



CALIFORNIA STATE
UNIVERSITY
E A S T B A Y

Faculty and Staff Housing Task Force Report

September 24, 2020



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Faculty and Staff Housing Task Force Report

In 2019, President Leroy M. Morishita commissioned a Faculty and Staff Task Force to develop short, medium, and long-term goals with the following list of objectives:

- Evaluate potential sites for development of faculty and staff housing.
- Explore master leases with local apartment complexes that reserve nearby, affordable units for university employees.
- Consider short term solutions, such as loans and other measures to both ease the transition of new hires into the Bay Area and to ease the struggle for our existing employees.
- Work with banks, the Chancellor's Office and other elected officials for subsidies, such as below market interest rates or down payment assistance programs for employees of the CSU.
- Consider or brainstorm other housing solutions for the Cal State East Bay community.

Faculty and Staff Housing Task Force

Members of the Faculty and Staff Task Force included representatives from faculty, staff, and administrators as noted below:

Chair: Debbie Chaw, Vice President Admin & Fin/CFO, Administration and Finance

Members:

Anna Alexander, Assistant Professor, History Department

Bhavesh Patel, Buyer, Procurement Services

Danvy Le, Assistant Professor, Political Science

Ian Pollock, Associate Professor, Art

Randyl Pamphlet, EOP Office Manager, Education Opportunity Program

Satinder Malhi, Associate Director, Govern & Community Relations

Arnab Mukherjea, Assistant Professor, Health Sciences

Ex Officio Winnie Kwofie, Associate Vice President, Facilities Development & Operations

The Task Force met for the first time on December 5, 2019. VP Chaw welcomed all members and each member provided individual introduction noting name, position at CSUEB, length of employment at CSUEB and housing conditions (homeowner, tenant or others). VP Chaw reviewed the Charter, meeting schedules and deadline for submitting a report to the President.

Meeting Schedule

Members agreed to meet every 2nd and 4th Friday of the month starting on Dec 5, 2019 through April 30, 2020. Each meeting was one hour long with options for in-person or virtual attendance

Meeting Attendance

Members were very engaged in all meeting discussions with over 70% attended each meeting. Through constructive dialogue, the group generate many creative ideas some with low cost impact to address faculty and staff housing needs.

Presentations

- Faculty and Staff Housing Options on the Hayward Campus: The PDC department of FD&O presented a preliminary review of five possible locations for Faculty and Staff Housing on the Hayward Campus: Campus Drive, Harder Road/West Loop, Grandview, Parking Lot P and Stadium North. Campus Master Plan noted three of these sites under the Land Use and Site Development Framework.
- City of Hayward Real Estate Market Overview: Current and projected price data for homes and rental units were presented to the Task Force
- Programs on other CSU campuses: The Taskforce reviewed faculty and staff housing program provided by CSU campuses, most of the housing units on the main campus or close to main campus. Majority of the housing units were acquired through real estate purchase. San Jose State and San Luis Obispo constructed their housing units. Townhomes and condominiums types are common; and are managed and maintained by campus work force. Rental rates are approximately 5%to 10% below market rates.
- Programs in other Universities and colleges, K-12 and cities: The Taskforce discussed similar program in other universities, colleges and K-12. Examples of such education institutions were San Francisco Unified District, San Mateo County Community College District and Stanford University

Brainstorming and Ideas Generation

Many ideas were generated and discussed, and the group adopted Problem Statements model presented by Associate Professor Ian Pollock to categorize the ideas using factors such as doability, desirability and possible timeframe for implementation. A score of ten on doability means the idea can easily be developed further for implementation. A score of ten on desirability means the idea has a very high appeal to the address the short to long term housing needs of faculty and staff.

The results from the model are summarized in the succeeding pages.

	A - Scoring: 10 - Easy	B - Scoring: 10 - Very	A+ B (Easy and Very Desirable)	Short < 1 year Medium <= 3years Long > 3years		
Brief Description of Idea	Doability	Desirability	Total Score	Timeframe	Comments	
Review faculty and staff housing noted on Campus Master plan	10	10	20	Short	Complete	
Housing demand study funding approval	9	9	18	short		
Relocation financial support for faculty and staff	8	10	18	short		
Online resource portal for short term housing with information to legal support, tenants' rights, lease agreements, rent control; FAQs; faculty and staff could post vacancies or housing/roommates search	8	10	18	short		
Links to Alumni real estate agents	8	10	18	short		
Faculty, staff and students survey to assessment where they live and their commute pattern	7	9	16	short		
Partner with hotels on or near campus for short-term needs (e.g., "Castle" hotel for a night or two)	8	8	16	short		
Partnership with residential hotels/shared spaces	8	8	16	short		
Address commute time to campus which is the largest carbon emission contributor	7	8	15	short		
University to provide short term financial assistance to faculty and staff (loans - stipends - moving, deposits)	2	10	12	short		
SYSTEM LOANS to provide short, medium, and long term financial loans to faculty and staff (loans - stipends - moving, deposits)	2	10	12	long		
SYSTEM Partnership with Banks and Credit unions	5	10	15	long		
SURVEY Identify factors to assess faculty and staff consider in meeting their housing needs (school districts for children, affordability, travel time, financial assistance, family needs etc., amenities, pets, etc.	5	9	14	medium		

