

**WHILE YOU WAIT FOR THE TRAINING TO BEGIN,
FEEL FREE TO DOWNLOAD THE PRESENTATION
AND PRESENTER NOTES.**

GO TO:

**[HTTPS://WWW.CSB.ORG/PROVIDERS/MONITORING/](https://www.csb.org/providers/monitoring/)
UNDER PR&C TRAINING & GUIDES**

CSB FY26 MONITORING TRAINING

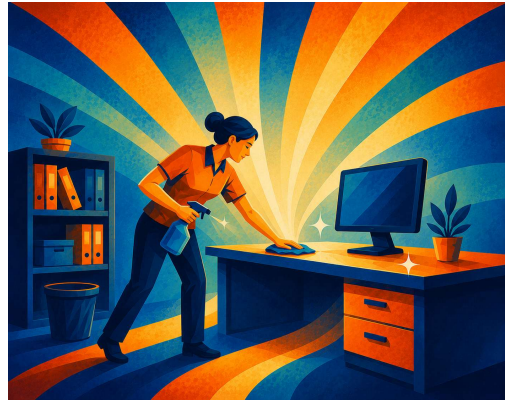
Subrecipient Monitoring Guide and
Supplemental Documents

Community Shelter Board (CSB)
Program Review & Certification (PR&C)
Columbus and Franklin County
Continuum of Care



HOUSEKEEPING ITEMS

- Please enter all questions into the chat.
- We will review the questions and issue answers for distribution by your agency's primary contacts.
- There will be a 5 min break in the middle of the training.
- If there is time, we will have an open Q&A at the end.



TRAINING GOALS

Objectives

- Understand the FY26 monitoring framework.
- Identify the actions that support 95%+ compliance.
- Strengthen documentation and HMIS practices.
- Promote partnership-oriented monitoring.
- Support long-term program quality and funding readiness.



DESIRED ACTION

- ❑ All Partner Agency programs will achieve 95% or higher compliance during PR&C monitoring.
- ❑ Programs should demonstrate strong internal controls, complete documentation, and high-quality service delivery.
- ❑ Monitoring readiness should become part of routine operations, not a once-a-year activity.



Purpose of the Slide

Emphasize the expectation that monitoring readiness should become part of daily program operations.

Discussion Points

- The 95% threshold represents the minimum compliance expectation, not the ultimate goal.
- Strong internal controls and quality service delivery contribute to sustainable compliance.
- Monitoring readiness supports both participant outcomes and organizational stability.

Common Questions or Areas of Confusion

- "Does 95% mean 5% of errors are acceptable?"
 - o No. All identified deficiencies must be corrected.
- "Can a single issue result in a finding?"
 - o Yes, particularly within critical compliance areas.

Program Implications or Risks

- Inconsistent operations increase the likelihood of findings and corrective actions.
- Weak internal processes can affect risk scores and future monitoring intensity.

Best Practices

- Conduct internal file reviews regularly.
- Maintain organized documentation throughout the year.
- Use findings as opportunities to improve systems rather than assign blame.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Section 5. CSB Monitoring Approach
- Begins on Page 6

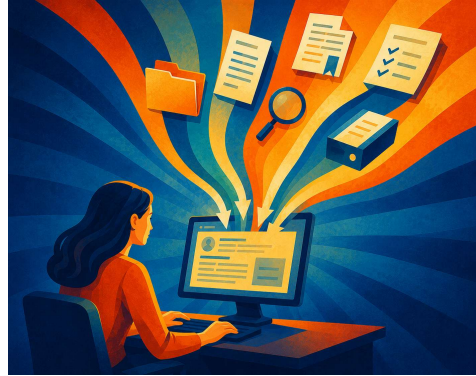
CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

DOCUMENTATION LINKS

- ❑ Throughout this presentation, and within the presenter notes, supporting documentation is referenced. The links are below.

- ❑ [CSB Website](#)
- ❑ [FY26 Monitoring Guide for Subrecipients](#)
- ❑ [CSB UFA Monitoring Handbook](#)
- ❑ [CSB Case Notes that Matter – Partner Agency Whitepaper](#)
- ❑ [Notice CPD-22-04: Implementing Risk Analysis for Monitoring CDP Grant Programs](#)
- ❑ [Partner Agency Quality Improvement Plan](#)
- ❑ [Internal Control Questionnaire](#)



REPETITION THROUGHOUT

- ❑ Many concepts and processes will be repeated throughout because they support solid compliance activities.
- ❑ Repetition supports learning.
- ❑ Compliance is based on consistent, and often repetitious activities.

- ❑ Excuse me, if at times, I sound like a broken record.





CSB MONITORING PHILOSOPHY

Our Shared Goal

- ❑ Monitoring is intended to be partnership-oriented and collaborative.
- ❑ Monitoring focuses on systems, patterns, and implementation.
- ❑ The process supports continuous improvement and early risk identification.
- ❑ HUD-aligned, risk-informed monitoring allows resources to focus where risk is greatest.



Purpose of the Slide

Introduce the philosophy underlying CSB's monitoring approach.

Discussion Points

- Monitoring is intended to support programs rather than punish them.
- Risk-informed monitoring aligns with HUD's approach described in CPD-22-04.
- Reviewers focus on patterns and implementation rather than isolated clerical mistakes.

Common Questions or Areas of Confusion

- "Does desk monitoring mean less scrutiny?"
 - o No. Desk and on-site monitoring serve different purposes and complement one another.
- "Are findings automatically punitive?"
 - o No. The emphasis is on correction and prevention of recurrence.

Program Implications or Risks

- Viewing monitoring as adversarial may discourage transparency and collaboration.
- Failure to address systemic issues may increase future risk scores.

Best Practices

- Promote open communication with CSB.
- Focus on process improvement.
- Encourage staff to report and correct issues proactively.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Section 1. Purpose
- Begins on Page 1

CSB UFA Monitoring Handbook

- Section 5. Annual Risk Assessment
- Begins on Page 4

MONITORING FRAMEWORK OVERVIEW

The Subrecipient Monitoring Guidelines

- Annual Risk Assessment
- Annual Monitoring Plan
- Desk Monitoring
- On-Site Monitoring
- Fiscal Monitoring
- HMIS/Data Quality Monitoring
- Corrective Action and Follow-Up



Purpose of the Slide

Provide an overview of the integrated components that make up the monitoring framework.

Discussion Points

- Monitoring is not a single event but a series of interconnected processes.
- Risk assessment drives the monitoring plan and determines monitoring intensity.
- Corrective action and follow-up are essential components of quality improvement.

Common Questions or Areas of Confusion

- "Is HMIS reviewed separately from program monitoring?"
 - o HMIS monitoring is integrated into the overall process.
- "Are desk reviews sufficient for all programs?"
 - o Higher-risk programs may receive additional on-site monitoring.

Program Implications or Risks

- Weaknesses in one area often affect multiple components.
- Poor data quality can undermine performance outcomes and funding readiness.

Best Practices

- View the framework holistically.
- Strengthen organizational systems rather than isolated tasks.
- Integrate quality assurance into everyday operations.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Section 5. CSB Monitoring Approach
- Begins on Page 6

CSB UFA Monitoring Handbook

- Section 4. Monitoring Framework Overview

- Begins on Page 4
-

UNDERSTANDING THE 95% STANDARD

- ❑ 95% is the standard compliance threshold for reviewed records.
- ❑ Critical Compliance Elements are expected to be correct in every reviewed file.
- ❑ All identified errors must still be corrected, even if the threshold is met.
- ❑ Programs should strive for operational consistency, not minimum pass rates.



