

EARLY CHILDHOOD **IMPACT PLAN**



earlymatters
SAN ANTONIO



OUR BOLD PROMISE

All children in San Antonio have strong early learning and development, creating a powerful future for themselves, their families, and the community.

Collective impact

In coordination with four system leaders and over 75 additional partners, the Early Matters Impact Plan was developed and will be driven by the coordinated efforts of a broad range of powerful entities in the early learning and care ecosystem.



TEXAS A&M UNIVERSITY
SAN ANTONIO

INSTITUTE FOR
SCHOOL AND
COMMUNITY
PARTNERSHIPS



United Way of San Antonio
and Bexar County



Workforce Solutions
ALAMO



Pre•K•4•SA

Community partners

Alamo Colleges District
Alamo Quality Pathways
Any Baby Can
At the Heart of Teaching, Learning and Leadership
Autism Community Network
AVANCE - National
AVANCE - San Antonio
Bienestar-NEEMA Preschool Health Program
Books and Bibs Childcare and Learning
Brighton Center
Charles Butt Foundation
Children At Risk
City of San Antonio - DHS
City of San Antonio - EDD
City of San Antonio - Head Start
DePaul Westley Children's Center
Early Matters Texas
Ecumenical Center
Educare San Antonio
ExcelLED Montessori
Family Service Association
Good Samaritan Center
Greater San Antonio Chamber of Commerce
H-E-B Read 3
Hancock Professional Development
Health & Human Services - Child Care Regulations
Healy Murphy Center
HOLT Group
Kids R Kids
KLRN
Kronkosky Charitable Foundation
Lantern Learning Group
Life Church Learning Center
Madison Square Child Development Center
Madonna Center
McKenna Foundation
Methodist Healthcare Ministries of South Texas
Michael's Childcare
Morgan's Multi-Assistance Center
New Braunfels Chamber of Commerce
North East ISD
Northside ISD
Operation Child Care Project
Pre-K 4 SA
Ready to Work
ReadyKidSA
Region 20
Respite Care of San Antonio
Rise School - San Antonio
SA Hope Center
San Antonio College
San Antonio ISD
San Antonio Metro Health District
San Antonio Workforce Development Office
St. Paul Child Development Center
St. Philip's College
TECPDS-Texas Early Childhood Professional Development System
Texas A&M San Antonio
Texas A&M San Antonio Institute for School and Community Partnerships
Texas Education Agency
Texas Licensed Child Care Association
Texas School Ready
Texas Workforce Commission
The Children's Shelter
The Greater New Braunfels Chamber of Commerce
TXAEYC – San Antonio
UP Partnership
United Way of San Antonio and Bexar County
University of Texas San Antonio
University Presbyterian Church Children's Center
Westside Community Center
Workforce Solutions Alamo
YMCA
YWCA
Yogiland Learning Center



