



Novato Unified School District

Education Workforce Housing Advisory Committee

February 5, 2024

Welcome and Introductions

The committee's goal is to gather community input, gain insight, and provide comments to the board of trustees on any proposed Education Workforce Housing Development

Committee representation include the following groups

- Board Trustees
- Employees
 - Teachers
 - Support Staff
 - Administrators
- Parent Groups
- Nonprofit Organization
- Business Community

AGENDA

- **Welcome and Introductions**
- **Public Comment**
- **What is Education Workforce Housing**
- **Why is Education Workforce Housing Needed**
- **History Overview and AB 2295 Training**
- **Development Process and Funding**
- **Employee Surveys and Demographics**
- **Questions and Discussion**

Public Comment

What is Education Workforce Housing?

Introduction to Education Workforce Housing

- Demonstrates a commitment to our employees' well-being, fostering a positive and supportive work environment that encourages retention.
- Staffing shortages and high turnover have a negative impact on the quality and consistency of education for our students, employee morale, and the community.
- There is a critical need for housing in Novato that employees can afford.
- The high cost of living in Marin County is a challenge for most NUSD employees
- Housing costs and long commute times impact our employees' ability to stay with NUSD long-term.
- Developing housing for our employees will allow them to live alongside the students they serve, fostering a stronger bond with them and the community

Many other District examples

partial list:

- Santa Clara Unified School District
- Jefferson High School District
- San Mateo Cañada College
- College of Marin
- Mountain View School District
- Milpitas Unified School District
- Pleasanton Unified School District

SCHOOLS

BUSD takes step toward building affordable housing for teachers, staff

The plan is to build about 110 units for teachers and staff in the parking lot of Adult School.

By Ally Markovich
February 22, 2021, 11:30 am



The board of the Berkeley School District wants to build housing for teachers and staff on the parking lot of the Berkeley Adult

STATE WATCH

California school districts get creative in providing housing

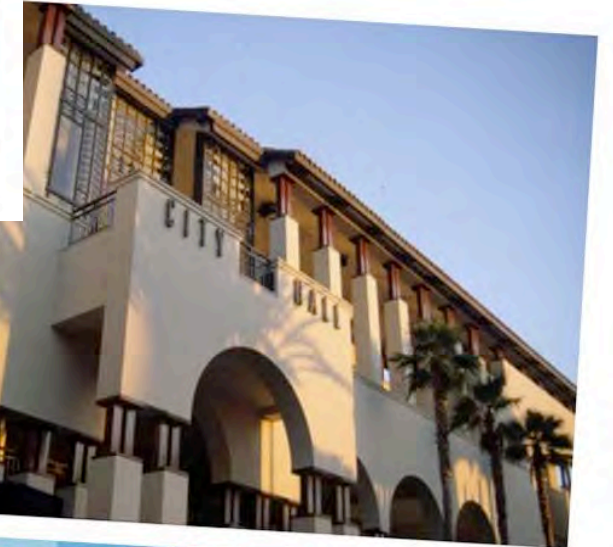
BY JULIA SHAPIRO - 09/02/22 10:48 AM ET



As the new school year kicks off, several California school districts are finding creative ways to provide housing for teachers who are being priced out of the neighborhoods they serve. Just south of San Francisco, voters approved the construction of a 122-unit apartment complex on property owned by the Jefferson Union High School District, [CBS News](#) reported. The building rents to the district's teachers and staff at more affordable rates.

Culver City Considers Putting Bond or Parcel Affordable/Workforce Housing on the

News 2



In the first meeting of the new year on January 10, 2022, the Culver City Council picked up the issue of housing with an agenda item to consider a ballot measure on "affordable and workforce housing on a

Other District Example



705 Serramonte

705 Serramonte Blvd, Daly City, Jefferson Union HS District - 2022
122 Units : 48% 1-bed; 46% 2-bed; 6%-3 bed
37 du/ac

Other District Example



Casa Del Maestro

3445 Lochinvar Ave, Santa Clara USD - 2002 and 2009

70 Units : 57% 1-bed; 43% 2-bed

20 du/ac

Why is Education Workforce Housing Needed?



In California,

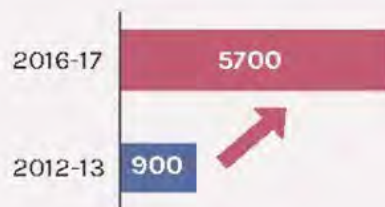
About **1 in 10** school districts has an annual teacher turnover rate of **25%** or more.



Over **40%** of LEAs report entry-level teacher salaries below 80% of Area Median Income (AMI).



Approximately **1 in 5** homes available for purchase was affordable on the average teacher salary in 2016, down from approximately 1 in 3 in 2012.



