



Harris & Associates



Statement of Qualifications (SOQ)

Planning Services & Capabilities

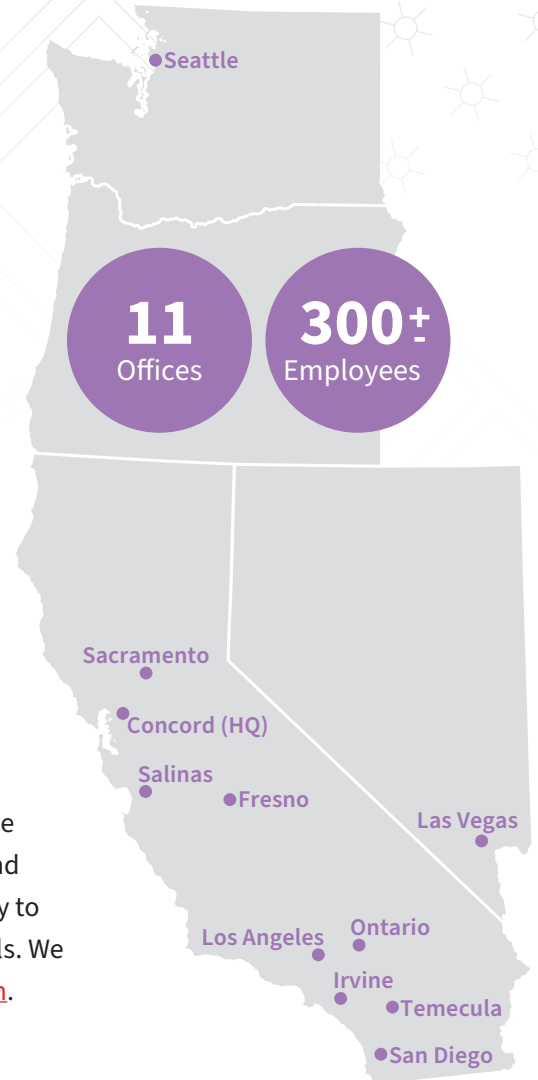


Firm Profile

Harris & Associates (Harris) has served public agencies and private clients since 1974. Since then, we have developed a robust program of services that offers our clients expertise and assistance in various realms of engineering services, program and construction management, public finance, and environmental planning and compliance. We have 11 offices throughout the West Coast.

With a team of approximately 300 employee-owners, we are sized to keep your project a priority and are personally invested in its success. Outstanding people join Harris and stay because we nurture their talents and invest in their growth. The return is a team that is passionate about its work, has strong internal and external relationships, and delivers high-quality work products.

Harris offers comprehensive planning, engineering, and consulting services, specializing in land use, environmental compliance, and community development to support public agencies in achieving their goals. At Harris, we understand the complex issues agencies face today including aging infrastructure, affordability, climate change, and stakeholder engagement and have the industry knowledge necessary to help them overcome these obstacles and responsibly meet their goals. We invite you to visit our website to learn more at www.WeAreHarris.com.



PLANNING SERVICES



Project Processing/Staff Augmentation



General Plan Updates



Current Planning



Long-Range Planning



Community Development + Housing



Environmental Services (CEQA/NEPA)



Municipal District Finance



Transportation Planning



Templates + Training





Planning Services

Build equitable, resilient, and sustainable communities.

Harris' service offerings include current planning, long-range planning, coastal resilience, adaptation, zoning and development codes, site design, housing services, municipal district financing, and robust community engagement. With experience in creating tailored plans, visualizations, and development assessments, Harris works with local governments to establish and implement visions, goals, and actionable plans that align with community values and state goals.

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Harris provides on-call staff, environmental, and planning support to the County of San Diego Planning & Development Services department.

Project Processing/Staff Augmentation

Our Planning team supports agencies by streamlining project reviews and offering skilled staff to manage high-demand periods. We expedite approvals, secure compliance with local regulations, and maintain efficient workflows for successful project delivery.

- County of San Bernardino, California Environmental Quality Act (CEQA) + Project Processing
- County of San Diego, CEQA + Project Processing
- City of Pacific Grove, Staff Augmentation Planning Support Services



Harris has prepared the City of Irvine's General Plan update.

General Plan Updates

Harris excels at updating General Plans to reflect community needs, environmental considerations, changing State Legislation, and long-term goals. Our team collaborates closely with agencies to create forward-thinking, regulatory-compliant plans that drive sustainable, inclusive growth.

- City of Irvine, General Plan Update, 6th Cycle Housing Element, and Housing Element Implementation
- City of Victorville, 2021-2029 Housing Element, General Plan Update, + Program Environmental Impact Report (EIR)
- County of Monterey, General Plan Update





Harris prepared the award-winning EIR for the 2,600-acre Fanita Ranch Specific Plan, addressing key environmental issues and coordinating a large team to meet an aggressive schedule.

Current Planning

Harris' Current Planning services offer expert guidance on zoning, permitting, and development approvals, balancing efficient processing with rigorous community and environmental standards to meet agency and developer needs.

