

Department of Family Services

Mission and philosophy

In partnership with all available resources, the Department of Family Services (DFS) will: Provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; help families assume more responsibility for raising their own children; and help communities assume more responsibility for their own families.

Results of outcomes

Please refer to the results listed for department's individual divisions.

General Comments

In 2003, The Wyoming Department of Family Services completed the federal Children and Family Services Review. The review, mandated for all states by the Adoption and Safe Families Act, is to ensure all states are achieving desired outcomes and that states are able to measure and achieve them. The review considered child cases for both the abuse or neglect category and juvenile detention or residential treatment. Goals established as a result of the review are expected to lead the department into a more family- and community-centered approach for the placement and/or treatment of troubled or at-risk youth.

The collection of child support and child support enforcement are critical duties of DFS. An effective child support program is a critical element in helping families achieve self-sufficiency without further public assistance. From FY97 to FY03, total collections through the DFS and county-based system have increased from \$49.3 million annually to \$76.2 million. Two key goals call for a two percent increase in distributed collections and the maintenance of paternity establishments at a 95 percent level or higher. This is expected to depend on the continued support and assistance of county clerks and child support enforcement districts in the state.

In regard to direct public assistance, Wyoming was rated the top welfare reform state in the nation in 2002 for its reduction in direct assistance rolls and other indications that persons leaving Temporary Assistance for Needy Families programs obtained continued employment. In the next phase of welfare reform, DFS expects to enhance the resources for struggling families to cope with juvenile delinquency, teen pregnancy, substance abuse and other social problem areas. A particular focus will be assistance to the state's two Indian tribes to improve the tribes' abilities to administer their own social service pro-

General information

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Wyoming Department of Family Services

Agency contact

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Other locations

There are 27 full-time offices and three part-time offices located in 9 districts throughout Wyoming
District 1: Cheyenne, Laramie
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, Rawlins
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, 1999 and 2003

Number of authorized personnel

665 full-time, 35 part-time

Organization structure

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

grams, such as the Low Income Energy Assistance Program, determining food stamp eligibility and others. Assistance programs are further expected to work with and be enhanced by the efforts of community and faith-based organizations.

More specific goals and descriptions for the department's divisions are included in the following several sections and elsewhere in the department's strategic plan. Overall, however, all goals fall into the director's categories for the Child and Family Service Review's Program Improvement Plan, enhancement of juvenile court systems, customer service, advocacy for welfare and at-risk populations and collaboration with community or statewide stake holders.

Strategic plan changes

Please refer to the department's strategic plan for specific outcome measures. Essentially, goals did not change, while outcome measures were made more specific and consistent with data systems' capabilities.

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

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.

Budget information

Director's office

General Funds	\$990,056.25
Federal Funds	\$253,570.15
Trust & Agency Funds	0
Total	\$1,243,626.40

Department

General funds	\$46,269,720.10
Federal funds	\$63,876,721.22
Trust and agency funds	\$711,524.61
Total	\$110,857,965.96

Child Support Enforcement Unit

General information

Brenda J. Lyttle, Title IV-D director

Agency contact

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Other locations

Wyoming's statewide Child Support Enforcement program consists of the following:
16 district child support offices within 23 counties and nine judicial districts provide services including location of noncustodial parents, establishment of paternity, establishment of medical and child support orders, enforcement of medical and child support orders, the review for modification of medical and child support orders and customer services. There are also 23 clerk of district court offices that enter support order information and receipts and disburses child support payments, files and distributes legal documents, and provides customer service. Centralized State Disbursement Unit (SDU) receipts and disburses child support payments. The state child support office establishes and enforces state policy, enforces federal policy, submits federal reports, provides training and technical assistance, provides contract management and customer service.

Year established and reorganized

Established 1975 and reorganized in 1995

Statutory references

State: Wyo. Stat. §§ 20-6-101 through 112; 20-6-201 through 222; 20-2-301 through 315; 20-2-401 through 406; 20-4-139 through 194; 27-1-115; 42-3-101 through 103; 13-1-205; 14-2-204; 14-2-401 through 823; 14-3-435; 14-6-236; 14-6-435. Federal: Code of Federal Regulations (CFR) 45 Chapter III; Social Security Act, Title IV-D as amended.

