



Mountlake Terrace City Council
Regular Meeting Agenda
Thursday, November 6, 2025, 7:00 PM
City Hall and via Telephone or Teleconference

AGENDA

1. Call to Order – Flag Salute – Roll Call
2. Late Changes to Agenda
3. General Public Comment
4. Consent Agenda
 - a. Payment of Claims
 - b. Meeting Minutes
 - c. Professional Services Agreement Renewal with Kenyon Disend for City Attorney Services
 - d. Interlocal Agreement with Snohomish County Regional Narcotics Task Force
 - e. Ordinance 2896 Correction for Property Annexation
5. Review and Public Hearing on Ordinance Adopting Franchise Agreement with Puget Sound Energy
6. Review Draft Final Diversity, Equity and Inclusion Strategic Plan
7. Review and Vote on Allocation of Funds for Transit Connection Corridor Project
8. City Manager’s Report
9. Council Liaison Reports
10. New Business
11. Adjournment

To listen to the meeting via telephone, call 1-253-215-8782. To watch the meeting online: 1) Go to <https://zoom.us/join>; 2) Enter meeting ID 810 1113 9518 and click “join”. No passcode needed.

To make a public comment remotely (Zoom or telephone), in person, or in writing, please refer to the Public Comment and Public Hearing Testimony Protocol on the city website <https://www.cityofmlt.com/129/Agendas-and-Minutes>.

No person shall make personal attacks, or threatening remarks while addressing the Council which disrupts,

disturbs, or otherwise impedes the orderly conduct of the meeting. All hate speech will be construed as threatening remarks.



MOUNTLAKE TERRACE CITY COUNCIL
REGULAR MEETING MINUTES

October 16, 2025
7:00 p.m.

Mountlake Terrace City Hall and
via Telephone and Teleconference

Councilmembers Present

Councilmember Murray
Councilmember Paige
Councilmember Ryan
Councilmember Sonmore
Councilmember Woodard
Mayor Matsumoto Wright

Councilmembers Absent

Mayor Pro Tem Wahl

Staff Members Present

City Attorney Hillary Evans (via Teleconference)
City Clerk Jennifer Joki
City Manager Jeff Niten
Senior Planner Sara Pizzo

Guests

None.

1. Call to Order – Flag Salute – Roll Call

Mayor Matsumoto Wright called the meeting to order at 7:00 p.m.

City Clerk Jennifer Joki called roll.

A motion to excuse Mayor Pro Tem Wahl was made by Councilmember Murray and seconded. Motion passed 6-0.

2. Late Changes to Agenda

None.

3. General Public Comment

All public comments submitted in writing were provided to Council.

- MLT resident Adam Cickay commented remotely in opposition to the Flock Safety Camera system.

4. Consent Agenda

A motion to approve the Consent Agenda, items a-b, was made and seconded. Motion passed 6-0.

a. Claims

b. Meeting Minutes for 10/2/2025 and 10/9/2025

5. Review, Public Hearing, and Vote on Ordinances Adopting Property Annexation and Zoning Designation for 24229 48th Ave
Senior Planner Sara Pizzo

Pizzo presented on this item to include the legislative history, a summary, Planning Commission recommendation, Boundary Review Board findings, and next steps.

A motion to open the public hearing was made by Councilmember Murray and seconded. Motion passed 6-0. The public hearing was declared open.

Public Testimony: None

A motion to close the public hearing was made by Councilmember Murray and seconded. Motion passed 6-0. The public hearing was declared closed.

A motion to adopt the ordinances adopting the annexation of property and zoning designation of R-1 for the site located at 24229 48th Ave W was made by Councilmember Murray and seconded.

Council Discussion: Discussion included the specific location of the property.

The motion to adopt the ordinances adopting the annexation of property and zoning designation of R-1 for the site located at 24229 48th Ave W made by Councilmember Murray and seconded, passed 6-0.

6. Review Interlocal Agreement with Snohomish County Department of Emergency Management for Funding Request
City Manager Jeff Niten

Niten presented on this item to include the background, purpose, funding, and service options.

Niten heard and responded to questions and comments from council regarding rates, funding, emergency response plans, the need for this coordination, types of services received, communication of services to residents, City of Everett not listed as part of the agreement, posting a list of emergency supplies, Emergency Center at Public Works Operations Building, regional emergency center, Diversity, Equity and Inclusion piece of the funding, and consensus for option 2.

7. City Manager's Report
City Manager Jeff Niten

Niten's report included:

- Meeting next week, but not on the 5th Thursday, October 30
- Street Sweeper naming contest winner is "Sir Sweeps A Lot"
- Working with Waste Management for resident issues, zones with calendar online

- Deputy City Manager Carolyn Hope is kicking off Cohort 7 for NW Women's Leadership Academy tonight
- Two former Mountlake Terrace mayors have passed away, Bob Bergh and Pat Cordova

Niten heard and responded to a question from council regarding regular street sweeper, Waste Management communication with residents, street sweeper naming competition, and the rust on the flower art in front of City Hall has been fixed.

8. Council Liaison Reports

Councilmember Murray's report included:

- October 9 Council work session
- October 11 International Rescue Committee Annual Fundraiser
- October Diversity, Equity and Inclusion meeting moved to the 27th
- Week without Driving

Councilmember Paige's report included:

- October 8 City Manager meeting
- WRIA 8 meeting

Councilmember Ryan's report included:

- October 14 LEOFF 1 meeting

Councilmember Sonmore's report included:

- Commented on previous Mountlake Terrace Mayor Pat Cordova who passed away
- Missed October Recreation and Park Advisory Commission meeting, received updates
- City of Kenmore adding 4 new traffic safety cameras
- There is a counter app to report number of people at events

Councilmember Woodard's report included:

- October 3 Edmonds Waterfront Center Breakfast
- October 4 Foundation for Edmonds School District 5K Run
- October 6 at Shoreline City Council noticed lighted timer display and names on the screen while talking
- October City Manager meeting
- October 13 Indigenous People's Day Walking Tour in Edmonds
- October Leadership Day
- October 16 Foundation for Edmonds School District Nourishing Network
- Appreciation to the City Clerk for locating requested council meeting video clip
- Appreciation to residents who give positive feedback

Mayor Matsumoto Wright's report included:

- October 3 AWC Mayors Exchange event
- October 8 South County Mayors lunch meeting
- October 10 Cocoon House gala
- October 11 Representative Cindy Ryu talk at Shoreline Library

- Dragon Boat festival potentially to Lake Ballinger

9. New Business

- Councilmembers Ryan, Sonmore, Paige and Murray commented on the Mountlake Terrace High School morning traffic issue.
- Councilmember Woodard stated appreciation for student reaching out to council with concerns about traffic issues.

10. Adjournment

Mayor Matsumoto Wright adjourned the meeting at 8:25 p.m.

These minutes are subject to approval at the next City Council meeting.



MOUNTLAKE TERRACE CITY COUNCIL
WORK SESSION MINUTES

October 23, 2025
7:00 p.m.

Mountlake Terrace City Hall and
via Telephone and Teleconference

Councilmembers Present

Mayor Matsumoto Wright
Councilmember Murray
Councilmember Paige
Councilmember Ryan
Councilmember Sonmore
Councilmember Woodard
Mayor Pro Tem Wahl

Councilmembers Absent

None.

Guests

The Johnston Group President Jake Johnston

Staff Members Present

City Clerk Jennifer Joki
Deputy City Manager Carolyn Hope

1. Call to Order

Mayor Matsumoto Wright called the meeting to order at 7:00 p.m.

2. Attendance Roll Call

City Clerk Jennifer Joki called roll.

3. General Public Comment

All public comments submitted in writing were provided to Council.

- MLT resident Adam Cickay commented (remotely) in opposition to the Flock Safety Camera system.

4. Review Presentation on Legislative Agenda by The Johnston Group

Deputy City Manager Carolyn Hope and Federal Legislative Lobbyist Jake Johnston

Johnston and Hope presented on this item to include Mountlake Terrace is the leader in the state for same-size city transportation spending, transportation bill, community space funding, DelBene requested the full amount for the library roof, MLT unsuccessful recipient of RAISE grant, briefings with agencies to provide feedback on grant application, grant process, federal government contract terms, money, RAISE grant funding designated for Washington state, current federal government shutdown, statutorily protected programs,

Washington one of 27 states stopping SNAP programs due to lack of funding, and control of federal spending.

Johston and Hope heard and responded to questions and comments from council regarding RAISE grant process worth continuing, RAISE grant funding designated for Washington state, number of applicants for grant, identifying residents who rely on SNAP Program, pavilion roof life expectancy, restrictions with grants, status of future and existing grants, withholding funds, and appreciation for Jake's work.

5. Review Professional Services Agreement with Kenyon Disend for City Attorney Services
Deputy City Manager Carolyn Hope

Hope presented on this item to include background, purpose, costs, affordability, and the advantage of having a team with a firm versus one attorney.

Hope heard and responded to questions and comments from council regarding the market for city attorneys and cost, comparables, strong relationship built with firm, and analysis of where city dollars are spent.

6. City Manager's Report
Deputy City Manager Carolyn Hope

Hope's report included:

- State financial audit underway for 2024
- Washington Cities Insurance Authority audited Public Works this year which passed
- Seattle Times article out about Flock and federal agencies, and MLT Flock system is on pause, cameras are not in place
- Last night was as successful Water/Sewer Comprehensive Plan public forum
- 4 Lodging Tax applications in hand, upcoming Lodging Tax Advisory Committee meeting
- Generator project moving forward
- Electric Vehicle charging station installments moving forward
- Ballinger Park paving and clearing land for mitigation plantings
- Vaccination clinic here tomorrow
- MLT Elementary request for field trip to meet Councilmembers and Diversity, Equity and Inclusion commissioners

Hope heard and responded to questions and comments from Council regarding the Public Works audit, Lodging Tax applications, Chamber of Commerce, Water/Sewer Comprehensive Plan public forum recording, utility double-billing vendor glitch, utility rates presentation to council, continued Waste Management issues, and appreciation for Public Works and street sweeper,

7. Review November 6 Meeting Agenda
The agenda was reviewed by council.

8. Council Comments
- Councilmember Woodard commented on Adopt-A-Drain program and Councilmembers Woodard and Murray have a plan for the City Manager agreement next steps.
 - Councilmember Murray commented on federal government shutdown, Concern for

Neighbors Food Pantry cooking school fundraiser, and what city can do to help residents affected by the shutdown.

- Councilmember Sonmore commented on Volunteers of America food donation drives, school district and senior citizens meal programs, and councilmembers receiving same information from the City Manager.
- Councilmember Paige commented on Chamber of Commerce meeting at the Getaway on Tuesday and Snohomish County hosting domestic violence awareness fundraiser there on December 5, 6, 7.
- Mayor Matsumoto Wright commented on the Adopt-A-Drain program.

9. Adjournment

Mayor Matsumoto Wright adjourned the meeting at 8:38 p.m.

These minutes are subject to approval at the next City Council meeting.



STAFF REPORT

To: Mountlake Terrace City Council

From: Jeff Niten, City Manager

Meeting Date: November 6, 2025

Subject: Professional Services Agreement Renewal with Kenyon Disend for City Attorney Services

Required Reviews:

Jennifer Joki

Created/Initiated - 10/30/2025

Jeff Niten

Approved - 10/30/2025

Sirke Salminen

Final Approval - 10/31/2025

Council Goal(s):

Responsible Governance to Ensure Desired Level of Service

Legislative History:

Council approved the Agreement with Kenyon Disend for City Attorney services on January 28, 2021.

Council reviewed the new draft agreement with Kenyon Disend at the October 23, 2025 council work session.

Subject Summary:

Hillary Evans, Managing Partner for Kenyon Disend, has served as City Attorney for Mountlake Terrace since February 1, 2021. City staff across departments enjoy a strong professional working relationship with Hillary Evans, with particularly notable service in the Code Compliance function which has been a priority for City Council.

Since 2021 annual rate increases have not kept up with the market for municipal legal services. Standard contract rates for professional legal services are \$315.00 per hour, and under the current contract the city is currently paying \$270.00 per hour. Renegotiation of the current contract has resulted in an increase to \$300.00 per hour in 2026 and rising to match standard municipal clients' rates in 2027, which will be \$315.00 per hour plus the standard Consumer Price Index percentage. The CPI percentage is generally anticipated to be 3% resulting in an anticipated price of \$324 per hour in 2027 and increasing by 3% each year thereafter.

These rates are comparable to other law firms providing municipalities with regular legal service. For costs from 2023 and 2024, we adjusted them to 2025 rates by adding 3% a year, which is a conservative estimate.

Law Firm	Rates (Associate to Senior Attorneys)	Source
Ogden, Murphy, Wallace	\$325 - \$385 (2025)	Contract with City of Tukwila
Lighthouse Law Group	\$350 - 465 (2025)	Contract with City of Arlington
Inslee Best	\$350 - \$375 (2024), \$361 - \$386 (estimated for 2025)	Contract with Town of Eatonville
Madrona Law Group	\$295 - \$360 (2023), \$304 - \$371 (estimated for 2025)	Contract with City of Bothell
Kenyon Disend	\$250 - 450, Hillary Evans will bill at \$300 (2026)	Proposal to City of Mountlake Terrace

Financial/Budget Impacts:

Budget Amendment No.
Required? _____

Budget and Sources:	\$381,700 (2026) General Fund
Expenditure:	Hourly charge, 2024 actuals \$241,784. 2025 YTD \$195,903.
New Appropriation Required + Sources:	N/A

Additional Financial Information:

N/A

Community Notifications:

City Council Agenda

If "Other," please specify:

Board/Commission Recommendation:

N/A

Staff Recommendation:

Staff recommends the City Council vote to authorize the City Manager to sign the professional services agreement with Kenyon Disend for city attorney services. This can be accomplished by adding it to the Consent Agenda on November 6, 2025.

Council Motion:

N/A

Attachments:

1. Kenyon Disend City Attorney Services Agreement 2026 (Draft)

AGREEMENT FOR LEGAL SERVICES

I. PARTIES

This Agreement for Legal Services (“Agreement”) is made and entered into between the City of Mountlake Terrace (“City”) and Kenyon Disend, PLLC (“Attorneys”) effective January 1, 2026, and in consideration of the terms and conditions set forth below, the parties agree as follows:

II. SERVICES OF THE ATTORNEYS

The Attorneys shall provide the legal services set forth in this Agreement and shall work for the City at the pleasure of and under the direction of the City Manager. Hillary J. Evans will serve as the City Attorney under RCW 35A.13.090, and will direct the services provided under this Agreement. The City Attorney may exercise her judgment and assign certain work of a regular or routine nature to other Attorneys. The City Attorney shall provide prior notice to the City Manager if she assigns litigation or other projects of a substantial nature to another Attorney.

III. QUALITY OF SERVICES

Attorneys and other persons employed by Attorneys shall perform all legal services covered by this Agreement in a capable and efficient manner, and in accordance with the professional standards of the Washington State Bar Association and the Rules of Professional Conduct for attorneys established by the Washington Supreme Court. Attorneys shall be available at all times for consultation and advice, including on weekends and holidays if needed, directly or through telephone, e-mail, or other forms of communication.

IV. SERVICES PROVIDED

This is a non-exclusive agreement and the City in its sole discretion may engage other legal counsel regarding any services that are expected to be provided by Attorneys. The City Attorney shall be principally responsible for performing all legal work for the City, except prosecution of criminal cases, legal services related to issuance of any municipal bond or similar security, matters in which a conflict of interest exists, or as may otherwise be assigned by the City Manager. Office hours at City Hall may be provided by City Attorney upon request by the City Manager. The following list of duties is illustrative, but is not necessarily inclusive, of the services to be performed by the Attorneys:

1. Review or draft City ordinances, agreements, resolutions, interlocal agreements, decisions, and other legal documents as requested by the City;

2. Represent the City and its officials in all lawsuits and other contested administrative proceedings commenced by or against the City, provided that in cases where the City or its officials have pool insurance coverage through WCIA, or another insurer, Attorneys will represent the City and its officials until WCIA or other insurer-retained attorneys are actively handling the case or to the extent necessary to deal with non-covered claims or to provide consultation and coordination between the City and the WCIA or other insurer-retained attorneys;

3. Prepare for and participate in depositions;

4. Perform legal research and write opinions;

5. Consult with and advise City Councilmembers, the City Manager, and staff members in person, by telephone, e-mail, or by written memo on City business;

6. Prepare for and attend regular City Council meetings and other meetings as requested by the Mayor or City Manager;

7. Attend meetings of other City boards and commissions, such as the Planning Commission, when requested to do so;

8. Negotiate with third parties other than in a litigation context, e.g., negotiating interlocal agreements;

9. Represent the City in administrative proceedings before another governmental unit such as the Boundary Review Board, when requested to do so; and

10. Telecommunications services, including franchise negotiation and leasing.

V. FEES AND COSTS

City shall be billed monthly for legal services at Attorneys' hourly rates. Attorneys will charge increments of one-tenth (1/10) of an hour, rounded off for each particular activity to the nearest one-tenth of an hour. Attorneys' hourly rates for services through December 31, 2026, including necessary travel time for trips other than Hillary J. Evans' travel to and from City Hall, are attached hereto as Exhibit A. Attorneys' hourly rates for subsequent calendar years shall be provided to City on or before October 1 of the immediately preceding calendar year. If City declines to accept the increased rates the parties may negotiate an alternative rate.

Attorneys will also charge City fifteen cents (\$0.15) per page for black and white photocopying and facsimile transmissions, twenty-five cents (\$0.25) per page for color photocopying, and shall be reimbursed for legal messenger services, postage, computerized legal research charges, filing fees advanced on behalf of City, and other direct expenses without markup. Attorneys shall not charge City for mileage reimbursement costs, nor for long-distance

telephone charges. Other expenses shall be reimbursed only when authorized in advance by City.

Attorneys' current rates expressly account for any taxes or related charges ("charges") imposed on professional service providers by City and the State of Washington. In the event that any such additional charges are imposed during the term of this Agreement, Attorneys shall be entitled to recover any such additional charges as a reimbursable cost item on Attorneys' monthly billing statements.

VI. PAYMENT TERMS

Fees and costs are due in full from City upon City's receipt of a statement. A service charge shall accrue at the rate of 12% per annum, but shall only be added to any balance remaining unpaid sixty (60) days after the statement date.

VII. TIME RECORDS

Attorneys will maintain accurate time records, and shall provide a monthly statement to City setting forth a description of the services performed, date of service, time expended for services charged, rate charged for services and also include costs and expenses. Separate billing categories shall be established to track costs associated with City funding categories or to track project costs, or such other basis (including by City Departments) as the City may direct. Reimbursable costs shall be separately itemized.

VIII. AGREEMENT PERIOD

This Agreement shall remain in effect until terminated. The attorney/client relationship is personal and involves the ability of the parties to communicate and maintain credibility. Each party shall have the right to terminate this Agreement for convenience and without cause by providing ninety (90) days prior written notice to the other party, and the Attorneys shall be paid through the last month of the billing cycle in which work is completed. In the event of termination, work in progress will be completed by Attorneys if authorized by the City under terms acceptable to both parties.

IX. INDEMNIFICATION/HOLD HARMLESS

The Attorneys shall indemnify and hold the City and its elected officials, officers, employees, and agents harmless from and shall defend at its own expense all claims, demands, or suits at law or equity arising in whole or in part from the Attorneys' negligence or breach of any of its obligations under this Agreement; provided that nothing herein shall require the Attorneys to indemnify the City against and hold harmless the City from claims, demands or

suits based solely upon the conduct of the City, its elected officials, officers, employees, and agents; and provided further that if the claims or suits are caused by or result from the concurrent negligence of: (a) the Attorneys, Attorneys' agents or employees; and (b) the City, its elected officials, officers, employees, and agents, this indemnity provision with respect to: (1) claims or suits based upon such negligence; and/or (2) the costs to the City of defending such claims and suits shall be valid and enforceable only to the extent of the Attorneys' negligence, the Attorneys' agents or employees.

The Attorneys specifically assume potential liability for actions brought by the Attorneys' own employees against the City and, solely for the purpose of this indemnification and defense, the Attorneys specifically waive any immunity under the state industrial insurance law, Title 51 RCW.

X. INSURANCE

Attorneys shall maintain for the protection of City a professional errors and omissions insurance policy with minimum coverage of one million dollars per claim and three million dollars annual aggregate.

XI. STATE PUBLIC RECORDS ACT

Attorneys acknowledge that the City is subject to the Public Records Act, chapter 42.56 RCW (the "Act"). All records owned, used or retained by the City are public records subject to disclosure unless exempt under the Act, whether or not such records are in the possession or control of the City or Attorneys. Attorneys shall cooperate with the City so that the City may comply with all of its obligations under the Act. Within ten (10) days after receipt of a request to produce identifiable public records from the City, Attorneys shall conduct a reasonable search of all places where responsive public records may reasonably have been stored or filed, and then deliver to the City copies of any such responsive public. If Attorneys cannot complete their search within ten (10) days after receipt, Attorneys shall provide the City an estimated date when the records will be available.

XII. GENERAL PROVISIONS

1. Discrimination. Attorneys agree not to discriminate against any employee or applicant for employment or any other person in the performance of this Agreement because of race, creed, color, national origin, marital status, sex, age, or physical, mental or sensory disability or the use of a trained dog guide or service animal by a person with a disability, except where a bona fide occupational qualification exists.

2. Independent Contractor. Attorneys shall perform all legal services required under this Agreement as an independent contractor of City, and shall remain, at all times as to City, a wholly independent contractor with only such obligations as are required under this

Agreement. Neither City nor any of its officers, officials or employees, shall have any control over the manner, mode, or means by which Attorneys, its agents or employees, render the legal services required under this Agreement, except as otherwise set forth and as required by the rules of professional conduct applicable to Attorneys. City shall have no voice in the selection, discharge, supervision or control of Attorneys' employees, servants, representatives, or agents, or in fixing their number, compensation, or hours of service.

3. Ownership of Work Product. All opinions, data, materials, reports, memoranda, and other documents developed by Attorneys under this Agreement specifically for the City are the property of the City, shall be forwarded to the City at its request, and may be used by the City as the City sees fit.

4. Work for Other Clients. Attorneys may provide other services for clients other than the City during the term of this Agreement, but will not do so where the same may constitute a conflict of interest as defined by the Rules of Professional Conduct unless the City, after full disclosure of the potential or actual conflict, consents in writing to the representation. Any potential conflicts shall be handled in accordance with the Rules of Professional Conduct referred to above.

5. Entire Agreement. This Agreement represents the entire integrated agreement between the City and the Attorneys, superseding all prior negotiations, representations or agreements, written or oral. This Agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto.

6. Assignment. Attorneys shall not transfer or assign, in whole or in part, any or all of its obligations and rights hereunder without the prior written consent of the City.

7. Attorney Fees. In the event either party brings a lawsuit to enforce the terms of this Agreement, or arising from breach of this Agreement, the prevailing party shall be entitled to its costs and attorney's fees for bringing or defending the action. The venue for any dispute related to this Agreement shall be Snohomish County, Washington.

8. Survivability. The obligation of the Attorneys under all provisions of this Agreement, which may reasonably be interpreted or construed as surviving the completion, termination, or cancellation of this Agreement, shall survive the completion, termination, or cancellation of this Agreement.

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IN WITNESS WHEREOF, the City and Attorneys have executed this Agreement upon the date of final signature.

CITY OF MOUNTLAKE TERRACE

KENYON DISEND, PLLC

By: _____
Jeff Niten, City Manager

By: _____
Hillary J. Evans, Managing Partner

Date: _____

Date: _____

EXHIBIT A

**KENYON DISEND, PLLC
2026 HOURLY RATE SCHEDULE FOR CITY ATTORNEY SERVICES**

ATTORNEYS:

Michael R. Kenyon	\$450.00
Lisa M. Marshall	\$370.00
Soojin E. Kim	\$315.00
Hillary J. Evans	\$300.00
Kendra S. Rosenberg	\$300.00
Robert D. Zeinemann	\$285.00
Colin A. Olivers	\$285.00
Joanna M. Eide	\$275.00
Alexandra L. Kenyon	\$250.00

PARALEGALS:

Margaret C. Starkey	\$185.00
Antoinette M. Mattox	\$165.00
Janet J. Ito	\$150.00



STAFF REPORT

To: Mountlake Terrace City Council

From: Jeff Niten, City Manager

Meeting Date: November 6, 2025

Subject: Interlocal Agreement with Snohomish County Regional Narcotics Task Force

Required Reviews:

Jennifer Joki	Created/Initiated - 10/30/2025
Pete Caw	New -
Sirke Salminen	-
Hillary Evans	-
Jeff Niten	-

Council Goal(s):

Responsible Governance to Ensure Desired Level of Service

Legislative History:

N/A

Subject Summary:

The 2025 Interlocal Agreement Establishing the Snohomish Regional Drug Task Force (SRDTF) is a one-year cooperative pact (January 1–December 31, 2025) among Snohomish County and 20 municipal corporations (including the City of Mountlake Terrace) plus the Washington State Patrol and Department of Corrections. It continues a multi-jurisdictional drug task force in operation since 1988 to combat mid- to upper-level drug trafficking through shared intelligence, investigations, arrests, prosecutions, and asset forfeiture.

Snohomish County administers the Task Force, manages grants/funding, and holds all assets in its name. The Task Force is not a separate legal entity. Governance is by an Executive Board (votes proportional to full-time personnel contributed), chaired by the Snohomish County Sheriff. Budgets are population-based, with annual reporting and strict rules on federal/state forfeiture proceeds.

Mountlake Terrace: Costs & Responsibilities

Financial Cost (2025)

- Population (April 1, 2024): 24,260

- Percentage of Total Population: 2.80%
- 2025 Allocation to SRDTF: \$6,007.00
 - Due to Snohomish County by March 1, 2025
 - Must be in addition to existing drug enforcement funding (no supplanting)

Responsibilities

1. Funding Obligation
 - Pay \$6,007 annually (population-proportional share of \$214,552 total budget).
 - If budget increases >3% year-over-year, Executive Board approval required.
2. Personnel (If Contributing)
 - Currently no full-time personnel assigned (per Exhibit C reference; not listed as a Contributing Jurisdiction).
 - If Mountlake Terrace later assigns ≥ 1 full-time officer:
 - Officer remains city employee; city pays all salaries/benefits.
 - Gains Executive Board voting rights (1 vote per officer) after 3 months.
 - Task Force Commander may provide input on selection.
3. Grant & Compliance Duties
 - Provide documentation for grants.
 - Make records available for audits.
 - Comply with federal equitable sharing rules (if involved in large federal forfeitures $\geq \$300,000$, may claim individual share).
4. Asset Forfeiture
 - All Task Force-related forfeitures referred to SRDTF.
 - Federal: Proceeds generally retained by County for Task Force use; Mountlake Terrace may file individual claim only if case $\geq \$300,000$ and it participated.
 - State: Excess proceeds (after Task Force needs) distributed to Contributing Jurisdictions only — Mountlake Terrace ineligible unless it assigns personnel.
5. Liability & Withdrawal
 - Indemnifies other parties for its own negligence.
 - May withdraw with 30 days' written notice, retaining rights to pre-withdrawal forfeitures and returning any provided equipment.

Bottom Line: Mountlake Terrace is a Participating (non-contributing) Jurisdiction — pays \$6,007 annually, has no current personnel or voting power, and receives no share of state forfeiture excess unless it assigns staff. Its role is primarily financial support with minimal operational involvement unless it opts to contribute officers.

Financial/Budget Impacts:

Budget Amendment Required? no

Budget and Sources:	Police
Expenditure:	Contractual
New Appropriation Required + Sources:	No

Additional Financial Information:

N/A

Community Notifications:

City Council Agenda

If "Other," please specify:

Board/Commission Recommendation:

N/A

Staff Recommendation:

Staff recommends the City Council vote to authorize the City Manager to sign the interlocal agreement with Snohomish Regional Drug Taskforce. This can be accomplished by adding it to the November 6, 2025 Consent Agenda.

Council Motion:**Attachments:**

1. Jurisdiction Signature Page
2. 2025 SRDTF Interlocal Agreement
3. 2025 SRDTF ILA - City of MountLake Terrace

ATTEST:

APPROVED AT THE DIRECTION OF THE PARTICIPATING JURISDICTION:

Title _____

Dated _____
Jurisdiction of _____

ATTEST:

Jurisdiction Clerk

Dated _____

APPROVED AS TO FORM:

Jurisdiction Attorney

Dated _____

INTERLOCAL AGREEMENT ESTABLISHING SNOHOMISH REGIONAL DRUG TASK FORCE

This Interlocal Agreement Establishing the Snohomish Regional Drug Task Force (“Agreement”), is entered into by and among Snohomish County, a political subdivision of the State of Washington, and the following municipal corporations and department of the State of Washington (hereinafter collectively referred to as the “Participating Jurisdictions”):

City of Arlington	City of Mill Creek
City of Bothell	City of Monroe
City of Brier	City of Mountlake Terrace
City of Darrington	City of Mukilteo
City of Edmonds	City of Snohomish
City of Everett	City of Stanwood
City of Gold Bar	City of Sultan
City of Granite Falls	Washington State Patrol
City of Index	Washington Dept. of Corrections
City of Lake Stevens	
City of Lynnwood	
City of Marysville	

WITNESSES THAT:

WHEREAS, since 1988, Snohomish County, and multiple cities and towns located in Snohomish County, have collaborated in a countywide multi-jurisdictional task force to address illegal drug trafficking in the region (“Snohomish Regional Drug Task Force” or “Task Force”). The Task Force has operated on a continuous basis since 1988 under a series of interlocal agreements;

WHEREAS, the Participating Jurisdictions desire to continue operation of the Task Force, with Snohomish County administering task force project grants and other funding on their behalf; and

NOW, THEREFORE, in consideration of covenants, conditions, performances, and promises hereinafter contained, the parties hereto agree as follows:

1 DEFINITIONS

- 1.1 Participating Jurisdiction- Participating Jurisdiction means any municipal corporation, political subdivision of the state, or department or division of the state of Washington, who is a party to this agreement.
- 1.2 Contributing Jurisdiction- Contributing Jurisdiction means a Participating Jurisdiction that also assigns at least one full-time employee to the Task Force.

2 TASK FORCE TERM AND PURPOSE

- 2.1 The term of this Agreement (“Term”) shall begin on January 1, 2025 (“Effective Date”), and continue through December 31, 2025, unless earlier terminated or modified as provided in this Agreement.

- 2.2 The purpose of the Task Force is to formally structure and jointly coordinate selected law enforcement activities, resources, and functions to disrupt illegal drug trafficking systems and to remove traffickers through a cooperative program of investigation, prosecution, and asset forfeiture. The parties do not intend for this Agreement to create a separate legal entity subject to suit.
- 2.3 The Task Force goals are to:
- a. Reduce the number of drug traffickers in the communities of Snohomish County through professional investigation, apprehension, and conviction;
 - b. Efficiently attack, disrupt, and prosecute individual and organized mid to upper level drug traffickers who do not recognize jurisdictional boundaries or limitations, and by doing so, impact drug trafficking organizations previously impregnable;
 - c. Enhance drug enforcement cooperation and coordination through multi-agency investigations, training of local jurisdictions and the sharing of resources and information; and
 - d. Address these issues with the foremost consideration of safety for both law enforcement and the community.
- 2.4 The Task Force will follow a management system for the shared coordination and direction of personnel as well as financial, equipment, and technical resources, as stated in this Agreement.
- 2.5 The Task Force will implement operations, including:
- a. Development of intelligence,

- b. Target identification,
 - c. Investigation,
 - d. Arrest of Suspects,
 - e. Successful prosecution of offenders, and
 - f. Asset forfeiture/disposition.
- 2.6 The Task Force shall evaluate and report on Task Force performance as required in any applicable grant or funding agreement.

3 ORGANIZATION

- 3.1 The Task Force shall be organized according to the chart contained in Exhibit A, incorporated herein by this reference.
- 3.2 Personnel assigned to the Task Force shall be directed in their Task Force duties by the Snohomish County Sheriff's Office ("SCSO"), through the Task Force Commander. The Task Force Commander is an employee of Snohomish County. Selection of the Task Force Commander will be conducted in accordance with Exhibit B, incorporated herein by this reference. Appointment and removal of the Task Force Commander remains at the sole discretion of the Snohomish County Sheriff. Should the Sheriff elect to remove the Task Force Commander without cause, the Executive Board shall be consulted before action is taken.
- 3.3 Exhibit C, incorporated herein by this reference, sets forth the personnel currently assigned to the Task Force by each Participating Jurisdiction. Nothing in this Agreement shall restrict the ability of the Snohomish County Prosecuting

Attorney, Snohomish County Sheriff, Everett Police Chief, or chief law enforcement officer of any Participating Jurisdiction to reassign personnel now or later assigned to the Task Force.

- 3.4 Contributing Jurisdiction Employees: Any employee assigned to the Task Force by a Contributing Jurisdiction shall remain, and be considered, an employee of the assigning Contributing Jurisdiction. Each Contributing Jurisdiction shall pay all costs associated with its employees when assigned to the Task Force. All rights, duties, and obligations of the employer and the employee shall remain with the Contributing Jurisdiction. Each Contributing Jurisdiction shall be responsible for ensuring compliance with all applicable laws, collective bargaining agreements, and/or civil service rules and regulations, applicable to its employees. When a Participating or Contributing Jurisdiction is considering the assignment of new or replacement personnel to the Task Force, the Task Force Commander may be allowed to give input regarding the selection of the assigned personnel.
- 3.5 Employees assigned to the Task Force are subject to and responsible for following the published policies and procedures of the Task Force. In the event of conflicting policies between the Task Force and the employing agency, the employing agency policy takes precedence.
- 3.6 The Commander, at his or her discretion, may select an individual from assigned Contributing Jurisdiction personnel to fill any of the following positions:

Detection Canine Handler, Financial Investigations, and Technology Investigation.

4 GOVERNANCE

4.1 The activities of the Task Force shall be governed by an Executive Board. The Task Force Executive Board shall be comprised of one representative from each Participating Jurisdiction that contributes at least one (1) full-time employee to the Task Force. Executive Board member votes shall be allocated according to the number of full-time personnel their jurisdiction contributes to the Task Force. As an example, if the Snohomish County Sheriff provides six employees and the City of Lynnwood provides three, the Snohomish County Sheriff has six votes and the City of Lynnwood has three. Additional Executive Board members, with one vote each include: the Snohomish County Prosecuting Attorney, the Everett City Attorney, the Northwest HIDTA Director, and one chief of police from the remaining Participating Jurisdictions, selected by a majority vote of the chiefs of police of the remaining Participating Jurisdictions. If a Participating Jurisdiction that has no personnel assigned to the Task Force as of the effective date of this Agreement, assigns full-time personnel to the Task Force, a representative from that agency will be added as an Executive Board member after the full-time personnel has been assigned to the Task Force for three months.

4.2 The Snohomish County Sheriff shall serve as Chair of the Executive Board. The Task Force Executive Board may adopt bylaws which include provision for

appointment of alternates to attend Executive Board meetings in the absence of members. At such meetings, the alternate shall have the same rights as the appointing member. Any action taken by the Task Force Executive Board under this Agreement shall be based on simple majority of votes.

5 TASK FORCE BUDGET

- 5.1 The 2025 Task Force budget is attached as Exhibit D, incorporated herein by reference. Each Participating Jurisdiction shall contribute funding to the Task Force as specified in Exhibit D.
- 5.2 The SCSO will annually review and revise the Task Force budget to provide a sufficient level of funding and total resource obligation for the following calendar year. The Task Force budget will be allocated to each Participating Jurisdiction on a proportional basis. Each Participating Jurisdiction's proportional share will be based on the Participating Jurisdiction's average population, as determined by the Washington State Office of Financial Management. If the Task Force budget increases any Participating Jurisdictions funding obligation by more than three percent (3%) from the prior year, the budget must be approved by the Executive Board before submission to the Participating Jurisdictions. Any special assessments must be approved by the Executive Board.
- 5.3 Following the closure of each annual budget and not later than June 30 of each year, the Task Force Commander must submit a report to each Participating Jurisdiction reflecting a budget summary of all revenues from the previous year

including the total amount of spending required to operate the Task Force, a summary of state and federal forfeitures and total receipts from the previous year.

5.4 No later than July 1 of each year, the Sheriff shall provide notice to each Participating Jurisdiction of the subsequent year's proposed Task Force budget, and each Participating Jurisdiction's proportional share.

5.5 Snohomish County shall maintain designated financial accounts for the purpose of supporting Task Force operations. Except as modified by Section 7, all revenues collected or generated by or for the Task Force shall be forwarded to the Snohomish County Treasurer and placed in the designated accounts. All real or personal property of the Task Force will be held in Snohomish County's name for the benefit of the Task Force.

5.6 Each Participating Jurisdiction agrees to provide funding that is no less than the amount indicated in Exhibit D, and to pay its funding share to Snohomish County as administrator of Task Force funds no later than March 1, of the year in which the funding is due.

Each Participating Jurisdiction agrees that the funding it contributes shall be provided in addition to that currently appropriated to drug enforcement activities and that no Task Force activity will supplant or replace any existing drug enforcement activities.

6 GENERAL ADMINISTRATION

- 6.1 Each Participating Jurisdiction agrees to provide Snohomish County with any documentation necessary to apply for, receive, or comply with any applicable grant requirements.
- 6.2 By executing this Agreement, each Participating Jurisdiction agrees to make any certified or other assurances required by any applicable grant agreement that are within its particular control, and agrees to make all its records related to the Task Force available for inspection if required as a condition of receipt of grant funding.
- 6.3 Snohomish County is granted the authority to execute on behalf of the Participating Jurisdictions all agreements and contracts signed as approved by the Task Force Executive Board, by and through its Chair, including but not limited to all contracts for professional services. Agreements and contracts executed in this manner shall have the same legal effect as if they were executed by each Participating Jurisdiction. All Task Force contracts and agreements executed on behalf of Participating Jurisdictions under this Agreement must first be approved on motion of the Task Force Executive Board. By executing this Agreement, each Participating Jurisdiction agrees that, for the purpose of administering the assets and resources available to the Task Force, no such agreement or contract may impose or waive liability with respect to a Participating Jurisdiction in a manner that is inconsistent with the hold harmless provision in Section 12 of this Agreement.

- 6.4 Any dispute arising under this Agreement will be forwarded to the Task Force Executive Board for resolution. The determination made by the Executive Board shall be final and conclusive as between the parties. This provision shall not apply to issues of indemnity and liability governed by the hold harmless provision in Section 12 of this Agreement.

7 ASSET FORFEITURE

- 7.1 The Participating Jurisdictions shall refer all potential asset forfeitures initiated or investigated by personnel assigned to the Task Force during the pendency of this Agreement to the Task Force for disposition at the discretion of the Task Force Executive Board or prosecuting authority (Prosecuting Attorney or United States Attorney). Any such referred asset forfeiture that is pursued in state court will be prosecuted in the name of Snohomish County, on behalf of the Task Force and its Participating Jurisdictions.
- 7.2 The Task Force Commander, under the direction of the Task Force Executive Board, shall manage the acquisition and disposition of assets seized or forfeited as a result of this Agreement in compliance with state and federal law and Task Force procedures.
- 7.3 Federal Forfeiture.
- a. For purposes of receipt and processing of federal equitable sharing distributions, Snohomish County shall be designated as the fiduciary agency for the Task Force.

- b. Participating Jurisdictions must comply with federal Equitable Sharing Program guidelines and reporting requirements, including the requirements contained in the Guide to Equitable Sharing For State, Local, and Tribal Law Enforcement, published by the Department of Justice and the Department of Treasury.
- c. Snohomish County will submit request(s) to the federal government, on behalf of the Task Force, in order to obtain equitable sharing related to federal forfeitures.
- d. Participating Jurisdictions agree and understand that all proceeds from federal forfeitures of seized assets, which may be awarded to the County on behalf of the Task Force, will be retained by the County for Task Force operations and expenses.
- e. Except as allowed by Section 7.3(g), Participating Jurisdictions will not submit individual equitable sharing requests, nor will Participating Jurisdictions receive shared federal funds from Snohomish County.
- f. The Task Force may only use proceeds from federal seizures and forfeitures for law enforcement purposes, as defined by the United States Department of Justice.
- g. If the Task Force initiates or participates in an investigation that results in a federal forfeiture of \$300,000 or more in net proceeds, each Participating Jurisdiction that participated in the investigation may file an individual request for equitable sharing under its own agency code. The parties intend

that each Participating Jurisdiction's individual equitable share will be the Participating Jurisdiction's Task Force participation percent at the time of the investigation, provided however, the SCSO is entitled to claim an additional twenty five percent (25%) to account for Task Force operative/administrative expenses. The parties acknowledge however, that final determination of a Participating Jurisdiction's receipt, and percentage allocation, of federal forfeiture proceeds is within the discretionary authority of the Department of Treasury or Department of Justice, as applicable.

- h. The Task Force Commander will notify an eligible Participating Agency of a federal forfeiture meeting the threshold outlined in Section 7.3(g) within 15 days of the forfeiture. A Participating Jurisdiction seeking an individual equitable share of the federal forfeiture must file its request no later than 45 days following the forfeiture unless an exemption applies.

7.4 State Forfeiture.

- a. The net monetary proceeds of each state asset forfeiture made by the Task Force shall be retained by the County for Task Force operations and expenses. If proceeds from state asset forfeitures exceed the amount necessary for Task Force operations and expenses, the excess state forfeiture proceeds shall be distributed to Contributing Jurisdictions in accordance with each Contributing Jurisdiction's participation percent, listed in Exhibit C.

- b. The Task Force may retain funds in an amount up to \$250,000 from the net proceeds of vehicle seizures for the acquisition of Task Force vehicles and related fleet costs.
- c. Any Participating Jurisdiction receiving a distribution of assets forfeited under RCW 69.50.505 shall use such assets in accordance with RCW 69.50.505(10).

8 ACQUISITION AND USE OF EQUIPMENT

- 8.1 For purposes of this Agreement, the term “Equipment” shall refer to all personal property used by the Task Force in performing its purpose and function, including but not limited to materials, tools, machinery, equipment, vehicles, supplies, and facilities.
- 8.2 If any Equipment is acquired with grant funds, the Participating Jurisdictions agree that the Task Force will use that equipment only for specified law enforcement purposes for the term of the grant.
- 8.3 Personnel assigned to the Task Force may use Equipment that is provided or acquired for Task Force purposes, as directed by the Task Force Commander.
- 8.4 Upon termination of the Task Force, any Equipment provided to the Task Force by a Participating Jurisdiction will be returned to that jurisdiction.
- 8.5 Upon termination of the Task Force, any Equipment acquired by the Task Force will be disposed of in accordance with applicable federal, state, or local requirements or this Agreement.

9 MODIFICATION

Participating Jurisdictions here to reserve the right to amend this Agreement in the future from time to time as may be mutually agreed upon. No such amendment shall be effective unless written and signed by all then-contributing Participating Jurisdictions with the same formality as this Agreement.

10 NONDISCRIMINATION

There shall be no discrimination against any employee or against any applicant for such employment because of race, color, religion, handicap, marital status, political affiliation, sex, age, or national origin. This provision shall include, but not be limited to the following: employment, upgrading, demotion, transfer, recruitment, advertising, lay-off or termination, rates of pay or other forms of compensation, and selection for training.

11 TERMINATION OF AGREEMENT

11.1 Notwithstanding any provisions of this Agreement, any party may withdraw from the Agreement by providing written notice of such withdrawal to all other parties, specifying the effective date thereof at least thirty (30) days prior to such date. A withdrawing party may take with it any Equipment it has provided to the Task Force and shall be entitled to distributions under Section 7 of this Agreement with respect to asset forfeitures which that Participating Jurisdiction participated before the effective date of withdrawal.

11.2 If there is a reduction in funds by the source of those funds, and if such funds are the basis of this agreement, Snohomish County may unilaterally terminate all or part of the agreement or may reduce its scope of work and budget.

12 HOLD HARMLESS

Each party hereto agrees to save, indemnify, defend and hold the other parties harmless from any allegations, complaints, or claims of wrongful and/or negligent acts or omissions, by said party and/or its officers, agents, or employees to the fullest extent allowed by law. In the case of allegations, complaints, or claims against more than one party, any damages allowed shall be levied in proportion to the percentage of fault attributable to each party, and each party shall have the right to seek contribution from each of the other parties in proportion to the percentage of fault attributable to each of the other parties. Moreover, the parties agree to cooperate and jointly defend any such matter to the extent allowed by law. A jurisdiction that has withdrawn assumes no responsibility for the actions of the remaining members arising after the date of withdrawal but shall remain liable for claims of loss or liability arising prior to the effective date of withdrawal.

13 GOVERNING LAW AND VENUE

This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of Washington without reference to choice of law principles, and venue of any suit between the parties arising out of this Agreement shall be in the Superior Court of Snohomish County, Washington.

14 INTEGRATION

With the exception of necessary operational agreements between law enforcement agencies of the Participating Jurisdictions and agreements executed pursuant to Section 6.3, this Agreement constitutes the whole and entire agreement among those parties as to the Task Force and no other understandings, oral, or otherwise, regarding the Task Force shall be deemed to exist or bind the parties.

15 EXECUTION OF MULTIPLE ORIGINAL COUNTERPARTS

This Agreement may be reproduced in any number of original counterparts. Each party need sign only one counterpart and when the signature pages are all assembled with one original counterpart, that compilation constitutes a fully executed and effective agreement among all the Participating Jurisdictions. In the event that fewer than all named parties execute this Agreement, the Agreement, once filed or posted as specified in Section 17, shall be effective as between the parties that have executed the Agreement to the same extent as if no other parties had been named.

16 SEVERABILITY

If any part of this Agreement is unenforceable for any reason the remainder of the Agreement shall remain in full force and effect.

17 POSTING/RECORDING

This Agreement will be filed with the Snohomish County Auditor or posted on the County or Participating Jurisdiction's interlocal agreements webpage, in compliance with RCW 39.34.040.

18 NOTICES

Any notice required or permitted to be given under this Agreement shall be in writing and shall specifically refer to this Agreement and be sent by (i) United States registered mail, return receipt requested, (ii) any nationally recognized overnight carrier or express mail service (such as FedEx or UPS) that provides receipts to indicate delivery, (iii) by personal service, or by electronic e-mail (with proof of receipt). All such communications shall be addressed to the appropriate Administrator of this Agreement as follows:

To the County:

Snohomish County Sheriff
Drug Task Force Commander
3000 Rockefeller Ave. M/S 706
Everett WA, 98201

If sent by electronic email to:

Email: SSH-TFCommander@snoco.org

Notices given to a Participating Jurisdiction will be addressed to the Chief of Police of the participating jurisdiction or as designated by the Participating Jurisdiction.

Any party hereto may, by reasonable notice to the other parties, designate such other address, or electronic email address, for the giving of notices as deemed necessary. All notices shall be deemed given on the day each notice is personally delivered, transmitted by electronic email, or delivered by overnight courier service, or on the third business day following the day such notice is mailed if mailed within accordance of this section.

In witness whereof, the parties have executed this Agreement.

**SNOHOMISH REGIONAL DRUG TASK FORCE INTER-LOCAL AGREEMENT
EXHIBIT A**

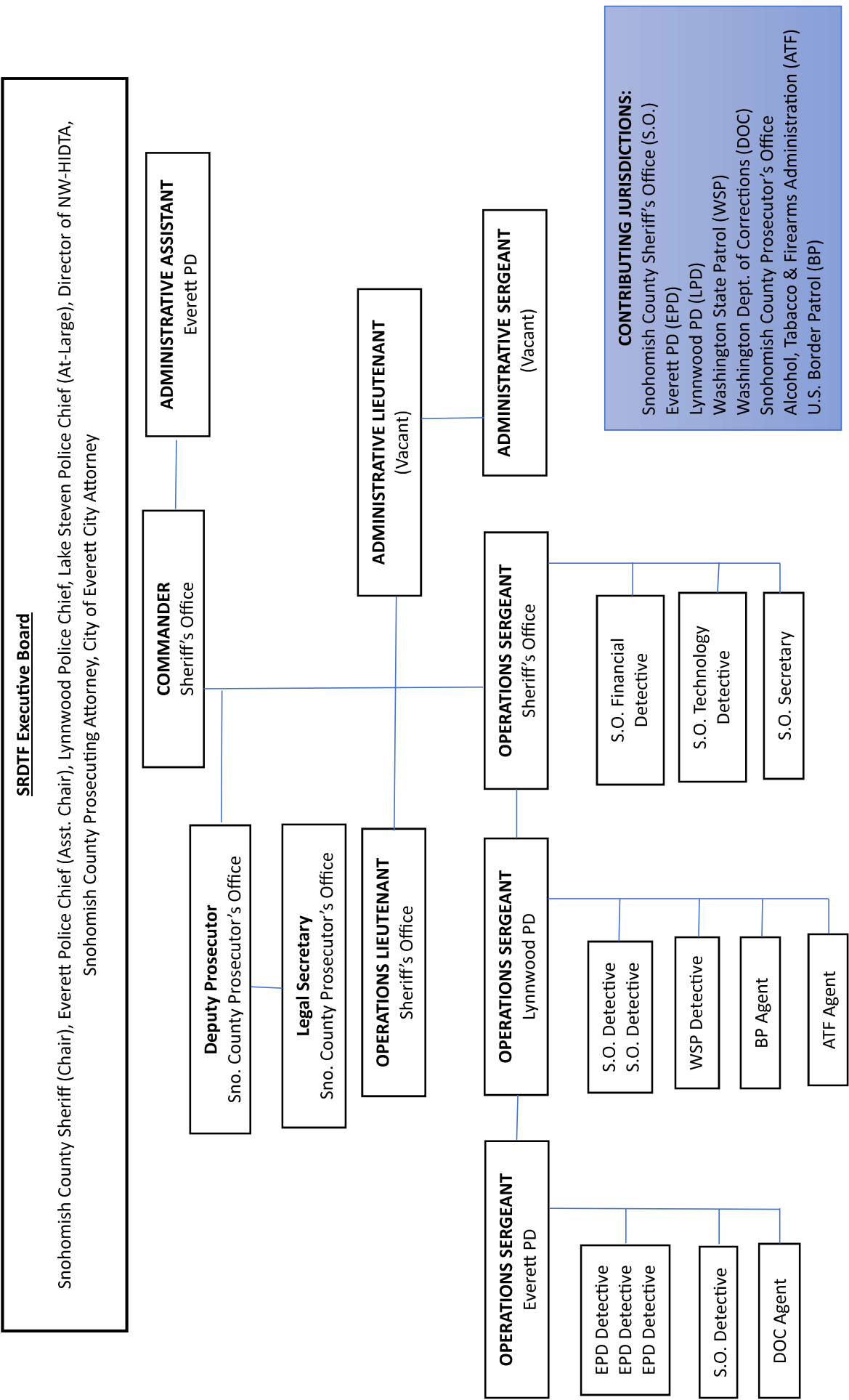


EXHIBIT B

Snohomish Regional Drug Task Force

Commander Selection

The Drug Task Force Commander is a management exempt (“at will”) employee of the Sheriff’s Office.

With the objective of selecting the best possible candidate for the position of Drug Task Force Commander, and ensuring the best fit into the organization, the Executive Board will recommend to the Sheriff three candidates to be considered for the position of Drug Task Force Commander. Candidates for the Drug Task Force Commander position must demonstrate a strong leadership skill set, the ability to build consensus, and direct the efforts of a multi-agency team to achieve established goals. He or she must meet the performance objectives set by the Executive Board and the Sheriff. The Sheriff will select the Drug Task Force Commander from the Executive Board’s three recommended candidates.

The Drug Task Force Commander’s initial commitment of service is four years, with the option of a year by year extension after that period. The Sheriff shall consult with the Executive Board before authorizing any extension of the Drug Task Force Commander’s service commitment.

EXHIBIT C

Snohomish Regional Drug Task Force

Personnel Assigned by Jurisdiction

January 1, 2025 – December 31, 2025

EVERETT POLICE DEPARTMENT

1 Sergeant
1 Detective
1 Detective
1 Detective
1 Detective
1 Detective
1 Detective
1 Support Personnel

FUNDING

Everett PD
Everett PD
Everett PD
Everett PD
Everett PD- Vacant
Everett PD - Vacant
Everett PD - Vacant
Everett PD

SNOHOMISH COUNTY SHERIFF'S OFFICE

1 Task Force Commander
1 Lieutenant
1 Sergeant
1 Sergeant
1 Detective
1 Detective
1 Detective
1 Detective
1 Detective
1 K9 Detective
1 Support Staff

FUNDING

Snohomish County Sheriff
Snohomish County Sheriff
Snohomish County Sheriff
Snohomish County Sheriff – Vacant
Snohomish County Sheriff
Snohomish County Sheriff
Snohomish County Sheriff
Snohomish County Sheriff - Vacant
Snohomish County Sheriff – Vacant
Snohomish County Sheriff
Snohomish County Sheriff

LYNNWOOD POLICE DEPARTMENT

1 Sergeant
1 Detective

FUNDING

Lynnwood PD
Lynnwood PD – Vacant

SNOHOMISH COUNTY PROSECUTOR'S OFFICE **FUNDING**

.5 Support Staff

Snohomish County Prosecutor

1 Deputy Prosecutor

Snohomish County Prosecutor

STATE OF WASHINGTON**FUNDING**

1 Detective

Washington State Patrol

1 Agent

Department of Corrections

Agency	Participants	E-Board Vote	Pent.	Notes
Everett PD	5	5	39%	
Snoh Co Sheriff's Off	7	7	54%	
Lynnwood PD	1	1	7%	
WSP	1	1		Fr. 10% WaSt Tx
DOC	1	1		Fr. 10% WaSt Tx
SC Pros Atty	1.5	1		
Evt City Atty	1	1		
NWHIDTA Dir	0	1		
At Large PD	0	1		
TOTALS	17.5	19	100%	

EXHIBIT D

Snohomish Regional Drug & Gang Task Force

[April 1, 2024, Population of Cities, Towns and Counties \(wa.gov\)](https://www.wa.gov)

JURISDICTION	POPULATION April 1, 2024	PERCENTAGE	2025 ALLOCATION AMOUNT
Arlington	22,980	2.65%	\$ 5,686.00
Bothell	20,380	2.35%	\$ 5,042.00
Brier	6,600	0.76%	\$ 1,631.00
Darrington	1,515	0.17%	\$ 365.00
Edmonds	43,420	5.01%	\$ 10,749.00
Everett	114,800	13.24%	\$ 28,407.00
Gold Bar	2,310	0.27%	\$ 579.00
Granite Falls	4,775	0.55%	\$ 1,180.00
Index	160	0.02%	\$ 43.00
Lake Stevens	41,540	4.79%	\$ 10,277.00
Lynnwood	41,500	4.79%	\$ 10,277.00
Marysville	74,390	8.58%	\$ 18,409.00
Mill Creek	21,630	2.49%	\$ 5,342.00
Monroe	20,830	2.40%	\$ 5,149.00
Mountlake Terrace	24,260	2.80%	\$ 6,007.00
Mukilteo	21,590	2.49%	\$ 5,342.00
Snohomish	10,350	1.19%	\$ 2,553.00
Stanwood	8,865	1.02%	\$ 2,188.00
Sultan	7,160	0.83%	\$ 1,781.00
Snohomish County	378,045	43.60%	\$ 93,545.00
TOTALS:	867,100	100%	\$ 214,552.00

Commander Salary	\$ 231,702
Sergeant Salary	\$ -
Task Force Analyst Salary	\$ 26,850
Credit for (Commerce Grant Year End Balance 2024)	
Commander Baines	\$ (44,000)
ILA Contributions Allocations	\$ 214,552

Increase to Commanders Salary
2024 COLA increase of 4.51% retro back to Jan 1, 2024
2025 COLA increase of 3.63% effective Jan 1, 2025



SNOHOMISH COUNTY SHERIFF'S OFFICE

INTEGRITY

DIGNITY

COMMITMENT

PRIDE

Susanna Johnson, Sheriff

CITY OF MOUNTLAKE TERRACE
23204 58TH AVENUE W
MOUNTLAKE TERRACE WA 98043

INVOICE NO: I000674142
INVOICE DATE: 04/01/25
DUE DATE: 05/01/25
CUSTOMER NO: SSH00016

CONTACT:

I N V O I C E

2025 SRDTF ILA

LAW ENFORCEMENT SERVICES

2025 SRDTF ILA

LAW ENFORCEMENT SERVICES

\$6,007.00

Detach here and return this remittance with payment

TOTAL AMOUNT DUE: \$6,007.00

Send Check Payable to:

Snohomish County
Sheriff's Office
M/S #606
3000 Rockefeller Ave.
Everett, WA 98201

CUSTOMER NO: SSH00016
INVOICE NO: I000674142

AMOUNT DUE: \$6,007.00



STAFF REPORT

To: Mountlake Terrace City Council
From: Sara Pizzo, Senior Planner
Meeting Date: November 6, 2025
Subject: Ordinance 2896 Correction for Property Annexation

Required Reviews:

Jennifer Joki	Created/Initiated - 10/30/2025
Christy Osborn	New -
Sirke Salminen	-
Hillary Evans	-
Jeff Niten	-

Council Goal(s):

Growing our Vibrant Community

Legislative History:

Date	Meeting/Topic	Action
June 12, 2025	Work Session	Review Notice of Intent to Commence Annexation Proceedings
	Introduce Notice of Intent to Commence Annexation Proceedings for subject property	
June 26, 2025	Regular Meeting	Passed Resolution 914
	Take action on Notice of Intent to Commence Annexation Proceedings for subject property	• Accepted the proposed area of annexation • Authorized the circulation of the petition • Required zoning adoption at time of annexation • Required assumption of existing City Indebtedness

August 7, 2025	Regular Meeting Work session to set date for public hearing on the petition.	Set public hearing date for August 21, 2025.
August 21, 2025	Regular Meeting Public hearing on annexation petition	Move to continue public hearing to date certain September 4, 2025, after corrected notice is sent to neighbors and posted on site.
September 4, 2025	Regular Meeting – Continue public hearing and vote on resolution	Passed Resolution 918 • Declares City’s Intent to Annex • Directs staff to file Notice of Intent with the Snohomish County Boundary Review Board
October 16, 2025	Regular Meeting - Review amended Ordinance with corrected effective date.	Vote on amended Ordinance

Subject Summary:

The area proposed for annexation is located at 24229 48th Ave W is currently within the jurisdiction of unincorporated Snohomish County. The subject site is approximately 0.40 acres (17,269 square feet) and immediately adjacent to city limits in all cardinal directions. The site is within the City’s Municipal Urban Growth Area (MUGA). Meaning, annexing the subject property into Mountlake Terrace aligns with the Snohomish County’s Comprehensive Plan and Vision 2044.

Per the City’s Comprehensive Plan (Vision 2044) Capital Facilities element, Policy CF-2.4, annexation is required before providing services to unincorporated areas. Per the City’s Land Use element, Policy LU-5.5, the City is to work cooperatively with Snohomish County to ensure future annexations have a smooth and orderly transition to City governance.

On July 9, 2025, and July 21, 2025 individuals authorized to act on behalf of the property owner, Talon Ventures LLC, filed petitions with the City of Mountlake Terrace (P-ANX-25-0013). Staff submitted the petitions to the Snohomish County Assessor’s office for review and certification. The County provided a Certificate of Sufficiency on July 28, 2025.

On August 25, 2025, the Planning Commission held a public hearing on the zoning designation of the annexation area. The Planning Commission recommends to City Council the annexation area be zoned Residential 1 (R-1) in alignment with Vision 2044, the Comprehensive Plan.

On September 4, 2025, City Council passed a resolution, Resolution 918, which declared the City's intention to annex and directed staff to file a Notice of Intent to Annex with the

Snohomish County Boundary Review Board.

On September 23, 2025, the Boundary Review Board waived review.

On October 16, 2025, the City Council held a public hearing and voted to approve the annexation ordinance and the zoning ordinance.

Staff forwarded the adopted ordinance (Ordinance 2896) to state agencies and city departments shortly after the ordinance was adopted. State agencies identified errors in the effective date of the ordinance. This item is before City Council to correct those errors, so that the ordinance is effective five days after the ordinance publishing date (October 27, 2025).

Financial/Budget Impacts:

Budget Amendment Required? No.

Budget and Sources:	N/A
Expenditure:	N/A
New Appropriation Required + Sources:	N/A

Additional Financial Information:

None

Community Notifications:

City Council Agenda

If "Other," please specify:

Board/Commission Recommendation:

N/A

Staff Recommendation:

Staff recommends the City Council vote to adopt the ordinance amending Ordinance 2896 that correct errors with the ordinance effective date. This can be accomplished through the Consent Agenda on November 6, 2025.

Council Motion:

I move to adopt the ordinance amending Ordinance 2896 to have an effective date of October 27, 2025.

Attachments:

1. Amended Annexation Ordinance 2896

ORDINANCE NO. 2896

AN ORDINANCE OF THE CITY OF MOUNTLAKE TERRACE, WASHINGTON, PROVIDING FOR THE ANNEXATION OF 24229 48th AVE W. TO THE CITY OF MOUNTLAKE TERRACE; DIRECTING STAFF TO FILE THIS ORDINANCE; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, on or about May 15, 2025, the City received a written “Notice of Intent to Petition for Annexation” signed by Edric Chung, Irwan Ngadisastra, and Erwin Suparno, partners of Talon Ventures, LLC (“Petitioners”), owners of a proposed annexation area that is generally located at 24229 48th Ave W. (“Annexation Area”); and

WHEREAS, because Petitioners own 100 percent of the acreage in the proposed Annexation Area, their signatures on the written “Notice of Intent to Petition for Annexation” represent property owners of over ten percent of the assessed value for general taxation purposes of the property for which annexation is sought; and

WHEREAS, the City Council scheduled the matter for consideration at its regular meeting on June 26, 2026, held a duly noticed public hearing, and passed Resolution 914, approving the request of Petitioners to circulate the annexation petition; and

WHEREAS, Petitioners have agreed to accept the indebtedness of the City, at the same tax rate on the same basis as property currently within the City; and

WHEREAS, pursuant to RCW 35A.14.120, Petitioners submitted a Petition for Annexation of Territory to City of Mountlake Terrace dated July 9, 2025 and July 21, 2025 (“Petition”), representing owners of over sixty percent of the assessed value for general taxation purposes of the Annexation Area; and

WHEREAS, on July 28, 2025, the Snohomish County Assessor’s Office issued a Certificate of Sufficiency certifying that the Petitioners own 100% of the Annexation Area; and

WHEREAS, on August 7, 2025 the City set a hearing date of August 21, 2025 to provide an opportunity for public comment thereon and notice thereof was published in the [newspaper] and posted in three public places within the Annexation Area; and

Ordinance to Annex

WHEREAS, the City Council held a duly noticed public hearing concerning the proposed annexation at its regularly scheduled City Council meeting on August 21, 2025; and

WHEREAS, on August 21, 2025, the City Council continued the public hearing to a date certain, September 4, 2025.

WHEREAS, on September 4, 2025 that the petition met applicable requirements and that it is in the best interest of the City and general welfare of the City to annex the property within the Annexation Area, and that the Council therefore passed a resolution of intent to annex the Annexation Area, Resolution 918;

WHEREAS, the Planning Commission reviewed the zoning for the Annexation Area at a duly noticed public hearing on August 25, 2025, and recommended that the City Council adopt Residential 1 (RS-1) zoning for the Annexation Area; and

WHEREAS, a Notice of Intention was filed on September 17, 2025, with the Boundary Review Board and, following approval of the legal description for the Annexation Area, the proposal was deemed legally sufficient with an effective filing date of September 22, 2025; and

WHEREAS, on September 23, 2025, the Snohomish County Boundary Review Board waived review by the Boundary Review Board pursuant to RCW 36.93.110; and

WHEREAS, on October 16, 2025, the City Council held a duly noticed public hearing, considering all documentation and testimony, in accordance with RCW 35A.14.130; and

WHEREAS, the Annexation Area is contiguous to the City and entirely within the City's Urban Growth Area, established pursuant to RCW 36.70A.110;

WHEREAS, the City Council has determined that the public interest and general welfare of the City will be served by this annexation; and

WHEREAS, the City Council accordingly desires to annex the Annexation Area into the City of Mountlake Terrace; and

WHEREAS, RCW 35A.14.140 requires that the City effect the annexation by ordinance;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MOUNTLAKE TERRACE, WASHINGTON DOES ORDAIN AS FOLLOWS:

Section 1. Findings: The City Council hereby adopts the above recitals set forth above.

Section 2. Annexation. That there is hereby annexed to the City of Mountlake Terrace, Washington, the following described property:

Ordinance to Annex

That portion of the north 75 feet of lots 10 and 11, Giebner-Hendrickson Acre Homes Addition Division No. 2 according to the plat thereof recorded in volume 8 of plats, page 50, records of Snohomish County, Washington, described as follows:

Beginning at the northwest corner of the above-described parcel of land;

Thence south 88°06'54" east, along the north line of said parcel, 230.27 feet, to the northeast corner of said parcel;

Thence south 00°58'46" west, along the east line of said parcel, 75.01 feet, to the southeast corner of said parcel;

Thence north 88°06'58" west, along the south line of said parcel, 230.24 feet, to the southwest corner of said parcel;

Thence north 00°57'17" east, along the west line of said parcel, 75.01 feet, to the point of beginning.

Commonly known as 24229 48th Ave W., Snohomish County Assessor's Number 00455100001001 ("Annexation Area").

The Annexation area is shown in Exhibit A.

Section 3. Assessment and Taxation. The above-described Annexation Area shall be subject to all pre-existing general indebtedness of the City of Mountlake Terrace and all taxable property therein shall be assessed and taxed so as to pay its proportionate share of such indebtedness contracted or existing or upon the effective date of this Ordinance.

Section 4. Filing of Ordinance. Upon adoption of this Ordinance, City staff is directed to submit a certificate of annexation to the Washington State Office of Financial Management as provided in RCW 35A.14.700; and further authorized to transmit a copy of this Ordinance to the Washington State Department of Revenue and any such other entities as is required or appropriate.

Section 5. Severability. Should any section, paragraph, sentence, clause or phrase of this Ordinance, or its application to any person or circumstance, be declared unconstitutional or otherwise invalid for any reason, or should any portion of this Ordinance be pre-empted by state or federal law or regulation, such decision or pre-emption shall not affect the validity of the remaining portions of this Ordinance or its application to other persons or circumstances.

Section 6. Effective date. That the effective date of said annexation shall be the effective date of the Ordinance. That this Ordinance shall take effect and be in full force on October 21st, 2025. ~~For purposes of property taxation and the levy of property taxes in calendar year 2025 under RCW 84.09.030, this Ordinance shall be effective, and the boundaries of the City shall include the Annexation Area as of January 1, 2025.~~ The City shall provide notice of annexation to the state Office of Financial Management, the Department of Revenue, and City departments following the annexation effective date.

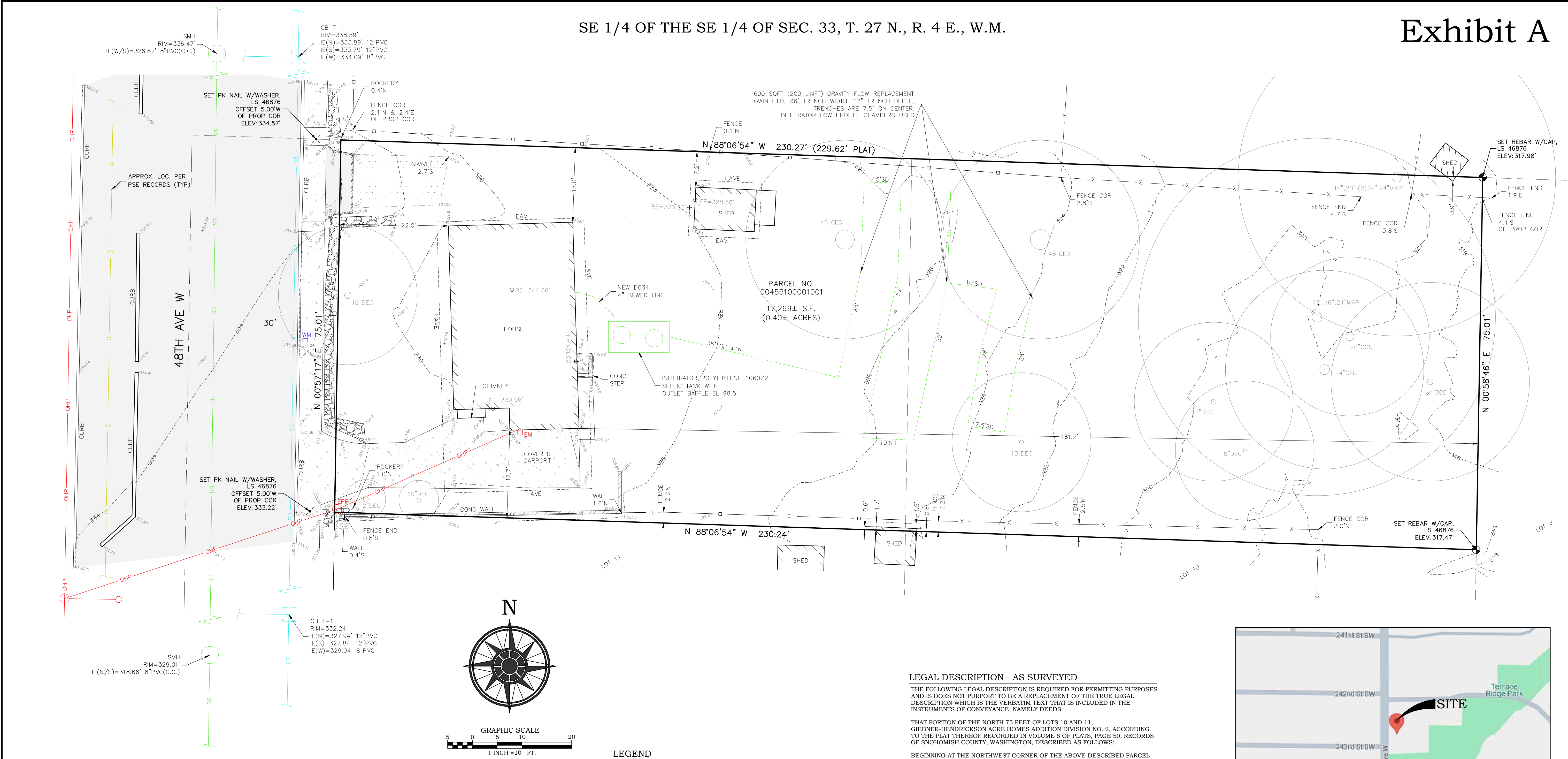
Ordinance to Annex

ADOPTED BY THE CITY COUNCIL ON OCTOBER 16, 2025.

Kyoko Matsumoto Wright, Mayor

Jennifer Joki, City Clerk

APPROVED AS TO FORM: _____
Hillary J. Evans, City Attorney



LEGAL DESCRIPTION - AS SURVEYED

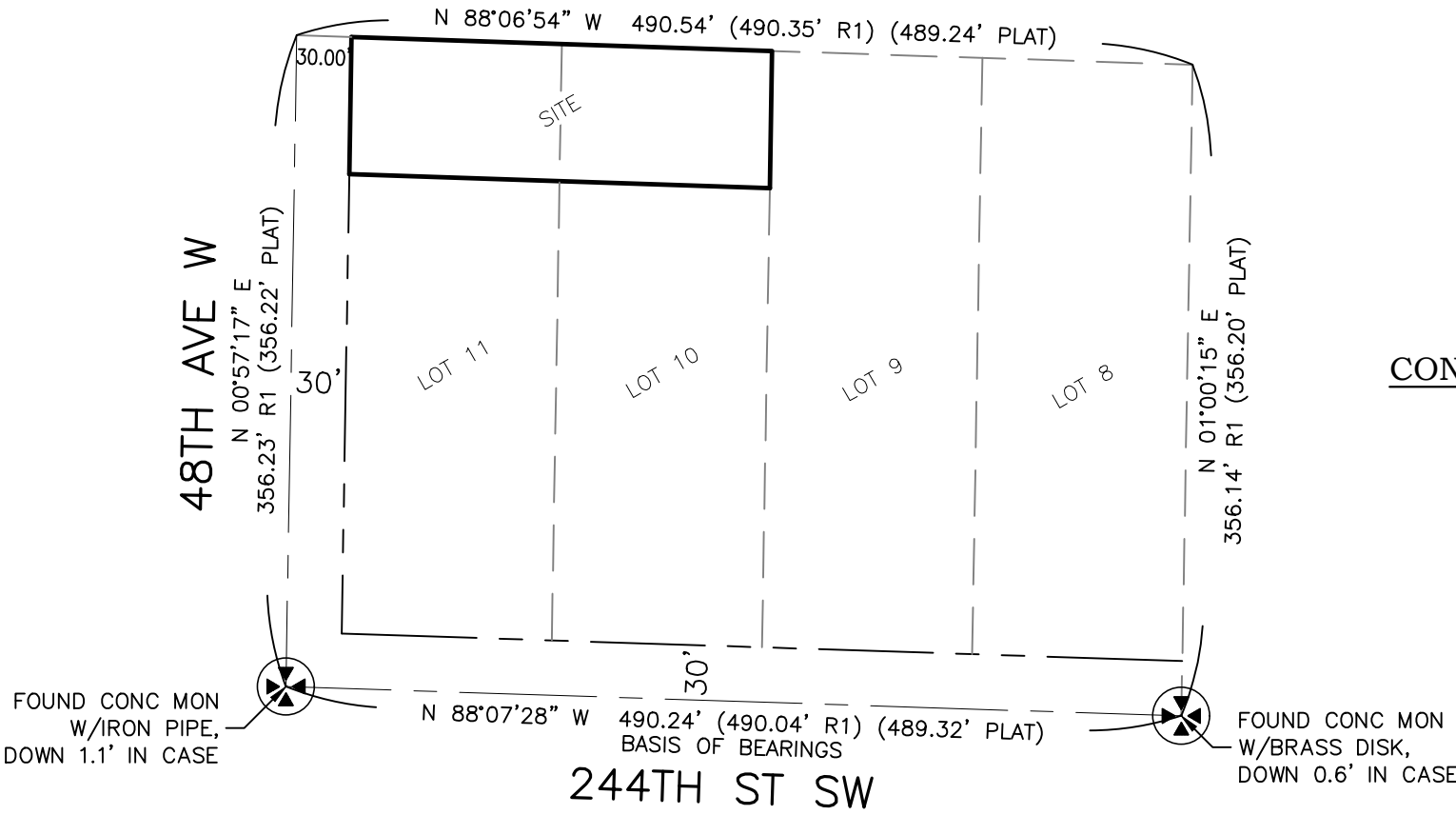
THE FOLLOWING LEGAL DESCRIPTION IS REQUIRED FOR PERMITTING PURPOSES AND IS DOES NOT PURPORT TO BE A REPLACEMENT OF THE TRUE LEGAL DESCRIPTION WHICH IS THE VERBATIM TEXT THAT IS INCLUDED IN THE INSTRUMENTS OF CONVEYANCE, NAMELY DEEDS:

THAT PORTION OF THE NORTH 75 FEET OF LOTS 10 AND 11, GIEBNER-HENDRICKSON ACRE HOMES ADDITION DIVISION NO. 2, ACCORDING TO THE PLAT THEREOF RECORDED IN VOLUME 8 OF PLATS, PAGE 50, RECORDS OF SNOHOMISH COUNTY, WASHINGTON, DESCRIBED AS FOLLOWS:

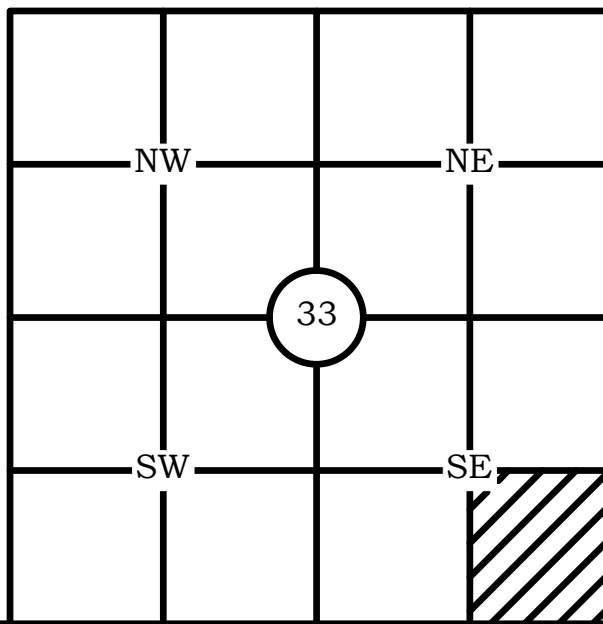
BEGINNING AT THE NORTHWEST CORNER OF THE ABOVE-DESCRIBED PARCEL OF LAND;
THENCE SOUTH 88°06'54" EAST, ALONG THE NORTH LINE OF SAID PARCEL, 230.27 FEET, TO THE NORTHEAST CORNER OF SAID PARCEL;
THENCE SOUTH 00°58'46" WEST, ALONG THE EAST LINE OF SAID PARCEL, 75.01 FEET, TO THE SOUTHEAST CORNER OF SAID PARCEL;
THENCE NORTH 88°06'54" WEST, ALONG THE SOUTH LINE OF SAID PARCEL, 230.24 FEET, TO THE SOUTHWEST CORNER OF SAID PARCEL;
THENCE NORTH 00°57'17" EAST, ALONG THE WEST LINE OF SAID PARCEL, 75.01 FEET, TO THE POINT OF BEGINNING.



VICINITY MAP
NTS



CONTROL DIAGRAM
NTS



LEGAL DESCRIPTION

THE NORTH 75 FEET OF LOTS 10 AND 11, GIEBNER-HENDRICKSON ACRE HOMES ADDITION DIVISION NO. 2, ACCORDING TO THE PLAT THEREOF RECORDED IN VOLUME 8 OF PLATS, PAGE 50, RECORDS OF SNOHOMISH COUNTY, WASHINGTON.

BASIS OF BEARINGS

WASHINGTON COORDINATE SYSTEM, NAD83(2011), NORTH ZONE, DERIVED FROM WASHINGTON STATE REFERENCE NETWORK - ACCEPTED THE BEARING OF N 88°07'28" W FOR THE CENTERLINE OF 244TH ST SW, BASED ON FOUND MONUMENTS IN CASE.

VERTICAL DATUM & CONTOUR INTERVAL

NAVD88 - ELEVATIONS SHOWN ON THIS DRAWING WERE DERIVED FROM INFORMATION PROVIDED BY CITY OF MOUNTLAKE TERRACE SURVEY CONTROL DATABASE.

POINT ID NO. 177 - CONC MON W/IRON PIPE, DOWN 1.1" IN CASE, AT THE INTX. OF 244TH ST SW AND 48TH AVE W
ELEVATION: 326.459 FEET

2.0' CONTOUR INTERVAL ARE DERIVED FROM DIRECT FIELD OBSERVATIONS - THE EXPECTED VERTICAL ACCURACY IS EQUAL TO 1/2 CONTOUR INTERVAL OR ± 1.0' FOR THIS PROJECT

REFERENCES

1. TERRACE RIDGE, VOL. 18, PG. 96, RECORDS OF KING COUNTY, WASHINGTON.

SURVEY PURPOSE

ANNEXATION PROCESS

GENERAL NOTES

1. THIS SURVEY WAS COMPLETED WITHOUT BENEFIT OF A CURRENT TITLE REPORT. EASEMENTS AND OTHER ENCUMBRANCES MAY EXIST ON THIS PROPERTY THAT ARE NOT SHOWN HEREON.
2. INSTRUMENTATION FOR THIS SURVEY WAS A 3-SECOND LEICA TS16 ROBOTIC TOTAL STATION AND/OR LEICA GS16 GPS RECEIVER. PROCEDURES USED IN THIS SURVEY MEET OR EXCEED STANDARDS SET BY WAC 332-130-090.
3. THE INFORMATION ON THIS MAP REPRESENTS THE RESULTS OF A SURVEY MADE IN MAY 2025 AND CAN ONLY BE CONSIDERED AS INDICATING THE GENERAL CONDITIONS EXISTING AT THAT TIME.
4. UTILITIES SHOWN ON THIS SURVEY ARE BASED UPON ABOVE GROUND OBSERVATIONS AND AS-BUILT PLANS WHERE AVAILABLE. ACTUAL LOCATIONS OF UNDERGROUND UTILITIES MAY VARY AND UTILITIES NOT SHOWN ON THIS SURVEY MAY EXIST ON THIS SITE.
5. ALL MONUMENTS WERE LOCATED DURING THIS SURVEY UNLESS OTHERWISE NOTED.
6. VARIOUS VERTICAL SITE BENCHMARKS ARE INCLUDED ON THIS DRAWING WHICH CAN BECOME DISTURBED OVER TIME OR MISIDENTIFIED. WHEN UTILIZING SITE BENCHMARKS, IT SHALL BE THE RESPONSIBILITY OF THE CLIENT/CONTRACTOR TO VERIFY THAT THE BENCHMARK ELEVATION POSTED ON THE DRAWING CORRECTLY REPRESENTS THE ELEVATION OF THE CORRESPONDING SURVEY POINT BEING USED ON SITE. VERIFICATION DILIGENCE WOULD INCLUDE CHECKING VERTICAL RELATIONSHIPS BETWEEN THE SITE BENCHMARK AND VARIOUS OTHER POINTS WITH KNOWN ELEVATIONS, INCLUDING OTHER SITE BENCHMARKS.

PROJECT INFORMATION

TAX PARCEL NUMBER: 00455100001001
PROJECT ADDRESS: 24229 48TH AVE W
MOUNTLAKE TERRACE, WA 98043
ZONING: TBD
JURISDICTION: SNOHOMISH COUNTY
PARCEL ACREAGE: 17,269 S.F. (0.40± ACRES)
AS SURVEYED

LEGEND

CD	CEDAR
CON	CONIFEROUS
DEC	DECIDUOUS
MAP	MAPLE
MANHOLE	MANHOLE
RESIDENTIAL MAILBOX	RESIDENTIAL MAILBOX
CB (TYPE-1)	CB (TYPE-1)
WATER METER	WATER METER
ELECTRIC METER	ELECTRIC METER
ELECTRIC POWER POLE	ELECTRIC POWER POLE
ROOF ELEVATION	ROOF ELEVATION
FINISH FLOOR ELEVATION	FINISH FLOOR ELEVATION
FOUND MONUMENT IN CASE	FOUND MONUMENT IN CASE
SET/FOUND BOUNDARY MARKER, AS DESCRIBED	SET/FOUND BOUNDARY MARKER, AS DESCRIBED
SET/FOUND NAIL AS DESCRIBED	SET/FOUND NAIL AS DESCRIBED
POWER POLE W/LIGHT	POWER POLE W/LIGHT
ASPHALT SURFACE	ASPHALT SURFACE
CONCRETE SURFACE	CONCRETE SURFACE
ROCKERY	ROCKERY
GRAVEL SURFACE	GRAVEL SURFACE
SANITARY SEWER LINE	SANITARY SEWER LINE
STORM DRAINAGE LINE	STORM DRAINAGE LINE
OVERHEAD POWER	OVERHEAD POWER
WOOD FENCE	WOOD FENCE
CHAIN LINK FENCE	CHAIN LINK FENCE
BUILDING LINE	BUILDING LINE
CONCRETE WALL	CONCRETE WALL
GAS LINE	GAS LINE

DATE	REVISION	METES AND BOUNDS LEGAL DESCRIPTION ADDED
06/19/25		

PH: 206.406.1257
nicole@bba-surveying.com
www.bbasurveying.com



BOUNDARY & TOPOGRAPHIC SURVEY

TALON VENTURES LLC
24229 48TH AVE W
MOUNTLAKE TERRACE, WA 98043

JOB NO. 25027
DRAWN BY: RSN
CHECKED BY: MAB
DATE: 05/12/2025

SHEET
1 OF 1



STAFF REPORT

To: Mountlake Terrace City Council

From: Gary Schimek, Public Works Director

Meeting Date: November 6, 2025

Subject: Review and Public Hearing on Ordinance Adopting Franchise Agreement with Puget Sound Energy

Required Reviews:

Jennifer Joki	Created/Initiated - 11/01/2025
Gary Schimek	New -
Sirke Salminen	-
Hillary Evans	-
Carolyn Hope	-

Council Goal(s):

Responsible Governance to Ensure Desired Level of Service

Legislative History:

City Council approved the original franchise agreement with PSE on September 20, 1982.

Subject Summary:

The franchise agreement and associated ordinance allows PSE to conduct their business within the City Right of Way. The original agreement was approved by City Council on September 20, 1982, with a term of twenty-five (25) years. This revised agreement, and associated ordinance, update the terms and conditions to current adopted standards and best practices.

With this agreement, the City allows PSE the right, privilege, authority and franchise to set, erect, lay, construct, extend, support, attach, connect, maintain, repair, enlarge, operate and use facilities in, upon, over, under, along, across, and through the Franchise Agreement to provide for the transmission, distribution and sale of gas for power, heat, light, and such other purposes for which gas may be used.

Financial/Budget Impacts:

Budget Amendment Required? N/A

Budget and Sources:	N/A
Expenditure:	N/A

New Appropriation Required + Sources:	N/A
---------------------------------------	-----

Additional Financial Information:

N/A

Community Notifications:

City Council Agenda

Social Media

If "Other," please specify:

Board/Commission Recommendation:

N/A

Staff Recommendation:

Staff recommends the City Council vote to adopt the ordinance with Puget Sound Energy. This can be accomplished following a public hearing on this item at the council meeting on November 20, 2025.

Council Motion:

N/A

Attachments:

1. PSE 1982
2. PSE FRANCHISE 2025
3. PSE ORDINANCE 2025

1982

ORDINANCE NO. 1479

CITY OF MOUNTLAKE TERRACE

FILE COPY

AN ORDINANCE GRANTING TO WASHINGTON NATURAL GAS COMPANY, A WASHINGTON CORPORATION, AND A PUBLIC UTILITY SELLING AND DISTRIBUTING GAS WITHIN THE STATE OF WASHINGTON THE RIGHT AND FRANCHISE TO USE AND OCCUPY THE STREET, AVENUES, ROADS, ALLEYS, LANES AND OTHER PUBLIC PLACES AND WAYS OF THE CITY OF MOUNTLAKE TERRACE, WASHINGTON, FOR CONSTRUCTING, MAINTAINING, REPAIRING, RENEWING AND OPERATING A GAS DISTRIBUTION SYSTEM AND ACCESSORIES WITHIN AND THROUGH THE CITY OF MOUNTLAKE TERRACE, WASHINGTON and REPEALING ORDINANCE NO. 1457.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MOUNTLAKE TERRACE, AS FOLLOWS:

Section 1. The right is hereby granted to Washington Natural Gas Company, hereinafter referred to as the Grantee, to lay, construct, extend, maintain, repair, renew and replace gas pipes and gas mains and accessories under, along and/or across any and all streets, avenues, roads, alleys, lanes and other public places and ways in the City of Mountlake Terrace, hereinafter referred to as City and all territory hereafter lawfully annexed, and to use and occupy said streets, avenues, roads and alleys, lanes and other public places and ways for the purpose of therein laying, constructing, extending, maintaining, renewing, replacing and repairing mains and pipes and all appurtenances thereto and accessories used and/or useful for the manufacture, transmission and sale and distribution of gas within and through the present or future territorial limits of the City for the term of twenty-five (25) years from and after the effective date of the ordinance, except as hereinafter provided.

Section 2. Rights herein granted shall be subject to and governed by this ordinance; provided, however, the Council expressly reserves unto itself all its police power to adopt general ordinances necessary to protect the safety and welfare of the general public in relation to the rights hereby granted not inconsistent herewith.

Section 3. The location of all mains, laterals and appurtenances, within such streets, avenues, alleys, lanes and other public places and ways shall be determined and fixed by the City Engineer, and before any work is done by the Grantee under this franchise, (except in cases of emergency) it shall first file with the City Clerk an application for a permit to do such work, accompanied by a drawing showing the position and location of all such mains and/or laterals and meter boxes, plugs, etc., sought to be constructed, laid, installed or erected at that time and their relative positions to existing streets, avenues, roads, alleys, lanes and other public places or ways, and showing the location of local improvements above and below ground such as water mains and services, sewer mains and laterals, storm sewers and appurtenances, underground telephone power and cable TV, sidewalks, curbs, gutters, property lines, turnouts, parking strips, etc., as may be pertinent to the proposed work.

RECEIVED

OCT 1 1982

CENTRAL FILE

Section 4. The Grantee in such application shall specify the class and type of material to be used and the equipment to be used and the mode of safeguarding and facilitating public traffic during construction. All such material and equipment shall be first class and shall meet with the approval and pass all requirements of said City, and the Grantee shall pay to the City of Mountlake Terrace all costs of and expenses incurred in the examination, inspection and supervision of such work on account of the granting of said permit, including the work described in Section 3 hereof.

Section 5. The Grantee shall leave all streets, avenues, roads, alleys, lanes, public places and way, after laying and installing mains and doing construction work, making repairs to equipment, etc., in as good and safe condition in all respects as they were before the commencement of such work by the Grantee, its agents or contractors, as determined in the sole discretion of the City. In case of any damage to said streets, avenues, roads, alleys, lanes, public places and ways or to pavements, turnouts, gutters, ditches, walks, drain pipes, rails, bridges, trestles, wharves or landings, caused by the Grantee, said Grantee shall immediately repair said damage at its sole cost and expense. The City may at any time, after giving oral or written notice to Grantee, do, order and have done any and all work considered necessary to restore to a safe condition any such streets, avenues, road, alleys, lanes, public places and ways, or pavement, turnouts, gutters, ditches, walks, drain pipes, rails, bridges, trestles, wharves or landings left by the Grantee or its agents in a condition dangerous to life or property, and the Grantee, upon demand, shall pay to the City of Mountlake Terrace all costs of such construction or repair and of doing such work. All repair or construction work performed by the Grantee shall be accomplished in the manner and according to the standards prescribed by the City, except as the same may be inconsistent with other requirements of law.

Section 6. The Grantee, by the acceptance of this franchise, hereby agrees, for itself, its successors and assigns, to protect and save harmless the City of Mountlake Terrace, from all claims, actions or damages of every kind and description which may accrue to or be suffered by any person or persons, corporation or property by reason of any faulty construction, defective material or equipment or maintenance, or by the improper occupation of said streets, avenues, roads, alleys, lanes, public places and ways by the Grantee, or by reason of the negligent, improper or faulty manner of safeguarding any excavation, temporary turnouts or inefficient operation by the Grantee of its said pipe lines as hereinbefore designated; and in case suit or action is brought against said City of Mountlake Terrace for damages arising out of or by reason of any of the abovementioned causes and in judgment shall be rendered against the City of Mountlake Terrace in such suit or action, the Grantee will fully satisfy said judgment within ninety (90) days after said suit or action shall have finally been determined, if determined adversely to the City of Mountlake Terrace, provided the Grantee herein, its successors and assigns, shall have the right to employ its or their own Counsel in any cause or action or be given the management of the defense thereof.

Section 7. If at any time the City of Mountlake Terrace deems it advisable to improve any of its streets, avenues, roads, alleys, lanes, public places and ways for the public benefit by grading or regrading such streets, avenues, roads, alleys, lanes, public places and ways or paving, altering, changing, repairing or reimproving the same, the Grantee, upon written notice by the City Manager, shall, at its own expense, immediately so raise, lower or move its line of pipes to conform to such new grades as may be established, or place said pipes in such location or position as shall cause the least interference with any such improvements, and said City of Mountlake Terrace shall in nowise be held liable for any damages to said Grantee that may occur by reason of such improvements, repairs or maintenance or by the exercise of any rights reserved in this grant.

Section 8. This grant shall not be exclusive and shall in no manner prohibit the City of Mountlake Terrace from granting other franchises of a like nature or franchises for other public or private utilities over, along, across, under and upon any of such streets, avenues, roads, alleys, lanes, public places and ways, and shall in nowise prohibit or prevent the City of Mountlake Terrace from using any of said streets, avenues, roads, alleys, lanes, public places and ways, with full power to make all necessary changes, relocations, repairs, maintenance, etc. of same as the City of Mountlake Terrace may deem fit.

