

12-2018

# Staff Housing Task Force Report

Staff Senate  
*Santa Clara University*

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SANTA CLARA UNIVERSITY

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# STAFF HOUSING TASK FORCE REPORT

December 2018

# Staff Housing Task Force Report

## Executive Summary

This report summarizes the results of the SCU Staff Housing Survey and makes recommendations to the University to offer staff programs related to rental support and home purchasing support. The survey, sent to all SCU staff, asked a host of questions related to their current housing situation, plan for future housing, and transportation-related matters.

The Staff Housing Survey was conducted in July and August of 2018 and was sent to all individuals on the SCU Staff Essential email list, for a total of 1392 potential participants. This is higher than the number of benefits-eligible staff (982) because it includes faculty who have dual roles in staff positions. A total of 527 responses were received for a response rate of 38%. There were also 115 comments provided.

### Justification

Results from the Campus Climate Survey which was conducted January 2018 reported that 53% of staff respondents have seriously considered leaving the university. Among the top six reasons staff provided on why they considered leaving the University are low salaries and high cost of living.

The following are top assumptions or myths the task force encountered throughout our process.

**Myth:** Staff are not recruited nationally and therefore should not be eligible for housing assistance.

**Fact:** National recruitments are regularly conducted for staff positions across the University. As with faculty searches, there are issues around attracting and retaining candidates due to the high cost of living in the Bay Area.

**Myth:** If the staff hired are local then there is no need to provide housing assistance.

**Fact:** Even when staff are hired who live locally, that does not mean that they have secure housing or would not prefer to live closer to the University.

**Myth:** The work staff do is not specialized and therefore anyone could do the job of staff.

**Fact:** Many staff positions require unique skill sets and specific degrees.

The success of the faculty housing assistance programs demonstrates the ability and capacity of the university to initiate and manage this type of program which is regarded as a key recruitment and retention benefit. Building upon this strength and experience to include staff housing assistance is a practical and logical next step and further demonstrates the University's commitment.

The task force recommends the University offer the same assistance to staff as is offered to faculty. This recommendation is based upon the review of the staff housing taskforce survey responses, the identified need for housing assistance and alignment with existing programs. The core of social justice is the distribution of wealth, opportunities, and privileges to create a more just society. As a Jesuit university, Santa Clara University can further embody our mission and values through the following key recommendations. Therefore to become a truly just university the University must:

- Open university-owned rental units to staff and increase the number of units available
- Offer a monthly rental subsidy
- Offer down payment assistance
- Expand the current mortgage subsidy program to include staff

Submitted on:  
December 11, 2018

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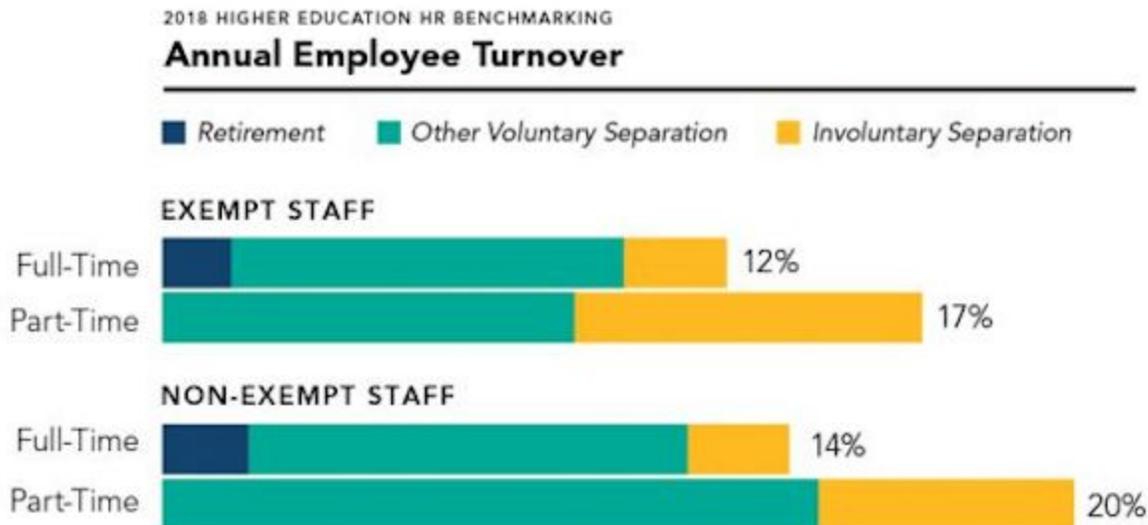
## Staff Housing Task Force Report

### Introduction

SCU President Michael E. Engh, S.J., said in his [Convocation Address](#) on Sept. 12, 2017  
“I am deeply concerned about our ability to attract and retain faculty and staff in this housing climate. I am committed to working with the Vice Presidents, the Trustees, and our collaborative governance system to explore affordable and sustainable solutions to our complex housing situation.”

The President is right to be concerned. Results from the Campus Climate Survey show that 53% of staff respondents have seriously considered leaving the University. Among the top six reasons staff provided on why they considered leaving the University are low salaries and high cost of living.

According to Human Resources, SCU’s staff turnover rate for 2017 was 12.29%. This is equal to (exempt staff) and lower than (non-exempt staff) the Higher Education benchmark. While this is a positive trend compared to Higher Education benchmarks, 10% is a healthy benchmark according to Workstride.



**Figure:** Data from the College and University Professional Association of Human Resources

During FY17 the Staff Senate drafted a charge to form a task force to explore staff housing assistance programs. The following year the Staff Senate continued work on a charge for a staff housing task force and routed the motion through the University Coordinating Committee. The University Coordinating Committee approved the task force in February 2018 and appointed members in March 2018. The Task Force was given a deadline to submit a preliminary report with findings and recommendations by December 2018.

The charge of the Staff Housing Task Force is to:

- Conduct a benchmarking study of staff housing assistance programs from other educational institutions, including program terms, annual institutional investment, and staff satisfaction with the program;
- Prioritize the specific benefits to include in a Staff Housing Assistance Program at SCU;
- Establish a financial framework and estimate the budgetary impact for implementation;
- Analyze, frame, and evaluate ideas and initiatives to advance the recommendation of a Staff Housing Assistance Program.

### Survey Respondent Demographics

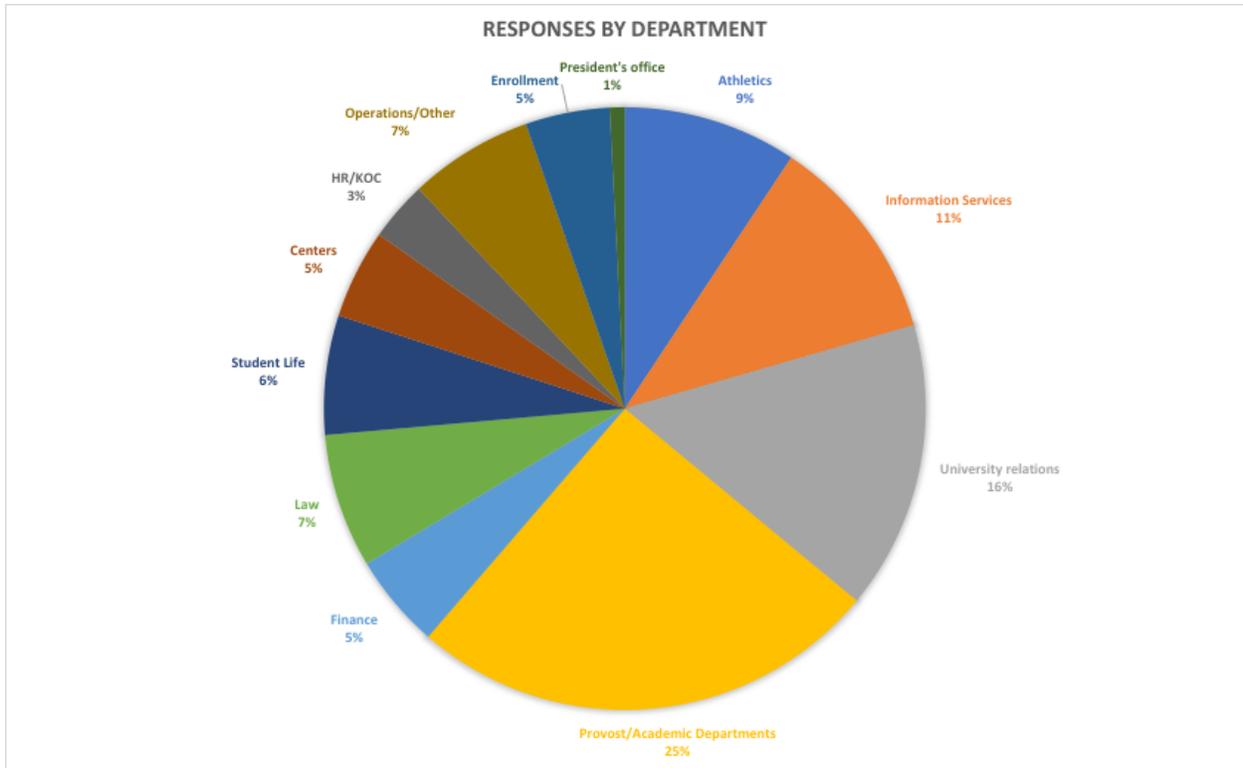
The task force conducted a survey of staff in July and August of 2018. The survey was sent to all individuals on the SCU Staff Essential email list, for a total of 1392 potential participants. A total of 527 responses were received for a response rate of 38%. There were also 115 comments provided.

