

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

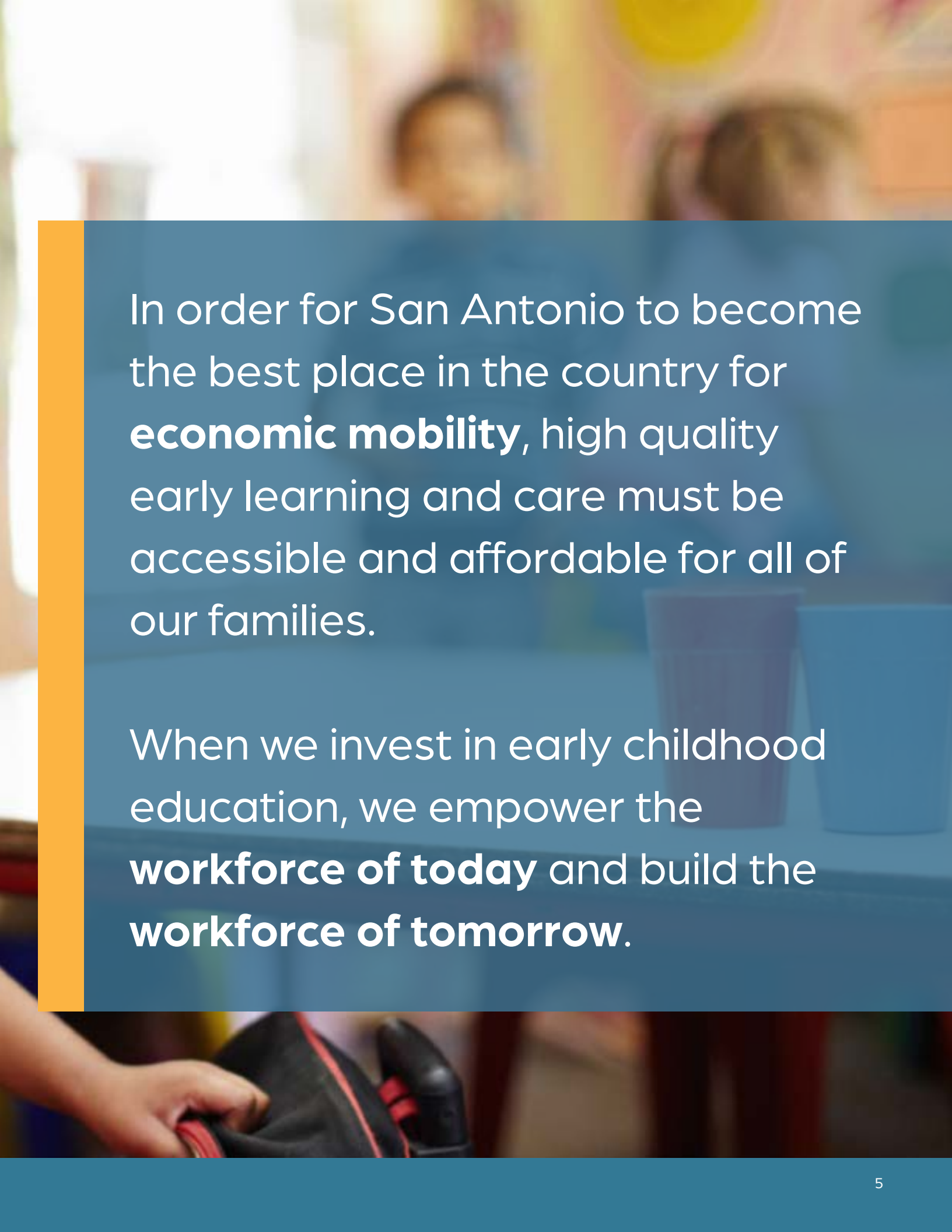
In coordination with four system leaders and over 89 additional partners, the Early Matters Impact Plan was developed and will be driven by the coordinated efforts of a broad range of powerful entities in the early learning and care ecosystem.



