



JUNE 2026

ADVANCING SYSTEM PERFORMANCE AND ACCOUNTABILITY

PRESENTED BY ROXANNE WILSON, COUNTY HOMELESS SERVICES DIRECTOR, X5445

THE ROLE OF HOMELESSNESS STRATEGIES AND INITIATIVES

- Develop, plan, administer, direct, **evaluate and coordinate the County's initiatives to address homelessness**
- **Monitor and evaluate the efficiency and effectiveness of homelessness initiatives**, policies, and programs, of various County departments and recommend to the Board of Supervisors, County Administrative Officer and relevant department heads modifications.
- **Develop qualitative and quantitative measures to monitor and evaluate programs** and projects, contract/grant/permit compliance, professional consultant/contractor performance, and client satisfaction.

CONTRACT MONITORING TOOLS

- Ede Coligny Consulting

PARTNERS

- County Administrative Office
- Department of Social Services
- City of Salinas Community Development Department
- County of San Benito Health and Human Services Department
- People with Lived Experience
- Direct Service Provider

DATA GATHERING

- **HUD System Performance Measures**
- **California System Performance Measures**
- **Lead Me Home Plan Goals**
- Homeless Housing, Assistance, and Prevention Application Goals
- Local Contracts
- Homeless Management Information System

IDENTIFIED PROBLEM

- **Inconsistent Performance Standards**
 - Homeless services programs currently operate under different reporting requirements, definitions of success, and outcome expectations.
- **Limited Accountability & Transparency**
 - Cannot effectively measure program effectiveness, compare outcomes, or clearly analyze return on investments.
- **Challenges in Data-Driven Decision Making**
 - The absence of a unified framework limits the County's ability to prioritize resources and invest in interventions that produce the strongest housing outcomes.
- **Increased Funding & Compliance Risks**
 - State and federal funding programs increasingly require measurable system performance, accountability, and outcome reporting. Inconsistent standards may weaken competitiveness for future funding opportunities.
- **Need for Systemwide Alignment**
 - Standardized performance measures will create a unified accountability framework that strengthens coordination, improves transparency, and aligns programs with Housing First principles and regional goals.
- **Supports Long-Term Strategic Goals**
 - Establishing benchmarks will help measure progress toward reducing homelessness, improving housing stability, and advancing the goals of the Lead Me Home Plan.

HUD SYSTEM PERFORMANCE MEASURES

BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)



