

Memorandum

DATE: June 1, 2023

TO: Eric Reed, Affordable Housing Task Force Facilitator, FHDACCD

FROM: Matt Bohannon, Vice President, Brailsford & Dunlavey

RE: Decision Support & Final Documentation

EXECUTIVE SUMMARY

To support Foothill-De Anza Community College District (FHDACCD or “the district”) leadership in assessing a student housing program, Brailsford & Dunlavey (B&D) organized 14 stakeholder discussions, distributed a housing survey that received over 2,500 responses, analyzed off-campus rental market data, and reviewed four peer institution housing programs. Conversations with campus community members and survey results verified that housing insecurity is a significant challenge for FHDACCD students.

Major contributors to the affordable housing shortage — low rental vacancy rates (4.5%) paired with steep rental rates and strong competition — were identified through the off-campus market analysis. The average rent per bed for single occupancy bedrooms was significantly greater than what students perceived as “affordable” in focus group discussions (\$700 to \$800). Given the 2022 Area Median Income (AMI) for Santa Clara County is \$118,000, student housing applications are likely being passed over in favor of working professionals.

The student housing survey provided insights into the degree to which students’ basic needs were being met. Ten percent (10%) of respondents informed that they are housing insecure with 1% of respondents sharing that they are houseless. Examination of the demographics of this population revealed that international and first-generation students are disproportionately experiencing housing insecurity. Food insecurity was also gaged by the survey with 23% of respondents expressing that their access to food is unstable. When asked whether affordable campus-affiliated housing would be sought had it been available at the start of the academic year, 64% responded they are “very interested” or “somewhat interested in living in campus-affiliated

student housing”. The impact affordable housing could have on enrollment was also evaluated with 55% of part-time students sharing that they would consider full-time enrollment if affordable housing was available.

With a the need and demand for affordable housing established, the B&D team created a financial model for a potential program using demand levels determined through the results of the student survey and enrollment trends. The recommended program outlines three concepts that introduce 440 revenue beds (198 to 238 units) to FHDACCD students and addresses student housing needs while also balancing the district’s financial constraints and risk tolerance. Because the Measure G Bond would cover the cost of construction (estimated at \$92 to \$118 million in today’s dollars depending on the chosen option), student rents could be set at below-market rental rates, ranging from \$470 to \$880 per bed per month. Revenue generated from the program would exceed operational expenses, which include staffing needs, maintenance, reserves, and more. The industry standard \$250 dollars per bed per year is guaranteed for reserves and the remaining cashflow after expenditures, ranging from \$658,000 to \$733,000 in year one, would be transferred to the variable reserves fund which could be used towards forecasted increases in ancillary expenses, estimated at \$408,000.

The proposed housing programs are significant enough in scope to appeal to developers, yet small enough to endure potential downward fluctuations in enrollment levels. In addition to providing students with access to affordable housing, co-benefits, including improved enrollment levels, retention rates, transfer rates, and degree completions, are likely outcomes of the housing program. By introducing a student housing program, FHDACCD could better realize its mission of student success and educational excellence by addressing the current gap in the basic need for affordable housing.

The following list outlines the next steps the district should consider to move forward with in exploring potential housing programs:

- Site analysis and selection;
- Continued engagement with stakeholders;
- Housing planning for staff, faculty, and students with families; and
- Development of a program that supports students in identifying immediate housing options

Attached to this memo are the following:

- Attachment A: **Demographic Analysis and Stakeholder Engagement**
- Attachment B: **Off-Campus Rental Housing and Peer Benchmarking Analysis**
- Attachment C: **Strategic Asset Value Summary**
- Attachment D: **Survey Findings**
- Attachment E: **SB169 Summary**
- Attachment F: **Findings to Date Presentation**
- Attachment G: **Demand Analysis, Programming & Financials**

B&D makes no assurance and provides no guarantee or warranty that the estimates and projections presented in this memorandum will reflect the district's actual costs and financial performance. Economic and market conditions, the district's actions, and implementation timing, as well as other important circumstances beyond B&D's control, often do not occur as planned and such deviations can be material.

Attachment A:

DEMOGRAPHIC ANALYSIS AND STAKEHOLDER ENGAGEMENT

Memorandum

DATE: February 14, 2023

TO: Eric Reed, Affordable Housing Task Force Facilitator

FROM: Brailsford & Dunlavey

RE: Document and Data Review, Demographic Analysis & Stakeholder Engagement

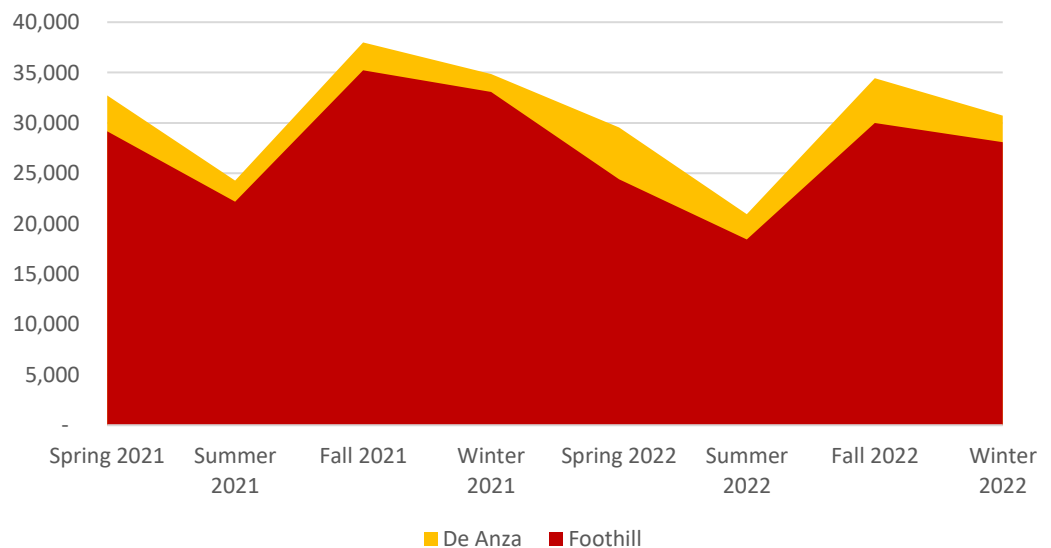
BACKGROUND

In January 2023, The Foothill – De Anza Community College District (“FHDACCD”, the “District”) engaged Brailsford & Dunlavey (B&D, “The Project Team”) to investigate the market and options for affordable student housing within the district. As part of our analysis, we requested campus documentation for review and to add light for the current conditions experienced at the respective colleges. In our preliminary review, the project team synthesized public demographic data alongside materials shared by the District to establish a clear understanding of potential shifts in enrollment especially in particular communities of interest. In our efforts to gain perspective for the project we arranged various stakeholder engagement meetings to encourage direct connections to the potential project’s development and operations.

1. DOCUMENT / DATA REVIEW

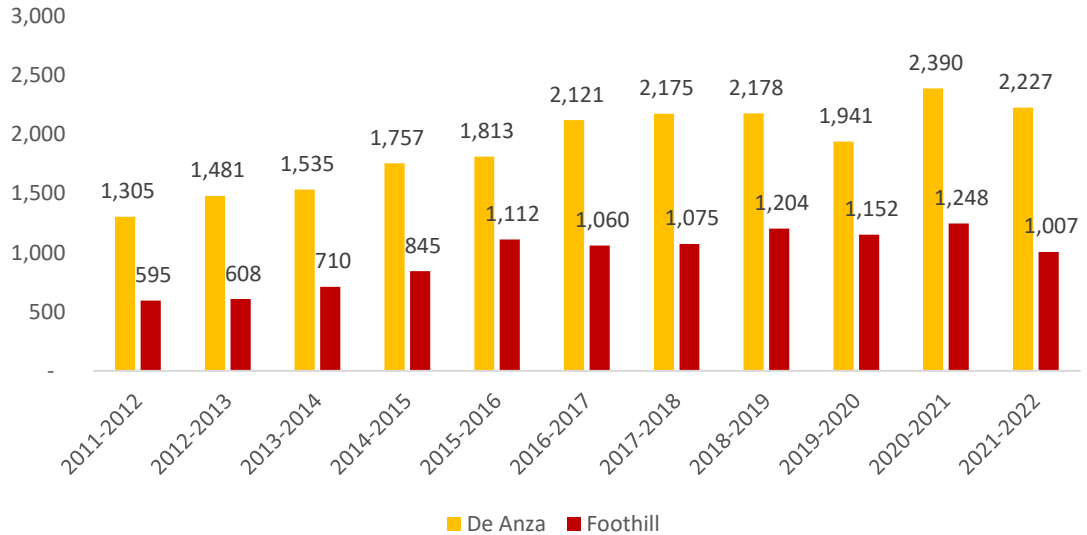
a. Enrollment data for 2021 and 2022,

- i. The average unduplicated headcount per quarter for Foothill and De Anza is 26,000 and 31,000 respectively. In 2021, both campuses saw a decrease in unduplicated headcount with Foothill reducing by 16% and De Anza by 11%. These totals include Sunnyvale and online students.



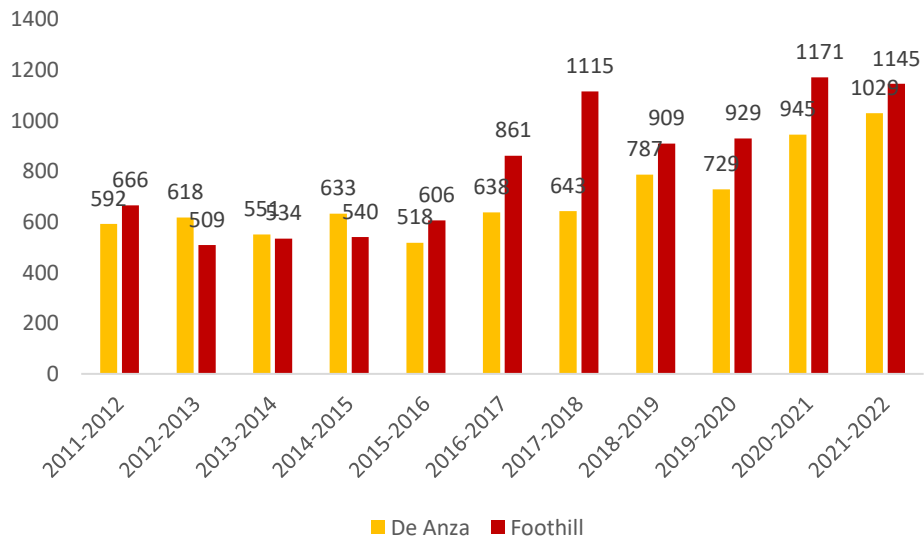
b. Associate degrees awarded (Academic Year 11/12 to 21/22)

i. An upward trend is seen for both colleges with the number of degrees provided increasing by an average of 70% from AY 11-12.



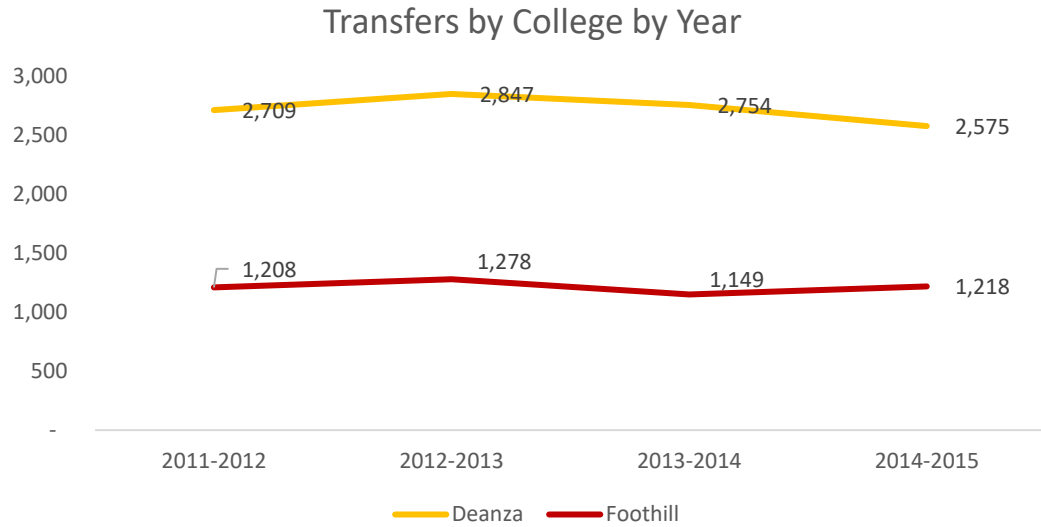
c. Certificates awarded (Academic Year 11/12 to 21/22)

i. Similarly, the number of certificates awarded is trending upward with an average increase of 73% from AY 11-12.



d. Transfer detail (Academic Year 11/12 to 21/22)

i. Both colleges had consistent transfer rates from FY 2012 through 2015. Unfortunately, UC and CSU data for more recent years is not available and thus, those years are omitted from the chart below.



e. Student demographics (Fall 2022)

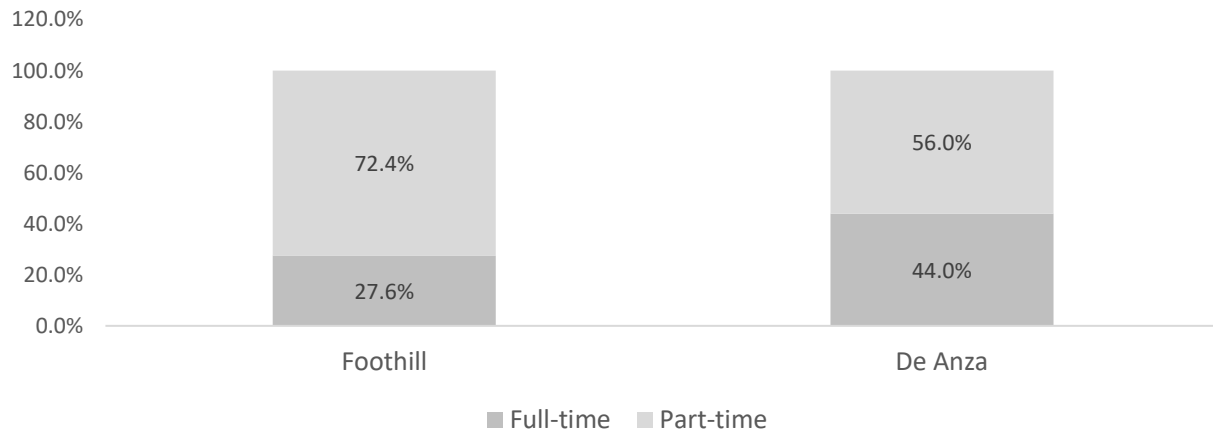
i. Included in the following section.

2. DEMOGRAPHIC ANALYSIS

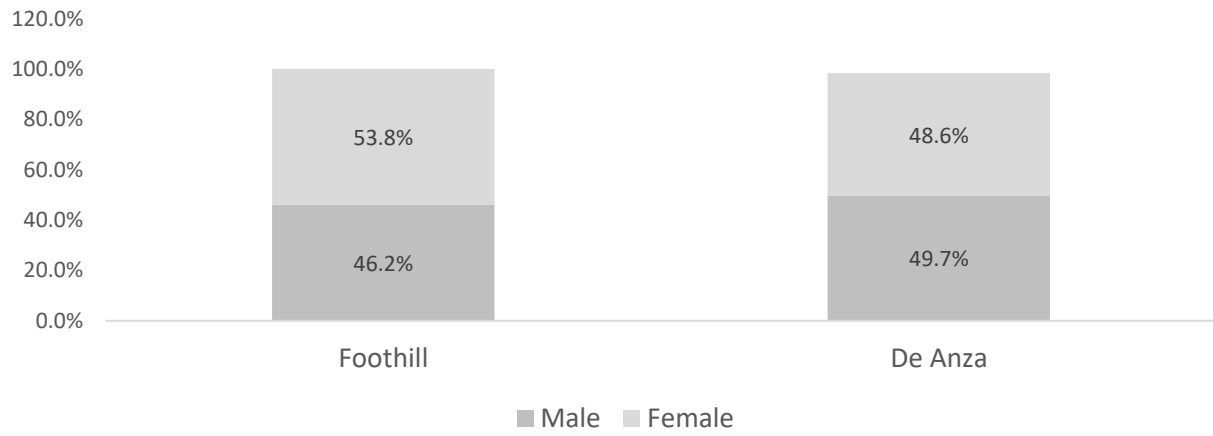
The demographic nature of Foothill-De Anza’s student population, including enrollment status, gender, age, and ethnicity were reviewed by the B&D team. Findings include that most students are part-time (FH 72%, DA 56%) and under the age of 24 (FH 63%, DA 70%). At Foothill College there are 800 more female students enrolled than male (54% female, 46% male) and at De Anza, there is roughly the same number of male and female students (49% female, 51% male). Ethnicity data revealed that Asian, Hispanic, and white students make up majority of the student population (FH 89%, DA 90%).

