

Driving Success For San Antonio's Future

Opening the Doors to Possibilities



Pre-K 4 SA Board of Directors



Mayor's Appointee & Board Chair
Elaine Mendoza



District 1
Jeanne Russell



District 2
Diana Rodriguez-Ruiz



District 3
Joseph De La Garza Jr.



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

At Pre-K 4 SA, we are reimagining what early childhood education can become. Innovation fuels our classrooms, partnerships deepen our reach, and an unwavering commitment to quality guides every step. Together, we are opening doors to possibility, building a foundation that will lift children, strengthen families, and shape the future of our city for generations to come.

TABLE OF CONTENTS

- 5 Letter from our CEO
- 6 Innovation Journey
- 8 Model Schools
- 10 Inclusive Education
- 12 Family Engagement
- 14 Operation Extended Watch
- 16 The San Antonio Shared Services Alliance
- 20 Career Pathways
- 22 Venture Solutions
- 24 Research Division
- 26 City-Wide Impact
- 28 Financials
- 30 Governance

ANNUAL REPORT | PRE-K 4 SA

Financial year 2025. Issued on January 2026 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.

3510 S WW White Rd
San Antonio, TX 78222
Phone: 210-206-2721

“Innovation shapes every corner of Pre-K 4 SA. In our classrooms, it fuels learning experiences that spark curiosity, build strong foundations, and cultivate a love of discovery.”

— Sarah Baray, Ph.D.

Letter from our CEO



It is my privilege to share this annual report highlighting Pre-K 4 SA's accomplishments during the 2025 calendar year. At the heart of our work this year was a simple but powerful belief: innovation creates possibility. When we embrace new ideas, new partnerships, and new ways of serving children and families, we open doors that lead to brighter futures for our children, our families, and our city.

Innovation shapes every corner of Pre-K 4 SA. In our classrooms, it powers learning experiences that spark curiosity, build strong foundations, and cultivate a love of discovery. Our schools continue to welcome families of every background from across all City Council districts, with a special focus on children who face the greatest educational barriers. Expanding early learning widens the circle of opportunity, touching families and neighborhoods throughout our city.

This year we proudly opened our new South Education Center. Made possible through a visionary public-private partnership with The HOLT Group, this state-of-the-art facility stands as a model for the future of early learning. With classrooms to serve children from infancy through preschool, this purposefully designed school reflects the needs, culture, and aspirations of the community it serves.

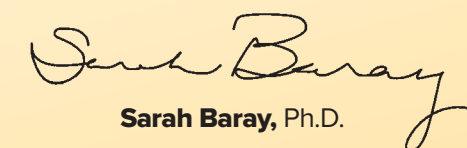
Our work with families is another powerful expression of innovation. We partner with parents and caregivers as co-educators, offering programs and supports that strengthen family engagement, promote economic stability, and reinforce the critical role families play in their children's learning journey. This year, we were especially proud to deepen our service to military families through our partnership with Joint Base San Antonio, helping us respond more effectively to the unique circumstances of military life.

Educators, too, benefit from our commitment to innovation. Through comprehensive professional learning, coaching, and career advancement opportunities for educators in our schools and partner programs, we are nurturing a strong, skilled early childhood workforce equipped to shape the next generation of learners and leaders.

We continue to strengthen the broader early education ecosystem through the San Antonio Shared Service Alliance (SASSA). Now a network of over 90 childcare providers, SASSA leverages shared resources, expertise, and professional development to help community-based programs raise quality and improve long term sustainability.

Now in our thirteenth year of operation, our commitment remains steadfast to expand what is possible for young children through high quality, innovative early education. Together with families, educators, and partners across San Antonio, we are opening doors that will shape a stronger, brighter tomorrow.

Thank you for your continued support and trust in our mission.


Sarah Baray, Ph.D.

2025: The Road to Success is Paved with Innovation

**MILITARY
PARTNERSHIP**



**STRATEGIC
INNOVATION**



**INFANT & TODDLER
PILOT PROGRAM**



The Metrics

This represents the last pages -- all the metrics,
districts, financial and governance.



**FAMILY ENGAGEMENT
& ECONOMIC MOBILITY**



**SAN ANTONIO SHARED
SERVICES ALLIANCE**



What's coming down the road?
**A HIGH-QUALITY
EARLY CHILDHOOD
CARE SYSTEM FOR
SAN ANTONIO**





Model Schools

Innovation in action
connects all aspects of learning

Pre-K 4 SA Education Centers: Where Learning

Thrives Pre-K 4 SA's Education Centers are more than classrooms. They are demonstration sites that show what high-quality early learning looks like in practice and how innovation is intentionally designed, tested, and refined. Built as environments where new ideas can take root, these schools support learning for both children and adults while strengthening connections across the broader community.

