

## City of San Antonio



### AGENDA PACKET

## San Antonio Early Childhood Education Municipal Development Corporation

**Tuesday, April 9, 2024**

**2:00 PM**

**Pre-K 4 SA North**

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The San Antonio Early Childhood Education Municipal Development Corporation will hold its regular meeting in the Pre-K 4 SA North beginning at 2:00 PM. Once convened, the San Antonio Early Childhood Education Municipal Development Corporation will take up the following items no sooner than the designated times.

Members of the public can comment on items on the agenda. To submit comments or sign up to speak, please go to [www.sanantonio.gov/agenda](http://www.sanantonio.gov/agenda) and click on the eComment link for instructions. Questions relating to these rules may be directed to the Office of the City Clerk at (210) 207-7253

Once a quorum is established, the San Antonio Early Childhood Education Municipal Development Corporation shall consider the following:

#### **Approval of Minutes**

1. Approval of the minutes from the San Antonio Early Childhood Education Municipal Development Corporation meeting on January 25, 2024.

#### **Public Comments**

#### **Briefing and Possible Action on the following items**

2. CEO Update to include program updates on Enrollment, Program Outreach & Engagement, New Hires, New South Build [Sarah Baray, Ph.D., PreK 4 SA CEO]
3. San Antonio Ready to Work updated Fiscal Year 2024 through Fiscal Year 2029 Financial Forecast, Fiscal Year 2024 Re-Estimate, and Fiscal Year 2025 Annual Operating Budget.

[Michael Ramsey, Workforce Development Director]

4. Briefing and Board work session on the Pre-K 4 SA proposed FY 2025 Annual Operating Budget [Sarah Baray, Ph.D., PreK 4 SA CEO; Tiana Landry, PreK 4 SA Department Fiscal Administrator]

At any time during the meeting, the San Antonio Early Childhood Education Municipal Development Corporation may meet in executive session by videoconference for consultation with the City Attorney's Office concerning attorney client matters under Chapter 551 of the Texas Government Code.

#### **DISABILITY ACCESS STATEMENT**

**This meeting site is wheelchair accessible. The Accessible Entrance is located at the Municipal Plaza Building / Main Plaza Entrance. Auxiliary Aids and Services, including Deaf interpreters, must be requested forty-eight [48] hours prior to the meeting. For assistance, call (210) 207-7268 or 711 Texas Relay Service for the Deaf.**

Intérpretes en español estarán disponibles durante la junta del consejo de la ciudad para los asistentes que lo requieran. También se proveerán intérpretes para los ciudadanos que deseen exponer su punto de vista al consejo de la ciudad. Para más información, llame al (210) 207-7253

**EARLY CHILDHOOD EDUCATION MUNICIPAL DEVELOPMENT  
CORPORATION BOARD OF DIRECTORS  
MEETING MINUTES  
THURSDAY, JANUARY  
2:00 PM  
PHIL HARDBERGER PARK URBAN ECOLOGY CENTER GATHERING  
HALL**

**Members Present:** Board Member Elaine Mendoza, Chair, *Mayoral*  
Board Member Veronica Valdovinos *District 1*  
Board Member Joe De La Garza, *District 3*  
Board Member Richard Perez, *District 4*  
Board Member Andrea Greimel, *District 5*  
Board Member Dr. Tracy Hurley, *District 6*  
Board Member Frances Guzman, *District 7*  
Board Member Dr. Shari Albright, Secretary, *District 8*  
Board Member Dr. Richard Middleton, *District 9*  
Board Member Jan Kirby, *District 10*

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**Members Absent:**

Vacant, *District 2*

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**Staff Present:** Sarah Baray, Ph.D., *Pre-K 4 SA Chief Executive Officer*; Larrisa Wilkinson, *Pre-K 4 SA Deputy CEO*; Paul Chapman, *Pre-K 4 SA COO* Alex Lopez, *Assistant City Manager*; Michael Ramsey, *Workforce Development Office*; SA Shreya Shah, *City Attorney's Office*;