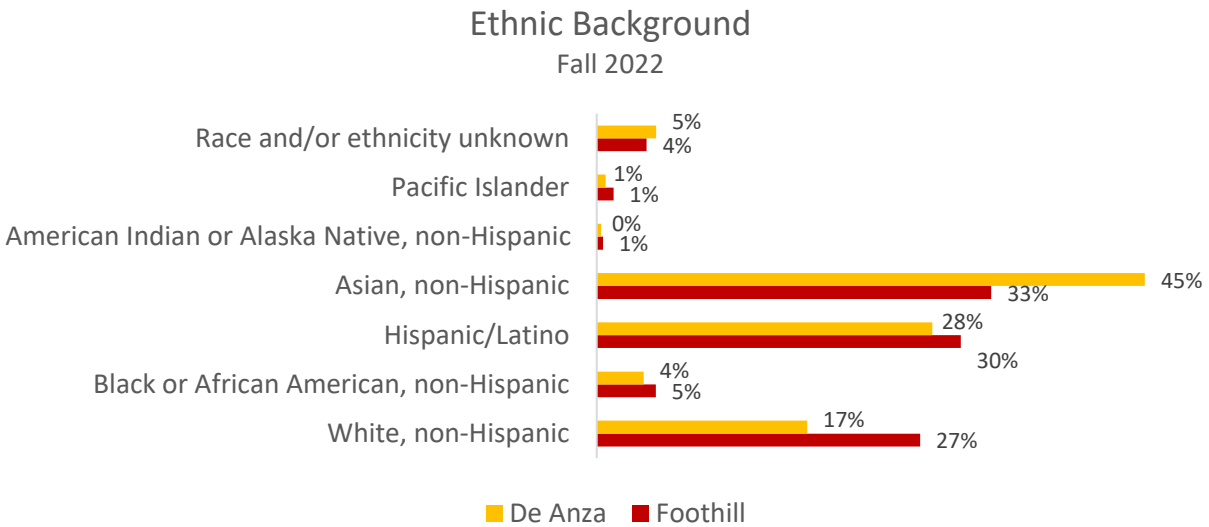
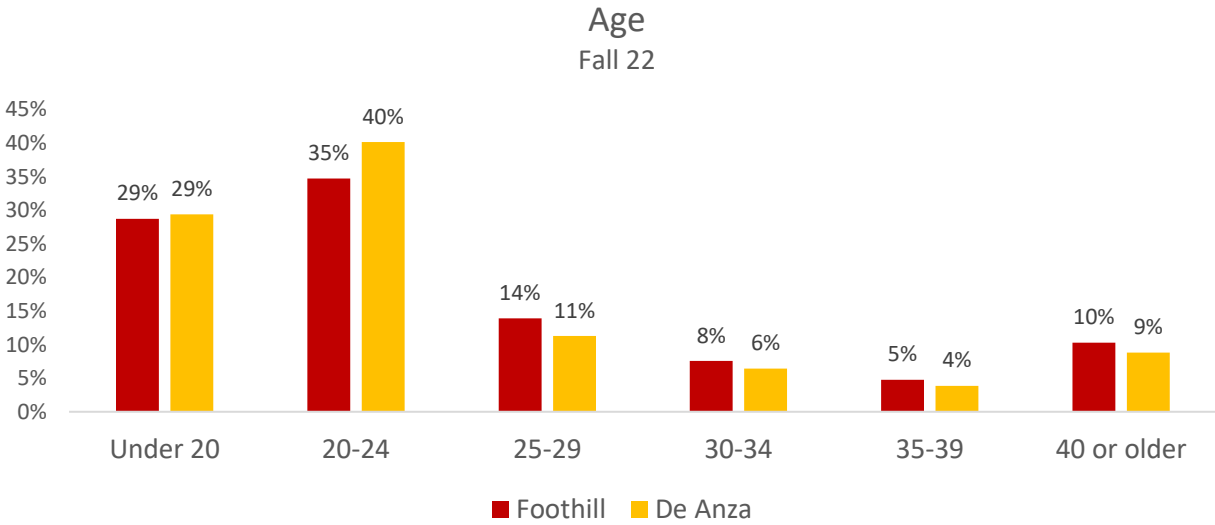
The data helps paint a picture of the likely demand for housing, as typically, housing is reserved for full-time students only. Additionally, younger students tend to be better suited for on-campus housing as older students often live with partners and/or children. Applying these two filters to the total fall 2022 enrollment of 27,090 reduces the target market for housing to roughly 6,800. This target market will be further refined using the results of the student survey. The survey will reveal the quantity of students who are currently living with family without paying rent, a group can be removed from our target market. It will also unveil how many students are traveling significant distances to campus, a group that is likely to be highly interest in housing. This data will be compared against the survey analysis and the broader understanding of housing need which may come from population segments not easily identified within data tracked by the District (e.g. students with families).

Enrollment Status Fall 22



Gender Fall 22





3. STAKEHOLDER ENGAGEMENTS

Background

B&D conducted 13 meetings across both Foothill and De Anza College to engage as many students, faculty, and staff as possible with the goal of gaining local perspective on the potential impacts affordable student housing may have on these various stakeholders. From Wednesday, January 18, 2023 through Monday, January 23, 2023, B&D interviewed the following groups:

De Anza College –

- 3 Student Focus Groups
- Extended Opportunity Programs & Services (EOPS) – Melinda Hughes, Flora Payne, Michele Lebleu Burns, Erika Flores
- Vasconcellos Institute for Democracy (VIDA) – Cynthia Kaufman
- Financial Aid – Lisa Mandy
- Student Services – Rob Mieso, Nazy Galoyan, Erika Flores

Foothill College –

- 3 Student Focus Groups
- Financial Aid – Patty Mendoza
- Student Services – Laurie Scolari
- Basic Needs/EOPS – April Henderson, Sonia Sanchez Santoyo

Challenges Facing Students

Overall, our meetings revealed that stakeholders across various groups qualitatively support the affordable housing initiative and recognize its role in helping students achieve their academic goals. Faculty and staff were aware of the significant number of students relying on campus resources to meet their basic needs and thus were eager to express support in evolving student resources to include housing. There was a consensus that the current housing market leaves students with few options for affordable living near campus. Numerous student testimonies underscored the need for improved conditions with one student sharing that his rent required 80% of his income, far from the once rule-of-thumb 30% budget. The process of secure housing in the local community was also highlighted as an arduous pursuit, with credit requirements, deposits, and rental histories, paired with the need to locate trustworthy roommates mounting student stress levels. International students were found to have a particularly difficult time with the hurdles involved in securing housing.

Retention levels and houselessness were additional topics raised in stakeholder meetings. Due to rising rental costs, many students are required to stop their education to meet financial obligations. One stakeholder shared “many students that drop out report housing and/or the cost of housing as their reason for withdrawal” and this is particularly true for students that are not from the local area. During an early focus group, a student shared their personal experience being houseless while attending Foothill College and said, “it was difficult to manage the courseload when you don’t know where you’ll sleep but, once housing was secured, I made the Dean’s List. I am the same student...the only difference was housing.” Stakeholders stressed there is an immediate demand to provide emergency housing for houseless and housing insecure students that would help transition them to get back on their feet.

Affordable Student Housing Challenges

When discussing the possibility of on campus housing, staffing, fair selection processes, and community sentiment were raised as concerns to be addressed. Existing staff infrastructure will require expansion to support the added liability of a 24/7 student population. The resident selection process was of concern to stakeholders that worried certain populations will take priority over those with greatest need. They voiced a need for an oversight committee and cross training to aid in the resident selection process. Students with dependents fall under that category as the campus can only support them to a certain extent. Some have even requested dependency overrides from their Financial Aid office due to housing insecurity. Foothill College in particular is struck with additional external challenges from the neighboring community that directly challenges the construction of student housing on campus.

Goals of the Affordable Student Housing Task Force

Engagement with VIDA informed the project team on the student-led initiative that ultimately allowed for Measure G to pass and grant one-time funding for the purpose of providing students with on-campus housing. This motivated the task force to continue students’ legacy and determine what may be feasible in the foreseeable future. Student Services stakeholders envision the on-campus housing site will include

resources such as scheduled counselor visits and partnerships with other community agencies in order to “make the resources available wherever students are”. They imagine an environment that promotes a holistic experience due to on-site wraparound services. Student housing can “bring the community back into community college” and encourage students to surpass their educational goals. Students at Foothill and De Anza College want to live in district affiliated housing that provides affordable rates throughout their attendance. Housing, alongside the implementation of ancillary services such as food services, an educational environment, and wellness programs, align students with the resources they need to be successful and ultimately meet the goals of this initiative.

Attachment B:

OFF-CAMPUS RENTAL HOUSING AND PEER BENCHMARKING ANALYSIS

Memorandum

DATE: March 10, 2023

TO: Eric Reed, Affordable Housing Task Force Facilitator

FROM: Brailsford & Dunlavey

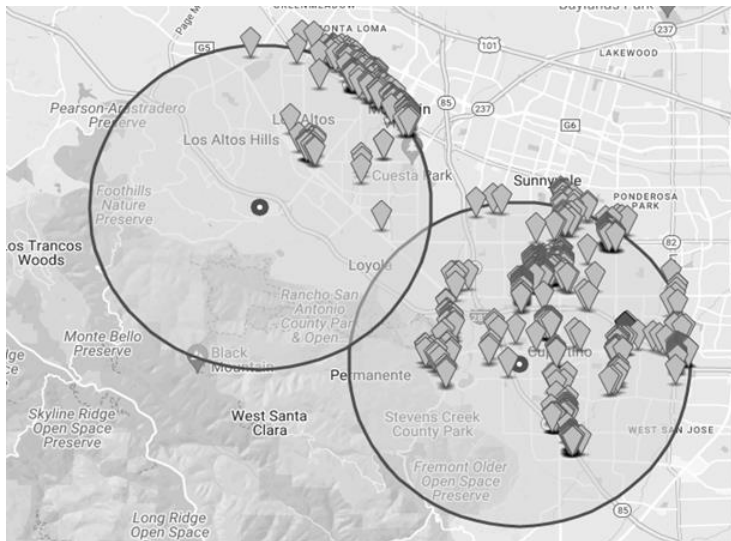
RE: Off-Campus Market Analysis & Peer Benchmarking

OVERVIEW

To better understand the problem facing FHDA students, the lack of affordable housing, and the solution, a community college housing program, B&D analyzed the off-campus rental market and peer community college housing programs. The market analysis revealed that vacancy levels are low creating a competitive environment that leads to higher rental rates. Our peer benchmarking exercise demonstrated trends among community colleges including affordability and unit privacy as key features to supporting overall student success. As our project supporting FHDA progresses, findings from the market analysis will be used alongside student survey data to project demands for campus housing and insights from peer campuses will inform overall program recommendations.

1. Off-Campus Market Analysis

To assess the condition of the rental market in Los Altos Hills, B&D extracted multifamily unit data within 3 miles of each campus from [CoStar](#). The data provided the number of units in the target area, the distribution



of unit types, rental rates, vacancy rates, and the number of units under construction. By assessing these characteristics of the off-campus market, we can better understand the student experience when it comes to securing housing and assess the degree of confidence FHDA can have demand levels supporting project a housing project's viability.

The data set revealed that there are 11,560 units in the target area with weighted average single and double

Figure 1: CoStar Map Indicating the Boundary Used in Data Extraction

occupancy rental rates of \$1,690 and \$845 respectively. To measure the affordability of the rates, we used SB169’s methodology. SB169 defines the annual budget for affordable housing by taking 50% and then 30% of the Area Median Income (AMI). For Santa Clara County, the AMI is \$118,000, reducing this by 50% comes to \$59,000 and the annual budget for housing, 30% of income, comes to \$17,700 or \$1,475 per month. Based on this monthly rate, less than 50% of units on the market are affordable with single occupancy. Further, the weighted average single bedroom occupancy rate is well above the rates students expressed as affordable in January focus groups (\$700-\$800/month).

Unit Type	Number of Units	Average Rent Per Unit	Average Rent Per Bed (Single Occ)	Average Rent Per Bed (Double Occ.)
Studio	928	\$2,001	\$2,001	\$1,000
1-Bedroom	5,144	\$2,124	\$2,124	\$1,062
2-Bedroom	4,793	\$2,499	\$1,250	\$625
3-Bedroom	641	\$3,286	\$1,095	\$548
4-Bedroom	54	\$4,675	\$1,169	\$584
	11,341	\$2,346*	\$1,691*	\$846*

*Weighted Market Average

Figure 2: Rental Units and Rates by Unit Type (CoStar)

In addition to rates exceeding what students consider to be affordable, vacancy levels are another challenge identified in the data set. In 2022, the average vacancy rate was 4.5%, .5%-2.5% below what is considered a healthy vacancy rate, 5% - 7.5%. Thus currently, there are roughly 510 units available for rent at a given time in this area, but an additional 56 – 284 units should be available to provide individuals with the ability to move into and out of units with ease. In addition to low vacancy levels making it difficult for individuals seeking housing to find units available for rent, low vacancy levels also enable property owners/managers to increase rates.

Historic and Forecasted Average Rent and Vacancy Rates (3 mile radiuses)

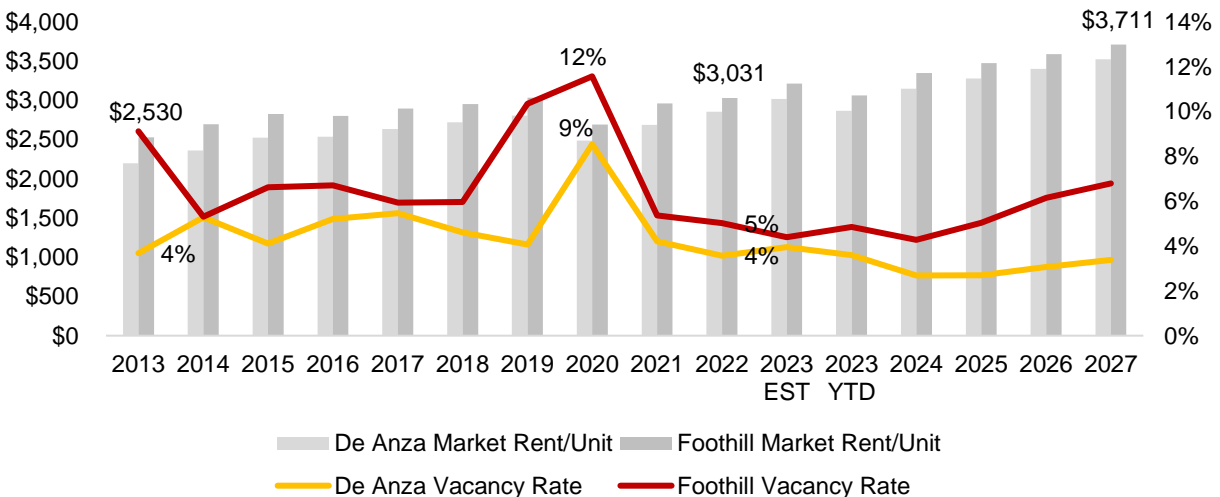


Figure 3: Historical and Forecasted Average Rent and Vacancy Rates

With demand outweighing supply, we researched the median household income level in Los Altos Hills to understand the socioeconomic factors at play. According to the US Census, the median household income in Los Altos Hills is drastically higher than in the counties of San Mateo and Santa Clara, over \$250,000 versus county-level median incomes that averaged \$138,000 (2021). Given the high-income levels within the city, multiunit property management companies are further enabled to charge steep rental rates and are likely to prioritize applicants with strong income histories.

Composition of Market Units by Type

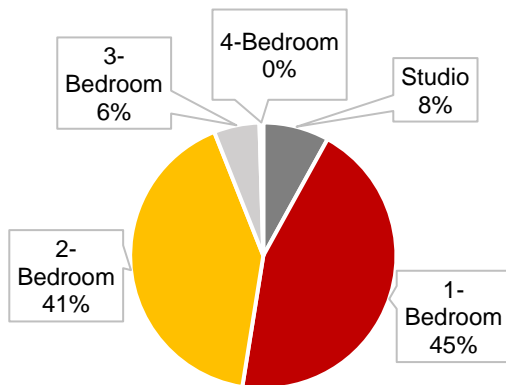


Figure 4: Composition of Units by Unit Type

With a myriad of challenges at play, students’ best option for securing affordable housing in the off-campus market is to rent a 2-bedroom, 3-bedroom, or 4-bedroom unit with double occupancy. By doing so, their rents could be in the range of \$500-\$700. These units make up roughly 50% of the total inventory, and given the 4.5% vacancy rate, 250 multibedroom units are likely to be available at a given time. Though, as mentioned previously, property management companies are likely to prefer other applicants over students, given the often low-income levels of individuals enrolled in college courses.

While 9 new buildings have come online over the last 20 years, and 2 buildings, 206 units, are currently under construction, new multifamily housing is unlikely to be set at affordable rates to students. Further, though the City of Los Altos has an [affordable housing program](#) that includes 105 units, and a [90-unit building](#) coming in 2025 or 2026, full-time college students are ineligible for city-level housing programs.

The off-campus housing market is currently highly unfavorable to FHDA students. Given the current market conditions of low vacancy and high-income levels of non-student applicants, the addition of a student-dedicated housing facility is highly likely to have sufficient demand to ensure the financial viability of the project. We anticipate the student survey to provide further assurance in this outlook.

2. Peer Benchmarking

B&D conducted an analysis of Foothill-De Anza’s peer institutions that currently offer or plan to offer student housing on campus to gain insights to guide their future housing program. The following four California-based two-year institutions were assessed for this analysis:

- Napa Valley College
- Orange Coast College

Santa Rosa College
Sierra College

The information collected by B&D included program scale, project costs, project delivery method (self-executed or P3), housing rates and amenities, and enrollment details. By evaluating the nature of student housing across peer institutions we can understand the range of project sizes and begin to estimate what may be appropriate for FHDA. Similarly, rates and amenities provided by peers provide insights as to what students may be able to afford and what features students may expect or find attractive. Ultimately, this analysis provides a comparative assessment for the Foothill-De Anza District to utilize as they plan their future housing project.

Some of the information presented in this analysis was sourced from the California Community Colleges Chancellor’s Office resource page also known as Data Mart and other detail was pulled from peer colleges’ webpages and campus news articles.

EXISTING AND PLANNED HOUSING

Student housing has long been an amenity at four-year institutions and has proven to be correlated with student success. Historically, two-year institutions only developed housing in districts that were geographically large but low in population density, allowing students from far areas to reside on campus for their education. Only in the past 5 years have more suburban and urban campuses constructed housing with Orange Coast College being the first of three student housing P3s. These projects were initially conceived around the demand for students wanting to live on campus rather than needing housing, but as housing insecurity increases, these and many other colleges are looking to housing to solve these issues facing students. Each of the colleges selected for assessment have recently or currently are in the process of constructing student housing. The following section outlines the current or planned housing program at each of the four peer campuses.

Existing	2023	2024	2025
<ul style="list-style-type: none"> •Sierra- 120 beds •OCC - 819 beds 	<ul style="list-style-type: none"> •Santa Rosa - 352 beds 	<ul style="list-style-type: none"> •Napa Valley - 588 beds 	<ul style="list-style-type: none"> •Sierra - 354 beds

Orange Coast College (OCC) opened their first student housing facility in 2020 introducing 323 on-campus units which provided 819 beds. Students select between private or shared rooms in apartment-style units ranging from studios to 4-bed/2-bath layouts. The annual cost to students averages between \$13,000 to \$27,000 annually and is inclusive of utilities.

Sierra College launched their on-campus student housing program with the construction of 60 double occupancy suite-style units, which provide 120 beds. The annual cost to students is approximately \$8,000

for the academic year and is inclusive of utilities and a required meal plan. A new housing project, aimed at opening in 2025 and supported by an \$80.5 M SB169 construction grant, will add 354 beds to the on-campus housing program.

Napa Valley College plans to bring 280 traditional and apartment-style units to its campus in 2024. This will amount to 588 beds with 124 being set at affordable rental rates projected to be \$600 per month or \$7,200 for the academic year. Some of the apartment units will be designated to students with dependents and include additional resources like an on-site children’s playground and childcare.

Santa Rosa College plans to open their first student housing facility in 2023 with the introduction of 352 beds located on campus. These units will range from traditional dorm-style rooms to 4-bed apartments with shared living areas and kitchenettes. The annual cost to students is projected to range from \$11,900 to \$21,000 and is inclusive of utilities.

The below charts and table demonstrate how bed counts and rental rates vary from campus to campus.