Number of authorized personnel

17 full-time employees

Organization structure

Director, Deputy Director, Title IV-D Director, Child Support Enforcement Unit staff

Clients served

Child support enforcement serves custodial parents, non-custodial parents and children.

Budget information

General Funds	\$2,531,661.22
Federal Funds	\$7,350,280.75
Trust and Agency Funds	\$609,199.06
Total	\$10,491,141.03

Mission and philosophy

The Child Support Enforcement program helps strengthen families and reduce welfare dependency by helping ensure that parents support their children. Many families have been able to remain self-sufficient and off public assistance due to the services received from the Child Support Enforcement program. Child support enforcement services are required for families receiving assistance under the Temporary Assistance for Needy Families (TANF) program. In addition, child support services are available to families not receiving TANF who apply for such services, as well as families who were formerly on TANF.

Results of Outcomes

Goal: Promote self-sufficiency through the effective delivery of Preventive, Protective, Educational and Treatment Services, resulting in a reduction of government involvement.

Objective D: Assist the development of safe and healthy environments for children and families.

Strategy 1: Increase Child Support Collections

Output Measure A: Dollars collected in IV-D cases

Child Support Collections in IV-D cases during FY02 were \$51,093,765.

Child Support Collections in IV-D cases during FY03 were \$52,083,995.

Output Measure B: Amount of child support collected for placement cases

Child Support collections in foster care IV-E placement cases during FY02 were \$37,630.00. Child Support collections in foster care IV-E placement cases during FY03 were \$49,439.00.

Output Measure C: Increasing the number of cases with Child Support Orders

It has been determined that this output measure is not measurable.

Results

POSSE (Parental Obligation System for Support Enforcement) is the automated statewide child support computer system. The state central child support office, 16 judicial district child support offices, the SDU, and 23 clerk of district court offices work together through POSSE to provide the best child support and customer services possible.

POSSE automates all Title IV-D services and allows district offices to manage their caseloads in a more effective and efficient manner. POSSE delivers various alerts to district offices in order to meet state and federal timeframes on specific actions, generates legal documents and interfaces with state and federal locate sources to provide district offices with the most accurate and up-to-date information on child support cases, and allows for receipt and disbursement of child support payments.

Total collections for IV-D and non IV-D cases have increased from \$49.3 million to \$76.2 million from state FY97 through state FY03, meaning more children are receiving financial support. Wyoming attributes this increase in collections to improved automation, including new hire reporting by employers so automated income withholding can be accomplished more efficiently, and the financial institution data match (FIDM) lien and levy program so bank accounts of non-paying obligors can be tapped for child support payments. Other contributing factors for increased collections include federal prosecution of non-paying obligors, federal offset programs including tax intercept, and the federal parent locator service (FPLS) for additional locate information.

The state central child support office, judicial district child support offices, clerk of district court offices, the SDU, the judiciary, and other local, state, and federal organizations form an important and productive team of professionals working together for the benefit of children to ensure they receive the financial and emotional support they deserve. Wyoming child support partners with seven organizations to provide parenting classes, supervised visitation, group therapy classes, counseling for victims of domestic abuse and family violence, mediation and supervised custody exchanges. This is done through a federal grant called Access and Visitation. Wyoming child support also partners with the judiciary and other state agencies to ensure appropriate referrals are completed to these organizations. These organizations include: Crisis Intervention Services in Casper; Self Help Center in Cody; 6th Judicial District CASA in Gillette; Sheridan County CASA in Sheridan; Wyoming Children's Access Network (WYCAN) in Sheridan; Sweetwater Family Resource Center (SFRC) in Green River; and Foundations Of Caring, Understanding and Services (FOCUS) in Newcastle.

The State of Wyoming Child Support Enforcement Program recently received national recognition through honorable mention for Most Improved Child Support Program at the National Child Support Enforcement Association's Annual Conference held in Orlando, Florida in August of 2003.

Strategic plan changes

Outcome 1A1: Increase total distributed child support collections by two percent.

Outcome 1A2: Maintain paternity establishment percentage at 95 percent or higher.

Outcome 1A3: Increase the percentage of Title IV-D cases with child support orders by two percent.

Outcome 1A4: Increase the dollars collected for current child support payments in Title IV-D cases by two percent.

Outcome 1A5: Increase the percentage of Title IV-D cases with collections on arrearages by two percent.

