



Office of Child Care Community Partnerships

2024 Annual Report

As required by 116J.418 Subd. 5(a)

January 15, 2025

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As requested by Minnesota Statute 3.197: This report cost approximately \$312.52 to prepare, including staff time, printing and mailing expenses.

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Introduction and 2024 Highlights

Office of Child Care Community Partnerships at the Department of Employment and Economic Development (DEED) creates a front door for employers, businesses and community organizations who need childcare to thrive, so their community and economy thrive. The office ensures childcare expertise and capacity at each point where communities connect with state government. DEED provides leadership to these entities and strengthens the infrastructure to support childcare by maximizing their existing community relationships and structures like small business supports, economic development grants and labor data, including valuable data and analysis to understand the childcare workforce to grow and sustain it. A DEED Office of Child Care Community Partnerships elevates the leadership of DEED functions and creates visibility of childcare as an economic and workforce development issue.

On December 13, 2023 DEED completed the hiring process of the new director, Tammy Wickstrom. In August 2024 a Program Manager, Keshuna Williams was hired to support the work of the office.

The purpose of the office is to support employers, businesses and communities in finding solutions and building capacity for childcare across the state. The office will also advocate for community and business infrastructure that contributes to the sustainability and growth of childcare across all regions.

Objectives of the office include a multi-pronged approach to increase capacity in childcare. The goals include supporting small business, public entities, state agencies, providers, families, and other early childhood education professionals to connect to DEED and resources to build quality and quantity. Multiple reports indicate the critical role quality childcare plays in hiring and retaining staff for all businesses. The office hopes to increase stability and adaptability in childcare across the state.

The office will oversee multiple funding streams with varying objectives as listed below.

- Grants to the Minnesota Initiative Foundations (MIF) that support building regional capacity in childcare by:
 - Facilitating community planning
 - Engaging the private sector
 - Providing locally based training and technical assistance
 - Recruiting childcare programs to participate in quality rating and improvement programs
- A grant to Women Venture supporting childcare businesses by:
 - Providing business training and create materials that could be used for start-up, expansion, and operations of childcare
 - Support business expansion of women food entrepreneurs
 - Money distributed can be in the form of loans, forgivable loans, and grants
- Funding, with at least fifty (50) percent being used outside the seven (7) county metro area, for local communities as Child Care Economic Development (CCED) to reduce the childcare shortage by:
 - Funding childcare business start-up or expansion
 - Facility modifications
 - Training

- Subsidies or incentives to retain employees
- Improvements required for licensing
- Assistance for licensing and other regulatory requirements
- Creating the of Office of Child Care Community Partnerships to support all legislative requirements and funding:
 - Coordinate with state, regional, local and private entities to promote investment increasing the quality and quantity of childcare
 - Coordinate with other state agencies to develop, recommend and implement solutions to increase the quantity of and quality of childcare
 - Administer the CCED grants and other grant funding
 - Monitor childcare business development effort in other states and countries
- Provide support to the Governor’s Children’s Cabinet priorities including the One MN plan
 - Perform any other activities to needed to consistently support the quality and quantity of childcare

SFY 2024 Milestones

- Hired a Director in December 2023
- Hired a Program Manager in August 2024
- MIF grant contracts were completed for FY24 and FY25
- CCED FY24 awarded 21 grantees \$6.24 million dollars in funding
- CCED FY25 RFP was released, and applications are under review with an anticipated \$6.175 million to be awarded
- Attended over 70 state agency collaboration meetings across multiple departments
- Participated in over 85 community meetings, events, or conferences
- Presentations were made to Minnesota Chamber of Commerce, Minnesota House Children and Families Finance and Policy Committee, Small Business Development partners, and other groups
- Connections were made within agencies at the State, grant partners, and with community partners in the early childhood field and business community
- Created an Office of Child Care Community Partnerships website that includes grant and grantee information, the work of the office, resources and innovative practices

