



Workforce Housing at FSU: A Feasibility Study

Florida Planning and Development Lab
Florida State University
Department of Urban and Regional Planning



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Florida State University and Florida A&M University
Community Outreach Partnership Centers Program
(COPC)

Florida Planning and Development Lab
Department of Urban and Regional Planning
Florida State University
Tallahassee, Florida 32306-2280
(850) 644-8513
<http://www.fsu.edu/~durp>

Dustin Benedict
Nia Clark
Dan Dargevics
Megan Eno
Diana Fields
Latressa Haws
Tracy Hegler
Nerly Omisca
Ashley Porter

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Executive Summary

Florida's high growth in recent decades continues to provide challenges in the state government's ability to meet the housing needs of many of its residents. In 1986, Florida addressed this issue with the introduction of the mandatory Affordable Housing Element (9J-5.010, FAC) within local policy; establishing affordable housing as a legitimate and long-term issue for local, regional, and state governments. As part of a more recent affordable housing initiative in Florida, the Florida Legislature passed House Bill 1375 (Section 420.5095, Florida Statute) in 2007. This statute allows for the creation of the Community Workforce Housing Innovation Program (CWHIP), a \$62.4 million pilot project targeted towards public private partnerships.

Universities can play an important role in addressing workforce housing needs. Indeed, many of them are already doing so. Workforce housing programs are praised for several reasons including improving the quality of life for employees. It allows employees to live closer to work, reducing commuting times and leaving more time for their families. Employer-assisted housing also acts as a powerful recruitment tool, making the transition easier for incoming faculty and staff. Finally, workforce housing makes employees vested members of university life and may help to improve employee retention.

In 2003, the Florida State University (FSU) and the Florida Agricultural & Mechanical University (FAMU) Community Outreach Partnership Center (COPC) was formed through the use of U.S. Department of Housing and Urban Development (HUD) funds. The Center's focus is on leveraging the universities' resources and capacities in order to resolve issues within the Southside Tallahassee community including a lack of economic development, limited opportunities for space for physical activities and most importantly, poor housing conditions. The FSU/FAMU COPC partnership sees the possibility of providing workforce housing in the Southside neighborhoods as a means of both improving university employees' quality of life and potentially acting as a stabilizing force in the Southside of Tallahassee.

This document presents a housing feasibility study conducted by the Department of Urban and Regional Planning at FSU to determine whether an off-campus housing development that targets faculty and staff would be appropriate for FSU, and whether CWHIP will provide a viable source of funding for the project.

Chapter 1 is an introduction to the planning problem addressed in this study. The different chapters of the housing feasibility study are addressed in detail as well as the context in which it is being undertaken.

Chapter 2 gauges employee demand for university sponsored workforce housing, as well as the type of housing, by analyzing results of a mixed-mode survey conducted using current FSU faculty and staff from February – March of 2007.

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Chapter 3 explores the project's feasibility in the context of projected FSU employee population growth and the local housing market's ability to absorb the subsequent demand for housing.

Chapter 4 utilizes a case study approach to explore workforce housing projects employed by other universities to provide an appropriate framework in which to propose a development plan.

Chapter 5 presents the project development plan. This section describes the proposed project in terms of housing, amenities, and the phasing of project construction.

Chapter 6 considers the suitability of the site location from both a physical and infrastructure-capacity standpoint. This analysis establishes the feasibility of the project in terms of site characteristics, physical limitations to the development of the site, and other off-site considerations.

Chapter 7 analyzes the financial feasibility of a workforce housing project for FSU. This section's primary goal is to determine whether or not the project produces a sustainable cash flow for operation and investment in future university projects.

Chapter 8 provides a summary of recommendations as well as the findings from the study to support those recommendations. These recommendations include, but are not limited to, the following:

- FSU should further examine undertaking a workforce housing initiative by undertaking a charrette and/or focus groups with university employees.
- FSU should update its Campus Master Plan to include future plans for the southside property to include the proposed project site.
- FSU should develop its workforce housing project with a total of 396 dwelling units, and phased in the manner described by the project's Development Proposal.
- FSU should use financing from CWHIP and the Board of Governors.
- The university should work closely with the City of Tallahassee Growth Management department early in the development process to determine the true estimated impacts of the project on the transportation network.

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1. Introduction

1.1 Florida's Workforce Housing Environment

Florida has embraced its growth and plans for future development primarily through growth management practices and policy. Planning has emerged as a critical tool for the government to meet the many needs of Floridians. In fact, the state mandates that every county and municipality draft and update a Comprehensive Plan (Chapter 163 Pt. II, Florida Statutes). Housing has been identified as one very important element for the future welfare of the residents. In 1986, Florida addressed this issue with the introduction of the mandatory Affordable Housing Element (9J-5.010, FAC) within the Comprehensive Plan, thereby establishing affordable housing as a legitimate and long-term issue that local, regional and state officials must address.

The effort to adequately meet Florida's housing needs have primarily focused on meeting the needs of low and moderate income Floridians. Recently however, law makers have shifted their concerns from adequate housing for poor Floridians to affordable housing for essential workers, including nurses, teachers and those who work in police and fire departments. These workers traditionally earn the kind of wages that attend entry into the middle class and make home ownership an attainable goal. Nevertheless, increases in housing prices since 1990 have rendered much of the state's housing stock out of the reach of many members of Florida's essential workforce. There has been an 80 percent increase in median home value in the state of Florida from 2000 Census Data to the Census 2005 American Community Survey, the increase in per capita income was only 14 percent.

As part of a new affordable housing approach focused on workforce housing, the 2007 Florida Legislature passed House Bill 1375 (Section 420.5095, Florida Statute). HB 1375 (Section 420.5095, F.S.) proposed the Community Workforce Housing Innovation Program (CWHIP), a \$62.4 million pilot project targeted towards public private partnerships. CWHIP regulations require that at least 50 percent of the housing units be set aside for "essential services personnel" as defined by local governments in their State Housing Initiative Partnership plans (SHIP) (Florida Housing Finance Corporation, 2007). Tallahassee's Local Housing Assistance Program (LHAP) does include FSU employees as essential services personnel (Tallahassee LHAP, p. 7, 2007). Furthermore, 80 percent of the units using CHWIP funds are to be available to those who earn up to 140 percent of the area median income. The program also sets specific requirements for the counties and developers eligible to receive CWHIP funds.

1.2 The FSU/FAMU Community Outreach Partnership Center (COPC)

In 2003 the Florida State University (FSU) and Florida Agricultural & Mechanical University (FAMU) Community Outreach Partnership Center COPC was formed through U.S. Department of Housing and Urban Development (HUD) funds. The Center's focus

is on leveraging the university's resources and capacities in order to resolve Southside, Tallahassee problems including, a lack of economic development, limited opportunities to places for physical activity and poor housing conditions. The FSU/FAMU COPC see the possibility of providing workforce housing in Southside neighborhoods, whether through CWHIP or through another vehicle, as potential way of stabilizing that area.

The work of the Center is based on the vested interest that both universities have in stabilizing the Southside. FSU in particular has a significant presence in the area that includes Alumni Village Complex (a large housing facility for students, faculty and staff), Innovation Park (a high technology center where a large number of FSU employees are located) and a satellite facility designated for the FSU engineering department. Additionally, FAMU has a large population of students living on the Southside. Stabilizing the Southside area could have a significantly positive impact on the demand for university-sponsored housing at Alumni Village, recruitment of top caliber faculty and staff at Innovation Park and at the Engineering Department, as well as an overall higher quality of life for FAMU students who live in the area.

A secondary issue driving this feasibility study is that some university employees, in particular staff members, are modestly compensated by FSU. Nearly 44 percent of the employees who responded to a survey for this study earn a household income of less than \$40,000. While Tallahassee has an average cost of living index (99.8), median housing prices have risen nearly 57 percent from the 2000 Census to the 2005 American Community Survey. Velasco and Rudell (2006) assert this type of scenario leads to employees living further away from campus and ultimately less interaction with students and co-workers. Providing workforce housing could be an effective method for mitigating this gap between worker's wages and housing costs. Workforce housing at FSU would not only benefit the faculty and staff, but the also the university's reputation given its potential leadership within Florida for providing workforce housing for its employees.

1.3 Planning Problem Statement

Towards these ends, the Department of Urban and Regional Planning at FSU has endeavored to explore the feasibility of an off-campus housing development that targets employees and to determine whether or not CHWIP is a viable source of funding for the project. The overriding goal of the report is, therefore, to determine the underlying conditions that would make a FSU workforce housing development feasible on Tallahassee's Southside.

1.3.1 Feasibility Elements

The following feasibility analysis is broken into several different elements. This ensures that the report is comprehensive in its analysis. Each chapter will offer its own set of independent recommendation based on the findings within each section. The final recommendation will be derived from the aggregate recommendations across all five

elements. The following offers a brief preview for each chapter and its role in the overall analysis.

1.3.2 Housing Preferences among FSU Employees

Chapter Two gauges employee demand for university sponsored workforce housing as measured through a mixed mode survey of current university employees. Additionally, the survey gauged housing preferences and attitudes across employee demographic groups, enabling conclusions to be drawn regarding which employees would best be served by a workforce housing initiative.

1.3.3 Context for Workforce Housing at FSU

Chapter Three provides an overview of the local housing market. The analysis considers the demographic and socioeconomic factors affecting housing within the Tallahassee context.

1.3.4 Workforce Housing at American Universities

Chapter Four uses a case study approach to explore other similar employee workforce housing developments across the country. The study design, data collection and final analysis are based on the Robert Yin's (1994) methodology for case study analysis. Four universities were selected by a process that accounted for the ideal FSU model. Data were gathered about each individual university and their housing development program. Similarities across the four universities were identified and analyzed. A final set of recommendations was derived from the analysis that offered insight into the transferability of lessons from the four universities to FSU.

1.3.5 FSU's Development Proposal

Chapter Five offers a development proposal for FSU's workforce housing project. The proposal is based on the findings of the other elements, particularly the lessons learned of university workforce housing programs and the housing preferences of FSU faculty and staff. The financial analysis is based on the residential and amenity elements set forth in the development proposal. Additionally, findings from the site analysis chapter assisted in guiding land-use recommendations within the proposal.

1.3.6 Site Analysis

Chapter Six considers the suitability of the site location from both a physical and infrastructure-capacity standpoint. The analysis identifies and describes the proposed workforce housing project site, while broadly discussing the socio-economic characteristics of the surrounding area. Next, the analysis establishes feasibility in terms of site characteristics, requiring a determination of whether or not there are any physical limitations to developing the site. The site suitability analysis then proposes

a mix of land uses that would provide services and functions appropriate to other nearby FSU projects. Lastly, chapter three analyzes how the feasibility of the project may be impacted by the presence or absence of adequate public infrastructure to support the demand created by the development.

1.3.7 Financial Feasibility

Chapter Seven measures if the FSU workforce housing project is financially feasible. The analysis consists of six cash flow models exhibiting the first five years of the project's operations. The analysis' primary goal is to determine financial feasibility, that is whether or not the project produces a sustainable cash flow being equal to or greater than three months of operating expenses for each year of operation. The six models represent separate funding scenarios using CWHIP as a base. Included in the analysis are calculations for the total costs of site preparation, construction and associated fees to the approval of the development project. The analysis is based on several key assumptions which are outlined in Chapter Five. Final recommendations for development are based on the six financial scenarios.

1.4 References

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2. Housing Preferences of FSU Employees

2.1 Introduction

In order to gauge employee demand for university-sponsored workforce housing a mixed mode survey of current Florida State University employees was conducted in February through March of 2007. The purpose of undertaking this survey was to assess the demand for rental housing available only to fulltime FSU faculty and staff. Additionally, the questionnaire was designed to determine housing preferences and attitudes across demographic groups (household income, gender, age, number of children, race, marital status, employment classification and length of time employed at FSU). This enabled the researchers to estimate how many FSU employees would be interested in a workforce rental housing initiative. Also, we could begin to predict which employees would be most interested in such a project and describe their housing preferences.

2.2 Methodology

The methodologies used to gauge the housing demand for current FSU employees consisted of mixed mode survey administration, questionnaire development, sampling, implementation and analysis. This section outlines the procedures taken in preparation of this study.

2.2.1 Mixed Methods

The construction and administration of the survey relied heavily on Dillman's *Tailored Design Method* (2000) for surveys (Dillman, 2000). A mixed mode survey was administered in order to attain the highest response rate among sampled employees. Questionnaires were delivered utilizing both campus mail and e-mail because this was determined to be the most efficient means of reaching various employee classifications. Because it was assumed that most faculty have regular access to the Internet and e-mail, sampled faculty members received the questionnaire through e-mail. Other employees may or may not have been furnished with offices, so it could not be assumed that they have regular access to Internet and e-mail. The questionnaire for Non-faculty employees were administered via campus mail. Two hundred and forty one paper questionnaires were mailed. One hundred and twenty one questionnaires were sent via e-mail.

2.2.2 Questionnaire Development

The questionnaire was designed in part through researching questionnaires written by other universities regarding workforce housing initiatives. The University of Washington (2003) and the University of Arizona (2006) both provided examples of questionnaires administered to university employees on the subject of workforce housing. These examples provided guidance on questions to include in the FSU questionnaire. The research team concurred that it was important to include questions regarding level of

interest in a workforce housing program, demographic information, tenure status, and housing and location preferences.

A preliminary version of the FSU questionnaire was developed. This early version was piloted with a group of university employees in order to test its ease of comprehension and format. The feedback received from the pilot group led to the revision of the questionnaire. For more detailed information on the results of the pretest, please refer to Appendix A-2.

It is important to acknowledge the limitations associated with the development of the questionnaire. Although there was special interest in answers to questions related to employee attitudes towards living in the Southside of Tallahassee (which has historically been a low income, underserved area of Tallahassee), it should be noted, however, that at the time the questionnaire was completed, the exact potential site had not yet been identified. For this reason, the questionnaire did not include questions which addressed site-specific issues related to the exact location of the workforce housing development proposed in this overall study. For example, we did not ask people whether or not they wanted to live on the specific site. Additionally, it was also difficult to pose questions regarding attitudes towards the Southside area without promoting biases or leading respondents to an answer. Further steps should be taken to address attitudes towards living on the Southside of Tallahassee before the workforce housing initiative is considered further. Public-engaging planning processes such as a charrette and/or focus group meetings would be ideal tools for gathering further input from the FSU and Tallahassee community, as well as ways to spark further dialogue concerning the issue of workforce housing within Tallahassee.

2.2.3 Sample

Out of an employee population of 6,074 (OPS employees were excluded), a sample size of 361 FSU employees were sent the surveys. This sample size was determined using Statistical Package for the Social Sciences (SPSS), version 14.0. This sample size maintains a 95 percent confidence level and a confidence interval of five points. This allowed us to generalize our results in the following way; if 70 percent of respondents reported that they are interested in employer-assisted housing then there is a 95 percent probability that the total population's interest would lie between 65 percent and 75 percent.

There are several common strategies for sampling: simple-random, systematic and stratified. Simple random sampling is perhaps the most arduous and the least precise, requiring the generation of random numbers and then choosing the persons within the population that have been assigned those numbers. Systematic random sampling, for example, of a population of 200 and a desired sample of eight allows for the choosing of every 25th person within the sampling frame. The first person counted chosen at random rather than the beginning of the list. Finally, stratified sampling, rather than being its own strategy, builds upon that of systematic sampling. However, rather than only

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systematically choosing within the sampling frame, the sampling frame is divided into further categories to increase greater accuracy of some characteristic in sampling. For instance, if one were surveying college students and wanted an equal representation from each class: freshman, sophomore, junior and senior, then one would choose every 25th person within each grouping.

For the purpose of this project, the FSU employee population was sampled using a systematic-stratified approach. The population was stratified by employment classification because this stratification type was the most likely to provide a range of incomes, lengths of employment, ages and genders. In order to achieve the appropriate sample size, every 13th name within each subset of Faculty, Administrative & Professional (A & P), and University Support Personnel System (USPS) employees were chosen. The following table illustrates employment and gender characteristics of the FSU employee population as a whole and within the sample population. Systematic-random sampling proved to be very effective at delivering a sample representative of the population (Table 2.1).

Table 2.1: FSU Employee Gender and Position Type

Gender	Complete Population	Sample Population
Female	48.4%	48.7%
Male	51.6%	51.3%
Employment		
A & P	32.0%	33.0%
Faculty	34.0%	33.5%
USPS	34.0%	33.5%

2.2.4 Methodology – Implementation

After the questionnaire was revised, the survey implementation process began. Pre-notice letters were sent to the staff sample on February 19, 2007, one week before the mailed questionnaires were sent. The e-mail pre-notice letters were sent two days before the e-mail questionnaire to faculty. The pre-notice letters alerted sample members that they would be receiving a survey and informed them of the importance of their participation. Pre-notice letters have been proven to increase sample response rates (Dillman, p. 156).

The week after sample members received the questionnaires, a thank you postcard was mailed to all sample members. This postcard served as both a thank you to those who had already completed and submitted their questionnaires and as a reminder to those who had not. This was the final mass contact to the entire sample.

After the final contact to the entire sample, the target response rate of 50 percent had not yet been attained. To remedy this, visits were made to non-respondents' offices. Because

of the relatively short length of the survey, members of the sample could complete the survey while investigators waited. This process resulted in a final response rate of 51.5 percent. Overall, 133 sample members responded by completing a paper questionnaire. This accounted for 71.5 percent of the response rate. Fifty three people responded via the Internet. This accounted for 28.5 percent of the total response rate.

It is possible that the e-mail survey had a lower response rate because it is easier to delete an e-mail from an unknown source than throw away a manila envelope with an FSU return label. Also, the timing of the delivery of the e-mail survey coincided with spring break. Many faculty members schedule tests and projects around this time. It could have been an inconvenient time for the faculty targeted by e-mail due to a high number of assignments to grade.

2.2.5 Methodology – Analysis Strategy

This analysis section outlines the methods and techniques that were used in interpreting the survey results for this study. The statistical software SPSS was used to perform a quantitative analysis of the survey results as well as to catalog and code response data, perform the necessary computations for correlation and cross tabulation analysis and create visual aids such as frequency tables and graphs. In reading this data we were able to establish links between attitudes towards university housing and the various characteristics of the employee population. We are also able to report the percentage of the sampled population in favor of such a project.

After producing the final survey instrument, a codebook was constructed to facilitate the SPSS analysis. Survey responses were also used to develop code categories. Once the team received surveys, the results were translated by coding responses into numerical form. This coding task reduced a wide variety of idiosyncratic items of information to a more limited set of attributes composing a variable (Babbie, pg. 396). It should also be noted that Zoomerang (survey software used to produce and maintain the online surveys) automatically reported the frequencies from the online data set, however, the remainder of the analysis was completed consistent with the same process used for analyzing the mail-in responses.

The single dependent variable for this study consisted of: employee attitude towards renting housing available only to faculty and staff. Several independent variables were used to support our findings, such as: employment classification, length of employment, marital status, number of children per household, and household income. These variables were chosen because they offered the greatest insight into variations between employees level of interest in a university sponsored housing program. Analyzing these specific variables illustrated the factors affecting FSU employee preferences towards workforce housing. Examples of the null hypotheses that our analysis aims to reject included the following:

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- Employment classification has no bearing on employee interest for workforce housing.
- FSU employees are more likely to be interested in workforce housing if they have worked for the university more than six years.
- FSU employees who are married are more likely to be interested in workforce housing.
- FSU employees with no children will be least likely to be interested in workforce housing.
- FSU employees with household incomes less than \$39,000 are least likely to be interested in workforce housing.

Assuming that those who have more favorable attitudes towards the concept of university workforce housing were more likely to eventually participate, the characteristics of those employees who had positive attitudes were evaluated for common characteristics. This shaped the vision of what the university workforce housing should be as far as unit type, unit size, number of bedrooms, amenities and rent pricing in order to make it more desirable for university employees to consider renting.

2.3 Survey Results

The results and implications from this analysis provide much needed support for the entire study. The information gathered enables us to determine what percentage of FSU employees are interested in employer-assisted housing, the demographics of that population, the type of housing they would require, their willingness to use the service, and their needs from the housing initiative.

2.3.1 Representation

The responding population, 51.5 percent of the sample, is a nearly representative of the employee population at FSU (Table 2.2). A notable difference is that of the gender of respondents. While 51.6 percent of the employee population is male, only 43.5 percent of respondents were male. Therefore, the following data may be biased towards attitudes and preferences of female employees. However, it is still assumed that these findings can be generalized to the entire FSU employee population of 6,074 people.

Table 2.2: Respondent Representation

	Complete Population	Respondents
Gender		
Male	51.6%	43.5%
Female	48.4%	56.5%
Employment		
Faculty	32.0%	33.9%
Administrative and Professional	34.0%	32.3%
USPS	34.0%	33.9%
Race		
Black	20.5%	19.9%
White	70.2%	72.0%
Hispanic/Latino	2.5%	1.1%
Asian/Pacific Islander	3.2%	4.3%
American Indian	0.3%	0.5%
Other	3.3%	2.2%

2.3.2 Housing Preferences

Of the 186 total respondents to the survey, 116 were not at all interested in workforce housing. The remaining 70 respondents, 38 percent of the total, varied in interest level between definitely interested, somewhat interested, and not sure (Table 2.3). Fourteen percent of respondents were very interested in housing. When this number is generalized to the total FSU employee population of 6,074, it yields approximately 850 very interested households.

Table 2.3: Level of Housing Interest

Housing Interest	Frequency	Percent
Definitely interested	26	14.0
Somewhat interested	28	15.0
Not sure	16	8.6
Not at all interested	116	62.4
Total	186	100.0

Sixty-nine percent (18 respondents) of those who replied as being very interested were female. Fifty percent (13 respondents) of the very interested respondents were between the ages of 29 – 39, 35 percent (nine respondents) were between the ages of 40-50. Only one respondent was 18-28, the remaining 15 percent (3 respondents) were 51 or older. Approximately 30 percent (8 respondents) of those who were very interested were married. Less than half had children under the age of 18 (Table 2.4).

Table 2.4 Marital Status and Number of Children

	Frequency	Percent
Marital Status		
Married	31	44.3
Unmarried	39	55.7
Total	70	100
Number of Children		
0	41	58.6
1	9	12.9
2	13	18.6
3	4	5.7
4	3	4.3
Total	70	100

The majority of respondents who were interested in university housing at some level were USPS employees with 28 respondents (40 percent). Faculty comprised the second highest frequency of 26 respondents (37.1 percent) and Administrative and Professional the third with 16 respondents, or 22.9 percent (Table 2.5).

Table 2.5 Employment Status

Employment Status	Frequency	Percent
Faculty	26	37.1
Administrative and Professional	16	22.9
USPS	28	40
Total	70	100

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From those respondents who were very interested, somewhat interested, or unsure of their interest level in rental workforce housing, the following housing preferences were established. The majority of survey respondents preferred two-bedroom (42.9 percent) two-bathroom (58.6 percent) housing. Three bedroom and three bathroom were the second highest frequencies at 38.6 percent and 25.7 percent respectively. Please refer to Tables 2.6 and 2.7.

Table 2.6 Number of Bedrooms

Number of Bedrooms	Frequency	Percent
1	5	7.1
2	30	42.9
3	27	38.6
4	7	10
5	1	1.4
Total	70	100

Table 2.7 Number of Bathrooms

Number of Bathrooms	Frequency	Percent
1	7	10
2	41	58.6
3	18	25.7
4	4	5.7
Total	70	100

The greatest number of respondents (31.4 percent or 22 respondents) stated that they were able to pay between \$500-800 a month in rent. While 15.7 percent or 11 respondents stated that they could afford less than \$500 a month in rent (Table 2.8).

Table 2.8 Rent Affordability

Rent	Frequency	Percent
Less than 500	11	15.7
500-800	22	31.4
801-1,100	18	25.7
1,101-1,400	13	18.6
1,401-1,700	2	2.9
More than 1,701	4	5.7
Total	70	100

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Of those housing characteristics included in the survey the three most important to respondents were: having a private outdoor space to which 87.1 percent (61 respondents) replied very or somewhat important, 85.7 percent (60 respondents) felt this way about living in an energy efficient home and 67.1 percent (47 respondents) about living in a detached home with no shared walls. The least important characteristic was living in a gated community which 72.9 percent (51 respondents) cited as unsure, somewhat or very unimportant. More than 50 percent of respondents also felt that having a garage or covered parking and community facilities such as pools and recreation centers as important. Exact percentages may be seen in the following Table 2.9. Due to the size and nature of the project site it is unlikely that the housing initiative will be able to provide single-family/detached homes for faculty and staff. However, other important amenities such as outdoor space, community facilities, and energy efficient construction that also ranked as being very important to respondents are well within the scope of the project site.

Table 2.9: Importance of Housing Characteristics

Importance of....	Very or Somewhat Important (%)	Unsure to Very Unimportant (%)
having a private outdoor space, yard	87.1	12.9
living in an energy-efficient home	85.7	14.3
having a detached home with no shared walls	67.1	32.9
having a garage	54.3	45.7
having covered parking	51.4	48.6
having community facilities, pools, recreation centers	50.0	50.0
living in a gated community	27.1	72.9

In reference to location of housing available to only FSU employees, respondents felt that the most important characteristics were living near shopping/services/restaurants at 71.4 percent (50 respondents) and living near open spaces at 70 percent (49 respondents) replying as very or somewhat important. Sixty-eight percent (48 respondents) felt that living near the university was very or somewhat important, the exact same percentage also felt that living away from university students equally important. Approximately half of respondents felt that living in a neighborhood with children was very or somewhat important, as well as the quality of the school district. There is some data to suggest that respondents did not prefer the Southside area, only 14.3 percent of respondents felt that living south or west of the University was very or somewhat important (Table 2.10).

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Table 2.10: Importance of Housing Location

	Very or Somewhat Important	Unsure to Very Unimportant
Living near shopping/services/restaurants	71.4%	28.6%
Living near open spaces/parks/playgrounds	70.0%	30.0%
Living near the University	68.6%	31.4%
Living away from university students	68.6%	31.4%
Quality of the school district	54.3%	45.7%
Living in a neighborhood with children	48.6%	51.4%
Being able to walk to work	41.4%	58.6%
Living close to downtown	38.6%	61.4%
Access to a bus stop	35.7%	64.3%
Living North or East of the University	35.7%	64.3%
Living South or West of the University	14.3%	85.7%

2.3.3 Factors Effecting Housing Preferences

In this analysis, five significant factors have been identified as having an affect on respondents' interest towards renting workforce housing. The factors include five independent variables: employment classification, length of employment, marital status, number of children per household and household income. The purpose of this analysis is to evaluate the responses of the 186 respondents and determine whether or not there is an existing relationship between these variables and respondents' interest, as well as the degree or level of the relationship based on cross-tabulation analysis. To view the full data across all the crosstabulations, please refer to Appendix A.

In consideration of workforce housing interest across employment categories, of the 26 respondents who said they were definitely interested in workforce housing, the highest responses were from faculty with 42.3 percent (11 faculty respondents), followed by USPS with 38.5 percent (10 USPS respondents) and then A&P with 19.2 percent (5 A&P respondents). Of those respondents who said they were not at all interested in workforce housing, A&P responded the highest with 37.9 percent (44 A&P respondents), followed by faculty with 31.9 percent (37 faculty respondents) and then USPS with 30.2 percent (35 USPS respondents). Although for the highest percentages for each employment category falling under the response "not at all interested"; this analysis (Table 2.11) reveals a greater interest in workforce housing among faculty, with the least amount of interest from A&P staff.

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Table 2.11: Housing Interest Across Employment Classification

			Employment Status			Total
			Faculty	A & P	USPS	
Housing Interest	I am definitely interested	Count	11	5	10	26
		% within HousIntr	42.3%	19.2%	38.5%	100.0%
		% within EmplStat	17.5%	8.3%	15.9%	14.0%
		% of Total	5.9%	2.7%	5.4%	14.0%
	I am somewhat interested	Count	7	6	15	28
		% within HousIntr	25.0%	21.4%	53.6%	100.0%
		% within EmplStat	11.1%	10.0%	23.8%	15.1%
		% of Total	3.8%	3.2%	8.1%	15.1%
	I am not sure	Count	8	5	3	16
		% within HousIntr	50.0%	31.3%	18.8%	100.0%
		% within EmplStat	12.7%	8.3%	4.8%	8.6%
		% of Total	4.3%	2.7%	1.6%	8.6%
	I am not at all interested	Count	37	44	35	116
		% within HousIntr	31.9%	37.9%	30.2%	100.0%
		% within EmplStat	58.7%	73.3%	55.6%	62.4%
		% of Total	19.9%	23.7%	18.8%	62.4%
Total	Count	63	60	63	186	
	% within HousIntr	33.9%	32.3%	33.9%	100.0%	
	% within EmplStat	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.9%	32.3%	33.9%	100.0%	

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In consideration of workforce housing interest based on length of employment, the analysis reveals an inverse relationship between the two variables. The employees who have worked at FSU the longest tend to be least interested in renting workforce housing. 69 percent of those who reported no interest have worked for the university more than 4 years. Table 2.12 illustrates these patterns.

Table 2.12: Housing Interest and Length of Employment

			Employment Length		Total
			Less than 4 years	More than 4 years	
Housing Interest	I am definitely interested	Count	15	11	26
		% within HousIntr	57.7%	42.3%	100.0%
		% within EmplLen	21.4%	9.7%	14.1%
		% of Total	8.1%	6.0%	14.1%
	I am somewhat interested	Count	13	15	28
		% within HousIntr	46.5%	53.5%	100.0%
		% within EmplLen	18.6%	13.2%	15.2%
		% of Total	7.1%	8.1%	15.2%
	I am not sure	Count	6	8	14
		% within HousIntr	42.8%	57.2%	100.0%
		% within EmplLen	8.6%	7.0%	7.6%
		% of Total	3.3%	4.3%	7.6%
I am not at all interested	Count	36	80	116	
	% within HousIntr	31.0%	69.0%	100.0%	
	% within EmplLen	51.4%	70.2%	63.0%	
	% of Total	19.5%	43.5%	63.0%	
Total	Count	70	114	184	
	% within HousIntr	38.0%	62.0%	100.0%	
	% within EmplLen	100.0%	100.0%	100.0%	
	% of Total	38.0%	62.0%	100.0%	

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In consideration of workforce housing interest across marital status, there was more interest from the non-married group with 61.1 percent than from the married respondents with 38.9 percent. This depicts a greater interest in renting workforce housing among those FSU employees who are not married and this may include single, separated, divorced, or widowed employees. Please note that the not married cohort depicted in Table 2.13 combines all these non-married categories into one column display.

Table 2.13 Housing Interest Across Marital Status

			Marital Status		Total
			Not Married	Married	
Housing Interest	I am definitely or somewhat interested	Count	33	21	54
		% within HousIntr	61.1%	38.9%	100.0%
		% within MarStat	27.3%	32.3%	29.0%
		% of Total	17.8%	11.2%	29.0%
	I am not sure or not at all interested	Count	88	44	132
		% within HousIntr	66.7%	33.3%	100.0%
		% within MarStat	72.7%	67.7%	71.0%
Total	Count	121	65	186	
	% within HousIntr	65.1%	34.9%	100.0%	
	% within MarStat	100.0%	100.0%	100.0%	
	% of Total	65.1%	34.9%	100.0%	

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In consideration of workforce housing interest based on the existence of children within a household, this analysis reveals an even distribution of interest among those with or without children (50 percent responded some level of interest). This analysis assumes that the existence of children has less of an affect on the level of employee interest in renting workforce housing. However, among those who reported uncertainty or disinterest, the greater percentage derived from those with children (70.8 percent). Table 2.14 illustrates these findings.

Table 2.14 Housing Interest and Employees With/Without Children

			No Children / Children		Total
			No Children	Children	
Housing Interest	I am definitely or somewhat interested	Count	23	23	46
		% within HousIntr	50.0%	50.0%	100.0%
		% within NoChild or Children	76.7%	76.7%	65.7%
	I am not sure or not at all interested	% of Total	32.7%	33.0%	65.7%
		Count	7	17	24
		% within HousIntr	29.2%	70.8%	100.0%
Total	% within NoChild or Children	% of Total	10.0%	24.3%	34.3%
		Count	30	40	70
	% within HousIntr	% within HousIntr	42.9%	57.1%	100.0%
		% of Total	42.9%	57.1%	100.0%

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In consideration of workforce housing interest across annual household income, respondents with household incomes less than \$39,000 dollars tended to report higher frequencies for the definitely interested and somewhat interested categories, and adversely, those respondents with incomes greater than \$39,000 dollars reported higher frequencies for less interest in workforce housing (Table 2.15).

Table 2.15: Housing Interest Across Household Income

			Housing Income		Total
			Less than 39,000	40,000 or more	
Housing Interest	I am definitely interested	Count	16	10	26
		% within HousIntr	61.5%	38.5%	100.0%
		% within HousInc	30.8%	7.6%	14.1%
		% of Total	8.6%	5.5%	14.1%
	I am somewhat interested	Count	12	16	28
		% within HousIntr	42.9%	57.1%	100.0%
		% within HousInc	23.1%	12.1%	15.2%
		% of Total	6.5%	8.7%	15.2%
	I am not sure	Count	3	12	15
		% within HousIntr	20.0%	80.0%	100.0%
		% within HousInc	5.8%	9.1%	8.2%
		% of Total	1.5%	6.7%	8.2%
I am not at all interested	Count	21	94	115	
	% within HousIntr	18.3%	81.7%	100.0%	
	% within HousInc	40.4%	71.2%	62.5%	
	% of Total	11.4%	51.1%	62.5%	
Total	Count	52	132	184	
	% within HousIntr	28.3%	71.7%	100.0%	
	% within HousInc	100.0%	100.0%	100.0%	
	% of Total	28.3%	71.7%	100.0%	

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Of those employees who responded as being not at all interested in housing available only to FSU employees (117 respondents), 37 were Faculty (31.9 percent), 44 were Administrative and Professional staff (37.9 percent), and 35 were USPS employees, or 30.2 percent (Table 2.16).

Table 2.16 Employee Disinterest

Employment Status	Frequency	Percent
Faculty	37	31.9
Administrative and Professional	44	37.9
USPS	35	30.2
Total	116	100

Gender, age, race as well as other demographic factors for those respondents who reported no interest mirrored the demographic factors of those respondents who reported that they were very interested to unsure. Differences in other factors include:

- The majority of non-interested respondents (57.8 percent) have been employed at the university for more than six years.
- Eighty-seven percent (101 respondents) are not interested in such a program because they already own a home in the area.
- Other factors negatively affecting employees interest in a university sponsored housing program include not wanting to live near the university (15 respondents) and wanting to own, not rent housing (31 respondents). Please refer to Survey B results in Appendix A-4 for frequency outputs.

2.4 Survey Findings

The analysis performed on the survey of current FSU employees yielded the following findings:

Finding 2.4.1: There is a demand for workforce housing at FSU. The survey results estimate that approximately 850 current employees would be interested in a workforce housing initiative.

Finding 2.4.2: Employees who have worked at FSU for less than four years were most likely to be interested. The survey results show that those who have worked at FSU for more than four years are generally not interested in housing available to only faculty and staff. After such a length of time employees tend to feel comfortable moving within the local housing market. It is common for universities to use employee housing as a recruitment or retention tool for faculty and staff, such a project at FSU would work to a similar advantage.

Finding 2.4.3: Employees who make less than \$39,000 annually were more likely to be interested than those found at a higher earning bracket. Workforce housing in general is intended to improve services to low and moderate income employees. Our survey findings illustrate that such a project at FSU would be welcome among that target audience. Employees with an annual household income of less than \$39,000 expressed the greatest level of interest in housing available only to faculty and staff.

Finding 2.4.4: Approximately 86 percent of respondents felt that having an energy-efficient home was important. According to the survey results, 85.7 percent of respondents ranked having an energy efficient home as important or very important. Due to increasing fuel prices and the climate in which Tallahassee is located, energy efficient homes would likely make the workforce housing initiative more desirable.

Finding 2.4.5: Approximately 71 percent of respondents felt that living near retail and services was important. This finding is especially important to this project because there are relatively few amenities and services available in the project area. The majority of respondents felt that proximity to retail and services was important or very important when finding a home.

2.5 References

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3. Context for Workforce Housing at Florida State University

Data were collected for key demographic and economic factors for the region as well as Florida State University (FSU) personnel full-time student enrollment. These data were forecasted where necessary and their implications for the project are summarized below. The U.S. Department of Commerce, Bureau of the Census 2000 defines the Tallahassee Metropolitan Statistical Area (MSA) as the four-county region of Leon, Gadsden, Jefferson and Wakulla Counties. This analysis was performed to investigate what demand- if any- exists among university employees for workforce housing.

Also included in this analysis is a review of local housing supply and affordability. Various factors can affect a person's ability to rent or own a home. In particular, this project aims, in part, to determine the ability of FSU employees to rent or own a home in the Tallahassee area, and the impact university-provided workforce housing may have on extending that opportunity for FSU workers. The lack or surplus of affordable housing in the area is expected to affect a person's willingness to participate in university-provided housing and the willingness of the university to intervene in the housing market on behalf of its workers.

3.1 Regional Growth

3.1.1 Introduction

Housing is usually considered to be bought and sold within a regional marketplace. Therefore projections for the regional economy are an important indicator of housing demand. Because the market for this project is envisioned as limited to eligible FSU employees, and because FSU is a statewide institution, demand for this project is assumed to be less effected by the economy of the immediate region and more by trends affecting the State University System of Florida as a whole.

Growth, as it pertains to FSU is attributed to two contexts: the impact that growth of the state has on FSU's growth and the impact that growth in the region has on FSU's growth. These contexts give an idea of the share of enrollment the university handles within the state university system as well as providing insight on the regional demand the university handles. As Florida's population continues to grow, the number of potential enrollees into the state university system increases; this could very well be an underlying factor of growth for FSU.

3.1.2 Methods

Extrapolation, or curve fitting is the practice of using past patterns to determine future expectations. Extrapolation techniques were used to produce the projections for full time enrollment, students per employee, as well as staff.

In this case six curves were evaluated in terms of their fit with known data patterns and were used to predict future trends or conditions based on past information:

- Linear
- Geometric
- Parabolic (polynomial)
- Modified Exponential
- Gompertz
- Logistic

While each curve has its advantages and disadvantages, the technique overall is easy to use and has low financial and data requirements but is limited by the assumption that patterns from the past will be able to determine what is to come in the future.

Each of the data sets for enrollment, students per employee and staff employment were projected using each one of the six curve-fitting models. The best fitting curve from each data set was used to give an idea of the trends expected for the future. The process for evaluating the extrapolations is both quantitative and qualitative. The quantitative measure for evaluating curves is based on a visual inspection of how the existing data actually fits the curve of the projected data. The quantitative measure is based on the statistical measures of the projected curves. The Coefficient of Relative Variation (CRV) and the Mean Average Percentage Error (MAPE) give the best statistical inference as to the best fit of the curves. More statistical data on the selection of the best-fitting curve is provided in Appendix C.

3.1.3 Data and Analysis

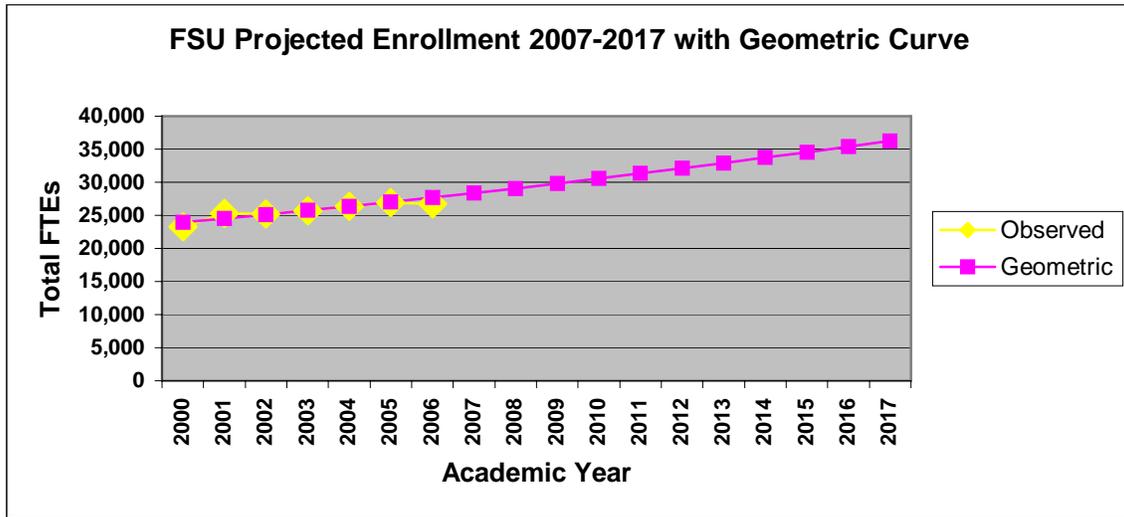
The projections for the FSU enrollment were based on the observed enrollment from the Office of Planning and Institutional Research from the Florida Board of Governors. This data can also be observed in Table 3.1.

Project Demand

In an effort to predict the growing needs of the university, the full time enrollment was projected up to the 2017 academic year. From there, the staff and student per faculty numbers were projected to get an idea of the increase in human resources that may be required to support the growing student body and additionally increase the clientele base that would be subject to increase the demand for workforce housing.

Based on the projections performed, FSU full time equivalent enrollees (FTE) can expect to total nearly 36,000 as depicted in Figure 3.1. The best-fitting curve for this projection was the Geometric curve.

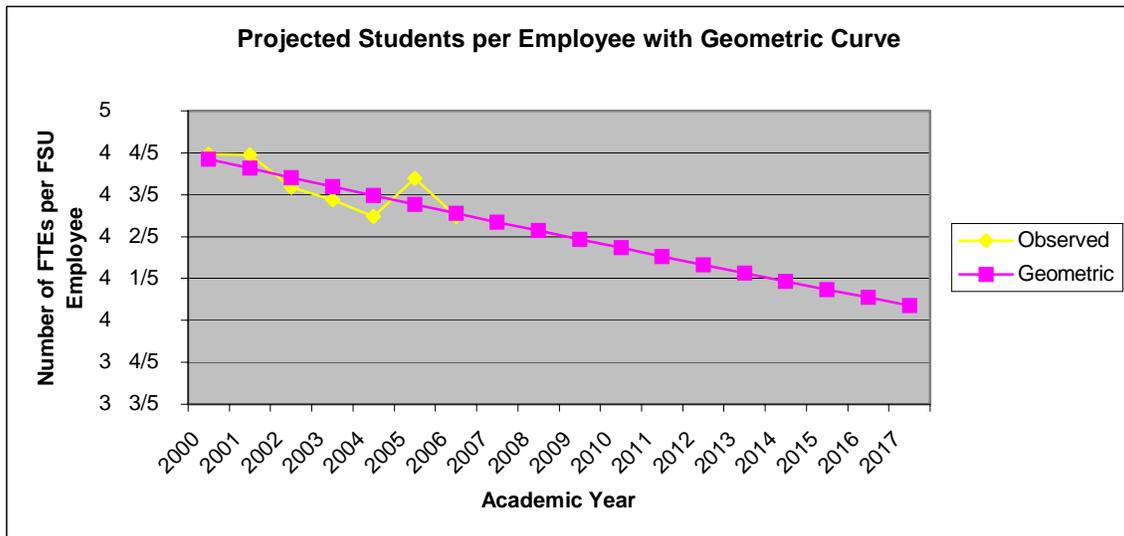
Figure 3.1 FSU Best Fit Projected Enrollment 2007-2017



Source: Florida Board of Governors

The exploration of the students per employee data suggest that as full time student enrollment may be expected to reach nearly 36,000 by 2017, the number of students per employee would have decreased to just over 4 students per employee as shown in Figure 3.2. Thus faculty and enrollment would both increase over the ten-year projection period. This also concurs with FSU’s goal of hiring 200 new faculty as stated in the “Pathways of Excellence” initiative.

Figure 3.2 FSU Best Projected Students per Employee 2007-2017

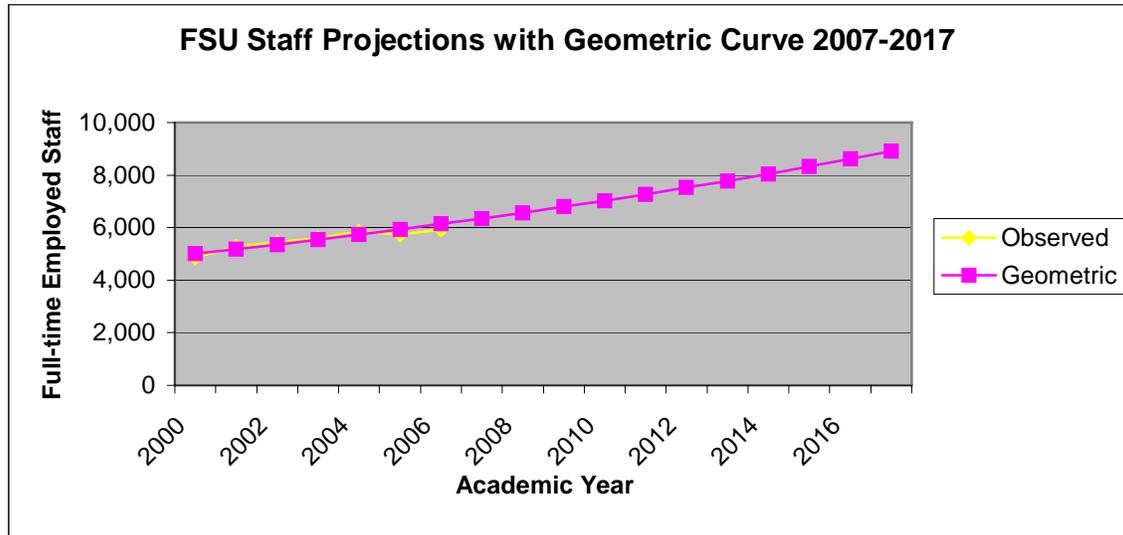


Source: FSU Office of Institutional Research

Workforce Housing at FSU: A Feasibility Study

With the anticipated increases in enrollment, faculty and facilities, the number of staff or support personnel may experience this same increase. As seen in Figure 3.3, the number of staff expected to be employed by FSU is just about 9,000 employees.

Figure 3.3 FSU Best Projected Full-time Employed Staff 2007-2017



Source: FSU Office of Institutional Research

Florida's Growth and FSU

For the state of Florida, growth is ever present, with a population increase of nearly two million residents over the past five years (www.census.gov). Tourism, Construction, Agriculture, University Research and the Space Industry are all strong industries in the state's economy. It is estimated that 1,000 people move to the state each day (www.stateofflorida.com).

The first component of growth – births - has had a very significant affect on the population of Florida, especially during the “Baby Boom” of the 1950s and 1960s. During this time, the number of births annually had increased to more than twice their numbers from the previous decade. By the late 1970s, these numbers had increased to nearly 200,000 annual births per year in the state of Florida. These numbers began to decrease with the arrival of the 1990s, but continued on an increase later in the decade. (Smith, p.5)

On the other end of the population spectrum is deaths. Unlike the fluctuating patterns seen for births in the state, deaths have seen a steady increase from 1950 to 2003. The two reasons for this increase are a general increase in population (a larger population gives opportunity for more deaths) and an increasing number of the population aging. This pattern in increasing deaths is not predicted to change in the future. (Smith, p.5)

This difference in the number of births and the number of deaths is commonly referred to as the “Natural Increase.” This increase in population is the number of individuals that are naturally added to the population. During the period of the Baby Boom, the natural increase grew steadily. This number was near 70,000 by 1960. By the mid-1970s, this number had decreased sharply to nearly less than 20,000 per year. Since this time, the number has fluctuated from 64,000 in 1990 to the 36,000 to 40,000 range in the early 1990s. It is projected from the Bureau of Economic and Business Research (BEBR) that this number will go to zero in the next 20 to 25 years. After this time, it is estimated that the number of deaths will outnumber the number of births in the state (Smith, p.6).

For years now, Florida has no longer been “America’s best kept secret.” The state has experienced growth paralleled only by Texas and California (Smith, p.2). In the instances where the natural increase of a population is very low, net migration accounts for a significant portion of the area’s population increase. Net migration is the difference between the number of people that move into an area and the number of people that move out of an area. This component of growth in Florida has had a tremendous affect on the state’s population. Since 1950, net migration has accounted for 75 to 90 percent of Florida’s population growth. This is only paralleled by California.

But why is it that people are moving to Florida? From the data produced by BEBR as depicted in Table 3.1, each age group has a different primary reason for moving to the state. For college-aged residents, work or college-related reasons are the primary basis for relocating to Florida. However, for those individuals aged 25 to 54, work is the primary reason. But for those 55 and over climate serves as the major influence to relocate. People in this age group are characteristic of retirees (Smith, p. 29).

Workforce Housing at FSU: A Feasibility Study

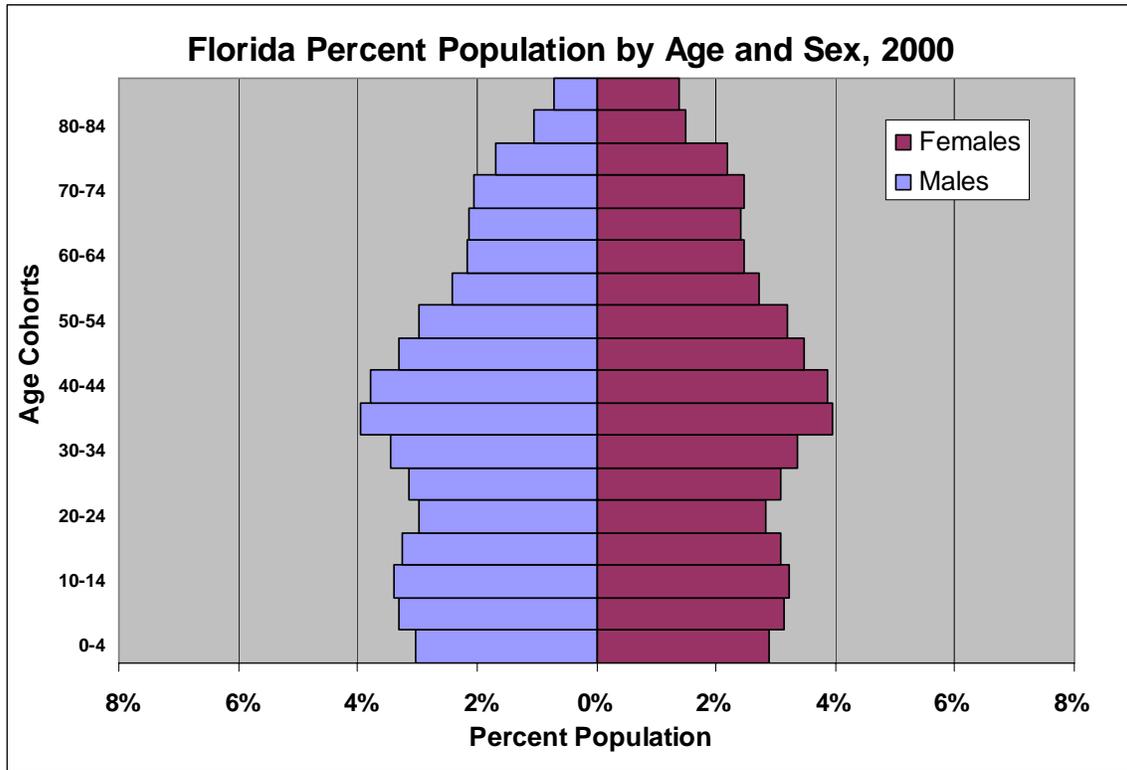
**Table 3.1 Primary Reason for Moving to Florida by Age:
In-Migrants 2000-2002 (Percent Distribution)**

Age	N	Work-Related	Climate	Family	College/Military	Other	Total
18-24	262	28.2	8.8	17.2	26.3	19.5	100.0
25-34	417	44.4	9.8	17.7	9.6	18.5	100.0
35-44	309	44.0	15.2	20.1	3.9	16.8	100.0
45-54	228	32.5	19.7	21.9	1.8	24.1	100.0
55-64	141	15.6	34.0	18.4	0.7	31.2	99.9
65+	138	2.2	40.6	31.9	1.4	23.9	100.0
Total	1495	33.1	17.4	20.1	8.6	20.9	100.0
N=number of survey respondents							

Source: Bureau of Economic and Business Research, University of Florida, unpublished data from Florida household surveys, 2000-2002.

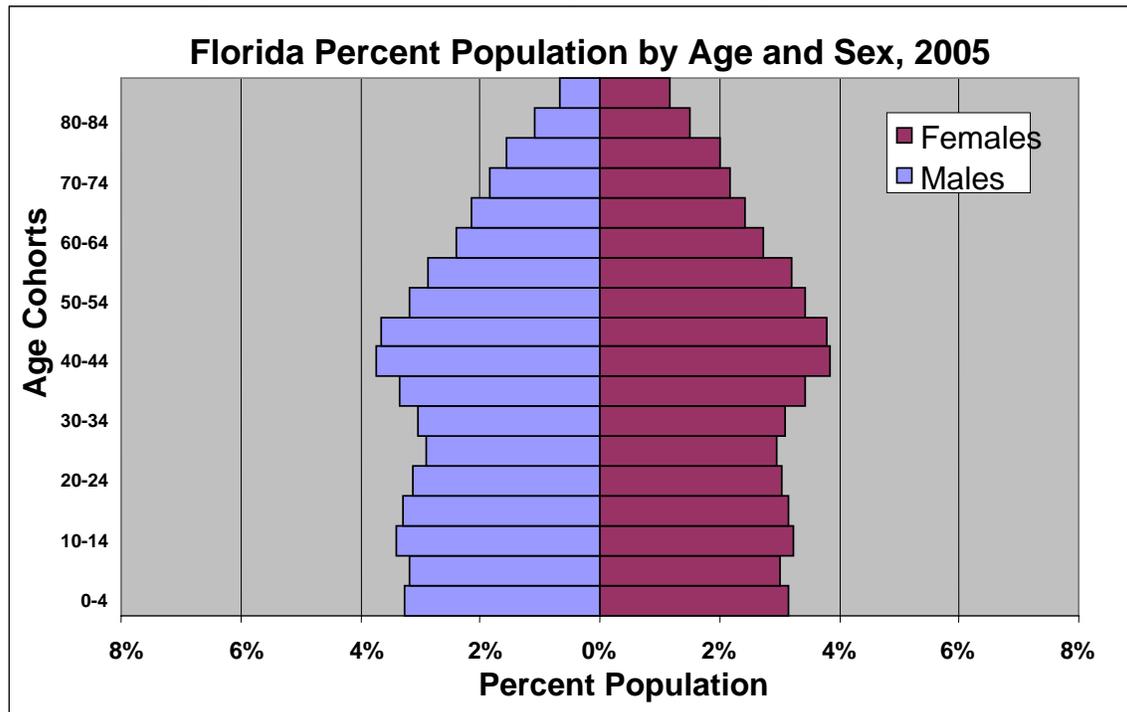
The important thing to note in relation to the potential for FSU growth is that the 18 to 24 aged cohort is relocating to Florida mainly for work-related or college reasons. This suggests that Florida is an attractive place for higher education and job opportunities. The reasons of relocation for the age cohort following the 18 to 24 year olds may also provide more insight in to the growing number of job opportunities, or the ability of Florida to retain college graduates (Smith, p.29). This is also supported by the shift in age distributions in Florida. As Figures 3.4 and 3.5 illustrate, in 2005, there was an increase in the 20 to 24 cohort and a decrease in the 25 to 29 cohort from 2000.

Figure 3.4 Florida Percent Population by Age and Sex, 2000



Source: 2000 Census SF1, Table P12

Figure 3.5 Florida Percent Population by Age and Sex, 2005



Source: 2000 American Community Survey SF1, Table P12

The Region's Growth and FSU

The Leon County Metropolitan Statistical Area (MSA) is composed of Leon County and is surrounded by Gadsden County to the west, Jefferson County to the east, and Wakulla County to the south. Of the counties in the region, Leon County has the largest population with an estimate of 245,756 people as of 2005 as shown in Table 3.2.

**Table 3.2 Leon County, Surrounding Region and State of Florida
Total Population 2000-2005**

Area		2000	2001	2002	2003	2004	2005
Gadsden County	Population	45,087	45,609	45,487	45,237	46,083	46,428
	% Change		1.16%	-0.27%	-0.55%	1.87%	0.75%
Jefferson County	Population	12,902	13,407	13,766	14,041	14,392	14,490
	% Change		3.91%	2.68%	2.00%	2.50%	0.68%
Leon County	Population	239,452	239,181	239,701	242,692	243,703	245,756
	% Change		-0.11%	0.22%	1.25%	0.42%	0.84%
Wakulla County	Population	22,863	24,205	25,177	26,051	27,074	28,212
	% Change		5.87%	4.02%	3.47%	3.93%	4.20%
Florida	Population	15,982,378	16,350,565	16,677,860	16,993,369	17,385,430	17,789,864
	% Change		2.30%	2.00%	1.89%	2.31%	2.33%

Source: US Census, 2000, American Community Survey 2005

Workforce Housing at FSU: A Feasibility Study

As can be seen, growth is not equally distributed throughout the state. The panhandle - the area where Leon County and the surrounding region is located - encompasses less than two percent of the entire state's population. However, the area continues to experience growth.

