

OPENING THE DOOR TO POSSIBILITIES...



2024 ANNUAL REPORT



...FOR EVERYONE!

Children. Families. Educators.
Early Learning Programs. School Districts.
Businesses. Neighborhoods.
And entire cities!

Come on in! Take a closer look inside
Pre-K 4 SA and you will see how every innovative
program is creating a wave of positive impact in
the lives of REAL San Antonians
— for generations to come.

The possibilities are endless and
we are blowing the door wide open.



ANNUAL REPORT | PRE-K 4 SA

Financial year 2024. Issued on November 2024 Pre-K 4 SA is a comprehensive early childhood initiative aimed at changing the educational and workforce trajectory of San Antonio in one generation. Pre-K 4 SA is an equal opportunity provider.

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LETTER FROM OUR CEO

I am pleased to share this report highlighting the achievements of Pre-K 4 SA during the 2024 operating year. Within these pages, you will find data and inspiring stories to demonstrate our ongoing commitment to open the door to possibilities for young children and their families throughout San Antonio.

This year, Pre-K 4 SA schools once again welcomed children and families from every corner of San Antonio, with families from every City Council district choosing our program. True to our core mission, we prioritized serving children who face the greatest educational needs. For a detailed overview of our demographics, please refer to page 4-5, and learn more about our inclusive educational approach on page 8.

Family engagement is vital to our success. We foster intentional partnerships with families, acknowledging them as the first teachers in their children’s lives. Our Family Engagement Team is dedicated to supporting families, enhancing connections to the classroom, and providing assistance that promotes economic mobility. See page 6 for more about this critical aspect of our work.

San Antonio is Military City USA, and Pre-K 4 SA is actively seeking solutions to improve child care access for military families. This year, we proudly established a formal partnership with Joint Base San Antonio, aimed at enhancing the support we offer to families who serve our country. I invite you to read about this impactful partnership on page 9.

Not only are the children learning at Pre-K 4 SA, but educators are, too. Our professional learning program is thoughtfully designed to nurture both current and aspiring early educators, to ensure every early learning

classroom in San Antonio is staffed with a highly skilled teacher. Please turn to page 11 to discover how we are investing in teacher development and meet a distinguished Pre-K 4 SA educator who advanced from a Teacher Aide to Master Teacher on page 13.

Grants play a crucial role in improving the early learning landscape within our community. A standout initiative supported through Pre-K 4 SA Grants is the Early Learning Shared Services Alliance of San Antonio (ELSSA), a network of 94 child care providers working to improve access to high-quality early learning while strengthening their business models. Further information about this important work can be found on page 14.

Turn to page 16 to take a sneak peek at our new building that will open in summer 2025. Thanks to generous support from HOLT Group, Pre-K 4 SA is leveraging a public-private partnership to open a state-of-the-art early education center in an underserved area of our community. The new facility will include classrooms for infants through preschool and have several unique features that make it a model for other early learning programs.

As we enter our second decade of service, we remain as committed as ever to our mission to create a world class workforce within one generation through high-quality early learning. We deeply appreciate the ongoing support from our community as we move forward into the future.

Thank you for your continued partnership and commitment to our shared mission.



Sarah Baray
Sarah Baray, Ph.D.

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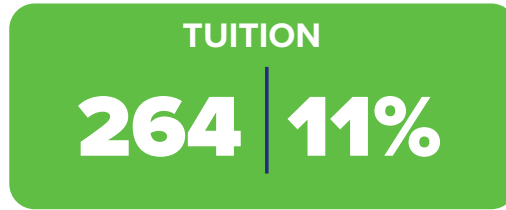
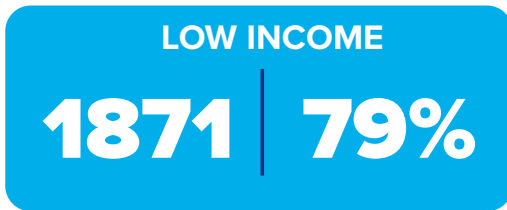
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PRE-K 4 SA DEMONSTRATION SITES

are opening the door to possibilities
for all children in

San Antonio

In 2024, **2,368** of San Antonio’s youngest learners were educated in these five schools.



