

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

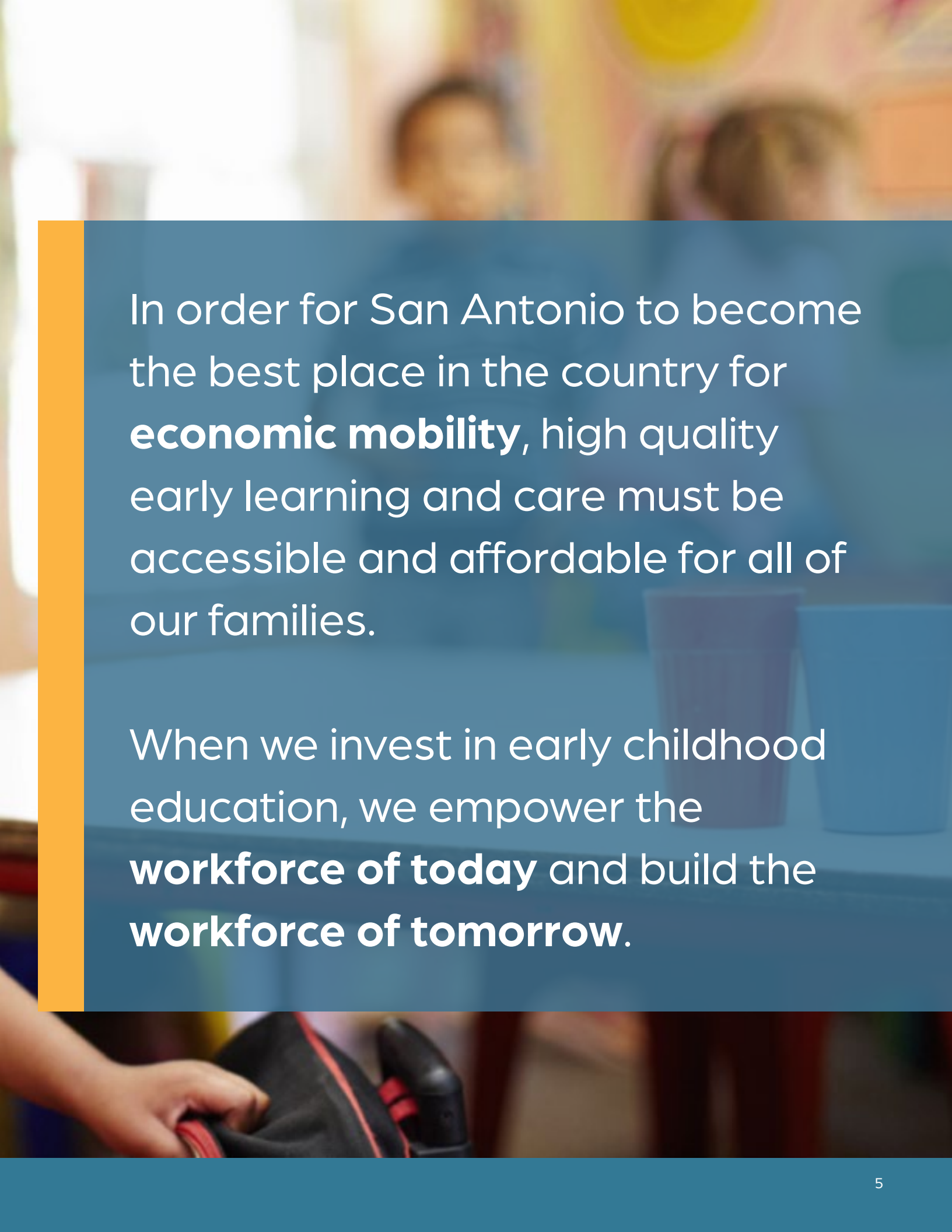
In coordination with four system leaders and over 75 additional partners, the Early Matters Impact Plan was developed and will be driven by the coordinated efforts of a broad range of powerful entities in the early learning and care ecosystem.



