



Novato Unified School District

# **Education Workforce Housing Feasibility Study Board Workshop June 25, 2024**

# AGENDA

- What is Education Workforce Housing
- Why Education Workforce Housing is Needed
- Who We Are Demographics
- What We Have Done and Where We Are
- The Development Process & Timeline
- Preliminary Feasibility Study
  - Employee Survey
  - Site Analysis
  - Entitlements & Timing
- What's Next

# **What is Education Workforce Housing?**

# Introduction to Education Workforce Housing

- Education workforce housing helps school districts recruit and retain high-caliber professionals in teaching and support roles. Enhancing the quality of education in the community.
- Fosters a supportive culture focused on employee well-being. Maintains a motivated workforce, reduces staffing shortages, and lowers high turnover rates.
- Brings a sense of connection and belonging, ensuring stability and continuity in education.
- Reduces commute times and allows employees to live near the students they serve, fostering stronger community bonds.
- Attracts individuals from diverse backgrounds who might not have considered living here otherwise, which enriches the community with diverse perspectives and promotes an inclusive environment.



# We are not Alone

**NUSD, along with 23 other school districts, are participating in the California School Board Association's EWF Support & Training Program**

**A total of 49 Districts statewide are in the process of researching or developing housing.**

**Only 5 have been completed to Date**

## 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 Abby Markovitch  
February 22, 2021, 11:36 am



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

California school districts



As the new school year kicks off, several California school districts are finding one way to provide housing for teachers who are being priced out of the neighborhoods they live in. 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.

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### City Council Considers Putting Bond or Parcel Tax for Affordable/Workforce Housing on the Ballot

© January 14, 2022 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

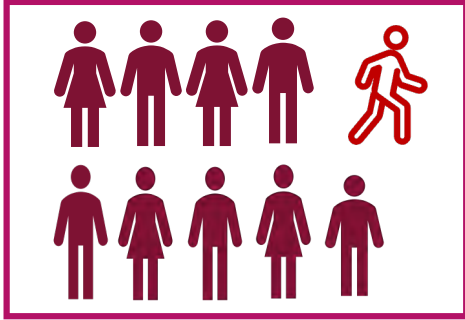
3445 Lochinvar Ave, Santa Clara USD - 2002 and 2009

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

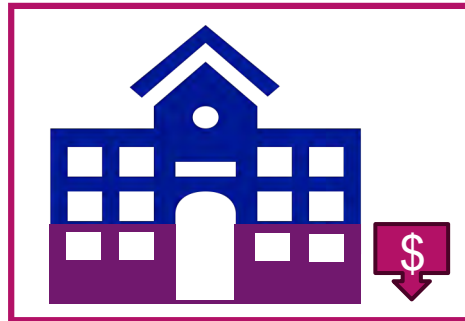
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# **Why is Education Workforce Housing Needed?**

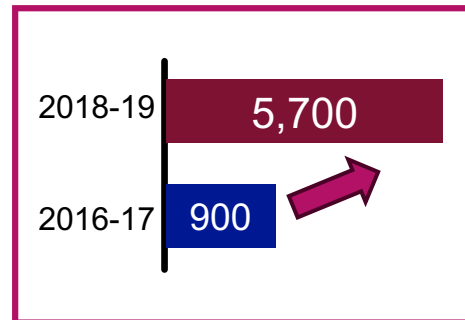




About **1 in 10** School Districts have an annual turnover rate of 25% or more



Over **40%** of LEAs report entry level wages and salaries are below 80% of the Area Median Income (AMI)



In 2018-19, **6x** more teachers entered the profession on emergency credentials than in 2016-17

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

# Other Considerations

The Governor's budget reduces existing incentive programs aimed at increasing student recruitment in education as a career choice, further diminishing the future pool of eligible employees.

Reducing \$485 million one-time, unspent **Learning-Aligned Employment Program Resources**

*The Learning-Aligned Employment Program (LAEP) offers eligible students at public colleges and universities the opportunity to earn money to help defray their educational costs while gaining education-aligned, career-related employment.*

Reducing \$60.2 million one-time support for the **Golden State Teacher Grant Program**

*Awards up to \$20,000 to students currently enrolled in a professional preparation program approved by the Commission on Teacher Credentialing (CTC) and working towards earning their preliminary teaching or pupil personnel services credential.*



## Housing Status - Certificated Employees

The average rent in Novato is

**\$3,400** per month

The average NUSD beginning teacher salary is **\$63,833** per year

This means a beginning teacher renting an average unit spends

**64%** of their income on rent

Our beginning teachers can not afford the average rent in Novato



## Housing Status - Classified Employees



The average rent in Novato is

**\$3,400** per month

The average NUSD Classified salary is **\$44,578** per year

This means the average Classified employee renting an average unit spends

**91%** of their income on rent

Our average Classified employee can not afford the average rent in Novato

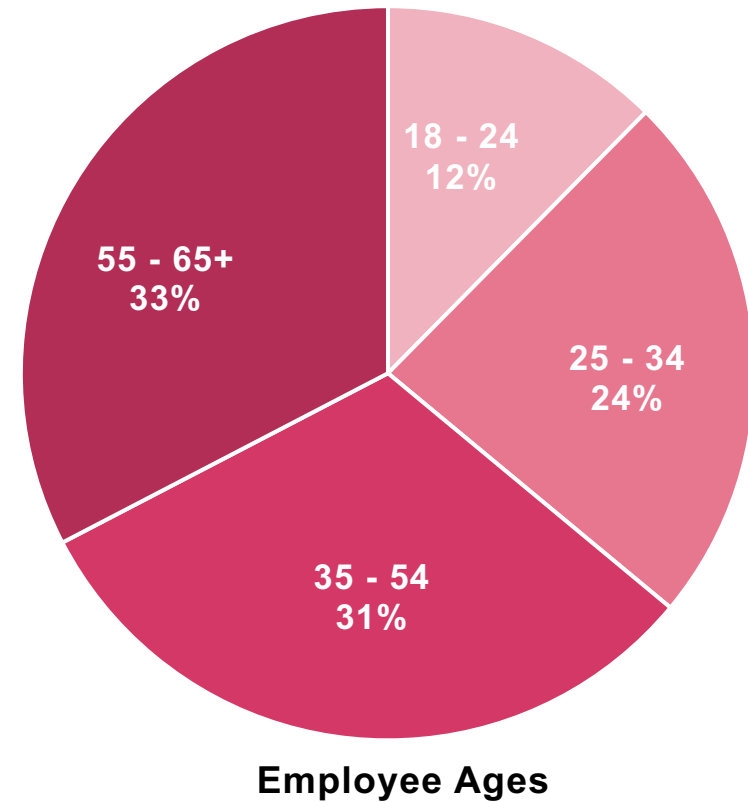
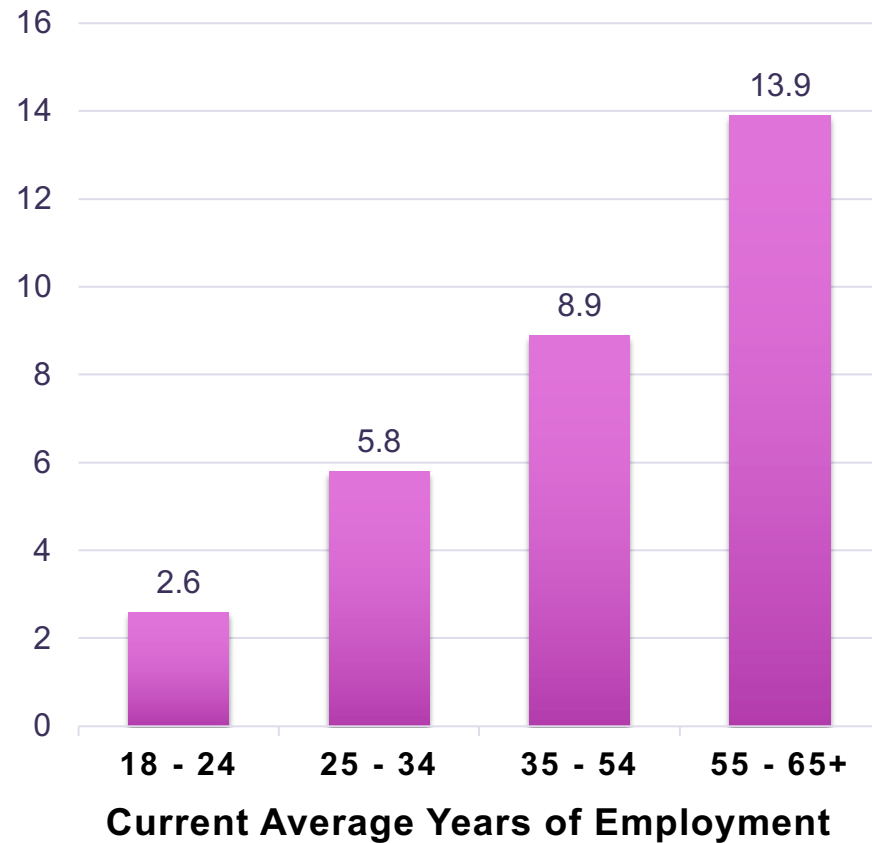
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**Novato's  
Average  
rent  
compared  
to the  
Average  
employee  
Salary**

