

# Department of Family Services

## ❖ *Mission and philosophy*

In partnership with all available resources, the Department of Family Services will provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; provide treatment for and hold emotionally and troubled youth accountable for behaviors; provide protective services for all individuals in Wyoming when they are unable to protect themselves; and administer programs consistently and in compliance with federal and state statutory and executive order requirements.

## ❖ *Results of outcomes*

Please read the results of outcomes for each division in this annual report.

High turnover among caseworkers is a major challenge for the Department of Family Services (DFS). It is extremely important and worthy of DFS resources to make every effort to decrease the turnover because any negative effects for Wyoming's children are unacceptable. DFS pledges full cooperation toward alleviating any negative impact on services and decreasing turnover among caseworkers. However, the department cannot achieve this end without help from others because this is a shared problem requiring a shared solution. DFS has negotiated a contract that will undertake a workload study, which is in response to the Legislative Service Office's Child Protection Report. If the study were to indicate a need for increased staff, for example, legislative support would be requested. The Legislature is a key partner in addressing issues within the executive branch of government. The results of this study, however, will not be available until FY01.

During this fiscal year, some relatively minor but exciting changes were initiated at the state DFS office to recognize and implement the focus that the field office staff are the heart of the agency. Effective in April 2000, child and adult protective services became an independent division. This new division is called the Protective Services Division. Economic assistance programs were teamed with child support, forming the Economic Assistance and Child Support Division. Fair hearings and legal coordination were added responsibilities of this new division. Electronic Benefits Transfer (EBT) and personnel/payroll were moved into the Information Services Division. Child care was moved into the Juvenile Services Division. This move brings child care payments and day care licensing into the same division. The Field Operations Division has taken on the added responsibilities of training, audit, the Low Income Energy Assistance Program (LIEAP), Weatherization and complaints. These areas integrally connect to the field and will be assessed and restructured from that perspective. The

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Kari Jo Gray, Director

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### **Other locations**

Afton, Buffalo, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Greybull, Jackson, Kemmerer, Lander, Laramie, Lusk, Lyman, Newcastle, Pinedale, Powell, Rawlins, Riverton, Rock Springs, Sheridan, Sundance, Thermopolis, Torrington, Wheatland, Worland

### **Year established**

1989

### **Statutory references**

W.S. 9-2-2006, W.S. 9-2-2102

### **Number of authorized personnel**

659 full-time, 43 part-time

### **Organizational structure**

Director, Juvenile Services Division, Economic and Child Support Division, Protective Services Division, Information Services Division, Financial Services Division, Field Operations Division, Management Development Division and Special Projects Division

### **Clients served**

The Department of Family Services provides financial and social services to Wyoming residents who are in need or at risk.

### **Budget information**

#### **Director's Office**

General funds	\$289,511.17
Federal funds	69,745.96
Trust and agency funds	0.00
<b>Total</b>	<b>\$359,257.13</b>

#### **Department**

General funds	\$33,596,831.08
Federal funds	42,898,949.91
Trust and agency funds	2,910,321.40
<b>Total</b>	<b>\$79,406,102.39</b>

new Management Development Division will provide training to DFS staff with the hope of preparing them to move up their progressive career ladders and then into management positions. The Special Projects Division has been established to help out in areas of crisis within DFS. All division administrators report directly to the director. These changes in the state office had no direct impact on the day-to-day operations of the field offices.

Wyoming was notified in FY00 that it had the second lowest food stamp error rate in the nation in FY99.

### ❖ *Strategic plan changes*

The following are the significant changes to the DFS Strategic Plan from the July 1, 1998 - June 30, 2002 (FY99) edition to the July 1, 2000 - June 30, 2004 (FY01) edition.

■ The single agency goal will be changed from, "Promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth," to, "Provide self-sufficiency through the effective delivery of preventive, protective, educational and treatment services, resulting in a reduction of government involvement."

■ Objective B will be changed from, "Provide preventive and protective services to abused, neglected, abandoned and exploited individuals and oversee standards for substitute care providers," to, "Provide preventive and protective services to abused, neglected, abandoned and exploited individuals."

■ Objective D was deleted and incorporated into Objectives A through C.