Supporting Children's Learning Pre-K 4 SA Education Centers implement the HighScope curriculum, a research-based approach supported by more than 50 years of economic and educational research. Through active, play-based learning, children build the cognitive, social, and emotional foundations that support long-term academic and life success. Classrooms are intentionally designed with thoughtfully placed materials, space for movement, and visual cues at children's eye level, ensuring learning happens every moment of the day. Operating as an integrated network, Pre-K 4 SA draws on evidence from classrooms across the city to strengthen practice, drive innovation, and connect daily instruction to long-term outcomes for San Antonio.

Innovating for Our Youngest Learners: Infant and Toddler Classroom Pilot at the South Education Center

In October 2025, Pre-K 4 SA expanded its model with the launch of a year-round infant and toddler classroom pilot

at the new South Education Center. Serving 40 children from birth through age three, the pilot responds to a critical gap in access to high-quality infant and toddler care. Designed with the same standards of quality and intentionality as the preschool model, classrooms emphasize responsive caregiving, strong adult-child relationships, and environments that support early brain development. As a year-round pilot, the initiative also generates essential insights into sustainable service delivery, workforce needs, and future expansion strategies for San Antonio.

Professional Learning & Coaching Pre-K 4 SA Education Centers also serve as hubs for professional learning. Early childhood educators from across San Antonio observe high-quality teaching in action and engage in co-teaching, peer observation, and reflective dialogue. Thoughtfully designed training and collaboration spaces foster adult learning through collaborative innovation. Through ongoing professional development, the practices modeled in Pre-K 4 SA classrooms extend outward, elevating early learning quality across the city.



“ I thank you so much for this program. I am a single mom, marine corps veteran and it is hard, but with this program I am able to earn a living and my child is in the best care I can provide. ”

ENROLLMENT

2,328

children were educated in these five schools in 2024-2025.

LOW-INCOME

1,685 • 83%

students in 2024-2025 were enrolled as low income.

TUITION

356 • 17%

students in 2024-2025 were enrolled with tuition payment.



Inclusive Education

Because every child deserves to thrive through innovation.

Every child deserves the chance to thrive, which is why Pre-K 4 SA partners with families to ensure every child's unique strengths are recognized and nurtured. This year we expanded our efforts to identify and support children who may benefit from early evaluation or specialized services.

Sometimes that support means helping parents navigate school registration, connecting them with therapies, or offering a steady hand during emotional moments. Whatever the journey requires, we walk it together.

Our inclusive approach reaches beyond the classroom to surround children with the care, resources, and learning opportunities they need to flourish. Children like Charli, Kash, and Braxton show what is possible when care meets opportunity.

Inclusion at Pre-K 4 SA is a promise to meet children where they are, to walk alongside families through challenges and triumphs, and to champion every child's right to learn, grow, and belong. Together, we are building a future where all children are seen, supported, and celebrated.

Charli

Living with Batten's disease, Charli participates fully in preschool with therapy integrated into her day. Her courage and joy remind us that potential is not defined by a diagnosis.



Kash

Kash, a bold and energetic student who uses a wheelchair, thrives in every learning experience. With full access and strong support, he inspires peers and teachers alike, showing that true inclusion celebrates strengths and ensures belonging.



Braxton

Braxton, now in kindergarten, began his journey with uncertainty. With guidance from his teachers, family, and district, he received speech services and an Individualized Education Plan while staying an extra year at Pre-K 4 SA. This careful support prepared him to succeed in general education, and his teacher remains a part of his story.



PRE-K 4 SA CHILDREN
WITH SUPPORT NEEDS

135
3-Year-Olds

132
4-Year-Olds

267
TOTAL



Family Engagement

Bringing innovation home
builds pathways to prosperity.

Pre-K 4 SA believes families are a child's first and most important teacher. When families thrive, children grow stronger and communities prosper. In 2025, we deepened our commitment to supporting families beyond the classroom, focusing on economic mobility, well-being, and long-term stability. Our approach centers on strong relationships, honoring family strengths, and providing practical support that helps parents and caregivers achieve their goals.

This year, we strengthened our holistic Family Success model to ensure families have access to the tools and guidance they need. Our Family Success Teams, made up of Pre-K 4 SA leaders, family engagement specialists, and classroom teachers, work hand in hand with families to create personalized Family Success Plans. These individualized roadmaps help families set meaningful goals, navigate challenges such as housing, employment, or education, and connect to community resources that promote lasting stability. Families also gain a dedicated

team of advocates who celebrate progress, problem solve obstacles, and walk alongside them every step of the way.