Community partners

Alamo Colleges District
Alamo Quality Pathway
Any Baby Can
At the Heart of Teaching, Learning, and Leadership
Autism Community Network
AVANCE – National
AVANCE – San Antonio
Best Place for Working Parents
Bezos Academy
Bienestar – NEEMA Preschool Health Program
Books and Bibs Childcare and Learning Academy
Brighton Center
Celebrate Dyslexia
Children at Risk
ChildSafe
City of San Antonio – DHS
City of San Antonio – EDD
City of San Antonio – Head Start
Dee Howard International Education Foundation
DePaul Wesley Children’s Center
Early Matters New Braunfels
Early Matters Texas
Easterseals San Antonio
Ecumenical Center
Educare San Antonio
ExcelLED Montessori
Family Service Association
GDC Marketing & Ideation
Good Samaritan Center
Greater San Antonio Chamber of Commerce
Hancock Professional Development Resources & Consulting
Health & Human Services – Child Care Regulations
Health Equity Network
Healy Murphy Center
H-E-B Read 3
HOLT Group
House of Neighborly Service
Imagination Library of San Antonio
Jewish Community Center
Kiddie Corner Learning Academy
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
Metro SA Chamber
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 of San Antonio
SA Hope Center
San Antonio College
San Antonio Hispanic Chamber of Commerce
San Antonio ISD
San Antonio Metro Health District
San Antonio Workforce Development Office
School Discovery Network
Social and Health Research Center
Spurs Sports & Entertainment
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 DoSeum
TXAEYC – San Antonio
United Way of San Antonio and Bexar County
University of Texas at San Antonio
University Presbyterian Church Children’s Center
UP Partnership
UTSA Westside Community Center
Will Smith Zoo School
Workforce Solutions Alamo
YMCA
Yogiland Learning Center
YWCA



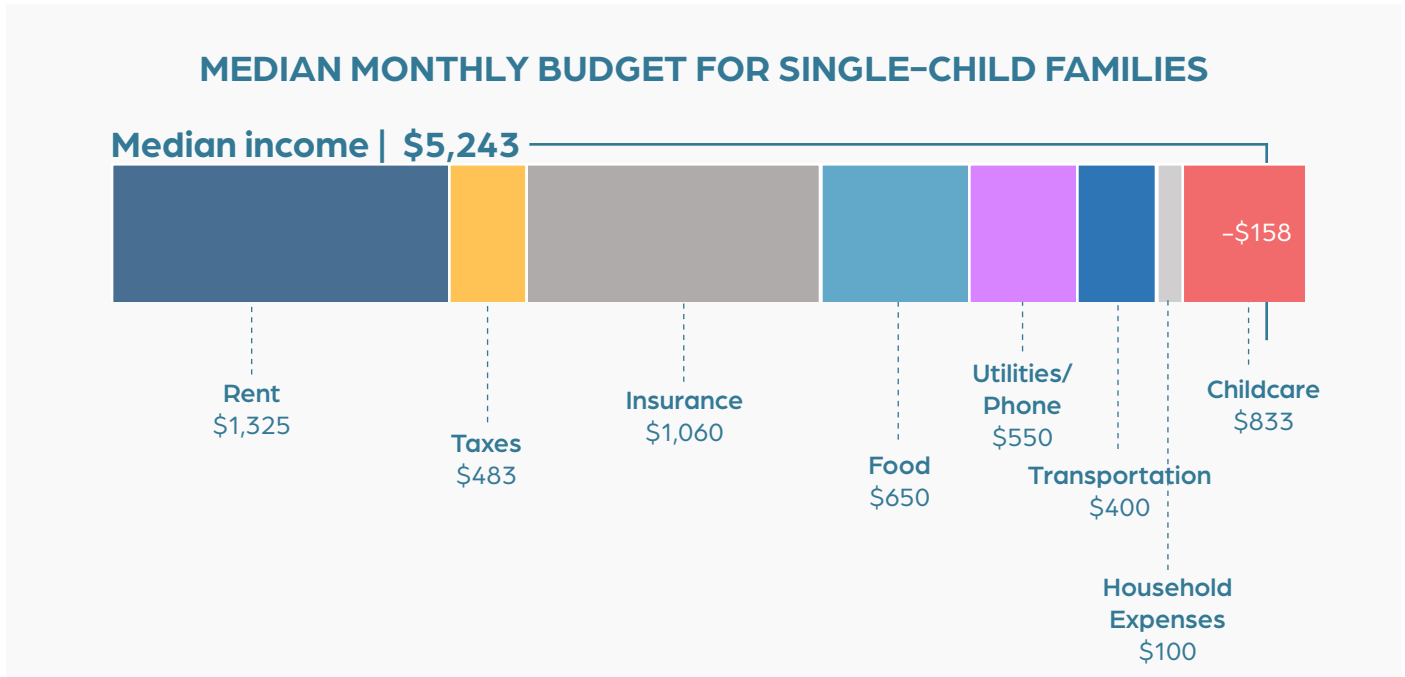


In order for San Antonio to become the best place in the country for **economic mobility**, high quality early learning and care must be accessible and affordable for all of our families.