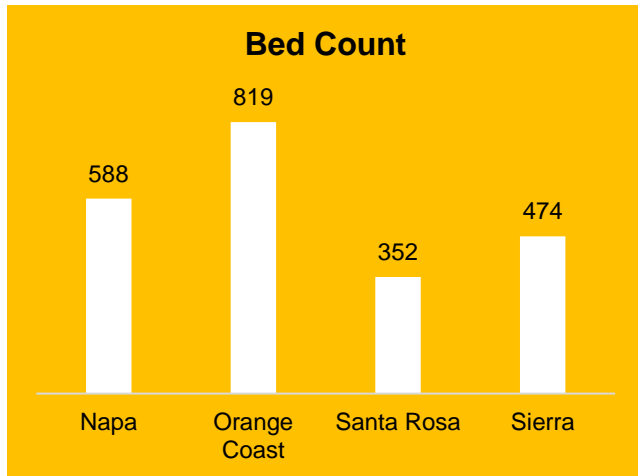


Figure 5: Total Bed Count by Campus (Including Future Beds)

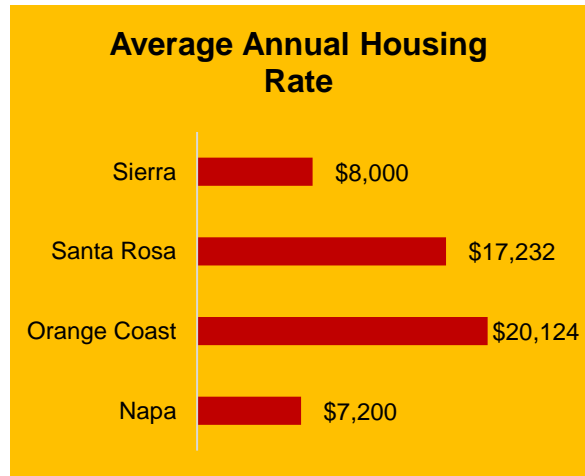


Figure 6: Average Annual Housing Rental Rates

Many peers’ anchor on-campus housing rates at or below the state’s definition of affordability. As previously mentioned, affordable rental rates are determined by taking 30% of 50% of the Area Medium Income for a 1-person household within the county. As suggested by our focus group discussions, the state’s definition of affordability can be incongruent with what students perceive as affordable.

Average Monthly On-Campus Rates					
College		Napa	Orange Coast	Santa Rosa	Sierra
County's AMI Affordable Rent Threshold		\$1,045	\$1,042	\$987	\$894
Traditional	Single	-	-	\$1,240	-
	Double	\$600 ¹	-	\$990	-
Suites	Single	-	-	\$1,550	-
	Double	-	-	-	\$667 ²
Apartments	Studio	-	\$2,099	-	-
	1 BD/ 1 BA Single	-	\$2,249	-	-
	2 BD/ 2BA Single	-	\$1,589	-	-
	2 BD/ 2BA Double	-	\$1,099	-	-
	4 BD / 2 BA Single	-	\$1,349	\$1,750	-

¹Affordable beds priced at \$600, rate for other beds not provided online.

²Rate assumes 12-month lease.

Figure 7: Student Housing Rental Rates

Rental rates above are inclusive of utilities and various amenities listed in Figure 7. Figure 8 demonstrates the amenities provided by peer student housing programs and can be used to assess what students may expect as well as what resources are “nice to have” such as bicycle storage.

On-Campus Student Housing Resources and Amenities				
	Napa	Orange Coast	Santa Rosa	Sierra
Community Kitchens on every floor	✓		✓	✓
In-unit Kitchen or Kitchenette		✓	✓	✓
Complimentary bike storage		✓	✓	
Inclusive of utilities (electric, water, trash, internet, etc.)	✓	✓	✓	✓
Laundry facilities	✓	✓	✓	✓
Meal plan				✓
On-site management and maintenance	✓	✓	✓	✓
Quiet study lounge	✓	✓	✓	✓
Social common areas/lounges	✓	✓	✓	✓

Figure 8: Peer On-site Student Housing Resources

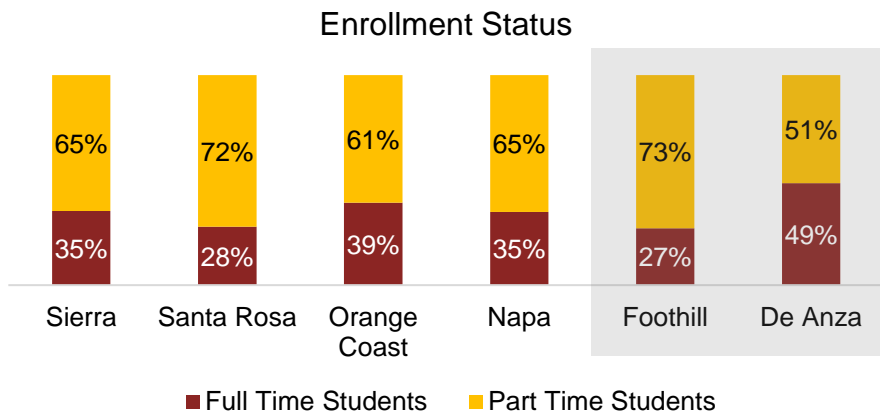
The next chart demonstrates overall project cost and financing plans which is important given its relationship to the rental rates required to ensure housing programs are self-sustaining.

Housing Project Details					
	FHDA	Napa	Orange Coast	Santa Rosa	Sierra
Total Project Costs	-	\$83M	\$123M	\$64M	\$98.2M
Ownership	-	P3	P3	P3	Self
SB169 Grant Type	Planning	Construction	n/a	Construction	Construction
Grant Status	Awarded	For Consideration	n/a	For Consideration	Awarded
Award Amount	\$264K	\$31M	n/a	\$15M	\$80.5M
Affordable Beds	-	124	Unknown	Unknown	Unknown
Total Beds	-	588	814	354	474

Figure 9: Peer Student Housing Programs

ENROLLMENT

De Anza surpassed all peer campuses in full-time enrollment with 49% of students taking 12+ units in Fall 2022. Foothill College had the lowest percentage of full-time enrollment at 27% with very similar numbers to Santa Rosa College. Although Santa Rosa College has fewer full-time students, the campus provides housing to the same ratio of students as Sierra College does with 1 bed for every 12 full-time students. Orange Coast provides 1 bed for every 8 full-time students and Napa provides 1 bed for every 3 full-time students.



¹ Napa Valley College Fall 2021 enrollment data is reflected.

Figure 11 shows that many students across all campuses are returning or continuing into their second year and beyond. Orange Coast College and Napa Valley College have identical returning/continuing student populations following Santa Rosa College with 70% of their students returning after their first year. Foothill and De Anza College both hold the largest first-year student population at 34% and 33% respectively.

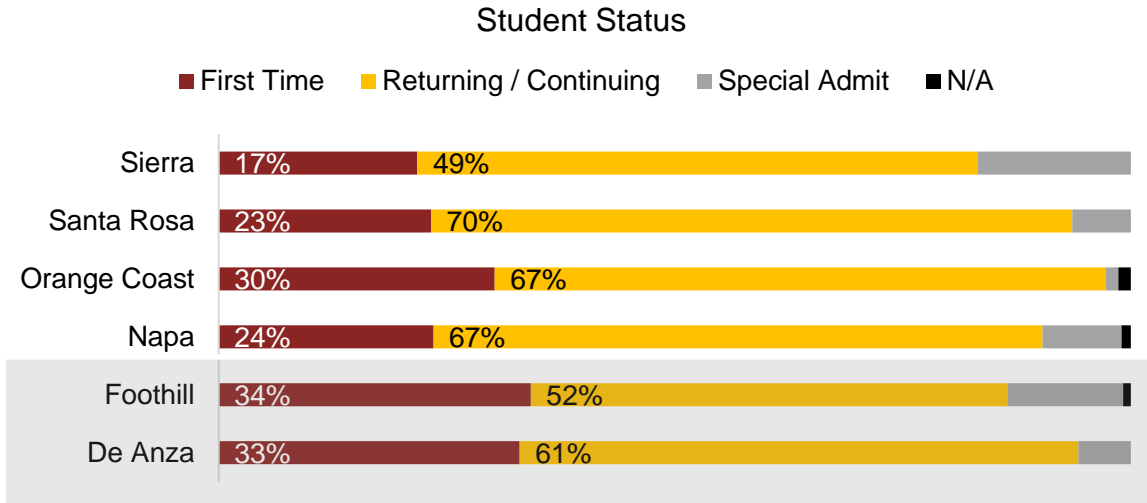


Figure 11: Fall 2022 Student Enrollment Status

In 2020 and 2021 the COVID-19 pandemic prompted sweeping decreases in enrollment at colleges nationwide. Fortunately, as shown in the below chart, enrollment levels have begun to level out. While the pandemic has eased and campus operations have for the most part returned to normal, a favorable job market is likely contributing to the most recent enrollment numbers being lower than pre-pandemic levels.

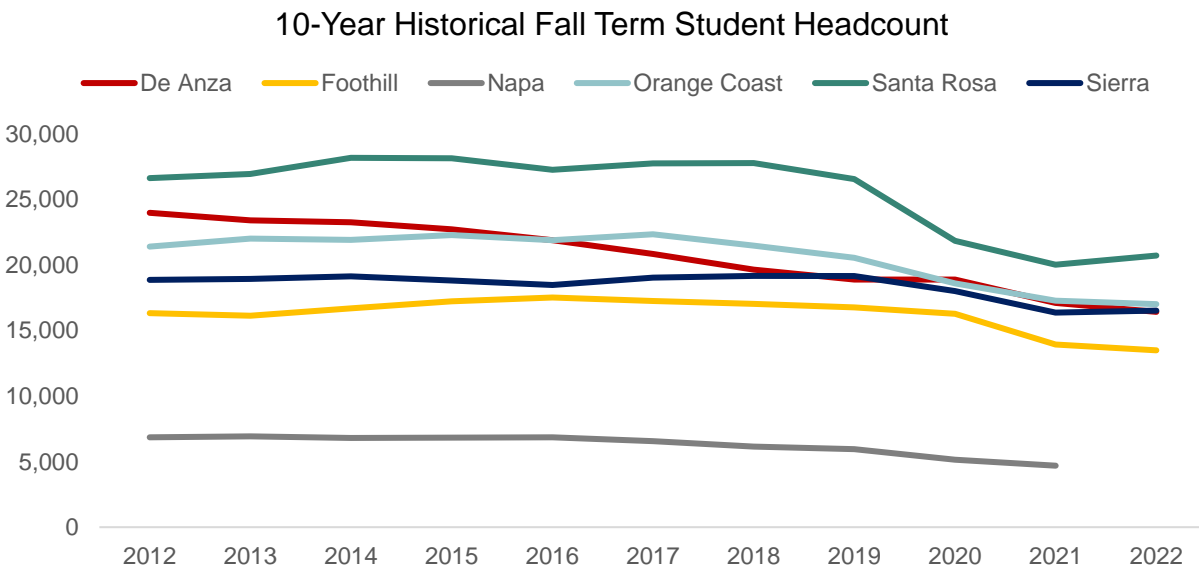


Figure 12: Historical Student Enrollment Fall 2012-Fall 2022

3. Key Findings

The housing market surrounding both Foothill and De Anza College poses significant challenges to students in search of affordable housing. Within a 3-mile radius of both campuses, approximately 50% of available market-rate properties are considered unaffordable based on single-bedroom occupancy. While that means 50% of units are affordable based on SB169's definition, given the significant income levels in the community, students' housing applications are likely to be passed over for individuals with higher income levels. Aware of the challenges students are facing and the link between housing security and student success, community colleges have acted by introducing housing programs, pursuing grants, and planning for additional housing facilities. Peer campuses in similar socioeconomic regions of California offer on-campus housing to students at affordable and below-market rates. In addition to providing basic housing needs, peer campuses prioritize on-site ancillary services for residents to enhance their overall campus experience. To summarize, the off-campus market analysis has revealed that a housing program at Foothill-De Anza is highly likely to have the demand necessary to deem the project viable. The student survey will be used to further verify this perspective and the peer benchmarking analysis can be used as a resource for guiding program decisions.

Attachment C:

STRATEGIC ASSET VALUE SUMMARY



FOOTHILL-DE ANZA
Community College District

Student Housing Study & SB169 Support Strategic Asset Value (SAV) Summary

March 2023



PROCESS & PARTICIPATION

In March 2023, Brailsford & Dunlavy led various members of Foothill and De Anza College leadership through a dynamic Strategic Asset Value (“SAV”) work session to discuss and define ideal housing which might be provided by the district. The following individuals participated in the session:

- › **Lloyd Holmes**, President of De Anza College
- › **Bernadine Fong**, Interim President of Foothill College
- › **Amy Huang**, President of Student Government (DA)
- › **Bret Watson**, Vice President of Administrative Services (FH)
- › **Pam Grey**, Vice President of Administrative Services (DA)
- › **David Ulate**, Executive Director, Institutional Research and Planning (FHDACCD)
- › **Teresa Ong**, Associate Vice President, Workforce Development & CTE Workforce Programs (FH)
- › **Eric Reed**, Computer Science Instructor (FH) & Facilitator of the Affordable Housing Task Force (FHDACCD)

The following strategic drivers are informed by the primary and secondary priorities identified through the SAV session, qualitative discourse with college staff, and additional college-specific research. These shall serve as the basis for recommendations and planning efforts.

QUANTITY AND LOCATION OF STUDENT HOUSING

- › The addition of student housing is intended to meet the housing needs of students with minimal on-site staffing and programming to maximize efficiency. Campus resources are not directly integrated into housing but remain available on campus.
- › Site selections will be based on available land and surrounding conditions. Various environmental issues, such as seismic and flooding, may limit the on-campus options for housing. If an off-campus site is selected and public transportation is insufficient in providing access the colleges, shuttle services should be considered.

TARGET MARKET / UNIT TYPOLOGY / PROGRAMMATIC REQUIREMENTS

- › Student housing will serve as an integral component of student success support, particularly for low-income students facing housing insecurity and financial difficulties.
- › Housing unit types will be based on demand with respect to age and cost efficiencies. Priorities to support the most students with the least capital and operating costs is desired.

FINANCIAL ACCESSIBILITY / QUALITY RECONCILIATION

- › Housing insecurity is a key issue facing FHDA and housing resources must be provided to those students demonstrating need, either through programmatic connections with local agencies or directly accommodate students who need to live in college-affiliated housing; the whole range of FHDA's diverse student population must be considered.
- › Financial accessibility is integral in housing but must not be achieved at the expense of operational viability. Building standards will meet institutional expectations and goals regarding environmental sustainability and day-to-day operations.
- › A third-party management company would likely be utilized to meet the staffing, security, and maintenance needs of the housing facility.

REQUIRED FINANCIAL PERFORMANCE AND INSTITUTIONAL WILL

- › The housing program must be self-supported. District bond dollars are sufficient to cover the construction costs of the project and rental revenues will cover operation costs.
- › Public-private partnerships may be considered for developments that meet affordability targets and support students without impacting the general fund or College operations.
- › State construction grant funding will maximize the opportunity to provide student housing. If awarded, the grant could expand the project budget and allow a portion of bond dollars to be allocated to workforce housing.

Attachment D:

SURVEY FINDINGS

Memorandum

DATE: April 10, 2023

TO: Eric Reed, Affordable Housing Task Force Facilitator
Foothill-De Anza Community College District ("FHDA")

FROM: Brailsford & Dunlavey ("B&D")

RE: Housing Survey Analysis

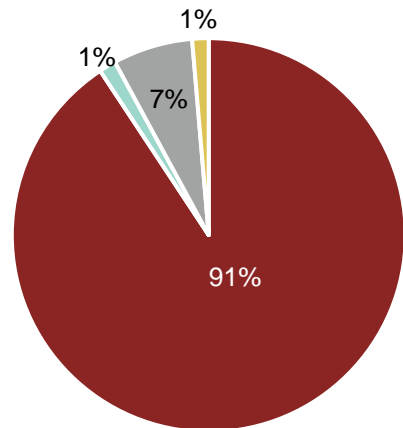
OVERVIEW

As part of our student housing market analysis, B&D designed and distributed a 62-question survey to recent community college district affiliates, some of whom applied to take classes during the 2022-2023 academic year. The survey launched on March 6, 2023, was open for 14 days, and received 2,593 responses. The results indicated that the housing market surrounding the colleges is inaccessible for many students and provided insights into student interests and preferences related to college-affiliated housing and housing's potential impact on enrollment. These topics are addressed in detail in the following sections, and the survey data will be used to inform the total bed count, distribution of unit types, and other factors in B&D's forthcoming housing recommendations.

SURVEY PARTICIPANTS

The survey was distributed to over 50,000 individuals that applied to attend the Foothill-De Anza Community College District, with the majority being actively enrolled students taking in-person and/or online courses. Seven percent (7%) of respondents previously attended one of the colleges but were not currently enrolled. The remaining 3% of total participants define their affiliation with the district as other (i.e., alumni/graduate, dual enrollment student, faculty/staff, etc.) or as a college applicant that has not taken any courses. Non FHDA students were presented with only three questions

Participant Enrollment Status



- Actively enrolled student (In person or online)
- I've applied to Foothill or De Anza College, but haven't taken any courses
- I've taken courses at Foothill or De Anza College, but am not actively enrolled
- Other (please specify)

Figure 1: Survey Participant Enrollment Status

aimed at understanding how college-affiliated affordable housing would have impacted their enrollment decisions.

The average age of respondents was 24, closely aligning with the average FHDA student age of 25. Fifty-five percent (55%) were full-time students while the remaining 45% reported taking 12 units or less. Figure 2 highlights that fifty-six percent (56%) considered De Anza College their primary campus while 37% identified Foothill College as their primary campus. Six percent (6%) of respondents reported enrollment at both campuses.

