



Establishing the Department of Children, Youth, and Families

Transition Report to the Minnesota Legislature

03/01/2024

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As requested by Minnesota Statute 3.197: This report cost approximately \$3,638.16 to prepare, including staff time, printing and mailing expenses.

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Introduction

Our state depends on the success of Minnesota children, youth, and families. Although Minnesota frequently ranks as a top state in which to live and work, this is not true for every child. Our systems have not led to equitable outcomes for our children, and today race, ZIP code, and income are too often determinants of opportunity. State leaders have been charged with the opportunity and responsibility to think differently and improve the effectiveness of services for children and families who need them most.

For years, leaders have heard from families, local service providers, and educators that the early childhood community needs a dedicated agency; that youth need a clearer voice in government structures; and that the breadth of authority assigned to some state agencies dilutes their ability to focus on children and families. Governance reports and cross-agency coordination have made the case for additional alignment around this priority. And more than half of states across the country have state agencies centered on children.

In 2023, Governor Walz and Lieutenant Governor Flanagan worked with the Minnesota Legislature to propose and pass legislation establishing the Department of Children, Youth, and Families (DCYF): a permanent state agency and commissioner focused on elevating children and families in policy and budget decisions.

The creation of DCYF is a bold plan to realign state government to better coordinate and resource the systems that service children, youth, and families, investing in the vision and mission that Minnesota is a state where all children can – and do – thrive. Bringing together programs from the Departments of Education, Health, Human Services, and Public Safety, DCYF will:

- Align outcomes and pursue equity for children, youth, and families across state government
- Elevate the policy priorities and funding needs of children, youth, and families in budgeting and policy decision-making
- Focus with local partners on improving the front door for services, with a goal to ease access and navigation for families
- Sharpen the focus of all impacted state agencies to best address the issues central to the people they serve

The legislation implementing DCYF created a two-year transition process, beginning July 1, 2023, to transfer identified programs and associated finances and functions to the new agency. The project management and planning associated with the transition is led by the DCYF Implementation Office, housed at Minnesota Management and Budget, with workstreams charged with particular planning areas and overseen by leadership from a cross-agency DCYF Implementation Steering Team.

The authorizing legislation also required a report from the commissioner of Minnesota Management and Budget on the “status of work related to establishing and setting up the Department of Children, Youth, and Families,” addressing the completed, ongoing, and anticipated work, engagement, and decision-making associated with creating the new agency. The following report includes details on the work to establish DCYF, including identifying a short-term facility, posting knowledge transfer positions at the Department of Human Services, drafting a DCYF leadership and organizational structure, and outlining a planned timeline of program transfer, as

well as ongoing planning across six chartered workstreams. As implementation continues, the commissioner of the Department of Children, Youth, and Families will submit quarterly reports on transition progress between October 2024 and July 2025.

On July 1, 2024, the Department of Children, Youth, and Families will be established with a commissioner in place appointed by Governor Walz and program transfers beginning. Throughout the transition, the priority is to prevent any disruption to the services Minnesotans rely upon to survive and thrive and to build a strong foundation for the new agency to deliver on the vision of making Minnesota the best state for children and families. These values and goals build on a focus to identify and recommend opportunities for innovation, transformation, and responsiveness, including in current planning for the organizational structure, culture-building, and ongoing engagement of this new agency, and will continue to be pursued throughout and beyond the transition.

As detailed in this report, the work of this transition is grounded in partnership and collaboration across impacted agencies; deep engagement with those impacted and involved in the transition, including families, communities, service providers, local governments, labor partners, and state employees; and careful planning for the short-, mid-, and long-term needs of the new agency. These dedicated implementation resources are in place through June 30, 2025, but the possibility of this realignment of state resources is an investment for years to come.

The systems that serve children and families can, should, and need to support better outcomes for each and every family that calls Minnesota home. The establishment of a new child-centered agency is an opportunity to create a permanent champion for children, a clear front door for families and those who serve them, and a leader in changing systems to work better for the people who rely on them and the providers who deliver them.

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Legislative Direction

The Department of Children, Youth, and Families (DCYF) establishing statute provided authority and resources to support creation, alignment, and launch of a two-year process of moving core child, youth, and family support programs to the new agency to be established on July 1, 2024. The law:

- Funds an implementation office and transition fund
- Establishes the Department effective July 1, 2024, with a Commissioner appointed on the same day
- Adds the Department to existing authorities and establishes administrative controls of the Commissioner
- Directs the transfer of core programs between July 1, 2024, and July 1, 2025
- Provides employee protections
- Requires engagement
- Requires a report to the legislature in March 2024 on a series of deliverables
- Requires quarterly reports regarding status of transfers during the transfer period
- To the extent not prohibited by law and until July 1, 2027, allows data sharing from programs named to be transferred between the affected agencies for the purposes of coordination of services and transfer of programs
- Creates a systems account (modeled after an existing Department of Human Services (DHS) system account) to enhance computer systems necessary for the efficient operation of the programs
- Provides instructions to the revisor

Specifically, the legislation directed the core programs identified to move into the new agency from the Departments of Education, Human Services, and Public Safety:

- Child care and early learning programs
- Child Support, Child Safety and Permanency, and other family-focused community programs
- Economic support and food assistance programs
- Youth opportunity and older youth investments

A detailed list of programs identified to transfer by current divisions within agencies is in Appendix B, including updates made by the Governor's Office in partnership with the Implementation Office and impacted agencies.

The legislation appropriated \$20,341,000 in FY 2024-25 and \$7,042,000 in FY 2026-27. This funds:

- A two-year planning process, including required engagement, through an implementation office and transition appropriation (\$11,931,000 in FY24 and \$2,066,000 in FY25 to MMB)
- The executive team of the new agency (\$823,000 in FY24 and \$3,521,000 annually ongoing)
- An upgrade of the cost allocation plan to leverage federal resources and execute knowledge transfer (\$2,941,000 in one-time general fund appropriation in FY2024 to DHS)

Based on years of feedback around needed investments and prioritization of and for children and families of Minnesota and the input of state agency leaders, local service providers, and families, the Walz-Flanagan Administration proposed the legislation and funding in the 2023 Governor’s Budget. Representative Dave Pinto, Chair of the House Children and Families Finance and Policy Committee, and Senator Melissa Wiklund, Chair of the Senate Health and Human Services Finance Committee, authored the bills establishing DCYF and funding the transition that eventually was passed and signed into law in the 2023 Health and Human Services Omnibus Budget.

The DCYF establishing language and corresponding directives can be found in [Minnesota 2023 Session Law, Chapter 70](#). Provisions on definitions, commissioner duties, state and county systems account establishment, and rulemaking have been published in [Minnesota Statutes, Chapter 142A, The Department of Children, Youth, and Families](#). Included in the legislation was instruction to the Revisor’s Office, in coordination with the commissioners of Minnesota Management and Budget and the Departments of Human Services, Health, Education, and Public Safety, to draft legislation by February 1, 2024, that includes the necessary statutory updates to transfer responsibilities, authorities, and the related operational functions needed to implement the new agency in accordance with the establishing legislation. On January 31, the Revisor’s Office delivered the draft bill to Rep. Pinto, the House Children and Families Finance and Policy committee ranking minority member Rep. Brian Daniels, Sen. Wiklund, and the Senate Health and Human Services Finance committee ranking minority member Sen Paul Utke.

The DCYF establishing legislation created the framework for the transition to the new agency and funded the DCYF Implementation Office structure, processes, and ongoing work that is summarized in this report.

About the Department of Children, Youth, and Families Implementation Office

The Department of Children, Youth, and Families Implementation Office, housed at Minnesota Management and Budget (MMB), provides project management, coordination, and capacity for the budget, policy, and administrative planning to transfer programs centered on children and families, and associated finances, to the new agency. The Implementation Office launched on July 1, 2023, and will complete final transition preparations and end its work on June 30, 2025.

The Implementation Office is comprised of a team of approximately 12 full-time equivalents with roles in project management, labor relations, legal analysis, communications, and engagement. The team leads six workstreams with cross-agency membership to make recommendations for the new agency to the DCYF Implementation Steering Team. MMB has worked diligently to bring on strong, agile capacity to meet the deadlines in the authorizing legislation and to build cross-reporting and shared functions to leverage the expertise of MMB across enterprise operations.

DCYF Implementation Steering Team

The implementation of the Department of Children, Youth, and Families is guided by the DCYF Implementation Steering Team. Co-chaired by Erin Bailey, executive director of the Children’s Cabinet at MMB, and Tikki Brown, assistant commissioner for Children and Family Services at the Minnesota Department of Human Services (DHS), the steering team includes representatives from the Governor’s Office; MMB; the Commissioner’s Office, Children and Family Services, and the Office of Inspector General at DHS; the Office of Teaching and Learning at the Minnesota Department of Education (MDE); the Office of Justice Programs at the Minnesota Department of Public Safety (DPS); Child and Family Health at the Minnesota Department of Health (MDH); and Minnesota IT Services (MNIT). The members of the steering team serve as representatives of their agencies to guide the transition planning process and implementation, as well as engage with agency leadership and staff to keep impacted programs and people informed. The purpose of utilizing a steering team is to build transparency, partnership, and teamwork into the building of a new agency in the absence of this agency and commissioner being in place.

Structure and Process

The DCYF Implementation Office, as authorized and funded in 2023 Minnesota Session Law, Chapter 70, is a two-year temporary office housed at MMB. The Implementation Office is charged to work in partnership with state agencies on the planning, coordination, and the wide-ranging implementation requirements for the creation of the new Department of Children, Youth, and Families on July 1, 2024. The team is responsible for leading these comprehensive efforts, incorporating a focus on equity, internal and external engagement, communications, legal analysis, and labor relations.

Team members lead six workstreams that are designed to plan for and address the operational details, policies, leadership, and infrastructure necessary to transfer programs and create and launch a new department of state government. The workstreams cover topics and work under the umbrellas of: Budget and Finance; IT and Data; Legal and Compliance; Organizational Planning; Staffing and Labor Relations; and Vision for Policy and Equity. Each workstream consists of leaders and staff from impacted agencies including DHS, MDE, DPS, MDH, and MNIT, as well as central services agencies such as MMB and the Department of Administration.

The workstreams meet regularly and as needed to plan for and develop infrastructures, services, strategies, policies, systems, and other implementation factors required for DCYF. The governance is structured so that the six workstreams make recommendations to the DCYF Implementation Office, which leverages the DCYF Implementation Steering Committee for cross-agency awareness and decision-making.

The Implementation Office also has dedicated staff and functions for engagement with Tribes, counties, state employees, labor partners, service providers, community organizations, and impacted families. The teams responsible for outreach and engagement collect perspectives that feed into the planning and implementation processes across the workstreams.

Engagement

The statute establishing DCYF and the two-year transition process requires “regular engagement with leaders and staff of state agencies, county and Tribal governments and school districts about the creation of the department and the transfer of programs; responsibilities; not public data as defined in section 13.02, subdivision 8a; and personnel to the department.”

The work of the Implementation Office’s Engagement and Equity team is guided by intentional partnership with advisory boards and councils; Tribes and tribal programs; local and county governments; practitioners; education partners; labor partners; community-based organizations; advocates; families with young children and youth; and state leaders and employees. The Engagement and Equity team is comprised of engagement leads related to counties, Tribes, education, community and family partnerships, and coordination.

The continued success of the engagement strategy relies on leveraging the experience and relationships of contracted support holding county, Tribal, child care, and early education experience, as well as internal partners with relevant expertise – like the Children’s Cabinet and program staff and directors from impacted agencies (DHS, MDE, DPS, MDH) – and cross-agency convenings and structures. One way the Implementation Office leverages agency expertise is by asking that agency staff serve as ongoing connectors to advisory boards and councils most closely connected to the programs and services identified to transfer to DCYF and facilitate feedback loops between these board and council members and the Implementation Office. The engagement strategy is designed to encourage program staff and directors from impacted agencies to help drive the visibility of the new agency in the communities impacted by the transition.

In the early stages of the Implementation Office’s engagement planning, the team pursued a layered outreach strategy – beginning first with creating open lines of communication with parents and caregivers, professionals, advocates, and community organizations represented on the state’s advisory boards and councils, then expanding out to include ongoing engagement with the wider universe of impacted populations. This strategic approach supported the team to both provide updates on DCYF and solicit input on the transition. In partnership with staff and directors from impacted agencies and the Children’s Cabinet, the Implementation Office identified 14 advisory boards and councils whose membership and scope most closely aligns with DCYF. For the duration of the transition, in partnership with impacted agencies, the Implementation Office intends to provide regular updates on the transition to these board members; gather feedback on DCYF’s vision, organization, leadership, and service coordination and delivery; and create transparent feedback loops in DCYF preparations.

