

Department of Family Services

114, W.S. 42-2-201 - 203, W.S. 42-2-301 - 303, W.S. 42-2-402 - 404, W.S. 42-3-101 - 103, W.S. 42-4-101 - 113, W.S. 42-4-206 - 207

Number of authorized personnel

665 full-time, 35 part-time

Organization structure

Director, Deputy Director, Economic and Child Support Division, Field Operations Division, Financial Services Division, Information Services Division, Juvenile Services Division and Protective Services Division

Clients served

The Department of Family Services provides financial and social services to Wyoming residents who are in need or at risk. They include children in need of court-ordered foster care, placement in group homes, residential treatment centers, the Boys' or Girls' Schools or other specialized therapeutic care. They include juveniles on probation or in need of other state mandated services. They include seniors in need of adult protective services. Other clients include consumers of day care services and children in day care served through day care licensing. Adults in need of adult basic education or workforce training under welfare reform or short term economic or energy assistance are also served.

Budget information

Director's office	
General Funds	\$ 1,079,504
Federal Funds	\$ 242,426
Trust and Agency Funds	0
Total	\$ 1,321,930

Department	
General funds	\$ 41,135,409
Federal funds	\$ 58,389,415
Trust and agency funds	\$ 3,667,485
Total	\$ 103,192,309

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 troubled youth accountable for behaviors; provide protective services for all individuals

General information

Susan E. Lehman, director

Agency contact

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Other locations

There are 27 full-time offices and three part-time offices located in the following 10 districts throughout Wyoming

- District 1: Cheyenne
- District 2: Laramie, Rawlins
- District 3: Pinedale, Rock Springs, Big Piney
- District 4: Buffalo, Sheridan
- District 5: Greybull, Thermopolis, Cody, Powell, Worland, Lovell
- District 6: Gillette, Sundance, Newcastle
- District 7: Casper
- District 8: Douglas, Glenrock, Torrington, Lusk, Wheatland
- District 9: Lander, Riverton
- District 10: Kemmerer, Afton, Jackson, Evanston, Lyman

Year established and reorganized

Established 1989; reorganized 1995 and 1999

Statutory references

W.S. 1-22-101 - 104, W.S. 1-22-109 - 117, W.S. 1-22-202 - 203, W.S. 7-13-303, W.S. 7-13-410 - 411, W.S. 9-2-2006, W.S. 9-2-2104, W.S. 9-2-2101 - 2106, W.S. 14-2-104 - 105, W.S. 14-2-310 - 313, W.S. 14-3-211 - 215, W.S. 14-4-101 - 111, W.S. 14-4-112 - 116, W.S. 14-5-101 - 108, W.S. 14-6-101, W.S. 14-6-211 - 209, W.S. 14-6-211 - 225, W.S. 14-6-226 - 228, W.S. 14-6-229 - 236, W.S. 14-6-237, W.S. 14-6-238 - 241, W.S. 14-6-242 - 243, W.S. 14-6-301 - 308, W.S. 14-8-101 - 104, W.S. 14-9-101 - 108, W.S. 20-4-160, W.S. 20-6-101 - 104, W.S. 20-6-201 - 222, W.S. 20-6-301 - 306, W.S. 20-6-401 - 402, W.S. 20-7-101, W.S. 21-13-315, W.S. 25-3-101 - 106, W.S. 25-4-101 - 103, W.S. 42-1-101 -

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

One goal of the department is to promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth in Wyoming by maximizing department resources through effective management.

One hundred percent of personnel and payroll actions met federal and state law requirements within established parameters. A department affirmative action plan was developed and submitted in accordance with requirements of a federal grant. The department submitted a revised agency compensation plan and implemented the 2001 market compensation adjustments in accordance with law and established procedures. Required state and federal posters be posted in all DFS offices. The Department Administrative Policy and Procedures Manual was finalized the end of August 2001.

The department met 100 percent of federal and state law requirements designed to ensure fair and equitable treatment of clients, providers, and others. A fair hearing process for the award of benefits is currently in force and rules and regulations are on file with the Wyoming Secretary of State's office. Appeal processes for substantiation of child abuse reports through the Central Registry are in place and subject to refinement in the ongoing review of W.S. Title 14. Response to and review of provider complaints or community concerns are being ensured structurally in the clarification of core duties for divisions and field offices.

Staff pursued consistent, positive public and media relations. In the last fiscal year, a general communications plan was developed as part of the department's Administrative Manual that outlines the general nature of responses expected in regard to community stakeholders and members of the media. The Director's Office also held a one-day training session, in June 2002, for administrators on media relations and a review of the state's open records and meetings laws with the executive director of the Wyoming Press Association.

Provided mechanisms for dispute resolution at the appropriate level and least possible expense. There were 91 administrative hearing requests received for FY 02. Of those hearings requested, 52 were scheduled. Of the hearings scheduled, 18 were actually held, and 53 of the 91 requests received were withdrawn either prior to or after being scheduled. A total of 89 percent of the agency's decisions were upheld. The department reversed two decisions as the result of hearings. The mechanism that allowed so many of these to be resolved before going to administrative hearing is an informal conference with the district manager.