- City of Santee and HomeFed, Fanita Ranch Development EIR
- Midway Rising LLC, Midway Rising Environmental Impact Report
- City of Walnut Creek, Planning Services



Harris supported the City of San Diego's Coastal Resilience Master Plan and Program EIR, advancing nature-based solutions for sea level rise, leading stakeholder and tribal outreach, and helping secure grant funding.

Community Development + Housing

Harris' Community Development + Housing services deliver innovative solutions to address housing needs and promote equitable growth. We work with agencies to develop inclusive strategies that balance community priorities, regulatory requirements, and sustainable development goals.

- City of Duarte, Housing Element Advisory Services
- County of Santa Barbara, Workforce Housing Strategic Plan (Housing Element Implementation)
- City of Walnut Creek, Safety Element and 6th Cycle Housing Element Updates

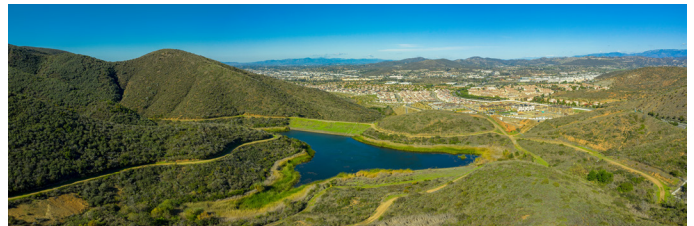


Harris is leading key updates to Monterey County's General Plan—including Housing, Safety, and Environmental Justice Elements—while navigating growth challenges and engaging diverse communities across the region.

Long-Range Planning

Harris provides strategic Long-Range Planning services that support vibrant community growth and environmental resilience. With input from our Community Development + Housing team, we help shape future-ready communities through strategic, sustainable land-use plans.

- University of California San Diego, 2019 Hillcrest Campus Long Range Development Plan
- City of Irvine, 2045 General Plan Update
- City of San Diego, Coastal Resilience Master Plan



Harris supported the County of San Diego's Climate Action Plan Update and SEIR, providing GHG expertise, coordinating materials, reviewing documents, and briefing County leadership to help address court-identified issues.

Environmental Services (CEQA/NEPA)

Harris specializes in CEQA/NEPA compliance, providing thorough environmental analysis and documentation. Our team partners with agencies to streamline the review process, promoting regulatory compliance while supporting responsible project development.

- County of San Diego, Climate Action Plan Update, Supplemental EIR Staff Support Services
- City of San Marcos, On-Call Environmental Services
- County of San Bernardino, On-Call Environmental and Planning Services



Harris has been providing comprehensive, long-term program management for over two decades with proven success in developing and maintaining fee programs, Nexus Studies, and master plan updates.

Municipal District Finance

Harris empowers public agencies to fund critical infrastructure and community services through tailored financial strategies. Our team collaborates with municipalities to develop and implement solutions such as special districts, development impact fees, public facilities financing plans, feasibility studies, and cost reimbursement services. By integrating financial planning with technical expertise, we help clients navigate complex funding landscapes, making sure projects align with community goals and regulatory requirements.

- City of Tracy, Development Impact Fees and Ongoing Program Management
- City of Sacramento, Financial and Special Tax Consultant
- City of Oxnard, Development Impact Fee Update, Affordable Housing Fee, Impact Fee Annual Reports, and Downtown Parking In-Lieu Fee

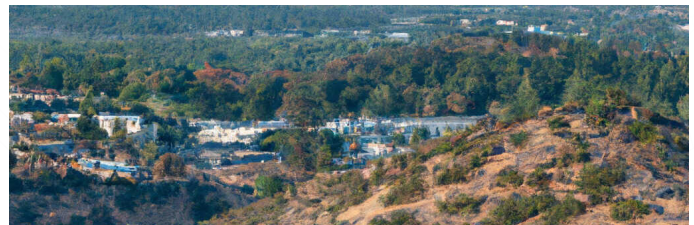


Harris supported utility and drainage design for the Caltrain Electrification Program, a \$1.3 billion effort to modernize service between San Francisco and San Jose—improving capacity, commute times, and sustainability.

Transportation Planning

Harris partners with public agencies to develop comprehensive transportation plans that enhance mobility, safety, and sustainability. Our multidisciplinary team provides expertise in multimodal corridor planning, active transportation, transit-oriented development, and infrastructure financing. By integrating community engagement, environmental compliance, and innovative design, we deliver tailored solutions that address current challenges and anticipate future needs.

- Santa Cruz County, North Coast Rail Trail EIR
- County of Monterey, Palo Colorado Road Repair
- City of Escondido, Bear Valley Parkway Residential Development EIR



Harris prepared a training for the City of Willows Planning Commission.

Templates + Training

Harris prepares environmental compliance and planning trainings for lead agencies throughout California. We conduct CEQA and planning trainings for planning, building, and public works staff, Planning Commissioners, and staff of elected officials.

