



Serving the whole
child, whole family,
and whole community

2022-2024 Impact Report



Hi there,

At Kidango, we believe the path to transformational change in early care and education lies in the integration of programs, policy, and research—all grounded in the lived experiences of families and educators.

Families across California continue to face rising child care costs, limited access for infants and toddlers, and deeply rooted inequities. The data in this report makes clear: we have urgent work to do.



What We're Doing About It:

In Classrooms...

We're helping every child build a strong foundation for learning and life:

- Expanded infant and toddler care in underserved communities
- Strengthened early literacy with SEEDS of Learning
- Rolled out Math Shelf to build foundational numeracy skills
- Trained our staff in social-emotional learning through the Pyramid Model
- Improved the use of assessments to better understand and support each child

Across Services...

Our integrated service delivery model is turning intention into impact:

- Brought early learning, mental health, early intervention, and family support together
- Launched the Children's Collaborative to align teams and improve service quality
- Invested in coaching and professional development across disciplines
- Focused on consistent, connected care—so families experience one seamless system

In Research...

We turned classrooms into places of innovation and learning:

- Developed a new framework to track and improve inclusion outcomes
- Used data to inform statewide policy
- Built feedback loops between practice and policy to drive system change

In Policy...

Our community-led advocacy helped secure wins that matter:

- Capped family fees
- Increased provider reimbursement
- Guaranteed stable funding through Hold Harmless provisions
- Set the stage for a new reimbursement model based on the actual cost of care

The Big Picture...

We're working to build a system that is better funded, more equitable, and truly human-centered—where services are aligned, accessible, and shaped by the people who use them.

We do this work because we believe every child deserves the opportunity to thrive—regardless of where they were born, how much their family earns, or the challenges they face. When we invest in young children, we invest in a more just, compassionate, and prosperous future for us all.

Thank you for standing with us on this journey.

With gratitude,

Scott Moore
Chief Executive Officer
Kidango



The Kidango Difference

Our vision is that all children have the skills they need to be ready for success in school and life. Making this vision a reality is one of the greatest and most important challenges any community faces. Research shows that low-income preschoolers are up to two years behind their upper income peers in early language and math development. It's a primary reason why over half of California's third graders are not proficient in language or math.

Our Why

Empower human potential to create a loving, compassionate, and equitable world

Mission

Ensuring every child is on a path to thrive in kindergarten and life

Values

- Children Are Always #1
- Collaboration
- Commitment to Excellence
- Compassion
- Creative Courage
- Equity
- Integrity
- Respect



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The Cost of Child Care in California

Child care in California remains out of reach for far too many families—both in terms of affordability and access.

Affordability Crisis

\$19,547

The average annual cost of center-based infant care in California

16%

The percentage of income a married couple earning the median income spends on infant care

50%

The percentage of income a single parent spends on child care

Child Care Costs More Than College

<\$17,000/year

The cost of infant care in California exceeds the average annual in-state tuition at a public university

Child Care vs. Housing

\$39,293/year

In California, child care for two children (an infant and a preschooler) costs \$39,293/year—nearly 67% more than the average annual rent of \$23,472

Source: Child Care Aware of America, 2024



Insufficient Supply

93,000 ↓

California had 990,332 licensed child care spaces in 2023—down more than 93,000 from 2008

Economic Consequences

\$17 billion

The lack of affordable infant and toddler care costs California an estimated \$17 billion annually in lost productivity, wages, and tax revenue

Source: KidsData.org, 2023

Kidango At-A-Glance

July 1, 2023 – June 30, 2024

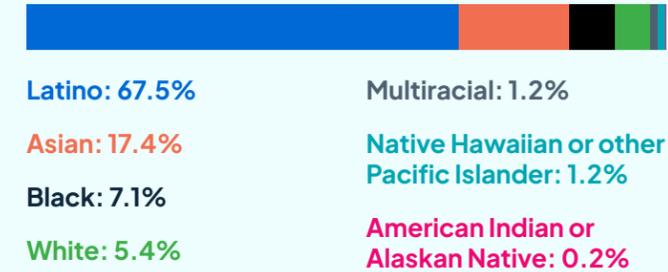
4,166

Number of children served

54

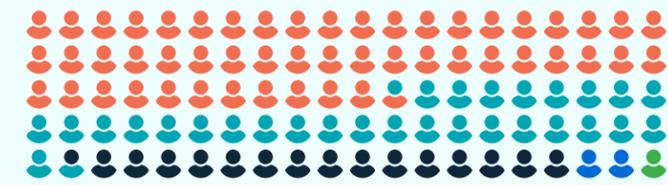
Number of child development centers

Ethnicity



\$3,232.10

Median household income (monthly)