# Who We Are

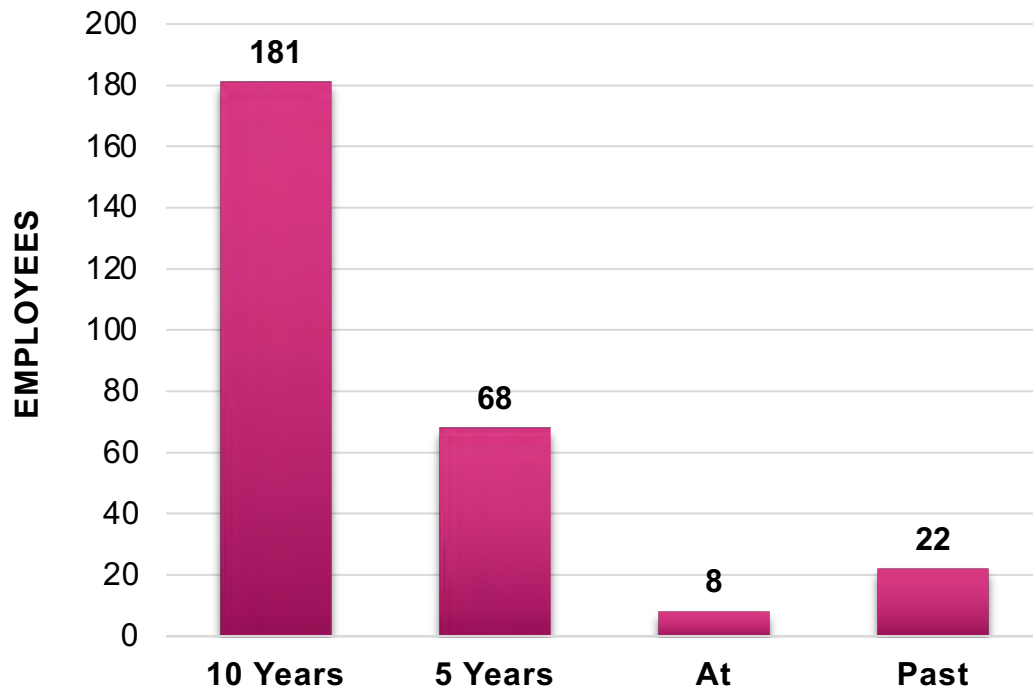


# About Us

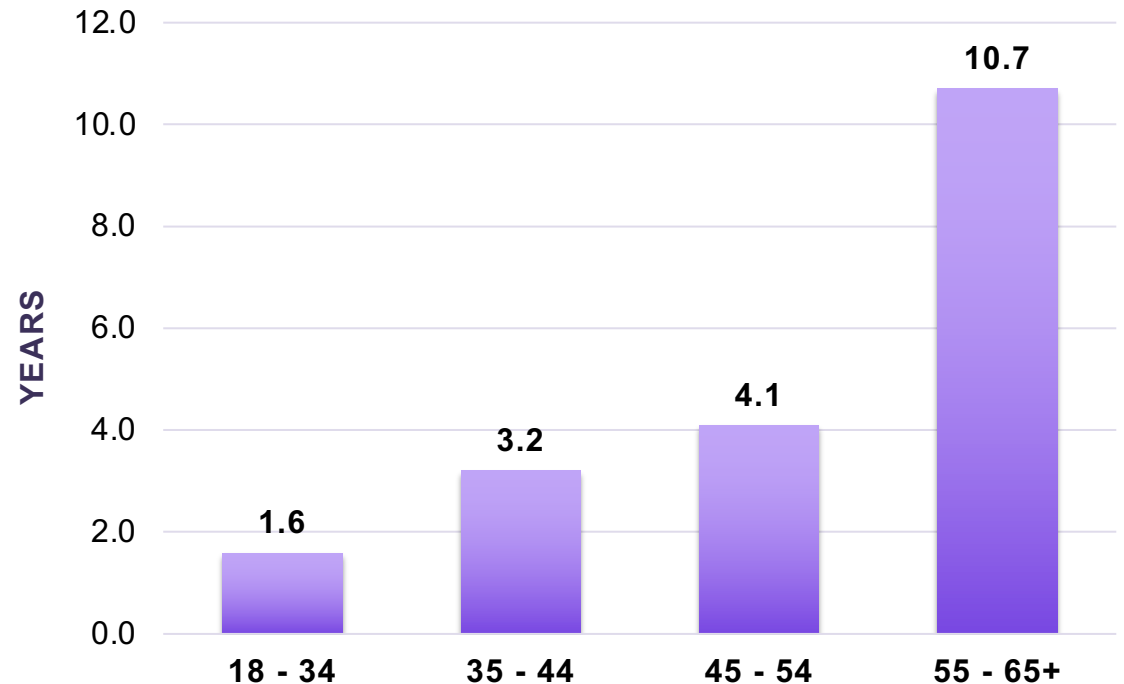


# Future of our Workforce

**33% of All employees within ten years or past the retirement age of 68**



**Past employee average length of employment over the last ten years**





# **What We Are Doing to Address the Issue**

# Education Workforce Housing Preliminary Exploration

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- CSBA EWF 2.0 Advances Training & Support Service
- Established EWF Advisory Committee
- Conducted Information Meetings at each School Site
- Started Feasibility Study

## Committee of the Board

Primary Function:  
Opportunity to incorporate the  
voice of the community  
The public is welcome to attend

**The Board of  
Education is the  
decision making body**

Must follow the Brown Act  
Open Meetings Law  
requirements

Agendas and Minutes  
available on the website

Meeting  
Dates:  
February 5  
April 15  
May 13  
Sept 23

**Advisory  
Only**

## Committee Members

1. **Mariah Fisher** – Certificated Employee Representative
2. **Liz Nelson** – Certificated Employee Representative
3. **Don Nicodemus** – Classified Employee Representative
4. **Monica Velasquez-Lopez** – Classified Employee Representative
5. **Ross Guehring** - Community Member, Business
6. **Jerry Peters** – Community Member, Business
7. **Cheryl Paddack** – Community Member, Business
8. **Tammy Sanchez** – Parent Rep, DELAC
9. **Brianda Sosa** – Parent Rep, DELAC
10. **Erin Compton** – Parent Rep, Parent Teacher Association
11. **Juliette Jones** – NUSD Site Administrator
12. **Tracy Smith** – NUSD Superintendent
13. **Joshua Braff** – NUSD Chief Financial Officer
14. **Francesca Whitcomb** – NUSD Executive Director, Human Resources
15. **Debbie Butler** – NUSD Board Trustee
16. **Diane Gasson** – NUSD Board Trustee
17. **Julie Jacobson** – NUSD Board Trustee, President