	A-Scoring: 10 - Easy	B - Scoring: 10 - Very	A+ B (Easy and Very Desirable)	Short < 1 year Medium <= 3years Long > 3years		
Brief Description of Idea	Doability	Desirability	Total Score	Timeframe	Comments	
Possible public private partnerships with nonprofits, property managers, homeowners, or for profits like AirBnB (e.g. San Jose State)	5	9	14	medium		
Link housing solutions effort to climate change and carbon neutrality	3	10	13	medium		
University contracted relationship with housing placement agency	5	8	13	medium		
Partnership with other city, local schools and colleges with short term housing	5	8	13	medium		
Build new faculty and staff housing	1	10	11	long		

The most achievable and desirable short-term ideas were:

- Provide funding for a Housing Demand Study for a Faculty and Staff Housing project on campus.
- Provide financial support for faculty and staff.
- Provide online resource portal for short term housing with information to legal support on housing rental.
- Provide links to Alumni real estate agent.

The most achievable and desirable medium-term ideas were:

- Link housing solutions effort to climate change and carbon neutrality
- Survey to identify factors to assess faculty and staff consider in meeting their housing needs.
- Possible public private partnerships with nonprofits, property managers, homeowners, or for profits like AirBnB (e.g. San Jose State).

The most achievable and desirable long-term idea was the construction of a new faculty and housing with an attractive below market loan rate for leasing.

Recommendation

The Taskforce recommends the University approve funding for a housing market demand study and this study should increase a survey to assess current faculty and staff housing needs. The task force also recommends that the University further develop the short-term ideas noted below:

- Provide financial support for faculty and staff.

- Provide online resource portal for short-term housing with information to legal support on housing rental.
- Provide links to Alumni real estate agent.

Impact of COVID 19 on the University

The Taskforce did not have the opportunity to discuss the impact of the current pandemic on this validity of the ideas generated and presented in the recommendation.

APPENDICES

Appendix 1

Faculty and Staff Housing Task Force Charter

President Leroy M. Morishita has tasked us with developing short, medium and long term goals that will:

- Evaluate potential sites for development of faculty and staff housing
- Explore master leases with local apartment complexes that reserve nearby, affordable units for university employees.
- Consider short term solutions, such as loans and other measures to both ease the transition of new hires into the Bay Area and to ease the struggle for our existing employees.
- Work with banks, the Chancellor's Office and other elected officials for subsidies, such as below market interest rates or down payment assistance programs for employees of the CSU.
- Consider or brainstorm other housing solutions for the Cal State East Bay community

Appendix 2

Faculty and Staff Housing Task Force December 5, 2019 Meeting Notes

Attendees: Anna Alexander (via Zoom), Debbie Chaw, Danvy Le (via Zoom), Satinder Malhi (via Zoom), Arnab Mukherjea, Randy Pamphlet, Bhavesh Patel, Ian Pollock, Winnie Kwofie

- Welcome - Chair Debbie Chaw welcomed the members of the task force.
- Review Agenda – Members reviewed the agenda for the December 5, 2019 meeting.
- Introductions – members introduced themselves: name, position, length of time at CSUEB and housing situation (home ownership or rental.)
- Charter review – task force members reviewed the charter.
- Brainstorming Session
 - a. Information from Members
 - Academic Senate has set up a Housing Committee.
 - CalPERS used to sponsor a home ownership financial assistance program (CalPath Loan) until 2012. Program offered low interest and closing costs. Program no longer exist.
 - SFUSD provides housing assistance – CSUEB could find more about this program.
 - b. Ideas
 - Faculty, staff and student survey to evaluate where they live and commute patterns (*ST*)
 - Define the problem that we are trying to solve (*ST-MT*)
 - Partner with hotels on or near campus for short-term needs (e.g., “Castle” hotel for a night or two) (*ST-MT*)
 - Need to get faculty here first with a short-term housing solution so they can get acclimated (*ST-MT*)
 - Review faculty and staff housing on campus per Campus Master plan (*ST*)
 - Build new faculty and staff housing (*LT*)
 - Link this effort to climate change and carbon neutrality (*MT-LT*)
 - Address commute to campus which is the largest carbon emission contributor (*ST-MT*)
 - Short term housing need as a recruitment strategy (*ST-MT*)
 - Identify factors faculty and staff consider in meeting their housing needs (school districts for children, affordability, travel time, financial assistance, family needs, amenities, pets, etc.) (*ST – part of survey?*)
 - Possible public private partnerships with nonprofits, property managers, homeowners, or for profits like AirBnB (e.g. San Jose State) (*ST-MT*)

- Create web page with online resources for newcomers to learn about different communities; find short-to-mid-term accommodations; advertise faculty/staff who have rentals; tenants' rights; legal services for housing issues (i.e., rent control)(*ST*)
 - Partnering with financial institution to offer low interest rate loans; can we use the buying power of CSU for loans? (*ST-MT – feasibility?*)
 - Ability to use relocation/moving expenses for first and last month's rent; need to pay back if person leaves CSUEB within one year (*ST*)
 - Determine what the current inventory is (campus and off-campus) and forecasted developments in surrounding areas; take into consideration transportation needs (*ST*)
- c. Timeframe - Discussed definition of short-term, mid-term and long-term time frames. Faculty might think in terms of 1 yr. (1st year), 7 yrs. (tenure decision) and after y yrs., we agreed that the definitions need to apply to both faculty and staff. Most task force members thought we should categorize ideas into the 3 categories using definition of timeframe it would take to accomplish idea or come up with a solution.
- Spring Semester Schedule – members decided to meet on the 2nd and 4th Friday of the month from 10 am – 11 am. First meeting will be on January 24. Zoom capability will be available for all meetings.
 - Meeting Adjourned

