

National Association for State Community Services Programs

20
17 **A N N U A L**
Training Conference



WAP: Navigating the ACSI



Presenters

- Kate Blunt, NASCSP
- Eric Behna, NASCSP
- Brad Carpenter, Utah Housing and Community Development
- Mimi Burbage, Alaska Housing Finance Corp., Energy OutWest
- Scott Kuhn, Kansas Housing Resource Corporation



Work Group Members

- ☐ **Alabama**-Trent Williams
- ☐ **Alaska**-Mimi Burbage
- ☐ **Georgia**-Andrea Schroer
- ☐ **Iowa**-Gwen Howe
- ☐ **Kansas**-Scott Kuhn
- ☐ **Massachusetts**-Eric Beaton
- ☐ **New Mexico**-Troy Cucchiara
- ☐ **Oklahoma**-Amanda Marcott-Thottunkal
- ☐ **Utah**-Brad Carpenter
- ☐ **Vermont**-Geoff Wilcox
- ☐ **Washington**-Amanda Rains
- ☐ **NASCSP**
 - Eric Behna, Ray Judy, Kate Blunt



Work Group Process

First met as
a full group
and
established
subgroups.

Subgroups
comprised of
states that
scored the
highest in
each area.

Subgroups
met to
share
examples,
approaches
and
strategies.

Share with
the State
office
network via
webinars and
NASCSP
conference.



Use of Best Practices Template

- Each State administrator was asked to complete the template which covered areas such as:
 - What is the practice?
 - How does it work?
 - What is innovative about it?
 - When/why was it implemented?
 - What has been the impact?
 - Were there any implementation issues?
 - Were there any budget implications?
 - What would you do differently?



ACSI Survey Results Overview



DOE WAP Sub-Grantee Customer Satisfaction Model

SATISFACTION DRIVERS

69	2.0	Communication
70	0.9	Technical Assistance
64	0.7	Distribution of Funds
58	0.6	Partnerships
44	0.5	Development of the WAP Plan
70	0.4	Monitoring and Corrective Action
66	0.1	Training Provided by Third Parties

Customer
Satisfaction
Index 67

Overall Satisfaction 71
Compared to Expectations 67
Compared to Ideal 64

FUTURE BEHAVIORS

Meet Organization
Needs

5.1

71

Mission Fulfillment

4.7

75

Scores represent your performance as rated by **your** customers

Driver Impacts show you which driver has the most/least leverage – where improvements matter most/least to **your** customers

Future Behavior Impacts represent the impact of CSI on the future behaviors of **your** customers

Key Findings & Actionable Suggestions for States

Key Findings

Actionable Suggestions

Communication

- With an impact of 2.0 and a score of 69, this area provides the greatest opportunity at this time to improve customer satisfaction.
 - Clarity of communications' is the area rated lowest among the communication attributes but 'usefulness of feedback about the work plan' as well as the 'frequency of communication' and 'consistency of responses received' all warrant examination.
- Address sub-grantee needs for clearer communication including communication about State WAP requirements, new rules and regulations, and expectations.
 - Review and update all documents and other forms of communication to ensure they are written clearly and concisely and provide consistent information. Timely clarification is especially important when new rules and regulations are put into place.

Technical Assistance

- With an impact of 0.9 and a score of 70, improvement in this area should also prove effective in increasing the CSI score.
- Sub-grantee concerns related to technical assistance include clarity, consistency, and timeliness. Sub-grantee comments provide very specific suggestions where they require assistance. Review sub-grantee comments and discuss options for addressing them.

Key Findings & Actionable Suggestions

Key Findings

Distribution of Funds

- With a slightly lower impact of 0.7 and a much lower score of 64, changes that are implemented to improve funds distribution should be considered among the top priorities.
- 'Timing of distribution to ensure no service interruptions' are experienced is among the lowest rated attributes and clearly a key concern among sub-grantees.
- 'Agency process for executing grants' is also rated low.