In an attempt to simplify and make them more meaningful and measurable, the Outcome Measures will be changed as follows:

■ Objective A Outcome Measures reduced from 10 to four,

■ Objective B Outcome Measures reduced from 10 to four, and

■ Objective C Outcome Measures reduced from nine to three.

## Division of Juvenile Services

### General information

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### Other locations

**Wyoming Boys' School**  
1550 Highway 20 South  
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### Wyoming Girls' School

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### Year reorganized

1995

### Statutory references

W.S. 9-2-101; W.S. 9-2-2006; W.S. 9-2-2102 - 9-2-2106; W.S. 14-2-205; W.S. 14-3-201 - 14-3-215; W.S. 14-4-102 - 14-4-104; W.S. 14-6-101; W.S. 14-6-201 - 14-6-252; W.S. 14-6-301 - 14-6-308; W.S. 14-6-401 - 14-6-440; W.S. 14-6-501 - 14-6-509; W.S. 14-9-101 - 14-9-108; W.S. 14-10-101; W.S. 25-3-101 - 25-3-106; W.S. 25-4-101 - 25-4-103; W.S. 25-1-201.

### Number of authorized personnel

**Division of Juvenile Services, Central Office**  
14 full-time, one part-time, 17 contract

### Wyoming Boys' School

95 full-time, one contract

### Wyoming Girls' School

79 full-time, two part-time, three contract

### Organizational structure

Director, Administrator, Wyoming Central Registry for Abuse/Neglect, Child Care Licensing, Certification of Providers of Substitute Care Services for Children, Juvenile Justice; Interstate Compact on Juveniles, Criminal Background Checks, Institutions, State Advisory Council on Juvenile Justice, Early Childhood Development Council, Child Care Development Fund to Assist Low Income Families Involved in Education Programs or Working, Child Care Certification Board.

### Clients served

The Juvenile Services Division provides and purchases services on behalf of youth and families in the most appropriate and least restrictive setting in accordance with Department of Family Services Youth and Family Services Rules, and is responsible for the operation of the Wyoming Boys' School and the Wyoming Girls' School. In addition, the division provides regulatory services for child care licensers and 24-hour care providers and provides central registry checks and background checks for employers and volunteers working with children and disabled adults. Service standards for each of these programs are also established through agency rules. Financial support is provided for families that qualify to receive child care. Federal grant money is distributed to child care providers for the purpose of making quality improvement. Support services are provided to advisory councils and boards focusing on the development of services and care for Wyoming's children and adolescents.

### Budget information

General funds	\$10,867,783.90
Federal funds	8,185,521.74
Trust and agency funds	8,617.50
<b>Total</b>	<b>\$19,061,923.14</b>

## ❖ Results of outcomes

### Goal, Objective A

The Child Care Block Grant distributed \$8,464,982 for this time period.

### Goal, Objective B

The Child Care Licensing program was responsible for licensing approximately 852 child care facilities.

### Goal, Objective C

**Outcome Measure A:** Certification Standards will define childcare provider operations.

A committee was formed between private care providers and agencies focusing on continued development of quality standards through rules for services to children. Seven meetings have been conducted, and it is estimated that rule revision is 70 percent completed. Certification standards will define child care provider operations. During this reporting period, there were 74 facilities and/or agencies certified by the department.

**Outcome Measure B:** Substantiated abuse perpetrator record checks for private service providers are conducted; and **Outcome Measure C:** Requests by potential employers for substantiated abuse perpetrator checks will be 100 percent completed.

In FY00, Wyoming Central Registry of Abuse/Neglect staff completed 10,660 checks and 9,713 background prescreens in conjunction with the Division of Criminal Investigation. This represents a 32 percent increase in Central Registry Abuse/Neglect

checks, and a 55 percent increase in background prescreens that were in conjunction with the Division of Criminal Investigation from the previous year.

**Outcome Measure D:** Community-based youthful offender pilot projects will be developed and implemented.

Operations associated with Wind River and Sheridan have been completed effective June 30, 2000, with several program components continuing through local incorporation by existing community agencies. Efforts within the community of Douglas continue.

**Outcome Measure E:** Troubled and delinquent youth services are consistent with screening instrument.

The Youth and Family Services Screening Instrument continues to be used upon every admission to the Wyoming Boys' School and to determine levels of supervision for juvenile offenders receiving probation supervision. This outcome will be deleted in the next strategic plan.

