



Community, Housing, & Human Services Board

April 3, 2025, 4:00 -6:00 p.m. *attachments included

IN-PERSON: City Council Briefing Center, 808 W. Spokane Falls Blvd., Spokane
TO ATTEND REMOTELY: [CLICK HERE to join via Microsoft Teams](#)

TIMES GIVEN ARE AN ESTIMATE AND ARE SUBJECT TO CHANGE									
4:00 – 4:10	Call to Order – Board Chair								
	<ol style="list-style-type: none"> 1. Roll call 2. Approval of Agenda: ACTION 3. Approval of Minutes: ACTION (March)* 4. Public comment – Please restrict comments to items relevant to the CHHS Board 								
4:10 – 4:40	Board Education								
	<ol style="list-style-type: none"> 1. Low-Income Housing – Barriers to Development (H Staal)* 								
4:40 – 4:55	Action Items								
	<ol style="list-style-type: none"> 1. Human Services Committee member nomination (J Randall)* 2. Affordable Housing Committee recommendation re: grant increase (D Edwards) 3. Close of public comment period on April 10 (H Page) 								
4:55-5:05	Public Hearing								
	<ol style="list-style-type: none"> 1. Consolidated Plan & Annual Action Plan (H Page) 								
5:05 – 5: 20	Discussion Items								
	<ol style="list-style-type: none"> 1. City Council representation (N Ocheltree) 2. Annual retreat (K Ssebanakitta)* 3. Board recruitment (K Ssebanakitta)* 								
5:20 – 5:40	CHHS Director’s Report								
	<ol style="list-style-type: none"> 1. Q&A from latest CHHS Newsletter 2. Upcoming contract performance reviews/de-obligations 3. Upcoming RFPs & status of RFP recommendations made 4. Federal/State funding outlook 5. 5-Year Plan to Prevent or Eliminate Homelessness 6. PIT 7. Department updates 								
5:40 – 5:55	Committee & Partner Updates								
	<table border="0"> <tr> <td>-Affordable Housing Committee (D Edwards)</td><td>-Human Services Committee (J Randal)</td></tr> <tr> <td>-City Council (CM Navarrete)</td><td>-Spokane County (G Dahl)</td></tr> <tr> <td>-Continuum of Care (G Mantz)</td><td>-Regional Homeless Collaborative (L Hope)</td></tr> <tr> <td>-Veterans (W Anderson)</td><td></td></tr> </table>	-Affordable Housing Committee (D Edwards)	-Human Services Committee (J Randal)	-City Council (CM Navarrete)	-Spokane County (G Dahl)	-Continuum of Care (G Mantz)	-Regional Homeless Collaborative (L Hope)	-Veterans (W Anderson)	
-Affordable Housing Committee (D Edwards)	-Human Services Committee (J Randal)								
-City Council (CM Navarrete)	-Spokane County (G Dahl)								
-Continuum of Care (G Mantz)	-Regional Homeless Collaborative (L Hope)								
-Veterans (W Anderson)									
5:55 – 5:59	Closing Announcements								
	<ol style="list-style-type: none"> 1. Announcements & information sharing from the floor 2. Next meeting: Annual Retreat Wed May 7 8:30a-1p 								
6:00	Adjournment – Board Chair								

VISION: To provide opportunities that enhance the quality of life for Spokane’s extremely low to moderate income population.

2025 MEETING SCHEDULE: CHHS Board meetings are 4-6pm the first Wednesday monthly, unless otherwise posted. See <https://my.spokanecity.org/bcc/boards/community-housing-and-human-services-board/> for agendas and minutes. Attend in person at City Hall (lower level, City Council Briefing Center) or virtually via Microsoft Teams at [this link](#).

STANDING COMMITTEES (*indicates seats filled by Board members)

Affordable Housing Committee (2nd Tuesday monthly, 10:30 am - 12:00 pm):*David Edwards (Chair), *Eric Robison (Vice Chair), Phil Altmeyer, Andrew Hoyer, Brian Jennings, Patricia Kienholz, Adriane Leithauser, Mark Muszynski, Arlene Patton, Jesus Torres, *Caroline Yu, Pavel Parfilo(nonvoting) -- (1 vacancy)

Human Services Committee (4th Wednesday monthly, 1:00 - 2:00 pm):*James Randall (Chair), *Karen Ssebanakitta (Vice Chair), Susan Christenson, *Leslie Hope, *Barb Lee, Bob Lutz, , Arlene Patton, Kim Taylor, Diane Zemke, Chris McKinney (non-voting) -- (3 vacancies)

Executive Committee: (3rd Wednesday monthly, 4:00 - 5:00 pm): Karen Ssebanakitta, Leslie Hope, David Edwards, James Randall

AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION: The City of Spokane is committed to providing equal access to its facilities, programs and services for persons with disabilities. The meeting location is wheelchair accessible and equipped with an infrared

assistive listening system for persons with hearing loss. Headsets may be checked out (upon presentation of picture I.D.) through the meeting organizer. Individuals requesting reasonable accommodations or further information may call, write, or email Risk Management at 509.625.6221, 808 W. Spokane Falls Blvd, Spokane, WA, 99201; or mlowmaster@spokanecity.org. Persons who are deaf or hard of hearing may contact Risk Management through the Washington Relay Service at 7-1-1. Please contact us forty-eight (48) hours before the meeting date

CHHS Board Meeting Minutes

March 5, 2025

Roll Call: (4:03 PM)

Board Attendance	Jan 8	Feb 5	Mar 5	Apr 2	May 7	Jun 4	Jul 2	Aug 6	Sep 3	Oct 1	Nov 5	Dec 3
Hollis Stahl	x	x	x									
Barb Lee	x											
Caroline Yu	x	x	x									
Christabel Agyei												
David Edwards (Co-Vice Chair)	x	x	x									
Eric Robison	x	x	x									
Flor Casteneda	x	x	x									
George Dahl (County, non-voting)	x	X*	x									
Gloria Manz (CoC, non-voting)		X*	x									
James Randall	x	x	x									
Karen Ssebanakitta (Chair)	x	x	x									
Leslie Hope (Co-Vice Chair)	x	x	x									
Lili Navarrete (City Council, non-voting)	x	x	x									
Paul Dillon (City Council, non-voting)												
Wes Anderson (Veterans)	x	x	x									
VACANT (Community Assembly)												

City of Spokane Staff: Arielle Anderson, Melissa Morrison, Heather Page, Kimberly Babb, Tessa Jilot, John Gammal, Paradis Pourzanjani, Keri Cederquist, Aziz Rahmaty, Nicolette Ocheltree, Amanda Martinez, Lucas Masjoan, Cyrusz Campos, Andres Grageda

Community Members: Elaine Mansoor

1. March 2025 agenda reviewed and adopted:

- James Randall moved; Wes Anderson seconded - passed unanimously.
- Director's report moved to first item to allow Arielle Anderson to leave early.