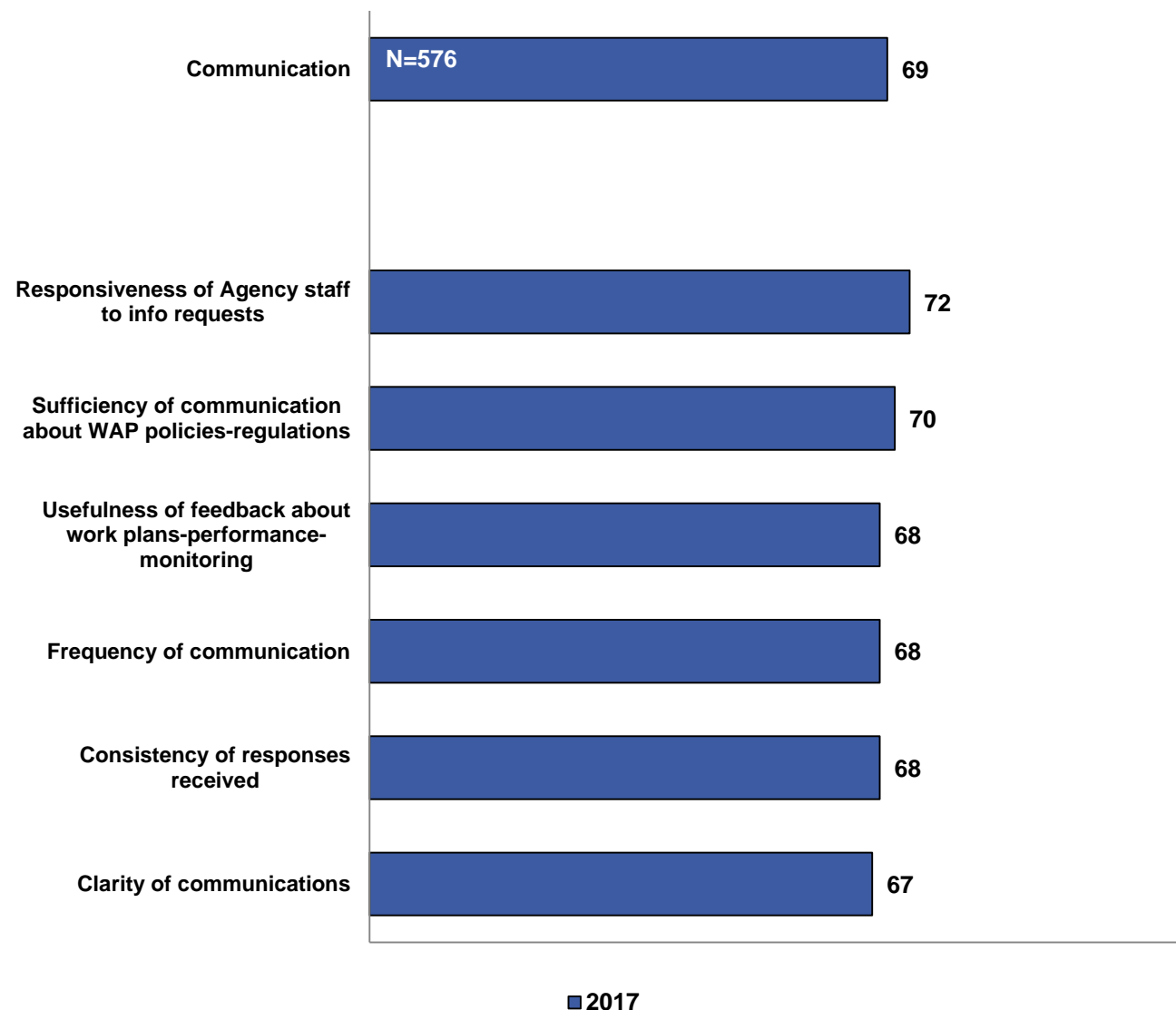
Region and State Level Performance

- Region and State level results show a wide variance in performance across the country.

