



FY24-25 Annual Report

QUALITY CHILD CARE
CREATES *futures* 

mission & vision

thread is Alaska's Child Care Resource and Referral organization offering services to families, early childhood educators, early childhood education programs, and communities statewide.

MISSION

To advance the quality of early education and child development by empowering parents, educating child care professionals, and collaborating with our communities.

VISION

All early care and learning is accessible, affordable, and high-quality to support positive outcomes for children and families.

VALUES

Empowerment, Access,
Child Care Professionalism,
Children's Rights,
Entrepreneurial Incubator

A LETTER FROM THE CEO



Dear Friends,

At **thread**, we believe that quality child care creates futures—for children, for families, for early educators, and for communities across Alaska. Over the past two fiscal years, your partnership has helped us turn this belief into action, advancing a stronger, more sustainable early care and education system statewide.

From stabilization to sustainability: Investing in futures

FY24 represented the culmination of an extraordinary period of response and recovery. Through more than \$26.7 million in direct financial support, we stabilized child care programs, strengthened the early childhood workforce, and ensured families could continue to access care during a time of uncertainty. These investments—including grants, professional development funding, and stipends such as the ROOTS Awards—helped secure the foundation that children and families depend on.

In FY25, we built on that foundation and shifted toward long-term sustainability. By investing more than \$4.8 million directly into early childhood programs and professionals, we continued to strengthen the systems that support quality care. These efforts reflect a clear truth: when we invest in child care, we invest in futures—supporting children’s development, enabling families to work, and strengthening Alaska’s economy.

Strengthening systems to support quality

To ensure that quality child care can thrive, we must have strong, efficient systems behind it. Over these two years, **thread** completed a historic transition to a unified statewide organization—streamlining operations, improving access, and increasing our ability to respond to the diverse needs of Alaska’s communities.

We also invested in technology and infrastructure, including expanding our Salesforce platform and Service Portal to better serve families and early childhood educators. Internally, we strengthened financial management, human resources, and operational systems—all to ensure that **thread** is positioned for long-term impact. These improvements allow us to more effectively deliver on our mission and support quality child care at every level.

Advancing quality through workforce and program support

Quality child care begins with a supported and skilled workforce. Across FY24 and FY25, **thread** expanded early educator professional training opportunities, launched new credentials, and increased access to consultation and quality improvement resources.

Early educators reported stronger classroom environments, more confidence in their practice, and meaningful connections with peers. Programs engaged in Learn & Grow, achieved accreditation milestones, and implemented new strategies that support children’s social, emotional, and developmental needs. These outcomes demonstrate that when we support educators, we create better experiences and brighter futures for the children in their care.

Elevating child care as essential infrastructure

Quality child care creates futures not only for individual families, but for entire communities and economies. Together with partners and advocates, we worked to elevate child care as essential infrastructure for Alaska.

Across these two years, we engaged hundreds of advocates, conducted extensive outreach with policymakers, and helped secure significant public investments. In FY25, this included a rally on the steps of the Capitol in Juneau to ask legislators to restore funding for child care in the operating budget.

Strengthening partnerships that make futures possible

This work is only possible through strong partnerships. From state and local agencies to tribal organizations, businesses, and community leaders, collaboration continues to drive progress.

Together, we connected with thousands of families, supported hundreds of early educators, and engaged communities across Alaska. Whether through referrals, training, advocacy, or grants, these partnerships ensure that quality child care remains accessible, responsive, and impactful, helping to create opportunities and futures in every corner of our state.

Looking ahead

As we look to the future, our path is clear. We will continue to build a child care system that is accessible, affordable, and high-quality—because we know that quality child care creates futures that last a lifetime.

Thank you for your continued partnership, trust, and commitment to this work. Together, we are shaping a stronger future for Alaska—one child, one family, and one community at a time.

With gratitude,

Stephanie Berglund
thread CEO



Families

23,785

Average Number of Child Care Referrals Each Year

Highlights

- **thread** provided an average 772 referrals by phone each year between FY24–25. Additionally, families used **thread's** online child care referrals over 23,000 times each year between FY24–25.
- **thread's** Early Childhood Specialists completed regular program profile updates for all licensed and regulated early childhood programs in our referral database, keeping our information for families current.