2. December 2024 & February 2025 minutes reviewed and passed:

- Wes Anderson moved; Leslie Hope seconded - passed unanimously.

3. Board Education

- Consolidated Plan, CAPER, & Annual Action Plan (Heather Page)
- Presentation on 2025-2029 Consolidated Plan & 2025 Annual Action Plan
- Discussion re: eligible uses of funds and priorities for our community
- Motion to Open Public Hearing Period -3/6/25 – 4/10/25
 - Leslie Hope moved; Wes Anderson seconded – passed unanimously.

4. Action Items

Board Memberships

- Vacancy - Christabel A. moving to Ohio and resigned from Board/Committee work
 - Discussion re: contacting applicants from prior round of Board Vacancies – committee reached out to some of the prior applicants to see if still interested.
 - Bob Lutz – pending clarification on conflicts of interest.
 - Cast out in the community for additional applicants – tribal member would be a good addition since missing representatives. Youth or higher education representatives.

- Community Assembly representative selection process
 - Motion to Endorse Sarah Bower – Wes Anderson moved; Leslie Hope seconded – passed unanimously
- City legal department determined employees of jurisdictions that award grants from the same funding sources as CHHS can't be voting members of the board or its committees due to conflict of interest when voting on grants/funding for their jurisdictions. This affects the voting status of current board and committee members from City Council, the City of Spokane Valley, CoC and Spokane County.

CDBG Affordable Housing Funding Recommendations

- Motion to Forward CDBG Housing Funding Recommendations to City Council – David Edwards moved; Leslie Hope seconded – passed unanimously
- Eric Robison abstained from voting

CDBG Public Services Funding Recommendations

- Motion to Forward CDBG Public Services Funding Recommendations to City Council – James Randall moved; Wes Anderson seconded – passed unanimously

Open Public Hearing Period

- Motion to Open Public Hearing Period: 3/6/25 – 4/10/25
 - Leslie Hope moved; Wes Anderson seconded – passed unanimously.

5. Public Hearing

Consolidated Plan, CAPER, & Annual Action Plan

- Leslie Hope moved; Wes Anderson Seconded - passed unanimously

6. Discussion Items

City Council Representatives on CHHS Board (N Ocheltree)

- Unable to discuss at last Urban Experience meeting due to timing; may be discussed at next Urban Experience meeting.
 - Will be meeting with Council again to discuss before revisiting.

Annual Retreat (K Ssebanakitta)

- Retreat planned for 5/7/25 from 8:30 am – 1 pm.
- Review of draft agenda topics/presentations; to be finalized at next Board meeting (last meeting before retreat)

7. CHHS Director's Report

Q&A from latest CHHS Newsletter

- High level overview of LSA report included in Newsletter and what the LSA report is.
- Arielle to find previous year's LSA report to compare with current LSA report.

Upcoming Contract Performance Reviews/Potential Reallocations Process

- Encouraged committee members to attend Urban Experience Committee Meeting on 3/10 as CHHS will provide an update on HHOS projects and spending, as well as LSA report.
- 3/26 – presenting to CoC Board on their portfolio of projects & Q2 QPRs.
- Winding down of inclement weather beds.
- Update on scattered site model progress.

8. Department Updates

- None

9. Committee & Partner Updates

Affordable Housing Committee (D Edwards)

- Affordable Housing & Tenant Based Assistance RFP to be published on 3/6/25.
- Plan Commission is hosting 4 community visioning workshops, public and CHHS encouraged to attend; next on March 12 at Central Library in afternoon.
- Upcoming review of neighborhood CDBG applications.

Human Services Committee (J Randall)

- Vacancy on Human Services Committee since Christabel leaving.
- Discussion when next NOFA for Human Services to be released – none that staff is aware of.
 - If nothing to talk about at committee meeting, don't meet.

City Council (CM Navarrete)

- Council still working to develop proposal/ordinances based on feedback from Homeless Roundtables; Hoping to have something in the next month to propose and share with public.

Spokane County (G Dahl)

- Met with City of Spokane Valley and City of Spokane last week, meeting focused on interlocal agreements that will focus on 5-year plan to end homelessness to ensure we're all working towards objectives in that plan from CoC. Invited to CoC leadership to Board of County Commissioners Strategic Planning Meeting on Monday 3/10/25 at 9:15 am.
- County will be making funding decisions with Advisory Committee and Board of County Commissioners in the next few weeks
- Article in the Inlander for 3/6/25 with interviews from Dawn, Gloria, and George on regional approach and coordination.

Continuum of Care (G Mantz)

- Appreciation for coordination of jurisdictions; encourage everyone to view Inlander article George referenced.

Regional Homeless Collaborative (L Hope)

- Meetings quarterly so nothing new since last meeting

Veterans (W Anderson)

- Discussion re: thousands of veterans laid off from VA – working to find services for veterans due to short staffing at VA; those laid off from VA were on “probationary” period and let go by Federal Government.

10. Closing Announcements

- Announcements & information sharing from the floor.
 - Melissa Morrison - Hosting in-person meeting at City Hall in a couple weeks on how to better integrate SOAR into CoC projects to help with housing stability; notify Melissa if interested in attending.
- Next meeting (remote Chair): **4/2/2025**.

Adjourn 5:27 PM

UTILIZATION OF AFFORDABLE HOUSING & INCLUSIONARY ZONING INCENTIVE POLICIES IN SPOKANE WASHINGTON

Hollis Staal - Eastern Washington University

Summer, 2024



Image Credit: https://www.hud.gov/topics/rental_assistance

Agenda

Spokane Policies

Research Questions

Methods

Findings

Conclusion



Image Credit: <https://my.spokanecity.org/news/stories/2016/03/02/engage-with-us-about-the-state-of-the-city/>

Inclusionary Zoning

Policies which require or incentivize the inclusion of affordable units in market-rate housing development.



Image Credit: <https://my.spokanecity.org/news/stories/2016/03/02/engage-with-us-about-the-state-of-the-city/>



City of Spokane's Zoning Impact – Inclusionary Zoning (IZ) Policies

The City of Spokane has 8 Policies that are explicitly identified as being intended to promote the development of lower-cost housing within Spokane Municipal Code (SMC).