**Outcome Measure F:** Troubled and delinquent profiles will be identified by criminal behavior.

Based on the existing information gathering system, this outcome is not measurable and will be deleted in the next strategic plan.

**Outcome Measure G:** Staffing levels at state institutions will meet private care provider standards.

Both institutions received staff to provide increased polysubstance addiction treatment. Both institutions meet private care provider standards.

**Outcome Measure H:** Increase by 5 percent number of youth without further involvement in justice system.

Based on the existing information gathering system, this outcome is not measurable and will be deleted in the next strategic plan.

**Outcome Measure I:** All field staff focusing on troubled and delinquent youth services will receive certification training within one year of hire.

Juvenile probation training was conducted on behalf of 33 staff members who work with the troubled and delinquent youth population. Areas addressed included supervision skills, assessments, safety, pre-disposition reports, chemical testing and resource identification. Additional training focusing on the use of electronic monitors was provided to 55 staff. Training was provided for five staff members involving the Intensive Supervision Program and eight staff members on conducting the T-ASI (Adolescent Drug and Alcohol Assessment Tool).

### General comments

The Wyoming Boys' School served 204 males and the Wyoming Girls' School served 105 females.

Approximately 1,061 juveniles were on probation per month, and 1,640 children were in placement per month. Students at Wyoming Boys' School completed 1,506 hours of community services, paid \$13,582 in restitution and had 663 victim contacts. Students at the Wyoming Girls' School completed 4,297 hours of community service, paid \$8,736 in restitution and had 1,172 victim contacts.

The State Advisory Council on Juvenile Justice met on four separate occasions and developed proposed standards for juvenile detention centers. The council continues to assist with the development of a statewide resource directory. The council was successful in securing federal funds associated with the Juvenile Accountability Incentive Block Grant. Total funds awarded projects are approximately \$1 million. Monitoring visits were conducted and evaluation resources made available for community programs.

## Economic and Child Support Division

### General information

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### Agency contact

#### Child Support

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### Other locations

#### Child Support

There are nine judicial districts within Wyoming. Contractors (two private and four public) provide child support enforcement services through 17 local field offices. Receipt and disbursement of child support payments are accomplished through cooperative agreements with all 23 Wyoming clerks of district court and through a central location in Cheyenne.

### Year established and reorganized

Child Support established 1998, reorganized 2000  
Economic Assistance established 1989, reorganized 2000

### Statutory references

Child Support: W.S. 9-2-2006, 9-2-2104, 14-2-104, 105, 310, 313, 112, 20-2-301 through 20-4-194, 20-6-101-402, and 42-4-206-207.

Economic Assistance: W.S. 9-2-2006, W.S. 9-2-2101-2106

### Number of authorized personnel

Child Support, seven  
Economic Assistance, nine

### Organizational structure

Director, Administrator, Economic Assistance Team, Child Support Team and Support Staff Team

### Clients served

#### Child Support

Public assistance recipients and private customers

#### Economic Assistance

Needy Wyoming families, individuals and the disabled who need temporary assistance while they work to become self-sufficient

### Budget information

General funds	\$3,558,163.61
Federal funds	9,550,894.18
Trust and agency funds	2,389,654.33
<b>Total</b>	<b>\$15,498,712.12</b>

## ❖ Results of outcomes

### Economic Assistance

#### Goal; Objective A:

**Outcome Measure A:** Reduction and eventual elimination of sanctionable issues identified by federal auditors.

There were no sanctions from federal programs for economic assistance. Audits included food stamps and The Emergency Food Assistance Program (TEFAP).

**Outcome Measure F:** Meet the TANF work participation rate.

The Temporary Assistance for Needy Families (TANF) participation rates have been met each quarter. A 57.7 percent rate was achieved for all families with a caseload reduction credit of 76 percent. A two-parent participation rate of 65.8 percent rate was achieved with a caseload reduction credit of 95 percent.

**Outcome Measure G:** Percent reduction in Personal Opportunities with Employment Responsibilities (POWER) caseload.

Wyoming has been leading the nation in TANF caseload reductions. That lead has fluctuated among Idaho, Wisconsin and Wyoming. Mandatory reports for performance bonuses were submitted and it is anticipated the Department of Family Services will receive those bonuses. Since January 1996 the POWER caseload has decreased by 89.2 percent.

