

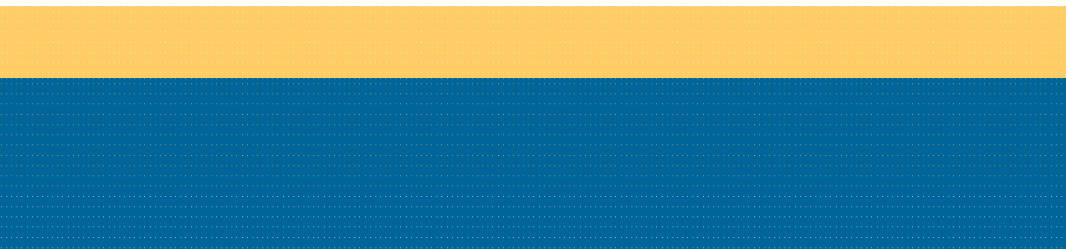


Employee Housing Administrative Plan

September 28, 2006



UC SANTA CRUZ



Section 00

In May 2006, the University of California, Santa Cruz (“the University;” “UCSC”) retained Brailsford & Dunlavy (“B&D;” “Project Team”) to complete an Administrative Plan for faculty and staff housing on the University’s campus. The final document would be in keeping with the parameters set out in the campus’s newly updated Long Range Development Plan (“LRDP”) and would serve as a basis for the subsequent development of an Employee Housing Master Plan. The Employee Housing Administrative Plan would provide overall strategic guidance for all aspects of employee housing while the envisioned Master Plan would provide specific demand-based recommendations for property and program development.

The campus is located in one of the nation’s least affordable housing markets and is challenged in its ability to recruit and retain the outstanding faculty and staff required to meet its mission and achieve its institutional goals and objectives. The University already provides 143 for-sale and 50 rental on-campus workforce units and offers mortgage assistance programs to eligible senate faculty. The campus is also preparing to construct an additional 84 for-sale units to address pent-up unit demand.

To complete the Employee Housing Administrative Plan (“the Plan”), B&D was charged with interviewing all project stakeholders; conducting a strategic visioning session and analysis; completing an existing conditions and performance assessment of employee housing facilities and programs, best practices case study analysis, land use planning analysis, market and economic analysis, affordable housing stock analysis, demographic analysis, qualitative and quantitative demand analysis; and preparing a sustainable Plan document to guide all workforce housing decisions and activity on campus.

Far from being an academic or analytical exercise, this report is structured and developed within a framework emphasizing pragmatism and ease of implementation, and the Project Team’s intent is for this document to serve as an integral tool in guiding the University’s implementation of the proposed recommendations.

The Project Team would like to acknowledge the support and efforts of the study’s Steering Committee who contributed to the completion of this effort:

John Barnes – Director of Campus Planning
Karen Eckert – Assistant Vice Chancellor, Planning and Budget
Steve Houser – Assistant Director of Faculty and Staff Housing
Elise Levinson – Director of Facilities, CUHS
Sue Matthews – Executive Director, CUHS
Charlotte Moreno – Assistant Provost, Executive Vice Chancellor’s Office
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Section 01

PURPOSE, GOALS, AND OBJECTIVES

A recent study on workforce housing affordability by Harvard University's Joint Center for Housing Studies and the U.S. Chamber of Commerce's Center for Workforce Preparation aptly frames the context in which many universities have begun to recognize and address the insufficiency of reasonably priced housing options in their communities:

In some of the costliest areas in the nation, employers are beginning to identify a link between high housing costs; employee recruitment, productivity, and retention; and their own bottom line. What about businesses elsewhere? As workforce housing initiatives spring up in communities across the nation, and as a small but growing number of employers offer housing benefits to their employees, the question arises: Are high housing costs undermining the type of competitive business environment that is essential to strong, vibrant communities? Should the increasing cost of housing therefore be added to the list of traditional business concerns?¹

Like any large enterprise, universities are inextricably linked to their off-campus economies. They depend upon their communities to help them compete for and attract high quality employees, in the same ways that private sector enterprises do, and housing is a prime factor among those to be considered. Indeed, universities attempting to recruit and retain a high quality workforce in unaffordable housing markets must address the prohibitive cost of housing if their strategic goals are to be met.

Continued price escalation in the Silicon Valley and Santa Cruz housing markets has prompted UC Santa Cruz to carefully consider these very issues, especially given the University's goal of attracting and retaining the highest quality faculty and staff possible. As UCSC strives to provide a top caliber educational environment, the ever-increasing cost of local housing impacts its ability to accomplish this goal. The University is located in one of the most expensive housing markets in the country, and with practical limitations on the benefits packages the University is able to offer, employees often must choose employment with competing universities located in more affordable housing markets. This problem holds true with more senior faculty with families as well as junior faculty and new hires who have recently completed their graduate education and are beginning their careers.

¹ Buehlmann, Beth B., Todd D. Cohen, and Inola Walston. *Strengthening Our Workforce and Our Communities Through Housing Solutions*. Joint Center for Housing Studies, Harvard University and Center for Workforce Preparation, U.S. Chamber of Commerce's. 2005: 5.



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UCSC's plans for the future, as stated in the September 1998 report, *UCSC At A Crossroads: Advisory Report of the Millennium Committee*, include the goal to "...attract, retain, and advance a diverse student body, faculty, and staff from many different communities in the state, nation, and world." Indeed, the University continues to make great strides in fulfilling many of its strategic objectives; however, the expense of the local housing market poses a significant impediment to the institution as it attempts to realize the above goal. The University has addressed the problem of affordable workforce housing in the past, beginning as early as 1981, via the provision of below market rental (presently 50 units) and for-sale (presently over 140) housing for employees and through financial assistance to lessen the cost of purchasing a home. The campus is also currently preparing for the construction of an additional 84 below-market for-sale units in an attempt to meet the significant pent-up demand.

In spite of these worthy interventions, however, the Employee Housing Program is still beset by a number of significant challenges, namely that unit pricing has not been according to an overarching discount structure rather as a consequence of construction costs at the time of delivery of new units coupled with an appreciation cap based on general inflation rather than housing market inflation, thus locking in low values for the long term. This has produced a situation in which residents benefit from homes which are priced between 1/2 to 1/4 the price of market-rate units but cannot easily move into the private market, not only because of comparatively huge prices in the open market, but because applying appreciation caps on very low priced units has prevented residents from enjoying the equity gains seen in the open market. Residents therefore choose not to move out of units and employees in need of units remain on waiting lists. In addition to this, the program lacks the seed capital that is necessary to provide further units.

In sum, UCSC's interventions to date have been somewhat ad hoc in nature and have not drawn from an overarching strategy or plan, integrated with long term campus development, and based upon a detailed evaluation of needs and options. It is the intention of this study to provide such critical guidance. To fully address the campus's need for long term affordable housing options, in the context of its future plans and with well-founded and viable recommendations, the Project Team completed the work plan detailed below.

METHODOLOGY AND WORK PLAN

The Employee Housing Administrative Plan is a strategic guide intended to identify the challenges and opportunities facing the University's employee housing program, analyze the options available to the University, and recommend a sustainable, strategic program for addressing the institution's long term faculty and staff housing needs. To complete the Plan, the Project Team was specifically tasked with the following: (1) identifying and



analyzing pertinent issues related to employee housing; (2) defining a mission and vision for UCSC employee housing; (3) evaluating the existing conditions of UCSC's existing employee housing programs and facilities; (4) gaining an understanding of overall industry trends, the local housing market, and future changes in that market; (5) determining which housing options would best address the needs of the target market; and (6) preparing an Administrative Plan for the development and continued operation of an appropriate and successful employee housing program. To accomplish this charge from the University, the preparation of the Plan included the following components:

Issue Identification and Issue Analysis

- **Client Consultation and Stakeholder Interviews** – Individual conversations with key constituencies (Steering Committee members, University administrators, faculty, off-campus stakeholders) to gain initial direction in formulating the project work plan and to gain preliminary qualitative data pertaining to program needs and preferences.
- **Visioning Session / Gap Analysis** – To assess the University's goals and priorities regarding employee housing and define gaps between present and desired conditions of the employee housing program.

Supply Analysis

- **Existing Conditions Assessment** – An assessment of the nature and effectiveness of UCSC's employee housing program, including incentive programs as well as on-campus for-sale and rental real estate.
- **Best Practices / Lessons Learned Case Study Analysis** – A study of recent best practices of comparable institutions regarding institution-sponsored workforce housing programs as well as other proven concepts from the private sector.
- **Land Use Planning / Affordable Housing Analysis** – Analysis of applicable land use planning parameters and affordable housing initiatives directing the future development and availability of affordable housing in the Santa Cruz area.
- **Market and Economic Analysis** – A study of the off-campus housing marketplace and economy, including political and regulatory barriers, community assets, and private sector housing trends and projected changes.



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- **Affordable Housing Stock Analysis** – A characterization of the stock of competitive off-campus housing facilities to gauge the likely nature of the competitive environment within which UCSC employees will continue to seek viable housing options.
- **SWOT Analysis** – Evaluation of the Strengths, Weaknesses, Opportunities, and Threats related to UCSC’s existing employee housing programs and facilities in satisfying institutional goals vis-à-vis the conditions in the local political, regulatory, and market environments.

Demand Analysis

- **Demographic Analysis** – Characterization of UCSC’s employees by meaningful demographic variables to ensure representative sampling during market analysis and inform the formulation of recommendations.
- **Qualitative Demand Analysis** – Moderated focus group interviews with project stakeholders to gain qualitative information regarding existing program features and issues as well as user needs, expectations, and preferences.
- **Quantitative Analysis** – Web-based statistical survey available to the entire target market (defined during interviews and focus group interviews) to gain critical quantitative data pertaining to user satisfaction, needs, preferences, and demand for potential solutions.
- **Survey Analysis** – Statistical analysis of key data gathered through the survey implementation process.

It should be noted that the Employee Housing Administrative Plan is limited in scope and is intended to provide strategic guidance for further planning exercises, as noted in Section 6: *Plan*. The Administrative Plan should be followed by the anticipated Employee Housing Master Plan whose intent should be to “operationalize” the Administrative Plan with specific concepts, commitments, and resource allocations. In turn, the Master Plan should be followed by a full business plan and individual project-specific feasibility studies designed to provide the appropriate level of data required to make effective decisions.



DOCUMENT ORGANIZATION

This report is organized to provide analysis and recommendations in a straightforward and easily accessible manner. Sections 2 through 5 detail the analyses completed as a part of the study and Section 6 contains the resulting recommendations comprising the Employee Housing Administrative Plan. The organization of the document is as follows:

1. **Executive Summary** – Provides a brief introduction to the report and its contents.
2. **Background** – Details the analysis of the problem, gives a history of the institution's response to the problem, and summarizes the existing conditions of University employee housing programs.
3. **Market Context** – Details the analysis of the regulatory and economic environment within which the problem exists as well as the feedback given by stakeholders via interviews and the statistical survey.
4. **Options Analysis** – Summarizes varying options available to the University, evaluates the appropriateness of these options, and links the body of the report to the recommended Plan.
5. **Strategic Analysis** – Provides critical guidance in the formulation of the Plan by ensuring that the ultimate recommendations are based upon the institution's underlying values, priorities, and goals.
6. **Plan** – Summarizes the recommended course of action, based upon the above analyses and findings.

The report Exhibits contain necessary supporting data for these Sections.



Section 02

ISSUE IDENTIFICATION AND HISTORY

The ultimate causes and contributors to the lack of affordable housing in California communities are many, complex, and therefore often disputed. Prominent among the drivers threatening housing affordability is the juxtaposition of continued high demand by individuals able to pay escalated prices within an overall context of land supply limitation resulting from a combination of physical constraints, environmental conservation, resource scarcity (namely water), and regulatory restrictions. This situation has been intensified recently by significant escalations in the actual costs of construction. The results of such challenges are more evident in such Northern California housing markets as Santa Cruz's than anywhere else in the nation. Particular to Santa Cruz is its location near both the Bay Area and Silicon Valley, which positions it as a viable refuge from very competitive housing markets in those larger communities, virtually guaranteeing that housing challenges there will continue to be reflected in Santa Cruz. The result of this reality has been that local low and middle income families have been effectively bid out of the local housing market. Assuming that high housing costs in the Bay Area and Silicon Valley continue to propel individuals to make their homes in such places as Santa Cruz, it seems unlikely that upward pressure on housing prices will cease.

City of Santa Cruz

In reaction to the local market's housing crisis, the City of Santa Cruz, after an extended period of generally discouraging growth, has now considered the feasibility of a number of corrective initiatives¹ which would maximize the use of existing land and infrastructure and minimize the costs to be passed along to purchasers. These initiatives fit into 3 broad categories: (1) small scale infill development, (2) redevelopment or rehabilitation of existing uses, and (3) new development. By category, the housing initiatives are as follows:

Small Scale Infill Development

- *Accessory Dwelling Units* – zoning reform to encourage ancillary unit development.
- *Alley Units* – zoning reform to encourage development of units on small areas of surplus land.
- *Conversions* – zoning reform and provision of technical assistance and loan packages to encourage redevelopment of large structures into multi-family housing.
- *Infill Development* – site identification and regulatory flexibility to encourage development on un- or under-utilized land.

¹ *Executive Summary for Expanding Housing Options for the City of Santa Cruz*, Housing and Community Development Division, City of Santa Cruz, 2002.



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Redevelopment or Rehabilitation of Existing Uses

- *Mixed-Use Development* – zoning/regulatory reform and provision of financial incentives to encourage development of a blend of uses, including housing, retail, and office.
- *Mixed-Use Redevelopment* – redevelopment of derelict and underutilized properties (e.g., “greyfields”²) into more appropriate urban-scale community nodes.
- *Corridor Development* – regulatory reform to encourage higher density development along transit corridors such as boulevards.

New Development

- *High-Density Housing* – zoning and regulatory reform and adjustment of development fees to allow and encourage greater unit yield for certain properties.
- *New Multi-Family Units* – exploitation of new funding sources and partnerships to facilitate dense townhouse or condominium PUDs.³
- *New Single-Family Units* – this unit type has been identified as unfavorable due to its inefficient use of scarce land and should, therefore, not be encouraged.

The City has also explored the affordability impact of several Housing Ownership Options, as noted below:

- *Co-Housing* – group housing arrangement including a combination of shared and private living spaces which can minimize space requirements and costs.
- *Housing Cooperatives* – housing ownership via shared ownership in a special purpose corporation rather than in a particular unit.
- *Community Land and Housing Trusts* – land ownership by not-for-profit corporation which provides opportunity for home ownership or rental with long term land lease.

To address the lack of affordable housing in Santa Cruz, the City has expressed a need for the community to become more open to denser development, for zoning regulations and development fees to be reconsidered, for the development approvals process to be streamlined, and for the public and private sectors to form partnerships in developing housing.⁴ The City’s approach to addressing housing affordability represents a positive step. Unfortunately, the City has not yet successfully aligned its efforts with UCSC to jointly address housing affordability.

² “Greyfield” properties are derelict strip-style shopping centers.

³ “PUD” is a standard abbreviation for “planned unit development.”

⁴ Ibid.



University of California, Santa Cruz

The administration of UCSC wisely began to address increasing housing costs as early as 25 years ago. The below timeline details the evolution of the campus response:

- 1981 - UCSC Employee Housing Program commenced construction of 50 below-market rental apartments known then as Hagar Court Faculty Apartments.
- 1986 – UCSC offered below-market for-sale housing with the development of 50 units known as Cardiff Terrace.
- 1988 – UCSC provided 11 leased lots for senate faculty or staff to build custom homes.
- 1992 – Construction of Hager Meadow, a below-market for-sale housing development adjacent to Hager Court and Cardiff Terrace.
- 2004 – Conversion of 50 Hagar Court apartments into condominium units.
- 2004 – 64 unit Laureate Court Apartments / Condominiums was acquired by the University.

Presently, the University is preparing to provide 45 additional single family houses with Phase I and 39 additional units with Phase II of Ranch View Terrace. The development plan comprises a mix of 3- and 4-bedroom below-market detached houses. Phase I is presently slated for early 2008 delivery.

PROGRAM EXISTING CONDITIONS

Objectives and Methodology

The Program Existing Conditions analysis was undertaken to obtain an accurate inventory of UCSC's existing housing programs, including financial assistance / incentives and facilities. To complete the analysis, B&D first compiled information provided directly by the University, available on the University website, documented in the November 2005 Employee Housing Report, and discovered through on-site observations and discussions with UCSC staff. After the information was assembled, analysis of it provided a basis for assessing the University's housing assets as well as needs and deficiencies in order to provide recommendations to the University for offering employees the most appropriate workforce housing solutions available.



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Baseline Data

The below table summarizes the campus's existing unit offerings, including neighborhood, unit type, unit quantities, unit tenure, and price range:

Existing Conditions - 2005/2006

	# Units	1-BR	2-BR	3-BR	4-BR	Price	Aug. '06 # Waitlist Preferences
<u>Existing For-Sale</u>							
Cardiff Terrace Townhomes	50		24	21	5	\$129K \$500K	324
Cardiff Terrace Custom Homes	11				11		41
Hagar Meadow Townhomes	19		19			\$177K \$248K	121
Hagar Court Condos	50		50			\$212k \$242K	63
Laureate Court Condos	13		13			\$264K \$274K	26
TOTAL EXISTING FOR-SALE	143	0	106	21	16		575
<u>New For-Sale</u>							
Ranch View Terrace - Phase I	45			16	29	\$478K \$618K	309
Ranch View Terrace - Phase II	39			20	19	\$478K \$618K	n/a
TOTAL FOR-SALE	227	0	106	57	64		884
<u>Existing Rental</u>							
Laureate Court Apartments	51	15	36			\$1,100 \$1,850	25 - 100
TOTAL EXISTING RENTAL	51	15	36	0	0		25 - 100
TOTAL FOR-SALE & RENTAL	278	15	142	57	64		1,484 - 1,559

Figure 2.1 – On-campus employee housing statistics. Source: UCSC Faculty and Staff Housing.

For-Sale Housing

Cardiff Terrace

The 50 faculty and staff townhouses within the Cardiff Terrace development were constructed in 1986. The land dedicated to each unit is the property of the University and is leased to the homeowner. Currently, the development includes the following properties:



- 24 2-bedroom units with 1½ to 2½ baths at roughly 1,100 to 1,400 sq. ft. and an approximate resale value between \$130,000 and \$200,000.
- 21 3-bedroom units with 2½ baths at roughly 1,600 to 1,800 sq. ft. and an approximate resale value between \$225,000 and \$278,000.
- 5 4-bedroom units. These units were originally 2-bedrooms but were remodeled. Their approximate resale value ranges from between \$350,000 and \$500,000.

As of June 2005, there were 111 senate faculty and staff members on the waiting list for 2-bedroom units and 157 waiting for 3-bedroom units. On average, 1.75 2-bedroom units turn over each year while only 1 3-bedroom unit is resold each year.

Cardiff Terrace Custom Homes

Additionally, there are 11 market-rate custom homes just south of the Cardiff Terrace Townhomes. The resale process differs from standard UCSC practice; the University will provide the seller with a list of potential senate faculty and staff purchasers, but the sale price is ultimately negotiated without any university involvement and no resale price limitation or 'price cap.'

Owners of either type of property in Cardiff Terrace are members of the Cardiff Terrace Homeowners Association and are subject to the Association's Covenants, Conditions, and Restrictions.

Hagar Meadow

The 19 townhouses at Hagar Meadow were developed in 1992. The approximate resale value of the 2-bedroom units is between \$177,000 and \$248,000. Faculty and staff owning homes in Hagar Meadow are members of the Cardiff Terrace Homeowners Association. There were 84 senate faculty and staff on the waiting list for Hagar Meadow units as of June 2005 and only 1.1 units turned over each year, on average.

Hagar Court

The 50 Hagar Court units were constructed originally to serve as faculty and staff apartments in 1981. In 2003, they were renovated and converted to condominiums. Only 2-bedroom units are offered at Hagar Court, but they range in size, from 873 to 961 square feet. The approximate resale value ranges from \$212,000 to \$242,000 and an average of 1½ units are resold annually. As of June 2006, there were 42 UCSC employees on the waiting list for a Hagar Court Condominium. Hagar Court home owners are members of the Hagar Homeowners Association.



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Laureate Court

Since the University acquired Laureate Court in 2004, 13 of the 64 Laureate units annexed to the UCSC Employee Housing Program have been designated as for-sale condominiums. The condos are roughly 850 feet and are all 2-bedroom and 2-bath. Approximate resale value of the units is between \$264,000 and \$274,000.

Ranch View Terrace

The first phase of 45 new below-market single family houses (2-, 3-, and 4-bedroom configuration) is slated for delivery in early 2008. A second phase of 39 units will follow. As of August 2006, there were 309 waitlist preferences for house purchases logged with the Faculty and Staff Housing staff.

Rental Housing

Laureate Court Apartments

Currently, Laureate Court is the only housing development offering rental apartments. A total of 51 apartment units are offered to faculty and staff. Of the 51 units, 13 apartments are income-restricted. The table at right summarizes the unit options and rental rates per month:

Unit	Rate / Month (Unfurnished)	Rate / Month (Furnished)
1BR / 1BA	\$1,102	\$1,252
1BR / 1BA Deluxe	\$1,206	\$1,356
1BR "Low Income"	\$921	n/a
2BR / 1BA (Downstairs)	\$1,372	\$1,522
2BR / 1BA (Upstairs)	\$1,430	\$1,580
2BR / 2BA (Downstairs)	\$1,430	\$1,580
2BR / 2BA (Upstairs)	\$1,482	\$1,632
2BR / "Manager" Unit	\$1,700	\$1,850
2 BR "Low Income"	\$1,038	n/a

Figure 2.2 – 2006-2007 On-campus employee housing rental rates. Source: UCSC Faculty and Staff Housing.

Access Policy / Prioritization

For-Sale Housing

All 100% full-time-equivalent ("FTE") employees are eligible to purchase housing per the 2003 UCSC Housing Access Policy and senate faculty are given priority in this system.

Rental Housing

All FTE with a minimum of one-year appointments are eligible to rent units per the 2003 UCSC Housing Access Policy. Senate faculty have priority in this system and those who have been employed by UCSC for longer than 2 years are no longer eligible to apply for rental units. Renters are allowed to stay in the housing for only one term that can last up to 3 consecutive years.



Assistance / Incentives

The University offers employees the following incentives, in addition to below-market for-sale and rental units:

- *Mortgage Origination Program (MOP)* – The UC System offers variable rate loans with up to 40 year terms covering up to 90% of home value for qualifying first-time senate faculty home purchasers for campus area purchases.
- *Supplemental Home Loan Program (SHLP)* – The UC System services a second mortgage for first-time senate faculty home purchasers for campus area purchases. The UCSC Campus also has a fund for down payment / second mortgage assistance for Senate Faculty.
- *UCSC EVC Fund* – The University has provided a one-time recruitment allowance available for senate faculty housing assistance.

Preliminary Existing Conditions Analysis

This study did not include a demand quantification and projection exercise, such as B&D's proprietary Demand-Based Program analysis, which would yield specific data on unit types and quantities which could be supported by the identified target market over the course of the next several years. Detailed analysis of the appropriateness of the Employee Housing Program with regard to target market statistics and specific unit type demand preferences should be completed as a part of a future Employee Housing Master Plan. The preliminary existing conditions analysis completed as part of this study included the above baseline data as well as income data from UCSC and findings of the statistical survey (for more details, see Section 3: *Market Context*). This subsection refers to charts and graphs which may be found below on pages 2.13 through 2.18.

Income Trends

Housing costs have departed ways with employee UCSC income in the last 5 years. Figure 2.3 depicts historical increases in senate faculty salaries during a recent 9 year period. Annual increases during this period have varied, depending upon senate faculty type and year, from less than 1% to as high as 8%. On average, increases were about 3% per year for all senate faculty types. This is an example of the relatively modest increases of employee salaries in the recent past. Figure 2.4 illustrates mortgage payment requirements based upon historical mean senate faculty salaries superimposed on debt service requirements based upon mean housing costs in the Santa Cruz marketplace. Mortgage payment requirements were calculated assuming a 30 year



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fixed rate loan at a 6.5% interest rate, and 3 scenarios were included with either a 0%, 10%, or 20% down payment. Required incomes were derived using the standard HUD methodology of assigning no more than 30% of gross household income toward housing costs.⁵ Over the past half decade or so, debt service requirements have trended steadily upward, while salaries have maintained modest increases. The divergence of available salary income and debt service requirements suggests the significance of the lack of affordable housing in the area. It should be noted that household income data would certainly lessen the illustrated disparity, but as historical household income data is not available, one could easily discern the impact of two wage earners with identical incomes by doubling the available funding. This would significantly help the circumstances of full professors.

Unit Mix

The graphs on page 2.13 summarize the existing and future mix of units on campus by neighborhood (Graphs 2.1a and 2.1b) and by tenure and type (Graphs 2.2a and 2.2b) as well as overall unit preferences expressed in the statistical survey (Graph 2.3).

Graph 2.1a shows that nearly 1/2 of the existing for-sale units are condos and nearly 1/2 are townhouses. Laureate Court Condominiums (about 1/10 of this group) represent the only truly high-density development, while Hagar Court Condominiums are of a medium-density layout more similar to typical townhouse or duplex developments. Graph 2.1b shows that over 1/4 of the existing units are rental. These are in a high-density multi-family configuration.

Graphs 2.2a illustrates that just over 1/4 of the existing units are rental while Graph 2.2b illustrates the degree to which this share will decrease after Phases I and II of Ranch View Terrace come on-line.

Graph 2.3 (see also Section 3: *Market Context*) indicates the large preference (1/2 of survey responses) for single-family detached houses, the significant preference (about 1/4 of survey responses) for townhouses, and the minimal preference for units in a multi-family configuration. Selection did not vary significantly by employee type.

These data describe an employee housing portfolio dominated by medium density for-sale units, most of which are 2-bedroom units. After delivery of Phases I and II of Ranch View Terrace, all single family houses, this portfolio will become less dense. Close to

⁵ According to the US Department of Housing and Urban Development (HUD), annual mortgage debt service accounting for less than approximately 30% of annual income is "affordable."



1/2 of all units will be 3- or 4-bedroom configurations. In the context of expressed market preferences, this change will be in-line with stated needs and desires.

Unit Portfolio Performance

Gross Annual Salary

Graphs 2.4a and 2.4b show the proportional share of all employees, as well as senate faculty alone, earning within specified salary ranges, according to recent University statistics. The proportion of employees earning less than about \$30,000 per year is about 1/3 of employees as this group includes many part time staff who would not be included in the target market. The graph pertaining to senate faculty pertains to a group of employees who are an important segment of the overall target market for employee housing (see Section 3: *Market Context*).

Gross Annual Household Income

Graph 2.5a and 2.5b detail gross annual household incomes, according to survey findings (see Section 3: *Market Context*), for all employees as well as for senate faculty alone. For employees, those earning per annum less than \$60,000, between \$60,000 and \$100,000, and more than \$100,000 each represent about 1/3 of that population. For senate faculty, those earning per annum less than \$60,000 represent only about 5%, between \$60,000 and \$100,000 represent about 1/3, and more than \$100,000 represent nearly 2/3 of that population.

Unit Pricing, Income Requirements, and Affordability

Figure 2.5 illustrates the existing price ranges for existing for-sale and rental housing, including the expected price range for Ranch View Terrace units, along with expected annual housing costs and required household incomes for each, based upon these price ranges. The chart also notes the quantity of units in each neighborhood available or planned. Figure 2.6 shows a similar analysis, but also details per-square-foot prices and affordability statistics for employees, as well as comparable market prices, and suggests household income requirements and affordability for actual units. Graph 2.6 compares the existing and planned housing stock, according to unit type and tenure, with household income and affordability for all employees and for senate faculty alone. Each analysis is based upon prices of UCSC employee housing, as quoted in the University's 2005 Employee Housing Report, and incorporate baseline market statistics as noted. In performing calculations for these analyses, costs for for-sale units included financing costs only, assuming a 30 year fixed rate loan at a 6.5% interest rate and with a 20% down payment for a standard mortgage. Figure 2.6 also incorporates assumptions for



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MOP financing, assuming a 4.5% interest rate and 20% down payment. Required household incomes were derived based upon the standard HUD methodology of assigning no more than 30% of gross household income toward housing costs.⁶

UCSC employee housing units represent a significant range of significantly discounted prices. Presently the portfolio includes higher quantities of units that are affordable to a larger number of employees (especially generally higher-earning senate faculty) and fewer of the more expensive units (see Figures 2.5 and 2.6 and Graph 2.6). This will change significantly with the delivery of 84 new higher priced units in Phase I of Ranch View Terrace. After delivery, the price range for for-sale units will become more balanced across a fuller range of affordability, catering to those with larger families and available income, varying from a low of \$129,000 to a high of \$618,000. This range translates into an equivalently wide range of required annual household incomes for purchasers of between about \$26,000 and \$125,000 (see Figure 2.5). UCSC's lowest priced employee housing units represent deep discounts relative to market pricing (upwards of about 70% off; see Figure 2.6 and Section 3: *Market Context*). Units at Cardiff Terrace, for example, are priced nearly 4 times less than market rate units, according to per-square-foot sales prices. Prices at Ranch View Terrace, conversely, due to higher hard and soft costs, will be significantly higher and will require correspondingly higher incomes for purchasers. Nevertheless, these new homes would be affordable to the significant minority of employees whose household earnings range from the mid- to the high \$100,000s (see Graphs 2.5a, 2.5b, and 2.6, and Figure 2.6), most of whom would not be able to buy in the open market. Units in the open market would be unattainable for nearly all staff and most senate faculty; assistance would provide some benefit (see Figures 2.6, 2.8, and 2.9).

Unit Pricing and Unit Size

Although UCSC's employee units have varying prices, these prices are not consistent with general pricing expectations for free housing markets. According to UCSC's 2005 Employee Housing Report (see also Figure 2.6 below), unit pricing varies significantly on a per-square-foot basis, from a low of about \$140 (Cardiff Terrace) to a high of about \$315 (Laureate Court Condos) per square foot. Ranch View Terrace pricing was assumed in that report to be about \$275 per square foot, due to hard and soft cost overruns. Figure 2.6 illustrates the vast difference in per-square-foot sales prices by development. Discounts off of present day market rate in UCSC's portfolio reach as much as nearly 3/4 off. The lowest discount will be for Ranch View Terrace units, with about 30% off of market price.

⁶ According to the US Department of Housing and Urban Development (HUD), annual mortgage debt service accounting for less than approximately 30% of annual income is "affordable."



Unit Affordability and MOP Assistance

Figures 2.8 and 2.9 were taken from UCSC's 2005 Employee Housing Report and illustrate unit affordability in the general housing market versus in UCSC's employee housing units. In the 2005 marketplace, individuals making less than \$75,000 annually could not generally expect to purchase a median-priced unit without assistance and could not generally expect to purchase a median-priced single family house without earning more than \$125,000. At the same time, existing employee housing units could be purchased without assistance by those earning less than \$50,000 per year. The planned Ranch View Terrace units would require annual incomes exceeding \$100,000. Both figures illustrate that assistance from the UC System's MOP financing significantly lowers the barrier to home purchase entry for qualifying senate faculty.

Critical Observations and Challenges

Preliminary analysis of offerings (see charts and graphs below) suggests the following challenges which should be overcome:

- Although units are priced within a significant range, these prices are irregular due to incremental unit delivery, differing construction costs over time, and CPI-based⁷ price caps locking in these differences for the long term. Resulting prices represent untenably high discounts off of market pricing for comparable units.
- Not having reaped the financial benefits of equity seen in the private market, residents have been reluctant to move out of their units as prices in the open market are prohibitively expensive. This has prevented unit turnover and impedes the program from providing units for other employees in need.
- Although unit prices are often hugely discounted, potential residents are at times reluctant to move into units as they foresee that they may become "trapped" in units, without the financial means to move out into units in the general market.
- Unit pricing provides unusually high discounts almost universally. Even the most modest discounts, expected at Ranch View Terrace, actually represent a percentage targeted by many University workforce housing programs. This

⁷ "CPI" is the Consumer Price Index, an industry-standard benchmark tracking overall inflation. The index includes national real estate market averages, but does not come close to fully reflecting drastic real estate price inflation.



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achievement is likely due to deletion of land value (proportionally very large in the local market) from overall project costs, in spite of significant cost overruns.

- The construction of Ranch View Terrace will cause 4-bedroom single family homes to represent nearly 1/5 (presently than less than 1/10) of the employee housing units offered. Although the units will be relatively expensive, their provision would be in keeping with general unit type demand for larger units among various demographic profiles and will better balance unit offerings with employee incomes, especially higher-earning senate faculty who could afford them.
- Although employees have been reluctant in their acceptance of multi-family unit configurations, especially for for-sale tenure, the employee housing portfolio may benefit from the provision of smaller, densely constructed, less expensive units.

These observations informed the formulation of recommendations include in the Plan.



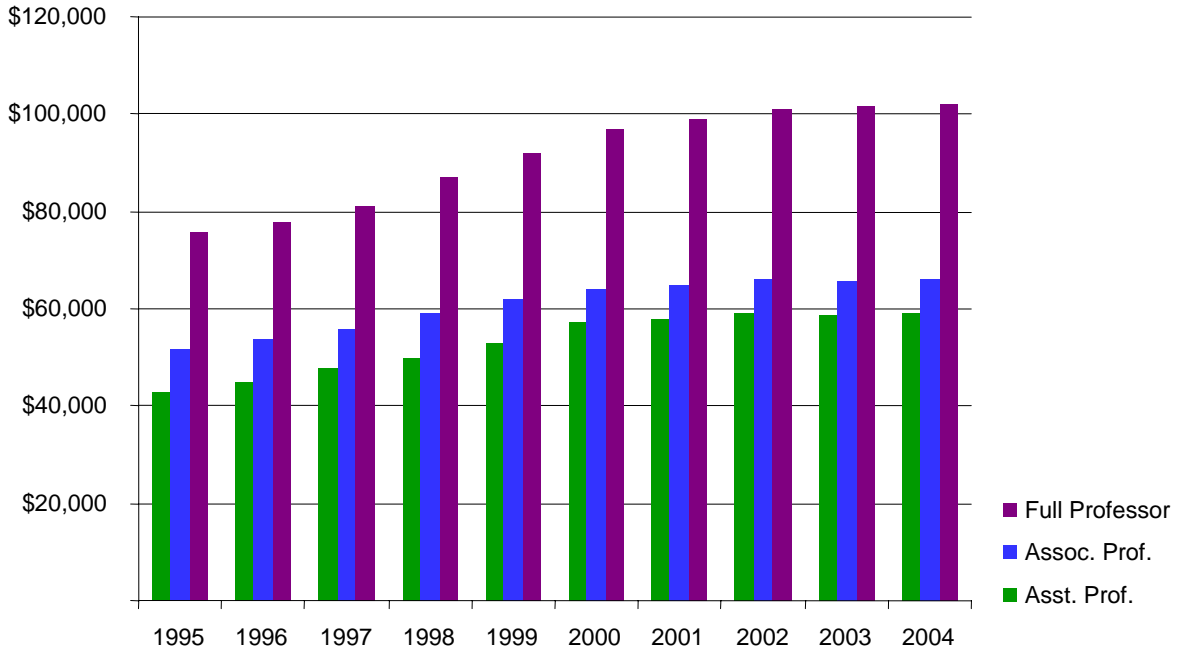


Figure 2.3 – UCSC Faculty Salaries.

Source: *Report on the Status of the Santa Cruz Housing Market with Implications for the Faculty of the University of California at Santa Cruz.*

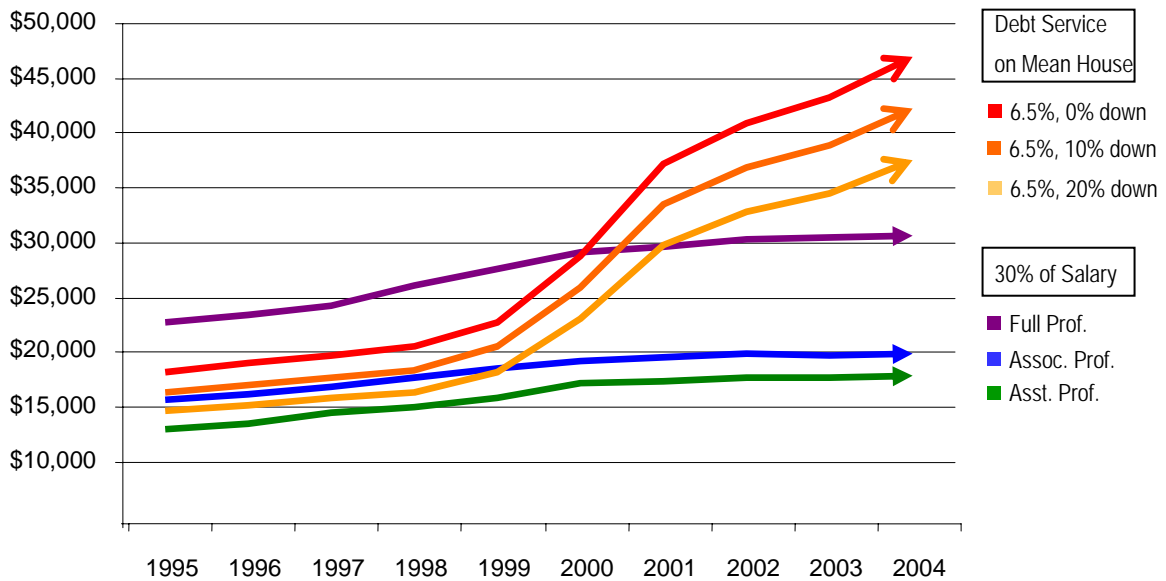


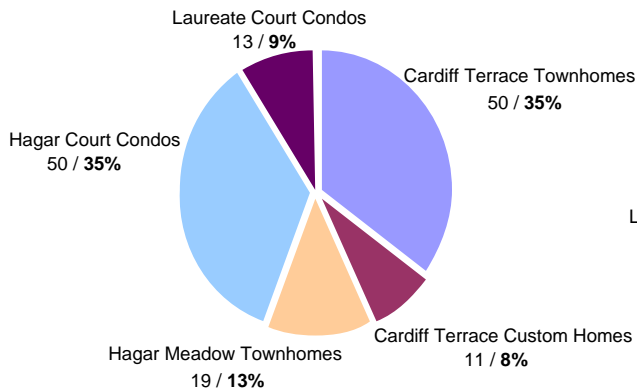
Figure 2.4 – Illustration of decreasing ability for UCSC faculty to pay for area housing.

Source: B&D analysis utilizing data from *Report on the Status of the Santa Cruz Housing Market with Implications for the Faculty of the University of California at Santa Cruz.*



BACKGROUND

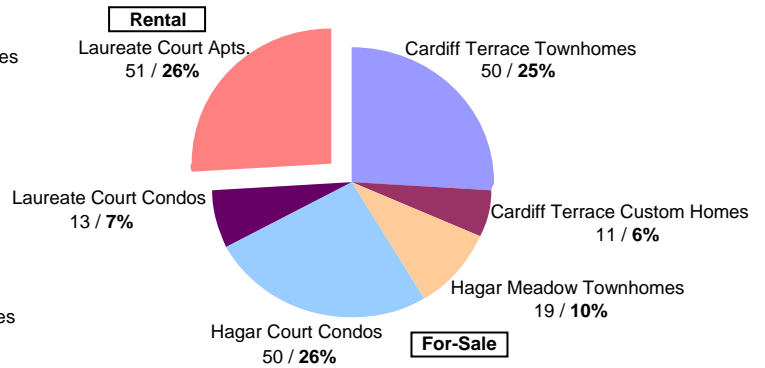
Existing For-Sale Unit Mix by Neighborhood



Graph 2.1a

Source: UCSC Faculty and Staff Housing.

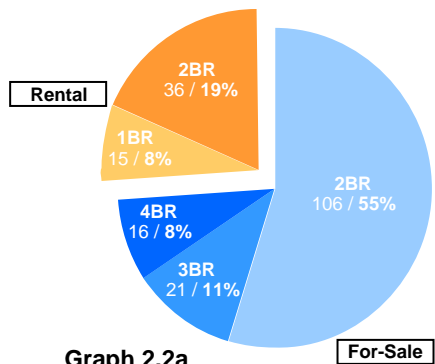
Existing Total Unit Mix by Neighborhood



Graph 2.1b

Source: UCSC Faculty and Staff Housing.

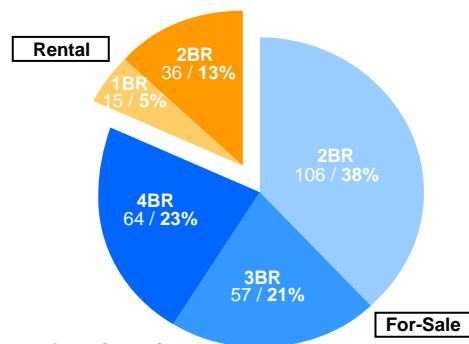
Existing Unit Mix by Tenure and Type



Graph 2.2a

Source: UCSC Faculty and Staff Housing.

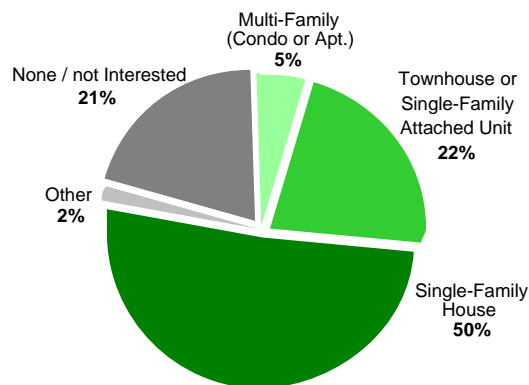
Future Unit Mix by Tenure and Type



Graph 2.2b

Source: UCSC Faculty and Staff Housing.

What University-sponsored unit type would you most be interested in?

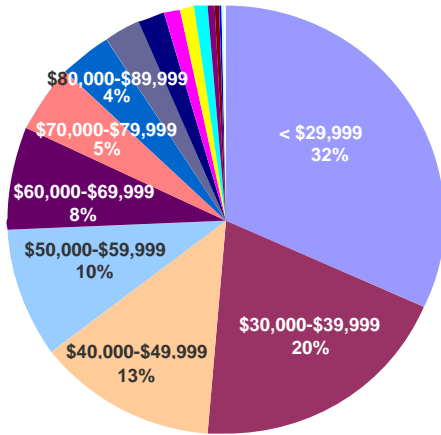


Graph 2.3

Source: B&D Statistical Web-Based Survey.



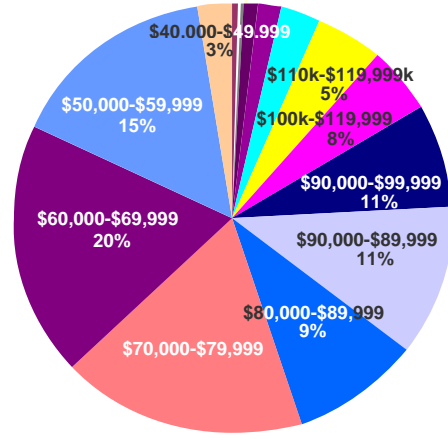
Employee Salaries



Graph 2.4a

Source: UCSC Institutional Research
(raw data)

Senate Faculty Salaries

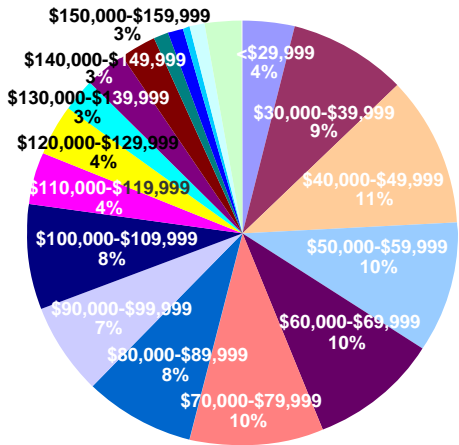


Graph 2.4b

Source: UCSC Institutional Research.
(raw data)

- < \$29,999
- \$30,000-\$39,999
- \$40,000-\$49,999
- \$50,000-\$59,999
- \$60,000-\$69,999
- \$70,000-\$79,999
- \$80,000-\$89,999
- \$90,000-\$99,999
- \$100,000-\$109,999
- \$110,000-\$119,999
- \$120,000-\$129,999
- \$130,000-\$139,999
- \$140,000-\$149,999
- \$150,000-\$159,999
- \$160,000-\$169,999
- \$170,000-\$179,999
- \$180,000-\$189,999
- \$190,000-\$199,999
- ≥ \$200,000

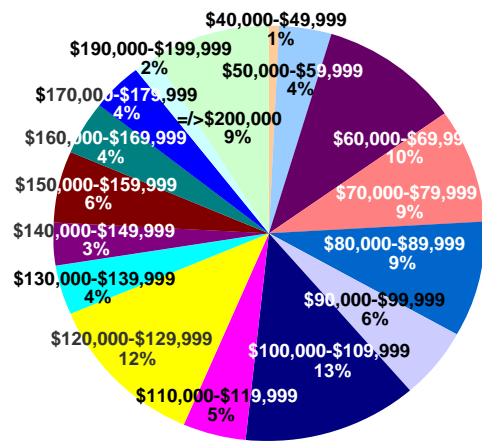
Employee Gross Household Income



Graph 2.5a

Source: B&D Statistical Web-Based Survey.

Senate Faculty Gross Household Income



Graph 2.5b

Source: B&D Statistical Web-Based Survey.



BACKGROUND

	Price		Low		High		Quantity
	Low	High	Annual Cost	Req'd HH Income	Annual Cost	Req'd HH Income	
FOR SALE							
Cardiff Terrace 2BR/3BR	\$129,000	\$278,000	\$7,828	\$26,092	\$16,869	\$56,229	50
Cardiff Terrace Custom Homes							11
Hagar Meadow Townhomes	\$177,000	\$248,000	\$10,740	\$35,800	\$15,048	\$50,161	19
Hagar Court Condos	\$212,000	\$242,000	\$12,864	\$42,879	\$14,684	\$48,947	50
Laureate Court Condos	\$264,000	\$274,000	\$16,019	\$53,397	\$16,626	\$55,420	13
Ranch View Terrace	\$478,000	\$618,000	\$29,004	\$96,681	\$37,499	\$124,998	45
RENTAL							
Laureate Court Apartments	\$1,100	\$1,850	\$13,200	\$44,000	\$22,200	\$74,000	51
							239

Figure 2.5 – UCSC employee housing stock and household income requirements.

Source: UCSC Faculty and Staff Housing. Methodology: assumes 6.5% rate mortgage with 20% down.

Santa Cruz Market versus UCSC Employee Housing Affordability

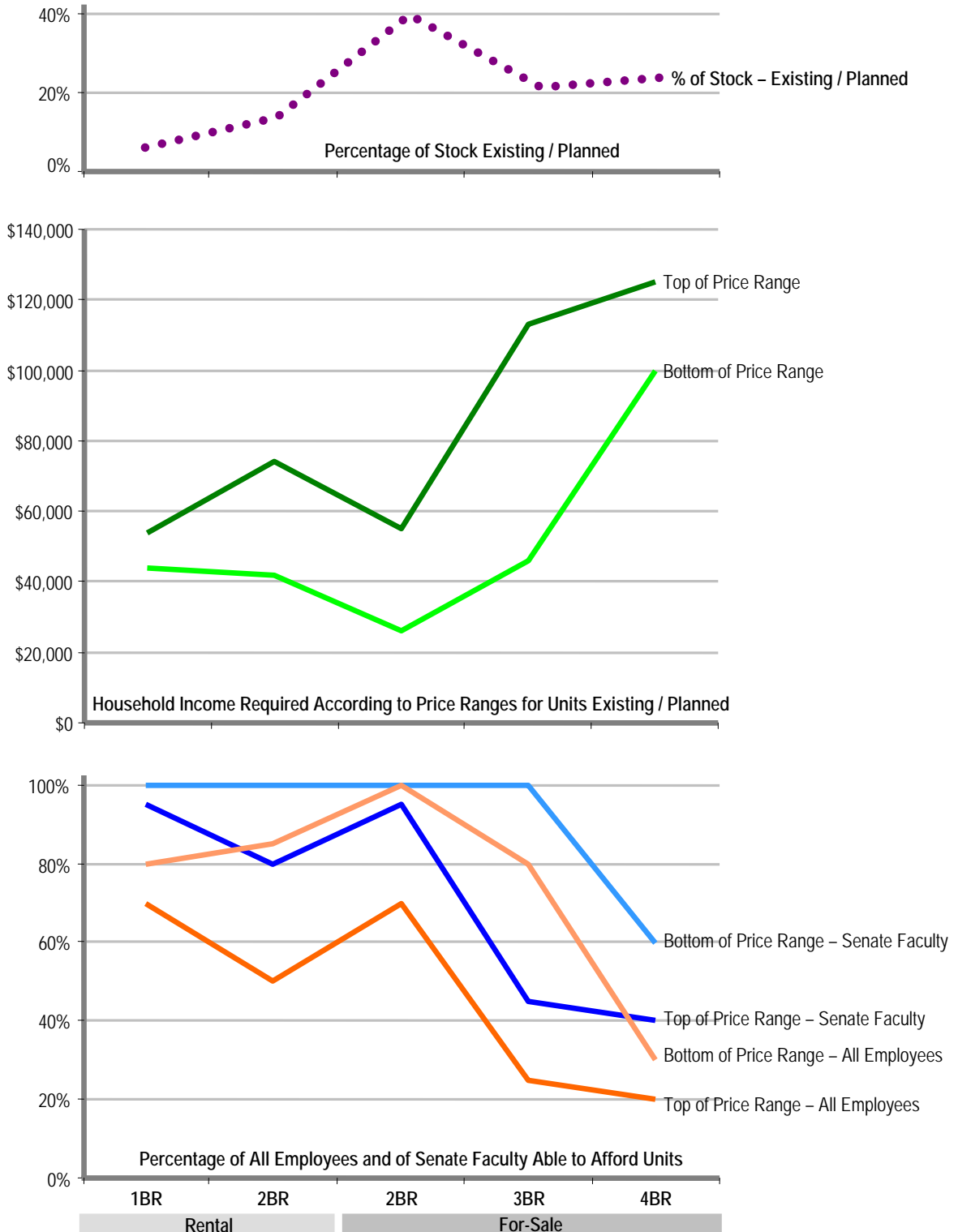
	\$/SF	Median SF	Median Price	Req'd HH Income - Standard Mortgage	Req'd HH Income - MOP Mortgage	Approximate % Affordable				Qty.	Market Pricing Discount
						Standard Mortgage		MOP Mortgage			
						All Employees	Senate Faculty	All Employees	Senate Faculty		
UCSC ON-CAMPUS FOR-SALE UNITS											
Cardiff Terrace THs 2BR/3BR	\$140	1,400	\$196,000	\$39,643	\$31,779	90%	100%	n/a	100%	45	73%
Hagar Meadow Townhomes	\$175	1,300	\$227,500	\$46,015	\$36,887	85%	100%	n/a	100%	19	69%
Hagar Court Condos	\$240	940	\$225,600	\$45,630	\$36,579	85%	100%	n/a	100%	50	69%
Laureate Court Condos	\$315	860	\$270,900	\$54,793	\$43,923	70%	95%	n/a	100%	13	63%
Ranch View Terrace	\$275	1,900	\$522,500	\$105,682	\$84,718	30%	55%	n/a	70%	84	29%
SANTA CRUZ COUNTY FOR-SALE UNITS											
Median Home	\$590	1,246	\$735,140	\$148,691	\$119,195	10%	25%	20%	45%		

Figure 2.6 – Santa Cruz County market and UCSC employee housing stock and household income requirements.

