

Office of Community Services

Division of Community Assistance



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Office of Community Services (OCS) Community Services Block Grant (CSBG) Eligible Entities Survey

Customer Satisfaction Report Presentation

Today's Agenda

- Introduction
- Program Overview & Methodology
- Executive Summary
- Customer Satisfaction Index Results
- Drivers of Satisfaction
- State Association Results
- Recommendations
- Appendix

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Introduction

Introduction

The American Customer Satisfaction Index (ACSI) is the national indicator of customer evaluations of the quality of goods and services available to U.S. residents. It is the only uniform, cross-industry/government measure of customer satisfaction.

Since 1994, the ACSI has measured satisfaction, its causes and its effects, for ten economic sectors, 40 industries, more than 400 private-sector companies. Recently, the ACSI updated the federal government study to focus on measuring satisfaction with many of agencies that have been identified by OMB as high impact service providers (HISPs).

ACSI/CFI has measured more than 100 programs of federal government agencies since 1999 using customized proprietary research. This allows benchmarking between the public and private sectors and provides information unique to each agency on how its activities that interface with the public affect the satisfaction of customers. The effects of satisfaction are estimated, in turn, on specific objectives (such as trust). For more information about the ACSI go to theacsi.org and cfigroup.com.

CFI has conducted numerous customer surveys for OCS (Office of Community Services) since 2010 including surveys of AFI (Assets for Independence) grantees, LIHEAP (Low Income Home Assistance Program) grantees and CSBG grantees. This is the fifth survey conducted of the CSBG eligible entities. The first was conducted in 2015.

The questionnaire used for this study was designed to be agency-specific in terms of the activities measured, the specific questions asked, outcomes, and introductions to the questionnaire. However, it follows a format common to all federal agency questionnaires that allow cause-and-effect modeling using the ACSI patented model.

Why CSBG Uses the ACSI



Informs performance on the
Federal and STATE
ACCOUNTABILITY MEASURES



The ACSI “cause and effect” model
**HELPS identify specific
improvements** WITH the greatest
impact on customer service.



AIDS IN TARGETING training and
technical assistance NEEDED TO
IMPROVE PERFORMANCE

The ACSI and State Accountability Measures

Seven of the State Accountability Measures specify use of ACSI survey data and other feedback, as appropriate, to adjust the State Plan to improve performance.

State Accountability Measures 1Sb, 2Sb, 3Sb, 3Sd, 4Sb, 7Sb and 8S are measures of eligible entity satisfaction with the state's performance of critical elements of the State Plan.

CSBG Annual Report: The ASCI



As part of the Annual Report submissions, States report on

- ☐ The State's *most current* ACSI Overall Satisfaction Score
- ☐ How the State *considered feedback* from its local agencies
- ☐ What *actions were taken* as a result of that feedback
- ☐ Its *updated target for Overall Satisfaction* of the local agencies in the State

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Program Overview & Methodology

Program Overview and Methodology

Background, Objectives, & Data Collection Overview

- The program objective for OCS was to measure satisfaction of Community Services Block Grant (CSBG) eligible entities to better understand how well the States, as part of the CSBG network, are delivering services to eligible entities, to drive improvement in major areas addressed in the State Accountability Measures, and to determine where to best focus OCS training and technical assistance efforts for the state CSBG Lead Agencies.

Data Collection Overview

- The survey was fielded from 12/3/24 to 2/6/25.
- 970 surveys were sent and 546 were completed, resulting in a response rate of 56%, which is excellent. Measures of this nature typically achieve a response rate of 20-30%.
- The response rate resulted in a confidence level of 80% with a confidence interval of +/-1 at the state level and 90% +/-1 for the aggregate.
- A confidence interval is a range around a sample score that is likely to contain the true population score.

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Executive Summary

Executive Summary

- The 2025 Customer Satisfaction Index for the CSBG States who serve eligible entities was 73. Unchanged from 2021, the CSI score is considered good, exceeding the federal government average of 70 reported by ACSI in the 2024 syndicated study that was published in November of FY2025 along with the ACSI scores for several other agencies measured in the syndicated study.
- Only two of seven driver scores show significant change compared to 2021. The driver score for Monitoring and Corrective Action improved two points to 75 while the score for Distribution of Funds declined four points to 70.
- Communication was down one point to 76 and remains the driver with the greatest impact on satisfaction (2.7). Continued focus on improving Communication will provide the best opportunity to increase the Customer Satisfaction Index.
- Monitoring and Corrective Action and Linkages have the next two highest impact values. Of the two, Linkages is much lower scoring at 64, offering lots of opportunity for improvement.
- The Distribution of Funds experienced a four-point significant decline to 70. While the impact value for this driver is moderate, efforts to address concerns in this area is recommended as it is mentioned in many open-end comments regarding what more OCS could do to help the lead agencies and eligible entities meet the needs of the people with low income in the state.
- Performance scores for the Outcome metrics remain unchanged from 2021 with both Confidence in the Lead Agency and Trust in the CSBG State Lead Agency at 77.

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Customer Satisfaction Index Results

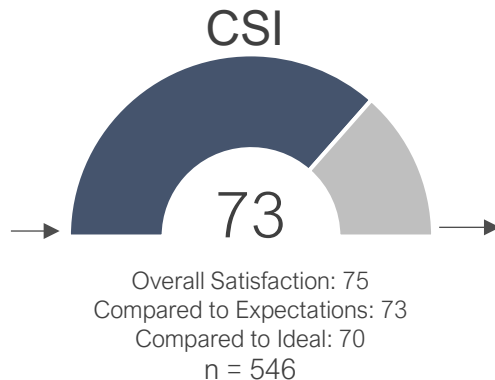
Customer Satisfaction Model

- **Attribute scores** are the mean (average) respondent scores to each individual question that was asked in the survey. Respondents are asked to rate each item on a 1-to-10 scale with “1” being “poor” and “10” being “excellent.” CFI Group converts the mean responses to these items to a 0-to-100 scale for reporting purposes. It is important to note that these scores are averages, not percentages. The score is best thought of as an index, with “0” meaning “very poor” and “100” meaning “excellent.”
- A **component score** is the weighted average of the individual attribute ratings given by each respondent to the questions presented in the survey. A score is a relative measure of performance for a component, as given for a particular set of respondents. In the model (shown on Slide 19), the component score for Linkages is an index of the ratings of the three questions (awareness, sufficiency, and effectiveness).
- **Impacts** represent the effect on the subsequent component if the initial driver (component) were to be improved or decreased by five points. For example, if the score for Communication increased by five points (from 76 to 81), Customer Satisfaction would increase by the amount of its impact, 2.7 points, (from 73 to 75.7). If the driver increases by less than or more than five points, the resulting change in satisfaction would be the corresponding fraction of the original impact. Impacts are additive; if multiple areas were to each improve by five points, the related improvement in satisfaction will be the sum of the impacts.
- As with scores, impacts are also relative to one another. A low impact does not mean a component is unimportant. Rather, it means that a five-point change in that one component is unlikely to result in much improvement in overall satisfaction at the current time. Therefore, components with higher impacts are generally recommended for improvement first, especially if scores are lower for those components.

OCS CSBG Eligible Entities Satisfaction Model (n=546)

Satisfaction Drivers

76	2.7	Communication
75	1.0	Monitoring & Corrective Action
64	0.6	Linkages
70	0.4	Distribution of Funds
75	0.3	Training & Technical Assistance
68	0.1	Use of Discretionary Funds
61	0.0	Development of CSBG State Plan



Future Behaviors

Trust in the CSBG State Lead Agency	5.0	77
Confidence in the CSBG State Lead Agency	5.0	77



Scores represent your driver performance as rated by customers.



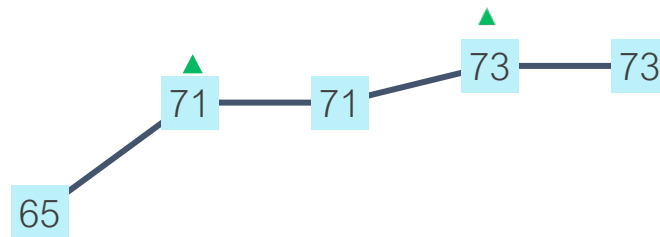
Impacts show you which driver has the most/least leverage – where improvements matter most/least to your customers



Scores represent your future behavior performance as rated by customers.

