

EXHIBIT P FOCUS GROUP REPORT 1

FOCUS GROUP REPORT

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REPORT

1. BACKGROUND

a. Feasibility Analysis.

A multidisciplinary team of real estate experts, led by UniDev, LLC (“UniDev”), was selected through a competitive bidding process to undertake a feasibility analysis with respect to two undeveloped properties owned by the Santa Barbara School Districts (the “Districts” or “SBSD”), commonly known as the Hidden Valley and Tatum sites (located in the city and the county, respectively). The overarching goals of the feasibility analysis are (i) to provide greater fiscal stability to the Districts by supplementing existing revenue sources, thereby allowing the Districts to continue and/or expand high-quality educational programs available to the student body; and (ii) to explore options for providing reasonably priced, high-quality housing for District staff, to assist with the recruitment and retention of the best-qualified employees available.

In order to satisfy these dual goals, the feasibility analysis is considering four disposition options for each of the two sites, one of which options is the development of the site(s) as workforce housing primarily for the Districts’ employees, with a revenue stream to the Districts.

b. Demand Analysis.

In order to understand the housing needs and preferences of the Districts’ employees and, therefore, the potential demand for workforce housing, UniDev is undertaking a demand analysis, which involves gathering applicable information from the potential market.

The work has been divided into two elements, qualitative and quantitative. The qualitative aspect of the analysis involved the moderation of three focus groups of SBSD employees. The quantitative aspects of the demand analysis – involving analysis of existing employee data, surveying all SBSD employees through a written instrument, and undertaking a telephone survey of a percentage of SBSD employees – will be completed after the conclusion of the focus groups.

c. Focus Groups.

Focus group participants were recruited utilizing a list of all SBSD employees, which were then divided into 7 groups – full-time certificated employees, employed by SBSD more than 7 years and living on the South Coast; full-time certificated employees, employed by SBSD more than 7 years and living outside the South Coast; full-time certificated employees, employed by SBSD less than 7 years and living on the South Coast; full-time certificated employees, employed by SBSD less than 7 years and living outside the South Coast; full-time classified employees, living on the South

Coast; full-time classified employees, living outside the South Coast; and, all other SBSD employees. Within the first 6 groups, individuals were randomly selected so as to derive the same pool size from each of these groups. These potential participants were called by UniDev staff and requested to participate. (Attached as Appendix A is the Recruitment Guide.) Staff continued to call individuals on the 6 lists until a sufficient number of participants volunteered for each of the three focus group meetings. Volunteers were sent a reminder and directions to the meetings 2 to 3 days prior to each group meeting. (Attached as Appendix B is the Focus Group Reminder message.)

The three focus groups were held at Santa Barbara Junior High School on November 16, 17 and 18, 2005. A total of 21 people participated in all the groups as follows:

Wednesday, November 16 -- 10 participants
Thursday, November 17 -- 6 participants
Friday, November 18 -- 5 participants

As an introduction to the group and to provide a context for forthcoming comments, each participant was asked to recite the following background information at the outset of each focus group – first name; job position and location; total number of years employed by the Districts in any position; total number of household members; home location; average one-way commute time; current ownership situation; and, number of years living in the Santa Barbara area. (Summaries for each of the 3 meetings of the introductory information provided and the discussions that followed are attached as Appendix C.) UniDev facilitated all of the focus groups, using a discussion guide it developed for this purpose. (The Discussion Guide is attached as Appendix D.) Each group lasted approximately 90 minutes.

Each participant was requested to complete a survey prior to starting the group discussion. (The form of the Entry Survey and the results are attached as Appendix F.) In addition, each participant was given a survey at the end of each group session, either as a hard copy hand out immediately upon completion of the meeting or by electronic mail the following day. 13 of the participants returned an Exit Survey. (The form of the Exit Survey and the results received are attached as Appendix G.)

2. OBJECTIVES OF FOCUS GROUPS

The primary objectives of the focus groups were as follows:

a. **Preparation of Survey.** The discussions were intended to provide a better understanding of the primary areas of concern for SBSD employees with respect to housing issues, so as to assist in developing the follow-up survey instrument to be distributed to all employees. This will help ensure that the quantitative research is comprehensive.

b. **Preliminary Reaction.** The discussions were also structured so as to gather preliminary reaction from employees to housing-related issues and the potential for a future workforce housing development. In particular, specific housing products were discussed as were the pros and cons of certain compromises to achieve affordability.

3. FOCUS GROUP CONCLUSIONS

a. **Living in Santa Barbara is Desirable, but Housing Affordability is a Significant Concern.**

All of the participants described the desirability of living in Santa Barbara and the surrounding area. Many moved to the area for college or graduate school and then decided to stay. Many described their appreciation for having a smaller town feel combined with the beneficial weather, activities and scenery of this part of the country.

However, the desirability of living in Santa Barbara was tempered by the deep concern about the high cost of housing in the area. Housing costs were cited as the most significant concern about living in this area for all participants. Also, a number of participants cited declining enrollment and a lack of job security as a significant concern for them. Some also discussed their low wages relative to school district employees in other communities.

b. **Housing Issues have Negative Impacts on Employees & Families.**

The high cost of housing in the area is resulting in significant negative impacts on the Districts' employees and their families.

Almost all participants expressed distress at the difficulty of making their monthly housing payments. This was causing many participants to hold one or more additional jobs to assist in making ends meet, resulting in more stress on employees and their families. Also, many participants indicated that home sharing by multiple families or living in homes that are too small are typical methods in the area for covering high housing costs.

Many participants bemoaned their inability to afford the costs of buying a home. Those who were able to buy a home either did so a long time ago or bought farther from work than they would have preferred, resulting in an undesirable commute. Almost all of those who could not afford to buy were concerned that they would be "stuck" renting over the long term, which was not a desirable option for them.

Commuting beyond 20 minutes was generally seen as extremely undesirable. Although many had commuted significant distances to previous jobs in other areas, it was generally agreed that the geography and limited roadway options made commuting on the South Coast area uniquely difficult. Several participants cited the La Conchita landslides and the resultant forced 1-week "holiday" as a reason for wanting to avoid a commute. In addition, commuting was not generally seen as an

answer to the affordable housing issue because of the relatively high cost of housing even significant distances from work.

Many participants expressed concerns that family members, friends and co-workers (particularly the younger ones, who were earning less and were not yet established with careers and/or families) were unable to stay in or come to the area because they could not afford to pay the high housing costs. Several participants described the adverse effect this was having on the number of young professionals who were staying in the area, making it a less and less desirable social market, which in turn had the effect of causing more young professionals to leave.

Many participants stated that these worries over housing costs, commuting and / or other social issues were resulting in significant stress on them and on their families. They also cited the break up of families as a negative consequence of high housing costs.

c. Housing Issues have Negative Impacts on Employment.

Many participants described how much they enjoyed their jobs and did not want to leave, despite the concerns expressed over job insecurity. And, almost all indicated the importance of being able to live close to work. However, all expressed their distress over the high housing costs, and many participants indicated that, as a result, they have or are currently considering leaving the area. Most current owners said they plan to stay notwithstanding that they generally couldn't afford to buy as much of a home as they would have liked and/or that owning is a struggle. However, current renters have much less of an incentive to stay. And, most of those who are commuting have seriously considered looking, or are planning to look, for a job closer to their home so as to avoid the commute.

Many participants discussed how difficult they believe it has become and will continue to be for the Districts to hire new well-qualified employees, particularly those who are young and not yet established. One woman who has been involved in recruiting described her experience with job offerees who turned down the offer once they began looking for housing in the area.

Participants expressed their concerns that these retention and recruitment issues will have a negative impact on the education that their students are receiving. They discussed the importance of continuity to the learning environment.

They also expressed the toll that the stresses of paying high housing costs, commuting and job insecurity were having on their productivity and effectiveness. And, commuting was making it difficult for teachers to adequately prepare for their upcoming classes.

d. Employers Should Assist their Employees with Housing Costs.

Almost all of the participants felt that employers have a role to play in assisting employees in being able to afford the area's high housing costs – particularly for SBSD employees who are fulfilling a public service role, and in light of the unique housing situation in the Santa Barbara area. Many stressed the importance of a partnership between the Districts and the City in providing such assistance. They feel it is a community's responsibility to enable those who work in its service to live there.

Participants reached varying conclusions regarding whether all or certain employees should be afforded housing assistance. Many expressed a concern that assistance be provided equitably and that the means of obtaining assistance and/or the qualifications for eligibility be transparent. Several suggested that financial need should be taken into consideration along with other factors, such as non-probationary employment. Also, many were concerned that first-time homeownership should not be a qualifying factor – they felt that those who had diligently saved, those who are just barely getting by, and/or those who have owned elsewhere in a less expensive market should not be penalized.

e. Employees are Willing to Accept Trade Offs in Order to Buy Housing Affordable to their Household.