Faculty and Staff Housing Task Force
January 24, 2020
Meeting Notes

Attendees: Debbie Chaw, Danvy Le, Arnab Mukherjea (via zoom), Randy Pamphlet, Bhavesh Patel, Winnie Kwofie (via zoom)

- Welcome - Chair Debbie Chaw welcomed the members of the task force.
- Members reviewed and approved minutes from December 5, 2019 meeting

Follow-ups and further discussions of ideas from December 5, 2019

Topic	Discussion/Action needed	Responsible party
Academic Senate Housing Committee	No representative from Academic Senate to confirm	Ian Pollack
CalPERS used to sponsor a home ownership financial assistance program (CalPath Loan) until 2012	Current interest rates are low and program is discontinued. Check with System wide HR if any ongoing discussion about provide some assistance to Housing to faculty and staff	Debbie Chaw
SFUSD provides housing assistance	Provide program details and requirements	Ian Pollack
Faculty, staff and student survey to evaluate where they live and commute patterns	Survey to identify commute patterns and trends to campus	Reach out to Michael Lee, David Larson and Office of Sustainability
Define the problem that we are trying to solve	Example of problem definition: To provide resources to assist faculty and staff meet their short to long-term housing needs.	Arnab and Winnie
Define resources: programs, online resources etc.:	Such resources shall include: financial assistance, short term loans, move in financial support and assistance, legal resources, partnership with local landlords, rental requirements; deals with nearby apartments, AirBNB, faculty and staff rentals, intra campus classified webpage for rentals/roommates Follow up actions: links to Surrounding cities housing websites	All

<p>Housing programs in the Bay Area</p>	<p>City and County of San Francisco’s Mayor’s Office Housing and Community Development https://sfmohcd.org/teacher-next-door Program helps SFUSD educators buy their first home in San Francisco: Provides \$40,000 for a market rate unit or \$20,000 for a below-market-rate unit.</p> <p>San Francisco Unified School District Housing Support for Employees https://www.sfusd.edu/announcements/2018-09-12-housing-support-employees</p>	<p>Danvy, Arnab</p>
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Other ideas for further discussions:

- Partner with hotels on or near campus for short-term needs (e.g., “Castle” hotel for a night or two) *(ST-MT)*
 - Review faculty and staff housing on campus per Campus Master plan *(ST)*
 - Build new faculty and staff housing *(LT)*
 - Link this effort to climate change and carbon neutrality *(MT-LT)*
 - Address commute to campus which is the largest carbon emission contributor *(ST-MT)*
 - Short term housing need as a recruitment strategy *(ST-MT)*
 - Identify factors faculty and staff consider in meeting their housing needs (school districts for children, affordability, travel time, financial assistance, family needs etc., amenities, pets, etc.) *(ST – part of survey?)*
 - Possible public private partnerships with nonprofits, property managers, homeowners, or for profits like AirBnB (e.g. San Jose State) *(ST-MT)*
 - Create web page with online resources for newcomers to learn about different communities; find short-to-mid-term accommodations; advertise faculty/staff who have rentals; tenants’ rights; legal services for housing issues (i.e., rent control)*(ST)*
 - Partnering with financial institution to offer low interest rate loans; can we use the buying power of CSU for loans? *(ST-MT – feasibility?)*
 - Ability to use relocation/moving expenses for first and last month’s rent; need to pay back if person leaves CSUEB within one year *(ST)*
 - Determine what the current inventory is (campus and off-campus) and forecasted developments in surrounding areas; take into consideration transportation needs *(ST)*
 - Timeframe - Discussed definition of short-term, mid-term and long-term time frames. Faculty might think in terms of 1 yr. (1st year), 7 yrs. (tenure decision) and after y yrs., we agreed that the definitions need to apply to both faculty and staff. Most task force members thought we should categorize ideas into the three categories using definition of timeframe it would take to accomplish idea or come up with a solution.
-
- Spring Semester Schedule – members decided to meet on the 2nd and 4th Friday of the month from 10 am – 11 am. First meeting will be on January 24. Zoom capability will be available for all meetings.
 - Meeting Adjourned

Faculty and Staff Housing Task Force

February 14, 2020
Meeting Notes

Attendees:

Present: Debbie Chaw, Anna Alexander (via zoom), Arnab Mukherjea, Danvy Le (via zoom), Winnie Kwofie, Ian Pollock, Satinder Malhi

