

# 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 the success of their families.

## Results of outcomes

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

In 2003, the Wyoming Department of Family Services completed the federal Children and Family Services Review. The review, mandated by federal regulations finalized on January 25, 2000 for 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 welfare cases for both the abuse or neglect category and juvenile detention or 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 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 FY 97 to FY 04, total collections through the DFS and county-based system have increased from \$49.3 million annually to \$77.8 million. In 2004, the Wyoming Child Support Enforcement program received national recognition as the country's Most Improved Child Support Program, an award conferred in August by the National Child Support Enforcement Association.

In regard to direct public assistance, DFS is striving to continue integrating with other department's programs for Medicaid, substance abuse treatment and workforce development. The department expects to enhance resources for struggling families not only for temporary financial assistance but to help cope with juvenile delinquency, teen pregnancy, substance abuse and other social problem areas. Two areas of particular focus will be assistance to the state's two Indian tribes and efforts to strengthen the involvement of community and faith-based organizations in achieving the goals of the agency.

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.

### General information

Rodger McDaniel, Director

### Agency contact

Terry Tasseff  
307/777-7564  
Fax: 307/777-7747  
Hathaway Building, 3rd Floor  
2300 Capitol Avenue  
Cheyenne, WY 82002-0490  
ttasse@state.wy.us

### Other locations

There are 27 full-time offices and 3 part-time offices located in nine (9) districts and two juvenile institutions.

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

Wyoming Boys' School, Worland  
Wyoming Girls' School, Sheridan

### Year established and reorganized

Established in 1989 with the last reorganization in 2004.

### 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

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 stakeholders.

## 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.

### Authorized personnel

#### **Director's unit**

16 full-time

#### **Department**

697 full-time

34 part-time

### Organizational structure

Director, Deputy Director, Child Support Division, Economic Assistance Division, Field Operations Division, Financial 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.

### Budget information

#### **Director's office**

General Funds .....\$937,942

Federal Funds.....625,295

Trust & Agency Funds.....-0-

**Total .....\$1,563,237**

#### **Department**

General funds .....\$35,876,707

Federal funds .....49,528,858

Trust and agency funds .....551,703

**Total .....\$85,957,267**

# Child Support Enforcement Unit

## General information

Brenda J. Lyttle, Title IV-D Director

## Agency contact

Brenda J. Lyttle  
307/777-6948  
Fax 307/777-7747  
Hathaway Building, 3rd Floor  
2300 Capitol Avenue  
Cheyenne, WY 82002-0490  
blyttl@state.wy.us

## Other locations

Wyoming's statewide Child Support Enforcement program consists of the following:

16 district child support offices within 23 counties and 9 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 service.

There are also 23 clerk of district court offices that enter support order information and receipt and disburse child support payments, file and distribute legal documents, and provide customer service.

The 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 907; 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.

## Authorized personnel

15 full-time employees

## Organizational 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 .....	\$3,068,999
Federal Funds.....	5,957,467
Trust & Agency Funds.....	-0-
<b>Total .....</b>	<b>\$9,026,466</b>

## 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 FY 03 were \$52,083,995.

Child Support Collections in IV-D cases during FY 04 were \$53,381,547.

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

Child Support collections in foster care IV-E placement cases during FY 03 were \$49,439.00.

Child Support collections in foster care IV-E placement cases during FY 04 were \$98,605.00.

**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 case-loads 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 \$77.8 million from state FY 97 through state FY 04, 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 to 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 Cody; Self Help Center in Casper; Sheridan County CASA in Sheridan; Wyoming Children's Access Network (WYCAN) in Sheridan; Sweetwater Family Resource Center (SFRC) in Green River; and Connections Visitation Center in Gillette.

The State of Wyoming Child Support Enforcement Program recently received national recognition as Most Improved Child Support Program at the National Child Support Enforcement Association's Annual Conference held in Palm Springs, CA in August of 2004.