To center the experiences of and recommendations from each of these communities in the preparations for the new agency, the Implementation Office’s strategy is designed to capture the voices, lived experiences of, and recommendations from those who both deliver and receive the programs transferring to DCYF. These engagements inform the considerations and decisions of each workstream – particularly where it concerns DCYF’s goals for improving program access, navigation, coordination, and delivery. Additionally, the Implementation Office is taking great care to elevate the perspectives of parents and caregivers – particularly those caring for children who have disabilities – at every stage of the planning process.

Engagement efforts are tracked to understand when, where, how, and with whom conversations are taking place to inform the new state agency. From July – December 2023, the Implementation Office participated in and/or organized 141 meetings and listening sessions with counties, school districts, community organizations, and impacted agencies. Also in 2023, DCYF was included as a topic by state agencies for consultation with 11 Tribes that share geography with Minnesota, and the Implementation Office attended a number of these agency-led consultations.

Community Engagement

Regular, ongoing connection with diverse partners from across the state is central to the Implementation Office’s engagement strategy. Meaningful community engagement relies heavily on capturing the experiences and recommendations from families with young children and youth, advisory boards and councils, community-based organizations, advocates, members of the early childhood and youth workforce, and other community members impacted by the creation of DCYF. Planning for the new agency is then informed by feedback and perspectives directly from those that DCYF seeks to serve. It is important to note that there is always more engagement that can be done, and additional voices to bring into designing and implementing the work of government. This section and summary are not intended to say the engagement is complete – throughout the transition, the goal will always be to strive to reach more families and incorporate more community voice.

Families and Communities

In 2023, in its first six months, the Implementation Office organized or attended 55 meetings with more than 850 parents and caregivers; members of state advisory boards and councils; leaders and staff from community-based organizations directly connected to families and other local service providers; organizations representing the child care, early learning, and youth professional workforce; and advocates championing the needs and priorities of children, youth, and families.

These engagements took the form of presentations, listening sessions, site visits, community meetings, and surveys to capture community input. Diversity in race, ethnicity, identity, lived experience, and location were and continue to be key considerations in all Implementation Office engagements, as these varied experiences and perspectives more holistically inform the long-term visioning for the new agency.

While there were hundreds of individual experiences shared with the Implementation Office through engagement, common themes soon emerged from these meetings, revealing the issues top of mind for those impacted by the transition and their recommendations for improving the programs and services identified to transfer to DCYF. Individuals impacted by the programs and services moving into the new agency shared the following insights.

- **Families face challenges navigating state-level programs and systems with limited knowledge of the resources available to them.** With Tribes, counties, school districts and other local partners working in coordination with state agencies to deliver early learning, child care, economic support, and youth services, families – and in some cases practitioners and providers – find it hard to understand and navigate the systems supporting them. When informed about the transition to DCYF, many individuals

expressed they are hopeful and eager to realize the changes intended by increased coordination and alignment, but at the same time, this transition has elevated that many are confused about how programs are currently administered statewide. The transition is an opportunity for the Implementation Office – and eventually the new agency – to think innovatively about how providers and families are equipped with more clear, comprehensive information about who delivers programs; how they are accessed; how responsibility is shared between local, state, and federal systems; and where to turn for help.

- **Families and service providers face complex, compounding challenges that limit their ability to effectively access and deliver services.** Parents and caregivers face consistent hurdles knowing, understanding, and accessing programs and services available to them and their children due to compounding factors like language barriers, geographic location, lack of transportation, income, and family trauma. On the other hand, local providers often lack necessary supports to effectively address these compounding needs, like interpreters; a highly trained and fully staffed workforce in every part of the state; flexible funding streams that allow providers to address barriers to accessing their services, like consistent transportation; and the generational, highly prevalent impacts of mental health and housing instability on whole families.
- **Communities in Greater Minnesota feel left behind amidst lack of programs and services in their communities.** Those representing rural communities emphasized the need for equitable access to early learning programs and services in their communities. They urged DCYF to bring renewed attention to the lack of early education and child care professionals in smaller towns across the state and implement strategies that will support reliable and high-quality early learning programs and services statewide.
- **Youth need a clearer voice in state government.** Young people themselves, and advocates representing their interests, were united in articulating how critical it is that youth need a clearer voice in state government. The creation of the new agency provides an opportunity to reimagine how state government can better integrate this population in the continuum of programs serving children and young people at every stage of their development. They recommended that one initial way to demonstrate greater dedication at the state-level to young people is by creating a visible office – with high-level leaders – responsible for coordinating within DCYF and across agencies on efforts to realize improved, more equitable outcomes for youth served by our systems.
- **Families should be engaged as equal partners.** Families and educators alike shared how much of an asset parents and caregivers are in helping articulate their and their children’s needs and the investments most needed to improve the communication, coordination, delivery, and effectiveness of the programs available to them. Many pointed out that DCYF’s goal of being a “front door service” should include asking families directly what exactly they need in family-centered service delivery, particularly as it relates to cultural accessibility, navigation, and agency responsiveness, so that parents and caregivers have a hand in determining what barriers stand in the way of them making the most informed decisions about their children.
- **DCYF needs articulated, actionable equity goals.** Knowing that Minnesota has some of the widest disparities in outcomes for children – particularly Black and Native children – the new agency and its leadership must clearly articulate actionable equity goals they intend to champion and achieve, especially as it concerns understanding who does and does not have access to DCYF’s programs and

services; how the experiences of historically underserved communities are being centered in the new agency's organizational structure; how their experiences navigating the system can be improved; the policy and funding decisions being elevated to support children and families of color; and how the agency plans to implement culturally appropriate program and service delivery, as defined by families.

- **DCYF needs a steady leader, and leadership team, reflecting the communities the agency serves.** To effectively understand the needs of the children, youth, and families the agency will serve, advocates emphasized that DCYF's new leaders should have lived experience in one or more of its systems and have a clear, long-term vision for the new agency that includes an emphasis on investing in upstream services that result in better outcomes for children throughout their development.
- **DCYF needs visible leaders championing policy and funding priorities specific to Black children, youth, and families.** Often overrepresented in downstream services and underrepresented in access to early, high-quality investments, Black children and youth experience some of the greatest disparities in Minnesota. The Implementation Office heard consistently from communities that Black children, youth, and families need “a narrowly tailored solution, and not a one-size fits all approach” and that DCYF needs a leader – outside of an Equity Office – accountable for driving policy and funding decisions intended to realize greater investments in and more equitable outcomes for Black families. This coordination is needed across the areas of early learning, child welfare, health and well-being, and youth justice, as well as across agencies to better align these investments with other programs and services serving Black families throughout state agencies.
- **DCYF offers new opportunity to help coordinate and invest in innovation at the local level.** Many individuals and communities statewide shared innovative partnerships and service delivery models they either coordinate, as local service providers, or benefit from, as families. DCYF has the opportunity to learn from, elevate, and invest in innovations in program and service delivery at the local level that are creatively meeting the needs of children and families.

Improving Services for Children who have Disabilities

The Implementation Office's engagement plan includes focused, ongoing outreach related to the needs of children who have disabilities. The input and recommendations from these families and communities are helping inform key decision points related to DCYF program coordination and delivery as well as culture, policy, funding, and leadership.

Between July and December 2023 – often in partnership with DHS, MDE, state advisory boards and councils, educators, community organizations, professional organizations, and advocates – the Implementation Office organized or attended 29 meetings and listening sessions with more than 700 early childhood special education professionals; members of state advisory boards and councils; leaders and staff from disability and mental health organizations; and advocates and providers directly connected to parents and caregivers.

The Implementation Office is also partnering with MDE and its Interagency Coordinating Council on Early Intervention to distribute a survey to parents and caregivers with children who have disabilities that will help further understanding of key needs from this community and provide another opportunity to collaborate on how systems can be improved to meet their needs. The Implementation Office intends to work with impacted agency partners to offer other state advisory boards and councils the same opportunity to those they represent.

Across most conversations with those representing children who have disabilities and/or mental health diagnoses and their families, a clear sentiment shared is the opportunity to dramatically shift the narrative and lead coordinated efforts to de-stigmatize what it means to have a disability or mental health diagnosis and combat the isolation and shame many parents and caregivers carry while navigating the options available to them.

As one advocate shared with the Implementation Office:

“Parents and caregivers are often left to be their biggest advocates, while navigating highly emotional situations. It is easy to look at a family in crisis and blame bad parenting – but we absolutely can’t when waitlists are long, and services aren’t available where they live. Our systems can’t just send kids home and hope for the best.”

Some of the other most shared experiences and recommendations with the Implementation Office from the disability and mental health community related to service navigation, coordination, and delivery include:

- **Families with children who have disabilities and mental health challenges need greater visibility at the state level.** The needs of children who have disabilities and mental health diagnoses have been underinvested in. Families bear the weight of being aware of and navigating complex, confusing systems in the absence of a high-level leader within state government focused on this population and coordinating within and across agencies on their needs.
- **DCYF needs leaders coordinating within and across agencies on disability and mental health priorities.** The new agency provides an opportunity to elevate children who have disabilities or mental health diagnoses in the agency’s organizational structure by creating positions for high-level leaders at DCYF, tasked with coordinating both within the agency and across agencies on issues of greatest concern to these children and families. Feedback stressed the importance of DCYF leadership who possesses a comprehensive understanding of the services they provide, the multifaceted challenges they face, and the ability to direct collaborative efforts across partners to better support both their workforce and families.
- **Special education teachers urge greater investments in and supports for a diverse, professionalized, highly trained workforce.** In every conversation with Early Childhood Special Education (ECSE) professionals, teachers, and supervisors, they emphasized how the workforce shortage of qualified, diverse ECSE educators limits their ability to holistically support children ages birth to three with disabilities, in part due to: the high number of referrals to their services without corresponding capacity; closures of training programs in higher education institutions; an increasing reliance on ECSE professionals to respond to broader family needs, in the absence of a sufficient social worker workforce; and low wages, which is particularly acute in rural areas. Educators are hopeful that DCYF will take an active, leadership role in outlining a strategic plan that includes comprehensive support systems to ensure the availability of well-compensated, fully staffed, and highly skilled professionals in the early childhood education sector.
- **Communities need proactive, intentional communication about the early intervention services available to them.** A sentiment shared by parents and caregivers within the disability community was a need for proactive, intentional communication from state agencies and partners that equips parents and caregivers with a better understanding of the early intervention supports available to them and their

children. One ECSE educator shared with the Implementation Office that in their experience, “there is a lack of clarity among some pediatricians, medical professionals, school district administrators, and social workers about the necessary qualifications for accessing Part C services” which can result in inadequate or incorrect information being shared with families; families learning about their eligibility too late; and/or families being tasked with navigating complex systems on their own, particularly when the transition from Part C to Part B services can be confusing for parents and caregivers. Parents, caregivers, and providers stressed the opportunity this presents for DCYF to help lead a coordinated effort to increase public and provider awareness of Part C services and support local partners in more effectively supporting children and families through these critical programs.

- **DCYF needs a clear plan for integrating disability services across agencies.** Many conversations with those in the disability community included discussions of programs and services not transferring to DCYF – like children’s mental health, the Early Intensive Developmental and Behavioral Intervention (EIDBI) benefit, and Part B 619, for example. Advocates stressed that intentional coordination between DCYF and agencies like MDE and DHS will be incredibly important as families do not experience needs in isolation, often relying on programs across agencies to get the help they need.

Early Care and Education

A central goal of creating DCYF is to better align early childhood programs, streamlining and improving services and outcomes for the children and families who rely on these programs, and coordinating the supports available across early education systems, providers, and local partners – like school districts – who educate the youngest Minnesotans.

For many years, the early care and education community has shared a desire for an agency dedicated to their needs and priorities. Through their advocacy, DCYF is a product of their decades of work, so it remains critical that their expertise, leadership, and input is reflected in the Implementation Office’s considerations for the new agency.

Between August and December 2023, the Implementation Office attended more than 20 community meetings that convened current and former early educators, counties, Tribes, community-based organizations, and advocates. The meetings focused on shared priorities for enhancing coordination within and support for the early care and education community to share updates from the Implementation Office and create ongoing feedback loops with early care and education leaders. The Implementation Office continues to host and attend regular advocate meetings to share updates, ask for feedback, and incorporate engagement into transition planning.