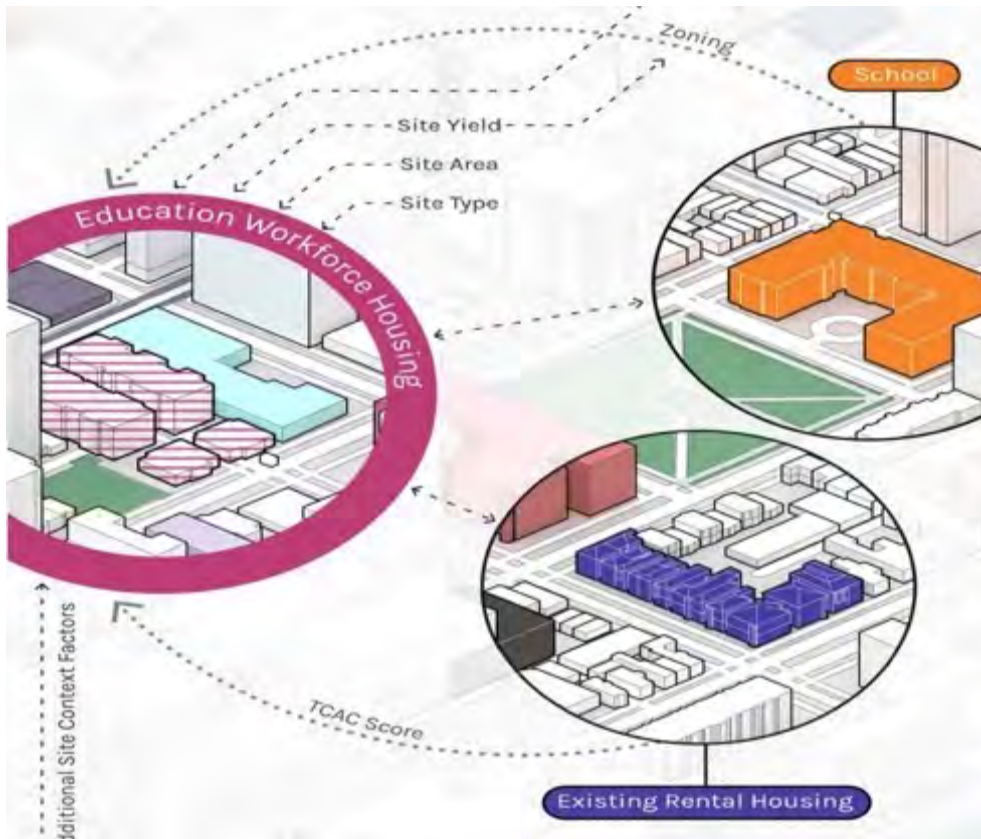
**Committee Staff:** *Derek Knell – Director of Staff Housing Development*  
*Leslie Benjamin – Communications Director*



# Six Stages in a Multi-Year Process & Where Are We Now



# What is a Feasibility study



- **Employee Survey & Demographics**
- **Site Analysis**
  - Zoning potential
  - Environmental and Geotechnical
  - Design Testing
  - Number and mix of units
- **Land Valuations**
  - Development options
  - Entitlement process
- **Financial Estimating**
  - Funding sources
  - Construction costs
  - Operating costs

# What are the Objectives for today's workshop

To receive input from the board on the preliminary study

- The conceptual fit plans are examples and for discussion purposes only
- No properties will be chosen for development
- No decisions will be made regarding the size or type of development to be built
- Financing and Budgets will be included in the final study



# **Feasibility Study**

## **Brookwood Partners**

# Experience & Qualifications

**Brookwood Partners provides strategic advisory services for Education Workforce Housing to public school districts in California.**

## **TK-12 Educational Clients:**

- Pacifica School District
- Jefferson Union High School District
- Cabrillo Unified School District
- Chula Vista Elementary School District
- Culver City Unified School District
- Calistoga Joint Unified School District



### **Pacifica School District**














- 70 units of workforce housing
- Approved 2023



### **Cabrillo Unified School District**

- 60 units of workforce housing in Half Moon Bay
- Pre-application submitted 2023

# Feasibility Study Schedule

	March	April	May	June	July	August	September
<b>Kick-off Meeting</b> Initial Site Review & Due Diligence Review existing Due Diligence and Reports <b>Review Feasibility Study Process with Leadership/Advisory-Committee</b>			 EWF CAC 4/15				
Staff Survey & Employee Demographics Analysis Survey of Staff (Interest and Housing Types) Employee Survey Results Analysis <b>Review/Update with Leadership/Advisory-Committee</b>				 EWF CAC 5/13			
Preliminary Site Layout Unit Mix & Layout Site Access & Building Heights <b>Presentation and discussion with NUSD Board Members</b>						 Board 6/25	
Financial Analysis Housing Market & Construction Costs <b>Board accepts the study, gives direction on a path forward</b>						 Board 8/6	
Project Recommendations & Next Steps Portfolio Optimization & Workforce Housing <b>Review/Update with Leadership/Advisory-Committee</b>							EWF CAC 9/23 



# Employee Survey Respondents

	2024 Total Employees	2024 Respondents	2024 Response Rate	2018 Total Employees	2018 Respondents	2018 Response Rate
Certificated	429	186	43%	418	298	71%
Classified	377	133	35%	356	137	38%
Administration	49	17	34%	47	30	64%
Total	855	336		821	465	
% of Total Employees	100%	39%		100%	57%	

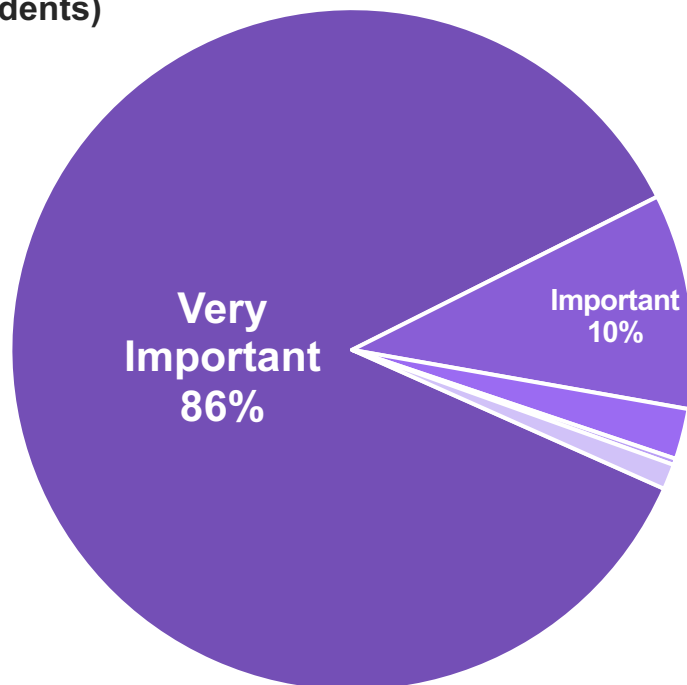
## Interest in Employee Housing 2018 & 2024 Comparison

	Yes % of Total	Yes	No
2018 Survey	56%	259	206
2024 Survey	56%	188	146

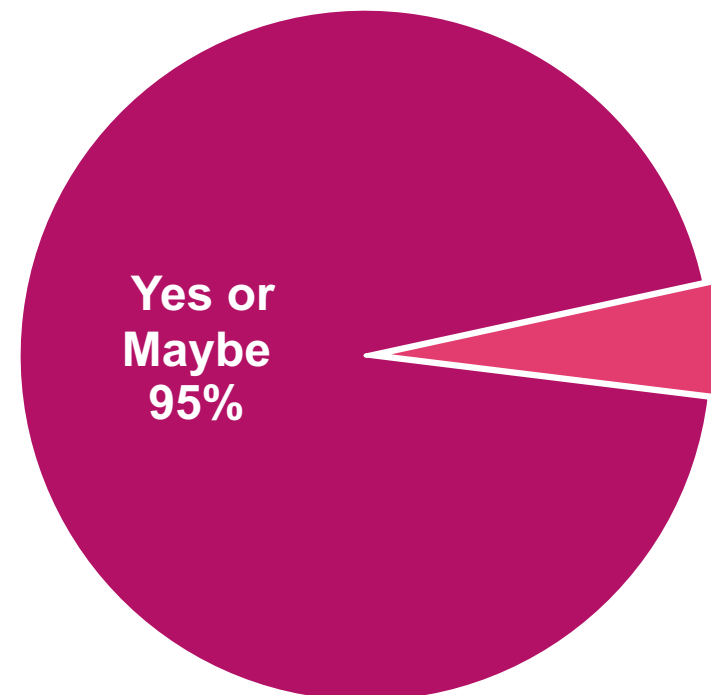
Note: 2024 required respondents to answer all questions. 2018 survey did not.