Shown as % of AMI (Area Median Income)

98%

Percentage of children receiving services at no or low cost



Preparing Children for Kindergarten and Beyond

Kidango's mission is to ensure every child is prepared for success in school and life. That means more than just providing care—it means offering high-quality early education that builds strong foundations in language, literacy, math, and social-emotional skills.

By strengthening our curriculum, improving assessments, and planning thoughtful transitions to kindergarten, we can ensure every child—and every family—is ready for what's next.

What We've Done

We've made important strides in improving how children learn and grow at Kidango:

Curriculum & Instruction

- **Language & Literacy:** We trained staff in the **SEEDS of Learning** evidence-based approach that supports language development and early literacy skills. Independent evaluations show that children in Kidango's programs **gain up to eight months of language and literacy skills**.
- **Math:** We've implemented **Math Shelf**, an individualized, interactive program designed to strengthen foundational math skills in early learners.
- **Social-Emotional Learning (SEL):** Staff are being trained in the **Pyramid Model**, a proven approach to helping children develop emotional regulation, social skills, and positive behavior—foundations for learning and life.

Assessment & School Readiness

We use a range of assessments to better understand children's growth and needs:

- **Desired Results Developmental Profile (DRDP):** DRDP provides a comprehensive picture of how a child is progressing over time. It's based on teacher observations and helps inform individualized instruction.
- **Ages and Stages Questionnaire (ASQ):** ASQ is a screening tool used

to identify potential developmental delays early, helping connect children and families to needed supports.

- **SEEDS Individual Growth & Development Indicators (IGDIs):** SEEDS IGDIs are brief, research-based tools that track early literacy growth and guide instruction—especially useful in ensuring children are on track for reading proficiency by third grade.
- **Classroom Assessment Scoring System (CLASS):** CLASS helps assess the learning environment and teaching practices. Strong scores are linked to better child outcomes and are used for professional development and program improvement.

What's Next

In the coming years, we will:

- Increase coaching and feedback for educators to ensure quality implementation of all learning tools.
- Track who has been trained and who still needs support, using data to inform our strategies.
- Strengthen family engagement in children's learning and development.
- Create new tools for monitoring program quality and aligning with best practices.

With these investments, we can ensure that every child leaves Kidango not just ready for school—but excited to learn, confident in their abilities, and prepared to thrive.



Building a Better Support System for Children and Families

At Kidango, we believe every child deserves the support they need to thrive in school and in life. That's why we offer panoramic services that go beyond early learning—supporting each child's cognitive, emotional, social, and physical development, regardless of ability, background, or income.

Our Whole-Child Approach

- Early learning programs
- Services for children with developmental delays
- Mental and behavioral health support
- Daily nutrition and healthy meals
- Coaching for staff and guidance for families
- Emergency resources and parent education

We embed these supports across our classrooms and programs so families experience a seamless, coordinated system of care—not a patchwork of services.

What We've Achieved

While Kidango has long provided these wraparound supports, we've taken big steps forward in how we coordinate them to improve outcomes for children and families:

- **Launched The Children's Collaborative**, bringing cross-functional teams together to align practice, share knowledge, and improve training across programs.
- **Strengthened professional development and inclusive practices** to better serve all children—especially those with disabilities or developmental delays.
- **Expanded Early Intervention and Inclusion Services (EIS)** to support children from birth through age five, providing developmental support and ensuring inclusive learning environments where children with delays learn alongside their typically developing peers.
- **Enhanced our mental health services** to support children's emotional development and reduce stress for caregivers and educators.
- **Continued to provide fresh, nutritious meals**—prepared daily in our state-of-the-art kitchen and aligned with Academy of Nutrition and Dietetics standards—to fuel children's healthy development.

