



N A S C S P

NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

MAKING THE ACSI MEANINGFUL – GETTING TO WHAT MATTERS

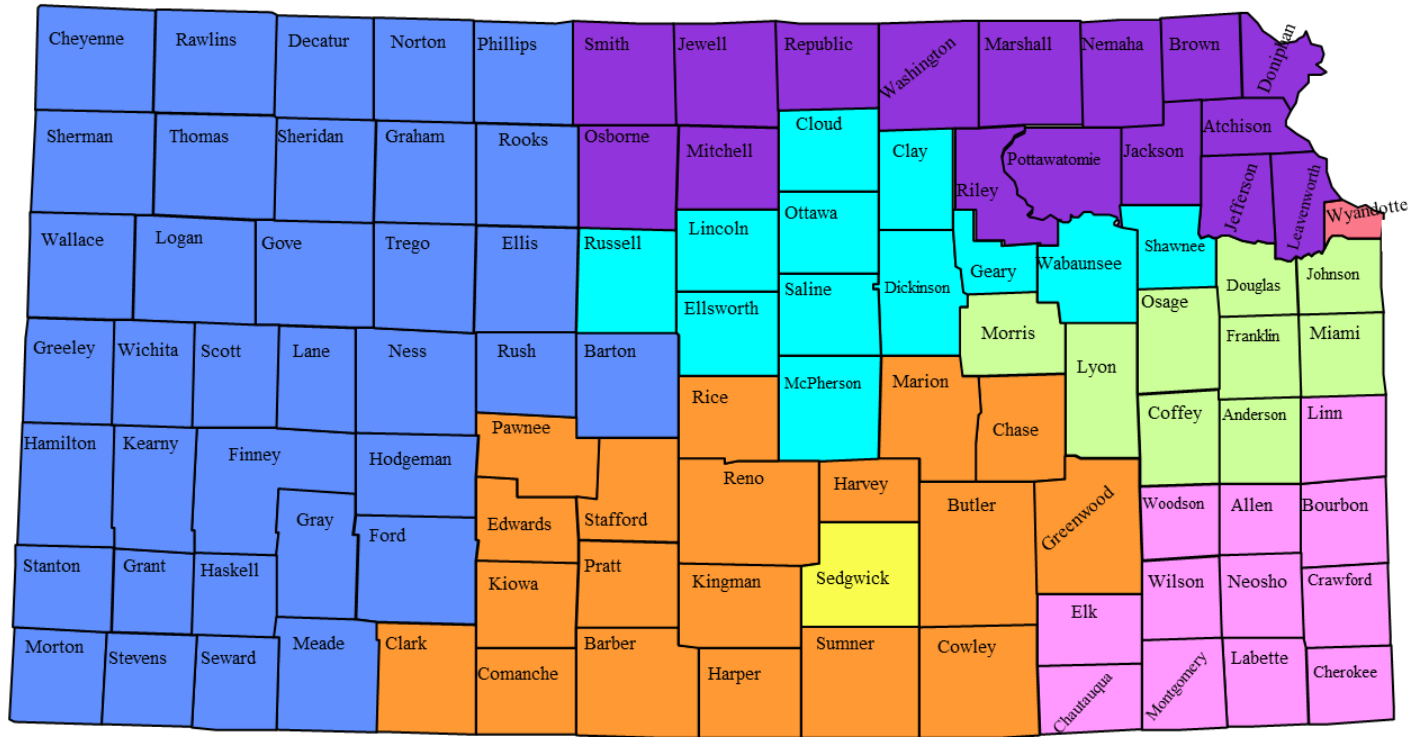
Seth Hassett, Division of State Assistance, U.S. DHHS









Doug Wallace, Kansas Housing Resource Corporation

Kris Schoenow, Michigan DHHS

Sarah Grazier, Colorado Department of Local Affairs

KANSAS COMMUNITY ACTION NETWORK



- | | | | |
|-------------------------------------------------------------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------|
|  | Wichita Sg. Co. Community Action Partnership |  | Northeast KS Community Action Program |
|  | Southeast KS Community Action Program |  | Community Action, Inc. |
|  | Economic Opportunity Foundation |  | Mid-KS Community Action Program |
|  | East Central KS Economic Opportunity Corp. |  | Harvest America Corp. |