# Level of Interest

How important is it for the district to explore ways to attract and retain employees?  
(All Respondents)



\*Support for Workforce Housing  
(All Respondents)



\*All respondents knowing that the funds used to pay for housing can't be used to pay salaries, would be supportive of workforce housing even if they didn't expect to live there

# What Respondents Want Us to Know

## Priorities Among Respondents Interested In Employee Housing

Top Priority	Lower rent or mortgage payments
2nd Priority	Live closer to work
3rd Priority	A nicer home or neighborhood
4th Priority	More square feet / rooms / parking
5th Priority	N/A: I am satisfied with my current housing arrangements

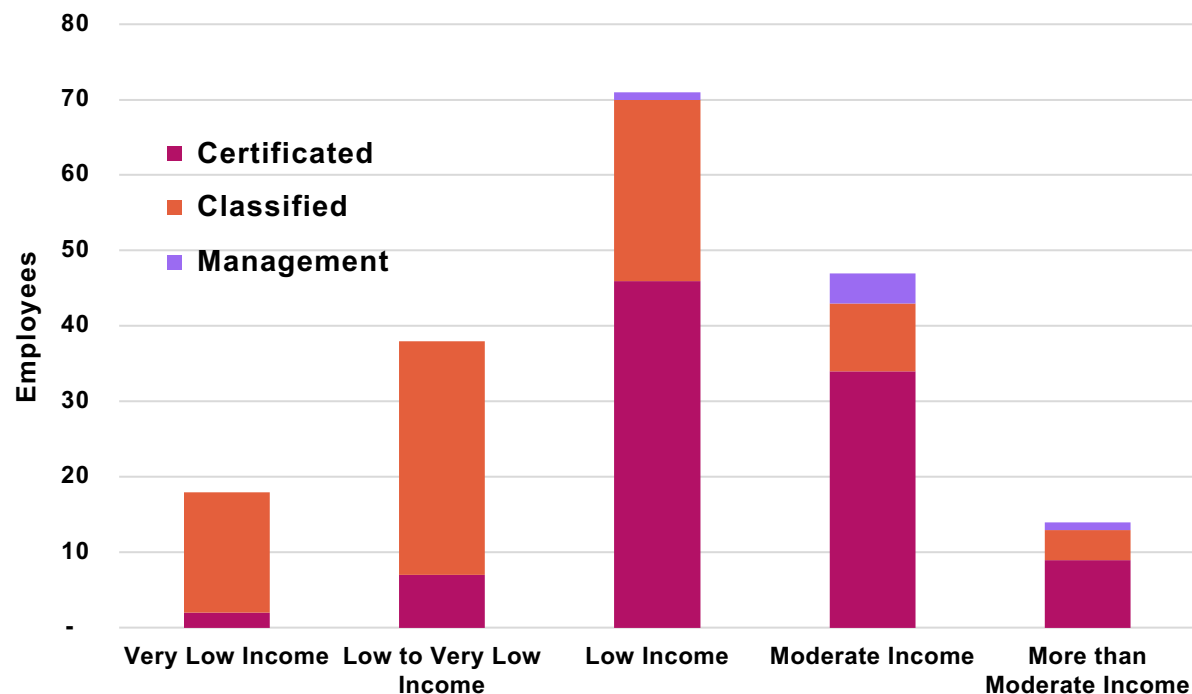
**43%** of all respondents have considered leaving their job due to housing cost

**54%** of all respondents say workforce housing would influence their decision to stay with NUSD

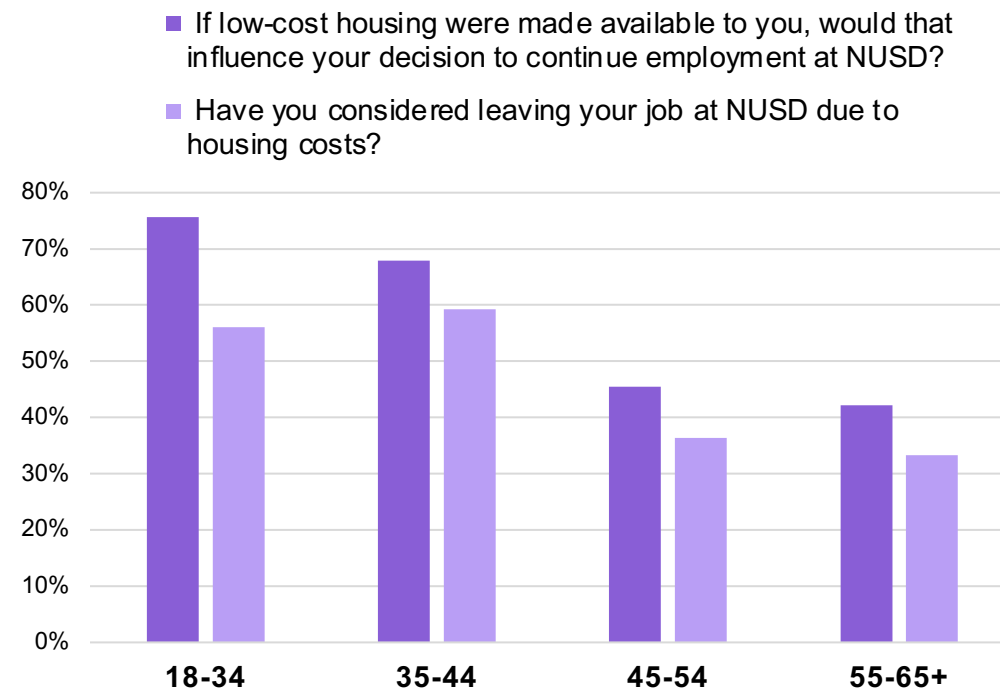


# What We Learned

Income Distribution of Residents at Risk of Turnover  
(Interested Respondents)



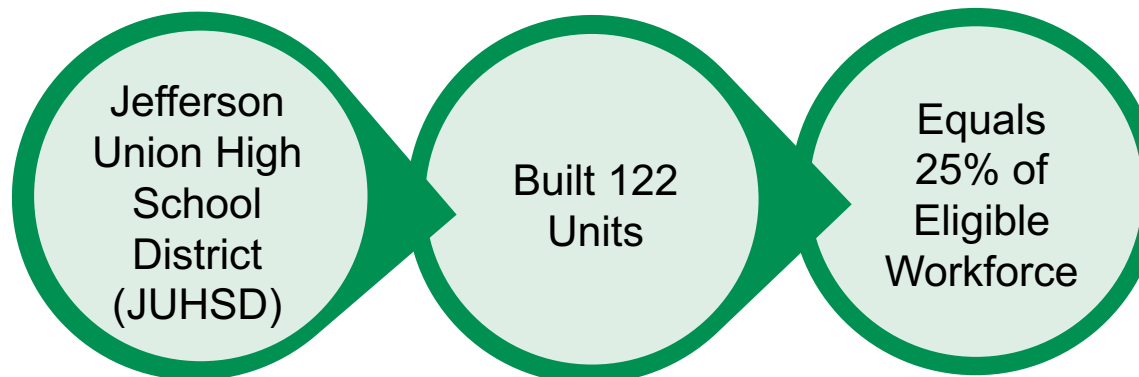
Younger Employees at Higher Risk of Turnover  
(All Respondents)



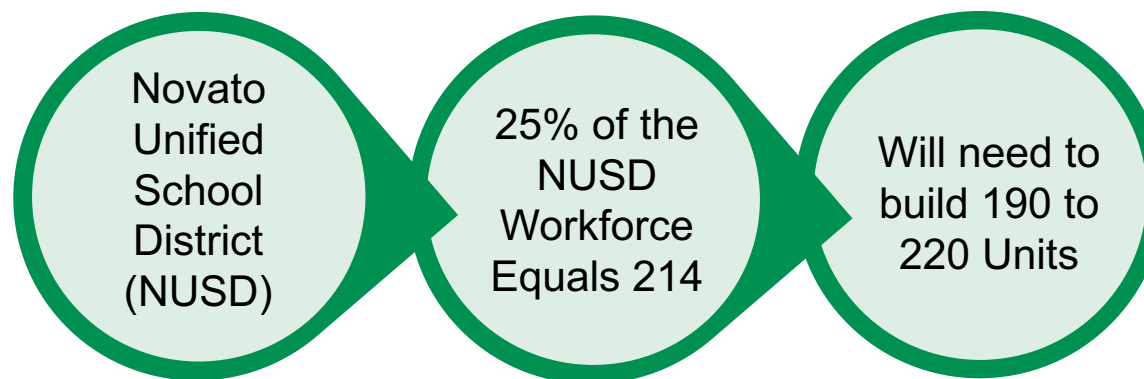
# Estimate our Need

## Case Study Comparison

JUHSD has ~500 eligible employees and built 122 housing units, or enough to house ~25% of their eligible workforce



NUSD has 855 employees, using a similar representation of 188 or 22% interested respondents, and up to 25% of the Workforce



# What to look for and consider

## Site Location

- Walkability
- Neighborhood Context / Surrounding Uses
- Nearby recreation, parks, and trails
- Proximity to transit

## Building Concept

- Density (units per acre)
- Building Heights
- Conceptual Site Layout
- Parking (type and quantity)
- Building Type (multifamily, townhome)

Note: All sites will accommodate appropriate indoor and outdoor building amenities and will be designed to meet the needs of our staff.

