Craig Adelman
Senior Principal
Housing Team
craig@lesardevelopment.com

Colleen Murphy
Principal
Homelessness Solutions Team
colleen@lesardevelopment.com

Homekey+

The State has programmed $2 billion of Proposition 1 bond funds for Homekey+, expanding upon the successful Homekey model. With the NOFA to be issued in November 2024, LeSar Development Consultants (LDC) stands ready to bring Homekey capacity and expertise for jurisdictions.

Early Start: Based on LDC's experience administering the solicitation and application process for several jurisdictions since the first Homekey round in 2020, preparing now for an early submittal will give a strategic edge to jurisdictions intending to apply. LDC can bring capacity and hit the ground running now so you are positioned for submittal soon after the NOFA is issued.

Scalable Support: LDC can provide services that scale to your need, from general advisory services to running your entire solicitation process and then preparing and submitting those Homekey+ applications to the State.

Housing and Homelessness Expertise: LDC understands how to navigate and leverage housing, homelessness, and healthcare systems, connecting the dots of funding, real estate, services, programs, and people to create impactful and successful projects.

Proven Success: LDC has supported a total of 35 Homekey applications, resulting in over $400 million in Homekey awards and 855 interim units and 566 permanent units funded. Clients include the City of Palm Springs, Los Angeles County, and Orange County.

The LDC Approach

LDC is a California-based firm with the mission of addressing the affordable housing and homelessness crises in our communities. Since 2005, LDC has contracted with a variety of clients, including local and state governments, continuum of care collaboratives, nonprofit organizations, and managed care organizations, to respond to needs and issues related to housing affordability and homelessness. By bringing deep technical knowledge in policy and planning, program development, and real estate, LDC reflects the full housing continuum in our work.

We offer a wide range of services in affordable housing and homelessness solutions, including assessing and analyzing community housing needs and program effectiveness, developing strategic solutions, analyzing portfolio potential, administering solicitations, and facilitating stakeholder and community groups.

Throughout our practice, LDC is committed to a holistic and inclusive approach that centers equity, celebrates innovation, promotes systems-level collaboration, prioritizes Housing First, adopts person-centered approaches, embraces engagement over enforcement, and uplifts lived expertise. Through these principles, we strive to create a comprehensive and compassionate response to the housing and homelessness crises.

LDC Homekey Experience

Los Angeles County Development Authority (LACDA): Housing Development Consulting Services (2007-present)

LDC advised LACDA on Homekey strategies and project implementation, from preparing LACDA for the long-term operational and financial sustainability of its Homekey portfolio to assisting with application submittal and navigating the State's review process to consulting on the predevelopment and financing stages of the project pipeline.

LDC has been an ongoing technical advisor for LACDA since 2008, providing NOFA application review, underwriting projects, collecting all due diligence items, communicating with the borrower, representing the County on lender calls, preparing internal staff reports, and collaborating on work done across the necessary entities to get deals closed and housing built.

Los Angeles County Chief Executive Office (LA CEO): Advisory and Technical Services (2022-present)

LDC has provided technical assistance for Homekey 2 and 3 projects in collaboration with the County of Los Angeles Chief Executive Office (LA CEO), with a focus on developing interim or permanent housing for the homeless. LDC provided technical assistance at all stages of Homekey 2 and 3 projects for the LA County CEO, including solicitation (requests for interest/proposals), RFP review and scoring, feasibility analyses, analysis of developer qualifications, joint applications, and predevelopment planning. LDC reviewed 30 applications, which resulted in over $380 million in funding for the development of 605 interim units and 566 permanent units.

For the LA CEO's homelessness work, LDC serves as a strategic advisor to the County Project Manager of the Regional and Local Jurisdictions Unit to support work that strengthens local partnerships by co-investing in the most impactful regional and local solutions to end homelessness in LA County, including the Local Solutions Fund and Encampment Resolution Planning. This work includes 1) providing support to the Local Jurisdiction Unit on the Local Solutions Fund (LSF) process, 2) engaging with various stakeholders at the County, cities, and Councils of Government (COGs) to coordinate on statements of work development, 3) assessing and implementing process refinements to increase coordination, efficiency, and housing outcomes, and 4) increasing infrastructure capacity of HI and service capacity of contracted cities and COGs through strategic planning.

Palm Springs: Navigation Center and More (2021-present)

LDC supported the submission of the City of Palm Springs' successful Homekey 2 application to develop a new Homeless Navigation Center and 80 modular interim housing units.

The city's Homekey project is the culmination of LDC's engagement, which began with a Needs Assessment and Gaps Analysis report of the local homelessness response system, identifying racial equity gaps and disparities across the local response system. Among other recommendations, LDC recommended that the

city apply this racial equity lens to its homelessness response resources in the development pipeline. After the successful submission and award of the Homekey 2 application, LDC designed and implemented an outreach and community engagement plan to then inform the community of the Navigation Center development process and best practices and to collect community feedback and input.

Also, LDC supported the city's successful Encampment Management Grant application, awarded in October 2024, and will continue providing grant and program administration support for this award. Along with encampment management, LDC also continues to work with the city on development site planning, strategic planning, and service provider capacity building.

- [Palm Springs Navigation Center: Open House](#) (March 2024)

Other Relevant Experience

Anthem California: Planning and Technical Assistance (2016-present)

LDC has worked with Anthem Blue Cross for more than five years, assisting in everything from strategic planning and coordinating pilot programs to training and technical assistance. More recently, LDC was asked to assist with the Housing and Homeless Incentive Program (HHIP) through the California Department of Health Care Services (DHCS).

In this process, LDC assisted in drafting HHIP-focused Local Homeless Plans for all counties in which they serve, including but not limited to Amador, Butte, Calaveras, El Dorado, Kings, Plumas, Mariposa, San Benito, Sierra, Tehama, Tulare, and Tuolumne Counties. Each plan included strategies to address needs within each community, such as street medicine, permanent supportive housing, and CoC infrastructure.

- [Anthem HHIP Impact Report](#) (finalized May 2024)

LA Metro: Housing Lab (August 2022-April 2024)

LDC was contracted to create a plan for maximizing Metro-owned land for temporary and/or innovative shelters and housing solutions. The approach to this work included research, interviews, meetings, and collaborative work to identify sites, resources, and potential partnerships to create the Accelerated Shelter Action Plan. Seven (7) sites were identified as feasible for interim housing development through a filtering process that included the creation of feasibility criteria, interviews with LA Metro staff, and additional criteria.