Nearly all of the participants indicated that they would prefer to own rather than rent a home. However, several indicated their willingness to rent for some period of time – particularly if it enabled them to save money for future homeownership.

Despite the fact that all participants indicated the importance of living close to work, most said they preferred to own their home and commute, rather than rent and live close to work. However, they also stated that they would be likely to look for a new job closer to the home they bought rather than continue their employment with the Districts over the long term.

Many participants said they would choose to live in a smaller, less expensive unit in order to save money and enjoy life now, rather than a larger, more expensive unit.

Almost all participants said they would choose to live in a home situated on a small lot, understanding that they could be quite close to their neighbors, in order to save money, rather than select the same unit on a larger lot and spend more money.

Nearly all participants were willing to purchase a housing unit that was subject to a leasehold interest and resale restrictions in order to make it affordable to their household, rather than continue renting or buy a market-rate unit without restrictions. Many indicated that imposing these restrictions would be a fair way for SBSD to provide housing assistance to its current and future employees.

Most participants indicated their preference for living in a single-family detached unit. Many were comfortable with the idea of living in a townhouse or duplex. And, some were willing to consider an apartment-style unit in order to achieve affordability.

f. **Employees are Interested in Workforce Housing.**

Many participants expressed a high level of interest in moving to an affordable housing unit within the next 5 years, particularly if it was a unit that they could buy. Many said they would be willing to move immediately, and hoped that they would still be around long enough to be able to take advantage of this opportunity, should the Districts decide to move forward with it.

Many participants felt that living in a workforce housing community comprised primarily of other SBSD employees would be a desirable situation. Some participants expressed concerns about living in such a community; however, few who had concerns felt that this factor would be sufficiently significant so as to cause them to reject consideration of such a community.

Several participants suggested that the Districts acquire additional property so they are able to develop sufficient workforce housing for all employees who desire it.

APPENDIX A: RECRUITMENT GUIDE

Employee Name: _____
Employee Phone #: _____

Recruiter Name: _____
Group #: _____

1. Introduction

Hello. I'm calling on behalf of the Santa Barbara School Districts.

Is *[Employee Name]* available?

If Response is "No" → When would be the best time to call back? _____

If Response is "Yes" → Continue with Section 2

2. Background

My name is *[First Name]*.

I work for UniDev, the firm that was hired by the School Districts to provide objective advice on how the School Districts may be able to use 2 sites it owns to help solve some of its financial and staffing needs.

You should have received a notice yesterday from the School Districts letting you know that we would be calling some randomly selected employees to ask them to participate in a small group discussion about job and housing-related issues.

This is a professional research program, not a sales program; we guarantee full confidentiality for all participants, and no one will call participants after the meeting. The meeting will last no more than 90 minutes and participants will receive a gratuity.

Would you be willing to participate in a discussion group if the time and date work for you?

If Response is "No" → Okay, thank you very much.

If Response is "Yes" → Continue Section 3

3. Details

That's great. Let me provide you with specific information about the meeting.

The discussion group will take place in the Globe Theater at Santa Barbara Junior High.

At the end of the meeting, each participant will receive a \$50 American Express Gift Card (which can be used at any place that accepts American Express) in appreciation for their time. In addition, light refreshments will be served during the meeting.

There are 3 dates you can choose from: Wed Nov 16th at 3:30 pm, Thur Nov 17th at 3:30 pm, or Fri Nov 18th at 3:30 pm.

Which of these meetings works best for you? _____

If "None" → OK, I'm sorry you're not available to participate in a focus group. Please be aware that all employees will be receiving a survey over the next few weeks asking about housing-related issues. I hope you will take the time to complete and return the survey. Thank you very much.

If choice made → Continue with Section 4

4. Reminder

Would you like to be contacted again, prior to the focus group meeting, as a reminder?

If "Yes" → What is the best way to contact you – by phone or by email? *[circle]*

If "By Email" → What is your email address? _____

If "By Phone" → Continue with Section 5

If "No" → Continue with Section 5

5. Directions

Do you need directions to get to the Globe Theater at Santa Barbara Junior High?

If "Yes" → What's the best way to send them to you – by email or by delivering a notice to your school mailbox? *[circle]*

If "By Email" and not already listed above →
What is your email address? _____

6. Closing

If, for any reason, you are unable to attend the focus group meeting, please contact Elaine Alvarado in the Personnel Department.

Do you need Elaine's phone number or email address?

If "Yes" → Elaine can be reached at 805/963-4338 x 239 or ealvarado@sbsdk12.org

If you have any questions about the focus group meeting, you can contact Elaine.

Thank you very much for agreeing to participate! We look forward to seeing you on *[Date Selected]* at 3:30 pm in the Globe Theater at Santa Barbara Junior High.

APPENDIX B: FOCUS GROUP REMINDER

Hi [*Focus Group Volunteer*]-

Thank you for agreeing to participate in the focus group with SBSB employees that will be taking place this [*Wednesday 11/16; Thursday 11/17; Friday 11/18*] starting at 3:30 pm in the Globe Theater at Santa Barbara Junior High.

Below are directions from the SBSB Administration Offices located at 720 Santa Barbara Street in downtown Santa Barbara.

I look forward to seeing you on [*Wednesday/Thursday/Friday*]. (If for any reason you are unable to attend, please let me know as far in advance as possible.)

Thanks,
Suzanne Parmet

DIRECTIONS TO SANTA BARBARA JUNIOR HIGH:

Exit the parking lot on De La Guerra, turn right, drive to the end of the block, turn right (onto Garden), drive two blocks to Cota St. and turn left. Santa Barbara Junior High is at 721 E. Cota Street.

You'll see a marquee outside of the main entrance of the school. The entrance to the parking lot is right next to the marquee.

There's a walkway next to the marquee, on Cota St., that leads to the side door of the Globe Theatre, right next to the main entrance of the school. You can also access it from the parking lot. There are two doors, use the one on your farthest right. The theatre is at the end of the hallway.

APPENDIX C: SUMMARIES OF INTRODUCTORY INFORMATION & DISCUSSIONS

SUMMARY - FOCUS GROUP 1 – Wednesday November 16, 2005

1. Background Information

Participant # / Gender	Job (Position, Location)	# Years at SBSD	# in HH	Home Location	Commute	Own / Rent	Years in Area
P1 - Female	Special Ed, San Marcos	2 nd year	2+	Elwood, Goleta	15-20	Rent	7 years
P2 - Female	Special Ed Teacher, SB Jr High	10 years	1	Downtown, West End	< 10 min	Own	20+ years
P3 - Female	4 th grade teacher, Harding Elementary	8 years	3	Ventura	45 - 60	Own ¹	2 years in Ventura, grew up in SB
P4 - Female	Dos Pueblos HS, PE Teacher	4 th year	4	Goleta	5 min	Own ²	8 years
P5 - Female	Speech language Specialist, Peabody and Open Alternative	9-10 years	4	Downtown	10-15	Own	25 years
P6 -Female	Asst Principal, Goleta Valley J HS	10 years	2	Goleta	2 min walk	Rent, from mom ³	Entire life
P7 - Male	SB HS	9 years	4	Los Olivos	40-45	Own ⁴	6 yrs in Santa Ynez; 30 yrs in SB
P8 - Male	SB HS	7 years	2 (not related)	Santa Barbara	10	Own ⁵	15 years off and on
P9 - Female	Dos Pueblos, Classified, front office	18 years	2	Goleta	3	Own	35 years
P10 - Female	San Marcos	9 years	5	Ventura	40-55	Own	In area since 1967, in Ventura 4 yrs

2. Housing Location

a. **Reasons for Coming to / Staying in Area**

P1: grew up in South Central LA; came here to go to school, step outside bubble; wants to go home to make a positive impact in home neighborhood, but doesn't want to leave because it's nice in Santa Barbara, but it's so expensive that she feels she's headed back in that direction

P4: moved for husband's job; having only 1 freeway is awesome

P7: came for UCSB; left to attend law school in Orange County; came back because he always wanted to live here; this is as good as the Mainland gets

¹ Able to buy as a result of mother moving in and buying with her.

² Able to buy as a result of City affordable housing program.

³ Pays reduced rate rent. Expects to inherit house.

⁴ Also owns on Oahu.

⁵ Able to buy by choosing a small condominium.

P5: came here for grad school; never wanted to leave because it's nice here; good size city (not too big or small)

P10: moved when she was 10 from Central Amer; moved to Ventura to buy; liked it better than Lompoc which was cheaper but they liked it better; daughter goes to school here

P8: came for school, weather, beautiful town; decided to stay; potential for outdoor activities; variety of things to do within close proximity; open, friendly people

P9: came for husband's job then stayed; she was raised in a tiny place; this city use to be much smaller, so it was a wonderful place to raise children

Conclusion → this is a very desirable place to live except for the extremely high housing costs

b. **Most Significant Concerns about Living Here**

Affordability of housing: those who don't have housing yet can't afford it; residents' children won't be able to afford to stay; family can't afford to live / move here; many families are forced to share housing with other families in order to afford, which is causing depression, lack of privacy, isolation, etc.