In 2025, we also launched a new partnership with LIFT, a national leader in family financial empowerment. Through this collaboration, Pre-K 4 SA staff are learning an evidence-based coaching model that strengthens financial stability, builds savings habits, and expands access to workforce pathways. This partnership reinforces our commitment to supporting families as capable, resourceful partners in building a more prosperous San Antonio.

By pairing high quality early learning with comprehensive family supports, Pre-K 4 SA is helping families cultivate stability today and opportunity for tomorrow, ensuring children have the strongest possible foundation for lifelong success.

35,337

School Interactions

17,741

Events and Outreach Attendees

“This is now my second child who has attended Pre-K 4 SA and I have my grandchild who participates as well. This program helps support their growth, our ability to work full-time, cut childcare costs, has great staff, leadership opportunities for families, and the list goes on”





Operation Extended Watch

Mission ready. Kindergarten ready.
Innovating for military families.

San Antonio's identity as Military City USA comes with a profound responsibility to ensure the families who serve our nation receive the support, stability, and community they deserve. At Pre-K 4 SA, we are committed to helping San Antonio live up to that promise by expanding access to high quality early learning for military children and strengthening the systems that serve them. Whether a family is arriving from across the country or preparing for a deployment, our goal is simple—to help every military family find the right early learning program and ensure every military connected child enters kindergarten confident, supported, and ready to succeed.

For military families, early learning is more than school. It is a source of stability in times of transition. Through a strong partnership with Joint Base San Antonio (JBSA), Pre-K 4 SA works hand in hand with parents and caregivers to understand the realities of military life, including frequent relocations, fluctuating schedules, separation from extended family, and the need for childcare that adapts to the demands of duty.

To meet these needs, Pre-K 4 SA and JBSA launched a first of its kind partnership that expands pathways to early education both on and off base.

Together, we have:

- Prioritized enrollment for children of active-duty service members
- Earned certification as a Military Childcare in Your Neighborhood MCCYN provider, allowing families to use federal childcare benefits at Pre-K 4 SA
- Begun working with community-based early learning programs to grow the number of MCCYN providers across San Antonio

Through this collaboration, we are building an ecosystem where military families can reliably access the early learning experiences their children need. This work is vital to San Antonio's future. A robust, high-quality early learning system not only strengthens military family well-being, it reinforces San Antonio's standing as a



city fully equipped to retain current military installations and welcome new missions. When military leaders evaluate where to base their operations, the availability of strong family support systems, including dependable childcare and early education, is a decisive factor. By investing in these systems now, San Antonio positions itself as a community ready to grow with the military for generations to come.

This year, with support from the Beldon Family Foundation, Pre-K 4 SA launched **Operation Extended Watch**, an innovative initiative designed to address one of the most persistent challenges facing military families—access to childcare during early mornings, late evenings, and weekends. Many programs cannot accommodate the operational tempo required of service members, leaving families without safe, consistent

options. Operation Extended Watch is changing that.

By partnering with child development centers and family home providers near military installations, we are helping programs:

- Extend their hours of operation
- Strengthen the quality of care they offer
- Pursue MCCYN-Plus accreditation
- Access targeted coaching, training, and business support

This effort will not only increase the availability of extended hours childcare, but it will also build sustainable capacity within the local early learning sector and offer a model for other military communities nationwide.

Together with JBSA and community partners, Pre-K 4 SA is ensuring San Antonio leads the nation in supporting military families. By expanding access, strengthening quality, and innovating alongside local providers, we are helping military children stay mission ready, kindergarten ready, and ready for all that lies ahead.

Pre-K 4 SA
currently serves
322
children of
military families

which
makes up
16%
of total
enrollment



The San Antonio Shared Services Alliance

Building a foundation for growth.

Launched by Pre-K 4 SA in 2019, the San Antonio Shared Service Alliance (SASSA) was created to support small, community based early learning programs that often operate with limited resources and little access to training or business infrastructure. By bringing these providers together through a shared services model, SASSA helps strengthen classroom quality, build leadership capacity, and ensure children have access to a high-quality early learning experience, regardless of neighborhood or program size.

What began as a network of 19 centers has grown into a thriving alliance of 90 child development centers and family home providers, reflecting both the urgent need for shared support and the trust SASSA has built across the early learning community. Through coordinated coaching, shared professional learning, and collaborative purchasing, the Alliance offers the kinds of systems and supports typically available only to larger organizations. The impact is clear. Over the past year, SASSA members participated in nearly 1,800 professional learning sessions and received more than 1,900 hours of individualized coaching focused on classroom quality, business leadership, and workforce development. Directors consistently described these supports as transformative, strengthening both their programs and their confidence as leaders.

