Exhibit 12-1
Sample Grantee Monitoring Plan

Revised September 12, 2011

PLEASE NOTE
These are **monitoring guidelines**.

Grantees should obtain a thorough understanding of the concepts described within Section 12 of the OCD Disaster Recovery CDBG Grantee Administrative Manual prior to completing any monitoring. Grantees should then revise this Sample Monitoring Plan and the Checklists to meet their monitoring needs. Special attention should be given to areas highlighted in blue.

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Contents

1. Monitoring Overview

_____ has established this Monitoring Plan to:
(GRANTEE NAME)

1. Gauge the overall progress and effectiveness of the project implementation.
2. Serve as a management tool to identify issues that may compromise program integrity, funding, and service delivery for corrective action and resolution.
3. Serve as a technical assistance tool whereby the Grantee identifies areas in which to strengthen program capacity and quality of service delivery.

_____ has been identified as the Monitoring Coordinator for _____.
(MONITORING COORDINATOR NAME)   (GRANTEE NAME)

The Monitoring Coordinator is responsible for:
1. Ensuring that a risk assessment is executed for all projects (attach completed Risk Assessment);
2. Setting the Monitoring Schedule that prioritizes reviews based on risk (see Table 1)
3. Ensuring proper documentation and tracking of all monitoring efforts;
4. Notifying the OCD/DRU of severe issues;
5. Engaging the OCD/DRU for necessary technical assistance; and,
6. Ensuring Monitoring occurs as outlined within the Plan.

If the Grantee has engaged an administrative consultant and the Grantee's Monitoring Coordinator is the administrative consultant, the Grantee must identify a contract administrator responsible for monitoring the administrative consultant.

List the contract administrator for each
administrative consultant procured: _____

Project Administration

The Grantee is administering all projects without an administrative consultant or Subrecipient. ☐ Yes ☐ No

If yes, identify the Grantee staff responsible
for project administration: _____

The Grantee is utilizing an administrative consultant to administer projects. ☐ Yes ☐ No

If yes, list the Administrative Consultant: _____
Projects administered by the consultant: _____
(List Project IDs)

The Grantee is utilizing a Subrecipient to administer projects. ☐ Yes ☐ No

If yes, list the Subrecipient: _____
Projects administered by the Subrecipient: _____
(List Project IDs)

2. Monitoring Checklist

Grantees who choose not to use the Checklists from the OCD/DRU Administrative Manual to perform their monitoring should describe the Monitoring Tools they are using in this section. Otherwise, the references to the OCD Disaster Recovery CDBG Grantee Administrative Manual described below are sufficient.

The Core Checklist (Exhibit 12-3 of the OCD Disaster Recovery CDBG Grantee Administrative Manual) will be used to monitor Subrecipients.

The Project Checklist (Exhibit 12-4 of the OCD Disaster Recovery CDBG Grantee Administrative Manual) will be used to review Grantee Projects.

The Contract Administration Checklist (Exhibit 12-5 of the OCD Disaster Recovery CDBG Grantee Administrative Manual) will be used to monitor any Administrative Consultants.

3. Types of Monitoring

At least one onsite review should be conducted of all projects prior to closeout. This review should occur early enough in the project life cycle to allow time for technical assistance and/or the resolution of any corrective actions that may be identified. A desk review should be performed for each administrative consultant and/or Subrecipient soon after the binding agreement has been executed to verify initial performance and identify any technical assistance needs. Additional reviews may be performed to monitor consultants, Subrecipients, and/or projects as necessary.

4. Monitoring Process

The recommended monitoring process is illustrated below and described in the subsequent sections.

Repeat for each Monitoring Review

| Execute Risk Assessment | → | Set Monitoring Schedule | → | Use Checklists to Monitor | → | Draft Monitoring Letter | → | Provide Technical Assistance as Needed |

4.1 Risk Assessment and Monitoring Schedule

Where there are more than one Subrecipient, program, or project, risk assessment results are used to determine the priority of monitoring reviews. In cases where a risk assessment is not performed, the basis for determining monitoring prioritization will be documented. The risk assessments included as Exhibits 12-2 and 12-3 to the OCD Disaster Recovery CDBG Grantee Administrative Manual should be executed and made a part of the Monitoring Plan.