## Early Childhood Division

### General information

Beverly Campbell, Benefit Specialist 1

### Agency contact

Eve Rodriguez

307/777-5491

Fax: 307/777-7747

Hathaway Building, 3rd Floor

2300 Capitol Avenue

Cheyenne, WY 82002-0490

bcampb@state.wy.us

### Year established or reorganized

July 1, 2003

### Statutory references

W.S. 14-4-116

### Authorized personnel

23 full-time

### Organizational structure

Director, Deputy Director, Administrator, Child Care Subsidy, Child Care Quality initiatives and Child Care Licensing

### Clients served

Child Care providers, families, and other agency staff

### Budget information

General Funds .....\$1,004,355

Federal Funds.....8,126,949

Trust & Agency Funds.....-0-

**Total .....\$9,130,515**

## 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 \$10,901,086 for the July 1, 2003 through June 30, 2004 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 4,428

children. Total average payments equal \$908,424 per month with an average cost of \$242 per child. The increase in the number being served was due to a rule change which eliminated the consideration of resources when determining eligibility for the child care subsidy program. The change of policy has allowed for more parents to qualify for assistance with child care costs resulting in parents having the opportunity to maintain employment.

**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 16,400 children in licensed day care facilities per month during FY 04.

**Outcome Measure II:** Number of certified day care providers  
The Child Care Licensing program is responsible for licensing approximately 750 child care facilities. A seven day Infant/toddler statewide "train the trainer" was offered with approximately 60 child care and other individuals participating. Trained individuals will provide in-depth training throughout the state. This training will result in more infants and toddlers receiving quality care from well informed care givers.

## Economic Assistance Division

### General information

J. Terry Williams, Administrator

### Agency contact

Economic Assistance (TANF/Food Stamps/Weatherization/Low Income Energy Assistance Program, Electronic Benefit Transfer [EBT], Information Technology System Support [IRIS, EPICS, JAS])

J. Terry Williams

307/777-5357

Fax 307/777-6082

Hathaway Building, 3rd Floor

2300 Capitol Avenue

Cheyenne, WY 82002-0490

twilli@state.wy.us

### Other locations

There are 27 full-time offices and 3 part-time offices located in nine (9) 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 2004.

### 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

### Authorized personnel

18 full-time

### Organizational structure

Director, Deputy Director, Economic Assistance Administrator, 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 .....\$10,084,164

Federal Funds .....10,495,763

Trust and Agency Funds

**Total .....\$20,579,927**

## Results of outcomes

### 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 2004 was 375.

Wyoming received a high performance bonus of \$1,089,072 for federal fiscal year (FFY) 02. The FFY 03 bonus (October 1, 2002 - September 30, 2003) has not been fully determined by the federal government as of the writing of this document. The FFY 04 bonuses (October 1, 2003 - September 30, 2004) will be announced later.

The Temporary Assistance for Needy Families (TANF) participation rate has been met each quarter. In FFY 02, an 82.9 percent rate was achieved for all families and the two-parent participation rate was 93.8 percent. The participation rate for FFY 03 was 83.0 percent for all families and 91.5 percent for two-parent families. Through July 2004 the participation rate is 84.9 percent for all families and 95 percent for two-parent families.

**Outcome Measure II:** Number of households receiving Food Stamp Benefits

The food stamp program served a total of 126,897 households in FY 04 with an average of 10,575 households per month. The food stamp accuracy rate for the delivery of benefits was 96.79 percent in FFY 02 and 95.77 percent in FFY 03. The FFY 03 food stamp error rate of 4.23 percent qualifies Wyoming for enhanced funding for the sixth straight year. The error rate has not been computed for FFY 04 as the federal fiscal year has not ended.

**Outcome Measure III:** Number of families receiving Medicaid assistance  
Medicaid provided medical related services to a total of 418,781 families for FY 04. An average of 34,898 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 8,655 families and processed 9,750 applications in FY 04. The early estimate for FY 05 is 12,500 applications. Crisis cases in FY 04 numbered 734 and for FY 05 the estimated crisis caseload is 1,000.