Purpose of the Slide

Clarify expectations surrounding compliance thresholds and error correction.

Discussion Points

- Thresholds are designed to promote consistency and accountability.
- Meeting the threshold does not eliminate the requirement to correct deficiencies.
- Critical compliance elements require complete accuracy.

Common Questions or Areas of Confusion

- "Can a program still receive corrective action if it exceeds 95%?"
 - o Yes. Serious issues may require follow-up regardless of the overall score.

Program Implications or Risks

- Focusing solely on passing percentages may overlook systemic weaknesses.
- Repeated errors may increase risk levels and future monitoring requirements.

Best Practices

- Strive for operational consistency.
- Use quality reviews to identify patterns.
- Correct issues immediately rather than waiting until monitoring.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Programming Compliance: HUD Critical Compliance Elements
- Begins on Page 5

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

HUD CRITICAL COMPLIANCE ELEMENTS

- Participant eligibility
- Income and rent calculations
- Rent reasonableness and FMR
- Housing quality and habitability
- Lease and occupancy documentation
- Non-duplication of assistance
- VAWA, Equal Access, and Fair Housing protections
- Allowable costs and procurement documentation



Purpose of the Slide

Highlight the areas most likely to result in findings or repayment obligations.

Discussion Points

- Critical compliance elements directly affect participant eligibility and use of federal funds.
- HUD expects these requirements to be met consistently.
- Errors in these areas can have consequences beyond individual files.

Common Questions or Areas of Confusion

- "Are all findings equal?"
- o No. Certain requirements have greater regulatory significance.
- "Can clerical errors become findings?"
- o If they affect critical elements, they may.

Program Implications or Risks

- Repayment obligations.
- Increased risk scores.
- Enhanced monitoring.
- Potential impact on future funding opportunities.

Best Practices

- Develop standardized workflows.
- Train staff regularly.
- Use internal reviews to identify weaknesses before monitoring.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Programming Compliance: HUD Critical Compliance Elements

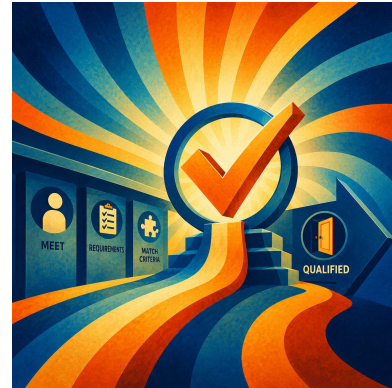
- Begins on Page 5
- CSB UFA Monitoring Handbook
- Section 9. Fiscal & Organizational Monitoring
 - Begins on Page 8

RECOMMENDED ACTIONS

ELIGIBILITY DOCUMENTATION

- Homelessness documentation must support the applicable HUD definition.
- Documentation should establish timelines and continuity.
- Third-party verification is preferred whenever possible.
- Case notes should clearly explain unusual or complex situations.

- More eligibility information is in the CSB Monitoring Handbook in Chapter 13.**



Purpose of the Slide

Reinforce the importance of documenting eligibility in accordance with HUD requirements.

Discussion Points

- Eligibility documentation establishes whether participants may receive assistance.
- Third-party verification remains the preferred source whenever possible.
- Case notes are especially important when circumstances are unusual or documentation is difficult to obtain.
- Documentation should tell a clear and chronological story.

Common Questions or Areas of Confusion

- "Can self-certification be used?"
 - o Only when permitted by regulation or local standards and when other methods are unavailable.
- "How much detail should case notes contain?"
 - o Enough to explain circumstances and support decision-making without becoming unnecessarily lengthy.

Program Implications or Risks

- Inadequate eligibility documentation is one of the most common causes of findings.
- Errors may result in repayment or disallowance of costs.

Best Practices

- Obtain third-party verification whenever possible.
- Maintain clear timelines and continuity within documentation.
- Ensure case notes explain unusual circumstances and attempts to obtain documentation.

Source Documentation

CSB UFA Monitoring Handbook

- Section 13. Monitoring Standards
- Begins on Page 20

FY26 Monitoring Guide for Subrecipients

- Program Review
- Begins on Page 4

EPISODES OF HOMELESSNESS

- ❑ Participants must meet program eligibility requirements before enrollment.
- ❑ Eligibility documentation must be complete, accurate, and clearly organized.
- ❑ Third-party documentation should be used whenever possible.
- ❑ Documentation should clearly support the participant's homeless category or at-risk status.



Purpose of the Slide

Emphasize that documentation must support the participant's homeless category and eligibility prior to enrollment.

Discussion Points

- Documentation should demonstrate both eligibility and continuity of circumstances.
- HUD requires that the homeless category or at-risk status be supported by the case record.
- Monitoring focuses on whether documentation establishes the participant's status at the time assistance began.
- Organized records help reviewers understand the participant's history and eligibility determination.

Common Questions or Areas of Confusion

- "Can documentation be completed after enrollment?"
 - o Eligibility must be established before assistance begins whenever required by regulation.
- "Is self-certification always acceptable?"
 - o No. Third-party verification is preferred and self-certification is only allowable under certain circumstances.

Program Implications or Risks

- Incomplete homelessness documentation can result in findings and potential repayment obligations.
- Weak documentation increases risk scores and may lead to enhanced monitoring.

Best Practices

- Maintain clear timelines.

- Use third-party verification whenever available.
- Document attempts to obtain missing information.

Source Documentation

CSB UFA Monitoring Handbook

- Section 13. Monitoring Standards
- Begins on Page 20

FY26 Monitoring Guide for Subrecipients

- Program Review
 - Begins on Page 4
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HAST/RPT COMPLETION

- ❑ HAST and RPT tools must be completed when required by program standards.
 - ❑ RPT replaces HAST for FY27
- ❑ Assessments should reflect participant needs and prioritization accurately.
- ❑ Documentation should align between HMIS, assessments, and case notes.
- ❑ Incomplete or inconsistent assessments create monitoring risk.



Purpose of the Slide

Highlight the importance of assessments in demonstrating participant prioritization and service alignment.

Discussion Points

- Assessments support program eligibility and prioritization decisions.
- Information should align with HMIS records and case notes.
- Assessments help demonstrate that services are tailored to participant needs.
- Inconsistent assessments may indicate broader documentation issues.

Common Questions or Areas of Confusion

- "Should assessments be updated when circumstances change?"
 - o Yes. Changes affecting participant needs should be reflected appropriately.
- "Must assessment information match HMIS?"
 - o Yes. Inconsistencies create monitoring concerns.

Program Implications or Risks

- Missing or inaccurate assessments may undermine service planning and prioritization.
- Discrepancies between records increase compliance risk.

Best Practices

- Review assessments regularly.
- Ensure consistency across all documentation.
- Train staff on assessment standards and expectations.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

FY26 Monitoring Guide for Subrecipients

- Program Review
- Begins on Page 4

DISABILITY DOCUMENTATION

- PSH programs must maintain valid disability documentation.
- Documentation must meet HUD standards.
- Annual reviews and updates should be tracked carefully.
- Case files should clearly indicate where documentation is stored.



Purpose of the Slide

Reinforce the requirement that PSH programs maintain valid disability documentation consistent with HUD standards.

Discussion Points

- Disability documentation supports participant eligibility for PSH.
- Documentation should be current and readily available.
- Agencies should have processes for tracking annual updates and reviews.
- Monitoring evaluates both the existence and accessibility of documentation.

Common Questions or Areas of Confusion

- "Must documentation be stored in the same location as the client file?"
- o No, but files should clearly indicate where supporting documentation is maintained.
- "Can expired documentation be used?"
- o Agencies should maintain documentation consistent with applicable requirements and update procedures.

