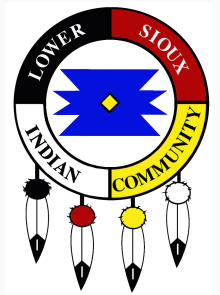




# **Cansayapi Wakanyeža**

# **Awayankapi Wóecun**

Lower Sioux Indian Community



## Child Care Community Solution Action Plan

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# Acknowledgements

The Lower Sioux Indigenous Core Team acknowledges all of the people and organizations who shared their time, energy, and ideas throughout the course of the creation of Cansayapi Wakanyeza Owayawa Oti the Lower Sioux Indian Community's child care solution action plan.

We would like to acknowledge the following community partners and employers who helped shape the goals and priorities in this plan including: Cedar Mountain Schools; United Community Action Partnership; Southwest Health and Human Services; Northstar Systembuilt; Daktronics; and Southwest Initiative Foundation.



## Executive Summary

The First Children First Nations Child Care Collaborative (FCFN) process is a community engagement process designed to develop right-size and culturally-relevant solutions to address the needs of early care and education in Tribal Nations which share the same geography as the United States. The FCFN process brings together a diverse group of community leaders and stakeholders, guides Tribes in identifying the scope and size of their child care challenges, and empowers and supports Tribal Nations to develop local solutions to address these challenges. 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 Collaboration guides Tribal communities through a process that starts with an application and orientation that then leads to a discovery and implementation phase to help create an Indigenous Core Team of community leaders and stakeholders that will implement solutions identified in the Tribal Child Care Community Solution Action Plan. FCFN provides technical assistance, implementation support, and coaching to provide ongoing capacity-building and innovation.

Cansayapi Wakanyeza Awayankapi Woecun outlines the child care challenges identified in the community, and the proposed solutions to improve the state of child care in the area. The Indigenous Core Team, 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 Lower Sioux service area, FCFN conducted a Supply-Demand Gap Analysis and community survey, which showed a possible child care shortage of 208 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 Lower Sioux has severely impacted families. Thirty five percent of parents/caregivers who responded reported that they have declined employment, withdrawn from the workforce or delayed their education due to child care issues. 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 the Lower Sioux Indian Community include recruitment and retention of child care professionals, licensing challenges and the need for facilities.

Through the FCFN process, the Lower Sioux Indigenous Core Team has identified five goals to address child care challenges. These goals include:

1. Explore the feasibility of child care sharing space with existing programs and the creation of a new child care space by adding on to an existing facility or building a new child care facility.
2. Update the Lower Sioux Indian Community licensing standards.
3. Explore strategies to support start-up/new providers.
4. Explore feasibility of modifying Rec Center's out-of-school program to transition from a drop-in program to more structured child care program.
5. Provide or increase employee child care benefits.

In implementing these goals, the Lower Sioux Indian Community 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 community. The FCFN partnership will support the LSIC Indigenous Core Team in implementing these goals and measure the outcomes of their efforts.

## The First Children First Nations Child Care Collaborative Community Engagement Process

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. Despite being the foundation of a healthy regional economy, child care businesses struggle to maintain financial viability.

Changes in the economy and the impacts of the pandemic have greatly influenced the sustainability of child care supply in Tribal communities. When young children thrive, so do communities. Investing in early care and education is not 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 Tribal Nation. Tribal Nations are asking for customized and indigenized interventions to increase the supply and quality of Tribal child care.

Indigenous Visioning/All Nations Rise (IV/ANR) and First Children's Finance (FCF) are aware of the dire need for child care in Indian Country that is high quality, affordable, and culturally relevant. In response, IV/ANR and FCF have partnered to create an innovative community engagement process, First Children, First Nations Child Care Collaborative (FCFN), designed to increase the supply of high quality, affordable culturally relevant child care in Tribal communities. Through this partnership FCFN assists and guides communities in identifying the scope and size of their child care challenges, and to empower and support Tribal Nations to develop local solutions to address these challenges.

The FCFN partnership brings together a diverse group of community leaders and stakeholders to address child care challenges in Tribal Nations, mobilizes community resources to support existing providers, and identifies strategies to increase the supply of care. FCFN implements an effective solution-creation process which positions the community as experts in their challenges and solutions. This process has been indigenized for implementation in Tribal Nations.

In 2018–2019, IV/ANR led a Tribal Early Childhood Tour of the Tribal Nations who share the same geography as Minnesota (MN) and met with Tribal Leaders and their early childhood managers to discuss the successes and challenges in their community. The tour reached eleven Tribes and one urban Native community. Lack of culturally relevant child care was a common concern across almost all the Tribal Nations visited.