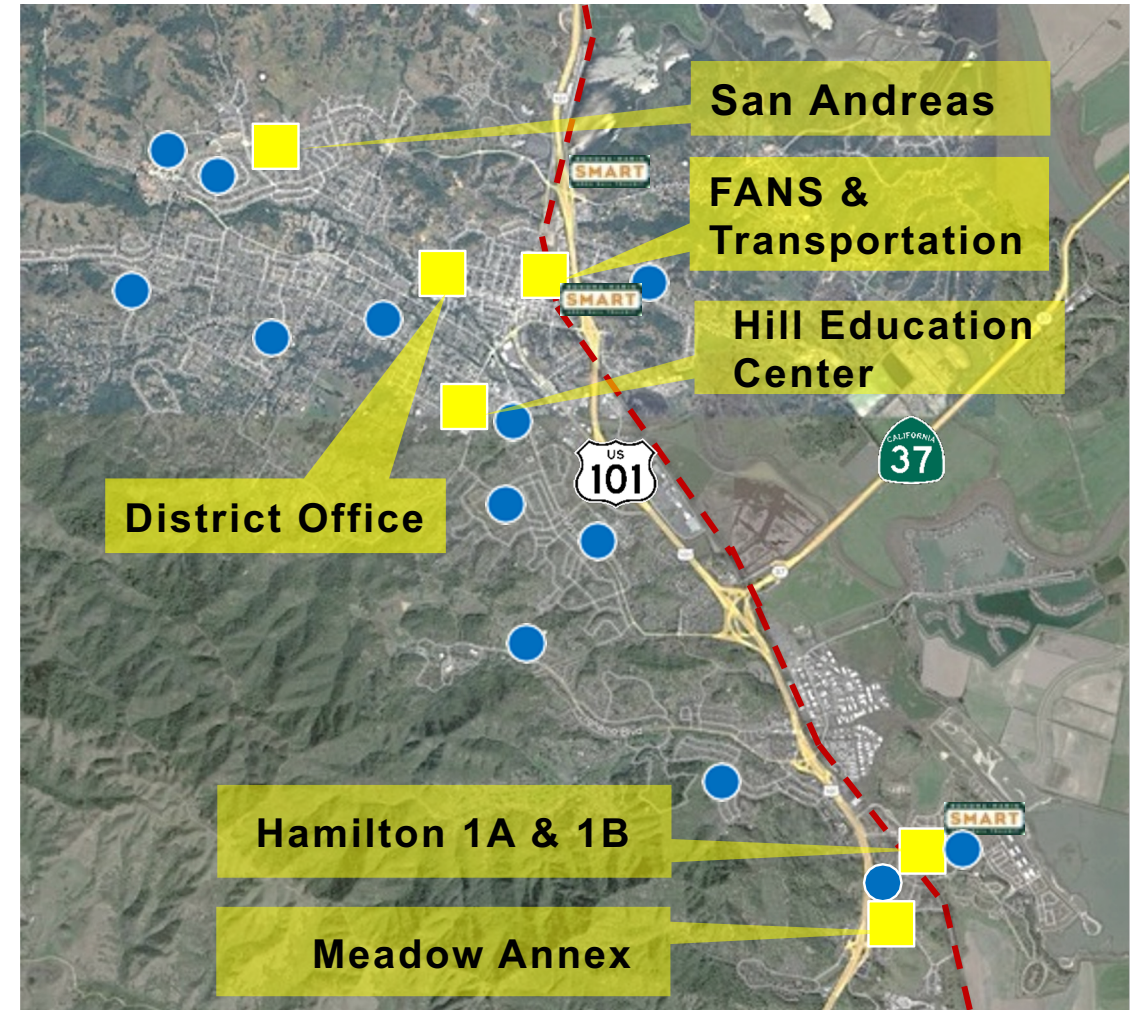


# NUSD Property Portfolio Analysis

28

## NUSD properties under consideration

- San Andreas Property
- FANS and Transportation Center
- Hill Education Center
- District Office
- Hamilton Property
- Meadow Annex



# Meadow Annex Site Summary

29

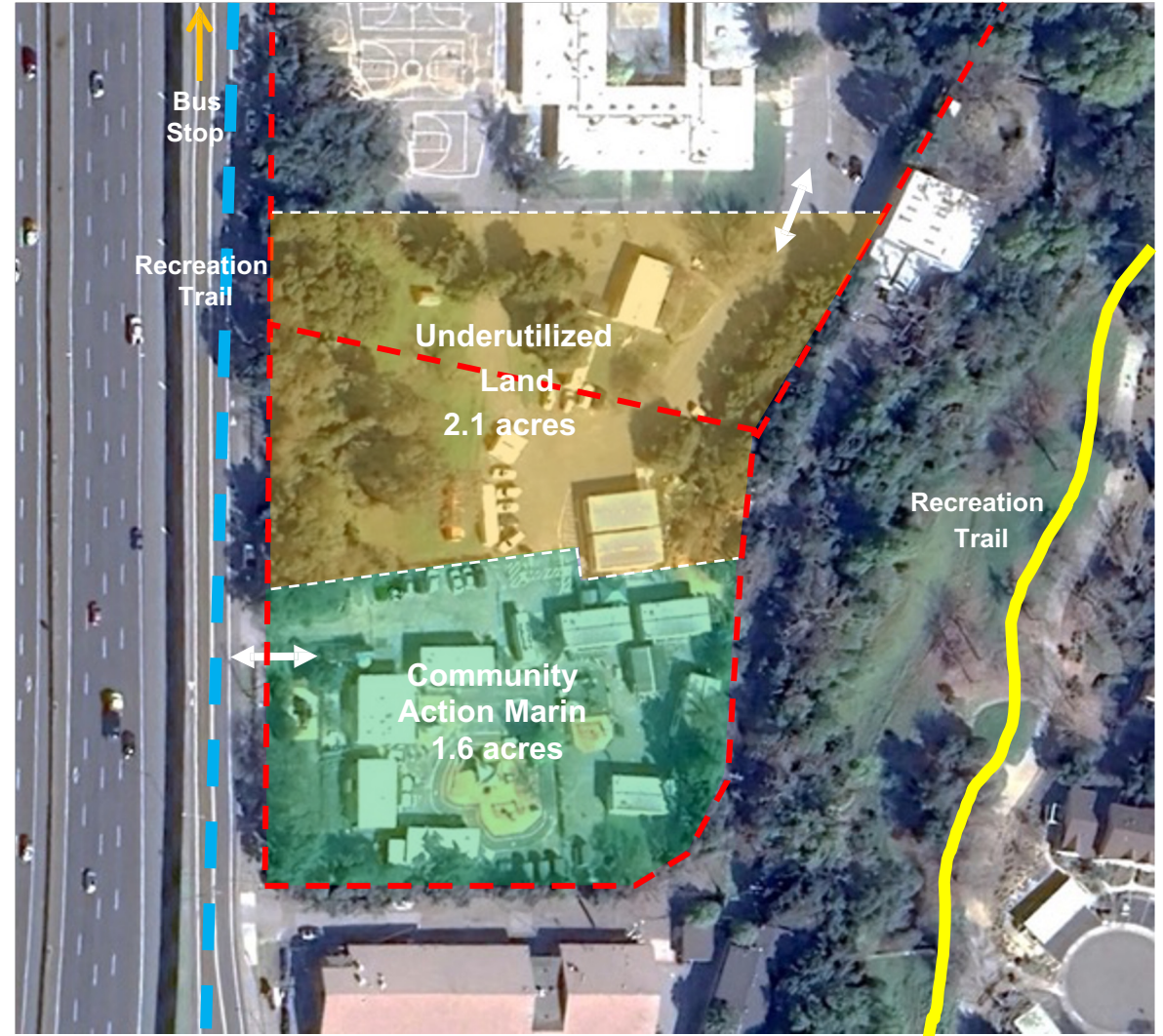
Development Area Size:	3.7 Acres
General Plan Designation:	Community Facilities, Public Utilities & Civic Uses
Zoning:	Community Facilities (CF)
Allowable Use:	Residential Mixed-Use (Use Permit Required)