Declining enrollment: this is forcing schools to become very segregated; major concerns about job security; even if you have tenure, it doesn't transfer easily from location to location; if you're new, good luck getting tenure

c. **Extent of Concern re Cost / Availability of Desirable Housing in Area; Affordability**

Generally: major concern

- *All:* level of concern = 9 or 10
- A lot of teachers work at a part-time job in addition to their full-time job in order to afford to live here; this is a typical situation
- You can't go from a condo to a house here; it's not feasible
- It's not just SBSB employees that can't afford to buy homes; college employees are having the same problem

Additional Job: 8 of the participants have work or have worked at an additional job either currently or in the past in order to cover their costs

Recruitment & retention issue:

- Employers can't hire people because of the high cost of housing; there's a shortage of employees; no one wants to live here
- Everything's out of range here for a teacher; can't afford housing on a teacher's salary
- Can't afford to replace retirees; how will young teachers afford to buy a house?
- The Districts get great candidates, but when they give out offers, the candidates turn down the offers saying that it isn't feasible to live here
- New, young people won't own homes; SBSB has to deal with this issue in order to recruit new people and to keep people in this area

P10: she's bitter; her whole family was raised here, did manual labor job; they were practically run out of the place; they still work here but they can't afford to live here

P7 and P9: they both feel fortunate to own a home already, but younger people can't afford to buy

P4: she works with young woman who works at 4 jobs, and whose husband works 2 full time jobs; they are doing everything they can to save to buy a home; they have decided to move to Goleta to live closer to work even though they will still be renting; they don't want to leave the area but they can't afford to buy

P7: if you're currently renting, trying to buy housing in this area is like trying to jump on a moving train; if you currently own, you're already on the train

Conclusion → all are extremely concerned about the high cost of housing, either for themselves or for the ability of friends, family and / or co-workers to stay or come to the area

d. **Thoughts about Leaving Area?**

P6: left to go to college; didn't think she'd come back; tired of living in a small town; too incestuous; but, she came back after 5 years of rain in Washington State; came back to go to grad school here

P9: yes, thinking about leaving because her family hasn't been able to stay (too expensive)

P3: she needs to move in order to afford a house; she can't do that here; no relatives live here

P5: before they were able to buy (through City affordable housing program), she was looking at other locations / jobs

Conclusion → some have or would consider leaving in order to be able to buy a home

3. **Housing & Work**

a. **Importance of Living Close to Work**

P8: he chose to buy a condo here over a house in Ventura because he doesn't want to commute

P3: if she could afford to buy here, she would; she doesn't want to commute; it's detrimental to her family

P7: he likes to drive and he likes his commute (it's a pretty drive and there's not a lot of traffic from Los Olivos to Santa Barbara)

Conclusion → it's very important to have the opportunity to live close to work

b. **Difficulty in Finding Affordable Housing within Acceptable Commute of Work**

Until a few years ago, it was possible to find an affordable house within an acceptable commute of work, but now housing prices for even more distant communities have gone sky high

It's not affordable on these salaries anywhere in this area

And, then there's the issue of traffic and the costs of commuting

P4: she would not have been able to buy but for getting selected for the City's affordable housing program

P3: she would not have been able to buy in the area but for her mom moving in with her, and still she needed to move to Ventura

Conclusion → commuting is not the solution to the lack of affordable housing

c. **Affect on Whether to Stay or Leave your Current Job**

P3: the price of housing has a huge affect on whether she decides to stay or leave; she doesn't know how much longer she can continue to commute to work, given the affect on her family, traffic, gas costs

P10: she's get very tired of commuting; she is planning to look for a job closer to her home

P4: if people she works with are unable to stay due to housing costs, she will be tempted to leave, too

P5: every one who rents thinks about leaving

P8: he won't leave the area because he already owns a home; people who serve the community should be able to live in the community where they work

P1: this is a beautiful place, but it's far from her family, and she's paying a lot to rent a very small place; she doesn't expect to be able to buy and she is very concerned, particularly since she's about to become a new mom; she is likely to move

P10: she was thinking of selling her home (to cash out) until her husband got a job in Ventura (where they live) 2 weeks ago; now she's going to look for a job there so she won't need to commute

P6: it's a difficult decision for many as to whether to stay or leave; there's a tenuous balance between the high quality of life / great activities, and the difficulty in being able to own / buy; even for those who can afford to buy or rent, it's still a struggle to live here because of the extremely high costs - many people rent out rooms or live in a place that's too small for them

Conclusion → current owners plan to stay notwithstanding that they generally can't afford as much of a home as they'd like and/or that owning is a struggle for many; renters have much less of an incentive to stay

4. **Employer's Role / Responsibility**

a. **Employer's Role with respect to Housing Costs**

P9: employer should give raises, not be in the housing business; how can an employer provide housing assistance equitably when many existing employees already own?

P8: it's appropriate for employer to provide some payback / help to employees; these are unique times and this is a unique situation, so it's appropriate to provide such assistance; employers in this area have to help their employees in order to keep good people

P7: it makes sense for employers to try to retain their employees by helping with housing costs; SBSD shouldn't sell its property to get a one-time gain (this was a mistake in the past)

P10: SBSD should do what they can to keep its employees; even students will leave

P3: to keep good teachers they should help with housing costs or pay employees more; this problem is unique to this area

P6: assistance is appropriate, but she doesn't know what it would look like; they need to consider innovative means; there's no question that a typical business would help its employees

P5: this is such a unique situation; SBSD won't be able to attract good people otherwise

P4: employers should definitely support their employees by helping them to afford housing

P1: this is an important profession; we should be able to afford to buy a home

Conclusion → employers should provide housing assistance to their employees

b. **Which Employees Should be Assisted**

P6: one could make strong arguments for choosing to assist particular groups of employees (e.g. people who have worked there a long time, classified vs. certificated); instead, open it to all permanent employees and then choose through a lottery system

Employees should qualify somehow (e.g. satisfied probationary period; not for new hires)

It may be necessary to help people who aren't in the housing market yet (e.g. new hires, current employees who can't yet afford to buy)

P7: what ever is implemented, the policy must be transparent and the criteria must be clearly articulated

Conclusion → qualifications should be considered; whatever is implemented should be clearly, openly articulated

c. **Types of Housing Assistance to Consider**

Build affordable housing

Whatever assistance is provided, it has to be enough to make a serious dent in housing costs, or it won't entice people to come here / stay

Employer could provide moving costs

School Districts should work more closely with the City and County Affordability programs to provide assistance to employees, let them know what's available, etc.

5. **Product Types**

a. **Apartment-style unit**

This type is not desirable to most of the participants

It would be okay for someone who is single

b. **Attached single family**

A duplex would be preferable to a townhouse

A townhouse would be considered by some, if the walls were thick enough to not hear your neighbors

c. **Detached single-family home on a small lot**

This is the preferred housing type for all

A small lot is okay if there is common area for the community

6. **Weighing Costs & Benefits**

a. **Own or Rent**

All: they all prefer to own

b. **Larger Unit vs. Smaller Unit**

The size of the unit that's acceptable depends on the size of one's family

All: they would prefer a smaller, less expense unit, in order to save money and enjoy life now, rather than have a larger, more expensive unit

P1: she would be happy if she could afford to buy a condo (willing to take even a small place, just so she could buy)

c. **Fee Simple vs. Leasehold / Restrictions**

Leasehold sounds okay; it's fair to implement restrictions to provide housing at a below-market rate

P7: It is good for the District to retain its land and provide benefits to employees now and in the future

d. **Large Lot vs. Small Lot**

The density should fit within the character of the city; there are a lot of small cottages in downtown Santa Barbara; lots / homes should be modest, not McMansions

It's important for SBSB to maximize the land it owns, so it's better to have more density in order to create more houses

7. **Employee Housing Community**

a. **Level of Interest in Moving to an Affordable Unit, Within 5 Years**

P9: she wouldn't move there, because she doesn't need this assistance and would want to leave the opportunity for those who need it

P9 and P7: they would be concerned if you had to move out quickly after leaving your current employment

5-6 participants would moderately to seriously consider it; others wouldn't because they are comfortable where they are, or don't need it

Would consider it if it were a house

Would consider it if you didn't have to be a first-time homebuyer

This is a great idea for those who need it

Conclusion → about 50% would consider moving to a new for-sale affordable unit

b. **Level of Interest in Living in a Workforce Housing Community**

P6: there are pros and cons to living in a community with your co-workers; there are benefits to getting away from work; Santa Barbara is so small as it is, this would just make it feel smaller; could feel like a loss of privacy; what if you have a conflict with someone at work? you couldn't avoid them if they're your neighbor; it's different for an administrator than for a teacher; however, this would not be a determinative factor, but she would give this some weight

P3: it wouldn't bother her; she don't care what others feel about her; it would be worth it to her to enable her to buy a home in Santa Barbara