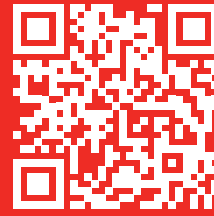
- County of San Bernardino, CEQA and Environmental Planning Training
- City of Willows, Planning Commission Training
- County of San Diego, Template Revisions and Ongoing Environmental Planning and CEQA Training

Tailored Solutions for Unique Projects

We understand that each project and lead agency is unique, and has its own specific needs. Harris is adept at leveraging the skills and expertise of our multi-disciplinary team to provide the most effective and efficient project delivery possible.

Our planning and environmental services include:

- CEQA/NEPA Documentation
- Community Engagement
- Comprehensive Plans
- Environmental Constraints Analysis
- Air Quality Modeling and Reports
- Biological Resources
 - Aquatic Resources Delineations
 - Flora and Fauna Surveys
 - Habitat Assessments
 - Habitat Conservation Plans
 - Mitigation Plans and Monitoring
 - Natural Resource Management Plans
 - Restoration Plans
 - Vegetation Mapping
- Climate Action and Adaptation Plans
- Coastal Resilience Master Plans
- Cultural and Tribal Cultural Resources
 - Pedestrian Surveys
 - Construction Monitoring
 - Tribal Outreach
 - Assembly Bill 52 and Senate Bill 18 Compliance
- Greenhouse Gas (GHG) Emissions Modeling and Reports
- Health Risk Assessments
- Hydrology and Water Quality Studies
- Master Plans



Our accomplished staff comes from diverse backgrounds and areas of expertise.

We have established ourselves as experts in our fields, serving as trusted advisors to numerous clients in both the public and private sectors.

Scan the QR code above for a peek at the comprehensive services we can provide for your next project.

- Noise Modeling and Reports
- Planning Staff Support Services
- Plan Visualization and Assessment
- Public Outreach
- Regulatory Compliance and Permitting
- Site Design and Development
- Specific Plans
- Zoning and Development Codes

Our community development and housing services include:

- Housing Elements
- Housing Plans and Strategies
- Financial Feasibility/Underwriting
- Grant Writing
- Developer Outreach, Peer Review, and Negotiations
- Program Design and Implementation
- Inclusionary Housing Studies and Incentives
- Compliance and Reporting



Project Experience

Since our inception in 1974, Harris has been dedicated to improving the lives of the communities in which we work, live, and serve. The matrix below captures a sampling of our community planning projects with a focus on Project Processing/Staff Augmentation, General Plan Updates, Current Planning, Long-Range Planning, Community Development + Housing, and Environmental Services (CEQA/NEPA).

Client + Project Name	Service Category							
	Project Processing/Staff Aug	General Plan and Updates	Current Planning	Long-Range Planning	Community Development + Housing	Environmental Services (CEQA/NEPA)	Municipal District Finance	Templates + Training
City of Brea, 265 Specific Plan		✓		✓	✓	✓		
City of Coronado, 6th Cycle Housing Element, Land Use Element Update, and Environmental Assessment		✓		✓	✓	✓		
City of Duarte, Housing Element Advisory Services					✓			
City of El Centro, General Plan Update and Program EIR		✓		✓	✓	✓		
City of Escondido, Bear Valley Parkway Residential Project EIR		✓				✓		✓
City of Gonzales, On-Call Planning Support Services	✓					✓		
City of Hawthorne, Affordable Housing Advisory Services	✓				✓			
City of Irvine, 2045 General Plan Update		✓		✓	✓	✓		
City of Irvine, General Plan Update, 6th Cycle Housing Element, and Housing Element Implementation	✓	✓			✓	✓		
City of Manteca, Staff Support Services	✓		✓			✓		✓
City of Marina, In-House Planning Services and Staff Augmentation	✓					✓		
City of Millbrae, 6th Cycle Housing Element/General Plan Update		✓			✓	✓		
City of Pacific Grove, Staff Augmentation Planning Support Services	✓		✓					
City of Sacramento, Financial and Special Tax Consultant							✓	✓
City of Salinas, Local Housing Trust Fund Grant Program Application and Affordable Housing Development Assistance	✓				✓			