Some of these community meetings included listening sessions developed in partnership with Kids Count on Us (KCOU) to reach child care providers across the state. Between October and December 2023, more than 130 school-based, home-based, and center-based child care providers from across the state attended six listening sessions with the Implementation Office, Children’s Cabinet, and KCOU community organizers to share their experiences caring for children and supporting their families. Additional sessions occurred in partnership with the Children’s Cabinet specifically for family child care providers in late November and early December 2023.

The state has also partnered with Indigenous Visioning to provide additional early care and education connections and engagement sessions, including a focus on Indigenous communities and Tribes.

Another way the Implementation Office engages with educators is through listening sessions organized in partnership with MDE and in some cases professional education organizations. Between October and December 2023, the Implementation Office organized seven listening sessions where over 400 current Early Childhood Family Education (ECFE) and Early Childhood Special Education (ECSE) educators and supervisors shared their perspectives on the new agency and their ideas for elevating their programming at the state-level.

Over the course of 1.5 to 2 hours, ECFE and ECSE educators and supervisors employed by school districts had the opportunity to learn more about the DCYF transition process; ask questions of Implementation Office and MDE staff; and engage in an open, thoughtful conversation on how to leverage this historic opportunity to drive better outcomes for children, youth and families and enhance the State's support systems for the early learning workforce.

For many early care and education providers, the creation of the new agency provides an opportunity to reevaluate the level of support for the critical programs and services they deliver to children and families statewide. These educators shared with the Implementation Office that:

- **The early care and education workforce needs intentional, coordinated investments in their capacity to deliver high-quality services.** The early care and education workforce has been overworked and undervalued, regularly facing persistent staffing and retention challenges amidst a growing number of children and families who need their services, particularly those in rural communities, from lower-socioeconomic households, and for whom English is a second language. The new agency offers an opportunity for investments in the early care and education workforce to thrive and grow.
- **There is an affordability crisis for early care and education in Minnesota, which is echoed across the country.** Providers underscored the persistent issue of cost – in addition to regional availability – being one of the largest barriers to child care for families. Many urged increases to income qualifications for Early Learning Scholarships and the Child Care Assistance Program (CCAP) as more families face economic insecurity, housing instability, and other co-occurring challenges.
- **Families with children who have disabilities and mental health challenges need greater visibility at the state level.** The early care and education workforce echoed the same desire as the ECSE workforce to give greater visibility to children who have disabilities and mental health diagnoses at the State and direct greater investments in the programs, services, and systems supporting them.
- **DCYF needs to support local partners with increasing and streamlining funding for early learning programs.** In addition to urging DCYF to prioritize increasing funding for early learning programs, educators also emphasized the need to both “align early learning program’s funding in school districts with child care and make it less confusing for families to access the myriad of scholarships available to them that do not always cross over to school-age care.”
- **The new agency should break down silos between services within and across agencies.** Early learning programs at the state level should be organized in a way that breaks down silos; encourages cross-division and cross-agency coordination and collaboration; centers the experiences of children and

families in how programs are delivered; and promotes sharing of emerging learnings and innovation, including innovation happening in school districts and communities statewide.

- **DCYF has the opportunity to strengthen child care and early education mixed-delivery systems.** Families, early educators, and advocates continue to underscore the need for a strong, robust, comprehensive mixed-delivery system – managed in partnership between relevant state agencies and local partners. The system needs to make it easier for families to navigate the early care and education programs serving young children, proactively recognize the myriad of interconnected supports families need, and address those needs.
- **DCYF requires visionary leadership.** The commissioner and executive leadership team at DCYF should be able to clearly articulate a vision for the agency that understands the experiences of young children and families and the early learning educators who support them and reflects their needs in the agency’s funding and policy priorities.
- **There is a need for coordinated messaging around the benefits and access to early care and education programs.** Many early educators feel burdened by both having to provide high-quality education to children and families while also working overtime to think of new ways to inform medical professionals, community organizations, and the eligible members of the community at-large about the value of their programming. As one early educator with ECFE put it, “we are at max capacity supporting families and then it falls on us to demonstrate our value by coming up with creative ways to reach families so they know we exist; so many families, only years after their children have aged out of our programming, finally realize we exist and can’t believe they never knew we were an option.” Educators called on DCYF to create statewide communications campaigns that educate families and those who professionally serve children in their earliest years on the availability and value of family education.

These conversations were the first of more to come over the next year. The contributions documented are directly informing recommendations processed in the six Implementation Office workstreams; will inform recommendations provided by the Implementation Office to DCYF leadership, once named; and are contributing to shaping the new mission, vision, and goals of DCYF.

Tribal Consultation and Engagement

There are 11 Tribal nations that share geography with Minnesota, and Tribal governments are the local providers of services for many federal or state programs. Ensuring that the Tribal nations in Minnesota understand the changes that are taking place with the new state agency is crucial to achieving equity and access to supportive services. Engagement with Tribal nations proceeded on a three-level approach.

Tribal Consultation with State Agencies

The Implementation Office accompanied DHS, MDH, DPS, and MDE in their scheduled consultations with Tribal governments wherever possible and worked with commissioners and agency leadership teams to include DCYF in discussions with Tribal leaders at consultations as appropriate. In these engagements, the Implementation Office or agency leaders provided a brief overview about the new agency and the changes that would be coming. This was the opportunity to introduce the strategies that are at the heart of creating the new agency and to lay the groundwork for deeper discussions as the engagement team spread its outreach. This was

engagement at a high level with the elected officials of these Tribes. The Implementation Office also continues to see input from Tribal nations as the new agency unfolds.

Some of the themes which emerged from these high-level conversations with Tribal leaders were:

- Indian Child Welfare Act (ICWA) compliance by counties remains low, and Tribes want to see improvement
- There are too many Native children removed from their homes by counties
- There are often long distances to travel to access services
- It is difficult to fill positions in rural areas due to lack of housing and long travel distances
- Tribes are struggling with workforce shortages, particularly in rural areas, and DCYF planning and implementation needs to take this into account
- An Office of Indian Policy should be established within DCYF to ensure that Tribal consultations are maintained and consistent
- Tribal staff have many grants, contacts, and programs to manage, and DCYF creates an opportunity to organize around Tribal relationships and contacts rather than expecting Tribal programs to navigate them
- More support is needed for families navigating services, particularly those in rural areas who face long driving distances, the cost of gasoline, and the impact of balancing multiple needs for multiple children
- Fentanyl has had a devastating impact in many Tribal communities

State Advisory Councils Related to Tribes and Indigenous Communities

The Implementation Office also began making presentations to the advisory councils created by state agencies related to Tribes and Indigenous communities. These included the Minnesota Indian Affairs Council (MIAC) quarterly meetings, three ICWA Advisory Council quarterly meetings, seven Tribal Nations Education Committee (TNEC) regular meetings, two Joint Councils (DHS and Behavioral Health) quarterly meetings, a Minnesota Tribal Resources for Early Childhood Care (MNTRECC) quarterly meeting, and a presentation to the Human Services Leadership Forum convened by DHS with counties and Tribes.

As many of these advisory councils meet quarterly, the Implementation Office has had the opportunity to return regularly to these councils and provide updates regarding progress, changes, and decisions. This created feedback loops as participants became more familiar with the anticipated changes regarding the new agency.

Some of the themes which emerged from these advisory councils were:

- The new agency should focus on increasing ICWA compliance
- Prevention services remain weak or non-existent in county systems
- Tribes need more information and better training about Family First Prevention Services Act.
- Tribal education professionals expressed concerns about the longstanding low high graduation rates for Native students and the lack of equitable outcomes for Native students across all levels.

Tribal Human Services and Social Services Directors

For deeper connections, the Implementation Office met individually with the human services and social services directors of seven Tribes and with the Education/Human Services Sub-Committee of the Tribal Executive Committee of the Minnesota Chippewa Tribe. The Minnesota Chippewa Tribe is comprised of the six Ojibwe/Chippewa Tribes throughout northern Minnesota, except the Red Lake Band of Chippewa. The Tribal Executive Committee (TEC) is the governing body of the Minnesota Chippewa Tribe.

Some of the themes which emerged from the Tribal human services and social services directors were:

- Tribal grant managers often fill other positions and may be juggling multiple grants and contracts, each managed by a different state agency contact
- Tribes reported long delays in having changes approved for contracts and grants and want more nimble and responsive relationships with state agencies
- Tribal staff feel there is a lack of transparency and information with state agencies and who to contact when there are questions
- Programs are siloed within single agencies, and Tribes often experience lack of responses or confusion about who to go to when their known contact is absent or leaves their role

Urban Native Community

In addition to the three levels of Tribal engagement, the Implementation Office met regularly with urban organizations, including St. Paul Indians in Action (SIA) and Metro Urban Indian Directors (MUID) and their Family Preservation sub-committee. Many of these non-profits have grants and contracts with the state, relevant to the work of DCYF. Themes from the urban Native population include:

- Homelessness is big issue
- There is a lack of coordination between state, county, and service providers
- There are concerns about removal of infants without providing active efforts to prevent removals
- The community needs more programs where parents can access services and keep children in their care

Going forward it will be important for the new agency to maintain its focus on forging and maintaining strong relationships with the Tribal Nations who share geography with Minnesota. It will also be especially important to continue to maintain a focus on those areas where people of color and Tribal members are overrepresented such as levels of poverty and deep poverty, the child welfare system, high school drop-out rates, incarceration rates, and poor outcomes in child well-being. This includes building a strong Tribal and Indian policy office, ensuring a Tribal liaison is in place, and that the agency engages in Tribal consultation. Further, there needs to be coordination across other state agencies in working with Tribes and ensuring that creating DCYF builds towards a sharper focus and aligned resources for children, especially Indigenous children and families who are disproportionately impacted by a lack of coordination and focus on programs serving low income families.

Local Government Partner Engagement

As critical partners in the delivery of human services, it is essential that local governments are integral partners when planning for the transfer of programs to the new agency. As such, Implementation Office and impacted agency partners have worked to develop tailored approaches to engaging with counties and other local service providers.

County Engagement

Related to counties, an advisory group of representatives from the Association of Minnesota Counties (AMC) and the Minnesota Association of County Social Service Administrators (MACSSA) was formed to provide ideas and feedback, inform decisions at the state level, and reflect the needs of communities throughout Minnesota. The group has contributed to the statutorily required “recommendations for how to coordinate and partner with county and Tribal governments, including through the use of a governing authority, such as an intergovernmental advisory committee.” In coordination, the group has discussed guiding principles and values, priorities related to the new agency, challenges and concerns heard by counties, and opportunities for further engagement.

The guiding principles and values, which were agreed to and brought forward at a larger convening of county and state leaders, are as follow:

- Focus on multigenerational households and the whole family, including and honoring cultural communities’ view of the families founded on kinship, marriage, adoption, and shared beliefs
- Focus on offering services rooted in understanding and honoring individual and community culture, equity and inclusion, and provided through the lens of trauma-informed practices with a focus on prevention and early intervention initiatives that improve outcomes
- Focus on children and youth throughout their lives
- Align early childhood education and care programs
- Simplify service access and make programs easy to navigate for the family and the systems that serve them (“a clear front door”)
- Facilitate cross-agency coordination with a focus on continuous quality improvement
- Improve and increase equitable outcomes for people of all races, incomes, economic statuses, and places of being
- Align oversight and efficiency for county and Tribal service providers
- Align and enhance coordination with service providers, specifically around mental health, behavioral health, and disability services
- Build strong partnerships and capacity for counties and tribes to meet Minnesota residents’ needs
- Build flexibility and adaptation at the local and state level, recognizing the need for service transformation and development of a continuum of care
- Utilize data and information gained from continuous improvement efforts to inform decision making

In November 2023, counties and the state held a retreat with more than 60 leaders. In alignment with the shared commitment to supporting children, youth, and families in Minnesota, the retreat focused on:

- Fostering and strengthening collaborative relationships between counties and the state in supporting children, youth, and family
- Building shared understanding of the practical challenges and logistics of standing up a new agency
- Considering opportunities for the transformation of services and for achieving more equitable outcomes for children, youth, and families in the state

At the retreat, county-state discussion groups expressed a shared need to anchor collaborative efforts between state and county in a comprehensive set of principles and best practices focused on serving children, youth, and families. The groups emphasized the importance of clear communication, shared vision, and continuous engagement at all levels. Transparency, accountability, and a focus on outcomes were recurring themes, with an acknowledgment of the diverse capacities and needs across different counties. The collaborative approaches described extend to breaking down silos, fostering a culture of innovation, and celebrating successes together. The groups recognized the significance of shared language, norms, and definitions, as well as the need for a flexible, agile, and preventive-focused service delivery system. Key elements include mutual accountability, equity in resource distribution, and the integration of community input and engagement.