Customer Satisfaction Index

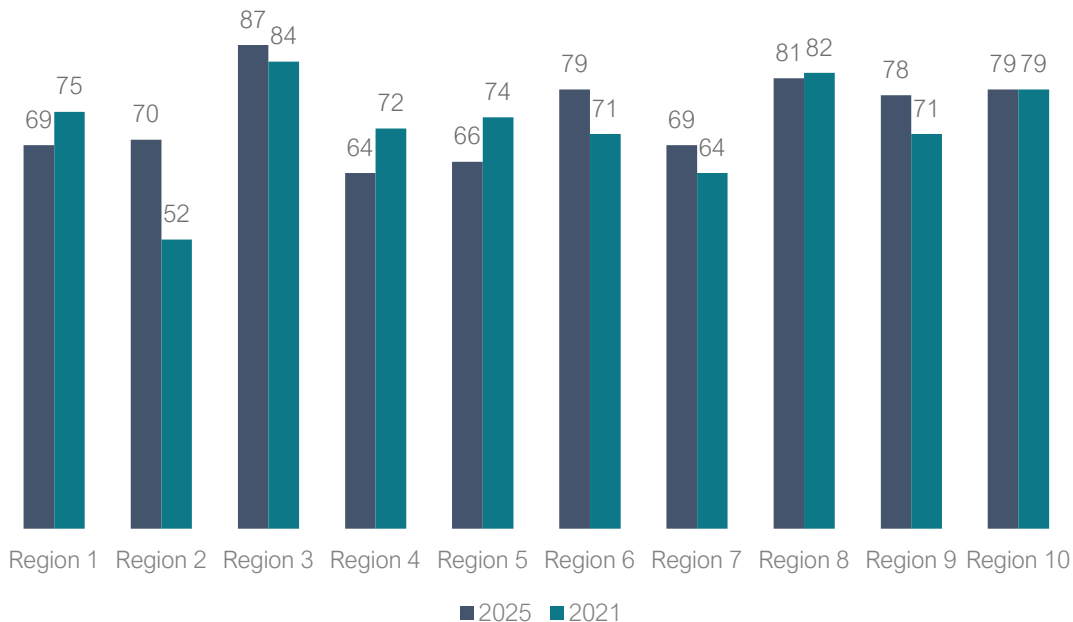
- The Customer Satisfaction Index (CSI) was 73 in 2025, unchanged from the score reported in 2021 and maintaining the significant improvement compared to 2021.
- The CSI score is comprised of a weighted average of three questions; overall satisfaction, satisfaction compared to expectations, and satisfaction compared to the ideal.



	2015	2017	2019	2021	2025
Sample Size	579	699	708	744	546
Customer Satisfaction Index	65	71 ▲	71	73 ▲	73
Overall satisfaction	69	74 ▲	74	76	75
Satisfaction compared to expectations	64	71 ▲	71	73	73
Satisfaction compared to ideal	62	69 ▲	67	70 ▲	70

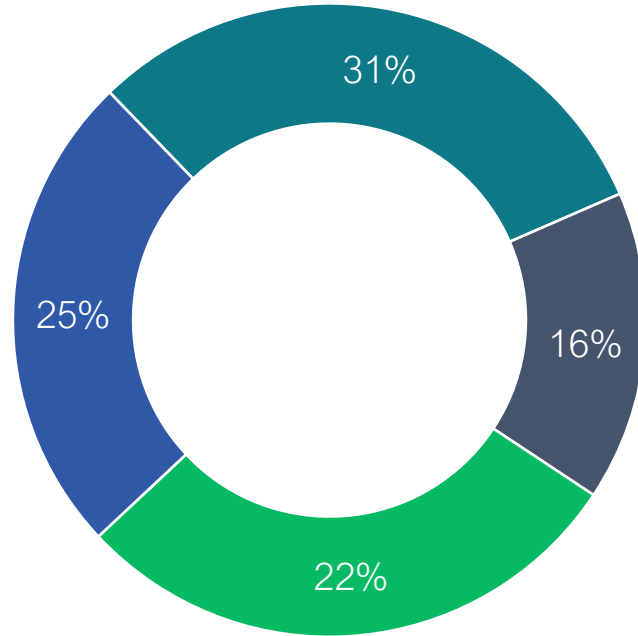
Customer Satisfaction Index by Region

- 2025 Regional CSI scores range from 64 for Region 4 to 87 for Region 3.
- Five regional CSI scores show some level of improvement with Region 2 showing the largest improvement, up 22 points to 70.
- Four regional CSI scores declined compared to 2021 but only the decrease experienced in two (Regions 4 and 5) are considered statistically significant.



Percentage of States in Each Quartile (2025)

- Scores for all states were collected into four groups based on their overall 2025 CSI score, high to low.
- Highest scoring states are in the top quartile, second highest in the 2nd quartile, and so forth.



■ Bottom Quartile (CSI = 0-63)

■ 3rd Quartile (CSI = 64-75)

■ 2nd Quartile (CSI = 76-86)

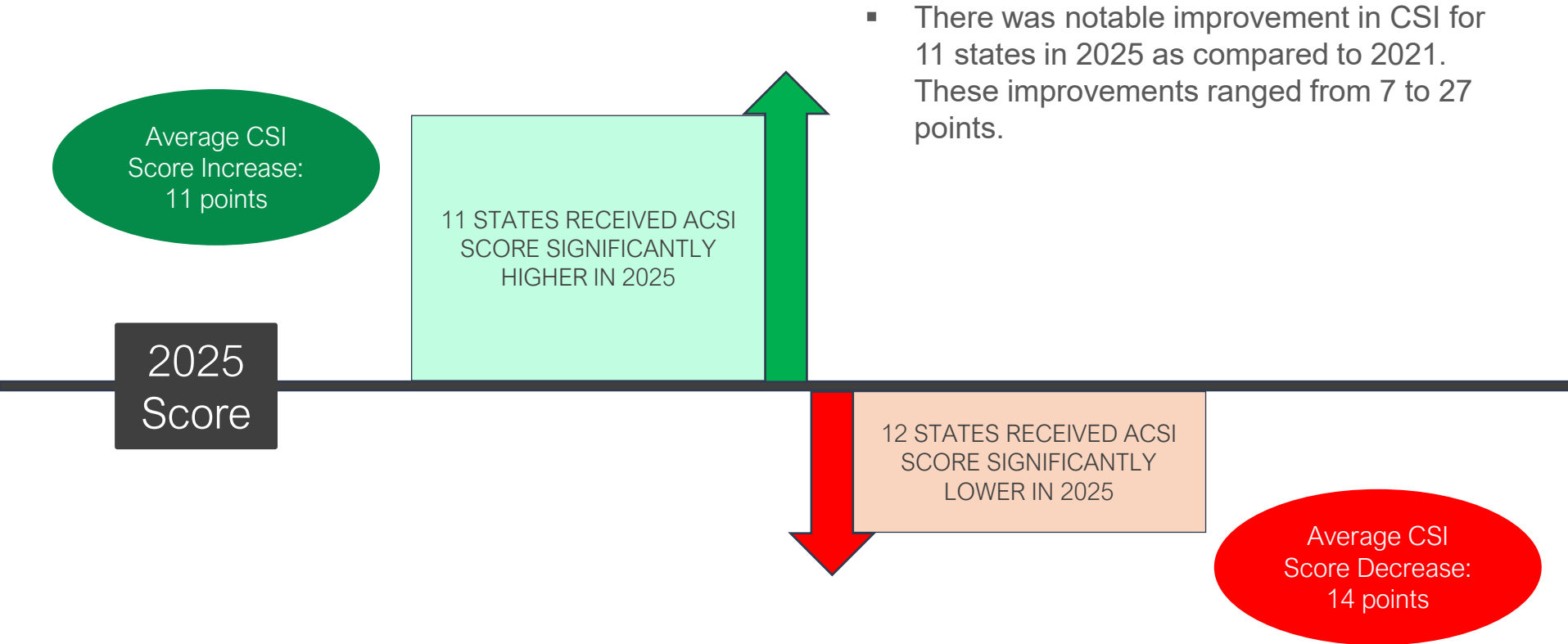
■ Top Quartile (CSI = 87-100)

Top Tier States (Alphabetical Order)

Twelve states scored in the top quartile scoring 87 or above on the CSI:

- ✓ Colorado
- ✓ Hawaii
- ✓ Iowa
- ✓ Kentucky
- ✓ Louisiana
- ✓ Maryland
- ✓ North Dakota
- ✓ Tennessee
- ✓ Utah
- ✓ Vermont
- ✓ Virginia
- ✓ Wisconsin