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

The problem

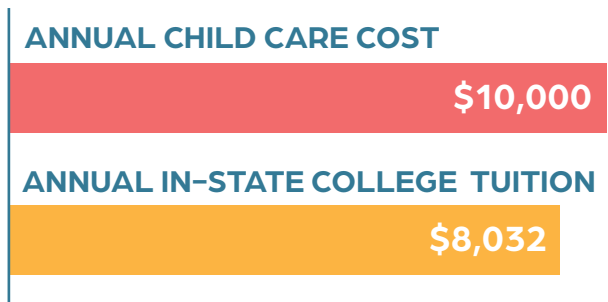
With the city's median household income hovering around \$62,917, **this places affordable child care out of reach for over 80% of San Antonio families**, even for those with just a single child.



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, driving demand for affordable child care to 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

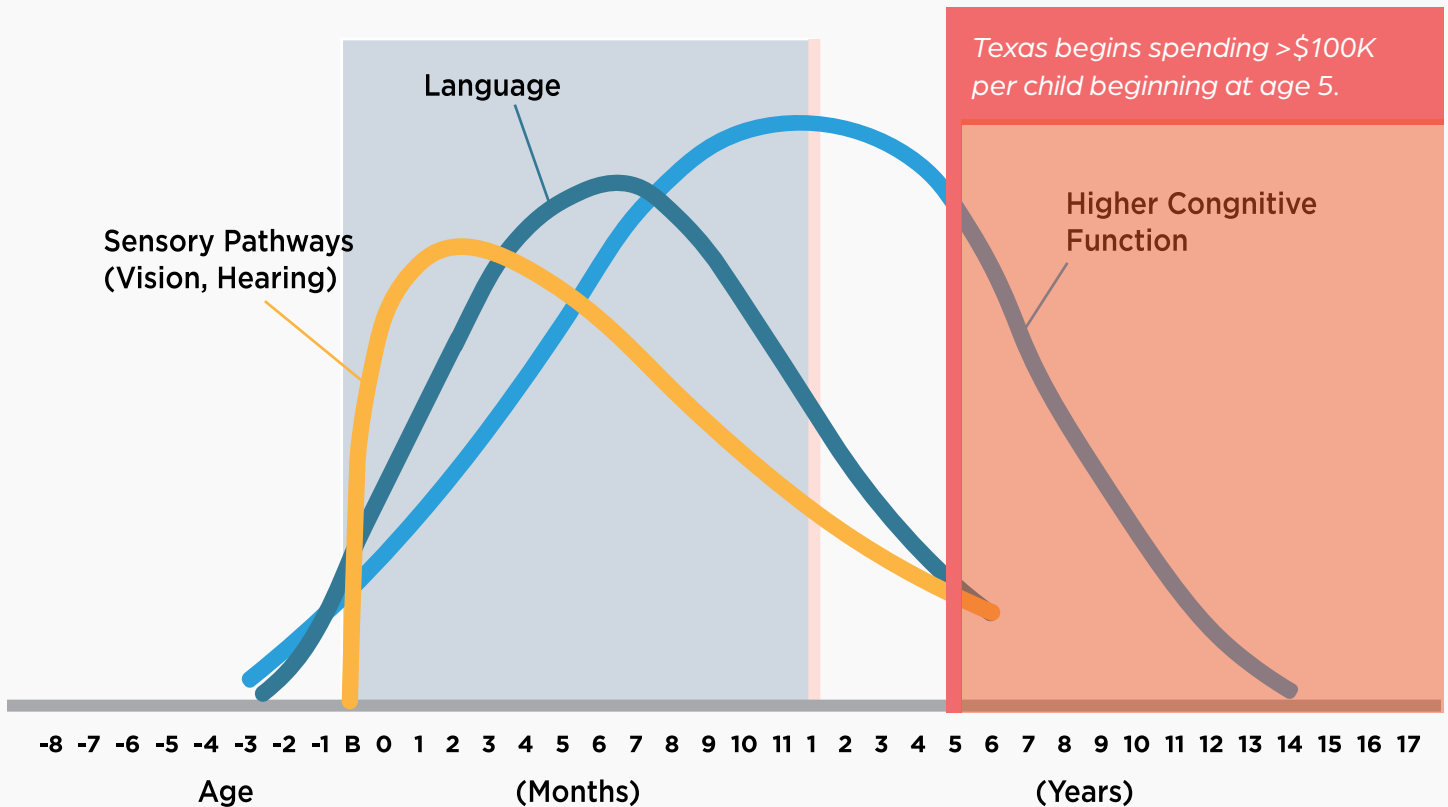
As demonstrated by Harvard University's Center for Child Development, 90% of a child's brain development takes place before the age of 5. It is in this critical window that children's potential can increase in problem solving, negotiation, self control, planning and prioritizing, persuasion, emotional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