## Program Activities & General Timeline

### Preparation Phase

Activities	Timeline	Details
Meetings with Tribal CCDF Administrator and FCFN partners	November 2022–December 2022	Recruitment/selection of Indigenous Core Team

### Discovery Phase

Activities	Timeline	Details
Indigenous Core Team orientation and onboarding	January – February 2023	Creation of Indigenous Core Team
Regular Indigenous Core Team meetings	February – March 2023	Virtual and in-person meetings of the team
Community Survey	February – June 2023	Launch of online and paper surveys for employers and parents/caregivers
Data Gathering & Community Engagement Activities	March – August 2023	Compiling information about the community to inform the <u>work</u>
Planning Meeting for Community Gathering	March – April 2023	Coordination for community gathering
Outreach for Community Gathering	April 2023	Create and distribute flyers, invitation, and make calls to invite people
Community Gathering	May 2023 – July 2023	Two public events held at Cansayapi Wicoicage Oti
Synthesize Data	June 2023 – October 2023	Deep dive into information collected

### Implementation Phase

Activities	Timeline	Details
Regular Meetings of Indigenous Core Team	December 2023 – June 2024	Meeting of LSIC ICT
Quarterly Updates	December 2023 – June 2024	
FCFN Technical Assistance Support	December 2023 – June 2024	
Final Report Presentation to Tribal Council for Approval	February 2024	

## Expected Outcomes and Impact

The First Children First Nations Child Care Collaborative process is designed to support systems change within Tribal 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 Tribal Nation and Tribal communities. This is accomplished through various methods that include:

- Events that educate community members about the link between quality child care, rural economic development and viable communities.
- The community's Indigenous Core Team will increase the capacity to drive change by identifying resources and focusing their efforts on innovations that make a difference in the supply of child care.
- 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 Child Care Community Solution Action Plan that includes innovative solutions generated by the community through a facilitated community engagement process.
- Support and business improvement services to existing family child care providers and child care centers.

## About Lower Sioux Indian Community

Lower Sioux Indian Community, is a federally-recognized Dakota tribe in southwest Minnesota, located in Redwood County, approximately two miles south of Morton. The Community Center is located on the southern bluffs of the Minnesota River Valley. Lower Sioux was the name given to the band by the United States in 1851. Citizens of the Lower Sioux Indian Community are part of the Bdewakantunwan of Dakota. The Dakota, which translates closely to "friend" or "ally" in the language, refer to the band's traditional Minnesota River Valley homeland as Cansayapi (here they marked the trees red).

The Lower Sioux reservation is 1,743 acres; however, the tribe has a 10-mile service area for its members. The tribe is governed by an elected five-member tribal council, constitution, and by-laws. The vision of the Lower Sioux Indian Community, adopted by the LSIC Tribal Council on 6/28/2016, is a healthy, safe, and happy community – grounded and guided by Dakota culture, traditions, and language – where every person contributes to a diversified social and economic life. The people grow, adapt, and innovate together, through opportunities that span the generations and seek continuous success. LSIC's mission is to strive to make reservation lands livable permanent homelands for tribal citizens through programs and services that promote the general welfare of tribal community including economic and social programs which are necessary to raise the standard of living and the social well-being of its membership.



There are currently 1,191 enrolled citizens, with approximately 905 living on the reservation or within the 10-mile service area (LSIC Tribal Enrollment Office, May 2023). The LSIC's annual average growth rate is 1.44% (LSIC Tribal Planning Department, May 2023). The current population under 18 is 36% (LSIC Tribal Enrollment Office, May 2023), indicating a growing population. There are 155 households living on the reservation (LSIC Office of Environment, May 2023).

The Lower Sioux Indian Community offers an array of early childhood services to families, primarily through Cansayapi Wakanyeza Owayawa Oti (CWOO). CWOO opened its doors on August 1, 2018 and houses Lower Sioux's Head Start, Early Head Start programs, and Expectant Families Program. CWOO provides wrap-around services to children and families in a culturally responsive manner with an emphasis on Dakota language. Services provided are both center-based and home-based, serving children 6 weeks to 5 years and expectant families.

Despite the creation of CWOO, child care remains a challenge at Lower Sioux. The primary child care challenges include lack of open child care slots, especially infant slots, long waitlists for child care, expensive child care costs, lack of drop-off care options, lack of part-time child care options, lack of child care provided during non-traditional hours, and lack of child care options that also provide school readiness curriculum. There are currently 28 family child care providers and 4 center providers licensed by the county and 1 center licensed by the Tribe in the community, which have a combined capacity of 514 child care slots. There is an additional need of approximately 280 slots.

## 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 those needs. The Indigenous Core Team will continue to support the development of solutions and provide updates on the implementation of this plan.

Britany Nelson, ICT Lead/Cansayapi Wakanyeza Owayawa Oti, Parent  
Vanessa Goodthunder, Cansayapi Wakanyeza Owayawa Oti  
Arielle Aude, Lower Sioux Human Services, Parent  
Joey O'Brien, Lower Sioux Tribal Council, Parent, Foster Parent  
Anne O'Keefe-Jackson, Jackpot Junction Casino/Hotel, Parent, Foster Parent  
Karen Swann, Lower Sioux Human Resources, Parent  
Holly Schmitt, Lower Sioux Family Services  
Kayla Ferguson, Community Member, Parent, Foster Parent  
Diego Torre, Cedar Mountain Indian Education  
Holly Larsen, Redwood Area Schools Indian Education, Parent, Foster Parent  
Kortni Bidinger, Lower Sioux Community Health, Parent, Foster Parent  
Elliot Christensen, Lower Sioux Planning Department, Parent



## 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), Lower Sioux 2021 Annual Community Survey, Minnesota Department of Human Services child care licensing records, and other research tools.

### 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 514 county licensed child care slots within the Lower Sioux Indian Community Service Area.
- Cansayapi Wakanyeza Owayawa Oti (CWOO) Head Start/Early Head Start, when fully open, has a total of 60 center-based spots. Even with the number of children these programs can serve, they are unable to serve all families who request services.
- There are 854 children, ages 5 and younger, living within the service area and eligible for services.