Overall, 100 percent of legislative mandates and deadlines were met for the FY 02. In the last session, legislators allocated state employee positions to convert at-will employee contract positions for child care licensing to regular employees. All work to implement this change was completed prior to the end of the fiscal year. The legislature also allocated new social work positions and workers for intensive supervised probation. Advertisement and recruitment was initiated before the end of the fiscal year.

Rulemaking was instituted with regard to legislative changes in adult protective services laws. Please see individual division for more detail.

Before the end of the biennium it was necessary for the legislature to allocate approximately \$6 million in general funds and for the governor to make an interagency transfer of approximately \$4 million to meet expenses for court-ordered placements and treatment of youth.

In regard to new legislation mandating integration of work and training programs with public benefits (Department of Workforce Services) the department assisted with the initial integration plan developed by a joint integration team between DFS and the Department of Employment.

In FY 02, the Department of Family Services, concurrent with the Department of Workforce Services, began training for administrative and field office managers in organizational structure to achieve better delivery of services.

The training, being conducted in-house by the director and deputy director, is expected to create a more responsive organization by defining divisions and field offices as a structured network of interdependent units. The goal is to enable better, more targeted and immediate service delivery at the community level while ensuring consistency with policy and other state standards or directives. There is an emphasis on administrative and field manager core responsibilities, i.e., to cultivate and deploy specialist skills and technical expertise, to communicate effectively, both laterally and up and down, to achieve full and consistent program or regulatory compliance while maintaining flexibility to respond locally and the ability to self-correct. Similarly, there is a clearer definition of core resource unit functions at the state level, for instance in the development and management of limited IT and fiscal resources.

As this training progresses, it is the intent to achieve seamless and more immediate service delivery for clients from a broader array of workforce and training tools in conjunction with needed support from public benefits.

Similarly, the federal Child and Family Service Review – conducted at the end of the fiscal year – will necessitate program and management changes for child protective and juvenile placement or detention services. Better structural understanding is expected to enable improved communication with courts, local law enforcement, schools and other

stakeholders and to better coordinate responsibilities and duties to achieve federal performance outcomes in a way that best serves the state.

Wyoming was also awarded full system certification for its child support collection program in the fiscal year and was awarded enhanced funding for food stamp administration due to its low error rate in accuracy of service delivery. DFS had the highest accuracy rate in the Rocky Mountain Region, earning it the U.S. Department of Agriculture Food and Nutrition Service Summit Award for 2001 and recognition as the second highest accuracy rate in the nation.

Strategic plan changes

There will be significant changes to the DFS Strategic Plan for FY 03.

Division of Juvenile Services

General information

Les Pozsgi, administrator, juvenile services division

Agency contact

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Other locations

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1550 Highway 20 South
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jkiedr@state.wy.us

Wyoming Girls' School
3500 Big Horn Avenue
Sheridan, WY 82801
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Year established and reorganized

Established 1989; reorganized 1995

Statutory references

W.S. 9-2-2006, W.S. 9-2-2101 - 9-2-2106, W.S. 14-2-205, W.S. 14-3-201 - 14-3-215, W.S. 14-4-101 - 14-4-111, 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, state office
28 full-time, one part-time

Wyoming Boys' School
94 full-time

Wyoming Girls' School
79 full-time, two part-time

Organization structure

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

The division provides regulatory services for child care facilities 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 established through agency rules. Programs focusing on early childhood development are also within the juvenile services division. Supportive services are provided to advisory councils and boards focusing on the development of services and care for Wyoming's children and adolescents.

Financial support is provided for child care for families that qualify. Federal grant money is distributed to child care providers for the purpose of making quality improvement. Federal grant monies are also awarded to communities to develop and support accountability based programs for juvenile offenders. Oversight of independent living programs for qualified adolescents in communities and juvenile institutions.

Budget information

General Funds	\$ 23,875,140
Federal Funds	\$ 23,444,093
Trust and Agency Funds	\$ 35,542
Total	\$ 47,354,775

Results of outcomes

The overall goal is to promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth by guiding clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

The Child Care Block Grant distributed \$10,595,524 for this time period. Income eligibility limits were increased to assist more families with the cost of child care. This resulted in 11.8 percent more families receiving assistance per month. Each month child care subsidy payments serve an average of 1,935 families and 3,059 children. Total average payments equal \$643,000 per month with an average cost of \$210.90 per child. Quality child care grants were awarded focusing on program development and enhancement, and community child care system development. Other quality initiatives included Head Start/Child Care collaboration projects, a statewide training conference and health and safety grants to assist providers in meeting new child care licensing regulations.

Other objectives include providing preventive and protective services to abused, neglected, abandoned, and exploited individuals, and oversee standards for substitute care providers. The Child Care Licensing program is responsible for licensing approximately 700 child care facilities. Child care licensing standards have been revised and implemented. Variances were granted upon request to allow providers one year to meet compliance with the new licensing standards, and to provide troubled and delinquent youth with evaluation, treatment, supervision and placement in approved facilities.