Quality indicators continue to rise. CLASS observations show steady improvements in teacher-child interactions

across infant and preschool classrooms. SASSA providers also outperform the state in achieving Texas Rising Star four-star ratings, a key marker of high-quality care. Workforce development remains a major success. The number of teachers earning a Child Development Associate (CDA) credential has more than tripled among staff hired before 2023, and CDA certified educators are retained at higher rates. Centers also report stronger financial practices and higher wages for early educators than the Texas state average.

To sustain and scale this growth, Pre-K 4 SA dedicated the 2024 to 2025 year to strengthening internal systems and aligning supports across the Alliance. A new implementation framework now guides all providers along a unified pathway toward high-quality practice, supported by integrated coaching roles and shared leadership structures. Strategic initiatives, including professional development alignment, health and wellness support, expansion of the Teachers 4 Toddlers (T4T) CDA program, and new strategies to access diverse funding sources, are positioning SASSA for its next phase of expansion.

Today, the San Antonio Shared Service Alliance stands as a proven model of what is possible when early learning programs work together. With a strong foundation and shared vision in place, the Alliance is prepared to deepen its impact and continue building a high-quality early learning ecosystem for San Antonio's youngest learners.



124

Completed CDA Courses

18K

Hours of free, best-in-class professional learning

KEY INITIATIVES:

Professional Development

Alignment:

Connecting internal and external learning to strengthen outcomes.

Health & Wellness:

Streamlining programs, piloting daily movement exercises, and overseeing Chef and Garden to Table, outdoor learning, and Read Body Learning Minds programs.

T4T CDA Expansion:

Partnering with Early Matters San Antonio to serve 100+ participants annually.