<b>Employment Status</b>	<b># of Survey Respondents</b>	<b>Percentage of Survey Respondents</b>
Full-time	423	95.27%
Part-time	21	4.73%
Exempt	246	56.94%
Non-exempt	186	43.06%

<b>Years of employment</b>	<b>Survey Respondents</b>	<b>Total Benefits Eligible Staff</b> <i>*official data from HR</i>
0-2	127	457
3-5	112	
6-10	73	187
11-15	45	222
16-20	47	
21+	39	116
<b>Totals</b>	<b>443</b>	<b>982</b>

Of staff who responded, 45.15% have an annual household income under \$100,000. The University must discern the ethical implications of what it means to have salaries for staff positions that do not provide them basic necessities such as housing. As a Jesuit university providing housing assistance for staff aligns with our core missions and values.

Annual Household Income	Percentage of Respondents
\$10,000-\$29,999	.72%
\$30,000-\$49,999	5.31%
\$50,000-\$69,999	18.36%
\$70,000-\$89,999	13.04%
\$90,000-\$99,000	7.73%
\$100,000-\$149,999	22.46%
\$150,000-\$199,999	17.87%
\$200,000-\$249,999	5.80%
\$250,000+	8.70%



### Key Findings

After reviewing the full survey results, the key findings were:

1. Salaries don't meet the cost of living
2. Recruitment and retention
3. Leaving job/quality of life
4. Commute method/time

		What is your annual household income?								Total	
		\$10,000 - \$29,999	\$30,000 - \$49,999	\$50,000 - \$69,999	\$70,000 - \$89,999	\$90,000 - \$99,999	\$100,000 - \$149,999	\$150,000 - \$199,999	\$200,000 - \$249,999		\$250,000+
Who currently lives in your household with you? Select all that apply.	Single (no partner or children)	1	8	26	17	7	12	5	1	0	77
	Partner/spouse no children	1	5	16	7	9	37	31	11	15	132
	Partner/spouse with children	0	1	12	15	9	37	35	12	21	142
	Single with children	0	1	5	7	2	4	1	0	0	20
	Other non-child dependent	0	2	6	6	0	3	3	0	0	20
	Roommate(s)	2	6	18	5	5	5	3	0	0	44
Total		3	22	76	54	32	93	74	24	36	414

Figure: Number in household and annual household income

		How far away from campus would you prefer to live?							Total
		0-5 miles	6-10 miles	11-15 miles	16-20 miles	21-25 miles	26-30 miles	31+ miles	
How would you prefer to commute to campus?	Walk	123	11	1	1	0	0	0	136
	Bike	57	26	7	2	0	0	1	93
	Car	68	65	31	4	8	1	2	179
	Public transportation (bus, train, etc)	10	16	7	5	2	3	9	52
	Other	4	2	0	1	0	0	0	7
	Total	262	120	46	13	10	4	12	467

**Figure:** Preferred method and distance from campus

When asked if there was a University housing purchase program, would you be interested, 68.69% of survey respondents answered: “definitely yes.”

**Comment Themes**

A total of 115 comments were received. Responses were coded by two of the task force members. Six themes were identified: salaries, support for the task force, recruitment and retention, leaving job, quality of life, questions for the task force final report. Note that some themes were present in a single comment and were therefore coded for both comments. The six themes are listed below along with representative comments.

Theme: Salaries (39 comments)

- I do not feel that my pay is nearly adequate for my experience, job responsibilities, education and cost of living. Cost of living here is very very high and I feel the pay here at Santa Clara is not nearly enough to raise a family or save money.
- It is very difficult to survive on my income.

Theme: Support for the task force (29 comments)

- Thank you for being on this task force. It is difficult to envision staying at SCU without a workable solution to affordable housing in the Bay Area.
- Thank you for putting together this survey and creating the task force. This is a real need.

Theme: Recruitment and retention (15 comments)

- Housing assistance would help attract employees from out of state that is needed for strong talent especially at director level and above. We do not pay very well so this would help bring in strong talent needed to move the University forward.
- As a unit manager, it is essential that some form of housing assistance be implemented OR salaries need to exponentially increase to offset the cost of living here in the Bay Area. We are tasked to provide a great service to the students of this community, however, we are having to do this with interns or those with minimal experience. The

area is making it impossible to recruit quality candidates or keep those here that are doing a great job. They are being priced out of the area and home ownership is not even a consideration for most in the current landscape.

Theme: Leaving job (14 comments)

- I will need to leave the University within 3 years if we don't have a program to help pay housing costs.
- My husband and I have been looking at relocation to another state where we would be able to buy a home. Living here is not sustainable. Half our paychecks go to paying our rent. It is nearly impossible to have any savings after we pay rent and other bills. We love living and working here, but we may have to leave.

Theme: Quality of life (12 comments)

- Being single and moving to this area has been extremely difficult for housing specifically. Sure, not having dependents gives me flexibility but my SCU pay is so low I have never qualified to live even in a studio in San Jose, Santa Clara, Morgan Hill, Gilroy -which were all areas I looked into. This has meant I have to go into a lease with another person, which my issue is not about sharing space but rather being dependent on another person's income. In less than 2 years I live in 5 different residences mainly because roommates found more cost effective locations throughout CA to live and since I didn't make 2.5-3x the amount of rent I was left with no choice but to leave also.
- I am concerned for the future of our institution if we cannot hire and retain staff and faculty due to the high cost of living in this area. I hope that something can be done. I also hope that this does not become an issue of equality among employees. ... Housing and childcare are vital to quality of life. I hope that this can be embraced by our community with feasible solutions.

Theme: Questions about the final report (10 comments)

- It is very important to me that staff are recognized and given the same benefits as faculty. We work just as hard, our work serves the mission of the university just as much and we deserve the same opportunities.
- This assistance should be available to full time employees of all ranks. In my opinion, prioritizing faculty/staff based on level of their position in the university is only undermining those who ultimately need the housing assistance the most. Currently, the 1st priority is faculty housing assistance program is offered for tenure-track faculty. the FIFTH priority is staff in their first year of employment. The fifth priority, are those that are moving to the area and will be making the least of all the other employees that qualify.

## **Recommendations**

Based on the review of survey responses, identified need, and alignment with existing programs, the task force is recommending the University offer the same assistance to staff as they offer to faculty. Part of social justice is the distribution of wealth, opportunities, and privileges to create a more just society. As a Jesuit university, Santa Clara University should be an example of embodying our mission and values. Therefore to become a truly just university the university must:

- Open up university-owned rental units to staff and increase the number of units available
- Offer a monthly rental subsidy
- Offer down payment assistance
- Expand the current mortgage subsidy program to include staff

## **Recommendation: University-owned rental units**

To address the transitional housing need of staff who are new to the area or are recruited to a position at SCU, the University needs to offer staff the opportunity to live in university-owned rental units and increase the number of units available. Rental units should be available to staff for a minimum of five years, as long as they are in good standing at the University.