The supply-demand gap analysis for Lower Sioux Indian Community dated April 2023, shows a potential shortage of 254 licensed child care slots for children ages 5 and younger who are within the service areas and eligible for services from Lower Sioux. The table below highlights county licensed slots in the zip codes within their service area.

Zip Code	City	Number of Centers	Number of Family Providers	Expected Child Care Capacity	Expected Number of Children Under Age 5	Expected Child Care Need
55332	Fairfax	0	1	14	127	-113
55333	Franklin	1	2	72	19	53
56214	Belview	0	1	14	39	-25
56230	Danube	1	0	80	98	-18
56266	Morgan	0	5	58	81	-23
56270	Morton	0	0	0	75	-75
56283	Redwood	5	18	362	415	-53
Total		7	27	600	854	-254

## Child Care Cost Challenges

The annual cost of center based infant care in Redwood County averages \$17,056 and \$8,944 for infants in family child care. (Child Care Aware of MN; 4/2020) The cost of a family child care slot for a toddler is \$2.60/hour. If a family needed 50 hours of care/week, the total cost would be \$130/week. This would total \$6,760 each year. The median household income in LSIC is \$40,000/year. (Lower Sioux 2021 Annual Community Survey) **This means that child care tuition consumes ~17% of a family’s budget for toddler care and upwards of ~43% of a family’s budget for infant care.**

## Community Insights

The Lower Sioux Indian Community was invited to participate in a comprehensive survey about child care. Respondents included 20 parents/caregivers, 1 employer, 2 family providers and 4 child care centers. The following represented some highlighted perspectives within the communities:

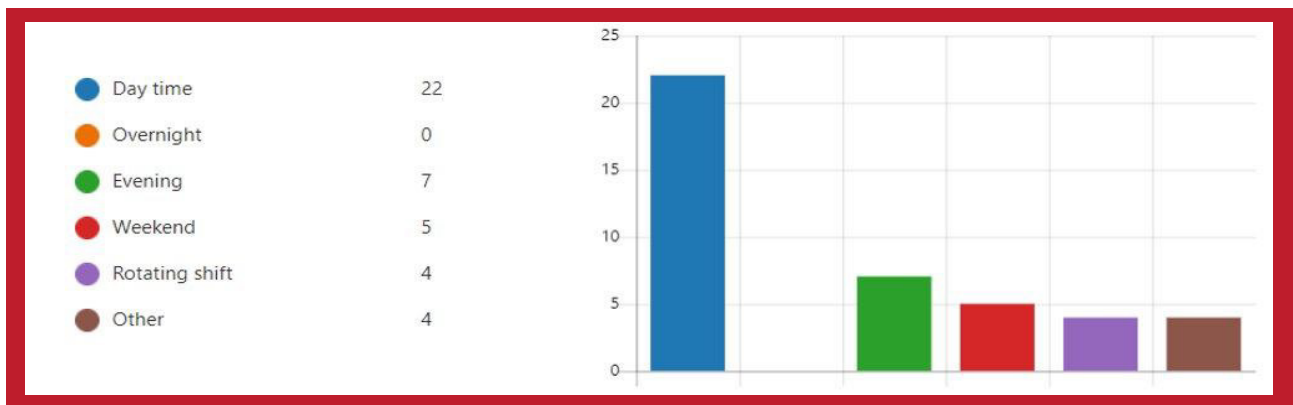
### Employer Perceptions of Child Care Availability in the Area

One employer in LSIC ranked the availability of child care options in the area as very poor, noting that, “all of the daycare options are full and if you can find something most cannot afford it or the hours don’t work with times [that] we need staff: evenings and weekend.” The child care shortage has already impacted businesses, with employees having little to no options for non-traditional hours nor drop-in care. Additionally, if there is a snow day and child care or Head Start is cancelled or delayed, employers struggle to keep their employees fully present at work.

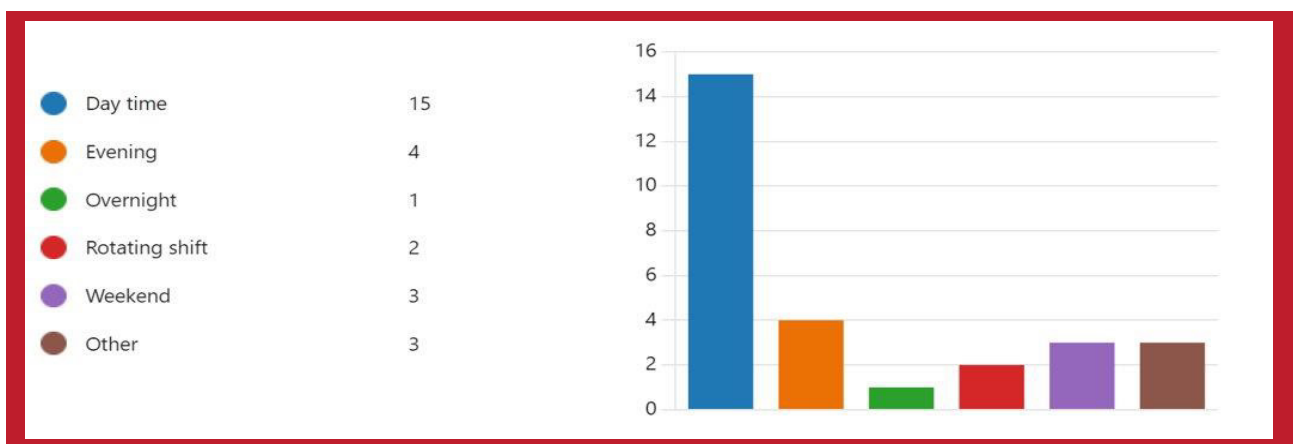
### Family Perceptions of Child Care Availability in the Area



