



Mountlake Terrace City Council
Work Session Agenda
Thursday, September 11, 2025, 7:00 PM
City Hall and via Telephone or Teleconference

AGENDA

1. Call to Order
2. Attendance Roll Call
3. General Public Comment
4. City Manager's Report
5. Review Urban Forest Management Plan and Ordinance
6. Review Professional Services Agreement with All Together, LLC, for Citywide Branding, Placemaking, and Marketing Strategy
7. Presentation on Asset Management Practices: Property Management
8. Review Diversity, Equity and Inclusion Strategic Plan
9. Review September 18, 2025 Regular Meeting Agenda
10. Council Comments
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.



STAFF REPORT

To: Mountlake Terrace City Council
From: Patrick Hutchins, Stormwater Program Manager
Meeting Date: September 11, 2025
Subject: Review Urban Forest Management Plan and Ordinance

Required Reviews:

Jennifer Joki	Created/Initiated - 08/21/2025
Gary Schimek	Approved - 09/04/2025
Sirke Salminen	Approved - 09/04/2025
Hillary Evans	Approved - 09/04/2025
Carolyn Hope	Final Approval - 09/04/2025

Council Goal(s):

Environmental Sustainability and Resiliency and An Informed and Engaged Community

Legislative History:

Input from the Recreation and Park Advisory Commission (RPAC) and Diversity, Equity and Inclusion Commission (DEIC) included in plan development.
Presented to the Recreation and Park Advisory Commission on 5/13/25
Presented to the Planning Commission on 7/14/25
Public Hearing at the Planning Commission on 9/8/25

Subject Summary:

The Urban Forest Management Plan (UFMP) is a guidance document similar in scope to the Stormwater Comprehensive Plan that will guide the city's strategies for managing trees throughout the city. The city was awarded a \$119,900 Washington Department of Natural Resources Grant to prepare this plan.

Trees provide an estimated \$2.5 million annually in stormwater, carbon, and pollution prevention services to the city at no cost. In addition, trees add character to the community, provide mental and emotional health benefits, and provide habitat for diverse species. Developed in collaboration with other city departments and the community, the plan focuses on five goals with specific, measurable, achievable and timed recommendations for their implementation. The goals are Engage, Maintain, Grow, Retain, and Know.

Recommendations include continuing to support a well-established park and forest volunteer

community, additional staff or contractors to bring tree expertise to the city, regular monitoring and inventory of the city's trees, and a stepped approach to regulating the removal of trees within city limits. This final recommendation begins with homeowner and city staff education, steps up to technical assistance with some updates to the tree code, and concludes with a full tree permit. Where the city ends up on this spectrum is dependent on community and council input and conditions as development advances throughout the city.

The plan centers on marginalized communities through a focus on tree equity. By analyzing the abundance of trees relative to potential planting area, and indexing that against a variety of social, ethnic, ability, and economic factors, the plan lays out a process for planting and preserving trees where they will have the greatest positive impact.

Adoption of an Urban Forest Management Plan is recommended in Vision 2044's Environment Element, Policy EN-2.1. Mapping the urban forest canopy is a requirement of the city's National Pollution Discharge Elimination System (NPDES) stormwater permit with the Department of Ecology.

A budget amendment associated with recommendations from the Urban Forest Management Plan will be presented at a later date pending adoption.

Financial/Budget Impacts:

Budget Amendment No
Required? _____

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

Additional Financial Information:

Presented to Recreation and Park Advisory Commission on 5/13/25

Presented to Planning Commission on 7/14/25

Public Hearing at Planning Commission on 9/8/25

Community Notifications:

City Council Agenda

If "Other," please specify:

Board/Commission Recommendation:

Staff recommends the City Council move to advance the Urban Forest Management Plan to a public hearing and vote at the September 18th, 2025 council meeting.

Staff Recommendation:

Council Motion:

Attachments:

1. Mountlake Terrace UFMP Presentation
2. Mountlake Terrace UFMP 05.2025
3. Estimated Costs for UFMP Implementation
4. Mountlake Terrace Urban Tree Canopy Assessment Report 05.2025
5. Mountlake Terrace_Tree_Inventory_Summary_Report 02.2025
6. MountlakeTerrace_Executive_Summary_Report 08.2025
7. Mountlake Terrace UFMP Draft Ordinance

Mountlake Terrace Urban Forest Management Plan



Agenda

- 01 Introductions
- 02 Why the Urban Forest Matters
- 03 What We Learned from Data & the Community
- 04 The Plan's Vision, Goals, and Key Findings
- 05 Strategies for Implementation



Introduction

Project Team:



Funds for this project were provided by the State of Washington Department of Natural Resources Urban and Community Forestry Program.



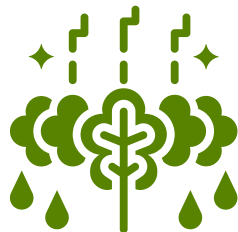
Why the Urban Forest Matters in Cities

Why Trees Matter

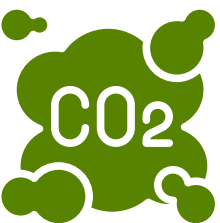
- Improve public health, mental well-being, and air quality
- Cool neighborhoods and reduce stormwater
- Increase property values and community livability
- Trees are vital “green infrastructure”



Bolster property values



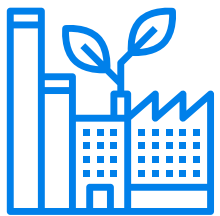
Clean the air and intercept stormwater



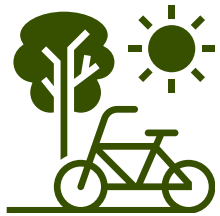
Positively influence climate to ensure sustainability



Reduce stress and improve the quality of life



Save energy and lower energy costs for buildings



Decrease urban heat islands



Boost local and regional economies



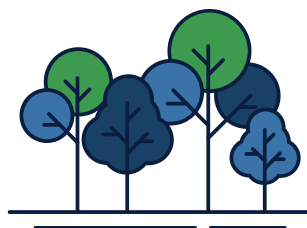
Protect wildlife and restore ecosystems

What We Learned from Data & the Community

BY THE NUMBERS



6,830 trees
inventoried



89 Genera

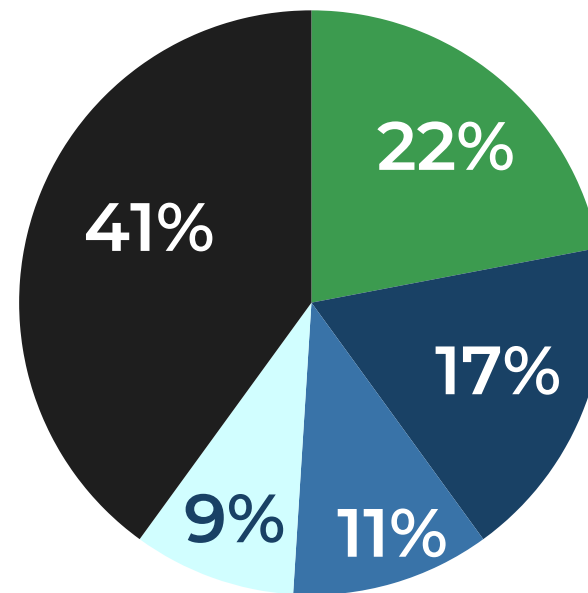


98% of trees
are alive



~225 Unique
species

Common Genera



Other
common
genera
41%

Acer
(maples)
22%

Thuja
(arborvitae)
17%

Prunus
(cherries, plums)
11%

Pseudotsuga
(Douglas firs)
9%

COMPOSITION

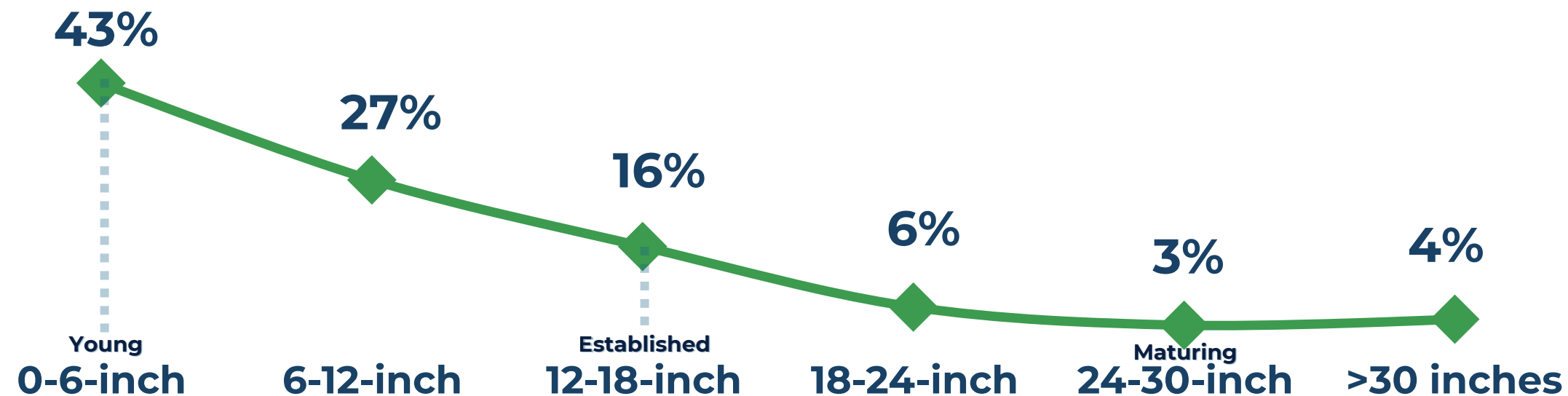


Common Species

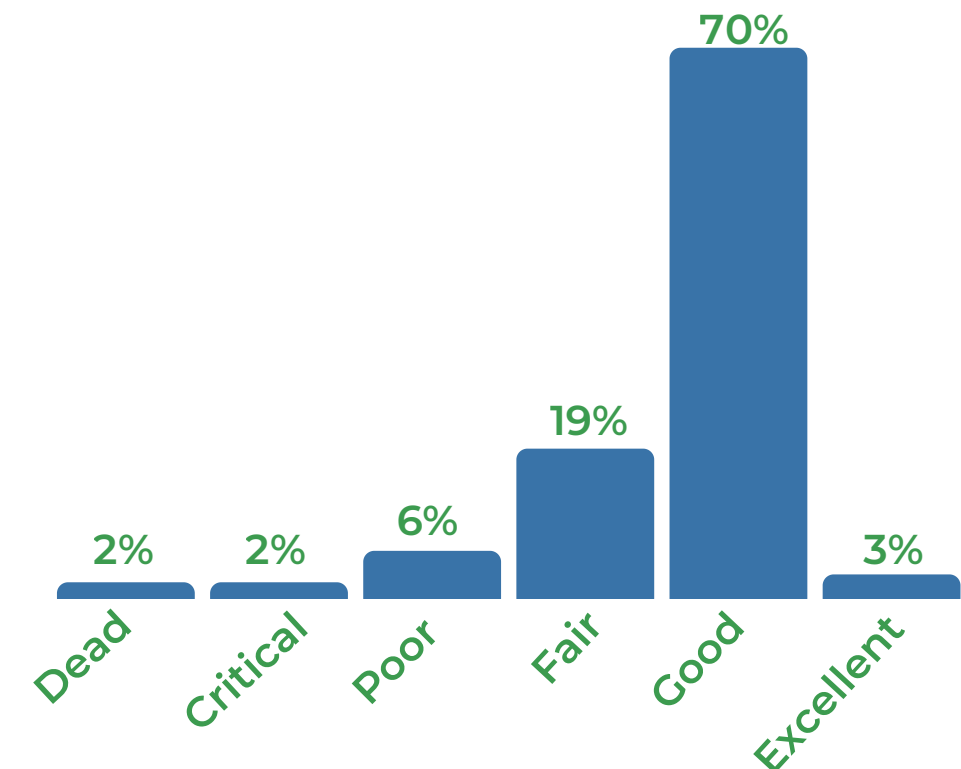
Arborvitae	13%
Douglas fir	9%
Japanese maple	5%
Sweet cherry	4%
Red maple	4%
Bigleaf maple	4%
Western red cedar	3%
All others	57%

TREE SIZE CLASSES

(measured at diameter at standard height or "DSH" measured 4.5-feet above natural grade)



TREE CONDITION



What We Learned from Data & the Community

ECOSYSTEM BENEFITS PROVIDED BY INVENTORIED TREES



OVERALL ECO BENEFITS

Annual value of ecosystem services provided by the City's trees

Annual Value **\$121,800**



CARBON SERVICES

86,080 pounds of carbon sequestered

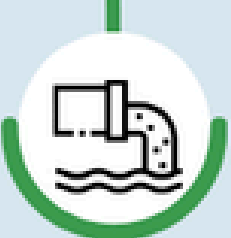
Annual Value **\$18,600**



AIR QUALITY

3,584 pounds of pollutants removed from the air

Annual Value **\$69,100**



STORMWATER SERVICES

1.2 million gallons of stormwater diverted

Annual Value **\$34,100**

CITYWIDE ECOSYSTEM BENEFITS PROVIDED BY TREES



OVERALL ECO BENEFITS

Annual value of ecosystem services provided by the City's trees

Annual Value **\$2,529,859**



CARBON SERVICES

1.4 million pounds of carbon sequestered

Annual Value **\$116,697**



AIR QUALITY

62,779 pounds of pollutants removed from the air

Annual Value **\$136,283**



STORMWATER SERVICES

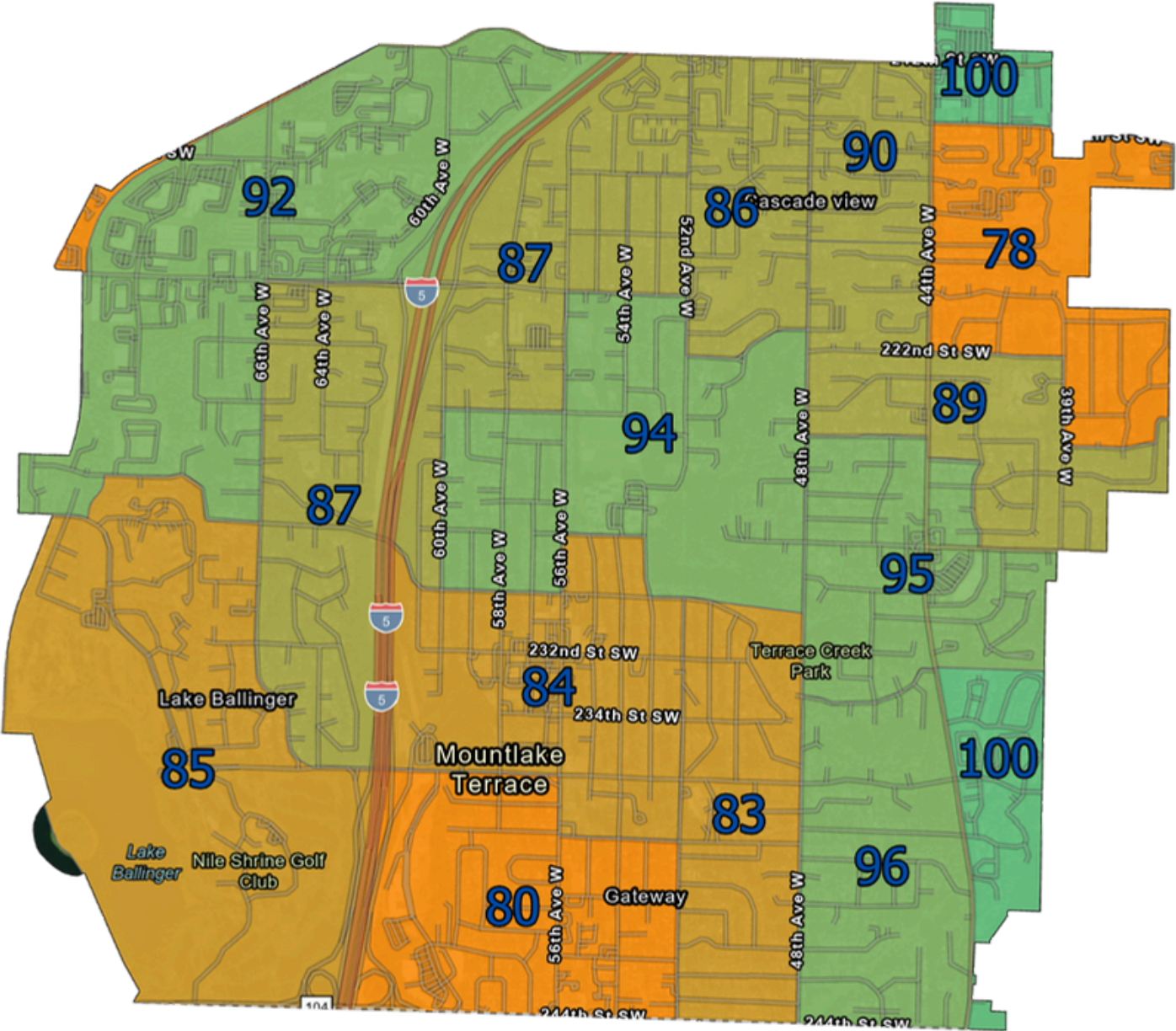
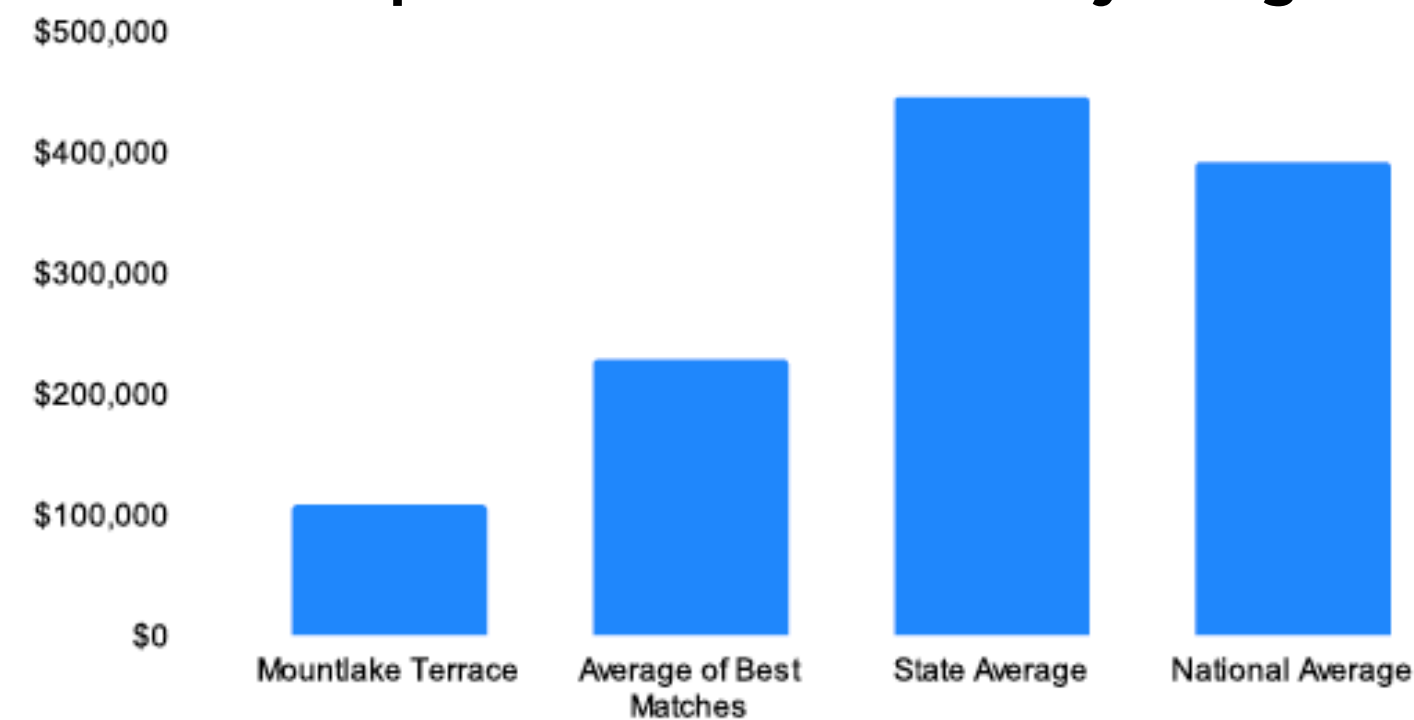
255 million gallons of stormwater diverted

Annual Value **\$2,276,880**

What We Learned from Data & the Community

Key Challenges

Comparison of Urban Forestry Budgets



Right-of-Way



Root Barriers



Suspended Paving



Structural Soils

The Plan's Vision, Goals, and Key Findings

Our Long Term Vision

- Grounded in community values, equity, and resilience
- Aligns with the Sustainability Strategy and Comprehensive Plan

A VISION FOR MOUNTLAKE TERRACE'S

URBAN FOREST



“Mountlake Terrace is a city where a flourishing urban forest and a thriving tree canopy enrich the health, environment, and beauty of our community, ensuring every resident enjoys their benefits.”



The Plan's Vision, Goals, and Key Findings

Our Five Urban Forest Goals

- **Engage:** Education, outreach, and volunteerism
- **Maintain:** Proactive and safe tree care
- **Grow:** Expand canopy in high-need areas
- **Retain:** Protect existing trees through policy and planning
- **Know:** Use data and monitoring to adapt



The Plan's Vision, Goals, and Key Findings

Engage Goal: Build Community Stewardship

- Outreach strategy, Tree Ambassador and Tree Steward programs
- Provide technical guidance to residents
- Multilingual education and outreach
- Partnerships with schools and community orgs



The Plan's Vision, Goals, and Key Findings

Maintain Goal: Care for What We Have

- Address maintenance needs before issues arise
- Improve pruning cycles and staff training
- Reduce preventable defects and risk
- Invest in long-term tree health



The Plan's Vision, Goals, and Key Findings

Grow Goal: Expand Canopy Strategically.

- Plant at least 137 trees/year to meet goals
- Focus on heat-prone, underserved neighborhoods
- Use climate-resilient and diverse species



The Plan's Vision, Goals, and Key Findings

Retain Goal: Preserve Existing Trees

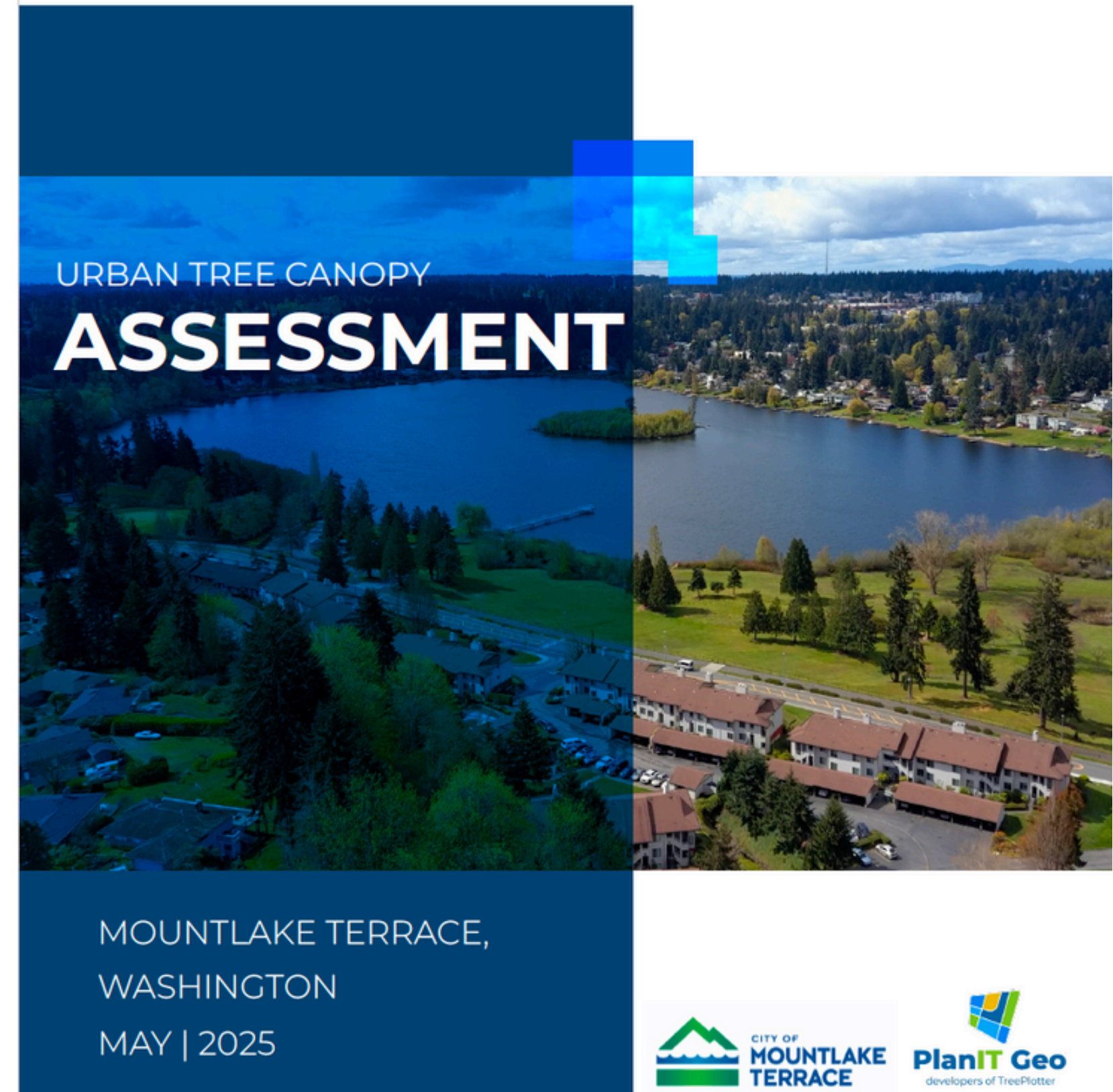
- **Strengthen protection policies and permitting standards**
- **Encourage tree preservation in development**
- **Support property owners with retention resources**



The Plan's Vision, Goals, and Key Findings

Know Goal: Use Data to Guide Decisions

- Update inventory in real time and canopy data every 2 years
- Track performance metrics and adjust strategies
- Support transparency through public reporting



Strategies for Implementation

How We Get There

- Coordinate across departments and city initiatives
- Align UFMP with the Comprehensive and Parks Plans
- Monitor, adapt, and report progress regularly
- Accountability



Strategies for Implementation

What Success Looks Like

- A healthier, more diverse, and better-distributed tree canopy
- Increased community involvement and tree retention
- Strong alignment with City policies and climate goals



Strategies for Implementation

Call to Action

- **Help share and support this Plan across departments and the public**
- **Encourage stewardship through local programs**
- **Be a champion for trees in Mountlake Terrace**



Strategies for Implementation

Why Adoption Matters Now

- The Plan supports climate, equity, and livability goals
- Builds on community input and technical best practices
- Establishes proactive budgeting, grant applications, and staff alignment
- Adoption shows commitment to a greener healthier future



Questions?