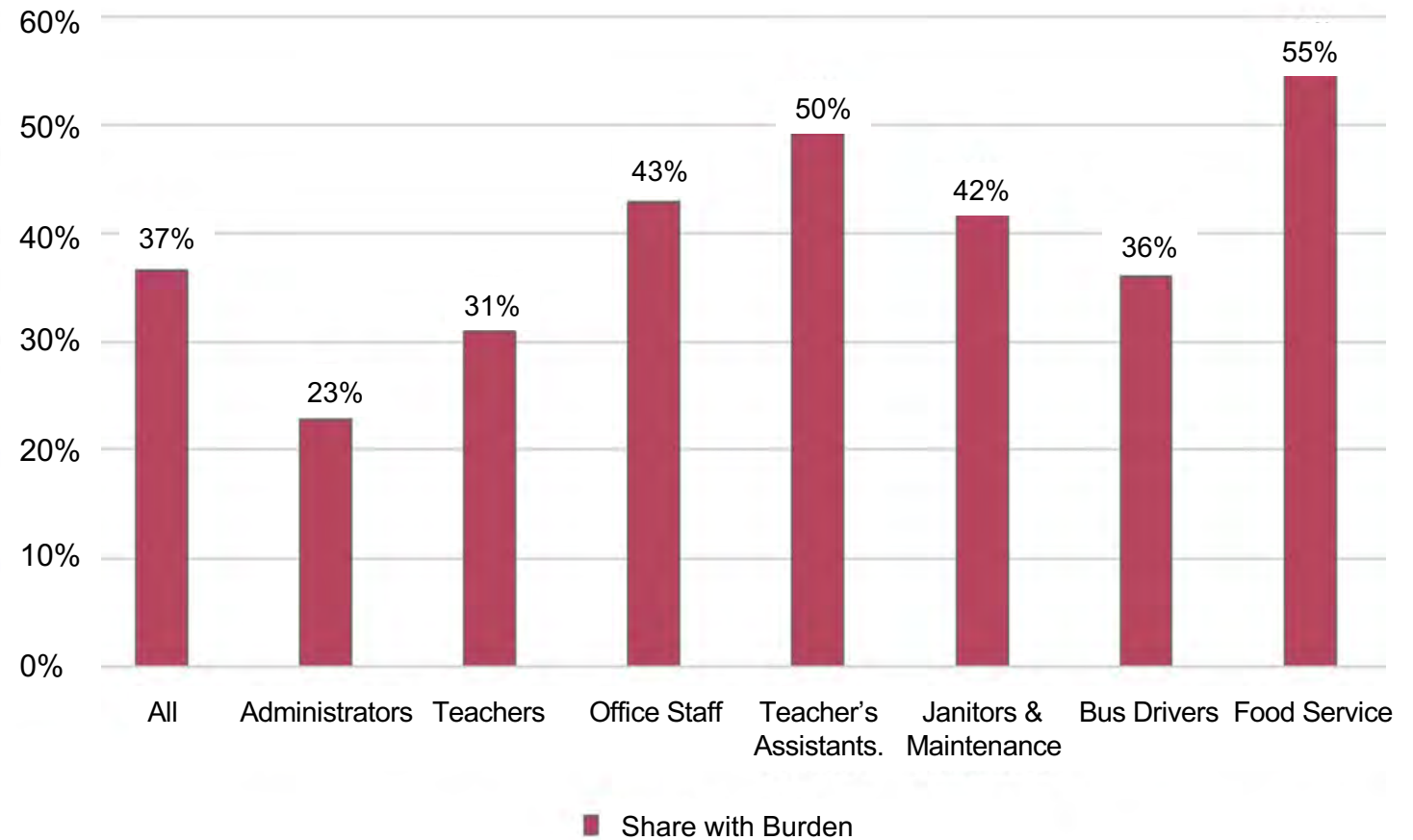
In 2016-17, **6x** more teachers entered the profession on emergency permits than in 2012-13.

In California the education workforce has been priced out of the housing market

Many Education employees are rent burdened.

Spending over 30% of their household income on rent

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Housing Status - Certificated Employees

The median rent in our town is

\$2,853 per month

the lowest salary in our LEA is

\$51,254 per year

This means a beginning teacher with an individual income renting a typical unit spends

67% of their income on rent

Our beginning teachers CANNOT afford the rent or sustain this level of rent for very long



Housing Status - Classified Employees

The median rent in our town is

\$2,853 per month

the lowest salary in our LEA is

\$35,562 per year

This means a beginning teacher with an individual income renting a typical unit spends

96% of their income on rent

Our beginning teachers CANNOT afford the rent or sustain this level of rent for very long



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**Novato
Median rent
compared
to the
Average
employee
Salary**

NUSD History overview

New housing laws and

CSBA training

Brief History

- **2008 Revenue Enhancement Committee, land development recommendation**
- 2011 Board Workshop on Asset Management with Total School Solutions
- 2013 Board Presentation Canada Vista, San Mateo Community College
- 2017 Board Retreat with community partners/stakeholders Marin Grand Jury Report on Lack of Affordable Housing
- **2018 Employee staff survey and Feasibility Study for San Andreas property Draft MOU with the City of Novato**
- 2019 Final Feasibility Study Presented to Board
- 2021 The District releases RFQ for qualified EWF Developers
- **2022 EWF Team Participates in CSBA EWF Housing Training Sessions**
- 2023 Board approves job description for Director of Staff Housing Development
- **2024 Education Workforce Housing Advisory Committee**