	Project Processing/Staff Aug	General Plan and Updates	Current Planning	Long-Range Planning	Community Development + Housing	Environmental Services (CEQA/NEPA)	Municipal District Finance	Templates + Training	Transportation Planning
City of San Diego, Coastal Resilience Master Plan and Program EIR			✓		✓				
City of San Diego, On-Call Environmental Services - Programmatic EIR Preparation	✓				✓				
City of San Diego, On-Call Planning Consulting Services	✓		✓		✓				
City of San Juan Bautista, Planning Support and Staff Augmentation Services	✓		✓		✓				
City of San Marcos, On-Call Environmental Services	✓				✓				✓
City of Santa Monica, Local Housing Trust Fund Application and Senior Development Analyst Backfill	✓				✓				
City of Santee and HomeFed, Fanita Ranch Development EIR			✓		✓				
City of Stockton, Master Plans and Development Impact Fee Updates		✓		✓	✓	✓	✓		✓
County of Santa Barbara, Workforce Housing Strategic Plan (Housing Element Implementation)	✓				✓				
City of Tracy, Development Impact Fees and Ongoing Program Management							✓	✓	
City of Victorville, 2021-2029 Housing Element, General Plan Update, + Program EIR		✓			✓	✓			
City of Vista, Downtown Vista Specific Plan Update Program EIR		✓		✓	✓				
City of Walnut Creek, Planning Services	✓	✓	✓	✓	✓			✓	
City of Walnut Creek, Safety Element and 6th Cycle Housing Element Updates									
City of Watsonville, 2025 General Plan Update and Water Supply Assessment				✓					
City of Willows, Staff Support Services and Planning Commission Training	✓		✓	✓	✓			✓	
County of Los Angeles, Program EIRs for the County-wide General Plan Update and Antelope Valley Area Plan		✓			✓				
County of Monterey, 6th Cycle Housing Element/General Plan		✓		✓	✓	✓			
County of Monterey, CEQA Staff Support	✓		✓		✓				
County of Monterey, Palo Colorado Road Repair					✓				✓
County of San Bernardino, Staff Augmentation + CEQA Process Improvements and Procedures	✓		✓	✓	✓			✓	
County of San Diego PDS, CEQA + Project Processing	✓		✓	✓	✓			✓	
County of San Diego, Climate Action Plan Update Staff Support Services	✓			✓	✓				
County of Santa Cruz, North Coast Rail Trail EIR					✓				✓
County of Santa Cruz, Staff Support and CEQA Templates			✓		✓			✓	
Humboldt County, Planning Support Services + Staff Augmentation	✓		✓		✓				
Irvine Community Land Trust, Housing Financial Consulting Services	✓				✓				
Midway Rising LLC, Midway Rising Environmental Impact Report			✓		✓				
San Gabriel Valley Regional Housing Trust, Housing Consulting Services	✓				✓				
University of California San Diego, 2019 Hillcrest Campus Long Range Development Plan		✓		✓	✓				



Experience + 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.

Project Processing/Staff Augmentation



CEQA + Project Processing

County of San Diego

Harris is providing contract staff support services related to CEQA and planning to support the Planning & Development Services (PDS) Project Planning, Land Development, and Long-Range Planning Divisions. Harris staff authors and reviews Exemptions, 15183 Checklists, Initial Studies, Negative/Mitigated Negative Declarations, Environmental Impact Reports, as well as technical reports. Our staff provides expert senior-level review and coordinates with County staff and County Counsel on project issues. As part of our services, our staff has briefed and presented to the Chief, Deputy Director, Assistant Director, Director, and Deputy Chief Administrative Officer, as well as Board staff. Harris provides quality service on time and within budget to support the PDS.

KEY ELEMENTS

- Staff Planning Support
- CEQA Documentation + Reviews
- Ordinance Amendments
- Public Hearing Presentations



CEQA Staff Support

County of Monterey

Since late 2021, Harris has provided planning support and staff augmentation to Monterey County, processing administrative and discretionary permits across diverse project types. Harris oversees application reviews, compliance with planning policies, and CEQA documentation, including exemptions, initial studies, and staff reports. They manage inter-departmental reviews, public comments, and finalize post-hearing documents, tracking projects through appeal periods. Harris's support has reduced the County's application backlog under budget with minimal revisions, establishing trust and respect among County staff, decision-makers, and the public.

KEY ELEMENTS

- Staff Planning Support
- CEQA Documentation + Reviews
- Development/Planning Application

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Staff Augmentation, Planning, and CEQA Reports

County of San Bernardino

Since late 2023, Harris has supported San Bernardino County by processing discretionary permits, development pre-applications, and CEQA documents for diverse projects. Acting as an extension of County staff, Harris reviews applications for compliance with the Countywide Plan, zoning codes, and area-specific policies. The team handles CEQA determinations, prepares staff reports, develops conditions of approval, coordinates public comments, and manages post-hearing documentation. Utilizing the County's Accela EZOP permit portal, Harris accurately tracks project status, providing timely processing. Harris also prepares or reviews specific CEQA documents, including Initial Studies, Negative Declarations, and Mitigated Negative Declarations, as requested by County management. Harris performs peer reviews of Environmental Impact Reports for various projects. Harris also conducts training on planning and CEQA and prepares templates for staff and applicants.

KEY ELEMENTS

- Staff Planning Support
- CEQA Documentation + Reviews
- Ordinance Amendments
- Public Hearing Presentations
- Staff Report Preparation
- Cultural/Tribal Consultations



Staff Augmentation Planning Support Services

City of Pacific Grove

Harris has been providing planning support and staff augmentation services to the City of Pacific Grove since September 2021, acting as an extension of City staff to enhance planning processes, manage discretionary permits, and support front-counter interactions with the public. In this role, Harris updates land use applications and forms and assists with both current and long-range planning needs, addressing the City's limited staffing. Responsibilities include conducting application reviews, confirming compliance with the general plan, zoning code, and area plans, and managing CEQA compliance, such as exemptions, initial studies, and notices. Harris prepares staff reports, develops conditions of approval, handles public hearing notices, and finalizes post-hearing documentation, tracking projects through appeal periods. With Senior Planner-level expertise, Harris leads projects from submittal to public hearing within budget and mentors junior staff for greater efficiency.

