



Statement of Qualifications (SOQ)

Housing Element



Harris & Associates

Firm Profile

The Harris team consists of in-house housing and planning consulting professionals with decades of substantial expertise in housing planning, funding/financing and implementation. The team has expertise in every aspect of the production of affordable housing and is adept at completing financial feasibility, market research and other analysis to establish substantial evidence for Housing Element Updates. Our experience preparing General Plans and elements provides us the ability to assure compliance and consistency among the different sections.

Proven Success in Housing Element Certification. Our team's track record includes preparing housing elements for cities throughout California with notable successes. For example, our work on the City of Victorville's 6th Cycle Housing Element led to certification by the deadline, positioning Victorville as one of only seven jurisdictions in the region to achieve this milestone. This expertise in achieving timely certification will be advantageous for the City, providing a reliable foundation to meet your court-mandated schedule and program goals.

Comprehensive Knowledge in Housing Implementation. Beyond planning, our team's expertise in real estate development, funding, and affordable housing brings a practical perspective to implementing the Housing Element. Our approach assures not only compliance but also actionable strategies for realizing affordable housing, thereby aligning with your housing vision. In addition, Harris has developed significant expertise in working with the HCD.

Harris has prepared housing supportive reports and analyses, including inclusionary housing studies, affordable housing financing and development feasibility studies, analysis related to planning and implementation, California Environmental Quality Act (CEQA) document preparation and peer reviews, community planning, and public outreach and engagement. Our team's range of experience and expertise will provide a streamlined and efficient process focused on the unique characteristics of your community.



HARRIS HAS A PROVEN TRACK RECORD FOR SUCCESSFUL CERTIFICATION - For the 6th Cycle Housing Element period, Victorville and Irvine were 6th and 14th out of 197 jurisdictions in the Southern California Association of Governments (SCAG) region to be certified by HCD.

Services

HOUSING ELEMENTS

The CDH team has prepared a number of Housing Elements for California cities that comply with all legal requirements of the California State Department of Housing and Community Development (HCD). In the Southern California region, Harris prepared the 6th Cycle Housing Element Updates for the cities of Irvine, Victorville, and Coronado and advised on the Housing Elements for the cities of Duarte, Yorba Linda and Calabasas. Harris also prepared the Housing Elements for the cities of Walnut Creek and Millbrae as well as the County of Monterey.

Housing Elements in the 6th have changed and expertise in market analysis, financial feasibility and implementation is now required in order to successfully prepare an HCD compliant document. Laws relating to the content and timing of Housing Elements has changed significantly in recent years. Significant evidence is now required to demonstrate that sites for affordable housing will develop over the eight-year planning period, which often necessitates real estate market analysis, proforma analysis to demonstrate financial feasibility, and development trends. Additionally, all Housing Elements must contain a section on Affirmatively Furthering Fair Housing containing significant demographic analysis, historical development data, fair housing complaints and outcomes and additional analysis. Finally, the goals, objectives, policies and programs must address each and every existing and potential constraint identified and contain any actions to update zoning, land use, processes, approvals and other factors to be consistent with the myriad of state law changes pertaining to housing over the past 5 years. The penalties for non-compliance have also changed recently and HCD has enacted severe legal action, penalties and fines to communities without compliant Housing Element within prescribed time frames.

Cities and counties need a consultant who understands the complexities of the new legal requirements and can meet the state mandated time frames in an efficient manner, avoiding multiple reviews from HCD staff. Harris' CDH team supports city and county staff and takes a high level of accountability and accuracy when preparing these important documents.

COMPREHENSIVE SERVICES



Advisory Services



Asset Management



Civil Design



Climate Change + Sustainability



Community Development + Housing



Community Planning



Construction Management



Environmental Planning + Compliance



Municipal Engineering



Municipal Finance



Program Management



Risk + Resilience



Special District Finance



Water Consulting





INCLUSIONARY HOUSING STUDIES AND INCENTIVES

To meet RHNA obligations, many California communities rely on inclusionary housing requirements to generate affordable units. Harris has extensive experience conducting inclusionary housing studies and nexus analyses to quantify the need created by new market-rate residential and commercial development. Our team also evaluates the financial feasibility of inclusionary requirements, including in-lieu fees, to assess market viability and help cities strike a balance between housing policy goals and economic realities.

GRANT WRITING

With limited public funding and the elimination of Redevelopment, grants have become essential to affordable housing efforts. Harris' grant writing team has a strong track record of identifying competitive opportunities, evaluating eligibility, and preparing high-quality applications to secure funding. Our established relationships with funding agencies allow us to stay current on evolving criteria and deliver effective, responsive applications.

PROGRAM AND PROJECT CREATION/MANAGEMENT

Harris works closely with local agencies to develop practical strategies that address housing needs, preserve affordability, and respond to the statewide housing crisis. We lead planning efforts that define priorities, identify funding opportunities, and set measurable goals. Our team also performs detailed proforma analyses to evaluate project feasibility and secure funding from sources such as bonds, tax credits, and HOME funds. Every plan is tailored to support local implementation and long-term success.