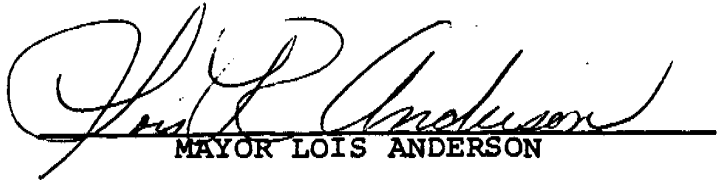
Section 9. In the event of the imposition by the City of a tax upon the furnishing of natural gas, the Grantee shall not increase the retail rates for the furnishing of natural gas to any customer in the City in any amount in excess of the actual amount necessary to reimburse itself for such tax liability.

Section 10. All of the provisions, conditions, regulations and requirements herein contained shall be binding upon the successors and assigns of the Grantee, and all privileges of the Grantee shall inure to its successors and assigns.

Section 11. If the Grantee, its successors or assigns, shall willfully violate or fail to comply with any of the provisions of this grant; or through willful or unreasonable negligence fail to heed to any notice given to the Grantee under the provisions of this grant, then the said Grantee, its successors or assigns, shall, at the election of the Council of the City of Mountlake Terrace, forfeit all rights conferred hereunder and this franchise may be revoked or annulled by the said City Council.

Section 12. This ordinance shall be in full force and effect from and after thirty (30) days after its passage and publication and its acceptance by the Grantee.

PASSED BY THE CITY COUNCIL THIS 20th day of September, 1982, and signed in authentication of its passage this 21st day of September, 1982.


MAYOR LOIS ANDERSON

ATTEST: 
City Clerk

APPROVED AS TO FORM: Levy Johnston, City Attorney.

The terms and conditions of the foregoing Franchise Ordinance
No. 1479 is hereby accepted this 12th day of OCTOBER,
1982.

WASHINGTON NATURAL GAS COMPANY

By: 
R.R. Golliver, President

ATTEST:

R.J. Tomlinson,
Vice President Legal and Secretary

Above acceptance received by:

City Clerk

Dated: _____

FRANCHISE AGREEMENT

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Section 1. Definitions.

1.1 Where used in this franchise (the “Franchise”), the following terms will have the meaning set forth in this Section 1. Other terms are defined elsewhere in this Franchise.

1.2 “City” means the City of Mountlake Terrace, a code city of the State of Washington, and its successors and assigns.

1.3 “Dispute” means any and all claims, controversies or disputes arising between the Parties relating to or in connection with this Franchise.

1.4 “Environmental Laws” means any and all Laws relating to the protection of human health and the environment, including those relating to the generation, use, handling, transportation, storage, release, discharge or disposal of Hazardous Substances, such as the Model Toxics Control Act, RCW ch. 70A.305.

1.5 “Facilities” means, collectively and as applicable, any and all of the following facilities that are owned, operated, or maintained by PSE: (i) natural gas distribution facilities and systems, including gas pipes, pipelines, mains, laterals, conduits, feeders, regulators, meters, meter-reading devices, meter-reading devices and infrastructure (including advanced metering infrastructure), and communication systems; and (ii) any and all other equipment, appliances, attachments, appurtenances, and other facilities or items necessary, convenient, or in any way appertaining to any and all of the foregoing, whether the same be located above ground or underground.

1.6 “Force Majeure Event” means any event or circumstance (or combination thereof) that: (i) delays or prevents performance by a Party of any of its obligations under this Franchise; (ii) is not caused by, and is beyond the reasonable control of, the affected Party; and (iii) could not have been prevented or overcome by commercially reasonable measures taken by the affected Party to avoid the effect of the event or circumstance on the affected Party’s ability to perform its obligations hereunder and to mitigate the consequences of the event or circumstance. Force Majeure Events may include the following: (a) acts of nature, including storms, epidemics, and pandemics; (b) acts of public enemies, terrorism, war, rioting, insurrection or sabotage; (c) any form of compulsory government action or change in state or federal Law; (d) accidents or other casualties causing damage, loss or delay; (e) labor disturbances, strikes, lock-outs or other industrial actions affecting the Parties or any of their contractors, subcontractors, agents or employees; (f) supply chain disruptions, shortages in materials, or similar events delaying or preventing the procurement of certain materials; and (g) delay in obtaining or denial of any regulatory consents or approvals.

1.7 “Franchise Area” means any and all of the roads, streets, avenues, alleys, and highways, and rights-of-way of the City as now laid out, platted, dedicated or improved; and any and all roads, streets, avenues, alleys, highways, and rights-of-way that may hereafter be laid out, platted, dedicated or improved within the limits of the City.

1.8 “Hazardous Substances” means any hazardous, toxic, or dangerous substance, material, waste, pollutant, or contaminant that is specifically designated as such and regulated by any Environmental Law.

1.9 “Law” means any and all federal, state or municipal law, code, statute, ordinance, rule, tariff, regulation or other requirement that is applicable to a Party or its activities under this Franchise and is accorded the full force and effect of law and is binding upon such Party.

1.10 “Ordinance” means Ordinance No. [REDACTED], which sets forth the terms and conditions of this Franchise.

1.11 “Party” means, as applicable, PSE or the City, and “Parties” means, collectively, PSE and the City.

1.12 “PSE” means Puget Sound Energy, Inc., a Washington corporation, and its successors and assigns.

1.13 “Public Improvement Project” means a capital improvement project within the Franchise Area that requires the relocation of Facilities within the Franchise Area, is funded by the City (either with its own funds or with other public monies obtained by the City for such capital improvement project), and is undertaken by the City.

1.14 “Term” means the term of this Franchise as defined in Section 13 (Franchise Term).

1.15 “WUTC” means the Washington Utilities and Transportation Commission, and any successor agency with jurisdiction over the terms and conditions of any gas services provided by PSE to its customers.

Section 2. Grant of Rights.

2.1 The City hereby grants to PSE the right, privilege, authority and franchise to set, erect, lay, construct, extend, support, attach, connect, maintain, repair, replace, enlarge, operate and use Facilities in, upon, over, under, along, across and through the Franchise Area to provide for the transmission, distribution and sale of gas for power, heat, light, and such other purposes for which gas may be used.

2.2 This Franchise is not, and will not be deemed to be, an exclusive Franchise. This Franchise will not in any manner prohibit the City from granting other and further franchises over, upon, and along the Franchise Area that do not interfere with PSE’s rights under this Franchise. This Franchise will not affect the jurisdiction of the City over the Franchise Area and will not limit or constrain the exercise of the City’s police powers, or prohibit or prevent the City from using the Franchise Area, in a manner that is consistent with Law and the terms and conditions of this Franchise.

2.3 PSE will exercise its rights within the Franchise Area in accordance with Law; except that in the event of any conflict or inconsistency between any municipal law, code, statute, ordinance, rule, regulation, policy or other requirement of the City and the terms and conditions of this Franchise, the terms and conditions of this Franchise will govern and control.

2.4 This Franchise will not convey any right to PSE to install any Facilities on, under, over or across, or to otherwise use, any City-owned or City-leased properties of any kind that are located outside the Franchise Area. Further, this Franchise will not govern or apply to any Facilities located

on any PSE-owned or PSE-leased properties or any easements (whether inside or outside of the Franchise Area, whether granted by a private or public entity, and whether now existing or hereafter acquired), and such Facilities are not, and will not be deemed to be, located pursuant to rights derived from this Franchise.

2.5 Facilities that were installed or maintained by PSE in accordance with a prior franchise agreement between PSE and the City, but that are not within the Franchise Area, may be maintained, repaired, and operated by PSE at the location such Facilities exist as of the Effective Date; except, that no such Facilities may be enlarged, improved, or expanded by PSE without the prior review and approval of the City pursuant to and consistent with Law.

Section 3. PSE's Use and Occupancy of the Franchise Area.

3.1 All work performed on Facilities within the Franchise Area will be accomplished in a good and workmanlike manner, by means that, to the extent practicable, minimize interference with the free passage of pedestrian or vehicle traffic, and by methods that allow for reasonable access to adjoining property, whether public or private. PSE will post and maintain proper barricades, flags, flaggers, lights, flares, safety devices, and other measures as required by Law. If any work by PSE on Facilities within the Franchise Area impairs the lateral support of the Franchise Area or adjacent properties, PSE will take such action as is reasonably necessary to restore and maintain the lateral support of the Franchise Area or such adjacent properties.

3.2 Prior to PSE engaging in any work on Facilities located within the Franchise Area, PSE will apply for all City permits required to do such work, and will, except to the extent contrary to or inconsistent with the terms and conditions of this Franchise, comply with all requirements and conditions of such permits. If Facilities within the Franchise Area are in such a condition so as to endanger the property, life, health, or safety of any individual or threaten system integrity, or are otherwise compromised, in each case as reasonably determined by PSE, PSE may take prompt action to correct the dangerous condition without first obtaining any required City permits on the condition that PSE applies for any such permit(s) as soon as reasonably practicable after taking such action. If the City discovers an emergency situation involving any Facilities, the City will promptly notify PSE, and PSE will address the emergency situation pursuant to this Section 3.2.

3.3 PSE will, after completing any installation, construction, relocation, maintenance, removal or repair of any of Facilities within the Franchise Area pursuant to this Franchise, restore the affected Franchise Area and any other City property situated within the Franchise Area that may be disturbed or damaged by such work, to at least the same condition as such area or property was in immediately prior to the applicable work. The City will not impose any fee, fine, charge, or other cost or expense on PSE for any such damage or disturbance if such restoration work is completed to the reasonable satisfaction of the City. All survey monuments which are to be disturbed or displaced by any such work will be referenced and restored consistent with Law.

3.4 PSE will have the right to cut, clear, and remove vegetation encroaching on, overhanging, or growing into Facilities within the Franchise Area so as to prevent such vegetation from coming in contact with such Facilities and to maintain safe and reliable operations of such Facilities. The exercise of such right will be subject to the City's prior approval, which will not be unreasonably withheld, conditioned, or delayed. PSE's tree trimming activities will preserve the appearance,

integrity, and health of the trees to the extent reasonably possible. Except in emergency situations or as otherwise approved by the City, PSE will (i) be responsible for all debris removal from such activities and (ii) ensure such work is performed under the direction of a certified arborist.

3.5 The Parties acknowledge that PSE is subject to state and federal Laws that apply to its gas operations and that certain information related to such operations is publicly available, including by or through the WUTC. The City may review such information, including publicly available maintenance, safety, and inspection information related to Facilities, in its discretion.

Section 4. Planning and Coordination.

4.1 Each Party will exercise commercially reasonable efforts to coordinate construction work it may undertake within the Franchise Area with the other Party so as to promote the orderly and expeditious performance and completion of such work as a whole. In so doing, the Parties will undertake cooperative planning so as to promote the coordinated timing, location, and prosecution of such work within the Franchise Area. Upon the reasonable request of a Party, but not more often than annually (unless otherwise agreed upon by the Parties), the Parties will meet to discuss and coordinate regarding future construction activities then being planned by either Party within the Franchise Area. Such discussions and coordination will be for informational purposes only and will not obligate either Party to undertake any specific improvements or other activities within the Franchise Area.

4.2 The City may, from time to time, request:

4.3 copies of certain available PSE plans for potential improvements to Facilities within the Franchise Area if and to the extent such information is needed by the City for its own project planning purposes, and

4.4 copies of certain available maps in use by PSE showing the approximate locations of Facilities within the Franchise Area if and to the extent such information is needed by the City for specific right-of-way management purposes.

Any such request by the City must be submitted by email to Map.Request@pse.com (or by such other method as PSE may reasonably direct, from time to time) and must be reasonable in scope and at intervals that minimize administrative burdens on both Parties. Any release of information to the City pursuant to this Section 4.4 will be subject to PSE's prior approval, which will not be unreasonably withheld. Any information provided by PSE pursuant to this Section 4.4 will be for informational purposes only and will not obligate PSE to undertake any specific improvements or other activities within the Franchise Area or be construed as a proposal to undertake any specific improvements or other activities within the Franchise Area. PSE does not warrant the accuracy of any information provided pursuant to this Section 4.4 and, to the extent the locations of Facilities are shown in any such information, such Facilities are shown in their approximate locations. Further, notwithstanding anything in this Franchise to the contrary, PSE will have no obligation to disclose any records, documents, or other information that, in PSE's reasonable discretion: (i) are financial, commercial, or proprietary in nature, or (ii) constitute critical energy infrastructure information as regulated under the Federal Power Act, 16 U.S.C. § 791, et seq.

4.5 If either Party causes an excavation to be made within the Franchise Area, the Party causing such excavation will afford the other Party an opportunity to use such excavation if the Party causing such excavation: (i) receives a written request from the other Party to do so, (ii) such joint use would not unreasonably delay the work of the Party causing such excavation, and (iii) such joint use is arranged and accomplished upon terms and conditions reasonably satisfactory to the Party causing such excavation.

4.6 Nothing in this Franchise is intended (nor will be construed) to relieve either Party of its respective obligations under Law with respect to determining the location of underground utility facilities, including Facilities.

Section 5. Decommissioned Facilities.

The Parties acknowledge that: (i) the removal of underground Facilities often causes significant disruptions to applicable rights-of-way within the Franchise Area, which may adversely impact the use of the affected Franchise Area and inconvenience the public, and (ii) an approach of decommissioning certain Facilities in place within the Franchise Area, consistent with prudent utility practice and this Franchise, could help the Parties reduce unnecessary disruptions to the Franchise Area while maintaining the Parties' respective responsibilities under this Franchise with respect to such Facilities. Accordingly, PSE may, from time to time, elect to discontinue its use of underground Facilities within the Franchise Area, and decommission such Facilities in place ("Decommissioned Underground Facilities"). In such event, PSE will notify the City of its decision to decommission such Facilities and will decommission such Facilities in place consistent with prevailing industry standards and Law, which may include disconnecting such Decommissioned Underground Facilities from the operating natural gas system, sealing such Decommissioned Underground Facilities, and rendering such Decommissioned Underground Facilities inert. As requested by the City in accordance with Section 4.4, PSE will provide the City with maps that show the approximate location of Decommissioned Underground Facilities. In addition, for the avoidance of doubt, Decommissioned Underground Facilities within the Franchise Area remain subject to the terms and conditions of this Franchise, including Section 7 (Relocation of Facilities) and Section 8 (Indemnification and Insurance).

Section 6. Hazardous Substances.

PSE will only use Hazardous Substances within the Franchise Area incident to PSE's normal business operations, and in all cases (i) limited to such quantities as may be required in its normal business operations, (ii) used, transported or stored in accordance with prevailing industry standards and Law, and (iii) used, transported or stored only for its intended use. In the event PSE or its contractors cause an unlawful release of Hazardous Substances within the Franchise Area, PSE will notify the City within twenty-four (24) hours after its discovery of such release. PSE will act promptly to remediate such release of Hazardous Substances in accordance with Law.

Section 7. Relocation of Facilities.

7.1 Whenever the City causes a capital improvement project to be undertaken within the Franchise Area, and the City believes such project constitutes a Public Improvement Project that requires the relocation of then-existing Facilities within the Franchise Area (for purposes other

than those described in Section 7.2), the City will provide to PSE, within a reasonable time prior to the commencement of such project:

7.1.1 written notice of the applicable project; and

7.1.2 reasonable plans and specifications sufficient for PSE to: (i) evaluate whether the proposed project constitutes a Public Improvement Project, including whether the relocation of any Facilities within the Franchise Area is necessary, and (ii) if the project requires any such relocations, to develop an initial system design for such Facilities in connection with such Public Improvement Project.

7.2 After receipt of such notice and such plans and specifications, the City and PSE will work together to review the plans and specifications provided pursuant to Section 7.1.2 as well as any proposed relocation of Facilities for such Public Improvement Project. For any Facilities that must be relocated within the Franchise Area for such Public Improvement Project, PSE will perform such relocation at no charge to the City and in accordance with a schedule mutually agreed upon in writing by the City and PSE. If the City requires the subsequent relocation of any such Facilities within five (5) years from the date of the initial relocation of such Facilities pursuant to this Section 7.1, the City will bear the entire cost of such subsequent relocation.

7.3 Whenever (i) any public or private development within the Franchise Area, other than a Public Improvement Project, requires the relocation of Facilities within the Franchise Area to accommodate such development, or (ii) the City requires the relocation of Facilities within the Franchise Area for the benefit of any person or entity other than the City, then, in such event, PSE will have the right as a condition of such relocation, to require such person or entity to make payment to PSE, at a time and upon terms and conditions acceptable to PSE, for any and all costs and expenses incurred by PSE in the relocation of such Facilities.

7.4 Any condition or requirement imposed by the City upon any person or entity, other than PSE, which requires the relocation of Facilities will be a relocation under Section 7.2 (including any condition or requirement imposed pursuant to any contract or in conjunction with approvals or permits for zoning, land use, construction or development).

7.5 Nothing in this Section 7 will require PSE to bear any cost or expense in connection with the location or relocation of any Facilities authorized by easement or other rights not derived from this Franchise, regardless of whether such easement or other rights are on public or private property and regardless of whether such easement or other rights extend to property within the Franchise Area.

Section 8. Indemnification and Insurance.

8.1 PSE shall defend, indemnify, and hold harmless the City and its officers, officials, and employees ("City Parties") from and against any and all claims, suits, and actions made against a City Party (including any liabilities resulting from any such claims, suits, or actions) for injury or death of any person, or for damage to property, to the extent such injury or damage is caused by the negligence or intentional misconduct of PSE, its employees, or agents in exercising the rights granted to PSE by this Franchise. In the event any such claim, suit, or action is presented to or filed with any City Party, the City must promptly notify PSE thereof in writing, and PSE will have the

right, at its election and at its sole cost and expense, to settle and compromise such claim or demand, or to defend the same at its sole cost and expense, by attorneys of its own election. In addition, in the event any claim, suit, or action is begun against a City Party based upon any such claim, suit, or action, the City must likewise promptly notify PSE thereof in writing, and PSE will have the right, at its election and its sole cost and expense, to settle and compromise such claim, suit, or action, or to defend the same at its sole cost and expense, by attorneys of its own election.

8.2 However, should a court of competent jurisdiction determine that this Franchise is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of PSE and any City Party, PSE's indemnity obligations under Section 8.1 shall apply only to the extent of PSE's negligence.

8.3 It is further specifically and expressly understood that, solely to the extent required to enforce any indemnification under Section 8, PSE waives any immunity it may have under Industrial Insurance, Title 51 RCW; except that the foregoing waiver will not in any way preclude PSE from asserting such immunity directly against any of its own employees or such employees' estates or other representatives. The waiver set forth in this Section 8.3 has been specifically negotiated by the Parties.

8.4 During the Term PSE will maintain the following liability insurance coverages, insuring both PSE and including the City as additional insured against claims for injuries to persons or damages to property which may arise from or in connection with the exercise of the rights, privileges, and authority granted to PSE in this Franchise:

8.4.1 Commercial General Liability insurance with limits not less than five million dollars (\$5,000,000) per occurrence for bodily injury or death, property damage, and public liability.

8.4.2 Excess or Umbrella Liability insurance shall be written with limits of not less than \$5,000,000 per occurrence and annual aggregate. The Excess or Umbrella Liability requirement and limits may be satisfied instead through Grantee's Commercial General Liability and Automobile Liability insurance, or any combination thereof that achieves the overall required limits.

8.4.3 Automobile liability for owned, non-owned and hired vehicles with a Combined Single Limit of two million dollars (\$5,000,000) for each accident.

8.4.4 Worker's compensation with statutory limits and employer's liability insurance with limits of not less than one million dollars (\$1,000,000).

8.5 In lieu of the insurance requirements in Section 8.3, PSE may self-insure against such risks in such amounts as are consistent with good utility practice. Upon the City's request, PSE will provide the City with reasonable written evidence that PSE is maintaining such self-insurance program.

Section 9. Reservation of Easement in Event of Vacation.

In the event the City vacates any portion of the Franchise Area containing Facilities during the Term, the City will reserve an easement for such Facilities that are located in such vacated portion of the Franchise Area in a manner consistent with the City's vacation procedures, as applicable, and at no cost to PSE. The City will give PSE advance notice of its intent to vacate any portion of the Franchise Area and will consult with PSE regarding the terms and conditions of the easement to be reserved for Facilities.

Section 10. Force Majeure.

If performance of this Franchise, or of any obligation hereunder, is prevented or substantially restricted or interfered with by reason of a Force Majeure Event, the affected Party, upon giving notice to the other Party of the Force Majeure Event and its impact on the affected Party, will be excused from such performance to the extent of and for the duration of such prevention, restriction or interference. The affected Party must use commercially reasonable efforts to avoid or remove such causes of nonperformance under this Franchise and must continue performance hereunder whenever such causes are removed.

Section 11. Dispute Resolution.

11.1 A Dispute must be resolved in accordance with the dispute resolution procedures set forth in this Section 11. A Party will notify the other Party promptly following the occurrence or discovery of a Dispute. The initial mechanism to resolve a Dispute will be by negotiation between the Parties' representatives, so designated by the Parties by notice given pursuant to this Section

11.2 If the Parties cannot resolve a Dispute satisfactorily within fifteen (15) business days after receipt of the initial notice in accordance with Section 11.1, either Party may thereafter deliver to the other Party notice initiating the dispute resolution procedures set forth in this Section 11.2. Such notice will (i) contain a detailed description of the issues in Dispute, (ii) identify the senior officers or administrators authorized to settle the Dispute on behalf of the Party providing such notice, and (iii) propose a date or dates, not less than thirty (30) days from the date of such notice, that such officers or administrators are available for a meeting to resolve such Dispute. The recipient Party will, within ten (10) business days following receipt of notice pursuant to this Section 11.2, provide to the notifying Party a parallel schedule of availability of the recipient Party's senior officers or administrators authorized to settle the Dispute on behalf of the recipient Party. Following delivery of the respective senior officers' or administrators' schedules of availability, the senior officers or administrators so designated will engage in good-faith negotiations for a period of at least thirty (30) days after the first meeting between such officers or administrators (or such other time period as may be agreed upon by the Parties), to resolve the Dispute to the satisfaction of both Parties.

11.3 If at any time after the expiration of such thirty (30) day period (or such other time period as may be agreed upon by the Parties pursuant to Section 11.2), a Party determines that continued negotiations with the other Party will not result in a resolution of the Dispute, and if the Party reasonably believes that the other Party is in default of its obligations under this Franchise, such

Party may serve upon the other Party a written order to comply with the provisions of this Franchise pursuant to Section 12 (Default).

11.4 Except as otherwise provided in Section 11.3, the Parties intend that the Parties' exhaust the procedures for dispute resolution set forth in this Section 11 before a Party exercises any other right or remedy available under this Franchise.

Section 12. Default.

If PSE fails to comply with the provisions of this Franchise, the City may serve upon PSE a written order to so comply within sixty (60) days after the date on which such order is received by PSE. If PSE is not in compliance with this Franchise after expiration of such sixty (60) day period, the City may, by ordinance, declare an immediate forfeiture of this Franchise; except, that if any failure to comply with this Franchise by PSE cannot be corrected with due diligence within such sixty (60) day period (PSE's obligation to comply and to proceed with due diligence being subject to unavoidable delays and events beyond its control), the time within which PSE may so comply will be extended for such time as may be reasonably necessary and so long as PSE commences promptly and diligently to effect such compliance.

Section 13. Franchise Term.

This Franchise is and will remain in full force and effect for a period of twenty-five (25) years from and after the Effective Date (the "Term"). The Public Works Director may extend the Term for up to two (2) additional five (5) year periods if PSE requests such an extension not more than two (2) years nor less than one hundred eighty (180) days prior to the expiration of the then-current Term. If the Public Works Director elects to extend the Term pursuant to this Section 13, the City will provide written notice of such extension to PSE prior to the end of the then-current Term.

Section 14. Assignment.

PSE will not assign this Franchise to any unaffiliated third party without the prior consent of the City, which consent will not be unreasonably withheld. Notwithstanding the foregoing, PSE will have the right, without such notice or such written acceptance, to mortgage its rights, benefits and privileges in and under this Franchise for the benefit of bondholders.

Section 15. Miscellaneous.

15.1 Unless otherwise specifically provided by this Franchise, all notices, consents, requests, demands or other communications required or permitted by this Franchise must be in writing and given by personal delivery, email, or certified mail. All legal notices provided in connection with this Franchise, including notices relating to breach of this Franchise or a waiver of any right or obligation under this Franchise, however, must be in writing and sent to the notice address set forth in this Section 15.1 of the Party being notified. Such a notice will be deemed effective as follows: (i) if sent by certified mail with return receipt requested, upon certified receipt; (ii) if sent by a nationally recognized courier or mail service, delivery charges or postage prepaid, with delivery receipt requested, upon receipt; or (iii) if delivered personally, upon delivery.

To PSE: Puget Sound Energy, Municipal Liaison Manager
Attn: Municipal Relations
PO Box 97034
Bellevue, WA 98009
With a copy sent via email to: Municipal.Relations@pse.com

To City: Gary Schimek
Public Works Director
6204 215th Street SW
Mountlake Terrace, WA 98043
With a copy sent via email to: GSchimek@mltwa.gov

A Party may change its address for purposes of this Section 15.1 by giving written notice of such change to the other Party pursuant to this Section 15.1.

15.2 The headings of sections and paragraphs of this Franchise are for convenience of reference only and are not intended to restrict, affect or be of any weight in the interpretation or construction of the provisions of such sections or paragraphs. Terms defined in a given number, tense or form have the corresponding meaning when used in this Franchise in another number, tense or form. References containing terms such as “hereof,” “herein,” “hereto,” “hereinafter” and other terms of like import are not limited in applicability to the specific provision within which such references are set forth but instead refer to this Franchise taken as a whole. The terms “includes” or “including” will not be deemed limited by the specific enumeration of items, but will be deemed without limitation. The term “or” is not exclusive.

15.3 Any provisions of this Franchise prohibited or rendered unenforceable by any state or federal Law will be ineffective only to the extent of such prohibition or unenforceability without invalidating the remaining provisions of this Franchise. In such event, the remainder of this Franchise will remain valid and enforceable. Upon such determination that any term or other provision is prohibited or rendered unenforceable as described in this Section 15.3, the Parties will negotiate in good faith to modify this Franchise so as to maintain the original intent of the Parties as closely as possible in an acceptable manner to the end that rights and obligations contemplated under this Franchise are fulfilled to the greatest extent possible.

15.4 This Franchise may be amended only by a written instrument, signed by both Parties, which specifically states that it is an amendment to this Franchise and is approved and executed in accordance with Law. This Franchise constitutes the entire agreement between the Parties with respect to the subject matter of this Franchise, and supersedes all other prior agreements and understandings, oral and written, between the Parties, with respect to the same.

15.5 As provided by RCW 35.21.860, the City may recover from PSE actual administrative expenses incurred by the City that are directly related to receiving and approving this Franchise.

15.6 Nothing in this Franchise will be construed to create any rights or duties to any third party, nor any liability to or standard of care with reference to any third party. This Franchise will not confer any right or remedy upon any person other than the City and PSE. No action may be

commenced or prosecuted against either the City or PSE by any third party claiming as a third-party beneficiary of this Franchise.

15.7 The Parties will act in good faith and use commercially reasonable efforts to conduct their respective obligations under this Franchise. The failure of either Party to insist on or enforce strict performance of any provision of this Franchise or to exercise any right or remedy under this Franchise or Law will not be construed as a waiver or relinquishment to any extent of the right to assert or rely upon any such provision, right or remedy in that or any other instance; rather, the same will be and remain in full force and effect.

15.8 This Franchise will be governed by, subject to and construed under the laws of the State of Washington. This Franchise is subject to the provisions of any applicable tariff on file with the WUTC or its successor. In the event of any conflict or inconsistency between the provisions of this Franchise and any such tariff, the provisions of the tariff will control.

15.9 All terms and conditions of this Franchise that must be reasonably construed to survive the expiration or termination of this Franchise in order to give full force and effect to the intent of the Parties as set forth herein will survive the expiration or termination of this Franchise, regardless of whether such survival is expressly specified herein.

Section 16. Effective Date.

This Ordinance will be effective on _____, 2025, having been: (i) introduced to the City Council not less than five (5) days before its passage; (ii) first submitted to the City Attorney; (iii) published at least five (5) days prior to the effective date of this Ordinance and as otherwise required by Law; and (iv) passed at a regular meeting of the legislative body of the City of Mountlake Terrace on _____, 2025. This Franchise will take effect as of the date of PSE's written acceptance thereof (the "Effective Date").

Signed and approved by the Mayor on the ____ day of _____, 2025.

_____, Mayor

ATTEST:

_____, City Clerk

APPROVED AS TO FORM:

_____, City Attorney
Date: _____

CITY OF MOUNTLAKE TERRACE

ORDINANCE NO. XXX

**AN ORDINANCE OF THE CITY OF MOUNTLAKE TERRACE, WASHINGTON,
PROVIDING AUTHORIZATION TO THE MAYOR TO SIGN THE FRANCHISE
AGREEMENT WITH PUGET ENERGY SERVICES, INC.; PROVIDING FOR
SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE**

WHEREAS, the City Council of the City of Mountlake Terrace, Washington, has granted a franchise to Puget Sound Energy, Inc., a Washington corporation, its successors and assigns, by enacting Ordinance No. _____, bearing the date of _____, 2025; and

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MOUNTLAKE
TERRACE, WASHINGTON DO ORDAIN AS FOLLOWS:**

Section 1. Authorization. Authorization the Mayor of Mountlake Terrace to sign the Franchise Agreement with Puget Sound Energy, Inc. as attached hereto as Attachment A (the “Franchise”), which is attached hereto and incorporated herein by reference.

Section 2. Corrections. The City Clerk and codifiers of the ordinance are authorized to make necessary corrections to this first page of this ordinance (excluding the Franchise), including, but not limited to, the correction of scrivener/clerical errors, references, ordinance numbering, section/subsection numbers and any references thereto.

Section 3. Severability. If any section, subsection, paragraph, sentence, clause or phrase of this first page of this ordinance is declared unconstitutional or invalid for any reason, such invalidity shall not affect the validity or effectiveness of the remaining portions of this ordinance.

Section 4. Summary, Publication, and Effective Date. This Ordinance or a summary thereof consisting of the title shall be published in the official newspaper of the City and shall take effect and be in full force five (5) days after its adoption and publication as required by law.

ADOPTED BY THE CITY COUNCIL ON XXXX XX, 2025.

Kyoko Matsumoto Wright, Mayor

ATTEST: _____
City Clerk

APPROVED AS TO FORM: _____
Hillary J. Evans, City Attorney



STAFF REPORT

To: Mountlake Terrace City Council

From: Carolyn Hope, Deputy City Manager

Meeting Date: November 6, 2025

Subject: Review Draft Final Diversity, Equity and Inclusion Strategic Plan

Required Reviews:

Jennifer Joki	Created/Initiated - 10/30/2025
Sirke Salminen	Approved - 10/31/2025
Hillary Evans	Approved - 10/31/2025
Jeff Niten	Final Approval - 10/31/2025

Council Goal(s):

Growing Our Vibrant Community
An Informed and Engaged Community
Responsible Government

Legislative History:

In the City's approved 2023-2024 budget, the City Council allocated a total of \$60,000 in ARPA funding for the years 2023 and 2024 to contract for professional services to work with a well-qualified consultant to assist relevant city employees and the Diversity, Equity and Inclusion (DEI) Commission in developing DEI policies, a short and long-term work plan, implementation strategy development, and to help pay for event expenses. On August 7, 2023, staff presented proposed scope of work for those funds. On September 5, 2024, staff presented the findings of the internal assessment and described the plan for community outreach and to develop a Diversity, Equity, and Inclusion Staff Committee.

Subject Summary:

Since the last presentation of this plan to City Council, staff conducted community outreach by sharing the plan and an online poll to seek feedback on the plan. Between September and October 3, 2025, the plan was published and marketed for public comment. Sixty-five people provided comments on the document during that period. The details of the public comments are included in Section 6.5, starting on page 38 of the redlined version of the plan, and in Appendix B.6.

The plan has since been updated based on feedback provided. On October 20, 2025, the Diversity, Equity, and Inclusion Staff Committee reviewed the updated plan and recommended that it move on to the Commission and City Council. On October 27, 2025, the Diversity, Equity,

and Inclusion Commission voted to recommend this plan to the City Council for adoption.

As a recap from our September 11 presentation to City Council, the purpose of this plan is to identify actions the city can take to ensure that all community members have equitable access to city services, feel welcomed and included in the community, and that city staff work in a culture of inclusivity and are prepared to work with our diverse community members. The city is proposing changes to processes and procedures that ensure that people most impacted by city decisions are included in the process, that all residents have access to city services and information.

The recommendations in this plan, provided in Section 7.0, are in compliance with local, state, and federal laws such as the Mountlake Terrace City Council values and Municipal Code Section 2.150, Vision 2044 Comprehensive Plan policies, the 2025 Community Engagement Plan, the Washington State Law Against Discrimination (RCW 49.60), the Americans with Disabilities Act and the Civil Rights Act of 1964.

This plan was prepared by staff in coordination with the City Council, the Diversity, Equity, and Inclusion Commission, Mountlake Terrace community members, and consultants from The Vida Agency and Equity Through Action.

While the city works towards fulfilling these action steps, the city will continue to build relationships across the community, learning about what is going well and where there is room to improve, and an update to this plan will be made in 2027.

Financial/Budget Impacts:

Budget Amendment No
Required? _____

Budget and Sources:	\$38,000 ARPA Funds towards Consultant
Expenditure:	\$34,526
New Appropriation Required + Sources	NA

Additional Financial Information:

The above budget was allocated to the development of this plan. Many of the action steps outlined in the strategic plan can be accomplished by staff and the commission. However, there will be some future expenses that will be outlined in future budgets for implementation of training, marketing materials and advertisements, outreach costs, interpretation and translation services, potential capital costs to comply with ADA and other proposals, and potentially other services if council chooses to implement them. At this time, staff are not requesting additional funding to implement the plan.

Community Notifications:

City Council Agenda
Board/Commission Meeting

Social Media
News Release
Newspaper
Other

A public comment period for this plan occurred between September 12 and October 3. This comment period was marketed via news release, city social media accounts, on the city website, and to email-list serves – including to people who participated in the process of developing the plan.

Board/Commission Recommendation:

On October 27, 2025, the Diversity, Equity, and Inclusion Commission voted to recommend this plan to the City Council for adoption.

Staff Recommendation:

Staff recommends the City Council vote to adopt the plan, *Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion*. This can be accomplished by adding it to the Consent Agenda on November 20, 2025.

Council Motion:

N/A

Attachments:

1. 110625 DEI Strategic Plan CC Pres
2. Draft DEI Strategic Plan CC 11.06.25_Redline
3. Draft DEI Strategic Plan CC 11.06.25_clean



Review of the Diversity, Equity, and Inclusion Strategic Plan

City Council Work Session: November 6, 2025

Carolyn Hope, Deputy City Manager

Teresa Courtney, Vice Chair of the Diversity, Equity, and Inclusion Commission

Kermit Apio, Diversity, Equity, and Inclusion Commissioner

PURPOSE

- Review public comments
- Provide feedback on the draft final plan

Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Draft Final, November 2025



AGENDA

- ☐ Council Goals
- ☐ Legislative History
- ☐ Acknowledgements
- ☐ Purpose of the plan
- ☐ Public Comments
- ☐ Changes to the plan
- ☐ Next Steps
- ☐ Questions and Discussion

COUNCIL GOALS

- Growing Our Vibrant Community
- An Informed and Engaged Community
- Responsible Government

The mission of the Mountlake Terrace Diversity, Equity, and Inclusion Commission is to celebrate and promote a diverse, equitable and inclusive culture within the community; eliminate any form of actual or perceived discrimination; and help community members from all backgrounds to learn, grow & thrive.

LEGISLATIVE HISTORY

Date	Milestone
2022	City Council allocated ARPA Funds to contract for professional services to work with a well-qualified consultant to assist relevant city employees and the Diversity, Equity and Inclusion (DEI) Commission in developing DEI policies, a short and long-term work plan, implementation strategy development, and to help pay for event expenses
8/7/23	Staff presented proposed scope of work for those funds.
9/5/24	Staff presented the findings of the internal assessment and described the plan for community outreach and to develop a Diversity, Equity, and Inclusion Staff Committee.
9/11/25	Staff and Commissioners presented the Draft Diversity, Equity, and Inclusion Plan to City Council
10/27/25	After public comment, and revisions to the plan, the DEI Commission recommended the Draft Final Plan to City Council.

ACKNOWLEDGEMENTS

City Council

Kyoko Matsumoto Wright, Mayor
Bryan Wahl, Mayor Pro Tem
Erin Murray (Diversity, Equity, and Inclusion Commission Liaison)
Steve Woodard (Former Diversity, Equity, and Inclusion Commission Liaison)
Rick Ryan
Laura Sonmore
William Paige, Jr.
Rory Paine-Donovan (2023-2025)
Doug McCardle (2009-2023)

Diversity, Equity, and Inclusion Commission

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Marco DiMoretti, Public Works
Carolyn Hope, Deputy City Manager
Jeff Niten, City Manager



PURPOSE OF THE PLAN

- This plan identifies actions the city can take to ensure that all community members have equitable access to city services, feel welcomed and included in the community, and that
- City staff work in a culture of inclusivity and are prepared to work with our diverse community members.

The City Council is committed to:

- Embracing diversity through action, education, celebrations, and guidance.
- Assuring an accessible, safe, welcoming and inclusive government and community.
- Eliminating and preventing all forms of discrimination.

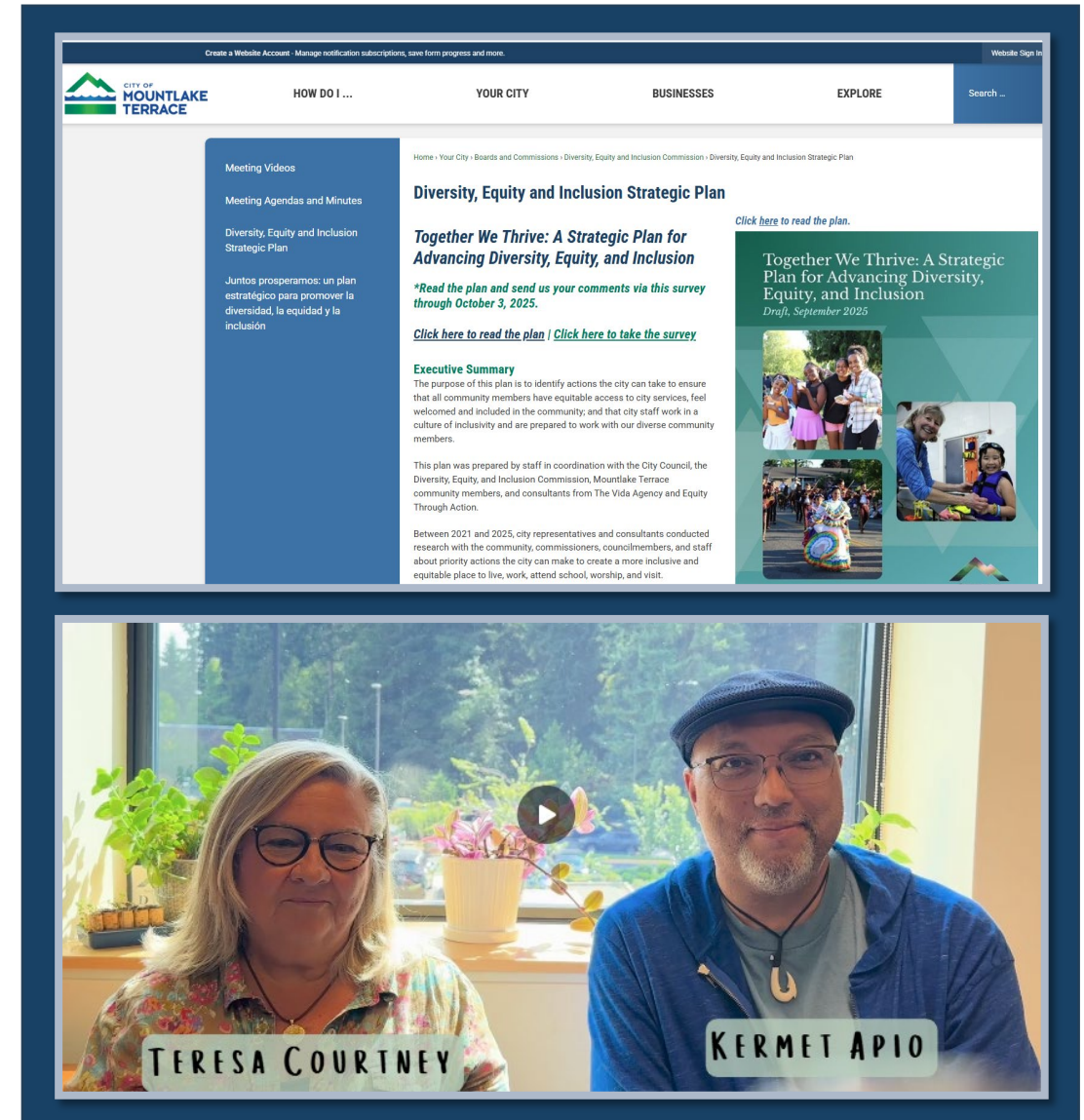
COMMISSION POWERS & DUTIES

- Providing information, education, and communication that facilitates understanding of diversity and to celebrate and respect individual differences.
- Recommend to the City Council diversity opportunities to promote programs, and provide guidance to assure an accessible, safe, welcoming and inclusive government and community.
- Support, challenge, and guide government and the community to eliminate and prevent all forms of discrimination.

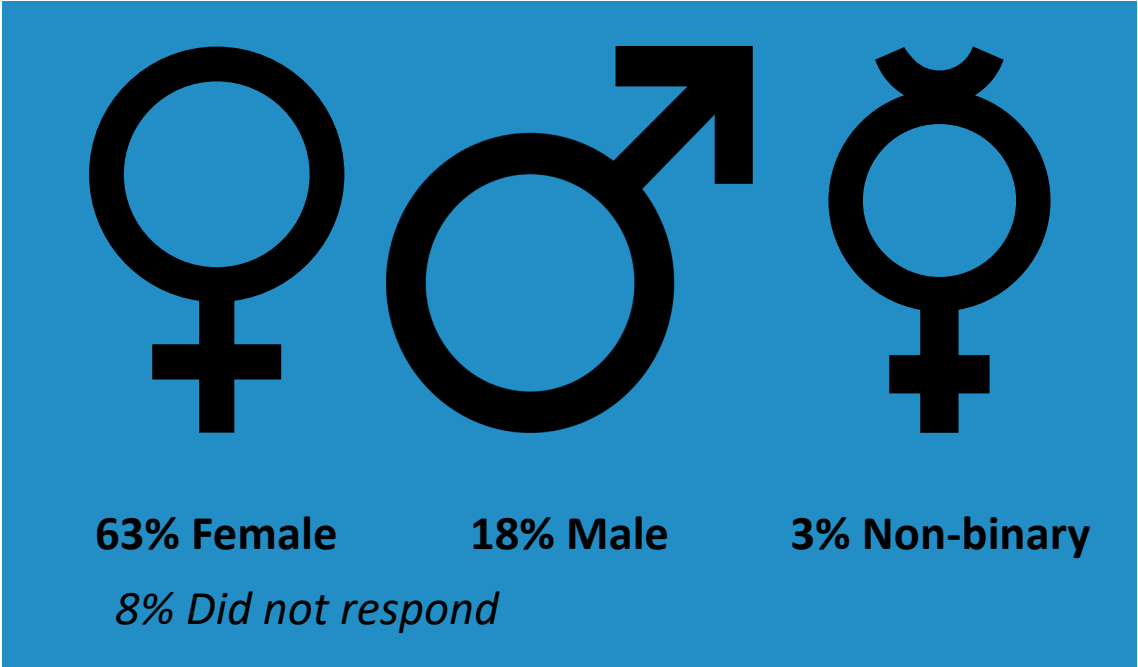
Public Comments on the Draft Plan

PUBLIC COMMENT PERIOD

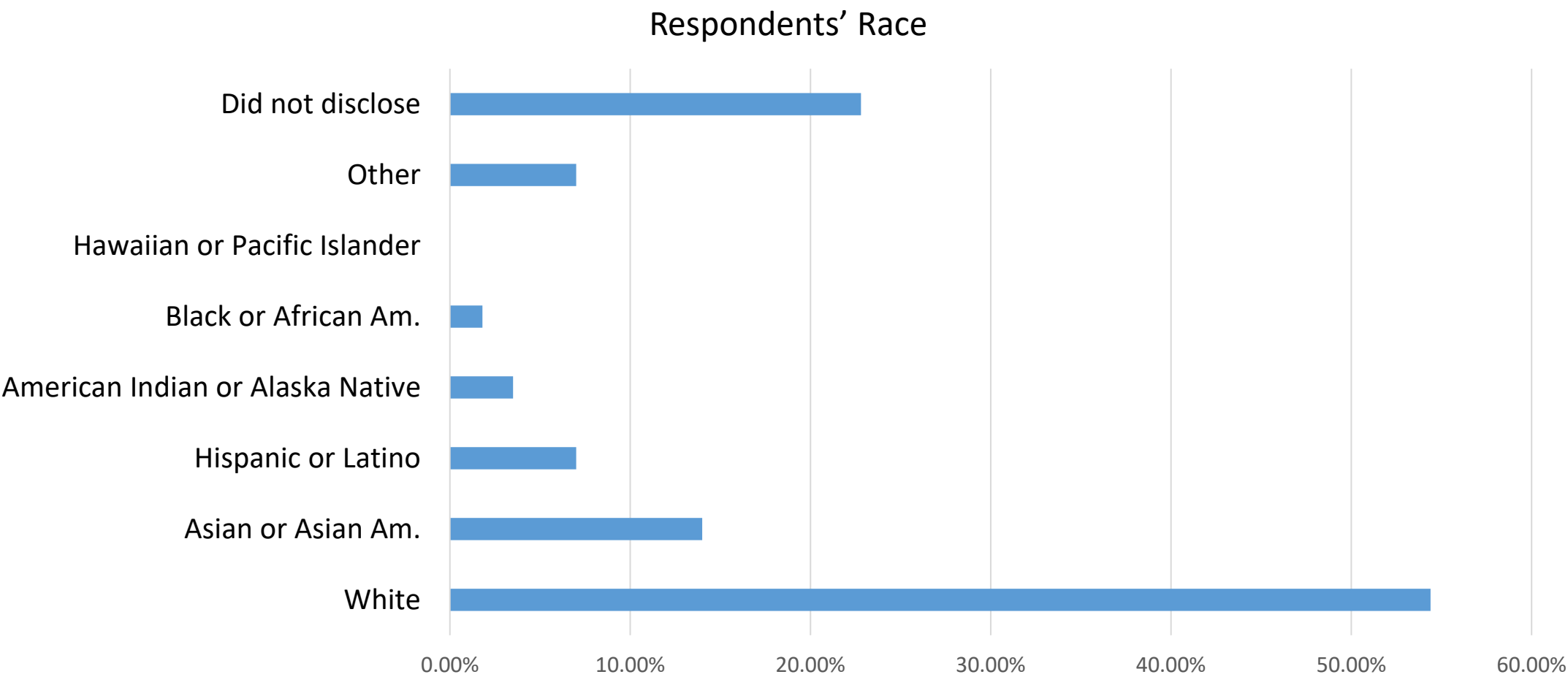
- On-line poll was available between September 13 and October 3 in English and Spanish.
- The entire plan was available on the city's website and the introduction and recommendations chapters were translated into Spanish.
- The poll allowed for open ended comments and direct responses to the Recommendations to Improve Community Access to City Government
- The engagement period was promoted with a video that was also translated into Spanish.



PUBLIC COMMENT RESULTS

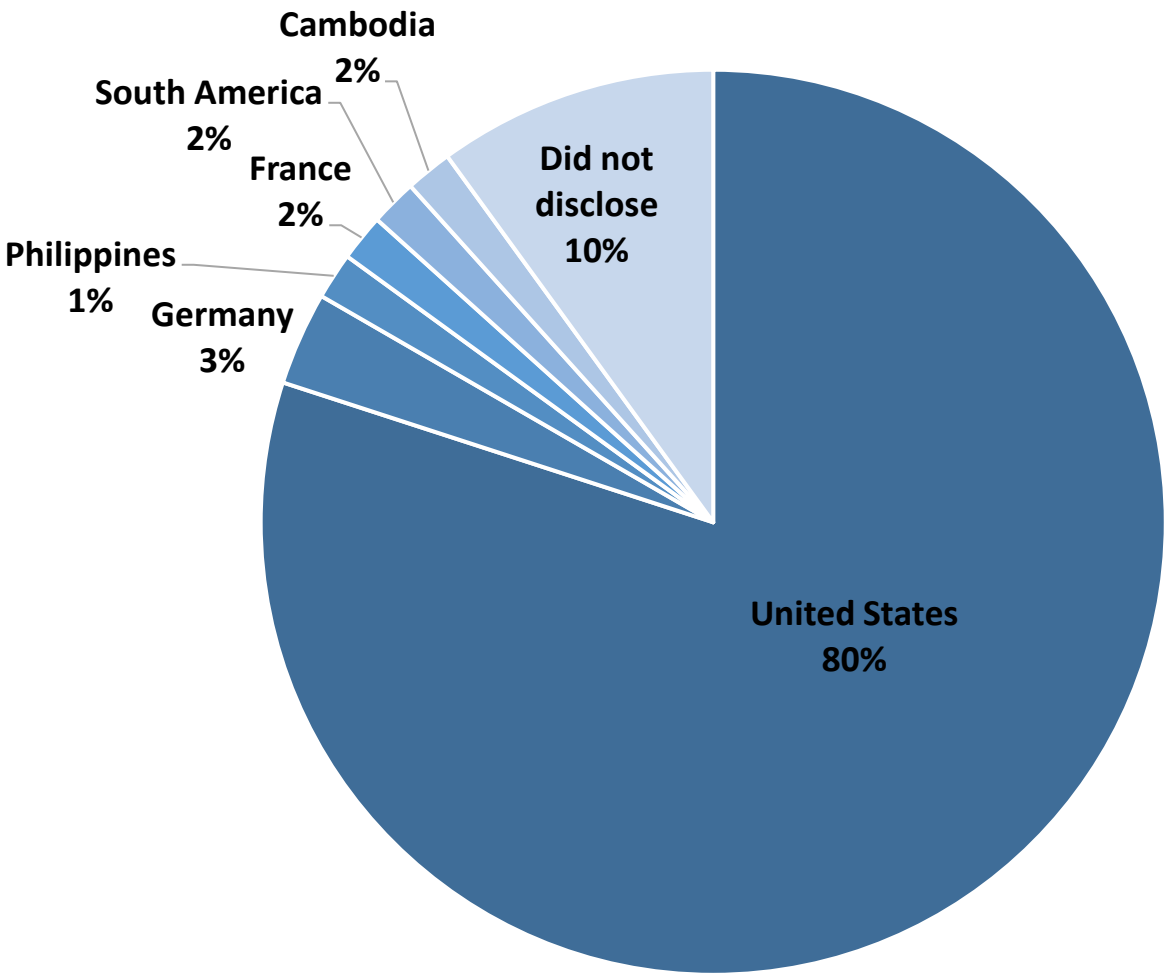


PUBLIC COMMENT RESULTS

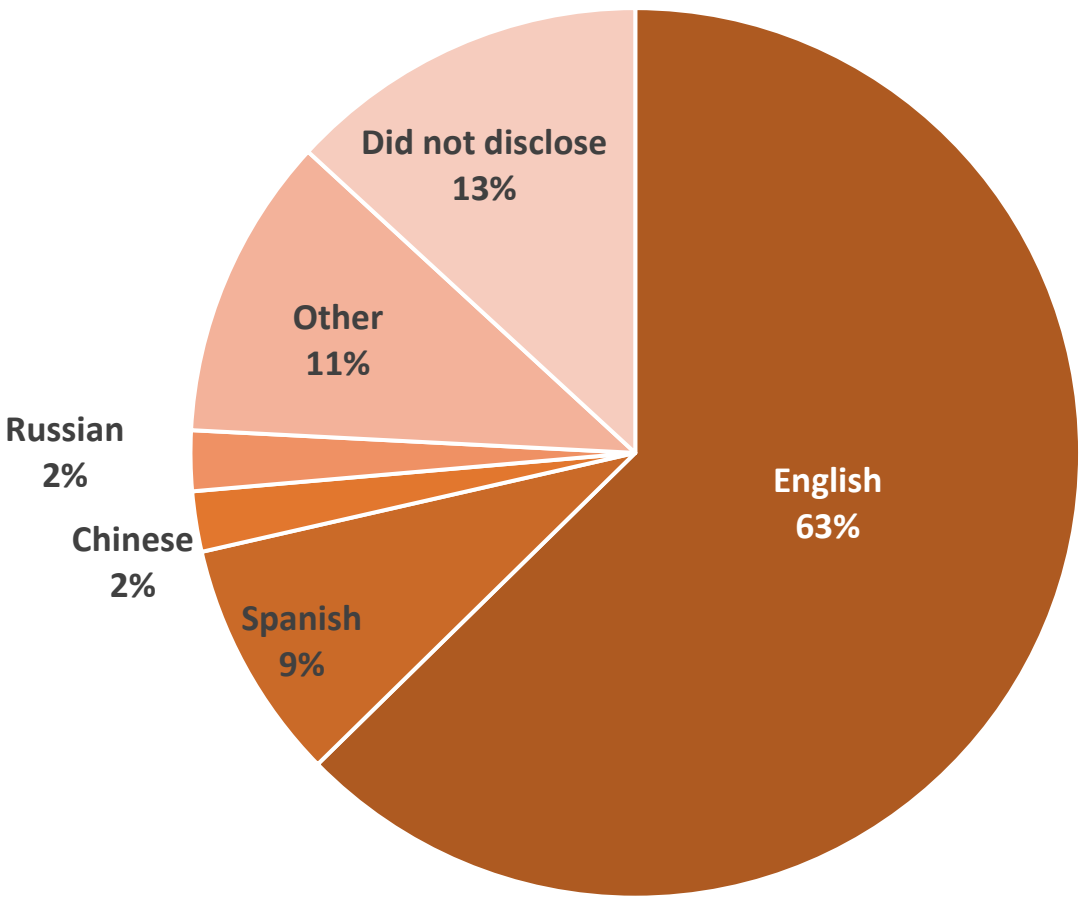


PUBLIC COMMENT RESULTS

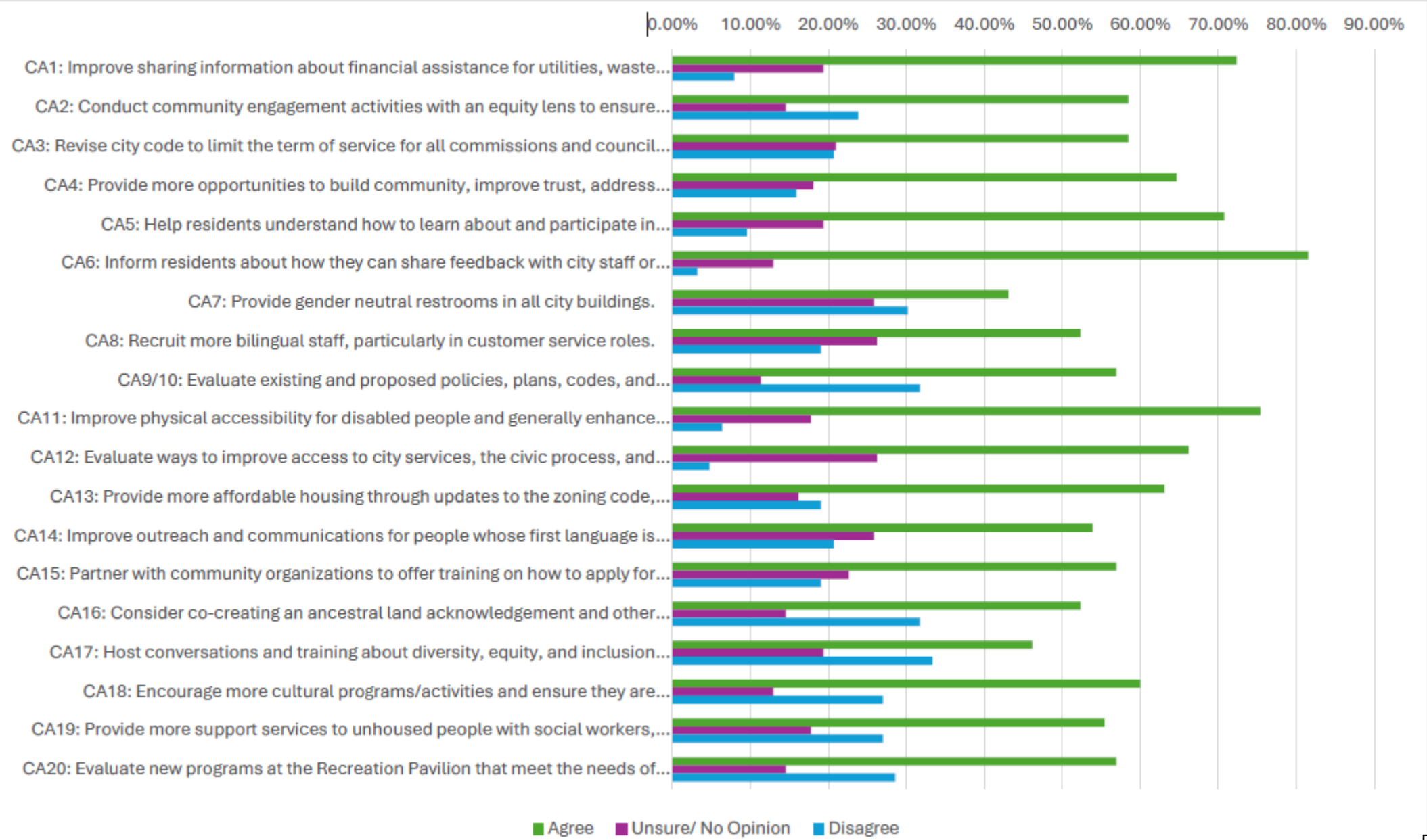
Country of Origin



Language Spoken at Home



PUBLIC COMMENT RESULTS



PUBLIC COMMENT RESULTS

Theme	Response
We should include seniors in this plan	Seniors are definitely included in this plan and acknowledged in our demographic data as a growing group in our city.
Cost of converting restrooms to gender neutral	This is an important endeavor to ensure that the staff and community are treated inclusively. Some restrooms can be converted easily and some require capital improvements. The recommendation was clarified based on comments about the budget.
Ancestral land acknowledgements are performative	The language was changed to offer options to work with local Indigenous people to identify the most meaningful outcomes for them and the city.
Address people with trauma with respect	This is very important and is addressed specifically in the city's new Community Engagement Plan. Staff and commissioners are receiving training on this plan in 2025 and 2026, and periodically thereafter.

PUBLIC COMMENT RESULTS

Theme	Response
Don't prioritize one group over another	This is not the intent of this plan. The purpose is to provide equitable opportunities for all, rather than equal opportunities for all, please see Section 2.0 for definitions. In compliance with Council values, the Comprehensive Plan policies, the Community Engagement Plan, and the American Civil Liberties Act, the city is proposing changes to processes and procedures that ensure people most impacted by city decisions are included in the process, that all residents have access to city services and information, and that people feel welcome and included in our community.
Address physical and neurological disabilities	Several of the recommendations are centered around improving service and access to people with disabilities. The city recently upgraded the website upgrades to meet ADA and Title VI requirements. The city has a Sidewalk ADA Transition Plan; and there is more work to be completed.
Focus on celebrating diversity rather than issues that incite discourse	This is an important element of the recommendations, and more clarity was provided about this.
Commission and council term limits	There were comments both in favor and against term limits for these positions. In the survey results. This decision is entirely up to City Council. The recommendations are being presented in this plan for consideration.

ACTION PLAN

ACTION PLAN

Recommendations for City Operations

Action Item	Lead	Status	Action Plan	Performance Measure
PP4: Improve recruiting and hiring of more diverse candidates that better represent the city's demographics. <u>Broaden recruiting efforts and improve hiring processes to attract a diverse set of applicants for city jobs, who are reflective of the community demographics.</u>	<u>Human Resources</u>	Started	Develop a standard operating procedure that outlines media outlets that will reach a broader audience of culturally and ethnically diverse candidates, language that can be adjusted in recruitment, interview methods, and more.	Develop a standard operating procedure by June <u>December</u> 2026. Improvements in the percentage of employees who represent city cultural/ethnic demographics (this data is voluntary to provide per the federal laws).

ACTION PLAN

Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA2: Follow the Community Engagement Plan strategies for conducting engagement activities with an equity lens and ensure that people most impacted by decisions are invited to the decision-making process and can participate. <u>Staff and understanding how to design engagement opportunities for people who have experienced trauma.-</u>	Communications and Lead Departments	Ongoing	Provide employee training in Community Engagement in late 2025.	More people who have historically been underrepresented and who are most impacted by decisions participate in civic engagement processes (including youth and seniors).

ACTION PLAN

Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA3: Consider Revising the city code to limit the term of service for all commissions and council to allow for more opportunities for community members to participate in leadership roles within the city and bring new ideas forward.	City Council and City Manager’s Office	Not started.	For council to discuss.	If implemented, evaluate how many people can serve on boards and commissions over the next few years as compared to the last few years (the period for measurement would be related to the term limits).

ACTION PLAN

Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA7: Provide gender neutral restrooms in all city buildings <u>as remodels are planned, new buildings are designed, and funding is available</u> .	CMO, Facilities	Ongoing	Some changes have been made; <u>some require minor changes to signage and stalls, stalls</u> ; others require capital improvements and more discussions.	Percent of buildings with gender neutral restrooms available for staff and public, if applicable.
CA8: Recruit more bilingual staff, particularly in customer service roles, and offer a pay incentive for those skills (upon passing a qualifying exam).	Human Resources, DEI Staff Committee	Ongoing	There is strong precedent in the Police Department procedures that can be adopted for other parts of the city. Evaluate options and address in Personnel Policy, budget, and potentially bargaining agreements.	Percent of staff that are bilingual and receiving pay incentives

ACTION PLAN

Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA14: <u>In compliance with Title VI of the Civil Rights Act.</u> Improve outreach and communications for people whose first language is not English, or who don't speak <u>and/or read</u> English.	Communications, Departments leading engagements/events	Ongoing	Significant steps have been taken to translate more materials, make the website more language accessible, and provide interpretation for customers and at meetings. Develop a language access plan for the city and refine it periodically with lessons learned and as demographics change.	Comply with Title VI requirements by December 2025. Develop a Language Access Plan by December 2026. Track the number of publications translated per year. Track the number of people provided with interpretation assistance per year.

ACTION PLAN

Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA15: <u>Broaden recruiting efforts to attract applicants for city contracts, who are reflective of the community demographics.</u> Partner with community organizations to offer training on how to apply for a city job or city contract.	DEI Staff Committee, Human Resources, Legal, CMO	Not started	<u>Improve marketing efforts for city contracts to broaden potential applicants. Consider</u> Identify <u>partnerings with non-profits and educational institutions and co-</u> create a <u>broadcast contract opportunities for local</u> <u>Women- and Minority-owned Business Enterprises (WMBE) companies</u> training program with them. <u>Also evaluate the job application process with partners to evaluate potential improvements.</u>	Identify partners for this work by June 2026. Begin training programs by December 2026.

ACTION PLAN

Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA16: Consider co-creating an ancestral land acknowledgement and other actions with local indigenous people to support local tribes and our community’s understanding of history (e.g.: partnering to produce educational events or programs, outreach and engagement, exhibits, or coordinate service projects, formal acknowledgements of important dates and celebrations; etc.).-	DEIC and DEI Staff Committee	Not started	Identify <u>Discuss opportunities to acknowledge indigenous cultures and history with</u> local indigenous people and tribes. <u>Evaluate with them, the most to work with in developing acknowledgements or other actions that would be meaningful for them</u> <u>actions that a city can take and that is within the city’s financial means and policy scope.</u>	Identify groups and meet with them to develop a plan of action by December 2026.

ACTION PLAN

Recommendations to Improve Community Access to City Government

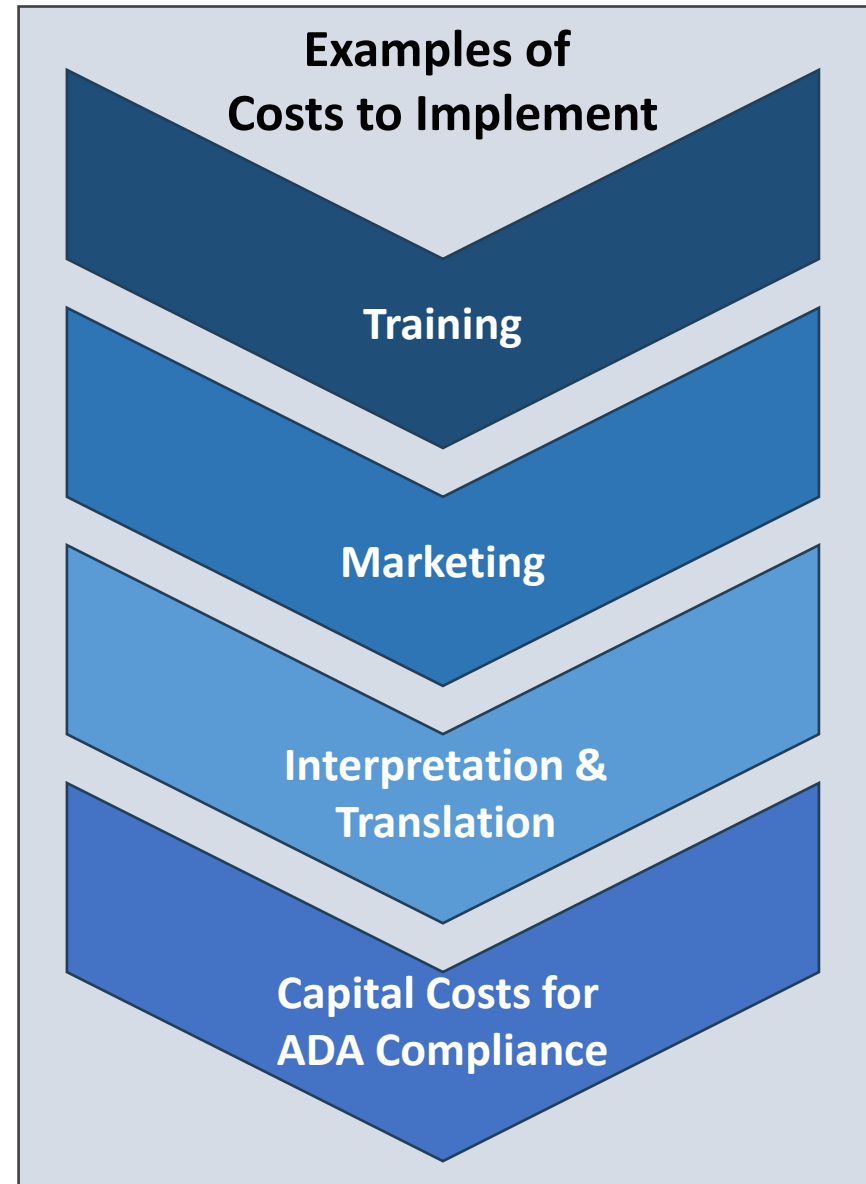
Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA17: Host conversations <u>and share information that and training about diversity, equity, and inclusion topics facilitate a better understanding of diversity and to celebrate and respect individual differences.</u>	DEI Commission and DEI Staff Committee, Human Resources	Started	This work started in 2021 with the Diversity, Equity, and Inclusion Commission. Current conversations have been more focused on relationship building and other topics. Develop a plan of action focused on diversity, equity, and inclusion topics and timeline.	<u>Continue to develop a plan and timeline for community focused training and programs and conversations related to diversity, equity, and inclusion topics by with the Diversity, Equity, and Inclusion Commission June 2026.</u>

COMMISSION RECOMMENDATION

- On October 27, 2025, the Diversity, Equity, and Inclusion Commission voted to recommend this plan to the City Council for adoption.

FINANCIAL IMPACTS

- Implementation of this plan will require staff and volunteer resources, and specific items will require funding.
- Funding requests will continue to occur during regular budget cycles.



NEXT STEPS

- Pending your discussion tonight, we recommend placing the Final Plan on the November 20 Consent Agenda for adoption.

DISCUSSION & QUESTIONS

Thank you



Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Draft Final, November 2025



Acknowledgements

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EQUITY THROUGH ACTION

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A	The Vida Agency's Staff Survey Results
B	The Diversity, Equity, and Inclusion Commission's Community Outreach Results
B1:	Listening Session Results (2021)
B2:	Online Survey Results (2021-2024)
B3:	Online Survey Results (2023-2025)
B4:	Community Conversations Meeting Materials (2024-2025)
B5:	Community Conversations Summary Data (2024-2025) DEI Strategic Plan Cover (1)
B6:	Comments on the draft plan (2025)

Executive Summary

The purpose of this plan is to identify actions the city can take to ensure that all community members have equitable access to city services, feel welcomed and included in the community, and that city staff work in a culture of inclusivity and are prepared to work with our diverse community members. The purpose of this plan is to identify actions the city can take to ensure that all community members have equitable access to city services, feel welcomed and included in the community, and that city staff work in a culture of inclusivity and are prepared to work with our diverse community members. The city is proposing changes to processes and procedures that ensure that people most impacted by city decisions are included in the process, that all residents have access to city services and information.

The recommendations in this plan, provided in Section 7.0, are in compliance with local, state, and federal laws such as the Mountlake Terrace City Council values and Municipal Code Section 2.150, Vision 2044 Comprehensive Plan policies, the 2025 Community Engagement Plan, the Washington State Law Against Discrimination (RCW 49.60), the Americans with Disabilities Act and the Civil Rights Act of 1964.

This plan was prepared by staff in coordination with the City Council, the Diversity, Equity, and Inclusion Commission, Mountlake Terrace community members, and consultants from The Vida Agency and Equity Through Action.

Between 2021 and 2025, city representatives and consultants conducted research with the community, commissioners, councilmembers, and staff about priority actions the city can make to create a more inclusive and equitable place to live, work, attend school, worship, and visit. This plan incorporated the major themes from dozens of meetings and conversations, community on-line surveys, internal staff surveys, and more. A summary of the action steps that will be prioritized through 2027 follow.

- Reduce barriers to participation in the civic process, in particular for people who historically have been under-represented in these processes to participate.
- Provide information in languages other than English and for people with intellectual, hearing, and vision disabilities per federal law.
- Improve the promotion of financial assistance for city programs.
- Evaluate the consequences of proposed code language, policies, plans and procedures that could have an adverse impact on certain groups and consider options to improve outcomes.
- **Broaden Recruiting efforts to attract staff and contractors/applicants for jobs and contracts**, who are reflective of the community demographics.
- Offer programs and events that are more applicable to the current community demographics.

A draft of this plan was presented to City Council on September 12, 20252025, for review and feedback. Between September and October 3, 2025, the plan was published and marketed for public comment. Sixty-five people provided comments on the document during that period. The details of the public comments are included in Section 6.5 and in Appendix B.6.

While the city works towards fulfilling these action steps, the city will continue to build relationships across the community, learning about what is going well and where there is room to improve, and an update to this plan will be made in 2027.

1.0 Purpose

This plan is intended to provide action steps to meet the city council's goals for diversity, equity, and inclusion. In 2020, the City Council thoughtfully and deliberately began implementing steps toward building more trust and relationships with the city's diverse community. That year, they established the Mountlake Terrace Diversity, Equity, and Inclusion Commission by city ordinance 2772 to promote and embrace diversity through action, education, and guidance.

Since the formation of the Diversity, Equity, and Inclusion Commission in 2020, the Commission focused on developing strategies to support equity and inclusion, community outreach to build trust and relationships, producing programs and events to celebrate various cultures and ways people identify to promote education to the public and a sense of belonging for those communities, and supporting various city departments with community engagement.

This plan has been under development since 2021 and over that period, much progress has already been made. All the recommendations in the **Action Plan** include a goal, lead departments or groups, status, and performance measures.

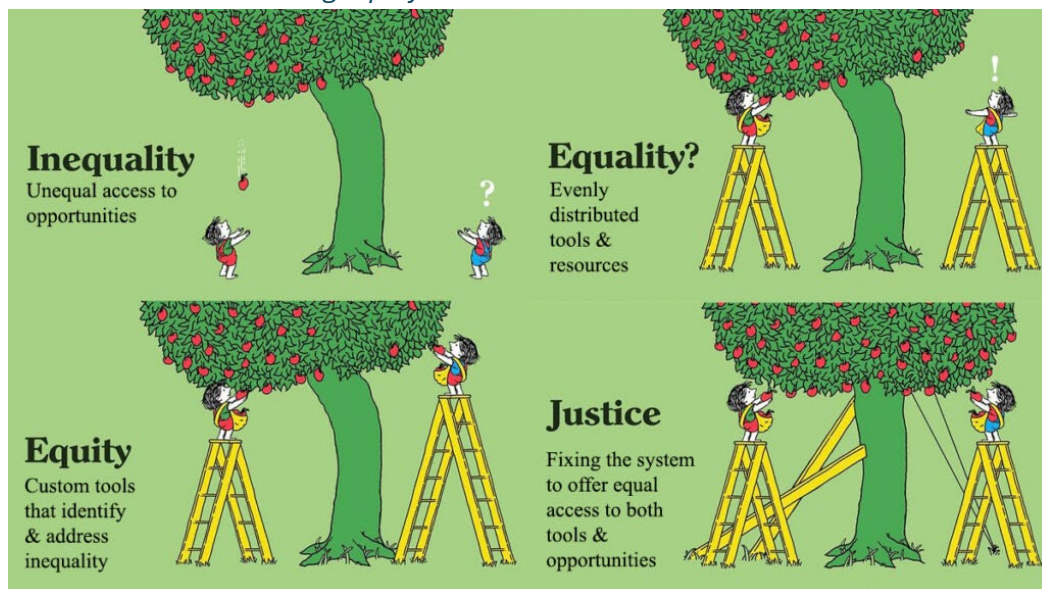
The mission of the Mountlake Terrace Diversity, Equity, and Inclusion Commission is to celebrate and promote a diverse, equitable and inclusive culture within the community; eliminate any form of actual or perceived discrimination; and help community members from all backgrounds to learn, grow & thrive.

2.0 Definitions

The following words are used in this document. They are defined here so that readers understand the intent.

- **Diversity** refers to the appreciation of various backgrounds that comprise a community or other grouping based on cultures, ethnicity, gender, religion, sexual orientation, gender identity, disability, and more.
- **Equity** means people should be treated uniquely to compensate for their different circumstances.
- **Inclusion** is the proactive removal of barriers that hinder full participation and success.

Exhibit 2-1: Understanding Equity and Justice



Source: <https://alamedaeducationfoundation.org/what-is-equity/>

- **Belonging** is the feeling of truly being a part of the team or community, because you are valued and appreciated for who you are. It is the result of creating authentic connections, feeling empowered and trusted, and celebrating differences.
- **Demographics** are the statistical characteristics of a human population, such as age, gender, income, education, race, and ethnicity, that are used to understand and analyze a particular group.
- **Ethnicity** is the classification of humans based on shared cultural heritage, such as place of birth, ancestry, language, customs, etc.
- **Race** is a socially constructed way of grouping people, based on skin color and other apparent physical differences, which has no genetic or scientific basis. This social

construct was created and used to justify social, political, and economic oppression of people of color by white people.

- **Systemic Racism** is a system that advantages whiteness and oppresses people of color and Indigenous people. The system was created to concentrate social and institutional power among those designated as “white,” and to exclude all others from receiving these benefits. These systems are self-perpetuating.

Example of Systemic Racism: It is important to acknowledge the discriminatory policies filtered into this burgeoning city before it even incorporated. Decision makers need to be cognizant of decisions and their consequences every step of the way, this includes staff, commissioners, and the city council.

As mentioned in the Vision 2044, the City of Mountlake Terrace Comprehensive Plan, the initial development of Mountlake Terrace had a covenant (deed restriction) that “No persons of any race other than White or Caucasian Race shall use or occupy any building or any lot” in the development. While two years before, in 1948, there was a U.S. Supreme Court case *Shelley v. Kraemer* that held that racially restrictive housing covenants cannot legally be enforced, because it does not comply with the Fourteenth Amendment's Equal Protection Clause, “All persons born or naturalized in the United States, and subject to the jurisdiction thereof, are citizens of the United States and of the State wherein they reside. No State shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any State deprive any person of life, liberty, or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws.”¹

Interestingly, some of those initial homes constructed in Mountlake Terrace were sold to black families. Eventually, more federal actions made racial covenants officially illegal across the country including a 1949 action that prohibited the Federal Housing Administration from insuring mortgages with restrictive covenants.¹ In 1962, the Equal Opportunity in Housing executive order was signed by President John F. Kennedy, prohibiting using federal funds to support racial discrimination in housing.¹ This caused the FHA to “cease financing subdivision developments whose builders openly refused to sell to black buyers.”¹ In 1968, Congress enacted the Fair Housing Act, 42 U.S.C. 3601 *et seq.*, which voided racially discriminatory covenants in housing and made them illegal.¹

3.0 Demographics

The City Council is committed to:

- Embracing diversity through action, education, celebrations, and guidance.
- Assuring an accessible, safe, welcoming and inclusive government and community.
- Eliminating and preventing all forms of discrimination.¹

To achieve these goals, the city must understand our population as it changes, and the city government must understand our residents' unique experiences, perspectives, and expectations.

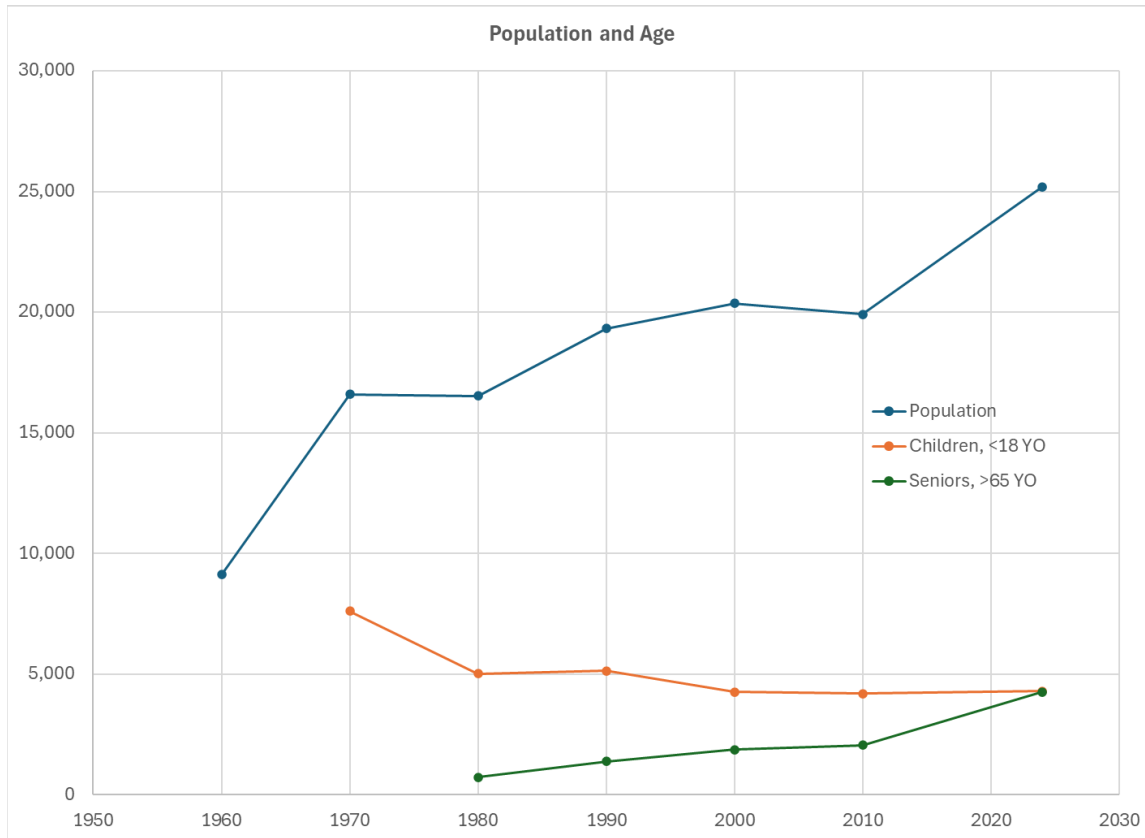
The city was developed in the modern-day suburban city of Seattle starting in 1950 with a development called Mountlake Terrace that provided affordable homes, about 45 percent lower than the average. These homes were attractive to newlyweds and young families, many of whom were included veterans returning from World War II.² By 1953, Mountlake Terrace had 7,000 citizens, making the development the second largest area outside of Everett in Snohomish County. Between 1953 and 1954, significant efforts were made to incorporate the City of Mountlake Terrace to better be able to provide services to the people living there, including police, fire, roads, and more.

Over the past 70 years, the demographics of the city have changed, and they continue to become more diverse as the city grows. The following exhibits depict data from the US Census.

¹ City of Mountlake Terrace Code, Chapter 2.150

² Gravelle, Randal, *Mountlake Terrace: A History of Four Square Miles*, 2025.

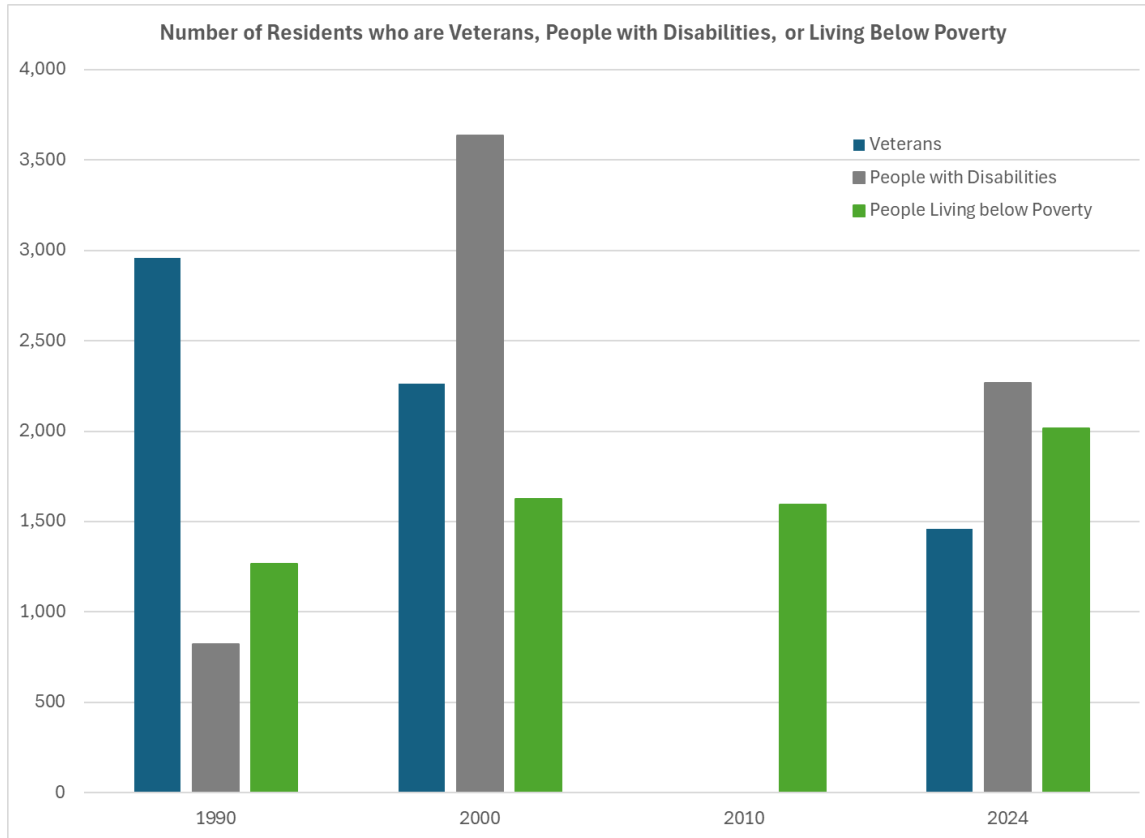
Exhibit 3.1: Population and Age Distribution (US Census³)



Over the last 25 years, the city's population has grown 20 percent. Since 2010, the group of people over 65 years old increased more than 50 percent.

³ Demographic data were gathered from each dicentennial census between 1960 and 2010 and the 2024 American Community Survey. Between 1960-1980, the census forms were far shorter, focused mostly on population, age, and race was limited to two or a few categories. In 2010, a short form census was used and again, many categories were not used.

Exhibit 3.2: Number of Residents who are Veterans, People with Disabilities, or Living Below Poverty (US Census)

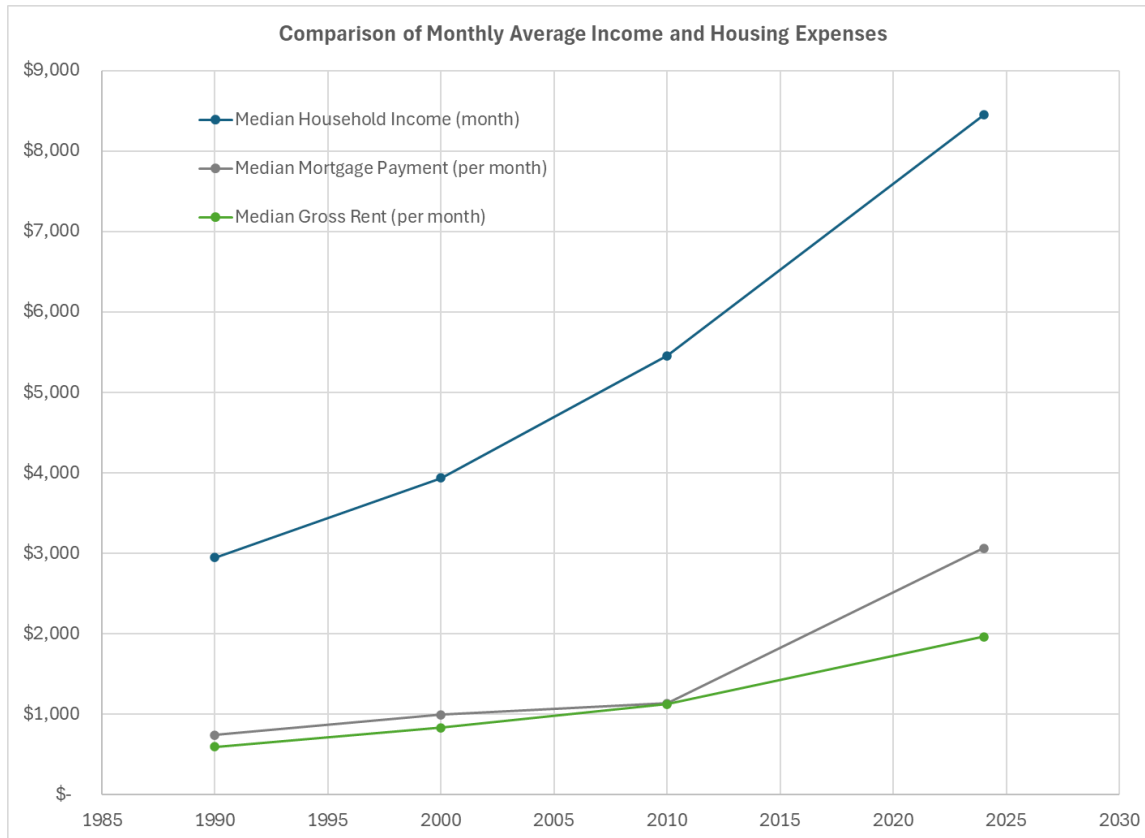


The number of veterans living in Mountlake Terrace decreased 50 percent between 1990 and 2024.

The number of people with disabilities has fluctuated over time and there have been different means of recording this data by the census over the years. There appeared to be a spike between 1990 and 2000 (from 823 people to over 3,600 people), then a drop in 2024 to 2,268 people.

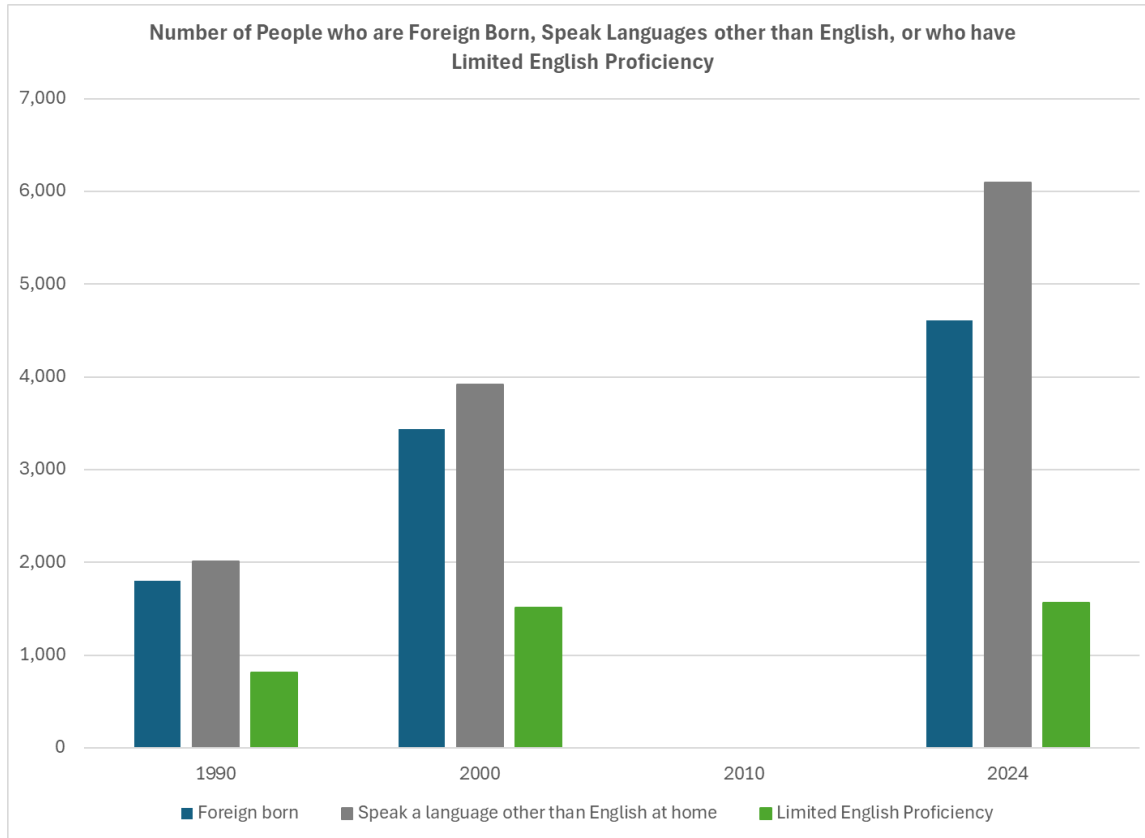
The number of people living in poverty increased 37 percent since 1990.