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**Also Present:** Rachel Dickens, *Pre-K 4 SA*; Ramiro Amaro III, *Pre-K 4 SA*; Jill Byrd, *Pre-K 4 SA*; David Villarreal Jr; *Pre-K 4 SA*, Paul Aleman, *Pre-K 4 SA*; Sandy Weser, *Pre-K 4 SA*; Tonda Brown, *Pre-K 4 SA*; Elizabeth Rodriguez, *Pre-K 4 SA* Peter Maciel, *Pre-K 4 SA* Cynthia Castillo, *Pre-K 4 SA* Amy Contreras, *Workforce Development Office*; Anamaria Suescun-Fast, *Talk Strategy*; Mariah Contreras; *Talk Strategy*

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**Call to Order**

Chairperson Elaine Mendoza called the meeting to order at 9 am.

**Strategic Planning Retreat**

**1. PreK4 SA Board of Directors Retreat a.) Welcome and Departmental Overview b.) Strategic Planning Work Session**

*NOTE: The Business Agenda portion of the San Antonio Early Childhood Education Municipal Development Corporation Board of Directors Meeting will begin at 12:15 pm.*

Chairperson Elaine Mendoza stated the purpose of the retreat is to get input to know what

we are up to and get in alignment with our strategic plan. Dr. Baray began by doing looking back through all the accomplishments of Pre-K 4 SA throughout the years. Dr. Baray then spoke of the future in a looking forward brief to the board. Our education centers are highly successful as we look at results from Westat, this proves that our children are doing very well. One opportunity is to improve students' literacy as per Dr. Baray. Pre-K 4 SA is focused on the educator pipeline.

Pre-K 4 SA Deputy CEO Larrisa Wilkinson spoke on Changing the Early Childhood Education Landscape city wide. Pre-K 4 SA is a National model of Early Childhood Education. She highlighted our Early Learning institutes in which 200 leaders across 7 districts have gone through this training.

Pre-K 4 SA COO Paul Chapman began with a look at how we can support "systems." Pre-K 4 SA is an incubator that tests internally before we share with partners.

**2. Approval of minutes of the November 7<sup>th</sup>, 2023 Early Childhood Education Municipal Development Corporation Board of Directors Strategic Planning meeting.**

Board Member Richard Perez moved to approve the minutes from the November 7th, 2023, meeting and Board Member Shari Albright seconded the motion. The motion was carried unanimously by those present.

**Public Comments [If a member of the public would like to provide comment to the Pre-K 4 SA Board on PreK 4 SA related matters, please email comments to prek4sa@sanantonio.gov before 2:00 PM on the day of the meeting]**

There were no public comments to be heard.

**Consent Agenda**

**3. Board Action to approve the Pre-K 4 SA 2024-2025 academic school calendar [Sarah Baray, Ph.D., Pre-K 4 SA CEO.]**

Board Member Richard Perez moved to approve and Board member Frances Guzman seconded the motion. The motion was carried unanimously by those present.

**Briefing and Possible Action on the following items**

**4. CEO Update to include program updates on Enrollment, Program Outreach & Engagement, New Hires, Budget Lookahead [Sarah Baray, Ph.D., Pre-K 4 SA CEO.]**

Dr. Baray discussed the new South build, enrollment opening up, introducing new employees, and announcing retirement of employees. She discussed upcoming engagement opportunities such as upcoming tours. She mentioned Pre-K 4 SA's push to engage more military families with assistance. Dr. Baray mentioned partnering with Alamo Foundation to advise on a grant as well as touched on starting to draft a budget for the upcoming board meeting to include doing a compensation study with HR to look at teacher pay.

**5. A Programmatic update relating to the Ready to Work training and employment**

**program [Michael Ramsey, Workforce Development Director]**

Michael Ramsey and Amy Contreras began by highlighting the Ready to Work program and the advancements in the past year. 5000 people are already enrolled in training.

The Board then went into discussion regarding the Ready to Work Program.