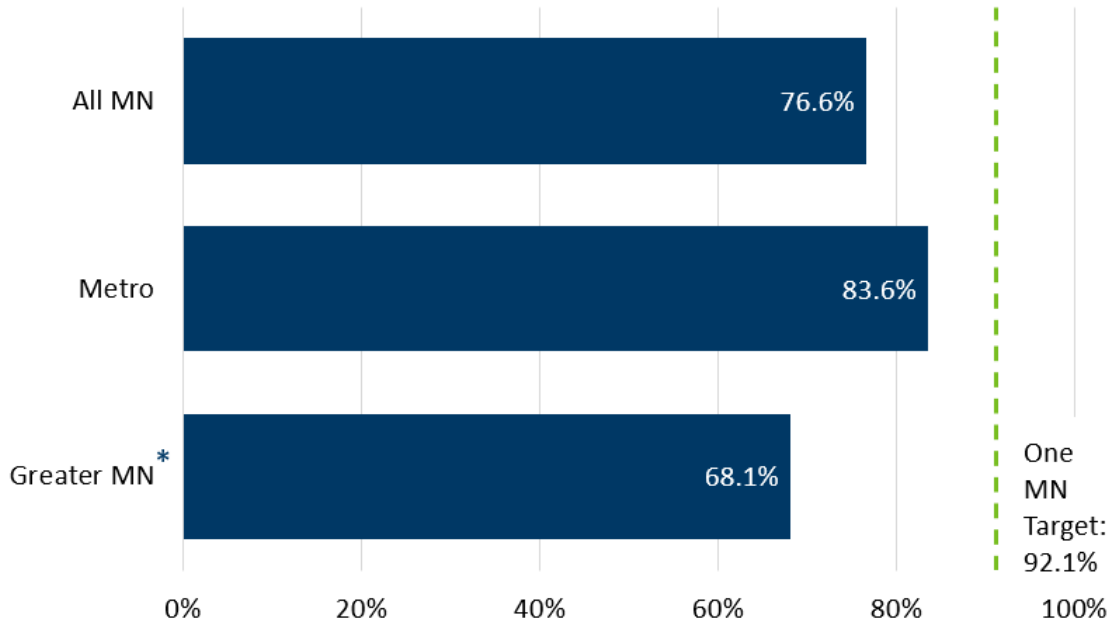
Childcare Access in the State

The Department of Human Services (DHS) has partnered with the University of Minnesota to track data regarding early care and education capacity shortages and family access.¹ As of October 2024, the data showed that families located in greater Minnesota, including those within the geographic boundaries of Tribal Nations, had less access to childcare than those the Metro area. According to DHS licensing data from the Office of the Inspector General, center-based slot capacity has increased in recent years, but the increase does not equal or

¹ “University of Minnesota Child Care Access Report”; www.childcareaccess.org

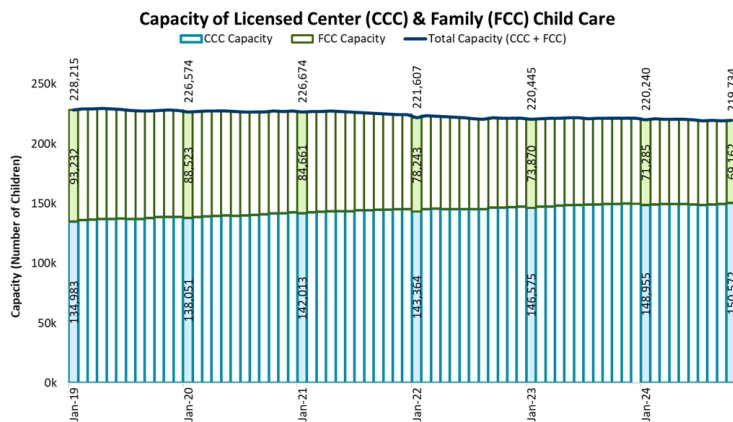
exceed the number of slots lost in family childcare. As a result, from January 2019 to October 2024 licensed childcare slots decreased by 8,481.

Percent of Families with Adequate Access to Child Care, by Geographic Location, January 2022



*Greater Minnesota includes Tribal Nations' reservation lands

Capacity of Licensed Child Care Providers



From January 2019 to October 2024, the total capacity of licensed child care providers decreased by 8,481 slots.

Child Care Centers (CCC):

- The total capacity of all licensed CCCs increased by 15,589 slots.
- In the last 12 months, capacity increased by 654 slots.

Family Child Care (FCC):

- The total capacity of all licensed FCC providers decreased by 24,070 slots.
- In the last 12 months, capacity decreased by 2,129 slots.

Data source: DHS Note: Because of reporting timelines seasonal variation is present, typically at end of CY and numbers may vary slightly from previously reported data.

There are several contributing factors to the shortage of slots including but not limited to:

- Low staff wages
- Small profit margins in early childhood care and education for providers
- High cost of space and supplies to maintain the childcare business
- Cost of insurance for providers
- Facility upgrade costs
- Finding qualified staff
- Understanding business essentials for running a childcare
- High staff turnover; challenges with retention of qualified staff
- Barriers to entry for aspiring early care and education entrepreneurs (for example, barriers to homeownership that may prevent someone from starting a family childcare program)
- Challenges for young families to afford to pay what it truly costs to run an early care and education program