2021 vs 2025 State CSI Score Changes



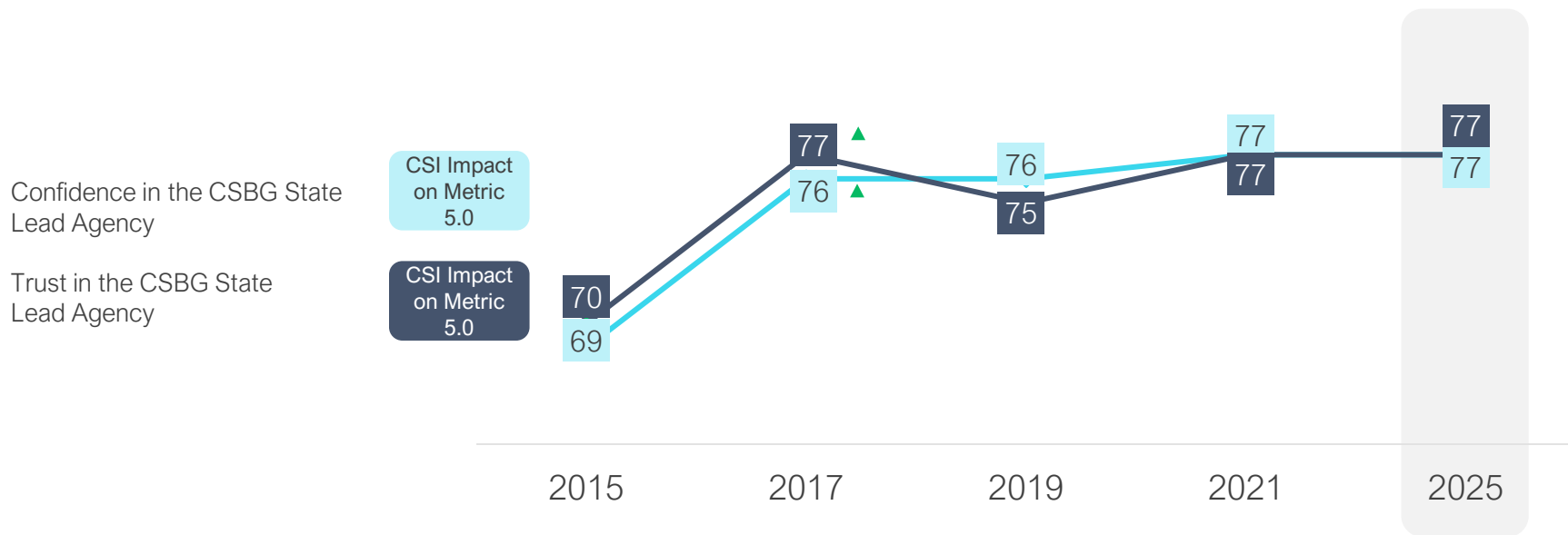
Most Improved States (Alphabetical Order)

Eleven states significantly improved their CSI scores between 2021 and 2025:

- ✓ California
- ✓ Idaho
- ✓ Indiana
- ✓ Louisiana
- ✓ Missouri
- ✓ Nebraska
- ✓ New York
- ✓ North Dakota
- ✓ South Dakota
- ✓ Tennessee
- ✓ West Virginia

Future Behaviors

- Both future behavior scores remain unchanged from 2021, both remaining at 77 in 2025.



Interpreting Results

A Note About Scores

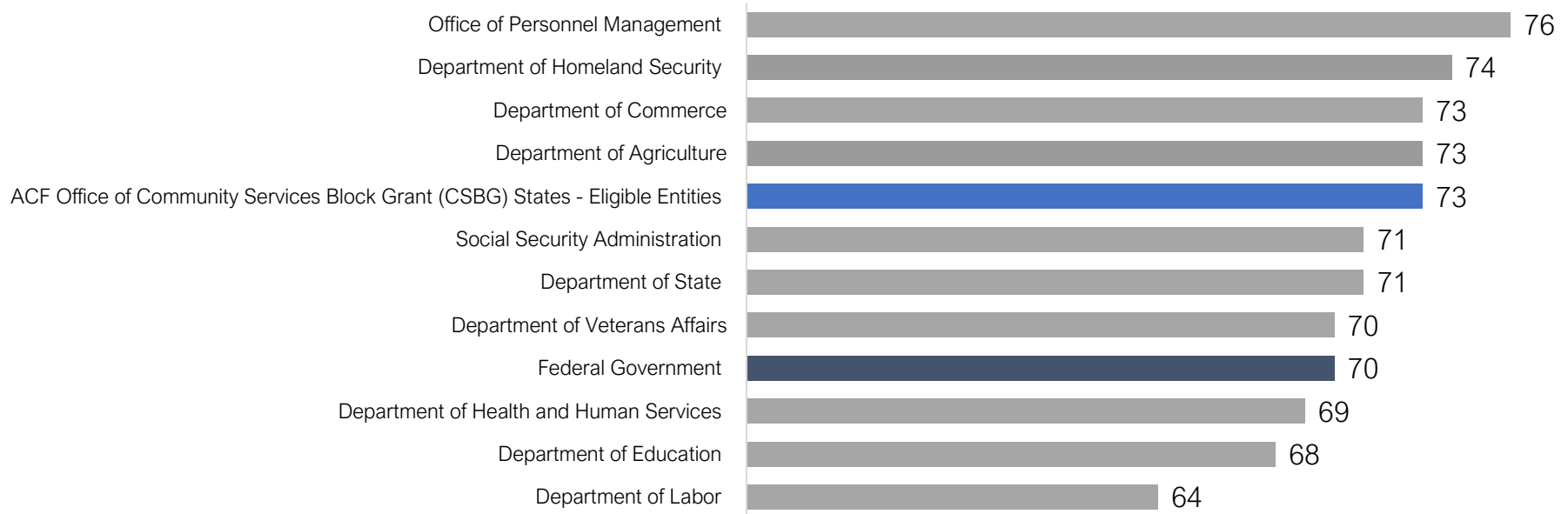
CFI Group recommends that scores be viewed on a continuum and each agency use the results to identify strengths and areas of opportunity for improvement. To answer the question about how to interpret the strength of a particular score, one can use the below guideline.

- Exceptional: 90-100
- Excellent: 80-89
- Good: 70-79
- Average: 60-69
- Below Average: Less than 60

The overall average Customer Satisfaction Index for the Federal Government is 70.

Benchmarks

- The Customer Satisfaction Index for the (CSBG) States who serve Eligible Entities is currently three points above the federal government average of 70 and exceed many of the agencies measured in the 2024 ACSI syndicated study measuring federal agencies.



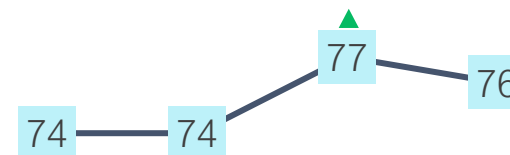
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Drivers of Satisfaction

Communication

Impact: 2.7

- Communication received the highest driver score in 2025 (76) and remained the highest impact driver.
- As the driver with the highest impact, improvement in Communication holds the best opportunity for improving CSI, even though given its relatively high-performance score, it is considered a strength.
- While several Communication attributes show directional decline only one, *frequency of communication*, shows a statistically significant decline – down three points to 76.



	2015	2017	2019	2021	2025
Sample Size	576	697	708	740	545
Communication	NA	74	74	77 ▲	76
Sufficiency of information	62	69 ▲	74 ▲	77 ▲	76
Usefulness of feedback	65	71 ▲	71	74 ▲	74
Frequency of communication	71	77 ▲	75	79 ▲	76 ▼
Clarity of communication	69	74 ▲	72	75 ▲	75
Responsiveness of staff to requests	74	78 ▲	78	80	79
Consistency of responses	68	75 ▲	73	76 ▲	76

* Linkages and Communication were combined in 2015 (score displayed as Linkages (slide 28) in reporting). For all other years reported, attributes related to Linkages were used to calculate a Linkages component (or driver score) apart from the Communication driver.

What kinds of information, if any, would you like to receive from the State CSBG Lead Agency that you are not now getting?

Agencies need to know more about funding with CSBG and LIHEAP. We need to know how much funding we will receive for the FY at the beginning of the year. How can we plan without knowing?

Any information would be helpful. And consistent information would be helpful. We often hear different answers from different field monitors. Agency directors talk regularly. We have group texts and email chats. We compare notes on what our field monitors answer and they are often widely different.

Innovative local models and mobilizing local dollars as seed or match.

Quality of the information received is often inconsistent (i.e. due dates).

Better understanding of the results of monitoring visits from HHS to the State so we can prepare for changes and understand the necessity of changes.

Regular updates about funding opportunities and possible collaboration with other agencies. Also, I believe information regarding best practices or alternative approaches to service delivery would be useful.

The information is provided on a timely basis, however, the language used is very confusing, especially when you start learning about CSBG. I've asked before to provide clearer language aka easier for beginners to understand or those not well-versed in CSBG but it hasn't improved.

I receive more updates from OCS than I do from the state. It would be helpful to hear from the state more often regarding how they interpret OCS guidance.

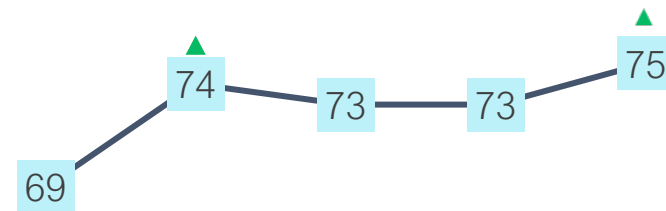
It would be nice to know the T&TA projects that are served, the linkages and collaborative efforts at the State level, and being provided a copy of the monitoring report the State receives from HHS.