Source: RealtyTrac, National Association of Homebuilders, UCSC Faculty and Staff Housing, and B&D Survey.

Methodology: assumes standard mortgage at 6.5% rate with 20% down or MOP mortgage at 4.5% rate with 20% down.

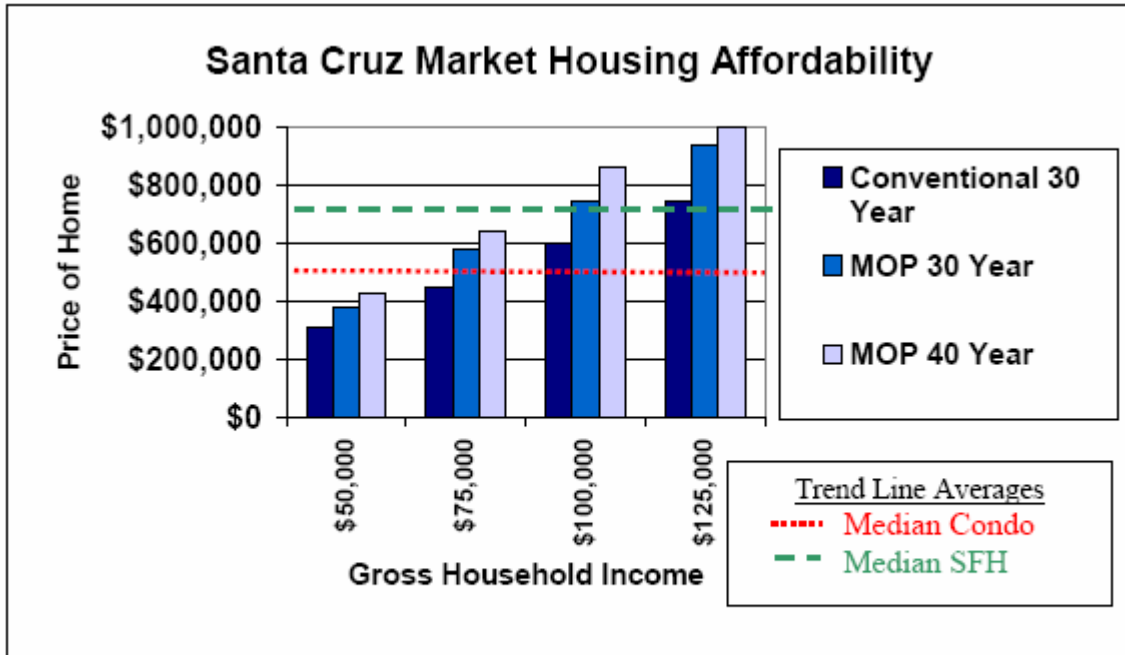




Graph 2.6 – Housing Stock and Affordability by Unit Type and Employee Type.
 Source: UCSC Faculty and Staff Housing. Methodology: assumes 6.5% rate mortgage with 20% down.



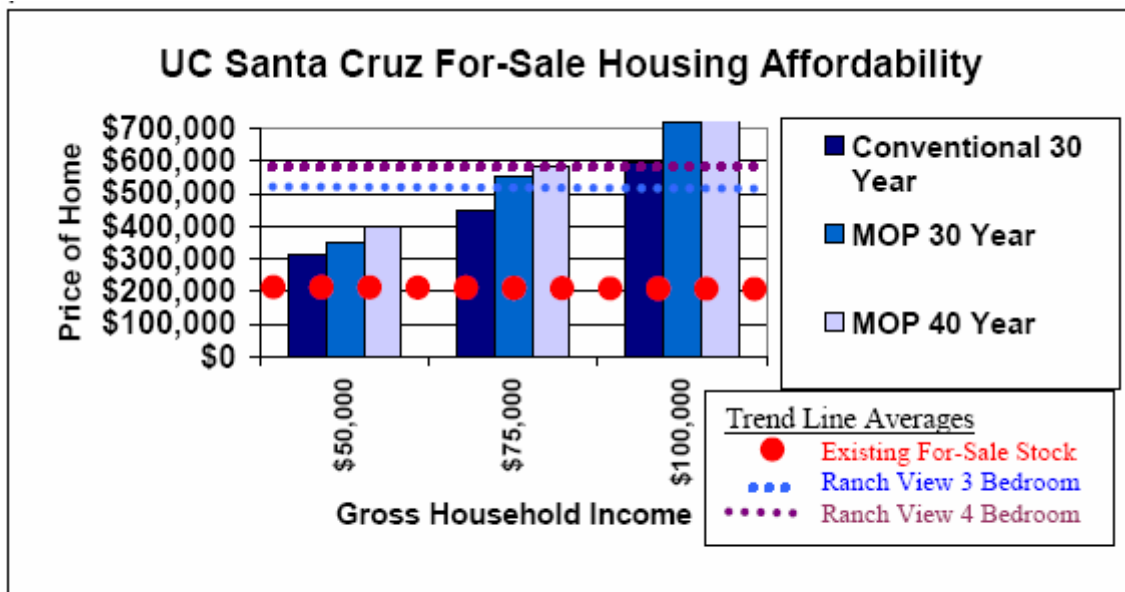
BACKGROUND



Assumptions: 1) "Front-End" Income/Debt Ratios: Conventional 35%, MOP 40%; 2) "Back-End" Income/Debt Ratio is 50%; 3) Borrower meets 10% down payment requirements; 4) Using prevailing interest rates as of 9/2005 (MOP 3.8%, Conventional adjustable 5.125%).

Figure 2.8

Source: UCSC November 2005 Employee Housing Report.



Assumptions: 1) "Front-End" Income/Debt Ratios: Conventional 35%, MOP 40%; 2) "Back-End" Income/Debt Ratio is 50%; 3) Borrower meets 10% down payment requirements; 4) Using prevailing interest rates as of 9/2005 (MOP 3.8%, Conventional adjustable 5.125%). 5) Homeowners Association fees approximated at \$150/month.

Figure 2.9

Source: UCSC November 2005 Employee Housing Report.



Section 03

MARKET AREA EXISTING CONDITIONS

Objectives and Methodology

In order to place the findings of this study within the appropriate overall context, the Project Team prepared an overview of the Santa Cruz metropolitan housing market, including economic and land use parameters relevant to the local housing market as well as general existing conditions of the market area. This documentation and analysis provided the Project Team with critical insight into limitations, opportunities, and expected trends in this market which would inform the drafting of meaningful recommendations. The research to prepare this overview included a series of primary and secondary Internet, telephone, and print resources (noted where appropriate), and the Project Team's expertise in this area of research.

Housing markets are most appropriately defined in such a way as to account for the daily functioning of a single economy, including resident behavior, transportation options and constraints, employment trends, political boundaries, etc., and are limited in definition by available statistics. Market researchers often define a "market area" – or geographical area from which data are included in an analysis – according to the United States Senate's standardized methodology¹ or according to existing political boundaries. Neither methodology can yield data sets precisely reflective of actual market areas, but either can be used confidently to approximate the desired results. This study has used data from numerous sources defined by political boundary, i.e. Santa Cruz County or the City of Santa Cruz, where appropriate. The City Santa Cruz will represent the *primary market area* for the study and Santa Cruz County will represent the larger *secondary market area* or *greater market area*. The findings of the analysis are summarized below.

¹ According to the United States Census Bureau, *Metropolitan Areas* (MA) are defined by a large population nucleus, together with adjacent communities that have a high degree of economic and social integration with that nucleus. Each MA must contain either a place with a minimum population of 50,000 or a Census Bureau-defined urbanized area and a total MA population of at least 100,000. An MA comprises one or more counties. An MA may also include one or more outlying counties that have close economic and social relationships with the central county. An outlying county must have a specified level of commuting to the central counties and also must meet certain standards regarding metropolitan character, such as population density, urban population, and population growth. When PMSAs are established, the larger area of which they are component parts is designated a *Consolidated Metropolitan Statistical Area* (CMSA). If an area that qualifies as an MA has more than one million persons, *Primary Metropolitan Statistical Areas* (PMSA) may be defined within it. PMSAs consist of a large urbanized county or cluster of counties that demonstrate very strong internal economic and social links, in addition to close ties to other portions of the larger area.



MARKET CONTEXT

Findings

Economic and Land Use Parameters

Limited land availability, coupled with recently escalated materials and labor costs, in the local housing market continues to exert significant upward pressure on housing prices, thereby limiting options for would-be residents. Limited land for housing has caused dramatic increases in land value, an important component of overall property value, while ever increasing construction costs have raised improvement value. These trends have combined to necessitate higher property sale prices within the market. Statistics for housing in Santa Cruz County and the City of Santa Cruz illustrate this situation.

According to the City of Santa Cruz, for example, only about 6% of City land is available for development. Residential development could be accomplished through infill on various appropriately zoned sites.² However, although the City has explored options for incentivizing smaller unit construction,³ multi-family and high-density housing development is restricted by City, further constraining options for residential construction.

Construction costs⁴ in the local housing market during the summer of 2006 exceeded \$200 per square foot. Depending upon analysis, these costs varied between \$200 and \$220 per square foot.⁵ Interestingly, although area construction costs (which more directly drive improvement values) are higher than in most US housing markets, area land value, on average, claims an unusually large share of overall property value. The Project Team completed a residual land value analysis (Figure 3.1a and 3.1b) to illustrate this point. The graph and chart on the following page illustrate the analysis. For the analysis, 19 single family detached house asking prices were derived from recent for-sale listings and construction cost was estimated at \$215 per square foot. Replacement cost for each house was estimated based upon this figure, allowing land value to be estimated from the “residual” value left after improvement value was subtracted. The analysis yielded an average residual land value of approximately 66% of total property value, an unusually high share when compared with most US housing markets.

² According to interviews with the City of Santa Cruz Department of Planning and Community Development and the City Manager (also noted below).

³ See Section 2.a.: *Background – Issue Identification and History*.

⁴ Including only hard costs of construction.

⁵ Construction costs include a number of variables. This range is representative of reasonable construction cost expectations.



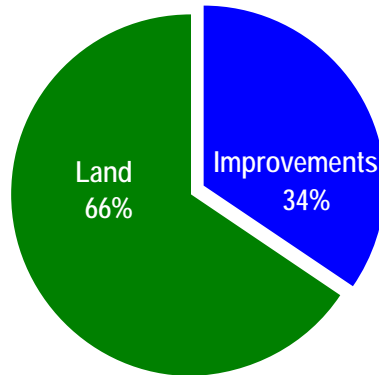


Figure 3.1a – Improvement and Land Value Analysis for City of Santa Cruz Single Family Detached Houses during June 2006. Source: RealtyTrac, National Association of Homebuilders.

Improvement Versus Land Value - Single Family Detached Houses - City of Santa Cruz

BR	BA	Sale Price	Home (SF)	Lot (SF)	CC / SF	Replacement Cost	Estimate Land Value	I/L Ratio	Land Value / Acre
3	1.5	\$664,013	1,512	10,585	\$215	\$325,080	\$338,933	0.96	\$1,394,797
4	2	\$837,063	1,466	6,838	\$215	\$315,190	\$521,873	0.60	\$3,324,479
3	2	\$664,581	1,419	10,062	\$215	\$305,085	\$359,496	0.85	\$1,556,315
3	2	\$847,466	1,409	7,448	\$215	\$302,935	\$544,531	0.56	\$3,184,717
3	2	\$707,312	1,382	5,793	\$215	\$297,130	\$410,182	0.72	\$3,084,331
4	1	\$747,089	1,377	5,053	\$215	\$296,055	\$451,034	0.66	\$3,888,193
2	2	\$671,884	1,368	23,827	\$215	\$294,120	\$377,764	0.78	\$690,620
3	2	\$837,972	1,348	7,013	\$215	\$289,820	\$548,152	0.53	\$3,404,748
4	1.5	\$751,712	1,281	2,003	\$215	\$275,415	\$476,297	0.58	\$10,358,211
3	2	\$809,715	1,280	9,234	\$215	\$275,200	\$534,515	0.51	\$2,521,494
3	2	\$738,637	1,218	5,140	\$215	\$261,870	\$476,767	0.55	\$4,040,461
3	1	\$765,290	1,205	5,314	\$215	\$259,075	\$506,215	0.51	\$4,149,553
3	1	\$817,840	1,185	7,187	\$215	\$254,775	\$563,065	0.45	\$3,412,705
2	1.5	\$699,293	1,122	6,185	\$215	\$241,230	\$458,063	0.53	\$3,226,067
2	1	\$768,911	976	6,011	\$215	\$209,840	\$559,071	0.38	\$4,051,428
2	1	\$697,882	924	5,880	\$215	\$198,660	\$499,222	0.40	\$3,698,318
2	1	\$776,806	892	4,748	\$215	\$191,780	\$585,026	0.33	\$5,367,256
2	1	\$695,555	868	7,492	\$215	\$186,620	\$508,935	0.37	\$2,959,051
2	1	\$790,389	601	2,003	\$215	\$129,215	\$661,174	0.20	\$14,378,802
MEAN		\$752,074	1,202	7,253	\$215	\$258,373	\$493,701	0.55	\$4,141,660

Figure 3.1b – Improvement and Land Value Analysis for City of Santa Cruz Single Family Detached Houses during June 2006. Source: RealtyTrac, National Association of Homebuilders.



MARKET CONTEXT

Market Area Existing Conditions

High housing costs resulting from the above conditions create a significant barrier to entry for would-be Santa Cruz area residents. Single family homes in the greater market area during the summer of 2006 cost between \$700,000 and \$900,000 on average and condominiums cost well in excess of \$500,000, depending upon data source. For single family detached houses in the City of Santa Cruz, primary research in June of 2006 yielded a mean price of about \$752,000 (Figure 3.1b). Third party sources⁶ yielded a higher mean of about \$842,000 but a median of about \$753,000, suggesting a high standard deviation of values due to listings of high priced outlier properties (Figure 3.4a).⁷ For Santa Cruz County, third party sources⁸ yielded a slightly lower median of \$740,000. Condominiums in the City of Santa Cruz were cited by third party sources⁹ as having a mean of about \$556,500 and a slightly lower median of about \$527,000 in June of 2006 (Figure 3.4b). This suggests some listings of unusually highly priced condo units in the primary market. Fair market rent ranges from about \$1,000 for a 1-bedroom apartment to \$1,900 for a 3-bedroom apartment.¹⁰

With median household incomes in the City of Santa Cruz of only about \$75,000¹¹ and mean UCSC faculty salaries of about \$82,000,¹² many households are unable to afford the homes for sale in the local marketplace. Presently approximately 60% of Santa Cruz area residents own their homes and 30% of them dedicate 35% or more of their household income to housing expenses; over 55% of all homeowners dedicate at least \$2,000 per month to housing expenses.¹³

Continuing increases in the prices of homes should be expected. Although the rate of increase may slow, continued migration of new residents into California and the area and continued location of those employed in Silicon Valley and the Bay Area in relatively less expensive housing markets such as Santa Cruz, in the context of continued supply limitations, will likely ensure the continuation of this challenge. Historical housing sales

⁶ RealtyTrac, National Association of Home Builders.

⁷ Standard deviation is a statistical measure of the variability, or average difference between values, included in the calculation of a mean in a set of data. Juxtaposition of a mean and median suggests the presence of unrepresentative outliers because median, unlike mean, gives each value equal weight in calculation.

⁸ RealtyTrac, National Association of Home Builders.

⁹ RealtyTrac, National Association of Home Builders.

¹⁰ California Association of Realtors.

¹¹ California Association of Realtors, National Association of Realtors.

¹² According to UCSC data.

¹³ California Association of Realtors, National Association of Realtors.



data for the last decade illustrates the rapidity of the trend of housing cost increases. During this time period, appreciation for single family houses was about 170% and for condominiums was about 220%. Although the greater market area has limited land available for continued residential development, historical housing supply data – unit inventory for the City (Figures 3.4a and 3.4b) and building permit issuance for the County (Figure 3.3) – do not yet indicate any significant unit availability or unit construction slowdowns.

Baseline Housing Market Statistics
County of Santa Cruz, CA

Year	2006
Month	June
Median Sales Price	\$740,000
Median Square Feet	1,246
Median Price per SF	\$593.90
Number of Sales	122
Last Recording Date	6/23/2006
Price Index	\$5.00
Change in Price from Previous Month	\$4,483.61
Median Loan Amount	\$504,515.57
Median Loan to Sale Price Ratio	0.69%
Median Assessed Value	\$340,616
Month Sales Price to Assessed Value	2.72%
Median Number of Beds	2
Median Price per Bedroom	\$250,008

Figure 3.2 – Summary Baseline Housing Market Statistics for Santa Cruz County during June 2006. Includes all house types. Source: RealtyTrac, National Association of Homebuilders.



New Residential Building Permits - All Houses - County of Santa Cruz

Year	Buildings	Units	Total Construction Cost in 2006 \$
2006 YTD	53	57	\$12,704,214
2005	125	151	\$20,331,032
2004	97	148	\$16,592,838
2003	77	285	\$31,703,569
2002	77	243	\$28,284,171
2001	63	151	\$20,506,551
2000	49	61	\$13,767,062
1999	46	49	\$11,101,431
1998	67	69	\$16,923,120
1997	196	287	\$39,571,196
1996	61	143	\$18,435,542
Mean	85.8		\$217,216,511
Mean CC / Annum			\$21,721,651
Mean CC / Building			\$253,166
Mean CC / SF - Residential			\$203

Figure 3.3 – Historical New Building Permit Statistics for County of Santa Cruz Residential Buildings. Source: US Census Bureau.



Historical Sales - Single Family Detached Houses - City of Santa Cruz

2006	INVENTORY	NEW	SOLD	MEAN	MEDIAN
JANUARY	758	318	106	\$814,467	\$729,500
FEBRUARY	828	287	107	\$777,641	\$712,000
MARCH	907	393	164	\$857,034	\$740,000
MEAN: 1st 1/4 '06	831	333	126	\$816,381	\$727,167
APRIL	970	343	181	\$841,507	\$744,000
MAY	1,121	505	193	\$846,921	\$755,000
JUNE	1,220	489	210	\$838,208	\$760,000
MEAN: 2nd 1/4 '06	1,104	446	195	\$842,212	\$753,000
JULY	---	---	---	---	---
AUGUST	---	---	---	---	---
SEPTEMBER	---	---	---	---	---
OCTOBER	---	---	---	---	---
NOVEMBER	---	---	---	---	---
DECEMBER	---	---	---	---	---
TOTAL/MEAN 2006:	5,804	2,335	961	\$834,430	\$743,861

2005	INVENTORY	NEW	SOLD	MEAN	MEDIAN
JANUARY	425	243	154	\$798,524	\$715,000
FEBRUARY	448	208	140	\$765,650	\$730,000
MARCH	515	319	195	\$821,695	\$725,000
APRIL	612	341	198	\$803,238	\$715,000
MAY	675	348	197	\$891,052	\$757,200
JUNE	744	387	235	\$870,664	\$793,000
JULY	845	363	192	\$868,068	\$759,000
AUGUST	884	445	228	\$868,167	\$783,000
SEPTEMBER	929	400	224	\$802,387	\$750,000
OCTOBER	899	351	174	\$795,384	\$769,000
NOVEMBER	828	241	157	\$876,033	\$789,500
DECEMBER	698	162	149	\$826,333	\$742,000
TOTAL/MEAN 2005:	8,502	3,808	2,243	\$835,034	\$754,055

1996-2004	INVENTORY	NEW	SOLD	MEAN	MEDIAN
TOTAL/MEAN 2004:	8,339	3,670	2,801	\$690,379	\$622,323
TOTAL/MEAN 2003:	10,726	3,507	2,355	\$610,100	\$542,250
TOTAL/MEAN 2002:	10,504	3,662	2,290	\$565,142	\$517,500
TOTAL/MEAN 2001:	10,957	3,548	1,784	\$561,201	\$480,000
TOTAL/MEAN 2000:	7,598	3,355	2,422	\$523,945	\$452,475
TOTAL/MEAN 1999:	8,964	3,282	2,591	\$400,439	\$351,339
TOTAL/MEAN 1998:	10,980	3,485	2,679	\$335,570	\$299,500
TOTAL/MEAN 1997:	13,322	3,457	2,544	\$303,799	\$266,150
TOTAL/MEAN 1996:	14,251	3,050	1,889	\$267,238	\$240,250

Figure 3.4a – Historical Sales Data for City of Santa Cruz Single Family Detached Houses. Source: RealtyTrac, National Association of Homebuilders.



MARKET CONTEXT

Historical Sales - Condominiums - City of Santa Cruz

2006	INVENTORY	NEW	SOLD	MEAN	MEDIAN
JANUARY	177	76	37	\$648,414	\$572,500
FEBRUARY	198	88	35	\$522,534	\$525,000
MARCH	219	84	37	\$539,502	\$528,000
MEAN: 1st 1/4 '06	198	83	36	\$570,150	\$541,833
APRIL	236	87	43	\$515,486	\$519,000
MAY	281	144	42	\$574,801	\$550,000
JUNE	292	101	41	\$579,170	\$510,000
MEAN: 2nd 1/4 '06	270	111	42	\$556,486	\$526,333
JULY	---	---	---	---	---
AUGUST	---	---	---	---	---
SEPTEMBER	---	---	---	---	---
OCTOBER	---	---	---	---	---
NOVEMBER	---	---	---	---	---
DECEMBER	---	---	---	---	---
TOTAL/MEAN 2006:	1,403	580	235	\$562,958	\$533,704

2005	INVENTORY	NEW	SOLD	MEAN	MEDIAN
JANUARY	72	55	43	\$444,323	\$451,000
FEBRUARY	65	58	36	\$500,270	\$465,000
MARCH	86	66	50	\$573,742	\$546,000
APRIL	108	94	59	\$482,508	\$475,000
MAY	121	81	56	\$549,374	\$515,000
JUNE	118	75	66	\$566,752	\$539,000
JULY	148	85	56	\$561,561	\$519,000
AUGUST	148	84	62	\$588,222	\$565,000
SEPTEMBER	157	88	55	\$585,653	\$565,000
OCTOBER	173	84	33	\$530,824	\$499,000
NOVEMBER	173	68	44	\$547,882	\$519,500
DECEMBER	156	50	31	\$496,252	\$488,000
TOTAL/MEAN 2005:	1,525	888	591	\$540,740	\$516,910

1996-2004	INVENTORY	NEW	SOLD	MEAN	MEDIAN
TOTAL/MEAN 2004:	1,099	728	588	\$443,549	\$420,560
TOTAL/MEAN 2003:	1,813	762	663	\$387,642	\$367,806
TOTAL/MEAN 2002:	1,613	738	534	\$355,898	\$346,250
TOTAL/MEAN 2001:	1,595	656	433	\$352,000	\$333,000
TOTAL/MEAN 2000:	873	594	543	\$307,524	\$278,638
TOTAL/MEAN 1999:	1,465	690	692	\$234,529	\$218,500
TOTAL/MEAN 1998:	1,955	752	675	\$194,798	\$187,000
TOTAL/MEAN 1997:	2,569	681	552	\$187,791	\$168,825
TOTAL/MEAN 1996:	2,980	568	372	\$166,922	\$164,500

Figure 3.4b – Historical Sales Data for City of Santa Cruz Condominiums. Source: RealtyTrac, National Association of Homebuilders.



TARGET MARKET

From the initiation of the study, the intention of the University was to enable an Employee Housing Program which supports the mission and vision of the University by assisting with the recruitment and retention of high quality employees. The determination of which demographic groups of UCSC faculty would be included in a final target market for in-depth quantitative analysis and for whom housing solutions would be targeted was completed after performing demographic research, conducting stakeholder and focus group interviews, and implementing the web-based statistical survey.

UCSC Employee Demographics

During the 2005/2006 academic year, UCSC employed 540 senate faculty and 3,832 other employees, including non-senate faculty and staff. By the 2020/2021 academic year, UCSC expects these figures to escalate to 910 and 5,082, respectively, representing a 69% increase in senate faculty and a 33% increase for all other employees.¹⁴ To fully understand the target market, B&D analyzed faculty demographics in terms of age, ethnicity, salary range, and location of residence. This analysis of the target market would be critical to inform the final recommendations included in the Plan.

STAKEHOLDER AND FOCUS GROUP INTERVIEWS

Objectives

Interviews with University and non-University stakeholders and Focus groups with UCSC faculty and staff stakeholders were conducted to document and define the opinions, needs, preferences, and desires of participants, to help the Project Team determine the appropriate definition of an Employee Housing Program target market, and to begin to identify critical questions for the statistical survey to be implemented later in the project. The interviews were intended to yield qualitative data, provide critical direction, reveal hidden sensitivities, and raise issues not previously considered by the researchers, rather than provide rigid, statistically precise responses from a demographically representative sample of the target population. The interviews allowed the Project Team to gain a better understanding of campus and community perspectives and concerns and to obtain valuable information that would be used as a guide in developing strategic, market-responsive recommendations for a sustainable Employee Housing Program.

¹⁴ According to UCSC Institutional Research.



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Methodology

Moderators from B&D led each of the stakeholder and focus group interviews. The goal of each moderator was to gently guide the conversation to discover issues and concerns pertaining to the housing needs and aspirations of UCSC's workforce and the community. Moderators generally presented a series of questions, intentionally open-ended in nature, and permitted participants to discuss tangential issues and engage in dynamic conversation. While moderators were predisposed to obtaining answers to the questions asked, moderators also paid close attention to participant-generated topics raised during the interviews. The sessions were either recorded or documented via notes, and information from them was analyzed for the preparation of this report.

With assistance from UCSC, stakeholder and focus group interviews were organized to obtain feedback from a range of stakeholders. They were conducted in June and July of 2006. Interviews with representatives from the City of Santa Cruz and with members of the UCSC Academic Senate Faculty Welfare Committee (detailed below) were completed. Focus groups representing a total of 32 participants (detailed below) were also completed. Individuals from the following groups spent approximately an hour with one or more members of the Brailsford & Dunlavey Project Team:

Stakeholder Interviews

- Stakeholder Interview #1: City of Santa Cruz Housing, Planning, and Community Development (2)
- Stakeholder Interview #2: Academic Senate Faculty Welfare Committee (2)
- Stakeholder Interview #3: Chemistry Department (2)
- Stakeholder Interview #4: City of Santa Cruz City Manager & Planning (2)

Focus Group Interviews

- Focus Group #1: Current (on-campus housing) Homeowners (7)
- Focus Group #2: New Academic Hires (8)
- Focus Group #3: Staff Advisory Board Members (3)
- Focus Group #4: Current Staff Members (14)

In general, the groups were well attended and included vocal participants with varying opinions regarding the issues discussed. A number of impromptu Intercept Interviews, or informal interviews with arbitrary faculty members, were also completed in order to augment the data received from the focus group interviews. Detailed findings from these meetings are provided in Exhibit A: *Stakeholder and Focus Group Interviews*.



Findings

Academic Senate

Stakeholder interviews were conducted on June 23rd and July 24th between B&D and representatives of UCSC's Academic Senate. The goals of these sessions were to explain B&D's consulting role over the coming months, learn about faculty perspectives and preferences related to both on- and off-campus housing, ascertain what constitutes "affordable housing" at UCSC and in Santa Cruz, and to gather suggestions, concerns, or hopes for the direction of future UCSC-sponsored housing.

The interviewees spoke about the recent progress relating to UCSC workforce housing, noting both the allocation from the office of the EVC to provide \$1 million in funds for faculty housing and the latest on-campus housing initiative, Ranch View Terrace. Key factors that impact workforce housing future plans include a faculty population that is aging, the limited living options for younger faculty, limited replacement product of existing housing stock, and the University's plans to expand the campus per the LRDP. The groups made it clear that the UCSC workforce has a variety of needs and preferences when it comes to housing and it is critical for the University to ready itself with a variety of financial and programmatic "tools" to meet the diverse needs of its employees. Although the goal of strategic housing planning extends to recruitment of new employees, the primary goal is to retain talented and dedicated faculty.

Being mindful to the conditions of the Santa Cruz real estate market, the participants were asked to explain how they would define "affordability" from the vantage point of a current faculty member. They felt that the definition of "affordable housing" will vary on a case-by-case basis among faculty, but that approximately 25% of household income dedicated to housing expenses is appropriate so long as it provides "a good home for your family." The groups also supported the idea to reach out to faculty through a survey to learn precisely their opinion of "affordability."

In terms of future housing programs, the groups noted that all necessary precautions should be taken in order to "avoid the perceived mistakes of Ranch View Terrace." Although the project was "well-intentioned," the rise in cost from a myriad of factors did not create a favorable situation around campus. Due to the rapidly escalating costs of construction, the group suggested that a higher density housing program could work to combat high construction costs and ultimately provide an affordable product. The interviewees noted that constructing housing on UCSC land holdings off-campus, such as Fort Ord, could be an avenue for homeownership for younger faculty. The survey could be appropriately structured so that these suggestions are presented to employees as potential housing options in order to provide a basis for which the administration can



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make more informed decisions regarding future housing programs. It was suggested that it may be appropriate to shift resources from classroom construction to affordable housing.

City of Santa Cruz

Stakeholder interviews were conducted on June 26th and July 24th between B&D and members of the City of Santa Cruz Department of Planning and Community Development and the City Manager. The goals of these sessions were to explain B&D's consulting role over the next three months, obtain the City's perspective of UCSC's past, current, and future handling of employee housing, gain an overall understanding of the relationship between the City and the University, learn about City programs and current planning initiatives to develop affordable housing, and begin to identify any potential partnerships relating to affordable housing between the City and UCSC.

During the course of the interviews it was apparent that the City and University have not established a solid line of communication regarding employee housing. The interviewees in the office of Planning and Community Development and City Manager generally take their direction from City Council, and the Council takes issue with the current goal of the University cited in the LRDP to grow to around 20,000 students over the next 15-20 years.¹⁵ The perspective of the City is that the UC Board of Regents is mostly to blame for imposing unrealistic growth numbers that do not consider the Santa Cruz community.

The interviewees provided an overview of the history, current state, and future plans for affordable housing in the City. Only 6% of City land is available for development and among those parcels zoned for residential, the majority of the areas necessitate infill redevelopment. The City has a clear record of supporting housing development and recently adopted plans to create higher-density (up to 3-story) infill housing along thoroughfares with access to public transportation. Accessory dwelling unit and single room occupancy programs are two programs the City feels have been successful and it plans to continue them where appropriate. Areas regarded as ripe for redevelopment, based on physical and spatial considerations, include parcels south of Downtown; however, landowners are not currently motivated to pursue new projects and the City in many cases is not willing to rezone commercial and industrial areas to accommodate residential projects.

¹⁵ The University LRDP was approved subsequent to these interviews. The approved campus population for that document was 19,500 students.



According to the City, the outlook does not look positive for establishing partnerships between the City and the University to address the need for affordable housing. The potential ramifications of University growth as cited in the LRDP, the history of poor communication between the City and University, and the potential for upcoming shifts in the leadership of the City during the fall elections all contribute to the bleak outlook. Water will be a key issue as both the City and the University grow and may require the two entities to work together to provide a sufficient and clean supply of water in the future.

It should be noted that subsequent to the completion of the interviews, the City included an initiative on the November ballot asking citizens for direction in terms of limiting water supply to the UCSC campus. In response, UCSC filed a legal action to prevent this ballot initiative on the grounds that it is baseless.

Focus Groups

Focus groups provided valuable insight into UCSC faculty opinions about workforce housing options for the institution. These interviews included discussions of employer choice and satisfaction, University goals and priorities, housing choices and current conditions, the state of the area housing market and its impact on the lives of UCSC faculty and staff, general housing and unit-type preferences, reasonable housing costs, and suggestions for improvement of existing workforce housing stock and financial assistance / incentive offerings. Key themes expressed by focus group participants are summarized below.

Employee perspectives and preferences related to housing were unique, yet numerous common themes emerged. Most notably, all focus group participants agreed that the local housing market is so expensive that it has become a serious impediment to the University's ability to recruit and retain employees of all types. Further, all participants agreed that addressing this issue is of critical importance to the University and that UCSC should provide a mix of solutions to address the faculty's affordable housing needs. Participants generally felt that UCSC affordable housing initiatives will continue to be most valuable for younger, newly hired faculty, but should also address those with a more permanent need.

Many participants explained that they chose UCSC over other jobs, in spite of the burdensome cost of living, due to the city's unique character and the campus's reputation for excellence and distinctive culture. There was generally agreement that although the existing Employee Housing Program helps address the inability of many to afford the housing they desire, it should be improved. For instance, several participants perceive the waiting list as being too lengthy and many are frustrated and confused by



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the unit types and prices to be offered for Ranch View Terrace units. In terms of recommended solutions, several participants spoke of offering a mix of below-market-rate rental and for-sale options, as well as financial assistance for first-time homebuyers.

Faculty explained that UCSC suffers from only being able to attract an affluent workforce and were concerned about the effect of this reality on the University's ability to engender a diverse environment. They were also concerned about the lack of reasonable housing options for singles. Younger hires explained that those with the least income sometimes require roommates in order to afford rental housing off campus and noted that some actually compete with graduate students for off-campus housing. Several felt that many faculty must sacrifice would-be family plans due to housing costs. Participants spoke at length about the significant cost burden of raising a family in Santa Cruz.

Although less staff than faculty relocate to Santa Cruz to accept a position at the University, staff explained that many are unaware of housing costs upon accepting jobs at UCSC, and then are forced to leave because they cannot afford to live in the area. These individuals expressed that UCSC should offer many more workforce housing units. Some staff complained about small sizes in on-campus units and unsatisfactory quality.

EMPLOYEE SURVEY ANALYSIS

Objectives and Methodology

B&D conducted an electronic web-based survey that independently tested UCSC employee opinions and desires related to housing. Survey questions were designed to assess current housing preferences, housing selection criteria, and demographic characteristics. Response options were structured to analyze interest levels in University employee housing and to identify demand for specific housing arrangements and unit types. All of the responses could be sorted by various demographic characteristics to identify any discrepancies in demand results. A copy of the actual survey instrument may be found in Exhibit B: *Employee Survey*.

Target Market Determination

Information gathered during stakeholder and focus group interviews indicated that it would be important for the University to offer workforce housing to full-time faculty and staff, with senate faculty as a primary target. The inclusion of part-time or student employees would not be compatible with the goals of the University for this effort. These findings allowed the Project Team to confidently define the overall target market as all full-time employees, a primary target market as senate faculty, and a secondary target



market as full-time, non-senate faculty and staff. No part-time and no student employees were included. For the purposes of the survey, all employees were included in the process.

Survey Implementation

An e-mail announcement for the survey was sent to all employees on July 20, 2006 and the survey was available for completion from that date through July 31, 2006. It yielded a total of 719 (18% of the entire faculty / staff population of 4,081) completed surveys. Responses were collected only in the electronic format. A reminder e-mail was also sent prior to survey completion in order to minimize any non-response bias.

Margin of Error (Confidence Interval) and Confidence Level

Margin of error, also known as the confidence interval, is a standard statistical metric for describing the precision, or accuracy, of data revealed by the statistical survey. It predicts the data variance that would be expected if the same study with the same sample size (but not necessarily with the same respondents) and population were replicated. Margin of error is expressed as a pair of +/- values.

The margin of error is estimated contingent upon the survey's sample size (number of surveys distributed) as compared to overall population size (total number of persons eligible to take survey) as well as upon one assumption: the confidence level. Confidence level determines the certainty with which one should view the survey results and margin of error and is expressed as a percentage. For statistical analysis of survey results, the confidence level is typically set at 95%, although it may be set at any percentage. The meaning of the 95% confidence level used for analysis of this survey is that any replication of the survey should yield results falling within the stated margin of error 95% of the time. A higher confidence level would yield a wider margin of error, while a lower confidence level would yield a smaller margin of error.

Statistical Validity

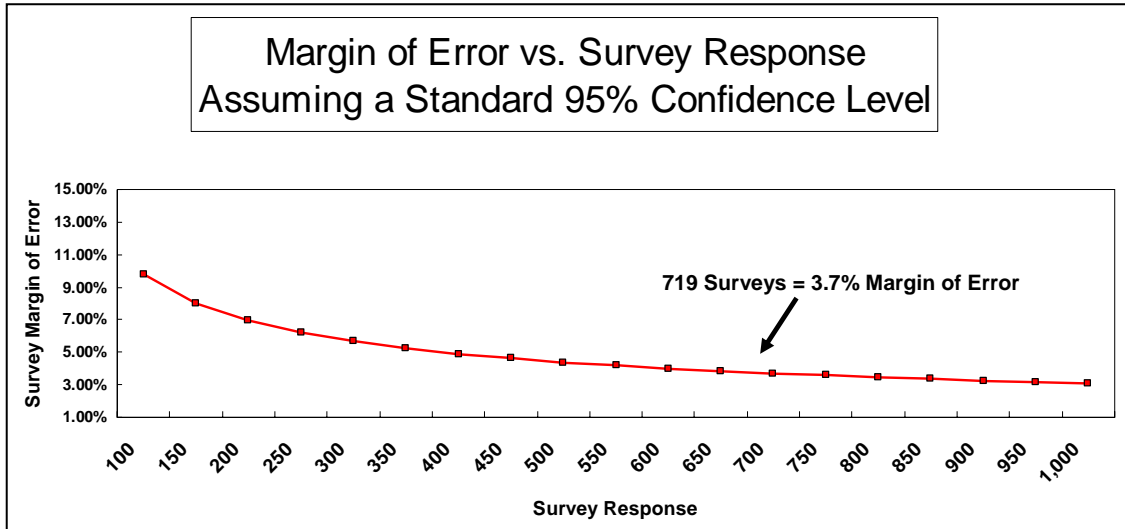
The total number of survey responses generated a margin of error of +/- 3.7% assuming a 95% confidence level, based upon the total UCSC employee headcount of 4,081 (see table below).

Margin of error is a non-linear measure, meaning that it does not decrease proportionately to increases in population size. The graphic below – also included in Exhibit B: *Employee Survey* – shows the relatively minimal decrease in the margin of error that could be expected with additional survey responses. This illustrates that the



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719 responses attained from the employee population are sufficient to make statistically valid inferences from the survey results.



Representative Sample

As detailed in the table below, the responding sample closely matched the employee population, further contributing to statistical reliability. The only notable exceptions were that the salary group “below \$29,000” was underrepresented and “females” and “other employees” were slightly overrepresented. All other demographic discrepancies fall within a minimal (3.7%) margin of over- or under-representation.



ANALYSIS OF SURVEY RESULTS VS. DEMOGRAPHICS

DEMOGRAPHIC CATEGORY	SURVEY			DEMOGRAPHICS *			SURVEY % - DEMO. %
	COUNT	TOTAL	%	COUNT	TOTAL	%	
Age (Non-responses: 4)							
30 or under	84	719	11.7%	334	4,081	8.2%	3.6%
31-34	65	719	9.1%	406	4,081	9.9%	-0.9%
35-39	80	719	11.2%	475	4,081	11.6%	-0.5%
40-44	107	719	15.0%	456	4,081	11.2%	3.8%
45-49	100	719	14.0%	516	4,081	12.6%	1.3%
50-54	118	719	16.5%	675	4,081	16.5%	0.0%
55-59	116	719	16.2%	627	4,081	15.4%	0.9%
60-64	32	719	4.5%	406	4,081	9.9%	-5.5%
65-69	8	719	1.1%	139	4,081	3.4%	-2.3%
70-74	3	719	0.4%	32	4,081	0.8%	-0.4%
75 or older	2	719	0.3%	14	4,081	0.3%	-0.1%
Gender (Non-responses: 6)							
Male	255	719	35.8%	1,937	4,081	47.5%	-11.7%
Female	458	719	64.2%	2,142	4,081	52.5%	11.7%
Employment Status (Non-responses: 4)							
Senate Faculty	126	719	17.6%	1,168	4,081	28.6%	-11.0%
Other Employees	589	719	82.4%	2,912	4,081	71.4%	11.0%
Salary (Non-responses: 9)							
Below \$29,999	74	719	10.3%	1,288	4,081	31.6%	-21.2%
\$30,000-\$39,999	147	719	20.6%	812	4,081	19.9%	0.7%
\$40,000-\$49,999	135	719	18.9%	531	4,081	13.0%	5.9%
\$50,000-\$59,999	104	719	14.5%	394	4,081	9.7%	4.9%
\$60,000-\$69,999	70	719	9.8%	313	4,081	7.7%	2.1%
\$70,000-\$79,999	58	719	8.1%	209	4,081	5.1%	3.0%
\$80,000-\$89,999	39	719	5.5%	156	4,081	3.8%	1.6%
\$90,000-\$99,999	26	719	3.6%	118	4,081	2.9%	0.7%
\$100,000-\$109,999	21	719	2.9%	75	4,081	1.8%	1.1%
\$110,000-\$119,999	10	719	1.4%	53	4,081	1.3%	0.1%
\$120,000-\$129,999	11	719	1.5%	39	4,081	1.0%	0.6%
\$130,000-\$139,999	2	719	0.3%	32	4,081	0.8%	-0.5%
\$140,000-\$149,999	2	719	0.3%	21	4,081	0.5%	-0.2%
\$150,000-\$159,999	2	719	0.3%	13	4,081	0.3%	0.0%
\$160,000-\$169,999	4	719	0.6%	6	4,081	0.1%	0.4%
\$170,000-\$179,999	3	719	0.4%	4	4,081	0.1%	0.3%
\$180,000-\$189,999	2	719	0.3%	7	4,081	0.2%	0.1%
\$190,000-\$199,999	0	719	0.0%	2	4,081	0.0%	0.0%
\$200,000 or more	0	719	0.0%	7	4,081	0.2%	-0.2%

Demographics provided by the University, August 2006.



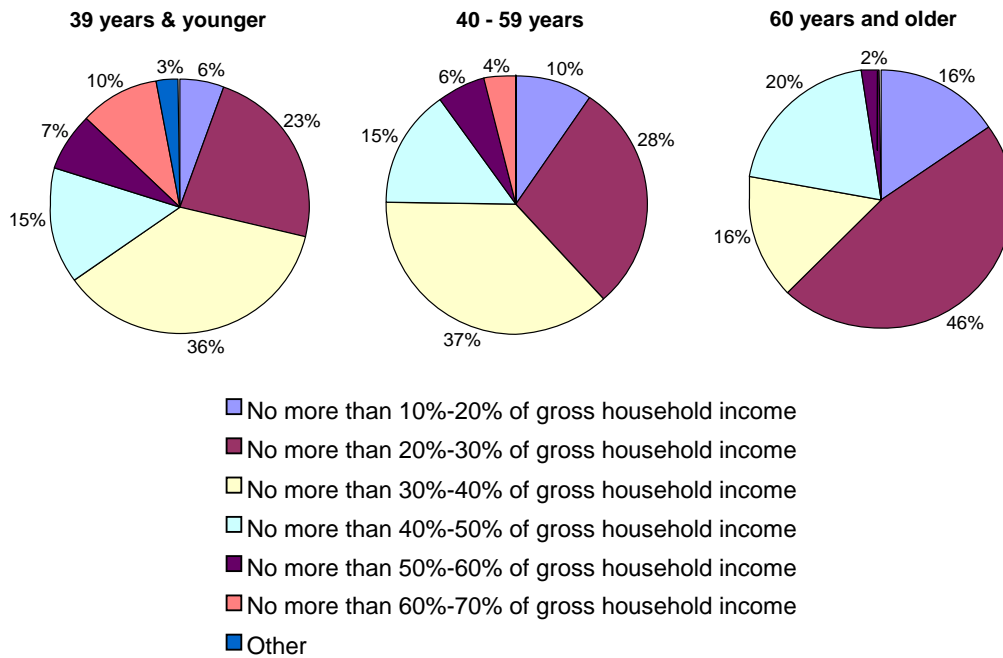
Findings

A summary of the survey results follows. Actual survey instrument text, aggregate findings, segregated *senate faculty* and other employees (non-senate faculty and staff) findings, graphs of detailed survey analysis, and verbatim survey comments may be found in Exhibit B: *Employee Survey*.

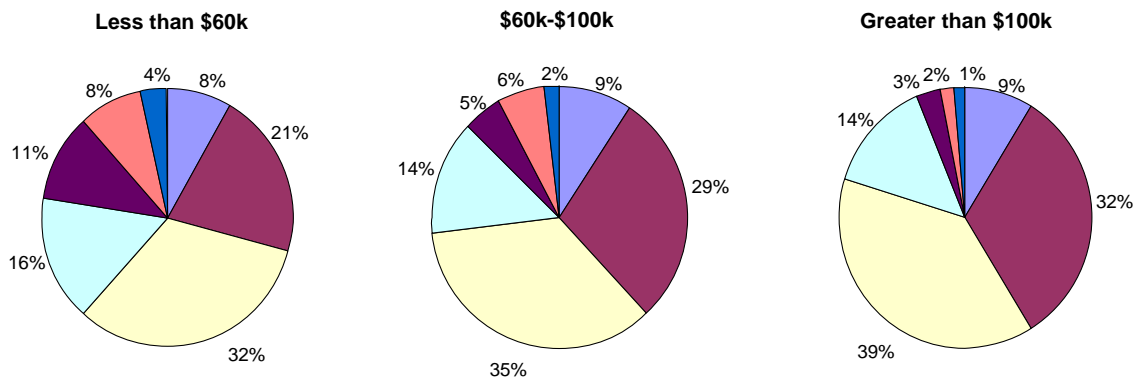
- In terms of key factors for deciding to work at UCSC, the cost of housing in the Santa Cruz area was “very important” or “important” to 49% of survey respondents. Approximately 18% did not consider this to be a key factor.
 - ✓ 59% of senate faculty (Professor / SSOE, Associate Professor / SOE, and Assistant Professor / PSOE) considered housing costs an important factor in their decision to work at UCSC.
 - ✓ 46% of other employees (Academic Researcher, Lecturer/Librarian, Post-doctorate, Visiting Faculty, University Senior Management, Full-time Staff and Part-time Staff) considered housing cost an important factor.
- A large percentage of the survey respondents have worked at UCSC for less than ten years. About 40% of the surveyed employees have worked at UCSC for less than five years and a quarter has been employed at UCSC for five to ten years.
- Respondents were asked to define affordability as it relates to percent of gross household income spent on housing costs (rental or mortgage payments plus other housing expenses such as utilities, condo / homeowners’ association fees, and property taxes), according to their own opinion. The majority (62%) defined affordability as no more than 20%-40% of gross household income, effectively bracketing the industry-standard metric of about 1/3 of gross household income.



- ✓ Older respondents defined affordability as a higher percentage of their gross household income than younger respondents, as shown by the following graphs:



- ✓ Statistically, there is no significant difference in definition of affordability when comparing household income levels, as shown by the following graphs:

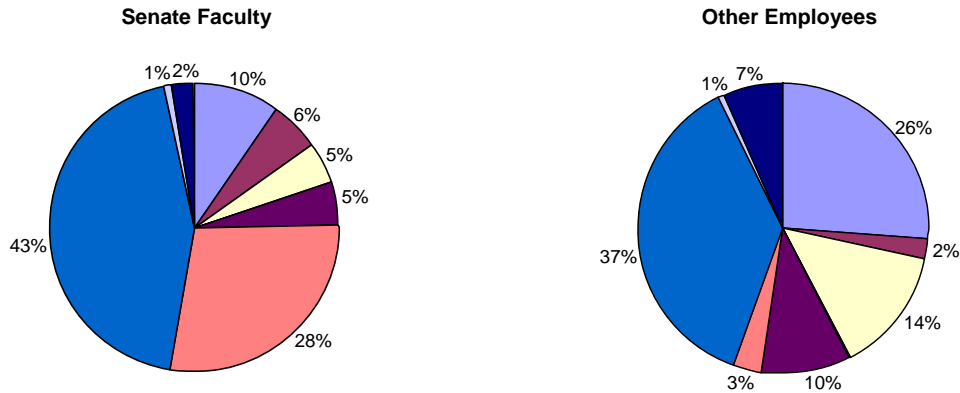


- Over half of the respondents (55%) own their home. Among owners, 39% own a detached house and 16% own an attached house, apartment, or condo. Of the 39% that rent, 26% rent an attached house, apartment or condo as opposed to a detached house (13%). About 3% of the respondents rent on campus and 8% of the respondents own on campus. The below graphic details demographic breakdowns for current unit by employee type and age group.