Thank You!

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URBAN FOREST **MANAGEMENT PLAN**

**MOUNTLAKE TERRACE,
WASHINGTON**
MAY | 2025



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URBAN FOREST **MANAGEMENT PLAN** CITY OF MOUNTLAKE TERRACE, WASHINGTON

MAY 2025



ACKNOWLEDGMENTS

Funds for this project were provided by the State of Washington Department of Natural Resources Urban and Community Forestry Program.

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Susan Kuhn, Neighborhood Parks Improvement Subcommittee Member, Resident
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A VISION FOR MOUNTLAKE TERRACE'S

URBAN FOREST



“Mountlake Terrace is a city where a flourishing urban forest and a thriving tree canopy enrich the health, environment, and beauty of our community, ensuring every resident enjoys their benefits.”

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GLOSSARY AND

INDUSTRY TERMS

The following terms appear throughout the Urban Forest Management Plan or are essential for understanding and supporting its effective implementation.

Term	Definition
10-20-30 Rule	A commonly used rule which states that urban or municipal forests should comprise no more than 10% of any particular species, 20% of any one genus, or 30% of any single family.
American Society of Consulting Arborists (ASCA)	American Society of Consulting Arborists. ASCA represents Consulting Arborists—the authoritative experts on trees, and whose objective, comprehensive viewpoint ensures the safety, health, and preservation of trees. Members have an extensive level of knowledge and experience.
ANSI	American National Standards Institute which defines the standards and best practices for arboriculture. Includes but not limited to ANSI A300, ANSI Z60.1, and ANSI Z133.
Arboriculture	The cultivation, management, and study of individual trees, shrubs, vines, and other perennial woody plants. The science of arboriculture studies how these plants grow and respond to cultural practices and to their environment. The practice of arboriculture includes cultural techniques such as selection, planting, training, fertilization, pest and pathogen control, pruning, shaping, and removal.
Arborist (Certified Arborist)	An individual who has demonstrated arboricultural knowledge and competency by obtaining a current International Society of Arboriculture (ISA) arborist certification, or a Registered Consulting Arborist (RCA) with the American Society of Consulting Arborists (ASCA).
Arborist (City Arborist)	The person designated as such by the City of Mountlake Terrace.
Ball & Burlap (B&B)	A method of preparing trees for transplanting, typically used for larger-caliper trees that are field grown. The tree is dug with a portion of its root system intact, and the root ball is securely wrapped in burlap and often tied with twine or placed in a wire basket to maintain its shape during transport and planting.
Bare Root	Type of tree for planting that has a complete root system but no soil, typically smaller caliper trees and seedlings.
Best Management Practices (BMPs)	The practice, or combination of practices, that is determined to be an effective and practicable (including technological, economic, and institutional considerations) means of applying arboriculture and urban forest management techniques.
Biomass	All parts of the tree; leaves, stems, branches, roots, tree trunks that make up a tree's biomass.
Branch Bark Ridge	A ridge of bark in a branch that marks where branch and trunk tissues meet and often extend down the trunk.
Branch Collar	Trunk tissue that forms around the base of a branch between the main stem and the branch or a branch and a lateral. As a branch decreases in vigor or begins to die, the collar usually becomes more pronounced and more completely encircles the branch.
Caliper	Used to measure the dimensions of an object. Caliper is typically used for trees less than 3 inches in diameter. Caliper is measured at 4.5 feet above soil line for trees greater than 1 inch in diameter and measured at 12" above natural grade for seedlings or trees less than 2 feet in height.
Canopy (Tree Canopy, Tree Canopy Cover, Urban Tree Canopy)	Canopy refers to the leaves and branches of a tree or crown. Tree Canopy Cover or Urban Tree Canopy refers to the layer of tree leaves, branches, and stems that provide tree coverage of the ground when viewed from above.
Carbon Sequestration and Storage	Carbon sequestration is the removal of carbon dioxide from the air by plants. Carbon storage is the amount of carbon already bound up in the parts of woody vegetation.

Term	Definition
Codominant Stems	Two or more main stems of a tree that are of equal or nearly equal size and originate from the same point on the trunk, which can lead to structural weakness and increased risk of failure.
Compaction	Compression of the soil structure or texture by any means that creates an upper layer of impermeable soil. Compaction is damaging to roots and the health of a tree.
Compartmentalization of Decay in Trees (CODIT)	Compartmentalization of Decay in Trees. CODIT occurs when a tree is wounded. The tree reacts and protects itself by slowing or preventing the spread of disease and decay by forming different types of “walls” around the wounded area.
Condition	Overall health of the tree based on observations of the canopy, stem, and other observable features as determined by an arborist.
Condition Rating	A classification of tree health based on foliage, structure, and wood condition such as excellent, good, fair, poor, and dead.
Coniferous	A tree or shrub that bears cones and typically has evergreen, needle-like, or scale-like leaves, meaning they retain their foliage throughout the year.
Containerized	Type of tree for planting that has a complete root system and soil within a container of varying sizes depending on the tree's size (height and stem caliper).
Crotch	The angle formed at the attachment between a branch and another branch, leader, or trunk of a woody plant.
Crown	The leaves and branches of a tree or shrub; the upper portion of a tree from the lowest branches on the trunk to the top.
Crown Cleaning	Selective removal of dead, dying, diseased, and weak branches from a tree's crown. No more than 25% of the live crown should be removed in any one year, even for young trees.
Crown Dieback	A condition where the branches at the top of a tree lose vitality, often due to stress or disease.
Crown Raising	The practice of removing branches from the bottom of the crown of a tree to provide clearance for pedestrians, vehicles, buildings, lines of sight, or to develop a clear stem for timber production.
Crown Reduction	Most often used when a tree has grown too large for its permitted space. This method, sometimes called drop crotch pruning, is preferred to topping because it results in a more natural appearance, increases the time before pruning is needed again, and minimizes stress. Crown reduction pruning, a method of last resort, often results in large pruning wounds.
Crown Thinning	Primarily for hardwoods, thinning is the selective removal of branches to increase light penetration and air movement throughout the crown of a tree.
Cultivar	A plant variety that has been selectively bred for specific traits, such as disease resistance or aesthetics.
Dead Tree	A tree that is dead or that has been damaged beyond repair or is in an advanced state of decline. This definition may include a tree that is “dying”.
Deciduous	A tree or shrub that sheds its leaves annually.
Diameter at Standard Height (DSH)	The diameter of the tree trunk at four and one-half feet (or 54 inches) above natural grade level. The diameter may be calculated by using the following formula: $DSH = \text{circumference at 4.5 feet} / 3.142$ ($D=C/\pi$). To determine the DSH of multi-trunk trees or measuring trees on slopes, consult the current Guide for Plant Appraisal published by the Council of Tree and Landscape Appraisers. Formerly Diameter at Breast Height (DBH).
Dormant	Having normal physical functions suspended or slowed down for a period of time. During dormancy, plants stop growing and conserve energy until better conditions present themselves. This happens naturally as seasons and weather changes. And it can also be artificially controlled.
Drip Line	An area encircling the base of a tree, delineated at a minimum extent by a vertical line extended down from the outermost branch tips to the ground.
Drought Tolerance	The ability to which a plant maintains its biomass production during arid or drought conditions.
Ecosystem	A biological community of interacting organisms and their physical environment.

Term	Definition
Ecosystem Services	Benefits trees provide to the environment, such as stormwater management, carbon sequestration, and air quality improvement.
Evergreen	Relating to or denoting a plant that retains green leaves throughout the year. See also coniferous.
Family	A taxonomic rank in the biological classification system that groups related genera (plural of genus).
Genus (Plural: Genera)	A rank in the biological classification system that groups species sharing common characteristics.
Green Waste	Primarily plant-based materials generated from gardens, parks, and landscaped areas, including items like grass clippings, leaves, branches, and weeds.
Hardscape Damage	Damage caused by tree roots or growth to sidewalks, roads, or other infrastructure.
Hazardous (Tree)	A tree that possesses a structural defect which poses an imminent risk if the tree or part of the tree that would fall on someone or something of value (target).
Heritage Tree	Trees designated by a municipality to have cultural, historic, or social value to the city that receive protection beyond that of other Protected Trees.
Impervious (Impermeable)	Not allowing fluid to pass through, typically used when referring to stormwater management.
Infrastructure	The basic physical and organizational structures and facilities (e.g., buildings, roads, power supplies, trees) needed for the operation of a society or enterprise.
Integrated Pest Management (IPM)	Integrates cultural (growing) practices, monitoring, threshold and life cycle analysis, and chemical application strategies to effectively manage urban forest pest populations in an ecologically-sound manner.
International Society of Arboriculture (ISA)	International Society of Arboriculture. The organization promotes the professional practice of arboriculture and has a certification program for various levels and practices of arboriculture.
Invasive Species	Non-native species that spread aggressively, outcompeting native species and causing ecological disruption.
Leader	A dominant upright stem, usually the main trunk.
Mitigation	The replacement of a tree authorized for removal by the City of Mountlake Terrace.
Native Species	Species naturally occurring in a specific region, contributing to local ecosystem balance.
Nursery Stock	The type of tree prepared by a nursery or garden center. All trees, shrubs, ornamental plants, grass sod, foliage plants, or marsh plants grown or propagated for sale or distribution. Trees are typically prepared as containerized, ball & burlap, or bare root.
Pathogen	Organisms or agents, such as viruses, bacteria, fungi, or parasites, that can cause illness or disease in a host (tree).
Photosynthesis	The process by which green plants and some other organisms use sunlight to synthesize foods from carbon dioxide and water. Photosynthesis in plants generally involves the green pigment chlorophyll and generates oxygen as a byproduct.
Plant Hardiness Zone	Geographic area defined as having a certain range of annual minimum temperature, a factor relevant to the survival of many plants.
Public Tree	A tree growing within the street right-of-way (outside of private property), public property, or easements. In some cases, property lines lie several feet behind the sidewalks or the edge of the paved street.
Resilient	Able to withstand or recover quickly from difficult conditions. Referred herein as a tree's ability to withstand tree pests and diseases, the effects of climate change, and other factors.
Right-of-Way ("ROW", public ROW)	The area on, below, or above a public roadway, highway, street, public sidewalk, alley, waterway, or utility easement in which the municipality has an interest.
Risk (Tree Risk)	The likelihood of property damage or personal injury from a hazard tree.
Root Ball	The mass of roots growing from the trunk of a tree, including the surrounding soil.

Term	Definition
Root Collar	The junction between the root of a plant and its stem, often indicated by a trunk flare.
Soil Horizon	A layer parallel to the soil surface whose physical, chemical and biological characteristics differ from the layers above and beneath. Horizons are defined in many cases by obvious physical features, mainly color and texture.
Soil Structure	The way individual particles of sand, silt, and clay are assembled. Single particles when assembled appear as larger particles. These are called aggregates. Aggregation of soil particles can occur in different patterns, resulting in different soil structures.
Species	A level of biological classification referring to a group of organisms capable of interbreeding.
Species Diversity	A measure of the variety of tree species in an area.
Stormwater (Storm Water)	Surface water resulting from heavy falls of rain or snow that is either captured in a city's system or results in runoff. The heaviest volumes of stormwater typically result from impermeable (paved) surfaces.
Street Tree	A public tree adjacent to roadways within the public right-of-way, adjacent to private streets, and may include trees within medians.
Structural Defects	Physical flaws in a tree, such as cavities, decay, or codominant stems, that may compromise its stability or health.
Suckers (Sprouts, Sucker Sprouts)	Upright shoots that develop on the trunk and branches of trees (sprouts and shoots) or shoots that grow from roots or the base of the tree (suckers). Typically a result of a tree that is stressed or has suffered some sort of trauma.
Sustainable	Ability to meet current needs without compromising the ability of future generations to meet their own needs.
Taxonomic	Related to taxonomy, the scientific system of classifying and naming organisms based on shared characteristics. This system organizes life into hierarchical ranks such as kingdom, phylum, class, order, family, genus, and species.
Topping (Heading Back, Stubbing, Lion-tailing, Pollarding)	Severe types of pruning that involves cutting back large-diameter branches or truncating the main stem. This method of pruning usually produces less desirable results than more moderate pruning with respect to the tree's natural form and which are generally hazardous to the overall health and stability of the tree. Topping of public and protected trees is prohibited and highly discouraged for private trees.
Tree Protection Zone (TPZ)	Unless otherwise specified by the City Arborist or hired Certified Arborist, the area of temporary fenced tree enclosure. Within the TPZ, roots that are critical for tree survival are typically found in the upper three-foot soil horizon and may extend beyond the drip line area. Protecting the roots in the TPZ is necessary to ensure the tree's survival. The TPZ is a restricted activity zone where no soil disturbance is permitted, unless otherwise approved. The TPZ must be identified for each tree and shown on all applicable plans for a development project. The TPZ is based on the tree's drip line measured at the outermost edge of the tree canopy.
Tree Risk Assessment Qualification	A voluntary qualification program by ISA designed to train and assess candidates in a specialized field of arboriculture, specifically tree risk assessments.
Urban Forest	All trees that grow within a city, town, or a suburb; on both public and private property. In a wider sense, it may include any kind of woody plant vegetation growing in and around human settlements. Urban forests play an important role in the ecology of human habitats, such as the beautification of the urban environment, benefits to the climate and economy, and shelter to wildlife and recreational areas.
Urban Forester	An individual applying urban forest management and planning.
Urban Forestry	The care and management of single trees and tree populations in urban settings for the purpose of improving the urban environment. Urban forestry involves both planning and management, including the programming of care and maintenance operations of the urban forest. It advocates the role of trees as a critical part of the urban infrastructure. Practitioners plant and maintain trees, support appropriate tree preservation, conduct research and promote the many benefits trees provide. Urban forestry is practiced by municipal and commercial arborists, municipal and utility foresters, environmental policymakers, city planners, consultants, educators, researchers and community activists.

Term	Definition
Wound	An opening that is created when the tree's protective bark is penetrated, cut, or removed, injuring or destroying living tissue. Pruning a live branch creates a wound, even when the cut is properly made.
Woundwood	Differentiated woody tissue, also referred to as a callus roll, which forms after callus has formed around the margins of a wound. Wounds are closed primarily by woundwood through the compartmentalization of the decay process.
Xeric Plants	Plants that evolved in regions with lower precipitation, thus requiring less water throughout the growing season than most residential landscape plants.



2025
Urban Forest
Management Plan

EXECUTIVE
SUMMARY

The Mountlake Terrace Urban Forest Management Plan (“UFMP” or “Plan”) is the City’s first comprehensive, long-term strategy for protecting, maintaining, and expanding its urban forest. Developed in partnership with the Washington Department of Natural Resources and shaped by data, industry best practices, and community input, the Plan outlines a clear path toward a greener, healthier, and more resilient future for the trees of Mountlake Terrace.

The city’s urban forest spans all landscapes—including trees along streets, parks, open spaces, trails, waterways, residential yards, and commercial properties. While the Plan primarily focuses on publicly managed trees, it recognizes that all trees, regardless of ownership, contribute to the health, sustainability, and benefits of the urban forest. Together, these trees form vital green infrastructure that supports the community’s well-being and environmental resilience.

PURPOSE AND VISION

Mountlake Terrace envisions a city where a thriving urban forest enhances health, beauty, and environmental quality for all residents. The UFMP serves as a foundational tool to guide tree-related decision-making across city departments and support sustainable growth, climate adaptation, and community livability.

STAKEHOLDER INVOLVEMENT

Urban forest volunteer contributions totaled nearly 2,800 hours in 2022, which is double the state average and 8 times the national average. Community members, advisory commissions, city staff, and volunteers provided key insights throughout the planning process and shaped this Plan through over 400 survey responses, multiple workshops, and focused feedback.

KEY FINDINGS

- **Tree Canopy:** Mountlake Terrace has 32% canopy cover, with the potential to expand by another 4.5% through targeted planting.
- **Tree Inventory:** A 2024 inventory documented 6,830 publicly managed trees.
 - 73% of trees are in good or excellent condition
 - 70% of trees have a Diameter at Standard Height (DSH) of 12 inches or less, with an average DSH of 9 inches.
- **Tree Management:** 63% of inventoried trees had tree issues that are preventable or correctable and are primarily human-caused.
- **Tree Diversity:** Maple (22%) and cedar (17%) dominate the street tree population, indicating a need to increase species diversity for long-term resilience.
- **Environmental Benefits:** The city’s canopy provides an estimated \$2.5 million in annual ecosystem services, including stormwater management, air quality improvements, and carbon sequestration.
- **Tree Equity:** The city’s Tree Equity Score is 87 (out of 100), signaling strong but uneven access to canopy benefits. Canopy expansion efforts will focus on underserved neighborhoods with higher temperatures and health burdens.

GOALS AND STRATEGIC FRAMEWORK

The Plan is built around five overarching goals:

- **Engage:** Strengthen community stewardship through outreach, education, and volunteerism.
- **Maintain:** Ensure proactive, safe, and effective tree care and maintenance.
- **Grow:** Expand the urban tree canopy with strategic planting, prioritizing equity and climate resilience.
- **Retain:** Preserve existing trees using informed policy, incentives, and sustainable development standards.
- **Know:** Leverage data and monitoring to inform management, track progress, and guide adaptive strategies.

Each goal includes actionable strategies, timelines, and targets—such as planting at least 137 trees annually in addition to tree removal mitigation plantings to meet canopy objectives and expanding community programs like the Tree Ambassador initiative.

THE PLANNING PROCESS

The development of the Mountlake Terrace Urban Forest Management Plan was based on answering four key questions:

- What Do We Have?
- What Do We Want?
- How Do We Get There?
- How Are We Doing?

This structure, termed "adaptive management," is commonly used for resource planning and management and provides a useful conceptual framework for managing Mountlake Terrace's urban forest resource (Miller, 1988).

IMPLEMENTATION APPROACH

The UFMP outlines an implementation roadmap for progressing towards each goal. These strategies include:

- Interdepartmental coordination among Public Works, Parks, Stormwater, and Planning.
- Staffing recommendations to increase capacity as the urban forest grows.
- Integration with other city planning efforts (Comprehensive Plan, Parks Plan, Sustainability Strategy).
- Regular updates to the urban tree inventory and canopy assessments every two years.
- Community engagement and reporting mechanisms to monitor progress.

The Mountlake Terrace UFMP is both a blueprint and a call to action. With thoughtful implementation and sustained collaboration, the city can ensure that its trees remain an equitable and growing part of the urban landscape for generations to come. The Plan's goals address trees on both city-owned and private properties, with tailored strategies for each. On public land, recommendations focus on increasing the city's capacity through additional staffing or support from trained community volunteers to care for and maintain trees. On private property, the Plan emphasizes preservation through behavior change campaigns and public education, with potential updates to city code or permitting processes as needs and resources evolve.

INTRODUCTION

In 2024, the City of Mountlake Terrace (“city”) committed to developing the city’s first Urban Forest Management Plan (“UFMP” or “Plan”). The contents of this Plan reflect a shared commitment from the city, its partners, and the community to manage and grow a sustainable and equitable urban forest.

This UFMP orients Mountlake Terrace’s urban forestry program for success, using a framework of goals, objectives, actions, and strategies for implementation. Recommendations are based on data analysis, stakeholder input, an urban forest program audit, benchmarking, best management practices, and industry standards.

The Plan is intended to be used as a long-range planning document as well as a tool that is revisited periodically and adapted to reflect changes in Mountlake Terrace over time.



ABOUT MOUNTLAKE TERRACE AND ITS NATURAL ENVIRONMENT

Mountlake Terrace, a city of approximately 21,660 residents (2023 data), is located in southern Snohomish County, Washington, just 13 miles north of Seattle. Situated on a plateau with views of the Olympic and Cascade mountain ranges, the city is bordered by Brier, Lynnwood, Edmonds, Shoreline, Lake Forest Park, and unincorporated King County. Lake Ballinger, a 100-acre lake with surrounding parkland, provides recreational opportunities, while the city’s mix of single-family neighborhoods, multi-family complexes, and commercial areas balances residential and economic development. Well-connected by highways and transit, Mountlake Terrace is further enhancing accessibility with the 2024 addition of a Sound Transit light rail station.

Originally home to the Snohomish people, the area was later logged by the Puget Mill Company in the 19th and early 20th centuries. The land was converted into stump ranches, small farms, and eventually suburban developments. In 1949, developers transformed the area into an affordable housing community for returning veterans, leading to incorporation as a city in 1954. Today, Mountlake Terrace blends its historical roots with forward-thinking growth, supported by ongoing downtown revitalization efforts and infrastructure improvements.



Despite urbanization, Mountlake Terrace retains key natural features that shape its identity, including Lake Ballinger, Hall Creek, McAleer Creek, wetlands, ravines, and terraces. These features are part of Water Resource Inventory Area (WRIA) 8, supporting biodiversity, managing stormwater, and providing green spaces. While the construction of Interstate 5 and suburban expansion altered much of the natural landscape, the city is now focused on restoration and conservation. Sustainable policies prioritize compact community design, resource efficiency, and habitat restoration. Initiatives such as urban forestry programs, wetland rehabilitation, and increased canopy cover aim to enhance biodiversity and mitigate urban heat islands.

Mountlake Terrace's commitment to balancing growth with conservation ensures that its natural assets remain protected and restored for future generations. By integrating proactive management and community engagement, the city is fostering a more sustainable, resilient urban forest while preserving its ecological heritage.

WHY IS THIS UFMP IMPORTANT?

The trees we plant today are intended for future generations. They are critical infrastructure that must be preserved and planned for. The City of Mountlake Terrace maintains over 6,830 street trees (2024), in addition to trees in parks and natural spaces. When proactively maintained, these public trees bring long-term value and benefits to the community to promote a sustainable and resilient future. This 2025 **Urban Forest Management Plan provides a strategic and systematic framework for the stewardship, enhancement, and utilization of trees within the urban areas of Mountlake Terrace.** It serves as a roadmap to guide decision-making and actions related to the urban forest while also integrating with city initiatives in support of economic development, transportation, parks and recreation, urban planning, and the goals of property owners.

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“Urban trees and forests are considered integral to the sustainability of cities as a whole. Yet, sustainable urban forests are not born, they are made. They do not arise at random, but result from a community wide commitment to their creation and management.”

CLARK et al., 1997, *A Model of Urban Forest Sustainability*

BENEFITS AND SERVICES PROVIDED BY MOUNTLAKE TERRACE'S TREES

Urban forests are crucial to enhancing urban life, offering aesthetic beauty, improved property values, and community health benefits. They provide essential environmental services like air purification, stormwater mitigation, cooling shade, and biodiversity support. Economically, trees increase property values and lower energy costs, while socially, they offer recreational spaces, boost mental health, and encourage active lifestyles. Mountlake Terrace's UFMP emphasizes sustaining these benefits. Recognizing urban forests as part of essential green infrastructure, municipalities invest in urban forestry to create livable communities. As cities expand, enhancing green infrastructure—such as parks, woodlands, and natural areas—is vital for maintaining clean air, water, and overall quality of life. Unlike traditional infrastructure, green infrastructure gains value and enhances environmental services over time, positioning open spaces and parks as community necessities.



MENTAL HEALTH

People without views of nature from their desks claimed 23% more sick days than workers with views of nature.

WILDLIFE HABITAT

Planting and protecting trees provides habitat for hundreds of birds and small animals.



ENERGY SAVINGS

Residents and businesses can save up to 50% on hot-day energy bills.



CLEANER AIR

Roadside trees reduce nearby indoor air pollution by more than 50%



STORMWATER MANAGEMENT

Contiguous tree canopy is estimated to intercept 4" of rain over 1 acre in a typical year—about 108,000 gallons.

CARBON SERVICES

In one year, an acre of mature trees absorbs the amount of CO₂ produced by a car driven 26,000 miles.

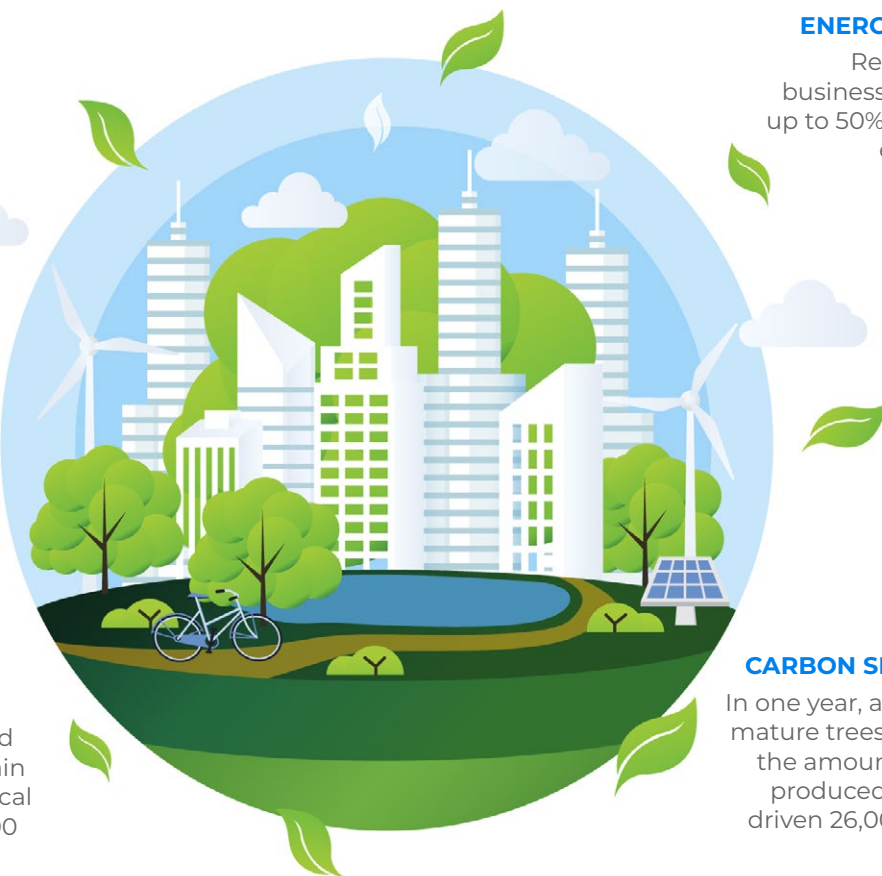


Figure 1. Benefits and services of Mountlake Terrace's trees.

A CLOSER LOOK AT TREES IMPROVING THE QUALITY OF LIFE IN MOUNTLAKE TERRACE

Trees—whether shade, flowering, fruit-bearing, or those with vibrant fall colors—offer diverse benefits to the urban ecosystem by enhancing tree canopies, parks, and green spaces. While many environmental benefits are measurable, others are experiential, like the tranquility of a tree-lined trail.