Maybe simply sharing what other state departments are doing from time to time to keep us apprised a bit more broadly.

Monitoring & Corrective Action

Impact: 1.0

- The Monitoring and Corrective Action driver score (75) represents a significant improvement over 2021.
- Three of six attributes related to Monitoring and Corrective Action experienced notable improvement including *consistency of monitoring* +3 to 74, *adherence to plan* +3 to 79, and *usefulness of visits* +3 to 73.
- Maintaining this high level of performance will be important for maintaining and/or improving the current CSI score.



	2015	2017	2019	2021	2025
Sample Size	571	686	682	718	531
Monitoring & Corrective Action	69	74 ▲	73	73	75 ▲
Consistency of monitoring	67	71 ▲	70	71	74 ▲
Adherence to plan	75	78 ▲	77	76	79 ▲
Usefulness of visits	68	72 ▲	70	70	73 ▲
Clarity of feedback	71	76 ▲	74	75	76
Timeliness of feedback	66	72 ▲	73	72	74
Clarity of process	68	75 ▲	73	73	74

What, if any, suggestions do you have for how the State CSBG Lead Agency could improve its monitoring process?

Consolidate standards to simplify the process. If an agency is accredited by a national body, accept that as valid monitoring for CSBG. Continue the technician and training assistance for improvement after monitoring is completed.

Our 2024 monitoring had a lot of issues. Most of the issues were related to the LIHEAP portion of the funding. The monitoring took several months and the report had findings for items we were not made aware of during the monitoring process. It's important to make the process as transparent and timely as possible.

Training and maintaining knowledgeable CSBG state staff is a challenge. This is more than just the lead in each state. The actual staff who work with agencies need quality training and updates.

The state needs to consolidate the old monitoring tools with the OCS Standards.

Monitoring staff with more knowledge and a higher level of competency of the CSBG standards. We feel our current monitor has been confused on the standards and has submitted inaccurate monitoring reports to our agency.

Unfortunately, not much monitoring has occurred over the last few years since the pandemic.

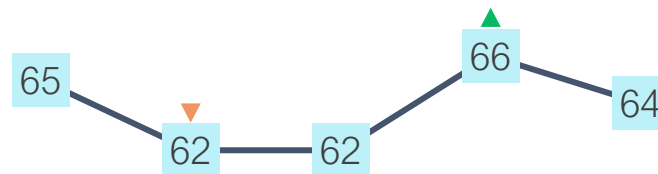
Monitoring across agencies, and within the same agency year over year, continues to be very inconsistent. Agencies ability to serve as a resource for one another is extremely limited because each agency is reviewed so differently. Within our own organization, things that were accepted for Org. Standards in one year will not be accepted the next. It is reasonable that things will change - those changes need to be given to the organizations in advance of review so that there is at least the potential of not needing to enter the noncompliance process simply because EOHLC has decided to look at something differently. We are happy to comply if the expectations are clearly communicated.

Make sure the CSBG lead agency staff understand the real world issues that local agencies face. They make decisions on how we provide services without knowledge of how it happens at the grass roots level.

Linkages

Impact: 0.6

- The score for Linkages experienced a slight decrease compared to 2021 but at 64 it remains higher than significant increase of four points to 66 in 2021.
- All attributes related to Linkages show slight declines of one or two points.
- Given the relative impact of this driver and its relatively low score, it should be considered an opportunity when developing improvement plans.



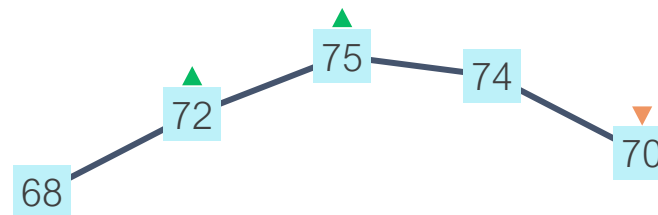
	2015	2017	2019	2021	2025
Sample Size	576	648	643	675	522
Linkages	65*	62 ▼	62	66 ▲	64
Awareness of efforts	57	63 ▲	64	67 ▲	66
Sufficiency of linkages	56	63 ▲	62	66 ▲	64
Effectiveness of partnerships	56	62 ▲	62	66 ▲	65

**Linkages and Communication were combined in 2015. For all survey waves following, attributes related to Linkages were used to calculate a Linkages component (or driver score) apart from the Communication driver.*

Distribution of Funds

Impact: 0.4

- Distribution of Funds is among has a relatively moderate impact in 2025 (0.4).
- Performance for this driver declined a significant four points to 70.
- Scores for both attributes related to Distribution of Funds are notably lower compared to 2021 with *quality of the process* declining five points.

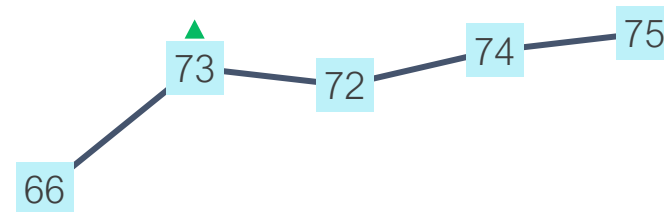


	2015	2017	2019	2021	2025
Sample Size	578	693	706	737	541
Distribution of Funds	68	72 ▲	75 ▲	74	70 ▼
Ensured no interruption	70	73	77 ▲	76	72 ▼
Quality of process	67	72 ▲	74	73	68 ▼

Training & Technical Assistance

Impact: 0.3

- The Training & Technical Assistance score improved one point to 75 in 2025, reaching the highest score reported since 2015.
- All related attribute scores saw some increase, with all four attributes posting scores one or two points higher compared to 2021.



	2015	2017	2019	2021	2025
Sample Size	568	695	705	732	539
Training & Technical Assistance	66	73 ▲	72	74	75
Effectiveness of training	66	72 ▲	71	72	74
Effectiveness of assistance	65	72 ▲	71	73	75
Responsiveness of staff	71	78 ▲	76	78	79
Amount of training & assistance	64	72 ▲	70	72 ▲	73

What, if any, additional training and technical assistance needs do you want the State CSBG Lead Agency to address?

Fiscal and program staff should receive quarterly training at a minimum. Separate training should be provided to incoming staff to orient them to the CSBG policies and network. The training should align with the state plan and changes made throughout the year.

Results Oriented Management Accountability (ROMA), National Performance Indicators, Evidence -Based Practices and New 2024 CSBG Program Manual issued by the State.

Regular OCEAN training for new hires. Annual ROMA training. Training on monitoring requirements and expectations. Training on Standards Assessments. Sessions devoted to highlighting best practices with grantees across the state.

More in depth and specific trainings as it relates to CAA programs and led by professionals in those fields. While Compassion Fatigue is beneficial, I would like to see more trainings aimed at Directors and Management. I would also like to see trainings in advance of the due date of deliverables. At times, it feels like we would get offered technical assistance trainings on things such as Strategic Planning, but it was almost time to submit the Strategic Plan, so the training was too late.

I believe the state needs to improve the opportunities available for ongoing, regularly scheduled training and not just rely on requests for training from the agencies served.

Potential for more training regarding logic models, local plan development, annual report, eligibility exceptions are all possible T/TA that could be useful.

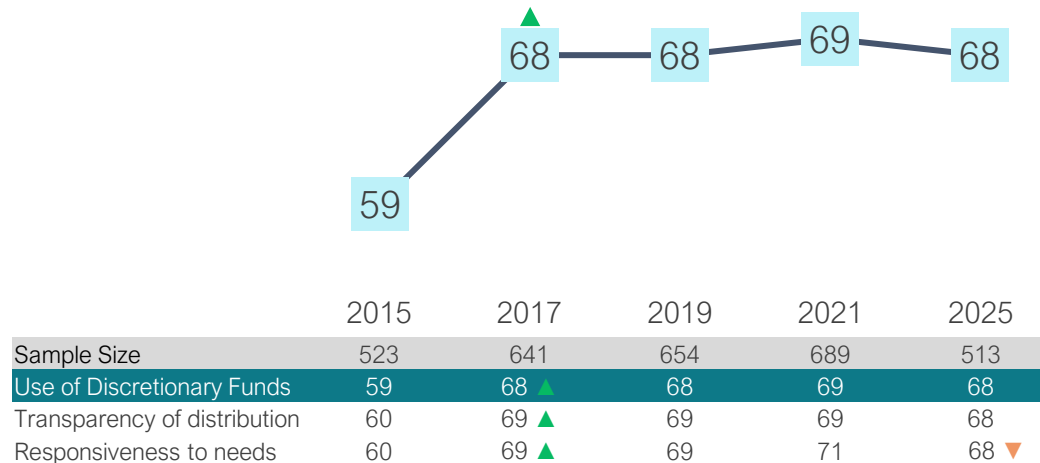
Agencies need training on a variety of topics from basic ROMA principles to effective use of the required data collection system. Training provided has been very poor in the 8 years I have been with my CAA. The state office does not provided even the bare minimum for T&TA.