Division of Juvenile Services

General information

Chris Smith, interim administrator

Agency contact

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Other locations

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Wyoming Girls' School
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Year established and reorganized

Established 1989 and 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
 93 full-time

Wyoming Girls' School
 77 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 moneys 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	\$24,907,726.23
Federal Funds	\$22,329,136.27
Trust and Agency Funds	\$0
Total	\$47,236,862.50

Mission and philosophy

In partnership with all available resources 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 minor and disabled 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

Goal: Promote self-sufficiency through the effective delivery of Preventive, Protective, Educational and Treatment Services, resulting in a reduction of government involvement.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Outcome Measure IV: Number of families receiving day care subsidies.

The Child Care Block Grant distributed \$9,707,139 for the July 1, 2002 through June 30, 2003 time period. Income eligibility limits were increased to assist more families with the cost of childcare. Each month childcare subsidy payments serve an average of 2,235 families and 3,347 children. Total average payments equal \$808,928 per month with an average cost of \$242 per child. Quality childcare grants were awarded focusing on program development and enhancement, community child care system development, after school programs, and provider professional development. Other quality initiatives included Head Start/Child Care collaboration projects, statewide training conference and health and safety grants to assist providers in meeting new child care licensing regulations.

Objective C: Provide troubled and delinquent youth with evaluation, treatment, supervision and placement in approved facilities.

Outcome Measure I: Expand programs and services to help reduce the rate of reoffense. In addition to the program standards previously established, standards for three additional programs were completed during this time period including hospital-based residential treatment, transitional/independent living, and outdoor/wilderness. The rewrite was completed, and the certification standards were submitted to the Attorney General's office to begin the rule making process. During this reporting period, 50 agencies (having a total of 86 programs) were certified by the department. These programs include adoption agencies, B.O.C.E.S., child placing crisis centers, group homes, juvenile detention, residential treatment and therapeutic foster care.

Community-based youthful offender pilot projects have been 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). Language remains in statute regarding community juvenile service boards. Funding specific to the boards is not provided. Local boards have been established in conjunction with the JAIBG projects, and are responsible for the services provided.

Juvenile probation training was conducted on behalf of 33 staff members who work with the troubled and delinquent youth population. This included 21 juvenile probation officers and 12 juvenile probation officer supervisors. Areas addressed included supervision skills, assessments, safety, pre-disposition reports, chemical testing, resource identification, and electronic monitoring. Training of Trainers was facilitated to certify 20 staff in an updated curriculum to be presented to probation officers and supervisors.

Requests by potential employers for substantiated abuse perpetrator checks were 100 percent completed. In FY03, Wyoming Central Registry of Abuse/Neglect staff completed 16,049 checks and 16,049 background prescreens in conjunction with the Division of Criminal Investigation.

Approximately 1,056 juveniles were on probation per month and 1,749 children were in placement per month.

Outcome Measure II: Habilitate and treat delinquent boys placed at the Wyoming Boys' School to help reduce rate of reoffense.

The Wyoming Boys' School served 226 males. Students completed 4,230 hours of community service, paid \$14,912.79 in restitution, and had 451 victim contacts. The average cost per day, per student at the Boys' School was \$174.40. The average length of stay per student was 190 days, and the return rate to the facility was 18 percent. 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 conference is being established in conjunction with the State Advisory Council on Juvenile Justice to establish and adopt a consistent statewide screening instrument. A holistic array of services is provided to include safety and security, medical, psychiatric/psychological, counseling/treatment, educational/vocational and mental health.

Outcome Measure III: Habilitate and treat delinquent girls placed at the Wyoming Girls' School to help reduce the rate of reoffense.

The Wyoming Girls' School served 178 females. Students completed 3,443 hours of community service, paid \$16,758 in restitution, and had 848 victim contacts. The average cost per day, per student at the Girls' School was \$132.20. The average length of stay per student was 347 days, and the return rate to the facility was 18.5 percent. A holistic array of services

is provided to include safety and security, medical, psychiatric/psychological, counseling/treatment, educational and mental health.

Objective D: Assist the development of safe and healthy environments for children and families.

Outcome Measure I: Number of children in day care.

There were approximately 15,000 children in licensed day care facilities per month.

Outcome Measure II: Number of certified day care providers.

The Child Care Licensing program is responsible for licensing approximately 800 child care facilities.