Leon County, as of 2005 is 65.0 percent white and 29.8 percent black as seen in Table 3.3. The remaining 5.2 percent is comprised of American Indian/Alaskan Native, Asian, Native Hawaiian/ Pacific Islander, those considering themselves of another race and those considering themselves of two or more races. Only Gadsden County has a higher black and minority population than the region as a whole. The ethnicity of Leon County is just under 4 percent Hispanic, with 96.1 percent Non-Hispanic. Table 3.3 also displays ethnicity information. Gadsden County also has the highest percentage of Hispanics , with Leon County coming in second. It can also be noted that the ethnic and racial make up of FSU full time employees are similar to that of Leon County. The data for FSU employees can be seen in Appendix C.1.

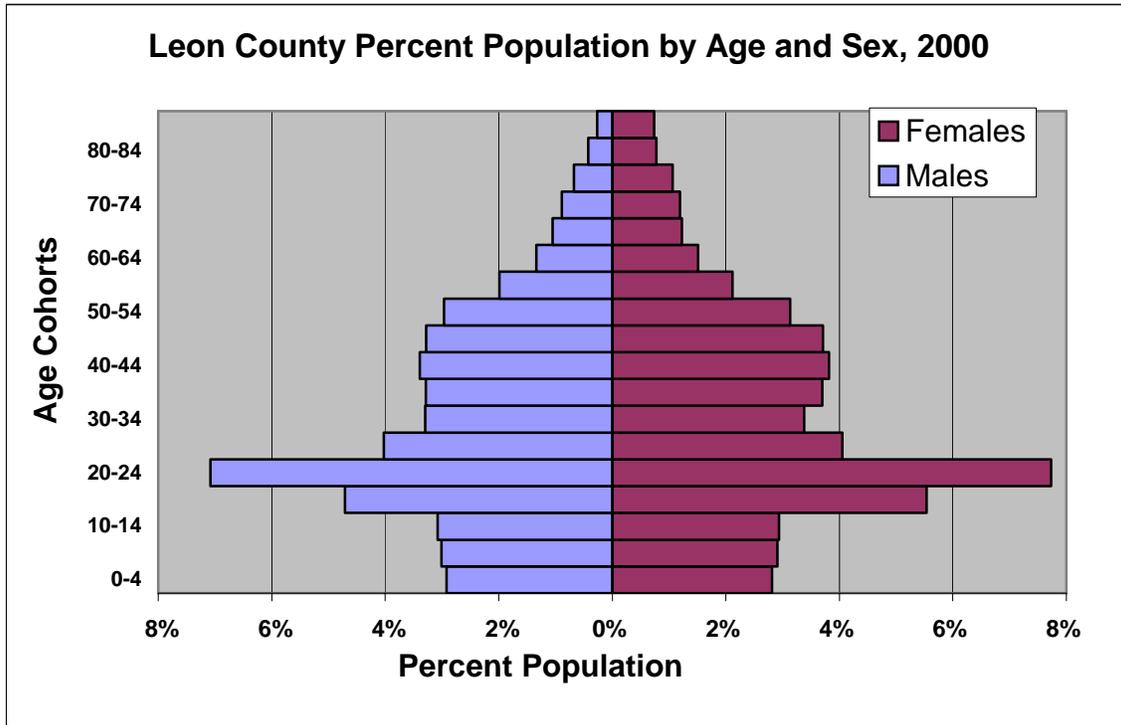
Table 3.3 Racial and Ethnic Makeup of Leon County and Surrounding Counties, 2000 and 2005

Race	Gadsden County 2000	Jefferson County 2000	Leon County 2000	Leon County (2005)	Wakulla County 2000	Florida 2000	Florida (2005)
White	38.70%	59.30%	66.40%	65.00%	86.10%	78.0%	76.80%
Black	57.10%	38.30%	29.10%	29.80%	11.50%	14.6%	15.00%
American Indian Alaskan Native (AIAN)	0.20%	0.30%	0.30%	0.30%	0.60%	0.3%	0.30%
Asian	0.30%	0.40%	1.90%	2.50%	0.20%	1.7%	2.10%
Native Hawaiian Pacific Islander (NHPI)	0.00%	0.00%	0.00%	0.10%	0.00%	0.1%	0.00%
Other	2.80%	0.60%	0.80%	1.00%	0.30%	3.0%	4.10%
2 or More Races	0.90%	1.10%	1.50%	1.30%	1.20%	2.4%	1.60%
Ethnicity							
Hispanic	6.20%	2.20%	3.50%	3.90%	1.90%	16.8%	19.60%
Non-Hispanic	93.80%	97.80%	96.50%	96.10%	98.10%	83.2%	80.40%

Source: US Census, 2000, American Community Survey 2005

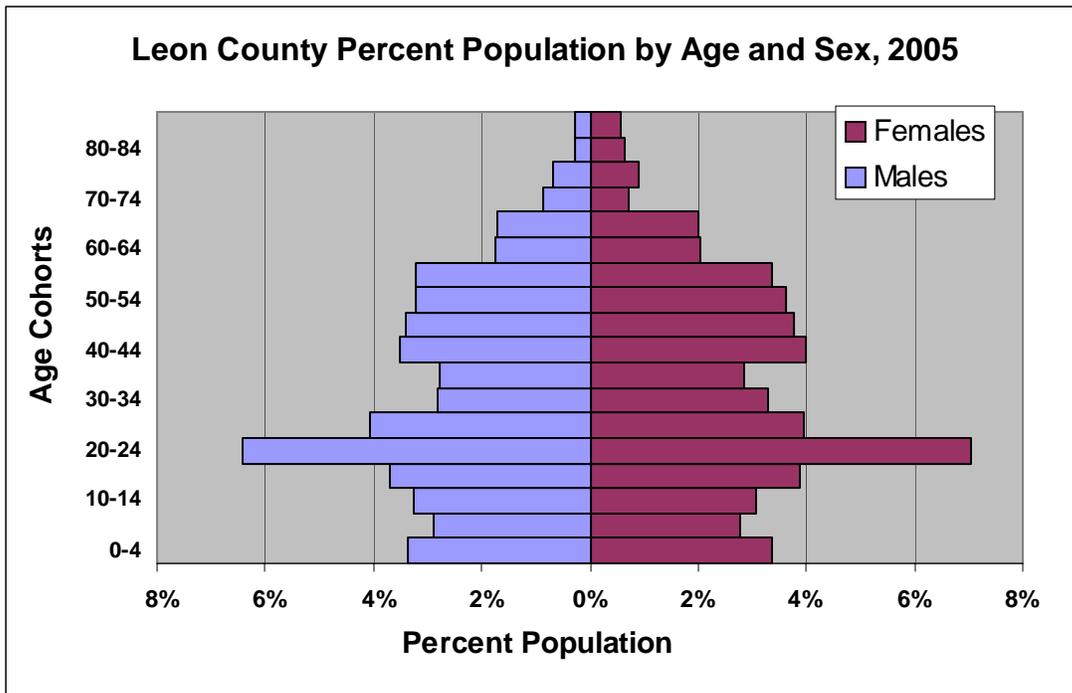
Even as Leon County continues to grow, one age cohort in particular continues to stand out. This cohort contains people aged 20-24; those individuals considered college-aged. In the overall scheme of state population this cohort has a representation as to be expected, but in the context of Leon County, this cohort has an overwhelming presence. Figures 3.6 and 3.7 show the slight changes in the presence of the 20-24 aged cohort in Leon County.

Figure 3.6 Leon County Percent Population by Age and Sex, 2000



Source: 2000 Census SF1, Table P12

Figure 3.7 Leon County Percent Population by Age and Sex, 2005



Source: 2000 Census SF1, Table P12

Workforce Housing at FSU: A Feasibility Study

Although the 20-24 year age cohort experienced a decline in population, this may be due to the cohort having a considerable number of students that graduated before 2005. Even with the decline there is no reason to suggest that the presence of 20-24 year olds in Leon County will decrease at any particular rate or pattern.

Institutional Growth

With two major universities housed in the city of Tallahassee alone, the growth of the universities is an important factor that affects the growth of the area. For the case of Florida State University, growth is an issue of great importance. But growth is not an issue of quantity but quality. In the *State of the University Address*, President T.K. Wetherell focused on the changes being made to make FSU among the top public research and graduate institutions in the country. His speech on September 8, 2006, was geared toward the implementation of the “Pathways of Excellence” initiative (pathways.fsu.edu).

This initiative-which was inaugurated in September of 2005-consists of a series of goals which will lead to overall enhancement of the university with research as the driving factor. The major goals include the hiring of 200 new senior level faculty over the next five years, an increase in grant awards and federal research grant expenditures, the creation of new facilities for harboring research and other creative activities, increasing the number of Ph.D. graduates from 400 to 450 per year, as well as an increase in scholarly productivity.

The new additions to the faculty will be nationally and internationally acclaimed in their fields and will be chosen by the current faculty based on their credentials and area of study. The faculty will be hired in clusters of five to eight employees over the five years. In turn, this is meant to increase faculty ranks by at least 20 percent of what the standings are currently.

The university has also seen an increase in grant rewards since last year. The grant awards for the university totaled \$190 million. This is an increase of almost 18 percent. Not only did the university gain an increase in grant money, but this was also a milestone year for grants awarded. This milestone shows support that the university has taken steps in the direction of attaining the goal of increasing research expenditures and awards.

Since the end of the 2005 school year, an estimated \$500 million has been invested in construction projects around the campus. These include the completion of the final phase of the College of Medicine and the first phases of the Psychology and New Classroom buildings. In addition, ground was broken on sites for two new dormitories and parking garages, the Materials Research, Life Sciences, and Chemistry buildings. Perhaps the most innovative of the new construction is the “Off-Grid Zero Emission Building” which will be the first of its kind located in the southeast.

Another important achievement from the university has come in the increase of Ph.D. graduates. The number of Ph.D. graduates from FSU has increased 15 percent since the last academic school year.

Workforce Housing at FSU: A Feasibility Study

Florida State University has also made significant strides in reaching the goal of increasing scholarly productivity. Several of the university's academic programs have received national acclaim. The Services for Children and Youth Library Specialty along with the Information Studies/Technology and the undergraduate Accounting program in the College of Business have all received high national accolades. For the arts program taken as a whole, receives high accolades with the College of Music being ranked fifth, while the Opera program is third. In the area of the students, the university has been privileged to honor its first Rhodes Scholar in over 20 years. The freshman class of 2006 was the strongest academically that the university has seen. This class averaged an SAT score of 1167.5 and ACT score of 25. Thirty percent of this class was also the first in their families to attend college. Additionally, the Spring 2006 commencement exercises saw the largest graduating class in the university's history, but also the largest number of Honors graduates (president.fsu.edu).

These accomplishments and goals add to the appeal of the university and can potentially increase enrollment. FSU currently has 26,716 full time equivalent enrollees, which is just over 14 percent of the total full time equivalent enrollees for the State University System of Florida. The University of Central Florida (UCF) and the University of Florida (UF) have the largest shares of full time equivalent enrollees with 15.9 percent and 17.9 percent, respectively. FSU is anticipated to have nearly 29,000 full time equivalent enrollees by the 2012 academic year. These data are detailed in Appendix C.2.

As it was stated earlier, higher education is a great determining factor for migrating to Florida. And as these changes to the university through the "Pathways of Excellence Initiative" are related to workforce housing, increasing the quality of the education received at FSU can lead to an increase in enrollment. With an anticipated increase in enrollment, other university infrastructure is being put into place in order to facilitate this expected demand for the university. However, this initiative is focused primarily on recruiting senior level faculty to the university. With these new employees it is not apparent that the increase in employment will have an effect on the demand for workforce housing among university employees.

Of the 40,474 total students enrolled at the university, approximately 80 percent of the students are from Florida. This percentage has fluctuated between the mid and high 70s over the last five years, but the current academic year is the highest of the five-year span. And of the 6,274 incoming freshman for the 2006-2007 academic year 89 percent came from Florida high schools. Forty-one Florida high schools contributed 30 or more First Time in College (FTIC) enrollees, while 460 contributed 30 or less (<http://www.ir.fsu.edu>). This is to be noted to demonstrate the significant impact that enrollees from Florida high schools have on FSU's enrollment.

3.2 Housing Supply and Affordability

3.2.1 Introduction to the Planning Problem

According to economists at Goldman Sachs, at the national level the housing market is currently experiencing a downturn due to an excess supply of housing, even while residential investment is at an all-time high (PBS, 2005). However, there continues to be a shortage of affordable workforce housing.

In the absence of university-provided workforce housing, FSU's employees turn to the area's housing market seeking opportunities to own or rent local housing. Therefore it is important to understand the context of the local housing market before framing any intervention by FSU into that marketplace. To understand the project's potential competition, the study analyzed housing options, and its affordability, currently available to FSU's workforce.

3.2.2 Methods

General Data Collection

In order to determine the availability of affordable housing in the region, this study first collected housing data from the following sources to determine housing sales and rental prices:

- The Tallahassee-Leon County Planning Department 2007 Statistical Digest
- Florida Housing Coalition
- U.S. Department of Housing and Urban Development (HUD) Fair Market Values
- 2005 American Community Survey (ACS)
- March/April 2007 Tallahassee Apartment Finder
- Shimberg Center for Affordable Housing at University of Florida

The 2006 median home sales price for Tallahassee was obtained from various sources, such as the Tallahassee-Leon County Planning Department 2007 Statistical Digest and the Florida Housing Coalition.

Average rents were determined by reviewing the HUD Fair Market Values, gross rents from the 2005 ACS and performing a review of current rental prices for all apartments listed in the *March/April 2007 Tallahassee Apartment Finder*. The former two sources have limitations discussed in detail later, so this study chose to base rental housing affordability on its field review of local apartment rents. This review was deemed to be comprehensive of all Tallahassee apartments, as it was assumed that all Tallahassee apartment complexes would advertise in this publication.

Workforce Housing at FSU: A Feasibility Study

FSU Workforce Survey Responses

Next, this study analyzed the household incomes of FSU's workforce, as obtained through a survey of a sample of FSU employees. Using those incomes and the national standard of affordability (that is, no more than 30 percent of a household's pre-tax income should be spent on housing) the study assessed the FSU workforce population's ability to own housing in Tallahassee (Department of Housing and Urban Development website, 2007). For example, before considering applicable interest rates, a household earning 50,000 dollars before taxes was assumed to be able to afford a home worth 150,000 dollars (50,000*150,000). The 2006 median home sales price for Tallahassee was obtained from various sources, such as the Tallahassee-Leon County Planning Department 2007 Statistical Digest and the Florida Housing Coalition.

This study also examined the ability of the FSU workforce to rent housing affordable to them in Tallahassee using similar methods. Household incomes were divided by twelve to generate monthly incomes before taxes. A third of that monthly income was assumed to be spent on housing and was compared to the average rental rate in Tallahassee.

Shimberg Center for Affordable Housing

To further understand the region's supply of affordable rental housing, the study collected data from the Shimberg Center for Affordable Housing at the University of Florida.

The Shimberg Center maintains the Florida Housing Data Clearinghouse, which provides public access to data about housing needs and supply, subsidized rental housing and household demographics in Florida communities. These data were analyzed and summarized to determine what housing exists in the four-county region and how that will impact the feasibility of providing university employees with workforce housing. The data was secularized to omit student populations that would skew the results.

3.2.3 Data and Analysis

General Data and Analysis

Median Home Sales Price

Median sales price for a single-family detached home in Tallahassee in 2006 was \$177,600, according to the Florida Association of Realtor's "Florida Sales Report – Year End 2006 Single Family, Existing Homes" (Florida Housing Coalition, n.d.).

Assuming the national standard of housing affordability that no more than 30 percent of a household's pre-tax income should be spent on housing, a household living in Leon County must earn a total income of \$53,280. The HUD-estimated median income for Tallahassee, which includes Leon, Gadsden and Jefferson Counties, for a family of four

was \$58,500 (Shimberg Center, n.d.). This implies there was an affordable housing market, in general, for Tallahassee residents earning the median household income in 2006.

Yet another statistic, however, is according to the Tallahassee-Leon County Planning Department 2007 Statistical Digest, which notes that the median sales price of a single-family detached home increased \$90,432 (67 percent) between the first quarter 2002 and fourth quarter 2006 (p.51). The median sales price of a single-family detached home was \$135,405 during the first quarter of 2002 and by the end of 2006, had increased to \$225,837 (Tallahassee-Leon County Planning Department, 2007, p.51). The median income needed to afford this home was \$67,751 versus the estimated 2006 median income for Leon County households of \$58,500 (Tallahassee-Leon County Planning Department, 2007, p.16).

The analysis of housing affordability utilized the Florida Housing Coalition's median sales price because it will show a conservative estimate; there would be even fewer FSU workers able to afford housing at the higher level.

Average Rent

Tallahassee-Leon County Planning Department 2007 Statistical Digest indicates that in 2006 there were 18,560 total rental units in the city. Apartment vacancy rates declined from 6.1 percent in 2004 to 5.1 percent in 2006, indicating there was a growth in demand for rental housing that outpaced supply. According to the digest, as of 2006, average rent exceeded \$850 and average square footage continues to increase, likely as a result of the construction of four-bedroom university student apartments (Tallahassee-Leon County Planning Department, 2007, p.49). This average rent was not utilized in this study's determination of affordable rental housing because it could not be broken down by apartment size.

HUD Fair Market Rent (FMR) for 2007 is as follows:

- Efficiency - \$521
- One bedroom - \$579
- Two bedroom - \$715
- Three bedroom - \$954
- Four bedroom - \$982

HUD FMR's "determine the eligibility of rental housing units for the Section 8 Housing Assistance Payments program" (HUD Website). This study chose not to utilize FMR's in determining local rental affordability because the lag time between collection of data and publication of FMR's and the use of trending to update base year estimates may yield inaccurate results (HUD website).

Workforce Housing at FSU: A Feasibility Study

Another common rental rate resource is the American Community Survey (ACS). Last conducted in 2005, is a new nationwide survey designed to replace the U.S. Census long form in identifying the changing characteristics of communities across the country (U.S. Census website – ACS page). The ACS provides rental data for two categories: contract rents, “the monthly rent agreed to or contracted for, regardless of any furnishings, utilities, fees, meals, or services that may be included” and gross rents, “the amount of the contract rent plus the estimated average monthly cost of utilities (electricity, gas, and water and sewer) and fuels (oil, coal, kerosene, wood, etc.) if these are paid for by the renter (or paid for the renter by someone else)”. Gross rent is intended to eliminate differentials which result from varying practices with respect to the inclusion of utilities and fuels as part of the rental payment (U.S. Census Website – ACS Glossary).

Table 3.4 illustrates 2005 Contract Rents in Tallahassee. This data indicates the range of rents paid by Tallahassee’s renters, exclusive of utilities.

Table 3.4 ACS 2005 Contract Rents for Tallahassee

	Estimate	Margin of Error
Total:	43,051	+/-2,662
With cash rent:	40,811	+/-2,612
Less than \$100	514	+/-309
\$100 to \$149	205	+/-266
\$150 to \$199	482	+/-284
\$200 to \$249	962	+/-910
\$250 to \$299	808	+/-587
\$300 to \$349	1,085	+/-516
\$350 to \$399	2,723	+/-1,024
\$400 to \$449	2,626	+/-945
\$450 to \$499	4,215	+/-1,217
\$500 to \$549	4,896	+/-1,196
\$550 to \$599	3,736	+/-1,440
\$600 to \$649	2,840	+/-970
\$650 to \$699	2,983	+/-920
\$700 to \$749	1,880	+/-752
\$750 to \$799	1,854	+/-714
\$800 to \$899	2,252	+/-932
\$900 to \$999	1,663	+/-676
\$1,000 to \$1,249	2,641	+/-1,295
\$1,250 to \$1,499	1,576	+/-685
\$1,500 to \$1,999	755	+/-590
\$2,000 or more	115	+/-137
No cash rent	2,240	+/-750

Source: American Community Survey page; U.S. Census Bureau website

Workforce Housing at FSU: A Feasibility Study

Table 3.5 illustrates 2005 Gross Rents in Tallahassee. This data indicates the range of rents paid by Tallahassee's renters, inclusive of utilities.

Table 3.5 ACS 2005 Gross Rents for Tallahassee

	Estimate	Margin of Error
Total:	43,051	+/-2,662
With cash rent:	40,811	+/-2,612
Less than \$100	0	+/-301
\$100 to \$149	102	+/-123
\$150 to \$199	288	+/-261
\$200 to \$249	456	+/-307
\$250 to \$299	101	+/-124
\$300 to \$349	148	+/-196
\$350 to \$399	1,419	+/-1,049
\$400 to \$449	1,480	+/-655
\$450 to \$499	1,873	+/-664
\$500 to \$549	2,387	+/-828
\$550 to \$599	2,822	+/-1,039
\$600 to \$649	3,156	+/-1,010
\$650 to \$699	4,116	+/-1,282
\$700 to \$749	3,371	+/-1,413
\$750 to \$799	3,242	+/-1,089
\$800 to \$899	3,994	+/-1,094
\$900 to \$999	3,977	+/-1,232
\$1,000 to \$1,249	2,804	+/-831
\$1,250 to \$1,499	2,763	+/-1,320
\$1,500 to \$1,999	2,197	+/-853
\$2,000 or more	115	+/-137
No cash rent	2,240	+/-750

Source: American Community Survey page; U.S. Census Bureau website

The data, though illuminating the range of rents paid, are not used in this study's analysis of rental housing affordability because they are limited by a large margin of error and do not offer an average rental price to compare household incomes to. Both data sets have a margin of error value of 90 percent. This can be interpreted to mean that there is a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. The data is also not divided by housing size (number of bedrooms), limiting this study's ability to truly understand what FSU's workforce population is forced to pay.

Workforce Housing at FSU: A Feasibility Study

This study further examined local rental rates by conducting a review of rental quotes provided by apartments advertising in the *March/April 2006 Tallahassee Apartment Finder*. This publication provides a breakdown of all apartments' current rental rates for each unit type (see Appendix C.3). This study collected that data and calculated average (not median) rents, as shown in Table 3.6. This review excluded apartment complexes that almost exclusively targeted university students, as indicated in their ad, or that provided individual leases only because these rents would skew the actual rents that would likely be paid by FSU's workforce.

Table 3.6 Current Average Rents in Tallahassee by Unit Size

	Studio	One-bedroom	Two-bedroom	Three-bedroom	Four-bedroom*
AVERAGE	\$478	\$651	\$752	\$914	\$899

*Only one apartment complex that was not targeted towards university students had 4-bedroom units, so the average is not truly representative and is not used in the following rental affordability analysis.

Source: *March/April 2007 Tallahassee Apartment Finder*.

Analysis of FSU Workforce Survey Responses

The study's survey, described in Chapter 2, supplied pre-taxed household income data for all respondents (See Table 3.7). Note that there is a potential for underestimated incomes as the higher paid faculty were underrepresented in the survey results, but the data still proves useful in understanding the incomes of the more financially constrained FSU workforce population.

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Table 3.7 Survey Respondents' Household Incomes Before Taxes

Household Income Before Taxes	Number	Percent of Total
Less than 20,000	5	3%
20,000-29,999	25	14%
30,000-39,999	22	12%
40,000-49,999	11	6%
50,000-59,999	11	6%
60,000-69,999	17	9%
70,000-79,999	16	9%
80,000-89,999	10	5%
90,000 or more	60	33%
Missing	7	4%
Total	184	100%

Source: Florida State University Faculty and Staff Housing Survey, Spring 2007

Tables 3.8 and 3.9 examine the ability of these respondents to afford housing (owned and rented) in the Tallahassee area based on 2006 median home price and average rent. As discussed earlier, the 2006 median home sales price was \$177,600. Average rent in Leon County was \$651 for a one bedroom, \$752 for a two bedroom, \$914 for a three bedroom and \$899 for a four bedroom apartment. Studio or efficiency apartments were not analyzed in terms of affordability, because the survey responses did not indicate a desire for this type of dwelling.

Only 64 percent of survey respondents could afford the median home or 114 of 177 survey respondents. When generalized to the entire FSU workforce population of 6,074, that would be 3,887 FSU workers who would be able to afford the median home in Tallahassee. Eighty-three percent or 147 of 177 survey respondents could afford the city's average rental rate for a two-bedroom apartment. When generalized to the entire FSU workforce population (6,074 employees), 5,041 of them would be able to afford the average rent on a two bedroom apartment in Tallahassee. Likewise, 2,187 employees can not afford the median home and 1,033 could not afford the average two-bedroom rent. Both analyses indicate there is a substantial population unable to adequately afford housing.

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Table 3.8 Survey Respondents' Ability to Afford Housing in Leon County

Household Income Before Taxes	Number	Percent of Total	Affordable Home Price to Income Group*	Able to Afford 2006 Median Home Price of \$177,600 in Tallahassee?	Number of FSU Employees Who Can Afford Median Home
Less than 20,000	5	3%	Less than 60,000	N	N/A
20,000-29,999	25	14%	60,000-89,997	N	N/A
30,000-39,999	22	12%	90,000-119,997	N	N/A
40,000-49,999	11	6%	120,000-149,997	N	N/A
50,000-59,999	11	6%	150,000-179,997	Y	11
60,000-69,999	17	10%	180,000-209,997	Y	17
70,000-79,999	16	9%	210,000-239,997	Y	16
80,000-89,999	10	6%	240,000-269,997	Y	10
90,000 or more	60	34%	270,000 or more	Y	60
Total	177	100%			114
Percent					64%

*Assumes national standard of applying three times your household income to housing
 Source: Florida Housing Coalition and Florida State University Faculty and Staff Housing Survey Spring 2007

Table 3.9 Survey Respondents' Ability to Afford Rental Housing in Tallahassee

Household Income Before Taxes	Number	Percent of Total	Monthly Pay Before Taxes	Able to Afford Current Average Rent?*			Number of FSU Employees Who Can Afford Average Rent for a Two Bedroom**
				One bedroom at \$651	Two Bedroom at \$662	Three Bedroom at \$749	
Less than 20,000	5	3%	Less than 1,667	N	N	N	N/A
20,000-29,999	25	14%	1,667-2,500	Y	N	N	N/A
30,000-39,999	22	12%	2500-3,333	Y	Y	N	22
40,000-49,999	11	6%	3,333-4,167	Y	Y	Y	11
50,000-59,999	11	6%	4,167-5,000	Y	Y	Y	11
60,000-69,999	17	10%	5,000-5,833	Y	Y	Y	17
70,000-79,999	16	9%	5,833-6,667	Y	Y	Y	16
80,000-89,999	10	6%	6,667-7,500	Y	Y	Y	10
90,000 or more	60	34%	More than 7,500	Y	Y	Y	60
Total	177	100%					147
Percent							83%

*Data obtained from review of local apartment rental rates (See Appendix D.1 for further detail); average rent for four-bedroom units not applicable.

**Analyzed two-bedroom affordability because that is the most desired unit size per the survey responses.

Source: March/April 2007 Tallahassee Apartment Finder and Florida State University Faculty and Staff Housing Survey, Spring 2007

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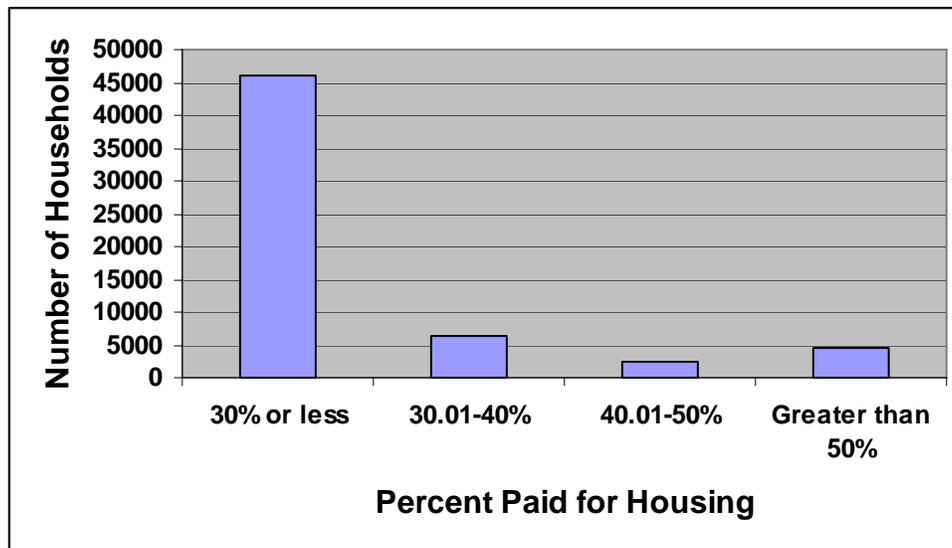
Shimberg Center for Affordable Housing Data Analysis

The Shimberg Center bases affordable housing needs on the number of “cost-burdened” households, which are those that pay more than 30 percent of income their for rent or mortgage costs (See Figures 3.8 and 3.9).

In 2005, 13,434 Leon County households, or 23 percent of those included in the Shimberg Center’s Florida Housing Data Clearinghouse and excluding those occupied by university students, paid more than 30 percent in mortgage costs. By comparison 28 percent of statewide households are cost-burdened (Shimberg Center, n.d.).

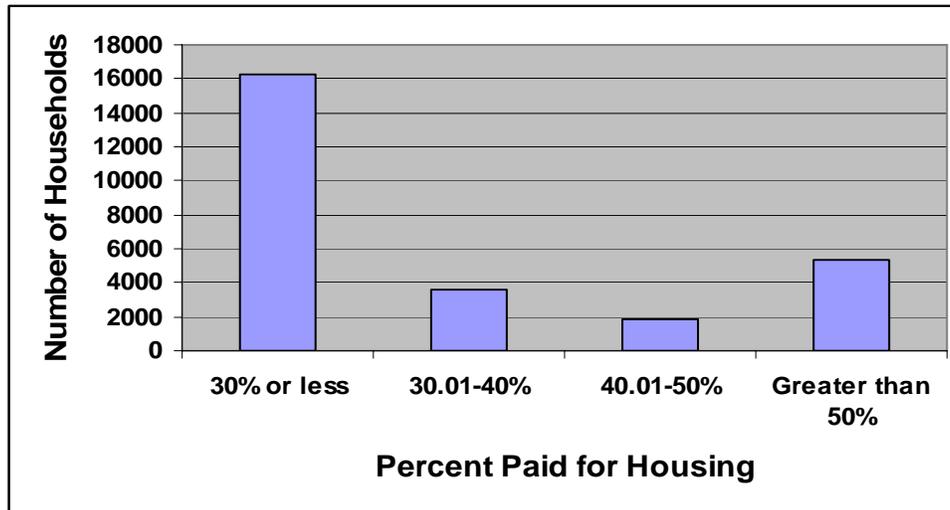
In 2005, 10,829 Leon County households, or 40 percent of those included in the Shimberg Center’s Florida Housing Data Clearinghouse and excluding those occupied by university students, paid more than 30 percent in rental costs (Shimberg Center, n.d.).

Figure 3.8 Owner-Occupied Households by Cost Burden in Leon County, 2005



Source: Shimberg Center for Affordable Housing at the University of Florida

Figure 3.9 Renter-Occupied Households by Cost Burden in Leon County, 2005



Source: Shimberg Center for Affordable Housing at the University of Florida

Other Factors Affecting Housing Options for FSU Employees

This study reviewed the City of Tallahassee's Inclusionary Zoning Ordinance and analyzed its implications for FSU's workforce below.

The following are the main features of the ordinance, as stated on the City of Tallahassee's Workforce/Inclusionary Housing webpage (Tallahassee-Leon County Planning Department website):

- Applies to new developments in specified locations within the City of Tallahassee
- At least 10 percent of the housing units in the development must be priced at no higher than \$159,378 and sold to eligible households or 15 percent of the housing units must be rented at affordable rates and rented to eligible households
- A variety of development incentives, including a 25 percent density bonus, design flexibility, and transportation concurrency exemption are available in exchange for providing the inclusionary housing
- When inclusionary housing becomes a mandatory requirement on October 1, 2005, the requirements will apply to all developments of 50 or more housing units in applicable areas

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The following are the program's eligibility requirements (Tallahassee-Leon County Planning Department website):

- 1 person household: annual income between \$28,675 and \$40,975
- 2 person household: annual income between \$32,765 and \$46,805
- 3 person household: annual income between \$36,360 and \$52,670
- 4 person household: annual income between \$40,950 and \$58,500
- 5 person household: annual income between \$44,235 and \$63,195
- 6 person household: annual income between \$47,520 and \$67,890
- 7 person household: annual income between \$50,775 and \$72,525
- 8 person household: annual income between \$54,060 and \$77,220

The proposed project site has not been identified by the city as an area that is required to provide inclusionary housing within new developments, likely because it is land owned by the university.

The inclusionary housing ordinance will provide more affordable housing for FSU's workforce as it is implemented.

3.3 Findings

Finding 3.3.1: While the statuses of enrollment and employment have both changed since 2000, each has had a different rate of change. The rates of change for FSU's employment and enrollment data sets only boast nearly identical rates of growth for the years 2000 to 2001. Enrollment had a rate of 8.44 percent while personnel had a rate of 8.50 percent growth. The initial assumption of the relationship between enrollment and employment was that FSU enrollment and FSU employment were not increasing at the same rates. From the investigation of the observed data, as enrollment increased, the rate of growth for enrollment also increased; however, this is not true for employment.

Finding 3.3.2: The best fit curve from each of the data sets was the geometric curve. The CRV for the geometric curve for the enrollment data set is 137.0; the MAPE was 1.53 percent. The CRV and MAPE are 137 and 1.53 percent respectively, for the student per faculty data. In the case of the personnel data, the CRV was 95.8 while the MAPE was 2.27 percent.

Finding 3.3.3: The collected housing data illustrate there is a shortage of affordable housing in the Leon County/Tallahassee area and surrounding counties.

FSU workers with a household income below \$50,000 are unable to afford the median home in Leon County. Those earning below \$30,000 are also unable to afford the median rent in Leon County.

Those able to own housing represent 64 percent of the survey respondent's population.

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Those able to rent housing represent 83 percent of the survey's respondent population. Assuming the household incomes of survey respondents are representative of the household incomes of all FSU employees 3,887 of FSU's current workforce would be able to afford the median home in Tallahassee. Assuming the household incomes of survey respondents are representative of the household incomes of all FSU employees, 5,041 of FSU's current workforce would be able to afford the average two-bedroom rent in Tallahassee. Likewise, 2,187 FSU employees are unable to own the median home in Tallahassee and 1,033 are unable to rent the average priced apartment in Tallahassee.

The Shimberg Center's data and analysis supports the finding that there is a shortage of affordable housing for FSU's workforce population on an aggregate level and further illuminates the fact that FSU's workforce is competing for limited affordable housing.

More affordable housing options are anticipated with the continued implementation and of the City's Inclusionary Housing Ordinance.

3.4 References

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4. Workforce Housing Programs at American Universities

4.1 The Case Study Approach

Housing affordability in the university setting has recently gained notoriety as a very real problem for universities across the country. While the focus has traditionally been on providing students with housing options, faculty and staff needs have recently been pushed to the forefront of workforce housing programs (Velasco & Rudell, 2006). With median home prices rising at a higher rate than median salaries, many universities are beginning to realize the importance of providing faculty and staff affordable living options. The components of university faculty and staff housing have become “intertwined like never before” (Velasco & Rudell, 2006, p. 28). As such, universities must contend with a host of issues relating to the design, implementation and management of a workforce housing project. Preston Allen, executive director of Housing and Residence Life at California Polytechnic Institute, claims the most difficult aspect of the planning process was to answer fundamental questions such as who manages the property, what type of amenities and real estate, and perhaps most importantly, to whom will the housing be available to? (Velasco & Rudell, 2006). Understanding the issues and forces that guide these decisions is paramount to the success of a workforce housing project at FSU. The case study approach offers insight into how other universities have addressed these issues.

The purpose of this case study is to analyze workforce housing programs at other American universities and apply those lessons to the FSU context. The goal is to find common patterns across the selected case studies that may enhance the team’s own analysis of workforce housing at FSU and may lead to specific recommendations for implementing workforce housing on Tallahassee’s Southside. These recommendations will address a variety of housing related issues but will ultimately answer the question: what are reasonable workforce housing practices in other universities and are those experiences transferable to the FSU context? The case study objectives include: identifying the appropriate universities, collecting data, analyzing that data and developing a set of recommendations based on the findings of the case study.

4.2 Methodology

The selection process is perhaps the single most important step in constructing an effective and legitimate case study. Understanding the process and reasoning behind the university selections is absolutely necessary for the development of the final recommendations. The following is a discussion of the steps taken in selecting the case study universities and performing the case study research.

4.2.1 Unit of Analysis

The unit of analysis being researched for this case study is *university workforce housing programs*. This is defined as workforce housing programs sponsored by the university that are intended for its employees. University workforce housing programs were selected as the unit of analysis because that is what is being researched for FSU. Making university workforce housing programs the unit of analysis allows for comparisons across universities because the studied unit is not the university itself, but the university's workforce housing program. This allows for not only a study of just the university's workforce housing program but also for transferability to FSU's potential workforce housing program. The recognition of university workforce housing programs and the existence of multiple programs ensure the external validity of the case study. The existence of university workforce housing was proven by the discovery of universities that have university workforce housing programs. Once the unit of analysis was determined, the next step was the case selection.

4.2.2 Case Selection

The first step in case selection was case identification. This process entailed an investigation of which American universities sponsored workforce housing programs. This data was compiled using internet search engines and university websites. The major source of data as to whether or not universities had a faculty and staff housing program was found through each university's housing or human relations websites.

Upon completion of the investigative process, 22 university sponsored workforce housing programs were found (See Table 4.1). While all regions of the country were represented, 10 out of 22 universities that had a workforce housing program were located in California. The reason that a high number of university sponsored workforce housing programs were located in California is that the University of California Board of Regents (See Appendix C) and other governing bodies have enacted policies that require all member universities to examine and implement workforce housing programs.

After each university's workforce housing program was identified and researched, a four-step screening process was applied to select only workforce housing programs that were applicable and would provide transferable data to the study. The creation of the screening process did not involve the project's client COPC, but did take into account the parameters of FSU's potential workforce housing project. FSU's potential project is to be targeted primarily towards low-income university staff members. The first screening question that the university workforce housing programs went through was whether they provided their workforce housing for both faculty and staff. While FSU is mainly interested in staff housing, faculty members are also a key member of the FSU community. Requiring that the programs for this case study provide housing for both faculty and staff also aids in ensuring the transferability to FSU's potential program. Due to the similarities in program eligibility that the first screening question ensures, the case

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study programs that make it through the first screen will provide transferable data in terms of eligibility to FSU's potential program.

The second screening question that was used was housing tenure. FSU's program will provide rental units to its residents. The tenure screen was used to ensure that all university workforce housing programs that are used in the case study provide rental units for its residents. This screen also improves the transferability of the data due the screen ensuring that the remaining programs have provided housing for both faculty and staff and have a rental tenure structure.

Length of allowable tenancy was the third screen used to determine the case study university workforce housing programs. The potential program at FSU will provide permanent housing for its residents. In order to ensure that the case study programs will be similar to FSU's potential program and to ensure the transferability of the results, this third screen will be used to eliminate any temporary housing programs. At the completion of this screen, only university workforce housing programs that were eligible to both faculty and staff, provided rental units and provided more than just temporary housing remained from our original pool of 22 university workforce housing programs.

The fourth screen that was applied used the public/private status of the universities themselves. FSU is a public university and in order to ensure similarities with not only the workforce housing programs but also the universities themselves, any university that will be included in the case study must be a public institution. Public universities rely mainly on governmental and bond financing to construct most of their facilities while private universities funding comes mainly from private donations.

After the application of the screens, only four university workforce housing programs provided housing for faculty and staff, provided rental units, provided permanent housing units and public institutions. These four universities and their workforce housing programs were University of California Davis (UC Davis), University of California Santa Cruz (UC Santa Cruz), California State University-Northridge (CSUN) and University of Iowa (UI). These four schools were not only selected because they made it through the four step screening process, they were also chosen because the screening process ensured that these universities and their housing programs would provide valid transferable data and experiences to FSU and its potential housing program.

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Table 4.1: Complete Listing of Preliminary University Workforce Housing Research

University	Eligibility	Tenure Type	Tenure Length	Public/Private Status
California Polytechnic University- San Luis Obispo	All Faculty and Staff	None	None	Public
California State University Fullerton	All Faculty and Staff	Owner	Permanent	Public
California State University Northridge	All Faculty and Staff	Rental/Owner	Two Years	Public
Michigan State University	Only Union Members	Rental	Three Years	Public
Mississippi State University	All Faculty and Staff	Rental	One Year	Public
Pepperdine University	All Faculty and Staff	Rental/Owner	Permanent	Private
Princeton University	All Faculty and Staff	Rental	Permanent	Private
Stanford University	Only Faculty and Executive Staff	Rental	Permanent	Private
University of California Davis	All Faculty and Staff	Rental/Owner	Permanent	Public
University of California Irvine	All Faculty and Staff	Owner	Permanent	Public
University of California San Diego	All Faculty and Contracted Staff	Rental	Permanent	Public
University of California Santa Barbara	All Faculty and Staff	None	None	Public
University of California Santa Cruz	All Faculty and Staff	Rental/Owner	Permanent	Public
University of Chicago	All Faculty and Staff	Rental/Owner	Permanent	Private
University of Iowa	All Faculty and Staff	Rental	Two Years	Public
University of Michigan	50% FTE is required	Rental	Permanent	Public
University of Minnesota	All Faculty and Staff	Rental	Faculty Permanent, Staff One Year	Public
University of North Dakota	Individual Qualifications Determined by Administration	Rental	Permanent	Public
University of Pittsburgh	All Faculty and Staff	Rental	One Year	Public
University of Virginia	All Faculty and Classified Full-Time Staff	Rental	Permanent	Public
University of Wisconsin-Milwaukee	All Faculty and Staff	None	None	Public

Sources: www.calpoly.edu, www.fullerton.edu, www.csun.edu, www.msu.edu, www.msstate.edu, www.pepperdine.edu, www.princeton.edu, www.stanford.edu, www.ucdavis.edu, www.uci.edu, www.ucsd.edu, www.ucsb.edu, www.ucsc.edu, www.uchicago.edu, www.uiowa.edu, www.umich.edu, www.umn.edu, www.und.nodak.edu, www.pitt.edu, www.virginia.edu, www.uwm.edu

4.2.3 Case Study Research

All research conducted for the cases were based on a case study protocol (Appendix C). The protocol provided planners with questions that need to be addressed and answered about all university workforce housing programs being researched. The case study protocol design was based on Robert Yin's recommendations from the second edition of *Case Study Research: Design and Methods*. The sources that were used to answer the protocol questions included personal interviews, university websites, university master plans and municipal codes. The use of multiple sources to obtain information also serves to ensure the construct validity of the data gathered from the case study. Construct validity was ensured in this study by conducting interviews with members of university housing programs and property management firms, using internet based journals, university websites and printed materials for every university workforce housing program studied.

The protocol not only required that the same questions be applied to all university workforce housing programs studied, it also ensured the reliability of the study. The protocol forced the same questions to be asked of all workforce housing programs, thus ensuring that the study can be replicated by any individual on any university sponsored workforce housing program.

After all of the case study research was completed, an analysis of the collected data was performed. The form of data analysis that was used in this case study was pattern matching. Pattern matching was selected based on Robert Yin's recommendations in his second edition of *Case Study Research: Design and Methods*.

4.3 University Workforce Cases

The following are the data collected from each of the four universities. The data was found through a mixed method of data collection including university documents, personal interviews, video, newspaper articles, and municipal code. Collection of the data followed the process outlined in the case study protocol. The case study formatting is modeled after the Urban Land Institute's case study of the National Association of Realtors Office in Washington, D.C.

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4.3.1 UC Davis: West Village Neighborhood

Project Type

In the fall of 1999, UC Davis proposed in its Long Range Development Plan (LRDP) an on-campus, fully integrated neighborhood that offered affordable housing for faculty, staff and students named the West Village Neighborhood. Using UC Davis' original workforce housing development, Aggie Village, as a model for development West Village was designed as a new-urbanist community that would strengthen the university's sense of community. The proposal was accepted in 2003 by the California Board of Regents (see Appendix C-2) as well as the West Village Neighborhood Master Plan (NMP). Whereas the LRDP set generalized policy and goals for the development, it was the NMP that established a much finer level of design and implementation standards for West Village.

Location

Urban. Davis, California

Site Size

224 Acres

Land Uses

Mixed-Use Residential, Commercial, Institutional

Address

Due to the development being a neighborhood plan, there is not a singular address. The address for the department that is in charge of the development is:

Office of Resource Management and Planning
University of California, Davis
376 Mark Hall
One Shields Avenue
Davis, CA 95616

Property Owner

University of California, Davis
One Shields Avenue
Davis, California 95616

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Property Manager

Due to the development being a mixed-use neighborhood plan, there is not one singular property manager. Individual properties are owned and managed by the owner/occupant.

General Description

University of California Davis

Located in Davis, California UC Davis has an enrollment of over 30,000 and is a member of the University of California (UC) system (University of California Davis, 2006). The university is a major economic generator for the city and the region. In fact, UC Davis employs the second highest number of workers, 28,000, in the seven counties “capitol region” which includes Sacramento and Yolo County (University of California, Davis News Service, n.d.). UC Davis prides itself on progressive environmental programs, as well as a high ranking in educational quality and a rich quality of life. The university is experiencing pressures from the housing market. In fact, university officials have identified the lack of affordable housing as a major obstacle in attracting top students, professors and university staff (Jones, 2007). These difficulties are expected to increase as the number of student enrollment is expected to increase by 5,000 to 6,000 students through 2010 in accordance with the UC system-wide Master Plan. UC Davis plays a large role in influencing the direction of growth within the region.

Davis, California

Davis is a university-oriented community with a population of nearly 64,500, located in Yolo County, California. Eleven miles west of California’s capitol, Sacramento, Davis is located within hours of pristine environmental and world-class recreational opportunities. The city is internationally known for its focus on progressive social and environmental programs. City residents enjoy a high quality of life including ample environmental programs, parks, bicycle paths, a record number of per capita bicycles and a high level of educational opportunities (City of Davis, 2007). The high quality of life coupled with a slow growth approach to development has lead to a very expensive Davis housing market; consider that in 2005 the median home value was \$600,000 (Jones, 2007). With average salaries remaining relatively constant, city residents are beginning to feel the pressure of expensive housing costs.

University of California Davis’ Faculty and Staff Housing Program History

While West Village is going to be UC Davis’ largest and newest workforce housing development, the university began its housing program in 1997 with the completion of Aggie Village. Aggie Village was a project intended to address the university’s growth, particularly offering faculty an affordable housing option. Adjacent to both the campus and downtown Davis, Aggie Village is a centrally located neighborhood that strengthens

the community atmosphere of both the university and the city. The project consists of 21 single family units and 16 duplex units. Seventeen of the 21 single family units have a small, one bedroom cottage in the rear of the property; this is intended as an accessory unit and can be rented for the homeowner's personal gain. Aggie Village consists of only for-sale properties and is primarily intended for the recruitment and retention of faculty and senior management but not other university staff (University of California Davis Office of Resource Management and Planning, 2006).

The Site

The land that West Village is being developed on was purchased by UC Davis in the 1950's for use as a field teaching and research site. This land was chosen due to its flat topography. The West Village site was ideal for agricultural research due to the generally hot and dry summers and mild and wet winters. West Village's site is ideal for providing natural ventilation due to the phenomenon known as the "delta breeze". The "delta breeze" is a southwesterly wind that occurs in the afternoon and evening hours that provides a cooling effect in the region.

Picture 4.1: West Village Site



Source: University of California, Davis, 2007

Prior to the beginning of construction, the only building on-site was the Heidrick Western Center for Agricultural Equipment. This building served as a glorified equipment shed. Related to the agricultural field teaching, the site currently has two large agricultural wells and the associated irrigation infrastructure.

The lands that surround the site are used for multiple purposes. To the north of the site the predominant use is single-family residential. The areas east of West Village's site include the central UC Davis campus, student housing, agricultural teaching and research fields, and academic and administrative buildings. The lands to the south and west of West Village's site are predominantly large teaching and research fields.

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Development Process

Forces of Development

Davis' high quality of life and concerted effort to slow development has led to a sharp rise in the housing market. Home prices in Davis have almost tripled in average home value from \$243,000 in 2000 to \$600,000 in 2005 (Jones, 2007). Further upward pressure on the housing market is expected with the projected growth of the UC Davis campus of 5,000 to 6,000 new students and more than 500 new faculty and staff by 2010 (Moore, Iacofano, Goltsman, Inc, 2003a).

The university has particular problems with the recruitment of top caliber faculty and staff as a direct result of the city's housing market. Pat Turner, the Interim Dean of the Humanities of Art and Cultural Studies has pointed to the high housing costs as the "single biggest deterrent" to attracting top faculty from around the country and that its "very distressing" that housing issues are the reason many students and faculty are choosing other universities (Jones, 2007). Even those who do choose employment at UC Davis and are generally aware of the high living costs are surprised at the housing market. Annette Spicuzza, the recently hired Police Chief at UC Davis, experienced "sticker shock" when trying to find a home within the Davis city limits and concluded that she simply could not purchase a home in the city even with her "generous" salary (Jones, 2007).

The university used experiences like Spicuzza's and other's to guide the development of the NMP. The document identifies two driving forces for the need of affordable housing at UC Davis (Moore, Iacofano, Goltsman, Inc, 2003b).

- As part of larger University of California system, the UC Davis branch is expecting system-wide growth as set forth in the State of California's Higher Education Master Plan.
- Given the tension between growth in student enrollment and a lack of residential capacity under the City of Davis General Plan, the university is worried that it may lose its sense of community. This would have a twofold affect: 1) it becomes more difficult for the university to attract and retain top level faculty and staff 2) it strains the relationship between the university and the city.

West Village's Development Process

Physical development at UC Davis or any one of the eleven UC universities is guided by the university's LRDP. The plan sets policy for university land-use as well as proposing relevant projects for the development of the campus. UC Davis' latest update of the LRDP mandated that the university address affordable housing issues in anticipation of a significant enrollment growth rate through 2010. (Moore, Iacofano, Goltsman, Inc, 2003a).

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The first step in West Village's development was acceptance of UC Davis' West Village proposal by both the LRDP and NMP. West Village's development proposal was accepted in 2003. The next step to implement the project was to select the primary developer for Phase I. The university issued a public Request for Qualifications (RFQ) which sought "a creative development partner to work collaboratively with the campus to refine the plan into specific designs and build the neighborhood." (University of California Davis, 2004, p. 3). This document established the criteria for developer selection, submittal requirements and business arrangements, as well the university's goals and objectives.

In the spring of 2005 UC Davis, and more specifically, the Office of Resource Management and Planning (ORMP) selected the West Village Community Partnership as the primary developer for Phase I. John Meyer, UC Davis vice chancellor for resource management and planning, sums up the university's choice thusly, "West Village Community Partnership represents the sort of innovative and experienced leadership that will make the West Village neighborhood an asset to the campus and greater Davis community, and a true model for the region." adding, "This team has developed some fine examples of mixed-use urban development, similar in scale and form to what is envisioned at West Village." (University of California News Service, 2005, paragraph four).

The partnership consists of a joint venture— Davis LLC of Denver and Carmel Partners Inc. of San Francisco; the project manager is Will Fleissig, a former planning director for the city of Boulder, Colorado. Working for the partnership is a host of architects, urban designers, landscape architects and contractors.

Planning and Design

The planning and design of West Village is separated into three major categories; scale, proximity to campus and dwelling unit type. These three elements are serving to guide the construction of the development.

Development Scale

Given the large scale of the development, 1,552 total units, the university has planned for a three tiered development schedule divided into Phases I, II and III. Most pertinent to this analysis is Phase I which calls for the construction of the faculty and staff housing as well as a mix-use center. Phase I will contain a total of 837 units. The implementation of Phases II and III will be contingent upon several factors such as financial feasibility, timing and availability of land, and actual realized growth. Phases II and III are planned to contain 550 and 165 units respectively. Phase I construction began construction in 2004 and Phase III, as currently planned assuming all growth models are correct, is targeted to finish in 2016.

Proximity to Campus

The West Village development is located just west of State Route 113 on campus. The area is south of Russell Boulevard and north of Hutchison Drive. The development borders both the city of Davis and the UC Davis West campus. One of the main reasons UC Davis chose this site to develop was that it was on campus. Having the development on campus was important to UC Davis because it not only gave the residents close access to their places of work; it also made the West Village development on State of California land. (Moore, Iacofano, Goltsman, Inc, 2003b).

The Dwelling Units

In accordance with the phasing schedule, a mix of housing types will be constructed throughout the development's lifespan. The housing units that will be constructed include Main Street homes, street front homes, rear-lot cottages, townhomes and student housing.

Picture 4.2: West Village Main Street Homes



Source: University of California, Davis, 2007

Phase I includes the construction of 290 faculty and staff housing units, 485 student housing units and 65 mixed-use units. Phase II calls for the construction of 185 and 365 units respectively, while the only housing expansion in Phase III will be 165 student housing units. The university is planning at build out, completion of Phase III, that there will be a total of 475 Faculty and Staff units, 1,015 student housing units and 65 mixed-use units (Moore, Iacofano, Goltsman, Inc, 2003b). The university projects that a maximum of 291, or 60 percent, of the faculty and staff housing units will have rental capability. The following table (Table 4.2) highlights the housing options and the associated housing characteristics of each unit.

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Table 4.2: Summary of Housing Types (West Village Neighborhood)

	Faculty and Staff Detached House	Townhouse	“Mainstreet” House	Cottage
Description	Typically 1- 2 stories in height; may be up to 3 stories esp. if any level is being used for a rental	Typically 2 – 3 stories in height; some include separate rental units , either on top/bottom floor or above garage cottage	Only found on Mainstreet; 18 in total; typically 1 – 2 stories, may have 3 stories which includes rental units on the top/bottom floor	Rental units on the lot separate from primary units; consist of either stand-alone detached units in the rear, above garage units, or on one level of selected homes
Typical Unit Size	Avg. 1,500 – 2,200 sq. ft.	Avg. 1,200 – 1,600 sq. ft.	Avg. 2,000 – 2,500 sq. ft.	300 – 500 sq. ft.
Density	5.7 – 9.2 dwelling units/acre w/o cottage 7.6 – 12.2 w/ cottage	15 – 20 dwelling units/acre w/o cottage	4 – 6 dwelling units/acre w/o cottages 6 – 8 dwelling/acre w/ cottages	Approx. 60 percent of Faculty and Staff detached houses planned to have a cottage unit; also permitted on all single – family home lots
Lot Size	5,500 – 7,260 sq. ft.	2,400 - 3,500 sq. ft.	7,500 – 9,500	N/A

Source: Moore, Iacofano, Goltsman, Inc (2003b)

Amenities

UC Davis does not just provide housing and infrastructure in their West Village development; they also provide ten large-scale amenities. These amenities range from providing schools to constructing greenways. A list of supplied amenities is given below:

- **Mixed Use Center:** Serves the communities office, commercial, service and residential needs as well as holding civic and community events and functions

Picture 4.5: West Village Mixed Use Center



Source: University of California, Davis, 2007

- Central and Integrated Transit Green: Multimodal line that combines both formal and informal recreational opportunities
- Community Education Center: Provides land and building facilities for the Los Rio Community College and a satellite facility for the Davis Senior High School
- Village Square: Serves as a central public area for neighborhood events

Picture 4.6: West Village Square



Source: University of California, Davis, 2007

- Recreation Fields and Facilities: Open fields offering a wide range of recreational opportunities for residents
- Elementary School: Meets the need of neighborhood elementary school students in the Joint Unified School District
- Open Space: Provides West Village with habitat and residential buffers, pocket parks, greenways for drainage and bicycle/pedestrian pathways
- Bicycle and Pedestrian Friendly Neighborhood: Provides a high level of greenway connectivity to residential and commercial properties

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- Integrated Circulation: Integrates and accommodates multimodal transportation
- Public Safety Station: Provides for free medical, police and fire protection for neighborhood residents

Financing

Financing for West Village is obtained from multiple sources that are used for multiple uses.

Sources and Uses

One of UC Davis' approaches to funding the West Village Development is to leverage university resources with those from other sectors, namely those of private developers. The university felt that a private developer could design, construct and manage the development much more efficiently than the university. Central to this arrangement is the land-lease system in which ownership is never transferred, but leased to the homeowners using the developer as an intermediary. This system is contingent upon the developer's ability to strictly follow the guidelines set forth in a Master Ground Lease. This document has been outlined, but still remains to be detailed further as current negotiations are taking place between the university and the West Village Partnership.

The second funding source for the West Village development is also supplied by the university. As a method for off-setting some of the risk shouldered by the developer, the university agreed to finance a majority of the basic infrastructure for Phase I. The extent of this infrastructure includes: widening and extending the developments primary road, Hutchinson Drive, infrastructure for wastewater collection, storm water retention and draining, electricity, natural gas, and telecommunications (Office of Resource Management and Planning, 2004). The university's share of the cost is to total \$13 million, of which \$4.5 million will be accounted for by a share of West Village ground rents from the mixed-used facilities. UC Davis obtained the \$13 million from a revenue bond issued under the *University of California Revenue Bond of 1943*. In order for this revenue bond to be issued to UC Davis, the UC Board of Regents gave UC Davis what the precise use of the bond must be. In this case, the UC Board of Regents ordered that the bond only be used to finance \$13 million of infrastructure costs. The basic infrastructure project is projected to be completed by 2008-2009 (Office of the President, 2006). West Village Partnership is responsible for the remaining balance of the currently undetermined infrastructure costs. West Village Partnership will recoup these funding loses by receiving the full sales revenue on every housing unit sold and every retail units ground rent after the \$4.5 million owed to UC Davis. The university sees this shared funding structure as an effective tool for minimizing as much of the risk to both UC Davis and the West Village Partnership.