I would love to see some entry level cohort trainings for new staff to attend. Those were provided when I was new, and they were extremely helpful.

Use of Discretionary Funds

Impact: 0.1

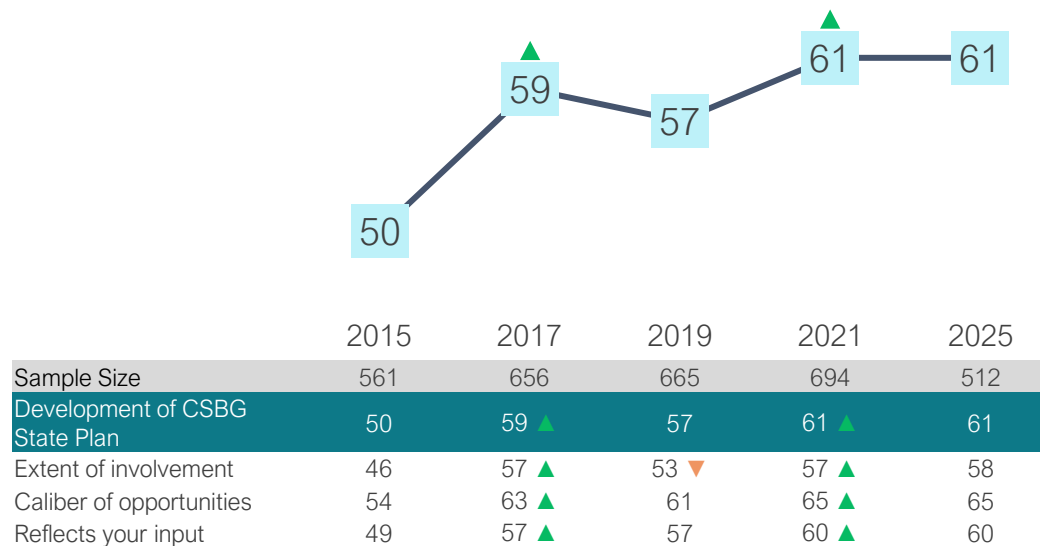
- Use of Discretionary Funds driver score (68) is one point lower compared to the last survey period matching the scores reported in 2017 and 2019.
- Performance for both related attributes also declined with the score for *responsiveness to needs* reflecting a significant decline to 68.



Development of CSBG State Plan

Impact: 0.0

- Development of the CSBG State Plan score remained unchanged at 61, the lowest scoring driver in 2025.
- All related attributes also remained stable compared to 2021.
- While the impact for this driver is 0.0, that is a relative value and does not mean this driver has no impact at all on the CSI score. All grantee experiences have some impact on their overall impressions and as such working to maintain the improvements realized since 2019 is important.



How could the process of developing the State Plan be improved?

Engaging each eligible entity for success stories, no matter how big or small. The stories are impactful to all of us and may be a great motivation to create like opportunities.

In person meetings could be held, I feel that in person meeting and training are much more effective than zoom or watching a recording. While in the office there are too many distractions and In person you are able to concentrate and absorb the information and ask questions.

The format needs to be updated, and the way it is presented to local agencies. We now receive the plan in excel, but we need a more user-friendly interface. We as an agency need to be able to write in the documents that we produce to the State.

The process is very much top down. We receive the plan fully complete and we provide input through the hearing process. Maybe we can have a small committee of subgrantees that provide input during a review of the plan? Or maybe we can have a focus group on how to improve our state plan? It would be very helpful to know about other state plans that are different from ours.

Entities should be brought into the discussion sooner whenever changes to the State Plan are developing such as redirecting percentage of budget away from entities.

It is not easy to have input in an online environment. I would prefer in person group meetings.

I believe the State could provide sub grantees with more detailed information about the changes between the current plan and the proposed new plan. At present, we have to cross-reference the old and new plans ourselves.

Involve a variety of stakeholders, representing human services provider, service recipients, municipal leaders, faith-based communities.

Involve the agencies earlier on in the process. We are often presented with a final product and asked for input instead of having us at the table at the beginning.

What more could OCS do to help the states and eligible entities meet the needs of low-income people in the state?

I think we need to finish developing the statewide client database. The database should have the ability for sub-recipients to buy additional modules that will allow us to integrate data for other programs. A statewide database will save us a lot of time and effort for reporting. It will also allow the state to identify sub-recipients that are struggling earlier in the year so they can get help.

We need funds available when the program year starts, not 4 months later. Program guidelines should be available before program year starts.

Revisit formulas used to award funding to smaller agencies. Increase funding to smaller CSBG Agencies based on other critical demographic information.

In order to serve the needs of the low-income population efficiently, our agency would need significant additional funding so that we could create new programs, improve existing programs, and increase salaries to a decent living wage.

Some of our staff are actually eligible to be clients because of their low-income status. This should not be the case. Our agency receives the bottom annual amount of \$250,000, which is not nearly adequate. This is a hugely problematic issue and needs to be addressed.

Help to alleviate the administrative burden of reporting processes while still capturing the nuances of varying need depending on geographic region.

Claims, data systems, and reporting tools are very outdated. These processes should be monitored and evaluated for effectiveness. Also, please, please, please get modernize the CSBG reporting tool. The Excel format is cumbersome, outdated, and not intuitive for workers who do not have Excel training.

Provide timely distribution of funds to the State. Advocate for more funding to address the needs of low-income families and individuals

OCS should release funds on a timely manner. Need clarity on using CSBG funds within the state to respond to emergencies.

Drivers of Satisfaction - Top Scoring States*

Development of CSBG State Plan	Distribution of Funds	Use of Discretionary Funds	Training & Technical Assistance
Utah	Utah	North Dakota	Utah
North Dakota	North Dakota	Utah	Idaho
Maryland	Virginia	Nebraska	Virginia
New Mexico	Nebraska	Wisconsin	Colorado
Idaho	Tennessee	Iowa	North Dakota
Wisconsin		Idaho	

Monitoring & Corrective Action	Linkages	Communication
North Dakota	North Dakota	Utah
Utah	Utah	North Dakota
Kentucky	Virginia	Wisconsin
Virginia	Wisconsin	Virginia
Wisconsin	Maryland	Maryland
Iowa	Louisiana	Kentucky

*Minimum of five responses per state

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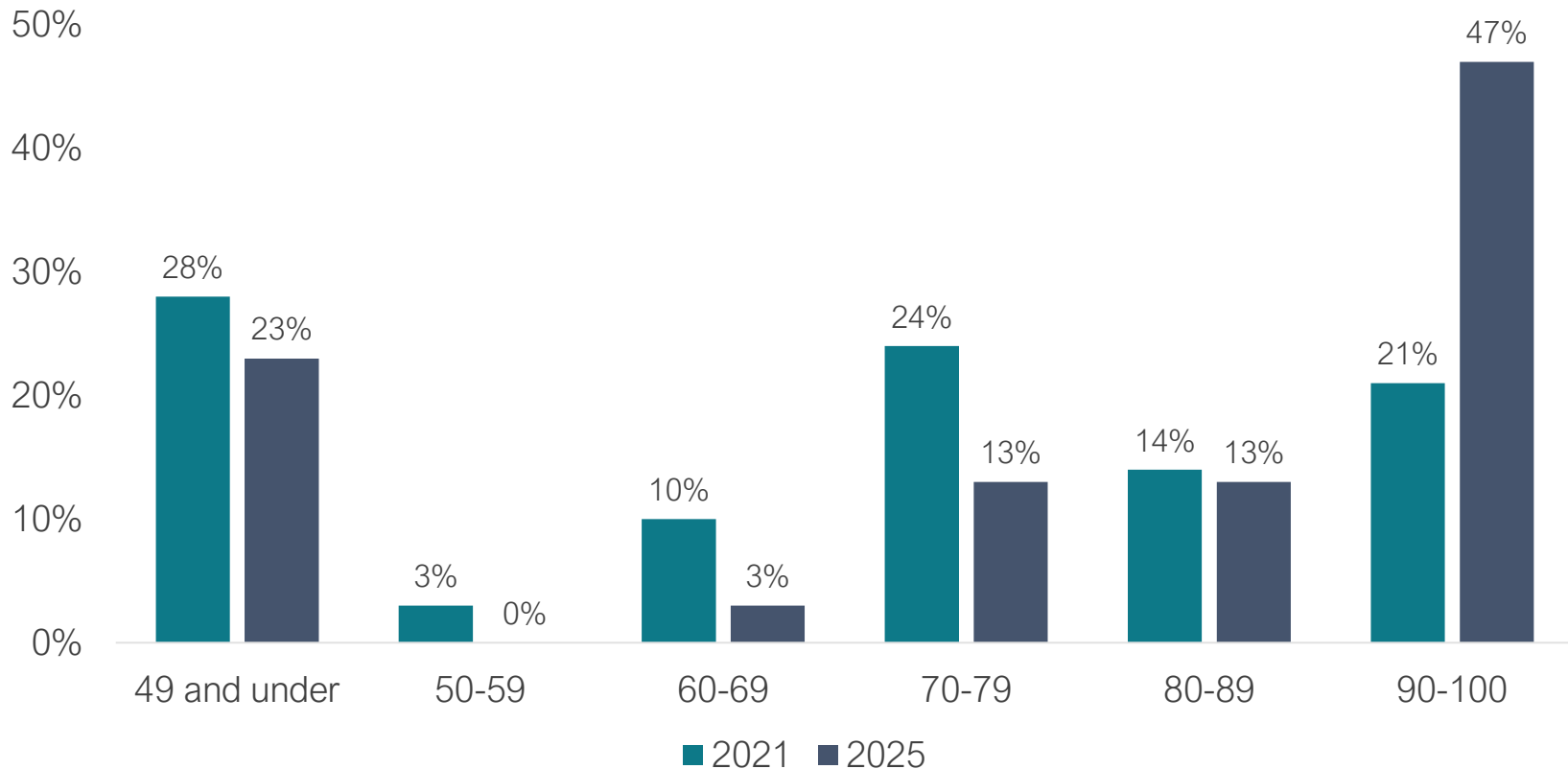
State Association Results