KANSAS COMMUNITY ACTION NETWORK

- Kansas Housing Resources Corporation – State CSBG Lead Agency
- Kansas Association of Community Action Programs (KACAP)
- 7 - Private Community Action Agencies
- 1 - Public Community Action Agency
- Services provided in all 105 counties in Kansas

KANSAS' ACSI SURVEY RESULTS:

- High Scoring areas
 - Quality of process for distributing CSBG funds
 - Adherence to monitoring and corrective action
 - Usefulness of monitoring visits
 - Timeliness of feedback from monitoring and corrective action

KANSAS' ACSI SURVEY RESULTS:

- Areas that need improvement
 - Extent of involvement of the CAAs in the development of the State plan
 - Sufficiency of communication with Community Action agencies
 - Transparency of distribution of discretionary funds
 - Responsiveness of discretionary funds to needs
 - Amount of training and technical assistance

FIRST STEPS | SHARING THE RESULTS

- Consultation with CFI
- Kansas Association of Community Action Programs
- KanDo! Task Force meeting
- Communication from CSBG Program Manager

ACTION STEPS | IMPROVING AREAS OF DEFICIT

- KHRC leadership's tour of the Kansas Community Action Agencies
- Monthly collaboration meetings with KACAP and KHRC
- Regular attendance at the KACAP Affinity group meetings
- Development of a mutually agreed upon training and technical assistance plan
- Revised process for the development of the Model State Plan

RESULTS OF EFFORTS

- Improved communication with network
- Development of a Training / Technical Assistance plan with KACAP for:
 - Ongoing support for KACAP and CAAs for training activities
 - Coordination of Performance Management Summit
 - Coordination for the development of a statewide Theory of Change and strategic plan



Michigan Department of
Health and Human Services

Bureau of Community Action and Economic Opportunity

A NEW DIRECTION: ACSI IMPLEMENTATION

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Bureau of Community Action and Economic Opportunity

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American Customer Satisfaction Index Survey (ACSI) Background:

Survey Objective:

- Measure CSBG satisfaction
- Better understand how well the States are delivering services
- Drive improvement in major areas addressed in the State's Accountability Measures

72% Response Rate

21 out of 29 Community Action Agencies completed the survey



Michigan's ACSI Results

Survey Results Shared:

- Posted on State's Website
www.Michigan.gov/bcae0
- Community Action Agencies
- Michigan Community Action Agency Association
- CSBG Conference
- BCAEO Monthly Leadership Webinars