Program Implications or Risks

- Missing documentation may affect participant eligibility.
- Inadequate records may result in findings and repayment concerns.

Best Practices

- Maintain tracking systems for annual reviews.
- Ensure staff know where documentation is located.
- Periodically verify documentation completeness.

Source Documentation

CSB UFA Monitoring Handbook

- Section 13. Monitoring Standards

- Begins on Page 20
- FY26 Monitoring Guide for Subrecipients
- Program Review
 - Begins on Page 4

NEEDS ASSESSMENTS

- Initial assessments should identify participant barriers and housing needs.
- Annual reassessments must occur on time.
- Assessment results should connect directly to the IHSP.
- Late or missing reassessments are common findings.

- It is the duty of the Case Manager that clients understand that they are expected to participate in regular case management meetings and annual assessments.

- Clients refusing to meet, are not a good fit for the program.



Purpose of the Slide

Demonstrate the importance of ongoing assessment and participant engagement.

Discussion Points

- Needs assessments are intended to guide housing stability planning.
- Reassessments help ensure services remain aligned with participant circumstances.
- Monitoring frequently identifies late or missing reassessments.
- Participant engagement is fundamental to successful case management.

Common Questions or Areas of Confusion

- "What if participants refuse to participate?"
 - o Case managers should document efforts to engage participants and explain the impact of nonparticipation.
- "How should reassessments connect to IHSPs?"
 - o Service plans should reflect current participant needs and barriers.

Program Implications or Risks

- Missing reassessments are common findings.
- Weak engagement may negatively affect housing outcomes and service effectiveness.

Best Practices

- Schedule reassessments proactively.
- Use assessment results to update goals.
- Maintain clear documentation of participant engagement efforts.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

FY26 Monitoring Guide for Subrecipients

- Program Review
 - Begins on Page 4
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TERMINATION AND APPEALS

- Programs must maintain signed termination and appeal acknowledgements.
- Termination documentation should clearly support the decision.
- Participant rights must be protected.
- Programs should demonstrate consistency and fairness in implementation.

- If it appears that a client has abandoned the program and is not responding to Case Manager inquiries, before closing out the program, it is the responsibility of the CM to check Clarity and see if the client is enrolled in another program.



Purpose of the Slide

Emphasize participant protections and fair implementation of termination procedures.

Discussion Points

- Termination decisions should be supported by documentation.
- Programs should demonstrate consistency and due process.
- Participant rights remain a critical compliance area.
- Reviewing HMIS before closing files helps avoid inappropriate exits.

Common Questions or Areas of Confusion

- "What if a participant appears to have abandoned the program?"
 - o Staff should verify whether the participant has entered another program before completing termination procedures.
- "Why are appeal acknowledgements important?"
 - o They demonstrate participant protections and due process.

Program Implications or Risks

- Inconsistent procedures can result in findings.
- Failure to protect participant rights may create regulatory concerns.

Best Practices

- Use standardized forms.
- Maintain signed acknowledgements.
- Ensure decisions are supported by documentation.

Source Documentation

CSB UFA Monitoring Handbook

- Section 13. Monitoring Standards
- §576.402 Terminating Assistance

- Begins on Page 30
- FY26 Monitoring Guide for Subrecipients
- Programming Compliance: HUD Critical Compliance Elements
 - Begins on Page 5

PROGRAM COMPLETION DOCUMENTATION

- ❑ Exits and completions should be clearly documented.
- ❑ Exit destinations must align with supporting documentation and HMIS.
- ❑ Case notes should explain transitions and outcomes.
- ❑ Incomplete exit documentation creates HMIS and compliance risk.



Purpose of the Slide

Reinforce the importance of documenting participant outcomes and transitions.

Discussion Points

- Exit information contributes to performance reporting and HMIS accuracy.
- Documentation should clearly explain participant transitions.
- Outcome data helps demonstrate program effectiveness.
- Monitoring reviews both documentation and HMIS consistency.

Common Questions or Areas of Confusion

- "Must exit destinations match supporting records?"
 - o Yes. Destination information should be supported by documentation.
- "Why are exits important?"
 - o Exit outcomes affect system performance measures and future funding.

Program Implications or Risks

- Incomplete exits contribute to poor data quality.
- Inaccurate destinations can distort outcome reporting.

Best Practices

- Document transitions thoroughly.
- Verify HMIS information prior to exit.
- Use case notes to explain unusual situations.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

FY26 Monitoring Guide for Subrecipients

- Program Review
- Begins on Page 4

INCOME DOCUMENTATION

- ❑ Income documentation must support rent calculations and eligibility determinations.
- ❑ Zero income documentation should be updated appropriately.
- ❑ Income changes should be reflected consistently in HMIS and case files.
- ❑ Programs should maintain organized verification records.



Purpose of the Slide

Highlight the relationship between income verification, eligibility, and rent calculations.

Discussion Points

- Income documentation supports both program eligibility and financial accuracy.
- Changes in income should be reflected consistently across records.
- Zero-income situations require appropriate documentation.
- Monitoring evaluates the relationship between source documents and HMIS records.

Common Questions or Areas of Confusion

- "How often should income changes be documented?"
 - o Documentation should reflect current participant circumstances and applicable program requirements.
- "Do zero-income households require documentation?"
 - o Yes. Zero-income status should be supported appropriately.

Program Implications or Risks

- Incorrect income records may affect rent calculations and eligibility.
- Financial errors may result in repayment obligations.

Best Practices

- Maintain organized verification records.
- Update information consistently.
- Establish standardized procedures for documenting changes.

Source Documentation

CSB UFA Monitoring Handbook

- Section 9. Fiscal & Organizational Monitoring
- Begins on Page 8

FY26 Monitoring Guide for Subrecipients

- Programming Compliance: HUD Critical Compliance Elements
- Begins on Page 5

RENT STANDARDS

- ❑ Rent calculations must be accurate and supported by source documentation.
- ❑ Rent reasonableness must be documented before assistance.
- ❑ ESG programs must remain within Fair Market Rent standards.
- ❑ Programs should maintain standardized rent calculation workflows.



Purpose of the Slide

Emphasize the importance of accurate and supportable rent calculations.

Discussion Points

Rent calculations must be supported by source documentation.

Rent reasonableness is a key compliance requirement.

ESG programs must comply with Fair Market Rent requirements.

Standardized procedures reduce errors and improve consistency.

Common Questions or Areas of Confusion

"How often should rent reasonableness be documented?"

According to program requirements and changes affecting the unit or assistance.

"What happens if calculations are incorrect?"

Errors may result in findings and repayment requirements.

Program Implications or Risks

Rent errors directly affect federal fund eligibility.

Inaccurate calculations are considered critical compliance concerns.

Best Practices

Use standardized worksheets.

Perform supervisory reviews.

Maintain documentation supporting calculations.

Source Documentation

CSB UFA Monitoring Handbook

Section 9. Fiscal & Organizational Monitoring

Begins on Page 8

FY26 Monitoring Guide for Subrecipients

Programming Compliance: HUD Critical Compliance Elements
Begins on Page 5

HOUSING QUALITY STANDARDS

- Units must meet HQS, NSPIRE, or habitability requirements.
- Lead-based paint documentation must be completed when required.
- Inspection records should be organized and easy to retrieve.
- Failed inspections should be corrected promptly and documented.



Purpose of the Slide

Explain the role of inspections and housing standards in protecting participants and federal resources.