### Background

The University's Property Management Office currently offers 91 units available for rent with faculty occupying the top placement spot and staff are only offered the option after all faculty needs have been met. This results in a shortage of units available to staff as well as a timing issue for new staff transitioning to the University, as staff are hired throughout the year, unlike faculty whose positions start in the fall quarter. Due to holding space for faculty, Property Management has vacancies in the units every year. Additionally, the 91 units currently available do not adequately meet demand.

The Property Management Office sets the University's rental rates to be 5% below the median of rental rates for comparable units within a five-mile radius of the University.

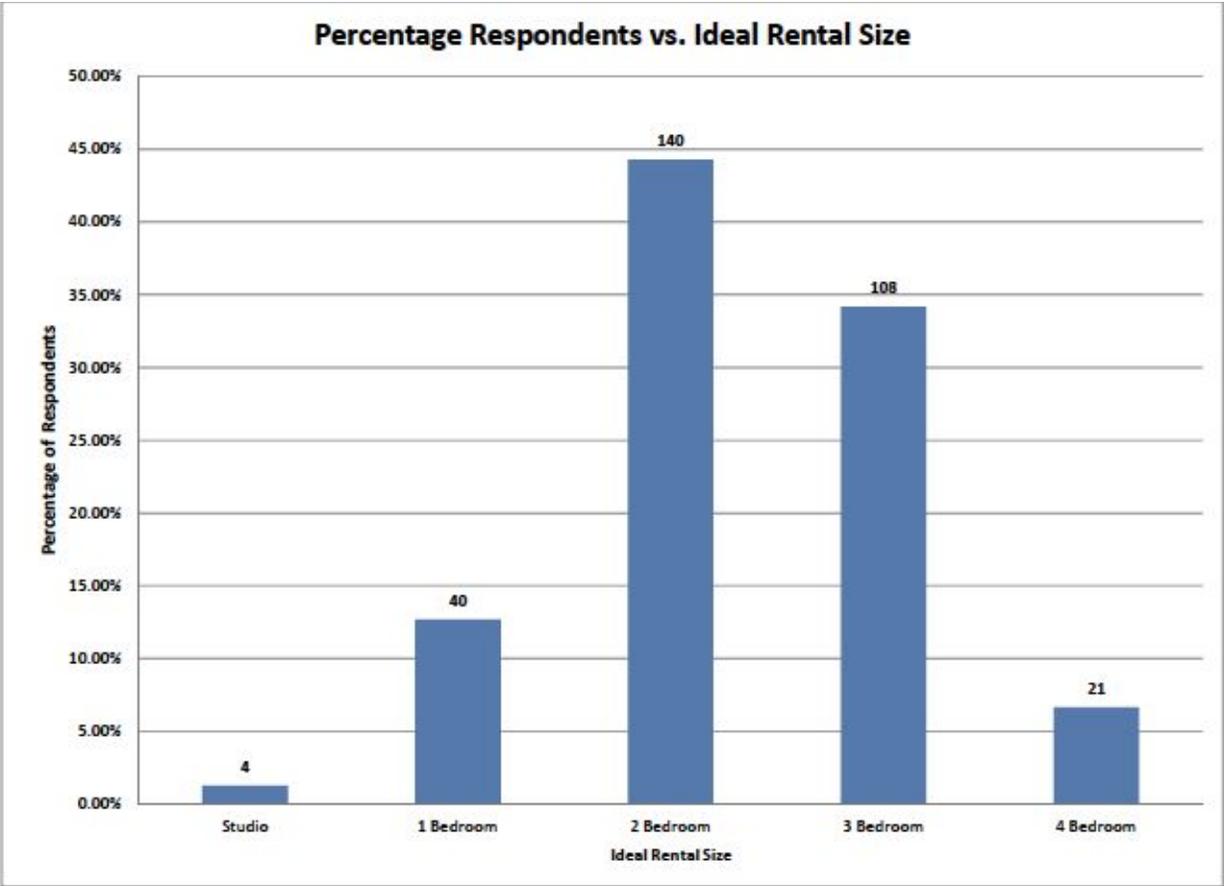
### Impact

This recommendation does not address the high cost of housing in the Bay area or create a long-term housing solution.

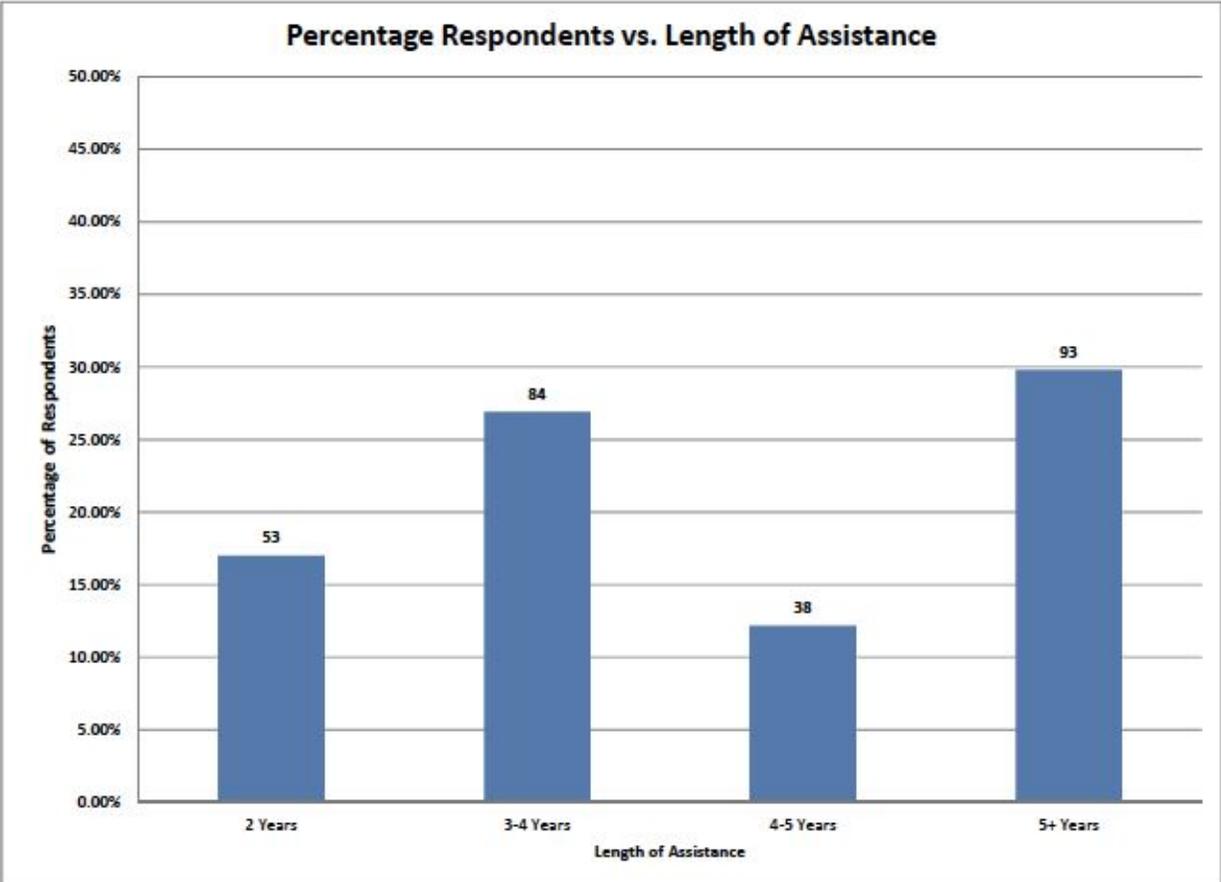
### Financial Considerations

Along with the existing units owned by the University, we recommend the University build a new complex with a combination of 1-3 bedroom units. Over 90% of survey respondents stated a need for 1 bedroom to 3 bedroom residences, with 78% of those being 2 bedroom and 3 bedroom options.