KEY ELEMENTS

- Staff Planning Support
- CEQA Documentation + Reviews
- Public Hearing Presentations
- Development/Planning Application

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General Plan Updates



General Plan Update, Zoning Amendment, and Environmental Review

City of Irvine

Harris led the City's 6th Cycle Housing Element, achieving Housing and Community Development (HCD) compliance and identifying sites for 60,000+ units, including buffers for lower-income Regional Housing Needs Allocation (RHNA). The team also completed an inclusionary housing study, General Plan Element updates, Zoning Ordinance amendments, and a Program EIR. Harris implemented a robust community outreach effort and developed a compliance monitoring database for 80+ affordable projects, along with a citywide housing conditions assessment.

KEY ELEMENTS

- General Plan Update and Adoption
- Housing Element
- Environmental Justice Element
- Safety Element
- Land Use Element
- Noise Element
- Circulation Element
- Environmental Protection and Climate Action Element
- Zoning Codes
- Mapping/GIS



General Plan Update — Housing, Safety, and Environmental Justice Elements

County of Monterey

Harris is leading the County's General Plan Update, including the 6th Cycle Housing Element, Safety Element update, and a new Environmental Justice Element. The team is managing robust, ongoing public outreach, preparing element drafts, and incorporating feedback from diverse communities across the County. This effort addresses complex housing, infrastructure, and equity challenges across rural, agricultural, and urban areas.

KEY ELEMENTS

- General Plan Update and Adoption
- Housing Element
- Community Outreach
- Safety Element
- Environmental Justice Element
- Mitigated Negative Declaration for Safety and Environmental Justice
- Mapping/Geographic Information System (GIS)
- Program Environmental Impact Report for Housing Element
- Zoning Codes
- HCD Compliance

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Current Planning



Fanita Ranch Development EIR

City of Santee and HomeFed

Harris prepared a comprehensive EIR and supporting technical studies for the 2,600-acre Fanita Ranch Specific Plan, which includes 3,000 homes, a town center, public facilities, and a 1,400-acre biological open space preserve. The EIR addressed key issues such as aesthetics, biological and cultural resources, noise, and traffic, incorporating phased analysis to align with project implementation. Anticipating legal challenges, Harris developed a thorough and defensible document, coordinated a large team to address thousands of public comments, and implemented tools to streamline and standardize responses. We met an aggressive schedule, and the Santee City Council certified the EIR in September 2020. The Fanita Ranch EIR received the 2021 Outstanding Environmental Analysis Award from the Association of Environmental Professionals.

KEY ELEMENTS

- Current Planning
- Air Quality, Greenhouse Gas, and Noise Studies
- Environmental Entitlements
- Permitting
- CEQA & NEPA Compliance
- Biological Resources
- GIS/Mapping
- Cultural Resources



Midway Rising Environmental Impact Report

Midway Rising LLC

Harris is preparing a Subsequent EIR and associated technical studies for the redevelopment of the approximately 52-acre property owned by the City of San Diego and private entities in the Midway Pacific Highway Community Plan area of San Diego. The site is currently developed with the existing Pechanga Arena, commercial buildings, and surface parking. The project proposes to revitalize the Midway area and redevelop the site with a mixed-use development comprising approximately 4,627 housing units including affordable units, a new 16,000-seat entertainment center, approximately 140,000 square feet of commercial retail uses, and approximately 14 acres of open space. Harris is working closely with the Development Services Department staff to prepare the EIR on an expedited schedule.

KEY ELEMENTS

- Current Planning
- Air Quality, Greenhouse Gas, and Noise Studies
- Environmental Entitlements
- Permitting
- CEQA & National Environmental Policy Act (NEPA) Compliance
- Biological Resources
- GIS/Mapping
- Cultural Resources

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Long-Range Planning



Coastal Resilience Master Plan and Program Environmental Impact Review (PEIR)

City of San Diego

Under the City's as-needed contract, Harris supported Phases 1 and 2 of the Coastal Resilience Master Plan and Program EIR. The Plan implements the City's Climate Resilient SD strategies and fulfills grant requirements from the National Coastal Resilience Fund and State Coastal Conservancy. The Harris team identified and advanced nature-based coastal resilience projects, conducted stakeholder and tribal outreach, and prepared a Program EIR to evaluate solutions for areas vulnerable to sea level rise. Harris also assisted with successful grant applications that funded the Master Plan.