69

Child Development Centers

21

Family Care Providers

92%

Located in Quality Child Care Deserts

882

Educators

4,888

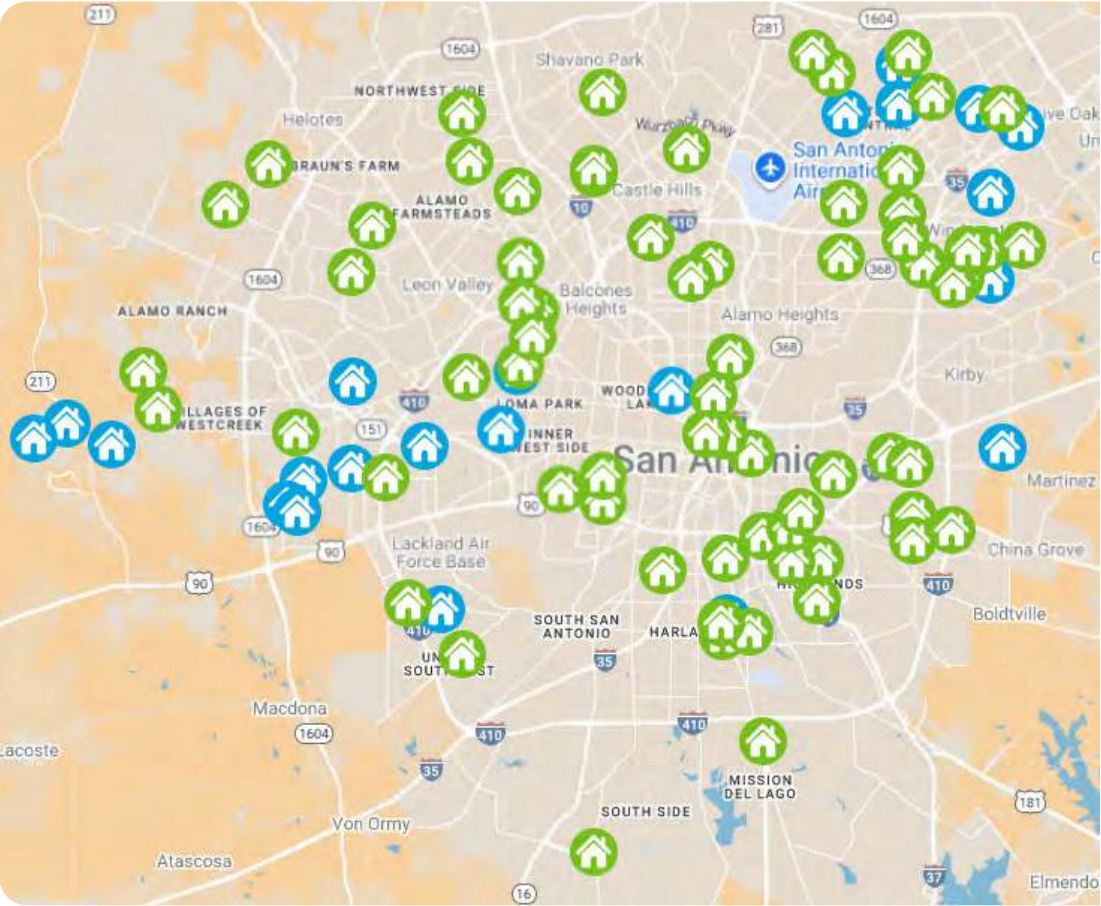
Children Benefited



SAN ANTONIO
Shared Services Alliance
Powered by Pre-K 4 SA

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.

Looking ahead, we aim to expand funding opportunities, integrate families providers more fully into CDA programming and SASSA gatherings, and pilot strategies to strengthen provider-led systems, workforce stability, and long-term sustainability across the Alliance.



SASSA CORE GOALS:

- Enhance Quality
- Strengthen Workforce
- Build Collaboration
- Promote Financial Stability
- Support Every Child

-  TRS 3 & 4 Star
Child Care Centers
-  TRS 3 & 4 Star
Family Child Care
Providers



Career Pathways

Innovating continuing education for San Antonio professionals.

Innovation flourishes when educators are inspired, supported, and empowered to lead. Every innovative practice we advance can be traced back to the educators standing with our children. Since our founding, Pre-K 4 SA has been intentional about building a professional pathway that supports early childhood educators to grow from classroom roles into positions of increasing responsibility and influence. Through coaching, credentialing, and leadership development, we cultivate the skills and confidence educators need to advance their practice. Because when educators are supported to reach their full potential, children, families, and the entire early learning ecosystem benefit.

Pre-K 4 SA's career pathways offer early educators the opportunity to develop and advance at every stage of their profession. Educators can begin their careers as teaching assistants and advance to lead teachers, master teachers, instructional coaches, and ultimately school and program leaders. Many of our team members also go on to take leadership roles in school districts, community-based programs, and higher education institutions throughout

San Antonio, strengthening the quality of early learning across the entire city.

This year, we leveraged the insights gained from developing talent within our own organization to partner with local colleges, universities, and the City of San Antonio's Ready to Work initiative to begin shaping a citywide early education career pathway. Together, we are creating more accessible, well-supported routes for aspiring teachers and leaders to earn credentials, certifications, and degrees in early childhood education. By aligning coursework, financial assistance, and on-the-job learning, these partnerships reduce barriers to entering the profession and offer clear steps for career advancement. Working alongside our partners, we are building a stronger, early childhood workforce for San Antonio, one equipped to lead, innovate, and elevate the quality of learning for young children across our community.

CREATING A PIPELINE OF EDUCATORS

23

Promotions to Teacher's Aide & Assistant Teacher

3

Promotions to Associate Teacher

8

Promotions to Master Teacher

3

Promotions to Instructional Specialist

1

Promotions to Extended-Day Manager

FEATURING

Dr. Cashelle Johnson and Monica Gonzalez

The power of these pathways is best seen in the journeys of educators who stepped into Pre-K 4 SA with talent and heart and, with support, discovered just how far their gifts could take them. Two such leaders are Dr. Cashelle Johnson and Monica Gonzalez, whose careers reflect what is possible when an organization invests deeply in its people.

Dr. Cashelle Johnson joined Pre-K 4 SA 11 years ago as a Co-Master Teacher with a passion for children and a belief in the transformative power of early learning. But what she found here was a community that saw her potential long before she saw it in herself. Through coaching, mentorship, and leadership opportunities, Dr. Johnson began to imagine new possibilities. When COVID upended classrooms across the nation, she stepped forward to design a virtual learning framework, one so strong it was later adopted by the Texas Education Agency. As she earned her doctorate, she continued to rise, first as Assistant Director, and now as Head of School at the North Education Center. Today, she leads with the same spirit of innovation she once modeled in her classroom, inspiring a new generation of educators to think bigger.

Monica Gonzalez arrived at Pre-K 4 SA as a Master Teacher eager to deepen her craft. Immersed in the HighScope curriculum and surrounded by colleagues who pushed her thinking, she quickly became known for her curiosity and commitment to excellence. The organization nurtured her growth, offering coaching, cross center leadership roles, and space to stretch into new strengths. She advanced to Instructional Specialist at the East Center, where she helped teachers elevate their practice, and later became Head of School at the South Education Center. This year, she opened the doors of the new South Campus, including Pre-K 4 SA's first infant and toddler classrooms, helping shape the future of early learning on the city's South Side.