**6. Staff briefing and possible Board action to negotiate and execute a grant agreement with Essence Preparatory Public School to receive an award from the Pre-K 4 SA Competitive Grants Program**

Dr. Baray discussed pilot program of the Community Classroom at Essence Preparatory Public School. Partnership began in fall of 2023, starting to learn costs of community classroom therefore this grant will breakdown the individual costs of the community classroom. The total cost is estimated to be about 235 K. Proposing approval of a grant award of 250,000.

The Board then went into discussion regarding Community Classrooms.

Board Member Richard Perez approved the motion Board Member Richard Middleton seconded the motion. The motion was carried unanimously by those present.

**Executive Session**

**At any time during the meeting, The Early Childhood Education Municipal Development Corporation may recess into executive session to deliberate or discuss any of the following:**

**Consideration of Future Meetings**

The next meeting of the San Antonio Early Childhood Education Municipal Development Corporation Board of Directors is scheduled to take place on Tuesday March 19, 2024 at 2:00 p.m. at the Pre-K 4 SA North Education Center.

Chairwoman Mendoza recessed the San Antonio Early Childhood Education Municipal Development Corporation Board of Directors meeting into executive session at 12:58 pm. She reconvened the meeting at 1:11pm. No action was taken at this time

**Adjournment**

**There being no further discussion, the meeting was adjourned at 1:13 pm.**

*Respectfully Submitted,*

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*Rachel Dickens, Pre-K 4 SA*

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*Elaine Mendoza, Chairperson*



# City of San Antonio

## Agenda Memorandum

**File Number:**  
**24-199299**

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**Agenda Item Number:** 2

**Agenda Date:** April 9, 2024

**In Control:** San Antonio Early Childhood Education Municipal Development Corporation Meeting

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**DEPARTMENT:** Pre-K 4 SA

**DEPARTMENT HEAD:** Dr. Sarah Baray

**COUNCIL DISTRICTS IMPACTED:** Citywide

**SUBJECT:**

CEO Update

**SUMMARY:**

This includes a briefing of program and operational activities.

**BACKGROUND INFORMATION:**

The CEO Update will provide information and updates on various program activities including:

- Enrollment
- Program Outreach & Engagement
- New Hires
- New South Build

**ISSUE:**

This includes a briefing of program and operational activities.

**FISCAL IMPACT:**

This includes a briefing of program and operational activities.

**ALTERNATIVES:**

This includes a briefing of program and operational activities.

**RECOMMENDATION:**

This includes a briefing of program and operational activities.



# City of San Antonio

## Agenda Memorandum

**File Number:**  
**24-199349**

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**Agenda Item Number:** 3

**Agenda Date:** April 9, 2024

**In Control:** San Antonio Early Childhood Education Municipal Development Corporation Meeting

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**DEPARTMENT:** Workforce Development Office

**DEPARTMENT HEAD:** Michael Ramsey

**COUNCIL DISTRICTS IMPACTED:** Citywide

**SUBJECT:**

San Antonio Ready to Work updated Fiscal Year 2024 through Fiscal Year 2029 Financial Forecast, Fiscal Year 2024 Re-Estimate, and Fiscal Year 2025 Annual Operating Budget.

**SUMMARY:**

This item includes a briefing on the San Antonio Ready to Work (RTW) program, the Fiscal Year 2024 re-estimated program revenues and expenses, the proposed Fiscal Year 2025 Annual Operating Budget and Personnel Complement and updated financial forecast through 2029.

**BACKGROUND INFORMATION:**

In November 2020, San Antonio voters approved allocating 1/8-cent sales and use tax to fund RTW to increase access to quality training, education, and jobs with benefits for thousands of San Antonio residents.



As of March 29, 2024, 11,413 individuals have completed RTW intake and assessment interviews, and 6,475 participants have enrolled in approved training aligned with well-paid careers that are in high demand. 1,207 participants have already completed their training, which reflects a 72% successful training completion rate.