**Outcome Measure H:** Increase self-sufficiency options under the POWER program.

Through work programs, the following were added: job retention program, mentoring and an evaluator dedicated to hard-to-serve clients.

**Outcome Measure I:** Increase food stamp accuracy rates to 96 percent or more.

The food stamp accuracy rate increased to 97.09 percent. Efforts will continue to reach the 96 percent accuracy rate.

**Outcome Measure J:** Qualifying for enhanced funding.

The FY99 food stamp error rate of 2.91 percent qualified Wyoming for enhanced funding. Wyoming has the second lowest error rate in the nation. Only six states in the nation are eligible to receive enhanced funding for meeting the tolerance error rate of 9.88 percent. The error rate figures are always a year behind the fiscal year. Wyoming will not know what its error rate for FY00 is until the following year.

**Goal; Objective B:**

**Outcome Measure B:** 100 percent compliance with the rules.

Staff Assistance Visit (SAV) reviews showed 100 percent compliance with the rules.

**Outcome Measure G:** 100 percent compliance with federal audits.

Staff Assistance Visit (SAV) reviews showed 100 percent compliance with federal audits.

**Goal; Objective D:**

**Outcome Measure L:** Mechanism for dispute resolution at the appropriate level and least expense possible is provided.

There were 96 administrative hearing requests received for FY00. Of those hearings requested, 65 were scheduled. Of the hearings scheduled, 15 were actually held, and 53 of the 96 requests received were withdrawn either prior to or after being scheduled. A total of 93 percent of the agency decisions were upheld. The department reversed one decision as the result of hearings. The mechanism that allowed so many of these to be resolved before going to administrative hearing is the informal conference with the county/district manager.

**General comments:**

DFS continues to work with the tribes and the implementation of the Tribal TANF State Plans. Ongoing technical assistance is being provided to the tribes.

DFS TANF money was contributed and used for projects throughout the state whose focuses are reduction of out-of-wedlock pregnancies. Also, some money was used to support statewide pregnancy prevention conferences.

**Child Support**

**Goal, Objective A:**

**Outcome Measure B:** Increase IV-D child support collections to 50 percent by year 2000.

A total of 49.44 percent of cases with current child support ordered received payments on average each month. A total of 55.36 percent of the monthly child support ordered was collected for FY00.

**Outcome Measure C:** Increase number of paternity cases established by 15 percent during 97-98.

Number of paternity cases established increased to 1,191 or 52.69 percent by FY99.

Paternity cases established in 2000 increased to 1,855.

**Outcome Measure D:** Increase contributed financial support for children and youth in placement by 2 percent annually:

Financial support of children and youth in placement increased by 28.9 percent in FY00 over FY99.

**Outcome Measure E:** Decrease the cost per dollar collected of IVD collections at or below the national average.

Cost per dollar collected is below the national average. National average remains at approximately \$.25 spent for every \$1.00 collected. Wyoming spent \$.2315 for every \$1.00 collected as of June 30, 2000.

**General comments**

Number of paternity cases established is averaging approximately 154 per month. The establishment rate is now exceeding the out of wedlock birth rate, indicating that the backlog is being reduced.

Approximately 12,969 cases realize current child support payments monthly, and approximately 6,815 cases received past due child support payments monthly.

There is child support paid in TANF and foster care cases in the amount of \$3,881,078 and \$41,661,931 combined total paid for all TANF and non-TANF cases.

Arrears cumulatively total approximately \$343 million, which cannot be depicted as stated in the strategic plan.

Cost per dollar of support collected is \$.2315 per dollar spent.

# Protective Services Division

## General information

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## Agency contact

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## Year established and reorganized

Established 1989, reorganized 1995 and 2000

## Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

## Number of authorized personnel

Eight

## Organizational structure

Director, Administrator, Child Welfare Team,  
Support Staff Team

## Clients served

Adults and children in need of protective services,  
as well as families in need of social services

## Budget information

General funds	\$263,722.56
Federal funds	671,768.67
Trust and agency funds	233,387.94
<b>Total</b>	<b>\$1,168,879.17</b>

## ❖ Results of Outcomes

### Goal, Objective B:

**Outcome Measure A:** Increase by 50 the number of children in permanent placement.

Permanency through adoption and guardianship was achieved for 100 children for FY00 compared with 84 for FY99. This is an increase of 16 children.

