



**Harris & Associates®**

October 13, 2023

Von Norris, City Manager  
City of Hawthorne  
4455 W. 126th Street  
Hawthorne, CA 90250

## **PROPOSAL: 2023-24 HOUSING SERVICES**

Dear Mr. Norris,

We are pleased to present this proposal to the City of Hawthorne ("City") to provide Housing Services.

Hitta Mosesman, Vice President, will serve as the Principal in Charge for the work. Hitta has over a decade of experience in providing affordable housing consulting services, including grant writing and implementation, housing reporting as required by State law, compliance monitoring, developer negotiations/agreements, financial underwriting, identifying and pursuing funding sources (such as grants) and advising on legal requirements. Irlanda Martinez and Dima Galkin will serve as co-Project Managers. They have managed Harris's housing services for the City for the past three years.

The following outlines our proposed Scope of Services, Project Experience, and Proposed Fees to provide these services.

### **SCOPE OF SERVICES**

Harris staff will assist City staff with the following activities on an as-needed basis:

1. Provide implementation and advisory services for various development initiatives, including the Cordary Affordable Housing Development and the implementation of the NOFA/RFP prepared in 2023.
2. Provide grant implementation and administrative services for the awarded Permanent Local Housing Allocation ("PLHA") grant.
3. Provide advisory services to staff on affordable housing compliance, as requested by staff.
4. Prepare the following required housing reports for fiscal year 2023-24:
  - a. Housing Authority Annual Report (due on October 1); and
  - b. Senate Bill 341 Report (due on April 1) on the LMIHF, as required by State law (can be partially or fully funded by the LMIHF as applicable, given administrative spending limits).
5. Prepare the following required annual progress reports for the 2023 calendar year (due April 1, 2024):
  - a. Housing Element Annual Progress Report; and
  - b. General Plan Annual Progress Report.

6. **New:** Prepare an application for the 2024 Local Housing Trust Fund grant, including preparatory work in advance of the grant application to maximize the City's competitiveness. Assist with other housing grant applications, as grants become available.
7. Other housing services, as needed.

## PROJECT EXPERIENCE

The following are recent projects to highlight our experience in providing the services being requested.

### Grant and Technical Assistance

#### SAN GABRIEL VALLEY REGIONAL HOUSING TRUST

**Reference:** Brielle Acevedo, Regional Housing Trust Administrator

**Contact:** [\(818\) 404-2762](tel:(818)404-2762) | [bacevedo@sgvrht.org](mailto:bacevedo@sgvrht.org)

Harris provides technical assistance to the San Gabriel Valley Regional Housing Trust ("SGVRHT"). This assistance includes reviewing, analyzing, and underwriting proposed developments submitted by member jurisdictions and affordable housing developers. Because the SGVRHT is still a new organization and looking to establish regular funding sources, this process requires attention to how the selection of proposed projects will affect SGVRHT's competitiveness for funding, most notably LHTF Grant Program funding. Harris leads SGVRHT in selecting proposed developments, issuing Letters of Intent ("LOIs"), applying for the LHTF grant itself, and drafting loan documents.

### SB 2 and Leap Grant Applications/Advisory Services, Development Feasibility Analysis/Programming Services, and Annual Progress Report Preparation

#### CITY OF DUARTE

**Reference:** Craig Hensley, Community Development Director

**Contact:** (626) 357-7931 | [chensley@accessduarte.com](mailto:chensley@accessduarte.com)

Harris assisted the City of Duarte with two (2) HCD housing grants - the SB 2 and LEAP grants. The City was awarded its SB 2 and LEAP grants. Harris coordinated the completion of the SB 2 Planning Grant Application for an affordable housing acquisition and rehabilitation program to preserve and increase affordable units in the City. Harris analyzed SB 2 statutory and application requirements to ensure eligibility and compliance with regulations and priorities. Harris worked closely with the Community Development Director to develop project concepts, scope of work, timeline, cost estimate, and verifiable methodology with justification for the program. Harris staff also assisted the City with communication and coordination with HCD staff during the development and processing of the applications.

Harris assisted the City of Duarte with the creation of an Acquisition and Rehabilitation Program to preserve and increase the number of deed-restricted affordable units in the City. Funded by the City's awarded SB 2 grant, the development of this program involved performing pro forma analysis that includes funding sources, acquisition, and construction cost estimates, as well as evaluating the cash flow of potential projects for certain strategic sites. The financial feasibility of each site will be evaluated to determine the feasibility of each project to demonstrate to the development community that investing in affordable projects in Duarte is sound.