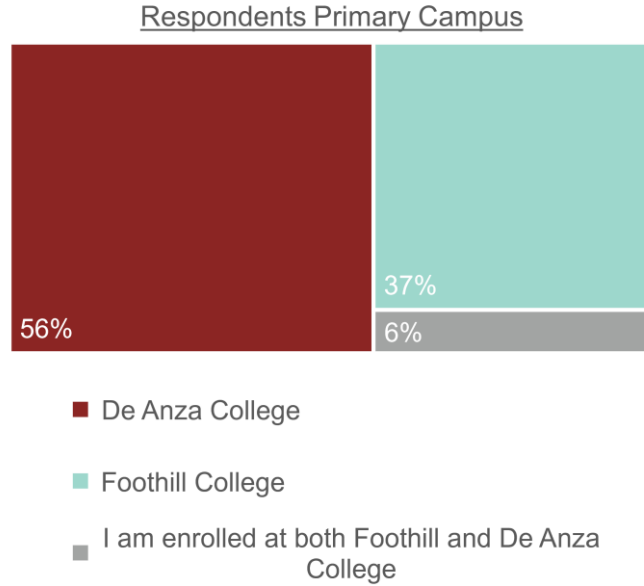


Figure 2: Survey Participant Primary Campus

KEY FINDINGS

Housing Challenges

The survey results indicate that FHDA students encounter a variety of financial, geographical, and logistical challenges when seeking housing. As indicated in Figure 3, the vast majority of challenges reported were financial in nature, such as affording monthly rent, paying for security deposits and other fees, or a lack of sufficient credit. Further proving these challenges, 29% of respondents stated they experienced housing insecurity (defined as living in an unstable and/or unsafe living condition, living in an unaffordable living condition, living in temporary residences, or living at a shelter) in the last 12 months. Twenty-eight percent (28%) of respondents described their current living conditions as

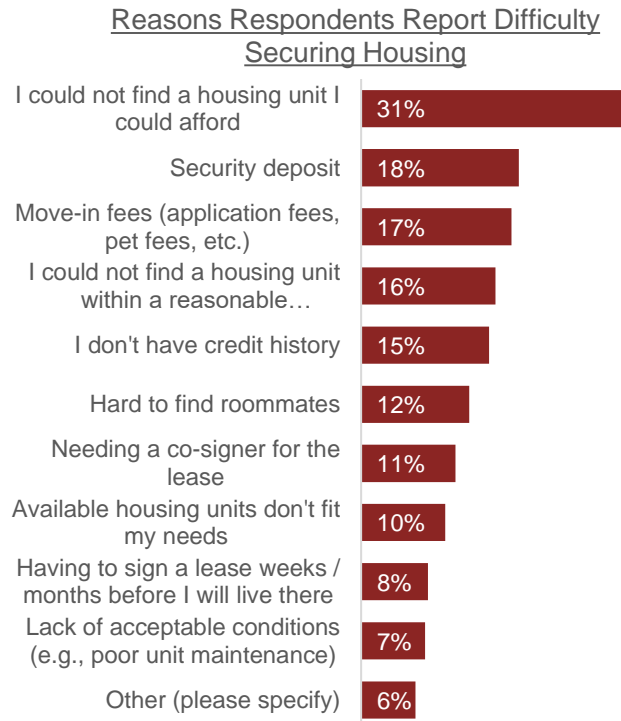


Figure 3: Survey Participant Reasons for Difficulty Securing Housing

unsatisfactory, with 56% of these respondents indicating a lack of affordable housing options as the cause. On average, FHDA students allocate 59% of their income to housing, far exceeding the guidelines set by the U.S. Department of Housing and Urban Development of 30%. Given the rental costs provided by the market analysis, with the weighted average double occupancy beds costing \$846 and single beds costing \$1,691, it is clear why 46% of students opted to live in doubles and others live beyond the 3-mile radius from campuses in areas with lower rental rates. Twelve percent (12%) of respondents that report housing insecurity due to unaffordable or unstable living conditions self-identified as international students. Identifying roommates was another challenge as 12% of respondents expressed difficulties securing housing for this reason. One student expressed, “It is very challenging finding roommates... especially being new to the county and only having a few weeks or less to figure everything out.”

The Impacts of Housing Challenges

The survey responses indicate that these housing challenges lead to unfavorable outcomes regarding academics, enrollment, and student commute times. Most respondents (63%) said their housing situation negatively impacted their academic pursuits. While we do not have data on the correlation between housing challenges and dropout rates, we anticipate it directly impacts retention levels. Since the survey was distributed to students who applied but did not end up attending FHDA, we were able to gather insights on how housing could have impacted these students’ educational decisions. Sixty-six percent (66%) of students who did not attend a college within the district indicated that they likely would have attended if affordable housing was available. In addition, 66% of part-time students indicated that they would certainly or likely change their enrollment status to full-time if college-affiliated housing was available. In addition to academic and enrollment impacts, students reported challenging commutes. Sixteen percent (16%) of respondents expressed difficulty securing housing within a reasonable proximity to campus and 12% reported spending an hour or more during their one-way commute.

Housing Preferences

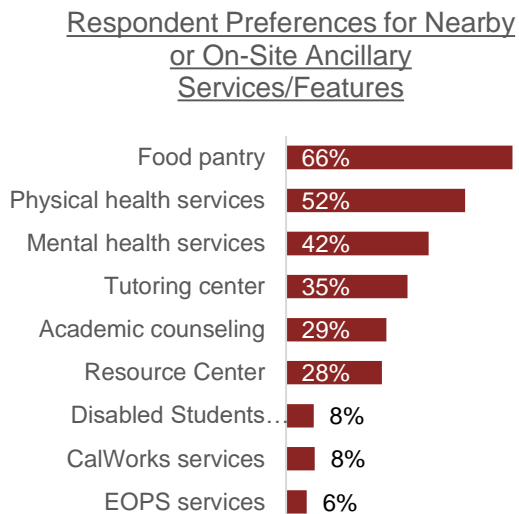


Figure 4: Survey Respondent Ancillary Services/Feature Preferences

The survey also examined students' preferences regarding a potential campus-associated housing program. A majority of respondents (64%) indicated interest in a college-based housing program. Those that did not express interest referenced satisfaction with current living conditions or a preference to reside with parent(s) and/or guardian(s). With respect to location, more than half of respondents (55%) reported that living physically on campus was not a primary factor of their housing selection. However, when asked specifically "what services or features are important to have nearby potential student housing?" responses revealed a strong desire for proximity to college resources such as a food pantry, physical health services, and mental health services (see Figure 4). Given that 23% of respondents described their current access to food as unstable or insecure, B&D recommends that any future housing should be proximate to a campus food pantry or incorporate a food pantry into the facility.

The questions designed to test rental rate sensitivity and unit preferences informed our Demand Based Programming model. The survey shared a strong desire for single occupancy dwellings (70%) over double occupancy (22%). Apartments ranked with the greatest demand followed by semi-suite units and then traditional dorm-style units. Last, refinements around unit styles were garnered by inquiring about potential reduced housing costs that accompany residing in a traditional unit with a shared community kitchen. Nearly 70% of respondents shared interest in a community kitchen to reduce housing costs underscoring that affordability remains a primary determining factor for students' housing decisions.

Attachment E:

SB169 SUMMARY

Memorandum

DATE: April 20, 2023

TO: Judy Miner, Chancellor, FHDA CCD
Susan Cheu, Vice Chancellor of Business Services, FHDA CCD
Patrick Ahrens, President, of FHDA Board of Trustees
Laura Casas, Vice President, FHDA of Board of Trustees
Lloyd Holmes, President, De Anza Community College
Kristina Whalen, President, Foothill Community College
Eric Reed, Affordable Housing Task Force Facilitator, FHDA CCD

FROM: Brailsford & Dunlavey

RE: Housing Survey Analysis

To support Foothill De Anza Community College District (“FHDACCD” or “the district”) leadership in determining whether to apply for the third round of SB 169 Affordable Housing Grant Funding, Brailsford & Dunlavey (“B&D”) has prepared the following:

- A **preliminary scorecard** showing the range of points we believe the District would receive per the California Community Colleges Chancellor’s Office (“CCCCO”) [Affordable Student Housing Construction Grant Scoring Rubric](#).
- A **workplan schedule** to show activities which B&D and others must complete between now and June 30, 2023, with notations on specific meetings which will require District participation.

While the application timeline is challenging, a successful grant application would greatly enhance the district’s capacity to develop affordable housing for students, staff, and faculty to fulfill the goals of the campus master plan. We understand the district’s concerns regarding stakeholder engagement and the system shared governance, and we can be available to support you all in those interactions if they can be accommodated with the schedule and work plan provided below.

B&D is available as needed to answer any additional questions to assist the district in making this decision and stands ready to prepare an SB169 application per the workplan below if desired.

Preliminary SB169 Scorecard

Prior to reviewing “Round 2” SB169 grant applications in January 2023, the California Community Colleges Chancellor’s Office (“CCCCO”) published their [Affordable Student Housing Construction Grant Scoring](#)

Rubric to inform district's how they would analyze applications before making award recommendations to the Department of Finance. Based on our experience, we have projected minimum and maximum points we believe FHDA could receive for each category within this rubric should they submit in Round 3.

Scoring Metric	Points			Notes	
	Available	Max	Min		
Ranking Metrics					
1	State funding per bed for low-income students	15	15	10	15pts for lowest cost/bed proposal in region, top 50% 10pts, all others 5pts. Allocating FHDA bond towards a project will help in this category.
2	Rental Fees for low-income students	10	10	10	10 pts awarded for 10% below AMI cap for single occupancy, which B&D has modeled for all our SB169 clients.
3	Prepared for construction start by December 31 or ASAP	10	6	4	By 12/31/24 = 10 pts, by 3/31/24 = 9 pts, etc. Range here assumes ready by first half of 2025.
4	Geographic location	10	10	0	To be determined by the CCCCCO internal scoring metric criteria. Most competitive submission within a CCCCCO region will get 10 points. Others get 0.
5	Reapplication of a previously rejected SB169 application	5	0	0	Not applicable for FHDA
6	Unmet demand / Rental vacancy in market	15	10	5	To be determined by the CCCCCO internal scoring metric criteria.
Administrative Entity Ranking Metric					
1	Partnership with CSU or UC	10	0	0	Not applicable for FHDA
2	Local contribution	10	10	10	25% contribution = 10 pts, 20% = 8 pts, etc. Pairing application with FHDA \$200M Bond contribution would help get a high score here.
3	Student services and ancillary services	5	5	5	Point per every different support space: Food Pantry, advising, tutoring, zoom, laundry, etc.
4	Regions of high need	5	0	0	CCCCO Determined that Central Valley, Sierras, Inland Empire, and Far North are the only regions of high need.
5	Cost of living (rent of area)	5	5	0	To be determined by the CCCCCO internal scoring metric criteria.
TOTAL		100	71	44	

Figure 1: B&D projected CCCCCO scorecard range for an FHDA SB169 application submission.

To help the district envision how such an application might perform against others in the state, we have provided below the list of Round 2 applications with the minimum and maximum scores from the table above indicated. This table also shows the total project costs associated with each applications as well as how districts allocated their own local bond funds to help reduce the value of their actual grant application. We have included approximate cost projections for a Foothill-De Anza project assuming 400 student beds at a project cost range of \$275-300k per bed. This is based on B&D's ongoing SB169 efforts that develop

competitive applications for our clients. Program and design preferences such as increasing single occupancy beds or adding substantial programming can add 30% or more to these figures.

District	Campus	Total Points	State Funding Per Low-income Bed	State Cost (CCD) \$ (Millions)	State Cost (CSU/UC) (Millions)	Total State Cost (Millions)	Local Cost (Millions)	Total Project Cost (Millions)	Local % of Total Cost
Cerritos CCD	Cerritos College	72	\$ 171,705	\$ 68		\$ 68	\$ 12	\$ 80	15%
Merced CCD	Merced College	71	\$ 209,205	\$ 50	\$ 50	\$ 100	\$ -	\$ 100	NA
Foothill De Anza CCD	MAX POINTS	71	\$ 275k-\$300k	\$ 82.5M-90M		\$ 82.5M-90M	\$ 27.5M-30M	\$ 110M-120M	25%
Riverside CCD	Riverside City College	70	\$ 191,718	\$ 75	\$ 50	\$ 125	\$ 187	\$ 312	60%
Redwoods CCD	College of the Redwoods	70	\$ 156,989	\$ 28		\$ 28	\$ 25	\$ 53	47%
San Mateo County CCD	College of San Mateo	69	\$ 180,174	\$ 56		\$ 56	\$ 10	\$ 66	15%
San Diego CCD	San Diego City College	68	\$ 95,178	\$ 75		\$ 75	\$ 147	\$ 222	66%
North Orange County CCD	Cypress College	67	\$ 243,791	\$ 74		\$ 74	\$ 6	\$ 80	7%
Cabrillo CCD	Cabrillo College	67	\$ 179,146	\$ 112		\$ 112	\$ 69	\$ 181	38%
Antelope Valley CCD	Antelope Valley College	63	\$ 202,297	\$ 61		\$ 61	\$ -	\$ 61	NA
State Center CCD	Fresno City College	58	\$ 301,541	\$ 58		\$ 58	\$ 7	\$ 65	10%
Victor Valley CCD	Victor Valley College	49	\$ 231,084	\$ 44		\$ 44	\$ 11	\$ 55	20%
Ventura CCD	Oxnard College	48	\$ 318,559	\$ 64		\$ 64	\$ 700,000	\$ 65	1%
San Jose-Evergreen CCD	Evergreen Valley College	48	\$ 311,798	\$ 109		\$ 109	\$ 15	\$ 124	12%
Feather River CCD	Feather River College	47	\$ 560,781	\$ 72		\$ 72	\$ -	\$ 72	NA
Yosemite CCD	Columbia College	47	\$ 518,000	\$ 64		\$ 64	\$ -	\$ 64	NA
Los Rios CCD	Sacramento City College	45	\$ 180,022	\$ 57		\$ 57	\$ -	\$ 57	NA
Foothill De Anza CCD	MIN POINTS	44	\$ 275k-\$300k	\$ 82.5M-90M		\$ 82.5M-90M	\$ 27.5M-30M	\$ 110M-120M	25%
Long Beach CCD	Long Beach City College	42	\$ 240,136	\$ 98		\$ 98	\$ 5	\$ 103	5%
South Orange County CCD	Saddleback College	41	\$ 246,715	\$ 98		\$ 98	\$ 5	\$ 103	5%
El Camino CCD	El Camino College	41	\$ 220,696	\$ 67		\$ 67	\$ -	\$ 67	NA
Southwestern CCD	Southwestern College, Chula Vista	39	\$ 190,624	\$ 80		\$ 80	\$ -	\$ 80	NA
Lassen CCD	Lassen Community College	32	\$ 526,521	\$ 61		\$ 61	\$ -	\$ 62	NA

Figure 2: CCCC scoring of SB169 "Round 2" applications with minimum and maximum projected points for a potential FHDA application indicated.

It must be noted that these projections represent B&D's professional opinion of how FHDA might score in an SB169 application based on our current knowledge and understanding of the CCCC's process. There are many factors which could increase or decrease these projections, such as the level of competitiveness of applications from nearby districts, whether or not other Round 3 applications come from Regions of High Need, and the possibility that the state adjusts the application date. It also does not account for potential changes or shifts in the annual allocation of funds depending on the health of the state budget.

SB169 Application Workplan

To help the District understand the effort and work product required to submit for SB169 funds by the end of June, we have prepared a workplan shown on the following page (Figure 3). All parties involved – including B&D, LPAS (Architect), the cost estimator, and FHDA Leadership – would need to move swiftly

to stay on schedule. Items that require FHDA leadership time are highlighted in red boxes and detailed in the second section of the table.

WEEK OF:		4/10	4/17	4/24	5/1	5/8	5/15	5/22	5/29	6/5	6/12	6/19	6/26
1	B&D Preliminary Program/Financials	█											
2	FHDA Review of Program/Financials		A										
3	B&D Finalize Program/Financials for LPAS			█									
4	B&D Finalize Initial Report of Findings (Survey, Demand, etc)				█								
5	FHDA Receive B&D Presentation on Feasibility						B						
6	Board Approval				★								
7	FHDA Approve B&D Contract Extension	★											
8	Kickoff Meeting with LPAS Architects		█										
9	LPAS Site Analyses/Pros & Cons using B&D Program/Financials			█									
10	FDHA Select Site for SB169 Grant Application						B	B					
11	LPAS Create Basic Design Package for Selected Site							█					
12	FDHA Review/Comment on Basic Design										C		
13	B&D Draft SB169 Grant Application Narratives										█		
14	LPAS Finalize Basic Design Package										█		
15	Conceptual Cost Estimate for SB169 Application										█		
16	FDHA Review/Comment on Application Narratives											D	
17	Finalize Grant Application Package											█	
18	Submit Grant Application to State Chancellor's Office												★

Estimated FHDA Leadership Time Required	
A	2 hours for FDHA Finance team to review materials and meet with B&D
B	(2) 2-hour meetings with FDHA Leadership Team to receive B&D feasibility findings and then finalize site
C	1 hour meeting with FDHA Leadership Team to comment on basic design package
D	2-4 hours over the week for FDHA Finance team & other key personnel to review/comment on application

Figure 3: SB169 Project Schedule & Estimated FHDA Leadership Time Required

Attachment F:

SB169 PRESENTATION



FOOTHILL
COLLEGE

Affordable Student Housing Study

FINDINGS TO DATE

April 10, 2023



BRAILSFORD & DUNLAVEY

Agenda

1

Executive Summary

2

Key Findings

3

Next Steps

Executive Summary

SUMMARY OF ENGAGEMENT

B&D was engaged by the Foothill-De Anza Community College District to conduct a Student Housing Study that would investigate the **market for an affordable student housing project**. The key questions this Study sought to answer are:

What is the demand for affordable housing?

What options exist for affordable housing for the target markets?

What are the current housing experiences and costs?

How can demand be realized on campus sites?

What factors do your students value when deciding on housing?

What are the financial realities of development?

Executive Summary

KEY QUESTIONS FOR HOUSING STUDY

What is the demand for affordable housing?

Total demand across both campuses: 972 beds, primarily for single occupancy apartment-style units

What are the current housing experiences and costs?

Most students **pay rent**, with the average cost being \$1,100 per month. 13% are currently experiencing **housing insecurity or homelessness**.

What factors do your students value when deciding on housing?

Affordability followed by **proximity to resources**, and **privacy**.

What options exist for affordable housing for the target markets?

The off-campus market has **limited affordable housing** and full-time students are **not eligible** for LIHTC housing.

How can demand be realized on campus sites?

By providing **preferred unit types** with single-occupancy available at a premium. Additionally, integrating resources and services to increase demand and further students.

What are the financial realities of development?

Measure G Bond could cover construction costs. SB169 Construction Grant Funding could be sought to broaden budget.

Agenda

1

Executive Summary

2

Key Findings

3

Next Steps

Engagement to Date

Student Engagement

Students participated in
6 Focus Groups
held
January 18th – January 23rd

Stakeholder Meetings

Staff & Faculty participated in
7 Stakeholder Meetings
held
January 18th – January 23rd

Student Survey

2,593 respondents

Participated in the survey from
March 6th – March 19th



92% For-Credit
56% Full-Time

17 pp overrepresentation



24% First-Time
65% Returning

5%

Total Response Rate¹
Margin of Error: +/- 2%
(with 95% confidence interval)



71% Single (No Dependents)
15% Have Dependent(s)

¹Based on email distribution list (n=50,559) and total respondent count. The survey had an 78% completion rate.

Summary of Findings

HIGH LEVEL THEMES

Affordability is integral for students to secure housing, as they currently face strenuous market conditions and various financial barriers to obtaining secure housing (e.g., credit scores, security deposits).

