



ACCEE Strategic Planning Retreat Memo

September 4 – 5, 2025

Overview

The Anchorage Child Care & Early Education (ACCEE) Board, together with engaged community members, convened for a two-day Strategic Planning Retreat facilitated by Professional Growth Systems.

Objectives of the Retreat

- Draft a Purpose Statement to guide ACCEE's priorities and decision-making.
- Identify Core Values to shape organizational culture and community engagement.
- Develop a three-year Vision with clear indicators of success.
- Begin exploring strategic initiatives.

Following the retreat, a small committee (Austin Quinn-Davidson, ACCEE Fund Interim Executive Director, and ACCEE Fund Board members (Chuck Seaca, Trevor Storrs, Georgina Broek) met virtually to review and refine the retreat outcomes. The finalized Purpose Statement, Values, Vision and Strategic Initiatives will be presented to the ACCEE Board for discussion at the ACCEE Fund Board meeting on October 2, 2025. This document will also be shared with decision-makers and the public, and feedback will be considered and incorporated before it is finalized.


Purpose Statement

To strategically invest and collaborate so that children and families have access to high-quality, sustainable child care and early education.

The retreat participants worked first in small groups and then larger combined groups to develop this statement. The collaborative approach ensured alignment across Board members and the community, incorporating diverse perspectives from both internal and external stakeholders.

Core Values

- **Child and Family Centered:** putting the needs, strengths, and voices of children and families at the heart of decisions
- **Strategic:** advancing systemic change that is efficient, evidence-based, sustainable, and embraces innovation
- **Collaborative:** supporting effective, responsive partnerships that value diverse voices and shared responsibility to achieve greater impact
- **Fair:** promoting systems that are accessible, affordable, and inclusive
- **Transparent:** decision-making that is clear, open, and respects community input



These values were identified through group brainstorming, prioritization, and discussion, creating consensus on what the ACCEE Fund should embody in its work moving forward.

Three-Year Vision

In three years, the Anchorage child care sector will be stabilized and positioned for sustainable growth, with evidence of positive impact on families and the community.

Vivid Description of Success:

- A demonstrated positive impact on the number of available spaces
- The sector is a more desirable place to work, leading to increased stability in the workforce
- Improved grant processes to enhance end-user experience
- The impact of funded programs is consistently evaluated, and adjustments are made where needed
- Increased sector collaboration and coordination
- Municipal regulations are assessed and updated as needed to ensure they align with the needs of the sector and support its long-term sustainability
- Increased resources are available to the sector through collaboration among public, private, and philanthropic entities

Methodology for Developing Vision:

Participants engaged in several structured exercises to define the vision and identify priorities:

1. **Vision Mapping:** Individuals mapped their perspectives on the ACCEE Fund's future impact, then shared and consolidated ideas in group discussions, with participants voting on the most critical priorities.
2. **Internal Factor Assessment:** Groups identified and analyzed current challenges in the child care system, exploring causal relationships to inform targeted interventions.
3. **Environmental Strategic Assessment:** A modified SWOT analysis was conducted, examining economic, political, technological, and cultural trends, along with potential opportunities, threats, and both short- and long-term strategies.

These exercises provided a robust understanding of both internal and external factors influencing the ACCEE Fund's work, ensuring that the vision is grounded in actionable insights.



Strategic Initiatives

- **Continuously evaluate and strengthen ACCEE Fund programs and systems to ensure effectiveness sustainability and responsiveness to community needs**
 - The ACCEE Fund will establish clear metrics to evaluate all programs to assess their effectiveness and areas of improvement. In addition, the Fund will regularly review and improve the grantmaking process to ensure programs are delivered effectively and meet the needs of intended beneficiaries.
- **Finalize the ACCEE Fund Investment Strategy**
 - The ACCEE Fund enabling legislation requires adoption of an initial investment strategy for the development, implementation, and expansion of child care and early education programs in the Municipality. The Board must review and update the investment strategy every three years.
- **Play a leadership role in the identification and creation of child care and early education opportunities and services in Anchorage**
 - Conduct a comprehensive community assessment to identify current and future child care and early education needs in Anchorage, and develop the tools and implementation plan necessary to address those needs
- **Support sector collaboration and coordination**
 - Evaluate the ACCEE Fund's role in supporting existing or creating new opportunities for sector collaboration and coordination.
- **Strengthen leadership capacity by hiring a dedicated Executive Director**
 - Hire and onboard the ACCEE Fund Executive Director.

The strategic initiatives were developed through the retreat's collective work—including visioning exercises, internal and environmental assessments, and group discussions—and were synthesized to identify and prioritize achievable one-year and multi-year targets. These initiatives provide the Board with a clear roadmap for bringing the three-year vision to life.

Next Steps

- **October 2, 2025:** The Board will review and discuss the Purpose Statement, Core Values, Vision and Strategic Initiatives.
- **October 2-November 6, 2025:** The ACCEE Fund will seek feedback from the Board, decision-makers, and the public and work to incorporate this feedback into an updated, finalized document. This document will be considered for approval by the Board at its November 6, 2026 meeting.
- **Post-approval:** The ACCEE Fund will develop an implementation plan for the strategic initiatives aligned with the three-year vision.
- **Ongoing Monitoring:** Progress on the strategy will be tracked with regular updates provided to the Board and community stakeholders to ensure transparency and accountability.



Retreat Participants

ACCEE Fund Board: Kevin Berry, Georgina Broek, Branwen Collier, Jessie Nessel, Mildred Parker, Chuck Seaca, Trevor Storrs, Khalial Withen

ACCEE Fund Interim Executive Director: Austin Quinn-Davidson

Anchorage Assembly: Kameron Perez-Verdia

Municipality of Anchorage: Dawn Skeete

State of Alaska: Karen Benson, Christina Hulquist

Community Partners: Katrina Allfield (Kids Corp. Inc.), Thomas Azzarella (Alaska Afterschool Network), Stephanie Berglund (thread Alaska), Amy Collins (Best Beginnings), Issa Spatrisano (Rasmuson Foundation), Kevin Sullivan (United Way)

Community Member: Krystal Hoke