Certification standards define child care provider operations and the goal was to ensure that outcome. Representatives from 12 provider agencies are collaborating in the rewrite of the standards for certification. In addition to the program standards previously established, standards for three additional programs were established during this time period including hospital-based residential treatment, transitional/independent living, and outdoor/wilderness. The rewrite process is approximately 97 percent complete. During this reporting period, 53 agencies (having a total of 81 programs) were certified by the department.

Staff works to substantiate abuse perpetrator record checks for private service providers are conducted and requests by potential employers for substantiated abuse perpetrator checks will be 100 percent completed. In FY 02, Wyoming Central Registry of Abuse/Neglect staff completed 18,911 checks and 18,911 background prescreens in conjunction with the Division of Criminal Investigation. This represents a 45 percent increase in both Central Registry Abuse/Neglect checks and background prescreens that were in conjunction with the Division of Criminal Investigation from the previous year.

Youthful offender pilot projects will be developed and implemented. This effort has been enhanced through receipt of funding and community awards associated with the federal Juvenile Accountability Incentive Block Grant (JAIBG). The status of community juvenile services boards and the pilot projects is being reviewed as a part of the larger juvenile code review, which is occurring in partnership with the legislature.

Troubled and delinquent youth services need to be consistent with the 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. Consistent utilization of an assessment instrument has been endorsed. A committee was established as a result of the Wyoming Youth Summit that will establish and adopt a consistent statewide screening instrument.

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.

Verify staffing levels at state institutions will meet private care provider standards. Both institutions meet private care provider standards.

Another outcome was to increase by 5 percent the 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.

All field staff focusing on troubled and delinquent youth services are to receive certification training within one year of hire. Juvenile probation training was conducted on behalf of 20 staff members who work with the troubled and delinquent youth population. Areas addressed included supervision skills, assessments, safety, pre-disposition reports, chemical testing, resource identification, and electronic monitoring. This represents a reduction from the previous fiscal year and was a result of budgetary concerns.

The Wyoming Boys' School served 196 males and the Wyoming Girls' School served 102 females. Approximately 1,112 juveniles were on probation per month and 1,776 children were in placement per month. Students at the Wyoming Boys' School completed 979 hours of community service, paid \$20,618 in restitution, and had 679 victim contacts. Students at the Wyoming Girls' School completed 3,860 hours of community service, paid \$13,981 in restitution, and had 1,229 victim contacts.

The State Advisory Council on Juvenile Justice met on six separate occasions. Emphasis was placed on the completion of the comprehensive state plan for juvenile justice. The council received technical assistance for the plan from the Office of Juvenile Justice and Delinquency Prevention on two separate occasions. The plan is 95 percent complete. The coun-

cil 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. Title V Community Prevention funds were also received and distributed to three communities which demonstrated compliance with federal standards associated with the Juvenile Justice and Delinquency Prevention Act.

The Wyoming Early Childhood Development Council continued to meet quarterly. The Early Care and Education Committee was instrumental in creating the Early Childhood Standards Task Force with the Department of Education. School readiness standards have been developed and should have been disseminated in the fall of 2002. The Health Committee has developed a collaboration with Wyoming Public Television to create 30-second spots that motivate, educate, inspire and encourage children 3 to 8 years old to embrace concepts that will prevent injury, increase good health, and promote the development of responsible young adults. The Family Enrichment Committee was instrumental in developing Raising Readers In Wyoming and obtaining a \$300,000 grant from PacifiCorp Foundation for Learning. This program will provide free books to children when they receive immunizations. The council is supporting the work of the Help Me Grow-Safe Kids Campaign through participation in the Leadership Team. The council also supports the work of the Early Intervention Council through attendance at their meetings.

Economic and Child Support Division

General information

Nancy Q. Roberts, administrator, economic and child support division

Agency contact

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Other locations

Child support enforcement: There are nine judicial districts in the state of Wyoming. There are 16 judicial district child support offices within these nine judicial districts. Judicial districts one, two, three, eight and nine are operated by a private company called Child Support Services of Wyoming or CSSW. CSSW's parent company is Policy Studies Incorporated. Judicial districts four, five, and six are operated by child support authority joint powers boards. Judicial district seven is operated by the Natrona County Board of County Commissioners. 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 called the State Disbursement Unit or SDU.

Economic assistance: There are 27 fully operating field offices located within 10 districts. Each of these offices receives applications for public assistance programs and determines eligibility for same. The Northern Arapaho and the Eastern Shoshone each operate their own tribal TANF program.

Year established and reorganized

Child support: Established 1975; reorganized last in 1995

Economic assistance: Established 1989; reorganized last in 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, 20-6-101-222, and 42-4-206-207

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

Number of authorized personnel

Child support: nine full-time

Economic assistance: six full-time

Organization structure

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

Clients served

Child support: custodial parents, non-custodial parents and children

Economic assistance: needy Wyoming families, individuals, and the elderly/disabled who need temporary assistance while they strive to become self-sufficient

Budget information

Child support	
General Funds:	\$85,108
Federal Funds:	\$8,202,226
Trust and Agency Funds:	\$3,240,406
Total	\$11,357,524

Economic assistance	
General Funds:	\$3,142,278
Federal Funds:	\$7,173,997
Trust & and Agency Funds:	0
Total	\$10,316,275

Results of Outcomes

Economic Assistance

One goal is to promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth by guiding clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Several outcomes include 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).