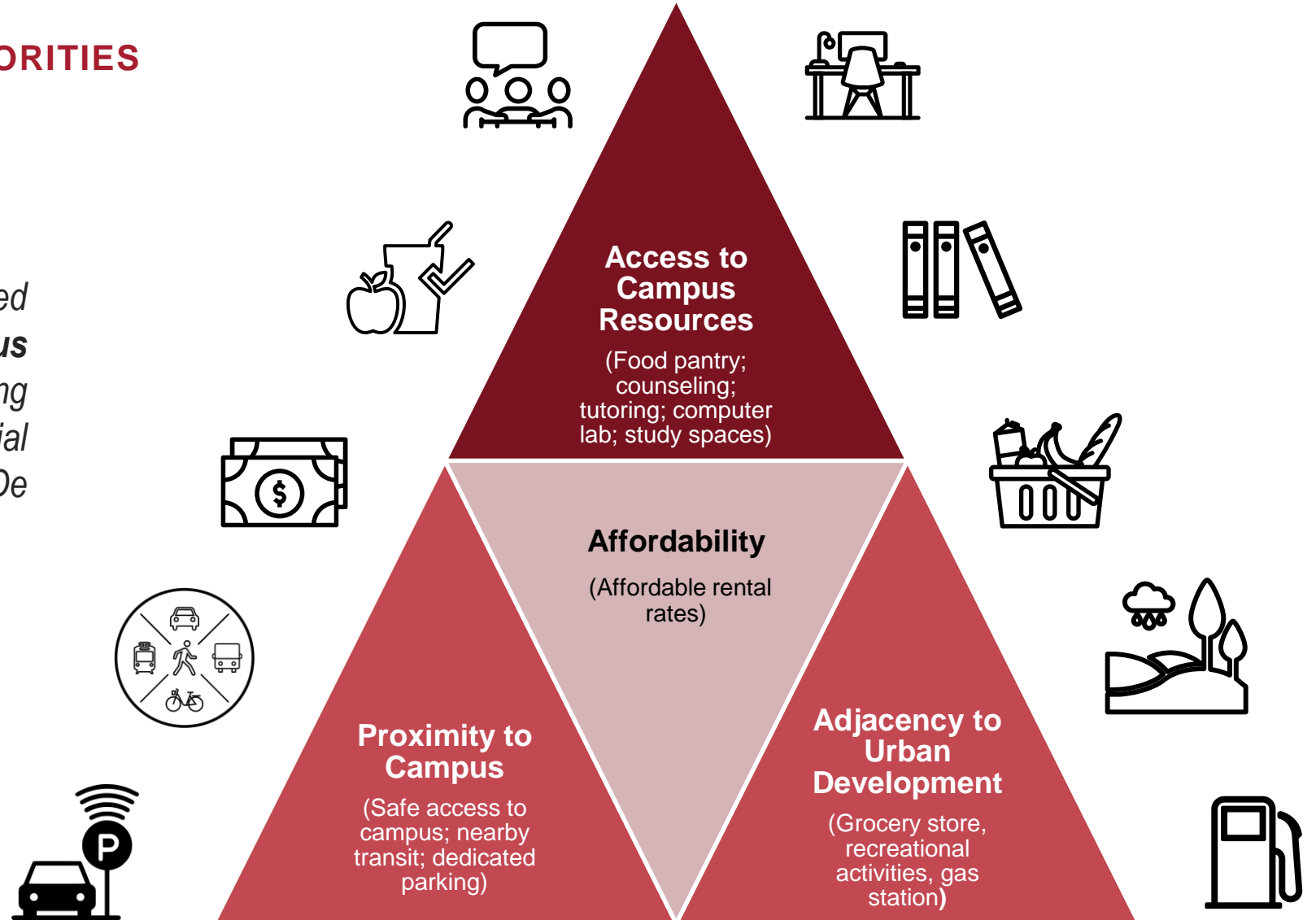
Students prioritize their **academic and personal needs** and highly value resources and services (i.e., a food pantry, mental health services, etc.) that foster their personal and professional development

Living situations have a **notable impact on academic success**. Students believe that housing should be an institutional priority and recognized as having potential benefits to the student experience.

Drivers for Housing

STUDENT & INSTITUTIONAL PRIORITIES

The following drivers were established as **priorities by students and campus stakeholders** to be considered during the planning stages of a potential student housing project at Foothill-De Anza College.



Agenda

1

Executive Summary

2

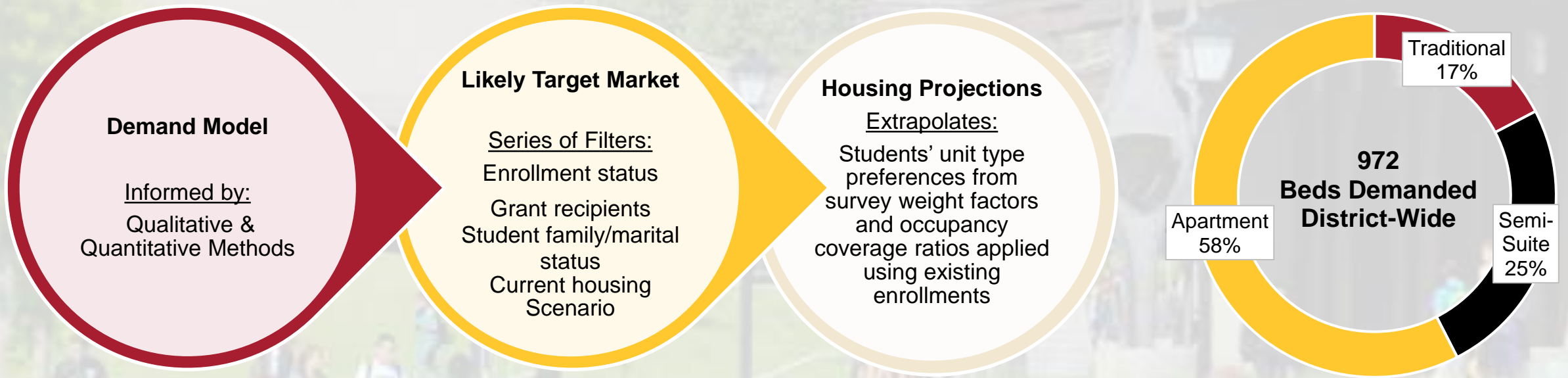
Key Findings

3

Next Steps

Student Demand

METHODOLOGY & PRELIMINARY DEMAND



Potential Site Locations

DE ANZA – SITE A



Potential Site Locations

FOOTHILL – SITE B



Potential Site Locations

SUNNYVALE CAMPUS – SITE C

Foothill College
Sunnyvale Center

SITE

SB 169 Considerations

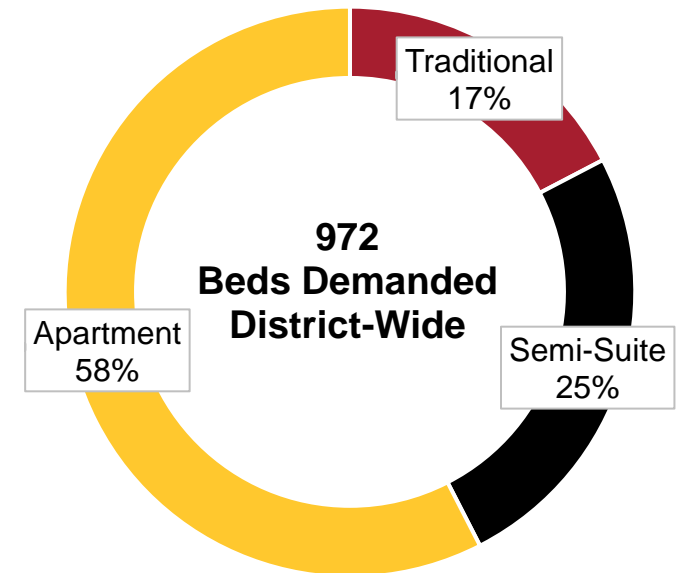
OPPORTUNITY FOR ADDITIONAL FUNDING

Overview

- B&D Experience
- Time requirement to complete application
- Deadline
- Cost
- Potential Award
- BOT Approval
- Announcement

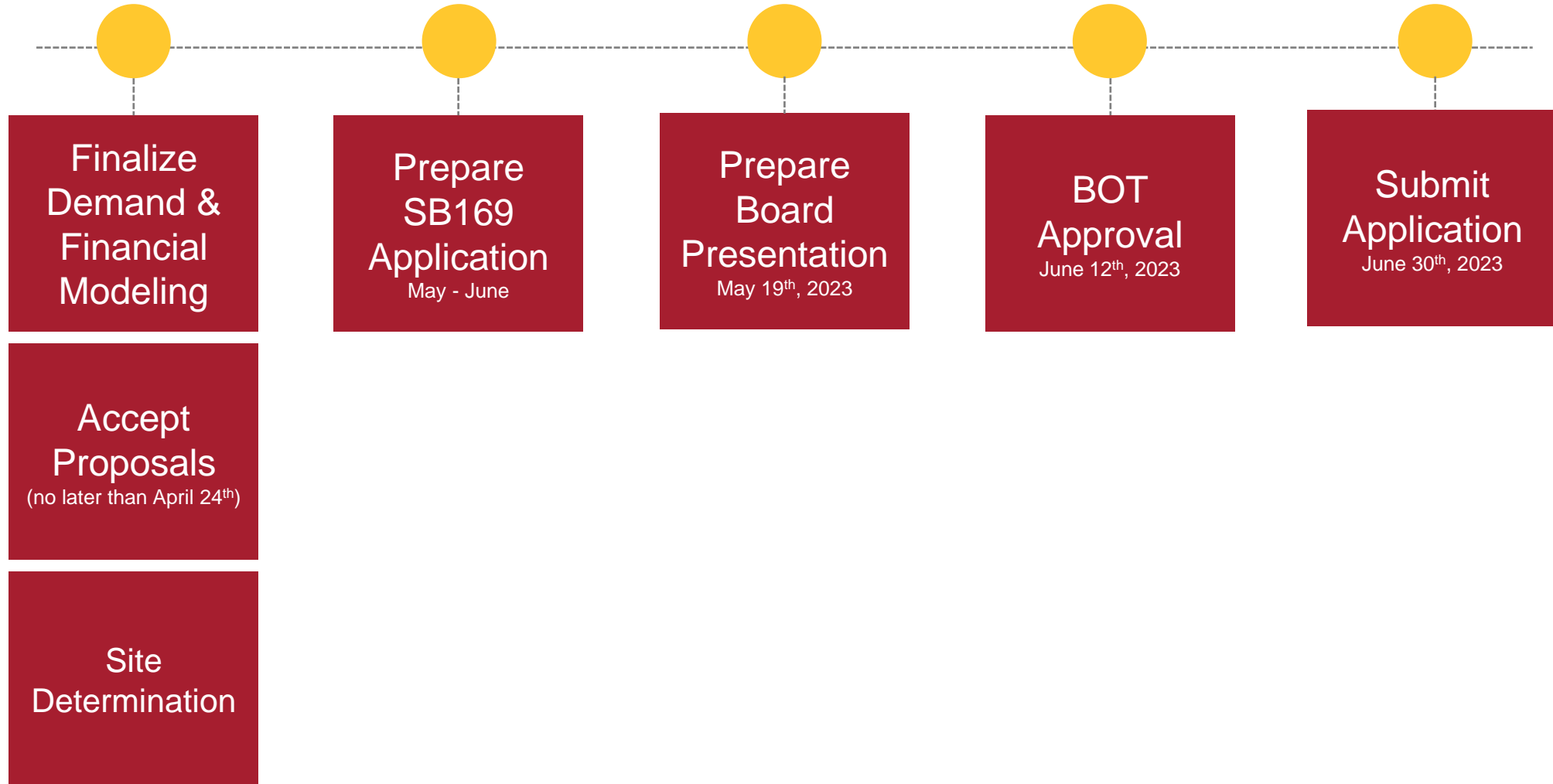
Considerations

- Tight timeline
- Scoring: Unit Types
- Scoring: Bond Advantage
- Potential deadline extension
- Potential Round 4