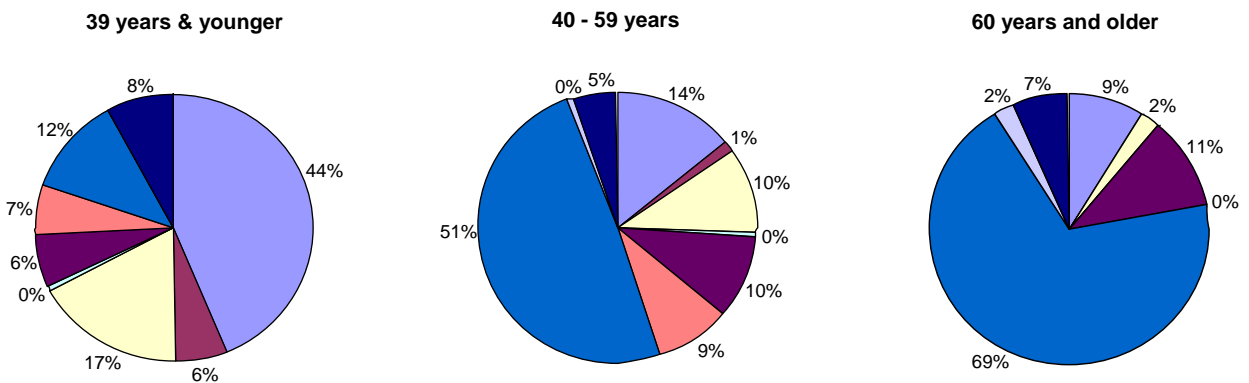
MARKET CONTEXT

- ✓ 78% of senate faculty own compared to 51% of the other employees, as shown by the following graphs:



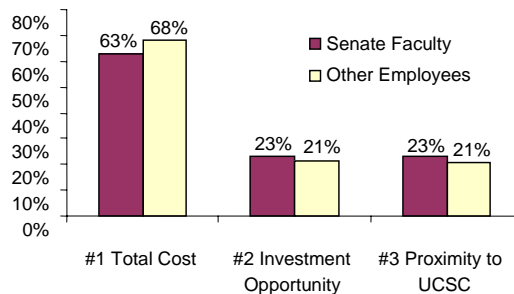
- Rent off-campus apartment / condo / attached house
- Rent on-campus apartment / condo / attached house
- Rent off-campus single-family detached house
- Rent on-campus single-family detached house
- Own off-campus apartment / condo / attached house
- Own on-campus apartment / condo / attached house
- Own off-campus single-family detached house
- Own on-campus single-family detached house
- Other

- ✓ Generally, older faculty own, while younger faculty rent their homes.

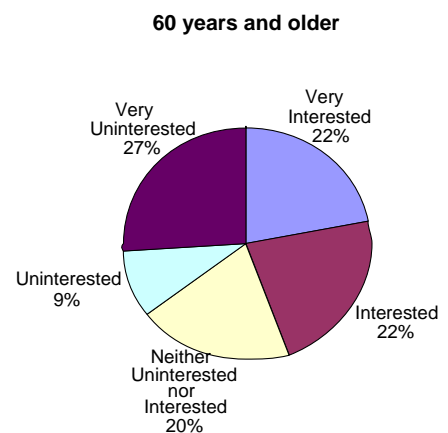
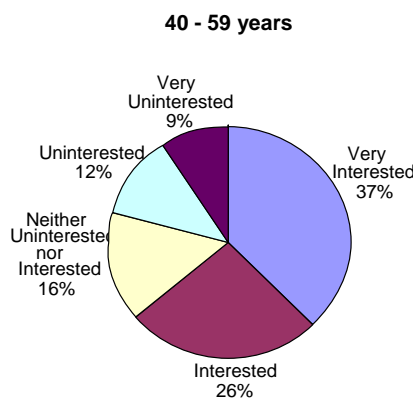
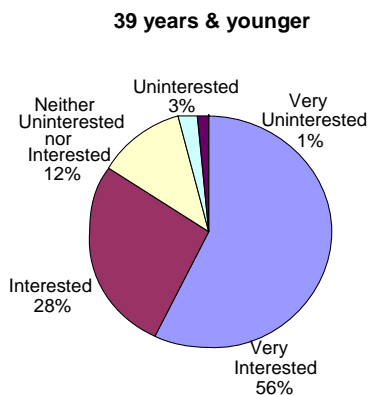


- About 45% of senate faculty indicated that they had used University housing assistance programs to purchase or finance their homes. About 42% had used the Mortgage Origination Program (MOP) and about 3% had used the Supplemental Home Loan Program (SHLP).
- The following table represents survey respondents' 3 most important factors when determining where to live: total cost of rent / mortgage and utilities, opportunity to invest in housing as an equity-building homeowner, and proximity to job / UCSC campus. Other factors that were the next most important are size of unit, safety and security, and ability to depend on automobile less.

TOP THREE factors when determining where to live:

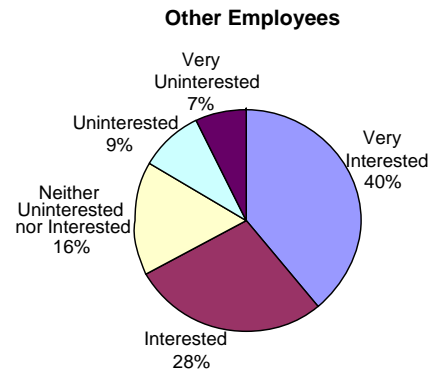
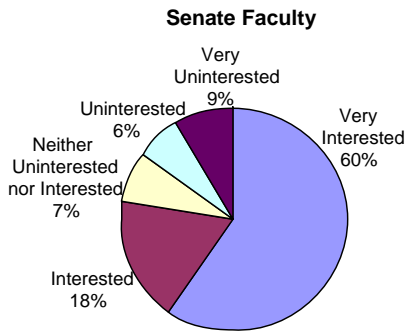


- There was an overwhelming amount of interest in a University-sponsored Employee Housing Program. About 70% of all respondents selected “very interested” or “interested.”
 - ✓ The younger age group expressed a higher level of interest with 84% of those 39 years and younger selecting “very interested” or “interested.”

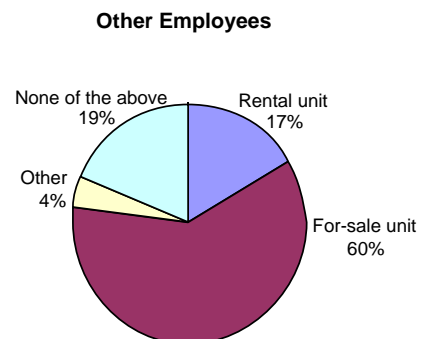
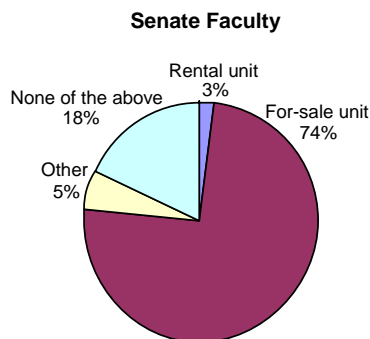


MARKET CONTEXT

- ✓ The senate faculty group expressed a higher level of interest than the other employees group. A large majority (78%) of senate faculty selected “very interested” or “interested” compared to 68% of other employees.

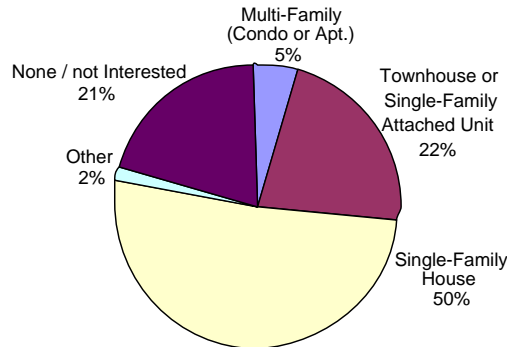


- When asked to select the type of University-sponsored housing arrangement they would prefer, well over half of the respondents (64%) preferred for-sale units over rental units (14%). Faculty senate members expressed a stronger preference for for-sale units (78%) compared to other employees (60%). Only 3% of faculty senate members selected rental units compared to 17% of other employees.



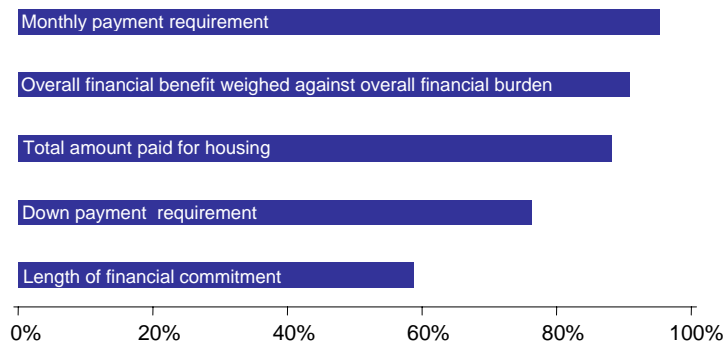
- When asked to select a University-sponsored unit type, 50% of the respondents selected single-family home. Selection did not vary significantly by employee type.

What University-sponsored unit type would you most be interested in?



- The following cities/places were the top three selected as locations respondents would consider living in University-sponsored housing, other than Santa Cruz: Scotts Valley (33%), Los Gatos (12%), and Watsonville (10%).
- About 60% of the respondents indicated they are interested in living in a University-sponsored housing unit for 6 years or more.
- The survey also tested financial factors that are important to employees when judging the attractiveness of a housing program. Monthly payment requirement, degree of overall financial benefit weighed against overall financial burden, and total amount paid for housing were the top three factors for all respondents.

How important would each of the following factors be to you in judging the attractiveness of employee housing (Senate Faculty)? Factors selected as "Very Important" and "Important"



Section 04

BEST PRACTICES

Objectives and Methodology

The problem of providing affordable housing for faculty and staff in exceptionally expensive housing markets is challenging, but universities and communities around the country are devising initiatives and innovative solutions which offer worthwhile lessons. The objective of the Best Practices study was to gain an understanding of proven options for collegiate workforce housing from notable pertinent collegiate and non-collegiate real estate development projects successfully completed and functioning around the country. The findings of this study informed the Plan recommendations given to UCSC in this report.

Findings

Universities and communities are forced to become more creative and flexible in their attempts to address the shortage of affordably priced housing for their most critical staff. It would appear that when enlightened and informed university policy joins with innovative partnerships, the results are solutions that work for everyone involved. Analysis of best practice case studies yielded core principles that can guide UCSC in developing a resilient and adaptable administrative plan.

Policies, Land, and Leverage

The most successful projects have demonstrated the ability to leverage private investment through creative policy-making, public/university funding, and utilization of surplus lands. By taking land costs out of the equation, using state and university financing, and adding market rate housing to the existing inventory, housing can become more affordable for a wider range of incomes.

- *Santa Clara Unified School District: Santa Clara Housing Trust* – Surplus lands were combined with trust fund dollars and matching State funds, creating affordable rental apartments. This project also used Certificate of Participation monies, previously only used for school capital improvements to construct housing for school staff.
- *Stapleton, Denver, CO* – A mixed-use project that utilized tax incremental financing, reduced land costs, and investments in infrastructure by the City, with third party development dollars. A portion of all housing stock is designated as affordable.



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Creation of Public / Private Partnerships to Develop Housing Inventory

Productive partnerships are those which recognize and leverage complementary skills. Institutions such as universities understand their markets, whether students or employees, and work to attract and recruit members. While developers must factor marketing costs into the selling prices of their products, institutions engaged in workforce housing development have already addressed this need. Developers are familiar with and bring a fresh perspective of the local entitlement process and can bring specialized knowledge and political understanding to the process.

- *The Olsen Companies, Chula Vista, CA* – Private developer partnered with a local hospital to provide below market rate housing to hospital staff because they did not have to put marketing into the cost of the sale price of a house. Hospital staff had a narrow window of time to purchase property prior to the general sale.
- *First Ward Place, Charlotte, NC* – Bank was able to secure low-income housing tax credits with the City Housing Authority securing federal funds. From this partnership a mixed use development project was born. The housing authority continues to own the land while a non-profit entity owns the buildings. The bank and housing authority are on the board of the non-profit entity.

Expediting the Entitlement and Permitting Process

Extensive public review processes can be cost prohibitive and can discourage new development. This is and has been the case with projects in an around the Santa Cruz campus in the building and acquiring of an inventory of affordable housing for faculty and staff. The Ranch View Terrace housing project has been criticized as being too expensive because it was caught up in a particularly long and ultimately inane review process. Understanding that the public review and permitting process addresses fundamental issues of health, safety and welfare, it is often duplicative, sometimes arbitrary and costly, and inherently inefficient. The County, for example, could expedite its review process in the development of infrastructure to support the development of housing on the North campus lands as a public service, without expending substantial county resources. This could be accomplished by waiving certain fees or expediting certain aspects of the permitting process.

- *Austin, TX; Long Beach, CA* – The City of Austin supports development when it is consistent with the City's stated goals by allowing projects to qualify for development fee waivers, expedited review, and troubleshooting assistance by designated staff. The City of Long Beach has a similar expedited review process.



Housing Consistent with Green Building Standards & Smart Growth

Developing housing that is consistent with green building standards such as (such as the LEED program; meeting environmental standards for energy efficiency, thoughtful use of resources, and recycling of waste products) engender community support and can speed the entitlement process. Smart growth, including linking housing with transportation hubs and existing bike or walking routes, can be instrumental in building community support and securing necessary approvals from local agencies.

- *Eden Housing Inc. & Santa Clara Valley Transit Authority: Ohlone-Chynoweth Development, San Jose, CA* – Housing that was created on a former transit station site brought automatic rider-ship, convenient access, and reuse of existing lands. Similar projects in the Denver area require energy efficient design, reduced water usage, and preservation of natural resources.

Mission-Driven Housing Improves Recruitment and Retention and Links Economic Health and Economic Development

In markets where housing costs have soared, and remain out of the reach to a significant part of the workforce, providing housing for employees makes economic sense for the University and the region.

- *CSU-Channel Islands* – The campus used surplus lands to construct market rate apartments that supported a program that allowed faculty and staff to buy below-market rate houses on campus. The quality of life for faculty and staff was improved, while improving recruitment and retention efforts.
- *Casa del Maestro, Santa Clara, CA* – The local school district used district funding leverage and excess school lands to develop market rate housing for their teachers. The threat of not being able to recruit and retain competent teachers, funneling students to companies who drive the growth of the region's economy, created a linkage of schools, employers, and innovate financing.

Higher Density and Ingenious Architectural Solutions Make Housing Affordable

Building densely could make housing more affordable to a wider range of potential faculty and staff. In order to provide a variety of housing solutions via a mix of unit types, new developments will likely have higher density for the successful creation of affordable and sustainable projects. Higher density also means more intelligent land use. Parking and services required for the additional units will require rethinking of these amenities and how they are positioned and delivered on the site.



OPTIONS ANALYSIS

COMPETITOR AND PEER INSTITUTIONS ANALYSIS

Objectives and Methodology

In attempting to analyze how UCSC aligns competitively with its comparative institutions, in terms of housing market conditions and costs, relevant available household incomes, and institutional workforce housing interventions, the Project Team compared 14 competitor and peer institutions, located both in California and throughout the United States. Many of these institutions are used in the University of California peer group when indexing faculty and staff salary information, are level one research institutions, and compete with UCSC for faculty and key staff.

Within the given set of competitor/peer institutions identified by UCSC, the Project Team focused on institutions with unique workforce housing programs. Where appropriate the case studies summarize each institution's (a) impetus for their current or future program, (b) available or planned housing stock, (c) financial tools offered to make housing affordable, and (d) eligibility criteria. Interesting facets of information relating to their programs were discussed as well. The findings of the analysis are detailed below. Pertinent data may be found in the table below (Figure 4.1), which summarizes baseline housing costs and income statistics by comparable institution market area.

Notable Program Details

Duke University

Background

In the 1980's, Duke was a significant owner of neighborhood rentals, as well as undeveloped property in the Trinity Heights Neighborhood, a historic six-block area just north of Duke's East Campus that was beginning to deteriorate. To benefit the existing community while also protecting its land holdings, Duke sold the rental units on a ground lease and planned employee housing on the undeveloped land.

Housing Program & Eligibility

- A total of 40 stand-alone houses and townhouses were constructed in two phases on the vacant land north of East Campus. Phase I of the project, the sale of 9 existing older houses, began in 1998 and was completed in 1999. Phase II consists of 25 single-family houses with optional garage apartment / study and 15 townhouses in a traditional neighborhood design concept.



Peer Analysis

Institution	City	Median Single-Family Home Price	SF	Price / SF	0BR	1BR	2BR	3BR	4BR	Local HH Median Income	Average Faculty Salary*
UC - Santa Cruz	Santa Cruz, CA	\$740,000	1,246	\$594	\$873	\$1,030	\$1,343	\$1,933	\$1,992	\$75,100	\$81,760
Cal Poly - San Luis Obispo	San Luis Obispo, CA	\$587,000	1,701	\$345	\$641	\$758	\$923	\$1,345	\$1,384	\$63,800	NA
Duke University	Durham, NC	\$163,000	1,512	\$108	\$492	\$673	\$755	\$987	\$1,064	\$61,700	NA
Santa Clara University	Santa Clara, CA	\$760,000	1,646	\$462	\$939	\$1,103	\$1,302	\$1,870	\$2,051	\$97,100	NA
Stanford University	Stanford, CA	\$745,000	1,484	\$502	\$998	\$1,227	\$1,536	\$2,051	\$2,167	\$91,200	NA
UC - Berkeley	Berkeley, CA	\$721,000	1,486	\$485	\$943	\$1,130	\$1,339	\$1,865	\$2,288	\$84,000	\$100,561
UC - Davis	Davis, CA	\$485,200	1,231	\$394	\$679	\$719	\$879	\$1,281	\$1,362	\$61,500	\$85,211
UC - Riverside	Riverside, CA	\$403,000	1,764	\$228	\$715	\$781	\$911	\$1,295	\$1,512	\$57,500	\$80,848
UC - San Diego	La Jolla, CA	\$607,000	1,750	\$347	\$836	\$954	\$1,158	\$1,688	\$2,036	\$64,900	\$91,663
UC - Santa Barbara	Santa Barbara, CA	\$750,000	1,246	\$602	\$828	\$924	\$1,037	\$1,366	\$1,559	\$65,800	\$87,326
Univ. Colorado - Boulder	Boulder, CO	\$360,000	1,956	\$184	\$702	\$813	\$1,020	\$1,487	\$1,783	\$71,000	\$85,039
Univ. Michigan	Ann Arbor, MI	\$231,000	1,846	\$125	\$669	\$750	\$913	\$1,149	\$1,183	\$82,400	NA
Univ. N. Carolina	Chapel Hill, NC	\$183,000	1,244	\$147	\$492	\$673	\$755	\$987	\$1,054	\$61,700	NA
Univ. Texas - Austin	Austin, TX	\$167,000	1,814	\$92	\$476	\$477	\$574	\$762	\$786	\$69,600	NA
		Average:	\$474,015	1,591	\$724	\$845	\$1,008	\$1,395	\$1,556	\$71,708	\$88,441
		UC Average:	\$338,200	1,621	\$633	\$727	\$860	\$1,150	\$1,273	\$70,100	\$86,183
		Non UC Average:	\$558,900	1,572	\$780	\$918	\$1,100	\$1,548	\$1,733	\$72,713	\$89,571

*Average includes Full Professor, Associate Professor, and Assistant Professor Salaries

Figure 4.1 - 1st 1/4 Data, 2006; California Association of Realtors, National Association of Realtors, National Association of Home Builders, RealtyTrac



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- Sales are to faculty and staff of Duke University only. The policy maintains restrictive covenants to assure that purchasers reside in their houses and re-sales are made only to Duke faculty and staff.
- There are six two- or three-bedroom, single-family models to choose from ranging in size from 1,500 to 2,100 square feet. Buyers of townhouses have five models to choose from, most with two bedrooms that range in size from 1,500 to 2,100 square feet. Prices range from \$160,000 to \$230,000 for both single-family houses and townhouses.

Additional Information

- Owners of single-family houses can have an optional garage or garage with apartment / house office. The garage apartments may be rented to the general public for an extra source of revenue for the homebuyer.
- The initial homeowners' dues are \$55 per month for the single-family houses and approximately \$140 per month for the townhouses.
- It should be noted that the development provides the city an economic infusion of approximately \$100,000 property taxes annually.
- Duke University has loaned \$4 million to the Self-Help Community Development Corp., a leading national community development financial institution based in Durham. The money is used to increase the supply of affordable housing in the area. With the assistance of the University, the non-profit lender has purchased and renovated more than 60 houses for low-income first-time buyers. One-third of these homeowners are employees of Duke University.

Stanford University

Background

- Stanford University offers a variety of real estate and incentive programs for eligible faculty and staff. In this expensive housing market in heart of Silicon Valley where the median single-family house is \$745,000, the vast majority of eligible employees utilize these programs.
- The Office of Faculty Staff Housing essentially provides five major services for eligible employees – developing and administering housing programs, assisting in the sales process, facilitating transfers of on-campus residential properties,



administering the campus residential lease program, and overseeing the rental housing program.

- Stanford uses a variety of university funds and borrowing to finance the employee housing assistance programs.

Affordability Programs & Eligibility

- Those with access to these programs include tenured Academic Council members, assistant professors on track to receive their doctorate, members of the Medical Center Professoriate, senior level faculty, and senior level staff.
- Stanford offers a direct subsidy or “housing allowance” for qualifying employees that typically ranges from \$50,000 to \$150,000, depending upon the employee’s position and starting salary.
- The University also provides loans that can be used to purchase any type of house within a specified area surrounding the campus. The most popular of these loans is the Mortgage Assistance Program (“MAP”) which allows eligible participants to receive a loan of 50% of the purchase price of their house, not to exceed \$600,000. The current interest rate is 3.5%.
- The Fixed Rate Amortizing Mortgage (“FARM”) loan allows employees to borrow up to 60% of the purchase price of the property, not to exceed \$750,000, at a 7% interest rate. This loan is fully amortized over a ten, fifteen, or thirty year period. Because interest rates from outside sources are typically lower than the 7% offered by the FRAM, this program is not used in practice by Stanford employees.
- The University also offers a Deferred Interest Program (“DIP”), whereby the University will loan eligible participants up to \$175,000 with no interest. Deferred interest must be paid at the time of sale, if the property is refinanced, or if the borrower loses eligibility.

California Polytechnic State University – San Luis Obispo

Background

California Polytechnic State University (“Cal Poly”) formed the Cal Poly Housing Corporation (“CPHC”), a 501(c)(3) tax-exempt public benefit corporation. Formed in 2001, the CPHC was tasked with exploring the need for a faculty and staff housing



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program. CPHC is currently developing Bella Montaña, a faculty and staff housing project located 5 minutes from San Luis Obispo. Employee housing priorities at Cal Poly were developed in order to meet the University's recruitment and retention goals and thus give top priority to those new faculty recruits who are from outside San Luis Obispo County.

Housing Program & Eligibility

- Bella Montaña will have 69 condominium houses in tri-plex and quad-plex building configurations similar in aesthetic and quality to those units planned at Ranch View Terrace at UCSC.
- The prices range from the low \$300,000s to the low \$400,000s.
- Currently, 75% of the Phase I and Phase II units have been sold or are under contract.
- Faculty designated as “new recruit” or “primary retention” are given top priority, followed by management, general staff, and lecturers/coaches.
- Applicants within these priority groups must be “non-owners of real property” within the County.
- The president has discretionary authority to designate a limited number of housing units prior to the housing selection process for the purposes of recruiting and retaining top employees.

Ground Lease and Resale Process

- The land on which the Bella Montaña condominiums are located is leased by the CPHC from the CSU Trustees. The CPHC then leases the land to the buyer under a ground sublease for a yet to be determined monthly sum. Under the sublease, houses are to remain affordable to the next buyer through resale price controls.
- The Maximum Resale Price will be capped according to the following formula:
 - Original price of the house increased by the fractional change in CPI.
 - Appraised value of approved capital improvements made by the homeowner up to a predetermined limit.
 - Presale allowable fix-up expenses up to 5% of the indexed purchase price of the house.



- The purchase price will be the lowest of the seller's asking price (up to the maximum allowed), the appraised value, or the maximum resale price described above.

Lessons Learned

The following observations reference Figure 4.1, which summarizes housing costs and income data for market areas associated with the competitor/peer institutions:

- For-sale single-family houses in the Santa Cruz market rank second in price per square foot when compared to the comparable institutions studied. Only UC-Santa Barbara, Santa Clara University and Stanford had a higher entry cost and price per square foot for home ownership. Santa Clara University had a higher entry cost, but lower cost per square foot when measuring ownership potential.
- Qualification for homeownership based on a standard mortgage package with 10% down payment would require a combined household income in excess of \$130,000 to qualify for a median-priced house in the Santa Cruz market. Land prices in the Santa Cruz market represent over 60% of the appraised price of a property in the County, primarily due to limited developable residential land in the Santa Cruz market area.

Lesson → Taking land costs out of the home ownership costs equation can be a very powerful tool in developing affordable pricing.

Lesson → Allowing a portion of the infrastructure development costs to be wrapped into individual workforce house prices would be realistic, as such costs would be spread over a number of units. Infrastructure costs also could be assigned to other projects that would benefit from infrastructure brought to the same campus area as workforce housing. The University must act like a true developer in bringing additional housing to the campus, especially in terms of allocating both direct and indirect costs.

- Fair market rents for houses in the Santa Cruz market followed the same pattern as homeownership for a 2-bedroom unit. When comparing the average rental rate for a 3-bedroom rental unit, the Santa Cruz market ranks second, with only the Stanford University area ranking higher.

Lesson → Rental housing for new faculty and staff provides both transitional housing and a way for new hires to assess their options, which may include living



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out of the immediate area of the university when their discipline or interest drives that decision.

Lesson → Data suggest that more rental units may be needed in the future inventory. Rental units typically turn over more frequently, and lease term can be limited by the university. The current ratio of rental units to for sale units is approximately 30%, with that ratio dropping when the first units of Ranch View Terrace are delivered in 2008. The mix of for-sale to rental units in the second phase of Ranch View Terrace will require evaluation prior to construction as the appropriate ratio can only be defined via a thorough demand study.

- The existing and soon expanded (Phase I of Ranch View Terrace opening in 2008) UCSC inventory of houses and rental units represent a significant hedge against the escalating real estate market in the immediate Santa Cruz area. At the expected higher price point of the Ranch View Terrace range (now predicted at over \$600K), the more expensive units would still represent a rate of 20% below market compared to the median-priced house in the Santa Cruz area. This is especially notable as Ranch View Terrace houses will be significantly larger than the mean-sized Santa Cruz home.

Lesson → The Employee Housing Program should set a standard below market rate for all unit types owned by UCSC. When a property is sold, prior to putting it back on the market for the next university buyer, the property should be internally appraised to reflect what the below market rate standard for that property, is with the difference inuring to the University for future development of that unit or as an off-set for future development. As a developer of existing and future properties, the University must constantly re-price units to be responsive to the market. This is both realistic and practical, as units priced more closely to market rate would be less attractive for longer term residence and would allow periodic turn over of a certain amount of inventory to new residents.

- When comparing the median price of a single-family house in the Santa Cruz market area with the 14 peer institutions, the overall cost of a single family detached house for the group was 21% less than that of a market rate house in Santa Cruz. Additionally, the median salary of the UC Santa Cruz faculty was 11% less than the median salary of the peer group institutions from which data was available. It would appear that to make up this gap, the UCSC inventory of for sale houses would need to be at least 20% below not only market rate of the Santa Cruz area, but the additional gap in income would initially have to be made



up in below market loan products for UC Santa Cruz to remain competitive in the recruitment and retention of faculty to sustain the growth envisioned by the LRDP.

Lesson → An enlarged inventory and mix of unit types that can meet or exceed the minimum of 20% below market rate housing in the Santa Cruz area could be justified. Additionally, financing programs must be geared to make up the gap in salaries between peer institutions and UC salaries if UCSC is to remain competitive. Further demand studies would demonstrate the amount of housing stock needed in various configurations. Loan products, such as the MOP, need to be studied and constantly adjusted to determine if they financially measure up to filling the salary gap for first-time buyers.

- Six of the peer institutions studied utilize workforce housing programs to assist new hires in addressing challenges in the housing markets in their respective market areas. All have loan programs at favorable lending rates with loan qualification criteria and payback plans that are only available to university hires.
- The administration of faculty and staff housing programs is typically not from a Student Affairs division, which on most campuses has a traditional relationship with the programmatic administration of undergraduate and graduate housing. Within the UC system, auxiliary affairs units or real estate units typically manage the administration of similar employee housing real estate and loan programs.
- At other peer institutions, independent 501(c)3 not-for-profit special purpose entities are formed on behalf of, and controlled by the respective campus that administers these programs, providing an arms-length but more flexible and nimble entity to develop and construct units as well as administer faculty and staff housing and loan programs.

Lesson → Move the management of the Employee Housing Program to a unit which is more appropriate for the mission, if such a unit exists on campus, and consider forming an independent 501(c)3 special purpose entity as noted above to acquire and manage the assets of the existing program, and utilize this vehicle moving forward.



Section 05

VISIONING SESSION

Objectives

Nationwide, institutions of higher learning recognize the important role that attracting and retaining the highest quality faculty and staff possible plays in meeting overall institutional goals. Institutions located in prohibitively expensive housing markets, where quality of life and general employee satisfaction are seriously threatened by an unavailability of affordably priced housing, are increasingly discovering how closely faculty and staff quality of life is connected to the ability of the institution to realize these goals. B&D developed the *Strategic Asset Value Analysis* methodology to help clients reveal the driving forces, unique to every institution, which influence the specific characteristics of future workforce housing offerings.

Methodology

B&D's approach to facility development is responsive to the constant challenge of assuring that workforce housing improvements answer the University's current strategic objectives. In completing this project, B&D proceeded with the understanding that all of the project objectives are expressed in specific terms that demonstrate their relevance to furthering the institution's mission, reinforcing campus values, responding to institutional commitments and responsibilities, and improving the institution's competitive position among its competitors and peers.

The Project Team's approach required a Visioning Session with the project Steering Committee as well as discussions with other University stakeholders to develop strategic project objectives. The Project Team and the Steering Committee discussed independent strategic objectives for the Employee Housing Program, paying particular attention to the University's current status versus its aspirations for the program. The outcome of this session was a shared understanding of program objectives that helped the Project Team to accurately customize its recommendations.

Findings

Mission

UCSC understands the critical role that workforce housing can play in furthering institutional goals and strategic vision. Thus far, the University has performed well in terms of defining its target market and integrating the Employee Housing Program into the evolving LRDP. However, the Program's mission and goals have not been specifically defined in terms of supporting the University's overall mission. The



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University should define even more clearly the program's target market and priority sub-markets, and ensure that program policies, goals, and objectives align with the needs of the identified beneficiaries as well as the Program's overall strategic objectives.

It is the desire of the University to provide for flexibility and varying needs and capabilities by offering a continuum of affordable housing solutions. These solutions should include an appropriate balance of real estate products, financing assistance, and professional real estate education and counseling. The quantity and scope of program offerings should first be grown to an appropriate size, according to overall growth parameters outlined in the newly updated LRDP, then maintained in an appropriate, sustainable manner.

Outcomes

The University has rightly responded to the market by supplying demand-responsive housing unit types, ranging from smaller to larger houses, suitable for younger employees with smaller families to more mature employees with larger families. The University should, however, improve its ability to respond very specifically to institutional needs for recruitment and retention of specific employee types. The University also should take greater advantage of available opportunities such as its ability to leverage its assets to satisfy identified strategic objectives.

Recruitment of faculty will continue to be especially critical to the institution's success. Once strategically important employees are secured, the housing program should continue to focus on providing sequential living environments, which will serve employees well as they mature in their careers and family lives. The program should address demand for specific unit types and configurations. For example, a large and unmet demand for larger unit types presently exists and will be partially addressed via the construction of larger units at Ranch View Terrace. Further provision of units should continue to address the most strategically important unit needs.

Issues

Housing affordability has a number of components, including overall cost of stock, the cost of required down payment, and the proportion of overall household income allocated toward housing costs. The University has prioritized, and should continue to prioritize, for addressing each of these components. However, attention should be given to actually defining "affordability."



Tools

The University has performed reasonably well in providing a strategic, demand-responsive unit mix and reducing the cost of housing. It should continue to do so. The University has not achieved a mutually cooperative relationship with the City government / local regulators. Although pursuing such relationships will continue to be desirable, the University should focus its attention on other means for addressing housing affordability. Namely, the Employee Housing program can improve in the depth and breadth of program tools, assisting residents to realize equity gain, controlling the valuation of housing inventory, using land judiciously, collaborating with the UC System as a whole, accessing necessary capital, and effectively managing real estate assets (potentially via outsourcing of this function).

Program Drivers

The following strategic drivers for the Employee Housing Program were identified during the course of the study and draw especially from the findings of the Visioning Session. Each driver was vetted by the Steering Committee prior to inclusion in this document. The drivers represent a continuum of specificity, beginning with more general, overarching “values” and culminating with specific, measurable “objectives.” Each driver is defined and listed below:

Values → *Underlying priorities which shape subsequent drivers*

Support and help enable overall University Mission.

Vision → *Broad description of intentions, shaped by values*

Directly provide and effectively manage necessary products and incentives to attract and retain the employees needed and desired.

Mission → *More specific description of intentions and purpose*

The Faculty and Staff Housing Program supports the University's mission and long-term goals by providing assistance programs to help faculty and staff in selecting and securing a quality housing option. The program is intended to enhance the University's ability to recruit and retain quality employees. The program provides information, education, support, financial assistance, as well as below-market-rate rental and for-sale housing stock.



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Goals → *Broad expected achievements*

Grow the Employee Housing Program to meet the needs of the target market, then sustain the program to continue addressing needs into the future. The primary target market is senate faculty. The secondary target market is other employees, including staff.

Objectives → *Specific, measurable, expected achievements*

The Employee Housing Program should augment its strengths by improving its ability to anticipate and react to the market; better managing internal resources; becoming more nimble and adaptive; and taking maximum advantage of land, while ensuring sustainable practices. The program should also focus its workforce housing efforts by creating and working through a special purpose entity.

SWOT ANALYSIS

Objectives and Methodology

The purpose of the SWOT Analysis was to determine the factors related to providing affordably priced workforce housing on the UCSC campus which function as either Strengths, Weaknesses, Opportunities, or Threats in this effort. By defining these factors, the Project Team could create specially crafted recommendations to minimize the impact of weaknesses and threats while emphasizing and exploiting strengths and opportunities. The Project Team completed the exercise based upon the qualitative and quantitative data uncovered during the study and with the input of the Steering Committee during the final Interim Meeting for the project. The findings are detailed below.

Findings

Strengths

- Established commitment to address the housing problem.
- Abundant land on campus.
- City and campus are both significant recruitment attractions.
- Philosophical alignment between University and sustainable development principals.



- MOP from OP is well funded.
- One-time financial support from EVC provides some mortgage assistance.
- Apparent demand exists to fill housing stock.
- Ranch View Phase I projected to be on-line in early 2008.
- Large stock of significantly discounted units in a range of configurations.

Weaknesses

- High construction costs in Santa Cruz City and County.
- High demand and limited land in Santa Cruz City and County drive cost escalation in area.
- Many regulatory and bureaucratic hurdles.
- No program seed money from Campus or Office of the President for the Employee Housing Program.
- Employee Housing Program organizational structure is not ideal.
- City and community are divided on issue of campus growth.
- Many practical, market, and regulatory constraints to off-campus development.
- Ability of University to fully exploit asset equity is limited.
- University development is perceived as one-dimensional.
- Unit pricing structure is disconnected from mission and goals and prohibits efficient unit turnover to allow program to serve many employees in need.



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Opportunities

- Target market interested in a range of housing options.
- Industry successes demonstrate that a more nimble response to housing issues can be made by establishing a 501(c)3 special purpose entity.
- Land can be leveraged to achieve more affordable housing.
- Additional proximate housing can reduce transportation costs.
- LRPD outlines a plan forward for managed growth.
- Partnership with City on issues of common interest (water infrastructure and transportation planning).
- Educating off-campus community mitigates weakness of opposition to campus growth.

Threats

- Sustained failure of Santa Cruz market to provide affordable housing.
 - Sustained high construction costs in Santa Cruz City and County.
 - Sustained misalignment of high demand and limited supply with regulatory complications.
- Competition from other comparable institutions that provide higher salaries and/or have cheaper housing costs.
- City threatening to restrict water to curb campus growth.
- Current City political climate impedes cooperation between City and University.



Section 06

OBJECTIVES

The recommended objectives for the Employee Housing Administrative Plan are based on the analysis summarized in the preceding chapters and are consistent with the Long Range Development Plan. As defined in Section 5: *Strategic Analysis*, the objectives that the Employee Housing Program should seek to meet are that it: *augment its strengths by improving its ability to anticipate and react to the market; better managing internal resources; becoming more nimble and adaptive; taking maximum advantage of land, while ensuring sustainable practices; and focusing its workforce housing efforts by creating and working through a special purpose entity.* The below chart (Figure 6.1) illustrates recommendations pertaining to these objectives and which the University’s Employee Housing Program should strive to achieve. These objectives are shown in the context of the program’s existing core strengths. It is the opinion of the Project Team that these strengths should be leveraged fully and bolstered by the improvements suggested by the objectives. These points are further summarized in subsequent text.

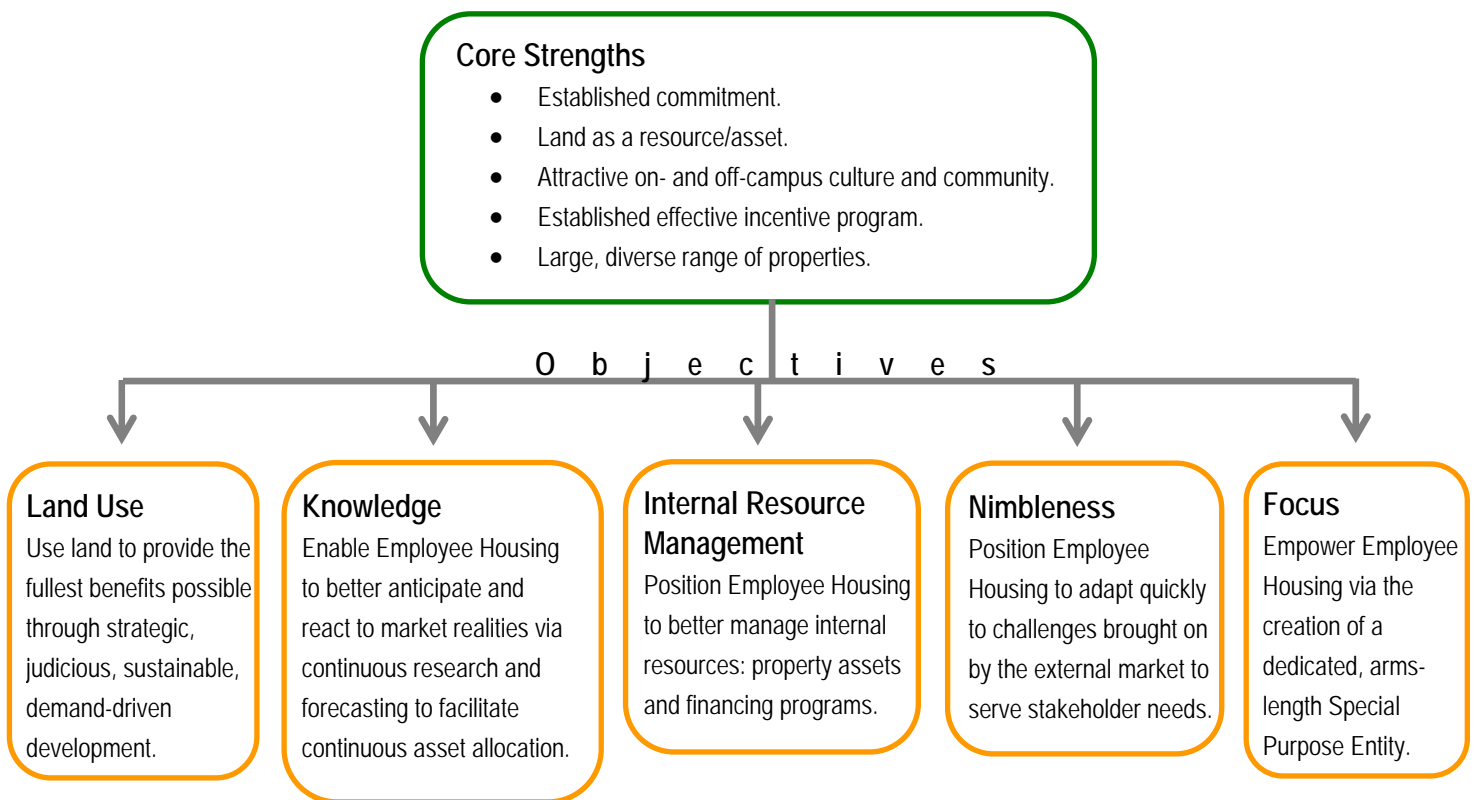


Figure 6.1 – Employee Housing Objectives



Core Strengths

The UCSC Employee Housing Program has a long history and a demonstrated commitment to its purpose. Further, the program has a number of core strengths such as access to University land, as identified in the LRDP, an attractive culture and community, substantial incentives already available from the UC System, and most importantly, a large and varied stock of below-market rate rental and for-sale units. The objectives identified in during the strategic analysis phase of this study and incorporated into this Plan have been recommended as they have the potential to build upon these significant strengths and maximize the outcomes of the future.

Critical Challenges

The weaknesses and opportunities of the Employee Housing Program are detailed in Section 5: *Strategic Analysis*; however, this Plan has been crated to address the following critical challenges which must be overcome in order for UCSC's workforce housing to meet its mission more fully:

- The regional and campus culture generally imparts upon employees expectations for larger, suburban scale housing. Larger homes are more expensive to construct, discourage unit turnover, and providing affordable housing using larger homes, although clearly achievable (e.g. Ranch View Terrace homes, priced at about 70% of market rate, have proven this), is very difficult. Providing affordable housing for the majority of employees, faculty included, considering household income limitations, would not be achievable using this approach. This is not to say that Ranch View Terrace is inappropriate, rather, the campus should simply focus on smaller units types after their delivery.
- UCSC's existing for-sale housing stock is actually too affordable for a sustainable workforce housing program. Ranch View Terrace represents the single exception to this. Mortgage payments accompanying exceedingly under-priced units are too attractive for many to leave. Combined with the lack of equity gain, owners do not sell frequently. This, in turn, clogs unit turnover, thereby preventing the program from serving its mission to provide transitional housing. The program's deep discounts have become a permanent large-scale benefit for a few rather than a smaller-scale benefit for many.
- Beyond unit turnover, new units will certainly be required to serve the needs of more employees. Cost overruns encountered in the planning and entitlement of Ranch View Terrace has demonstrated the need for an improved unit delivery and management paradigm.



Recommendation Structure

The objectives and strategies identified in the Plan do not necessarily have to be implemented in concert. The Project Team has identified two overall tracks for moving forward, as illustrated below in Figure 6.2, but individual objectives and other recommendations may be implemented incrementally or individually. The structure below suggests that reorganization of the Employee Housing Program into a distinct, special purpose entity would be the recommended means for the University to provide a more focused, nimble organization (Re-Org Track). To accomplish other organizational objectives, however, such as improving knowledge generation, better managing internal resources, beginning to address the existing organization’s lack of nimbleness, and using land to its full long-term advantage (General Track), it would not necessarily be required that the organization be rolled into a new quasi-independent entity. Indeed, the program’s most pressing needs should be addressed immediately.

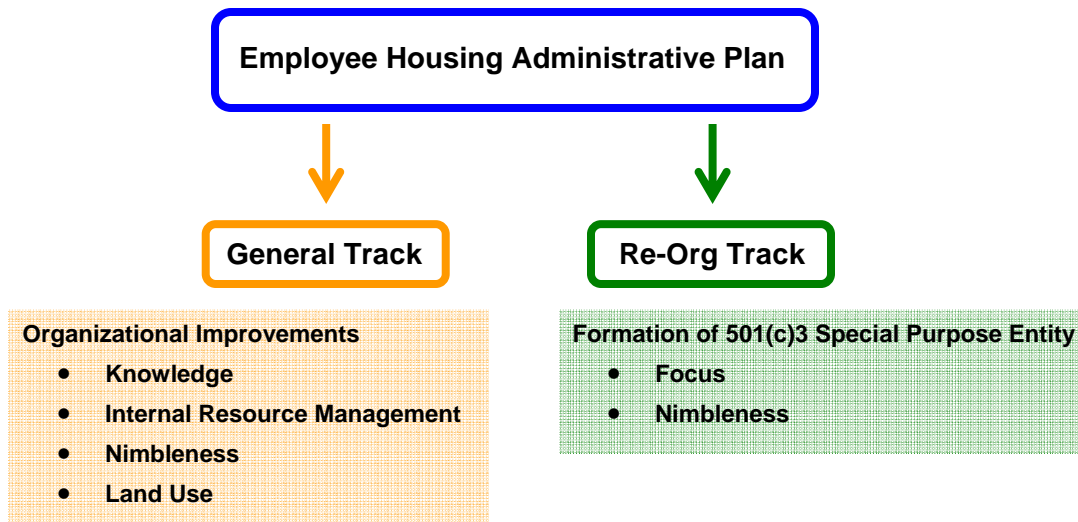


Figure 6.2 – Two Tracks of Recommendations

General Track Objectives

Knowledge

The University should enhance the ability of the Employee Housing Program to Anticipate and react. Forecasting and fine-tuning the assets needed to fulfill the requirements that have been developed through the LRDP process require constant balancing of housing inventory and financing tools. To maintain this balance will require both research regarding future demand and the education of current users to properly



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allocate resources. The University should build better forecasting and asset allocation into both short and long term planning to anticipate housing and financing needs.

Internal Resources Management

The University should position the organization to better manage its internal resources. Both the property assets and the financing programs administered by the faculty and staff housing program are significant resources. While the effort is to house people, the tools used to get there are more real estate strategy and finance related, rather than being solely administrative in nature. The University should align the organization with its campus real estate and finance partners to manage its internal resources.

Nimbleness

The external market is essentially uncontrollable. Therefore, the University should position the organization to respond and adapt what conditions the external market produces. The University should equip the organization with specialists who have direct experience, skills, and training with these external markets. Additionally, the University should develop and pre-qualify a stable of partners who share and understand the mission of UCSC and who bring skills and resources to the University to meet the needs expressed in the LRDP.

Land Use

The campus possesses the critical element of available, developable land. The University should continue to use this resource wisely, but should approach this task more as an experienced developer would, through the development of a demand-based plan for the maximum developable use of a minimum amount of these lands to meet needs of workforce housing.

Re-Org Track Objectives

Focus

The University should create an organization that reflects the missions of the Employee Housing Program and the University. It should be an internal UCSC organization that as closely as possible mimics the role of an external development organization to manage the workforce housing needs of UCSC. To achieve the best result, the Project Team believes an arms-length 501(c)3 organization should be formed, created by the Regents acting in their behalf at UCSC. The organization would be directed by policy makers from UCSC, with a non profit charter that would allow them to develop and manage the



property inventory, administer all financing vehicles, and conduct research and education for workforce housing at UCSC. Currently assigned Employee Housing Program staff should form the basis of the staff for this newly formed entity.

Nimbleness

The reorganization of the Employee Housing Program into a stand-alone entity would disentangle the program from a bureaucracy ill suited to the fast-paced environment of real estate development and property management. A semi-autonomous body such as that described in this Plan should be established to maximize capabilities and ensure top rate results.

RECOMMENDED STRATEGIES

Best practices in the area of workforce housing suggest that to be successful, campuses and communities need access to a variety of housing and financing options. Such a multi-faceted toolkit of solutions should therefore be provided at UCSC. As noted in the mission of the Employee Housing Program (see Section 5: *Strategic Analysis*), the purpose of the program should be to provide *information, education, support, financial assistance, as well as below-market-rate rental and for-sale housing stock*. To this end, the below strategies have been identified to ensure a successful future for the program. As noted above, these strategies should ideally be implemented in satisfaction of both general objectives as well as reorganization objectives. Again, however, the needs for improvement of the existing program are pressing. These steps should therefore be implemented quickly and incrementally to the degree that is necessary and realistic.

Gain Critical Program Funding

Funding for the Employee Housing Program is presently derived solely from rents generated from its rental and for-sale properties. However, seed money does not exist for the use of the program. Such funds will be necessary in order to move forward with further property development and/or procurement, regardless of when or if a special purpose entity is created for Employee Housing.

Reorganizing the program as described in this report would separate the program into an arms-length entity, therefore presumably precluding funding being derived from University budgeting. This approach would, however, allow the program to fund its own operations through an entrepreneurial, revenue generating operating paradigm. Much as a for-profit private sector developer would realize profit from rental housing cash flow and for-sale housing marginal gains on sales, the program would be empowered and



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motivated to reap the financial rewards of real estate development and property management.

Speculation in the off-campus housing market in order to capture appreciation gains is by its nature risky. This approach could be taken, but it would be necessary for any purchase decision to be preceded by informed, up-to-date research on the likelihood of financial benefit, accomplished by Employee Housing research staff.