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Construction

UC Davis is planning on constructing the West Village development in three phases. Phase I construction began in 2004 with the clearing of land to prepare it for Phase I construction. The only phase that is concretely planning is Phase I. Phases II and III have the number of housing units already planned, but that number can change depending on demand from Phase I.

Marketing and Leasing

The occupancy policy for West Village is open to any UC Davis faculty or staff that meets both the requirements: 1) must be a full time employee and 2) must not own another home within the Davis Unified School District, other than in Aggie Village. While the initial requirements for living in West Village are relatively open, there is a qualifying a priority system that is divided into three pools. These classifications give a higher priority to certain faculty and staff based on number of criteria. The following table (Table 4.3) outlines which faculty and staff members are eligible, eligibility criteria, and the number of houses available.

Table 4.3: Faculty and Staff Priority Pools (West Village Neighborhood)

	Aggie Pool (Highest Priority)	Mustang Pool (Medium Priority)	Blue and Gold Pool (Lowest Priority)
Type of Faculty or Staff	'Ladder'-faculty who have recently been recruited and staff who have been hired through a national search; Also includes those who have a house in Aggie Village	All other faculty and staff, members of the Academic Federation	Same criteria as Mustang Pool but with certain financial conditions attached; Reserved for people with the lowest incomes
Number of Homes Available	145 or 50 percent	80 or 28 percent	65 or 22 percent

Source: Jones, Dave. (2006)

Management

The West Village development relies on a ground lease system that entitles the university to maintain ownership of the land while leasing it to the resident through the developer. These land leases last for 99 years at which point the owner of the house has the option of re-leasing the land. Upon resale, the owner will not benefit from any appreciation on the land, only the improvements he or she has made to the physical unit. The rental cottage

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units are similarly guided by the same restrictions. However, homeowners have the freedom to select occupants and set rental rates as they see fit.

More importantly however, is the resale cap implemented on the homes and the control it offers the university in maintaining an ambitious 30 percent below-market rate (Mohr, personal interview, February 23, 2007). Resale capping was a recommendation offered by an ad hoc committee made up of UC Davis deans and staff representatives. The ad hoc committee favored the need to provide housing opportunities over investment opportunities. A resale cap ensures that a homeowner selling his or her home may not fully benefit from the appreciation of the unit (Mohr, personal interview, February 23, 2007). As an alternative to the building's market value, the university tied the selling point to either the faculty salary index or the cost of living index (Jones, 2006); Mohr notes the exact details of this process are still being considered and no single indicator has been selected (personal interview, February 23, 2007).

This capping system will have significant impacts on the neighborhood housing market. John Yates, the Executive Director of Real Estate at UC Davis, comments that while the housing appreciation in the neighborhood won't fully mature in comparison to other communities, West Village homeowners will be relatively insulated from the ill effects of a down market (Jones, 2006). Furthermore, the revenue from the rental cottages is hoped to compensate, at least partially, the loss in housing appreciation.

Just as there are stringent guidelines for the reselling price, there are rules for who becomes eligible to purchase new homes. When a house is sold, the first eligible recipients are those who already own homes in West Village. This will provide for some flexibility to families who might need to make lifestyle changes such as downscaling and growth of family. The next eligible recipients are those put on the waiting list from the priority pools. If a homeowner is to leave the university, he or she has six months to sell their homes; retirees with more than ten years of employment are able to remain in the neighborhood (Jones, 2006).

4.3.2 UC Santa Cruz: Laureate Court

Project Type

Laureate Court is a 64 unit development that offers on-campus, rental and for-sale housing for UC Santa Cruz faculty and staff. The development is made up of 13 ownership units and 51 rental units, of which 13 of the rental units have been set aside for employees who meet certain income restrictions, more on this topic will be discussed in the Leasing section.

The Laureate Court development was not originally intended to serve the needs of the university. In 1992 the development was constructed as a for-profit, private development open to the public. Located across the street from the UC Santa Cruz campus, the rental units targeted mainly students but were open to anybody in the community. Meanwhile, the university's 1988 LRDP called for housing projects that would meet the growing demand for providing sufficient on-campus faculty housing under the assumptions that 1) building on-campus housing contributes to the overall Santa Cruz housing supply and may reduce the number of vehicle trips to/from campus and 2) on-campus housing is only cost effective and affordable if there is sufficient demand (Campus/Community Work Group, 2004). With these assumptions in mind and a clear growing need for on-campus housing, Laureate Court became an attractive option for the university in the late 1990's.

In 2003, the university purchased the development from Laureate Court Partners as well as annexing the three and half acre parcel on which the land was located (Burns, Jim, 2002). This decision was made by the California Board of Regents through their approval of the university's LRDP and implemented by university officials. The original developer of Laureate Court was deed restricted by the City of Santa Cruz to provide for a minimum number of income restricted units, at least 15 percent of the of total units as required by the city's Inclusionary Housing Code. That same restriction was carried through with the purchase of Laureate Court by UC Santa Cruz (City of Santa Cruz, 2004).

This purchase of Laureate Court was executed in conjunction with several other strategic development efforts, the most important of which was the renovation and conversion of rental to ownership units in a nearby university development named Hagar Court in 2002-2003. The excess proceeds from selling the 50 units would be used to reduce the debt financing of the Laureate Court purchase (University of California, 2002). To date, all Laureate Court rental units are occupied and all of the homeowner units have been purchased (Steve Houser, personal interview, Mar. 13, 2007).

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Location

Suburban. Santa Cruz, California.

Site Size

3.5 Acres

Land Uses

Residential

Address

700-752 Nobel Drive
Santa Cruz, California 95060

Property Owner

University of California Santa Cruz
1156 High Street
Santa Cruz, California 95064

Property Manager

University of California Santa Cruz
1156 High Street
Santa Cruz, California 95064

General Description

University of California Santa Cruz

Opened in 1965, UC Santa Cruz is a mid sized school of about 15,000 students and over 4,300 faculty and staff. The university is a member of the UC system. The university is divided into ten colleges, each with their own buildings and administration; all colleges are located on the UC Santa Cruz campus. The university has experienced tremendous growth in the past seven years, adding colleges Nine and Ten in addition to much needed on campus housing; this growth is expected to remain constant as outlined in the university's LRDP (Campus/Community Work Group, 2004). The university has also felt the effects of an expensive housing market, identifying housing affordability as a key issue for future growth and sustainability.

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City of Santa Cruz

A self proclaimed “beach town”, Santa Cruz, California is located on the northern part of the Monterey Bay roughly 30 miles south of San Francisco. Covering an area of roughly 12 square miles and a population of over 56,000, Santa Cruz is a small progressive California beach city that prides itself on its “hometown” feel. Much like many other California cities, Santa Cruz is an expensive area to live, particularly in terms of housing costs. High housing prices are due, in part, to the city’s limited available land and a strict growth management plan implemented in 1978. Santa Cruz has a very high cost of living index, 200, and a high median home value \$525,000 (Campus/Community Work Group, 2004).

UC Santa Cruz’s Faculty and Staff Housing Program History

In anticipation of future growth, UC Santa Cruz constructed several on-campus, residential faculty and staff developments. The first of which was in 1985 with Cardiff Court (50 townhomes), followed by Hagar Court (50 rental units converted to for-sale), Hagar Meadow (19 townhomes), Laureate Court (64 units), and the most recent Ranch View Terrace (45 units, expected to begin occupancy by summer 2007). All developments are managed by the university and all properties are retained by UC Santa Cruz in a land-lease system. (University of California Santa Cruz, 2007a)

The UC Santa Cruz case analysis will focus solely on the Laureate Court units. There are two reasons why Cardiff Court, Hagar Court, Hagar Meadow and Ranch View Terrace were not selected for analysis: 1) none offered rental units 2) their intent is not necessarily to remain affordable. Therefore, their consideration in the analysis is not appropriate in applying lessons or practices to FSU.

The Site

Laureate Court is situated on the outskirts of the UC Santa Cruz campus. The property borders both single-family and multi-family residences to its north, west and south. The development is bordered by the UC Santa Cruz entrance to its east. Laureate Court has access to the University Terrace Park diagonally across from the complexes entrance.

Picture 4.7: UC Santa Cruz's University Terrace Park



Source: C&R Management, 2000

Development Process

The development process for UC Santa Cruz's Faculty and Staff Housing Program was guided by the predominant factor in the California housing market, affordable housing. Housing affordability is not a new issue to the state of California, as the LRDP for UC Santa Cruz asserts, "As has been the case in most coastal (and other) communities like Santa Cruz, the cost of housing has increased faster than household income." (City of Santa Cruz, 2004, p. 3). This means that residents must pay a higher percentage of their income on housing costs, the standard method for measuring housing affordability. According to the 2002 Housing Element of the Santa Cruz Comprehensive Plan, the city has both a problem of housing overcrowding and housing overpayment, which is paying more than 30 percent of income on housing. In fact, 52 percent of all renters and 35 percent of homeowners are considered to be overpaying for their living arrangement. The university's LRDP cites these figures slightly higher at 56 percent and 41 percent respectively (City of Santa Cruz, 2002).

Most important to this analysis is how the local housing market is affecting the faculty and staff at UC Santa Cruz. Housing affordability has become a central issue in terms of the university's ability to attract and retain top caliber faculty and staff. William Scott, a former chemistry professor at Indiana University, moved to UC Santa Cruz years ago and still questions whether it was a financially sound move. In Indiana Scott's family of five was able to enjoy the space of a 3,000 square foot house; in Santa Cruz the family is squeezed into a two bedroom townhouse, with very few options to upgrade. Scott sums up the dilemma the university and its professors find themselves in, "It is a great scientific environment and I have the privilege of working alongside of some world-class colleagues, but it is asking a lot of my family to continue to live like this." (Gumz, 2004). Scott's story is not an isolated incident. Another candidate turned down a second interview citing that "My current salary compares to (making) \$170,000 in Santa Cruz... We are really done renting" (Gumz, 2004). In 2001 there was a faculty committee formed to address these very issues; their overriding conclusion was that a housing crisis

was in the making for the university. The committee's efforts produced some staggering findings:

- Nine out of ten candidates for computer science positions turned down the position citing housing as a principle factor.
- Three candidates who accepted a position accepted the job after temporary housing subsidies were provided *and* are considering leaving if they are unable to buy a home within the next few years.
- Currently there are 109 faculty names on the faculty and staff housing waiting list (includes all housing developments); in the next five years the university is expecting to hire 40 new faculty members a year. They anticipate that up to half of those new hires will request campus housing, driving up the waiting list figure to nearly 209. (Gumz, 2004).

Planning and Design

UC Santa Cruz did not plan or construct Laureate Court, so the planning element of the development is not applicable. However, the design of Laureate Court did play a large role in the selection of that development for inclusion in UC Santa Cruz's workforce housing program. In particular, the developments scale, proximity to campus and dwelling unit types helped to cement UC Santa Cruz's decision to purchase Laureate Courts.

Development Scale

Laureate Courts is a mid size development with 51 rental units and 13 for-sale units. The development can accommodate up to 92 partners/dependents. Although the individual development does not meet all UC Santa Cruz housing needs, it is part of a series of housing options provided by the university. The university does not plan on expanding the number of units in Laureate Courts (Campus/Community Work Group, 2004).

Proximity to Campus

The on-campus location of Laureate Courts lent itself as a prime candidate to be purchased for multiple reasons. First, annexing the land as campus property allowed the university to meet a primary goal stated in the LRDP which called for more "on campus" faculty and staff housing (Campus/Community Work Group, 2004). Second, the development's location allowed for a much easier integration of the university's bus system to provide Laureate Court residents ample public transit options. Both of these reasons played a large role in UC Santa Cruz determining that Laureate Courts was a strategic purchase for its workforce housing program.

The Dwelling Units

UC Santa Cruz offers four distinct types of dwelling units; standard one bedroom/one bathroom, “deluxe” one bedroom/one bathroom, two bedroom/one bathroom and two bedroom/two bathroom. The one bedroom apartment offers a standard arrangement with each unit containing a bedroom, bathroom, living room, kitchen, laundry room, dining room and patio. The “deluxe” one bedroom apartments offer the same rooms as the standard one bedroom. The “deluxe” one bedroom apartments are situated on the second floor of the building and they offer a large private outdoor deck. Both the two bedroom apartments share the same rooms, except for the two bedroom two bathroom apartment has an extra bathroom. (University of California, Santa Cruz, 2007c).

Amenities

Laureate Court provides all residents with a two-lane heated lap pool.

Picture 4.8: Laureate Court’s Pool



Source: C&R Management, 2007

UC Santa Cruz offers two main apartment amenities packages, furnished and unfurnished. The unfurnished apartments only offer residents a personal clothes washer and dryer, garbage disposal, stove/oven and telephone and cable access. Unfurnished two bedroom units also provide residents with lockable storage units. Two bedroom units on the second floor provide residents with a microwave. (University of California, Santa Cruz, 2007b).

Laureate Courts furnished apartments offer everything the unfurnished apartments does and more. The furnished units provide residents with:

- Furniture:
 - Dining Room Table and Chairs
 - Living Room Couch
 - Living Room Coffee and End Tables

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- Living Room Lamps
- Beds
- Dressers
- Bedroom Lamps
- Bedroom End Tables
- Cloth Goods
 - Blankets
 - Pillows
 - Sheets
 - Towels
- Kitchen Utensils
 - Plates
 - Flatware
 - Cups
 - Glasses
 - Pots
 - Pans
 - Cooking Utensils
 - Waste Cans

(University of California, Santa Cruz, 2007b).

Picture 4.9: Fully Furnished Apartment Unit (Owners Personal Effects Included)



Source: C&R Management, 2007

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Financing

Sources

There are two sources of funding for the purchase of Laureate Court. UC Santa Cruz, much like UC Davis, used revenue bonds to purchase this faculty and staff housing unit. UC Santa Cruz used a revenue bond issue by the UC Board of Regents.

A second source of funding is the revenue taken in from rents. This amount of this source changes from year to year as rental rates change.

Uses

The UC Board of Regents ordered that the bond issued to UC Santa Cruz for the Laureate Court development only be used for the purchase of Laureate Court. In the UC system, the Board of Regents has final say in how the bond monies are spent, and in this case the Board of Regents only approved the bond for use in the purchasing of Laureate Court.

As long as the bond debt remains outstanding, which it currently still is, the rental rates at Laureate Court will be set at levels that will provide excess net revenues to payback the debt service. If the income from the rental rates is not sufficient the university is sanctioned to use finances from the UC Santa Cruz Telecommunications reserve. All revenue from the rental units must be used to payback all debts accrued from the purchase of Laureate Court.

Purchasing

UC Santa Cruz used the revenue bond issue by the UC Board of Regents to purchase Laureate Courts. The property was originally owned by Laureate Court Partnership. The total purchase price for Laureate Courts was \$15 million. Laureate Court was purchased from the Laureate Court Partnership in 2003.

Marketing and Leasing

Marketing

UC Santa Cruz actively markets not only Laureate Court but all of their faculty and staff housing developments. The university has made its workforce housing program a major facet of its marketing strategy to attract and retain new faculty and staff members.

Leasing

Laureate Court's 51 units are the only faculty and staff rental housing options offered by UC Santa Cruz. The university is relying on the other previously discussed developments to provide a majority of the ownership opportunities. While rental residents of Laureate

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Court have no upper limitation on their length of occupancy, there is a maximum number of years from the date of hire that an employee can apply for residency; one year for ownership and two years for renters. This encourages the units to be used as “landing pads” for newly hired employees with the hope that they can find other more permanent housing. University officials believe this mix of rental to ownership units begins to address the housing goals and objectives set forth in the LRDP. (Steve Houser, personal Interview, Mar. 13, 2007).

Laureate Court offers seven different apartment options for rent. The titles and monthly rent of these units are listed on Table 4.4 below.

Table 4.4: Rental Types and Rate, 2006-2007 (Laureate Court)

Unit Size	Unfurnished per Month	Furnished per Month
1 Bedroom/1 Bath (BR/BA)	\$1,102	\$1,252
1 BR/BA Deluxe	\$1,206	\$1,356
1 BR “Low Income”	\$921	N/A
2 BR/1 BA	\$1,430	\$1,580
2BR/2 BA	\$1,482	\$1,632
2 BR “Manager” Unit	\$1,700	\$1,850
2 BR “Low Income”	\$1,038	N/A

Source: University of California, Santa Cruz, 2006

Lease Eligibility

Apartments and condominiums are open to all full time faculty and staff who meet the minimum requirements. The guidelines for meeting these requirements are outlined in the 2002 UC Santa Cruz Housing Access Policy, a framework developed by the Campus Welfare Committee (CWC). The CWC differentiates requirements for rental and ownership units at Laureate Court.

Rental candidates must be employed full time and apply within two years of their hire date; employees must at least remain part time to maintain the eligibility. Ownership candidates also must be employed full time but are required to apply within one year of their hire date. Once both rental and ownership candidates are deemed eligible, they are split into one of three categories 1) Academic Senate Members (a UC system-wide, appointed legislative body and group of faculty-lead committees) 2) Non-Senate Academics and 3) Staff (University of California, Santa Cruz, 2003). Upon resale of any owned condominium, the seller must offer the unit to a purchaser as established by the Chancellor and the prioritization system from the Housing Access Policy (The Regents of the University of California, 2003).

The 13 income-restricted units were part of the original development before it was purchased by the university; the deed restrictions carried over to the university with the

purchase of the development. Income-restricted eligibility is decided upon by the Chancellor individually as set forth by the City of Santa Cruz (City of Santa Cruz, 2004). The implementing legislature for these restrictions is found in section 24.16 of the City of Santa Cruz Municipal Code. Income eligibility is a function of household income as a percentage of the area median income pursuant to section 24.16.205, with very low income is defined as 50 percent and low income is defined as 70 percent. To date, there are 109 residents on the waiting list for all Laureate Court rental units; this figure is expected to grow with the expansion of university enrollment. (Steve Houser, personal interview, 2/19/2007).

Management

UC Santa Cruz has an Office of Faculty and Staff Housing division under the Colleges and University Housing Services (CUHS). The Faculty and Staff Housing division was originally guided by the university's 1988 LRDP that designated 16 acres for faculty housing near the main campus. The division has recently played an integral role in the development of faculty and staff housing policy for the latest update of the LRDP. The Faculty and Staff Housing team, which consists of four members, oversees all management aspects of Laureate Court including includes fiscal management, application processing, resident relations and repair/maintenance. (University of California, Santa Cruz, 2006).

Additionally, there is a Laureate Court Homeowners Association that governs the 13 ownership condominiums. The role and level of power asserted by the Association is minimal given it only represents 20 percent or 13 of the 64 units. The university has control of the remaining 51 units and therefore a majority voice in all major decisions related to the development. The Homeowners Association would gain more control if the university chose to sell their rental units, but the university has no inclination to do so in the near future (Steve Houser, personal interview, 2/19/2007).

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4.3.3 California State University-Northridge: College Court

Project Type

Constructed in 1982 and purchased by The University Corporation (TUC), College Court Townhomes, located the Northridge community of Los Angeles, California, currently serves as CSUN's faculty and staff housing complex. According to the Los Angeles County GIS system, College Court occupies 1.7 total acres (Los Angeles County Department of Regional Planning, 2007). The project consists of one 36 unit townhome complex. TUC currently owns and operates 31 of the 36 units in the building for CSUN's Faculty and Staff Housing Program. The project is only eligible for use by CSUN faculty and staff members.

Location

Urban. Northridge, Los Angeles, California.

Site Size

1.7 acres

Land Uses

Residential

Project Address

18411 Plummer Street
Northridge, California

Project Owner

The University Corporation
18111 Nordhoff Street
Northridge, California 91330-8309

Project Manager

Westcom/MEM Management Services
20631 Ventura Boulevard
Suite 202
Woodland Hills, California 91364

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General Description

California State University-Northridge

Established in 1958, CSUN has an enrollment of over 33,000 and employs over 4,000 faculty and staff members, making it one of the largest universities in the California State University (CSU) system (California State University, Northridge, 2006a). The university offers education through its nine colleges, ranging from the Michael D. Eisner College of Education to the College of Health and Human Development. (California State University, Northridge, 2006b).

Northridge, Los Angeles, California

CSUN is located in the community of Northridge in Los Angeles County, California. The population for the Los Angeles County metropolitan region is 9.9 million as of the 2005 American Community Survey (United States Census Bureau, 2006). The community is located in the San Fernando Valley region in northern Los Angeles County. The area is plagued by high housing costs; median single family owner occupied household value is \$477,700 and a high cost of living index, 178.6 (Reply, Inc., 2007a; United States Census Bureau, 2006).

California State University-Northridge Faculty and Staff Housing Program History

CSUN's Faculty and Staff Housing Program began with the purchase of 25 units in the College Court townhome complex in 1995. Prior to then, the university had been investigating the potential creation of a workforce housing development. TUC and CSUN are currently investigating expanding their program through purchasing the remaining units at College Court, purchasing another rental only apartment complex adjacent to campus and constructing the ownership only Devonshire Down which will be discussed in a later section.

The University Corporation

TUC plays an important role on campus for CSUN. TUC is a non-profit organization that was established to serve the needs of the CSUN campus and student body. The corporation owns and operates the CSUN Matador Bookstore and the faculty and staff housing complexes. TUC also runs all food service operations on campus and is the organization that holds the licensing of all trademarked CSUN mascots and logos. (The University Corporation, 2007).

The Site

College Court Townhomes, located at 18411 Plummer Street, is composed of 36 townhome units. TUC, serving in its role as the owner and operator of CSUN's Faculty and Staff Housing Program, owns 31 of the units. These 31 townhomes are for use

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exclusively by CSUN faculty and staff members. The building was constructed in 1982 and sustained moderate damages from the 1995 Northridge Earthquake. College Court is bordered on the north, west and south by other multi-family rental dwelling units. To the east of the complex is a CSUN parking lot.

Development Process

This development was already constructed prior to purchase, so the development process of College Court is not applicable to CSUN's workforce housing program. However, CSUN has been investigating workforce housing since the early 1990s due to the lack of affordable housing in the Northridge community. Affordable workforce housing is an issue CSUN and the entire CSU system have been attempting to correct since the early 1990s. The rise of housing prices in California, and in particular the San Fernando Valley in which Northridge is located, has impacted CSUN greatly. With the cost of housing skyrocketing 122 percent, from \$174,300 in 1997 to \$387,680 in 2004, it is an even larger issue in southern California today (Livable Places, 2004). On a more local level, according to Jane DeLorenzis, the average rental price for a unit that is not owned by TUC in the College Court complex is \$2,500 a month. TUC did not release the rental price of their units, but they are rented below market rate for the year of the lease (Jane DeLorenzis, personal interview, April 3, 2007). It was due to these housing pressures that CSUN decided to not only begin its Faculty and Staff Housing Program with the purchase of College Court but is currently attempting to expand its workforce housing program.

Planning and Design

Since College Court was only purchased by TUC, not constructed, the planning and design phase of the project did not involve physically designing the development. However, the design of the development was the main reason why TUC chose College Court as the location for CSUN's Faculty and Staff Housing Program. In particular, College Court's scale, proximity to campus and dwelling unit type were instrumental in TUC's decision to purchase units at College court.

Development Scale

CSUN's Faculty and Staff Housing Program at College Court is composed of a total of 31 townhome units of a total of 36 available units in the complex. The original 1995 purchase consisted of 25 of the 36 units at College Court. The scale of College Court was a main determinant in the purchase of these units. CSUN and TUC were just beginning their Faculty and Staff Housing Program and did not want to begin their program with a large development. They also knew that as time passed, if they wished to expand the program they had the option of attempting to purchase more units in the complex. Currently, TUC is attempting to purchase the five non-TUC owned units to obtain complete ownership of the complex. (Jane DeLorenzis, personal interview, 4/3/2007).

Proximity to Campus

Another major reason why TUC purchased College Court in 1995 was its proximity to the CSUN North Campus. College Court is located exactly a half block west of the North Campus, which places it on key public bus routes that serve both the Northridge community and the campus. Jane DeLorenzis, Director of Real Estate and Faculty and Staff Housing for TUC, explained that College Court was the ideal location due to its close proximity to campus and that if College Court were simply one block farther away from campus they would not have purchased units there. (personal interview, April 3, 2007).

The Dwelling Units

College Court is composed of only two-story townhomes. Each unit, while differing in physical structure, is contains exactly 1,821 square feet. Every dwelling unit at College Court contains two master suites, one “bonus” room, walk-in closets or wardrobes with vaulted ceilings and the option of including both first and second floor fireplaces and patio/balconies. While the dwelling units themselves were not a main attractor for TUC to the property, they played a role in the decision to purchase the units. TUC felt that the available units at College Court already contained enough primary amenities that they would not have to add any construction to the existing units. (Jane DeLorenzis, personal interview, April 3, 2007). A further discussion of all provided amenities can be found below.

Amenities

College Court contains two types of amenities, standard and upgrades. Standard amenities come with every unit in the complex. These amenities are a large two-car garage, walk-in closets or wardrobes with vaulted ceilings, and access to the College Court pool. The second type of amenities is referred to as upgrades. These amenities are available in every unit, for a nominal upgrade fee. Each upgrade is assigned a different fee. These upgradeable amenities are; first and/or second floor fireplaces, first and/or second floor patio or balcony, fully furnished kitchens that have a stove, refrigerator, dishwasher and garbage disposal, and washer and dryer hookups.

Financing

Sources

Since TUC was the purchaser of College Court not CSUN, they did not have access to the CSU system bond program. TUC used two sources to finance the purchase of units in College Court. The first source that TUC used was a corporate bond. TUC did not release the terms of the corporate bond. TUC second financing source was its internal funds. These funds come from TUC’s ownership of the Matador Bookstore, rental fees from the various food service businesses on campus, private donations and rental fees from College Court.

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Uses

The corporate bond was used to finance only the purchase of the first 25 units in College Court. TUC used its other sources for the purchase of the six additional units in College Court.

Purchasing

In the early 1990's CSUN began investigating beginning a workforce housing program to combat the high cost of housing and the fact that the university was losing faculty and staff due to the high cost of housing. When the 1995 Northridge Earthquake hit the area, the university and TUC recognized an opportunity to begin its housing program. Rather than invest in massive renovations, many College Court residents decided to abandon their condominiums. TUC took advantage of this situation, and began to purchase the abandoned units that were being foreclosed. Originally TUC was only able to purchase 25 of the 36 units. The cost of these purchases was \$45 million, or \$1,800,018 per unit (Los Angeles County Department of Regional Planning, 2007). However, they have since purchased an additional six units to bring their ownership total up to 31 units. The purchasing of these six units occurred in 1997, 1999, 2001 and 2004. The purchase price for the unit purchased in 1997 was only \$9. This extremely low purchase price was not explained by the Real Estate Management Office at TUC. In 1999, one unit was purchase for \$31,500. There were two units purchased in 2001 for \$185,001 and \$183,001. In 2004 TUC purchased its final two units for \$360,003 and \$405,004. The disparity in purchase prices between the units purchased in 1995 and the other years was not explained by TUC of the Los Angeles County Department of Regional Planning. TUC is actively pursuing the purchase of the remaining five units, but so far has not been able to reach any agreement with the units owners.

Marketing and Leasing

Marketing

In the past, CSUN and TUC have marketed College Court as an attractive housing alternative for faculty and staff. However, CSUN and TUC currently do not use the program as a marketing tool due to a two year waiting list. The university plans on marketing the development once Devonshire Downs is constructed and additional rental units are purchased.

Leasing

College Court townhomes is a rental only development. The program is exclusively for use by CSUN faculty and staff. TUC uses an open tenancy policy that mandates that any faculty or staff member is allowed to reside in College Court.

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Management

While College Court serves as a CSUN's Faculty and Staff Housing development, TUC legally owns the property. TUC does not provide any management services for College Court. The responsibility for managing the property and rent was contracted out to Westcom/MEM Management Services. Westcom/MEM is responsible for ensuring that all residents are faculty and staff members, leasing the units, collecting rent and maintaining the property. The details of Westcom/MEM Management Services contract with TUC is undisclosed.

Future Workforce Housing Developments at CSUN

TUC is currently looking to expand its workforce housing program around the CSUN campus area. Besides actively pursuing the purchase of the remaining six units in College Court, Jane DeLorenzis, Director of Real Estate for TUC, stated that TUC is currently looking to purchase additional apartment complexes to aid in easing the wait list for faculty and staff rental units. The wait list is currently at 70 people for just 31 units and the average time spent on the College Court wait list is now approximately two years. Since TUC does not purchase rental properties to be annexed by CSUN, they are only looking for properties adjacent to campus not on campus. CSUN has also addressed its affordable housing needs in a 2005 addition to its Master Plan, Envision 2035 (Jane DeLorenzis, personal interview, April 3, 2007).

Envision 2035

Due to rapid expansion in demand for higher education, lack of academic and administrative facilities, and critical housing shortages in Northridge, CSUN has created an addition to its campus Master Plan, Envision 2035. Envision 2035 calls for an increase of the student enrollment cap to 35,000 full-time students by 2035, this represents an increase of 1.6 percent. CSUN's Envision 2035 also demands the expansion of academic and administrative facilities at a rate of 115,000 gross square feet per 1,000 full-time students. This provides CSUN with a minimum expansion of 1,150,000 gross square feet in academic and administrative facilities. Another important feature of Envision 2035 is the construction of 600 university owned faculty and staff housing units (California State University, Northridge, 2005b). This development, Devonshire Downs, is currently being constructed on campus property making it the only housing property that TUC owns on State of California land. A description of Devonshire Downs is provided in a later section.

The Envision 2035 Master Plan update also includes additions to the Master Plan which addresses the need for increased university sponsored faculty and staff housing. The "Statement of Overriding Considerations" of the 2005 Master Plan update states that even in cases where the 2005 EIR states that there are significant unavoidable environmental effects, the overall benefits accrued by developing faculty and staff housing far outweighs the negative effects. The 2005 Master Plan update states that, (L)ess than 17

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percent of the CSU faculty and staff in southern California have income levels sufficient to afford the average priced homes in the communities where the campuses are located (Statement of Overriding Considerations, 2005, p. 2)

CSUN's 2005 Master Plan update gives four reasons as to why affordable workforce housing is an issue for the university. The first reason is that the program will aid in increasing the tax base for the region. According to CSUN's Master Plan update, many employees are being forced to move out of the Northridge area and the tax base in turn has been decreasing. In a quest to improve the tax base, mainly for public education reasons, the university is attempting to keep as many faculty and staff in the Northridge area as possible. While this is a dubious claim by CSUN, the property taxes in Northridge go to Los Angeles County, it still is one of the reasons that the university lists for developing faculty and staff workforce housing. (California State University, Northridge, 2005a).

A second reason that CSUN is focusing on faculty and staff housing is to aid in the recruitment and retention of quality faculty and staff. With housing costs being so high in the region, many faculty members, including tenured faculty, cannot afford to work at CSUN. With the construction of the new Devonshire Downs complex and the possible purchase of additional rental units by TUC, the university is attempting to decrease the cost of housing enough to encourage highly skilled employees to work at CSUN. (California State University, Northridge, 2005a).

The Master Plan lists a third reason for the development of workforce housing as desire to expand the universities enrollment. CSUN cannot increase its enrollment without increasing its staff size. With many potential faculty members choosing not to work at CSUN due to high housing cost, an affordable housing project is necessary to expand university enrollment. This reason is directly tied with aiding faculty and staff recruitment as a reason CSUN wrote *Envision 2035* to promote workforce housing. (California State University, Northridge, 2005a).

The final reason for affordable workforce housing that CSUN lists is increasing the affordable housing stock in Northridge. With a majority of CSUN employees currently in need of affordable housing, the total amount of affordable housing stock available to the community is rapidly decreasing. The university's goal in constructing and promoting affordable housing is aimed at increasing the affordable housing stock for all residents of the Northridge area. (California State University, Northridge, 2005a).

Devonshire Downs

Approved for construction in 2004 and breaking ground in 2008, Devonshire Downs is going to serve as CSUN's largest faculty and staff housing development. The project is scheduled to be a three phase project with only Phase One's plans currently finalized. Phase One of the development is scheduled to contain at least 158 houses for sale below market value. The financing for construction of Devonshire Downs is coming from

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corporate bonds taken out by TUC. The units at Devonshire Downs are expected to be priced at 20-25 percent below market value to make them affordable to those in the target income range of \$70,000-\$110,000. (North Campus Development Corporation, 2006).

4.3.4 University of Iowa's Workforce Housing Program

Project Type

Established before 1972, University of Iowa's (UI) Faculty and Staff Housing Program contains 18 separate housing units reserved for faculty and staff members that are new to Iowa City, Iowa. The programs main goals are to give new faculty and staff members housing that is adjacent to the UI campus and to use the housing program as a means to attract new faculty and staff to the university. UI's workforce housing program is not aggressive in terms of its expansion, but this is due to the strict funding and housing approval standards that are imposed on the purchase of new units for the program.

Location

Urban central city. Iowa City, Iowa.

Site Size

Not a single development. Program consists of 18 units scattered adjacent to the UI campus.

Land Uses

Residential

Project Addresses

The following is a list of the 18 UI Faculty and Staff Housing Program Units, all units are located in Iowa City, Iowa:

- 110 East Bloomington Street (2 unit apartment building)
- 124 Grove Street
- 128 Grove Street
- 130 Grove Street
- 229 Melrose Court
- 601 Melrose Avenue
- 609 Melrose Avenue
- 707 Melrose Avenue
- 741 Melrose Avenue (Caywood Apartments, 11 apartments)
- 2 Melrose Place
- 4 Melrose Place

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- 5 Melrose Place
- 6 Melrose Place
- 7 Melrose Place
- 8 Melrose Place
- 7 Triangle Place
- 8 Triangle Place
- Woolf Avenue Court (ten unit townhouse complex)

Project Owner

The University of Iowa
Iowa City, Iowa 52242

Project Manager

Heritage Property Management
220 East Market Street
Iowa City, Iowa 52240-3959

General Description

University of Iowa

Established in 1847 as the State University of Iowa, UI is a major public university located in Iowa City, Iowa. The university serves as a major regional and national research institution. UI serves 29,979 students, with approximately 20,000 undergraduates, 5,000 graduate students and 4,000 professional students. The University employs approximately 1,700 faculty members and 13,000 staff and administrative personnel. On average, the university sees an annual operating budget of over \$2.1 billion and has an endowment of \$830 million (University of Iowa, 2003). UI is the major employer for the Iowa City metropolitan region, with approximately 20,000 employees working for the university itself and an additional 6,000 employees working for the university-affiliated University of Iowa Hospitals system (Iowa City Area Chamber of Commerce, 2001).

Iowa City, Iowa

UI is located in Iowa City, Iowa, which had a 2000 U.S. Census population of 62,220, making it the sixth largest city in the state (City of Iowa City, 2005). The cost of living index score for Iowa City is close to the national average at 99.3 (Reply, Inc., 2007a). When the city is compared to other the university cities in the study, the median rent and household value are noticeably lower. The median rent in Iowa City is \$572 and the median house value is \$128,300. Iowa City has per capita income of \$20,269, which is below the national average of \$21,587(United States Census Bureau, 2006).

University of Iowa Faculty and Staff Housing Program History

According to Cathy Fountain, of the UI Real Estate Management Office, the university began their faculty and staff housing program prior to 1972 (personal interview, March 8, 2007). The program was intended to provide newly hired faculty and staff with temporary housing in Iowa City. However, the program is now used for not only faculty and staff temporary housing but as a Faculty and Staff recruitment tool and graduate student overflow housing. While the program only allows tenants to remain in the university owned housing for two years, according to Cathy Fountain, it is not used for temporary housing for new faculty and staff (personal interview, March 8, 2007). While all of the data points to UI's workforce housing program being transitional in nature, the university's philosophy does not agree with the data.

UI does not use its workforce housing program for land banking. Only one unit in the program has been converted for other uses. This occurred when an athletic booster presented the university with a multimillion dollar donation to construct an athletic academic center on land that workforce housing on it. The dwelling unit was moved to a vacant parcel of land across the street from its original location and the athletic academic center was constructed on the property (Cathy Fountain, personal interview, April 16, 2007).

The Site

UI's workforce housing program is not located on a single site, but scattered around campus on streets that currently have UI workforce housing. Due to this, a singular site cannot be described. Of the 18 units in the program, 15 of them are individual houses. A majority of the houses were constructed in three different time frames. The houses that are available on Melrose Avenue and Triangle Place were all constructed in 1900, the housing available on Grove Street was constructed between 1937 and 1941 and the Melrose Place houses were constructed between 1955 and 1956. The East Bloomington Street apartment building was constructed in 1890 and is the oldest building in the UI Faculty and Staff Housing Program. Caywood Apartments, located on Melrose Avenue, were constructed in 1900 at the same time as the Melrose Avenue houses. The Woolf Avenue Court townhouse complex was constructed in 1957.

Development Process

Due to the fact that UI's workforce housing program is not one singular development, it is difficult to describe the development process. However, the program itself did have a process of development. The development process for UI's workforce housing program began before 1972 (Cathy Fountain, personal interview, March 8, 2007). The program was originally and still is intended to provide the university with a recruiting tool for attracting high quality faculty and staff. The housing program offers those faculty and staff members who have been in Iowa City less than three months, two years of program

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eligibility. This step was enacted in order to allow new faculty and staff members time to establish themselves in Iowa City, begin earning a salary and look for housing that is desirable to them all while having the comfort of knowing that they will have a dwelling for a maximum of two years. (University of Iowa, 2007).

Iowa City's already low housing prices have had a definite influence on the development of their workforce housing program. Due to the low housing costs in Iowa City and the salaries for most levels of professors being basically equal nationwide, the program does not place any emphasis on housing affordability. An UI faculty member's salary in Iowa City would provide a much larger choice of housing in Iowa City than it does in a city like Davis, California. The local market has determined a low enough housing cost that affordable faculty and staff housing was not a need for the university. UI's housing program is based completely on aiding the recruitment of quality staff and faculty and easing the transition of staff and faculty into Iowa City (Linda Annis, personal interview, March 8, 2007).

Planning and Design

The planning and design of UI's faculty and staff housing program is determined by the availability of housing that must be located adjacent to campus or on a street that is adjacent to campus (Cathy Fountain, personal interview, March 8, 2007). The fact that UI's program only purchases units, not constructs them, has a definite effect on the planning and design of the program. Scale, proximity to campus and dwelling unit type are the three main elements to the design of UI's workforce housing program

Development Scale

UI's faculty and staff housing project has a total of 18 houses, apartment complexes and townhouse complexes scattered around the perimeter of campus. The units in the program are not centralized in respect to each other due to the fact that UI only purchases units, not constructs them. Most of the units in the program are located on one of four streets; Melrose Avenue (four units), Melrose Place (six units), Triangle Place (two units) and Grove Street (three units) (University of Iowa, 2007). The university is currently not looking to expand their program, but the Business Manager's Office, which directs real estate operations for the university, is always looking for units for potential purchase. The only units that UI will purchase are those directly adjacent to campus or on a street that currently has UI workforce housing located on it. The reason for this is that UI wishes to keep its workforce housing units as close as possible to campus to provide faculty and staff members the opportunity to walk to work (Cathy Fountain, personal interview, March 8, 2007).

Proximity to Campus

A prominent feature of UI's faculty and staff housing program is each unit's proximity to campus. All of the units that UI owns for faculty and staff are located on streets that are

directly adjacent to the university or University Hospital or on streets that currently have UI workforce housing. The university has instituted a policy that all new unit purchases must be on streets adjacent to campus, adjacent to the University Hospital complex or on a street that currently has university owned housing (Cathy Fountain, personal interview, March 8, 2007). According to Cathy Fountain, the university does not give special attention to the hospital staff in locating their programs dwelling units. The staff and professionals at the hospital are treated the same as university faculty and staff and thusly do not have an impact on the future direction of the housing program. Housing that is located adjacent to the University Hospital complex is not located there at the behest of the professionals that are employed at the hospital, but rather because that is where units became available for purchase.

The Dwelling Units

UI owns 18 separate units for its faculty and staff housing program. The types of dwelling units that the program is composed of range from standard 1900 frame housing to 1950's ranch housing, from simple brick apartments to an eleven unit townhome complex. After a description of the unit types, a picture of one of the units is provided. All of the units have amenities that will be discussed in the *Amenities* section.

East Bloomington Street apartments are located in a brick building constructed in 1890. The building was originally an owner-occupied house, but was converted to apartments before UI purchased the building. Each unit in the complex is a one-bedroom apartment.

Picture 4.10: East Bloomington Street Apartments



Source: University of Iowa, 2007

The units located on Grove Street were constructed between 1937 and 1941. They are constructed in wooden two-story frame style and provide the occupant with a garage located at the end of a private driveway. The average dwelling unit located on Grove Street is 1,820 square feet. Two of the Grove Street units provide two bedrooms and one provides four bedrooms.

Picture 4.11: 128 Grove Street



Source: University of Iowa, 2007

Units located on Melrose Court and Melrose Avenue were all constructed in 1900. They are all two-story simple frame houses with a private driveway. These four units have an average size of 1,626 square feet. All four units of this type have three bedrooms in them.

Picture 4.12: 609 Melrose Avenue



Source: University of Iowa, 2007

The Caywood Apartments are located in the Melrose Avenue block of housing. The building is a brick three-story unit that provides each tenant with one off-street parking space per apartment. The Caywood Apartments offer one-bedroom units.

Picture 4.13: Caywood Apartments



Source: University of Iowa, 2007

The units located on Melrose Place were all constructed between 1955 and 1956 in the ranch style that was popular at the time. These units provide each house with a private driveway and garage. The average size of the units is 1,897 square feet. Of the six Melrose Place units, one offers five bedrooms, two offer three bedrooms and three offer four bedrooms.

Picture 4.14: 2 Melrose Place



Source: University of Iowa, 2007

Two UI workforce housing units are located on Triangle Place. These units were constructed in 1900 and are of the two-story frame design. They offer a private driveway and garage. The average size of the two units is 1,861 square feet. Both houses on Triangle Place offer four bedrooms.

Picture 4.15: 8 Triangle Place



Source: University of Iowa, 2007

The Woolf Avenue Court townhome complex was constructed in 1957 for use as townhomes. Woolf Avenue Court is a brick building that has the appearance of many townhome complexes constructed during this time. The square footage of each unit is 1,152. (University of Iowa, 2007). Each unit provides two bedrooms.

Picture 4.16: Woolf Avenue Court



Source: University of Iowa, 2007

Amenities

UI's Faculty and Staff Housing Program provides its residents with a minimal set of amenities to increase the quality of life the residents. The main amenity that is provided is yard maintenance and snow removal. All residents of UI's units do not have responsibility for these laborious tasks. All of UI's units have washer and dryer hookups

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provided, but not the appliances. The only appliances provided in all UI workforce housing are refrigerators and stoves. The university also provides all window treatments. The university does not pay any of the properties utilities, including electricity and water. Smoking is not allowed in any UI workforce housing unit.

Due to the ages of the houses, the only outdoor amenities that each unit provides are a private yard. None of units have a pool or outdoor recreational area, even in the apartment complexes. This may be due in part to the fact Iowa's summers are generally short and the Iowa City winter weather does not usually permit outdoor, home based activities.

Financing

All financing decisions for UI's workforce housing program are made by UI's Real Estate Office. This office is responsible for determining what sources of funding to use and how the funds will be allocated.

Sources

UI uses only two sources for financing its Faculty and Staff Housing Program. The main source of financing that UI uses is internal. These funds come from budgetary surplus. If the university wishes to purchase a unit, they first check to see if there is enough overhead in the yearly budget to afford purchasing the unit with cash. This is not only the source of funding that is predominantly used; it is also the preferred source for the university. (Cathy Fountain, personal interview, March 28, 2007)

The university also uses home mortgages to purchase units. The use of this type of funding is rare, according to Cathy Fountain it has not been used since she began working for the University Real Estate Office in 1998. When UI does use home mortgages, they obtain these mortgage from local Iowa City based providers. The mortgages are paid back using the profits from the rental of the units. These mortgages, when used, are only for use on units in the Faculty and Staff Housing Program. The university only uses home mortgages for funding when there is a property they wish to purchase and the university does not have enough surplus in the budget to fund the purchase. (Cathy Fountain, personal interview, April 16, 2007).

The State of Iowa does not provide funding for the university's faculty and staff housing program. The state does not have any programs similar to Florida's CWHIP funding program and does not stress the need for affordable housing in the campus area of Iowa City. UI also does not actively pursue government funding due to the fact that their aim is not affordable housing, just providing housing to aid in the recruitment of faculty and staff members (Cathy Fountain, personal interview, March 28, 2007).

Uses

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Both of these sources of funding are used directly and only for the purchasing of units for the workforce housing program. The University Real Estate Office and the Faculty and Staff Housing Program are not allowed to use these sources of funding for any other developments. (Cathy Fountain, personal interview, April 16, 2007).

Purchasing

The business decision to purchase a unit must go through several steps before a financial transaction occurs. The first step is that the Business Manager must feel that the unit is a good purchase for the university and that it is located adjacent to campus or on a street that currently has UI workforce housing. After this step the Business Manager presents the case for purchasing to the Senior Vice-President and University Treasurer for their approval. If the Senior Vice-President and University Treasurer approve, then the Business Manager must present the unit and the financials to the University Committee on Housing. It is in this stage that the financial situation for the university and the property in question come into consideration. The University Committee on Housing will consider the two financing options discussed above and if either of the two options is approved, UI will move farther along in the purchasing process. The university also takes into consideration the revenue that they will receive from the renting of the units. If the unit has a decent chance of paying for itself, the university housing committee views the property much more favorably (Cathy Fountain, personal interview, April 16, 2007). If the location and financials are approved, the university goes through with the purchase of the unit. It is due to these strict funding and purchasing standards that the university has not purchased additional units to its faculty and staff housing program since 1998 (Cathy Fountain, personal interview, March 28, 2007).

Marketing and Leasing

Marketing

UI's Faculty and Staff Housing Program only markets itself through two means, the universities Faculty and Staff Housing website, <http://www.uiowa.edu/~fusbm/housing/index.html> and by informing new faculty and staff members of the program before they are hired.

Leasing

The workforce housing program only offers rental properties. This is done in conjunction with a two-year lease limit to ensure the continual openings of housing for faculty and staff recruitment. (University of Iowa, 2007).

Eligibility to lease a unit from the university's housing program is limited to faculty and staff that have not lived in Iowa City for more than three months and, if housing is still available, graduate and professional students that are in need of transitional housing. The

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university has placed a two-year time limit on tenure for all faculty and staff and has mandated that all graduate students must vacate the semester that their graduate or professional education is completed. Prior to signing a lease for the units in the university's housing program, the prospective tenant must show proof of university employment or student enrollment. The university essentially views and uses their housing program as temporary, long-term housing. (University of Iowa, 2007).

The monthly rental structure, as determined from University of Iowa's Faculty and Staff Housing Program's website, of the program is as follows:

- 110 East Bloomington Street: \$615 for the larger apartment, \$535 for the smaller, \$35 extra for private garage access
- 124 Grove Street: \$1150
- 128 Grove Street: \$1050
- 130 Grove Street: \$1050
- 229 Melrose Court: \$1295
- 601 Melrose Avenue: \$1680
- 609 Melrose Avenue: \$1250
- 707 Melrose Avenue: \$1500
- 741 Melrose Avenue (Caywood Apartments) : \$515, \$485 for Apartment 2 (efficiency unit)
- 2 Melrose Place: \$1400
- 4 Melrose Place: \$1200
- 5 Melrose Place: \$1300
- 6 Melrose Place: \$2000
- 7 Melrose Place: \$1600
- 8 Melrose Place: Unlisted
- 7 Triangle Place: \$1700
- 8 Triangle Place: \$1700
- Woolf Avenue Court: \$850

Management

While UI does own every property and unit in its housing program, it does not manage the day to day operations or the leasing of the units. For the past eight years the university has contracted Heritage Property Management (HPM) for these operations. HPM is responsible for advertising the available units, certifying the eligibility of potential tenants, collecting rents and maintain the quality of the properties. The main maintenance responsibilities that HPM cares for on UI workforce housing properties are maintenance and mowing yards, snow removal and small property repairs. The university pays an undisclosed fee to HPM for their management services (Tony Vespa, personal interview, March 8, 2007).

4.4 University Workforce Case Study Findings

The real value of this case study approach is to build upon the case study data and isolate similarities or patterns across the universities that could help assist with final recommendations. Several key issues were identified from the cases as the most important elements to implementing a workforce housing program within each university. Final recommendations for FSU will be based on the patterns found in these findings. A summary of the findings can be found in Table 2.5.

4.4.1 Original Workforce Housing Projects

The research shows a mix of workforce housing experience amongst the four universities. Both the UC institutions, Davis and Santa Cruz, have previous faculty and staff housing programs; Aggie Village (1997) at UC Davis and Cardiff Court (1985), Hagar Court (1986) and Hagar Meadow (1992) at UC Santa Cruz. While CSUN has no previous faculty and staff housing projects prior to College Court, the development has been in place since 1995; two years prior to Aggie Village. Like CSUN, UI's the current housing program is the same as it was more than thirty years ago; making it the longest running faculty and staff housing program amongst the four universities. The findings show there is no common model for the first university workforce housing development.

With the exception of the West Village Neighborhood, the largest development is Laureate Courts (64 units), College Court (31 units) and Iowa's housing program (17 units). The 475 planned faculty and staff units in the West Village is clearly an outlier in comparison to the other three workforce housing developments. However, given the university's need for affordable housing and its goals of creating a truly planned community, its application to FSU's own workforce housing context is most appropriate.

Recommended in the Chapter Five development proposal is a neighborhood that mirrors the West Village Neighborhood more than any of the other three university housing programs. FSU is seeking a planned neighborhood that provides for more than a place to eat and sleep. The development proposed will offer a wide ranging number of amenities for its residents with the hope that the development will mature into a faculty and staff community with a shared identity. The development proposal will be discussed in further detail in Chapter Five.

A second pattern that emerges across the four original workforce housing programs is the value that the university placed on locating each respective housing development on, or adjacent to campus. UC Davis selected land that was already campus property, UC Santa Cruz was able to annex the land to become university property, CSUN purchased property one-half block from campus, and all of Iowa's houses are located on streets that are adjacent to campus. The findings show that all four universities placed value, albeit for different reasons, on locating their housing development on or very close to campus.

FSU's main campus is quickly approaching full land build out. Constructing a fully integrated neighborhood on the FSU campus is not realistic; therefore, the site proposed in Chapter Six is located off campus in the Southside area. In fact, it is located in closer proximity to the south FSU campus as well the National High Magnetic Field Laboratory and Innovation Park. This location will provide faculty and staff who work on the Southside easy access to the south campus; additionally, the development proposal addresses the need for public transportation to the main campus.

4.4.2 Workforce Housing Programs: A Tool for Recruitment and Retention

There are two very distinct housing markets illustrated within the four selected cases. The City of Davis, the City of Santa Cruz and the Northridge community have a much higher level of housing costs, while Iowa City represents a much more moderate housing environment. In all three California universities high housing costs have placed a pressure on the city and university to provide its students, faculty and staff with reasonably affordable housing accommodations. Furthermore, faculty and staff recruitment and retention is directly affected by the local housing market in all three California universities. With a median home value of \$128,300, Iowa City stands out as a city that more closely represents Tallahassee's level of \$102,500 (2000 US Census). The findings show a wide housing market disparity between the three California university cities/town and Iowa City.

A parallel similarity emerges when the university's primary purpose for a faculty and staff housing project is considered. All four universities have identified their current workforce housing developments as an effective tool for the *recruitment* of top-caliber faculty and staff. However, there is a distinction worth noting between the modest market of Iowa City and the expensive markets in California. The California universities have reacted and filled a different need than Iowa. UC Davis, UC Santa Cruz and CSUN promote faculty and staff *retention* as another, just as important reason for university workforce housing. In fact, faculty recruitment and retention are expressed as a primary goal in both the UC university's LRDP and CSUN's Master Plan. Clearly, faculty and staff retention is much greater of an issue in California cities because of its much higher housing costs, making it difficult for even long time employees to remain in such an expensive market. The findings show that all three California universities use workforce housing as a tool for the retention of top-caliber faculty and staff as a direct result of housing costs.

Tallahassee's housing market is much closer to Iowa City's. The university has not had a documented problem with retaining faculty or staff as a direct result of high housing costs. On the other hand, the proposed development is designed as a powerful marketing tool to recruit both faculty and staff. The neighborhood amenities in addition to housing affordability will establish FSU as a leader in the development of faculty and staff workforce housing within the state of Florida as well as the southeast.

4.4.3 The Role of Established Workforce Housing Policy

Once the California university system recognized this need and identified their purpose for workforce housing, they used university-wide policy to implement their respective projects. The three universities explicitly addressed housing affordability in each of their master plans; the UC Davis LRDP, the UC Santa Cruz LRDP and the CSUN Master Plan. Given Iowa City's inexpensive housing market, the need for workforce housing is not present and therefore policy has not followed. The findings show that the three California universities have developed policy within their master plan that specifically addresses workforce housing, UI has no such policies.

There are several distinctions amongst the two LRDPs of UC Santa Cruz and UC Davis, the Master Plan of CSUN and FSU's Master Plan. The purpose of all four university's master plan is to guide long-term physical development of the campuses. Specifically, these documents address the provision for roads, parking, public transportation as well as establishing physical design standards and designating land uses for the respective universities. The biggest difference between FSU's master plan and the three California physical development plans is the drafting and adoption process. Acceptance of both UC university's LRDP is ultimately decided by the UC Board of Regents. The LRDP proposal must be accompanied by an Environmental Impact Report as pursuant to se. 21080.09 of the California Education Code and se.15801.5 of the California Environmental Quality Act (CEQA). An EIR satisfies the university's obligations to consider the environmental impacts of a particular proposal within the LRDP. The California State University system also requires each of its universities to adopt a campus master plan. However, each university's Board of Trustees is the final decision maker of its own Master Plan as pursuant to se. 89030 of the California Education Code. An EIR is also required of the CSU system pursuant to se.15801.5 of CEQA.

In accordance with ch.1013.30, FSU's Board of Trustees is responsible for the adoption of a campus Master Plan in addition to a campus development agreement with the affected city. The first draft of the Master Plan is required to be sent to several agencies for review, these include: the host and any affected local governments, the state land planning agency, the Department of Environmental Protection, the Department of Transportation, the Department of State, the Fish and Wildlife Conservation Commission, and the applicable water management district and regional planning council (ch.1013.30(6)). Upon adoption of the Master Plan, the board of trustees has 270 days to draft a separate campus development agreement which provides the guidelines for the proposed developments in the Master Plan; particularly, how the development will be integrated into existing city infrastructure. An important element of this agreement is contained in ch.1013.30 (13) which offers as set of options for the board of trustees to pay for their fair share of the development's impact on the existing system. Additionally, ch.1013.30 (13)(f) establishes that a development may not be built until the appropriate funds have been appropriated by the Legislature. Upon execution of the campus development agreement, the development can precede given that it is in accordance with the Master Plan and the campus development agreement. The Florida Board of

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Governors is involved in the drafting of the campus Master Plan by setting a single, uniform set of rules to administer subsections 1013.30(3-6); this involves establishing specific schedules and procedures for crafting the master plan.

4.4.4 Workforce Housing Programs: Tenure and Dwelling Unit Type

By virtue of the original screening process (as described in 2.2), all four university housing programs must have, at least, rental capability. There are however three university housing programs with all, or a majority of rental units: UC Santa Cruz (51 of 64 rental units), CSUN (all rental) and the University of Iowa (all rental). While in absolute figures the West Village development will have the largest number of rental units (291), this figure is somewhat misleading. In fact, the rental units are controlled by the homeowner and have no restrictions placed on them by the university, essentially placing them on the open market at the will of the homeowner. This means that the West Village Neighborhood is, in essence, a home-ownership neighborhood. The findings show that three of the four workforce housing developments have majority rental units.

FSU's proposed development is intended for only rental tenure due much in part to its focus on faculty and staff who earn a household income of less than \$39,000. The survey reflects this bias and therefore all analysis is based offering only rental units. In accordance, the development proposal is based solely on rental tenure.

A similar pattern arises when considering the dwelling unit types across the four university workforce housing developments. The West Village Neighborhood contains a majority of houses, townhomes and stand-alone rental cottages, Laureate Courts consists of solely apartments and condominiums, College Court is made up of just townhomes and UI's program is a mix of homes, apartments and townhomes. The findings show that a wide range of housing types are offered by all four universities. Further, three of the four universities offer townhomes as an option for both rental and ownership opportunities.

The findings from the other universities show that a wide ranging number of housing type options is offered in the respective workforce housing developments. No one model can be applied to the FSU development based solely on these findings. However, the most prevalent housing characteristic finding from the survey is that residents want a private space to use as they see fit. Based on that preference, the FSU development proposal is focused on providing all townhouse-style units to ensure that every resident has a private yard. A multiple story apartment style development will exclude a significant number of residents from benefiting from allotted space.