## Advantages

- Location conducive to higher density
- Easy Highway Access
- Recreation Trail Access
- Public Transportation: Bus Lines & SMART Rail

## Challenges

- Relocation of Existing Programs





# Meadow Annex - Example A

30

## Three-Story Multifamily

- 62 Total Apartment Units
- 109 Surface Parking
  - 1.75 spaces per unit
- Unit Mix of 1, 2, and 3-Bedroom Units

- Lower Density
- Lower Construction Costs
- Slightly Faster Construction Time





# Meadow Annex - Example B

31

## Four-Story Multifamily

- 105 Total Apartment Units
- 158 Car Barn Parking
- 28 Surface Parking
- 186 Total Parking
  - 1.75 spaces per unit
- Unit Mix of 1, 2, and 3-Bedroom Units

- Medium Density
- Medium Construction Costs
- Medium Construction Time



# Meadow Annex - Example C

32

## Five-Story Multifamily (4 over 1)

- 130 Total Apartment Units
- 180 Podium Parking
- 48 Surface Parking
- 228 Total Parking
  - 1.75 spaces per unit
- Unit Mix of 1, 2, and 3-Bedroom Units

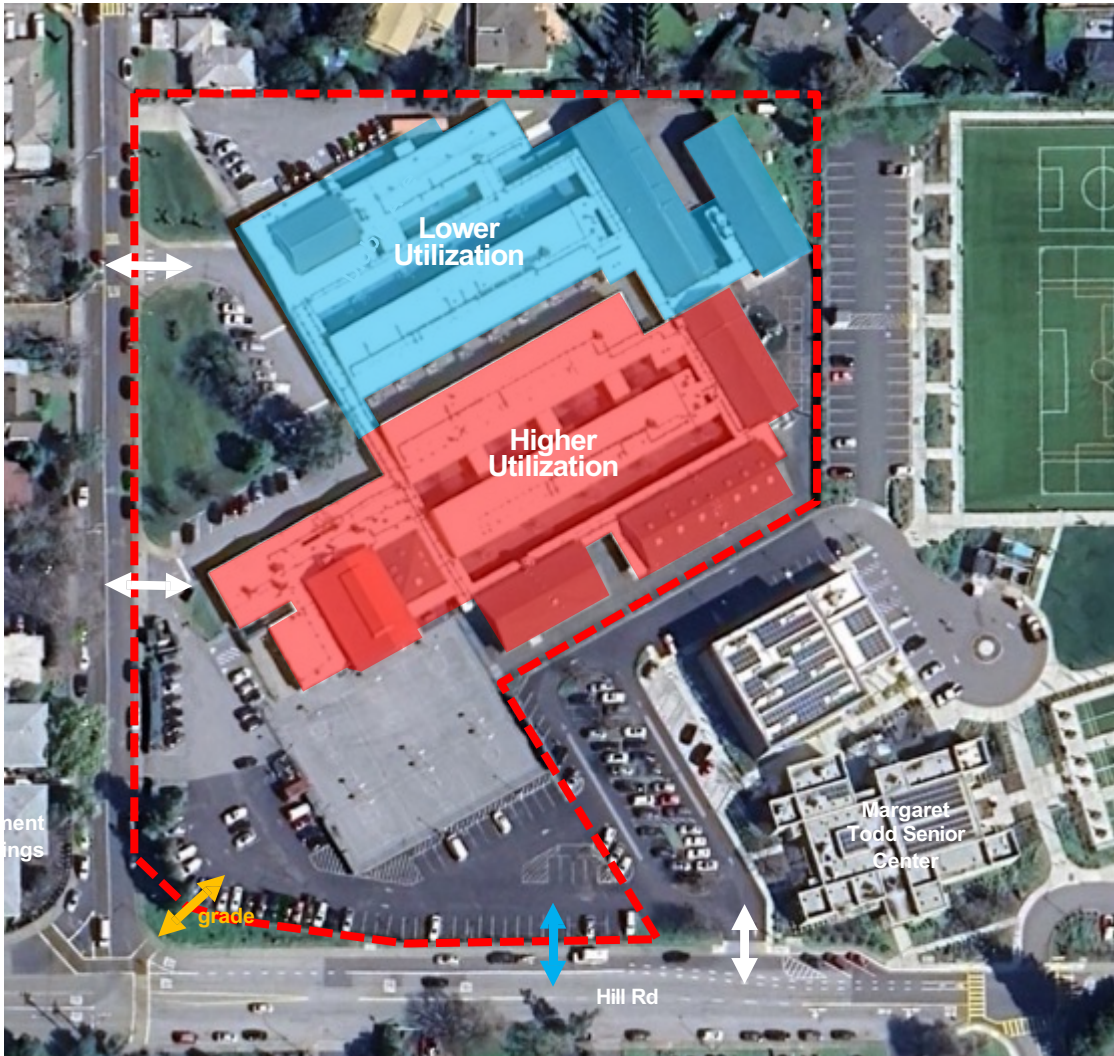
- Higher Density
- Higher Construction Costs due to concrete podium
- Longer Construction Time





# Hill Education Center Site Summary

33



Development Area Size:	5.6 Acres
General Plan Designation:	Community Facilities, Public Utilities & Civic Uses
Density:	10-20 Dwelling Units Per Acre Max Floor Area Ratio 0.8 (Mixed-Use)
Zoning:	Community Facilities (CF)

## Advantages

- One or Two Phases
- Location conducive to higher density
- Recreational Field Access
- Nearby Shopping and Professional Services
- Potential to phase project

## Challenges

- Relocation of Existing Programs



# Hill Education Center - Example A

34



## Three-Story Multifamily

- 66 Total Apartments Units
- 116 Surface Parking
  - 1.75 spaces per unit
- Unit Mix of 1, 2, and 3-Bedroom Units

- Low Density
- Low Construction Costs
- Fast Construction Time

# Hill Education Center - Example B

35



## Two-Story Townhomes

- 30 Total Townhome Units (3-4 Bedrooms)
- 60 Tuck Under Parking
  - 2.0 spaces per unit

## Three-Story Multifamily

- 70 Total Apartment Units Total (1, 2, and 3-Bed)
- 123 Surface Parking
  - 1.75 spaces per unit
- **100 Total Apartment & Townhome Units**
- **183 Total Parking**

- Very Low and Low Density
- Medium Construction Costs (per square foot and overall)
- Fastest Construction Time

\*Potential to phase project if advantageous



# Hamilton 1A & 1B Site Summary

36

Development Area Size:	8.8 total acres (6.5, 1.7, & 0.6 acres)
General Plan Designation:	Community Facilities, Public Utilities & Civic Uses
Density:	10-20 Dwelling Units Per Acre Max Floor Area Ratio 0.8 (Mixed-Use)
Zoning:	Planned Development (PD)

## Advantages

- Location conducive to higher density
- Easy Highway Access
- Recreation Trail Access
- Public Transportation: Bus Lines & SMART Rail

## Challenges

- Federal Use Restriction
- Environmental Concerns
- Relocation of Existing Programs





# Hamilton 1A & 1B - Example A

37

## Three-Story Multifamily Current Library as-is

- 162 Total Apartment Units
- 284 Surface Parking
  - 1.75 spaces per unit
- Unit Mix of 1, 2, and 3-Bedroom Units