When asked the ideal size of rental residence, survey respondents answered as follows:



Our recommendation is for the University to offer university owned rental units to staff for 5 or more years as long as the SCU employee is in good standing with the University. When asked If SCU introduced a rental assistance program, how long should it last, survey respondents answered as follows:



## **Recommendation: Monthly Rental Subsidy**

The monthly rental subsidy program for staff would model the program currently available to tenure and tenure-track faculty. It would provide monthly rental support and periodically adjust based on the changes in the local rental market.

### Background

The high cost of housing in the local area poses a challenge for Santa Clara University in its efforts to recruit and retain highly qualified staff. The rental assistance program is intended to ease the transition into the local housing market by providing monthly rental assistance in the form of supplemental pay.

### Impact

The monthly rental subsidy should prioritize staff with a household income of \$90,000 or less. This recommendation mirrors the US Department of Housing and Urban Development (HUD) [eligibility limits](#) for housing assistance in the Bay Area. Of the survey respondents who chose to self-report their annual income, 37% would meet this eligibility limit.

The average monthly rent from the survey responses is \$2,300. This represents a range of 31%-91% of their income goes towards rent. The guidelines for housing state that 30% of an individual's income go towards rent/housing.

If there are additional funds, the second priority would be to assist staff with a household income of \$90,000-\$150,000. This group comprised 30% of survey respondents. These staff are earning just above the HUD low-income guidelines and could benefit from secure and stable housing.

### Financial Considerations

Based upon available resources, the recommendation is to prioritize rental subsidy to staff with the lowest household income.

## **Recommendation: Down Payment Assistance**

The down payment assistance program would provide staff with up to 10% of the home purchase price at the time of closing and upon resale. In order to qualify for down payment assistance, the staff member would need to be employed by the University for a minimum of five years, earn \$150,000 or less household income, be able to qualify for a home mortgage and be in good standing with the University.

### Background

Given the increasing housing costs in the Bay area, the University faces considerable challenges in recruiting and retaining staff. Saving for a down payment is daunting, if not insurmountable, for staff members with limited total household income. The proposed program is intended to provide an opportunity for staff to purchase a home with down payment assistance. This program will benefit the University significantly by providing stability for many staff members with limited resources.

### Impact

In order to establish a sense of longevity, the task force recommends that the down payment assistance only be offered to those that have been employed by the University for 5 or more years and have \$150,000 or less household income.

The following represents the percentage of survey respondents who earn \$150,000 or less in household income and are interested in purchasing a home:

- 39.2% have been employed by the University for more than 5 years
- 27.99% have been employed by the University for 3-5 years

In the survey on Exploring Staff Housing Options, of the nearly 527 respondents:

- Staff making less than \$50,000 household income are spending roughly 40% of income on housing on average.
- Staff making between \$50,000 and \$100,000 household income are spending 25-50% of income on housing on average.
- Only 32.8% of respondents say they currently own their home
- 36.6% of those currently renting said they would like to purchase a home in the Bay Area within the next five years. Furthermore, the majority of those that expressed interest have a household income between \$50,000 and \$150,000.

### Financial Considerations

The amount of support from the University is up to 10% of the final home purchase price. If the staff member exits the University, the homebuyer agrees to repay the University the original amount the University contributed as well as the adjustment amount in equity. Upon resale of the home, the homebuyer agrees to repay the University the original amount the University contributed including the adjustment amount in equity.

## **Recommendation: Mortgage Subsidy**

In addition to the Mortgage Assistance/Down Payment assistance, the task force recommends the University offer the following mortgage assistance subsidy programs available to staff. These would mirror and expand on the opportunities provided to faculty. Qualification and terms of the subsidy shall be the same as the down payment/mortgage assistance (offered to those that have been employed by the University for 5 or more years and have \$150,000 or less household income).

### Background

Subsidy benefits provided by the University may be structured in several ways, but typically involves providing subordinated financing or a grant for some small fraction of the home purchase amount. This benefit can be used in conjunction with the Mortgage Assistance/Down Payment assistance program.

The subsidy shall be in the form of a forgivable loan, structured as a subordinated loan and is limited to specific uses, such as closing costs or down payments. The subordinated loan shall be six years in duration and is forgiven in equal increments over the term of the loan. Each annual forgiven amount is considered an employee benefit for that tax year. The amount forgiven each year is considered taxable compensation. The tax may be covered by increasing the benefit amount.

Alternatively, funds for the down payment and closing costs may be given in the form of a grant. The grant will be considered as compensation income for the employee in the current year.

### Impact

#### *MORTGAGE SUBSIDY PROGRAM*

The purchase assistance program is intended to enhance the staff member's ability to purchase a single-family home, condominium, or other single-family dwelling unit that will be used as the staff member's primary residence. Support under the purchase assistance program is provided as a mortgage subsidy of \$120,000 that is paid in a declining amount over a 10-year period.

#### *CLOSING COST SUBSIDY*

The University will contribute, on behalf of the participant, up to \$4,000 toward non-recurring closing costs associated with the purchase of the residence to be paid at closing of the sale.

#### *\*LANDED SUBSIDY PROGRAM*

Together with the down payment program, the University will subsidize the participant's first mortgage by a total of \$63,000, paid out monthly in a declining amount over five years (assuming the participant continues to be employed and in good standing at Santa Clara University). The payments will be made directly to the eligible staff member in the form of taxable supplemental payments added to the payroll check.

### *TEMPORARY INTEREST RATE BUY DOWN*

To make the initial monthly payments more affordable, the University may provide assistance in the form of a temporary interest rate buy-down during the initial years of the loan. From an underwriting perspective, it is anticipated that annual wage and salary increases for the borrowing employee will offset the graduated interest-rate payment increases.

### *DEBT TO INCOME RATIO*

Santa Clara University will work with the lender in order to permit higher debt-to-income ratios under negotiated programs. (In some cases, the allowable debt-to-income ratio may go as high as 50-60 percent). This is helpful in our area with high housing costs and in qualifying for lower salaried staff.

### Financial Considerations

To be eligible for the assistance, each employee must have an established minimum 5-year employment history with the University, and be in good standing. If an employee terminates employment, voluntarily or otherwise, prior to the loan/grant maturity date, the outstanding balance becomes amortized over the remaining term of the forgivable loan. This is a one-time, term benefit.

## **Other Considerations**

The Staff Housing Task Force considered other recommendations. These can be added to the totality or menu of options for consideration, prioritization, and implementation.

*TELECOMMUTING (section 307 of the Staff Manual)* - The current University telecommuting policy was written in 1998. It is the recommendation of the Task Force to revise the policy to be mindful of peer institution practices, distance traveled for staff and financial hardships of the Bay Area. Telecommuting would help to recruit and retain employees who chose to live in other regions

### *CENTRALIZED HOUSING ASSISTANCE*

To identify housing inventory for newly hired staff and faculty. Respondents to the survey requested assistance in finding places to live after accepting employment.

### *OTHER PROGRAMS*

Ongoing offerings on home purchase assistance to include programs for eligible low-income programs offered by HUD and other agencies; education on current programs in place for home purchase assistance, education about the process and how to prepare for home purchase.

## Appendix A: Copy of Survey Questions

Thank you for taking the time to provide your feedback on your current housing and perspective on housing assistance. We hope this will help inform efforts to develop a proposal for a Staff Housing Assistance Program for Santa Clara University. This survey is anonymous and will take approximately 10 minutes to complete.

Please answer these general questions regarding your current living situation before continuing onto sections dedicated to perspectives on rental assistance and staff purchasing programs.

Who currently lives in your household with you? Select all that apply.

- Single (no partner or children) (1)
- Partner/spouse no children (2)
- Partner/spouse with children (3)
- Single with children (4)
- Other non-child dependent (5)
- Roommate(s) (6)

How many individuals (including yourself) currently live in your household?