Community partners

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





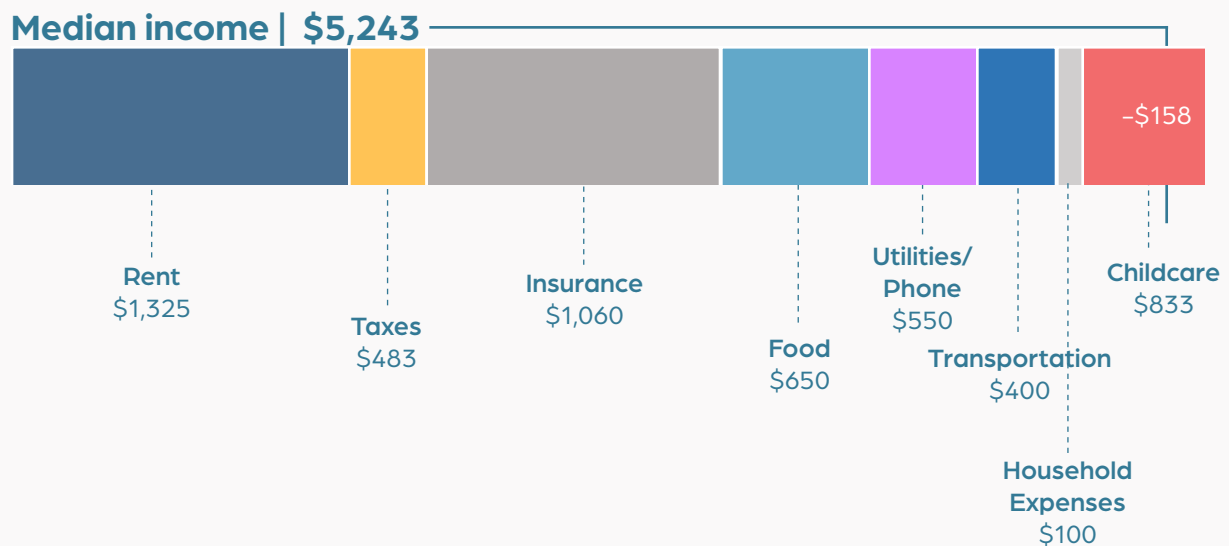
In order for San Antonio to become the best place in the country for **economic mobility**, high quality early learning and care must be accessible and affordable for all of our families.

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.

MEDIAN MONTHLY BUDGET FOR SINGLE-CHILD FAMILIES



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.

ANNUAL CHILD CARE COST

\$10,000

ANNUAL IN-STATE COLLEGE TUITION

\$8,032



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%

**of children under 6 have
all available parents in the
workforce**

Targeting our investment

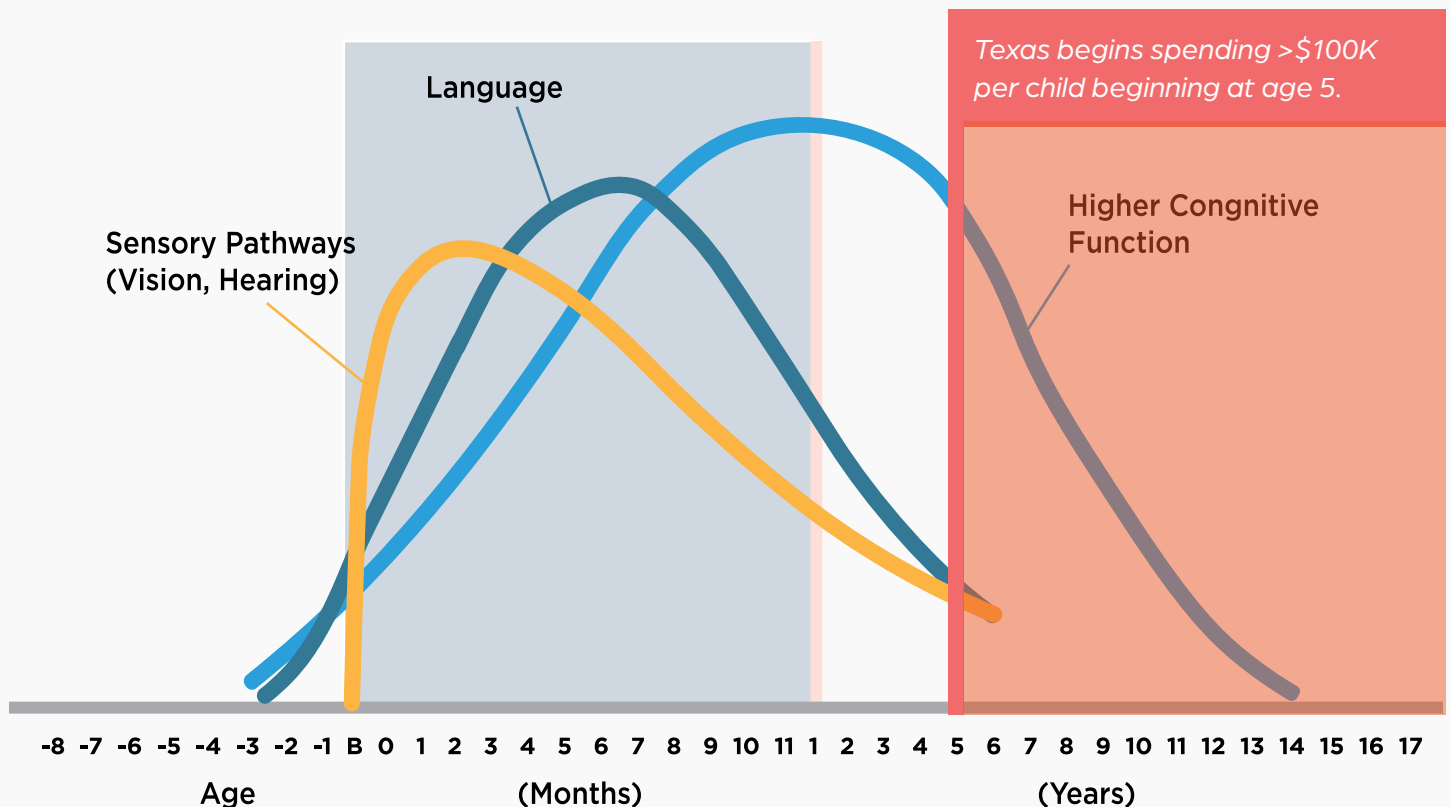
As demonstrated by Harvard University's Center for Child Development, 90% of a child's brain development takes place before the age of 5. It is in this critical window that children's potential can increase in problem solving, negotiation, self control, planning and prioritizing, persuasion, emotional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