Mountlake Terrace's urban forest provides numerous social and health benefits. Park and boulevard trees foster community engagement and a sense of belonging, offering spaces for social activities and relaxation away from city life's hustle. Research indicates that urban greenery reduces stress, improves mental well-being, and promotes physical activity, leading to healthier, happier communities.

Additionally, Mountlake Terrace's urban forest encourages environmental education and volunteering, inspiring residents to learn about nature, participate in tree planting, and engage in environmental stewardship.



Mountlake Terrace's urban forest significantly enhances social interactions, well-being, health, and community engagement, contributing to a more livable city. Studies link trees and vegetation in parks to increased neighborhood safety and social activity, strengthening social ties among residents (Kim et al., 2020).

Nature encounters in urban areas improve attitudes, reduce stress, enhance attention, and boost cognitive performance (Wolf et al., 2020). Tree canopies and green spaces encourage physical activity, with higher green space percentages near homes correlating with better reported health, especially among the elderly and lower socioeconomic groups (Ulmer et al., 2016). **Residents in greener areas are three times more likely to be physically active.**

Urban nature exposure, such as viewing trees from windows or walking in tree-lined areas, is vital for mental well-being, increasing happiness and reducing stress (White et al., 2013). Tree cover near schools improves student performance, with children showing better focus after walks in green areas compared to non-green urban settings (Taylor et al., 2009).

Trees and green spaces are associated with increased longevity, reduced cancer and heart disease risk, lower anxiety and depression, enhanced immune function, and reduced stress hormones. A 2016 study found a 12% lower mortality rate among those with significant greenery near their homes (James et al., 2016). Additionally, hospital patients with nature views had shorter stays than those with views of buildings (Mihandoust et al., 2021).

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“Trees and vegetation increase the quality of life at all levels and are especially valuable in an urban setting. Proper stewardship of trees and other vegetation in the community will help to maintain and/or improve the economic, social, built, and natural environments.”

Mountlake Terrace Comprehensive Plan 2017

ENVIRONMENTAL BENEFITS OF TREES

Research from the past few decades has provided extensive data on the environmental benefits of urban forests, offering valuable insights for urban forest researchers, managers, and practitioners. This data helps communicate the benefits of trees to residents and stakeholders, supports the integration of trees into infrastructure design such as stormwater management, and guides strategies to address inequities.

A 2025 tree canopy assessment, covering the entire area within Mountlake Terrace's city limits, found that 32% of the city (868.5 acres or 1.4 square miles) is covered by tree canopy. Additionally, a 2025 tree inventory assessed the composition and structure of all publicly managed trees, providing data to calculate various benefits of Mountlake Terrace's urban forest.

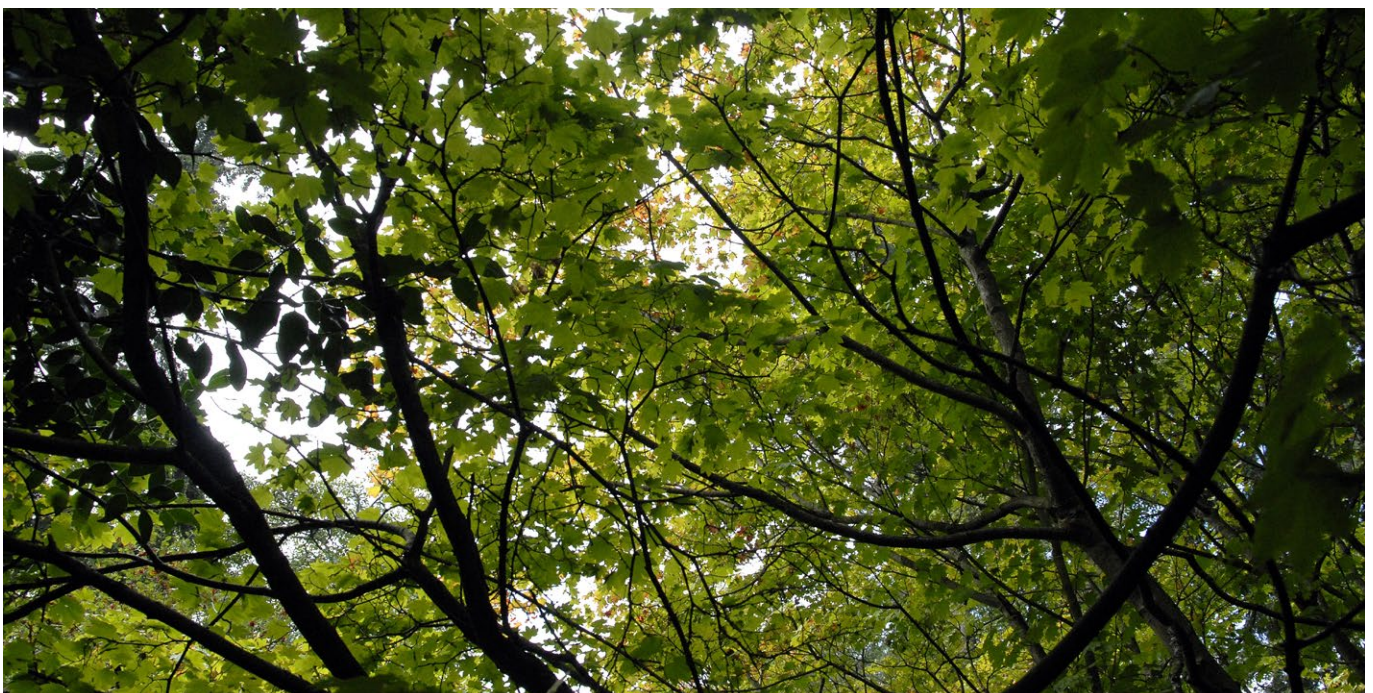
Citywide Tree Canopy Benefits

The citywide tree canopy, covering both public and private lands, provides an estimated annual ecosystem benefit of \$2,529,859 through improved air quality and reduced stormwater volumes.

Specifically, Mountlake Terrace's 868.5 acres of tree canopy capture 62,779 pounds of pollutants annually, including carbon monoxide, nitrogen dioxide, ozone, fine and coarse particulates, and sulfur dioxide.

- Carbon monoxide *1,678 pounds*
- Nitrogen Dioxide *15,280 pounds*
- Ozone *26,982 pounds*
- Fine particulates (PM2.5) *644 pounds*
- Coarse particulates (PM10) *17,134 pounds*
- Sulfur dioxide *1,061 pounds*

The USDA Forest Service's i-Tree research estimates this pollution removal is valued at approximately \$136,283 annually. Additionally, Mountlake Terrace's trees absorb about 255 million gallons of stormwater each year, valued at \$2,276,880, and sequester 1.4 million pounds of carbon, valued at \$116,697. Future updates to the 2025 tree canopy assessment should include further ecosystem benefit calculations and analyses of changes in canopy cover and associated benefits.



MOUNTLAKE TERRACE, WASHINGTON

CITYWIDE ECOSYSTEM BENEFITS PROVIDED BY TREES

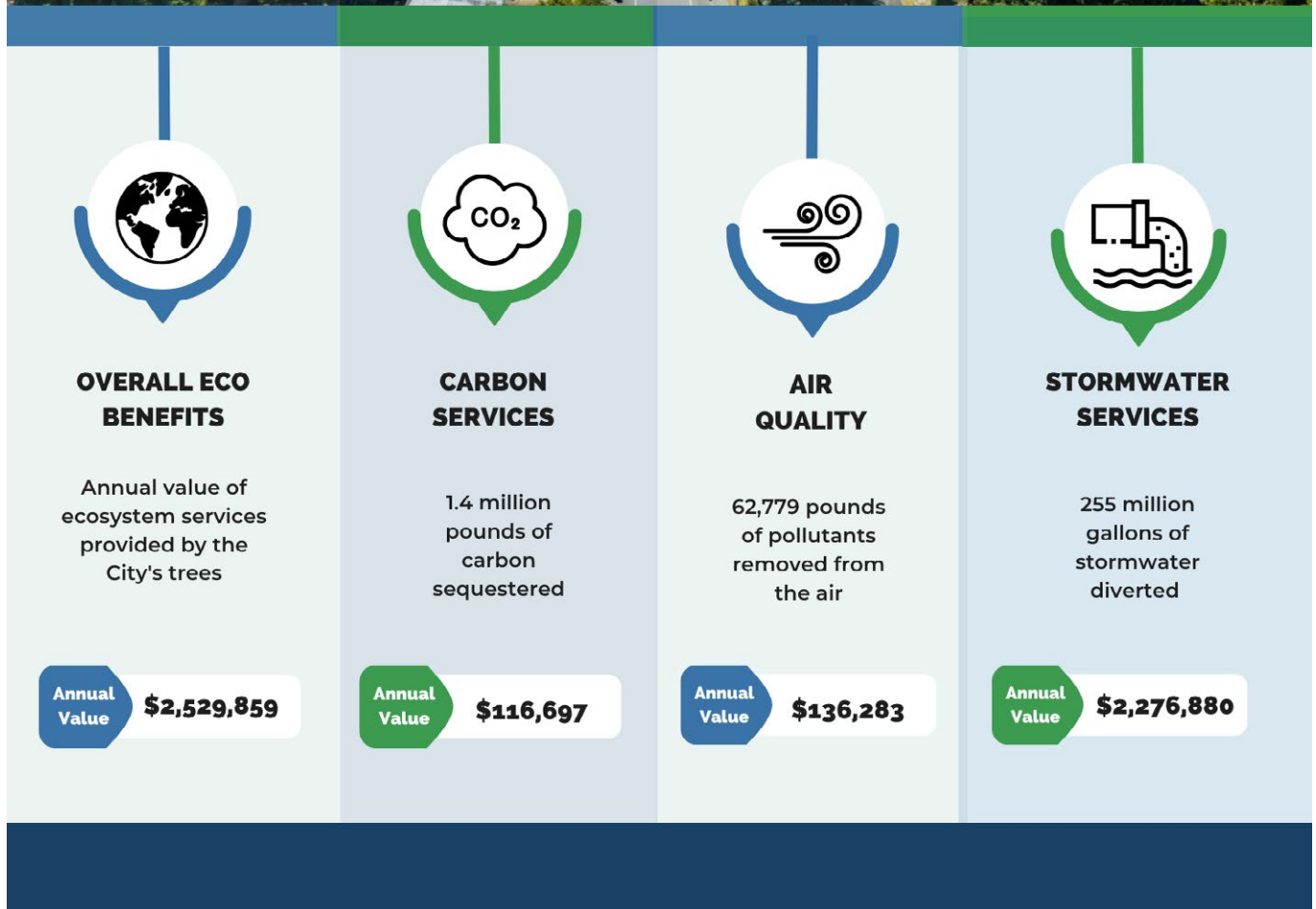


Figure 2. Estimated annual benefits of Mountlake Terrace's urban forest.

Public Tree Benefits

The inventory of 6,830 publicly managed trees in Mountlake Terrace shows these trees provide annual benefits totaling \$121,800. They capture over 3,584 pounds of air pollutants, sequester 86,080 pounds of carbon, and prevent more than 1.2 million gallons of runoff each year. The replacement value of Mountlake Terrace's public tree population is estimated at \$12 million, with a carbon storage value of \$802,000 for the 1,900 tons of carbon stored. On average, the replacement value and cumulative benefits amount to \$1,874 per tree and \$591 per capita (based on the 2023 population). Proper management can increase these values, while declining tree health and cover can reduce them.

CHALLENGES FACING MOUNTLAKE TERRACE'S URBAN FOREST

OVERVIEW

Urban trees in Mountlake Terrace face many challenges, including pests and diseases, climate change, pollution, compacted soils, limited growing space, development pressures, vandalism, and resource constraints—issues common to urban forests worldwide. Addressing these challenges requires strategic planning and proactive care to maximize the benefits trees provide. Additionally, long-term threats such as climate change, extreme weather, and invasive pests demand mitigation, adaptation, and recovery strategies to ensure the resilience of the urban forest. In particular, new state zoning requirements will require careful balancing with tree canopy preservation and growth. This Urban Forest Management Plan (UFMP) outlines maintenance and planting recommendations that support proactive, strategic planning to safeguard Mountlake Terrace's tree canopy.

A well-funded urban forestry program with dedicated staff and adequate resources is essential for effective tree maintenance, risk management, and community engagement. Investing in these efforts will help strengthen stewardship, improve environmental sustainability, and enhance the long-term health of the city's urban forest.

CLIMATE CHANGE

Climate change is expected to bring rising temperatures, prolonged heat, shifting precipitation patterns, and increased pest and disease pressures, all of which will impact Mountlake Terrace's urban forest. Many established trees may struggle to survive over the next 50 to 75 years, requiring proactive planning to maintain a resilient tree canopy.

The region is already experiencing faster-than-expected warming, as reflected in recent updates to the USDA Plant Hardiness Zones. Adapting to these changes will require climate-informed species selection, tree preservation efforts, and strategic urban forestry practices to support long-term canopy health and community resilience.

ANNUAL ECOSYSTEM BENEFITS FROM TREES

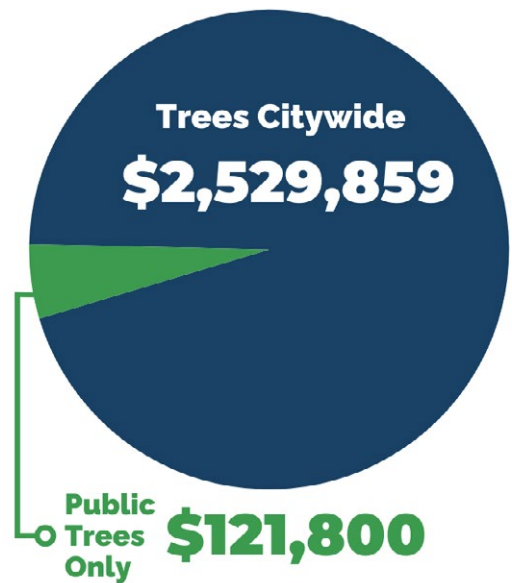


Figure 3. Estimated annual ecosystem benefits provided by inventoried public trees compared to benefits from the citywide tree canopy.

PESTS AND DISEASES

When a pest or disease invades an urban area, damaged trees lose their vigor, leaving them weakened and vulnerable to additional urban threats. Unfortunately, widespread impacts that are left unaddressed lead to an unhealthy urban forest, requiring expensive maintenance or removal and the potential for high-risk situations. Every pest and disease impacts tree species differently. They can travel and adapt quickly, and the threat they pose can vary greatly depending on the climate. Mountlake Terrace's street tree inventory was cross-referenced with three separate databases (Washington Department of Agriculture's Division of Insects, Pests, and Weeds online portal, the US Forest Service's Alien Forest Pest Explorer map, and i-Tree's Pest and Host Matrix) to determine which pests and diseases are of greatest concern. This analysis identified pests and diseases known to be present at the county, state, or regional level, meaning they are in proximity to Mountlake Terrace but have not been confirmed within city limits. These threats were evaluated based on their known host species and their potential impact on the inventoried tree population.

Several high-risk pests and diseases have the potential to impact the city's urban forest:

- Heterobasidion root disease endangers 15.7% of trees, with losses estimated at \$4.18 million.
- Armillaria root disease poses a risk to 12.8% of trees, representing a potential loss of \$3.75 million.
- Fir engraver beetle poses a risk to 9.6% of trees, equating to a \$2.59 million potential loss.
- Douglas-fir beetle threatens 8.9% of trees, with an estimated loss of \$2.5 million.
- Bronze birch borer endangers 1.2% of trees, with an estimated loss of \$75,975.

In addition to existing threats, several destructive pests are expected to arrive in the next decade. Emerald ash borer (EAB) has already killed millions of ash trees across the Midwest and East Coast, causing over \$4 billion in damages. While ash trees account for a small portion of the city's inventory (20 trees), their presence in the broader urban forest is unknown. Mediterranean oak borer, recently detected in California and Oregon, carries a fungus (*Raffaelea montetyi*) that causes oak wilt, a serious disease affecting oak trees. While 65 oaks are recorded in the inventory, they likely represent a larger portion of the citywide urban forest.



Fir engraver beetle, Bronze birch borer, and Emerald ash borer. Source: Bugwood.

To protect Mountlake Terrace's urban forest, pest and disease management must remain dynamic, proactive, and adaptable to evolving threats, research findings, and available resources. Regular monitoring, early detection, and strategic maintenance are critical for minimizing risks, ensuring tree health, and safeguarding the city's green infrastructure for future generations.

DEVELOPMENT PRESSURES AND INFRASTRUCTURE CONFLICTS

In urban environments, trees compete for space with pavement, utilities, signage, buildings, and transportation infrastructure. As tree roots seek nutrients and moisture, they can push against sidewalks and roads, causing pavement upheaval, which poses safety concerns and requires costly repairs. Ensuring adequate planting strip width for the tree at full size and sufficient soil volume can support healthy tree growth while minimizing infrastructure conflicts.

As the city continues to grow, increasing infrastructure demands put trees at risk of removal to accommodate new buildings, roads, and utilities. The trees that are retained on development sites still face other risks. Without proper regulations and enforcement, poor construction practices can lead to soil compaction and root damage, making it difficult for trees to access essential nutrients and water. Sustainable growth requires thoughtful planning that balances development with ecological integrity and quality of life.

Altered Soils and Tree Health

Urban trees often struggle to grow in compacted soils, which are altered during construction. Healthy soil should contain about 50% pore space for air and water, essential for root growth. However, construction soils often have less than 25% pore space and organic matter combined, making it difficult for trees to thrive. Addressing soil health through proper soil preparation and management practices is critical for long-term tree success.

Competition for Space

Conflicts between trees and hardscapes or utilities arise when trees are not given adequate space for their roots and canopy to grow. In the right-of-way, trees often compete with signage, streetlights, underground utilities, and overhead power lines. As trees outgrow their space, their roots can lift sidewalks, leading to costly repairs or even tree removal.

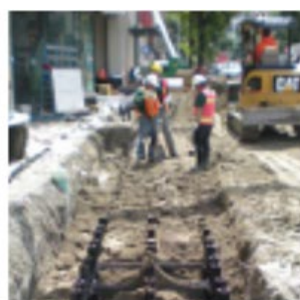
To prevent future conflicts, streetscape design must consider the mature size of trees and incorporate technologies that allow them to thrive in urban environments. The city has regulations and best management practices (BMPs) to address these issues. Innovative sidewalk and planting designs can help reduce tree-infrastructure conflicts while maintaining a healthy, sustainable urban forest. Examples of these solutions are illustrated in the graphic below:



Right-of-Way



Root Barriers



Suspended Paving



Structural Soils

INTERNAL CHALLENGES FACING MOUNTLAKE TERRACE'S URBAN FOREST

Managing Mountlake Terrace's urban forest requires proper and timely tree care in accordance with best management practices. However, challenges such as limited financial and operational resources, and the increasing impacts of climate change create barriers to sustaining and expanding the city's tree canopy. Ensuring a resilient urban forest also depends on strategic tree planting programs that enhance canopy cover and maximize environmental benefits. Additionally, revitalizing community tree stewardship through education and engagement is essential for long-term urban forest sustainability. Addressing these internal challenges will require a combination of policy updates, funding strategies, and community involvement to effectively protect and grow Mountlake Terrace's urban forest.

THE TIME IS NOW



It is critical for Mountlake Terrace's environment, economy, and community well-being that the city act now to sustainably manage the urban forest. The city has a Comprehensive Plan for how Mountlake Terrace will grow and change with development. Just as important, the city's Sustainability Strategy lays the foundation and precedent for sustainable management of the city and its assets in the face of climate change. Mountlake Terrace's Urban Forest Management Plan supports and builds on the goals and policies of these plans and supplements those with vital analyses, studies, metrics, and strategies relating to the city's natural environment and specifically, the urban forest.

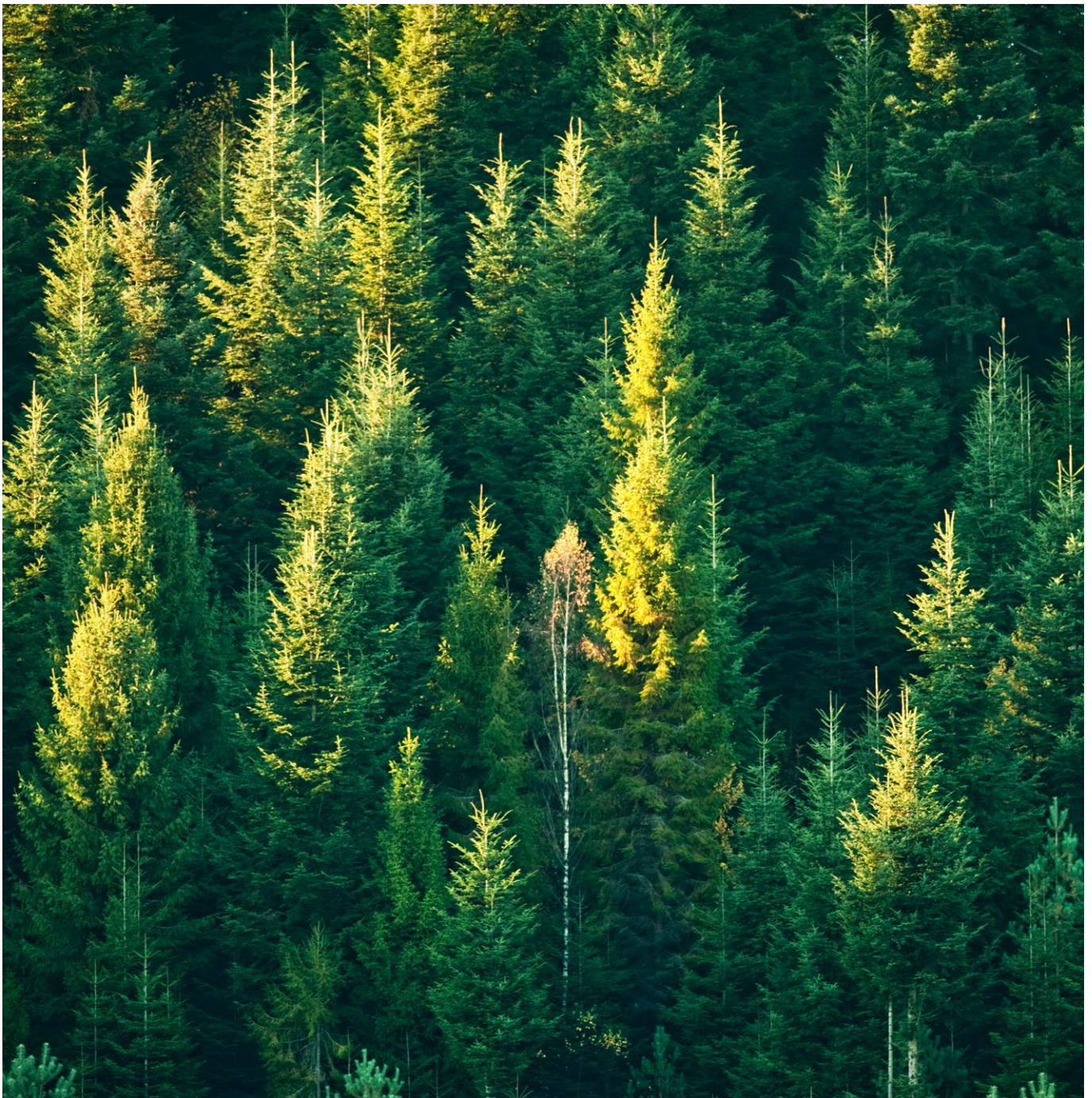
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"Green spaces and connections provide many benefits, including opportunities for people to enjoy and connect with nature, places to play and exercise, the ability for people to walk or bike instead of driving their cars, protection of important habitat for native plants and animals, and improvements to water quality by managing stormwater and filtering pollutants."

[City of Mountlake Terrace Sustainability Strategy 2008](#)

Mountlake Terrace's UFMP provides the roadmap with goals and supporting recommendations to manage, grow, preserve, and strengthen the urban forest through invigorated partnerships that align with city and community priorities. The following section of this Plan, "[What Do We Have?](#)", is an overview of the current state of Mountlake Terrace's urban forest and will serve as a baseline to measure future progress. Following the current state of the urban forest is an overview of Mountlake Terrace's priorities for the urban forest, "[What Do We Want?](#)", identified through community and stakeholder input which informed the Plan's goals, strategies, and priority actions. The "[How Do We Get There?](#)" section details the implementation guidelines, and the "[How Are We Doing?](#)" section and supporting resources in the Appendices provide additional information and studies to support adaptive management and monitoring of the Urban Forest Management Plan.

Let's begin by exploring Mountlake Terrace's urban forest.



WHAT DO WE HAVE?



Figure 4. Illustration of the types of trees in Mountlake Terrace.

TREES THAT MAKE UP MOUNTLAKE TERRACE'S URBAN FOREST

When the term infrastructure is used, often roads, bridges, power lines, and storm drains come to mind. However, infrastructure includes trees that line streets, shade parking lots, and enhance parks and backyards. These trees, collectively known as the urban forest, provide essential benefits that help Mountlake Terrace function. Services generated by trees in Mountlake Terrace provide immense value to the city. Like other city infrastructure, urban trees require management and maintenance to succeed.

The urban forest comprises trees across all city landscapes including streetscapes, parks and open spaces, trail and waterway corridors, commercial and residential properties, and others. While the Plan primarily addresses public trees, all trees across ownership types contribute to overall urban forest health, sustainability, and associated benefits.

To present an analysis of the current conditions of Mountlake Terrace's urban forest, tree populations in these landscapes are characterized by the type of setting and land ownership type (public or private) and the responsibility for maintenance (city, property owner, or other). In the following section, analyses are first summarized for the public street tree population, and private trees are then incorporated into the summary by describing the citywide urban tree canopy cover.

Public trees are trees along streetscapes, in medians, parks, open space and natural areas on city-owned land. The city is primarily responsible for the maintenance of these trees and analyses in the Urban Forestry Management Plan focuses on public street trees.

TREE INVENTORY OVERVIEW

Mountlake Terrace’s urban forest is a diverse ecosystem of young and mature trees across various species, each contributing unique functions and benefits. Cultivating a resilient and diverse urban forest requires a thorough understanding and management of this tree population. In 2024, an extensive inventory documented 6,830 street trees on public property.



The inventory collected data to inform the current structure, characteristics, and maintenance needs of Mountlake Terrace’s urban forest, guiding actionable recommendations in this Plan. It is important to note that this analysis, conducted in 2024, reflects a snapshot in time. As tree conditions are dynamic, ongoing maintenance and natural changes may have altered tree condition, size, or maintenance needs since then.

Additional summaries and analyses from the 2024 public tree inventories are provided in a separate report, which includes recommendations for the strategic stewardship of Mountlake Terrace’s urban forest. This Plan centers on city-managed public trees under city jurisdiction, presenting data on tree composition, structure, and maintenance needs. The insights gained from this data were integral in shaping strategies for sustainable management of Mountlake Terrace’s urban forest.

PUBLIC TREE POPULATION

Table 1. The status and count of public trees in the inventory database.