4.4.5 Workforce Housing Management

The term 'management' represents two distinct concepts within the four university housing programs. The findings can be broken into either real estate management or operations management. For example, management at West Village focuses on real

estate operations and maintaining an affordable community through practices such as resale capping and the land lease system. A majority of these operations take place with the private developer as the university elected a public-private partnership with the West Village Partnerships. The Partnership also shares responsibility with the university's ORMP regarding operational duties. On the other hand, management within the university's Office of Faculty and Staff at UC Santa Cruz is concerned with the daily operations of reviewing applications, fiscal responsibilities and repair/maintenance etc.. At CSUN, TUC elected to use third party services through Westcom/MEM Management that manages both the real estate and daily aspects of College Court. Similarly, UI contracts the services of HPM to run the entire real estate and daily operations of their housing program. Interestingly, all four universities do have some form of real estate capabilities: UC Davis has the ORMP, Santa Cruz has the Office of Faculty and Staff, CSUN has TUC and IU is guided by the Real Estate Management Office. The findings show that three of the four universities elected to use third party services (both real-estate and operations) as their primary tool for project management, despite having internal real estate capabilities.

FSU's capacity for managing such a large development is questionable, both from a real estate and operations standpoint. While the university does have a facilities management department, the scale of the proposed development is much larger than anything the university has experience in maintain. FSU does have experience with student housing, but this is limited to strictly housing needs. The presence of amenities introduces a host of additional services that the university does not currently have the capacity to meet. With the exception of UC Santa Cruz, the findings from the other universities show that this is a standard practice. Furthermore, given that the FSU development is much closer to West Village, the UC Davis model is the most applicable to the FSU context.

4.4.6 Financing for Workforce Housing

Despite differences in the financing structure amongst the four university workforce housing programs, some common threads emerged. While West Village will be primarily funded by private developer dollars, the university has agreed to pay \$13 million of the backbone infrastructure costs. The university elected to use tax-free revenue bonds to cover a majority of this expense. Similarly, the purchase of Laureate Courts was funded with a tax-free revenue bond that was partially paid off with the conversion of Hagar Court. CSUN presents a slightly different story because of its use of a third party corporation. Even so, TUC also used tax-free revenue bonds for the purchase of College Court. Finally, UI's housing program is exclusively funded out of surplus funds from the university's budget.

The University of California and California State University systems differ in the revenue bond purchasing process. Legislative authority for the UC system to purchase bonds for their workforce developments is granted in Division 9, Chapter 5 entitled the *University of California Revenue Bond Act of 1947*. The Board of Regents is granted the power to issue bonds for the sake of raising funds for the purpose of "establishing any project or

acquiring lands for any project, or of acquiring constructing improving or equipping nay project.” (se. 92435). Similarly, the California State University system is granted legal authority to purchase bonds through Division 8, Chapter 8, Article 2 entitled *The State University Revenue Bond Act of 1947*. The code grants the Trustees of the CSU power of “acquiring lands for any project, or of acquiring, constructing, improving, equipping, furnishing, financing, or refinancing any project, including payment of principal and interest on revenue bond anticipation notes.” (se. 90012(e)). However, due to the fact that TUC purchased the College Court, not CSUN, College Court was not financed by CSU issued bonds.

Purchasing bonds for the construction of a workforce housing development at FSU involves a different process with additional requirements. FSU may not issue debt without the approval of the Florida Board of Governors and can only be used for a ‘capital outlay project’ (defined in ch. 1010.62(1)(a) as any project to acquire, construct, improve, or change the functional use of land and other facilities). Approval of revenue bonds from the Board of Governors must be requested by the FSU trustees through a revenue bond resolution. Final approval of bond-funded projects is required from the Legislature; subsections 1010.62(7a)(1-4) mandate minimum requirements of development to be granted approval:

- (1) The project is located on a campus of a state university or on land leased to the university or is used for activities relating to the state university;
- (2) The project is included in the master plan of the state university or is for facilities that are not required to be in a university's master plan;
- (3) The project is approved by the Board of Governors as being consistent with the strategic plan of the state university and the programs offered by the state university; and
- (4) The project is for purposes relating to the housing, transportation, health care, research or research-related activities, food service, retail sales, or student activities of the state university.

It is reasonable to believe the FSU could use a revenue bond to fund its workforce housing development. The fourth requirement is clearly met by virtue of a workforce housing development. The first requirement would be met with the purchase or the lease of the site land. A strong argument could be made that a workforce housing is directly related to the strategic plan of the university. Finally, recognition of faculty and staff housing in the Master Plan would ensure that bond financing could be used for the construction of FSU’s workforce housing development. Table 4.5 presents al of the findings in a tabular form.

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Table 4.5: Summary of Most Important Findings

	University California Davis	University California Santa Cruz	California State University- Northridge	University of Iowa
Original Workforce Housing Development	Aggie Village (’97)	Cardiff Court (’85)	College Court (’95)	Current housing program (prior to 1972)
Local Housing Market	Very expensive	Very expensive	Very expensive	Average
Workforce Policy	Addressed in LRDP	Addressed in LRDP	Addressed in Master Plan	No policy exists
Primary Development Purpose	Faculty and Staff recruitment and retention	Faculty and Staff recruitment and retention	Faculty and Staff recruitment and retention	Faculty and Staff recruitment only
Project Scale	Large, integrated neighborhood (1,000+ units)	Mid-size apartment complex (64 units)	Small townhouse complex (31 units)	Small, loosely organized houses (17 units)
Proximity to Campus	On-campus	On-campus	Adjacent	Adjacent
Dwelling Unit Type	House, townhomes, rental cottages	Condominiums, rental apartments	Townhomes	Houses, townhomes, rental apartments
Tenure	Land lease ownership, rental	Full fee ownership, rental	Rental	Rental
Management	Third party, West Village Partnerships	University’s Faculty and Staff Housing division	Third party, TUC	Third party, Heritage Property Management
Sources of Funding	Debt (revenue bond), private developer	Debt (revenue bond), revenue from Hagar Court	Debt (revenue bond) shouldered by TUC	Surpluses out of the University budget

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5.0 FSU Project Development Proposal

5.1 Development Description

The proposed Florida State University (FSU) development should be fully integrated, residential and mixed-used neighborhood. This recommendation is based on several factors including the FSU faculty and staff preferences, site analysis, and the lessons learned from the University of California Davis’ (UC Davis) West Village Neighborhood. Specifically, the proportion of mixed-land uses is directly taken from the West Village model as discussed in Chapter 6. The suggested mix of land uses are 40 percent residential, 32 percent open space, seven percent institutional and retail and 21 percent transportation.

The workforce housing development should be constructed in three phases. The need for a phased development is primarily based on the number of proposed housing units. This also allows for a certain level of flexibility in changing the original designs in the second and third phases. The phasing schedule is based on an upper limit of 396 total townhouses. (See Chapter 6 for the process for finding this figure). The number of bedrooms and the percentage of total housing units are taken from the survey preferences of the FSU faculty and staff. Average square footage of units and the number of bathrooms were taken through a comprehensive survey of Tallahassee housing complexes, this methodology is discussed in Chapter 6. Table 5.1 illustrates the phasing schedule and corresponding townhouse characteristics.

Table 5.1: Summary of Phasing Schedule for Proposed FSU Development

	Total Units	Acreage Used	Bedrooms	Percentage of Total Units	Number of Units	Avg. Square Footage	Number of Bathrooms
Phase I	132	8.5	1	12%	16	857	1
			2	42%	54	1154	2
			3	35%	46	1390	3
			4	12%	16	1720	4
Phase II	132	8.5	1	12%	16	857	1
			2	42%	54	1154	2
			3	35%	46	1390	3
			4	12%	16	1720	4
Phase III	132	8.5	1	12%	16	857	1
			2	42%	54	1154	2
			3	35%	46	1390	3
			4	12%	16	1720	4

Environmentally friendly appliances will be included in all housing units; these consist of a refrigerator, garbage disposal, microwave, dishwasher, stove, heating/air conditioning and washer/dryer hook-ups. The calculations are based on a figure of 16 dwelling units per acre. A full discussion of the physical land uses and site capacity can be found in Chapter 6.

This proposal does not provide for the possibility of homeownership for a variety of reasons. The primary reason being FSU's existing capacity for managing rental properties. Offering home ownership units may be desirable in Phase II or Phase III. FSU should consider the possibility of developing a portion of the community under a land lease system to achieve this end. Additionally, FSU may choose to develop units at densities either higher than the proposed 16 dwelling units an acre.

5.1.1 Infrastructure for the FSU Development

The development plan assumes that all appropriate infrastructure has been constructed and is in working order. The financial analysis (Chapter 7) has accounted for these costs and adjusted its projections accordingly. Chapter 7 outlines the details of the infrastructure costs.

5.1.2 Zoning Considerations

The proposal assumes the site is owned by FSU and is not zoned by the City of Tallahassee. The site will be included in the FSU Campus Master Plan update currently underway and a subsequent amendment will be required to ensure planning for this development is included and that appropriate processes to deliver adequate public facilities is followed. This study utilizes the City's regulations for medium-density residential (MR-1) zoning as a baseline guide. This zoning designation most closely resembles the Alumni Village development in terms of density and use. MR-1 is intended for mixed-use areas and to achieve densities consistent with urban development, use of public transit and efficient use of public infrastructure. It allows for community facilities related to residential uses, day care centers, golf courses, multiple-family dwellings, passive and active recreational facilities and single family attached and detached dwellings. This study takes an exception from these regulations to include permitting a small, neighborhood commercial facility.

5.2 General Amenities

In addition to the construction of residential units, the development will offer some mixed-use amenities. The desire for amenities in the FSU workforce housing development is derived from the results of the survey instrument discussed in Chapter 1 and from the UC Davis West Village development from Chapter 4. The remaining three workforce housing programs, University of California Santa Cruz (UC Santa Cruz), California State University Northridge (CSUN) and University of Iowa (UI) offer no additional amenities beyond those of the West Village, therefore elements of the Davis

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development will be used as a model for amenity development at FSU. A mixed-use facility is important to creating an adequate demand for the FSU development for two primary reasons:

- Given the moderate housing and rental market in Tallahassee, the development must meet an additional set of needs beyond housing affordability in order to compete with other housing developments. The development should corner this market through the use of attractive architecture and amenities.
- As discussed in the introduction, the Southside is a generally underserved area, thereby negatively affecting its perception within the city and ultimately reducing the demand for housing in the area. Offering an attractive set of amenities that improves the quality of life for the FSU workforce housing development will serve as an integral part in changing the negative perception of the Southside area.

Additionally, amenities will add a degree of innovation to FSU's workforce housing program that could ultimately assist in landing Community Workforce Housing Innovation Pilot program (CWHIP) funds. This is an important element to a development application when applying for CHWIP and should serve the university well in leveraging those funds.

The specific amenities to be offered in the FSU development are derived from the results of the survey implemented as discussed in Chapter 1. The needs of the FSU respondents were cross referenced against the amenities offered in the West Village development; a majority of the respondent's preferences will be present in the California mixed-use community. The housing characteristics and location considerations of the FSU faculty and staff were identified by the respondents as being either "very or somewhat important." The following characteristics have been identified as a cornerstone of the FSU housing development and are considered a top priority in the university's efforts to meet the market's demand (including the percentage of faculty and staff who responded as "very or somewhat important"):

- Having a private outdoor space, yard (87 percent)
- Living in an energy-efficient home (85 percent)
- Living near shopping/services/restaurants (71 percent)
- Living near open spaces/parks/playgrounds (70 percent)
- Living away from university students (68 percent)
- Having covered parking (51 percent)
- Having community facilities, pools, recreation centers (50 percent)

5.3 A Phased Development

5.3.1 Phase I

Phase I will consist of 132 townhouse-style housing units. This figure is based on several factors. First, 132 units is large enough that the university can produce a reasonable level of revenue to offset a portion of the debt incurred for the construction of the infrastructure, housing units and amenities. Second, based on the survey and market analysis results, this number of units is small enough that it will create a ‘pent-up’ demand that will spill over into the second phase of construction. Finally, the West Village phasing model meets a much more immediate need, thereby allowing the university to construct residential units much more aggressively in Phase I (making up 61 percent of total faculty and staff housing). This issue is discussed further in *section 5.3*. The absorption rate for Phase I is roughly twelve months and construction is expected take up to two years.

Phase I will consist of:

- 16 one bedroom/one bathroom units
- 54 two bedroom/two bathroom units
- 46 three bedroom/two bathroom units
- 16 four bedroom/two and a half bathroom units

Phase I Amenities

Phase I will also contain a majority of the mixed-used amenity construction. The following discusses the specific amenities that the FSU development should contain; these are based on the seven needs of the FSU respondents mentioned in the previous section.

It is probable that the success of the proposed project is in part tied to its delivering to residents the desired set of amenities. While the construction of amenities is sometime delayed until an adequate number of residents is present, the recommendation here is to complete the amenities at an earlier stage, in order to overcome lingering doubts about living on the Southside. All indicators from the survey show that a market exists for faculty and staff who desire an affordable housing neighborhood with a wide variety of amenities; the success of a workforce housing development is dependent on the university meeting this market’s needs

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Private Outdoor Space

The FSU project should offer sufficient private space for its residents. This aspect of the development comes from the overwhelming need identified in the survey as well as its presence in the West Village Neighborhood. Specifically, each townhouse should have a modest sized, enclosed grassy front yard; this will offer the residents a private space to enjoy as they see fit. Residents should be responsible for the maintenance of these yards, thereby reducing operation costs shouldered by the university or its managing partner.

Energy Efficient Homes/Units

The FSU project should utilize energy efficient practices that reduce the monthly bills of its residents. There is a clear preference among FSU faculty and staff for such technologies, and given FSU's relatively late entrance into the "green building" movement, this would provide an opportunity for the university to begin implementing energy efficient practices. Not only will it benefit the university, but given the high utility costs of Tallahassee, residents will be able spend their limited resources on more important goods and services.

FSU should construct the housing units using Leadership in Energy and Environmental Design (LEED) standards. This would include using "green" construction materials, environmentally friendly appliances and energy efficient design standards. The increase in costs as result of green construction is reflected in the financial analysis (Chapter 7).

Close Proximity to Retail/Services

The FSU development should integrate mixed-used retail uses into its neighborhood to serve the needs of residents. Phase I should include a type of convenience-store shop that offers basic food products as well as essential living products. This need is based on the fact that the closest full supermarket is several miles away from the projected FSU development site. A neighborhood shop would serve the needs of residents without a vehicle by offering a place to shop within walking distance, bypassing the need of public transit or carpooling. It would also serve the needs of those with a car by offering a convenient and efficient location to shop, thereby reducing the total number of vehicular trips in and out of the neighborhood.

On a larger scale, the neighborhood shop could also find customers among residents of Alumni Village and students and faculty accessing the Engineering School and MagLab. In addition, managers of this facility should consider how it might also meet the needs of residents of local neighborhoods, such as Providence Neighborhood, and how that might help to revitalize the Southside area.

Essential to the effectiveness of this store is that prices remain reasonable in comparison to the supermarket prices. Traditionally, convenient stores charge significantly higher prices for goods because the consumer is paying for the product and the intangible convenience of not shopping at a much larger super market. Given this is a workforce housing development, the prices of the goods in the store must be nearly equal to that of

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the supermarket levels. While the West Village Neighborhood at the University of California at Davis will eventually include a mix of retail uses, it has yet to be constructed. The retail use in West Village will be run by private retailers and goods will be sold at market value.

Open Space/Parks

FSU should seek to provide amenities similar to those within West Village for several reasons. First, half of FSU faculty and staff responded that public open space is very or somewhat important to them. Second, there is a significant portion of the FSU site that is not suitable for structures (see Chapter 5) but could be used for open space land that would otherwise be underutilized. Third, the addition of natural open space would benefit the larger Southside community by establishing public land that may otherwise remain vacant.

In addition to developing open space throughout the site that cannot otherwise be utilized, FSU should construct a large size playground area for children. A retention pond should be placed on the site for flood control reasons as well serving as a possible design focus for a park for neighborhood residents. Additionally, there should be an effort to offer neighborhood residents access to the future FSU intramural athletic facility that is planned to for construction by the university. While this facility will not be directly on the site, its close proximity to the neighborhood could offer athletic opportunities for FSU faculty and staff. A similar type of multi-used field is present in the West Village Master Plan, but has yet to be constructed. Finally, FSU should maintain a significant number of trees and plants throughout the open space to preserve the areas natural environment.

Separation from FSU Students

While FSU faculty and staff have expressed a desire to live away from any significant FSU student population, this subject site is north of Alumni Village. Nevertheless, housing at Alumni Village is dedicated to graduate-level students and students with families. The lifestyles of these students maybe similar to potential residents of FSU's workforce housing development. It is therefore not anticipated that proximity to Alumni Village will conflict with the survey respondent's desire to reside away from FSU students.

Community Facilities

Half of the FSU faculty and staff responded favorably to the proposed provision of shared community facility such as a neighborhood pool or recreation area. Given the Tallahassee climate and the abundance of residential pools in the city, a large pool area would increase the marketability of the development and further develop a sense of community. West Village does not have a community pool area, but this is primarily due to the majority of private homeownership; pools are allowed on individual properties in West Village. FSU should also consider constructing a covered pavilion near the pool to host social events such as birthday parties and holiday celebrations. In close proximity to the pool area there should also be a multi-use community building to host any number of

neighborhood social events. Construction of the structure will also include a laundry facility. Each one of these structures will further foster a sense of community within the neighborhood, offering an ample number of opportunities to meet and socialize with fellow residents. West Village does have similar structures designed for its residents but they have yet to be constructed.

Public Transportation

The survey reveals that access to a bus stop is not a highly demanded amenity (only 35 percent). However, FSU should still provide an integrated bus route directly to both the main FSU campus as well as the south campus. This is desirable for several reasons. The first is that public transportation will reduce the number vehicular trips in and out of the neighborhood as well as reducing the overall stress to the city road system. This will add another level of Green practices that could ultimately assist in landing CWHIP funds. Second, the four university workforce housing developments, UC Davis, UC Santa Cruz, CSUN and UI, have integrated the university bus system into the faculty and staff housing development. Third, it will allow for community residents who do not have a vehicle to have equitable access to the university. Transportation considerations are such an important element to workforce housing, in general, that FSU must add an additional university line directly to both campuses.

Parking

Parking for Phase I should consist of parking near or in-front of each apartment unit and provided to residents per the City's parking standards. This parking arrangement is short-term, as will be discussed in greater detail during the planning for Phase II below.

5.3.2 Phase II

Phase II of the FSU development will focus on meeting the projected surplus demand from Phase I with the construction of 132 residential units. This figure should serve as a maximum limit of housing units as there should be a level of flexibility because the needs of its market have not yet clearly and fully been identified. Assuming that the full demand identified in the survey will be realized upon full absorption of Phase I is risky; a more complete assessment of the demand should be implemented in the future.

Construction for Phase II will not begin until the housing units have been fully absorbed from Phase I (predicted to be roughly twelve months). Adding the absorption rate to a conservative two year construction period for Phase I, the second phase will begin, at earliest, three years from the beginning of the initial construction. Phase II will consist of:

- 16 one bedroom/one bathroom units
- 54 two bedroom/two bathroom units
- 46 three bedroom/two bathroom units
- 16 four bedroom/two and a half bathroom units

Phase II Amenities

Two results from the survey, the need for a private garage (54 percent) and having covered parking (51 percent), indicates that resident parking is an important consideration in the development of a FSU workforce housing neighborhood. Given the townhouse style of the development, individual garages are not practical. However, FSU could construct a series of structures that provide storage and cover for resident's vehicles. This would take the form of open-ended 'community carports' that could fit 15 to 20 cars within one structure. Each resident would have a designated parking spot within the structure and a large, lockable unit to store miscellaneous home and car goods. The architecture for such a structure would be integrated into the existing housing unit design. This type of amenity is a compromise and combination of individual garages and covered parking.

Given the level of amenities provided in Phase I, covered parking measures could be postponed until the second phase of FSU's development. The marketability of covered parking, while clearly an important preference, is not nearly as powerful of a tool as the other higher priority amenities. Therefore, it is reasonable to stagger the construction of these structures in the second phase of the development when there is a significant increase in housing units and thus neighborhood population.

5.3.3 Phase III

Phase III would include a maximum construction of 132 housing units to complete the FSU workforce housing development. The third phase uses the same premise as the second, reasoning that demand in the third phase of the development is currently even more difficult to predict. The beginning of construction for the third phase is expected to take place six to eight years from the start of construction for Phase I. This calculation is based on an absorption rate of 24 months and a construction period of twelve months. Phase III will consist of:

- 16 one bedroom/one bathroom units
- 54 two bedroom/two bathroom units
- 46 three bedroom/two bathroom units
- 16 four bedroom/two and a half bathroom units

Phase III could be contingent on several factors, including the future demand for faculty and staff housing. Demand for workforce housing in Tallahassee is difficult to predict. The survey concludes that there will be a sufficient number of faculty and staff very or somewhat interested in workforce housing. Additionally, Chapter 2 also concludes that with the growth of the university, housing demand by faculty and staff would grow. The final phase should may, therefore, be contingent on future considerations such as land build out, demand and the financial status of Phases I and II.

FSU should use the West Village as model for planning for their third phase. In particular, the university should continually assess the workforce housing market at every point in the neighborhood's growth; determining whether or not it is feasible to continue with its growth or whether to slow the expansion of the FSU development. It will also be important for the University to understand the impacts that the housing market has on demand for faculty and staff housing. Tallahassee and Davis have very different levels of housing costs, therefore FSU should be conservative its estimates about the growth of its faculty and staff housing.

Phase III Amenities

Phase III does not include the construction of amenities. At this point the neighborhood should be well established as a growing neighborhood with a sense of identity that offers a wide ranging number of amenities for its residents. Just as the housing growth should be contingent on future conditions, so too should the assessment of developing new or expanding established amenities. The university will have a much better idea of the neighborhood and its needs with a shorter time horizon. There should be constant assessments of the neighborhood's needs and what it would take to continue its growth of 396 units.

5.4 Closing Remarks

There is a fundamental variation between the phasing schedules of the FSU development in comparison to Davis' West Village that occurs as a result of the differences in demand for affordable housing in each university. The proposed FSU development relies on the use of amenities as an incentive to live on the Southside of Tallahassee. This proposal focuses on the construction of amenities, not solely housing units, as a marketing tool early in Phase I as a method for creating a demand for the development. Phases II and III are used almost entirely for the production of housing. This is primarily due to the lower costs of living in Tallahassee that in turn provides FSU employees with more housing choices and the lack of demand for housing in the Southside of Tallahassee. In contrast, UC Davis has been pressured by their high housing cost to focus their efforts in Phase I on producing a high number of affordable housing and constructing a majority of its amenities in Phases II and III. FSU does not have the luxury of such an eager market willing to purchase or rent based solely on price, and therefore must use a different method for attracting faculty and staff.

The university should use the survey only as a starting point. While the survey offers a wealth of general information about demand, there needs to be a much more focused base of information from which to design and construct a workforce housing development. Given the large scale of the proposed development and the long term commitment by the university in such an investment, there needs to be more certainty in what faculty and staff expect from a workforce housing development. Specifically, the use of charettes and focus groups would uncover a rich set of information regarding the needs of the potential market.

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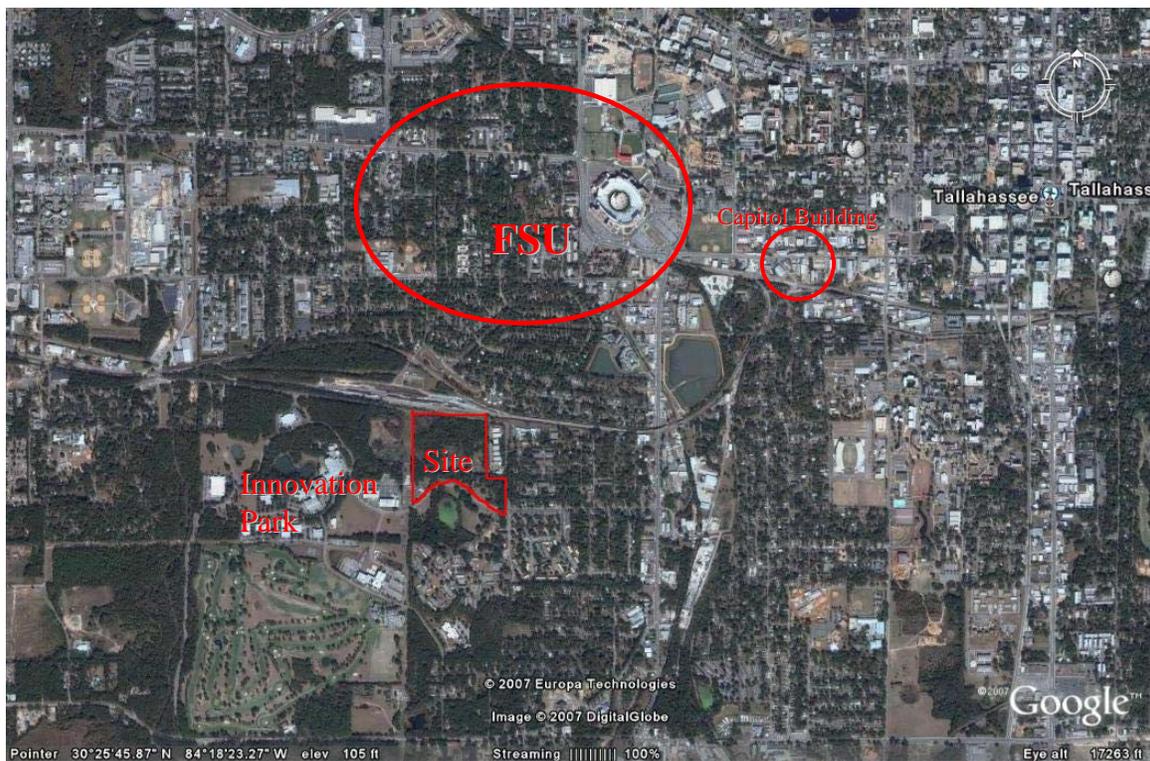
Because of Tallahassee's real state market, the university should commit to investing in an amenity-laden neighborhood that meets the needs of its market. Without this element of the FSU neighborhood, the university risks failure in attracting faculty and staff to its workforce housing development. Above all, the university must gain a much better understanding of whether or not a market truly exists for such a housing development. The survey implemented in this analysis serves as a great starting point but further research into the respondent's intentions must be carefully considered before the university approves its workforce housing development.

6. Site Analysis and Off-Site Considerations

6.1 Site Description

The site proposed for Florida State University's (FSU) workforce housing by the FSU Facilities Planning and Space Management is a 55-acre parcel, owned by FSU and located off Lake Bradford Road. It is bordered by Roberts Avenue to the north, Iamonia and Herlong Streets on the east, other property parcels owned by the university on the west; and FSU's Alumni Village and Levy Avenue to the south. The subject property is located entirely within the city limits and is serviced by City of Tallahassee (city) utilities. The parcel and its relative location to the main campus are seen in Figure 6.1.

Figure 6.1 Vicinity Map of Site to Main Campus

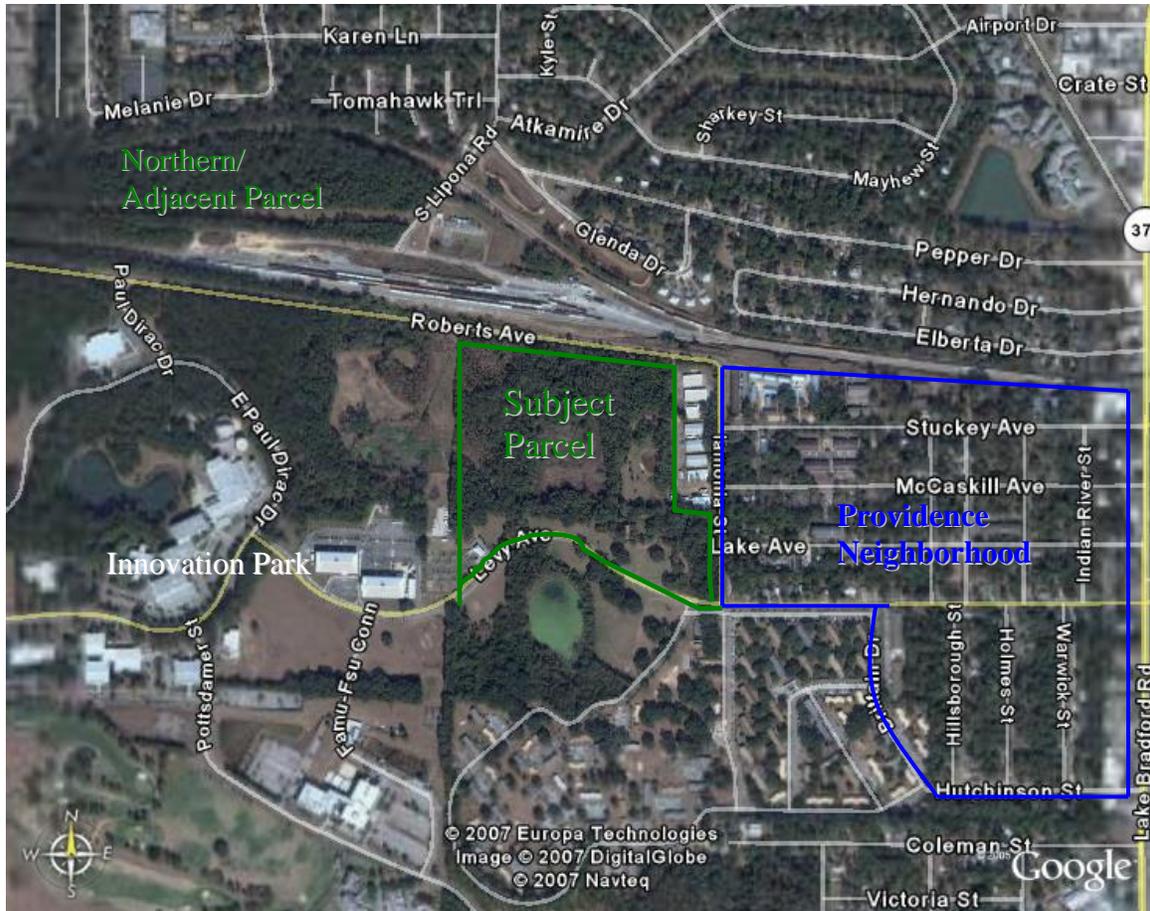


The site is adjacent on its eastern edge to the Providence neighborhood. Providence has an area of about 125 acres with about 890 dwelling units. This neighborhood currently has about 1,423 residents and 87 percent of those residents are African-American. On the south, the parcel is bordered by Alumni Village. This is a multi-family housing complex owned by the university used to house graduate students, married students with families, as well as visiting professors. On the west, several properties owned by the university border the parcel. Some of the other university-owned parcels in the area include the university research buildings, Innovation Park, which houses the FAMU/FSU College of

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Engineering as well as the National High Magnetic Field Lab, and other properties along Dirac Circle. On the north, Roberts Ave., and an adjacent piece of the property parcel. This northern most parcel is bordered by the CSX Railroad (www.talgov.com). These neighborhood boundaries can be seen in Figure 6.2.

Figure 6.2 Subject Parcel and Neighborhood Vicinity



The site considered for this development is currently underutilized property already owned by FSU. The site currently houses several warehouses that are used to share university surplus equipment and furnishings. As advised by FSU Campus Planning, although the warehouses are adjacent to the parcel, they should not be removed to accommodate this project. The warehouse acreage is not included in the 55-acre site proposed for this study's analysis. The FSU Campus Master Plan is currently being amended to include potential development of the south side property.

6.2 Site Suitability

FSU does not have a workforce housing program per se although some visiting faculty and scholars do rent a limited number of units in Alumni Village, a complex built in the 1970s to house permanent faculty (for either transitional or permanent housing), visiting professors and scholars, and graduate and married students. It is this last group of graduate and married students that now represent the vast majority of Alumni Village residents.

Although this housing is serving its intended purpose, it is largely considered outdated and has become costly to upgrade. For instance, the units do not allow for central heating and air conditioning, both of which are largely considered necessities for living in North Florida. Nevertheless, most residents appear content with Alumni Village. The university provides on-site childcare and StarMetro provides transit service to and from campus. Residents of this community view both of these services as important amenities. Many of the units are also large by student housing standards.

The university's housing department and facilities planning departments conducted a study several years ago to determine the feasibility of remodeling and updating Alumni Village. The conclusion of that study deemed any major improvements or overhaul to the development as costly enough to likely result in the out-pricing the tenants it is intended to serve. Subsequent sections of this chapter, however, identify the benefits of developing a mixed-use project that would offer needed amenities to Alumni Village and other neighboring communities, although the redevelopment of Alumni Village is beyond the scope of this project.

The location, because of its close proximity to FSU's main campus and adjacency to south campus, is considered desirable, although the surrounding neighborhood is viewed by residents as potentially dangerous. As a low-income neighborhood, it is without many of the amenities associated with university life. It should also be noted that because of the location of the parcel, the attractiveness of workforce housing could be of higher interest to those employees of the engineering school or of the National High Magnetic Field Laboratory for instance.

Factors for Change

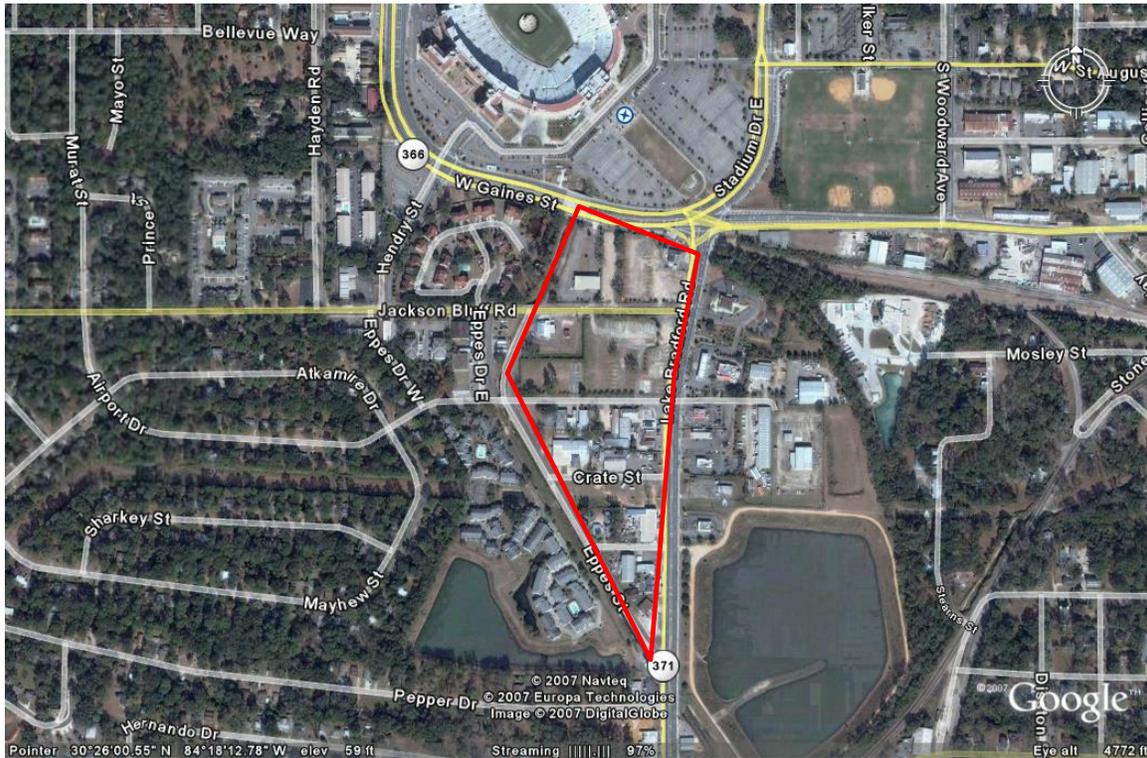
As the second neighborhood to take part in Tallahassee's Community Neighborhood Renaissance Program in conjunction with the Tallahassee-Leon County Planning Department, the Providence neighborhood is beginning to experience change for the better. In one of several meetings held between March 2003 and December 2004, the Providence Neighborhood Steering Committee identified key issues the neighborhood wanted to address. These issues were the inclusion of a neighborhood center, the reduction of crime, an increase in homeownership, neighborhood safety, and neighborhood cleanup.

Other changes that are set to improve the quality of life of the area include the

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revitalization of Tallahassee's main corridor between FAMU and FSU, Gaines Street. There are several sub-districts defined in the Gaines Street Revitalization Plan. Included in one of these sub-districts are the transition edges of the Civic Center, Lake Bradford Road Commercial Corridor, Railroad Square, the industrial area south of the CSX railroad, the FSU expansion area, and the Capitol Complex. The Lake Bradford Commercial Corridor is a triangular area of about 51 and a half acres. This area is bounded by Stadium Drive to the north, Lake Bradford Road to the east, and Eppes Drive to the west, as seen in Figure 6.3. This area is expected to continue to serve the redevelopment area with its current facilities, services and uses. These current facilities, services, and uses include commercial highway services- and their related uses, and drive-thru facilities. Planners have not yet recognized the potential for this area to serve workforce housing near south campus.

Figure 6.3 Lake Bradford Road Commercial Corridor



The third area to have an impact of the quality of life for the Providence and surrounding area is the economic development of the Southern Strategy Area (SSA) of which this subject parcel is included. Perhaps the most anticipated change to the area is the proposed redevelopment of the North Florida Fairgrounds. Leon County has had a long-term lease with the fairgrounds, but wishes to explore other opportunities that the property may offer to the south side area, such as mixed use development, commercial uses, and other entertainment outlets that are not currently available to this area.

These changes seek to bring more amenities and a wider mixture of uses to the area. This could mean potential closer proximity of services that are currently lacking in the area, such as retail. There is also mention of a proposed hospital in this area. The proposed revitalization and redevelopment of the Gaines Street corridor and the South Monroe Corridor and the North Florida Fairgrounds could bring a significant number of diversified residents to the SSA.

The proposed site for FSU's workforce housing was determined by interviewing campus planners and project coordinators. The site is being considered as an option to replacing, or existing in supplement to Alumni Village. The site considered for this development is currently underutilized property already owned by the university. The FSU Campus Master Plan is currently being amended to include potential development of the south side property.

6.2.1 Introduction to the Planning Problem

Establishing feasibility in terms of site characteristics requires determining whether there are any physical limitations to the site that may not allow the project to be developed. Site feasibility is determined by two groups of factors: the physical attributes that the sites and the presence or absence of adequate infrastructure to support the demand the development would place on the infrastructure of the site and the surrounding area.

Thirty-three percent of the residents in the nearby Providence neighborhood are students. The median family income is \$10,971 and the median household income is \$14,280, which indicate a low-income neighborhood. The unemployment rate for this neighborhood is at 20 percent as compared to the city-wide rate of 6 percent. Homeownership for the area is particularly low at 7 percent, an indicator of the high number of properties being held for rental purposes. The low homeownership rate is also due to multi-family housing as being the predominant housing type in the area. Also, the percentage of families living below poverty for this area is almost three times the rate for the city- which in 2005 was 10.5 percent.

6.2.2 Methods

The method for determining physical site suitability entails examining the individual factors of the site to determine if and where any constraints exist. These factors include contour maps, area zoning, slope analysis, 100-year floodplain, drainage analysis, wetlands and wetlands setbacks, soil suitability, and data on the ecological community.

The contour map illustrates changes in elevation on the site. Area zoning will provide an idea of the desired land uses of the surrounding parcels to determine whether the proposed project is suitable to the area. The slope analysis is used to determine whether the slope will allow for development. The 100-year floodplain layer tells whether the site is near a Federal Emergency Management Agency (FEMA) 100-year floodplain and will give an idea as to where, if any, flood mitigation needs to occur. Drainage is primarily an

entity of storm water mitigation and this layer will determine how and where water exiting the site will travel to storm drains in the area. The wetlands and wetlands setback layer will be used to determine a buffer zone for the wetland, if any are on the site. The soil suitability layer will be used primarily for drainage and sewer purposes. If the soil is not suitable for drainage, development is less feasible. The ecological community analysis will determine if there are any endangered or threatened species, or habitats of special consideration, located on the site that would remove any land for development.

These layers will be examined individually to determine whether or not there are any significant physical constraints that would hinder development.

6.2.3. Data and Analysis

The data used in the Site Suitability analysis were compiled by the Tallahassee- Leon County GIS department.

Land Development Suitability Analysis

Map 6.1 Contour Map

Topographic change on the site is fairly limited. The most outstanding feature on the site is a depression near the center portion of the subject parcel. Upon visual inspection of the site (See Figure 6.4 and Figure 6.5), it was determined that the slope of the property should not cause a problem for development.

Contour Map

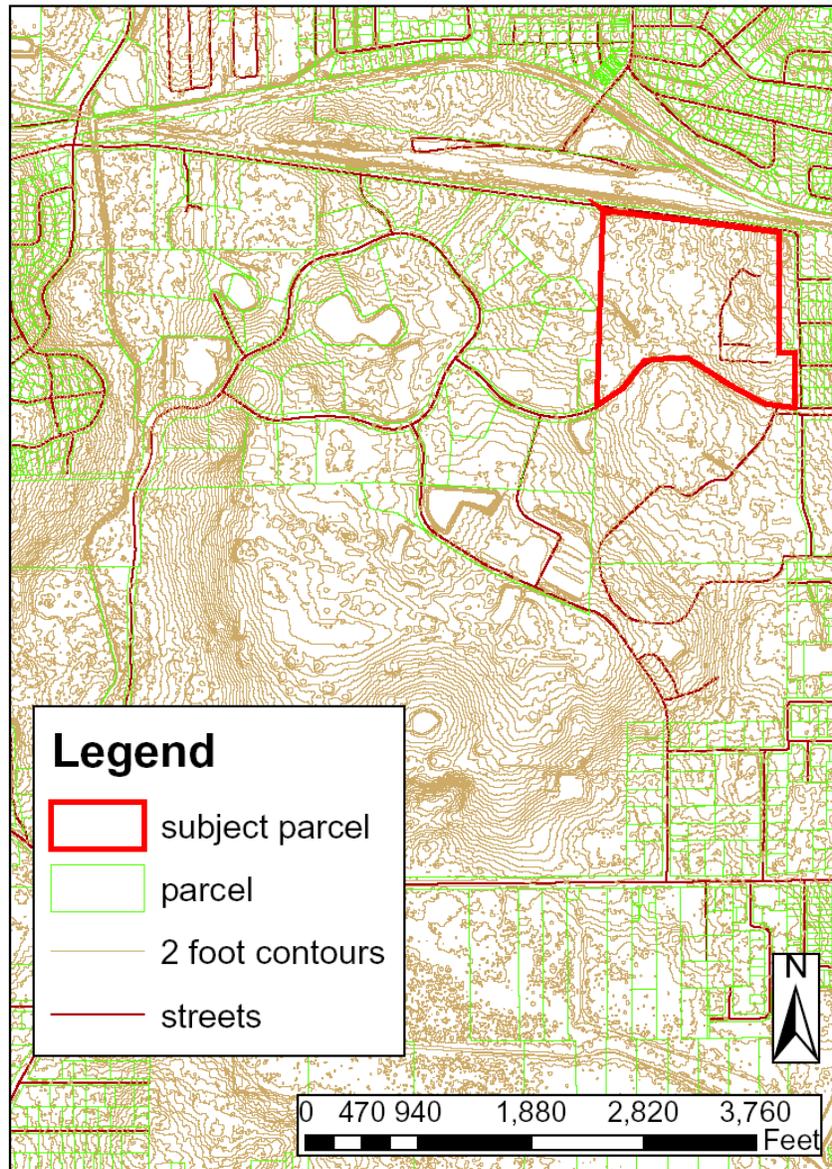


Figure 6.4 Slight Depressions and Clearings in Internal Portion of Site Looking Southwest

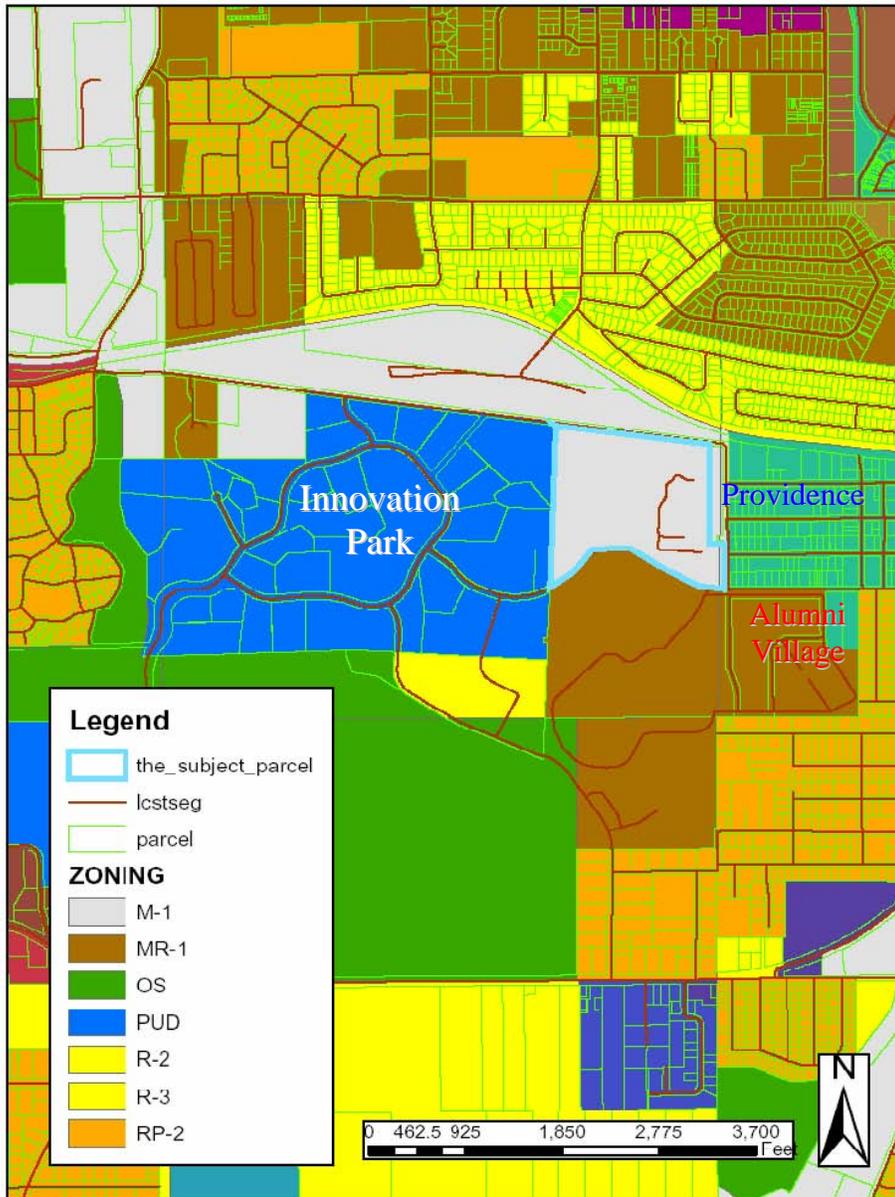


Figure 6.5 Depression in Internal Portion of Site Looking Southeast



Map 6.2 Area Zoning

Area Zoning



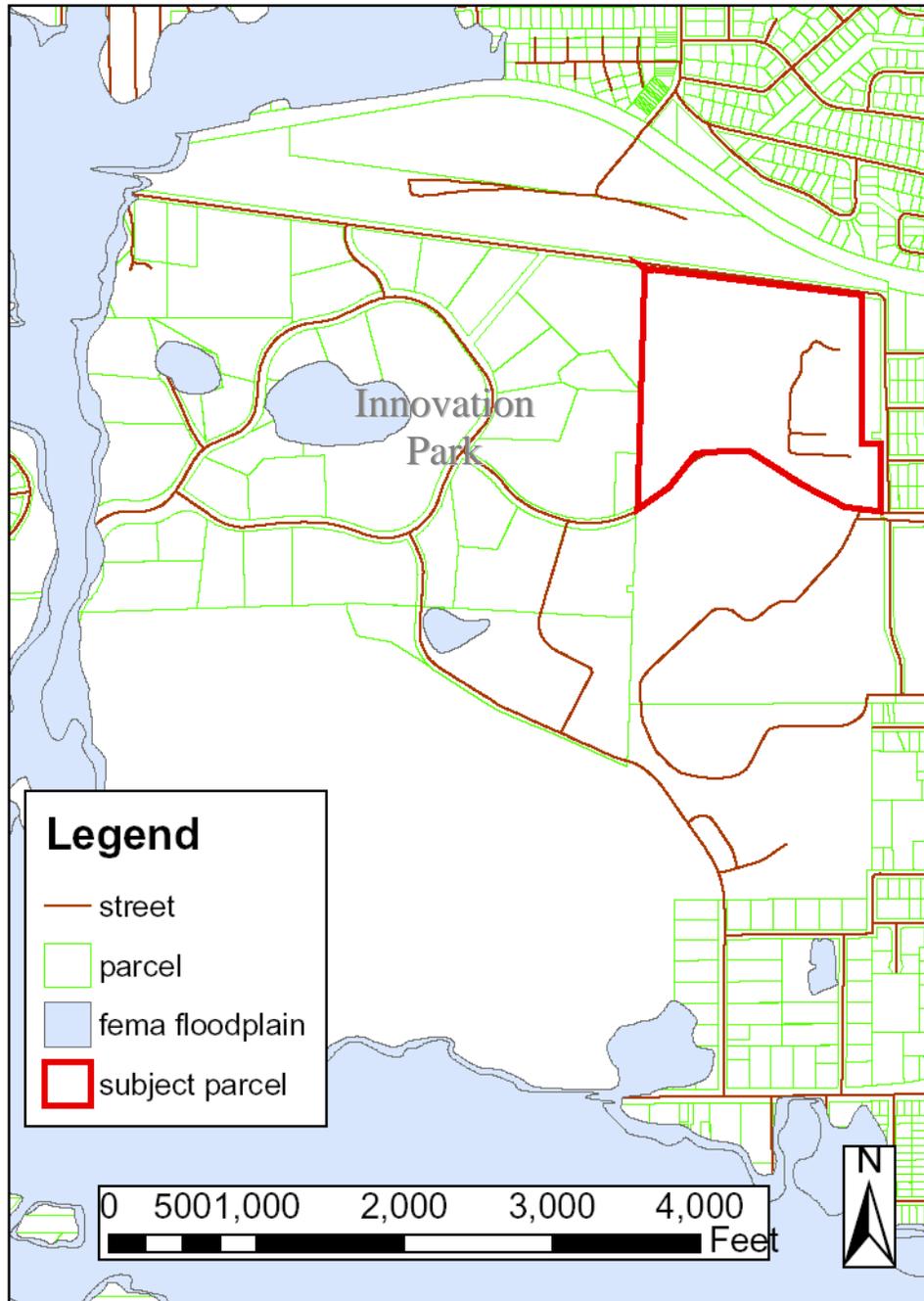
Currently, the property is zoned as M-1 for light industrial. The adjoining portion of the parcel and the parcel which houses Alumni Village are zoned for medium density residential. The nearby Providence neighborhood is zoned as central urban. The inclusion of the project is a suitable use for the area.

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Personal communication with university facilities planner, Mark Bertolami, indicated that the current land use designation is provided by the city in the absence of a long term campus master plan identifying future potential development the property. As the university is currently updating its campus master plan to include the university's southern property and, thus, the proposed site, this land use designation will no longer be effective (Bertolami). After adoption of the campus master plan, no zoning amendments for the property will be required as its development will be governed by the university per its agreement with the city (more detail on this process is described in section 6.5 below).

Map 6.3 Flood Hazard Analysis

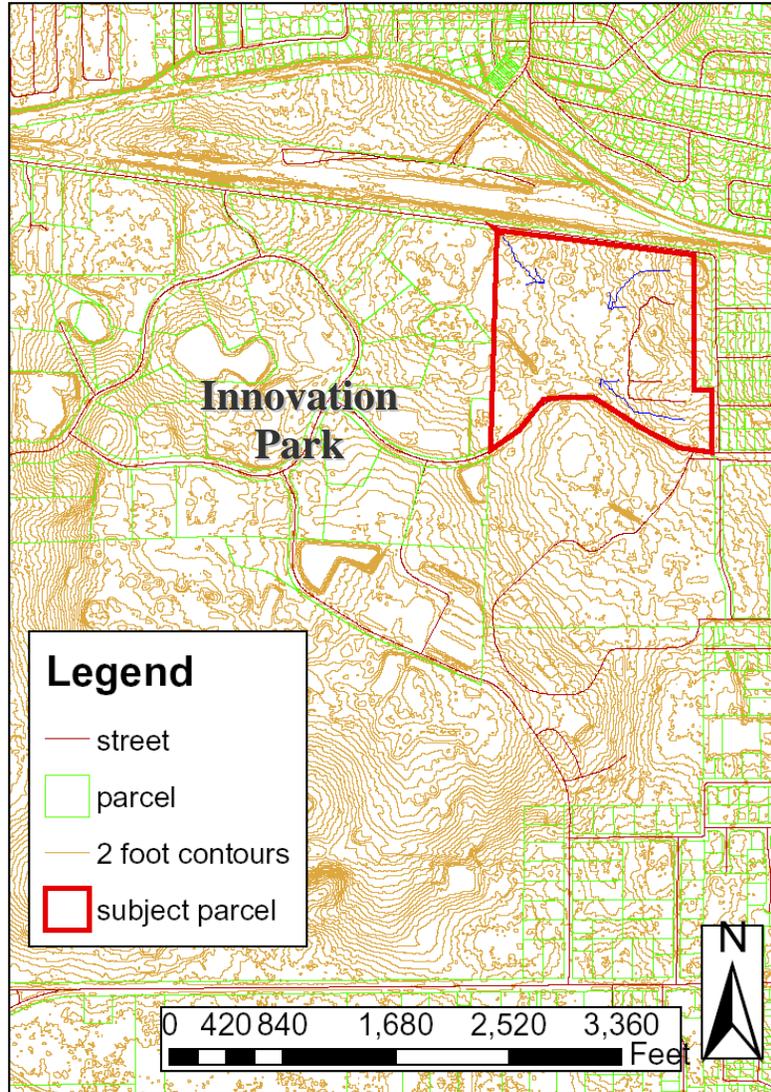
Flood Hazard Analysis



There are currently several floodplains in the vicinity of the parcel; however, there are none that lie within the parcel boundaries.

Map 6.4 Drainage Analysis

Drainage Analysis



Although the parcel is level, one issue of concern is that the area is prone to flooding. During periods of heavy rain, the boundary of the property along Levy Avenue and leading into Alumni Village is the most vulnerable. The property is also part of the Lake Munson drainage basin.

An interview with the city's Growth Management Department confirmed that the property would pose some problems in terms of stormwater drainage (Printy, March 27, 2007). Printy further suggested that the city prefers that new developments utilize natural gravity for drainage over construction of a pump station (Printy, March 27, 2007).

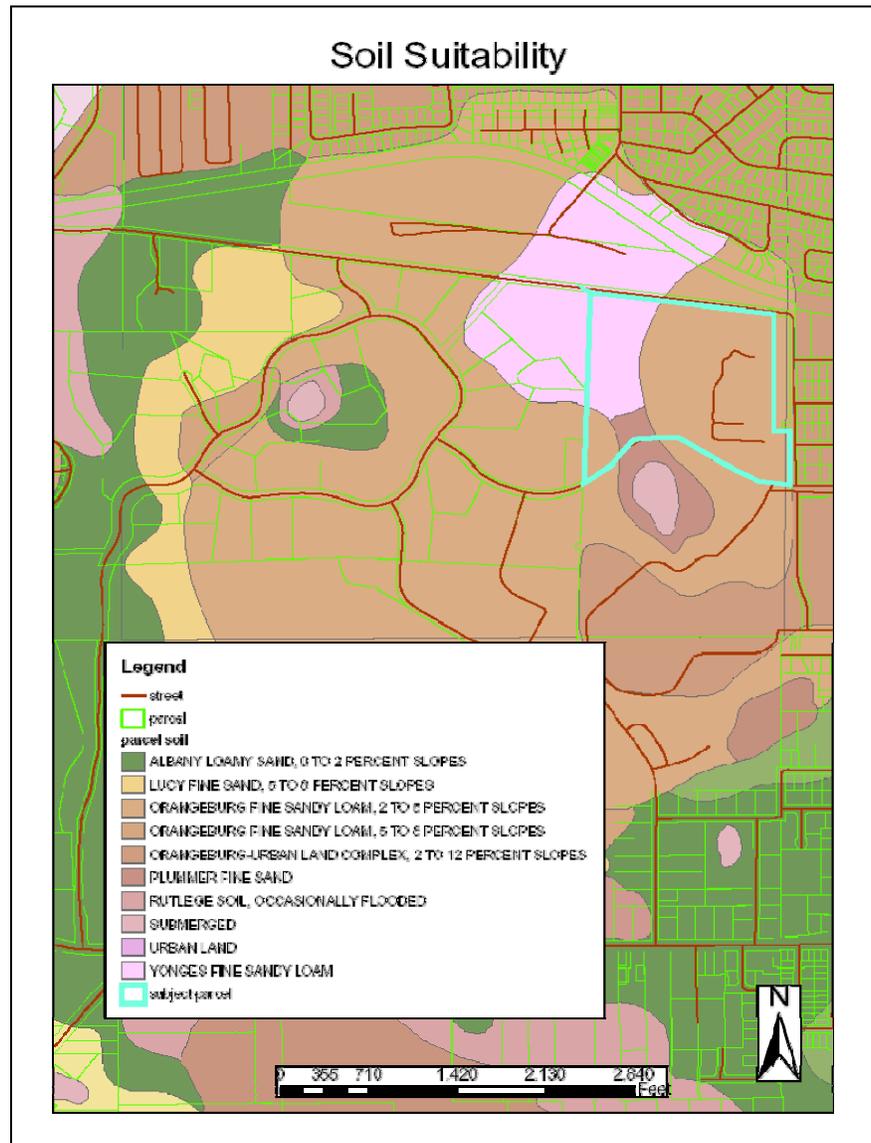
Map 6.5 Wetlands and Wetlands Setbacks

Wetlands and Wetlands Setbacks



The wetlands to be noted on the site occur on the southern portion of the parcel- south of Levy Avenue. From the visual investigation of the site, the wetlands that may have occurred near the northern portion of the parcel are not a factor at this time.