Absent: Bhavesh Patel, Randyl Pamphlet

Topic	Discussion/Action needed	Responsible party
<ul style="list-style-type: none"> Welcome 	Chair Debbie Chaw welcomed the members of the task force	VP Chaw
<ul style="list-style-type: none"> Review Agenda 	No additions to presented agenda	All
<ul style="list-style-type: none"> Review Meeting Notes from January 24, 2020 Any clarifications or changes 	<ul style="list-style-type: none"> Members reviewed and approved minutes from February 14, 2020 meeting with an amendment to correct Ian's last name. Taskforce goal to present recommendation to the President by April 30, 2020 Focus on actions President can approve before his retirement, example: resource portals, contracts with placement agency, loan term loans, relocation expense Follow up with CSUEB Alums who are realtors Others follow ups needed: San Mateo County Jefferson School District bond measure, collaboration with local school districts, sister campuses, police and fire departments; Governor's initiatives trailers on vacant land, San Jose Housing initiative 	<p>All</p> <p>Debbie</p> <p>Debbie</p> <p>Winnie</p>
<ul style="list-style-type: none"> Academic Senate Housing Committee 	No Housing Committee on the Academic Senate	Ian Pollock
<ul style="list-style-type: none"> Potential Developments near CSUEB 	Presentation of upcoming development around CSUEB; CSUEB potential sites for Faculty and Staff Housing to be presented at the next meeting scheduled for February 28, 2020	Winnie

	Discussion with President for possible funds for Housing demand study	Debbie Chaw
<ul style="list-style-type: none"> Define the problem that we are trying to solve 	<p>Example of problem definition: To provide resources to assist faculty and staff meet their short to long-term housing needs.</p> <p>Structure problem definition to aid prioritization of needs</p>	Ian Pollock

Other ideas for further discussions:

- Partner with hotels on or near campus for short-term needs (e.g., “Castle” hotel for a night or two) *(ST-MT)*
- Review faculty and staff housing on campus per Campus Master plan *(ST)*
- Build new faculty and staff housing *(LT)*
- Link this effort to climate change and carbon neutrality *(MT-LT)*
- Address commute to campus which is the largest carbon emission contributor *(ST-MT)*
- Short term housing need as a recruitment strategy *(ST-MT)*
- Identify factors faculty and staff consider in meeting their housing needs (school districts for children, affordability, travel time, financial assistance, family needs etc., amenities, pets, etc.) *(ST – part of survey?)*
- Possible public private partnerships with nonprofits, property managers, homeowners, or for profits like AirBnB (e.g. San Jose State) *(ST-MT)*
- Create web page with online resources for newcomers to learn about different communities; find short-to-mid-term accommodations; advertise faculty/staff who have rentals; tenants’ rights; legal services for housing issues (i.e., rent control)*(ST)*
- Partnering with financial institution to offer low interest rate loans; can we use the buying power of CSU for loans? *(ST-MT – feasibility?)*
- Ability to use relocation/moving expenses for first and last month’s rent; need to pay back if person leaves CSUEB within one year *(ST)*
- Determine what the current inventory is (campus and off-campus) and forecasted developments in surrounding areas; take into consideration transportation needs *(ST)*
- Timeframe - Discussed definition of short-term, mid-term and long-term time frames. Faculty might think in terms of 1 yr. (1st year), 7 yrs. (tenure decision) and after y yrs., we agreed that the definitions need to apply to both faculty and staff. Most task force members thought we should categorize ideas into the three categories using definition of timeframe it would take to accomplish idea or come up with a solution.
 - Spring Semester Schedule - members decided to meet on the 2nd and 4th Friday of the month from 10 am – 11 am. First meeting will be on January 24. Zoom capability will be available for all meetings.
- Meeting Adjourned

Faculty and Staff Housing Task Force
February 28, 2020
Meeting Notes

Attendees:

Present: Debbie Chaw, Anna Alexander, Arnab Mukherjea, Danvy Le, Winnie Kwofie, Ian Pollock, Satinder Malhi, Bhavesh Patel, Randyl Pamphlet

Guest: Daniel No

Topic	Discussion/Action needed	Responsible party
<ul style="list-style-type: none"> Welcome 	Chair Debbie Chaw welcomed the members of the task force	VP Chaw
<ul style="list-style-type: none"> Review Agenda 	No additions to presented agenda	All
<ul style="list-style-type: none"> Review Meeting Notes from Feb 14, 2020 Any clarifications or changes 	<ul style="list-style-type: none"> Members reviewed and approved minutes from February 14, 2020 	All
<ul style="list-style-type: none"> Faculty and Staff Housing Presentation 	<ul style="list-style-type: none"> Discussions of the pros and cons of each proposed site Comments/Feedback: Request to review the UC Santa Cruz Housing model 	Daniel No, Director of Planning, Design and Construction
<ul style="list-style-type: none"> Problem Statements 	To be discussed at the next meeting	Ian Pollock
<ul style="list-style-type: none"> Next Steps 		
<ul style="list-style-type: none"> Adjourn 		

Other ideas for further discussions:

- Partner with hotels on or near campus for short-term needs (e.g., “Castle” hotel for a night or two) (*ST-MT*)
- Review faculty and staff housing on campus per Campus Master plan (*ST*)
- Build new faculty and staff housing (*LT*)
- Link this effort to climate change and carbon neutrality (*MT-LT*)
- Address commute to campus which is the largest carbon emission contributor (*ST-MT*)
- Short term housing need as a recruitment strategy (*ST-MT*)