MEASURE 1

Length of Time Homeless



MEASURE 2

Returns to Homelessness



MEASURE 3

Number of People Experiencing Homelessness



MEASURE 4

Employment & Income Growth



MEASURE 5

First-time Homeless



MEASURE 7

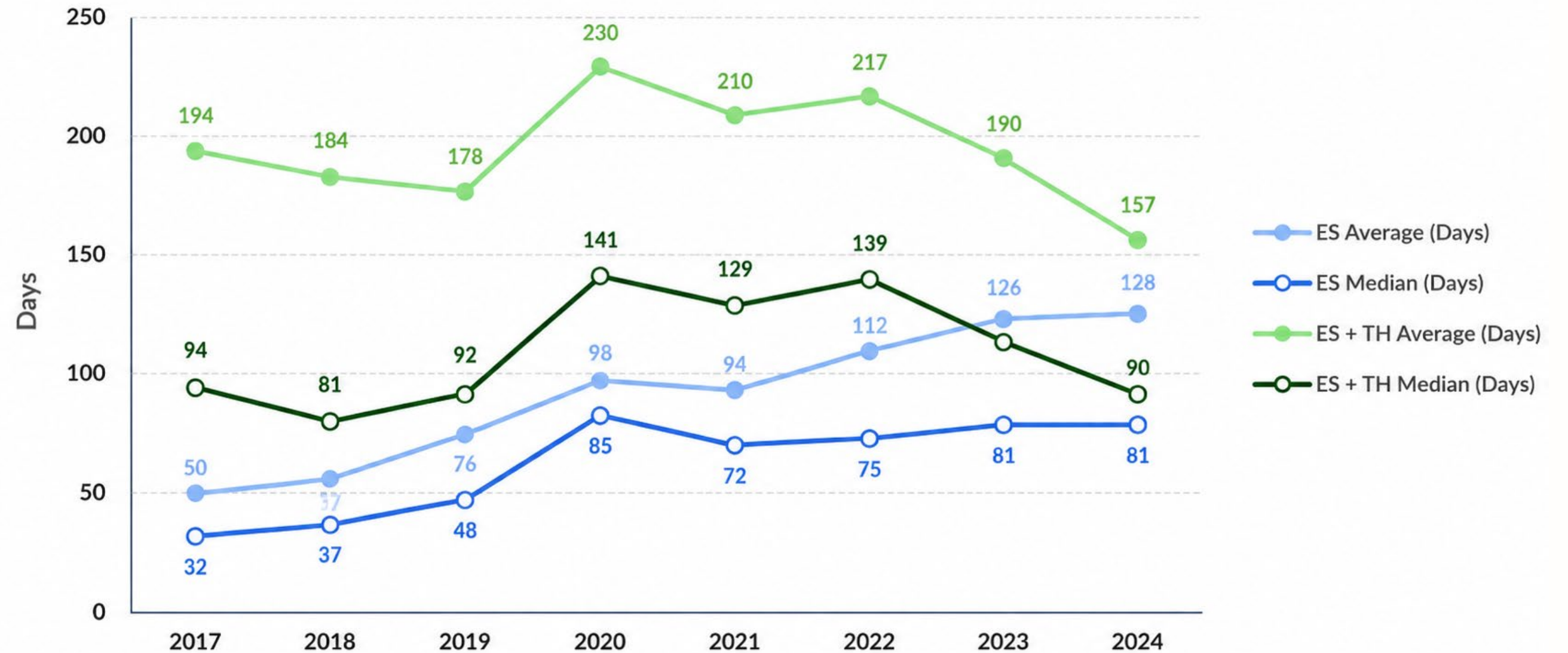
Permanent Housing Placement

Note: Measure 6 does not pertain to Monterey County and has been left out of this report.