Exhibit 3.3: Comparison of Monthly Average Income and Housing Expenses (US Census)



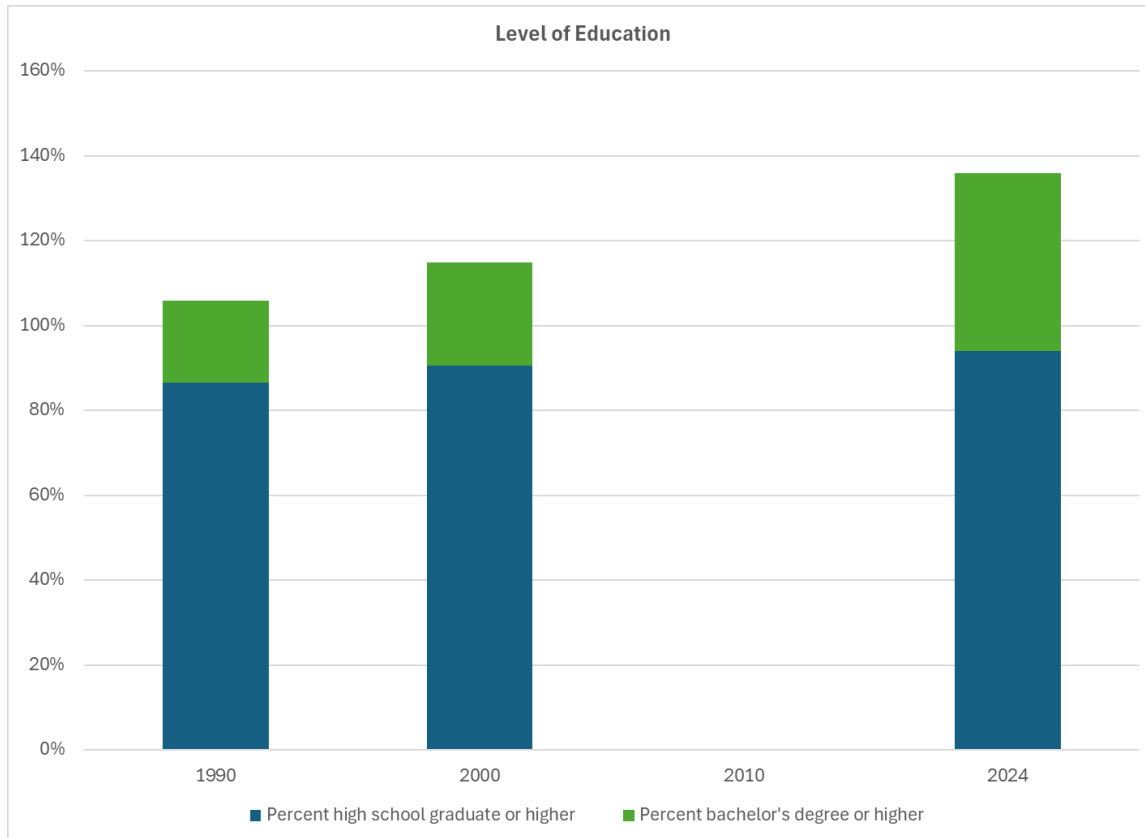
Economists recommend that people spend 30 percent or less of their income on housing, including basic utilities (water, sewer, energy). In 1990, mortgage holders spent on average 25 percent of their income and renters spent about 20 percent of their income on housing. Those percentages stayed relatively constant until 2024. At that time, the average homeowner spent about 36 percent of their income on their mortgage alone and the average renter spent 23 percent of their income on rent. Since 1990, the average home value in Mountlake Terrace increased 82.5 percent, while the average household income increased 65 percent.

Exhibit 3.4: Number of People who are Foreign Born, Speak Languages other than English, or who have Limited English Proficiency (US Census)



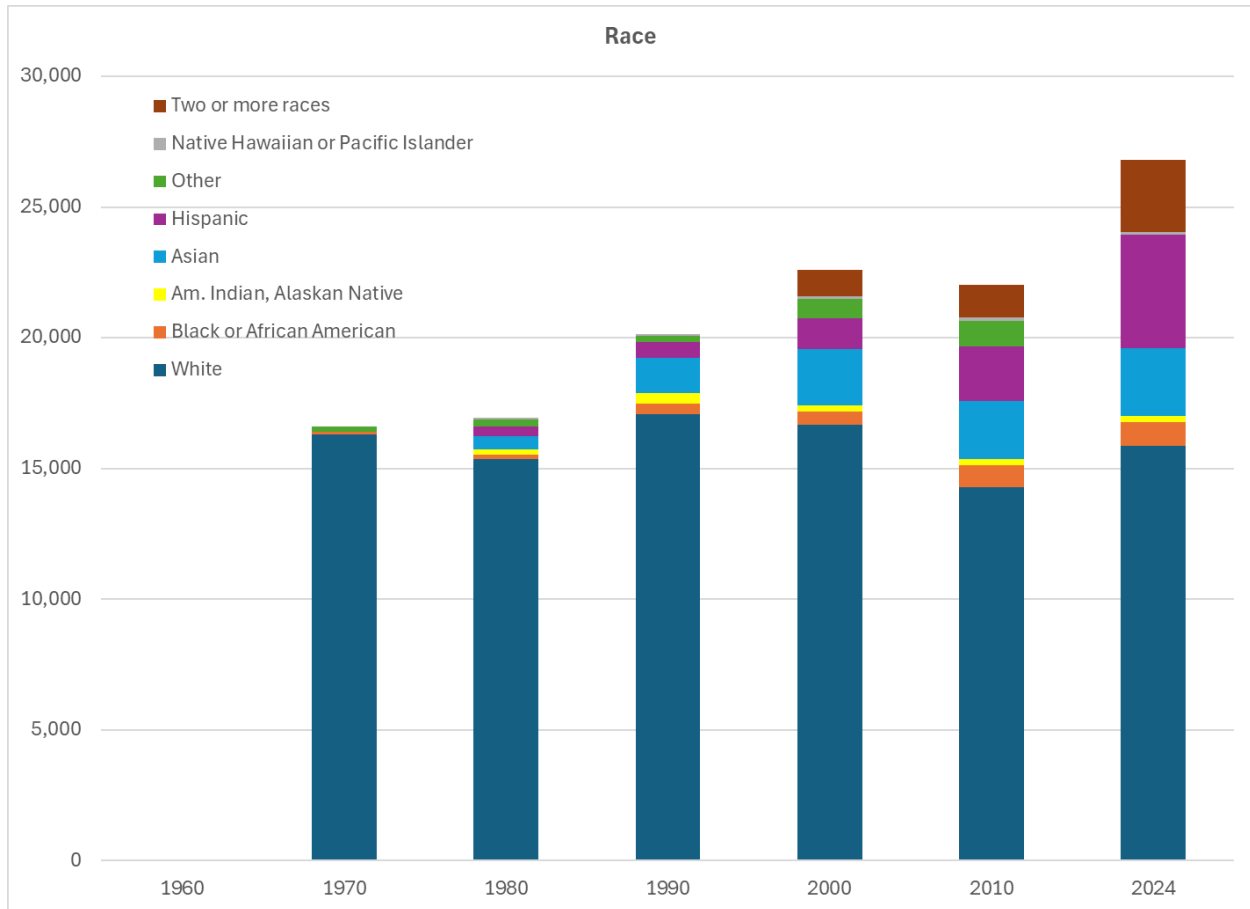
The number of people who live in Mountlake Terrace who are foreign born rose 61 percent since 1990. Today 24 percent of the population speaks a language other than English at home and about 6 percent of the population has limited English proficiency. There was a large increase of people who speak languages other than English at home between 1990 and 2024, about 67 percent. Between 1990 and 2000 there was 46 percent increase in people with limited English proficiency, but that number has remained relatively stable since. This data was not collected in the 2010 US Census.

Exhibit 3.5: Level of Education (US Census)



There have been slight increases in the number of people with high school degrees or higher, just over 7 percent over 34 years. There is a larger increase in the number of residents who have a bachelor's degree or higher, a 23 percent increase since 1990.

Exhibit 3.6: Race (US Census)



In 1960, the city was not large enough to collect data on race. In the years that followed, the categories of race changed. In 1970, the only races people could select were white or black or other. Between 1980 and 2024, the categories broadened but some groups changed categories. For example, there used to be a category called Asian or Pacific Islander and it was changed to Asian and a separate category for Native Hawaiian or Pacific Islander. In 2000, people were able to choose a category called “two or more races”.

The largest racial group has been and continues to be white or Caucasian, with about 39 percent of the total current population. The second largest racial group is Hispanic, comprising about 17 percent of the population. This is also the fastest growing racial group, since 1990, the Hispanic population grew 91 percent. The third largest racial group is comprised of people who identify with two or more races. That group represents 11 percent of the city’s population. The fourth largest racial group is Asian. Today Asian people represent 10 percent of the population. This is the third fastest growing racial group, having grown 81 percent since 1990.

4.0 Methodology

Initially, the Diversity, Equity, and Inclusion Commission was tasked with developing a strategic plan on their own. They had many internal conversations, then held two public forums to learn about the priorities of the community and started an online survey. After the pandemic restrictions, they worked on building relationships in the community by going to events and meeting with community groups and community members.

In 2023, the Diversity, Equity, and Inclusion Commission was assigned a new staff liaison, who provided support in implementing their ideas. The staff worked with the commission on a proposal for how to use funding allocated to the commission in the 2023-2024 city budget. This included hiring a consultant to support the development of a Diversity, Equity, and Inclusion Strategic Plan and another consultant to provide diversity, equity, and inclusion training.



Diversity, Equity, and Inclusion Commissioners standing in front of a “welcoming” sign they designed and installed in the lobby of city hall.

In preparing the scope of work for the strategic plan, the commission used the following goals to guide the work. The Diversity, Equity, and Inclusion Strategic Plan should provide action steps to:

- create a more accessible, safe, welcoming and inclusive government and community
- ensure equitable access to city services and facilities for our diverse population
- facilitate relationship building with under-served and historically under-represented communities
- provide information, education and communication that celebrates a better understanding of our differences

4.1 Internal Analysis of City Operations

The city contracted with The Vida Agency in 2023 to conduct an internal analysis of city policies, interview leadership and elected officials, conduct a retreat with the Diversity, Equity, and Inclusion Commission, and support an internal staff poll to evaluate their views on these topics.

4.1.1 Diversity Equity and Inclusion Commission Retreat

In January 2024, The Vida Agency facilitated a retreat with the City’s Diversity, Equity and Inclusion Commission. Members of the Diversity, Equity, and Inclusion Commission gathered on a Saturday to participate in Circle, a holistic practice that creates space to bring community together to discuss challenging issues.

4.1.2 Employee Survey

The Vida Agency partnered with Equity in Action, the City's diversity, equity, and inclusion training consultants, to assess employees' knowledge of diversity and equity and their experiences as city staff. The details of the questions posed, and the responses are provided in **Appendix A**.

4.1.3 Interviews with City Officials

In March and April 2024, The Vida Agency interviewed 16 officials from the City of Mountlake Terrace including staff, directors, city management, and councilmembers. The interviews were conducted off-site by The Vida Agency staff, lasted between 60 and 90 minutes each, and are considered confidential except for major themes.

4.1.4 Policy and Procedure Review

The Vida Agency reviewed key documents that serve as the backbone of the City's policies and procedures to identify areas where policies and practices can and should be updated to promote greater equity. The documents reviewed included:

- Diversity, Equity, and Inclusion Commission Presentation to City Council (September 2023)
- Personnel Policies (2011, amended November 2023)
- Purchase Policy (September 2023) / Purchasing Policies (February 2023)
- Mountlake Terrace Comprehensive Plan Public Participation Plan (June 2023, revised July 2023)
- Diversity, Equity, and Inclusion Staff Committee review
- Diversity, Equity, and Inclusion Commission review

The findings are summarized in **Section 5**.

4.2 External Analysis: How Community Members Experience the City

The Diversity, Equity, and Inclusion Commission spearheaded community engagement through tabling, creating relationships with community leaders from under-represented communities, conducting on-line polls, and hosting a series of Community Conversations to better understand the experiences, needs, and desires of the community.

4.2.1 2021 Listening Sessions

The listening sessions were held via video conference, as they occurred during the COVID pandemic restrictions. The meetings were held on March 3 and March 6, 2021. A total of 20 people attended and provided ideas to the commissioners and representatives of the city council. The details of the questions posed, and the responses are provided in **Appendix B1**.

4.2.2 2021-2024 Online Survey

The Diversity, Equity, and Inclusion Commission also launched an online survey during that time, between 2021 and 2024. This survey had 15 responses. The details of the questions posed, and the responses are provided in **Appendix B2**.

4.2.3 2024-2025 Online Survey

With new energy from the strategic planning consultant and training consultant, the Diversity, Equity, and Inclusion Commission and staff revised the online survey and marketed it again. The survey questions and the nine results are provided in **Appendix B3**.



The Diversity, Equity, and Inclusion Commissioners tabled at all the major city events and partner events to seek input into the Strategic Plan and ask people to participate in the surveys and Community Conversations.

4.2.4 Community Conversations

Later, in 2024, after acknowledging the challenges in gaining responses to the online survey, the commission worked on building more relationships and trust with community members who historically have not participated in civic engagement or the civic process, and who may have barriers to accessing government. They launched a series of Community Conversations with the goal of listening to people in our community describe their experiences living, working, worshipping, visiting, and/or attending school in the city. Invitations were made and hand delivered or emailed directly to key participants in their native languages, when necessary. While the goal was to listen, the commission had some general conversation points and questions to use, if needed, to begin conversations. Many invitations were extended; four Community Conversations were held. The Commission is planning more of these conversations to continue building relationships and trust in the community, and to prepare for the next update to this plan. The meeting materials for these conversations are provided in **Appendix B4**. The results of the conversations are provided in **Section 6**.

5.0 Internal Assessment of City Operations

5.1 Diversity, Equity, and Inclusion Commission Retreat

The Vida Agency summarized the conversations from the retreat in January 2024:

- Participants struggled to trust each other and City Council to have the equity efforts as a priority of their work and consideration in decision making.
- Participants acknowledge the need for further healing and mediation between team members for the work to move forward.
- Participants' knowledge and experience with equity practices are at contrasting levels and cause frustration amongst some members.
- Participants with prior equity knowledge struggle considerably to comprehend and identify where and how to practice equity beyond writing policy.
- All participants fail to visualize equity with a holistic approach.
- Participants fear retaliation and resistance if equity practices are referred to as "DEI" initiatives when presented to City Council.
- Participants fear burn-out due to the misunderstanding of roles, responsibilities and decision-making power between the Diversity, Equity, and Inclusion Commissioners, City Council and City staff.

The Vida Agency's recommendations related to these findings are included in the Action Plan for the Diversity, Equity, and Inclusion commission.

5.2 Interviews with City Officials

In March and April 2024, The Vida Agency interviewed 16 officials at the City of Mountlake Terrace including staff, directors, city management, and councilmembers. The interviews were conducted off-site by The Vida Agency staff and lasted between 60 and 90 minutes each. The following themes were identified during the interviews:

Diversity, Equity, and Inclusion-Specific Training and Coaching were uncommon practices

Most team members who were interviewed reported that they have not received formal diversity, equity, and inclusion training in and/or for the workplace. A small number said that they were involved in workplace-affinity groups or had participated in workplace training at previous employers. A couple people said that their personal interests and/or lived experience had driven them to seek out education through community-based training, reading, films, or volunteering. A few staff members expressed interest in receiving formal diversity, equity, and inclusion training at the City of Mountlake Terrace.

Implementation of Equity Practices May Prove Challenging

A wide range of policies and practices were identified by the team members interviewed as needing to be reviewed for equity, ranging from policing to bathroom usage. Staff identified a need for internal equity in how team members are treated, healing conversations, and practices that would address power dynamics that maintain inequity in the city. A couple of people noted that changes that require financial investment may be the most challenging, due to budgetary

constraints. Updating human resources policies, procedures, and training protocols were also mentioned by several staff, but many also identified this as one of the areas that was anticipated to be a challenge.

Staff Had Varied Lived Experience with Discrimination

Only one person interviewed said they had never directly witnessed discrimination at work. Many of the interviewees reported witnessing or being aware of discriminatory situations that ranged from “bullying” to preferential treatment based on race, gender, sexual identity, etc. A common theme among the concerns raised was poor communication, inability to manage staff conflicts, lack of trust in leadership, and the lack of follow-through and/or accountability for people reported as having engaged in discriminatory behavior. There was a common perception that investigations were either not conducted, biased, or lacked consequence when someone was found to have violated city policy. One staff member said they believe people in the city see inappropriate behavior, but “no one feels confident enough to call it out.”

Other Concerns Focused on Culture and Policy

- Many of the interviewees identified interpersonal relationships and workplace culture as major areas of concern for staff. “Cliquish” behavior was seen as a barrier to creating a supportive, welcoming environment for all staff.
- Hiring was identified as an area that needed help to improve the recruiting and hiring of more diverse pools of candidates.
- Onboarding and training were also identified as needing improvement, because staff felt unprepared to do their jobs, particularly when they were holding multiple jobs and feeling overwhelmed.
- One staff member said they did not believe staff should be held accountable to policies they had not been trained on, such as diversity, equity, and inclusion, antiharassment, whistleblower laws, etc.
- In some instances, team members indicated that staff perceived their department as less respected or valued than other departments.
- Several people raised concerns about individual members of staff or Council not supporting or blocking positive progress on diversity, equity, and inclusion initiatives. They emphasized the need for actions to be codified so that it could not be impacted by personal agendas.

Staff Are Excited to Connect and Learn

- Staff said they would like to bring back programs like the late-night teen program called the Neutral Zone that provided safe, fun activities for teens and allowed them an opportunity to engage with clergy, police, and others.
- Sharing diverse foods during all staff meetings and training sessions was suggested as an opportunity to expose people to new and different cultures.
- One team member said they are looking forward to the Comprehensive Plan’s completion to have better clarity on how to use budgeted dollars for community outreach and support.
- The need for more diversity, equity, and inclusion and operational training programs, as well as improved policies and procedures were mentioned by several staff members.

5.3 Diversity, Equity, and Inclusion Staff Survey 2023

Between February 29, 2024, and March 14, 2024, The Vida Agency conducted a digital diversity, equity, and inclusion survey on behalf of the City of Mountlake Terrace. The survey was sent to all city staff to understand their lived experiences as a staff and a member of the community, identify challenges, and begin crafting a shared approach to diversity, equity, and inclusion. Their input will be used to inform the City's upcoming diversity, equity, and inclusion training for staff, boards, commissions, and council members, as well as in the development of the City's Diversity, Equity, and Inclusion Strategic Plan.

The survey was sent to 148 staff members, 89 people or 60 percent opened the survey, 80 people or 54 percent answered at least one question in the survey, and 64 people or 43 percent answered most of the questions in the survey. The survey results are provided in **Appendix A**. They show that City of Mountlake Terrace staff overwhelmingly believe diversity, equity, and inclusion is important both for a healthy workplace and a thriving community. They see their work as meaningful and feel like they can contribute to diversity, equity, and inclusion in their work. However, as we dive deeper into their work only around 50 to 60 percent of employees feel supported and recognized in their day-to-day work. Similarly, regarding career advancement and compensation, only 50 to 60 percent of employees feel they are treated fairly and have equal opportunities to everyone else. And when it comes to leadership, less than half of respondents are confident in their leaders' commitment regarding diversity, equity, and inclusion.

It is important to note that while fewer respondents agree with statements regarding career advancements or leadership at Mountlake Terrace, this does not mean that they disagree. In fact, the trend is as agreement goes down, the number of respondents saying, "I don't know" or "Neither agree nor disagree" increase as opposed to "Disagree" or "Strongly disagree".

When it comes to future trainings, the top choice is "How to communicate with people of various cultures and languages." with around 50 percent of respondents picking it as one of their top two choices. Respondents' views on areas of improvement reflect their interest in improving their communication skills. The top four areas of improvement identified by respondents are to do with communication and community engagement. They are, in order of priority:

1. Sharing information about city services (e.g., utilities, discounts, and programming) with low-income households.
2. Providing more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.
3. Helping residents understand how to find and participate in community meetings and outreach activities.
4. Informing residents how they can share feedback with city staff or elected officials.

Beyond the short-term desire to improve communication and community engagement, when it comes to long-term diversity, equity, and inclusion priorities immediate functional needs are at the top of the list. Over half of all respondents identified safety, housing, food security, and affordability as the top long-term priorities for the city. Recreation, transportation, economic development, and other priorities with less tangible benefits are ranked lower by respondents.

Overall, the data suggests that most city staff understand the importance of diversity, equity, and inclusion and feel like they can contribute to diversity, equity, and inclusion efforts in their day-to-day work. But on the city level, only around half of the staff members agree they are working within a diverse, equitable, and inclusive environment under trusted leadership. Many staff members are still unsure how the diversity, equity, and inclusion efforts will turn out at Mountlake Terrace. At the same time, this is a great opportunity to change their minds with committed action and investments towards diversity, equity, and inclusion.

5.4 Diversity, Equity, and Inclusion Training 2023

Based on the results of the above-mentioned survey, Equity Through Action provided a customized series of training workshops for all staff, commissioners, and city council members in the Spring of 2023.

Exhibit 5.1: Topics for 2023 Diversity, Equity, and Inclusion Training

Session 1 Topics	Session 2 Topics
Justice, Equity, Diversity, and Inclusion (JEDI) Foundations Definitions Self & Socialization Understanding Implicit Bias The Myth of Race Understanding Systemic Racism Understanding Systemic Oppression Moving to Action	JEDI Foundations Inclusive Language Harmful Language Inclusive Leadership Moving to Action

As a result of this training, staff provided ideas about how to make internal and external changes that would create a more inclusive work environment and community.

Exhibit 5.2: Post-Training Recommendations for Creating a More Inclusive City Work Culture and Community

Proposals to Improve City Operations	Proposals to Improve Community Access to City Services and Decision-Making
Relationships - Continue to invite more voices to the conversations - More opportunities to relate to others and support professionally. - Opportunities to develop relationships beyond work. Team building outside of work - More notice for potlucks, gatherings & meetings	Relationships - Invite more voices to public conversations - Widen network within the community - Understanding & respect & celebrating different cultures - Engage with students and seniors more - Widen recruitment network for boards, commissions, council - Contact groups who do not normally participate or feel included

Proposals to Improve City Operations	Proposals to Improve Community Access to City Services and Decision-Making
Communication • Actively listen more, assume less • Listen to ideas, concerns, changes, and complaints from all staff (including front-line) and customers • Encourage collaborative discussion • Promote shared decision making • Observing group dynamics • Encourage participation when staff are not participating • Distribute speaking time • Clearly communicate and ensure understanding before moving on, especially goals and expectations • Inclusive communication • Use uplifting language • Be aware of other people's feelings • Acknowledge, apologize, try harder • No intimidation or retaliation • Be inclusive to all backgrounds • Motivating employees • Build trust and credibility with team collaboration • Manage conflict • Use more human based communication • More face-to-face communication within departments • Ensure meeting environments are accessible to all staff invited (time, location) • Develop cultural competency • Having trust when assigning tasks. • Improve communication up and down the organization and interdepartmental communication • Demonstrate staff are valued & belong • Acknowledge new hires • Give credit where it is due • Show appreciation for jobs well done	Communications • Listen more • Use more inclusive language with community members • Continue to ensure signage and information is accessible in multiple languages, accessible by website or non-website options Be Inclusive • Create space, system to address impacts of bias • Improve accessibility

Proposals to Improve City Operations	Proposals to Improve Community Access to City Services and Decision-Making
Be Inclusive • Gender neutral restrooms at City Hall for staff and the public • Understand that not all disabilities are visible • Respect and not judge people's identity or sexuality • Share Pronouns and use gender neutral terms • Translation options for communication (emails) • Use visual aids in emails • Expand recruitment efforts to attract a more diverse talent pool • Create a happy and welcoming environment • More updates from the Diversity, Equity, and Inclusion Commission and staff committee	

5.5 Diversity, Equity, and Inclusion Staff Committee

After the training, staff were asked if they would like to participate in a Staff Diversity, Equity, and Inclusion Committee. The Vida Agency supported the development and onboarding of this committee for the first few months, and it is now staff led. Currently, there are nine active participants representing most departments. The group is continuing to recruit more members to make it as representative of the workforce as possible. The committee created: a charter, a community agreement, and shared definitions. The committee reviewed and provided feedback on this plan, the Community Engagement Plan, and city policies and procedures. The committee has also met with the commission to collaborate and coordinate.

5.6 Evaluation of Internal Documents

The Vida Agency reviewed key documents that serve as the backbone of the City's policies and procedures to identify areas where policies and practices can and should be updated to promote greater equity. The documents reviewed included:

- Diversity, Equity, and Inclusion Commission Presentation to City Council (September 2023)
- Personnel Policies (2011, amended November 2023)
- Purchase Policy (September 2023) / Purchasing Policies (February 2023)
- Mountlake Terrace Comprehensive Plan Public Participation Plan (June 2023, revised July 2023)
- Diversity, Equity, and Inclusion Staff Committee review
- Diversity, Equity, and Inclusion Commission review

The recommendations related to these documents are included in the **Action Plan in Section 7.**

5.7 Employee Pulse Survey 2025

In March 2025, staff developed a standard survey that will be implemented annually. It includes some of the questions from the 2024 Diversity, Equity, and Inclusion Staff Survey as a point of comparison. This survey was sent to all employees, full-time and part-time. In total, 95 employees responded, which had a 67 percent response rate for full-time employees and 42 percent for half-time and 6 percent for part-time. Overall, this was a 10 percent higher response rate than the 2024 survey. Some of the relevant key findings for comparable data are provided in the following exhibits.

Exhibit 5.3: Comparison of 2024 and 2025 Employee Surveys – Feeling Accepted by Coworkers

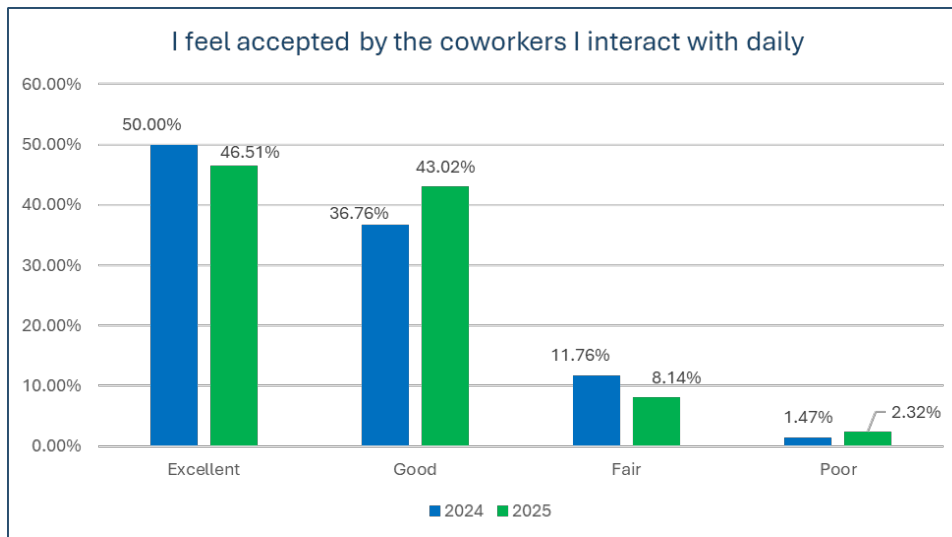


Exhibit 5.4: Comparison of 2024 and 2025 Employee Surveys – Managers Promote Inclusion and Belonging

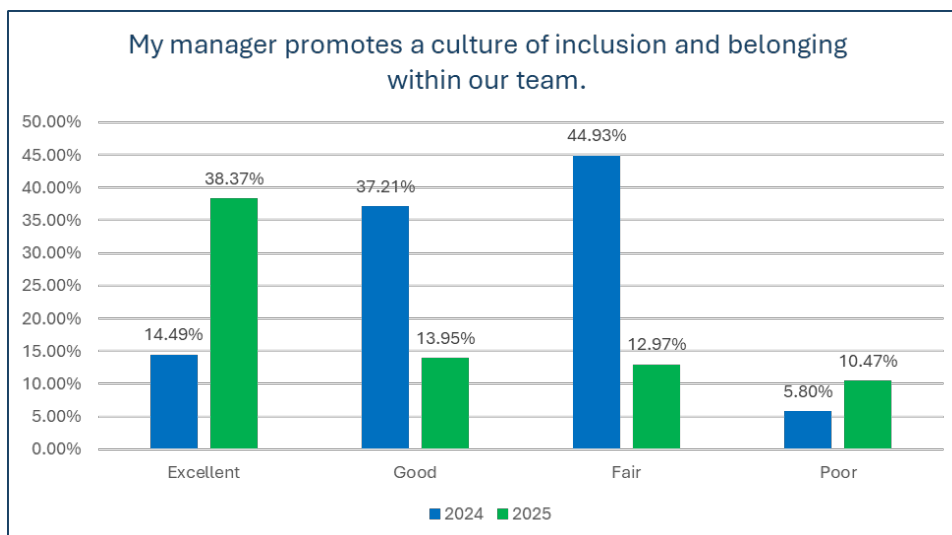
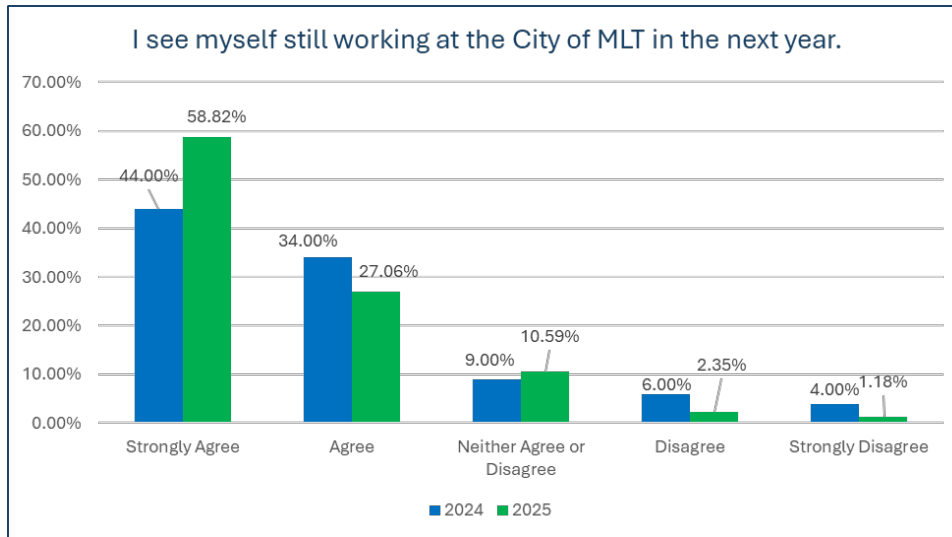


Exhibit 5.5: Comparison of 2024 and 2025 Employee Surveys – Employee Retention



When staff members were asked for more details on how leaders in the organization could create a more welcoming and inclusive work culture, they provided these examples:

Exhibit 5.6: 2025 Employee Survey – Recommendations to Create a more Welcoming and Supportive Work Environment

Q15: What actions or changes could your department or our organization implement to create a more welcoming and supportive work environment for all employees?



Desire for Connection, Recognition & Fun

"More fun work functions that involve the entire city."

"Quarterly group bonding where the team goes out for lunch..."

"Reimplement awards and annual meeting to celebrate worker success."

"More recognition of staff achievements and check-ins from supervisors."

Communication & Leadership Accountability

"Supervisors being held accountable for decisions that negatively impact their team members."

"Include field workers in the hiring process."

"Better communication with certain problems that others may have can benefit everyone."

"Taking complaints more seriously."

Equity, Inclusion, and Departmental Balance

"We don't care about DEI... people should just do their job."

"Instead of citywide DEI trainings, we should have department-wide training."

"Treat everyone the same — not having favorites in your crew."

"Include ALL departments in recognition events, not just City Hall or Police."

Exhibit 5.7: 2025 Employee Survey – Recommendations on Improving Inclusion and Belonging in the Workplace

Q16: Is there anything else you would like to share regarding the sense of inclusion and belonging?



Gaps Between Inclusion Principle vs. Practice	"Inclusion is often spoken about but doing is completely different." "We do many things... trainings, workshops... but many departments are excluded from things like appreciation breakfasts." "Still good old boys club at the top."
Siloed Departments & Uneven Culture	"Sometimes it feels like a bubble... the departments outside of City Hall have a different work culture." "I do not fit in with other coworkers, but that is irrelevant." "Rarely do I see staff from City Hall at the recreation center."
Desire for More Inclusive Engagement Opportunities	"We could have more voluntary employee activities..." "Invite guest speakers for staff sessions on interesting topics." "I'm not sure of a solution for <u>this</u>, <u>but</u> promoting confidentiality and dampening the rumor-mill chatter." "How-to" workshops to support diverse communities would be amazing."

Another new question was related to the city's core values. Notable answers included belonging and equity and inclusion.

Exhibit 5.8: 2025 Employee Survey – Recommendations on Employee Core Values

The City is planning to refresh our Core Values. Please share some of the core values, beliefs, or behaviors that you would like to see considered in the new values.

Respect	Belonging	Accountability	Integrity
Communication	Trust	Collaboration & Teamwork	Equity & Inclusion
	Innovation	Excellence	



6.0 External Assessment: How Community Members Experience the City

6.1 2021 Listening Sessions

The two listening sessions held in 2021 were intended to help the Diversity, Equity, and Inclusion Commission prioritize their work. The questions and topics they discussed, and responses included:

- What does it mean to feel safe?
 - Bustling diverse businesses in a clean, low-crime neighborhood with welcoming signs that help me identify with them.
 - Cultural festivals and events that represent communities within the city and designed in partnership with those communities. These events make people feel welcome, safe and connected with others.
 - Well-designed active transportation infrastructure, with good lighting, nice landscaping, in a clean environment.
- What do diversity, equity, and inclusion look like?
 - Allowing all people to have opportunities
 - City Council represents the demographics of new residents
 - City is accountable to diversity, equity, and inclusion City Council Commitments
- What barriers do you experience?
 - ADA Access
 - Access to City (Hours/Days)
 - Computer Access
 - Housing
 - Transportation
 - Language Access
 - Cost of recreation programs
 - Getting hired by the city for a job or contract
 - Engaging with the City of Mountlake Terrace
 - Staff members should reflect the demographics of the city to better understand them
 - City officials and staff do not understand the barriers that community members face.

- What is good in the city?
 - Inclusive, welcoming, and accepting people with diverse backgrounds
 - A safe place to live
 - Supportive of the wellbeing of all people

Exhibit 6.1: Major themes in responses to the question, “What is good in MLT?”



Exhibit 6.2: Major themes in responses to the question, “Define Anti-Racism”



- Recommendations for the roles of the Diversity, Equity, and Inclusion Commission:
 - The city needs to work on improving relations, trust and communications with these communities: LGBTQAI+, Indigenous, disabled, neurodiverse, deaf, homeless, limited English proficiency, Black, Hispanic, Muslim, Pacific Islanders, Asian, People of Color, and low income.
 - Engage with the Community
 - Engage w/school district, create youth council
 - Ensure all residents have equal access
 - Welcome diverse residents to city
 - Hold yourselves accountable
 - Interact w/ community ambassadors
 - Have a diversity, equity, and inclusion lens for all city activities
 - Create a Diversity, Equity, and Inclusion Strategic Plan
 - Find ways for people to connect
 - Support events that help cultural understanding & create a welcoming community

The details of the questions posed, and the responses are provided in **Appendix B1**.

6.2 2021-2024 Online Survey

The Diversity, Equity, and Inclusion Commission also launched an online survey with 13 questions. The key themes from the 20 responses follow:

- People have witnessed and experienced racial stereotypes; destruction of signs that display messages of tolerance; and harm toward people of color, Muslims, members of the LGBTQAI+ community, people who are unhoused, and neurodiverse community members.
- Engage more with communities mentioned above, who historically have not been involved in the civic process. And find new ways to reach people in the community.
- We need more opportunities to interact with those that are different from us to share commonalities, cultures, to talk to one another, and to make people feel like they are part of the community.
- Host conversations about diversity, equity, and inclusion in the community such as support groups, speakers, and town halls.
- Produce cultural events with families and youth to celebrate various cultures and create more understanding of one another. Use partnerships to create more inclusive events.
- Discuss diversity, equity, and inclusion efforts in the city newsletter.
- Ensure that police are not using force disproportionately on African Americans and support nonaggressive and community-oriented policing.
- Train staff in understanding systematic racism.
- Update programs at the recreation pavilion to better reflect the changing community.
- We need to increase the number of affordable housing units within the city.
- Promote and encourage BIPOC businesses.

The details of the questions posed, and the responses are provided in **Appendix B2**.

6.3 2024-2025 Online Survey

The Diversity, Equity, and Inclusion Commission and staff revised the online survey and marketed it again. Nine people responded. Overall, people feel that the city is an inclusive community, welcoming, and accepting of people with diverse backgrounds and identities. People stated that the city supports the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, and religion. Most respondents are invested in the values of diversity, equity, and inclusion.

Survey respondents suggested that the city could make some improvements such as:

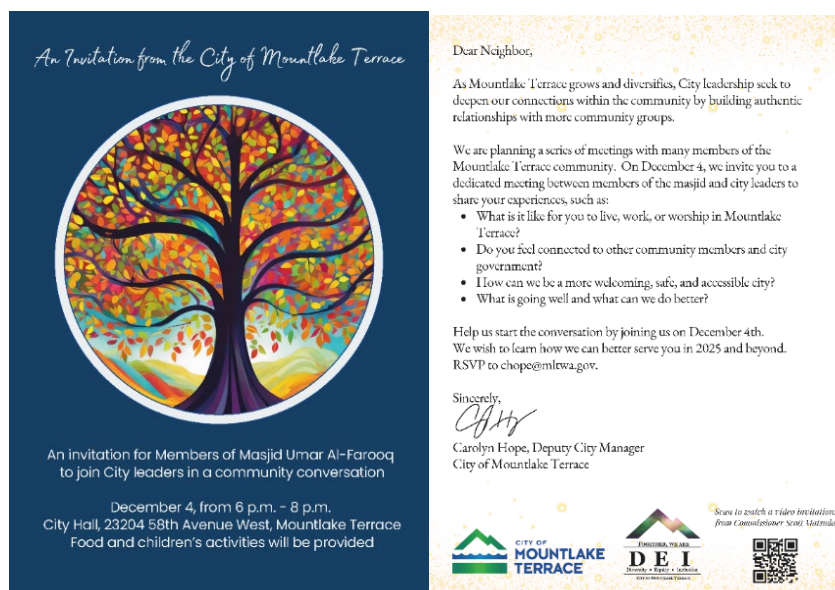
- Help the community understand what “DEI” is. Speakers, classes, and conversations could help.
- Provide more affordable housing, walkable neighborhoods, and support systems/resources for people experiencing homelessness.
- Offer workshops and training on how to apply for a job or contract with the city, in particular to women and BIPOC people and folks who have limited English proficiency.

The survey questions and results are provided in **Appendix B3**.

6.4 Community Conversations

Later, in 2024, the commission launched a series of Community Conversations with the goal of listening to people in our community describe their experiences living, working, worshiping, visiting, or attending school in the city. Personal invitations were sent to groups who historically have not been involved in the civic process or city events and programs. Earlier in the year, the Commission worked on relationships with leaders of the Masjid Umar Al-Farooq and asked if they would join a conversation. The leaders sent invitations to their Mountlake Terrace residents and masjid leaders to join on December 4, 2024. Approximately 30 people attended this session. Staff and Diversity, Equity, and Inclusion Commissioners facilitated conversations in small groups.

Exhibit 6.3: Example of an Invitation to a Community Conversation



The purpose of these meetings is to build relationships and encourage community members to feel comfortable participating in the civic process, welcomed in the community, and knowledgeable about city services. The city's goals were also to learn about barriers that people experience in accessing city services, participating in the civic process, or feeling un-welcomed or unsafe. After this Community Conversation, there were several follow up conversations with staff, commissioners and masjid members to discuss a wide array of concerns and ideas such as parking concerns during Ramadan, how to share more about the Muslim culture with the community, evaluating spaces for the women's group to host programs, and more.

The second community conversation was a partnership with the Police Department's periodic Cops & Clergy Meetings. The December 5, 2024, meeting was dedicated to a conversation with the clergy. Diversity, Equity, and Inclusion Commissioners hand delivered invitations to most of the places of worship in town and emails were sent to all of them. The commissioners and Diversity, Equity, and Inclusion Staff Committee members facilitated the conversations in small groups. About ten attendees participated in this conversation. We later followed up with one member to host a Community Conversation at his church for people who use the Concerned for Neighbors Food Bank on January 13, 2025. While it was promoted heavily, this event was not successful.

On January 29, 2025, the city hosted an open Community Conversation with anyone who wished to attend. This was promoted in several languages, and we offered the in-meeting interpretation, if needed. This meeting was attended by about 30 community members.

On February 23, 2025, the city partnered with the Mountlake Terrace Library and Snohomish County Department of Health to host a bilingual (English/Spanish) Community Conversation where the county also offered similar prompts to build relationships and share information about services. This meeting was marketing in English and Spanish across many platforms, with many Spanish speaking social media pages and advertisements. The meeting was held on a Sunday afternoon, which was more convenient for many people in the Latino/Hispanic community. Many people also said they were encouraged that the marketing materials mentioned they would not have to show identification to attend. This meeting attracted about 20 people.

The commission planned another conversation in partnership with the Edmonds School District on March 29, 2025; however, it was not successful. There were many lessons learned about how and when to invite community members to such conversations and still more to learn. The Commission is planning more of these conversations in late 2025, and beyond, to continue building relationships and trust in the community, and to prepare for the next update to this plan.

Exhibit 6.4: Photographs of Community Conversations



December 4, 2024, Community Conversation with Masjid Umar Al-Farooq



January 29, 2025, Community Conversation for all, open meeting



December 5, 2024, Community Conversation with Cops & Clergy



February 23, 2025, Bi-Lingual Community Conversation with Community in partnership with Snohomish County Health Department and Sno-Isle Library of Mountlake Terrace

Staff compiled the comments from these various conversations and summarized themes. The meeting materials for these conversations are provided in **Appendix B4**.

Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Exhibit 6.5: Community Conversation Themes - What makes you feel welcome?

You feel welcomed when...
someone greets you, smiles, waves, says "hello", people "see" you



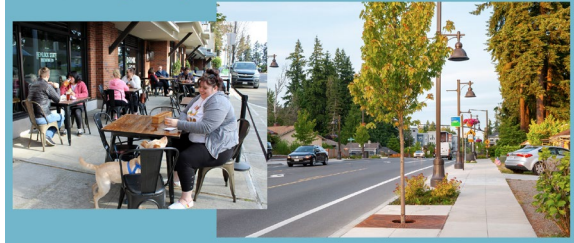
You feel welcomed when...
a business welcomes you with signs, the sales person greets you and knows your name and order, they are respectful...



You feel welcomed when...
your neighbors talk to you, invite you, include you...



You feel welcomed when... the neighborhood feels welcoming, it is clean, well lighted, has flowers or plants, people feel safe from traffic, the city is easy to navigate....



You feel welcomed when... there are events and community activities that are inclusive and offer opportunities to meet people

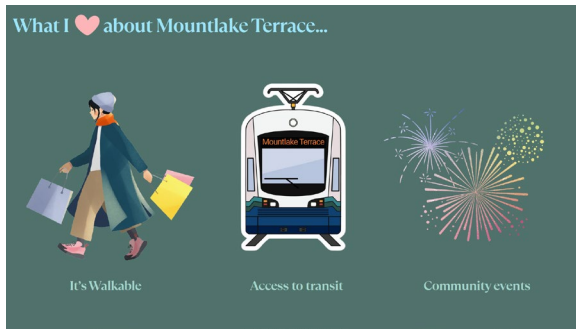


You feel welcomed when...



Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Exhibit 6.6: Community Conversation Themes - What do you love about Mountlake Terrace?



Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

What I ❤️ about Mountlake Terrace... community engagement



What I ❤️ about Mountlake Terrace... city maintains infrastructure



What I ❤️ about Mountlake Terrace... parks!



What are you hopeful for?

- Building a stronger connection to the city
- See my city as more inclusive
- More community conversations
- Be involved in the community socially to help each other
- More community spaces and engagement, events
- A plan to rebuild the Recreation Pavilion
- A grocery store in Town Center
- More places for adults to go out for entertainment

What did you learn?

- How to volunteer
- Where to find resources
- Partnership opportunities
- Contacts at the city for questions I have
- More resources about social services

Exhibit 6.7: Community Conversation Themes - What can the city do better?

Resources: • More resources for young people: jobs, mental health, psychology. • Be involved in the community socially to help each other. • Scholarships for non-residents at Recreation Pavilion. • Need resources about how to buy a house, how to obtain a mortgage, what is required? • Health crisis response resources are needed. • Need a job bank for local jobs. • More information about how to volunteer for the city and other local organizations.	Communications: • Interpret Craze in Spanish. • More places for adults to go out for entertainment, private venues for dancing, etc. • Web materials should be translated into Spanish, can't rely on Google translate. Also, PDFs cannot be translated with Google Translate. • People don't know how to access the website or about the city's other news sources (social media, news alerts, etc.).
Development • Price of rent and housing costs are outrageous • Housing changes, more housing will require infrastructure improvements. • Parking issues - less parking, business vehicles blocking access on residential streets. • Balance development with safety. • Rebuild the Rec Pavilion with affordable housing, example of the Together Center in Redmond • Permitting is too rigid.	Encourage more Latinos to engage in the civic process by: • More Ads on social media in Spanish. • Offer more meetings on Sundays around 3 to 5 PM, after church and work. • Use incentives (gift cards) for attending. • Encourage social engagement creates a sense of belonging. • Police flier: be clear about whether the city is supporting federal immigration policies or not. Know your rights. • Offer hybrid options so people don't have to come in person, they may feel safer to participate. • Ensure with marketing materials say, "No ID required", this will help gain participation.
Build Community • Need a large gathering space for indoor community events. • Would like more cultural/Muslim activities and events. • Muslims want to build relationships with neighbors. • More activities for kids within walking distance of Town Center. • Women's only swims. • More opportunities for community to create public art. • More cultural celebrations. • Community bulletin boards in parks.	Other improvements • Online portal to pay traffic infractions and other police fines. • Encourage a Farmer's Market with local businesses and makers.

6.5 Summary of Public Comments on the Draft Plan

A draft of this plan was presented to City Council on September 12, 2025, for review and feedback. Between September and October 3, 2025, the plan was published and marketed for public comment. Sixty-five people provided comments on the document during that period. The details of the public comments are included in Appendix B.6.

The plan was posted on the city's website for review and public comments were requested through an on-line poll, which is not statistically valid. The executive summary and Section 7: Recommendations, were translated into Spanish and the on-line poll was provided in Spanish. Marketing materials and emails were provided in English and Spanish. Appendix B.6 includes the on-line poll instrument, the key marketing materials, and all of the comments received. A summary of the data follows.

The public comment period was marketed through a news release and subsequent article in the MLT News, the city's social media platforms, posters, fliers, and at the city's booth at Welcoming Week, announced at council meetings and a Community Conversation, and shared with a city email list of nearly 400 people in both English and Spanish.

The online poll had 65 responses. One person answered the Spanish-language on-line poll, one response was emailed to the city, and two responses were gathered on a poster at Welcoming Week. The respondents self-identified as:

- Gender: 63% female, 18% male, 3% non-binary, and 8% prefer not to disclose
- Race: 54.4% white, 22.8% preferred not to disclose, 14% Asian or Asian American, 7% Hispanic or Latino, 7% Other, 3.5% American Indian or Alaska Native, 1.8% Black or African American, 0% Hawaiian or other Pacific Islander. Proportional to the population, there were more respondents who were white and Asian or Asian American, and less that represented the Hispanic or Latino community.
- Country of birth: 89.6% were born in the United States, 3.4% Germany, 1.7% Philippines, 10.1% prefer not to disclose, and 5.1% other.
- Language spoken at home: 50% English, 10.5% Prefer not to disclose, 8.8% Other, 7% Spanish, 1.75% Chinese, 1.75% Russian.

The city sought comments on the entire plan, with an emphasis on people's opinions about 20 recommendations to improve community access to city government. Other recommendations were more internally focused on city operations. Eighteen of the recommendations had a 52% or higher "agree" rating and two fell below 50%, including:

- Host conversations and training about diversity, equity, and inclusion topics.
- Provide gender neutral restrooms in all city buildings.

Exhibit 6.8: Percent of respondents who agreed with Recommendations to Improve Community Access to City Government

Recommendation	Percent Agree
CA6: Inform residents about how they can share feedback with city staff or elected officials.	81.54%
CA11: Improve physical accessibility for disabled people and generally enhance the active transportation system to support people without access to vehicles and improve city owned buildings to enhance access.	75.38%
CA1: Improve sharing information about financial assistance for utilities, waste pickup and recreation programs for low-income households and in multiple languages.	72.31%
CA5: Help residents understand how to learn about and participate in community meetings, outreach activities, and events.	70.77%
CA12: Evaluate ways to improve access to city services, the civic process, and inclusivity for intellectually and physically disabled people, people who are deaf or hard of hearing, and blind or visually impaired.	66.15%
CA4: Provide more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.	64.62%
CA13: Provide more affordable housing through updates to the zoning code, incentives, and promoting the city through Economic Development efforts.	63.08%
CA18: Encourage more cultural programs/activities and ensure they are designed in collaboration with people who represent those groups, or are led by these groups, for proper representation and successful execution.	60.00%
CA2: Conduct community engagement activities with an equity lens to ensure that people most impacted by decisions are invited to the decision-making process and barriers to participation are addressed.	58.46%
CA3: Revise city code to limit the term of service for all commissions and council to allow for more opportunities for community members to participate in leadership roles within the city and bring new ideas forward.	58.46%
CA9/10: Evaluate existing and proposed policies, plans, codes, and programmatic decisions to determine if there are potential negative implications on community members with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the disability community, and other protected groups.	56.92%
CA15: Partner with community organizations to offer training on how to apply for a city job or city contract.	56.92%
CA20: Evaluate new programs at the Recreation Pavilion that meet the needs of our culturally diverse community.	56.92%
CA19: Provide more support services to unhoused people with social workers, local warming shelters, public housing, affordable housing, and subsidized transit passes.	55.38%
CA14: Improve outreach and communications for people whose first language is not English, or who don't speak English.	53.85%
CA8: Recruit more bilingual staff, particularly in customer service roles.	52.31%
CA16: Consider co-creating an ancestral land acknowledgement and other actions with local indigenous people to support local tribes and our community's understanding of history.	52.31%
CA17: Host conversations and training about diversity, equity, and inclusion topics.	46.15%
CA7: Provide gender neutral restrooms in all city buildings.	43.08%

Exhibit 6.9: Responses to Recommendations to Improve Community Access to City Governments



Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Of the open-ended comments received, here are some themes:

Theme	Response
We should include seniors in this plan	Seniors are definitely included in this plan and acknowledged in our demographic data as a growing group in our city.
Cost of converting restrooms to gender neutral	This is an important endeavor to ensure that the staff and community are treated inclusively. Some restrooms can be converted easily and some require capital improvements. The recommendation was clarified based on comments about the budget.
Ancestral land acknowledgements are performative	The language was changed to offer options to work with local Indigenous people to identify the most meaningful outcomes for them and the city.
Address people with trauma with respect	This is very important and is addressed specifically in the city's new Community Engagement Plan. Staff and commissioners are receiving training on this plan in 2025 and 2026, and periodically thereafter.
Don't prioritize one group over another	This is not the intent of this plan. The purpose is to provide equitable opportunities for all, rather than equal opportunities for all, please see Section 2.0 for definitions. In compliance with Council values, the Comprehensive Plan policies, the Community Engagement Plan, and the American Civil Liberties Act, the city is proposing changes to processes and procedures that ensure people most impacted by city decisions are included in the process, that all residents have access to city services and information, and that people feel welcome and included in our community.
Address physical and neurological disabilities	Several of the recommendations are centered around improving service and access to people with disabilities. The city recently upgraded the website upgrades to meet ADA and Title VI requirements. The city has a Sidewalk ADA Transition Plan; and there is more work to be completed.
Focus on celebrating diversity rather than issues that incite discourse	This is an important element of the recommendations, and more clarity was provided about this.
Commission and council term limits	There were comments both in favor and against term limits for these positions. In the survey results. This decision is entirely up to City Council. The recommendations are being presented in this plan for consideration.

7.0 Action Plan

This action plan was derived from all the input gathered from staff, elected officials, commissioners, and the community. It contains the action item, lead group(s) for the action item, status, plan to address the action, and performance measures. Most items in this action plan will occur in the next two years, by the end of 2027. Some action items may take longer or will be ongoing. The city will continually monitor progress on this plan with updates to the City Council annually and update this plan in 2027.

Table 7-1: Recommendations for Updating the Personnel Policies

Action Item	Lead	Status	Action Plan	Performance Measure
PP1: Update Personnel Policies, procedures, and training protocols. See notes below for details.	Human Resources	Ongoing with a staff advisory committee.	Prepare an update to the citywide Personnel Policies in cooperation with a staff work group.	Adopt Revised Personnel Policies by December 2025 June 2026 .
PP2: Continue to provide in-depth training for City leaders and staff with an emphasis on customer service and cultural awareness: a. Human Resources specific training on diversity, equity, and inclusion b. Provide training on Title IX and VI. c. Developing cultural competency to improve interactions with colleagues and community members. d. Provide customer service training with an equity lens, ensuring we treat all customers (internal and external) equitably, without bias.	Human Resources	Ongoing	In 2025, Human Resources prepared a staff training plan that includes many of these topics. Some topics will require annual training, some periodic.	Update Training Plan annually with feedback from staff and the leadership team.

Action Item	Lead	Status	Action Plan	Performance Measure
e. Periodically provide Emotional Intelligence and communication training. f. Provide training to all supervisors, oversight of performance evaluation preparation and how to hold employees accountable to employer feedback.				
PP3: Find ways to address mental health issues at work, related to work.	Human Resources	Started	Evaluating options. Next step is to evaluate options with the Wellness Committee and Leadership Team.	Develop a plan to integrate mental health wellness for employees by June December 2026. Improvements in the number of employees who Strongly Agree or Agree that the city prioritizes my health and well-being in the Employee Pulse Survey.
PP4: Improve recruiting and hiring of more diverse candidates that better represent the city's demographics. Broaden recruiting efforts and improve hiring processes to attract a diverse set of applicants for city jobs, who are reflective of the community demographics.	Human Resources	Started	Develop a standard operating procedure that outlines media outlets that will reach a broader audience of culturally and ethnically diverse candidates, language that can be adjusted in recruitment, interview methods, and more.	Develop a standard operating procedure by June December 2026. Improvements in the percentage of employees who represent city cultural/ethnic demographics (this data is voluntary to provide per the federal laws).
PP5: Improve onboarding and training to ensure staff understand their job duties, personnel policies and bargaining unit forms, and programs offered to employees (e.g., diversity, equity, and inclusion programs, EAP program,	Human Resources	Not started	Develop a standard operating procedure for onboarding that includes specific training requirements for each employee.	Develop a standard operating procedure by June December 2026. Future employee pulse surveys show increased ratings of strongly agree and agree for the prompt:

Action Item	Lead	Status	Action Plan	Performance Measure
accessing HR, etc..).Review city values and leadership philosophy.				I am satisfied with the training and development opportunities provided by the city and/or my manager.

Notes: Detailed Recommendations for Revised Personnel Policies

Update City Personnel Policies to ensure consistency and equity (the referenced chapters are the chapters in the Personnel Policies).

1. Create SOPs that support Chapter 2.1: Equal Employment Opportunity. Create forms and processes that ensure consistency and accountability in hiring, training, supervision, promotion, and compensation.
2. Review Chapter 2 for opportunities to include updated ADA language and guidance.
3. Update Chapter 2.2: Recruitment and Selection Process to: encourage diverse applicants to City positions.
 - a. Ensure that hiring personnel are aware of how bias can influence hiring and are well equipped to conduct a fair and equitable selection process.
 - b. Ensure that pre-employment tests are equitable and non-discriminatory for diverse candidates (e.g., neurodiverse, race/ethnicity, gender/sexuality, etc.).
 - c. Review legal framework for criminal background check policy to ensure compliance with updated State laws.
 - d. In Chapter 2.3: Orientation Period, update SOPs to establish clear criteria for evaluations, as well as to create an inclusive environment that is supportive of diverse staff members.
4. Ensure transparent guidelines and criteria for compensation. (Chapter 4.3)
5. Ensure transparent guidelines and criteria for out-of-class opportunities, including application, selection, and compensation processes.
6. Ensure transparent guidelines and criteria for performance evaluations coupled with training for all managers. Establish checks and balances for evaluations to ensure equity and accountability (e.g., skip-level reviews, 360 reviews, etc.).
7. Add diversity, equity, and inclusion-specific language under Chapter 8: Workplace Conduct, including naming discrimination as an ethical violation.
8. Update the Complaint Procedure to better protect employees and provide a neutral, safe environment in which to raise concerns.

9. Update the language in Chapter 8.3: Drug-Free Workplace so that it is easier to understand. (e.g., paragraph three, “Reasonable suspicion is the contemporaneous, articulatable observation or other corroborated information....”)
10. Simplify the reporting process in Chapter 8.4: Reporting Improper Government Action to be easier to understand and offer a clear overview of who is responsible for investigating reports.
11. Review and update Chapter 8.11 Discipline Procedures to ensure transparency, clarity, and accountability. Create checks and balances to ensure that abuses of power are quickly identified and addressed.

Table 76-2: Recommendations for City Operations

Recommendations	Lead	Status	Action Plan	Performance Measure
CO1: Maintain a budget to fund diversity, equity, and inclusion work as an ongoing, necessary, and legal requirement for City government (i.e., ADA, Civil Rights Act). Maintain funding for diversity, equity, and inclusion initiatives and training of commissioners. Training efforts could cover diversity, equity, and inclusion; and emotional intelligence and communications skills to build trust, find common ground in their work. Add accountability metrics to the diversity, equity, and inclusion budget that track goals and milestones.	DEIC and DEI Staff Committee, CMO	Ongoing	For the past two budget cycles, funding has been provided. Continue to refine the needs biennially and make budget proposals for staff work and commission work.	Provide a budget proposal for the 2027-2028 budget. Continue to demonstrate to City Council the positive impacts of the work conducted using allocated funding.
CO2: More consistency in application of policies, discipline, and appreciation of staff.	Executive Leadership Team, Managers, Supervisors, Leads	Ongoing	Leadership Team will evaluate consistency regularly in weekly meetings and as needed.	Future employee pulse surveys show increased ratings of strongly agree and agree for the prompt: My manager treats employees fairly and equitably.
CO3: Practice inclusive leadership and engage with staff experts in problem solving.	Executive Leadership Team, Managers, Supervisors, Leads	Ongoing	All supervisors and above received leadership training this year, which included inclusive leadership. Continue to exemplify this and provide training.	Future employee pulse surveys show increased ratings of strongly agree and agree for these prompts: My work is meaningful and contributes to the organization's success. The executive leadership team values employee feedback and acts on it.

Recommendations	Lead	Status	Action Plan	Performance Measure
CO4: Succession planning and training: Offering training and mentorship opportunities for staff, prioritizing internal staff for promotions.	Executive Leadership Team, Managers, Supervisors, Leads	Ongoing	Training opportunities have been provided over the past two years, and a more rigorous training plan is being designed. Staff are encouraged to attend their professional association's training programs, obtain certifications, and other trainings as they see fit for the advancement of their careers. This year, leadership training was provided for everyone who leads or manages people. This will continue in the future. A mentorship program needs to be defined and started.	Annual employee pulse surveys show increased ratings of strongly agree and agree for these prompts: That their manager provides them with support and mentorship. My manager has shown a genuine interest in my career aspirations. I have, or anticipate having, adequate opportunities for career growth and advancement in the city. I am satisfied with the training and development opportunities provided by the city and/or my manager.
CO5: Update Purchasing Policies to encourage diverse suppliers and contractors such as Women, Minority, and Veteran Owned Businesses by adopting measures such as: - Offering contracting training and technical assistance to businesses in the greater Mountlake Terrace area. - Promoting contracting opportunities to non-traditional suppliers to encourage diversification of contracts. - Promoting purchases from local businesses when possible.	Finance, CMO	In-progress	Discuss these proposed policies with staff and legal counsel and consider including these provisions, and any other new state requirements related to WMBEs, in the next update to this policy document.	Update Include in the next update to the Purchasing Policies by June (~December 2026).

Recommendations	Lead	Status	Action Plan	Performance Measure
CO6: Establish annual retreats and other periodic meetings for the DEI commission and staff committee to allow for alignment in equity practices, the work plan, and team dynamics.	DEIC and DEI Staff Committee, CMO	Ongoing	The Commission and Staff Committee met once over the past year. The staff liaison will schedule at least two meetings a year for the groups to engage.	Meetings are held and the groups feel well aligned with clarity of roles and purpose. Recommendations from these groups are passed along to City Council in the form of Staff Reports and Council Liaison reports.

Table 76-5: Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA1: Sharing information about city services and financial assistance (e.g., utilities, garbage, and recreation programming) with low-income households and in multiple languages.	Communications and Finance, Public Works, Recreation and Parks	Ongoing	Find new media venues or locations to share this information to ensure the target audience is reached.	Evaluate current channels and frequency of communication. Evaluate current languages used to communicate this information. If needed, make updates to the procedures of sharing discount information by the end of 2025 and share new information before the first bills in 2026.
CA2: Follow the Community Engagement Plan strategies for conducting engagement activities with an equity lens and ensure that people most impacted by decisions are invited to the decision-making process and can participate. Staff and understanding how to design engagement opportunities for people who have experienced trauma.	Communications and Lead Departments	Ongoing	Provide employee training in Community Engagement in late 2025.	More people who have historically been underrepresented and who are most impacted by decisions participate in civic engagement processes (including youth and seniors).
CA3: Consider Revising the city code to limit the term of service for all commissions and council to allow for more opportunities for community members to participate in leadership roles within the city and bring new ideas forward.	City Council and City Manager's Office	Not started.	For council to discuss.	If implemented, evaluate how many people can serve on boards and commissions over the next few years as compared to the last few years (the period for measurement would be related to the term limits).
CA4: Providing more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.	Communications, Title VI Committee	Ongoing	Staff and commissions work to build new relationships across the city, be transparent in communications, listen, and be accountable to commitments.	More people are engaged in the civic process who have historically been under-represented in these processes. Number of participants and

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
				demographic data is collected for the annual Title VI Report.
CA5: Help residents understand how to learn about and participate in community meetings, outreach activities, and events.	Communications, Recreation and Parks, DEIC, (all departments engaging with community)	Ongoing	Implement the Community Engagement Plan and continue with Community Conversations, MLT Community Academy, and other efforts to share this information.	More people participate in the civic process and attend city events and programs. Number of participants and demographic data is collected for the annual Title VI Report.
CA6: Inform residents about how they can share feedback with city staff or elected officials.	Communications, DEIC	Ongoing	Implement the Community Engagement Plan and continue with Community Conversations, MLT Community Academy, and other efforts to share this information.	More people participate in the civic process.
CA7: Provide gender neutral restrooms in all city buildings <u>as remodels are planned, new buildings are designed, and funding is available.</u>	CMO, Facilities	Ongoing	Some changes have been made; <u>some require minor changes to signage and stalls, stalls</u> ; others require capital improvements and more discussions.	Percent of buildings with gender neutral restrooms available for staff and public, if applicable.
CA8: Recruit more bilingual staff, particularly in customer service roles, <u>and offer a pay incentive for those skills (upon passing a qualifying exam).</u>	Human Resources, DEI Staff Committee	Ongoing	There is strong precedent in the Police Department procedures that can be adopted for other parts of the city. Evaluate options and address in Personnel Policy, budget, and potentially bargaining agreements.	Percent of staff that are bilingual and receiving pay incentives
CA9: Evaluate proposed policies, plans, codes, and programmatic decisions to determine if there are potential negative implications of such decisions on community members with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the	DEI Staff Committee, DEIC	Not started	Develop a standard operating procedure to evaluate new policies and major actions to evaluate the impact.	Develop standard operating procedures by June 2026. Evaluate use of the tool and community responses periodically, no less than annually.

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Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
disability community, and other protected groups.				
CA10: Evaluate existing policies, plans, codes, and programs with representative community members to determine if there are potential negative implications of such decisions on community members, with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the disability community, and other protected groups.	DEI Staff Committee, DEIC	Ongoing	Two major internal policy documents were reviewed as part of this process including the Personnel Policies and the Purchasing Policies. Identify other policies that should be reviewed and develop a timeline for review.	Develop standard operating procedures by June 2026. Evaluate outstanding policy documents by December 2027. Evaluate use of the tool and community responses periodically, no less than annually.
CA11: Improve physical accessibility for disabled people and generally enhance the active transportation system to support people without access to vehicles and improve city owned buildings to enhance access.	Engineering, Public Works, Parks	Ongoing	The city has an ADA Transition Plan for Sidewalks and needs one for Facilities. The city has some funding for sidewalk upgrades, but more funds need to be dedicated to keep up with the goals of the transition plan.	Track progress in the 2020 Mountlake Terrace Self-Assessment and Transition Plan annually. Prepare budget proposals that help the city meet the goals of the plan. Create a budget proposal to prepare a Facilities ADA Assessment and Transition Plan.
CA12: Evaluate ways to improve access to city services, the civic process, and inclusivity for intellectually and physically disabled people including people, and people who are deaf or hard of hearing, and blind or visually impaired.	Communications, City Clerk, Human Resources	Ongoing	City has equipment for people who are hearing impaired to access in-person meetings and hybrid meetings. The city can provide an interpreter to assist people who are deaf or hard of hearing with advanced notice. Hybrid meetings offer closed captioning. People who are vision impaired can listen to meetings in	Measure how many people use options for hearing and visually impaired people. Measure the number of ADA grievances received from these groups.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			person, via hybrid meetings or recordings. The city can discuss how these systems are working for people who have hearing and visual impairments. Staff should evaluate if these groups of people have other barriers to city services (front counter services, recreation, etc.). In addition, staff should work with people who are neurodiverse to evaluate ways to improve access for them.	
CA13: Provide more affordable housing through updates to the zoning code, incentives, and promoting the city through Economic Development efforts.	Community and Economic Development	Ongoing	The city regulates housing but does not build housing. Some action steps taken include: • Implementation of new zoning code and Comprehensive Planning policies is intended to lead to more affordable housing. • The city offers a Multifamily Tax Exemption to developers who offer 20 percent of their units at 80 percent of the AMI. • The city is a partner with the Alliance for Housing Affordability (AHA) to share resources and information related to housing, and housing affordability.	Measure the number of affordable units constructed or converted annually.
CA14: <u>In compliance with Title VI of the Civil Rights Act</u> , improve outreach and communications for people whose first	Communications, Departments leading engagements/events	Ongoing	Significant steps have been taken to translate more materials, make the website more language accessible, and provide	Comply with Title VI requirements by December 2025.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
language is not English, or who don't speak and/or read English.			interpretation for customers and at meetings. Develop a language access plan for the city and refine it periodically with lessons learned and as demographics change.	Develop a Language Access Plan by December 2026. Track the number of publications translated per year. Track the number of people provided with interpretation assistance per year.
CA15: Broaden recruiting efforts to attract applicants for city contracts, who are reflective of the community demographics. Partner with community organizations to offer training on how to apply for a city job or city contract.	DEI Staff Committee, Human Resources, Legal, CMO	Not started	Identify Improve marketing efforts for city contracts to broaden potential applicants. Consider partnerings with non-profits and educational institutions and co-create a broadcast contract opportunities for local Women- and Minority-owned Business Enterprises (WMBE) companies training program with them. Also evaluate the job application process with partners to evaluate potential improvements.	Identify partners for this work by June 2026. Begin training programs by December 2026.
CA16: Consider co-creating an ancestral land acknowledgement and other actions with local indigenous people to support local tribes and our community's understanding of history (e.g.: partnering to produce educational events or programs, outreach and engagement, exhibits, or coordinate service projects, formal acknowledgements of important dates and celebrations; etc.).	DEIC and DEI Staff Committee	Not started	Identify Discuss opportunities to acknowledge indigenous cultures and history with local indigenous people and tribes. Evaluate with them, the most to work with in developing acknowledgements or other actions that would be meaningful for them actions that a city can take and that is within the city's financial means and policy scope.	Identify groups and meet with them to develop a plan of action by December 2026.

Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA17: Host conversations and share information that and training about diversity, equity, and inclusion topics facilitate a better understanding of diversity and to celebrate and respect individual differences.	DEI Commission and DEI Staff Committee, Human Resources	Started	This work started in 2021 with the Diversity, Equity, and Inclusion Commission. Current conversations have been more focused on relationship building and other topics. Develop a plan of action focused on diversity, equity, and inclusion topics and timeline.	Continue to develop a plan and timeline for community focused training and programs and conversations related to diversity, equity, and inclusion topics by with the Diversity, Equity, and Inclusion Commission June 2026.
CA18: Encourage more cultural programs and ensure cultural programs and activities are designed in collaboration with people who represent those groups, or led by these groups, to ensure proper representation and that the event achieves its goals.	Recreation and Parks, DEIC	Started	The Diversity, Equity, and Inclusion Commission has been working collaboratively with local African Americans on a partnership with Sno-Isle Libraries to produce Juneteenth: More than a Day. The Commission also produced AANHPI Heritage Festival members of the commission that identify with those groups and partner organizations. Staff are working with non-profit groups and others in the area who are interested in producing events within the city too.	Encourage staff and other commissions to work with partner organizations to bring cultural events to Mountlake Terrace through building relationships, training on how to produce an event, apply for a special events permit, and apply for grant funding.
CA19: Provide more support services to unhoused people with social workers, local warming shelters, public housing, affordable housing, and subsidized transit passes.	CMO, City Council	Ongoing	Currently, the city does the following: The Police Department have a partnership with the Snohomish County Outreach Team (SCOUT) program to have an embedded social services worker within the department to address homelessness,	Discuss with city council other actions the city can take to address these needs.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			mental health, substance misuse, and other concerns. • The city offers a Multifamily Tax Exemption to developers who offer 20 percent of their units at 80 percent of the AMI. • There are at least three subsidized apartment buildings within the city that the city council approved of via ordinance. • The city is a partner with the Alliance for Housing Affordability (AHA) to share resources and information related to housing, and housing affordability. • The library on civic campus serves as a warming shelter during operating hours. • City provides cooling misting stations during hot weather for community members. City Council will need to decide if any other options should be added to the plan.	
CA20: Evaluate new programs at the Recreation Pavilion that meet the needs of our culturally diverse community.	Recreation and Parks	Ongoing	Recreation staff continually evaluate these needs and periodically re-evaluate during the updates to the Recreation, Parks, and Open Space Plan updates.	Review customer surveys and evaluate new means of engaging with culturally diverse customers to determine their desires and the demand for the proposed programs by the end of 2027 (this includes the timeline for the next RPOS Plan Update).

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			Staff can evaluate other means of gathering information from customers.	

Appendix A:

The Vida Agency's Staff Survey Results

Introduction

Between February 29th and March 14th of 2024, The Vida Agency (TVA) conducted a digital Diversity, Equity, and Inclusion (DEI) survey on behalf of the City of Mountlake Terrace. The survey was sent to all city staff to understand their lived experiences as a staff and a member of the community, identify challenges, and begin crafting a shared approach to DEI. Their input will be used to inform the City’s upcoming DEI training for staff, boards, commissions, and council members, as well as in the development of the City’s DEI Strategic Plan.

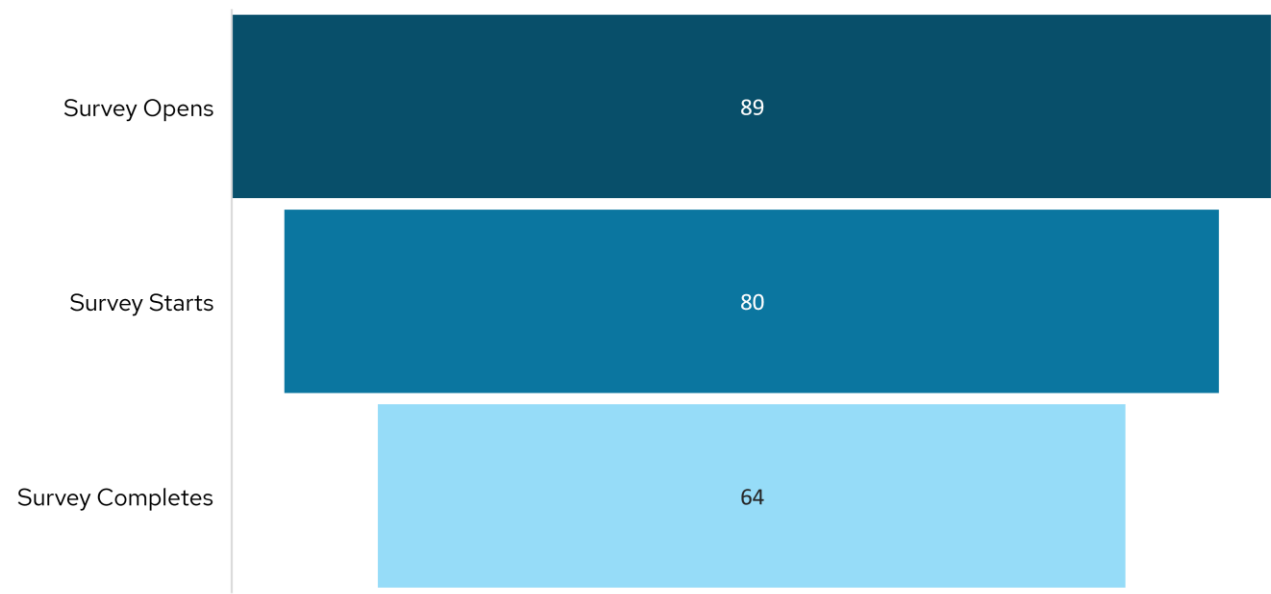
This report presents findings from the digital survey, which gathered input from 80 individuals. The survey was promoted and distributed via emails to all 148 city staff members. The survey email and promotion timeline was:

- **February 23, 2024:** Initial Introduction Email from City Manager, Jeff Nitten
- **February 29, 2024:** Survey Launch Email from The Vida Agency
- **March 7, 2024:** Survey Reminder Email from The Vida Agency
- **March 12, 2024:** Survey Reminder Email from The Vida Agency
- **March 14, 2024:** Thank You Email from The Vida Agency

Completion Summary

The survey was sent to 148 staff members. 89 (60%) opened the survey. 80 (54%) answered at least one question in the survey. 64 (43%) answered most of the questions in the survey.

Chart 1: Survey Completion (Number of Respondents)



Respondent Demographics

52 (35%) shared some level of personal demographic information.

Chart 2: Race and Ethnicity of Respondents

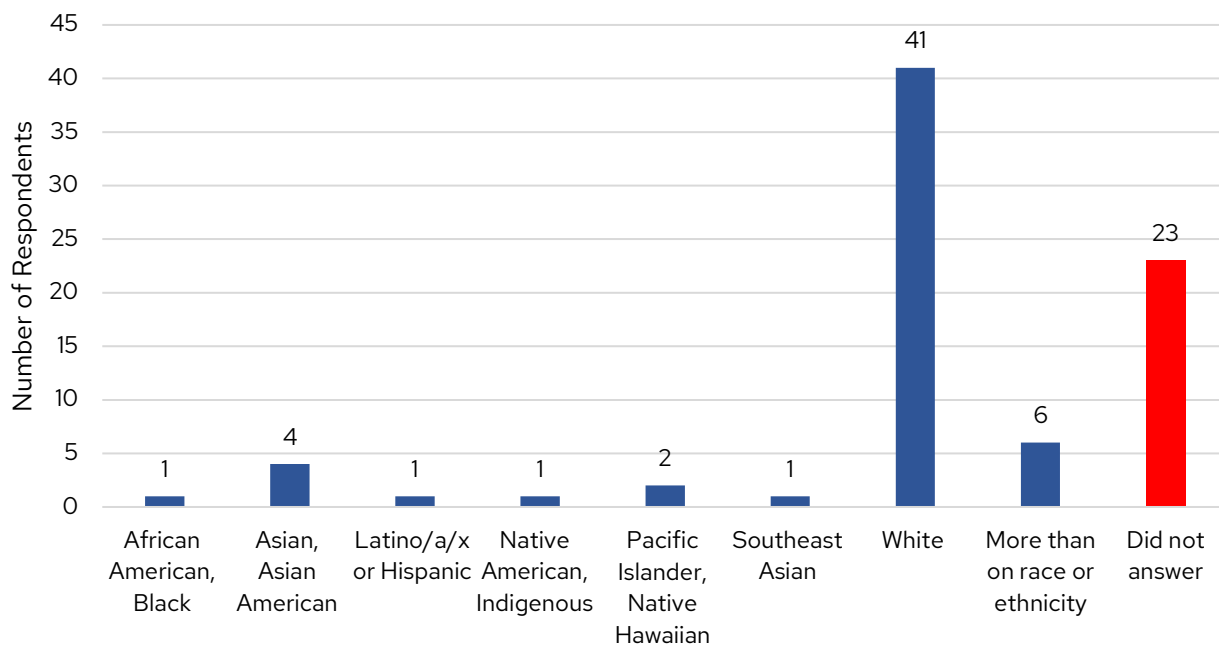


Chart 3: Age of Respondents

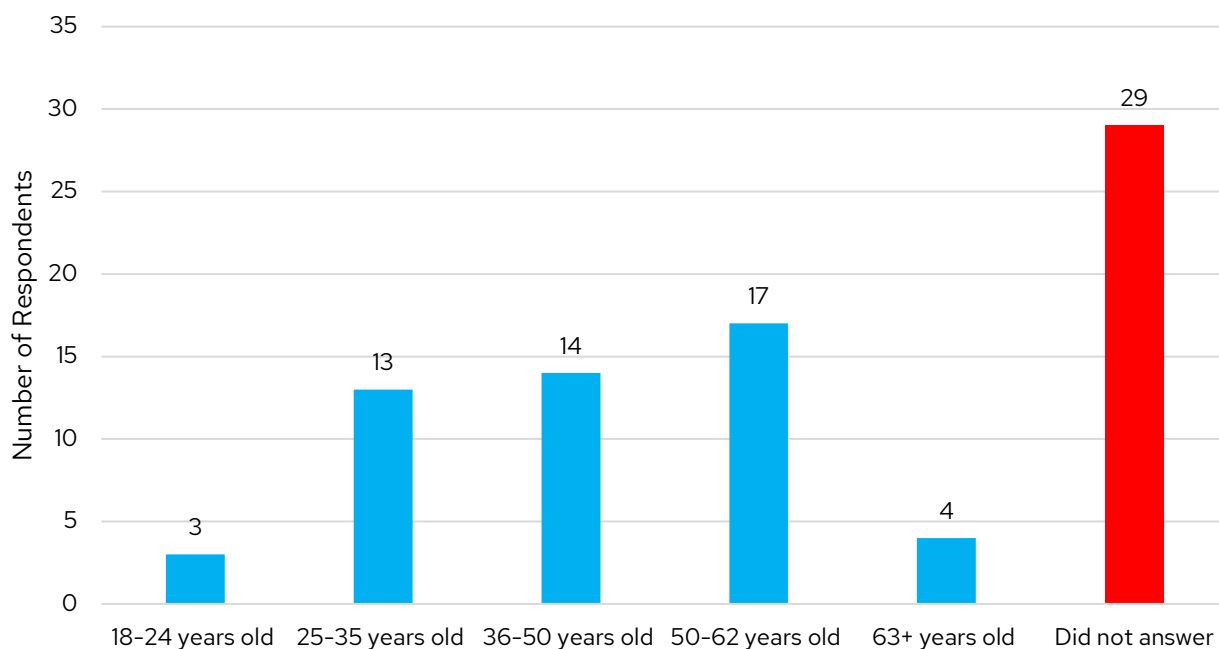


Chart 4: Gender Identity of Respondents

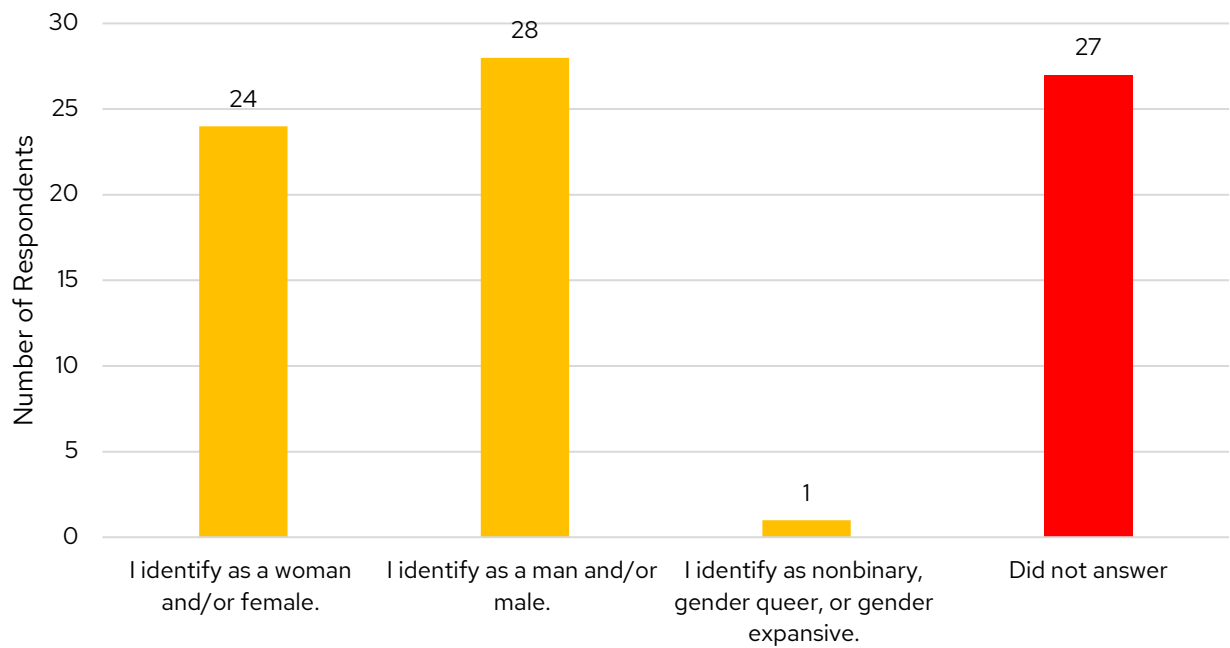


Chart 5: Respondents with Disabilities and Chronic Conditions

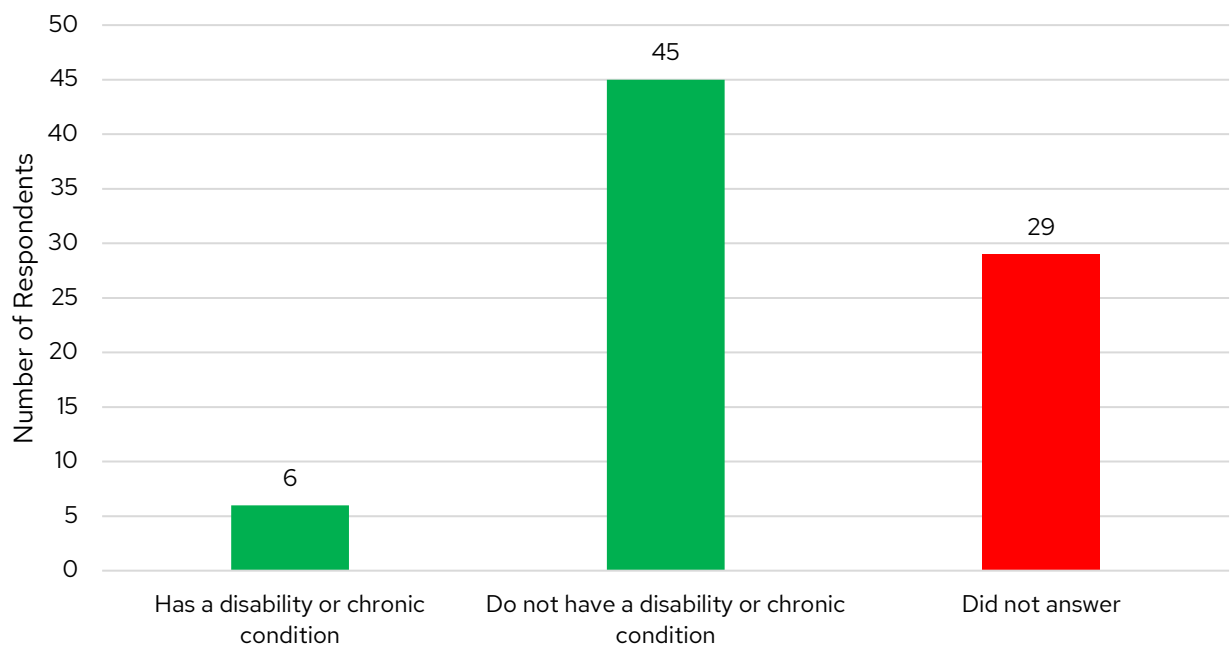


Chart 6: Conditions Disclosed by Respondents with a Disability or Chronic Condition

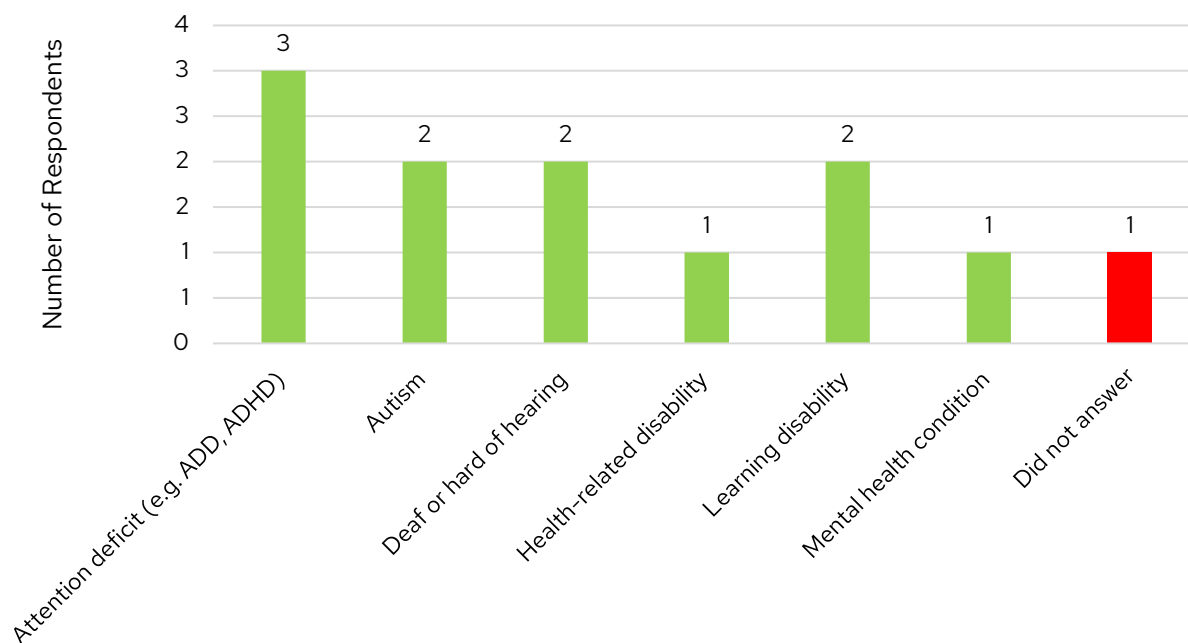


Chart 7: Where Respondents Live

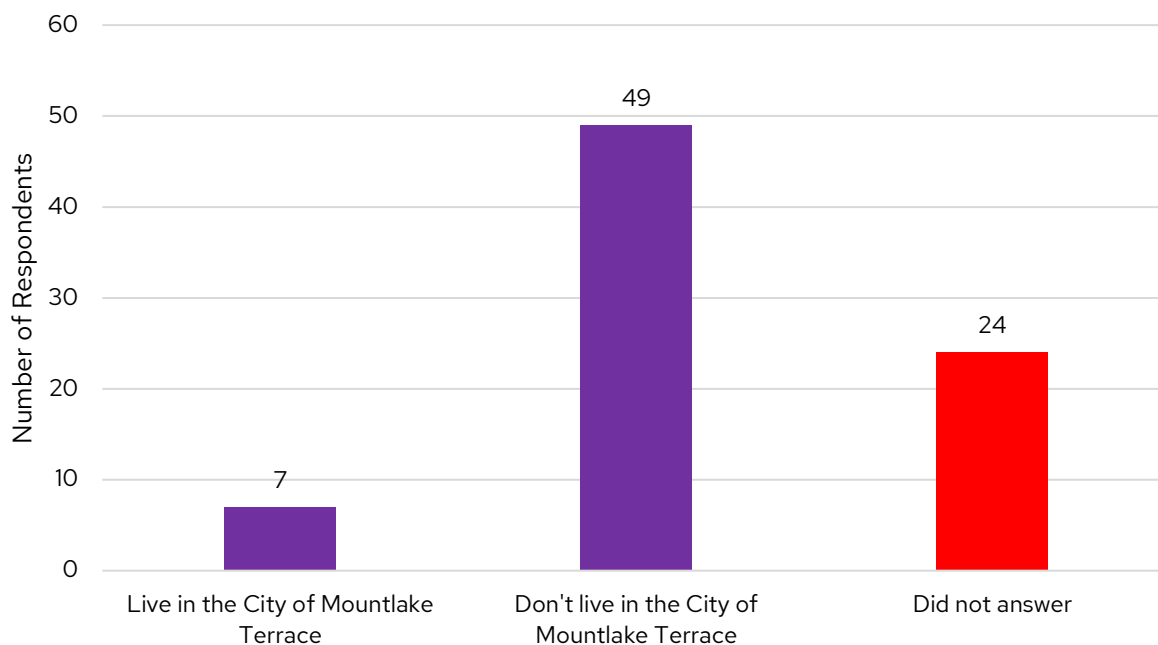


Chart 8: How Long Respondents Worked at the City

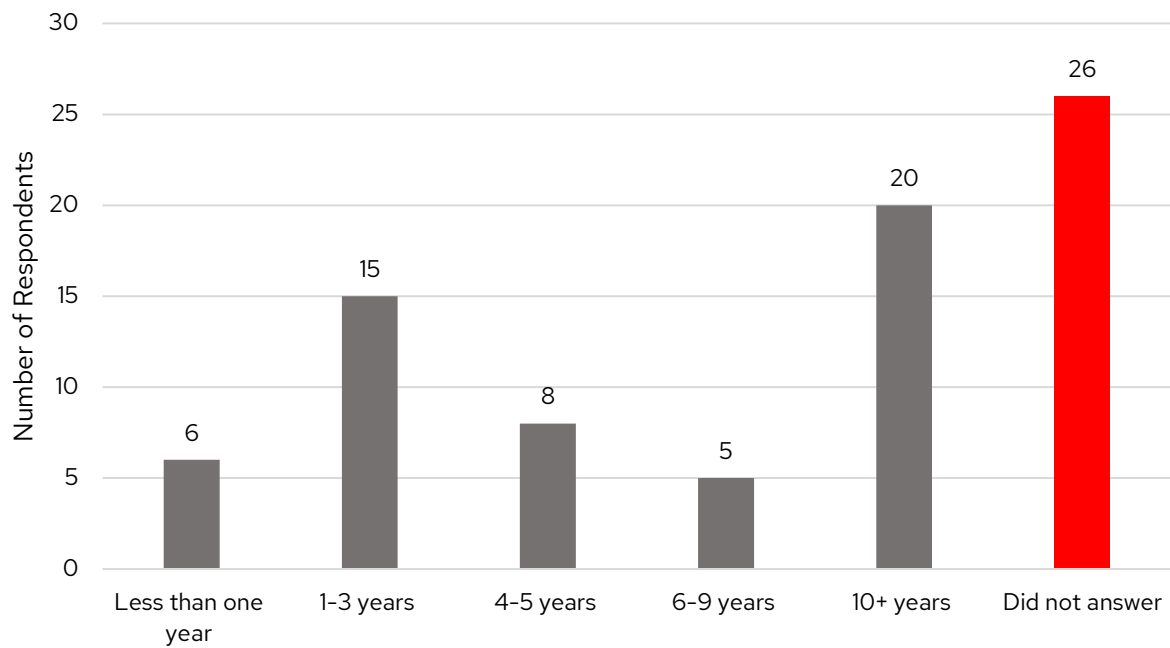
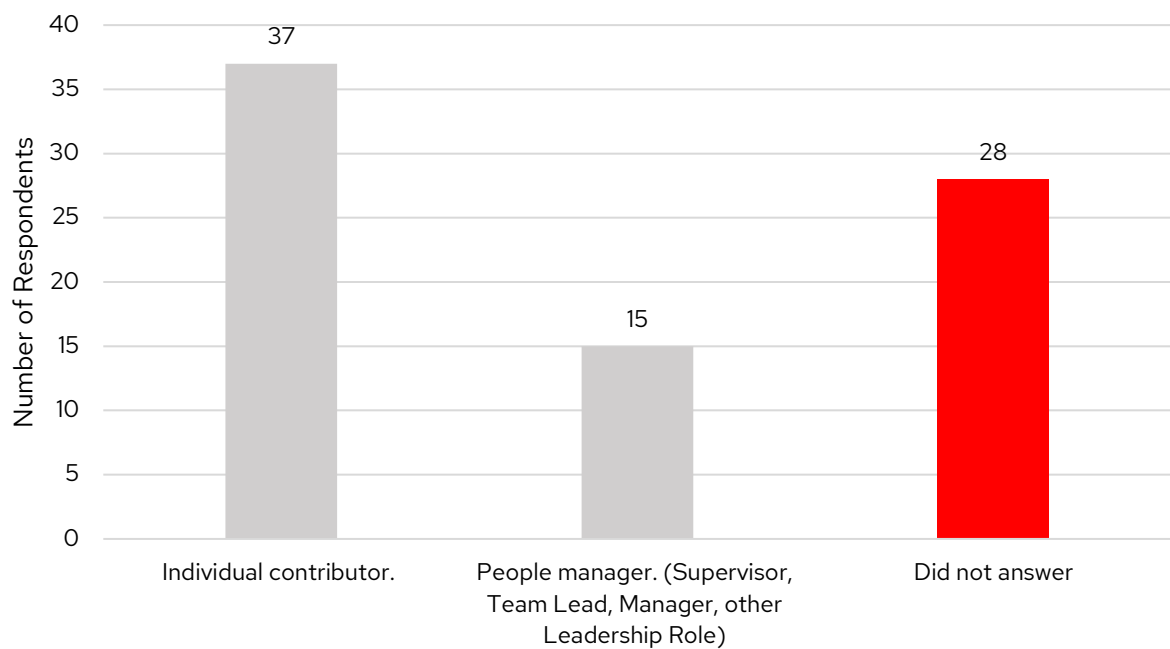


Chart 9: Position of Respondents at the City



Findings Overview

The survey results show that City of Mountlake Terrace staff overwhelmingly believe Diversity, Equity, and Inclusion (DEI) is important both for a healthy workplace and a thriving community. They see their work as meaningful and feel like they can contribute to DEI in their work. However, as we dive deeper into their work only around 50-60% of employees feel supported and recognized in their day-to-day work. Similarly, regarding career advancement and compensation, only 50-60% of employees feel they are treated fairly and have equal opportunities to everyone else. And when it comes to leadership, less than half of respondents are confident in their leadership's commitment regarding DEI.

