

**Kidango, Inc.
Fremont, CA**

Sponsoring Organization:

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Service Delivery Area:

Kidango serves the Northern California Bay Area including 9 Bay Area cities in Alameda and Santa Clara Counties.

Type of Organization:

Independent, non-profit ECE agency

Kidango has two subsidiary, non-profit companies that operate with the same board of directors and the same staff. The subsidiaries are used to apply for certain grants that Kidango may not be eligible for, or operate programs that are more in keeping with the subsidiary than Kidango.

Summary of Approach:

Kidango provides services to over 2,500 children each year in 51 child care centers, a family child care home network in Santa Clara County and in the child's own home. Services include full- and part-day programs for infants, toddlers, preschool and school-aged children. (Most centers are preschools.) Ratios exceed state licensing requirements and are 1:3 for infants, 1:4 for toddlers and 1:8 for 3-5 year olds. Thirty-six percent of centers are NAEYC accredited. Kidango also offers early intervention, mental health and family support services and is committed to creating a multi-lingual, cross-cultural environment, which fosters the cognitive, emotional, physical and social development of all children. Kidango works on the state and local level to promote preschool for all children, and has built an endowment fund that enables the agency to offer scholarships and services to supplement subsidy from government and the private sector.

Kidango has centralized many functions for its member centers and has begun to offer some shared services to off-site centers and homes including back-office billing, training and technical assistance on fiscal management and maximizing enrollment. Kidango's size, scope and long history makes it possible to not only attain economies of scale but

also gather and analyze data on industry norms and best practice within a large multi-site ECE corporation; these data can help inform a shared services approach that includes off-site providers as well.

Type of Approach:

Multi-site non-profit center-based plus FCC network

Multi-site including schools - Kidango operates programs in elementary schools in six school districts and has achieved universal preschool in two of the districts. Kidango also operates a community college lab child development center

Other - Kidango provides employer supported child development at two public hospitals

Services Provided:

USDA Food Program -- centralized for Kidango centers. Kidango has offered catering to a few non-Kidango centers and is exploring expanding this service to many more centers. Food is prepared at a central kitchen and is distributed by warmer containers. Classroom supplies, small equipment is also transported with the daily food delivery.

Billing/fee collection – centralized for Kidango centers plus some off-site “back office” contracts; debit/credit cards or electronic transfer is the norm

On-site technical assistance – on guiding children’s behavior plus: early intervention, mental health, physical therapy/occupational therapy, family support. Currently only available to Kidango centers except for mental health services which is also offered to other child development and social service agencies.

Training – for staff in all Kidango centers; some available to other centers particularly 10 subcontractors of Kidango and diversity training when funded by foundations.

Classroom observations – Kidango teaching staff use environmental rating scales to conduct a self-study annually and to develop a plan for continuous quality improvement.

Child assessment – A Desired Results Developmental Profile-Revised (DRDP-2010) assessment is administered by teaching staff and completed, twice a year, for each child enrolled in a Kidango center.

Substitutes -- KIT (Kidango Internal Temporary Service) is an in-house, centralized substitute recruitment/training/placement service for all Kidango centers; the agency is exploring the feasibility of offering this to other centers as a shared service

Shared staff for program support – Education Director, Mental Health Director, staff for early intervention, mental health, physical therapy/ occupational therapy, family support.

Shared staff for administrative support - All fiscal, HR, enrollment, development, maintenance tasks centralized

Other: Mental health specialists also provide in-home visitation; individual, family, parent-child and child therapy; developmental screenings; assessment services; behavioral intervention, consultations and referrals. Free educational workshops, newsletters and seminars available to parents/caretakers on topics such as: toilet training, ages and stages, what to expect in preschool, behavior concerns, sibling rivalry, child development, nutrition, kindergarten readiness, etc. All of the above services available to Kidango centers and when funds are available to non-Kidango programs

Kidango has helped form an unemployment trust with United Way that is available to Kidango and California nonprofits and has also centralized health insurance for all of its sites and those sub-contractors who are unable to secure their own health insurance plan.

As a shared service, Kidango offers fiscal management training, support for enrollment in subsidy systems and diversity training. Currently working with a group of providers to negotiate a collective line of credit with a non-profit financial institution.

Staff at Network Coordinator or “Umbrella” Organization:

Executive Director
Deputy Director
Director of Human Resources
Director of Finance
Director of Education plus 7 Regional Directors
Director of Development and Communications
Director of Facilities and Operations
Director of Mental Health and Early Intervention Services plus 20 early intervention staff and mental health clinicians

Typical Staff in Local Sites:

Centers vary in size from 24 children capacity to 250 children. The size of the center determines if the center director is in or out of ratio (in other words, small centers have a teaching director.) The rest of the staffing is according to the staff child ratios and the length of day that the center is opened. Staffing include center directors, master teachers, teachers, teacher assistants and teacher aides. Food service comes from the central kitchen. Maintenance and landscaping is provided by work orders from the central office. Janitorial services have been deemed to be more effective to be contracted with private companies.

Date Program/Alliance Began:

Kidango began in 1979. The agency began offering shared services in 1985 and still considers its shared service initiatives “a work in progress”

Funding:

Kidango has 110 funding sources, including: child care subsidies, State prekindergarten, Head Start/Early Head Start, CACFP, Part B and H Early Intervention, Medicaid (for mental health services), county and city governments, Community Development Block Grant, private foundations, corporations, individual donors and parent fees.

10/25/10

Participating Providers:

Kidango has 51 centers in the following locations: Dublin, Fremont, Hayward, Livermore, Martinez, Newark, Pleasanton, San Jose, San Lorenzo, and Union City. Additionally, Kidango supports a Family Child Care Network in Santa Clara County and operates four children's waiting rooms in the Courts for those appearing in court for family law matters, child custody, criminal or civil actions.

Population Served:

88% of the children served by Kidango are from families with extremely low incomes (Head Start eligibility: at or below poverty) and 6% are below 50% of the median state income. Approximately half (49%) of the children are Hispanic or Latino; one-fourth (24%) are Caucasian; 18% Asian; 7% Black or African American. Slightly less than half the children come from families where English is not the primary language (39% speak Spanish, 2% Vietnamese, 2% Farsi, 2% Punjabi, 1% others)