**Outcome Measure IV:** Number of homes weatherized

A total of 325 homes were weatherized in FY 02. In FY 03 324 homes were weatherized and in FY 04 we have contracted to have 483 units weatherized. The difference between FY 03 and the contracted unit amount for FY 04 is a result of Petroleum Violation Escrow (PVE) funding being combined with Department of Energy funds.

## 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 by Congress for the TANF program was scheduled to occur in FY 03. 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.

The LIEAP computer system is operating as a stand alone system. The website is operational; however, the on-line application needs to be reformatted to reflect the current client application. The system now has the ability to process electronic files from fuel suppliers in a "batch" process, thus eliminating the need for data entry professionals to enter bills for payment into the system.

The Northern Arapaho Tribal LIEAP program will begin their third year of operation in FY 05 and will have \$210,000 in funding from the federal government to provide energy assistance, crisis and weatherization assistance.

# Field Operations Division

## General information

Michael R. Beaver, Administrator

## Agency contact

Michael R. Beaver  
307/777-7058  
Fax: 307/777-7747  
Hathaway Building, 3rd Floor  
2300 Capitol Avenue  
Cheyenne, WY 82002-0490  
mbeave@state.wy.us

## Other locations

There are 27 full-time offices and 3 part-time offices located in nine (9) districts.

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

## Authorized personnel

327 full-time, 32 part-time

#### Organizational structure

Director, Deputy Director, Administrator, District Managers

#### 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 .....	\$21,229,359
Federal Funds .....	19,207,517
Trust & Agency Funds.....	-0-
<b>Total .....</b>	<b>\$40,436,876</b>

## 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 Measures I-IV:** District offices, 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 services in the program areas of self-sufficiency and child welfare. Division reports 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 services in the program areas of self-sufficiency and child welfare. Division reports demonstrate the level of achievement accomplished by Field Operations. Services to delinquent youth are provided through the Juvenile Services Division.

## Comments:

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 July 2004 Field Operations Division will reorganize to eight (8) 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.

## Financial Services Division

#### General information

Paul Yaksic, Administrator,

#### Agency contact

Pamela Garcia  
307/777-5468  
Fax: 307/777-7747  
Hathaway Building, 3rd Floor  
2300 Capitol Avenue  
Cheyenne, WY 82002-0490  
pyaksi@state.wy.us

#### 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.

#### Authorized personnel

44 full-time

#### Organizational 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
Federal Funds.....	526,430
Trust & Agency Funds.....	102,326
<b>Total .....</b>	<b>\$4,460,444</b>

## 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 for the secure delivery of welfare benefits.

**Output Measure A:** Number of overpayment cases and claims by type of error, program, field office, regional investigator  
The division filed 538 claims. Specifics by investigator are on file at DFS.

**Output Measure B:** : Total of cases referred to courts for prosecution by field office  
Four 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. There was a total of \$339,037 recovered. Specifics of the collections are on file at DFS.

**Output Measure D:** : Number of reviews completed by program, region, field office and employee.  
There were 349 reviews completed. Specifics on the reviews are on file at DFS.

### General comments

Quality Control staff succeeded in promoting payment accuracy and striving for Performance Based funding by ensuring the accuracy of relevant state policy and providing field office training. This year the error rate was 4.23 and Performance Based funding was achieved.

In the Prosecution/Recovery/Investigation/Collection/Enforcement (PRICE) section, 625 new cases were referred to the fraud unit. Over \$339,037 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 processes in excess of 590,000 financial transactions annually to support 27 field offices, 2 youth correctional institutions, 23 clerks of district court and 9 child support enforcement districts.

The division is planning to commence an aggressive audit program to look at court ordered placement expenditures. Even though FY 04 did not experience a lot of growth and expenditures, the division wants to concentrate on contract performance.

The division is concerned about federal deficits and the potential those deficits will have on federal funding to the department. This concern started in FY 04 when congressional bickering over these deficits caused many delays in federal funding.