The Temporary Assistance for Needy Families (TANF) participation rates have been met each quarter. In federal fiscal year (FFY) 00, a 59 percent rate was achieved for all families and the two-parent participation rate was 56.7 percent. The participation rate for FFY 01 was 71.8 percent for all families and 91.6 percent for two-parent families. Through March 2002 the participation rate is 100 percent for all families and 82.9 percent for two-parent families.

Show a percentage 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. Wyoming received a high-performance bonus of \$926,055 for 1999 and \$1,089,072 for 2000. The 2001 bonuses (October 1, 2000 - September 30, 2001) have not been fully determined by the federal government as of the writing of this document. The 2002 bonuses (October 1, 2001 - September 30, 2002) will come later. The average number of households for calendar year 1996 (prior to TANF) was 4,971. The average number of households for 2001 was 501. Since 1996 the POWER caseload has decreased by more than 89 percent.

Increase self-sufficiency options under the POWER program. DFS is partnering with the OneStop Network of Wyoming, Natrona County School District No. 1, the Western Plains Historic Preservation Association, Inc., Departments of Education, Employment and Health to provide supportive services to needy families with a child or

children whose income does not exceed 185 percent of the poverty level and who are at risk of long-term poverty.

Increase food stamp accuracy rates to 96 percent or more. The food stamp accuracy rate increased from 95.99 percent in federal fiscal year 2000 to 97.11 percent in 2001. Efforts will continue to again exceed the 96 percent accuracy rate.

Qualifying for enhanced funding. The food stamp error rate of 2.89 percent qualifies Wyoming for enhanced funding for the fourth-straight year. For federal FFY01 Wyoming had the lowest error rate in the nation. Through April 2002 the error rate is 3.84 percent.

DFS continues to provide ongoing technical assistance to the Northern Arapaho and Eastern Shoshone Tribal TANF programs, and continues to work with the Unintended Pregnancy Task Force to review opportunities for addressing out-of-wedlock pregnancy issues. Projects are addressed as money becomes available.

Child Support

Show an increase IV-D child support collections to 50 percent by year 2000. There were 82.4 percent of IV-D cases with current child support obligations ordered and arrearages due paid toward current support obligations and arrearages in FY 02.

One outcome was to show an increase in the number of paternity cases established by 15 percent during 1997-98. Paternity establishments are reported to the federal government on a calendar year basis. Number of paternity cases established increased from 1,684 in calendar year 2000 to 1,805 in calendar year 2001 for a 7.2 percent increase. Paternity establishments are averaging approximately 150 per month for calendar year 2002.

Another outcome is to work to increase contributed financial support for children and youth in placement by two percent annually. Financial support for children and youth in placement increased 27.3 percent from FY 01 to FY 02.

Decreasing the cost per dollar collected of IV-D 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. The state spent \$.1174 in administrative costs for every \$1.00 of child support collected as of June 30, 2002. This is based on IV-D collections generated by state of Wyoming judicial district child support contractors and federal IRS tax offset intercepts divided by monthly expenditures paid to state of Wyoming judicial district contractors. The Economic and Child Support Division also reports state administrative expenditures to the federal government, which include administrative costs to run the program compared to child support IV-D collections. Administrative costs include salaries, benefits, contractual services, and other various administrative expenditures. Wyoming's child support cost effectiveness is \$4.09 collected for every \$1.00

expended in program costs.

Wyoming child support collections have increased dramatically since 1997 when welfare reform requirements were implemented in the automated child support system POSSE (Parental Obligation System for Support Enforcement). Collections have increased from \$49.3 million to \$73 million from FY 97 through FY 01, meaning more children are receiving financial support. The state attributes this increase to improved automated systems, new hire reporting, automated income withholding, federal prosecution, financial institution data match lien and levy program, federal offset programs including tax offset and administrative salary offset, better interstate enforcement through the child support enforcement automated network known as CSENET and the federal parent locator service. The number of transactions has increased from state FY 97 through FY 01 for each of the above child support programs resulting in increased collections.

The state made many improvements in the way the Title IV-D program is operated. The majority of these improvements have been to POSSE. Wyoming can prove these changes have led to an increase in casework activity and collections, therefore, leading to more money for children. The Wyoming central child support office, 16 judicial district child support offices, 23 clerks of district court, the central receipt and disbursement unit (SDU), the judiciary, and various other local and state organizations form a very important and productive team of professionals that work for the benefit of children to make sure they receive the financial support they deserve.

All judicial district child support offices, the state central child support office, the centralized receipt and disbursement unit and the clerks of district court are tied together through POSSE. POSSE automates all Title IV-D services and allows caseworkers to manage their caseloads more effectively and efficiently. POSSE delivers various alerts to caseworkers in order to meet state and federal timeframes on specific actions, provides automated income withholding to employers, interfaces with state and federal locate sources to provide caseworkers with the most accurate and up-to-date information and allows for receipt and disbursement of child support payments. The POSSE system is in the forefront of all statewide automated child support computer systems.