MODEL PRESCHOOLS

It all began with our **four model education centers**. After more than a decade of **proven success**, these schools continue to be the foundation of the bold initiative that is changing the educational landscape and **workforce trajectory** of San Antonio in **one generation!** Throughout the 2023-2024 school year, Pre-K 4 SA continued to **nurture the growth** and

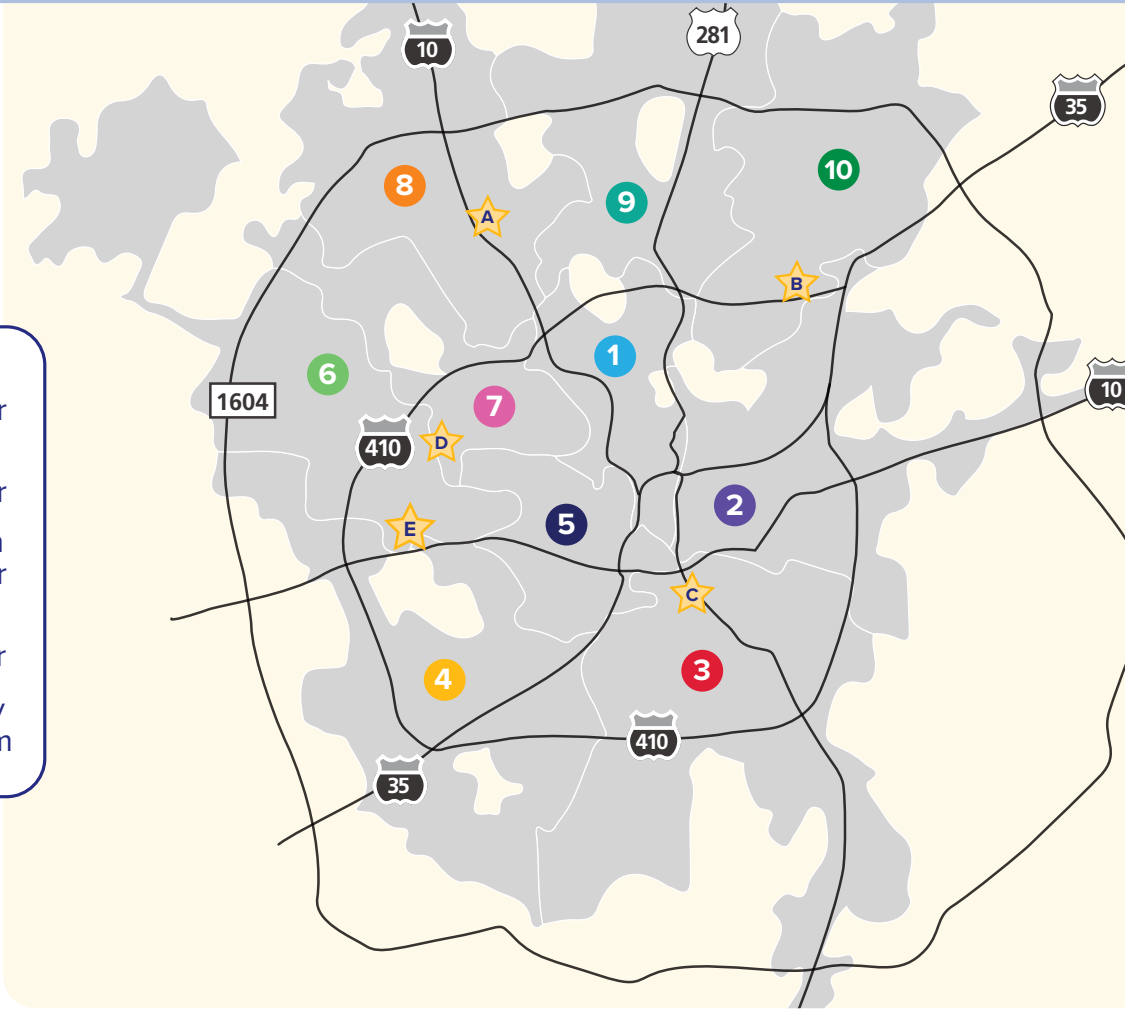
development of thousands of 3- and 4-year-olds — **500 at each location**, instilling that **love of learning** that will stay with them forever. **Available to any child** in San Antonio, Pre-K 4 SA brings high-quality early learning to children throughout San Antonio because every child deserves a **bright educational future**.