- Lower Density
- Lower Construction Costs
- Faster Construction Time



# Hamilton 1A & 1B - Example B

38

## Three and Five-Story Multifamily Reconfigured Library

- 200 Total Apartment Units
- 350 Surface Parking and Car Barn
  - 1.75 spaces per unit
- Unit Mix of 1, 2, and 3-Bedroom Units

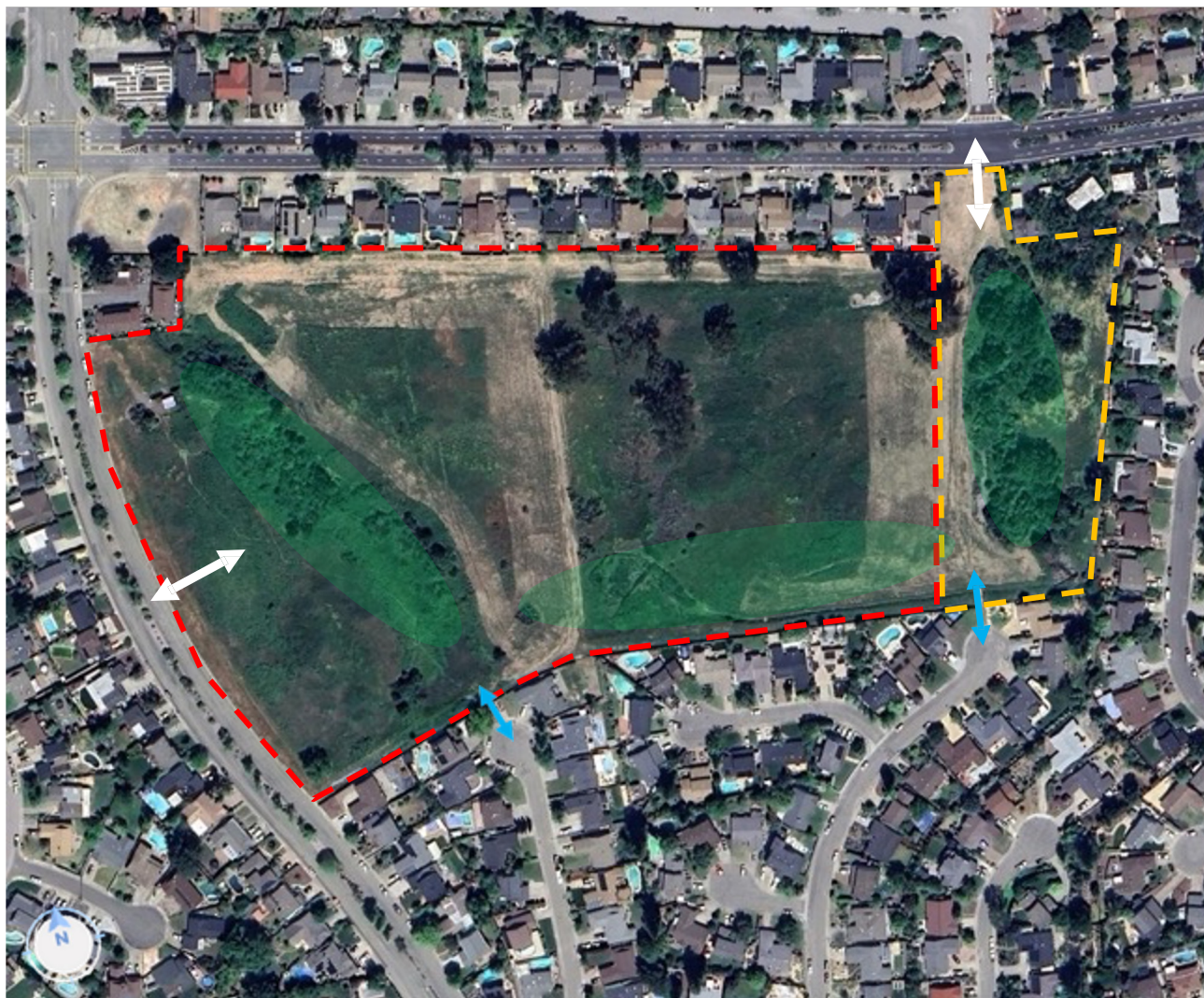
- Low and High Density
- Low and High Construction Costs
- Longer Construction Time





# San Andreas Site Summary

39



6/25/24

Development Area Size:	21.6 & 4.4 Acres (26 total) District & City-Owned Parcels
General Plan Designation:	Medium Density Detached Residential (Park for City)
Zoning:	Planned Development (PD)
Allowable Use:	4-7 Dwelling Units Per Acre

## Advantages

- High-value single-family location
- Recreational & Park Access
- Nearby Shopping and Professional Services

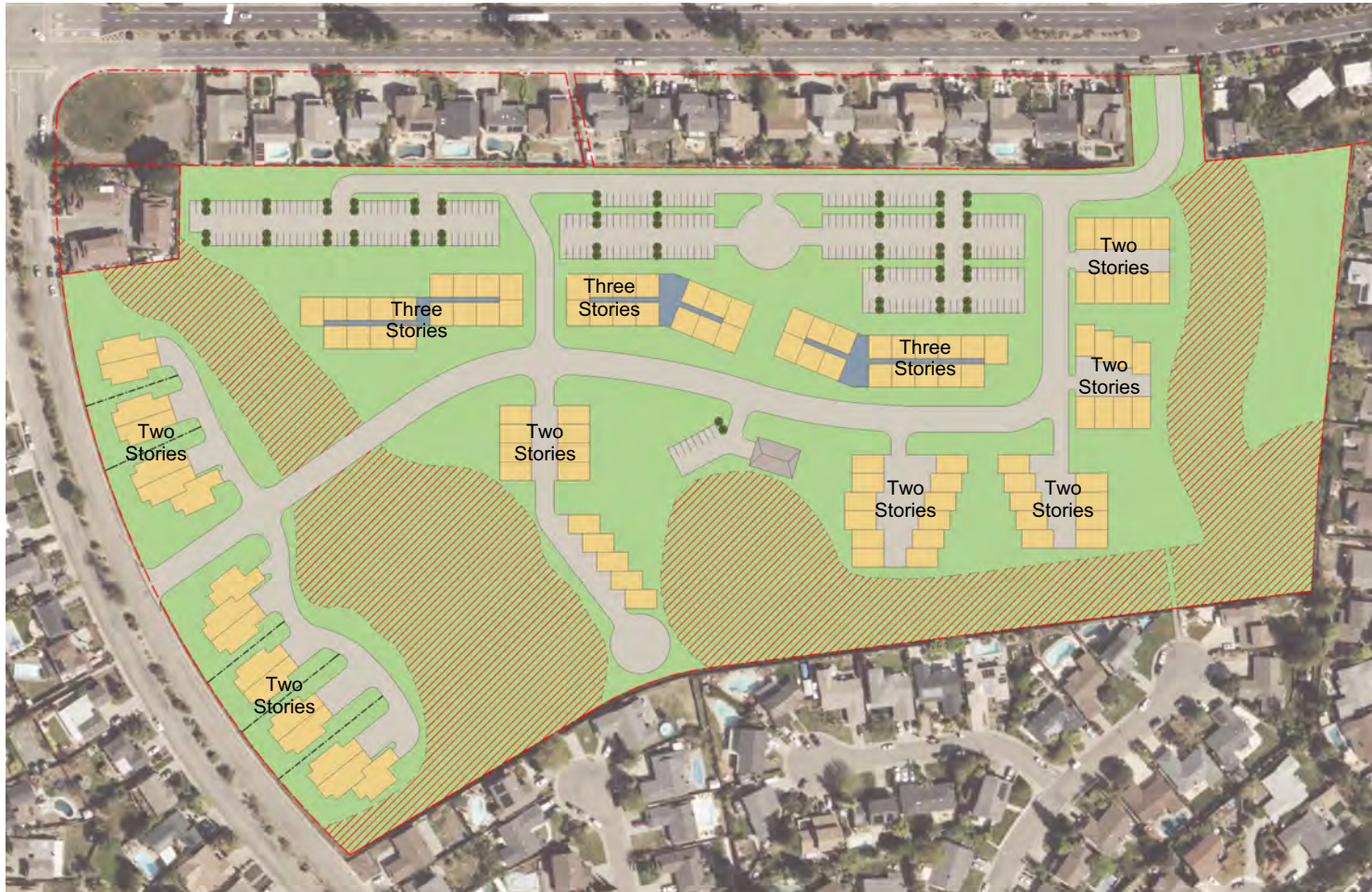
## Challenges

- Potential findings and related studies may extend entitlement timeline
- Lack of existing infrastructure
- Coordination with city on city-owned parcel