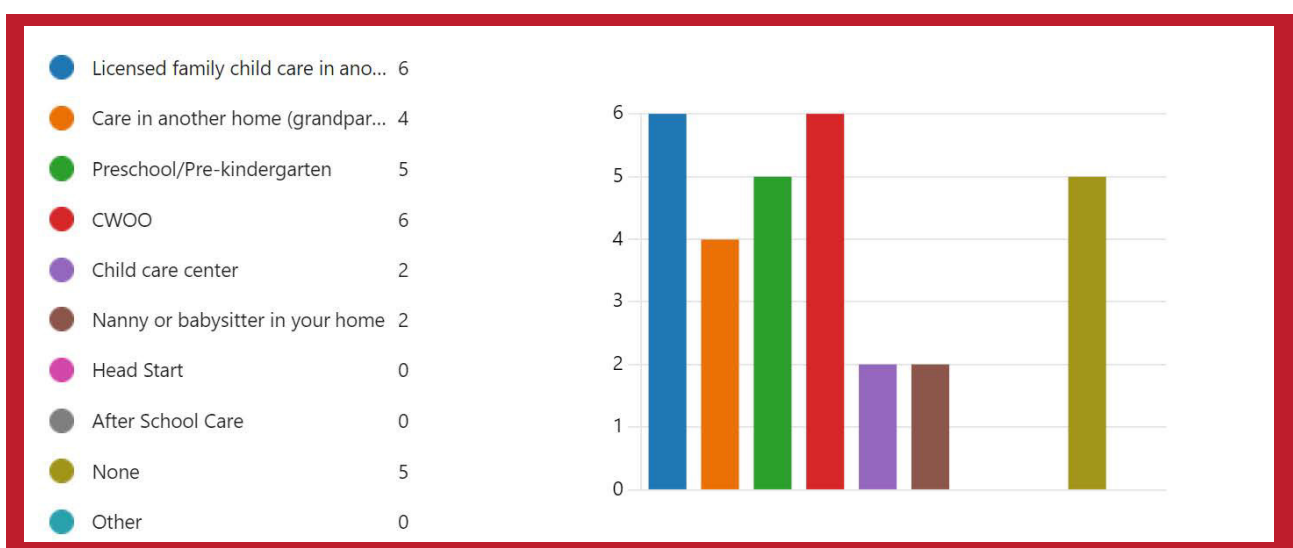
## Employer Perceptions on the Type of Child Care Needed



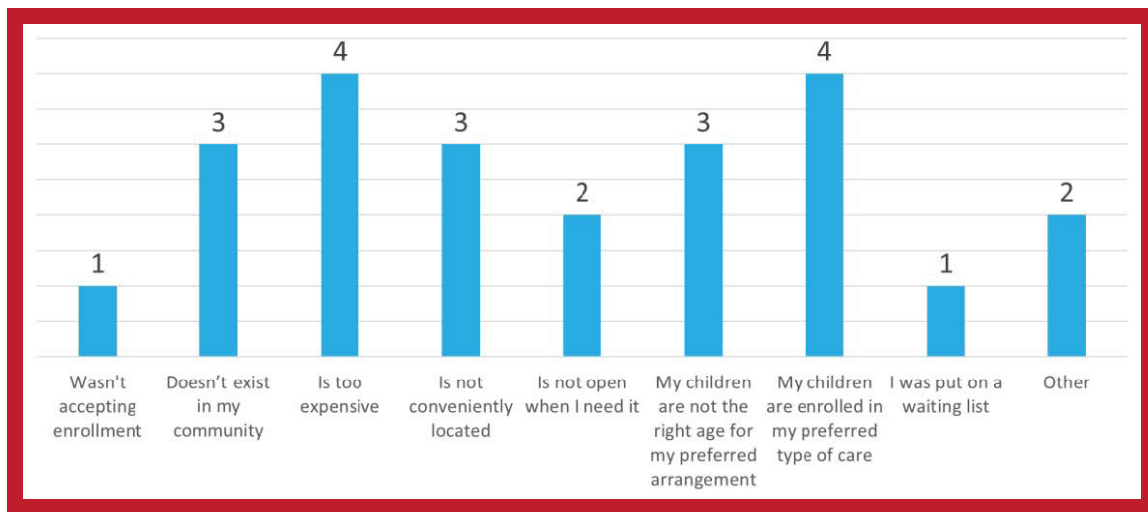
## Family Perceptions on Type of Child care Needed