Wyoming was one of the first states to receive unconditional system certification for POSSE in August of 1996. The Welfare Reform Act of 1996 created new child support responsibilities and mandated states to make specific changes to their current automated system encompassing these new responsibilities. The state enhanced POSSE to include the federal mandates and then completed an in-depth, on-site certification visit with federal systems auditors. Wyoming was, again, one of the first states to be honored by receiving unconditional certification a second time.

Field Operations Division

General information

Andy Aldrich, administrator,
field operations division

Agency contact

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Other locations

There are 27 full-time offices and three part-time offices located in 10 districts throughout Wyoming

District 1: Cheyenne

District 2: Laramie, Rawlins

District 3: Pinedale, Rock Springs, Big Piney

District 4: Buffalo, Sheridan

District 5: Greybull, Thermopolis, Cody, Powell, Worland, Lovell

District 6: Gillette, Sundance, Newcastle

District 7: Casper

District 8: Douglas, Glenrock, Torrington, Lusk, Wheatland

District 9: Lander, Riverton

District 10: Kemmerer, Afton, Jackson, Evanston, Lyman

Year established and reorganized

Established in 1989 with the last reorganization to ten districts in 2000

Statutory references

W.S. 1-22-101 - 104, W.S. 1-22-109 - 117, W.S. 1-22-202 - 203, W.S. 7-13-303, W.S. 7-13-410 - 411, W.S. 9-2-2006, W.S. 9-2-2104, W.S. 9-2-2101 - 2106, W.S. 14-2-104 - 105, W.S. 14-2-310 - 313, W.S. 14-3-211 - 215, W.S. 14-4-101 - 111, W.S. 14-4-112 - 116, W.S. 14-5-101 - 108, W.S. 14-6-101, W.S. 14-6-211 - 209, W.S. 14-6-211 - 225, W.S. 14-6-226 - 228, W.S. 14-6-229 - 236, W.S. 14-6-237, W.S. 14-6-238 - 241, W.S. 14-6-242 - 243, W.S. 14-6-301 - 308, W.S. 14-8-101 - 104, W.S. 14-9-101 - 108, W.S. 20-4-160, W.S. 20-6-101 - 104, W.S. 20-6-201 - 222, W.S. 20-6-301 - 306, W.S. 20-6-401 - 402, W.S. 20-7-101, W.S. 21-13-315, W.S. 25-3-101 - 106, W.S. 25-4-101 - 103, W.S. 42-1-101 - 114, W.S. 42-2-201 - 203, W.S. 42-2-301 - 303, W.S. 42-2-402 - 404, W.S. 42-3-101 - 103, W.S. 42-4-101 - 113, W.S. 42-4-206 - 207

Number of authorized personnel

367 full-time, 29 part-time

Organization structure

Director, Deputy Director, Administrator, District Managers (team management), Low-Income Energy Assistance Program (LIEAP), Weatherization Program, Mid-Range Data/Performance Measure Unit

Clients served

At risk or low income families who are in need of temporary financial assistance, employment or training assistance, food stamps, Medicaid, energy or work assistance, children in need of protective services or court-ordered placements and adults in need of protective services.

Budget Information

General Funds:	\$9,391,485
Federal Funds:	\$14,626,967
Trust and Agency Funds:	0
Total:	\$24,018,452

Results of outcomes

One goal is to promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth by guiding clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development and to provide preventive and protective services to abused, neglected, abandoned, and exploited individuals, and oversee standards for substitute care providers.

Toward that end, field operations and field managers met as a group April 23 - 25, 2002, with Department of Workforce Service's local managers to formulate an integration plan for field offices. Beginning with offices in Cheyenne and Casper, managers co-located and cross-trained appropriate workers as a pilot to test structures for improved delivery of services.

Also, field operations is overseeing the development of performance and fiscal indicators regarding overall youth services expenditures. This involved developing a statewide report on quality of care and the continuum of care for children in court-ordered placement. This was achieved through this year's statewide Youth Summit held June 18 - 20, 2002. Data instruments were also developed to analyze outcomes for children relative to the state's investment in treatment through court-ordered placement, analysis of best practices and the development of other social work management indicators.

Another objective is to provide troubled and delinquent youth with evaluation, treatment, supervision and placement in approved facilities.

The field operations division and field offices are 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, day care licensing, child support enforcement, quality control

and welfare fraud control. In the last fiscal year, field operations established routine management meetings between field managers and administration to address policy and reporting issues relative to evaluation and treatment of youth and the involvement of courts, providers and other community stakeholders. For other specifics, please see results of outcomes for other departmental divisions.

DFS also worked to maximize department resources through effective management by meeting learning objectives defined for each program or conference, measured by performance on certification exams and trainee and manager feedback. The benefit specialists received training to support their work in eligibility. Child care training was received by 159 benefit specialists. There were 137 benefit specialists receiving training in food stamp eligibility. "Building the Force," a program that addressed eligibility and work force development, was attended by 120 benefit specialists. There also were 52 benefit specialists who attended a National Eligibility workers meeting and 45 benefit specialists received training in Medicaid.