COMMUNITY PLANNING (GENERAL PLANS, SPECIFIC PLANS, MASTER PLANS, AND LONG-RANGE DEVELOPMENT PLANS)

Harris provides comprehensive community planning services, including general, specific, master, and long-range development plans, along with CEQA documentation. We collaborate with agencies to develop forward-looking plans that reflect community values and support sustainable growth. Our team also helps clients secure grant funding to implement planning initiatives and deliver on long-term goals.

ENVIRONMENTAL

Harris' environmental team includes more than 25 professionals with expertise in project management, impact assessment, permitting, and technical writing for compliance with the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). Known for producing high-quality, legally defensible documents that are accessible to the public, Harris supports planning, development, and infrastructure projects across California—from large master-planned communities to creek restorations and roadway improvements. The team prepares tailored program-level, tiered, and project-specific environmental documents, backed by in-house technical studies for air quality, greenhouse gas emissions, noise, biological resources, and cultural resources. Services also include permitting, mitigation monitoring during construction, and the planning and implementation of restoration projects. Harris adapts its project management approach to fit the unique needs of each lead agency, streamlining the environmental compliance process.

Experience and Expertise

Harris has a proven track record of providing specialized community planning services as a trusted partner to municipal leaders and communities. We leverage the expertise of our multi-discipline team, including Environmental Planning + Compliance and Community Development + Housing, to solve critical challenges in collaboration with municipalities and project stakeholders.



2021 - 2029 Housing Element Update

City of Victorville

Harris supported the City with a comprehensive planning effort that included preparing the 2021-2029 Housing Element (certified in January 2022), updates to the Land Use and Safety Elements, and creation of a new Environmental Justice (EJ) Element. The effort integrated housing and land use planning early to strengthen the 6th Cycle Housing Element sites inventory, while also advancing environmental documentation and leading robust community outreach to align policy updates with community needs.

KEY ELEMENTS

- Preparation Of Housing, Land Use, Safety, And Environmental Justice Elements
- Environmental Documentation
- Development Of New Land Use Tools
- Compliance With Updated State Requirements, Including Senate Bill 1000 For Disadvantaged Communities
- Comprehensive Community Outreach And Engagement Plan



6th Cycle Housing Element Updates and Safety Element

City of Walnut Creek

Harris supported the City of Walnut Creek in preparing its 6th Cycle Housing Element, aligning with State law and capitalizing on recent Specific Plans to promote high-density, walkable, and transit-oriented infill development near the BART station. The team led robust stakeholder outreach, navigated staff turnover, and met the State-mandated submittal deadline. Despite limited vacant land, Harris developed a creative, HCD-compliant site inventory to meet RHNA obligations and fair housing goals.

KEY ELEMENTS

- Community Development + Housing
- Housing Element Update (6th Cycle)
- RHNA and Site Inventory Analysis
- Fair Housing Strategy
- Infill and Transit-Oriented Development Planning
- Stakeholder and Community Engagement
- HCD Coordination and Compliance
- Housing Policy and Program Development
- Project Management Support

2025

Daniel Burnham
American Planning
Association Award for
a Comprehensive Plan
of the Year



6th Cycle Housing Element Update, Implementation Plan, and General Plan Update

City of Irvine

Harris prepared Irvine's 2021–2029 Housing Element, tackling the challenge of planning for 57,000 housing units through strategies like repurposing commercial sites and aligning with state density and fair housing requirements. Irvine was the 14th out of 197 SCAG jurisdictions to receive HCD certification. Building on this success, Harris was selected to lead the City's 2035 General Plan Update, including zoning ordinance amendments, updates to the Land Use, Safety, Circulation, and Noise Elements, creation of a new Environmental and Climate Action Element, and development of a strategic implementation plan". Harris is managing the project, leading technical studies, and overseeing a comprehensive community outreach effort.

KEY ELEMENTS

- 6th Cycle Housing Element Update
- Amended Affordable Housing Strategy And Implementation Plan (Housing Element Component)
- Preparation Of Annual Progress Reports On The Housing Element
- Developed compliance database for 80+ affordable housing projects, tracking rents, covenants, and income



[Click here to view the General Plan & related documents.](#)



6th Cycle Housing Element Update

City of Coronado

Harris assisted the City of Coronado in revising its draft 6th Cycle Housing Element to achieve California Department of Housing and Community Development (HCD) compliance and certification for the 2021–2029 planning period. With a Regional Housing Needs Assessment (RHNA) allocation of 912 units plus a 15% buffer (totaling 1,049 units), the City faced significant challenges in identifying and rezoning sufficient sites. Harris collaborated with HCD to incorporate military housing into the housing unit count, enabling the City to meet state requirements. Following rezoning efforts, Coronado's Housing Element was successfully certified in August 2024.