One Minnesota Plan Goals Childcare Access Measure

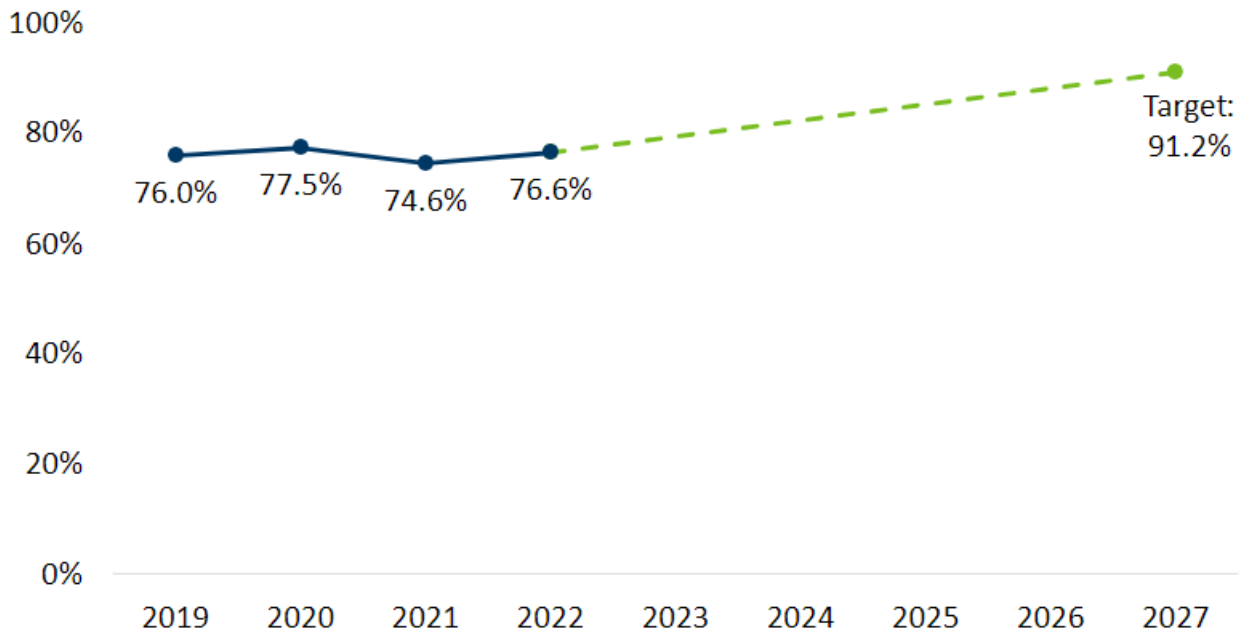
Researchers at the Department of Applied Economics at the University of Minnesota have created a family-centered measure of access to childcare² that measures how much care is available near where families with young children live. The Minnesota Department of Human Services has partnered with these researchers to support this research and to incorporate this way of measuring family access into state policymaking and evaluation efforts.

This family access measure also serves as the progress metric of the One Minnesota Plan Goal for Child Care Access by the Walz-Flanagan administration. The Results Team at Minnesota Management and Budget tracks data related to this goal and supports agencies whose work touches early care and education. As of 2022 this measure shows that 77% of families have adequate access to childcare. The administration has set the goal that by 2027 the state will increase the proportion of families with adequate access to childcare by 20 percent.³

² “University of Minnesota Child Care Access Report” <https://childcareaccess.org/>

³ “One Minnesota Plan Measurable Goals: Child Care Access” <https://mn.gov/mmb/one-mn-plan/measurable-goals/child-care-access.jsp>

Percent of Families with Adequate Access to Child Care, 2019-2022



Child Care Access Equity Areas

The Child Development Services unit in the Minnesota Department of Human Services has produced a new tool called “Child Care Access Equity Areas” that is being used as one eligibility criterion for a higher payment amount for childcare providers participating in the Great Start Compensation Support Payment Program.⁴

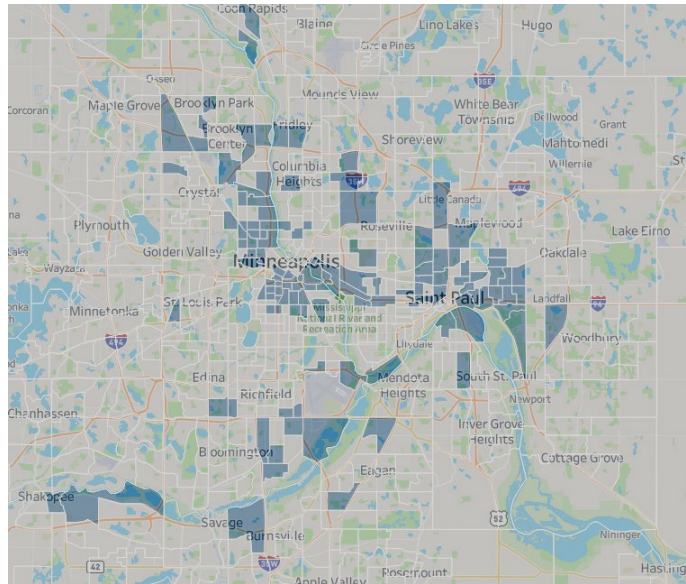
The Office of Child Care Community Partnerships is collaborating with Child Development Services to use this same tool to target DEED’s own resources and outreach. Examples include:

- Prioritize funding for applicants to the Child Care Economic Development Grant program
- Collaborating with partner organizations such as the Minnesota Initiative Foundations to focus outreach and recruitment of communities into planning efforts to address their childcare needs.
- Develop new initiatives and resources specific for those communities that fall into one of the Child Care Access Equity Areas.