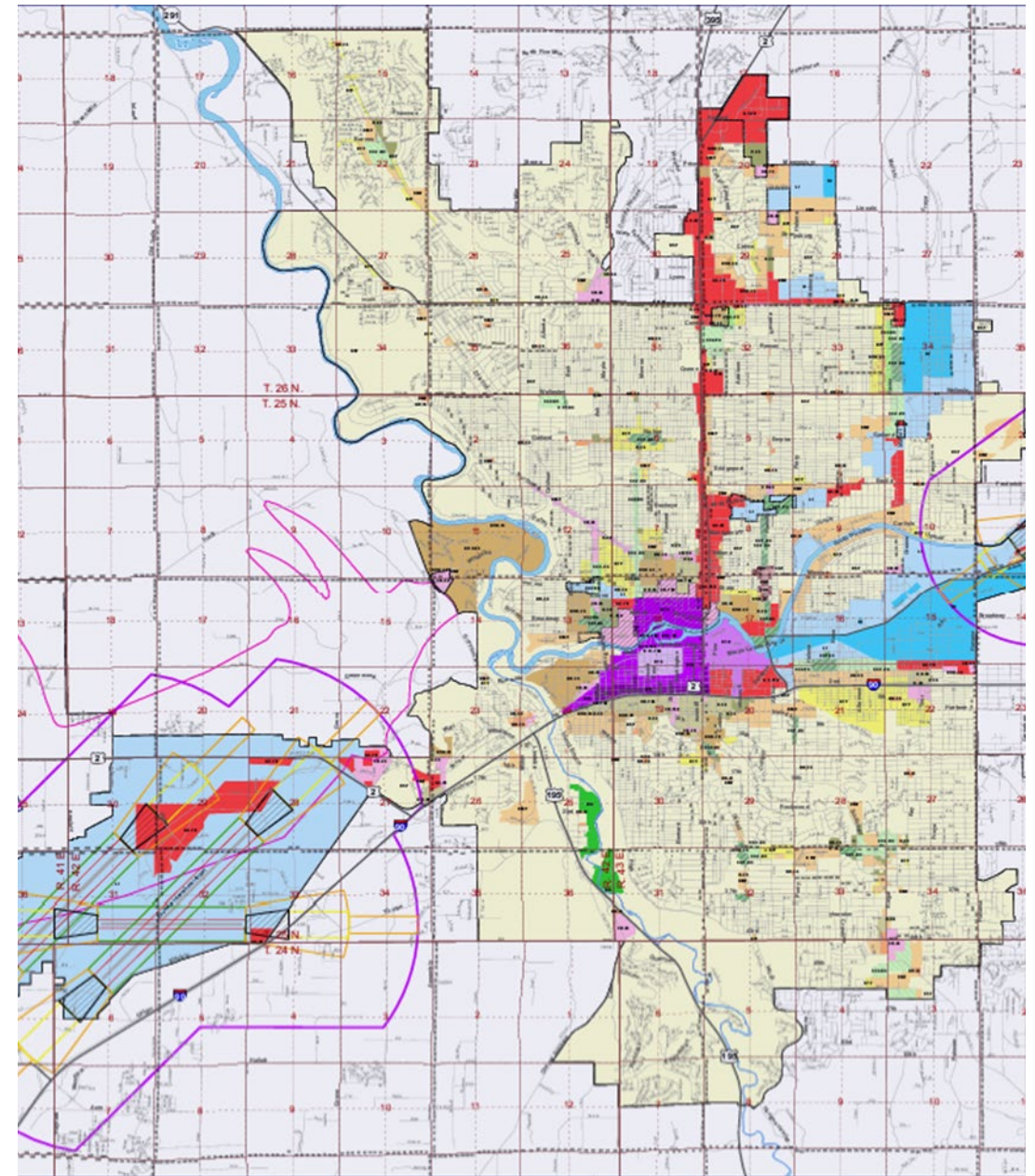


Image Credit City of Spokane:

\\cosfile3\GIS\Project\GIS\PublicWebsiteMaps\Zoning_Pro_2022\Zoning.aprx

Sales and Use Tax Deferral Program

- SMC 08.07D *sunset clause 4-9-2028*

- Taxes on all materials associated with the development may be deferred or waived.
- In exchange for tax deferral/waiver multi-family units must be rented or sold for a price at or below fair market rent.
- Project location must be “underdeveloped” (surface parking lots).
- Housing units must be maintained for 10-years after certificate of occupancy is received, otherwise taxes are due to be paid back. If the full 10-year period is reached, taxes are waived.
- Applicants must state that they would not have developed the site without the availability of the tax deferral opportunity (specific to Spokane)



Image Credit: City of Spokane Downtown Parking Study, 2019



Disposition of Surplus Real Property- SMC 12.10.060

- The City may sell property at a discount, lease at no cost, or gift property to an entity who agrees to develop or provide housing affordable to households earning 0-81% MFI.
- The City of Spokane requires affordable units to be guaranteed by a note recorded on the deed or other property conveyance instrument.

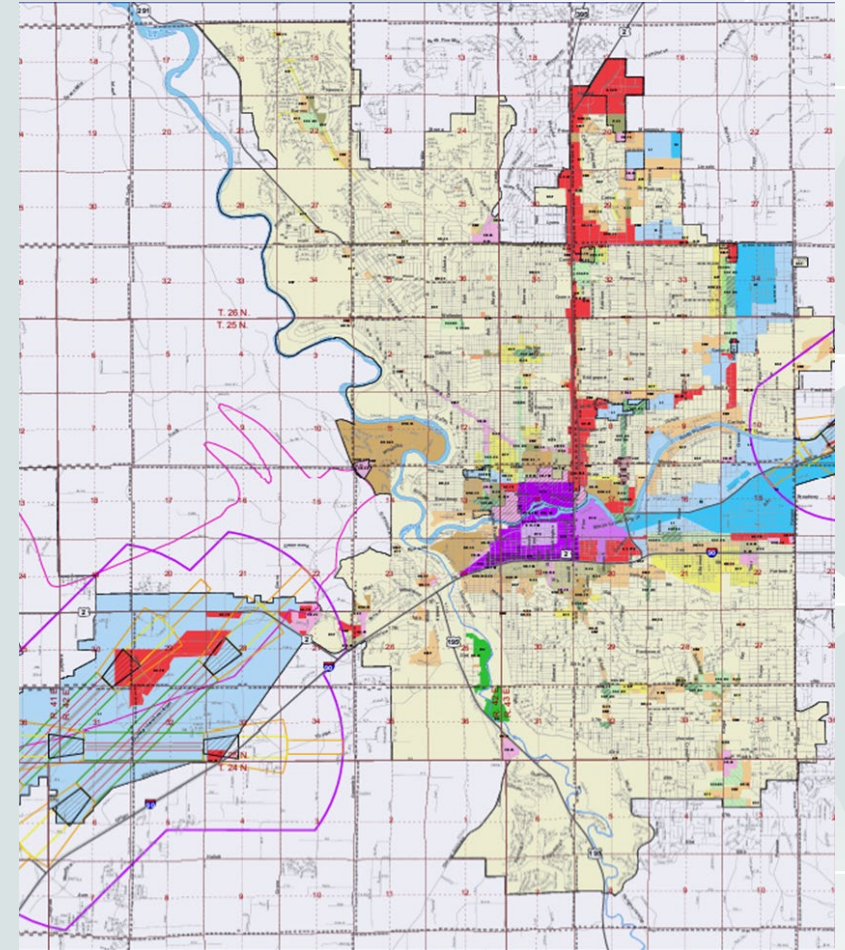


Image Credit City of Spokane:

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.aprx

General Facilities Charges (GFC) Waiver– SMC 13.04.2024 *repealed 3-13-2024*

- GFC's could be waived for developments participating in the MFTE or Sales and Use Tax Exemption programs.
- The updated City Code (SMC 13.04.2042:A:4) reads that it "is not in the public interest to waive GFCs, because without adequate GFCs, the City's current utility customers bear the burden of paying for new capacity to serve growth"
- GFC's are still available to be waived if the City is able to locate funding from other sources to cover the costs.