## Juvenile Services Division

#### General information

Michael Bronson, Administrator

#### Agency contact

Michael Bronson  
307/777-8539  
Hathaway Building, 3rd Floor  
2300 Capitol Avenue  
Cheyenne, WY 82002-0490  
mbrons@state.wy.us

#### Other locations

Wyoming Girls' School, Sheridan  
Wyoming Boys' School, Worland

#### Year established and reorganized

Established 1989 and reorganized 2004

#### Statutory references

W.S. 9-2-2006, 9-2-2101 through 2106, 14-3-201 through 215, 14-4-102 through 104, 14-6-101 through 14-6-252, 14-6-302 through 308, 14-6-401 through 440, 14-6-501 through 509, 14-9-101 through 108, 14-10-101, 20-5-101 through 125 and 21-13-315.

#### Authorized personnel

242 full-time, 2 part-time

#### Organizational structure

Director, Deputy Director, Administrator, Girls' School, Boys' School, Probation

#### Clients served

Delinquent youth, Children in Need of Services (CHINS)



Budget information

General funds .....	\$8,222,857
Federal funds.....	3,524,081
Trust & agency funds.....	-0-
<b>Total.....</b>	<b>\$11,746,939</b>

## 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 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

DFS is coordinating with the Wyoming Department of Health to create a continuum of care for youth with mental health needs. The primary vehicle for identifying these youth will be regional assessment efforts that bring services to youth and families in remote areas. The division will enhance services to mental health youth by appropriately identifying the needs of these youth's treatment, aftercare and supervision requirements. This ability will allow the division to also better serve all troubled and delinquent youth.

DFS and the Department of Health are also coordinating with the Substance Abuse and Mental Health Services Association (SAMHSA) to provide an expansion of substance abuse providers who provide best-practice services that are standardized and certified by the Department of Health's Substance Abuse Division. DFS is moving toward performance based contracting with private providers; the department will insure that services to youth are appropriate by implementing program monitoring efforts.

Casper and Laramie have developed formal programs to address restoration and reparation services for their youth. The following fees were collected from the Wyoming Girls' School (WGS) and the Wyoming Boys' School (WBS):

WGS - total community service hours - 3,123.

Restitution - \$11,924

WBS - total community service hours - 1099.

Restitution - \$16,513

Progress was made during this period regarding partnerships with community members. During 2004 there was a separation of probation services from child protection services, allowing a specialization of services, community partners and staff skill sets. Intensive supervision services have resulted in more youth being served in the community, which also added to the services and relationships with community providers. Programmatic changes were also required in probation in order to meet the requirements of the department's Program Improvement Plan (PIP).

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

Plans and communication were initiated between DFS and the Department of Health to identify youth at WBS with special needs (DD clients) and mental health needs. Progress is being made to better serve the needs of these youth in alternative placements and in their home communities. When secure services are required these new intake and evaluation services will help in designing programs that are effective with these youth. Collaborations between state departments have also opened up dialog between departments regarding mutual responsibilities and funding of services.

WBS is located in a remote area of the state, making recruitment of professional staff difficult. An open staff position for a Masters level staff to provide therapeutic substance abuse services has remained open for over a year. A marketing program that addresses the unique needs of remote areas, such as salary scales that enable WBS to attract the staff they require, needs to be developed. The ability to attract and maintain qualified clinical staff will allow the WBS to provide more intensive programming and specification of services.

The treatment programs and living environments at WBS continue to be appropriately challenging and provide for the safety of youth and staff. Educational services meet all professional standards and certifications but continue to be challenged by the demands of no child left behind, funding and coordinated transition and after-care efforts. There has been communication and discussions between administration and the superintendents regarding ACA accreditation and efforts to standardize practices between the schools such as data collections, policies and procedures.

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

As a result of the child protection services corrective action many changes have begun at WGS. Staff to youth ratios have been increased to 1:8 to insure safety of clients and staff and to increase the ability of staff to provide an intense treatment environment in every dorm. The duties of the clinical staff are being restructured to include appropriate training, credentials and appropriate supervisory responsibilities. WGS is concentrating on providing the appropriate services to the girls under their care. By requiring evaluations and assessments of all girls and reviewing security issues such as suicidal risk, treatment level and supervision levels are based on best-practice. To assist WSG staff a consultant was hired to work with staff to devise treatment protocols, client profiles and clinical services.