- Identify factors faculty and staff consider in meeting their housing needs (school districts for children, affordability, travel time, financial assistance, family needs etc., amenities, pets, etc.) (*ST – part of survey?*)
- Possible public private partnerships with nonprofits, property managers, homeowners, or for profits like AirBnB (e.g. San Jose State) (*ST-MT*)
- Create web page with online resources for newcomers to learn about different communities; find short-to-mid-term accommodations; advertise faculty/staff who have rentals; tenants' rights; legal services for housing issues (i.e., rent control)(*ST*)
- Partnering with financial institution to offer low interest rate loans; can we use the buying power of CSU for loans? (*ST-MT – feasibility?*)
- Ability to use relocation/moving expenses for first and last month's rent; need to pay back if person leaves CSUEB within one year (*ST*)
- Determine what the current inventory is (campus and off-campus) and forecasted developments in surrounding areas; take into consideration transportation needs (*ST*)
- Timeframe - Discussed definition of short-term, mid-term and long-term time frames. Faculty might think in terms of 1 yr. (1st year), 7 yrs. (tenure decision) and after y yrs., we agreed that the definitions need to apply to both faculty and staff. Most task force members thought we should categorize ideas into the three categories using definition of timeframe it would take to accomplish idea or come up with a solution.
- Spring Semester Schedule – members decided to meet on the 2nd and 4th Friday of the month from 10 am – 11 am. First meeting will be on January 24. Zoom capability will be available for all meetings

Appendix 3

**California State University
Faculty and Staff Housing Programs**

Campus	Location	Campus Constructed/ Acquired	Oversight/Policy Strategy	Maintenance Strategy	Housing/Unit Type (s)	Housing Option (s)	Unit Type	Monthly Rent	Other Information
Monterey Bay	Off-Campus	Acquired old military base	Campus Auxiliary (University Corporation)	Property Management Company	Bungalow and Townhomes	Rent	2BR, 3BR apartments	\$ 1,252 - \$ 1,500	Some 2BR units may be rented by CSUMB partners (non-CSUMB employees). Monthly rent rates include cable television, garbage service, water, and sewer
					Detached Townhomes, 2 to 5 BR	Purchase via Ground Lease	2 to 5 BR	n/a	
Northridge	Off-Campus	Purchased as pre-existing facility	Campus Auxiliary (University Corporation)	Property Management Company	Townhomes	Rent	2 BR	\$2,450	
					Single Family Homes	Rent , Purchase	3 BR, 4BR	\$ 2,500-\$3,600	
San Francisco	Main Campus	Acquired residential development	SFSU Housing Department	In-house	High rise tower	Lease	1BR, 2BR, 3BR	\$ 2,295 - \$4,000	Some towers may also be rented to students with families.
San Jose	Main Campus	Campus constr	SJSU Housing Department	In-house	High rise tower	Lease	1BR, 2BR	\$ 1,746 - \$ 2,869	Only 6th, 7th, 8th floors occupied by SJSU employees. Other areas rented by students
San Luis Obispo	Off-Campus	Constructed by private developer hired by campus auxiliary corporation	Campus Auxiliary (Cal Poly Housing Corporation)	Homeowner's Association	Condominiums	Purchase via Ground lease	2BR, 3BR/3 BR	n/a	Existing housing facilities are owned by the faculty/staff residents; ground lease managed by campus auxiliary. CSUN currently working on future housing for rent, P3 Slack and Grand Housing, via Public Private partnership with AMCAL; project currently in environmental review.
Sonoma	Main Campus	Donated to University Foundation by a donor	University Corporation	In-house	Townhouses	Lease (1 year only)	3BR	\$ 1,700/month	Existing housing is intended for newly hired tenure-track faculty, to help them transition into the local community. Each townhouse is approximately 1300 sq. Available for 1-year lease, \$1700/mo; Campus recently acquired Petaluma marina Apartments (Workforce Housing) for 1 to 3-year leases, to be maintained by a third party.

Appendix 4

Prioritization of Ideas

Faculty and Staff Housing	10 easy	10 very	high is easy and desirable	short < 1year medium < 3year long > 3year		
Description of Ideas	Doability	Desireability	SCORE	Timeframe	Comments	Others
Housing demand study funding approval	9	9	18	short	this is to request the funding needed to create and implement the survey	
Relocation financial support for faculty and staff	8	10	18	short	existing but faculty only - should include staff?	
Online resource portal for short term housing with information to legal support, tenants rights, lease agreements, rent control; FAQs; faculty and staff could post vacancies or housing/room mate search	8	10	18	short	Contract to third party?	Possible example: https://och.berkeley.edu/
Links to Alumni real estate agents	8	10	18	short		
Faculty, staff and students survey to assessment where they live and their commute pattern	7	9	16	short	Are there commuting solutions to serve housing clusters to areas underserved by public transportation	Is there an updated version?
Partner with hotels on or near campus for short-term needs (e.g., "Castle" hotel for a night or two)	8	8	16	short	timeframe - 1-3 nights on a one time of recurring basis	
Partnership with residential hotels/shared spaces	8	8	16	short	timeframe - weekly, monthly	
address commute time to campus which is the largest carbon emission contributor	7	8	15	short	updated version of this document- https://www.csueastbay.edu/parking/files/docs/ampps.pdf	
University to provide short term financial assistance to faculty and staff (loans - stipends - moving , deposits)	2	10	12	short		
SYSTEM LOANS to provide short, medium, and long term financial loans to faculty and staff (loans - stipends - moving , deposits)	2	10	12	long	Satinder?	
SYSTEM Partnership with Banks and Credit unions	5	10	15	long		
SURVEY Identify factors to assess faculty and staff consider in meeting their housing needs (school districts for children, affordability, travel time, financial assistance, family needs etc., amenities, pets, etc.	5	9	14	medium		
Possible public private partnerships with nonprofits, property managers, homeowners, or for profits like AirBnB (e.g. San Jose State)	5	9	14	medium		
Link housing solutions effort to climate change and carbon	3	10	13	medium		
University contracted relationship with housing placement agency	5	8	13	medium		
Partnership with other city, local schools and colleges with short	5	8	13	medium		
<i>Short term housing need as a retention strategy</i>	4	8	12	medium		
<i>Long term term housing loans as a retention strategy</i>	3	8	11	medium		
Build new faculty and staff housing	1	10	11	long		
<i>Identify short term housing solutions for new recruits so they can get acclimated</i>		9	9	Heading		
<i>Short term housing need as a recruitment strategy</i>		9	9	Heading		
Review faculty and staff housing noted on Campus Master plan	10	10	20	done		