- 1 (1)
- 2 (2)
- 3 (3)

4 (4)

5+ (5)

How far away from campus do you currently live?

0-5 miles (1)

6-10 miles (2)

11-15 miles (3)

16-20 miles (4)

21-25 miles (5)

26-30 miles (6)

31-40 miles (7)

41-50 miles (8)

51+ miles (9)

How do you currently commute to campus on most days?

Walk (1)

Bike (2)

- Car (3)
- Public transportation (bus, train, etc.) (4)
- Other (5) \_\_\_\_\_

How much time does your commute, one-way, normally take?

- Under 5 minutes (1)
- 6-10 minutes (2)
- 11-20 minutes (3)
- 21-30 minutes (4)
- 31-40 minutes (5)
- 41-50 minutes (6)
- 51-60 minutes (7)
- 61-75 minutes (8)
- 76-90 minutes (9)
- 91+ minutes (10)

For your primary residence do you currently:

- Own (1)
- Rent (2)
- Other (3) \_\_\_\_\_

How much do you pay in rent/mortgage every month?

\_\_\_\_\_

What is your current housing type?

- Single family home (1)
- Multi-family home (2)
- Condo/Apartment (3)
- Townhouse (4)
- Other (5) \_\_\_\_\_

Please answer the following questions based on your ideal or preferred living and commuting situation.

How far away from campus would you prefer to live?

- 0-5 miles (1)

- 6-10 miles (2)
- 11-15 miles (3)
- 16-20 miles (4)
- 21-25 miles (5)
- 26-30 miles (6)
- 31+ miles (7)

How would you prefer to commute to campus?

- Walk (1)
- Bike (2)
- Car (3)
- Public transportation (bus, train, etc) (4)
- Other (5) \_\_\_\_\_

If you were financially able to, would you want to purchase a home in the Bay Area in the next 5 years (either as a first-time homebuyer or to purchase a home that better fits your ideal housing situation)?

- Definitely yes (1)

- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

Leaving cost aside, rank in order of preference, how important these are to you. To put in rank order, just drag and drop.

- \_\_\_\_\_ Proximity to campus (1)
- \_\_\_\_\_ Noise level (2)
- \_\_\_\_\_ Space (number of bedrooms) (3)
- \_\_\_\_\_ Commute (4)
- \_\_\_\_\_ Pet friendly (5)
- \_\_\_\_\_ School district (6)
- \_\_\_\_\_ Safe area (7)
- \_\_\_\_\_ Cultural diversity (8)
- \_\_\_\_\_ Other (9)

Rank in order of preference, the community amenities that are important to you.

- \_\_\_\_\_ Parks (1)
- \_\_\_\_\_ Childcare (2)
- \_\_\_\_\_ Public library (3)
- \_\_\_\_\_ Access to grocery/restaurants (4)
- \_\_\_\_\_ Health services (5)
- \_\_\_\_\_ Entertainment venues (6)
- \_\_\_\_\_ Other (7)

The next section will give you an opportunity to provide your perspective on rental assistance. The City of Santa Clara does not have a report for the average rental rate. The City of San Jose's 2018 first-quarter report states "Average effective monthly rent for a 2-bedroom apartment was \$2,626; Renters must earn \$51/hour (\$105,040/year) to afford this rent." (Source: Average effective monthly rent for a 2-bedroom apartment was \$2,626; Renters must earn \$51/hour (\$105,040/year) to afford this rent). As the cost of rental properties continues to increase in the City of Santa Clara and surrounding areas, your feedback is necessary for the

Staff Housing Assistance Task Force to assess the needs of the university staff community in order to make accurate recommendations to the university.

Would you like to complete the following questions on potential rental assistance?

- Yes (1)
- No (2)

Display This Question:

If Would you like to complete the following questions on potential rental assistance? = Yes

What type of rental would you be most interested in?

- Single family home (1)
- Multi-family home (2)
- Condo/apartment (3)
- Townhouse (4)
- Other (5) \_\_\_\_\_

Display This Question:

If Would you like to complete the following questions on potential rental assistance? = Yes

What would be your ideal size of residence?

- Studio (1)
- 1 bedroom (2)

- 2 bedroom (3)
- 3 bedroom (4)
- 4 bedroom (5)
- Other (6) \_\_\_\_\_

Display This Question:

If Would you like to complete the following questions on potential rental assistance? = Yes

What kind of rental support would you be interested in? Please rank in order of priority.

- \_\_\_\_\_ Assistance to find housing (1)
- \_\_\_\_\_ Rental deposit assistance (2)
- \_\_\_\_\_ Monthly rental subsidy (3)
- \_\_\_\_\_ Opportunity to live in university-owned subsidized housing (4)
- \_\_\_\_\_ Other (5)

Display This Question:

If Would you like to complete the following questions on potential rental assistance? = Yes

If SCU introduced a rental assistance program, how long should the assistance last?

- Up to 2 years (1)
- 3-4 years (2)
- 4-5 years (3)
- 5+ years (4)
- Other (5) \_\_\_\_\_

The next section will give you an opportunity to provide your perspective on purchase assistance.

The MLSListings MLS System June 2018 report states the median price of a single-family home is \$1,416,000 and the average price of a single-family home is \$1,706,510 in Santa Clara County. The average price of a single-family home is up 18.5% year-over-year. The median price of a condominium is \$950,000 which is 34.8% year-over-year. The average price of a condominium is \$1,005,520.

As the cost of property continues to increase in Santa Clara County and surrounding areas, your feedback is necessary for the Staff Housing Assistance Task Force to assess the needs of the university staff community in order to make accurate recommendations to the university.

Would you like to complete the following questions on potential purchase options?

- Yes (1)
- No (2)

Display This Question:

If Would you like to complete the following questions on potential purchase options? = Yes

Does your long range plan include a preference for property ownership?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

Display This Question:

If Would you like to complete the following questions on potential purchase options? = Yes

If there was a University housing purchasing program, would you be interested?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

Display This Question:

If Would you like to complete the following questions on potential purchase options? = Yes

The following is a list of potential purchase purchasing programs. Please rank in order of priority.

- \_\_\_\_\_ Shared investment option - the University covers a percentage of the mortgage to be paid back to the University upon resale, plus interest (1)
- \_\_\_\_\_ Down payment assistance (2)
- \_\_\_\_\_ Reduced down payment percentage (3)
- \_\_\_\_\_ Lease to own - rent put towards a "down payment" for current residence (4)
- \_\_\_\_\_ Mortgage subsidy (5)
- \_\_\_\_\_ Forgivable loan program - a form of loan in which its entirety, or a portion of it, can be forgiven or deferred for a period of time by the lender when certain conditions are met. (6)
- \_\_\_\_\_ Other (7)

Please answer the following demographic questions.

What is your current employment status?

Full-time (1)

Part-time (2)

Are you currently:

Exempt (1)

Non-exempt (2)

In what area of the University do you currently work?

---

How long have you been employed at the University?

0-2 years (1)

3-5 years (2)

6-10 years (3)

11-15 years (4)

16-20 years (5)

21+ years (6)

What is your annual household income?

\$10,000 - \$29,999 (1)

- \$30,000 - \$49,999 (2)
- \$50,000 - \$69,999 (3)
- \$70,000 - \$89,999 (4)
- \$90,000 - \$99,999 (5)
- \$100,000 - \$149,999 (6)
- \$150,000-\$199,999 (7)
- \$200,000-\$249,999 (8)
- \$250,000+ (9)

Is there any other information or thoughts you would like to provide to the Task Force?

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## **Appendix B: Respondents primary residence**

In addition to the options provided in the survey (own, rent, other) individuals that selected other were provided an opportunity to state their primary residence.