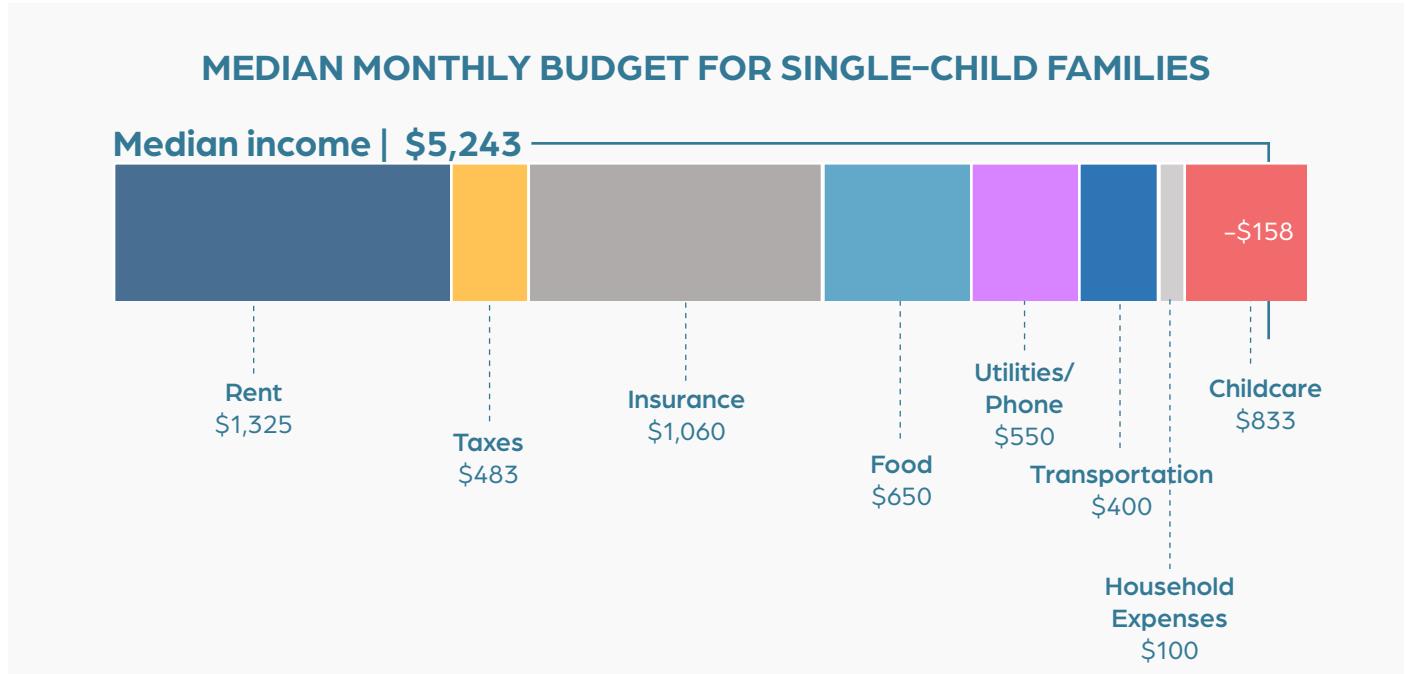


In order for San Antonio to become the best place in the country for **economic mobility**, high quality early learning and care must be accessible and affordable for all of our families.

When we invest in early childhood education, we empower the **workforce of today** and build the **workforce of tomorrow**.

The problem

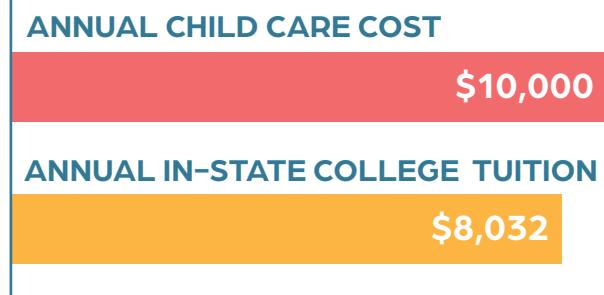
With the city's median household income hovering around \$62,917, this places **affordable child care out of reach for over 80% of San Antonio families**, even for those with just a single child.



Child care costs more than college

The average annual cost of child care per child is \$10,000 while in-state college tuition is available at \$8,032.

Young parents, typically at the earliest point in their career earning potential, are hit hardest by these costs.



Families and businesses are burdened by the costs of child care.

Families are forced to choose between a parent working full-time or staying home to save on child care costs, impacting their household income, career trajectory, and economic mobility.

Businesses face challenges too, as they struggle to find talent from a smaller pool of available workers, making the job market more competitive and costly.

A widespread challenge

In San Antonio, the shortage of and demand for affordable child care has never been higher. As a city, we have approximately 135,000 children under the age of 5 and 65% of those children have all available parents in the workforce, the demand for affordable child care is reaching unprecedented levels.