The following is a description of Child Care Access Equity Areas provided by DHS:

⁴ “Great State Compensation Support Payment Program”, <https://mn.gov/dhs/partners-and-providers/grants-rfps/great-start-grants/compensation-support/>

Child Care Access Equity Areas Identified in Blue - Twin Cities Metro Area



Childcare Work Force Analysis

The workforce shortage in the childcare field is critical nationally and in the State of Minnesota. Lack of staff and low staff wages are the one of the biggest concerns of providers. Attracting people to the early childhood workforce has been a challenge. Another issue is staff gaining qualifications and moving onto public early childhood programs, which often pay better. Addressing workforce issues is critical for maintaining and expanding childcare. Building community support for childcare and early childhood with in-kind, free or low-cost space, or direct funding is a way to allow providers to put more money into staff pay or incentives.

The following is a summary of data from the 2023 Minnesota Early Care and Education Workforce Study, which the Minnesota Department of Education contracted with Wilder Research in St. Paul to complete, in partnership with the Minnesota Department of Human Services and the Children’s Cabinet.

- The total number of early childhood education workers in Minnesota is estimated to be more than 40,000. This includes licensed family childcare providers, licensed childcare center staff, Head Start/Early Head Start staff, staff at public and charter schools, and staff at license-exempt programs.
- The annual turnover rate is 30% across all positions in early care and education.
- The highest turnover rate of 38% is for teacher aides.
- 16% of early childhood educators are living below 200% of the federal poverty guidelines.
- 15% of early childhood educators rely on public benefits.
- 70% of early childhood educators identify as white or Caucasian.
- 98% of early childhood educators identify as female.
- The mean age of early childhood educators is 44.

- 86% of early educators report being covered by a health insurance or medical plan, compared to 95% of Minnesota residents under age 65.
- The early care and education workforce is highly experienced; average experience in the field ranges from 13 years for staff at license-exempt programs to 23 years for family childcare providers.
- While education levels vary by program type and role, a large majority of early educators have at least some postsecondary education, from 82% of family childcare providers to 97% of school-based early educators.

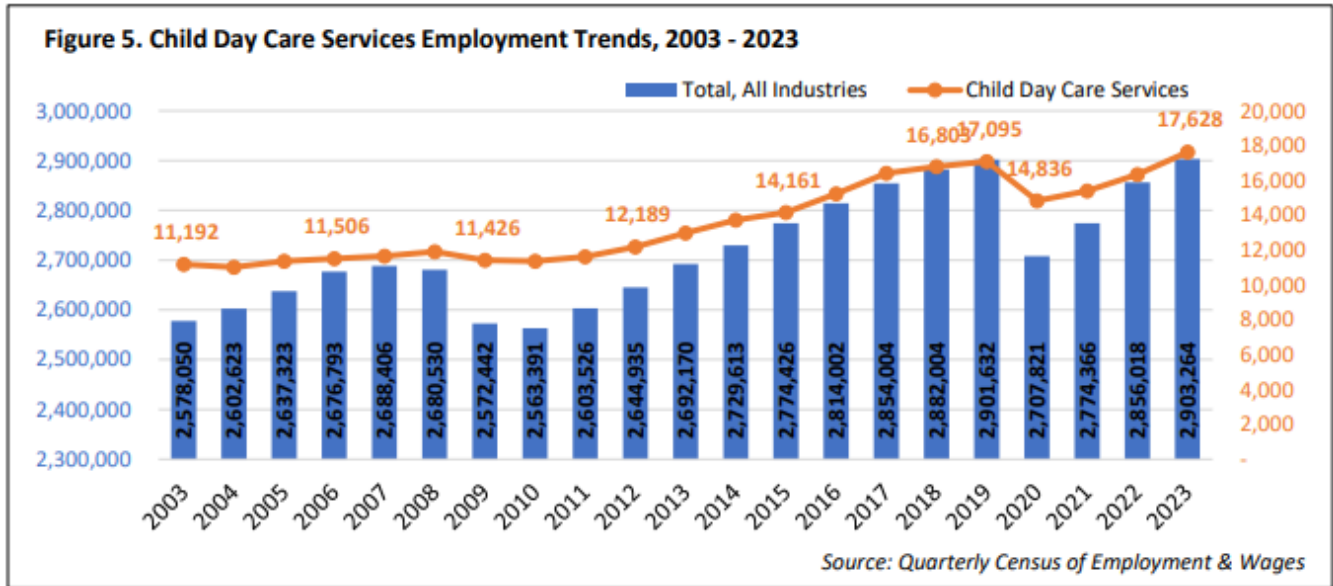
The Office of Child Care coordinated with the Labor Market Information Office for further research on demographic, employment, number of providers, wage data for providers, and other information critical for economic development. A copy of the statewide report and regional reports is available at the Office of Child Care Community Partnership website under [Reports and Resources](#). Statewide information from the Labor Market Information Office provided detailed data sets as seen below representing statewide data.