<https://public.tableau.com/app/profile/system.performance.measures.hud.public.data/vizzes>

MEASURE 1: LENGTH OF TIME HOMELESS

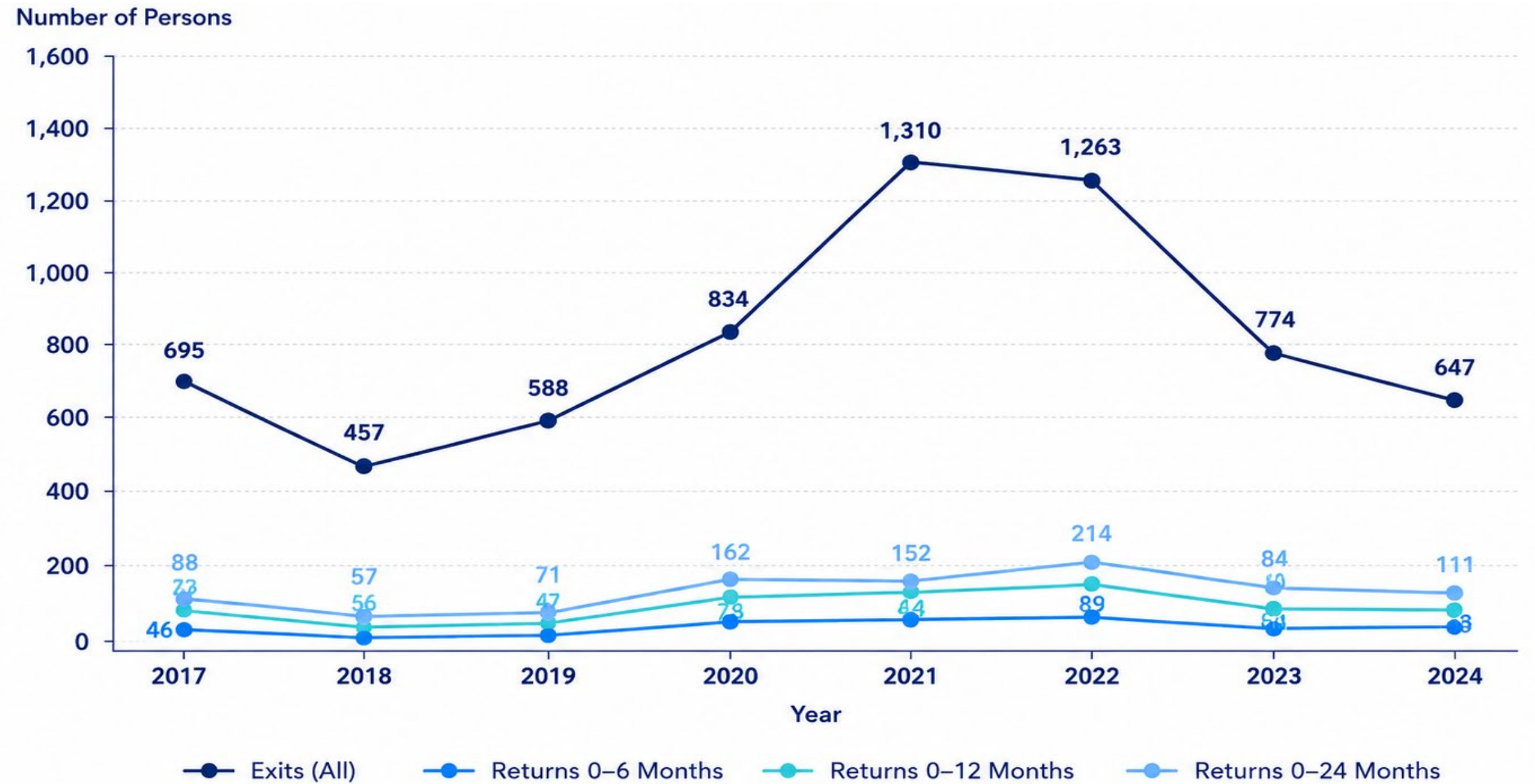
The average and median number of days people experience homelessness, measured from program entry to exit to permanent housing (or the end of the reporting period).



BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)

MEASURE 2: EXITS AND RETURNS TO HOMELESSNESS

The percentage of people who exit homelessness to permanent housing and then return to homelessness within 6 months, 12 months, and 24 months.



BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)

MEASURE 3: NUMBER OF HOMELESS PERSONS

a. The Point in Time count is a snapshot of people experiencing sheltered and unsheltered homelessness, including people not enrolled in programs on one single day during the last 10 days of January.

b. The total number of unique people who accessed street outreach, emergency shelter or transitional housing programs during the year.



BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)

MEASURE 4: EMPLOYMENT AND INCOME GROWTH

Changes in earned income and non-employment income (such as benefits) for adults served in homelessness programs over time.

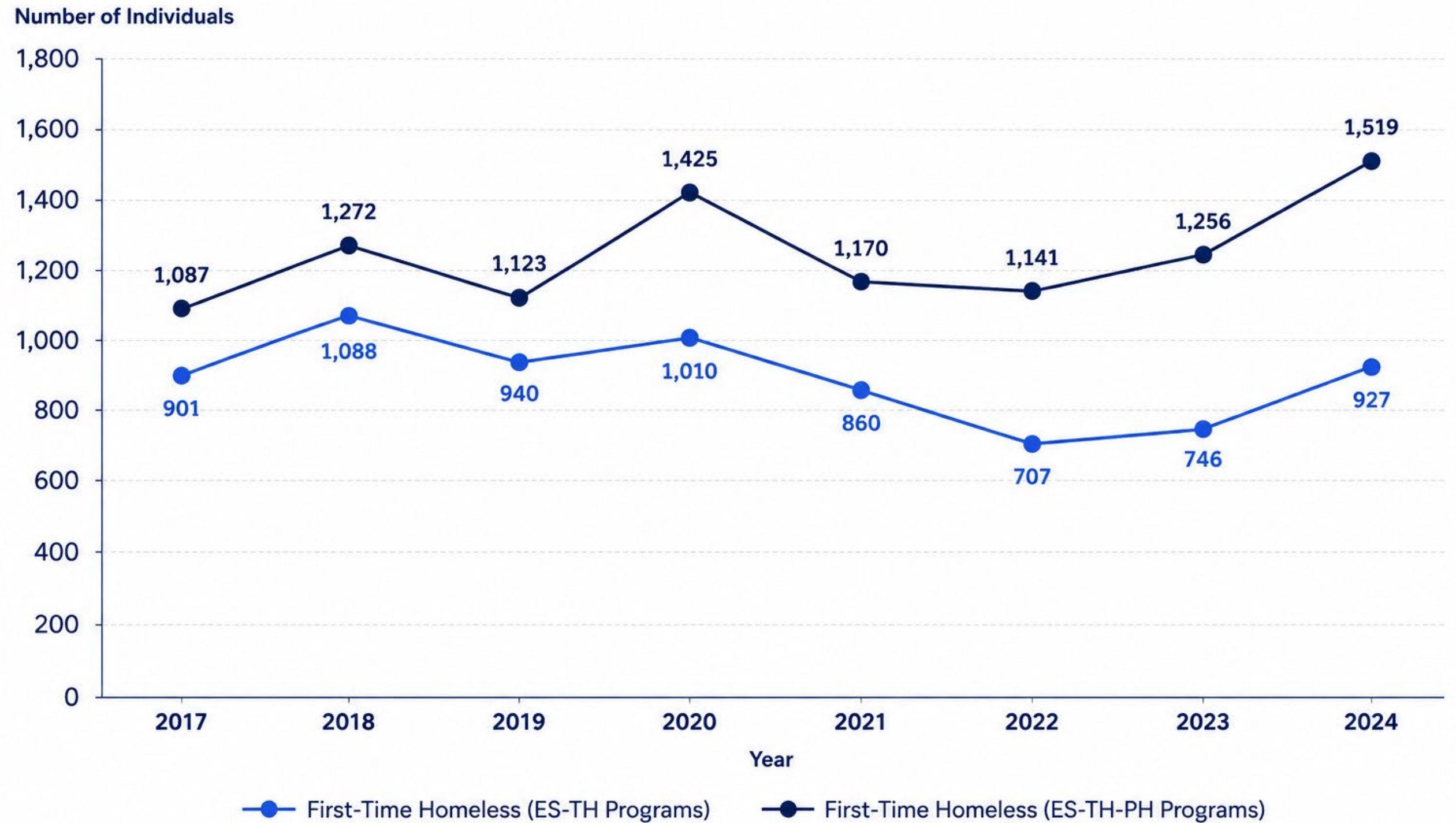
Year	Increased Earned Income	Increased Non-Employment Cash Income	Increased Total Income	Total Stayers (Persons)
2017	25%	32%	51%	92
2018	21%	27%	33%	97
2019	15%	30%	37%	91
2020	3%	31%	31%	125
2021	6%	21%	22%	161
2022	1%	20%	20%	142
2023	3%	15%	18%	129
2024	4%	35%	36%	84

Note: HUD captures data on “stayers” and “leavers”. This chart depicts the outcomes of “stayers”.

BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)