This demand places immense pressure on the city's child care ecosystem, leading to a shortage of available spots and escalating costs. The impact of this crisis extends beyond individual families. It affects the city's economic health by straining family finances, limiting workforce participation, and hindering economic mobility. It is imperative to develop innovative programs and policies that make high-quality child care more accessible and affordable, ensuring the well-being of San Antonio's young families and the city's overall economic vitality.

135,000
children under the age of
5 in San Antonio

65%
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workforce

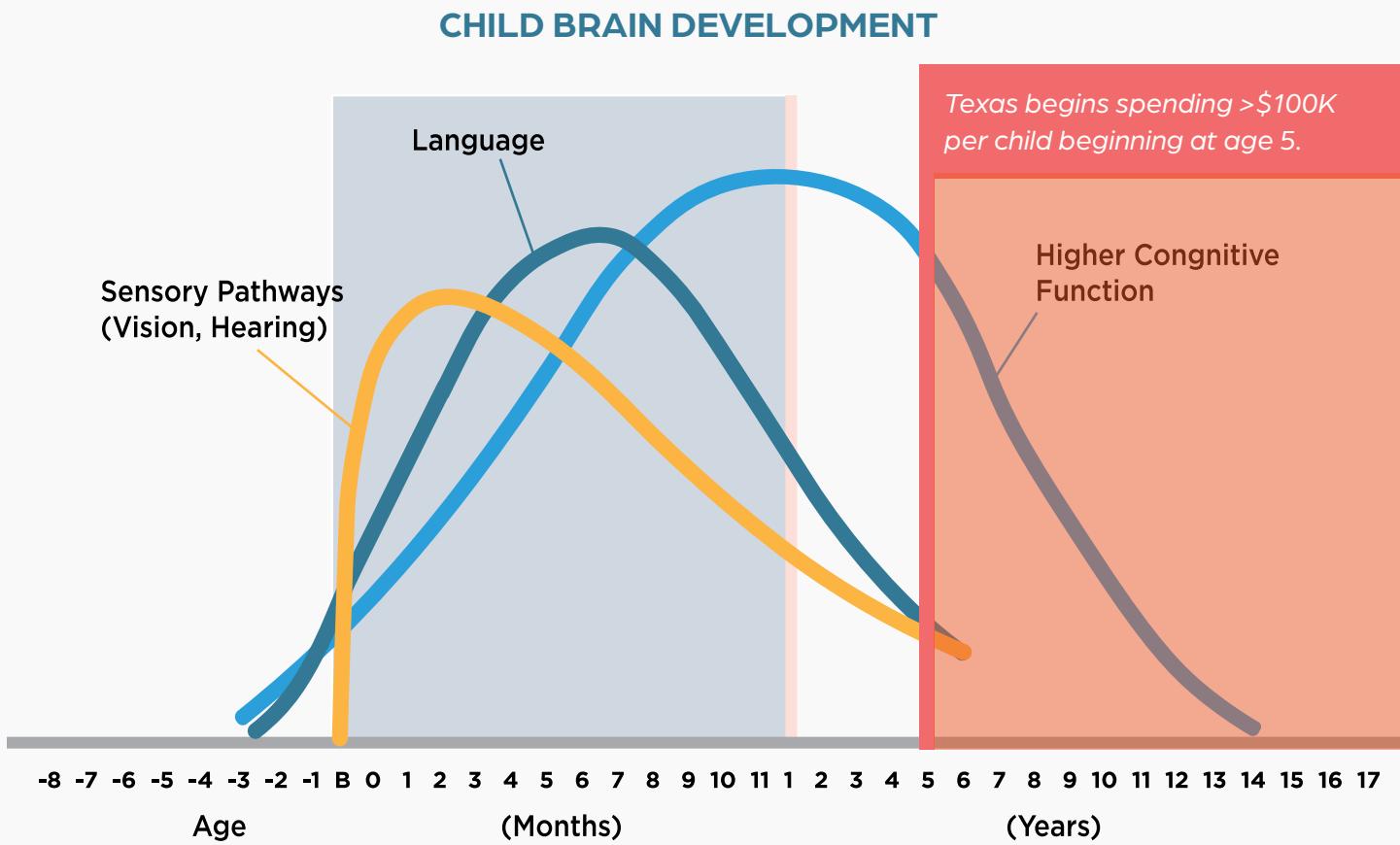
Targeting our investment

As demonstrated by Harvard University's Center for Child Development, 90% of a child's brain development takes place before the age of 5. It is in this critical window that children's potential can increase in problem solving, negotiation, self control, planning and prioritizing, persuasion, emotional regulation, and perseverance.