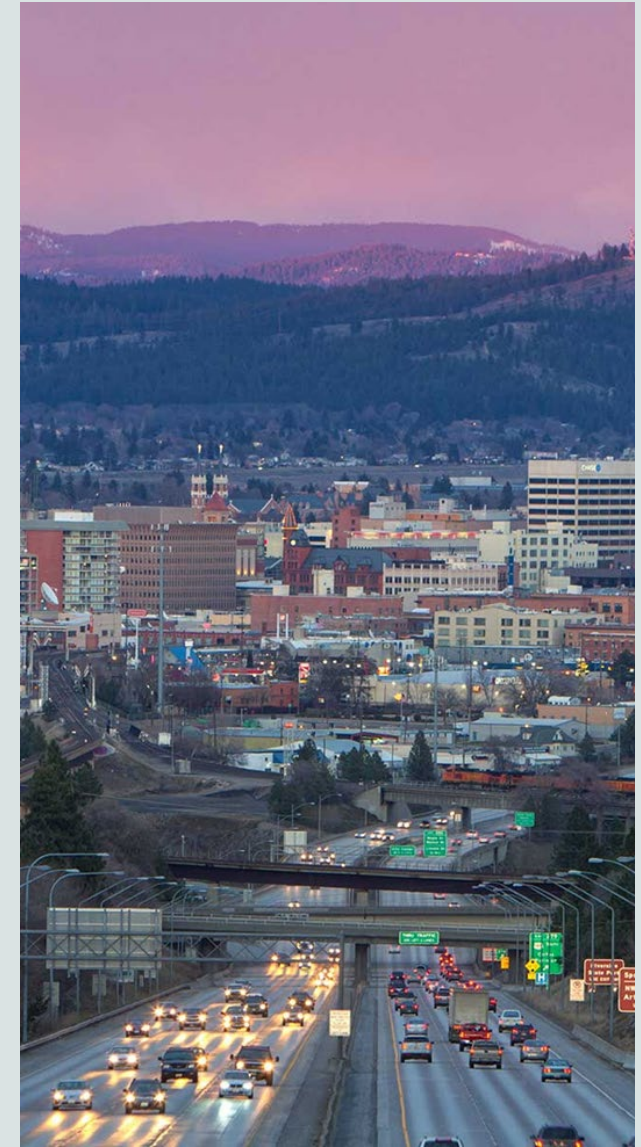


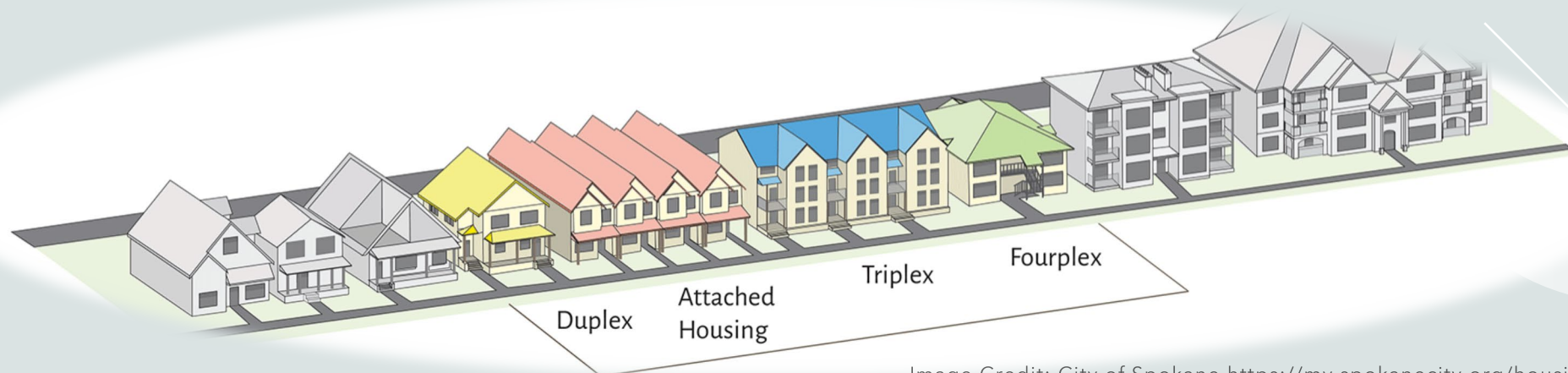
Image Credit:

<https://my.spokanecity.org/news/stories/2016/03/02/engage-with-us-about-the-state-of-the-city/>

Floor Area Ratio (FAR) Bonus – SMC 17C.122.090.C.2

Available in the City's Centers and Corridors Zones.

- Projects that set aside 20% of their units for households earning less than 80% AMI in addition to two major amenities can double their maximum FAR.
- Projects can increase their maximum FAR by providing minor and major amenities.
 - *Including street seating, pedestrian-scaled lighting, public art, etc.*



Bonus Height Provisions – SMC 17C.124.220.G

Available in the City's 4 Downtown Zones

- No height limit in Downtown Core.
- 12-story height limit in the Downtown General, Downtown University, and Downtown South zones.
 - *Housing affordable to 80% AMI is not subject to height restrictions.*
- 16-story limit if 25-50% of the residential units are affordable to households earning 120% AMI or less.
- Height Bonuses can also be achieved through public amenities and material choice.



Image Credit: W. Bartsma

https://en.wikipedia.org/wiki/U.S._Bank_Building_%28Spokane%29

10-20% Transportation Impact Fee Reduction – SMC 17D.075.070

Available in the City's Centers and Corridors Zones.

- 10% Impact fee reduction for
 - *Pedestrian/bicycle infrastructure*
 - *Dense and mixed-use development*
 - ***Affordable units not required.***
- 20% Impact fee reduction if 20% of the residential uses are affordable to 80% AMI or less.