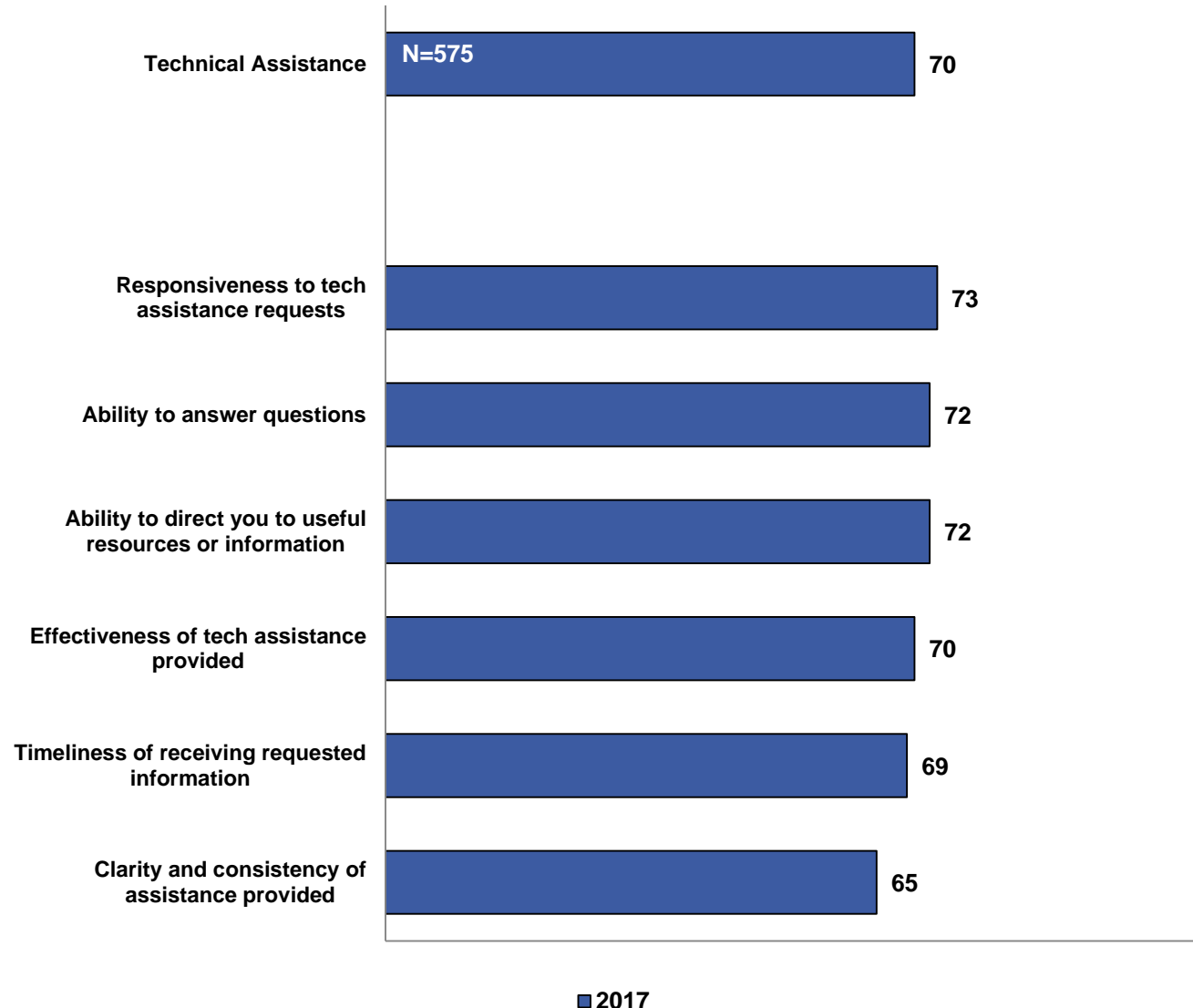
Actionable Suggestions

- Assess the processes and procedures for distributing funds to identify bottlenecks that are causing delays.
- Identify states where service interruptions are avoided and document best practices that can be