**NUSD has
been
talking
about the
need for
workforce
housing
since 2008**

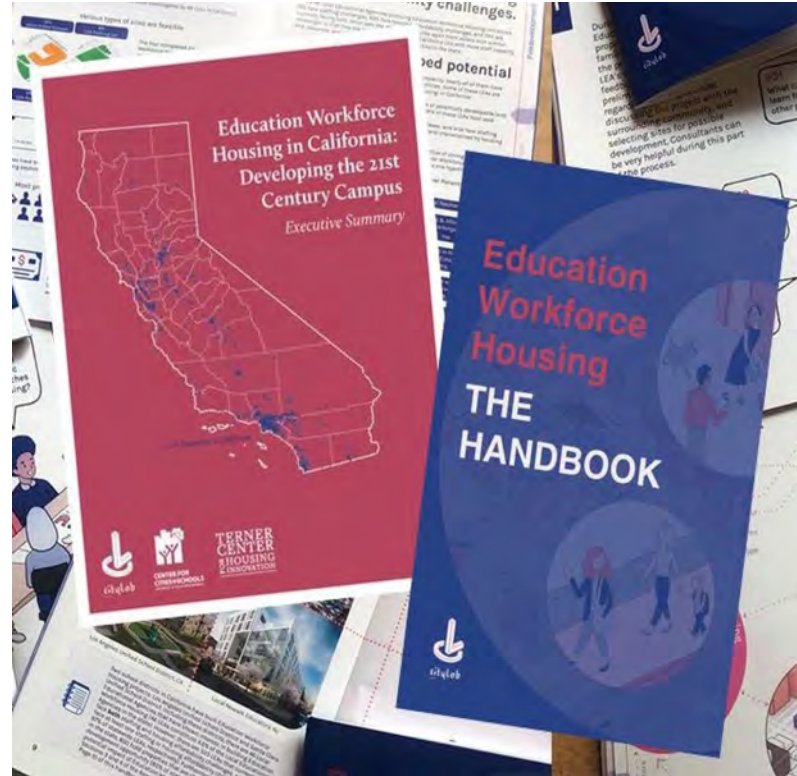
California passes new affordable housing law AB 2295 for school properties

- It went into effect on **January 1, 2024** remains in effect until January 1, 2033
- **Changes the requirements** for the Sale of Surplus School Property
- Consists of a **minimum of 10** housing units.
- Deed restriction for **55 years** that a majority of the units will be affordable
- Units offered to **school employees first**, then public employees, and finally, the general public
- Meet city/county building codes and other **local objective zoning standards**

Based on a study conducted by the Center for Cities and Schools/UC Berkeley and cityLAB/UCLA. The NUSD EWF Housing Team participated in a training program funded by The Chan Zuckerberg Initiative and implemented by the California School Board Association.

5 Training Sessions Included

1. *Introduction to Education Workforce Housing*
2. *Regulations and Funding Options*
3. *Site Valuation and development and design planning*
4. *Community Impact and communication*
5. *Local housing roadmap and property management*



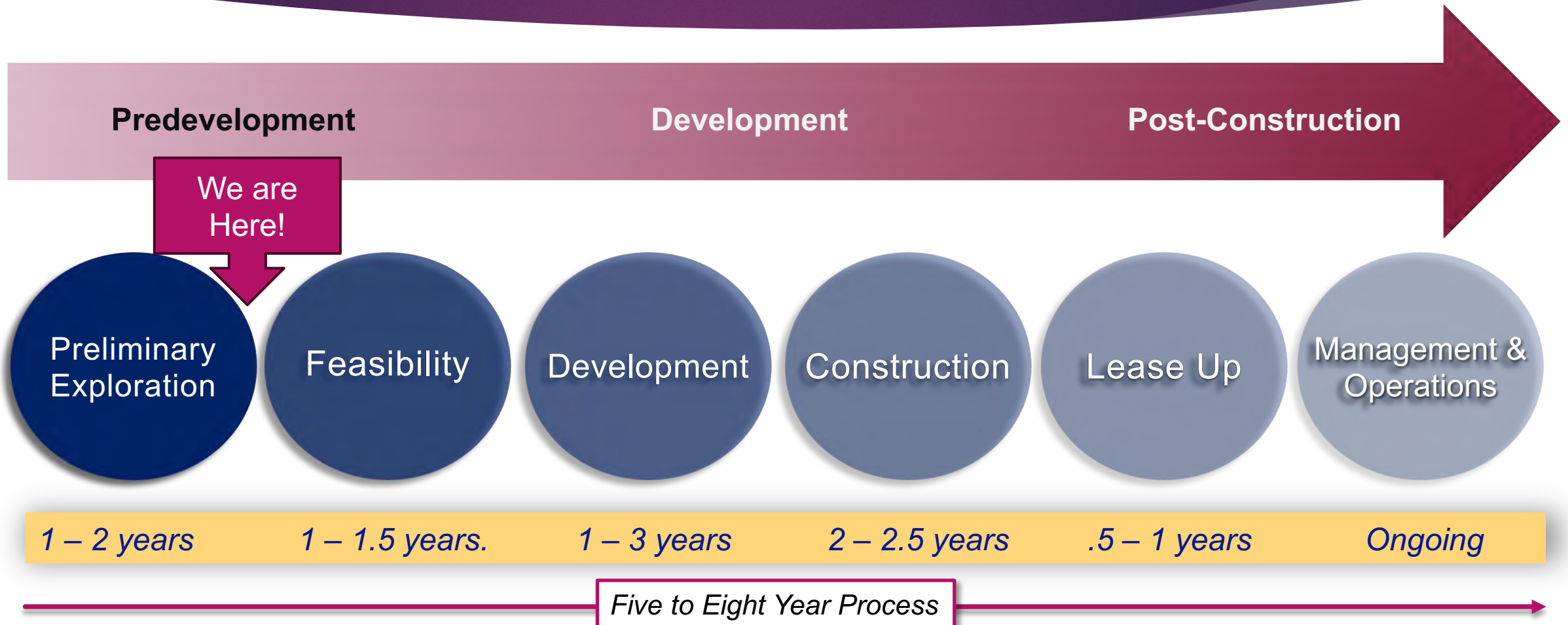
Out of seventeen applicants, Novato was one of four districts selected to participate in the initial training with Newport Mesa, Ojai, and Ventura

