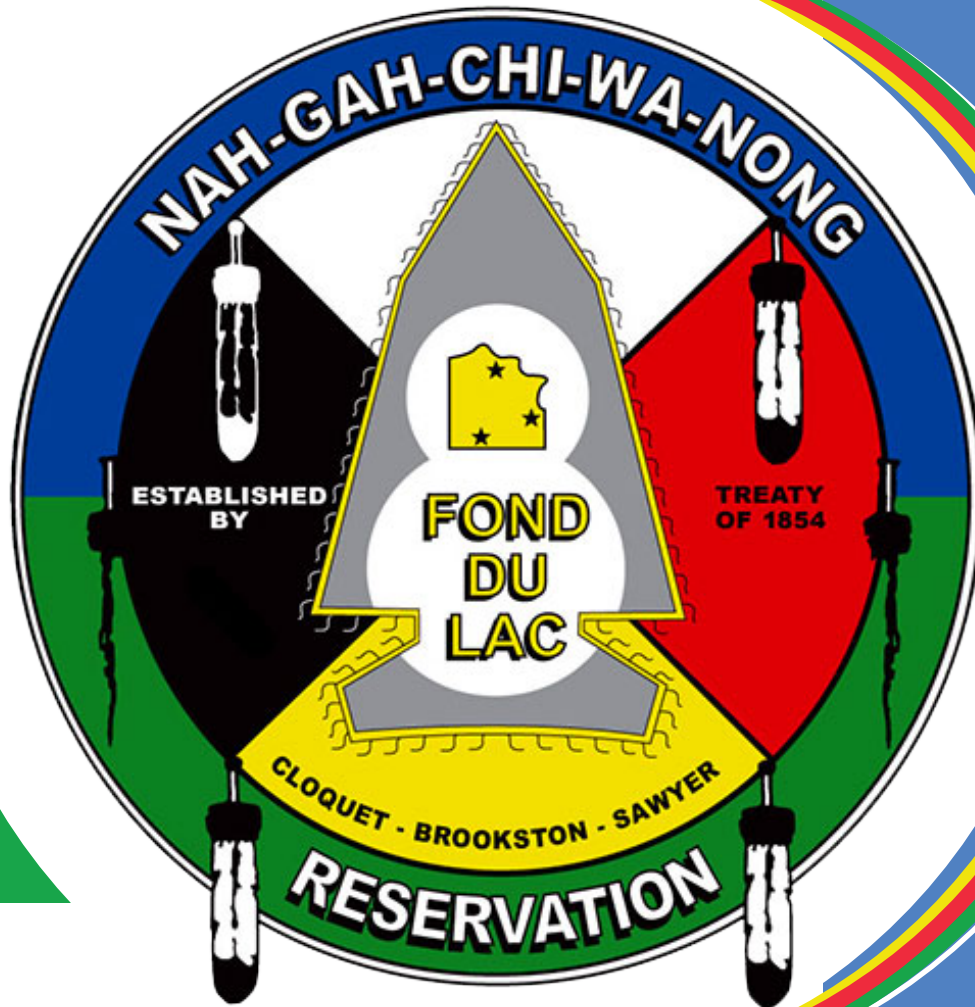


# FOND DU LAC

## COMMUNITY SOLUTION ACTION PLAN



# ACKNOWLEDGMENTS

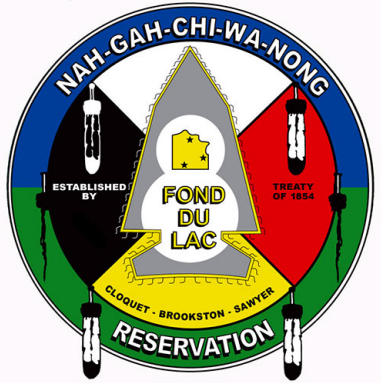
The FDL Indigenous Core Team acknowledges all of the people and organizations who shared their time, energy, and ideas throughout the course of the creation of this plan.



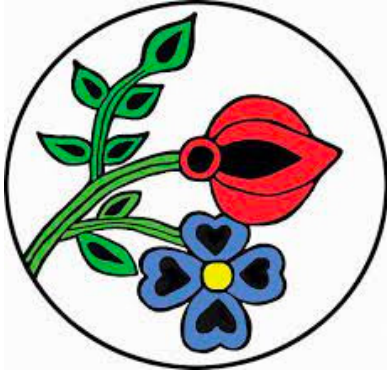
**First Children's Finance**



**INDIGENOUS  
VISIONING, LLC**



**Fond du Lac**



**Fond du Lac Head Start**



**Fond du Lac Tribal and  
Community College**

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## EXECUTIVE SUMMARY

The First Children First Nations Child Care Collaborative process is a community engagement process designed to develop right-size and culturally-specific solutions to address the needs of early care and education in Native nations which share the same geography as the United States.

First Children's Finance (FCF) and Indigenous Visioning (IV) have partnered to create the First Children, First Nations Child Care Collaborative (FCFN) and launch an innovative community engagement process designed to increase the supply of high quality, affordable culturally relevant child care in tribal communities. The purpose of the consultation is to guide communities in identifying the scope and size of their child care challenges, and to empower and support tribal communities to develop local solutions to address these challenges.

**Increase the public awareness of early care and education's role in healthy communities**

**Expand the availability of quality, culturally relevant child care by creating new and innovative community solutions**

**Strengthen existing early care and education businesses, ensuring that children have continuity of care that prepares them for success in school and beyond**

The outcome of the FCFN Child Care Collaborative community engagement process is to develop right-sized solutions to increase the supply of high quality affordable child care in sovereign Native nations and tribal communities. Tribal communities who engage with FCFN for community consultation services will experience: 1) an increase of child care slots and, 2) increased sustainability of child care and early education programs in the community.

The FCFN Child Care Collaborative community engagement process provides tribal community consultation through a successful process that starts with an application and orientation process that then leads to a discovery and implementation phase to help create an Indigenous Core Team that will implement solutions identified in the Community Solution Action Plan. FCFN provides technical assistance, implementation support, and coaching to provide support ongoing capacity-building and innovation. FCFN enrolls each participating tribal community into a national Learning Network of Tribal Communities. Indigenous Core Team members have access to webinars and special events highlighting innovative solutions to deepen the shared knowledge of the network. Throughout the community engagement process, FCFN documents case studies of successful business models. This information is distributed via our websites, community events, the Learning Network of Tribal Communities webinars, and convening events.