Of the \$240 million of the \$240 million in sales tax revenue projected, only \$33 million, or 13.75% has been expensed as of January 2024. This results from the City paying its RTW partners as they meet meaningful milestones, reimburses agencies for tuition and emergency funding as eligible participants enroll in approved courses and overcome barriers to succeed.

Over 400 employers have pledged to support RTW by engaging in employer initiatives and by hiring RTW participants. Approximately 600 participants have been hired by 376 employers in quality jobs, with 45% of training completers finding quality employment within six months of completing training. Of those placed, median hourly wage is \$19/hour, which equates to a median annual salary of \$39,978.

The City continues to innovatively connect RTW participants and employers. For example, RTW recently implemented the Greenlight Job Board, which scours thousands of local job postings for openings in RTW target occupations. Greenlight is open to RTW participants, coaches, and employers.

Several anchor employers (USAA, CPS Energy, the City of San Antonio, and Credit Human, Methodist Hospital System and the SAVE Clinic) are conducting a pilot internship program, “Pay It Forward” to provide RTW training completers with limited experience to learn on the job while being paid for an extended interview. The City is also funding on-the-job training (OJT) and incumbent-worker training (IWT) for employers throughout Fiscal Year 2024 and Fiscal Year 2025, which will help increase the earning capacity of more than 1,300 newly hired and incumbent workers.

RTW’s projected return on investment is impressive. Based on a study performed by Dr. Steven Nivin and Dr. Belinda Roman reviewing participants that had enrolled through June 30, 2023, every dollar spent on the program is projected to yield \$61. Thus, relative to the total amount of planned spending on training for those enrolled by June 30, 2023 (\$27.91 million), the projected economic impact equates to \$1.70 billion. Such impacts stem from increased earnings of RTW participants, economic impacts of spending, and reduced social spending.

RTW maintains a public, online Approved Course Catalog, which hosts over 70 training providers and over 850 approved courses that are aligned with employer needs. RTW continues to seek employer feedback by leveraging the Talent Pipeline Management® model developed by the US Chamber of Commerce, and by engaging in industry-specific employer convenings with Mayor Nirenberg.

The City continues to maintain RTW participant data in a central data platform, which was recently converted from the Signify Health platform to a Salesforce Platform known as SYNC (an acronym for “Supporting Your Needs in the Community”). The Alamo Area Community Network hosts the SYNC platform, which is a closed-loop referral system comprising key community-based

organizations that offer supports for RTW participants and others. Having a central data platform is key to maintaining the City's publicly facing dashboard, which allows for transparency and accountability. This is especially true considering the sheer scale of RTW, the largest municipal investment in the nation.

RTW engages in continuous improvement to meet the needs of San Antonio residents. RTW participants face a variety of significant barriers, including childcare, transportation, criminal backgrounds, lack of confidence, etc. RTW leverages technical advice from national subject matter experts to guide RTW coaches to help participant overcome challenges and succeed. During a recent RTW Equity Summit, local, state, and national stakeholders, including the National League of Cities and the US Department of Labor's Women's Bureau collectively prioritized childcare as a critical issue.

## **ISSUE:**

Staff will brief the Pre-K4SA Board on the RTW updated Fiscal Year 2024 through Fiscal Year 2029 Financial Forecast, the Fiscal Year 2024 Re-Estimate, and the Fiscal Year 2025 Annual Operating Budget and associated personnel complements.

**Financial Forecast.** The Financial Forecast provides a current and long-range financial assessment, addressing revenues, expenses, and financial reserves through Fiscal Year 2029. The Financial Forecast is based on a set of assumptions as of March 2024. The Financial Forecast is not a budget, rather it provides the Pre-K4SA Board, City Council, and the community with a financial outlook for the RTW program.

**Budget Re-Estimate.** The Fiscal Year 2024 Budget Re-Estimate reflects updated program revenues and expenses for July 1, 2023, through June 30, 2024. The Fiscal Year 2024 beginning balance is re-estimated at \$94,525,670, revenues are re-estimated at \$54,006,730, and expenditures are re-estimated at \$36,718,113. The Fiscal Year 2024 gross ending balance is re-estimated at \$111,814,287.