Additionally, the Implementation Office has directly engaged individual county leaders, held regular meetings with AMC child wellbeing staff, dialogued with the Human Services Leadership Forum, and sought additional perspective through presentations and inquiry at MACSSA, Minnesota Association of Community Corrections Act Counties (MACCAC), and AMC meetings.

It should also be noted that the DCYF Implementation Office County Lead is available to MMB through an interchange agreement with a county human services agency. The state has prioritized strong leadership, experience, and trusted relationships in building these strategies and activities.

School Districts

The Minnesota Department of Education, in coordination with the Implementation Office, has led discussions with education partners, including school districts, educators, and related organizations. In addition to the proactive engagement, MDE has continued to share updates about DCYF through all of its regular communication to superintendents and education agencies. Through regular meetings with the education organizations, MDE provided updates on DCYF to the Minnesota Association of School Administrators (MASA), Minnesota School Boards Association (MSBA), Minnesota Rural Educators Association (MREA), Association of Metropolitan School Districts (AMSD), and Minnesota Association of Charter Schools. MDE leadership has also shared information at an AMSD superintendent meeting and in discussion with service cooperatives to provide updates and ask for questions or feedback. A focus of engagement has been with school districts' community education leaders, including through regular meetings with the Minnesota Community Education Association (MCEA), Head Start, as well as with ECSE school and district staff through regular communication, listening sessions, and presentations to seek feedback.

Based on dialogue and relationships with education partners, MDE and the Implementation Office have prioritized specific engagement on DCYF in focused areas at a time closer to the new agency launch,

understanding that schools and districts have been working through implementation of many new efforts and that MDE is working diligently to not impact the administration structure for districts or educators with DCYF.

The Implementation Office is in the process of onboarding an Education Engagement Advisor to create dedicated capacity for school district and leadership engagement. The Education Engagement Advisor will build an engagement plan and work directly with the Implementation Office and Department of Education to implement engagement and planning with school and education leaders for the impacts related to the creation of a new DCYF.

Recommendations for DCYF Engagement with County and Tribal Governments

DCYF will be most effective when it engages county governments, Tribal governments, school districts, and their human services and education leaders in a regular and meaningful way as key local partners in administering many of the programs transferring to DCYF. As referenced earlier in this report, counties and Tribes were engaged in the development of recommendations for how to do so.

To advance meaningful and effective engagement with counties and consultation with Tribes, the Implementation Office recommends the following:

1. Ensure Tribal consultation. DCYF has a responsibility to consult with each of the 11 Tribal nations and partner with Tribal human services, education, and related agencies. In addition to the Indian policy office planned for and assumed in the 2023 DCYF statute, leaders should consider additional capacity to build off the feedback and reorganization heard through Tribal consultations and engagement.

2. Establish an intergovernmental advisory committee (IAC). Legislation to codify the expectation that the DCYF commissioner administer an intergovernmental advisory committee that would meet regularly to provide advice, consultation, and recommendations to the commissioner on the planning, design, administration, funding, and evaluation of children, youth, and family services that receive federal or state funding and are administered by the counties and/or Tribes.

The advisory group would be composed of representation from 87 Minnesota counties and from Tribal nations as desired by each individual Tribe.

County representatives consulted in the development of this recommendation expressed a strong interest in inviting Tribes to participate in the intergovernmental advisory committee. Counties and Tribal nations have many similar interests around administrative and service delivery matters pertaining to DCYF programs, and at the same time, there is a clear distinction in governance roles and separate statutory language that requires DCYF to consult with Tribes. [MN Statutes, Sec. 10.65.] As each Tribe makes their own decisions about what and how they want to be engaged on human services matters, the legislation codifying this new intergovernmental advisory committee is drafted in a manner that does not preclude a Tribal nation from participating at their option. No intergovernmental advisory committee would change the consultation necessary between the state and Tribes. The voices, ideas, and perspectives of both counties and Tribes will be instrumental in informing success of the new agency in most effectively serving children, youth, and families.

3. Invest in ongoing county engagement. The Implementation Office recommends leadership devoted to actively engage the 87 counties and their nearly 80 county human services agencies around the nearly 90 county-administered programs and grants planned to transfer to DCYF. In addition to regular, ongoing engagement, staff would coordinate the quarterly meetings and regular workgroup meetings of the advisory committee referenced above.

State Agency Engagement

The success of establishing a new state agency is dependent on the people involved. As such, the DCYF Steering Committee, Implementation Office, and leaders of the programs and functions moving have been intentional about offering engagement opportunities for staff impacted by the transition, as well as the labor partners who represent many state employees.

Employee Listening Sessions

Leaders at originating agencies have held open forums and virtual site visits to collect perspectives from all employees as well as to share information, progress, and answer questions.

- Leaders from Children and Family Services and the Office of Inspector General at DHS partnered to conduct a series of employee forums. Employee themes included logistical questions related to their work, how decisions will be made in the transition period, parking and facility questions, how content and IT and technology support systems will be managed, change management strategies, recommendations and resources for supporting themselves and their teams. In addition, there are several transition-based recurring meetings that take place.
- Leaders from MDE offered listening sessions for staff and are hosting ongoing 30-minute engagement meetings to provide updates and gather feedback and input.
- Leaders from DPS have worked closely with staff, providing updates and opportunities to ask questions along the way and holding regularly scheduled meetings.
- MDH has worked very closely with staff impacted by the transition, gathering feedback and providing updates to the Implementation Office.
- Leaders at MNIT heard from employees during a virtual site visit series, in which MNIT employees shared their insights into transition priorities, opportunities, challenges, and outcomes. These themes and insights were shared with Implementation Office staff to inform workstream activity.

Labor Partner Engagement

Throughout the staffing transition plan and process, a strong partnership with the labor unions who represent transferring staff is critical to foster positive relationships; ensure staff concerns, issues, and questions can be raised through their unions to decision makers; and provide another opportunity for staff engagement. These impacted labor partners include AFSCME, MAPE, and MMA. The Implementation Office has dedicated resources to support outreach and communication with labor partner leaders around transition updates, processes, and timelines. Themes raised by labor partners include:

- The need for strong communication with labor partners on decisions and updates, particularly as they relate to staff and how they will be impacted
- Ensuring union members' perspectives are heard throughout the process
- Recruitment and retention policies and strategies
- How the new agency will consider current vacancies
- Employee workloads
- Workforce changes
- Training and resources for employees and employee supervisors
- Respect in the workplace and workplace culture

Additionally, a Labor Management Committee is in the process of being established to provide a formal venue for connection and engagement between the DCYF transition and impacted labor partner memberships, including training through the Bureau of Mediation Services around alternative dispute resolution and collaborative processes. A Labor Management Committee is a structured vehicle for labor partners and state management officials to explore issues, communicate, and collaboratively solve problems.

Monthly Directors Convenings

Through partnership with and facilitation by the Management Analysis Division (MAD) at MMB, the Implementation Office hosts monthly convenings with directors and other designated leaders from originating agencies. The directors convenings are modeled after a community of practice approach where any participant can share updates, best practices, and recommendations with a goal to:

- Equip directors with the resources they need to effectively manage change and lead their teams through the DCYF transition
- Provide the DCYF Implementation Office with an awareness of questions, needs, and concerns among the director cohort
- Share information and gather feedback from directors to inform implementation
- Capture feedback on topics of interest to agency directors that will be important for the new department, but which fall outside of the immediate workstream activities

The objectives are to:

- Build relationships beyond current organizational structures and silos
- Begin to form a culture of learning, collaboration, and innovation for the new department
- Provide an outlet for directors to ask questions, share their perspectives, and raise concerns—and create an outlet for the Implementation Office to get candid feedback and generate ideas from directors
- Leave directors with a clear sense of the status of DCYF implementation and the work ahead

Human resources and labor relations directors from originating agencies also meet monthly to share updates and address any immediate concerns or questions related to the DCYF transition so they can best support employees and inform the Implementation Office of any pressing issues. In addition, monthly meetings with MMB's Enterprise Employee Relations leaders occur for additional support and guidance when needed.

In addition to the monthly director meeting series, the directors have asked for time and space to build relationships, foster connections, and create new opportunities for culture that improves our state alignment and fulfills the vision of DCYF. In response to this feedback, the Implementation Office has contracted with an equity select vendor to leverage additional expertise and capacity to foster culture, support leadership with a focus on change management, and engage in equity grounding to include intentionality around racial equity in the new agency. The work will occur in partnership with program directors and agency leaders over a 12-month period to support strengthened leadership, communication, alignment, and focused capacity to prioritize and build DCYF culture.

Communications

The Implementation Office Communications Director has led ongoing communications with impacted employees at DHS, MDE, DPS, MDH, and MNIT in partnership with agency communications teams in the form of biweekly employee updates sent by email. Since July 1, 2023, 14 updates have been sent to employees, with announcements, opportunities for feedback, and resources related to the transition.

The Implementation Office also maintains a public webpage at mn.gov/mmb/dcyf-implementation with background, frequently asked questions, and opportunities to connect. The website was live when Chapter 70 became law. In 2023, the webpage was visited 8,613 times by 5,498 unique visitors.

Regular email updates have also been sent monthly to a list of 1,538 subscribers via GovDelivery and to legislators and legislative staff involved in the implementation of DCYF.

Beginning February 2024, members of the DCYF Steering Team are holding monthly virtual office hours to provide updates, answer questions, and hear from impacted employees. This is an optional opportunity for employees to connect with the cross-agency team that is leading the transition.

Employee Survey

The Implementation Office, in partnership with Management Analysis and Development (MAD), launched an employee survey in November 2023 to employees impacted by DCYF, either by being a part of one of the programs identified to transfer or potentially transferring as an employee within central operating functions. The survey was emailed to employees from originating agencies and in some cases posted on agency intranet sites, and 420 surveys were completed.

The purpose of the survey was to understand employee perspectives and gather input through both quantitative and qualitative means as the Implementation Office begins its work to transition programs and services to the new state agency. Survey results are also being shared with impacted agencies.

The DCYF Implementation Office partnered with Management Analysis and Development (MAD) to administer and analyze the survey, including a theming process to analyze the qualitative data, focusing on how to use employee perspectives in current and future work.

In the quantitative results, the survey indicated 61% of respondents agreed or strongly agreed that they found the updates they receive about the DCYF transition helpful, while 24% neither agreed nor disagreed and 16% disagreed or strongly disagreed with this statement. In addition, 63% of respondents agreed or strongly agreed

that they know how to find information about the transition when they have questions, while 21% neither agreed nor disagreed and 16% disagreed or strongly disagreed with this statement.

Survey results also indicated more opportunities support staff, provide more details around the transition with staff, and ground the new agency in equity, inclusion, and accessibility. 52% of respondents answered they feel they have the tools, training, and skills to navigate the transition, with 31% saying they neither agree nor disagree, and 18% disagreeing with this statement. 40% of respondents agreed they have the opportunity to impact the systems and programs that serve children in a new way through their role in the formation of DCYF, 40% neither agreed nor disagreed, and 20% disagreed with this statement.

The survey also asked the following open-ended questions:

- What aspects of your current work culture would you like to see continued in the new agency?
- In thinking about your work culture, what would you like to see changed in the new agency and how can it be addressed in the context of this transition?
- What about your program, role, or home agency structure would you like agency and Implementation Office decision-makers to know about?
- What are the opportunities for equity and innovation with this transition, both in how we operate as a state agency and in how we support families?

Implementation Office leaders reviewed these responses in facilitation with MAD and then grouped the themes into categories below.

DCYF as an Agency: Employees had a wide range of perspectives, thoughts, and ideas around the vision, organizational, and functional aspects of DCYF as a new agency.

- **Organizational Culture**
 - Employees want the new agency to have a clear strategic plan guiding the work and want opportunities to meaningfully connect with agency leaders and including staff perspectives in decision-making processes. Employees want approachable leadership teams who are visible and responsive to staff.
 - Many employees named that trust, respect, and flexibility were integral to maintaining positive work cultures. Many have shared that they appreciate their current team cultures when there is a sense of openness and learning, and there is concern about a culture in which employees are micromanaged and not given the trust and autonomy to do their job.
- **Communications**
 - Developing strong, frequent, and transparent internal communications channels was a priority for many employees. Examples include regular commissioner updates, assistant commissioner forums, town halls, staff updates, and agency-wide staff email updates. Employees also expressed a desire for support and staffing to offer multiple language services.
- **Work Structure**
 - Employees indicated that workloads are high, that there is a need to bring on more staff to fill existing vacancies, and more staff capacity is needed in certain areas.
 - There is interest in keeping current reporting structures similar when moving to DCYF.