It is important to note that while fewer respondents agree with statements regarding career advancements or leadership at Mountlake Terrace, this does not mean that they disagree. In fact, the trend is as agreement goes down, the number of respondents saying, "I don't know" or "Neither agree nor disagree" increase as opposed to "Disagree" or "Strongly disagree".

When it comes to future trainings, the top choice is "How to communicate with people of various cultures and languages." with around 50% of respondents picking it as one of their top two choices. Respondents' views on areas of improvement reflect their interest in improving their communication skills. The top four areas of improvement identified by respondents are to do with communication and community engagement. They are, in order of priority:

1. Sharing information about city services (e.g., utilities, discounts, and programming) with low-income households.
2. Providing more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.
3. Helping residents understand how to find and participate in community meetings and outreach activities.
4. Informing residents how they can share feedback with city staff or elected officials.

Beyond the short-term desire to improve communication and community engagement, when it comes to long-term DEI priorities immediate functional needs are the top of the list, with over half of all respondents identifying safety, housing, food security, and affordability as the top priorities for the city long-term. Recreation, transportation, economic development, and other priorities with less tangible benefits are ranked lower by respondents.

Overall, the data suggests that **most city staff understand the importance of DEI and feel like they can contribute to DEI efforts in their day-to-day work. But on the city level, only around half of the staff members agree they are working within a diverse, equitable, and inclusive environment under trusted leadership.** Many staff members are still unsure how the DEI efforts will turn out at Mountlake Terrace. At the same time, this is a great opportunity to change their minds with committed action and investments towards DEI.

Demographic Comparison

Demographically there were no significant differences between the answers that would be outside the margin of error. (See "Limitations and Margin of Error")

Statement Perception Summary

The table below summarizes how city staff feel about the statements in various DEI areas. The columns are defined as:

- **Category:** The general theme of the statement. Statements of the same color are presented together in the survey.
- **Statement:** Statements as shown in the survey. Except for "Diversity may include race, ethnicity, ability, socio-economic status, gender, etc....", this statement was shortened in the table.
- **Agree:** Percentage of respondents that "Agree" or "Strongly agree" with a statement.
- **Neutral:** Percentage of respondents that neither agree nor disagree with a statement or selected "I don't know". While "I don't know" and "Neither agree nor disagree" are different answers that have different meanings, here they represent the group of people who didn't agree or disagree.
- **Disagree:** Percentage of respondents that "Disagree" or "Strongly disagree" with a statement.

Category	Statements	Agree	Neutral	Disagree
General DEI	Diversity, Equity, and Inclusion is important for a healthy workplace.	89%	7%	4%
General DEI	Diversity, Equity, and Inclusion is important for a thriving community.	89%	8%	4%
General DEI	I can contribute to Diversity, Equity, and Inclusion (DEI) efforts in my day-to-day work.	87%	11%	3%
Work and work environment	My work at City of Mountlake Terrace is meaningful.	85%	12%	3%
Career advancement and benefits	I can use my varied skillsets and talents in my position.	84%	10%	6%
General DEI	I recognize discrimination in the community when I see it.	84%	13%	4%
General DEI	I feel personally invested in the values of justice, equity, diversity, and inclusion.	81%	15%	4%
General DEI	The community of Mountlake Terrace is a safe place to live and work.	80%	19%	1%

General DEI	I recognize inequity in the community when I see it.	79%	19%	3%
Work and work environment	I see myself working here a year from now.	78%	13%	9%
Work and work environment	I can talk to my immediate supervisor about negative interactions with team members or customers.	74%	16%	10%
Work and work environment	My immediate supervisor regularly checks in with me about how I am doing.	69%	15%	16%
General DEI	The community of Mountlake Terrace supports the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, religion, etc.	66%	25%	9%
Work and work environment	I feel safe and able to raise my concerns about discrimination in the workplace with a trusted authority/leader.	63%	18%	19%
Work and work environment	Diversity may include race, ethnicity, ability, socio-economic status, gender, etc....	63%	21%	16%
Work and work environment	When I share a different perspective at work, my thoughts are valued.	62%	16%	22%
Mission and leadership	I feel personally invested in the vision of City of Mountlake Terrace.	62%	28%	11%
Career advancement and benefits	City of Mountlake Terrace employees have equal opportunities for advancement.	60%	26%	13%
Career advancement and benefits	My supervisor is invested in my success and discusses career development opportunities with me.	60%	22%	18%
Work and work environment	I am recognized for my contributions and accomplishments at work.	60%	21%	19%
Work and work environment	In the last 3 months, I have received workplace support when I needed it.	60%	30%	10%
Mission and leadership	I have a clear understanding of the vision of City of Mountlake Terrace.	57%	29%	14%
Career advancement and benefits	I feel that my compensation is fair, relative to similar roles.	56%	13%	31%
Work and work environment	The City of Mountlake Terrace provides an environment where people feel free to give open, honest feedback, and express ideas, opinions, and beliefs.	52%	20%	28%

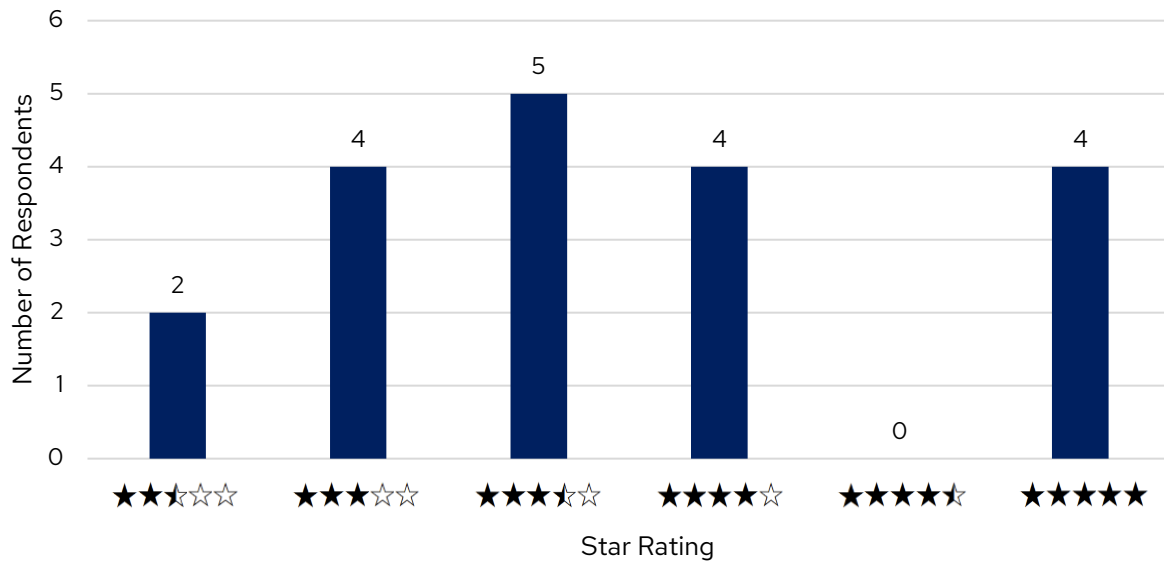
Work and work environment	The City values and supports employees' work-life balance.	51%	25%	24%
Mission and leadership	I feel that leadership is consistent and invested in diversity, equity, and inclusion.	51%	31%	18%
Work and work environment	The City supports employees with family and caregiver responsibilities.	51%	33%	16%
Work and work environment	Recruiting and hiring for city jobs is equitable and promotes diversity and inclusion.	51%	29%	20%
Mission and leadership	I see strong leadership support for diversity, equity, and inclusion.	46%	35%	18%
Work and work environment	There is clear and consistent leadership commitment to advancing DEI.	45%	32%	23%
Mission and leadership	The City of Mountlake Terrace's leadership is consistent and invested in developing new leaders.	44%	36%	20%
Work and work environment	I have experienced or witnessed discrimination in the workplace.	41%	16%	43%
Mission and leadership	I trust the decisions and actions of city leaders.	40%	37%	23%
Work and work environment	I have been able to address discrimination and/or inequity in my job.	40%	40%	21%
Mission and leadership	The city's leadership team's (elected and civil service) expertise and guidance are aligned with the vision and values of the organization.	37%	52%	11%
Career advancement and benefits	Asian, Black, Indigenous, Latino/a/x, and other people of color are encouraged to apply for higher positions.	31%	60%	9%
Work and work environment	My concerns about discrimination in the workplace were addressed.	22%	59%	19%

Survey Results

General DEI Sentiments

Out of five stars, how would you rate Diversity, Equity, and Inclusion (DEI) in Mountlake Terrace's community?

Chart 10: Star rating of DEI in Mountlake Terrace's Community

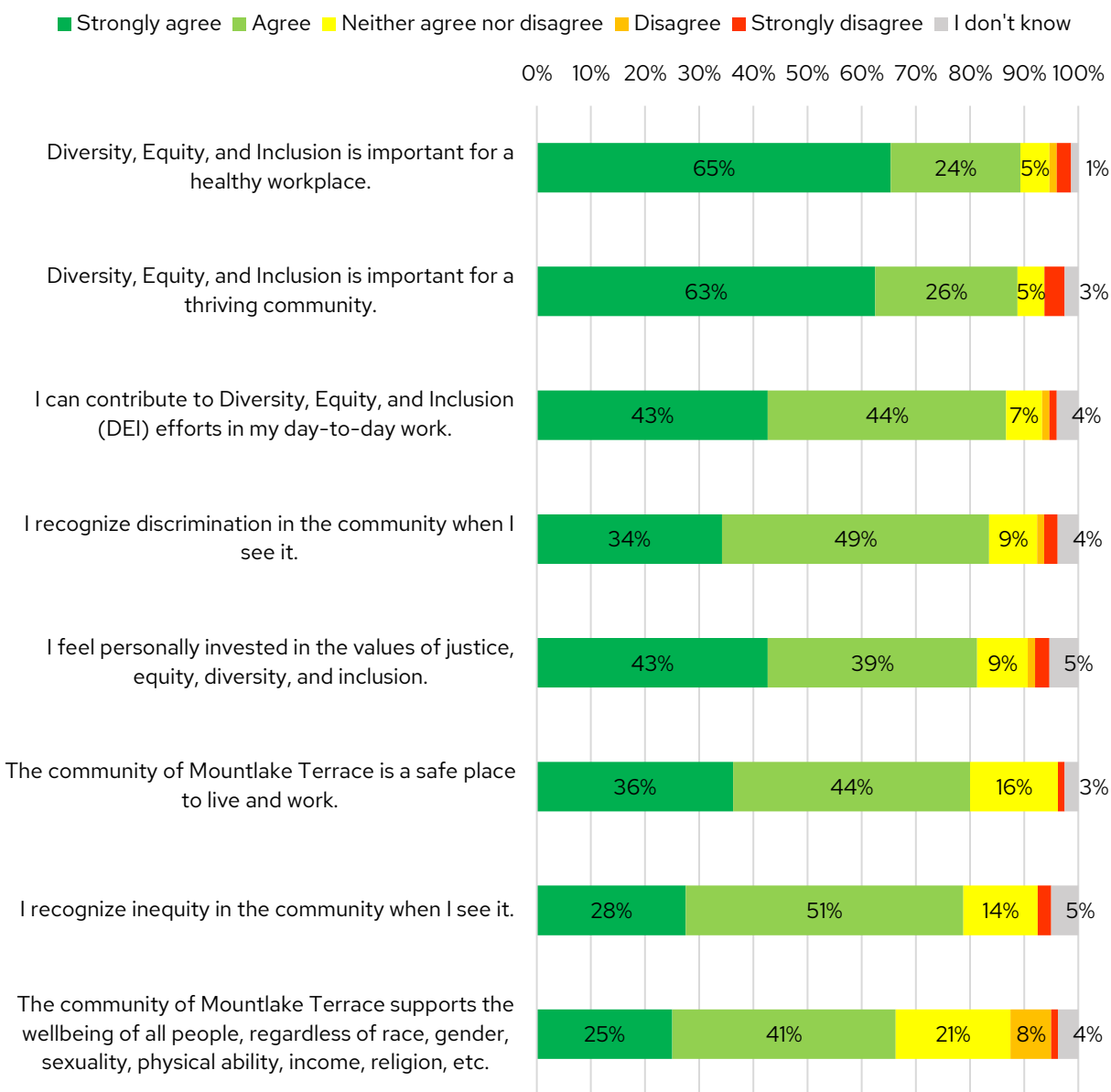


19 respondents answered this question. **On average respondents rated DEI in Mountlake Terrace's community 3.7 stars out of 5, more positive than neutral or negative.** 13 out of 19 (68%) rated it 3.5 stars or higher.

Compared to other questions in the survey, fewer respondents answered this question. One possible explanation is that, as the first question, it was too broad and hard to conceptualize.

How much do you agree with the statements below?

Chart 11: Sentiments Regarding General DEI Statements



75 respondents answered this question, 80 respondents answered part of this question. With the exception of "The community of Mountlake Terrace supports the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, religion, etc.", **over 80% of respondents agree or strongly agree with the statements, showing strong recognition of the importance of DEI in their day-to-day, as well as in the Mountlake Terrace community.** Over half of the respondents strongly agree that "Diversity, Equity, and Inclusion is important for a healthy workplace," and "Diversity, Equity, and Inclusion is important for a thriving community."

In what areas is the city doing well to be more diverse and inclusive?

40 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

Hiring and Staffing (12 comments)

These commentors praise the hiring and retention of staff and hiring practices to promote more diversity in the workplace.

"HR has started to block out names on employee applications so that we aren't concentrated on their name and where they may be from to direct our decision making. We are looking at their application and seeing what qualifications the person has."

"Hiring more diverse people than in the past."

"We hire the right people for the job. Not dependent on DEI as it should be."

"Most staff work well to include others in events and celebrations at work."

Internal Policies and Actions (12 comments)

These comments highlight internal efforts, such as trainings and proclamations, to create a more diverse and inclusive environment.

"Keeping City Hall staff up to date on latest developments and training."

"Creation of a DEI committee, awareness of the need for DEI among elected officials, using DEI principles in short-term and long-term planning for capital improvements."

"Creating the DEIC, these surveys, training and just being more mindful in all that we do."

"Acknowledging Pride Month through a flag waving and Proclamation, which stemmed from advocacy from the CED Department."

However, a few commentors also said that proclamations and intent is only a start and needs to be backed up with action.

"Acknowledging varied cultural groups through Proclamations, etc. That is only a start."

"City Council Proclamations for different cultural groups' holidays and days of recognition. However, this can feel performative without actions to back it up."

Programs and Events (9 comments)

These are comments that call out specific events and programs that they believe has done well to promote diversity and inclusivity in the community.

"Recreation program offerings and scholarships"

"We see this in the youth programs, lots of diverse families."

"Community outreach and inclusivity in events throughout the city."

"We host many different events like national night out."

"Providing services, and scholarship opportunities for anyone interested in applying, registering or participating."

Other (11 comments)

These are a collection of standalone comments that could use more context such as:

"Law enforcement."

"The downtown corridor."

"By not excluding."

A comment about an area of improvement.

"I think offering additional pay to anyone in the city who speaks a second language would be beneficial for everyone and attract more bilingual applicants."

As well as comments that said "everything", "I don't know", or "I'm not sure."

What communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?

38 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

Specific Cultures, Races, and Ethnicities (14 comments)

The majority of commentors call out BIPOC populations and cultures as communities that are most often overlooked, excluded, or not represented in Mountlake Terrace.

"African American, Pacific Islanders, Native American, Mexican, East Indian."

"Native American communities. Black and brown communities... People who are not US citizens."

"Most overlooked [are] people of color and different ethnic backgrounds."

Some commentors also mention Immigrants and communities with limited English proficiency are also.

"Immigrants with English as a second language."

A couple comments also brought up Eastern European communities.

"Eastern European and Russian community"

"...[New] Ukrainian population"

LGBTQ Community (6 comments)

"[Gender] diverse and Queer."

"Communities that do not identify with the gender binary or are transgender. Gay and Lesbian folks."

Special Needs Community (4 comments)

"I think individuals (whether adults or kids) with special needs are overlooked, especially for swim lesson programs (i.e. adaptive lessons). Since we haven't been able to offer adaptive lessons recently, many students with special needs have to look at other alternatives (i.e. different aquatic facility) for swim lessons."

"The community of persons with disabilities."

Low Income Community (2 comments)

"I worry about low-income homeowners with homes requiring maintenance and repairs, as costs are quite high for even the average person working on their home. I am not aware of resources those people might have."

Women (2 comments)

"From my perspective, women are under-represented and overlooked."

"Crime victims and women in general."

Other (4 comments)

These 4 comments mention the elderly, youth, small businesses, and the northwest sector (west of I-5).

None (5 comments)

These are comments that said there are no communities that are overlooked, excluded, or not represented in Mountlake Terrace.

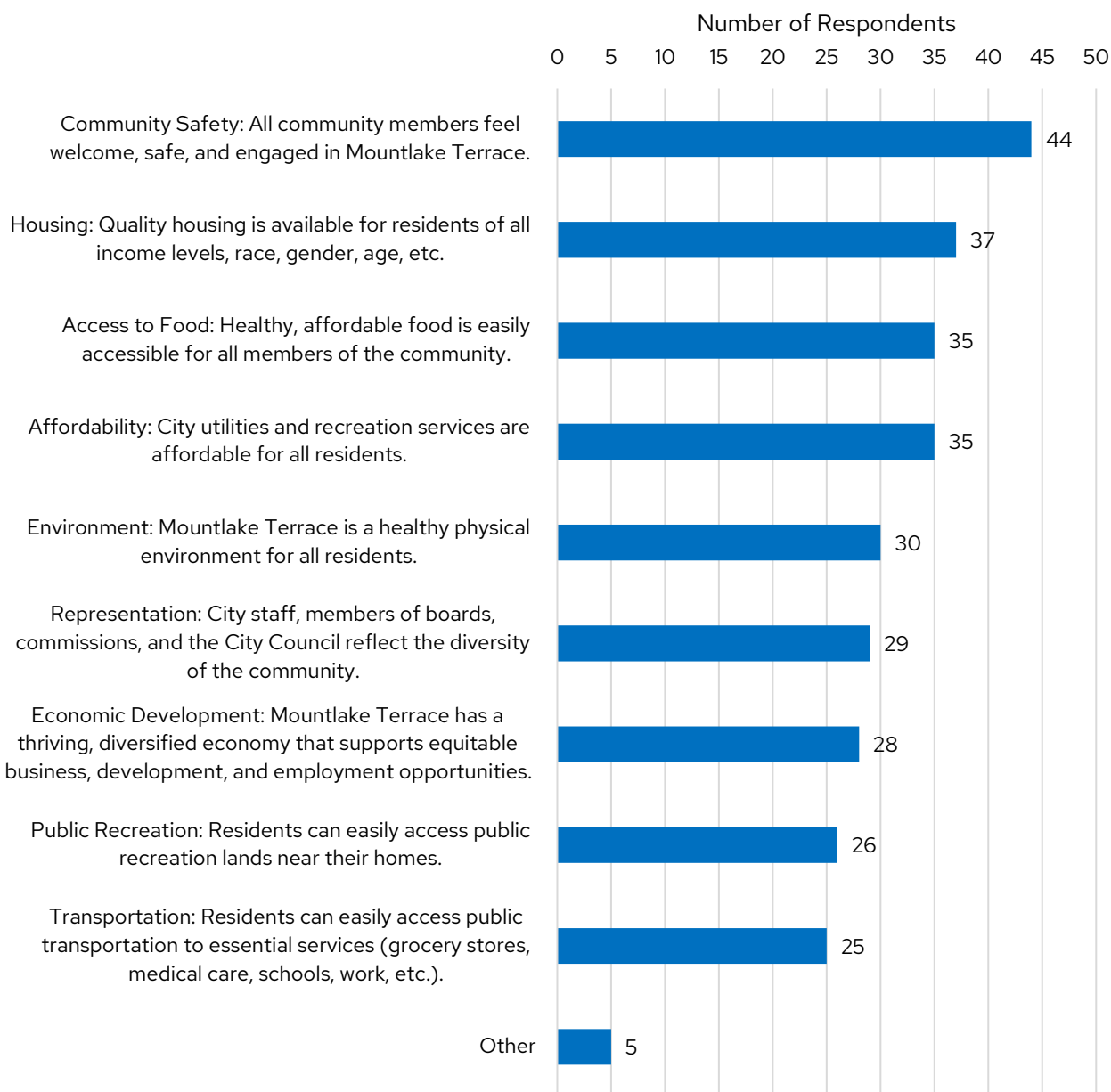
Not Sure (7 comments)

These commentors are not sure which communities are overlooked, excluded, or not represented in Mountlake Terrace.

DEI Priorities

What are areas that you would like to prioritize for long-term DEI goals?

Chart 12: Long-term DEI Goal Prioritization



The 5 write-in answers for "Other" are:

"Modernize public restrooms in the parks."

"Respect for public works employees"

"Transportation: Non-drivers have access to safe and low-stress transportation infrastructure in addition to public transit."

"None. Drop DEI"

"This is forced Marxism and indoctrination."

67 respondents answered this question. **Immediate functional needs are the top of the list, with over half of all respondents identifying safety, housing, food security, and affordability as the top priorities for the city in the long-term.** Recreation, transportation, economic development, and other priorities with less tangible benefits are ranked lower by respondents.

If you have more ideas on where the city should focus, please share them here.

Seven respondents provided an answer to this open-ended question. Three comments talked about **more support for new and existing programs.**

"You must provide homes for the different community populations, give them space to connect, and then work on bringing into the established programs of the city."

"For context on the affordable rec programs - my kids are currently using a scholarship from their enrolled tribe to participate in certain sports activities we would struggle to pay for otherwise. The scholarship is refreshed yearly per kid and covers cost of classes/season, equipment, etc. The opportunities they're getting may not have happened otherwise. Busy kids, generally, won't be getting into as much trouble as kids who have nothing to do or nothing going for them. Problem juveniles need to be held accountable, but funding some programs for kids to get into sports or other recreational activities might help reduce the overall number of problem kids."

"Explore building a community center that would have activities and resources for citizens. Develop a Downtown plan that includes a square to hold events, farmers market, concerts, etc."

Two comments spoke about **hiring and staffing the right positions with the right people.**

"If you want to do engagement, hire an engagement person. "

"Hire a more diverse workforce. This gives the city team direct experience with a certain culture or communities 'norms'. It gives the public a sense of belonging because 'someone like them' is seen in a city position and possibly able to help them in their native language."

Two comments focus on **communication, public engagement, and sharing information.**

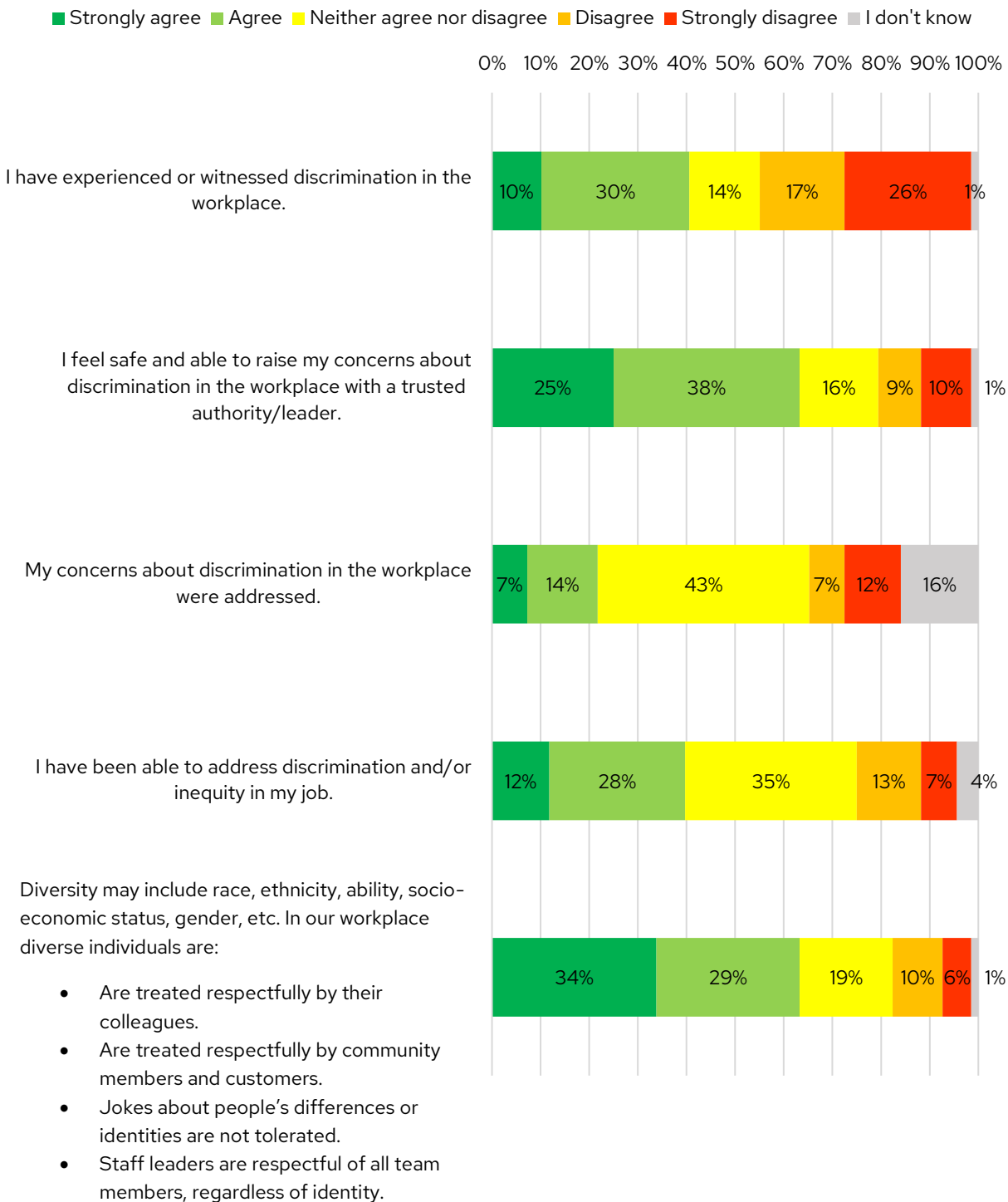
"Access to information on financial assistance, housing, food services."

"Communicating with a variety of people and how to address their needs and concerns in an effective manner. Increasing tolerance of diverse individuals and embracing their differences. ~not just what you say but also how you make them feel, and how you respond to their needs to make them feel valued and taken care of in our community. "

DEI in the Workplace and Work Environment

How much do you agree with the statements below?

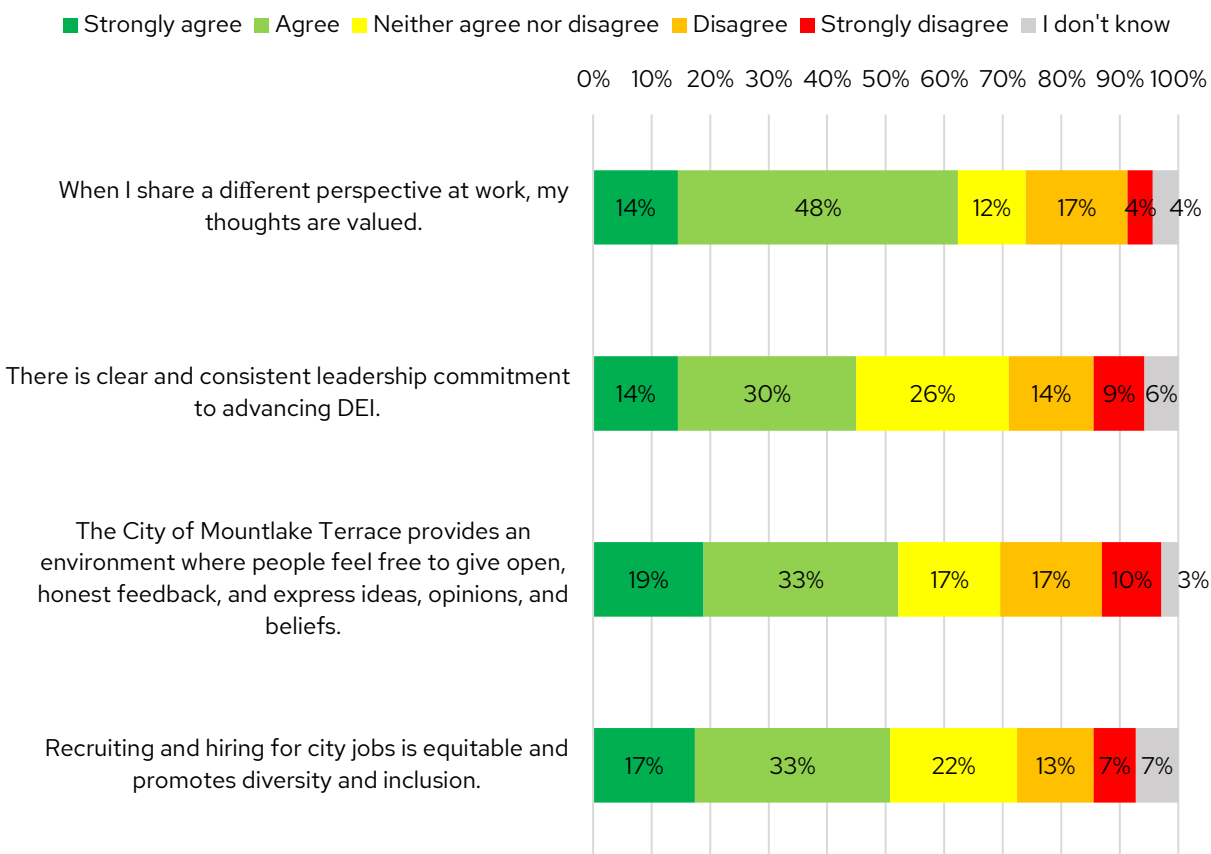
Chart 13: Sentiments Regarding Workplace DEI Statements



68 respondents answered this question, 69 respondents answered part of this question. 40% of respondents have experienced or witnessed discrimination in the workplace and 43% have not. This clear dichotomy suggests respondents have their own idea of what discrimination looks like at the workplace, and they have either seen it or haven't. This means that while **staff members understand what diversity and discrimination looks like and are generally comfortable raising their concerns to leaders or trusted authorities, but they feel like their concerns are inadequately addressed**. Only 21% said their concerns with discrimination were addressed. However, 40% say they have been able to address discrimination and/or inequity in their job, this could suggest staff members are choosing to address discrimination and/or inequity personally as opposed to going to a leader or trusted authority. Further research is needed to clarify the difference between the two statements.

How much do you agree or disagree with the following statements about your work environment at City of Mountlake Terrace?

Chart 14: Sentiments Regarding Work Environment Statements



69 respondents answered this question. Around 62% agree or strongly agree that when they share a different perspective at work, their thoughts are valued. Comparatively, only 51% agree

or strongly agree that “the City of Mountlake Terrace provides an environment where people feel free to give open, honest feedback, and express ideas, opinions, and beliefs.” This is in line with similar statements shared previously, where **respondents feel comfortable in their role and can share their concerns and opinions at work, but less so when it comes to the City of Mountlake Terrace as a whole.**

What else would you like to share about your experience in Mountlake Terrace?

Nine respondents provided an answer to this open-ended question. Two comments talked about **unsupportive leadership and culture.**

“It feels more like a push on staff to show educations on topic (even though falls on some deaf ears) and a self-serving goal of appearances by the city. Doesn't feel genuine. Not consistent or clear leadership in this regard. Small acts of discrimination and exclusion by a few staff go on every day.”

“In my current position, after having moved to City Hall, I do not feel welcome here. It was especially difficult for me to move from the PD where I have spent the last six years of employment with the City. I was hoping to be welcomed by the leadership here at City Hall, and that has not happened. There is friendly staff here, but as far as the leadership, I do not feel welcomed.”

“Sharing concerns has resulted in being subjected to devaluing and defamatory treatment to coerce silence. ”

“The culture of the work force is not inclusive or embracing, there is a lack of representation and often times opinions are listened to but not valued. ”

Three commentors are focusing on **internal discrimination and lack of professionalism from departments like HR and Payroll.**

“[Inequity] within the city HR department has been the most unprofessional and challenging experience for me. When given personal information she shows bias and uses the information against employees to hinder them. She's asked for bogus unnecessary information like driver license of a spouses for personal purposes. She speaks openly about personal matters of employees. ”

“The problems are 100% at the administrative level in regards to anything regarding discrimination. Your front line employees are largely accepting people. I wouldn't trust HR if I needed to report something either. Certain administrators have made plenty of comments to show us how they feel about women in the workplace, they're just smart enough to make sure they

don't do anything blatant or overt. They just get the jab in when the opportunity arises from a mistake."

"HR and Payroll Supervisor are racist. They fight flexible work schedules. They treat people of color worse than others."

Two comments talk about **hiring and engaging the right people**.

"We hire the right people for the job. Not for DEI. If we did it would make the city unsafe, and production would go down. "

"When I first came to Mountlake Terrace it was a small town filled with Caucasian blue-collar working-class families. Now almost 15 years later the recreation pavilion has all kinds of people visiting. We have the opportunity to include these new families into our community by reaching out and inviting them to participate in our city jobs, elected positions and celebrations. We can make them feel welcome by giving them a space to be themselves and part of the larger community."

What else would you like to share about your work at City of Mountlake Terrace?

Eight respondents provided an answer to this open-ended question. Some commentors really **enjoy their work**.

"I love working for the city of Mountlake Terrace, I grew up here and went to the schools here as well."

"The community has always been great to work with. I enjoy my coworkers and the work I do. "

"Loved working here from the day I started."

Other commentors were **more apprehensive about their work environment**.

"We walk on eggshells here. I hate who I work for."

"People get in trouble with these "anonymous" surveys."

"I don't feel that everyone is treated equally here at the city. Some people have a lot of responsibilities but then get paid really low. If it wasn't for what these people do their department would not run. They need to be paid more to feel valued & want to stay at their jobs. Also, to look at what each department needs to run smoothly instead of just ignoring what the level of

staffing is and then assigning them more & more work without being compensated and making them question if they should quit. "

"I loved the Police Department. I feel that all PD's have work to do in general with systemic barriers, but the ML T PD was phenomenal. When both my partner and I were pulled from the PD and put into the CED group at City Hall, the transition was not welcoming. I hope these issues are addressed for any new Hire(s) coming to work in our positions."

"I have been here for a shorter period of time, in comparison to others. But in my time here, I have worked my tooshie off and given it my all, this has resulted in very little appreciation from others- often hearing "no one else does that" rather than "we really appreciate the work you're doing..." The less appreciation I feel, the less I feel valued and the less I want to continue to bust my tooshie. We need to reward positive behavior more."

Work and Career Advancement

How much do you agree or disagree with the following statements about your work at City of Mountlake Terrace?

Chart 15: Sentiments Regarding General Work-Related Statements

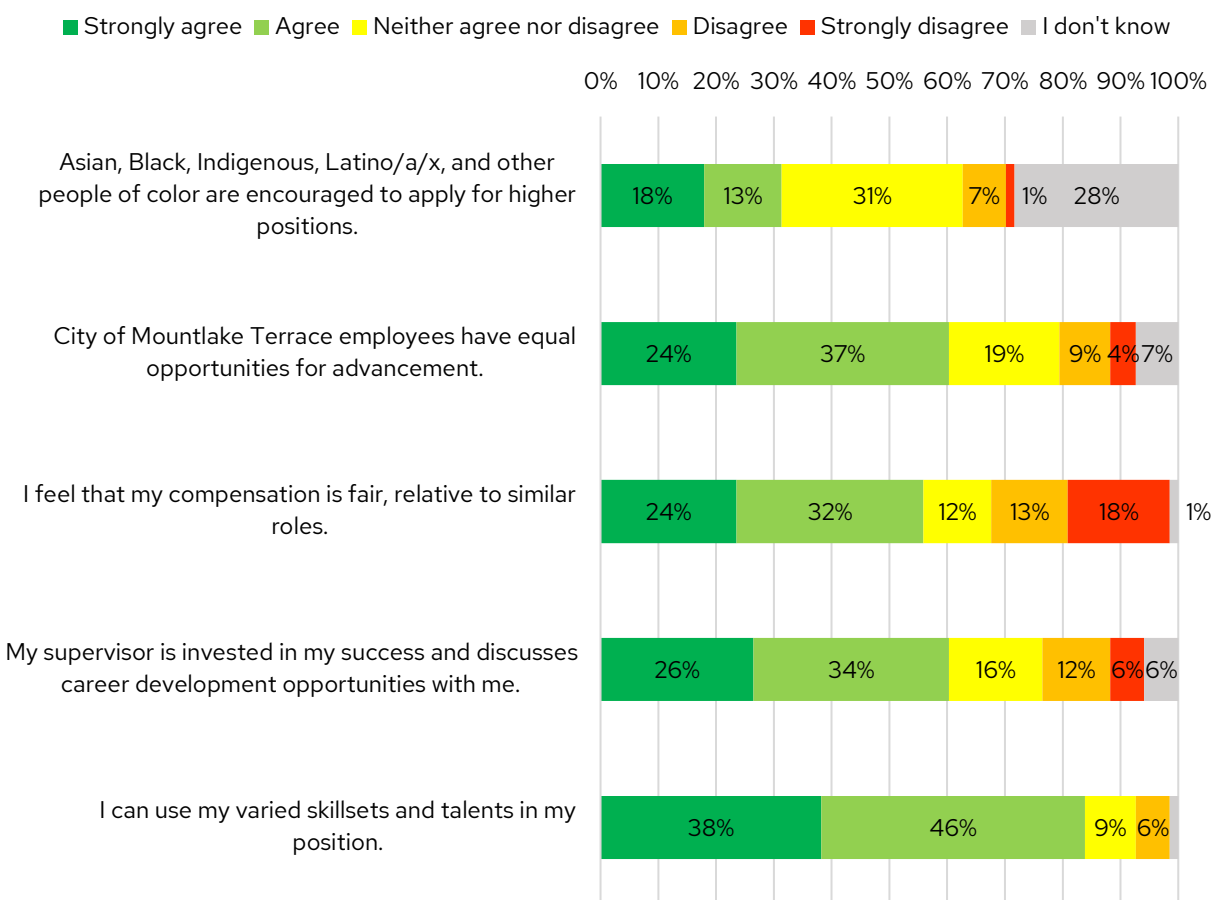


67 respondents answered this question, 68 respondents answered part of this question. The majority of respondents agree or strongly agree that their work is meaningful (85%), they can talk to their immediate supervisor regarding negative interactions (74%), and can see themselves working here a year from now (78%). **Respondents like their work, but they do not feel like they are receiving enough support from the workplace and the city.** Only 60% agree

or strongly agree they receive enough workplace support and recognition, and when it comes to support from the city only 50% agree or strongly agree.

How much do you agree or disagree with the following statements about career advancement and benefits at City of Mountlake Terrace?

Chart 16: Sentiments Regarding Career Advancement Statements



67 respondents answered this question, 68 respondents answered part of this question. 50–60% of respondents feel good about their career advancement with the city. But **about a third feel that their compensation is not fair relative to similar roles**. When asked if Asian, Black, Indigenous, Latino/a/x, and other people of color are encouraged to apply for higher positions, majority of respondents are uncertain, with 59% saying “I don’t know” or “Neither agree nor disagree”. This statement likely stumped respondents for being too specific.

How can the City of Mountlake Terrace make your job better?

25 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

More Flexibility (7 comments)

These comments highlight the need for more flexibility in scheduling hours and PTO. Giving staff more control over their time.

"Allow all public works crews to start and end at the same time."

"Flexibility in scheduling or hours worked to create a better work life balance..."

"Remote work options and respect for family obligations."

"If the city cares about employees with child and elder care responsibilities, work-life/health balance, there wouldn't be so much interference from other departments about time off and schedule shifts."

Empower and Listen to Staff (7 comments)

These comments mention the need for staff voices to be heard. Both on the city level as well as on a day-to-day level.

"Actually listen to what I say and not just hear me.... I'm a male in a female dominated work place,"

"When making decisions impacting my job, involve me in the decision making process. No one knows the job as well as the person doing it, so it benefits the City if it takes that input into consideration. City Council is so detached from the real work that they don't have the whole picture."

Commentors also emphasize the need to create an environment that allows employees to speak without fear.

"Move the comment box to a different location where Maintenance staff feels comfortable going to it."

"Addressing staff energy and morale when there is negativity in the office. Too often staff feel like they cannot share how they were spoken to by someone above them and they accept it instead of feeling empowered to talk."

Compensation and Recognition (6 comments)

These commentor want better pay and wage structure.

"Rise pay. I can get paid more by the cities around us."

"Competitive wage scales."

Additionally, they also call for more recognition and fair rewards for hard work.

"Recognition for employees is neither timely nor consistent."

"Reward hard work and positive behavior more across the work force and not just at city hall, and one time a year."

Staff and Funding (5 comments)

These comments cover the need for more resources.

"Please fund things like tech and fleet."

"I need more staff."

As well as the need to change the existing structure.

"Remove toxic people who drag everyone else down. Hold directors to same standards as everyone else."

"Change my department's leadership."

Other (2 comments)

"Group events like a lunch here and there. cross departments don't know each other very well. It could be nice to interact with people from other departments. "

"Provide the pavilion staff with healthier office spaces. We inhale chlorine, sit under bright industrial lighting and struggle to stay focused in a noisy environment. This really means build a new recreation building."

What skills/talents are not being used in your role?

5 respondents provided an answer to this open-ended question.

"My input on an area where I have [many decades] experience,"

"I was put in charge of a program that clearly is meant to make us look good outwardly but is definitely not supported in the slightest."

"Creative problem solving."

"I'm a master teacher and would like to have a better way to pass that knowledge on. The lack of qualified applicants is hindering our ability to grow. I could build a dance teacher training program if I had a coordinator to help with day-to-day administrative tasks."

"I have several certifications, that many in my department don't hold and as I use those certifications to do inspections and write ups, and management does not respond accordingly to my assessment, no action is taken to resolve those issues, what's the point in having the certification if it's not going to be taken seriously?"

What would you like to share about compensation, benefits, skills, and talents?

15 respondents provided an answer to this open-ended question. Four commentors are **optimistic about the pay schedule evaluation and their pay.**

"The pay schedule evaluation and increase was life-changing for me and I greatly appreciate it. "

"After [over 10 years] of working for the city, I feel that the compensation that I now get is long overdue."

"The recent salary increase was meaningful and better benefit package was a great boost. I was disappointed that council wanted us to more slowly climb to 5% within market value (7 steps instead of 5) but I'm grateful that something passed. "

"Salary schedule was a huge accomplishment."

Eight commentors feel **their pay is unfair, compared to similar roles in other cities and even internally among different departments.**

"Look at the cities around us, Edmonds and Lynnwood. They make way more money than us and we do the same or more amount of work. The non represented employees had a huge pay raise last year. 30-40%. The city will not make us close to what we should be paid."

"We get paid the lowest of all our comparable, and understaffed."

"[Compensation needs to be better to have employees feel valued & want to stay. The city will save a lot of money if employees want to stay longer & not have to keep rehiring...]"

"Benefits seem to be on par for the City of Seattle, but the pay is lacking compared to other cities in the greater Seattle area."

"I am being paid less than someone for doing about the same amount of work. They've been here longer but that doesn't necessarily equate to a better work ethic. "

"As a whole, I can tell you the maintenance staff feels over worked and underappreciated. We feel that city hall is on a pedestal and the rest of us are looked down on. We don't feel that upper management is on our side and wanting us to have an equitable career here, we feel replaceable and under paid. "

"As the [a full time employee] I make the same as other [part time employees in the same role] when I have a lot more tasks and responsibilities than them. "

"So far we all get to hear about everyone else being compensated fairly and yet to see it "down here at public works""

"Public works maintenance workers are very underpaid."

Two comments mentioned **management and unfair time management are major pain-points.**

"... I know that some departments have a lot of micromanaging of their employees which leads to some people feeling not appreciated or insulted by not being trusted to do their job."

"For those working 9/80 schedule, it is not fair to have to use 1 hour of vacation or other time for holidays, etc. "

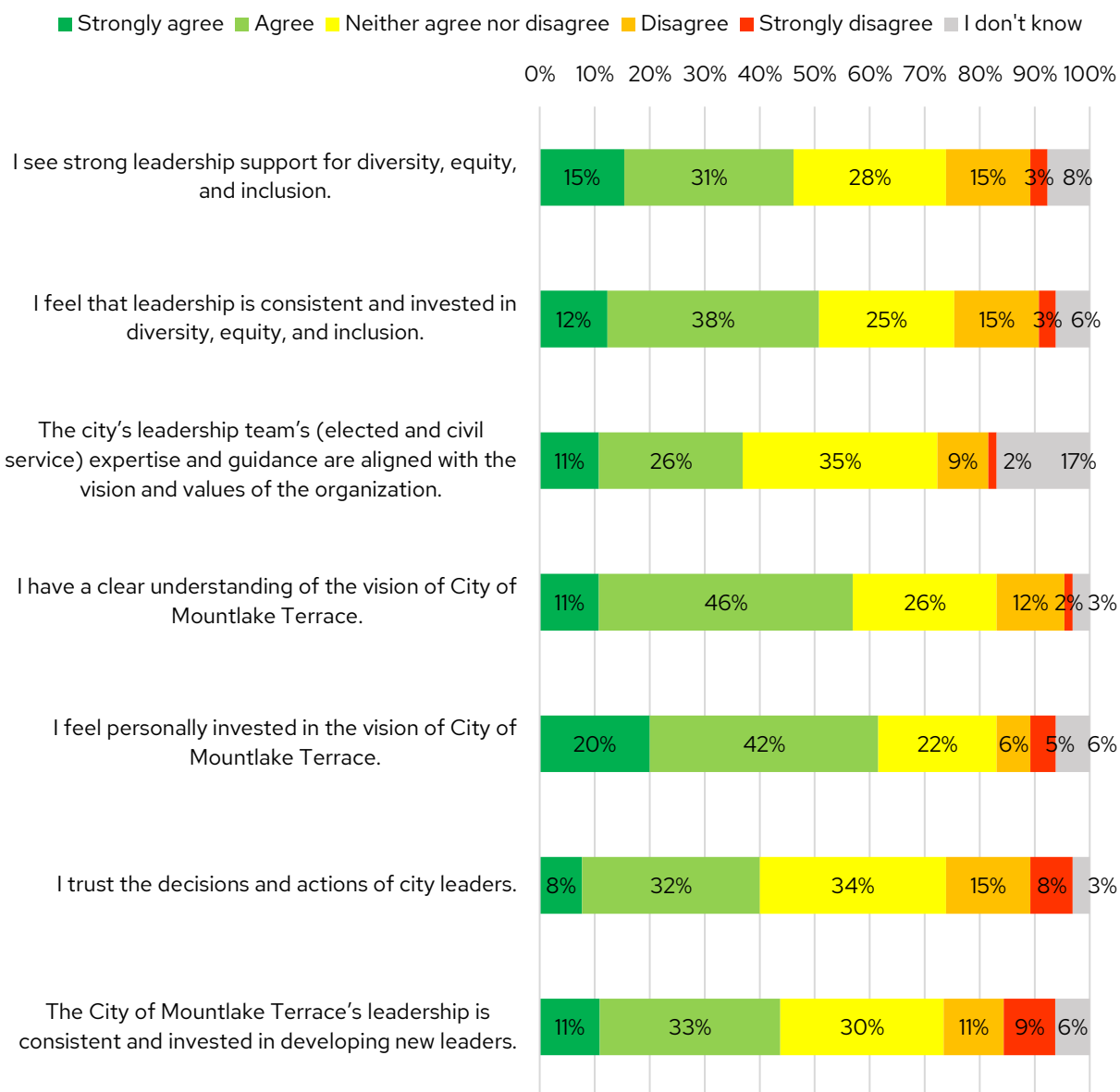
One commentor wants to **acknowledge the cost benefits of the Dance Academy.**

"Our Dance Academy inside a recreation pavilion is a particularly special thing. When people come to a city recreation center, they only expect introductory classes as that is what most recreational departments offer. Mountlake Terrace is privileged to have a full dance school at recreational prices."

Mission and Leadership

How much do you agree or disagree with the following statements about the mission and leadership at City of Mountlake Terrace?

Chart 17: Sentiments Regarding Mission and Leadership Statements



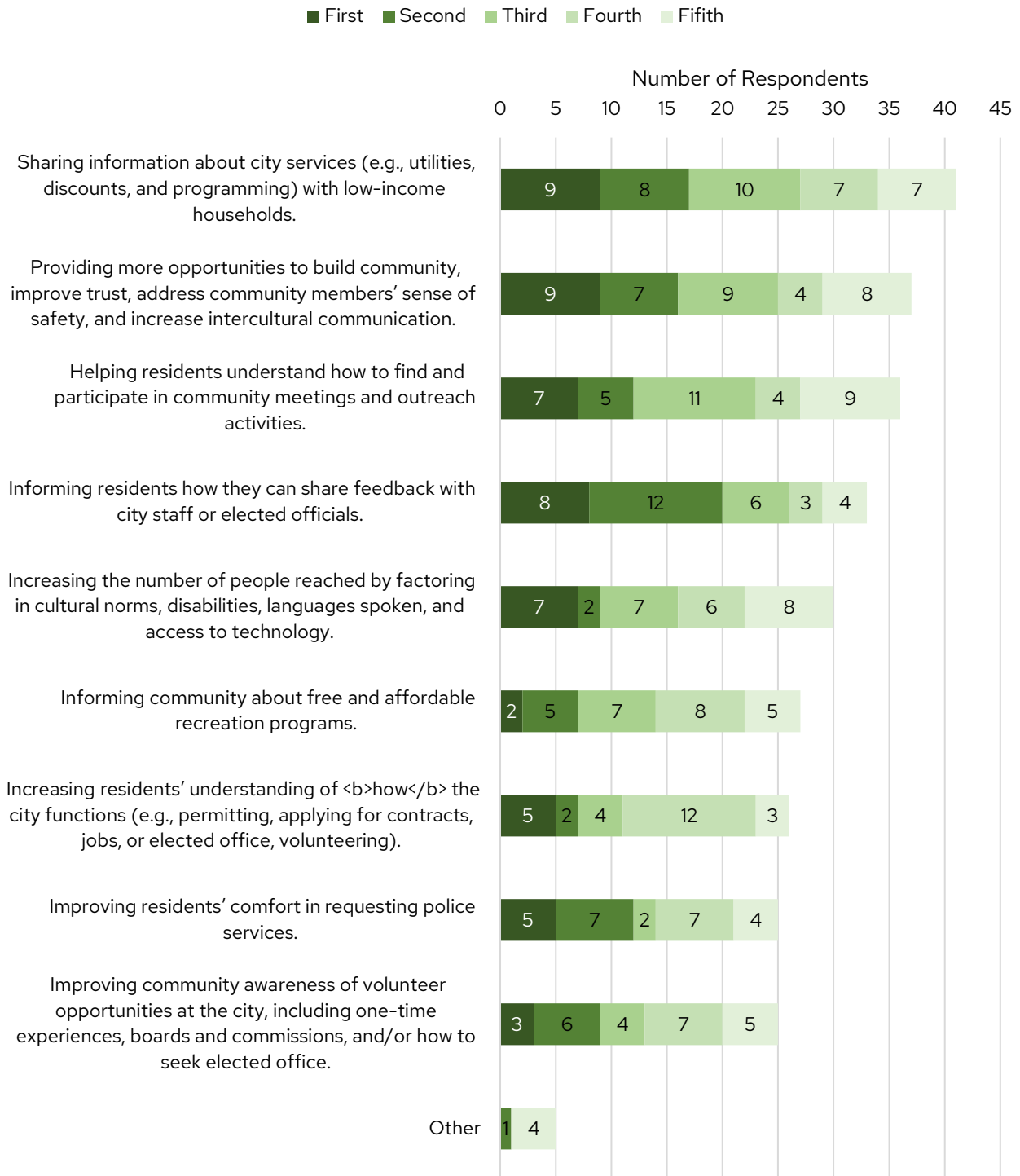
64 respondents answered this question, 65 respondents answered part of this question.

Respondents are generally confident and invested in the mission and vision of the City of Mountlake Terrace. However, they are uncertain about the leadership at the city. Less than half of respondents agree or strongly agree that they see strong, consistent leadership support for DEI. And fewer than 40% of respondents agree that the city's leadership team's expertise and guidance are aligned with the vision and values of the organization.

Areas of Improvement

Please rank the top five areas where the city should focus on improving service to our diverse population.

Chart 18: Top 5 Areas of Improvements



Four out of five respondents provided a write-in answer for "Other":

"Hold more civic events that naturally creates community cohesiveness."

"Improving residents' comfort in requesting advocacy, whether that be police or any department directly relating with the community."

"Removing physical barriers to mobility."

"This is forced Marxism and indoctrination."

63 respondents answered this question. **The top areas of improvement identified by respondents are to do with communication and community engagement.** 41 respondents (65%) believe "Sharing information about city services (e.g., utilities, discounts, and programming) with low-income households" is one of the top five areas where the city should focus on improving services.

In what ways can the city improve diversity, equity, and inclusion?

34 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

Internal Policies and Actions (17 comments)

A few of the comments focuses on improvements in DEI policies and enforcement of policies to address staff issues and concerns.

"...Create and establish policies that allow for more work/life balance so everyone can take more PTO to address health/whatever concerns they have - unlimited PTO perhaps."

"Fairly and thoroughly addressing staff concerns of inequity."

Other commentors wants to point out other areas of DEI beyond just race and ethnicity and increasing diversity.

"Make all restrooms gender neutral. stop focusing on color. That's all council talks about. There are other things that make folks diverse."

"Recognizing that having a diverse workplace is not the same as inclusivity."

The remaining comments highlight the need for continuous feedback gather and communication, internally and externally.

"Continue to ask for feedback from employees and the community."

"Targeted surveys to capture high-quality demographic data, creation of a survey/reporting method for the public to report lack of DEI measures and to influence future activities."

"Be more receptive to feedback instead of reactionary. Intentional work takes time. Voices of a select few cannot speak for all of Mountlake Terrace."

Hiring and Recruitment (10 comments)

Most comments here call for changes to hiring and recruitment policies and practices.

"Hiring and recruitment needs a complete overhaul. People should not have to fill out a form on our website."

"Blind resume review, recruiting from diverse communities."

"Proactively make an effort to diversify the hiring board/HR."

"Increase diversity and inclusion by hiring individuals from a variety of backgrounds, integration between departments (increase inclusion) and valuing the work force who is providing the labor. "

A few commentors also want changes to management and leadership.

"Get the managers/administrators running departments here who don't care about employees in general to move on."

"The DEIC is completely dysfunctional. Leadership keeps blaming staff but it's a leadership problem. Adding half-cocked events is a Band-Aid approach."

Training (8 comments)

These comments highlight the importance of training for current staff and leadership, as well as new hires.

"Provide regular and consistent training opportunities for staff."

"Education for new hires and 0 tolerance."

"Training managers/leadership to recognize and erase their biases..."

Programs (7 comments)

These comments mention specific programs that could use more attention or funding.

"We used to offer adaptive swim lessons but since covid we have not been able to bring them back."

"Ensure below market housing is included in new development."

"The recreation pavilion could designate changing stalls and bathrooms specific for individuals who would prefer to use a universal stall/bathroom. This would also help families who are caretakers for individuals with disabilities or special needs and need a bigger changing stall/bathroom. "

"Support density and affordable housing."

"More languages for information distribution. Translation services. ESL classes."

Pay and Incentives (4 comments)

These comments call for fair pay and incentives to attract and retain the right people.

"Offer pay incentives for staff who speak additional languages; having someone who speaks your language when you need help is life changing."

"Pay people more money and include incentives."

"Make sure benefits and program are inclusive, conduct pay equity reviews."

Unsure or No Improvements (6 comments)

The remaining comments are either against DEI or they did not provide clear ideas for the city to improve diversity, equity, and inclusion.

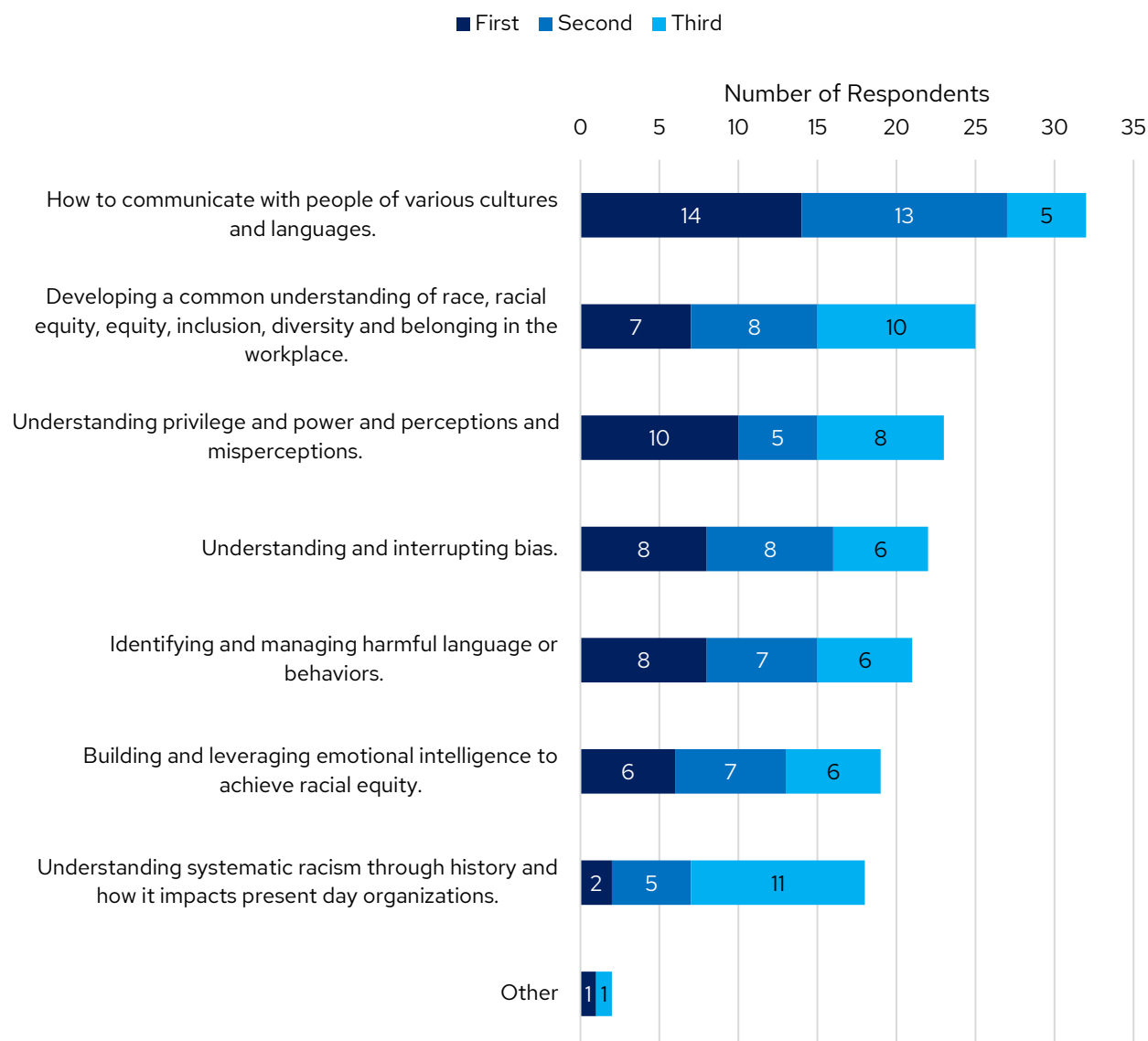
"Drop the DEI committee. They have done nothing but use money that could go to other places. DEI only hurts people and makes it unsafe."

"You can only hire and recruit so much. "

Future Trainings

What are the top three areas where you would like to receive training and support to strengthen diversity, equity, and inclusion?

Chart 18: Top 3 Training Areas



57 respondents answered this question. Respondents that selected "Other" did not provide a write-in answer. The top choice is "How to communicate with people of various cultures and languages." with around half of the respondents picking it as one of their top two choices. 84% of respondents picked one of "How to communicate with people of various cultures and languages" and "Developing a common understanding of race, racial equity, equity, inclusion, diversity and belonging in the workplace" as one of their top three training choices. Meaning **84% of respondents would be interested if the top two training areas were offered.**

What are you learning about DEI here at the City of Mountlake Terrace, and what do you want to learn more about?

Nine respondents provided an answer to this open-ended question.

"I haven't learned much from the City. I know it is still a big problem here. My hope is for the City to recognize that they will continue to lose good employees if the DEI issues don't get turned around and headed in the right direction."

"In the time I have been here, I have learned nothing about DEI. I would like to learn what the City's vision is for DEI and how we intend to achieve our DEI goals."

"Aside from how to embed equity in my day-to-day work based on past and lived experience, the City does not offer clear tools or expectations for learning how to do this. "

"I'm learning that in order to get along with each other we have to work together. Literally, work together as colleagues, volunteers, and in community activities and be friendly."

"I want to focus more on empowering women and creating a culture where it's okay to talk about mental health without a stigma."

"You have to start with the leadership."

"The city needs to be more inclusive, again, not focusing on skin color."

"I think having an outside party talk about the DEI of MLT, to present solutions, and where the city is now would be fascinating. For example, presenting on the DEI of each neighborhood, the issues the population faces. Even a statistical evaluation and presentation of the different communities and neighborhoods of MLT would be informative in fully understanding who we are and the people we serve."

"I'm not racist and already treat people with equity and dignity. This training is a waste of money."

What else would you like to share about your learning experience with DEI?

Six respondents provided an answer to this open-ended question. With most of the comments highlighting the importance of **embracing employee ideas, taking responsibility, and follow-up trainings and statements with action.**

"I come from a solid understanding of DEI issues and work and I'm interested to see how a DEI training with MLT will result in real change. "

*"There are many employees who have ideas but are often shut down.
LISTEN!"*

"This will be my 3rd DEI training with different jobs, and I can say it changes the atmosphere for a couple months max and then everyone seems to forget about it. "

"I understand people have to know there is a massive problem with DEI in this City and want change in order to make the change. Everything I know about DEI and systemic racism, I have learned on my own. I would love to have a program in place to help grow my understanding with DEI and to continue to spread the importance of DEI in the work place. "

"I think staff need to be held accountable when they speak to the public and are unaware of their implicit bias. Staff do not recognize or believe that is real."

One commentor is also concerned with how money is spent on DEI efforts.

"How much money did you spend on this company and how much money are you spending to force people to go to this?"

Privacy and Limitations

Limitations and Margin of Error

Statistical Validity (or certainty) is a spectrum, there is no threshold at which a finding becomes valid or invalid. Instead, we are dealing with varying levels of uncertainty. With a total of 148 staff members, getting around 64 survey completes gives us a minimum margin of error of 9% at a 95% confidence level for the majority of questions. Meaning there is a 95% chance that the real sentiment is within $\pm 9\%$ of the measured/surveyed values.

Privacy

TVA will not share any personally identifiable information. All data will be presented in aggregate, and if comments are used it will be anonymous. All survey responses and personally identifiable information, such as names and e-mail addresses, will not be linked to an individual, and TVA will not use, disclose, share, or sell data to a third party.

Appendix B:

The Diversity, Equity, and Inclusion Commission's Community Outreach Results

COMMUNITY FEEDBACK

on the Diversity, Equity, and Inclusion Strategic Plan



May 2025

What we heard
DEIC Listening
Sessions (2021)
and Online Surveys
(2022-2025)



Methods

Held two virtual meetings with 20 participants

Hosted an online survey with 24 participants

Goal: Gain an understanding of these topics:



What does it mean to feel safe?



What does DEI look like?



Recommend role of Commission.



What barriers do you experience?



What is good in the city?



Define racism or anti-racism



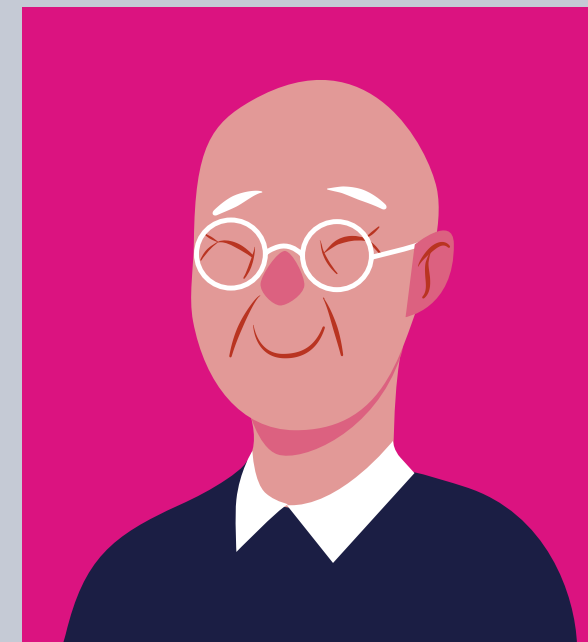
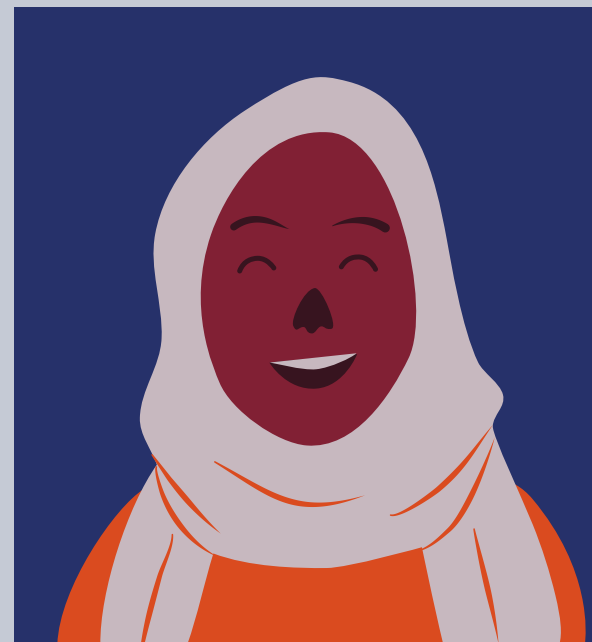
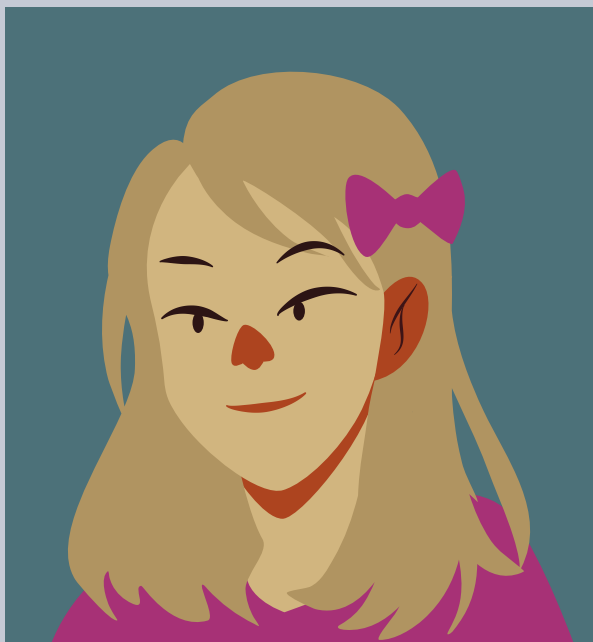
General Points of Agreement

MLT is:

- Inclusive, welcoming, and accepting of people with diverse backgrounds
- A safe place to live
- Supportive of the wellbeing of all people



Diversity, equity, and inclusion is important to the community



The city needs to work on improving relations, trust and communications with these communities:

- LGBTQAI+
- Indigenous
- Disabled
- Neurodiverse
- Deaf
- Homeless
- Limited English
- Black
- Hispanic
- Muslim
- Pacific Islanders
- Asian
- People of Color
- Low Income



What does safe mean to you?



Bustling diverse businesses in a clean, low-crime neighborhood with welcoming signs that help me identify with them



Cultural festivals and events that represent communities within MLT and were designed in partnership with those communities. These events make people feel welcome, safe and connected with others.



Well designed active transportation infrastructure, with good lighting, nice landscaping, in a clean environment.

What does DEI in action look like?

**Allowing all people to
have opportunities**

**City Council
represents the
demographics
of new residents**

**City is
accountable
to DEI
Commitments**

Suggestions for the DEI Commission's Role in the City

**Engage with the
Community**

**Encourage community
to do the work w/you**

**Engage w/school district,
create youth council**

**Find ways for people
to connect**

**Ensure all residents
have equal access**

**Create a
DEI Strategic Plan**

**Welcome diverse
residents to city**

**Have a DEI lens for
all city activities**

**Hold yourselves
accountable**

**Interact w/ community
Ambassadors**

Barriers People Face

**ADA
Access**



Transportation

**Access to
City
(Hours/Days)**

**Computer
Access**

Housing

**Language
Access**

Barriers People Face

Events help
cultural
understanding &
create a
welcoming
community

Recreation
Programs for
new population
and financial
assistance

Getting hired by
the city for a job
or contract

Community
engagement
strategies that
reach under-
represented
people

City staff &
Community
Understanding
of Systemic
Racism

Staff should
reflect city
demographics
to better
understand



What is good in MLT?



**Community
Events**

**I received a warm
welcome from the city
as a new resident**

MLT Rocks

Forward thinking city

**“The city is trying to find
ways to reach out and
get input from residents**

**Police Citizen's
Academy**

What does it mean to be anti-racist?

Keep anti-racist values in the center of every action

Promote respect and dignity for all

Be aware of bias and work toward unbiased decisions

Change perceptions through community engagement, education, celebrating various cultures

Recognize residents, business owners and community leaders who are people of color

Welcome people of all cultural backgrounds and identities.

Acknowledge and address trauma that people have faced

Create safe places for people of color and others who are targeted by bigotry

Remove barriers, make things more simple for people to access services

What we heard during our
winter 2024-25

Community Conversations



The Diversity, Equity, and Inclusion Commission invited community groups, spiritual organizations, and the broader community to a conversation. Between December 2024 and March 2025, the city hosted the following conversations:

- December 4 with Masjid Umar Al-Farooq
- December 5 with Cops & Clergy
- January 29 with the community
- February 23 at the Mountlake Terrace Library, partnering with Snohomish County Health Department, hosted an English and Spanish open house

What we
heard...

You feel welcomed when...
someone greets you, smiles, waves, says “hello”, people “see” you



You feel welcomed when...
a business welcomes you with signs, the sales person greets you
and knows your name and order, they are respectful...



You feel welcomed when...
your neighbors talk to you, invite you, include you...



You feel welcomed when... the neighborhood feels welcoming, it is clean, well lighted, has flowers or plants, people feel safe from traffic, the city is easy to navigate....



You feel welcomed when... there are events and community activities that are inclusive and offer opportunities to meet people



You feel welcomed when...



What I



About Mountlake Terrace

What I ♥ about Mountlake Terrace...



It's Walkable



Access to transit



Community events

What I ❤️ about Mountlake Terrace... the Recreation Pavillion!



We thrive here!





What I ❤️ about Mountlake Terrace... responsive police and feeling safe!



SERVE ~ SUPPORT ~ DEFEND



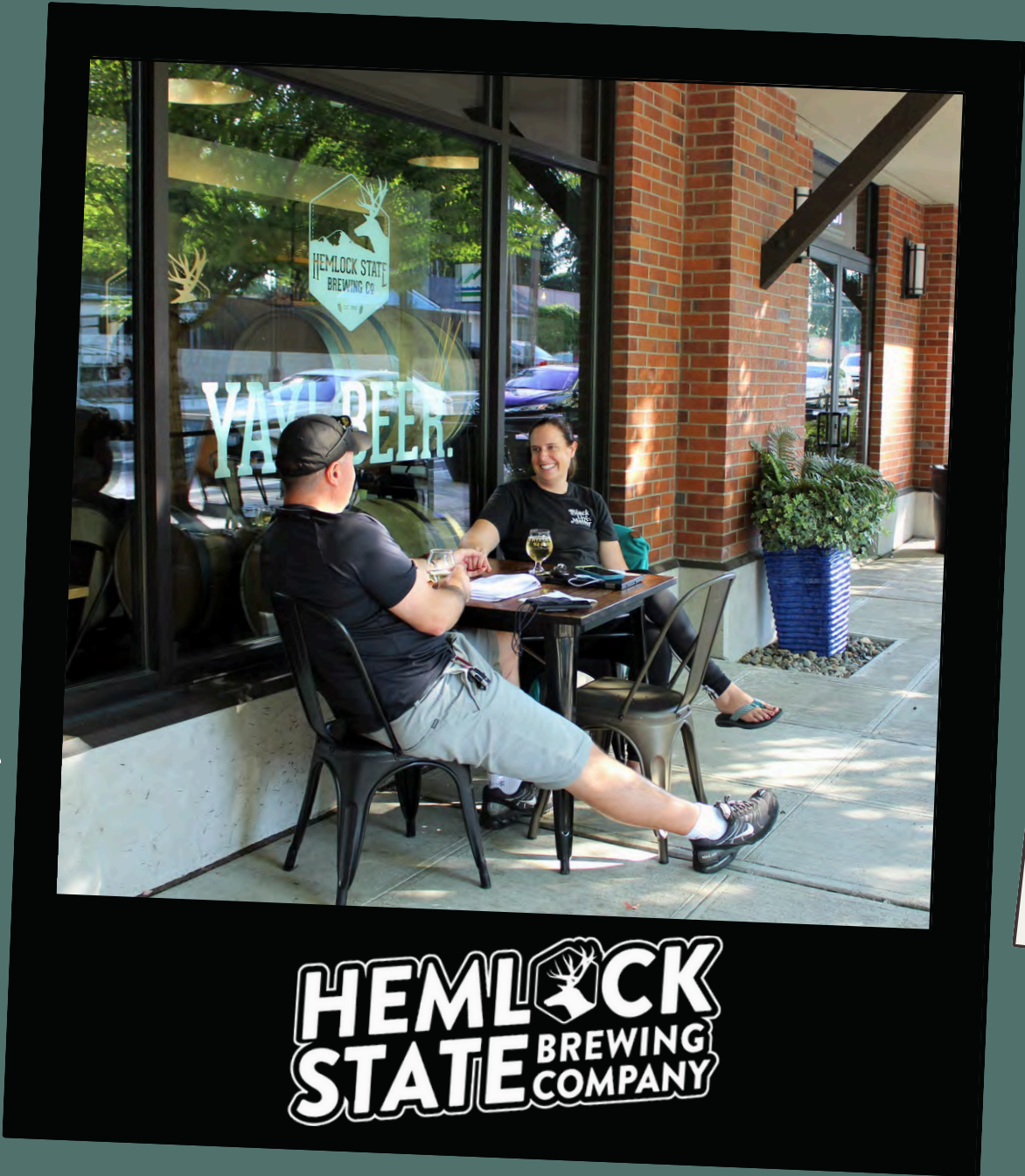
What I ❤️ about Mountlake Terrace... Sno-Isle Library in MLT



***Libraries
create
Community***



What I ❤️ about Mountlake Terrace...shops and restaurants



What I ❤️ about Mountlake Terrace... small town feel



What I ❤️ about Mountlake Terrace... community engagement



What I ❤️ about Mountlake Terrace... city maintains infrastructure



Street chipsealing



Utility repairs

What I ❤️ about Mountlake Terrace... parks!



Next *Steps for 2025*

**Share with
DEI
Commission
and Staff
Committee**

**Develop
action plan w/
Commission
and Staff
Committee**

**Review Draft
Plan with
Commission
and Staff
Committee**

**Review and
Vote on
Recommended
DEI Strategic
Plan with City
Council**

Appendix B1:

Listening Session Results (2021)

Listening Sessions Notes March 3 and 6, 2021

March 3 Listening Session - "What I heard" From Commissioner Paige

28 people on the call
4 Commissioners
Scott Hugill
Steve Woodward
Mayor Matsumoto Wright
Mayor Pro Tem McCardle
(I may have missed someone)

In order for me to take notes while participating in the meeting and not have to spend a lot of time afterwards trying to weed out duplicity; I organized the 5 postcard questions and 13 additional questions into 6 categories that would quickly allow me to understand where to label the comments. I then put into these categories the comments the participants made. Please note, I am not a stenographer ☺, so in a lot of cases I paraphrased and/or used key words that stood out to me in the comments. In some cases, I made note of who said what.

1. What is Safe?
2. What does DEI look like?
3. The Commission
4. Barriers/Personal
5. What is good?
6. Racism

I also kept track of who raised their hands, and how often they raised their hands. This gave me a number to see, of the 20 residents; how many participated and how often they did.

11 participants and 25 comments

Beth	4 comments	
Jeanne C.	3 comments	Involved in diversity work for 20+ years
Lisa H.	3 comments	
Dru H.	3 comments	Just moved, received warm welcome from all
Lorna H.	3 comments	5 years in MLT youth council needed
Inglehart	2 comments	40+ yrs. In MLT
Ben	2 comments	
Shirley S	2 comments	31 yrs. in MLT, time for a change
Lisa W.	1 comment	
Lorna H.	1 comment	
Grace	1 comment	Moved to MLT 2015 Paraeducator

1. What is Safe?

When I see people from other cultures moving into the city, walking around enjoying themselves, to me that is an indicator that this is a safe environment. (JC)

2. What does DEI look like?

- a. Getting the city accountable
- b. The City Council having profiles of new residents
- c. All culture's issues getting addressed
 - i. Asian community
 - ii. Hate crimes
- d. We require a culture change
- e. I am uncomfortable with the word inclusion, it feels like a club
- f. Inclusion is not a bad word; it means everyone is included. "we are all Mountlake Terrace"
- g. Allowing opportunity, giving others opportunity (Dru)

3. The Commission

- a. What accountability will you have for yourselves? (Lisa H.)
- b. Who and how do you plan to hold the city accountable?
 - i. Put your money where your mouth is
- c. How will you welcome diverse residents to the city?
- d. What have you done?
- e. You need to make sure all residents have equal access
- f. How was the commission formed?
- g. Recap of the commission given (Saboora)
- h. Will we have a presence in the school district
- i. You need to get out to the people
- j. You need to have an equity lens
- k. The community cannot rely on the commission to do all of the work for you, the community needs to take action for change
- l. Find virtual ways for people to connect
- m. You will be directionless without a strategic plan. Impressed that you are going about this process to develop a plan
 - i. Determine the function of the city regarding DEI
 - ii. DEI lens to ALL city activities
 - iii. Interact with the ambassadors (sphere of influence) in the city to gain access to residents

4. Barriers/Personal

- a. Drop box at the library presents an access barrier for disabled
- b. Access to this meeting
 - i. Those without computers cannot participate
 - ii. Language barriers
 - 1. Non-English-speaking residents can't participate
 - 2. Hearing Impaired cannot participate
 - iii. Time of the day
- c. Lack of:
 - i. Acknowledgement of issues
 - ii. Tolerance
 - iii. Celebration of diversity
 - iv. Opportunity

5. What's Good

- a. The city Rocks
- b. Community events
- c. Implementing this commission indicates the city Wants more information
- d. I have received warm welcome from the city as a new resident
- e. It is a very diverse population
- f. The city is trying to find ways to reach out and get input from residents
- g. Forward thinking city

6. Racism

- a. The city requires radical change for improvement
- b. Everything in the city is racist
- c. Minority businesses not recognized by the Chamber of Commerce

Finally, I know many people were on the call taking notes, this summary is only what I heard and how I chose to document what I heard.

March 3 Listening Session – Notes From Vice Chair Deen

- 1. Lorna H.: Pick a “crisis location” for DEI crises. Something the city provides as a safe space for someone that has an issue, urgent and non urgent.
- 2. Shirley S.: Has recently begun the search into anti-racism. Is committed to learning/listening and continuing down that path.
- 3. Dru H.: New resident with his wife from Seattle. His wife is involved in UW/Seattle initiatives. He would like more opportunities for community members to learn/grow without judgement.
- 4. Beth: Will the DEI have a presence at School District Meetings?
- 5. Lisa H.: Going out to the people instead of waiting for people to come to us. Using those opportunities to create genuine relationships with the community.

What can we do in the community to be more DEI?

- 6. Ballot boxes @ the library are inaccessible for non-abled bodies.

What does it mean to be anti-racist?

- 7. Lisa H: Anti-racist is to take a radical approach because everything is racist. Keep anti-racist values in the center of every action/progressive step.
- 8. Liz W.: Is there an equity lens the city is using when making decisions? Recommends an action item of creating said lens for the city to use in all city decisions.
- 9. Ben: This meeting is an example of implicit sampling bias from this meeting: someone who can access zoom and manage language barriers
- 10. Lisa H: Methods of accountability for the city when DEI measures/lens are not followed. What are the consequences.
- 11. Grace K.: Requests the creation of a youth council.

What does MLT do well:

- 12. Dru: Would like the city to create more virtual connections, highlights of city, profiles of new residents. More ways to get to know each other.

13. Jan E.: 40+ year resident. Was happy to see the postcard about this session and the creation of the DEI commission.
14. Lorna: what can we create through our website? Define culture and what it means to us. Have we stated a statement of culture? Are we seeing increased racism towards Asians and Pacific Islanders?
15. Dru: Identify differences and what they mean/why they are there. Then learn to tolerate these as differences. Eventually we can get to a point where we celebrate these differences. Can intertwine these and celebrate the history of MLT and what we want the future to look like.
16. Jeanne C.: Establish a strategic plan or these commissions can become directionless. Plan should be that we develop a DEI lens that all city services use. Begin with a culture change of how planning should happen and what DEI related aspects to consider.

March 6 Listening Session – Notes From Chair Richards

Murray
Ryan
Woodard

Commissioners - Sam, Alvaro, William
Facilitators - Hannah and Karissa

Angela A.-
flier brought back negative feelings of being victimized while on the MLT city council was publicly humiliated
Asked to not give opinion on matters due to sexual orientation
Elected in 2002 and re-elected in 2006, resigned in 2008
Received more votes than any other city council running that year
Would like to have a private meeting to discuss

Erika W.-
Sidewalks and dedicated bike routes to schools for differently abled people crossing at 236th is difficult
Less barrier to purchasing bikes than cars

Victor -
Problem with the commission is that we will continue getting people who support the concept of diversity - preaching to the choir
How do we reach people who don't want to be reached
Reach out to religious organizations and the heads of their institutions
Wants us to address them about homosexuality
Tostan in Africa
Look for ways to promote respect and dignity for all

Sharon M.-
Lived here for years, now moved away
Lack of collaboration

How do you tap into the richness of a diverse city and collaborate

Proposal of an idea (consultant) - decision makers (city council) - voice of dissension, different voices to the table (voice of naysayer becomes the bad guy) - weave them together into a problem solving solution

Living room conversations model

Erika W.-

What specifically can the commission do?

Civic engagement and making it understandable to the community at large, community not understanding what the city is doing = flow chart, etc. (if I go, do I have to talk, simplified graphics) would make people want to be involved more

City of MLT is in the beginning of equity. Has been involved with Snohomish for Equity. They have a book club, etc. Find out what they are doing and not reinvent the wheel.

Yvonne T.-

Where are we?

What are the issues that continually come up?

How do we work to resolve the issues?

What are other ways we can reach out to the community?

What are the strengths we have?

Is race and LGBTQ issues continuing to come up, then its an issue and can be addressed.

Classism and schools, opportunities to engage with the educational system. Education has been denied to people, they don't have access.

Sharing the info with the community so they can chime in and contribute.

How do these things manifest in the community?

Angela A.-

Addressing inclusion of victims. How can victims feel safe in stepping up? Having a private place to feel heard.

Whistle blower policy and also an avenue to air grievances.

Arm of the commission to reach out and hear the victim.

Sharon M.-

Have multiple ways of gathering information.

People don't always feel safe sharing their experiences.

Trish -

Enjoys the walkability to things. With COVID, more people were out and walking and responsive.

Get outside with your neighbors and get to know them as people.

Erica W.-

Enjoyed Tour de Terrace, how can we make it more open to POC.

Friends of color don't feel safe going to it.

Institutional Racism -

PTA, City Council, etc. all look like her, we need to diversify and start looking like the population we serve

Ideas/Goals -

Stickers, scavenger hunts, bingo, fun things to engage and learn more about the community

Sandra S.-

Felt welcome in places where there is a city presence. Feels welcomed in the City Library, it is diverse. City Hall feels welcoming and people can get help.

Access, sidewalks, education, victim assistance. Police officer presence.

Angela A.-

City is 77% white per the census in 2010.

Affordable living in cinder block houses. Opening and advertising community as a good location for elderly. Safe, etc.

Celebration of different cultures so it is more inclusive

Sandra S.-

Yield sign that says “courtesy is contagious” in Kenmore

A sign that helps the community express who they want to be.

Sharon M.-

Started a newspaper for citizens of MLT. Award or recognition of a business in the community. Created a sign that business could put in their windows that they won that award.

Who are we as a city, what are our values so we can start owning it and discussing it? How can we build that core into what we do.

Erica W.-

Can we great some kind of beginner learn how’s about how the city works. What do City Council people do? Lower barriers, make things more simple and accessible.

Neuro diversity is important as well and needs to be taken into account.

Postcard was very helpful. Signs in the town that has multiple languages “welcome”.

Involving kids in the community. Flow charts, stickers, and food

Sharon M.-

Police Citizens Academy as an avenue

Angela A.-

City Manager government

Government 101 as it exists in MLT in the city newspaper.

Yard signs for city residents.

Victor -

Another vote for Police Citizens Academy.

Beyene -

Important step to engage the community. Person of color and has lived in the city for over 20 yrs.

Moved from Seattle and feels it is very safe. Early 2000 the police officers were more engaged

and more friendly. Believes in community policing. The police aren't engaged and are not friendly. They don't know their community as well anymore.

Closing thoughts -

Victor -

This is not their only chance to speak with us

Anglea -

Would like a committee who can be welcoming to new residents.

Erica W.-

Be aware of listing diversity as an amenity that our city offers.

Kathi W.-

Don't forget differently abled people in this conversation.

Appendix B2:

Online Survey Results (2021-2024)

Form #	2675	2997	3197	3603
Submission Date	6/15/2021 10:33	9/24/2021 16:35	12/9/2021 10:48	3/8/2022 15:40
1. How long have you lived in Mountlake Terrace?	3-10 years	3-10 years	3-10 years	10+ years
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	4	3	3	3
3. If you answered question 2, please explain the reasoning for your rating.	There are a lot of people from diverse cultures living in Mountlake Terrace, and it appears that they live peaceably pursuing their own daily lives and striving to fulfill their aspirations. I don't see or have heard of any policies, barriers, or overt actions that prevent anyone from participating in society as fully as they can.	Have not experience inequitable or exclusive events but have not seen or am not aware of initiatives to promote equity or inclusivity (until I browsed this website today)	In my experience the city government and various commissions are diverse, equitable and inclusive. While the city is more diverse than many other cities in Snohomish county, it's population isn't as diverse as many of the suburbs and mid sized town's to the south in King County.	This is a broad question. What is "the city"? Do you mean people who live here? The police department? Businesses and restaurants? Decisions made by City Council? Schools?
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	None, no -- but then I live in a skin and a societal segment of those who are privileged.	None	Offensive or insulting comments alluding to racial stereotypes by neighbors. Temporary residents targeting homes with signs of tolerance in their yard with trash. Signs in yards celebrating politicians popular for making racist comments and advocating harm towards people of color, Muslim Americans and the LGBTQ community. While I've witnessed and experienced these things, I think the city is much more inclusive of BIPOC individuals than other areas in the county.	Bosses and co-workers have bullied and harassed me because I am too short. I have been denied promotions because it was thought that my stature could not be taken seriously. Neighbors and store owners have made snide remarks because I'm "too short." Does that qualify as exclusion and inequity?
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	I don't really know. It's hard to tell when I haven't yet felt that sense of a well-connected, cohesive community. Maybe it would help if we had a communally-recognized city center, a core location where people can meet and greet all day long.	Indigenous population	Individuals experiencing homelessness, neurodiverse communities, LGBTQIA communities, the Muslim American community and BIPOC communities in general.	I think anyone outside of an individuals comfort zone is overlooked and excluded at one time or another.
6. In what areas is the city doing well to be more diverse and inclusive?	Our city government seems to be very diverse.			Again, what is the city? Are they those who hire people, or are they people who are applying for jobs? Are people of color and diverse cultures applying for jobs as life guards and maintenance workers? Because everyone who works at the pavilion and drives MLT trucks are white. Do we have police and fire employees who are not white?
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	Somehow figure out how to bring us together and get us to talk with each other.	I am wondering if our city parks have an ancestral land acknowledgement and wonder if it's something our city might consider for our lovely city parks.	Maintain links with BIPOC community leaders and business owners. Inform and include input from the Diversity Advisory Committee	Make residents feel safe. Don't let people keep trash and old cars in the front and back yards. The town looks and feels like no one cares about anyone else because there's no city pride or a caring attitude or feel around town. Have a market and gatherings and promote businesses in the city. No one cares what the City Council is doing, and if they did they can look at the website. Your newsletter just regurgitates the website. What is happening at the golf course? Does anyone have fun at Ballinger Park? Is there a competition for frisbee golf here in our city? There is a fantastic tennis facility (the only reputable one in the North End) and your never mention this. Have you ever considered the top 5 or 10 reasons people come to Mountlake Terrace? 1 - Double D Meats 2 - Ballinger Golf Course 3 - Forest Crest Athletic Club 4 - Swim lessons 5 - Baseball or soccer games 6 - Diamond Knot 7 - Lake Ballinger 8 - Snohomish Pie and Time Out Burger 9 - Dance lessons 10 - Candy Cane Park. When was the last time these items were featured in City Happenings?