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

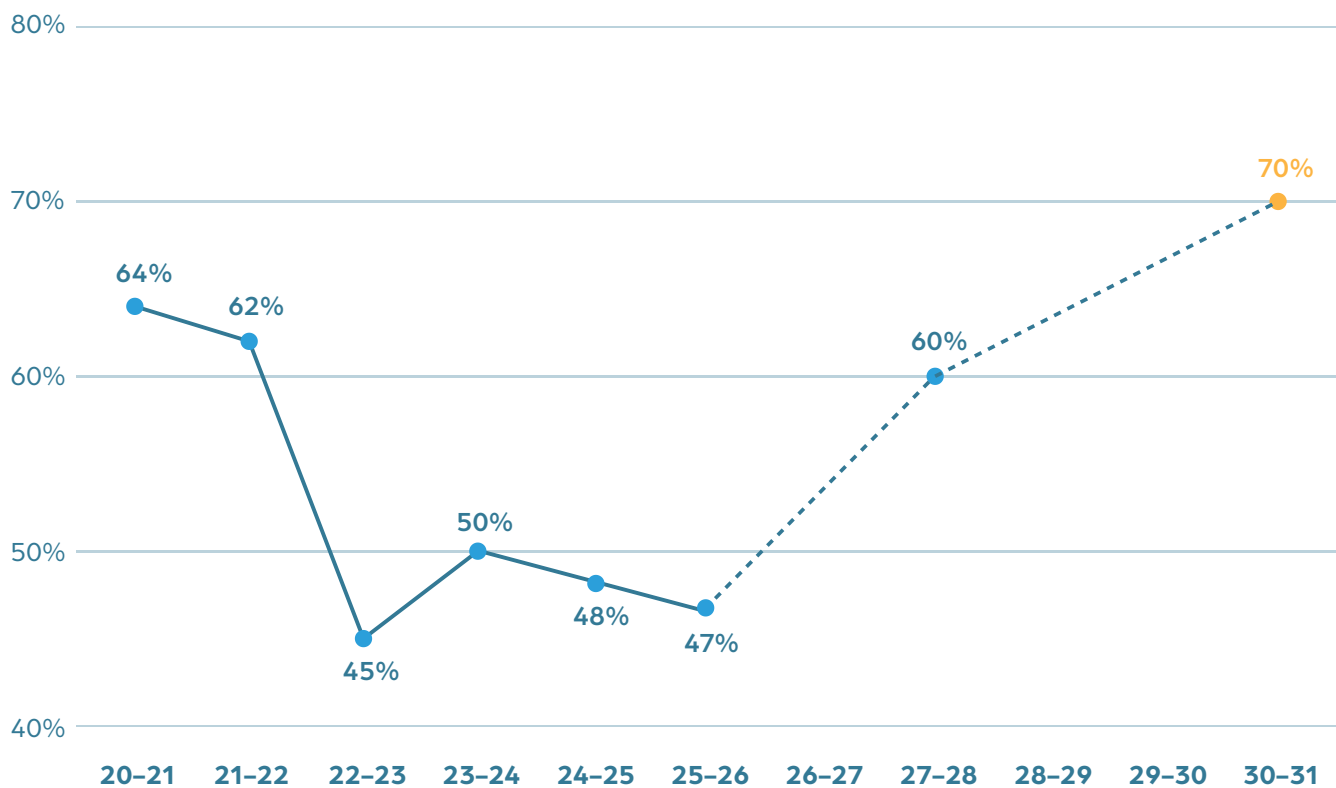
Every child is kinder-ready by the first day of kindergarten.



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.