The Community Solution Action Plan for Fond du Lac Band of Lake Superior Chippewa (FDL) intends to outline the child care challenges identified in the community, and the proposed solutions to improve the state of child care in the

**"An Indigenous Core Team from Fond du Lac, with the support of the FCFN partnership, gathered information and conducted an analysis to uncover the factors creating a child care shortage in the area through surveys, review of available data, and conversations with a multitude of stakeholders in the community."**

area. An Indigenous Core Team from FDL, with the support of the FCFN partnership, gathered information and conducted an analysis to uncover the factors creating a child care shortage in the area through surveys, review of available data, and conversations with a multitude of stakeholders in the community.

To understand the potential need for child care in the FDL service area, FCFN conducted a Supply-Demand Gap Analysis and community survey, which showed a possible child care shortage of 628 licensed, full-time child care slots. The analysis revealed that families cannot enroll in their preferred child care because there are no openings and that families' preferred child care is too expensive.

The analysis revealed that the child care shortage within FDL has severely impacted families. 50% of parents/caregivers responded reported that they have declined employment or withdrawn from the workforce or delayed their education due to child care issues. 17 individual local employers responded that child care availability has impacted their ability to attract or retain employees. 50% of the employers who responded to the survey and track this data reported that the lack of child care has impacted their ability to attract employees. Absence from work (when a child care provider is closed for the day), inability to work a flexible schedule, inability to work different shifts, and tardiness to work hinders the ability of parents/caregiver to advance in their careers.

Some of the major factors contributing to the child care shortage in FDL include recruitment and retention of child care professionals, the impact of the ongoing COVID-19 pandemic, and the closure of child care businesses in the area over the past few years.

Through the FCFN community engagement process, the FDL Indigenous Core Team has identified four goals to address child care challenges. These goals are:

**1**  
bezhig

By November 2022, forming a relationship with a group advocating to create a pool of casual employees and hold background checks so that the casual child care employees do not need a separate background check for every individual child care business.

**3**  
niswi

By October 2022, explore seasonal tribal child care license to increase the child care workforce for providers and meet the needs of families.

**2**  
niizh

By November 2022, have inventory of spaces and band resources in the community that could be leveraged and transformed to support child care.

**4**  
niiwini

By July 2023, hold a listening session for providers at the FDL Tribal & Community College to facilitate connections, offer mentorship, hear concerns, explain codes and paperwork, hear about available slots, and share training information.

In working to reach these goals, FDL will improve the state of child care, empower local child care providers through connection and information, explore innovation to increase and sustain the child care workforce, and identify new facilities for child care that could be subsidized by the tribe. The FCFN partnership will support the FDL Indigenous Core Team in reaching these goals and measure the outcomes of their efforts.

## THE IMPORTANCE OF CULTURALLY RELEVANT AND HIGH QUALITY CHILD CARE IN TRIBAL COMMUNITIES

Changes in the local economy and the ongoing pandemic have greatly influenced the sustainability of a tribal community's child care supply, and vice versa. That is why the First Children, First Nations Child Care Collaborative (FCFN) process addresses child care and early education challenges through a framework of community economic development and respect for the sovereignty of Native nations/tribal communities.

The FCFN partnership is aware of the dire need for child care in Indian Country that is high quality, affordable, and culturally relevant for Indigenous families. Native nations are asking for customized, culturally relevant interventions to increase the supply and quality of tribal child care.

When young children thrive, so do communities. Investing in early care and education is not the only the right thing to do for the youngest members of tribal communities, but the best thing to do for the overall wellbeing of a Native nation/tribal community.



Photo credit: FDL Indigenous Core Team

# INTRODUCING THE FIRST CHILDREN FIRST NATIONS CHILD CARE COLLABORATIVE COMMUNITY ENGAGEMENT PROCESS

The FCFN partnership brings together a diverse group of community stakeholders to address child care challenges within the context of sovereign Native nations, and mobilizes community resources to support existing providers and identifies strategies to increase the supply of care. FCFN seeks to implement a historically effective solution-creation process but adapt it to be culturally reflective of the sovereign, Native nations which share the same geography as the United States.

IV and FCF have partnered to create an innovative community engagement process designed to increase the supply of high quality, affordable, culturally relevant child care in tribal communities. The purpose of this partnership is to assist and guide communities in identifying the scope and size of their child care challenges, and to empower and support Native nations in developing local solutions to address these challenges.

Child care is a small business with an incredible impact. The first 2,000 days of a child's life are the most important time for brain development. Children who have access to high quality child care are prepared for success in kindergarten and beyond. Communities – largely, without any awareness of doing so – rely heavily on the strength of child care programs to prepare children for kindergarten and to enable parents to maintain employment. Child care businesses struggle to maintain financial viability, and are also the foundation of a healthy regional economy.



Photo credit: FDL Indigenous Core Team

# PROGRAM ACTIVITIES & GENERAL TIMELINE

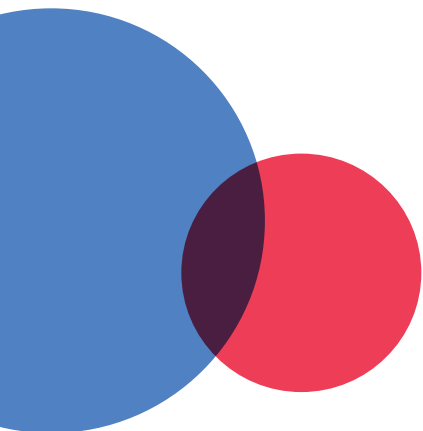
## PREPARATION PHASE

Activities	Timeline	Details
Meetings with Tribal Licensing and Child Care Administrators	January 2020 – February 2021	Creation of Indigenous Core Team
Preparation of Materials for Tribal IRB Process	July 2020 – August 2022	Shared information about the community engagement process
Tribal Council Approval	August 2020– September 2020	Approved to work with FDL community
Creation of COVID-19 Mitigation Plan	September 2022	Shared health and safety measures for the process

