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GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF HUMAN SERVICES  
LANSING



ISMAEL AHMED  
DIRECTOR

November 4, 2009

The Honorable Bill Hardiman, Chair  
Senate Appropriations Subcommittee on DHS  
Michigan State Senate  
Lansing, Michigan 48933

The Honorable Dudley Spade, Chair  
House Appropriations Subcommittee on DHS  
Michigan House of Representatives  
Lansing, Michigan 48933

Dear Senator Hardiman and Representative Spade:

Section 285 of 2008 Public Act No. 248 (Enrolled House Bill No. 5814) requires the Department of Human Services to report on continuous improvement efficiency mechanisms in the programs administered by the department. The report is attached.

If you have any questions about the attached material, please contact Susan Kangas, Chief Financial Officer, at (517) 373-7787.

Sincerely,

Ismael Ahmed

Attachments

- c: Senate and House Appropriations Subcommittee on DHS
- Senate and House Fiscal Agencies
- Senate and House Policy Offices
- State Budget Office

**DEPARTMENT OF HUMAN SERVICES  
P.A. 248 of 2008 - SECTION 285 REPORT**

**Organizational Unit  
Food Assistance Program—FAP Accuracy Unit**

<b>Program Review Process</b>	<b>Improvement Mechanisms Implemented</b>	<b>Actual Savings</b>	<b>Projected Savings</b>
Wayne County Change Report Center 10/1/08 – 6/30/09	Processed changes reported by clients in Wayne county— workload reduction for the field staff	\$16,946,585	
Third Party Case Reads (CRIS) 10/1/08 - 6/30/09	Program managers read behind 1 <sup>st</sup> line supervisor for accuracy	\$6,988,230	
Automated Find and Fix (AFF) 10/1/08 - 6/30/09	Field staff received alerts informing them of income changes that could affect FAP eligibility and/or benefit amounts	\$26,697,414	

**Organizational Unit  
Office of Child Support**

<b>Program Review Process</b>	<b>Improvement Mechanisms Implemented</b>	<b>Actual Savings</b>	<b>Projected Savings</b>
<p>MiSDU: Between 2002 and 2009, continuous review by OCS state staff charged with oversight and the vendor staff of available electronic opportunities coupled with rigorous monitoring of metrics and outcomes to identify potential improvements and savings.</p>	<p>Shifted customers from paper checks to direct deposit and debit cards, reduced telephone call volumes through increased system stability resulting in ability to reduce capacity and implemented other improvements. Level of customer service was maintained or improved.</p>	<p>Reduced annual cost of MiSDU from an average of \$23.6 million between 2002 and 2005 to an average of \$13.7 million in 2006 to 2009. That is a <b>42%</b> cost reduction over seven years.</p>	<p>We projected less savings than we actually attained through these improvements.</p>
<p>MiCSES: Periodically, the partners in the child support program (OCS, prosecutors, friends of the court, SCAO and MiCSES) review the MiCSES priority list to determine the most needed priorities for fixes and improvements. In 2009, more than 100 people, including many front line workers, were involved in this review.</p>	<p>Implemented electronic submission of income withholding notices through federal portal; improved document generation, reporting, medical insurance enforcement, the case referral process and nightly processing.</p>	<p>Use of the federal portal has the potential to reduce the costs of mailing when more employers participate. Other improvements result largely in improvements in worker productivity.</p>	<p>Primarily improvements in worker productivity allowing state and county staff to “do more with less.”</p>

**Office of Child Support (cont.)**

<p>MiCSES: Evaluated vendor operations in this computer project to determine activities or positions that would result in savings if handled by state staff.</p>	<p>Transitioned 7 vendor Help Desk staff to state employment and moved responsibility for certain batch processes to DIT.</p>	<p>\$540,000 per year</p>	<p>\$540,000 per year</p>
<p>Mi-Case: Ongoing review of optimal customer service processes in other states.</p>	<p>Created and deployed a self-service web portal that allows customers to access their own cases through the internet 24/7.</p>	<p>Too early to tell.</p>	<p>\$100,000 as customers shift from the IVR to the Web</p>