We've also increased family support services, connecting caregivers to emergency resources like food, shelter, and medical care when needed.



Expanding High-Quality Infant and Toddler Care

We know that the earlier we reach children, the greater our ability to support their development. The first three years of life are critical—a time when the brain forms more than a million neural connections per second, laying the foundation for all future learning.

Yet families—especially those with low incomes—face steep challenges in accessing affordable, high-quality care for infants and toddlers.

Kidango is responding. As more four-year-olds transition into Transitional Kindergarten (TK) and public funding for early care increases, we’re shifting our services to meet the growing demand for care for children under age three.



This shift isn’t just about care—it’s about building a strong start. It helps children thrive, supports working families, and allows families to stay in their communities—contributing to the long-term health and stability of our region.

At the heart of our approach is evidence-based care that promotes early language, literacy, math, and social-emotional development—ensuring babies and toddlers are prepared not only for kindergarten, but for life.

How We Care

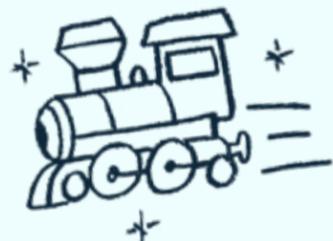
Kidango’s **infant and toddler programs** are designed to nurture the whole child in warm, developmentally rich environments:

- **Infant classrooms feel like home.** With a 1:3 teacher-to-infant ratio, caregivers promote early language and sensory development by talking, reading, singing, and engaging babies in daily routines and motor play.
- **Toddler classrooms encourage exploration.** With a 1:4 teacher-to-toddler ratio, children engage in indoor and outdoor learning that supports intellectual, sensory, language, and physical growth. Classrooms are designed as open, inviting spaces that spark curiosity and connection.

What We’ve Accomplished

Thanks to \$40 million in new state funding and growing partnerships with school districts, we’ve made major strides:

- **Expanded our family child care network** to serve many more babies and toddlers.



- **Began converting preschool rooms** into infant and toddler classrooms.
- **Launched a dedicated expansion team** to lead this work and created a new project management system.
- **Trained staff in specialized models** like SEEDS and the Pyramid Model to meet the unique needs of infants and toddlers.

What’s Next

Over the next two years, we will:

- **Open additional infant-toddler classrooms** across multiple communities in partnership with local school districts.
- **Transition all our Head Start Preschool funding to Early Head Start** to better align with our infant-toddler expansion.
- **Hire and train significantly more infant-toddler teachers**, who require specialized credentials.
- **Continue expanding coaching and training** in SEEDS and the Pyramid Model to ensure quality implementation across all classrooms.

Practice in Action | The Gill Family

Foster parenting requires grit, patience, and love—especially when navigating the evolving physical, emotional, and behavioral needs of a child. Kidango staff ensure that foster parents have a collaborative partner throughout the journey so they can focus on what really matters: bonding as a family, knowing that the child is cared for and supported in every way.

When Steven was placed with foster parents Chuck and Christine Gill, they were told he may never walk or communicate verbally, and that the trauma he experienced as an infant may cause aggressive behavior. The Gills understood that the already high cost of child care they would face would be exacerbated by the additional costs of support services required to advance Steven’s healthy development.

The Gill family was relieved to turn to Kidango’s low-cost, high-quality care to help take the pressure off of caring for a child with multiple needs and developmental disabilities.

Now Steven is thriving at Kidango, thanks to the steady nurturing from the Kidango team—he’s formed strong relationships with his teachers, and enjoys a sense of belonging in his inclusive classroom environment. Even his support service providers at a partner organization—where he receives speech therapy, occupational therapy, physical therapy, and Applied Behavior Analysis (ABA) therapy—have noted a marked improvement since he started at our center.



There aren’t enough hours in the day for us to adequately express our gratitude for everything the teachers have done for Steven in the time he has been there. His teachers have worked tirelessly with Steven and the progress he has made is nothing short of miraculous.

– Christine Gill



Advocacy Rooted in Community, Driven by Equity

At Kidango, we believe those closest to the work—families and educators—should lead system change. That’s why our advocacy is community-centered, equity-driven, and built on relationships.

