

2025 Continuum of Care Monitoring Report

Presentation of Findings for the CoC Board
October 8, 2025



Agenda

Monitoring Context

Review the system-level findings of the 2025 Monitoring

Discuss actions recommended by monitoring team

Identify next steps for the CoC



Monitoring Context

Background

Monitoring grantees is a HUD requirement

- Used to improve performance and inform NOFO competition

Prior Monitoring

- Did not have strong connection to CoC priority setting or program improvement
- Did not include input from people with lived experience of homelessness

2024 Changes

- 2-year NOFO cycle meant no 2025 NOFO
- CoC and Grantees had time for new process and “grace year” for improvement
- CoC Board directed CA to redesign monitoring

New Monitoring Program

Approved by Board in April 2025 after extensive community planning

Included these goals:

- Provide grantees actionable suggestions to improve.
- Utilize program-level data to inform system-level improvements.
- Further a culture of continuous quality improvement.
- Evaluate quality of care using input from people with lived experience.
- Create collaborative and less burdensome process.

Provided time to improve before 2026 Monitoring and NOFO

Shifting National Context

HUD announced plans to issue a 2025 NOFO

HUD has signaled a move away from Housing First

Overall package could face cuts and/or reconfiguration

CoC will have to determine how to evaluate and prioritize funding under very different parameters



System-Level Findings

Areas of Focus for 2025 Monitoring

Program Performance – Assessed impact and outcomes using quantitative data from HMIS and Annual Program Reports (APRs)

Quality of Care – Conducted qualitative anonymous surveys of current and former participants and program staff

Compliance with CoC Regulations – Reviewed program documents and participant files

Programs Monitored

Project Type	PSH	Adult-Serving TH & RRH	Youth-Serving TH, RRH and TH-RRH	TOTAL
# of Projects	6	7	5	18
# of People Served (2024)	524	1,042	210	1,776

In General

Grantees were responsive to requests from the monitoring team

Grantees are responsible stewards of funding – no misuse of funds

Many programs are performing at or near benchmark on multiple measures

Issues observed are typical in CoCs across the country

Certain areas should be improved and most grantees already working on it

Needs Stronger Housing Orientation

Inconsistent outcomes

- PSH stronger
- TH and RRH weaker

RRH model could be strengthened

- Rental assistance not titrating down
- Participants “graduating” program without enough income for rents

Needs Stronger Housing Orientation

Lack of robust Housing First orientation*

- Termination protocols should be clearer and tied to lease violations.
- Case management not always housing-focused.

Under-utilization of bed/unit capacity

- Several programs have capacity for additional households.

System Could Be More Trauma-Informed

Intake process can be lower-barrier

- Intake documents should start with how the program will help, not just the rules.
- Intake documents often very lengthy with in-depth assessments.

Programs can be less focused on potential failure

- Some program rules were extensive and overly restrictive.
- Some program rules very focused on behavior, appearance, and other factors.

System Could Be More Trauma-Informed

Case management can be more strengths-based

- Care plans can emphasize participant strengths/resources.
- Care plan goals can foreground client choice and preferences.

Participant satisfaction is high, but could still improve

- Current participants expressed high satisfaction with programs.
- Former participants expressed some frustration.

More TA/Training Needed for Compliance

Rental assistance administration could be strengthened

- Some confusion around allowable lease/rent payment structure.
- Some confusion on rent calculation/utility allowances.

Participant eligibility documentation could be stronger

- Chronic homelessness documentation is always challenging.
- Night before enrollment not always documented properly.

System-Level Recommendations



Increase Housing Orientation

Update performance benchmarks, periodically review system performance at Board level

Regular trainings for RRH providers

Offer training and sample tools for housing focused case management

Establish Rapid Rehousing Standards

Explore strategies to increase utilization of housing capacity

Advance Evidence-Based Practices

Offer trainings on
Trauma-Informed
Care

Streamline intake
and enrollment
Protocols

Clarify termination
protocols and
enhance
transparency

Provide Compliance-Focused TA/Training

Offer a New Grantee
Boot Camp, include
current high-risk
grantees

Build in ongoing
training on key
compliance topics

Develop
programmatic and
policy templates for
grantee use

Big-Picture Considerations

CoC needs greater fluency in program- and system-level performance.

Additional attention and thought is needed for assessing quality of care.

Significant changes could be on the horizon.

Next Steps

Keep eye on 2025 NOFO to understand new HUD direction

Partner with grantees and community on strategic response

Identify priorities for Board action in next 6 months

Allow grantees time to improve, reassess in Spring 2026

Include summary of improvements in 2026 NOFO



Questions and Discussion