1. What makes a community feel safe and welcoming to you?	Where people come together and feel part of the community		Noticing diverse community members and representation. Nonaggressive and community oriented policing, without over militarization.	A place where I can walk to my car, in the dark, that's parked on the street, and feel safe. Women and children rarely feel safe in that situation. Knowing that if my house is broken in to, that the person who did it will be caught AND punished for the harm they did to my well being. Can the community do this?
2. What do you wish our community would do with regard to DEI topics?	Host conversations about these topics, celebrate different cultures, involve the children of these cultures and their families will come.	I would like to read about efforts in an ongoing column in the city newsletter	More public celebrations.	Start with safety and figuring out what differences they can make, not lamenting about how hard it is for everyone to succeed and then accomplishing nothing. Please don't whine. Please take action. Create opportunities for the people you are hoping to help to meet each other.
3. What solutions or ideas do you have to help the city address exclusion and inequities?	Reach out to businesses, community organizations to learn about and share their plans	See above	More discourse between the DAC and the local police department. The disparities on use of force against the relatively small African American population is concerning.	Don't just invite local officials to ribbon cuttings. Don't just take pictures of city council at ribbon cuttings. Where are the owners, workers and residents who are going to support these entities? That's your story. Not excluding all those people and instead integrating the same 7 faces in pictures.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	Nope, which is why I want Mountlake Terrace to teach 'em how		Not necessarily greater but different. The city is doing a better job listening to and hearing residents of all backgrounds than many others in the region.	I've lived in areas where the local PTAs, food banks, businesses, Scouts, music programs, restaurants, drama groups, sports organizations and the city all worked together on festivals, markets, and other opportunities to see and be seen. Who is DEIC working with? Who have they reached out to? Has anyone called the elementary school and asked if they can help with something there? A bike rodeo where kids who don't have helmets can get one? A culture night where kids can dress in their heritage costumes and sing their songs/play their instruments? This is inclusion through education. Ask the schools what they need and how they would like you to help them. If not a school, then the senior center or high school and band/drama.
5. Is there anything else you would like to share?				Inclusion never happens in isolation. Partner with other groups like local businesses, PTAs, school administrators, the local library. Communicate with them and find out their needs and what they see and would like to see change in our community at large - after all, they are the people in this neighborhood who interact with residents in this city.
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.	jeannemcrevier@gmail.com			

Form #	4076	4238	4377	5774
Submission Date	7/21/2022 1:31	9/8/2022 10:55	10/19/2022 20:34	8/17/2023 18:48
1. How long have you lived in Mountlake Terrace?	10+ years	3-10 years	10+ years	10+ years
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	2	4	3	3
3. If you answered question 2, please explain the reasoning for your rating.	I don't feel there is a diverse community that lives here. Also, I don't see there is much done specifically for LGBTQ individuals such as pride events, social gatherings, support groups.	This rating reflects the amount of diversity I see in our city and Facebook group. Okay	Looking at my neighborhood, in a two block area, there are six homes with people of color. That is not a lot, but it is better than being all white, thankfully. As I drive through the rest of MLT, I see Black, Asian, Middle Eastern, American Indian, and other people of color alongside white people.	There is a larger percentage of white people than People of Color in the City, as far as I can see. Diversity seems to be increasing, though.
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	It is very white centric and racist in some parts of the town. I have been looked at weird before because I am a multi-racial woman.	I have not. But I'm a white, cis gender, straight woman.	I am an older white woman. So I deal with patriarchal systems, but have not been subject to racism except as it hurts my friends. For example, friends of color need to consider what to post publicly on the MLT FB page. Or whether they can respond to the MLT Gifting Group on FB because they might be in danger for going to people's homes to pick up items being gifted. That is an unfair economic problem, because they don't feel safe getting something free that is available to a white member of the community.	My daughter is biracial. I wrote a letter to a private school teacher who was berating her in class. That stopped and the teacher apologized. I've been asked if she was adopted (not the case). A neighbor boy threw stones and her with a friend and called her the n word. I spoke to his mother and he apologized. She is grown now; there were other incidents, but I do not recall all of them.
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	LGBTQ, people of color	African American	We don't do much to celebrate or stand with our cultural communities. We don't have a place that we have used (like The Seattle Center?) where we can honor various holidays, etc.	I have heard members of the Pacific Islander community complain about their kids not being treated fairly in class in public MLT schools. There seem to be very few Native American/Indigenous people here. There is also not much thought paid to having American Sign Language Interpreters available for city meetings or events.
6. In what areas is the city doing well to be more diverse and inclusive?		This commission	Having the DEIC is helpful. I tried to watch tonight (10/19/22) but the screen was covered with screen sharing documents, and I was unable to see or identify the speakers, even though I tried various Zoom screen configurations. The MLT ARC was (prior to the Pandemic) and now again working on community activities to support people of color. They could use more help.	The addition of the DEIC is helpful. Adding languages to city pamphlets is good.
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	Social gatherings, events, support groups, more community engagement, town halls and diverse speakers	Hiring practices by the city itself.	See #6.	perhaps monthly newsletter could have a Spanish Language edition? Train all the City staff and Recreation Center employees on systemic racism. Somehow make it so that POC can take part in the MLT online Gifting Group on FB without having to be afraid to go into people's yards to pick up items they have been gifted. POC should not be excluded by fear of overly suspicious neighbors of this delightful free gifting group.

1. What makes a community feel safe and welcoming to you?	The items I mentioned above	Responsive police, neighbors that help each other, the library, community events	Gosh, big question. Better lighting and some strategic sidewalks on some roads west of the freeway, such as 64th Ave West north of 236th. Better local mental health services. A community center to include youth. A performing arts center. And a better small hotel/motel that doesn't need a constant police presence.	Seeing more people of color in my community. City events that bring the community together. Police working with mental health and other health providers and social workers.
2. What do you wish our community would do with regard to DEI topics?		Help and support folks who don't feel welcome. Attract diverse folks to jobs in the area. Sponsor events that celebrate the different people that make MLT home.	Publicize them better, through the newsletter and online news.	See comments above.
3. What solutions or ideas do you have to help the city address exclusion and inequities?		Regular review of community makeup including city employee cultural makeup	Do not sign onto the new Mayor's group that wants to undo the state's newer legislation regarding keeping the public safe without harmful police actions. Keep putting \$ into affordable housing.	see above.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	I lived in Seattle before and that was very diverse. Can't really compare to MLT but they had more diversity events and support for LGBTQ and POC folks.	My neighborhood where I grew up. Church and neighborhood were closely entwined.	I've lived in Skyway and south Seattle and the Central District of Seattle. I don't know what Seattle and Skyway were doing as it was a long time ago. But I felt welcome in those diverse communities and am glad to have lived there. I miss the diversity.	Rainier Beach in Seattle, the Central Area in Seattle. I do not know what Seattle was doing about this, I was in my early 20s. There was a new health program, however, that was paying premiums to regular health insurers for people of low income. I qualified and therefore, my daughter was covered by health insurance. That made a big difference. Someone came to my home to help me with the paperwork. Also, community college tuitions being paid for through grants made a huge difference.
5. Is there anything else you would like to share?	Establishing DEI in a small town takes time but we all have to start somewhere.			
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.			bethowbz@gmail.com	

Form #	5777	6752	7064
Submission Date	8/19/2023 15:32	3/28/2024	6/5/2024
1. How long have you lived in Mountlake Terrace?	10+ years	3-10 years	
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	5	3	
3. If you answered question 2, please explain the reasoning for your rating.	My son goes to cedar way elementand it is a very diverse and inclusive school.	MLT is in the middle for me. It has some economic diversity, but for instance, not the most racial diversity or sexual orientation diversity. It seems like MLT is making some strides towards incorporating cultural diversity which is great. There are a lot of different religious organizations that seem to be embraced as evidenced by Cops & Clergy for instance.	DEI and affirmative action are unconstitutional. I do not judge people by something as silly as the color of their skin or other physical characteristics/preferences, but by merit and their character.
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	None. Lots of programs to help our daughter who came from Ukraine and didn't speak English..	The current barrier would be safety and equity. Safety is a very real impactor in a community on residents. If we do not feel safe,we will not use the trails, the parks, the sidewalks, the community areas, etc. Over the summer, there was discrimination against someone with a Pride Flag on their place of residence, which did not happen to me but does not make me feel safe as a woman. As far as equity, the services at the Pavilion need to be expanded to meet more populations. Personally, I am very privileged in my status of having access to swim classes for my child, but the offerings are very limited and tough to get into, making them inaccessible to many not in privileged status to log in specifically at 12:00 pm, until 12:04 pm. If I was a lower level at my job, I would not have been able to get in and stay in their system. I am very heartened that they were able to hire additional swim/lifeguards recently, however, we as a city have been not serving our community for at least the better part of a year (and nearby as Shoreline/Lake City/Brier uses ours as well-- similar to what Erin Murray said on the Senior Center, nearby residents are competing for those same MLT pavilion spots -- which is true from my experience talking with other parents at the Pavilion. I personally have investigated Lynnwood for options.).	None
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	None	It definitely spans the spectrum. Seniors apparently have been underserved by having no MLT resident on the board for a while. Those individuals with disabilities, as our sidewalks are not connected or very accessible. As I discussed, those with economic challenges accesses classes for their children. Additionally, housing levels are continuing to be a challenges.	
6. In what areas is the city doing well to be more diverse and inclusive?	Schools have excellent programs including International potlucks. Parades have lots of different types of people. City offices are diverse in their employees. Lots of diverse restaurants, churches etc.	I do feel our City and Commissions are doing more to be diverse and inclusive. I am encouraged by and applaud all the efforts and involvement done to date. It will be exciting to see the night market come to life...	If we have equal opportunity and we treat everyone with respect, then what are you talking about? You can't enforce or create diversity artificially. Why?
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	I don't feel there needs to be anything more done. It's a great community already!	The city is making strides in their efforts. I think it takes time and dedication to get there. I think an achievable attempt could be to make these surveys more accessible -- posting in several locations throughout community on multiple platforms to reach more (even simple grocery store flyers), less questions, easier answering via phones (as most are on their devices that way), can be more frequent, less wordy (the Veterans Park and Bus Routes ones were very in depth)....even this one is very in depth -- I think that is because you hope to address a lot of topics. In general, when people feel safe, they tend to be more open -- so any way to help all feel safe will help improve diversity, equity and inclusion.	Keep being responsible with our tax dollars as you have to date, don't waste it on DEI - Categorizing everyone and treating them differently is poisonous and divisive.

1. What makes a community feel safe and welcoming to you?	Community events, getting to know your neighbors, low crime/visual homeless communities. Friendly police presence. Everything that we already have in MLT	Low amount of crime. Lighted areas. Open spaces to congregate. Diverse activities for residents.	It's called maximizing freedom for the citizens of the city. So, they can pursue life and liberty in their own way, without undue bureaucratic encumbrances.
2. What do you wish our community would do with regard to DEI topics?	You are already doing it with polls like this.	The community and the DEI group are working diligently. In addition to the other comments, the only area I might suggest, is the unhoused/homeless population frequenting the library area.	Stop spending my money on it. Concentrate on a cities core competencies - Public safety, infrastructure, etc.
3. What solutions or ideas do you have to help the city address exclusion and inequities?	None	Engaging community members to help address those in underserved areas. I think there are quite of few community members who would assist, but just don't know a specific need, or information.	Seeking equity is called communism. Freedom can be painful, but it's still far better than totalitarianism. I give money to private charities as I see fit, I don't need the city picking for me.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	No	I think in general, cities can try to provide as much resources and make a good attempt at reaching all community members.	
5. Is there anything else you would like to share?	MLT is a great community	Be like the scouts, go to the grocery stores, share the improvement messages or surveys you have to include those underserved. We all need groceries, think common denominator :) Also, thank you for the work you do on behalf of our community, all of it makes a difference!	
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.			

Form #	7075	7104	7106	8341
Submission Date		6/15/2024	6/15/2024	2/13/2025
1. How long have you lived in Mountlake Terrace?	10+ years	1-3 years	10+ years	1-3 years
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	5	3	4	3
3. If you answered question 2, please explain the reasoning for your rating.	Everybody and everyone is wonderful!	Lack of racial diversity	It's heading toward 5!	I put 3 because I do not see a lot from the city specifically that promotes DEI. I believe there are things that we can be doing better, such as making the city more commuter friendly for walkers, public transportation, and bicyclists. We have fun events and the city feels like a safe and diverse place to be.
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	Not at all.	Cost of housing		No, I have not. I am a transwoman and I have felt very welcomed and accepted into the community since my wife and I moved here three years ago. I do not feel like I am judged or being excluded from our community based on my gender identity and expression.
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	None	BIPOC people		Black and Hispanic communities. I feel like these two groups are specifically under attack from the federal administration and the city should be vocal and loud in our support for all peoples.
6. In what areas is the city doing well to be more diverse and inclusive?	All of the areas are outstanding!	Not sure	Recently it seems like we're progressing	I feel like we have a lot of churches and places of worship in our city, and it is great to see the diversity in worship. I love the new lightrail stop and it has been a wonderful addition to the community.
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	Absolutely no improvements needed at all.	increase racial and economic diversity		More cultural events that celebrate specific communities and pulls from the world of people that live in our city.

1. What makes a community feel safe and welcoming to you?	The police and fire departments.	Cleanliness, greenery, a bustling economy, community events	Cleanliness order lighting	Friendly faces, rainbow flags and progressive signs, public transportation and bike lanes, diversity of businesses, minimal police presence, decorative and vibrant city centers, parks and green spaces.
2. What do you wish our community would do with regard to DEI topics?	Not a thing.	Provide more opportunities for people from marginalized communities to open businesses here		More flags, banners, and celebrations of our diverse community. I want to see banners and flags hung up every other week with different groups being represented and celebrated.
3. What solutions or ideas do you have to help the city address exclusion and inequities?	No problems therefore no solutions are needed!	Increase affordable housing		Easy and cheap public transportation, better sidewalks and ramps for people with disabilities, investing in warming shelters, rehab centers, and affordable housing for low income familes. We should be focusing on the housing crisis and make it easier for people to move into their first homes.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	Lake Stevens, WA. They had a Christmas celebrations every year with Santa Claus!	Street fairs, markets, outreach to support residents in need		Growing up in Arizona, there was not a lot of diversity or DEI focus. I appreciate the city for what it does and I feel like Mountlake Terrace is doing a good job so far.
5. Is there anything else you would like to share?	Just love and happiness to all people.			I think we can do a lot more to help the houseless community in the greater Seattle metro area. We should be building warming shelters, public housing, affordable housing, and increasing access to free or heavily subsidized public transportation.
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.				jessie.ringle91@gmail.com

Appendix B3:

Online Survey Results (2023-2025)

Start Date	How would you rate Diversity, Equity, and Inclusion (DEI) in the community of Mountlake Terrace?				The community of Mountlake Terrace is a safe place to live and work.						The community of Mountlake Terrace supports...	
	- Not very inclusive, welcoming, and accepting of diverse backgrounds and identities	- Somewhat inclusive, welcoming, and accepting of diverse backgrounds and identities	- Inclusive, welcoming, and accepting of diverse backgrounds and identities	- Very inclusive, welcoming, and accepting of diverse backgrounds and identities	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Comments	Strongly agree	Agree
2025-02-21 00:32:21				Very inclusive, welcoming, and accepting of diverse backgrounds and identities		Agree					Strongly agree	
2024-11-27 14:48:45				Very inclusive, welcoming, and accepting of diverse backgrounds and identities		Agree				Overall good, but I started to see more broken cars on the street in the past few months. Makes me feel getting unsafe.	Strongly agree	
2024-09-06 23:18:43			Inclusive, welcoming, and accepting of diverse backgrounds and identities			Agree						Agree
2024-09-03 21:16:25			Inclusive, welcoming, and accepting of diverse backgrounds and identities		Strongly agree							Agree
2024-09-03 17:05:34			Inclusive, welcoming, and accepting of diverse backgrounds and identities		Strongly agree						Strongly agree	
2024-09-03 17:01:10			Inclusive, welcoming, and accepting of diverse backgrounds and identities			Agree						Agree
2024-07-25 08:15:59			Inclusive, welcoming, and accepting of diverse backgrounds and identities		Strongly agree						Strongly agree	
2024-07-25 06:13:30		Somewhat inclusive, welcoming, and accepting of diverse backgrounds and identities					Neither agree nor disagree					
2024-07-21 14:59:26				Very inclusive, welcoming, and accepting of diverse backgrounds and identities	Strongly agree							Agree

the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, religion				Diversity, Equity, and Inclusion is important for a thriving community.						I feel personally invested in the values of diversity, equity, and inclusion		
Neither agree nor disagree	Disagree	Strongly disagree	Comments.	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Comments.	Strongly agree	Agree	Neither agree nor disagree
						Neither agree nor disagree					Agree	
				Strongly agree					Strong agree, but not too extreme. Needs to be decent level.		Agree	
				Strongly agree						Strongly agree		
					Agree				It is important that everyone feels like they belong here.			Neither agree nor disagree
			I say this based on MLT having various faith centers (mosque, christian denomination churches), and planning sidewalks for people with mobility issues, strollers, etc.			Neither agree nor disagree			It all depends on how you define DEI! Too often, DEI is a slogan without definition or concrete examples of what it means and how it is to be achieved.		Agree	
				Strongly agree						Strongly agree		
				Strongly agree							Agree	
	Disagree			Strongly agree						Strongly agree		
				Strongly agree						Strongly agree		

			In what areas is the city doing well to be more diverse?	In what ways can the city improve diversity, equity, and inclusion?	What communities do you feel are most often overlooked?	Is there anything else you would like to see the city do?
Disagree	Strongly disagree	Comments	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response
			I think that correct understanding of "what DE&I is" is important. Some education opportunity for all residents may be helpful such as hosting DE&I 101 class or bringing-in the guest speaker who can teach us and share their own experience. I would love to take those education opportunities if any available. My concern is that people incl. me start to just believe what media/social media announces.	Rsident Education	Homeless. (I do not have correct understanding of the circle of DE&I framework.socio-economic status might not be this topic.)	So far I feel great. I never felt excluded anywhere in the MLT as Asian.
			Making DEI a priority, asking these questions, learning about it, working on it!	More affordable housing More walkable neighborhoods	LGTBQ+, non-English speaking, unhoused	
			The city website has a language translator that seems easy, if folks know where to find it at least. The newer playground that is accessible to all.	It would be fun to have some multi-cultural celebrations where everyone can be their whole self without "othering".	We are a very small city, so I feel like there are many communities that aren't "represented" . With limited resources it's hard to single any particular group out. Perhaps we should make sure those who aren't proficient in English have an equal ability to participate? I hope the results of this survey are shared.	
			I am very impressed by our small yet diverse police force!	Define those terms first. Then we can talk about how to improve.		
			raising pride flag during the month of June, attempt to welcome new residents to the city, promoting community events	In Leadership roles, hiring practices, offer workshops/trainings, include and highlight and partner with communities and organizations to hold events or sessions to show more diversity + inclusion, expand communication channels and include translation services/language in content to reach a wider audience, ask for community feedback especially those who aren't able to give feedback through the standard means like surveys, hire or invite women of color speakers/consultants to advise on strategic plan to promote diversity, equity, and inclusion	immigrants, people of color, women of color, children, seniors of color, physically handicapped people, LGBTQ folks,	

Appendix B4:

Community Conversations

Meeting Materials (2024-2025)

An Invitation from the City of Mountlake Terrace



An invitation for Members of Masjid Umar Al-Farooq
to join City leaders in a community conversation

December 4, from 6 p.m. – 8 p.m.
City Hall, 23204 58th Avenue West, Mountlake Terrace
Food and children's activities will be provided

Dear Neighbor,

As Mountlake Terrace grows and diversifies, City leadership seek to deepen our connections within the community by building authentic relationships with more community groups.

We are planning a series of meetings with many members of the Mountlake Terrace community. On December 4, we invite you to a dedicated meeting between members of the masjid and city leaders to share your experiences, such as:

- What is it like for you to live, work, or worship in Mountlake Terrace?
- Do you feel connected to other community members and city government?
- How can we be a more welcoming, safe, and accessible city?
- What is going well and what can we do better?

Help us start the conversation by joining us on December 4th.
We wish to learn how we can better serve you in 2025 and beyond.
RSVP to chope@mltwa.gov.

Sincerely,

Carolyn Hope, Deputy City Manager
City of Mountlake Terrace



*Scan to watch a video invitation:
from Commissioners Scott Matsuda
& William Page*



An Invitation from the City of Mountlake Terrace



An invitation for clergy and members of their spiritual
organizations to join City leaders in a community
conversation

December 5, from 9 a.m. – 11 a.m.

Police Department, 23250 58th Ave W, Mountlake Terrace
Food will be provided

Dear Neighbor,

As Mountlake Terrace grows and diversifies, City leadership seek to deepen our connections within the community by building authentic relationships with more community groups.

We are planning a series of meetings with many members of the Mountlake Terrace community. On December 5, we invite you to a dedicated meeting between members of local spiritual organizations and city leaders to share your experiences, such as:

- What is it like for you to live, work, or worship in Mountlake Terrace?
- Do you feel connected to other community members and city government?
- How can we be a more welcoming, safe, and accessible city?
- What is going well and what can we do better?

Help us start the conversation by joining us on December 5th.
We wish to learn how we can better serve you in 2025 and beyond.
RSVP to chope@mltwa.gov.

Sincerely,



Carolyn Hope
Deputy City Manager
City of Mountlake Terrace



CITY OF
**MOUNTLAKE
TERRACE**



*Scan to watch a video invitation:
from Sergeant Porter*



You are invited to a Community Conversation



Join city leaders in a community conversation to grow our relationships
and learn how we can serve you better.

Wednesday, January 29, 2025, 6:00 p.m. to 8:00 p.m.
Mountlake Terrace City Hall, 23204 58th Ave West



CITY OF
**MOUNTLAKE
TERRACE**



To learn more or set up a
conversation for a specific group
or organization, contact us at
[cityofmlt.com/2235/Community
-Conversations](https://cityofmlt.com/2235/Community-Conversations)





You are invited to a Community Conversation

Estás Invitado a una Conversación Comunitaria

Mountlake Terrace city leaders seek to deepen our connections within the community by building authentic relationships. We would like to learn about your experiences in the city and share resources about the city and health department.

Sunday, 2/23

2:00 p.m. to 4:00 p.m.

Mountlake Terrace Library

Food and child care provided
Discussions in English &
Spanish

Los líderes de la ciudad de Mountlake Terrace busca profundizar nuestras conexiones dentro de la comunidad entablando relaciones auténticas. Quisiéramos conocer sus experiencias en la ciudad y compartir recursos sobre la ciudad y el departamento de salud.

Domingo 23 de febrero

De 14:00 a 16:00 horas

Biblioteca Mountlake Terrace
Se proporciona comida y
cuidado infantil.

Discusiones en inglés y
español



CITY OF
**MOUNTLAKE
TERRACE**



**SNOHOMISH
COUNTY** 
HEALTH DEPARTMENT



*What does it feel like to be
welcomed?*

CITY SERVICES



Parks

Do you visit our parks or use the trails?



Recreation

Do you use the Recreation Pavilion, such as the pool, dance classes, fitness programs, day care, or other services provided there?



Jobs & Contracts

Applied for a job or proposed/bid on a contract with the city?



Police

Interacted with police patrols, detectives, the domestic violence coordinator or animal control?



Street Maintenance

Have you reported concerns with street maintenance, sidewalks, traffic signals, sidewalks, or crosswalks?



Permits & Licenses

Have you applied for a building or land use permit at the city, a business or rental license, or passport?

Sewer & Water Services

Have you interacted with utility billing or had to get a connection added or repaired?



WHERE DO YOU GET YOUR INFORMATION ABOUT CITY OR COMMUNITY ISSUES & EVENTS?

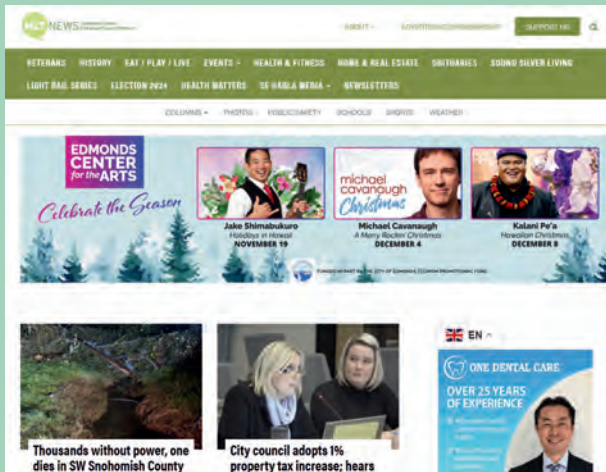
CITY
NEWS
ALERTS



CITY WEBSITE
cityofmilt.com



MLT NEWS



CITY NEWSLETTER



cityofmilt.com/newsletter

CITY SOCIALS



SIGNS & FLIERS

OTHER, PLEASE SHARE:

(ex: Community FB page, specific newspaper or listserve, church, business news, etc..)

HAVE YOU EVER....

Helped shape policy by taking a poll, engaging online, or attending a public meeting



Made a recommendation to the city (online, by telephone, or in person)

Volunteer for a park cleanup, to support a community event, or helped a neighbor with a project?



Attended events or been a vendor or sponsor?



Applied to serve or served on a Commission or Committee



Community Conversations Facilitator Guide

General tips on facilitating

- Our purpose is to create a welcoming place where people feel heard. As a representative of the city, you may be the first impression of the city for people. Do your best to be positive, listen to all perspectives, and ensure everyone's voice is heard.
- Please make eye contact with people in your group as you meet and while they speak. Respect group norms (e.g.; remember some cultures and generally some people do not shake hands.)
- Try to manage time effectively, we have 6 key questions/exercises and a short wrap up.
- Please take notes to share with Carolyn at the end. These can be on a notepad or the posters, but a notepad is preferable.

One pre-determined person will have a welcome address when we all congregate.

Welcome: General themes:

Our City Council and staff are committed to building a welcoming community and a place where people from all backgrounds feel comfortable in our community, engaging with the city government, and living their lives to the fullest.

City Council Vision: *Mountlake Terrace cultivates a safe and inclusive community with beautiful parks, abundant recreation, connected neighborhoods, and a supportive business environment.*

One of the city council's key goals is *An informed and engaged community: Foster an engaged and well-informed community members, who are representative of the city's demographics feel heard, empowered, and knowledgeable about the city's actions and initiatives.*

We are here to build more relationships with people in the community and ensure that we understand people's experiences and how we can improve people's lives, build stronger relationships between community members, ensure people know how to access city services and find ways for the city to improve too.

Announcement to break into groups of 6 or so, if possible. (If not already in place)



Community Conversations Facilitator Guide

Group Discussions:

1. Introductions:

Your introduction:

Welcome to our small group. My name is _____.

My role with the city is _____.

We have 6 general exercises and questions to walk through together tonight. So we will have a good amount of time to talk about each topic. There will also be time at the end to bring up other topics or questions you may have. Also, if you find that you want to talk in more depth about a particular topic, we can arrange another conversation to do that.

I have a lot of information about the city, but I don't know everything 😊 so please ask any question you may have and if I cannot answer it, I will help you find an answer (although it may not be tonight).

In order to introduce ourselves tonight we are going to create a personal story map of how you experience Mountlake Terrace. Here are some materials for you to use.

- On your piece of paper draw with graphics and words your experiences.
- This could be a day in your life and all the places you travel to, it can be a depiction of the people in the city that are most important to you.
- It could be all of your favorite places (or maybe not so favorite places).
- Basically, the things about Mountlake Terrace that leave an impression upon you.
- After a few minutes, you can introduce yourself and explain your story map.

2. What does it mean to feel welcomed, comfortable, part of the community or like this is your home? (other words for non-English speakers – included, accepted)

Next, we are going to think about what it means to feel welcomed in our city. What is it that you see that makes you feel welcome? What do people do or say that make you feel welcome? What type of invitation or announcement makes you feel welcome? Write down your thoughts on post its and put them on this poster. Afterwards, we will talk about the answers and themes we see.

- Review themes
- Ask follow-up questions,
- Ask if others had had similar experiences. (Take personal notes or on the poster about what can be done to improve people's experiences.)
- Do these things happen in MLT? If not, are there negative interactions that you had?
- Do you practice these things with others? How does that feel?



Community Conversations Facilitator Guide

3. Community Connections

Small group discussion if needed, if it is not obvious from the previous discussions.

- What types of connections do you have with people in the city?
- Do you know your neighbors, do you engage with school groups if you have children?
- Do you participate in hobbies and have friend groups there?
- Do you have a strong community at your place of worship?
- What are other examples of building your support network?

4. How do you receive news and information about what is happening in Mountlake Terrace?

Explain the resources we use often:

- City website – has many resources about what we do, the city council and commission agendas, laws, plans and project occurring, the city news releases and newsletters, and recreation and parks information
- City social media (Facebook and Instagram) – we post about public meetings, council meetings, when we are seeking public input on a project, construction notices, severe weather closures and warnings, recreation programs, community events, etc...
- City news alerts – you can sign up for alerts on the city website. They include news releases, agendas for certain meetings, and areas by topic.
- City newsletter – this is mailed to every address in the city quarterly and contains news about what the city is working on and recent accomplishments.
- Fliers, bulletin boards, street signs – periodically, the city will use these media to share information about projects or events.

Please place a dot next to those you use. AND, add any that are not listed at the bottom of the poster.



Community Conversations Facilitator Guide

5. How have you engaged with the city government?

One of the city council's key goals is "An informed and engaged community: Foster an engaged and well-informed community members, who are representative of the city's demographics feel heard, empowered, and knowledgeable about the city's actions and initiatives." Also, we want to make sure people understand that you don't have to be a naturalized citizen or registered to vote to participate in local government, such as making comments on a policy or plan or letting us know how we are doing.

- Describe the poster, which are various ways to engage.
- Then, ask people to raise a finger for each way they have engaged with the city. And there is no shame in having not engaged. There are a lot of reasons why and we want to learn about that.
- Is anyone willing to explain what their experience was like? What inspired you to engage and what was the outcome?
- Discuss why people have not participated in each of these areas. Is it that we aren't communicating in the correct channels, is it intimidating, is it lack of time, or something else?
- Mention that we are preparing a workshop series to begin in February to educate the community more about what the city does and their role in city government, called MLT Community Academy. What would they want to know more about and what would encourage them to attend?

6. What has your experience been in using city services?

This poster lists most of the services we provide. Review one at a time with short explanations.

Activity: I will describe a service, then:

- Tell us which ones you have used (hands up or down).
- Then have a general discussion about why people have or have not used the services.
- Is there a lack of information, an experience that could be improved, etc....
- Discuss. Take notes of actions to make improvements.

Poster discussion points (use your own words, you don't have to say all of this!)

- **Parks** – The city owns and maintains 293 acres across 9 parks, including Lake Ballinger. Have you visited any of the parks? Which is your favorite?
- **Recreation** – The city owns the Recreation Pavilion, which has a swimming pool, racquetball courts, indoor play, fitness and dance classes, day camps, and childcare. The city also owns and leases out the Mickey Corso Clubhouse at Ballinger Park to the Waterfront Center for senior services.
- **Police** – The city has its own police department with patrol, detectives, animal control, traffic control, community program, domestic violence program, a community social worker, and more.

- **Streets/Sidewalks/Bicycle Lanes** – The city maintains more than 60 miles of streets and associated sidewalks, lights, traffic signals, bike lanes, and vegetation. Have you ever submitted a complaint to staff to take care of? Have you participated in planning processes to improve our transportation system?
- **City Utilities:** The city owns sewer, water, and stormwater distribution systems. The city buys water from the Alderwood Water District and stores it in tanks and distributes it to you via pipes. The city collects sewage from your home or business and sends it to Edmonds Wastewater Treatment Facility to King County's treatment facility prior to it being discharged. The city also has pipes and other facilities including natural water bodies that manage stormwater. Have you have spoken with one of our engineers, maintenance crew, or utility billing specialists?
- **Permits and Licensing and Passports:** The city regulates land use and building in the city. You may have had to obtain a permit for a new project or remodel. You may have requested to rezone your property? We also issue licenses for businesses and landlords who rent properties to live in. Lastly, we provide passport services.
- **City Jobs** – The city employs about 200 people, part-time and full-time. Have you ever sought a job with the city?
- **City Contracts** – The city hires consultants and contractors to help staff complete specialty work. If you work for a business or own a business, have you ever considered these opportunities?
- **Fire** – The City no longer provides fire service. In 2023, the residents of MLT voted to join the South County Fire District. The city still owns the fire station and works closely with the fire department on building plan review, inspections, and coordinated emergency response.
- **Garbage Services** - Waste Management is a contractor of the city that provides garbage removal from residences and commercial customers in MLT.

7. Wrap Up

- Is there anything else that you would like us to know about you, your family or community, what we can do to improve trust and continue to build our relationship?
- Thank you for your time. We really appreciate your feedback, and we look forward to more opportunities to continue these conversations. If you would like a follow up conversation on a specific topic or with more people, please let us know.
- Please let other groups and individuals know about these conversations. We have a public workshop planned for January 29 and we are willing to have customized workshops for groups at their location, a city venue, or a neutral place. Please take a card.



Community Conversations: How did we do?

Facilitator Name _____

Your Name _____ (Optional)

Email Address _____ (Optional)

Thank you for participating in a Community Conversation. Please tell us how it went.

1. Did you feel listened to?
2. What can we do better for our next conversation?
3. What are you hopeful for?
4. What did you learn?
5. Who would you invite to a future conversation? (individual or group)
6. Would you like a follow up conversation on a specific topic? If so, please provide contact information.

Appendix B5:

Community Conversations Summary Data (2024-2025)

Summary of Conversation with members of Masjid Umar Al-Farooq on 12/4/24

What does it feel like to be welcomed?

People asking about your day
City and school recognizing cultural holidays
Feeling safe on the streets from cars
Feeling safe on the streets from unfriendly people
Being treated fairly and with respect
An invitation
When I am included
When my voice is heard
Positive communication with the city
Greet me, say hi!
Respect
Care
Smile
Friendliness

When you think of MLT, what comes to mind?

I love it here, it is the first time I have had everything I need in walking distance (shopping, parks, place of worship, library).
Love the growth and beautification, improving infrastructure. Happy to be part of the community.
Light rail is great.
This city is laid back, calm, very safe.
Love the recreation pavilion.
Appreciate the 4th of July fireworks.
In general, I feel safe.
Appreciate help from the police.
Love the library.
Like cute shops and restaurants.
Appreciate good parks and well maintained.
This city is laid back, calm, very safe.

Ideas for MLT

Wish there was a larger gathering space for indoor and outdoor events than what is available in town now
Developing an interfaith commission would be nice
Would like to see more kids related activities for cultural/Muslim themes at events and library.
Muslims want to build relationships with neighbors
Would like more activities for kids in walking distance of Town Center
Would be nice to have a pool for womens only swims
Would be nice to have more pathways to the transit center

Summary of Conversation with members of Masjid Umar Al-Farooq on 12/4/24

Survey Themes

Felt listen too? Yes.

What are you hopeful for?

Building a stronger connection to the city
Hopeful for a successful partnership with the city
See my city as more inclusive
MLT is a safe place to live
Grateful that the city is reaching out.
Plan for city officials to visit our facilities

What did you learn?

City is open to the Muslim Communtiy
The city has events for the public, like movies in the park
I can request a ride on with a police officer
Services provided by the city
How resposive city hall is
I got closer to city officials
That I can apply for a commission

Ways to improve the conversation:

Provide questions ahead of time
Keep these conversations going.

What I would like to learn:

How to volunteer
Partnership opportunities
What future projects are planned
About permits
Find a solution for our parking concerns near the mosque
How to build relationships with our neighbors and the communtiy

Summary of Conversation at Cops Clergy on 12/5/24

What does it feel like to be welcome?

Be recognized, seen, known
Smiles
Offering food or coffee
Personalized invitation
Safe community
A place with less traffic and is beautiful
Come as you are places
Feeling safe while navigating throughout the city
Friendliness from strangers
Receiving relevant information about city events
Clean streets
Business welcome signs that value differences

What do you like about MLT?

People have used the pavilion, Lake Ballinger
People think the police are responsive

What can we do better?

People did not know how to access the website
Didn't know how to volunteer
The police department must have a space in social media, this was a constant theme that came up, to allow for more transparency**
Health crisis response in the city not highlighted
There is a lack of information regarding job availability in the city. Perhaps a job bank?
Many people in this group are aware of the many channels the city uses for communications, but we need people to take action on the information they receive.
Some people were not aware of the city website
Some people didn't know how to volunteer.

Survey

Did you feel listened to? Yes

What are you hopeful for?

Attitudes and enthusiasm from all involved.

What did you learn?

Who would you like to invite to a future conversation?
Uninvolved friends in their 30s.
More pastors, church elders, and church staff.

Summary of Conversation with Bi-Lingual (English/Spanish) Community with Snohomish County Department of Health at Mountlake Terrace Library, February 23, 2025.

What does it feel like to be welcomed?

Smile at Strangers

Connecting with neighbors on walks

Community space presenting different cultural celebrations

Easy ways to navigate across/within MLT

Community activities ***

These community conversations

Responsive, respectful police and government officials

Cleanliness

Events that are inclusive for children

Accessibility

Neighbors say hi and walk to talk***

Known by local business people, they call me by name and maybe know what I want before I ask, they are welcoming and happy****

What do you like about MLT?

Welcome the idea that the city is trying to build relationships with other communities

nearby stores and restaurants, some in walking distance **

nearby parks, in walking distance **

Access to transit center

Access to good locally owned grocery store (Thriftway)

City hall hosting public meeting including Terrace Talks

All the beautiful trees

Welcome at the library

walkable neighborhood

The Ivy League

Feels like community

What can we do better?

More resources for young people: jobs, mental health, psychology

Be involved in the community socially to help each other

Interpret Craze in Spanish

Scholarships for non-residents at Recreation Pavilion

Need resources about how to buy a house, how to obtain a mortgage, what is required? (2 people)

More places for adults to go out for entertainment, private venues for dancing, etc...

Web materials should be translated into Spanish, can't rely on Google translate. Also PDFs cannot be translated with Google Translate.

So much change

Price of rent is outrageous

Rebuild the Rec Pavilion with affordable housing, example of the Together Center in Redmond

Issues with flooding near Safeway, 44th under I-5 North, by the Hilton.

How to encourage more Latinos to engage in the civic process?

Many of the people in this group heard about the meeting through an Ad on social media

When is a good time to gather with the Latino Community? Sundays around 3 to 5 PM, after church. Less likely to be working on Sunday.

Give a \$25 gift card to the first 10 people to show up, raffle gift cards of \$25-50, stipends for volunteers.

Encourage social engagement it creates a sense of belonging

Police flier, be clear about whether the city is supporting federal immigration policies or not. Know your rights.

May need to offer on-line training and community meetings so people don't have to come in person, may feel more safe to participate.

Ensure with civic engagement that we say "No ID required", this will help gain participation

Like parks and access to light rail

Traffic

No stop sign on the north end of the road past Terrace Creek Park until you get to 228th. Cars are going too fast and unsafe. What is the status of traffic report on traffic patterns?

Need a flashing beacon at the cross walk near the MLT Assisted Housing across from library

Intersection @ 56th and 230th is a problem because alignment? Poor visibility at that spot.

Parking issues - less and less parking, business vehicles blocking access on residential streets.

Balance development with safety

Housing changes, more housing will require infrastructure improvements

Survey Themes

Did you feel listened to?

Yes*****

Absolutely*

What are you hopeful for?

To still live in my house next year

Glad to see the beautification of the city

Find out more about building/planning

A good community

Moving forward

Ease of access

More opportunities to hear from you

Getting more involved in the community

What did you learn?

About future plans for the city

To follow the city on Facebook

How to get more information

Check out the website to learn more.

How information can be spread.

I learned to live in MLT is a great thing.

About opportunities to give back

I have learned that we can request the city to inspect the buildings where we live for cleaning.

Many people learned about public health resources from Snohomish County

The difference between the health department and hospitals and medical providers

Ideas for the next conversation:

Provide childcare and invite young families

Invite families with school aged children.

Bring in leadership to answer questions

More discussion about major issues

Potentially separating men from women for Latino community

That there is more marketing of the event for the hispanic community.

Summary of General Public Community Conversation at City Hall on January 31, 2024

What does it feel like to be welcomed?

responsive services (police, utilities)
nice parks
walking trails and streets
good street lighting in the evening and at night
hanging summer baskets and winter snowflakes on posts
accessible walkways and buildings
public library & other physical information resources
great public transit
public garden (food forest)
events to meet neighbors
music
art/public art
smiles
welcome signs

What do you like about MLT?

Quick PD response
DD Meats
Events
Bunnies
Park access
Street sweepers regularity
Little libraries
MLT Library*
Recreation Pavilion and activities***
Light rail
Small town feel
Cozy and friendly feeling
Thoughtful yet actively growing
Convenient walking and shopping - there's so much that's close and walkable
takeout and restaurant options
Events like this one (Community Conversation) are great and this was really well advertised. Comment about advertising other events as good as this one was advertised.

What can we do better?

Bring back the farmer's market. A farmers market in MLT would be great with local businesses and makers selling
Utility bills are high.
More small grants for community groups.
Explain how to report issues with the roads, sidewalks etc.
Create an online portal for paying traffic infractions.

Grocery store in city center needed - everyone

Plan for rebuilding the pool and community center

Why are there No Parking signs near the masjid?

Rising costs for utilities hard for people on fixed income.

Create more affordable housing.

Cookie cutter apartments

Pushing out small businesses

Lack of speed bumps on arterial routes especially in school zones

School zones on arterials and posted signs

Yield signs where stops should be

Lack of sidewalks

No city connection signage east to west

Water quality tested high with lead. Someone did an assessment of our tap water using Tap Score and found it has led in it. Washington state has an overall Tap Score of 76 and MLT has a tap score of 56 (I believe is what they said). --not really a theme, but something I found frightening and can't stop thinking about personally.

Inspectors overstepped when visiting residence

WM fines

Allow Lime Bikes and scooters

More bulletin boards in parks

More community opportunities to create public art

More cultural celebrations.

Sidewalks are important for public safety and some neighborhoods don't have them. Would also like to see more traffic calming improvements in residential areas like speedbumps and bulb outs. More wayfinding to lead people down calmer streets (like Seattle Greenways) would be good.

More open swim recreation hours. Current hours are during the kids nap time and after bedtime.

Permitting is too rigid. What's the intent behind certain codes that make it harder for people to do certain things with

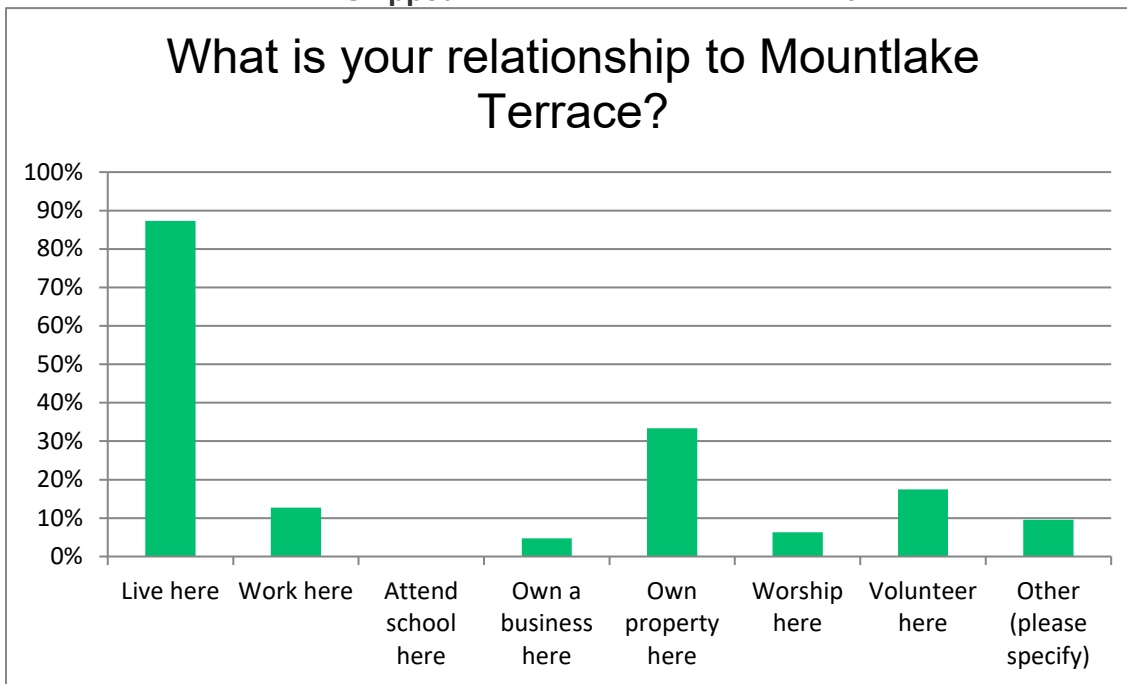
Having more events and things to do that foster community in the evening time. Is there somewhere a calendar of all events going on (city and non-city sponsored) is maintained? People are not always aware of ways they can get

Appendix B6:

Public comments on the draft plan, "Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion" (2025)

What is your relationship to Mountlake Terrace?

Answer Choices	Responses	
Live here	87.30%	55
Work here	12.70%	8
Attend school here	0.00%	0
Own a business here	4.76%	3
Own property here	33.33%	21
Worship here	6.35%	4
Volunteer here	17.46%	11
Other (please specify)	9.52%	6
Answered		63
Skipped		0



Other (please specify)

parent children here

Raised 3 kids here.

Shop, dine, recreate in MLT. Child is in school in MLT.

Recreate here

Children attend school here.

Live close

In reviewing the Action Plan for Recommendations to Improve Community Access to City Government (Table 6-5), please explain whether you agree, disagree, unsure, or no opinion.

Recommendation	Disagree		Unsure or no opinion		Agree	
CA1: Improve sharing information about financial assistance for utilities, waste pickup and recreation programs for low-income households and in multiple languages.	7.94%	5	19.35%	12	72.31%	47
CA2: Conduct community engagement activities with an equity lens to ensure that people most impacted by decisions are invited to the decision-making process and barriers to participation are addressed.	23.81%	15	14.52%	9	58.46%	38
CA3: Revise city code to limit the term of service for all commissions and council to allow for more opportunities for community members to participate in leadership roles within the city and bring new ideas forward.	20.63%	13	20.97%	13	58.46%	38
CA4: Provide more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.	15.87%	10	18.03%	11	64.62%	42
CA5: Help residents understand how to learn about and participate in community meetings, outreach activities, and events.	9.52%	6	19.35%	12	70.77%	46
CA6: Inform residents about how they can share feedback with city staff or elected officials.	3.17%	2	12.90%	8	81.54%	53
CA7: Provide gender neutral restrooms in all city buildings.	30.16%	19	25.81%	16	43.08%	28
CA8: Recruit more bilingual staff, particularly in customer service roles.	19.05%	12	26.23%	16	52.31%	34
CA9/10: Evaluate existing and proposed policies, plans, codes, and programmatic decisions to determine if there are potential negative implications on community members with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the disability community, and other protected groups.	31.75%	20	11.29%	7	56.92%	37
CA11: Improve physical accessibility for disabled people and generally enhance the active transportation system to support people without access to vehicles and improve city owned buildings to enhance access.	6.35%	4	17.74%	11	75.38%	49
CA12: Evaluate ways to improve access to city services, the civic process, and inclusivity for intellectually and physically disabled people, people who are deaf or hard of hearing, and blind or visually impaired.	4.76%	3	26.23%	16	66.15%	43
CA13: Provide more affordable housing through updates to the zoning code, incentives, and promoting the city through Economic Development efforts.	19.05%	12	16.13%	10	63.08%	41
CA14: Improve outreach and communications for people whose first language is not English, or who don't speak English.	20.63%	13	25.81%	16	53.85%	35
CA15: Partner with community organizations to offer training on how to apply for a city job or city contract.	19.05%	12	22.58%	14	56.92%	37
CA16: Consider co-creating an ancestral land acknowledgement and other actions with local indigenous people to support local tribes and our community's understanding of history.	31.75%	20	14.52%	9	52.31%	34
CA17: Host conversations and training about diversity, equity, and inclusion topics.	33.33%	21	19.35%	12	46.15%	30
CA18: Encourage more cultural programs/activities and ensure they are designed in collaboration with people who represent those groups, or are led by these groups, for proper representation and successful execution.	26.98%	17	12.90%	8	60.00%	39
CA19: Provide more support services to unhoused people with social workers, local warming shelters, public housing, affordable housing, and subsidized transit passes.	26.98%	17	17.74%	11	55.38%	36
CA20: Evaluate new programs at the Recreation Pavilion that meet the needs of our culturally diverse community.	28.57%	18	14.52%	9	56.92%	37

Answered 65
Skipped 0

Do you have any other comments on the plan?

Responses

What about seniors.

I disagree with much of this plan, but several proposals stand out as especially concerning.

CA3 proposes imposing term limits on commissions and council. These are unpaid volunteer roles, and our city already struggles to recruit and retain participants. Forcing turnover would push out those who have invested years of service, expertise, and relationship building, while doing little to solve the real issue of getting more residents to step forward. A better solution is to expand outreach and mentorship to bring in new voices while still respecting the contributions of long-serving volunteers.

CA15 suggests partnering with community organizations to train people on how to apply for city jobs or contracts. Why is this necessary? The city already has transparent processes and resources. Instead of creating another program, the focus should be on making existing information more accessible.

CA7 calls for gender-neutral restrooms in all city buildings. While inclusivity matters, we are already heading toward a budget deficit in 2026 and cannot afford to repair existing buildings. Adding costly new requirements when we cannot maintain what we already have is irresponsible.

Finally, CA16 proposes co-creating an ancestral land acknowledgement with local tribes. While respecting history is important, this type of initiative is largely symbolic and does not solve the pressing issues residents consistently raise such as housing affordability, public safety, infrastructure, and budget stability. The proposal also includes "other actions," which is vague and could become an open-ended financial or staffing commitment at a time when we cannot even fund basic needs. With limited resources, we should prioritize tangible improvements that directly benefit residents over symbolic gestures.

I believe in equal rights for all and not putting some people in front of others based on their race, or identity. The city can't afford to put money into all of these programs just to push the DEI agenda. No on term limits for volunteers period. Some people have volunteered for years before even getting on a commission. The city says there are people waiting to get on commissions? I haven't seen these people step up and put in the volunteer time that justifies throwing a long term commissioner with valued experience out. If the city wants to have DEI run the city and not the elected officials then they don't need our tax money to pay for council members, city manager, assistant city manager etc. The DEI commission can run the city for free! And just so we have equity, the other commissions can tell the council what to do also.

Treat victims of violent crimes with humanity, dignity, and respect. Include them in conversations about safety and justice, ensuring their voices are heard. They are marginalized and silenced and taken advantage of to push political agendas, theme of 2025, try believing the victims for once. Refrain from making public accusations that suggest complicity or a business relationship with their abuser. Don't accuse the victim of abusing the healthcare reporting system after calling someone out for defamation who is trying to gain a seat on city council. I think DEI commission is guilty of creating division, between community and the police department around flock cameras. I also think they are creating division by limiting terms rather than adding more seats to the table. I think the funds used to convert all the bathrooms in every city building could be spent on helping those that live below the poverty line. We have 80% of families living below the poverty line at MLT elementary. We need people on city council that have more centered political views because they are more inclusive than radical left democrats and will actually listen to people with differing view points. DEI should consider the definition of "marginalized" and how those demographics are inclusive of everyone. I have personally felt that folks on the DEI commission [REDACTED] don't provide me with dignity and respect because I don't fit into the box of what they define as deserving of humanity bc they don't see me as marginalized. ([REDACTED])

We can do better. ([REDACTED])

This is not the way to build community.

In my experience at work, DEI programs are divisive and create more problems than they solve.

Focusing on certain racial or ethnic groups takes resources away from other people in need. I think the city should spend our money for all citizens equally.

I think it might be good to evaluate current city codes/ordinances to ensure they aren't discriminatory.

We are a very diverse community and we are also a community of volunteers. We do not need to have quotas on the commissions as to how long they serve, what color they are or what nationality they are. If they are doing a good job (and are passionate about what they are doing) don't boot them out just because they have been there too long! If they wish to serve on a commission, they need to volunteer to help that commission then when an opening comes up, they will have experienced what it takes to volunteer for that group. Some positions on the Commissions take some expertise in certain areas. Some do not.

Also, the city only has so much money to keep the city safe, clean and running efficiently. I believe the city has many outlets to let it's citizens know what is happening in the city and the city staff seems willing and able to help anyone that needs help if they ask for it. Let's all be good stewards with the city's funds instead of spending it on surveys or evaluation programs.

I love you're exploring this but use our tax dollars for LEGAL immigrants only. My ancestors worked very hard to be here legally and learned to speak the language. They were poor but worked hard and did not live off the system.

Also no one should receive preferential treatment based on race, color, or creed, either in hiring practices, programs, or otherwise. We are to judge others by the content of their character.

Sounds like a great plan, I hope it doesn't just die without strong support from the people working for the city. Without buy-in nothing will happen. I have lived in MLT for over 20 years, and it feels like the staff isn't evolving at the same rate as the city's population.

Nothing specific, but I do have an incredible appreciation for the city standing firm on commitments to DEI

This plan is exciting and strong, especially in how it treats equity as both cultural and policy-based. I think the most critical area to emphasize is community trust — without it, the rest of the goals won't stick. Making transparency, accountability, and open communication central would strengthen local outcomes and set an example for other communities. I also encourage adding an practical action-focused environmental justice component, since issues like land use, climate resilience, and access to clean air and parks are deeply tied to equity and indigenous perspectives. Finally, clearer public accountability tools — like progress scorecards — and a commitment to plain-language communication would help ensure all residents can see and understand the impact of this work.

The money can be figured out. Approve the plan!

The email this was sent to me in claims 63% of Mountlake Terrace residents identify as people of color—the most recent census data indicates it is 63% white, so isn't this just blatantly incorrect?

I am pleased and proud that in this political climate, Mountlake Terrace is concerned and willing to undergo a project like this. I've lived here for over 50 years and seen so many changes. We are a very diverse community now and I like the fact that the city is willing to embrace and accommodate that.

You didn't listen to people when it came to NO to the flock cameras.
Keep up the good work!
I am unclear question 2 was asking. I answered assuming you are asking if I WANT these items represented and addressed in the Action Plan. Many need increased priority/attention within the City.
My concerns are mostly budget-oriented, looking at our infrastructure and facilities that need to be updated or replaced. I think it's helpful to look at potential updates through the lens of DEI, integrating where applicable. Cultural sensitivity is valuable and can create a city that's inspiring, but I feel like we've a lot of room for improvement in more barebones accessibility categories, particularly for an aging population. Older and disabled residents need good sidewalks, close access to food, more medical facilities.
This list is concise. I couldn't find something like this in the plan, or at least not in the beginning. It helps.
In today's cultural environment, it feels safer and more inclusive to focus on celebrating diversity and what makes us beautiful and unique - culture, food, language, arts and crafts, music, dance, movies, etc. I think more positivity, harmony and excitement around the great things about diversity that benefit us all will help to bridge the divide MUCH more than anything that feels like direct outreach, financial support, or otherwise directly benefiting certain groups over others (affirmative action-ish programs). I think staying above the fray is critical to maintaining a safe, vibrant and inclusive place to live. I do NOT want to be the next Seattle. I say this as a liberal woman with a black and Asian family with multiple disabilities in my extended family, myself, and also immigrant family members. Honestly at this point, safety and reducing the risk of political violence by helping ALL - including those with privilege - feel welcome and not targeted as "bad" - is likely to do more to mend the cultural and political discourse in our nation and local community right now.
As a person of color who is disabled I deeply understand what MLT is aiming for, but I think the community and it's people will be served by a holistic approach that doesn't elevate one group above another. Yes, people need help, but all people should be able to come forward to receive and benefit not just those in a particular group. Help and empower people, all people.
Try fixing some real Issues for the majority of your community instead of the minority
Especiallly agree with 13, 16, 29. Proud of this community and leadership. Glad we are not running away from supporting DEI.
Some of the items I marked as "neutral" not out of full opposition or lack of support for a concept, but because similar work is done at other level and a specific activity itself doesn't have much follow through (eg-city hosted dei training— what is the follow through beyond this?). Hiring bilingual staff is good, but is this a core competency for the role or something that gives a candidate "points", like veteran status in federal hiring?)
It may not be "sexy" or glamorous, but honestly, some not highly visible things that increase access to, and comprehension of, city services will be so important. Ensuring city websites are enabled for text readers and that pictures have good metadata and descriptions. Have flowcharts easily findable online that talk someone through the different parties or role POCs for different city needs or responsibilities, along with a well maintained directory. Mlt has a pretty navigatable website overall (I've seen some reallt oor ones), but enabling people of many English and information competency levels to self navigate and find what they need increases accessibility while also helping reduce too much support responsibilities for staff.
All these things have been already done. To over emphasize is a mistake.
I don't view many of these items should be a primary focus of the city. I would like to have a non-biased presentation with information regarding cities that have made similar endeavors as the one presented and if there were significant changes in participation from minority groups. Are those groups not participating because they don't know the avenues to follow for participation or because they don't want to? When it comes to land acknowledgement statements those are simply empty words used to assuage "white guilt" they do nothing to improve the lives of Native Americans nor do they change any part of our history.
Written communication (permit process, websites, emails) needs to be in plain language.
MLT does not need woke agendas. As a long time resident of MLT it is infuriating to witness people trying to push and promote such agendas. Hopefully, MLT residents will not let the DEI people turn MLT into something undesirable like so many other woke cities. Also, there should only be 2 listed genders listed in the #4 box.
I believe everything should be Merit Based. Not Race Based.
Would like to see increased transportation options not only within the city but also throughout the county
We live in a 4 square mile town. There is no need for DEI in such a small city, and it is abhorrent to me that my tax dollars are wasted on this nonsense. In a city like Seattle, policies over time have created minority-majority areas that are underserved by resources. I could take a brisk walk from anywhere in our city, and leave the city limits within 15-30 minutes. We don't have a bad side of town. We are barely an entire town ourselves. This is an absurd exercise, and if the city truly cared about benefitting the underserved, they would be solving the absurd price of water, rather than discussing spending millions of dollars adding gender neutral restrooms to buildings that no one goes to in the first place. You manipulated the community into paying for that building, and now you want to scam us out of more money.
Land acknowledgements should 't just be performative, how can we back that up?
If we want to recruit more bilingual staff in customer service roles, we should pay them accordingly for their skills!
Highly in support of term limits for our council. The same people should NOT be on the council for 15+ years. Same with commissions—we're hearing from the same folks year after year.
Would prefer us to not use our funds for most of these and instead focusing on the entire community and what can benefit everyone for as little money as possible. We don't need the town to be responsible for most of this stuff, less government the better.

I'm writing to express my strong belief that the commission should remain open to growth and continue welcoming new voices, rather than limiting participation through restricted terms or reduced seats. This work is too important to be constrained. Limiting the number of seats, especially when there is ongoing interest and commitment from engaged individuals, risks gatekeeping and narrowing the diversity of perspectives we so deeply need. We should focus on expanding access, not restricting it. It is equally important that we don't remove current commissioners who bring invaluable insight, dedication, and lived experience to the table. These members have already shown their commitment to the work, and removing them simply to rotate in new members would be a step backward. Expansion, not exclusion, is the more equitable and inclusive path forward. When we talk about uplifting marginalized voices, we must ensure that definition includes survivors of violent crime. Too often, these individuals are left out of conversations around equity because they may not fit neatly into predefined demographic categories. But trauma is trauma, regardless of a person's race, gender, or background, and these experiences absolutely deserve to be heard in our dialogue about justice, healing, and public safety. On a personal note, I want to speak to some challenges I've experienced within this community. There was a deeply painful incident in which individuals misread a police report and spread a false claim that I had a business relationship with a convicted felon. That claim came solely from the felon's own statement, which was completely untrue. Unfortunately, some community members chose to accept that narrative without verification and used it to attack my character, largely because we held differing views on the use of Flock cameras. The result was a public and damaging case of defamation. Instead of fostering open, respectful dialogue, it became a personal attack, one that hurt deeply and undermined the values of trust and inclusion we claim to uphold. [REDACTED]

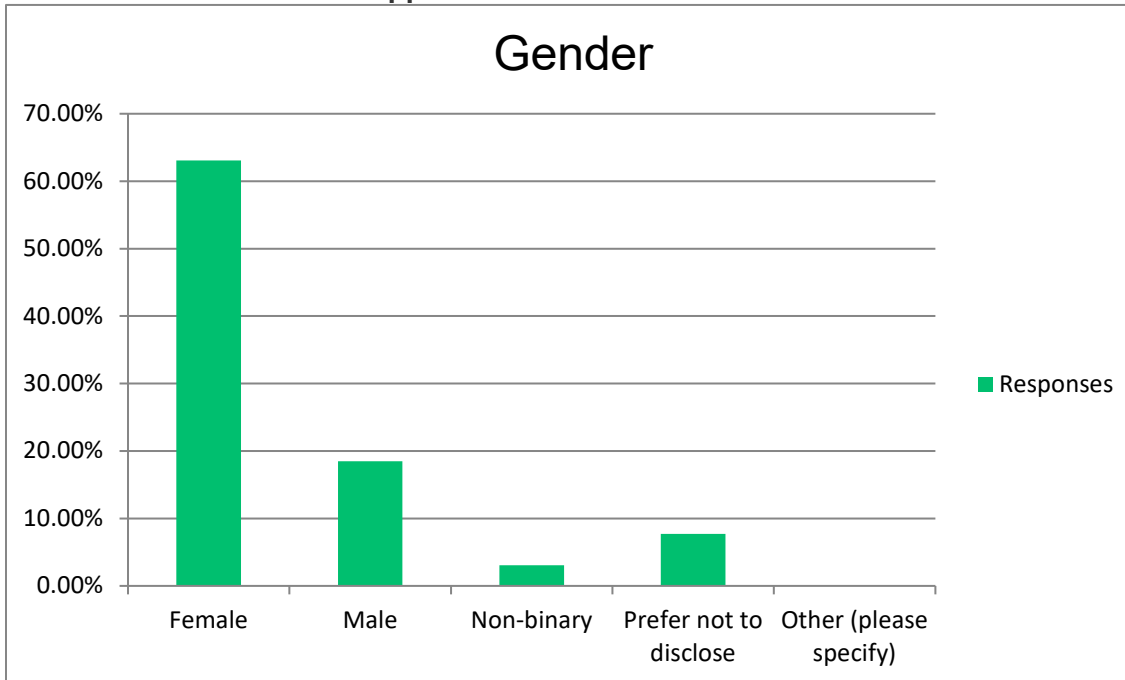
[REDACTED]

[REDACTED] We must do better. If we are truly committed to equity, community engagement, and healing, then we must make room for more voices, not fewer. We must broaden our understanding of who is marginalized, and ensure that our systems are designed to protect people, not punish them for speaking out. And most importantly, we must foster a culture where disagreement is not met with character attacks, but with open hearts and minds.

*Some comments were redacted, because they were personal in nature.

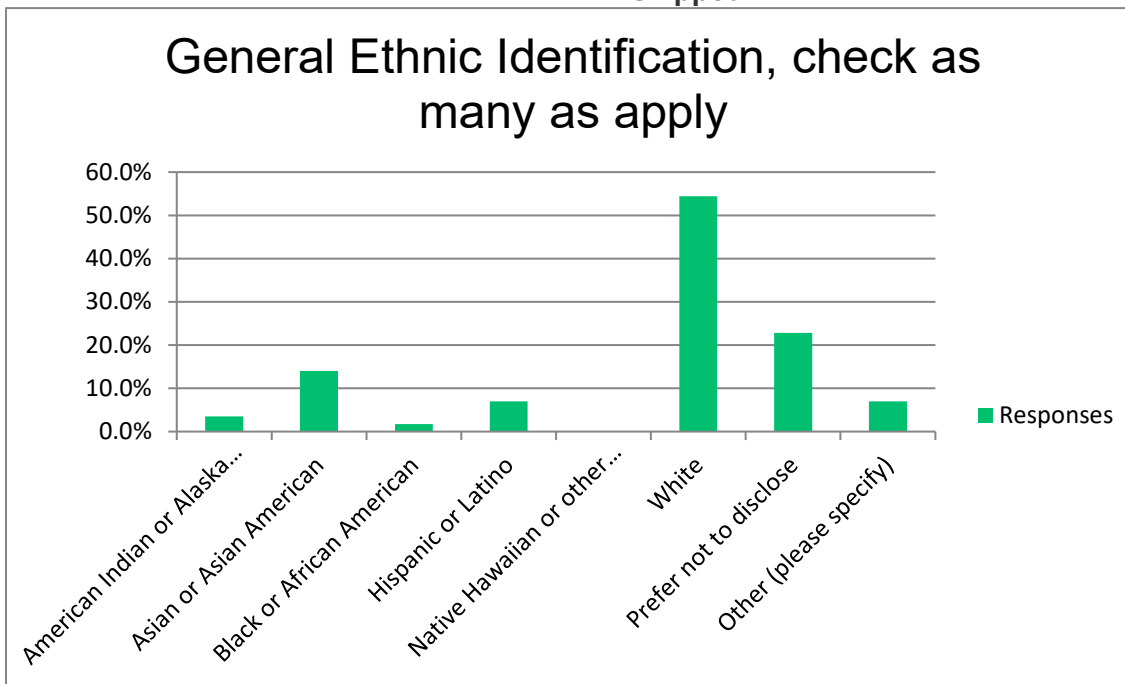
Gender

Answer Choices	Responses	
Female	63.08%	41
Male	18.46%	12
Non-binary	3.08%	2
Prefer not to disclose	7.69%	5
Other (please specify)	0.00%	0
Answered		60
Skipped		5



General Ethnic Identification, check as many as apply

Answer Choices	Responses	
American Indian or Alaska Native	3.5%	2
Asian or Asian American	14.0%	8
Black or African American	1.8%	1
Hispanic or Latino	7.0%	4
Native Hawaiian or other Pacific Islander	0.0%	0
White	54.4%	31
Prefer not to disclose	22.8%	13
Other (please specify)	7.0%	4
Answered		57
Skipped		5

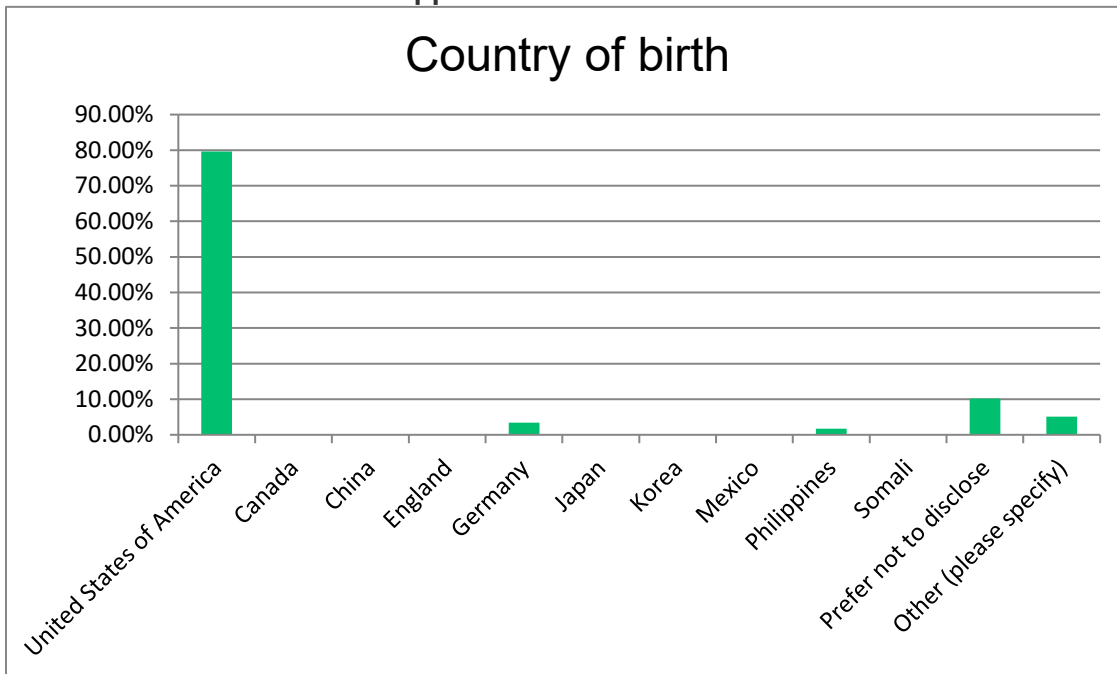


Other (please specify)

Swedish
Hungarian, Russian, German
bi-racial household
European immigrant

Country of birth

Answer Choices	Responses	
United States of America	79.66%	47
Canada	0.00%	0
China	0.00%	0
England	0.00%	0
Germany	3.39%	2
Japan	0.00%	0
Korea	0.00%	0
Mexico	0.00%	0
Philippines	1.69%	1
Somali	0.00%	0
Prefer not to disclose	10.17%	6
Other (please specify)	5.08%	3
Answered		59
Skipped		3

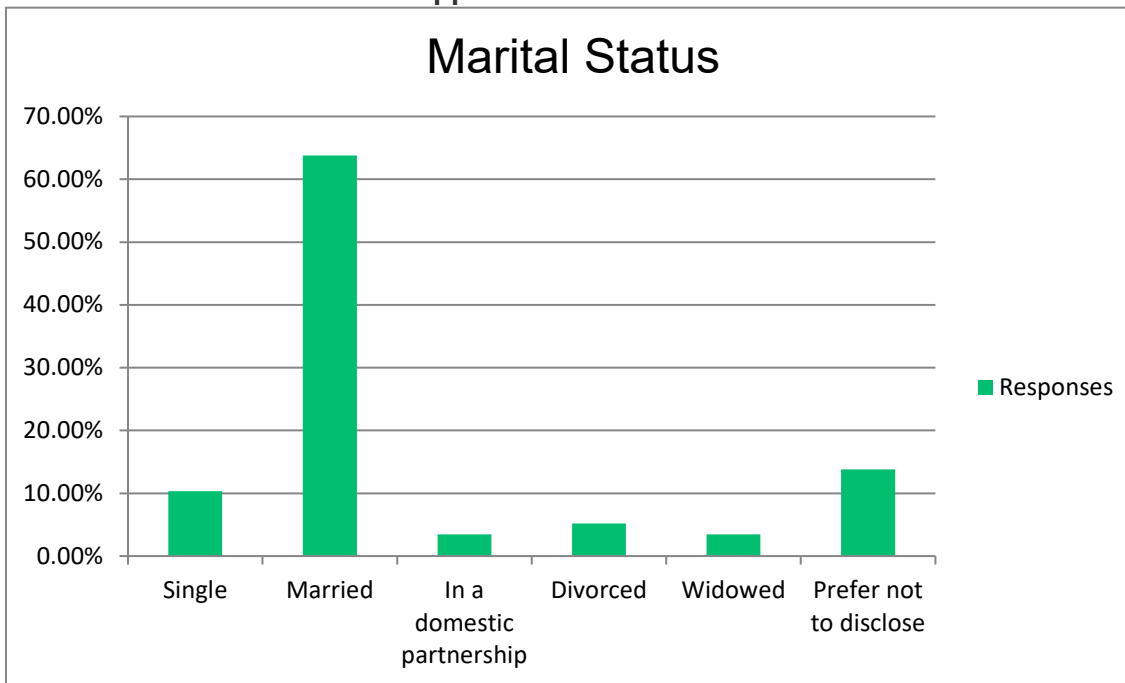


Other (please specify)

France
South America
Cambodia

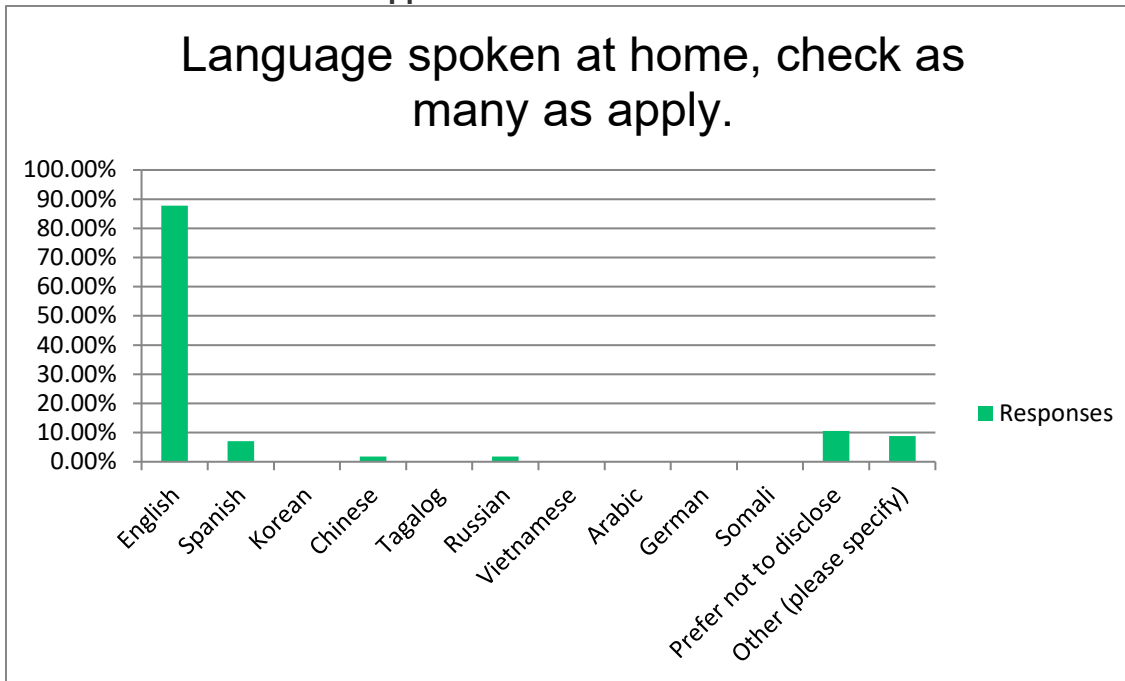
Marital Status

Answer Choices	Responses	
Single	10.34%	6
Married	63.79%	37
In a domestic partnership	3.45%	2
Divorced	5.17%	3
Widowed	3.45%	2
Prefer not to disclose	13.79%	8
Answered		58
Skipped		4



Language spoken at home, check as many as apply.

Answer Choices	Responses	
English	87.72%	50
Spanish	7.02%	4
Korean	0.00%	0
Chinese	1.75%	1
Tagalog	0.00%	0
Russian	1.75%	1
Vietnamese	0.00%	0
Arabic	0.00%	0
German	0.00%	0
Somali	0.00%	0
Prefer not to disclose	10.53%	6
Other (please specify)	8.77%	5
Answered		57
Skipped		6



Other (please specify)

French

Thai

Farsi

Common sense, a foreign language to MLT government

Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Draft Final, November 2025



Acknowledgements

City Council

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William Paige, Jr.
Rory Paine-Donovan (2023-2025)
Doug McCardle (2009-2023)

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Vice Chair Teresa Courtney	William Paige Jr, Former Commissioner, 2020-2025
Commissioner Vonita Francisco	Hannah Meier, Former Commissioner, 2020-2023
Commissioner Kerem Onat	Saboora Deen, Former Commissioner, 2020-2023
Commissioner Kermit Apio	Sam Doyle, Former Commissioner, 2020-2023
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EQUITY THROUGH ACTION

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A	The Vida Agency’s Staff Survey Results
B	The Diversity, Equity, and Inclusion Commission’s Community Outreach Results
B1:	Listening Session Results (2021)
B2:	Online Survey Results (2021-2024)
B3:	Online Survey Results (2023-2025)
B4:	Community Conversations Meeting Materials (2024-2025)
B5:	Community Conversations Summary Data (2024-2025)
B6:	Comments on the Draft Plan

Executive Summary

The purpose of this plan is to identify actions the city can take to ensure that all community members have equitable access to city services, feel welcomed and included in the community, and that city staff work in a culture of inclusivity and are prepared to work with our diverse community members. The city is proposing changes to processes and procedures that ensure that people most impacted by city decisions are included in the process, that all residents have access to city services and information.

The recommendations in this plan, provided in Section 7.0, are in compliance with local, state, and federal laws such as the Mountlake Terrace City Council values and Municipal Code Section 2.150, Vision 2044 Comprehensive Plan policies, the 2025 Community Engagement Plan, the Washington State Law Against Discrimination (RCW 49.60), the Americans with Disabilities Act and the Civil Rights Act of 1964.

This plan was prepared by staff in coordination with the City Council, the Diversity, Equity, and Inclusion Commission, Mountlake Terrace community members, and consultants from The Vida Agency and Equity Through Action.

Between 2021 and 2025, city representatives and consultants conducted research with the community, commissioners, councilmembers, and staff about priority actions the city can make to create a more inclusive and equitable place to live, work, attend school, worship, and visit. This plan incorporated the major themes from dozens of meetings and conversations, community on-line surveys, internal staff surveys, and more. A summary of the action steps that will be prioritized through 2027 follow.

- Reduce barriers to participation in the civic process, in particular for people who historically have been under-represented in these processes to participate.
- Provide information in languages other than English and for people with intellectual, hearing, and vision disabilities per federal law.
- Improve the promotion of financial assistance for city programs.
- Evaluate the consequences of proposed code language, policies, plans and procedures that could have an adverse impact on certain groups and consider options to improve outcomes.
- Broaden recruiting efforts to attract applicants for jobs and contracts, who are reflective of the community demographics.
- Offer programs and events that are more applicable to the current community demographics.

A draft of this plan was presented to City Council on September 12, 2025, for review and feedback. Between September and October 3, 2025, the plan was published and marketed for public comment. Sixty-five people provided comments on the document during that period. The details of the public comments are included in Section 6.5 and in Appendix B.6.

While the city works towards fulfilling these action steps, the city will continue to build relationships across the community, learning about what is going well and where there is room to improve, and an update to this plan will be made in 2027.

1.0 Purpose

This plan is intended to provide action steps to meet the city council's goals for diversity, equity, and inclusion. In 2020, the City Council thoughtfully and deliberately began implementing steps toward building more trust and relationships with the city's diverse community. That year, they established the Mountlake Terrace Diversity, Equity, and Inclusion Commission by city ordinance 2772 to promote and embrace diversity through action, education, and guidance.

Since the formation of the Diversity, Equity, and Inclusion Commission in 2020, the Commission focused on developing strategies to support equity and inclusion, community outreach to build trust and relationships, producing programs and events to celebrate various cultures and ways people identify to promote education to the public and a sense of belonging for those communities, and supporting various city departments with community engagement.

The mission of the Mountlake Terrace Diversity, Equity, and Inclusion Commission is to celebrate and promote a diverse, equitable and inclusive culture within the community; eliminate any form of actual or perceived discrimination; and help community members from all backgrounds to learn, grow & thrive.

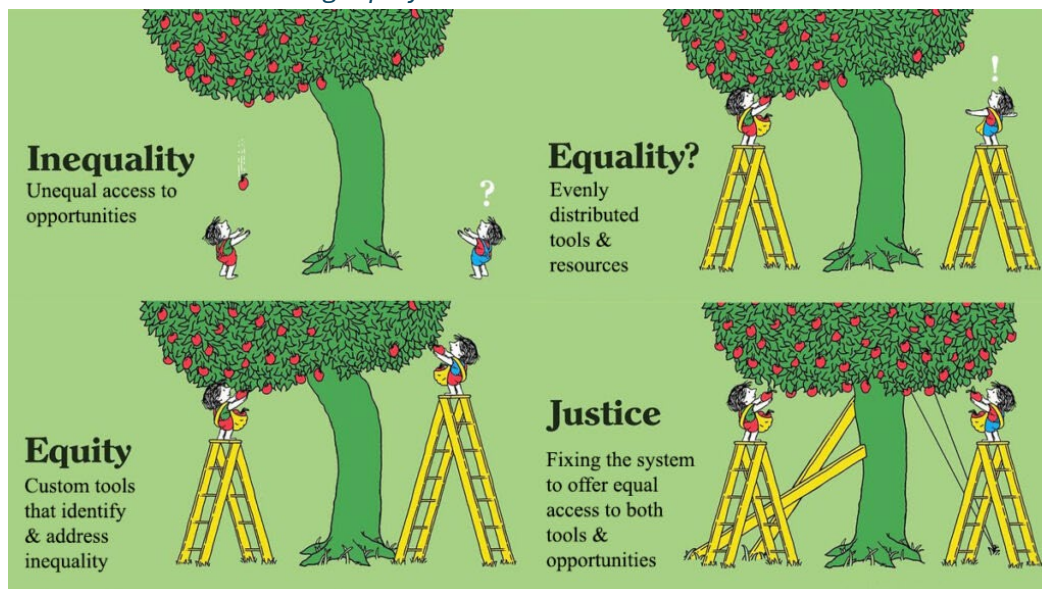
This plan has been under development since 2021 and over that period, much progress has already been made. All the recommendations in the **Action Plan** include a goal, lead departments or groups, status, and performance measures.

2.0 Definitions

The following words are used in this document. They are defined here so that readers understand the intent.

- **Diversity** refers to the appreciation of various backgrounds that comprise a community or other grouping based on cultures, ethnicity, gender, religion, sexual orientation, gender identity, disability, and more.
- **Equity** means people should be treated uniquely to compensate for their different circumstances.
- **Inclusion** is the proactive removal of barriers that hinder full participation and success.

Exhibit 2-1: Understanding Equity and Justice



Source: <https://alamedaeducationfoundation.org/what-is-equity/>

- **Belonging** is the feeling of truly being a part of the team or community, because you are valued and appreciated for who you are. It is the result of creating authentic connections, feeling empowered and trusted, and celebrating differences.
- **Demographics** are the statistical characteristics of a human population, such as age, gender, income, education, race, and ethnicity, that are used to understand and analyze a particular group.
- **Ethnicity** is the classification of humans based on shared cultural heritage, such as place of birth, ancestry, language, customs, etc.
- **Race** is a socially constructed way of grouping people, based on skin color and other apparent physical differences, which has no genetic or scientific basis. This social

construct was created and used to justify social, political, and economic oppression of people of color by white people.

- **Systemic Racism** is a system that advantages whiteness and oppresses people of color and Indigenous people. The system was created to concentrate social and institutional power among those designated as “white,” and to exclude all others from receiving these benefits. These systems are self-perpetuating.

Example of Systemic Racism: It is important to acknowledge the discriminatory policies filtered into this burgeoning city before it even incorporated. Decision makers need to be cognizant of decisions and their consequences every step of the way, this includes staff, commissioners, and the city council.

As mentioned in the Vision 2044, the City of Mountlake Terrace Comprehensive Plan, the initial development of Mountlake Terrace had a covenant (deed restriction) that “No persons of any race other than White or Caucasian Race shall use or occupy any building or any lot” in the development. While two years before, in 1948, there was a U.S. Supreme Court case *Shelley v. Kraemer* that held that racially restrictive housing covenants cannot legally be enforced, because it does not comply with the Fourteenth Amendment's Equal Protection Clause, “All persons born or naturalized in the United States, and subject to the jurisdiction thereof, are citizens of the United States and of the State wherein they reside. No State shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any State deprive any person of life, liberty, or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws.”¹

Interestingly, some of those initial homes constructed in Mountlake Terrace were sold to black families. Eventually, more federal actions made racial covenants officially illegal across the country including a 1949 action that prohibited the Federal Housing Administration from insuring mortgages with restrictive covenants.¹ In 1962, the Equal Opportunity in Housing executive order was signed by President John F. Kennedy, prohibiting using federal funds to support racial discrimination in housing.¹ This caused the FHA to “cease financing subdivision developments whose builders openly refused to sell to black buyers.”¹ In 1968, Congress enacted the Fair Housing Act, 42 U.S.C. 3601 *et seq.*, which voided racially discriminatory covenants in housing and made them illegal.¹

3.0 Demographics

The City Council is committed to:

- Embracing diversity through action, education, celebrations, and guidance.
- Assuring an accessible, safe, welcoming and inclusive government and community.
- Eliminating and preventing all forms of discrimination.¹

To achieve these goals, the city must understand our population as it changes, and the city government must understand our residents' unique experiences, perspectives, and expectations.

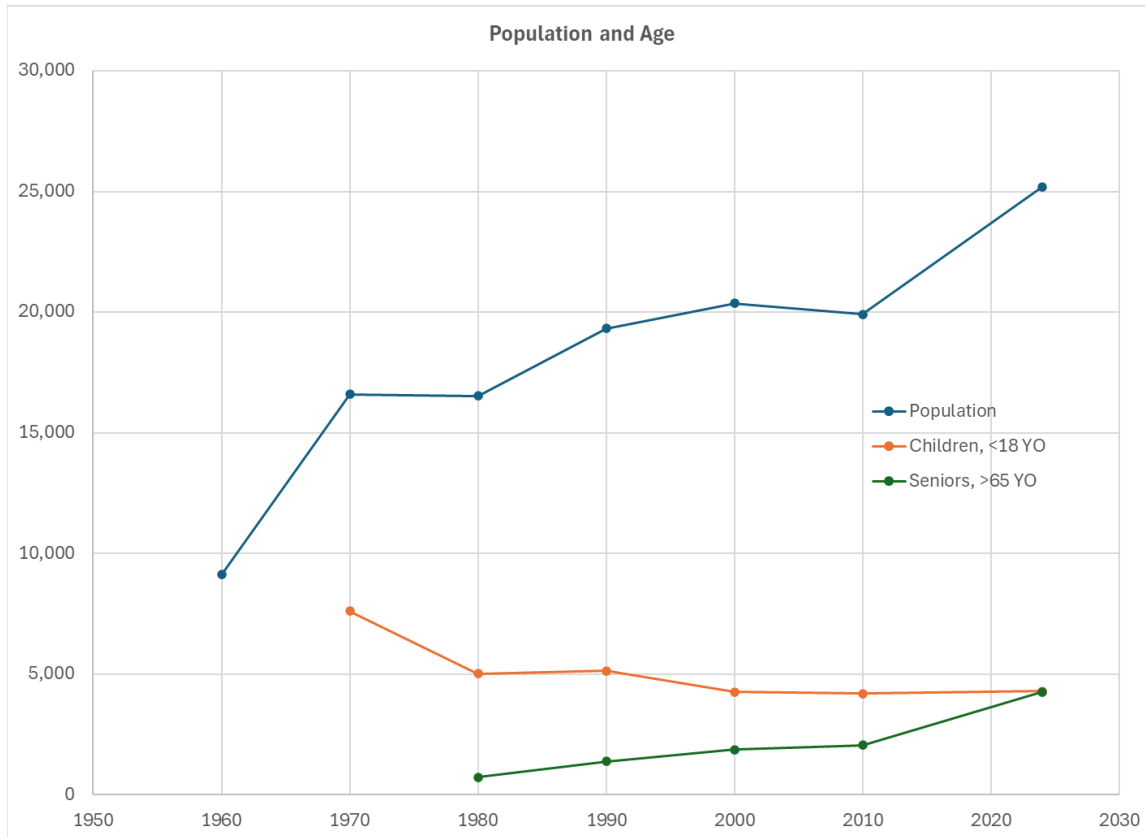
The city was developed in the modern-day suburban city of Seattle starting in 1950 with a development called Mountlake Terrace that provided affordable homes, about 45 percent lower than the average. These homes were attractive to newlyweds and young families, many of whom were included veterans returning from World War II.² By 1953, Mountlake Terrace had 7,000 citizens, making the development the second largest area outside of Everett in Snohomish County. Between 1953 and 1954, significant efforts were made to incorporate the City of Mountlake Terrace to better be able to provide services to the people living there, including police, fire, roads, and more.

Over the past 70 years, the demographics of the city have changed, and they continue to become more diverse as the city grows. The following exhibits depict data from the US Census.

¹ City of Mountlake Terrace Code, Chapter 2.150

² Gravelle, Randal, *Mountlake Terrace: A History of Four Square Miles*, 2025.

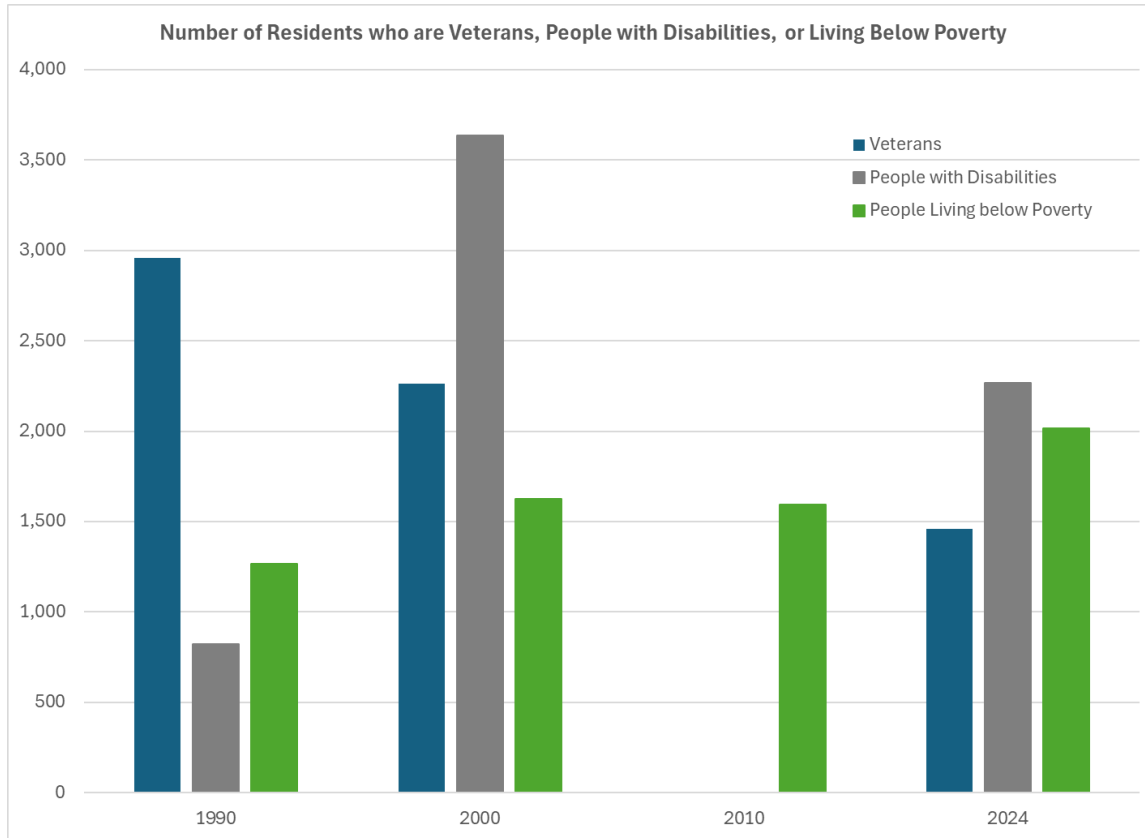
Exhibit 3.1: Population and Age Distribution (US Census³)



Over the last 25 years, the city's population has grown 20 percent. Since 2010, the group of people over 65 years old increased more than 50 percent.

³ Demographic data were gathered from each dicentennial census between 1960 and 2010 and the 2024 American Community Survey. Between 1960-1980, the census forms were far shorter, focused mostly on population, age, and race was limited to two or a few categories. In 2010, a short form census was used and again, many categories were not used.