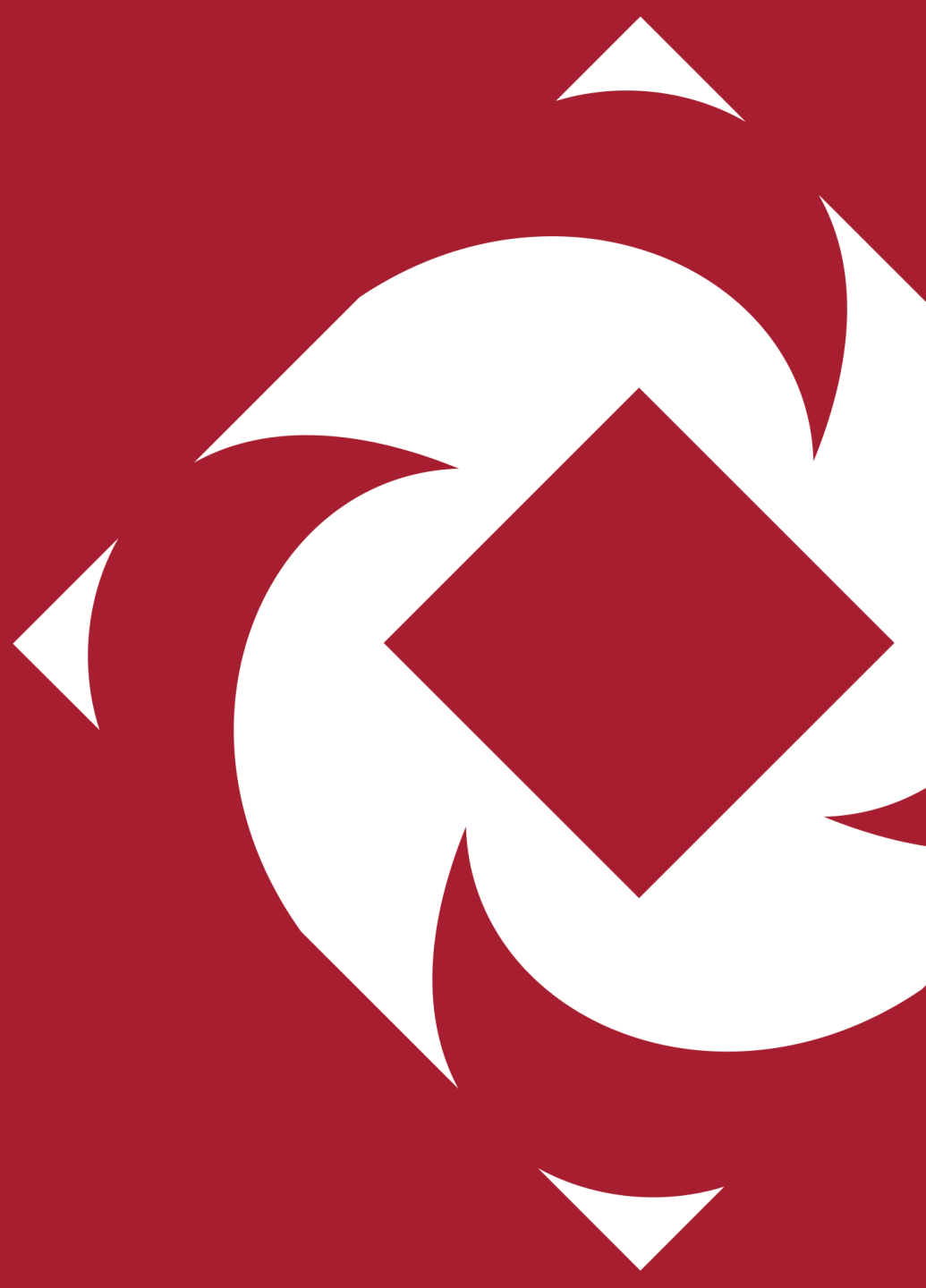


Next Steps

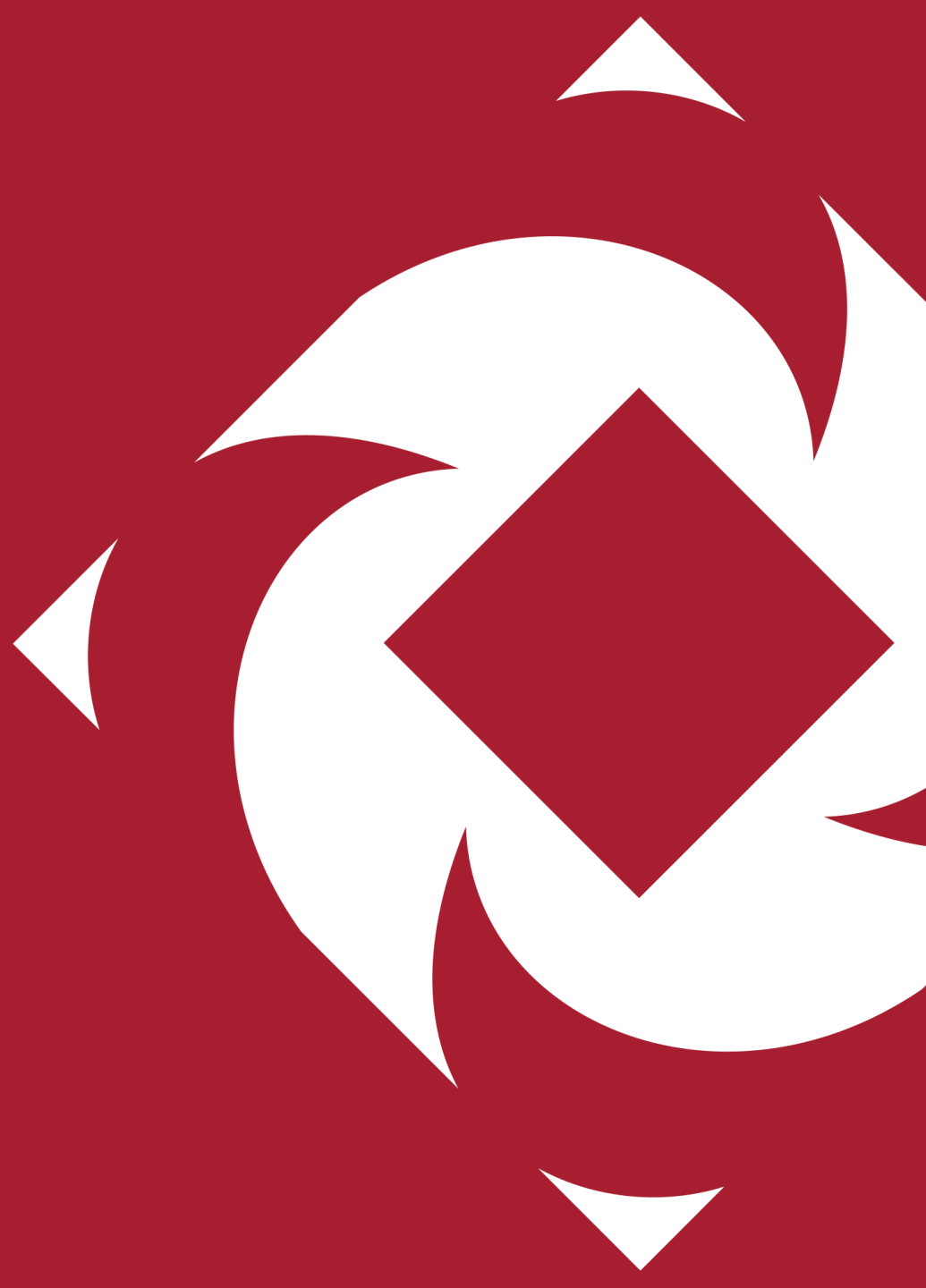
APRIL - JUNE



Discussion



Supporting Materials

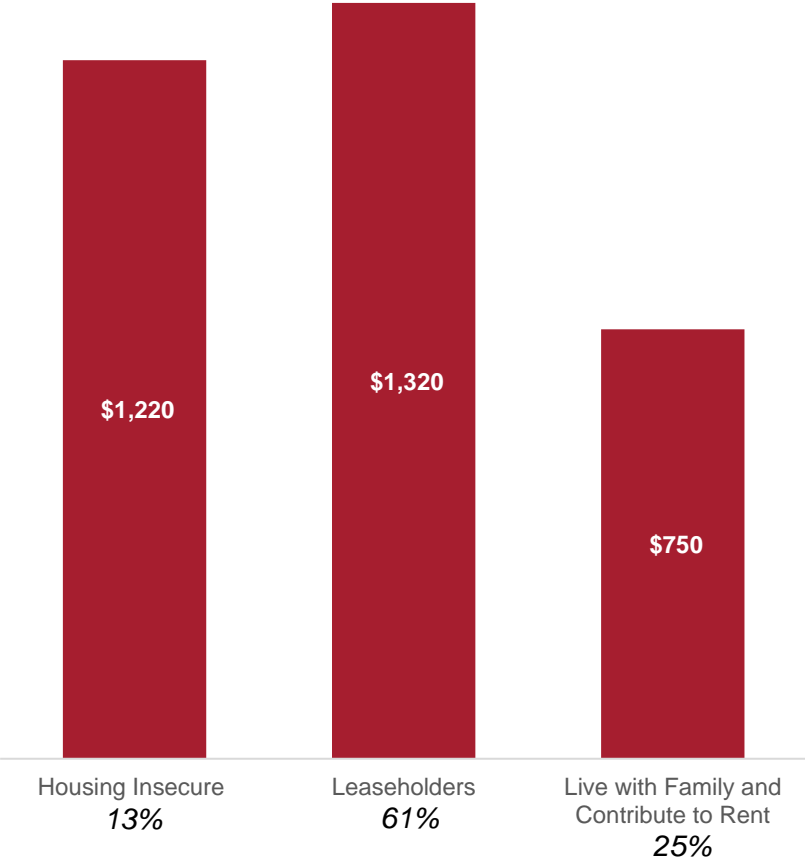


Affordability is integral to students in their housing situation, as they currently face strenuous market conditions and various financial barriers to obtaining secure housing (e.g., credit scores, security deposits).

31% of respondents report difficulty securing affordable housing n=795

63% of respondents state their **housing situation** has a **negative impact** on academic pursuits

Average Personal Monthly Housing Costs

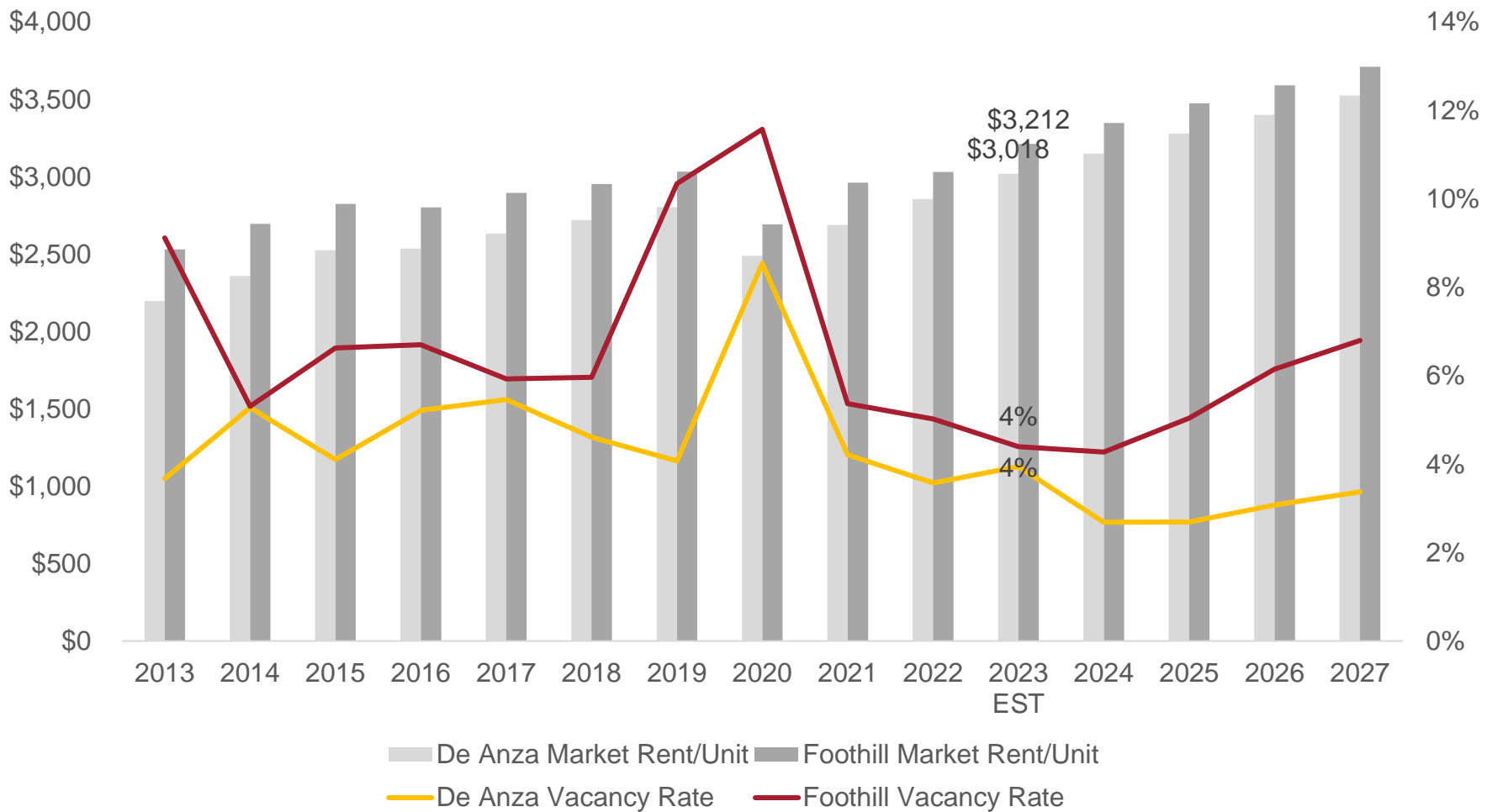


Average housing costs represent **65%** of respondents' income

"I'd be happy to only spend 50%-60% of income on housing... I currently spend around 80%."
-Focus Group Participant

Affordability is integral to students in their housing situation, as they currently face strenuous market conditions and various financial barriers to obtaining secure housing (e.g., credit scores, security deposits).

Historic and Forecasted Average Rent and Vacancy Rates
(3 mile radiuses)



Average Rental Rates

\$2,346/unit/month
\$1,691/single occupancy room/month
\$846/double occupancy room/month

Average Vacancy of

4%

within a 3-mile radius of both Foothill and De Anza College¹

¹Source: CoStar

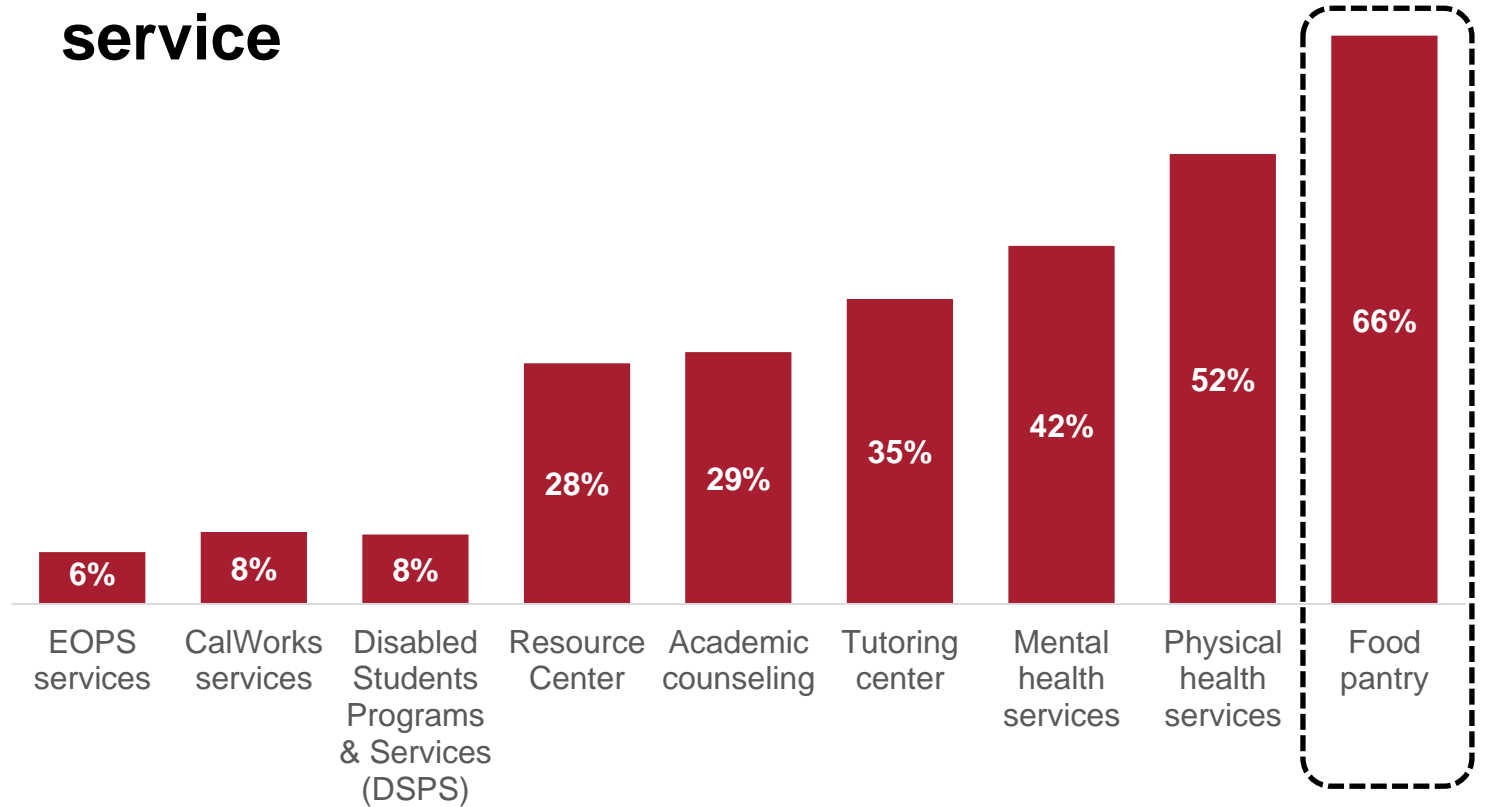
Students prioritize their academic and personal needs and highly value resources and services that foster their personal and educational development.

32% of respondents report they would **prefer to live closer to campus**

24% of respondents report they would **enjoy the sense of community** that accompanies student housing

27% of respondents report they are looking for a more **cost-effective** living option

Food Pantry was ranked as the most important service



Living situation has a notable impact on academic success. Housing is identified as an institutional priority and recognized as having potential benefits to the student experience.

23% of respondents

Consider their current access to food as unstable or insecure (in the last 12 months)

6% of respondents

report they resided **outdoors or in a closed area** sometime in the last 12 months (car, abandoned building, tent, etc.)

n=2,017

“I was unhoused when I started at De Anza and had to drop out because its hard to balance a course load when you don’t know where you’re going to sleep that night. I’ve found secure housing and even achieved the Dean’s Honor’s List. The only difference was housing...”

-Focus Group Participant

21% of respondents

report they currently **do not have a permanent residence** and maintain temporary housing arrangements

n=2,017

56% of respondents

report the **cost of housing** contributes to **unsatisfactory living conditions**

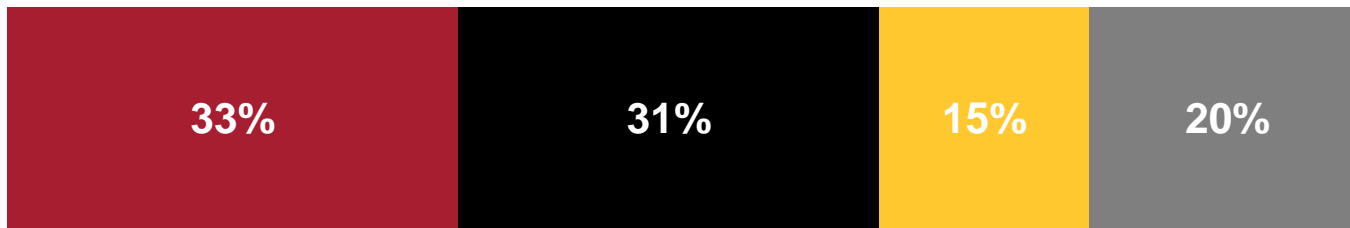
n=791

“Housing in this area is insanely expensive. I had even lived in a garage with 3 people with 800\$ monthly where it takes 2 hours and 15 minutes to go to foothill college once.”

-Survey Participant

Living situation has a notable impact on academic success. Housing is identified as an institutional priority and recognized as having potential benefits to the student experience and FHDA's image.

Student Interest in College-Affiliated Housing



■ Very Interested ■ Somewhat Interested
■ Somewhat Uninterested ■ Very Uninterested

54%

part-time respondents report they would transition to full-time if housing were available

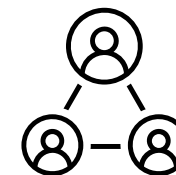
66%

non-enrolled respondents report they would enroll in courses if student housing were available

72% of respondents report student housing should be a high priority for FHDA District

"I'm really excited to hear Foothill/De Anza is addressing the need for housing for students. I think affordable/safe/educationally conducive housing would be a great addition to the already excellent programs at Foothill/De Anza."

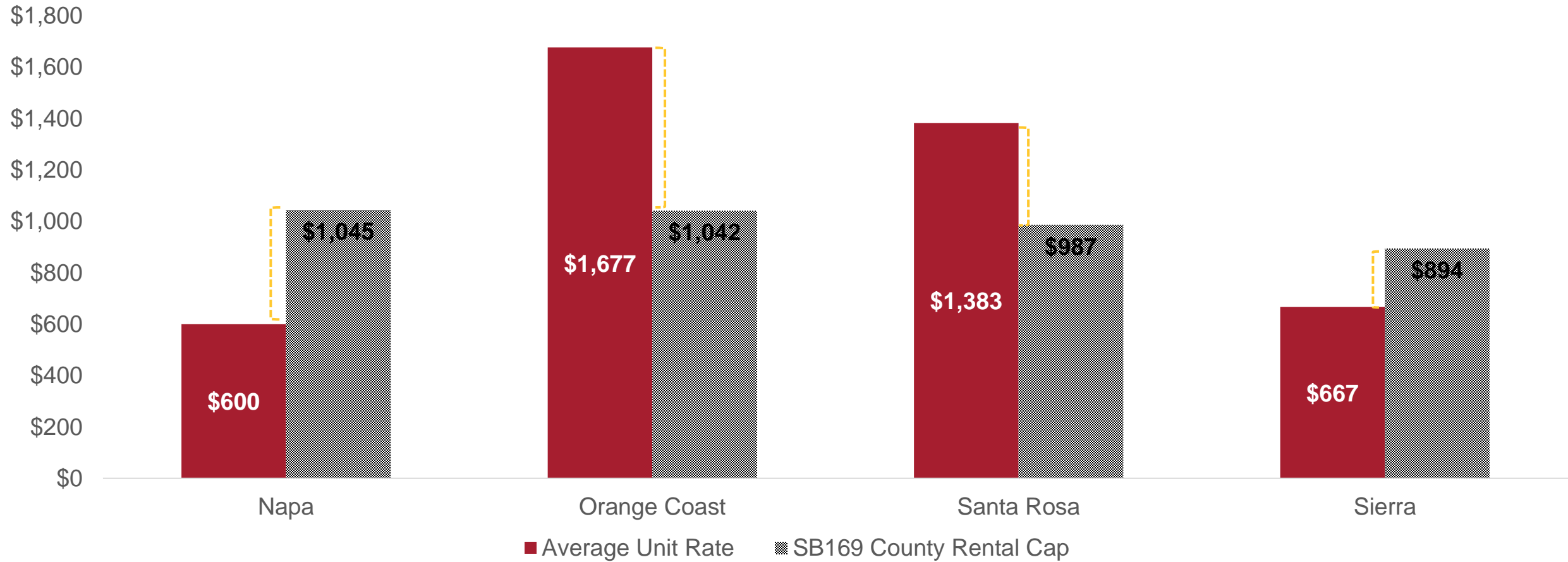
-Survey Participant



College and Student Stakeholders agree that **housing is important to retention and recruitment**

Living situation has a notable impact on academic success. Housing is identified as an institutional priority and recognized as having potential benefits to the student experience and FHDA's image.

Rental Rates at Peer Institutions



**Note on these being preliminary modeling rates*

Attachment G:

DEMAND ANALYSIS, PROGRAMMING & FINANCIALS

Memorandum

DATE: June 1, 2023

TO: Eric Reed, Affordable Housing Task Force Facilitator, FHDA CCD

FROM: Brailsford & Dunlavey

RE: Affordable Housing Demand Analysis, Program Recommendations, and Financials

PREFACE

In January 2023, Brailsford & Dunlavey (B&D) was engaged by the Foothill-De Anza Community College District (FHDACCD or “the district”) to assess the viability of district-affiliated affordable student housing. Key to this analysis are the student survey demand analysis and financial modeling which test the viability and operational realities of the potential program. Housing survey results, enrollment trends, and the district’s risk tolerance were used to determine the appropriate program size for FHDACCD. This memorandum outlines B&D’s analysis and programmatic recommendations for the district to develop housing in a manner that satisfies student demand and addresses the need for affordable housing options to support students in their education.