## DISCOVERY PHASE

Activities	Timeline	Details
Indigenous Core Team orientation and onboarding	February – March 2021	Creation of Indigenous Core team
Regular Indigenous Core Team meetings	April 2021 – October 2022	Virtual and in-person meetings of the team
Community Survey	September - December 2021	Launch of online and paper surveys for employers and parents/caregivers
Data Gathering & Community Engagement Activities	April – December 2021	Compiling information about the community to inform the work
Tribal Council Presentation on Community Survey	December 2021	Sharing survey findings
Synthesize Data	November 2021 – March 2022	Deep dive into information collected
Planning Meeting for Community Gathering	April 2022	Coordination for community gathering
Outreach for Community Gathering	May 2022	Create and distribute flyers, invitation, and make calls to invite people
Community Gathering	June 2022	Two public events held at FDL Tribal and Community College





### PLANNING PHASE

Activities	Timeline	Details
Organization of Community Gathering Ideas	June 2022	Theming ideas from Community Gathering
Prioritization and Planning Meeting	July – August 2022	Identifying the priorities for the FDL ICT
Community Solution Action Plan	August – September 2022	Creating goals and strategies for each priority
Launch of Community Solution Action Plan	October 2022	Finalize plan

### IMPLEMENTATION PHASE

Activities	Timeline	Details
Regular Meetings of Indigenous Core Team	November 2022 – June 2023	Meeting of FDL ICT
Quarterly Updates	November 2022 – June 2023	
FCFN Technical Assistance Support	November 2022 – June 2023	
Final Report	June 2023	
Celebration	June 2023	

# EXPECTED OUTCOMES AND IMPACT

The FCFN community engagement process is designed to support systems change within Native nations and tribal communities. This process focuses on improving the overall understanding of the conditions affecting child care in a community, and how to improve those conditions so that ultimately, there is a sustainable and adequate supply of culturally relevant child care in a Native nation/tribal community.

This is accomplished through various methods that include:

Events that educate community members about the link between quality child care, economic development, and healthy communities.

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The community's Indigenous Core Team will increase the tribe's capacity to drive change by identifying resources and focusing their efforts on innovations that make a difference in the supply of child care.

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A thorough analysis of the current child care supply and demand and evaluation of community factors impacting the local child care supply.

---

Access to the expertise of the FCFN team resources and tools, including research and financial modeling.

---

A Community Solution Action Plan that includes innovative solutions generated by the community through a facilitated community engagement process.

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Support and business improvement services to existing family child care providers and child care centers.

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Links to other tribal communities working on similar issues.

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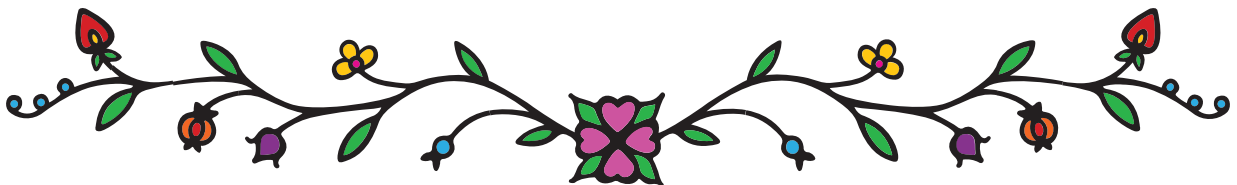




Photo credit: FDL Indigenous Core Team

## ABOUT FOND DU LAC BAND OF LAKE SUPERIOR CHIPPEWA

FDL shares the same geography as Cloquet, MN. There are three districts included: Cloquet, Brookston and Sawyer. FDL Reservation service area includes all 3 districts, Cloquet, Carlton, Esko, Duluth and surrounding areas.

FDL continues to be the largest employer in Carlton County (employs more than 2,000 people in Carlton County) with many current job openings available at various sites throughout the community. Due to the cost of child care, many families are unable to afford child care. Many positions are not able to be filled in part due to the lack of affordable child care available in the community. Many families rely on child care assistance to help with child care costs. FDL collaborates with other departments and service providers to support the programs they offer the community. They are innovative and active in reducing barriers for families. FDL has child care subsidy recipients come straight to the tribe to access funds; participants no longer have to go to the county first.

Lack of child care can impact families financially when they work positions at a lower wage or need to find additional work just to pay for child care, parents need to work different shifts so that one parent is able to care for children while the other parent works. There are many single parent households. Children in the community are often cared for by family members, friends, and neighbors because people cannot find any other options.

The primary child care challenge is the low number of licensed providers in the community. There is currently one tribally-licensed family child care (FCC) provider and one center. Many positions within FDL are part-time positions with odd hours and there are no child care businesses offering flexible hour care. FDL has experienced the closure of many off reservation/county providers in recent years due to changes in licensing, prior to the start of the COVID-19 pandemic. FDL Head Start child care always has a waiting list.

# INDIGENOUS CORE TEAM REPRESENTATION

The Indigenous Core team was identified locally and asked to commit to the work of gathering and analyzing information about the child care supply in the community, the child care demand from families and employers, and creating a plan to address the needs. The Indigenous Core Team will continue to support the development of solutions and provide updates on the implementation of this plan.

WYLMA MINKKINEN  
Licensing Lead, FDL

GOVINDA BUDREAU  
FDL Tribal and Community College Faculty

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Child Care Aware

CISSY OTIS  
Family Childcare Provider , FDL

ROBERT PEACOCK  
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ANNA MORRISON  
FDL Head Start, Child Development Center

MELANIE HANSEN  
FDL Child Care Licensor

MARILU JOHNSEN  
Head Start Director , FDL

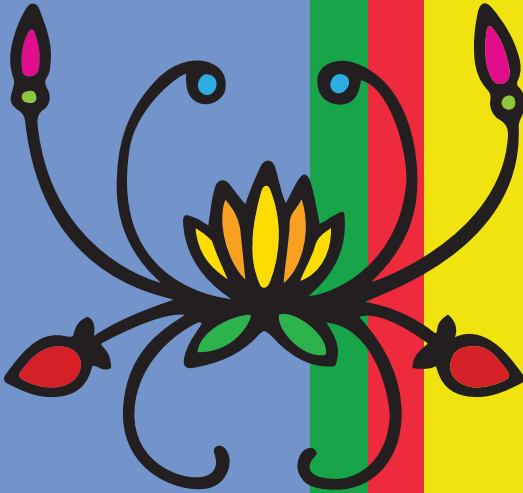
ASHLEY DEFOE  
FDL community member and parent