After the initial review, additional program/project monitoring (onsite or desk) should be conducted for all active programs/projects through closeout.
1. Programs/projects requiring follow-up activities and/or corrective actions should take precedence over those not requiring such actions.
2. The program/project risk should also be taken into account when scheduling additional reviews.

See Table 1 for the monitoring schedule. Update Table 1 after the risk assessment is completed.

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Table 1 Monitoring Schedule

	Review #	Entity/ Project to Monitor	RA Results	Monitoring Review Date	Desk or Onsite?	Monitor	Comments
Initial Review	1	Subrecipient	N/A	10/1/11	Desk		
	2	Consultant	N/A	11/1/11	Desk		Ongoing Monitoring Process
	3	Project D	High	12/1/11	Onsite		
	4	Project A	High	2/1/12	Onsite		
	5	Project E	Low	4/1/12	Onsite		
	6	Project B	Medium	6/1/12	Onsite		
	7	Project C	Low	8/1/12	Onsite		
Additional Review of Active Projects Until Closeout	8	Project D	High	10/1/12	Desk		
	9	Project A	High	12/1/12	Desk		
	10	Project B	Medium	1/15/13	Desk		
	12	Project C	Low	4/15/13	Desk		

Schedule Guidelines/Tips:

1. At least one onsite review should be conducted of all projects prior to closeout. This review should occur early enough in the project life cycle to allow time for technical assistance and/or the resolution of any corrective actions that may be identified.
    a. Projects requiring follow-up activities and/or corrective actions should take precedence over those not requiring such actions.
    b. The project risk should also be taken into account when scheduling additional reviews.
2. If a Subrecipient has been engaged to administer the project, the Grantee should monitor the Subrecipient soon after the binding agreement has been executed to verify initial performance and identify any technical assistance needs. Follow-up reviews should be performed as necessary.
3. If an administrative consultant has been engaged to administer the project, the Grantee should begin monitoring the administrative consultant (using the Contract Administration Form) soon after the binding agreement has been executed to verify initial performance and identify any technical assistance needs. Follow-up reviews should be performed as necessary.

4.2   Execute Checklist

As described within the Monitoring Schedule Table 1, the review will be completed by executing the appropriate checklist. Checklist responses will include comments that detail any issues identified. The executed Checklist will be maintained within the Project file.

4.3   Monitoring Letter

Upon completion of the review, the Monitor will draft a Monitoring Report that identifies the checklist sections used to complete the monitoring review, the results of the review (areas of merit and/or issues identified, if any), and the basis for the conclusions. The Monitoring Report will be maintained within the appropriate file. If a Subrecipient is monitored, the Monitoring Report should be provided to the Subrecipient. A Monitoring Report Template is included as Exhibit 12-6 of the OCD Disaster Recovery CDBG Grantee Administrative Manual.

4.4   Technical Assistance

When concerns are identified as a result of the monitoring review, technical assistance may be required to assist in the resolution of the issue. The objective of technical assistance is to ensure compliance with Federal, State, and local regulations and program requirements. The nature and extent of technical assistance should be determined at the discretion of the Monitor, Monitoring Coordinator, Grantee, and/or OCD/DRU. Some examples of technical assistance may include:

    a. Verbal or written advice;
    b. Formal training; and/or,
    c. Documentation and guidance.

Evidence of technical assistance should be maintained within the Project file.

The Monitoring Coordinator should contact the OCD/DRU if guidance is required in providing technical assistance to contractors or Subrecipients.

4.5   Follow-up

In the event that issues are identified for corrective action, follow-up actions should be scheduled to address the progress of the resolution. The timing and frequency of the follow-up communication should be determined at the discretion of the Monitor and Monitoring Coordinator and should be based on the severity of the deficiency. All follow-up actions should be documented.