Exhibit 3.2: Number of Residents who are Veterans, People with Disabilities, or Living Below Poverty (US Census)

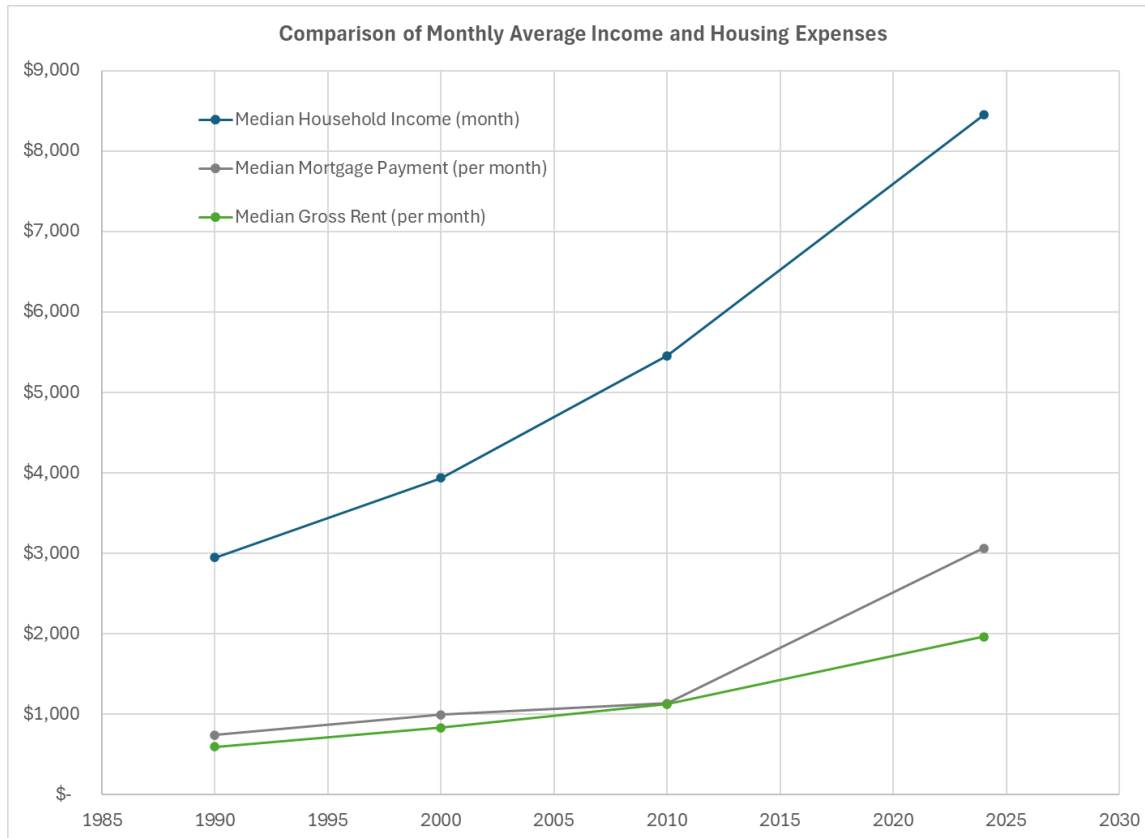


The number of veterans living in Mountlake Terrace decreased 50 percent between 1990 and 2024.

The number of people with disabilities has fluctuated over time and there have been different means of recording this data by the census over the years. There appeared to be a spike between 1990 and 2000 (from 823 people to over 3,600 people), then a drop in 2024 to 2,268 people.

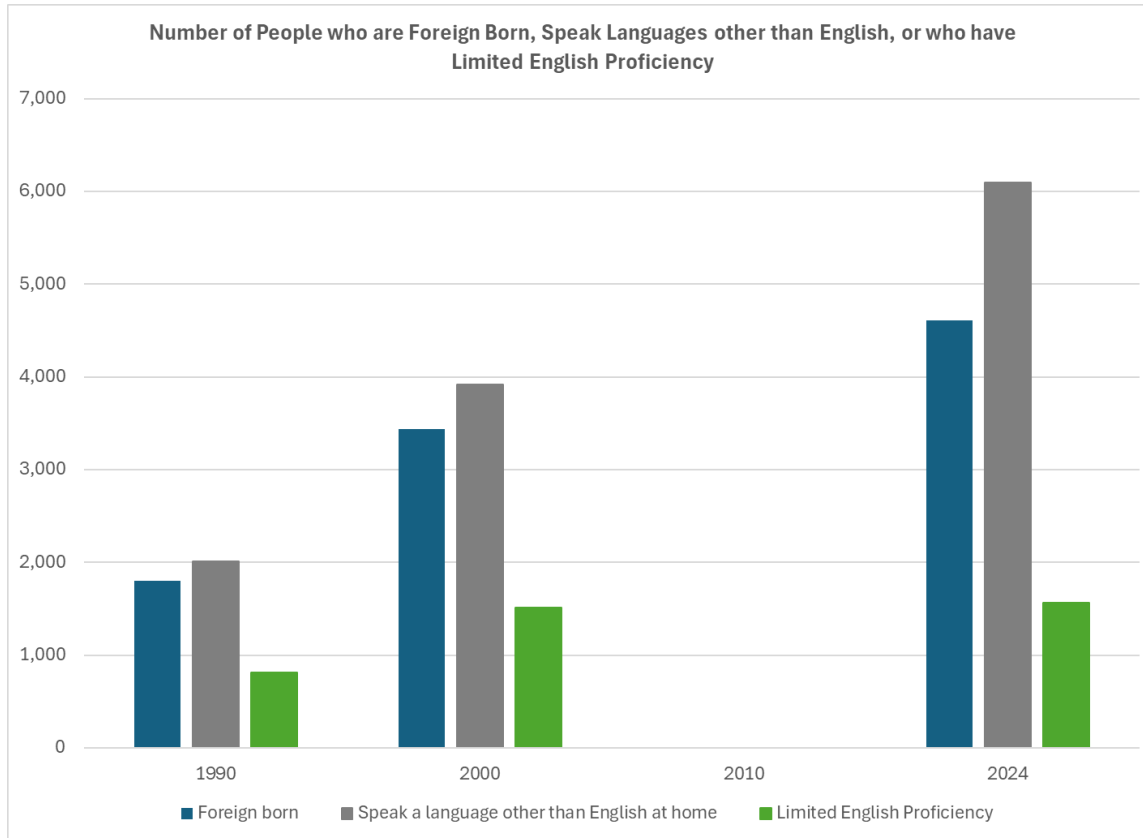
The number of people living in poverty increased 37 percent since 1990.

Exhibit 3.3: Comparison of Monthly Average Income and Housing Expenses (US Census)



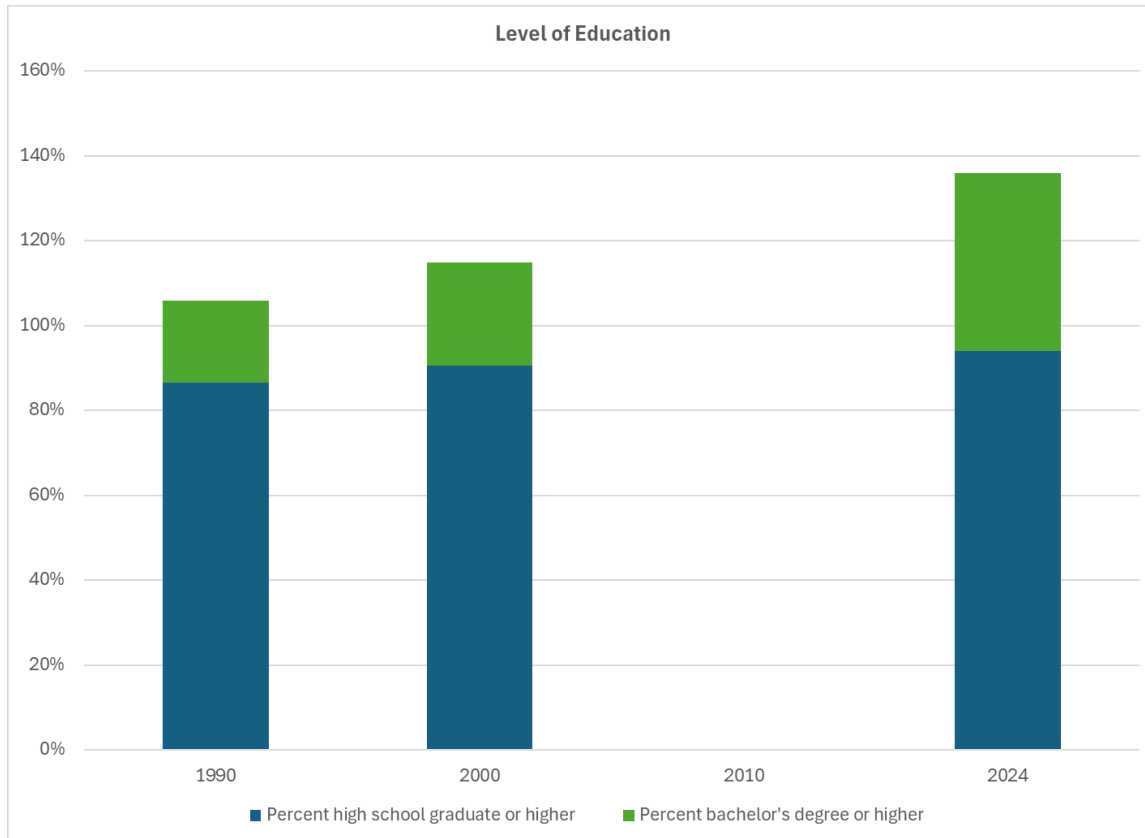
Economists recommend that people spend 30 percent or less of their income on housing, including basic utilities (water, sewer, energy). In 1990, mortgage holders spent on average 25 percent of their income and renters spent about 20 percent of their income on housing. Those percentages stayed relatively constant until 2024. At that time, the average homeowner spent about 36 percent of their income on their mortgage alone and the average renter spent 23 percent of their income on rent. Since 1990, the average home value in Mountlake Terrace increased 82.5 percent, while the average household income increased 65 percent.

Exhibit 3.4: Number of People who are Foreign Born, Speak Languages other than English, or who have Limited English Proficiency (US Census)



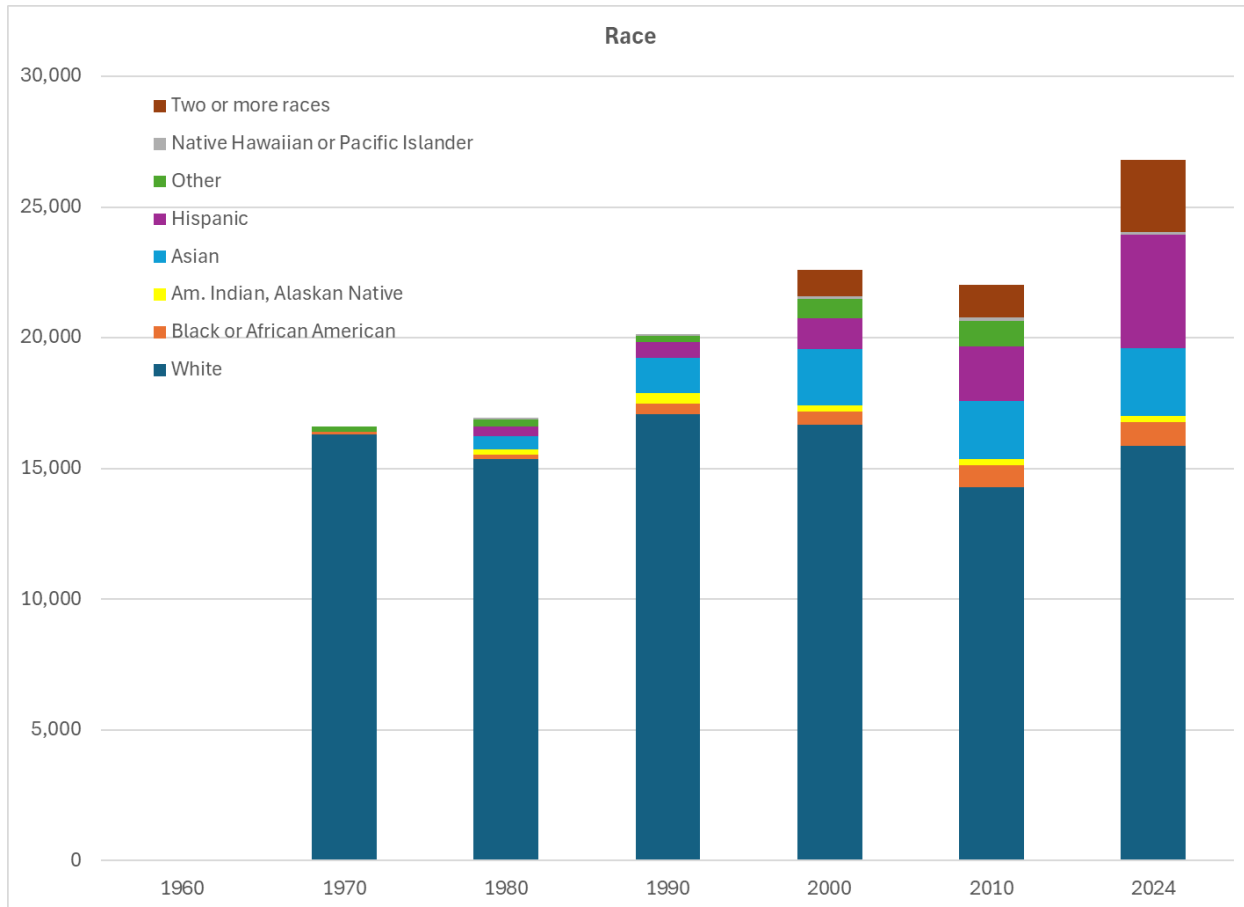
The number of people who live in Mountlake Terrace who are foreign born rose 61 percent since 1990. Today 24 percent of the population speaks a language other than English at home and about 6 percent of the population has limited English proficiency. There was a large increase of people who speak languages other than English at home between 1990 and 2024, about 67 percent. Between 1990 and 2000 there was 46 percent increase in people with limited English proficiency, but that number has remained relatively stable since. This data was not collected in the 2010 US Census.

Exhibit 3.5: Level of Education (US Census)



There have been slight increases in the number of people with high school degrees or higher, just over 7 percent over 34 years. There is a larger increase in the number of residents who have a bachelor's degree or higher, a 23 percent increase since 1990.

Exhibit 3.6: Race (US Census)



In 1960, the city was not large enough to collect data on race. In the years that followed, the categories of race changed. In 1970, the only races people could select were white or black or other. Between 1980 and 2024, the categories broadened but some groups changed categories. For example, there used to be a category called Asian or Pacific Islander and it was changed to Asian and a separate category for Native Hawaiian or Pacific Islander. In 2000, people were able to choose a category called “two or more races”.

The largest racial group has been and continues to be white or Caucasian, with about 39 percent of the total current population. The second largest racial group is Hispanic, comprising about 17 percent of the population. This is also the fastest growing racial group, since 1990, the Hispanic population grew 91 percent. The third largest racial group is comprised of people who identify with two or more races. That group represents 11 percent of the city’s population. The fourth largest racial group is Asian. Today Asian people represent 10 percent of the population. This is the third fastest growing racial group, having grown 81 percent since 1990.

4.0 Methodology

Initially, the Diversity, Equity, and Inclusion Commission was tasked with developing a strategic plan on their own. They had many internal conversations, then held two public forums to learn about the priorities of the community and started an online survey. After the pandemic restrictions, they worked on building relationships in the community by going to events and meeting with community groups and community members.

In 2023, the Diversity, Equity, and Inclusion Commission was assigned a new staff liaison, who provided support in implementing their ideas. The staff worked with the commission on a proposal for how to use funding allocated to the commission in the 2023-2024 city budget. This included hiring a consultant to support the development of a Diversity, Equity, and Inclusion Strategic Plan and another consultant to provide diversity, equity, and inclusion training.



Diversity, Equity, and Inclusion Commissioners standing in front of a “welcoming” sign they designed and installed in the lobby of city hall.

In preparing the scope of work for the strategic plan, the commission used the following goals to guide the work. The Diversity, Equity, and Inclusion Strategic Plan should provide action steps to:

- create a more accessible, safe, welcoming and inclusive government and community
- ensure equitable access to city services and facilities for our diverse population
- facilitate relationship building with under-served and historically under-represented communities
- provide information, education and communication that celebrates a better understanding of our differences

4.1 Internal Analysis of City Operations

The city contracted with The Vida Agency in 2023 to conduct an internal analysis of city policies, interview leadership and elected officials, conduct a retreat with the Diversity, Equity, and Inclusion Commission, and support an internal staff poll to evaluate their views on these topics.

4.1.1 Diversity Equity and Inclusion Commission Retreat

In January 2024, The Vida Agency facilitated a retreat with the City’s Diversity, Equity and Inclusion Commission. Members of the Diversity, Equity, and Inclusion Commission gathered on a Saturday to participate in Circle, a holistic practice that creates space to bring community together to discuss challenging issues.

4.1.2 Employee Survey

The Vida Agency partnered with Equity in Action, the City's diversity, equity, and inclusion training consultants, to assess employees' knowledge of diversity and equity and their experiences as city staff. The details of the questions posed, and the responses are provided in **Appendix A**.

4.1.3 Interviews with City Officials

In March and April 2024, The Vida Agency interviewed 16 officials from the City of Mountlake Terrace including staff, directors, city management, and councilmembers. The interviews were conducted off-site by The Vida Agency staff, lasted between 60 and 90 minutes each, and are considered confidential except for major themes.

4.1.4 Policy and Procedure Review

The Vida Agency reviewed key documents that serve as the backbone of the City's policies and procedures to identify areas where policies and practices can and should be updated to promote greater equity. The documents reviewed included:

- Diversity, Equity, and Inclusion Commission Presentation to City Council (September 2023)
- Personnel Policies (2011, amended November 2023)
- Purchase Policy (September 2023) / Purchasing Policies (February 2023)
- Mountlake Terrace Comprehensive Plan Public Participation Plan (June 2023, revised July 2023)
- Diversity, Equity, and Inclusion Staff Committee review
- Diversity, Equity, and Inclusion Commission review

The findings are summarized in **Section 5**.

4.2 External Analysis: How Community Members Experience the City

The Diversity, Equity, and Inclusion Commission spearheaded community engagement through tabling, creating relationships with community leaders from under-represented communities, conducting on-line polls, and hosting a series of Community Conversations to better understand the experiences, needs, and desires of the community.

4.2.1 2021 Listening Sessions

The listening sessions were held via video conference, as they occurred during the COVID pandemic restrictions. The meetings were held on March 3 and March 6, 2021. A total of 20 people attended and provided ideas to the commissioners and representatives of the city council. The details of the questions posed, and the responses are provided in **Appendix B1**.

4.2.2 2021-2024 Online Survey

The Diversity, Equity, and Inclusion Commission also launched an online survey during that time, between 2021 and 2024. This survey had 15 responses. The details of the questions posed, and the responses are provided in **Appendix B2**.

4.2.3 2024-2025 Online Survey

With new energy from the strategic planning consultant and training consultant, the Diversity, Equity, and Inclusion Commission and staff revised the online survey and marketed it again. The survey questions and the nine results are provided in **Appendix B3**.



The Diversity, Equity, and Inclusion Commissioners tabled at all the major city events and partner events to seek input into the Strategic Plan and ask people to participate in the surveys and Community Conversations.

4.2.4 Community Conversations

Later, in 2024, after acknowledging the challenges in gaining responses to the online survey, the commission worked on building more relationships and trust with community members who historically have not participated in civic engagement or the civic process, and who may have barriers to accessing government. They launched a series of Community Conversations with the goal of listening to people in our community describe their experiences living, working, worshipping, visiting, and/or attending school in the city. Invitations were made and hand delivered or emailed directly to key participants in their native languages, when necessary. While the goal was to listen, the commission had some general conversation points and questions to use, if needed, to begin conversations. Many invitations were extended; four Community Conversations were held. The Commission is planning more of these conversations to continue building relationships and trust in the community, and to prepare for the next update to this plan. The meeting materials for these conversations are provided in **Appendix B4**. The results of the conversations are provided in **Section 6**.

5.0 Internal Assessment of City Operations

5.1 Diversity, Equity, and Inclusion Commission Retreat

The Vida Agency summarized the conversations from the retreat in January 2024:

- Participants struggled to trust each other and City Council to have the equity efforts as a priority of their work and consideration in decision making.
- Participants acknowledge the need for further healing and mediation between team members for the work to move forward.
- Participants' knowledge and experience with equity practices are at contrasting levels and cause frustration amongst some members.
- Participants with prior equity knowledge struggle considerably to comprehend and identify where and how to practice equity beyond writing policy.
- All participants fail to visualize equity with a holistic approach.
- Participants fear retaliation and resistance if equity practices are referred to as "DEI" initiatives when presented to City Council.
- Participants fear burn-out due to the misunderstanding of roles, responsibilities and decision-making power between the Diversity, Equity, and Inclusion Commissioners, City Council and City staff.

The Vida Agency's recommendations related to these findings are included in the Action Plan for the Diversity, Equity, and Inclusion commission.

5.2 Interviews with City Officials

In March and April 2024, The Vida Agency interviewed 16 officials at the City of Mountlake Terrace including staff, directors, city management, and councilmembers. The interviews were conducted off-site by The Vida Agency staff and lasted between 60 and 90 minutes each. The following themes were identified during the interviews:

Diversity, Equity, and Inclusion-Specific Training and Coaching were uncommon practices

Most team members who were interviewed reported that they have not received formal diversity, equity, and inclusion training in and/or for the workplace. A small number said that they were involved in workplace-affinity groups or had participated in workplace training at previous employers. A couple people said that their personal interests and/or lived experience had driven them to seek out education through community-based training, reading, films, or volunteering. A few staff members expressed interest in receiving formal diversity, equity, and inclusion training at the City of Mountlake Terrace.

Implementation of Equity Practices May Prove Challenging

A wide range of policies and practices were identified by the team members interviewed as needing to be reviewed for equity, ranging from policing to bathroom usage. Staff identified a need for internal equity in how team members are treated, healing conversations, and practices that would address power dynamics that maintain inequity in the city. A couple of people noted that changes that require financial investment may be the most challenging, due to budgetary

constraints. Updating human resources policies, procedures, and training protocols were also mentioned by several staff, but many also identified this as one of the areas that was anticipated to be a challenge.

Staff Had Varied Lived Experience with Discrimination

Only one person interviewed said they had never directly witnessed discrimination at work. Many of the interviewees reported witnessing or being aware of discriminatory situations that ranged from “bullying” to preferential treatment based on race, gender, sexual identity, etc. A common theme among the concerns raised was poor communication, inability to manage staff conflicts, lack of trust in leadership, and the lack of follow-through and/or accountability for people reported as having engaged in discriminatory behavior. There was a common perception that investigations were either not conducted, biased, or lacked consequence when someone was found to have violated city policy. One staff member said they believe people in the city see inappropriate behavior, but “no one feels confident enough to call it out.”

Other Concerns Focused on Culture and Policy

- Many of the interviewees identified interpersonal relationships and workplace culture as major areas of concern for staff. “Cliquish” behavior was seen as a barrier to creating a supportive, welcoming environment for all staff.
- Hiring was identified as an area that needed help to improve the recruiting and hiring of more diverse pools of candidates.
- Onboarding and training were also identified as needing improvement, because staff felt unprepared to do their jobs, particularly when they were holding multiple jobs and feeling overwhelmed.
- One staff member said they did not believe staff should be held accountable to policies they had not been trained on, such as diversity, equity, and inclusion, antiharassment, whistleblower laws, etc.
- In some instances, team members indicated that staff perceived their department as less respected or valued than other departments.
- Several people raised concerns about individual members of staff or Council not supporting or blocking positive progress on diversity, equity, and inclusion initiatives. They emphasized the need for actions to be codified so that it could not be impacted by personal agendas.

Staff Are Excited to Connect and Learn

- Staff said they would like to bring back programs like the late-night teen program called the Neutral Zone that provided safe, fun activities for teens and allowed them an opportunity to engage with clergy, police, and others.
- Sharing diverse foods during all staff meetings and training sessions was suggested as an opportunity to expose people to new and different cultures.
- One team member said they are looking forward to the Comprehensive Plan’s completion to have better clarity on how to use budgeted dollars for community outreach and support.
- The need for more diversity, equity, and inclusion and operational training programs, as well as improved policies and procedures were mentioned by several staff members.

5.3 Diversity, Equity, and Inclusion Staff Survey 2023

Between February 29, 2024, and March 14, 2024, The Vida Agency conducted a digital diversity, equity, and inclusion survey on behalf of the City of Mountlake Terrace. The survey was sent to all city staff to understand their lived experiences as a staff and a member of the community, identify challenges, and begin crafting a shared approach to diversity, equity, and inclusion. Their input will be used to inform the City's upcoming diversity, equity, and inclusion training for staff, boards, commissions, and council members, as well as in the development of the City's Diversity, Equity, and Inclusion Strategic Plan.

The survey was sent to 148 staff members, 89 people or 60 percent opened the survey, 80 people or 54 percent answered at least one question in the survey, and 64 people or 43 percent answered most of the questions in the survey. The survey results are provided in **Appendix A**. They show that City of Mountlake Terrace staff overwhelmingly believe diversity, equity, and inclusion is important both for a healthy workplace and a thriving community. They see their work as meaningful and feel like they can contribute to diversity, equity, and inclusion in their work. However, as we dive deeper into their work only around 50 to 60 percent of employees feel supported and recognized in their day-to-day work. Similarly, regarding career advancement and compensation, only 50 to 60 percent of employees feel they are treated fairly and have equal opportunities to everyone else. And when it comes to leadership, less than half of respondents are confident in their leaders' commitment regarding diversity, equity, and inclusion.

It is important to note that while fewer respondents agree with statements regarding career advancements or leadership at Mountlake Terrace, this does not mean that they disagree. In fact, the trend is as agreement goes down, the number of respondents saying, "I don't know" or "Neither agree nor disagree" increase as opposed to "Disagree" or "Strongly disagree".

When it comes to future trainings, the top choice is "How to communicate with people of various cultures and languages." with around 50 percent of respondents picking it as one of their top two choices. Respondents' views on areas of improvement reflect their interest in improving their communication skills. The top four areas of improvement identified by respondents are to do with communication and community engagement. They are, in order of priority:

1. Sharing information about city services (e.g., utilities, discounts, and programming) with low-income households.
2. Providing more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.
3. Helping residents understand how to find and participate in community meetings and outreach activities.
4. Informing residents how they can share feedback with city staff or elected officials.

Beyond the short-term desire to improve communication and community engagement, when it comes to long-term diversity, equity, and inclusion priorities immediate functional needs are at the top of the list. Over half of all respondents identified safety, housing, food security, and affordability as the top long-term priorities for the city. Recreation, transportation, economic development, and other priorities with less tangible benefits are ranked lower by respondents.

Overall, the data suggests that most city staff understand the importance of diversity, equity, and inclusion and feel like they can contribute to diversity, equity, and inclusion efforts in their day-to-day work. But on the city level, only around half of the staff members agree they are working within a diverse, equitable, and inclusive environment under trusted leadership. Many staff members are still unsure how the diversity, equity, and inclusion efforts will turn out at Mountlake Terrace. At the same time, this is a great opportunity to change their minds with committed action and investments towards diversity, equity, and inclusion.

5.4 Diversity, Equity, and Inclusion Training 2023

Based on the results of the above-mentioned survey, Equity Through Action provided a customized series of training workshops for all staff, commissioners, and city council members in the Spring of 2023.

Exhibit 5.1: Topics for 2023 Diversity, Equity, and Inclusion Training

Session 1 Topics	Session 2 Topics
Justice, Equity, Diversity, and Inclusion (JEDI) Foundations Definitions Self & Socialization Understanding Implicit Bias The Myth of Race Understanding Systemic Racism Understanding Systemic Oppression Moving to Action	JEDI Foundations Inclusive Language Harmful Language Inclusive Leadership Moving to Action

As a result of this training, staff provided ideas about how to make internal and external changes that would create a more inclusive work environment and community.

Exhibit 5.2: Post-Training Recommendations for Creating a More Inclusive City Work Culture and Community

Proposals to Improve City Operations	Proposals to Improve Community Access to City Services and Decision-Making
Relationships - Continue to invite more voices to the conversations - More opportunities to relate to others and support professionally. - Opportunities to develop relationships beyond work. Team building outside of work - More notice for potlucks, gatherings & meetings	Relationships - Invite more voices to public conversations - Widen network within the community - Understanding & respect & celebrating different cultures - Engage with students and seniors more - Widen recruitment network for boards, commissions, council - Contact groups who do not normally participate or feel included

Proposals to Improve City Operations	Proposals to Improve Community Access to City Services and Decision-Making
Communication • Actively listen more, assume less • Listen to ideas, concerns, changes, and complaints from all staff (including front-line) and customers • Encourage collaborative discussion • Promote shared decision making • Observing group dynamics • Encourage participation when staff are not participating • Distribute speaking time • Clearly communicate and ensure understanding before moving on, especially goals and expectations • Inclusive communication • Use uplifting language • Be aware of other people's feelings • Acknowledge, apologize, try harder • No intimidation or retaliation • Be inclusive to all backgrounds • Motivating employees • Build trust and credibility with team collaboration • Manage conflict • Use more human based communication • More face-to-face communication within departments • Ensure meeting environments are accessible to all staff invited (time, location) • Develop cultural competency • Having trust when assigning tasks. • Improve communication up and down the organization and interdepartmental communication • Demonstrate staff are valued & belong • Acknowledge new hires • Give credit where it is due • Show appreciation for jobs well done	Communications • Listen more • Use more inclusive language with community members • Continue to ensure signage and information is accessible in multiple languages, accessible by website or non-website options Be Inclusive • Create space, system to address impacts of bias • Improve accessibility

Proposals to Improve City Operations	Proposals to Improve Community Access to City Services and Decision-Making
Be Inclusive • Gender neutral restrooms at City Hall for staff and the public • Understand that not all disabilities are visible • Respect and not judge people's identity or sexuality • Share Pronouns and use gender neutral terms • Translation options for communication (emails) • Use visual aids in emails • Expand recruitment efforts to attract a more diverse talent pool • Create a happy and welcoming environment • More updates from the Diversity, Equity, and Inclusion Commission and staff committee	

5.5 Diversity, Equity, and Inclusion Staff Committee

After the training, staff were asked if they would like to participate in a Staff Diversity, Equity, and Inclusion Committee. The Vida Agency supported the development and onboarding of this committee for the first few months, and it is now staff led. Currently, there are nine active participants representing most departments. The group is continuing to recruit more members to make it as representative of the workforce as possible. The committee created: a charter, a community agreement, and shared definitions. The committee reviewed and provided feedback on this plan, the Community Engagement Plan, and city policies and procedures. The committee has also met with the commission to collaborate and coordinate.

5.6 Evaluation of Internal Documents

The Vida Agency reviewed key documents that serve as the backbone of the City's policies and procedures to identify areas where policies and practices can and should be updated to promote greater equity. The documents reviewed included:

- Diversity, Equity, and Inclusion Commission Presentation to City Council (September 2023)
- Personnel Policies (2011, amended November 2023)
- Purchase Policy (September 2023) / Purchasing Policies (February 2023)
- Mountlake Terrace Comprehensive Plan Public Participation Plan (June 2023, revised July 2023)
- Diversity, Equity, and Inclusion Staff Committee review
- Diversity, Equity, and Inclusion Commission review

The recommendations related to these documents are included in the **Action Plan in Section 7.**

5.7 Employee Pulse Survey 2025

In March 2025, staff developed a standard survey that will be implemented annually. It includes some of the questions from the 2024 Diversity, Equity, and Inclusion Staff Survey as a point of comparison. This survey was sent to all employees, full-time and part-time. In total, 95 employees responded, which had a 67 percent response rate for full-time employees and 42 percent for half-time and 6 percent for part-time. Overall, this was a 10 percent higher response rate than the 2024 survey. Some of the relevant key findings for comparable data are provided in the following exhibits.

Exhibit 5.3: Comparison of 2024 and 2025 Employee Surveys – Feeling Accepted by Coworkers

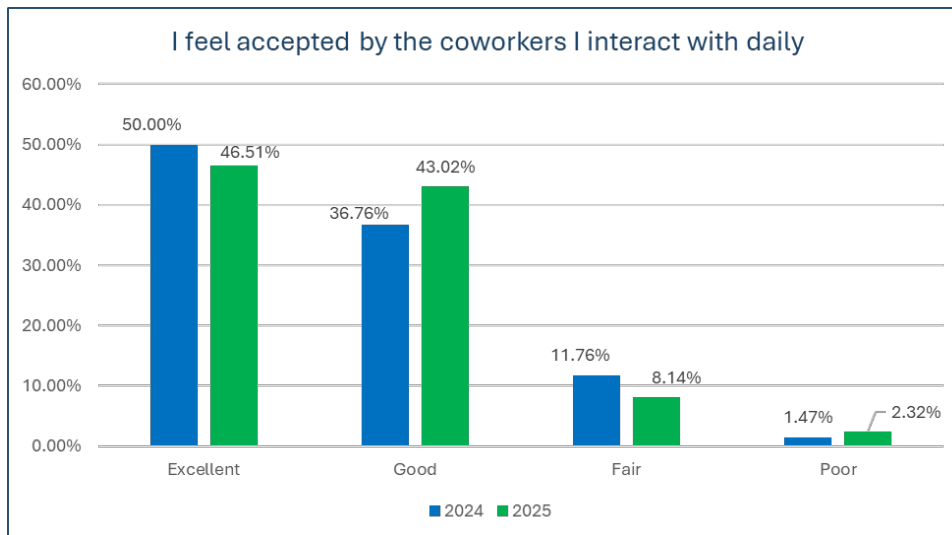


Exhibit 5.4: Comparison of 2024 and 2025 Employee Surveys – Managers Promote Inclusion and Belonging

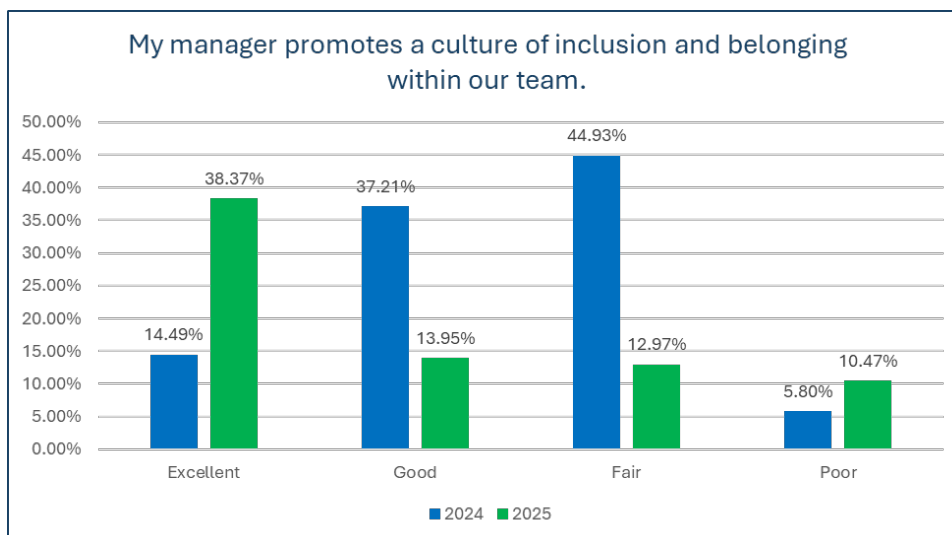
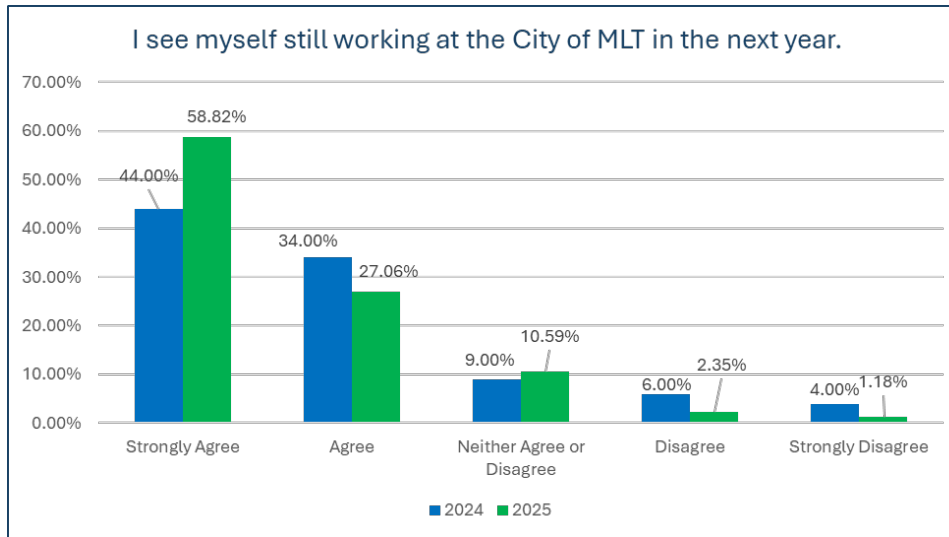


Exhibit 5.5: Comparison of 2024 and 2025 Employee Surveys – Employee Retention



When staff members were asked for more details on how leaders in the organization could create a more welcoming and inclusive work culture, they provided these examples:

Exhibit 5.6: 2025 Employee Survey – Recommendations to Create a more Welcoming and Supportive Work Environment

Q15: What actions or changes could your department or our organization implement to create a more welcoming and supportive work environment for all employees?



Desire for Connection, Recognition & Fun

- "More fun work functions that involve the entire city."
- "Quarterly group bonding where the team goes out for lunch..."
- "Reimplement awards and annual meeting to celebrate worker success."
- "More recognition of staff achievements and check-ins from supervisors."

Communication & Leadership Accountability

- "Supervisors being held accountable for decisions that negatively impact their team members."
- "Include field workers in the hiring process."
- "Better communication with certain problems that others may have can benefit everyone."
- "Taking complaints more seriously."

Equity, Inclusion, and Departmental Balance

- "We don't care about DEI... people should just do their job."
- "Instead of citywide DEI trainings, we should have department-wide training."
- "Treat everyone the same — not having favorites in your crew."
- "Include ALL departments in recognition events, not just City Hall or Police."

Exhibit 5.7: 2025 Employee Survey – Recommendations on Improving Inclusion and Belonging in the Workplace

Q16: Is there anything else you would like to share regarding the sense of inclusion and belonging?



Gaps Between Inclusion Principle vs. Practice	"Inclusion is often spoken about but doing is completely different." "We do many things... trainings, workshops... but many departments are excluded from things like appreciation breakfasts." "Still good old boys club at the top."
Siloed Departments & Uneven Culture	"Sometimes it feels like a bubble... the departments outside of City Hall have a different work culture." "I do not fit in with other coworkers, but that is irrelevant." "Rarely do I see staff from City Hall at the recreation center."
Desire for More Inclusive Engagement Opportunities	"We could have more voluntary employee activities..." "Invite guest speakers for staff sessions on interesting topics." "I'm not sure of a solution for <u>this</u>, <u>but</u> promoting confidentiality and dampening the rumor-mill chatter." "How-to" workshops to support diverse communities would be amazing."

Another new question was related to the city's core values. Notable answers included belonging and equity and inclusion.

Exhibit 5.8: 2025 Employee Survey – Recommendations on Employee Core Values

The City is planning to refresh our Core Values. Please share some of the core values, beliefs, or behaviors that you would like to see considered in the new values.

Respect	Belonging	Accountability	Integrity
Communication	Trust	Collaboration & Teamwork	Equity & Inclusion
	Innovation	Excellence	



6.0 External Assessment: How Community Members Experience the City

6.1 2021 Listening Sessions

The two listening sessions held in 2021 were intended to help the Diversity, Equity, and Inclusion Commission prioritize their work. The questions and topics they discussed, and responses included:

- What does it mean to feel safe?
 - Bustling diverse businesses in a clean, low-crime neighborhood with welcoming signs that help me identify with them.
 - Cultural festivals and events that represent communities within the city and designed in partnership with those communities. These events make people feel welcome, safe and connected with others.
 - Well-designed active transportation infrastructure, with good lighting, nice landscaping, in a clean environment.
- What do diversity, equity, and inclusion look like?
 - Allowing all people to have opportunities
 - City Council represents the demographics of new residents
 - City is accountable to diversity, equity, and inclusion City Council Commitments
- What barriers do you experience?
 - ADA Access
 - Access to City (Hours/Days)
 - Computer Access
 - Housing
 - Transportation
 - Language Access
 - Cost of recreation programs
 - Getting hired by the city for a job or contract
 - Engaging with the City of Mountlake Terrace
 - Staff members should reflect the demographics of the city to better understand them
 - City officials and staff do not understand the barriers that community members face.

- What is good in the city?
 - Inclusive, welcoming, and accepting people with diverse backgrounds
 - A safe place to live
 - Supportive of the wellbeing of all people

Exhibit 6.1: Major themes in responses to the question, “What is good in MLT?”



Exhibit 6.2: Major themes in responses to the question, “Define Anti-Racism”



- Recommendations for the roles of the Diversity, Equity, and Inclusion Commission:
 - The city needs to work on improving relations, trust and communications with these communities: LGBTQAI+, Indigenous, disabled, neurodiverse, deaf, homeless, limited English proficiency, Black, Hispanic, Muslim, Pacific Islanders, Asian, People of Color, and low income.
 - Engage with the Community
 - Engage w/school district, create youth council
 - Ensure all residents have equal access
 - Welcome diverse residents to city
 - Hold yourselves accountable
 - Interact w/ community ambassadors
 - Have a diversity, equity, and inclusion lens for all city activities
 - Create a Diversity, Equity, and Inclusion Strategic Plan
 - Find ways for people to connect
 - Support events that help cultural understanding & create a welcoming community

The details of the questions posed, and the responses are provided in **Appendix B1**.

6.2 2021-2024 Online Survey

The Diversity, Equity, and Inclusion Commission also launched an online survey with 13 questions. The key themes from the 20 responses follow:

- People have witnessed and experienced racial stereotypes; destruction of signs that display messages of tolerance; and harm toward people of color, Muslims, members of the LGBTQAI+ community, people who are unhoused, and neurodiverse community members.
- Engage more with communities mentioned above, who historically have not been involved in the civic process. And find new ways to reach people in the community.
- We need more opportunities to interact with those that are different from us to share commonalities, cultures, to talk to one another, and to make people feel like they are part of the community.
- Host conversations about diversity, equity, and inclusion in the community such as support groups, speakers, and town halls.
- Produce cultural events with families and youth to celebrate various cultures and create more understanding of one another. Use partnerships to create more inclusive events.
- Discuss diversity, equity, and inclusion efforts in the city newsletter.
- Ensure that police are not using force disproportionately on African Americans and support nonaggressive and community-oriented policing.
- Train staff in understanding systematic racism.
- Update programs at the recreation pavilion to better reflect the changing community.
- We need to increase the number of affordable housing units within the city.
- Promote and encourage BIPOC businesses.

The details of the questions posed, and the responses are provided in **Appendix B2**.

6.3 2024-2025 Online Survey

The Diversity, Equity, and Inclusion Commission and staff revised the online survey and marketed it again. Nine people responded. Overall, people feel that the city is an inclusive community, welcoming, and accepting of people with diverse backgrounds and identities. People stated that the city supports the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, and religion. Most respondents are invested in the values of diversity, equity, and inclusion.

Survey respondents suggested that the city could make some improvements such as:

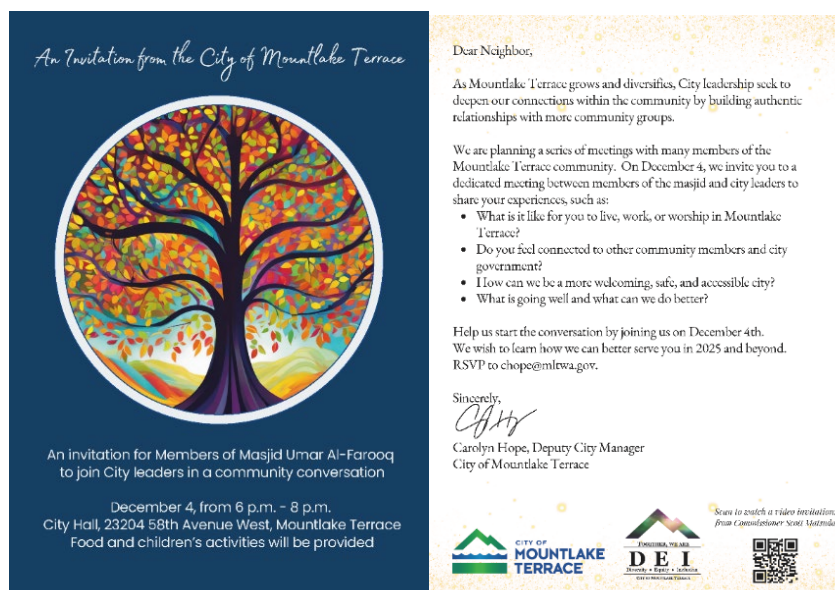
- Help the community understand what “DEI” is. Speakers, classes, and conversations could help.
- Provide more affordable housing, walkable neighborhoods, and support systems/resources for people experiencing homelessness.
- Offer workshops and training on how to apply for a job or contract with the city, in particular to women and BIPOC people and folks who have limited English proficiency.

The survey questions and results are provided in **Appendix B3**.

6.4 Community Conversations

Later, in 2024, the commission launched a series of Community Conversations with the goal of listening to people in our community describe their experiences living, working, worshiping, visiting, or attending school in the city. Personal invitations were sent to groups who historically have not been involved in the civic process or city events and programs. Earlier in the year, the Commission worked on relationships with leaders of the Masjid Umar Al-Farooq and asked if they would join a conversation. The leaders sent invitations to their Mountlake Terrace residents and masjid leaders to join on December 4, 2024. Approximately 30 people attended this session. Staff and Diversity, Equity, and Inclusion Commissioners facilitated conversations in small groups.

Exhibit 6.3: Example of an Invitation to a Community Conversation



The purpose of these meetings is to build relationships and encourage community members to feel comfortable participating in the civic process, welcomed in the community, and knowledgeable about city services. The city's goals were also to learn about barriers that people experience in accessing city services, participating in the civic process, or feeling un-welcomed or unsafe. After this Community Conversation, there were several follow up conversations with staff, commissioners and masjid members to discuss a wide array of concerns and ideas such as parking concerns during Ramadan, how to share more about the Muslim culture with the community, evaluating spaces for the women's group to host programs, and more.

The second community conversation was a partnership with the Police Department's periodic Cops & Clergy Meetings. The December 5, 2024, meeting was dedicated to a conversation with the clergy. Diversity, Equity, and Inclusion Commissioners hand delivered invitations to most of the places of worship in town and emails were sent to all of them. The commissioners and Diversity, Equity, and Inclusion Staff Committee members facilitated the conversations in small groups. About ten attendees participated in this conversation. We later followed up with one member to host a Community Conversation at his church for people who use the Concerned for Neighbors Food Bank on January 13, 2025. While it was promoted heavily, this event was not successful.

On January 29, 2025, the city hosted an open Community Conversation with anyone who wished to attend. This was promoted in several languages, and we offered the in-meeting interpretation, if needed. This meeting was attended by about 30 community members.

On February 23, 2025, the city partnered with the Mountlake Terrace Library and Snohomish County Department of Health to host a bilingual (English/Spanish) Community Conversation where the county also offered similar prompts to build relationships and share information about services. This meeting was marketing in English and Spanish across many platforms, with many Spanish speaking social media pages and advertisements. The meeting was held on a Sunday afternoon, which was more convenient for many people in the Latino/Hispanic community. Many people also said they were encouraged that the marketing materials mentioned they would not have to show identification to attend. This meeting attracted about 20 people.

The commission planned another conversation in partnership with the Edmonds School District on March 29, 2025; however, it was not successful. There were many lessons learned about how and when to invite community members to such conversations and still more to learn. The Commission is planning more of these conversations in late 2025, and beyond, to continue building relationships and trust in the community, and to prepare for the next update to this plan.

Exhibit 6.4: Photographs of Community Conversations



December 4, 2024, Community Conversation with Masjid Umar Al-Farooq



January 29, 2025, Community Conversation for all, open meeting



December 5, 2024, Community Conversation with Cops & Clergy



February 23, 2025, Bi-Lingual Community Conversation with Community in partnership with Snohomish County Health Department and Sno-Isle Library of Mountlake Terrace

Staff compiled the comments from these various conversations and summarized themes. The meeting materials for these conversations are provided in **Appendix B4**.

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Exhibit 6.5: Community Conversation Themes - What makes you feel welcome?

You feel welcomed when...
someone greets you, smiles, waves, says "hello", people "see" you



You feel welcomed when...
a business welcomes you with signs, the sales person greets you and knows your name and order, they are respectful...



You feel welcomed when...
your neighbors talk to you, invite you, include you...



You feel welcomed when... the neighborhood feels welcoming, it is clean, well lighted, has flowers or plants, people feel safe from traffic, the city is easy to navigate....



You feel welcomed when... there are events and community activities that are inclusive and offer opportunities to meet people

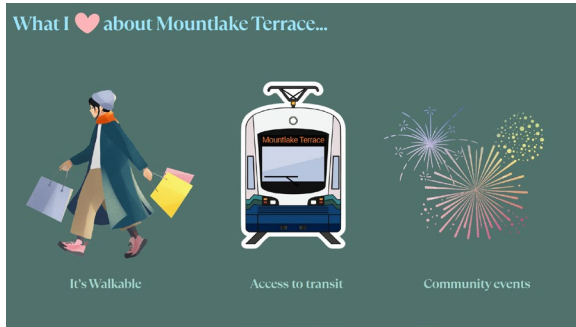


You feel welcomed when...



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Exhibit 6.6: Community Conversation Themes - What do you love about Mountlake Terrace?



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What I ❤️ about Mountlake Terrace... community engagement



What I ❤️ about Mountlake Terrace... city maintains infrastructure



What I ❤️ about Mountlake Terrace... parks!



What are you hopeful for?

- Building a stronger connection to the city
- See my city as more inclusive
- More community conversations
- Be involved in the community socially to help each other
- More community spaces and engagement, events
- A plan to rebuild the Recreation Pavilion
- A grocery store in Town Center
- More places for adults to go out for entertainment

What did you learn?

- How to volunteer
- Where to find resources
- Partnership opportunities
- Contacts at the city for questions I have
- More resources about social services

Exhibit 6.7: Community Conversation Themes - What can the city do better?

Resources: • More resources for young people: jobs, mental health, psychology. • Be involved in the community socially to help each other. • Scholarships for non-residents at Recreation Pavilion. • Need resources about how to buy a house, how to obtain a mortgage, what is required? • Health crisis response resources are needed. • Need a job bank for local jobs. • More information about how to volunteer for the city and other local organizations.	Communications: • Interpret Craze in Spanish. • More places for adults to go out for entertainment, private venues for dancing, etc. • Web materials should be translated into Spanish, can't rely on Google translate. Also, PDFs cannot be translated with Google Translate. • People don't know how to access the website or about the city's other news sources (social media, news alerts, etc.).
Development • Price of rent and housing costs are outrageous • Housing changes, more housing will require infrastructure improvements. • Parking issues - less parking, business vehicles blocking access on residential streets. • Balance development with safety. • Rebuild the Rec Pavilion with affordable housing, example of the Together Center in Redmond • Permitting is too rigid.	Encourage more Latinos to engage in the civic process by: • More Ads on social media in Spanish. • Offer more meetings on Sundays around 3 to 5 PM, after church and work. • Use incentives (gift cards) for attending. • Encourage social engagement creates a sense of belonging. • Police flier: be clear about whether the city is supporting federal immigration policies or not. Know your rights. • Offer hybrid options so people don't have to come in person, they may feel safer to participate. • Ensure with marketing materials say, "No ID required", this will help gain participation.
Build Community • Need a large gathering space for indoor community events. • Would like more cultural/Muslim activities and events. • Muslims want to build relationships with neighbors. • More activities for kids within walking distance of Town Center. • Women's only swims. • More opportunities for community to create public art. • More cultural celebrations. • Community bulletin boards in parks.	Other improvements • Online portal to pay traffic infractions and other police fines. • Encourage a Farmer's Market with local businesses and makers.

6.5 Summary of Public Comments on the Draft Plan

A draft of this plan was presented to City Council on September 12, 2025, for review and feedback. Between September and October 3, 2025, the plan was published and marketed for public comment. Sixty-five people provided comments on the document during that period. The details of the public comments are included in Appendix B.6.

The plan was posted on the city's website for review and public comments were requested through an on-line poll, which is not statistically valid. The executive summary and Section 7: Recommendations, were translated into Spanish and the on-line poll was provided in Spanish. Marketing materials and emails were provided in English and Spanish. Appendix B.6 includes the on-line poll instrument, the key marketing materials, and all of the comments received. A summary of the data follows.

The public comment period was marketed through a news release and subsequent article in the MLT News, the city's social media platforms, posters, fliers, and at the city's booth at Welcoming Week, announced at council meetings and a Community Conversation, and shared with a city email list of nearly 400 people in both English and Spanish.

The online poll had 65 responses. One person answered the Spanish-language on-line poll, one response was emailed to the city, and two responses were gathered on a poster at Welcoming Week. The respondents self-identified as:

- Gender: 63% female, 18% male, 3% non-binary, and 8% prefer not to disclose
- Race: 54.4% white, 22.8% preferred not to disclose, 14% Asian or Asian American, 7% Hispanic or Latino, 7% Other, 3.5% American Indian or Alaska Native, 1.8% Black or African American, 0% Hawaiian or other Pacific Islander. Proportional to the population, there were more respondents who were white and Asian or Asian American, and less that represented the Hispanic or Latino community.
- Country of birth: 89.6% were born in the United States, 3.4% Germany, 1.7% Philippines, 10.1% prefer not to disclose, and 5.1% other.
- Language spoken at home: 50% English, 10.5% Prefer not to disclose, 8.8% Other, 7% Spanish, 1.75% Chinese, 1.75% Russian.

The city sought comments on the entire plan, with an emphasis on people's opinions about 20 recommendations to improve community access to city government. Other recommendations were more internally focused on city operations. Eighteen of the recommendations had a 52% or higher "agree" rating and two fell below 50%, including:

- Host conversations and training about diversity, equity, and inclusion topics.
- Provide gender neutral restrooms in all city buildings.

Exhibit 6.8: Percent of respondents who agreed with Recommendations to Improve Community Access to City Government

Recommendation	Percent Agree
CA6: Inform residents about how they can share feedback with city staff or elected officials.	81.54%
CA11: Improve physical accessibility for disabled people and generally enhance the active transportation system to support people without access to vehicles and improve city owned buildings to enhance access.	75.38%
CA1: Improve sharing information about financial assistance for utilities, waste pickup and recreation programs for low-income households and in multiple languages.	72.31%
CA5: Help residents understand how to learn about and participate in community meetings, outreach activities, and events.	70.77%
CA12: Evaluate ways to improve access to city services, the civic process, and inclusivity for intellectually and physically disabled people, people who are deaf or hard of hearing, and blind or visually impaired.	66.15%
CA4: Provide more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.	64.62%
CA13: Provide more affordable housing through updates to the zoning code, incentives, and promoting the city through Economic Development efforts.	63.08%
CA18: Encourage more cultural programs/activities and ensure they are designed in collaboration with people who represent those groups, or are led by these groups, for proper representation and successful execution.	60.00%
CA2: Conduct community engagement activities with an equity lens to ensure that people most impacted by decisions are invited to the decision-making process and barriers to participation are addressed.	58.46%
CA3: Revise city code to limit the term of service for all commissions and council to allow for more opportunities for community members to participate in leadership roles within the city and bring new ideas forward.	58.46%
CA9/10: Evaluate existing and proposed policies, plans, codes, and programmatic decisions to determine if there are potential negative implications on community members with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the disability community, and other protected groups.	56.92%
CA15: Partner with community organizations to offer training on how to apply for a city job or city contract.	56.92%
CA20: Evaluate new programs at the Recreation Pavilion that meet the needs of our culturally diverse community.	56.92%
CA19: Provide more support services to unhoused people with social workers, local warming shelters, public housing, affordable housing, and subsidized transit passes.	55.38%
CA14: Improve outreach and communications for people whose first language is not English, or who don't speak English.	53.85%
CA8: Recruit more bilingual staff, particularly in customer service roles.	52.31%
CA16: Consider co-creating an ancestral land acknowledgement and other actions with local indigenous people to support local tribes and our community's understanding of history.	52.31%
CA17: Host conversations and training about diversity, equity, and inclusion topics.	46.15%
CA7: Provide gender neutral restrooms in all city buildings.	43.08%

Exhibit 6.9: Responses to Recommendations to Improve Community Access to City Governments



Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion

Of the open-ended comments received, here are some themes:

Theme	Response
We should include seniors in this plan	Seniors are definitely included in this plan and acknowledged in our demographic data as a growing group in our city.
Cost of converting restrooms to gender neutral	This is an important endeavor to ensure that the staff and community are treated inclusively. Some restrooms can be converted easily and some require capital improvements. The recommendation was clarified based on comments about the budget.
Ancestral land acknowledgements are performative	The language was changed to offer options to work with local Indigenous people to identify the most meaningful outcomes for them and the city.
Address people with trauma with respect	This is very important and is addressed specifically in the city's new Community Engagement Plan. Staff and commissioners are receiving training on this plan in 2025 and 2026, and periodically thereafter.
Don't prioritize one group over another	This is not the intent of this plan. The purpose is to provide equitable opportunities for all, rather than equal opportunities for all, please see Section 2.0 for definitions. In compliance with Council values, the Comprehensive Plan policies, the Community Engagement Plan, and the American Civil Liberties Act, the city is proposing changes to processes and procedures that ensure people most impacted by city decisions are included in the process, that all residents have access to city services and information, and that people feel welcome and included in our community.
Address physical and neurological disabilities	Several of the recommendations are centered around improving service and access to people with disabilities. The city recently upgraded the website upgrades to meet ADA and Title VI requirements. The city has a Sidewalk ADA Transition Plan; and there is more work to be completed.
Focus on celebrating diversity rather than issues that incite discourse	This is an important element of the recommendations, and more clarity was provided about this.
Commission and council term limits	There were comments both in favor and against term limits for these positions. In the survey results. This decision is entirely up to City Council. The recommendations are being presented in this plan for consideration.

7.0 Action Plan

This action plan was derived from all the input gathered from staff, elected officials, commissioners, and the community. It contains the action item, lead group(s) for the action item, status, plan to address the action, and performance measures. Most items in this action plan will occur in the next two years, by the end of 2027. Some action items may take longer or will be ongoing. The city will continually monitor progress on this plan with updates to the City Council annually and update this plan in 2027.

Table 7-1: Recommendations for Updating the Personnel Policies

Action Item	Lead	Status	Action Plan	Performance Measure
PP1: Update Personnel Policies, procedures, and training protocols. See notes below for details.	Human Resources	Ongoing with a staff advisory committee.	Prepare an update to the citywide Personnel Policies in cooperation with a staff work group.	Adopt Revised Personnel Policies by June 2026.
PP2: Continue to provide in-depth training for City leaders and staff with an emphasis on customer service and cultural awareness: a. Human Resources specific training on diversity, equity, and inclusion b. Provide training on Title IX and VI. c. Developing cultural competency to improve interactions with colleagues and community members. d. Provide customer service training with an equity lens, ensuring we treat all customers (internal and external) equitably, without bias.	Human Resources	Ongoing	In 2025, Human Resources prepared a staff training plan that includes many of these topics. Some topics will require annual training, some periodic.	Update Training Plan annually with feedback from staff and the leadership team.

Action Item	Lead	Status	Action Plan	Performance Measure
e. Periodically provide Emotional Intelligence and communication training. f. Provide training to all supervisors, oversight of performance evaluation preparation and how to hold employees accountable to employer feedback.				
PP3: Find ways to address mental health issues at work, related to work.	Human Resources	Started	Evaluating options. Next step is to evaluate options with the Wellness Committee and Leadership Team.	Develop a plan to integrate mental health wellness for employees by December 2026. Improvements in the number of employees who Strongly Agree or Agree that the city prioritizes my health and well-being in the Employee Pulse Survey.
PP4: Broaden recruiting efforts and improve hiring processes to attract a diverse set of applicants for city jobs, who are reflective of the community demographics.	Human Resources	Started	Develop a standard operating procedure that outlines media outlets that will reach a broader audience of culturally and ethnically diverse candidates, language that can be adjusted in recruitment, interview methods, and more.	Develop a standard operating procedure by December 2026. Improvements in the percentage of employees who represent city cultural/ethnic demographics (this data is voluntary to provide per the federal laws).
PP5: Improve onboarding and training to ensure staff understand their job duties, personnel policies and bargaining unit forms, and programs offered to employees (e.g., diversity, equity, and inclusion programs, EAP program,	Human Resources	Not started	Develop a standard operating procedure for onboarding that includes specific training requirements for each employee.	Develop a standard operating procedure by December 2026. Future employee pulse surveys show increased ratings of strongly agree and agree for the prompt:

Action Item	Lead	Status	Action Plan	Performance Measure
accessing HR, etc..).Review city values and leadership philosophy.				I am satisfied with the training and development opportunities provided by the city and/or my manager.

Notes: Detailed Recommendations for Revised Personnel Policies

Update City Personnel Policies to ensure consistency and equity (the referenced chapters are the chapters in the Personnel Policies).

1. Create SOPs that support Chapter 2.1: Equal Employment Opportunity. Create forms and processes that ensure consistency and accountability in hiring, training, supervision, promotion, and compensation.
2. Review Chapter 2 for opportunities to include updated ADA language and guidance.
3. Update Chapter 2.2: Recruitment and Selection Process to: encourage diverse applicants to City positions.
 - a. Ensure that hiring personnel are aware of how bias can influence hiring and are well equipped to conduct a fair and equitable selection process.
 - b. Ensure that pre-employment tests are equitable and non-discriminatory for diverse candidates (e.g., neurodiverse, race/ethnicity, gender/sexuality, etc.).
 - c. Review legal framework for criminal background check policy to ensure compliance with updated State laws.
 - d. In Chapter 2.3: Orientation Period, update SOPs to establish clear criteria for evaluations, as well as to create an inclusive environment that is supportive of diverse staff members.
4. Ensure transparent guidelines and criteria for compensation. (Chapter 4.3)
5. Ensure transparent guidelines and criteria for out-of-class opportunities, including application, selection, and compensation processes.
6. Ensure transparent guidelines and criteria for performance evaluations coupled with training for all managers. Establish checks and balances for evaluations to ensure equity and accountability (e.g., skip-level reviews, 360 reviews, etc.).
7. Add diversity, equity, and inclusion-specific language under Chapter 8: Workplace Conduct, including naming discrimination as an ethical violation.
8. Update the Complaint Procedure to better protect employees and provide a neutral, safe environment in which to raise concerns.

9. Update the language in Chapter 8.3: Drug-Free Workplace so that it is easier to understand. (e.g., paragraph three, “Reasonable suspicion is the contemporaneous, articulatable observation or other corroborated information....”)
10. Simplify the reporting process in Chapter 8.4: Reporting Improper Government Action to be easier to understand and offer a clear overview of who is responsible for investigating reports.
11. Review and update Chapter 8.11 Discipline Procedures to ensure transparency, clarity, and accountability. Create checks and balances to ensure that abuses of power are quickly identified and addressed.

Table 7-2: Recommendations for City Operations

Recommendations	Lead	Status	Action Plan	Performance Measure
CO1: Maintain a budget to fund diversity, equity, and inclusion work as an ongoing, necessary, and legal requirement for City government (i.e., ADA, Civil Rights Act). Maintain funding for diversity, equity, and inclusion initiatives and training of commissioners. Training efforts could cover diversity, equity, and inclusion; and emotional intelligence and communications skills to build trust, find common ground in their work. Add accountability metrics to the diversity, equity, and inclusion budget that track goals and milestones.	DEIC and DEI Staff Committee, CMO	Ongoing	For the past two budget cycles, funding has been provided. Continue to refine the needs biennially and make budget proposals for staff work and commission work.	Provide a budget proposal for the 2027-2028 budget. Continue to demonstrate to City Council the positive impacts of the work conducted using allocated funding.
CO2: More consistency in application of policies, discipline, and appreciation of staff.	Executive Leadership Team, Managers, Supervisors, Leads	Ongoing	Leadership Team will evaluate consistency regularly in weekly meetings and as needed.	Future employee pulse surveys show increased ratings of strongly agree and agree for the prompt: My manager treats employees fairly and equitably.
CO3: Practice inclusive leadership and engage with staff experts in problem solving.	Executive Leadership Team, Managers, Supervisors, Leads	Ongoing	All supervisors and above received leadership training this year, which included inclusive leadership. Continue to exemplify this and provide training.	Future employee pulse surveys show increased ratings of strongly agree and agree for these prompts: My work is meaningful and contributes to the organization's success. The executive leadership team values employee feedback and acts on it.

Recommendations	Lead	Status	Action Plan	Performance Measure
CO4: Succession planning and training: Offering training and mentorship opportunities for staff, prioritizing internal staff for promotions.	Executive Leadership Team, Managers, Supervisors, Leads	Ongoing	Training opportunities have been provided over the past two years, and a more rigorous training plan is being designed. Staff are encouraged to attend their professional association's training programs, obtain certifications, and other trainings as they see fit for the advancement of their careers. This year, leadership training was provided for everyone who leads or manages people. This will continue in the future. A mentorship program needs to be defined and started.	Annual employee pulse surveys show increased ratings of strongly agree and agree for these prompts: That their manager provides them with support and mentorship. My manager has shown a genuine interest in my career aspirations. I have, or anticipate having, adequate opportunities for career growth and advancement in the city. I am satisfied with the training and development opportunities provided by the city and/or my manager.
CO5: Update Purchasing Policies to encourage diverse suppliers and contractors such as Women, Minority, and Veteran Owned Businesses by adopting measures such as: - Offering contracting training and technical assistance to businesses in the greater Mountlake Terrace area. - Promoting contracting opportunities to non-traditional suppliers to encourage diversification of contracts. - Promoting purchases from local businesses when possible.	Finance, CMO	In-progress	Discuss these proposed policies with staff and legal counsel and consider including these provisions, and any other new state requirements related to WMBEs, in the next update to this policy document.	Include in the next update to the Purchasing Policies (~December 2026).

Recommendations	Lead	Status	Action Plan	Performance Measure
CO6: Establish annual retreats and other periodic meetings for the DEI commission and staff committee to allow for alignment in equity practices, the work plan, and team dynamics.	DEIC and DEI Staff Committee, CMO	Ongoing	The Commission and Staff Committee met once over the past year. The staff liaison will schedule at least two meetings a year for the groups to engage.	Meetings are held and the groups feel well aligned with clarity of roles and purpose. Recommendations from these groups are passed along to City Council in the form of Staff Reports and Council Liaison reports.

Table 7-5: Recommendations to Improve Community Access to City Government

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
CA1: Sharing information about city services and financial assistance (e.g., utilities, garbage, and recreation programming) with low-income households and in multiple languages.	Communications and Finance, Public Works, Recreation and Parks	Ongoing	Find new media venues or locations to share this information to ensure the target audience is reached.	Evaluate current channels and frequency of communication. Evaluate current languages used to communicate this information. If needed, make updates to the procedures of sharing discount information by the end of 2025 and share new information before the first bills in 2026.
CA2: Follow the Community Engagement Plan strategies for conducting engagement activities with an equity lens and ensure that people most impacted by decisions are invited to the decision-making process and can participate. Staff understand how to design engagement opportunities for people who have experienced trauma.	Communications and Lead Departments	Ongoing	Provide employee training in Community Engagement in late 2025.	More people who have historically been underrepresented and who are most impacted by decisions participate in civic engagement processes (including youth and seniors).
CA3: Consider revising the city code to limit the term of service for all commissions and council to allow for more opportunities for community members to participate in leadership roles within the city and bring new ideas forward.	City Council and City Manager's Office	Not started.	For council to discuss.	If implemented, evaluate how many people can serve on boards and commissions over the next few years as compared to the last few years (the period for measurement would be related to the term limits).
CA4: Providing more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.	Communications, Title VI Committee	Ongoing	Staff and commissions work to build new relationships across the city, be transparent in communications, listen, and be accountable to commitments.	More people are engaged in the civic process who have historically been under-represented in these processes. Number of participants and

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
				demographic data is collected for the annual Title VI Report.
CA5: Help residents understand how to learn about and participate in community meetings, outreach activities, and events.	Communications, Recreation and Parks, DEIC, (all departments engaging with community)	Ongoing	Implement the Community Engagement Plan and continue with Community Conversations, MLT Community Academy, and other efforts to share this information.	More people participate in the civic process and attend city events and programs. Number of participants and demographic data is collected for the annual Title VI Report.
CA6: Inform residents about how they can share feedback with city staff or elected officials.	Communications, DEIC	Ongoing	Implement the Community Engagement Plan and continue with Community Conversations, MLT Community Academy, and other efforts to share this information.	More people participate in the civic process.
CA7: Provide gender neutral restrooms in all city buildings as remodels are planned, new buildings are designed, and funding is available	CMO, Facilities	Ongoing	Some changes have been made; some require minor changes to signage and stalls; others require capital improvements and more discussions.	Percent of buildings with gender neutral restrooms available for staff and public, if applicable.
CA8: Recruit more bilingual staff, particularly in customer service roles.	Human Resources, DEI Staff Committee	Ongoing	There is strong precedent in the Police Department procedures that can be adopted for other parts of the city. Evaluate options and address in Personnel Policy, budget, and potentially bargaining agreements.	Percent of staff that are bilingual and receiving pay incentives
CA9: Evaluate proposed policies, plans, codes, and programmatic decisions to determine if there are potential negative implications of such decisions on community members with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the	DEI Staff Committee, DEIC	Not started	Develop a standard operating procedure to evaluate new policies and major actions to evaluate the impact.	Develop standard operating procedures by June 2026. Evaluate use of the tool and community responses periodically, no less than annually.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
disability community, and other protected groups.				
CA10: Evaluate existing policies, plans, codes, and programs with representative community members to determine if there are potential negative implications of such decisions on community members, with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the disability community, and other protected groups.	DEI Staff Committee, DEIC	Ongoing	Two major internal policy documents were reviewed as part of this process including the Personnel Policies and the Purchasing Policies. Identify other policies that should be reviewed and develop a timeline for review.	Develop standard operating procedures by June 2026. Evaluate outstanding policy documents by December 2027. Evaluate use of the tool and community responses periodically, no less than annually.
CA11: Improve physical accessibility for disabled people and generally enhance the active transportation system to support people without access to vehicles and improve city owned buildings to enhance access.	Engineering, Public Works, Parks	Ongoing	The city has an ADA Transition Plan for Sidewalks and needs one for Facilities. The city has some funding for sidewalk upgrades, but more funds need to be dedicated to keep up with the goals of the transition plan.	Track progress in the 2020 Mountlake Terrace Self-Assessment and Transition Plan annually. Prepare budget proposals that help the city meet the goals of the plan. Create a budget proposal to prepare a Facilities ADA Assessment and Transition Plan.
CA12: Evaluate ways to improve access to city services, the civic process, and inclusivity for intellectually and physically disabled people including people, and people who are deaf or hard of hearing, and blind or visually impaired.	Communications, City Clerk, Human Resources	Ongoing	City has equipment for people who are hearing impaired to access in-person meetings and hybrid meetings. The city can provide an interpreter to assist people who are deaf or hard of hearing with advanced notice. Hybrid meetings offer closed captioning. People who are vision impaired can listen to meetings in	Measure how many people use options for hearing and visually impaired people. Measure the number of ADA grievances received from these groups.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			person, via hybrid meetings or recordings. The city can discuss how these systems are working for people who have hearing and visual impairments. Staff should evaluate if these groups of people have other barriers to city services (front counter services, recreation, etc.). In addition, staff should work with people who are neurodiverse to evaluate ways to improve access for them.	
CA13: Provide more affordable housing through updates to the zoning code, incentives, and promoting the city through Economic Development efforts.	Community and Economic Development	Ongoing	The city regulates housing but does not build housing. Some action steps taken include: • Implementation of new zoning code and Comprehensive Planning policies is intended to lead to more affordable housing. • The city offers a Multifamily Tax Exemption to developers who offer 20 percent of their units at 80 percent of the AMI. • The city is a partner with the Alliance for Housing Affordability (AHA) to share resources and information related to housing, and housing affordability.	Measure the number of affordable units constructed or converted annually.
CA14: In compliance with Title VI of the Civil Rights Act, improve outreach and communications for people whose first	Communications, Departments leading engagements/events	Ongoing	Significant steps have been taken to translate more materials, make the website more language accessible, and provide	Comply with Title VI requirements by December 2025.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
language is not English, or who don't speak and/or read English.			interpretation for customers and at meetings. Develop a language access plan for the city and refine it periodically with lessons learned and as demographics change.	Develop a Language Access Plan by December 2026. Track the number of publications translated per year. Track the number of people provided with interpretation assistance per year.
CA15: Broaden recruiting efforts to attract applicants for city contracts, who are reflective of the community demographics.	DEI Staff Committee, Human Resources, Legal, CMO	Not started	Improve marketing efforts for city contracts to broaden potential applicants. Consider partnering with non-profits and educational institutions to broadcast contract opportunities for local Women- and Minority-owned Business Enterprises (WMBE) .	Identify partners for this work by June 2026. Begin training programs by December 2026.
CA16: Consider co-creating an ancestral land acknowledgement and other actions with local indigenous people to support local tribes and our community's understanding of history (e.g.; partnering to produce educational events or programs, outreach and engagement, exhibits, or coordinate service projects, formal acknowledgements of important dates and celebrations; etc.).	DEIC and DEI Staff Committee	Not started	Discuss opportunities to acknowledge indigenous cultures and history with local indigenous people and tribes. Evaluate with them, the most meaningful actions that a city can take and that is within the city's financial means and policy scope.	Identify groups and meet with them to develop a plan of action by December 2026.
CA17: Host conversations and share information that facilitate a better understanding of diversity and to celebrate and respect individual differences.	DEI Commission and DEI Staff Committee, Human Resources	Started	This work started in 2021 with the Diversity, Equity, and Inclusion Commission. Current conversations have been more focused on relationship building and other topics. Develop a plan of action focused on diversity,	Continue to develop a plan and timeline for community focused programs and conversations with the Diversity, Equity, and Inclusion Commission June 2026.

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Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			equity, and inclusion topics and timeline.	
CA18: Encourage more cultural programs and ensure cultural programs and activities are designed in collaboration with people who represent those groups, or led by these groups, to ensure proper representation and that the event achieves its goals.	Recreation and Parks, DEIC	Started	The Diversity, Equity, and Inclusion Commission has been working collaboratively with local African Americans on a partnership with Sno-Isle Libraries to produce Juneteenth: More than a Day. The Commission also produced AANHPI Heritage Festival members of the commission that identify with those groups and partner organizations. Staff are working with non-profit groups and others in the area who are interested in producing events within the city too.	Encourage staff and other commissions to work with partner organizations to bring cultural events to Mountlake Terrace through building relationships, training on how to produce an event, apply for a special events permit, and apply for grant funding.
CA19: Provide more support services to unhoused people with social workers, local warming shelters, public housing, affordable housing, and subsidized transit passes.	CMO, City Council	Ongoing	Currently, the city does the following: - The Police Department have a partnership with the Snohomish County Outreach Team (SCOUT) program to have an embedded social services worker within the department to address homelessness, mental health, substance misuse, and other concerns. - The city offers a Multifamily Tax Exemption to developers who offer 20 percent of their units at 80 percent of the AMI.	Discuss with city council other actions the city can take to address these needs.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			• There are at least three subsidized apartment buildings within the city that the city council approved of via ordinance. • The city is a partner with the Alliance for Housing Affordability (AHA) to share resources and information related to housing, and housing affordability. • The library on civic campus serves as a warming shelter during operating hours. • City provides cooling misting stations during hot weather for community members. City Council will need to decide if any other options should be added to the plan.	
CA20: Evaluate new programs at the Recreation Pavilion that meet the needs of our culturally diverse community.	Recreation and Parks	Ongoing	Recreation staff continually evaluate these needs and periodically re-evaluate during the updates to the Recreation, Parks, and Open Space Plan updates. Staff can evaluate other means of gathering information from customers.	Review customer surveys and evaluate new means of engaging with culturally diverse customers to determine their desires and the demand for the proposed programs by the end of 2027 (this includes the timeline for the next RPOS Plan Update).

Appendix A:

The Vida Agency's Staff Survey Results

Introduction

Between February 29th and March 14th of 2024, The Vida Agency (TVA) conducted a digital Diversity, Equity, and Inclusion (DEI) survey on behalf of the City of Mountlake Terrace. The survey was sent to all city staff to understand their lived experiences as a staff and a member of the community, identify challenges, and begin crafting a shared approach to DEI. Their input will be used to inform the City’s upcoming DEI training for staff, boards, commissions, and council members, as well as in the development of the City’s DEI Strategic Plan.

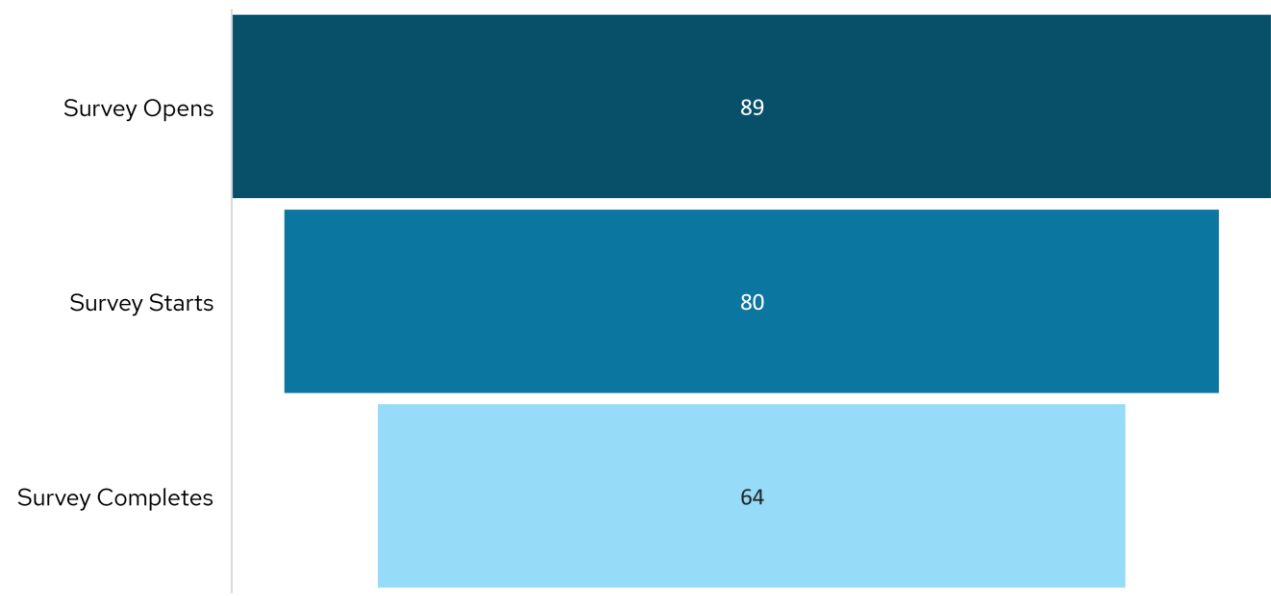
This report presents findings from the digital survey, which gathered input from 80 individuals. The survey was promoted and distributed via emails to all 148 city staff members. The survey email and promotion timeline was:

- **February 23, 2024:** Initial Introduction Email from City Manager, Jeff Nitten
- **February 29, 2024:** Survey Launch Email from The Vida Agency
- **March 7, 2024:** Survey Reminder Email from The Vida Agency
- **March 12, 2024:** Survey Reminder Email from The Vida Agency
- **March 14, 2024:** Thank You Email from The Vida Agency

Completion Summary

The survey was sent to 148 staff members. 89 (60%) opened the survey. 80 (54%) answered at least one question in the survey. 64 (43%) answered most of the questions in the survey.

Chart 1: Survey Completion (Number of Respondents)



Respondent Demographics

52 (35%) shared some level of personal demographic information.

Chart 2: Race and Ethnicity of Respondents

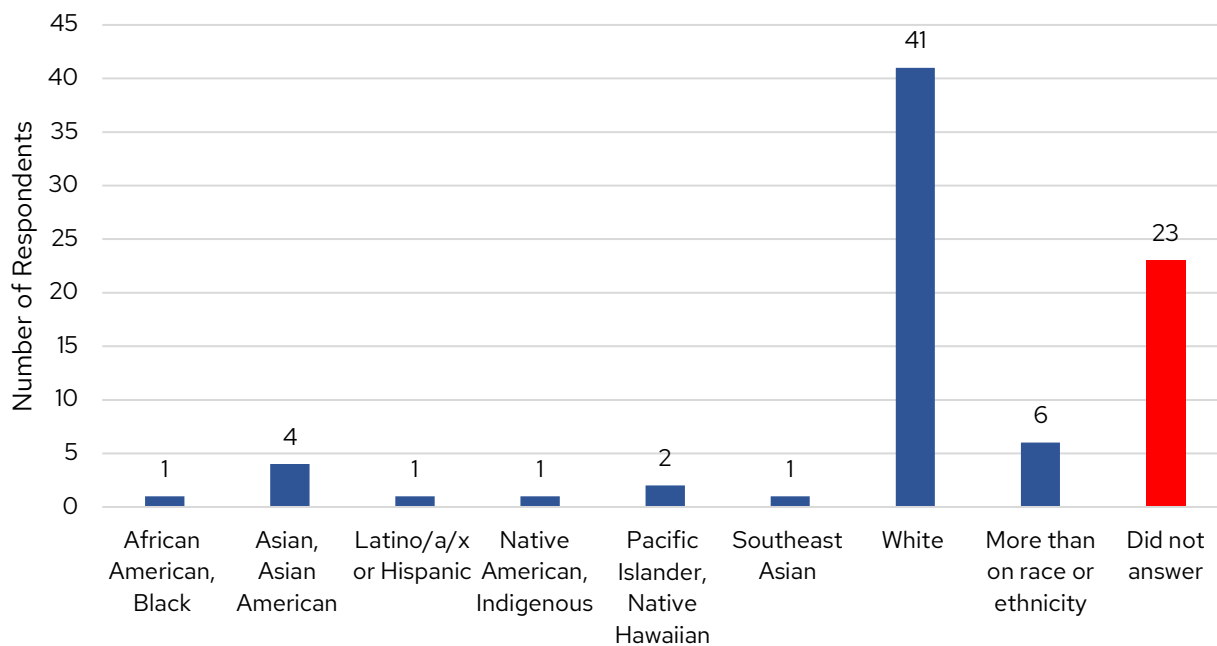


Chart 3: Age of Respondents

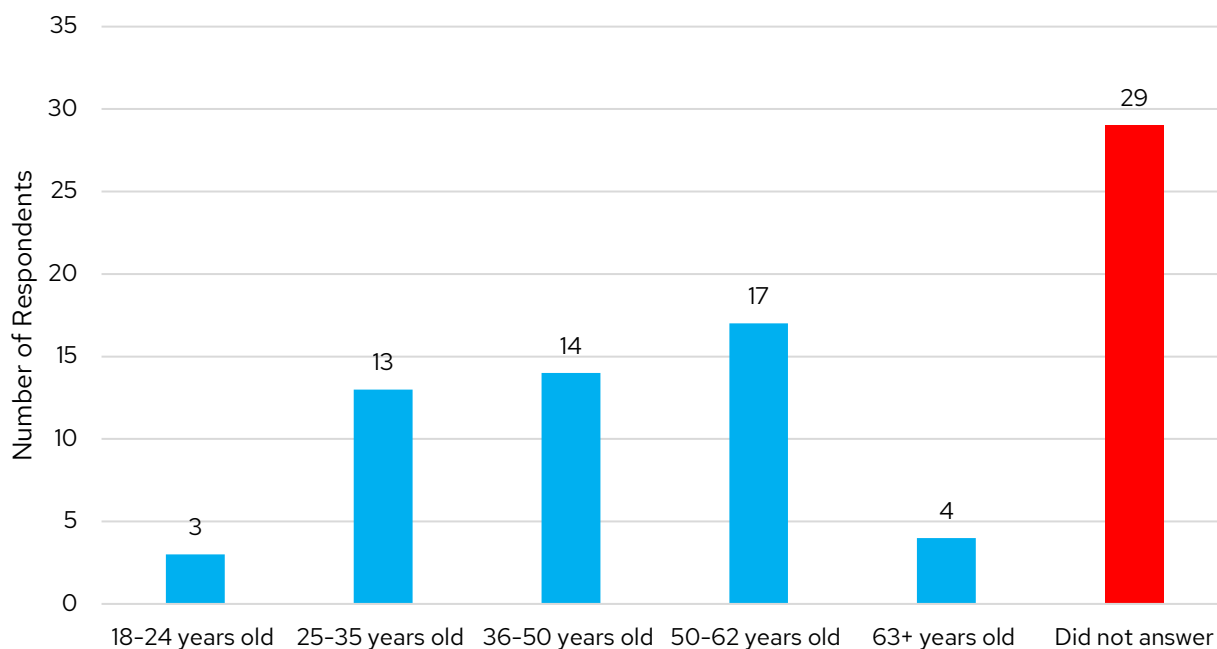


Chart 4: Gender Identity of Respondents

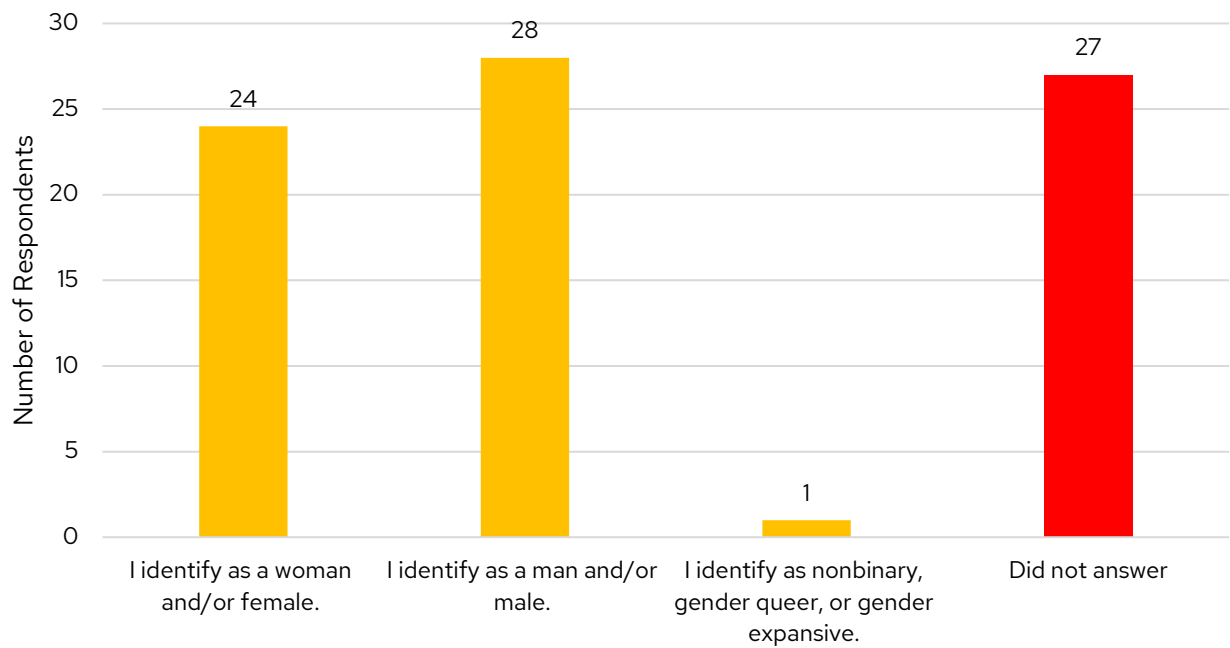


Chart 5: Respondents with Disabilities and Chronic Conditions

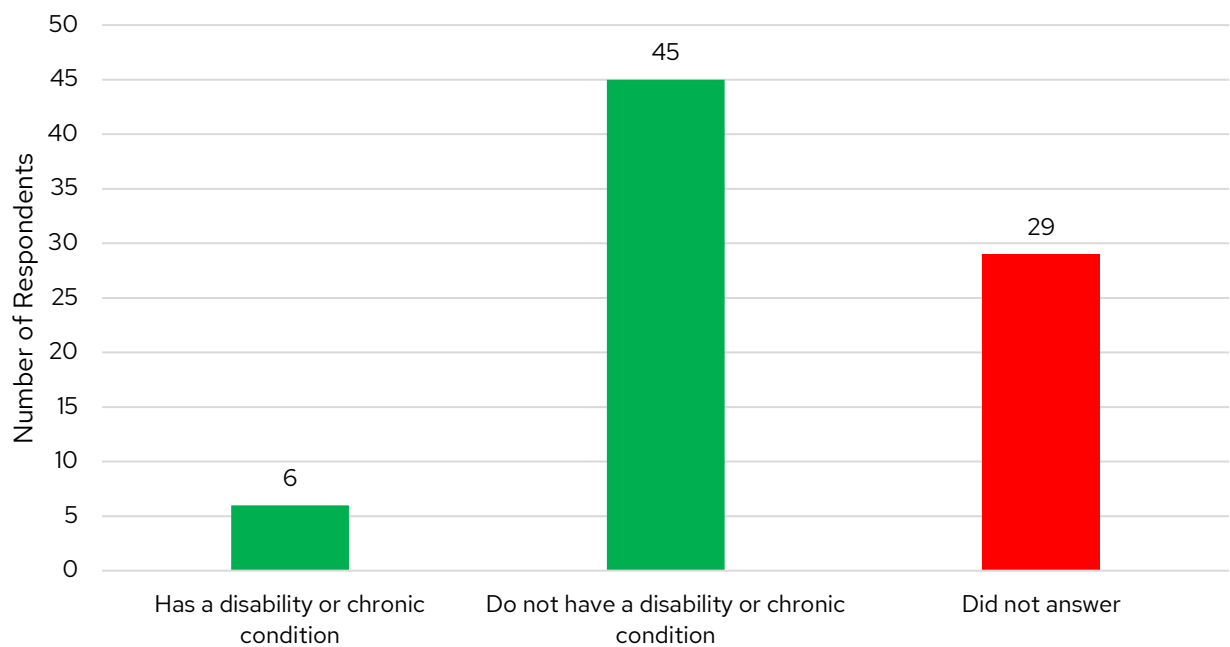


Chart 6: Conditions Disclosed by Respondents with a Disability or Chronic Condition

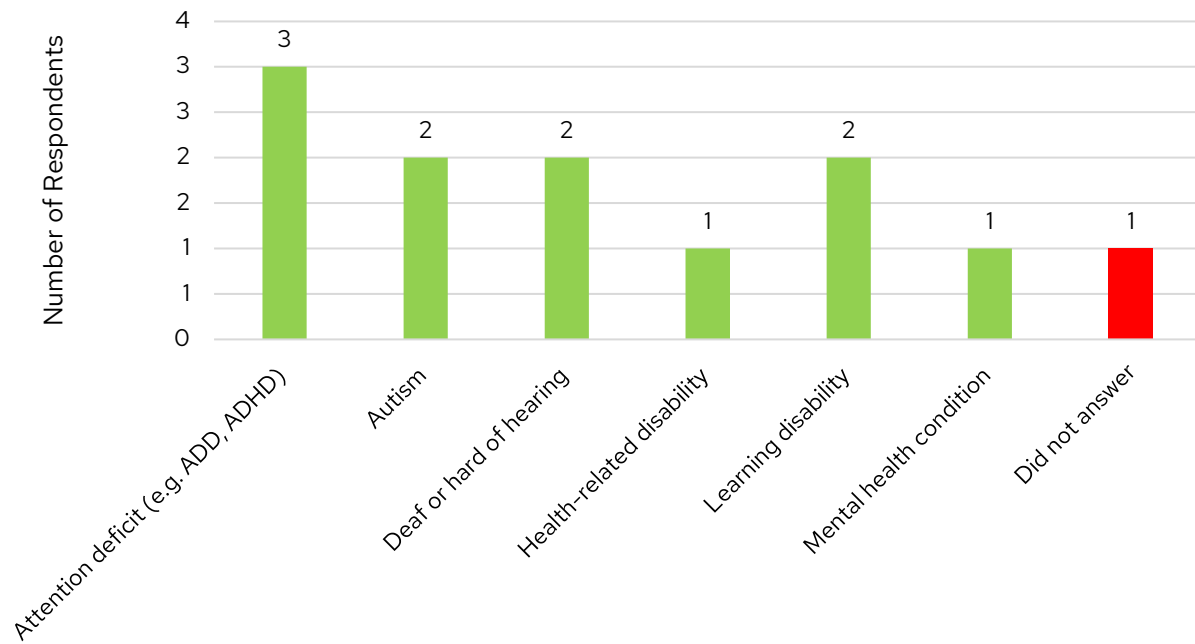


Chart 7: Where Respondents Live

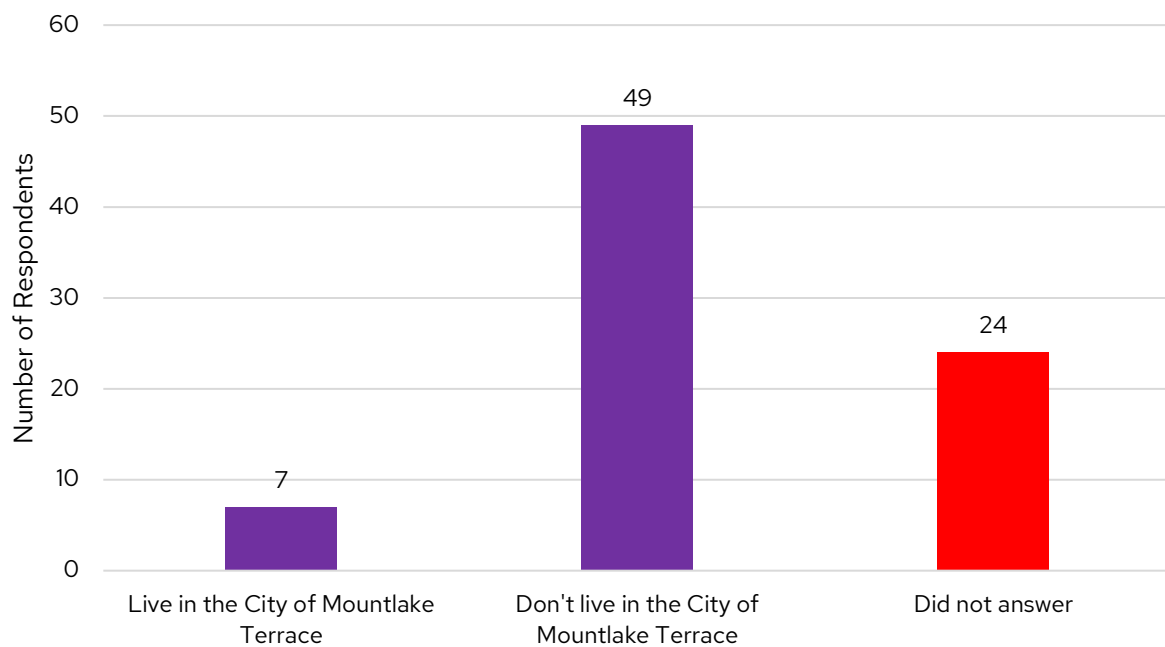


Chart 8: How Long Respondents Worked at the City

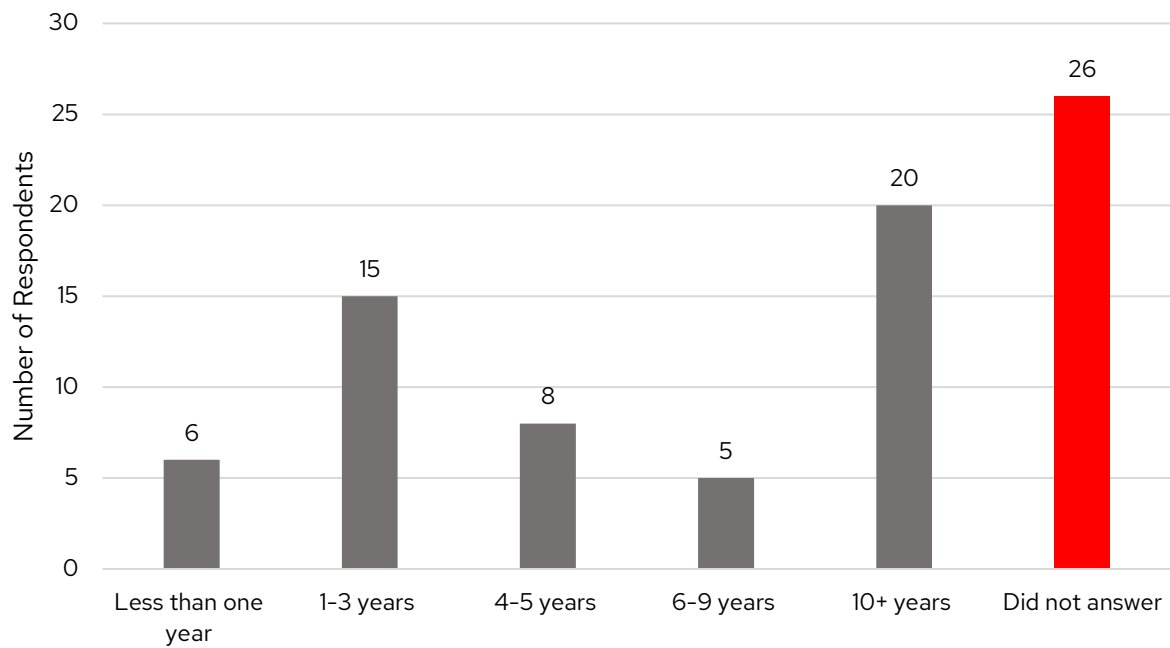
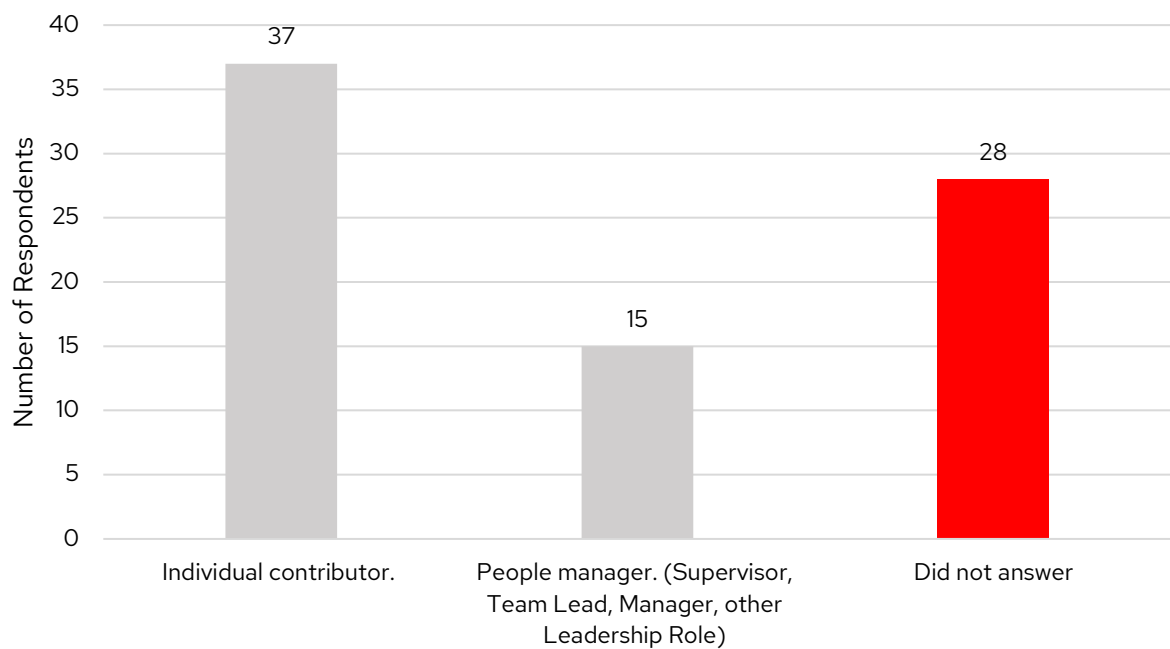


Chart 9: Position of Respondents at the City



Findings Overview

The survey results show that City of Mountlake Terrace staff overwhelmingly believe Diversity, Equity, and Inclusion (DEI) is important both for a healthy workplace and a thriving community. They see their work as meaningful and feel like they can contribute to DEI in their work. However, as we dive deeper into their work only around 50-60% of employees feel supported and recognized in their day-to-day work. Similarly, regarding career advancement and compensation, only 50-60% of employees feel they are treated fairly and have equal opportunities to everyone else. And when it comes to leadership, less than half of respondents are confident in their leadership's commitment regarding DEI.