GARDENDALE EARLY LEARNING PROGRAM

High-quality early childhood education **does not stop at pre-kindergarten**. The same methods and philosophies that work in the earliest years are just as beneficial to children in **kindergarten, first, and second grades**. That is what we are demonstrating at Gardendale Early Learning Program – Pre-K 4 SA’s

first innovation site. **Working in partnership** with Edgewood I.S.D., we have transformed an existing elementary school into a model pre-kindergarten through second grade program, giving **more than 250 children**, the benefit of **four years** of high-quality early learning.

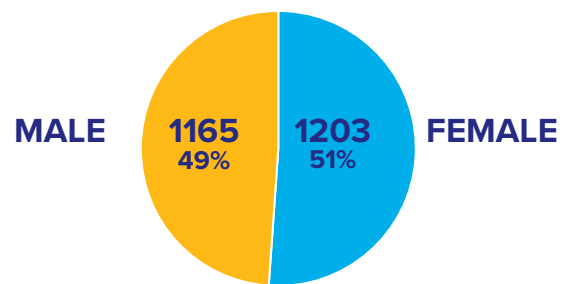
-  Pre-K 4 SA North Education Center
-  Pre-K 4 SA East Education Center
-  Pre-K 4 SA South Education Center
-  Pre-K 4 SA West Education Center
-  Gardendale Early Learning Program



ENROLLMENT BY RACE/ETHNICITY

Race/Ethnicity	Total	Percentage
Black African American	244	10%
Hispanic	1785	75%
White	169	7%
Asian	106	5%
American Indian/Alaskan Native	40	2%
Hawaiian/Pacific Islander	9	<1%
Multiracial	15	<1%

ENROLLMENT BY GENDER



ENROLLMENT BY CITY COUNCIL DISTRICT

	1	2	3	4	5	6	7	8	9	10	COSA ETJ
SCHOOL North	35	5	2	17	4	41	88	191	43	16	100
East	5	247	10	0	5	1	1	0	8	102	148
South	14	81	307	43	17	2	3	2	1	1	53
West	7	25	6	77	46	143	29	3	4	0	192
Gardendale	3	1	2	11	175	32	5	0	0	0	14
TOTAL	64	359	327	148	247	219	126	196	56	119	507

FAMILY ENGAGEMENT

is opening the door to possibilities
for San Antonio families like

The Ashley Family

We have said it 1,000 times – **parents** are a child’s first and **most important teacher**. Families possess invaluable insights into the personalities, strengths, and interests of their children. Our dedicated Family Engagement Team works to **strengthen the home-school connection** and provides strategic support to help families improve **economic mobility** through access to education services, workforce development, and connections to community agencies when needed. The work we do with families is about listening to their needs and **bringing their voice** into our work so children

flourish in the classroom **and thrive** at home. Programs like the **Partners in Learning Academy** encourage parents like Mary Ashley to participate in the classroom. As an Air Force Staff Sergeant, often arriving in uniform, Mary was able to **help children** understand the meaning of service and safety. When it was time for Mary to go to work, she had the **peace of mind** knowing that her child, Noah, was in a safe and engaging classroom. By acting as a foundation for an **intentional partnership** between home and school, Family Engagement is supporting the **workforce of today and tomorrow**.