**Organizational Unit  
Bureau of Children and Adult Licensing**

<b>Program Review Process</b>	<b>Improvement Mechanisms Implemented</b>	<b>Actual Savings</b>	<b>Projected Savings</b>
Efficiencies workgroup established to develop an operational plan for BCAL's future. The workgroup was charged with addressing BCAL's staffing and space shortages and determining the merits of centralized vs. decentralized office support functions.	(1) Mail Processing – Limited all mailings to forms and documents not available on the web. (2) Begin process of establishing two secretaries in each regional office. (3) Begin process of reducing 15 regional offices to 7 regional offices. (4) Established additional remote work sites for licensing consultants which allows them to be closer to their caseload, thereby reducing travel costs.	(1) \$65,079 recurring annually	
Develop an online licensing process.	BCAL is working with DIT to establish an online original and renewal application process.		\$17,362 recurring annually
Relocate staff from the Ann Arbor office to the Washtenaw County office and eliminate rent expense.	(1) BCAL is working with DHS Facilities to complete the move. The move should be complete by December 2009.	\$52,000	\$52,000 recurring annually

**Organizational Unit  
Bureau of Community Action & Economic Opportunity (BCAEO)**

<b>Program Review Process</b>	<b>Improvement Mechanisms Implemented</b>	<b>Actual Savings</b>	<b>Projected Savings</b>
Pre-funding meetings with network of 32 grantees	BCAEO replaced face-to-face meetings with our grantees with conference calls accompanied by electronically distributed materials.	We estimate \$923 in achieved savings for each of three pre-funding meetings for regular grants for a total savings of <b>\$2,769</b>	
Public Comment on Community Services Block Grant State Plan	BCAEO replaced the CSBG State Plan Public Hearing with an electronic public hearing process that allowed the public to view and comment on the plan via the intranet. This saved the transcription fees that are generally associated with a public hearing.	We estimate \$150 in achieved savings for each of two public hearings that had previously been held each year in Detroit and Lansing for a total savings of <b>\$300</b>	
Distribution of Weatherization Training Materials	BCAEO replaced hard copy distribution of training packets and other resource documents typically given to trainees at training workshops with electronic e-mail distribution.	We estimate <b>\$875</b> in total savings for approximately 700 training packets that are typically distributed throughout the year at training conferences and workshops.	
		<b>Total Savings Estimate for BCAEO: \$3,944</b>	

**Organizational Unit  
Bureau of Juvenile Justice**

Program Review Process	Improvement Mechanisms Implemented	Actual Savings	Projected Savings
<b>Bureau of Juvenile Justice – Central Office</b>			
BJJ, in accordance with FY2009 budget allocations, which reduced central office staffing by 50%, needed to review management structures and staffing efficiencies.	Staffs were moved into vacant positions with similar responsibilities thereby reducing FTE's without reducing service (i.e., BJJ trainers to CWI) and units were combined within single management structure.	Savings will be the difference in BJJ central office budget appropriation of \$2.7M. Savings were dictated but efficiencies were subsequently planned.	Future year savings will also be \$2.7M.
Bureau reorganized inefficiencies in bed space usage at Adrian Training School. ATS was closed and youth moved to private facilities or Bay Pines State facility at a lower cost.	Youth served at much lower cost and available bed space utilized more completely.	Actual savings can be estimated by movement of 30 youth from ATS at over \$700.00 per day to private at \$250.00 or Bay Pines at \$300.00. Annualized savings estimated at over \$4M.	Savings will be realized annually.
BJJ recognizes that as the number of residential facilities is reduced, certain central office functions can be consolidated.	Quality Assurance and Education support units were reduced by 3 positions total.	Estimated savings at approximately \$240,000.00.	Savings will be realized annually.
<b>Bureau of Juvenile Justice – Child Care Fund</b>			
Review involves surveying staff and customers to find where services are duplicated, time consuming or unnecessary.	Automated the annual plan and budget application and approval process.	Allows staff to concentrate on on-site reviews and program evaluation. (App. 1 staff person.)	\$75,000/year
Checking travel budget.	Automated monthly expenditure report submission.	Reduces time of supervisor to provide accurate reports to budget office. (5 hours per month.)	\$3,000/year