Discussion Points

- Housing inspections help ensure safe and habitable living conditions.
- Lead-based paint requirements may apply depending on the unit and participant population.
- Monitoring evaluates both inspection completion and documentation.
- Failed inspections require prompt corrective action.

Common Questions or Areas of Confusion

- "Does passing one inspection eliminate future requirements?"
 - o No. Ongoing requirements depend on program rules.
- "Why are lead-based paint requirements important?"
 - o They protect participant health and are federally required.

Program Implications or Risks

- Failed inspections may affect reimbursement.
- Missing documentation can result in findings.

Best Practices

- Organize inspection records.
- Track corrective actions.
- Address deficiencies promptly.

Source Documentation

CSB UFA Monitoring Handbook

- Section 9. Fiscal & Organizational Monitoring
- Begins on Page 8

FY26 Monitoring Guide for Subrecipients

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LEASES AND OCCUPANCY AGREEMENTS

- ❑ Leases and occupancy agreements must be complete and signed.
- ❑ Documents must align with program requirements and funding type.
- ❑ Dates, rent amounts, and participant information must match across records.
- ❑ Programs should use standardized forms whenever possible.



Purpose of the Slide

Reinforce the importance of complete and consistent housing documentation.

Discussion Points

- Leases and occupancy agreements establish participant rights and responsibilities.
- Monitoring evaluates consistency across documents.
- Inconsistencies often signal broader documentation problems.
- Standardized forms help reduce errors.

Common Questions or Areas of Confusion

- "Must dates and rent amounts match all supporting records?"
 - o Yes. Consistency across documentation is essential.
- "Do requirements vary by funding source?"
 - o Yes. Program type and funding source determine specific requirements.

Program Implications or Risks

- Missing signatures or inconsistent information may result in findings.
- Errors may affect participant protections and allowable costs.

Best Practices

- Use standardized forms.
- Conduct periodic file reviews.
- Verify consistency among all housing documents.

Source Documentation

CSB UFA Monitoring Handbook

- Section 13. Monitoring Standards
- Begins on Page 20

FY26 Monitoring Guide for Subrecipients

- Programming Compliance: HUD Critical Compliance Elements
- Begins on Page 5

CLIENT PROTECTIONS

- ❑ Programs must follow VAWA, Equal Access, and Fair Housing requirements.
- ❑ Required notices and acknowledgements should be documented.
- ❑ Confidentiality and participant rights must be protected.
 - ❑ Redact any other full client names from case notes, group sessions, etc.
- ❑ Staff should receive regular training on protections and nondiscrimination.



Purpose of the Slide

Reinforce that participant rights and protections are fundamental program requirements and not optional administrative tasks.

Discussion Points

- VAWA, Equal Access, and Fair Housing requirements are intended to ensure equitable treatment and participant safety.
- Confidentiality extends beyond HMIS and includes case notes, group activities, and supporting documentation.
- Monitoring evaluates whether participant protections are consistently implemented, not merely whether policies exist.
- Staff training plays an important role in maintaining compliance.

Common Questions or Areas of Confusion

- "Do confidentiality requirements apply to internal documents?"
 - o Yes. Agencies should protect participant information regardless of document type.
- "Can participant names appear in another participant's case note?"
 - o No. Identifying information for other participants should be redacted.

Program Implications or Risks

- Failure to protect participant rights may result in findings.
- Confidentiality breaches may expose participants to harm and create legal liability.

Best Practices

- Conduct regular training.
- Review forms and notices periodically.
- Incorporate participant protections into routine supervision.

Source Documentation

CSB UFA Monitoring Handbook

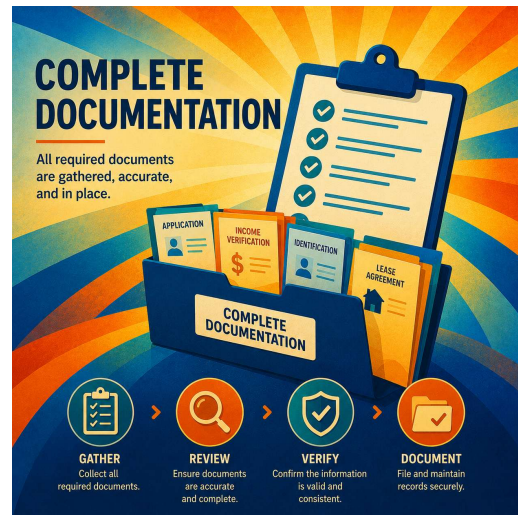
- Section 9. Fiscal & Organizational Monitoring
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DOCUMENTATION COMPLETENESS

- ❑ All required documentation must be present, complete, and organized.
- ❑ Missing documentation should be explained through case notes.
- ❑ Files should be monitoring-ready throughout the year.
- ❑ Consistent organization reduces monitoring burden and errors.



Purpose of the Slide

Emphasize that documentation should tell the story of the participant and support program decisions.

Discussion Points

- Monitoring focuses on whether documentation supports actions taken by the program.
- Missing documents should be explained through case notes whenever appropriate.
- Organized files improve efficiency and reduce the burden associated with monitoring.
- Documentation quality supports both compliance and participant outcomes.

Common Questions or Areas of Confusion

- "Can case notes replace required documents?"
 - o No. Case notes provide context but generally do not substitute for required documentation.
- "How should files be organized?"
 - o Agencies should use a consistent structure aligned with monitoring tools.

Program Implications or Risks

- Missing documentation remains one of the most common causes of findings.
- Disorganized records increase review time and may create unnecessary risk.

Best Practices

- Maintain monitoring-ready files throughout the year.
- Conduct periodic quality reviews.
- Develop standardized filing practices.

Source Documentation

CSB UFA Monitoring Handbook

- Section 1. Applicability & Scope of Monitoring
- Begins on Page 1

FY26 Monitoring Guide for Subrecipients

- Program Review
 - Begins on Page 4
-

UNKNOWN OR NOT COLLECTED DATA

- Unknown or Not Collected responses are considered data quality concerns.
- Case notes should explain why information is missing.
- Case notes should document how and when the information will be obtained.
- Programs should actively track incomplete documentation for follow-up.



Purpose of the Slide

Clarify expectations surrounding missing HMIS information and documentation requirements.

Discussion Points

- Unknown or Not Collected responses should be minimized.
- Monitoring evaluates whether staff documented why information was unavailable and how it will be obtained.
- Case notes demonstrate active efforts to resolve incomplete information.
- Data quality affects HUD reporting and system planning.

Common Questions or Areas of Confusion

- "Are Unknown responses prohibited?"
 - o No, but they should be used sparingly and supported by documentation.
- "Should staff follow up on missing information?"
 - o Yes. Programs are expected to actively address incomplete records.

Program Implications or Risks

- Excessive missing data negatively affects data quality.
- Persistent issues may trigger corrective actions or Quality Improvement Plans.

Best Practices

- Track incomplete records.
- Establish follow-up procedures.
- Use supervisory reviews to identify trends.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

FY26 Monitoring Guide for Subrecipients

- Section 5. CSB Monitoring Approach
- Begins on Page 6

5 MIN STRETCH

**BY OFFERING TRUE ATTENTION TO
ANOTHER PERSON, ESPECIALLY IN
THEIR SUFFERING, WE ERASE THE
BOUNDARY BETWEEN SELF AND OTHER,
CONNECTING WITH THE LARGER
HUMAN EXPERIENCE.**

~ SIMONE WEIL



IHSP EXPECTATIONS

- ❑ IHSP goals should be SMART:
Specific, Measurable, Attainable, Relevant, and Timely.
- ❑ Goals should directly connect to housing stability.
- ❑ IHSPs should evolve with participant progress and barriers.
- ❑ Case notes should demonstrate active engagement with the plan.