The EWF Housing Development Process

**There are
six stages
in the
process of
building
EWF
Housing**

- 1. Preliminary exploration**
- 2. Feasibility study**
- 3. Development Planning**
- 4. Construction**
- 5. Leasing up**
- 6. Management and Operations**

Multi-Year Process & Where Are We Now



Preliminary exploration

Gather resources and information on EWF

- Build familiarity with our constituency
 - The Board
 - Staff
 - Community
- Review and understand NUSD land holdings
- Gather information on funding sources
- Decide on a Feasibility Study



Feasibility study

Hire a developer consulting service to provide options for possible sites

- **Site Analysis**

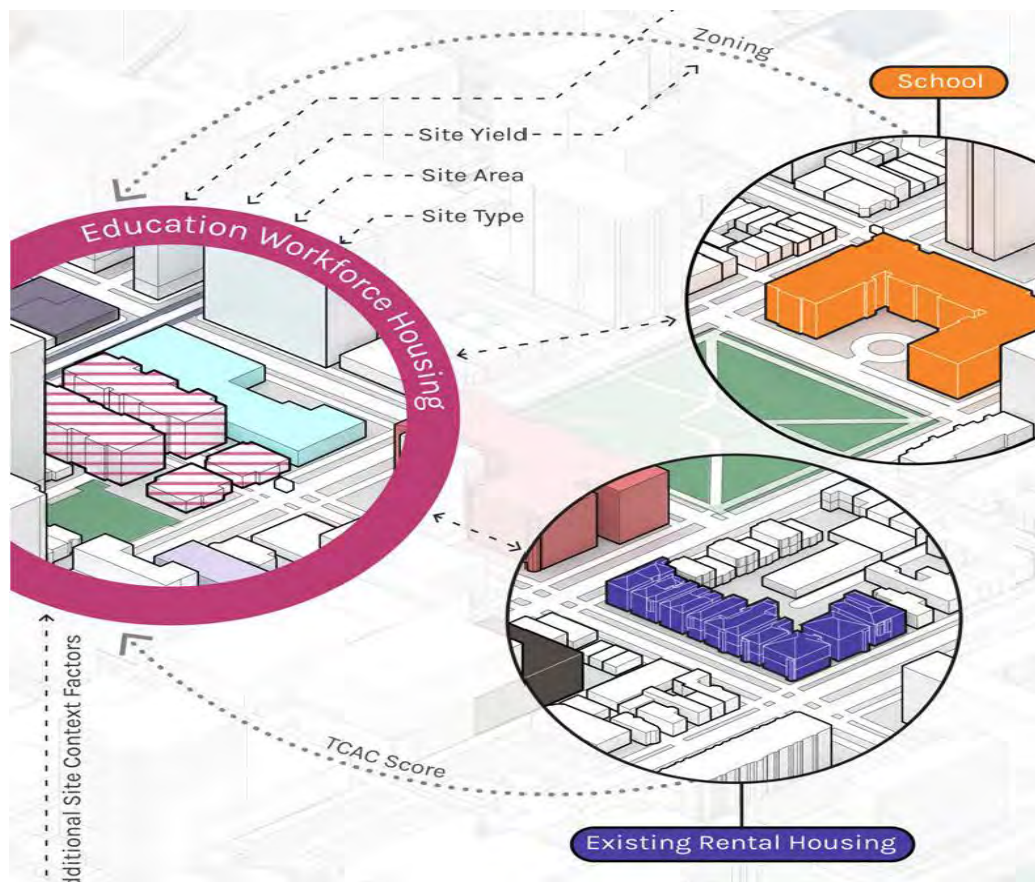
- Zoning potential
- Environmental and Geotechnical
- Design Testing
- Number and mix of units