KEY ELEMENTS

- Long-Range Planning
- Coastal Resilience Planning
- CEQA Compliance / Program EIR
- Nature-Based Solutions Development
- Grant Support & Funding Assistance
- Stakeholder & Tribal Engagement
- Environmental Strategy & Policy Integration
- Climate Adaptation & Sea Level Rise Planning
- GIS Mapping & Site Screening



Hillcrest 2019 Long-Range Development Plan (LRDP)

University of California, San Diego

Harris prepared the EIR for UC San Diego's 34-acre Hillcrest Campus redevelopment, a multi-phase, 15-year project driven by seismic safety mandates. The team continues to support environmental compliance, including Military Munitions Response Program (MMRP) implementation and biological permitting for Bachman Road Widening. Services include vegetation mapping, sensitive species surveys, aquatic resources delineations, permit preparation, and construction monitoring. Harris helped avoid major demolition delays by rapidly securing take authorization for active nests, saving the client significant time and cost.

KEY ELEMENTS

- Long-Range Planning
- CEQA Compliance
- EIR Preparation
- Mitigation Monitoring and Reporting Program (MMRP)
- Biological Surveys (Vegetation, Rare Plants, Sensitive Species)
- Regulatory Permitting (Sections 404/401, 1602)
- Construction Monitoring
- GIS Mapping
- Interagency Coordination

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Community Development + Housing



Workforce Housing Strategic Implementation

County of Santa Barbara

Harris partnered with the County of Santa Barbara to prepare a Workforce Housing Strategic Implementation Plan containing specific actions based on the unique characteristics of the County and charting a clear path to increasing the supply of housing affordable to the region's workforce. The plan focuses on residents earning between 30% and 200% of the Area Median Income and includes actionable strategies to support both new development and the preservation of existing affordable units.

KEY ELEMENTS

- Community Development + Housing
- Workforce Housing Planning
- Stakeholder Engagement
- Financial Feasibility Analysis
- Public Land Asset Evaluation
- Housing Policy Strategy
- Public-Private Partnership Tools
- Long-Term Affordability Solutions
- Implementation Action Planning



Safety Element and 6th Cycle Housing Element Updates

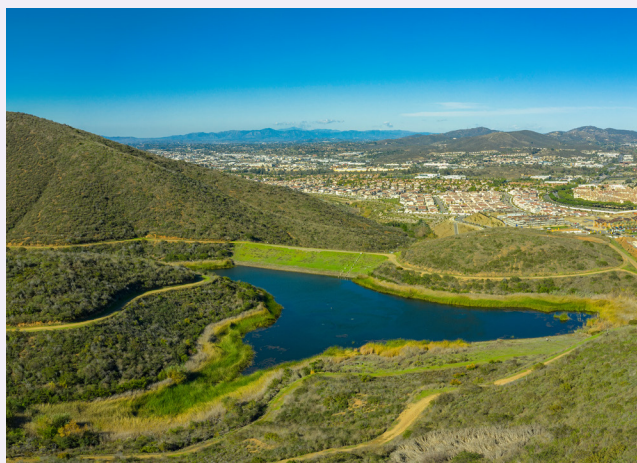
City of Walnut Creek

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

Environmental Services (CEQA/NEPA)



Climate Action Plan Update, Supplemental EIR Staff Support Services

County of San Diego

Harris provided technical expertise to support the County's Climate Action Plan (CAP) Update and SEIR, helping to address issues identified in an Appellate Court decision. The team managed and reviewed the SEIR, reviewed and coordinated consultant materials, conducted extensive stakeholder outreach, and maintained consistency between the CAP and Supplemental Environmental Impact Report (SEIR) documents. Drawing on prior experience with the County's 2018 CAP, Harris staff supported high-level coordination, including regular briefings with County leadership, participation in stakeholder meetings, and presentations at Planning Commission and Board hearings.

KEY ELEMENTS

- Climate & GHG Technical Support
- CAP & SEIR Coordination
- QA/QC Review of Consultant Materials
- Strategy Development & Technical Advising
- Stakeholder & Agency Meeting Participation
- Executive and Board-Level Briefings
- Public Hearing Support



On-Call Environmental Services

City of San Marcos

The Harris team acts as an extension of City staff to provide technical support and CEQA documentation for the most important projects in San Marcos. This includes CEQA documentation, biological resources, cultural resources, air quality, GHG, and noise services. Projects completed under these contracts include:

- Rancho La Sombra-Cima General Plan Amendment and Rezone Negative Declaration. Harris prepared a CEQA document for a General Plan Amendment and Rezone that would correct an inconsistency between existing lot sizes and land use designations
- Biological and Cultural Resources Staff Support. Harris is providing biological and cultural resources staff support as needed including permitting assistance for the San Elijo Dip-Copper Creek project
- Borden Road Bridge Project. Harris assisted with the completion of environmental permitting requirements for the Borden Road Bridge project
- Gas Station Conditional Use Permit (CUP) Biological Letter Report Peer Review. Harris conducted a site visit and third-party review of the Biological Resources Assessment for an automotive fueling station

KEY ELEMENTS

- CEQA Documentation (NDs, MNDs)
- Biological Resources Surveys & Reporting
- Cultural Resources Support

Municipal District Finance



Financial and Special District Tax Consultant

City of Sacramento

Harris has provided a diverse array of financial engineering services to the City of Sacramento since 2001, including annual reviews of multiple finance plan areas to verify the costs of infrastructure finance through the plans, cost reimbursement reviews for finance plan areas, and the annual administration of the City's special tax districts, and re-engineering of an assessment district. As part of the cost reimbursement review, the developer submits reimbursement requests and Harris performs an audit of the documents, including a detailed review of contracts, change orders, invoices, and proofs of payment submitted by the developer, and compares the amount requested against the amount covered under the fee program and Community Facilities District (CFD).