Child care licensing standards have been revised and implemented. A procedure manual was developed and implemented to allow for consistent rule interpretation statewide. Quarterly meetings help with providers from each county to improve the relationship between providers and DFS.

General comments

A total of 122 juveniles were served through the Interstate Compact for Juveniles. There were 12 runaways, escapees or absconders returned to Wyoming from other states, 22 runaways, escapees or absconders returned to other states from Wyoming, 16 incoming parole cases, 38 incoming probation cases and 34 outgoing probation cases.

There were 255 youth served in Wyoming through the Chaffee Independent Living funds. This includes students at the Wyoming Boys' and Girls' Schools.

The State Advisory Council on Juvenile Justice met on five separate occasions. The November 2003 meeting was held in conjunction with the Substance Abuse and Violent Crime Advisory Board. The council completed the comprehensive state plan for juvenile justice in August. The council was successful in securing federal funds associated with the Juvenile Accountability Incentive Block Grant. Total funds awarded projects was approximately \$1 million. The council funded training presented by Dr. Stanton Samenow at the Wyoming State Bar Annual Meeting and a restorative justice training held in Jackson.

The Department of Family Services has worked closely with the Raising Readers program, requested legislative funding and was approved for \$100,000 that will be used to increase the number of counties currently participating in the Raising Readers program. DFS was also instrumental in requesting \$10,000 to establish a Professional Teachers Preparation taskforce to work with UW in the development of a stand alone degree in Early Childhood. An early child care apprenticeship program was implemented as a result of obtaining \$300,000 in federal funds. The program will allow individuals interested in going into the child care profession to obtain a degree and work under the direct supervisor of a child care mentor. The licensing program implemented a Wyoming Child Care

Provider Summit that meets quarterly with two providers from each county. The purpose of the summit is to discuss concerns and issues and, as a group, come to resolution. This process has been successful in getting the providers and DFS to work as a team.

Economic Assistance

Division

General information

Kenneth Kaz, economic assistance manager

Agency contact

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307/777-5841

Other locations

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

Established 1989 and reorganized last in 2003.

Statutory references

W.S. 9-2-2006, W.S. 9-2-2101-2106, W.S. 42-2-101-114, W.S. 42-2-201-203

Number of authorized personnel

Five full-time

Organization structure

Director, Deputy Director, Economic Assistance Manager, Economic Assistance Team, and Support Staff

Clients served

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

Budget information

General Funds	\$2,403,875.53
Federal Funds	\$10,824,016.42
Trust & Agency Funds	\$0
Total	\$13,227,891.95

Mission and philosophy

In partnership with all available resources 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 minor and disabled 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.

Goal: Promote self-sufficiency, through the effective delivery of Preventive, Protective, Educational and Treatment Services, resulting in a reduction of government intervention.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Outcome Measure I: Number of families receiving POWER payments

The average number of households for calendar year 1996 (prior to TANF) was 4,971. The average number of households for FY03 was 421. Since 1996 the Personal Opportunities with Employment Responsibilities (POWER) (Wyoming's version of TANF) caseload has decreased by 91 percent. Wyoming has been leading the nation in Temporary Assistance for Needy Families (TANF) caseload reductions.

Wyoming received a high performance bonus of \$1,089,072 for 2001. The 2002 bonus (October 1, 2001 - September 30, 2002) has not been fully determined by the federal government as of the writing of this document. The 2003 bonus (October 1, 2002 - September 30, 2003) will be announced later.

The Temporary Assistance for Needy Families (TANF) participation rate has been met each quarter. In federal fiscal year (FFY) 01, a 71.8 percent rate was achieved for all families and the two-parent participation rate was 91.6 percent. The participation rate for FFY02 is estimated to be 82.9 percent for all families and 93.8 percent for two-parent families. Through June 2003 the participation rate is 87.7 percent for all families and 100 percent for two-parent families.

Outcome Measure II: Number of households receiving food stamp benefits

The food stamp program served a total of 123,059 households in FY03 with an average of 10,255 households per month. The food stamp accuracy rate for the delivery of benefits was 97.11 percent in FFY01 and 96.79 percent in FFY02. The FFY02 food stamp error rate of 3.21 percent qualified Wyoming for enhanced funding for the fifth straight year. The error rate has not been computed for FFY03 as the federal fiscal year does not end until September 30, 2003.

