

LA COUNTY DEPARTMENT OF HOMELESS AND HOUSING

Protecting Public Trust: Accountability in Homeless Services Contracts

April 14, 2026



**LA COUNTY
Homeless
Services
& Housing**

Background and Purpose

On February 3, 2026, the Board of Supervisors adopted a motion directing the Department of Homeless Services and Housing (HSH) to partner with the Department of Auditor-Controller (A-C) to confirm **robust, efficient contract issuance, implementation, and monitoring protocols and procedures**, including:

- A contract template for HSH
- High standards of accountability
- Strong provisions for contract termination
- Active monitoring practices
- Accounting protocols
- A process for ongoing risk assessments
- Exploration of contracting with A-C for certain oversight functions

Aligning with the Board's Mandate for Transparency, Accountability, and Public Trust

HSH is modeling its contract and monitoring framework on the structure established by the **Department of Health Services for the Housing for Health program**. This framework:

- Incorporates key accountability and monitoring standards while ensuring HSH and A-C continue collaboration to further improve monitoring controls
- Promotes continuity and familiarity in administering agreements for contracted service providers and staff
- Reduces administrative burden and supports a seamless transition to HSH oversight

Contract Issuance, Implementation, and Monitoring Protocols

HSH's protocols in FY 2026-27 will include:

- Standardized contract templates
- Active contract monitoring:
 - Site visits
 - Programmatic monitoring
 - Administrative monitoring
 - Fiscal monitoring

Contract Issuance, Implementation, and Monitoring Protocols

HSH's protocols in FY 2026-27 will include:

- Corrective measures
- Client satisfaction surveys
- Service verification
- Timely invoice payments
- Ongoing risk assessments

Partnership with A-C: Recommendations

A-C identified potential areas for improvement in contract monitoring:

Contract Documents

- Defined performance measures
- Payment advances and recovery of unspent funds
- Year end cost reporting
- Resource hyperlinks

Monitoring Tools, Policies & Procedures, and Accounting Protocols

- Integrate HSH's finalized service goals and KPIs into program monitoring tools for performance measurement and validation

Risk Assessments, Monitoring Schedules, and Staffing Structure

- Leverage A-C to strengthen contract monitoring capacity

Next Steps

Looking ahead, HSH will:

- **Recruit 15 contract monitoring staff** in preparation for the FY 2026-27 monitoring schedule (*this is actively ongoing*)
- **Assess staffing levels and workload throughout FY 2026-27** to determine whether additional support is needed in FY 2027-28 to ensure comprehensive contract monitoring
- Explore funding options to **contract with A-C** for select contract monitoring services



Thank You