KEY ELEMENTS

- Long-standing relationship as a trusted advisor
- Development Impact Fees
- Acquisition Agreements
- Special Taxes/Community Facilities Districts
- Cost Estimating
- Re-engineering of an Assessment District

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Development Impact Fees and Ongoing Program Management

City of Tracy

Harris has provided the City with dedicated program management services since 2000, overseeing dozens of specific plan area fee programs. Our team has demonstrated proven success in developing, implementing, and maintaining impact fee programs, Nexus Studies, and Master Plan updates. As the City's program manager, Harris has coordinated efforts among technical consultants, engaged with the development community, and supported City staff throughout public review and impact fee adoption processes. Harris continues to support the City with ongoing updates to Master Plans and Nexus Studies, and provides day-to-day services such as fee quotes, credit and reimbursement agreement support, development agreement coordination, and Capital Improvement Plan (CIP) guidance. We also prepare the City's annual Impact Fee Report and manage its landscape and lighting districts, with an update to those districts currently underway.

KEY ELEMENTS

- Long-standing relationship as a trusted advisor
- Development Impact Fees
- Development Agreements
- Credit and Reimbursement Agreements
- Program Management
- Stakeholder & City Council Meeting Participation

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Transportation Planning



Palo Colorado Road Repair

County of Monterey

Harris supported the County of Monterey in restoring a key access route damaged by severe storm events. The Palo Colorado Road Repair Project included the realignment and reconstruction of over 900 linear feet of roadway, stabilization of the surrounding hillside and drainage channel, and the installation of new drainage structures and rock slope protection. The project restored access to residents and emergency responders in a remote coastal canyon and was delivered under an emergency repair schedule, requiring close coordination with Cal OES and FEMA. Harris provided civil design, environmental compliance, permitting support, and bidding assistance to move the project forward efficiently.

KEY ELEMENTS

- Roadway Realignment and Reconstruction
- Drainage and Slope Stabilization Design
- Emergency Access Restoration
- Environmental Compliance and Permitting
- FEMA and Cal OES Coordination
- Civil Design and Construction Documents
- Bidding and Procurement Support

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North Coast Rail Trail EIR

Santa Cruz County Regional Transportation Commission

Harris prepared the Environmental Impact Report (EIR) for the 7.5-mile North Coast Rail Trail, a segment of the 50-mile Monterey Bay Sanctuary Scenic Trail Network. The multi-use trail is proposed along a coastal rail corridor from Wilder Ranch State Park to Davenport and includes paved and unpaved paths, fencing, signage, parking, and trail connections. Working with the Santa Cruz County Regional Transit Commission, Federal Highway Administration's Central Federal Lands Division, and partnering consultants, Harris led project management and prepared technical analyses addressing air quality, greenhouse gas emissions, noise, land use, cultural, and biological resources. The EIR evaluated both the proposed project and a trail-only alternative in detail due to public controversy. Despite challenges related to agricultural land use, historical rail resources, and coordination with multiple regulatory agencies, Harris delivered a timely and legally defensible document, earning a 2018 AEP Merit Award.

KEY ELEMENTS

- CEQA Environmental Impact Report Preparation
- Air Quality, Greenhouse Gas, and Noise Analyses
- Land Use, Cultural, and Biological Resource Assessments
- Alternatives Analysis
- Coastal Zone and Historic Resource Considerations

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WE ARE HARRIS

Key Personnel

The Harris & Associates team, supported by over 70 environmental specialists, planners and community housing and development specialists, excels in providing comprehensive services across project processing, staff augmentation, general plan updates, current and long-range planning, community development and housing initiatives, and environmental services (CEQA/NEPA). Leveraging multidisciplinary expertise, we partner with clients to foster equitable, resilient, and sustainable communities through innovative planning and compliance strategies that address the unique challenges of today's complex development landscape.

Meet some of our key staff listed below.



Diane Sandman, AICP

*Senior Vice President,
Consulting Division President*

Diane leads Harris' 25+ person Environmental Planning + Compliance team and brings over 20 years of experience managing CEQA and NEPA compliance for a broad range of public and private sector projects. She has overseen environmental review and permitting for general plans, specific and master plans, infrastructure, and development projects, including contract management for efforts up to \$5 million. Diane's work regularly involves coordination with key resource agencies such as the USACE, USFWS, CCC, CDFW, and RWQCB, and she has guided numerous projects through complex discretionary approvals ranging from plan amendments to coastal development permits.