Outcome Measure III: Number of families receiving Medicaid assistance
Medicaid provided medical related services

to a total of 411,676 families for FY03. An average of 34,306 families were served each month.

Objective D: Assist the development of safe and healthy environments for children and families.

Outcome Measure III: Number of households receiving energy assistance

Low Income Energy Assistance (LIEAP) served 10,092 families in FY02 and the early estimate for FY03 is 9,500 applications. Crisis cases in FY02 numbered 1,377 and for FY03 the estimated crisis caseload is 1,500.

Outcome Measure IV: Number of home's weatherized

A total of 600 homes were weatherized in FY01. In FY02 325 homes were weatherized. The FY03 numbers have not been completed at the time of the writing of this report. The difference between 2001 and 2002 is due to a larger amount of money available in 2001 that was not in the 2002 program.

General comments

DFS continues to work with the Unintended Pregnancy Task Force to review opportunities for addressing out-of-wedlock pregnancy and fatherhood issues. Projects are addressed as money becomes available.

Reauthorization for the TANF program was scheduled to occur in FY03. As of this writing, it has not been completed by congress. When completed, reauthorization will make changes to the TANF program that may include new outcome measures. Once reauthorization is passed DFS will review the new legislation to determine changes necessary for the state TANF program.

This past fiscal year several personnel changes were made in the Economic Assistance Division. Two program consultant positions were transferred to the Department of Workforce Services (DWS). One of the consultants was a TANF policy specialist and the other a TANF work program specialist.

Other changes were in the Medicaid program. Both Medicaid consultants were moved to the Wyoming Department of Health (WDH). This move will consolidate all policy and rule making responsibilities in WDH. DFS will continue to determine Medicaid eligibility at the field office level with program guidance coming from WDH.

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 (LIEAP). This will also improve the payment process to reduce overpayments. The project was completed in FY03 and will be implemented for the FY04 program year.

A review of the Northern Arapaho Tribal needs for the LIEAP program is being completed to determine the funding needs for the next fiscal year. DFS will work with the Northern Arapaho Tribe to establish a LIEAP program.

Field Operations Division

General information

Michael R. Beaver, administrator

Agency contact

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Other locations

There are 27 full-time offices and three part-time offices located in 9 districts throughout Wyoming

- District 1: Cheyenne, Laramie
- 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, Rawlins
- 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 nine districts in 2003.

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).

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	\$11,104,791.05
Federal Funds	\$13,587,848.89
Trust & Agency Funds	\$0
Total	\$24,692,639.94

Mission and philosophy

In partnership with all available resources: 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 minor and disabled 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

Goal: Promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Outcome Measures I-IV: District Offices, working in cooperation with the Department of Workforce Services, developed cooperative integration of service plans. Co-location efforts continue as lease opportunities arise. Continued efforts were made to cross-train Family Services' and Workforce Services' staff, including planning for both departments to participate in an annual conference.

Objective B: Provide preventive, supportive and protective services to abused, neglected, abandoned, and exploited individuals and families to ensure safety, permanency and well-being.

Outcome Measures I-VII: Field Operations is the over-arching division of the department responsible for the line delivery of specified programs and services. Reports developed by the program divisions demonstrate the level of achievement accomplished by Field Operations.

Objective C: Provide troubled and delinquent youth with evaluation, treatment, supervision and placement in approved facilities.

Outcome Measures I-III: Field Operations is the over-arching division of the department responsible for the line delivery of specified programs and services. Reports developed by the program divisions demon-

strate the level of achievement accomplished by Field Operations.

Reorganizing the Field Operations Division has promoted increased contact with local operations. The transfer of program responsibilities, such as data collection, report preparation, low-income energy programs, and supervision of training activities to program divisions has resulted in more attention to management issues.

In April 2003, the Field Operations Division reorganized to nine districts. The Administrator of the Field Operations Division is actively involved with individualized meetings with district managers concentrating on specific local issues. Further, Field Operations is conducting regular "work meetings" with the district managers to identify common issues and to move collectively forward in resolution. These meetings compliment work sessions involving other division administrators to ensure achievement of local and state objectives.

Staff Assistance Visits have been replaced with a more direct management style, involving increased personal contact with district managers and more consistent use of data to measure office performance. Absent for several years, the department now produces a monthly statistical package providing offices with timely performance measures on key areas.