It is important to note that while fewer respondents agree with statements regarding career advancements or leadership at Mountlake Terrace, this does not mean that they disagree. In fact, the trend is as agreement goes down, the number of respondents saying, "I don't know" or "Neither agree nor disagree" increase as opposed to "Disagree" or "Strongly disagree".

When it comes to future trainings, the top choice is "How to communicate with people of various cultures and languages." with around 50% of respondents picking it as one of their top two choices. Respondents' views on areas of improvement reflect their interest in improving their communication skills. The top four areas of improvement identified by respondents are to do with communication and community engagement. They are, in order of priority:

1. Sharing information about city services (e.g., utilities, discounts, and programming) with low-income households.
2. Providing more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.
3. Helping residents understand how to find and participate in community meetings and outreach activities.
4. Informing residents how they can share feedback with city staff or elected officials.

Beyond the short-term desire to improve communication and community engagement, when it comes to long-term DEI priorities immediate functional needs are the top of the list, with over half of all respondents identifying safety, housing, food security, and affordability as the top priorities for the city long-term. Recreation, transportation, economic development, and other priorities with less tangible benefits are ranked lower by respondents.

Overall, the data suggests that **most city staff understand the importance of DEI and feel like they can contribute to DEI efforts in their day-to-day work. But on the city level, only around half of the staff members agree they are working within a diverse, equitable, and inclusive environment under trusted leadership.** Many staff members are still unsure how the DEI efforts will turn out at Mountlake Terrace. At the same time, this is a great opportunity to change their minds with committed action and investments towards DEI.

Demographic Comparison

Demographically there were no significant differences between the answers that would be outside the margin of error. (See "Limitations and Margin of Error")

Statement Perception Summary

The table below summarizes how city staff feel about the statements in various DEI areas. The columns are defined as:

- **Category:** The general theme of the statement. Statements of the same color are presented together in the survey.
- **Statement:** Statements as shown in the survey. Except for "Diversity may include race, ethnicity, ability, socio-economic status, gender, etc....", this statement was shortened in the table.
- **Agree:** Percentage of respondents that "Agree" or "Strongly agree" with a statement.
- **Neutral:** Percentage of respondents that neither agree nor disagree with a statement or selected "I don't know". While "I don't know" and "Neither agree nor disagree" are different answers that have different meanings, here they represent the group of people who didn't agree or disagree.
- **Disagree:** Percentage of respondents that "Disagree" or "Strongly disagree" with a statement.

Category	Statements	Agree	Neutral	Disagree
General DEI	Diversity, Equity, and Inclusion is important for a healthy workplace.	89%	7%	4%
General DEI	Diversity, Equity, and Inclusion is important for a thriving community.	89%	8%	4%
General DEI	I can contribute to Diversity, Equity, and Inclusion (DEI) efforts in my day-to-day work.	87%	11%	3%
Work and work environment	My work at City of Mountlake Terrace is meaningful.	85%	12%	3%
Career advancement and benefits	I can use my varied skillsets and talents in my position.	84%	10%	6%
General DEI	I recognize discrimination in the community when I see it.	84%	13%	4%
General DEI	I feel personally invested in the values of justice, equity, diversity, and inclusion.	81%	15%	4%
General DEI	The community of Mountlake Terrace is a safe place to live and work.	80%	19%	1%

General DEI	I recognize inequity in the community when I see it.	79%	19%	3%
Work and work environment	I see myself working here a year from now.	78%	13%	9%
Work and work environment	I can talk to my immediate supervisor about negative interactions with team members or customers.	74%	16%	10%
Work and work environment	My immediate supervisor regularly checks in with me about how I am doing.	69%	15%	16%
General DEI	The community of Mountlake Terrace supports the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, religion, etc.	66%	25%	9%
Work and work environment	I feel safe and able to raise my concerns about discrimination in the workplace with a trusted authority/leader.	63%	18%	19%
Work and work environment	Diversity may include race, ethnicity, ability, socio-economic status, gender, etc....	63%	21%	16%
Work and work environment	When I share a different perspective at work, my thoughts are valued.	62%	16%	22%
Mission and leadership	I feel personally invested in the vision of City of Mountlake Terrace.	62%	28%	11%
Career advancement and benefits	City of Mountlake Terrace employees have equal opportunities for advancement.	60%	26%	13%
Career advancement and benefits	My supervisor is invested in my success and discusses career development opportunities with me.	60%	22%	18%
Work and work environment	I am recognized for my contributions and accomplishments at work.	60%	21%	19%
Work and work environment	In the last 3 months, I have received workplace support when I needed it.	60%	30%	10%
Mission and leadership	I have a clear understanding of the vision of City of Mountlake Terrace.	57%	29%	14%
Career advancement and benefits	I feel that my compensation is fair, relative to similar roles.	56%	13%	31%
Work and work environment	The City of Mountlake Terrace provides an environment where people feel free to give open, honest feedback, and express ideas, opinions, and beliefs.	52%	20%	28%

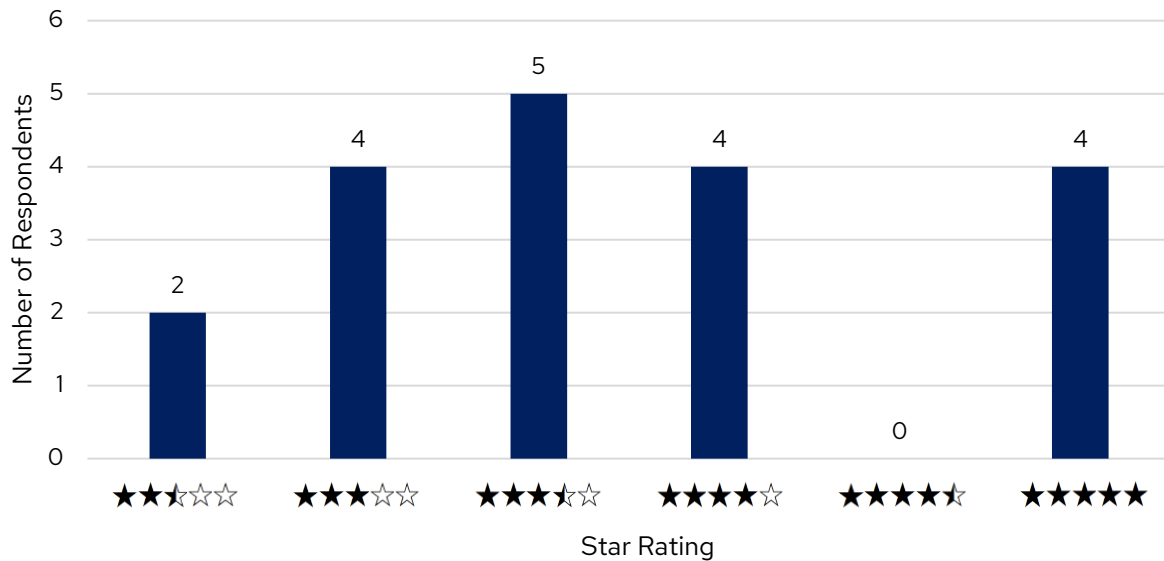
Work and work environment	The City values and supports employees' work-life balance.	51%	25%	24%
Mission and leadership	I feel that leadership is consistent and invested in diversity, equity, and inclusion.	51%	31%	18%
Work and work environment	The City supports employees with family and caregiver responsibilities.	51%	33%	16%
Work and work environment	Recruiting and hiring for city jobs is equitable and promotes diversity and inclusion.	51%	29%	20%
Mission and leadership	I see strong leadership support for diversity, equity, and inclusion.	46%	35%	18%
Work and work environment	There is clear and consistent leadership commitment to advancing DEI.	45%	32%	23%
Mission and leadership	The City of Mountlake Terrace's leadership is consistent and invested in developing new leaders.	44%	36%	20%
Work and work environment	I have experienced or witnessed discrimination in the workplace.	41%	16%	43%
Mission and leadership	I trust the decisions and actions of city leaders.	40%	37%	23%
Work and work environment	I have been able to address discrimination and/or inequity in my job.	40%	40%	21%
Mission and leadership	The city's leadership team's (elected and civil service) expertise and guidance are aligned with the vision and values of the organization.	37%	52%	11%
Career advancement and benefits	Asian, Black, Indigenous, Latino/a/x, and other people of color are encouraged to apply for higher positions.	31%	60%	9%
Work and work environment	My concerns about discrimination in the workplace were addressed.	22%	59%	19%

Survey Results

General DEI Sentiments

Out of five stars, how would you rate Diversity, Equity, and Inclusion (DEI) in Mountlake Terrace's community?

Chart 10: Star rating of DEI in Mountlake Terrace's Community

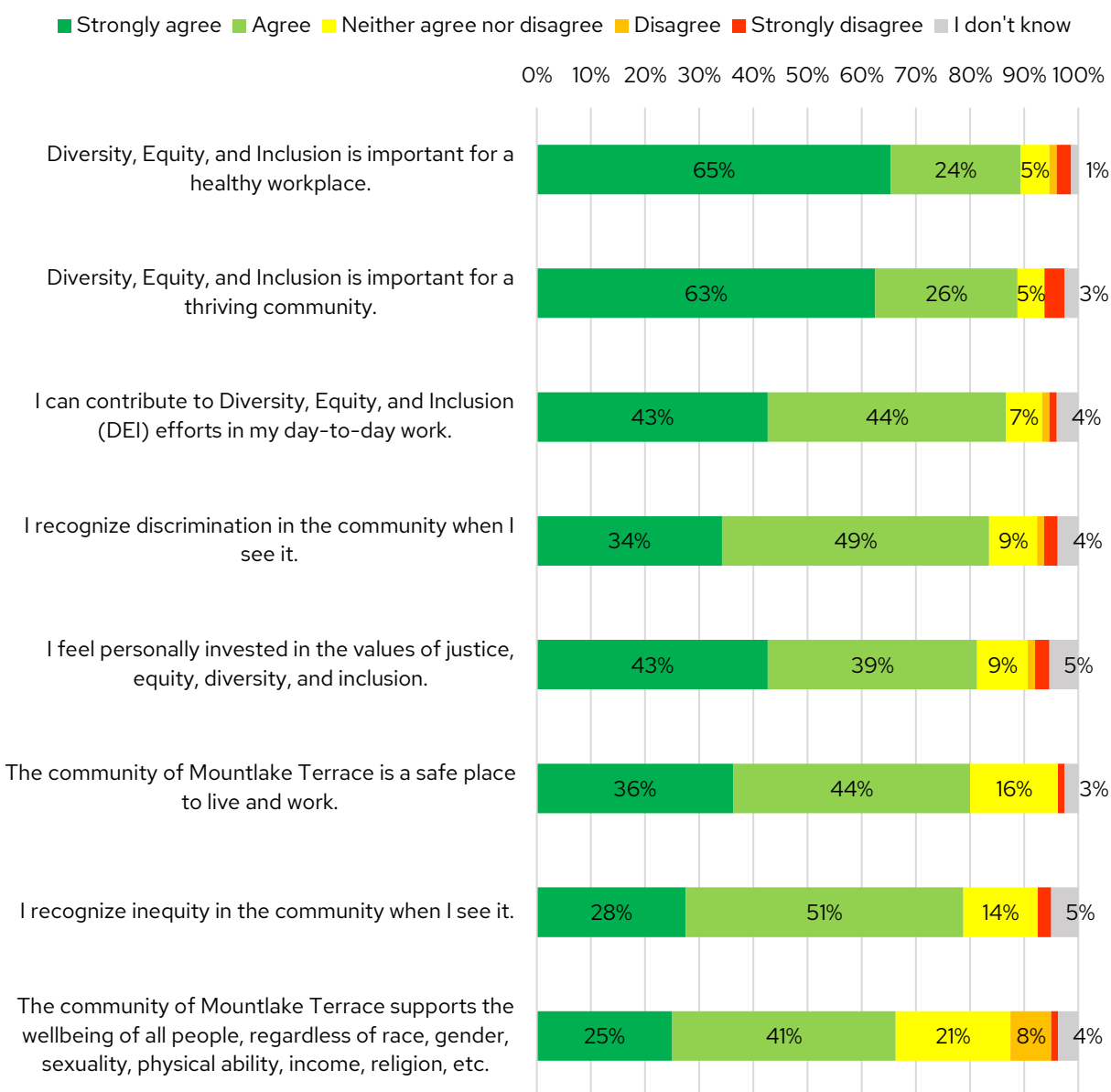


19 respondents answered this question. **On average respondents rated DEI in Mountlake Terrace's community 3.7 stars out of 5, more positive than neutral or negative.** 13 out of 19 (68%) rated it 3.5 stars or higher.

Compared to other questions in the survey, fewer respondents answered this question. One possible explanation is that, as the first question, it was too broad and hard to conceptualize.

How much do you agree with the statements below?

Chart 11: Sentiments Regarding General DEI Statements



75 respondents answered this question, 80 respondents answered part of this question. With the exception of "The community of Mountlake Terrace supports the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, religion, etc.", **over 80% of respondents agree or strongly agree with the statements, showing strong recognition of the importance of DEI in their day-to-day, as well as in the Mountlake Terrace community.** Over half of the respondents strongly agree that "Diversity, Equity, and Inclusion is important for a healthy workplace," and "Diversity, Equity, and Inclusion is important for a thriving community."

In what areas is the city doing well to be more diverse and inclusive?

40 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

Hiring and Staffing (12 comments)

These commentors praise the hiring and retention of staff and hiring practices to promote more diversity in the workplace.

"HR has started to block out names on employee applications so that we aren't concentrated on their name and where they may be from to direct our decision making. We are looking at their application and seeing what qualifications the person has."

"Hiring more diverse people than in the past."

"We hire the right people for the job. Not dependent on DEI as it should be."

"Most staff work well to include others in events and celebrations at work."

Internal Policies and Actions (12 comments)

These comments highlight internal efforts, such as trainings and proclamations, to create a more diverse and inclusive environment.

"Keeping City Hall staff up to date on latest developments and training."

"Creation of a DEI committee, awareness of the need for DEI among elected officials, using DEI principles in short-term and long-term planning for capital improvements."

"Creating the DEIC, these surveys, training and just being more mindful in all that we do."

"Acknowledging Pride Month through a flag waving and Proclamation, which stemmed from advocacy from the CED Department."

However, a few commentors also said that proclamations and intent is only a start and needs to be backed up with action.

"Acknowledging varied cultural groups through Proclamations, etc. That is only a start."

"City Council Proclamations for different cultural groups' holidays and days of recognition. However, this can feel performative without actions to back it up."

Programs and Events (9 comments)

These are comments that call out specific events and programs that they believe has done well to promote diversity and inclusivity in the community.

"Recreation program offerings and scholarships"

"We see this in the youth programs, lots of diverse families."

"Community outreach and inclusivity in events throughout the city."

"We host many different events like national night out."

"Providing services, and scholarship opportunities for anyone interested in applying, registering or participating."

Other (11 comments)

These are a collection of standalone comments that could use more context such as:

"Law enforcement."

"The downtown corridor."

"By not excluding."

A comment about an area of improvement.

"I think offering additional pay to anyone in the city who speaks a second language would be beneficial for everyone and attract more bilingual applicants."

As well as comments that said "everything", "I don't know", or "I'm not sure."

What communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?

38 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

Specific Cultures, Races, and Ethnicities (14 comments)

The majority of commentors call out BIPOC populations and cultures as communities that are most often overlooked, excluded, or not represented in Mountlake Terrace.

"African American, Pacific Islanders, Native American, Mexican, East Indian."

"Native American communities. Black and brown communities... People who are not US citizens."

"Most overlooked [are] people of color and different ethnic backgrounds."

Some commentors also mention Immigrants and communities with limited English proficiency are also.

"Immigrants with English as a second language."

A couple comments also brought up Eastern European communities.

"Eastern European and Russian community"

"...[New] Ukrainian population"

LGBTQ Community (6 comments)

"[Gender] diverse and Queer."

"Communities that do not identify with the gender binary or are transgender. Gay and Lesbian folks."

Special Needs Community (4 comments)

"I think individuals (whether adults or kids) with special needs are overlooked, especially for swim lesson programs (i.e. adaptive lessons). Since we haven't been able to offer adaptive lessons recently, many students with special needs have to look at other alternatives (i.e. different aquatic facility) for swim lessons."

"The community of persons with disabilities."

Low Income Community (2 comments)

"I worry about low-income homeowners with homes requiring maintenance and repairs, as costs are quite high for even the average person working on their home. I am not aware of resources those people might have."

Women (2 comments)

"From my perspective, women are under-represented and overlooked."

"Crime victims and women in general."

Other (4 comments)

These 4 comments mention the elderly, youth, small businesses, and the northwest sector (west of I-5).

None (5 comments)

These are comments that said there are no communities that are overlooked, excluded, or not represented in Mountlake Terrace.

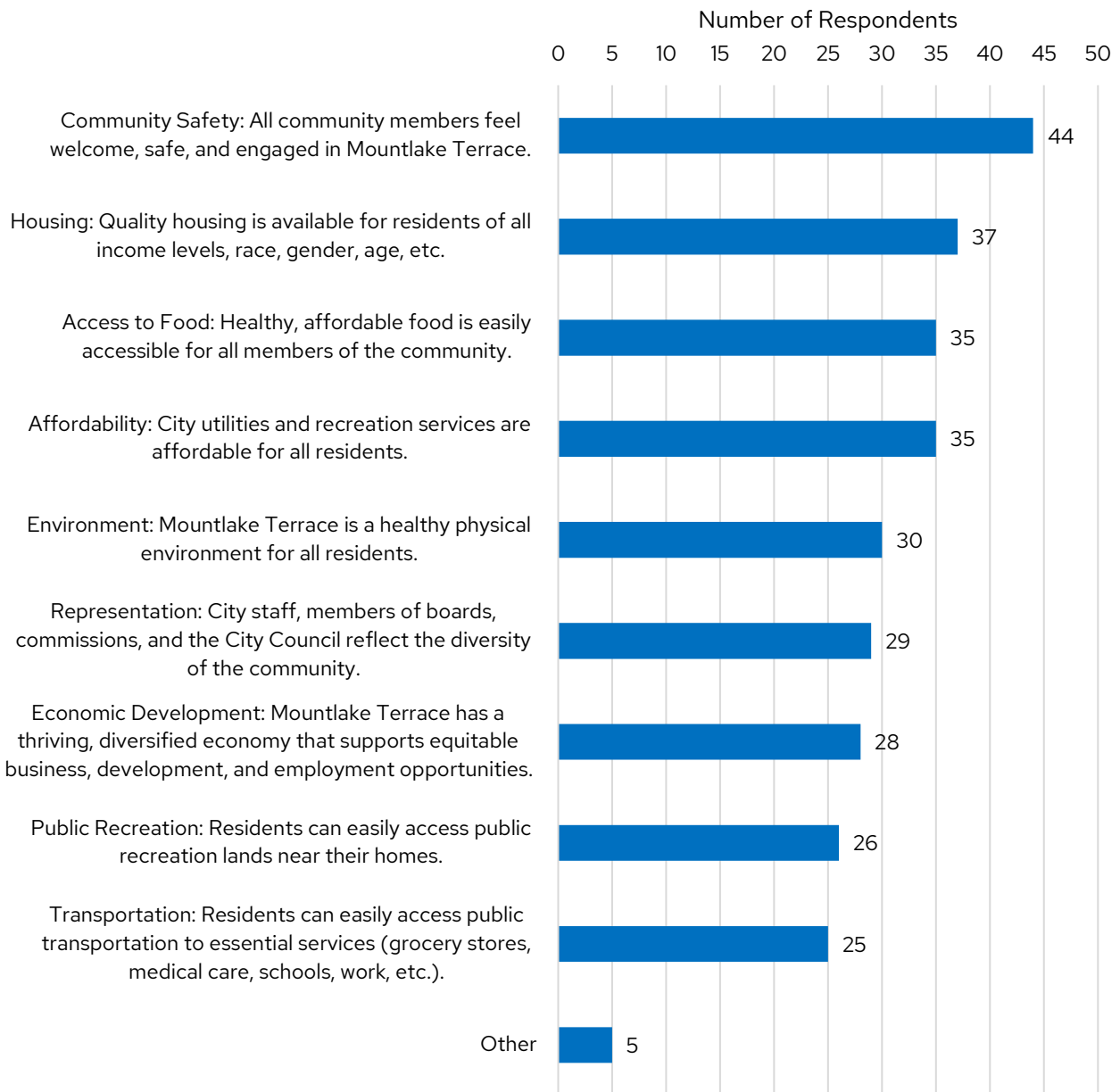
Not Sure (7 comments)

These commentors are not sure which communities are overlooked, excluded, or not represented in Mountlake Terrace.

DEI Priorities

What are areas that you would like to prioritize for long-term DEI goals?

Chart 12: Long-term DEI Goal Prioritization



The 5 write-in answers for "Other" are:

"Modernize public restrooms in the parks."

"Respect for public works employees"

"Transportation: Non-drivers have access to safe and low-stress transportation infrastructure in addition to public transit."

"None. Drop DEI"

"This is forced Marxism and indoctrination."

67 respondents answered this question. **Immediate functional needs are the top of the list, with over half of all respondents identifying safety, housing, food security, and affordability as the top priorities for the city in the long-term.** Recreation, transportation, economic development, and other priorities with less tangible benefits are ranked lower by respondents.

If you have more ideas on where the city should focus, please share them here.

Seven respondents provided an answer to this open-ended question. Three comments talked about **more support for new and existing programs.**

"You must provide homes for the different community populations, give them space to connect, and then work on bringing into the established programs of the city."

"For context on the affordable rec programs - my kids are currently using a scholarship from their enrolled tribe to participate in certain sports activities we would struggle to pay for otherwise. The scholarship is refreshed yearly per kid and covers cost of classes/season, equipment, etc. The opportunities they're getting may not have happened otherwise. Busy kids, generally, won't be getting into as much trouble as kids who have nothing to do or nothing going for them. Problem juveniles need to be held accountable, but funding some programs for kids to get into sports or other recreational activities might help reduce the overall number of problem kids."

"Explore building a community center that would have activities and resources for citizens. Develop a Downtown plan that includes a square to hold events, farmers market, concerts, etc."

Two comments spoke about **hiring and staffing the right positions with the right people.**

"If you want to do engagement, hire an engagement person. "

"Hire a more diverse workforce. This gives the city team direct experience with a certain culture or communities 'norms'. It gives the public a sense of belonging because 'someone like them' is seen in a city position and possibly able to help them in their native language."

Two comments focus on **communication, public engagement, and sharing information.**

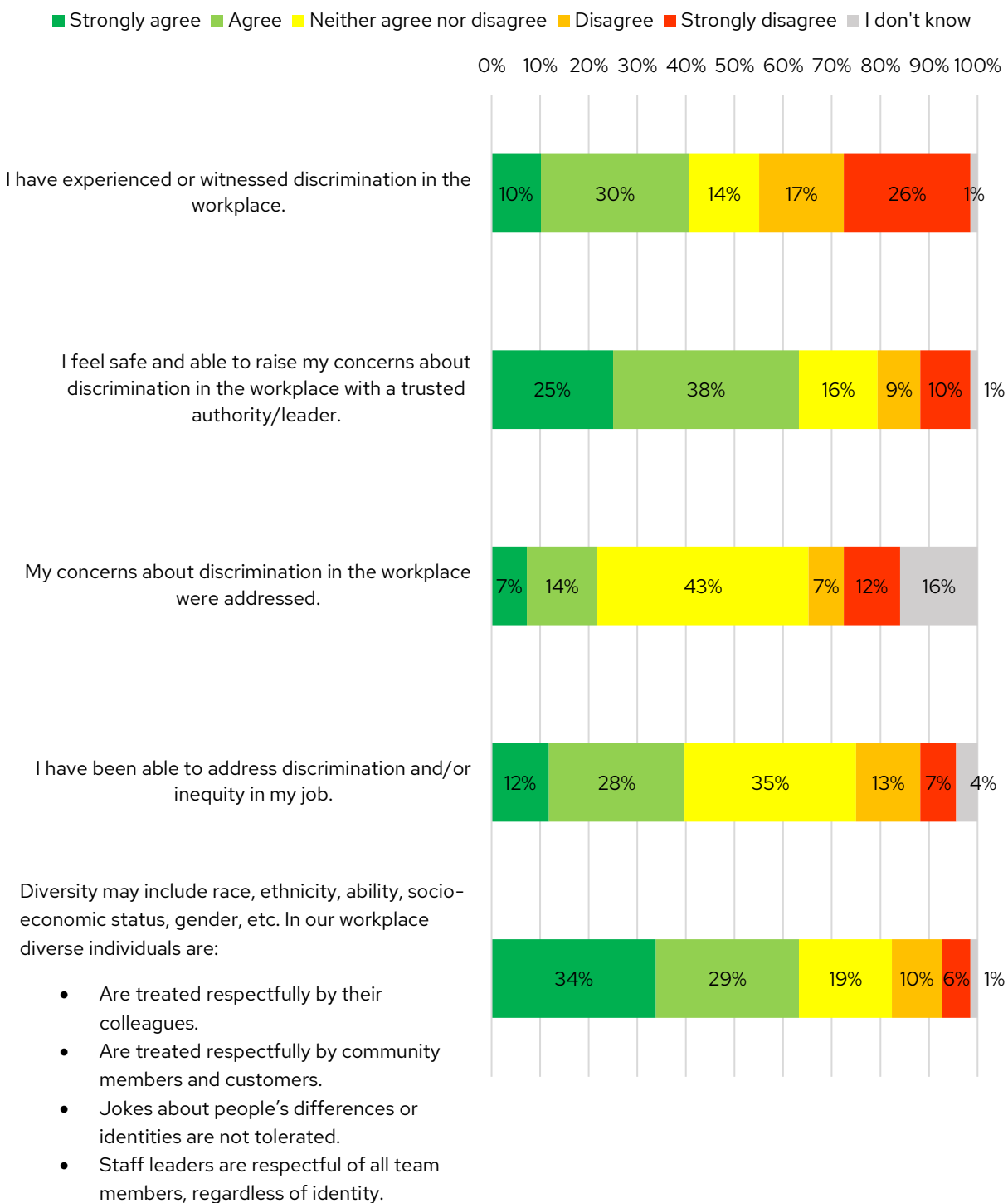
"Access to information on financial assistance, housing, food services."

"Communicating with a variety of people and how to address their needs and concerns in an effective manner. Increasing tolerance of diverse individuals and embracing their differences. ~not just what you say but also how you make them feel, and how you respond to their needs to make them feel valued and taken care of in our community. "

DEI in the Workplace and Work Environment

How much do you agree with the statements below?

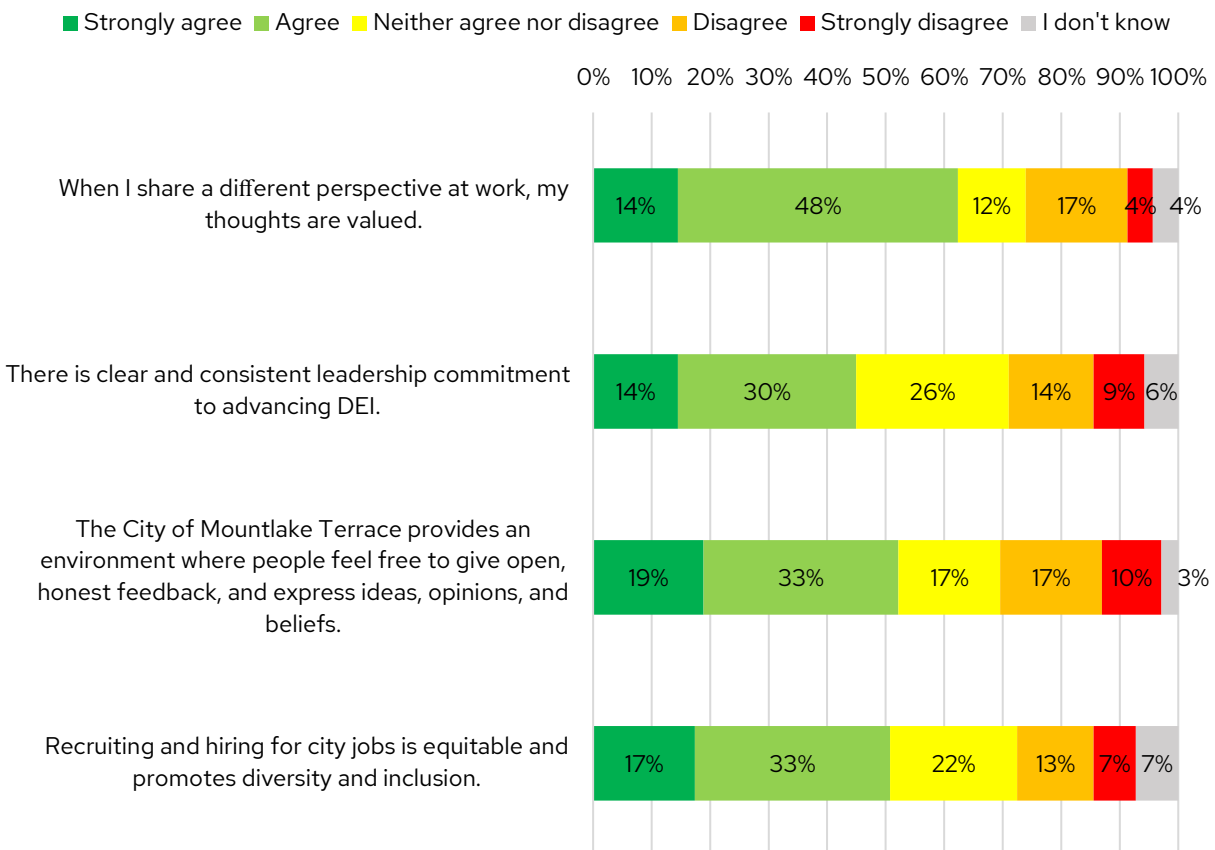
Chart 13: Sentiments Regarding Workplace DEI Statements



68 respondents answered this question, 69 respondents answered part of this question. 40% of respondents have experienced or witnessed discrimination in the workplace and 43% have not. This clear dichotomy suggests respondents have their own idea of what discrimination looks like at the workplace, and they have either seen it or haven't. This means that while **staff members understand what diversity and discrimination looks like and are generally comfortable raising their concerns to leaders or trusted authorities, but they feel like their concerns are inadequately addressed**. Only 21% said their concerns with discrimination were addressed. However, 40% say they have been able to address discrimination and/or inequity in their job, this could suggest staff members are choosing to address discrimination and/or inequity personally as opposed to going to a leader or trusted authority. Further research is needed to clarify the difference between the two statements.

How much do you agree or disagree with the following statements about your work environment at City of Mountlake Terrace?

Chart 14: Sentiments Regarding Work Environment Statements



69 respondents answered this question. Around 62% agree or strongly agree that when they share a different perspective at work, their thoughts are valued. Comparatively, only 51% agree

or strongly agree that “the City of Mountlake Terrace provides an environment where people feel free to give open, honest feedback, and express ideas, opinions, and beliefs.” This is in line with similar statements shared previously, where **respondents feel comfortable in their role and can share their concerns and opinions at work, but less so when it comes to the City of Mountlake Terrace as a whole.**

What else would you like to share about your experience in Mountlake Terrace?

Nine respondents provided an answer to this open-ended question. Two comments talked about **unsupportive leadership and culture.**

“It feels more like a push on staff to show educations on topic (even though falls on some deaf ears) and a self-serving goal of appearances by the city. Doesn't feel genuine. Not consistent or clear leadership in this regard. Small acts of discrimination and exclusion by a few staff go on every day.”

“In my current position, after having moved to City Hall, I do not feel welcome here. It was especially difficult for me to move from the PD where I have spent the last six years of employment with the City. I was hoping to be welcomed by the leadership here at City Hall, and that has not happened. There is friendly staff here, but as far as the leadership, I do not feel welcomed.”

“Sharing concerns has resulted in being subjected to devaluing and defamatory treatment to coerce silence. ”

“The culture of the work force is not inclusive or embracing, there is a lack of representation and often times opinions are listened to but not valued. ”

Three commentors are focusing on **internal discrimination and lack of professionalism from departments like HR and Payroll.**

“[Inequity] within the city HR department has been the most unprofessional and challenging experience for me. When given personal information she shows bias and uses the information against employees to hinder them. She's asked for bogus unnecessary information like driver license of a spouses for personal purposes. She speaks openly about personal matters of employees. ”

“The problems are 100% at the administrative level in regards to anything regarding discrimination. Your front line employees are largely accepting people. I wouldn't trust HR if I needed to report something either. Certain administrators have made plenty of comments to show us how they feel about women in the workplace, they're just smart enough to make sure they

don't do anything blatant or overt. They just get the jab in when the opportunity arises from a mistake."

"HR and Payroll Supervisor are racist. They fight flexible work schedules. They treat people of color worse than others."

Two comments talk about **hiring and engaging the right people**.

"We hire the right people for the job. Not for DEI. If we did it would make the city unsafe, and production would go down. "

"When I first came to Mountlake Terrace it was a small town filled with Caucasian blue-collar working-class families. Now almost 15 years later the recreation pavilion has all kinds of people visiting. We have the opportunity to include these new families into our community by reaching out and inviting them to participate in our city jobs, elected positions and celebrations. We can make them feel welcome by giving them a space to be themselves and part of the larger community."

What else would you like to share about your work at City of Mountlake Terrace?

Eight respondents provided an answer to this open-ended question. Some commentors really **enjoy their work**.

"I love working for the city of Mountlake Terrace, I grew up here and went to the schools here as well."

"The community has always been great to work with. I enjoy my coworkers and the work I do. "

"Loved working here from the day I started."

Other commentors were **more apprehensive about their work environment**.

"We walk on eggshells here. I hate who I work for."

"People get in trouble with these "anonymous" surveys."

"I don't feel that everyone is treated equally here at the city. Some people have a lot of responsibilities but then get paid really low. If it wasn't for what these people do their department would not run. They need to be paid more to feel valued & want to stay at their jobs. Also, to look at what each department needs to run smoothly instead of just ignoring what the level of

staffing is and then assigning them more & more work without being compensated and making them question if they should quit. "

"I loved the Police Department. I feel that all PD's have work to do in general with systemic barriers, but the ML T PD was phenomenal. When both my partner and I were pulled from the PD and put into the CED group at City Hall, the transition was not welcoming. I hope these issues are addressed for any new Hire(s) coming to work in our positions."

"I have been here for a shorter period of time, in comparison to others. But in my time here, I have worked my tooshie off and given it my all, this has resulted in very little appreciation from others- often hearing "no one else does that" rather than "we really appreciate the work you're doing..." The less appreciation I feel, the less I feel valued and the less I want to continue to bust my tooshie. We need to reward positive behavior more."

Work and Career Advancement

How much do you agree or disagree with the following statements about your work at City of Mountlake Terrace?

Chart 15: Sentiments Regarding General Work-Related Statements

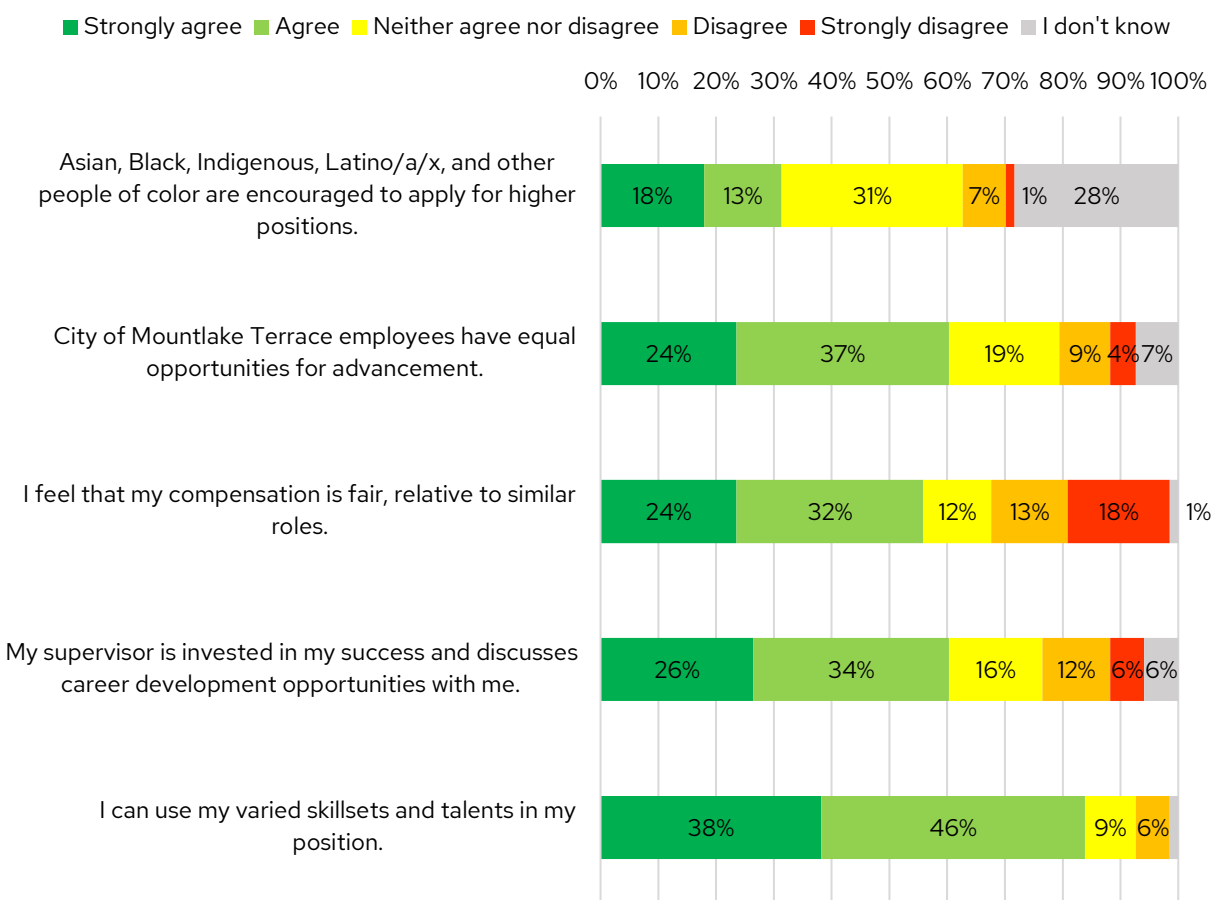


67 respondents answered this question, 68 respondents answered part of this question. The majority of respondents agree or strongly agree that their work is meaningful (85%), they can talk to their immediate supervisor regarding negative interactions (74%), and can see themselves working here a year from now (78%). **Respondents like their work, but they do not feel like they are receiving enough support from the workplace and the city.** Only 60% agree

or strongly agree they receive enough workplace support and recognition, and when it comes to support from the city only 50% agree or strongly agree.

How much do you agree or disagree with the following statements about career advancement and benefits at City of Mountlake Terrace?

Chart 16: Sentiments Regarding Career Advancement Statements



67 respondents answered this question, 68 respondents answered part of this question. 50–60% of respondents feel good about their career advancement with the city. But **about a third feel that their compensation is not fair relative to similar roles**. When asked if Asian, Black, Indigenous, Latino/a/x, and other people of color are encouraged to apply for higher positions, majority of respondents are uncertain, with 59% saying “I don’t know” or “Neither agree nor disagree”. This statement likely stumped respondents for being too specific.

How can the City of Mountlake Terrace make your job better?

25 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

More Flexibility (7 comments)

These comments highlight the need for more flexibility in scheduling hours and PTO. Giving staff more control over their time.

"Allow all public works crews to start and end at the same time."

"Flexibility in scheduling or hours worked to create a better work life balance..."

"Remote work options and respect for family obligations."

"If the city cares about employees with child and elder care responsibilities, work-life/health balance, there wouldn't be so much interference from other departments about time off and schedule shifts."

Empower and Listen to Staff (7 comments)

These comments mention the need for staff voices to be heard. Both on the city level as well as on a day-to-day level.

"Actually listen to what I say and not just hear me.... I'm a male in a female dominated work place,"

"When making decisions impacting my job, involve me in the decision making process. No one knows the job as well as the person doing it, so it benefits the City if it takes that input into consideration. City Council is so detached from the real work that they don't have the whole picture."

Commentors also emphasize the need to create an environment that allows employees to speak without fear.

"Move the comment box to a different location where Maintenance staff feels comfortable going to it."

"Addressing staff energy and morale when there is negativity in the office. Too often staff feel like they cannot share how they were spoken to by someone above them and they accept it instead of feeling empowered to talk."

Compensation and Recognition (6 comments)

These commentor want better pay and wage structure.

"Rise pay. I can get paid more by the cities around us."

"Competitive wage scales."

Additionally, they also call for more recognition and fair rewards for hard work.

"Recognition for employees is neither timely nor consistent."

"Reward hard work and positive behavior more across the work force and not just at city hall, and one time a year."

Staff and Funding (5 comments)

These comments cover the need for more resources.

"Please fund things like tech and fleet."

"I need more staff."

As well as the need to change the existing structure.

"Remove toxic people who drag everyone else down. Hold directors to same standards as everyone else."

"Change my department's leadership."

Other (2 comments)

"Group events like a lunch here and there. cross departments don't know each other very well. It could be nice to interact with people from other departments. "

"Provide the pavilion staff with healthier office spaces. We inhale chlorine, sit under bright industrial lighting and struggle to stay focused in a noisy environment. This really means build a new recreation building."

What skills/talents are not being used in your role?

5 respondents provided an answer to this open-ended question.

"My input on an area where I have [many decades] experience,"

"I was put in charge of a program that clearly is meant to make us look good outwardly but is definitely not supported in the slightest."

"Creative problem solving."

"I'm a master teacher and would like to have a better way to pass that knowledge on. The lack of qualified applicants is hindering our ability to grow. I could build a dance teacher training program if I had a coordinator to help with day-to-day administrative tasks."

"I have several certifications, that many in my department don't hold and as I use those certifications to do inspections and write ups, and management does not respond accordingly to my assessment, no action is taken to resolve those issues, what's the point in having the certification if it's not going to be taken seriously?"

What would you like to share about compensation, benefits, skills, and talents?

15 respondents provided an answer to this open-ended question. Four commentors are **optimistic about the pay schedule evaluation and their pay.**

"The pay schedule evaluation and increase was life-changing for me and I greatly appreciate it. "

"After [over 10 years] of working for the city, I feel that the compensation that I now get is long overdue."

"The recent salary increase was meaningful and better benefit package was a great boost. I was disappointed that council wanted us to more slowly climb to 5% within market value (7 steps instead of 5) but I'm grateful that something passed. "

"Salary schedule was a huge accomplishment."

Eight commentors feel **their pay is unfair, compared to similar roles in other cities and even internally among different departments.**

"Look at the cities around us, Edmonds and Lynnwood. They make way more money than us and we do the same or more amount of work. The non represented employees had a huge pay raise last year. 30-40%. The city will not make us close to what we should be paid."

"We get paid the lowest of all our comparable, and understaffed."

"[Compensation needs to be better to have employees feel valued & want to stay. The city will save a lot of money if employees want to stay longer & not have to keep rehiring...]"

"Benefits seem to be on par for the City of Seattle, but the pay is lacking compared to other cities in the greater Seattle area."

"I am being paid less than someone for doing about the same amount of work. They've been here longer but that doesn't necessarily equate to a better work ethic. "

"As a whole, I can tell you the maintenance staff feels over worked and underappreciated. We feel that city hall is on a pedestal and the rest of us are looked down on. We don't feel that upper management is on our side and wanting us to have an equitable career here, we feel replaceable and under paid. "

"As the [a full time employee] I make the same as other [part time employees in the same role] when I have a lot more tasks and responsibilities than them. "

"So far we all get to hear about everyone else being compensated fairly and yet to see it "down here at public works""

"Public works maintenance workers are very underpaid."

Two comments mentioned **management and unfair time management are major pain-points.**

"... I know that some departments have a lot of micromanaging of their employees which leads to some people feeling not appreciated or insulted by not being trusted to do their job."

"For those working 9/80 schedule, it is not fair to have to use 1 hour of vacation or other time for holidays, etc. "

One commentor wants to **acknowledge the cost benefits of the Dance Academy.**

"Our Dance Academy inside a recreation pavilion is a particularly special thing. When people come to a city recreation center, they only expect introductory classes as that is what most recreational departments offer. Mountlake Terrace is privileged to have a full dance school at recreational prices."

Mission and Leadership

How much do you agree or disagree with the following statements about the mission and leadership at City of Mountlake Terrace?

Chart 17: Sentiments Regarding Mission and Leadership Statements



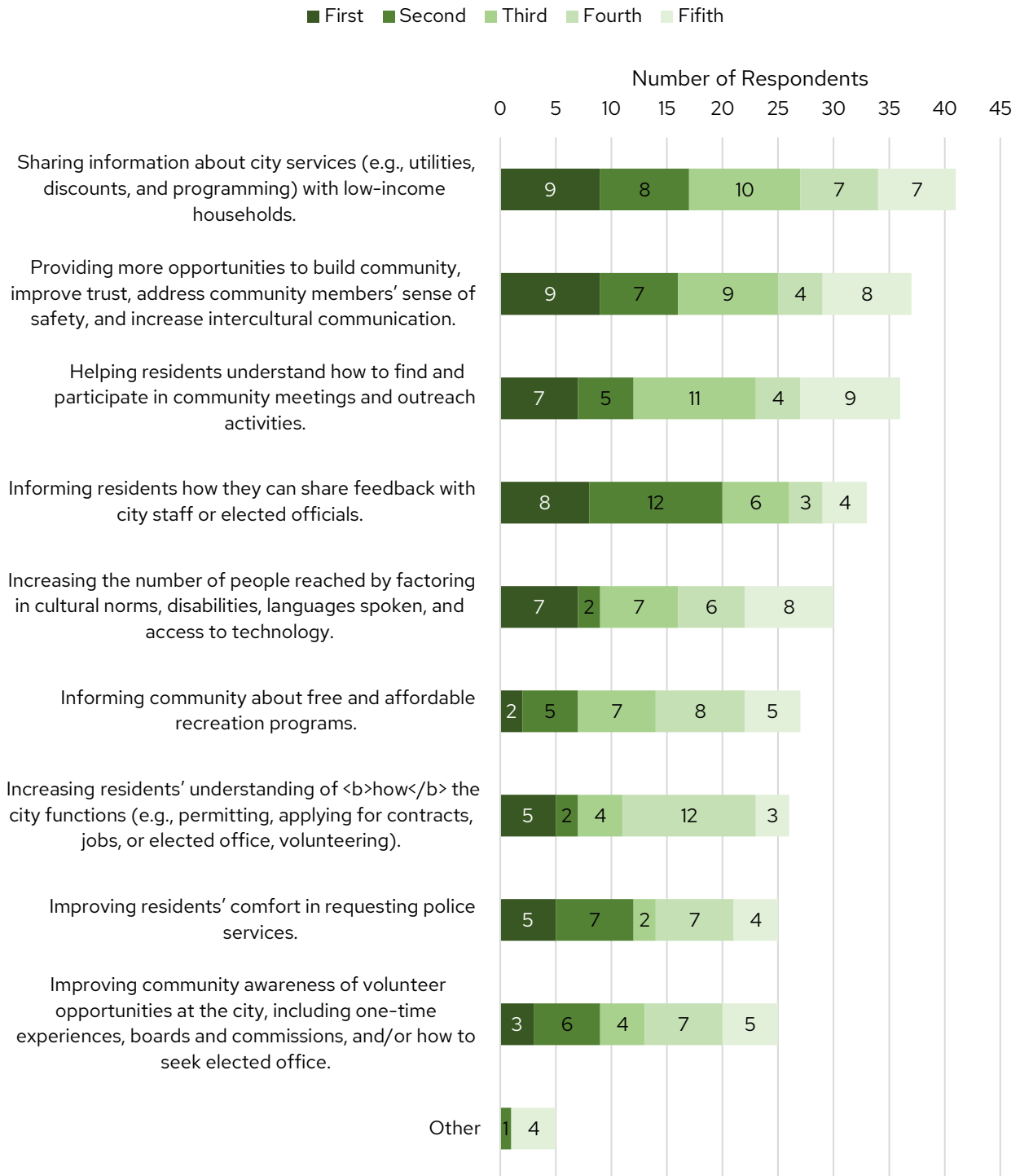
64 respondents answered this question, 65 respondents answered part of this question.

Respondents are generally confident and invested in the mission and vision of the City of Mountlake Terrace. However, they are uncertain about the leadership at the city. Less than half of respondents agree or strongly agree that they see strong, consistent leadership support for DEI. And fewer than 40% of respondents agree that the city's leadership team's expertise and guidance are aligned with the vision and values of the organization.

Areas of Improvement

Please rank the top five areas where the city should focus on improving service to our diverse population.

Chart 18: Top 5 Areas of Improvements



Four out of five respondents provided a write-in answer for "Other":

"Hold more civic events that naturally creates community cohesiveness."

"Improving residents' comfort in requesting advocacy, whether that be police or any department directly relating with the community."

"Removing physical barriers to mobility."

"This is forced Marxism and indoctrination."

63 respondents answered this question. **The top areas of improvement identified by respondents are to do with communication and community engagement.** 41 respondents (65%) believe "Sharing information about city services (e.g., utilities, discounts, and programming) with low-income households" is one of the top five areas where the city should focus on improving services.

In what ways can the city improve diversity, equity, and inclusion?

34 respondents provided an answer to this open-ended question. The comments generally fall into the following themes listed below. Please note that not all comments are listed below.

Internal Policies and Actions (17 comments)

A few of the comments focuses on improvements in DEI policies and enforcement of policies to address staff issues and concerns.

"...Create and establish policies that allow for more work/life balance so everyone can take more PTO to address health/whatever concerns they have - unlimited PTO perhaps."

"Fairly and thoroughly addressing staff concerns of inequity."

Other commentors wants to point out other areas of DEI beyond just race and ethnicity and increasing diversity.

"Make all restrooms gender neutral. stop focusing on color. That's all council talks about. There are other things that make folks diverse."

"Recognizing that having a diverse workplace is not the same as inclusivity."

The remaining comments highlight the need for continuous feedback gather and communication, internally and externally.

"Continue to ask for feedback from employees and the community."

"Targeted surveys to capture high-quality demographic data, creation of a survey/reporting method for the public to report lack of DEI measures and to influence future activities."

"Be more receptive to feedback instead of reactionary. Intentional work takes time. Voices of a select few cannot speak for all of Mountlake Terrace."

Hiring and Recruitment (10 comments)

Most comments here call for changes to hiring and recruitment policies and practices.

"Hiring and recruitment needs a complete overhaul. People should not have to fill out a form on our website."

"Blind resume review, recruiting from diverse communities."

"Proactively make an effort to diversify the hiring board/HR."

"Increase diversity and inclusion by hiring individuals from a variety of backgrounds, integration between departments (increase inclusion) and valuing the work force who is providing the labor. "

A few commentors also want changes to management and leadership.

"Get the managers/administrators running departments here who don't care about employees in general to move on."

"The DEIC is completely dysfunctional. Leadership keeps blaming staff but it's a leadership problem. Adding half-cocked events is a Band-Aid approach."

Training (8 comments)

These comments highlight the importance of training for current staff and leadership, as well as new hires.

"Provide regular and consistent training opportunities for staff."

"Education for new hires and 0 tolerance."

"Training managers/leadership to recognize and erase their biases..."

Programs (7 comments)

These comments mention specific programs that could use more attention or funding.

"We used to offer adaptive swim lessons but since covid we have not been able to bring them back."

"Ensure below market housing is included in new development."

"The recreation pavilion could designate changing stalls and bathrooms specific for individuals who would prefer to use a universal stall/bathroom. This would also help families who are caretakers for individuals with disabilities or special needs and need a bigger changing stall/bathroom. "

"Support density and affordable housing."

"More languages for information distribution. Translation services. ESL classes."

Pay and Incentives (4 comments)

These comments call for fair pay and incentives to attract and retain the right people.

"Offer pay incentives for staff who speak additional languages; having someone who speaks your language when you need help is life changing."

"Pay people more money and include incentives."

"Make sure benefits and program are inclusive, conduct pay equity reviews."

Unsure or No Improvements (6 comments)

The remaining comments are either against DEI or they did not provide clear ideas for the city to improve diversity, equity, and inclusion.

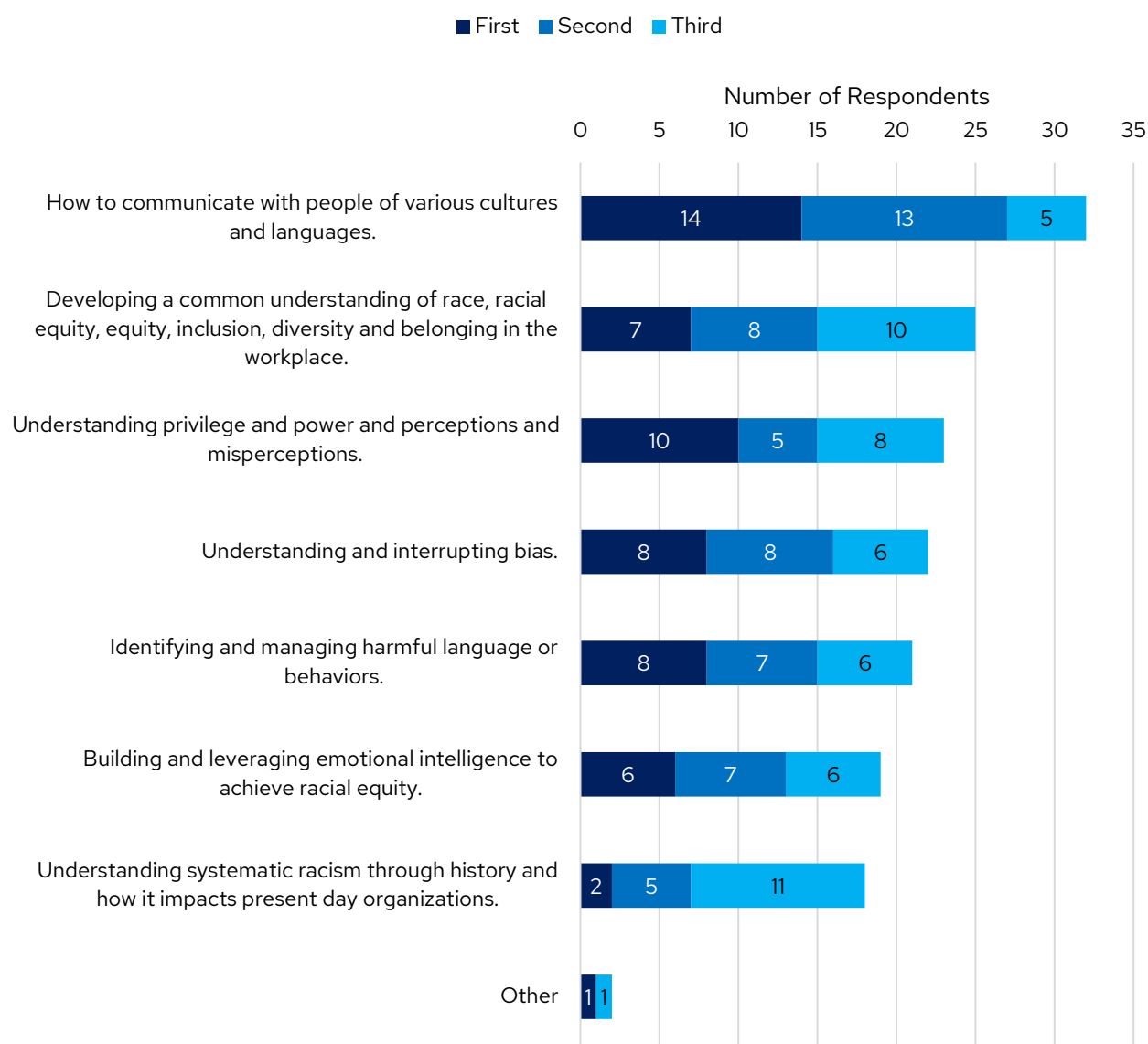
"Drop the DEI committee. They have done nothing but use money that could go to other places. DEI only hurts people and makes it unsafe."

"You can only hire and recruit so much. "

Future Trainings

What are the top three areas where you would like to receive training and support to strengthen diversity, equity, and inclusion?

Chart 18: Top 3 Training Areas



57 respondents answered this question. Respondents that selected "Other" did not provide a write-in answer. The top choice is "How to communicate with people of various cultures and languages." with around half of the respondents picking it as one of their top two choices. 84% of respondents picked one of "How to communicate with people of various cultures and languages" and "Developing a common understanding of race, racial equity, equity, inclusion, diversity and belonging in the workplace" as one of their top three training choices. Meaning **84% of respondents would be interested if the top two training areas were offered.**

What are you learning about DEI here at the City of Mountlake Terrace, and what do you want to learn more about?

Nine respondents provided an answer to this open-ended question.

"I haven't learned much from the City. I know it is still a big problem here. My hope is for the City to recognize that they will continue to lose good employees if the DEI issues don't get turned around and headed in the right direction."

"In the time I have been here, I have learned nothing about DEI. I would like to learn what the City's vision is for DEI and how we intend to achieve our DEI goals."

"Aside from how to embed equity in my day-to-day work based on past and lived experience, the City does not offer clear tools or expectations for learning how to do this. "

"I'm learning that in order to get along with each other we have to work together. Literally, work together as colleagues, volunteers, and in community activities and be friendly."

"I want to focus more on empowering women and creating a culture where it's okay to talk about mental health without a stigma."

"You have to start with the leadership."

"The city needs to be more inclusive, again, not focusing on skin color."

"I think having an outside party talk about the DEI of MLT, to present solutions, and where the city is now would be fascinating. For example, presenting on the DEI of each neighborhood, the issues the population faces. Even a statistical evaluation and presentation of the different communities and neighborhoods of MLT would be informative in fully understanding who we are and the people we serve."

"I'm not racist and already treat people with equity and dignity. This training is a waste of money."

What else would you like to share about your learning experience with DEI?

Six respondents provided an answer to this open-ended question. With most of the comments highlighting the importance of **embracing employee ideas, taking responsibility, and follow-up trainings and statements with action.**

"I come from a solid understanding of DEI issues and work and I'm interested to see how a DEI training with MLT will result in real change. "

*"There are many employees who have ideas but are often shut down.
LISTEN!"*

"This will be my 3rd DEI training with different jobs, and I can say it changes the atmosphere for a couple months max and then everyone seems to forget about it. "

"I understand people have to know there is a massive problem with DEI in this City and want change in order to make the change. Everything I know about DEI and systemic racism, I have learned on my own. I would love to have a program in place to help grow my understanding with DEI and to continue to spread the importance of DEI in the work place. "

"I think staff need to be held accountable when they speak to the public and are unaware of their implicit bias. Staff do not recognize or believe that is real."

One commentor is also concerned with how money is spent on DEI efforts.

"How much money did you spend on this company and how much money are you spending to force people to go to this?"

Privacy and Limitations

Limitations and Margin of Error

Statistical Validity (or certainty) is a spectrum, there is no threshold at which a finding becomes valid or invalid. Instead, we are dealing with varying levels of uncertainty. With a total of 148 staff members, getting around 64 survey completes gives us a minimum margin of error of 9% at a 95% confidence level for the majority of questions. Meaning there is a 95% chance that the real sentiment is within $\pm 9\%$ of the measured/surveyed values.

Privacy

TVA will not share any personally identifiable information. All data will be presented in aggregate, and if comments are used it will be anonymous. All survey responses and personally identifiable information, such as names and e-mail addresses, will not be linked to an individual, and TVA will not use, disclose, share, or sell data to a third party.

Appendix B:

The Diversity, Equity, and Inclusion Commission's Community Outreach Results

COMMUNITY FEEDBACK

on the Diversity, Equity, and Inclusion Strategic Plan



May 2025

What we heard
DEIC Listening
Sessions (2021)
and Online Surveys
(2022-2025)



Methods

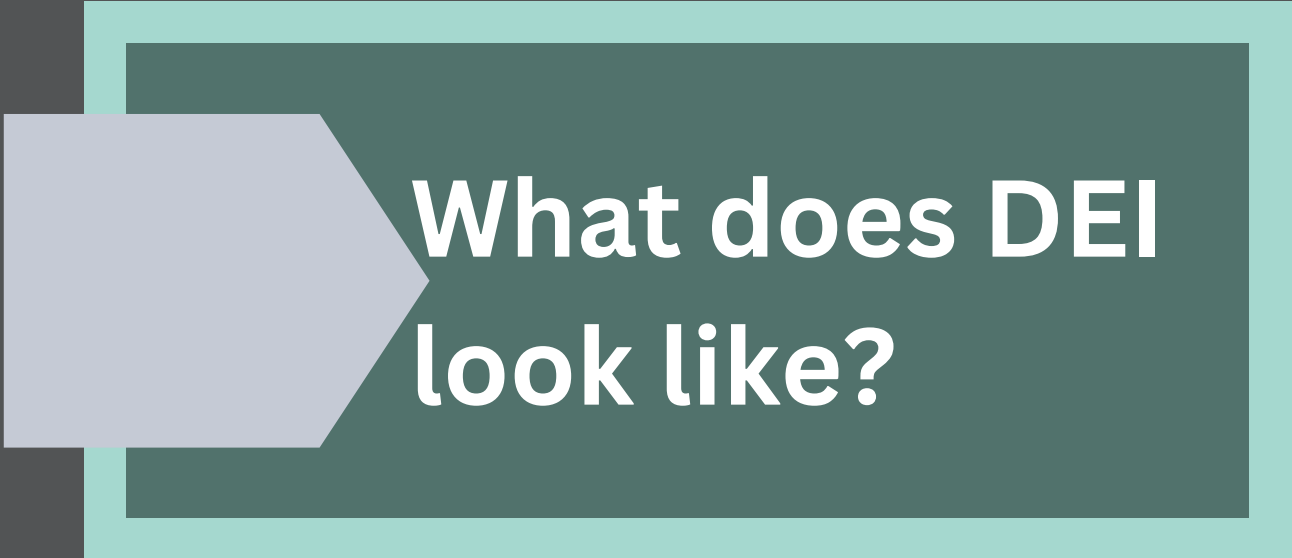
Held two virtual meetings with 20 participants

Hosted an online survey with 24 participants

Goal: Gain an understanding of these topics:



What does it mean to feel safe?



What does DEI look like?



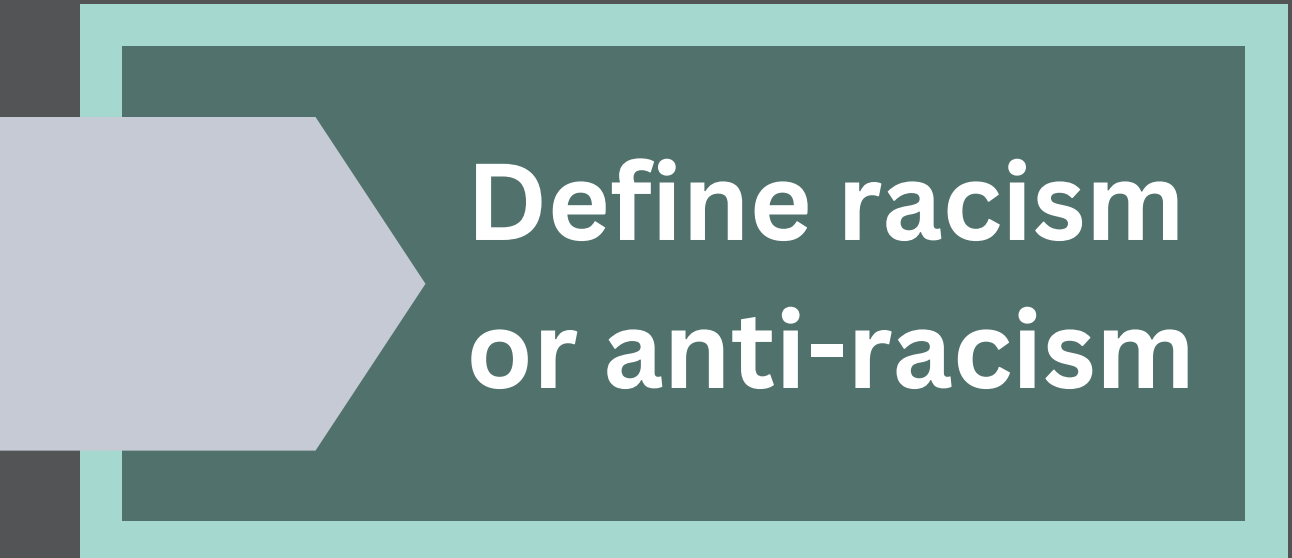
Recommend role of Commission.



What barriers do you experience?



What is good in the city?



Define racism or anti-racism



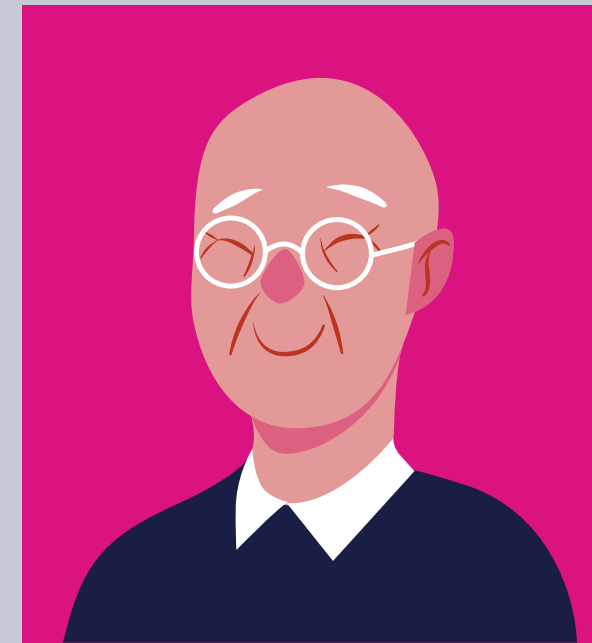
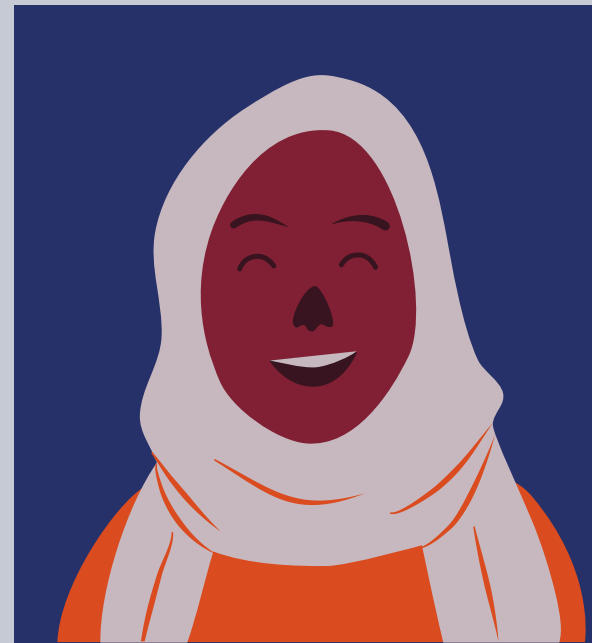
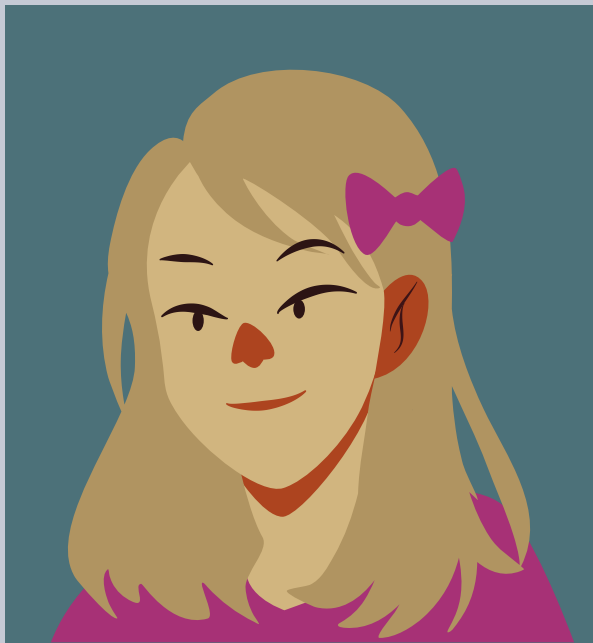
General Points of Agreement

MLT is:

- Inclusive, welcoming, and accepting of people with diverse backgrounds
- A safe place to live
- Supportive of the wellbeing of all people



Diversity, equity, and inclusion is important to the community



The city needs to work on improving relations, trust and communications with these communities:

- LGBTQAI+
- Indigenous
- Disabled
- Neurodiverse
- Deaf
- Homeless
- Limited English
- Black
- Hispanic
- Muslim
- Pacific Islanders
- Asian
- People of Color
- Low Income



What does safe mean to you?



Bustling diverse businesses in a clean, low-crime neighborhood with welcoming signs that help me identify with them



Cultural festivals and events that represent communities within MLT and were designed in partnership with those communities. These events make people feel welcome, safe and connected with others.



Well designed active transportation infrastructure, with good lighting, nice landscaping, in a clean environment.

What does DEI in action look like?

**Allowing all people to
have opportunities**

**City Council
represents the
demographics
of new residents**

**City is
accountable
to DEI
Commitments**

Suggestions for the DEI Commission's Role in the City

**Engage with the
Community**

**Encourage community
to do the work w/you**

**Engage w/school district,
create youth council**

**Find ways for people
to connect**

**Ensure all residents
have equal access**

**Create a
DEI Strategic Plan**

**Welcome diverse
residents to city**

**Have a DEI lens for
all city activities**

**Hold yourselves
accountable**

**Interact w/ community
Ambassadors**

Barriers People Face

**ADA
Access**



Transportation

**Access to
City
(Hours/Days)**

**Computer
Access**

Housing

**Language
Access**

Barriers People Face

Events help cultural understanding & create a welcoming community

Recreation Programs for new population and financial assistance

Getting hired by the city for a job or contract

Community engagement strategies that reach under-represented people

City staff & Community Understanding of Systemic Racism



Staff should reflect city demographics to better understand

What is good in MLT?



**Community
Events**

**I received a warm
welcome from the city
as a new resident**

MLT Rocks

Forward thinking city

**“The city is trying to find
ways to reach out and
get input from residents**

**Police Citizen's
Academy**

What does it mean to be anti-racist?

Keep anti-racist values in the center of every action

Promote respect and dignity for all

Be aware of bias and work toward unbiased decisions

Change perceptions through community engagement, education, celebrating various cultures

Recognize residents, business owners and community leaders who are people of color

Welcome people of all cultural backgrounds and identities.

Acknowledge and address trauma that people have faced

Create safe places for people of color and others who are targeted by bigotry

Remove barriers, make things more simple for people to access services

What we heard during our
winter 2024-25

Community Conversations



The Diversity, Equity, and Inclusion Commission invited community groups, spiritual organizations, and the broader community to a conversation. Between December 2024 and March 2025, the city hosted the following conversations:

- December 4 with Masjid Umar Al-Farooq
- December 5 with Cops & Clergy
- January 29 with the community
- February 23 at the Mountlake Terrace Library, partnering with Snohomish County Health Department, hosted an English and Spanish open house

What we
heard...

You feel welcomed when...
someone greets you, smiles, waves, says “hello”, people “see” you



You feel welcomed when...
a business welcomes you with signs, the sales person greets you and knows your name and order, they are respectful...



You feel welcomed when...
your neighbors talk to you, invite you, include you...



You feel welcomed when... the neighborhood feels welcoming, it is clean, well lighted, has flowers or plants, people feel safe from traffic, the city is easy to navigate....



You feel welcomed when... there are events and community activities that are inclusive and offer opportunities to meet people



You feel welcomed when...



What I

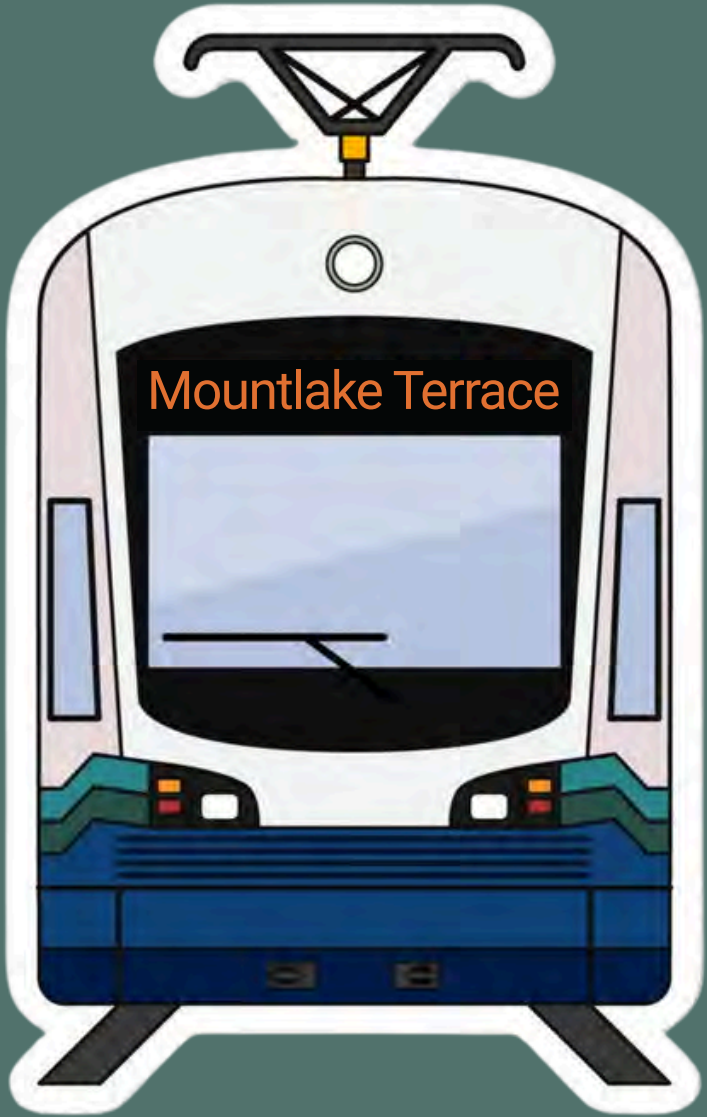


About Mountlake Terrace

What I ❤️ about Mountlake Terrace...



It's Walkable



Access to transit



Community events

What I ❤️ about Mountlake Terrace... the Recreation Pavillion!



We thrive here!

A circular logo with a pink background. Inside the circle, there is a stylized green plant with three leaves. Below the plant, there are two hands, one on the left and one on the right, with fingers spread, as if holding or supporting the plant. The text "We thrive here!" is written in a bold, black, sans-serif font above the hands.





What I ❤️ about Mountlake Terrace... responsive police and feeling safe!



SERVE ~ SUPPORT ~ DEFEND



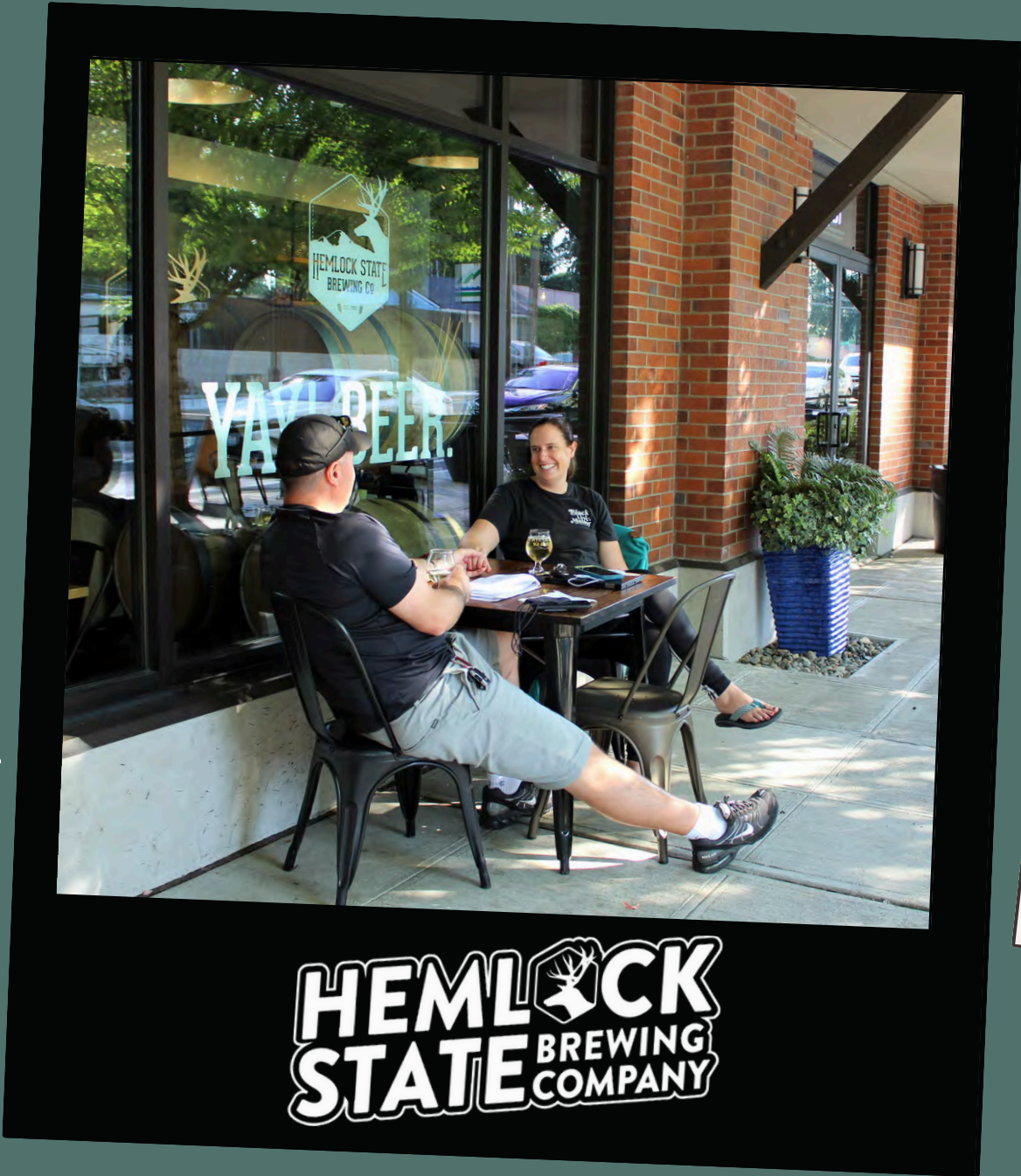
What I ❤️ about Mountlake Terrace... Sno-Isle Library in MLT



***Libraries
create
Community***



What I ❤️ about Mountlake Terrace...shops and restaurants



What I ❤️ about Mountlake Terrace... small town feel



What I ❤️ about Mountlake Terrace... community engagement



What I ❤️ about Mountlake Terrace... city maintains infrastructure

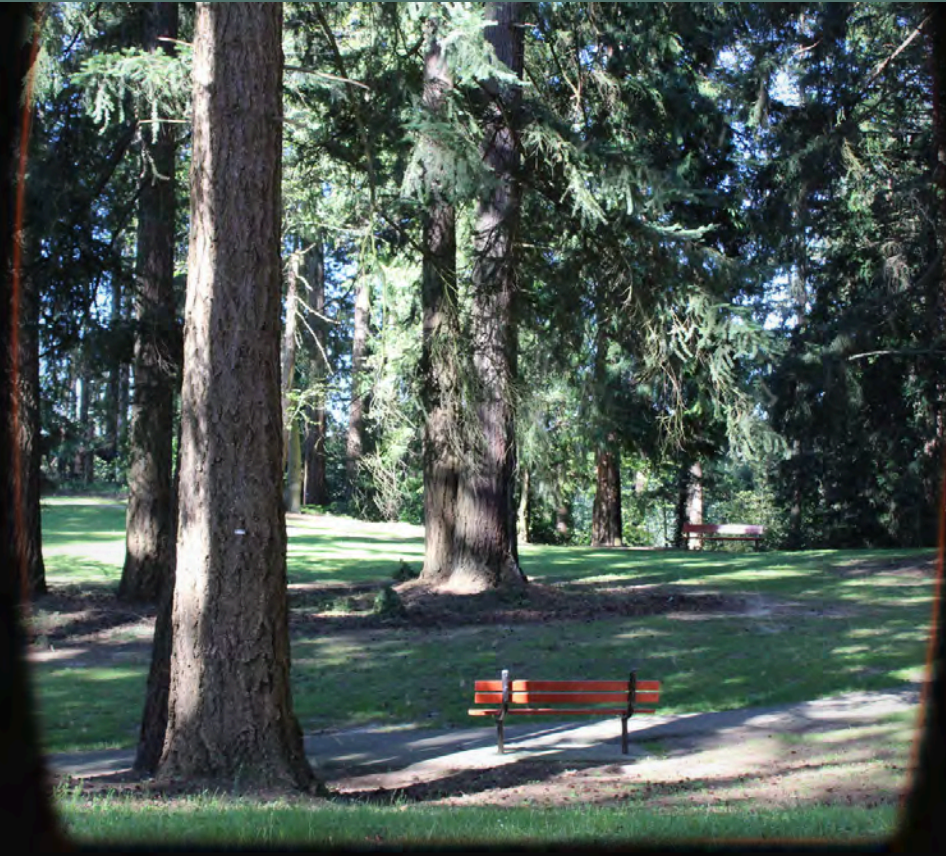


Street chipsealing



Utility repairs

What I ❤️ about Mountlake Terrace... parks!



Next *Steps for 2025*

**Share with
DEI
Commission
and Staff
Committee**

**Develop
action plan w/
Commission
and Staff
Committee**

**Review Draft
Plan with
Commission
and Staff
Committee**

**Review and
Vote on
Recommended
DEI Strategic
Plan with City
Council**

Appendix B1:

Listening Session Results (2021)

Listening Sessions Notes March 3 and 6, 2021

March 3 Listening Session - "What I heard" From Commissioner Paige

28 people on the call
4 Commissioners
Scott Hugill
Steve Woodward
Mayor Matsumoto Wright
Mayor Pro Tem McCardle
(I may have missed someone)

In order for me to take notes while participating in the meeting and not have to spend a lot of time afterwards trying to weed out duplicity; I organized the 5 postcard questions and 13 additional questions into 6 categories that would quickly allow me to understand where to label the comments. I then put into these categories the comments the participants made. Please note, I am not a stenographer ☺, so in a lot of cases I paraphrased and/or used key words that stood out to me in the comments. In some cases, I made note of who said what.

1. What is Safe?
2. What does DEI look like?
3. The Commission
4. Barriers/Personal
5. What is good?
6. Racism

I also kept track of who raised their hands, and how often they raised their hands. This gave me a number to see, of the 20 residents; how many participated and how often they did.