Caseworkers received training to support the work of protecting the vulnerable. There were 117 caseworkers who attended training on the child protective services (CPS) rules. There were 83 workers who received training by the Wyoming Investigators Association. There were 63 workers who received training in the computer system. There were 49 caseworkers who went through the core training for child protection. There were also 42 caseworkers who attended training in adult protection. Other training included family assistance worker training, continuous care training, juvenile probation office training, multidisciplinary team training, case plan training, and compelling reasons training.

A comprehensive training plan for all levels of specialist and management competencies is being developed with the assistance of the UW Social Work Department. The department's training unit is also being restructured from a unit that does the training to a unit that coordinates workers, supervisors and managers in the planning process, generates training reports to management, coordinates scheduling of major training and tracks mandatory training defined by law or executive order.

The 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. This 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.

The federal government established a new review process for social service reviews, the Children and Family Service Review system. This review involved a year's preparation, which involved file reviews, data collection and evaluation and site selection for the reviews that are to follow in July of 2002. Every field office in the state was visited to explain and prepare them for the federal review. The department's self-assessment indicated that most federal standards were being met or exceeded.

The primary responsibility of the field operations division is to cultivate the specialist skills needed to manage delivery of public assistance and protective services at the community level. This involves team building for consensus in policy changes and best practices, management training and the generation of performance indicators through the division's mid-range data analysis unit.

Another responsibility of the field operations division is the management of the federal Weatherization program and the Low-Income Energy Assistance Program (LIEAP).

A peer review was conducted in April and May of 2002 to ensure that subgrantees were in compliance with weatherization standards set by the Department of Energy and as specified in contracts with the state of Wyoming. The findings indicate compliance by the Wyoming Energy Council, Northwest Community Action Programs (NOWCAP) and the Council of Community Services.

The DFS state manager and program fiscal person conducted a review of the Northern Arapaho tribe's weatherization program in May 2002, with a follow-up to be completed in October 2002. The Northern Arapaho need to work on keeping accurate and complete records.

The state manager has also been working with subgrantees on issues relevant to the ramp-up of services due to increased funding. New equipment and vehicles have been purchased to assist in this process. Policies and procedures along with technical standards are under development to improve the program and standardize practices. The approval process for these policies and rules will begin in October 2002.

In May 2002 DFS contracted with SSI Incorporated to develop a web-based program in order to facilitate the application process and improve outreach to eligible clients in the state for the Low-Income Energy Assistance Program. This will also improve the payment process to reduce overpayments. The project is scheduled for completion in December 2002.

As a result of the review of client files, a review of LIEAP policies and procedures was begun in February 2002. Areas where changes are needed have been identified and additional changes will be made to accommodate the web-based application process. The changes will be completed after December 2002.

Financial Services Division

General information

Paul Yaksic, administrator,
financial services division

Agency contact

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Other locations

State Disbursement Unit
2617 East Lincolnway
Cheyenne, WY 82002

Year established and reorganized

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

42 full-time

Organization structure

Director, Deputy Director, Administrator, Quality Control/PRICE Manager, Accounting Unit Manager, Budget/Cost Allocation Manager, PC/LAN Manager

Clients served

Clients on Temporary Assistance for Needy Families (TANF), food stamps, Supplemental Security Income, vendors, field office workers, clients with overpayments and federal agencies.

Budget information

General Funds:	\$ 779,533
Federal Funds:	\$ 552,971
Trust and Agency Funds:	\$ 102,015
Total:	\$ 1,434,519

Results of outcomes

The overall goal is to promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth by guiding clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

DFS has been trying to increase food stamp accuracy rates to 96 percent or more. Accuracy rate of 96.91 percent achieved, second highest in the nation. Enhanced funding obtained, the full entitlement of \$678,387.

By maximizing department resources through effective management, one hundred percent of legal requirements are met regarding receipt and expenditure of agency funds while staying within budget.

Also approximately 380 computers were replaced and an exception request for the 2004 legislative session is proposed to replace the remaining department computers providing a hardware/software replacement plan that insures workers are kept abreast of current technology. Servers, GroupWise and NetWare were also upgraded, and the Hathaway Building (state office) third floor and basement re-wiring was completed.

Quality Control staff succeeded in promoting payment accuracy and striving for enhanced funding by ensuring the accuracy of relevant state policy and providing field office training. This year the error rate was 3.04 percent and enhanced funding was achieved.

In the Prosecution /Recovery/ Investigation/ Collection/ Enforcement (PRICE) section, 801 new cases were referred to the fraud unit. Over \$407,625 was collected from overpayments. The PRICE staff continues to file for overpayment collections via 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 utilize 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.

Information Services Division

General Information

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Other locations

Electronic Benefit Transfer (EBT) Office

Year established

1989

Statutory references

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

Number of authorized personnel

11 full-time

Organization structure

Director, Deputy Director, Administrator, IRIS Development Team, EPICS/JAS, WYCAPS, Electronic Benefit Transfer Unit

Clients served

State eligibility workers, and social workers, contract employees, clerks of district court, county attorneys, recipients of DFS services, federal and state offices

Budget information

General funds:	\$1,376,008
Federal funds:	\$3,162,248
Trust and agency funds:	0
Total:	\$4,538,256

Results of outcomes

One goal is to promote self-sufficiency, provide preventative and protective services and serve troubled and delinquent youth.