Financial Services Division

General information

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Other locations

State Disbursement Unit
2617 East Lincolnway
Cheyenne, WY 82002

Year established and reorganized

1989 and reorganized in 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	\$831,688.28
Federal Funds	\$526,429.71
Trust & Agency Funds	\$102,325.55
Total	\$4,460,443.55

Results of outcomes

Goal: Promote self-sufficiency through the effective delivery of preventive, protective, educational and treatment services, resulting in a reduction of government involvement.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Strategy 2, Through a combined effort, achieve and maintain quality in the secure delivery of welfare benefits.

Output Measure A: Number of overpayment cases and claims by type of error, program and field office, regional investigator: The Division filed 674 claims. Specifics by investigator on file at DFS.

Output Measure B: Total of cases referred to courts for prosecution by field office: Seven cases were referred for prosecution. Specifics on the cases are on file at DFS.

Output Measure C: Total amount recovered by type, program, field office and investigator. \$394,052 was recovered. Specifics of the collections are on file at DFS.

Output Measure D: Number of reviews completed by program, region, field office and employee: This data cannot be determined.

General comments

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 3.21 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 \$394,052 was collected from overpayments. The PRICE staff continue 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, 2 youth correctional institutions, 23 clerks of district court and 9 child support enforcement districts.

The agency is requesting an exception budget request to purchase 235 computers for caseworkers. GroupWise was upgraded.

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

12 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	\$1,601,325.90
Federal funds	\$7,983,750.94
Trust and agency funds	\$0
Total	\$9,585,076.84

Mission and philosophy

In partnership with all available resources 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 minor and disabled 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.

General Comments:

The Information Services Division (ISD), with 12 fulltime personnel, is a core resource unit of agency management, to support the information technology infrastructure and to enable the agency to achieve its goals. As one ISD programmer wrote, our mission is to "transform the life of Wyoming people with accurate data and information for a better life." ISD maintains the programs software for eligibility determinations for food stamps, POWER, Medicaid, child care; protective and juvenile services; authorized payments to provider partners, and electronic benefit transfer for food stamps and the women, infants and children's program (WIC) of the Department of Health.

While maintaining these software programs, the major effort for 2002-2005 is the replacement of the 15-year-old eligibility system with the Integrated Resources Information System (IRIS). The development of this new system is currently on schedule and within budget. IRIS is being developed with extensive input from the field office staff, consultants and other partner agencies including Health, Workforce Services and Employment. Over 6,500 required features and 58 system interfaces are being built into IRIS to improve the performance of the field office eligibility worker, who will use this new system some 70,000 times a year in determining integrated eligibility.

IRIS Release1 is ready for production application in November 2003, while Release 2 is being prepared for April 2005. The system is being built on-site in Cheyenne by our contractor, with a technical staff of over 40 and full participation of eight of the ISD staff, who will assume full operational responsibility after the warranty period.

To enhance the integrity and documentation of IRIS, the system is being built following quality

assurance protocols of the International Standards Organization. IRIS received full 9001 certification in February 2003. Wyoming received this coveted certification earlier in the system development cycle than any other state.

The award winning DFS Electronic Benefit Transfer (EBT) system is fully operational statewide with 300 USDA-authorized partners. This system provides benefits for 22,964 food stamp participants each month and 11,000 WIC mothers, infants and children. Families participating in both food stamps and WIC can use the same electronic card to better manage their nutrition resources. In 2003, over \$23,980,000 in food stamp benefits were managed through this system.

In 2004, ISD is positioning its resources to support the department's Program Improvement Plan (PIP) for Wyoming children and families. ISD programmers are improving WYCAPS to better measure the PIP goals on a quarterly basis, case planning and to achieve the new performance standards.

In addition, while the existing EBT support contracts are being extended for 2005/06, ISD must proceed to release a new Request for Proposal for the next seven year business cycle. Once the RFP is released, new contracts, new smart card and equipment platforms, and a plan for transition must be seamlessly implemented so some 33,000 residents shop and experience a system that effectively works as close to 100 percent as possible.