P9: if you have a mate, they likely won't be working in the same field so there would be a lot of people in the community working for other employers

P5: There are lots of different schools so people work at lots of different locations (you may not know your neighbors); she currently lives in a neighborhood where her students live so she's use to that

Conclusion → for most, this would not be a significant drawback

c. **Characteristics of Potential Residential Development; Good Models**

The District should build units on both small and large lots, and a mix of product types

P10: don't make the units the size of the condos on Carpinteria Ave in Carpinteria; they are too narrow

P9: a community that could be a good model is on Jenna Drive in Goleta

P8: look at the west or east side of downtown

P6: look at the pink houses on Hitchcock Street, near YMCA, Hope Terrace

8. **Other Housing-Related Issues?**

SBSD should keep trying to buy land that could be used to provide affordable housing to its employees

If there's an accident on the freeway, employees can't get to work; when this has happened in the past, employees lost their sick time

SUMMARY - FOCUS GROUP 2 – Thursday November 17, 2005

1. **Background Information**

<i>Participant # / Gender</i>	<i>Job (Category, Type, Location)</i>	<i># Years at SBSD</i>	<i># in HH</i>	<i>Home Location</i>	<i>Commute</i>	<i>Own / Rent - Type</i>	<i>Years in Area</i>
P1 - female	Teacher – Santa Barbara Junior High	2 nd year	3	Ventura	40-45	Own (in Mammoth) & rent (house)	1 year now, 1 year in the past
P2- female	Special Ed Teacher – Santa Barbara Junior High	2 nd year	2 (roommates)	Santa Barbara	7	Own (Riverside); Rents room in a house here	1 (also lived here in the past; 5 years total)
P3 – female	Teacher – Santa Barbara Junior High	3 mo	3	Trout Club (SB mountains)	20	Rent room in a house	3 mo
P4 - male	Teacher – Peabody Charter School	5	4	Ventura	40-45	Own – townhome (condo)	2 years in Ventura; born / raised in SB
P5 - female	Receptionist – Santa Barbara Junior High	2	2+1 on the way	Santa Barbara (moving to Ventura)	15	Rent – apt	10 years
P6 - male	Teacher – Dos Pueblos High School	2	3	Buellton	35-40	Own – single family detached house	2 years

2. **Housing Location & Cost**

a. **Reasons for Coming to / Staying in Area**

P4: born here; loves Santa Barbara; many friends and connections here; loves the weather; great city; loves job; happy with his life; safe; good place to raised children

P3: came with a friend a few times; likes that it's not too big, not too small; moved here for her job; would like to stay if she could find housing

P2: went to school here, should've stayed after school, but she left for a period of time, then moved back for health reasons (too hot where she was living); lives here for the lifestyle, weather, activities, beautiful view; would leave here if she had children because she'd want to give them what she had as a child (i.e. house, property) and she couldn't afford to do that here

P5: came here to go to UCSB; didn't want to go back to LA; feels safe here, but she is moving to Ventura to have more space

P6: his wife grew up in Goleta; they jumped at the opportunity to leave LA and come here for jobs; they looked at housing in SB for a few minutes, then starting looking further north (where they bought)

P1: she moved to Ventura because she met a guy who lived there, but she wanted to work in Carpinteria or SB; appreciates the ocean, mountains; healthy place to be; clean air

b. **Most Significant Concerns about Living Here**

Unaffordability of Housing, generally –

- P3: nobody can afford the housing here; staying here means renting for the rest of her life
- P2: anything that is affordable to buy is a 1 bedroom lean-to, and even that isn't affordable; very hard as a single person because of high housing costs; even married to someone with a similar salary is very tough; you need to take a big gamble to buy housing here; what if there's an emergency, and most of your money is tied up in your house / paying housing costs? you have to hope you can grow into your payment
- P4: never owned elsewhere; he and his wife are both teachers and they have kids; they bought in Ventura because it was affordable at the time, and the house was much bigger than what they could have gotten in Santa Barbara

Social Effects of High Housing Costs, generally –

- P3: not a lot of people who live here are in their late 20s, early 30s because the housing costs are pricing out this age range; so, it's not desirable to stay here as a single woman (very small social market); it's ok to pay extra to live here, but not at the expense of her kids (buying food, clothes, etc.)
- P2: buying is totally dependent on 2 salaries, hard to consider starting a family, doing other things; had to search for a rental that allowed dogs; cost of renting with a dog vs. renting without a dog was twice as much (so dog is living with parents; foster care); the high housing costs are tearing families apart
- P6: he and his wife are struggling with the ARM they used to buy their house (the only way they could afford the price); very stressful for them
- P4: they were lucky to have bought a condo at a good time; they have been able to take out equity, which enabled his wife to take a year off to be with their kids; they had to buy in Ventura, and there's no way he could come back to Santa Barbara; a lot of home / family life time is sacrificed unless they move; one benefit is that their kids can go to SBSB because they are teachers in the District
- P1: what if kids get sick? How do you get there in time? Concerned about her dog that she leaves in her house, so she needs to get back (but commuting makes this difficult)

Salary is Insufficient to Afford High Costs -

- P2: not a competitive salary here, not keeping up with the rate of inflation; took a pay cut to come here for lifestyle, knowing she'd be renting for as long as she chose to live here; she's balancing salary vs. homeownership; particularly hard when you've owned before; pets – had to search for a rental that allowed dogs; cost of renting with a dog vs. renting without a dog was twice as much (so dog is living with parents; foster care); the high housing costs are tearing families apart
- P6: a teacher's salary is insufficient to afford housing here; both he and his wife are teachers, had a little house where they use to live, they sold it, thought they could buy here, they took a pay cut to come here, bought something (they felt that if not now, never), used every last dime; bought in Buellton
- P5: the fact that the teachers have so many concerns about being able to afford housing here is a great concern to her, since she's on a classified salary

Conclusion → the high cost of housing is the most significant concern that they have about living in the Santa Barbara area; in addition to the inability of most to afford to own, high housing costs negatively affect families

c. **Extent of Concern re Cost / Availability of Desirable Housing in Area; Affordability**

All: this is an extremely significant concern; there is little to no affordable housing (particularly to buy) in the area

Additional Job: 5 of the participants currently have or have in the past worked at an additional job to be able to make ends meet

P2: at this point, it's marginally doable to rent here; but she is forced to take a huge financial risk, which we shouldn't have to

Conclusion → all are extremely doubtful about the ability to find affordable housing near or within a reasonable commute from work

d. **Thoughts about Leaving Area?**

P4: he and his wife talk a lot about leaving, they are thinking about other places they could go, because of all the issues related to living here; they are currently thinking about their children and after school activities – since they live so far away, where should the kids do their activities? How can he and his wife get there in time? Get them to bed on time? What kind of lifestyle is that? They are wondering how long they can deal with the commute; how long they stay in the area is just a matter of how long they can take it

P6: they just moved here, so they'd love to stay; trying to make it work the best they can

P2: if she's not in a house she owns within 5 years, she's probably not going to stay; it's okay while she's single or married without kids, but once she starts a family she wants a home for her kids

P3: she has always moved a lot, likes adventure; when she moved here, she just wanted to stay in one place for a while, make a home; she doesn't want to move, but she really wants to own some day, doesn't need to be a big place; but she's had many conversations with people about how teachers have to move to own; she doesn't want to start a family while renting a room in someone else's house

P6: he will have to make a decision soon, because at a certain point, a new school district won't accept credit from previous years working at another district

Conclusion → leaving is a serious consideration for those who want to own and/or not commute

3. **Housing Cost & Work**

a. **Importance of Living Close to Work**

P5: she's hoping to find a job in Ventura, to spend more time with her daughter and get better pay

P2: living close to work is "huge," particularly considering the price of gas; she lives 3 miles from work now; would ride a bicycle if she could; reduced mileage on car by 10,000 / year by moving here

P1: commuting is a major issue; for a week, people couldn't get here (landslides); they had to take a forced week off

P6: he works at the same place as his wife so his daughter drives with them, watches DVDs in car; commuting is such a drag; even though it's a beautiful drive, it's time that you wish you had for other things; it is so much better to live in the community in which you work; god forbid you forget something and have to go back

P4: teaching is not a 9 to 5 job; he is always coming up on the weekends to prep for the next week, grade papers, etc.; he misses being able to drive 10 min to be able to do that

Conclusion → it's important to be able to live close to work, in order to reduce commute time and ease access to work

b. **Difficulty in Finding Affordable Housing within Acceptable Commute of Work**

P4: it was difficult to have to move to Ventura, but that was more affordable at the time

P3: 20 minutes is an acceptable commute time

P2: what's an acceptable commute here has to do with geography and time, not mileage; depends on the amount of traffic; people told her not to live past a certain street to the south (better to the north) because traffic would be terrible; if you live 40 minutes away, something can happen (ie: accident, landslide) so you can't get to work (no alternate routes); very limited options; if you stretch out in geography, it's very difficult to get to Santa Barbara

