Rainbow Center
Lizvett Guizar Valencia	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
Jesse Hu	Broadway Center
Home Visitors	Center
Glenda Colindres Shu Mei Lee	Dr. T.K.L. Center

Main Office Team

Name	Title
Aileen Mui	Early Learning Coach
Anmei Liu	Data & Systems Analyst
Annie Guan	Program Assistant
Brenda Yap	Administrative Assistant
Cindy Louie	Office Manager
Dora Pulido Tobiassen	Director of Learning and Development
Douglas Gil	Family and Community Partnership Manager
Eda Wei	Finance Generalist
Ellen Peterson-Allen	Co-Director of Children & Family Services
Evelyn Bandelaria	Early Learning Mentor
Fatima Sequeira	Director of Operations/Executive Assistant
Gabriela Rivera	Co-Director of Children & Family Services
Guillermo Sequeira	Maintenance Worker
Jabbar Luo	Program Manager
Jerry Yang	Executive Director
Kama Zhang	Finance Coordinator II
Krystal Rodriguez Madera	Early Learning Mentor
Lea Chan	Early Learning Mentor
Lily Dang	Human Resources Generalist
Lisa Galdino	Talent Development Manager
Marijane Castillo	Recruiting & Outreach Specialist
Menyee Lin	STEP Project Coordinator

Name	Title
Mei-Hua Fu	Director of Continuous Quality Improvement
Melinda Deng	Director of Finance
Natalie Silman	Children Development Support Coordinator
Nicole Matus	Learning and Development Specialist
Phil Xu	Recruiting, Partnership 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	Children Development Support Manager
Vivian Wong	Early Learning Coach
Yu Cheng Huang	UI/UX Designer

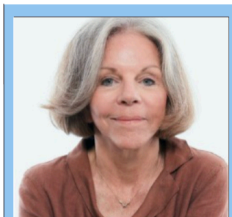


Board of Directors

Board of Directors Officers



Noelle Lee
Chair



Charlotte Ferretti
Vice Chair

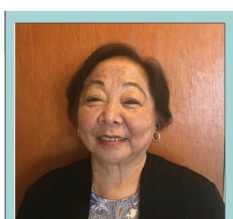


Scott Burrell
Secretary



Jeff Dang
Treasurer

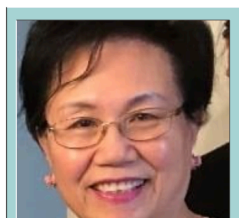
Board of Directors Members



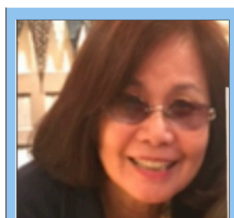
Karen Chin



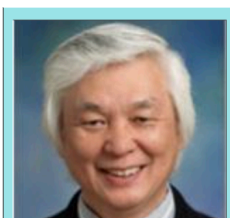
Michael Hinckley



Elizabeth Lau




Silan Stahlhut





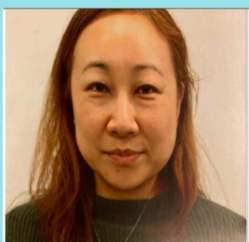

Thomas Jue

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



Policy Council Officers

PMsquare	PMsquare	Sunset	Broadway
			
Amy Zhao Chair	Vincent Yu Vice Chair	Kristen Lieu Secretary	Mei Xiao Yu Treasurer

2024-25 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.





50 Years
KAI MING