CINDY PATTISON  
Social Services Assistant Administrator

BROOKLYNN BARNEY  
FDL community member and parent

TAWNY SMITH-SAVAGE  
Social Services Coordinator, FDL

TERRY SAVAGE  
Executive Director, Tribal Enterprises, FDL






# CHILD CARE DATA AND COMMUNITY TRENDS

As part of the FCFN process, the tribal community was provided with multiple data points to understand the current child care ecosystem, the factors contributing to the supply-demand gap, and the needs and preferences of families and employers. FCFN leveraged different data sources to pull together an illustrative picture of the impact of child care in the community. These sources include My Tribal Area (Census data), FDL tribal population data, FDL Head Start enrollment data, Minnesota Department of Human Services child care licensing records, and other research tools. FCFN respects the sovereignty of each Native nation and tribal community. The FCFN partnership works with the community and the tribal government to collect community information, following all processes requested and required by the tribal government, such as an IRB process.

**“The Indigenous Core Team has been instrumental in the critical work done in the community to increase quality child care. The insight and leadership from members of the team brought with them so many skills as leaders, administrator’s and educational instructors in the area of child care. Our children have so many adults that care for the future of their growth and development within good infrastructure guided with strong Ojibwe values. It was fantastic to see the work of the team to evaluate the tribal survey data and data gained from community child care professionals.”**  
**- Tawny Smith-Savage, Social Services Coordinator, Fond du Lac**

## POTENTIAL NEEDS OVERVIEW

FCFN conducted a supply-demand gap analysis which provided a view of potential child care needs. When analyzing the data, FCFN looks for available information for both the potential number of children aged 0-5 and licensed full-day, year-round child care slots. Important information considered during this analysis includes:

-  There is a maximum of 47 licensed child care slots on FDL (9 tribally licensed child care slots + 38 Head Start with wrap around care slots).
-  FDL Head Start and Early Head Start, when fully open, has a total of 185 center-based spots (partial day and part year). Even with the number of children these programs are able to serve, they are unable to serve all families who request services. They report that there are 3 applicants for every available full day/week wrap around slot.
-  There are 675 children, ages 5 and younger, living within the service area and eligible for services.

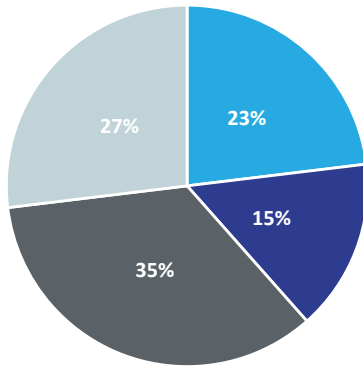
The supply-demand gap analysis for FDL Reservation dated April 2022, shows a potential shortage of 628 licensed child care slots for children ages 5 and younger who are within the service areas and eligible for services from FDL Human Services.

### CHILD CARE COST CHALLENGES

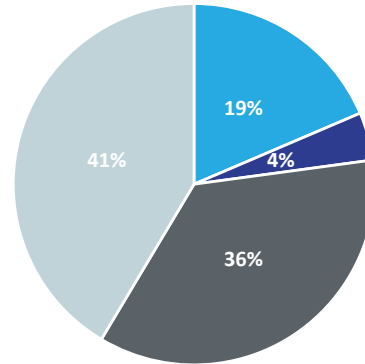
The cost of a family child care slot for a toddler is \$3/hour on FDL. If a family needed 50 hours of care/week, the total cost would be \$150/week. This would total \$7,800 each year. The median household income in FDL is \$52,831/year. **This means that child care tuition consumes 15% of a family’s budget.**

## COMMUNITY INSIGHTS

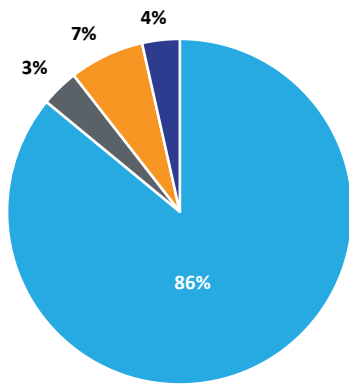
The FDL community was invited to participate in a comprehensive survey about child care. Respondents included 74 parents/caregivers and 27 employers. The following charts represented some highlighted perspectives within the communities:



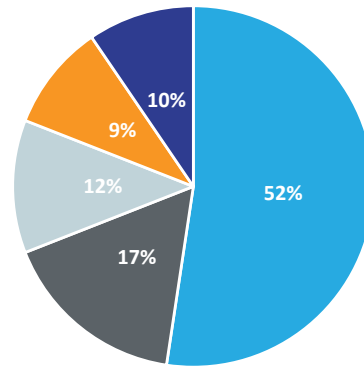
**EMPLOYER RESPONSES: Availability of Child Care in the Local Area**