Eligible Entities Scores vs. State Association Scores (2025)

- Only one driver score (Development of CSBG State Plan) is *significantly different* among State Association respondents compared to Eligible Entities respondents.

	Eligible Entities	State Associations	Significant Difference
Sample Size	516	30	
Development of CSBG State Plan	61	70	▲
Distribution of Funds	70	70	
Use of Discretionary Funds	68	69	
Training & Technical Assistance	74	79	
Monitoring & Corrective Action	75	76	
Linkages	64	68	
Communication	76	78	
Customer Satisfaction Index	73	75	
Confidence in Lead Agency	76	80	
Trust in the CSBG State Lead Agency	77	81	

State Association CSI Score Ranges – Bucketed



**30 State Associations completed the survey in 2025. 31 completed the survey in 2021.*

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Recommendations

Recommendations

Communication

Key Finding: Although considered a strength based on its relatively high-performance score of 76, Communication continues to hold the most potential when working to improve CSI.

Recommendation: Maintain focus on providing clear and accurate communication to the eligible entities. Work to understand and address the lower scores for frequency of communication. Collect feedback that provides insight into whether the lower frequency score is a result of perceptions that communication is too frequent or not frequent enough. Work to strike a balance that aligns with the feedback received.

Usefulness and consistency of communication continue to be lower scoring suggesting that specific focus should be placed on determining the types of communication that are considered most useful/valuable. Additionally, working with staff to improve the consistency of communication is recommended.

Developing documents that address frequently or not so frequently asked questions could help ensure eligible entities are getting consistent answers and guidance can help improve performance. Consistency is mentioned among the open-end comments and a review of them could serve to provide additional clarity on specific concerns and/or opportunities for improvement.

The following states receive the highest scores for Communication and should be looked to for best practices on how to effectively meet the communication needs of those working to serve those in need.

- ✓ Utah
- ✓ North Dakota
- ✓ Wisconsin
- ✓ Virginia
- ✓ Maryland
- ✓ Kentucky

Recommendations

Monitoring & Corrective Action

Key Finding: The 2025 score for Monitoring & Corrective Action indicates that notable improvement has been achieved, reaching the highest score measured since 2015. Due to the relatively high impact value, further improvement in this area will drive the CSI score higher. Although improved over time, the current score of 75 leaves plenty of room for improvement.

Recommendation: The attribute performance scores and the open-end comments corroborate the need for more consistency in the monitoring process and timeliness in providing the feedback and final reports. Consider implementing training for monitors that emphasizes the importance of consistency. If not available, develop monitoring checklists to provide guidance to new staff responsible for monitoring and help to ensure consistency across the board. Provide checklists to eligible entities ahead of time to set expectations and allow them to prepare. Investigate the root causes for delays in providing timely reports and work to address them.

The following states receive the highest scores for Monitoring & Correction Action and should be looked to for best practices on how to improve the Monitoring & Corrective action process for eligible entities.

- ✓ North Dakota
- ✓ Utah
- ✓ Kentucky
- ✓ Virginia
- ✓ Wisconsin
- ✓ Iowa

Recommendations

Linkages

Key Finding: The score for the Linkages driver show signs of decline and Linkages remains among the higher impact drivers. While the score decrease is not statistically significant, all three attributes show directional decreases with the scores ranging from 64 to 66. These scores are among the lowest and provide opportunity for improvement. In relative terms, improvement in this area will provide a strong return on the time and effort invested in terms of driving the CSI score higher.

Recommendation: Consider increasing communication regarding CSBG efforts to create linkages to ensure that eligible entities who may be interested or could benefit from these efforts are aware they exist. Continued efforts to increase the number of partnerships established and the effectiveness of these partnerships is important but unless sufficient communication is shared regarding these efforts, they may go unnoticed and the opportunity to improve the CSI score won't be realized.

Open-end comments confirm that more efforts in this area as well as more communication around them is needed. A review of these comments provide specific context for what eligible entities perceive is needed in the area of linkages and should be used to gain an appreciation for perspectives.

The following states receive the highest scores for Linkages and should be looked to for best practices on how to effectively establish relationships and partnerships.

- ✓ North Dakota
- ✓ Utah
- ✓ Virginia
- ✓ Wisconsin
- ✓ Maryland
- ✓ Louisiana

Recommendations

Distribution of Funds

Key Finding: The Distribution of Funds driver score experienced a statistically significant four-point decline in 2025. Notable decreases in both Distribution of Funds attribute scores (*degree to which the state's distribution of funds ensured there was no interruption of services delivered to clients* and *quality of the state's process for executing grant awards*) contributed to the low driver score with the score for *quality of the process* falling to 68. While the survey doesn't ask an open-end question specific to the Distribution of Funds, open-end comments in response the question "what more could OCS do to help the lead agencies and eligible entities meet the needs of people with low income in the state?" included many comments related to the distribution of funds. Among these comments, timeliness was a common theme. This driver experienced notable improvement from 2015 to 2019 but has since declined towards the baseline performance score.

Recommendation: Renewed focus on improving the quality and timeliness of the process for distributing funds is needed. A review of changes to the process over time is recommended to identify the root causes of the decline in performance.

The following states receive the highest scores for Distribution of Funds and should be looked to for best practices on how to effectively establish relationships and partnerships

- ✓ Utah
- ✓ North Dakota
- ✓ Virginia
- ✓ Nebraska
- ✓ Tennessee



Q&A
Observations

A teal-colored graphic element consisting of a rectangle followed by a triangle pointing to the right, resembling an arrow. It is positioned horizontally across the middle of the slide.

Appendix

Appendix

- This section includes results of all data collected in this year's survey. Tables include scores, sample sizes for each section/answer option, and impacts for each section where applicable.
- Data tables included:
 - › 2025 Aggregate Score & Impact Data Tables
 - › 2021 vs. 2025 Eligible Entities Score & Impact Data Tables
 - › 2021 vs. 2025 State Association Score & Impact Data Tables
 - › Historical Trend (2015 – 2025) Table
- This section also includes:
 - › Definitions
 - › A brief history of CFI Group
 - › Contact information for CFI Group

2025 Aggregate Score and Impact Table

	National Score Min	National Score Max	2025 Scores	2025 Sample Size	National Impact
Sample Size			546	546	
Development of CSBG State Plan	19	92	61	512	0.0
Extent of involvement	17	100	58	494	--
Caliber of opportunities	14	99	65	508	--
Reflects your input	17	100	60	478	--
Distribution of Funds	25	97	70	541	0.4
Ensured no interruption	22	98	72	538	--
Quality of process	20	96	68	540	--
Use of Discretionary Funds	15	97	68	513	0.1
Transparency of distribution	11	98	68	510	--
Responsiveness to needs	17	98	68	504	--
Training & Technical Assistance	30	97	75	539	0.3
Effectiveness of training	33	98	74	533	--
Effectiveness of assistance	32	96	75	528	--
Responsiveness of staff	22	100	79	505	--
Amount of training & assistance	33	95	73	533	--
Monitoring & Corrective Action	37	97	75	531	1.0
Consistency of monitoring	33	98	74	519	--
Adherence to plan	33	99	79	512	--
Usefulness of visits	36	97	73	512	--
Clarity of feedback	37	100	76	509	--
Timeliness of feedback	22	100	74	510	--
Clarity of process	28	100	74	432	--