Provide Education and Counseling

As knowledge will be key for decision making for the Employee Housing Program, it is likewise key for individuals interested in purchasing a property. Indeed, survey results (see Section 4: *Market Context*) have indicated that it will be essential to provide substantial decision support for would-be employee purchasers. The future Employee Housing Program should directly provide periodic educational courses and/or sessions on residential real estate and financing basics, personal finance, home purchasing strategies, and technical assistance for purchasers actually completing the purchase process, whether University- or non-University related.

Provide Home Financing Assistance

The MOP and SHLP programs provide substantial assistance which can have meaningful impacts on the ability to purchase a home. Unfortunately, as survey results suggest (see Section 4: *Market Context*), many senate faculty who could benefit from these programs are unaware of them and many have not used them. Although additional financial assistance programs could provide further benefits for home purchasers, the first critical step in addressing assistance should be to communicate the availability and effectiveness of existing assistance. Financing assistance, together with below-market-rate real estate, will continue to serve an important role in the program.

Provide Below-Market Units

The LRDP anticipates the hiring of a net additional 300 faculty between now and 2020 to meet the demand of the additional teaching and research needs of UCSC. Beyond this, faculty succession from retirement and normal attrition will increase this figure. Staff employment will increase correspondingly. In order to address the needs of these employees, additional employee housing units will likely be required. The overall unit mix resulting from the addition of Ranch View Terrace Phase I will be relatively balanced along the continuum of smaller and cheaper to larger and more expensive units. Indeed, the provision of larger units is in line with preliminary demand results expressed in the survey (see Section 4: *Market Context*). However, the University must continue to



consider the appropriate approach in terms of satisfying demand as well as meeting affordability needs. Likely, the campus's workforce housing portfolio may do better to focus on providing smaller and more affordable units (including multi-family) and focus somewhat less on demand preferences. This could provide critical assistance to those most in need.

In terms of pricing of units and affordability, the present housing portfolio represents a diverse range of configurations, of prices, and importantly, of market-rate discount levels. Interviews and survey data (see Section 4: *Market Context*) suggest that the industry norm of allowing only about 30% of income to be allocated toward housing costs would be amenable to most stakeholders. The Project Team believes that these findings still leave room for a range of affordability (i.e. discounts) provided with different units, producing a mix of not only unit types and sizes, but also of affordability. The details of such a mix should be determined subsequent to detailed demand analysis completed as a part of the Employee Housing Master Plan. However, it is important to note that such an arrangement would allow some units, with smaller discounts off of market-rate prices, could provide some funding for the overall program. Rental units could also provide funding. It is not recommended at this time that truly market-rate units be provided, although discounts of perhaps 15% to 20% could be provided. Market-rate units (as of summer 2006) would only be affordable to about 5% of all employees or 10% of faculty. Furthermore, it is unlikely that many would be attracted to market rate housing controlled by the University, given any associated restrictions on ownership rights.

The graph below (Figure 6.3) represents a preliminary analysis of ability to pay for housing and suggests how an appropriate pricing structure could be defined. It includes approximations of available income for housing for different levels of faculty in two categories, either 30% of salary or 60% of salary. The 30% figure represents ability to pay for single residents while the 60% figure is used to represent ability to pay for residents with dual incomes (as such historical data is unavailable). This information is superimposed on trend lines showing 70% of the mean cost of housing in Santa Cruz over the last several years. The point of the graph is to show ability to pay in the context of costs for housing discounted at 30% off of market price. This yields a general range of cost for housing which should be targeted when re-pricing workforce housing units.

Ensure Sustainable Benefits via Unit Turnover

Providing affordably priced for-sale housing over the long term will require sustained, periodic unit turnover. Lacking relevant restrictions and disincentives, the program presently has numerous residents who do not intend to move into the off-campus market. Disincentives to encourage employees to use housing for transitional needs



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rather than permanent housing include building smaller units, having the campus capture equity from under-priced units and reselling these units at predetermined rates with sustainable price caps, and incremental financial disincentives. Building smaller units is advisable as this would serve those most in need as well as providing a home for those with more funds at their disposal, but without providing a home encouraging long term residence. Capturing equity, aside from securing capital for running the program, would ensure unit pricing cheap enough to provide a recruitment and retention incentive but not cheap enough to encourage long term residence. A potentially powerful financial disincentive which the Project Team has not seen used elsewhere would be an arrangement whereby appreciation caps are structured to provide diminishing returns over a specified period. This should be explored further as it could very directly disincentivize long term ownership.

Long term residence in rental units should continue to be disincentivized via lease renewal limitations. This arrangement frees up units for new beneficiaries by allowing residents to renew their lease for a specified number of years only.

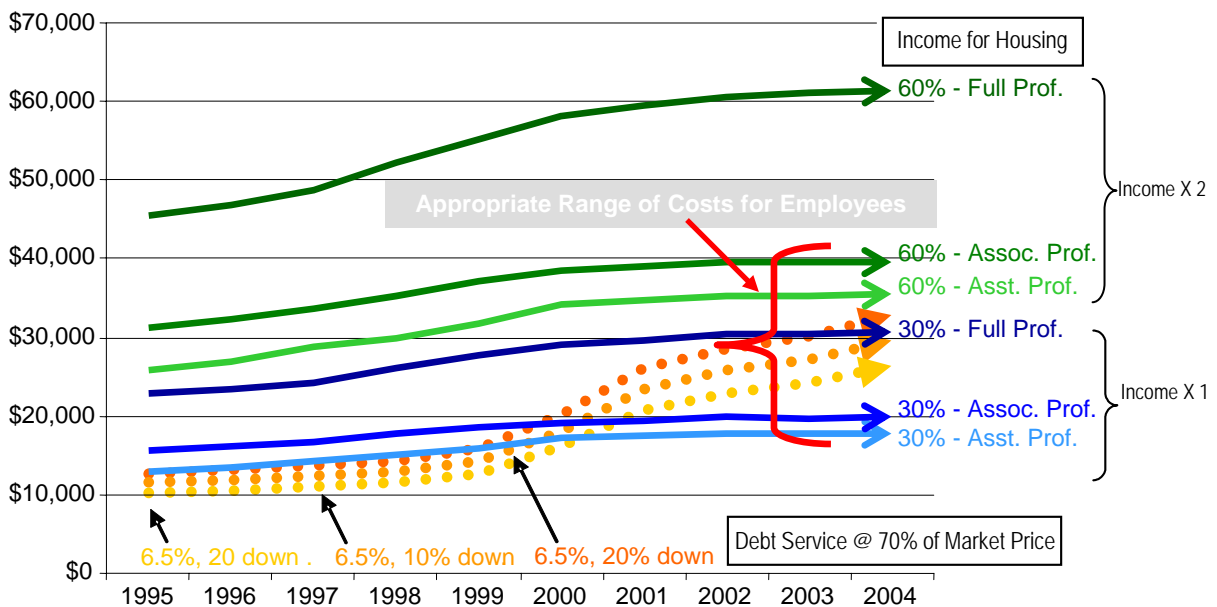


Figure 6.3 – Ability to Pay for Housing and Housing at 70% of Market Rate.
 Source: *Report on the Status of the Santa Cruz Housing Market with Implications for the Faculty of the University of California at Santa Cruz.*



Efficiency

It should be noted that, in order to enable the above approach, it would be helpful to improve streamline the off- as well as on-campus processes which must precede the delivery of any new units. Off-campus, this would include improving the efficiency of the construction review and entitlement process as well as the University's relationship with municipal officials and bodies. On-campus, this would include the presently required but burdensome process of consulting with various campus constituencies such as the University administration and the faculty senate. The future Employee Housing Program must be more nimble in order to function successfully. The off-campus situation should be addressed by continued efforts / attempts to partner with the City. The on-campus situation should be addressed by the creation of a specialized University – Employ Housing liaison body. This body would be empowered to make necessary decisions and approvals on behalf of the University.

The creation and utilization of an alternative organizational structure such as a 501(c)3 special purpose entity for UCSC employee housing is a relatively complex endeavor. Further details of this recommendation follow under *Organizational Structure and Management Plan*.



ORGANIZATIONAL STRUCTURE AND MANAGEMENT PLAN

Non-profit organizations that serve the educational purposes of the University of California Regents are not uncommon in the UC system. In the case of workforce housing at UCSC, this effort is growing more complex as the real estate market outpaces the ability of entry-level faculty to qualify for ownership of property in the City of Santa Cruz and the region. The effective management of this effort requires a flexible, resource rich capacity to get the most from internal and external resources. In essence, this unit should become the development arm of the University to insure that UCSC can provide assistance programs to help faculty and staff in selecting and securing quality housing options necessary to recruit and maintain quality employees. Regardless of where the current operation fits today, it needs the flexibility to act independently, having its own set of operating parameters and policies, with the singular purpose of providing workforce-housing assistance for faculty and staff. The overall structure of this arrangement is illustrated in the below two figures:

UCSC Administrative Plan Faculty and Staff Housing

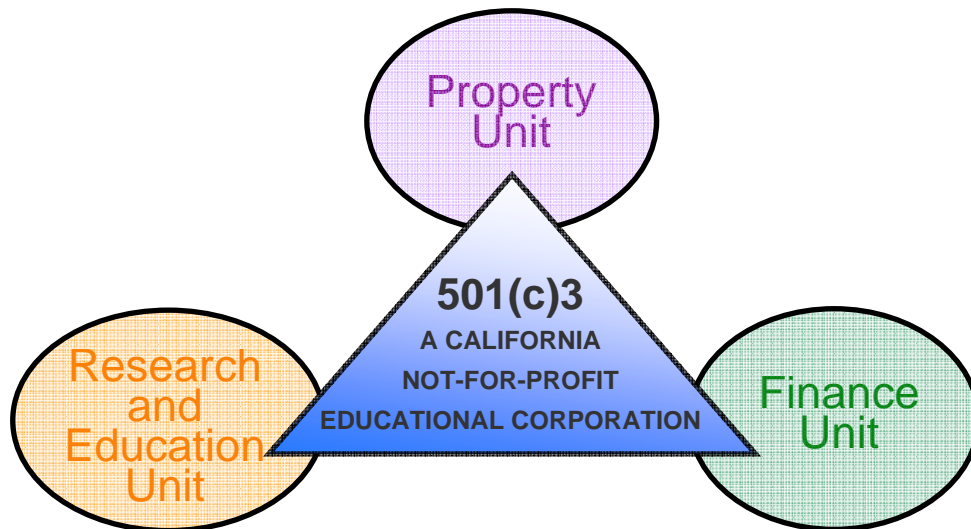


Figure 6.4 – Organizational Structure Overview



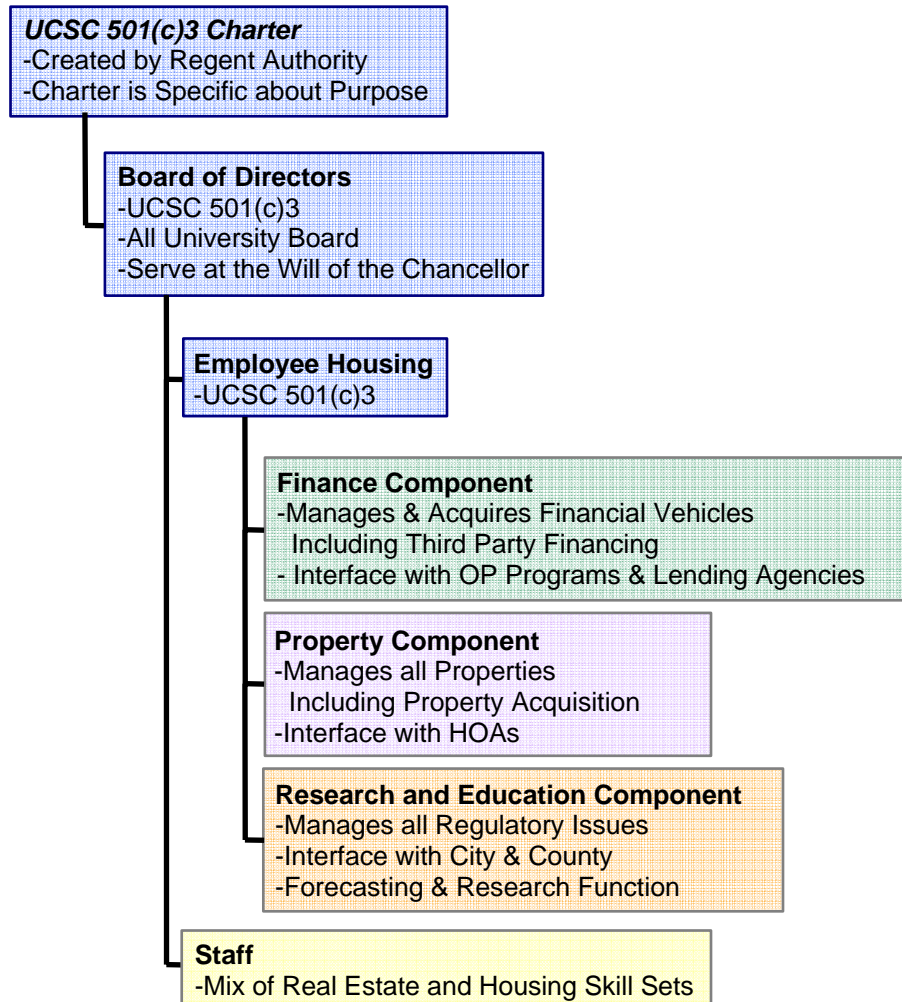


Figure 6.5 – Organizational Structure Detail



Board of Directors

The Chancellor of the campus should appoint these policy makers. The charter of the organization should specify the purpose, to develop policies to hold and manage the assets of this housing authority, whose purpose is to provide below-market-rate rental and for-sale housing stock, financial assistance, and information and educational support to the campus and community.

A suggested board composition would include the following:

- Executive Vice-Chancellor
- Chief Campus Financial Officer
- Director Of Facilities
- Chief Student Affairs Officer
- Chair, Faculty Senate. Or Designee
- Chair, Staff Advisory Committee
- Student, Appointed By Campus Student Government Entity

Finance Component

The finance component should acquire and manages all financing vehicles that relate to both on- and off-campus housing for faculty and staff. This includes the interface with all financial partners who work with the University in meeting the goal of assisting faculty and staff with market rate rental and for-sale housing stock. This unit should negotiate, invest, and account for all financial activity of the unit, subject to University oversight and financial and audit guidelines.

All Home Owners Association and Davis-Sterling related accounting and reserve requirement funding for housing units managed by the authority would be located here for continuity and compliance purposes. Additionally, this unit would have the ability and capacity to refinance authority assets, subject to policy guidelines of the Board and Regents' policies.

Property Component

The property component of the organization would manage the physical property assets of the authority. This would include construction management, repair or replacement, including reserve funding required improvements required law. Additionally, this component would provide daily interface with owners of properties for all University related upkeep and maintenance.



Research and Education Component

The primary task of the research unit would be to provide continuing research on the demand for UCSC related housing stock and financing vehicles. This would include projecting future needs and, when appropriate, realignment strategies. This unit would be the primary interface with campus departments to educate and influence faculty recruiting that has campus housing implications. Additionally, this unit would have the responsibility to integrate and interface with University, City, County, State, and Federal units that provide either assistance or regulatory oversight with housing or financial assistance programs through housing authority.

NEAR TERM ACTION ITEMS

A number of near term action items should be addressed immediately in order to ensure success for the Employee Housing Program. These are highlighted below:

- *Ranch View Terrace* – Both phases of this development should be delivered as soon as possible. Construction cost escalation will make providing affordable units increasingly difficult over time. As both phases of the project are entitled and planned, their delivery will be more expeditious than a newly conceived project.
- *Bridge Financing / Seed Money* – In order to procure or construct further projects, it is critical that the University identify and allocate seed capital to the Employee Housing Program. This should be prioritized for, regardless of progress with the establishment of an employee housing special purpose entity.
- *Re-Price Units and Access Equity for Sustained Capital* – The University's existing units are significantly undervalued and should be reassessed to provide both reasonable below-market discounts as well as capital to the program. This will be a longer term venture and should be accomplished independent of accessing bridge financing.
- *Disincentivize Long Term Residence* – Long term residents stand in the way of more needy recruits and existing employees. The recommendations above for encouraging sustainable unit turnover should be explored and implemented to ensure a sustainable program which meets its mission.



NEXT STEPS

The Administrative Plan should be followed by further study in two distinct areas, one track of work related to unit delivery and one related to further organizational planning. In the unit delivery track, the anticipated Employee Housing Master Plan should “operationalize” the Administrative Plan with specific concepts, commitments, and resource allocations. In the organizational track, detailed business analysis and planning would provide specific details and guidance for implementing concepts identified in the Master Plan. At the completion of these exercises, individual project-specific feasibility studies would be designed to provide final data and direction before concepts would be implemented. These steps are summarized in Figure 6.6 below:

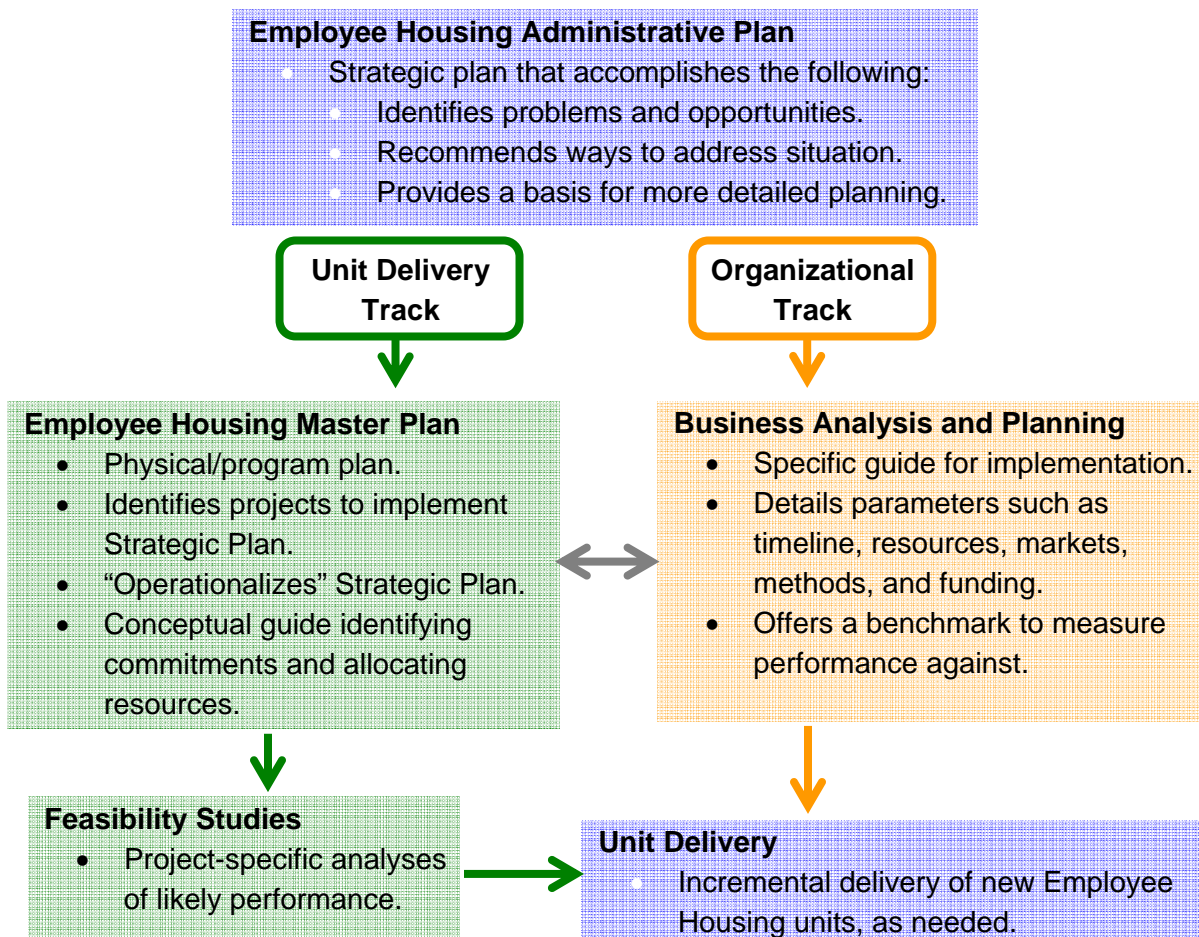


Figure 6.6 – Next Steps Flow Chart



Section A

STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

OBJECTIVES

Brailsford & Dunlavey (“B&D”) conducted focus group and stakeholder interviews during the weeks of June 24th and July 23rd, 2006. The discussions were intended to yield qualitative data, reveal hidden sensitivities, and raise issues not previously considered among employees at the University of Santa Cruz (“UCSC”). Each session allowed the B&D Project Team to gain a better understanding of UCSC faculty and staff concerns and to obtain valuable information from all parties that would be used as to guide in developing recommendations for a viable strategic housing administration plan for UCSC.

METHODOLOGY

Moderators from B&D led each focus group and stakeholder interview. The goal of each moderator was to gently guide the conversation to address concerns pertaining to the housing needs and desires of UCSC faculty and staff. Moderators generally presented a series of questions, intentionally open-ended in nature, and permitted individuals to discuss tangential issues and engage in dynamic conversation. While moderators were predisposed to obtaining answers to the questions asked, moderators also paid close attention to participant-generated issues raised during the interviews. The focus group sessions were recorded, and information from the sessions was analyzed for the preparation of this report. The entire list of questions proposed during the focus groups may be found attached to this report.

With assistance from UCSC, focus groups were organized to obtain feedback from a range of UCSC employees and other stakeholders. Four groups representing a total of 32 participants attended the sessions. B&D also conducted interviews with four representatives from the City of Santa Cruz and with three members of the UCSC Academic Senate Faculty Welfare Committee. In general, the focus groups were well attended and included vocal participants with varying opinions regarding the issues discussed. Individuals from the following groups spent approximately an hour with one or more members of the Project Team:

Stakeholder Interviews

- Stakeholder Interview #1: City of Santa Cruz Department of Planning & Community Development (2)
- Stakeholder Interview #2: Faculty Senate Welfare Committee (2)
- Stakeholder Interview #3: Chemistry Department (2)
- Stakeholder Interview #4: City of Santa Cruz City Manager & Director of Planning (2)



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Focus Group Interviews

- Focus Group #1: Current (on-campus housing) Homeowners (7)
- Focus Group #2: New Academic Hires (8)
- Focus Group #3: Staff Advisory Board Members (3)
- Focus Group #4: Current Staff Members (14)

STAKEHOLDER INTERVIEWS

Introduction

Brailsford & Dunlavey recorded minutes for both the City of Santa Cruz and UCSC Academic Senate interviews. The minutes are summarized below and the full set of minutes is attached.

Summary of Findings

City of Santa Cruz

Stakeholder interviews were conducted on June 26th and July 24th between B&D and members of the City of Santa Cruz Department of Planning and Community Development and the City Manager. The goal of these sessions was to explain B&D's consulting role over the next three months, obtain the City's perspective of UCSC's past, current, and future handling of employee housing, gain an overall understanding of the relationship between the City and the University, learn about City programs and current planning initiatives to develop affordable housing, and begin to identify any potential partnerships relating to affordable housing between the City and UCSC.

During the course of the interviews it was apparent that the City and University have not established full communication regarding employee housing that could have an impact on the City and members of the community. The interviewees in the office of Planning and Community Development and City Manager generally take their direction from City Council, and the Council takes issue with the current goal of the University cited in the Long Range Development Plan ("LRDP") to grow to 21,000 students over the next 15-20 years. The perspective of the City is that the UC Board of Regents has placed unrealistic growth projections that do not account for the impact on City services and the Santa Cruz community. The door is open to proposals from the University, but the history of partnerships with the City could not be viewed as overly productive.

The interviewees provided an overview of the history, current state, and future plans for affordable housing in the City. Approximately 5% of City land is available for development and among those parcels zoned for residential, the majority of the areas



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

necessitate infill redevelopment. The City has a clear record of supporting housing development and recently adopted plans to create higher-density (up to 3-story) infill housing along thoroughfares with access to public transportation. Accessory dwelling units (ADU) and single room occupancy (SRO) housing are two programs the City feels have been successful and the City plans to continue these programs where appropriate. Areas regarded as ripe for redevelopment based on physical and spatial considerations include parcels south of Downtown. Landowners in these areas are not currently motivated to pursue redevelopment and the City in many cases is not willing to rezone commercial and industrial areas for residential projects.

According to the City, the outlook does not look positive for establishing partnerships between the City and the University to address the need for affordable housing. The potential ramifications of University growth as cited in the LRDP, the history of uneven and inconsistent communication between the City and University, and the potential for upcoming shifts in the leadership of the City during the fall elections all contribute to a guarded outlook. Water will be a key issue as both the City and the University grow and may require the two entities to work together to provide a sufficient and clean supply of water in the future.

Academic Senate

Stakeholder interviews were conducted on June 23rd and July 24th between B&D and representatives of UCSC's Academic Senate. The goal of these sessions was to explain B&D's consulting role over the coming months, learn about faculty perspectives and preferences related to both on- and off-campus housing, ascertain what constitutes "affordable housing" at UCSC and in Santa Cruz, and to gather suggestions, concerns, or hopes for the direction of future UCSC-sponsored housing.

The interviewees spoke about the recent progress relating to UCSC workforce housing, noting both the allocation from the office of the Executive Vice Chancellor to provide \$1 million in funds for faculty housing and the latest on-campus housing initiative, Ranch View Terrace. Key factors that impact workforce housing future plans include; a faculty population that is aging, limited living options for younger faculty, limited replacement product of existing housing stock, and University plans to expand the campus per the LRDP. The groups made it clear that the UCSC workforce has a variety of needs and preferences when it comes to housing and it is critical for the University to ready itself with a variety of financial and programmatic "tools" to meet the diverse needs of its faculty. Although the goal of strategic housing planning extends to recruitment of new employees, the primary goal is to retain talented and dedicated faculty.

Being mindful to the conditions of the Santa Cruz real estate market, the participants



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

were asked to explain how they would define “affordability” from the vantage point of a current faculty member. They felt that the definition of “affordable housing” will vary on a case-by-case basis, but approximately 25% of household income dedicated to housing expenses is appropriate so long as it provides “a good home for your family.” The groups also supported the idea to reach out to faculty through a survey to learn precisely their opinion of “affordability.”

In terms of future housing programs, the groups noted that all necessary precautions should be taken in order to “avoid the perceived mistakes of Ranch View Terrace.” Although the project was “well-intentioned,” escalation in price did not create a favorable situation around campus. The group suggested that a higher density housing program could work to combat high construction costs and ultimately provide an affordable product. The interviewees noted that developing housing on UCSC land holdings off-campus like Fort Ord could be an avenue for homeownership for younger faculty. It was suggested that it may be appropriate to shift resources on a short term basis from classroom construction to affordable housing for employees.

FOCUS GROUPS

Introduction

The following is a detailed account of questions asked of focus group participants and answers provided. Answers are organized by question and then by participant type and the entire set of questions is attached.

Summary of Findings

Do you currently rent or own housing on-campus or off-campus? Where do you currently live and where would you (reasonably) like to live?

Current Staff & Staff Advisory Board Members

- Only three of the fourteen members of the UCSC staff in the focus group lived on-campus in University-sponsored housing. Among these three, only one owned her home. Everyone from the Staff Advisory Board (“SAB”) lives off-campus.
- Several staff from the focus group noted that they lived outside of Santa Cruz and one in particular noted that he moved “outside of the City, not because I wanted to, but because it is my only realistic option.”



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- One member of the SAB enjoys living in Scott's Valley where he purchased a home there approximately 10 years ago, noting that he "bought for about \$250,000, but there is no way that you find anything near that price in today's market."
- Staff members remarked that several new hires and younger staff members "land at Cypress Point, not because they consider it a good fit, but because it is all that is available."

New Academic Hires

- All participants from the New Academic Hires focus groups currently rent housing and seven of the eight are on the "impossible waiting list" to purchase for-sale housing. Of the eight participants, four of them rent on-campus units.
- Several faculty members noted that they came to UCSC expecting to live in Santa Cruz but realize that if they "want to have a family and work at UCSC at the same time, my options for housing are all outside the City and I would need to commute to work, but that is the sacrifice that I need to make."
- One participant noted having had a chance to purchase a condominium at Laureate Court, but having to decline the offer because "the unit was just too small for me and my family."

Current Homeowners

- Many participants in this group live in Hagar Court and have owned their homes between 2 and 20 years.
- Long-time homeowners explained their frustration with being unable to purchase housing in the marketplace, despite their being pleased that they are able to own an affordably priced unit.

How critical was the availability of affordable housing in your decision to come to UCSC?

Current Staff & Staff Advisory Board Members

- In general, staff members who want to live in Santa Cruz will live in Santa Cruz no matter the cost of living and / or availability of affordable housing. One staff member noted that "we all realize the costs of living here, but we have made that choice and will continue to do so because Santa Cruz is a unique and interesting place – a great



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

place to live.”

- Another member of the staff noted that they did not weigh the cost of living as part of the decision to move to Santa Cruz, but noted that “the cost of housing has forced several of my former co-workers to move away from the city and in some cases leave UCSC altogether.”

New Academic Hires

- One new academic hire noted that he did not even consider the cost of housing when he accepted his position at UCSC because he “just wanted to be in Santa Cruz.”
- One participant said that although he has been at UCSC for a few years, he does not see himself raising a family here, “in part because of the cost of living versus the quality of living”. In the future he would “rank the availability of on-campus housing ahead of most other things” when he moves on with his career.

Current Homeowners

- Participants in this group recognize housing affordability for UCSC employees as a “huge problem” but noted that many seem to accept jobs on-campus as they believe initially that “the school is taking care of them.” These participants noted, however, that this is not accurate. Some felt that only those with significant financial independence or those from other expensive housing markets can afford to come to UCSC.

In general, what are your perceptions of the UCSC-provided for-sale and rental housing currently available for UCSC staff?

Current Staff & Staff Advisory Board Members

- The consensus among UCSC staff is that the quality of both University-sponsored rental and for-sale housing is acceptable, but it is the quantity of units provided by the University that is deficient.
- A small number of staff believe that rental rates in Laureate Court are too high, but the one staff member who lives there is content with the price of rent and remarked, “there is nowhere else in the City that I can receive this level of quality so close to campus for this price.”



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- Another member of the UCSC staff addressed the lengthy waiting list for for-sale housing, claiming that he has “been on the waiting list since 1993 and don’t expect that I will ever get into on-campus housing.”

New Academic Hires

- In general, the new academic hires consider the quality to be just fine, but noted that availability is the real issue that the University struggles with, citing that “enough isn’t done to move faculty through the housing system.”
- This group was extremely disgruntled regarding Ranch View Terrace. Several of the recent academic hires came to UCSC under the impression that could secure housing at RVT or that units in other developments would open up as older faculty graduated to RVT. One participant noted that they were “lured to UCSC by the potential to get into Ranch View housing at around the \$300,000 level, but now the prices are over \$400,000 and the units aren’t even ready!”

Current Homeowners

- Many current homeowners agreed that although providing affordable housing for employees is critical, the University could better manage employee housing assets. These individuals recognized the importance of the present study and effort on the part of the University.

In general, what are your perceptions of the private market for-sale and rental housing currently available for UCSC staff?

Current Staff & Staff Advisory Board Members

- The general feeling among staff is that for-sale housing has appreciated so rapidly in the past years that “if you didn’t get in back then, it is nearly impossible to get in now.”
- Staff members were quick to point out the existing conditions in the rental market are not great either, noting they “have to compete with UCSC students for rental units” and that the supply of “quality rentable apartments and homes is not sufficient”.
- Several members agreed that because of the tight for-sale and rental markets in Santa Cruz that “quality of life is reduced to what a grad-student would get anywhere else”, even for staff well into their 30’s.
- One SAB member noted that for-sale housing costs have risen to levels that are



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“unreasonable” and predicts that the “percentage of younger faculty and staff at UCSC over the coming years will be reduced as a result.”

New Academic Hires

- Several new hires noted that it is difficult to secure off-campus rentals in Santa Cruz and one noted that “finding something halfway decent is brutal.”
- All of the faculty who consider themselves “single” have “come to the realization that the only option for affordable rentals is to get a roommate.”
- Only a few of the new academic hires are seriously looking at purchasing a home. They are looking in “Scott’s Valley and other areas outside of Santa Cruz...just because of cost.”
- Younger faculty noted the expense of renting in the private market. One participant noted his own experience of living with a graduate student in a small shared unit and emphasized the cost burden of accommodations on lower paid employees.

What aspects of UCSC’s current employee housing program are working? What is not working? What options or services should UCSC pursue to better address faculty and staff needs?

Current Staff & Staff Advisory Board Members

- Staff tended to agree that the UCSC for-sale housing “appreciation cap makes no sense being linked to the CPI; it is so obvious that this needs to be fixed.”
- Several staff noted that UCSC’s current off-campus rental assistance office is hardly helpful at all because of an “antiquated technology” and “they are totally understaffed.” The group suggested that the CRO office utilize the internet to create a “listing of rentals kind of like how Craigslist does, but focused on those properties suitable for staff.”

New Academic Hires

- The new academic hires were vocal about the need to make housing affordable for single-income faculty, specifically those who are “living the single life.”
- One participant noted that the “policy regarding your cap on return when selling your (UCSC-sponsored) home should be changed.” He suggested that the “policy at



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Stanford makes more sense” whereby appreciation is shared between the seller and the institution.

- Again, the group was explicit in their distaste for Ranch View Terrace, noting that “it is very obvious that Ranch View will not work.”

Current Homeowners

- Some participants discussed their frustration with employee housing policies such as the decision to allow the construction of unit additions, which “destroy affordable units” by replacing them with larger, more expensive ones.
- Current homeowners agreed that the appreciation cap is not working and one homeowner noted that “pegging appreciation to the CPI and limiting appreciation will force people to stay.”

How would you define “affordable housing”? In terms of a percentage of household income, what is “affordable” in Santa Cruz? To achieve this, what should UCSC do?

Current Staff & Staff Advisory Board Members

- Participants from both the staff and SAB focus groups generally agreed that affordable housing is an “average to good quality product with an average amount of space.”
- In defining what percentage of annual household income dedicated to housing expenses is at a level that makes it “affordable,” staff responses varied significantly from 20% to 40%. It should be noted that those responding towards the lower end generally were renting while the one respondent noting that 40% of household income had recently purchased a home and had large mortgage payments.

New Academic Hires

- One participant said that “housing affordability does not exist in Santa Cruz, but ideally expenses (for housing) would be less than one-third of our household income.”
- Another participant disagreed and noted that Cardiff Terrace is an example of “good quality affordable housing...we just need more of it.”

Current Homeowners



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- Participants discussed the appropriateness of providing a portfolio of flexible solutions to employees which may include such benefits as tuition remission, child care, “discounts and perks,” grants, etc., in addition to actually developing new affordable units on campus.

What suggestions do you have regarding the current (and future) housing program at UCSC?

Current Staff & Staff Advisory Board Members

- Members of the SAB considered that more for-sale “higher-density housing could help get more people in homes to start building equity, even though any gains may be limited because of the appreciation cap.”
- Participants from the SAB focus group noted that if the University has problems building on-campus because of environmental, political, zoning, or other issues, then off-campus “partnerships with the City or County” could be explored.
- Members from the staff noted that if “UCSC does not want to build on campus for whatever reason, they could build housing on their marine lab or Fort Ord properties.”
- Members of the SAB were aware of the MOP loan program available to members of the Academic Senate and believe that a program “modeled after the MOP” would be utilized by their fellow staff members.

New Academic Hires

- One participant noted that if the University were to build off-campus housing outside of the City, “it would make sense to build over the hill” so that spouses could be closer to work or “find higher paying jobs near San Jose.”
- Several of the participants noted that the university has the land to build “and even with the high construction costs, why doesn’t the University just build condos up on campus?”
- One participant suggested that they would “be willing to forego future compensation and use that towards a down payment if campus housing was available but was not subsidized to the level that I could afford.”

Current Homeowners



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- Several of the homeowners noted that although current housing limits appreciation, the administration should think about creating a “shared appreciation system like that at Stanford.”
- Homeowners suggested that the goal of the system should be to “develop average, livable units in order to get as many people into university housing as possible” and that the administration “should not lose focus of that goal.”
- Several members in the group noted the importance of “educating younger faculty and staff about housing options” and that UCSC should “leverage in-house knowledge” in regards to finding housing in the market.



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

UCSC Employee Housing Administration Plan Faculty Welfare Committee

Date / Time:

June 23, 2006 / 9:00 – 10:35 AM UCSC campus/FSH Conf. Rm.

Location:**Recorded By:**

Jim Carruthers

Attendees

Ted Holman / Chemistry
Paul Ortiz / Community Studies
Jim Carruthers / B & D

Minutes

- Jim Carruthers reviewed moderator guide information with Ted and Paul. Who we are, what we are doing, where we are in our process, scheduled target dates, and key elements of our thinking as we approach our work on this project.
- Ted and Paul briefly reviewed their roles, the goals of the Faculty Welfare Committee and the relationship of affordable housing for faculty to the success faculty welfare on the UCSC campus.
- They pointed out the recent allocation of \$1M from the campus budget for Supplemental Home Loans by EVC Krieger as an indication that this issue is taken seriously by both the Senate and campus leadership, and want to insure our efforts are focused in helping the campus get better at the administration of the existing and future housing programs for faculty.
- They indicated that the perceived mistakes on the Rancho Terrace housing program, (escalation of price points for various units) did not want to be repeated again.
- They indicated that the issue of campus growth needed to be de-coupled from faculty housing. They EIR for the LRDP in their view pointed out how this issue was misunderstood.
- They suggested that other faculty members who had concerns regarding faculty / staff housing be contacted. Roger Anderson, Mike Rotkin and Fay Crosby, Tim Fitzsimons, were mentioned, in addition to their colleagues who could not make the meeting today. (Ray Gibbs & Quentin Williams).



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

- Both Ted and Paul related their own experiences with housing during their history with the campus. Both indicated that home ownership, or the potential of home ownership was a critical faculty recruitment and retention tool. Childcare and salary satisfaction were also noted as key concerns.
- Ted and Paul were asked to describe what they viewed as “affordable” as it related to faculty housing. As it related to expenditure for housing, Paul felt that 25% of a faculty members income as an appropriate level. “A good home for your family” was also a definition of affordable. They indicated that their had to be trade off’s to achieve affordable housing, and that such trade off’s if clearly articulated and supported were appropriate to achieve the goal of affordable housing for faculty. Both Paul and Ted understood that every faculty member may have a different approach to the definition of affordability, but the key issue was that the University had tools (financing schemes or housing stock) to address the range of needs to be served.
- The “worth” of density was discussed to approach achieving the number of units to make housing more affordable as an acceptable trade off. Also the issue of urban infill in a rural setting was noted as an approach. The Fort Ord property was discussed as well as the notion that the campus had the lands to construct affordable housing.
- A survey, asking faculty to describe “affordability” etc. was discussed. Also how future housing options would look for the campus as it added faculty and replaced retiring faculty members in the future. Does the campus have the right stock for the future?
- We discussed our planning cycle for the project; Ted asked that we review our next steps and findings when we visited the campus in August with the faculty group. B & D indicated that the review by the steering group that included the FWC was fine, as it related to refining the work product. Our work plan and methodology needed to be viewed as independent to maintain the integrity of the final product.



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

UCSC Employee Housing Administration Plan City of Santa Cruz Housing & Planning Departments

Date / Time:

June 26, 2006 / 9:00 – 10:00 AM City Offices: Rm. 107.

Location:

Recorded By:

Jim Carruthers

Attendees

Carol Berg / Housing & Community Development Manager

Ken Thomas / Principal Planner

Jim Carruthers / B & D

Minutes

- Jim Carruthers reviewed moderator guide information with Carol & Ken. Who we are, what we are doing, where we are in our process, scheduled target dates, and key elements of our thinking as we approach our work on this project. This included the notion that the City of Santa Cruz was a key player in how the University approached affordable housing for their workforce.
- Ken Thomas stated that the City was not in support of the UCSC LRPD that took the university to a student population of 21,000. I asked what was the staff view of the LRPD, Ken indicated that the staff took their direction from the City Council position. The view of the LRPD is that the Regents impose these numbers unrealistically on the campus, with little regard to the impact on the communities that are adjacent to the campuses.
- Is there sufficient dialogue between the campus and the City? The view of KT and CB was that campus growth was a political issue, which will be worked out politically rather than rationally.
- Carol Berg stated that all housing at UCSC including WFH should be subsidized so that the University could meet its housing demands.
- Carol indicated that 49% of the City's overall housing stock was rental based, much of that geared to students, who were absorbing all the core housing stock for City needs. This included utilizing housing that was appropriate for WF needs.



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

- In general the City views achieving more affordable housing through smaller more efficient units, higher density, with subsidies to make up economic gaps.
- 5% of City lands are available for development, which will be infill projects.
- The City is generally opposed to utilizing underutilized and zoned industrial space for housing.
- The City sees densification along transportation corridors, to the 3-story level. This would include urban / housing models. Also development of inventory at transportation hubs is encouraged.
- The City has embraced accessory unit programs as a model of how to add reasonable and affordable units to their housing stock. Also SRO units have experienced success.
- Both Carol and Ken indicated that the University has done a less than adequate job educating the City, the City Council and the community regarding housing issues faced by the campus. The conversion of the Holiday Inn to campus housing stock was cited as an example of the above. No notice prior to the transaction, with the impact being a large dollar amount (\$500K was quoted) being taken of the TOT roles.
- Ken suggested that we meet with the City Manager, Dick Wilson to complete our picture of how the City and the University interact.
- It was suggested that the LRDP has no logic of how the growth it outlines has benefit to the community.
- Areas for potential redevelopment? South of downtown in areas that are at the end of their economic life. In general landowners in Santa Cruz are not motivated at the moment.
- Partnerships with the City? None until after the elections and the resolution of the LRDP.



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

UCSC Employee Housing Administration Plan City of Santa Cruz City Manager & Planning Department

Date / Time:

July 24, 2006 / 1:00 – 1:45 PM

Location:

City Offices, Room 8

Recorded By:

Jim Carruthers

Attendees

Dick Wilson, City Manager, City of Santa Cruz

Greg Larson, Director of Planning & Community Development

Jim Carruthers / B & D

Minutes

- Jim Carruthers reviewed moderator guide information with City Manager Wilson and Director of Planning Larson. Who we are, what we are doing, where we are in our process, scheduled target dates, and key elements of our thinking as we approach our work on this project. This included the notion that the City of Santa Cruz was a key player in how the University approached affordable housing for their workforce, as outlined in the LRDP.
- The City Manager indicated that the City had been in an antidevelopment phase for almost 30 years. That changed 8 years ago when the City accepted higher density standards regarding development as part of its planning process.
- The City has a clear record of supporting housing development.
- In the view of the City, the general response to campus development from the City over the years, including housing of all types has been “OK”.
- The City looks at campus development as an impact issue (on City services). While recognizing campus growth is driven by pressures from beyond the campus, the City believes that such growth should not simply accept that the City can continue to provide unlimited infrastructure resources. It is felt that the University only plans for itself, while the City has a much broader perspective. Growth of the University must be viewed as a multifaceted issue, not a singular issue. This would include workforce housing, which the City also struggles with.



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

- Water will be a key issue for growth for both the City and the University. The City plans to expend \$50M in upgrading water infrastructure in the near future.
- The desalinization plant that is proposed to ease demand on water resources is critical to both the City and University. This plant could be a positive collaboration for now and the future of collaborative efforts between the University and the City. It is the feeling of the City that the desalinization plant is a cost issue, not a supply issue.
- The City is 94% developed as it relates to land use.
- Relations with the City and the University have been uneven. The recent Chancellor was not viewed as a positive force in building town gown relations.
- There are no City policies in place that would negatively affect the development of work force housing in the City. The City continues to be concerned that University growth consumes City resources at all levels.



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

UCSC Employee Housing Administration Plan Faculty Welfare Committee

Date / Time:

July 24, 2006 / 2:00 – 3:00 PM

Location:

PCB: Rm. 106

Recorded By:

Jim Carruthers

Attendees

Roger Anderson, Professor of Chemistry
Ted Holman, Assistant Professor of Chemistry
Jim Carruthers / B & D

Meeting Minutes

- Jim Carruthers reviewed moderator guide information with Professor Anderson and Professor Holman. Who we are, what we are doing, where we are in our process, scheduled target dates, and key elements of our thinking as we approach our work on this project.
- It was noted that Professor Anderson has done some work on the demand for housing for Faculty that had been shared with the Senate, and it was the feeling of the B & D Team that understanding this work may be of some benefit to the overall work on the forthcoming plan which will evolve from the B & D work effort.
- Professor Anderson reviewed his history on campus as Chair of Faculty Senate, his involvement with the Committee on Planning & Budget with the Office of the President, and the UCSC Faculty Welfare Committee. He lives in Cardiff Terrace, where he built a home approximately 20 years ago.
- Professor Anderson reviewed what he considered to be key factors that impact faculty housing at UCSC:
 - An aging faculty
 - Young faculty with no where to live
 - Little replacement product of existing housing stock
 - Recruitment of 300 faculty to accommodate the growth outlined in the LRDP



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

- Professor Anderson shared a series of PPT sheets that demonstrated his understanding of the existing and future demands on Faculty housing. (now a part of our data base of resources)
- Professor Anderson shared the view that the campus was the most practical place to develop affordable housing.
- Professor Anderson further believes that the campus must develop access and infrastructure on the north campus, including roads and bridges. He reviewed his thoughts on the history of the campus and the County in developing road and bridge infrastructure for the North Campus.
- Professor Anderson shared his views on the 2006 LRDP.

Professor Anderson believes that improved faculty salaries and capital funding from the Office of the President were key to improving the ability of the university to maintain recruitment and retention of faculty. He believes that the current resource allocation (capital spending) from OP must shift to solve the pressing need of affordable housing for faculty. When asked if that meant shifting resources from classroom construction to affordable housing (by JC) Professor Anderson indicated this shift if necessary was acceptable, in his opinion.



FOCUS GROUP MODERATORS' GUIDE

Background

1. Why did you choose to work at UCSC? How long have you been at UCSC?
 - a. Did you have to relocate when you began working at UCSC?
 - b. Did you initially rent or own your home when you began working at UCSC?
 - c. Do you presently rent or own your home?
2. Why do faculty/staff choose UCSC? Why do faculty/staff leave UCSC?
3. Does UCSC meet your expectations, overall? Please explain.
4. How critical was the availability of affordable housing in your decision to come to UCSC?

UCSC Programs

5. In general, what is your perception of the private market for-sale and rental housing currently available for UCSC faculty and staff?
6. In general, what is your perception of the UCSC-provided for-sale and rental housing currently available for UCSC faculty and staff?
7. What are the costs and benefits of UCSC-provided below-market for-sale housing versus below-market rental housing versus homeowner assistance programs / incentives?
 - a. What programs / products / services should UCSC provide?
 - i. How extensive should the range of offerings be?
 - ii. How should the mix of these be arrived at?
 - b. Which programs / products / services would you prefer for yourself?
8. How would you rank the relative importance of the following: homeownership / equity / investment opportunity, higher salary, excellent housing options, excellent financing options / terms / package?
9. What aspects of UCSC's current employee housing program are working?
 - a. What aspects are not working?
 - b. What options or services should UCSC pursue to better address faculty and staff needs?
10. How would you define "affordability?"
11. To achieve affordability, how should UCSC subsidize employee living / pay for this?
12. How would you define "high quality?" What level of quality would be appropriate or acceptable for UCSC employee housing?



STAKEHOLDER AND FOCUS GROUP INTERVIEWS REPORT

13. How should UCSC define the overall target market and priority submarket groups for employee housing?
 - a. How could programs / products / services be offered equitably as well as strategically?

Living Preferences

14. Where do you currently live? Why did you choose this?
15. Where would you reasonably like to live?
16. What prevents you from living where you would reasonably prefer to live?
17. What amenities and features would you hope to find in your “ideal” accommodation, within reason?
 - a. Which of these do you feel are most important? Why?
18. What are your opinions of *Smart Growth, sustainability, New Urbanism (neo-traditional development)*? Do you value such progressive development models such that you would prioritize for living this way? Walkability? Community building?
19. What type of housing would you prefer? Single family detached? Row house? Flat?
20. Would you prefer to rent or to own? Condo structure? Land lease? Fee simple?
21. What is your preferred location for new housing? Why?
22. What do you currently pay for rent? For mortgage?
23. What would be a reasonable percentage discount from current market rates, for each unit type? For rent? For mortgage?



Section **B**

HOUSING BACKGROUND

1. How important a factor was the cost of housing in the Santa Cruz area in your decision to work at UCSC?
SELECT ONE
 - Very Important
 - Important
 - Neither Unimportant nor Important
 - Unimportant
 - Very Unimportant

2. How long have you worked at UCSC?
SELECT ONE
 - Less than 5 years
 - 5-10 years
 - 11-15 years
 - 16-20 years
 - 21-25 years
 - 26-30 years
 - More than 30 years

3. How would you best define affordability as it relates to the percent of your gross household income spent on housing costs (rental or mortgage payments plus other housing expenses such as utilities, condo / homeowners association fees, and property taxes)?
SELECT ONE
 - No more than 10%-20% of gross household income
 - No more than 20%-30% of gross household income
 - No more than 30%-40% of gross household income
 - No more than 40%-50% of gross household income
 - No more than 50%-60% of gross household income
 - No more than 60%-70% of gross household income
 - Other[_____]

4. Which of the following best characterizes your household income attributes (i.e., income for yourself, your spouse or resident partner, and any children, but not including roommate income)?
SELECT ONE
 - Single income without a spouse/partner
 - Single income with a spouse/partner
 - Dual income with a spouse/partner
 - Other[_____]

5. Do you currently rent or own your residence?
SELECT ONE
 - Rent off-campus apartment / condo / attached house
 - Rent on-campus apartment / condo / attached house
 - Rent off-campus single-family detached house
 - Rent on-campus single-family detached house
 - Own off-campus apartment / condo / attached house
 - Own on-campus apartment / condo / attached house
 - Own off-campus single-family detached house
 - Own on-campus single-family detached house
 - Other[_____]

6. What type of housing unit would meet your current housing needs?
SELECT ONE
 - Rental Apartment – 1 bedroom
 - Rental Apartment – 2 bedroom
 - Rental Apartment – 3 bedroom

UCSC – Employee Housing Survey

- Condominium – 1 bedroom
- Condominium – 1 bedroom + den
- Condominium – 2 bedroom
- Condominium – 3 bedroom
- Townhome – 1 bedroom
- Townhome – 2 bedroom
- Townhome – 3 bedroom
- Townhome – 4 bedroom
- Single Family Home – 2 bedroom
- Single Family Home – 3 bedroom
- Single Family Home – over 3 bedrooms

7. On a personal level, which of the following options best describes your level of comfort and experience in the home-buying process?