Purpose of the Slide

Highlight the importance of individualized service planning and participant engagement.

Discussion Points

- IHSPs should serve as active tools rather than static documents.
- Goals should evolve as participant circumstances change.
- Monitoring evaluates whether goals are connected to housing stability and participant needs.
- Strong IHSPs help demonstrate program effectiveness.

Common Questions or Areas of Confusion

- "How often should IHSPs be updated?"
 - o Updates should occur when participant circumstances change and according to program requirements.
- "Should goals remain the same throughout participation?"
 - o No. Goals should reflect progress and changing needs.

Program Implications or Risks

- Weak or outdated plans may indicate ineffective service delivery.
- Disconnects between assessments and IHSPs are common monitoring concerns.

Best Practices

- Use SMART goals.
- Engage participants in goal development.
- Review plans regularly.

Source Documentation

CSB UFA Monitoring Handbook

- Section 1. Applicability & Scope of Monitoring

- Begins on Page 1
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CASE NOTE EXPECTATIONS

- ❑ Case notes should demonstrate regular and meaningful engagement.
- ❑ Most programs should demonstrate monthly case notes connected to the IHSP.
- ❑ PSH programs may demonstrate quarterly notes during FY26.
- ❑ Beginning FY27 (July 1, 2026), monthly case note expectations apply system-wide.



Purpose of the Slide

Explain how case notes demonstrate ongoing participant engagement and service delivery.

Discussion Points

- Case notes should reflect meaningful interactions and housing-focused services.
- Documentation should demonstrate progress toward IHSP goals.
- Quarterly notes are allowable for PSH during FY26, with monthly expectations beginning in FY27 (July 1, 2026).
- Monitoring evaluates both frequency and content.

Common Questions or Areas of Confusion

- "Are monthly contacts required for every program?"
- o Most programs should demonstrate monthly engagement.
- "Do case notes need to be lengthy?"
- o No. Concise and meaningful notes are generally more effective.

Program Implications or Risks

- Missing case notes are common findings.
- Weak documentation may undermine evidence of participant engagement.

Best Practices

- Document contacts promptly.
- Link notes to goals and barriers.
- Focus on housing stability and participant progress.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Section 2. Applicability of Monitoring
- Begins on Page 1

CSB UFA Monitoring Handbook

- Section 1. Applicability & Scope of Monitoring
- Begins on Page 1

BEST PRACTICE TRENDS IN CASE NOTING

- Collaborative and person-centered documentation
- Structured documentation methods (SOAP, DAP, BIRP)
- Objective and non-judgmental language
- Real-time or near real-time documentation
- Outcome-focused and concise notes
- Connection between services and housing stability goals

[See The CSB Case Notes that Matter – Partner Agency Whitepaper](#)



Purpose of the Slide

Introduce emerging practices that strengthen documentation quality and participant-centered services.

Discussion Points

- Structured documentation methods improve consistency.
- Objective language helps reduce bias and improve clarity.
- Timely documentation enhances accuracy.
- Outcome-focused notes better demonstrate program effectiveness.

Common Questions or Areas of Confusion

- "Is there a required note format?"
 - o No. Agencies may use various methods provided documentation meets program expectations.
- "Why is objective language important?"
 - o It supports professionalism and reduces subjectivity.

Program Implications or Risks

- Inconsistent documentation practices may lead to misunderstandings and findings.
- Delayed documentation increases the risk of inaccuracies.

Best Practices

- Use structured approaches such as SOAP, DAP, or BIRP.
- Document promptly.
- Maintain participant-centered language.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

WHAT STRONG CASE NOTES DEMONSTRATE

- Progress toward housing stability
- Participant engagement and participation
- Barriers and problem-solving
- Referrals and coordination efforts
- Safety concerns and risk mitigation
- Consistency between services, goals, and outcomes

- Write today, so someone else can understand tomorrow!
- See [The CSB Case Notes that Matter – Partner Agency Whitepaper](#)



Purpose of the Slide

Illustrate how documentation provides evidence of participant engagement and program outcomes.

Discussion Points

- Case notes should demonstrate progress rather than simply record activities.
- Monitoring reviewers often rely on case notes to understand participant circumstances.
- Strong documentation supports outcome measurement and quality improvement.
- Notes should provide enough context so another staff member can understand the participant's history.

Common Questions or Areas of Confusion

- "How much detail is enough?"
 - o Notes should be sufficiently detailed to explain services, barriers, and outcomes without becoming excessive.
- "Why are case notes so important?"
 - o They often provide the narrative connecting services and outcomes.

Program Implications or Risks

- Weak notes may create the appearance that services were not delivered.
- Inadequate documentation may affect performance reporting.

Best Practices

- Focus on outcomes and progress.
- Document barriers and problem-solving efforts.
- Ensure consistency between notes and service plans.

Source Documentation

CSB UFA Monitoring Handbook

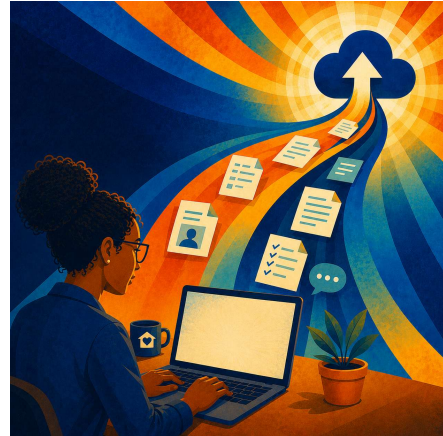
- Section 10. Performance & Data Monitoring

- Begins on Page 11
- FY26 Monitoring Guide for Subrecipients
- Program Review
- Begins on Page 4

DOCUMENTATION PRACTICES

CLARITY UPLOAD EXPECTATIONS

- ❑ All client documentation must be uploaded into Clarity except DV programs.
- ❑ Programs should follow Appendix L (pg. 82 in the CSB UFA Monitoring Handbook) upload naming conventions.
 - ❑ Client Case File Documentation FY26
 - ❑ Client HMIS Data Supporting Documentation FY26
- ❑ Files should be uploaded in PDF format.
- ❑ Documentation should follow monitoring tool order and structure.
- ❑ Only requested documents should be uploaded.



Purpose of the Slide

Explain expectations regarding file organization and documentation uploads.

Discussion Points

- Organized uploads improve review efficiency and reduce delays.
- Clarity serves as the repository for client-level documentation, except for DV programs.
- Upload naming conventions support consistency and transparency.
- Monitoring focuses on requested documentation rather than quantity of uploads.

Common Questions or Areas of Confusion

- "Should all available documents be uploaded?"
 - o No. Programs should upload only requested materials.
- "Can client documentation be uploaded to SharePoint?"
 - o No. Client-level records belong in Clarity, except for domestic violence programs.

Program Implications or Risks

- Improper uploads may delay monitoring.
- Missing documentation may result in findings.
- Inconsistent organization increases administrative burden.

Best Practices

- Follow Appendix L naming conventions.
- Upload files in PDF format.
- Organize records according to the monitoring tool sequence.
- Conduct periodic reviews to ensure files remain current.

Source Documentation

CSB UFA Monitoring Handbook

- Appendix L: Client File Sampling for PR&C Monitoring

- Begins on Page 81
- FY26 Monitoring Guide for Subrecipients
- PR&C Preparation and Document Uploads
 - Begins on Page 4

SAMPLE FILE ORGANIZATION

PSH Example for “Client Case File Documentation FY26

Files should be organized in the order of the Monitoring Tool.