90%

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

CHILD BRAIN DEVELOPMENT



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

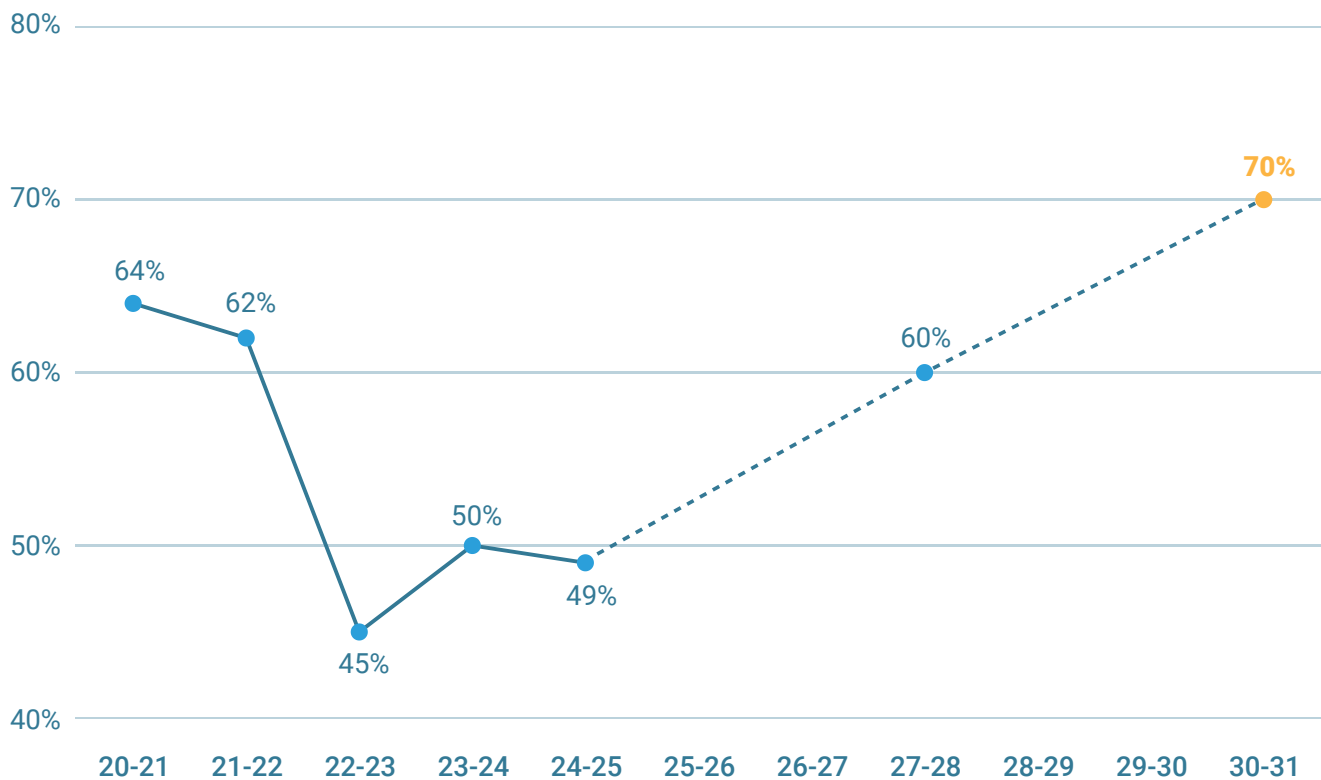
Every child is kinder-ready by the first day of kindergarten.