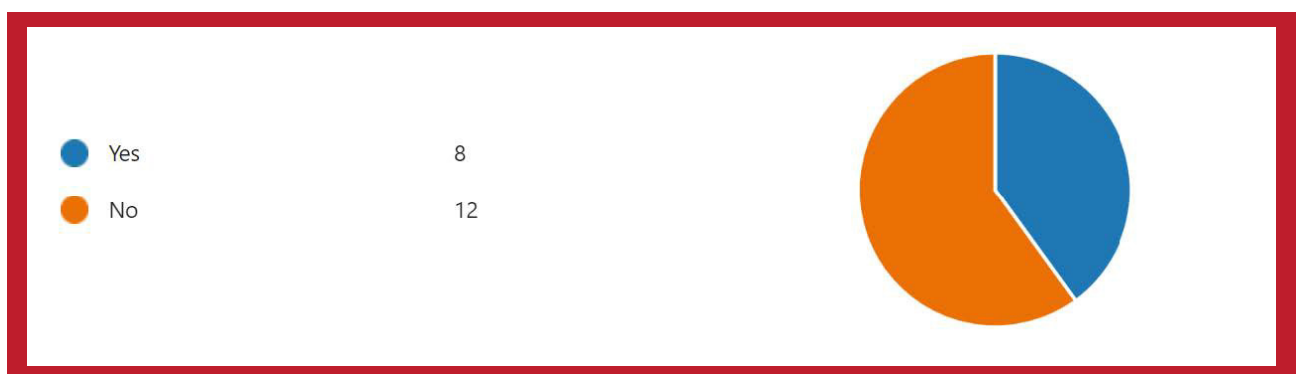
## Family Experiences: Type of Child Care Currently Being Used



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.

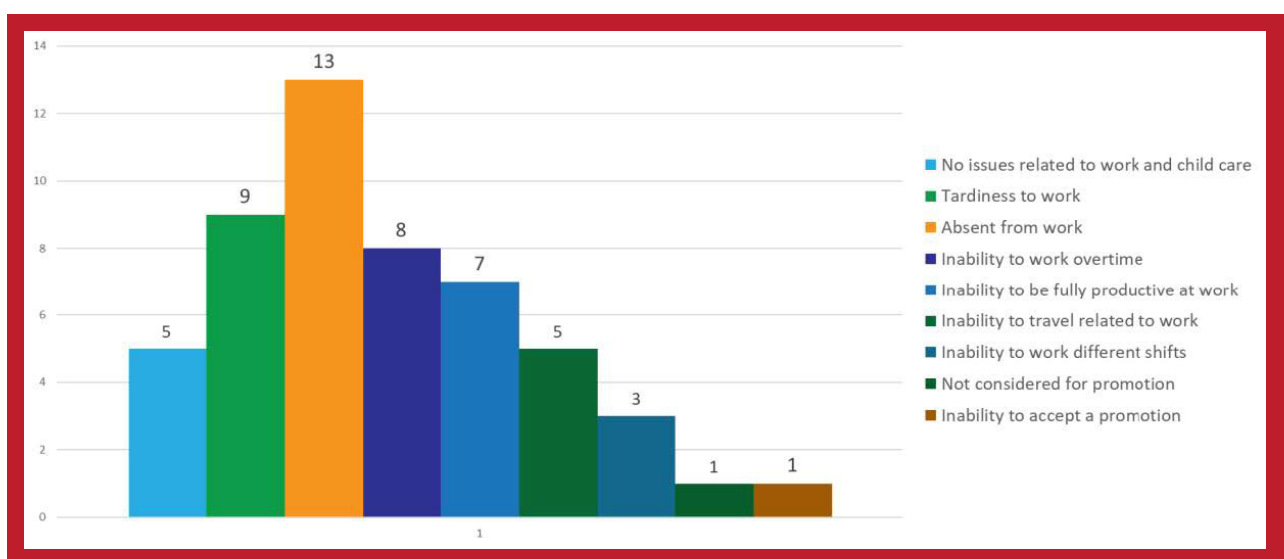


Family Experiences: Has the availability of your preferred type of child care impacted your decisions to have another child/limit the size of your family?



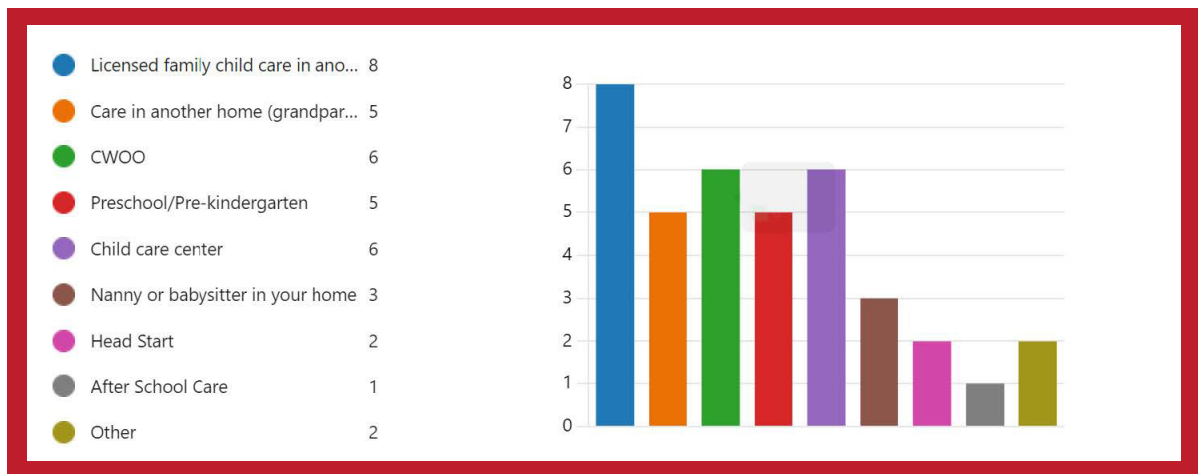
## Family Experiences: How Child Care Availability Impacts Workforce Participation