“Every instance is special with the teachers and the kids. It is nice to be involved with your child and the staff to see how everyone interacts

– Mary Ashley, Parent



39,947
School Interactions

13,188
Events and Outreach Attendees



★
**MEET
ROCKSTAR!**
★



INCLUSIVE EDUCATION

is opening the door to possibilities for children like

Carter Williams

Like a fingerprint, **every child is unique**, and every child deserves an inclusive learning environment that helps them **thrive academically and socially**. Pre-K 4 SA's classrooms are filled with children of all gifts, talents, abilities, and backgrounds. Pre-K 4 SA's highly skilled staff ensure **every child is valued** and represented, and receives an education tailored to their **unique needs**. Carter Williams, a student with hypopituitarism, is one of the children who benefited from our **inclusive approach** during the 2023-2024 school year. When Carter's parents shared their concerns about whether we could meet Carter's needs, an entire team of Pre-K 4 SA staff met with them to

create a circle of support for Carter and her family. With a full-time school nurse who stayed in **close communication** with the family and provided staff with information about hypopituitarism, the Williams family felt reassured that Carter was being **well cared for** and any concerns about her well-being would be swiftly addressed. Carter thrived academically and socially, participating enthusiastically in activities. Beyond the classroom, her journey at Pre-K 4 SA exemplifies the program's **commitment to inclusivity**, ultimately making her a confident young girl. Nurtured at Pre-K 4 SA, her resilience and adaptability underscore the **transformative power** of inclusive education and preparation for kindergarten and beyond.

PRE-K 4 SA CHILDREN WITH SUPPORT NEEDS

149 3-Year-Olds

+ **100** 4-Year-Olds

= 249 Total



“There is nothing normal about Carter except her eagerness to learn and explore the world.”

— Sedgrick, Carter's Father

MISSION-READY PARTNERSHIPS

are opening the door to possibilities
for service member families like

the Resendiz Family

Since the beginning, Pre-K 4 SA has **served military families** in our Education Centers. In 2024, Pre-K 4 SA **strengthened our commitment** to support military families by signing a memorandum of understanding (MOU) with Joint Base San Antonio (JBSA). The MOU creates a **formal partnership** to allow Pre-K 4 SA to work closely with JBSA to better understand the **unique needs of military families** and develop strategies to ensure all military families – active duty, reservists, and veterans — have convenient, affordable, and high-quality **child care options**. While the military provides excellent care options on-base, not all military families live on base and there is **often a waitlist**

for on-base care, especially for reservists and veterans. Pre-K 4 SA is helping to **fill this gap** by offering tuition-free preschool at Pre-K 4 SA schools and by working with child care providers across San Antonio to join the Military Child Care in Your Neighborhood program. Our approach is **benefiting military parents** like Marisol Resendiz. Maria was looking for a preschool program for her daughter, Esme, when her father retired from the Air Force. After moving to San Antonio, Marisol was able to secure a spot at Pre-K 4 SA's East Center with free tuition. **"I feel supported** knowing that my kid is with lots of people who share her background and experiences in service-related families," Marisol said.

Pre-K 4 SA currently serves **322** children of military families
which makes up **15%** of total enrollment.

"Just the way my kid comes home and is super happy — she loves school. Pre-K 4 SA has a very play-focused curriculum. They are building a love to learn and that is what sticks out to me."

— Marisol, Esme's Mother



PROFESSIONAL LEARNING

is opening the door to possibilities
for early education teachers like

Brenda Hughes

Thanks to the robust Professional Learning Program, Pre-K 4 SA has made **substantial investments** in San Antonio's early learning community, focusing particularly on the **development of educators** and early learning leaders, like Brenda Hughes. Brenda was part of the first New Teacher Institute training sessions which presents the **newest research** on **best practices** and provides the opportunity to be a part of a professional learning community by sharing experiences, **role playing** instructional strategies, and learning from each other. These investments represent a strategic commitment to **nurturing** a knowledgeable and **skilled workforce**

capable of delivering **high-quality** care and education to young children. This initiative continues to have a **ripple effect** through the city's early learning ecosystem as Pre-K 4 SA expanded into the **infant to 3-year-old** demographic. By strategically **allocating funding** and emphasizing professional learning, the quality of early childhood care and education has been elevated by **empowered educators** and **school leaders** across the city. Programs like Culinary Health Education for Families (CHEF), The Early Learning Institute for Elementary Leaders and Teachers-4-Toddlers all **infuse best practices** that go from teacher to student.