Our headline goal

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

BEXAR COUNTY KINDERGARTEN-READY

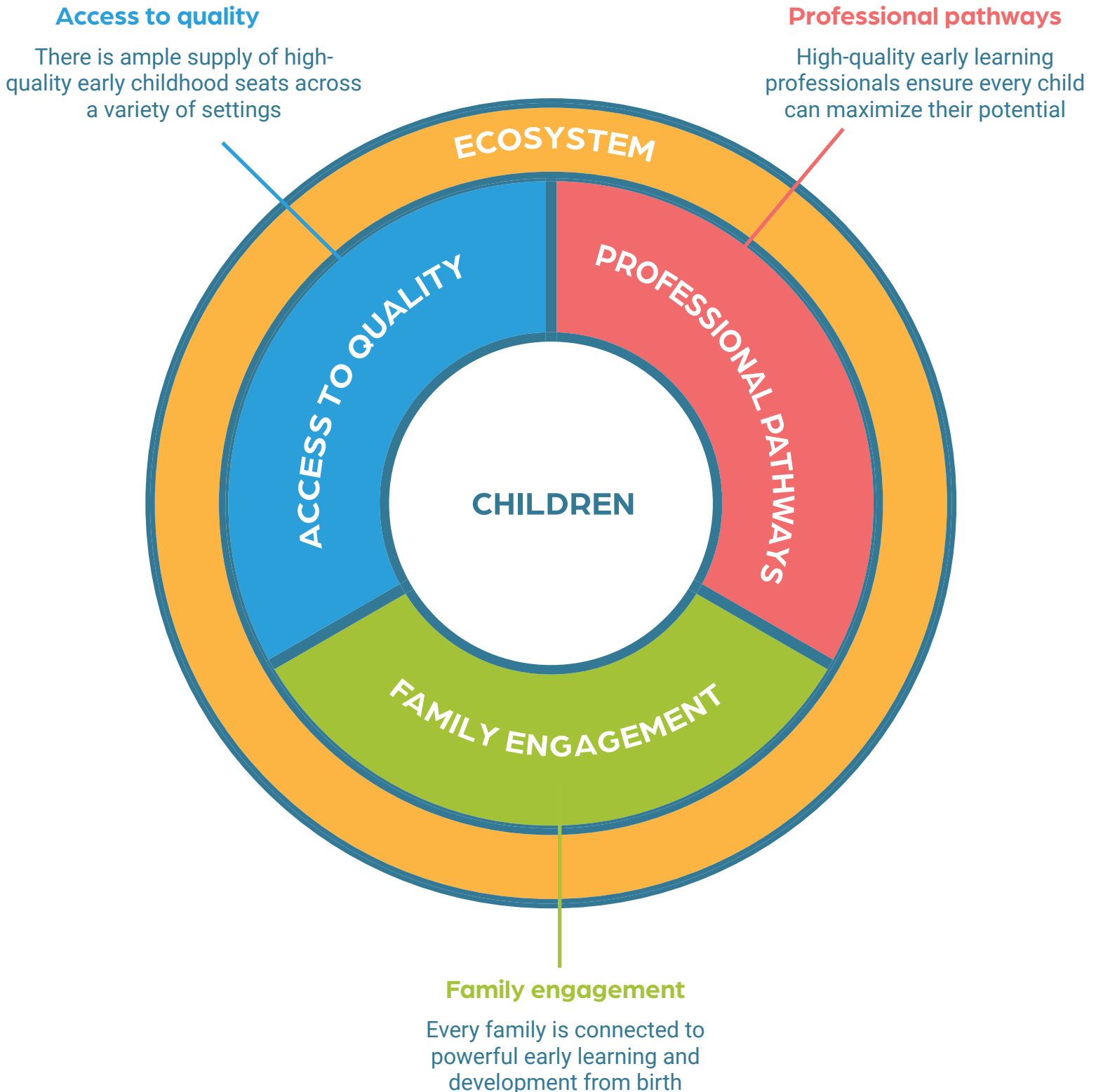


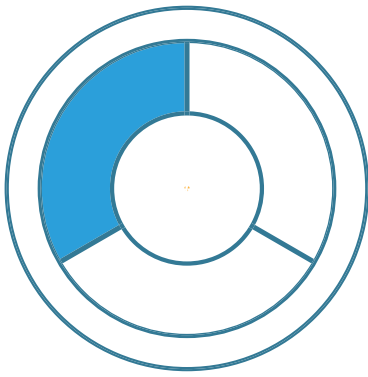
How we will reach our goals

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

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

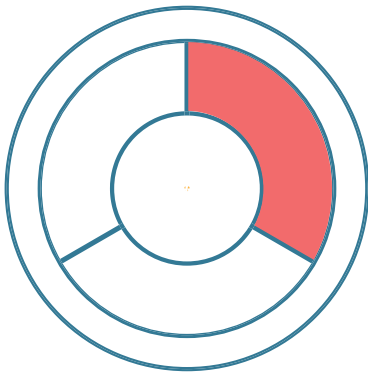


IMPACT RESULT	INDICATORS	2024 GOAL	2024 RESULTS	2025 GOAL	2026 GOAL	2027 GOAL
Ample supply of affordable and high-quality* early learning and care	Percentage of scholarship-eligible providers that are high quality	50%	53%	60%	75%	85%
	Percentage of scholarship-eligible capacity that is high quality	50%	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 earlymattersssa.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
Training Pipeline	Create a training and educational pipeline with no gaps	Enroll all providers and professionals in the learning management system
		Use the data to identify the gaps in professional development and close them routinely
Stackable Credentials	Broker articulation agreements citywide	Document lessons from success locally and statewide
		Map district and charter early childhood training programs
		Convene districts, charters, two-year and four-year colleges to develop articulation agreements
Community	Engage, nurture, and celebrate early childhood professionals	Convene early childhood professionals regularly to celebrate successes and advance the field

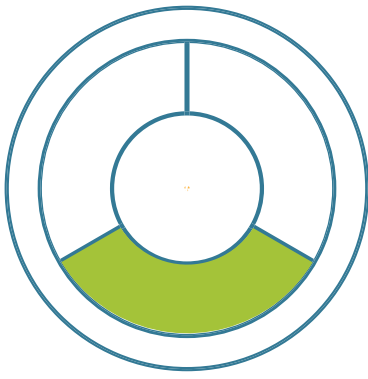