Child Care Programs and Professionals

\$26,795,175

Total aggregate financial support to the field in FY24

\$4,806,450

Total aggregate financial support to the field in FY25

Highlights

- During FY24 **thread** provided \$110,939 in professional development dollars to early childhood professionals for educational expense reimbursements and an additional \$18,835,896 in grants distributed to the field, including support to programs for COVID-19 stabilization efforts and other quality improvements grants.
- Additionally, **thread** provided financial support to early childhood professionals with ROOTS Awards and other stipends totaling \$7,848,340 during FY24.
- In FY24 **thread** provided educational materials and supplies direct to programs valued at \$133,059, and **thread** contributed \$60,675 in early childhood and school-age community conference sponsorships.
- During FY25 **thread** provided \$119,100 in professional development dollars to early childhood professionals for educational expense reimbursements and an additional \$4,337,894 in grants distributed to the field, including support for program stabilization efforts and other quality improvements grants.
- Additionally, **thread** provided support to the early childhood professionals in stipends totaling \$349,456 during FY25.
- In FY25 **thread** also provided educational materials and supplies direct to programs valued at \$255,384; thread contributed \$68,500 in early childhood and school-age community conference sponsorships.



Communities and Businesses

Highlights

- **thread** continued to engage and expand its relationship with the Alaska Chamber and local Sitka Chamber. Together, we participated in a national peer learning group called the Early Childhood and Business Advisory Council (ECBAC).
- In FY25 **thread** completed the Child Care Aware of America (CCAoA) Bridging the Gap project, including a presentation of the work at the CCAoA Leadership Symposium in Salt Lake City, Utah, and facilitation of two gatherings of statewide community representatives and economic development entities.



Advocacy

3,000+

Actions taken by advocates in thread's Action Center

Highlights

- The \$7.5M budget item (of our \$30.5M ask) for child care grants passed the Legislature and Governor in FY24 to offer direct support for child care programs to help with operating costs.
- **thread** conducted more than 130 meetings with legislators and staff over four trips to Juneau in FY25. Additionally, **thread** organized 140 people to attend the Care Can't Wait rally on the Capitol steps in Juneau. This rapid response campaign succeeded in restoring major budget cuts to our child care funding priorities.



EARLY CHILDHOOD SYSTEMS

thread houses and manages two statewide early childhood systems to advance quality in child care. The Alaska System for Early Education Development (SEED) supports the professional development of Alaska's early and school age educators. Learn & Grow, Alaska's Quality Recognition and Improvement System, provides early childhood education programs with supports and resources to improve their quality of care. Together, these two systems ensure the critical components that create high quality are available in Alaska's child care professionals and programs.



Alaska SEED – Supporting early educators
in professional growth

Active Members in FY25: 1,176

\$7,700,000

in Retaining Our Outstanding Teachers (ROOTS) Awards distributed to
stabilize the child care workforce in FY24

Highlights

- In FY24, **thread** provided \$110,939 to early educators in support of their professional development and higher education expenses. This financial support included educational expense reimbursements such as costs of professional development, CPR and First Aid, travel, and Child Development Associate credential fees.
- In FY25, Alaska SEED, in partnership with Learn & Grow, launched the Relationship-Based Professional Development Specialist credential to recognize coaching professionals and support quality improvement in child care.



Learn & Grow

Alaska's Commitment to Quality Early Care & Learning

Learn & Grow – Supporting child care
programs in quality improvement

Enrolled Programs in FY25: 125

Highlights

- In FY24, two family child care programs achieved Level 3, the highest level currently available to programs participating in Learn & Grow.
- In FY25, Learn & Grow completed its first round of Level 3 annual renewals with three child care programs. Additionally, Learn & Grow updated the Quality Activities and guidance for child care programs to complete those activities to advance in quality.