shared with those who struggle with this issue.

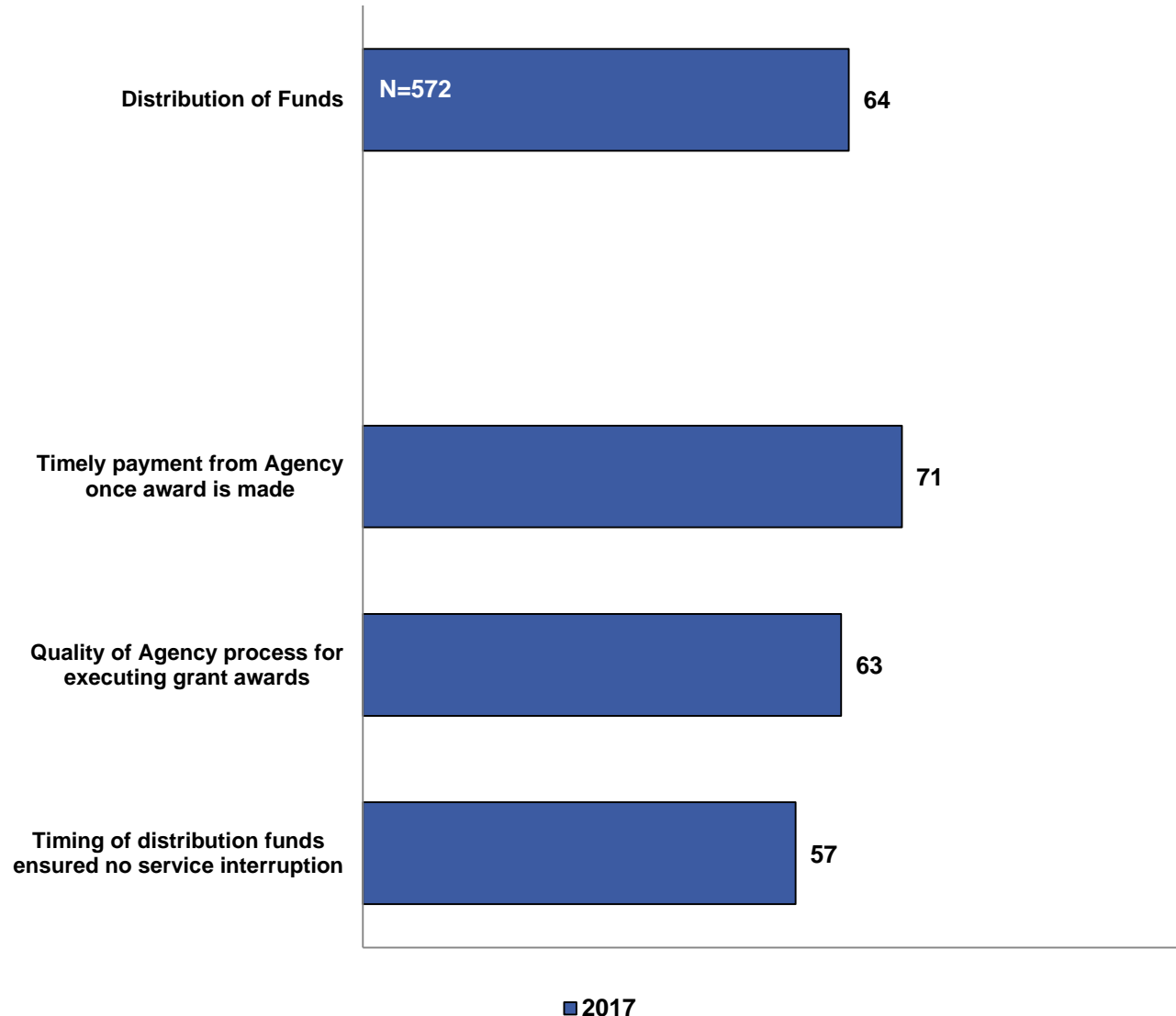
- Use Region level results and State level reports to identify specific areas to target when developing improvement plans.
- Reach out to peers to share and learn about best practices.