**Outcome Measure B:** 100 percent compliance with the rules.

Staff Assistance Visit (SAV) reviews and Title IV-E audit showed 100 percent compliance with the rules.

**Outcome Measure C:** Increase by 25 percent the number of approved foster homes.

Additional money designated for foster home recruitment and training resulted in 324 certified foster homes in FY00. This is an increase of 21 percent.

**Outcome Measure D:** Increase by 50 percent the number of minority foster homes.

Efforts to increase ethnic foster homes will continue to be a major goal in FY01. In FY00, there were 30 certified minority foster homes. This is an increase of 2 percent.

**Outcome Measure E:** Maintain efforts to curtail child fatalities based on established statistical history.

Strong efforts to curtail child fatalities included the establishment of the state fatality review team, shaken baby syndrome education and provision of public information at all opportunities. The creation and use of the Protective Services Division is one example of efforts in this area. FY99 resulted in one fatality, and FY00 resulted in two fatalities.

**Outcome Measure F:** 100 percent of workers certified to provide Adult Protective Services (APS) within one year of employment

In FY00, 26 DFS workers had received APS training. Training is scheduled for October 2000 for new hires. Training will continue in October on a yearly basis for new employees.

**Outcome Measure G:** 100 percent compliance with federal audits.

Staff Assistance Visit (SAV) reviews and Title IV-E audit showed 100 percent compliance with federal audits. The state IV-E review will occur in May 2001.

**Outcome Measure H:** 100 percent CPS staff certified within one year of employment.

There were 55 Child Protective Services (CPS) staff who completed both sections of CPS CORE Training during FY00 which is 100 percent of new hires within one year of employment.

**Outcome Measure I:** Increased number of children in permanent placement as a result of expedited permanency planning.

Permanent placements for children who had been in placement 15 of the previous 22 months were increased by 43. FY99 showed 168 children achieved permanency while 211 achieved permanency in FY00. Permanency included reunification, living with relative, adoption, guardianship, emancipation and independent living.

**Outcome Measure J:** Increase Early and Periodic Screening Diagnosis and Testing (EPSDT) health checks for children in foster care. The Department of Health provides a report of DFS Foster Children Receiving EPSDT and well child office visits by DFS Field Office. This FY00 report lists 464 children receiving these services, which is an increase of 201 children.

## General comments

The Legislative Service Office (LSO) conducted a study of DFS's child protection services. This report identified staffing patterns, training and policy

development as key areas that require attention. The department is presently revising the training plan as well as revising the CPS rules, policies and procedures. In addition, an outside consulting firm was hired to conduct a workload study, which will provide a basis for staffing recommendations.

## Information Services Division

### General information

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### Agency contact

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### Year established

1989

### Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

### Number of authorized personnel

26

### Organizational structure

Director, Administrator, Systems Analysis Section, POSSE Programming Support Section, EPICS/WYCAPS Programming Support Section, PC/Server/LAN Administration Section, EPICS/WYCAPS Systems Support Program, POSSE Systems Support Program, Human Resources Section, Electronic Benefits Transfer Section

### Clients served

Department staff

### Budget information

General funds	\$1,665,421.11
Federal funds	3,638,108.98
Trust and agency funds	200,858.84
<b>Total</b>	<b>\$5,504,388.93</b>

## ❖ Results of outcomes

### Goal, Objective D

**Outcome Measure A:** One hundred percent of personnel and payroll actions meet federal and state law requirements.

One hundred percent of personnel and payroll actions have met federal and state law requirements.

**Outcome Measure C:** By June 30, 2003, develop a "next generation" computer system specifically designed to meet the unique needs of Wyoming, allowing staff to better gather and analyze integrated data and information, make better decisions and communicate accurate and meaningful statistics to stakeholders.

"Next Generation System" designed. Project approved by Human Services Sub-Cabinet and governor. Awaiting final funding approval before entering contract.

**Outcome Measure D:** Reduce data processing mainframe costs by \$450,000 per year from the FY 99/00 biennium level (\$4,513,188).

Mainframe costs reduced by an additional \$1,274,352 to \$3,238,836 per year, well over the target.

**Outcome Measure E:** Interfaces with other state agencies are 100 percent automated.

Inter-agency interfaces 100 percent automated.