P1: 20 minutes is an acceptable commute time

P5: 20 minutes is an acceptable commute time

P6: he was given advice not to live in Ventura because of the commute; geography is more important than mileage because some days, the commute is terrible

Conclusion → 20 minutes is an acceptable commute time; if you go further, you may be unable to get to work because of geography, limited route options

c. **Affect on Whether to Stay or Leave your Current Job**

P4: his wife is already looking for a new job; there's a good chance that she'll get a new job in Ventura; he doesn't like / handle change well, or he'd already be gone too; he really likes job and would prefer not to leave it; he feels expendable; doesn't expect SBSD will do anything about housing issue

P5: working at her current job feels like a safe zone, her co-workers are like family; she doesn't want to leave, but you have to take care of yourself

P2: teachers need solitude; they really want to live without a roommate; there's an 80% likelihood that she'll stay (but that level of likelihood may go down each year that follows); she'll only feel confident that she's going to stay over the long term once she has a permanent or more affordable residence

P3: 80% likelihood that she'll stay

P1: it's hard to say right now whether she'll stay or not

P6: it's so hard for new teachers to stay over the long term; when they get to the place in their lives when where they want their own place, what will they do? He loves his current school /situation; he thinks SBSD understands that people want to live here, so they don't treat their employees very well; SBSD acts as if teachers are expendable, so they can pay them less; he wants to work someplace that he likes the people he works for and with; a year ago he would've wanted to stay, now he's not so sure

Conclusion → employees would like to stay, but high housing costs and low wages make it very difficult

4. **Employer's Role / Responsibility**

a. **Employer's Role with respect to Housing Costs**

P4: the reality is that it's very unlikely that SBSB will do anything to employees with housing costs; they can always get people to teach a year or two so there isn't a huge incentive to help those who are already employed; especially for a job where in a sense you're a public servant (fire fighters, police officers, teachers) and not paid well, it's the employers or city's job to assist their employees; you want these people living in the city for which they work; it's harmful to education to have a high turnover rate; employers should at least help; this is a special location / situation because of the incredibly high prices here

P3: putting teachers in this difficult situation is hurtful to education; it's not a moral responsibility necessarily, to provide housing assistance to employees, but everything a community gives to its teachers it'll get back 5 fold; a community can't say that education is important and then pay teachers so little that they have to worry about money, hold down a second job; SBSB should be embarrassed about forcing many of their employees to take a second job to make ends meet; the best companies, ones that make the most money, give benefits to their employees; the more they help their employees, the more productive they will be and the more continuity (less turnover) there will be

P1: being in this difficult financial situation is not good for productivity; if employer provided housing assistance, productivity would go up, stress levels would go down

P2: it's a community responsibility (and SBSB is part of that community) to provide for its public servants; it's a civic virtue; employees are responsible for their own housing, but they will move to where they can afford it; there'll be a mass exodus if SBSB doesn't start helping them; if civic virtue of the community pulls together, it will be for the better good of the community; individuals are responsible for their own housing, but the community wants someone to educate their children so they should help SBSB's employees

P6: this is a special place, housing needs are very unique relative to other parts of country; coming up with creative solutions to help employees with housing will make it a stronger community; this is one of the wealthiest areas in the world

Conclusion → it is the responsibility of a community (including SBSB) to assist its public servants; it will also make employees more productive

b. **Which Employees Should be Assisted**

P1: what is provided should be fair to everyone

P3: use a lottery system, open to everyone, if you can't help everyone; maybe everyone should be required to fill out an application and get scored on need (e.g. salary, kids, years working, just moved here)

P2: a lottery could be bought; previous homeownership shouldn't disqualify you (there's low-income housing in Santa Barbara and she meets every qualification, except that she's owned before, but that was \$80,000, which is a drop in the bucket here)

P4: it's important to consider need; it's hard to be fair to everyone

P6: employees don't want to be punished for having struggled and succeeded at buying in the past; how do you make it equitable?

Conclusion → it's important to be fair to all employees

c. **Types of Housing Assistance to Consider**

P2: CHP provides credit counseling, down payment assistance up to \$20,000, no brokerage fees, rentals; SBSB should build a condo complex and allow employees to pay a reduced rate, or provide it at a low cost as a signing bonus and to get teachers to stay; give a year's free housing after 5th year of employment; as soon as one achieves tenure, they would be eligible to move in; SBSB should buy more land, build more housing for teachers; as soon as an employee leaves their employment, they should have to leave their unit (in order to keep the benefits / incentives available to current employees); makes sense for an employee to be living in their employment incentive; what happens if you inherit a house while you own one provided by SBSB? She wants to know that buyers are protected regardless of whatever else happens after they move in (i.e. the benefit should be available even if they've owned before, or if they inherit while living there); it's okay to require employees to move if they leave their job; it's better to wait to provide this benefit until an employee is tenured so there won't be a concern about what happens if the employee is fired; the program shouldn't punish those who have bought a home in the past

P3: where she came from (San Jose), the school district was building a below-market price / below-market interest rate condo complex for teachers and public workers; the complex will help to build community amongst public workers; provide down payment / closing cost money to enable employees to afford to buy in

P5: same as P3

P4: it's okay to own an affordable unit while he's working for an employer, then sell back to that employer when he leaves his employment, so long as he gets some money out of it

5. **Product Types**

a. **Apartment-style unit**

All: would not consider this for the long-term

P3: this would be acceptable over the short term

b. **Attached single family**

P5: she hates houses like that, but if affordable, she'd consider it

Everyone else: yes, this is an acceptable product type

c. **Detached single-family home on a small lot**

All: yes, this is very acceptable; no hesitation

P3: this would be especially desirable if there's full growth vegetation on the lot

6. **Weighing Costs & Benefits**

a. **Preference - Own or Rent**

P6: he wants to own

P4: he wants to own

P1: she wants to rent a house

P2: if subsidized, she would consider renting; if given the choice, she would prefer to buy; if she had a nice home / yard, she'd choose to buy

P3: she would rent for a long time if she could save money for the future / retirement

Conclusion → most would prefer to own; some would rent in order to save money

b. **Rent Here vs. Own A Long Commute Away**

P2: she's not willing to have a roommate and own 40 min away; she would consider buying 40 min away but then she could probably find a job closer to that place

P6: he would chose to commute and own; but it's causing lots of stress, so they're debating about looking for other jobs, or sell their place and rent here

P1: she doesn't want to own again; she may feel differently if she were married; she doesn't want to have to maintain it; she wants to rent a big place, if it's affordable

P3: if she could own at an affordable price, she'd be willing to commute at least for a period of time; for continuity, she'd like to stay at the school she currently works at and likes; she wouldn't want to own alone; having a roommate has plusses, but where she lives now is not her house

P5: she has chosen to own further away, but they will have to rent out a room out in order to be able to afford the home they're buying

Conclusion → most would choose to own further away, but then they would probably find a job there

c. **Larger Unit vs. Smaller Unit (Less Expensive)**

P5: she would prefer to spend more and have a larger place

P2: she believes that you should buy the biggest home you can for your buck, then will grow into the payment

P3: she doesn't want to go too big; she needs 1,000 – 1,500 sf; she wouldn't mind having a smaller place to save money, so long as she's not scrunched

P1: she'd prefer a smaller place to save money

P6: he would choose something larger, because of having a family

P4: he would choose something larger, to have more space

Conclusion → 4 would choose a larger, more expensive place

d. **Fee Simple vs. Leasehold / Restrictions (Less Expensive)**

P3: buying subject to a leasehold with restrictions would be preferable; having the leasehold / restrictions would cut out anyone who could buy on the open market, so it would leave this benefit for the people who need it; she would want assurances that the lease payments wouldn't go up over time, that the owner is entitled to take some profit out of the sales proceeds to use toward their next home, and that you can't be forced to leave before you want to

P5 & P4: ditto *P3*

P6: SBSD can't do a project that allows for the purchase of homes in fee simple, because that would give the first buyer a windfall profit;

P2: if housing were available to buy in fee simple, SBSD would need to require that the purchaser own over the long term before they can sell the unit at any price

Conclusion → buying subject to a leasehold / restrictions is acceptable in order to buy a less expensive unit, and a fair way for SBSD to provide affordable housing to its employees

e. **Large Lot vs. Small Lot (Less Expensive)**

P4, P1, P3: they would prefer a smaller lot; it would be nice to have common area, if there are small yards

P5, P6, P2: they would prefer a larger lot

P2: she's concerned that too much density can lead to social issues; what does research show as far as density vs. social issues

7. **Employee Housing**

a. **Level of Interest in Moving to an Affordable Unit, Within 5 Years**

All: yes; extremely interested

b. **Level of Interest in Living in a Workforce Housing Community**

P1: she believes it would be "really cool" to live in a workforce housing community

P3: talk about collaboration!; she respects the fact that there could be certain problems related to living near others you work with, but she would be willing to take a chance