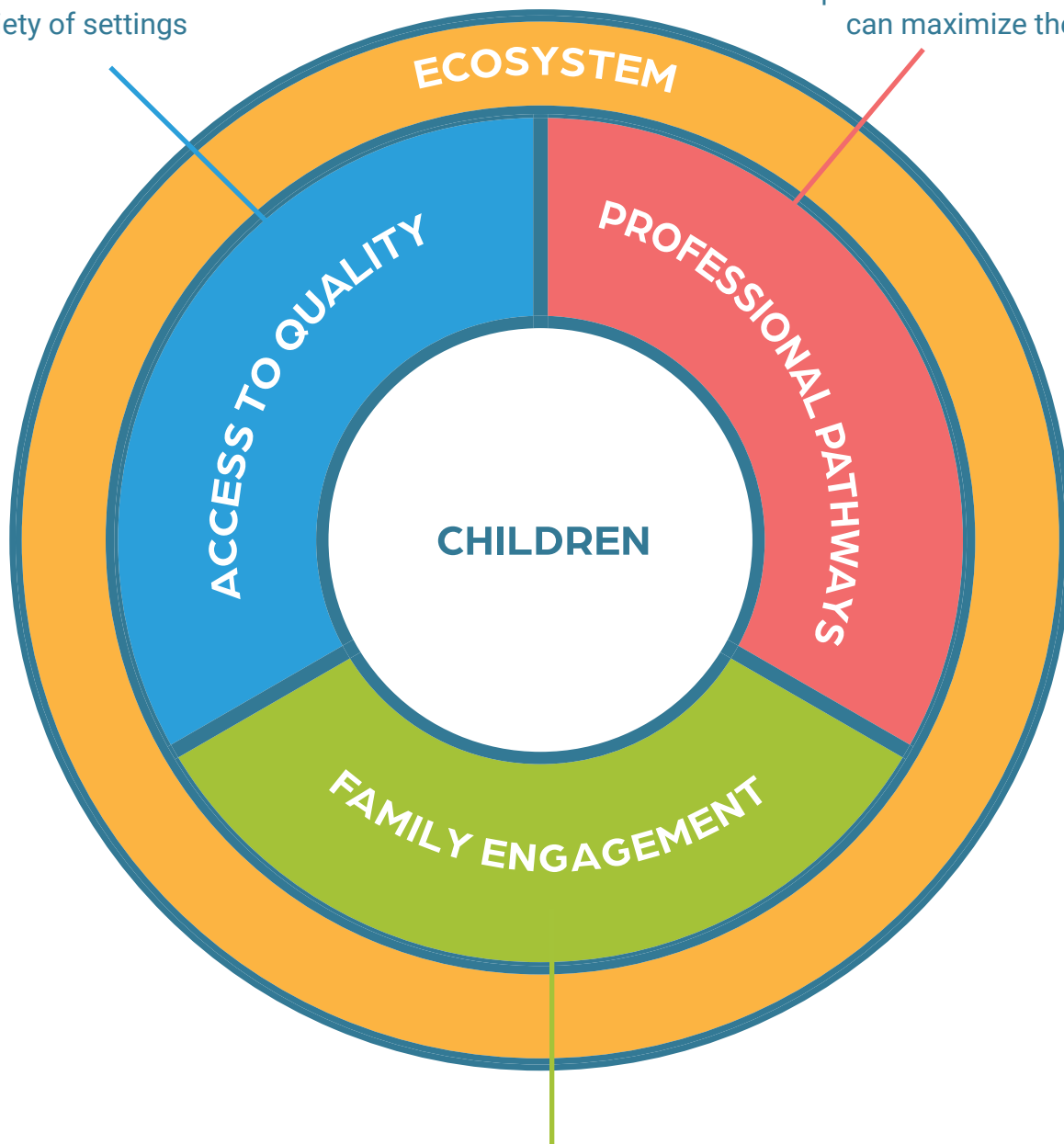
In service of every family having access to early learning and development that is accessible, affordable, and high-quality:

Access to quality

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

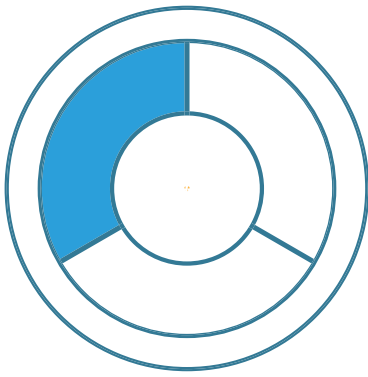
Professional pathways

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

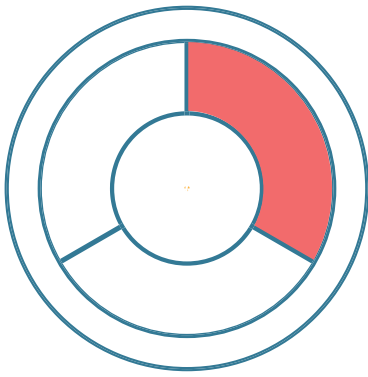


IMPACT RESULT	INDICATORS	2024	2025	2026	2027
Ample supply of affordable and high-quality* early learning and care	Percentage of scholarship-eligible providers that are high quality	Goal 50% Result 53%	Goal 60% Result 83%	Goal 75%	Goal 85%
	Percentage of scholarship-eligible capacity that is high quality	Goal 50% Result 63%	Goal 60% Result 88%	Goal 75%	Goal 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
Sufficient and equitable distribution of early childhood education	Zip codes qualifying as child care deserts	Goal 12 Result 15	Goal 8 Result 24	Goal 0 Result 23	Goal 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
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

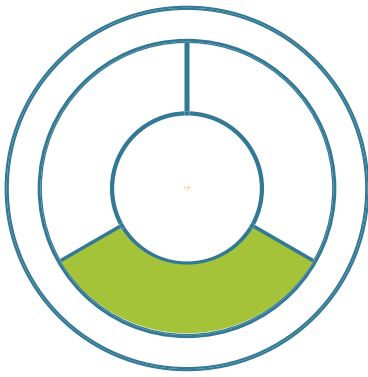
Measuring Success



IMPACT RESULT	INDICATORS	2024	2025	2026	2027
Ample supply of highly-trained early childhood professionals	Number of early childhood professionals with an active TECPDS account	Goal 2,500 Result 3,320	Goal 3,500 Result 2,993	Goal 4,500	5,500
	Number of early childhood professionals with CDAs+ and an active TECPDS account	Goal 200 Result 305	Goal 400 Result 242	Goal 450	500
	Percentage of centers with an active TECPDS account	Goal 35% Result 36%	Goal 45% Result 47%	Goal 50%	Goal 60%
Livable wages for early childhood professionals	Early childhood professionals median wage as a percentage of Bexar County Living Wage	Goal 80% Result 72%	Goal 75% Result 71%	Goal 85%	Goal 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 city-wide
Enrollment	Increase enrollment in affordable early learning	Execute a citywide annual PreK Enrollment Campaign
Child-centered Partnership	Ensure families are equipped to support learning at home	Provide families with ready-to-use activities and information that support early literacy and brain development
		Equip families with clear, strengths-based information about child development and milestones
Demand for Quality	Increase family and community awareness of early learning, brain development, and quality care.	Create and amplify clear, family-centered messages that explain why early learning and quality care matter
		Launch coordinated community-wide awareness campaigns about early learning and quality care
		Partner with trusted community messengers and stakeholders to spread awareness and reinforce messages
Wrap-around	Expand and align trusted community and health touchpoints that help families access early education and early intervention resources.	Align systems and partners so families experience a coordinated pathway to services
		Strengthen centralized referral and navigation systems families can access through trusted partners

Measuring Success

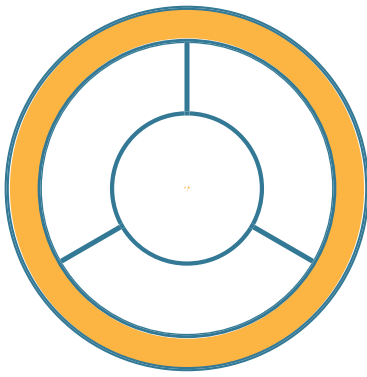


The Family Engagement Workgroup revisited and updated its strategies and actions. As a result, 2026 will serve as a baseline year, with data collected informing future goal setting, including 2027 targets.

INDICATORS	2026
Percentage of families who report they have the skills & knowledge to support learning at home	Establishing baseline
Percentage of families who understand what daily practices support brain development (e.g., talking, reading, routines, responsive interactions)	Establishing baseline
Percentage of referrals from one early learning resource or Early Childhood Intervention (ECI) service to another that are successfully completed	Establishing baseline

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





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
Advisor to the CEO, Fair Winds
Management, LLC

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

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 Muñoz
CEO, Institute for School and Community Partnerships
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.