- *Communication* is among the higher rated components at 69. With the highest impact of 2.0, improvement in this area provides the best opportunity to increase CSI and influence the outcome measures.
- Scores among states ranged from 33 to 99.
- *'Clarity of communications'* is rated lowest among the communication attributes but *'usefulness of feedback about the work plan'* as well as the *'frequency of communication'* and *'consistency of responses received'* all warrant examination.



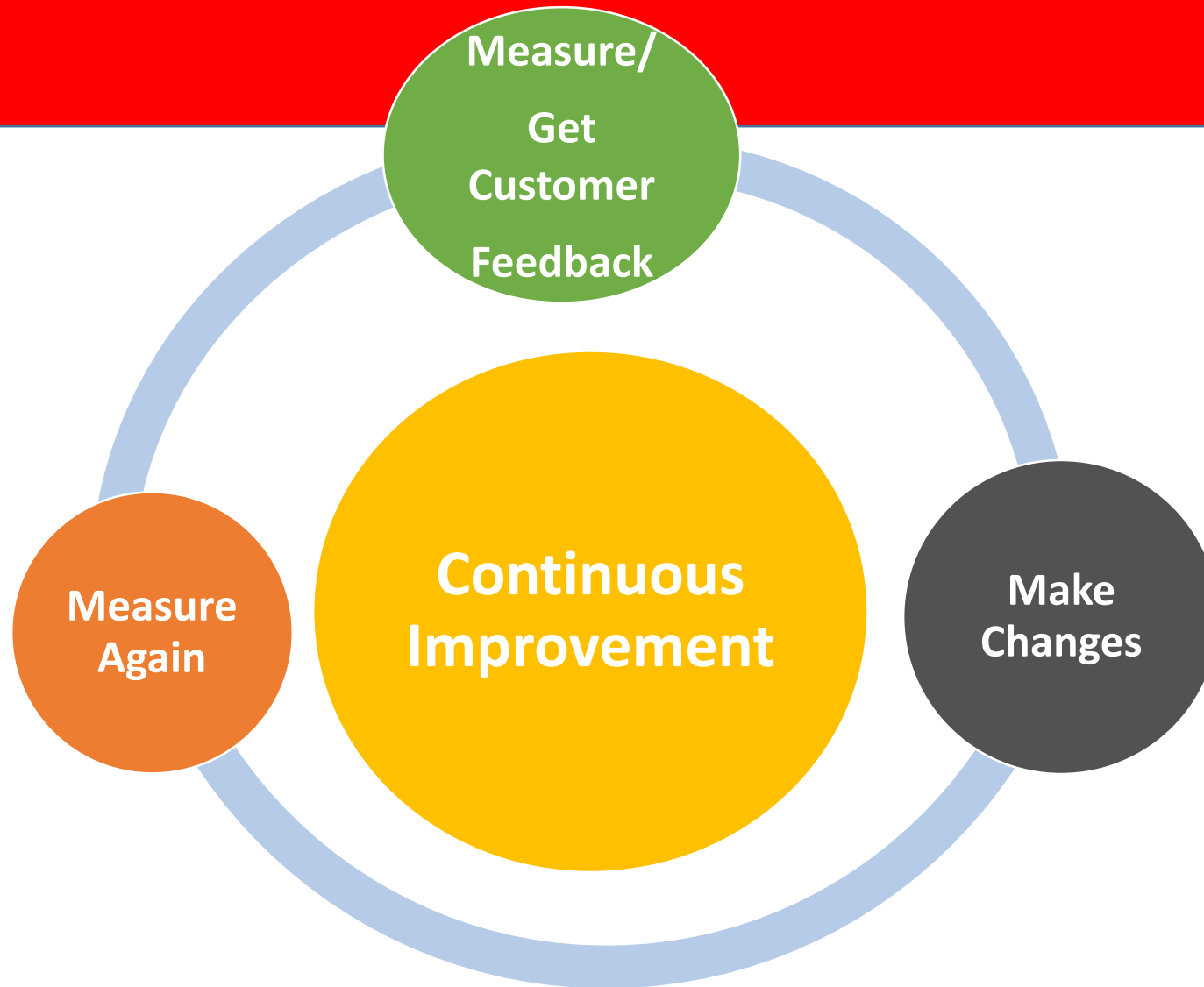
- With the second highest impact (0.9), improvement in the *Technical Assistance* provided to sub-grantees will help to drive CSI higher.
- Scores among states ranged from 26-96.
- ‘*Clarity and consistency of assistance provided*’ as well as ‘*timeliness of receiving requested information*’ are the areas sub-grantees are least satisfied with.