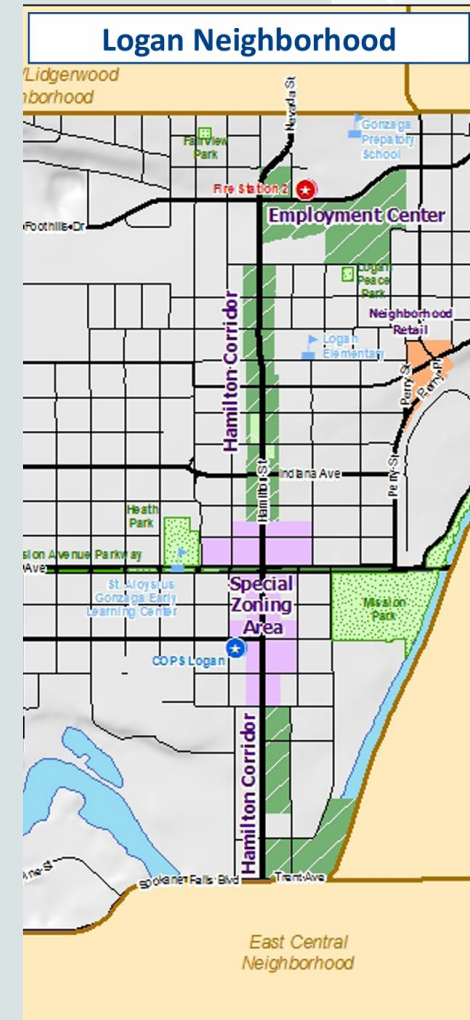


Image Credit: City of Spokane Neighborhood Profiles – Logan Neighborhood

Planned Unit Developments (PUD) – SMC 17G.070.010

- PUD's offer flexible design standards intended to encourage infill, mixed-use, and economically diverse and affordable housing options.
- PUD's allow for up to a 10% density increase if up to 10% of developed housing is affordable.



Image Credit Greenstone Homes:

<https://www.greenstonehomes.com/community-kendall-yards/>

Multi-family Housing Property Tax Exemption (MFTE) – SMC 08.15.090

- Property taxes on residential construction/improvements are exempted for periods of 8, 12, and 20 years for multi-family developments (4-units minimum).
- 8-year exemption: student/congregate housing qualifies without inclusion of affordable units.
- 12-year exemption: 25% of the units must be rented or sold to households earning 51-115% of the Median Family Income (MFI) or Area Median Income (AMI).
- 20-year exemption: 25% of the units must be sold to a qualifying non-profit or local government partner that will ensure permanent affordable homeownership.



Image Credit Apartments.com:

<https://www.apartments.com/highline-at-kendall-yards-spokane-wa/ygn2rks/>



Contribution to the Literature

Literature focus has so far been on the success of IZ policies and impact on development patterns.

Little research engages with private developers and builders directly.



Image Credit City of Spokane: <https://my.spokanecity.org/housing/affordable/>

Research Questions

1. To what extent are these policy incentives attractive enough to generate affordable housing units among private-market builders and developers?
2. To what extent are these policies being utilized?
3. To what extent do these policies need to be revised, and if so, how?



Image Credit Rekindling Kendall, The Inlander:

<https://www.inlander.com/news/rekindling-kendall-2130110>



Interview Subjects

Analytic Framework

If the perceived cost-cutting measures are sufficient to offset the lost revenue from affordable rental or home-ownership housing units.

If the perceived cost-cutting measures are sufficient to induce developers to engage with the voluntary policies.

If the policy is getting utilized at all by non-profit and for-profit organizations, and if so, how much of an impact is it having.

If the policy has inherent conflicts that could potentially counteract the community benefits of the policy; such as infill development, gentrification potential, etc.

Findings:

|



Sales and Use Tax Deferral

Developers on if they have or would use this program:

- “Absolutely. ***That is an amazing incentive.***”
- “That ***should be a very significant incentive*** because it could save about 10% of the construction taxes off the top.”

Cost-cutting measures
are sufficient



Sales and Use Tax Deferral

Developers on if they have or would use this program:

- “We wouldn’t use this. The reason isn't necessarily because of the tax deferrals not being enough. More to do with the retooling of the way we do things. ***Figuring out all the rules we would have to follow is too difficult.***”
- “The restrictions on location and the tax deferral offered are **not sufficient as a stand-alone incentive.**”

Cost-cutting measures are not attractive enough.

Sales and Use Tax Deferral

Cost-cutting measures are sufficient.

Cost-cutting measures are not attractive enough.

Has begun to be utilized, no non-profits indicated they were using it.

Underdeveloped properties in the urban core present conflicts – location incentivizes maximized profits.

Disposition of Surplus Property

Cost-cutting measures are sufficient.

Cost-cutting measures are cancelled by developer doubts and disinterest.

Developers on if they have or would use this program:

- "Getting land that is either free or discounted substantially ***can be important or can be very helpful.***"
- "It is mostly virtue signaling on the part of municipalities. They talk a nice story and then actually never do it. And if they do it is for some other purpose."



Image Credit City of Spokane:

\\cosfile3\GIS\Project\GIS\PublicWebsite

Maps\Zoning_Pro_2022\Zoning.aprx

Disposition of Surplus Property

Cost-cutting measures are cancelled by developer doubts and disinterest.

Developers on if they have or would use this program:

- "Surplus property in Spokane are ***almost nonexistent***," or require substantial remediation.
- "It is great that the city has this program, but it is completely ***unnecessary to tie it to affordable housing.***"



Image Credit City of Spokane:

\\cosfile3\GIS\Project\GIS\PublicWebsite

Maps\Zoning_Pro_2022\Zoning.aprx

Disposition of Surplus Property

Cost-cutting measures are sufficient

Cost-cutting measures are cancelled by developer doubts and disinterest.

Used by Non-Profit and For-Profit Developers (locally only non-profits).

Surplus Property is not always or often ideal for housing development.

General Facilities Charges Waiver

Cost-cutting measures are sufficient

Cost-cutting measures are not attractive enough.

Developers on if they have or would use this program:

- Due to interest accrual on fees which are due at the beginning of the project, "It is probably ***better to have them waived.***"
- "If a private developer thinks they can achieve market rate rents in a unit, there is ***no reason or little reason***, for them to pursue that particular benefit."
- "With the added paperwork ***most builders are not*** going to choose to do that."



General Facilities Charges Waiver

GFC waivers undercut the City's ability to provide adequate facility operations.



Developers on if they have or would use this program:

Due to the fee-waiver zone "We used it because it was automatic.

We did not need [the waiver], there was no incentive. ***We would***

have built houses anyway."

General Facilities Charges Waiver

Cost-cutting measures are sufficient

Cost-cutting measures not attractive enough.