2025 Aggregate Score and Impact Table

	National Score Min	National Score Max	2025 Scores	2025 Sample Size	National Impact
Sample Size			546	546	
Linkages	22	87	64	522	0.6
Awareness of efforts	27	89	66	522	--
Sufficiency of linkages	22	88	64	503	--
Effectiveness of partnerships	18	89	65	507	--
Communication	27	99	76	545	2.7
Sufficiency of information	25	100	76	543	--
Usefulness of feedback	29	99	74	539	--
Frequency of communication	32	100	76	544	--
Clarity of communication	30	99	75	543	--
Responsiveness of staff to requests	21	100	79	539	--
Consistency of responses	22	99	76	540	--
Customer Satisfaction Index	26	98	73	546	N/A
Overall satisfaction	27	99	75	546	--
Satisfaction compared to expectations	30	98	73	546	--
Satisfaction compared to ideal	21	98	70	546	--
Confidence in Lead Agency	27	100	77	543	5.0
Confidence in fulfilling mission	27	100	77	543	--
Trust in the CSBG State Lead Agency	25	100	77	544	5.0
Trusted to meet needs	25	100	77	544	--

2021 vs 2025 Aggregate Scores

	2021		2025		Significant Difference	National Impact
	Scores	Sample Size	Scores	Sample Size		
Sample Size		744		546		
Development of CSBG State Plan	61	694	61	512		0.0
Extent of involvement	57	673	58	494		--
Caliber of opportunities	65	683	65	508		--
Reflects your input	60	637	60	478		--
Distribution of Funds	74	737	70	541	↓	0.4
Ensured no interruption	76	728	72	538	↓	--
Quality of process	73	737	68	540	↓	--
Use of Discretionary Funds	69	689	68	513		0.1
Transparency of distribution	69	685	68	510		--
Responsiveness to needs	71	663	68	504	↓	--
Training & Technical Assistance	74	732	75	539		0.3
Effectiveness of training	72	722	74	533		--
Effectiveness of assistance	73	714	75	528		--
Responsiveness of staff	78	697	79	505		--
Amount of training & assistance	72	719	73	533		--
Monitoring & Corrective Action	73	718	75	531	↑	1.0
Consistency of monitoring	71	649	74	519	↑	--
Adherence to plan	76	676	79	512	↑	--
Usefulness of visits	70	690	73	512	↑	--
Clarity of feedback	75	696	76	509		--
Timeliness of feedback	72	697	74	510	↑	--
Clarity of process	73	590	74	432		--

**significant at 90% confidence*

2021 vs 2025 Aggregate Scores

	2021		2025		Significant Difference	National Impact
	Scores	Sample Size	Scores	Sample Size		
Sample Size		744		546		
Linkages	66	675	64	522		0.6
Awareness of efforts	67	659	66	522		--
Sufficiency of linkages	66	629	64	503		--
Effectiveness of partnerships	66	645	65	507		--
Communication	77	740	76	545		2.7
Sufficiency of information	77	738	76	543		--
Usefulness of feedback	74	731	74	539		--
Frequency of communication	79	740	76	544	↓	--
Clarity of communication	75	739	75	543		--
Responsiveness of staff to requests	80	737	79	539		--
Consistency of responses	76	733	76	540		--
Customer Satisfaction Index	73	744	73	546		N/A
Overall satisfaction	76	744	75	546		--
Satisfaction compared to expectations	73	744	73	546		--
Satisfaction compared to ideal	70	744	70	546		--
Confidence in Lead Agency	77	731	77	543		5.0
Confidence in fulfilling mission	77	731	77	543		--
Trust in the CSBG State Lead Agency	77	737	77	544		5.0
Trusted to meet needs	77	737	77	544		--

**significant at 90% confidence*

2021 vs 2025 Eligible Entities Scores

	2021		2025		Significant Difference
	Scores	Sample Size	Scores	Sample Size	
Sample Size		715		516	
Development of CSBG State Plan	61	665	61	482	
Extent of involvement	57	645	58	464	
Caliber of opportunities	65	654	64	479	
Reflects your input	60	611	59	449	
Distribution of Funds	74	710	70	513	↓
Ensured no interruption	76	703	72	512	↓
Quality of process	73	710	69	512	↓
Use of Discretionary Funds	70	662	68	485	
Transparency of distribution	70	658	68	482	
Responsiveness to needs	71	639	68	476	↓
Training & Technical Assistance	74	706	74	510	
Effectiveness of training	72	697	73	505	
Effectiveness of assistance	73	689	74	500	
Responsiveness of staff	78	674	78	479	
Amount of training & assistance	72	694	73	504	
Monitoring & Corrective Action	73	694	75	505	↑
Consistency of monitoring	71	627	74	493	↑
Adherence to plan	77	654	79	489	↑
Usefulness of visits	70	668	73	488	↑
Clarity of feedback	75	675	76	487	
Timeliness of feedback	72	676	74	488	
Clarity of process	73	571	74	413	

**significant at 90% confidence*

2021 vs 2025 Eligible Entities Scores

	2021		2025		Significant Difference
	Scores	Sample Size	Scores	Sample Size	
Sample Size		715		516	
Linkages	67	647	64	493	↓
Awareness of efforts	68	633	66	493	
Sufficiency of linkages	67	602	64	474	↓
Effectiveness of partnerships	67	620	65	479	
Communication	77	711	76	515	
Sufficiency of information	77	710	75	514	↓
Usefulness of feedback	74	705	74	511	
Frequency of communication	79	711	76	514	↓
Clarity of communication	76	710	75	514	
Responsiveness of staff to requests	80	708	79	510	
Consistency of responses	77	704	76	511	
Customer Satisfaction Index	73	715	73	516	
Overall satisfaction	76	715	75	516	
Satisfaction compared to expectations	73	715	73	516	
Satisfaction compared to ideal	70	715	70	516	
Confidence in Lead Agency	77	702	76	514	
Confidence in fulfilling mission	77	702	76	514	
Trust in the CSBG State Lead Agency	77	708	77	515	
Trusted to meet needs	77	708	77	515	

**significant at 90% confidence*

2021 vs 2025 State Associations Scores

	2021		2025		Significant Difference
	Scores	Sample Size	Scores	Sample Size	
Sample Size		29		30	
Development of CSBG State Plan	64	29	70	30	
Extent of involvement	64	28	69	30	
Caliber of opportunities	67	29	71	29	
Reflects your input	62	26	69	29	
Distribution of Funds	73	27	70	28	
Ensured no interruption	76	25	72	26	
Quality of process	70	27	68	28	
Use of Discretionary Funds	62	27	69	28	
Transparency of distribution	63	27	67	28	
Responsiveness to needs	64	24	71	28	
Training & Technical Assistance	72	26	79	29	
Effectiveness of training	72	25	79	28	
Effectiveness of assistance	72	25	83	28	↑
Responsiveness of staff	70	23	83	26	↑
Amount of training & assistance	72	25	76	29	
Monitoring & Corrective Action	67	24	76	26	↑
Consistency of monitoring	65	22	80	26	↑
Adherence to plan	72	22	82	23	↑
Usefulness of visits	67	22	72	24	
Clarity of feedback	62	21	75	22	↑
Timeliness of feedback	62	21	77	22	↑
Clarity of process	65	19	70	19	

**significant at 90% confidence*

2021 vs 2025 State Associations Scores

	2021		2025		Significant Difference
	Scores	Sample Size	Scores	Sample Size	
Sample Size		29		30	
Linkages	55	28	68	29	↑
Awareness of efforts	54	26	71	29	↑
Sufficiency of linkages	53	27	69	29	↑
Effectiveness of partnerships	56	25	64	28	
Communication	70	29	78	30	
Sufficiency of information	70	28	80	29	
Usefulness of feedback	68	26	76	28	
Frequency of communication	72	29	79	30	
Clarity of communication	66	29	77	29	↑
Responsiveness of staff to requests	74	29	82	29	
Consistency of responses	67	29	75	29	
Customer Satisfaction Index	67	29	75	30	
Overall satisfaction	70	29	76	30	
Satisfaction compared to expectations	67	29	75	30	
Satisfaction compared to ideal	63	29	73	30	↑
Confidence in Lead Agency	72	29	80	29	
Confidence in fulfilling mission	72	29	80	29	
Trust in the CSBG State Lead Agency	70	29	81	29	↑
Trusted to meet needs	70	29	81	29	↑