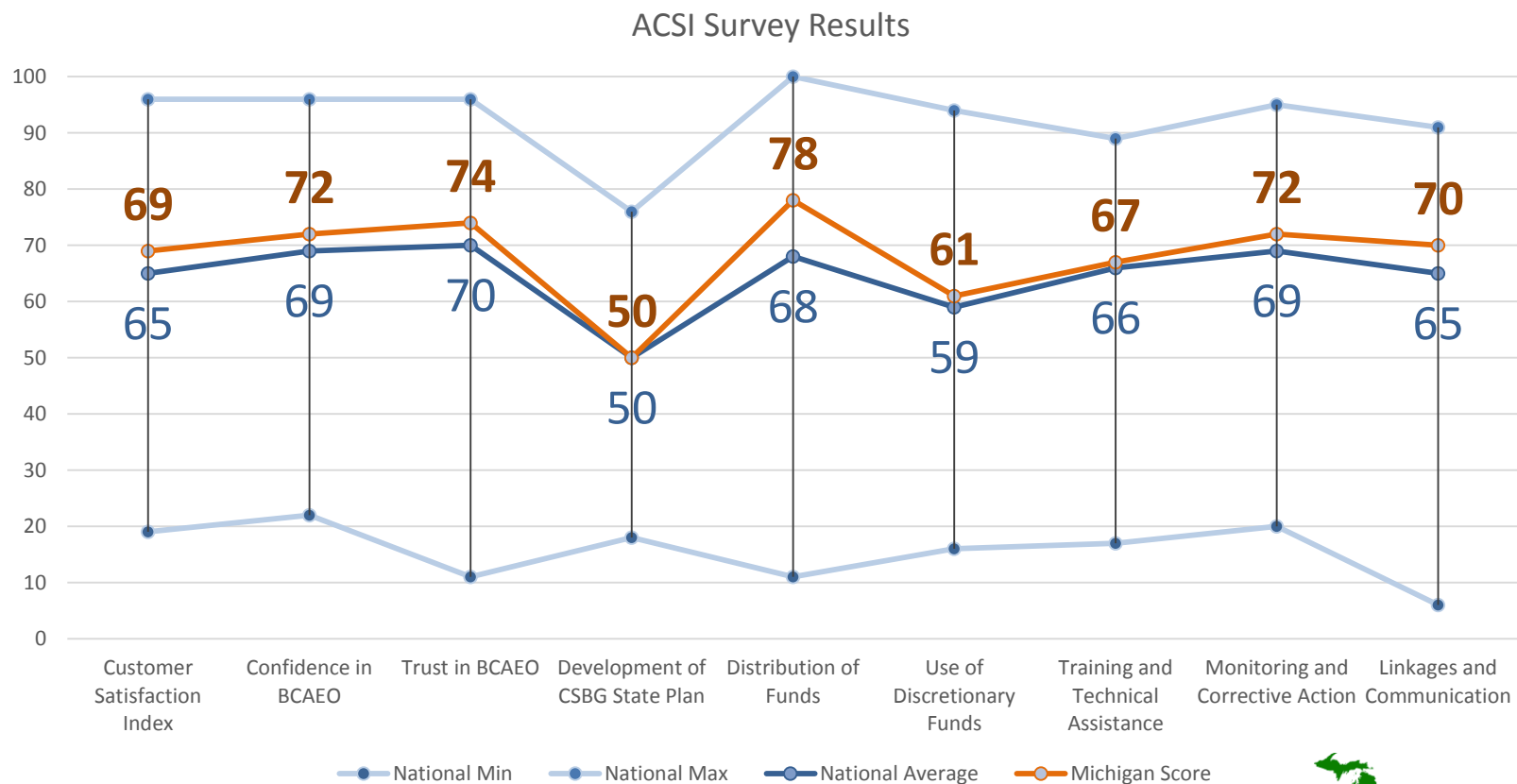
Michigan's ACSI Results

ACSI Implementation Plan:

- Shared ACSI survey results with partners
- Make a plan to improve performance
- Engage the CAA network
- Work through comments and feedback
- Implement the plan
- Survey plan results
- Share results of the plan
- Keep making improvements through the new way of working that is being created



Michigan's ACSI Results



Changing our Work

Strategies:

- Improve Communication (started in FY2016)
 - Quarterly Regional Grant Management Webinars
 - Quarterly CSBG Webinars
 - Monthly BCAEO Leadership Webinars
 - BCAEO Monthly Update
 - Email
- CSBG Advisory Group
 - Development of the State Plan
 - Use of Discretionary Funds
- ACSI Small Group
 - Created framework to improve ACSI score by category
- Staff Training
- Monitoring Practices Updated
- Linkages discussed

SURVEY COMMENTS:

How could the process regarding its communication efforts be improved?

- There appears to be an excessive amount of communication (emails) from BCAEO.
- Create a FAQ page for questions
- Communication seems disjointed

| ACSI Category: | National | Michigan |
|------------------------------|----------|----------|
| Customer Satisfaction | 65 | 69 |
| Overall Satisfaction | 69 | 71 |
| Satisfaction to expectations | 64 | 71 |
| Satisfaction to ideal | 62 | 64 |

| ACSI Category: | National | Michigan |
|----------------|----------|----------|
| Confidence | 65 | 69 |

| ACSI Category: | National | Michigan |
|---------------------|----------|----------|
| Trust to meet needs | 70 | 74 |



Development of CSBG State Plan

Strategy:

- Held joint meeting with State Association and volunteers from the CAA network
- Developed a strategy to hold year-round focus group meetings to collect information directly related to the State Plan
- Created the CSBG Advisory Group
- Held a public hearing and provided an opportunity for written public comment period

SURVEY COMMENTS:

How could the process developing the State Plan be improved?

- Joint Meetings
- Focus Groups
- Create a Committee with CAA volunteers
- Give us more lead time and highlight changes
- Timeline from start to finish – make sure to clearly outline feedback/comment period
- Encourage local agency involvement
- Clear expectations

| ACSI Category: | National | Michigan |
|---------------------------|----------|----------|
| Development of State Plan | 50 | 50 |
| Extent of Involvement | 46 | 48 |
| Caliber of Opportunities | 54 | 53 |
| Reflects your input | 49 | 49 |



Distribution of Funds

Strategy:

- A new electronic CSBG application was developed to reduce the formatting burden and reduce paperwork
- Existing method ensures funding at the beginning of the fiscal year 10/1/2016
 - Planning allocation is used to start the fiscal year
 - Amended plans are completed once the final allocation is awarded
 - Actual costs reimbursement method is used to fund the agencies – monthly payments are processed based on CAA's bill submission

SURVEY COMMENTS:

How could BCAEO improve its grant award process?