However, not all early childhood providers are equally equipped to maximize this potential. Additionally, **Texas under-invests in this key developmental window**, impacting the potential of our children and future workforce. A strategic shift towards high-quality early childhood education is essential to harness this critical period for maximum community and economic benefit.

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of a child's brain development takes place before the age of 5



Center on the Developing Child
HARVARD UNIVERSITY





The time for action is now.

We have the opportunity to maximize our children's potential by providing high-quality early learning and development to our youngest learners across the city. To change our fate, Early Matters San Antonio partners, believe that two paths will make San Antonio the best place in the country for families' economic mobility. We will do that by:

- 1 Maximizing and aligning the relevant systems, resources, and human capital available in San Antonio by realizing this Impact Plan by December 2030.
- 2 Engaging the business community, civic leaders, families, providers, professionals, and philanthropy to advocate and support stronger early childhood policy that will empower the workforce of today and build the workforce of tomorrow.



Our bold promise

All children in San Antonio have strong early learning and development, creating a powerful future for themselves, their families, and the community.

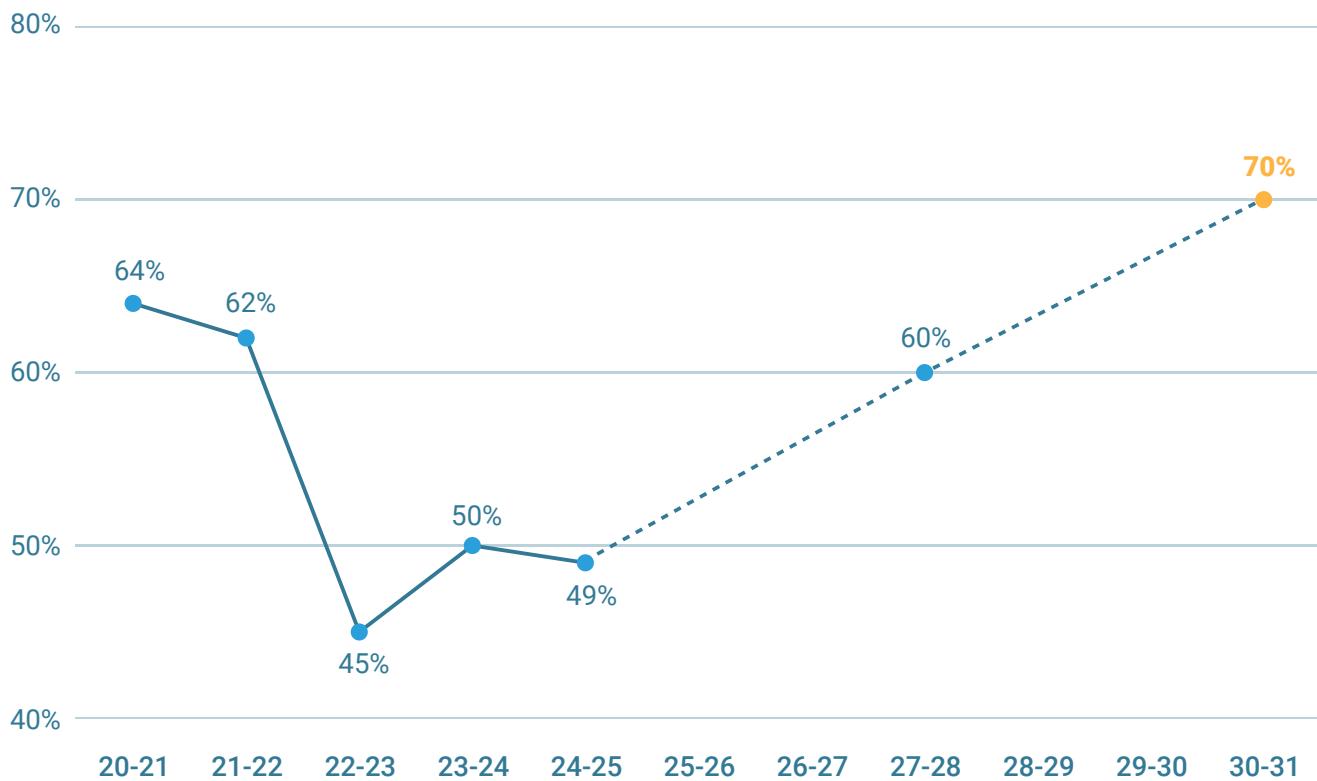
- 1 Every child has affordable access to high-quality early learning and care.
- 2 Every child is kinder-ready by the first day of kindergarten.