Measuring Success



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.



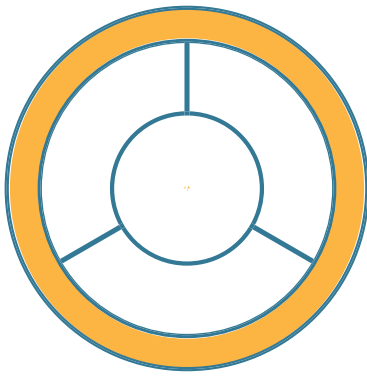


Family Engagement

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
Enroll-ment	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

ADVISORY BOARD

Peter John Holt
CEO, HOLT CAT
Co-Chair

Joe Straus
Partner, La Cima Partners
Co-Chair

Dr. Shari Albright
President, Charles Butt Foundation

Deborah Gray Marino
Senior Vice President, Corporate
Relations, SWBC

Michele Autenrieth Brown
COO, GDC Marketing & Ideation

Elaine Mendoza
CEO, Conceptual Mindworks

John Brozovich
CEO, Gambrinus

Lindsey Parham
President, LHP+ Company;
Principal, La Cima Partners, LLC

Carlos Contreras
CEO, Goodwill Industries of San Antonio

Dr. Kate Rogers
Executive Director, Alamo Trust

Katie Ferrier
Vice President, Public Policy & Economic
Development / Senior Policy Advisor,
Greater San Antonio Chamber of
Commerce

Rey Saldaña
CEO, Communities In Schools

Ashley Harris
Vice President, Client and Community
Relations, PNC Bank

Laura Vaccaro
CEO, Kronkosky Charitable Foundation

SYSTEM LEADERS

Dr. Sarah Baray
CEO, PreK 4 SA

Adrian Lopez
CEO, Workforce Solutions Alamo

Chris Martin
CEO, United Way of San Antonio and Bexar County

Dr. Henrietta Munoz
CEO, Institute for School and Community Partnership
at Texas A&M – San Antonio

earlymatters

SAN ANTONIO

CONTACT

mark.larson@earlymatterssa.org

www.earlymatterssa.org



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