**FAMILY RESPONSES: Availability of Child Care in the Local Area**



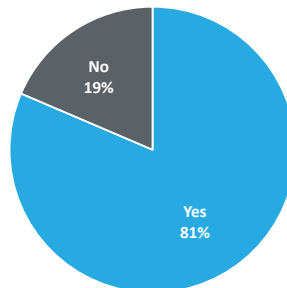
**EMPLOYER RESPONSES ON THE TYPE OF CHILD CARE NEEDED**



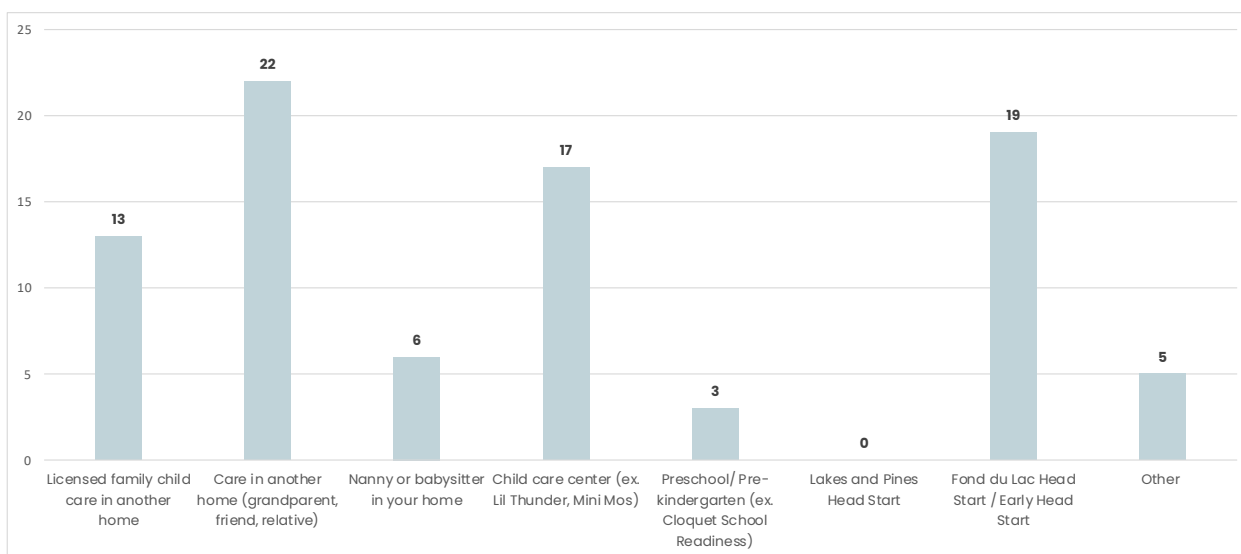
**FAMILY RESPONSES ON TYPE OF CHILD CARE NEEDED**



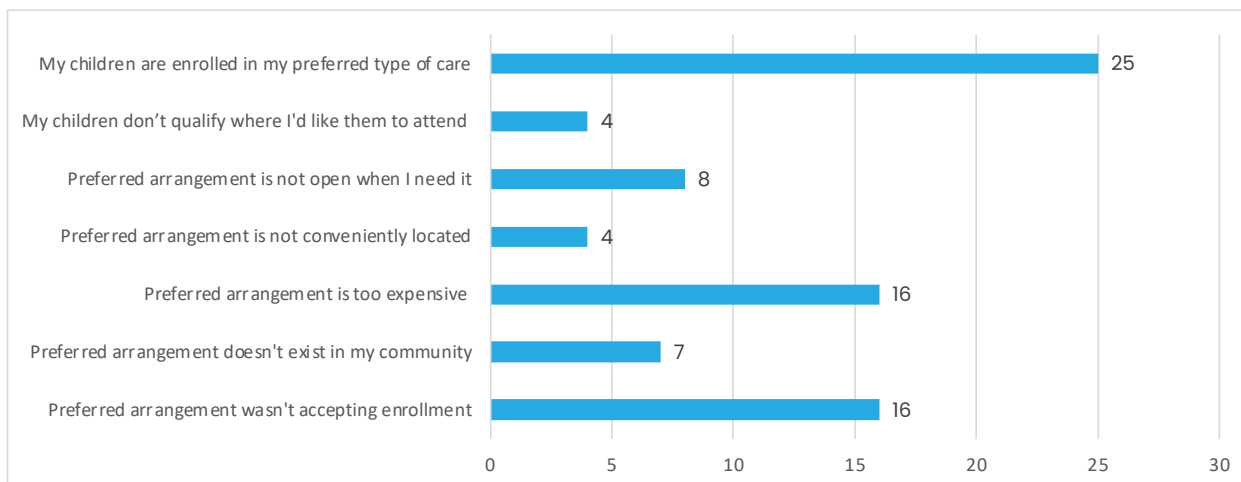
**FAMILY EXPERIENCES: Does someone other than you or your partner take care of your child/children while you are working or going to school?**



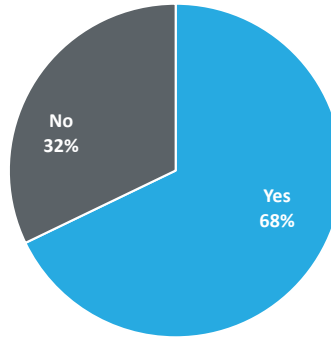
**FAMILY EXPERIENCES: Type of Child Care Currently Being Used**



**FAMILY EXPERIENCES: If your child is not currently enrolled in your preferred type of child care, what are the reasons? Parents/caregivers were encouraged to check all reasons that applied to them**