As a continued longer-term trend, the state continued to see a decline in self-employed childcare providers who are typically family childcare providers.

Table 4. Nonemployer Child Daycare Providers in Minnesota, 2019-2021					
Planning Region	2021	2020	2019	2019-2021 Numeric Change	2019-2021 Percent Change
Central	1,780	1,911	2,060	-280	-13.6%
Northeast	459	471	509	-50	-9.8%
Northwest	1,708	1,773	1,889	-181	-9.6%
Southeast	1,310	1,373	1,470	-160	-10.9%
Southwest	1,120	1,176	1,264	-144	-11.4%
Twin Cities Metro	4,472	4,802	5,190	-718	-13.8%
Minnesota	10,849	11,506	12,382	-1,533	-12.4%

Source: U.S. Census Bureau, Nonemployer Statistics

The demand for childcare workers in childcare centers has generally increased from 2003-2023.



Childcare workers in childcare centers in Minnesota are among the lowest paid professionals.

The three tables below provide key insights into Minnesota's childcare occupational landscape, focusing on employment statistics, projected trends, and the children population growth.

Table 6. Minnesota Occupational Employment & Wage Statistics, 2024				
SOC Code	Occupation Title	Estimated Statewide Employment	Statewide Median Wage	U.S Median Wage
0	Total, All Occupations	2,881,100	\$25.22	\$23.83
399011	Child Care Workers	9,270	\$15.65	\$15.05
252011	Preschool Teachers, exc. Special Educ.	10,860	\$18.78	\$18.78
119031	Education & Child care Administrators, Preschool & Daycare	1,210	\$29.48	\$26.73
211021	Child, Family, & School Social Workers	8,280	\$33.22	\$26.71
352012	Cooks, Institution & Cafeteria	8,140	\$19.29	\$17.50
439061	Office Clerks, General	56,580	\$22.85	\$20.07
111021	General & Operations Managers	76,670	\$46.78	\$49.87
259045	Teaching Assistants, exc. Postsecondary*	34,600	\$39,415	\$36,623

Source: Occupational Employment & Wage Statistics, 2024
*Only median annual wages available

According to DEED's [2020 to 2030 Employment Outlook data](#), the childcare industry is projected to gain 2,691 jobs in Minnesota over the next decade, an 18.3% increase. The increase in childcare services was significantly higher than the overall projected growth rate of 5.7% across the total of all industries in Minnesota.

Source: DEED's 2022 to 2032 MN Employment Outlook data

Table 8 Minnesota Employment Outlook, 2022-2032									
SOC Code	SOC Level	Title	Estimated	Projected	Percent	Total	Labor Force Exit	Occupational	Total Hires
			Employment 2022	Employment 2032	Change	Change	Openings	Transfer Openings	
0	0	Total, All Occupations	3,135,681	3,280,273	4.6	144,592	1,531,700	1,913,823	3,590,115
399011	6	Childcare Workers	16,517	16,941	2.6	424	12,078	15,598	28,100

According to DEED's 2022 to 2032 MN Employment Outlook Data, Minnesota is projected to see an increase in childcare worker jobs from 2022 to 2032. There is a reported 2.6 % increase in childcare Workers.

Table 1. Population Projections, 2025-2045			2025-2045 Change	
Minnesota	2025 Projection	2045 Projection	Numeric	Percent
Under 5 years	334,148	343,074	+8,926	+2.7%
5-14 years	719,410	707,249	-12,161	-1.7%
15-24 years	759,710	724,660	-35,050	-4.6%
25-34 years	743,358	778,244	+34,886	+4.7%
35-44 years	781,484	830,597	+49,113	+6.3%
45-54 years	681,854	781,369	+99,515	+14.6%
55-64 years	701,293	736,420	+35,127	+5.0%
65-74 years	622,006	554,134	-67,872	-10.9%
75-84 years	334,030	437,971	+103,941	+31.1%
85 years & over	127,107	227,679	+100,572	+79.1%
Total	5,804,400	6,121,397	+316,997	+5.5%

Source: Minnesota State Demographic Center

According to the MN State Demographic Center the population of children under 5 years old in Minnesota is projected to experience a modest increase from 334,148 in 2025 to 343,074 in 2045. This represents a growth of 8,926 individuals, or a percentage increase of 2.7% over the 20-year period.