Our headline goal

**70% of all Bexar
County children are
Kinder-ready by
2030.**

BEXAR COUNTY KINDERGARTEN-READY



How we will reach our goals

Our strategies and actions, represent the collective discernment, insight and will of our early childhood sector. As we implement them, we are committed to tracking our progress and impact.

How will we know that we are making a difference? The following pages also include the measures that will demonstrate and communicate the impact of our work in the early childhood education sector. Each priority area has a coinciding set of measures that we will collect, analyze and report to our stakeholders over time.

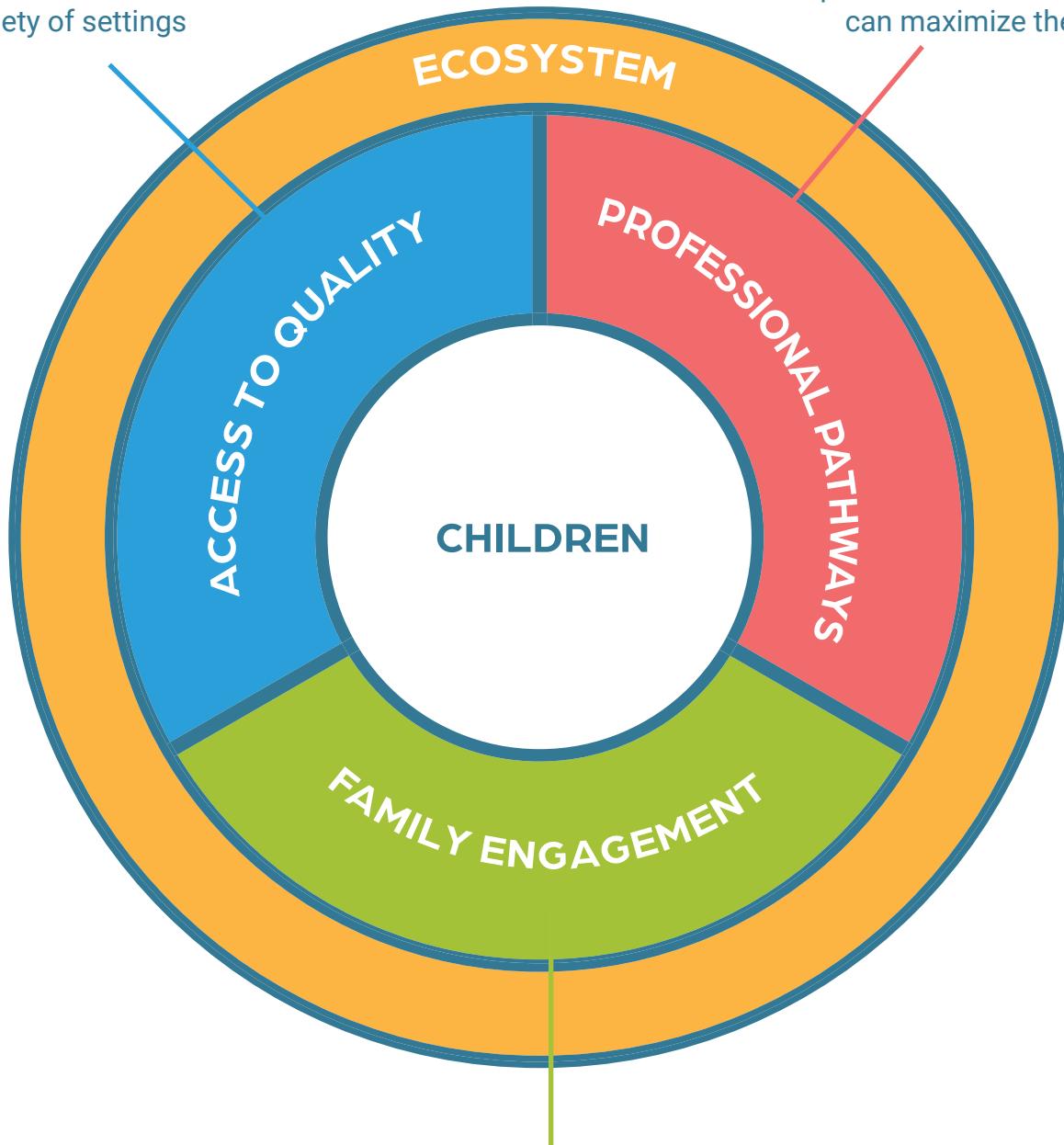
In service of every family having access to early learning and development that is accessible, affordable, and high-quality:

Access to quality

There is ample supply of high-quality early childhood seats across a variety of settings

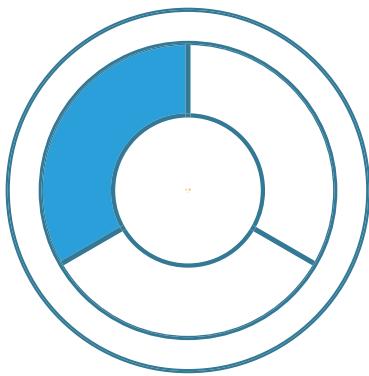
Professional pathways

High-quality early learning professionals ensure every child can maximize their potential



Family engagement

Every family is connected to powerful early learning and development from birth



Access to Quality

There is ample supply of high-quality early childhood seats across a variety of settings

DOMAIN	STRATEGY	ACTION
Quality Supply	Increase quality of current providers	Leverage the success of the Alamo Quality Pathway and PreK 4 SA coaching and mentoring by increasing alignment, scale, and resources
		Integrate business financial coaching into ongoing quality coaching
Quality Supply	Increase the number of high quality, affordable seats for children with special needs	Increase and activate the capacity of current high-quality providers to serve children with special needs
		Increase the capability of all providers to serve children with special needs through additional training
		Include the ability to serve special needs as a filter in the search tool
Increase Access	Increase the number of providers that accept child care scholarships and/or military scholarships	Learn from providers as to why they do or do not accept scholarships
		Promote scholarship acceptance among providers
		Provide technical assistance to providers who would like to begin accepting scholarships
Sustainable Quality	Increase the number of providers participating in the Shared Service Alliance	Promote the value of the Shared Service Alliance to providers and provide technical assistance to those interested in joining
		Create alignment between ongoing coaching and mentoring work and the Shared Service Alliance
		Integrate technical assistance and training to increase providers' ability to serve children with special needs
Quality Supply	Add new high-quality early learning seats	Build and pilot a seat accelerator that supports high quality providers to expand their centers or open new centers