Responses were:

- Building resident manager through the university
- Family member owns the house and is letting us live rent free
- Family owned
- Fortunate to have housing provided through as a condition of my employment
- Live at home
- Live on-campus due to my work
- Live out of my car
- Live with parents
- Living with family
- Own mobile home but pay monthly space rental
- Own mobile home/pay space rent
- Own the mobile home, rent the space it sits on
- Own with sibling
- Parents own

## **Appendix C: Preferred commute to campus**

We asked survey respondents their preferred method of commuting to campus. Along with set options (walk, bike, car, public transportation), we provided an option for other. Responses were:

- Anything except drive a car
- Bike if I am closer, need to have a car in case of an emergency with my daughters
- Carpool
- I often need my car for work, so I use my car. If public transportation took less time than my car, I would use it when I could, but my commute is already too long.
- Train or carpool
- Walk or bus
- Walk, bike, public transportation...anything other than car

## **Appendix D: Other comments**

Is there any other information or thoughts you would like to provide to the Task Force?

I am living with a spouse but looking to live on my own. So my answers might not match up.

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Why not just increase our pay?

---

---

I will need to leave my wonderful job soon because of the high cost of housing and living in this area.

---

Nothing at this time.

---

SCU does not provide an annual cost of living adjustment (COLA) for base salaries. How is this policy/practice even thinkable in the Bay Area. As a result, merit increases do not reflect the true recognition or value of an employee. Salary adjustments certainly are not keeping up with the cost of living. It is highly demoralizing for me and my staff. It is impossible to compete with buyers who are paying cash for homes over a million dollars without a home inspection. The cost of rent is also higher than the cost of a mortgage. I could move my family into an area with unsafe schools in a small 2 bedroom, but should I have to in order to work at SCU in order to be able to afford a home?

---

I appreciate your considering this service to SCU staff. I am a unit lead and most of my staff are not able to afford to purchase homes in the Bay Area due to housing costs and with increased rent process, many are moving farther outside of the Bay Area in order to afford to live here. Also, we typically experience multiple failed searches each time a position becomes vacant (we had 5 failed searches for our most recent opening), often salary and cost of living are cited as a reason when candidates withdraw from the process or when they accept other positions over our opening. Recruiting and retaining talent is becoming a growing issue for us!

---

I am lucky because I bought my condo in SF in the late 1990's. I can't imagine living in the Bay Area on the salary we are paid at the university trying to pay for a place to live as a single person, far less as a family. As a Jesuit university we are supposed to be about social justice and taking care of the poor. Many of the employees at the university are the poor in the Bay Area when you look at the cost of living.

---

n/a

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As you already know, this area is unrealistic in the long term for employees. I think the best option is rental assistance as buying a house will be unrealistic here for most even with assistance. We knew we would only be here for a fixed amount of time when we took jobs in the Bay Area and will be leaving within the next year or two as we can't foresee ourselves staying here for the long term. Santa Clara is a great place to work though but again just not realistic.

---

At current rates, it would be hard to imagine buying into this market. I'd suspect that there's a better chance than not that I'd look to live in another metropolitan area.

---

It is very difficult to survive on my income.

---

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please help

---

Increase in wages is greatly needed

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My husband and I have been looking at relocation to another state where we would be able to buy a home. Living here is not sustainable. Half our paychecks go to paying our rent. It is nearly impossible to have any savings after we pay rent and other bills. We love living and working here, but we may have to leave.

---

Quite honestly, the only reason I would leave SCU is due to not being able to afford housing in a reasonable distance to commute from.

---

Housing is the #1 consideration I will take when deciding to stay with the University long term. I also believe that housing is the best investment a person can make and plan to purchase a home as soon as possible. Having the ability to do that would greatly impact my ability to stay with the University, whereas if I am not able to I will be leaving in under 5 years.

---

I would want to buy a condo or duplex 2 bedroom but cannot afford it.

---

The university does not pay it's employees enough to live in the Bay Area. We plan to move within the next 5 years unless something changes for us. We need to earn a lot more money to live here. Currently we live paycheck to paycheck, and are in the red several months out of the year.

---

Thank you for doing this.

---

We wouldn't even need to be having this conversation if the university paid what the outside, business world pays for comparable work.

---

Would also be great to evaluate hourly rate of current staff to understand how they can make the payments on increasing property taxes and high mortgages.

---

Thank you for putting together this survey and creating the task force. This is a real need.

---

I got a raise of 2.44 percent. The merit pool is so low people ought to be given a raise just to thank them for not leaving. If I could get better raises then I might be able to afford a house one day. Now it would take my whole paycheck just to pay a mortgage. I own a very small condo (1172 sqft) but would very much like to have a house.

---

If this task force had been created earlier, I wouldn't have decided to leave my position.

---

I rely on kindness of relatives to find affordable housing.

---

Any sort of assistance programs for buying would be tremendously helpful for me personally, but also for recruitment of new talent

---

Those of us who are living in mobile homes could you assistance in paying monthly space rental or mortgage if home not owned.

---

I do strongly feel we need to do something to help. And I understand that higher-ed does not pay top-rate wages generally. But this area of the valley, state, country, begs a serious question on commute, when paying at the 25th percentile generally (that's what I've been told), means that the employee, if buying now, has to buy a house probably 50+ miles away from work, and is forced to take a train, or commute via car. It's an expensive place to live.

I do applaud this effort to try and find people relief.

---

Thanks for shepherding this survey.

---

I was fortunate to purchase an affordable home in a very desirable neighborhood during the downturn in real estate, with a very low interest rate and huge help with a down payment. If I was in the market to purchase now, it would be impossible. If I wanted to move, it would be tough to find an affordable place, but again, I am fortunate to be where I am, and that I am happy to stay. Hopefully this Task Force can help others who have not had the same options as I did.

---

I am incredibly privileged with my housing situation and my salary thanks to SCU and my husband's position and still find it hard to imagine purchasing a home in this area. I have helped some staff members find off campus housing (I work in Off Campus Living) and know that there is a severe need for staff rent and home buying assistance. There seems to be a surplus of faculty housing that goes unused while there are many staff members struggling to find adequate housing and/or make ends meet - some living in garages, renting rooms with multiple roommates, or commuting hours each day. This feels wildly inappropriate considering that SCU has empty properties. We can and should do better. I'm happy to help in any way I can!

---

Thank you for looking into this.

---

Thanks for putting this together!! This is long overdue and much needed!

---

I think it is a better use of the university's effort and investment to work towards paying all staff a market rate salary instead of creating employer-owned subsidized housing. That sounds like more of a plan to increase the school's real estate portfolio than to provide real relief to employees. I have no desire for my employer to also be my landlord. Maybe there could be a development where new staff and staff facing financial hardship could stay temporarily until they find their own place, which they could afford with their market rate salary.

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the annual salary raises are critical to staff, and setting the bar so low that they should be 3% or less on average annually, really hurts the staff... as I have been here over 20 years and am only making the 50% mark of my pay scale after 20 years!... that reflects a poor salary/compensation program for this university.

---

Housing assistance would be incredibly helpful. I love living in the Bay Area and working at SCU but the one thing that is always on my mind is the cost of living (with housing costs being the most difficult of these to manage). It is hard to imagine being able to make it work long-term here without making large quality of life sacrifices. Most of all, I would greatly appreciate some type of monthly rent/mortgage subsidy, which would allow me to save some money for retirement and/or a down payment on a house someday. I also think the University could make some significant contributions to the conversations surrounding housing and affordability in Silicon Valley. There seems to be an opportunity to use our values of social justice and the common good to advance some of the thinking around the housing stock and many of the current obstacles to making it more affordable for average folks (read: non-tech workers). There are definitely ethical quandaries surrounding the homelessness plight, gentrification, overly strict permitting laws, etc. that I think SCU would be well-suited to grapple with in a way that tech companies aren't.

---

Assistance should be offered on a sliding scale with greater assistance to those in lower salary grades.

---

An additional qualifier for this program that could be applied is to make it available for those making below a certain threshold, thereby reducing the number of University Staff who might partake in a potentially expensive (to the University at least) resource.

---

I was able to purchase a two bedroom condo in a down market in 2009, and that is the only reason I can afford to own a condo in this area. I was extremely lucky in my timing. Since my purchase, I have gotten married and now have a child. Once my daughter is old enough to go to school, we will have difficult decisions because we are in a very poor school district, but we can not afford to move. We have also decided not to have another child because we can not afford a house or condo with more bedrooms.