HAYWARD HOUSING DEVELOPMENT



- 1 - Campus Drive
- 2 - Harder Rd/West Loop
- 3 - Grandview Ave

Appendix 6

FACULTY AND STAFF HOUSING

SITE EVALUATION

FACULTY AND STAFF HOUSING SITES



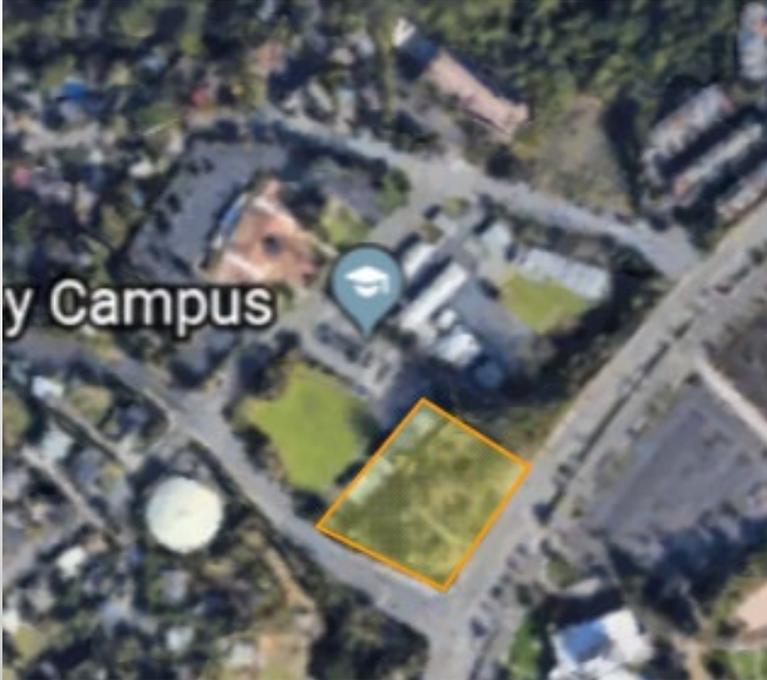
- 1 - Campus Drive
- 2 - Harder Rd/West Loop
- 3 - Grandview Ave
- 4 - Parking Lot P
- 5 - Stadium North

FACULTY AND STAFF HOUSING SITES



- 1 - Campus Drive
 - 2 - Harder Rd/West Loop
 - 3 - Grandview Ave
 - 4 - Parking Lot P
 - 5 - Stadium North
-
- H1 - Mixed-income townhome
 - H2 - Median density residential, retail, and office
 - H3 - Single family residential and some townhome
 - H4 - Suburban density residential
 - H5 - Residential open space
 - H6 - Median density townhome, student housing and retail
 - H7 - Urban general zone - commercial

CAMPUS DRIVE



Campus Drive Site:

- Adjacent to Low density single family housing to the West and North
- Adjacent to Mission Valley Campus and high density housing to the East
- Approximately 1.44 Ac, 310' x 203'
- This site slopes down the hill along Campus Drive and slopes down toward University Court
- Point of access to this site is restrictive
- Suitable for mid-density housing development, around 25 units per acre, of 1, 2, and 3 bedroom townhouses
- Development potential: 32 townhouses
- Not a view lot
- 6 - 1 BD units, 20 -2 BD units, 6 – 3 BD units

GRANDVIEW AVE



Grandview Ave Site:

- Sloped site with view of San Mateo bridge and Golden Gate Bridge
- Single family houses with lot size of approx. 5,000 sf across street
- Approximately 6.89 Ac, 246' x 1,200'
- Major street improvements needed
- Site is accessible through campus and Grandview Ave
- An access road can be developed to connect to campus
- Part of larger residential neighborhood
- Potential for phased development
- Development Potential: 175 townhouses
- 35 – 1 BD units, 105 – 2 BD units, and 35 - 3 BD units