"I have been able to implement new problem-solving techniques and extend the learning in my classroom through asking deeper questions. It was the most fun and engaging teacher training I have been to!"

– Brenda Hughes, Educator



42K

Hours of free, best-in-class instruction

1,570

Early childhood educators participating

122

Educators have taken the Child Development Associate Credentialing Course





CREATING A PIPELINE OF EDUCATORS

<p>2 Promotions to Teacher</p>	<p>12 → Promotions to Master Teacher</p>	<p>5 of those 12 Started as Teacher Aides or Substitutes</p>
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CAREER PATHWAYS

are opening the door to possibilities
for aspiring educators like

Shani Gonzalez

Meet Shani Gonzalez, a Pre-K 4 SA **Master Teacher**. Starting out as a teacher aide right out of Palo Alto College, Shani quickly took advantage of the **mentorship and support** from Pre-K 4 SA to **thrive in her career**. Upon acceptance into UTSA, Pre-K 4 SA accommodated her schedule and transitioned Shani into a part-time Teacher Aide and Substitute position, allowing her time to **focus on studies** while remaining in the classroom. As a City of San Antonio employee, she also benefited from the **tuition reimbursement** program, which provided invaluable financial assistance during her academic pursuits. Her desire to **foster the next generation** of early childhood educators is a testament to the **positive**

impact Pre-K 4 SA has on **its staff** and the broader community. Pre-K 4 SA stands as a **beacon of innovation** and excellence in early childhood education, pioneering new approaches to building career pathways that **empower educators** to thrive and **positively impact** the lives of children. By investing in the professional growth and development of its educators, Pre-K 4 SA not only ensures high-quality early learning experiences but also cultivates a community of **passionate professionals** dedicated to shaping the future of education and demonstrating the transformative power of **investing in educators** and early childhood education.



“Pre-K 4 SA sparked something in me, and I knew I wanted to teach.”

– Shani Gonzalez, Educator

GRANTS

are opening the door to possibilities for programs like

Imagination Child Development Center

Pre-K 4 SA's Grants division is **transforming** the early learning landscape in San Antonio by providing **resources and funding** to early learning programs across San Antonio. One program supported by Grants is the Early Learning Shared Services Alliance of San Antonio (ELSSA), a **network of 94 child care providers** committed to delivering quality services to children and families. As the resource hub for the Alliance, Pre-K 4 SA provides **pedagogical coaching**, business coaching, and back office services to support alliance members in reaching Texas Rising Star (TRS) 4-Star status and develop business practices that help the providers **strengthen their sustainability**. Imagination Child Development Center is just one example of a program in San Antonio that is **thriving** thanks to this

unified network. The Alliance's efforts are based on the idea that **every child deserves** a **strong start** for a successful future. These child care centers and family providers are dedicated to creating the **best early learning programs** possible through **shared resources** including professional learning opportunities for educators, back-office **support services**, curricular innovations, and combined **purchasing power** for supplies and materials. By leveraging these collective resources, centers can operate **more efficiently** and effectively, focusing their efforts on providing **high-quality educational experiences** for children. As the conductor of this citywide collaboration, Pre-K 4 SA is able to **extend its reach** and impact, disseminating best practices and **strengthening** the overall early **learning ecosystem** in San Antonio.











**EARLY LEARNING
Shared Services Alliance
OF SAN ANTONIO**

Increasing High-Quality Supply to Meet High-Quality Demand

Partnering with programs throughout San Antonio has enabled Pre-K 4 SA to improve quality and increase access where it is needed most. Our promise to maximize citywide impact is being fulfilled by providing mentoring, support and resources to programs that might have challenging financial or logistical constraints.