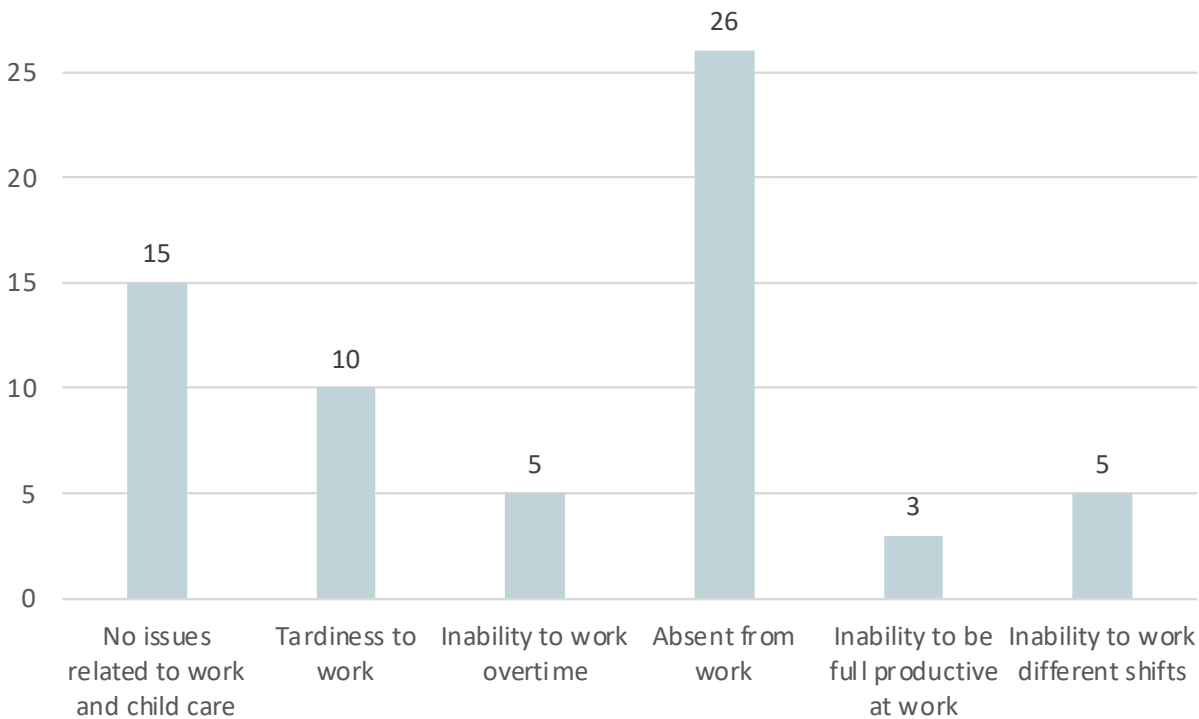


**FAMILY EXPERIENCES:** Has the availability of your preferred type of child care impacted your decisions to have another child/limit the size of your family?



**FAMILY EXPERIENCES: How Child Care Availability Impacts Workforce Participation**

Survey respondents reported that in the past 12 months, the following experiences had occurred in their lives:



Importantly, 50% of parents/caregivers who respond reported that they have declined employment or withdrawn from the workforce or delayed their education due to child care issues.



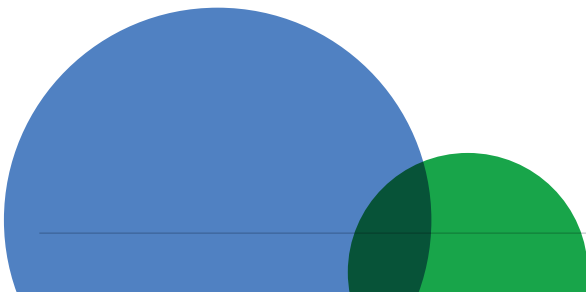
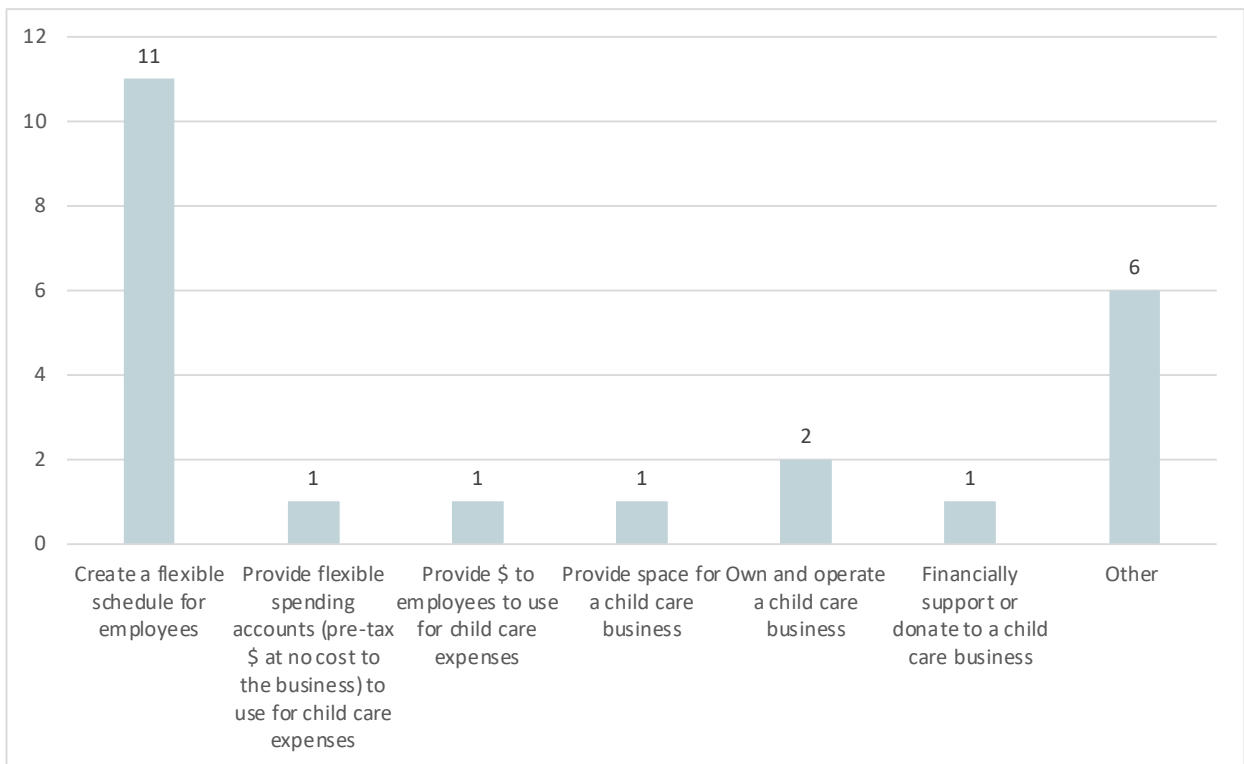
## FAMILY PREFERENCES

While specific questions about the quality of child care were not part of this survey, parents/caregivers were asked about which factors were most important for them in selecting a child care provider. They ranked these factors as follows (1 being the most important):

1. Provider keeps a safe and healthy environment
2. Provider has a good relationship with my child
3. Provider is licensed by the Department of Human Services or Tribal Licensing
4. Provider who has a child care credential (education)
5. Provider is conveniently located
6. Provider is Parent Aware rated and/or nationally accredited
7. Provider uses an educational curriculum

## EMPLOYERS ARE WILLING TO HELP ADDRESS THE ISSUE OF CHILD CARE

Employers can help address the issue in multiple ways and the activities they would consider are displayed below.



# UNDERSTANDING THE UNDERLYING CHALLENGES

The FDL Indigenous Core Team also gathered stories and lived experiences that illustrate some pervasive and complex challenges in the child care ecosystem.