- *Distribution of Funds* is one of the higher impact and lower-scoring components and should be considered a key driver among sub-grantees.
- Scores among states ranged from 21-97.
- *'Timing of distribution to ensure no service interruptions are experienced'* is among the lowest rated attributes and clearly a key concern among sub-grantees.
- *'Agency process for executing grants'* is also rated low.

Continuous Improvement





Communication



MAJOR THEMES

Frequent, predictable communications from the state

Collaboration with subgrantees brings buy-in from subgrantees

Opportunities for less-formal interaction with state staff



Utah- Communications

Utah WAP



**WORKFORCE
SERVICES**
HOUSING & COMMUNITY
DEVELOPMENT



Disclaimer

To: Eric Behna, Program & Policy Analyst
NASCSP

From: Brad Carpenter, Program Manager
Utah Weatherization Assistance Program 

Date: 4-27-2017

Subject: ASCI Comments

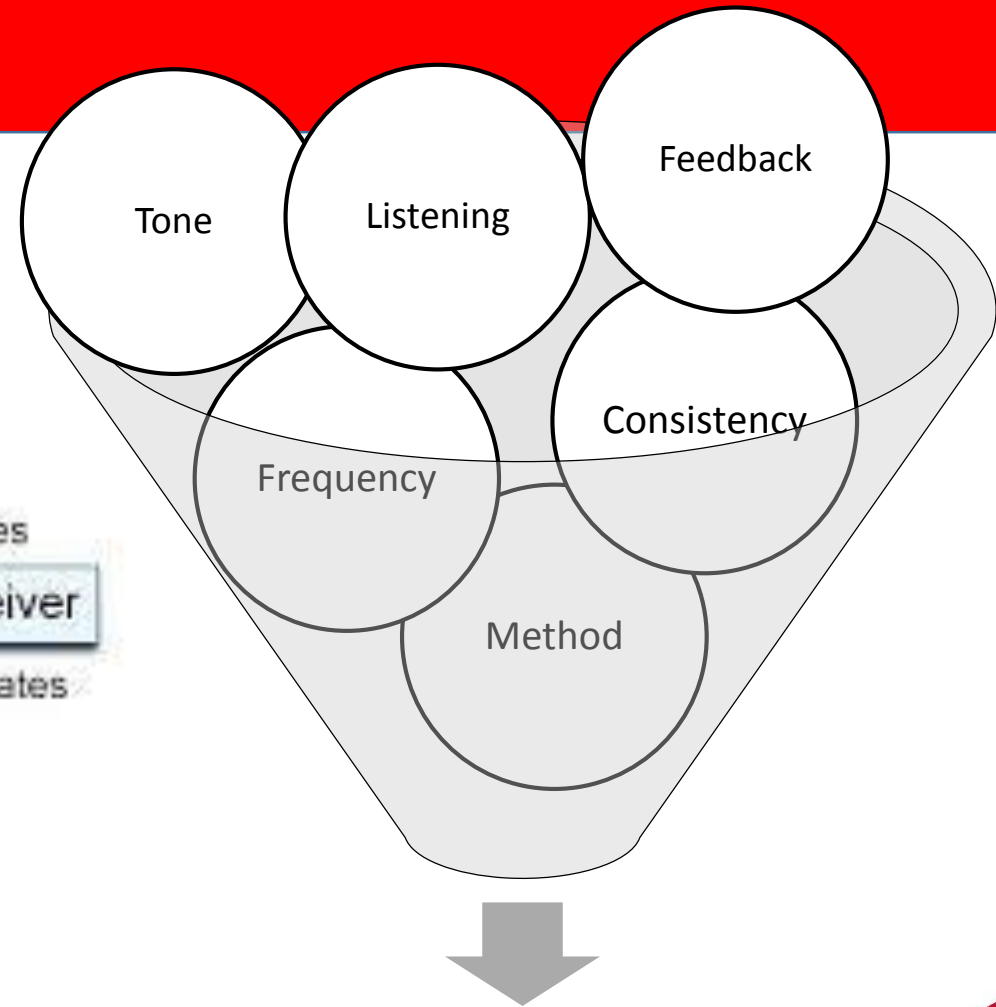
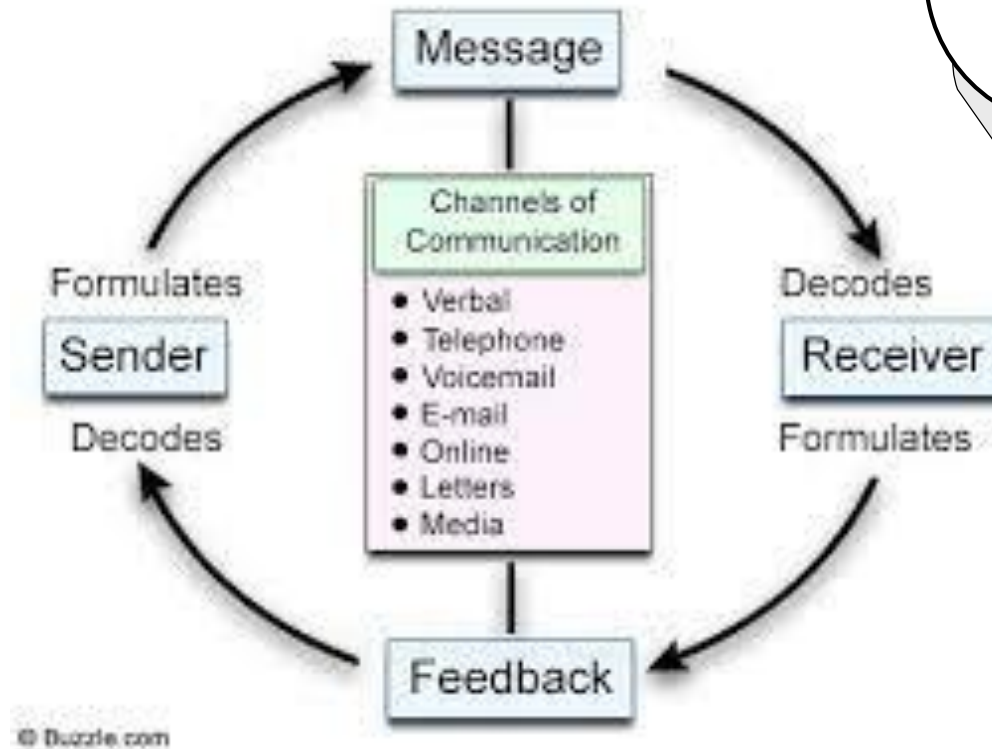
- Why do you think you scored high in the following categories?: Communications, T&TA, Distribution Of Funds, Partnerships, WAP Plan Development
 - I have to be honest and say that one obvious reason, to me, is that with only 7 sub-grantees it is much easy to build a consensus. Based on the national results I have seen the higher scoring states have a lower number of sub-grantees.



“Every organization is a direct reflection of its’ leadership”