Population issues are also being addressed by capping the total number of residents that can be in attendance

and in each dorm. The “House Mom” model is being upgraded to a Direct Care Staff model. This will require dorm staff to learn new skill sets, therapeutic skills that will facilitate treatment and behavioral management services. A new security manager has been hired to redevelop the security program and services. Security staff will also be required to develop more professional skills that will allow them to operate as a team member in a therapeutic community. A career path will be developed for security staff; designed to attract the staff with the best skills in behavioral management and building therapeutic relationships; these staff will “model” to dorm staff how to manage crisis situations with youth.

## Protective Services Division

### General information

Brenden McKinney, Administrator

### Agency contact

Sheryll Hubbard  
307/777-3663  
2300 Capitol Ave., 3rd Floor  
Cheyenne, WY 82002-0490  
Fax 307/777-3693  
shubba@state.wy.us

### Other locations

130 Hobbs Ave  
Cheyenne, Wyoming 82009

### 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 Protective Services: Duties of state agency; On-call services; Duties of local child protective agency; Central registry of child protection cases; Confidentiality of records
- 14-3-401-440. Child Protection Act: Duties of the state agency, include placement of children, investigation of the complaint, reasonable efforts to prevent removal or reasonable efforts were made for reunification, dispositional studies, protective supervision and filing of a petition to terminate parental rights as per 15/22
- 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
- 14-11-102-109 Safety for a Newborn: provides a way for mothers to relinquish newborn child to a “safe haven”
- 21-13-315. Cost of court ordered placement of children in private residential treatment facilities and homes
- 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

### Authorized personnel

12 full time

### Organizational structure

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

### Clients served

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

### Budget information

General funds .....	\$1,541,173
Federal funds.....	660,503
Trust & Agency funds .....	2,201,675
<b>Total .....</b>	<b>\$4,403,351</b>

## Results of outcomes

**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 occurrence of repeat child maltreatment

The national standard is 6.1 percent reoccurrence of child maltreatment within a six month period of time or

less. The Child and Family Services Review established Wyoming's baseline of 6.8 percent in FY 00. The reoccurrence of child maltreatment in FY 03 was 5.6 percent. The reoccurrence of child maltreatment in FY 04 was 6.6 percent. Wyoming does not meet the national standard.

**Outcome Measure II.** Reduce incidences of child maltreatment in out-of-home facilities

The national standard for the percentage of children in foster care who were the subject of maltreatment by a foster parent or facility staff is .57 percent or less. Wyoming's baseline in FY 00 was .43 percent. In FY 03 the number of children who experienced maltreatment while in out-of-home placement was .43 percent. The occurrence of child maltreatment in foster care in FY 04 was .15 percent. Wyoming meets the national standard.

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

The national standard of children re-entering foster care within 12 months of a prior placement is 8.6 percent or less. Wyoming's baseline in FY 00 was 8.0 percent. In FY 03 the percentage of children who re-entered care was 3.8 percent. Re-entries of children into out-of-home placement in FY 04 were 6.1 percent. Wyoming meets the national standard.

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

The national standard for stability of children in foster care, less than 12 months with no more than two placement settings, is 86.7 percent or higher. Wyoming's baseline in FY 00 was 87.4 percent. In FY 03 the percentage of children with no more than two placement changes was 64.6 percent. Stability of foster care placements in FY 04 was 86.3 percent. Wyoming does not meet the national standard.

**Outcome Measure V.** Reduce the length of time to achieve permanency goal of reunification

The national standard for children who are reunified with their families within 12 months is 76.2 percent or higher. Wyoming's baseline in FY 2000 was 81.6 percent. The percentage was 78.7 for FY 03. The percentage of children reunified with their families within 12 months of removal in FY 04 was 76.5 percent. Wyoming meets the national standard.