MEASURE 5: FIRST TIME HOMELESS

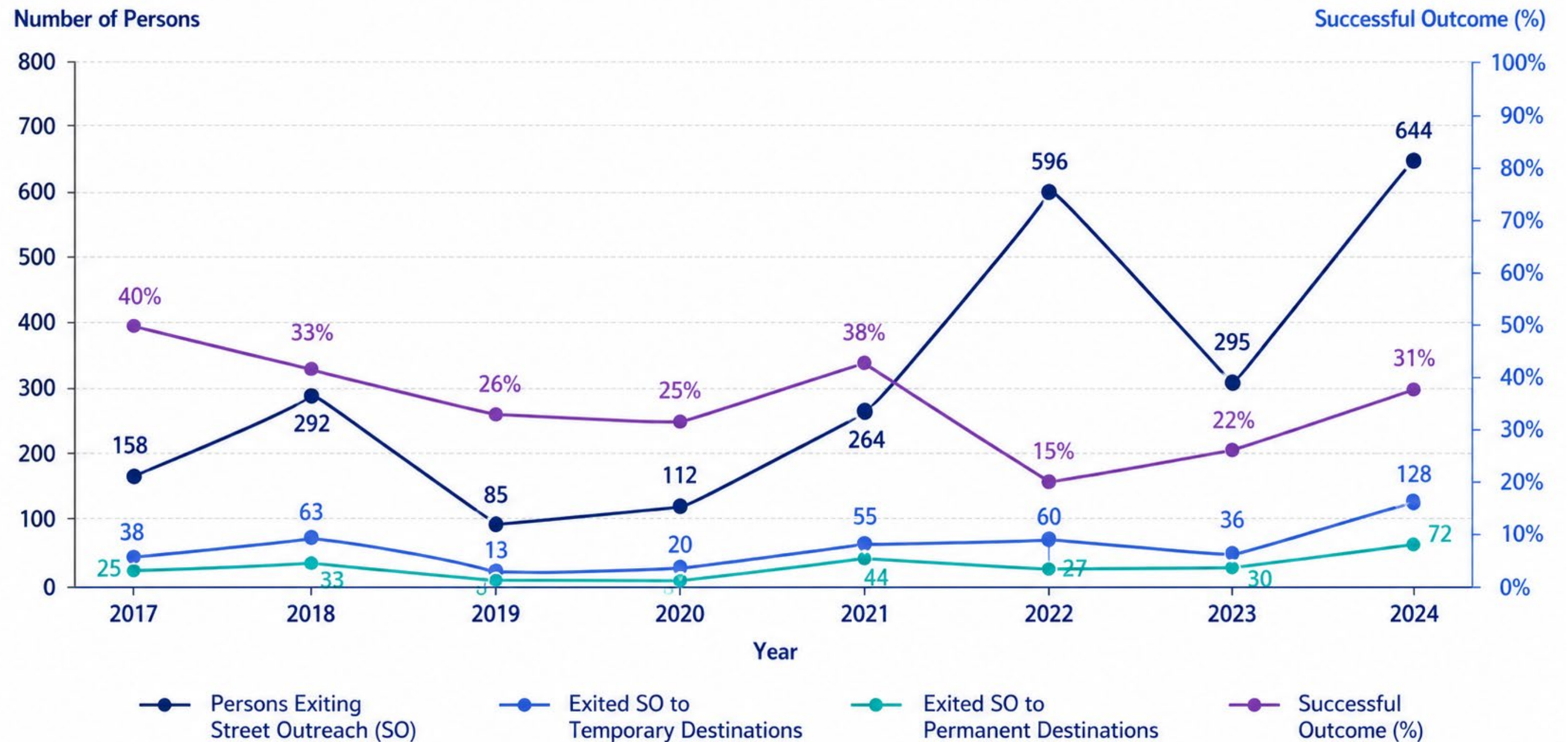
The number of people who enter the homelessness system for the first time, meaning they have no prior record of homelessness in the local data system.



BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)

