



County of Monterey

Item No.5

Board Report

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

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March 26, 2026

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Matter Type: General Agenda Item

- a. Receive a presentation on standardized homelessness response system performance benchmarks and outcome goals;
- b. Support the CAO Homelessness Strategies and Initiatives (HSI) Division's recommendation to incorporate standardized performance benchmarks into all County-funded contracts related to homelessness interventions; and
- c. Provide direction as necessary.

Presenter: Dania Valdez, Management Analyst I, Katrina McKenzie, Executive Director for the Coalition of Homeless Services Providers

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive a presentation on standardized homelessness response system performance benchmarks and outcome goals;
- b. Support the CAO Homelessness Strategies and Initiatives (HSI) Division's recommendation to incorporate standardized performance benchmarks into all County-funded contracts related to homelessness interventions; and
- c. Provide direction as necessary.

SUMMARY:

The CAO Homelessness Strategies and Initiatives Division continues to advance a data-driven, performance-based homelessness response system aligned with the Lead Me Home Plan, federal and state reporting requirements, and best practices in outcomes-based contracting.

In November 2024, the County contracted with Ede Coligny Consulting to assist with the development of a standardized Monitoring and Evaluation Protocol, including uniform monitoring reports, performance tools, self-assessment instruments, and system-wide benchmarks.

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

DISCUSSION:

Historically, performance expectations varied across funding streams, departments,

administrator, and contracts, resulting in inconsistent reporting, limited comparability, and varying levels of accountability. Standardizing benchmarks will ensure consistent expectations across all County-funded providers, improve transparency in performance monitoring, and align local contracts with HUD and State reporting frameworks. This approach will strengthen the County's competitive positioning for future state and federal funding opportunities, including HHAP, ERF, and federal resources. In addition, it will support the strategic system improvements identified in the Lead Me Home Plan and enable clearer, more meaningful reporting to the Board of Supervisors and community stakeholders and reflects a shift toward performance-based contracting and outcome accountability.

The benchmark development process included review and cross-alignment of:

- a. The Lead Me Home Plan (County-adopted regional homelessness plan)
- b. HUD's System Performance Measures
- c. California System Performance Measures
- d. Local performance measures included in prior Requests for Proposals
- e. HMIS Annual Performance Reports by program type (Emergency Shelter/Interim Housing, Rapid Re-Housing, Street Outreach, and Permanent Supportive Housing)

Through this process, staff identified measureable benchmarks, in alignment with federal and state performance metrics, and ambitious yet realistic based on current system performance.

The proposed standardized performance measures would apply across four primary intervention types: Outreach, Interim Housing (emergency shelters/navigation centers/transitional housing/bridge housing), Rapid Re-Housing (RRH), and Permanent Supportive Housing (PSH).

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, 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.

FINANCING:

There are no implications to the General Funds.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS:

This recommendation is administrative and creates necessary structure to evaluate and measure 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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Approved by: Debbie Paolinelli, Assistant County Administrative Officer, x5309

Attachments:

Lead Me Home Plan

HUD System Performance Measures

California System Performance Measures