**significant at 90% confidence*

Historical Score Trend - Aggregate

	2015		2017		2019		2021		2025	
	Scores	Sample Size	Scores	Sample Size	Scores	Sample Size	Scores	Sample Size	Scores	Sample Size
Sample Size		579		699		708		744		546
Development of CSBG State Plan	50	561	59	656	57	665	61	694	61	512
Extent of involvement	46	551	57	638	53	650	57	673	58	494
Caliber of opportunities	54	557	63	648	61	659	65	683	65	508
Reflects your input	49	529	57	603	57	614	60	637	60	478
Distribution of Funds	68	578	72	693	75	706	74	737	70	541
Ensured no interruption	70	573	73	685	77	702	76	728	72	538
Quality of process	67	575	72	691	74	705	73	737	68	540
Use of Discretionary Funds	59	523	68	641	68	654	69	689	68	513
Transparency of distribution	60	519	69	631	69	649	69	685	68	510
Responsiveness to needs	60	495	69	608	69	616	71	663	68	504
Training & Technical Assistance	66	568	73	695	72	705	74	732	75	539
Effectiveness of training	66	559	72	690	71	696	72	722	74	533
Effectiveness of assistance	65	555	72	683	71	689	73	714	75	528
Responsiveness of staff	71	529	78	654	76	656	78	697	79	505
Amount of training & assistance	64	562	72	685	70	693	72	719	73	533
Monitoring & Corrective Action	69	571	74	686	73	682	73	718	75	531
Consistency of monitoring	67	511	71	613	70	603	71	649	74	519
Adherence to plan	75	553	78	663	77	651	76	676	79	512
Usefulness of visits	68	562	72	674	70	662	70	690	73	512
Clarity of feedback	71	559	76	669	74	657	75	696	76	509
Timeliness of feedback	66	558	72	671	73	663	72	697	74	510
Clarity of process	68	483	75	562	73	566	73	590	74	432

**significant at 90% confidence*

Historical Score Trend - Aggregate

	2015		2017		2019		2021		2025	
	Scores	Sample Size	Scores	Sample Size	Scores	Sample Size	Scores	Sample Size	Scores	Sample Size
Sample Size		579		699		708		744		546
Linkages	65	576	62	648	62	643	66	675	64	522
Awareness of efforts	57	522	63	624	64	625	67	659	66	522
Sufficiency of linkages	56	500	63	598	62	595	66	629	64	503
Effectiveness of partnerships	56	510	62	612	62	610	66	645	65	507
Communication	--	0	74	697	74	708	77	740	76	545
Sufficiency of information	62	566	69	684	74	705	77	738	76	543
Usefulness of feedback	65	561	71	673	71	697	74	731	74	539
Frequency of communication	71	573	77	694	75	706	79	740	76	544
Clarity of communication	69	574	74	695	72	706	75	739	75	543
Responsiveness of staff to requests	74	567	78	690	78	701	80	737	79	539
Consistency of responses	68	567	75	686	73	693	76	733	76	540
Customer Satisfaction Index	65	579	71	699	71	708	73	744	73	546
Overall satisfaction	69	579	74	699	74	708	76	744	75	546
Satisfaction compared to expectations	64	579	71	699	71	708	73	744	73	546
Satisfaction compared to ideal	62	579	69	699	67	708	70	744	70	546
Confidence in Lead Agency	69	570	76	680	76	696	77	731	77	543
Confidence in fulfilling mission	69	570	76	680	76	696	77	731	77	543
Trust in the CSBG State Lead Agency	70	576	77	692	75	704	77	737	77	544
Trusted to meet needs	70	576	77	692	75	704	77	737	77	544

**significant at 90% confidence*

Definitions

Customer Satisfaction Index (CSI)

- The CSI is the weighted average of three questions that ask directly about customer satisfaction.
 - › How satisfied are you with the services provided by the State CSBG Lead Agency as it relates to CSBG?
 - › How well do the services from the State CSBG Lead Agency meet your expectations?
 - › How do the services from the State CSBG Lead Agency compare to an ideal grant awarding agency?

Drivers (of Satisfaction)

- The aspects of the customer experience and products/services measured in the survey by a series of rated questions. Drivers for this study include:
 - › Development of the CSBG State Plan
 - › Distribution of Funds
 - › Use of Discretionary Funds
 - › Training and Technical Assistance
 - › Monitoring & Corrective Action
 - › Linkages
 - › Communication

Driver Scores

- Each driver score is the weighted average of several questions within the survey asked on a 1 to 10 scale which is then converted to a 0 to 100 scale.
 - › For example, the driver score for Development of the CSBG State Plan is made up of rated questions for *extent of involvement*, *caliber of opportunities*, and *reflects your input*.
 - › Scores are an index, like reporting a temperature, not percentages.

Definitions

Question Score

- Average respondent score for questions asked in the survey.
- Questions are asked on 1-10 scale and translated to 0-100.

Future Behavior

- Represents the desired behaviors that results from changes in CSI.
- The Future Behaviors in this study are:
 - › How confident are you that the State CSBG Lead Agency is fulfilling its mission of supporting eligible entities in their mission of helping low-income individuals out of poverty?
 - › How much do you trust the CSBG State Lead Agency to work with you to meet your organization's needs?

Future Behavior Score

- Average respondent score for each rated future behavior.

Impact

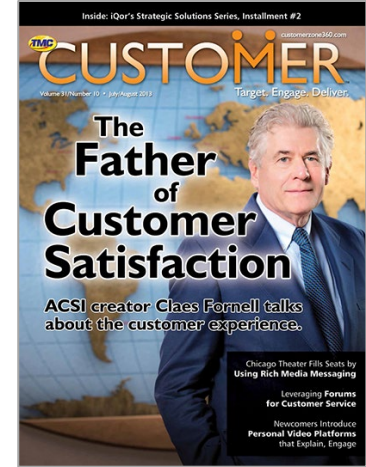
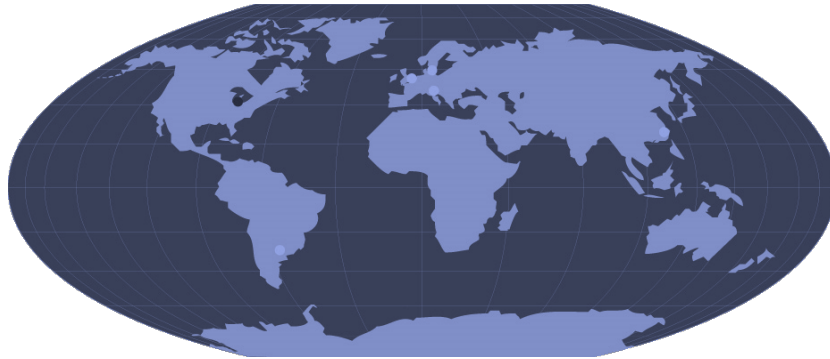
- Impacts are derived from a statistical analysis of the relationship between the drivers and satisfaction using the science of the ACSI methodology. Impacts quantify the relationship between each driver and the Customer Satisfaction Index (CSI). The impact is the predicted change in the CSI score that results from a five-point change in a driver's score. For example, if the Communication driver has an impact of 2.2, we would expect CSI to increase by 2.2 points when the Communication driver score increases five points.

Future Behavior Impact

- This number shows the expected change in future behavior for every five-point increase (or fraction thereof) in Satisfaction.

History of CFI Group

- CFI Group: Founded in 1988
- Founding partner of the ACSI*
- Cause and effect methodology / predictive analytics
- Professional services project leads have 20+ years experience
- Providing “actionable” customer feedback insights based on the science of the ACSI



CFI GROUP
WORLDWIDE
USA – Ann Arbor, MI
(corporate headquarters)



THANK YOU

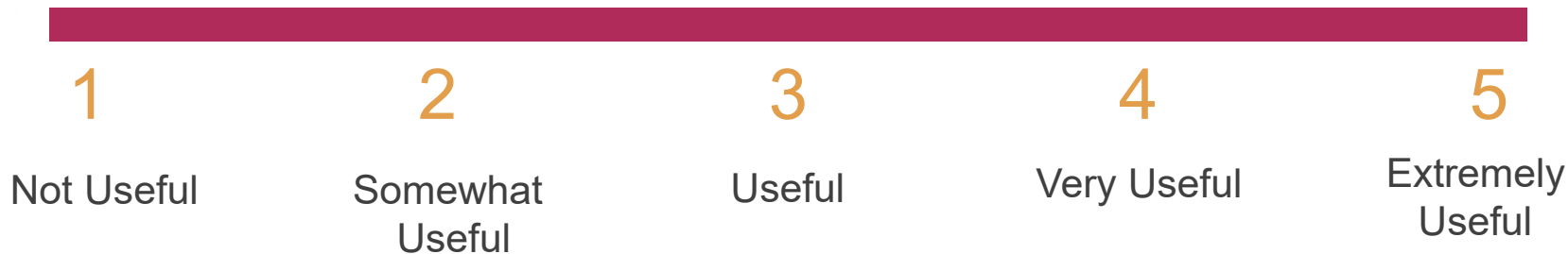
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Webinar Feedback

Before you log off, please provide us with feedback:

How useful was today's webinar in providing an overview of the purpose and results of the ACSI survey?



Webinar Feedback

Please tell us how you will utilize the results of the ACSI.

- a) To explore strategies for enhancing communication
- b) To support clarifying our monitoring process
- c) To further develop partnerships to strengthen linkages
- d) To inform planning for training and technical assistance
- e) To adjust the planned usage of discretionary funds
- f) To guide the development of the CSBG State Plan
- g) All of the above