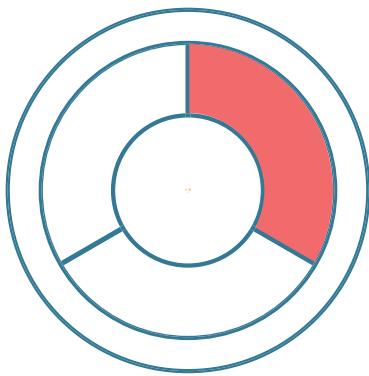
Measuring Success



Impact Result	Indicators	2024 Goal	2024 Results	2025 Goal	2026 Goal	2027 Goal
Ample supply of affordable and high-quality* early learning and care	Percentage of scholarship-eligible providers that are high quality	50%	53%	60%	75%	85%
	Percentage of scholarship-eligible capacity that is high quality	50%	63%	60%	75%	85%
Sufficient and affordable high-quality seats for children with special needs	Number of centers that serve children with special needs AND accept child care scholarships	In Progress	In Progress	In Progress	In Progress	In Progress
Sufficient and equitable distribution of early childhood education	Zip codes qualifying as child care deserts	12	15	8	0	0

*high quality is defined as Texas Rising Star rated 3 or 4-star or nationally accredited

Visit earlymatterssa.org for most up-to-date data.



Professional Pathways

High-quality early learning professionals ensure every child can maximize their potential

DOMAIN	STRATEGY	ACTION
Talent Supply	Alleviate the shortage of early childhood professionals	Survey childcare providers about the scale and drivers of the shortage
		Study and enact high-leverage remedies to address the shortage
Training Pipeline	Ensure access to a quality learning management system	Partner with the Texas learning management system to ensure top quality and functionality
		Enroll all providers and professionals in the learning management system
Training Pipeline	Create a training and educational pipeline with no gaps	Use the data to identify the gaps in professional development and close them routinely
		Document lessons from success locally and statewide
Stackable Credentials	Broker articulation agreements citywide	Map district and charter early childhood training programs
		Convene districts, charters, two-year and four-year colleges to develop articulation agreements
		Convene early childhood professionals regularly to celebrate successes and advance the field
Community	Engage, nurture, and celebrate early childhood professionals	

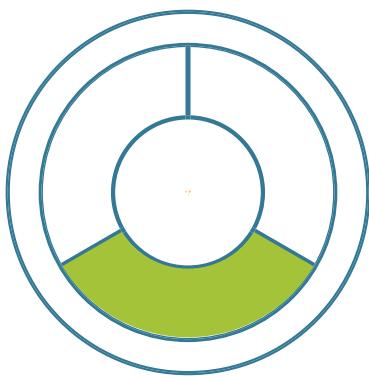
Measuring Success



IMPACT RESULT	INDICATORS	2024 GOAL	2024 RESULTS	2025 GOAL	2026 GOAL	2027 GOAL
Ample supply of highly-trained early childhood professionals	Number of early childhood professionals with an active TECPDS account	2,500	3,320	3,500	4,500	5,500
	Number of early childhood professionals with CDAs+ and an active TECPDS account	200	305	400	450	500
	Percentage of centers with an active TECPDS account	35%	36%	45%	50%	60%
Livable wages for early childhood professionals	Early childhood professionals median wage as a percentage of Bexar County Living Wage	80%	72%	75%	85%	100%

Visit earlymatterssa.org for most up-to-date data.