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Darin Neufeld, AICP

*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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David Mack, AICP
Senior Planning Manager

David brings nearly two decades of experience in community development and environmental planning. He specializes in facilitating planning permit compliance, analyzing and preparing CEQA documents—including NDs, MNDs, and EIRs—and reviewing proposed development projects such as general plan amendments, specific plans, and rezoning requests. David's work is recognized for its clarity and accessibility, providing decision-makers and the public with concise, well-scripted analyses that effectively communicate project details and potential impacts.

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Delanie Garlick
Principal Planner

Delanie is a skilled planner with extensive experience in city planning and development, specializing in rewriting zoning codes and implementing policies that promote affordable and sustainable housing. She has successfully led teams through transformative initiatives, guiding the adoption of new procedures and fostering collaboration among diverse stakeholders. Delanie's expertise spans land use analysis, environmental compliance, and project management, with a strong track record of navigating complex planning entitlements and coordinating directly with developers on large-scale projects. Her multidisciplinary background enables her to balance development goals with community and environmental priorities.

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Joe Sidor
Senior Planner

Joe has more than 17 years of experience in community development and environmental planning. His planning experience includes work in both the public and private sectors and involves facilitating planning permit compliance and review, analyzing, preparing, and reviewing CEQA documents, including NDs, MNDs, EIRs, and processing and reviewing proposed development projects, including general plan amendments, specific plans, and rezoning requests. Joseph prepares clear and precise documents/reports and presentations that effectively convey the facts.

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Amy Rossig

Associate Planner

Amy brings over six years of experience in current planning in the public sector and more than four years of experience in affordable housing. Her planning background includes permit compliance and review, as well as the analysis, preparation, and evaluation of CEQA documents, including NDs and MNDs. In the affordable housing sector, Amy has significant experience in project management, guiding projects through the financial processes of tax credits and bond financing.



Amy DeNinno

Associate Planner

Amy brings nearly five years of planning and public policy experience in both public agencies and private consulting settings. Her expertise includes preparing and managing CEQA documentation—such as Addendums, MNDs, and Program EIRs—and reviewing development applications including design review permits, conditional use permits, and sign programs. Amy has authored detailed staff reports and presented recommendations at public hearings before the Zoning Administrator and Planning Commission. With a Master's in Public Policy and a background in research related to zoning, digital equity, and municipal implementation, she approaches planning challenges with both technical rigor and strategic insight. Her strengths in environmental compliance, project management, and stakeholder communication support the delivery of clear, timely, and defensible documentation.



Sydnie Margallo

*Environmental and
Sustainability Planner*

Sydnie has nearly a decade of environmental planning and project management experience, specializing in CEQA/NEPA compliance, community development, and long-range and current planning. She has extensive experience preparing CEQA documents, including Safety Element and Environmental Justice updates for General Plans, and developing climate adaptation, sustainability, and emergency management programs. Sydnie also leads project processing and staff augmentation efforts, with a focus on housing development and General Plan updates. As a CEQA Air Quality and Greenhouse Gas emissions specialist, she navigates complex regulatory challenges to balance environmental and community needs.



Hitta Mosesman

Vice President, Community Development and Housing Consulting

Hitta brings over two decades of expertise in housing and community development, specializing in planning, economic analysis, and project implementation. She has supported cities and regional agencies on housing elements, affordable housing feasibility, and funding strategies, including work with the San Gabriel Valley Regional Housing Trust on financing and pro forma analysis for affordable housing projects. Hitta's experience also includes economic impact evaluations, tax increment tools, and policy analysis, providing communities with actionable strategies to address development and housing needs.

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Megan Quinn, MBA

Director, Municipal + District Finance

With almost 20 years in the field, Megan excels at creating solutions related to public finance, real estate economics, land use planning, and financial analysis. Megan's broad-based background enables her to perform a breadth of financial, economic, and policy analyses. She has managed numerous projects related to assessing public facility needs, including public facility financing plans, AB1600 nexus studies, fiscal impact analyses, due diligence related to development impact fees, financial feasibility studies, and land-secured financing options, among other areas. Megan has helped multiple public and private entities identify financing structures to fund both infrastructure and operations.

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A Few Words From Our Clients



[The Harris Project Manager] and staff have been and continue to be extremely flexible and responsive, and provide appropriate high-quality staff to meet the County's project staff support needs.

Gail Getz, Planning Manager, County of San Diego, Department of Public Works

Wow! Thank you Harris Team for meeting the City's deadline. It took a Herculean Effort.

Marni Borg, Principal Environmental Planner, City of Santee



Thank you for your dedication to this project and for your patience and perseverance!! I know it was a tall order to accelerate the schedule as we did and the fact that we were able to meet the (accelerated) hearing date was no small feat indeed!!.

Greg Wade, City Manager, City of Solana Beach

You did a GREAT job on this document and trust me, that's not typical of many of the local environmental consulting firms.

John Conley, Planning Director, City of Vista





Harris & Associates



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