- Webinar of funding process
- CSBG Application difficult to complete – reformat
- Less paperwork and upfront payments of grant awards

| ACSI Category: | National | Michigan |
|-------------------------|----------|----------|
| Distribution of Funds | 68 | 78 |
| Ensured no interruption | 70 | 79 |
| Quality of process | 67 | 77 |



Distribution of Funds

CSBG Community Action Plan In Progress Main Menu

Allegan County Resource Development Committee, Inc. CAP Type Planning Due Date 08/05/2016

Contract # CSBG-14-03002 Year Year 4 CSBG Amount \$216,439.00

Term 10/01/2016 9/30/2017 FY 2017 CSBG Certification Report

A1 Checklist A2 A3 A4-1 A4-2 A5 A6 A7-1 A7-2 A8 A9 A10 A11 A12 A13 A13-1 A14 Optional - New Programs

Community Needs Assessment (Section 676(b)(11) of the CSBG Act):
A Community Needs Assessment is defined as a comprehensive assessment of community needs and resources. Regular assessment of needs and resources at the community level is a vital management and leadership tool that is used across the organization and utilized by the community to set the course for both CSBG and all agency resources.

1. Date of Last Community Needs Assessment conducted. 05/01/2014

2. Date of Last Community Needs Assessment approved by board (must be issued within the past 3 years) 09/24/2014

3. As part of the Community Needs Assessment, did your agency collect and include data specific to the following for the service area? (Check all that apply)

☒ Data on Poverty ☒ Data on Gender ☒ Data on Age ☒ Data on Race/Ethnicity

4. How did you collect and include the above data?

Qualitative - Client Survey, Quantitative - CRM Software, US Census data. Data was included in a manner that analyzed and cross reference multiple data sets of best depict the make and needs of the Allegan County.

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Monitoring & Corrective Action

Strategy:

- Developed and implemented Risk Assessments for each agency which is used to create a monitoring schedule
- Annual monitoring plan including schedule is posted to our website and attached to the State Plan
- Monitoring policies are reviewed and updated annually
- Assessment feedback packets sent to the agencies - new this year
- Electronic Organizational Standards monitoring tool created that generates automatic reports

SURVEY COMMENTS:

How could BCAEO improve its grant monitoring process?

- Emphasize the importance of staff assistance role when monitoring
- CSBG Act Training
- Sharing results and best practices to the network
- Timely reports
- Additional information on Line Item Transfers

| ACSI Category: | National | Michigan |
|----------------------------------------|-----------|-----------|
| Monitoring & Corrective Act | 69 | 72 |
| Consistency of monitoring | 67 | 71 |
| Adherence to plan | 75 | 78 |
| Usefulness of visits | 68 | 72 |
| Clarity of feedback | 71 | 79 |
| Timeliness of feedback | 66 | 59 |
| Clarity of Process | 68 | 73 |



Monitoring & Corrective Action

Assessment Packet included:

- STAR Results – State Technical Assessment Report
- Weatherization Assistance Program Risk Assessment Report
- CSBG Annual Report Feedback
- FY2017 Monitoring Schedule
- Prior Monitoring Visit Status Report
- Agency Contact List – to ensure our email lists are up-to-date
- Training Request Form
- Committee and Work Group Volunteer Form
- FY2017 Planning Calendar of important dates

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Monitoring & Corrective Action

Organizational Standards Monitoring Tool

Agency Assessment

Michigan Organizational Standards Monitoring Tool

79014 Human Development Commission Private FY2016

Start Date 01/12/2016 OSID 2
End Date 01/29/2016 Status Closed
Report Due 02/29/2016 MVID 1084

Internal Use Only - Monitoring Notes
1.2 Are the actual responses to the CA questionnaire included?

To Do List OS Mini Report **Monitoring Report** Cover Letter Main Menu

OS Tool Cover Letter Contact Number OS Checklist

Standard 1.1 OS Status Met

The organization demonstrates low-income individuals' participation in its activities.