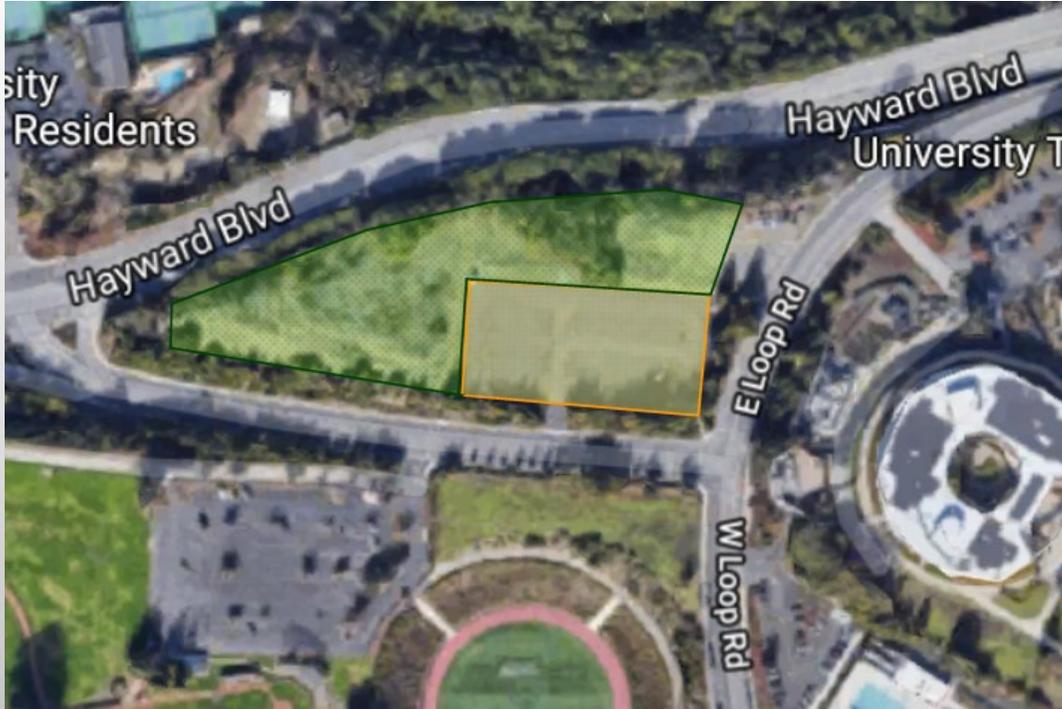
HARDER RD/WEST LOOP



Harder Rd/West Loop Site:

- Flat site with bay view
- Close to future mixed income housing and charter school
- Close to future low density single family housing
- Restricted site access from Harder Road and campus
- Approx. 3.67 Ac, 172' x 930'
- Street improvements needed
- This site has room to expand, can be developed in phases
- Removal of approx. 300 temporary parking spaces
- Development potential: 90 townhouses
- 18 – 1 BD units, 54 – 2 BD units, and 19 – 3 BD units

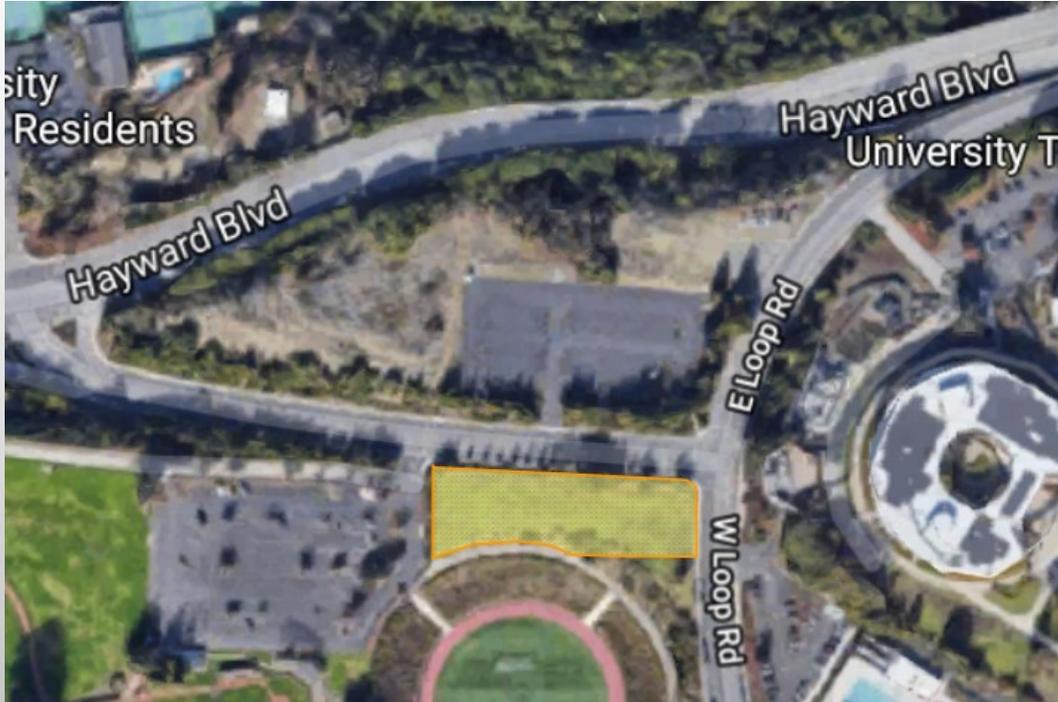
PARKING LOT P



Parking Lot P:

- Level lot at campus entrance
- Direct access to campus
- Protected/sunken building pad
- View to the bay at upper levels
- Close to future mixed-use development with a small grocery store
- Opportunity to develop a 2 to 4 story building(s) over parking structure
- Approx. 1.31 ac, 355' x 160', of building area
- Additional 2.46 ac of park area
- Suitable for mid-density housing development
- Development potential: 35 townhouses
- 7 - 1 BD units, 21 -2 BD units, 7 – 3 BD units