Building Community Engagement

We start by listening—visiting centers, attending events, and hearing directly from parents and staff. We then train and equip leaders through civic engagement and early childhood policy education. And we create real opportunities for them to influence decisions and shape policy.

This work is rooted in our commitment to:

- Supporting civic leadership
- Elevating family and educator voice
- Challenging the status quo to build inclusive systems

We’ve helped win major policy changes—from eliminating family fees to securing funding protections for providers. But passing policies isn’t enough. We work to ensure these wins are equitably implemented, especially for children too often left behind:

Children with disabilities. Dual language learners. Immigrants. Black, Latino, and Indigenous children.

Our belief is simple: early learning must center the whole child, whole family, and whole community.

That means listening deeply, acting boldly, and **building a system that is not just better—but more just.**

Advocacy in Action

Over the past several years, Kidango’s advocacy—rooted in the voices of families and educators—has helped secure historic wins for children, providers, and families across California:

Family Fees Capped

As of October 1, 2023:

- Families in state-subsidized programs pay no more than 1% of their monthly income.
- Families earning below 75% of the state median income pay no fee at all.

Bay Area Rate Boost

From January 2024 through June 2025:

- Providers receive an additional \$211 per child, per month in reimbursement.

Funding Stability

- When COVID hit and attendance dropped across early learning programs, California implemented **Hold Harmless**—a policy ensuring providers were reimbursed in full even when enrollment fluctuated.
- This temporary measure continues to protect fiscal stability during a critical period of recovery and transition for the early care system.

A Better System on the Horizon

California is working toward a **new reimbursement model** based on the true cost of quality care—a critical step toward building a more sustainable and equitable early care system.

These Wins Are Not the End—They’re a Foundation.

We’ll keep pushing to ensure these policies are implemented equitably and benefit the families and providers who need them most.

Practice in Action | Parent Advocacy

Lisette Frausto is a Parent Organizer with Kidango. As a bilingual Mexican-American, she facilitates workshops for Spanish-speaking parents that help them understand the vital role they play in their children’s education and in driving systemic change to create stronger communities.

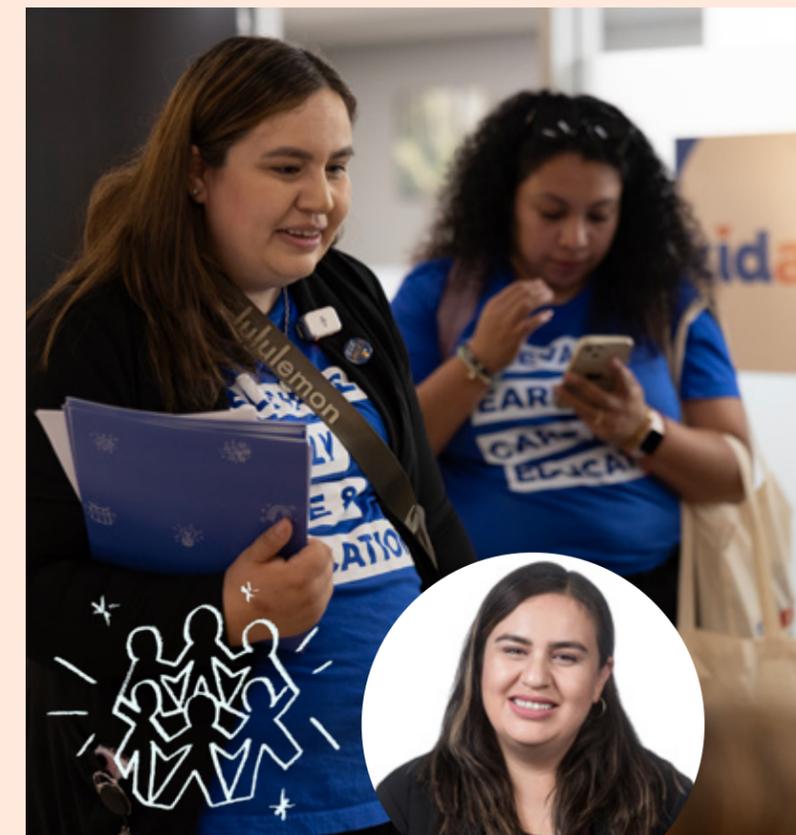
Lisette’s passion for advocating for expanded access to high-quality childhood education is fueled by a traumatic experience where her baby was shaken at an unlicensed home daycare, landing him in the ICU. While he eventually made a full recovery, Lisette vowed to never let it happen to another family.