- | | |
|--|--|
| 1. Documentation of Homelessness | 8. Case file documentation |
| 2. Duration or Episodes of Homelessness | 9. Lease |
| 3. Documentation of Disability | 10. Assessment/Prioritization (HAST/RPT) |
| 4. Annual Service Needs Assessment | 11. Documentation of Income at Entry |
| 5. Termination and Appeals Acknowledgement | 12. Documentation of VAWA |
| 6. Termination and Appeals Documentation | 13. Habitability Inspection |
| 7. Individualized Housing Stability Plans | 14. Lead-based Pint Documentation |

12	
13	Standard
14	Documentation of Homelessness
15	
16	Duration or Episodes of Homelessness
17	
18	Documentation of Disability
19	
20	Annual Service Needs Assessment
21	
22	Termination and Appeals Acknowledgement
23	
24	Termination and Appeals Documentation
25	
26	Individualized Housing Stability Plans
27	
28	Case file documentation
29	
30	Lease
31	
32	Assessment/Prioritization (HAST/RPT)
33	
34	Documentation of Income at Entry
35	
36	Documentation of VAWA
37	
38	Habitability Inspection
39	
40	Lead-based Pint Documentation
41	

Purpose of the Slide

Demonstrate how file organization supports efficient monitoring and reduces documentation errors.

Discussion Points

- File organization should allow reviewers to easily locate supporting documentation.
- Consistent structure helps programs identify missing documents before monitoring.
- Standardized organization reduces staff confusion and promotes continuity during turnover.
- Monitoring evaluates whether documentation supports eligibility, services, and housing outcomes.

Common Questions or Areas of Confusion

- "Does the exact order matter?"
 - o While flexibility exists, organizing documents according to the monitoring tools significantly improves efficiency.
- "Should duplicate documents be uploaded?"
 - o No. Documentation should be complete but not unnecessarily repetitive.

Program Implications or Risks

- Poor organization increases review time and may create the appearance of missing documentation.
- Staff turnover may expose weaknesses in inconsistent filing practices.

Best Practices

- Follow the order established in the Monitoring Tools.
- Use consistent naming conventions.
- Periodically review files for completeness.

Source Documentation

CSB UFA Monitoring Handbook

- Appendix L: Client File Sampling for PR&C Monitoring
- Begins on Page 81

FY26 Monitoring Guide for Subrecipients

- PR&C Preparation and Document Uploads
- Begins on Page 4

MONITORING EXPECTATIONS

DESK MONITORING

- ❑ Desk monitoring focuses on documentation, data, and systems.
- ❑ Programs should be prepared to submit complete records remotely.
- ❑ Monitoring reviews patterns and implementation, not isolated clerical errors.
- ❑ Timely uploads and organization reduce delays and findings.



Purpose of the Slide

Explain the purpose and value of desk monitoring within a risk-informed framework.

Discussion Points

- Desk monitoring emphasizes systems, outcomes, and documentation rather than isolated clerical mistakes.
- Remote review allows issues to be identified and corrected earlier and at lower cost.
- Desk monitoring supports ongoing oversight between on-site reviews.
- Higher-risk areas identified during desk reviews may inform future monitoring activities.

Common Questions or Areas of Confusion

- "Is desk monitoring less comprehensive?"
 - o No. It serves a different purpose than on-site monitoring.
- "Can findings result from desk monitoring?"
 - o Yes. Compliance issues identified through documentation review may result in corrective actions.

Program Implications or Risks

- Missing uploads and inconsistent records frequently delay monitoring.
- Weak documentation may increase future monitoring intensity.

Best Practices

- Maintain monitoring-ready files throughout the year.
- Upload records promptly.
- Focus on systems rather than reacting to individual errors.

Source Documentation

CSB UFA Monitoring Handbook

- Section 7. Desk Monitoring Procedures
 - Begins on Page 6
- FY26 Monitoring Guide for Subrecipients
- What to Expect During Monitoring
 - Begins on Page 2
-

ON-SITE MONITORING

- ❑ On-site monitoring validates real-world operations.
- ❑ Staff interviews, walkthroughs, and operational reviews may occur.
- ❑ Programs should be prepared to discuss policies and workflows.
- ❑ On-site monitoring is generally prioritized for higher-risk programs.



Purpose of the Slide

Clarify how on-site monitoring validates operational practices that may not be evident through documentation alone.

Discussion Points

- On-site monitoring allows reviewers to observe implementation and internal controls.
- Staff interviews help confirm that policies are being applied consistently.
- Physical conditions and accessibility requirements are often evaluated during on-site reviews.
- Higher-risk programs are generally prioritized for on-site visits.

Common Questions or Areas of Confusion

- "Does an on-site review indicate poor performance?"
 - o No. On-site reviews are part of a risk-informed approach and may also be used for validation purposes.
- "What types of questions are asked during interviews?"
 - o Questions typically focus on workflows, internal controls, and service delivery.

Program Implications or Risks

- Differences between written policies and actual practice may result in findings.
- Staff unfamiliarity with procedures can reveal training needs.

Best Practices

- Ensure staff understand workflows and policies.
- Encourage transparency and collaboration.
- Treat interviews as opportunities to demonstrate strengths and identify improvements.

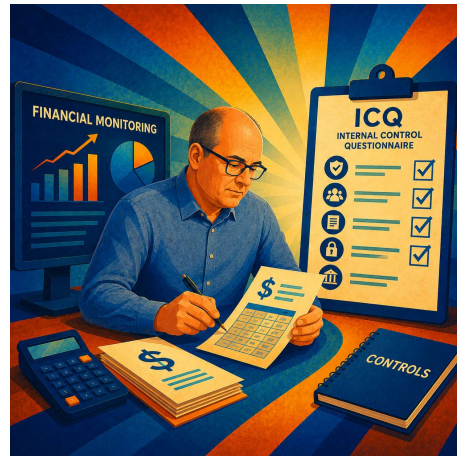
Source Documentation

CSB UFA Monitoring Handbook

- Section 8. On-Site Monitoring Procedures
 - Begins on Page 7
- FY26 Monitoring Guide for Subrecipients
- What to Expect During Monitoring
 - Begins on Page 2

FINANCIAL MONITORING AND THE ICQ

- ❑ The ICQ helps assess financial and organizational controls.
- ❑ Agencies submit policies, a chart of accounts, and an organizational chart.
- ❑ Monitoring includes review of invoices for accuracy and cost allowability.
- ❑ Strong internal controls reduce risk and support accountability.
- ❑ Financial monitoring promotes compliance and continuous improvement.



Purpose of the Slide

Explain how financial monitoring and the Internal Controls Questionnaire (ICQ) help ensure sound stewardship of public funds and support organizational capacity.

Discussion Points

- The ICQ provides insight into an agency's financial and administrative controls.
- Supporting documents help demonstrate how responsibilities are assigned and managed.
- Financial monitoring includes reviewing invoices and expenditures for:
 - Accuracy.
 - Allowability.
 - Proper documentation.
 - Compliance with grant requirements.
- Strong controls help protect both the agency and the funding source.

Common Questions or Areas of Confusion

"Is the ICQ an audit?"

No. It is a risk assessment and organizational capacity tool.

"Why are invoices reviewed?"

To ensure costs are accurate, properly supported, and allowable under applicable grant requirements.

"Can agencies fail the ICQ?"

No. The ICQ helps identify areas where additional support or monitoring may be beneficial.

Program Implications or Risk

Weak controls may lead to:

- Unsupported or unallowable costs.
- Invoice errors.
- Increased monitoring findings.
- Repayment of funds.
- Increased organizational risk.