Public Trees in Inventory	
Number of Alive Trees:	6,723
Number of Dead Trees	107
Total Data Points:	6,830

Species Diversity

Species composition data are essential since the types of trees present throughout the city dictate the amount and type of benefits produced, tree maintenance activities required, budget considerations, and influences species selection for future plantings.

The 6,830 publicly managed inventoried trees consist of 89 unique genera and approximately 255 different species and cultivar classifications. Of the 89 unique genera, Acer (maple) comprise the highest amount with 1,502 trees (22 percent), followed by Thuja (cedar) with 1,154 trees (17 percent), Prunus (cherries, plums, apricots) with 757 (11 percent), and Pseudotsuga (Douglas fir) with 602 trees (9 percent). Among the approximately 225 unique tree species, arborvitae (Thuja spp.) represents the largest portion, making up 13% (897 trees) of the total tree population. This is followed by Douglas fir (Pseudotsuga menziesii) with 9% (602 trees) and Japanese maple (Acer palmatum) at 5% (340 trees). Sweet cherry (Prunus avium), red maple (Acer rubrum), bigleaf maple (Acer macrophyllum), and western red cedar (Thuja plicata) each comprise 4% of the population, with 275, 261, and 254 trees respectively. The top ten most prevalent species comprise 50 percent of the total publicly managed inventoried tree population. The remaining 50 percent is composed of other species that are primarily Norway maple, apple, Pacific madrone, red alder, vine maple, Leyland cypress, weeping Japanese maple, blue spruce, and European white birch— each with at least 70 trees or more.

Composition of Street Trees by Common Name

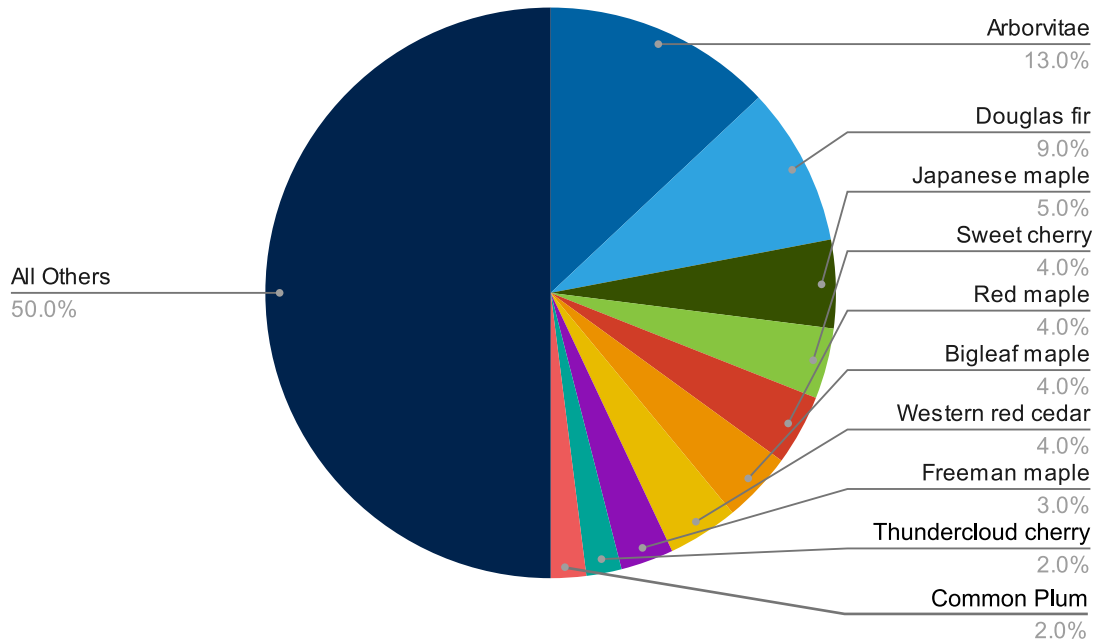


Figure 5. Summary of tree species composition for inventoried street trees by common name.

Size and Relative Age Distribution

The distribution of public tree ages and size classes influences the structure of the citywide urban forest and impacts present and future management costs. **An unevenly aged urban forest offers continued flow of ecological benefits and a more uniform workflow, allowing managers to more accurately allocate annual maintenance schedules and budgets.**

To optimize the value and benefits of Mountlake Terrace's trees, the urban forest should have a high percentage of large canopy trees to provide greater ecosystem benefits. At the same time, there must be a suitable number of younger, smaller trees in the urban forest to eventually replace large and mature trees in decline. Having a healthy percentage of young trees in the urban forest will ensure a sustainable tree population for decades to come. Below, Mountlake Terrace's urban forest structure is compared to an industry-recommended "ideal distribution" (McPherson et. al, 2011).

City Distribution and Ideal Distribution

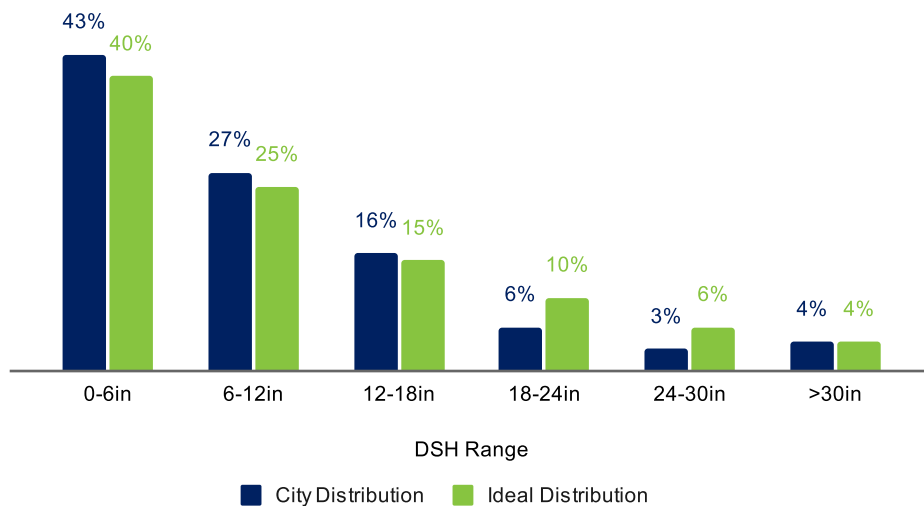


Figure 6. Comparison of size distribution of Mountlake Terrace's inventoried publicly managed trees to an ideal distribution.

The age distribution of Mountlake Terrace's inventoried tree population (blue bars) closely aligns with the ideal distribution (green bars). However, this inventory represents only a portion of the urban forest. As shown in Figure 6, 70% (4,828 trees) have a DSH (diameter at standard height) of 0 to 12 inches, indicating a predominance of young or small-statured trees, essential for a healthy urban forest. Larger trees, 24 inches DSH or greater, make up only 7% (453 trees). Additionally, trees in the 18 to 30-inch DSH range account for 9% (617 trees), which is 7% below the ideal distribution. The average DSH for the entire population is nine inches, and the largest recorded DSH is 68 inches.

Condition

An analysis of tree condition can indicate how well trees are managed and are performing given site-specific conditions. Understanding current and changing conditions plays an important role in planning, budgeting, and resource allocation. Tree maintenance needs are assigned for public safety reasons and by tracking these needs, managers are better equipped to manage Mountlake Terrace's public trees and the citywide urban forest.

The inventory of public trees was analyzed to identify potential trends in tree condition and make management recommendations to improve condition or minimize tree deterioration. Each inventoried tree's health was evaluated by ISA Certified Arborists based on the condition of the wood, foliage, and structure.

The data show a majority of the trees inventoried are classified as being in "Good" condition, comprising 70% or 4,753 trees, followed by those in "Fair" condition comprising 19% (1,291 trees). Only 388 trees are noted as being in "Poor" condition, 104 trees are classified as being 'Critical' condition, and 107 trees are classified as dead/removal required.

RELATIVE PERFORMANCE INDEX

In addition to understanding the overall condition of the public tree population to inform management strategies, an analysis of performance was conducted for the ten most prevalent tree species using the Relative Performance Index approach.

Relative Performance Index (RPI) is a comparison of a species' condition rating of "Good" and the tree population's "Good" rating. Using the percent of "Good trees" for a given species divided by the tree population percentage of Good trees gives a value of equal to 1, less than 1, or greater than 1. A value equal to 1 means the particular species is as healthy as the overall tree population. A value less than 1 means the species is not as healthy as the overall tree population. A value greater than 1 means the species is healthier than the overall tree population. RPI answers the question of how well a species is performing in terms of health compared to the entire inventoried population.

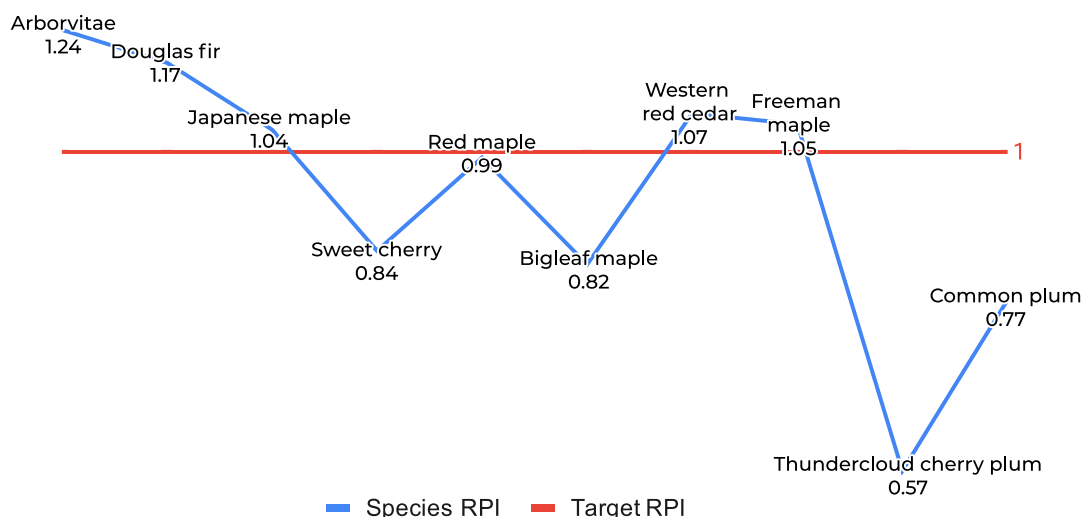


Figure 7. Summary of the Relative Performance Index (RPI) for Mountlake Terrace's top ten species.

For the street tree population, arborvitae, Douglas fir, Japanese maple, western red cedar, and Freeman maple are performing better than the overall tree populations. Bigleaf maple, sweet cherry, red maple, thundercloud cherry plum, and common plum are underperforming and are in the poorest condition of the top ten most prevalent tree species.

Observations and Defects



Examples of codominant stems and deadwood. Source: PlanIT Geo.

Tree observations were recorded during the 2024 inventory to further describe a tree's health, structure, or location when more detail was needed. A total of 21 unique observations were included in the inventory.

A total of 3,506 trees were recorded as having one or more defects (51% of all inventoried trees), with a total of 6,141 unique observations being recorded during the tree inventory. Poor structure was the most frequent observation (14% or 970 trees). Deadwood (12% or 845 trees), co-dominant stems (11% or 743 trees), and improperly pruned (10% or 705 trees) were the next most frequent observations.

Maintenance Needs

The tree inventory conducted in Mountlake Terrace assessed the management needs of each tree following CAL FIRE standards. Certified arborists evaluated the condition of every tree and determined its management priority based on overall health and the severity of any defects observed. Each tree was assigned to a specific category, including removal, priority pruning (with classifications such as high, medium, or low), and routine pruning. These categories help prioritize the timing and level of care required to maintain tree health and ensure public safety. By adhering to this standardized approach, the city can address tree management needs systematically and in accordance with best practices. The overall goal is to promote the health and longevity of the urban forest while addressing any safety risks efficiently.

The inventory classified each of the 6,830 trees with a corresponding maintenance recommendation. The majority of trees (45%, or 2,884 trees) were identified as small trees in need of routine maintenance, while 55% (3,736 trees) were large trees also requiring routine maintenance. This means that most trees need regular pruning to correct structural issues or manage growth that could obstruct traffic, cause safety hazards, or interfere with infrastructure.

Several trees in Mountlake Terrace's urban forest were also classified as requiring immediate or near-term action. Priority 1 Removal was assigned to 5 trees (<1%) that present immediate risks due to severe structural defects, disease,

or other hazardous conditions, necessitating prompt removal to prevent damage or injury. Priority 2 Removal affects 38 trees (1%), which are not immediately dangerous but show signs of significant decline, requiring removal in the near future. Priority 3 Removal applies to 91 trees (1%) that, while not urgent, may need removal over time due to ongoing decline or conflicts with infrastructure.

Regarding pruning, Priority 1 Prune was recommended for 5 trees (<1%) that pose immediate risks due to broken or hazardous limbs, requiring urgent pruning to prevent accidents. Priority 2 Prune applies to 71 trees (1%) that need pruning to mitigate moderate risks, such as structural weakness or interference with buildings or streets and should be addressed soon to maintain overall tree health and safety.

SUMMARY OF TREE INVENTORY ANALYSIS

Understanding the extent, structure, condition, characteristics, and maintenance needs of public trees enables Mountlake Terrace's team to effectively budget, plan, and address maintenance and planting needs in a sustainable, safe, and equitable manner. The city undertook a comprehensive tree inventory as part of this Plan, and it is essential that the city maintain the data and routinely update the inventory.

Challenges such as pests and diseases, invasive plant species, climate resiliency, among other threats to the urban forest can be addressed for private trees by providing resources, education, training, and other support to property owners to support growing a sustainable and resilient urban forest.

As stated at the beginning of this section, additional summaries and analyses of the public tree inventory from 2024 are provided in a separate report, Tree Inventory Summary Report January 2025.

TREE CANOPY

OVERVIEW

An assessment of tree canopy cover citywide provides data and information to develop goals and strategies relating to tree planting, preservation, tree equity, and risk management along with the data to support community outreach and education. These urban tree canopy assessments, referred to as "UTC Assessments" or "Tree Canopy Assessments" provide the information for long-term planning and serve as a measurement of change and progress over time.

This information can be utilized with other city planning efforts for sustainability, equity, human health, climate resiliency, stormwater management, water quality, wildlife preservation and enhancement, air quality improvements, development guidelines, and more.

UTC assessments provide a baseline understanding of existing canopy cover across the entire city. In addition, these assessments provide an analysis of possible planting areas citywide and by various planning boundaries. This assessment for Mountlake Terrace represents an important step in understanding current conditions of the urban forest, its tree canopy distribution and value, and the importance of urban forestry during planning processes. This baseline assessment should be utilized in measuring progress resulting from implementing this Plan.

URBAN TREE CANOPY FINDINGS

The City of Mountlake Terrace partnered with PlanIT Geo, Inc. to complete a detailed Urban Tree Canopy (UTC) Assessment to support the development of this Urban Forest Management Plan. Using high-resolution 2023 aerial imagery from the USDA's National Agriculture Imagery Program (NAIP), remote sensing technologies, and GIS techniques, PlanIT Geo mapped and measured land cover types across the city. This assessment quantified existing urban tree canopy, identified Possible Planting Areas (PPA), and analyzed trends to inform future urban forest management strategies. Full results of the UTC Assessment are available in the supplemental document, Urban Tree Canopy Assessment.

2025 UTC Findings – Citywide

The 2025 UTC Assessment revealed that 32% of Mountlake Terrace's land area, approximately 833 acres, is covered by tree canopy. An additional 18% of the city, roughly 464 acres, was identified as suitable for future tree planting (PPA). The remaining 50% of land was classified as unsuitable for planting, primarily due to the extent of impervious surfaces. Comparisons with 2011 canopy data show a net canopy loss of just two acres over a 12-year period, indicating relative stability but highlighting pressures from aging trees, development, and storm events.



Figure 8. Land cover classes identified in the 2023 assessment imagery, including tree canopy, shrubs, other vegetation, bare soil and dry vegetation, impervious surfaces, and water.

The figure below illustrates canopy coverage relative to total city land area, including water bodies which account for 3% of the city's area. Buildings and paved surfaces dominate at 43%, while tree canopy accounts for 32%. Low-lying vegetation, including lawns and bushes, makes up 22%, with smaller portions attributed to bare soil and shrub/scrub vegetation.

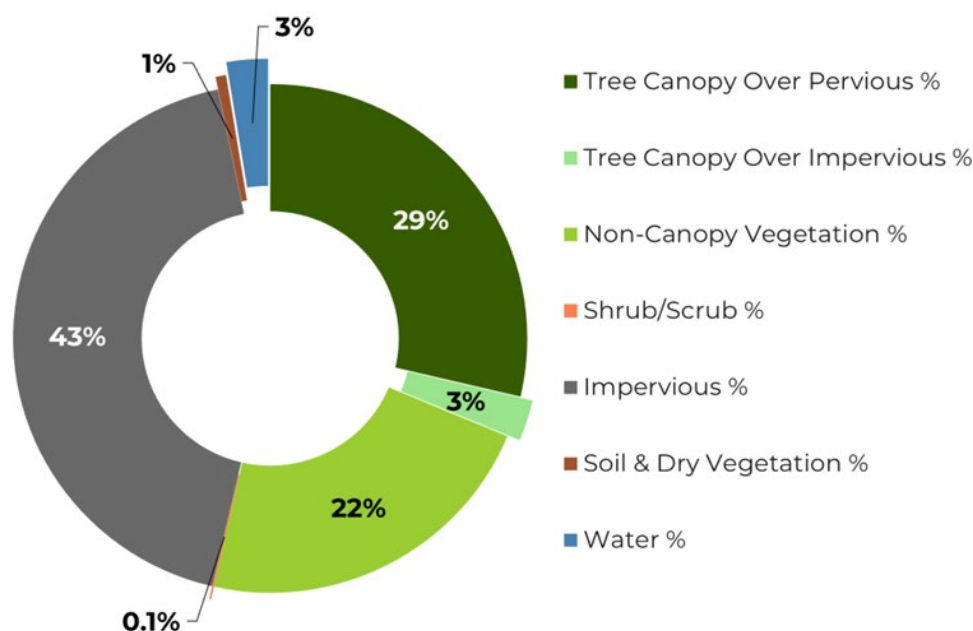


Figure 9. Land cover distribution within Mountlake Terrace city limits.

Single-family residential districts (RS 7200, RS 8400, RS 4800) are critical to the city's urban forest, currently supporting 52% of the total canopy and containing 75% of the city's plantable space. Parks and recreation areas, although covering only 17% of city land, contribute 20% of the existing canopy and have shown canopy gains over the past decade. Most canopy (92%) is found over pervious surfaces such as yards and open spaces, with only 8% extending over impervious surfaces like roads and sidewalks. These findings emphasize the importance of expanding canopy coverage around impervious areas to support urban cooling, stormwater management, and community livability.

Citywide Canopy Loss

At the time of data collection, Mountlake Terrace experienced a net decrease in canopy cover, with losses slightly outpacing gains. The primary causes of canopy loss can be grouped into the following major categories of loss:

- **Aging Neighborhoods:** Many of the city's mature trees were planted during the 1950s housing boom, as Mountlake Terrace rapidly developed to meet post-war demand. These trees, now 60–70 years old, are reaching the end of their natural lifespan. As they age and die, they are removed for safety or health reasons, and the loss is not always offset by new plantings.
- **Urban and Transportation Development:** Rapid population growth and urbanization have transformed large residential lots and open spaces into denser multi-family housing and infrastructure projects. Notably, the construction of the Sound Transit light rail along the I-5 corridor has required the removal of many mature trees. As neighborhoods redevelop, the existing tree canopy is often reduced, leaving residents with less buffer from noise and pollution.
- **Storm Damage and Environmental Stress:** Mountlake Terrace's parks and open spaces have lost trees due to storm events, including wind, snow, and flooding. These weather events can break limbs, uproot trees, and accelerate the decline of already aging or vulnerable species like alder and cottonwood. Storm-related tree loss is compounded by the challenges of climate change, which brings more extreme weather and stresses trees further.

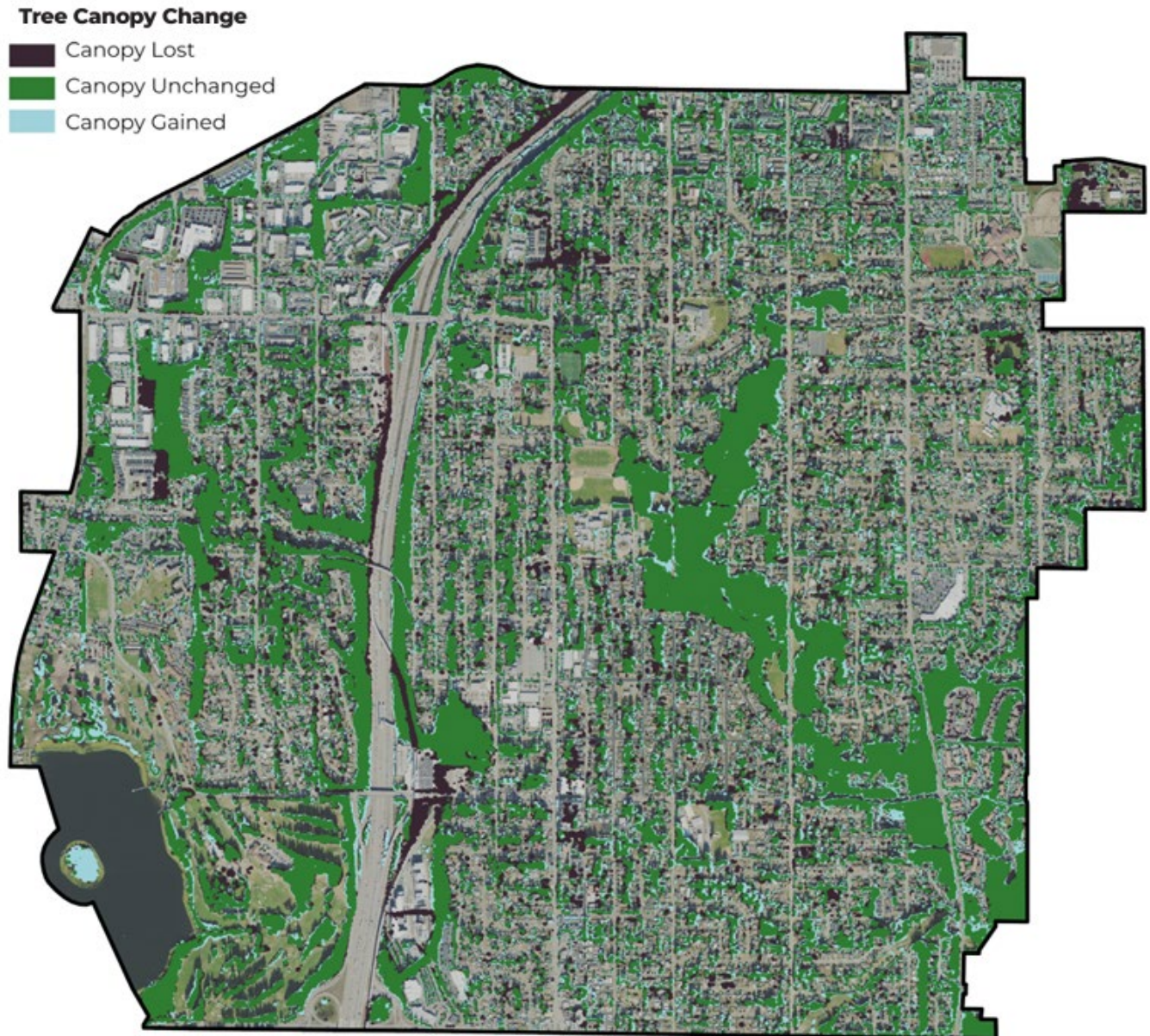


Figure 10. Granular canopy change throughout Mountlake Terrace.

Priority Planting Areas

The UTC Assessment also identified priority planting areas based on a combination of existing canopy cover, urban heat island effects, and socioeconomic vulnerability indicators, including poverty rates, unemployment levels, and the concentration of youth and seniors. Single-family residential zones, particularly the RS 7200 district, offer the greatest opportunities for expanding canopy coverage. Despite experiencing a recent 3% decline in canopy cover, the RS 7200 district contains approximately 181 acres of plantable space, representing a significant opportunity to enhance tree canopy and strengthen community resilience.

Table 2. Tree canopy potential in acres and percent in Mountlake Terrace.

ZONING CLASS	CANOPY %	PLANTABLE SPACE %	IMPERVIOUS %	NET CANOPY CHANGE %	RELATIVE CANOPY CHANGE %
Community Business District	24	7	69	5.4	29.4
General Commercial District	20	10	69	-2.0	-9.0
Freeway/Tourist District	26	1	64	-2.0	-6.9
Light Industry/Office Park District	34	5	60	0.2	0.6
Mobile Home Park	18	15	66	5.3	43.4
Public Facilities and Services	28	7	62	-12.1	-30.1
Recreation and Park District	50	12	10	2.9	6.3
Multiple-Household Residential Low Density	37	15	42	3.2	9.3
Multiple-Household Residential Medium Density Dis*	33	15	50	3.0	10.0
Single-Household Residential Districts (RS-T)	26	28	45	-6.6	-20.0
Single-Household Residential Districts (RS 4800)	32	31	36	-1.7	-5.1
Single-Household Residential Districts (RS 7200)	33	29	36	-1.1	-3.3
Single-Household Residential Districts (RS 8400)	38	19	33	0.5	1.2
Special Development District Commercial/Residenti*	18	5	77	4.2	30.8
Special Development District/Residential	61	2	30	5.6	10.1
Town Center (TC-1)	35	23	41	-10.0	-22.4
Town Center (TC-2)	27	14	59	-1.2	-4.2
Town Center (TC-3)	29	13	57	-5.9	-16.8
Town Center (TC-R)	19	14	67	-2.4	-11.0

Future efforts to support urban forest health should focus on residential planting initiatives, incorporating tree requirements into redevelopment projects, and enhancing community engagement programs to promote private tree planting and stewardship. These strategies will help Mountlake Terrace mitigate the impacts of urbanization and climate change while increasing the health, resilience, and equity of its urban forest.