- **Land Valuations**

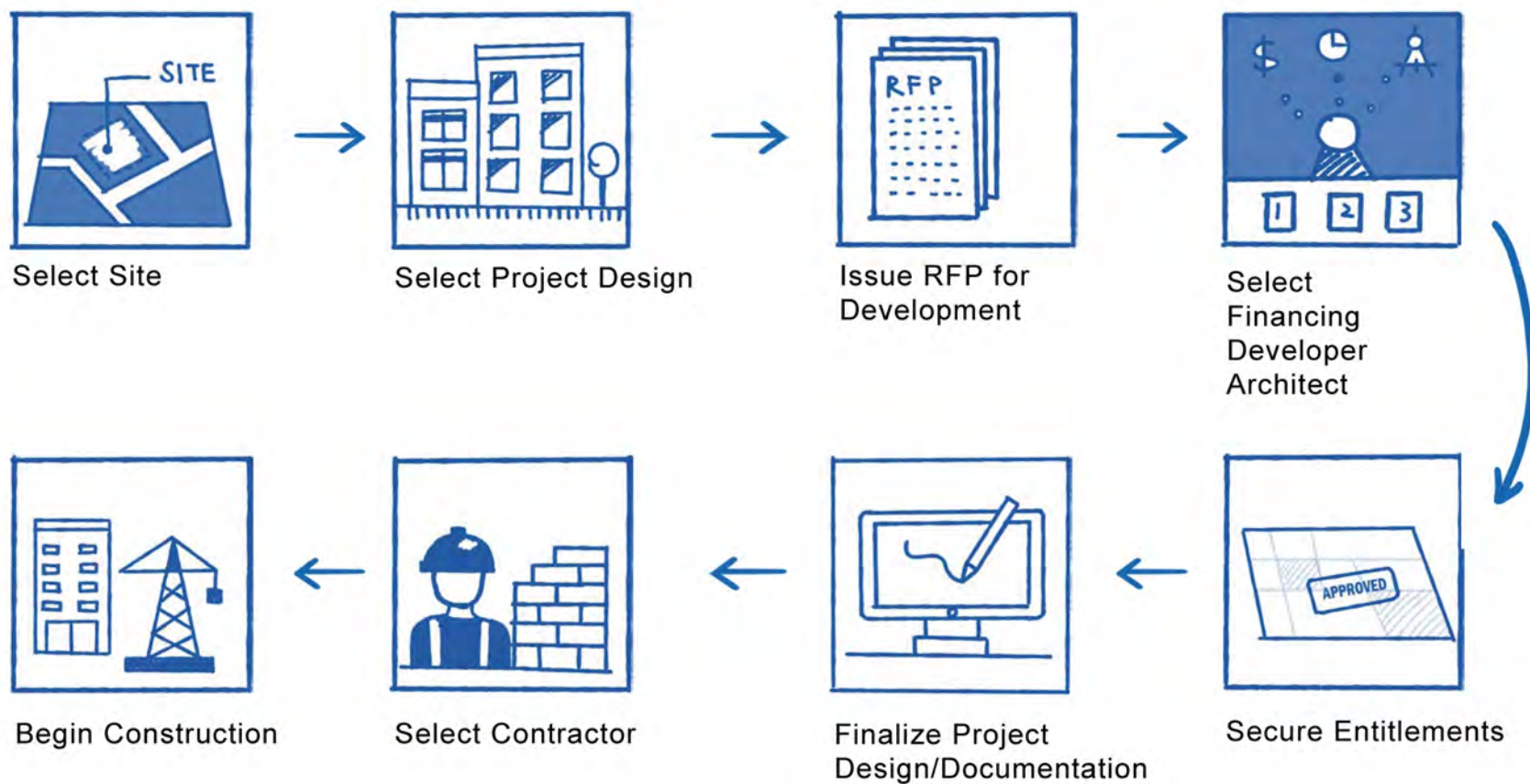
- Based on development options

- **Financial Estimating**

- Construction costs
- Funding sources

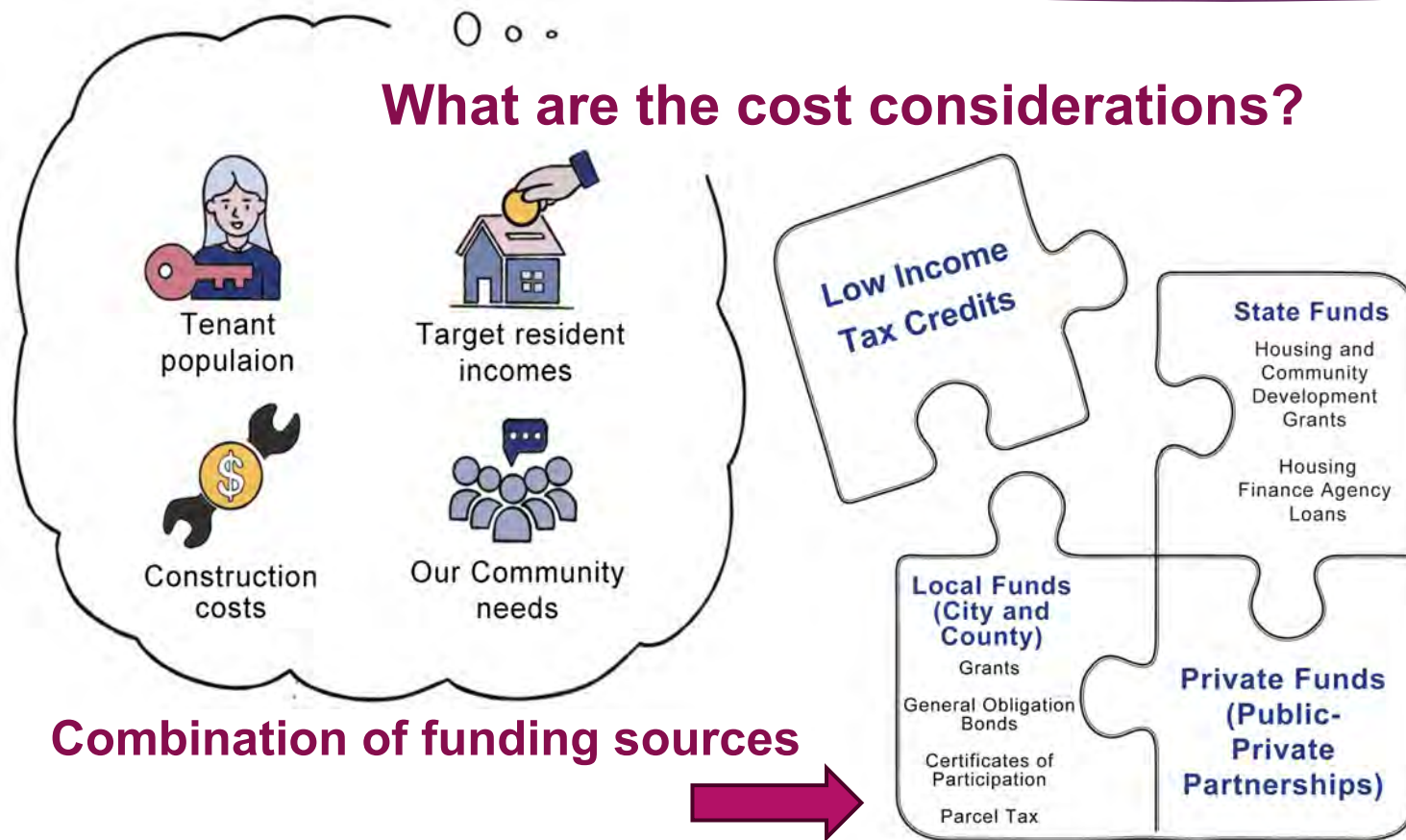


Development Stages



Development Finance

What are the cost considerations?



Funding Sources

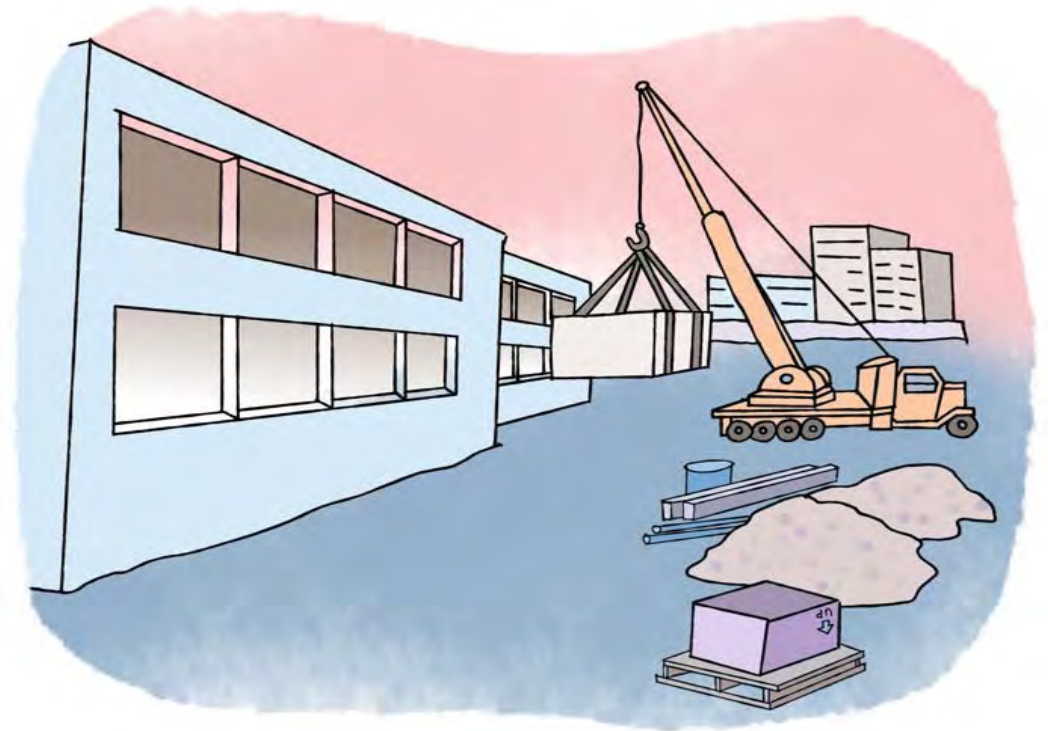
- **Local / State / Federal financing**
 - Grants and loans
- **Sale of surplus property**
 - Add entitlements value
- **Certificates of Participation**
 - Public Agency loans
- **Partnerships distributed funding**
 - Private or other public entities share capital costs through additions grants and financing

Construction

During construction, what else needs to happen?

Advance planning and continuous monitoring are the key to a successful project delivery

- Monitor Construction Process
- Continue Community Outreach
- Avoid Construction Nuisances
- Minimize Disruptions
- Start work for stage six Management and Operations



Leasing up



Note: see stage six Management and Operations, ongoing, to set up separate nonprofit governance entity, for bylaws and accounting, selection process, eligibility standards, tenancy time limits, and conditions of employment

- **Start identifying the target residents early**
- **Advertise availability internally and then externally**
- **The focus is on filling the completed units first**
- **Generate a waiting list and possible lottery system**
- **Work with the property management company to draw up lease agreements and verify eligibility and conditions of employment**