Map 6.6



The soil types that exist on the site include: Yonges fine sandy loam, Orangeburg fine sandy loam (2-5 percent slopes), and Plummer fine sand. The characteristics of Yonges soils include poorly drained soils with a permeability that is moderately slow. Soils of this type frequently flood for long periods of time during the winter (USDA, p.79). For Orangeburg fine sandy loam, these soils are well drained with moderate permeability (USDA, p. 72). The Plummer series of soils are typically characterized by soils that are poorly drained and with permeability that is moderate (USDA, p.74). The Orangeburg fine sandy loam and the Plummer soils are also common in areas with depressions and drainage ways that are poorly defined (USDA, p.72,74). Of the 55 acres the subject property encompasses, only approximately 17 acres are composed of unsuitable soil.

There remain 38 acres of land where soils are suitable for construction without mitigation. These soils are located on the eastern portion of the site running from its northern to southern boundaries.

Ecological Community Analysis

According to the Environmental Resources Analysis Report from the Florida Department of Environmental Protection- seen in Appendix E.1 - there are no environmentally sensitive lands, animals, or plant species that exist on the site.

6.3 Proposed Development Size

6.3.1 Introduction to Planning Problem

In order to determine the project's impacts on local public facilities and services, the size and composition of the development must first be determined. This size, measured in dwelling units, is also a critical component of the financial feasibility review, described in Chapter 7.

The development proposal described in Chapter 5 suggests developing a townhouse community to meet the overwhelming desire of survey respondents' for private outdoor/yard space. The community will provide one-, two-, three- and four-bedroom units to meet the individual needs of the survey respondents and future renters. It is envisioned that a combination of one-, two- and three-story units will be required to provide the appropriate townhouse blend based on bedroom size. For instance, one bedroom units will likely utilize one-story end units; two and three-bedroom units will be designed as two-stories and four-bedroom units will be designed as three-story units, with two bedrooms on each of the top two floors.

The following analysis uses this development proposal assumption and determines the optimum number of townhomes that could be accommodated by the project's site.

6.3.2 Methods

This study first analyzed how the site's physical constraints, described in section 6.2 above, may affect the ability to develop the property to its maximum potential. Then, this study reviewed potential zoning regulations with the City of Tallahassee Growth Management Department to select one to use as a baseline to establish an optimum density for the development (identified in the *City of Tallahassee's Code of Ordinances*).

The development size physically accommodated by the site was then cross-referenced with potential demand for the project, as identified in the survey described in Chapter 2. Survey responses were also employed to recommend an appropriate mix of unit types (i.e., one bedroom, two bedrooms, three bedrooms, four bedrooms).

6.3.3 Data and Analysis

Site Constraints

As discussed in the previous section of this chapter (6.2), there is only one physical constraint of the site placed on potential development – the two poor soils identified in **Map 6.6**. Of the 55 acre site, approximately 17 acres are either characterized by this poor soil or are separated from the developable property by the poor soil. Those 17 acres are subtracted, therefore, to yield a total developable site size of 38 acres.

The optimum density and zoning for a townhouse community was discussed in a phone interview with a planner in the City of Tallahassee Growth Management department. Mr. Schuck confirmed that the medium-density residential (MR-1) zoning district would serve as an appropriate guide for this development and further noted that the zone's density regulation was appropriate for a project of this scale (personal communication, April 23, 2007). MR-1 allows for a maximum of 16 gross dwelling units per acre (16 du/ac), which includes buildings, appropriate set-backs, required parking and internal circulation.

The 38-acre developable site is refined by applying an appropriate land use mix discussed in greater detail in the next section (6.4). Allocating 45 percent of the developable property to residential uses would yield 25 acres and a residential development size of 396 units.

25 developable residential acres x 16 gross dwelling units = 396 total dwelling units

For use in the facilities review to follow, dwelling units were translated to number of persons served by the project based on average household size as identified by the U.S. Department of Commerce, Bureau of the Census 2000. The proposed workforce housing development can expect to serve 926 persons.

2.34 average household size x 396 dwelling units = 926 residents

Survey Impacts

The proposed development size identified above and based on the site's characteristics is cross-referenced with the potential demand for workforce housing as found in the survey described in Chapter 2.

Survey results found that 26 out of 186 respondents were definitely or very interested in university-provided workforce housing, representing 14 percent of the results. When this number is generalized to the total FSU employee population of 6,074, it yields approximately 850 very interested households. This number implies there is a significant amount of demand for 396 units.

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Furthermore, survey respondents indicated their desired dwelling type by indicating their preferences for number of bedrooms (See Table 6.1)

Table 6.1 Number of Bedrooms Desired by “Very Interested” Survey Respondents

Bedrooms	Number	Valid Percent
1	3	12%
2	11	42%
3	9	35%
4	3	12%
Total	26	100%

Source: Florida State University Faculty and Staff Housing Survey, Spring 2007

The percentages identified in the above table were applied to the proposed number of dwelling units to provide a recommended blend of one, two, three and four bathrooms. Table 6.2 shows the resulting types of units, as well as suggested average square footage and bathrooms. The latter information was generated by reviewing newer apartment properties in the Tallahassee area (see Appendix E.2 for apartment research data).

Table 6.2 Proposed Development Unit Type, Square Footage and Bathrooms

Number and Size of Units				
Bedrooms	Percent	Number	Average Square Footage	Bathrooms
1	12%	46	857	1
2	42%	166	1154	2
3	35%	139	1390	2
4	12%	46	1720	2.5
Total**	100%	396	501,944	

*All units are one-, two- and three-story townhomes

**Total square footage for development

Source: Florida State University Faculty and Staff Housing Survey, Spring 2007

6.4 Land Use Mix and the Project Development Proposal

6.4.1 Introduction to Planning Problem

This study researched the potential for mixed-use development given the size of our site and opportunities for co-location of services required by Alumni Village and the joint FSAU/FAMU School of Engineering. These recommendations are coordinated with and based upon the Project Development Proposal outlined in Chapter 5.

6.4.2 Methods

Using the example of the case study research, described in Chapter 4, the University of California at Davis (UC Davis) mixed-use development served as the model for suggesting an appropriate blend of uses for FSU's workforce housing project.

6.4.3 Data and Analysis

The UC Davis Case Study identified four main land uses in their workforce housing project, West Village:

- 40 percent residential
- 32 percent open space
- 7 percent institutional and retail
- 21 percent transportation.

This study adjusted those uses and percentages to account for differences in site and the project's Development Proposal

Our site requires a slightly different mix for the following reasons:

- Presence of unsuitable soil increases the opportunity for open space
- Internal transportation and circulation is included in the gross density utilized and, therefore, is a part of the residential mix, requiring that less space be dedicated to transportation than in the UC Davis example.

The study's development proposal also requires more open space and recreational facilities, allowing for an increase in land allocated to open space.

Table 6.3 illustrates the proposed mix of uses, along with corresponding acreage for FSU's proposed workforce housing development.

Table 6.3 Proposed Land Use Mix

Land Use Mix		
Residential	45%	25
Open Space and Recreational Facilities	40%	22
Institutional and Retail	10%	6
Transportation	5%	3
Total	100%	55*

* Total site 55 acres = 38 developable acres plus 17 acres of unsuitable soil reserved for open space
Source: University of California- Davis Case Study, Studio 2007

Twenty-five acres will be utilized for construction of the development's dwelling units, including the buildings, internal circulation and required set-backs.

Seventeen acres of the 22 acres dedicated to open space and recreational facilities will utilize the portion of the site characterized by unsuitable soil and the portion of developable property disconnected from the rest of the site. This portion of the property will be ideal for park space, walking trails, playgrounds and athletic fields. Portions of the remaining five acres of developable land can be utilized for the community pool and clubhouse. The site's stormwater drainage may need to utilize a portion of this open space, in the form of a small pond, if determined feasible by a future survey and site plan.

It is envisioned that 10 percent of the site or six acres be set aside for institutional uses, including but not limited to a charter school or small community chapel. Also allowed within this retail land use designation is a small grocery store to serve the development's residents and nearby residents of Alumni Village and the Providence Neighborhood. A small portion, five percent or three acres, is set aside for any potential transportation right-of-ways that may be required for access to the local transportation system.

These land uses will provide the appropriate blend of residential space and non-residential space, while accommodating the amenities identified in the project's Development Proposal defined in Chapter 5. Survey respondents and potential renters suggested that amenities such as open space, community center and a community pool were very important in a workforce housing development. These amenities will not only make the project's site more attractive to potential residents, it will also offset some of the constraints posed by the site's location not proximate to the main campus.

Interviews with the FSU Director of Facilities Planning confirmed that a mixed-use development would be favorable, if proposing to include uses that would complement nearby university communities, such as Alumni Village, the joint FSU/FAMU School of Engineering and the new FSU Intramural Fields. There are a number of quality of life amenities missing in the area surrounding the proposed project site, such as a grocery store and other retail opportunities, which can be accommodated by the proposed land use mix.

6.5 Off-Site Considerations - Availability of Adequate Public Facilities Review

6.5.1 Introduction to the Planning Problem

FSU comprehensive campus master planning and the provision for adequate university infrastructure are governed by special provisions established by the Florida Legislature in the Educational Facilities Act, Section 1013.30, Florida Statutes, which supersede the requirements of the Local Government Comprehensive Planning and Land Development Regulation Act, Part II of Chapter 163, Florida Statutes. Upon adoption of the campus master plan by FSU, FSU and the city are required to enter into a campus development agreement that identifies FSU's "fair share" of the cost of all improvements to local municipal facilities or services adversely impacted by the university's growth and development.

This section of the study first describes the university's master planning process, including amendments, if required, to the Comprehensive Campus Master Plan (the "Master Plan"). It then evaluates the impacts of the proposed project on the city's public facilities and services to ensure concurrency (in other words that those facilities and services are in place before the impacts of the project occur). It also identifies the FSU's responsibility, including costs, for mitigating the impacts of its development on municipal facilities and services.

6.5.2 Methods

This study reviewed various components of concurrency legislation and university master planning documents in order to understand FSU's master planning processes and requirements. Particularly, the study analyzed Part III of the Educational Facilities Act, Chapter 1013, Florida Statutes, as well as Part II of the Local Government Comprehensive Planning and Land Development Regulation Act Chapter 163, Florida Statutes.

This study further reviewed FSU's Master Plan for planning and development requirements and to understand the FSU's relationship with the city in regards to planning and provision of adequate public facilities. More specifically, the "Campus Development Agreement between the Florida State University and the City of Tallahassee," (the "Agreement") was reviewed, as it identifies the university's concurrency responsibilities. The intent of the Agreement is:

To implement the requirements of concurrency contained in Subsections 1013.30 (11)-(15), Florida Statutes. It is the intent of FSU and city to ensure that adequate potable water, sanitary sewer solid waste, drainage/stormwater management, parks and recreation, roads, and public transportation facilities are available consistent with the level of service standards for these facilities as adopted in the City's comprehensive plan (Agreement, 2005, p.3).

The study also reviewed the *City of Tallahassee Growth Management Concurrency Management System Policy and Procedure Manual* (the “Concurrency Manual”) and Comprehensive Plan to ensure consistency with the facility levels of service identified in the agreement between FSU and the City. A facility’s level of service (LOS) standard is an indicator of the extent or degree of service provided by, or proposed to be provided by a facility based on and related to the operational characteristics of the facility.

This study then estimated project impacts, using the proposed development size identified in the previous section, to local public facilities (roads, stormwater, potable water, sewer, solid waste, parks, transit and schools) using level of service standards identified by the City and FSU.

The study interviewed city Growth Management staff (particularly transportation and water/sewer) and Leon County School officials to review the existing capacity of the facilities impacted by the proposed project at its proposed site. Specifically, the study combined the project’s proposed impacts with the city’s reserved capacity and compared with unused capacity to determine the status of all facilities and services affected by the project. Any requirements for off-site improvements or mitigation were recommended.

6.5.3 Data and Analysis

FSU Master Planning Process

Part III of Chapter 1013, Florida Statutes provides legislative instruction for the planning and construction of educational facilities. The statute provides clear guidance for university campus master plans and campus development agreements starting in section 1013.30, Florida Statutes. A review of that guidance is provided below.

It is recognized that there is a unique relationship between universities and the local governments in which they are located (s. 1013.30(1), Florida Statutes). Universities understand that they may have an adverse impact on the public facilities and services of their host communities, while providing substantial educational, economic and cultural benefits. Balancing this unique relationship is the intent of the statute and its requirements.

Each university board of trustees is required to prepare and adopt a campus master plan that will identify “general land uses and address the need for and plans for provision of roads, parking, public transportation, solid waste, drainage, sewer, potable water and recreation and open space during the coming 10 to 20 years” (s. 1013.30 (3), F.S.). Furthermore the plan must contain future land use, intergovernmental coordination, capital improvements, recreation and open space, general infrastructure, housing and conservation elements, similar to local government comprehensive plans. Each element must remain compatible with the surrounding community. Section 1013.30 (3), F.S. also requires that master plan to “identify specific land uses, general location of structures, densities and intensities of use, and contain standards for onsite development, site design,

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environmental management, and the preservation of historic and archaeological resources.” The transportation element must address ways to minimize offsite impacts where possible.

The campus master plan must not conflict with the comprehensive plan of the host local government and any affected local governments and must be consistent with the state comprehensive plan (s. 1013.30 (5), F.S.). To that end, the Campus Development Agreement adopts many local government guidelines in regards to concurrency and development impacts on facilities.

Section 1013.30 (6), F.S. requires that the campus master plan be reviewed by all affected local governments, the state land planning agency, the Department of Environmental Protection, the Department of Transportation, the Department of State, the Fish and Wildlife Conservation Commission and the applicable water management district and regional planning council before adoption. The statute requires the university board of trustees to comply with the public notice requirements set forth in s. 163.3184(15) to ensure full public participation in the planning process.

After considering all comments and holding at least two public hearings, the university board of trustees may adopt the campus master plan (s. 1013.30 (6), F.S.).

An amendment to the campus master plan must be reviewed and adopted, subject to the same process described above, if such amendment would:

- Increase density or intensity of use of land on the campus by more than [ten] percent;
- Decrease the amount of natural areas, open space, or buffers on the campus by more than [ten] percent; or
- Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than [ten] percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government (s. 1013.30(9)(a-c), F.S.).

The current FSU campus master plan does not include development plans for the southern area owned by the university and where the proposed workforce housing would be sited (FSU Campus Master Plan, 2005). Interviews with the university’s Director of Facilities Planning indicate that an update to the current master plan is being conducted to include development plans for this property (M. Bertolami, personal communication, March 9, 2007).

As a part of their legislatively required master planning process, the university entered into a “Campus Development Agreement between Florida State University and The City of Tallahassee” in 2005. Major components of the Agreement will be described below,

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as they are assumed to serve as the model for development of this workforce housing project.

The Agreement's purpose is to implement the requirements of concurrency contained in s. 1013.30(11-15), F.S. and fulfills the university's and city's intent to "ensure that adequate potable water, sanitary sewer, solid waste, drainage/stormwater management, parks and recreation, roads, and public transportation facilities as adopted in the City's comprehensive plan" (Agreement, 2005, p. 3). It further addresses concurrency implementation and the mitigation of impacts expected over the term of the Agreement.

The Agreement, as required by s.1013.30(11)(a-g), F.S.:

- Identifies the geographic area of the campus and local government covered by the Agreement;
- Establishes its duration or timeframe (between five and ten years);
- Addresses public facilities and services;
- Must for each of the facilities, identify the level of service standards, identify the entity that will provide the service to the campus, and "describe any financial arrangement between the Board of Governors and other entities relating to the provision of the facility or service," which are described in detail in the following section (s. 1013.30(11)(d), F.S.)
- Determines the impact of existing and proposed campus development expected over the term of the Agreement on each facility or service and identifies any deficiencies in such service created by the university.

The Agreement ultimately provides an accepted model for the university's growth and development over the ten year period. It identifies the university's projected growth over the duration of the Agreement, determines its impacts on all public facilities affected by the development and provides for the mitigation of those impacts. The current Agreement states that the university has paid for, through its mitigation of impacts, a reserved capacity of 1,711,560 net assignable square feet of development (Agreement, 2005, Exhibit "A"). In other words, the university has planned for and mitigated its impact on local public facilities to the extent that it may develop up to 1.7 million square feet without further concurrency review.

Since the proposed workforce housing project is not considered in the current campus master plan, it has not been assessed and reserved in the current Agreement between the university and city. As stated earlier, considerations for the project will require an amendment to the master plan update, with a subsequent update to the Campus Development Agreement.

Public Facilities Review Results

For the purposes of determining the impacts to public facilities and services created by the project, level of service standards identified in the Campus Development Agreement

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have been utilized. Those standards, as described in the previous section are consistent with the standards outlined in the City of Tallahassee's Comprehensive Plan and Concurrency Manual. Each facility and the project's proposed impact are described in detail below.

The previous section proposed 396 dwelling units for the workforce housing project, which will serve as the basis for the facilities' impact review to follow.

Transportation

The local roadway network projected to be impacted by the proposed development includes:

- Levy
- Lake Bradford
- Orange
- Stadium Way
- West Pensacola
- Gaines

It is expected that nearly all of the new traffic generated by the development will be traveling to and from the university and will, therefore, not affect roadways significantly beyond these distances.

The development's impact on transportation was projected by using nationally accepted practices of trip generation as established by the Institute of Transportation Engineers (ITE). Utilizing their numerous studies of development impacts, ITE has suggested proven equations for calculating the number of vehicular trips that will be created by almost any land use. Table 6.4 shows the generation of new trips for a townhouse development based on the number of dwelling units. This table illustrates that the workforce housing development of 396 units will generate 192 PM peak hour trips, with 128 (67 percent) of them entering the site and 63 (33 percent) leaving the site during the PM peak hour. This is indicative of most commuting patterns.

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Table 6.4 New Trips Generated by Workforce Housing Development

ITE Land Use	Units	PM Peak Hour		Calculated Trips by Rate	Calculated Trips by Equation	Trips Used in This Analysis
		Rate	Equation			
Residential Condo/Townhouse	396	0.52	$\text{Ln}(T)=0.82$ $\text{Ln}(X) + 0.32$	206	192	192
ITE Code 230	Units	/unit				

Source: ITE Trip Generation Manual, 7th Edition

Tallahassee Growth Management staff identify new PM peak hour trips, as that is when traffic is heaviest, and subtract those trips from the existing capacity of a roadway, which is determined by its Level of Service classification (i.e., a roadway of level of service x will carry x number of PM peak hours trips as its capacity). Roadways remaining at or above their adopted level of service, when new trips are added, are considered concurrent with local requirements and do not require mitigation.

This study reviewed the city’s adopted level of service for each affected roadway, added the new 192 trips generated by the development to existing and planned traffic and determined that the development’s new trips would not degrade the facility’s level of service.

In fact, this review found adequate capacity in the affected roadways to safely assume no adverse impacts by other uses proposed for this project (such as small retail shop and community center); though a separate generation was not conducted. Also, these new traffic estimates can be considered “worst case” scenario, as it does not take into account the possibility of public transportation use. The survey results indicated 36 percent of the respondents felt access to a bus stop was very or somewhat important, implying potential use of the existing system offered by StarMetro.

Stormwater

The Agreement identifies the city’s adopted level of service for drainage/stormwater management facilities which are summarized herein. Drainage/stormwater management facilities shall be adequate to provide certain drainage standards for 100-year, 25-year or less, 10-year or less and 5-year or less events.

At the time of the Agreement, FSU and the city agreed to jointly construct a regional stormwater facility. FSU agrees to mitigate any stormwater impacts on project sites if sufficient capacity is not available at the joint regional stormwater facility or on other FSU sites. FSU also pays a monthly charge to the city for the storage and conveyance of stormwater.

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Potable Water

The city's Comprehensive plan establishes 160 gallons per capita per day for level of service standards for potable water facilities. An interview with the city's Growth Management Department identified 300 gallons per dwelling unit per day as a standard rule to apply to new developments (T. Printy, personal communication, March 27, 2007).

Utilizing both assumptions, the following impacts on potable water are anticipated by the new development:

$$396 \text{ units} \times 300 \text{ gallons per dwelling unit per day} = 118,800 \text{ gallons per day}$$

or

$$396 \text{ units} \times 2.34 \text{ persons} = 926 \text{ persons served by the project} \times 160 \text{ gallons per capita per day} = 148,262 \text{ gallons per day}$$

Sewer

The city's Comprehensive plan establishes 140 gallons per capita per day for level of service standards for sewer facilities. An interview with the city's Growth Management Department identified 300 gallons per dwelling unit per day as a standard rule to apply to new developments (T. Printy, personal communication, March 27, 2007).

Utilizing both assumptions, the following impacts on sewer are anticipated by the new development:

$$396 \text{ units} \times 300 \text{ gallons per dwelling unit per day} = 118,800 \text{ gallons per day}$$

or

$$396 \text{ units} \times 2.34 \text{ persons} = 926 \text{ persons served by the project} \times 140 \text{ gallons per capita per day} = 129,640 \text{ gallons per day}$$

Solid Waste

The Agreement outlines that solid waste is collected in dumpsters throughout the campus and transported to the Leon County Landfill for disposal by the city (Agreement, 2005, p. 5).

The level of service standard adopted for solid waste is 6.90 pounds per capita per day, which would generate a total of 6,389 pounds of solid waste per day:

$$6.90 \text{ pounds} \times 926 \text{ persons} = 6,389 \text{ pounds per day (Agreement, 2005, p. 8).}$$

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Per the current Agreement between FSU and the city, which is expected to remain the precedent for this project, FSU pays a monthly charge to the city for the collection and disposal of solid waste. It is anticipated that there will be no additional costs for solid waste to be considered in this feasibility study, other than its monthly charge for use.

Open Space/Park Land

Recreation and open space facilities are provided by the university and the city provides a variety of parks, open spaces and recreational facilities which can be utilized by university students, faculty and staff (Agreement, 2005, p.5). The city's Comprehensive Plan requires 1.22 acres of countywide park land per 1,000 population and 2.00 acres of area park land per 1,000 population within the Urban Service Area (Agreement, 2005, p. 8).

The proposed development should not degrade the operating conditions for public open space and recreation facilities in the city, as there is ample capacity for the expected population. It is anticipated that there will be no additional costs for open space and park land provision required of the university in developing the project.

Transit

StarMetro provides bus service to FSU with specific routes serving Alumni Village and the joint FAMU/FSU School of Engineering. It is anticipated that the university will work with StarMetro to ensure that routes continue to serve university students, faculty and staff, including employees residing in the workforce housing development. Increasing transit ridership by the project's residents will decrease the development's overall impact on local roadways.

Schools

Though not identified in the Agreement as a public facility required for concurrency consideration, schools will need to be addressed for the development of this project. Senate Bill 360 in 2005 made school concurrency mandatory and is to be established on a district-wide basis. Section 163.3180(1)(a) requires that schools also be subject to concurrency on a statewide basis.

An in-depth discussion with Leon County Public School's Executive Director of Planning and Policy Development yielded information on how to determine the development's potential impact on those schools. As with other public facilities, a standard calculation will be determined to predict the impact of new developments on public schools. At this time, however, no such calculation has been developed for Leon County, as the legislative requirement is relatively new and legislation granted local governments until December 2008 to develop and implement a School Facilities Element to their local comprehensive plan (s.163.3177(12)(i), F.S.). Leon County has agreed to complete their public schools facility element by June 2007, with the hopes of being

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adopted in the local comprehensive plan by April 2008 and becoming active in the fall of 2008 (Dr. Wills, personal communication, March 28, 2007).

Leon County Public Schools is considering the following factors in helping to determine how a new development is expected to impact the public school system:

- Housing type
- Size of property, such as number of lots and square footage
- Location of the development
- Other features, such as the ability to walk to school, nature of residential community (i.e., university student-driven development) (Dr. Wills, personal communication, March 28, 2007).

The county will also look at developments constructed within the last five years to estimate impacts on the school system. It is expected that the “proportionate share” formula, or how the new development will be assessed for their impacts, will be:

Development’s new students – available capacity at the school times cost per student station (Dr. Wills, personal communication, March 28, 2007).

The cost per student station is determined annually by the Department of Education as the cost to construct a place at the school for each student. In 2006, the cost per student station of new construction for elementary schools was \$17,952 per student; \$19,386 for middle schools and \$25,181 for high schools (Dr. Wills, personal communication, March 28, 2007).

Furthermore, the county is considering mitigation options for new development in lieu of cash payment, such as the expansion of existing or construction of new schools; mitigation banks and contribution of land (Dr. Wills, personal communication, March 28, 2007).

School Quality

This project not only has to be feasible but must also be able to attract residents to the project’s proposed location. Schools serve as an integral determinant to residential location, so this study briefly discusses the quality of local school as well.

This study reviewed the Florida Department of Education’s (FDOE) website to analyze the quality of the three local schools serving the project site. Quality is measured predominately by grade.

Pineview Elementary School is a Grade “A” school and is performing well in the areas of percent of students meeting high standards in reading, math and writing, as of 2006 (FDOE website). In fact, Pineview experienced a gain in grade from a “B” in 2005 (FDOE website). Seventy percent of Pineview’s students were meeting high standards in reading, 68 percent in math and 74 percent in writing.

Belle Vue Middle School is a Grade “C” school is performing poorly in the areas of percent of students meeting high standards in reading and math, as of 2006 (FDOE website). Only 46 percent of their students were meeting high standards in reading, 40 percent in math and 91 percent in writing (FDOE website).

Rickards High School is a Grade “C” school and is performing poorly in the areas of percent of students meeting high standards in reading and math, as of 2006 (FDOE website). Only 37 percent of their students were meeting high standards in reading, 66 percent in math and 85 percent in writing (FDOE website).

6.6 Findings

Finding 6.6.1: The parcel is zoned M-1 for light industrial. Since the parcel is university owned, the university may dictate what use is applicable to its parcels.

Finding 6.6.2: Since the area bordering the southern edge of the parcel is subject to flooding, there may be some mitigation needed to facilitate runoff in the event of heavy rain.

Finding 6.6.3: Only one of the soil types found on the parcel is most suited for development. The less suitable soil types occur in areas where there may have been water at some time. This unsuitable soil decreases the developable site from 55 acres to 38 acres.

Finding 6.6.4: The physical conditions of the site and project’s demand, implied by the survey respondents, suggest a workforce housing development with 396 dwelling unit would be accommodated. Development of these 396 units should be phased following the recommendations of the Project Development Proposal.

Finding 6.6.5: A mixed use planning approach to the project is favored by FSU planners, critical to supplying the quality of life amenities important to potential renters, beneficial to surrounding neighborhoods and can be supported by the site.

Finding 6.6.6: It is expected that proceeding with the development of workforce housing would require an amendment to the updated master plan, as it will increase the intensity of use of land on the campus by more than ten percent.

Finding 6.6.7: It is this study’s assumption that 192 new trips will not adversely impact the local roadways eliminates the need for mitigation payments or infrastructure upgrades. The local roadways most likely affected by the project have enough reserve to absorb the project’s new trips, both residential and non-residential. This assumption was supported in an e-mail by the city’s growth management transportation planner, included in Appendix E.3 (Panicker, personal communication, April 3, 2007).

Finding 6.6.8: It is expected that the development will utilize the joint regional stormwater basin, but little is known about the total off-site impacts of the Campus Master Plan or the fair share mitigation for the duration of the current Agreement. FSU committed to assess existing and future stormwater needs and “in the interim, to facilitate verification of future impacts and mitigation, FSU will provide project details to the city prior to beginning of construction activity” (Agreement, 2005, p.12). When the joint regional facility is utilized, ongoing capacity accounting records will be maintained.

Finding 6.6.9: The development will impact potable water usage by 90,000 gallons per day or more conservatively, 148,262 gallons per day. High level discussions with a representative from the Utilities section in the city’s Growth Management department identified that there was capacity for this impact to the city’s potable water system (T. Printy, personal communication, April 4, 2007).

Per the current Agreement between FSU and the city, which is expected to remain the precedent for this project, FSU pays a monthly charge to the city for the provision of potable water facilities and services to the campus. It is anticipated, then, that there will be no additional costs for potable water to be considered in this feasibility study, other than its monthly charge for use.

Finding 6.6.10: The development will impact sewer usage by 90,000 gallons per day or more conservatively, 129,640 gallons per day. High level discussions with a representative from the Utilities section in the city’s Growth Management department identified that there was capacity for this impact to the city’s sewer system (T. Printy, personal communication, April 4, 2007).

Per the current Agreement between FSU and the city, which is expected to remain the precedent for this project, FSU pays a monthly charge to the city for the provision of sanitary sewer facilities and services to the campus. It is anticipated, then, that there will be no additional costs for sewer to be considered in this feasibility study, other than its monthly charge for use.

Finding 6.6.11: It is assumed that the project will not adversely impact the city’s solid waste removal systems, open space provision and transit service, based on the review of FSU’s requirements.

Finding 6.6.12: The schools likely to be impacted by the proposed development are Pineview Elementary, Belle Vue Middle and Rickards High School.

Pineview Elementary is at 94 percent capacity, which is considered by Leon County Schools to be over-capacity (Dr. Wills, personal communication, March 28, 2007). The university will have to provide mitigation for its impacts to the local elementary school, though a cost cannot be calculated at this time. Mitigation may be avoided by new schools opening between now and the time of the development, which would generate a significant student shift, potentially opening capacity at Pineview. Dr. Mills noted that a

new school would be opening in the fall of 2008 in Southwood, which would attract students from Bond and Oak Ridge Elementary Schools, both of which are under capacity. Students could then be shifted from Pineview to Bond and/or Oak Ridge, to alleviate its capacity issues (Dr. Wills, personal communication, March 28, 2007).

Belle Vue Middle School is at 79 percent capacity, which is under-capacity. Rickards High School is also under capacity, as it is at 67 percent. Therefore, it is reasonable to expect that the university's workforce housing project will not adversely impact these two facilities and would not require any cash mitigation.

Finding 6.6.13: Belle Vue Middle and Rickards High Schools have a "C" grade, as determined by the Florida Department of Education. Both schools are performing poorly in the categories of percent of students meeting high standards in reading and in math. This finding will lessen the attractiveness of the project at its proposed location to those potential residents with school-aged children.

6.7 References

- Campus development agreement between the Florida State University and the City of Tallahassee. (2005).
- City of Tallahassee Code of Ordinances.
- City of Tallahassee Comprehensive Plan.
- City of Tallahassee Growth Management Concurrency Management System Policy and Procedure Manual.
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- Local Government Comprehensive Planning and Land Development Regulation Act, Part II of Chapter 163, Florida Statutes.
- Soil Survey of Leon County, Florida; United States Department of Agriculture, Soil Conservation Service, and Forest Service in association with University of Florida, Institute of Food and Agricultural Sciences and Agricultural Experiment Stations, Soil Science Department, and Florida Department of Agriculture and Consumer Services, 1982.
- U.S. Department of Commerce, Bureau of the Census 2000.

7.0 Financial Analysis

7.1 Introduction

Although a Florida State University (FSU) workforce housing project may eventually include both housing for home ownership (whether it is in terms of land lease or full fee ownership) and rental housing, the financial feasibility portion of this report focuses on rental housing.

Due to the non-profit status of FSU and the fact that FSU housing projects insure and fund themselves, university housing is expected to provide FSU with a positive cash flow as opposed to “profits.” Typically, revenues in excess of expenditures are reserved and invested in future projects that promote the mission of FSU.

The following financial feasibility analysis makes several assumptions. They are as follows:

- The site is suitable for the proposed development
- The receipt of construction financing
- Financial feasibility is defined as positive net cash flow being equal to or greater than three months of operating expenses for each year of operation.

7.2 Methodology

After researching standard tools for financial feasibility analysis, financing options, trends for development costs and operating expenses, a process was developed for completing the financial analysis. The research provided insight into the necessary data that needed to be gathered in order to make calculations that would support the recommendations based on the financial analysis. FSU Housing Department Business Manager, Sue Mahoney also provided criteria for determining feasibility for a non-profit organization.

The methods employed in this analysis are derived from *Real Estate Development Principles and Process*, by Miles, Haney, and Berens, *Investment Analysis For Real Estate Decisions*, 6th Edition, by Kolbe, and Greer, and phone interviews with Sue Mahoney the business manager for FSU Housing. The two books provided models for feasibility analysis that include pro-forma cash flow analysis, and statements for operating expenses and development costs.

Materials supplied by the Florida Housing Finance Corporation and the Division of Bond Finance were used to research funding options for the proposed project. Florida Statutes and the Florida Administrative Code provided information on how bonds and funding are approved and distributed to educational facilities, as well as the guidelines and authority for programs administered through the Florida Housing Finance Corporation and the

Division of Bond Finance. Research was also gathered on how the Division of Bond Finance and the Board of Governors appropriate funds from the issuance of bonds to different educational facilities. The *2007 RS Means Residential Square Foot Costs* manual was used to find information on the average cost of construction per square footage for Tallahassee. The cost of construction and the cost of site preparation derived from the manual were incorporated into a construction statement that was used to determine how much funding was needed to cover the cost of developing the project.

Once information on the actual construction costs of the project was submitted from the site analysis, average operating expenses for the project were gathered to perform calculations on average expenses per unit. These data were utilized in a net cash flow analysis for the first five years of operation to determine how much revenue will remain after operating expenses and debt service have been subtracted from potential gross rents. This analysis determined if the project would produce enough revenue to cover the costs associated with the operation of the property, and annual debt service each year (Greer, pp. 160-163, 2006). The goal of the cash flow analysis was to determine if the project can support itself. The before tax cash flow analysis has been used because FSU does not pay income tax as a non-profit organization (M. Berotolami, personal communication, March 22, 2007).

It is our endeavor to determine if the housing project could generate a positive net cash flow that is no less than the value of three months of operating expenses for each year of operation (S. Mahoney, personal communication, April 2, 2007). Funds resulting from the positive net cash flow would be utilized as funding used to cover unanticipated expenses associated with the property and carried forward to the next year (S. Mahoney, personal communication, April 2, 2007). These funds flow would also be available for reinvestment in future university projects. In order to determine if the project would produce a cash flow equal to or greater than three months of operating expenses six different cash flow analyses were completed. The cash flow analyses were based on six project scenarios, each for a five year forecasted period. The cash flow analysis assisted us in determining the income stream the project would produce under each scenario if the project is constructed (Greer, pp. 160-163, 2006).

7.3 Scenarios

The following section analyzes the financial feasibility of various project scenarios, Scenario A, B, C, D, E and F. The scenarios were formed to analyze the effect on the project's net cash flow from the receipt of varying amounts of rental income and debt service. The analysis of the scenarios allows FSU to determine the best strategy for financing the project. It will also allow FSU to determine the cohort of employees that will be eligible to rent the housing units and the rental rate for the units. These decisions ultimately affect FSU's policy and implementation strategies for the workforce housing project.

Scenario A

Ten percent of the housing units are set-aside for persons earning 30 percent of the area median income in the Tallahassee Metropolitan Statistical Area (MSA). 30 percent of the units are set-aside for persons earning 40 percent of the area median income. 30 percent of the units are set-aside for persons earning 50 percent of the area median income. 30 percent of the units are set-aside for persons earning 60 percent of the area median income. Under this scenario the project uses financing from Community Workforce Housing Innovative Pilot Program (CWHIP) and the issuance of bonds through the Board of Governors.

Scenario B

Ten percent of the housing units are set-aside for persons earning 30 percent of the area median income in the Tallahassee MSA. 30 percent of the units are set-aside for persons earning 40 percent of the area median income. 30 percent of the units are set-aside for persons earning 50 percent of the area median income. 30 percent of the units are set-aside for persons earning 60 percent of the area median income. Under this scenario the project uses financing from only the issuance of bonds through the Board of Governors

Scenario C

Thirty percent of the housing units are set-aside for persons earning 40 percent of the area median income in the Tallahassee MSA. 30 percent of the units are set-aside for persons earning 50 percent of the area median income. 40 percent of the units are set-aside for persons earning 60 percent of the area median income. Under this scenario the project uses financing from CWHIP and the issuance of bonds through the Board of Governors.

Scenario D

Thirty percent of the housing units are set-aside for persons earning 40 percent of the area median income in the Tallahassee MSA. 30 percent of the units are set-aside for persons earning 50 percent of the area median income. 40 percent of the units are set-aside for persons earning 60 percent of the area median income. Under this scenario the project uses financing from only the issuance of bonds through the Board of Governors.

Scenario E

Thirty percent of the housing units are set-aside for persons earning 50 percent of the area median income in the Tallahassee MSA. 30 percent of the units are set-aside for persons earning 60 percent of the area median income. 40 percent of the units are set-aside for persons earning 80 percent of the area median income. Under this scenario the project uses financing from CWHIP and the issuance of bonds through the Board of Governors.

Scenario F

Thirty percent of the housing units are set-aside for persons earning 50 percent of the area median income in the Tallahassee MSA. 30 percent of the units are set-aside for persons earning 60 percent of the area median income. 40 percent of the units are set-aside for persons earning 80 percent of the area median income. Under this scenario the project uses financing from only the issuance of bonds through the Board of Governors.

7.3.1 Assumptions

The scenarios have the following same assumptions.

- Low cost financing will be acquired to pay for the construction of the housing development.
- The housing development will consist of 132 units in the first phase.
- The apartment units are affordable in terms of being priced no more than 30 percent of an individual's income
- The housing demand is in accordance with the survey analysis.

The scenarios differ in the following assumptions:

- Tenant eligibility
- Financing usage

7.3.2 Tenant Eligibility

Scenarios A and B share the following assumption that the apartment units are eligible to those earning 30 through 60 percent of the area median income for a household size of one to four. More specifically 10 percent of the housing units are set aside for persons earning \$12,300 to \$17,550; 30 percent of the housing units are set aside for persons earning \$16,400 to \$23,400, 30 percent of the housing units are set aside for persons earning \$20,500 to \$29,250 and 30 percent of the housing units are set aside for persons earning \$24,600 to \$35,100 (Florida Housing Finance Corporation, Income Limits Schedule, 2007).

For these area median income cohorts the rental rates are as follows:

Table 7.1: Set Asides for Persons Earning 30 to 60% of the Area Median Income

Set Asides: Scenarios A & B	
30% AMI:	10% of Units
40% AMI	30% of Units
50% AMI:	30% of Units
60% AMI	30% of Units

Source: Florida Housing Finance Corporation, Rent Schedule by Number of Bedrooms in Units, 2007

Scenario C and D share the following assumption that the apartment units are eligible to those earning 40 to 60 percent of the area median income for a household size of one to four. More specifically 30 percent of the housing units are set aside for persons earning \$16,400 to \$23,400; 30 percent of the housing units are set aside for persons earning \$20,500 to \$29,250 and 40 percent of the housing units are set aside for persons earning \$24,600 to \$35,100 (Florida Housing Finance Corporation, Income Limits Schedule,

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2007).

For these area median income cohorts the rental rates are as follows:

Table 7.2: Set Asides for Persons Earning 40% to 60% of the Area Median Income

Set Asides: Scenarios C & D	
40% AMI	30% of Units
50% AMI:	30% of Units
60% AMI	40% of Units

Source: Florida Housing Finance Corporation, Rent Schedule by Number of Bedrooms in Units, 2007

Scenario E and F share the following assumption that the apartment units are eligible to those earning 50 to 80 percent of the area median income for a household size of one to four. More specifically 30 percent of the housing units are set aside for persons earning \$20,500 to \$29,250; 30 percent of the housing units are set aside for persons earning \$24,600 to \$35,100 and 40 percent of the housing units are set aside for persons earning \$32,750 to \$46,800 (Florida Housing Finance Corporation, Income Limits Schedule, 2007).

Table 7.3: Set Asides for Persons Earning 50% to 80% of the Area Median Income

Set Asides: Scenarios E & F	
50% AMI	30% of Units
60% AMI	30% of Units
80% AMI	40% of Units

Source: Florida Housing Finance Corporation, Rent Schedule by Number of Bedrooms in Units, 2007

Table 7.4: Rental Rates for Persons Earning 30% to 80% of the Area Median Income

	30% AMI	40% AMI	50% AMI	60% AMI	80% AMI
One Bedroom	\$ 315.00	\$ 420.00	\$ 548.00	\$ 658.00	\$ 877.00
Two Bedrooms	\$ 377.00	\$ 504.00	\$ 658.00	\$ 790.00	\$ 1,052.00
Three Bedrooms	\$ 436.00	\$ 582.00	\$ 760.00	\$ 312.00	\$ 1,216.00
Four Bedrooms	\$ 487.00	\$ 650.00	\$ 848.00	\$ 1,018.00	\$ 1,357.00

Source: Florida Housing Finance Corporation, Rent Schedule by Number of Bedrooms in Units, 2007

The tenant eligibility is varied because survey analysis indicated that employees who desired workforce housing the most were in the 50 to 60 percent area median income brackets. This indicated that the project should examine providing housing to these

groups of people if FSU desires to serve the groups with the highest demand. The set asides are varied in order to account for the inclusion of lower income households particularly persons earning 30 and 40 percent of the area median income in the housing development. This inclusion was done to identify if FSU can serve its lowest earning employees and maintain financial feasibility at the same time.

Tenant eligibility also varies among the scenarios because of the need to learn how the cash flow and bottom line will be affected as a result of the difference in rental income received from the various project scenarios. The amount of rental income received affects how much net positive cash flow the project experiences. Therefore, these varying scenario assumptions allow FSU to evaluate the amount of income and net cash flow it will receive from one scenario compared to another.

Rental rates for households earning 30, 40, 50, 60 and 80 percent of the area median income are based on 30 percent of household gross income (adjusted for household size). The rent is set at 30 percent of a household's income because of the affordability concept that no household should pay more than 30 percent of their income for rent and utilities. When using affordable housing programs this is the normal percentage used to calculate the maximum amount of rent that can be charged (Florida Housing Finance Corporation, 2007).

7.3.3 Project Financing

Since faculty and staff housing projects have not been implemented in the State of Florida it is necessary to determine what financing and funding is available to financially support this type project. The proposed workforce housing project is considered a capital outlay project, which is specifically defined as any project to acquire, construct, improve or change the functional use of land, building and other facilities, Chapter 1010.62(1)(a), Florida Statutes. The university's ability to obtain state funding for construction of capital outlay projects is limited through governance and approval of the Board of Governors Chapter 1010.62(2)(a), Florida Statutes.

FSU is designated as a 501 (3) (c) organization therefore, it is eligible to receive federal and state funds that are dedicated to nonprofit organizations. However, because of its non-profit designation it is limited in the types of funding that it can receive or qualify for. In addition, since it is a nonprofit it must reinvest revenue that it receives from revenue producing projects back into the university, (S. Mahoney, personal communication, April 2, 2007).

Financing Assumptions

Scenarios A, C, & E assume that they all use financing from the Community Workforce Housing Innovative Pilot Program (CWHIP) and from the issuance of bonds through the Board of Governors to finance the construction of the housing development.

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Scenarios B, D & F assume that they only use financing from the issuance of bonds through the Board of Governors to finance the construction of the housing development.

The varying financing assumptions cause the annual debt service for each scenario to be different. This allows FSU to analyze how annual debt service will affect the project's net cash flow. In addition, since there is not a guarantee that FSU will receive CWHIP's competitively awarded loan the difference in scenarios allows FSU to know what positive or negative net cash flow the project will experience if it does not receive funding from CWHIP.

CWHIP

The key assumption for Scenarios A, C and E is the use of CWHIP financing to construct the housing development. House Bill 1363 (Ch. 2006-69, s. 27, Laws of Fla.) states that CWHIP is administered through the Florida Housing Finance Corporation (Florida Housing) and offers low cost loans for housing construction, and rehabilitation to private-public partnerships that desire to construct workforce housing. Under this program housing can be in the form of rental apartments or owner occupied housing. Florida Housing chooses the recipients based on innovative land use strategies, type of engaged public-private partnerships and whether the applicant is in a high cost- high growth Florida County.

Program Purpose

One of the key reasons CWHIP was created is to offer affordable housing options to workers who live in Florida counties that are experiencing high rates of population growth and high cost of living when compared to other Florida Counties, (H.1363, 2006). The goal behind CWHIP is to provide affordable housing options to Floridians so that Florida's essential service workers will be able to reside in the communities and cities that they work in. This goal is aligned with FSU's goal of retaining employees that are needed to support and maintain the operation of key university functions.

Financing Specifics

CWHIP loan amounts are given to eligible applicants in the sum of \$5,000,000 or 50% of total development costs, whichever is the lesser. A special component of the program is that the loan is forgivable after a 30-year compliance period is completed for homeownership and a 50-year compliance period is completed for multifamily housing. The compliance period is fulfilled when housing prices and apartment rates are kept at the initial affordable price for the entire 30 or 50-year term, Chapter 67-58.030 Florida Administrative Code (2006).

CWHIP provides loans with interest rates of one percent to three percent, which may be forgivable if the housing meets long-term affordability requirements. If FSU pledges to keep the rental units at an affordable price, no more than 30 percent of a person's income, than the loan is non-amortizing at a one percent interest rate and is forgivable after 50 years Chapter 67-58.030 F.A.C. (2006).

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FSU Eligibility

According to House Bill 1363 (Ch. 2006-69, s. 27, Laws of Fla.) an eligible applicant must meet certain requirements and follow specific project criteria. The following will demonstrate how the university proposed project meets and can meet the program's requirements.

- 1) Applicant must establish public-private partnerships that must involve at least one public sector entity and one private sector for-profit or nonprofit entity.
- 2) Innovative land use.
- 2) The city should be willing to make regulatory changes and financial investments in affordable housing.
- 3) Eligible developments are homeownership and rental housing, which may be in a mixed use and/or scattered site setting.
- 4) Developments that have at least 15 percent of the total development costs granted or donated.
- 5) 50 percent of the housing must be targeted to essential service personnel. In addition, 80 percent of the units can be occupied by persons earning no more than 140 percent of the area median income of the county.

Meeting Eligibility Criteria

The proposed workforce housing will be in the form of a two story single family and multifamily town homes. The land that is proposed for utilization in the project is land that is currently owned by the university. Since land is usually the largest cost of a development project, the usage of university owned land worth 24.4 million dollars covers the 15 percent of the total development costs donation or grant requirement. The proposed development will be located within two miles of both city universities, FSU and FAMU.

Phase I of the development will contain a variety of mixed-used amenity construction. The following discusses the specific amenities that the FSU development is proposed to contain; these are based on the seven needs of the FSU respondents mentioned survey analysis section.

Private Outdoor Space

The FSU development offers sufficient private space for its residents. Specifically, each townhouse should have a modest sized, enclosed grassy front yard; this will offer the residents a private space to enjoy as they see fit.

Energy Efficient Homes/Units

The housing development utilizes energy efficient and environmentally friendly "green" practices that reduce the monthly bills of its residents. This provides an excellent chance for FSU to begin implementing energy efficient practices. Not only will it benefit FSU, but given the high utility costs of Tallahassee, residents will be able spend their limited resources on more important goods and services.

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Close Proximity to Retail/Services

The FSU development integrates a mixed-used retail shop into its neighborhood to serve the needs of its residents. It includes a convenient store-type shop that offers basic food products as well as essential living products. A neighborhood shop would serve the needs of residents without a vehicle by offering a place to shop within walking distance, bypassing the need of public transit or carpooling. It would also serve the needs of those with a car by offering a convenient and efficient location to shop, thereby reducing the total number of vehicular trips in and out of the neighborhood. On a larger scale, the neighborhood shop will be utilized by residents of Alumni Village and students and faculty accessing the Engineering School and MagLab.

Open Space

In addition to private space, the development will include open space that will be utilized for the enjoyment and recreation purposes of the residents and community. The addition of natural open space would benefit the larger Southside community by establishing public land that may otherwise remain vacant or in disrepair. The open space will include a large size playground area for children. In addition, a significant number of trees and plants will be maintained throughout the open space to preserve the area's natural environment.

Community Facilities

Given the Tallahassee climate and the abundance of residential pools in the city, a large swimming pool area is included in the development. In close proximity to the pool area there is a proposed multi-use community facility to host a number of neighborhood social events and gatherings.

Public Transportation

FSU should still provide an integrated bus route directly to both the main FSU campus as well as the south campus. Public transportation will reduce the number of vehicular trips in and out of the neighborhood as well as reducing the overall stress to the city road system. It will also allow for community residents who do not have a vehicle to have equitable access to the university.

The proposed project targets at least 50 percent of its units to essential service personnel such as educators, teachers, police and health care workers (Florida Housing Corporation, 2005). It has also designated all housing units for workforce housing and has established a 60 and 80 percent area median income cap for housing occupancy in the project's various scenarios.

FSU currently has working relationships with the City of Tallahassee, Leon County and SunTrust Bank. These organizations constitute some of the university's primary linkages to partnerships. Under the workforce housing project a public-private partnership can be made in the form of the university contracting with a private construction company to build the multifamily housing. Other partnerships can be formed with local private organizations and non-profit based organizations.

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The City of Tallahassee- Leon County government established affordable housing regulatory changes by creating and implementing an inclusionary housing ordinance in October of 2005. The ordinance provides incentives for developers to build affordable single-family homes and apartments for Leon County residents who earn 70-100 percent of the area median income. In specific locations in the City of Tallahassee the ordinance requires developers to price at least ten percent of housing units not more than \$159,378 or to rent 15 percent of the units at workforce housing rates (Tallahassee- Leon County Planning Department, 2005).

Issues of Concern

Since, the CWHIP program is in its pilot stage it is up for re-appropriations during the 2007-2008 legislative year. Therefore, CWHIP funding is not a guarantee if the program fails to receive re-appropriations. An additional concern is that Leon County is not considered a Tier I County under either growth or cost criteria therefore the project may have some competition concerns when it is compared to projects in higher cost and growth counties.

Given that CWHIP only provides up to \$5,000,000 of financing, which is not enough money to support a project of this size and magnitude, it is necessary for FSU to locate other funding resources.

University Revenue Bonds

The key assumption for Scenario B, D and F is that FSU uses funds from the issuance of revenue bonds to construct the housing development. A common source that universities use to acquire money for capital outlay projects is through the Board of Governors (the Board) and the State Board of Administration whom in conjunction issue bonds for state universities (Florida Board of Governors, 2006).

Purpose

FSU has funded significant investments such as building, land and technology to meet the needs of its growing student, faculty and staff population. A significant amount of the funding for these investments have been provided through the issuance of debt by the Board and by the universities direct support organizations, such as the Seminole Boosters, Inc.

Under Florida Statutes Chapter 1010.62 (2)(b), the issuance of debt means bonds, loans, promissory notes, lease purchase agreements or any other finance mechanism or financial arrangement for financing or refinancing for or behalf of a state university or a direct support organization, the acquisition, construction, improvement or purchase of capital outlay projects. Additionally, debt may only be issued to finance or refinance capital outlay projects.

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Common bonds issued for university housing projects are in the form of revenue bonds. Revenue bonds must be backed by the university's agreement to make payments from the revenue that they receive from their existing projects or certain university fees, (Chapter 1010.62 (2)(a), Florida Statutes). Payment can also be secured with revenue from the project that the initial funds were acquired to build. A university must provide a five year financial projection of the proposed project or of the existing project that the bond is secured by to the Board (Chapter 1010.62 (2)(a), Florida Statutes). It is common for universities to request an amount of funding that covers the needs of the project as well as reserve funds that are required.

FSU Eligibility

All universities are eligible to request funds from the Board. The process and notification of receipt takes approximately a year under the current system. The process in which a university receives money for its capital outlay projects is by first initiating a monetary request to the Board for a particular amount of funding. The Board along with the Department of Education reviews the request. If the request is approved it is sent to the Governor's office and awaits approval from the legislature (Florida Board of Governors, 2006).

Chapter 10101.62 (2)(a), Florida Statutes, states that the legislature approves capital outlay projects meeting the following requirements:

1. The project is located on a campus of a state university or on land leased to the university or is used for activities relating to the state university;
2. The project is included in the master plan of the state university or is for facilities that are not required to be in a university's master plan;
3. The project is approved by the Board of Governors as being consistent with the strategic plan of the state university and the programs offered by the state university; and
4. The project is for purposes relating to the housing, transportation, health care, research or research-related activities, food service, retail sales, or student activities of the state university.

Upon approval the Board in conjunction with the State Board of Administration is then allowed to issue bonds for sale to the public. The funds received from the purchaser of the bonds are given to the university thereby obligating the university to repay the borrowed amount plus interest (Florida Board of Governors, 2006).

Requirements

In order to meet the criteria for the issuance of debt FSU must determine which projects or university fees they will use to secure the debt. Once this is established a five-year financial projection of the securing project should be created in addition to a feasibility

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study and financial projection of the proposed workforce housing project (Florida Board of Governors, 2006). Following these guidelines will allow FSU Board of Trustees to submit a proper request to the Board for debt issuance.

Other Investigated Affordable Housing Programs

The Florida Housing Finance Corporation, such as the State Apartment Incentive Loan Program and the Multi-Family Mortgage Revenue Bond Program, are not available for FSU to use for this project because the project limits the housing units to employees at FSU (H. Eskra, personal communication, March 5, 2007). The unit restriction puts a limitation on the amount of programs FSU is eligible to participate in to receive funding or financing to construct and support the project.

FSU is a state-supported organization regulated by the Board of Governors. The board operates, regulates, controls, and is fully responsible for the management of the whole university system (Florida Constitution Article IX, Section 7). Therefore, FSU is limited in its ability to obtain funding from other sources. Other methods of acquiring funds for university projects are through fundraising activities or donations made by groups, individuals or organizations. The Florida State University Foundation Inc. is the primary authority under FSU to engage in fundraising activities for university activities and projects. The FSU Foundation, Inc. enhances the academic vision and priorities of FSU through its organized fundraising activities and funds management. Contributions made to FSU help to attract and retain students and faculty. In 2006 the FSU Foundation raised \$93 million (2006 Annual Report, 2007).

The investigated financing options indicate that if donations or fundraising funds are not given to support this project FSU should request financing from CWHIP and the Board of Governors. Receiving financing from both sources will allow the project to be constructed at a lower cost.

7.4 Estimation of Construction Costs

In order to estimate construction costs, we evaluated projects of similar nature, including the number of units and the unit size in order to estimate the costs of construction. Cost estimate data has been primarily taken from *2007 RS Means Residential Square Foot Costs* manual. The following provides a description of the categories of costs and expenses that were used to produce a construction cost estimate. The approximate project cost range for each category is also presented.

The following assumptions are made to construct the total development costs of the housing development:

- Housing development in Phase I will consist of 132 units, totaling 167,455 square feet.
- The development will consist of 15 one bedroom units at 857 square feet, 55 two bedrooms at 1,154 square feet, 47 three bedroom units at 1,390 square feet and 15 four bedroom units at 1,720 square feet, *shown in Table 7.5*.
- Construction costs are similar for all two story town homes of this size.

Table 7.5: Number and Size of Units in Housing Development

Number and Size of Units*				
Bedrooms	Percent	Number	Square Footage**	Bathrooms
1	12%	15	857	1
2	42%	55	1154	2
3	35%	47	1390	2
4	12%	15	1720	2.5
Total	100%	132	167,455	

Property

The property value for the proposed project located at 352 Pennell Circle, Tallahassee, FL. 32301 is approximately \$24.4 in value based on the Leon County Property Appraiser Parcel Information listing.

7.4.1 Hard Construction Costs

Hard Costs: The cost of actually constructing the improvements to land (Bennet, 2006). The project incorporates environmentally friendly appliances in an effort to build green. This will increase the total cost of construction by six percent.

Site Work for Complete Parcel: The cost of the installation of all necessary improvements (installment of utilities, grading etc) made to a site before a building or project can be constructed on such a site (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$480,000 - \$590,000

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Site Work Under Structure: Site Preparation for slab; 4 feet deep trench excavation for foundation wall. (RS Means Residential Square Foot Costs, 2007)

Estimated Cost: \$480,000 - \$590,000

Foundation: Continuous reinforced concrete footing, 8 inches deep × 18 inches wide; dampproofed and insulated 8 inches thick reinforced concrete block foundation wall, 4 feet deep; 4 inches concrete slab on 4 inches crushed stone base polyethylene vapor barrier, trowel finish. (RS Means Residential Square Foot Costs, 2007)

Estimated Cost: \$920,000 - \$1,120,000

Framing: Exterior walls - 2 inches × 4 inches wood studs, 16 inches O.C.; ½ inches insulation board sheathing; wood truss roof frame, 24 inches O.C. with ½ inches plywood sheathing, 4 in 12 pitch; 2 inches × 8 inches floor joists 16 inches O.C. with bridging and 5/8 inches plywood subfloor (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$1,580,000 - \$1,930,000

Exterior Walls: Beveled wood siding and building paper on insulated wood frame walls; 6 inches attic insulation; double hung windows; 2 flush solid core wood exterior doors with storms (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$2,100,000 – \$2,560,000

Roofing: 20 year asphalt shingles; # 15 felt building paper; aluminum gutters, downspouts, drip edge and flashings (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$250,000 - \$300,000

Interiors: Walls and ceilings, ½ inches taped and finished gypsum wall board, primed and painted with 2 coats; painted baseboard and trim; rubber backed carpeting 80 percent, asphalt tile 20 percent; hollow core wood interior doors (RS Means Residential Square Foot Costs, 2007) .