**Outcome Measure F:** Provide hardware/software replacement plan that insures workers are kept abreast of current technology.

Personal computer (PC) replacement plan tied to Attorney General approval of a PC Leasing Contract.

**Outcome Measure G:** Interfaces with federal collection systems (NCANDS, AFCARS, CSENET, etc.) are 100 percent automated.

Federal collection systems interfaces 100 percent automated.

**Outcome Measure M:** By FY 2002 the statewide Electronic Benefit Transfer (EBT) system is operational.

One hundred percent of food stamps and 67 percent of Women, Infants and Children (WIC) are operational state-wide.

**Outcome Measure N:** By September 1999, the Laramie County Field Health Passport (HPP) Field Demonstration Project will be completed, including Medicaid Service Authorization, Immunization, Medicaid, Early and Periodic Screening Diagnosis and Testing (EPSDT) and Prenatal Care, Prenatal Home Visiting, Maternal and Child Health and WIC.

Because of the change in Siemens Health Passport Management and the subsequent delays in design, development and system testing, the timeline for the Laramie County HPP field demonstration was revised to June 1999 through December 2000. Consequently, the demonstration was launched on June 13, 1999. Applications that are currently operating include Head Start, Public Health Nursing, immunization and the private sector pediatric services of the Cheyenne Children's Clinic. WIC is scheduled for testing the week of Nov. 13, 2000, and Medicaid is under discussion for 2001 during what is being termed a transition/planning year.

**General comments**

The Eligibility Payment Information Computer System (EPICS) has a complete conceptual redesign and is awaiting final approval, Request for Proposal (RFP) bids and contract negotiation.

Year 2000 changes were all made and effective.

Staffing shortages continue to press the envelope. Single-staffed in most areas, ISD was blessed with good health, strong support from contract employees and extreme dedication, allowing the above to be accomplished. Luck must remain on ISD's side.

There are only three people in the PC/LAN (local area network) group. They are, however, augmented by three at-will employee contract (AWEC) employees, but this is only a short-term solution. In addition to setting up new servers, new network operating system and e-mail program conversions, they also need to maintain the newly installed networks and respond to calls for help from DFS employees around the state. The increased workload coupled with the amount of travel time needed is resulting in delays in providing assistance to DFS users. This challenge is minimized by the augmentation (with AWEC employees) of the help desk and by using a cellular phone so users can always contact the PC/LAN group regardless of their location. This situation is expected to continue until additional personnel are assigned to help cope with the workload. PCs and LANs are in place in the two institutions (Wyoming Boys' and Girls' Schools) and on the Wind River Reservation (WRR), further exacerbating the shortage.

## Financial Services Division

**General information**

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**Agency contact**

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**Year established and reorganized**

Established 1989, reorganized 1990

**Statutory references**

W.S. 9-2-2102, W.S. 9-2-2104, 42-2-101 to 103, 42-2-108, 42-2-112, 42-2-114, 42-2203, 42-3-101, 42-3-103, 42-2-207

**Number of authorized personnel**

40 full-time

**Organizational structure**

Director, Division Administrator, Quality Control/PRICE Manager, Accounting Unit Manager, Budget/Cost Allocation Manager

**Clients served**

Clients on Personal Opportunities with Employment Responsibilities (POWER), food stamps and Supplemental Security Income; vendors; field office workers; clients with overpayments; and federal agencies

**Budget information**

General funds	\$762,944.92
Federal funds	543,805.75
Trust and agency funds	77,802.79
<b>Total</b>	<b>\$1,384,553.46</b>

❖ **Results of outcomes**

**Goal, Objective A**

**Outcome Measure I:** Increase food stamp accuracy rates to 96 percent or more.

Accuracy rate of 97.09 percent achieved.

**Outcome Measure J:** Qualifying for enhanced funding.

Enhanced funding obtained in the amount of \$548,871.

**Goal, Objective D**

**Outcome Measure B:** One hundred percent of legal requirements are met regarding receipt and expenditure of agency funds.

One hundred percent of requirements were met.

**Outcome Measure P:** Staying within budget.

Within budget.

**General comments**

Quality Control staff continued their aggressive Simple Targeted Accurate Reviews (STAR) and training of field staff to lower the department's error rate in the Food Stamp Program. This year, the combined efforts paid off; the error rate was lowered to 2.91 percent, and enhanced funding was achieved.