SELECT ONE

- I have never purchased a home before and feel that I could use professional advice / assistance.
- I have never purchased a home before but I feel comfortable handling the process on my own.
- I have never purchased a home but I have been through loan pre-qualification and / or pre-approval process and feel comfortable with proceeding on my own.
- I have been through the home-purchasing process but feel that I could use assistance for future purchasing opportunities.
- I have been through the home-purchasing process and feel that I am well experienced.

8. If you have never purchased a home previously but are in the process or considering doing so, what resource would be most attractive to you?

SELECT ONE

- Down payment assistance in the form of a grant.
- Down payment assistance in the form of a supplemental loan with lower interest rate or deferred payments.
- Discounted or free financial / tax advisory services
- Discounted or free home brokerage / realtor services

9. If you are an Academic Senate member and a homeowner, please mark the University housing assistance programs, if any, that you have used to purchase or finance your home. Otherwise, please skip to the next question.

SELECT ALL THAT APPLY

- Mortgage Origination Program (MOP)
- Supplemental Home Loan Program (SHLP)
- None. I did not want to use these programs
- None. I was not aware of the assistance programs
- Not Applicable / I am not eligible for these programs
- Other[_____]

10. What is your current household's (you, your spouse/partner, and any children, but not including any roommates) monthly rent or mortgage payment, **including utilities and other housing expenses (condo / homeowner association fees, approximate property taxes, etc.)**?

SELECT ONE

- Less than \$600
- \$600 - \$799
- \$800 - \$999
- \$1,000 - \$1,199
- \$1,200 - \$1,399
- \$1,400 - \$1,599
- \$1,600 - \$1,799
- \$1,800 - \$1,999
- \$2,000 - \$2,199
- \$2,200 - \$2,399

UCSC – Employee Housing Survey

- \$2,400 - \$2,599
- \$2,600 - \$2,799
- \$2,800 - \$2,999
- \$3,000 - \$3,199
- \$3,200 - \$3,399
- \$3,400 - \$3,599
- \$3,600 - \$3,799
- \$3,800 - \$3,999
- \$4,000 or more
- I am unsure
- Not applicable

11. How important is each of the following factors to you in your decision of where to live?

SELECT ONE RESPONSE FOR EACH FACTOR

- Very Important
- Important
- Neither Unimportant nor Important
- Unimportant
- Very Unimportant

Total cost of rent / mortgage and utilities
Opportunity to invest in my housing as an equity-building homeowner
Ability to depend on my automobile less and to walk more
Proximity to other employees
Proximity to job / UCSC campus
Proximity for spouse / partner to their place of work
Proximity to child care
Location within certain school districts[_____]
Convenience of access to campus facilities, resources, and amenities
Sense of community
Safety / security
Size of Unit

12. From the list of the following factors, please select your TOP THREE choices when determining where to live in order of what is most important to you.

SELECT TOP THREE CHOICES

- Most Important
- Second Most Important
- Third Most Important

Total cost of rent / mortgage and utilities
Opportunity to invest in my housing as an equity-building homeowner
Ability to depend on my automobile less and to walk more
Proximity to other employees
Proximity to job / UCSC campus
Proximity for spouse / partner to their place of work
Proximity to child care
Location within certain school districts[_____]
Convenience of access to campus facilities, resources, and amenities
Sense of community
Safety/security
Size of unit

ON-CAMPUS HOUSING PREFERENCES

13. What is your personal level of interest in a University-sponsored employee housing program?
SELECT ONE
 Very Interested
 Interested
 Neither Uninterested nor Interested
 Uninterested
 Very Uninterested
14. What is your personal level of interest in residing in a University-sponsored housing unit?
SELECT ONE
 Very Interested
 Interested
 Neither Uninterested nor Interested
 Uninterested
 Very Uninterested
15. What type of University-sponsored housing arrangement would be of most interest to you?
SELECT ONE
 Rental unit
 For-sale unit
 Other[_____]
 None of the above / I would not be interested
16. What University-sponsored unit type would you most be interested in?
SELECT ONE
 Multi-Family (Condominium or Apartment)
 Townhouse or Single-Family Attached Unit
 Single-Family Home
 Other[_____]
 None of the above / I would not be interested in University-sponsored units
17. For how long would you be interested in living in a University-sponsored housing unit?
SELECT ONE
 Less than 1 year
 1-5 years
 6-10 years
 More than 10 years
 None of the above / I would not be interested
18. If University-sponsored housing were provided in the cities/places listed below, which of the places would you consider living?
SELECT ALL THAT APPLY
 Scotts Valley
 San José
 Los Gatos
 Watsonville
 Gilroy
 Salinas
 Monterey
 Other[_____]
 I would not consider University-sponsored housing off campus or outside the City of Santa Cruz

UCSC – Employee Housing Survey

19. How important would each of the following affordability incentives be to you in judging the attractiveness of employee housing?

SELECT ONE RESPONSE FOR EACH FACTOR

- Very Important
- Important
- Neither Unimportant nor Important
- Unimportant
- Very Unimportant

Down payment requirement

Monthly payment requirement

Length of financial commitment

Degree of overall financial benefit weighed against overall financial burden

Total amount paid for housing

DEMOGRAPHIC INFORMATION

To ensure that this survey accurately represents the UCSC community, please provide us with the following demographic information about yourself. The following data is confidential and will be used in group form only.

20. What is your gender / sex?

SELECT ONE

- Male
- Female

21. What is your age?

SELECT ONE

- 30 or under
- 31-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60-64
- 65-69
- 70-74
- 75 or older

22. Do you have children living with you?

SELECT ALL THAT APPLY

- Yes, not yet in school (*please specify number of children*) [_____]
- Yes, in elementary school (*please specify number of children*) [_____]
- Yes, in middle school (*please specify number of children*) [_____]
- Yes, in high school (*please specify number of children*) [_____]
- Yes, high school graduate / in college (*please specify number of children*) [_____]
- No, high school graduate / in college (*please specify number of children*) [_____]
- No, I have no children / my children are grown

23. How long is your typical commute to the UCSC campus during your workday?

SELECT ONE

- Less than 20 minutes
- 21 to 40 minutes
- 41 to 60 minutes

UCSC – Employee Housing Survey

- 61 to 80 minutes
- More than 81 minutes

24. What best describes your current status at UCSC?

SELECT ONE

- Professor or SSOE
- Associate Professor or SOE
- Assistant Professor or PSOE
- Academic Researcher
- Lecturer or Librarian
- Post-doctorate
- Visiting Faculty
- University Senior Management
- Full-Time Staff
- Part-Time Staff
- Other[_____]

25. What is your permanent residence / home ZIP code?[_____]

26. What is your *total annual gross household income* (i.e., income for yourself, your spouse or resident partner, and any live-in children, but not including roommate income)? **All questions are strictly confidential; your identity will not be matched to your responses.**

SELECT ONE

- Below \$29,999
- \$30,000-\$39,999
- \$40,000-\$49,999
- \$50,000-\$59,999
- \$60,000-\$69,999
- \$70,000-\$79,999
- \$80,000-\$89,999
- \$90,000-\$99,999
- \$100,000-\$109,999
- \$110,000-\$119,999
- \$120,000-\$129,999
- \$130,000-\$139,999
- \$140,000-\$149,999
- \$150,000-\$159,999
- \$160,000-\$169,999
- \$170,000-\$179,999
- \$180,000-\$189,999
- \$190,000-\$199,999
- \$200,000 or more

27. What is your *personal annual gross salary* per your employment with the University? **Again, all questions are strictly confidential; your identity will not be matched to your responses.**

SELECT ONE

- Below \$29,999
- \$30,000-\$39,999
- \$40,000-\$49,999
- \$50,000-\$59,999
- \$60,000-\$69,999
- \$70,000-\$79,999
- \$80,000-\$89,999
- \$90,000-\$99,999

UCSC – Employee Housing Survey

- { } \$100,000-\$109,999
- { } \$110,000-\$119,999
- { } \$120,000-\$129,999
- { } \$130,000-\$139,999
- { } \$140,000-\$149,999
- { } \$150,000-\$159,999
- { } \$160,000-\$169,999
- { } \$170,000-\$179,999
- { } \$180,000-\$189,999
- { } \$190,000-\$199,999
- { } \$200,000 or more

COMMENTS

28. Please let us know if you have any other comments regarding UCSC's Employee Housing program:

FREE RESPONSE

Thank you for taking the time to complete this survey.

University of California, Santa Cruz
Employee Housing Survey Results
COMPREHENSIVE RESULTS

	Total Responses	% of Total
1 How important a factor was the cost of housing in the Santa Cruz area in your decision to work at UCSC?		
SELECT ONE		
Very Important	180	25.25%
Important	170	23.84%
Neither Unimportant nor Important	237	33.24%
Unimportant	93	13.04%
Very Unimportant	33	4.63%
2 How long have you worked at UCSC?		
SELECT ONE		
Less than 5 years	277	38.69%
5-10 years	176	24.58%
11-15 years	83	11.59%
16-20 years	84	11.73%
21-25 years	43	6.01%
26-30 years	33	4.61%
More than 30 years	20	2.79%
3 How would you best define affordability as it relates to the percent of your gross household income spent on housing costs (rental or mortgage payments plus other housing expenses such as utilities, condo / homeowners association fees, and property taxes)?		
SELECT ONE		
No more than 10%-20% of gross household income	63	8.86%
No more than 20%-30% of gross household income	193	27.14%
No more than 30%-40% of gross household income	251	35.30%
No more than 40%-50% of gross household income	105	14.77%
No more than 50%-60% of gross household income	45	6.33%
No more than 60%-70% of gross household income	38	5.34%
Other	16	2.25%
4 Which of the following best characterizes your household income attributes (i.e., income for yourself, your spouse or resident partner, and any children, but not including roommate income)?		
SELECT ONE		
Single income without a spouse/partner	224	31.33%
Single income with a spouse/partner	115	16.08%
Dual income with a spouse/partner	349	48.81%
Other	27	3.78%
5 Do you currently rent or own your residence?		
SELECT ONE		
Rent off-campus apartment / condo / attached house	167	23.32%
Rent on-campus apartment / condo / attached house	20	2.79%
Rent off-campus single-family detached house	87	12.15%
Rent on-campus single-family detached house	3	0.42%
Own off-campus apartment / condo / attached house	62	8.66%
Own on-campus apartment / condo / attached house	54	7.54%
Own off-campus single-family detached house	277	38.69%
Own on-campus single-family detached house	3	0.42%
Other	43	6.01%
6 What type of housing unit would meet your current housing needs?		
SELECT ONE		
Rental Apartment - 1 bedroom	44	6.21%
Rental Apartment - 2 bedroom	29	4.10%
Rental Apartment - 3 bedroom	5	0.71%
Condominium - 1 bedroom	5	0.71%
Condominium - 1 bedroom + den	16	2.26%
Condominium - 2 bedroom	37	5.23%
Condominium - 3 bedroom	18	2.54%
Townhome - 1 bedroom	7	0.99%
Townhome - 2 bedroom	59	8.33%
Townhome - 3 bedroom	46	6.50%
Townhome - 4 bedroom	9	1.27%
Single Family Home - 2 bedroom	141	19.92%
Single Family Home - 3 bedroom	217	30.65%
Single Family Home - over 3 bedrooms	75	10.59%

University of California, Santa Cruz
Employee Housing Survey Results
COMPREHENSIVE RESULTS

Total Responses % of Total

7 On a personal level, which of the following options best describes your level of comfort and experience in the home-buying process?

SELECT ONE

I have never purchased a home before and feel that I could use professional advice / assistance.	206	28.93%
I have never purchased a home before but I feel comfortable handling the process on my own.	20	2.81%
I have never purchased a home but I have been through loan pre-qualification and / or pre-approval process and feel comfortable with proceeding on my own.	8	1.12%
I have been through the home-purchasing process but feel that I could use assistance for future purchasing opportunities.	253	35.53%
I have been through the home-purchasing process and feel that I am well experienced.	225	31.60%

8 If you have never purchased a home previously but are in the process or considering doing so, what resource would be most attractive to you?

SELECT ONE

Down payment assistance in the form of a grant.	215	59.89%
Down payment assistance in the form of a supplemental loan with lower interest rate or deferred payments.	79	22.01%
Discounted or free financial / tax advisory services	21	5.85%
Discounted or free home brokerage / realtor services	44	12.26%

9 If you are an Academic Senate member and a home owner, please mark the University housing assistance programs, if any, that you have used to purchase or finance your home. Otherwise, please skip to the next question.

Mortgage Origination Program (MOP)	55	7.58%
Supplemental Home Loan Program (SHLP)	5	0.69%
None. I did not want to use these programs	22	3.03%
None. I was not aware of the assistance programs	15	2.07%
Not Applicable / I am not eligible for these programs	90	12.40%
Other	25	3.44%

10 What is your current household's (you, your spouse/partner, and any children, but not including any roommates) monthly rent or mortgage payment, (including utilities and other housing expenses (condo / homeowner association fees, approximate property tax)

SELECT ONE

Less than \$600	26	3.69%
\$600 - \$799	20	2.84%
\$800 - \$999	44	6.25%
\$1,000 - \$1,199	47	6.68%
\$1,200 - \$1,399	66	9.38%
\$1,400 - \$1,599	76	10.80%
\$1,600 - \$1,799	86	12.22%
\$1,800 - \$1,999	50	7.10%
\$2,000 - \$2,199	59	8.38%
\$2,200 - \$2,399	37	5.26%
\$2,400 - \$2,599	44	6.25%
\$2,600 - \$2,799	24	3.41%
\$2,800 - \$2,999	12	1.70%
\$3,000 - \$3,199	32	4.55%
\$3,200 - \$3,399	16	2.27%
\$3,400 - \$3,599	14	1.99%
\$3,600 - \$3,799	3	0.43%
\$3,800 - \$3,999	5	0.71%
\$4,000 or more	32	4.55%
I am unsure	6	0.85%
Not applicable	5	0.71%

University of California, Santa Cruz
Employee Housing Survey Results
COMPREHENSIVE RESULTS

	Total Responses	% of Total
11 How important is each of the following factors to you in your decision of where to live?		
Total cost of rent / mortgage and utilities		
Very Important	509	71.29%
Important	166	23.25%
Neither Unimportant nor Important	28	3.92%
Unimportant	4	0.56%
Very Unimportant	7	0.98%
Opportunity to invest in my housing as an equity-building homeowner		
Very Important	333	47.03%
Important	229	32.34%
Neither Unimportant nor Important	109	15.40%
Unimportant	20	2.82%
Very Unimportant	17	2.40%
Ability to depend on my automobile less and to walk more		
Very Important	211	29.72%
Important	298	41.97%
Neither Unimportant nor Important	148	20.85%
Unimportant	41	5.77%
Very Unimportant	12	1.69%
Proximity to other employees		
Very Important	0	0.00%
Important	0	0.00%
Neither Unimportant nor Important	0	0.00%
Unimportant	0	0.00%
Very Unimportant	0	0.00%
Proximity to job / UCSC campus		
Very Important	218	30.58%
Important	377	52.88%
Neither Unimportant nor Important	87	12.20%
Unimportant	23	3.23%
Very Unimportant	8	1.12%
Proximity for spouse / partner to their place of work		
Very Important	121	17.44%
Important	252	36.31%
Neither Unimportant nor Important	176	25.36%
Unimportant	54	7.78%
Very Unimportant	91	13.11%
Proximity to child care		
Very Important	80	11.59%
Important	104	15.07%
Neither Unimportant nor Important	172	24.93%
Unimportant	105	15.22%
Very Unimportant	229	33.19%
Location within certain school districts		
Very Important	77	11.54%
Important	107	16.04%
Neither Unimportant nor Important	197	29.54%
Unimportant	82	12.29%
Very Unimportant	204	30.58%
Convenience of access to campus facilities, resources, and amenities		
Very Important	72	10.45%
Important	253	36.72%
Neither Unimportant nor Important	236	34.25%
Unimportant	86	12.48%
Very Unimportant	42	6.10%
Sense of community		
Very Important	152	21.44%
Important	342	48.24%
Neither Unimportant nor Important	167	23.55%
Unimportant	38	5.36%
Very Unimportant	10	1.41%
Safety / security		
Very Important	352	49.37%
Important	307	43.06%
Neither Unimportant nor Important	41	5.75%
Unimportant	10	1.40%
Very Unimportant	3	0.42%
Size of Unit		
Very Important	210	29.66%
Important	433	61.16%
Neither Unimportant nor Important	57	8.05%
Unimportant	8	1.13%
Very Unimportant	0	0.00%

University of California, Santa Cruz
Employee Housing Survey Results
COMPREHENSIVE RESULTS

Total Responses % of Total

12 From the list of the following factors, please select your TOP THREE choices when determining where to live in order of what is most important to you.

Most Important

Total cost of rent / mortgage and utilities	479	66.81%
Opportunity to invest in my housing as an equity-building homeowner	93	12.97%
Ability to depend on my automobile less and to walk more	19	2.65%
Proximity to other employees	2	0.28%
Proximity to job / UCSC campus	52	7.25%
Proximity for spouse / partner to their place of work	8	1.12%
Proximity to child care	0	0.00%
Location within certain school districts	3	0.42%
Convenience of access to campus facilities, resources, and amenities	0	0.00%
Sense of community	16	2.23%
Safety/security	29	4.04%
Size of unit	16	2.23%

Second Most Important

Total cost of rent / mortgage and utilities	122	17.02%
Opportunity to invest in my housing as an equity-building homeowner	153	21.34%
Ability to depend on my automobile less and to walk more	59	8.23%
Proximity to other employees	1	0.14%
Proximity to job / UCSC campus	156	21.76%
Proximity for spouse / partner to their place of work	21	2.93%
Proximity to child care	14	1.95%
Location within certain school districts	13	1.81%
Convenience of access to campus facilities, resources, and amenities	7	0.98%
Sense of community	22	3.07%
Safety/security	80	11.16%
Size of unit	69	9.62%

Third Most Important

Total cost of rent / mortgage and utilities	35	4.91%
Opportunity to invest in my housing as an equity-building homeowner	75	10.52%
Ability to depend on my automobile less and to walk more	76	10.66%
Proximity to other employees	3	0.42%
Proximity to job / UCSC campus	148	20.76%
Proximity for spouse / partner to their place of work	34	4.77%
Proximity to child care	7	0.98%
Location within certain school districts	22	3.09%
Convenience of access to campus facilities, resources, and amenities	12	1.68%
Sense of community	64	8.98%
Safety/security	118	16.55%
Size of unit	119	16.69%

13 What is your personal level of interest in a University-sponsored employee housing program?

SELECT ONE

Very Interested	304	42.52%
Interested	188	26.29%
Neither Uninterested nor Interested	105	14.69%
Uninterested	62	8.67%
Very Uninterested	56	7.83%

14 What is your personal level of interest in residing in a University-sponsored housing unit?

SELECT ONE

Very Interested	223	33.74%
Interested	181	27.38%
Neither Uninterested nor Interested	115	17.40%
Uninterested	105	15.89%
Very Uninterested	37	5.60%

15 What type of University-sponsored housing arrangement would be of most interest to you?

SELECT ONE

Rental unit	95	14.39%
For-sale unit	414	62.73%
Other	29	4.39%
None of the above / I would not be interested	122	18.48%

University of California, Santa Cruz
Employee Housing Survey Results
COMPREHENSIVE RESULTS

	Total Responses	% of Total
16 What University-sponsored unit type would you most be interested in?		
SELECT ONE		
Multi-Family (Condominium or Apartment)	28	4.91%
Townhouse or Single-Family Attached Unit	126	22.11%
Single-Family Home	287	50.35%
Other	11	1.93%
None of the above / I would not be interested in University-sponsored units	118	20.70%
17 For how long would you be interested in living in a University-sponsored housing unit?		
SELECT ONE		
Less than 1 year	3	0.53%
1-5 years	86	15.25%
6-10 years	120	21.28%
More than 10 years	219	38.83%
None of the above / I would not be interested	136	24.11%
18 If University-sponsored housing were provided in the cities/places listed below, which of the places would you consider living?		
Scotts Valley	236	32.51%
San Jos(ee)	46	6.34%
Los Gatos	84	11.57%
Watsonville	70	9.64%
Gilroy	9	1.24%
Salinas	10	1.38%
Monterey	43	5.92%
Other	106	14.60%
I would not consider University-sponsored housing off campus or outside the City of Santa Cruz	214	29.48%
19 How important would each of the following factors be to you in judging the attractiveness of employee housing?		
Down payment requirement		
Very Important	297	53.61%
Important	179	32.31%
Neither Unimportant nor Important	47	8.48%
Unimportant	22	3.97%
Very Unimportant	9	1.62%
Monthly payment requirement		
Very Important	368	66.43%
Important	161	29.06%
Neither Unimportant nor Important	16	2.89%
Unimportant	5	0.90%
Very Unimportant	4	0.72%
Length of financial commitment		
Very Important	190	34.67%
Important	249	45.44%
Neither Unimportant nor Important	83	15.15%
Unimportant	21	3.83%
Very Unimportant	5	0.91%
Degree of overall financial benefit weighed against overall financial burden		
Very Important	314	57.93%
Important	192	35.42%
Neither Unimportant nor Important	28	5.17%
Unimportant	5	0.92%
Very Unimportant	3	0.55%
Total amount paid for housing		
Very Important	321	58.36%
Important	194	35.27%
Neither Unimportant nor Important	27	4.91%
Unimportant	5	0.91%
Very Unimportant	3	0.55%

University of California, Santa Cruz
Employee Housing Survey Results
COMPREHENSIVE RESULTS

	Total Responses	% of Total
20 What is your gender / sex?		
SELECT ONE		
Male	255	35.76%
Female	458	64.24%
21 What is your age?		
SELECT ONE		
30 or under	84	11.75%
31-34	65	9.09%
35-39	80	11.19%
40-44	107	14.97%
45-49	100	13.99%
50-54	118	16.50%
55-59	116	16.22%
60-64	32	4.48%
65-69	8	1.12%
70-74	3	0.42%
75 or older	2	0.28%
22 Do you have children living with you?		
Yes, not yet in school	81	11.16%
Yes, in elementary school	90	12.40%
Yes, in middle school	56	7.71%
Yes, in high school	60	8.26%
Yes, high school graduate / in college	60	8.26%
No, high school graduate / in college	27	3.72%
No, I have no children / my children are grown	415	57.16%
23 How long is your typical commute to the UCSC campus during your workday?		
SELECT ONE		
Less than 20 minutes	358	50.14%
21 to 40 minutes	255	35.71%
41 to 60 minutes	80	11.20%
61 to 80 minutes	16	2.24%
More than 80 minutes	5	0.70%
24 What best describes your current status at UCSC?		
SELECT ONE		
Professor or SSOE	54	7.55%
Associate Professor or SOE	37	5.17%
Assistant Professor or PSEO	35	4.90%
Academic Researcher	14	1.96%
Lecturer or Librarian	21	2.94%
Post-doctorate	6	0.84%
Visiting Faculty	0	0.00%
University Senior Management	6	0.84%
Full-Time Staff	489	68.39%
Part-Time Staff	48	6.71%
Other	5	0.70%
25		
What is your permanent residence / home ZIP code?	free form	%

University of California, Santa Cruz
Employee Housing Survey Results
COMPREHENSIVE RESULTS

	Total Responses	% of Total
26 What is your total annual gross household income (i.e., income for yourself, your spouse or resident partner, and any live-in children, but not including roommate income)?		
SELECT ONE		
Below \$29,999	28	3.95%
\$30,000-\$39,999	63	8.89%
\$40,000-\$49,999	80	11.28%
\$50,000-\$59,999	71	10.01%
\$60,000-\$69,999	70	9.87%
\$70,000-\$79,999	71	10.01%
\$80,000-\$89,999	59	8.32%
\$90,000-\$99,999	48	6.77%
\$100,000-\$109,999	58	8.18%
\$110,000-\$119,999	26	3.67%
\$120,000-\$129,999	29	4.09%
\$130,000-\$139,999	18	2.54%
\$140,000-\$149,999	21	2.96%
\$150,000-\$159,999	19	2.68%
\$160,000-\$169,999	8	1.13%
\$170,000-\$179,999	9	1.27%
\$180,000-\$189,999	4	0.56%
\$190,000-\$199,999	8	1.13%
\$200,000-\$209,999	3	0.42%
\$210,000-\$219,999	3	0.42%
\$220,000-\$229,999	2	0.28%
\$230,000-\$239,999	1	0.14%
\$240,000-\$249,999	2	0.28%
\$250,000-\$259,999	3	0.42%
\$260,000-\$269,999	1	0.14%
\$270,000-\$279,999	1	0.14%
\$280,000-\$289,999	0	0.00%
\$290,000-\$299,999	1	0.14%
\$300,000-\$309,999	0	0.00%
\$310,000-\$319,999	1	0.14%
\$320,000-\$329,999	1	0.14%
\$330,000-\$339,999	0	0.00%
\$340,000-\$349,999	0	0.00%
\$350,000-\$359,999	0	0.00%
\$360,000-\$369,999	0	0.00%
\$370,000-\$379,999	0	0.00%
\$380,000-\$389,999	0	0.00%
\$390,000-\$399,999	0	0.00%
\$400,000 or more	0	0.00%

27 What is your personal annual gross salary per your employment with the University?

	Total Responses	% of Total
SELECT ONE		
Below \$29,999	74	10.42%
\$30,000-\$39,999	147	20.70%
\$40,000-\$49,999	135	19.01%
\$50,000-\$59,999	104	14.65%
\$60,000-\$69,999	70	9.86%
\$70,000-\$79,999	58	8.17%
\$80,000-\$89,999	39	5.49%
\$90,000-\$99,999	26	3.66%
\$100,000-\$109,999	21	2.96%
\$110,000-\$119,999	10	1.41%
\$120,000-\$129,999	11	1.55%
\$130,000-\$139,999	2	0.28%
\$140,000-\$149,999	2	0.28%
\$150,000-\$159,999	2	0.28%
\$160,000-\$169,999	4	0.56%
\$170,000-\$179,999	3	0.42%
\$180,000-\$189,999	2	0.28%
\$190,000-\$199,999	0	0.00%
\$200,000 or more	0	0.00%

28 Please let us know if you have any other comments regarding UCSC's Employee Housing program:

	Total Responses	% of Total
free form	719	100.00%

Total Responses: 719 All Records

University of California, Santa Cruz

Employee Housing Survey Results

SENATE FACULTY (Full Professor, Associate Professor, Assistant Professor)

	Total Responses	% of Total
1 How important a factor was the cost of housing in the Santa Cruz area in your decision to work at UCSC?		
SELECT ONE		
Very Important	38	30.16%
Important	37	29.37%
Neither Unimportant nor Important	30	23.81%
Unimportant	15	11.90%
Very Unimportant	6	4.76%
2 How long have you worked at UCSC?		
SELECT ONE		
Less than 5 years	46	36.80%
5-10 years	30	24.00%
11-15 years	14	11.20%
16-20 years	19	15.20%
21-25 years	7	5.60%
26-30 years	0	0.00%
More than 30 years	9	7.20%
3 How would you best define affordability as it relates to the percent of your gross household income spent on housing costs (rental or mortgage payments plus other housing expenses such as utilities, condo / homeowners association fees, and property taxes)?		
SELECT ONE		
No more than 10%-20% of gross household income	8	6.40%
No more than 20%-30% of gross household income	36	28.80%
No more than 30%-40% of gross household income	58	46.40%
No more than 40%-50% of gross household income	12	9.60%
No more than 50%-60% of gross household income	4	3.20%
No more than 60%-70% of gross household income	4	3.20%
Other	3	2.40%
4 Which of the following best characterizes your household income attributes (i.e., income for yourself, your spouse or resident partner, and any children, but		
SELECT ONE		
Single income without a spouse/partner	24	19.05%
Single income with a spouse/partner	43	34.13%
Dual income with a spouse/partner	54	42.86%
Other	5	3.97%
5 Do you currently rent or own your residence?		
SELECT ONE		
Rent off-campus apartment / condo / attached house	12	9.60%
Rent on-campus apartment / condo / attached house	7	5.60%
Rent off-campus single-family detached house	6	4.80%
Rent on-campus single-family detached house	0	0.00%
Own off-campus apartment / condo / attached house	6	4.80%
Own on-campus apartment / condo / attached house	35	28.00%
Own off-campus single-family detached house	55	44.00%
Own on-campus single-family detached house	1	0.80%
Other	3	2.40%
6 What type of housing unit would meet your current housing needs?		
SELECT ONE		
Rental Apartment - 1 bedroom	2	1.61%
Rental Apartment - 2 bedroom	1	0.81%
Rental Apartment - 3 bedroom	0	0.00%
Condominium - 1 bedroom	0	0.00%
Condominium - 1 bedroom + den	3	2.42%
Condominium - 2 bedroom	6	4.84%
Condominium - 3 bedroom	4	3.23%
Townhome - 1 bedroom	0	0.00%
Townhome - 2 bedroom	7	5.65%
Townhome - 3 bedroom	8	6.45%
Townhome - 4 bedroom	6	4.84%
Single Family Home - 2 bedroom	15	12.10%
Single Family Home - 3 bedroom	38	30.65%
Single Family Home - over 3 bedrooms	34	27.42%

University of California, Santa Cruz

Employee Housing Survey Results

SENATE FACULTY (Full Professor, Associate Professor, Assistant Professor)

Total Responses % of Total

7 On a personal level, which of the following options best describes your level of comfort and experience in the home-buying process?

SELECT ONE

I have never purchased a home before and feel that I could use professional advice / assistance.	15	12.00%
I have never purchased a home before but I feel comfortable handling the process on my own.	2	1.60%
I have never purchased a home but I have been through loan pre-qualification and / or pre-approval process and feel comfortable with proceeding on my own.	0	0.00%
I have been through the home-purchasing process but feel that I could use assistance for future purchasing opportunities.	55	44.00%
I have been through the home-purchasing process and feel that I am well experienced.	53	42.40%

8 If you have never purchased a home previously but are in the process or considering doing so, what resource would be most attractive to you?

SELECT ONE

Down payment assistance in the form of a grant.	32	69.57%
Down payment assistance in the form of a supplemental loan with lower interest rate or deferred payments.	9	19.57%
Discounted or free financial / tax advisory services	3	6.52%
Discounted or free home brokerage / realtor services	2	4.35%

9 If you are an Academic Senate member and a home owner, please mark the University housing assistance programs, if any, that you have used to purchase or finance your home. Otherwise, please skip to the next question.

Mortgage Origination Program (MOP)	53	42.06%
Supplemental Home Loan Program (SHLP)	4	3.17%
None. I did not want to use these programs	16	12.70%
None. I was not aware of the assistance programs	9	7.14%
Not Applicable / I am not eligible for these programs	6	4.76%
Other	18	14.29%

10 What is your current household's (you, your spouse/partner, and any children, but not including any roommates) monthly rent or mortgage payment, (including utilities and other housing expenses (condo / homeowner association fees, approximate property ta

SELECT ONE

Less than \$600	6	4.92%
\$600 - \$799	0	0.00%
\$800 - \$999	6	4.92%
\$1,000 - \$1,199	5	4.10%
\$1,200 - \$1,399	6	4.92%
\$1,400 - \$1,599	10	8.20%
\$1,600 - \$1,799	18	14.75%
\$1,800 - \$1,999	8	6.56%
\$2,000 - \$2,199	13	10.66%
\$2,200 - \$2,399	9	7.38%
\$2,400 - \$2,599	7	5.74%
\$2,600 - \$2,799	5	4.10%
\$2,800 - \$2,999	5	4.10%
\$3,000 - \$3,199	7	5.74%
\$3,200 - \$3,399	3	2.46%
\$3,400 - \$3,599	5	4.10%
\$3,600 - \$3,799	0	0.00%
\$3,800 - \$3,999	0	0.00%
\$4,000 or more	7	5.74%
I am unsure	1	0.82%
Not applicable	1	0.82%

University of California, Santa Cruz

Employee Housing Survey Results

SENATE FACULTY (Full Professor, Associate Professor, Assistant Professor)

	Total Responses	% of Total
11 How important is each of the following factors to you in your decision of where to live?		
Total cost of rent / mortgage and utilities		
Very Important	91	72.80%
Important	25	20.00%
Neither Unimportant nor Important	5	4.00%
Unimportant	2	1.60%
Very Unimportant	2	1.60%
Opportunity to invest in my housing as an equity-building homeowner		
Very Important	56	44.44%
Important	44	34.92%
Neither Unimportant nor Important	23	18.25%
Unimportant	1	0.79%
Very Unimportant	2	1.59%
Ability to depend on my automobile less and to walk more		
Very Important	39	31.20%
Important	53	42.40%
Neither Unimportant nor Important	23	18.40%
Unimportant	9	7.20%
Very Unimportant	1	0.80%
Proximity to other employees		
Very Important	2	1.59%
Important	5	3.97%
Neither Unimportant nor Important	21	16.67%
Unimportant	10	7.94%
Very Unimportant	7	5.56%
Proximity to job / UCSC campus		
Very Important	43	34.13%
Important	67	53.17%
Neither Unimportant nor Important	8	6.35%
Unimportant	6	4.76%
Very Unimportant	2	1.59%
Proximity for spouse / partner to their place of work		
Very Important	29	23.58%
Important	46	37.40%
Neither Unimportant nor Important	23	18.70%
Unimportant	10	8.13%
Very Unimportant	15	12.20%
Proximity to child care		
Very Important	19	15.45%
Important	35	28.46%
Neither Unimportant nor Important	24	19.51%
Unimportant	14	11.38%
Very Unimportant	31	25.20%
Location within certain school districts		
Very Important	21	17.95%
Important	26	22.22%
Neither Unimportant nor Important	32	27.35%
Unimportant	10	8.55%
Very Unimportant	28	23.93%
Convenience of access to campus facilities, resources, and amenities		
Very Important	16	13.11%
Important	51	41.80%
Neither Unimportant nor Important	35	28.69%
Unimportant	15	12.30%
Very Unimportant	5	4.10%
Sense of community		
Very Important	23	18.55%
Important	60	48.39%
Neither Unimportant nor Important	27	21.77%
Unimportant	11	8.87%
Very Unimportant	3	2.42%
Safety / security		
Very Important	52	41.60%
Important	53	42.40%
Neither Unimportant nor Important	12	9.60%
Unimportant	7	5.60%
Very Unimportant	1	0.80%
Size of Unit		
Very Important	53	42.40%
Important	64	51.20%
Neither Unimportant nor Important	6	4.80%
Unimportant	2	1.60%
Very Unimportant	0	0.00%

University of California, Santa Cruz

Employee Housing Survey Results

SENATE FACULTY (Full Professor, Associate Professor, Assistant Professor)

Total Responses % of Total

12 From the list of the following factors, please select your TOP THREE choices when determining where to live in order of what is most important to you.

Most Important

Total cost of rent / mortgage and utilities	79	62.70%
Opportunity to invest in my housing as an equity-building homeowner	13	10.32%
Ability to depend on my automobile less and to walk more	3	2.38%
Proximity to other employees	1	0.79%
Proximity to job / UCSC campus	14	11.11%
Proximity for spouse / partner to their place of work	3	2.38%
Proximity to child care	0	0.00%
Location within certain school districts	1	0.79%
Convenience of access to campus facilities, resources, and amenities	0	0.00%
Sense of community	2	1.59%
Safety/security	4	3.17%
Size of unit	6	4.76%

Second Most Important

Total cost of rent / mortgage and utilities	21	16.67%
Opportunity to invest in my housing as an equity-building homeowner	29	23.02%
Ability to depend on my automobile less and to walk more	8	6.35%
Proximity to other employees	0	0.00%
Proximity to job / UCSC campus	28	22.22%
Proximity for spouse / partner to their place of work	6	4.76%
Proximity to child care	2	1.59%
Location within certain school districts	5	3.97%
Convenience of access to campus facilities, resources, and amenities	1	0.79%
Sense of community	2	1.59%
Safety/security	9	7.14%
Size of unit	15	11.90%

Third Most Important

Total cost of rent / mortgage and utilities	2	1.59%
Opportunity to invest in my housing as an equity-building homeowner	17	13.49%
Ability to depend on my automobile less and to walk more	10	7.94%
Proximity to other employees	1	0.79%
Proximity to job / UCSC campus	29	23.02%
Proximity for spouse / partner to their place of work	8	6.35%
Proximity to child care	1	0.79%
Location within certain school districts	7	5.56%
Convenience of access to campus facilities, resources, and amenities	5	3.97%
Sense of community	10	7.94%
Safety/security	16	12.70%
Size of unit	20	15.87%

13 What is your personal level of interest in a University-sponsored employee housing program?

SELECT ONE

Very Interested	75	59.52%
Interested	23	18.25%
Neither Uninterested nor Interested	9	7.14%
Uninterested	8	6.35%
Very Uninterested	11	8.73%

14 What is your personal level of interest in residing in a University-sponsored housing unit?

SELECT ONE

Very Interested	47	40.52%
Interested	22	18.97%
Neither Uninterested nor Interested	18	15.52%
Uninterested	19	16.38%
Very Uninterested	10	8.62%

15 What type of University-sponsored housing arrangement would be of most interest to you?

SELECT ONE

Rental unit	3	2.59%
For-sale unit	86	74.14%
Other	6	5.17%
None of the above / I would not be interested	21	18.10%

University of California, Santa Cruz

Employee Housing Survey Results

SENATE FACULTY (Full Professor, Associate Professor, Assistant Professor)

	Total Responses	% of Total
16 What University-sponsored unit type would you most be interested in?		
SELECT ONE		
Multi-Family (Condominium or Apartment)	5	4.42%
Townhouse or Single-Family Attached Unit	25	22.12%
Single-Family Home	62	54.87%
Other	1	0.88%
None of the above / I would not be interested in University-sponsored units	20	17.70%
17 For how long would you be interested in living in a University-sponsored housing unit?		
SELECT ONE		
Less than 1 year	1	0.89%
1-5 years	10	8.93%
6-10 years	16	14.29%
More than 10 years	61	54.46%
None of the above / I would not be interested	24	21.43%
18 If University-sponsored housing were provided in the cities/places listed below, which of the places would you consider living?		
Scotts Valley	43	34.13%
San Jos(ee)	17	13.49%
Los Gatos	33	26.19%
Watsonville	7	5.56%
Gilroy	2	1.59%
Salinas	1	0.79%
Monterey	5	3.97%
Other	17	13.49%
I would not consider University-sponsored housing off campus or outside the City of Santa Cruz	49	38.89%
How important would each of the following factors be to you in judging the attractiveness of employee housing?		
19 Down payment requirement		
Very Important	46	41.82%
Important	38	34.55%
Neither Unimportant nor Important	14	12.73%
Unimportant	7	6.36%
Very Unimportant	5	4.55%
Monthly payment requirement		
Very Important	75	68.18%
Important	30	27.27%
Neither Unimportant nor Important	2	1.82%
Unimportant	1	0.91%
Very Unimportant	2	1.82%
Length of financial commitment		
Very Important	27	24.77%
Important	37	33.94%
Neither Unimportant nor Important	33	30.28%
Unimportant	9	8.26%
Very Unimportant	3	2.75%
Degree of overall financial benefit weighed against overall financial burden		
Very Important	62	57.41%
Important	36	33.33%
Neither Unimportant nor Important	8	7.41%
Unimportant	1	0.93%
Very Unimportant	1	0.93%
Total amount paid for housing		
Very Important	59	54.13%
Important	37	33.94%
Neither Unimportant nor Important	11	10.09%
Unimportant	1	0.92%
Very Unimportant	1	0.92%
20 What is your gender / sex?		
SELECT ONE		
Male	81	64.80%
Female	44	35.20%

University of California, Santa Cruz

Employee Housing Survey Results

SENATE FACULTY (Full Professor, Associate Professor, Assistant Professor)

	Total Responses	% of Total
21 What is your age?		
SELECT ONE		
30 or under	4	3.20%
31-34	12	9.60%
35-39	24	19.20%
40-44	29	23.20%
45-49	11	8.80%
50-54	17	13.60%
55-59	15	12.00%
60-64	8	6.40%
65-69	4	3.20%
70-74	1	0.80%
75 or older	0	0.00%
22 Do you have children living with you?		
Yes, not yet in school	34	26.98%
Yes, in elementary school	22	17.46%
Yes, in middle school	14	11.11%
Yes, in high school	5	3.97%
Yes, high school graduate / in college	4	3.17%
No, high school graduate / in college	5	3.97%
No, I have no children / my children are grown	54	42.86%
23 How long is your typical commute to the UCSC campus during your workday?		
SELECT ONE		
Less than 20 minutes	85	67.46%
21 to 40 minutes	29	23.02%
41 to 60 minutes	7	5.56%
61 to 80 minutes	3	2.38%
More than 80 minutes	2	1.59%
24 What best describes your current status at UCSC?		
SELECT ONE		
Professor or SSOE	54	42.86%
Associate Professor or SOE	37	29.37%
Assistant Professor or PSOE	35	27.78%
Academic Researcher	0	0.00%
Lecturer or Librarian	0	0.00%
Post-doctorate	0	0.00%
Visiting Faculty	0	0.00%
University Senior Management	0	0.00%
Full-Time Staff	0	0.00%
Part-Time Staff	0	0.00%
Other	0	0.00%
25 What is your permanent residence / home ZIP code?		
	free form	%

University of California, Santa Cruz

Employee Housing Survey Results

SENATE FACULTY (Full Professor, Associate Professor, Assistant Professor)

Total Responses % of Total

26 What is your total annual gross household income (i.e., income for yourself, your spouse or resident partner, and any live-in children, but not including

SELECT ONE

	Total Responses	% of Total
Below \$29,999	0	0.00%
\$30,000-\$39,999	0	0.00%
\$40,000-\$49,999	1	0.81%
\$50,000-\$59,999	5	4.03%
\$60,000-\$69,999	13	10.48%
\$70,000-\$79,999	11	8.87%
\$80,000-\$89,999	11	8.87%
\$90,000-\$99,999	7	5.65%
\$100,000-\$109,999	16	12.90%
\$110,000-\$119,999	6	4.84%
\$120,000-\$129,999	15	12.10%
\$130,000-\$139,999	5	4.03%
\$140,000-\$149,999	4	3.23%
\$150,000-\$159,999	7	5.65%
\$160,000-\$169,999	5	4.03%
\$170,000-\$179,999	5	4.03%
\$180,000-\$189,999	0	0.00%
\$190,000-\$199,999	2	1.61%
\$200,000-\$209,999	1	0.81%
\$210,000-\$219,999	1	0.81%
\$220,000-\$229,999	1	0.81%
\$230,000-\$239,999	1	0.81%
\$240,000-\$249,999	2	1.61%
\$250,000-\$259,999	2	1.61%
\$260,000-\$269,999	0	0.00%
\$270,000-\$279,999	1	0.81%
\$280,000-\$289,999	0	0.00%
\$290,000-\$299,999	1	0.81%
\$300,000-\$309,999	0	0.00%
\$310,000-\$319,999	1	0.81%
\$320,000-\$329,999	0	0.00%
\$330,000-\$339,999	0	0.00%
\$340,000-\$349,999	0	0.00%
\$350,000-\$359,999	0	0.00%
\$360,000-\$369,999	0	0.00%
\$370,000-\$379,999	0	0.00%
\$380,000-\$389,999	0	0.00%
\$390,000-\$399,999	0	0.00%
\$400,000 or more	0	0.00%

27 What is your personal annual gross salary per your employment with the University?

SELECT ONE

	Total Responses	% of Total
Below \$29,999	0	0.00%
\$30,000-\$39,999	1	0.81%
\$40,000-\$49,999	1	0.81%
\$50,000-\$59,999	18	14.63%
\$60,000-\$69,999	20	16.26%
\$70,000-\$79,999	22	17.89%
\$80,000-\$89,999	18	14.63%
\$90,000-\$99,999	9	7.32%
\$100,000-\$109,999	12	9.76%
\$110,000-\$119,999	3	2.44%
\$120,000-\$129,999	9	7.32%
\$130,000-\$139,999	1	0.81%
\$140,000-\$149,999	1	0.81%
\$150,000-\$159,999	1	0.81%
\$160,000-\$169,999	3	2.44%
\$170,000-\$179,999	2	1.63%
\$180,000-\$189,999	2	1.63%
\$190,000-\$199,999	0	0.00%
\$200,000 or more	0	0.00%

University of California, Santa Cruz

Employee Housing Survey Results

NON-SENATE FACULTY & ALL STAFF

	Total Responses	% of Total
1 How important a factor was the cost of housing in the Santa Cruz area in your decision to work at UCSC?		
SELECT ONE		
Very Important	142	24.27%
Important	131	22.39%
Neither Unimportant nor Important	207	35.38%
Unimportant	78	13.33%
Very Unimportant	27	4.62%
2 How long have you worked at UCSC?		
SELECT ONE		
Less than 5 years	230	39.05%
5-10 years	146	24.79%
11-15 years	69	11.71%
16-20 years	65	11.04%
21-25 years	36	6.11%
26-30 years	33	5.60%
More than 30 years	10	1.70%
3 How would you best define affordability as it relates to the percent of your gross household income spent on housing costs (rental or mortgage payments plus other housing expenses such as utilities, condo / homeowners association fees, and property taxes)?		
SELECT ONE		
No more than 10%-20% of gross household income	55	9.42%
No more than 20%-30% of gross household income	156	26.71%
No more than 30%-40% of gross household income	192	32.88%
No more than 40%-50% of gross household income	93	15.92%
No more than 50%-60% of gross household income	41	7.02%
No more than 60%-70% of gross household income	34	5.82%
Other	13	2.23%
4 Which of the following best characterizes your household income attributes (i.e., income for yourself, your spouse or resident partner, and any children, but not including roommate income)?		
SELECT ONE		
Single income without a spouse/partner	199	33.90%
Single income with a spouse/partner	72	12.27%
Dual income with a spouse/partner	294	50.09%
Other	22	3.75%
5 Do you currently rent or own your residence?		
SELECT ONE		
Rent off-campus apartment / condo / attached house	154	26.15%
Rent on-campus apartment / condo / attached house	13	2.21%
Rent off-campus single-family detached house	81	13.75%
Rent on-campus single-family detached house	3	0.51%
Own off-campus apartment / condo / attached house	56	9.51%
Own on-campus apartment / condo / attached house	19	3.23%
Own off-campus single-family detached house	221	37.52%
Own on-campus single-family detached house	2	0.34%
Other	40	6.79%
6 What type of housing unit would meet your current housing needs?		
SELECT ONE		
Rental Apartment - 1 bedroom	42	7.22%
Rental Apartment - 2 bedroom	28	4.81%
Rental Apartment - 3 bedroom	5	0.86%
Condominium - 1 bedroom	5	0.86%
Condominium - 1 bedroom + den	13	2.23%
Condominium - 2 bedroom	31	5.33%
Condominium - 3 bedroom	14	2.41%
Townhome - 1 bedroom	7	1.20%
Townhome - 2 bedroom	52	8.93%
Townhome - 3 bedroom	38	6.53%
Townhome - 4 bedroom	3	0.52%
Single Family Home - 2 bedroom	125	21.48%
Single Family Home - 3 bedroom	178	30.58%
Single Family Home - over 3 bedrooms	41	7.04%

University of California, Santa Cruz

Employee Housing Survey Results

NON-SENATE FACULTY & ALL STAFF

	Total Responses	% of Total
7 On a personal level, which of the following options best describes your level of comfort and experience in the home-buying process?		
SELECT ONE		
I have never purchased a home before and feel that I could use professional advice / assistance.	191	32.65%
I have never purchased a home before but I feel comfortable handling the process on my own.	18	3.08%
I have never purchased a home but I have been through loan pre-qualification and / or pre-approval process and feel comfortable with proceeding on my own.	8	1.37%
I have been through the home-purchasing process but feel that I could use assistance for future purchasing opportunities.	197	33.68%
I have been through the home-purchasing process and feel that I am well experienced.	171	29.23%
8 If you have never purchased a home previously but are in the process or considering doing so, what resource would be most attractive to you?		
SELECT ONE		
Down payment assistance in the form of a grant.	182	58.33%
Down payment assistance in the form of a supplemental loan with lower interest rate or deferred payments.	70	22.44%
Discounted or free financial / tax advisory services	18	5.77%
Discounted or free home brokerage / realtor services	42	13.46%
9 If you are an Academic Senate member and a home owner, please mark the University housing assistance programs, if any, that you have used to purchase or finance your home. Otherwise, please skip to the next question.		
Mortgage Origination Program (MOP)	2	0.34%
Supplemental Home Loan Program (SHLP)	1	0.17%
None. I did not want to use these programs	5	0.85%
None. I was not aware of the assistance programs	6	1.02%
Not Applicable / I am not eligible for these programs	84	14.26%
Other	7	1.19%
10 What is your current household's (you, your spouse/partner, and any children, but not including any roommates) monthly rent or mortgage payment, including utilities and other housing expenses (condo / homeowner association fees, approximate property taxes)?		
SELECT ONE		
Less than \$600	19	3.27%
\$600 - \$799	20	3.44%
\$800 - \$999	38	6.54%
\$1,000 - \$1,199	42	7.23%
\$1,200 - \$1,399	60	10.33%
\$1,400 - \$1,599	66	11.36%
\$1,600 - \$1,799	68	11.70%
\$1,800 - \$1,999	42	7.23%
\$2,000 - \$2,199	46	7.92%
\$2,200 - \$2,399	28	4.82%
\$2,400 - \$2,599	37	6.37%
\$2,600 - \$2,799	19	3.27%
\$2,800 - \$2,999	7	1.20%
\$3,000 - \$3,199	25	4.30%
\$3,200 - \$3,399	13	2.24%
\$3,400 - \$3,599	9	1.55%
\$3,600 - \$3,799	3	0.52%
\$3,800 - \$3,999	5	0.86%
\$4,000 or more	25	4.30%
I am unsure	5	0.86%
Not applicable	4	0.69%