<p>Monitoring budgets and expenditures of counties to identify effective programs which are alternatives to out of home placements.</p>	<p>Geographic clustering of counties. Positioned staff in the UP to serve the UP. Use of teleconferencing.</p>	<p>Reduces travel in many instances. (50 over night stays and mileage.)</p>	<p>\$15,000/year</p>
<p>Increased staff training to help identify cost effective programs. Increases training in blended funding opportunities.</p>	<p>Services/program directory offers recommendations and/or suggestions for effective programs.</p>	<p>Allows greater knowledge of specialists and customers about current working programs to reduce out of home costs. (Average \$70/day of reduced days in out of home placement for new programs.)</p>	<p>Average year sees 10-20 new in-home care components. Usually cost savings of \$50,000 per program according to court reports (total \$500,000 to \$1,000,000). Hard to know how much is a result of added specialist knowledge.</p>
<p><b>Bureau of Juvenile Justice – Regional Detention Support Services</b></p>			
<p>Review involves surveying staff and customers to find where services are duplicated, time consuming or unnecessary.  Finding areas to spread costs.</p>	<p>1. Continued contract process with counties which they assume payment processing duties for the attendants.  2. Reduced hours of availability with no disruption of service to allow staff to concentrate on necessary administrative duties.  3. In-house training reduced to once per year.  4. Eliminated state paid toll free number for counties.</p>	<p>1 and 2. Allowed for the reduction of one staff position.  2. Reduces travel in many instances. (50 over night stays and mileage.)  3. Began using state trainers to conduct new worker training which reduced the need for an outside contracted training agency.  4. Ceased paying for a toll free number for counties.</p>	<p>1. \$75,000/year  2. \$75,000/year  3. \$15,000/year  4. \$5,000/year</p>

<b>Bureau of Juvenile Justice - Interstate Compact and Juvenile Justice Assignment Office</b>			
Current policy allows us to cover the cost of youth visits prior to the completion of a home study to enhance their chance for permanency. Staff will review current policy to determine how it can be adjusted to assure that all youth visits are needed and appropriate.	Policy will be revised to require documentation from county staff justifying the need for the visit, and outlining how the visit will enhance the chance of permanency for the child.	Currently we estimate that we cover the cost of 20 youth visits annually at a total cost of \$25,000-\$30,000.	By limiting the number of youth visits to those that are essential we could potentially save \$10,000-\$15,000.
ICPC and ICJ staff reviewed the amount of space being used to maintain case files in the unit and resolved to attempt to reduce the amount of paper and files that are continuously accumulated with each new ICPC case.	Scan case file documents beginning with older case files, working up to current case files. Develop a process to maintain electronic case files resulting in reducing the need for file cabinets and space in both our unit area and the records center.	Will determine after 1 <sup>st</sup> year implementation.	Will determine after 1 <sup>st</sup> year implementation.
<b>Bureau of Juvenile Justice - Federal Grants Unit</b>			
1. In accordance with the Juvenile Justice Delinquency Prevention Act (JJDP A) of 2002, Sections 223 (a) (11), (12), and (13), the state must report data collected showing compliance with the removal of status offenders and non-offenders from secure detention and correctional facilities, separation of juveniles and adults, and removal of juveniles from adult jails and	1. Automated the monthly juvenile detentions, jails and lock-up reporting forms.	1. (a) Time spent by agencies completing forms, e-mailing, faxing, and/or mailing would be lessened. (b) Easier (agency and FGU manager) to access forms due to central location. (c) Allows for more accurate reporting. (d) Allows for identification of violations early on in order to provide appropriate technical assistance. (e) Manager to identify technical assistance needs faster.	1. Total savings \$50 - \$100,000. 2. \$2,000/year 3. \$8,000/year

lockups. Review involves surveying staff and customers to find where services are duplicated, time consuming or unnecessary.			
2. The JJDP A requires assessment of Disproportionate Minority Contact (DMC) in the Juvenile Justice System.	Public Policy Associates is working with local units of government, prosecutors, courts, and locked facilities to obtain data on the Relative Rate Index of local and county juvenile justice activity.	Complying with JJDP A DMC requirements is a condition of the JJDP A Act. Without this program, JJDP A funds are in jeopardy.	The PPA process makes it possible for the state to stay in compliance, maintaining access to 20% of the Title II grant award. (approximately \$400,000)
3. The grant management system for the Juvenile Accountability Block Grant (JABG) makes it possible to monitor grant expenditures at the local, state and federal level.	The JABG grant management system is moving from the e-grants system to the Juvenile Justice On-Line Technology System which is a better fit for the program.	The actual savings are still unknown.	Projected savings suggest cost reductions of more than 50%, from \$100,000 down to \$50,000 annually.
<b>Bureau of Juvenile Justice - Juvenile Justice Information Technology, (JJOLT) &amp; Project Management</b>			
Centralized hardware/software purchases.	Allows review of purchases to ensure that all the signatures are correct before forwarding, and software requests will run on existing hardware.	Central point of contact to work with Purchasing and Project Financing.	Stops redundant and unnecessary education software purchases that will not run on existing hardware, saving approximately \$60,000 per year.
<b>Academy Hall</b>			
On a monthly basis the staff will review the OT stats for the month. The goal will be to reduce OT by at least 10%.	Fill the swing shift vacancy and hire PI staff. Utilize the PI to cover call ins and annual leave. Allow schedule adjustments to reduce coverage. Will allow for single coverage when the residency population remains at 10 or the house conditions are stable.	\$34,000.00. This is a 46% decrease in OT costs in comparison from last year.	30%