Utah- Communications



Effective Communication

20
17 ANNUAL
Training Conference



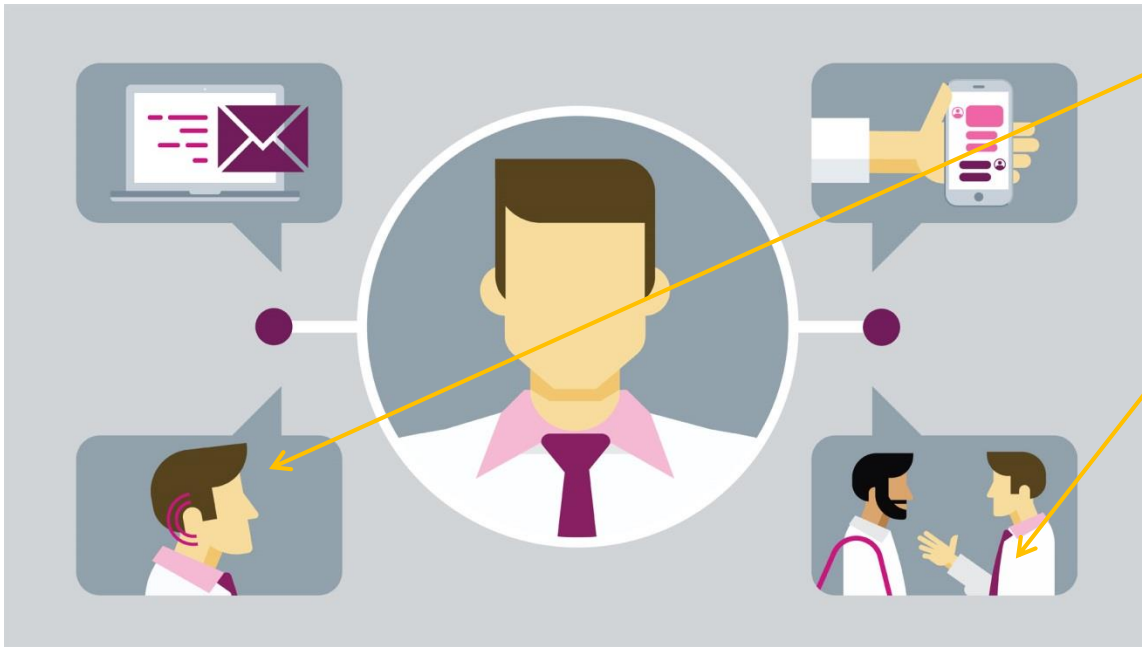
What is our practice?

- Openness and making the program accessible to everyone.
 - Online form to submit policy change
 - One on One time with State Staff
 - Monthly Technical Meeting webinar



What do you think is innovative about it?

Nothing



What has been the impact?



Utah- Communications

- When was the practice implemented?
 1. Online Policy Change Form
 - Implemented 2012
 2. Monitoring Policy- One on One time with State Staff
 - Implemented 2015
 3. Monthly Technical Meeting Webinar
 - Implemented early 2016