- Updated IT systems can support and optimize the way work is done.
- **Equity and Reducing Disparities**
 - Many current employees demonstrate a commitment to advancing equity and reducing disparities through their work, centering family and community solutions and bottom-up decision making. Many also suggested investing in equity strategies that spanned across agencies.
 - There is clear pride in the equity, inclusion, accessibility, and anti-racism efforts being done in existing agencies, and an acknowledgement that this work must continue and be embedded throughout the work. Employees raised that data and technology can be utilized to close service gaps and disparities.

How the work of DCYF is done: Employees offered strong input and perspectives as to what needs to happen to ensure the programs and services of DCYF are effectively delivered.

- **Collaboration**
 - **Intra-agency collaboration:** There was a desire for collaboration across work units and divisions within the new agency. While many respondents felt their current teams modeled this, others felt this could be improved at originating agencies.
 - **Inter-agency collaboration:** Employees are interested in breaking down silos and finding connections between agencies, and believe current collaboration between units that are staying with originating agencies and units that are moving to DCYF should be maintained and continued.
 - **Centralized operations:** Respondents wanted to see more centralized operational functions, rather than every division or work unit needing to hire or take on these additional roles and functions.
 - **Systems approach to IT:** Respondents indicated an opportunity for aligned enterprise applications as opposed to multiple systems and logins.
 - Respondents included many specific examples of teams or units where collaboration needs to be maintained or further built.
- **End-user guidance**
 - **Tribes and Local governments:** Employees want to see investments and partnerships and supports for counties and Tribes, including ensuring that Tribes are as supported as counties in this work.
 - **Families and communities:** Employees raised that meaningful engagement with the families and populations who use the services is critical for advancing equity and creating more navigable services and systems. Deep listening and understanding of the needs of these families and community members should guide work.
 - **Coordinated engagement:** Employees raised that there is an opportunity in the new agency for deeper and more coordinated community engagement across programs so that communities are not repeatedly asked for the same input multiple times.

- **Process Clarity**
 - Employees raised that there is an opportunity to have clearer and improved processes and goals, reduce duplications, and develop resources that are easy to learn and find for new staff.
 - Some employees named inadequate training and onboarding processes as a barrier to future employee and team success and wanted to see investments in a uniform on-boarding process as well as team-building and ongoing employee supports.
 - Many employees were excited about a smaller agency like DCYF being able to move nimbly with a quicker decision-making process and the ability to adapt.

What employees need. Employees shared their perspectives on what they need from their employer as individuals and teams who support and carry out the work.

- **Telework and Flexibility**
 - Employees feel strongly about maintaining the ability to telework from home, with options for hybrid in-person work, as an aspect of their jobs that supports productivity, efficiency, and work-life balance. Flexible schedules were also brought up as a way to support employees and work productivity.
- **Staff Support and Development**
 - Employees expressed a desire for more and clearer opportunities for professional development, training, and advancement, with an intentional focus on defined career paths and ladders.
 - Some employees expressed that the process for job reclassification is currently challenging and makes it difficult to recruit and retain highly qualified workers.
 - Employees named that support for non-management staff is critical for a stable workforce, low turnover, and more. Examples include offering and responding to employee exit surveys, a Learning Center, posting notifications, staff recognition, and effective and supportive management teams.
- **Worker Benefits and Compensation**
 - Employees named investments in diverse workforce, diversity, equity, and inclusions efforts, wage equity, increased benefits, hiring, and retention as important to the future of the new agency.

Engagement Next Steps

Ongoing partnership with all those impacted by the creation of DCYF is central to the Implementation Office engagement plan. In the first few months of 2024, the Implementation Office will continue to work closely with counties, Tribes, school districts, community organizations, advocates, and local providers to schedule new opportunities to connect with them about DCYF. The purpose of these engagement opportunities remains to solicit feedback and recommendations on specific aspects of the transition, such as agency roles, organizational planning, and agency priorities. As the transition evolves, the Implementation Office will continue adapting the questions and updates shared with partners and families, so that their feedback remains highly relevant to the planning phases.

The Implementation Office also continues to leverage the trusted relationships between local organizations and children, youth, and families to reach further into communities statewide. For example, organizations like Indigenous Visioning, Foster Advocates, Head Start, and Ignite Afterschool are partnering with the Implementation Office and through their strong connections, helping create opportunities where youth, families, and providers can have their voices heard.

As the Implementation Office continues to revisit groups that have already been engaged, new communities and engagement opportunities will also be added to outreach efforts, such as engagement with school district administrators and superintendents; connecting with leaders in faith communities and multicultural professional organizations to reach more multicultural households; and organizing multilingual listening sessions for non-English speaking parents and caregivers. Leaders across the implementation effort are acutely aware of how important it is in this change to make sure families are informed and know they can and should lend their voices to this effort. The Implementation Office continues to work across the enterprise with agency partners on strategies to create greater connections between communities and what will be the Department of Children, Youth, and Families.

Launching the Department of Children, Youth, and Families

Much of the work to launch DCYF is organized through six workstreams led by the Implementation Office that are designed to plan for and address the operational details, policies, leadership, and infrastructure necessary to transfer programs and create a new state agency. The umbrella workstreams cover: Organizational Planning; Staffing and Labor Relations; Vision for Policy and Equity; Budget and Finance; IT and Data; and Legal and Compliance.

The six workstreams are comprised of 85 employees from across the impacted agencies, including DHS, MDE, DPS, MDH, MMB, and MNIT. In addition, the largest representative agency, DHS, established six additional subgroups to provide supplementary resources and support to the workstreams and create an opportunity for more employees to participate in the development of DCYF.

Organizational Planning

The planning for physical facilities, timelines for program transitions, and the organizational structure for DCYF is led by the Organizational Planning Workstream, consisting of representatives from DHS, MDH, MNIT, MDE, and DPS.

Planning Timeline for Transfers

A planning timeline for programs from impacted agencies to transfer to the new department has been identified based on feedback and engagement with divisions, leadership, and Governor's Office direction. The Governor's Office, in partnership with the Implementation Office and impacted agencies, has also made updates to the list of programs originally planned to transfer. These planned changes include that DHS resettlement programs will remain at DHS, and housing grants under the DHS Office of Economic Opportunity will transfer to DCYF along with other DHS programs from Children and Family Services. The timeline lays out the following planning dates for program transfers:

- On July 1, 2024, identified programs from Children and Family Services at DHS, Early Learning Services at MDE, and some identified central operations functions, where separation is possible, will transition to DCYF.
- On January 1, 2025, Help Me Connect from MDH will transfer.
- On July 1, 2025, the remaining identified programs, including relevant licensing and program integrity functions from the DHS Office of Inspector General, the MDE after school community learning grant, youth justice programs and the Office of Restorative Practices at DPS, and remaining central operations functions will transfer.

Planned dates for transfer may be delayed or canceled to prevent service disruptions or ensure adequate infrastructure is in place for program success. Some programs identified to transfer are currently funded by one-time appropriations and will not transfer if ongoing funding is not appropriated. Interagency collaboration will continue to be key to the success of all impacted agencies and will continue through and beyond the transition

period. Throughout the transition period, all programs, including those monitoring compliance and program integrity, will continue to operate.

This planning timeline, which was communicated to employees in October 2023, is not a formal notice of effective date of transfer for these programs. Employees identified to transfer will receive at least 30 days' notice before any transfer.

Organizational Structure

The workstream has led a process to create a draft organizational structure by:

- Holding a series of workstream meetings to create options for a high-level organizational chart
- Examining organizational charts from similar sized agencies, number of employees who work in divisions identified to transfer, and budget considerations
- Conducting a series of 14 individual interviews with program directors to discuss and collect input around organizational structure
- Collecting feedback from a convening of directors, including questions around organizational priorities, change management, and potential areas for innovation

In coordination with the Implementation Office Equity and Engagement team members, who collected feedback and questions around organizational structure throughout their various engagements so far, the workstream compiled feedback around organizational structure in the following areas:

- Importance of a structure that allows for collaboration and coordination:
 - Breaking down silos, allowing for cross-division collaboration and coordination, including the creation of intentional spaces for cross-functional teams and sharing, integration, and shared learning
- Importance of taking advantage of this historic opportunity to improve how services are delivered and received:
 - User experience for partners, such as counties, Tribes, schools, and communities, and families should be considered throughout design
- Focus on prevention services
- Interest in an office of innovation, centralized research, and data:
 - Need explicit attention to research, data, evidence-based practices, and policy
- Mental health, children with disabilities, equity, and Tribal policy should all be visible priorities within the organizational structure
- Youth voice and priorities should be elevated
- Desire for visionary leadership

The engagement process and resulting themes led to the development of a draft high-level organizational structure for DCYF. This high-level structure, with the existing units from originating agencies listed in parentheses, includes:

- **Youth Services and Economic Opportunity** (Youth Justice Office, Office of Restorative Practices, Office of Economic Opportunity, After School Community Learning Grant)
- **Family Well-Being** (Economic Assistance and Employment Supports Division, Child Support)
- **Early Childhood** (Child Care Services, Early Learning Services, Help Me Connect)
- **Child Safety and Permanency** (Child Safety and Permanency)
- Leaders in coordination around mental health, children with disabilities, Black children and youth, and family and community navigation of state programs.
- Equity Office
- Tribal Policy Office
- Office of Innovation
 - Data, evaluation, research, strategic planning, integration of work, collaboration and coordination across the agency
- Operations, including, but not limited to:
 - Budget and Finance, Communications, Compliance, External Relations (including county and community relations), Human Resources, Information Technology, Legal, Licensing, Program Integrity

The workstream led a feedback and engagement process in January and February 2024 around this high-level structure with internal and external partners, including state agency leaders and directors, impacted employees, labor partners, early childhood and youth advocates, various advisory councils, and members of the six Implementation Office workstreams. Discussion points included questions about the high-level structure, as well as questions about what leadership skills and competencies should be reflected in the new executive team.

Facilities

When the Department of Children, Youth, and Families is established on July 1, 2024, the new agency will temporarily be housed in 444 Lafayette Rd. in St. Paul, a building currently leased for the Department of Human Services (DHS), with a lease term ending June 30, 2026. This temporary office space solution allows for employee engagement and design around business units in partnership with DCYF leadership to determine the needs for a long-term office space, while providing a short-term physical space for the new agency to begin its work. Furthermore, this decision leverages existing state resources and financial commitments to best support the transition and launch of the new agency. Choosing to temporarily house DCYF at 444 Lafayette does not alter existing telework agreements and requirements for employees impacted by this transition.

A subgroup of the workstream is coordinating the creation of a sublease between DCYF and DHS for the time period of July 1, 2024, to June 30, 2026, for the needed space within the office building at 444 Lafayette Rd. That includes most of the third and fourth floors of that building, as well as a portion of the second floor. Shared spaces within the building will be outlined in an interagency agreement, along with considerations such as equipment and furniture, security infrastructure, shared use of training labs and the mailroom, employee badges, use of fleet vehicles, the conference room reservation system, and internet services.

The workstream is also working with the Real Estate and Construction Services (RECS) team at the Department of Administration on assessing long-term space needs for after June 30, 2026. That process is standardized

across the enterprise for planning for office space changes and includes filling out a space needs assessment. The assessment, which the workstream is leading, includes considerations around how much space is needed, what types of individual work and meeting spaces are needed, what kind of special use areas such as break rooms or kitchenettes are needed, location, and parking factors.

Staffing and Labor Relations Planning

The Staffing and Labor Relations Workstream consists of human resources and program leaders from originating agencies with close partnership from labor relations leaders and a focus on staff engagement. Thus far, the work includes working through a staff transition plan and partnership with labor partners, recommending human resources policies and IT systems needed for DCYF, and collaborating with other workstreams including Organizational Planning on the facilities announcement and organizational structure, Budget and Finance on staffing budget needs, Legal and Compliance on HR policies and compliance trainings, and IT and Data on HR systems needed.

Labor Partnerships

The Implementation Office has dedicated resources devoted to engaging with labor partners from AFSCME, MAPE, and MMA, all of which represent impacted employees. Beginning in September, ongoing meetings have occurred to communicate with labor partners on decisions, solicit perspectives, and answer questions.

To formalize a connection and engagement with labor partners, a Labor Management Committee (LMC) is in the process of being established. Impacted labor partners, along with the Implementation Office, have jointly petitioned the Bureau of Mediation Services for LMC training service with a plan for the new Labor Management Committee to meet every other month and as needed. AFSCME, MAPE, and MMA will also have the opportunity to meet individually with the Implementation Office every other month in addition to the Labor Management Committee, knowing that there are unique needs and questions specific to each labor partner. This approach allows for continued engagement and consultation with labor partners.