University of California, Santa Cruz

Employee Housing Survey Results

NON-SENATE FACULTY & ALL STAFF

	Total Responses	% of Total
11 How important is each of the following factors to you in your decision of where to live?		
Total cost of rent / mortgage and utilities		
Very Important	417	71.04%
Important	140	23.85%
Neither Unimportant nor Important	23	3.92%
Unimportant	2	0.34%
Very Unimportant	5	0.85%
Opportunity to invest in my housing as an equity-building homeowner		
Very Important	276	47.59%
Important	184	31.72%
Neither Unimportant nor Important	86	14.83%
Unimportant	19	3.28%
Very Unimportant	15	2.59%
Ability to depend on my automobile less and to walk more		
Very Important	172	29.50%
Important	243	41.68%
Neither Unimportant nor Important	125	21.44%
Unimportant	32	5.49%
Very Unimportant	11	1.89%
Proximity to other employees		
Very Important	3	0.50%
Important	9	1.50%
Neither Unimportant nor Important	95	15.83%
Unimportant	60	10.00%
Very Unimportant	102	17.00%
Proximity to job / UCSC campus		
Very Important	175	29.91%
Important	308	52.65%
Neither Unimportant nor Important	79	13.50%
Unimportant	17	2.91%
Very Unimportant	6	1.03%
Proximity for spouse / partner to their place of work		
Very Important	92	16.14%
Important	205	35.96%
Neither Unimportant nor Important	153	26.84%
Unimportant	44	7.72%
Very Unimportant	76	13.33%
Proximity to child care		
Very Important	61	10.78%
Important	69	12.19%
Neither Unimportant nor Important	147	25.97%
Unimportant	91	16.08%
Very Unimportant	198	34.98%
Location within certain school districts		
Very Important	56	10.20%
Important	81	14.75%
Neither Unimportant nor Important	164	29.87%
Unimportant	72	13.11%
Very Unimportant	176	32.06%
Convenience of access to campus facilities, resources, and amenities		
Very Important	56	9.89%
Important	201	35.51%
Neither Unimportant nor Important	201	35.51%
Unimportant	71	12.54%
Very Unimportant	37	6.54%
Sense of community		
Very Important	129	22.13%
Important	280	48.03%
Neither Unimportant nor Important	140	24.01%
Unimportant	27	4.63%
Very Unimportant	7	1.20%
Safety / security		
Very Important	300	51.19%
Important	252	43.00%
Neither Unimportant nor Important	29	4.95%
Unimportant	3	0.51%
Very Unimportant	2	0.34%
Size of Unit		
Very Important	157	27.02%
Important	368	63.34%
Neither Unimportant nor Important	50	8.61%
Unimportant	6	1.03%
Very Unimportant	0	0.00%

University of California, Santa Cruz

Employee Housing Survey Results

NON-SENATE FACULTY & ALL STAFF

Total Responses % of Total

Question	Total Responses	% of Total
12 From the list of the following factors, please select your TOP THREE choices when determining where to live in order of what is most important to you.		
Most Important		
Total cost of rent / mortgage and utilities	399	68.09%
Opportunity to invest in my housing as an equity-building homeowner	80	13.65%
Ability to depend on my automobile less and to walk more	16	2.73%
Proximity to other employees	0	0.00%
Proximity to job / UCSC campus	37	6.31%
Proximity for spouse / partner to their place of work	4	0.68%
Proximity to child care	0	0.00%
Location within certain school districts	2	0.34%
Convenience of access to campus facilities, resources, and amenities	0	0.00%
Sense of community	14	2.39%
Safety/security	25	4.27%
Size of unit	9	1.54%
Second Most Important		
Total cost of rent / mortgage and utilities	100	17.06%
Opportunity to invest in my housing as an equity-building homeowner	124	21.16%
Ability to depend on my automobile less and to walk more	50	8.53%
Proximity to other employees	0	0.00%
Proximity to job / UCSC campus	127	21.67%
Proximity for spouse / partner to their place of work	15	2.56%
Proximity to child care	11	1.88%
Location within certain school districts	8	1.37%
Convenience of access to campus facilities, resources, and amenities	6	1.02%
Sense of community	20	3.41%
Safety/security	71	12.12%
Size of unit	54	9.22%
Third Most Important		
Total cost of rent / mortgage and utilities	33	5.66%
Opportunity to invest in my housing as an equity-building homeowner	58	9.95%
Ability to depend on my automobile less and to walk more	66	11.32%
Proximity to other employees	2	0.34%
Proximity to job / UCSC campus	117	20.07%
Proximity for spouse / partner to their place of work	25	4.29%
Proximity to child care	6	1.03%
Location within certain school districts	15	2.57%
Convenience of access to campus facilities, resources, and amenities	7	1.20%
Sense of community	54	9.26%
Safety/security	101	17.32%
Size of unit	99	16.98%
13 What is your personal level of interest in a University-sponsored employee housing program?		
SELECT ONE		
Very Interested	229	38.95%
Interested	165	28.06%
Neither Uninterested nor Interested	96	16.33%
Uninterested	54	9.18%
Very Uninterested	44	7.48%
14 What is your personal level of interest in residing in a University-sponsored housing unit?		
SELECT ONE		
Very Interested	176	32.29%
Interested	159	29.17%
Neither Uninterested nor Interested	97	17.80%
Uninterested	86	15.78%
Very Uninterested	27	4.95%

University of California, Santa Cruz

Employee Housing Survey Results

NON-SENATE FACULTY & ALL STAFF

	Total Responses	% of Total
15 What type of University-sponsored housing arrangement would be of most interest to you?		
SELECT ONE		
Rental unit	92	16.91%
For-sale unit	328	60.29%
Other	23	4.23%
None of the above / I would not be interested	101	18.57%
16 What University-sponsored unit type would you most be interested in?		
SELECT ONE		
Multi-Family (Condominium or Apartment)	23	5.03%
Townhouse or Single-Family Attached Unit	101	22.10%
Single-Family Home	225	49.23%
Other	10	2.19%
None of the above / I would not be interested in University-sponsored units	98	21.44%
17 For how long would you be interested in living in a University-sponsored housing unit?		
SELECT ONE		
Less than 1 year	2	0.44%
1-5 years	76	16.81%
6-10 years	104	23.01%
More than 10 years	158	34.96%
None of the above / I would not be interested	112	24.78%
18 If University-sponsored housing were provided in the cities/places listed below, which of the places would you consider living?		
Scotts Valley	193	32.77%
San Jos(ee)	29	4.92%
Los Gatos	51	8.66%
Watsonville	63	10.70%
Cilroy	7	1.19%
Salinas	9	1.53%
Monterey	38	6.45%
Other	89	15.11%
I would not consider University-sponsored housing off campus or outside the City of Santa Cruz	165	28.01%
How important would each of the following factors be to you in judging the attractiveness of employee housing?		
19 Down payment requirement		
Very Important	250	56.43%
Important	141	31.83%
Neither Unimportant nor Important	33	7.45%
Unimportant	15	3.39%
Very Unimportant	4	0.90%
Monthly payment requirement		
Very Important	292	65.91%
Important	131	29.57%
Neither Unimportant nor Important	14	3.16%
Unimportant	4	0.90%
Very Unimportant	2	0.45%
Length of financial commitment		
Very Important	163	37.21%
Important	211	48.17%
Neither Unimportant nor Important	50	11.42%
Unimportant	12	2.74%
Very Unimportant	2	0.46%
Degree of overall financial benefit weighed against overall financial burden		
Very Important	251	57.97%
Important	156	36.03%
Neither Unimportant nor Important	20	4.62%
Unimportant	4	0.92%
Very Unimportant	2	0.46%
Total amount paid for housing		
Very Important	262	59.55%
Important	156	35.45%
Neither Unimportant nor Important	16	3.64%
Unimportant	4	0.91%
Very Unimportant	2	0.45%

University of California, Santa Cruz

Employee Housing Survey Results

NON-SENATE FACULTY & ALL STAFF

	Total Responses	% of Total
20 What is your gender / sex?		
SELECT ONE		
Male	174	29.64%
Female	413	70.36%
21 What is your age?		
SELECT ONE		
30 or under	80	13.58%
31-34	53	9.00%
35-39	56	9.51%
40-44	78	13.24%
45-49	89	15.11%
50-54	101	17.15%
55-59	101	17.15%
60-64	23	3.90%
65-69	4	0.68%
70-74	2	0.34%
75 or older	2	0.34%
22 Do you have children living with you?		
Yes, not yet in school	47	7.98%
Yes, in elementary school	68	11.54%
Yes, in middle school	42	7.13%
Yes, in high school	55	9.34%
Yes, high school graduate / in college	56	9.51%
No, high school graduate / in college	22	3.74%
No, I have no children / my children are grown	360	61.12%
23 How long is your typical commute to the UCSC campus during your workday?		
SELECT ONE		
Less than 20 minutes	272	46.34%
21 to 40 minutes	226	38.50%
41 to 60 minutes	73	12.44%
61 to 80 minutes	13	2.21%
More than 80 minutes	3	0.51%
24 What best describes your current status at UCSC?		
SELECT ONE		
Professor or SSOE	0	0.00%
Associate Professor or SOE	0	0.00%
Assistant Professor or PSOE	0	0.00%
Academic Researcher	14	2.38%
Lecturer or Librarian	21	3.57%
Post-doctorate	6	1.02%
Visiting Faculty	0	0.00%
University Senior Management	6	1.02%
Full-Time Staff	489	83.02%
Part-Time Staff	48	8.15%
Other	5	0.85%
25 What is your permanent residence / home ZIP code?		
	free form	%

University of California, Santa Cruz

Employee Housing Survey Results

NON-SENATE FACULTY & ALL STAFF

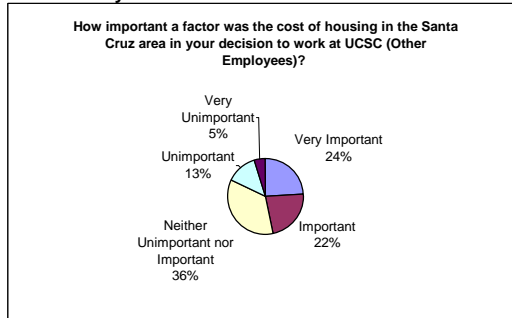
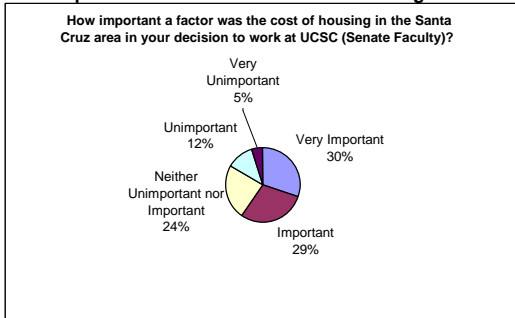
	Total Responses	% of Total
26 What is your total annual gross household income (i.e., income for yourself, your spouse or resident partner, and any live-in children, but not including roommate income)?		
SELECT ONE		
Below \$29,999	28	4.79%
\$30,000-\$39,999	63	10.79%
\$40,000-\$49,999	79	13.53%
\$50,000-\$59,999	65	11.13%
\$60,000-\$69,999	57	9.76%
\$70,000-\$79,999	60	10.27%
\$80,000-\$89,999	48	8.22%
\$90,000-\$99,999	41	7.02%
\$100,000-\$109,999	42	7.19%
\$110,000-\$119,999	20	3.42%
\$120,000-\$129,999	14	2.40%
\$130,000-\$139,999	13	2.23%
\$140,000-\$149,999	17	2.91%
\$150,000-\$159,999	12	2.05%
\$160,000-\$169,999	3	0.51%
\$170,000-\$179,999	4	0.68%
\$180,000-\$189,999	4	0.68%
\$190,000-\$199,999	6	1.03%
\$200,000-\$209,999	2	0.34%
\$210,000-\$219,999	2	0.34%
\$220,000-\$229,999	1	0.17%
\$230,000-\$239,999	0	0.00%
\$240,000-\$249,999	0	0.00%
\$250,000-\$259,999	1	0.17%
\$260,000-\$269,999	1	0.17%
\$270,000-\$279,999	0	0.00%
\$280,000-\$289,999	0	0.00%
\$290,000-\$299,999	0	0.00%
\$300,000-\$309,999	0	0.00%
\$310,000-\$319,999	0	0.00%
\$320,000-\$329,999	1	0.17%
\$330,000-\$339,999	0	0.00%
\$340,000-\$349,999	0	0.00%
\$350,000-\$359,999	0	0.00%
\$360,000-\$369,999	0	0.00%
\$370,000-\$379,999	0	0.00%
\$380,000-\$389,999	0	0.00%
\$390,000-\$399,999	0	0.00%
\$400,000 or more	0	0.00%

27 What is your personal annual gross salary per your employment with the University?

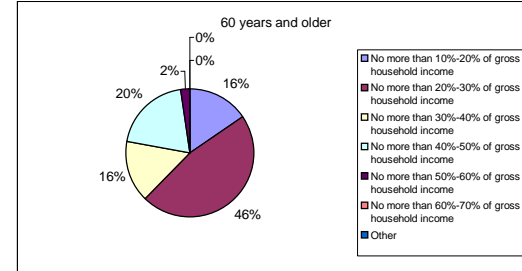
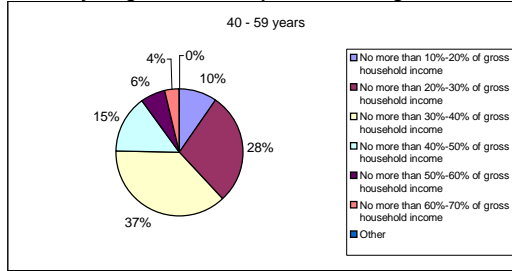
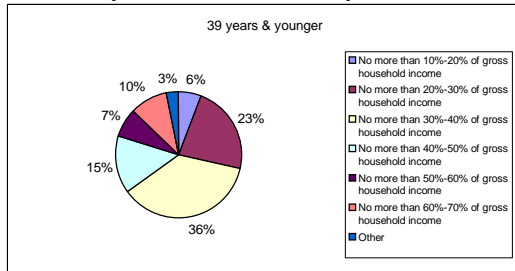
	Total Responses	% of Total
SELECT ONE		
Below \$29,999	74	12.63%
\$30,000-\$39,999	145	24.74%
\$40,000-\$49,999	134	22.87%
\$50,000-\$59,999	86	14.68%
\$60,000-\$69,999	50	8.53%
\$70,000-\$79,999	36	6.14%
\$80,000-\$89,999	21	3.58%
\$90,000-\$99,999	17	2.90%
\$100,000-\$109,999	9	1.54%
\$110,000-\$119,999	7	1.19%
\$120,000-\$129,999	2	0.34%
\$130,000-\$139,999	1	0.17%
\$140,000-\$149,999	1	0.17%
\$150,000-\$159,999	1	0.17%
\$160,000-\$169,999	1	0.17%
\$170,000-\$179,999	1	0.17%
\$180,000-\$189,999	0	0.00%
\$190,000-\$199,999	0	0.00%
\$200,000 or more	0	0.00%

UCSC Employee Survey Cross-Tabulations

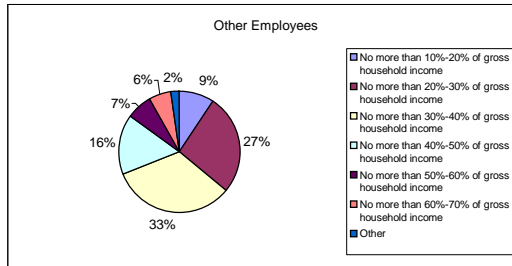
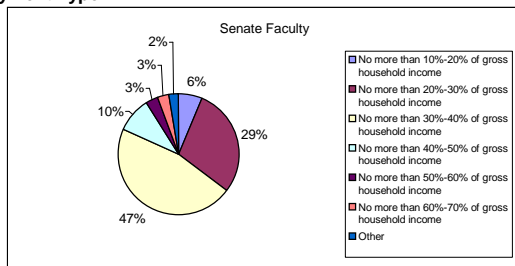
Q.1 How important a factor was the cost of housing in the Santa Cruz area in your decision to work at UCSC?



Q.3 Age How would you best define affordability as it relates to the percent of your gross income spent on housing costs?

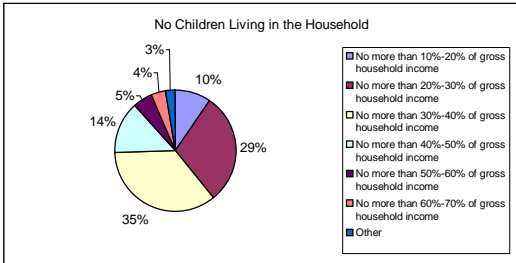
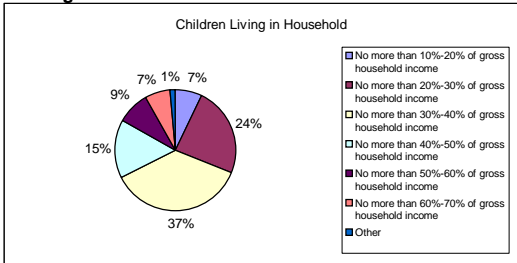


Employment Type

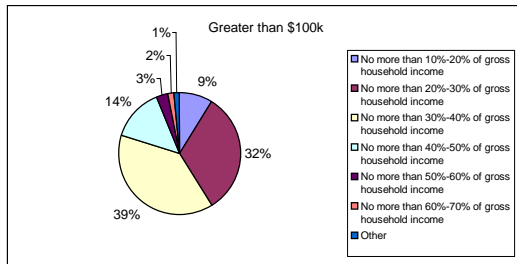
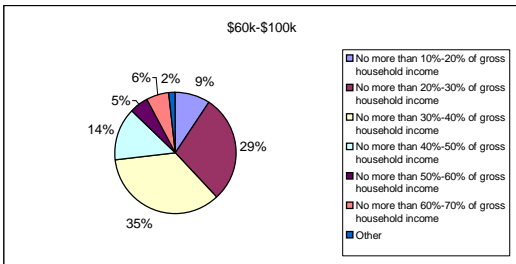
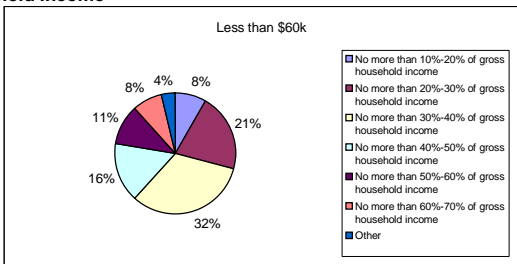


UCSC Employee Survey Cross-Tabulations

Children Living in Household

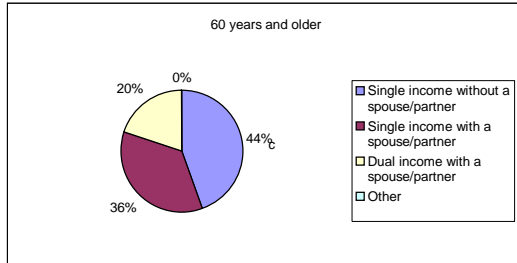
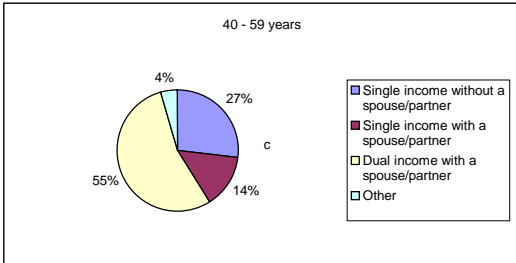
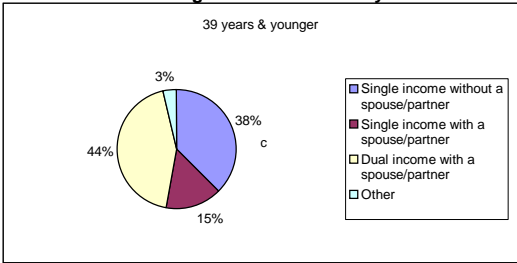


Household Income

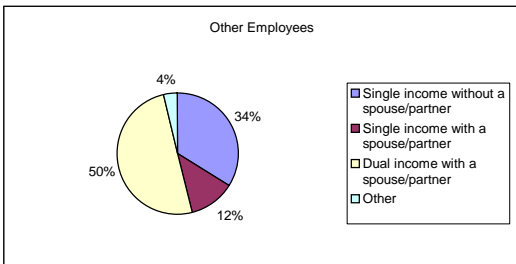
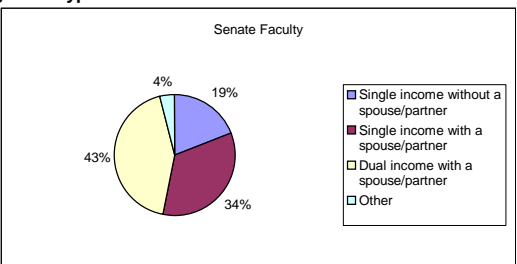


Q.4 Which of the following best characterizes your household income attributes?

Age

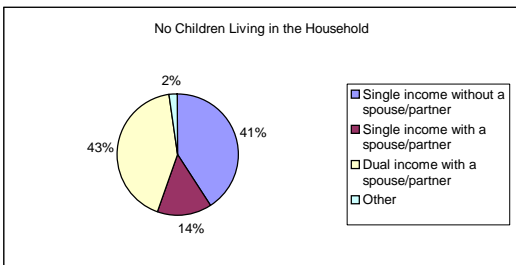
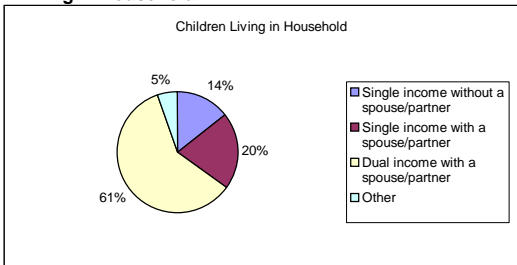


Employment Type

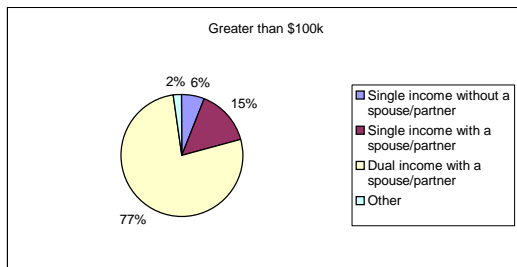
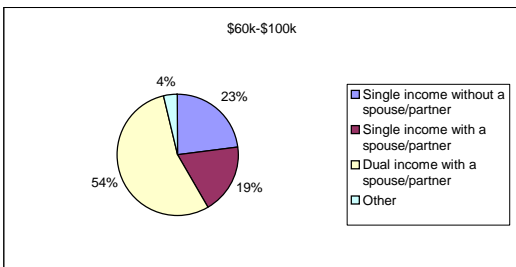
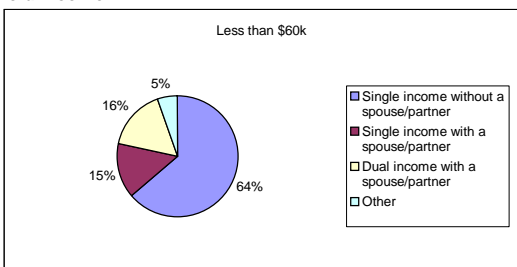


UCSC Employee Survey Cross-Tabulations

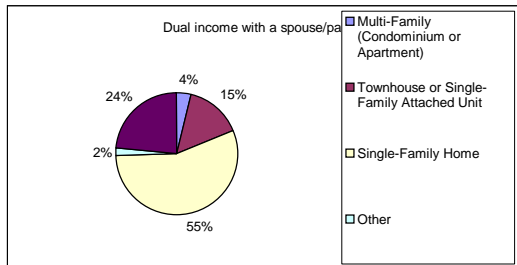
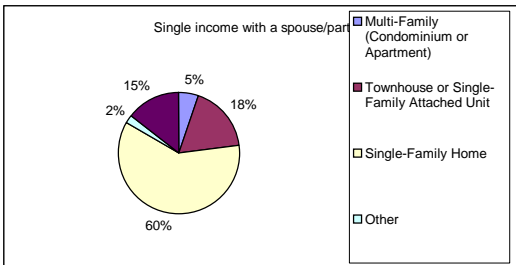
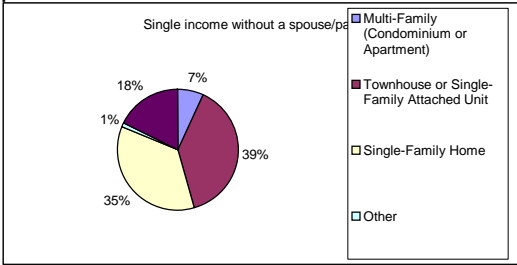
Children Living in Household



Household Income

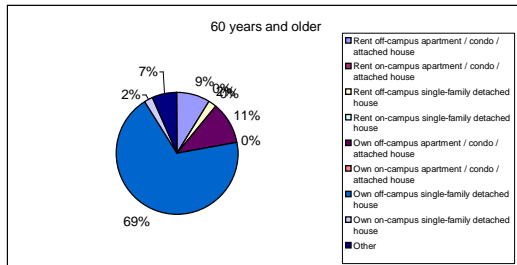
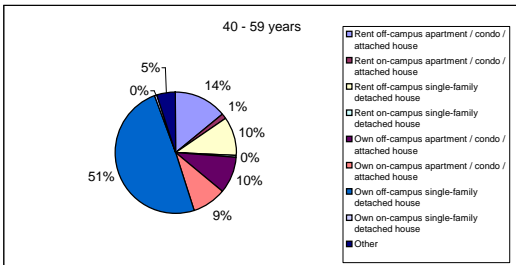
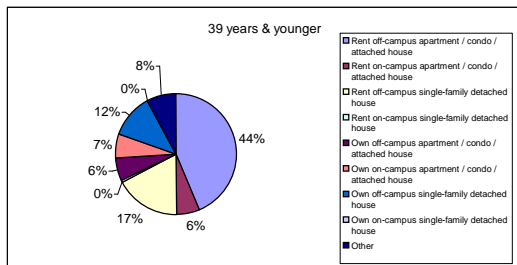


Unit Type



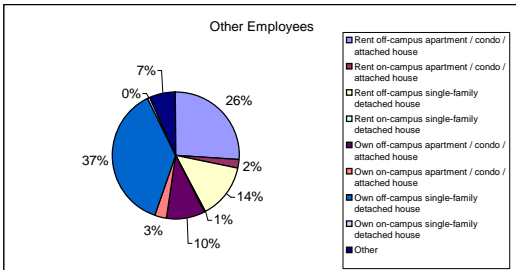
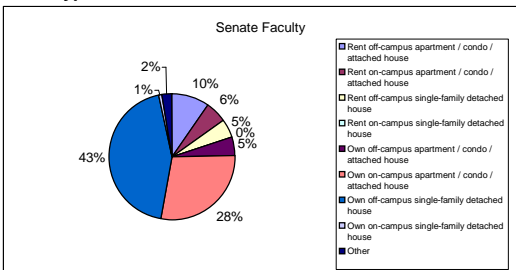
Q.5 Do you currently rent or own your residence?

Age

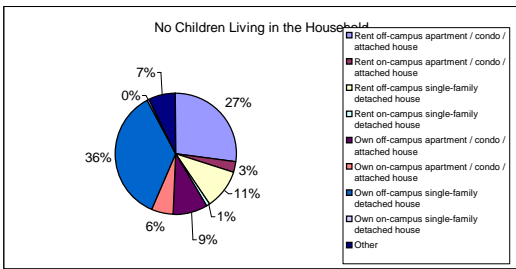
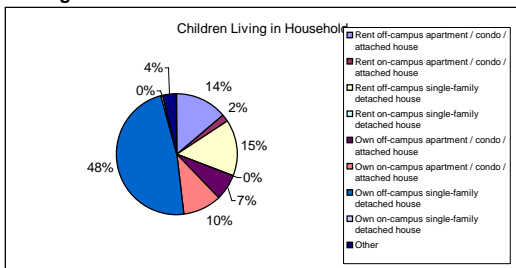


UCSC Employee Survey Cross-Tabulations

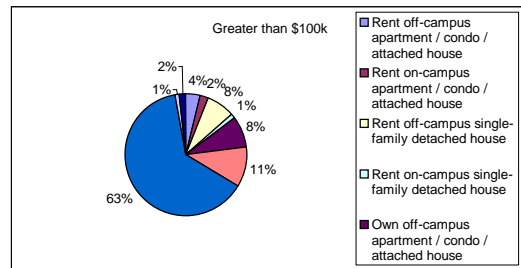
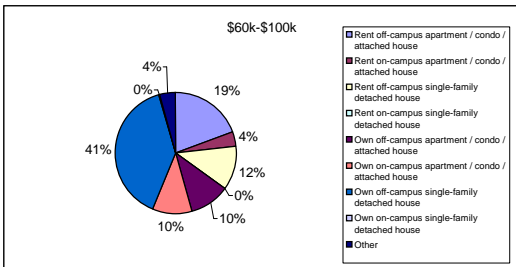
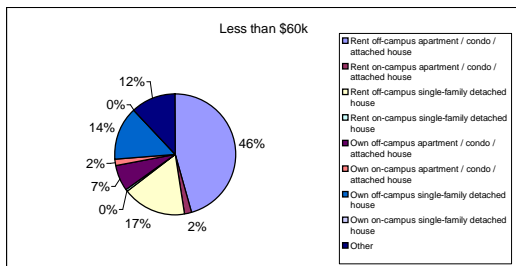
Employment Type



Children Living in Household

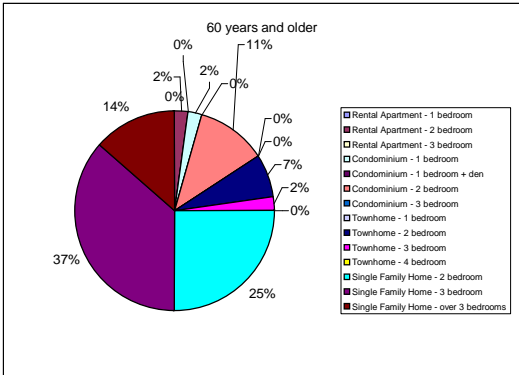
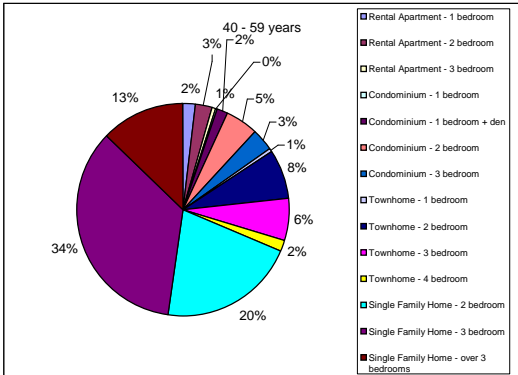
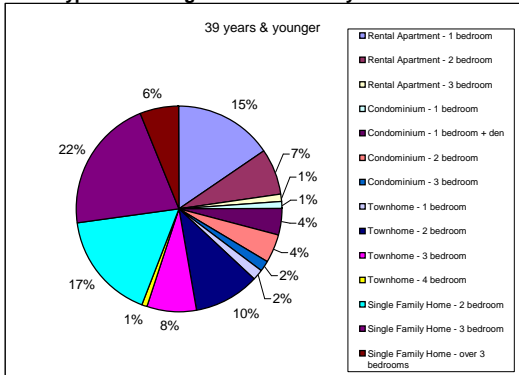


Household Income

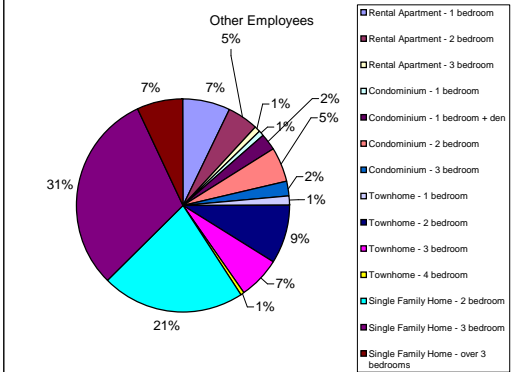
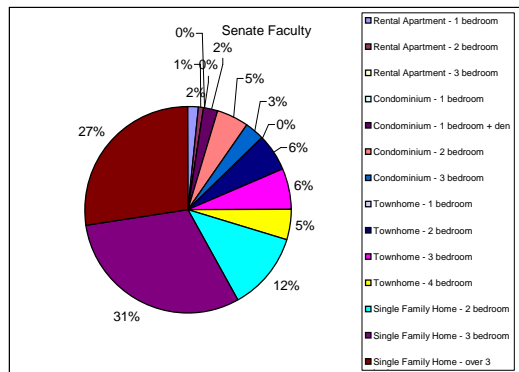


UCSC Employee Survey Cross-Tabulations

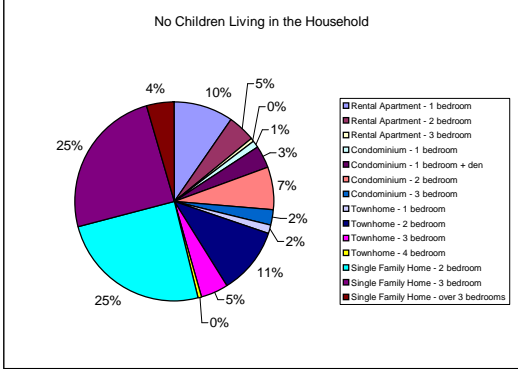
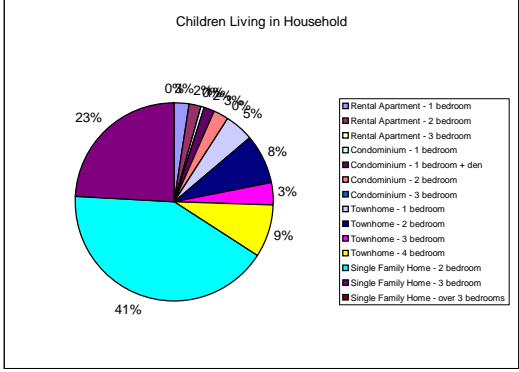
Q.6 What type of housing unit would meet your current housing needs?
Age



Employment Type

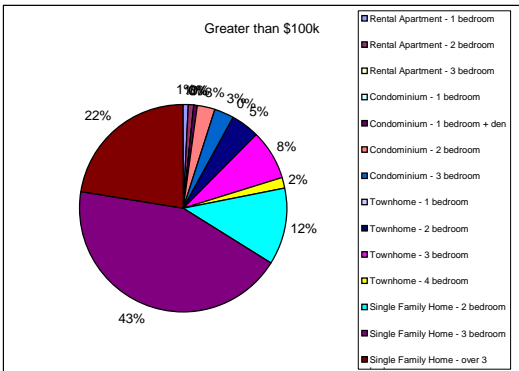
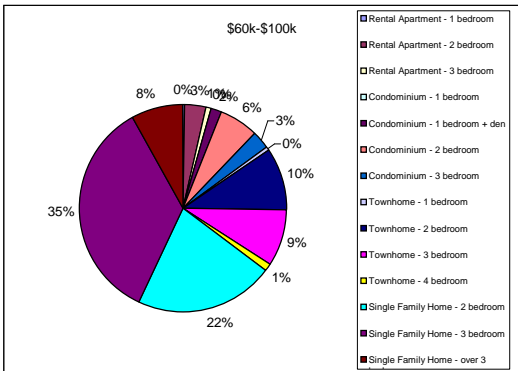
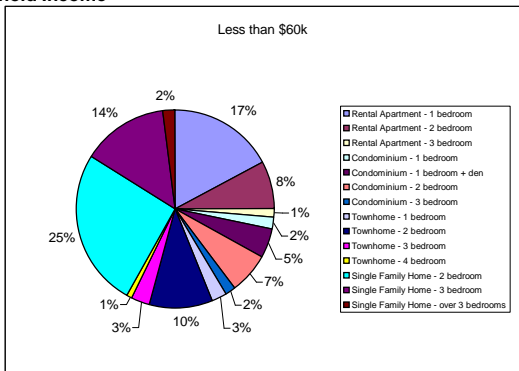


Children Living in Household

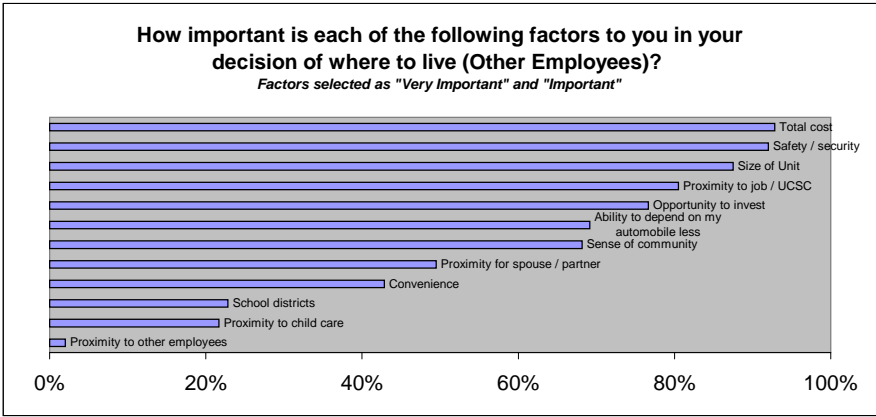
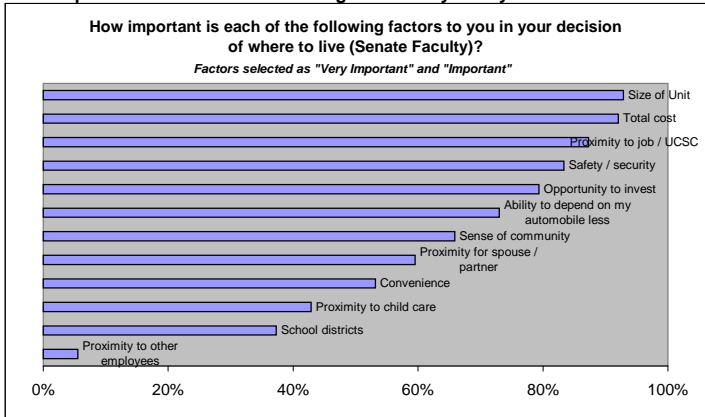


UCSC Employee Survey Cross-Tabulations

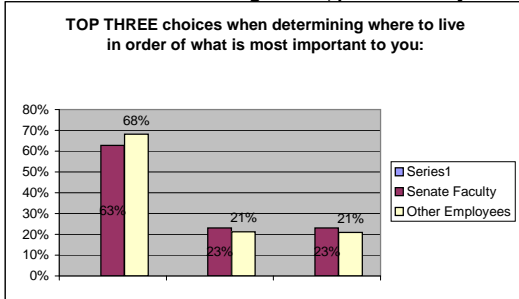
Household Income



Q.11 How important is each of the following factors to you in your decision of where to live?

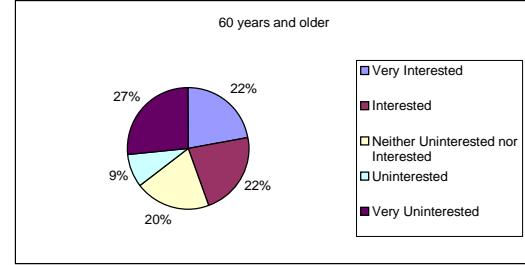
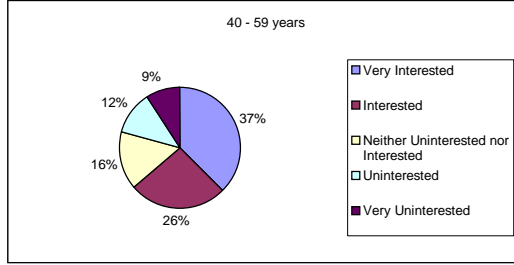
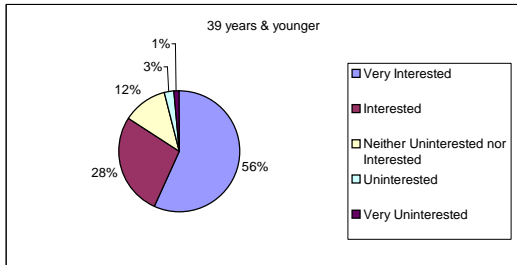


Q.12 From the list of the following factors, please select your TOP THREE choices when determining where to live in order of what is most important to you.

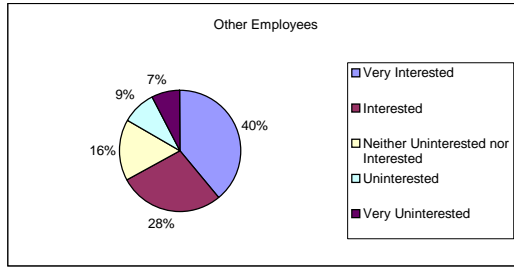
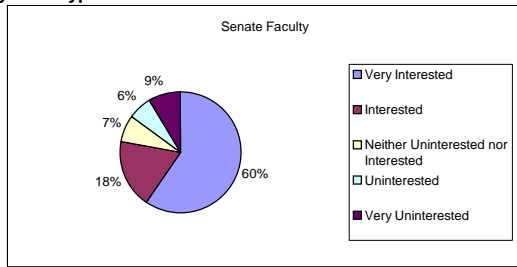


UCSC Employee Survey Cross-Tabulations

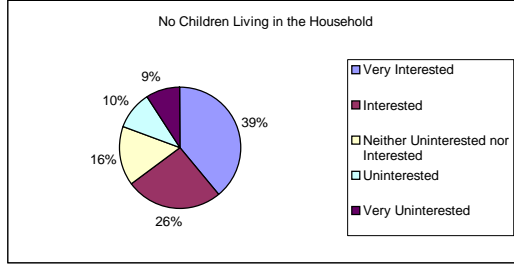
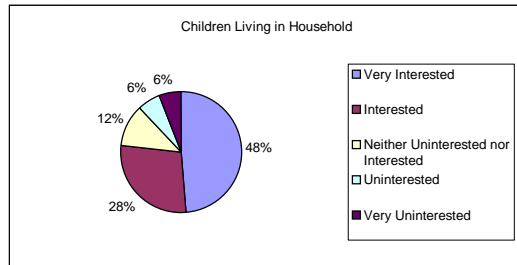
Q.13 What is your personal level of interest in a University-sponsored employee housing program?
Age



Employment Type

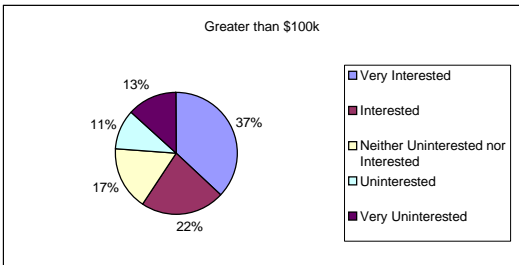
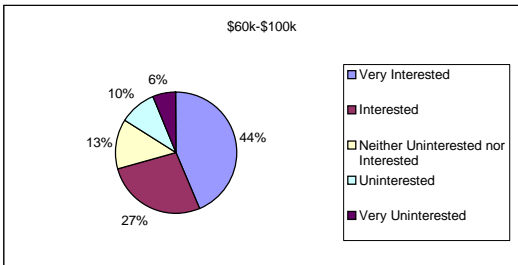
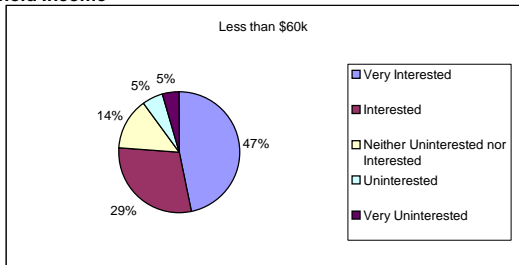


Children Living in Household



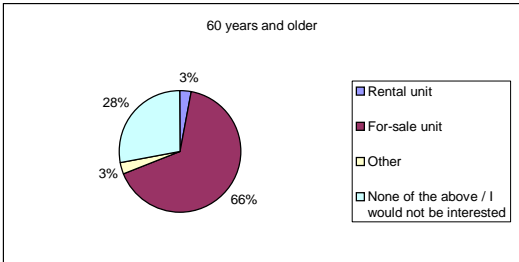
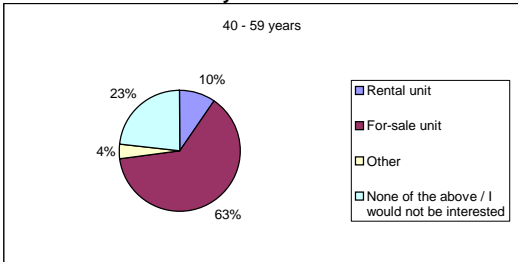
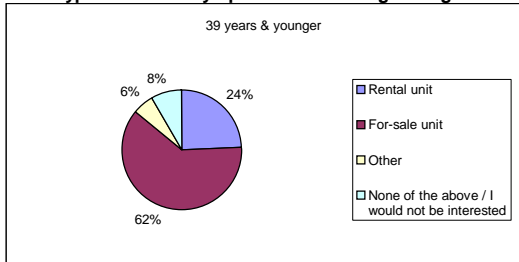
UCSC Employee Survey Cross-Tabulations

Household Income

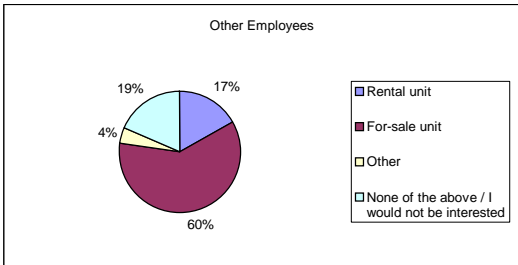
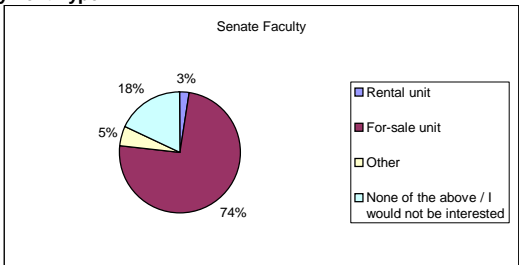


Q.15 What type of University-sponsored housing arrangement would be of most interest to you

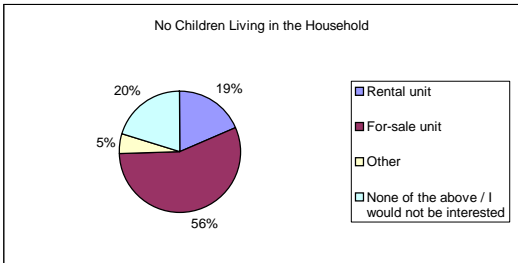
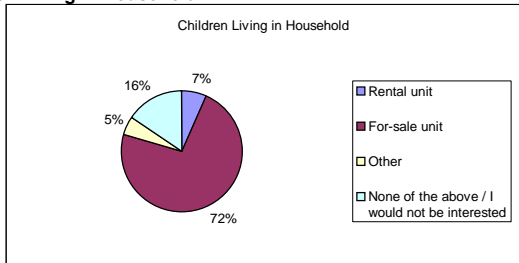
Age



Employment Type

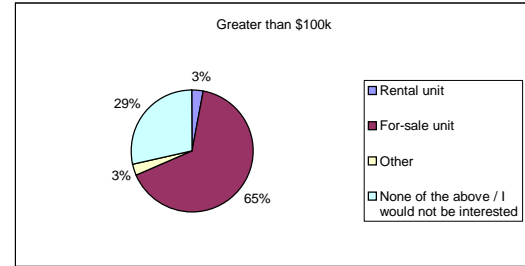
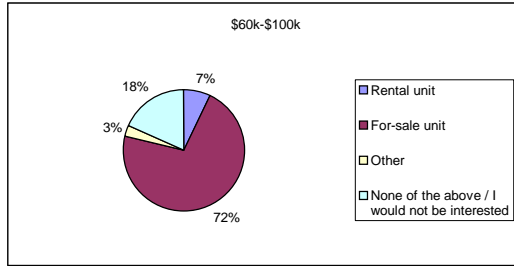
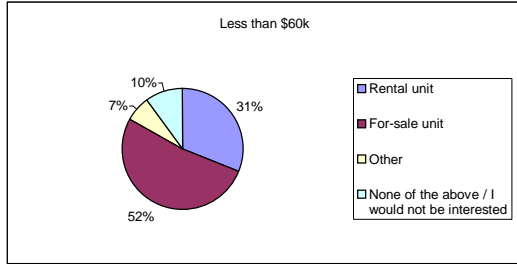


Children Living in Household

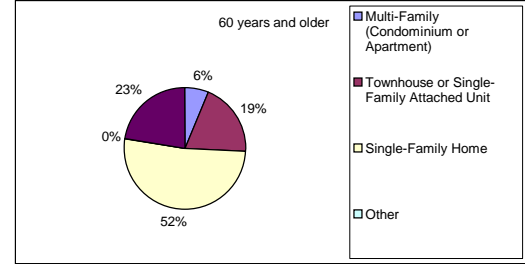
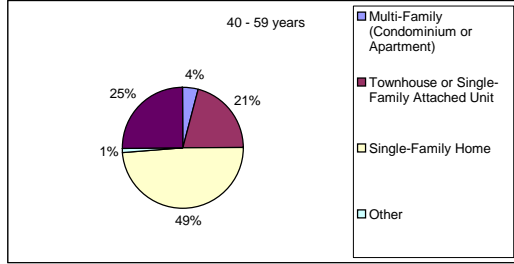
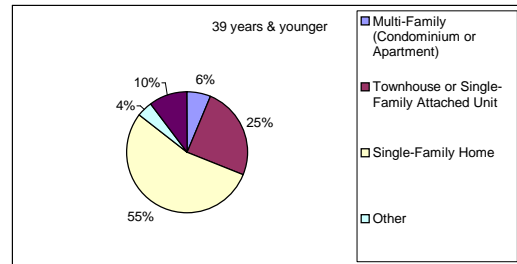


UCSC Employee Survey Cross-Tabulations

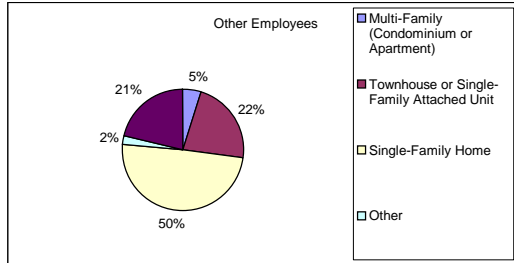
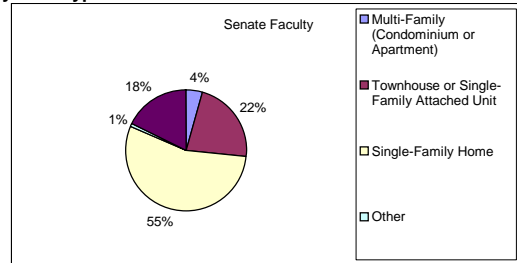
Household Income



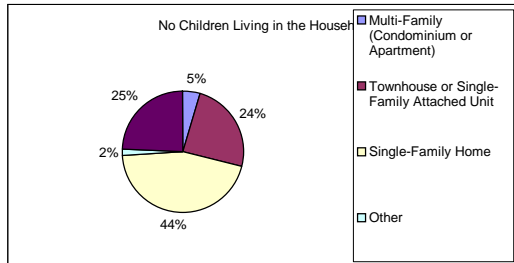
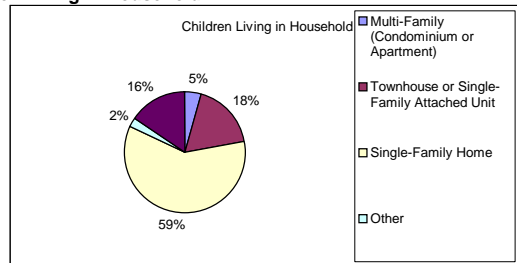
Q.16 What University-sponsored unit type would you most be interested in?



