



County of Monterey

Item No.

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

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June 02, 2026

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Matter Type: BoS Resolution

- a. Receive a presentation on proposed standardized homelessness response system performance benchmarks and outcome goals;
- b. Adopt a resolution formally adopting the proposed standardized system performance benchmarks and outcome goals and directing County departments administering homeless services funding to incorporate these goals into all new and renewed homeless services contracts; and
- c. Provide further direction as necessary.

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive a presentation on proposed standardized homelessness response system performance benchmarks and outcome goals;
- b. Adopt a resolution formally adopting the proposed standardized system performance benchmarks and outcome goals and directing County departments administering homeless services funding to incorporate these goals into all new and renewed homeless services contracts; and
- c. Provide further direction as necessary.

SUMMARY:

The County Administrative Office's Homelessness Strategies and Initiatives (HSI) division continues to advance a data-driven, performance-based homelessness response system aligned with the Lead Me Home Plan, federal and state requirements, and best practices in outcomes-based contracting. As the system of care has expanded in scale and complexity, the need for a consistent, data-driven framework to evaluate performance and ensure accountability across all programs has become increasingly critical.

The U.S. Department of Housing and Urban Development (HUD) and State of California have established similar system performance measures to assess community-level progress toward preventing and ending homelessness. These measures evaluate key system outcomes, including length of time individuals experience homelessness, rates of return to homelessness, successful housing placements, and improvements in income and employment. Building upon these federal and State standards, the Lead Me Home Plan, and Continuum of Care (CoC) performance framework, the County's Homelessness Strategies and Initiatives division has developed a standardized set of performance measures and benchmarks for application across all County-funded homeless services programs in partnership with the Continuum of Care lead agency, the County of San Benito, and the City of Salinas (as the Emergency Solutions Grant recipient).

This effort represents a significant step toward strengthening accountability, transparency, and measurable outcomes across County-funded homelessness programs.

The proposed standardized performance benchmarks establish measurable expectations for County-funded homeless services programs based on program type and intended outcomes.

For street outreach programs, at least 30 percent of participants served should exit to either permanent housing or interim housing settings. Outreach programs should also support stabilization outcomes, including securing or maintaining income for at least 45 percent of participants, securing or maintaining non-cash benefits for at least 60 percent of participants, and securing or maintaining health insurance coverage for at least 80 percent of participants. Outreach providers will additionally be expected to maintain data quality standards with less than 15 percent missing data and ensure that at least 85 percent of data entries are entered into the Homeless Management Information System (HMIS) within three days of the service event.

Interim housing programs will be expected to accept at least 75 percent of program enrollments directly from literal homelessness settings. Programs should maintain an average participant stay of no more than six months and achieve permanent housing retention outcomes for at least 40 percent of participants exiting to permanent housing. Interim housing providers should limit exits back to unsheltered homelessness to less than 30 percent of program exits. Additional stabilization benchmarks include securing or maintaining income for at least 50 percent of participants, securing or maintaining non-cash benefits for at least 60 percent of participants, and securing or maintaining health insurance coverage for at least 80 percent of participants. Interim housing programs should maintain at least 90 percent unit utilization, ensure missing data rates remain below 2 percent, and enter 100 percent of HMIS data within three days of the service event.

Rapid rehousing (RRH) programs will be expected to enroll at least 95 percent of participants directly from literal homelessness situations and support at least 65 percent of households in maintaining permanent housing after placement. RRH programs should limit exits to unsheltered homelessness to less than 20 percent and achieve permanent housing placements within an average of 60 days from enrollment. Programs should maintain an average participant stay of no more than six months while supporting income growth or stabilization for at least 65 percent of participants and non-cash benefit stabilization for at least 65 percent of participants. At least 80 percent of participants should secure or maintain health insurance coverage. RRH providers should maintain at least 90 percent unit utilization, ensure missing data rates remain below 2 percent, and enter all HMIS data within three days of the service event.

Permanent supportive housing (PSH) programs will be expected to maintain permanent housing stability for at least 95 percent of participants and limit exits to unsheltered homelessness to less than 10 percent. PSH programs should support income stabilization or growth for at least 80 percent of participants, secure or maintain non-cash benefits for at least 80 percent of participants, and ensure at least 80 percent of participants maintain health insurance coverage. Programs should maintain at least 95 percent unit utilization, maintain missing data rates below 2 percent, and enter all HMIS data within three days of the service event.

<u>Measure</u>	<u>Benchmark By Program Type</u>			
	<u>Outreach</u>	<u>Interim Housing*</u>	<u>RRH</u>	<u>PSH</u>
1. Entries from Literal Homelessness	NA	75%	95%	NA
2. Exit to Permanent Housing or Interim Housing	30%	NA	NA	NA
3. Maintain or Exit to Permanent Housing	NA	40%***	65%	95%
4. Exit to Unsheltered Homelessness	NA	<30%	<20%	<10%
5. Average Length of Stay in Program	NA	6 months	6 months	NA
6. Length of Time from Enrollment to Housing	NA	NA	60 days	180
7. Income (Secure or Maintain)	45%	50%	65%	80%
8. Non-Cash Benefits (Secure or Maintain)	60%	60%	65%	80%
9. Health Insurance (Secure or Maintain)	80%	80%	80%	80%
10. Unit Utilization (Occupancy)	NA	90%	90%	95%
11. Data Quality (missing data)	< 15%	< 2%	< 2%	< 2%
12. Data Timeliness (% of data entered within 3 days of event entered)	85%	100%	100%	100%

DISCUSSION:

Adoption of standardized performance measures represents a critical step in strengthening the County’s homelessness response system. This action will enhance accountability by establishing clear and consistent performance expectations across all County-funded programs and improve overall system effectiveness by enabling meaningful cross-program comparison and identification of service gaps. It will align local practices with federal and state requirements, including those used in competitive funding processes, while supporting data-driven decision-making to guide resource allocation and program design. In addition, adoption of these measures will increase transparency by providing the Board of Supervisors and the public with clear, outcome-based reporting on system performance.

OTHER AGENCY INVOLVEMENT/COMMITTEE ACTIONS:

Homelessness Strategies and Initiatives partnered with the Monitoring and Evaluations Committee of the Lead Me Home Continuum of Care (CoC), which includes representatives from the City of Salinas, the Coalition of Homeless Services Providers, the Department of Social Services, County of San Benito, direct service providers and people with lived experience, to ensure alignment with local funders and regional system priorities. Following a comprehensive review of documentation across all levels of the homelessness response system, the Leadership Council approved the proposed standardized benchmarks on February 25, 2026. Additionally, the Health, Housing, Homelessness and Human Services Committee formally supported this effort on March 26, 2026.

FINANCING:

There is no direct fiscal impact associated with adoption of the performance measures.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS:

This recommendation is administrative and creates necessary structure to evaluate the County’s investments into the homelessness response system.

Mark a check to the related Board of Supervisors Strategic Plan Goals:

- Well-Being and Quality of Life
- Sustainable Infrastructure for the Present and Future
- Safe and Resilient Communities
- Diverse and Thriving Economy

Other:

Administrative

Link to the Strategic Plan:

<https://www.countyofmonterey.gov/home/showdocument?id=139569>

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Attachments:

Lead Me Home Plan

Resolution

Presentation