Furthermore, Harris prepares the City's Housing Successor and Housing Authority annual reports. The scope includes the preparation of the reports, coordination with the City and the California Department of Housing and

Community Development (“HCD”), and advisory services regarding expenditures. Harris has successfully kept the City in compliance with all housing successor and housing authority laws two years in a row.

## Housing Consulting Services

### CITY OF IRVINE

**Reference:** Charles Kovac, Former Housing Administrator

**Contact:** [\(714\) 374-5316](tel:7143745316) | [charles.kovac@surfcity-hb.org](mailto:charles.kovac@surfcity-hb.org)

Provided on-call housing services to the City of Irvine for multiple years. These services included:

- Preparation of an Amended Affordable Housing Strategy and Implementation Plan (a component of the City’s Housing Element).
- Created a first-of-its-kind automated and streamlined housing compliance monitoring database for over 80 affordable housing projects within the City. Data points included affordability/income requirements, applicable rents, covenant and developer agreement terms, number of units, income information (residents), and compliance determination for each project.
- Managed and directed a city-wide property and building conditions assessment of every housing unit in the City built after 1980 (as an update to the survey completed for the 2011 Housing Element). Provided results of the assessment that measured various building and property conditions and recommendations for low-cost methods to ensure housing stock maintenance in report format.

## Housing Financial Consulting Services

### IRVINE COMMUNITY LAND TRUST

**Reference:** Mark Asturias, Executive Director

**Contact:** [\(949\) 565-3547](tel:9495653547) | [info@irvineclt.org](mailto:info@irvineclt.org)

Provided ongoing affordable housing development services to the Irvine Community Land Trust for multiple years. Services focused on financial analysis of multiple affordable housing initiatives and projects proposed by private and non-profit developers using LIHTCs, housing bond financing, and other public funding sources (affordable housing in-lieu fee deposits, HOME funds, project-based vouchers, and County housing successor agency funds). Specific services provided include:

- Drafting a Request for Qualifications and presenting at the developer’s bidders conference for multiple properties to be developed with affordable housing in the City of Irvine.
- Evaluating over a dozen developer proposals for the properties, including technical reviews that evaluated the financial feasibility, construction costs, sources and uses, and other elements of each proposal.
- Presented developer information/options and independent feasibility analysis to the ICLT Board.
- Assisting in developer interviews, selection, and developer agreement negotiations.

## PROJECT TEAM

Hitta Mosesman, Vice President, will serve as the Principal in Charge for this assignment. Hitta joined Harris in August 2019 and was previously a Principal at RSG, a community development and financial consulting firm serving cities throughout California. Hitta has over 20 years of experience in providing affordable housing services to cities and non-profit agencies. Most recently, Hitta worked with the City of Irvine and the Irvine Community Land Trust

to provide a variety of consulting services related to housing requirements and initiatives. Additional key personnel include Dima Galkin, Senior Project Manager, and Irlanda Martinez, Project Manager. Additional staff will be assigned as needed.

## PROPOSED FEES

Harris will provide services on a time-and-materials basis based on a not-to-exceed budget of \$130,925, including meetings and coordination.

	Vice President	Senior Project Manager	Project Manager	Deputy Project Manager	Senior Analyst	Analyst	Total
<b>Billing Rate</b>	<b>\$300</b>	<b>\$230</b>	<b>\$205</b>	<b>\$190</b>	<b>\$155</b>	<b>\$145</b>	
Cordary Affordable Housing Development & Advisory Assistance (RFP/NOFA Implementation)	8	30	42	0	50	50	\$ 32,910
PLHA Grant Reporting and Administration	2	12	26	20	25	25	\$ 19,990
Housing Compliance Advisory Services	6	0	20	0	0	22	\$ 9,090
Housing Authority & SB 341 Reports	14	0	20	0	30	40	\$ 18,750
FY 2022 APR (General Plan and Housing Element)	6	10	10	40	24	12	\$ 19,210
LHTF and Other Grant Applications	2	20	30	15	0	40	\$ 20,000
Other As-Needed Services	10	15	15	0	0	10	\$ 10,975
<b>Total</b>	<b>48</b>	<b>87</b>	<b>163</b>	<b>75</b>	<b>129</b>	<b>199</b>	<b>\$ 130,925</b>

Out-of-pocket fees paid on behalf of the City for filing required reports or to obtain data from the County or other sources will be invoiced with a 10% markup. Miscellaneous costs including mileage, phone calls, postage, etc. are included in the hourly rates and are not charged separately.

We appreciate the opportunity to work with the City of Hawthorne. Please feel free to contact us if you have any questions.

Sincerely,  
**Harris & Associates, Inc.**

**Hitta Mosesman**  
 Vice President, Community Development + Housing Consulting  
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