Estimated Cost: \$3,020,000 - \$3,700,000

Specialties: Economy grade kitchen cabinets-6 L.F. wall and base with plastic laminate counter top and kitchen sink; 30 gallon electric water heater (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$220,000 - \$270,000

Mechanical: 1 lavatory, white, wall hung; 1 water closet, white; 1 bathtub, enameled steel, white; gas fired warm air heat (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$760,000 - \$930,000

Electrical: 100 Amp. Service; romex wiring; incandescent lighting fixtures; switches, receptacles (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$280,000-\$350,000

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Appliances: Appliances in each unit include an oven, refrigerator, dishwasher, ice maker, and garbage disposal (RS Means Residential Square Foot Costs, 2007) .

Estimated Cost: \$600,000-\$740,000

Additional Bathrooms: The cost of building full baths and half baths in town homes (RS Means Residential Square Foot Costs, 2007).

Estimated Cost: \$340,000-\$410,000

Amenities: Appliances in each unit include the oven, refrigerator, dishwasher, ice maker, and garbage disposal. The proposed project will also include a 1.5 acre commercial playground, open space, commercial pool, community center, and convenient store.

Estimated Cost: \$1,100,000-\$1,340,000

- Commercial playground
- In-Ground Pool
- Community Center
- Convenience Store

(RS Means Residential Square Foot Costs, 2007 & Swingsets By Design)

Hard Cost Contingency: Contingency established to cover uncertainties related with real estate development. A contingency cost is five percent of original hard costs estimates (Bennet, 2006).

Estimated Cost: \$400,000-\$490,000

Table 7.6: Estimated Hard Costs

Hard Costs	Costs
Site Work Total Property	\$535,000
Site Work	\$110,000
Foundation	\$1,020,000
Framing	\$1,755,000
Exterior Walls	\$2,330,000
Roofing	\$275,000
Interior	\$3,360,000
Specialties	\$245,000
Mechanical	\$845,000
Electrical	\$315,000
Additional Baths	\$375,000
Appliances	\$670,000
Hard Cost Contingency	\$445,000
Total Hard Costs	\$13,016,800

7.4.2 Soft Project Costs

These costs are those items that are necessary to prepare and complete the non-construction needs of the project. Soft costs include such items as architecture, design, engineering, permits, inspections, consultants, environmental studies, and regulatory demands needing approval before construction begins.

Water and Sewer Tap Fees: Includes the cost of connection fees for access to water and sewer services within the city of Tallahassee (City of Tallahassee Utilities Department).

Estimated Cost: \$590,000 - \$700,000

Permit and Plan Review Fees: Fee for building permit and review of construction plan (FSU Building and Construction Department).

Estimated Cost: \$50,000 - \$60,000

Architectural Fees: costs incurred to acquire architectural services during the development process. Possible services are initial schematic drawings, preliminary building evaluation and cost estimation final set of drawings and specifications. It is possible for a construction manager to provide these services (RS Means, 2007).

Estimated Cost: \$340,000 - \$420,000

Financing Fees: Cost of issuance of debt from lending institutions. Fees are charged in addition to the interest that is charged over the life of the loans (Personal Communication with Chris Kinsley, April 24,2007).

Estimated Cost: \$200,000 - \$250,000

Property Taxes

The university does not pay property taxes because it is a state agency and state agencies do not pay property taxes (Personal Communication, Mark Bertolami, March 30, 2007).

Master Plan Fees: As of today residential properties on the south side of campus are not included in the master plan. There is no master plan revision fee required, however FSU is working to include residential properties on the south side of campus in the master plan in May 2007. Once the south side properties are included in the master plan fees will be required for revision of the master plan. Since several properties other than the subject parcel are to be included in the revision no cost has been assigned to this project. (Personal Communication, Laurie Thomas, April 25, 2007).

Marketing: Expenses incurred to advertise and market apartment units for rent to FSU faculty & staff are estimated at \$25-\$27 per unit.

Estimated Cost: \$3,000 - \$4,000

Contractor's Overhead and Profit: The cost to hire a general contractor to construct the project and develop the land that will be used for the project. The cost includes

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overhead and profit (RS Means Residential Square Foot Costs, 2007). Examples of costs the general contractor will take on are as follows:

Estimated Cost: \$1,390,000-\$1,690,000

Professional Fees: Costs incurred to acquire legal and accounting services throughout the development process.

Environmental Review: Costs incurred to have an environmental study of property conditions.

Appraisal: Cost accrued to acquire an appraisal of the property for lending and land valuation purposes.

Soft Cost Contingency: Contingency established to cover uncertainties related with real estate development. A contingency cost is a five to ten percentage of original soft cost estimates (Bennet, 2006)

Estimated Cost: \$100,000-\$120,000

Table 7.7: Estimated Soft Costs

Soft Costs	
Water & Sewer Tap Fees	\$645,000
Permit & Review Fees	\$55,000
Architectural Fees	\$380,000
Financing Fess	\$225,000
Marketing	\$3,500
Contractor's Overhead & Profit	\$1,540,000
Soft Cost Continengcy	\$110,000
Total Soft Costs	\$2,958,500

Table 7.8 below displays the total development costs of constructing the apartment building for the workforce housing project.

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Table 7.8: Total Development Costs

Site Work Total Property	\$535,000
Site Work	\$110,000
Foundation	\$1,020,000
Framing	\$1,755,000
Exterior Walls	\$2,330,000
Roofing	\$275,000
Interior	\$3,360,000
Specialties	\$245,000
Mechanical	\$845,000
Electrical	\$315,000
Additional Baths	\$375,000
Appliances	\$670,000
Hard Cost Contingency	\$445,000
Total Hard Costs	\$13,016,800
Soft Costs	
Water & Sewer Tap Fees	\$645,000
Permit & Review Fees	\$55,000
Architectural Fees	\$380,000
Financing Fess	\$225,000
Marketing	\$3,500
Contractor's Overhead & Profit	\$1,540,000
Soft Cost Continengcy	\$110,000
Total Soft Costs	\$2,958,500
Total Housing Construction Costs	\$15,975,300
Amenities	
Playground	\$ 33,971
Community Center	\$ 893,102
Pool	\$ 117,750
Convenience Store	\$ 178,386
Total	\$ 1,223,209
Total Development Costs	\$ 17,198,509

7.5 Operating Expenses

For the estimated operating expense statement we have evaluated projects of similar nature, unit amount and square footage to find the costs of annual operating expenses for the housing complex. Expense data has been primarily found from the City of Tallahassee- Leon County and from historical expense data from the current university housing facilities.

The following provides a description of the categories of expenses that were used to produce an operating expense estimate. The approximate project cost for each category is also specified.

Expense Estimates

Management Fees: Costs incurred to hire professional property managers and staff to manage the residential property. Management provides services such as rent collection, monthly income and expense statements and preventive maintenance and repair guidance. Management costs are based on an estimated service charge of 3 to 10 percent of effective gross income.

Estimated Annual Cost: \$49,000-\$60,000

Utilities: Cost incurred to provide water, sewer, storm water and waste removal public services to the residents Utilities Cost Per Housing Unit: Water- \$13.00, Sewer- \$26.00, Refuse Storm Water- \$8.30, Fire- \$7.00 (J.Dupree, personal communication, March 22, 2007). FSU will be responsible for paying for water, sewer, and solid waste disposal that will be taken out of the effective gross income. Residents will be responsible for paying electric costs.

Estimated Annual Cost: \$180,000-\$210,000

Property Insurance: Costs incurred to insure property against fire damage and theft related incidents including wind storm and covering the liabilities associated with ownership. This insurance is provided by the University from a pool of funds collected annually from each of the housing projects owned by FSU and represents a subsidy to the project (L. Hale, personal communication, April 4, 2007).

Estimated Annual Cost: \$8,100-\$9,900

Replacement Reserve: Funds set aside to cover costs to replace assets, such as roofing, plumbing and appliances. The reserve fund is based on a percentage of total possible rents collectible annually. The percentage rate is based on replacement reserve rates of newly constructed comparable properties in the Tallahassee area (Chapter 67-58.030 F.A.C. (2006)).

Estimated Annual Cost: \$66,000-\$54,000

Building Replacement Reserve: Funds set aside to cover the cost of replacing the building. The reserve fund is based on one point five percent of effective gross income (S. Mahoney, personal communication, April 2, 2007).

Estimated Annual Cost: \$34,000-\$42,000

Table 7.9 displays the annual operating expenses for Scenario A and Scenario B. Both scenarios assume the tenant eligibility assumption of renting to households earning 30 percent to 60 percent of the area median income. Therefore, the operating expenses are the same since the building replacement reserve expenses is based a percentage of effective gross income.

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Table 7.9 Annual Operating Expenses for Scenario A & B

Operating Expenses for Scenarios A & B					
Items	Year 1	Year 2	Year 3	Year 4	Year 5
Management Fees	\$ 50,568	\$ 53,229	\$ 54,517	\$ 55,837	\$ 57,188
Utilities	\$ 101,611	\$ 103,643	\$ 105,716	\$ 107,830	\$ 109,987
Replacement Reserves	\$ 26,400	\$ 26,400	\$ 26,400	\$ 26,400	\$ 26,400
Insurance	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742
Building Replacement Reserves	\$ 12,642	\$ 12,895	\$ 13,153	\$ 13,416	\$ 13,684
Total Expenses	\$ 200,221	\$ 205,347	\$ 209,150	\$ 213,034	\$ 217,001

Sources: Personal Communication with Sue Mahoney, FSU University Housing

FSU Human Resources Department

Personal Communication with Julia Dupree & Commercial Market Specialist, City of Tallahassee- Leon County

Personal Communication with Lori Hale, FSU Environmental Health & Safety

Table 7.10 displays the annual operating expenses for Scenario C and Scenario D. Both scenarios assume the tenant eligibility assumption of renting to households earning 40 percent to 60 percent of the area median income. Therefore, the operating expenses are the same since the building replacement reserve expenses is based a percentage of effective gross income.

Table 7.10 Annual Operating Expenses for Scenarios C & D

Operating Expenses for Scenarios C & D					
Items	Year 1	Year 2	Year 3	Year 4	Year 5
Management Fees	\$ 52,476	\$ 53,525	\$ 54,596	\$ 55,688	\$ 56,802
Utilities	\$ 101,611	\$ 103,643	\$ 105,716	\$ 107,830	\$ 109,987
Replacement Reserves	\$ 26,400	\$ 26,928	\$ 27,467	\$ 28,016	\$ 28,576
Insurance	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742
Building Replacement Reserves	\$ 13,119	\$ 13,381	\$ 13,649	\$ 13,922	\$ 14,200
Total Expenses	\$ 202,606	\$ 206,658	\$ 210,791	\$ 215,007	\$ 219,307

Sources: Personal Communication with Sue Mahoney, FSU University Housing

FSU Human Resources Department

Personal Communication with Julia Dupree & Commercial Market Specialist, City of Tallahassee- Leon County

Personal Communication with Lori Hale, FSU Environmental Health & Safety

Table 7.11 displays the annual operating expenses for Scenario E and Scenario F. Both scenarios assume the tenant eligibility assumption of renting to households earning 50 percent to 80 percent of the area median income. Therefore, the operating expenses are the same since the building replacement reserve expenses is based a percentage of effective gross income.

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Table 7.11 Annual Operating Expenses for Scenarios E & F

Operating Expenses for Scenarios E & F					
Items	Year 1	Year 2	Year 3	Year 4	Year 5
Management Fees	\$ 71,398	\$ 72,826	\$ 74,283	\$ 75,768	\$ 77,284
Utilities	\$ 101,611	\$ 103,643	\$ 105,716	\$ 107,830	\$ 109,987
Replacement Reserves	\$ 26,400	\$ 26,928	\$ 27,467	\$ 28,016	\$ 28,576
Insurance	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742
Building Replacement Reserves	\$ 17,850	\$ 18,207	\$ 18,571	\$ 18,942	\$ 19,321
Total Expenses	\$ 226,259	\$ 230,784	\$ 235,399	\$ 240,107	\$ 244,910

Sources: Personal Communication with Sue Mahoney, FSU University Housing

FSU Human Resources Department

Personal Communication with Julia Dupree & Commercial Market Specialist, City of Tallahassee- Leon County

Personal Communication with Lori Hale, FSU Environmental Health & Safety

7.6 Financial Cash Flow Analysis

The following analysis includes a set of assumptions, cash flow projections, and findings that will be used to support recommendations for the FSU workforce housing project.

The cash flow analysis for this project will assume:

- FSU will keep the rents of the property at an affordable rate for at least 50 years.
- Selected site is suitable for the proposed development.
- Financial feasibility is measured as net cash flow being equal to or greater than three months of annual operating expenses.
- Construction costs are similar for all apartment buildings of this size.

The goal of the cash flow analysis for the FSU workforce housing project is to determine if the proposed workforce housing project is economically feasible in the first phase. This is done by creating and assessing a cash flow projection for the first five years of operation. The cash flow projections show the net cash flow for the property after the expenses and debt service are paid each year for five years. CWHIP requires a 15-year projection within their application process, however for this project a five-year projection was completed for Phase I. If FSU pursues CWHIP funding it should complete a 15-year cash flow projection.

Data necessary to complete cash flow analysis include annual rental income, vacancy rate, absorption rate, annual operating expenses, and annual debt service. Annual rental income is determined by multiplying the monthly rent by the number of units set at that rental rate, *refer to Tables 7.12- 7.13.*

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Table 7.12: Rents by Area Median Income

	30% AMI	40% AMI	50% AMI	60% AMI	80% AMI
One Bedroom	\$ 315	\$ 420	\$ 548	\$ 658	\$ 877
Two Bedrooms	\$ 377	\$ 504	\$ 658	\$ 790	\$ 1,052
Three Bedrooms	\$ 436	\$ 582	\$ 760	\$ 312	\$ 1,216
Four Bedrooms	\$ 487	\$ 650	\$ 848	\$ 1,018	\$ 1,357

Source: Florida Housing Finance Corporation, Rent Schedule by Number of Units, 2007

Table 7.13: Percentage of Units Set Aside in Scenarios

Set Asides					
Scenario A & B		Scenario C & D		Scenarios E & F	
30% AMI:	10% of Units	40% AMI	30% of Units	50% AMI	30% of Units
40% AMI	30% of Units	50% AMI	30% of Units	60% AMI:	30% of Units
50% AMI:	30% of Units	60% AMI	40% of Units	70% AMI	40% of Units
60% AMI	30% of Units				

Absorption Rate

The absorption rate measures how soon a project's housing units will be occupied after construction is completed. This rate affects how much rental income is received during the project's first five years of operation. If the absorption rate is low then it is likely that the housing project will not generate enough rental income to cover operating costs during the apartments first years of operation.

The U.S. Census Survey of Market Absorption of Apartments found the following absorption rates for Tallahassee's privately funded, non-subsidized, unfurnished rental units during the First Quarter 2006. This represents the most current data for Tallahassee.

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Table 7.14: Estimates of Absorption Rates for Tallahassee

Estimates of Absorption Rates for Tallahassee, 1st Quarter 2006		
(Privately-financed, nonsubsidized, unfurnished units)		
Completed in 1st quarter 2005 through 4th quarter 2005	Completed in 4th quarter 2004 through 3rd quarter 2005	Completed in 3rd quarter 2004 through 2nd quarter 2005
Percent absorbed in 3 months	Percent absorbed in 6 months	Percent absorbed in 9 months
61	69	84
+ Estimated to be less than one half of one percent or cannot be estimated		

Source: U.S. Census Bureau Survey of Market Absorption of Apartments

It is assumed, based on national averages, as well, that 95% of a new complex' units will be absorbed or rented within the first 12 months after completion. For the cash flow analysis a 95 percent absorption rate was assumed for year one, this leads to 125 units of the 132 units being absorbed in year one. (U.S. Census Bureau, 2007)

Apartment Vacancy Rate

Vacancy Allowance: The amount of rent that the property is expected not to collect, due to vacancies as well as uncollectible past due rent. The cash flow projection assumes a seven percent vacancy rate.

Annual Debt Service

The annual debt services used in the scenarios are shown below in Table 7.15 and Table 7.16.

Table 7.15: Annual Debt Service for Scenarios A, C, & E

Loan Source	Amount	Interest Rate	Annual Debt Service
CWHIP	\$ 500,000.00	1%*	\$ 50,000.00
Bond	\$ 12,075,709.00	5%**	\$ 785,810.00

* Interest Rate for loan given for project with a 50 year compliance period

** Based on average bond interest rates through the Board of Governors

Table 7.16: Annual Debt Service for Scenarios B, D & F

Loan Source	Amount	Interest Rate	Annual Debt Service
Bond	\$ 17,075,709.00	5%*	\$ 1,107,903.00

* Based on average bond interest rates through the Board of Governors

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7.6.1 Cash Flow Scenarios

Cash flow analysis projected for six different scenarios. These scenarios include:

Table 7.17: Cash Flow Projection for Scenario A

Scenario A					
	Year 1	Year 2	Year 3	Year 4	Year 5
Potential Gross Rent	906,233	\$ 953,929.20	\$ 977,014	\$ 1,000,658	\$ 1,024,874
less: Vacancy Allowance	\$ 63,436	\$ 66,775	\$ 68,391	\$ 70,046	\$ 71,741
Effective Gross Income	\$ 842,796	\$ 887,154	\$ 908,623	\$ 930,612	\$ 953,133
Less: Operating Expenses					
Management Fees	\$ 50,568	\$ 53,229	\$ 54,517	\$ 55,837	\$ 57,188
Utilities	\$ 101,611	\$ 103,643	\$ 105,716	\$ 107,830	\$ 109,987
Replacement Reserves	\$ 26,400	\$ 26,400	\$ 26,400	\$ 26,400	\$ 26,400
Insurance	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742
Building Replacement Reserves	\$ 12,642	\$ 12,895	\$ 13,153	\$ 13,416	\$ 13,684
Total Expenses	\$ 200,221	\$ 205,347	\$ 209,150	\$ 213,034	\$ 217,001
Net Operating Income	\$ 642,576	\$ 681,807	\$ 699,474	\$ 717,578	\$ 736,132
Less: Annual Debt Service	\$ 835,810	\$ 835,810	\$ 835,810	\$ 835,810	\$ 835,810
Before-Tax Cash Flow	\$ (193,234)	\$ (154,003)	\$ (136,336)	\$ (118,232)	\$ (99,678)

Sources: Personal Communication with Sue Mahoney, FSU University Housing FSU Human Resources Department

Personal Communication with Julia Dupree & Commercial Market Specialist: City of Tallahassee-Leon County

Personal Communication with Lori Hale, FSU Environmental Health & Safety

This cash flow analysis is representative of Scenario A of which:

10 percent of the housing units are set-aside for persons earning 30 percent of the area median income in the Tallahassee Metropolitan Statistical Area (MSA); 30 percent of the units are set-aside for persons earning 40 percent of the area median income; 30 percent of the units are set-aside for persons earning 50 percent of the area median income; 30 percent of the units are set-aside for persons earning 60 percent of the area median income; under this scenario the project will use financing from

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Community Workforce Housing Innovative Pilot Program (CWHIP) and the issuance of bonds through the Board of Governors.

- Under this scenario the before tax cash flow is negative
- The cash flow under this scenario indicates that the project is not feasible because it does not yield net revenue that is greater than or equal to \$50,005 which is three months of operating expenses for this scenario.

Table 7.18: Cash Flow Projection for Scenario B

Scenario B					
	Year 1	Year 2	Year 3	Year 4	Year 5
Potential Gross Rent	906,233	\$ 953,929.20	\$ 977,014	\$ 1,000,658	\$ 1,024,874
less: Vacancy Allowance	\$ 63,436	\$ 66,775	\$ 68,391	\$ 70,046	\$ 71,741
Effective Gross Income	\$ 842,796	\$ 887,154	\$ 908,623	\$ 930,612	\$ 953,133
Operating Expenses					
Management Fees	\$ 50,568	\$ 53,229	\$ 54,517	\$ 55,837	\$ 57,188
Utilities	\$ 101,611	\$ 103,643	\$ 105,716	\$ 107,830	\$ 109,987
Replacement Reserves	\$ 26,400	\$ 26,928	\$ 27,467	\$ 28,016	\$ 28,576
Insurance	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742
Building Replacement Reserves	\$ 12,642	\$ 12,895	\$ 13,153	\$ 13,416	\$ 13,684
Total Expenses	\$ 200,221	\$ 205,875	\$ 210,216	\$ 214,650	\$ 219,177
Net Operating Income	\$ 642,576	\$ 681,279	\$ 698,407	\$ 715,962	\$ 733,956
Less: Annual Debt Service	\$1,107,903	\$1,107,903	\$1,107,903	\$1,107,903	\$1,107,903
Before-Tax Cash Flow	\$ (465,327)	\$ (426,624)	\$ (409,496)	\$ (391,941)	\$ (373,947)

*Sources: Personal Communication with Sue Mahoney, FSU University Housing
FSU Human Resources Department*

*Personal Communication with Julia Dupree & Commercial Market Specialist:
City of Tallahassee-Leon County*

Personal Communication with Lori Hale, FSU Environmental Health & Safety

This cash flow analysis is representative of Scenario B of which:

10 percent of the housing units are set-aside for persons earning 30 percent of the area median income in the Tallahassee Metropolitan Statistical Area (MSA); 30 percent of the units are set-aside for persons earning 40 percent of the area median income; 30

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percent of the units are set-aside for persons earning 50 percent of the area median income; 30 percent of the units are set-aside for persons earning 60 percent of the area median income, under this scenario the project will use financing from only the issuance of bonds through the Board of Governors

- Under this scenario the before tax cash flow is negative
- The cash flow under this scenario indicates that the project is not feasible because it does not yield net revenue that is greater than or equal to \$50,005 which is three months of operating expenses for this scenario.
- Annual Debt Service is higher when the project is funded one hundred percent with bond financing than with a combination of Bond Financing and CWHIP funds.

Table 7.19: Cash Flow Projection for Scenario C

Scenario C					
	Year 1*	Year 2	Year 3	Year 4	Year 5
Potential Gross Rent	\$ 940,429.32	\$ 989,925.60	\$ 1,013,881.80	\$ 1,038,417.74	\$ 1,063,547.45
less: Vacancy Allowance	\$ 65,830.05	\$ 69,294.79	\$ 70,971.73	\$ 72,689.24	\$ 74,448.32
Effective Gross Income	\$ 874,599.27	\$ 920,630.81	\$ 942,910.07	\$ 965,728.50	\$ 989,099.13
Less: Operating Expenses					
Management Fees	\$ 52,475.96	\$ 55,237.85	\$ 56,574.60	\$ 57,943.71	\$ 59,345.95
Utilities	\$ 101,611.00	\$ 103,643.22	\$ 105,716.08	\$ 107,830.41	\$ 109,987.01
Replacement Reserves	\$ 20,000.00	\$ 20,400.00	\$ 20,808.00	\$ 21,224.16	\$ 21,648.64
Insurance	\$ 9,000.00	\$ 9,180.00	\$ 9,363.60	\$ 9,550.87	\$ 9,741.89
Building Replacement Reserves	\$ 13,118.99	\$ 13,381.37	\$ 13,649.00	\$ 13,921.98	\$ 14,200.42
Total Expenses	\$ 196,205.95	\$ 201,842.44	\$ 206,111.28	\$ 210,471.12	\$ 214,923.91
Net Operating Income	\$ 678,393.32	\$ 718,788.37	\$ 736,798.79	\$ 755,257.37	\$ 774,175.22
Less: Annual Debt Service	\$ 835,810.00	\$ 835,810.00	\$ 835,810.00	\$ 835,810.00	\$ 835,810.00
Net Cash Flow	\$(157,416.68)	\$ (117,021.63)	\$ (99,011.21)	\$ (80,552.63)	\$ (61,634.78)

*Sources: Personal Communication with Sue Mahoney, FSU University Housing
 FSU Human Resources Department
 Personal Communication with Julia Dupree & Commercial Market Specialist:
 City of Tallahassee-Leon County
 Personal Communication with Lori Hale, FSU Environmental Health & Safety*

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This cash flow analysis is representative of Scenario C of which:

30 percent of the housing units are set-aside for persons earning 40 percent of the area median income in the Tallahassee MSA; 30 percent of the units are set-aside for persons earning 50 percent of the area median income; 40 percent of the units are set-aside for persons earning 60 percent of the area median income; under this scenario the project will use financing from CWHIP and the issuance of bonds through the Board of Governors.

- Under this Scenario the before tax cash flow is negative
- The cash flow under this scenario indicates that the project is not feasible because it does not yield net revenue that is greater than or equal to \$50,651 which is three months of operating expenses for this scenario.

Table 7.20: Cash Flow Projection for Scenario D

Scenario D					
	Year 1	Year 2	Year 3	Year 4	Year 5
Potential Gross Rent	\$ 940,429.32	\$ 989,925.60	\$1,013,881.80	\$ 1,038,417.74	\$ 1,063,547.45
less: Vacancy Allowance	\$ 65,830.05	\$ 69,294.79	\$ 70,971.73	\$ 72,689.24	\$ 74,448.32
Effective Gross Income	\$ 874,599.27	\$ 920,630.81	\$ 942,910.07	\$ 965,728.50	\$ 989,099.13
Less: Operating Expenses					
Management Fees	\$ 52,475.96	\$ 53,525.48	\$ 54,595.98	\$ 55,687.90	\$ 56,801.66
Utilities	\$ 101,611.00	\$ 103,643.22	\$ 105,716.08	\$ 107,830.41	\$ 109,987.01
Replacement Reserves	\$ 26,400.00	\$ 26,928.00	\$ 27,466.56	\$ 28,015.89	\$ 28,576.21
Insurance	\$ 9,000.00	\$ 9,180.00	\$ 9,363.60	\$ 9,550.87	\$ 9,741.89
Building Replacement Reserves	\$ 13,118.99	\$ 13,381.37	\$ 13,649.00	\$ 13,921.98	\$ 14,200.42
Total Expenses	\$ 202,605.95	\$ 206,658.06	\$ 210,791.23	\$ 215,007.05	\$ 219,307.19
Net Operating Income	\$ 671,993.32	\$ 713,972.74	\$ 732,118.85	\$ 750,721.45	\$ 769,791.94
Less: Annual Debt Service	\$ 1,107,903.00	\$ 1,107,903.00	\$ 1,107,903.00	\$ 1,107,903.00	\$ 1,107,903.00
Before-Tax Cash Flow	\$ (435,909.68)	\$ (393,930.26)	\$ (375,784.15)	\$ (357,181.55)	\$ (338,111.06)

*Sources: Personal Communication with Sue Mahoney, FSU University Housing
 FSU Human Resources Department
 Personal Communication with Julia Dupree & Commercial Market Specialist:
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 Personal Communication with Lori Hale, FSU Environmental Health & Safety*

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This cash flow analysis is representative of Scenario D of which:

30 percent of the housing units are set-aside for persons earning 40 percent of the area median income in the Tallahassee MSA; 30 percent of the units are set-aside for persons earning 50 percent of the area median income; 40 percent of the units are set-aside for persons earning 60 percent of the area median income. Under this scenario the project will use financing from only the issuance of bonds through the Board of Governors.

- Under this Scenario the before tax cash flow is negative
- The cash flow under this scenario indicates that the project is not feasible because it does not yield net revenue that is greater than or equal to \$50,651 which is three months of operating expenses for this scenario.

Table 7.21: Cash Flow Projection for Scenario E

Scenario E					
	Year 1	Year 2	Year 3	Year 4	Year 5
Potential Gross Rent	1,279,536	\$ 1,346,880	\$ 1,379,474	\$ 1,412,858	\$ 1,447,049
less: Vacancy Allowance	\$ 89,568	\$ 94,282	\$ 96,563	\$ 98,900	\$ 101,293
Effective Gross Income	\$ 1,189,968	\$ 1,252,598	\$ 1,282,911	\$ 1,313,958	\$ 1,345,756
Less: Operating Expenses					
Management Fees	\$ 71,398	\$ 72,826	\$ 74,283	\$ 75,768	\$ 77,284
Utilities	\$ 101,611	\$ 103,643	\$ 105,716	\$ 107,830	\$ 109,987
Replacement Reserves	\$ 26,400	\$ 26,928	\$ 27,467	\$ 28,016	\$ 28,576
Insurance	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742
Building Replacement Reserves	\$ 17,850	\$ 18,207	\$ 18,571	\$ 18,942	\$ 19,321
Total Expenses	\$ 226,259	\$ 230,784	\$ 235,399	\$ 240,107	\$ 244,910
Net Operating Income	\$ 963,710	\$ 1,021,815	\$ 1,047,512	\$ 1,073,850	\$ 1,100,846
Less: Annual Debt Service	\$ 835,810	\$ 835,810	\$ 835,810	\$ 835,810	\$ 835,810
Before-Tax Cash Flow	\$ 127,900	\$ 186,005	\$ 211,702	\$ 238,040	\$ 265,036

*Sources: Personal Communication with Sue Mahoney, FSU University Housing
 FSU Human Resources Department
 Personal Communication with Julia Dupree & Commercial Market Specialist:
 City of Tallahassee-Leon County
 Personal Communication with Lori Hale, FSU Environmental Health & Safety*

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This cash flow analysis is representative of Scenario E of which

30 percent of the housing units are set-aside for persons earning 50 percent of the area median income in the Tallahassee MSA; 30 percent of the units are set-aside for persons earning 60 percent of the area median income; 40 percent of the units are set-aside for persons earning 80 percent of the area median income; under this scenario the project will use financing from CWHIP and the issuance of bonds through the Board of Governors.

- Under this Scenario the before tax cash flow is positive
- The cash flow under this scenario indicates that the project is feasible because it yields net revenue that is greater than \$56,565 which is three months of operating expenses for this scenario.

Table 7.22: Cash Flow Projection for Scenario F

Scenario F					
	Year 1	Year 2	Year 3	Year 4	Year 5
Potential Gross Rent	1,279,536	\$ 1,346,880	\$ 1,379,474	\$ 1,412,858	\$ 1,447,049
less: Vacancy Allowance	\$ 89,568	\$ 94,282	\$ 96,563	\$ 98,900	\$ 101,293
Effective Gross Income	\$ 1,189,968	\$ 1,252,598	\$ 1,282,911	\$ 1,313,958	\$ 1,345,756
Less: Operating Expenses					
Management Fees	\$ 71,398	\$ 72,826	\$ 74,283	\$ 75,768	\$ 77,284
Utilities	\$ 101,611	\$ 103,643	\$ 105,716	\$ 107,830	\$ 109,987
Replacement Reserves	\$ 26,400	\$ 26,928	\$ 27,467	\$ 28,016	\$ 28,576
Insurance	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742
Building Replacement Reserves	\$ 17,850	\$ 18,207	\$ 18,571	\$ 18,942	\$ 19,321
Total Expenses	\$ 226,259	\$ 230,784	\$ 235,399	\$ 240,107	\$ 244,910
Net Operating Income	\$ 963,710	\$ 1,021,815	\$ 1,047,512	\$ 1,073,850	\$ 1,100,846
Less: Annual Debt Service	\$1,107,903	\$1,107,903	\$1,107,903	\$1,107,903	\$1,107,903
Before-Tax Cash Flow	\$ (144,193)	\$ (86,088)	\$ (60,391)	\$ (34,053)	\$ (7,057)

*Sources: Personal Communication with Sue Mahoney, FSU University Housing
 FSU Human Resources Department
 Personal Communication with Julia Dupree & Commercial Market Specialist:
 City of Tallahassee-Leon County
 Personal Communication with Lori Hale, FSU Environmental Health & Safety*

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This cash flow analysis is representative of Scenario F of which

30 percent of the housing units are set-aside for persons earning 50 percent of the area median income in the Tallahassee MSA. 30 percent of the units are set-aside for persons earning 60 percent of the area median income. 40 percent of the units are set-aside for persons earning 80 percent of the area median income. Under this scenario the project will use financing from only the issuance of bonds through the Board of Governors.

- Under this Scenario the before tax cash flow is negative
- The cash flow under this scenario indicates that the project is not feasible because it does not yield net revenue that is greater than or equal to \$56,565 which is three months of operating expenses for this scenario.

7.7 Findings

The following section represents economic findings for the proposed workforce housing project. The findings cover the affects of the funding and financing options and operating expenses on the cash flow analysis. The findings are based on calculations of six scenarios using two different financing options.

Finding 7.7.1. FSU is eligible to apply for CWHIP funds.

Finding 7.7.2. FSU is eligible to apply for bond financing through the Board of Governors.

Finding 7.7.3. CWHIP financing does not cover the total development costs of the project.

Finding 7.7.4. The project is less financially feasible without the use of CWHIP funding.

Finding 7.7.5. Scenarios that use a combination of CWHIP funding and bond funding require a lower annual debt service than scenarios financed with bond funding alone.

Finding 7.7.6. Scenarios that use a combination of CWHIP funding and bond funding yield higher cash flows than scenarios funded with bond funding alone.

Finding 7.7.7. Scenario E in phase one meets the required return of greater than or equal to three months of operating expenses, therefore it is financially feasible.

Finding 7.7.8. Scenario A, B, C, D, and F are not financially feasible in phase one based on the required return of three months of operating expenses for each scenario.

Finding 7.7.9. Serving lower income households produces less positive cash flow than serving higher income households.

Finding 7.7.10. Reducing the number of units (ie, phasing the project), negatively affects the feasibility of the project and its ability to be feasible while attempting to address the housing needs of the university's least well compensated employees. This is largely a function of several costs, including underwriting and the construction of desired amenities being spaced over a smaller amount of units.

7.8 References

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8. Recommendations

The following represents a final set of recommendations and supporting explanations based on each chapter's individual findings.

Recommendation 8.1: FSU should further examine undertaking a workforce housing initiative by utilizing a charrette and/or focus groups with university employees.

The survey analysis projects that approximately 850 current FSU employees would potentially be very interested in housing available only to university employees. This number signifies that there is demand for a university assisted housing program. A charrette and/or focus groups would further illustrate the level of employee interest. This is particularly important because at the time the questionnaire was developed, the specific site was unknown. Further investigation by a charrette or focus groups could measure interest in regards to the specific site.

Recommendation 8.2: FSU should focus a potential workforce housing initiative towards employees with annual household incomes less than 39,000 dollars.

According to the data analysis, the greatest level of interest in employer-assisted housing was among those employees with annual household incomes of less than \$39,000 dollars. Pricing units for employees in this income range would benefit both the city and FSU. The city could possibly see reduced demand for public housing. The university would benefit because university sponsored housing for employees in this income bracket may increase employee retention.

Recommendation 8.3: FSU should construct energy efficient workforce housing.

According to the survey results, 85.7 percent of respondents ranked having an energy efficient home as important or very important. Constructing energy efficient housing units would potentially help attract residents to this proposed initiative. Additionally, global warming is a well-covered issue in the news media. Acting proactively to counter global warming would be a positive step for FSU.

Recommendation 8.4: FSU should undertake a workforce housing initiative that incorporates retail and services on-site.

According to the survey results, 71.4 percent of respondents felt that it was important or very important to live close to shopping, services and restaurants. Currently, the area around the proposed site lacks these amenities. Space in the project should be set aside for attracting businesses such as a restaurant, day care and/or a small grocery. Additionally, it is important to note that the City of Tallahassee is currently undertaking a

revitalization of Gaines Street, which is near the proposed workforce housing site. Once the revitalization is underway, amenities such as those listed above may locate in the area. However, at this point is important for the University to consider incorporating retail and services because the Gaines Street revitalization has yet to attract these amenities to the area. The lack of amenities and services could lead to a significant reduction in the projected demand for a university workforce housing project in the Southside. Also, a very small percentage of respondents felt like the area South or West of the university would be an attractive location for housing. Extra steps must be taken to improve the quality of living for potential residents in the area. One way to do this is to offer incentives to attract retailers.

Recommendation 8.5: FSU should monitor the impacts of “Pathways to Excellence” on personnel growth in addition to the extrapolation.

The examination of these growth rates would project different enrollment and employment numbers that are different than were projected from the data sets. The extrapolations performed on the enrollment and employment data sets were used to suggest the number of personnel to be expected at a given time given the expected enrollment. This also suggests any demand that may exist for workforce housing within the context of FSU employees. Enrollment experienced a significant increase from 2000 to 2001, but since then growth rates have been in small, sporadic, and unpredictable increments. As employment has increased in FSU, the rate of growth for employment that has vast degrees of fluctuation has for the most part decreased. In fact the rate of growth from the year 2004 to 2005 was actually a decrease of 1.86 percent. Employment saw a decrease again from the 2005 to 2006 years. In regards to the student per faculty data; these numbers suggest that as employment and enrollment increase, the number of students per employee decrease for the most part.

Recommendation 8.6: FSU should use the data provided from the curve extrapolations as a guide.

The data from extrapolation curves are used to predict or estimate what can be expected in the futures based on the patterns the data have shown in the past. The information provided serves as an indicator as to what can be expected in the coming years.

Recommendation 8.7: FSU should consider the development of workforce housing if it chooses to provide affordable housing options for its employees, based solely on a review of the local housing supply.

The collected housing data suggests there is a shortage of housing in Tallahassee that is affordable to FSU’s workforce population with their current household incomes and current housing and rental prices in the area. Other factors such as financial feasibility, analysis of demand and location should also be considered before committing to this recommendation.

Recommendation 8.8: FSU should construct a multi-phased, multi-land use neighborhood within close proximity to the Southside campus

This type of development will foster an environment that will offer more than just a place of residence, but also an integrated community with a shared identity. The location of the FSU development would ripple into the larger Southside community and serve as tool for COPC's revitalization efforts.

Recommendation 8.9: FSU's Board of Trustees should adopt a workforce housing element in the university's Master Plan as well draft a campus development agreement that establishes the framework for the workforce housing neighborhood

University policy regarding the proposed development is necessary for its integration into the larger community as Florida statutes require a comprehensive planning process for acceptance of the university's master plan. Additionally, acceptance by the Florida legislature requires that all university capital outlay projects be addressed in the affected university's Master Plan.

Recommendation 8.10: FSU should use tax-free revenue bonds as a primary source of funding while also designing its development to qualify for CWHIP funds.

The case studies show that university revenue bonds are an effective method for leveraging workforce housing funds. In Florida, a resolution from the FSU Board of Trustees is needed for the approval by the Florida Board of Governors for a capital outlay project. Final funding must be granted by the Florida Legislature. FSU's proposal can reasonably meet the requirements set forth by the Legislature. One of which is the need for the project to be addressed in the university's plan; further strengthening the argument for the Board of Trustees to include the workforce housing development in the FSU Master Plan.

Recommendation 8.11: FSU should contract a third-party to manage both the real estate and operations aspect of its workforce housing development.

FSU has no experience in managing a faculty and staff housing development. Furthermore, the scale and level of amenities offered by the development introduces a set of needs and services that the university does not have the capacity to meet. The case study findings show that third-party management is a standard practice.

Recommendation 8.12: FSU should use its workforce housing development as a marketing tool to recruit quality faculty and staff.

UC Davis, UC Santa Cruz and CSUN use their workforce housing developments to serve different needs than UI's program; namely, to aid in the recruitment and retainment of faculty and staff members. Similar to UI, FSU has not experienced documented faculty

and staff loss due to high housing costs. The FSU development will serve as powerful tool for the recruitment of faculty and staff.

This recommendation is furthered strengthened by the survey's finding that show employees who have worked at FSU for less than four years were the most likely to be interested. Marketing workforce housing to potential employees would target the demand. A workforce housing initiative may improve the standing of FSU in the eyes of potential employees

Recommendation 8.13: FSU should construct all of its development as townhouse rental units.

The findings show that regardless of the housing market, townhouse units are used to address workforce housing. West Village, College Court, and the UI workforce housing program all contain townhouse units. Townhouse units are the only unit type that can address the strong preference for private outdoor space that is presented in Table 2.9 in Chapter 2.

Offering only rental units at FSU's proposed workforce housing development is not only supported by the findings of Chapter 4, particularly Laureate Court, College Court and UI's faculty and staff housing program, but also in the project demands from COPC. Also, the survey conducted for Chapter 2 was based on the assumption that all units were to be used as rental units and as such all recommendations have to be based on the assumption that all units were to be rental units.

Recommendation 8.14: FSU should update its Campus Master Plan to include future plans for the southside property to include the proposed project site.

As described, an update to the Campus Master Plan is currently underway and should be completed to include project development plans for the university's southside campus. Doing so will supersede the City's zoning regulation for that parcel.

Recommendation 8.15: FSU should consider using the pond adjacent to the southern edge of the property as a means to handle storm water mitigation needs.

The use of existing features to remedy any potential mitigation needs can help to reduce these costs in the event such actions have to be taken. If these features cannot be utilized, then it would warrant investigating other options. Other possible solutions are filling in the site or constructing a pump station. For the purposes of this review, we suggested that the financial analysis include costs for construction of a pump station, but this is contradictory to what the city would prefer.

Recommendation 8.16: FSU should consider mitigating for unsuitable soil to increase the project's developable acreage

Since the two less suitable soil types have poor drainage quality, mitigating the soil to that of a more suitable soil type would provide better drainage and perhaps even mitigate some of the aforementioned storm water concerns. However; this too may increase costs.

Recommendation 8.17: FSU should develop its workforce housing project with a total of 396 dwelling units, and phased in the manner described by the project's Development Concept.

The site suitability review concluded that 396 dwelling units could be accommodated at a density appropriate to a townhome community. It was also found that the demand identified in the survey of 818 families could absorb 396 units.

Recommendation 8.18: FSU should develop its workforce housing project with the mixed use land designations and percentages as described and witnessed in the University of California –Davis case study.

This study shows a clear need for mixed land-uses that will provide quality of life amenities important to the study's survey respondents. It was further concluded that a mixed-use development could be accommodated by the site and provide uses, such as a small retail shop, that would be beneficial to neighboring communities.

Recommendation 8.19: FSU should proceed with amending the campus master plan to include development of the proposed southside site for workforce housing.

An amendment will be required, as described in the campus master planning process, because the site will impact the intensity of land use on the campus.

Recommendation 8.20: The University should work closely with the City of Tallahassee Growth Management department early in the development process to determine the true estimated impacts of the project on the transportation network.

The current agreement between FSU and the City identify a number of adverse impacts or roadway deficiencies that would occur as a part of the university's growth and development over the duration of the Campus Master Plan. The City calculated the university's "fair share" of the costs to mitigate those deficiencies, which were settled by the university prior to the adoption of the Master Plan. This would be an appropriate process to occur prior to the development of this workforce housing project.

Recommendation 8.21: FSU should consider monitoring their drainage usage to better understand the impacts of the workforce housing project at the time of development.

According to the FSU Development Agreement with the City, little is known about the total off-site impacts of the current Campus Master Plan, FSU has committed to assessing their existing and future stormwater needs.

Recommendation 8.22: Though it was found that there was likely adequate supply for potable water, as impacted by this project, it is recommended that FSU prepare a survey of the site to determine where and how the connections for potable water will be made.

This study only concluded through high-level discussions that there will be adequate potable water for the workforce housing project, but it does not provide site-survey quality recommendations for connection location, which may affect the ultimate cost of the project.

Recommendation 8.23: Though it was found that there was likely adequate supply for sewer, as impacted by this project, it is recommended that FSU prepare a survey of the site to determine where and how the connections for sewer will be made.

This study only concluded through high-level discussions that there will be adequate sewer for the workforce housing project, but it does not provide site-survey quality recommendations for connection location, which may affect the ultimate cost of the project.

Recommendation 8.24: FSU should utilize the same solid waste removal methods, open space provision and transit support as were identified in the current Agreement.

This study found that there would not be any adverse impacts to these facilities, but does describe the current development agreement between FSU and the City identifying the university's responsibility for these systems. The university should continue that partnership to ensure adequate capacity and quality of service is in place for its expected growth. Furthermore, the university should work with StarMetro to develop frequent routes between the workforce housing site and campus, as well as bus stops, to encourage transit use.

Recommendation 8.25: FSU should work closely with the Leon County School Board to determine its impact on the local schools affected by the project once a process for estimating new students has been adopted.

This study found that a process for estimating school impacts is currently being established, so the university will need to remain aware of those processes when applying

for a development permit for workforce housing. This recommendation will allow FSU to know its fair share of the costs associated with a school's growth, but could also prove beneficial in minimizing those costs, as the School Board will work to help provide the capacity needed.

Recommendation 8.26: FSU should investigate how school-aged residents of the workforce housing development can attend Florida State University School, Florida High, or partner with the Leon County School Board to improve the quality of poorly performing schools in the area.

The quality of the local elementary, middle and high schools is relatively poor in relation to other parts of the county. In order to attract residents to the project and properly compete with other housing projects in the area, the university must ensure that their children can attend good quality schools. Florida High is a K-12 charter school sponsored by the Florida State University located in Southwood.

Recommendation 8.27: FSU should apply for CWHIP funds so that it can receive low cost financing for the construction of the housing development.

The recommendation is based on the findings that FSU is eligible to apply for CWHIP funds and using a combination CWHIP financing with bond financing lowers the annual cost of debt service.

Recommendation 8.28: FSU should request funds from the Board of Governors.

The recommendation is based on the findings that FSU is eligible to apply for funds from the Board of Governors and that CWHIP financing does not cover the total cost of construction.

Recommendation 8.29: FSU should employ Scenario E which serves employees at fifty, sixty, and eighty percent of the area median income.

This is recommended because the cash flow projection for Scenario E produces the largest amount of positive revenue.

Recommendation 8.30: FSU should use financing from CWHIP and the Board of Governors.

The recommendation is based on the findings that using a combination of CWHIP financing with funding from the Board of Governors lowers the annual cost of debt service, and scenarios that use a combination of CWHIP funding and bond funding yield higher cash flows than scenarios funded with bond funding alone.

Recommendation 8.31: FSU should do further analysis to determine if changes to the number of units in each scenario would produce more economically feasible outcomes for Scenarios A, B, C, D, and F.

The recommendation is based on Scenarios A, B, C, D, and F not being financially feasible in phase one based on the required return of three months of operating expenses for each scenario and producing a negative cash flow during years one to five.

APPENDICES

Workforce Housing at FSU: A Feasibility Study

A. Survey

A.1 Survey Instrument

Survey A

I. Introduction Question

1. How interested would you be in renting housing available only to faculty and staff (and their families) near the University?

- A. I am definitely interested
- B. I am somewhat interested
- C. I am not sure
- D. I am not at all interested → please continue to Survey B on Page 11

II. Housing Preferences

2. There are many things to consider when deciding where to live. Please indicate how important the following are to you in making that decision. Place an X in the box that best corresponds with how you feel:

Very Important: This is very important to me when choosing a home

Somewhat Important: This is somewhat important to me when choosing a home

Neutral: I do not feel strongly either way

Somewhat Unimportant: This is somewhat unimportant to me when choosing a home

Very Unimportant: This is not an important issue to me when choosing a home

Unsure: I'm not sure/have not thought about it

	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	Unsure
Being close to the University						
Being close to shopping/services/restaurants						
Being close to open spaces/parks/playgrounds						
Living in a diverse, mixed-income neighborhood						
Being able to walk to work						
Access to a bus stop						
Living away from university students						
Being close to downtown						
Living in a neighborhood of families with children						
Quality of schools in district						
Living North or East of the University						
Living South or West of the University						

Workforce Housing at FSU: A Feasibility Study

3. How many bedrooms would you prefer? _____
4. How many bathrooms would you prefer? _____
5. How much would you be able to pay each month for rent, excluding utilities?
 - A. Less than \$500 per month
 - B. \$500 - \$800 per month
 - C. \$801 - \$1,100 per month
 - D. \$1,101 - \$1,400 per month
 - E. \$1,401-\$1,700 per month
 - F. More than \$1,701 per month

6. Please indicate how important the following are to you in choosing a home. Place an X in the box that best corresponds with how you feel:

Very Important: This is very important to me when choosing a home

Somewhat Important: This is somewhat important to me when choosing a home

Neutral: I do not feel strongly either way

Somewhat Unimportant: This is somewhat unimportant to me when choosing a home

Very Unimportant: This is not an important issue to me when choosing a home

Unsure: I'm not sure/have not thought about it

	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	Unsure
Having a garage						
Having private outdoor space like a backyard, patio, or courtyard						
Having covered parking						
Living in a gated community						
Having community facilities nearby (pools, recreation centers, playgrounds)						
Living in an energy-efficient home						
Having a detached home/no shared walls						

III. Current Living Situation

7. What is your current zip code? _____

8. Which of the following best describes your current primary residence?

- A. Single-family detached home, renting
- B. Single-family detached home, own
- C. Apartment or condominium, renting
- D. Apartment or condominium, own
- E. Townhouse, renting
- F. Townhouse, own
- G. Other (please specify): _____

9. How much do you pay each month in rent or mortgage for your current primary residence? (Please do not include utilities)

- A. Less than \$500 per month
- B. \$500 - \$800 per month
- C. \$801 - \$1,100 per month
- D. \$1,101 - \$1,400 per month
- E. \$1,401-\$1,700 per month
- F. More than \$1,701 per month

10. How do you usually get to work?

- A. Walk or bike
- B. Public transportation
- C. Car
- D. Other (please specify) _____

11. What distance do you travel one-way to work?

- A. Under 1 mile
- B. 1-5 miles
- C. 6-10 miles
- D. 11-19 miles
- E. 20 miles or more

Workforce Housing at FSU: A Feasibility Study

12. How satisfied are you with your current housing situation?

- A. Very satisfied
- B. Somewhat satisfied
- C. Somewhat dissatisfied → **(If Yes) Please answer 12a:**
- D. Very dissatisfied → **(If Yes) Please answer 12a:**

12a. If you are somewhat or very dissatisfied with your current housing, what is/are the primary reason(s)?

Yes	No	Home too far from work
Yes	No	Do not own home
Yes	No	Crime rate too high
Yes	No	Home too small
Yes	No	Home not worth what it costs
Yes	No	Neighborhood noise/traffic
Yes	No	No yard/yard too small
Yes	No	Quality of school system poor
Yes	No	Too far from public transportation
Yes	No	Too expensive
Yes	No	Other (please specify)_____

IV. Demographic Questions

13. Are you considered full-time or part-time? _____

- A. Full-time
- B. Part-time

14. What is your employment status?

- A. Faculty
- B. Administrative and Professional
- C. USPS
- D. OPS
- E. Other (please specify)_____

15. How long have you been employed at Florida State University?

- A. Less than 1 year
- B. 1 to 2 years
- C. 2-4 years
- D. 4-6 years
- E. More than 6 years

16. What is your age?

- A. 18-28
- B. 29-39
- C. 40-50
- D. 51-61
- E. 62 or older

17. What is your sex? _____ male _____ female

18. What is your race/ethnicity?

- A. Black
- B. White
- C. Hispanic/Latino
- D. Asian/Pacific Islander
- E. American Indian
- F. Other

Workforce Housing at FSU: A Feasibility Study

19. What is your current marital status?

- A. Separated/divorced
- B. Widowed
- C. Never married
- D. Married → (If Yes) Please answer 19a and 19b:

19a. Does your spouse work?

- A. Yes (If yes, link to 19b)
- B. No

19b. In what geographical area does your spouse work?

- A. Downtown Tallahassee
- B. Florida State University or Florida A & M University
- C. Southside Tallahassee (including the state office complex at Southwood)
- D. North Tallahassee-Thomasville Road Area
- E. North Tallahassee-North Monroe Area
- F. Midtown Tallahassee
- G. West Tallahassee (west of downtown, i.e. West Tennessee Street and Capital Circle Southwest, including TCC)
- H. Outside of Tallahassee
- I. Other _____

20. How many individuals live in your household, including yourself?

- A. 1
- B. 2
- C. 3
- D. 4
- E. 5 or more

21. How many individuals currently living in your household are children: (please indicate the number of children)

- _____ Under 6 years old
- _____ Between 7 and 11 years old
- _____ Between 12 and 17 years old
- _____ None

Workforce Housing at FSU: A Feasibility Study

22. What is your total gross annual household income (before taxes)?

- A. Less than \$20,000
- B. \$20,000 - \$29,999
- C. \$30,000 - \$39,999
- D. \$40,000 - \$49,999
- E. \$50,000 - \$59,999
- F. \$60,000 - \$69,999
- G. \$70,000 - \$79,999
- H. \$80,000 - \$89,999
- I. \$90,000 or more

23. Would you be more likely to remain employed at FSU if the university provided housing for employees?

- A. Yes
- B. No
- C. Not sure

24. What concerns do you have about a potential employer assisted housing program?

- | | | |
|-----|----|--|
| Yes | No | I don't understand the program/I don't have enough information |
| Yes | No | I cannot afford to rent a new home, even with this type of program |
| Yes | No | I have concerns about living near other University employees |
| Yes | No | I have concerns about living in the Southside area |
| Yes | No | I am unsure of my future plans |
| Yes | No | I have concerns about living near the University |
| Yes | No | I have concerns regarding the size of the available housing |
| Yes | No | Other concerns (Please specify) _____ |

Workforce Housing at FSU: A Feasibility Study

Survey B

1. Please indicate the primary reason/reasons why you are not interested in an employer-assisted housing opportunity at this time:

- | | | |
|-----|----|--|
| Yes | No | I already own a home |
| Yes | No | I cannot afford to rent a new home, even with this type of program |
| Yes | No | I am unsure of my future plans |
| Yes | No | I plan on leaving the University (changing employment/retirement) |
| Yes | No | I plan on moving from Tallahassee |
| Yes | No | I do not want to live near the University |
| Yes | No | I do not want to live in the Southside area |
| Yes | No | I want to own my home, not lease |
| Yes | No | I do not want to live near other University employees |
| Yes | No | I desire a large property with acreage |
| Yes | No | I do not have enough information on the subject |
| Yes | No | Other reason (please specify) _____ |

2. What is your employment status?

- A. Faculty
- B. Administrative and Professional
- C. USPS
- D. OPS
- E. Other (please specify) _____

3. Are considered full-time or part-time? _____

- A. Full-time
- B. Part-time

4. How long have you been employed at Florida State University?

- A. Less than 1 year
- B. 1 to 2 years
- C. 2-4 years
- D. 4-6 years
- E. More than 6 years

5. What is your age?

- A. 18-28
- B. 29-39
- C. 40-50
- D. 51-61
- E. 62 or older

Workforce Housing at FSU: A Feasibility Study

6. What is your sex? _____ male _____ female

7. What is your race/ethnicity?

- A. Black
- B. White
- C. Hispanic/Latino
- D. Asian/Pacific Islander
- E. American Indian
- F. Other

8. What is your current marital status? _____

- A. Married
- B. Separated/divorced
- C. Widowed
- D. Never married

9. What is your total gross annual **household** income (before taxes)?

- A. Less than \$20,000
- B. \$20,000 - \$29,999
- C. \$30,000 - \$39,999
- D. \$40,000 - \$49,999
- E. \$50,000 - \$59,999
- F. \$60,000 - \$69,999
- G. \$70,000 - \$79,999
- H. \$80,000 - \$89,999
- I. \$90,000 or more

10. How many individuals currently living in your household are children: (indicate the number of children)

- _____ Under 6 years old
- _____ Between 7 and 11 years old
- _____ Between 12 and 17 years old
- _____ None

11. What is your current zip code? _____

Workforce Housing at FSU: A Feasibility Study

12. Do you feel that an employer assisted housing program makes the university more attractive to employees who do the kind of work that you do at the university?

- A. yes
- B. no
- C. not sure

13. When you first became employed at Florida State University, would you have been interested in an employer assisted housing program?

- A. yes
- B. no
- C. not sure

A.2 Pre-test Document

Survey Pre-testing Analysis

From Thursday January 25th through Monday January 29th, Survey Version 2 was tested on five university employees. Overall, the questions were easily understood and flowed well. No one felt that the survey length was problematic. However, issues were found with the introductory information, the employment status question and the linked questions.

Two testers found problems within the introductory information. One respondent, after consult with Dr. Connerly, found that the information provided lent the impression that the university was seriously considering the housing initiative. In reality, the university is not sponsoring this survey and does not have a workforce housing initiative in its agenda. This should be made clearer to respondents both in the introduction and questions 3 and 4 in Survey A. Instead of asking how many bedrooms and bathrooms employees *need*, they should be asked how many they *prefer*. Additionally, this tester believed more specific information regarding the project should be provided in the introduction.

Further, another tester found issues within the introduction. The promise that responses are confidential and not connected to e-mail addresses should be reexamined. Because an incentive drawing option is offered, respondents will enter their e-mail addresses. It is possible their e-mail addresses could be connected to their survey responses. This should be addressed by adding a disclaimer where the respondents will enter their e-mail address. Also, when survey administrators evaluate the surveys, the e-mail addresses must be separated immediately and not associated with the surveys.

Another issue brought up by two testers was question 14 on Survey A (question 2 on Survey B). This question concerns employment status. The answer choices need to be condensed. The librarian and lab support choices can be deleted, as they fall into the administrative and professional or USPS categories.

The questions that linked to other questions were not initially clear. This has been remedied by indenting the linked questions. This includes the first question, which directs respondents to Survey A or B.