Management & Operations

Ongoing



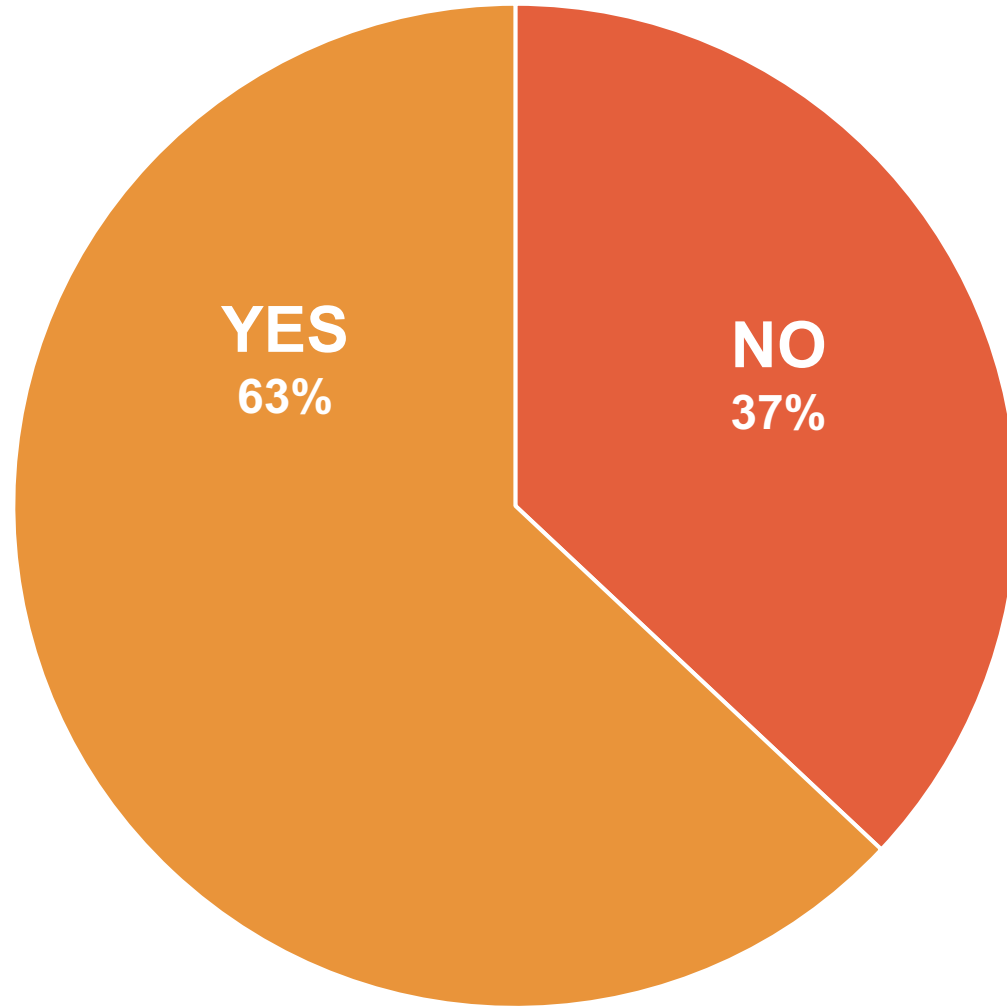
Create a separate nonprofit governance entity

- Operating Bylaws and accounting standards
- Set up eligibility requirements and selection process
- Establish tenancy time limits, conditions of employment
- Hires and oversees property management company

Contract with a Property Management Company

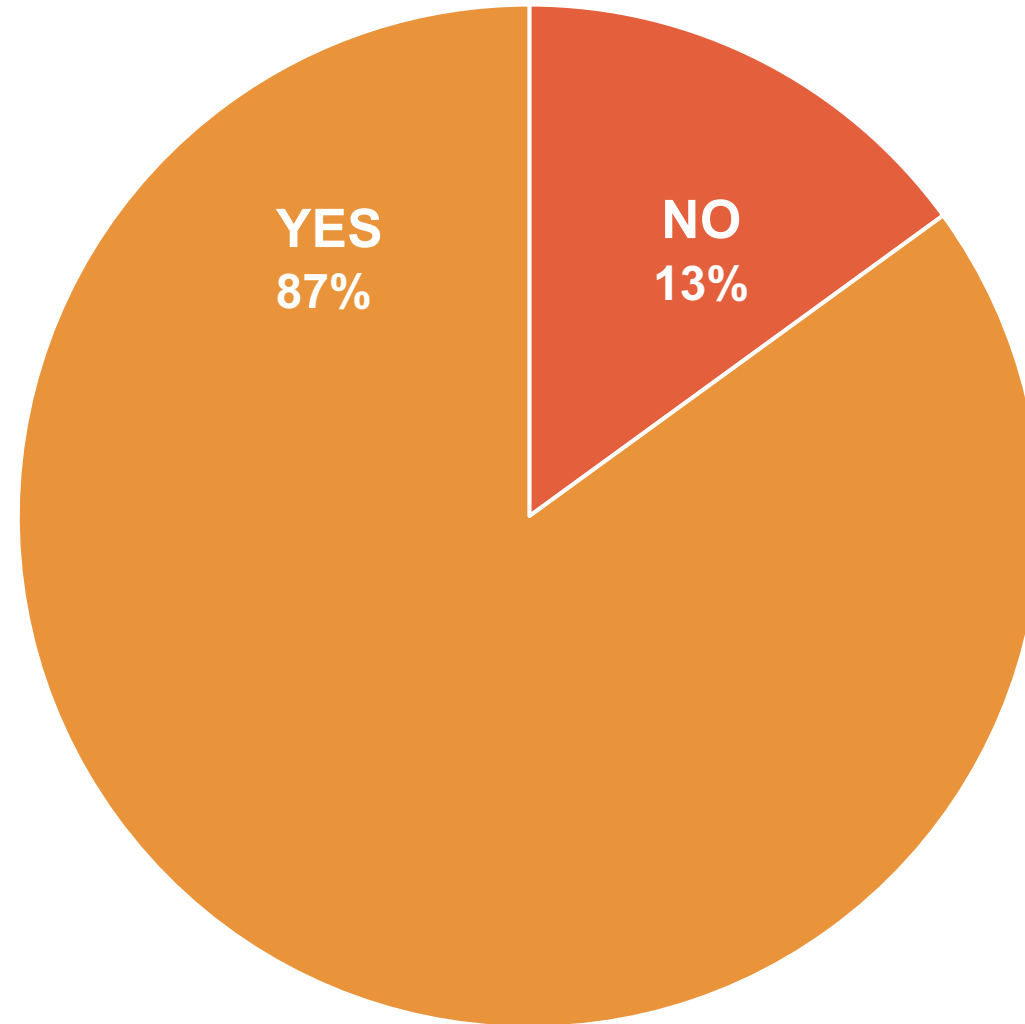
- Financial management, capital replacement reserve
- Daily operations
 - Draws up lease agreements and maintains tenancy time limits and conditions of employment
 - Tenant concerns
 - Building repairs and maintenance