She was referred to Kidango, and found a welcoming community of trained educators who nurtured her children’s learning. She began attending parent classes and workshops and advocacy sessions, and eventually became a staff member and lead family advocate. **Now, she provides a platform for parents to engage in advocacy efforts and push for legislative support for child care access, especially for underserved populations.**

She also serves on several policy committees at the school, district, county, and state levels, including the Alameda County Child Care Planning Council and California’s Early Childhood Policy Council, a direct appointment by Governor Gavin Newsom.

She is committed to building a more equitable future for all. Lisette’s leadership and ability to build strong, collaborative relationships with organizations and leaders have amplified the voices of Latino families and contributed to expanding access to child care, creating lasting change in her community.

Her effective advocacy wins have impacted tens of thousands of families in California, bringing greater access to child care and lasting generational improvement.



It’s an honor to help fight for families, to speak up for my Latino community.

– Lisette Frausto, Parent Organizer at Kidango and mom of former Kidango students

Research That Drives Practice—and Policy

At Kidango, **research is at the heart of how we deliver, evaluate, and improve early learning**—our data strengthens programs and helps shape smarter policy across California.

How We Do It

- **Implement and evaluate research-based curricula** like SEEDS and the Pyramid Model to support language, literacy, and social-emotional development.
- **Build and manage data systems** that give staff the insights they need to meet every child's needs.
- **Measure impact** through internal evaluation and partnerships with institutions like the University of Chicago, Yale, Stanford, and UC Berkeley.
- **Test and refine new approaches** through small-scale pilots before scaling systemwide.

Inclusion, Informed by Data

When new state requirements called for stronger support for children with disabilities, we used research and internal data to guide our approach.

- We analyzed enrollment, developmental, and outcomes data to redesign our inclusion model.
- We launched a new support structure by embedding Developmental Specialists directly in classrooms.
- We created a framework for tracking outcomes, identifying service gaps, and informing ongoing improvements.
- **Our findings have shaped state-level advocacy, helping push for inclusive practices across the broader early learning system.**

The Bottom Line

Our research-to-policy pipeline is working.

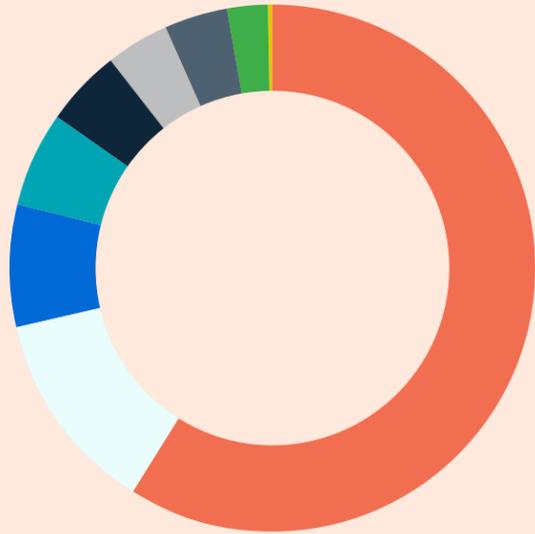
It improves how we support children today—and builds momentum for a more equitable system tomorrow.

Because at Kidango, research isn't abstract—it's applied, tested, and used to drive real change.