Families shared that waitlists are everywhere and are long, and that this is especially challenging for infant and toddler slots. There is a lack of options on and nearby the FDL Reservation. They shared that there appear to be no child care options in their tribal/ Indigenous community and that when care is found, it's expensive. Parents/caregivers shared that they think low wages for the child care workforce, licensing and background check regulations, and lack of funding for the industry of child care all contribute to the low supply.

## QUOTES FROM THE COMMUNITY:

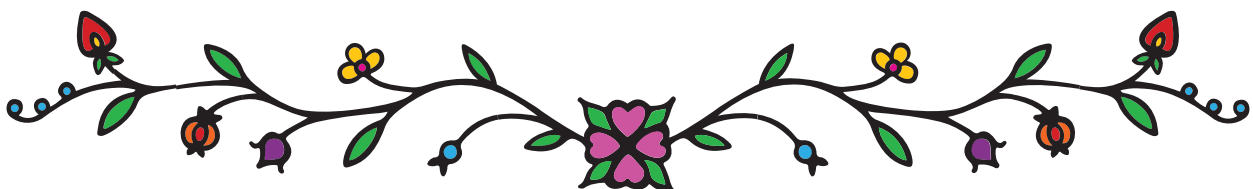
" Teachers/providers need to get paid more for their time. They do so much for our kids but the compensation is not comparable to raising our children during the day. That will help with retention. "

" I think an addition to FDL Reservation daycare services would be great. I feel more trust with FDL and appreciate the services they now provide to the children. "

" It would be nice to have somewhere to bring your child that supports the culture and that loves working with children. "

" I joined a Face Book Community Neighbor page and there is so much talk about people having a hard time finding daycare. No available openings or no available openings for the age of their child. "

" Quality care, not quantity care has been an issue with staffing troubles. Money plays a part in retention and incentive to come into the field. People love children, however, you have to do more than survive on your pay scale. "



# COMMUNITY GATHERING

The FCFN Community Gathering is designed to provide an opportunity for the Indigenous Core Team and the community to understand the findings of the community information analysis. Participants share in a meal, learn about the work to date of the Indigenous Core Team, and review the supply-demand gap analysis information. Finally, they participate in a Consensus Workshop to generate ideas to address the child care challenges. The section below highlights the themes that the community members generated as possible strategies for the FDL Indigenous Core Team to implement to meet child care needs.

## THEME: WORKFORCE & POSITIVE IMAGE

- Workgroup – action group, rep from colleges, economic development rep.
- Campaign public – billboard, posters, good starting point.
- Pool of staff – centralized hiring pool; a long process to sub, ex: fingerprints.
- Look at licensing standards state Rule 3 and Rule 2- legislative changes? Make it easier.
- Burnout: simplify the process.

## THEME: PAY/BENEFITS

- Need teachers out of college to have as a career not a stepping stone to a career.
- Obtain funding from child care assistance program.
- Tax corporations and leverage tight labor market to get employers to care about child care businesses.

## THEME: INCENTIVES

- Subsize space for child care business to help reduce overhead of family child care, make it easy to go into business- remodel of the home for example.
- Tribal, state, or federal division created to provide financial supports such as employee benefits, sub pool, physical space.
- Meet with legislators/policymakers, federal to create funding for CCPs as employers.
- Grow your own local child care providers – trust issue.
- Provide scholarships for early care and education students for program participation, benefits, and incentives to stay in the field.

## THEME: PUBLIC FUNDING

- Increase public funding for child care; one option would be standard funding for all licensed capacity: standard funding for parents that is portable for families but is paid to providers.
- Have the Early Learning Scholarships be for children prenatal through age 8.
- Flat-fee per pupil funding could help cover supplementary activities and supplies (like how schools receive Title funding).
- Ensure fiscally conservative policymakers understand the importance of investments in child care.
- Keep employers informed and advocating for high quality child care for the whole community.
- Institute universal basic income for family members who stay home for 33 months.
- Increase tax base but don't do it through property taxes because this will result in inequitable funding.
- Extend per pupil funding down to kids ages 0-5 as well so that families can take that benefit to their preferred providers and providers will know that they have funding. This could be for centers, family child care, and maybe even Head Start wrap-around care.
- Slot machine dedicated to early child care and education funding. Call it out and label it because so many people pass through the casino and this could generate funding.

**THEME: SUMMER PROGRAMMING**

- Secure supplemental funding/public grants for expanded child care slots in the summer.
- Collaborative financial efforts.
- Telling the “stories” to people of influence.
- Secure staff by offering “good” pay and benefits and quality work environment.
- Attract more people to the child care field to provide quality programming.
- Incentives for education (for people to get training).
- Networking/outreach.
- Bringing solutions to the larger community/funding.

**THEME: SUPPORT FOR PROVIDERS**

- Provide community wide support for providers and create employer/business connections through slots.
- Speak with providers; ask questions and listen; pay for time and feedback.
- Build in invitations for community service clubs to hear from providers and have at the table, offer food at meetings.
- Create a substitute pool for providers to support them to take sick time and/or vacations.
- Recruit and create a pool of people – community wide (AmeriCorps Seniors through Northland Foundation).
- Encourage new providers to join provider networking group to work through documents and share advice.

**THEME: LICENSING**

- Simplify code for the facility to operate a child care.
- Coordinating time w/decision makers to provide policy ideas.
- Expedite response/guidance capability of governing agencies to make it easier to create new childcares and maintain existing.
- Minimize personal training requirements to become licensed.
- Explore the possibility of dual-licensure.
- Make licensing paperwork uniform.

**THEME: FAMILY ENGAGEMENT**

- Inform people about child resources, like Child Care Assistance Programs.
- Institute centralized clearing house for information.
- QR code for access to resources.
- Form committee.
- Secure funding.
- Host a Child Care Fair to get the word out to parents and include child care facilities, schools, businesses, chamber of commerce, tribal programs, and CCAP.
- Find event leader.
- Find venue.
- Secure volunteers.
- Mass email to child care facilities/businesses.
- Call it a family child care night: potential for SS, food shelf, school information, domestic violence, victim services, college.
- Ask parents what they would like to see or changes made at current centers.
- Create questionnaire.
- Involve parents.