STADIUM NORTH



Stadium North:

- Sloped site at campus entrance
- Direct access to campus
- Adjacent to Stadium, fields, and event parking
- Shared access
- Close to future mixed-use development with a small grocery store
- Approx. 0.64 ac, 350' x 80'
- Development potential: 16 townhouses
- 3 - 1 BD units, 10 -2 BD units, 7 - 3 BD units

SAMPLE IMAGES – FLOOR PLANS AND ELEVATIONS



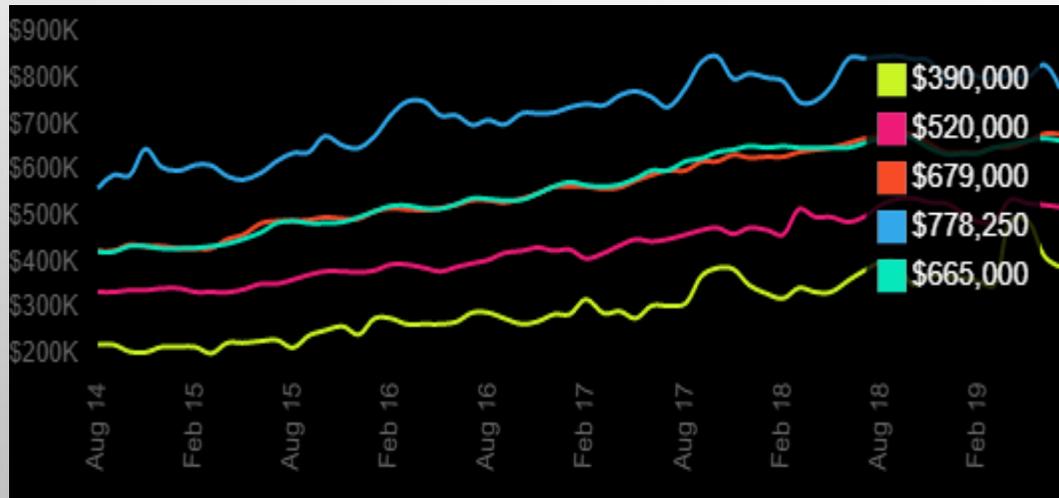


AD
architect

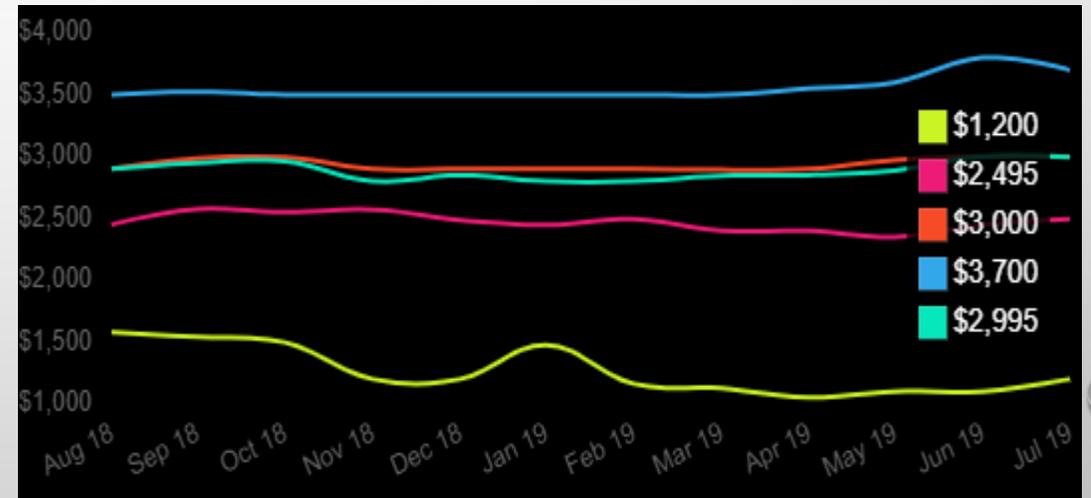
HAYWARD REAL ESTATE MARKET OVERVIEW

MEDIAN PRICE PER SQFT = \$475

MEDIAN SALES



MEDIAN RENT



UNIT TYPES

Units:

- 1 BD, 1 BA – 800 sf
- 2 BD, 2 BA – 1,000 sf
- 3 BD, 2 BA – 1,200 sf

Construction:

- Wood framed with Stucco finish, Tile roof
- 2/3 stories with garages or car ports
- Central air heating and cooling
- Double pane windows
- Full size kitchen and bath
- LEED Gold or better
- Solar system

ESTIMATED PROJECT COST

Pre-development cost:

- Housing Demand Study, Master plan revision,
Soils investigation, topo survey,
Conceptual design \$325,000
 - CEQA \$100,000 to \$300,000
- Initial funding to start pre-development phase \$425,000

Project Development Cost:

- Design and project management \$ 3,808,000
 - Construction \$14,700,000
 - Contingency \$ 1,400,000
 - CEQA off-site mitigation \$ Unknown
- Total project Costs \$19,008,000
- Approx. SF cost \$ 498/sf

Based on 40,000 sf development:

30,000 sf townhouses, 10,000 sf parking/garage