Staffing

Coordinating logistics to create a new state agency is dependent on dedicated staff focused on planning and implementing necessary activities. The Staffing and Labor Relations Workstream helped support the hiring of Implementation Office team members and working closely with DHS project management and human resources leaders to develop, create, audit, and post positions that will train side-by-side with current DHS incumbents. This knowledge transfer strategy is an important step to ensuring staff are equipped with the resources and knowledge to continue the work at DCYF. These positions have been identified as essential to the success of DCYF. The identified positions include a Finance Director, Budget Director, Fiscal Program Operations Manager, Budget and Cost Allocation Supervisor, Cost Allocation Fiscal Analyst, Systems Account Coordinator, Economist for reports and forecasting, and Senior Associate General Counsel.

An important component of any agency is the Executive Team. Preparation for hiring and onboarding a DCYF executive team has begun. Executive team openings will be posted on the [State of Minnesota Careers Website](#) on a rolling basis beginning in 2024.

Transition Plan

The Staffing and Labor Relations workstream has created three subgroups which are currently working on the following activities.

- Staff engagement and onboarding
 - Staff engagement planning efforts
 - Employee and leadership onboarding plans
 - Welcoming strategy for transitioning employees
 - Strategies for recruitment and retention of employees
 - Staff training and development recommendations
 - Offboarding from originating agency process
- HR internal processes
 - Preparing HR IT systems
 - Employee transfer plan which follows the employee protections in statute and bargaining contracts
- HR policies and procedures
 - Prioritizing HR policies and procedures
 - Drafting HR policy and procedure recommendations
 - Conducting an equity analysis on recommended policies

The workstream has been researching and collecting information on what is required to transition staff to another agency. They have also been prioritizing and reviewing agency-specific HR policies and procedures from transferring agencies, onboarding guidance, and HR IT systems. Besides the above three subgroups, several workstream members will also participate in the newly established Labor Management Committee.

The Staffing and Labor Relations Workstream champions employee protections outlined in statute, collective bargaining agreements, statewide rules and policies, and employment law. Details of the employee protections in the statute creating DCYF are included in Appendix A.

Visioning for the New Agency

Creating a strong foundation grounded in equity and the goal to center children and families is essential to the success of the new agency. The Vision for Policy and Equity Workstream consists of representatives from DHS, MDH, MNIT, MDE, DPS, and the Children's Cabinet with strong relationships to the equity and engagement team and built on feedback and partner and community voices. Its scope includes generating recommendations to:

- Build and/or adopt frameworks for equity policies and practices to use at DCYF
- Achieve more equitable outcomes for children, youth, and families where race, geography, and income as well as other social identity groups are no longer predictors of outcomes.
- Coordinate and align policies for the programs identified to move to the new agency

Equity Policies and Practices

The work to stand up DCYF is centered on the 1.4 million children and youth who call Minnesota home, and the families and communities where they grow up. One-third of these young people live in households with low incomes; one-third are Black, Indigenous, or people of color; and over one-tenth of children under age 18 have a disability. Equity is a core component of the creation of the new agency, and advancing equity is a necessary ingredient in this work to better serve the children and families in our state. To create this new agency, the goal is to build on strong equity work already implemented across programs transferring to DCYF and embed equity into the transition process and the foundation of DCYF.

As such, the Implementation Office partnered with the Office of Inclusion, housed at MMB, to pilot an equity analysis tool for decision-making throughout the transition process. A cross-agency team developed this tool from currently existing tools and in collaboration with Diversity, Equity, and Inclusion practitioners from multiple state agencies. Members of all six implementation workstreams completed an orientation to help support the use of the Office of Inclusion equity analysis tool.

The Implementation Office also incorporates an equity and inclusion framework and practices in their engagement strategy and work. A core practice in the engagement strategy is to ensure external outreach to partners, communities, and families impacted by DCYF reflects the varied and valued lived experiences, identities, locations, and special needs of those receiving and delivering early childhood and youth programs, with a focus on Black, Indigenous, and communities of color and children who have disabilities, as prioritized in statute. Leveraging strong partnerships with agencies and community leaders for the duration of the transition, the Implementation Office is committed to prioritizing the historically underrepresented voices of communities and families in the feedback, themes, and recommendations that will inform the operations, mission, and vision of the new agency.

Though working through an equity lens is embedded through all six workstreams, with a strong throughline for equity analysis in decision-making, the Vision for Policy and Equity workstream is leading on the focus on equity and long-term visioning to create recommendations for policy alignment and equity considerations for the future DCYF. The Office of Inclusion at MMB is also a resource and accountability partner for all workstreams as the work continues.

The workstream is also updating an inventory and analysis of existing boards, commissions, and councils whose work affects children, youth, and families to create recommendations on how DCYF should incorporate and engage these groups.

Equitable Outcomes for Children, Youth, and Families

The workstream is adapting a version of a Whole Family Systems framework to use in DCYF implementation work. The group put forward a recommendation that the guiding framework for decision-making and design of the new agency should align with a Whole Family Systems approach, and that this approach should be visible to employees as the “why” of the work.

A working definition of a Whole Family Systems approach is: “An approach to practice, program and policy decision making that recognizes and addresses the needs of children and the adults in their lives simultaneously. This approach recognizes that families come in all different shapes and sizes and that families define themselves.”¹

The following core principles, adapted from the 2Gen Approach developed by Ascend at the Aspen Institute, are common to whole family approaches, including that they:

- Account for outcomes for both children and adults
- Listen to the voices and recommendations of families
- Ensure equity: when every person, across race, ethnicity, gender, age, socioeconomic status, disability, and geographic location has the opportunity to realize their full potential of physical, social, emotional, and cognitive well-being without limits imposed by structural inequities. Equity is ensuring everyone has what they need to be successful. This is different from equality, which involves treating everyone the same.
- Foster evidence and innovation together
- Align and link systems and funding streams

There are requirements from federal agencies, requests from community partners, and asks from state advisory groups to use a Whole Family Systems approach throughout the work of state government. There is already significant alignment in many areas of government around whole family systems work, including, but not limited to:

- BUILD Initiative Partnership
- Children’s Cabinet
- Children and Family Services Administration
- Community Solutions Grants
- Early Learning Services, including programming such as Part C, Head Start and Early Head Start, Early Childhood Family Education, and more.
- Full-Service Community Schools
- Help Me Connect
- Interagency Leadership Team (ILT)
- Preschool Development Grant
- Whole Family Systems Initiative
- Youth Justice Office

¹ From Early Childhood Systems Reform Report, Adapted from Ascend: The Aspen Institute. The Two-Generation Approach.

The Vision for Policy and Equity Workstream is working to create and recommend a framework and corresponding visual for use in this work by developing specific guidelines that bring together aspects of existing whole family systems frameworks.

Program Policy Review Process

The Vision for Policy and Equity Workstream has developed a process for the review of existing program policies to determine recommendations for potential changes. The ongoing process includes a survey of program directors and facilitated follow-up conversations. The end goal of this policy review process is to compile recommendations for leadership at the new DCYF to review and take action on, in the short-, medium-, and long-term. The hope is that aligning program policies and removing policy and program barriers for families at the new agency can move the work towards a whole family approach.

The reason for recommending policy changes will be varied, and could include, but are not limited to:

- Addressing misalignment and redundancies between policies from programs moving to the new agency
- Breaking down program silos created by policies
- Advancing equity or alleviating burdens on staff or people receiving services
- Adding functionality that supports a Whole Family Systems framework

The scope of this review process is program policies that govern how programs are administered. The scope does not include policies from human resources, IT and data, legal and compliance, or workplace safety, or enterprise-wide policies. The workstream is considering recommendations for policy changes that can be accomplished by administrative or statutory changes. This does not include changes to federal requirements or law.

Budget and Finance Planning

The Budget and Finance Workstream consists of budget and finance experts from MMB, DHS, MDH, MNIT, MDE, and DPS. The workstream is responsible for ensuring the budget, financial, and accounting structures are in place for continuity of service, and there is no disruption to ongoing agency financial payments and transfers.

The workstream is building an implementation strategy and timeline for financial tasks needed to successfully launch the new agency. Staff have been conducting a detailed analyses and are building an inventory of current agency financial systems that will be necessary for DCYF when it launches July 1, 2024. Some of these financial functions are common to all state agencies, while others require a more specific focus as they are unique to the programs moving to DCYF.

In coordination with MMB budget officials, the Implementation Office and agency partners have been finalizing a budget for DCYF. As directed by the law authorizing the creation of DCYF, agency program budgets will largely transfer intact. With program budgets in place, the focus of the workstream has been to identify and define the central office functions and associated staffing resources needed at DCYF. This includes functions supporting program areas transferring as well as those that will remain at the originating agency such as human resources, finance, and communications. Agencies identified potential gaps and opportunities for better alignment.

IT and Data Planning

The Implementation Office has dedicated capacity to analyzing and making recommendations to support the IT and data needs to ensure that the staff and network of systems and applications remain connected to one another. The IT and Data Workstream, in coordination with leaders, impacted agency staff, and the DCYF Implementation Office, has focused on ensuring DCYF is operational from an IT and data perspective. The workstream includes agency staff from MMB, DHS, MNIT, MDE, MDH, and DPS, with a small steering team and subgroups organized by business/program applications, data, and governance. The current focus is supporting the staff and programs planned to transfer on July 1, 2024, and understanding the scope of IT systems that need to change, move, or transfer across the timeline of launching DCYF – knowing components may not all move on the first day.

Planning for IT and data has focused on the following priorities:

- Setting up IT readiness for DCYF
- Establishing a governance structure to prioritize, align, and sequence IT work
- Developing the new IT and systems infrastructure
- Planning and coordinating systems transformation
- Reviewing existing data agreements

Central to the implementation effort has been ensuring that state employees, delivery partners such as counties and Tribal nations, and program participants and beneficiaries have uninterrupted access and availability to tools they need. The IT and Data Workstream is planning for IT support mechanisms, access to business applications, and more.

Additionally, with partnerships related to IT and Data, this workplan and early deliverables have included: establishing a DCYF domain, exploration of short-, medium- and long-term strategies around shared governance for technology, and application assessments related to the launching of DCYF. Leaders in this space, partnered with Implementation Office communications, have also been planning for the launch of a DCYF website. A vendor has been secured to partner on these efforts.

Legal and Compliance Planning

The Legal and Compliance Workstream consists of representatives from cross-agency general counsel teams. The work in this area is focused on legal issues including data privacy, program integrity, regulation, contracts, grants, interagency and other agreements, and operational compliance of programs and services for the creation of DCYF.

The workstream created a series of subgroups to lead the development of the legal and compliance infrastructure for DCYF. Some of the activities include:

- Working with the Revisor's Office to finalize the bill language needed to transfer responsibilities, authorities, and the related operational functions needed to implement the necessary legal changes and responsibilities under the DCYF establishing legislation

- Exploring how DCYF will structure its legal advising, regulatory, and compliance structures
- Identifying the interagency agreements that will need to exist to support DCYF in the short- and long-term
- Developing recommendation for a new grants and contracts management structure
- Creating a process for the DCYF commissioner to delegate authority to other DCYF staff

Interagency Agreements

The Implementation Office has developed an inventory across all six workstreams of cross-functional areas where interagency agreements between DCYF and agencies transferring programs will support continuity of service. Interagency agreements will generally be used where DCYF and the originating agency both need continued access to shared information systems, centralized functions, or financial account structures. Interagency agreements will be especially important during the one-year transition period as staff and central operating functions are transferring over the course of the year between July 1, 2024, and July 1, 2025.

Federal Approvals

The Implementation Office, MDE, DPS, and DHS are actively working with federal agencies to notify them of the almost 20 federally funded programs that are transferring to DCYF, and to designate DCYF as the new responsible state agency. See Appendix C for the list of federally funded programs transferring.

The Implementation Office sent an initial letter on February 1, 2024, to the following federal agencies to provide notice and outline the programs transferring to DCYF's administration with details of transfer such as timeline, agency description, and more.

- United States (US) Department of Health and Human Services
- US Department of Housing and Urban Development
- US Department of Agriculture
- US Department of Education, and
- US Department of Justice

Initial efforts are focused on those programs planned to transfer on July 1, 2024, and include such steps as:

- Obtaining a federal Unique Entity Identification number
- Notifying the federal agency of the change through informal and formal communication
- Submitting a state plan amendment, or the like, to the federal agency for review and approval
- Promulgating public notice
- Governor certification
- Attorney General certification

The steps vary widely by program.