Employment Type

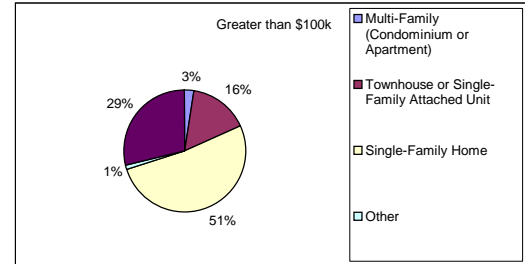
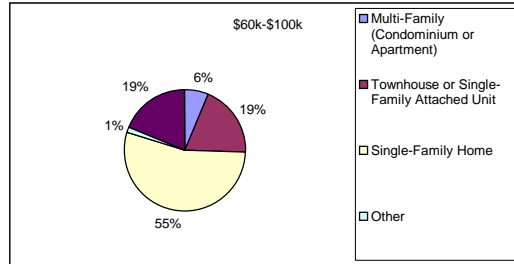
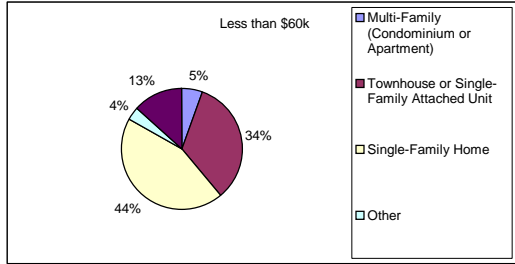


Children Living in Household

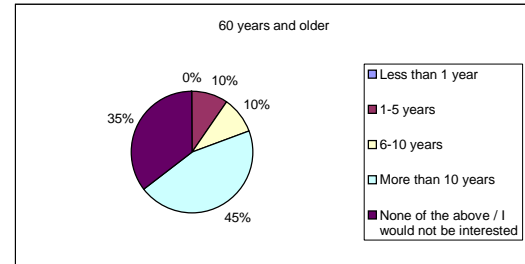
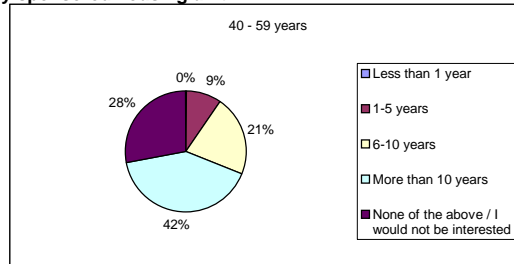
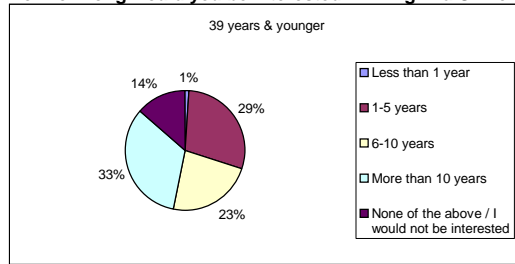


UCSC Employee Survey Cross-Tabulations

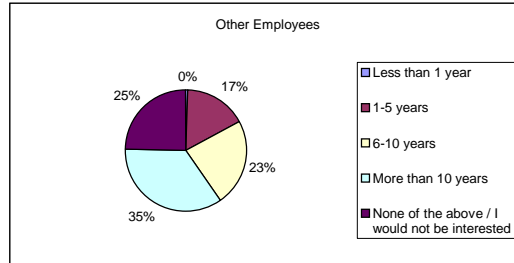
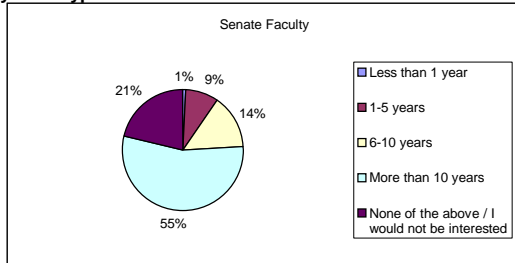
Household Income



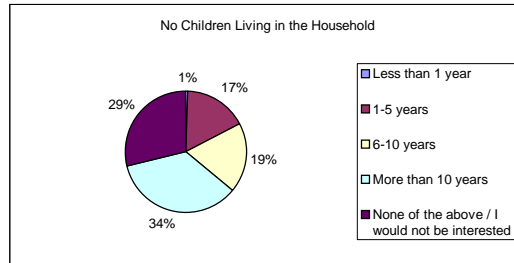
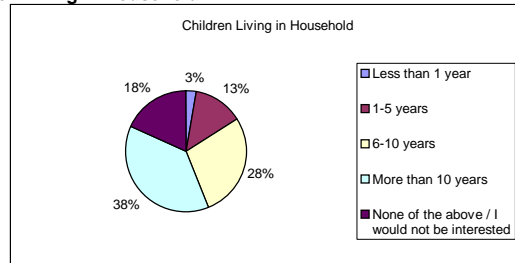
Q.17 For how long would you be interested in living in a University-sponsored housing unit?



Employment Type

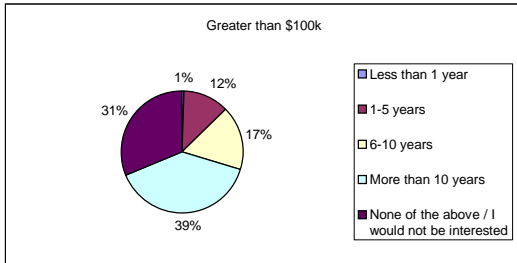
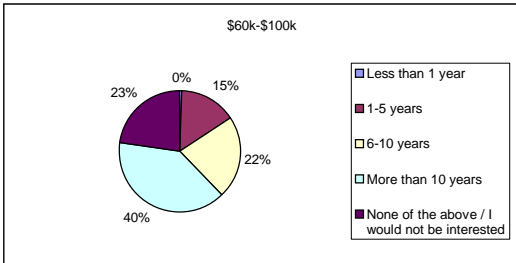
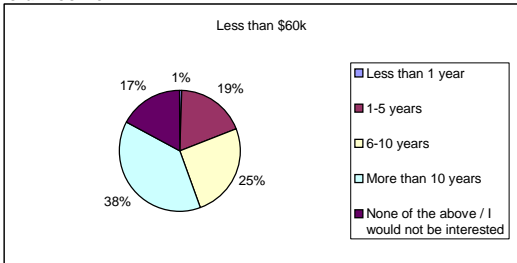


Children Living in Household



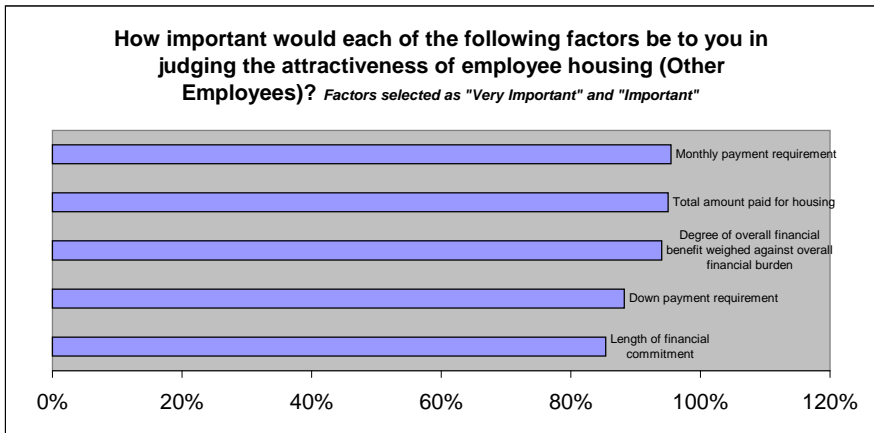
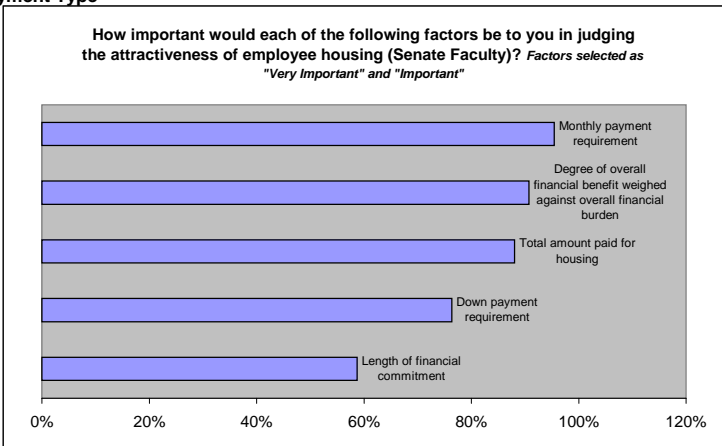
UCSC Employee Survey Cross-Tabulations

Household Income



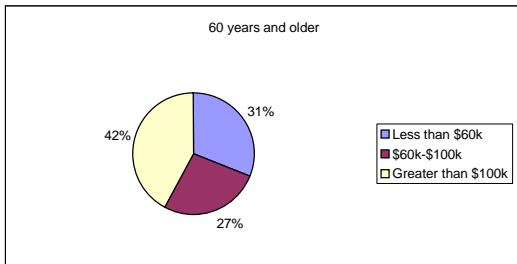
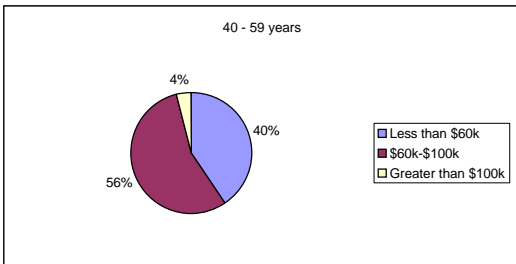
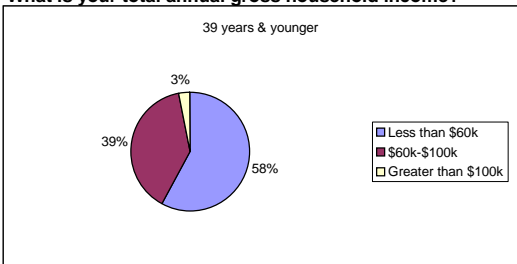
Q.19 How important would each of the following factors be to you in judging the attractiveness of employee housing?

Employment Type



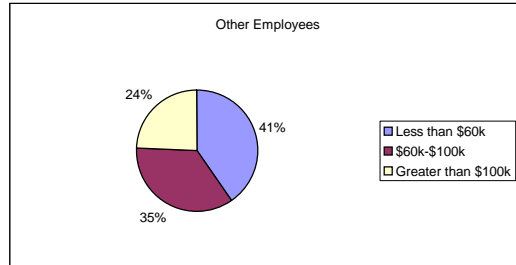
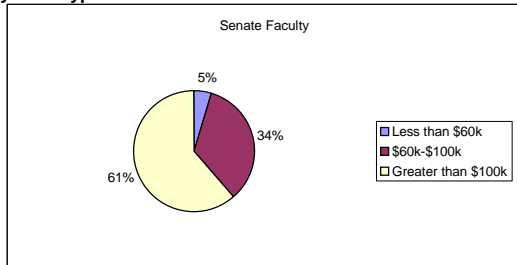
Q.26 What is your total annual gross household income?

Age



UCSC Employee Survey Cross-Tabulations

Employment Type



Following is a list of the free response entries provided by survey respondents. This list of comments is comprehensive, unedited, and in the order received. Please note, the on-line survey instrument limited the number of characters allowed in response to certain questions, therefore, some responses may be incomplete.

Free Response Comments

- I would have been interested in University housing earlier in my career. I expect to retire in a couple of years and University housing would not yield the kind of profit I would make selling my off campus property.
- It's VERY difficult to find quality affordable housing anywhere near UCSC. More UCSC-owned apartments like Laureate Court would be very welcome. Thank you for doing this survey, and hopefully we'll see some concrete results soon!
- I spend most of my money on my mortgage; I would love to have a low cost rent or mortgage option that would allow me to have more disposable income.
- The cost of housing keeps me from moving to Santa Cruz. While this would be beneficial to me and my family, I don't see any immediate opportunities available. Even with the current University housing units available. The cost is anywhere from \$1,300-2,900 per month, depending upon location.
- I've been on the wait list for 3 years now...
- I think the program should be geared towards people who don't already own a home. I know of several people who have a UCSC house and own a house in Aptos, San Jose, and even in town. It seems to go against EVERYTHING that the UCSC Employee Housing Program is working towards.
- Please consider additional for-sale, single-family units. Faculty with growing families need options along the lines of Ranch View, but my sense is that Ranch View is not going to be nearly sufficient for the demand. If it is not, and new units aren't available in the short-medium term (i.e., within the next 4-5 years), the University will certainly continue to lose faculty because of the housing situation.
- I know very little about UCSC Employee Housing. I understand that faculty take priority over staff, so I have never even considered that I could get a chance at owning or even renting from UCSC.
- I feel that faculty and staff are not treated equally when it comes to University housing. More equity between classifications of University employees is necessary.
- It would be great if the administrative staff could feasibly afford University housing. I vanpool. It would be fantastic if UCSC considered building sponsored homes in Watsonville. It is an up & coming community that has increasing # of UCSC employees. Thank you for your time.



SURVEY COMMENTS

- Perhaps even consider Retirement Communities as part of the employee housing program.
- I believe that available and affordable housing in the local community are necessary in order to make UCSC a viable workplace.
- It would be wonderful to have an opportunity to buy housing through the University. SC is unaffordable otherwise. But I wouldn't want to move beyond safe biking distance. In my opinion car commuting shouldn't be an option. Thanks for taking the time to explore this idea. It's really important for me to have an opportunity to buy here - if that doesn't happen, I will choose to leave the University and work at another where the housing market is affordable.
- I think it is a crucial program and I appreciate your pursuing all options. Good luck!
- I have no idea what it is-it doesn't seem to be well-advertised/all that accessible for people like me.
- It would be great to have more rental or other housing opportunities for staff - since they tend to make a lot less than faculty.
- I don't think I'm a good ``sample`` as I bought my home 16 years ago when housing was more affordable. If I were to try to buy a first house now, I probably would not settle in Santa Cruz - if I did, I would be interested in UC assisted housing. I oversee a unit and we have lost many applicants for professional staff positions because of high housing costs. Some of them would have been interested in UC housing.
- Having a program that helps with housing -rental or for sale- will be a great incentive to continue working at UCSC.
- Please offer more units like the town homes in Hagar Court.
- I'm mostly concerned with the UC's lack of acknowledgement to keep salaries competitive and current with the area's cost of living.
- Please stop discriminating against lecturers in your housing policies! I have been teaching at UCSC for almost 20 years and I'm seldom eligible for any University-sponsored housing.
- Since there are UCSC employees working in San Jose area. There could be some discussion about University housing in San Jose area.
- Please do not build any UC housing up on the hill above the current campus. This should remain open space forever. Build across from West Entrance if you must build somewhere.
- I already own a home and am very happy with it. However, for those who do not own a home, I think it very important that a good-quality and affordable UCSC Employee



Housing be made available to more UCSC staff/faculty.

- I look forward to purchasing a unit in Ranchview Terrace if possible, but the overall cost is of concern.
- Confusing survey--unclear whether you want our dreams or our ``make-do`` reality. What we dream of is to own a single-family home, what we settle for is a rental condo. With a family of 4 (1 in college) and a monthly net of \$4,900, we can't afford a \$4,000 mortgage.
- If the program will be available only to faculty (in practical terms), and preferential treatment will be given to faculty in order to attract/retain them (which I fully understand the need for), please don't call it an EMPLOYEE housing program for which non-academic staff have little to no chance of benefiting by.
- I'm currently living as cheaply as I can so that I can save for a significant down payment on a house/condo. Houses/condos in this area, however, are still out of my price range given my salary, and I don't want to commute from Watsonville; I like being able to bike to work. I've been researching becoming a 'TIC' owner of an apartment building in the area; it seems the only way I can afford to own here. I'd only be interested in University Housing if I could afford it (\$325K or less). I'm not interested in renting on campus unless I could do it for about what I'm paying now, or if I get a significantly better place for only a little more than I'm paying now (\$475 inc. utilities. Sharing an apartment with a fellow staff member would be fine).
- Well, most importantly I want to say that all of my expenses are very small, one, because I am a young person (23) and I don't mind living in what would usually be considered questionable areas/housing. Two, it is important to let you know that I live in a housing cooperative in Santa Cruz - this means that all of the money that goes towards my rent, food, and utilities are extremely low because I am able to live in a cooperative with 20 other people. I don't think my situation comes close to being an accurate reflection of what it is like to live and work in Santa Cruz, especially if you consider people with children. ALSO, not to dis you guys, but a \$25 gift certificate to the University center is hardly any kind of prize. I mean if the money is just recycling itself back into the University anyway the monetary reward should definitely be larger. No offense.
- Strong efforts should be made to provide the opportunity for affordable rent in areas near the campus and public transportation.
- Lack of affordable housing, and in particular the enormous cost of buying a house in this region, will ultimately be the reason I leave UCSC once I have gained enough expertise to be valuable to a university in an area where I can afford to buy a home.
- For many people, University owned housing is the only affordable housing, and some cannot afford even that. Yet, the most important disadvantage of University housing is that the home's value rises only with inflation. Given the boom in local property markets, faculty living in University owned housing fall farther and farther behind the market and it becomes impossible to move out. One way to address this would be to co-buy (with the University) existing private housing and allow faculty to keep their share of the increase in the home's value (also a good investment for the University). It is also scandalous that the University is building \$600,000 homes when junior faculty (who cannot afford even



SURVEY COMMENTS

- half of this amount given the low salaries paid at UCSC) have the most difficulty with housing and end up leaving the University.
- Thank you for providing the survey.
 - I have heard that if you own a home owned by the University, that the home isn't really yours. That you have to pay space/lease \$, that you have to sell the house back to UCSC when you leave UCSC's employment and that you can't leave the house to your spouse or children. If all of that is true, it's a huge negative on the whole problem. I know several people who took their name off of the waiting list after they found that out when they were in real need of a home. I am on the waiting list for a 3 bedroom home but will have to seriously consider saying yes when my number comes. I'd love to have a house here on/by campus but there are too many items in the small print. Very discouraging.
 - The amount of housing available to staff has been so small I have not even bothered to apply.
 - I think it is an important benefit for UCSC faculty and staff.
 - Why do only faculty qualify for low interest mortgages? I would love to have one of those.
 - The biggest concern for many individuals who are in established higher Ed careers is to be able to afford a home in the city in which they work or as close to the city where they work. It is very depressing for those whose only viable financial option is to rent because they are so significantly priced out of the housing market, especially in cities like Santa Cruz. Unfortunately, higher education still lags behind the private sector when it comes to salary compensation for an array of educational and professional credentials one must have in order to do mid to senior level management work. Thank You.
 - Dogs are important to me, must be able to have my pets.
 - I would prefer the houses build to be energy efficient, have solar paneling and have good quality energy efficient ratings.
 - Affordable housing in Santa Cruz is very hard to find. If there were nice places to rent or buy for employees, that would be a huge job benefit! I would love to be able to give serious thought to owning a home. Right now that just seems like a mere fantasy. Every year I give more thought to moving out of the area to a more affordable place, where I may actually have a chance to buy a home.
 - Please consider manufactured housing on campus. Sunset magazine has featured some units called ``breezehouses`` that appear ideal for young families. See http://www.sunset.com/sunset/i/home/2005/06Jun/Breezehouse0605/Sunset_Breezehouse.PDF.
 - I do not trust the University to carry forward on their commitments to employee housing. If I could go back in time I would have taken one of the other offers and gone to another University. I have recently started looking for another job.



SURVEY COMMENTS

- Staff is very low on the list when it comes to housing needs. This is unfortunate.
- Currently I am on the waiting list to purchase a town home/condo with the University. In the last year we have not moved down at all. When asked why I was told that Faculty have priority. With this policy it seems like staff have a very slim chance of obtaining housing.
- Assistance with mortgage programs for staff like those provided to faculty is needed.
- Not retaining any increase in value or a portion thereof, as equity, creates a disincentive to save for investment in real estate outside of the housing program, making available units scarce for new or current faculty/staff that have immediate needs.
- It seems it is weighted to favor the Faculty. As if they need more \$\$\$ help than staff members?
- We are only able to afford to live in Santa Cruz because we purchased our small home in 1997, before prices soared. If it were not for the low purchase price of our home, we would not be able to raise our family in Santa Cruz on UC salaries. This is a huge issue for us when we try to recruit staff. Also one of the most important factors for us in where we live is proximity to extended family; this was not an option on your survey.
- It's so faculty-centered that I don't feel it's very relevant to me as a staff person, or that I'd be particularly comfortable living in a community made of exclusively faculty.
- I would love to rent a unit on campus but the staff rental option came about after I had already passed the time limit.
- I would love very much to live within UCSC's housing. I have been here 3 years last month. I plan to working at UCSC for the next 25 years and the ability to upgrade my current home situation and be in an area I choose rather than what I could afford at the time of purchase. I hope that this would be looked at more seriously. The idea of a Scott Valley location is exciting.
- I am currently renting a University-owned property and am very interested in first-time homebuyer assistance programs and/or for-sale University properties. The current housing market makes it nearly impossible to afford an average single-family home near campus. In fact, I know of a few people who have left UCSC to move out of state just so they could afford to buy their first home. I'm hoping my husband and I won't have to do that and am very happy to see that the University recognizes the difficulties its employees face in finding affordable housing. I know that the campus is planning to build single-family homes on campus, but I would prefer to purchase a home off-campus (on-campus pet policies and the proximity to student housing both concern me as a potential home-buyer).
- I don't feel that people who have equity in housing will be interested in campus housing although it is nice to be able to walk or use mass transit instead of using a car. The Westside is a great part of town; it does lack a variety of choices as far as shopping goes. It also has traffic problems that are not present in other parts of the county. Another factor is no matter how much families would like to live on the Westside, if one partner has to



SURVEY COMMENTS

commute outside of the county, adding extra distance to the commute is a negative component

- I think one way the University could help people with housing would be to offer a lower-cost loan program than could be found elsewhere. It's risky to buy a house that depends on your University employment -- what if I decided to get a job elsewhere, would I have to sell my house too? Also, I know that most sponsored housing programs have limits on how much you can earn when you sell the house. For this reason, the University might be able to help the most by helping people with their mortgages -- maybe either offering loans, or offering help buying down interest rates, or something like that. Low cost rentals might be a good way to retain staff as well -- I would not personally take advantage of that, but think it would be useful for a lot of people. Thanks for thinking of this, and for asking our opinions.
- Housing is the largest issue for cost of living. If I could afford to have a 2 bedroom house I would see more of my children. However, due to the High cost of living in Santa Cruz means we must make sacrifices. Many residents are leaving the area by being able to save to either move out of the area, into a new home, or hope of purchasing a home seems like a hopeless prospect. I love working for the University but my housing cost takes up over 50% of my net income. Net income is what really determines affordability more so than gross. Being financially wise is difficult in this day and age and any assistance in learning real life budgeting and savings would be great. Thank you for taking a survey.
- While I personally am not in need of UCSC's employee housing, I would like to see more sponsored housing available to Staff. I have several friends who have worked on campus for many years but are unable to afford the high cost of housing in this county and are considering relocating to more affordable areas. I believe that if UCSC wants to retain quality staff, affordable housing must be made more available.
- My answers may seem like they are contradictory, but I'm a county native, bought my home many years ago, so I don't have a choice about school districts, commute, etc. I have a high mortgage due to refinancing for remodeling to repair earthquake damage and seismic upgrades.
- The MOP was a large factor in our ability to come here. Frankly, I doubt if we could have purchased housing if we had arrived even as little as a year later than we did.
- I firmly believe that the University will NEVER provide housing that is affordable to any staff member. We live paycheck to paycheck and it's disgusting. Shame on you.
- It's no secret that Santa Cruz is an expensive place to live. The cost of living is, of course, heavily influenced by the desirability of the city's location. However, in order to not only attract but retain talented faculty and staff, the University needs to come up with ways to defray the high cost of living for its workers, particularly young families.
- Would like to receive more information on the UCSC's employee housing program.
- Thank you for looking at options for UCSC employees, this will ensure recruitment & retention for excellence & diverse people, as housing in CA is out of control. Many turn



down jobs at UCSC due to the housing costs; this certainly is a major factor in recruiting the best candidates. Again, thank you for looking into this issue. Cordially.

- 1) Very small for UCSC problems 2) UCSC cost of living is about 230% higher than, say, University of North Carolina - Chapel Hill, while salaries are about 10-20% lower. Why should I stay? 3) UCSC housing program does not seem to understand that while UCSC housing is sold at less than market rate, you do not earn the appreciation on the house. Over the long term, this is an important issue.
- Salary increase would be preferable to housing.
- A low fixed mortgage loan would be helpful.
- I would just like to say that [staff member] is fabulous. I will be moving into staff housing this afternoon and [staff member] did a great job in helping me through the process from filling out paperwork to answering numerous questions. I think it's great that staff have the opportunity to live in University housing, it is a great help, but I do feel that we need to build another facility to accommodate the growing need.
- Many approaches need to be taken. The first step is getting Ranch View built quickly, well, and cheaply, and getting as many *needy* faculty in as possible.
- UCSC Housing has lost credibility in my eyes due to Ranch View Terrace. Advertised availability (both number of units and timing) and price have changed since I have arrived here.
- A program to help us with expenses such as gas or utilities/food would be good. Also, temp residence like in the dorms (if even just during summer) might be attractive to some commuters.
- It would be lovely if "affordable" University housing was actually affordable.
- I have not had any personal experience with the housing program, but I have heard very odd things about it. Such as the long wait for a place to become available, and the limit on how many years you can live in University Housing. Both of these are very discouraging factors to attempting to take part in University housing. If I was a good tenant, I would want to be able to live in an apartment for as long as possible. Being forced to move because you've lived in University housing for 5+ years seems silly.
- I believe this type of benefit to employees is very important. I hope UC can find a way to implement it.
- It would be nice if the University helped sponsor loans for staff who are in the low range of income so they could purchase homes not owned by UC...like somewhere in the San Lorenzo Valley.
- It seems futile to put ones name down on a waiting list for housing when; the waiting list is long; and professors and high ranking staff are always placed at the top more than taking up available slots. Those making less money but are exempt, work well into sixty



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- hours a week and have responsibility over departments and/or supervise many employees are not considered valuable. Thus, they are last; the very people that need the most help and are also excellent at what they do, years of experience and hold graduate degrees.
- I have a dog. This is a huge factor in my choice of housing. Not offering dog friendly housing is the same, to me, as not offering housing.
 - You ask about proximity to childcare facilities but many of us are dealing with eldercare and care giving and need to get to or live in proximity to facilities where our parents are now residing so that we can make daily visits. Too bad the University couldn't open up Assisted Living for our relatives. The issue of equal staff/faculty access to housing is very important. The original plans approved provided a balance, then the word went out that faculty did not wish to reside in the same community with staff or other non-faculty members and the program changed. This is truly a travesty.
 - I do not have specific personal issues with housing in Santa Cruz, mostly because I have been at UCSC for a long time. When I came I could easily afford a median level house on the west side of Santa Cruz on an assistant professor salary. But now the situation is very different, and UCSC must build housing either rental or for sale that will be affordable to young faculty. The housing must be close to campus, and consist of a variety of sizes much like Cardiff Terrace. If the campus does not provide such housing, I believe that we will not be able to retain and recruit the best new faculty.
 - Manufactured housing would be a viable alternative to stick housing. The overall costs are lower and many of the homes now compete with moderate housing in other areas of California. This form of housing would be affordable to the clerical staff than many of the other choices UCSC offers.
 - I would like to see UCSC create agreements with private off campus apt., condo, and townhouse complexes to reserve a certain # of rental units for UCSC Staff/Faculty at a discounted rate below market in Santa Cruz. The same could be done with for-sale housing. Also, there is a great need for more Staff rental services/support on campus. I'd like to see the University make an active effort to increase the # of rentals listed at the Housing Office for Faculty and Staff. There are always only very few listed, and many are also available to students. Placement services would also be helpful. Also, as I'm sure many Staff would agree, the current practice of Faculty having priority on housing lists is not fair! We all work together to enrich this campus. If a tenure Staff member is on a wait list and a new Faculty member gets priority, it's a travesty! Staff are just as important to this campus as faculty. Wait lists should be ``first come first served`` across the board. Thank you.
 - The ability to possibly purchase a home and live on campus or near UCSC in the city of Santa Cruz was one of the main benefits that drew me towards employment here. I feel that full-time staff should be afforded the same opportunities as those given to academic senate members in regards to preference and loan programs. I hope that UCSC will be building more housing for staff and faculty in the city of Santa Cruz. It would be great if more condo's and moderate income rentals would be built. The low income limit is too low, it is around \$43,000 per year, it should be more in line with the city/HUD income limits and include family size. Rental costs as well as for sale housing costs should be adjusted for different income levels and family size. I am glad this survey is being done!



Thank you!

- Too expensive but not enough units.
- I am very interested in buying or renting a house or condo close to the campus and affordable so I can pay and it doesn't cost more than 80-90% of my pay. Melody Litt Student Media 459-2840.
- I have tried to get University housing (rental) and have been on a waiting list for a very long time. I question weather I will ever be able to get into a home for University employees.
- I have had the good fortune to live in UC rental housing at Laureate Court, and feel quite stressed about the need to relocate because my three year time limit is approaching.
- I suggest coordination with TAPS/ Metro. There are communities of UCSC employees in the county who could benefit from a louder voice in getting bus service directly to the campus between 7:30 and 8:30 a.m. and from the campus to mid-county and south-county after work. I live in a great community in Capitola and would love to see more UCSC employees in my condo complex. Not all UCSC staff want to live on campus!
- I'm retiring in 2-3 years.
- More storage for units, vehicle storage area needed to free up unused cars filling guest spaces.
- The cost of housing is important as UCSC faculty/staff salaries have not kept pace with housing costs in the local area. I am unwilling to pay 50% of my take home salary for housing nor deplete my portions of my retirement to subsist. At this point the housing costs keep escalating thereby forcing people to seek other jobs or face extremely long commutes for low wages compared to UC comparable institutions. At this point, housing and salary are the main reasons I am looking to leave UCSC after sixteen years.
- Just not interested in living on campus, but would be interested in programs aimed at home ownership at an affordable level.
- I was only able to buy a home here because of inheritance money. Otherwise I would be interested in staff housing. It is EXTREMELY expensive to live here and I hear that the new UCSC housing units will be sold in excess of \$600,000. How could staff ever be able to afford them?? UC needs to pay its staff a livable wage. That's the bottom line. I feel badly for staff who did not inherit money like me. They will forever be in the rental market.
- A program facilitating a purchase of land in the areas which are still green (Aptos, Bonny Doon, Santa Cruz mountains) would be highly attractive to me. More so than the existing University housing program.



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- I am extremely frustrated with trying to buy housing in or around Santa Cruz! We have money for a down payment, but even so, we cannot afford the mortgage. The market is too high compared to our salaries.
- I am a department chair. The housing problem is absolutely critical when it comes to hiring junior faculty in particular. More campus owned/supported units of all sorts desperately needed, including rental units. Junior and associate level faculty with families cannot afford to move here. We lost our top junior recruit because he had a large family and could not find affordable housing; he went to Minnesota. Housing cost is the first question I am asked by anyone we try to recruit. The University needs more creative mortgage arrangements, e.g., mortgage sharing. MOP loans no longer sufficient to leverage people in housing market. Even proposed new campus housing (Ranch View Terrace, if it ever gets built) now priced beyond level of junior and associate faculty. Salaries cannot possibly grow to suffice to buy into housing market. University is going to have to become landlord of choice or co-owner of housing. This issue must be addressed aggressively and quickly!!
- This survey was poorly designed. Get someone who knows how to ask logical questions clearly to help you next time. I think most of the information you will glean from this should be considered worthless since you didn't ask the right questions. For instance, why is there only one choice for what type of housing would meet my needs? Any of the 2-3 bdrm units would be acceptable. And, there is a huge difference between 800 sf 2 bdrm unit and a 1400 sf 2 bdrm unit. Cost is very important if I can't afford it and not so important when I can. Neither did you ask anything about housing cost or availability and retention/remaining at UCSC. There were a few places where 'does not apply' should have been offered. And, to nitpick, questions using 'up to' as a measure should have only one figure, not 'up to 30-40%' Neither is there any such thing as 'very unimportant.' If you don't understand that, find someone who does. Or just don't send out surveys until you know how.
- I would love affordable housing in Santa Cruz.
- I think a housing program is a great thing that will help a lot of people. Keeping the program affordable will certainly help a lot of faculty and staff here on campus in this ultra-high cost of living area.
- The real problem is the very poor salaries paid to UCSC employees. UC is far below the comparison institutions, and UCSC belonging to ALL other UC campuses despite being in one of the most expensive areas. UC sponsored housing, which is only slightly less expensive than housing on the market, is foolish. It is expensive for UC, it is a bad investment for faculty and staff, and in only can possibly help very few faculty. The current UC housing being built and proposed keeps increasing in price, and is already out of the range of all junior faculty. There is no faith at the faculty level that UC gives a XXX about its faculty. A 1.2% raise in 5 years is immoral. There is no reason we should be paid less than faculty in Illinois or Michigan, where the housing is MUCH cheaper.
- The cost of housing makes working here a losing proposition for anyone with a family, except those lucky few who got into good University housing early in its program. The University's response has communicated that it cares about this issue---which is of critical importance to employees and their families---only insofar as it affects the University itself. Statements by various administrators tend to reinforce this message. It is



not a good message.

- I think the University could go a long way in improving town gown relations by helping the housing crisis with employee housing. We house the most students in the state but the employees are outside this statistic. The majority of employees can never dream of buying a home in this area, including myself and my salary even after 20 years of UCSC service. There needs to be some partnership to change this stat. and give us 'working poor' a chance to save/invest our rent money instead of throwing it all away, month after month. Long commutes are not the answer either. Traffic, pollution and wasted hours in transit will not add to the University's mission to enlighten and add to the general good of the community. We can and must lead the way in the future living quality of this area for all hard working folks. Housing is a priority for all. Thank you for your time and attention!
- This is a HORRIBLY expensive place to live. Seeming as we make the same as every other UC, we end up living in squalor while the same level employees at other UCs can afford much more. Without additional help as our family grows, we will have to look elsewhere, and take other opportunities as they arise.
- Any UCSC employee housing would probably too expensive for me to afford; however, if I had a family and/or children, I would pay the extra money.
- I think that in order to recruit new employees (as older people retire); there is a definite need for a UCSC Employee Housing program. Staff salaries just aren't enough for the cost of living in Santa Cruz!
- Must allow responsible owners to have dogs.
- Please allow each Univ. employee to be considered for housing. As stands, my spouse is counted on the list, but not myself. Also, please re-open the list to employees that missed the first lottery. Thanks.
- Any out of city location for housing would need to be supported by public transit that runs frequently, late into the night, and is speedy. These demands suggest building close-in housing is most practical unless a joint project to build high speed rail is included.
- I seriously don't have any critical housing needs. I was fortunate to have purchased a home when they were affordable. So what I would like pales in comparison to what young employees, both staff and faculty face in this region. Providing affordable housing for young employees will assist us in recruiting and keeping quality employees. This must be priority. Powerful faculty who can afford RVT isn't the goal, helping entry level professors and staff is the goal and priority under employee housing. Thank you.
- Housing was very hard to find when we moved to SC in `97. Property managers would not work with us because they would get hundreds of applications from locals. Thankfully, UCSC services helped us to find a rental. The average UCSC wage earner could not afford a mortgage in SC County. Clerical staff likely could not afford living alone in a rental property. Our family relies on income from rental property to pay our mortgage. Nearly all faculty and staff who are interested in buying/selling a home would benefit by having access to a realtor who could provide advice and services at a discounted rate



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(perhaps 3.5% as opposed to 5-6% realtor fees). Only a few would benefit from the campus building a housing complex.

- The housing costs and my salary do not match well enough for me to consider working at UCSC very long. I think it is the biggest problem for retaining employees and attracting new hires.
- You should develop a housing expense/income calculator like we have for calculating our retirement. If the units are small (like Hagar Ct.) and without storage, it would be good to provide some off-campus storage (even just a big closet for Christmas stuff in summer and camping equip in winter) at a minimal rate. If I had not bought my condo 2 1/2 years ago, I would have definitely taken a position at another campus by now. It is very important for retention to provide reasonably priced for-sale housing. It would have been nice to have a University sponsored 'house buying for novices' class before I bought my place. Private outdoor space is really important in the design of housing. Hagar Ct. condos have inadequate outdoor space. It would be nice to have a close-by community garden where we could work our own plots. Any possibility for a public/private housing development on north campus?
- Housing is critical for both recruitment and retention. We were lucky and managed to squeak into a house with a borrowed family down payment and a MOP loan six years ago. However, as an Assistant Professor supporting a family of 4 on \$52,000, we were strapped and barely above the poverty line for the county. Paying over 1/2 of my salary in mortgage is tight, even with a MOP loan. My husband now works for UCSC as staff earning less than \$30K for full time work. We still have trouble paying our bills, buying food, etc and go deeper into debt every month. We are fairly frugal, have old cars (1992 & 1995), go camping for vacations, shop at consignment stores and are frustrated that so much of our income goes toward our mortgage. Our house needs work we can't afford and I'm getting to the point where I will be looking for another job once our kids are out of school. I am sacrificing too much to stay at this University.
- People should get their own housing and not rely on UC to provide it.
- Are you considering wireless services to these housing options?
- There is very little affordable housing for staff salary available close to the campus so I have had to live 20-30 minutes away which is an inconvenience. I would hope that an Employee Housing program could help alleviate some of the burdens of searching.
- The huge variation in value of otherwise equal size homes (almost a factor of 3) is preventing many faculty owning older units from moving out or to upgrade. This can EASILY be addressed by occasionally revaluing homes to achieve equity, both for the current owners and the eventual buyers. The release of less expensive homes to incoming faculty by doing so costs the University NO MONEY and would be an overall gain to both the owners and the new buyers (because the homes are available and much cheaper than the newer homes). It is a win-win for all parties, and requires no investment in new homes -- this has been suggested but still not done. Please look into this option carefully -- and be critical of any claims it does not work... I have yet to hear a single one that cannot be easily addressed.



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- Where will this University-own housing be? I know there are concerns about development in the Santa Cruz city. How will it be received? Will there be a divide between University employees and the Santa Cruz residents?
- I think that discounted loans and/or down payments would help people more than UC housing. Once they've bought into the unit their equity did not grow like those of us on the outside.
- Please consider offering a dormitory facility for low income employees. Some people just need an affordable room to rent on or very close to campus.
- We have lived on Dickens Way for 20 years. Our main concern is that the equity built up over all of time is minimal. We cannot think of leaving our home (and therefore making it available to a new faculty member and family) because we cannot afford the housing available off campus. The intent of Faculty Housing was that faculty would get started in the housing market on campus, but not live there forever. Turnover was expected and is essential for recruitment of new faculty members. Faculty Housing has not been managed as the resource it is. The UCSC campus, at large, is suffering as a result.
- My housing situation is fine, but I recognize something has to be done to help younger employees and aid in recruitment.
- Excellent management and excellent apartments at Laureate. Would very much like guarantee of longer term housing instead of just 3 years and an option to rent to purchase.
- Other key factors in determining to purchase on-campus housing is the QUALITY of construction for the money (i.e. RVT costs are going up now, and I wonder what quality materials are being used.) Also -- having private living space, adequate storage, are other key factors when it comes to spending high amounts of money on housing costs. Question 1.10 asks what the monthly rent/mortgage payment is and then the pull-down says 'household income'... which do you want? I put mortgage amount but it is confusing.
- The staff/faculty housing should have a higher percentage of staff. In order to find good employees it is important to be able to obtain affordable housing. I know of several cases where people have taken jobs here and then found that they were unable to afford to live in Santa Cruz or that they would have to spend too much of their income on housing and would never be able to buy property.
- I would have been interested once, had anything been available. I now live in Salinas because I could not afford a house of the size/neighborhood/school district desired in Santa Cruz. The commute is long, and the health care is problematic. As you think through University housing locations, remember that Monterey county has NO HMOs -- none. My family uses Santa Cruz Medical, but this means that we commute 45 minutes to the doctor. Now I don't think new homeowner faculty could even afford to move to Salinas.
- The survey asks about driving less and walking more as important. I would also ask about being able to bicycle to campus via a safe route. A starter homes program with a chance to build equity would be good for 1st time buyers. For those who already own



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- their homes, getting closer to campus would be a benefit to some, but should not financially disadvantage them.
- Employees who decline to place their name on the housing availability list should be able to add on during annual open windows. Everyone experiences change in their housing needs during the long periods of time working for UC, marriage, divorce and death. Just because an individual choose to decline a housing offer or failed to place their name on the original list should not permanently bar them from participating.
 - As a semi-retired employee of UCSC, I have little interest in employee housing.
 - I haven't had a raise in 6 years. We are struggling constantly to make rent, bills and keep food on the table. University sponsored housing would be a God Send for us without annual raises. I do plan on retiring from UCSC. Thank you for your consideration. Mark Trammell.
 - I would like to buy a place but they are not affordable on my salary. Was on the list for Hagar Court condos and when it got down to buying my house payment would have been \$1,800/mo. That is nearly 70% of my take home pay. I couldn't do it.
 - As a faculty member owning and residing in faculty housing, it makes the most sense for the University to provide incentives for faculty like me to move into the newer, more expensive (and larger) new faculty housing (i.e., Ranch View Terrace). A combination of low interest loans (MOP), assistance in preparing our existing units for sale (e.g., if the University picked up deferred maintenance costs so that we retained as much of the already low equity in these units as possible) and maybe down payment assistance on the new units would be ideal.
 - The salaries paid to Clerical staff are so low that the hope of buying a home is not realistic for many of us. Even if the University could help with part of the cost or do some kind of income scale to make it a possibility for everyone to purchase a home not just Faculty and upper administration that make lots more money.
 - UCSC is failing to attract and retain high quality faculty and staff due to a lack of affordable housing as compared with their other options. We cannot fulfill our mission unless we reverse that problem. I hope a program can help.
 - It's important to me that the housing be near the Vanpool routes for UCSC.
 - UCSC housing is valuable to us ONLY if it can be purchased substantially below market rates. Otherwise, there is no advantage in leaving our home which has rapidly-increased in value in 2 years. High end features are NOT appealing, Reasonable size and less burdensome mortgage are.
 - MOP and other housing assistance available to faculty should be made equally available to staff. University housing offered for sale should be free of deed restrictions that prevent reasonable remodeling. The University should offer a variety of equity sharing arrangements. Either down payment assistance or monthly housing allowance in exchange for a share of the equity profit at resale. A real estate agent working as a salaried UCSC employee could save buyers half of the sales commission costs and help



inform buyers about the secret 'pocket listings'. Promote the on campus community rentals office more. Get more people to use it to find rentals instead of Craig's list. The process for getting 403b plan loans takes too long. It can require up to 60 days for UC to process. That's too long for the average escrow and prevents buyers from using 403b plan loans as part of down payment. Speed up that process: 5 days from loan request to funding.

- 1. If public or University subsidized transportation were guaranteed for longer commutes than 20 minutes, I would consider longer commutes. 2. Do not rely on TAPS to provide vanpools for these long commutes. They are not obligated in any way to provide vanpools and rely on volunteers to drive, and the whim of the director to purchase the vehicle. Currently there are many employees unable to be served due to these circumstances. 3. However, if options were provided to work at home location like satellite offices (in Monterey or Los Gatos), that's best- avoid the 'trip' altogether. 4. Staff should get equal priority as faculty- we make less money! 5. Cheaper home loans than market rate available to staff (not just executives) makes it easier to purchase homes in price range similar to Ranch View Terrace.
- The cost of housing is so high that considering buying a home appears impossible.
- The University should consider developing a mix of housing types, including multi-story apartments and condos as well as single family homes and townhouses. Also, individuals without children might also need 3 and 4 bedroom housing.
- Since the new housing now under construction will be unaffordable to most staff, do you have plans to build less expensive units within the next 10-20 years?
- We need 200 2 and 3 bedroom town homes in the \$200-300,000 price range for junior faculty and staff.
- Obviously this is a very hot topic. I am strongly considering a move to Silicon Valley due to the financial difficulty of living in this area receiving University wages. I am a single parent with no support at all beyond my income. I do not own property and have no assets. This is a dangerous situation for me and my family. My need to leave University employment is growing, a reality I have resisted but is becoming undeniable.
- I do not feel UC is obligated to provide housing opportunities for employees. If financing is available, that would be outstanding.
- Time limit on rentals does not make sense for staff members who plan on making their career at UCSC.
- Since I chose to live in Santa Cruz nearly 10 years before joining the University, my answers reflect that perspective. I tried to answer some questions, when it seemed appropriate, from the perspective of relocating to a job here.
- The University has been negligent, deceptive, and slow to act with regard to housing. There were huge problems 10 years ago (even 20 years ago) but the University, particularly administrators, have not taken it seriously. Enormous effort must be made immediately - we are losing senior faculty and losing top picks for junior faculty. Quit with



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- the planning and GET BUSY creating new housing. Also, buying up city housing is NOT a solution, only makes the regional problem worse. UCSC must create NEW housing.
- It would be beneficial for a relationship to be established between your unit and SHR employment so that they understand that Housing Services can provide housing information to prospective employees. SHR doesn't provide the data and didn't know where on campus to refer a prospective candidate. Neither did we.....
 - Lack of promised spousal employment assistance is further crippling us. Insufficient on-site childcare has had further crippled our ability to get our family of 5 out of our two-bedroom rat-infested on-campus XXX.
 - Housing needs to be nearby; offering housing in Monterey or Salinas is untenable because a one hour commute negates the attraction of this area as a place to live and work.
 - I was on the list for on campus home purchase, but was unable to come up with the down payment. Providing a grant would really help.
 - I would have been interested in Univ. housing when I got here 20 years ago, but there were no options. If I were coming to UCSC today, I could not afford to do it. Cost of housing has gone way beyond my means, even with Univ. assistance. House prices have gone up about 4 times, my salary less than 2. I could never save enough for a down payment and still pay all my other bills. Even 20 years ago we thought we would be able to afford a nice single family home. We couldn't then, and had to buy a town home, we couldn't afford the town home we are in now if we were new to SC today.
 - A long waiting list is also a deterrent for UCSC-sponsored housing. I am currently on the waiting list but the list is so long that I might not be able to afford life in Santa Cruz and a job at UCSC by the time my turn comes around.
 - Although my spouse and I currently own a home in Santa Cruz, we are currently financially stuck here because to move up would cost too much. Property taxes alone on a move up house would be current to our mortgage payment as it stands. For this reason I am interested in affordable housing for staff (and possibly part time staff if the opportunity arises). I worked full time until my children were born and I will probably work full time again before my UCSC career is over.
 - University-based faculty housing is, and will always be, a red herring. Those who lose out on the inevitable lotteries will be bitter and even those who do purchase grow bitter as the market prices rise and they are limited to the paltry percentage growth allowed by the University. My advice: Junk all new plans for faculty housing, use the resources for one-time hiring bonuses (ostensibly for a down payment on a home), and dramatically increase the MOP program.
 - Note: For one of your questions above about children in the home: Many of us have no children -- you don't provide for that possibility.
 - Here's a suggestion that's appropriate for the subject matter. Has an audit ever been performed to determine how many current UCSC campus employee housing units at the



main campus are housed by faculty versus staff employees? If not, it would be interesting to see if there is any inequity in the ratio, and why.