-  TRS 3 & 4 Star Child Care Centers
-  TRS 3 & 4 Star Family Child Care Providers
-  Child Care Centers Submitted TRS Application
-  Family Child Care Providers Submitted TRS Application
-  TRS Child Care Centers In Process
-  TRS Family Child Care Providers In Process

4,500+ Hours
of Free, best-in-class
professional learning

71
Educators and
leaders

86%
of Members located in
quality child care deserts

“After so many years and not enough space, I knew I needed something bigger to improve quality, increase access, and give the community something better. My business coaches and peers within the Alliance have been beyond supportive and always made me feel like somebody is in my corner rooting for me.”

– Edna Bermea, Owner & Director, Imagination Child Development Center

PUBLIC/PRIVATE PARTNERSHIPS

are opening the door to possibilities through unique collaborations with companies like



As a part of our **unwavering commitment** to ensure there is access to Pre-K 4 SA for years to come, we are leveraging **community partnerships** to help us **maximize** the public investment. In 2024, HOLT Group and Pre-K 4 SA **broke new ground** with its first public-private partnership developing a new state-of-the-art early learning center in **South San Antonio** — a historically under-resourced region. HOLT Group is committed to **improving child care access**, not only for their employees, but the San Antonio community. Pre-K 4 SA's collaboration with HOLT Group is an example of how we are working with the **private sector** to build a more productive workforce, foster healthier and more engaged families, reduce poverty, and create **civic-minded** young adults to take San

Antonio into the **next generation**. By joining forces, both organizations aim to make a lasting impact across the **educational landscape**. The center will feature classrooms designed to meet the needs of our **youngest learners**, from infant through preschool. Because young children benefit from nature play, every classroom has **ample natural light** and direct access to the specially designed outdoor learning areas. **Interactive** and **play-based** features in the hallways ensure every space is an opportunity for learning. Dedicated **spaces for adults** — including a large family café, educator collaboration rooms, and large training rooms — mean the building supports adult learning, too. And because the building is designed for renewable energy, we are ensuring a **healthier environment** for children, and setting a precedent for future educational facilities. We look forward to welcoming children, families, and the community into the **new facility in 2025**.



Includes **40** new infant/toddler seats.

“Acting as a dynamic catalyst, our partnership with HOLT Group and our contractors symbolizes a new path to achieving high-quality early learning rooted in the vibrant community we call home. It is a true accomplishment in San Antonio, at this site, in this location.”

— Dr. Sarah Baray, Pre-K 4 SA CEO



**OPENING
AUGUST
2025**



PRE-K 4 SA STRATEGIC GOALS

1

Expand access to affordable, high-quality prekindergarten for all 3- and 4-year olds in San Antonio.

2

Strengthen San Antonio's early learning infrastructure to create an equitable, affordable, high-quality early learning and care system for young children.



PRE-K 4 SA BOARD OF DIRECTORS

Mayor's Appointee & Board Chair • Elaine Mendoza

District 1 • Veronica Valdovinos

District 2 • Diana Rodriguez-Ruiz

District 3 • Joseph De La Garza

District 4 • Richard Perez

District 5 • Andrea Greimel

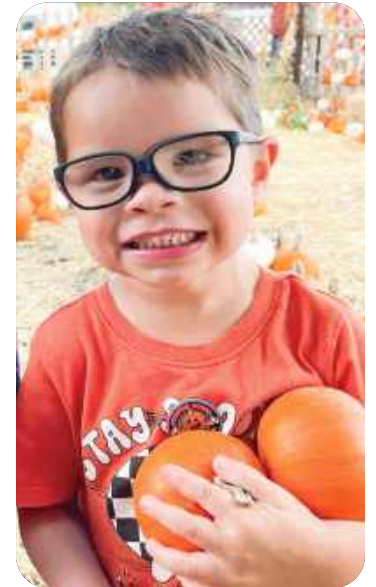
District 6 • Dr. Tracy Hurley

District 7 • Frances Guzman

District 8 • Dr. Shari Albright

District 9 • Dr. Richard Middleton

District 10 • Jan Kirby



3

Elevate and support families as educational partners, leaders, and advocates who nurture and foster the long-term success of children.