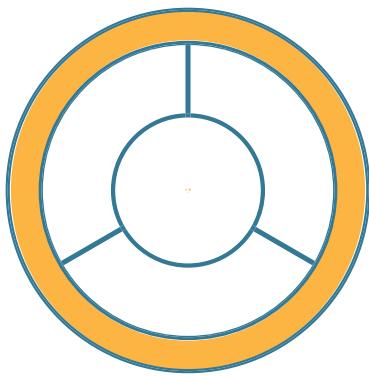


Family Engagement

Every family is connected to powerful early learning and development from birth

DOMAIN	STRATEGY	ACTION
Search Tool	Create tools to empower families to search for and choose the best option for their child(ren)	Create a filterable search tool with reliable availability information
		Promote the tool broadly to families
		Create, integrate, and promote a common application
		Enable adoption and integration across family-facing services citywide
Enrollment	Increase enrollment in affordable early learning	Execute a citywide annual PreK Enrollment Campaign
Child-centered Partnership	Support the expansion of powerful partnerships between families and early childhood professionals	Prepare families to powerfully partner with their child(ren)'s teacher
		Prepare early childhood professionals to powerfully partner with families
		Equip families to extend learning at home
Demand for Quality	Elevate the importance of quality	Engage families and early childhood professionals to co-create powerful messages about the importance of quality
		Promote these messages through a citywide family-facing campaign
Wrap-around	Connect families with wraparound resources	Integrate wraparound resources across the early childhood ecosystem





Ecosystem

Create the enabling conditions to advance the strategies, goals, and actions of the other three sections and create a powerful and sustainable future for early learning and care.

DOMAIN	STRATEGY	ACTION
Public Will	Partner with the business community to build advocacy strength	Build a community of businesses supporting working parents
		Pilot and scale a partnership model between businesses and early learning centers to elevate their quality and advocacy
		Develop and elevate business community champions as advocates for high-quality early learning
	Engage the broader community to build robust and vocal support of the goals and policies of the Impact Plan	Establish an Outreach Workgroup to guide and leverage campaigns
		Conduct a public awareness campaign about the importance of high-quality early learning and the impact on the workforce
Policy	Advance a policy agenda in support of the Impact Plan	Work with stakeholders across the early childhood ecosystem to identify and draft policy advancements
		Establish a Policy Workgroup to vet, prioritize, and advance policies
		Ensure the development of the political will to pass and enact policies that improve access and quality
Data Infrastructure	Build the data infrastructure necessary to enable analysis, progress tracking, and advocacy	Establish a Data Workgroup to determine uses, permission controls, and levels of reporting
		Evaluate the early learning data landscape
		Develop data partnerships to enable a combined data system
		Develop the infrastructure to hold a combined and queryable data system
		Develop a citywide scorecard and an annual report on the state of early learning



About Early Matters

Ensuring access to high-quality early learning and development for every family by catalyzing the power of people, partnerships, and investment, to make San Antonio the best place in the country for families' economic mobility.

Serving as a backbone

Early Matters San Antonio convenes partners from across the early childhood ecosystem to dramatically increase access and quality for our earliest learners. Inclusive of providers, higher education institutions, nonprofits, school systems, local government, community leaders, parents, and funders, as a backbone, Early Matters SA ensures that our partners align on common goals and a coordinated, strategic approach to system improvement. Our work lifts all boats and includes actions that:

Guide vision and strategy

In partnership with the Early Matters Board and Partners, we co-create and drive the shared vision and strategies to realize the goals.

Support aligned activities

We convene Early Matters Partners to facilitate systems alignment and communication, advancing the Roadmap through project management and regular partner convening that solve challenges and celebrate wins.

Establish shared measurement practices

With Early Matters Partners, we ensure that success is defined and progress is trackable, making the work visible to enable leaders at all levels to leverage strengths and address gaps, while continuing to build engagement through transparency.

Build public will

With outreach with and through Early Matters Partners, we build momentum in support of quality, access, and affordable early childhood learning and care, focusing on building engagement and support among the business community and civic leaders to create the conditions for effective advocacy.

Advance policy

We combine the support of the business and civic leaders, broader public, and Partners to advance policy that strengthens quality, access, and affordability in early childhood learning and care. We engage at the agency, city, county, and state levels to pursue both early wins and transformational policies.

Mobilize funding

We ensure that all sources of funds and investment are aligned and leveraged to maximize quality, access, and affordability. We engage with the Board and Partners to increase investment when and how appropriate, through policy, government grants, or fundraising.

Early Matters Leadership

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SAN ANTONIO

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For the most up-to-date
version of the Impact Plan with
additional data measures, scan the QR
or visit earlymatterssa.org/impactplan.