<b>Bay Pines Center</b>			
BPC has severely limited Off-Campus activities (community based treatment activities).	BJJ policy has changed to require additional supervisory staffing for these off-campus activities. However, because there are not supervisory staff available to participate in the off-campus activities; there is a severe reduction to off-campus activities.	Actual FY2009 savings are estimated as an average reduction of five off-campus activities per week. On average, only three of these off-campus activities incur overtime at an average of three hours per trip. Therefore, savings are estimated as 52 weeks x nine hours x Youth Specialist OT rate: $52 \times 9 \times \$36.80 = \$17,222.40$ .	The estimated saving should be realized annually at an increasing amount due to increased payroll costs.
BPC has taken action to reduce incidental overtime.	BPC shift supervisors are notifying staff prior to the end of shift to complete required logging before the end of their shift. This results in a lower amount of incidental overtime because: <ul style="list-style-type: none"> <li>• The information exchange between the outgoing and incoming staff is far quicker.</li> <li>• The outgoing staff is not completing the logging after their scheduled shift on overtime.</li> </ul>	The affect on incidental overtime cannot be concretely established due to the nature of incidental overtime. Incidental overtime accounts for approximately 10% of the total overtime. Anecdotal evidence suggests a 50% reduction in incidental overtime. Actual overtime for FY2009 was \$333,752. Therefore, actual savings are estimated at \$17,000.	The estimated saving should be realized annually at an increasing amount due to increased payroll costs.

<b>Maxey Training School</b>			
Maxey in accordance with FY2009 budget allocations which reduced staffing and client population, reviewed management structures and staffing patterns.	Staffing reductions, reorganization of staffing pool, case manager caseload and management structure.	Staff payroll was reduced from \$20,415,422 in FY2007 to \$17,340,081 in FY2008, to \$11,835,550 in FY2009.	Due to continued downsizing projected payroll costs for FY2010 are \$9,884,916.
Monthly budget meetings identified a high level of spending for prescribed medications particularly psychotropics.	Consultation with medical staff and psychiatrists was held and recommendations made on ways to select equally effective substitutes and generic brands wherever possible.	Annual prescription drug expenses were reduced by \$165,279 in FY2009 from an actual expenditure of \$545,700 in FY2008 to an actual expenditure of \$380,421 in FY2009.	Future savings will be dependent upon actual population of the facility and the prescription needs of each youth in residence.
BJJ budget review identified the high cost of contractual repairs at Community Justice Centers.	Maxey maintenance staff agreed to travel to CJC locations and provide necessary repairs not currently being implemented due to downsizing and layoffs.	BJJ cost savings total approximately \$20,000.00. At the present time not applicable.	Savings from reduction of contractor's cost would be \$20,000.00 annually. This will be evaluated when there is a need. Not Applicable at this time.
Monthly budget meetings identified the level of overtime use by direct care staff to communicate necessary information to oncoming shift.	School and staffing daily schedules were adjusted to create opportunity for shifts to exchange information while nearly eliminating relief overtime costs.	Overtime expenditures were reduced by \$6,300.00.	This savings will be realized annually.
Monthly budget meetings identified the high level of expenditures related to electronic equipment and telephone system repairs and change orders.	Staff members Keith LaSalle and Walter Easley agreed to provide all repairs, which they were capable of, during regular work hours and supplemental overtime. This allowed for non-renewal of the TSI maintenance service contract.	Savings from avoiding contractual repair expenditures from telephone and security work was \$40,000.00. TSI maintenance contract was cancelled in FY2009 which realized an actual savings of \$105,948.00.	Savings from telephone and security repair work by Maxey staff vs. vendor would be \$130,000.0 annually.