In the Prosecution/Recovery/Investigation/Collection/Enforcement (PRICE) section, 776 new cases were referred to the fraud unit. More than \$408,000 was collected from overpayments. The PRICE staff continue to file for overpayment collections through Small Claims Courts and the Statewide Unclaimed Property account.

The division continues to process in excess of 600,000 financial transactions annually to support 27 field offices, two youth correctional institutions, 23 Clerks of District Court and nine Child Support Enforcement Districts.

The division is experiencing continued progress toward the use of technology. Division personnel are encouraging their customers to use Electronic Funds Transfer (EFT) as the method of payment for services

rendered. Efforts are fruitful as month by month, the number of EFT participants increase.

The division strives hard to maximize federal funding for the department in an attempt to offset reduced federal funding for social services.

## Field Operations Division

### General information

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### Other locations

There are 27 full-time offices and three part-time offices located in four regions throughout Wyoming.

### Year reorganized

2000

### Statutory references

W.S. 9-2-2006 and W.S. 92-2-2102

### Number of authorized personnel

368 full-time, 40 part-time

### Organizational structure

Director, Administrator, Region Managers, District and County Managers

### Clients served

Children and the elderly who are at risk or unable to protect themselves and families who need temporary financial assistance.

### Budget information

General funds	\$16,189,283.78
Federal funds	20,239,104.63
Trust and agency funds	0.00
<b>Total</b>	<b>\$36,428,388.41</b>

## ❖ Results of outcomes

### Goal; Objectives A, B and C

Field Operations is responsible for delivery of services for all programs administered by the department except those services provided by the Wyoming Boys' School and the Wyoming Girls' School. For specifics, please see results of outcomes for other departmental divisions.

### Goal, Objective D

**Outcome Measure I:** Meet learning objectives defined for each program or conference, measured by performance on certification exams and trainee and manager feedback.

Benefit Specialist certification exams for the three-months and nine-months were completed. The three-month exam is part of the training manual. The five-month exam was given a second time due to a number of changes in the questions. There were 31 people who completed this exam, and one person did not pass at 80 percent or better. This exam is being incorporated into the training manual as part of the learning process. There were 44 people who completed the nine-month exam, and 10 people did not pass. The one-year certification exam was taken by 29 people, and three people did not pass this exam. The one-year exam is still in the validation process. Scores for individuals were recorded on an anonymous basis for this validation process.

Child Protective Services (CPS) certification training was held twice in FY00. There were 50 participants completing the two-week course and passing the certification test at 80 percent or greater. This is a 28 percent increase in trainees.

Adult Protective Services (APS) certification training was held once during FY00. There were 27 participants who completed the three day course and passed the certification test. The test was in the validation period.

Fundamental Skills Training for Juvenile Probation Officers was held twice in FY00. There were 45 participants who completed the three and a half day course and passed the test at 80 percent or greater.

**Outcome Measure J:** Pursue consistent, positive public and media relations.

There were 394 documented complaints received and resolved in all programs in all divisions, with the exception of the Information Services Division

**Outcome Measure K:** Field offices receive specific feedback regarding areas where improvements can be made through the SAV process.

Field Audits (formerly Staff Assistance Visits) provide information to field supervisors, managers and administrators regarding program performance, compliance and reporting requirements. The process ensures compliance with state and federal mandates or contracts. The programs reviewed are Child Protective Services, IV-E Foster Care, ME/Food Stamps, Youth and Family Services, Intensive Supervision Program, Adult Protective Services, Child Support Enforcement, Child Care, The Emergency Food Assistance Program (TEFAP), Cent\$ible Nutrition, the Americans with Disabilities Act (ADA) and Civil Rights compliance in various areas.

Field Audits were conducted in 17 field offices and one institution throughout 14 counties; Arapaho and Shoshone Tribal Social Services are also included. Case reviews totaled 313 economic assistance cases,

326 social service cases and 50 case plans from the Wyoming Girls' School. There were 11 TEFAP sites reviewed and six Cent\$ible Nutrition offices visited. Surveys evaluating DFS services were sent to 578 stakeholders; 287 were returned.