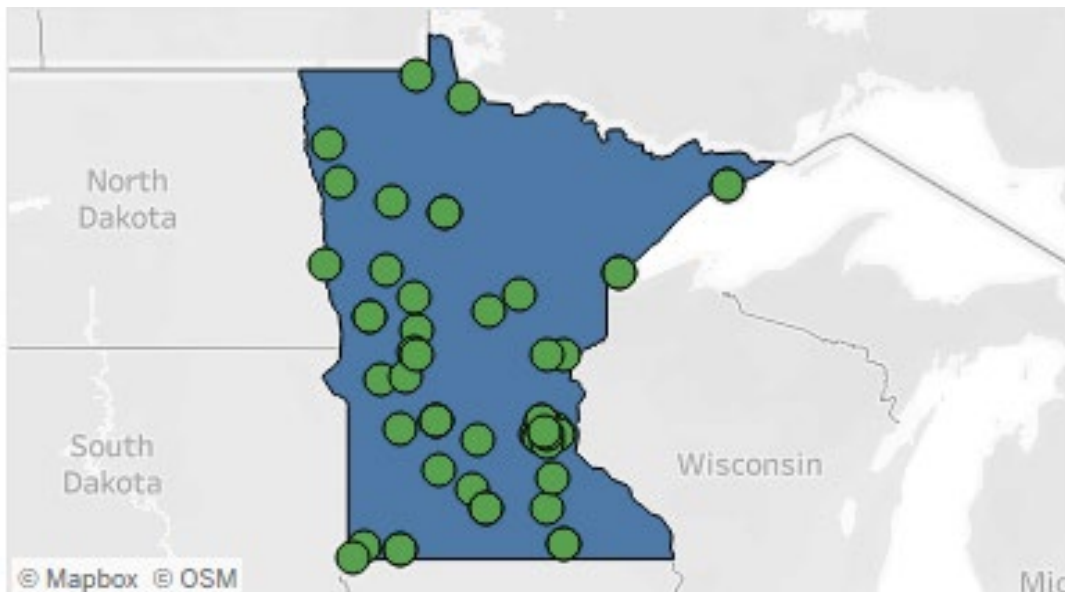
DEED's Childcare Capacity Development Programs

Child Care Economic Development Grant Program

The Child Care Economic Development Grant program provides grants to communities to increase the supply of quality childcare providers in order to support regional economic development. At minimum 50% of funding will be used outside of the seven (7) county metro area. The funds can be used to support childcare business start-up or expansion, facility modifications, training, subsidies or incentives to retain employees, improvements for licensing and assistance meeting licensing or regulatory requirements.

The Request for Proposals (RFP) for FY24 funds was release in April 2024. Grant awards were sent out in late May and early June 2024. Funding will be eligible for use until June 30, 2025. A total of \$6.2 million dollars was awarded to 21 grantees around the state. An overview of projects can be found [here](#). The amount of funding that eligible entities was increased in this round of funding to \$600,000 for multiple sites and \$300,000 for single sites. Projects utilizing FY24 funds are still in the process of completion. Several projects are implementing innovative practices that show promise for replication.

Below is a [map and listing of awards](#) in FY2024.



Organization	City	Fiscal Year	Grant Amount
Alexandria Community Learning Center	Alexandria	FY24	\$250,000
Alexandria, City of	Alexandria	FY24	\$280,000
Austin Community Charitable Fund	Austin	FY24	\$250,000
Centro Tyrone Guzman	Minneapolis	FY24	\$245,000
CLUES	St. Paul	FY24	\$250,000
Community Action Partnership of Hennepin County	Brooklyn Park	FY24	\$250,000
Cook County Public Health and Human Services	Grand Marais	FY24	\$250,000
Glacial Hills Elementary School	Starbuck	FY24	\$240,000
Healthy Community Initiative	Northfield	FY24	\$500,000
Kandiyohi County and City of Willmar EDC	Willmar	FY24	\$500,000
Lutheran Social Services of MN	St. Paul	FY24	\$100,000
Luverne, City of	Luverne	FY24	\$250,000
Northland Foundation	Duluth	FY24	\$400,000
Northwest Minnesota Foundation	Bemidji	FY24	\$400,000
Parents in Community Action	Minneapolis	FY24	\$500,000
Parkers Prairie ISD 547	Parkers Prairie	FY24	\$100,000
Pine County	Pine City	FY24	\$500,000
Prairie Five CAC	Montevideo	FY24	\$380,000
Prairie Pines Childcare Center	Fosston	FY24	\$75,000
St David's Center	Minnetonka	FY24	\$270,000
Warroad Community Childcare Center	Warroad	FY24	\$250,000

A Request for Proposals (RFP) for FY25 was released in September 2024. Proposals were due October 31, 2024. It is anticipated that grant award announcements will be made in late December 2024. A new addition to this grant round was the allowance of a non-profit to apply for up to \$500,000 to subgrant to private for profit providers, who are not grant eligible. It anticipated a minimum of 20 awards will be announced for \$6.1 million dollars.