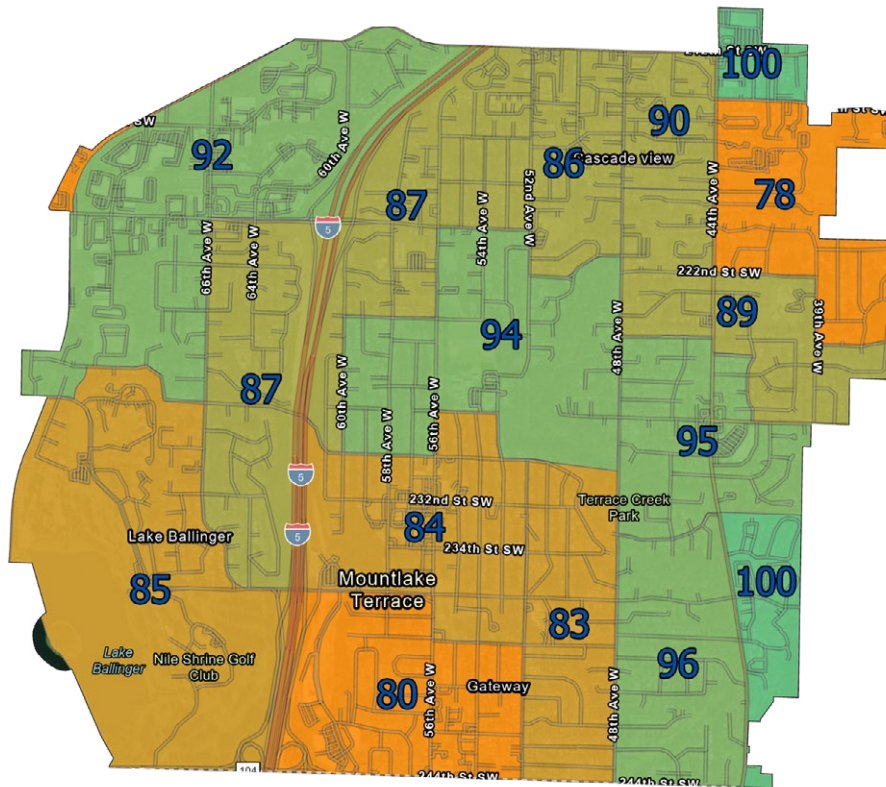


Figure 11. Map showing the Tree Equity Score for Census Block Groups (CBGs) within Mountlake Terrace, WA.

Tree Canopy Equity

Tree canopy is rarely distributed equitably across city landscapes and ownership types. The American Forests organization created the Tree Equity Score (TES, www.treeequityscore.org) tool to measure tree equity across 150,000 U.S. neighborhoods and 486 municipalities in urban areas. Each community's TES indicates whether there are enough trees for everyone to experience the health, economic, and climate benefits that trees provide.

The scores are based on how much tree canopy and surface temperature align with income, employment, race, age, and health factors. A 0- to-100-point system makes it easy to understand how a community is doing. With the knowledge the score provides, Mountlake Terrace's community leaders, tree advocates, and residents alike can address climate change and public health through the lens of social equity, attract new resources, factor the scores into technical decisions, guide implementation of the 2025 Urban Forest Management Plan, and track progress toward achieving tree equity.

A score of 100 represents tree equity. **Based on a 2025 analysis, Mountlake Terrace's overall tree equity score is 87 out of 100.**

The map illustrates Tree Equity Scores for each of the 15 Census Block Groups (CBGs) within Mountlake Terrace. None of the CBGs have achieved a perfect tree equity score of 100, and none fall below the threshold score of 75. The majority, 8 CBGs, fall within the 80-89 score range. The lowest ranked CBG falls within the 70-79 range, presenting a chance for the city to foster equitable tree canopy expansion.

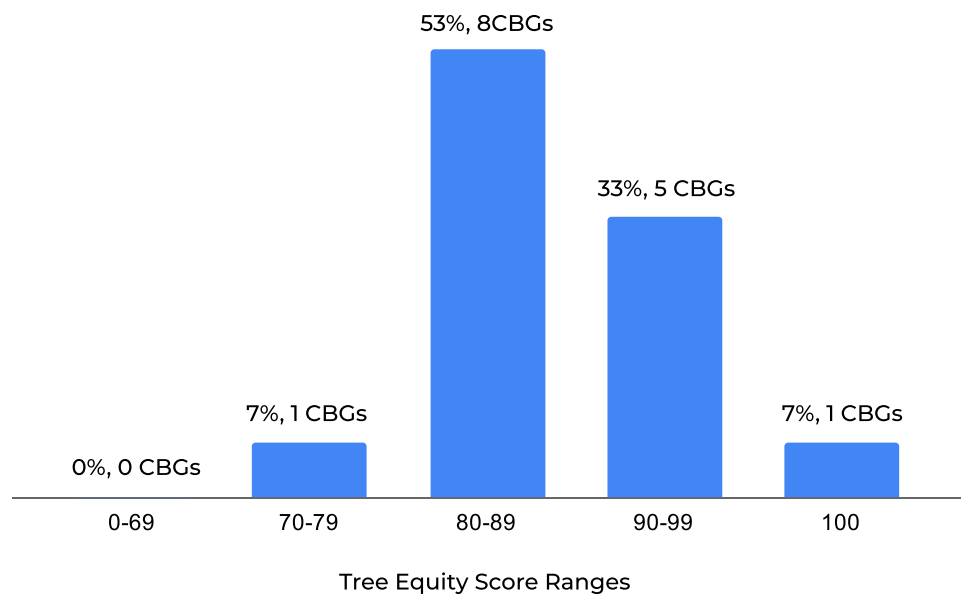


Figure 12. Count and percent of Census Block Groups by Tree Equity Score ranges.

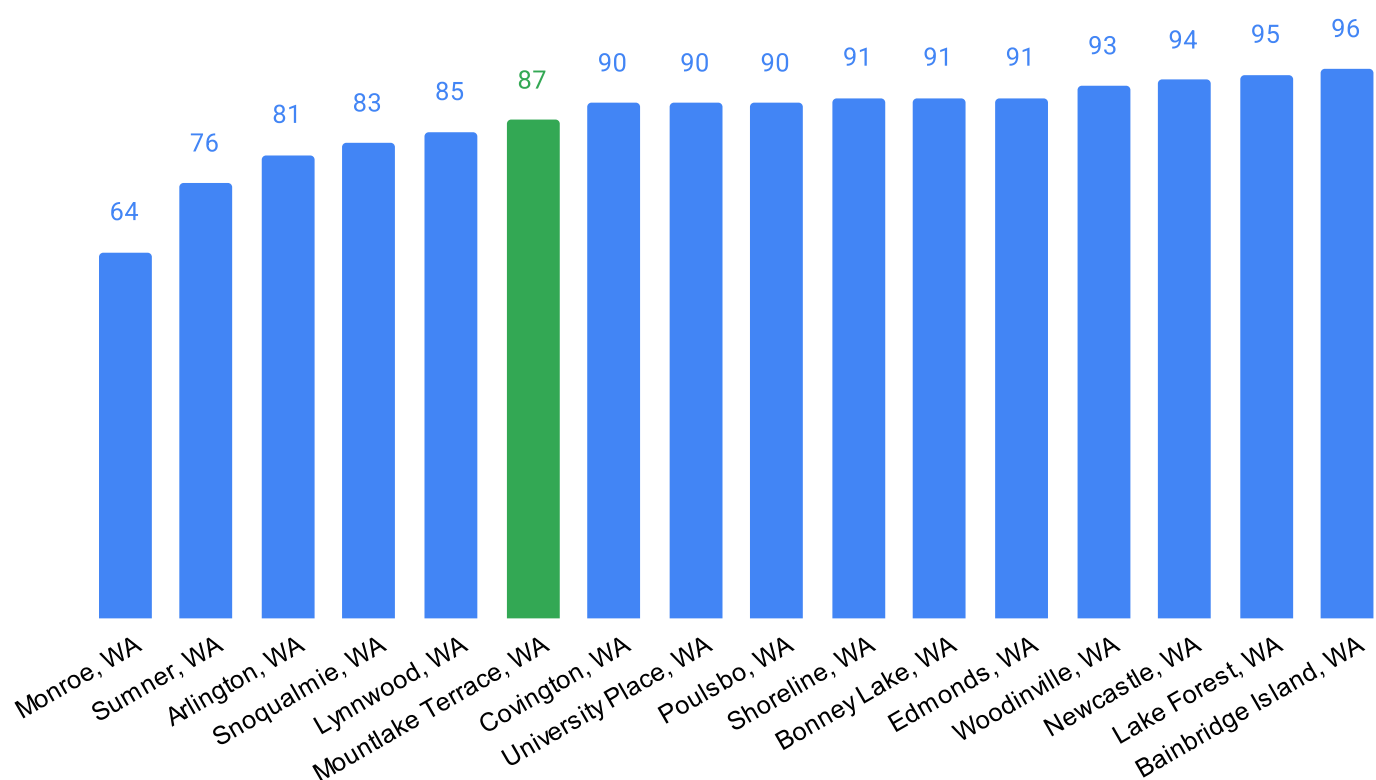


Figure 13. Comparison of Tree Equity Scores for select Washington cities based on a 2024 study.

Compared to other cities in the state, Mountlake Terrace’s Tree Equity Score of 87 is in line with the average of 87 for 16 Washington cities assessed as part of the study.

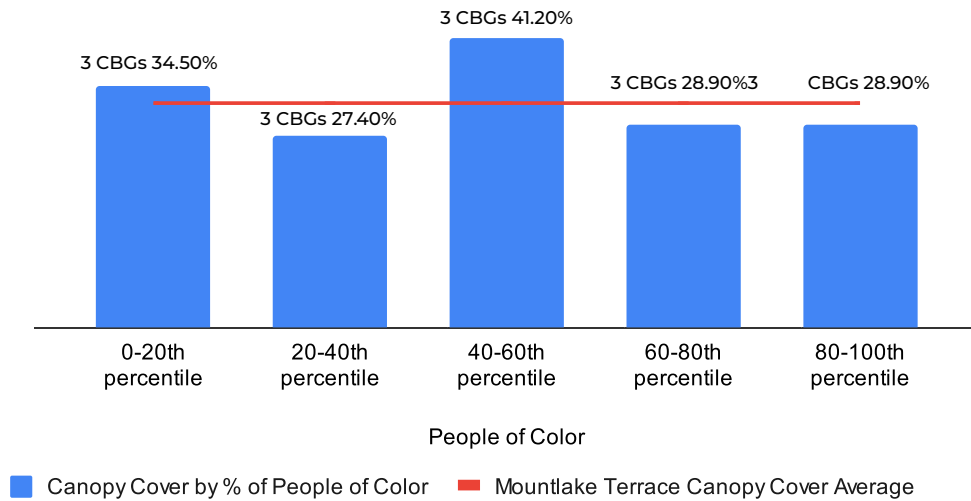


Figure 14. Canopy cover (%) and count of Census Block Groups by ranges of people of color. Source: American Forests' Tree Equity Score Tool.

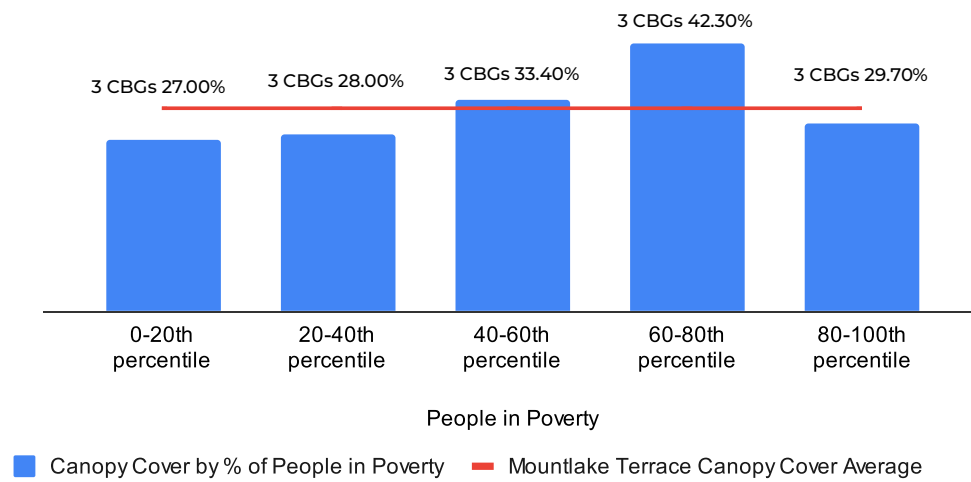


Figure 15. Canopy cover (%) and count of Census Block Groups by ranges of people in poverty. Source: American Forests' Tree Equity Score Tool.

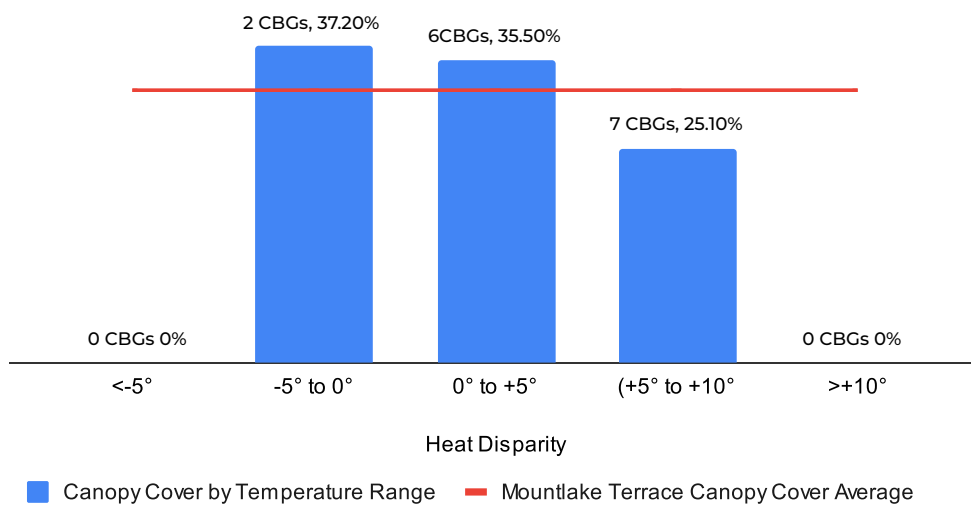


Figure 16. Canopy cover (%) and count of Census Block Groups by temperature ranges in degrees Fahrenheit. Source: American Forests' Tree Equity Score Tool.

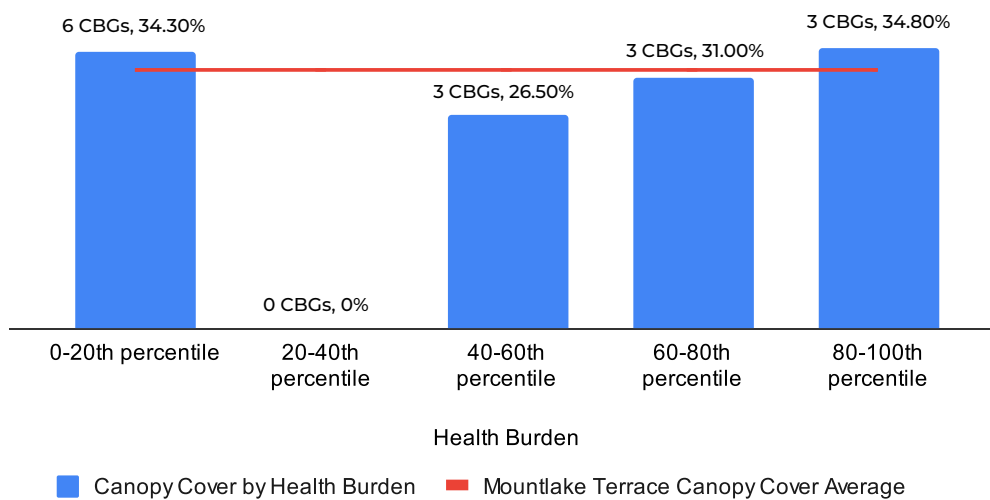


Figure 17. Canopy cover (%) and count of Census Block Groups by health burden.

Source: American Forests' Tree Equity Score Tool.

The distribution of tree canopy in Mountlake Terrace shows noticeable differences that align with sociodemographic patterns, underscoring the need to consider tree equity in urban forest planning. Data indicates that tree canopy coverage tends to be lower in CBGs with higher proportions of people of color, which may result in unequal access to the environmental and health benefits that trees provide. Similarly, canopy cover varies across CBGs with different poverty levels. While tree canopy is generally greater in more economically disadvantaged areas compared to affluent areas, the three CBGs with the highest poverty rates have slightly less canopy than the citywide average, though still more than wealthier areas. These patterns may be influenced by factors such as development intensity and land use differences across CBGs.

In terms of temperature, cooler CBGs, those experiencing lower temperature increases, average 1.5 times more tree canopy than the seven CBGs where temperatures are 5 to 10°F higher than the urban area average. This pattern underscores the critical role of trees in mitigating urban heat islands and improving environmental conditions in vulnerable communities.

When broken down by environmental justice scores, the trends become clearer. For example, the CBG with a score of 75-79, representing some of the most socioeconomically and environmentally impacted areas, experience above-average temperatures (+7.1°F) and have high proportions of people of color (49.8%). Conversely, CBGs scoring over 90 have fewer environmental stressors, with a temperature reduction of -3.8°F below the urban area average, yet still show disparities in canopy distribution.

The data emphasizes that equitable tree canopy distribution is essential for promoting environmental justice and improving quality of life across all CBGs. By prioritizing tree planting and maintenance in areas with higher poverty rates, greater proportions of people of color, and higher temperatures or health burdens, Mountlake Terrace can address disparities, enhance urban resilience, and ensure that all residents benefit from the environmental, social, and economic value of trees.

CURRENT TREE MANAGEMENT IN MOUNTLAKE TERRACE

The City of Mountlake Terrace manages its urban forest through a range of policies, regulations, and programs. Various city departments contribute expertise, resources, and perspectives to support effective urban forest planning and management.

Mountlake Terrace has been recognized as a Tree City USA for five years, reflecting its growing commitment to maintaining and enhancing its urban canopy. As one of Washington's newer Tree City USA communities, the city continues to strengthen its dedication to urban forestry and sustainable tree management.

PROGRAMS FOR MANAGING MOUNTLAKE TERRACE'S TREES

Summary of Programs and Services

The City of Mountlake Terrace manages its urban forest through several departments, each playing a critical role in tree care, maintenance, and planning.

The Public Works Department oversees trees in the public right-of-way (ROW) through its Streets Division field crews, who respond to fallen trees and ensure clearance in city-managed areas. The Stormwater Division's Environmental Programs Manager, formerly the Stormwater Program Manager, has been instrumental in developing the city's first UFMP and will lead its implementation.

The Recreation & Parks Department is responsible for trees located in parks, along trails, and within city open spaces adjacent to private property. Their responsibilities include tree planting, watering, pruning, and removal as needed to maintain safe and healthy green spaces.

The Community & Economic Development Department plays a key role in ensuring that tree-related regulations are followed during development. Planners coordinate the review of tree plans through third-party consultants to ensure compliance with city requirements and best management practices.

The Engineering Services Department is responsible for design and construction standards and perform design reviews that involve trees and their related infrastructure. Engineers also approve right-of-way design and street tree placement.

As the city moves forward with its UFMP, these departments will continue to collaborate, ensuring that tree management aligns with broader environmental, recreational, and development goals to sustain and enhance Mountlake Terrace's urban forest.



Staffing Levels for Urban Forest Management

Many cities face challenges in maintaining adequate staffing and resources for urban forest management. While available funding may address immediate needs, long-term initiatives critical to sustaining the urban forest are often overlooked. Determining and maintaining optimal staffing levels is essential for program efficiency and depends on several factors, including the number of public trees, municipal code responsibilities, internal and external expectations, public service requests, and operational demands. Understaffed programs often struggle with excessive overtime, low morale, absenteeism, employee burnout, and difficulties in training and relief coverage.

Currently, tree care in Mountlake Terrace is managed on an as-needed basis, with no dedicated full-time staff or allocated hours. Despite this, the city's commitment to public health, climate action, and equity continues to drive demand for urban forestry programs. As the City's urban forest grows and matures, increased staffing will be necessary not only to support future expansion but also to maintain current conditions. With 63% of inventoried trees exhibiting preventable or correctable issues, additional capacity is essential to provide the level of care needed to sustain a healthy and resilient urban forest. Any implementation of new permitting requirements would also necessitate significant investment in staffing and funding to support effective planning and compliance efforts across both the Community and Economic Development and Public Works Departments.

Enhancing efficiencies and capacity within existing workloads can be achieved by clarifying roles, responsibilities, and workflows among city departments. Periodic reviews of program structure, staffing needs, and service levels can help streamline operations, improve communication, and enhance workflow efficiency. Many cities improve urban forestry management by consolidating tree programs under a single division or section, allowing for better coordination, cost reduction, and improved service delivery. Establishing a clear organizational structure with defined operating procedures will be essential in managing increased service demands while maintaining a sustainable and resilient urban forest.

Budget and Funding

To inform the development of this plan, Mountlake Terrace's urban forestry budget was benchmarked against national and state averages, as well as comparable cities in Washington. This analysis provides insight into how the city's funding aligns with broader trends and highlights opportunities for growth.

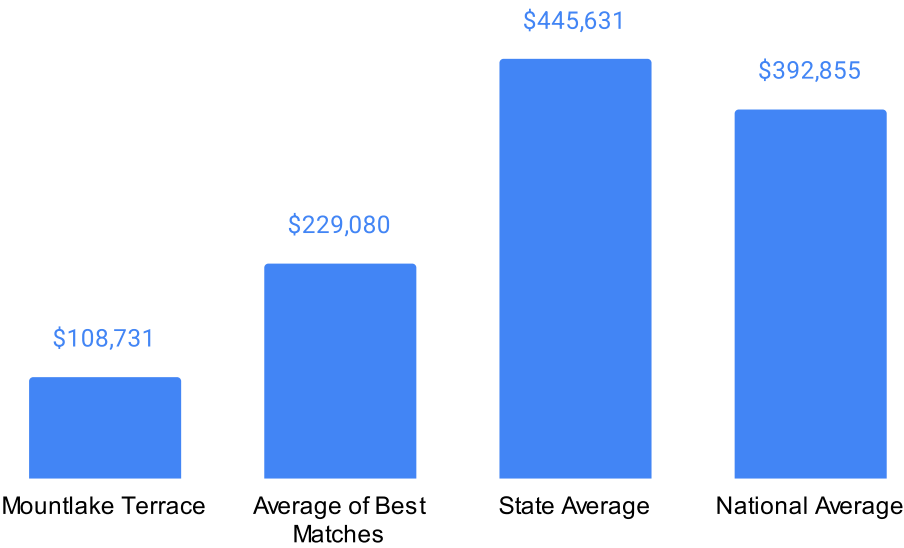


Figure 18. Comparison of urban forestry budgets in 2022.

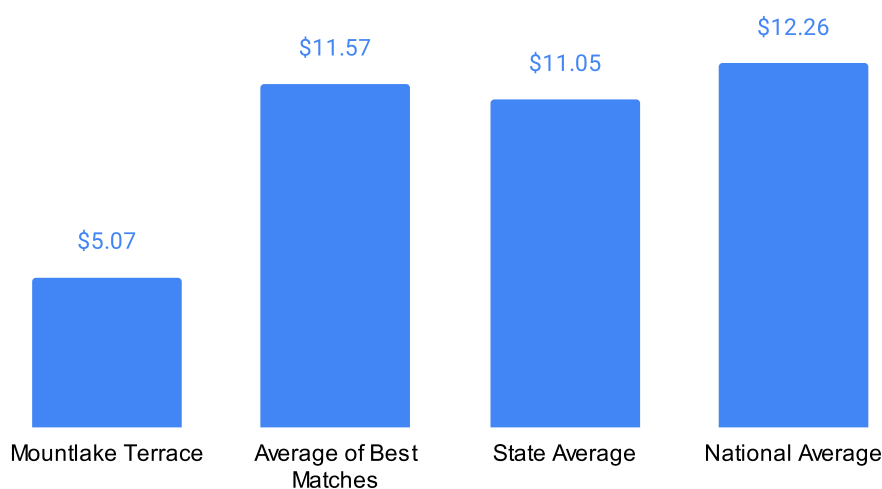


Figure 19. Comparison of urban forestry budgets per capita in 2022.

Figures 18 and 19 illustrate Mountlake Terrace's total urban forestry budget and per capita spending compared to regional, state, and national averages (Hauer, et al., 2014). The city's urban forestry budget is \$108,731, ranking fifth lowest among 16 regional municipalities of similar population size and proximity. On a per capita basis, Mountlake Terrace allocates \$5.07 per resident, significantly lower than:

- The average of best-matched cities (\$11.57 per capita)
- The Washington state average (\$11.05 per capita)
- The national average (\$12.26 per capita)

While these figures indicate room for potential budget growth, it is important to recognize that Mountlake Terrace's urban forestry program is relatively young. The existing budget is a strong foundation for a developing program, and as the city expands its urban forestry efforts, additional funding may help align with state and national benchmarks to further support tree maintenance, planting, and community engagement initiatives.

To further these efforts, the city has established a new tree fund, financed through a tree fee-in-lieu program associated with development activity. This fund will be used to support the urban forest and advance the goals and recommendations outlined in this UFMP, ensuring continued investment in tree preservation and canopy expansion.

Public Tree Maintenance and Planting

Historical records on tree pruning, planting, and removals have been inconsistent in Mountlake Terrace. According to Tree City USA reporting for 2022, the city planted zero trees, pruned 205 trees, and removed 17 trees. However, this data does not specify whether the work was conducted by the Streets or Parks divisions. In 2023, the city made significant progress, planting over 100 trees in the public right-of-way (ROW) through a Washington State Department of Natural Resources (DNR) grant, further expanding the urban canopy.

Tree maintenance, including pruning and removal, is primarily reactive. When a tree is reported as a potential hazard on public property, an on-call contract arborist, working through the Streets or Parks divisions, assesses the situation and determines whether action is needed. There is no formalized process for routine pruning or proactive tree management; instead, maintenance is addressed on an as-needed basis in response to resident complaints or observed risks.



Establishing a structured tree management program with regular assessments, proactive maintenance schedules, and improved recordkeeping will enhance the efficiency, safety, and long-term health of Mountlake Terrace’s urban forest.

Volunteer Efforts

Mountlake Terrace demonstrates a strong commitment to a vibrant and sustainable urban forest through active community engagement and volunteer efforts. The Ivy League volunteer group mobilizes volunteers to remove ivy and other invasive species from city parks, helping to restore and protect natural spaces. Additionally, the Recreation and Parks Advisory Commission (RPAC) serves as the Tree Board, ensuring the city meets Tree City USA requirements. The RPAC/Tree Board plays a key role in reviewing staff proposals and advising on tree fund priorities and tree-related initiatives.