Several factors have contributed to changes in Fiscal Year 2024 revenues and expenditures. City staff has prioritized employer engagement by hiring three new temporary staff. Based on actual intake and case management outcomes to date, RTW anticipates that its partners will complete 928 fewer intake interviews while enrolling 1,903 more RTW participants into approved training by June 2024. RTW's new OJT and IWT contracts worth \$3.07 million through June 2024 will allow local employers to train newly-hired workers and to upskill existing workers.

**Annual Budget.** The proposed Fiscal Year 2025 Annual Operating Budget reflects anticipated program revenues, expenses, and City personnel costs for July 1, 2024 through June 30, 2025. The Fiscal Year 2025 Revenues are forecasted at \$56,087,859 and total expenses are proposed to be \$49.4 million, which includes funding for Intake and Assessment (\$2.7 million), Case Management (\$11.2 million), Tuition / Training (\$25.8 million), Emergency Services (\$4.2 million). The personnel complement currently consists of twelve authorized positions; staff recommends seven additional staff positions (1 Assistant Director, 3 Employer Partnership Senior Management Analysts, 2 Compliance Senior Management Analysts, and 1 Senior Accountant) for

Fiscal Year 2025.

The Forecast and Budget include \$1 million annual contributions to the DHS emergency childcare fund for RTW participants; and \$6 million funding for businesses conducting OJT and IWT training pursuant to professional services agreements to be approved by City Council.

**FISCAL IMPACT:**

This item is for briefing purposes only.

**ALTERNATIVES:**

This item is for briefing purposes only.

**RECOMMENDATION:**

This item is for briefing purposes only.



# City of San Antonio

## Agenda Memorandum

**File Number:**  
**24-199363**

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**Agenda Item Number:** 4

**Agenda Date:** April 9, 2024

**In Control:** San Antonio Early Childhood Education Municipal Development Corporation Meeting

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**DEPARTMENT:** Pre-K 4 SA

**DEPARTMENT HEAD:** Dr. Sarah Baray

**COUNCIL DISTRICTS IMPACTED:** Citywide

**SUBJECT:**

Proposed FY 2025 Annual Operating Budget

**SUMMARY:**

This item includes a briefing on the development of the proposed Pre-K 4 SA FY 2025 Operating Budget. The Board will consider the proposed FY 2025 Annual Operating Budget for adoption during the May 8, 2024 Board meeting.

**BACKGROUND INFORMATION:**

The Pre-K 4 SA Board of Directors adopted a budget on May 9, 2024 for the Pre-K 4 SA fiscal year that began on July 1, 2024. Total Appropriations approved by the Board are \$59,100, 241. This includes funding for four Education Centers and Gardendale, as well as funding for Grants, Professional Learning, Outreach and Engagement, and Operations. The adopted budget authorized 490 positions. On May 18, 2024, City Council approved the FY 2024 Pre-K 4 SA Annual

Operating Budget.

Pre-K 4 SA Executive Staff works with San Antonio Early Childhood Musical Development Board of Directors each year to establish priorities and funding for the upcoming fiscal year. Guidance provided by the board is utilized in the creation of an annual budget to be presented in a subsequent meeting(s) for adoption by the Board of Directors and Council Approval.

As stated in the Pre-K 4 SA bylaws, an Annual Budget is required to be adopted by the Board by May 1 of each year and approved by City Council prior to the start of the new program year which begins on July 1, and ends June 30. This work session will present projected revenues and expenditures so the Board of Directors can provide input and guidance on budget priorities for FY 2025.

**ISSUE:**

This work session will establish San Antonio Early Childhood Education Municipal Development Corporation Board of Directors' priorities in order to determine appropriate funding levels to be included in annual budget.

**FISCAL IMPACT:**

**This item is for informational purposes.**

**ALTERNATIVES:**

This item is for informational purposes only.

**RECOMMENDATION:**

This item is for informational purposes only.