Previously used by Non-Profit and For-Profit Developers.

GFC waivers undercut the City's ability to provide adequate facility operations. Utilization in Waiver Zones creates conflict.

FAR & Height Bonuses

Cost-cutting measures are not sufficient

Cost-cutting measures are not attractive.

Developers on if they have or would use this program:

- “There is ***no density bonus that would offset the costs*** of building beyond four stories.
- “These are all ***worthless incentives***. There are dimensional standards that will prevent you from even reaching the underlying maximum density of the zone.”



Image Credit: W. Bartsma
https://en.wikipedia.org/wiki/U.S._Bank_Building_%28Spokane%29

FAR & Height Bonuses

Cost-cutting measures are not sufficient

Cost-cutting measures are not attractive.



Developers on if they have or would use this program:

- “Even if the incentives maybe are not great today, as that ***delta between market and affordable grows***... it would perhaps be more worth their while.”

Image Credit: W. Bartsma

https://en.wikipedia.org/wiki/U.S._Bank_Building_%28Spokane%29

FAR & Height Bonuses

Cost-cutting measures are not sufficient

Cost-cutting measures are not attractive.

Not utilized.

Location incentivizes maximum profits. Bonuses can be achieved by providing amenities rather than affordable housing.

10-20% Transportation Impact Fee Reduction

Developers on if they have or would use this program:

- Mixed-use developments would be attractive if the zoning allowed for it but ***“the affordable thing is what gets in the way.”***
- “Developers are tenacious and have a lot of grit. So throw more regulations and requirements” at the developer, the question will still be ***if the project will pencil.***
- ***“I think everyone's really interested in mixed use.”***

Cost-cutting measures can be sufficient.



10-20% Transportation Impact Fee Reduction

Developers on if they have or would use this program:

- Developers “tend to specialize... To combine two different areas of expertise requires different skills from subcontractors and staff. ***It is shocking that anyone would make that change.***”
- “Generally speaking, ***if mixed-use is a requirement that often is a non-starter.***”
- “The complications of mixed-use do pose a ***significant challenge*** for developers in particular.”

Cost-cutting measures are not attractive enough.



Image Credit: City of Spokane
Neighborhood Profiles - Logan
Neighborhood

10-20% Transportation Impact Fee Reduction

Cost-cutting measures can be sufficient – particularly in conjunction with other incentives.

Cost-cutting measures are not attractive enough.

Not utilized with affordable housing.


Bonuses can be achieved by providing amenities rather than affordable housing.



Planned Unit Development (PUD)

Cost-cutting measures
are not attractive
enough.

Developers on if they have or would use this program:

- PUDs are ***not ideal for non-profits*** but can be “the only way to [develop affordable housing] in areas that have more archaic zoning codes.”
 - PUD’s are ***“not going to be an incentive”*** for affordable housing because there is no affordability requirement.
- 

A decorative graphic of several overlapping, stylized leaves in a light gray color, positioned on the left side of the slide.

Planned Unit Development (PUD)

Cost-cutting measures
are not attractive
enough.

Developers on if they have or would use this program:

- Inclusion of affordable housing in a PUD would “***depend on a developer’s niche.***”

If a developer is building million-dollar houses, there is ***no incentive that will push them to develop affordable houses.*** If a developer is ***already*** doing affordable, or entry level, then maybe”

- “Only a benevolent private developer will include affordable housing. ***They have to want to do affordable housing to begin with.***”

Planned Unit Development (PUD)

Cost-cutting measures can be sufficient – not in Spokane.

Cost-cutting measures are not attractive enough.

Non-Profits utilize when necessary, For-Profits utilize for diverse housing.

PUD's have potential to create gentrification.

Multi-Family Tax Exemption

Cost-cutting measures are
sufficient

Developers on if they have or would use this program:

- "The 8-year program, and the 12-year program are ***great programs.***"
- "We have used this, not necessarily in Spokane... In other jurisdiction's it has been ***the difference between deals working and not working.***"



Image Credit Apartments.com:

<https://www.apartments.com/highline-at-kendall-yards-spokane-wa/ygn2rks/>

Multi-Family Tax Exemption

Cost-cutting measures are sufficient.

Developers on if they have or would use this program:

- "The old Macy's building, most of Kendall yards, some other projects utilized this exemption. That incentive has proven viable, ***those developments may not have happened without the incentive.***
- ***"It probably has not provided low-income housing, however."***



Image Credit Apartments.com:

<https://www.apartments.com/highline-at-kendall-yards-spokane-wa/ygn2rks/>

Multi-Family Tax Exemption

Cost-cutting measures are not attractive enough to incentivize developers to participate in **affordable** housing development.

Developers on if they have or would use this program:

- ***If*** we did this sort of work we would absolutely be interested in this tax exemption. It is more effective with people who are ***already*** doing affordable units, encouraging those developers to do more and make more money off the process they are already doing."



Image Credit Apartments.com:

<https://www.apartments.com/highline-at-kendall-yards-spokane-wa/ygn2rks/>

Multi-Family Tax Exemption

Cost-cutting measures are not attractive enough to incentivize developers to participate in **affordable** housing development.

Developers on if they have or would use this program:

- “In Seattle the MFTE is just a no-brainer. One of the big reasons why it is such a motivation is that there is a ***big gap between affordable rents and the market rents***, but the costs and the taxes are also so high that it pays for itself. ***Here in Spokane there is less of a gap*** between affordable and market rent.”



Image Credit Apartments.com:

<https://www.apartments.com/highline-at-kendall-yards-spokane-wa/ygn2rks/>

Multi-Family Tax Exemption

"The MFTE program really
***does not incentivize building
more affordable housing.***" -
non-profit developer

Cost-cutting measures are sufficient.

Cost-cutting measures are very
attractive **only** when they don't come
with affordable housing requirements.

Exclusively used by For-Profit
developers.

Tax exemptions in Target Investment
Areas (TIA's) undermine the policy
objective of increasing low-cost
housing supply.



Developer Interview Questions

- If you (or your organization/company) have developed or intend to develop affordable housing units, what is your **motivation**?
- How important is **profit** when developing affordable or market rate housing units?

Community based housing for individuals with disabilities

Price point conscious

Believe in a world where everyone has a decent place to live

"Commitment to human dignity"

Driven by the ideal that we can make better communities by providing housing

Mission driven to house people

Appreciate historic buildings and what they contribute to the safety and wellness to the city

"Housing as a human right"

Motivated to house people, but also profit-driven

Entry level market rate

Value housing affordable to local employees



Image Credit Greenstone Homes: <https://www.greenstonehomes.com/community-kendall-yards/>

Incentives that reduce up-front costs
can substantially impact a projects
ability to pencil

Sales and Use Tax Deferral

Impact Fee Reduction

GFC Waiver

Disposition of Surplus
Property

Policies that require For-Profit and Non-Profit Developers to deviate from their niche specialization have limited opportunity for use

FAR Bonus

Height Bonus

Mixed-Use Impact Fee
Reduction

Affordable Housing in
general

Affordable Housing in the private market is dependent on “benevolent developers”.