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

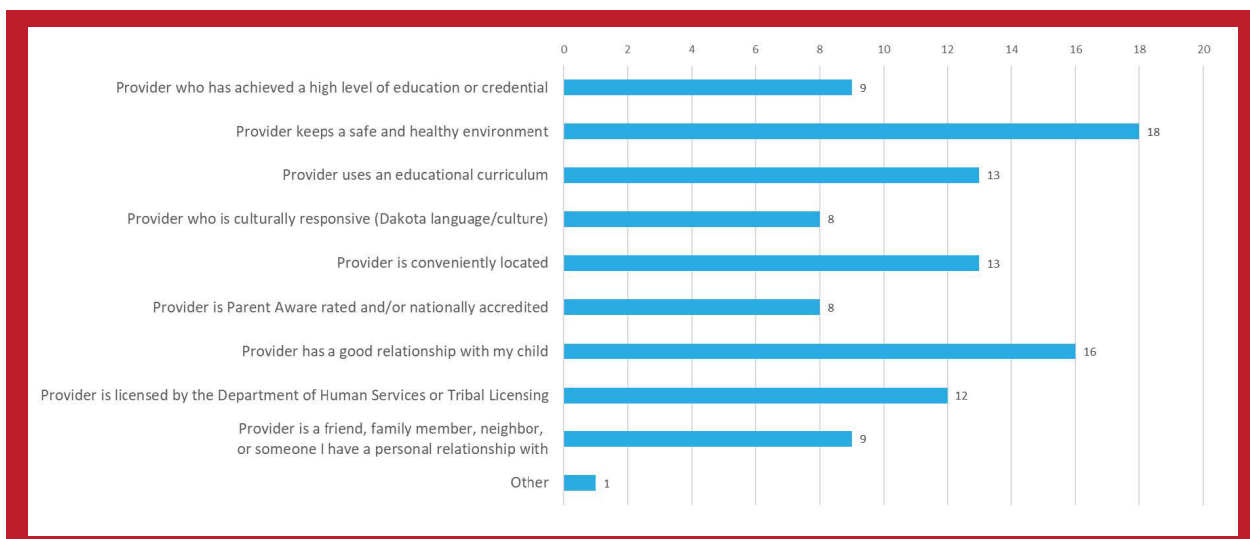


Importantly, 35% of parents/caregivers who responded reported that they have declined employment or withdrawn from the workforce or delayed their education due to child care issues.

## Family Preferences on Type of Child Care:

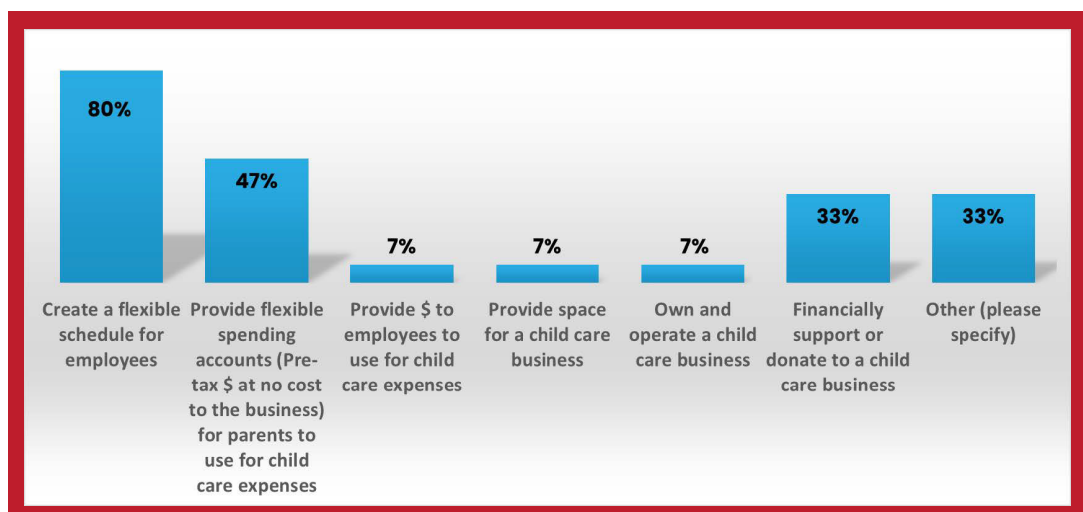


Additionally, families were asked what were most important when it came to choosing a child care provider.



## 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 Lower Sioux Indigenous Core Team also gathered stories and lived experiences that illustrate some pervasive and complex challenges in the child care ecosystem. Fourteen 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 Lower Sioux Reservation and 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:

- Parents cannot make enough money and families cannot afford child care.
- I have had employees resign due to lack of child care.
- Child care is an extremely hard business with a high burn out rate. We need to support and love our providers.
- I know many who have quit their jobs after their second child was born because they would have to pay to work.
- If you can find child care at all you are extremely lucky.
- Not enough people willing to do the work. People don't get paid enough to do it. People can't afford it so they don't enroll their kids in programs so people have to shut down.
- Too few benefits available to childcare providers and wages too low. Child care workers often don't have insurance and often don't make enough money to afford this expense.
- There is a shortage, some families have to drop off in multiple locations, it is expensive (not overpriced, but hard to afford), this world is not made for a one income household.
- Because of my employment, I see first hand how the child care deficits impact our community. It is greatly impacted!