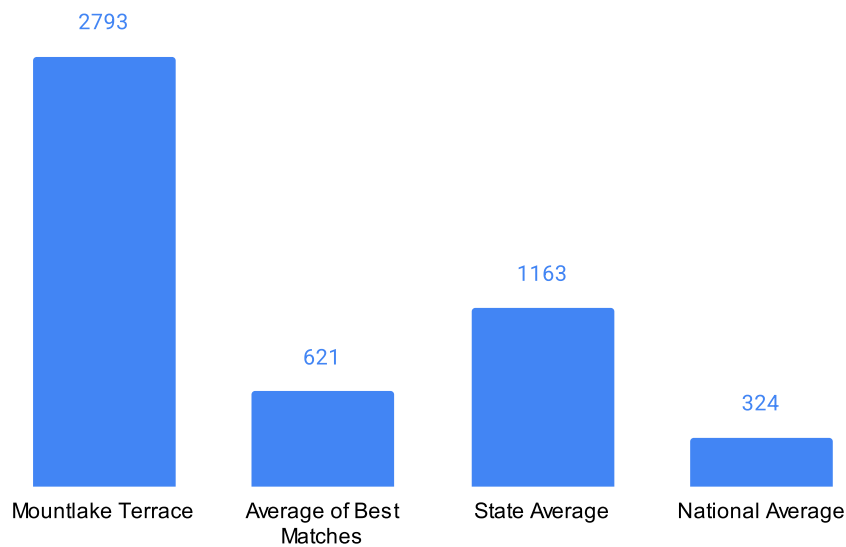


Figure 20. Comparison of volunteer hours in 2022.

Mountlake Terrace leads in volunteer participation compared to benchmark cities, with 2,793 volunteer hours recorded in 2022—the highest among peer cities. In contrast, the average for comparable cities is 621 hours, the state average is 1,163 hours, and the national average is 324 hours (Arbor Day Foundation, 2022). This high level of engagement highlights a dedicated community invested in urban forest stewardship, positioning Mountlake Terrace as a leader in public participation and tree care.



Tree-related Plans and Regulations in Mountlake Terrace

Evaluating the alignment of existing policies and plans in Mountlake Terrace with urban forest management elements ensures a strong connection between programs that manage the urban forest and the initiatives that support them. Proper alignment reduces the risk of wasting resources and enables key projects that support urban forestry goals.

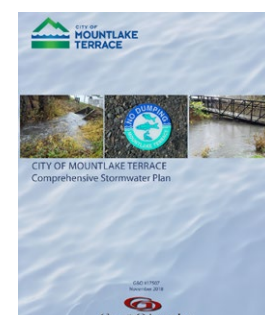
Plans and ordinances cannot live in isolation. Cross-examining various plans, documents, and codes brings to light any projects or initiatives that misplace resources or create conflicting priorities. The information discovery process reviewed and indexed documents, plans, and codes to develop an aligned Urban Forest Management Plan.

RELEVANT PLANS AND STUDIES

City of Mountlake Terrace Vision 2044 Comprehensive Plan (2024): The Vision 2044 Comprehensive Plan establishes goals, policies, and benchmarks to guide the future development of Mountlake Terrace. The Plan provides policy guidance for the long-term preservation of environmentally sensitive areas and how the built environment should co-exist with the natural environment. Aligned policy suggestions include: developing an Urban Forest Management Plan, which defines tree canopy goals; establishes how success is measured; identifies incentives and support opportunities; and encourages the retention of heritage trees through the city's Heritage Tree Program.



City of Mountlake Terrace Comprehensive Stormwater Plan (2024): The Comprehensive Stormwater Plan provides guidance for the design, construction, management, and maintenance of the city's storm system to meet future needs. The Plan makes ample references to the importance and benefits of urban trees, the activities of the Trees for Terrace program, and highlights the Urban Forest Management Plan project as a way for community members to get involved.



City of Mountlake Terrace Recreation, Parks, & Open Space Plan (2022): The purpose of the Recreation, Parks and Open Space Master Plan is to create goals, policies, and objectives to direct the city's development and acquisition of new recreation facilities, parks, and open spaces, as well as the renovation of existing facilities over the next twenty years. One of the objectives for parks and natural areas is to improve the condition of city-owned natural areas through the restoration of urban forests.



City of Mountlake Terrace Sustainability Strategy (2008): The Strategy affirms the city's commitment to taking care of the environment, economy, and community livability and establishes a series of goals, action strategies, and implementation steps to achieve that vision. Goal 4 is most aligned with urban forestry: Enhance and Expand the city's Green Spaces and Systems. The first action strategy is to protect and enhance the city's tree canopy, and lays out tree policy requirements that remain key strategies to preserving Mountlake Terrace's urban tree canopy.



The relevant plans and studies are summarized above to demonstrate the parallels among urban forestry and other planning efforts in the city. The Urban Forest Management Plan's long-term framework aims to complement goals and policies within these city plans and studies that pertain to trees in Mountlake Terrace. This evaluation of existing resources serves to reduce conflicting priorities in the city.

TREE ORDINANCES IN MOUNTLAKE TERRACE

In 2023, the city adopted Ordinance 2838 which amended tree codes in the Mountlake Terrace Municipal Code (MTMC) to better align with city and regional goals. Code changes included a new minimum tree retention standard, additional tree preservation and frontage improvement standards, and a new standard for replacement based on the size of tree removed.

The primary code chapters relating to trees include:

MTMC Chapter 16.30 Tree Management – This code chapter establishes policies, regulations, and standards for the management of trees on city-owned public property and rights-of-way. The chapter also establishes a process for preservation and protection of heritage trees on public and private property, with oversight provided by a Tree Board.

MTMC 19.130 Landscape Development and Site Buffering –This code chapter provides landscape development, site buffering, and maintenance requirements for proposed and existing developments, except single-household residences. Urban forestry related requirements include:

- Spacing and size requirements for newly planted trees
- Key definitions, such as “significant tree” and “qualified arborist”
- Inventory, retention, and replacement requirements for significant trees on proposed site developments
- Protection standards for retained tree during construction
- Fee-in-lieu option for tree replacements
- Establishment and funding sources for a city tree fund
- Enforcement and penalties for unauthorized tree removal

MTMC Chapter 16.15 Critical Areas – This chapter designates and classifies ecologically sensitive areas to protect their functions and values, while also allowing for reasonable use of private property. It includes standards for tree maintenance and removal of trees found to be hazardous.

MTMC Chapter 15.05 Building Code –This chapter identifies references, standards and procedures to implement building codes within the city. Tree related requirements include prohibiting the removal of trees greater than 15ft high on undeveloped land parcels without prior approval and allowing un-permitted planting and maintenance of trees within the public right-of-way.

Recommended Tree List – The Mountlake Terrace Urban Forestry webpage provides a PDF list of recommended and prohibited trees. Prohibited tree species cannot be planted in the street right-of-way or over public utilities.

RESILIENCE OF THE URBAN FOREST

SPECIES DIVERSITY

A resilient urban forest is one that can withstand environmental stressors, pests, and disease while continuing to provide essential ecological benefits. Biodiversity is a key factor in urban forest resilience, and the 10-20-30 rule serves as a guideline for achieving a balanced tree population. This rule states that no single species should comprise more than 10% of the total tree population, no single genus should exceed 20%, and no single family should make up more than 30%. A diverse urban forest reduces the risk of widespread loss from pests and disease, ensuring long-term sustainability.

10-20-30 Rule

The “10-20-30” Rule addresses the importance of tree diversity in a city’s street tree plan. Because we can never predict when and if some new disease might pop up, the best we can do is prepare and provide safeguards. Since insects and diseases generally affect certain tree species and their close relatives, having a diversity of street trees will help to lessen the chances of major canopy loss.

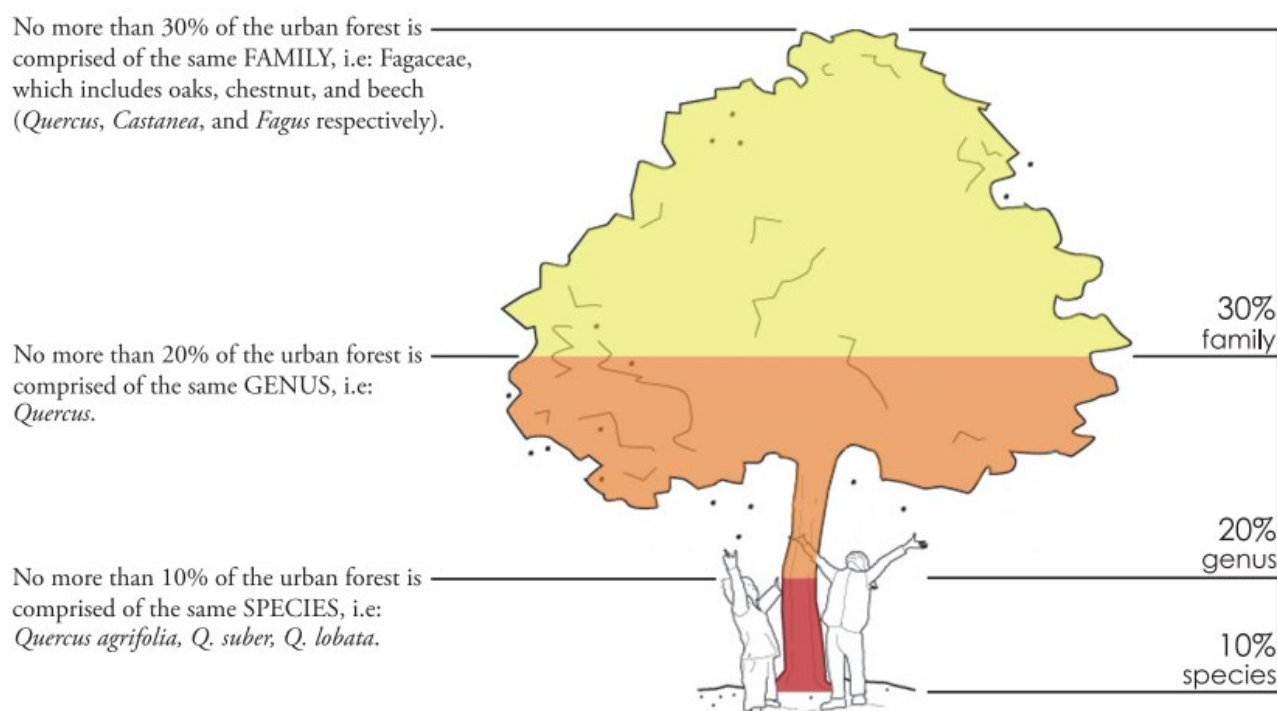


Figure 21. The 10-20-30 Rule.

Analysis of Mountlake Terrace’s public tree inventory indicates that family composition remains within the recommended limits, but some concerns exist at the species and genus levels. Arborvitae exceeds the 10% species threshold, and *Acer* (maple) surpasses the 20% genus limit. The over-representation of maples, although no individual species exceeds 10%, highlights the need for greater species diversity to mitigate future risks. Expanding the selection of trees beyond the *Acer* genus will strengthen the urban forest’s resilience against pests and climate-related challenges.

TREE SIZE AND AGE DISTRIBUTION

A balanced distribution of tree ages and sizes is essential for maintaining long-term canopy cover and managing urban forest maintenance costs. In Mountlake Terrace, trees with a Diameter at Standard Height (DSH) of 24 inches or more account for just 7% of the street tree inventory—falling short of recommended targets for larger, canopy-contributing trees. When looking at the broader size class of 18 to 30+ inches, these trees make up only 9% of the population, which is approximately 7% below the ideal distribution for mid- to large-sized trees.

Although the largest trees—those over 30 inches—currently meet target levels (4%), the gap in mid-sized trees suggests a potential decline in future canopy if those trees aren't maintained and preserved. Proactively caring for trees in the 18 to 30-inch range is critical to helping them reach full maturity, thereby avoiding sudden canopy loss and the higher maintenance costs that come with replacing large trees as they decline.

To sustain a healthy and resilient urban forest, the City should regularly update its tree inventory to track species diversity, size distribution, and maintenance needs. Ideally, updates should occur in real time as trees are planted, maintained, or removed. Industry best practices recommend conducting a comprehensive inventory reassessment every three years, though this timeline would require additional investment of funds for staff or consultant efforts. Maintaining accurate and up-to-date inventory data supports more strategic planting and preservation, helping ensure a diverse age structure and a more stable urban canopy over time.

TREE HEALTH AND MAINTENANCE PRIORITIES

Inventory data indicates that a significant number of trees in poor condition may be recoverable with proper intervention. Trees classified for immediate removal should be addressed as a priority, while those rated as "poor" should be further evaluated for potential restoration through targeted maintenance or structural support. Additionally, some species show lower Relative Performance Index (RPI) scores, meaning they may be more susceptible to local pests, disease, or environmental stressors such as compacted soil, drought, or poor site conditions. Identifying low-performing species can help guide future planting decisions toward trees better suited to Mountlake Terrace's urban environment.



A notable finding from the inventory is that 63% of recorded tree issues are preventable or correctable and are primarily human-caused. Structural defects, such as poor branch attachments and codominant stems, could have been avoided with proper young tree pruning. Many trees exhibiting poor root systems likely suffered from inadequate nursery stock selection, improper planting techniques, or compacted soils. Hardscape damage from tree roots could have been prevented by selecting species appropriate for urban planting sites and ensuring sufficient soil volume and root space.

The impact of deferred maintenance is also evident in the data. Approximately 60% of observed tree defects—including crown dieback, girdling roots, included bark, and improper past pruning—could have been mitigated through proactive pruning and regular maintenance cycles. Implementing best management practices (BMPs) and establishing a structured tree care program will reduce future maintenance costs, improve tree health, and extend the longevity of Mountlake Terrace's urban forest.

MOVING TOWARD A RESILIENT URBAN FOREST

To ensure long-term sustainability, Mountlake Terrace must prioritize diversifying tree species, maintaining a balanced age structure, and implementing proactive maintenance strategies. Regular monitoring of large trees will help balance the risks and benefits associated with mature specimens, while targeted tree preservation efforts will sustain vital canopy coverage. Addressing deferred maintenance and implementing best practices for young tree care will prevent future structural issues and reduce long-term costs.

As of this report, the City of Mountlake Terrace's Public Works Department has taken action to address Priority 1 and Priority 2 trees for public safety. Moving forward, enhanced data collection, preventative maintenance, and strategic tree planting will strengthen the resilience of Mountlake Terrace's urban forest, ensuring it continues to provide environmental, social, and economic benefits for future generations.

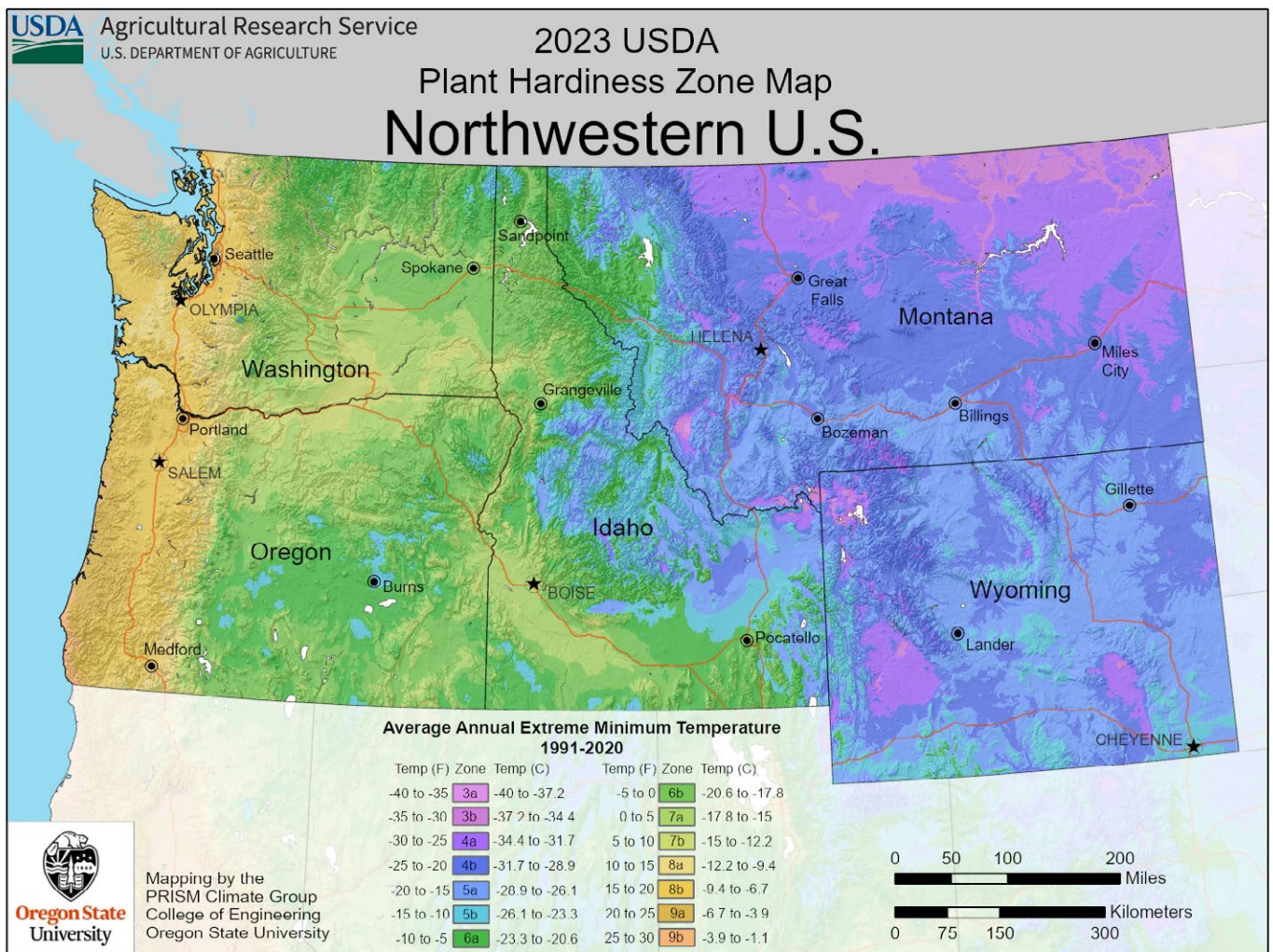
CLIMATE CHANGE

Climate change is already impacting Mountlake Terrace's urban forest, and its effects will only intensify in the coming decades. Rising temperatures, prolonged droughts, shifting precipitation patterns, and stronger storms will stress both new and established trees. These environmental changes will reduce water availability, alter plant communities, and create favorable conditions for pests and diseases. Without a long-term, proactive strategy, Mountlake Terrace risks higher maintenance costs, increased tree failures, and significant environmental and public safety impacts.

Many established trees may struggle to survive over the next 50 to 75 years due to warmer winters, shifting precipitation patterns, and increased threats from pests and diseases. Ensuring a resilient urban forest requires long-term planning and proactive species selection to adapt to these changing conditions.

Mountlake Terrace is currently classified in USDA Plant Hardiness Zone 9a (20°F to 25°F), but projections indicate a shift to Zone 10a (30°F to 35°F) or 10b (35°F to 40°F) by the end of the century. While this shift suggests a climate more similar to present-day southern Florida, it is important to note that hardiness zones are based solely on average minimum winter temperatures, not on overall climate conditions such as summer heat extremes, precipitation, or humidity. For example, Seattle and Tucson share the same hardiness zone, despite their vastly different rainfall patterns, elevation, and growing conditions.

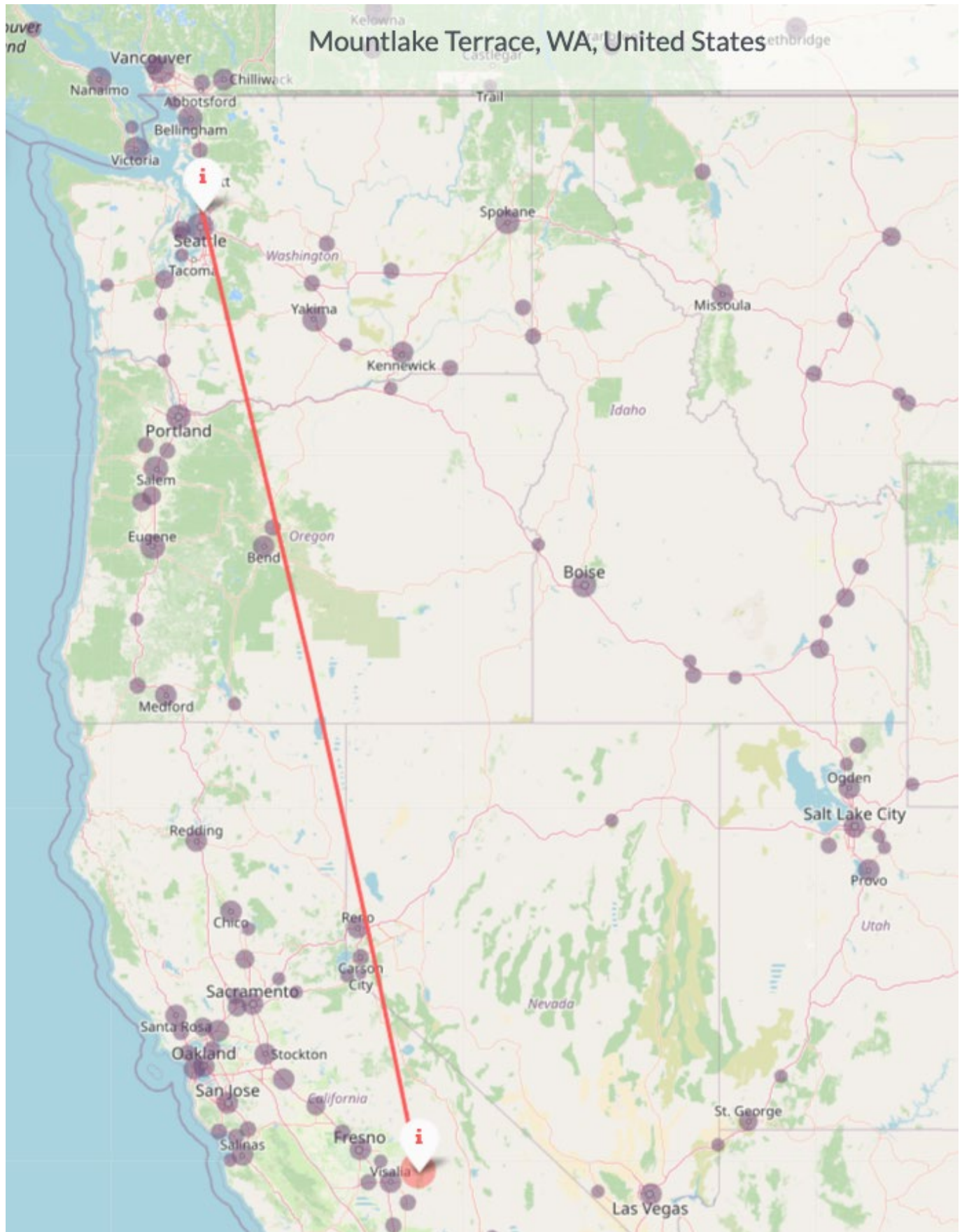
Climate change is occurring faster than previously predicted. The 2023 USDA Hardiness Zone update revealed that Mountlake Terrace had already reached Zone 9a—a shift that was not expected to occur until the late 21st century under worst-case scenarios. This accelerated warming trend highlights the urgency of preparing the urban forest for future conditions.



USDA Plant Hardiness Zone Map of the northwest region. Source: U.S. Department of Agriculture.

While hardiness zones serve as a useful reference for winter cold tolerance, they do not account for drought stress, heatwaves, or extreme weather events—all of which influence tree survival. To ensure the long-term resilience of Mountlake Terrace's urban forest, species selection must consider a broader range of climate factors beyond winter temperatures. **Identifying trees that can tolerate both higher heat and changing precipitation patterns will be essential to sustaining the city's canopy and enhancing urban climate resilience.**

To better understand future climate conditions, the University of Maryland Center for Environmental Science (UMCES) has developed a tool that models projected climate shifts. According to their research, under worst-case emissions scenarios, Mountlake Terrace's 2080 climate will resemble present-day Three Rivers, California. While Three Rivers shares some temperate conifer species with Mountlake Terrace, its ecosystem is primarily Mediterranean forests, woodlands, and scrub. This suggests that the city will experience significant shifts in plant communities, requiring careful planning to select resilient tree species that can tolerate future conditions.



Map showing Mountlake Terrace, WA, and its projected future climate analog, Three Rivers, CA.
Source: University of Maryland Center for Environmental Science.

Urban Heat

Mountlake Terrace, like many cities, is experiencing rising urban heat due to climate change. The urban heat island effect occurs when buildings, roads, and other hard surfaces absorb and retain heat, increasing local temperatures. Reduced tree canopy and higher emissions further intensify these effects, posing health risks, particularly to vulnerable populations.

Without intervention, urban heat will increase tree stress and mortality, slowing growth and reducing air quality. The impacts of heat on trees include:

- **Increased stress on trees:** Urban heat adds additional stress to trees already facing air pollution, drought, and pests stressors, making it more difficult for trees to survive and thrive.
- **Reduced tree growth:** Urban heat can slow down tree growth, which can lead to a decline in the overall health of the urban forest.
- **Increased tree mortality:** Urban heat increases the risk of tree loss, which can lead to gaps in the urban forest.
- **Reduced air quality:** Urban heat tends to hold pollutants in the atmosphere, worsening air quality. This places an additional burden on trees' air purifying capabilities while also having a negative impact on human health and the environment.
- **Changes in plant communities:** Urban heat can lead to changes in the composition of plant communities, as some species are more tolerant of heat than others. This can lead to a loss of biodiversity in the urban forest.

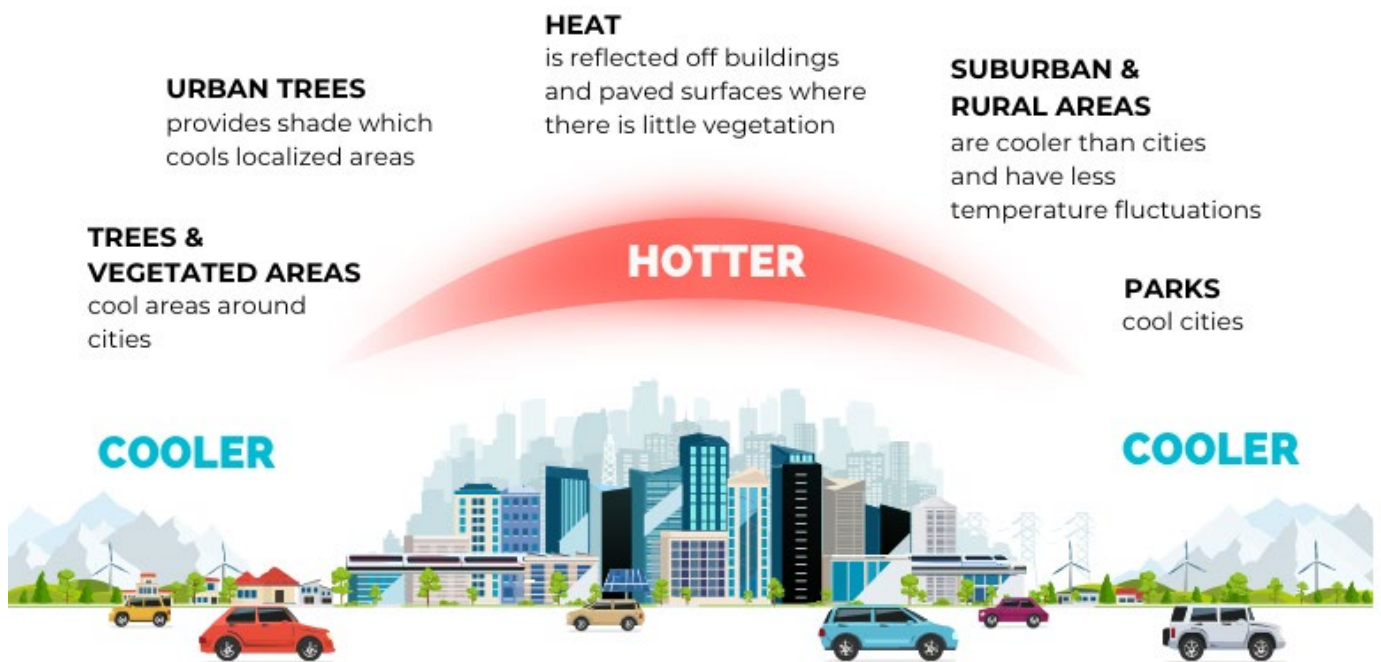


Figure 22. Illustration of the urban heat island effect.