DEMAND ANALYSIS

METHODOLOGY

To support district leadership in determining a housing program for FHDA students, B&D administered a survey to assess interest and preferences among district students. The survey results informed B&D’s proprietary demand model which utilizes both quantitative and qualitative data to assess demand and develop a recommended program of bed count by unit type. The following filters were applied to survey responses to establish the target market for district-affiliated affordable housing:

- Students must currently be enrolled full-time or stated they would consider transitioning to full-time if housing became available;
- Their primary campus is Foothill or De Anza College;
- Their marital status is single without dependents;
- They currently pay some amount for rent, but no more than \$1,299 per month; and
- The student is a grant recipient.

B&D also applies an Occupancy Coverage Ratio (OCR) to refine the program based on the district’s feedback in the Strategic Asset Valuation (SAV) Session. OCR is a risk-mitigation factor that adjusts the program to align with the institution’s overarching program vision, goals, and fiscal priorities. OCRs help recommend a program that reflects the district’s risk tolerance for housing and the competitiveness of the off-campus market. As shown in Figures 1 and 2, an OCR of 1.5 was applied to three of the four target market age groups, which establishes a recommended program to build 10 units of supply for 15 units demanded.

ANALYSIS

The demand analysis was conducted using the target market’s survey responses and current district enrollment trends. The forecasted enrollment for future years was set at -3% of 2022 levels based on the previous five-year average with 2021 omitted as an outlier due to the COVID-19 pandemic. In the 2027-2028 academic year, B&D estimates unmet demand for the target market to be 953 beds at De Anza College and 458 beds at Foothill College. To minimize occupancy risk, OCR’s were applied reducing the demand to 597 and 283 respectively.

Student Age	Enrollment	Anticipated Capture Rate	Total Demand	Occupancy Coverage Ratio	Recommended Program
Under 19	5,776	3%	279	1.5	186
20-24	4,336	6%	380	1.5	253
25-29	1,450	7%	147	1.5	98
30+	2,534	2%	118	2	59
TOTAL	14,095	4%	953	-	597

FIGURE 1: DEMAND PROJECTIONS AND RECOMMENDED PROGRAM (DE ANZA COLLEGE)

Student Age	Enrollment	Anticipated Capture Rate	Total Demand	Occupancy Coverage Ratio	Recommended Program
Under 19	3,350	2%	82	1.5	55
20-24	2,958	4%	185	1.5	124
25-29	1,717	2%	56	1.5	37
30+	3,548	2%	136	2	68
TOTAL	11,573	2%	458	-	283

FIGURE 2: DEMAND PROJECTIONS AND RECOMMENDED PROGRAM (FOOTHILL COLLEGE)

STUDENT PREFERENCES

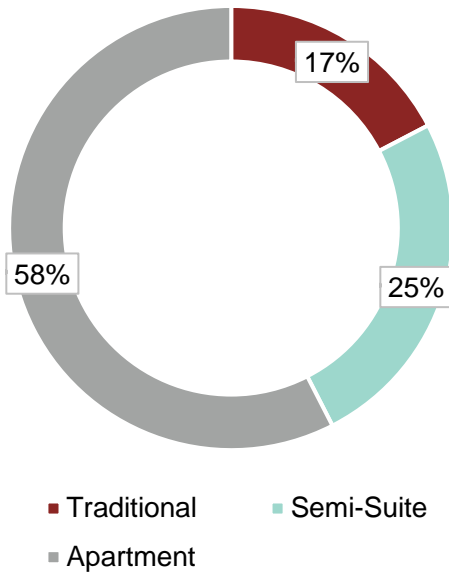


FIGURE 3: UNIT TYPES DEMANDED

The survey tested housing cost sensitivity as well as various unit type and occupancy preferences (unit layouts provided in Appendix A). Students that expressed interest in district-affiliated housing were asked which unit type and price point they would have selected if housing had been available this academic year. Most target market respondents (TMR) (56%) desired to live in an apartment-style unit. A large portion of TMR also desires private bedroom spaces, with 76% selecting single occupancy options.

Although most students across both campuses preferred apartment-style units, 70% of TMR expressed interest in a shared community kitchen to reduce rental costs. Respondents' current average monthly housing costs (inclusive of utilities) were \$1,325 and the rates tested in

the survey ranged from \$450 to \$840. This variance between what was tested versus what students are currently paying indicates a significant opportunity for improving students' access to housing, which can also mitigate issues of food insecurity and other basic needs.

PROGRAM RECOMMENDATIONS

PROJECT CONCEPT

To display a range of options, B&D developed three programmatic student housing concepts for FHDACCD based on the survey data collected and demand analysis (Figure 4). Each of the concepts includes 440 revenue beds, a number that balances demand while allowing for site flexibility as below-market rates will attract students from both colleges. The scale of the program will satisfy a significant portion of demand across the district while also being conservative to minimize vacancy risk. Both single and double occupancy rooms would be available for students within a combination of one-, two-, and four-bedroom units. Unit layouts include traditional, semi-suite, and apartment, with each program concept including unique mixes of the three styles. It is anticipated that room leases would be individually managed with each student resident. The total program area for the residential environment ranges from approximately 81,000 net square feet (NSF) for Concept A to just under 108,000 NSF for Concept C.

Residential support and program spaces are also included within the project to create a residential life experience. Community and study lounges are included as gathering spaces and programmable areas along with meeting rooms and shared kitchens. Laundry would be provided in centralized areas in the building or on each floor. Other support spaces include administrative offices, custodial and maintenance areas, and locations for vending machines and waste collection. Assuming an efficiency factor of 75% for circulation, the total project size range is approximately 131,000 – 162,000 gross square feet (GSF). All concepts also include non-revenue generating units for resident advisors (RAs) and the Assistant Housing Director.

The unit mix of each concept is summarized in Figure 4 below and shown in greater detail in Appendix B. Concept B most directly correlates with preferences expressed by target market respondents as it includes traditional, semi-suite, and apartment-style units. Concept A is a more space-efficient building that includes traditional units and removes the apartments by accommodating the demand for those units to semi-suites. This option is the lowest cost and thus preserves the most funding for future housing projects aimed at faculty, staff, and students with families. Concept C includes semi-suite and apartment units only, with the demand for traditional units accommodated by semi-suites. This option is the costliest but provides increased space and comfort to residents by providing bathrooms in all units.

Affordable Student Housing Concept Overview			
Concept	A	B	C
Total Project Cost*	\$95,206,000	\$114,845,000	\$122,313,000
Cost per Bed	\$212,000	\$255,000	\$272,000
GSF	131,000	157,000	162,000
GSF/Bed	292	348	361
GSF/Revenue Bed	299	355	368
Total Non-Revenue Beds	10	10	10
Total Revenue Beds	440	440	440
Total Beds	450	450	450
Unit Types	Traditional & Semi-suite	Traditional, Semi-Suite, & Apartment	Semi-suite & Apartment
Benefit	Maximizes efficiency, lowest cost	Strongest alignment with preferences expressed in survey	Greatest comfort (Bathrooms in all units)

**Project costs are expressed in today's dollars*

FIGURE 4: PROGRAM CONCEPT OVERVIEW

FINANCIALS

METHODOLOGY

To project the financial performance of the proposed projects, B&D relied heavily on the market analysis, shared in Memorandum #2, and B&D's prior experience planning similar projects. The financial assessment uses existing budget data provided by the district and B&D's experience as primary inputs for the model. Utilizing basic assumptions for rental revenues and expenses, the model projects anticipated revenues, expenses, and conversion costs. Any change in assumptions within one of these components automatically triggers a corresponding adjustment elsewhere to maintain the model's internal consistency.

The projected opening date of the housing project is Fall 2027 for all three concepts. Due to inflation, any changes in the opening years outlined will result in changes to total project costs, therefore reducing the remaining Measure G Bond funds slated for housing for faculty, staff, and students with families.

The full financial models and outline programs can be found in Appendix C.

PROJECT BUDGET

A development budget was created for each concept to include anticipated hard, soft, and financing costs. The base residential vertical construction cost per square foot is budgeted ranging between \$490 to \$515 per GSF (depending on the unit mix) in today's dollars. Additional hard costs include estimates for the construction of parking and furniture, fixtures, and equipment. Soft costs are also included for architectural and engineering services, project contingencies, inflation, inspections, and other permit and utility fees. Financing costs were assumed to be zero given the planned use of bond funds for design and construction. The budget also assumes the project would be overseen by district staff rather than a third-party real estate developer that charges additional development fees. Based on these assumptions, the overall project cost is estimated to range between \$95.2 to \$122.3 million in today's dollars.

REVENUES

Room rentals represent the primary source of revenue for the financial model. Price points for each unit type in today's dollars are listed in Figure 5 below, all of which are 5% above the maximum tested in the housing survey. Given that these rates are still significantly below market, the demand levels provided by the survey are expected to remain reliable. As previously mentioned, these rates are inflated in the pro forma by 3% annually. For comparison purposes, the 2022 average multi-family market rental rates are provided in the far-right column.

The recommended rates meet SB169's affordability requirement of 30% of 50% of the Area Median Income (AMI) (AMI = \$117,950, maximum affordable rent = \$1,474). Thus, the program is well-positioned to support a future SB169 application and would even receive additional points for having rental rates 10% below the maximum (\$1,327).

Unit Type	Bedrooms	Occupancy	Rate per month per bed	
			FHDA Housing*	AVG Market Rate**
Traditional	1	Single	\$620	Not Applicable
Traditional	1	Double	\$470	Not Applicable
Semi-suite	2	Single	\$780	Not Applicable
Semi-suite	2	Double	\$500	Not Applicable
Apartment	2	Single	\$880	\$1,250
Apartment	2	Double	\$550	\$625
Apartment	4	Single	\$880	\$1,169

*Rates are in 2023 dollars

**Based on 2022 CoStar data

FIGURE 5: RENTAL RATES BY UNIT TYPE

Given that students are unlikely to be vacating over the summer, the financial model assumes an industry standard 95% occupancy level year-round. Total Year 1 revenue is projected at \$4.0 million for Concept A, \$4.2 million for Concept B, and \$4.3 million for Concept C.

EXPENSES

Expenses for the residential community were based on similar third-party managed operations on a cost-per-square-foot basis. Expenses are broken out by staff and non-personnel-related expenses. Total personnel expenses are projected at approximately \$1.1M while non-personnel expenses are projected on a per-square-foot basis at \$8.60. Two additional expenses included within the model are the third-party housing operator management fee (8% of yearly revenue) and reserve funds for future repairs and replacements (\$250 per bed per year). Expenses are projected to increase annually at 8% in 2023, 5% in 2024, 4% in 2025 and 3% thereafter. Year 1 expenses are projected at \$3.1 million for Concept A, \$3.4 million for Concept B, and \$3.5 million for Concept C.

Housing Operating Expenses		
Non-Personnel Expenses	<u>Cost/GSF/Year</u>	<u>Cost/Bed/Year</u>
Supplies	\$0.60	
Utilities	\$3.50	
Insurance	\$1.25	
Other Expenses	\$1.50	
Capital Projects	\$0.75	
Grounds	\$0.25	
Software Support	\$0.25	
Maintenance	\$0.50	
Repair & Replacement Reserve		\$250.00
Total Non-Personnel Expenses	\$8.60	\$250.00

FIGURE 6: HOUSING EXPENSES

Staff Position	Quantity	Salary + Benefits	Sub-Total
Housing/Resident Life Director	1	\$194,400	\$194,400
Assistant Housing Director (live-in staff)	1	\$119,600	\$119,600
Programming Coordinator / Resident Services Manager	0.5*	\$179,700	\$89,850
Facilities Technician	2	\$91,000	\$182,000
Porter / Custodian	2	\$87,000	\$174,000
Security Officer	1	\$79,200	\$79,200
Public Safety Officer	1	\$128,700	\$128,700
Total:			\$967,750

*Part-time employee

Part-Time Employees	Quantity	Wages	Sub-Total
Resident Advisor	9	\$2,000.00	\$18,000
Front Desk Staff	1,800	\$20.00	\$36,000
Work-Study Students	3	\$2,000.00	\$6,000
			\$54,960
Total Personnel Expenses			\$1,114,750

FIGURE 7: HOUSING STAFFING EXPENSES

INDIRECT PROGRAM EXPENSES

In addition to the expenses outlined above, an increased student presence on campus leads to increased utilization of campus resources and demand for various services. The following table outlines these potential fiscal impacts. These costs can be supported in part by funds in the variable reserves, which range from \$680,000 to \$727,000 in Year 1 depending on the concept.

FHDA Ancillary Operating Expenses					
Position	Increase in need		Salary	Benefits	Increased Cost
Title IX (Dean of Student Affairs)	Prorated FT	0.25	\$178,016	\$89,008	\$66,756
Activities Coordinator	Prorated FT	0.25	\$72,333	\$36,167	\$27,125
Campus Police	Full-Time	2	\$94,600	\$47,300	\$283,800
Information Systems Engineer	Prorated FT	0.25	\$136,349	\$68,175	\$51,131
Grounds Gardener	Prorated FT	0.25	\$58,406	\$29,203	\$21,902
				Total:	\$450,714

FIGURE 8: ANCILLARY EXPENSES



Please note that these figures and the model in Appendix C represent B&D’s professional opinion and relevant experience with housing project costs and expenses. B&D cannot make assurances and provides no guarantee or warranty that the estimates and projections presented will reflect the district’s actual costs and financial performance. District decision-making, economic market conditions, implementation timing, and other circumstances beyond B&D’s control, often do not occur as planned and such deviations can be material in the overall financial performance of housing facilities.

SUMMARY

Thanks to the Measure G Bond, FHDACCD has a unique opportunity to provide students with access to affordable housing. The recommended program size of 440 revenue beds is informed by student survey and enrollment trends and B&D’s Demand-Based Programming model which incorporates our understanding of the district’s risk tolerance. Rental rates can be set significantly below market and still generate enough revenue to cover operational expenses and generate a positive net operating income that can be used to support ancillary expenses. With the cost of construction well below the amount of funds available in the Measure G bond (\$200M), this program also preserves bond funds for a future program aimed at housing faculty, staff, and students with families.

Appendix A:

UNIT TYPES TESTED IN THE STUDENT HOUSING SURVEY

Unit Types Tested	Survey Rental Rates
 <p data-bbox="391 915 669 1020">A. SEMI-SUITE SINGLE</p>	<p data-bbox="1166 678 1325 709">\$695 - \$745</p>
 <p data-bbox="415 1514 654 1608">B. SEMI-SUITE DOUBLE</p>	<p data-bbox="1166 1308 1325 1339">\$450 - \$480</p>



C. APARTMENT
SINGLE

\$1,030 - \$1,080



D. APARTMENT
DOUBLE

\$850 - \$900



**E. 2 BED/1 BATH
APARTMENT
SINGLE**

\$790 - \$840



**F. 2BED/1 BATH
APARTMENT
DOUBLE**

\$710 - \$760

 <p>G. 4 BED/2 BATH APARTMENT SINGLE</p>	<p>\$790 - \$840</p>
 <p>H. 1 BED / 0 BATH TRADITIONAL SINGLE</p>	<p>\$540 - \$590</p>

 <p>I. 2 BED / 0 BATH TRADITIONAL DOUBLE</p>	<p>\$400 - \$450</p>
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Appendix B:

HOUSING PROGRAM CONCEPTS

Foothill-De Anza Community College District
 Affordable Student Housing
 Value for Money Analysis

	Concept A - Maximized Efficiency					Concept B - Strongest Demand Alignment					Concept C - Increased Space/Comfort				
	Unit SF	Occ/Unit	# / Unit	Total Beds	SF Subtotal	Unit SF	Occ/Unit	# / Unit	Total Beds	SF Subtotal	Unit SF	Occ/Unit	# / Unit	Total Beds	SF Subtotal
RESIDENTIAL															
Traditional Units															
Single	110	1	53	53	5,801	110	1	53	53	5,801	110	1	0	0	0
Double	180	2	12	23	2,081	180	2	12	23	2,081	180	2	0	0	0
Shared Restroom	2,276	-	1		2,276	2,276	-	1		2,276	0	-	1		0
Semi-Suite Units															
2-Bed / 1-Bath (single occ)	400	2	144	287	57,416	400	2	44	88	17,633	400	2	70	141	28,180
2-Bed / 1-Bath (double occ)	675	4	19	77	12,968	675	4	11	44	7,406	675	4	17	67	11,309
Apartments															
4-Bed / 2-Bath (single occ)	950	4	0		0	950	4	8	30	7,187	950	4	8	30	7,187
2-Bed / 1-Bath (single occ)	650	2	0		0	650	2	84	169	54,811	650	2	84	169	54,811
2-Bed / 1-Bath (double occ)	730	4	0		0	730	4	8	33	6,016	730	4	8	33	6,016
Staff Unit (2-Bed / 1-Bath)	540	1	1	1	540	540	1	1	1	540	540	1	1	1	540
RA/CA Unit (Studio)	300	1	9	9	2,639	300	1	9	9	2,700	300	1	9	9	2,700
SPACE TOTAL			238	450	80,542			230	450	103,211			450	107,503	
<i>SF/BED</i>					<i>179</i>					<i>229</i>					<i>239</i>
COMMUNITY & RESIDENTIAL SERVICES															
Social / Program Space															
Building Lounge	1,500		1		1,500	1,500		1		1,500	1,500		0		0
Study Space	400		2		800	400		2		800	400		0		0
Kitchen	600		11		6,600	600		6		3,600	600		6		3,600
SPACE TOTAL					8,900					5,900					3,600
Resident Services															
Floor Laundry Room	150		6		900	150		6		900	150		6		900
Front Desk	400		1		400	400		1		400	400		1		400
Mail Services	500		1		500	500		1		500	500		1		500
Vending	60		2		120	60		2		120	60		2		120
SPACE TOTAL					1,920					1,920					1,920

Foothill-De Anza Community College District
 Affordable Student Housing
 Value for Money Analysis