Financials

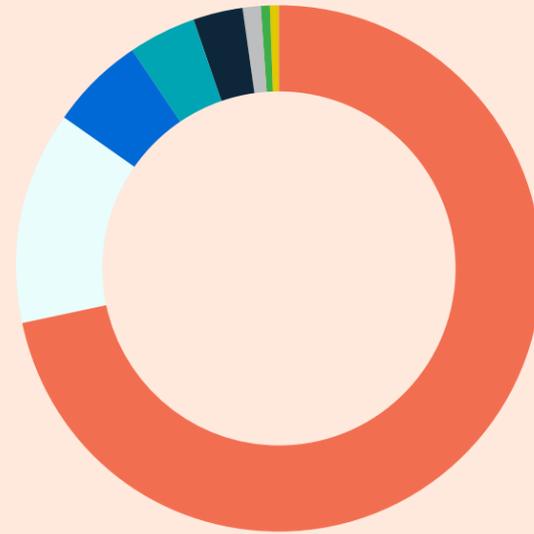
Fiscal Year 2022-2023



\$97,818,199

Total Expenses

Salaries	59.05%
Professional Services	12.59%
Employee Benefits	7.31%
Books and Supplies	5.96%
Payroll Taxes	4.60%
Occupancy Expenses	4.08%
Other Expenses	3.75%
Equipment and Capital Improvements	2.65%
Interest Expense	0.02%

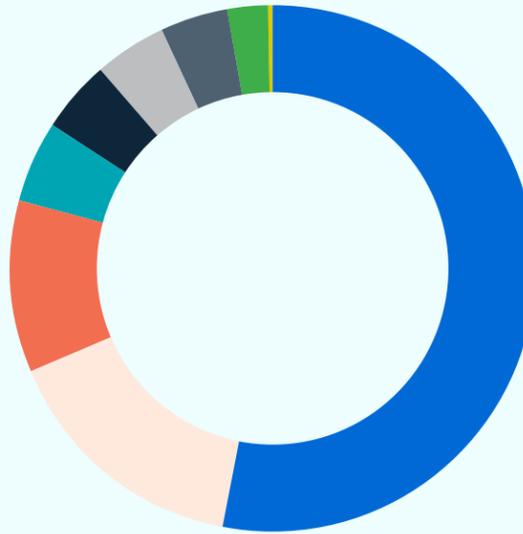


\$99,276,332

Total Revenue

California Dept. of Education Programs	71.71%
Head Start Support Services	13.23%
School District Grants	5.80%
Other Programs	4.03%
Mental Health and Development Services	3.12%
Subsidiary Programs	1.27%
Unrestricted and Fundraising	0.43%
Voucher Program	0.41%

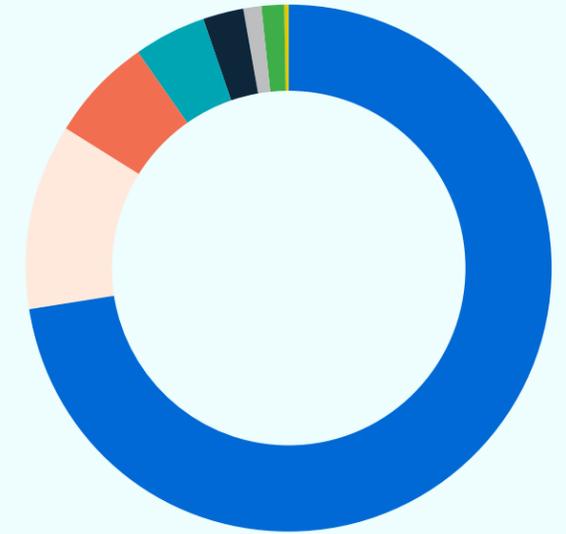
Fiscal Year 2023-2024



\$109,082,152

Total Expenses

Salaries	53.11%
Professional Services	15.62%
Employee Benefits	10.57%
Occupancy Expenses	5.06%
Other Expenses	4.52%
Payroll Taxes	4.36%
Books and Supplies	4.11%
Equipment and Capital Improvements	2.65%
Interest Expense	0.01%



\$112,791,805

Total Revenue

California Dept. of Education Programs	72.58%
Head Start Support Services	11.32%
School District Grants	6.50%
Other Programs	4.58%
Mental Health and Development Services	2.27%
Unrestricted and Fundraising	1.33%
Subsidiary Programs	1.28%
Voucher Program	0.12%