Employee Survey

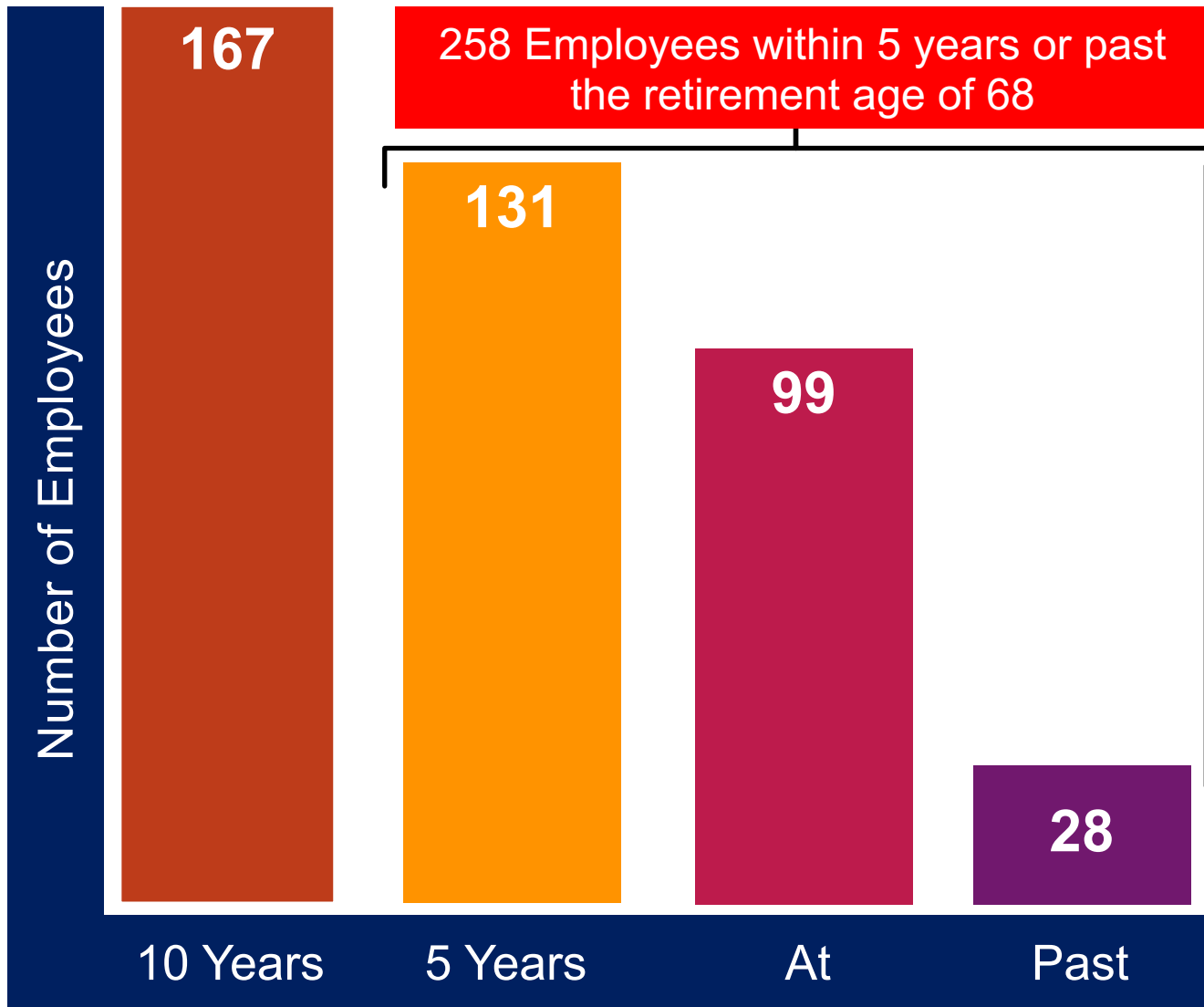


**Have you
considered
leaving your
current job
within the next
five years due
to housing
costs?**

If subsidized housing were made available, would that influence your decision to continue employment at NUSD?



Employee Demographic Analysis



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Housing can help us prepare for an upcoming demographic shift as a significant portion of the workforce approaches retirement age.

Employee information to consider

5 Years

The average length of employment at NUSD

36%

Commute an average of 50 minutes per trip

23%

Live in the same place for less than 5 years

49%

Have children at home under the age of 26



Novato Unified School District

Questions and Next Steps