	Concept A - Maximized Efficiency					Concept B - Strongest Demand Alignment					Concept C - Increased Space/Comfort				
	Unit SF	Occ/Unit	# / Unit	Total Beds	SF Subtotal	Unit SF	Occ/Unit	# / Unit	Total Beds	SF Subtotal	Unit SF	Occ/Unit	# / Unit	Total Beds	SF Subtotal
ADMINISTRATIVE															
Reception / Sitting Area	150		1		150	150		1		150	150		1		150
Staff Office	100		2		200	100		2		200	100		2		200
RA Resource Room	400		1		400	400		1		400	400		1		400
Meeting / Conference Room	200		2		400	200		2		400	200		2		400
Storage	50		2		100	50		2		100	50		2		100
Community Restroom	60		2		120	60		2		120	60		2		120
SPACE TOTAL					1,370					1,370					1,370
MAINTENANCE & CUSTODIAL															
Custodial															
Custodial Closet	50		6		300	50		6		300	50		6		300
Supply Storage	100		5		500	100		5		500	100		5		500
Desk and Break Area	150		1		150	150		1		150	150		1		150
SPACE TOTAL					950					950					950
Maintenance															
Maintenance Area	100		1		100	100		1		100	100		1		100
Supply Storage	200		1		200	200		1		200	200		1		200
Building Storage	1,000		1		1000	1,000		1		1000	1,000		1		1000
Shop / Workroom	250		1		250	250		1		250	250		1		250
Desk and Break Area	100		1		100	100		1		100	100		1		100
SPACE TOTAL					1,650					1,650					1,650
Total Net SF					95,332					115,001					116,993
Efficiency Factor:			75%					75%					75%		
Total GSF					127,109					153,335					155,990
Total Beds					450					450					450
<i>Total Units</i>					238					230					198
SF / Bed					282					341					347
Total Revenue Beds					440					442					442
<i>RA beds</i>					9					9					9
<i>Staff Beds</i>					1					1					1
SF / Revenue Bed					289					347					353

Appendix C:

FINANCIALS

Foothill-De Anza Community College District

Affordable Student Housing

Financial Analysis

Active Concept:	Concept A	Cost per Affordable Bed:	\$204,921
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Year:	0	1	2	3	4	5	6	7
	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2023	2024	2025	2026	2027	2028	2029	2030
Hall Status	Offline	Offline	Under Const.	Under Const.	Online	Online	Online	Online
Total Beds	0	0	0	0	450	450	450	450
Revenue Beds	0	0	0	0	440	440	440	440
Total GSF	0	0	0	0	127,109	127,109	127,109	127,109
Academic Year Occupancy (10 Months)	0%	0%	0%	0%	95%	95%	95%	95%
Summer Occupancy (2 Months)	0%	0%	0%	0%	66%	66%	66%	66%
Housing Rate Increase	3%	3%	3%	3%	3%	3%	3%	3%
Expense Inflation	8%	5%	4%	3%	3%	3%	3%	3%
REVENUES								
Academic Year Housing Revenues	\$0	\$0	\$0	\$0	\$3,270,000	\$3,368,000	\$3,469,000	\$3,573,000
Summer Housing Revenue	\$0	\$0	\$0	\$0	\$454,000	\$468,000	\$482,000	\$496,000
Lease Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues (1% of rev)	\$0	\$0	\$0	\$0	\$37,000	\$38,000	\$40,000	\$41,000
Total Revenues	\$0	\$0	\$0	\$0	\$3,761,000	\$3,874,000	\$3,991,000	\$4,110,000
EXPENSES								
Staffing Expenses	\$0	\$0	\$0	\$0	\$1,395,000	\$1,437,000	\$1,480,000	\$1,525,000
Operating Expenses	\$0	\$0	\$0	\$0	\$1,368,000	\$1,409,000	\$1,451,000	\$1,495,000
Management Fee (8% of Revenue)	\$0	\$0	\$0	\$0	\$301,000	\$310,000	\$320,000	\$329,000
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$0	\$0	\$0	\$0	\$3,064,000	\$3,156,000	\$3,251,000	\$3,349,000
Cash Flow after expenditures	\$0	\$0	\$0	\$0	\$697,000	\$718,000	\$740,000	\$761,000
Guaranteed Transfers to Reserves	\$0	\$0	\$0	\$0	\$141,000	\$145,000	\$150,000	\$154,000
Variable Transfers to Reserves	\$0	\$0	\$0	\$0	\$556,000	\$573,000	\$590,000	\$607,000
Net Operating Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE								
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Coverage Ratio	-	-	-	-	-	-	-	-
RESERVES								
General Housing Reserve Fund	\$0	\$0	\$0	\$0	\$556,000	\$1,129,000	\$1,719,000	\$2,326,000
Repair & Replacement Fund	\$0	\$0	\$0	\$0	\$141,000	\$286,000	\$436,000	\$590,000

Foothill-De Anza Community College District

Affordable Student Housing

Financial Analysis

Active Concept: Concept A

Year:	8	9	10	11	12	13	14	15
	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2031	2032	2033	2034	2035	2036	2037	2038
Hall Status	Online	Online	Online	Online	Online	Online	Online	Online
Total Beds	450	450	450	450	450	450	450	450
Revenue Beds	440	440	440	440	440	440	440	440
Total GSF	127,109	127,109	127,109	127,109	127,109	127,109	127,109	127,109
Academic Year Occupancy (10 Months)	95%	95%	95%	95%	95%	95%	95%	95%
Summer Occupancy (2 Months)	66%	66%	66%	66%	66%	66%	66%	66%
Housing Rate Increase	3%	3%	3%	3%	3%	3%	3%	3%
Expense Inflation	3%	3%	3%	3%	3%	3%	3%	3%
REVENUES								
Academic Year Housing Revenues	\$3,681,000	\$3,791,000	\$3,905,000	\$4,022,000	\$4,143,000	\$4,267,000	\$4,395,000	\$4,527,000
Summer Housing Revenue	\$511,000	\$526,000	\$542,000	\$558,000	\$575,000	\$592,000	\$610,000	\$629,000
Lease Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues (1% of rev)	\$42,000	\$43,000	\$44,000	\$46,000	\$47,000	\$49,000	\$50,000	\$52,000
Total Revenues	\$4,234,000	\$4,360,000	\$4,491,000	\$4,626,000	\$4,765,000	\$4,908,000	\$5,055,000	\$5,208,000
EXPENSES								
Staffing Expenses	\$1,570,000	\$1,617,000	\$1,666,000	\$1,716,000	\$1,767,000	\$1,820,000	\$1,875,000	\$1,931,000
Operating Expenses	\$1,540,000	\$1,586,000	\$1,634,000	\$1,682,000	\$1,733,000	\$1,785,000	\$1,838,000	\$1,894,000
Management Fee (8% of Revenue)	\$339,000	\$349,000	\$360,000	\$371,000	\$382,000	\$393,000	\$405,000	\$417,000
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$3,449,000	\$3,552,000	\$3,660,000	\$3,769,000	\$3,882,000	\$3,998,000	\$4,118,000	\$4,242,000
Cash Flow after expenditures	\$785,000	\$808,000	\$831,000	\$857,000	\$883,000	\$910,000	\$937,000	\$966,000
Guaranteed Transfers to Reserves	\$159,000	\$164,000	\$168,000	\$173,000	\$179,000	\$184,000	\$189,000	\$195,000
Variable Transfers to Reserves	\$626,000	\$644,000	\$663,000	\$684,000	\$704,000	\$726,000	\$748,000	\$771,000
Net Operating Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE								
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Coverage Ratio	-	-	-	-	-	-	-	-
RESERVES								
General Housing Reserve Fund	\$2,952,000	\$3,596,000	\$4,259,000	\$4,943,000	\$5,647,000	\$6,373,000	\$7,121,000	\$7,892,000
Repair & Replacement Fund	\$749,000	\$913,000	\$1,081,000	\$1,254,000	\$1,433,000	\$1,617,000	\$1,806,000	\$2,001,000

Foothill-De Anza Community College District

Affordable Student Housing

Financial Analysis

Active Concept:	Concept B	Cost per Affordable Bed:	\$249,990
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Year:	0	1	2	3	4	5	6	7
	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2023	2024	2025	2026	2027	2028	2029	2030
Hall Status	Offline	Offline	Under Const.	Under Const.	Online	Online	Online	Online
Total Beds	0	0	0	0	450	450	450	450
Revenue Beds	0	0	0	0	440	440	440	440
Total GSF	0	0	0	0	153,335	153,335	153,335	153,335
Academic Year Occupancy (10 Months)	0%	0%	0%	0%	95%	95%	95%	95%
Summer Occupancy (2 Months)	0%	0%	0%	0%	66%	66%	66%	66%
Housing Rate Increase	3%	3%	3%	3%	3%	3%	3%	3%
Expense Inflation	8%	5%	4%	3%	3%	3%	3%	3%
REVENUES								
Academic Year Housing Revenues	\$0	\$0	\$0	\$0	\$3,500,000	\$3,605,000	\$3,714,000	\$3,825,000
Summer Housing Revenue	\$0	\$0	\$0	\$0	\$486,000	\$501,000	\$516,000	\$531,000
Lease Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues (1% of rev)	\$0	\$0	\$0	\$0	\$40,000	\$41,000	\$42,000	\$44,000
Total Revenues	\$0	\$0	\$0	\$0	\$4,026,000	\$4,147,000	\$4,272,000	\$4,400,000
EXPENSES								
Staffing Expenses	\$0	\$0	\$0	\$0	\$1,395,000	\$1,437,000	\$1,480,000	\$1,525,000
Operating Expenses	\$0	\$0	\$0	\$0	\$1,650,000	\$1,700,000	\$1,751,000	\$1,803,000
Management Fee (8% of Revenue)	\$0	\$0	\$0	\$0	\$323,000	\$332,000	\$342,000	\$352,000
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$0	\$0	\$0	\$0	\$3,368,000	\$3,469,000	\$3,573,000	\$3,680,000
Cash Flow after expenditures	\$0	\$0	\$0	\$0	\$658,000	\$678,000	\$699,000	\$720,000
Guaranteed Transfers to Reserves	\$0	\$0	\$0	\$0	\$141,000	\$145,000	\$150,000	\$154,000
Variable Transfers to Reserves	\$0	\$0	\$0	\$0	\$517,000	\$533,000	\$549,000	\$566,000
Net Operating Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE								
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Coverage Ratio	-	-	-	-	-	-	-	-
RESERVES								
General Housing Reserve Fund	\$0	\$0	\$0	\$0	\$517,000	\$1,050,000	\$1,599,000	\$2,165,000
Repair & Replacement Fund	\$0	\$0	\$0	\$0	\$141,000	\$286,000	\$436,000	\$590,000

Foothill-De Anza Community College District

Affordable Student Housing

Financial Analysis

Active Concept: Concept B

Year:	8	9	10	11	12	13	14	15
	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2031	2032	2033	2034	2035	2036	2037	2038
Hall Status	Online	Online	Online	Online	Online	Online	Online	Online
Total Beds	450	450	450	450	450	450	450	450
Revenue Beds	440	440	440	440	440	440	440	440
Total GSF	153,335	153,335	153,335	153,335	153,335	153,335	153,335	153,335
Academic Year Occupancy (10 Months)	95%	95%	95%	95%	95%	95%	95%	95%
Summer Occupancy (2 Months)	66%	66%	66%	66%	66%	66%	66%	66%
Housing Rate Increase	3%	3%	3%	3%	3%	3%	3%	3%
Expense Inflation	3%	3%	3%	3%	3%	3%	3%	3%
REVENUES								
Academic Year Housing Revenues	\$3,940,000	\$4,058,000	\$4,180,000	\$4,305,000	\$4,434,000	\$4,567,000	\$4,704,000	\$4,846,000
Summer Housing Revenue	\$547,000	\$563,000	\$580,000	\$598,000	\$616,000	\$634,000	\$653,000	\$673,000
Lease Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues (1% of rev)	\$45,000	\$46,000	\$48,000	\$49,000	\$51,000	\$52,000	\$54,000	\$55,000
Total Revenues	\$4,532,000	\$4,667,000	\$4,808,000	\$4,952,000	\$5,101,000	\$5,253,000	\$5,411,000	\$5,574,000
EXPENSES								
Staffing Expenses	\$1,570,000	\$1,617,000	\$1,666,000	\$1,716,000	\$1,767,000	\$1,820,000	\$1,875,000	\$1,931,000
Operating Expenses	\$1,857,000	\$1,913,000	\$1,970,000	\$2,030,000	\$2,090,000	\$2,153,000	\$2,218,000	\$2,284,000
Management Fee (8% of Revenue)	\$363,000	\$374,000	\$385,000	\$397,000	\$409,000	\$421,000	\$433,000	\$446,000
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$3,790,000	\$3,904,000	\$4,021,000	\$4,143,000	\$4,266,000	\$4,394,000	\$4,526,000	\$4,661,000
Cash Flow after expenditures	\$742,000	\$763,000	\$787,000	\$809,000	\$835,000	\$859,000	\$885,000	\$913,000
Guaranteed Transfers to Reserves	\$159,000	\$164,000	\$168,000	\$174,000	\$179,000	\$184,000	\$190,000	\$195,000
Variable Transfers to Reserves	\$583,000	\$599,000	\$619,000	\$635,000	\$656,000	\$675,000	\$695,000	\$718,000
Net Operating Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE								
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Coverage Ratio	-	-	-	-	-	-	-	-
RESERVES								
General Housing Reserve Fund	\$2,748,000	\$3,347,000	\$3,966,000	\$4,601,000	\$5,257,000	\$5,932,000	\$6,627,000	\$7,345,000
Repair & Replacement Fund	\$749,000	\$913,000	\$1,081,000	\$1,255,000	\$1,434,000	\$1,618,000	\$1,808,000	\$2,003,000

Foothill-De Anza Community College District

Affordable Student Housing

Financial Analysis

Active Concept:	Concept C	Cost per Affordable Bed:	\$261,484
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Year:	0	1	2	3	4	5	6	7
	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2023	2024	2025	2026	2027	2028	2029	2030
Hall Status	Offline	Offline	Under Const.	Under Const.	Online	Online	Online	Online
Total Beds	0	0	0	0	450	450	450	450
Revenue Beds	0	0	0	0	440	440	440	440
Total GSF	0	0	0	0	155,990	155,990	155,990	155,990
Academic Year Occupancy (10 Months)	0%	0%	0%	0%	95%	95%	95%	95%
Summer Occupancy (2 Months)	0%	0%	0%	0%	66%	66%	66%	66%
Housing Rate Increase	3%	3%	3%	3%	3%	3%	3%	3%
Expense Inflation	8%	5%	4%	3%	3%	3%	3%	3%
REVENUES								
Academic Year Housing Revenues	\$0	\$0	\$0	\$0	\$3,598,000	\$3,706,000	\$3,818,000	\$3,932,000
Summer Housing Revenue	\$0	\$0	\$0	\$0	\$500,000	\$515,000	\$530,000	\$546,000
Lease Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues (1% of rev)	\$0	\$0	\$0	\$0	\$41,000	\$42,000	\$43,000	\$45,000
Total Revenues	\$0	\$0	\$0	\$0	\$4,139,000	\$4,263,000	\$4,391,000	\$4,523,000
EXPENSES								
Staffing Expenses	\$0	\$0	\$0	\$0	\$1,395,000	\$1,437,000	\$1,480,000	\$1,525,000
Operating Expenses	\$0	\$0	\$0	\$0	\$1,679,000	\$1,729,000	\$1,781,000	\$1,834,000
Management Fee (8% of Revenue)	\$0	\$0	\$0	\$0	\$332,000	\$342,000	\$352,000	\$362,000
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$0	\$0	\$0	\$0	\$3,406,000	\$3,508,000	\$3,613,000	\$3,721,000
Cash Flow after expenditures	\$0	\$0	\$0	\$0	\$733,000	\$755,000	\$778,000	\$802,000
Guaranteed Transfers to Reserves	\$0	\$0	\$0	\$0	\$141,000	\$145,000	\$150,000	\$154,000
Variable Transfers to Reserves	\$0	\$0	\$0	\$0	\$592,000	\$610,000	\$628,000	\$648,000
Net Operating Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE								
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Coverage Ratio	-	-	-	-	-	-	-	-
RESERVES								
General Housing Reserve Fund	\$0	\$0	\$0	\$0	\$592,000	\$1,202,000	\$1,830,000	\$2,478,000
Repair & Replacement Fund	\$0	\$0	\$0	\$0	\$141,000	\$286,000	\$436,000	\$590,000

Foothill-De Anza Community College District

Affordable Student Housing

Financial Analysis

Active Concept: Concept C

Year:	8	9	10	11	12	13	14	15
	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2031	2032	2033	2034	2035	2036	2037	2038
Hall Status	Online	Online	Online	Online	Online	Online	Online	Online
Total Beds	450	450	450	450	450	450	450	450
Revenue Beds	440	440	440	440	440	440	440	440
Total GSF	155,990	155,990	155,990	155,990	155,990	155,990	155,990	155,990
Academic Year Occupancy (10 Months)	95%	95%	95%	95%	95%	95%	95%	95%
Summer Occupancy (2 Months)	66%	66%	66%	66%	66%	66%	66%	66%
Housing Rate Increase	3%	3%	3%	3%	3%	3%	3%	3%
Expense Inflation	3%	3%	3%	3%	3%	3%	3%	3%
REVENUES								
Academic Year Housing Revenues	\$4,050,000	\$4,172,000	\$4,297,000	\$4,426,000	\$4,558,000	\$4,695,000	\$4,836,000	\$4,981,000
Summer Housing Revenue	\$562,000	\$579,000	\$597,000	\$614,000	\$633,000	\$652,000	\$672,000	\$692,000
Lease Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues (1% of rev)	\$46,000	\$48,000	\$49,000	\$50,000	\$52,000	\$53,000	\$55,000	\$57,000
Total Revenues	\$4,658,000	\$4,799,000	\$4,943,000	\$5,090,000	\$5,243,000	\$5,400,000	\$5,563,000	\$5,730,000
EXPENSES								
Staffing Expenses	\$1,570,000	\$1,617,000	\$1,666,000	\$1,716,000	\$1,767,000	\$1,820,000	\$1,875,000	\$1,931,000
Operating Expenses	\$1,890,000	\$1,946,000	\$2,005,000	\$2,065,000	\$2,127,000	\$2,190,000	\$2,256,000	\$2,324,000
Management Fee (8% of Revenue)	\$373,000	\$384,000	\$396,000	\$408,000	\$420,000	\$432,000	\$446,000	\$459,000
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$3,833,000	\$3,947,000	\$4,067,000	\$4,189,000	\$4,314,000	\$4,442,000	\$4,577,000	\$4,714,000
Cash Flow after expenditures	\$825,000	\$852,000	\$876,000	\$901,000	\$929,000	\$958,000	\$986,000	\$1,016,000
Guaranteed Transfers to Reserves	\$159,000	\$164,000	\$168,000	\$174,000	\$179,000	\$184,000	\$190,000	\$195,000
Variable Transfers to Reserves	\$666,000	\$688,000	\$708,000	\$727,000	\$750,000	\$774,000	\$796,000	\$821,000
Net Operating Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DEBT SERVICE								
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Coverage Ratio	-	-	-	-	-	-	-	-
RESERVES								
General Housing Reserve Fund	\$3,144,000	\$3,832,000	\$4,540,000	\$5,267,000	\$6,017,000	\$6,791,000	\$7,587,000	\$8,408,000
Repair & Replacement Fund	\$749,000	\$913,000	\$1,081,000	\$1,255,000	\$1,434,000	\$1,618,000	\$1,808,000	\$2,003,000