Protective Services Division

General information

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Other locations

None

Year established and reorganized

1989; reorganized 1995; reorganized 2000

Statutory references

1-22-101-104. Definitions-adoptions; Petition for adoption of minor; By whom filed; Requisites; Confidential nature; Inspection; Separate journal to be kept

1-22-109-117. Consent to adoption; When adoption permitted without consent; Decree; Investigation; Denial of adoption; Application for final decree; Petition for adoption of an adult; Effect of adoption; Subsidization of adoption; Qualification for payments; Authority to adopt rules and regulations; Medical history of natural parents and adoptive child; Putative father registry 1-22-202-203. Adoption intermediary; Commission created; Powers; Duties; Confidential intermediaries; confidential intermediary services 14-2-310-313. Parties authorized to file petition; Service of petition 14-3-201-215. Child/Disabled Adult Protective Services: Duties of state agency; On-call services; Duties of local child protective agency; Central registry of child and disabled adult protection cases; Confidentiality of records 14-5-101-108. Interstate Compact on Placement of Children; DFS duties; Prerequisites; Penalties 14-8-101-104. Children's Trust Fund: To identify and establish programs for the prevention of child abuse and neglect; Trust Fund Board 21-13-315. *Cost of court ordered placement of children in private residential treatment facilities and homes* 35-20-101 - 116. Adult Protective Services Act. 25 USC 3201 et seq; 101-6-30 et seq. Indian Child Protection Act of 1990 25 USC 3119 et seq. Indian Child Protection and Family Violence Act 42 USC 1901. Indian Child Welfare Act

Number of authorized personnel

11 full-time

Organization structure

Director, Deputy Director, Administrator, Child 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	\$1,898,595.64
Federal Fund	\$1,021,688.10
Trust & Agency Funds	\$0
Total	\$2,920,283.75

Mission and philosophy

In partnership with all available resources 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 minor and disabled 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.

Objective B: Provide preventive, supportive and protective services to abused, neglected, abandoned,

and exploited individuals and families to ensure safety, permanency and well-being.

Outcome Measure I. Reduce recurrence of child maltreatment
During the six-month period measured within FY03 the reoccurrence of child maltreatment was 4.6 percent.

Outcome Measure II. Reduce incidences of child maltreatment in out-of-home facilities
There were 10 incidents of maltreatment that occurred in out-of-home facilities during FY03.

Outcome Measure III. Reduce the number of out-of-home placement re-entries

Of the children experiencing placement during FY03, 40.4 percent experienced over two placements.

Outcome Measure IV. Reduce the number of foster home placements per child

Children experiencing placement during FY03 had an average of three placements.

Outcome Measure V. Reduce the length of time to achieve permanency goal of reunification
Of the children experiencing placement during FY03, 653 were reunified. Children spent an average of 10.78 months in care prior to reunification.

Outcome Measure VI. Reduce the length of time to achieve permanency goal of adoption
Children experiencing care during FY03 spent an average of 3.79 years between their first placement and finalized date of adoption.

Outcome Measure VII. Reduce the occurrence of repeat abuse and neglect of vulnerable adults

During the six-month period measured within FY03 the reoccurrence of maltreatment for adults was zero percent.

Results of outcomes

The Child and Family Services Review was conducted for Wyoming during July of 2002. The Child and Family Services Review assesses state performance during a specified time period with respect to seven child welfare outcomes in the areas of safety, permanency, and well-being and with respect to seven systemic factors. The Wyoming Child and Family Services Review was conducted the week of July 8, 2002. The assessment was based on information from the following sources:

The statewide assessment prepared by the state child welfare agency - the Wyoming Department of Family Services; The state Data Profile prepared by the Children's Bureau of the U.S. Department of Health and Human Services; Reviews of 50 cases from three counties in the state; and Interviews or focus groups (conducted at three counties and the state capital) with a wide range of stakeholders including children, parents, foster parents, various levels of state and local Department of Family Services personnel, collaborating agency personnel, school personnel, service providers, court personnel, legislators, and attorneys.

The Department of Family Services' social service system, which serves Wyoming's children and youth populations, is currently divided into two divisions, the Division of Protective Services and the Division of Juvenile Services. Both of these populations were included in the review of the 50 case samples in the Child and Family Services Review. A number of the findings discussed in the final report reflect the fact that child safety and well-being standards equally apply to both populations.

A key Child and Family Services Review finding was that the state data for 2000 met the national standards with respect to the following outcome measures:

The incidence of maltreatment of children in foster care; The rate of foster care re-entries within 12 months of discharge from a previous foster care episode; The rate of reunification occurring within 12 months of the child's entry into foster care; and The percentage of children experiencing no more than 2 placement settings during their first 12 months in foster care.