Analysis of infrastructure needs and costs identified potential savings in copier leases, vehicle leases, and utilities, etc.	Copier leases were reduced in half, vehicle leases by 3, utility costs for sewage usage was halved.	Due to further reductions in copiers and vehicles actual savings in FY2009 was \$23,992.00.	These savings will continue and may increase as we are planning further reductions in our vehicle fleet for FY2010.
<b>Nokomis Challenge Center</b>			
In accordance with the BJJ off grounds policy, a supervisor must accompany an off ground activity. Issue: this requires bringing in a Shift Supervisor for every off grounds activity for an OT shift.	A program manager or director is acting as a supervisor for the trip rather than a Shift Supervisor whose presence would cost overtime.	In 2009 this was implemented for 8 months at a savings of \$2,450.88.	Shift Supervisor OT cost per hour \$38.68 x 8 hours per month x 12 months = \$3,713.28 for FY 2010.
Due to security change in Program a reduction of Wilderness staff hours was warranted.	The 2 Wilderness P.I. staff who have resigned during FY2009 will not be replaced and their positions will remain vacant.	During FY2009 the actual savings was approximately \$20,000.00.	For FY2010 the savings for downsizing the experiential treatment will be approximately \$40,000.00.
In reviewing treatment objectives and innovative cost effective treatment Nokomis is expanding the neurotherapy program.	Integration of neurotherapy treatment to entire population of Nokomis residents with psychotropic and mood altering medications.	Using this therapy with approximately one third of the Nokomis population over the past 9 months we had a savings in mood altering and psychotropic medications of approximately 30% to 40% or in the \$12,000.00 range.	By expanding this treatment to approximately 50% or more of the Nokomis population and factoring in intake medications and timeframe for treatment the projected savings in psychotropic and mood altering medication for FY2010 should fall within the 50% to 80% range. Taking last years cost into account that would amount to a minimum savings of \$20,000.00.
Nokomis Challenge program looked into overtime and determined the best action to decrease the cost.	Limiting the number of youth specialists who were allowed to take annual leave on any given shift and by requiring a medical note if staff	As long as the staffing numbers were where they were supposed to be (21 YS) the cost of OT was reduced by approximately 40%. From the 1 <sup>st</sup>	Based on FY2009 the savings in OT cost could amount to approximately a 40% savings if vacant YS positions do not go

	call in sick requiring a mandatory fill had a direct effect on OT cost reduction.	quarter in FY2009 to the 3 <sup>rd</sup> quarter in FY2009.	unfilled because of the approval process. There is a direct correlation in OT increases when 2 or more staff positions are allowed to go vacant for over one pay period.
<b>Shawono Center</b>			
Food Cost	Reduced the time paid to our part time employees.	\$3,000/year	\$3,000/year
Medication Cost	Work with Psychiatrist to reduce psychotropic medications.	\$25,000/year	\$40,000/year
Overtime	Allow certain staff to adjust their schedules to avoid overtime.	\$34,116/year	\$31,000/year
Contractual School Social Worker	Used a contractual position instead of a permanent full position.	\$30,000/year	\$30,000/year
Travel Restrictions	Travel only allowed for treatment purposes (i.e. court appointments).	\$10,000/year	\$13,000/year

**Organizational Unit  
Child Welfare Training Institute, Children’s Services Administration**

<b>Program Review Process: A review by the CWTI director and managers resulted in the following recommendations:</b>	<b>Improvement Mechanisms Implemented</b>	<b>Actual Savings</b>	<b>Projected Savings</b>
<p>Reduction in travel costs associated with new hire trainees from northern Michigan. One trainer to provide approximately three weeks of new hire pre-service institute (PSI) training reducing the travel costs (such as mileage, meals and hotel) associated with 12-20 trainees traveling to Lansing, Grand Rapids, Saginaw, Kalamazoo, or Detroit area training centers. Trainees would travel for part of the PSI, but not all classroom weeks if a trainer is able to travel to northern MI (travel costs would remain for the trainer).</p>	<p>CWTI director and managers to examine new hire lists to see when trainees are in excess of ‘X’ miles from a training center to warrant sending a staff to a location closer to them.</p>		<p>If implemented once for a group of 20 trainees, may save approximately \$23,9000.00/year.</p>
<p>Utilization of videoconferencing or other distance learning modalities currently being explored for</p>	<p>Distance learning with vendors, such as Essential Learning is currently being explored.</p>		<p>30 trainees attending training by video conference saves travel costs approximate savings</p>