Adapting to Changing Plant Communities

As Mountlake Terrace's climate shifts, the city must proactively plan for changes in plant communities. Urban foresters and planners must select tree species that will thrive in the climate 30 to 50 years from now, considering factors like soil conditions, water needs, and pest resistance. This may involve gradually phasing out species unsuited to future conditions while introducing species from warmer, drought-prone regions.

While plant hardiness zones are valuable, they do not account for microclimates, soil composition, and extreme weather events. Trees from warmer zones may struggle to establish if unexpected cold snaps exceed their tolerance, leading to poor growth and higher mortality rates. To ensure long-term success, Mountlake Terrace must:

- Diversify tree species to reduce vulnerability to pests, disease, and climate stress
- Monitor tree health and performance under changing conditions
- Collaborate with cities in warmer climates to learn from their urban forestry strategies.

As climate change alters local growing conditions, some tree species are struggling to adapt. Western red cedar, a culturally and ecologically significant species in Washington, is showing signs of stress and decline across the region. To ensure a resilient urban forest, the city can prioritize the preservation of healthy, high-value western red cedars while gradually replacing declining or dead trees with incense cedar or other climate-adapted alternatives. Selecting drought-tolerant species will support long-term forest stability as environmental conditions continue to shift.

Water Efficiency in a Changing Climate

Historically, the Pacific Northwest has not faced severe water shortages, but declining precipitation and rising temperatures will make water management increasingly important. Newly planted trees require 5–10 gallons of water per week to establish, and even mature trees will need supplemental irrigation during droughts.

To support water efficiency and tree health, Mountlake Terrace should:

- Promote deep, infrequent watering to encourage deep root growth and drought resistance
- Monitor trees for drought stress (e.g., leaf scorch, canopy dieback)
- Implement smart irrigation technology to reduce water waste
- Transition to water-efficient landscaping, replacing traditional turf with native and drought-tolerant plants.

Sustainable landscapes function as mini-watersheds, retaining and filtering stormwater, reducing resource consumption, and creating habitats for wildlife. By incorporating native grasses, wildflowers, and drought-tolerant plants, these landscapes are replacing traditional turf grass in many areas—reducing water usage, green waste, and maintenance costs. Prioritizing native and water-efficient plantings in yards, gardens, and public spaces ensures that valuable water resources can be reserved for irrigating trees, particularly during droughts or water restrictions.

While programmable spaces—such as sports fields, gathering areas, and outdoor event spaces—may still require turf grass, not all areas need to maintain traditional lawns. The American lawn, though deeply embedded in cultural aesthetics, is not environmentally sustainable. Transforming non-programmable spaces—such as schoolyards, hospital grounds, church properties, and residential or commercial landscapes—into xeric or water-efficient landscapes can maximize the urban forest's benefits. This shift not only enhances stormwater runoff reduction, carbon sequestration, and air filtration but also improves mental health, recovery rates, and learning outcomes.



Figure 23. Comparison of traditional landscapes and sustainable landscapes.

Source: The Garden Project, Santa Monica, CA.

A study from Santa Monica, California, compared sustainable and conventional landscapes, highlighting the efficiency of drought-resistant methods. The sustainable landscape:

- Used 89% less water (6,000 gallons vs. 57,000 gallons)
- Produced 70% less green waste (200 pounds vs. 670 pounds)
- Required 80% fewer maintenance hours (15 hours vs. 80 hours)

This research underscores the value of sustainable landscaping in conserving natural resources, reducing maintenance costs, and supporting a thriving urban forest. By embracing water-efficient landscapes, Mountlake Terrace can enhance urban tree health, improve environmental sustainability, and create healthier communities for future generations.

URBAN TREE PESTS AND DISEASES

Tree pests and diseases are a natural part of ecosystems, but their impact is being intensified by climate change. **In urban environments, where trees already face stressors such as compacted soil, pollution, and limited growing space, pests and diseases exacerbate decline.** While some pests and diseases can attack even healthy trees, stressed trees are particularly vulnerable. Rising temperatures, prolonged droughts, and shifting seasonal patterns create conditions that accelerate the spread and severity of infestations.

Tree pests in Mountlake Terrace fall into two categories: native and invasive. Native pests, such as the Douglas-fir beetle, fir engraver, bronze birch borer, and spruce beetle, are commonly found in surrounding natural areas. These pests typically follow cyclical population growth but can infiltrate the urban forest through wildland-urban interfaces (WUI), open spaces, and the transportation of firewood or woody debris. Regular monitoring of these populations,

using data from the Washington DNR and the Washington Department of Agriculture's Division of Insects, Pests, and Weeds, is essential for proactive urban forest management.

Invasive pests, however, pose an even greater risk, as native trees have not evolved natural defenses against them. Two highly destructive invasive species—the Mediterranean oak borer and the emerald ash borer (EAB)—are advancing toward Mountlake Terrace. EAB has already caused billions of dollars in damage across North America, wiping out entire ash tree populations. Early detection, preparedness, and management strategies will be crucial to protecting the city's urban forest. Strengthening tree health through diverse plantings, proactive maintenance, and pest-resistant species selection will help mitigate future threats and increase the resilience of Mountlake Terrace's tree canopy.

Armillaria Root Disease

Armillaria root disease, also known as shoestring root rot, is a widespread and destructive fungal infection that threatens 12.8% of Mountlake Terrace's inventoried trees, with potential losses estimated at \$3.75 million (U.S. Forest Service, 2025). The disease primarily attacks tree root systems, often going undetected until significant damage has occurred. It can infect both living and dead trees, weakening their structural integrity and making them more susceptible to secondary pests and environmental stressors. It thrives in moist conditions and spreads through root-to-root contact or by rhizomorphs bridging gaps between trees, making it a persistent threat in urban and forested environments. This disease affects a wide range of tree species, including both hardwoods and conifers, posing a significant challenge for urban forest management. In the Pacific Northwest, it is especially damaging to Douglas-fir, grand fir, subalpine fir, and noble fir plantations, particularly in stressed environments or where improper planting practices have been used (Dunster & Edmonds, 2014). In the 2024 inventory, seven trees were indicated as having fungal growth and 628 were identified as having cavity decay. While cavity decay can be caused by several factors, it is a symptom of armillaria root disease. The city should further assess trees identified with cavity decay to determine the presence of this disease.



Armillaria fans under bark.
Source: Bugwood.org

Bronze Birch Borer

The bronze birch borer (*Agrilus anxius*) is a destructive beetle that primarily infests weakened birch trees, particularly in urban environments where drought, soil compaction, and heat stress make trees more vulnerable. This pest has been identified in Mountlake Terrace and threatens 1.2% of the inventoried tree population, with potential losses estimated at \$75,975 (U.S. Forest Service, 2025). Native to North America, this pest has been documented since the late 1800s, with outbreaks worsening due to changing climate conditions and hotter, drier summers. Adult beetles are slender, bronze-colored, and about ½ inch long, causing minimal damage as they feed on leaves. However, their larvae inflict severe harm by burrowing beneath the bark and feeding on the cambial layer, which disrupts the tree's ability to transport water and nutrients. Infestation symptoms often begin with yellowing leaves and dieback at the tree's crown, progressing downward as the larvae create winding galleries under the bark. Over time, affected branches and trunks may swell or develop D-shaped exit holes where adults emerge. In later stages, infested trees exhibit significant canopy loss and appear to be dying from the top down. In Washington State, this pest is a known threat to European white birch (*Betula pendula*), paper birch (*Betula papyrifera*), and white-barked Himalayan birch (*Betula jacquemontii*), species commonly found in Seattle and surrounding urban areas. As of 2024, 51 trees were identified as having pests in the inventory. Of those trees, 37 are European white birch, with 24 of those having additional comments indicating the presence of bronze birch borer.



Bronze birch borer. Source:
Bugwood.org

Douglas-fir Beetle

The Douglas-fir beetle (*Dendroctonus pseudotsugae*) is a significant pest affecting Douglas-fir trees across Oregon and Washington, particularly targeting large-diameter trees (8 inches or greater). In Mountlake Terrace, this beetle threatens 8.9% of the inventoried tree population, with an estimated loss of \$2.5 million (U.S. Forest Service, 2025). The beetle is most active following environmental disturbances, such as windthrow, drought, fire damage, or defoliation, and primarily attacks weakened or recently downed trees. Douglas-fir beetles typically attack individual trees but can cause group mortality during outbreaks. These beetles overwinter as adults or larvae beneath the bark and emerge in spring (April–June) to attack new trees. A secondary, smaller flight occurs in July–August.



Adult Douglas-fir beetle.
Source: Colorado State University

Fir Engraver

The fir engraver beetle (*Scolytus ventralis*) is a significant secondary pest affecting true fir species, particularly grand fir, white fir, and Shasta red fir. While normally targeting weakened or stressed trees, prolonged drought, root disease, or defoliation events can lead to large-scale outbreaks, resulting in widespread tree mortality. In Mountlake Terrace, fir engraver beetles threaten 9.6% of the inventoried tree population, with a potential economic loss of \$2.59 million (U.S. Forest Service, 2025). Fir engraver beetles typically attack trees from June to August, with peak activity in July. Infestations can be difficult to detect initially, as external symptoms often take a year to develop. Fir engraver outbreaks often correlate with root disease, as weakened trees provide ideal breeding conditions. The beetles also infest fresh windthrows and recently cut logs, making logging operations a potential source of population surges. Fir engraver beetle activity is most prevalent east of the Cascade Mountains and in southwestern Oregon, where periodic droughts and selective logging can create conditions conducive to outbreaks. Recent hot and dry summers in Washington have weakened Douglas-firs and true firs, allowing secondary bark beetles, such as fir engraver, to establish in trees that would historically resist infestation. These conditions have led to an increase in beetle populations and expanded host tree mortality.



Fir engraver beetle. Source: Bugwood.org

Heterobasidion Root Disease

Heterobasidion root disease, formerly known as annosus root disease, is a significant threat to Mountlake Terrace's urban forest, affecting 15.7% of the city's inventoried tree population, with potential losses estimated at \$4.18 million (U.S. Forest Service, 2025). This fungal disease spreads through airborne spores and root-to-root contact, leading to root decay, tree mortality, and structural instability. It is widely distributed throughout Washington and Oregon, affecting a variety of conifer species, including fir, hemlock, pine, and spruce. Diagnosis is challenging as symptoms vary, but indicators include canopy thinning, root decay, and the presence of fruiting bodies on tree bases or stumps (Dunster & Edmonds, 2014). Advanced decay can cause structural failure, posing a safety hazard in parks, rights-of-way, and public spaces. In the 2024 inventory, seven trees were indicated as having fungal growth and 628 were identified as having cavity decay. While cavity decay can be caused by several factors, it is a symptom of heterobasidion root disease. The city should further assess trees identified in the inventory to determine the presence of this disease.



Fruiting bodies of heterobasidion root disease in tree cavity. Source: Pacific Northwest Pest Management Handbooks.

Mediterranean Oak Borer

The Mediterranean Oak Borer (MOB) is an invasive ambrosia beetle that primarily infests oak species, posing a serious threat to urban and natural forests in the Pacific Northwest. Native to Europe, the Middle East, and North Africa, MOB was first detected in the United States in 2019 in California and has since spread into Oregon. Though it has not yet been found in Washington, its proximity and ability to spread through firewood and wood products raise significant concerns for the state's oak populations.

Washington's only native white oak, the Garry oak (*Quercus garryana*), is already a species of conservation concern, and many urban areas have planted over 20 additional oak species that could also be vulnerable. Oaks play a critical role in the environment, providing wildlife habitat, stormwater management, and climate resilience. In Mountlake Terrace, there are 65 inventoried oaks, likely representing only a portion of the city's overall oak population. The potential impact of MOB's arrival could be significant.

MOB beetles are tiny (1/10 inch long) and bore into tree trunks, introducing fungal pathogens (*Raffaelea montetyi*) that cause oak wilt. This infection disrupts the tree's vascular system, leading to canopy decline and eventual death. Since its initial detection in Troutdale, Oregon, in 2018, MOB has been found in Multnomah, Clackamas, Marion, and Washington counties, with over 30 infested trees identified near Wilsonville in 2023. While MOB has yet to be detected in Washington, its steady movement northward makes early detection and monitoring critical.



Female Mediterranean oak borer. Source: Washington State University Extension

Emerald Ash Borer

The Emerald Ash Borer (EAB), an invasive wood-boring beetle from Asia, has been devastating ash trees (*Fraxinus spp.*) across North America since it was first detected in Michigan in 2002. The beetle has now reached Oregon, with its first confirmed sighting in Forest Grove in 2022. Though not yet present in Washington, its westward expansion threatens the state's native Oregon ash (*Fraxinus latifolia*) and cultivated ash trees in urban landscapes.

Ash trees are critical components of urban forests, riparian ecosystems, and wetland habitats, and their loss could have severe ecological and economic consequences. While ash trees make up only a small percentage of Mountlake Terrace's inventoried trees, their broader presence in urban and natural forests remains largely unknown.

Adult EAB beetles are small (½ inch long), metallic green, and leave distinctive D-shaped exit holes in tree bark. However, the larvae cause the most damage by tunneling beneath the bark and disrupting nutrient and water transport, ultimately leading to tree decline and death within 3–5 years.

The detection of EAB in Oregon has raised concerns about its inevitable spread into Washington. While the beetle naturally moves at a rate of about one mile per year, its spread is greatly accelerated by human activity, such as transporting firewood, logs, or untreated ash products. In response, Oregon enacted a quarantine in Washington County in December 2022, restricting the movement of ash and other susceptible tree species. However, continued vigilance and proactive management are essential to slow its northward spread.



Emerald ash borer. Source: Bugwood.org

English Ivy

English ivy (*Hedera helix*) is an invasive evergreen vine that poses serious ecological and structural risks to urban forests and should also be considered a tree pest due to its capacity to damage and kill trees. Commonly planted for its year-round foliage and adaptability, English ivy has escaped cultivation and become widespread in the Pacific Northwest, including Mountlake Terrace.

Ivy spreads aggressively through vegetative growth and seed dispersal by birds, rapidly covering understory vegetation and climbing into the canopy. Once established, it shades out native plants, suppresses regeneration, and competes with trees for water and nutrients. Its dense growth can suffocate tree trunks, limit photosynthesis, and add significant weight, increasing the risk of storm damage and tree failure. Deciduous trees are particularly vulnerable in winter months when leaf loss allows ivy to thrive in full light. Additionally, ivy mats provide shelter for pests and rodents, conceal tree health issues, and can damage bark and structures with its clinging rootlets.

English ivy also poses human health risks—its berries and leaves are toxic to people and animals, and its sap can cause skin irritation. Eradication is labor-intensive and costly, requiring persistent mechanical removal and long-term site monitoring. Despite these impacts, English ivy continues to be sold and planted, contributing to its spread across urban and natural areas.

Effective management includes prohibiting new plantings, encouraging removal on public and private lands, and replacing it with ecologically appropriate alternatives. Due to its impacts on tree health, regeneration, and maintenance costs, English ivy should be a priority species for control in Mountlake Terrace’s urban forest. In the most recent inventory, 195 trees (3% of the publicly managed tree population) were noted as having some form of vine infestation—underscoring the need for targeted action.



English Ivy. Source:
Washington State Noxious
Weed Control Board



INVASIVE TREE SPECIES

Invasive plant species thrive due to their adaptability, rapid reproduction, and lack of natural predators, allowing them to outcompete native vegetation and disrupt ecosystems. In Mountlake Terrace, four species found in the city's tree inventory—cherry laurel, Portuguese laurel, English holly, and European mountain ash—are listed as invasive. While these species represent only a small portion of the inventoried trees, their actual presence in the urban forest is likely much larger, posing a significant ecological threat. Additionally, tree-of-heaven and black locust, two other highly invasive species, were not identified in the city's inventory but are present in the urban forest.

The classification and regulation of these species vary across state and county lists, including those maintained by the Washington State Noxious Weed Control Board, King County Noxious Weeds, Snohomish County Noxious Weeds & Invasive Species, and EarthCorps' Invasive Trees of the Puget Sound. Some species are unlisted, others are monitored, and a few are actively regulated. To safeguard Mountlake Terrace's urban forest, the city should track and assess the spread of invasive trees, prohibit future plantings, and implement removal strategies to reduce their ecological impact.

Tree-of-heaven (*Ailanthus altissima*), originating from China, is a fast-growing deciduous tree, reaching heights of 70 feet and crown widths of 80 feet. This species prospers in harsh conditions, such as poor, compacted soils, and withstands heat, drought, and pollution, posing problems in both urban and natural landscapes. It reproduces through wind-dispersed seeds and asexually via root sprouts, with female trees producing numerous seeds. The leaves are dark green with a unique lanceolate shape and teeth at the base; the bark is light brown to pale gray and fissured.

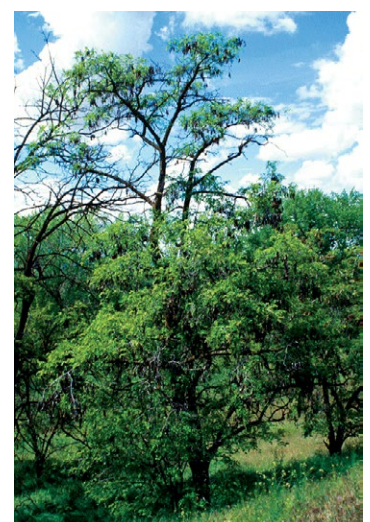
Tree-of-heaven, which aggressively invades roadsides, railways, and woodland edges, can damage infrastructure with its roots, has brittle wood, and competes with native species. It also facilitates the spread of the spotted lanternfly. In Washington, where it is classified as a "List C" species in the Noxious Weed Act, effective control includes preventing establishment, promoting healthy native vegetation, and removing seedlings. While no biocontrol agent is yet approved, methods like hand-pulling seedlings, cutting older trees followed by herbicide treatment, and cultural management strategies are recommended for its control.

Black locust (*Robinia pseudoacacia*), also known as false acacia, is a weed of concern in King County, though it is not listed as a noxious weed by Snohomish County or the Washington State Noxious Weed List. While its control is not required, it is strongly recommended, particularly in areas where natural resources are being protected. New plantings are discouraged due to its aggressive growth and ability to spread rapidly. Native to central and eastern North America, black locust has become highly invasive outside its natural range, particularly in prairies, meadows, forest edges, and riparian habitats. It thrives in well-drained soils and full sun, spreading both by seed dispersal and extensive root suckering, which allows it to form dense stands that crowd out native vegetation. Its ability to fix nitrogen can also alter soil chemistry, further disrupting native ecosystems.

Black locust is a deciduous tree that can grow 40 to 100 feet tall, with pinnately compound leaves composed of 7 to 21 oval leaflets. The bark of younger trees is smooth and brownish-green, while older trees develop thick, deeply furrowed bark with a rope-like texture. In spring, the tree produces fragrant white flowers in drooping clusters, each with a distinct yellow spot on the uppermost petal. These flowers develop into smooth seed pods, 2 to 4 inches long, containing 4 to 8 seeds,



Tree-of-heaven. Source: Washington State Noxious Weed Control Board.



Black locust tree. Source: Washington State Noxious Weed Control Board.

though a thick seed coat often limits successful germination.

As an early successional species, black locust thrives in disturbed areas such as roadsides, old fields, and degraded woodlands. Its interconnected root system allows it to rapidly sprout new growth, making it challenging to control. Given its invasive nature and potential ecological impact, Mountlake Terrace should monitor its presence, prohibit new plantings, and implement management strategies to limit its spread, particularly in areas critical to habitat restoration.

Cherry laurel (*Prunus laurocerasus*), also known as English laurel, is a weed of concern in King County and listed on the Monitor List by the Washington State Noxious Weed Control Board. While control is not required, it is recommended, and new plantings are discouraged due to its invasive nature. This fast-growing evergreen is among the most prevalent invasive species in Seattle's parks and forests, where it outcompetes native vegetation and alters natural ecosystems.

Native to Europe and Asia, cherry laurel thrives in Washington's west-side forests, spreading aggressively as birds disperse its seeds. It shades out native shrubs and tree seedlings, preventing forest regeneration and replacing canopy trees over time. Additionally, all parts of the plant are toxic if ingested. Cherry laurel grows up to 30 feet tall as a tree or multi-stem shrub, with thick, glossy green leaves and fine-toothed edges. It produces fragrant white flowers in spring and dark purple fruit in late summer. It spreads both by seed and vegetative growth, forming dense thickets. Cutting alone is ineffective, as it resprouts vigorously from stumps and roots. It thrives in full sun to deep shade and adapts to various soil conditions.

Often confused with Portuguese laurel (*Prunus lusitanica*), cherry laurel has been recorded in 17 locations in Mountlake Terrace, though its actual presence is much greater. To protect urban forests, the city should monitor its spread, prohibit new plantings, and implement management strategies to prevent further establishment.

Portuguese laurel (*Prunus lusitanica*), an invasive evergreen tree, is often overlooked as a threat to urban forests. Native to Spain and Portugal, it has become widespread west of the Cascades, commonly planted as a hedge, specimen tree, or garden tree. However, it readily spreads into forests, where it thrives in low light, outcompetes native species, and reduces biodiversity. Birds contribute to its spread by eating and dispersing its toxic berries.

This species features leathery, dark green leaves (up to 5 inches long) and produces small white flowers on 5-10 inch spikes in late spring, followed by red to dark purple fruit. Though slower-growing than cherry laurel, Portugal laurel is highly adaptable, tolerating heat, sun, wind, and drought. It is classified as invasive by the U.S. National Park Service in Oregon and Washington and should not be allowed to spread beyond gardens or yards.

Its toxic leaves contain cyanide, making burning or crushing unsafe, and its berries are also poisonous to humans. Like other non-native laurels, it is difficult to remove, as it resprouts aggressively from root suckers when cut. With 10 inventoried trees in Mountlake Terrace, its presence is likely greater. The city should monitor its spread, discourage new plantings, and implement removal strategies to protect native ecosystems.



Large cherry laurel bush.
Source: King County.



Portugal laurel. Source
Washington State
University Extension.

European mountain ash (*Sorbus aucuparia*) is a deciduous tree with orange-red berries that attract birds and spread its seeds. Native to Eurasia, it has escaped cultivation and established in urban forests and natural areas, outcompeting native vegetation. Listed as a weed of concern in King County and on Washington's Monitor List, its control is recommended but not required, and new plantings are discouraged. With 58 inventoried trees in Mountlake Terrace, its true presence is likely higher.

This 15 to 40-foot tree has light gray bark, pinnately compound leaves with 11-15 serrated leaflets, and clusters of white flowers in spring. In late summer, it produces red-orange berries that birds disperse widely. Invasive in multiple states, European mountain ash spreads aggressively, establishing in forests, meadows, and urban areas where it crowds out native species. Control efforts focus on removing berries before they ripen and discouraging new plantings. Monitoring is key, especially near protected natural areas.



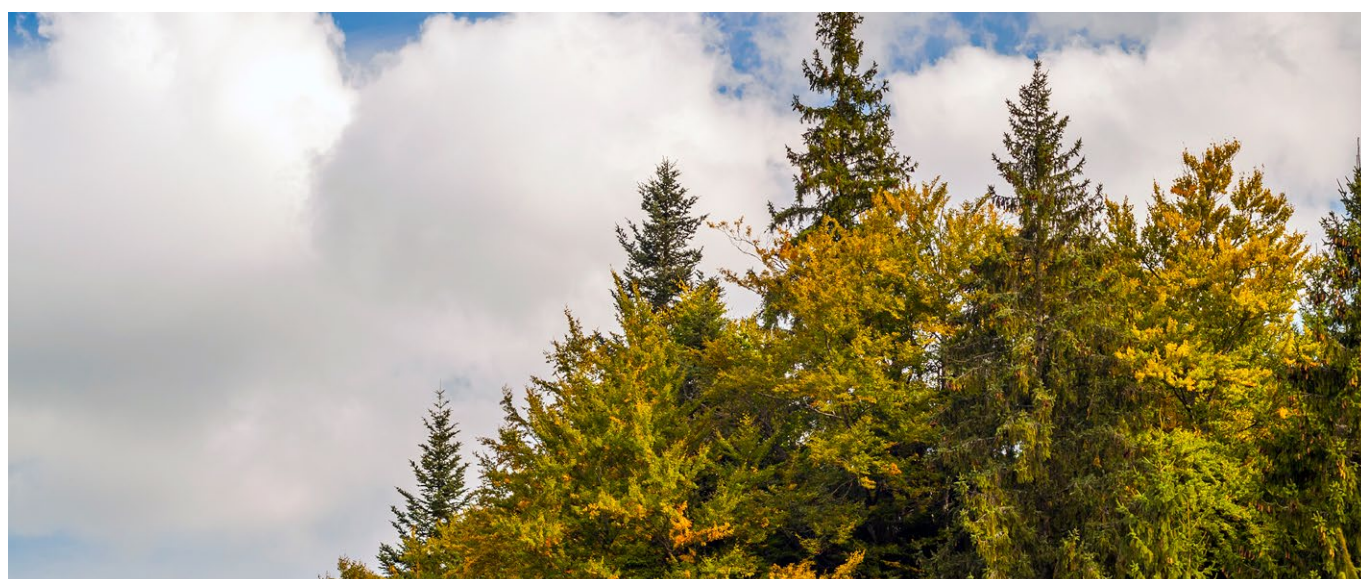
Fruit of the European mountain ash. Source: Bugwood.org.

English holly (*Ilex aquifolium*) is an invasive, shade-tolerant evergreen tree that thrives in the Pacific Northwest, where it outcompetes native vegetation and alters forest ecosystems. Though not listed as a noxious weed in Washington, it is recognized as invasive by multiple counties, municipalities, and organizations due to its ability to spread aggressively through both bird-dispersed seeds and vegetative reproduction. Holly can form dense understory thickets, disrupting forest regeneration and reducing biodiversity by shading out native plants. In urban settings, it is difficult to control because cutting stimulates regrowth, and its deep root system makes removal labor-intensive.