Program staff at originating agencies are working in conjunction with agency legal counsel and the Implementation Office to identify all necessary approval and amendment requirements, and to proactively

communicate with federal and regional partners to ensure all applicable obligations are met in order to transfer programs to DCYF. This effort requires extensive coordination among the originating agencies and the Implementation Office to ensure an aligned process with the federal agencies and timely transition of federally funded programs.

While significant progress has been made in this planning to ensure continuity of services, the Implementation Office, DHS, and MDE continue to work to understand federal program transfers. More recently, agencies have identified some potential barriers related to federal tax information that could impact planned timelines. The Implementation Office and agency partners are continuing work to gain appropriate approvals and agreements according to the planning timeline for the transfer of programs. Further updates and any changes to the timeline will be communicated to impacted employees, legislators, and service provider partners.

Planning Next Steps

The next phase of the work for the Implementation Office is to prepare for functional and operational readiness, including federal program transfers in accordance with approvals, for continuity of service. This is a coordinated effort among Implementation Office staff and agency partners. In the coming months, the Implementation Office will continue its work to finalize:

- Organizational planning for DCYF, including executive leadership roles. This planning will also address organizational details including staffing models, space planning, organizational policies, and operational areas like compliance, legal, grants and contracts.
- Federal agency engagement and planning to work through appropriate approvals, agreements, and other processes for the state and its partners to administer federal programs and ensure continuity of services.
- Staff transition planning, including an onboarding plan for employees and leadership, executive team hiring, recommendations for staff training, development, and retention, and HR policies and procedures. All employees identified to transfer to DCYF will receive at least 30 days' notice. The Implementation Office continues to engage with labor partners and seek input into these processes and procedures.
- DCYF budget and corresponding financial systems based on organizational charts, operational functions models, and staffing decisions. The Implementation Office will also complete an inventory of financial and information and data systems and finalize implementation strategies and infrastructures to ensure continuity of service, payments and access to information and data systems to operate the programs and make payments.
- Governance and other agreements for shared systems across the planning and transition timelines.
- Continued engagement with members of the community, program partners, counties and Tribes and other parties is critical to finalize planning and implementation for launch. Specific additional focus on engagement with education partners including school districts administering programs transferring, school communities, educators, and others.
- Communications platforms and resources for the new agency, including a new public website.

Conclusion

On July 1, 2024, the Department of Children, Youth, and Families will be established with a commissioner in place and program transfers beginning. Grounded in deep engagement with communities, local governments, Tribes, and state employees and leaders, the DCYF Steering Team and Implementation Office continue to work in partnership with impacted agencies to plan for the transition to the new agency in the short and long term. While prioritizing service continuity, this transition is also an opportunity to consider systems innovation and transformation to better serve the children, youth, and families who call Minnesota home. DCYF is an investment in Minnesota families – with an impact that will be felt for years to come.

Appendix A: Summary of Chapter 70 – S.F. No. 2995

[Minnesota Session Laws – Chapter 70](#)

Article 12, Section 1 – Children’s Cabinet: Adds the Department of Children, Youth, and Families (DCYF) to the Children’s Cabinet, deletes director of the Office of Strategic and Long Range Planning from the Children’s Cabinet.

Article 12, Sections 2-6 – Adding DCYF to Existing Agency Authorities:

- **Section 2:** Adds the DCYF to the list of state agencies with tribal consultation duties.
- **Section 3:** Adds the DCYF to the list of state agencies designated as departments of the state government.
- **Section 4:** Adds the DCYF to the list of agencies for which rules regarding term appointments, vacancies, and powers of commissioners apply.
- **Section 5:** Adds the commissioner of DCYF to the list of commissioners in Group I, with a salary limit that shall not exceed 133% of the salary of the governor.
- **Section 6:** Adds DCYF to list of agencies for which appointing authorities may designate additional unclassified positions.

Article 12, Section 13 – Definitions: For the purposes of this statute, defines “commissioner” as the commissioner of DCYF and “department” as the DCYF.

Article 12, Section 14 – Creation of the Department of Children, Youth, and Families:

- Subd. 1: Establishes the Department of Children, Youth, and Families on July 1, 2024.
- Subd. 2: Directs transfer and restructuring of agencies to be in accordance with [Minnesota Statutes 2022, section 15.039](#) (*Effect of Transfer of Powers among Agencies*) and [Minnesota Statutes 43A.045](#) (*Restructuring*).
- Subd. 3 : Successor and employee protection clause:
 - (a) States that personnel may be transferred to DCYF with 30 days’ notice, after approval by the DCYF commissioner (starting July 1, 2024).
 - (b) States that before DCYF commissioner appointment, MMB commissioner may transfer personnel beginning July 1, 2024.
 - (c) Employee protection language:
 - Directs that no employee will have a change in employment status or classification as a result of the transfer.
 - Employees represented by an exclusive representative before the transfer will keep that representation, and applicable collective bargaining agreements shall continue.
 - Collected bargaining agreements with exclusive representatives continue in full force after transfer.
 - When an employee in a temporary unclassified position is transferred, the total length of time that the employee has served in the appointment shall include all time served at the transferring agency and the time served in the appointment at the department. A temporary unclassified employee hired by a transferring agency through an open

competitive selection process will also be considered to have been hired through such process after the transfer.

- The state will be obligated to negotiate with exclusive representatives of transferred employees about any changes relating to terms and conditions of employment not already addressed in collective bargaining agreements.
- In the event that any functions are contracted or transferred out of state operations, a written condition of that transfer would need to ensure employees retain employment, including non-reduced wages and benefits. The state would not be liable for the actions of any non-state entity acquiring functions of the department.
- (d) If departmental changes affect operations of a school district or charter school, employers have the obligation to bargain about any changes to employee contracts.

Article 12, Section 15 – Commissioner:

- Subd. 1: The commissioner of DCYF, appointed by the governor, has administrative control of the agency and powers in line with other agency commissioners, from [Minnesota Statutes 2022, section 15.06](#) (*Appointment of Department Heads; Terms; Deputies*).
- Subd. 2: Duties of the commissioner include:
 - Applying for, accepting, and reporting grant funding
 - Applying for and receiving federal money for the purposes of carrying out responsibilities of the commissioner
 - Ability to make contracts with and grants to Tribal nations, organizations, and individuals
 - Requiring the development and reporting every other year on objectives and performance measures, including:
 - Centering and including the experiences of children and youth, including those with disabilities and mental illness in their families, in all aspects of the department’s work
 - increasing the effectiveness of programs in addressing the needs of children and youth facing racial, economic, or geographic inequities;
 - increasing coordination and reducing inefficiencies among programs and funding sources;
 - increasing alignment and coordination of family access to child care and early learning programs, improving systems of support for early childhood and learning providers and services;
 - improving the connection between DCYF programs and the K-12 and higher education systems; and
 - minimizing and streamlining the effort required of youth and families to receive services.

Article 12, Section 16 – State and County Systems:

- The commissioner of DCYF is charged with establishing and enhancing computer systems necessary for efficient operation of programs, including SNAP and income maintenance program, and the child support enforcement program.
 - Development costs for statewide programs must not be assessed against county agencies, but DCYF may charge a county for development and operating costs for functions requested by the county and not mandated by state or federal law.

- The nonfederal share of the costs of operating and maintaining the systems will be distributed to the counties in a way that reflects actual usage, except the nonfederal share of the MAXIS computer system, which will be paid by DCYF.
- The commissioner may enter into contracts with federally recognized tribes in Minnesota to participate in computer systems related to SNAP, income maintenance, and child support enforcement programs.
- A state systems account for DCYF is created in the state treasury, with money collected by DCYF for establishing and enhancing computer systems being deposited into the account.

Article 12, Section 17 – Rulemaking:

- The DCYF commissioner will have rulemaking powers, and must amend Minnesota Rules to make conforming changes as needed (with approval of the commissioners of DHS, MDE, MDH, and DPS for any amendments to or repeal of rules that are administered under the authority of those agencies).
- The rulemaking time limit in section 14.125 is extended to 36 months for the purposes of rules needed to implement the responsibilities transferred or conforming changes related to the transfer of responsibilities.
- The DCYF commissioner may also adopt rules for the administration of activities related to the department, subject to the requirements of chapter 14.

Article 12, Sections 19-20 – State and County Systems:

- Updates the DHS systems account language to strike SNAP and income maintenance program and management of child support enforcement from list of computer systems established and enhanced by DHS commissioner. Section 16 moved these duties to the commissioner of DCYF.
- Adds “for the Department of Human Services” as clarifying language to existing statute about the DHS state systems account created.

Article 12, Section 28 – Appointment of Commissioner

- Designates that the governor shall appoint a commissioner-designee of the DCYF, and that person will become the commissioner of DCYF effective July 1, 2024.

Article 12, Section 29 – Data Practices

- This language is time-limited for 4 years and authorizes data sharing between the new agency and the departments of human services, education, and public safety, limited to data necessary to coordinate activities and services and programs to be transferred. Classification of data will be retained, and existing limitations and legal requirements apply.

Article 12, Section 30 – Transfers from Other Agencies:

- DHS, MDE, and DPS must transition programs identified in this section to DCYF between July 1, 2024 and July 1, 2025, with federal approval where required.
- Effective dates of transfers will be reported to:
 - MMB, Admin, and other relevant departments,
 - the secretary of state,
 - the chief clerk of the house of representatives, and
 - the chairs and ranking minority members of relevant legislative committees

- The requirement that a state agency must have been in existence for at least one year before being eligible for receiving a transfer of personnel, powers, or duties does not apply to DCYF.
- Unspent balances of appropriations for transferred programs, along with operational functions (including administrative, legal, IT, and personnel support) and a proportional share of base funding will be appropriated to DCYF effective on the transfer date. Funds that are transferred and appropriated to DCYF are part of the agency's base in future years under the same conditions as the original appropriations.
- The DCYF commissioner may request an extension if needed via a written request to the governor. Upon approval from the governor, the transfer may be delayed or canceled. The commissioner who requested the transfer shall submit a notice to relevant legislative committees within ten days of any extensions or cancellations of a transfer.
- The DCYF commissioner must provide four quarterly reports to relevant legislative committees about the status of the transfers. The first of these four reports will cover the quarter starting on July 1, 2024.
- The law cites statutes for responsibilities to be transferred from DHS, MDE, and DPS. Appendix B is an updated list of programs identified to transfer as of December 2023 including changes to the original list of programs identified in statute.

Article 12, Section 31 – Transition Report to the Legislature:

- Requires a transition report from the MMB commissioner, due to the legislature by March 1, 2024, addressing the work related to the transfer of programs, the development of interagency agreements, the efforts to secure needed federal approvals, engagement efforts with leaders and staff of affected agencies and governments (including county and Tribal governments and school districts), input from individuals impacted by the programs to be transferred, and plans and timelines. The report must also include:
 - Recommendations (developed in coordination with county and Tribal governments) for how to coordinate and partner with county and Tribal governments, including through the use of a governing authority, such as an intergovernmental advisory committee.
 - Input from stakeholders and recommendation for improving service coordination and delivery for families with children who have disabilities, including coordination across state agencies in the areas of child protection, early education, mental health, disability services and other areas relevant to families with children who have disabilities.

Article 12, Section 35 – Revisor Instruction:

- The revisor must consult commissioners of MMB, DHS, MDE, MDH, and DPS and with nonpartisan legislative offices to identify any changes necessary to Minnesota Statutes and Rules in order to facilitate effective transfers, with draft legislation with statutory changes necessary submitted by February 1, 2024.

Article 20, Section 12: Onetime appropriation of \$11.931M in FY 24 and \$2.066M in FY25 to the commissioner of MMB for supporting the creation of DCYF.

Article 20, Section 13: \$823,000 in FY24 and \$3.521M in FY25 to DCYF.