P2: there could be some issues that arise; it wouldn't necessarily be a bad thing, but there could be issues

P5: she likes to keep her personal life and work life separate

P4: he'd have no problem with this arrangement; he would move in tomorrow

P6: you will have bad neighbors no matter what; all of the employees' kids would go to school together; weird situation

P1: every teacher wants to be social but also get away from their co-workers; the situation would be okay

Conclusion → although there are some concerns, most felt that the benefits outweighed the possible problems

SUMMARY - FOCUS GROUP 3 – Friday November 18, 2005

1. **Background Information**

Name	Job (Category, Type, Location)	# Years at SBSD	# in HH	Home Location	Commute	Own / Rent - Type	Years in Area
P1 - female	Teacher - Franklin Elementary School	17	3	Oxnard	60	Own - sfd	4 yrs; 17 yrs in SB before
P2 - female	PE teacher – San Marcos High School	1	1	Goleta	10-15	Rent – stacked flat (12 units in bldg)	3 months
P3 – female	Teacher – Monroe Elementary	6	3	Ventura	60	Own – townhouse	14 years
P4 – female	Cafeteria worker - Goleta Valley JH	6	4	Goleta	10	Own – sfd	9 years
P5 - female	Clerk – Santa Barbara High School	25	2	Los Positas & Stone Creek (SB)	10	Own ⁶ – townhouse	21 years

2. **Housing Location & Cost**

a. **Reasons for Coming to / Staying in Area**

P2: she was born and raised in LA; she came here for her job; hoping not to get a pink slip in May because she'd like to stay

P1: she was a student at UCSB then went to Pasadena to get her teaching credential; she liked living here and wanted to come back here; she went through various

⁶ Purchased through city lottery.

jobs in SBSB until she got her current tenured job; likes the climate and the small size of the city (but it's not so small anymore)

P3: she came here for college and decided to stay at UCSB for graduate school; she rented for a long time (10 years), had roommates, then got married, lived in Carpinteria for 3 years, and just bought in May in Ventura (she couldn't afford to buy here)

P4: she came here from Mexico; she likes it here; she and her family don't want to leave

P5: she came here at age 17, met her husband and stayed

Conclusion → this is a desirable place to live

b. **Most Significant Concerns about Living Here**

Unaffordable to Live Here –

- *P2*: her biggest concern is being able to stay here; the cost of living is unreasonable; she's really happy having a short commute; her paycheck doesn't support her rent (rent is 2/3 of paycheck); employees need a big cost of living raise or something else; she's wondering about what bill she's going to skip each month
- *P1*: Santa Barbara needs to take care of its city employees, its young employees; it needs to find many ways to help people; she didn't want to move south; she feels very disconnected there, because Santa Barbara is her home; she really wants to live in Santa Barbara but they can't afford to live here even if they sold their house, which has appreciated so much

Young People Can't Afford Housing -

- *P5*: she has 2 boys who wanted to live here, but they've looked into buying and they can't afford it; there needs to be housing for new employees who want to stay here and work for the city; they bought their place through a City lottery; need housing for new young people, just starting a family
- *P4*: it's very hard for young people to buy here
- *P3*: she wasn't able to stay in Santa Barbara; the community has a way of edging out young professionals; they have to rent for the rest of their lives or move; this segment of the population out is taken out; they must commute or leave; she wants to keep her job and own, too

Conclusion → it is extremely difficult for most to afford housing here, particularly younger professionals

c. **Extent of Concern re Cost / Availability of Desirable Housing in Area; Affordability**

All: level of concern = 10

Additional Job: 4 of the participants work or have worked at 1 or more additional jobs (including teaching summer school, tutoring, SAT testing, etc.) to cover their costs

d. **Thoughts about Leaving Area?**

P1: she seriously thought about moving out of state (New Mexico or Oregon); she plans to go investigate those areas before making that decision; she has thought about renting out their house in Oxnard and renting an apartment here, but doesn't like the idea of renting out their house (maybe it would be destroyed by renters)

P2: she has definitely thought about saying goodbye to CA; prices are getting just as bad in Arizona (where her family lives); housing boom won't stop for a while

P3: she has thought about leaving many times over the years, but almost always her plan was to stay in CA; for a long time, she couldn't foresee having a future here; she was surprised she was able to create a future here; she's heard that it is really expensive in huge metropolitan cities, so that's no better; she still could be pink slipped, even though she's tenured, so she's still concerned about whether she'll stay in the long term

P4: no, she hasn't thought about leaving

P5: no, she hasn't thought about leaving; they are almost done paying for their house; but her kids / friends / co-workers will have to leave and that is upsetting

Conclusion → newer staff and commuters seriously think about leaving the area

3. **Housing Cost & Work**

a. **Importance of Living Close to Work**

P2: she use to commute 2-3 hours a day, so living close to work is extremely important to her; she experienced so much stress being on the LA freeways; now she can get up at a decent hour

P1: she and her family are on the freeway for 2+ hours every day, and they have seen many accidents; she is worried about whether they will survive all the commuting; safety of her family is a serious issue; this causes a lot of stress; it's very difficult to get up so early each day and go to sleep early every day

P3: she had to adjust sleep schedule in order to get to work on time; she finds herself tired while driving on the freeway; it's been a weird transition to becoming a commuter; when she lived in Carpinteria, it could still take an hour to get to work but it wasn't as physically taxing (because it was closer); she has a good day care situation (in Montecito) so she doesn't mind coming up here for work

P4: she has always lived close to work; her friends come in very early and work very late

P5: it's very important to her to live near work; she likes her 10-minute commute

Conclusion → living close to work is extremely important / desirable

b. **Difficulty in Finding Affordable Housing within Acceptable Commute of Work**

Affordable housing is not available here; there is nothing affordable on the South Coast
You have to go to Ventura/Oxnard or Lompoc/Santa Maria to find affordable housing

c. **Affect on Whether to Stay or Leave Current Job**

P1: she's definitely thinking about leaving; she stays because she's tenured, loves her job and loves Santa Barbara, but she thinks about leaving on a regular basis; she doesn't want to take a serious pay cut by leaving; she feels stuck, unless they do something really drastic;

P3: she will probably start looking for a new job in January; since she only has 6 years of service at SBSB, she wouldn't necessarily lose money by switching jobs; because her school has declining enrollment (enrollment is declining because it is too expensive for families to move here), she'll probably have to move to another position in the District; if there was a position at her school for her, she'd stay

P2: she has thought seriously about changing professions; she's not paid enough to live in this area; she loves her job, but she may be happier if she earned more; this would mean going back to school

P5: she's not planning to leave, as she's getting close to retirement

P4: she's not considering leaving her job

Conclusion → newer staff and commuters are seriously considering leaving their jobs

4. **Employer's Role / Responsibility**

a. **Employer's Role with respect to Housing Costs**

P2: employers have a role to play with respect to assisting employees with their housing costs; they talk about this District excelling because of the people who are teaching our kids, but you can't have an excellent school district if its staff is struggling to make ends meet; if SBSD stepped in with a lottery for reduced rate housing / subsidized housing, they'd retain a lot of people; she would love to buy, but just laughs; employer should play a big role; other professions offer housing assistance (ie: corporate housing, negotiating deals with private housing complexes) as part of their employees' benefit packages

P1: yes, employers play a role; both the District and city should help employees, in partnership, because the District works for the city; the District won't be able to do it alone (there will be too much pressure); they are responsible for making sure that young professionals can stay here and work here; SBSD wants to keep their employees long term, but the profession is becoming a short-term prospect, and not having teachers who are dedicated over the long term would be the worst thing for education; if the School District has properties and declining enrollment, then what better way to use this property than to build housing that will help its employees?