Donors & Funders

Fiscal Year 2022–2023

Alpha Delta Kappa	Community Family Services, Inc.	Jolie Lam
Alum Rock Union School District	Contra Costa County	Stacey Leyton
Oumou Khairy Amadou	County of Alameda	Gordon C. Macleod
AmazonSmile	Agnes Matter Dang	Jennifer Mansfield
American Online Giving Foundation	Davis Street Community Center	Karen Manship
Jennifer Anthony	Sam DePetro	Clyde Miller
Catherine Atkin	East Bay Community Foundation	Carlos Montoya
Marc Baker	Facebook	Scott Moore
Anne Bevan	First 5 Contra Costa	Moreno & Associates Inc.
Donald Bolce	FIRST 5 Santa Clara County	Morgan Charitable Foundation
Anika Bugarin-Jebejian	First Republic Bank	Susan Muenchow
California Department of Education	Jennifer Flanigan	National Academy of Sciences
California Department of Social Services	Gary Fong	New Haven Unified School District
California School Age Consortium	Frontstream SPV LLC	New Venture Fund
California Young World (CYW)	Geeta George	Kathleen Nguyen
Giyani Chhabra	Go Kids	Office of Head Start
Fina Choi	Heising-Simons Foundation	Miriam Osae-Addo
Choices for Children	Mario E. Hernandez	Mary Palathumpat
City of Emeryville	Hively	Esmeralda Paredes
City of Fremont	Kate Horst	Therese Peter
CocoKids Childhood Champions	Carla Johnson	Blanca Quiroz
Susan Cold	Kaiser Permanente	Regional Center of the East Bay
Community Association for Preschool Education (CAPE)	Kristen Kakos	Juan Rios
Community Child Care Council (4Cs) of Alameda County	Satish Kamath	Rotary Club of San Jose
	Joseph Karingada	San Andreas Regional Center
	KinderSystems, Inc.	San Lorenzo Unified School District
	Tobi Knepler-Foss	Santa Clara County
	Victoria Kushelyad	



The generous support of individuals and organizations makes Kidango’s integrated whole child, whole family, and whole community approach possible. These critical funds complement our public funding and allow us to provide the highest quality early learning and comprehensive support services to the children and families who need it most. Thank you to every supporter—including ones not listed here—whose financial and in-kind contributions help us to expand our services and maximize our impact for generations to come.

Fiscal Year 2023–2024

Alum Rock Union School District	Community Family Services, Inc.	Prem Rana Magar	San Lorenzo Unified School District
America Online Giving	Contra Costa County	Sajani Maharjan	Santa Clara County
Marco Arienti	County of Alameda	Justin Mericket	Santa Clara County Office of Education
Marc Baker	Agnes Matter Dang	Bradley C. Moore	Santa Clara Valley Health and Hospital System
Aashika Baniya	Davis Street Community Center	Carlos Montoya	Andrew Schneider
Lok Bahadur Baniya	Bishnu Devkota	Moreno & Associates Inc.	Ashupreet Shelopal
Jitendra Bholan	Edna Wardlaw Charitable Trust	Morgan Charitable Foundation	Silicon Valley Community Foundation
Bhim Bhujel	Excite Foundation	Courtney Morosi-Brown	Sutter Health
Jharana Bhujel	Wei Fang	Susan Muenchow	Stupski Foundation
Thomas M. Blalock	First 5 Contra Costa	New Haven Unified School District	Sunlight Giving
Anel M. Buenrostro	FIRST 5 Santa Clara County	Kathleen Nguyen	Sunrise Foods Distributing
California Department of Education	Fremont Bank Foundation	Nvidia	Sutter Health
California Department of Social Services	Simon Fresquez	Office of Head Start	Sobrato Philanthropies
California School Age Consortium	Frontstream	Miriam Osae-Addo	The David and Lucile Packard Foundation
California Young World (CYW)	Go Kids, Inc.	Pacific Rim Produce	Through the Looking Glass
Choices for Children	Dale D. Griffin	Mala Pahari	Tipping Point Community
City of Emeryville	Heising-Simons Foundation	Vikram Paranjape	Ronald Towns
City of Fremont	Hively	Jessica Patterson	Wendy Wu
CocoKids Childhood Champions	Home Depot	Peggy Pizzo	YMCA of the East Bay
Community Association for Preschool Education (CAPE)	Kaiser Permanente	Regional Center of the East Bay	
Community Child Care Council (4Cs) of Alameda County	KinderSystems, Inc.	Laxmi Regmi	
	Tobi Knepler-Foss	San Andreas Regional Center	
	Gretchen Michele Larsen		





The Bay Area's largest early childhood education provider

kidango.org