Minnesota Initiative Foundation Child Care Partnerships Program

DEED has an ongoing partnership with the six Minnesota Initiative Foundations to support community planning efforts to sustain and increase access to childcare in their respective regional service areas. The foundations are the Initiative Foundation serving central Minnesota, Northland Foundation serving northeast Minnesota, Northwest Foundation serving the northwestern counties, Southern Minnesota Initiative Foundation serving the

southeastern part of the state, Southwest Initiative Foundation serving southwest Minnesota, and the West Central Initiative serving the western central counties (see Exhibit A for county level description of service areas). From their website “the Minnesota Initiative Foundations are strong, independent entities that are built to respond to regional needs and opportunities. Each foundation is independent and serves its region with unique grants, business loans, leadership programs and donor services.” Going forward these partnerships will be coordinated under the new Office of Child Care Community Partnerships. Each of the Minnesota Initiative Foundations has written a funding plan to serve the needs of their region to build capacity in childcare. Some of the solutions presented have included free training, grants to providers, loans, and community planning. The Minnesota Initiative Foundations all collaborate with community partners to provide early childhood services.

In the most recent legislative appropriation, each organization will receive approximately \$1.1 million dollars in SFY24 and SFY25 to support the following four objectives:

1. Facilitate planning processes for rural communities resulting in a community solution action plan that guides decision making to sustain and increase the supply of quality childcare in the region to support economic development.
2. Engage the private sector to invest local resources to support the community solution action plan and ensure quality childcare is a vital component of additional regional economic development planning processes;
3. Provide locally based training and technical assistance to rural childcare business owners individually or through a learning cohort. Access to financial and business development assistance must prepare childcare businesses for quality engagement and improvement by stabilizing operations, leveraging funding from other sources, and fostering business acumen that allows childcare businesses to plan for and afford the cost of providing quality childcare; and
4. Recruit childcare programs to participate in quality rating and improvement measurement programs. The Minnesota Initiative Foundations must work with local partners to provide low-cost training, professional development opportunities, and continuing education curricula. The Minnesota Initiative Foundations must fund, through local partners, an enhanced level of coaching to rural childcare providers to obtain a quality rating through measurement programs.

WomenVenture Partnership

DEED has a partnership with WomenVenture to support childcare providers through business training and materials that can be used free of charge to start or expand childcare business. WomenVenture will also provide grants and loans to childcare businesses. Eligible uses of the money include but are not limited to: leasehold improvements, remodeling or renovations, inventory or supplies, machinery or equipment, working capital and debt refinancing.

Greater Minnesota Child Care Facilities Capital Grant Program

The Greater Minnesota Child Care Facilities Capital Grant Program was established under 116J.417⁷ in the 2020 legislative session by 2020 Minnesota Laws, 5th special session, Chapter 3, Article 5, Sec. 4⁸. The program was unfunded at the time. No appropriations were made available for the program until the 2023 session under 2023 Minnesota Laws, Chapter 72, Article 1, Sec. 21, Subd. 5 in the amount of \$900,000 from general obligation bond funds⁹. This program is expected to launch after January 1, 2025.

Purpose

The purpose of the greater Minnesota childcare facility capital grant program is to keep or enhance jobs, increase the tax base, or expand or create new economic development in the area in which the grants are made, by providing facilities for the childcare necessary to support workers and their families.

This program will offer two types of grants contingent on the availability of funding; general obligation bond grants to political subdivisions and general fund grants to private childcare providers. As of this report date no general fund appropriations have been made available for this program.

Maximum Grant Amount

Grants must not be awarded for more than \$500,000 per project or more than \$2,000,000 in two years to an applicant for one or more projects in the same city or county.

Eligible Uses

A grant may be used to acquire land or an interest in land, predesign, design, renovate, construct, furnish, and equip facilities in which to provide childcare or for other childcare facility improvements that support the purposes for which this grant program is established. Money from the account in the general fund may also be used to upgrade or expand existing nonprofit childcare facilities for purposes of meeting state requirements.