P3: teaching is a career you have to go to school for, requires a certain level of education; college students can't fill these jobs; if the District can facilitate housing, they'll keep these highly educated people; they need people to fill the need for new teachers and to fill the positions of retirees; it's sad that people who will fill these new positions will have to rent forever; when 101 was closed for a week, it spurred SBSD to consider employee housing needs; that could happen again very easily; do they want their workforce here where nothing impedes their ability to get to work? having an affordable housing program is like a circle - if employees / homeowners are paying their mortgages and it's helping the School District, then there's money to help kids in the School District, and she's also helping herself; it's such a great idea; it will help them create their own clientele

P4: she hopes that SBSD does something to help everyone;

P5: SBSD needs to help

Conclusion → employer has an important role to play with respect to assisting employees with housing costs; otherwise, turnover will be detrimental to education

b. **Which Employees Should be Assisted**

P5: it would not be right to allow current owners to buy an affordable unit for the purposes of investment; maybe it should be limited to first time buyers; should only allow employees to live in housing subsidized by SBSD, but that's hard to monitor

P1: they own a home now but they have to commute an hour, so she doesn't believe a housing benefit should be limited to first time homebuyers; she's concerned about whether she can keep her current home and still get SBSD's housing benefits

P3: at least one person residing in a home subsidized by SBSD should be an employee of SBSD; they shouldn't be allowed to buy a home as an investment; residents should be required to leave if they are no longer employed by the District; probably a buyer would have to sell any property they currently own

P2: housing benefit should be available to everyone or it's not fair; SBSD should take an application to determine need; if there's one stipulation, it should be the financial need of the household, but there are also emotional issues (ie: living an hour away) that should be considered

Conclusion → there is not much consensus on who should be assisted or how, except that benefits should not be provided to investors and an employee must be a resident to stay in the home

c. **Types of Housing Assistance to Consider**

P5: there could be a lottery for renting or buying reduced rate / priced homes; they should accommodate families

P1: they should provide single-family homes, condos and apartments at an affordable price; provide down payment assistance; reduce interest rates; provide assistance with getting through the purchasing process; provide homebuyer education

P2: SBSD should work out a deal with local private housing complexes to get them to rent to employees at a reduced rate

5. **Product Types**

a. **Apartment-style unit**

P3 & *P1*: they've each lived in this type of unit before; okay, but not their preference

P2: she lives in this type of unit now; if it's the only option, that's fine, but not her preference

P4: she wouldn't consider this type of unit

b. **Attached single family**

P3 & *P1*: they each prefer a townhouse (2 levels) to an apartment; no one lives on top

P2: she prefers a townhouse or duplex to an apartment

P4: she would consider a townhouse

P1: she would consider a duplex

c. **Detached single-family home on a small lot**

P2: she prefers a townhouse / duplex to a single-family detached home; there needs to be about 6 feet between houses, with a divider in between

P1: this is her preferred type; being 5-6 away from your neighbor is okay; just need enough space to walk through

P3: this is her preferred type; there needs to be a hedge, fence, grass median or some other divider in between homes; having them close together is fine

P4: this is her preferred type; small lots look cute and you have your own space; but, she's never lived anywhere where she was very close to a neighbor

Conclusion → most prefer a single-family detached on a small lot (close to their neighbors), but attached single-family units are also acceptable

6. **Weighing Costs & Benefits**

a. **Preference - Own or Rent**

All: preference is to own

b. **Rent Here vs. Own A Long Commuting Distance Away**

P3: she prefers to own and commute, because of her family; knows someone who rents here and rents out her home in Ventura

P1: she prefers to own and commute, because of her family; but she is considering renting in Santa Barbara, to avoid the commute; this is a very hard decision

P5: she prefers to own and commute

P4: she prefers to own and commute

P2: it's a toss up for her; she doesn't want to commute, because it put a lot of emotional stress on her in the past and she doesn't want to go back to that

Conclusion → most prefer to own and commute

c. **Larger Unit vs. Smaller Unit (Less Expensive)**

P5: she prefers a smaller less expensive unit

P2: she prefers a smaller less expensive unit

P3: she prefers a larger more expensive unit; she wouldn't own something that feels too small

P1: she prefers a smaller less expensive unit, if she could own it and live closer to work

P4: she prefers a smaller less expensive unit

Conclusion → most prefer a smaller less expensive unit

d. **Large Lot vs. Small Lot (Less Expensive)**

P5: she prefers a smaller less expensive lot; she would live in a condo

P2: she prefers a smaller less expensive lot

P1: she prefers a smaller less expensive lot

P3: she prefers a smaller less expensive lot; the trend is toward homes on smaller lots; they are cute

P4: she prefers a smaller less expensive lot

Conclusion → all would prefer a smaller less expensive lot

e. **Fee Simple vs. Leasehold / Restrictions (Less Expensive)**

P5: she prefers the leasehold / restricted unit; she wants an affordable place to live; it's okay to buy something even though you won't make a lot of money on your investment

P4: she prefers the leasehold / restricted unit, if it's easier to pay for it

P3: she prefers the leasehold / restricted unit, definitely; if one's situation changed so much that they could afford market-rate housing, then they wouldn't choose to live there anyway

P1: she prefers the leasehold / restricted unit

P2: she's leaning toward the leasehold / restricted unit; the key part is the affordability; now, she needs to work 10-12 hours a day to make ends meet

Conclusion → all would prefer a leasehold / restricted unit in order for it to be less expensive

7. **Employee Housing**

a. **Level of Interest in Moving to an Affordable, Leasehold Unit, Within 5 Years**

All: yes, they are interested

b. **Level of Interest in Living in a Workforce Housing Community**

P3: it would be fun to live in a workforce housing community; it's a cool idea to have people she works with live in the same community; River Park, being built off 101, is putting schools within its community; are those people who work at schools able to buy there or is that a requirement of working there?

P4: living in this type of community would be very nice

P2: it would be fun to be in a community and have gatherings with others working for common goal; this is the first time she's meeting these people who are part of her school district

P1: she agrees with P2; it would be interesting to live in a community that's dedicated to the bettering of kids, society, education; a lot of teachers have the same goals for their families, kids; it's not like that where she lives now

Conclusion → all feel that living in a workforce housing community would be a positive experience

c. **Good Models of Potential Residential Development**

Aldea Del Mar, Oxnard

Casa Bonita, Oxnard

Behind Cape Westin, off Telephone Road, Ventura (visible from 126 freeway)

APPENDIX D: DISCUSSION GUIDE

Part One – Background & Introductions

1. **Process**
 - Estimated time frame (~ 60 – 90 minutes)
 - Written summary of discussions → no attribution to specific individuals
 - Preparation of a written survey, to be distributed to all employees
2. **Introductions**
 - SHP → moderator (lead discussion), employee of UniDev, LLC (an independent real estate consulting firm headquartered in Bethesda, MD)
 - UniDev → independent consultant; not an employee of SBSB
3. **UniDev's Role**
 - Hired by the School Districts to provide objective advice on how the School Districts may be able to use 2 sites it owns to help solve some of its financial & staffing needs
 - As part of this analysis, we are gathering information on employee's concerns and needs with respect to housing and how it affects employment – both through these focus groups and, later, through a written survey to be sent to all employees
 - While there may be other concerns that employees have with respect to the School Districts, this focus group discussion only addresses housing issues
4. **Purpose / Importance of Focus Group Discussions**
 - "Focus groups" → Informal discussion groups used to obtain opinions about products/services/issues
 - Your input is crucial for understanding the primary concerns of employees related to housing issues
 - Any examples or ideas discussed today are purely conceptual at this stage; no decisions have been made as yet
5. **Ground Rules**
 - No right or wrong answers
 - Not necessary to agree with what others are saying; express honest opinions
 - Speak loudly & clearly & one at a time; we need to hear from everyone
 - Answers kept confidential; no attribution
6. **Self Introductions by Participants**
 - First Name
 - Job category (classified/certificated), position and work location
 - Years working for SBSB
 - Location of current residence; total # of household members
 - Average one-way commuting time from home to work
 - Do you own or rent?
 - Years living in South Coast?

Part Two – Substantive Issues

1. **Housing Location**
 - **Where did you grow up? Go to college?**

- What brought you to the area?
- What are your **most significant concerns** about living in your current location?
- Given your current employment, do you **prefer to live on the South Coast** or outside the South Coast? Why?
- How important is it to live **close to work**?

2. Housing Costs

- How concerned are you about the **cost of housing** in this area? Is it affordable to buy / rent a “desirable” home in this area?
- How **difficult is it to find housing** at a price that’s affordable to your household within an acceptable commute of work?
- Does this level of difficulty have any **affect** on your thoughts as to whether to **stay or leave** your current job? Have you considered leaving your job / moving out of the area to improve your housing situation and quality of life?

3. Employer’s Role / Responsibility

- Should an **employer assist** with housing costs?
- If yes, should an employer **assist all employees**? Or, are there **certain qualifications** that an employee must satisfy in order to get assistance? (e.g. employed at least X years; within a certain job category; earning no more than X; receiving positive reviews / commendations)
- If SBSD offered housing assistance, would you be more likely to stay at your job?
- If another employer offered housing assistance, would it cause you to seriously consider leaving your current job and accepting a new job?
- What **types of housing assistance** would be most beneficial? (opportunity to buy / rent new unit at below-market price; down payment / security deposit assistance; monthly housing payment assistance; credit counseling; homeownership counseling)

4. Product Types

- Would you consider living in an **apartment-style unit** (1 level unit, 2 or 3 story apartment building) if it were good quality, a below-market price and relatively near work? Would you consider living in a home that’s above / below another home?
- Would you consider living in an **attached single family** (townhouse, duplex) if it were good quality, a below-market price and relatively near work? Would you consider living in a home that’s attached on one / two sides to another home?
- Would you consider living in a **detached single-family home on a small lot** if it were good quality, a below-market price and relatively near work?

- Which is your **preferred housing type**?