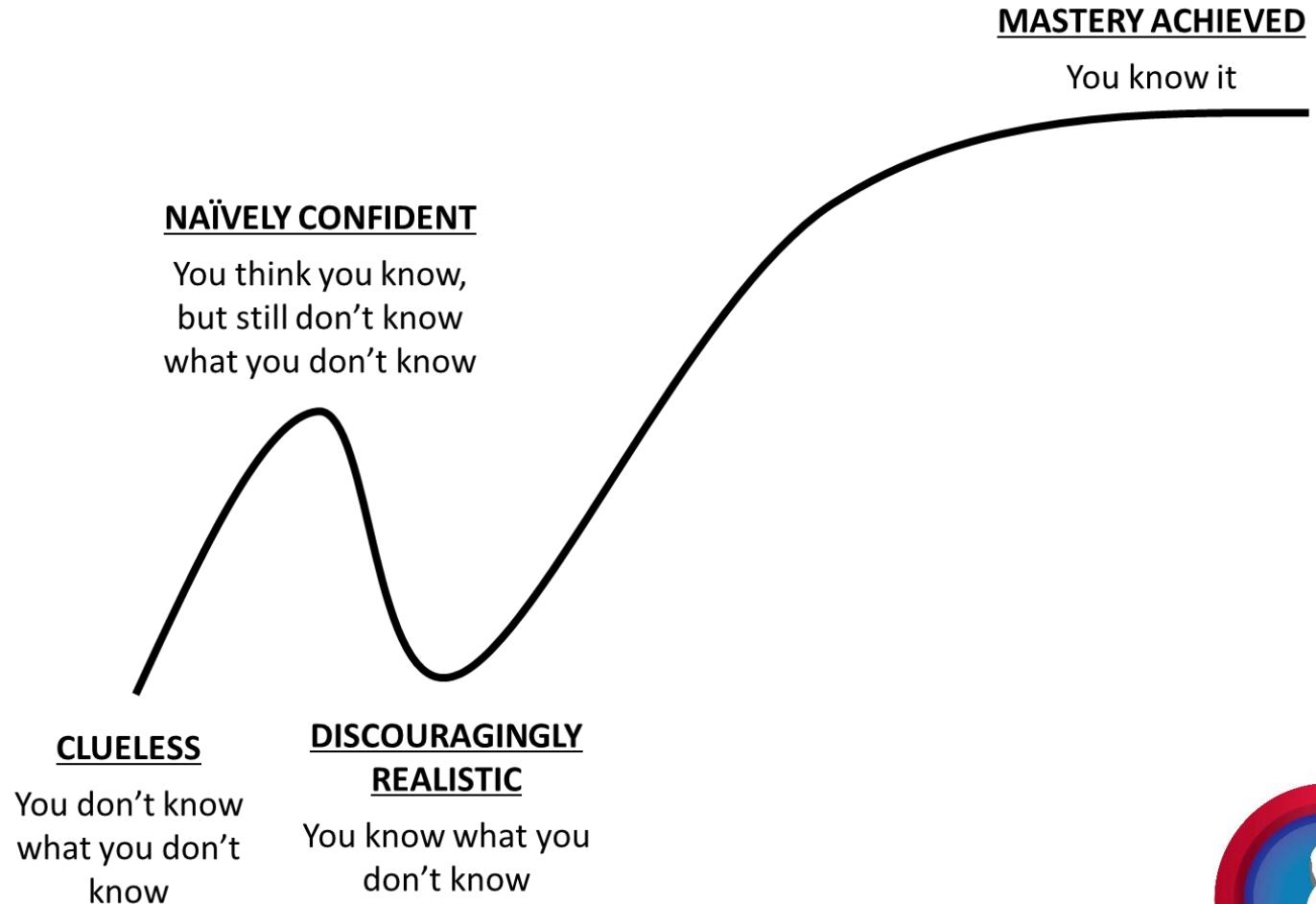


Implementation Issue



Utah- Communications

Implementation Issue



Budget Implications

TIME = \$



Utah- Communications

TROOP LEADING PROCEDURES		
STEP	ACTION	✓
1	Receive mission	
2	Issue warning order	
3	Make tentative plan	
4	Initiate necessary movement	
5	Conduct Reconnaissance	
6	Complete plan	
7	Issue orders	
8	Supervise and refine	
Notes:		

What would you improve?



Utah- Communications



Listen to the
angry mob

Don't beat the
congregation in
to submission



Questions and Discussion



Technical Assistance/Training by 3rd Parties



MAJOR THEMES

Consistency and accuracy in T/TA

Facilitation of Peer Exchange

Advanced planning to tailor to needs of state network



Training and Technical Assistance-Alaska



Logistical Context



Training and Technical Assistance-Alaska

Philosophy:

“We are collaborators and in this together”

Applies to AHFC, PAC and the Subgrantees

Action:

- When performing field inspections we note training needs
- Meet 1-2 times per year with the DOE subgrantees
- We organize specific training and we also
- Fund and encourage agencies to organize needed training



Training and Technical Assistance-Alaska

Big Picture: A Focus on Peer Exchange

- Work with Energy Outwest group on a great deal of technical issues, manuals, initiatives.
- We are able to stay on track and progress much faster



Training and Technical Assistance-Alaska

Within Alaska: Interchange between agencies

- Admin staff visit another agency and learn their systems and methods
- Field staff join other agency crews for several days to work on jobs, learn different approaches, materials, and installation tips.
- New hires often get shipped off to learn on the job with one of our best agencies...boot camp!



Questions and Discussion



Distribution of Funds



MAJOR THEMES

On time or early approved State Plan

Established internal deadlines for contracts
& payments

Communication & collaboration with other
state agencies/departments



ACSI BEST PRACTICES DISTRIBUTION OF FUNDS

KANSAS WEATHERIZATION ASSISTANCE PROGRAM

SCOTT KUHN



Practice: Providing Timely Cash Advances

- Relevant regulations:
 - 2 CFR 200.305 (b)(1)
- Provide a structure to timely receive payment requests, review them and allow for questions or corrections, and process them with both reimbursement of expenses but also with cash advances.



Secure Funding/Get approval of State Plan

- Submit State Plan early or on time
- Work up subgrants and budgets when waiting on DOE approval; execute subawards right after DOE approval.
- Offset DOE and LIEAP PY- No interruption if there are delays. (has pro's and con's)



Streamline Payment Process



- Online reporting system
- Acceptance of scanned and emailed reports
 - no originals to be mailed
- Set Due Date- 10th of every month
- Payments are processed weekly
 - Small buffer time allows for review and revisions if necessary
- Many touches, but everyone makes it a priority to get payments approved and processed.
- Electronic Transfer of Payment



Advance Payments

- Start up funds- Max 25%
- Agencies can request advance payments monthly
 - Requires justification
 - Can cover in-progress job expenses
 - Anticipated expenses
 - Means minimum interruptions at the agency because of cash issues.
- High Risk agencies are restricted to reimbursement only.



Innovation and Implementation

- Innovative: Have a plan and structure in place to really be efficient in awarding funds and prioritizing prompt payments.
- Implementation:
 - Advance payment have been around for a long time in Kansas
 - Forms, templates, schedules always evolving but really redeveloped over the past few years.
- Implementation Considerations:
 - Everyone has to make prompt processing a priority to have a streamlined process.
 - Checklists for most everything.
- Budget Implications: Advance Payments assume more risk than reimbursements.
 - Know what's going on in the field with agencies
 - Require justification
 - Strong fiscal departments necessary
 - Need good fiscal monitoring



Next Steps



Questions and Discussion