⁷ “Minnesota Statutes 2023, 116j.417” <https://www.revisor.mn.gov/statutes/cite/116J.417/pdf>

⁸ “Minnesota Laws 2020, Chapter 3, 5th Special Session”
<https://www.revisor.mn.gov/laws/2020/5/3/#:~:text=Sec.%204.%20%5B116J.417%5D%20GREATER%20MINNESOTA%20CHILD%20CARE%20FACILITY%20CAPITAL%20GRANT%20PROGRAM.>

⁹ “Minnesota Laws 2023, Chapter 72”
<https://www.revisor.mn.gov/laws/2023/0/Session+Law/Chapter/72/#:~:text=Subd.%205.%20Greater,Statutes%2C%20section%20116J.417.>

All projects must increase childcare capacity in the community that is served by the provider and meet all state requirements for childcare facilities or programs.

This program is in the early planning stages of deployment. DEED expects this program to begin solicitation of proposals for funding after January 31, 2025.

Proposed Legislative and Policy Initiatives

DEED supports recommendations from the Minnesota Business Vitality Council (MBVC) report, recommendations from the 2023 Early Care and Education Workforce Study, the Great Start for All Minnesota Task Force Final Report, and the 2023 Minnesota Child Care Cost Modeling Report. Recommendations from the Office of Child Care Community Partnerships include supporting cross sector community partnerships, alignment with other department goals at the State of Minnesota, engaging with private partners to expand capacity, and addressing workforce challenges.

A sample of recommendations include the following:

- Establish a regional childcare facility fund.
- Ensure community planning and funding that increase innovation unique to the community.
- Offer tax incentives to employers for investment in childcare.
- Provide childcare workers with young children automatic eligibility for CCAP.
- Support Facility Revitalization grants for family childcare and center providers.
- Coordinate with DHS licensing, state fire marshals and others groups to identify viable and feasible facilities for special license family childcare and center based care.
- Build community and business buy-in for resolving childcare issues at local levels.
- Increase mixed delivery systems.
- Endorse business support to obtain and retain workers through multiple methods including the childcare pipeline.
- Utilize the Office of Child Care Community Partnerships as a place for business, childcare business, and communities can turn to when they are struggling with childcare.
- Support ways to increase wages or incentives to obtain and retain staff.

Childcare is part of a broad system of early childhood care and learning opportunities for our youngest Minnesotans. Due to a variety of factors, including the typically small scale of childcare programs, critical health and safety requirements around facilities and staffing ratios, and centrality of staff to providing care, there are limited options when it comes to reducing the cost of providing childcare¹⁰ which reduces the ability to make a profit. To maintain budgets, staff wages have been kept stagnant or low to offset other early childhood business expenses. A broad spectrum of support is needed to stabilize this critical service industry. The goal of the Office of Child Care Community Partnerships is to facilitate conversations and partner with community to generate

¹⁰ [Minnesota Business Vitality Council - Child Care Business Supports Working Group \(mn.gov\)](#)

possible solutions to build capacity across the state. Early childhood education and care is business that is necessary to support the workforce and keep communities thriving.

For More Information

Center for Rural Policy and Development ruralmn.org (February 2021) *Child Care in Rural Minnesota After 2020: A Unique Opportunity*

Great Start for All Minnesota Children Task Force Report (February 2023)

Minnesota Business Vitality Council (April 2022) *Child Care Business Supports Working Group: Final Report and Recommendations*. [Minnesota Business Vitality Council - Child Care Business Supports Working Group \(mn.gov\)](https://mn.gov/business-vitality-council/child-care-business-supports-working-group/)

Minnesota DHS, Minnesota MDE, Governor’s Children’s Cabinet and Wilder Research (December 2023) *Minnesota’s Early Childhood Educators: 2023 Statewide Study of the Demographics, Workforce Supports and Professional Development Needs of the Early Care and Education Workforce*.

Minnesota Department of Human Services (October 2023) *2023 Child Care Cost Modeling Report*.

University of Minnesota Child Care Access Data. [Home - Child Care Access](#)

Exhibit A: Minnesota Initiative Region Service Areas

Minnesota Initiative Foundation	Region	Service Area
Initiative Foundation	Central	Benton Cass Chisago Crow Wing Isanti Kanabec Mille Lacs Morrison Pine Sherburne Stearns Todd Wadena Wright
Northland Foundation	Northeast	Aitkin Carlton Cook Itasca Koochiching

		Lake St. Louis
Northwest Minnesota Foundation	Northwest	Beltrami Clearwater Hubbard Kittson Lake of the Woods Mahnommen Marshall Norman Pennington Polk Red Lake Roseau
Southern Minnesota Initiative Foundation	Southern	Blue Earth Brown Dodge Faribault Fillmore Freeborn Goodhue Houston Le Sueur Martin Mower Nicollet Olmsted Rice Sibley Steele Wabasha Waseca Watonwan Winona