Together, Dr. Johnson and Ms. Gonzalez show what happens when educators are encouraged to lead with vision and courage. Their stories are not exceptions. They are the roadmap. And they illustrate Pre-K 4 SA's belief that when you invest in educators, you do not just build careers. You build leaders who change classrooms, change communities, and ultimately, change the future of San Antonio.





Venture Solutions

Cultivating innovative strategies to raise the bar on early education.

Sharing What Works

What began as a bold idea in San Antonio has grown into a nationally recognized model for high-quality early learning. As interest in the city's success expanded, Venture Solutions was created to share Pre-K 4 SA's expertise while keeping our mission at home at the center of all work. The division partners with communities and employers seeking to design early learning systems that are sustainable, accessible, and responsive to local needs.

A Tailored Approach to Innovation

Grounded in more than a decade of proven impact, Venture Solutions offers more than technical guidance. It brings partnership, insight, and a collaborative approach to system building. Rather than applying a single model, strategies are tailored to local context, community priorities, and long term viability. This approach ensures innovation is practical, scalable, and enduring.

Partnering with Cities

For municipalities, Venture Solutions serves as a trusted thought partner, helping civic leaders use early learning as a catalyst for educational excellence, workforce development, and long term economic vitality. Together,

we design strategies that open doors for families, strengthen local economies, and position cities for a stronger future.

Partnering with Employers

For employers, Venture Solutions creates early learning solutions that support working families and strengthen organizational stability. The South Education Center, developed in partnership with The HOLT Group, demonstrates what is possible when employers invest in their workforce by investing in young children through high-quality early learning.

Strengthening San Antonio First

Even as Venture Solutions extends Pre-K 4 SA's impact beyond the city, it strengthens the work at home. Lessons learned through external partnerships inform local expansion, support the creation of new centers, and increase access to high-quality early learning across San Antonio. By sharing what works and continuing to learn alongside partners, Venture Solutions advances innovation while reinforcing Pre-K 4 SA's commitment to children, families, and the future of San Antonio.

BRINGING INNOVATION TO THE COMMUNITY:
Rather than applying one-size-fits-all models, we tailor every strategy so it strengthens the local fabric and endures.



**CELEBRATING THE SOUTH CENTER GRAND OPENING
ON NOVEMBER 13, 2025**



Policy & Research

Turning insights into innovation
means higher-quality education for all.

Since its inception, Pre-K 4 SA has remained committed to its promise to San Antonio to serve as a model for high-quality early learning and to respond to the evolving needs of the city's early learning landscape. As an evidence-based program, we rely on data to guide decision making and seek opportunities to create impact beyond our education centers by building capacity within the broader community.

To ensure we provide high-quality early care to our community, we conduct an annual third-party program evaluation. This evaluation is informed by assessment data collected across multiple measures, including literacy, numeracy, social-emotional learning, and classroom quality. For Year 12, our external evaluator once again reported significant positive growth across all measures, a statistical indication that the progress made by our children can be attributed to the high-quality care and instruction they received throughout the school year.

In keeping with our data-centered approach, this school year marked an important milestone with the launch of a dedicated research division and the appointment of our first Head of Research and Policy. This strategic expansion strengthens our ability to closely monitor outcomes through our annual external evaluations and positions us to engage in research collaborations that assess early childhood education across the city.

One key collaboration in Year 12 was the release of the City of San Antonio Early Learning Landscape Report (Jozwiak & Inan, 2025). This study offered critical insights into the state of early learning locally. The findings are clear. San Antonio must more than double its childcare seats, especially for infants and toddlers, and ensure these seats meet high-quality standards. The report also highlights the urgent need for expanded professional training and improved wages for early childhood educators.

These insights affirm the direction of our continued work. In fall 2025, we opened infant and toddler classrooms at the new South Education Center, purposefully designed for our youngest learners. We are also expanding our efforts through the San Antonio Shared Service Alliance. This year alone, SASSA provided thousands of hours of professional learning and coaching, supporting over 100 educators in earning their Child Development Associate CDA credentials. Since 2019, our network of 90 childcare providers has improved quality through training and certification while increasing wages, now averaging \$1.10 above the state median for childcare workers, Diaz et al, 2025.

These initiatives are just a few ways we are delivering on our promise to San Antonio. As we continue to grow as an evidence-based program, we remain committed to strengthening early learning across the city and improving outcomes for all young children and families.

THE FINDINGS ARE CLEAR:
San Antonio must more than double its
childcare seats—especially for infants and
toddlers—and ensure these seats meet
high-quality standards.