To help maximize department resources through effective management, the division, by June 30, 2003, will have developed a "next generation" computer system 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. The contract for building the "next generation system" was signed in January 2002 and the requirement definition phase began in February. This requirements gathering phase is on schedule and within budget and is scheduled for completion in January 2003. The software development phase is scheduled for January 2003 through August 2004. The testing phase is September 2004 through January 2005. Implementation is scheduled for September 2004 through March 2005. All work in design and development is being completed according to audited 9000 ISO standards so the system will fully perform as designed.

One measure was to reduce data processing mainframe costs by \$450,000 per year from the 97/98 biennium level \$7,376,156. This is an inappropriate and inaccurate performance measure and will be deleted from the next strategic plan.

Another item was to create interfaces with other state agencies that are 100 percent automated. Inter-agency interfaces are 100 percent automated. However, inter-agency interfaces are only automated where agreements provide. For example, with the Wyoming Department of Health, Medicaid program. The new IRIS system under design will have a unique linkage of data elements that can be authorized for sharing across programs.

To insure workers are kept abreast of current technology there is Provide hardware/software replacement plan. Software for major programs is maintained and upgraded for workers based upon changing federal requirements and priorities of the field staff delivering services. Computers were replaced for all WYCAPS users or those involved in social services, moving this segment to the latest technology. The replaced computers were redistributed to the rest of the department, upgrading existing computers where necessary. Redistribution of the replaced computers was accomplished because the development of the IRIS system should not be out paced. Of the department's computers, 380 computers out of 850 (44 percent) were replaced.

Federal collection systems interfaces are 100 percent automated.

The statewide Electronic Benefit Transfer (EBT) System was slated to be operational by FY 02. The EBT system for food stamps was statewide with 300 retail partners in December 1999. The Women, Infant and Children's (WIC) program completed statewide rollout in October 2001.

By September 1999, the Laramie County Health Passport Field Demonstration will be completed including Medicaid Service Authorization, Immunization, Early and Periodic Diagnosis Screening and Treatment (EPSDT), Prenatal Care, Maternal and Child Health, food stamps, WIC and Head Start. Due to changes in contractor management required by the Western Governors' Association and the decision to implement a three-state tiered launch, the Laramie County Health Passport Field

Demonstration was not launched until June 1999. Immunization and Head Start were launched on June 14. Cheyenne Children's Clinic started later because of a change of the clinic operations manager and operated for the requested 18 months of participation. Because of the WIC statewide EBT rollout, WIC did not launch until March 2001. Medicaid was initially demonstrated in Bismarck, N.D., then demonstrated with new food stamp/Medicaid households in Cheyenne in the spring of 2002. The Urban Institute/Maximus completed the Health Passport Evaluation for the Western Governors' Association in the spring of 2002. The newly established Office of Electronic Service Delivery of the Wyoming Department of Health has assumed leadership of the statewide rollout.

For approximately seven months of FY 02, the division's management was provided by the department's deputy director, field operations division administrator and the administrator for the financial services division. In June 2002, Terry Williams was appointed ISD administrator for systems development and maintenance. Hardware planning and support will continue under the supervision of the financial services division administrator.

The Wyoming Pathways to People web-based application from the state home page was planned in the last quarter of FY 02. The first programs being brought up are the Low-Income Energy Assistance Program and Weatherization Program. Applicants will be able to gain information about these programs and determine probable eligibility from information off the link to the state web-page and make an online application. Providers will be able to provide documentation of services and request payment authorizations.

In October 2000, the department's EBT system was nationally recognized with the Vice President's Re-Inventing Government Award for excellence and leadership. In 2002, the agency was recognized as having the nation's most accurate food stamp system.

Protective Services Division

General information

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307-777-6073

Other locations

None

Year established and reorganized

Established in 1989; reorganized 1995 and 2000

Statutory references

W.S. 1-22-101-117, W.S. 14-3-201-215, W.S. 14-3-401-440, W.S. 14-5-101-108, 14-6-201 and 21-13-315, Federal - Adoption Assistance and Child Protection Act of 1980 - P.L. 96-272, Social Security Act Titles IV, Social Security Act Titles IV-B and IV-E, The Child Abuse and Prevention Act as amended in 1996, W.S. 35-20-101/109 provides authority for Adult Protective Services, Federal - Title XX of the Social Security Act.

Number of authorized personnel

10

Organization structure

Director, Deputy Director, Administrator, Child Protection Program Manager, Adult Protection Program Manager, Social Services Consultants, Support Staff

Clients served

Children and adults in need of protective services and/or social services

Budget information

General Funds:	\$1,576,569
Federal Funds:	\$984,487
Trust and Agency Funds:	\$ 289,523
Total:	\$2,850,579

Results of outcomes

One goal is to promote self-sufficiency, provide preventive and protective services, and serve troubled and delinquent youth by providing preventive and protective services to abused, neglected, abandoned and exploited individuals, and oversee standards for substitute care providers.