---

This assistance should be available to full time employees of all ranks. In my opinion, prioritizing faculty/staff based on level of their position in the university is only undermining those who ultimately need the housing assistance the most. Currently the 1st priority is faculty housing assistance program is offered for tenure-track faculty. the FIFTH priority is staff in their first year of employment. The fifth priority, are those that are moving to the area and will be making the least of all the other employees that qualify.

---

Thank you! Appreciate.

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I do not feel that my pay is nearly adequate for my experience, job responsibilities, education and cost of living. Cost of living here is very very high and I feel the pay here at Santa Clara is not nearly enough to raise a family or save money.

---

Please be sure to start raising merit increases to at least 5% to compensate for the high cost of living in the bay area. Thank you!

---

My partner and I would really like to buy a house in the Bay Area, but we can't save any money for a down payment because all of our money goes to rent on an apartment. Additionally, I do not make enough money at SCU to cover even half of our rent. If I were on my own financially, I would be unable to work at SCU and afford housing in the area, and when you get down to it, I shouldn't have to rely on my partner's income to afford rent.

---

I have owned a house in the area for a long time so this issue does not impact me in ways this impacts many others on our campus. My interest in this issue is related to attracting and hiring staff for vacant positions in my area. My experience is we lose many strong applicants because of the cost of housing in this area in comparison to the rest of the US.

---

I don't have any kids or a family so my lower ranking choices regarding childcare and such is correlated to that. Thanks!

---

I am lucky enough to have married someone who bought a house in 1980. I don't know how young people are managing, and I really fear that Santa Clara will not be able to attract top quality staff at the salaries we offer with no housing assistance.

---

I am thankful that the task force is looking to help solve the housing problem. Companies in our area are helping their employees with housing, which further fuels the competitive market. Unless something significant is done by SCU, the recruiting and retention of talented personnel will get more difficult, if not impossible.

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Fingers crossed!

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It would be great if University helps those in need of housing.

---

Based on the brief info. I've obtained, this Task Force sounds amazing! Most definitely, would like to hear more.

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This is a really good initiative. Even in my short time here, we are asked about cost of living and housing assistance in interviews, and some good candidates withdraw their applications because of some of our lack of support in this area.

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It should be insulting to the University to pay workers in what the County defines as Low Income - and then expect them to live in the County without housing assistance

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Owing a home is a very important goal for me for both financial security and peace of mind. My family and friends are all here in the South Bay. I really enjoy my job and co-workers here at SCU. If I lose my long-term lease I will most like have to leave the area and SCU, something I don't want to do. I am currently looking at condos and mobile home parks but there is very little inventory in my price range of what I can qualify for on my own. A mortgage assistance program similar to the Landed Program, currently available to faculty and area teachers, would be of great assistance to staff.

---

Thank you for all your work on this! It's an important issue for many reasons. As a young professional, I appreciate it. And I also see the tremendous benefit in potentially offering assistance if we truly do want to recruit the best of the best staff and faculty.

---

I think this is a great initiative. We were fortunate to get into housing in our preferred area a while ago, but it is disheartening to hear from so many friends and colleagues that they don't think they will be able to purchase a home in the area.

---

I'm a single mom with 2 kids and no child support. I have 2 jobs at SCU (1 FT staff and one PT QAL 1-3 quarters/year). Total income with both is approx \$116,000. Housing assistance would be greatly appreciated.

---

Increase our pay to the current market. I am currently being Underpaid at my job. Pay us what we are worth and what others here in the bay area make.

---

The university should consider providing a commuter benefit for those of us who can't afford to live close to campus and need to pay high costs to commute via train or bus

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Please consider cost of living in Berkeley as part of this study

---

As a unit manager, it is essential that some form of housing assistance be implemented OR salaries need to exponentially increase to offset the cost of living here in the Bay Area. We are tasked to provide a great service to the students of this community, however, we are having to do this with interns or those with minimal experience. The area is making it impossible to recruit quality candidates or keep those here that are doing a great job. They are being priced out of the area and home ownership is not even a consideration for most in the current landscape.

---

No. I am glad you are looking into this for staff.

---

With the exception of management/executive and level staff positions and specialized staff positions (IT, UR), I believe that the university should only recruit for staff positions locally and regionally. This would reduce the need to staff housing support. The institution does not have unlimited resources and the housing support focus should remain on faculty in order to recruit and retain qualified teaching scholars to advance the education mission of SCU.

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Thank you for this work.

---

I'd rather see SCU beef up salaries than housing assistance. I also think that if the university does provide housing assistance that it should be for critical or higher level positions where it is more difficult for us to recruit for rather than lower level positions like for Admins. This is not meant to be elitist but if the university has limited funds to allocate then it should go towards those in positions we have difficulty competing for and these are the higher level jobs not the lower level jobs. I also feel that if this is offered that there be a contract with the employee that they have to stay here for an long length of time or forfeit all the benefits. Reality is we can't be a charity to all and we should invest in employees that are more likely to be here the longest. I don't know how this program would work if a receiving employee leaves SCU?

---

The real issue is salaries. SCU does not pay full time hourly employees a wage that allows them to afford housing in Santa Clara. I commute over 3 hours a day because I cannot afford housing close to SCU.

---

Although I wouldn't likely use the benefit, I think it would be essential to have it available to the many that would! The Santa Clara region is expensive in all areas, housing, is just one. There are current employees that may need to leave the area since SCU salaries do not cover the high prices, or possibly new talented candidates who'd like to be here, but cannot agree to be hired due to the excessive cost of living here. That is a shame!

---

I assumed you wanted annual household gross income, which is what I put in the field above. My partner's and my gross income is deceiving. Because we both have graduate degrees that we financed through student loans, we are in a lot of student debt. Our combined monthly student loan payment is \$2416. This is why we can't afford to rent closer to campus or purchase a home, even with my partner's tech industry salary. I'm sure there are many other SCU employees in a similar situation.

---

In spite of being a current homeowner and being a two income household, the idea of moving up to a home that is a good fit for us moving forward seems out of reach.

---

While right now we are OK on the income level, when we first bought a house the toughest part was the down payment, and we were about half the current income level. We we lucky with the FHA loan, but I feel like others don't even know about that option for just the 3% down. Informational sessions would likely also help, if they are not already provided. We did come on campus for a housing seminar through the alumni office many years ago and it was invaluable.

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My husband and I are moving out of the area due to housing prices. Our combined income is \$170k, and even with this, we would never be able to afford housing in the bay area. We are relocating to the greater Sacramento area, and just purchased our first home for \$479k. At that price, we were able to purchase a single-family home, 4 br- 2 ba, upgraded within the past 2 years and a great school district. This area has gotten completely out of control. I feel everyone in this area has accepted this as the new "normal." It took seriously investigating other options for this to come to light for us, as first time home buyers.

---

I think Condo is different from apartment, just fyi. I think navigating the housing market is difficult - trying to find a place.

---

Thank you for working on this.

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OR.....you could just say people more.....

---

We have a difficult time recruiting staff and keeping them because of the expense. Other institutions offer higher salaries and subsidies as part of recruitment and retention incentive. There should also be an opportunity to offer relocation assistance.

---

Obviously anything low-cost would be most beneficial

---

The only reason we could afford to purchase a place here is because my husband is in tech. If I was single I could not even afford to rent my own place with the pay I currently get here (it would have to be shared housing) - from the recent figures I'm on the "poverty line", getting about 50% of what I would need...

---

I am concerned for the future of our institution if we cannot hire and retain staff and faculty due to the high cost of living in this area. I hope that something can be done. I also hope that this does not become an issue of equality among employees. I do not personally need housing assistance, nor do I need KOC. Some are against KOC, and it has been on the chopping block, because it does not serve a large percentage of the community. Housing and childcare are vital to quality of life. I hope that this can be embraced by our community with feasible solutions.