## 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 data 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 Community Gathering was held at Lower Sioux Indian Community's Cansayapi Wicoicage Oti, or the Intergenerational Cultural Incubator on May 24, 2023, which drew high participation from community families.

A second gathering was held at Cansayapi Wicoicage Oti on July 19, 2023, which drew additional participation and insights from community partners and employers including Cedar Mountain Schools, United Community Action Partnership, Southwest Health and Human Services, Northstar Systembuilt, Daktronics, and Southwest Initiative Foundation.

The section below highlights the themes that the community members generated as possible strategies for the Lower Sioux Indian Community Indigenous Core Team to implement to meet child care needs.

## Theme: Facility/Space

- Jackpot Junction used to have child care. Now there is CWOO which is off site and isn't child care. There were plans to move CWOO to Jackpot and make it a combined space for child care and CWOO.
- The idea of retrofitting an existing space came up throughout the meetings. Could the church hall or "the ditch" or CWOO be used as a facility space. Family providers could share the space. Tribal Council would need to authorize use of the church or "the ditch." IHS would need to be involved.
- Find the land for CWOO
- Business plan for child care (this could go in other topics too)
- Establish a community child care center
- Purchase new land for a site such as a field/farm nearby (w/ Council and Legal approval)
- New daycare center in Jackpot if CWOO moves
- Cougar Cubs needs a bigger building; maybe LSIC could partner with them and support them in building a bigger building.
- Bigger Building
- Employers help (donations) w/ new building cost
- Money for infrastructure
- Hire a new grant writer and/or have them focus on funding for a new center
- Find the money
- First Children's Finance
- Granters
- SWIF
- Dollar supports
- Get grants and scholarships to build a new child care building
- Need feeder program, especially in summer
- Culturally-responsive child care is important and was touched on a lot in the community gathering.
- Non-school daycare
- Cost is a barrier, they don't make enough money to afford the expense.



## Theme: Licensing

- Added capacity for child care licensing administrators to be able to license more centers/in-home care, staffing, workspace, code & guidelines.
- The Tribe has a process for licensing. Tribal code for tribal licensing standards is needed so there is a pathway to get in-home providers licensed. Human Services would need to update their licensing process and do community outreach.
- COVID \$ to help family providers get licensed or for afterhours care.
- Lifelong Learning and Family Services could create a child care business program modeled after the artists' business program at the Incubator so that young people and others can become trained and licensed providers of child care for families.
- More opportunities or pathways to get in-home providers licensed or more training
- Have someone for licensing
- Licensing grandparents who do in-home care is cumbersome. There should be a way to support the grandparents who are taking care of their grandchildren.
- Support for grandparents (moral support, training, and support getting licensed)
- A list of grandparents who are raising their grandchildren.
- There needs to be a safety net for those with NON-TRIBAL grandchildren.
- LSIC Social Services
- Offer financial help to start-up daycare
- Offer financial incentive to new people/providers to go into child care
- Offer help/loan to new providers to get their in-home care up & running
- Tax break or tax refund increase
- Use the Incubator more for trainings. Lifelong Learning and Family Services could create a child care business program modeled after the artists' business program at the Incubator so that young people and others can become trained and licensed providers of child care for families.

## Theme: Wages and Benefits

- Child care for non-traditional hours, infant care, holidays/off hours, and wrap-around care is needed.
- Jackpot, Walmart, and Paktronics employees also need overnight care.
- Gather information/data for employees for childcare center at JP
- Licensed daycare in the workspace
- Let employees bring their kids to work/daycare work.
- Hire more staff for the above bullet

## Theme: Community and Family Engagement

- Resource center has information but not everyone shows up or even knows about it.
- A community/family awareness-raising campaign is needed around rules for hours kids can be left alone
- Create a list of high school kids who have gone through the babysitter training and publish it in the newsletter and share it at Jackpot.
- Email list of people who are looking for child care.
- Earlier alerts for inclement weather
- Inclement weather days aligning with daycares

- Recognize the staff who do all the hard work in the background
- Discuss with employers the struggles with child care to bring light to the problem.
- Parents are encouraged to recognize what their children are doing, rather than using classes or community gatherings as drop-off child-care. Better awareness and interaction, so parents and children learn.

## Theme: Recruitment and Training

- Offer training (possibly at HS) or credits for students to get into early childhood or child care.
- Higher pay may interest more people to start
- Offer staff bonuses, increase base pay
- As pay increases, need a way to keep parent costs down
- Do a survey to ask who would be willing to work (at the childcare center)
- If parent working at center = free child care
- Tribe could offer reimbursement for training & start-up funding to citizens.
- Prep staff at the rec center for a more structured child care program after school. (It's currently a drop-in with loose supervision.)
- Take a look at the Rec Department's after school program and plan. Need another person and staff training and program structure.
- The tribe could work on developing a coordinated training network of all child cares.
- Child Development Certification (Could possibly offer at Redwood High School Career Center)
- Trainings close by so providers can get licensed easier
- Help w/ training & placement in child care job for those w/ past record
- More training = more/better child care workers
- Training can save lives (CPR, first-aid, etc)
- Guides to write grants/help others start-up
- Babysitting classes
- Education around LinkedIn Learning
- Child care assistance pays for LinkedIn Learning
- High school credit for working at center

## Implementation Projects

The Community Gathering is an opportunity to leverage multiple viewpoints 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. Ideas and strategies generated were first mapped using the Mural app which can be viewed here or found using the QR code below.