Best Practices

- Complete the ICQ carefully and honestly.
- Maintain current financial policies and organizational documents.
- Review invoices for accuracy and allowability before submission.
- Maintain documentation supporting all expenditures.
- Periodically review internal controls and financial practices.

Source Documentation

CSB Subrecipient Monitoring Guide

CSB UFA Monitoring Handbook

CSB MONITORING HANDBOOK



Note the sections highlighted in green of this monitoring handbook. These sections require the Partner Agency to provide a written narrative as to how their organization and programs support the HUD requirements. Though most of these narratives are in section 13 of this handbook, there are occasional requests for additional information throughout this handbook.

It is the responsibility of the PA's Primary Contact to ensure completion of the narratives. If something does not apply, an N/A should be entered into the narrative box.

Please do not leave boxes blank.



- Much of the information for the requested narratives that follow may/can come from the PA's Gateway Program Narrative.

Partner Agency Compliance Narrative

Describe how your agency conducts street outreach in compliance with 24 CFR § 576.101, including:

- Methods for locating and engaging unsheltered individuals/families.
- Case management procedures.
- Protocols for emergency health or mental health services.
- Transportation services provided.
- Specialized services for victims of violence and other special populations.

Write Narrative Here:

Purpose of the Slide

Stress the importance of completing narratives and providing complete responses during monitoring.

Discussion Points

- Narrative responses help explain how organizational practices support regulatory requirements.
- Blank sections create uncertainty and may lead reviewers to request additional information.
- Narratives provide opportunities to demonstrate strengths and internal controls.
- The Primary Contact is responsible for coordinating responses.

Common Questions or Areas of Confusion

- "Can a section be left blank if it does not apply?"
 - o No. An "N/A" response should be entered when appropriate.
- "Why are narratives important?"
 - o They help demonstrate how policies are implemented in practice.

Program Implications or Risks

- Incomplete narratives may delay monitoring.
- Missing explanations may create unnecessary concerns regarding compliance.

Best Practices

- Review narrative sections early.
- Assign responsibility for completion.
- Use narratives to demonstrate processes and continuous improvement.

Source Documentation

CSB UFA Monitoring Handbook

- Section 1. Applicability & Scope of Monitoring

- Begins on Page 1
- FY26 Monitoring Guide for Subrecipients
- PR&C Preparation and Document Uploads
 - Begins on Page 4
-

HMIS DATA QUALITY STANDARDS

- Completeness
- Accuracy
- Timeliness
- Consistency
- 95% or higher accuracy meets compliance expectations
- All identified data issues must still be corrected



Purpose of the Slide

Reinforce the four dimensions of HMIS data quality and the importance of maintaining accurate information.

Discussion Points

- HUD relies on HMIS data for performance reporting and funding decisions.
- Accuracy and completeness are equally important.
- Meeting the 95% threshold does not eliminate the requirement to correct identified issues.
- Strong data quality improves system planning and resource allocation.

Common Questions or Areas of Confusion

- "If data accuracy exceeds 95%, are corrections still required?"
 - o Yes. All identified issues must be corrected.
- "Why is consistency important?"
 - o Conflicting information undermines confidence in reports and outcomes.

Program Implications or Risks

- Poor data quality may result in corrective actions or Quality Improvement Plans.
- Weak HMIS practices can affect system performance measures and funding competitiveness.

Best Practices

- Conduct regular data reviews.
- Compare HMIS records to source documents.
- Address discrepancies promptly.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

BEST PRACTICES

INTERNAL MONITORING

- ❑ Conduct quarterly internal file reviews.
- ❑ Review at least 10% of files or 30 records per quarter (which ever is greater).
- ❑ Use monitoring tools throughout the year.
- ❑ Track trends and recurring issues.
- ❑ Use results to improve staff training and workflows.



Purpose of the Slide

Encourage agencies to adopt continuous quality assurance practices throughout the year.

Discussion Points

- Internal reviews strengthen organizational controls and reduce monitoring burden.
- Regular self-monitoring promotes early identification of trends and recurring issues.
- Strong internal review processes demonstrate effective oversight.
- HUD and CSB emphasize prevention rather than correction after the fact.

Common Questions or Areas of Confusion

- "How many records should be reviewed internally?"
 - o CSB encourages review of at least 10% of files or 30 records per quarter, whichever is greater.
- "Can internal reviews affect annual monitoring?"
 - o Yes. Quarterly reviews may reduce duplicative file selection.

Program Implications or Risks

- Lack of internal monitoring often results in repeated findings.
- Undetected problems may affect future risk scores.

Best Practices

- Establish quarterly review schedules.
- Track recurring trends.
- Use results to improve training and workflows.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Use of Internal File Reviews

- Begins on Page 14
- FY26 Monitoring Guide for Subrecipients
- Section 5. CSB Monitoring Approach
 - Begins on Page 6
-

CONTINUOUS IMPROVEMENT

- ❑ Review performance and monitoring results regularly.
- ❑ Identify root causes rather than isolated mistakes.
- ❑ Update policies, workflows, and training.
- ❑ Document corrective actions and progress.
- ❑ Use data and monitoring to strengthen programs over time.



Purpose of the Slide

Emphasize that monitoring should drive long-term organizational learning and program enhancement.

Discussion Points

- Monitoring is intended to strengthen programs over time.
- Root causes are often more important than isolated mistakes.
- Corrective actions should improve systems and processes.
- Data and performance information should inform decision-making.

Common Questions or Areas of Confusion

- "Are findings signs of failure?"
 - o No. Findings can identify opportunities to strengthen operations.
- "What is meant by root-cause analysis?"
 - o Looking beyond the immediate error to identify underlying process issues.

Program Implications or Risks

- Focusing only on individual mistakes may allow systemic problems to continue.
- Repeated deficiencies may increase future monitoring intensity.

Best Practices

- Review trends regularly.
- Document corrective actions.
- Incorporate lessons learned into policies and training.

Source Documentation

CSB UFA Monitoring Handbook

- Section 15. Continuous Improvement
- Begins on Page 48

FY26 Monitoring Guide for Subrecipients

- Section 1. Purpose
- Begins on Page 1

QUALITY IMPROVEMENT PLANS (QIPS)

- ❑ QIPs focus on correcting issues and preventing recurrence.
- ❑ QIPs should identify responsible staff and deadlines.
- ❑ Corrective actions should address root causes.
- ❑ Programs should demonstrate sustainable improvements.



Purpose of the Slide

Explain the role of Quality Improvement Plans in addressing findings and preventing recurrence.

Discussion Points

- QIPs are intended to strengthen systems rather than simply document compliance.
- Effective plans identify responsible parties and realistic timelines.
- Sustainable improvement requires addressing root causes.
- Monitoring follow-up evaluates whether corrective actions were implemented successfully.

Common Questions or Areas of Confusion

- "Does every concern require a QIP?"
 - o No. QIPs are generally associated with findings and significant issues.
- "What makes a QIP effective?"
 - o Clear actions, accountability, and measurable outcomes.

Program Implications or Risks

- Weak corrective actions may lead to repeated findings.
- Failure to address underlying causes can increase organizational risk.

Best Practices

- Focus on prevention.
- Assign responsibility and deadlines.
- Monitor implementation and document progress.