KEY ELEMENTS

- Revision Of The Draft 6th Cycle Housing Element To Align With Hcd Compliance Standards
- Coordination With Hcd To Allow Utilization Of Military Housing Toward Rhna Obligations
- Technical Support In Site Identification And Rezoning To Meet 1,049-Unit Requirement
- Guidance Leading To Housing Element Certification





6th Cycle Housing Element Update

County of Monterey

Harris is supporting the County of Monterey with its General Plan Update, which includes the 6th Cycle Housing Element Update, Safety Element Update, and a new Environmental Justice (EJ) Element to comply with California Department of Housing and Community Development (HCD) requirements. The team is leading community engagement, preparing draft documents that reflect extensive feedback, sites analysis and addressing complex housing needs across agricultural, rural, suburban, and urban areas, while navigating infrastructure constraints and community concerns around growth. Harris is preparing a Environmental Impact Report in connection with this assignment.

KEY ELEMENTS

- Development Of The 6th Cycle Housing Element Update
- Updates To The Safety Element
- Creation Of A New Environmental Justice (Ej) Element
- Design And Implementation Of A Comprehensive Public Engagement Plan
- Ongoing Community Outreach Across All Elements
- Technical Support In Identifying Housing Sites Amid Water And Infrastructure Challenges



6th Cycle Housing Element Update

City of Millbrae

The City's overall goal was to prepare the required 6th Cycle Housing Element Update consistent with current State law. The City was in the process of completing a key Specific Plan in the core commercial area near the BART station, which provided significantly higher density zoning and opportunities for the redevelopment of existing commercial properties into residential-only and/or mixed-use development. The Housing Element was certified by HCD in early 2024.

KEY ELEMENTS

- Prepared 6th Cycle Housing Element Update
- Coordinated with Specific Plan and rezoning efforts
- Led community engagement and outreach
- Conducted housing needs and site inventory analysis
- Drafted policies and programs for all income levels
- Submitted draft to HCD for review

Client Testimonials

"With one of the largest Regional Housing Needs Allocations in the Southern California region, the City of Irvine was faced with the herculean task of developing a Housing Element that not only complied with State requirements, but also preserved the high quality of life standards expected by the residents, businesses, and visitors of Irvine. Harris provided creative solutions based on sound analytics to plan for future uses to support the residential units required by RHNA and the residential supporting uses to create sustainable communities. Harris was there every step of the way providing excellent project management, including budget and scheduling monitoring, and worked tirelessly to ensure Irvine's 2045 General Plan update and 2021-2029 Housing Element were completed on time and within budget in a way that balanced future growth with the unique characteristics of our community."

*- Marika Poynter, Chief of Planning and Policy
City of Irvine*

*I could not have been more pleased with everyone's professionalism, expertise, abilities, willingness to constantly communicate with clarity—all wrapped up within a demeanor that made it truly feel like we were a team! A remarkable experience.
Thank you, Harris!*

*- Joseph Dzvonik, Deputy Director of Housing and Community Development
County of Santa Barbara*

"The City of Hawthorne truly appreciates Harris' hard work in our community."

*- Vontray Norris, City Manager
City of Hawthorne*



Contact Us



Hitta Mosesman
VP, COMMUNITY
DEVELOPMENT AND
HOUSING

Hitta brings over 20 years of housing and community development consulting experience, with expertise in planning, economic and financial analysis, and project implementation. As Principal in Charge, Hitta has led all of Harris' housing element updates, guiding site selection, community engagement, and policy development. Notable work includes leading Irvine's General Plan update, preparing Santa Barbara's Workforce Housing Strategic Implementation Plan, evaluating housing policies in West Hollywood, developing Alhambra's Workforce Housing Program, and supporting Laguna Beach in forming a Community Land Trust. Hitta currently leads housing services for multiple cities and regional housing trusts statewide, advising on funding, implementation, and legislation to advance affordable and workforce housing.

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Alexis Bueno
PROJECT MANAGER

Alexis has over five years of experience in housing and community development planning, with a strong focus on Housing Elements, Consolidated Plans, Action Plans, and Fair Housing reports. She has guided numerous California jurisdictions through state compliance and certification, including leading Alhambra's FY 2020–2024 and FY 2025–2029 Consolidated Plans, Action Plans, and Analyses of Impediments. Her expertise lies in aligning HUD requirements and state mandates such as AB 686 with local housing strategies to advance fair housing and community development goals.

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Darin Neufeld
DIRECTOR,
ENVIRONMENTAL
PLANNING AND
SUSTAINABILITY

Darin has nearly two decades of experience in planning, environmental planning, sustainability and project management, including eight years with lead agencies. He specializes in planning, sustainability, and CEQA compliance, with expertise in General Plan amendments, community plans, safety elements, coastal resilience master plans, climate action and adaptation plans, and large-scale renewable energy projects. Darin's work for lead agencies gives him unique insight into how agencies work, what they need, and how to navigate political and stakeholder perspectives.

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