One outcome mark was to show an increase by 50, the number of children in permanent placement. Permanency through adoption and guardianship was achieved for 79 children in FY 02. During FY 02 there were 49 adoptions and 30 guardianships completed. This is compared to 83 in FY 01. In FY 01 there were 38 adoptions and 45 guardianships completed.

Another measure was to be in 100 percent compliance with the rules. During August 27-31, 2001, staff of the Children's Bureau, Administration for Children and Families (ACF) Region VIII and the Office of Information Services (OIS) conducted an AFCARS Assessment Review of Wyoming's Adoption and Foster Care Analysis and Reporting

System (AFCARS). The final report stated the following: "the high-quality system documentation reflects the level of attention and care given to AFCARS by the staff. Other strengths that were identified by the team include how the system was developed with input from the caseworkers and that it includes several fields that the worker must complete. The mandatory fields ensure that the data are entered correctly. Lastly, the team learned that the agency uses reports produced for program administrators that enables them to assess the accuracy of the AFCARS data."

The mark was an increase by 25 percent the number of approved foster homes. In FY 01 there were 399 certified foster homes. In FY 02 there were 237 certified foster homes. This is a 41% decrease in the number of certified foster homes from FY 01 to FY 02.

In FY 01 there were 12 certified minority foster homes. In FY 02 there were 27 certified minority foster homes. This is a 125% increase from FY 01 to FY 02, surpassing the projected increase of 50 percent.

Staff maintained efforts to curtail child fatalities based on established statistical history. Strong efforts to curtail child fatalities included the utilization of the state major injury fatality review team to monitor cases involving a child fatality. In FY 02 there were four fatalities while in FY 01 there were two fatalities.

Adult Protective Services (APS) training was planned for 100 percent of workers within one year of employment. An APS training was not held in FY 02 due to budget constraints. In FY 02, 74 people from different agencies participated in the APS conference sponsored by DFS.

The state strives for 100 percent compliance with federal audits. During August 27-31, 2001 staff of the Children's Bureau, Administration for Children and Families (ACF) Region VIII and the Office of Information Services (OIS) conducted an AFCARS Assessment Review of Wyoming's Adoption and Foster Care Analysis and Reporting System (AFCARS). The final report stated the following: "the high-quality system documentation reflects the level of attention and care given to AFCARS by the staff. Other strengths that were identified by the team include how the system was developed with input from the caseworkers and that it includes several fields that the worker must complete. The mandatory fields ensure that the data are entered correctly. Lastly, the team learned that the agency uses reports produced for program administrators that enables them to assess the accuracy of the AFCARS data."

Child Protection Serves staff should have 100 percent of the employees certified within one year of employment. In FY 02, there were 47 new child protective services CPS staff. All 47 new staff completed both sections of CPS core training and were certified during FY 02.

As a result of expedited permanency planning, there should be an increased number of children in

permanent placement. FY 01 showed 924 children achieved permanency while 959 achieved permanency in FY 02. This is a four percent increase from FY 01 to FY 02. Permanency includes reunification, live with relatives, adoption, guardianship, emancipation and independent living.

Increase Early and Periodic Screening Diagnosis and Testing (EPSDT) (health check) screening for children in foster care. The Department of Health provides a report of DFS foster children receiving EPSDT screening and well child office visits by DFS field office. A total of 430 children received these services in FY 01. In FY 02 a total of 663 children received these services.

The protective services division continues its efforts with regards to the new child protection rules that were promulgated last year. This reporting period brought revisions to increase clarity and continuity as well as adding a third "prevention" track. Response from DFS employees as well as community stakeholders has been positive with the new rules providing an opportunity for DFS to work with families on strengths rather than weaknesses.

The Child and Family Services Review (CFSR) is scheduled for Wyoming during July of 2002. The CFSR is a comprehensive review implemented by the Department of Health and Human Services designed to measure state effectiveness in its work with children and families, with program improvement as the foundation for the review. This review process uses outcomes and systemic factors as measures; a quality improvement framework rather than achievement of a minimum standard; input from a broad array of sources – case records, interviews with families, agency staff, providers and stakeholders; teams of federal-state representatives (18 total) to conduct on-site reviews; and a program improvement plan to address areas not in substantial conformity. The outcomes that Wyoming will be measured against include recurrence of maltreatment, incidence of child abuse and/or neglect in foster care, foster care re-entry, length of time to achieve reunification, length of time to achieve adoption, and stability of foster care placement.

This review process is labor intensive and involves all social service staff within the Department of Family Services. The protective services division allocated many resources in order to ensure that Wyoming is prepared for this review.

With the CFSR process focusing on outcomes, the division has revised its portion of the DFS strategic plan to incorporate the seven outcome measurements that the federal government has adopted. In addition, the division incorporated the seven federal outcomes within its Annual Progress and Services Review and Comprehensive Plan, Wyoming Citizen Review Panel, and individual program goals and objectives.

The 2002 legislative session brought changes to the adult protection statutes, providing for mandatory reporting, penalty for failure to report, and general improvement within the language.

Efforts are being directed towards revising DFS adult protection rules and policies.

Department of Family Services organization chart