# San Andreas - Example A

40



## Three-Story Multifamily

- 128 Total Apartment Units (1, 2, 3-Bed)
- 224 Surface Parking
  - 1.75 spaces per unit

## Two-Story Townhomes

- 52 Total Townhome Units (3-4 Bed)
- 104 Tuck-Under Parking
  - 2.0 spaces per unit

## Duplexes

- 17 Total Duplex Units (3-4 Bed)
- 34 Attached Garage
  - 1.75 spaces per unit

- **197 Total Units**
- **362 Total Parking**

- Very Low and Low Density
- Low to Moderate Construction Costs
- Longer Construction Time



# San Andreas - Example B

41



## Single Family Homes

- 36 Total Single-Family Homes (3-4 Bed)
- 72 Attached Garage Spaces
  - 2.0 spaces per unit

## Two-Story Townhomes

- 45 Total Townhome Units (3-4 Bed)
- 90 Tuck-Under Parking
  - 2.0 spaces per unit

## Duplexes

- 17 Total Duplex Units (3-4 Bed)
- 34 Attached Garage
  - 1.75 spaces per unit

■ **98 Total Units**

■ **196 Total Parking**

- Very Low Density
- Low to Moderate Construction Costs
- Faster Construction Time



# District Office Site Summary

42

Development Area Size:	1.5 Acres
General Plan Designation:	Business & Professional Office (BPO)
Zoning:	Business & Professional Office (BPO)
Allowable Use:	Office & Commercial Floor Area Ratio 0.4 to 0.7

## Advantages

- Location conducive to higher density
- Recreational Field Access
- Nearby Shopping and Professional Services

## Challenges

- Relocation of Existing Programs
- Coordination with city on city-owned parcel



# District Office - Example A

43

## Five-Story Multifamily (4 over 1)

- 94 Total Apartment Units
- 36 Surface Parking
- 105 Podium Parking
- 141 Total Parking
  - 1.5 spaces per unit
  - Lower parking ratio due to walkable downtown location
- Unit Mix of 1, 2, and 3-Bedroom Units

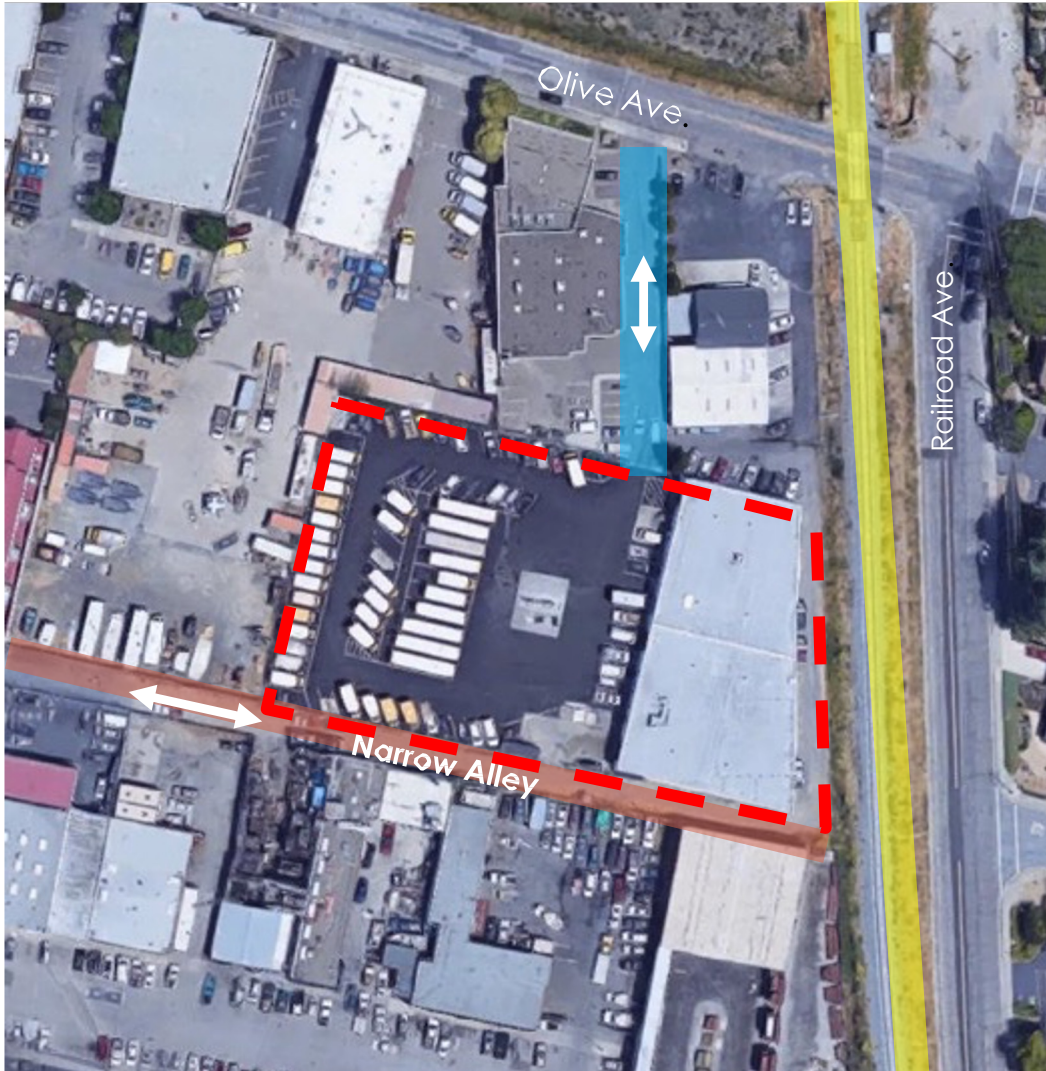
- Higher Density
- Higher Construction Costs due to concrete podium
- Longer Construction Time





# FANS/Transportation Site Summary

44



Development Area Size:	1.4 Acres
General Plan Designation:	General Commercial (within Downtown Overlay District Boundary)
Zoning:	General Commercial (GC)

## Advantages

- Nearby Shopping and Professional Services

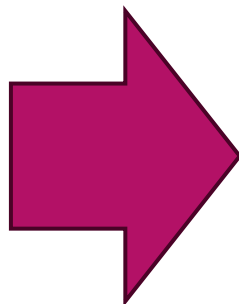
## Challenges

- Relocation of Existing Services
- Underground Fuel Storage Tank
- Constrained Access

# Funding Options

## Program Decisions...

- Tenant Population
- Target Income Levels & Rental Rates
- Construction Costs
- Community Needs



## ... Impact Potential Funding Sources

- **Sales of Surplus Property**
  - Add Entitlements value
- **Local Funds**
  - GO Bonds, Certificates of Participation, Parcel Taxes
- **State and Federal Funds**
  - Grants, soft loans, tax credits
- **Public-Private Partnerships**
  - Private or public entities share capital costs

# Entitlements and Strategy

## Entitlement Process

- Design
- Planning Documents
- Project Review by the City of Novato
- Community Engagement
- CEQA Review, Potential Environmental Impact Review
- E.I.R. Certification and Project Approvals

Timeline is 2 – 2.5 Years

Strategy 1	Strategy 2	Strategy 3
Maximize Land Value	Minimize upfront Design & Entitlement Costs	Maximum Amount and Quality of Housing and Revenue Generation
Work with Community to Entitle Properties	Sell Properties As-Is	GO Bond Election
Requires upfront Predevelopment Costs	Low Land Value	55% support from voters
Potential for a combination of funding sources based on preferred strategy		
Potential to utilize Low Income Housing Tax Credits to extend district funds further		



# What's Next

- Additional analysis based on Board feedback at today's meeting
- Construction Costs
- Financing Strategies

**August 6, 2024: Board of Education Meeting**

Accepts Study and gives direction on a path moving forward.

**Sept 23, 2024: Community Advisory Committee Meeting**

Review Board direction for their input.

**Early 2025: Board of Education Meeting**

Plans for development and financing strategy on selected properties