11 participants and 25 comments

Beth	4 comments	
Jeanne C.	3 comments	Involved in diversity work for 20+ years
Lisa H.	3 comments	
Dru H.	3 comments	Just moved, received warm welcome from all
Lorna H.	3 comments	5 years in MLT youth council needed
Inglehart	2 comments	40+ yrs. In MLT
Ben	2 comments	
Shirley S	2 comments	31 yrs. in MLT, time for a change
Lisa W.	1 comment	
Lorna H.	1 comment	
Grace	1 comment	Moved to MLT 2015 Paraeducator

1. What is Safe?

When I see people from other cultures moving into the city, walking around enjoying themselves, to me that is an indicator that this is a safe environment. (JC)

2. What does DEI look like?

- a. Getting the city accountable
- b. The City Council having profiles of new residents
- c. All culture's issues getting addressed
 - i. Asian community
 - ii. Hate crimes
- d. We require a culture change
- e. I am uncomfortable with the word inclusion, it feels like a club
- f. Inclusion is not a bad word; it means everyone is included. "we are all Mountlake Terrace"
- g. Allowing opportunity, giving others opportunity (Dru)

3. The Commission

- a. What accountability will you have for yourselves? (Lisa H.)
- b. Who and how do you plan to hold the city accountable?
 - i. Put your money where your mouth is
- c. How will you welcome diverse residents to the city?
- d. What have you done?
- e. You need to make sure all residents have equal access
- f. How was the commission formed?
- g. Recap of the commission given (Saboora)
- h. Will we have a presence in the school district
- i. You need to get out to the people
- j. You need to have an equity lens
- k. The community cannot rely on the commission to do all of the work for you, the community needs to take action for change
- l. Find virtual ways for people to connect
- m. You will be directionless without a strategic plan. Impressed that you are going about this process to develop a plan
 - i. Determine the function of the city regarding DEI
 - ii. DEI lens to ALL city activities
 - iii. Interact with the ambassadors (sphere of influence) in the city to gain access to residents

4. Barriers/Personal

- a. Drop box at the library presents an access barrier for disabled
- b. Access to this meeting
 - i. Those without computers cannot participate
 - ii. Language barriers
 - 1. Non-English-speaking residents can't participate
 - 2. Hearing Impaired cannot participate
 - iii. Time of the day
- c. Lack of:
 - i. Acknowledgement of issues
 - ii. Tolerance
 - iii. Celebration of diversity
 - iv. Opportunity

5. What's Good

- a. The city Rocks
- b. Community events
- c. Implementing this commission indicates the city Wants more information
- d. I have received warm welcome from the city as a new resident
- e. It is a very diverse population
- f. The city is trying to find ways to reach out and get input from residents
- g. Forward thinking city

6. Racism

- a. The city requires radical change for improvement
- b. Everything in the city is racist
- c. Minority businesses not recognized by the Chamber of Commerce

Finally, I know many people were on the call taking notes, this summary is only what I heard and how I chose to document what I heard.

March 3 Listening Session – Notes From Vice Chair Deen

- 1. Lorna H.: Pick a “crisis location” for DEI crises. Something the city provides as a safe space for someone that has an issue, urgent and non urgent.
- 2. Shirley S.: Has recently begun the search into anti-racism. Is committed to learning/listening and continuing down that path.
- 3. Dru H.: New resident with his wife from Seattle. His wife is involved in UW/Seattle initiatives. He would like more opportunities for community members to learn/grow without judgement.
- 4. Beth: Will the DEI have a presence at School District Meetings?
- 5. Lisa H.: Going out to the people instead of waiting for people to come to us. Using those opportunities to create genuine relationships with the community.

What can we do in the community to be more DEI?

- 6. Ballot boxes @ the library are inaccessible for non-abled bodies.

What does it mean to be anti-racist?

- 7. Lisa H: Anti-racist is to take a radical approach because everything is racist. Keep anti-racist values in the center of every action/progressive step.
- 8. Liz W.: Is there an equity lens the city is using when making decisions? Recommends an action item of creating said lens for the city to use in all city decisions.
- 9. Ben: This meeting is an example of implicit sampling bias from this meeting: someone who can access zoom and manage language barriers
- 10. Lisa H: Methods of accountability for the city when DEI measures/lens are not followed. What are the consequences.
- 11. Grace K.: Requests the creation of a youth council.

What does MLT do well:

- 12. Dru: Would like the city to create more virtual connections, highlights of city, profiles of new residents. More ways to get to know each other.

13. Jan E.: 40+ year resident. Was happy to see the postcard about this session and the creation of the DEI commission.
14. Lorna: what can we create through our website? Define culture and what it means to us. Have we stated a statement of culture? Are we seeing increased racism towards Asians and Pacific Islanders?
15. Dru: Identify differences and what they mean/why they are there. Then learn to tolerate these as differences. Eventually we can get to a point where we celebrate these differences. Can intertwine these and celebrate the history of MLT and what we want the future to look like.
16. Jeanne C.: Establish a strategic plan or these commissions can become directionless. Plan should be that we develop a DEI lens that all city services use. Begin with a culture change of how planning should happen and what DEI related aspects to consider.

March 6 Listening Session – Notes From Chair Richards

Murray
Ryan
Woodard

Commissioners - Sam, Alvaro, William
Facilitators - Hannah and Karissa

Angela A.-
flier brought back negative feelings of being victimized while on the MLT city council was publicly humiliated
Asked to not give opinion on matters due to sexual orientation
Elected in 2002 and re-elected in 2006, resigned in 2008
Received more votes than any other city council running that year
Would like to have a private meeting to discuss

Erika W.-
Sidewalks and dedicated bike routes to schools for differently abled people crossing at 236th is difficult
Less barrier to purchasing bikes than cars

Victor -
Problem with the commission is that we will continue getting people who support the concept of diversity - preaching to the choir
How do we reach people who don't want to be reached
Reach out to religious organizations and the heads of their institutions
Wants us to address them about homosexuality
Tostan in Africa
Look for ways to promote respect and dignity for all

Sharon M.-
Lived here for years, now moved away
Lack of collaboration

How do you tap into the richness of a diverse city and collaborate

Proposal of an idea (consultant) - decision makers (city council) - voice of dissension, different voices to the table (voice of naysayer becomes the bad guy) - weave them together into a problem solving solution

Living room conversations model

Erika W.-

What specifically can the commission do?

Civic engagement and making it understandable to the community at large, community not understanding what the city is doing = flow chart, etc. (if I go, do I have to talk, simplified graphics) would make people want to be involved more

City of MLT is in the beginning of equity. Has been involved with Snohomish for Equity. They have a book club, etc. Find out what they are doing and not reinvent the wheel.

Yvonne T.-

Where are we?

What are the issues that continually come up?

How do we work to resolve the issues?

What are other ways we can reach out to the community?

What are the strengths we have?

Is race and LGBTQ issues continuing to come up, then its an issue and can be addressed.

Classism and schools, opportunities to engage with the educational system. Education has been denied to people, they don't have access.

Sharing the info with the community so they can chime in and contribute.

How do these things manifest in the community?

Angela A.-

Addressing inclusion of victims. How can victims feel safe in stepping up? Having a private place to feel heard.

Whistle blower policy and also an avenue to air grievances.

Arm of the commission to reach out and hear the victim.

Sharon M.-

Have multiple ways of gathering information.

People don't always feel safe sharing their experiences.

Trish -

Enjoys the walkability to things. With COVID, more people were out and walking and responsive.

Get outside with your neighbors and get to know them as people.

Erica W.-

Enjoyed Tour de Terrace, how can we make it more open to POC.

Friends of color don't feel safe going to it.

Institutional Racism -

PTA, City Council, etc. all look like her, we need to diversify and start looking like the population we serve

Ideas/Goals -

Stickers, scavenger hunts, bingo, fun things to engage and learn more about the community

Sandra S.-

Felt welcome in places where there is a city presence. Feels welcomed in the City Library, it is diverse. City Hall feels welcoming and people can get help.

Access, sidewalks, education, victim assistance. Police officer presence.

Angela A.-

City is 77% white per the census in 2010.

Affordable living in cinder block houses. Opening and advertising community as a good location for elderly. Safe, etc.

Celebration of different cultures so it is more inclusive

Sandra S.-

Yield sign that says “courtesy is contagious” in Kenmore

A sign that helps the community express who they want to be.

Sharon M.-

Started a newspaper for citizens of MLT. Award or recognition of a business in the community. Created a sign that business could put in their windows that they won that award.

Who are we as a city, what are our values so we can start owning it and discussing it? How can we build that core into what we do.

Erica W.-

Can we great some kind of beginner learn how’s about how the city works. What do City Council people do? Lower barriers, make things more simple and accessible.

Neuro diversity is important as well and needs to be taken into account.

Postcard was very helpful. Signs in the town that has multiple languages “welcome”.

Involving kids in the community. Flow charts, stickers, and food

Sharon M.-

Police Citizens Academy as an avenue

Angela A.-

City Manager government

Government 101 as it exists in MLT in the city newspaper.

Yard signs for city residents.

Victor -

Another vote for Police Citizens Academy.

Beyene -

Important step to engage the community. Person of color and has lived in the city for over 20 yrs.

Moved from Seattle and feels it is very safe. Early 2000 the police officers were more engaged

and more friendly. Believes in community policing. The police aren't engaged and are not friendly. They don't know their community as well anymore.

Closing thoughts -

Victor -

This is not their only chance to speak with us

Anglea -

Would like a committee who can be welcoming to new residents.

Erica W.-

Be aware of listing diversity as an amenity that our city offers.

Kathi W.-

Don't forget differently abled people in this conversation.

Appendix B2:

Online Survey Results (2021-2024)

Form #	2675	2997	3197	3603
Submission Date	6/15/2021 10:33	9/24/2021 16:35	12/9/2021 10:48	3/8/2022 15:40
1. How long have you lived in Mountlake Terrace?	3-10 years	3-10 years	3-10 years	10+ years
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	4	3	3	3
3. If you answered question 2, please explain the reasoning for your rating.	There are a lot of people from diverse cultures living in Mountlake Terrace, and it appears that they live peaceably pursuing their own daily lives and striving to fulfill their aspirations. I don't see or have heard of any policies, barriers, or overt actions that prevent anyone from participating in society as fully as they can.	Have not experience inequitable or exclusive events but have not seen or am not aware of initiatives to promote equity or inclusivity (until I browsed this website today)	In my experience the city government and various commissions are diverse, equitable and inclusive. While the city is more diverse than many other cities in Snohomish county, it's population isn't as diverse as many of the suburbs and mid sized town's to the south in King County.	This is a broad question. What is "the city"? Do you mean people who live here? The police department? Businesses and restaurants? Decisions made by City Council? Schools?
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	None, no -- but then I live in a skin and a societal segment of those who are privileged.	None	Offensive or insulting comments alluding to racial stereotypes by neighbors. Temporary residents targeting homes with signs of tolerance in their yard with trash. Signs in yards celebrating politicians popular for making racist comments and advocating harm towards people of color, Muslim Americans and the LGBTQ community. While I've witnessed and experienced these things, I think the city is much more inclusive of BIPOC individuals than other areas in the county.	Bosses and co-workers have bullied and harassed me because I am too short. I have been denied promotions because it was thought that my stature could not be taken seriously. Neighbors and store owners have made snide remarks because I'm "too short." Does that qualify as exclusion and inequity?
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	I don't really know. It's hard to tell when I haven't yet felt that sense of a well-connected, cohesive community. Maybe it would help if we had a communally-recognized city center, a core location where people can meet and greet all day long.	Indigenous population	Individuals experiencing homelessness, neurodiverse communities, LGBTQIA communities, the Muslim American community and BIPOC communities in general.	I think anyone outside of an individuals comfort zone is overlooked and excluded at one time or another.
6. In what areas is the city doing well to be more diverse and inclusive?	Our city government seems to be very diverse.			Again, what is the city? Are they those who hire people, or are they people who are applying for jobs? Are people of color and diverse cultures applying for jobs as life guards and maintenance workers? Because everyone who works at the pavilion and drives MLT trucks are white. Do we have police and fire employees who are not white?
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	Somehow figure out how to bring us together and get us to talk with each other.	I am wondering if our city parks have an ancestral land acknowledgement and wonder if it's something our city might consider for our lovely city parks.	Maintain links with BIPOC community leaders and business owners. Inform and include input from the Diversity Advisory Committee	Make residents feel safe. Don't let people keep trash and old cars in the front and back yards. The town looks and feels like no one cares about anyone else because there's no city pride or a caring attitude or feel around town. Have a market and gatherings and promote businesses in the city. No one cares what the City Council is doing, and if they did they can look at the website. Your newsletter just regurgitates the website. What is happening at the golf course? Does anyone have fun at Ballinger Park? Is there a competition for frisbee golf here in our city? There is a fantastic tennis facility (the only reputable one in the North End) and your never mention this. Have you ever considered the top 5 or 10 reasons people come to Mountlake Terrace? 1 - Double D Meats 2 - Ballinger Golf Course 3 - Forest Crest Athletic Club 4 - Swim lessons 5 - Baseball or soccer games 6 - Diamond Knot 7 - Lake Ballinger 8 - Snohomish Pie and Time Out Burger 9 - Dance lessons 10 - Candy Cane Park. When was the last time these items were featured in City Happenings?

1. What makes a community feel safe and welcoming to you?	Where people come together and feel part of the community		Noticing diverse community members and representation. Nonaggressive and community oriented policing, without over militarization.	A place where I can walk to my car, in the dark, that's parked on the street, and feel safe. Women and children rarely feel safe in that situation. Knowing that if my house is broken in to, that the person who did it will be caught AND punished for the harm they did to my well being. Can the community do this?
2. What do you wish our community would do with regard to DEI topics?	Host conversations about these topics, celebrate different cultures, involve the children of these cultures and their families will come.	I would like to read about efforts in an ongoing column in the city newsletter	More public celebrations.	Start with safety and figuring out what differences they can make, not lamenting about how hard it is for everyone to succeed and then accomplishing nothing. Please don't whine. Please take action. Create opportunities for the people you are hoping to help to meet each other.
3. What solutions or ideas do you have to help the city address exclusion and inequities?	Reach out to businesses, community organizations to learn about and share their plans	See above	More discourse between the DAC and the local police department. The disparities on use of force against the relatively small African American population is concerning.	Don't just invite local officials to ribbon cuttings. Don't just take pictures of city council at ribbon cuttings. Where are the owners, workers and residents who are going to support these entities? That's your story. Not excluding all those people and instead integrating the same 7 faces in pictures.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	Nope, which is why I want Mountlake Terrace to teach 'em how		Not necessarily greater but different. The city is doing a better job listening to and hearing residents of all backgrounds than many others in the region.	I've lived in areas where the local PTAs, food banks, businesses, Scouts, music programs, restaurants, drama groups, sports organizations and the city all worked together on festivals, markets, and other opportunities to see and be seen. Who is DEIC working with? Who have they reached out to? Has anyone called the elementary school and asked if they can help with something there? A bike rodeo where kids who don't have helmets can get one? A culture night where kids can dress in their heritage costumes and sing their songs/play their instruments? This is inclusion through education. Ask the schools what they need and how they would like you to help them. If not a school, then the senior center or high school and band/drama.
5. Is there anything else you would like to share?				Inclusion never happens in isolation. Partner with other groups like local businesses, PTAs, school administrators, the local library. Communicate with them and find out their needs and what they see and would like to see change in our community at large - after all, they are the people in this neighborhood who interact with residents in this city.
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.	jeannemcrevier@gmail.com			

Form #	4076	4238	4377	5774
Submission Date	7/21/2022 1:31	9/8/2022 10:55	10/19/2022 20:34	8/17/2023 18:48
1. How long have you lived in Mountlake Terrace?	10+ years	3-10 years	10+ years	10+ years
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	2	4	3	3
3. If you answered question 2, please explain the reasoning for your rating.	I don't feel there is a diverse community that lives here. Also, I don't see there is much done specifically for LGBTQ individuals such as pride events, social gatherings, support groups.	This rating reflects the amount of diversity I see in our city and Facebook group. Okay	Looking at my neighborhood, in a two block area, there are six homes with people of color. That is not a lot, but it is better than being all white, thankfully. As I drive through the rest of MLT, I see Black, Asian, Middle Eastern, American Indian, and other people of color alongside white people.	There is a larger percentage of white people than People of Color in the City, as far as I can see. Diversity seems to be increasing, though.
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	It is very white centric and racist in some parts of the town. I have been looked at weird before because I am a multi-racial woman.	I have not. But I'm a white, cis gender, straight woman.	I am an older white woman. So I deal with patriarchal systems, but have not been subject to racism except as it hurts my friends. For example, friends of color need to consider what to post publicly on the MLT FB page. Or whether they can respond to the MLT Gifting Group on FB because they might be in danger for going to people's homes to pick up items being gifted. That is an unfair economic problem, because they don't feel safe getting something free that is available to a white member of the community.	My daughter is biracial. I wrote a letter to a private school teacher who was berating her in class. That stopped and the teacher apologized. I've been asked if she was adopted (not the case). A neighbor boy threw stones and her with a friend and called her the n word. I spoke to his mother and he apologized. She is grown now; there were other incidents, but I do not recall all of them.
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	LGBTQ, people of color	African American	We don't do much to celebrate or stand with our cultural communities. We don't have a place that we have used (like The Seattle Center?) where we can honor various holidays, etc.	I have heard members of the Pacific Islander community complain about their kids not being treated fairly in class in public MLT schools. There seem to be very few Native American/Indigenous people here. There is also not much thought paid to having American Sign Language Interpreters available for city meetings or events.
6. In what areas is the city doing well to be more diverse and inclusive?		This commission	Having the DEIC is helpful. I tried to watch tonight (10/19/22) but the screen was covered with screen sharing documents, and I was unable to see or identify the speakers, even though I tried various Zoom screen configurations. The MLT ARC was (prior to the Pandemic) and now again working on community activities to support people of color. They could use more help.	The addition of the DEIC is helpful. Adding languages to city pamphlets is good.
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	Social gatherings, events, support groups, more community engagement, town halls and diverse speakers	Hiring practices by the city itself.	See #6.	perhaps monthly newsletter could have a Spanish Language edition? Train all the City staff and Recreation Center employees on systemic racism. Somehow make it so that POC can take part in the MLT online Gifting Group on FB without having to be afraid to go into people's yards to pick up items they have been gifted. POC should not be excluded by fear of overly suspicious neighbors of this delightful free gifting group.

1. What makes a community feel safe and welcoming to you?	The items I mentioned above	Responsive police, neighbors that help each other, the library, community events	Gosh, big question. Better lighting and some strategic sidewalks on some roads west of the freeway, such as 64th Ave West north of 236th. Better local mental health services. A community center to include youth. A performing arts center. And a better small hotel/motel that doesn't need a constant police presence.	Seeing more people of color in my community. City events that bring the community together. Police working with mental health and other health providers and social workers.
2. What do you wish our community would do with regard to DEI topics?		Help and support folks who don't feel welcome. Attract diverse folks to jobs in the area. Sponsor events that celebrate the different people that make MLT home.	Publicize them better, through the newsletter and online news.	See comments above.
3. What solutions or ideas do you have to help the city address exclusion and inequities?		Regular review of community makeup including city employee cultural makeup	Do not sign onto the new Mayor's group that wants to undo the state's newer legislation regarding keeping the public safe without harmful police actions. Keep putting \$ into affordable housing.	see above.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	I lived in Seattle before and that was very diverse. Can't really compare to MLT but they had more diversity events and support for LGBTQ and POC folks.	My neighborhood where I grew up. Church and neighborhood were closely entwined.	I've lived in Skyway and south Seattle and the Central District of Seattle. I don't know what Seattle and Skyway were doing as it was a long time ago. But I felt welcome in those diverse communities and am glad to have lived there. I miss the diversity.	Rainier Beach in Seattle, the Central Area in Seattle. I do not know what Seattle was doing about this, I was in my early 20s. There was a new health program, however, that was paying premiums to regular health insurers for people of low income. I qualified and therefore, my daughter was covered by health insurance. That made a big difference. Someone came to my home to help me with the paperwork. Also, community college tuitions being paid for through grants made a huge difference.
5. Is there anything else you would like to share?	Establishing DEI in a small town takes time but we all have to start somewhere.			
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.			bethowbz@gmail.com	

Form #	5777	6752	7064
Submission Date	8/19/2023 15:32	3/28/2024	6/5/2024
1. How long have you lived in Mountlake Terrace?	10+ years	3-10 years	
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	5	3	
3. If you answered question 2, please explain the reasoning for your rating.	My son goes to cedar way elementand it is a very diverse and inclusive school.	MLT is in the middle for me. It has some economic diversity, but for instance, not the most racial diversity or sexual orientation diversity. It seems like MLT is making some strides towards incorporating cultural diversity which is great. There are a lot of different religious organizations that seem to be embraced as evidenced by Cops & Clergy for instance.	DEI and affirmative action are unconstitutional. I do not judge people by something as silly as the color of their skin or other physical characteristics/preferences, but by merit and their character.
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	None. Lots of programs to help our daughter who came from Ukraine and didn't speak English..	The current barrier would be safety and equity. Safety is a very real impactor in a community on residents. If we do not feel safe,we will not use the trails, the parks, the sidewalks, the community areas, etc. Over the summer, there was discrimination against someone with a Pride Flag on their place of residence, which did not happen to me but does not make me feel safe as a woman. As far as equity, the services at the Pavilion need to be expanded to meet more populations. Personally, I am very privileged in my status of having access to swim classes for my child, but the offerings are very limited and tough to get into, making them inaccessible to many not in privileged status to log in specifically at 12:00 pm, until 12:04 pm. If I was a lower level at my job, I would not have been able to get in and stay in their system. I am very heartened that they were able to hire additional swim/lifeguards recently, however, we as a city have been not serving our community for at least the better part of a year (and nearby as Shoreline/Lake City/Brier uses ours as well-- similar to what Erin Murray said on the Senior Center, nearby residents are competing for those same MLT pavilion spots -- which is true from my experience talking with other parents at the Pavilion. I personally have investigated Lynnwood for options.).	None
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	None	It definitely spans the spectrum. Seniors apparently have been underserved by having no MLT resident on the board for a while. Those individuals with disabilities, as our sidewalks are not connected or very accessible. As I discussed, those with economic challenges accesses classes for their children. Additionally, housing levels are continuing to be a challenges.	
6. In what areas is the city doing well to be more diverse and inclusive?	Schools have excellent programs including International potlucks. Parades have lots of different types of people. City offices are diverse in their employees. Lots of diverse restaurants, churches etc.	I do feel our City and Commissions are doing more to be diverse and inclusive. I am encouraged by and applaud all the efforts and involvement done to date. It will be exciting to see the night market come to life...	If we have equal opportunity and we treat everyone with respect, then what are you talking about? You can't enforce or create diversity artificially. Why?
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	I don't feel there needs to be anything more done. It's a great community already!	The city is making strides in their efforts. I think it takes time and dedication to get there. I think an achievable attempt could be to make these surveys more accessible -- posting in several locations throughout community on multiple platforms to reach more (even simple grocery store flyers), less questions, easier answering via phones (as most are on their devices that way), can be more frequent, less wordy (the Veterans Park and Bus Routes ones were very in depth)....even this one is very in depth -- I think that is because you hope to address a lot of topics. In general, when people feel safe, they tend to be more open -- so any way to help all feel safe will help improve diversity, equity and inclusion.	Keep being responsible with our tax dollars as you have to date, don't waste it on DEI - Categorizing everyone and treating them differently is poisonous and divisive.

1. What makes a community feel safe and welcoming to you?	Community events, getting to know your neighbors, low crime/visual homeless communities. Friendly police presence. Everything that we already have in MLT	Low amount of crime. Lighted areas. Open spaces to congregate. Diverse activities for residents.	It's called maximizing freedom for the citizens of the city. So, they can pursue life and liberty in their own way, without undue bureaucratic encumbrances.
2. What do you wish our community would do with regard to DEI topics?	You are already doing it with polls like this.	The community and the DEI group are working diligently. In addition to the other comments, the only area I might suggest, is the unhoused/homeless population frequenting the library area.	Stop spending my money on it. Concentrate on a cities core competencies - Public safety, infrastructure, etc.
3. What solutions or ideas do you have to help the city address exclusion and inequities?	None	Engaging community members to help address those in underserved areas. I think there are quite of few community members who would assist, but just don't know a specific need, or information.	Seeking equity is called communism. Freedom can be painful, but it's still far better than totalitarianism. I give money to private charities as I see fit, I don't need the city picking for me.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	No	I think in general, cities can try to provide as much resources and make a good attempt at reaching all community members.	
5. Is there anything else you would like to share?	MLT is a great community	Be like the scouts, go to the grocery stores, share the improvement messages or surveys you have to include those underserved. We all need groceries, think common denominator :) Also, thank you for the work you do on behalf of our community, all of it makes a difference!	
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.			

Form #	7075	7104	7106	8341
Submission Date		6/15/2024	6/15/2024	2/13/2025
1. How long have you lived in Mountlake Terrace?	10+ years	1-3 years	10+ years	1-3 years
2. On a scale of 1-5, how diverse, equitable, and inclusive is Mountlake Terrace?	5	3	4	3
3. If you answered question 2, please explain the reasoning for your rating.	Everybody and everyone is wonderful!	Lack of racial diversity	It's heading toward 5!	I put 3 because I do not see a lot from the city specifically that promotes DEI. I believe there are things that we can be doing better, such as making the city more commuter friendly for walkers, public transportation, and bicyclists. We have fun events and the city feels like a safe and diverse place to be.
4. What current barriers do you see or have affected you personally? Have you experienced any form of exclusion, racism, or inequity while living in Mountlake Terrace? Please share as much as you feel comfortable,	Not at all.	Cost of housing		No, I have not. I am a transwoman and I have felt very welcomed and accepted into the community since my wife and I moved here three years ago. I do not feel like I am judged or being excluded from our community based on my gender identity and expression.
5. What groups, identities, or communities do you feel are most often overlooked, excluded, or not represented in Mountlake Terrace?	None	BIPOC people		Black and Hispanic communities. I feel like these two groups are specifically under attack from the federal administration and the city should be vocal and loud in our support for all peoples.
6. In what areas is the city doing well to be more diverse and inclusive?	All of the areas are outstanding!	Not sure	Recently it seems like we're progressing	I feel like we have a lot of churches and places of worship in our city, and it is great to see the diversity in worship. I love the new lightrail stop and it has been a wonderful addition to the community.
7. In what ways can the city improve in regards to diversity, equity, and inclusion?	Absolutely no improvements needed at all.	increase racial and economic diversity		More cultural events that celebrate specific communities and pulls from the world of people that live in our city.

1. What makes a community feel safe and welcoming to you?	The police and fire departments.	Cleanliness, greenery, a bustling economy, community events	Cleanliness order lighting	Friendly faces, rainbow flags and progressive signs, public transportation and bike lanes, diversity of businesses, minimal police presence, decorative and vibrant city centers, parks and green spaces.
2. What do you wish our community would do with regard to DEI topics?	Not a thing.	Provide more opportunities for people from marginalized communities to open businesses here		More flags, banners, and celebrations of our diverse community. I want to see banners and flags hung up every other week with different groups being represented and celebrated.
3. What solutions or ideas do you have to help the city address exclusion and inequities?	No problems therefore no solutions are needed!	Increase affordable housing		Easy and cheap public transportation, better sidewalks and ramps for people with disabilities, investing in warming shelters, rehab centers, and affordable housing for low income familes. We should be focusing on the housing crisis and make it easier for people to move into their first homes.
4. Have you lived somewhere else where you experienced a greater feeling of inclusion? What was the city doing to increase diversity or make residents of all backgrounds feel welcome?	Lake Stevens, WA. They had a Christmas celebrations every year with Santa Claus!	Street fairs, markets, outreach to support residents in need		Growing up in Arizona, there was not a lot of diversity or DEI focus. I appreciate the city for what it does and I feel like Mountlake Terrace is doing a good job so far.
5. Is there anything else you would like to share?	Just love and happiness to all people.			I think we can do a lot more to help the houseless community in the greater Seattle metro area. We should be building warming shelters, public housing, affordable housing, and increasing access to free or heavily subsidized public transportation.
6. If you would like someone from the city or DEI Commission to follow-up with you, please include your e-mail address.				jessie.ringle91@gmail.com

Appendix B3:

Online Survey Results (2023-2025)

Start Date	How would you rate Diversity, Equity, and Inclusion (DEI) in the community of Mountlake Terrace?				The community of Mountlake Terrace is a safe place to live and work.						The community of Mountlake Terrace supports...	
	- Not very inclusive, welcoming, and accepting of diverse backgrounds and identities	- Somewhat inclusive, welcoming, and accepting of diverse backgrounds and identities	- Inclusive, welcoming, and accepting of diverse backgrounds and identities	- Very inclusive, welcoming, and accepting of diverse backgrounds and identities	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Comments	Strongly agree	Agree
2025-02-21 00:32:21				Very inclusive, welcoming, and accepting of diverse backgrounds and identities		Agree					Strongly agree	
2024-11-27 14:48:45				Very inclusive, welcoming, and accepting of diverse backgrounds and identities		Agree				Overall good, but I started to see more broken cars on the street in the past few months. Makes me feel getting unsafe.	Strongly agree	
2024-09-06 23:18:43			Inclusive, welcoming, and accepting of diverse backgrounds and identities			Agree						Agree
2024-09-03 21:16:25			Inclusive, welcoming, and accepting of diverse backgrounds and identities		Strongly agree							Agree
2024-09-03 17:05:34			Inclusive, welcoming, and accepting of diverse backgrounds and identities		Strongly agree						Strongly agree	
2024-09-03 17:01:10			Inclusive, welcoming, and accepting of diverse backgrounds and identities			Agree						Agree
2024-07-25 08:15:59			Inclusive, welcoming, and accepting of diverse backgrounds and identities		Strongly agree						Strongly agree	
2024-07-25 06:13:30		Somewhat inclusive, welcoming, and accepting of diverse backgrounds and identities					Neither agree nor disagree					
2024-07-21 14:59:26				Very inclusive, welcoming, and accepting of diverse backgrounds and identities	Strongly agree							Agree

the wellbeing of all people, regardless of race, gender, sexuality, physical ability, income, religion				Diversity, Equity, and Inclusion is important for a thriving community.						I feel personally invested in the values of diversity, equity, and inclusion		
Neither agree nor disagree	Disagree	Strongly disagree	Comments.	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Comments.	Strongly agree	Agree	Neither agree nor disagree
						Neither agree nor disagree					Agree	
				Strongly agree					Strong agree, but not too extreme. Needs to be decent level.		Agree	
				Strongly agree						Strongly agree		
					Agree				It is important that everyone feels like they belong here.			Neither agree nor disagree
			I say this based on MLT having various faith centers (mosque, christian denomination churches), and planning sidewalks for people with mobility issues, strollers, etc.			Neither agree nor disagree			It all depends on how you define DEI! Too often, DEI is a slogan without definition or concrete examples of what it means and how it is to be achieved.		Agree	
				Strongly agree						Strongly agree		
				Strongly agree							Agree	
	Disagree			Strongly agree						Strongly agree		
				Strongly agree						Strongly agree		

			In what areas is the city doing well to be more diverse?	In what ways can the city improve diversity, equity, and inclusion?	What communities do you feel are most often overlooked?	Is there anything else you would like to see the city do?
Disagree	Strongly disagree	Comments	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response
			I think that correct understanding of "what DE&I is" is important. Some education opportunity for all residents may be helpful such as hosting DE&I 101 class or bringing-in the guest speaker who can teach us and share their own experience. I would love to take those education opportunities if any available. My concern is that people incl. me start to just believe what media/social media announces.	Rsident Education	Homeless. (I do not have correct understanding of the circle of DE&I framework.socio-economic status might not be this topic.)	So far I feel great. I never felt excluded anywhere in the MLT as Asian.
			Making DEI a priority, asking these questions, learning about it, working on it!	More affordable housing More walkable neighborhoods	LGTBQ+, non-English speaking, unhoused	
			The city website has a language translator that seems easy, if folks know where to find it at least. The newer playground that is accessible to all.	It would be fun to have some multi-cultural celebrations where everyone can be their whole self without "othering".	We are a very small city, so I feel like there are many communities that aren't "represented" . With limited resources it's hard to single any particular group out. Perhaps we should make sure those who aren't proficient in English have an equal ability to participate? I hope the results of this survey are shared.	
			I am very impressed by our small yet diverse police force!	Define those terms first. Then we can talk about how to improve.		
			raising pride flag during the month of June, attempt to welcome new residents to the city, promoting community events	In Leadership roles, hiring practices, offer workshops/trainings, include and highlight and partner with communities and organizations to hold events or sessions to show more diversity + inclusion, expand communication channels and include translation services/language in content to reach a wider audience, ask for community feedback especially those who aren't able to give feedback through the standard means like surveys, hire or invite women of color speakers/consultants to advise on strategic plan to promote diversity, equity, and inclusion	immigrants, people of color, women of color, children, seniors of color, physically handicapped people, LGBTQ folks,	

Appendix B4:

Community Conversations

Meeting Materials (2024-2025)

An Invitation from the City of Mountlake Terrace



An invitation for Members of Masjid Umar Al-Farooq
to join City leaders in a community conversation

December 4, from 6 p.m. – 8 p.m.
City Hall, 23204 58th Avenue West, Mountlake Terrace
Food and children's activities will be provided

Dear Neighbor,

As Mountlake Terrace grows and diversifies, City leadership seek to deepen our connections within the community by building authentic relationships with more community groups.

We are planning a series of meetings with many members of the Mountlake Terrace community. On December 4, we invite you to a dedicated meeting between members of the masjid and city leaders to share your experiences, such as:

- What is it like for you to live, work, or worship in Mountlake Terrace?
- Do you feel connected to other community members and city government?
- How can we be a more welcoming, safe, and accessible city?
- What is going well and what can we do better?

Help us start the conversation by joining us on December 4th.
We wish to learn how we can better serve you in 2025 and beyond.
RSVP to chope@mltwa.gov.

Sincerely,

Carolyn Hope, Deputy City Manager
City of Mountlake Terrace



*Scan to watch a video invitation:
from Commissioners Scott Matsuda
& William Page*



An Invitation from the City of Mountlake Terrace



An invitation for clergy and members of their spiritual
organizations to join City leaders in a community
conversation

December 5, from 9 a.m. – 11 a.m.

Police Department, 23250 58th Ave W, Mountlake Terrace
Food will be provided

Dear Neighbor,

As Mountlake Terrace grows and diversifies, City leadership seek to deepen our connections within the community by building authentic relationships with more community groups.

We are planning a series of meetings with many members of the Mountlake Terrace community. On December 5, we invite you to a dedicated meeting between members of local spiritual organizations and city leaders to share your experiences, such as:

- What is it like for you to live, work, or worship in Mountlake Terrace?
- Do you feel connected to other community members and city government?
- How can we be a more welcoming, safe, and accessible city?
- What is going well and what can we do better?

Help us start the conversation by joining us on December 5th.
We wish to learn how we can better serve you in 2025 and beyond.
RSVP to chope@mltwa.gov.

Sincerely,



Carolyn Hope
Deputy City Manager
City of Mountlake Terrace



CITY OF
**MOUNTLAKE
TERRACE**



*Scan to watch a video invitation:
from Sergeant Porter*



You are invited to a Community Conversation



Join city leaders in a community conversation to grow our relationships
and learn how we can serve you better.

Wednesday, January 29, 2025, 6:00 p.m. to 8:00 p.m.
Mountlake Terrace City Hall, 23204 58th Ave West



CITY OF
**MOUNTLAKE
TERRACE**



To learn more or set up a
conversation for a specific group
or organization, contact us at
[cityofmlt.com/2235/Community
-Conversations](https://cityofmlt.com/2235/Community-Conversations)





You are invited to a Community Conversation

Estás Invitado a una Conversación Comunitaria

Mountlake Terrace city leaders seek to deepen our connections within the community by building authentic relationships. We would like to learn about your experiences in the city and share resources about the city and health department.

Sunday, 2/23

2:00 p.m. to 4:00 p.m.

Mountlake Terrace Library

Food and child care provided
Discussions in English &
Spanish

Los líderes de la ciudad de Mountlake Terrace busca profundizar nuestras conexiones dentro de la comunidad entablando relaciones auténticas. Quisiéramos conocer sus experiencias en la ciudad y compartir recursos sobre la ciudad y el departamento de salud.

Domingo 23 de febrero

De 14:00 a 16:00 horas

Biblioteca Mountlake Terrace
Se proporciona comida y
cuidado infantil.

Discusiones en inglés y
español



CITY OF
**MOUNTLAKE
TERRACE**



**SNOHOMISH
COUNTY** 
HEALTH DEPARTMENT



*What does it feel like to be
welcomed?*

CITY SERVICES



Parks

Do you visit our parks or use the trails?



Recreation

Do you use the Recreation Pavilion, such as the pool, dance classes, fitness programs, day care, or other services provided there?



Jobs & Contracts

Applied for a job or proposed/bid on a contract with the city?



Police

Interacted with police patrols, detectives, the domestic violence coordinator or animal control?



Permits & Licenses

Have you applied for a building or land use permit at the city, a business or rental license, or passport?

Sewer & Water Services

Have you interacted with utility billing or had to get a connection added or repaired?



Street Maintenance

Have you reported concerns with street maintenance, sidewalks, traffic signals, sidewalks, or crosswalks?

WHERE DO YOU GET YOUR INFORMATION ABOUT CITY OR COMMUNITY ISSUES & EVENTS?

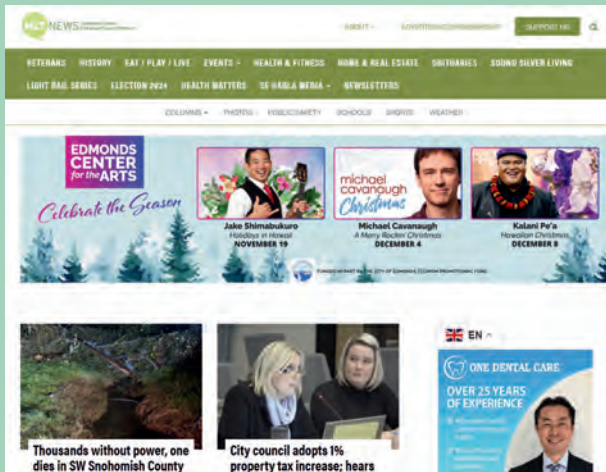
CITY
NEWS
ALERTS



CITY WEBSITE
cityofmlt.com



MLT NEWS



CITY NEWSLETTER



cityofmlt.com/newsletter

CITY SOCIALS



SIGNS & FLIERS

OTHER, PLEASE SHARE:

(ex: Community FB page, specific newspaper or listserve, church, business news, etc..)

HAVE YOU EVER....

Helped shape policy by taking a poll, engaging online, or attending a public meeting



Made a recommendation to the city (online, by telephone, or in person)

Volunteer for a park cleanup, to support a community event, or helped a neighbor with a project?



Attended events or been a vendor or sponsor?



Applied to serve or served on a Commission or Committee



Community Conversations Facilitator Guide

General tips on facilitating

- Our purpose is to create a welcoming place where people feel heard. As a representative of the city, you may be the first impression of the city for people. Do your best to be positive, listen to all perspectives, and ensure everyone's voice is heard.
- Please make eye contact with people in your group as you meet and while they speak. Respect group norms (e.g.; remember some cultures and generally some people do not shake hands.)
- Try to manage time effectively, we have 6 key questions/exercises and a short wrap up.
- Please take notes to share with Carolyn at the end. These can be on a notepad or the posters, but a notepad is preferable.

One pre-determined person will have a welcome address when we all congregate.

Welcome: General themes:

Our City Council and staff are committed to building a welcoming community and a place where people from all backgrounds feel comfortable in our community, engaging with the city government, and living their lives to the fullest.

City Council Vision: *Mountlake Terrace cultivates a safe and inclusive community with beautiful parks, abundant recreation, connected neighborhoods, and a supportive business environment.*

One of the city council's key goals is *An informed and engaged community: Foster an engaged and well-informed community members, who are representative of the city's demographics feel heard, empowered, and knowledgeable about the city's actions and initiatives.*

We are here to build more relationships with people in the community and ensure that we understand people's experiences and how we can improve people's lives, build stronger relationships between community members, ensure people know how to access city services and find ways for the city to improve too.

Announcement to break into groups of 6 or so, if possible. (If not already in place)



Community Conversations Facilitator Guide

Group Discussions:

1. Introductions:

Your introduction:

Welcome to our small group. My name is _____.

My role with the city is _____.

We have 6 general exercises and questions to walk through together tonight. So we will have a good amount of time to talk about each topic. There will also be time at the end to bring up other topics or questions you may have. Also, if you find that you want to talk in more depth about a particular topic, we can arrange another conversation to do that.

I have a lot of information about the city, but I don't know everything 😊 so please ask any question you may have and if I cannot answer it, I will help you find an answer (although it may not be tonight).

In order to introduce ourselves tonight we are going to create a personal story map of how you experience Mountlake Terrace. Here are some materials for you to use.

- On your piece of paper draw with graphics and words your experiences.
- This could be a day in your life and all the places you travel to, it can be a depiction of the people in the city that are most important to you.
- It could be all of your favorite places (or maybe not so favorite places).
- Basically, the things about Mountlake Terrace that leave an impression upon you.
- After a few minutes, you can introduce yourself and explain your story map.

2. What does it mean to feel welcomed, comfortable, part of the community or like this is your home? (other words for non-English speakers – included, accepted)

Next, we are going to think about what it means to feel welcomed in our city. What is it that you see that makes you feel welcome? What do people do or say that make you feel welcome? What type of invitation or announcement makes you feel welcome? Write down your thoughts on post its and put them on this poster. Afterwards, we will talk about the answers and themes we see.

- Review themes
- Ask follow-up questions,
- Ask if others had had similar experiences. (Take personal notes or on the poster about what can be done to improve people's experiences.)
- Do these things happen in MLT? If not, are there negative interactions that you had?
- Do you practice these things with others? How does that feel?



Community Conversations Facilitator Guide

3. Community Connections

Small group discussion if needed, if it is not obvious from the previous discussions.

- What types of connections do you have with people in the city?
- Do you know your neighbors, do you engage with school groups if you have children?
- Do you participate in hobbies and have friend groups there?
- Do you have a strong community at your place of worship?
- What are other examples of building your support network?

4. How do you receive news and information about what is happening in Mountlake Terrace?

Explain the resources we use often:

- City website – has many resources about what we do, the city council and commission agendas, laws, plans and project occurring, the city news releases and newsletters, and recreation and parks information
- City social media (Facebook and Instagram) – we post about public meetings, council meetings, when we are seeking public input on a project, construction notices, severe weather closures and warnings, recreation programs, community events, etc...
- City news alerts – you can sign up for alerts on the city website. They include news releases, agendas for certain meetings, and areas by topic.
- City newsletter – this is mailed to every address in the city quarterly and contains news about what the city is working on and recent accomplishments.
- Fliers, bulletin boards, street signs – periodically, the city will use these media to share information about projects or events.

Please place a dot next to those you use. AND, add any that are not listed at the bottom of the poster.



Community Conversations Facilitator Guide

5. How have you engaged with the city government?

One of the city council's key goals is "An informed and engaged community: Foster an engaged and well-informed community members, who are representative of the city's demographics feel heard, empowered, and knowledgeable about the city's actions and initiatives." Also, we want to make sure people understand that you don't have to be a naturalized citizen or registered to vote to participate in local government, such as making comments on a policy or plan or letting us know how we are doing.

- Describe the poster, which are various ways to engage.
- Then, ask people to raise a finger for each way they have engaged with the city. And there is no shame in having not engaged. There are a lot of reasons why and we want to learn about that.
- Is anyone willing to explain what their experience was like? What inspired you to engage and what was the outcome?
- Discuss why people have not participated in each of these areas. Is it that we aren't communicating in the correct channels, is it intimidating, is it lack of time, or something else?
- Mention that we are preparing a workshop series to begin in February to educate the community more about what the city does and their role in city government, called MLT Community Academy. What would they want to know more about and what would encourage them to attend?

6. What has your experience been in using city services?

This poster lists most of the services we provide. Review one at a time with short explanations.

Activity: I will describe a service, then:

- Tell us which ones you have used (hands up or down).
- Then have a general discussion about why people have or have not used the services.
- Is there a lack of information, an experience that could be improved, etc....
- Discuss. Take notes of actions to make improvements.

Poster discussion points (use your own words, you don't have to say all of this!)

- **Parks** – The city owns and maintains 293 acres across 9 parks, including Lake Ballinger. Have you visited any of the parks? Which is your favorite?
- **Recreation** – The city owns the Recreation Pavilion, which has a swimming pool, racquetball courts, indoor play, fitness and dance classes, day camps, and childcare. The city also owns and leases out the Mickey Corso Clubhouse at Ballinger Park to the Waterfront Center for senior services.
- **Police** – The city has its own police department with patrol, detectives, animal control, traffic control, community program, domestic violence program, a community social worker, and more.

- **Streets/Sidewalks/Bicycle Lanes** – The city maintains more than 60 miles of streets and associated sidewalks, lights, traffic signals, bike lanes, and vegetation. Have you ever submitted a complaint to staff to take care of? Have you participated in planning processes to improve our transportation system?
- **City Utilities:** The city owns sewer, water, and stormwater distribution systems. The city buys water from the Alderwood Water District and stores it in tanks and distributes it to you via pipes. The city collects sewage from your home or business and sends it to Edmonds Wastewater Treatment Facility to King County's treatment facility prior to it being discharged. The city also has pipes and other facilities including natural water bodies that manage stormwater. Have you have spoken with one of our engineers, maintenance crew, or utility billing specialists?
- **Permits and Licensing and Passports:** The city regulates land use and building in the city. You may have had to obtain a permit for a new project or remodel. You may have requested to rezone your property? We also issue licenses for businesses and landlords who rent properties to live in. Lastly, we provide passport services.
- **City Jobs** – The city employs about 200 people, part-time and full-time. Have you ever sought a job with the city?
- **City Contracts** – The city hires consultants and contractors to help staff complete specialty work. If you work for a business or own a business, have you ever considered these opportunities?
- **Fire** – The City no longer provides fire service. In 2023, the residents of MLT voted to join the South County Fire District. The city still owns the fire station and works closely with the fire department on building plan review, inspections, and coordinated emergency response.
- **Garbage Services** - Waste Management is a contractor of the city that provides garbage removal from residences and commercial customers in MLT.

7. Wrap Up

- Is there anything else that you would like us to know about you, your family or community, what we can do to improve trust and continue to build our relationship?
- Thank you for your time. We really appreciate your feedback, and we look forward to more opportunities to continue these conversations. If you would like a follow up conversation on a specific topic or with more people, please let us know.
- Please let other groups and individuals know about these conversations. We have a public workshop planned for January 29 and we are willing to have customized workshops for groups at their location, a city venue, or a neutral place. Please take a card.



Community Conversations: How did we do?

Facilitator Name _____

Your Name _____ (Optional)

Email Address _____ (Optional)

Thank you for participating in a Community Conversation. Please tell us how it went.

1. Did you feel listened to?
2. What can we do better for our next conversation?
3. What are you hopeful for?
4. What did you learn?
5. Who would you invite to a future conversation? (individual or group)
6. Would you like a follow up conversation on a specific topic? If so, please provide contact information.

Appendix B5:

Community Conversations Summary Data (2024-2025)

Summary of Conversation with members of Masjid Umar Al-Farooq on 12/4/24

What does it feel like to be welcomed?

People asking about your day
City and school recognizing cultural holidays
Feeling safe on the streets from cars
Feeling safe on the streets from unfriendly people
Being treated fairly and with respect
An invitation
When I am included
When my voice is heard
Positive communication with the city
Greet me, say hi!
Respect
Care
Smile
Friendliness

When you think of MLT, what comes to mind?

I love it here, it is the first time I have had everything I need in walking distance (shopping, parks, place of worship, library).
Love the growth and beautification, improving infrastructure. Happy to be part of the community.
Light rail is great.
This city is laid back, calm, very safe.
Love the recreation pavilion.
Appreciate the 4th of July fireworks.
In general, I feel safe.
Appreciate help from the police.
Love the library.
Like cute shops and restaurants.
Appreciate good parks and well maintained.
This city is laid back, calm, very safe.

Ideas for MLT

Wish there was a larger gathering space for indoor and outdoor events than what is available in town now
Developing an interfaith commission would be nice
Would like to see more kids related activities for cultural/Muslim themes at events and library.
Muslims want to build relationships with neighbors
Would like more activities for kids in walking distance of Town Center
Would be nice to have a pool for womens only swims
Would be nice to have more pathways to the transit center

Summary of Conversation with members of Masjid Umar Al-Farooq on 12/4/24

Survey Themes

Felt listen too? Yes.

What are you hopeful for?

Building a stronger connection to the city
Hopeful for a successful partnership with the city
See my city as more inclusive
MLT is a safe place to live
Grateful that the city is reaching out.
Plan for city officials to visit our facilities

What did you learn?

City is open to the Muslim Communtiy
The city has events for the public, like movies in the park
I can request a ride on with a police officer
Services provided by the city
How resposive city hall is
I got closer to city officials
That I can apply for a commission

Ways to improve the conversation:

Provide questions ahead of time
Keep these conversations going.

What I would like to learn:

How to volunteer
Partnership opportunities
What future projects are planned
About permits
Find a solution for our parking concerns near the mosque
How to build relationships with our neighbors and the communtiy

Summary of Conversation at Cops Clergy on 12/5/24

What does it feel like to be welcome?

Be recognized, seen, known

Smiles

Offering food or coffee

Personalized invitation

Safe community

A place with less traffic and is beautiful

Come as you are places

Feeling safe while navigating throughout the city

Friendliness from strangers

Receiving relevant information about city events

Clean streets

Business welcome signs that value differences

What do you like about MLT?

People have used the pavilion, Lake Ballinger

People think the police are responsive

What can we do better?

People did not know how to access the website

Didn't know how to volunteer

The police department must have a space in social media, this was a constant theme that came up, to allow for more transparency**

Health crisis response in the city not highlighted

There is a lack of information regarding job availability in the city. Perhaps a job bank?

Many people in this group are aware of the many channels the city uses for communications, but we need people to take action on the information they receive.

Some people were not aware of the city website

Some people didn't know how to volunteer.

Survey

Did you feel listened to? Yes

What are you hopeful for?

Attitudes and enthusiasm from all involved.

What did you learn?

Who would you like to invite to a future conversation?

Uninvolved friends in their 30s.

More pastors, church elders, and church staff.

Summary of Conversation with Bi-Lingual (English/Spanish) Community with Snohomish County Department of Health at Mountlake Terrace Library, February 23, 2025.

What does it feel like to be welcomed?

Smile at Strangers

Connecting with neighbors on walks

Community space presenting different cultural celebrations

Easy ways to navigate across/within MLT

Community activities ***

These community conversations

Responsive, respectful police and government officials

Cleanliness

Events that are inclusive for children

Accessibility

Neighbors say hi and walk to talk***

Known by local business people, they call me by name and maybe know what I want before I ask, they are welcoming and happy****

What do you like about MLT?

Welcome the idea that the city is trying to build relationships with other communities

nearby stores and restaurants, some in walking distance **

nearby parks, in walking distance **

Access to transit center

Access to good locally owned grocery store (Thriftway)

City hall hosting public meeting including Terrace Talks

All the beautiful trees

Welcome at the library

walkable neighborhood

The Ivy League

Feels like community

What can we do better?

More resources for young people: jobs, mental health, psychology

Be involved in the community socially to help each other

Interpret Craze in Spanish

Scholarships for non-residents at Recreation Pavilion

Need resources about how to buy a house, how to obtain a mortgage, what is required? (2 people)

More places for adults to go out for entertainment, private venues for dancing, etc...

Web materials should be translated into Spanish, can't rely on Google translate. Also PDFs cannot be translated with Google Translate.

So much change

Price of rent is outrageous

Rebuild the Rec Pavilion with affordable housing, example of the Together Center in Redmond

Issues with flooding near Safeway, 44th under I-5 North, by the Hilton.

How to encourage more Latinos to engage in the civic process?

Many of the people in this group heard about the meeting through an Ad on social media

When is a good time to gather with the Latino Community? Sundays around 3 to 5 PM, after church. Less likely to be working on Sunday.

Give a \$25 gift card to the first 10 people to show up, raffle gift cards of \$25-50, stipends for volunteers.

Encourage social engagement it creates a sense of belonging

Police flier, be clear about whether the city is supporting federal immigration policies or not. Know your rights.

May need to offer on-line training and community meetings so people don't have to come in person, may feel more safe to participate.

Ensure with civic engagement that we say "No ID required", this will help gain participation

Like parks and access to light rail

Traffic

No stop sign on the north end of the road past Terrace Creek Park until you get to 228th. Cars are going too fast and unsafe. What is the status of traffic report on traffic patterns?

Need a flashing beacon at the cross walk near the MLT Assisted Housing across from library

Intersection @ 56th and 230th is a problem because alignment? Poor visibility at that spot.

Parking issues - less and less parking, business vehicles blocking access on residential streets.

Balance development with safety

Housing changes, more housing will require infrastructure improvements

Survey Themes

Did you feel listened to?

Yes*****

Absolutely*

What are you hopeful for?

To still live in my house next year

Glad to see the beautification of the city

Find out more about building/planning

A good community

Moving forward

Ease of access

More opportunities to hear from you

Getting more involved in the community

What did you learn?

About future plans for the city

To follow the city on Facebook

How to get more information

Check out the website to learn more.

How information can be spread.

I learned to live in MLT is a great thing.

About opportunities to give back

I have learned that we can request the city to inspect the buildings where we live for cleaning.

Many people learned about public health resources from Snohomish County

The difference between the health department and hospitals and medical providers

Ideas for the next conversation:

Provide childcare and invite young families

Invite families with school aged children.

Bring in leadership to answer questions

More discussion about major issues

Potentially separating men from women for Latino community

That there is more marketing of the event for the hispanic community.

Summary of General Public Community Conversation at City Hall on January 31, 2024

What does it feel like to be welcomed?

responsive services (police, utilities)
nice parks
walking trails and streets
good street lighting in the evening and at night
hanging summer baskets and winter snowflakes on posts
accessible walkways and buildings
public library & other physical information resources
great public transit
public garden (food forest)
events to meet neighbors
music
art/public art
smiles
welcome signs

What do you like about MLT?

Quick PD response
DD Meats
Events
Bunnies
Park access
Street sweepers regularity
Little libraries
MLT Library*
Recreation Pavilion and activities***
Light rail
Small town feel
Cozy and friendly feeling
Thoughtful yet actively growing
Convenient walking and shopping - there's so much that's close and walkable
takeout and restaurant options
Events like this one (Community Conversation) are great and this was really well advertised. Comment about advertising other events as good as this one was advertised.

What can we do better?

Bring back the farmer's market. A farmers market in MLT would be great with local businesses and makers selling
Utility bills are high.
More small grants for community groups.
Explain how to report issues with the roads, sidewalks etc.
Create an online portal for paying traffic infractions.

Grocery store in city center needed - everyone

Plan for rebuilding the pool and community center

Why are there No Parking signs near the masjid?

Rising costs for utilities hard for people on fixed income.

Create more affordable housing.

Cookie cutter apartments

Pushing out small businesses

Lack of speed bumps on arterial routes especially in school zones

School zones on arterials and posted signs

Yield signs where stops should be

Lack of sidewalks

No city connection signage east to west

Water quality tested high with lead. Someone did an assessment of our tap water using Tap Score and found it has led in it. Washington state has an overall Tap Score of 76 and MLT has a tap score of 56 (I believe is what they said). --not really a theme, but something I found frightening and can't stop thinking about personally.

Inspectors overstepped when visiting residence

WM fines

Allow Lime Bikes and scooters

More bulletin boards in parks

More community opportunities to create public art

More cultural celebrations.

Sidewalks are important for public safety and some neighborhoods don't have them. Would also like to see more traffic calming improvements in residential areas like speedbumps and bulb outs. More wayfinding to lead people down calmer streets (like Seattle Greenways) would be good.

More open swim recreation hours. Current hours are during the kids nap time and after bedtime.

Permitting is too rigid. What's the intent behind certain codes that make it harder for people to do certain things with

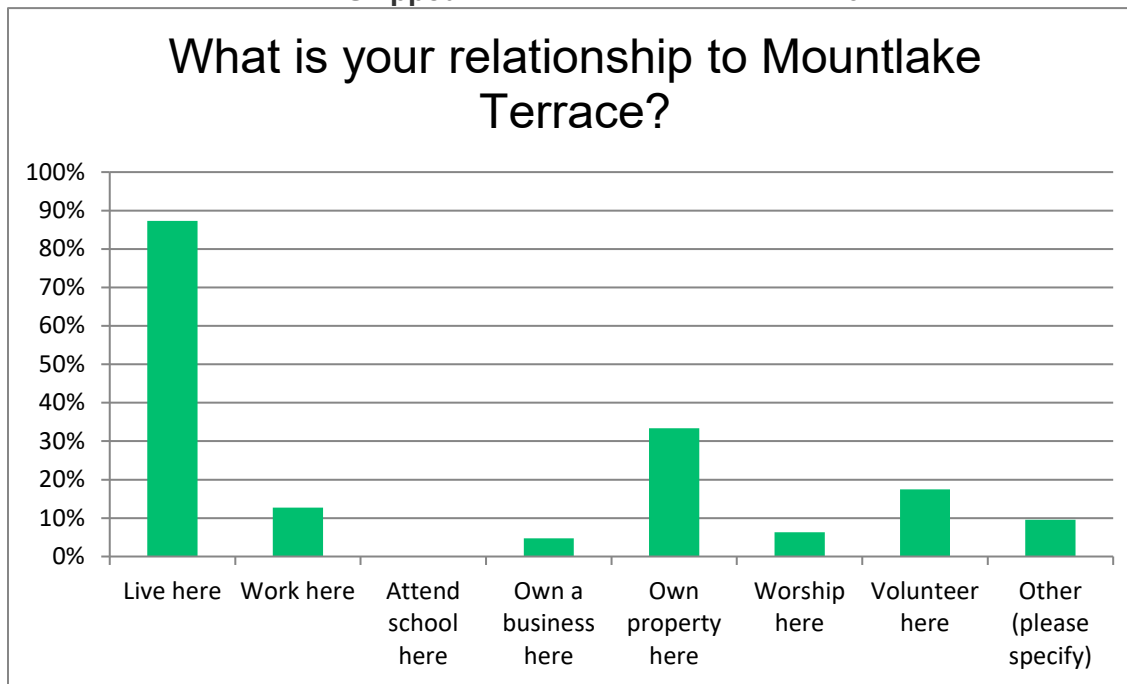
Having more events and things to do that foster community in the evening time. Is there somewhere a calendar of all events going on (city and non-city sponsored) is maintained? People are not always aware of ways they can get

Appendix B6:

Public comments on the draft plan, "Together We Thrive: A Strategic Plan for Advancing Diversity, Equity, and Inclusion" (2025)

What is your relationship to Mountlake Terrace?

Answer Choices	Responses	
Live here	87.30%	55
Work here	12.70%	8
Attend school here	0.00%	0
Own a business here	4.76%	3
Own property here	33.33%	21
Worship here	6.35%	4
Volunteer here	17.46%	11
Other (please specify)	9.52%	6
Answered		63
Skipped		0



Other (please specify)

parent children here

Raised 3 kids here.

Shop, dine, recreate in MLT. Child is in school in MLT.

Recreate here

Children attend school here.

Live close

In reviewing the Action Plan for Recommendations to Improve Community Access to City Government (Table 6-5), please explain whether you agree, disagree, unsure, or no opinion.

Recommendation	Disagree		Unsure or no opinion		Agree	
CA1: Improve sharing information about financial assistance for utilities, waste pickup and recreation programs for low-income households and in multiple languages.	7.94%	5	19.35%	12	72.31%	47
CA2: Conduct community engagement activities with an equity lens to ensure that people most impacted by decisions are invited to the decision-making process and barriers to participation are addressed.	23.81%	15	14.52%	9	58.46%	38
CA3: Revise city code to limit the term of service for all commissions and council to allow for more opportunities for community members to participate in leadership roles within the city and bring new ideas forward.	20.63%	13	20.97%	13	58.46%	38
CA4: Provide more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.	15.87%	10	18.03%	11	64.62%	42
CA5: Help residents understand how to learn about and participate in community meetings, outreach activities, and events.	9.52%	6	19.35%	12	70.77%	46
CA6: Inform residents about how they can share feedback with city staff or elected officials.	3.17%	2	12.90%	8	81.54%	53
CA7: Provide gender neutral restrooms in all city buildings.	30.16%	19	25.81%	16	43.08%	28
CA8: Recruit more bilingual staff, particularly in customer service roles.	19.05%	12	26.23%	16	52.31%	34
CA9/10: Evaluate existing and proposed policies, plans, codes, and programmatic decisions to determine if there are potential negative implications on community members with a particular focus on low-income communities, communities of color, immigrants and refugees, people representing the disability community, and other protected groups.	31.75%	20	11.29%	7	56.92%	37
CA11: Improve physical accessibility for disabled people and generally enhance the active transportation system to support people without access to vehicles and improve city owned buildings to enhance access.	6.35%	4	17.74%	11	75.38%	49
CA12: Evaluate ways to improve access to city services, the civic process, and inclusivity for intellectually and physically disabled people, people who are deaf or hard of hearing, and blind or visually impaired.	4.76%	3	26.23%	16	66.15%	43
CA13: Provide more affordable housing through updates to the zoning code, incentives, and promoting the city through Economic Development efforts.	19.05%	12	16.13%	10	63.08%	41
CA14: Improve outreach and communications for people whose first language is not English, or who don't speak English.	20.63%	13	25.81%	16	53.85%	35
CA15: Partner with community organizations to offer training on how to apply for a city job or city contract.	19.05%	12	22.58%	14	56.92%	37
CA16: Consider co-creating an ancestral land acknowledgement and other actions with local indigenous people to support local tribes and our community's understanding of history.	31.75%	20	14.52%	9	52.31%	34
CA17: Host conversations and training about diversity, equity, and inclusion topics.	33.33%	21	19.35%	12	46.15%	30
CA18: Encourage more cultural programs/activities and ensure they are designed in collaboration with people who represent those groups, or are led by these groups, for proper representation and successful execution.	26.98%	17	12.90%	8	60.00%	39
CA19: Provide more support services to unhoused people with social workers, local warming shelters, public housing, affordable housing, and subsidized transit passes.	26.98%	17	17.74%	11	55.38%	36
CA20: Evaluate new programs at the Recreation Pavilion that meet the needs of our culturally diverse community.	28.57%	18	14.52%	9	56.92%	37

Answered 65
Skipped 0

Do you have any other comments on the plan?

Responses

What about seniors.

I disagree with much of this plan, but several proposals stand out as especially concerning.

CA3 proposes imposing term limits on commissions and council. These are unpaid volunteer roles, and our city already struggles to recruit and retain participants. Forcing turnover would push out those who have invested years of service, expertise, and relationship building, while doing little to solve the real issue of getting more residents to step forward. A better solution is to expand outreach and mentorship to bring in new voices while still respecting the contributions of long-serving volunteers.

CA15 suggests partnering with community organizations to train people on how to apply for city jobs or contracts. Why is this necessary? The city already has transparent processes and resources. Instead of creating another program, the focus should be on making existing information more accessible.

CA7 calls for gender-neutral restrooms in all city buildings. While inclusivity matters, we are already heading toward a budget deficit in 2026 and cannot afford to repair existing buildings. Adding costly new requirements when we cannot maintain what we already have is irresponsible.

Finally, CA16 proposes co-creating an ancestral land acknowledgement with local tribes. While respecting history is important, this type of initiative is largely symbolic and does not solve the pressing issues residents consistently raise such as housing affordability, public safety, infrastructure, and budget stability. The proposal also includes "other actions," which is vague and could become an open-ended financial or staffing commitment at a time when we cannot even fund basic needs. With limited resources, we should prioritize tangible improvements that directly benefit residents over symbolic gestures.

I believe in equal rights for all and not putting some people in front of others based on their race, or identity. The city can't afford to put money into all of these programs just to push the DEI agenda. No on term limits for volunteers period. Some people have volunteered for years before even getting on a commission. The city says there are people waiting to get on commissions? I haven't seen these people step up and put in the volunteer time that justifies throwing a long term commissioner with valued experience out. If the city wants to have DEI run the city and not the elected officials then they don't need our tax money to pay for council members, city manager, assistant city manager etc. The DEI commission can run the city for free! And just so we have equity, the other commissions can tell the council what to do also.

Treat victims of violent crimes with humanity, dignity, and respect. Include them in conversations about safety and justice, ensuring their voices are heard. They are marginalized and silenced and taken advantage of to push political agendas, theme of 2025, try believing the victims for once. Refrain from making public accusations that suggest complicity or a business relationship with their abuser. Don't accuse the victim of abusing the healthcare reporting system after calling someone out for defamation who is trying to gain a seat on city council. I think DEI commission is guilty of creating division, between community and the police department around flock cameras. I also think they are creating division by limiting terms rather than adding more seats to the table. I think the funds used to convert all the bathrooms in every city building could be spent on helping those that live below the poverty line. We have 80% of families living below the poverty line at MLT elementary. We need people on city council that have more centered political views because they are more inclusive than radical left democrats and will actually listen to people with differing view points. DEI should consider the definition of "marginalized" and how those demographics are inclusive of everyone. I have personally felt that folks on the DEI commission [REDACTED] don't provide me with dignity and respect because I don't fit into the box of what they define as deserving of humanity bc they don't see me as marginalized. [REDACTED]

We can do better. [REDACTED]

This is not the way to build community.

In my experience at work, DEI programs are divisive and create more problems than they solve.

Focusing on certain racial or ethnic groups takes resources away from other people in need. I think the city should spend our money for all citizens equally.

I think it might be good to evaluate current city codes/ordinances to ensure they aren't discriminatory.

We are a very diverse community and we are also a community of volunteers. We do not need to have quotas on the commissions as to how long they serve, what color they are or what nationality they are. If they are doing a good job (and are passionate about what they are doing) don't boot them out just because they have been there too long! If they wish to serve on a commission, they need to volunteer to help that commission then when an opening comes up, they will have experienced what it takes to volunteer for that group. Some positions on the Commissions take some expertise in certain areas. Some do not.

Also, the city only has so much money to keep the city safe, clean and running efficiently. I believe the city has many outlets to let it's citizens know what is happening in the city and the city staff seems willing and able to help anyone that needs help if they ask for it. Let's all be good stewards with the city's funds instead of spending it on surveys or evaluation programs.

I love you're exploring this but use our tax dollars for LEGAL immigrants only. My ancestors worked very hard to be here legally and learned to speak the language. They were poor but worked hard and did not live off the system.

Also no one should receive preferential treatment based on race, color, or creed, either in hiring practices, programs, or otherwise. We are to judge others by the content of their character.

Sounds like a great plan, I hope it doesn't just die without strong support from the people working for the city. Without buy-in nothing will happen. I have lived in MLT for over 20 years, and it feels like the staff isn't evolving at the same rate as the city's population.

Nothing specific, but I do have an incredible appreciation for the city standing firm on commitments to DEI

This plan is exciting and strong, especially in how it treats equity as both cultural and policy-based. I think the most critical area to emphasize is community trust — without it, the rest of the goals won't stick. Making transparency, accountability, and open communication central would strengthen local outcomes and set an example for other communities. I also encourage adding an practical action-focused environmental justice component, since issues like land use, climate resilience, and access to clean air and parks are deeply tied to equity and indigenous perspectives. Finally, clearer public accountability tools — like progress scorecards — and a commitment to plain-language communication would help ensure all residents can see and understand the impact of this work.

The money can be figured out. Approve the plan!

The email this was sent to me in claims 63% of Mountlake Terrace residents identify as people of color—the most recent census data indicates it is 63% white, so isn't this just blatantly incorrect?

I am pleased and proud that in this political climate, Mountlake Terrace is concerned and willing to undergo a project like this. I've lived here for over 50 years and seen so many changes. We are a very diverse community now and I like the fact that the city is willing to embrace and accommodate that.

You didn't listen to people when it came to NO to the flock cameras.
Keep up the good work!
I am unclear question 2 was asking. I answered assuming you are asking if I WANT these items represented and addressed in the Action Plan. Many need increased priority/attention within the City.
My concerns are mostly budget-oriented, looking at our infrastructure and facilities that need to be updated or replaced. I think it's helpful to look at potential updates through the lens of DEI, integrating where applicable. Cultural sensitivity is valuable and can create a city that's inspiring, but I feel like we've a lot of room for improvement in more barebones accessibility categories, particularly for an aging population. Older and disabled residents need good sidewalks, close access to food, more medical facilities.
This list is concise. I couldn't find something like this in the plan, or at least not in the beginning. It helps.
In today's cultural environment, it feels safer and more inclusive to focus on celebrating diversity and what makes us beautiful and unique - culture, food, language, arts and crafts, music, dance, movies, etc. I think more positivity, harmony and excitement around the great things about diversity that benefit us all will help to bridge the divide MUCH more than anything that feels like direct outreach, financial support, or otherwise directly benefiting certain groups over others (affirmative action-ish programs). I think staying above the fray is critical to maintaining a safe, vibrant and inclusive place to live. I do NOT want to be the next Seattle. I say this as a liberal woman with a black and Asian family with multiple disabilities in my extended family, myself, and also immigrant family members. Honestly at this point, safety and reducing the risk of political violence by helping ALL - including those with privilege - feel welcome and not targeted as "bad" - is likely to do more to mend the cultural and political discourse in our nation and local community right now.
As a person of color who is disabled I deeply understand what MLT is aiming for, but I think the community and it's people will be served by a holistic approach that doesn't elevate one group above another. Yes, people need help, but all people should be able to come forward to receive and benefit not just those in a particular group. Help and empower people, all people.
Try fixing some real Issues for the majority of your community instead of the minority
Especiallly agree with 13, 16, 29. Proud of this community and leadership. Glad we are not running away from supporting DEI.
Some of the items I marked as "neutral" not out of full opposition or lack of support for a concept, but because similar work is done at other level and a specific activity itself doesn't have much follow through (eg-city hosted dei training— what is the follow through beyond this?). Hiring bilingual staff is good, but is this a core competency for the role or something that gives a candidate "points", like veteran status in federal hiring?)
It may not be "sexy" or glamorous, but honestly, some not highly visible things that increase access to, and comprehension of, city services will be so important. Ensuring city websites are enabled for text readers and that pictures have good metadata and descriptions. Have flowcharts easily findable online that talk someone through the different parties or role POCs for different city needs or responsibilities, along with a well maintained directory. Mlt has a pretty navigatable website overall (I've seen some reallt oor ones), but enabling people of many English and information competency levels to self navigate and find what they need increases accessibility while also helping reduce too much support responsibilities for staff.
All these things have been already done. To over emphasize is a mistake.
I don't view many of these items should be a primary focus of the city. I would like to have a non-biased presentation with information regarding cities that have made similar endeavors as the one presented and if there were significant changes in participation from minority groups. Are those groups not participating because they don't know the avenues to follow for participation or because they don't want to? When it comes to land acknowledgement statements those are simply empty words used to assuage "white guilt" they do nothing to improve the lives of Native Americans nor do they change any part of our history.
Written communication (permit process, websites, emails) needs to be in plain language.
MLT does not need woke agendas. As a long time resident of MLT it is infuriating to witness people trying to push and promote such agendas. Hopefully, MLT residents will not let the DEI people turn MLT into something undesirable like so many other woke cities. Also, there should only be 2 listed genders listed in the #4 box.
I believe everything should be Merit Based. Not Race Based.
Would like to see increased transportation options not only within the city but also throughout the county
We live in a 4 square mile town. There is no need for DEI in such a small city, and it is abhorrent to me that my tax dollars are wasted on this nonsense. In a city like Seattle, policies over time have created minority-majority areas that are underserved by resources. I could take a brisk walk from anywhere in our city, and leave the city limits within 15-30 minutes. We don't have a bad side of town. We are barely an entire town ourselves. This is an absurd exercise, and if the city truly cared about benefiting the underserved, they would be solving the absurd price of water, rather than discussing spending millions of dollars adding gender neutral restrooms to buildings that no one goes to in the first place. You manipulated the community into paying for that building, and now you want to scam us out of more money.
Land acknowledgements should 't just be performative, how can we back that up?
If we want to recruit more bilingual staff in customer service roles, we should pay them accordingly for their skills!
Highly in support of term limits for our council. The same people should NOT be on the council for 15+ years. Same with commissions—we're hearing from the same folks year after year.
Would prefer us to not use our funds for most of these and instead focusing on the entire community and what can benefit everyone for as little money as possible. We don't need the town to be responsible for most of this stuff, less government the better.

I'm writing to express my strong belief that the commission should remain open to growth and continue welcoming new voices, rather than limiting participation through restricted terms or reduced seats. This work is too important to be constrained. Limiting the number of seats, especially when there is ongoing interest and commitment from engaged individuals, risks gatekeeping and narrowing the diversity of perspectives we so deeply need. We should focus on expanding access, not restricting it. It is equally important that we don't remove current commissioners who bring invaluable insight, dedication, and lived experience to the table. These members have already shown their commitment to the work, and removing them simply to rotate in new members would be a step backward. Expansion, not exclusion, is the more equitable and inclusive path forward. When we talk about uplifting marginalized voices, we must ensure that definition includes survivors of violent crime. Too often, these individuals are left out of conversations around equity because they may not fit neatly into predefined demographic categories. But trauma is trauma, regardless of a person's race, gender, or background, and these experiences absolutely deserve to be heard in our dialogue about justice, healing, and public safety. On a personal note, I want to speak to some challenges I've experienced within this community. There was a deeply painful incident in which individuals misread a police report and spread a false claim that I had a business relationship with a convicted felon. That claim came solely from the felon's own statement, which was completely untrue. Unfortunately, some community members chose to accept that narrative without verification and used it to attack my character, largely because we held differing views on the use of Flock cameras. The result was a public and damaging case of defamation. Instead of fostering open, respectful dialogue, it became a personal attack, one that hurt deeply and undermined the values of trust and inclusion we claim to uphold. [REDACTED]

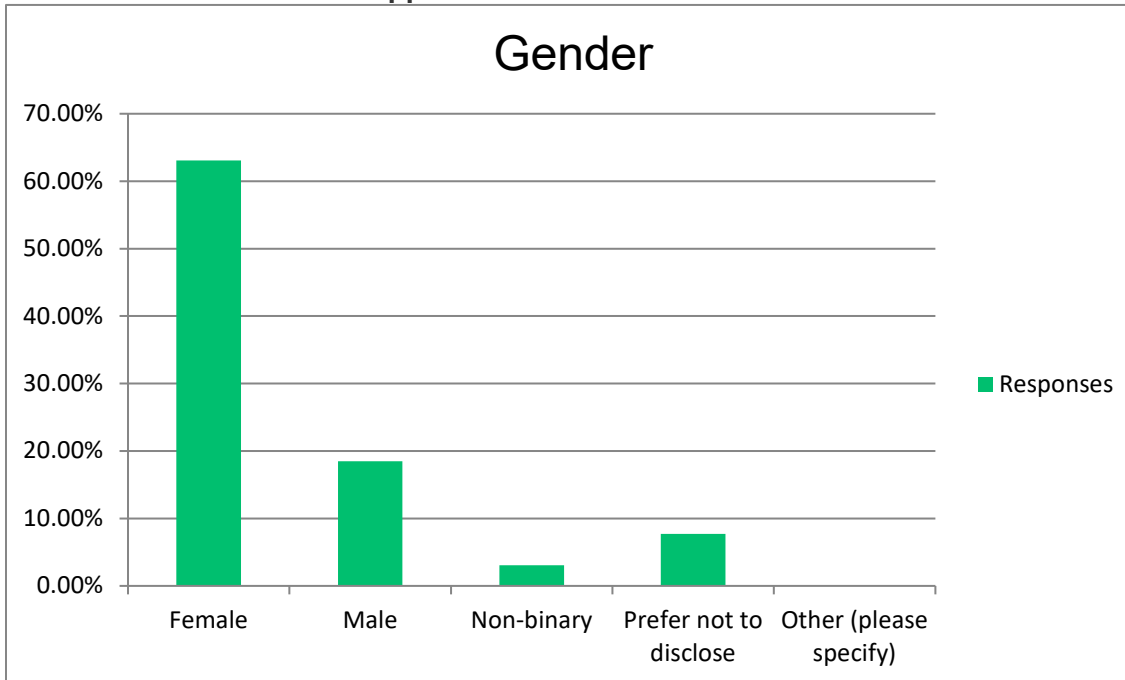
[REDACTED]

[REDACTED] We must do better. If we are truly committed to equity, community engagement, and healing, then we must make room for more voices, not fewer. We must broaden our understanding of who is marginalized, and ensure that our systems are designed to protect people, not punish them for speaking out. And most importantly, we must foster a culture where disagreement is not met with character attacks, but with open hearts and minds.

*Some comments were redacted, because they were personal in nature.

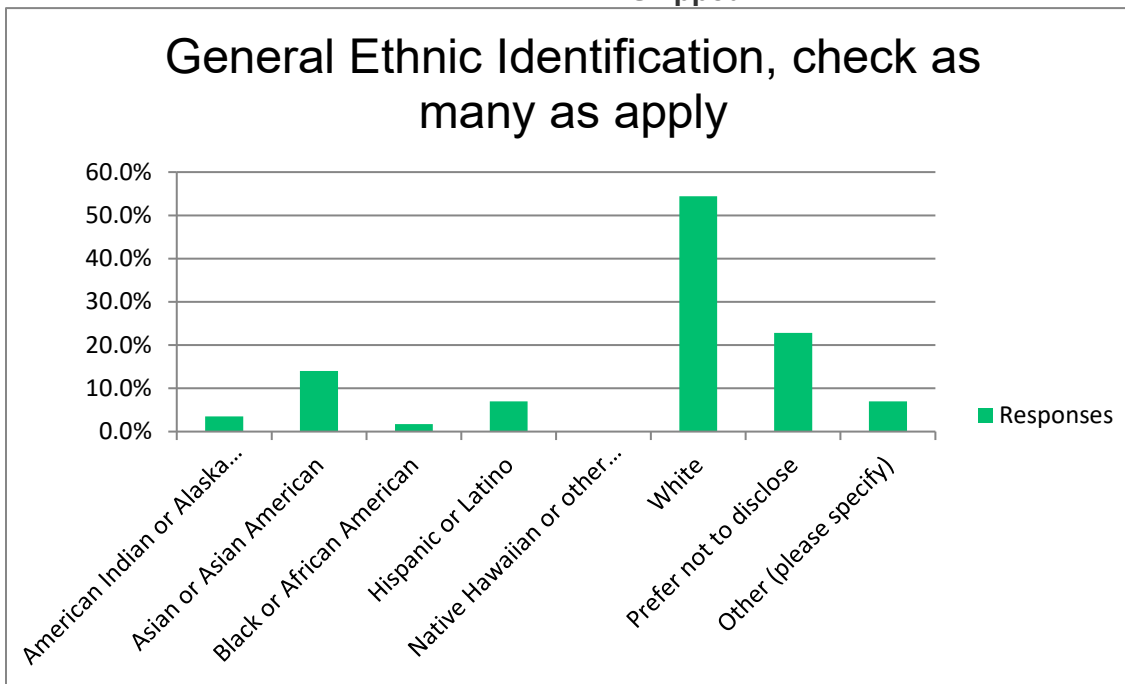
Gender

Answer Choices	Responses	
Female	63.08%	41
Male	18.46%	12
Non-binary	3.08%	2
Prefer not to disclose	7.69%	5
Other (please specify)	0.00%	0
Answered		60
Skipped		5



General Ethnic Identification, check as many as apply

Answer Choices	Responses	
American Indian or Alaska Native	3.5%	2
Asian or Asian American	14.0%	8
Black or African American	1.8%	1
Hispanic or Latino	7.0%	4
Native Hawaiian or other Pacific Islander	0.0%	0
White	54.4%	31
Prefer not to disclose	22.8%	13
Other (please specify)	7.0%	4
Answered		57
Skipped		5

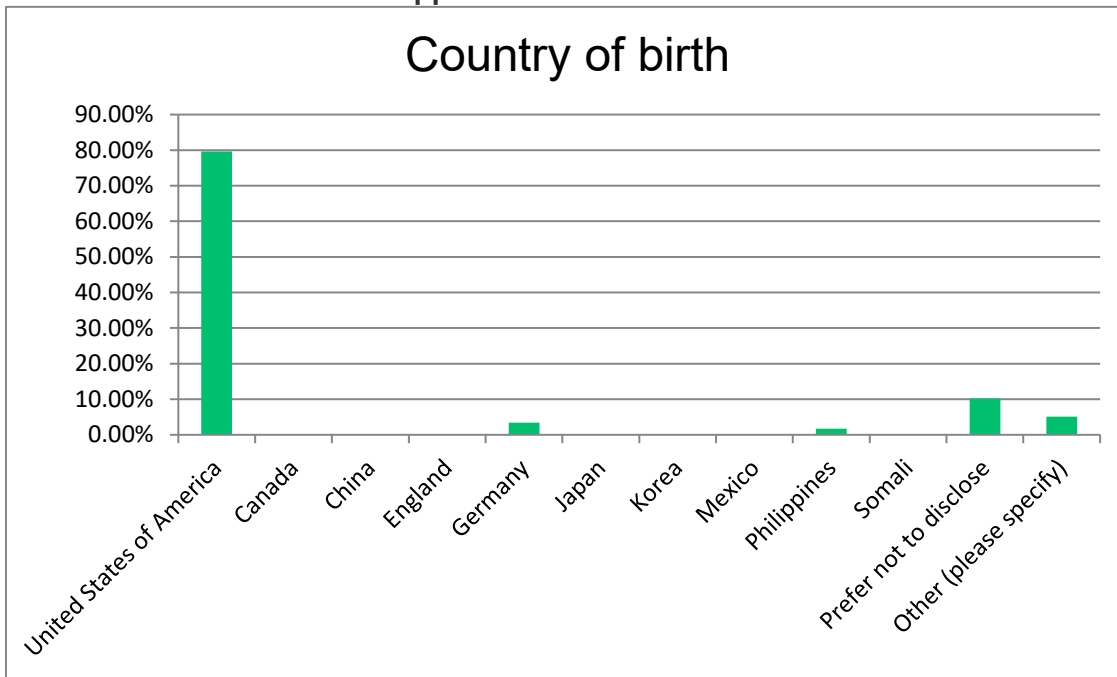


Other (please specify)

Swedish
Hungarian, Russian, German
bi-racial household
European immigrant

Country of birth

Answer Choices	Responses	
United States of America	79.66%	47
Canada	0.00%	0
China	0.00%	0
England	0.00%	0
Germany	3.39%	2
Japan	0.00%	0
Korea	0.00%	0
Mexico	0.00%	0
Philippines	1.69%	1
Somali	0.00%	0
Prefer not to disclose	10.17%	6
Other (please specify)	5.08%	3
Answered		59
Skipped		3

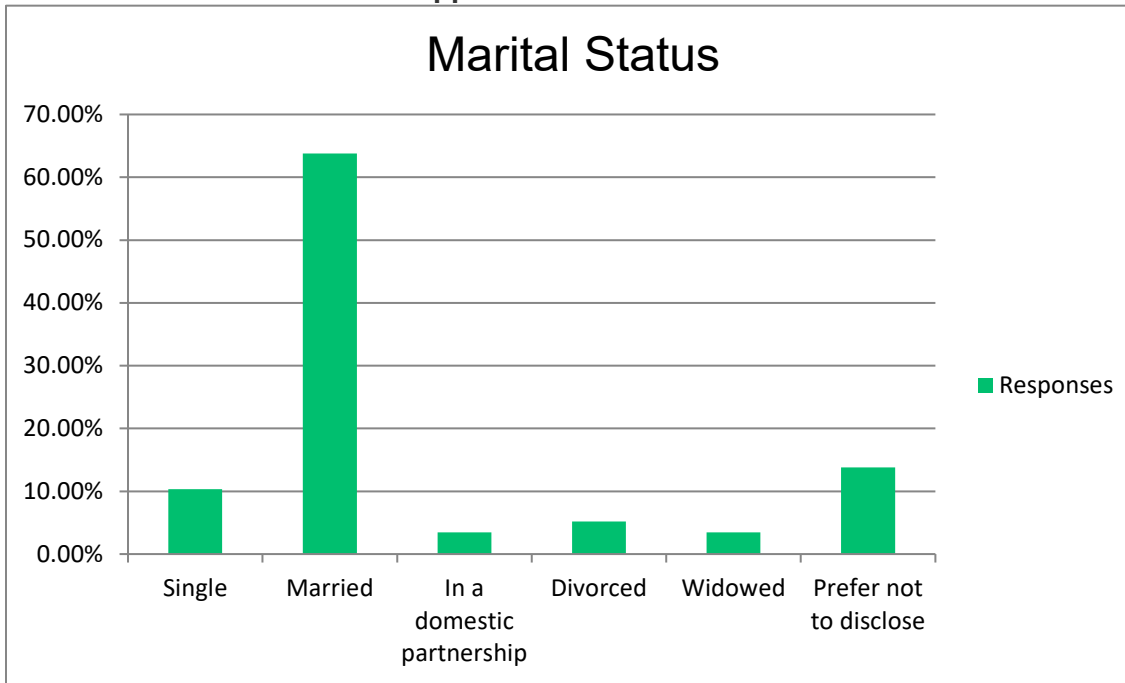


Other (please specify)

France
South America
Cambodia

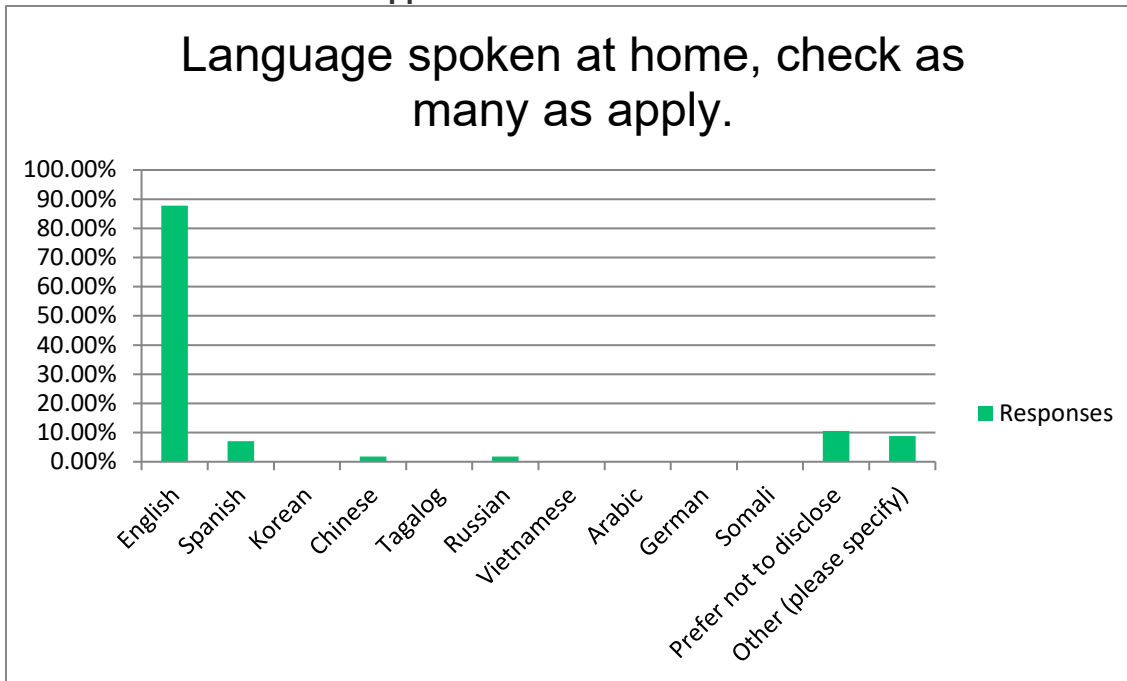
Marital Status

Answer Choices	Responses	
Single	10.34%	6
Married	63.79%	37
In a domestic partnership	3.45%	2
Divorced	5.17%	3
Widowed	3.45%	2
Prefer not to disclose	13.79%	8
Answered		58
Skipped		4



Language spoken at home, check as many as apply.

Answer Choices	Responses	
English	87.72%	50
Spanish	7.02%	4
Korean	0.00%	0
Chinese	1.75%	1
Tagalog	0.00%	0
Russian	1.75%	1
Vietnamese	0.00%	0
Arabic	0.00%	0
German	0.00%	0
Somali	0.00%	0
Prefer not to disclose	10.53%	6
Other (please specify)	8.77%	5
Answered		57
Skipped		6



Other (please specify)

French

Thai

Farsi

Common sense, a foreign language to MLT government



STAFF REPORT

To: Mountlake Terrace City Council

From: Jeff Betz, Parks and Recreation Director

Meeting Date: November 6, 2025

Subject: Review and Vote on Allocation of Funds for Transit Connection Corridor Project

Required Reviews:

Jennifer Joki	Created/Initiated - 10/29/2025
Jeff Betz	Approved - 10/29/2025
Sirke Salminen	Approved - 10/31/2025
Hillary Evans	Approved - 10/31/2025
Carolyn Hope	Final Approval - 10/31/2025

Council Goal(s):

Growing our Vibrant Community
Responsible Governance to Ensure Desired Level of Service
Environmental Sustainability and Resiliency

Legislative History:

August 1, 2024 Council Reviewed and Voted on a Bid Award for Veterans Memorial Park Trails

Subject Summary:

The Veterans Memorial Park Trails project was designed to improve connectivity between Light Rail, Town Center and Civic Campus. This project was conceptualized in 2020 as part of the Veteran Memorial Park Master Plan, then designed 2022-2024. This project is phase 1 of the overall Transit Connection Corridor Project. The second phase being development of a Pedestrian Plaza at the corner of 236th St. SW and Van Ry Boulevard.

The Veterans Memorial Park Trails project, converts existing dirt paths to paved illuminated pathways, installs a new pedestrian bridge crossing the stormwater channel and completes frontage improvements along 58th Avenue West. The reconstructed pathways provide access to 60th Avenue West, the Civic Campus, 58th Avenue West and the Mountlake Terrace Transit Center.

The construction phase is financially supported by local and federal funds from: Sound Transit, Puget Sound Regional Council, Federal Highway Administration and the city. The original construction contract with Granite Construction came to council on August 1, 2024. Since that time, the contractor has executed most elements of the project but has run into some issues that

have caused additional change orders. The additional funds are required to cover additional shoring work near the abutments of the bridge, stormwater pipe modifications, adjustment of wall heights, additional tree removal, adjustments to street overlay and sidewalk construction, as well as additional costs for materials such as crushed top course and quarry spalls. The original contract cost was \$2,647,493.50 with an additional 10% contingency of \$264,749.35 (\$2,912,242.85 total). These funds will be depleted and an additional not to exceed amount of \$283,758 is required to finish the project. The additional funds are not coming from city funding sources but will be allocated from existing grant funds for the project. The final elements of the scope will be completed in November, which will include installation of lighting, rails and mitigation plantings. Phase two of the project, the pedestrian plaza, will be going to bid in the coming weeks with a contract coming to council at the end of the year which is also funded by the same sources.

Financial/Budget Impacts:

Budget Amendment Required? Yes

Budget and Sources:	\$2,912,242.85 in CIP (funded with various grants)
Expenditure:	\$283,758
New Appropriation Required + Sources:	\$283,758 - Grants in CIP

Additional Financial Information:

Community Notifications:

City Council Agenda

If "Other," please specify:

Board/Commission Recommendation:

N/A

Staff Recommendation:

Staff recommends the City Council vote to authorize the City Manager to sign change orders to the construction agreement with Granite Construction for the Transit Connection Corridor Project.

Council Motion:

I move to authorize the City Manager to sign change orders not to exceed an additional \$283,758 with Granite Construction for the Transit Connection Corridor Project.

Attachments:

None