Goals were prioritized using a voting system. Goals that received votes were integrated into the action plan. Goals that did not receive votes were tabled for later consideration. All goals can be viewed here or found using the following QR code:



<p>Goal Area: Facility/Space</p> <p>Explore the feasibility of child care sharing space with existing programs and the creation of a new child care space by adding on to an existing facility or building a new child care facility.</p>			
SMART GOAL ACTION STEPS	Responsible Person	Timeline	Outcomes
Explore how child care can share space with existing programs and how existing facilities can be expanded by conducting a facility audit.	Elliot/Planning Dept.	April 2024	Determine the most feasible option(s) for locating child care in existing facilities.
Conduct research to understand IHS processes for approval of co-locating program in existing tribal building.	Vanessa/Britany	April 2024	Develop a checklist of steps the tribe must undertake in order to receive IHS approval to co-locate a child care program in an existing tribal building.
Review tribal master land use plans and neighborhood expansion plan to determine possible locations for a new building.	Planning Dept., Vanessa, additional stakeholders will be included, CCDF Employee	May/June 2024	Understand tribe's land use priorities and how a child care space aligns with the plan.
Explore funding options for new space, including CCDF funds.	Britany, Vanessa, Human	April 2024	Develop a list of funding sources that can be targeted or leveraged to support the development of a child care space.
<p>Goal Area: Licensing Update the LSIC child care licensing standards.</p>			
SMART GOAL ACTION STEPS	Responsible Person	Timeline	Outcomes
Draft updates to the tribal child care licensing standards.	Human Services CCDF Employee	September 2024	Standards are developed that support the creation of new child care slots and aligned with current and future community needs.
Work with Tribal Council for approval.	Human Services	October 2024	Tribal Council approves licensing standards.
Hire/train licensing staff.	Human Services	November 2024	Staff can begin licensing new child care businesses thereby creating new child care slots.
Explore possibility of offering a financial incentive to new providers.	Human Services, CCDF Employee	September 2024	Strategies to motivate potential providers to start child care businesses are developed.

Goal Area: Workforce-Training Explore strategies to support start-up/new providers.			
SMART GOAL ACTION STEPS	Responsible Person	Timeline	Outcomes
Explore how Lifelong Learning and Family Services might build on the success of the artist business program and implement a child care business program.	Jesse Kodet, Taylor Maguire, CCDF Employee	April 2024	A training program is developed to recruit and train new child care providers on tribal licensing standards and business skills.
Consider working with FCF to develop a training program for family providers and small businesses.	Human Services, Vanessa, Britany, CCDF Employee	September 2024	A training program is delivered to build necessary skills of new providers.
Identify funding sources that can help support new child care businesses.	Elliot, Human Services, Vanessa, CCDF Employee	September 2024	New providers are incentivized and provided support in starting their businesses.
Connect new providers with start-up loans. Prioritize providers offering after hours and summer care options.	Human Services, Kari Benson, CCDF Employee	May 2025	Child care slots are created that serve families after hours and during school breaks.
Goal Area: Workforce- Training Explore feasibility of modifying Rec Center's out-of-school program to transition from a drop-in program to more structured child care program.			
SMART GOAL ACTION STEPS	Responsible Person	Timeline	Outcomes
Explore feasibility of modifying Rec Center's out-of-school program to transition from a drop-in program to more structured child care program.	Human Services, Mat, Kortni, CCDF Employee	April 2024	A determination is made about how the Rec Center's out-of-school time program can increase child care slots.
Develop training program for Rec Center staff aligned with licensing standards.	Human Services, Mat, Kortni, CCDF Employee	October 2024	Rec Center staff are trained in Tribal licensing standards.
Review current after school program structure and make changes to align with licensing standards.	Human Services, Mat, Kortni, CCDF Employee	November 2024	Rec Center staff provide out-of-school time child care.

Goal Area: Workforce-Training Explore strategies to support start-up/new providers.

SMART GOAL ACTION STEPS	Responsible Person	Timeline	Outcomes
Explore how local employers who experience child care related staffing issues can pool resources to support 2nd and 3rd shift workers.	Anne, Joey, Vanessa, CCDF Employee	April 2024	Local employers take a coordinated approach to providing child care resources for 2nd and 3rd shift employees.
Subsidize a # of child care slots as an employee benefit	Anne, Joey, Karen, Vanessa, CCDF Employee	September 2024	Child care slots are earmarked for employees and child care related staffing issues are mediated.
Draft update to benefit package that includes a flex spend that can be applied to child care.	Anne, Joey, Karen, Vanessa, CCDF Employee	January 2025	A benefit package is developed that addresses child care related staffing issues.
Review employee pay structure and consider increasing rates for employees who work 2nd and 3rd shifts.	Anne, Joey, Karen, Vanessa, CCDF Employee	September 2024	Employees working 2nd and 3rd shift can afford off-hours child care.