---

Yes, I could use immediate assistance, although I know that can't happen. This survey will change for me because in October I am being forced to move again out of San Jose to Gilroy due to rent increases. So I will now be commuting round trip 82 miles a day (renting a BEDROOM) . I have had to move 3 times in 3 years and have to move again in 2018. It's a horrible way to live. I can't even hang a picture, knowing I have to move again every year. Anyway ....if I can get assistance that would be beyond wonderful. Thank you for looking into this. Andrea

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If the average salary needed to rent in San Jose is about \$105,000, then I would like it to be known that I do not currently make that amount of money. Assuming that the non-market position compensation program is actually implemented in August, then I will be about \$1,000 shy of the average salary. I have been here for three years now. I moved across the country for this job. I pay child care expenses and will continue to do so for the next 7-10 years. I have serious doubts about our ability to stay here for the long term. We have little wiggle room in our monthly budget, so if we had a major expense (need to purchase a new car, for example, when our one and only vehicle is no longer repairable) I don't know how we will cover it. In some ways our life is much better here (we moved from a very high crime area) but we very much feel financially insecure.

---

I am aware that faculty are offered housing benefits and I think it is important for staff to also be offered such benefits. Since SCU is known to lag the market in terms of pay to its employees, I think it is especially necessary to offer this benefit if it wishes to retain its staff employees.

---

Thanks for your works on this. I do not make much and I would love if half my pay did not go to rent :(

---

I will need to leave the University within 3 years if we don't have a program to help pay housing costs.

---

As I look at my future career here at SCU, I have a hard time believing I can afford to stay in the Bay Area with the cost of living. I took a 20k pay increase when I moved to the Bay but I am actually saving no more money than I was in my previous city due to cost of living. If anyone were to ask me my main hesitation in staying at SCU or in the Bay Area, it is absolutely cost of living. With my current situation, I can't imagine staying here much longer than 2-4 years. I currently am unmarried and without children, so that affords me a bit more flexibility with income. I do, however, hope to settle down with my current partner and start a family together in the near future. Should that become a reality, I am worried I won't be able to afford those life changes.

---

Crucial to have housing support for new staff coming to the university - need to retain our high performing staff and often cost of housing is reason for them moving on.

---

Our challenge here is a combination of lack of better compensation and the cost of living here. I feel SCU needs to decide either to raise the pay scales or assist in housing, be it to purchase or rent.

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---

Being single and moving to this area has been extremely difficult for housing specifically. Sure, not having dependents gives me flexibility but my SCU pay is so low I have never qualified to live even in a studio in San Jose, Santa Clara, Morgan Hill, Gilroy -which were all areas I looked into. This has meant I have to go into a lease with another person, which my issue is not about sharing space but rather being dependent on another person's income. In less than 2 years I live in 5 different residences mainly because roommates found more cost effective locations throughout CA to live and since I didn't make 2.5-3x the amount of rent I was left with no choice but to leave also.

---

To make ends meet, I have been renting out 2 out of 3 bedrooms for 5 years - and now, my daughter, her wife, and my 2 grandsons ages 1 & 2 have moved in to help. The price of everything is going up - gas, groceries, PG&E, etc.

---

I can't believe it is 2018 and we are JUST NOW talking about housing assistance for staff. It's about damn time.

---

The cost of living in the Bay Area is way too high and the commute from south of campus has gotten horrible. In order to keep working at SCU long-term, not only would housing assistance be great, but so would paying us a living wage that would even just keep up with the cost of rent for a one-bedroom apartment.

---

Housing assistance would help attract employees from out of state that is needed for strong talent especially at director level and above. We do not pay very well so this would help bring in strong talent needed to move the University forward.

---

I own my home but it was a major fixer-upper, so I worked on it for 10 years and had to refinance 3 times and still have a mortgage of over \$100,000. My monthly payment is reasonable compared to renting, but housing has eaten half of my take home pay for 20 years.

---

There needs to be equity for housing assistance programs and other benefits for faculty and non-faculty alike. Faculty should not get preference. We are all employees of the university. Tenure should not be a factor.

---

I live in a home that I own with my spouse who is an engineer. Without my spouse's income I would not be able to afford to live alone in an apartment, let alone to ever own a home. I am completely committed to SCU (3rd generation alum, staff member etc), but if I was not married, I would have moved away from the bay area a long time ago. It is very important to me that staff are recognized and given the same benefits as faculty. We work just as hard, our work serves the mission of the university just as much and we deserve the same opportunities.

---

---

I am lucky in that my spouse and I bought our home close by years ago, and have recently paid it off, so we, not the bank own it. I am amazed by the fact that two houses on either side of ours have sold for 1.4 and 1.5 million dollars, and are being rented for 4K, and 4.6K monthly. I am glad the committee is looking into help for staff housing.

---

Judging by the model put forth by the City of San Jose, our salary has slipped deep into the abyss!!

---

Thank you for considering this option.

---

Your estimates for the average two-bedroom apartment are too low. As we are currently moving, we have not seen a single unit listed in the nearby areas for less than 2,800 per month. With the cost of renting and the housing prices, it will be impossible for my wife and me to live in the area long-term. We will stay long enough for me to finish my degree here and move somewhere where home ownership is possible for "regular" people. This is unfortunate because this is a great university to work for, however for our long-term financial goals the cost of living makes it impossible.

---

When I joined the University I inquired about housing assistance and was generally surprised the University does not have an established program as of yet; especially given the high cost of living in the area. I'm new to working in higher ed and am from a low cost of living area which is also where I attended college. In that area, a 1 bedroom apartment costs roughly \$650 and the college did have a program assisting new hires.

---

We currently own, but it would be great to receive a bit of assistance.

---

Thank you for doing this. I am excited for the recruiting and retention implications.

---

I was able to buy in 2009 due to the flip in housing - I feel bad for all that are new to this area as the cost is too much and SCU pays too little to afford. We are fortunate to have refinanced and our mortgage is a rental fee but other employees have no options as the pay here is too low.

---

I think an assistance program would be extremely helpful. I am tired of commuting 3+ hours each day to get to work because I live 55 miles from campus since that is all we can afford. I wish that telecommuting would be an option so that I didn't have to come in. I could spend the difference in time working. I am unable to take public transportation because it does not go to my town and would not work with my work schedule plus it would take even longer and I would be unable to drop my son off at day care. I think subsidized living or living in university owned housing would be the best bet for the staff and would really help with staff retention.

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This is quite a task, and will most likely be quite difficult to work through so I applaud all efforts. At the end of the day, I think the most important question omitted from this survey is something along the lines of "Have you ever thought about leaving SCU for a more competitive salary in order to survive in the Silicon Valley?" I believe that the University will continue to lose adequate staff to businesses in the area paying a more competitive rate. Look at how many people in this University are currently paid less than the \$104K that is considered the appropriate amount to RENT. This is a big problem, and I am not sure there is enough money in the University to solve it. But here is hoping!

---

The problem with this study is that it is long past due. Unfortunately many employees have been forced out of Santa Clara County (like myself) because we could not afford to live here with the pay scale at SCU. If this goes through, it seems that other employees will then reap the benefits that were not afforded to us. Seems a little unfair.

---

Thank you for taking the time to do this.

---

Santa Clara should also look into waiving the fee for parking on campus for its employees and providing subsidized meals. Or raise its salaries to a level that would allow its employees to actually afford these costs.

---

Good luck, haha!

---

I wish the University would pay staff a living wage.

---

I'm very happy to see SCU is finally addressing a gigantic ethical problem which is a tremendous burden on its staff. I am proud to work here, but the rent is astronomical and many of my colleagues struggle with paying the rent. It is a constant topic of conversation. Many of us have to hold down a second job or find other means to boost our income (selling products online, taskrabbit, uber etc.).

---

As I am a homeowner at the point of retirement, I don't think I am the audience that you are looking for. I do support living assistance in this area for younger folks wanting to make their homes here and work in academia.

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Thanks for the good work you all are doing! This is an important subject area that needs to be studied/explored by the University.

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I understand that the faculty assistance program is based on status, would it be the same for staff? I think that lower-paid staff are less likely to be able to afford purchasing a home. Thank you for considering a program.

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Thank you for being on this task force. It is difficult to envision staying at SCU without a workable solution to affordable housing in the Bay Area.