A.3 Comments

Survey Respondent Comments

“Finding a place to live is not the problem. Making a decent salary is. I think FSU would have more employee retention if wages/raises would happen more often. Instead of having the union (AFSCME) fighting for what we get. The reason we all come to work is to make money. Therefore, if the university would put more effort into this, employee retention wouldn’t be an issue. It would be a nice gesture from FSU to have housing available, but I haven’t talked to anyone who would be interested. Everyone’s response is the same. It’s just another way the university will say, look at what we are offering you. We are giving you housing so we can’t afford more money for everyone. This year. Maybe next year?”

“I believe FSU is completely insincere in the interest of employees at every level. If I am wrong, they could pay staff a living wage instead of keeping all the money for Deans and above. This stuff is a poor substitute for actually doing something that counts.”

“It’s too bad this idea wasn’t conceived 20 years ago. I would have jumped at it then. As it is, I will have completed the DROP by 7/31/2010. At that time, I will be relocating to the N. GA area to be nearer my children and grandchildren. This ‘planned housing’ is a good idea for the FSU ‘community’ however, as the FSU faculty and staff are truly a community within the Tallahassee community.”

Workforce Housing at FSU: A Feasibility Study

A.4 Frequency Reports

Survey A

1. How interested would you be in renting housing available only to faculty and staff (and their families) near the University?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid I am definitely interested	26	37.1	37.1	37.1
I am somewhat interested	28	40.0	40.0	77.1
I am not sure	16	22.9	22.9	100.0
Total	70	100.0	100.0	

2. Please indicate how important the following are to you in making the decision to choose a home.

2.1 Living near the university

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	21	30.0	30.0	30.0
Somewhat Important	27	38.6	38.6	68.6
Neutral	17	24.3	24.3	92.9
Somewhat Unimportant	1	1.4	1.4	94.3
Very Unimportant	4	5.7	5.7	100.0
Total	70	100.0	100.0	

2.2 Living close to shopping/services/restaurants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	18	25.7	25.7	25.7
Somewhat Important	32	45.7	45.7	71.4
Neutral	14	20.0	20.0	91.4
Somewhat Unimportant	3	4.3	4.3	95.7
Very Unimportant	3	4.3	4.3	100.0
Total	70	100.0	100.0	

Workforce Housing at FSU: A Feasibility Study

2.3 Living close to open spaces/parks/playgrounds

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	14	20.0	20.0	20.0
Somewhat Important	35	50.0	50.0	70.0
Neutral	11	15.7	15.7	85.7
Somewhat Unimportant	6	8.6	8.6	94.3
Very Unimportant	3	4.3	4.3	98.6
Unsure	1	1.4	1.4	100.0
Total	70	100.0	100.0	

2.4 Living in a diverse, mixed-income neighborhood

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	8	11.4	11.4	11.4
Somewhat Important	18	25.7	25.7	37.1
Neutral	29	41.4	41.4	78.6
Somewhat Unimportant	5	7.1	7.1	85.7
Very Unimportant	10	14.3	14.3	100.0
Total	70	100.0	100.0	

2.5 Being able to walk to work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	14	20.0	20.0	20.0
Somewhat Important	15	21.4	21.4	41.4
Neutral	22	31.4	31.4	72.9
Somewhat Unimportant	11	15.7	15.7	88.6
Very Unimportant	8	11.4	11.4	100.0
Total	70	100.0	100.0	

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2.6 Access to a bus stop

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	12	17.1	17.1	17.1
Somewhat Important	13	18.6	18.6	35.7
Neutral	21	30.0	30.0	65.7
Somewhat Unimportant	11	15.7	15.7	81.4
Very Unimportant	13	18.6	18.6	100.0
Total	70	100.0	100.0	

2.7 Living away from university students

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	23	32.9	32.9	32.9
Somewhat Important	25	35.7	35.7	68.6
Neutral	12	17.1	17.1	85.7
Somewhat Unimportant	10	14.3	14.3	100.0
Total	70	100.0	100.0	

2.8 Living close to downtown

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	7	10.0	10.0	10.0
Somewhat Important	20	28.6	28.6	38.6
Neutral	23	32.9	32.9	71.4
Somewhat Unimportant	13	18.6	18.6	90.0
Very Unimportant	7	10.0	10.0	100.0
Total	70	100.0	100.0	

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2.9 Living in a neighborhood of families with children

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	19	27.1	27.1	27.1
Somewhat Important	15	21.4	21.4	48.6
Neutral	22	31.4	31.4	80.0
Somewhat Unimportant	5	7.1	7.1	87.1
Very Unimportant	8	11.4	11.4	98.6
Unsure	1	1.4	1.4	100.0
Total	70	100.0	100.0	

2.10 Quality of schools in district

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	29	41.4	41.4	41.4
Somewhat Important	9	12.9	12.9	54.3
Neutral	17	24.3	24.3	78.6
Somewhat Unimportant	9	12.9	12.9	91.4
Very Unimportant	5	7.1	7.1	98.6
Unsure	1	1.4	1.4	100.0
Total	70	100.0	100.0	

2.11 Living North or East of the University

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	7	10.0	10.0	10.0
Somewhat Important	18	25.7	25.7	35.7
Neutral	27	38.6	38.6	74.3
Somewhat Unimportant	9	12.9	12.9	87.1
Very Unimportant	9	12.9	12.9	100.0
Total	70	100.0	100.0	

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2.12 Living South or West of the University

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	1	1.4	1.4	1.4
Somewhat Important	9	12.9	12.9	14.3
Neutral	34	48.6	48.6	62.9
Somewhat Unimportant	15	21.4	21.4	84.3
Very Unimportant	11	15.7	15.7	100.0
Total	70	100.0	100.0	

3. How many bedrooms would you prefer?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	5	7.1	7.1	7.1
2.00	30	42.9	42.9	50.0
3.00	27	38.6	38.6	88.6
4.00	7	10.0	10.0	98.6
5.00	1	1.4	1.4	100.0
Total	70	100.0	100.0	

4. How many bathrooms would you prefer?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	7	10.0	10.0	10.0
2.00	41	58.6	58.6	68.6
3.00	18	25.7	25.7	94.3
4.00	4	5.7	5.7	100.0
Total	70	100.0	100.0	

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5. How much would you be able to pay each month for rent, excluding utilities?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 500	11	15.7	15.7	15.7
500 - 800	22	31.4	31.4	47.1
801 - 1,100	18	25.7	25.7	72.9
1101 - 1400	13	18.6	18.6	91.4
1401 - 1700	2	2.9	2.9	94.3
More than 1701	4	5.7	5.7	100.0
Total	70	100.0	100.0	

6. Please indicate how important the following are to you in choosing a home

6.1 Having a garage

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	17	24.3	24.3	24.3
Somewhat Important	21	30.0	30.0	54.3
Neutral	21	30.0	30.0	84.3
Somewhat Unimportant	5	7.1	7.1	91.4
Very Unimportant	6	8.6	8.6	100.0
Total	70	100.0	100.0	

6.2 Having a private outdoor space like a backyard, patio or courtyard

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	32	45.7	45.7	45.7
Somewhat Important	29	41.4	41.4	87.1
Neutral	7	10.0	10.0	97.1
Somewhat Unimportant	2	2.9	2.9	100.0
Total	70	100.0	100.0	

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6.3 Having covered parking

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	14	20.0	20.0	20.0
Somewhat Important	22	31.4	31.4	51.4
Neutral	19	27.1	27.1	78.6
Somewhat Unimportant	10	14.3	14.3	92.9
Very Unimportant	5	7.1	7.1	100.0
Total	70	100.0	100.0	

6.4 Living in a gated community

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	5	7.1	7.1	7.1
Somewhat Important	14	20.0	20.0	27.1
Neutral	26	37.1	37.1	64.3
Somewhat Unimportant	13	18.6	18.6	82.9
Very Unimportant	12	17.1	17.1	100.0
Total	70	100.0	100.0	

6.5 Having community facilities nearby (pools, recreation centers, playgrounds)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	10	14.3	14.3	14.3
Somewhat Important	25	35.7	35.7	50.0
Neutral	21	30.0	30.0	80.0
Somewhat Unimportant	8	11.4	11.4	91.4
Very Unimportant	6	8.6	8.6	100.0
Total	70	100.0	100.0	

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6.6 Living in an energy-efficient home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	34	48.6	48.6	48.6
	Somewhat Important	26	37.1	37.1	85.7
	Neutral	7	10.0	10.0	95.7
	Somewhat Unimportant	3	4.3	4.3	100.0
	Total	70	100.0	100.0	

6.7 Having a detached home/ no shared walls

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	24	34.3	34.3	34.3
	Somewhat Important	23	32.9	32.9	67.1
	Neutral	17	24.3	24.3	91.4
	Somewhat Unimportant	5	7.1	7.1	98.6
	Very Unimportant	1	1.4	1.4	100.0
	Total	70	100.0	100.0	

7. What is your current zip code?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Missing	2	2.9	2.9	2.9
	31792.00	1	1.4	1.4	4.3
	32301.00	5	7.1	7.1	11.4
	32303.00	14	20.0	20.0	31.4
	32304.00	7	10.0	10.0	41.4
	32305.00	5	7.1	7.1	48.6
	32308.00	6	8.6	8.6	57.1
	32309.00	4	5.7	5.7	62.9
	32310.00	4	5.7	5.7	68.6
	32311.00	5	7.1	7.1	75.7
	32312.00	10	14.3	14.3	90.0
	32317.00	2	2.9	2.9	92.9
	32327.00	1	1.4	1.4	94.3
	32344.00	1	1.4	1.4	95.7
	32351.00	1	1.4	1.4	97.1
	32352.00	1	1.4	1.4	98.6
	39828.00	1	1.4	1.4	100.0
	Total	70	100.0	100.0	

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8. Which of the following best describes your current primary residence?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single-family detached, renting	15	21.4	21.4	21.4
	Single-family detached, own	30	42.9	42.9	64.3
	Apartment or condo, renting	21	30.0	30.0	94.3
	Apartment or condo, own	1	1.4	1.4	95.7
	Townhouse, renting	3	4.3	4.3	100.0
	Total	70	100.0	100.0	

9. How much do you pay each month in rent or mortgage for your current primary residence? (Please do not include utilities)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 500	13	18.6	18.6	18.6
	500 - 800	26	37.1	37.1	55.7
	801 - 1,100	13	18.6	18.6	74.3
	1101 - 1400	8	11.4	11.4	85.7
	1401 - 1700	4	5.7	5.7	91.4
	More than 1701	1	1.4	1.4	92.9
	Missing	5	7.1	7.1	100.0
	Total	70	100.0	100.0	

10. How do you usually get to work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Walk or bike	3	4.3	4.3	4.3
	Public Transportation	2	2.9	2.9	7.1
	Car	62	88.6	88.6	95.7
	Missing	3	4.3	4.3	100.0
	Total	70	100.0	100.0	

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11. What distance do you travel one-way to work?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 1 mile	25	35.7	35.7	35.7
1 -5 miles	14	20.0	20.0	55.7
6 - 10 miles	14	20.0	20.0	75.7
11 - 10 miles	8	11.4	11.4	87.1
20 or more miles	6	8.6	8.6	95.7
Missing	3	4.3	4.3	100.0
Total	70	100.0	100.0	

12. How satisfied are you with your current housing situation?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Satisfied	17	24.3	24.3	24.3
Somewhat Satisfied	38	54.3	54.3	78.6
Somewhat Dissatisfied	12	17.1	17.1	95.7
Very Dissatisfied	3	4.3	4.3	100.0
Total	70	100.0	100.0	

13. Are you considered full-time or part-time?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Full - Time	67	95.7	95.7	95.7
Part-Time	3	4.3	4.3	100.0
Total	70	100.0	100.0	

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14. What is your employment status?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Faculty	26	37.1	37.1	37.1
Administrative and Professional	16	22.9	22.9	60.0
USPS	28	40.0	40.0	100.0
Total	70	100.0	100.0	

15. How long have you been employed at Florida State University?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	11	15.7	15.7	15.7
1 to 2 years	11	15.7	15.7	31.4
2 -4 years	12	17.1	17.1	48.6
4 - 6 years	9	12.9	12.9	61.4
More than 6 years	24	34.3	34.3	95.7
Missing	3	4.3	4.3	100.0
Total	70	100.0	100.0	

16. What is your age?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 - 28	11	15.7	15.7	15.7
29 - 39	25	35.7	35.7	51.4
40 - 50	21	30.0	30.0	81.4
51 - 61	9	12.9	12.9	94.3
62 or older	3	4.3	4.3	98.6
Missing	1	1.4	1.4	100.0
Total	70	100.0	100.0	

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17. What is your sex?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	41.4	41.4	41.4
	Female	41	58.6	58.6	100.0
	Total	70	100.0	100.0	

18. What is your race/ethnicity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	21	30.0	30.0	30.0
	White	39	55.7	55.7	85.7
	Hispanic/Latino	1	1.4	1.4	87.1
	Asian/Pacific Islander	6	8.6	8.6	95.7
	American Indian	1	1.4	1.4	97.1
	Other	2	2.9	2.9	100.0
	Total	70	100.0	100.0	

19. What is your current marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Separated/divorced	13	18.6	18.6	18.6
	Widowed	1	1.4	1.4	20.0
	Never Married	25	35.7	35.7	55.7
	Married	31	44.3	44.3	100.0
	Total	70	100.0	100.0	

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19a. Does your spouse work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	35.7	39.7	39.7
	No	8	11.4	12.7	52.4
	Missing	30	42.9	47.6	100.0
	Total	63	90.0	100.0	
Missing	System	7	10.0		
Total		70	100.0		

20. How many individuals live in your household, including yourself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	24.3	24.3	24.3
	2	21	30.0	30.0	54.3
	3	8	11.4	11.4	65.7
	4	16	22.9	22.9	88.6
	5 or more	8	11.4	11.4	100.0
Total		70	100.0	100.0	

21. How many individuals currently living in your household are children: (please indicate the number of children)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	41	58.6	58.6	58.6
	1.00	9	12.9	12.9	71.4
	2.00	13	18.6	18.6	90.0
	3.00	4	5.7	5.7	95.7
	4.00	3	4.3	4.3	100.0
Total		70	100.0	100.0	

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22. What is your total gross annual household income (before taxes)?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 20,000	3	4.3	4.3	4.3
20,000 - 29,999	17	24.3	24.3	28.6
30,000 - 39,999	11	15.7	15.7	44.3
40,000 - 49,999	3	4.3	4.3	48.6
50,000 - 59,999	7	10.0	10.0	58.6
60,000 - 69,999	5	7.1	7.1	65.7
70,000 - 79,999	5	7.1	7.1	72.9
80,000 - 89,999	1	1.4	1.4	74.3
90,000 or more	15	21.4	21.4	95.7
Missing	3	4.3	4.3	100.0
Total	70	100.0	100.0	

23. Would you be more likely to remain employed at FSU if the university provided housing for employees?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	36	51.4	51.4	51.4
No	10	14.3	14.3	65.7
Not Sure	24	34.3	34.3	100.0
Total	70	100.0	100.0	

24. What concerns do you have about a potential employer assisted housing program?

24.1 I don't understand the program/ don't have enough information

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	44	62.9	62.9	62.9
No	26	37.1	37.1	100.0
Total	70	100.0	100.0	

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24.2 I cannot afford to rent a new home

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	14	20.0	20.0	20.0
No	56	80.0	80.0	100.0
Total	70	100.0	100.0	

24.3 I have concerns about living near university employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	9	12.9	12.9	12.9
No	61	87.1	87.1	100.0
Total	70	100.0	100.0	

24.4 I have concerns about living in the Southside area

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	28	40.0	40.0	40.0
No	42	60.0	60.0	100.0
Total	70	100.0	100.0	

24.5 I am unsure of my future plans

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	26	37.1	37.1	37.1
No	44	62.9	62.9	100.0
Total	70	100.0	100.0	

24.6 I have concerns about living near the university

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	13	18.6	18.6	18.6
No	57	81.4	81.4	100.0
Total	70	100.0	100.0	

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24.7 I have concerns regarding the size of available housing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	52.9	52.9	52.9
	No	33	47.1	47.1	100.0
	Total	70	100.0	100.0	

24.8 Other concerns

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	4.3	4.3	4.3
	No	67	95.7	95.7	100.0
	Total	70	100.0	100.0	

Survey B

1. Please indicate the primary reason/reasons why you are not interested in an employer-assisted housing opportunity at this time:

1.1 I already own a home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	101	87.1	87.1	87.1
	No	15	12.9	12.9	100.0
	Total	116	100.0	100.0	

1.2 I cannot afford to rent a new home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	6.0	6.0	6.0
	No	109	94.0	94.0	100.0
	Total	116	100.0	100.0	

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1.3 I am unsure of my future plans

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	12	10.3	10.3	10.3
No	104	89.7	89.7	100.0
Total	116	100.0	100.0	

1.4 I plan on leaving the university

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	11	9.5	9.5	9.5
No	105	90.5	90.5	100.0
Total	116	100.0	100.0	

1.5 I plan on moving from Tallahassee

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	8	6.9	6.9	6.9
No	108	93.1	93.1	100.0
Total	116	100.0	100.0	

1.6 I do not want to live near the university

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	15	12.9	12.9	12.9
No	101	87.1	87.1	100.0
Total	116	100.0	100.0	

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1.7 I do not want to live in the Southside area

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	11	9.5	9.5	9.5
No	105	90.5	90.5	100.0
Total	116	100.0	100.0	

1.8 I want to own my home, not lease

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	31	26.7	26.7	26.7
No	85	73.3	73.3	100.0
Total	116	100.0	100.0	

1.9 I do not want to live near other university employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	4	3.4	3.4	3.4
No	112	96.6	96.6	100.0
Total	116	100.0	100.0	

1.9 I desire a large property with acreage

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	14	12.1	12.1	12.1
No	102	87.9	87.9	100.0
Total	116	100.0	100.0	

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1.10 I do not have enough information on the subject

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	3.4	3.4	3.4
	No	112	96.6	96.6	100.0
	Total	116	100.0	100.0	

1.11 Other reasons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	.9	.9	.9
	No	115	99.1	99.1	100.0
	Total	116	100.0	100.0	

2. What is your employment status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Faculty	37	31.9	31.9	31.9
	Administrative and Professional	44	37.9	37.9	69.8
	USPS	35	30.2	30.2	100.0
	Total	116	100.0	100.0	

3. Are considered full-time or part-time?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full - Time	110	94.8	94.8	94.8
	Part-Time	6	5.2	5.2	100.0
	Total	116	100.0	100.0	

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4. How long have you been employed at Florida State University?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	10	8.6	8.6	8.6
1 to 2 years	7	6.0	6.0	14.7
2 -4 years	19	16.4	16.4	31.0
4 - 6 years	13	11.2	11.2	42.2
More than 6 years	67	57.8	57.8	100.0
Total	116	100.0	100.0	

5. What is your age?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 - 28	8	6.9	6.9	6.9
29 - 39	36	31.0	31.0	37.9
40 - 50	36	31.0	31.0	69.0
51 - 61	30	25.9	25.9	94.8
62 or older	6	5.2	5.2	100.0
Total	116	100.0	100.0	

6. What is your sex?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	54	46.6	46.6	46.6
Female	62	53.4	53.4	100.0
Total	116	100.0	100.0	

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7. What is your race/ethnicity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	16	13.8	13.8	13.8
	White	96	82.8	82.8	96.6
	Hispanic/Latino	1	.9	.9	97.4
	Asian/Pacific Islander	1	.9	.9	98.3
	Other	2	1.7	1.7	100.0
	Total	116	100.0	100.0	

8. What is your current marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Separated/divorced	64	55.2	55.2	55.2
	Widowed	11	9.5	9.5	64.7
	Never Married	7	6.0	6.0	70.7
	Married	34	29.3	29.3	100.0
	Total	116	100.0	100.0	

9. What is your total gross annual household income (before taxes)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20,000	2	1.7	1.7	1.7
	20,000 - 29,999	8	6.9	6.9	8.6
	30,000 - 39,999	11	9.5	9.5	18.1
	40,000 - 49,999	8	6.9	6.9	25.0
	50,000 - 59,999	4	3.4	3.4	28.4
	60,000 - 69,999	12	10.3	10.3	38.8
	70,000 - 79,999	11	9.5	9.5	48.3
	80,000 - 89,999	9	7.8	7.8	56.0
	90,000 or more	44	37.9	37.9	94.0
	Missing	7	6.0	6.0	100.0
	Total	116	100.0	100.0	

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10. How many individuals currently living in your household are children: (indicate the number of children)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	64	55.2	55.2	55.2
1	30	25.9	25.9	81.0
2	16	13.8	13.8	94.8
3	5	4.3	4.3	99.1
5	1	.9	.9	100.0
Total	116	100.0	100.0	

11. What is your current zip code?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Missing	2	1.7	1.7	1.7
32301	7	6.0	6.0	7.8
32303	21	18.1	18.1	25.9
32304	4	3.4	3.4	29.3
32305	6	5.2	5.2	34.5
32308	9	7.8	7.8	42.2
32309	14	12.1	12.1	54.3
32310	5	4.3	4.3	58.6
32311	7	6.0	6.0	64.7
32312	18	15.5	15.5	80.2
32317	5	4.3	4.3	84.5
32327	6	5.2	5.2	89.7
32333	5	4.3	4.3	94.0
32343	1	.9	.9	94.8
32344	1	.9	.9	95.7
32351	1	.9	.9	96.6
32405	3	2.6	2.6	99.1
39819	1	.9	.9	100.0
Total	116	100.0	100.0	

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12. Do you feel that an employer assisted housing program makes the university more attractive to employees who do the kind of work that you do at the university?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	52	44.8	44.8	44.8
	No	20	17.2	17.2	62.1
	Not Sure	44	37.9	37.9	100.0
	Total	116	100.0	100.0	

13. When you first became employed at Florida State University, would you have been interested in an employer assisted housing program?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	41.4	41.4	41.4
	No	52	44.8	44.8	86.2
	Not Sure	16	13.8	13.8	100.0
	Total	116	100.0	100.0	

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A.5 Cross Tabulation Reports

Cross tabulations for Housing Preference Against Employment Status, Employment Length, Marital Status, Number of Children, and Household Income

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
HousIntr * EmplStat	186	100.0%	0	.0%	186	100.0%
HousIntr * EmplLen	184	98.9%	2	1.1%	186	100.0%
HousIntr * MarStat	186	100.0%	0	.0%	186	100.0%
HousIntr * IndChil	70	37.6%	116	62.4%	186	100.0%
HousIntr * HousInc	184	98.9%	2	1.1%	186	100.0%

HousIntr * EmplStat Crosstabulation

		EmplStat			Total	
		Faculty	Administrative and Professional	USPS		
HousIntr	I am definitely interested	Count	11	5	10	26
	% within HousIntr		42.3%	19.2%	38.5%	100.0%
	% within EmplStat		17.5%	8.3%	15.9%	14.0%
	% of Total		5.9%	2.7%	5.4%	14.0%
I am somewhat interested	Count	7	6	15	28	
	% within HousIntr		25.0%	21.4%	53.6%	100.0%
	% within EmplStat		11.1%	10.0%	23.8%	15.1%
	% of Total		3.8%	3.2%	8.1%	15.1%
I am not sure	Count	8	5	3	16	
	% within HousIntr		50.0%	31.3%	18.8%	100.0%
	% within EmplStat		12.7%	8.3%	4.8%	8.6%
	% of Total		4.3%	2.7%	1.6%	8.6%
I am not at all interested	Count	37	44	35	116	
	% within HousIntr		31.9%	37.9%	30.2%	100.0%
	% within EmplStat		58.7%	73.3%	55.6%	62.4%
	% of Total		19.9%	23.7%	18.8%	62.4%
Total	Count	63	60	63	186	
	% within HousIntr		33.9%	32.3%	33.9%	100.0%
	% within EmplStat		100.0%	100.0%	100.0%	100.0%
	% of Total		33.9%	32.3%	33.9%	100.0%

HousIntr * EmplLen Crosstabulation

	EmplLen						Total
	Less than 1 year	1 to 2 years	2 - 4 years	4 - 6 years	More than 6 years	Missing	
HousIntr I am definitely intere:	Count	4	3	8	4	7	26
	% within HousIntr	15.4%	11.5%	30.8%	15.4%	26.9%	100.0%
	% within EmplL	19.0%	16.7%	25.8%	18.2%	7.7%	14.1%
	% of Total	2.2%	1.6%	4.3%	2.2%	3.8%	14.1%
I am somewhat interested	Count	6	5	2	2	13	28
	% within HousIntr	21.4%	17.9%	7.1%	7.1%	46.4%	100.0%
	% within EmplL	28.6%	27.8%	6.5%	9.1%	14.3%	15.2%
	% of Total	3.3%	2.7%	1.1%	1.1%	7.1%	15.2%
I am not sure	Count	1	3	2	3	4	14
	% within HousIntr	7.1%	21.4%	14.3%	21.4%	28.6%	100.0%
	% within EmplL	4.8%	16.7%	6.5%	13.6%	4.4%	7.6%
	% of Total	.5%	1.6%	1.1%	1.6%	2.2%	7.6%
I am not at all intere:	Count	10	7	19	13	67	116
	% within HousIntr	8.6%	6.0%	16.4%	11.2%	57.8%	100.0%
	% within EmplL	47.6%	38.9%	61.3%	59.1%	73.6%	63.0%
	% of Total	5.4%	3.8%	10.3%	7.1%	36.4%	63.0%
Total	Count	21	18	31	22	91	184
	% within HousIntr	11.4%	9.8%	16.8%	12.0%	49.5%	100.0%
	% within EmplL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	11.4%	9.8%	16.8%	12.0%	49.5%	100.0%

HousIntr * MarStat Crosstabulation

	MarStat				Total
	Separated/ divorced	Widowed	Never Married	Married	
HousIntr I am definitely interested	6	0	12	8	26
% within HousIn	23.1%	.0%	46.2%	30.8%	100.0%
% within MarSta	7.8%	.0%	37.5%	12.3%	14.0%
% of Total	3.2%	.0%	6.5%	4.3%	14.0%
I am somewhat interested	6	0	9	13	28
% within HousIn	21.4%	.0%	32.1%	46.4%	100.0%
% within MarSta	7.8%	.0%	28.1%	20.0%	15.1%
% of Total	3.2%	.0%	4.8%	7.0%	15.1%
I am not sure	1	1	4	10	16
% within HousIn	6.3%	6.3%	25.0%	62.5%	100.0%
% within MarSta	1.3%	8.3%	12.5%	15.4%	8.6%
% of Total	.5%	.5%	2.2%	5.4%	8.6%
I am not at all interested	64	11	7	34	116
% within HousIn	55.2%	9.5%	6.0%	29.3%	100.0%
% within MarSta	83.1%	91.7%	21.9%	52.3%	62.4%
% of Total	34.4%	5.9%	3.8%	18.3%	62.4%
Total	77	12	32	65	186
% within HousIn	41.4%	6.5%	17.2%	34.9%	100.0%
% within MarSta	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total	41.4%	6.5%	17.2%	34.9%	100.0%

HousIntr * IndChil Crosstabulation

	IndChil					Total
	.00	1.00	2.00	3.00	4.00	
HousIntr I am definitely interested	11	4	5	1	2	23
% within HousIntr	47.8%	17.4%	21.7%	4.3%	8.7%	100.0%
% within IndChil	36.7%	28.6%	26.3%	25.0%	66.7%	32.9%
% of Total	15.7%	5.7%	7.1%	1.4%	2.9%	32.9%
I am somewhat interested	12	4	5	1	1	23
% within HousIntr	52.2%	17.4%	21.7%	4.3%	4.3%	100.0%
% within IndChil	40.0%	28.6%	26.3%	25.0%	33.3%	32.9%
% of Total	17.1%	5.7%	7.1%	1.4%	1.4%	32.9%
I am not sure	7	1	3	2	0	13
% within HousIntr	53.8%	7.7%	23.1%	15.4%	.0%	100.0%
% within IndChil	23.3%	7.1%	15.8%	50.0%	.0%	18.6%
% of Total	10.0%	1.4%	4.3%	2.9%	.0%	18.6%
I am not at all interested	0	5	6	0	0	11
% within HousIntr	.0%	45.5%	54.5%	.0%	.0%	100.0%
% within IndChil	.0%	35.7%	31.6%	.0%	.0%	15.7%
% of Total	.0%	7.1%	8.6%	.0%	.0%	15.7%
Total	30	14	19	4	3	70
% within HousIntr	42.9%	20.0%	27.1%	5.7%	4.3%	100.0%
% within IndChil	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total	42.9%	20.0%	27.1%	5.7%	4.3%	100.0%

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		Housintr * Housinc Crosstabulation											Total
		Housinc											
Housintr		Less than 20,000	20,000 - 29,999	30,000 - 39,999	40,000 - 49,999	50,000 - 59,999	60,000 - 69,999	70,000 - 79,999	80,000 - 89,999	90,000 or more	Missing	Total	
I am definitely interested	Count	1	7	8	0	3	0	1	1	5	0	26	
	% within Housintr	3.8%	26.9%	30.8%	.0%	11.5%	.0%	3.8%	3.8%	19.2%	.0%	100.0%	
	% within Housinc % of Total	20.0%	28.0%	36.4%	.0%	27.3%	.0%	6.3%	10.0%	8.3%	.0%	14.1%	
I am somewhat interested	Count	1	9	2	2	3	3	2	0	5	1	28	
	% within Housintr	3.6%	32.1%	7.1%	7.1%	10.7%	10.7%	7.1%	.0%	17.9%	3.6%	100.0%	
	% within Housinc % of Total	20.0%	36.0%	9.1%	18.2%	27.3%	17.6%	12.5%	.0%	8.3%	14.3%	15.2%	
I am not sure	Count	1	1	1	1	1	2	2	0	5	1	15	
	% within Housintr	6.7%	6.7%	6.7%	6.7%	6.7%	13.3%	13.3%	.0%	33.3%	6.7%	100.0%	
	% within Housinc % of Total	20.0%	4.0%	4.5%	9.1%	9.1%	11.8%	12.5%	.0%	8.3%	14.3%	8.2%	
I am not at all interested	Count	2	8	11	8	4	12	11	9	45	5	115	
	% within Housintr	1.7%	7.0%	9.6%	7.0%	3.5%	10.4%	9.6%	7.8%	39.1%	4.3%	100.0%	
	% within Housinc % of Total	40.0%	32.0%	50.0%	72.7%	36.4%	70.6%	68.8%	90.0%	75.0%	71.4%	62.5%	
Total	Count	5	25	22	11	11	17	16	10	60	7	184	
	% within Housintr	2.7%	13.6%	12.0%	6.0%	6.0%	9.2%	8.7%	5.4%	32.6%	3.8%	100.0%	
	% within Housinc % of Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

B. Case Study

B-1 Protocol

Purpose

The case study protocol is a tool set forth by Robert Yin (1994) that we feel will be an important step in designing our data collection process and ultimately, the resulting case analyses. Yin suggests that a protocol serves two important purposes 1) reminds the investigator what the case is seeking to accomplish and 2) helps the investigator in foreseeing any problems that may be faced during the process, including *how* the case analyses will be completed (1994, 65). Given the uncontrolled nature of case study analysis, the protocol is a tool that further strengthens the reliability of our work (1994, 63).

Overview

Background Information

Brief Discussion of why workforce housing is important

The idea of affordable housing for the poor is by no means a new concept in political and planning arena. We have long strived to help provide basic housing for the poor who could not otherwise satisfy their housing needs. There has however, been a shift in to whom affordable housing efforts have been targeted towards. In many cities and even regions, the housing market has priced out, not just the poor and disenfranchised, but also a large portion of lower to middle class workers. Not only are minimum wage, unskilled workers not able to purchase houses, but it is the middle class firemen, policemen and teachers who are being forced to find cheaper housing in other areas than where they work.

Local/Regional/State Context regarding affordable housing

Similarly, the southern region of Florida is in the midst of a housing boom, as costs have continually risen at a blistering pace. Consider the 2005 housing costs for southern MSAs such as Fort Lauderdale (155), Miami (144), West Palm Beach (137) and Sarasota (118) when compared to more northern MSAs such as Fort Walton Beach (84.4), Jacksonville (79.1) and even Orlando (89.6) (Census Cost of Living Index, 2005). The high housing costs pose problems for more than just low and middle class workers. A recent *Florida Home Loan* article highlights the negative effects on professor recruitment that southern Florida universities are facing as a direct result of the high housing prices. Consider that when Florida International University (FIU) offered their number one candidate for the dean position (including a \$20,000 raise from her previous job), she couldn't even find a house in the areas for less than \$500,000 and subsequently declined

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the offer (2006). University officials are beginning to address the issue by looking at housing for faculty and staff; even considering entire developments devoted solely to the institution. The question remains however, if highly educated professors are beginning to feel the housing squeeze, what about the university staff who are generally less educated and earn a great deal less than the faculty? Their only real option is to live on the fringes of the cities; thereby adding stress to the existing transportation system and whole multitude of planning related issues.

While housing costs in southern Florida are absurdly high, the northern region (in particular the northwestern area) has been somewhat insulated from increases in housing costs. Tallahassee's housing cost of living index figure is a modest 92.4 (Census, 2005), well below many of the southern MSAs (2003). While the cost of living in Tallahassee is tame, there is at least an interest in considering the possibility of workforce housing for Florida State University staff; perhaps in anticipation of rising housing costs for the capital city. This real estate feasibility is one small step towards addressing workforce housing in Tallahassee.

Statement of project purpose, goals, objectives and people involved

In an attempt to address these issues, Florida State University (FSU) and Florida A&M University's Community Outreach Partnership Center (COPC) and the Urban and Regional Planning Department at FSU have decided to pursue a real estate feasibility analysis of Workforce Housing in an undetermined location on the southside of Tallahassee, Florida. The analysis is specifically centered on long-term, rental housing for Florida State faculty and staff. The department is interested in funding this project through the Community Workforce Housing Innovative Program (CWHIP), a 2006 bill passed to address affordable housing issues in Florida.

The overall analysis has been broken into four areas of focus: 1) Market Analysis, 2) Financial Analysis, 3) Site Analysis and 4) Case Study Analysis. Our group is responsible for the final area of focus, the case analysis. This protocol is a tool that serves only the case analysis aspect of the overall analysis. It was constructed to lay out the purpose of our project, the goals and objectives we intend to accomplish, as well as an operational framework to guide our data collection process.

The **purpose** of this case study approach is to offer a recommendation (or a set of recommendations) regarding university workforce housing at Florida State University based on the experiences of other similar housing initiatives across the country. The **goal** is to find telling patterns that could potentially enhance our own analysis of workforce housing at Florida State University; additionally, the recommendations will serve as basic assumptions from which other group members will base their analysis. The case study **objectives** include: isolating several other universities that best fit our Florida State housing "model", collecting the appropriate data, analyzing that data and finally, making recommendations to our own team regarding reasonable assumptions based on what we have learned.

Undertaking this aspect of the feasibility analysis will be two group members, Dan Dargevics and Dustin Benedict. A scope of work has been constructed that explicitly lays out individual tasks, the purpose of each task, the required inputs for that task and the deliverable(s) associated with each task. Finally, the scope of work clearly delineates each individual's role in accomplishing each task.

Substantive Issues Being Investigated

How our studies impact the larger analysis/What those impacts are

*“The essence of a case study, the central tendency among all types of case study, is that it tries to illuminate a **decision** or **set of decisions**: why they were taken, how they were implemented, and with what result.” (Shramm, 1971, adapted by Yin 2002).*

Using this definition we can see the inherent value of using such a research a tool. The case study, when properly applied, offers insight into why and how important decision(s) from other similar scenarios were made. Not only are we able to isolate those decisions, but case studies also provide guidance for implementation strategies; an absolute necessity (and often overlooked) element of any policy decision.

In the most general sense the case study will serve as an exploratory tool that seeks to investigate a set of outcomes that has no clear outcomes. In other words, our research is not designed to find a right answer that we can directly apply to Florida State. Instead, we are looking for similar patterns across the multiple cases that may offer an effective approach for the Florida State model. Consequently, we will develop a set of final research questions *after* we have collected the data (Yin 2003, Green Book, 6).

Credibility Issues

Given the uncontrolled nature of collecting data under a case study framework, there are certain steps that need to be taken to ensure credible and effective analysis. The first issue is the strength to which one can show validity and reliability. As such, the following table illustrates the four established tests set by Yin (2002) for ensuring the most effective case study as well as the steps we have taken to address these issues.

A second measure for ensuring an accurate analysis is selecting the most accurate units of analysis, in this case, the individual university workforce housing program. In selecting these university programs there are four absolute requirements that must be met:

- Housing program must offer rental units
- Housing program must be open to faculty and staff

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- Residents are eligible to live in units for at least more than a year
- Associated university must be a public institution

These four ‘screens’ will be applied to the preliminary list of American university workforce housing programs. From that screening process will result the selected case study housing programs.

Propositions/hypotheses being examined

The overriding hypothesis for the feasibility analysis is whether or not a workforce housing program for university staff is a viable project the university. While our case study element will work towards supporting this end, we will also be identifying established practices and applying those to FSU context. From that analysis, we will arrive at conclusions that will be used as basic assumptions in the financial market and site analysis element of the overall project.

Operations

Contrary to most case study analysis much of our research will take place over the internet and through telephone conversations. Given that most of our universities will be in other states and the limited time in which we have to finish the case studies, we will be forced to mainly use the internet as the primary source of data collection. In addition, we foresee a great deal of personal interviews, but mainly through telephone and email. There may however be some need to meet personally with local officials, businessmen and planners; we will take care in setting up these appointments as quickly as need be. Overall, the operations aspect of this case study should be relatively straightforward, if we find that we insufficiently prepared we will reassess our operations procedures.

Below is a listing of important dates to keep in mind throughout the project’s timeframe (subject to change, set forth by the client advisor):

- Feb. 5, 2007- 10% drafts due to instructor
- Feb. 19- 25% drafts due to instructor/Mock presentations
- Feb. 28- **Midterm review/SAC debriefing**
- Mar. 12- 40% drafts due to instructor
- Mar. 26- 75% drafts due to instructor
- Apr. 2- 100% due (no missing content)
- Apr. 9- Mock interviews/Final Review
- Apr. 12- **Final presentation to SAC**
- Apr. 23- Final submission/Revisions

Case Study Questions

An effective case study analysis requires a great deal of both quantitative and qualitative data collection. As such, the following questions are prompts that the investigators need to keep in mind as they collect the pertinent information. It is important to note that not all information from the questions will necessarily be applied to the analysis. Instead, they serve to provide a comprehensive understanding of the workforce housing environment; the most pertinent information will be chosen at the discretion of the investigators.

Given the nature and design of case analysis, we will be relying heavily on level one and level two questions. Level one are those questions which are being directly asked to the interviewees; level two questions are those asked of, or about the individual case; these are generally 'in-house' questions that the interviewer has for the good of his own understanding of the case study (Yin, 2002).

Site Related questions

1. How many units are in the development?
2. What is the ratio of rent to own units?
3. Dimensions of the units/How many bedrooms and baths?
4. Median value of the units?
5. Growth of surrounding neighborhoods and possible effects on the development?
6. Is this a planned neighborhood, or is it simply a grouping of units?
7. Area/dimensions of development?
8. Who owns the land?
9. General perceptions of the development from residents, university officials, bordering neighborhoods?
10. How close is the development to the university campus?
11. Is there public transportation to/from development to university?
12. Are there incentives or benefits of building workforce housing (ie: increased density, building height, allowable mix use etc.)?
13. Are there additional amenities to the development (such as schools, parks etc)
14. Plans for growth?
15. City's general stance on workforce housing

Management related questions

1. Who manages the day to day operations of the development?
2. Who managed the design and implementation of the housing program?
3. Major decision makers throughout the process?
4. Identify the structure of the governing agency?
5. Who was responsible for constructing the units?
6. How the construction company won the bid to build?

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7. Did the university use an existing management agency or was one created specifically for the workforce housing project?
8. How much third party/consultant interaction was there in the construction and design of the development?
9. What worked/works well with the existing management system?
10. Does the development add value to recruitment of staff/faculty?
11. Leadership's general stance on workforce housing
12. Copies of previous feasibility reports?

Financial

1. What is the primary source of funding?
2. Are there any similar programs/grants similar to CWHIP?
3. What preliminary steps were taken to access those funds?
4. Were there any financial incentives/benefits from developing workforce housing?
5. Who managed the funding process?
6. Are there any secondary sources of funding?
7. Are there plans to expand or increase investment into the development?

This information will be collected primarily through internet research, phone interviews, and email interaction. If we feel face to face interviews are necessary we will be sure to meet with the appropriate parties. Finally, this is an initial list of questions; additional information will be undoubtedly need to be researched, we will continually update the list appropriately.

Guide for Case Study Report

Final presentation/formatting.

Given that our case analyses are one element of a larger research project, less effort will be placed on formatting and presentation quality; instead we want to focus on ensuring the design, content and execution of the case analyses are to the highest possible quality. We will work together with the other members of the group to integrate our specific element into the overall formatting and theme of the feasibility analysis report.

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Table C-1: Yin’s Validity and Reliability Matrix

Test	Case Study Tactic	Measures Taken to Address Test	Phase of Research
Construct Validity	<ul style="list-style-type: none"> • Use Multiple sources of evidence • Establish Chain of evidence • Have key informants review draft case study report 	<ul style="list-style-type: none"> • Internet, interviews, journals, reports, email • Sourced deliverables • Instructor and fellow group members 	<ul style="list-style-type: none"> • Data Collection • Data Collection • Composition
Internal Validity	<ul style="list-style-type: none"> • Do pattern matching • Do explanation building • Address rival explanations • Use logic models 	<i>Not Applicable to Exploratory Case Study (Yin, 2002)</i>	<ul style="list-style-type: none"> • Data Analysis
External Validity	<ul style="list-style-type: none"> • Use theory in single-case studies • Use replication logic in multiple-case studies 	<ul style="list-style-type: none"> • N/A • See following section on issues relating to university selection 	<ul style="list-style-type: none"> • Research Design
Reliability	<ul style="list-style-type: none"> • Use case study protocol • Develop case study database 	<ul style="list-style-type: none"> • Creation of a protocol (this document) • All information will be organized for easy manipulation 	<ul style="list-style-type: none"> • Data Collection

Source: Yin 2002, Adapted for specific case study

B-2 California Board of Regents

The Regents of the University of California is a 26 member board that governs the eleven UC schools as established under Article IX, Section 9 of the California Constitution. The board is made up of 18 regents appointed by the governor, one student and seven are ex officio members including the Governor, Lieutenant Governor, Speaker of the Assembly, Superintendent of Public Instruction, president and vice president of the Alumni Associations of UC and the UC president. Within the Regents are ten standing committees: Audit, Compensation, Educational Policy, Finance, Governance, Grounds and Buildings, Health Services, Investments, Long Range Planning, and Oversight of the Department of Energy Laboratories. Meetings are six times a year, once every other month (<http://www.universityofcalifornia.edu/regents/>).

The Board of Regents is itself guided by a comprehensive set of Standing Orders, these can be seen in their entirety at:

<http://www.universityofcalifornia.edu/regents/bylaws/standing.html>

The Board's Bylaws can also be found at:

<http://www.universityofcalifornia.edu/regents/bylaws/bylaws.html>

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References

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C. Context Projections

C.1 Quantitative Curve Measures and Other Projections

The Coefficient of Relative Variance (CRV) uses the observed data set to determine the “fit” of each extrapolated curve. The CRV is expressed as a percentage value and lower values should be perceived as being better (Klosterman, p. 40). The Mean Error statistic or (ME) is considered a lesser statistic simply because the value can be negative or positive, thus canceling out some values (Klosterman, p. 42). The Mean Absolute Percentage Error (MAPE) is also a percentage value, which is a measure of the amount of error among the curves (Klosterman, p. 43).

Figure 3.A.1.1 FSU Observed Enrollment 2000-2006

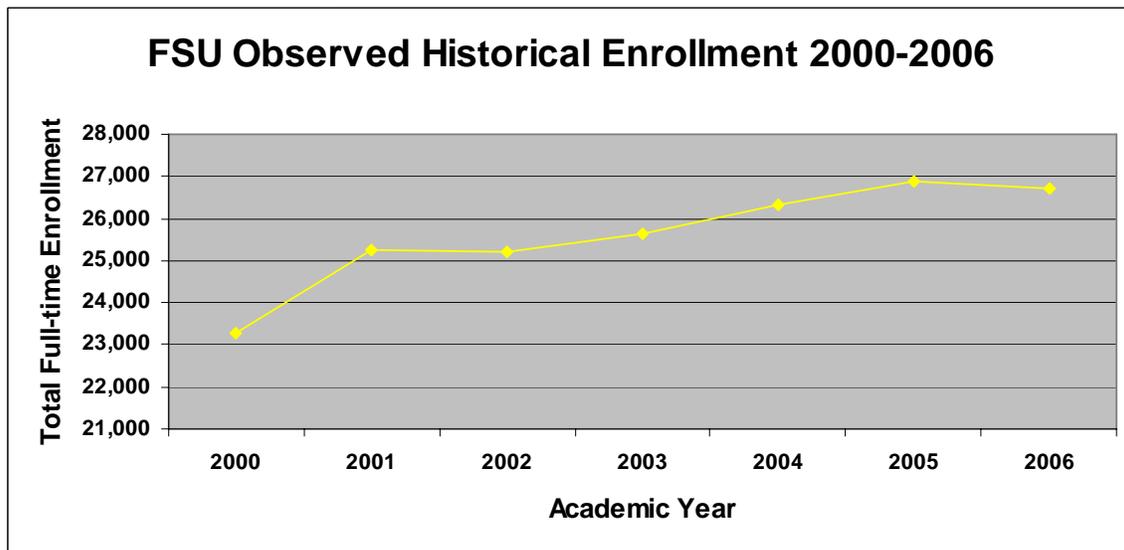


Figure 3.A.1.2 FSU Projected Enrollment with Linear Regression Curve 2007-2017

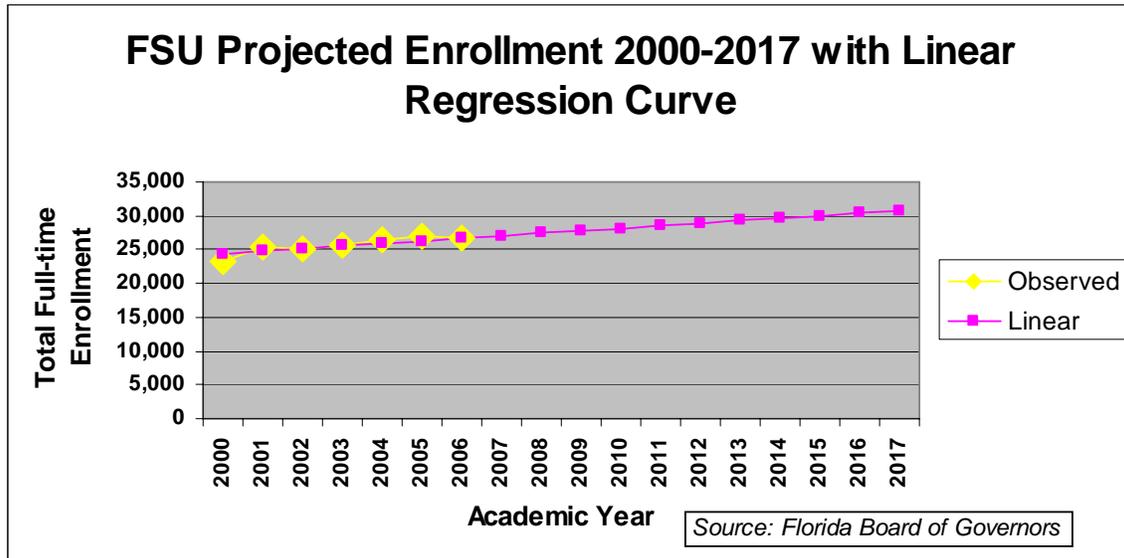
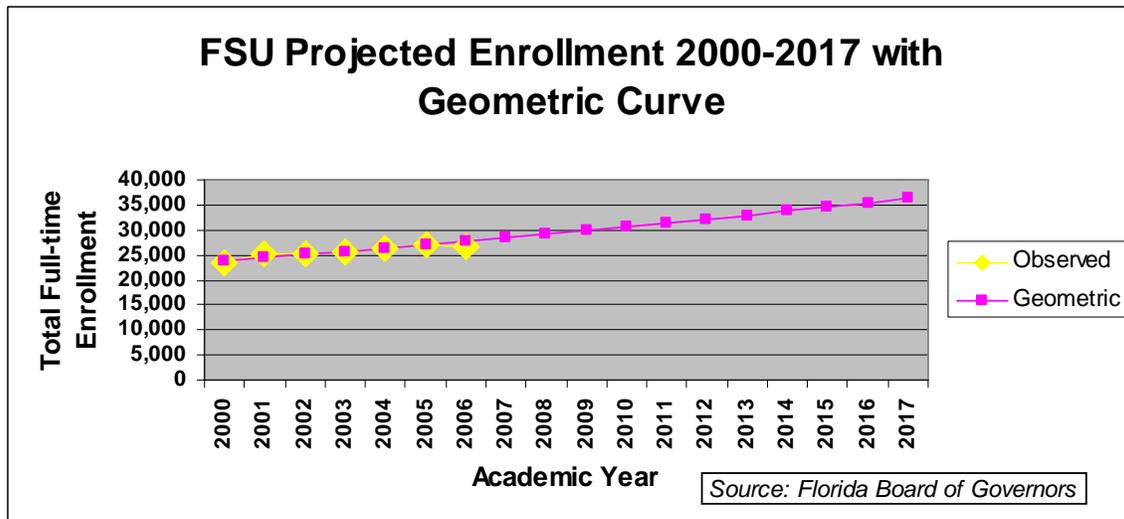
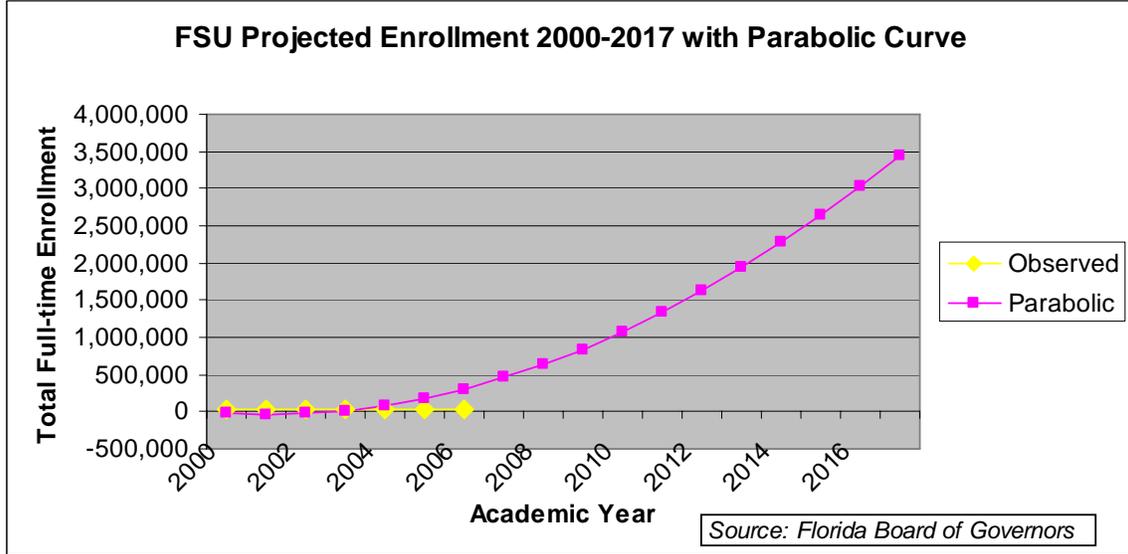


Figure 3.A.1.3 FSU Projected Enrollment with Geometric Curve 2007-2017



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Figure 3.A.1.4 FSU Projected Enrollment with Parabolic Curve 2007-2017



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Figure 3.A.1.5 FSU Projected Enrollment with Modular Exponential Curve 2007-2017

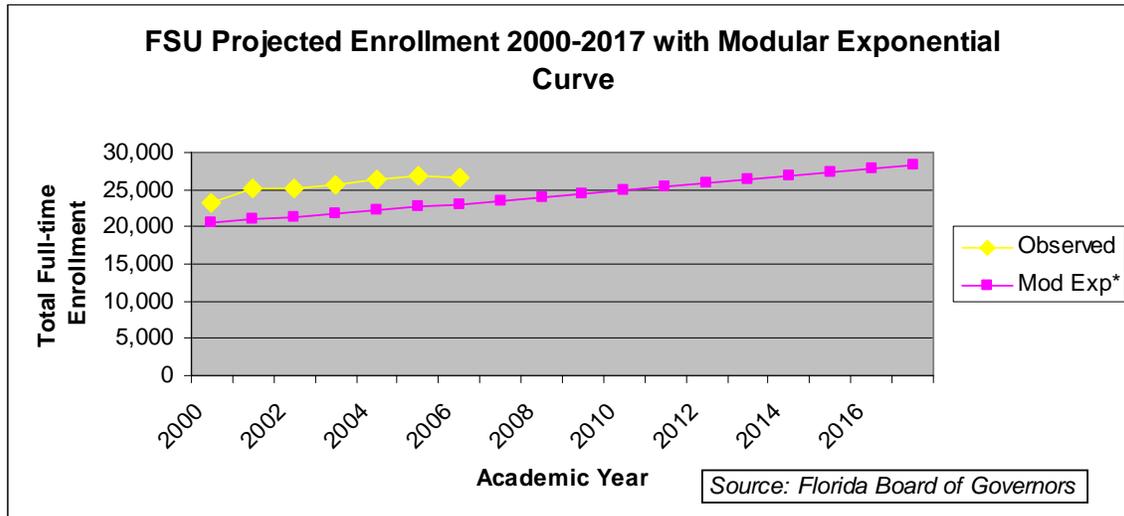
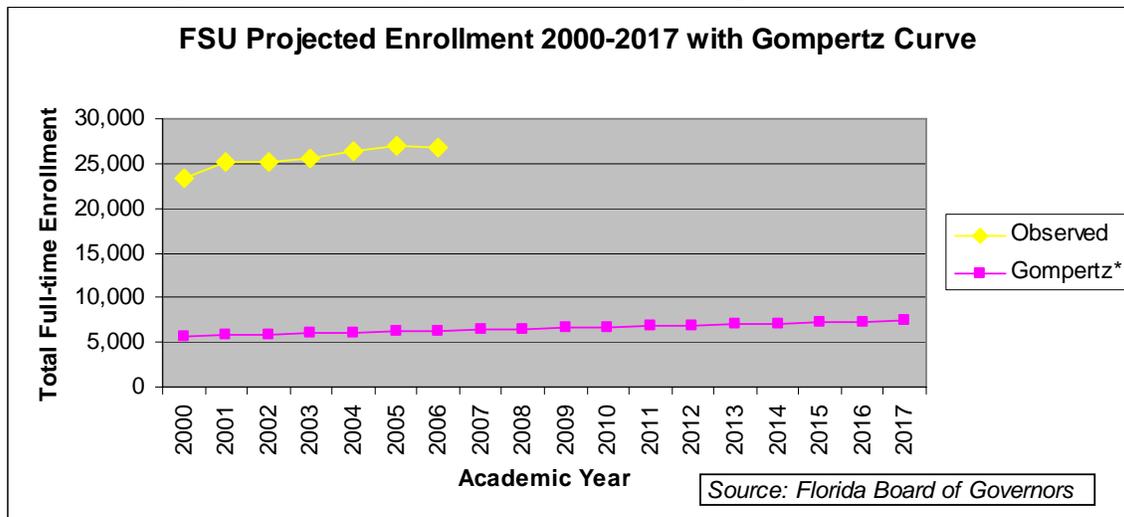
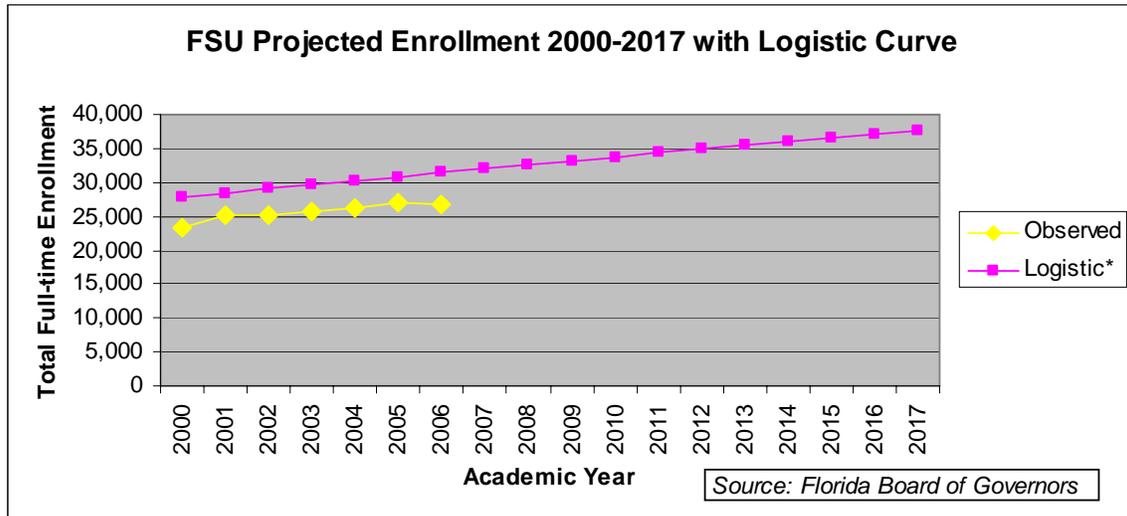