Source Documentation

CSB UFA Monitoring Handbook

- Section 11. Quality Improvement & Follow-Up
- Begins on Page 16

Appendix H – Quality Improvement Plan Template

- Begins on Page 67

FY26 Monitoring Guide for Subrecipients

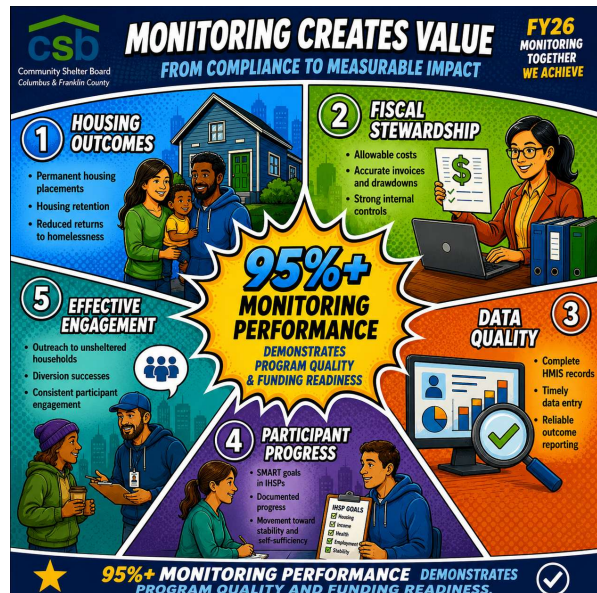
- What to Expect During Monitoring
- Begins on Page 2

IMPORTANCE

Most scoring pressure comes from demonstrating:

- Strong housing outcomes.
- Effective engagement of unsheltered households.
- Evidence of participant progress toward stability and self-sufficiency.
- Robust fiscal and compliance oversight.
- Data quality that supports outcome claims.

In other words, less emphasis placed on simply proving that a program exists and more emphasis on proving that the program produces measurable results.



Purpose of the Slide

Connect monitoring activities to broader HUD priorities and emerging funding trends.

Discussion Points

- Federal funding increasingly emphasizes outcomes rather than simply demonstrating compliance activities.
- Strong housing outcomes and participant engagement are likely to continue receiving increased attention.
- Accurate data and sound internal controls help programs demonstrate effectiveness.
- Monitoring and performance management are closely connected.

Common Questions or Areas of Confusion

- "Does compliance alone guarantee funding?"
- o No. Compliance remains essential, but funders increasingly expect programs to demonstrate measurable results and participant progress.
- "Why are outcomes receiving greater attention?"
- o HUD and other funders seek evidence that investments produce meaningful improvements for participants and communities.

Program Implications or Risks

- Programs focused solely on documentation without attention to outcomes may struggle to remain competitive.
- Weak HMIS data and inconsistent participant engagement can undermine performance reporting.
- Poor outcome measurement may limit opportunities for future funding.

Best Practices

- Regularly review performance measures and trends.

- Use HMIS data as a management tool rather than solely a reporting requirement.
- Align services and documentation practices with housing stability outcomes.
- Encourage continuous improvement and outcome-focused service delivery.

Source Documentation

CSB UFA Monitoring Handbook

- Section 10. Performance & Data Monitoring
- Begins on Page 11

Section 15. Continuous Improvement

- Begins on Page 48

FY26 Monitoring Guide for Subrecipients

- Section 1. Purpose
- Begins on Page 1

LINK TO VALUE

Strong monitoring outcomes may strengthen future funding opportunities.

Purpose of the Slide

Demonstrate how strong monitoring practices support organizational sustainability and future funding opportunities.

Discussion Points

- Monitoring outcomes contribute to organizational credibility and trust.
- Strong performance and sound internal controls support funding readiness.
- Monitoring is intended to strengthen programs, not simply evaluate them.
- Effective oversight demonstrates stewardship of public resources.

Common Questions or Areas of Confusion

- "Can monitoring results affect future funding?"
 - o Monitoring results are one indicator of organizational capacity and may influence risk assessments and overall funding competitiveness.
- "Why is monitoring considered valuable?"
 - o Strong monitoring practices improve participant outcomes, strengthen internal controls, and promote accountability.

Program Implications or Risks

- Repeated deficiencies may affect risk levels and organizational reputation.
- Weak documentation and poor outcomes may reduce confidence among funders and stakeholders.

Best Practices

- Treat monitoring as part of strategic planning.
- Integrate quality assurance into daily operations.
- Use monitoring results to improve training and workflows.
- Promote a culture of accountability and learning.

Source Documentation

CSB UFA Monitoring Handbook

- Section 2. Governance, Policy Basis & Regulatory Authority
- Begins on Page 2

Section 15. Continuous Improvement

- Begins on Page 48

FY26 Monitoring Guide for Subrecipients

- Section 1. Purpose
- Begins on Page 1

KEY TAKEAWAYS

- ❑ Compliance readiness should be part of daily operations.
- ❑ Documentation tells the story of the participant and the program.
- ❑ Consistency reduces risk.
- ❑ Internal monitoring supports long-term success.
- ❑ Partnership and communication are essential.



Purpose of the Slide

Summarize the major themes of the training and reinforce expectations for ongoing monitoring readiness.

Discussion Points

- Monitoring readiness should become part of routine operations.
- Documentation supports both participant services and organizational accountability.
- Consistency is more important than last-minute preparation.
- Strong communication and partnership improve monitoring outcomes.

Common Questions or Areas of Confusion

- "What is the single most important takeaway?"
 - o Monitoring readiness should be incorporated into everyday operations rather than approached as an annual exercise.
- "How can agencies reduce monitoring burden?"
 - o By maintaining organized documentation and conducting regular internal reviews.

Program Implications or Risks

- Reactive approaches increase stress and the likelihood of findings.
- Weak internal controls often lead to recurring issues and higher monitoring intensity.

Best Practices

- Build monitoring activities into regular supervision.
- Conduct internal file reviews.
- Encourage collaboration and communication.
- Use findings and trends to improve operations.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Section 1. Purpose
 - Begins on Page 1
- CSB UFA Monitoring Handbook
- Section 1. Applicability & Scope of Monitoring
 - Begins on Page 1
- Section 15. Continuous Improvement
- Begins on Page 48

RECAP OF DESIRED ACTION

- ❑ All Partner Agency programs will achieve 95% or better during PR&C monitoring.
- ❑ Programs should maintain complete, accurate, and organized documentation.
- ❑ Monitoring readiness supports participants, funding stability, and long-term program success.
- ❑ The ultimate goal is quality services and housing stability outcomes.



Purpose of the Slide

Reinforce the training's overall objective and connect compliance activities to participant outcomes and long-term program success.

Discussion Points

- Compliance is intended to support quality services rather than function as an end in itself.
- Strong documentation and internal controls contribute to funding stability.
- Housing stability outcomes remain the ultimate objective of the homeless response system.
- Monitoring readiness strengthens both participant services and organizational performance.

Common Questions or Areas of Confusion

- "Is achieving 95% the ultimate goal?"
 - o No. The ultimate goal is delivering effective services that promote housing stability and positive participant outcomes.
- "Why is organization so important?"
 - o Organized records support continuity, reduce risk, and improve service quality.

Program Implications or Risks

- Focusing solely on percentages may distract from participant outcomes.
- Inconsistent practices increase risk and weaken program performance.

Best Practices

- Maintain complete and organized records.
- Reinforce expectations through supervision and training.
- Use monitoring results to improve systems and services.

- Keep participant outcomes at the center of program operations.

Source Documentation

FY26 Monitoring Guide for Subrecipients

- Section 1. Purpose
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CSB UFA Monitoring Handbook

- Section 1. Applicability & Scope of Monitoring
- Begins on Page 1

Section 10. Performance & Data Monitoring

- Begins on Page 11

QUESTIONS & CLARIFICATIONS

Open Discussion