ORGANIZATIONAL LEADERSHIP

thread's FY24 Board of Directors

- Board President: Monica Garcia-Itchoak, Rasmuson Foundation
- Board Vice President: Kevin Berry, University of Alaska
- Board Treasurer: Olivia Foster, Providence Valdez Medical Center
- Board Secretary: Margo Fliss, UA Center for Economic Development
- Robert Barr, City & Borough of Juneau
- Jenny Di Grappa, Food Bank of Alaska
- Alana Humphrey, Retired
- Vandana Ingle, Mat-Su Health Foundation
- Nathan Johnson, Providence Health & Services Alaska
- Jonathan King, Halcyon Consulting Group
- Lindsie Mills, Providence Alaska Foundation
- Shirley Pittz, Retired
- Chris Sturm, UAA's Center for Human Development
- Holly Wells, Birch Horton Bitner & Cherot

thread's FY25 Board of Directors

- Board President: Monica Garcia-Itchoak, Chugach Museum
- Board Vice President: Kevin Berry, University of Alaska
- Board Treasurer: Olivia Foster, Providence Valdez Medical Center
- Board Secretary: Margo Fliss, UA Center for Economic Development
- Robert Barr, City & Borough of Juneau
- Jenny Di Grappa, Food Bank of Alaska
- Alana Humphrey, Retired
- Vandana Ingle, Mat-Su Health Foundation
- Nathan Johnson, Providence Health & Services Alaska
- Abbie Bonney, Parker Smith & Feek
- Chris Sturm, UAA's Center for Human Development
- Holly Wells, Birch Horton Bitner & Cherot

SUPPORTERS & PARTNERS

On behalf of the thousands of Alaska children in child care today, thank you for your support.

Together we are working toward the vision that all early care and learning is accessible, affordable, and high-quality to support positive outcomes for children and families.

thread appreciates the community of partners, organizations and individuals who helped build capacity for child care this year by supporting thread's work. Thank you!

Our supporters in FY24-25 include:

Alaska Chamber of Commerce
Alaska Community Foundation
Alaska Department of Education and Early Development
Alaska Department of Health
Anchorage Association for the Education of Young Children
Anchorage Sand & Gravel
Barney and Rachel Gottstein Charitable Foundation of the Jewish Community Federation and Endowment Fund
ConocoPhillips Alaska
Credit Union 1
First National Bank Alaska
Gottstein Family Foundation

Halcyon Consulting
The Kroger Co Foundation
Little Red School House
Mat-Su Health Foundation
Municipality of Anchorage
Pendleton Fine Arts
PerkinsCoie LLC
Rasmuson Foundation
The Kroger Co Foundation
U.S. Community Federation
United Way of Anchorage
United Way of Valdez
Valley Hospital Association
And many more donors!

FINANCIAL POSITION

FY24

FY24 Support & Revenue

Grant Revenue	\$33,343,056.83
Contract Revenue	\$183,481.49
Program Income	\$8,430.54
Individual & Corporate Contributions	\$151,971.81
Investment Income	\$114,485.46
Miscellaneous Income	\$13,809.61

Total Support & Revenue **\$33,815,235.74**

FY24 Operating Expenses

Program Services	\$32,873,938.39
Administrative/Supporting Services	\$747,660.10

Total Operating Expenses **\$33,621,598.49**

Net Revenue Over Expenses	\$193,637.25
Administrative Rate	2.21%

FY25

FY25 Support & Revenue

Grant Revenue	\$10,486,940.00
Contract Revenue	\$10,486,940.00
Program Income	\$9,782.56
Individual & Corporate Contributions	\$55,173.75
Investment Income	\$116,347.25
Miscellaneous Income	\$1,147.20

Total Support & Revenue **\$10,936,390.76**

FY25 Operating Expenses

Program Services	\$9,993,494.95
Administrative/Supporting Services	\$779,807.20

Total Operating Expenses **\$10,773,302.15**

Net Revenue Over Expenses	\$163,088.61
Administrative Rate	7.13%

To request the full FY24 and FY25 audited financial statements, please contact [thread](#).

CONNECT WITH US