Non-Profit Developers will utilize any cost-cutting opportunity available.

Subsidy Layering Review

1.25 Expense to Revenue Ratio

Motivated by Housing as a Human Right

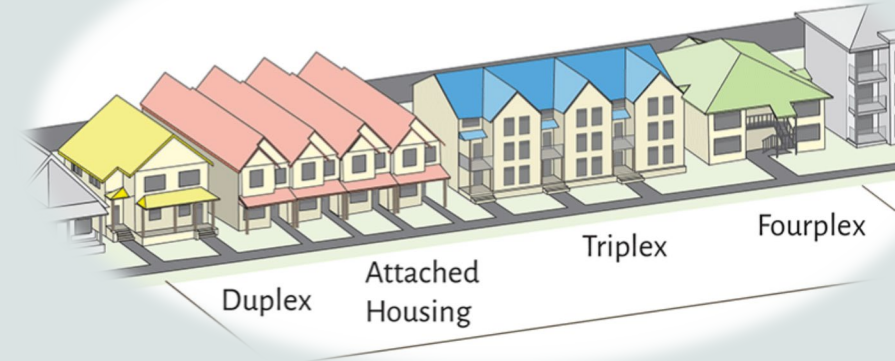


Image Credit: City of Spokane

<https://my.spokanecity.org/housing/building-opportunity/>

For-Profit Developers are motivated to supply profitable demands.

Private development reacts to "market trends" and will not act in advance of housing crises.

Will choose community benefits only if it doesn't hurt profits or complicate their process.

Motivated to lower costs for target consumer group.

Market-rate housing is always going to be more profitable...

Conclusion



- For-Profit Developers will never be motivated to participate in affordable housing development on the scale required to end or even *reduce* homelessness.
- If Spokane wants the affordable housing policies to be used, they must be mandatory, and the free tax exemption must end.

Image Credit Jesse Tinsley, The Spokesman Review: <https://www.spokesman.com/stories/2024/jul/28/work-set-to-soon-begin-on-long-awaited-high-rise-p/#:~:text=Across%20Broadway%20Avenue%20from%20the,square%20feet%2C%20according%20to%20Southwick.>



- Reliance on For-Profit to supply a demand that will never maximize profits is flawed.
- Municipalities' reliance on **enticing** affordable housing development counteracts municipal functionality.
- Ensuring access to human rights should not be a profit-based business.

Image Credit James Richman: <https://my.spokanecity.org/news/stories/2016/03/02/engage-with-us-about-the-state-of-the-city/>



Thank you

Sara Bauer – 509.869.2677 sara.b.bauer@gmail.com

A. Educational History

Describe your higher education background, higher education major(s) and degree(s), and any other formal education or certifications earned.

I have a BA in Human Services from Western WA University and I graduated from Shadle Park High School, here in Spokane. As part of my undergraduate education, I held internships with a non-profit that facilitated cooking and gardening classes in the public schools in Bellingham, WA, and the Whatcom Co Public Defenders Office in the investigator department. I studied Systems Theory and took a wide array of classes around studying policy and systems in the US as well as Case Management and other classes aimed at training for a social work career. My most impactful class was Inequity in US Policy.

B. Employment History

Outline your employment history, and discuss any employment positions held and skills employment has provided that relate to this position.

During college I was a Peer Advisor in the Financial Aid Services Center for four years. Working part time work study in college and full time in the summers. After earning my BA, I completed three years of Americorps. The first year was with the previously mentioned cooking and gardening non-profit, Common Threads Farm, where I taught gardening and cooking classes to K-5th graders at Sunnyland Elementary.

I then moved back to Spokane where I completed two years of Americorps service at Transitions Women's Hearth. I served as the Community Engagement Facilitator which largely entailed being the first point of contact and connection for women, with the goal of helping with the steps to gain housing and working on clients specific goals. I worked directly with Case Managers and clients, being the link to help connect the two. I also just generally helped run the Women's Hearth's daily operations.

After that service term ended, I worked in the service industry for a while post covid and got into working as an Admin/office manager for a small CPA office. And now I currently work as an Executive Assistant for a small private equity firm that invests in small businesses.

C. Involvement in the Community.

List the community projects, and/or community, civic, trade or professional organization in which you have been active. Highlight the organizations that have provided the opportunity to experience and to learn in matters that relate to this position.

Discuss the community projects that have provided the opportunity to experience and learn in matters related to this position.

I am an active member of my neighborhood council, currently serving as the Secretary. I am also the alternate rep to the Community Assembly. I served on the Governing Circle of a small

non-profit in town called the Inland Northwest Unitarian Universalist Community. I was the leader of that governing circle for one year. I helped form a program circle for that community called the Coordinating Circle. My experience working at the Women's Hearth has been my biggest experience that lends itself to this work. During my time working at the Public Defenders office, I was in and out of the jail interviewing inmates, writing bio-psych-socials to be used in mitigation work. I was also interviewing witnesses and defendants in a variety of cases.

D. Skills and Special Interests.

Discuss any further skills, interests and/or other experiences gained that relate to this position

I am from Spokane and had a father who was close to being homeless and I have always had a passion for finding a way to help with/change the system of housing in this country and specifically Spokane. Homelessness is not a concept that is understood in all parts of the world. I am passionate about doing the nitty gritty work of creating community system change. I am committed to board work and will be an active and engaged member of this board and related committees. Thank you for the opportunity to serve.



ANNUAL RETREAT (draft)
Community, Housing, & Human Services Board
May 7, 2025, 8:30am -1:00 p.m. *attachments included
IN-PERSON ONLY at (location TBD)