non-instructor led trainings, in-service trainings, etc.			\$9,000/year.
State car for CWTI managers in Cadillac Place Training Center Detroit.	Paper work submitted, state car requested.		Approximate savings \$8,000/year.
Explore “free” or “in house” expertise as opportunities to increase trainer skills.	An exploration for “free” expertise is on going.		Approximate savings \$5,000/year.
Reduce use of rental facilities (i.e. hotels, necessary when training capacity extends beyond 50 new hire PSI trainees).			Approximate savings \$12,000/year.
Minimize rental of equipment (LCD projector, flip charts, etc.) at rental facilities.	Trainers no longer authorized to rent equipment without managerial approval.		Approximate savings \$2,000.00/year
Lapse in time to fill vacancies for savings in salaries & fringes. This years example of staff being on FMLA, or an unfilled vacancy, 2 staff, average salary/fringes \$85,000, estimated 5 pay periods lapse with unfilled FTEs			Various based on position classification and length of time. Approximate savings for this year \$32,690.00
Review of new contracts to determine if service can be provided in house or more cheaply elsewhere.	Utilization of bid process for contractors.		Approximate savings \$10,000.00/year
			<b>Total \$102,590</b>

**Organizational Unit  
Child Welfare Improvement Bureau - Federal Compliance Unit**

<b>Program Review Process</b>	<b>Improvement Mechanisms Implemented</b>	<b>Actual Savings</b>	<b>Projected Savings</b>
<p>Title IV-E Program Compliance</p>	<ol style="list-style-type: none"> <li>1. Monitoring foster care funding determinations and re-determinations through case reading.</li> <li>2. Monitoring above through monthly reports from local offices on their performance.</li> <li>3. Monitoring and TA for above through conference calls with Child Welfare Funding Specialists and supervisors.</li> <li>4. Training on title IV-E for Tribes, local office workers and managers, courts and court administrators.</li> <li>5. Sponsor of Dual Ward Leadership Academy project aimed at clarifying foster care and juvenile justice policy for</li> </ol>	<p>Actual savings have not been determined.</p> <p>Cost savings accrue based on the following factors:</p> <ol style="list-style-type: none"> <li>1. Children who are eligible for title IV-E compared to CCF and/or SWBC funding sources.</li> <li>2. Assure that all IV-E paid cases in foster care are appropriately IV-E – savings accrue based on penalty avoidance.</li> <li>3. Dual Ward Project – savings will accrue related to restrictive or least restrictive placement options.</li> <li>4. IV-Training – savings will accrue through penalty avoidance and to counties and the</li> </ol>	<p>Savings can range from hundreds of thousands into the millions, across multiple fund sources comprised of federal, state GF/GP and county (local) funds.</p> <p>Additional federal resources can be brought into the state through a coordinated program of maximization efforts and high accountability in correct funding determinations, re-determinations and eligibility/reimbursable child and placement settings.</p>

	<p>youth committed pursuant to different statutes.</p> <p>6. TA for and monitoring of the County of Wayne IV-E agreement.</p>	<p>state in CCF and SWBC savings.</p> <p>5. Savings accrue based on proper determination of eligibility and on making a federal claim for the county costs. The state also stands ready to work with the County of Wayne to make administrative claims for title IV-E which will enhance federal funding available to the County.</p>	
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**Organizational Unit**  
**Child Welfare Improvement Bureau – Contract Compliance Unit**

<b>Program Review Process</b>	<b>Improvement Mechanisms Implemented</b>	<b>Actual Savings</b>	<b>Projected Savings</b>
<p>During fiscal year 2009 the Contract Compliance Unit (CWCCU) completed reviews of all Placement Agency Foster Care (PAFC), Residential Foster Care (RFC) and Adoption agencies. These reviews evaluate the contractor’s compliance with the contract requirements, applicable policy and law.</p>	<p>The CWCCU is working with Contractors to provide the reports electronically, saving the state copying cost, postage and staff time.</p>	<p>None at this time as we are in the beginning phase of implementation of a paperless sharing of contract compliance documents.</p>	<p>Unknown</p>