CYNTHIA CASTILLO, Ph.D.
HEAD OF RESEARCH & POLICY

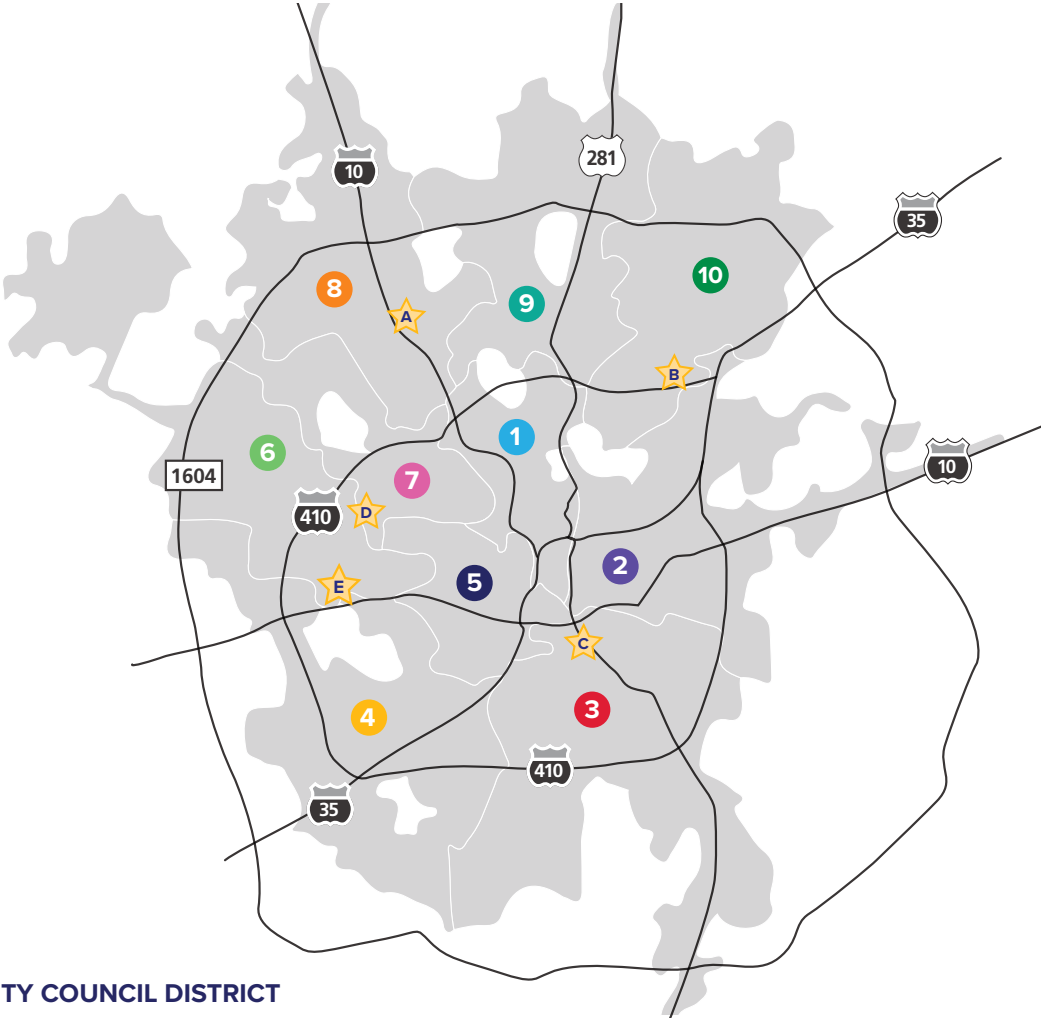




City-Wide Impact



- A** Pre-K 4 SA North Education Center
- B** Pre-K 4 SA East Education Center
- C** Pre-K 4 SA South Education Center
- D** Pre-K 4 SA West Education Center
- E** Gardendale Early Learning Program



ENROLLMENT DEMOGRAPHICS BY CITY COUNCIL DISTRICT

SCHOOL	1	2	3	4	5	6	7	8	9	10	COSA ETJ
North	43	10	7	17	6	41	101	178	23	15	83
East	5	228	4	2	0	3	0	3	5	111	153
South	7	70	298	32	24	2	3	0	0	0	54
West	6	16	6	95	36	117	25	1	0	1	210
Gardendale	1	2	6	33	136	16	14	1	0	0	78
TOTAL	62	326	321	179	202	179	143	183	28	127	578