Click in the box to view scroll bar

- This Standard is meant to embody "maximum feasible participation".
- The intent of this Standard is to go beyond board membership; however, board participation may be counted toward meeting this standard if no other involvement is provided. The tripartite board is only one of many mechanisms through which CEEs engage people with low-incomes.

Monitoring Tool Documents Reviewed Results Notes Met Notes Not Met Notes

| Sta | Tool Questions | Response |
|-----|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 1.1 | Ask: Besides low-income board membership, what | Early Head Start, Senior Services, Domestic Violence Services, Community Services Advisory Councils. |
| 1.1 | What documents has the agency provided to met this | Advisory council rosters and board minutes which include low income individuals. Early Head Start Policy Council |
| 1.1 | Does the documentation collected met the evaluation | Yes |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

Record: 1 of 58 No Filter Search

Record: 1 of 1 Filtered Search

Monitoring & Corrective Action

Organizational Standards Monitoring Tool

Agency Assessment

Michigan Organizational Standards Monitoring Tool

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Monitoring Tool Documents Reviewed Results Notes Met Notes Not Met Notes

| Star | Reviewed | Document Name | Notes | Date of Document | Strongly Me | Weakly Met | Not M |
|------|-------------------------------------|------------------------------|-------|------------------|-------------------------------------|--------------------------|--------------------------|
| 1.1 | <input checked="" type="checkbox"/> | Activity participation lists | | | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1.1 | <input checked="" type="checkbox"/> | Advisory group documents | | | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1.1 | <input checked="" type="checkbox"/> | Advisory group minutes | | | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1.1 | <input checked="" type="checkbox"/> | Board minutes | | | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Record: 1 of 58 No Filter Search

Record: 1 of 1 Filtered Search



Monitoring & Corrective Action

Organizational Standards Monitoring Tool

OS Monitoring - To Do List

108479014Human Development Commission

1.2

How was the information disseminated throughout the agency? Other than to the Board.

6.1

How is the strategic plan shared with all staff agency wide?

7.8

7.8 Review a sampling of new hire files for documentation of orientation completion.

7.9

Keeping personnel policies in individual files vs keeping one binder that has all training records in one place. I agreed that this process is easier for the agency and for when BCAEO reviews/monitors.

8.12

Does the agency have an approved indirect cost rate letter?

Monitoring & Corrective Action

Organizational Standards Monitoring Tool



Linkages & Communication

Strategy:

- ACSI Small Group discussed linkage development with the Energy Office, Work Force, and LIHEAP Office
- Improve communication with CAA leaders on the efforts in linkages – BCAEO Director's Update Report has been reformatted to include ACSI and State Accountability Measures efforts
- BCAEO FY2017 Strategic Annual Work Plan sets up specific objectives to improve the ACSI scores by 1 or 2 points by the various staff committees, teams, and work areas
- BCAEO FY2017 Goals
 - Demonstrate a Cohesive Communication Strategy
 - Share results and best practices of reducing the causes and conditions of poverty
 - Improve internal and external collaboration

SURVEY COMMENTS:

How could BCAEO improve its linkages & communication process?

- How to improve CA reputation
- Show efforts in linkages
- Work on clarity and timeliness of the information
- BCAEO may not be positioned appropriately in State government in create linkages but they are trying

| ACSI Category: | National | Michigan |
|-------------------------------------|-----------|-----------|
| Linkages & Communication | 65 | 70 |
| Awareness of efforts | 57 | 57 |
| Sufficiency of linkages | 56 | 51 |
| Effectiveness of partners | 56 | 53 |
| Sufficiency of information | 62 | 74 |
| Usefulness of feedback | 65 | 69 |
| Freq of communication | 71 | 81 |
| Clarity of communication | 69 | 75 |
| Responsiveness of staff | 74 | 81 |
| Consistency of responses | 68 | 78 |



Thank you





COLORADO

Department of Local Affairs

Division of Local Government

INCORPORATING CUSTOMER FEEDBACK: ACSI AND OTHER WAYS TO LISTEN

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Division of Local Government

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ACSI: SHARING RESULTS

- Internal Network Partners
 - CSBG Eligible Entities
 - Colorado Community Action Association (CCAA)
- State Partners
- National Partners

CUSTOMER
FEEDBACK
SUPPORT
INNOVATIVE
QUALITY
EXCELLENT
FRIENDLY



INTERNAL NETWORK PARTNERS

- CSBG Eligible Entities
 - Shared results of ACSI via email and discussed the results on quarterly teleconference call.
 - Reflected changes that had already been made as a result of feedback as well as changes we are looking at for the future.
 - Offered workgroups and opportunities for involvement to eligible entities.
 - Acknowledged eligible entities for great participation and clear feedback, both positive and constructive.