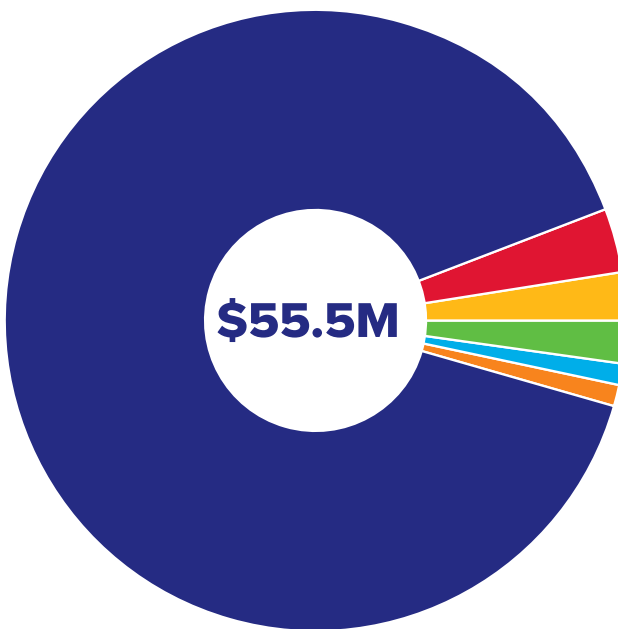
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Attract, develop, and retain top talent in the field of early childhood education.

5

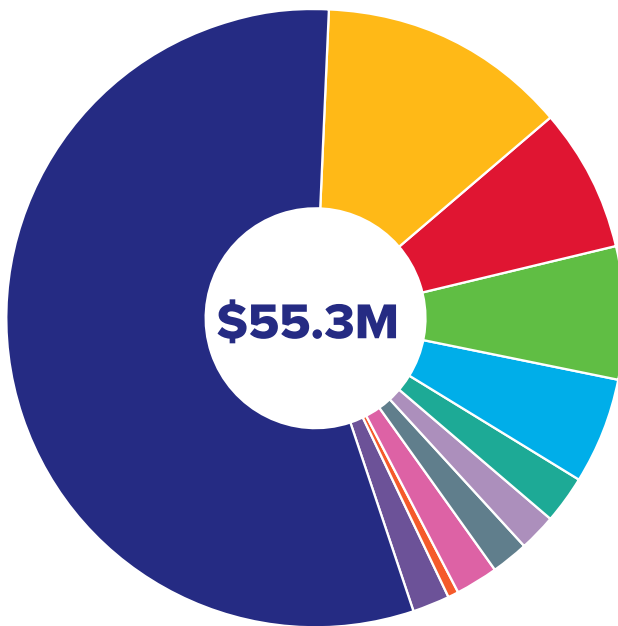
Leverage Pre-K 4 SA's position as a national leader and expert in high-quality early learning and care to advance early childhood policy, research, and innovation.

OPENING THE DOOR TO POSSIBILITIES BY INVESTING IN *Early Childhood Education*



FY 2024 REVENUE:

- Sales Tax **\$49.8**
- State/Local Match **\$1.8**
- USDA (Food) **\$1.4**
- Interest/Misc Revenue **\$1.3**
- Intergovernmental **\$0.6**
- Sliding Scale Tuition **\$0.5**

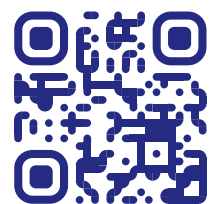


FY 2024 EXPENDITURES:

- Pre-K 4 SA Model Schools **\$30.6**
- Facilities, Leases, & Maintenance **\$7.1**
- Grants **\$4.2**
- Professional Learning **\$3.9**
- Outreach, Engagement, & Communications **\$3**
- Operational Systems & Services **\$1.4**
- Administration **\$1.1**
- General Fund - Indirect Cost **\$1.1**
- Innovation Sites **\$1**
- Program Evaluation & Research **\$0.45**
- Sales Tax Collection Fee **\$0.9**



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