- Innovative thinking is needed. Please consider: 1. Building townhouses (in compact row house style seen in East) up against hillside near Granary, providing easy access to child care and the campus. 2. Exploring options for prefabricated homes, as shown in Sunset magazine. These designs are much more upscale than in the past, and could save greatly on UCSC construction costs. 3. Look into building on the edges of the meadow to avoid cutting down redwoods, If people object, make them tell you where they want to build instead. 4. Developing incentives for retirees to leave UCSC housing within a few years of retirement. At least put this in the CC&Rs for any new housing before we end up having only retirees in campus housing. 5. Consider faculty/staff housing on a limited term, such as five years. This would give people time to save up to buy locally, and would give some new asst. profs time to see if they got tenure. I think this would ease the 'sticker shock' that deters...
- None of my top choices for my location where I live were listed on the three questions pertaining to this subject. A fill in the blank 'other' option would be good on these questions. I strongly believe that any future UCSC housing should be built within walking distance of the campus and/or campus transportation provided to any housing outside the immediate campus to avoid additional cars on the road. I also STRONGLY believe that UCSC must work with the City to develop additional water resources before any further campus development is undertaken.
- I am not at all familiar with it; it is not well publicized.
- It would be nice if housing were actually affordable for staff.
- It is OBVIOUSLY very biased toward faculty as opposed to staff. It is not attractive currently as the cost of housing is not that much lower than market value and there is little ability to benefit from appreciation within the marketplace.
- I was chosen for the UCSC housing lottery & I chose the most modest 2-bedroom on Cardiff, I am #20 on the list. I don't have any hopes of ever clearing the list & or if I do, being able to qualify for a loan :-)
- A low-interest loan program to assist with home purchases that is available to lecturers and full-time staff as well as Academic Senate members would be very helpful to us.
- Access to high speed internet is a concern in on-campus housing.
- My current housing cost is ~34% of my gross income, which equates to ~47% of my net income. I do not earn enough to get by. If the University cannot pay its employees wages which are sufficient for the cost of living, then providing affordable housing would be helpful.
- I didn't even know there were employee specific housing programs besides the community rentals listing -- would be helpful to provide more info to new and current employees about programs.



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- I am a keen gardener. Employee housing would not provide a large enough garden. But I am very much in favor of employee housing for those with low salaries.
- It is not sufficient for the people who need it most, staff and academic staff. I have been on the list since it opened to staff. There seems to be no possibility that my name will come up before I have to leave my job of 19 yrs here because I cannot afford to buy my own place here. Santa Cruz has been my home for more than half my life, but it looks as if I'm going to have to leave soon because I don't want to find myself and my spouse growing old in a crowded apartment. The University has failed in paying anyone other than administrators and tenured faculty a living wage for the Santa Cruz area.
- On-campus housing that is expensive yet must be sold at below-market rates is not an option. Housing must either be QUITE affordable, or allowed to appreciate at market rates.
- The arrangement that the current faculty housing complexes on campus have with the University are unacceptable. Company owned town springs to mind. We incur unanticipated costs, many of which are imposed by the University. The University signed off on housing that was not up to standard and the HOA and homeowners have had to deal with the problems and expense. The University requires that we use a contractor approved by them for improvements, and he does an unsatisfactory job. I feel that the housing manager is in an untenable situation; his job necessarily creates a conflict of interest. If I had known the numerous disadvantages of living in faculty housing I would not have bought it. But things need not be so onerous. I have colleagues at UCI who live in faculty housing on campus; they are very happy with their situation. So I think that UCSC should investigate how sister campuses (particularly UCI) handle faculty housing and modify existing rules accordingly. Thank you.
- Keep up the good work, thank you for thinking of me for this survey.
- There is too much growth planned in too short a timeframe. The city is not equipped to handle it (resources, roads, water, etc.).
- I see this as a way to avoid a weekly commute. I would like to avoid spending money on 'rental only', without any possible return on equity.
- When I first came to UCSC 18 years ago, the availability of campus housing and a low-interest mortgage program were an important selling point for UCSC (we bought a Dickens Way condo). We used this opportunity as a platform to move up to a larger house after a couple of years. So, although campus housing no longer affects me personally, I think it is one of the most critical issues facing the campus in the recruitment of new faculty and in the retention of mid-career faculty. The cost of housing has now far outpaced the salaries of UCSC asst. and assoc. professors. In my Dept. over the past 3 years, the cost of housing has factored into 4 cases where associate professors sought another job. In asst. prof. searches over the past 3 years, we have been turned down by 4 assistant professor candidates (all our top choices) where housing costs and low salaries were cited as primary reasons for turning down the job. More action! fewer surveys!
- I am one month short of 30 years of service at UCSC. I own a house in Watsonville that I



- bought about 13 years ago. The University pays so well that all I could afford to buy was low income housing! The University is shirking it's responsibility of paying employees a fair wage. I spend from 3.5 to 4 hours riding buses because of the pay situation.
- UCSC is in a state of denial. It exists in a region with the worst housing-wage affordability in the nation and therefore many people must commute long distances. In my experience, the dual career office has few resources. For faculty of color, there is the added factor of cultural alienation from the local area. I hear anecdotally that a disturbing number of senior faculty of color are leaving. Yet there is no support for commuters--in fact, there is hostility and resentment from locally-based, overworked staff and peers. Commuters must scramble for affordable places to stay while in Santa Cruz working during the week. There is no support from the housing office in creating or finding rentals other than a database on a website. I would say this housing/wage/commuter problem is my main source of dissatisfaction with working at UCSC.
 - Although I don't personally need housing I would very much like to see a UCSC Employee Housing program available to all staff.
 - Either UCSC needs to build a lot of faculty housing or UCSC needs to be able to make the housing prices of Santa Cruz affordable for faculty members. Given most faculty salaries and the average house price in Santa Cruz I think the latter would require giving individual faculty members grants of \$100K-\$200K for down payments. Thus, the former seems the only reasonable option.
 - Just do it.
 - It would have been nice to be able to make more than one choice on some questions. For instance, type of housing preferred, own or rent, etc. Find us more housing please!
 - UCSC currently subsidizes the housing of faculty who have been here longest (and earn the most money, e.g. senior faculty who own at Cardiff, which they can rent out at significantly above their cost) and does nothing for its lowest-paid faculty who are single-income and don't have rich families or significant liquid assets. Ranch View will be yet another development in this disturbing direction, reinforcing structural inequities rather than redressing them. I arrived at UCSC under the false pretense that Ranch View would quickly create mobility within housing that would be affordable to me (i.e. Cardiff). UCSC has not delivered on the conceit that something affordable would be available shortly after my arrival here. I AM DESPERATE FOR ADEQUATE HOUSING, even an affordable apartment would be an improvement over what I have, yet there are NO OPTIONS for me.
 - I think I am not in the usual situation compared with most of my co-workers, in that I moved here to live with my partner, who owns a home near campus. I own my own home in Butte County, which I rent out. I do not have to pay mortgage, utilities, or rent. If my situation were different, and I earned my current salary and had to find housing in Santa Cruz, I would not stay here, unless the University was able to offer me some kind of reasonable housing situation on or near campus. If I lived alone, I would be very interested in living in a University owned house or condo, whether I owned it or I rented it.



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- Moving away from campus (in SC area) would be very undesirable from my perspective and it would likely prompt me to look for a position elsewhere. I do not want to have a complicated/lengthy commute.
- We absolutely have a crisis here in Santa Cruz with the lack of affordable housing. People are not accepting positions at UCSC because of it. Many current faculty who either do not own property or who have purchased homes in the last few years think about leaving and/or assume we will leave because of the high cost of housing. The MOP is a great program. It allowed my wife (also UCSC faculty) and me to get into the housing market in 2003. However, with a child in full time day care, we barely make ends meet. I don't know how we'll manage after our 2nd child arrives. We may have to sell our house and try to buy on campus, assuming units are available. I worry, too, that the variable MOP loan has been rising the past year or so. Some of us just barely got into the market with the very low interest rates, and if our rates continue to rise, our houses will become less affordable. I think the University needs to consider whether it would be feasible to offer a fixed rate MOP.
- Free property + a \$600K house = a \$1.2M place. That's an unnecessarily expensive rip-off, like the Chancellor's \$30K dog run! That project is grossly mismanaged. Employee housing is only needed because wages/salaries STINK at UC, except for administrators. It's the old 'company store' form of servitude. The 19th century employee housing (shacks) at the campus entrance remind us of such folly. Looking at UCLA and UCB as examples of where we're headed, typical University employees will end up living south of Watsonville and will have to commute 2 to 3 hours per day, except for those with other sources of income. For almost all employees, a UC job cannot be considered as the basis of support for a family. I suspect that fact will continue to worsen as time passes. In our own world-renowned department, we have already experienced the loss of top-rated young (new) faculty candidates. We anticipate that low salaries + astronomical housing costs + an aging faculty will spell our....
- I almost didn't come to UCSC because of the housing problem/crisis. I sold a house in another location and I still face a very great challenge in trying to buy one here. I don't have any idea how new asst profs will make it. UCSC will continue to lose excellent faculty unless this serious quality of life problem is addressed. There is a serious problem with the Ranch View Terrace project. As I understand it faculty will soon be asked to purchase units without ever having seen one! No model units will be available! And at the same time one is asked to sacrifice the ability to use one's house as an investment. If the housing market continues to go up faculty who bought into RVT won't have the ability to move off campus. This way of handling things is ultimately not very helpful. One has to be desperate to buy a house one has never seen and may need to live out the rest of one's day in. Housing is a desperate problem here at UCSC. Other universities have far superior faculty housing....
- Well-built, affordable housing on or near campus for staff is long overdue. In the 80s I would have loved to have had the opportunity to live on campus - I worked at Oakes, and it would have been meaningful for our family to participate at a community level, really integrating the University mission with our life style, etc.
- Santa Cruz is likely to be increasingly unaffordable. The long-term survival of our campus depends on housing for both staff and faculty.



SURVEY COMMENTS

- Steve and Juliette in the faculty housing office are tremendously helpful.
- I think it is a great resource to have and to offer :)
- Housing Program alone cannot attract good faculty. UC-Santa Cruz must improve its academic ranking and other essential aspects to recruit and retain good faculty.
- If I bought a house here, would I own the land too?
- Good idea.
- Walking to my office on campus is such a joy. I think if I weren't already living in campus housing on Hagar Court, my responses might be different. My situation is different because we are basically happy in the housing we're in, except that it's smaller than we would like. But size is much less important to me than cost and location.
- Please make UCSC housing available to staff and not just to upper management and faculty. We are really hurting here folks. There are a lot of staff getting ready to retire over the next 10 years who bought a home back in the 70's and 80's when it was affordable. What is going to happen to those of us who began working here in the 90's or 2000's? We can't afford anything in this town. Please think of us when you make your plans.
- Very important is inexpensive rental apartments for use during the first year of UCSC employment.
- Give full time staff employees the same opportunity to rent or buy University housing as faculty. Benefits seem to be for faculty only.
- Mostly irrelevant to me since I own.
- I support UCSC purchasing condos, apartments, etc to use as off-campus housing for employees.
- Are we interested? Depends on the terms and conditions!
- Please don't cave to pressure to build large detached houses. These are a thing of the past. They are prohibitively expensive, and we don't have the land to spare. Californians have got to learn to accept a more European-style approach to the size of housing.
- It would be great if there were more University-sponsored housing programs, especially if the benefits extended to part-time career staff as well.
- UCSC Employee Housing Program is great!
- Whatever perks you offer the faculty, offer to the staff. Housing costs continue to skyrocket in our area but our salaries are compared to the 'rural' areas as a means for UC to keep wages suppressed. Housing in Santa Cruz is one of the highest in the nation



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- and you will not be able to retain good staff and researchers if affordable housing is not provided.
- The University must begin to understand that the high cost of housing in Santa Cruz is seriously affecting the recruitment and retention of all employee groups at the University, not just faculty. Staff and Non-Senate Academics are deeply disappointed in the University administration and CUHS for allowing the faculty to 'hijack' the priority process for for-sale housing.
 - You need to provide on campus or near campus housing to assistant profs and new hires with families as #1 priority within 2 years. If this is not possible you need to provide low cost loans for down payments and mortgages. The problem has been here for so long and it is scandalous that my colleagues and staff are suffering. I got off campus on 1997 just before the boom, but we have 2 incomes. You need to put the economic factors, including families first. Calculate the way that child support is calculated in California as to who is first in line for housing and for monetary support for housing. Second, you need to give families help. This is a moral duty of our campus. Those who have been here for a long time are also in need.
 - Despicable discrimination against staff in favor of faculty, as if there could be a univ. w/out us. The second class status of staff has the effect of greatly lowering all efficiencies and morale.
 - It is important to me to be able to have pets, including a dog, at my residence. Green building, sustainability, recycling, energy conservation, etc. are VERY important.
 - Building equity is a large concern. Housing currently existing for faculty and staff is great, but the equity built is not in comparison to anyone else in the community. To gain any kind of financial hold in this community, this needs to happen. I appreciate that these questions are being asked. Thank you.
 - Staff should be able to take advantage of MOP loans--not just faculty. We should also be able to get supplemental loan--like faculty.
 - It is very important for UCSC to house students and employees on campus. The current level of impact on city/county housing and traffic, and the proposed additional impact on these and water are not fair to Santa Cruz. Any further growth should be mitigated before it happens, or this will not be a city parents will want to send their children to.
 - It wasn't clear what 'employee sponsored housing' meant (i.e. --similar to the current options; where little equity is built?) I don't have children now but am planning a family; my current housing is adequate (barely) for one person; it is inadequate for a family. People may be limiting their family because of housing issues; your survey doesn't allow for people to say that. Housing costs were not important to me when I accepted this job, but I was naive and optimistic. They are my #1 concern now as I consider an outside offer. UCSC is not able to provide a salary that will give me even a fraction of my buying power in most University communities across the country. High housing costs are preventing me from contributing adequately to my retirement. I do not believe it is possible to live happily in Santa Cruz as a single-income earner, on the professorial salary scale (with off-scale income, maybe). Living in the on-campus 'company town' is



extremely unappealing to me.

- It favors faculty and as far as I can tell does not help non-academic staff at all.
- Some of the questions were very confusing to answer for people who lived in the community before becoming a UCSC employee.
- Any sort of apartment or studio under \$600 a month would be ideal. One bedroom and a small kitchen are what I need, with some storage and a parking space. For \$600 a month in Santa Cruz, the options are limited to shared housing with other people.
- I am somewhat interested now, but may be much more interested once my children are out of school - 10 years from now.
- We were offered a haggard townhouse to purchase. However, we declined because the price (\$250k) was still out of our budget, and the fact that we couldn't sell it later at a profit.
- Additional aspects associated with faculty housing that are of importance are property landscaping, facilities for children (playground, etc), space for gardening, outdoor community gathering spaces, and pool facilities.
- No.
- On campus housing could be of interest, but having housing available that is affordable for the range of pay I as a staff member receive off campus would be better for me as a single parent (up on campus can seem a bit out of the way). I provide childcare on campus and with the money I make I am unable to afford housing with adequate space or autonomy for myself and my daughter.
- The housing program has only helped us get a rental. Otherwise, I am very unhappy with the lack of communication of the Housing Officials regarding Ranch View Terrace. The delays in construction are very discouraging. It is equally disturbing not knowing what is going on and who is making the decisions. We have little hope to purchase anything over \$400K. Secondly, why are UC rentals going up? There is no justification for the increase. We received a notice of a \$100 increase. Is this supposed to help us get out of the rental? Lastly, the older tenured faculty do not seem to care about the new faculty. We need their help the most because they have the political power to help change the situation.
- Even with the MOP program and my spouses income (twice mine), we would not have been able to buy an appropriate house in the Bay Area if we hadn't sold a house in another high-growth area on the East Coast and gained considerable equity on that house. Now we would not be able to buy the house we did buy in San Jose.
- The high-cost local housing market coupled with the low pay relative to other UC campuses makes employment with UCSC less desirable.
- I am seeking another job largely for housing reasons. My spouse is doing the same. We have both been short-listed for excellent jobs in the past two years. He was offered a



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- prestigious chair but turned it down for a number of reasons. We expect to succeed within the next five years. We have waited too long for more desirable housing and now feel that it has become far too expensive for us. This is too bad, because we love UCSC and Santa Cruz.
- I think that providing assistance to new faculty in buying condos/homes will be essential in recruiting the best candidates to UCSC given the cost of housing in the Santa Cruz area.
 - Quality of housing offered is important and its comparability to that available at other leading universities. To attract and retain top faculty, we must be competitive in cost and type of housing available (cost as percentage of University salary), as well as proximity to campus and affordable child care.
 - 3 yrs ago I came to UCSC single. I lived in faculty rental housing (too much \$), then in a shared off-campus rental (4 housemates). When my partner & I decided to live together we thought we should be able to buy off campus. Neither of us had any debt or dependents. We both are assistant profs. We have significant family financial help (we could have gotten around \$160,000 from parents for a down payment). STILL we could not afford to buy off campus, even with a MOP loan. We looked for 2 months and then I was offered a space in Hagar Ct. so we bought there. We have a lot more money than many asst profs have yet we're taking space in what is supposed to be one of the most affordable on-campus units (Hagar Ct). Living on campus, while close to work and affordable (both of which I like a lot), increases my isolation from any community outside of campus. Campus growth would make housing more tight off campus--halt it! Housing costs exasperate an already strong sense that we are underpaid
 - I very much appreciate your efforts to survey this situation, as it is of MAJOR concern to me! Being in my early 40s, and after working for a long time, not being able to even dream about finally owning my own house in this area, despite having a full-time job at the University as a very well respected professional is a very heavy burden of concern to me. And I am starting to think about leaving the area, despite the fact that I very much love my job as well as the Santa Cruz area and would loose much, if I had to leave! Thank you!
 - I only teach one class a year and have a full time job elsewhere.
 - UCSC salaries are much too low for costs of living. It's ridiculous.
 - Even if it is not perfect, just do it to increase the total number of for-sale units. It is better than doing nothing.
 - Although I am not personally affected by the housing crisis on campus, I believe it is very, very serious based on my experience as department chair involved in recruiting. I also believe there should be other options developed for commuters who, for a variety of perfectly legitimate reasons, choose to live outside of Santa Cruz but would like to spend a few nights there during the work week. The campus needs to get over its anti-commuter bias because there are many people who love their work at UCSC but do not feel comfortable living in SC.



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- My 'uninterested' responses are due to believing that I am tied into our current housing situation (renting a home owned by in-laws that we will probably inherit someday) and would not be able to take advantage of University sponsored housing.
- I think it is important to provide housing or housing assistance to staff in such an expensive and unaffordable area. The most important thing for me when thinking about housing is location to jobs and affordability. This is often hindered because I have pets and I need a place that would be comfortable for them, meaning adequate yard space, shade, and proximity to off-leash exercise areas. Many housing developments do not provide adequate yards or a place to take your dogs. This should be considered when planning housing.
- Housing subsidy targeted to the highest paid UC employees (faculty) is morally repugnant and waste of state funds.
- All questions regarding my income are subject to change as of October 1, when my spouse will be laid off from his job.
- It is critical that professional staff be accommodated to the same degree as faculty with housing programs. There is serious inequity in the housing accommodations for faculty and staff. For the same reasons that programs are developed to retain faculty should programs be alive and well for staff.
- You asked for commute time, not commute method. I am a bicycle commuter - hence the 41-50 minute from Live Oak. (Walking is not the only alternative to driving.) When planning housing, please think about commute alternatives: vanpools, shuttles, bike shuttles, etc. Thank you.
- I would like to earn more that would help. Also, I think the University could do something for us in terms of healthcare, get us a better plan. Compared to Europe, the healthcare industry in the USA is like the mafia, and very inefficient. Can we have a 'bright ideas' box for these sort of comments?
- This is actually a bit of feedback regarding the survey itself: Only two options - male and female - are available for survey participants to indicate their gender/sex. I would strongly recommend that such questions (if needed at all) be rephrased in future surveys to include other gender identities and expressions. There are many members of the UCSC community who do not identify as either male or female, and it's unfortunate that this survey reinforces a binary understanding of gender that is not reflective or inclusive of this community. Also note that 'gender' and 'sex' are very different concepts, and should not be used interchangeably. Finally, I would say that it's unclear to me what relevance a participant's gender identity/expression has to the data you are collecting.
- The current practice of limiting housing price inflation to CPI-W reduces turn over of the campus housing stock. People need to earn more equity so they can afford to make the transition to community housing or from older, cheaper, campus housing into newer campus housing.
- Even though I currently do not have a need for UCSC Employee Housing, I think it is an important program and should be made affordable to all staff.



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- I don't know a lot about University sponsored housing but from the little I've heard, I'm concerned about the sales caps. My investment value of my home is very important to me. Also, the fact that even though owning, it sounds like the University is still my 'landlord'.
- My concern is that Employee Housing would not be any more affordable than how it is right now, based on how much undergraduate students pay for living on campus. There are also plenty of UCSC jobs (such as mine) that are off-campus, so that should be taken into consideration.
- While I am not interested in University sponsored housing at this time because I own my own home in Santa Cruz, I feel that the University needs to do more to attract and house the best and the brightest faculty, staff and administrators to Santa Cruz. Affordable housing is a key factor in attracting the best employees. Ranch View Terrace should have been built years ago and the delay is unfortunate. Just because our neighbors were able to buy their properties in the 60s, 70s and 80s for cheap, doesn't mean that they can selfishly shut out others from working here and living in Santa Cruz. The good that this University does for the local community, state, nation, and world more than compensates for any traffic and water inconvenience that the old-timers may face.
- Housing is a critical issue for all campus employees and makes it very hard to recruit the best people from other parts of the country. I encourage the campus to extend MOP and SHLP programs to non-Senate academics, or if this opens up the program too much, to librarians.
- My UCSC unit has problems finding qualified staff, as the cost of housing in our area is so high. We have lost many excellent employees due to the lack of affordable housing for staff.
- I believe that loan assistance is most important. I moved from another campus and had no money for a down payment. It took me 8 years to save money for a down so that we could buy a house. We need homes that the new staff and academics can afford on their own with salaries of around \$50K. The \$600K plus Ranch View Terrace prices are out of most people's income level and then they cannot get any equity from their investments. I will depend most on my equity in my home as an investment for my retirement. Campus housing does not allow growth. Give all staff not just the SMG's low cost loans at 3% or so and zero down to enable living in Santa Cruz. Forget building costly on campus housing. Instead buy up the flats or other slum housing and upgrade for middle class living like habitat for humanity for our new young staff. Turn the Santa Cruz Inn into condo's, buy and fix up old apts. or buy up trailer parks. Make SC better but affordable.
- I am interested in a housing program but would prefer assistance with a loan to buy a house of my choosing. I do not necessarily want to buy into University housing on campus. I feel that would not be a wise investment, with regard to not really owning the land that the house sits on, if it is on UC property.
- Subsidy of housing for throughout the county (and perhaps beyond) is much better than specially-built units in a few locations, since faculty have such a range of needs for their living space and location.



- I am currently on campus, but I would like to be able to move off campus one day (say in 5-10 years). If the outside market continues to go up much faster than the price controls on campus, I fear I may get stuck on campus and never able to leave.
- I would like to see housing options available for all income categories.
- The campus needs to make a commitment to house career staff. Many young people cannot afford to work for UCSC and pay the high cost of living in this area.
- The salary that I receive as a full time staff member does not allow me to purchase a home in Santa Cruz. I love this town and enjoy my job tremendously but wonder how long I can continue to live here.
- Most staff are less likely to afford housing in this market than faculty and I believe the University must make the same commitment to it's staff as its faculty in terms of working on affordable housing strategies. The staff are just as likely or not to accept employment and stay at the University as faculty are and I believe it is to the University's benefit to work toward providing affordable housing alternatives to ensure a more stable, talented, diverse workforce. In the past month alone, I've said goodbye to two families who couldn't afford to stay here - their departure was our loss. Thanks for looking more seriously at this critical issue.
- Investing quality time and resources to assist staff and faculty to secure affordable, safe places to live will be an important commitment to retaining highly qualified and talented faculty and staff.
- This sounds like an important program for others. Because I bought in SC county many years ago I do not have the same need that others moving to the area would have.
- Affordable housing is a key problem for staff members. The faculty & upper level staff members have some sort of control over their housing choices; lower paid staff have no choice. We have to live hand to mouth, live in poor conditions and deal with stress levels regarding day to day life that faculty & upper level staff don't. A pitiful handout is not going to solve the problem. Only when staff is on an equal footing financially with the rest of the campus can housing be equitable for all. And a little respect should also be in order.
- Any consideration of a SLV possibility with a pogonip area access?
- Commitment to staff housing is underwhelming in that regardless of staff rank on the waiting list, faculty always receive preference. 15% commitment to staff housing must be viewed in this context.
- I am concerned about housing for new faculty as we try to recruit them to our campus. My needs are not my top priority with regard to UCSC housing issues. It will be very difficult to bring in quality new faculty and retain them if we do not have affordable, attractive housing for early career faculty.



SURVEY COMMENTS

- Down payment grant would be most useful as well as low interest subsidy. The ability to make a profit on selling after 5 or 7 years would make the offer even more attractive for someone wanting or needing to change residence.
- Being a part time staff I feel that I would be very low on the rung to get employee housing.
- It would be nice if affordable housing was considered as part of the program. I am a single parent taking care of an elderly parent - her income is secure and counts towards our household income but I wasn't sure how to mark it on the survey. I am seeking a long term living arrangement so that we don't have to keep moving around which is hard on my mother. My daughter plans to stay with us through college, she is starting her senior year and plans to attend Cabrillo, then UCSC. I would love to find that the UCSC Employee Housing program would be able to assist in our somewhat unique situation, even though I am only a low paid staff - I do plan to stay here and hope to advance! Thanks.
- People may have heightened expectations about how close they can live to campus - that can not be met. Faculty/staff that have been here for some time were able to buy locally at quite affordable prices - that is no longer the case, but that expectation persists. The University needs to look beyond the city of Santa Cruz to meet its needs, and should put in good transportation support to mitigate the distances.
- I feel that due to the high cost of buying a home in Santa Cruz, we are no longer able to attract a wide variety of employees--both faculty and staff. The University should be doing more to create affordable housing opportunities for its employees
- It's exhausted. I wanted so badly to be back in California, but am finding the cost of living/housing situation to be more than overwhelming and incredibly depressing. I live more financially precariously now than I ever did as a graduate student. And perhaps the worst part of it is that I don't have a sense that the plight of single-income junior faculty matters much at UCSC.
- None.
- It would be wonderful if South County was considered for University Housing. My husband works in Southern Monterey County so living half way between both jobs is important.
- I think it would be a great idea to implement a more diverse housing program for UCSC employees. Currently, I cannot live on campus because I've worked here too long, and that seems rather unfair- if it had been available to me, I would have chosen employee housing rather than purchase a condo off campus.
- My housing needs have been manageable because I came to UCSC several years ago and already owned a home in California. However, my department has lost highly qualified personnel because they could not afford housing with the offered UCSC salary. Therefore, housing costs are a critical issue to the well being of UCSC.
- One key issue is cost/equity relation. If University housing cost is relatively low, it is OK



- that I am not buying a house on the market with attendant equity. But if cost is high even if just below market, then lack of flexibility in house as asset becomes issue, because cannot build up equity for future by other means. If you establish housing complex outside of campus/city, then need to establish car pools and the like to make sure that transport for employees is not a permanent headache. Watsonville at rush hour is bad enough, on a bad day Salinas or Gilroy might require hours for commute just one way. Childcare another issue. If establish housing complex outside of campus/city, need to make sure there are more slots available for employees to take advantage of on campus childcare. Schleppling between work, home and childcare could easily become a nightmare otherwise.
- I would like to see more affordable rental housing for staff. The cost of living in Santa Cruz is so high it makes it difficult to live and work here.
 - I feel that UCSC should give eligibility to staff that have different status such as part-time, years of working at UCSC, etc... Part-time does not mean they can afford not working full time, or many years of working at UCSC does not mean they can afford to buy housing at Santa Cruz area. There are many reasons people can not afford. UCSC should give more opportunities to staff that have different staff. I feel that Academic people have more opportunity than staff. Staff member is having hard time to survive with cost of living in Santa Cruz same as Academic people. As matter of fact many staff have less salary than Academic people. Housing program is a great opportunity to all UCSC Employee.
 - The current campus staff housing would be much more appealing if the units were updated and better maintained.
 - Rent in Santa Cruz is so expensive. I live in Family Student Housing currently, and that is the only affordable UCSC sponsored housing I have encountered. Lucky for me I am both a student and a staff member. University sponsored housing for young staff members would be very appreciated.
 - I stayed in rental housing for my first 2 years here and this was really helpful before I bought my house. I bought my house 8 yrs ago with help from my parents and I don't know how I would afford one now. We live in the Santa Cruz mountains and won't move to Santa Cruz because of the high property cost and tax increase, although I would like to live closer to campus.
 - Some of the questions on this survey were 'not applicable' but did not have 'not applicable' as a choice. University Housing is all we can afford. But the University takes advantage of the people living in University Housing. One example is the way the University charges us for various services. Recently, for example, the University had the fire alarm system replaced, but they did a bad job (didn't protect the system) and a thunderstorm knocked some them out. They now say 'too bad' to those without the alarms linked to the fire station. So some of us pay higher insurance costs than others. AND we are STILL repaying the University for redoing the system! So we are paying for a system, with no service, and no way to complain about it. This is only one example of many. We don't have some of the basic protections city residents get, such as with home inspectors, sewage and water charges, even police (no help w/ 911!).
 - We benefited considerably from the MOP program, but would not have been able to buy our first home without our families presenting us with money for a down payment.



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Recruitment packages are already beginning to include down payment incentives--that's good. Also: we have never been interested in living on campus, but might consider Univ-sponsored housing a little further north (Los Gatos or San Jose) to make my husband's commute less taxing. That said, we probably wouldn't, as greater distance from UCSC would be a real burden to me and we consider our house our biggest savings for retirement and appreciate the way we're building equity.

- Although I am stably housed, it is critically important that my more junior colleagues feel that the housing market holds some hope for them. With current housing expenses in the area, the only mechanism for providing an opportunity for people at the start of their careers to begin to build equity is through opportunities that the institution itself makes available. Otherwise UCSC will continue to hemorrhage those that can leave (often to schools in the mid-continent with more affordable housing), and the institution will be left with the dregs that can't leave...a net degradation in faculty quality from which the institution will not recover.
- Down payment is the biggest hurdle for most people I think.
- As a staff person on campus, I find that staff are the ones that get compensated least for the work done. Staff do not get discounts on wellness classes or membership, parking or housing BUT we often are paid the least. I think if there was a housing option for in a lease to buy program; that would help retain and support staff work, live and thrive at UCSC.
- I would appreciate both assistance in renting and home-owning. Buying a home is out of reach/desire for me because I don't want to take a too large loan and depend on that for the next 30 years. Since the housing situation is so bad, I am actually considering moving some place else not in the immediate but midterm future. In any case, affordable renting is appreciated.
- Needs to be affordable.
- None.
- I've worked here 8 years. I'm one of few career employees on campus in their 30's who plan/hope to remain in Santa Cruz long-term. I have few prospects for buying a home even with 80K in the bank. I'm on the waiting list for campus housing, 37th overall, but with priority going to incoming faculty, I doubt I'll ever get in - Ranchview Terrace is not an option. I've tried to purchase Measure O housing in SC but the available units are few and sell before anyone will return a phone call. I know faculty in my department who cannot afford to buy a house which, given they make considerably more money, leaves me feeling all the more hopeless. Regardless of my long-term interest in working here, I'm slowly accepting the fact I can't stay and have the life I want. PS 1.7 needs an option: I have pre-qualified/been pre-approved but feel I could use professional advice/assistance. 3.3 needs an option for people like me that reads: None at present, but plan to start a family soon.
- Of particular interest to me is housing coupled with a reasonable transit system to campus. I would forgo proximity to campus for a guaranteed turn-key transport system.



- I've been on the housing wait list (to purchase housing) for the past 3 years. It's not realistic to think that I will ever be able to buy a house because my number is so high and there are so many people ahead of me. Some of the units are too expensive and not worth the financial burden to buy. Staff need their own separate program with financial assistance and a separate wait list just for staff. The cost of living in Santa Cruz is so high compared to staff salaries; it's hard to make ends meet. UCSC needs to offer more affordable housing on or off-campus for low-income, first time home buyer for the lower paid staff employees.
- I am very interested in anything that comes along. I am unsure on where to begin.
- A question asked 'if you haven't bought a house before', or something like that, but didn't have a 'Not Applicable' response, which is an example of getting distorted responses that can mislead decision makers. Another question asked what kind of help would be desired for buying a house, e.g. a grant for down payment. That is similarly misleading, because it overemphasized the assumption that UC could/should provide freebies. I doubt that many people would reply 'loan' rather than 'grant' for that question. Also, there was no reply saying assistance is not necessary, further distorting the meaning of responses that decision makers will get.
- While I am not personally looking to participate in UCSC's employee housing program, I know others who are. A major issue is the down payment and monthly payment. I know of situations where a UCSC employee was unable to obtain UCSC-sponsored housing because they were unable to secure a loan because the payments would be too large a percent of their monthly income.
- It needs to be available to the Staff too or pay them more money.
- I have used the UC community rentals site and find it cumbersome and too brief. I find that Craig's list and MLS listings can be set up to search for my specific needs, for instance I'm looking for a workshop as part of my living situation and this can't be found on the UC site. Photographs are very helpful in determining if a home is appropriate or desirable and aren't used on the UC site. I would also like to place a 'wanted' ad on the UC site and this is not possible.
- I currently own a home in Hagar Meadows on campus. I am interested in the proposed Ranch View homes but am concerned about affordability. I understand that faculty housing is intended to be kept affordable but its also intended to be a stepping stone to purchasing another home. However, because we faculty housing homeowners accrue such little equity, it makes it difficult and impossible in fact, for a lot of us to move out of these units into a larger home. I propose the equity in Hagar and Dickens be allowed to increase to a point where these units are still affordable to newer faculty but also reasonably supplement the current equity rate we receive. Also, we currently pay over \$400.00 a month in homeowners fees. Although due to several factors (inequity, under funding, aging infrastructure and inability to borrow money on common property) it is a burden. I encourage the University to carefully look into current and future HOA's responsibilities to ensure it is equitable &....
- As a 79% lecturer, I haven't been eligible for any housing assistance from the University in my 8 years. Is it going to change?



SURVEY COMMENTS

- I was fortunate enough to purchase a townhouse several years ago, a purchase I could not afford to make now. I sincerely hope the University will be able to provide additional long-term housing options in the near future; not only to address staffing needs due to campus growth, but also to meet the staffing needs created through the high rate of attrition created by a large number of retirees. The high cost of housing in this area routinely turns qualified applicants away.
- I need a home and assistance in buying.
- Cardiff Terrace has been extremely successful and desirable, both in terms of cost and style of housing. Please consider new housing that expands on the Cardiff concept.
- The cost of University housing is very important, given the limited growth in equity. I moved into University housing early in my career, and my options for moving off were limited by (1) my spouse's temporary/part-time/variable job opportunities for a long time, including his return to school, and (2) the amount I spent on child-care, and (3) the long-term impact of the low starting salaries here when I was an assistant professor, and (4) the escalating housing market here. I am not unhappy with my choices or the outcome, but it is not what I planned at the outset. I think the delays in RVT relative to my kids' ages, the need to plan for college, and the need to plan for retirement make this out of reach for us.
- Since there is limited parking on campus, the University should focus on providing additional housing on campus or very close to campus, and there really needs to be more affordable campus parking
- While I have no doubt that there is some financial advantage for both the University and the City of Santa Cruz in having the county remain zoned as 'rural', it certainly is an injustice to UCSC workers. I know from my own investigations that my position at UCSF makes almost \$5 per hour more than I do. Let's call it what it is: Santa Cruz is NOT rural, and we do NOT pay rural rents or home prices. However that designation is being kept in place at this late date is nothing less than criminal. Yes, we need help with housing, but more than anything, we need to be PAID commensurate to the local living costs. Fix that, and you probably won't have to provide any housing.
- Many people are not interested in this program because you are not allowed to own the land your unit is on, and you are not allowed to build equity.
- UC employees with lowest wages need help first. Let the full time faculty pay their own way, they can afford it.
- Interested in the following: * MOP portability to homes beyond the first one purchased. Faculty would like to trade up eventually. Currently not allowed to move, so stuck in home first bought. Similarly, I'd like an easy path to refinance into MOP if I start on an outside loan. Currently MOP assumes that new hires are only interested in right now, not a long term career at UCSC. * Some sort of University joint-tenancy on home ownership. University owns 50% of my home, lowering my mortgage, but allowing me to live anywhere instead of on-campus. The University would also have 50% of the profitability from home sale. Presumably University wouldn't finance directly since it can't assume financial risk, but could have a foundation which worked as an aggregator/facilitator for



outside real estate investors. * On campus housing interesting only if I'm allowed to sell on a free market. Don't want to buy with no upside possibility.

- Thank you for the opportunity.
- I would consider remaining larger at UCSC if I could afford housing near campus or even in my area of Salinas. I am really concerned about public High School in Santa Cruz because my child will be going into 9th grade very soon.
- We were too young and stupid to consider housing prices when we moved here, we thought salaries were adjusted for the market like at any other place. We would have left if not for the MOP/SHLP, which allowed us to move in with 5% down. Now we probably cannot afford to move to University housing, since our home is now our main retirement asset. It would have been nice to have that option, though, because we chose to wait until we had a house to have children, and now are unable to do so ourselves.
- It would be nice if more was done for staff, as opposed to focusing on tenured faculty. I recognize that the current offerings are not adequate even for the faculty, especially new faculty; take this as a statement about the complete inadequacy of the program as a whole.
- It would be nice to actually see STAFF housing not FACULTY housing.
- I've worked on campus since 1990, but am currently part time--thereby excluding me from current programs/offers. Please consider changing policies so part-time employees are eligible. I have 12+ years of service credit and plan to stay at UCSC until retirement in 20 years. The current policy does not guarantee the full-time status benefactors will not become part time in the future, so allowing currently part-time employees would be more fair.
- It would be wonderful if you would consider a person's income when creating this UCSC employee housing program.
- Proximity to downtown/nightlife (restaurants, nightlife, movies, cafes, NOT student-centered) and/or some civic community was a priority that not listed yet one I consider very important.
- Units that are different in their overall structure should be distributed from different lists. For example, Hagar Meadows units are 2br 1 ba, 2 br 1.5 ba, or 2 br 2 ba. For my family the difference between the 2br 1 ba (no study) and 2 br 2 ba is significant. We can't put ourselves on the Hagar meadow list even though the 2br 2 ba would be fine because we might just get a 2 br 1ba and then be off the list all together, forever. This forces us to be on the list for a bigger house (3 br) only and have less chance of getting in. Also, the price ranges are quite broad. For example for Cardiff terrace we can't for sure afford any 3br house though we could afford 80% of them. This cause another dilemma about risking it since as staff members we can never get back on the list. Dividing the list by layout or nearly identical layout would also keep the prices closer together.



Section C

UCSC - Employee Housing Administration Plan
Peer Analysis

Institution	City	Median Single-Family Home			Fair Market Rent - All Housing					Local HH Median Income	Average Faculty Salary*
		Price	SF	Price / SF	0BR	1BR	2BR	3BR	4BR		
UC - Santa Cruz	Santa Cruz, CA	\$740,000	1,246	\$594	\$873	\$1,030	\$1,343	\$1,933	\$1,992	\$75,100	\$81,760
Cal Poly - San Luis Obispo	San Luis Obispo, CA	\$587,000	1,701	\$345	\$641	\$758	\$923	\$1,345	\$1,384	\$63,800	NA
Duke University	Durham, NC	\$163,000	1,512	\$108	\$492	\$673	\$755	\$987	\$1,064	\$61,700	NA
Santa Clara University	Santa Clara, CA	\$760,000	1,646	\$462	\$939	\$1,103	\$1,302	\$1,870	\$2,051	\$97,100	NA
Stanford University	Stanford, CA	\$745,000	1,484	\$502	\$998	\$1,227	\$1,536	\$2,051	\$2,167	\$91,200	NA
UC - Berkeley	Berkeley, CA	\$721,000	1,486	\$485	\$943	\$1,130	\$1,339	\$1,865	\$2,288	\$84,000	\$100,561
UC - Davis	Davis, CA	\$485,200	1,231	\$394	\$679	\$719	\$879	\$1,281	\$1,362	\$61,500	\$85,211
UC - Riverside	Riverside, CA	\$403,000	1,764	\$228	\$715	\$781	\$911	\$1,295	\$1,512	\$57,500	\$80,848
UC - San Diego	La Jolla, CA	\$607,000	1,750	\$347	\$836	\$954	\$1,158	\$1,688	\$2,036	\$64,900	\$91,663
UC - Santa Barbara	Santa Barbara, CA	\$750,000	1,246	\$602	\$828	\$924	\$1,037	\$1,366	\$1,559	\$65,800	\$87,326
Univ. Colorado - Boulder	Boulder, CO	\$360,000	1,956	\$184	\$702	\$813	\$1,020	\$1,487	\$1,783	\$71,000	\$85,039
Univ. Michigan	Ann Arbor, MI	\$231,000	1,846	\$125	\$669	\$750	\$913	\$1,149	\$1,183	\$82,400	NA
Univ. N. Carolina	Chapel Hill, NC	\$183,000	1,244	\$147	\$492	\$673	\$755	\$987	\$1,054	\$61,700	NA
Univ. Texas - Austin	Austin, TX	\$167,000	1,814	\$92	\$476	\$477	\$574	\$762	\$786	\$69,600	NA
Average:		\$474,015	1,591	\$309	\$724	\$845	\$1,008	\$1,395	\$1,556	\$71,708	\$88,441
UC Average:		\$338,200	1,621	\$230	\$633	\$727	\$860	\$1,150	\$1,273	\$70,100	\$86,183
Non UC Average:		\$558,900	1,572	\$359	\$780	\$918	\$1,100	\$1,548	\$1,733	\$72,713	\$89,571

*Average includes Full Professor, Associate Professor, and Assistant Professor Salaries

Figure 4.1 - 1st 1/4 Data, 2006; California Association of Realtors, National Association of Realtors, National Association of Home Builders, RealtyTrac

UCSC - Employee Housing Administration Plan

Baseline Housing Market Statistics

UC - Santa Cruz

Santa Cruz, CA

Year	2006
Month	June
Median Sales Price	\$740,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	122
Last Recording Date	6/23/2006
Price Index	\$5.00
Change in Price from Previous Month	\$4,483.61
Median Loan Amount	\$504,515.57
Median Loan to Sale Price Ratio	0.69%
Median Assessed Value	\$340,616
Month Sales Price to Assessed Value	2.72%
Median Number of Beds	2
Median Price per Bedroom	\$250,008

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan

Baseline Housing Market Statistics

Cal Poly - San Luis Obispo

San Luis Obispo, CA

Year	2006
Month	December
Median Sales Price	\$587,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	96
Last Recording Date	6/14/2006
Price Index	\$4.37
Change in Price from Previous Month	\$10,260.36
Median Loan Amount	\$392,804.69
Median Loan to Sale Price Ratio	0.66%
Median Assessed Value	\$283,851
Month Sales Price to Assessed Value	2.43%
Median Number of Beds	NP
Median Price per Bedroom	NP

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
Santa Clara Univ.
Santa Clara, CA

Year	2006
Month	December
Median Sales Price	\$760,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	594
Last Recording Date	6/16/2006
Price Index	\$1.43
Change in Price from Previous Month	(\$3,219.03)
Median Loan Amount	\$612,777.02
Median Loan to Sale Price Ratio	0.71%
Median Assessed Value	\$386,212
Month Sales Price to Assessed Value	2.57%
Median Number of Beds	3
Median Price per Bedroom	\$264,698

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
Stanford University
Stanford, CA

Year	2006
Month	December
Median Sales Price	\$745,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	282
Last Recording Date	6/21/2006
Price Index	\$2.25
Change in Price from Previous Month	(\$161.35)
Median Loan Amount	\$667,227.13
Median Loan to Sale Price Ratio	0.69%
Median Assessed Value	\$460,103
Month Sales Price to Assessed Value	2.43%
Median Number of Beds	2
Median Price per Bedroom	\$334,811

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
UC - Berkeley
Berkeley, CA

Year	2006
Month	June
Median Sales Price	\$721,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	872
Last Recording Date	6/28/2006
Price Index	\$0.41
Change in Price from Previous Month	\$0.00
Median Loan Amount	\$494,952.18
Median Loan to Sale Price Ratio	0.72%
Median Assessed Value	\$311,195
Month Sales Price to Assessed Value	2.42%
Median Number of Beds	2
Median Price per Bedroom	\$236,039

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan

Baseline Housing Market Statistics

UC - Davis

Davis, CA

Year	2006
Month	July
Median Sales Price	\$485,200
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	144
Last Recording Date	6/29/2006
Price Index	\$22.11
Change in Price from Previous Month	\$8,555.97
Median Loan Amount	\$345,637.85
Median Loan to Sale Price Ratio	0.72%
Median Assessed Value	\$229,752
Month Sales Price to Assessed Value	2.33%
Median Number of Beds	2
Median Price per Bedroom	\$157,905

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
UC - Riverside
Riverside, CA

Year	2006
Month	December
Median Sales Price	\$403,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	2435
Last Recording Date	6/30/2006
Price Index	\$1.46
Change in Price from Previous Month	\$558.93
Median Loan Amount	\$326,788.90
Median Loan to Sale Price Ratio	0.75%
Median Assessed Value	\$203,803
Month Sales Price to Assessed Value	2.45%
Median Number of Beds	3
Median Price per Bedroom	\$139,653

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
UC - San Diego
San Diego, CA

Year	2006
Month	December
Median Sales Price	\$607,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	1965
Last Recording Date	6/30/2006
Price Index	\$1.32
Change in Price from Previous Month	\$93.38
Median Loan Amount	\$451,175.09
Median Loan to Sale Price Ratio	0.72%
Median Assessed Value	\$292,311
Month Sales Price to Assessed Value	2.34%
Median Number of Beds	3
Median Price per Bedroom	\$198,815

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
UC - Santa Barbara
Santa Barbara, CA

Year	2006
Month	September
Median Sales Price	\$750,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	161
Last Recording Date	6/30/2006
Price Index	\$11.38
Change in Price from Previous Month	(\$105.59)
Median Loan Amount	\$429,850.73
Median Loan to Sale Price Ratio	0.72%
Median Assessed Value	\$238,480
Month Sales Price to Assessed Value	2.68%
Median Number of Beds	2
Median Price per Bedroom	\$203,232

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
University of Colorado - Boulder
Boulder, CO

Year	2006
Month	December
Median Sales Price	\$360,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	582
Last Recording Date	6/28/2006
Price Index	\$25.37
Change in Price from Previous Month	\$1,627.09
Median Loan Amount	\$252,473.30
Median Loan to Sale Price Ratio	0.71%
Median Assessed Value	\$28,732
Month Sales Price to Assessed Value	11.05%
Median Number of Beds	2
Median Price per Bedroom	\$101,091

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
University of Texas
Austin, TX

Year	2006
Month	June
Median Sales Price	\$167,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	802
Last Recording Date	6/20/2006
Price Index	NP
Change in Price from Previous Month	NP
Median Loan Amount	\$185,107.36
Median Loan to Sale Price Ratio	NP
Median Assessed Value	\$181,777
Month Sales Price to Assessed Value	NP
Median Number of Beds	NP
Median Price per Bedroom	NP

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
Duke University
Durham, NC

Year	2006
Month	June
Median Sales Price	\$163,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	161
Last Recording Date	6/16/2006
Price Index	\$2.60
Change in Price from Previous Month	NP
Median Loan Amount	\$145,957.88
Median Loan to Sale Price Ratio	0.78%
Median Assessed Value	\$145,917
Month Sales Price to Assessed Value	1.28%
Median Number of Beds	3
Median Price per Bedroom	\$61,647

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
University of North Carolina - Chapel Hill
Chapel Hill, NC

Year	2006
Month	April
Median Sales Price	\$163,000
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	99
Last Recording Date	4/28/2006
Price Index	\$136.61
Change in Price from Previous Month	(\$183,333.33)
Median Loan Amount	\$206,641.21
Median Loan to Sale Price Ratio	0.73%
Median Assessed Value	\$223,123
Month Sales Price to Assessed Value	1.26%
Median Number of Beds	2
Median Price per Bedroom	\$97,525

Source: RealtyTrac, National Association of Homebuilders

UCSC - Employee Housing Administration Plan
Baseline Housing Market Statistics
University of Michigan
Ann Arbor, MI

Year	2006
Month	December
Median Sales Price	\$231,270
Median Square Feet	NP
Median Price per SF	NP
Number of Sales	346
Last Recording Date	5/31/2006
Price Index	NP
Change in Price from Previous Month	\$164.74
Median Loan Amount	\$143,092.90
Median Loan to Sale Price Ratio	0.64%
Median Assessed Value	\$103,385
Month Sales Price to Assessed Value	2.25%
Median Number of Beds	NP
Median Price per Bedroom	NP

Source: RealtyTrac, National Association of Homebuilders