TIMES GIVEN ARE AN ESTIMATE AND ARE SUBJECT TO CHANGE	
8:30-8:45	Call to Order – Board Chair
1. Welcome & Coffee bar 2. Roll call 3. Approval of Agenda: ACTION 4. Approval of Minutes: ACTION (April)*	
8:45-9:00	Action Items
1. Committee recommendations (funding de-obligations)	
9:00-10:00	Board Education
1. ALICE* (presentation by ??)	
10:00-10:10	BREAK
10:10-12:00	30-minute Special Topics: 1)10:10-10:40; 2)10:50-11:20; 3)11:30-12:00)
1. Accomplishments/goals (board & department) (Arielle?) 2. Funding outlook & calendar of anticipated regional NOFOs with funding details (Dawn?) 3. CMIS outcomes data/de-obligations process (Arielle?) (the rest of the list to be covered at monthly board meetings?)... 4. COI/bylaws update 5. Update on regional homelessness collaboration 6. Updates/integration of various Plans (Heather?) 7. Progress/impact report: scattered site shelters & Housing Navigation Center (EHF/Revive?) 8. How to increase POC beneficiaries & By&4 RFP participation (Heather's CAPER data on service delivery by subpopulation) 9. HWht to do about applications for projects that only have startup funds (eg: YAS, Hope House)	
12:00-12:25	Committee & Partner Reports (3 min each: chief accomplishments/next year priorities)
-Affordable Housing Committee (D Edwards) -Human Services Committee (J Randal) -City Council (CM Navarrete) -Spokane County (G Dahl) -Continuum of Care (G Mantz) -Regional Homeless Collaborative (L Hope) -Veterans (W Anderson)	
12:25-1:00	Lunch and Closing
1. Retreat feedback (form vs online?) 2. Next board meeting: 6/4/2025	
1:00	Adjournment – Board Chair

VISION: To provide opportunities that enhance the quality of life for Spokane’s extremely low to moderate income population.

2025 MEETING SCHEDULE: CHHS Board meetings are 4-6pm the first Wednesday monthly, unless otherwise posted. See <https://my.spokanecity.org/bcc/boards/community-housing-and-human-services-board/> for agendas and minutes. Attend in person at City Hall (lower level, City Council Briefing Center) or virtually via Microsoft Teams at [this link](#).

STANDING COMMITTEES (*indicates seats filled by Board members)

Affordable Housing Committee (2nd Tuesday monthly, 10:30 am - 12:00 pm):*David Edwards (Chair), * Eric Robison (Vice Chair,nonvoting), Phil Altmeyer, Andrew Hoyer, Brian Jennings, Patricia Kienholz, Adriane Leithauser, Mark Muszynski, Arlene Patton, Jesus Torres, *Caroline Yu, Pavel Parfilo (nonvoting) -- (1 vacancy)

Human Services Committee (4th Wednesday monthly, 1:00 - 2:00 pm):*James Randall (Chair), *Karen Ssebanakitta (Vice Chair), Susan Christenson, *Leslie Hope, *Barb Lee, Bob Lutz, , Arlene Patton, Kim Taylor, Diane Zemke, Chris McKinney (nonvoting) -- (3 vacancies)

Executive Committee: (3rd Wednesday monthly, 4:00 - 5:00 pm): Karen Ssebanakitta, Leslie Hope, David Edwards, James Randall

AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION: The City of Spokane is committed to providing equal access to its facilities, programs and services for persons with disabilities. The meeting location is wheelchair accessible and equipped with an infrared assistive listening system for persons with hearing loss. Headsets may be checked out (upon presentation of picture I.D.) through the meeting organizer. Individuals requesting reasonable accommodations or further information may call, write, or email Risk Management at 509.625.6221, 808 W. Spokane Falls Blvd, Spokane, WA, 99201; or mlowmaster@spokanecity.org. Persons who are

deaf or hard of hearing may contact Risk Management through the Washington Relay Service at 7-1-1. Please contact us forty-eight (48) hours before the meeting date

CHHS Board Members	Appointed	Term Expires	Role	Term
OFFICERS				
1)Karen Ssebanakitta	04/18/22	04/18/25	Chair	1
2)David Edwards	05/01/23	05/1/26	Co-Vice Chair	1
3)Leslie Hope	05/01/23	05/01/26	Co-Vice Chair	1
VOTING MEMBERS				
4)Barbara Lee	04/18/22	04/18/25	Voting	1
5)Caroline Yu	04/08/24	04/8/27	Voting	1
6)Flor Casteneda	04/08/24	04/8/27	Voting	1
7)Hollis Stahl	08/12/24	08/12/27	Voting	1
8)James Randall	04/08/24	04/08/27	Voting, HSC Chair	11
9)Sara Bauer	pending	pending	Voting (CA)	1
10)Wes Anderson	04/08/24	04/08/27	Voting (Vets)	1
11)VACANT				
12)VACANT				
NON-VOTING MEMBERS				
Eric Robison (Spokane Valley	08/15/22	08/15/25	Non-Voting	1
George Dahl (Spokane County)	n/a	n/a	Non-Voting	n/a
Gloria Mantz (CoC)	n/a	n/a	Non-Voting	1
Lili Navarrete (City Council)	n/a	n/a	Non-Voting	n/a
VACANT (City Council)				

Homeless Service Provider Community Call 3/17/2025

Attendees: Betsy Bertelsen, Kira Lewis, Zach Smith-Williams, Kayla Myers, Eric Robison, Aziz Rahmaty, Leona Flowers, Mercedes Carney, Lacey Trottier, Tracie Nunez, Elaine Mansoor, Joshua Leach, Sarah Foley

SRHD Epi Update

- Continuing to see flu and pertussis in community; decreasing
 - No current OBs in congregate settings
- Decrease in Shigella cases; 1 or 2 per week
 - Some GI illness, suspected Norovirus

SRHD Immunizations Update

- Regular clinics at shelters; UGM Men's last week
 - HOC 3/18
 - UGM Women's Shelter Wed 3/19
- Prioritizing MMR and Tdap for adults
- If you would like to schedule a clinic at your shelter, email Iryna at igusarenko@srhd.org

Update from Leona Flowers/Mercedes Carney – Hope House

- Experiencing staff shortages; need about 10 more ppl
 - Night services only; respite program only during day
- Questions for SRHD about mononucleosis
 - Kira will follow up
- May have had norovirus cases last week; non confirmed. No additional cases.
 - EMT thought norovirus

Update from Tracie Nunez – UGM Women & Children's Shelter

- Recent increase in beds by about 15 beds; 14 mom-rooms and 48 singles; still room for program ladies
 - 4 – 5 beds open in addition to mom-rooms

Update from Elaine Mansoor – The Salvation Army

- Busy with warming center; most doing well health-wise
- Street Outreach Vehicles – support with moving folks from one shelter to another; warming centers. One has room for a shopping cart if needed.
 - (509)280-6894 or (509)280-6860

Update from Eric Robison – City of Spokane Valley

- No updates

Update from Sarah Foley – Spokane Fire Dept. CARES

- No updates

Update from Aziz Rahmaty – City of Spokane

- Coming up with monitoring system for funds used for homeless services
- 3/19/25 – meeting to go over monitoring and LOS(?) data

Lacey Trottier and Joshua Leach – Revive Housing Navigation Center

- A couple of beds opening up at Navigation Center
- A couple of inclement weather beds still open
- No sickness; props to CHAS Health for mobile med visits and vaccination

Cheryl Brown to share presentation about Healing Hearts Program on next call 3/31 at 11 am

Please reach out with any request to present on this call.