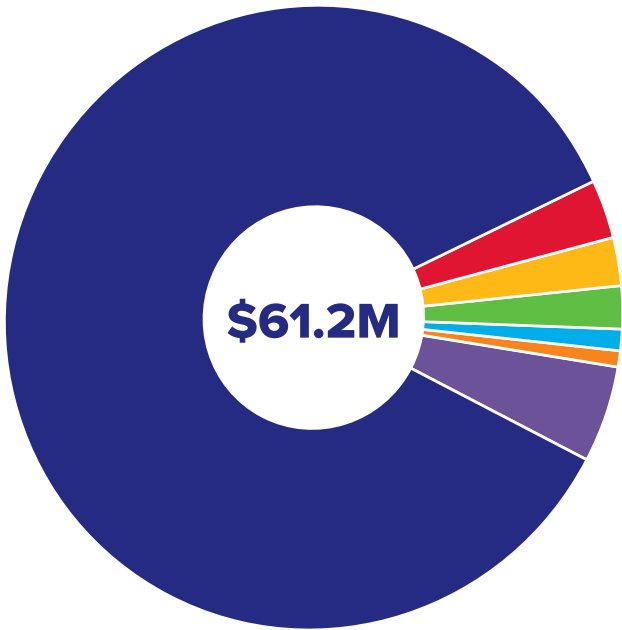
WHO WE SERVE

Low Income	1896	81%
Military	322	14%
Foster	50	2%
Homeless	12	1%
English Language Learning	513	22%
TOTAL	2,328	100%

Black African American	351	15%
Hispanic	1541	66%
White	163	7%
Asian	142	6%
American Indian/Alaskan Native	41	2%
Hawaiian/Pacific Islander	12	1%
Multiracial	78	3%
TOTAL	2,328	100%
Female	1137	49%
Male	1191	51%

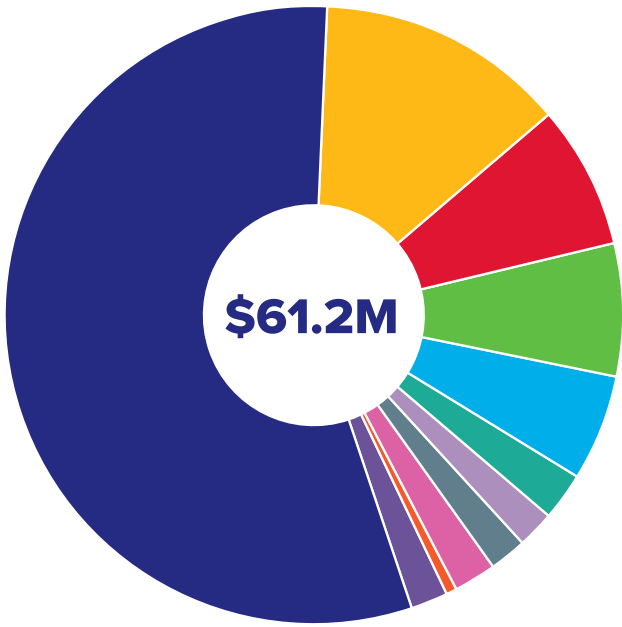


Financials



FY 2024-2025 REVENUE:

- Sales Tax **\$51.7**
- State/Local Match **\$0.8**
- USDA (Food) **\$1.3**
- Interest/Misc Revenue **\$0.8**
- Intergovernmental **\$0.3**
- Sliding Scale Tuition **\$0.6**
- Planned Use of Fund Balance **\$5.8**



FY 2024-2025 EXPENDITURES:

- Pre-K 4 SA Model Schools **\$32.6**
- Facilities, Leases, & Maintenance **\$7.2**
- Grants & Professional Learning **\$6.0**
- Outreach, Engagement, & Communications **\$2.0**
- Operational Systems & Services **\$4.0**
- Administration **\$1.7**
- General Fund - Indirect Cost **\$1.3**
- Innovation Sites **\$2.4**
- Program Evaluation & Research **\$0.7**
- Sales Tax Collection Fee **\$1.0**
- City Assessments **\$2.2**



Governance



DELIVERING RESULTS:

“This collaborative work between all of our partners demonstrates that the program continues to deliver on our promise to families in our community and for those who have the greatest need with an aptitude of strong foundations for success”

— Elaine Mendoza, Board Chair

A VISION OF INNOVATION BRINGS THE Five Pre-K 4 SA Strategic Goals CLOSER THAN EVER

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.

3

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

4

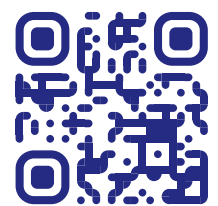
Attract, develop, and retain top talent in the field of early childhood education.

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.



@PreK4SA



PreK4SA.com