Appendix B: Detailed List of Programs Identified to Transfer

Department of Human Services

From Children and Family Services

The entirety of the Children and Family Services Administration will move to DCYF. Under the current planning timeline, these divisions, including all programs and units within, are planned to move on July 1, 2024:

- Business Integration Division
- Child Care Services Division
 - Child Care Assistance Program (CCAP)
 - Child Care Aware Grants
 - Child Care Access Grants
 - Child Care Provider Technology Grants
 - Child Care Workforce Development Grant
 - Child Care Wayfinder
 - Develop: Minnesota's Quality Improvement & Registry Tool
 - Early Childhood Apprenticeship Program
 - Early Childhood and School-Age Professional Development System
 - Early Childhood Suspension and Expulsion Prevention
 - Facility Improvement Loans and Grants
 - Family, Friend and Neighbor (FFN) Grant Program
 - Great Start Compensation Support Payment Program
 - Migrant Child Care Services
 - Minnesota Tribal Resources for Early Childhood Care (MNTRECC)
 - Parent Aware Quality Rating and Improvement System
 - Preschool Development Grant (in partnership with MDE and MDH)
 - School Age Care Continuous Improvement and Accreditation Program
 - Family Child Care Shared Services Grants
 - TEACH Scholarships
 - REETAIN Wage Bonuses
 - Whole Family Systems Grant Program (in partnership with EAESD & CSP)
- Child Safety and Permanency Division
 - Adolescent Services
 - Adoption Assistance
 - African American Child Well-being Unit
 - American Indian Child Welfare Initiative
 - American Indian Well Being Unit
 - Case Review Unit
 - Change Management Unit
 - Child Welfare

- Child Protection
- Child Protection Grants
- Child Protection Opioid Allocation
- Children in Voluntary Foster Care for Treatment
- Community Based Child Abuse Prevention
- Community Resource Centers
- Education and Training Voucher Program (ETV)
- Extended Foster Care
- Family First Prevention and Early Intervention Allocation Program
- Family First Prevention Services Act Kinship Navigator Program
- Family Foster Home Recruitment
- Federal Title IV-E and related programs
- Foster Care and Permanency Planning
- Guardianship of Children in Foster Care
- Indian Child Welfare Grants
- Interstate Compact on the Placement of Children
- Juvenile Safety and Placement
- Minnesota Child Welfare Training Academy
- Minnesota Indian Family Preservation Act (MIFPA) and ICWA Compliance
- Minor Parent Services
- Northstar Care for Children (Foster Care, Adoption, Kinship Care)
- Parent Support Outreach Program (PSOP)
- Permanency Quality Assurance
- Post Adoption Search
- Post Permanency Support Services Grants
- Public Private Adoption Initiative (PPAI)
- Qualified Individual Program Grant
- Qualified Residential Treatment Program (QRTP) Assessment Grant
- Quality Parenting Initiative Grant Program
- Relative Custody Assistance
- Reporting of Maltreatment of Minors
- Research and Evaluation Unit
- Safe Place for Newborns
- Successful Transitions to Adulthood for Youth (STAY in the Community)
- Tribal Child Welfare, including Prevention and Early Services Grants
- Child Support Division
 - Advancing Equity Grant
 - Child Support Payment Center
 - County and Public Help Desk
 - Division Operations and Grant Management
 - Paths to Parenthood Grant

- Performance Analysis and Systems
- Policy and Planning
- Program Support
- SAVES Grant
- System Modernization and Strategic Planning
- Training
- Economic Assistance and Employment Supports Division
 - Diversionary Work Program (DWP) (Legislation signed into law repealed this program effective March 1, 2026)
 - Electronic Benefits Transfer (EBT)
 - Emergency Assistance (EA)
 - Minnesota Food Assistance Program (MFAP)
 - Minnesota Family Investment Program (MFIP)
 - Minnesota Whole Family Systems Initiative
 - Supplemental Nutrition Assistance Program (SNAP)
 - SNAP Employment and Training (E&T)
 - Summer EBT
 - Temporary Assistance for Needy Families (TANF)
 - Call Center
 - Local Agency Support
 - MFIP Policy
 - Research and Operations
 - SNAP Quality Assurance
 - SNAP Policy
 - SNAP E&T
 - Tribal Affairs
- Equity and Inclusion Office
 - DHS Equity Policy
 - Employee Support and Resources
 - Equity Committee and Division Equity Teams
 - Inclusive Development
 - Strategy and Consultation
- Management Operations Division
 - Communications
 - Data/Compliance
 - Finance
 - Legislative Affairs
 - Legislative and Budget
- Office of Economic Opportunity Division
 - American Indian Food Sovereignty Funding Program
 - Capital for Emergency Food Distribution Facilities

- Community Action Programs
- Diaper Distribution Grant Program
- Early Childhood Learning and Child Protection Facilities
- Emergency Services Program
- Emergency Shelter Facilities Grants
- Emergency Solutions Grant
- Family Assets for Independence (FAIM)
- Grants for Prepared Meals Food Relief
- Homeless Youth Act
- Homeless Youth Cash Stipend Pilot
- Minnesota Food Shelf Program
- Minnesota Transitional Housing Programs
- Safe Harbor Housing
- Shelter-Linked Youth Mental Health Program
- SNAP Education
- SNAP Outreach
- The Emergency Food Assistance Program (TEFAP)

From the Office of Inspector General

Under the current planning timeline, the licensing functions and program integrity and fraud prevention units for related Children and Family Services programs and units are planned to move on July 1, 2025:

- Certified Child Care Programs
- Child Care Assistance Program (CCAP)
- Child Care Centers
- Child Foster Care
- Family Child Care
- Minnesota Family Investment Program (MFIP)
- Supplemental Nutrition Assistance Program (SNAP)

Department of Education

From the Early Learning Services Division

Except for the programming and support for Part B 619, the Early Learning Services Division will move to DCYF. Under the current planning timeline, these programs and units are planned to move on July 1, 2024:

- Children's Savings Account Startup program
- Early Childhood Curriculum Grants
- Early Childhood Family Education (ECFE) program
- Early Childhood Health and Developmental Screening program
- Early Learning Scholarships

- Executive Function Across Generations program
- Great Start Scholarship program
- Grow Your Own Program
- Head Start and Early Head Start Programs
- Parent Aware Public Program Support
- Parent Child Plus program
- Part C Early Intervention Services
- Preschool Development Grant (PDG)
- School Readiness
- Voluntary Prekindergarten (VPK) and School Readiness Plus programs (SRP)

From the State Libraries Services and Expanded Learning Opportunities Division

As part of the focus on centering and serving older youth, the After-School Community Learning Grant program will move to the new agency on July 1, 2025, if ongoing funding for the program is allocated.

Department of Public Safety

From the Office of Justice Programs

Under the current planning timeline, these programs and units are planned to move on July 1, 2025:

- Crossover and Dual-Status Youth Model Grants
- Juvenile Justice Advisory Committee
- Office of Restorative Practices
- Title II Delinquency Prevention Grants
- Youth Intervention Program Grants
- Youth Justice Office

Department of Health

From the Child and Family Health Division

Under the current planning timeline, the Help Me Connect program are planned to move on January 1, 2025.

Central Operating Functions

Central operating functions are planned to transfer in phases between July 1, 2024, and July 1, 2025. Central operating functions include, but are not limited to:

- Budget
- Communications
- Compliance
- Equity and Inclusion

- External Relations: Tribal, County
- Government Relations: Legislative, Federal, and District
- Community Relations
- Finance
- Human Resources
- Information Technology
- Legal
- Management Services
- Strategy and Performance

Appendix C: List of Federally Funded Programs Planned to Transfer

Programs planned to transfer on July 1, 2024:

ALN / CFDA #	Name of Federal Program	Federal Agency	Formula/Discretionary Grants	Originating State Agency
USDA 10.551	Supplemental Nutrition Assistance Program (SNAP)	US Department of Agriculture, Food and Nutrition Service	Formula Grant	Minnesota Department of Human Services
USDA 10.561	Supplemental Nutrition Assistance Program Education (SNAP-ED)	US Department of Agriculture, Food and Nutrition Service	Administrative Grant	Minnesota Department of Human Services
USDA 10.561	Supplemental Nutrition Assistance Program Outreach (SNAP-Outreach)	US Department of Agriculture, Food and Nutrition Service	Administrative Grant	Minnesota Department of Human Services
USDA 10.561	Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)	US Department of Agriculture, Food and Nutrition Service	Administrative Grant	Minnesota Department of Human Services
USDA 10.568	The Emergency Food Assistance Program (TEFAP).	US Department of Agriculture, Food and Nutrition Service	Formula Grant	Minnesota Department of Human Services

ALN / CFDA #	Name of Federal Program	Federal Agency	Formula/Discretionary Grants	Originating State Agency
HUD 14.231	Emergency Solutions Grant Program (ESG)	US Department of Housing and Urban Development, Office of Community Planning and Development	Formula Grant	Minnesota Department of Human Services
ED 84.181A	IDEA Part C Early Intervention	Department of Education – Office of Special Education Programs	Formula Grant	Minnesota Department of Education
ED 93.434	Preschool Development Grant Birth-Five Planning Grant	US Health and Human Services, Administration for Children and Families / Office of Early Childhood	Discretionary Grant	Minnesota Department of Education
ED 93.600	Head Start State Collaboration Project	US Health and Human Services, Administration for Children and Families / Office of Head Start	Discretionary Grant, non-competing continuation	Minnesota Department of Education
HHS 93.090	Title IV-E Guardianship Assistance	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.471	Title IV-E Kinship Navigator	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services

ALN / CFDA #	Name of Federal Program	Federal Agency	Formula/Discretionary Grants	Originating State Agency
HHS 93.472	Family First Transition Act	US Health and Human Services, Administration for Children and Families, Children's Bureau	Discretionary Grant	Minnesota Department of Human Services
HHS 93.556	Title IV-B2: MaryLee Allen Promoting Safe and Stable Families Program	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.558	Temporary Assistance for Needy Families (TANF) Block Grant	US Health and Human Services, Administration for Children and Families, Office of Family Assistance	Formula Grant	Minnesota Department of Human Services
HHS 93.563	Child Support Services	US Health and Human Services, Administration for Children and Families, Office of Child Support Services	Formula Grant	Minnesota Department of Human Services
HHS 93.564	Responsible Parenting Grant	US Health and Human Services, Administration for Children and Families, Office of Child Support Services	Discretionary Project Grants	Minnesota Department of Human Services

ALN / CFDA #	Name of Federal Program	Federal Agency	Formula/Discretionary Grants	Originating State Agency
HHS 93.564	MN Safe Access for Victims' Economic Security (MN-SAVES)	US Health and Human Services, Administration for Children and Families, Office of Child Support Services	Discretionary Project Grant	Minnesota Department of Human Services
HHS 93.564	Advancing Equity In Child Support	US Health and Human Services, Administration for Children and Families, Office of Child Support Services	Discretionary Project Grant	Minnesota Department of Human Services
HHS 93.569	Community Services Block Grant (CSBG).	US Health and Human Services, Administration for Children and Families, Office of Community Services	Formula Grant	Minnesota Department of Human Services
HHS 93.575 93.596	Child Care and Development Block Grant (CCDF)	US Health and Human Services, Administration for Children and Families, Office of Child Care	Formula Grant	Minnesota Department of Human Services
HHS 93.590	Community-Based Child Abuse Prevention Grants	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula/ Discretionary Grants	Minnesota Department of Human Services

ALN / CFDA #	Name of Federal Program	Federal Agency	Formula/Discretionary Grants	Originating State Agency
HHS 93.597	Grants to States for Access & Visitation Programs	US Health and Human Services, Administration for Children and Families, Office of Child Support Services	Formula Grant	Minnesota Department of Human Services
HHS 93.599	Title IV-E Chafee Education and Training Vouchers Program (ETV)	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.603	Title IV-E Adoption Incentive Payments	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.643	Children's Justice Act	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.645	Title IV-B1: Stephanie Tubbs Jones Child Welfare Services Program	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.658	Title IV-E Foster Care	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services

ALN / CFDA #	Name of Federal Program	Federal Agency	Formula/Discretionary Grants	Originating State Agency
HHS 93.659	Title IV-E Adoption Assistance	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.667	Title XX Social Service Block Grant (SSBG):	US Health and Human Services, Administration for Children and Families, Office of Community Services	Formula Grant	Minnesota Department of Human Services
HHS 93.669	Child Abuse Prevention and Treatment Act (CAPTA)	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.674	Title IV-E Chafee Foster Care Independence Program	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services
HHS 93.674C	Title IV-E Independent Living Grants	US Health and Human Services, Administration for Children and Families, Children's Bureau	Formula Grant	Minnesota Department of Human Services

Programs planned to transfer on July 1, 2025:

ALN / CFDA #	Name of Federal Program	Federal Agency	Formula/Discretionary Grants	Originating State Agency
DOJ 16.540	Title II Delinquency Prevention Grants	US Department of Justice	Formula Grant	Minnesota Department of Public Safety
DOJ 16.735	Prison Rape Elimination Act (PREA) Program: Strategic Support for PREA Implementation²	US Department of Justice	Formula Grant	Minnesota Department of Public Safety

² U.S. Department of Justice funding granted to Minnesota Department of Corrections through the Minnesota Department of Public Safety to support DOC compliance with PREA.