Figure 3.A.1.6 FSU Projected Enrollment with Gompertz Curve 2007-2017



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Figure 3.A.1.7 FSU Projected Enrollment with Logistic Curve 2007-2017



CURVE EVALUATIONS

Evaluating the Various Curves

Curve Type	CRV	ME	MAPE
Linear	133.8	78.5	1.61%
Geometric	137.0	-136.5	1.53%
Parabolic	233.1	-46672.1	367.81%
Mod Exp*	310.8	3816.6	14.86%
Mod Exp UL	310.8	-203.3	1.55%
Gompertz*	308.9	19648.6	76.68%
Gomp UL	308.9	3061.1	11.90%
Logistic*	307.0	-4043.4	15.83%
Log UL	308.9	-3148.5	67.43%

 Denotes best fitting curves

*Used "Best Fitting Curve"

Figure 3.A.1.8 FSU Observed Student Faculty Ratio 2000-2006

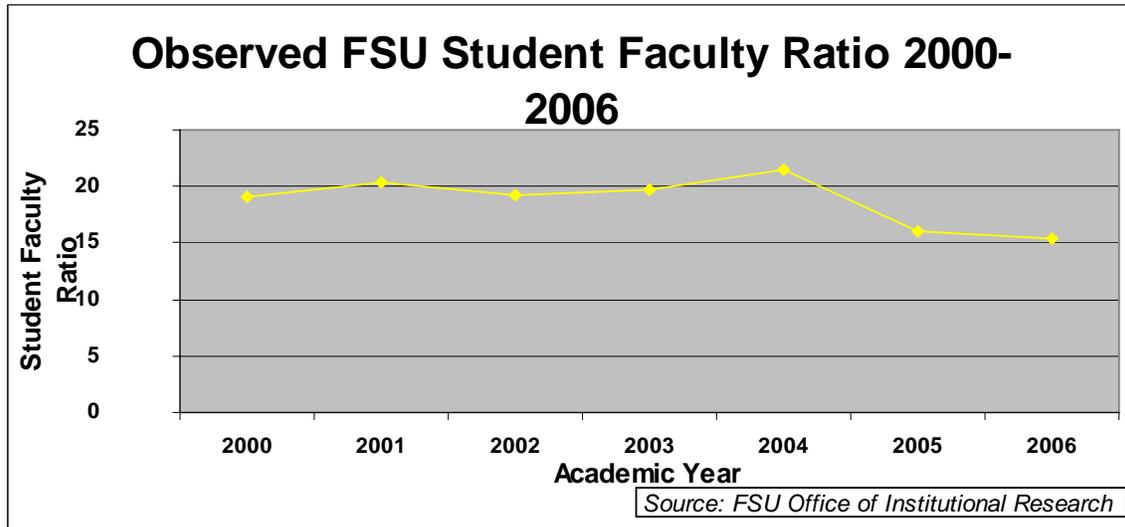


Figure 3.A.1.9 FSU Projected Student Faculty Ratio with Linear Regression Curve 2007-2017

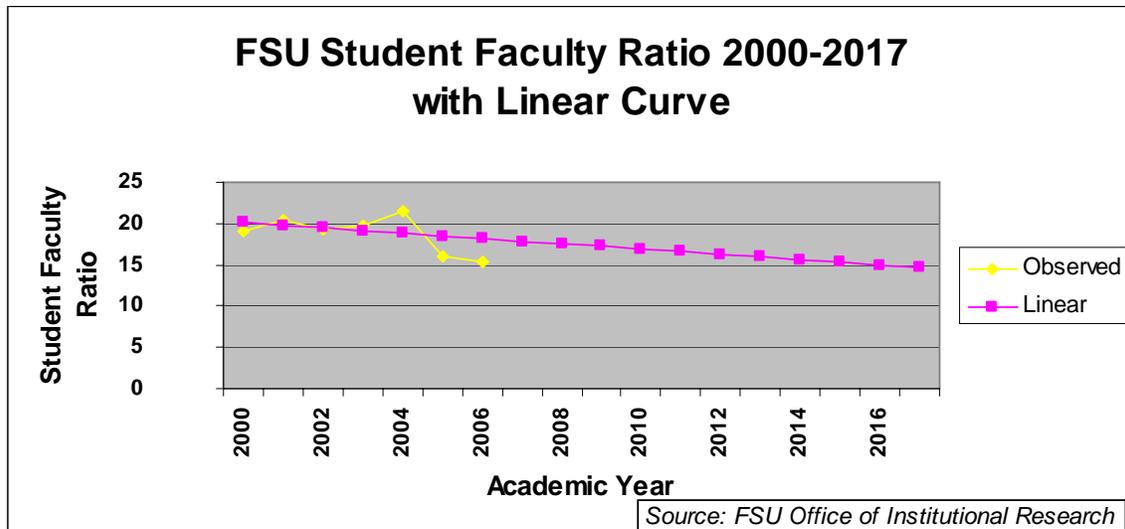


Figure 3.A.1.10 FSU Projected Student Faculty Ratio with Geometric Curve 2007-2017

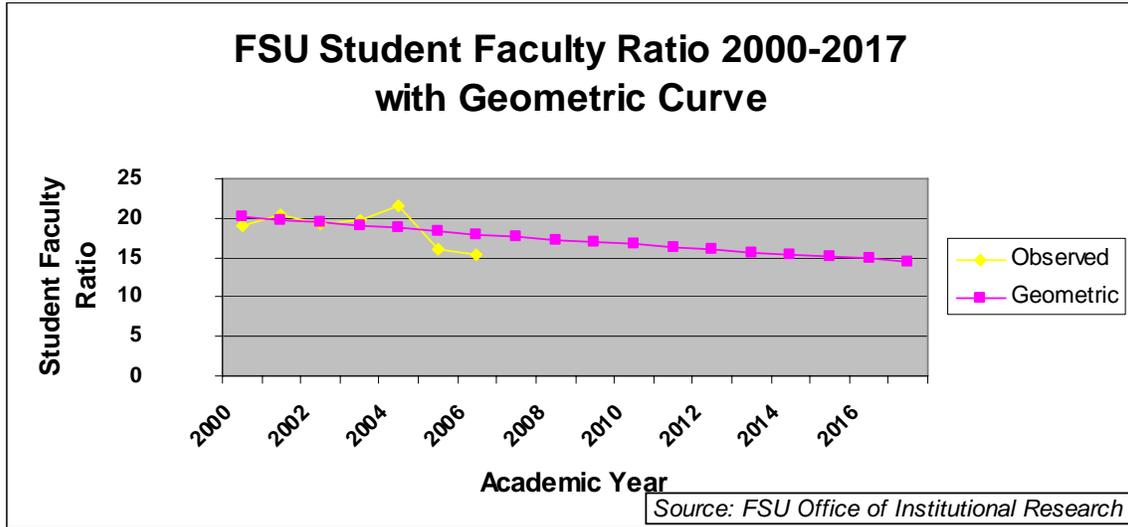
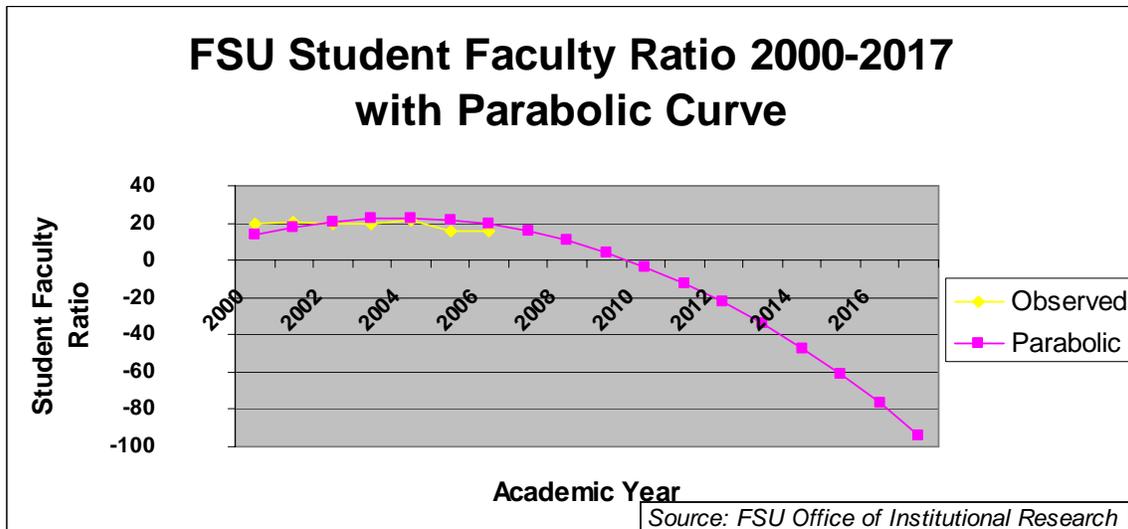


Figure 3.A.1.11 FSU Projected Student Faculty Ratio with Parabolic Curve 2007-2017



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Figure 3.A.1.12 FSU Projected Student Faculty Ratio with Modular Exponential Curve 2007-2017

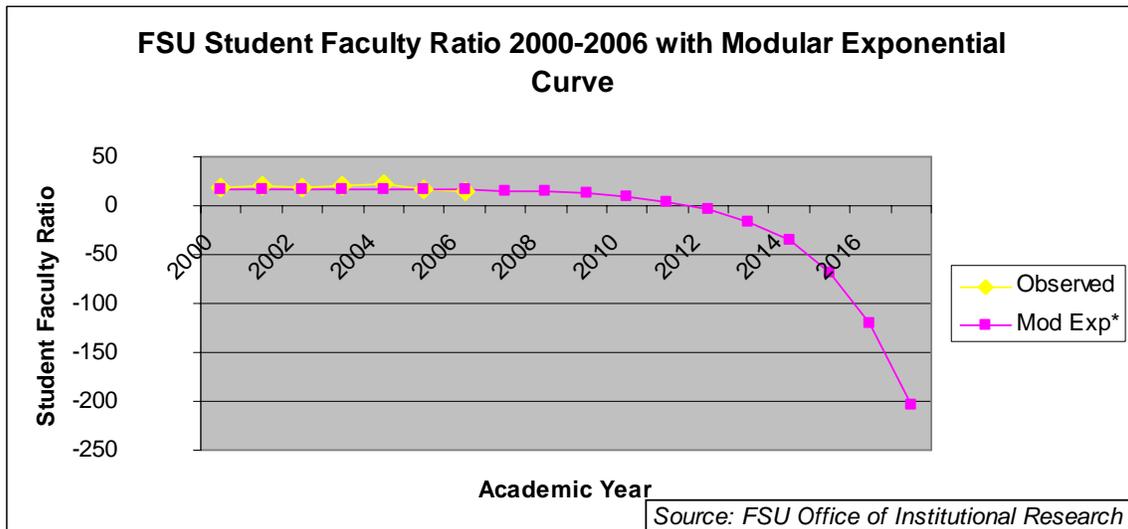
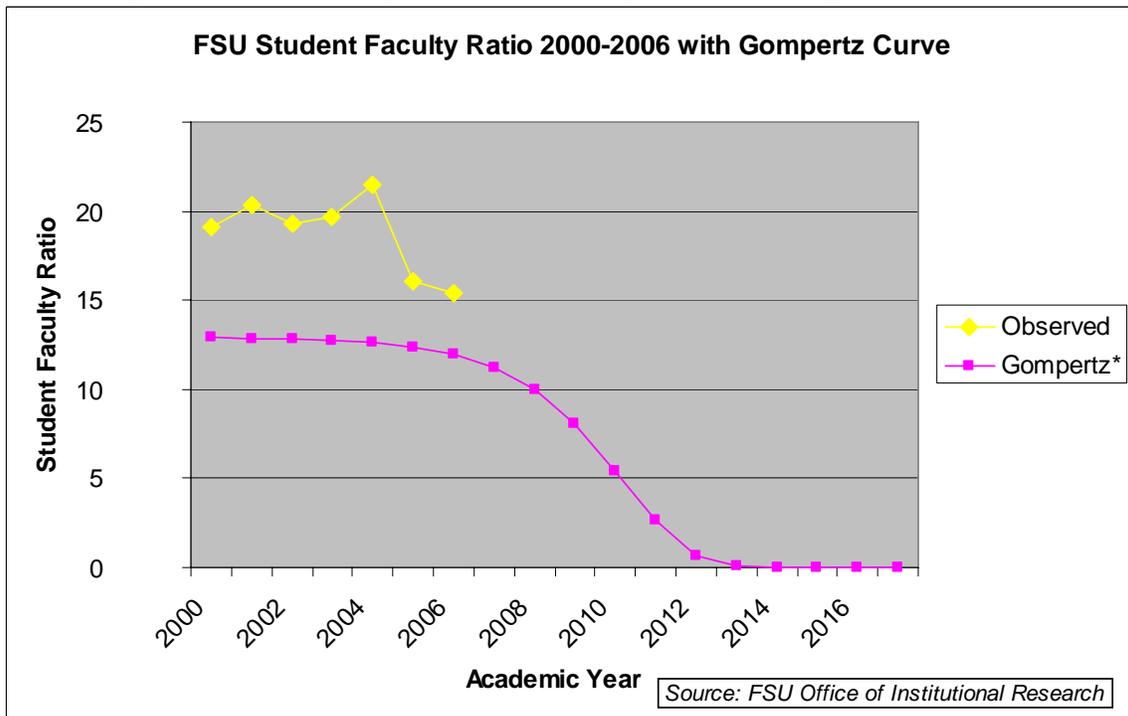
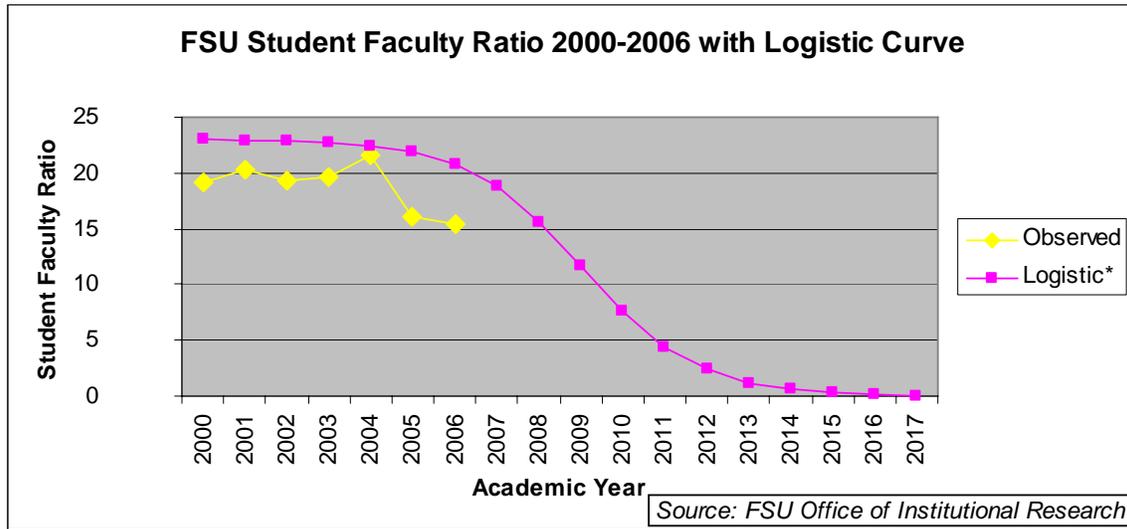


Figure 3.A.1.13 FSU Projected Student Faculty Ratio with Gompertz Curve 2007-2017



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Figure 3.A.1.14 FSU Projected Student Faculty Ratio with Logistic Curve 2007-2017



CURVE EVALUATIONS

Evaluating the Various Curves

Curve Type	CRV	ME	MAPE
Linear	425.2	-0.4	8.24%
Geometric	137.0	-136.5	1.53%
Parabolic	1,259.7	-0.8	16.91%
Mod Exp*	4,688.8	2.2	11.91%
Mod Exp UL	4,688.8	-5571.6	30175.56%
Gompertz*	5,555.7	6.1	32.03%
Gomp UL	5,555.7	2.0	99.63%
Logistic*	1,679.3	-3.6	20.47%
Log UL	5,555.7	-2.6	47.93%

*Used "Best Fitting Curve"

Denotes best fitting curves

Workforce Housing at FSU: A Feasibility Study

Figure 3.A.1.15 FSU Observed Staff Employment 2000-2006

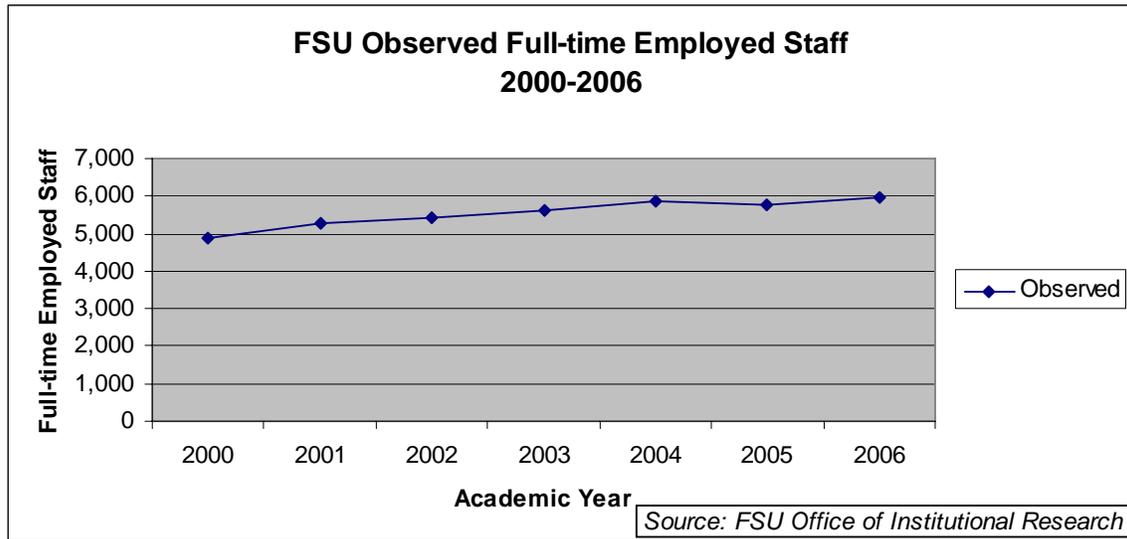
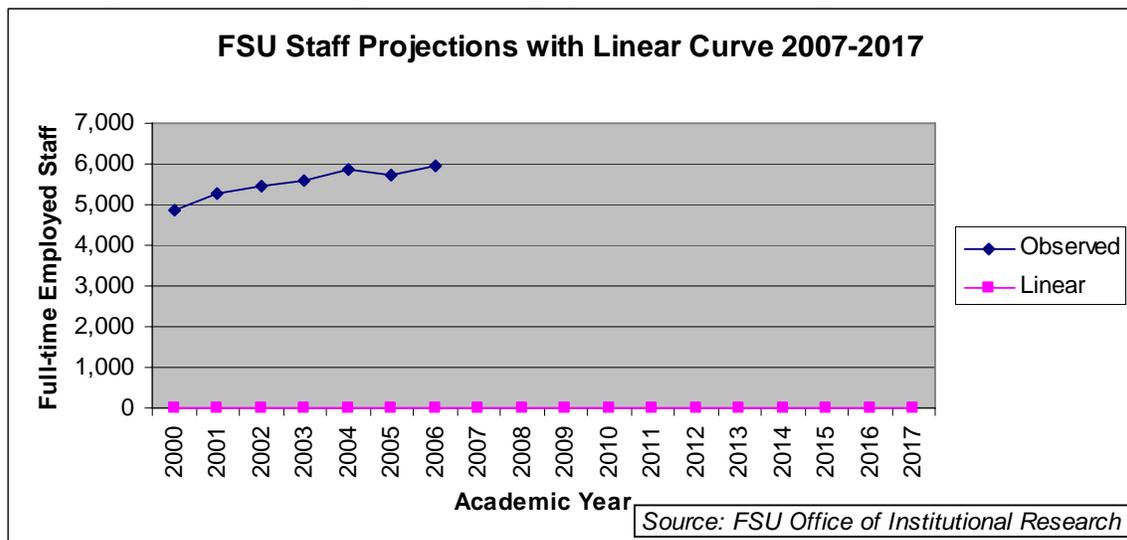


Figure 3.A.1.16 FSU Projected Staff Employment with Linear Regression Curve 2007-2017



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Figure 3.A.1.17 FSU Projected Staff Employment with Geometric Curve 2007-2017

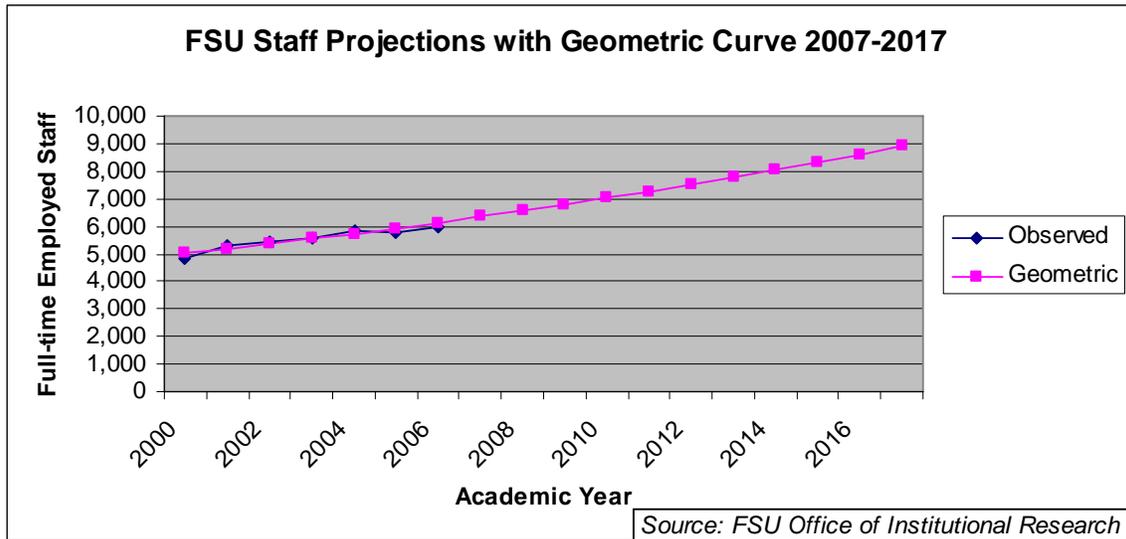
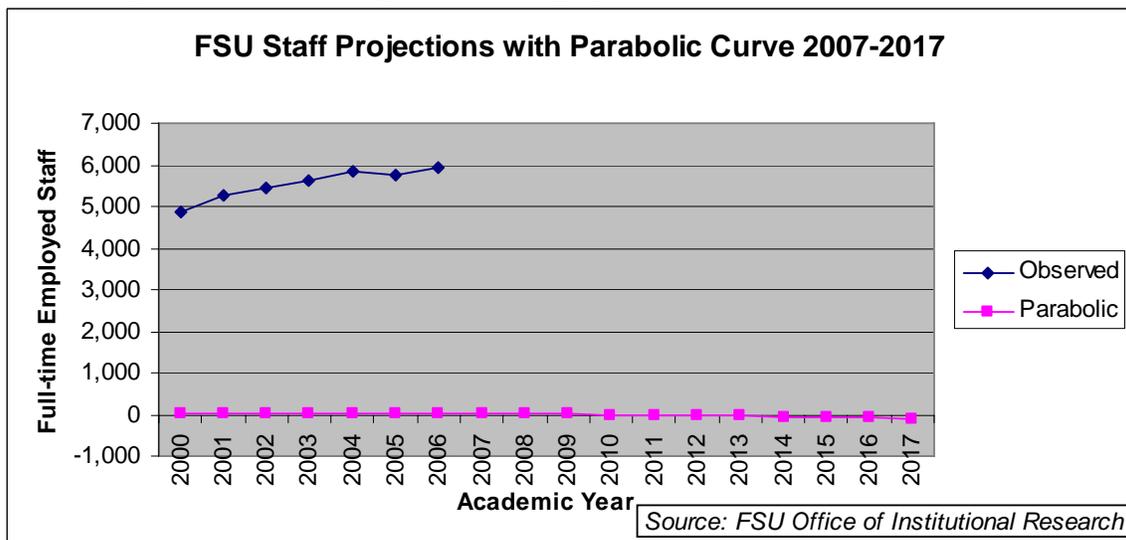


Figure 3.A.1.18 FSU Projected Staff Employment with Parabolic Curve 2007-2017



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Figure 3.A.1.19 FSU Projected Staff Employment with Modular Exponential Curve 2007-2017

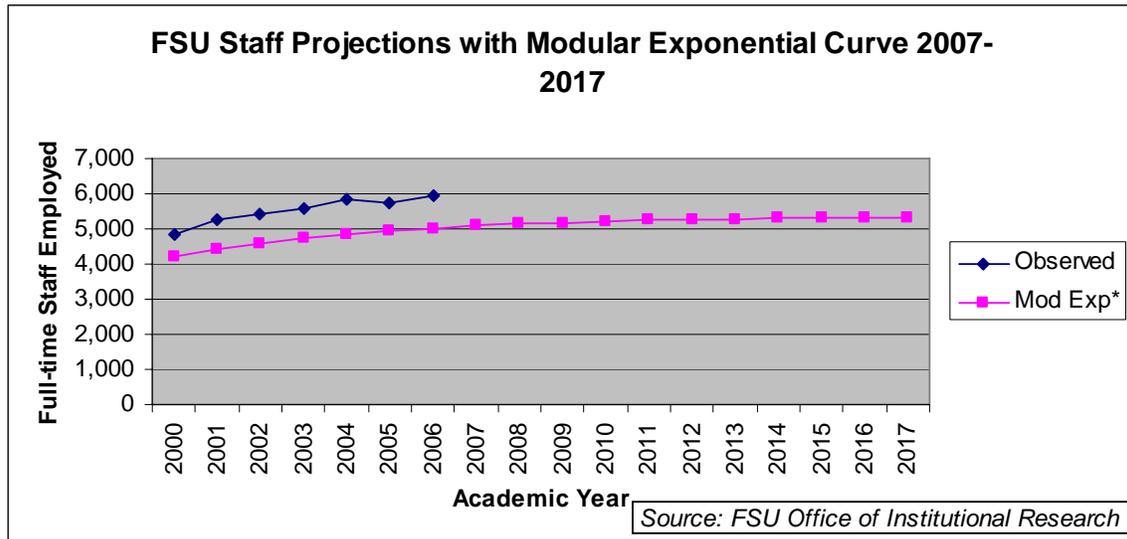
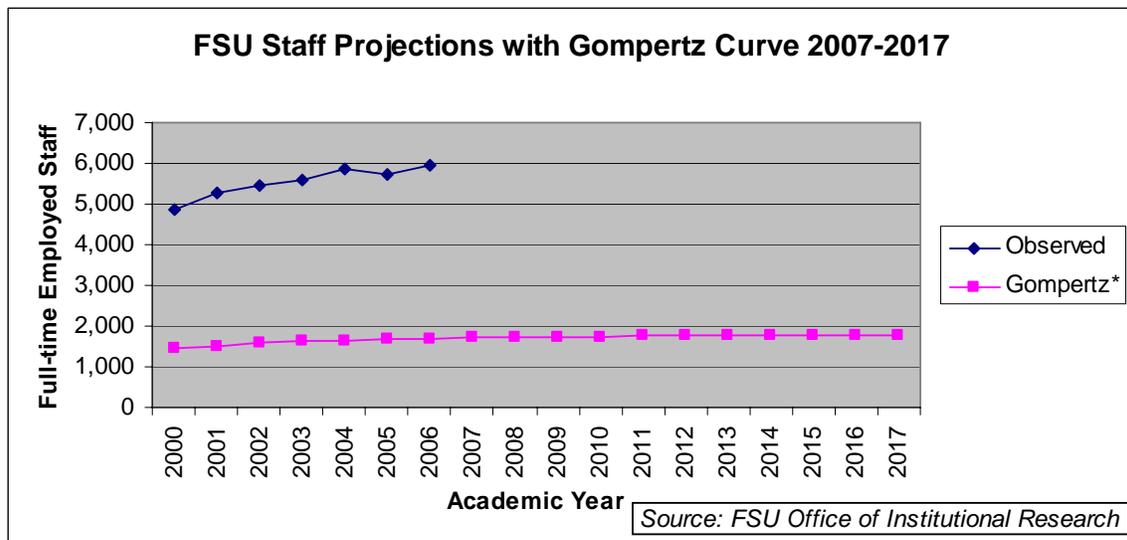
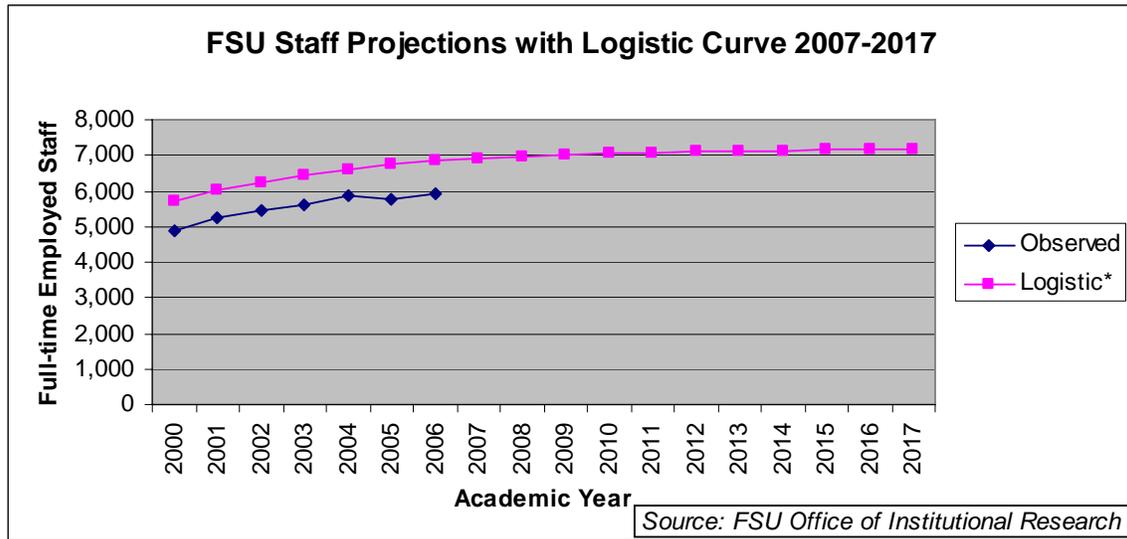


Figure 3.A.1.20 FSU Projected Staff Employment with Gompertz Curve 2007-2017



Workforce Housing at FSU: A Feasibility Study

Figure 3.A.1.21 FSU Projected Staff Employment with Logistic Curve 2007-2017



CURVE EVALUATIONS

Evaluating the Various Curves

Curve Type	CRV	ME	MAPE
Linear	93.8	5513.3	99.68%
Geometric	95.8	-27.0	2.27%
Parabolic	608.1	5511.3	99.64%
Mod Exp*	934.5	848.9	15.32%
Mod Exp UL	934.5	-59.5	2.15%
Gompertz*	1,050.0	3933.8	71.10%
Gomp UL	1,050.0	-928.4	99.66%
Logistic*	1,197.1	-840.4	15.24%
Log UL	1,050.0	-2060.7	88.43%

*Used "Best Fitting Curve"

■ Denotes best fitting curve(s)

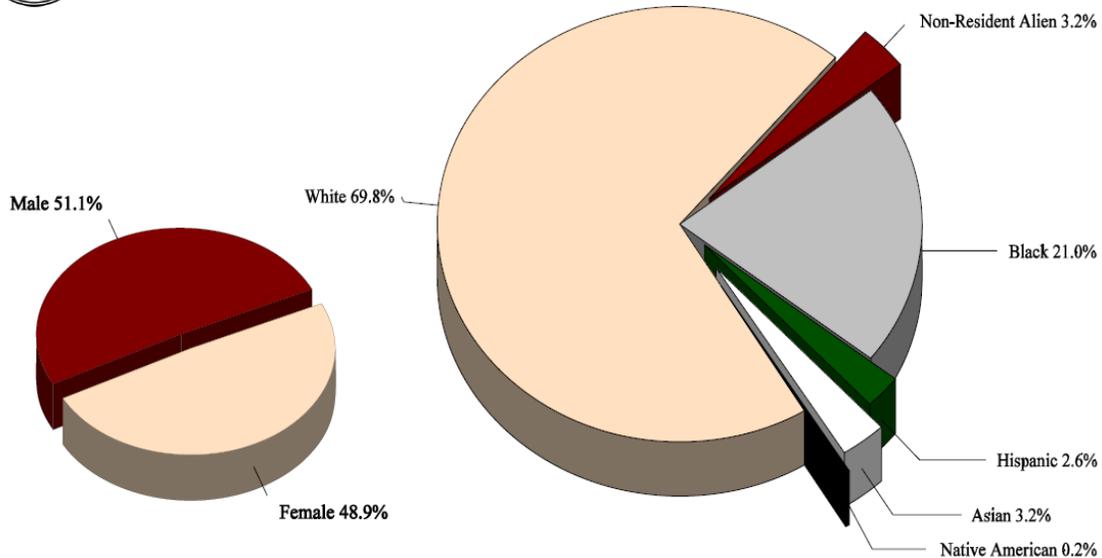
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Klosterman, R. *Community analysis and planning techniques* (pp. 40-45).1990. Rowman and Littlefield Publishers; Lanham, Maryland.

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Full-Time Employees by Position, Ethnicity and Gender, Fall 2006



Male Employees

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>Native American</u>	<u>White</u>	<u>Non-Resident Alien</u>	<u>Total</u>
Exec/Administrative/Managerial Faculty	5	9	8	0	187	0	209
Other Professionals	16	85	16	2	665	27	811
Clerical and Secretarial	1	46	6	0	59	0	112
Technical/Para-professional	3	32	13	0	185	2	235
Skilled Craft	1	73	2	0	136	0	212
Service/Maintenance	2	250	5	0	110	0	367
Total	114	535	78	4	2,167	137	3,035

Female Employees

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>Native American</u>	<u>White</u>	<u>Non-Resident Alien</u>	<u>Total</u>
Exec/Administrative/Managerial Faculty	1	22	2	0	154	0	179
Other Professionals	27	44	22	0	511	41	645
Clerical and Secretarial	37	210	34	6	806	8	1,101
Technical/Para-professional	7	222	13	3	410	4	659
Skilled Craft	5	50	4	0	69	1	129
Service/Maintenance	0	2	0	0	2	0	4
Total	77	710	77	9	1,980	54	2,907

All Employees

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>Native American</u>	<u>White</u>	<u>Non-Resident Alien</u>	<u>Total</u>
Exec/Administrative/Managerial Faculty	6	31	10	0	341	0	388
Other Professionals	113	84	50	2	1,336	149	1,734
Clerical and Secretarial	53	295	50	8	1,471	35	1,912
Technical/Para-professional	8	268	19	3	469	4	771
Skilled Craft	8	82	17	0	254	3	364
Service/Maintenance	1	75	2	0	138	0	216
Total	2	410	7	0	138	0	557
Total	191	1,245	155	13	4,147	191	5,942

Source: IPEDS, 2006 Fall Staff Survey

Source: FSU Factbook 2006-2007

C.2 State University System of Florida Enrollment

Institution	Academic Year												
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
FSU	23,292	25,257	25,211	25,636	26,327	26,891	26,716	27,039	27,695	27,695	28,029	28,368	28,712
UNF	7,329	7,942	8,302	8,577	9,146	9,616	9,920	10,500	10,861	11,138	11,492	11,845	12,207
UCF	20,936	22,825	24,690	26,577	27,430	28,978	30,323	31,674	32,785	33,254	33,792	34,312	35,155
UF	31,433	32,062	32,124	32,948	33,065	34,039	34,171	34,846	34,939	34,983	35,109	35,235	35,325
UNF	19,379	20,960	21,997	23,636	24,546	25,426	26,665	27,669	28,794	29,942	31,135	32,303	33,124
UNF	4,883	5,342	5,440	5,602	5,693	5,785	5,905	6,080	6,296	6,558	6,854	7,181	7,550
Total	150,433	160,461	165,658	172,613	177,913	184,470	189,876	194,588	200,418	205,218	210,425	215,820	221,306

Source: Planning and Institutional Research, Florida Board of Governors

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C.3 Review of Current Tallahassee Apartment Rental Rates

	Studio	One-bedroom	Two-bedroom	Three-bedroom	Four-bedroom*
Arbor Station	N/A	\$764	\$864	\$984	N/A
Bainbridge Club	N/A	\$616	\$709	\$744	N/A
Casa Cordoba	N/A	\$605	\$720	\$799	\$899
Fulton Hill	N/A	\$575	\$675	\$760	N/A
Heritage Park	N/A	\$570	\$700	\$913	N/A
Meridian Place	N/A	\$640	\$685	\$885	N/A
Rolling Hills	N/A	\$620	\$673	\$915	N/A
Seville	N/A	\$598	\$730	\$850	N/A
Spanish Oaks	N/A	\$545	\$715	\$850	N/A
Spring Wood Townhomes	N/A	N/A	N/A	\$752	N/A
Tanglewood	N/A	\$645	\$735	N/A	N/A
Berkshire Manor	N/A	\$575	\$675	\$920	N/A
Georgetown	N/A	\$650	\$615	\$715	N/A
Silverado Park	N/A	\$560	\$655	\$840	N/A
Stratford Landing	N/A	\$480	\$635	N/A	N/A
Club at Lake Jackson	N/A	\$540	\$644	\$770	N/A
Mission West	N/A	\$475	\$585	N/A	N/A
Richmond Square	N/A	N/A	\$660	N/A	N/A
Shadow Ridge	\$494	\$574	\$699	N/A	N/A
Eagles Pine	N/A	\$570	\$670	N/A	N/A
Landmark Apartments	N/A	\$620	\$720	\$890	N/A
Longleaf Apartments	N/A	\$510	\$620	N/A	N/A
Oakrest	N/A	\$565	\$620	N/A	N/A
Augustine Club	N/A	\$585	\$710	\$870	N/A
Arborview	N/A	\$764	\$864	\$989	N/A
Azalea Place	N/A	\$764	\$864	N/A	N/A
Blairstone	N/A	\$780	\$923	\$990	N/A
Delaney Park	N/A	\$795	\$1,060	\$1,250	N/A
Castle Apartments	N/A	N/A	\$728	N/A	N/A
Franklin Point	N/A	\$479	\$644	N/A	N/A
The Evergreens at Mahan	N/A	\$810	\$1,010	\$1,135	N/A

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	Studio	One-bedroom	Two-bedroom	Three-bedroom	Four-bedroom*
The Lakes at San Marcos	N/A	\$677	\$831	\$926	N/A
Park Avenue Villas	N/A	\$625	\$715	N/A	N/A
Polos on Park	N/A	\$828	\$948	\$1,175	N/A
The Reserve at Heritage Oaks	N/A	\$820	\$943	\$1,205	N/A
Twin Oaks at Southwood	N/A	\$900	\$1,010	\$1,195	N/A
Verandas at Blairstone	N/A	\$903	\$989	\$1,154	N/A
Windrush Village Apartments	N/A	\$612	\$739	\$935	N/A
Governor's Square	N/A	\$563	\$673	\$795	N/A
The Palms of Apalachee	\$424	\$526	\$606	\$766	N/A
The Palms of Magnolia	N/A	\$518	\$625	\$750	N/A
St. Augustine Hills	N/A	\$690	\$770	N/A	N/A
Ashford Club	N/A	\$710	\$810	N/A	N/A
Banyan Bay	N/A	\$616	\$689	\$749	N/A
Cypress Pointe	N/A	\$660	\$745	N/A	N/A
Eagles Landing	N/A	\$764	\$864	\$989	N/A
Jackson Square	N/A	\$800	\$998	\$1,150	N/A
London Town	N/A	\$645	\$738	\$878	N/A
Oak Pointe	N/A	N/A	\$625	\$699	N/A
Paddock Club	N/A	\$810	\$862	\$959	N/A
The Plantations at Killearn	N/A	\$765	\$835	N/A	N/A
Plantations at Pine Lake	N/A	\$748	\$845	N/A	N/A
Savannah Sound	N/A	\$599	\$689	\$749	N/A
Capital Ridge	\$509	\$593	\$717	N/A	N/A
Indian Ridge	\$486	\$577	\$693	N/A	N/A
Windsor Woods	N/A	N/A	\$625	N/A	N/A
AVERAGE	\$478	\$651	\$752	\$914	\$899

*Only one apartment complex that was not targeted towards university students had 4-bedroom units.

Source: March/April 2007 Tallahassee Apartment Finder

Excluded Apartment Complexes

Boardwalk Appleyard	Villa Dylano
Campus Lodge	Villa Reanna
Campus Walk	The Villages of San Carlo
Carolina Square	Chartre Oaks
The Commons	Four Seasons
DownUnder	Osceola Village Suites
The Exchange	University Gardens
Frog Pond	Villa Conradi Apartments
Osceola Ridge	Campus Crossing
Polo Club Apartments	Chartre West
The Preserve at San Luis	Hillside
Seminole Oaks	Kingston Square
Seminole Ridge	1111 on High
University Lofts	
Villa San Marco	
The Village	
The Plaza	
The Savannahs	
Star Suites	
College Club Townhomes	
Colony Club	
The Dakota	
High Point	
Heritage Grove	
Jacob's Landing	
Jefferson Arms	
Players Club Apartments	
The Point	
Portofino Villas	
Seminole Suites	
University Club Townhomes	
University Courtyard Apts	
University Village	
Venetian Villas	
Villa Cristina	
Villa Del Lago	

D. Financial Feasibility Calculations

Financial Feasibility = Net Cash Flow = > Three Months of Operating Costs

Net Operation Income = Revenue – Operating Expenses

Net Cash Flow = Net operating Income – Annual Debt Service

Annual Debt Service = Calculated using a Financial Calculator
CWHIP

- Present Value (-PV) = 5,000,000
- Interest rate (I) = 1%
- Number of Months (N) = 360 = 30 Years
- Solve for Monthly Payment (PMT)
- Use Amortizing Function to determine annual interest amount

Financing from Sale of Bond

- Present Value of Loan (-PV) =
- Interest Rate (I) = 4.84%
- Number of Months (N) = 360
- Solve for Monthly Payment =
- Times Payment x 12= Annual Debt Service

Replacement Reserves = 1.05 percent multiplied by Estimated Gross Income

Office and Maintenance Supplies = 1 percent multiplied by Estimated Gross Income

Annual Vacancy Rate = .05 multiplied by Potential Gross Rent

The following charts show how annual rent was determined for the various scenarios.

Annual Rent per Bedroom = Number of Units x Total Monthly Rent

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The following chart is used to determine income limits for a particular person's income as a percentage of area median income.

Effective 3/20/2007 FHFC Posited 3/21/2007		Florida Housing Finance Corporation Multifamily Rental Programs, SHIP (all), and CWHIP (all) 2007 Income Limits Adjusted To Household Size								Multifamily Rental Bond Income Limits NOT by Household Size		
City (County)	Percentage Category	Number of Persons In Household								Lower		Eligible 150%
		1	2	3	4	5	6	7	8	65%	80%	
Sebastian-Vero Beach MSA (Indian River)	25%	9,725	11,100	12,500	13,875	14,975	16,100	17,200	18,325	N/A	44,400	83,250
	28%	10,892	12,432	14,000	15,540	16,772	18,032	19,264	20,524			
	30%	11,650	13,300	15,000	16,650	18,000	19,300	20,650	22,000			
	33%	12,837	14,652	16,500	18,315	19,767	21,252	22,704	24,189			
	35%	13,615	15,540	17,500	19,425	20,965	22,540	24,080	25,655			
	40%	15,560	17,760	20,000	22,200	23,960	25,760	27,520	29,320			
	45%	17,505	19,980	22,500	24,975	26,955	28,980	30,960	32,985			
	50%	19,450	22,200	25,000	27,750	29,950	32,200	34,400	36,650			
	55%	21,395	24,420	27,500	30,525	32,945	35,420	37,840	40,315			
	60%	23,340	26,640	30,000	33,300	35,940	38,640	41,280	43,980			
	80%	31,100	35,500	39,950	44,400	47,950	51,500	55,050	58,600			
	120%	46,680	53,280	60,000	66,600	71,880	77,280	82,660	87,960			
140%	54,480	62,160	70,000	77,700	83,860	90,160	96,320	102,620				
Median:	54,100											
Tallahassee MSA												
Tallahassee HMFA (Gadsden/Leon/ Jefferson)	25%	10,250	11,700	13,175	14,625	15,800	16,975	18,125	19,300	N/A	46,800	87,750
	28%	11,480	13,104	14,756	16,380	17,696	19,012	20,300	21,616			
	30%	12,300	14,050	15,800	17,550	18,950	20,350	21,750	23,150			
	33%	13,530	15,444	17,391	19,305	20,856	22,407	23,925	25,476			
	35%	14,350	16,380	18,445	20,475	22,120	23,765	25,375	27,020			
	40%	16,400	18,720	21,080	23,400	25,280	27,160	29,000	30,880			
	45%	18,450	21,060	23,715	26,325	28,440	30,555	32,625	34,740			
	50%	20,500	23,400	26,350	29,250	31,600	33,950	36,250	38,600			
	60%	24,600	28,080	31,620	35,100	37,920	40,740	43,500	46,320			
	80%	32,750	37,450	42,100	46,800	50,550	54,300	58,050	61,800			
	120%	49,200	56,160	63,240	70,200	75,840	81,480	87,000	92,640			
	140%	57,400	65,520	73,780	81,900	88,480	95,060	101,500	108,080			
Median:	58,200											
Wakulla County HMFA	25%	8,975	10,250	11,550	12,825	13,850	14,875	15,900	16,925	N/A	41,050	79,950
	28%	10,052	11,480	12,936	14,364	15,512	16,660	17,808	18,956			
	30%	10,800	12,300	13,850	15,400	16,650	17,850	19,100	20,350			
	33%	11,847	13,530	15,246	16,929	18,282	19,635	20,988	22,341			
	35%	12,565	14,350	16,170	17,955	19,390	20,825	22,260	23,695			
	40%	14,380	16,400	18,480	20,520	22,160	23,800	25,440	27,080			
	45%	16,155	18,450	20,790	23,085	24,930	26,775	28,620	30,465			
	50%	17,950	20,500	23,100	25,650	27,700	29,750	31,800	33,850			
	60%	21,540	24,600	27,720	30,780	33,240	35,700	38,160	40,620			
	80%	28,750	32,850	36,950	41,050	44,350	47,600	50,900	54,200			
	120%	43,080	49,200	55,440	61,560	66,480	71,400	76,320	81,240			
	140%	50,280	57,400	64,680	71,820	77,560	83,300	89,040	94,780			
Median:	48,000											

Workforce Housing at FSU: A Feasibility Study

The following chart is used to determine the maximum rent a person can be charged according to their income earned as a percentage of area median income.

Appendix B - Rent Schedule by Number of Bedrooms in Unit

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Effective 3/20/2007
FHFC Posted 3/21/2007

Florida Housing Finance Corporation 2007 Maximum Rents by Number of Bedrooms in Unit

NOTE: This schedule is for use by developments participating in the following Florida Housing programs:
Housing Credit (HC), State Housing Initiatives Partnership (SHIP), HUD Multifamily Risk Sharing, and Community Workforce Housing Innovation Pilot (CWHIP). Except for SHIP, these figures represent the MAXIMUM gross rents from which must be deducted an allowance

City (County)	Percentage Category	Number of Bedrooms in Unit				
		0	1	2	3	4
Sebastian-Vero Beach MSA (Indian River)	25%	243	260	312	360	402
	28%	272	291	350	403	450
	30%	291	311	375	433	482
	33%	320	343	412	476	531
	35%	340	364	437	504	563
	40%	389	416	500	577	644
	45%	437	468	562	649	724
	50%	486	520	625	721	805
	60%	583	624	750	865	966
	80%	777	832	998	1,154	1,287
	120%	1,167	1,249	1,500	1,731	1,932
	140%	1,497	1,603	1,925	2,221	2,479
Tallahassee MSA						
Tallahassee HMFA (Gadsden/Leon/ Jefferson)	25%	256	274	329	380	424
	28%	287	307	368	425	475
	30%	307	329	395	456	508
	33%	338	362	434	502	560
	35%	358	384	461	532	594
	40%	410	439	527	608	679
	45%	461	493	592	684	763
	50%	512	548	658	760	848
	60%	615	658	790	912	1,018
	80%	818	877	1,052	1,216	1,357
	120%	1,230	1,317	1,581	1,825	2,037
	140%	1,435	1,536	1,844	2,129	2,376
Wakulla County HMFA	25%	224	240	288	333	371
	28%	251	269	323	373	416
	30%	270	288	346	400	446
	33%	296	317	381	440	490
	35%	314	336	404	466	520
	40%	359	384	462	533	595
	45%	403	432	519	600	669
	50%	448	480	577	666	743
	60%	538	576	693	800	892
	80%	718	770	923	1,067	1,190
	120%	1,077	1,153	1,386	1,600	1,785
	140%	1,256	1,345	1,617	1,867	2,082

Workforce Housing at FSU: A Feasibility Study

Estimated costs were determined by calculating an upper bound and lower bound the cost per square foot. Costs were estimated up by 10 percent and estimated down by 10 percent. The midpoint of that range was used for the final total development cost.

Construction Costs Using RS Means Cost Data for Economy 2 Story Single Family Homes

Activity	Unit Cost	Square Footage	Costs Per Square Footage
Site Work	0.64	167,455	\$107,171.20
Foundation	6.09	167,455	\$1,019,800.95
Framing	10.51	167,455	\$1,759,952.05
Exterior Walls	13.91	167,455	\$2,329,299.05
Roofing	1.63	167,455	\$272,951.65
Interior	20.09	167,455	\$3,364,170.95
Specialties	1.49	167,455	\$249,507.95
Mechanical	5.06	167,455	\$847,322.30
Electrical	\$1.88	167,455	\$314,815.40
Overhead	\$9.20	167,455	\$1,540,586.00

Workforce Housing at FSU: A Feasibility Study

The following chart is used to show costs for utilities services for proposed project.

Utilities Costs Using City of Tallahassee Utilities Price List

Water Sewer Hook Up				
Break down of no. bd	No. Unit	Tank Size	Cost per unit	
1bd	15	0.625	\$4,280	\$64,200.00
2bd	55	0.625	\$4,280	\$235,400.00
3bd	47	0.625	\$4,280	\$201,160.00
4bd	15	1	\$10,415	\$156,225.00
			Total Cost	\$656,985.00
Water Customer Fee				
Tank Size	Cost Per unit	Number of units	Total Costs per month	Total cost per year
0.625	\$13.00	117	\$1,521.00	\$18,252.00
1	\$13.00	15	\$195.00	\$2,340.00
			Total Cost	\$20,592.00
Sewer Customer Fee				
Tank Size	Cost Per unit	Number of units	Total Costs per month	Total cost per year
0.625	\$26.00	117	\$3,042.00	\$36,504.00
1	\$26.00	15	\$390.00	\$4,680.00
			Total Cost	\$41,184.00
				\$61,776.00
Waste Management Fee				
Cost Per Month	Cost Per Year			
\$1,300	\$15,600			

E. Site Analysis Support

E.1 Ecological Community Analysis

Environmental Resources Analysis Report

ERAonline:
Resources of Interest Report
Lat 30° 25m 33.24s , Lon -84° 18m 48.61s

Introduction:

This report provides the general public and local governments access to a geographic information systems (GIS) analysis of jurisdictional boundaries and environmental resources of interest to the [environmental resource permitting](#) process. The purpose of this report to improve this process by providing permit applicants with information and interpretation of the [Florida Department of Environmental Protection's](#) role and concerns in this process.

Key:

Two different types of analysis are available...

 **Pinpoint Analysis** - reports resources intersected by analysis point

 **Buffer Analysis** - reports resources within a 1 mile buffer around selected analysis point

Unaffected data layers...

Unaffected - data layers reporting "Unaffected" means no data was found within the analysis area. This may be the result of the analysis area not having been surveyed for a particular resource. Therefore, receiving "Unaffected" in this analysis does not necessarily mean resources are lacking from the area.

Information for Permit Application

 **USGS Quad Map**

TALLAHASSEE

 **Township/Range/Section**

1S1W3

Jurisdictional Boundaries

 **FDEP Regulatory District**

[Northwest District](#)

 **Water Management District**

[Northwest Florida WMD](#)

 **US Army Corps of Engineers**

[NORTH PERMITS SECTION](#)

 **County**

LEON

 **City**

Unaffected

 **Coastal Construction Control Line**

Unaffected

Water Resources

 **Aquatic Preserves**

Unaffected

 **Outstanding Florida Waters**

Name	Type
Unaffected	

Unaffected

 **Surface Water Body Classification**

Name	Class
Unaffected	

Unaffected

Fish and Wildlife Resources

 **FNAI Bird Aggregation Areas**

Unaffected

 **FNAI Rare Animals**

Unaffected

 **FNAI Rare Plants**

Unaffected

 **FNAI Manatee Aggregation Areas**

Unaffected

 **FWCC Manatee Protection Zones**

Unaffected

FWCC Biodiversity Hotspots

Unaffected

 **FWCC Priority Wetlands**

Unaffected

 **FWCC Strategic Habitat Conservation Areas**

Unaffected

 **Sea Turtle Nesting**

Unaffected

Habitats

 **FMRI Mangroves**

Unaffected

 **FNAI Rare Habitats**

Unaffected

 **FMRI Salt Marshes**

Unaffected

 **FMRI Seagrasses**

Unaffected

 **FMRI Tidal Flats**

Unaffected

Mitigation and Restoration Opportunities

 **Florida Ecological Restoration Inventory**

Unaffected

 **Mitigation Bank Service Areas**

Unaffected

Workforce Housing at FSU: A Feasibility Study

E.2 Apartment Research Data

Tallahassee Apartment Size Research

	Number of Units	Year Built	One Bedroom Square Footage	Two Bedroom Square Footage	Three Bedroom Square Footage	Four Bedroom Square Footage
Polos on Park	440	1998-1999	745	1006	1196	N/A
Verandas	300	2004	841	1173	1386	N/A
Twin Oaks at Southwood*	242	2004	955	1257	1570	N/A
The Lakes at San Marcos	312	2007+	888	1180	1407	N/A
Average	324		857	1154	1390	
Alumni Village	750	1960				

*Average of several floor plans

Atlanta Four Bedroom Research

	Number of Baths	Square Footage	Townhouse	Rents
Alpharetta-Roswell	2.5	1925	Y	\$1,275
	2	1657	N	\$1,199
	3	2074	N	\$1,684
Chamblee-Doraville	2.5	1995	Y	\$1,250
	3.5	2182	Y	\$1,700
Decatur-Emory	2	N/A	Y	\$1,200
Duluth	3.5	2348	Y	\$1,600
Dunwoody	2	1690	N	\$1,450
East Atlanta	2.5	1650	Y	\$1,315
	2	1812	N	\$1,380
Kennesaw	2	1651	N	\$1,236
Smyrna	2	1650	N	\$1,125
Average	2.5	1720		\$1,368

E.3 E-mail with City of Tallahassee

Growth Management Department Transportation Planner, Anil Panicker

Tracy:

I took a quick look at the potential distribution for this project. I am assuming that for this preliminary analysis that your trip generation of 163 trips is OK. Based on the 163 number I think it will have impacts on Gaines Street and Kissimmee (both are area roads that are critically deficient). To answer your question on how far out to distribute, we take it out till it is less than 1% of the capacity of the roadway. For this project both the above roads are much closer in. It is hard to say for final without a detailed analysis that will be done when this project comes through the actual permitting process. Hope this helps.

Anil

-----Original Message-----

From: tlh6936@garnet.acns.fsu.edu [mailto:tlh6936@garnet.acns.fsu.edu]

Sent: Wednesday, March 28, 2007 11:09 AM

To: Panicker, Anil

Subject: FSU project - high level capacity discussion

Hi, Anil

We are coming to a close on our project this semester. I hope you will help me with some of our initial findings below. We have determined the development will consist of 300 apartment units (no more than three stories). I have calculated that the development will generate 163 PM peak hour trips (106 entering; 57 leaving) using ITE Code 220.

If we provided an entrance to the development on Levy (probably at Pennell Cr.) and on Iamonia (at McCaskill Ave), what would the distribution look like? I have drawn a very rough distribution myself and eyeballed the concurrency inventory you provided and do not think we would adversely impact Levy; Lake Bradford Rd.; Gaines Street; Monroe; and West Pensacola. Would you distribute much further than this? Keep in mind, this development is a workforce housing project for FSU employees, so almost all entering trips (say, 95%) will be coming from campus. I also assumed that 90% of the exiting pm peak hour trips would be heading towards campus.

Workforce Housing at FSU: A Feasibility Study

I think the tricky spots are Stadium Drive. Plus, we will encourage many employees to utilize bus service, which has a stop at Levy and Pennell Cr.

All I am trying to do is determine if we know already that there will need to be mitigation for adverse impacts to the transportation system and if so, how much? My quick review, though, suggests there is capacity for the project. Do you think this sounds about right?

Thanks for your help, Tracy