MEASURE 7A: SUCCESSFUL PLACEMENT FROM STREET OUTREACH

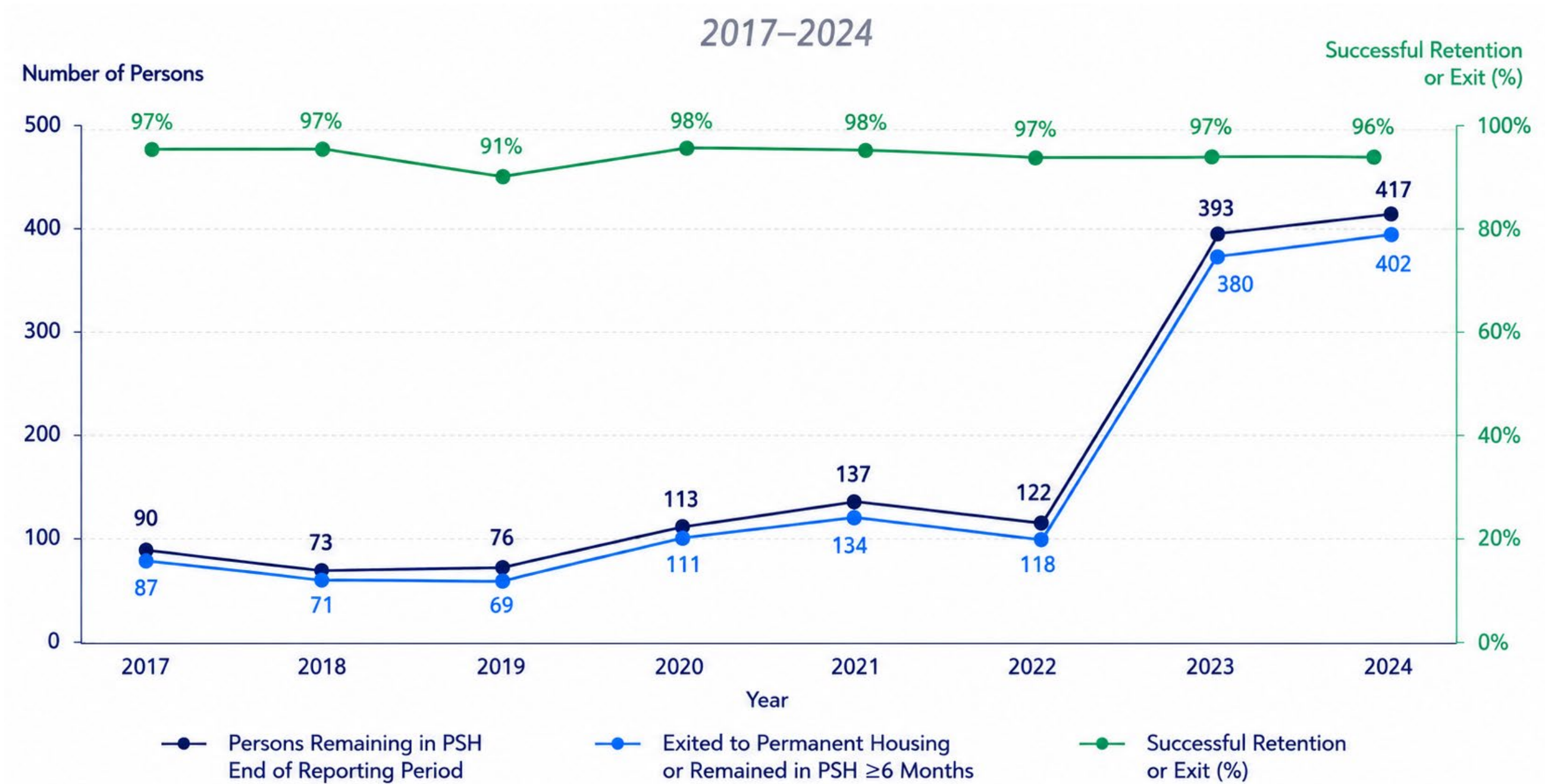
Change in placements to permanent housing destinations, temporary destinations (except for a place not meant for human habitation), and some institutional destinations.



BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)

MEASURE 7B: SUCCESSFUL PLACEMENT IN PERMANENT HOUSING AND RETENTION

The percentage of people who exit to or remain in permanent housing from all housing interventions.



BY CONTINUUM OF CARE REGION (MONTEREY/SAN BENITO COUNTY)

CA SYSTEM PERFORMANCE MEASURES

MEASURE 1

Number of people experiencing homelessness

MEASURE 3

Exits to permanent housing

MEASURE 5

Returns to homelessness

MEASURE 7

Breakout data for specific populations, including gender, race, SMI, SUD, Veteran status, victims of domestic violence, and age

MEASURE 2

Number of persons entering the system who are experiencing homelessness for the first time

MEASURE 4

Length of time homeless

MEASURE 6

Successful placements from Street Outreach

LEAD ME HOME PLAN



MEASURE 1

Homelessness reduction targets



MEASURE 2

Entries from literal homelessness



MEASURE 3

Length of Stay



MEASURE 4

Exit rate to permanent housing



MEASURE 5

Development of Permanent Supportive Housing and Extremely Low-Income affordable housing

RECOMMENDED LOCAL MEASURES

Performance Measures and Benchmarks by Program Type

#	Measure	Benchmark By Program Type			
		Outreach	Interim Housing*	RRH	PSH
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 days
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%

* Interim Housing includes Emergency Shelter, Safe Haven, and Transitional Housing.

** Literal Homelessness refers to individuals and families living unsheltered or in places not meant for human habitation.

*** For Interim Housing, benchmark reflects maintain or exit to permanent housing.

RECOMMENDATIONS

- 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.