INTERNAL NETWORK PARTNERS

- CCAA
 - Presented a summary of ACSI survey results at a state association board meeting.
 - Shared the entire results in the board packet.
 - Acknowledged CCAA for the places in which they had a direct effect on our results.
 - Promote CCAA membership and services to eligible entities.



STATE PARTNERS

- DLG
 - Shared with leadership in DLG as evidence of a successful change management process under new staff leadership.
 - Pointed out concrete feedback attributed to our internal partners – primarily contracts, accounting and legal processes.
- DOLA
 - Survey results were shared with overall department leadership, LEAN consultant and team.
 - Comments supported a LEAN process to evaluate efficiency, streamline processes and reduce errors.

LEAN PROCESS IN A NUTSHELL

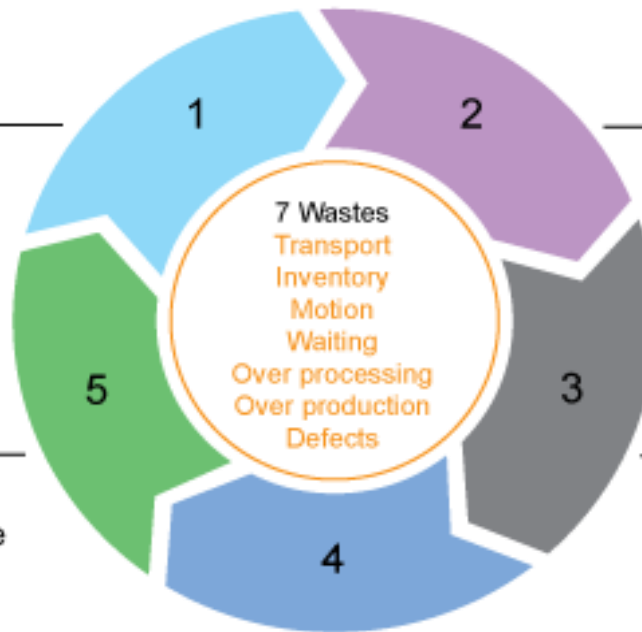
Lean Principles

Specify Value

Define **value** from the customers perspective and express value in terms of a specific product or service

Work to Perfection

The complete elimination of waste so all activities create value for the customer by breakthrough and **continuous improvement** projects



Map the Value Stream

Map all of the steps...value added and non-value added...that bring a product or service to the customer

Establish Flow

The continuous **flow** of products, services and information from end to end through the process

Implement Pull

Nothing is done by the upstream process until the downstream customer signals the need, actual demand **pulls** product/service through the value stream

NATIONAL PARTNERS

- Office of Community Services
 - Shared how we are addressing ACSI results in our 2017 State Plan.
 - Include a growth plan for lower scoring/higher impact areas of feedback.
- NASCSP
 - We thought they received the plan results – SURPRISE! They didn't. 😊
 - Shared our results to help other states.

STRATEGIES: PUTTING ACSI INTO ACTION

| Lessons Learned | Resulting Action |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Communication is key. | Listen, reflect and share where constituent feedback shows up in program/state plan. |
| Opportunity is desired, but may not result in engagement. | Offer and promote opportunities to give feedback in multiple ways, and let constituents choose how they engage. |
| Some pieces of the program rely on the success of our state office business practices. | Use ACSI as concrete, unbiased data to change the way you do business within your state office if needed. (i.e. LEAN Process) |
| Inform staff goals and objectives for program management. | Use ACSI to showcase your staff successes and develop staff performance goals. |
| Ask for customer feedback year round. | Make feedback a part of your everyday program. You don't have to wait for ACSI. |

FINAL LESSON: KEEP YOUR SENSE OF HUMOR

**“IF ONE MORNING I WALKED ON TOP OF THE
WATER ACROSS THE POTOMAC RIVER, THE
HEADLINE THAT AFTERNOON WOULD READ:
'PRESIDENT CAN'T SWIM.'”**

LYNDON B. JOHNSON

© Lifehack Quotes



COLORADO

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INCORPORATING CUSTOMER FEEDBACK: ACSI AND OTHER WAYS TO LISTEN

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QUESTIONS?