The case reviews and stakeholder interviews also indicate that the state is effective in preventing foster care re-entries and placing children in close proximity to their biological families. Despite these strengths, the state did not achieve substantial conformity with any of the seven safety, permanency, and well-being outcomes. Child and Family Services Review findings suggest that the Department of Family Services is not consistent in its efforts to maintain children safely in their homes and reduce the risk of harm to children (safety outcome 2). The case reviews and stakeholder interviews suggested a number of issues that contributed to the state's performance on the safety outcomes.

A significant concern identified through the case reviews and stakeholder interviews was that in many cases the Department of Family Services tends to conduct safety and risk assessments that focus only on the target child rather than conducting a comprehensive assessment of the family, including the potential risk of harm to other children in the family. Additionally, stakeholders and case reviewers expressed concern about the number of child maltreatment reports that are screened out of the child protective services system. Another safety-related issue was the fact that the agency does not always conduct an investigation of child maltreatment reports involving children in open child protective services cases. Frequently, these reports are passed on to the existing caseworker and supervisor. Stakeholders did not believe that these new reports were appropriately evaluated regarding on-going or increasing risk to the children in the case. Overall, case reviewers indicated that the Department of Family Services was more effective in addressing safety and risk of harm issues when caseworkers implemented a family-centered approach that included assessments of the multiple dynamics that are related to family functioning.

With the Child and Family Services Review process focusing on outcomes, the division has revised its portion of the Department of Family Services' 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.

In response to the Child and Family Services Review, the Wyoming Department of Family Services has collaborated with other state agencies, advocacy groups, communities, elected officials and representatives from the legal system to develop a comprehensive Program Improvement Plan to create better outcomes for families and children. The ideas generated through this collaborative process suggest a departure from previous strategies and mark an era founded in a shared vision directed at supporting and involving Wyoming's families. The Program Improvement Plan was submitted to the Federal Administration for Children and Families on June 27, 2003 for approval. The Program Improvement Plan addresses areas that were not in conformity. Following is a brief summary of the major initiatives that will be implemented in collaboration with public and private agencies.

Program Improvement Plan: Summary of Major Initiatives

Family-Centered Practice: Redesign services to increase the use of family-centered, community-based interventions to attain safety, permanency and well-being for children. The department will consult with the National Resource Center for Family-Centered Practice, review current policies and practices for consistency with family-centered services and implement modifications to current policy and practice.

Training: All staff will receive adequate training in providing assistance and interventions that are family-centered and community-based. The department will establish staff training requirements and develop or redesign training curriculums to reflect national standards and promote family-centered practice.

Quality Assurance: Enhancement of quality assurance policies for better tracking of performance, including more frequent reporting to target training needs and facilitate the move to a family-centered approach.

Staffing Model: High caseloads currently hinder staff in providing for the needs of families and children. The department will develop a staffing model that provides national Child Welfare League recognized caseload standards consistent with the delivery of family-centered, community-based services then identify and seek the positions and funding necessary to implement the model.

Resource Partnering: Improve coordination and utilization of local, county, state and federal funding, programs and services as well as non-gov-

ernmental and faith-based resources to supplement agency resources.

Increase Community-Based Services:

The department will partner with other agencies, community and faith-based organizations to identify and develop services within each community to prevent the placement of children outside of their home or community.

Legal System Specialization & Training:

The department will lead a Family Treatment Court initiative to provide more intensive treatment and services to families. The department will also continue to support a variety of initiatives designed to improve the legal process for children and families, including the Select Committee on Juveniles, the Court Improvement Project and the creation of a specialized "Child Permanency Unit" within the Attorney General's Office.

Adult Protective Services (APS) statutes were revised during the 2002 legislative session. Rules interpreting the statutes will likely become final in October 2003. Newly developed APS program policies are in process and are scheduled to be completed by January 2004.

A multi-agency conference, Community Response to Vulnerable Adults, was held in August 2002 with 200 participants. A second APS consultant was hired in April 2003 to help develop and implement the rules and policy and to assist with multi-agency coordination to help assure the safety and well-being of Wyoming's vulnerable adults.

Department of Family Services organization chart