**Outcome Measure VI.** Reduce the length of time to achieve permanency goal of adoption

The national standard is 32 percent of children to achieve adoption in less than 24 months from the date of removal from their home. Wyoming's baseline was 40.6 percent in FY 00. The percentage of children meeting the standard in FY 03 was 38.6 percent. The percentage of children who achieved adoption within 24 months of placement in FY 04 was 44 percent. Wyoming meets the national standard.

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

During the six-month period measured within FY 03

there were no reoccurrence of maltreatment for adults.

In FY 04 there were 2 reoccurrences of substantiated abuse.

## General comments

The Child and Family Services Review was conducted for Wyoming during July of 2002. The Child and Family Services Review assessed state performance with respect to seven child welfare outcomes in the areas of safety, permanency, and well-being and with respect to seven systemic factors.

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, permanency and well-being standards equally apply to both populations.

Despite strengths identified in the review, 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, children are not achieving permanency timely and the families' needs are not being fully assessed or addressed.

With the Child and Family Services Review process focusing on specific 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 and developed a comprehensive Program Improvement Plan to create better outcomes for families and children. The Program Improvement Plan was approved in January 2004 and will be implemented by January 2006. The plan has a heavy focus on "Family Centered Practice" which is supported by other systemic initiatives. A significant concern identified by the review 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. Overall the

report concluded that the Department of Family Services was more effective in addressing safety, permanency and well-being of children when caseworkers implemented a family-centered approach that included assessments of the multiple dynamics that are related to family functioning. The Department has two years to comply with the national standards. Following is a brief summary and status report of the major initiatives that are being implemented in collaboration with public and private agencies.

## Program Improvement Plan: Summary of Major Initiatives

**Family-Centered Practice:** The department established a Leadership Team who worked with the National Resource Center for Family-Centered Practice and revised current policies, tools, training, and quality assurance for consistency with family-centered services. A practice model of "Family Partnering" has been developed and will be implemented in FY 05.

**Training:** Curriculum has been developed and training scheduled to ensure that staff will receive adequate training in providing assistance and interventions that are family-centered and community-based. The training unit has modified the child protection curriculum to reflect family center practice. New staff have been trained using this curriculum. The Department of Family Services established a training institute. The "Family Success Center" opened in January 2004. New worker orientation training curriculum is being developed and will soon be implemented consistent with family centered practice values.

**Quality Assurance:** The department has improved quality assurance by fully implementing supervisor reviews of social service case files and capturing outcome related data. Quality improvement activity has been enhanced through the implementation of a management by data strategy. Data reports developed from the supervisor reviews and the department's children's services data base are used to analyze program effectiveness and learn from offices exhibiting strengths as well as focus on areas needing improvement. The department is developing an "outside" review team who will assist in case reviews to ensure accuracy of the supervisor reviews and the proper identification of strengths and areas needing improvement.

**Staffing Model:** The department developed a staffing model that provides for caseloads consistent with the delivery of family-centered practice and community-based services. High caseloads have hindered staff in providing for the needs of families and children. The Wyoming Legislature approved the staffing model and the Department of Family Services is authorized to hire 20 new social services staff over a two year period beginning July 1, 2004.

**Resource Partnering:** The department has improved coordination and utilization of local, county, state and federal funding, programs and services as well as non-govern-

mental and faith-based resources to supplement agency resources. The department has made available Temporary Assistance to Needy Families (TANF) dollars to fund Positive Parenting Programs across the state. The department has entered into a partnership with Taco Johns to promote healthy families. The department has partnered with Casey Family Program to enhance kinship care, independent living services and management by data. Faith based partnerships have been developed to recruit foster homes. The faith based initiative is also working to develop a program promoting healthy marriages.

**Legal System Specialization & Training:** The department has led 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 Children and Family Initiative, the Court Improvement Project and the newly approved 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 became final on November 3, 2004. Newly developed APS program policies are complete and staff were trained May 2004. The department has developed vulnerable adult's community awareness projects with the Department of Health's Aging Division and Mental Health.

# Department of Family Services organization chart