Photo credit: FDL Indigenous Core Team

## IMPLEMENTATION PROJECTS

The Community Gathering is an opportunity to leverage multiple view points and ideas related to addressing the local child care challenges. After the Community Gathering, the Indigenous Core Team met to discuss all ideas, prioritize the strategies generated, and create an action plan to move forward. The following action plan resulted from this work.

### GOAL AREA: WORKFORCE

SMART GOAL ACTION STEPS	RESPONSIBLE PERSON	TIMELINE	OUTCOMES
Meet with the lead at Child Care Aware of America – Minnesota.	Govinda	August – November 2022	Figure out where they are at, what successes and challenges they are encountering.
Bring the Child Care Aware of America – Minnesota fingerprint pool idea up to MNTRECC for discussion in October.	Melanie	October 2022	Determine if the FDL Indigenous Core Team wants to be connected to this idea and/or bring it up to tribal council.
Child Care Aware of America –fingerprint pool idea report back to FDL Indigenous Core Team.	Govinda	August – November 2022	Determine if the FDL Indigenous Core Team wants to be connected to this idea and/or bring it up to tribal council.

## GOAL AREA: CHILD CARE FUNDING

SMART GOAL ACTION STEPS	RESPONSIBLE PERSON	TIMELINE	OUTCOMES
Marilu will meet with Jack and Steve about the spaces that meet the bare minimum requirements for child care licensing. The next phase will be to look at spaces that could be renovated.	Marilu	By September 12, 2022	Create an inventory of FDL facility spaces that meet the minimum dimensions and hook-ups for licensing.
Develop talking points and meet with Sonny about outreach to community stakeholders.	Melanie, Wylma, Marilu, Sonny	September 2022	List of talking points for community stakeholders and list of stakeholders to contact about underutilized spaces in the community that could be repurposed/renovated for child care.
Conduct outreach to key community stakeholders who are involved with/ manage spaces that could be renovated for child care.	Marilu and Sonny	October- November 2022	Have an inventory of spaces in the community that could be transformed to support child care, both child care spots and band resources that could be leveraged and utilized; it's unlikely that the space is underutilized but that it's misused.
Create a template for supporting someone to become licensed to provide care in that space. Wylma would work with them.	Melanie and Wylma	December 2022	Template of how to renovations and resources for those renovations for anyone within FDL or within the community who is seeking to create a space for licensed child care.

**GOAL AREA: ACCESS TO CARE**

SMART GOAL ACTION STEPS	RESPONSIBLE PERSON	TIMELINE	OUTCOMES
Wylma will ask the tribe about a seasonal child care license for summer and for winter break within the tribal community.	Wylma	September 2022	An answer about seasonal tribal child care license; if the answer is “yes” this might open the door to have more people serve the needs.
Contact legal to see if this ordinance would allow such a seasonal child care license.	Wylma and Melanie	September 2022	An answer about seasonal tribal child care license; if the answer is “yes” this might open the door to have more people serve the needs.

**GOAL AREA: ACCESS TO CARE**

SMART GOAL ACTION STEPS	RESPONSIBLE PERSON	TIMELINE	OUTCOMES
In the next 3 months we will meet to plan local child care provider listening sessions.	Melanie Wylma Govinda	Planning session by November 2022	Determine venue; how to promote; who to invite.
In the next 6 months we will invite other programs that support child cares to get additional input.	Melanie, Wylma, Govinda, Child Care Aware Northland Foundation Carlton County Collaborative FDLTCC First Children’s Finance	February 2023	Discussion with other resources that support child care providers about gathering and supports that they can offer.
Within the next year, we will hold a listening session for area child care providers to gather.	Melanie, Wylma, Govinda, other supports listed above as they are able	July 2023	Offer an opportunity for local child care providers to: meet with other providers, offer mentorship, hear concerns, explain codes and paperwork, hear about available slots, share training information.

**Thank you to all the Indigenous Core Team Members and community members, and partners, who spent their time in creating this plan to sustain and increase the supply of child care in the Fond du Lac community.**

# ABOUT US

## The First Children’s, First Nations Child Care Collaborative

The First Children, First Nations Child Care Collaborative (“FCFN”) is a partnership of Indigenous Visioning and First Children’s Finance. Indigenous Visioning (“IV”) and First Children’s Finance (“FCF”) are committed to increasing the sustainability and supply of high quality child care in sovereign nations which share the same geography as the United States. This work was needed before the COVID-19 pandemic and will be even more important as child care businesses across Native nations experience economic upheaval due to the closures the pandemic is bringing about.

For more information visit: [www.firstchildrensfinance.org/for-systems/fcfn/](http://www.firstchildrensfinance.org/for-systems/fcfn/)

### History of Indigenous Visioning

IV was established in the fall of 2017 with a mission to build strong tribal communities through local, regional, statewide and national partnerships. IV is committed to supporting tribal communities and partnerships with the goal of positively impacting the experiences of children in early childhood settings, supporting healthy child nutrition services, and promoting a holistic approach for healthy children, families, and communities within tribal communities, both rural and urban. IV understands that tribes are the experts in knowing their community needs and how to address those needs in a way that aligns with their cultural values. Efforts to meet these needs must be led by the tribal community. IV is led by Barb Fabre (Native Nations Rebuilder Cohort 6), an enrolled member of White Earth Ojibwe Nation, and Tamie Finn, who both have over 60 years of experience supporting children and families within tribal communities. Ms. Finn is a descendant of the White Earth Ojibwe Nation. Ms. Fabre and Ms. Finn have worked for the last 30 years to bring new and effective opportunities and services to tribal communities to increase parent, provider, policy maker and community knowledge around brain development, child development and cultural awareness.

### History of First Children’s Finance

Since 1991, FCF has provided business support to child care entrepreneurs, empowering women to efficiently operate small businesses that create critical social impact. The link between child care and healthy, vibrant communities is well established: FCF assists communities in developing strategies that ensure an adequate supply of child care using innovative, community-developed solutions. Finally, FCF partners with state and systems, advocating for innovation and alignment of policies, funding mechanisms and systems that result in additional support for child care businesses. The result of our multi-layered approach to the “business side” of child care is that more children are served in their own communities by high quality child care.