The field audit process has been evaluated, and a plan for reorganizing the program has been submitted to the director. The reorganization of the process will make field office audits more efficient, the number of field office visits will effectively double, and case reviews will increase as field supervisors would be required to review the work of their subordinates. In addition, the state office will review cases every year. The number of social service case reviews would increase by 10 times the current level. Although some of the recommendations have already been implemented, all changes would be in full effect by calendar year, 2001.

#### **General comments**

Another responsibility of the Field Operations Division is the management of the federal Weatherization Program and the Low Income Energy Assistance Program (LIEAP).

Weatherization of homes may consist of added insulation to attics and mobile homes, storm windows, new doors, new furnaces, etc. In FY00 there were 641 households that received weatherization work for a total benefit expenditure of \$1,482,692. Of this total, \$617,952 came from U.S. Department of Energy funds and was used on 296 homes. The U.S. Department of Health and Human Services funds in the amount of \$864,740 were used to weatherize 345 homes. This was an increase of 144 more households in FY00 than in FY99.

The Low Income Energy Assistance Program assists low income households with funds used directly towards heating bills and also to pay a crisis benefit when a household is going to lose its source of heating. In FY00 there were 6,965 households that received a regular LIEAP benefit, and 813 households received a crisis benefit. Wyoming will receive additional emergency funding that will be issued in September 2000 as a fourth benefit. Because of this additional funding, a final expenditure figure is not available at this time. Wyoming issued LIEAP funds to 63 more households in FY00 than in FY99, and 62 more households received a crisis benefit in FY00 than in FY99.

## Management Development Division

#### **General information**

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#### **Year established**

2000

#### **Statutory references**

W.S. 9-2-2006, W.S. 9-2-2102

#### **Number of authorized personnel**

One

#### **Organizational structure**

Director, Administrator

#### **Clients served**

Department staff

### ❖ *Results of outcomes*

#### **General comments**

Due to structural changes in the Department of Family Services, the Management Development Division was implemented in April 2000. The primary goal of this new division is to provide services to the district office managers to improve their abilities to transition to the new field structure, thus taking over many of the duties formerly completed by the region managers. The new field structure is anticipated to be in place by August 2000.

A secondary goal is to develop training for potential new managers to provide the agency with a cadre of staff willing to apply for manager or supervisor positions as vacancies occur. The department has seen several supervisors and one manager request demotion back to line positions over the past year due to the demands of the work and their dissatisfaction with the supervisory duties in general. With proper preparation, these newly trained individuals should enter their new role with a better understanding of the requirements and the duties of the management role and to provide them with better support in times of crisis. This effort should reduce the number of individuals who wish to return to line work after being promoted to supervision. There should also be a savings in money as there is considerable agency

investment in the training of a supervisor or manager during their tenure.

A third goal is to provide specific training, which goes beyond policy and technical training, as requested by the agency staff. Several offices have requested training on “customer service” and “conflict resolution” with the training on customer service started within this reporting period. This four-hour agency-conducted training has met with a very favorable response from staff in the four presentations prior to June 30, 2000. The desired result is to provide better service to both internal and external customers and to improve staff cooperation with sister agencies.

This division will also work on special projects as required by the director: e.g., workload study, data analysis and usage, compensation plan, etc. The only special project assigned during this reporting period was to assist the Personnel Unit on the market compensation project. With a short time frame to provide the Department of Administration and Information with the names of approximately 660 staff members all categorized into entry, journey or expert status, the Personnel Unit required additional manpower and computer experience to complete its assignment by the imposed deadline. Much of this work was started in the reporting period with completion expected during the first quarter of next fiscal year.

## Special Projects Division

### General information

Marianne Lee, Administrator

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### Year established

2000

### Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

### Number of authorized personnel

One

### Organizational structure

Director, Administrator

### Clients served

Department staff

## ❖ Results of outcomes

### General comments

The establishment of the Special Projects Division in April 2000, was centered around the need to provide extra support to the field offices should a need be identified. The first assignment was to develop strong partnerships within Laramie County that would result in a strong community approach to children and families. Efforts have been successful, and there is continued improvement within the human services community.

Another responsibility in this division is to complete projects outlined by the director of the agency. Several of these projects have been assigned and completed. Others are still in the decision making process.

This division's goal is to develop and implement projects that will have direct impact on how the field provides services to customers.

# Department of Family Services organization chart