5. **Weighing Costs & Benefits**

- Which is your preference now -- to **own or to rent**? In 5 years? 10 years?
- Own/rent **larger unit vs. own/rent smaller unit** (cheaper)?
- Own in **fee simple vs. own subject to a leasehold interest** (cheaper)?
- Own with **no resale restrictions vs. own with resale restrictions** (cheaper)
- Own on **large lot vs. own on small lot** (cheaper)
- Own **detached single-family house vs. own attached single-family house** (cheaper)

6. **Employee Housing Community**

- Would you **consider moving** to a newly constructed home with an affordable pricing / financing structure (including resale restrictions, leasehold interest), sometime in the **next five years**? If not, why not?
- Would you **consider living** in a newly constructed housing development that would be **available, as a priority, to other SBSD employees**, then potentially public employees?

7. **Other Housing Issues?**

APPENDIX E: ENTRY SURVEY & RESULTS

First Name:	<i>Respondents</i>	21		
Job Name / Type:	<i>Assistant Principal</i>	1	<i>Office Assistant</i>	1
	<i>Teacher</i>	10	<i>Registrar</i>	1
	<i>Special Ed Teacher</i>	2	<i>Secretary</i>	1
	<i>Speech-Language Specialist</i>	1	<i>Cook Baker</i>	1
	<i>P.E. Teacher</i>	2	<i>Attendance Technician</i>	1
Home Zip Code:	93001	2	93110	1
	93003	2	93117	6
	93030	1	93427	1
	93101	2	93441	1
	93105	4	No Response	1
Work Location:	<i>Dos Pueblos High School</i>	3	<i>Peabody Charter / OAS 2</i>	
	<i>Franklin Elementary</i>	1	<i>San Marcos High School</i>	5
	<i>Goleta Valley Junior High</i>	2	<i>Santa Barbara High School</i>	2
	<i>Harding Elementary</i>	1	<i>Santa Barbara Junior High</i>	4
	<i>Monroe Elementary</i>	1		

Please complete each of the questions below by filling in a number or blackening a circle, as applicable. You may use either pen or pencil. When you are finished, hand the completed form to the attendant. Thank you.

Q1. **How long** have you lived in your current home?

< 1 year	3	8 years	1
1 year	4	9 years	2
2 years	4	12 years	1
3 years	2	21 years	1
4 years	2	33 years	1

Q2. Including yourself, how many **people** live in your household?

1 person	2	4 people	5
2 people	7	5 people	1
3 people	6		

Q3. How many of those are **adults (18 or older)**?

1 adult	3	3 adults	3
2 adults	14	4 adults	1

Q4. How many adults are **employed**? (Part-time = fewer than 40 hours per week; Full-time = 40 hours per week or more)

# Part-time		# Full-time	
0	17	1	6
1	4	2	13
		3	2

Q5. Do you **own or rent** your current home?
(select one only)

Own, fee simple (home & land are owned)	13
Own, leasehold (home is owned, land is leased)	1
Rent	7
Occupy without payment rent	0

Q6. What is your household's **homeownership history**? (select one only)

This is the first home we've owned	11
We own this home & we've owned in the past	3
We don't own our current home, but we've owned in the past	1
We don't own our current home & we haven't owned in the past	6

Q7. What is the average **one-way commute time** between your home and your workplace?

< 10 minutes	5	40 minutes	2
10 minutes	5	45 minutes	3
11 – 20 minutes	3	50 minutes	1
35 minutes	1	60 minutes	1

Q8. How much is your total monthly housing cost?

(HOMEOWNERS: include mortgage principal and interest, taxes, ground lease payment (if any), and common area maintenance or other association fee, if any)

\$250	1	\$2,700	1
\$1,300	1	\$2,800	1
\$1,800	2	\$3,500	1
\$2,000	3	\$3,900	1
\$2,100	1	No Response	1
\$2,400	1		

(RENTERS: include utilities ONLY if they are included in your lump sum rental payment)

\$250	1	\$975	1
\$800	1	\$1,310	1
\$850	1	\$1,600	1
\$910	1		

Q9. RENTERS ONLY: Does the amount listed in Q8 include utilities? (select one only) Yes 2 No 4 NR 1

Q10: What was your household's gross (before taxes) income for 2004 (from all sources, including employment earnings, Social Security and other benefits): (select one only)

	All	Owners	Renters
Under \$30,000	2	1	1
\$30,000 - \$39,999	3	2	1
\$40,000 - \$49,999	4	0	4
\$50,000 - \$59,999	0	0	0
\$60,000 - \$69,999	4	3	1
\$70,000 - \$79,999	1	1	0
\$80,000 - \$89,999	1	1	0
\$90,000 - \$99,999	2	2	0
\$100,000 - \$119,999	1	1	0
\$120,000 - \$139,999	1	1	0
\$140,000 - \$159,999	0	0	0
\$160,000 - \$179,999	0	0	0
\$180,000 - \$199,999	0	0	0
\$200,000 - \$224,999	0	0	0
\$225,000 - \$249,999	0	0	0
\$250,000 or more	1	1	0
No Response	1	1	0

APPENDIX F: EXIT SURVEY & RESULTS

First Name:	<i>Respondents</i>	13		
Home Zip Code:	93001	1	93105	3
	93003	2	93117	3
	93030	1	93427	1
	93101	1	93441	1
Job Name / Type:	<i>Assistant Principal</i>	1	<i>Attendance Technician</i>	1
	<i>Teacher</i>	9	<i>Cook / Baker</i>	1
	<i>Special Ed Teacher</i>	1		
Work Location:	<i>Dos Pueblos High School</i>	1	<i>Peabody Charter</i>	1
	<i>Franklin Elementary</i>	1	<i>San Marcos High School</i>	1
	<i>Goleta Valley Junior High</i>	2	<i>Santa Barbara Junior High</i>	3
	<i>Monroe Elementary</i>	1	<i>Santa Barbara High School</i>	3

Please complete each of the questions below by filling in a number or blackening a circle, as applicable. You may use either pen or pencil. Return the completed form to the attendant.

- Q1. **If you were not concerned about housing costs, would your household own or rent its next home?** *(select one)*
- | | | | | | |
|-----|----|------|---|----|---|
| Own | 11 | Rent | 0 | NR | 2 |
|-----|----|------|---|----|---|
- Q2. **Rank the significance to your household of the following concerns about buying or owning a home.**
(Place a "1" next to the MOST important concern, a "2" next to the second most important, etc.)
- | | | | |
|--|--------|---|---|
| My household's ability to afford the down payment and closing costs. | Rating | 1 | 3 |
| | | 2 | 1 |
| | | 4 | 2 |
| | | 6 | 2 |
| No Response | | | 5 |
| My household's ability to afford monthly housing costs. | Rating | 1 | 5 |
| | | 2 | 2 |
| | | 3 | 2 |
| No Response | | | 4 |
| The difficulty of finding an affordable home that's good quality and an appropriate size for my household. | Rating | 1 | 1 |
| | | 2 | 5 |
| | | 3 | 2 |
- Q3. **If the "right" type of house (size, quality & layout you need), at the "right" price (affordable for your household), was available in the South Coast,**
- a. **how likely is it that your household would consider buying...**
- | | | | |
|---|--------|---|---|
| The difficulty of finding an affordable home that's convenient to work. | Rating | 1 | 2 |
| | | 2 | 1 |
| | | 3 | 3 |
| | | 4 | 1 |
| | | 5 | 1 |
| No Response | | | 5 |
| The responsibility of maintaining a home. | Rating | 2 | 1 |
| | | 4 | 2 |
| | | 5 | 1 |
| | | 6 | 3 |
| No Response | | | 6 |
| The long-term financial commitment that we would be taking on. | Rating | 5 | 5 |
| | | 6 | 2 |
| No Response | | | 6 |

<i>Extremely Likely</i>				<i>Not at all Likely</i>
5	4	3	2	1

...during the next 5 years?

8	2	0	1	1
	<i>No Response</i>			1

...during the next 2 years?

8	0	3	0	2
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b. **how likely is it that your household would consider renting...**

<i>Extremely Likely</i>				<i>Not at all Likely</i>
5	4	3	2	1

...during the next 5 years?

2	2	1	1	6
	<i>No Response</i>			1

...during the next 2 years?

3	1	1	1	6
	<i>No Response</i>			1

Q4. **Again, assuming the type & price are right and you were looking to buy, how likely is it that your household would consider buying...**

<i>Extremely Likely</i>				<i>Not at all Likely</i>
5	4	3	2	1

a. **A new high-quality apartment-style unit?** (a 1 level unit in a building with several other similar units)

2	1	3	1	5
	<i>No Response</i>			1

b. **A new high-quality townhouse unit?** (a 1 or 2 level house that's attached on 2 sides to similar houses)

5	3	3	1	0
	<i>No Response</i>			1

c. **A new high-quality duplex unit?** (a 1 or 2 level house that's attached on 1 side to a similar house)

6	6	1	0	0
---	---	---	---	---

d. **A new high-quality single-family detached unit on a small lot?** (1 or 2 level detached house on a 6,000 sq ft lot)

10	1	0	1	0
	<i>No Response</i>			1