English holly. Source: Bugwood.org.

Within Mountlake Terrace's inventoried street tree population, 62 English holly trees have been recorded, highlighting its established presence in the city's urban forest. Holly is particularly problematic in forested parks, greenbelts, and riparian areas, where its rapid growth and ability to flourish in both shaded and disturbed environments allow it to spread unchecked. Research indicates that disturbance, such as timber harvest or land clearing, accelerates holly's invasion, leading to increased fruit production and faster growth in open areas. Effective management strategies include preventing new plantings, removing immature trees before they establish extensive root systems, and using targeted herbicide treatments for mature individuals. Given its potential long-term impacts, Mountlake Terrace should monitor and manage holly to prevent further spread and protect native forest structure.



URBAN FOREST PROGRAM AUDIT

To develop a UFMP that reflects the community of Mountlake Terrace, 33 local documents, plans, and resources were gathered and reviewed by applying the U.S. Forest Service's Urban Forest Sustainability and Management Audit's Discovery Matrix. This matrix includes a total of 11 urban forest categories, each containing a multitude of supporting elements. All of Mountlake Terrace's resources were reviewed and assessed for each of the categories and supporting elements.

The primary objectives of the audit include:

- *Provide program direction to increase efficiency*
- *Conduct a gap analysis of management practices and urban forest health*
- *Provide strategic direction to improve the health of the urban forest*
- *Optimize management for environmental justice and equitable distribution of resources*

URBAN FOREST AUDIT PROCESS

The process of analyzing the urban forest involved extensive information and document gathering and research to identify policies, practices, programs, and standards pertaining to categories of urban forest sustainability and management as defined by Clark et al. (1997), Kenney et al. (2011), and the Forest Service.

Each element was ranked or scored based on the consultants' evaluations in 2024 for the Urban Forest Management Plan. All available documents and plans were reviewed and tallied in the audit worksheet as part of the information discovery phase. Based on the evaluation of the documents and outcomes of all planning processes (i.e., research, city staff interviews, urban forest benchmarks, data analyses, and community engagement) each subcategory within the 11 categories was "ranked" using the following system:

RANKING	DESCRIPTION	POINTS
Not Practiced	Doesn't exist or is not practiced	0
In Development	In development as part of or aside from this Plan	1
Adopted Practice	Routinely practiced	2

The points were then totaled for an overall rating to provide a summary of the city's level of achieving each category of urban forest management and sustainability.

This audit or "gap analysis" provides a data-driven approach to growing and shaping different aspects of the City of Mountlake Terrace's urban forestry program. It also enables effective monitoring of the Plan's strategies, as audit categories can be revisited at key intervals during Plan implementation to measure progress and adapt strategies accordingly. The Implementation section includes guidance and strategies for completing updates to the audit as progress is made in the city's urban forestry program. It is recommended the city's Tree Board or Environmental Programs Manager complete a bi-annual audit to inform any alterations to actions and strategies.

MOUNTLAKE TERRACE'S AUDIT RESULTS

Mountlake Terrace scored 54% in terms of urban forest sustainability and management, as defined by the U.S. Forest Service, partners, and planning consultants. The average score from 26 similar audits completed by the urban forestry consultants is 63%. This comparatively lower ranking is to be expected of a city in the process of elevating their urban forestry program from a base level to a more advanced and sustainable level. While all areas of urban forestry require improvement under the guidance of an urban forestry program manager, significant improvements could be made in the Professional Capacity and Training, Funding and Accounting, Inventories, Urban Forest Management Plans, Risk Management, and Disaster Planning categories — all of which are below the city's overall audit score of 54%.

An evaluation of Mountlake Terrace's practices across 129 subcategories, organized under 11 main categories, shows that the city meets adopted common practice in 46 of these areas, which is about 36%. Another 18% of the subcategories, totaling 47, are currently in the process of being developed. Mountlake Terrace scored 139 out of a potential 258 points. This equates to a performance score of 54%, with the specifics depicted in subsequent figures.

INTERPRETING THE URBAN FOREST AUDIT SCORES

The Urban Forest Audit System should serve as a baseline assessment from which progress can be measured and strategies can be adjusted using an adaptive management approach. Overall, Mountlake Terrace scored a 54 out of 100 based on the consultants' evaluation. The scores resulting from the evaluation are informative but should not be considered a definitive assessment or a reason for excessive action due to a currently low score or inaction due to a high score. The following provides an interpretation of the scores for the city to consider when implementing the Plan's corresponding actions.

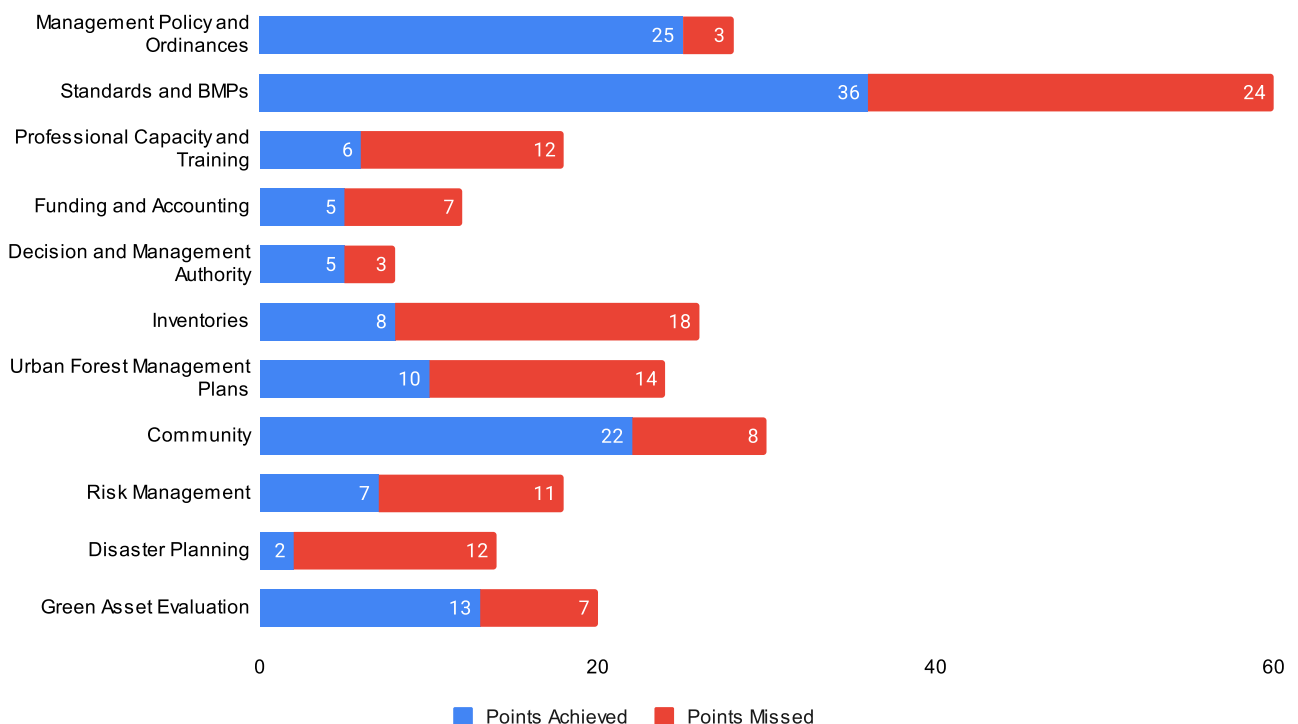


Figure 24. Mountlake Terrace's Urban Forest Audit results 2024.

STAKEHOLDER FEEDBACK ON CURRENT CONDITIONS

Meaningful internal and external engagement was essential to the development and success of Mountlake Terrace's first Urban Forest Management Plan. From July 2024 to January 2025, the city conducted a comprehensive engagement process involving staff surveys, stakeholder interviews, public questionnaires, commission meetings, and targeted outreach. These efforts gathered valuable input from residents, businesses, and community partners, providing insight into urban forestry priorities, challenges, and opportunities.

The feedback helped shape a plan that reflects the needs and values of the community while building broad support for its implementation. Continued engagement not only fosters transparency and shared ownership, but also strengthens the city's ability to manage and grow a resilient, inclusive urban forest.

STAFF AND INTERNAL STAKEHOLDER FEEDBACK

Staff Survey

In July 2024, the city launched an internal survey to understand staff perspectives on urban forestry management. The survey gathered responses from 14 staff members across departments including Parks/Recreation, Community and Economic Development, Engineering, and Public Works. This cross-departmental participation provided valuable insights into how trees and urban forest management intersect with other various aspects of city operations.

The survey revealed a notable gap between personal and organizational priorities regarding tree management. While staff members showed high personal prioritization of urban forestry (rating it 4.5 out of 5), they perceived lower organizational prioritization (3.3 out of 5). This disparity suggests an opportunity to better align institutional actions with staff values.

Climate change emerged as a central concern, with staff overwhelmingly ranking "reducing urban heat island effects" as their top priority for the UFMP. This was closely followed by goals to improve disease and pest management policies and enhance educational outreach efforts. These priorities indicate that staff hold a holistic view of urban forest management, combining practical action with community engagement.

Staff Interviews and Departmental Meetings

Following the survey, the project team conducted in-depth interviews and departmental group meetings in October 2024. These discussions provided insights into operational challenges and opportunities for improvement in Mountlake Terrace's urban forest management.

Climate Change and Resource Management: Staff across departments expressed concerns about managing trees in the face of climate change impacts. Key issues included the need for drought-resilient species selection, irrigation management challenges, and considerations for stream temperature and erosion control when planning tree replacements.

Infrastructure Challenges: Engineering staff identified 54 specific sidewalk panel repairs needed due to tree root conflicts, highlighting concerns about the Town Center standards and electrical outlets for decorative tree illumination. The Public Works team noted challenges with their current \$30,000 hazard tree removal budget, which staff described as insufficient for addressing both routine maintenance and emergency response needs. Additionally, state-mandated code updates permitting higher density present further challenges to preventing tree removal on private property and during new development.

Training and Capacity Building: Parks department staff emphasized the need for enhanced crew training in tree care. The department is currently working to build expertise through staff development, with plans to eventually hire an arborist. Long-term staff provided valuable context on how tree management practices have evolved over time and highlighted opportunities for improved coordination between departments.

Departmental Coordination: Staff interviews revealed several challenges in coordinating tree management across departments. These included:

- Clear delineation needed between in-house versus contracted tree work
- Lack of formal replacement planting plans for removed trees
- Need for established guidelines for tree species selection
- Desire for dedicated urban forestry staff and on-call tree service contracts

Specific Geographic Concerns: Staff identified various location-specific challenges throughout the city, including invasive species management in natural areas and the contrast between newer developments using modern tree planting technologies versus older areas with traditional tree wells.

EXTERNAL STAKEHOLDER AND COMMUNITY FEEDBACK

Public Surveys

First Survey (August-September 2024)

The first public survey gathered 118 responses, providing initial insights into community perceptions and priorities and experiences related to trees in Mountlake Terrace. Respondents indicated a strong community interest in trees. Notable findings included:

- High daily engagement with urban trees, with 115 respondents regularly observing trees during walks/commutes, 101 using tree shade, and 104 actively caring for their own trees
- Clear recognition of diverse tree benefits, particularly city beautification (108 responses), shade/heat reduction (81 responses), and mental/physical health improvements (104 responses)
- Strong preference for strategic tree placement, with highest support for street trees (38.98%), followed by parks/public spaces (27.12%), and commercial/industrial areas (18.64%)
- Notable community support for tree preservation during development, with respondents favoring incentives for builders who retain existing trees
- Primary concerns centered on infrastructure conflicts (root interference with utilities) and safety issues, though many reported no challenges with trees
- Identified barriers to tree planting including knowledge gaps about tree selection/care, financial constraints, and physical limitations

However, respondent self-identification questions revealed significant demographic gaps in participation. The home ownership status, age, and racial/ethnic identities of survey participants was not reflective of the population of the City of Mountlake as a whole. Homeowners were heavily overrepresented (84.75% of respondents), while renters (11.86%), and younger residents were underrepresented. Additionally, racial and ethnic diversity was limited, with 74.58% of respondents identifying as white. Language responses were almost exclusively English speakers, excepting one survey response in Spanish.

Second Survey (November 2024-January 2025)

The second survey was designed to collect more specific insights into implementation preferences amongst Mountlake Terrace residents. Participation in the second survey achieved a total of 283 responses, showing strong community interest in urban forest management. Notable findings included:

- Majority support (56.18%) for tree removal permits outside of development and beyond critical areas. Support increased by 16% when exemptions for hazardous tree removals were included.
- High interest in educational programming, with 69.68% of respondents interested in learning proper tree pruning practices
- Strong preference for practical support mechanisms, particularly cost-sharing programs for arborist services
- Geographic variations in perspectives, with notable differences between neighborhoods regarding tree regulations and support programs

While the second survey gathered more Spanish and Vietnamese responses (five and one respectively), the overall demographic representation was still extremely limited. To encourage participation, a gift basket donated by a local business was raffled to a survey respondent through a social media promotion near the end of the collection period.

Commission Meetings

Recreation and Park Advisory Commission (RPAC)

The RPAC has played a vital role in shaping the engagement process through two key meetings. At the August 13, 2024 meeting, commissioners provided valuable input on youth engagement strategies, suggesting partnerships with the MLT High School Eco Club and parent-teacher groups. They also raised important concerns about tree preservation during development, particularly in light of state housing requirements.

The October 8, 2024 follow-up meeting focused on practical implementation considerations. Commissioners emphasized the importance of using renter-friendly terminology in engagement materials and expressed strong interest in understanding the ratio of native to non-native trees in the city's urban forest. The Commission also discussed ways to better publicize existing incentives for developers to preserve large trees and suggested using the December 1st edition of Craze (the MLT Parks and Rec online newsletter) to broaden community outreach.

Diversity, Equity, and Inclusion Commission (DEIC)

The DEIC meeting on August 21, 2024 proved instrumental in strengthening the project's approach to inclusive engagement. The commission provided specific, actionable recommendations that have directly influenced the project's engagement strategies and helped identify new community partners for outreach efforts.

Community Events



The city's UFMP Project Team provided on-the-ground engagement support by flyering at homes, local businesses and public spaces, tabling at community events and sharing information about the UFMP engagement opportunities on social media. These events took place between July and December and included:

- Music in the Park - July 18th & 25th
- Tour d' Terrace - July 19th to 21st
- National Night Out - August 6th
- Holiday Tree Lighting - December 6th

Throughout these months, outreach was also carried out on Instagram, Facebook, Craze (Rec & Parks online newsletter), Twitter, City web page, City Happenings (quarterly newsletter), and MLT News.

INSIGHTS FROM COMPREHENSIVE PLAN ENGAGEMENT

While the Urban Forest Management Plan (UFMP) had its own dedicated outreach efforts, additional insights were gathered through the concurrent engagement process for the City's Comprehensive Plan. These findings provide valuable context and reinforce themes that are directly relevant to the UFMP's goals, particularly around environmental priorities, equity in outreach, and future opportunities for engagement.

As part of the Comprehensive Plan process, The Vida Agency (TVA) was subcontracted to support engagement efforts specifically focused on BIPOC-owned and small businesses—two groups historically underrepresented in city planning. TVA adapted the Comprehensive Plan questionnaire and conducted intercept surveys with 27 locally owned and BIPOC businesses in Mountlake Terrace. Their engagement team distributed fact sheets, held informal conversations, and encouraged business owners to complete a digital survey. Of those contacted, 21 completed the questionnaire. While responses reflected a wide range of perspectives influenced by lived experience, race, culture, and prior engagement with city processes, several common themes emerged. Business owners most frequently emphasized the importance of protecting the city's tree canopy, expanding access to public open space, and implementing composting programs as part of a broader environmental strategy.

Youth engagement was also a key focus during the Comprehensive Plan outreach. City staff and TVA partnered with student leaders from Mountlake Terrace High School, including members of the Black Student Union, Latino Student Union, The Hawk News, and administrative staff, to determine the most effective way to involve students in the planning process. Through this collaboration, TVA recruited students to complete a digital questionnaire aligned with earlier engagement tools. Although only nine responses were received as of the UFMP drafting, the survey remains open. Initial results indicate that students prioritized tree canopy protection, composting, and the addition of electric vehicle charging stations as top environmental actions. Importantly, this effort revealed the value of involving student leaders early and building more lead time into future engagement processes to better accommodate student schedules and responsibilities.

Together, these insights reinforce many of the priorities identified through UFMP-specific outreach and underscore the importance of continued engagement across diverse community groups. As the City advances its urban forestry initiatives, these findings offer additional direction on aligning future programs with community values and expanding inclusive participation.





VISION FOR THE FUTURE

INTRODUCTION

This section provides guidance and recommendations for the City of Mountlake Terrace to continue to provide high levels of service now and into the future over the next 10 years. The Urban Forest Management Plan's recommendations include those that may only take a few months and others that will require a coordinated effort that may need to continue beyond the 10-year timeframe.

PLAN VISION STATEMENT

Mountlake Terrace is a city where a flourishing urban forest and a thriving tree canopy enrich the health, environment, and beauty of our community, ensuring every resident enjoys their benefits.

GUIDING PRINCIPLES AND GOALS OVERVIEW

Mountlake Terrace's UFMP was designed to guide the city in managing, protecting, and growing its urban forest. The goals, strategies, and priority actions were developed based on research and analysis of available data, extensive internal and external engagement, and an evaluation of urban forest sustainability criteria. The resulting goals and recommendations address the current conditions, existing and potential challenges, and shared priorities described in previous sections of the Plan. The Plan's long-term framework supports the shared vision for Mountlake Terrace's urban forest.

GOALS, STRATEGIES, AND ACTIONS

A series of guiding principles supported by goals, strategies, and actions are provided to serve as a 10-year roadmap toward the urban forest vision.



GOAL AND STRATEGY FRAMEWORK

Through the analysis of data, information collection, and input from both internal and external stakeholders, a set of overarching guiding principles emerged to shape the Plan's direction and strengthen its foundation. These principles reflect the community's priorities and are supported by feedback from internal stakeholder engagement sessions. Together with the Urban Forest Audit and the Indicators of Sustainable Urban Forestry—detailed in earlier sections—they form the core framework of the Plan.

Engage Goal

We want to Engage the Mountlake Terrace community in the retention, maintenance, and growth of Mountlake Terrace's urban forest. The urban forest is part of our city's character, but the residents define it. For this Plan to succeed, the community needs to understand the Plan for the urban forest and participate in it.

Maintain Goal

Mature trees contribute to the character and identity of our city. A diverse urban forest, with trees of varying ages and life stages, provides greater ecological and community benefits. To sustain this, young trees should be planted to replace those that have died and to enhance suitable right-of-way areas. Caring for public trees prolongs their lifespan and maximizes ecosystem benefits. A balanced mix of mature and young trees strengthens the urban forest's resilience and longevity.

Grow Goal

As development increases impervious surfaces, temperatures rise, and pollution from traffic grows, expanding tree canopy by 4.5% will help offset these environmental impacts and enhance the benefits of the urban forest for all residents and visitors to Mountlake Terrace.

Retain Goal

The tree canopy assessment revealed that most of Mountlake Terrace's remaining canopy is on residential property. While efforts to plant and manage trees in the right-of-way, parks, and public spaces are important, meaningful progress requires engaging residents to reduce the loss of mature trees on private land. A phased approach beginning with outreach and incentives, and possibly leading to tree removal permits should prior efforts not prove effective in balancing density and urban forest preservation, can help support this goal.

Know Goal

To fully appreciate all the urban forest does for us, we must continue to understand our progress as we grow it. By tracking tree canopy, number of trees planted, number of volunteers participating, and other useful metrics, we can see a picture of our progress.

In support of the five goals, specific objectives, actions, and targets were developed to establish an actionable and achievable work plan for Mountlake Terrace's urban forest. The [How Do We Get There](#) section of this UFMP includes recommendations and guidance based on city objectives, feedback, and needs identified in the planning process. Needs identified include tree risk management, sustainability and resilience planning, among others.



ENGAGE

We want to Engage the Mountlake Terrace community in the retention, maintenance, and growth of Mountlake Terrace's urban forest. The urban forest is part of our city's character, but the residents define it. For this Plan to succeed, the community needs to understand the Plan for the urban forest and participate in it.

Objectives:

1. Develop and implement an urban forestry outreach strategy.
2. Empower residents through hands-on training and stewardship programs.
3. Strengthen community partnerships for urban forestry engagement.
4. Enhance public communications on tree policies and urban forestry initiatives.

ENGAGE ACTIONS	
E.01	Develop an urban forestry outreach strategy with a clear implementation schedule, including timelines, required resources, and assigned responsibilities for executing related actions.
E.02	Provide technical assistance to homeowners through educational resources and training on tree care, planting, and pest management, utilizing partnerships with local organizations.
E.03	Establish a Tree Ambassador citizen science group to engage volunteers in urban forestry efforts, including tree planting, care, and community outreach.
E.04	Create a Tree Steward program to recognize residents and businesses for preserving mature trees or caring for newly planted trees, fostering community engagement and urban forest appreciation.
E.05	Develop consistent talking points on tree-related topics, including regulations, planting, maintenance, invasives, pests, and permitting.
E.06	Ensure transparent communication with residents about tree-related code changes, including the rationale and process.
E.07	Improve communication on tree equity, emphasizing the benefits of increasing canopy in underserved areas and near major highways.
E.08	Partner with faith-based organizations, schools, and institutional landowners to identify planting sites, provide trees, and support long-term care.
E.09	Collaborate with community centers, schools, and libraries to distribute educational materials and host multilingual programs that promote tree benefits and care.
E.10	Collaborate with environmental organizations to offer workshops and presentations for broader community engagement.
E.11	Promote Heritage Tree Program to foster enthusiasm about the unique and mature trees in the city.
E.12	Continue Tree Board efforts within RPAC and regularly evaluate if new boards or committees are necessary and staff have capacity as forestry program evolves and grows.

Supports Urban Forest Audit Categories:

- Community Engagement – Encourages public participation in urban forestry efforts.
- Capacity Training and Authority – Builds expertise and resources for effective management.
- Green Asset Management – Enhances long-term planning and maintenance of the urban forest.
- Assessments and Plans – Enhances monitoring of tree health, pests, and urban forest conditions.

MAINTAIN

Mature trees contribute to the character and identity of our city. A diverse urban forest, with trees of varying ages and life stages, provides greater ecological and community benefits. To sustain this, young trees should be planted to replace those that have died and to enhance suitable right-of-way areas. Caring for public trees prolongs their lifespan and maximizes ecosystem benefits. A balanced mix of mature and young trees strengthens the urban forest's resilience and longevity.

Objectives:

- 1. Ensure proactive tree care by securing expert arborist services and establishing a long-term maintenance plan.
- 2. Improve hazard tree management through systematic identification, pruning, and removal.
- 3. Standardize tree-related policies, guidelines, and best practices to enhance urban forest resilience and management.
- 4. Strengthen staff capacity through training in pruning, planting, and tree maintenance best practices.

MAINTAIN ACTIONS	
M.01	Secure funding and resources by identifying budget sources to support tree maintenance and management efforts.
M.02	Establish an on-call arborist contract to provide professional guidance on tree health and maintenance.
M.03	Implement a hazard tree removal and pruning program based on inventory data to proactively manage tree risk.
M.04	Create a Tree Steward program to recognize residents and businesses for preserving mature trees or caring for newly planted trees, fostering community engagement and urban forest appreciation.
M.05	Integrate tree-related guidelines, best practices, and resilience planning into city planning documents to standardize urban forestry policies.

Supports Urban Forest Audit Category:

- Green Asset Management – Ensures sustainable care and preservation of urban trees.
- Assessments and Plans – Enhances data collection and strategic planning for urban forestry.
- Tree Management Policy – Strengthens guidelines for tree care, protection, and planting.
- Capacity Training and Authority – Builds expertise and resources for effective management.

GROW

As development increases impervious surfaces, temperatures rise, and pollution from traffic grows, expanding tree canopy by 4.5% will help offset these environmental impacts and enhance the benefits of the urban forest for all residents and visitors to Mountlake Terrace.

Objectives:

1. Increase tree planting efforts citywide, with a focus on expanding canopy through city projects and public education.
2. Prioritize equitable canopy growth in low-tree-cover, high-impact areas.
3. Enhance long-term urban forest resilience by updating policies, diversifying species, and adapting to climate change.

GROW ACTIONS

G.01	Establish and implement an annual tree planting plan, with a commitment to planting 137 trees per year in addition to tree removal mitigation planting over the next 25 years to increase in citywide canopy cover.
G.02	Update city codes to allow and encourage tree planting in public rights-of-way and remove barriers to planting while protecting critical infrastructure and walkway accessibility.
G.03	Increase tree planting and prioritize tree retention in capital improvement projects to maximize canopy expansion and preservation.
G.04	Prioritize planting in low-canopy areas and near major roadways to improve tree equity.
G.05	Revise the suitable tree list to reflect inventory data, climate projections, and site conditions, promoting species diversity and resilience.
G.06	Acquire land for open space to support tree planting and long-term canopy growth through land donations, partnerships, and grant funding opportunities.

Supports Urban Forest Audit Categories:

- Tree Management Policy – Guides tree planting initiatives to address environmental challenges caused by urbanization.
- Green Asset Management – Expands and maintains tree canopy to improve air quality, reduce heat, and enhance urban resilience.
- Assessments and Plans – Informs strategic planning for tree growth and placement in response to development and climate impacts.
- Community Engagement – Encourages public participation in tree planting efforts to strengthen environmental stewardship.

RETAIN

The tree canopy assessment revealed that most of Mountlake Terrace’s remaining canopy is on residential property. While efforts to plant and manage trees in the right-of-way, parks, and public spaces are important, meaningful progress requires engaging residents to reduce the loss of mature trees on private land. Tree removal permits, incentives, and outreach can help support this goal.

Objectives:

- 1. Promote private tree retention through education, incentives, and voluntary mapping of significant trees.
- 2. Improve tracking and policy by monitoring canopy trends and implementing notification programs to guide future regulations.
- 3. Strengthen implementation capacity by expanding staff expertise, resources, and enforcement capabilities for tree retention.

RETAIN ACTIONS	
R.01	Provide opportunities for private property owners to voluntarily map significant or heritage trees as part of the city’s tree inventory.
R.02	Develop an urban forestry advocacy calendar to promote tree retention during key seasonal periods and keep residents informed as high-impact development projects progress.
R.03	Strengthen internal capacity through staff training, interdepartmental collaboration, and potential hiring of staff or interns.
R.04	Establish a tree removal notification program for private properties to improve awareness and tracking.
R.05	Assess tree canopy trends and, if necessary, phase in a tree removal permit process for private properties.

Supports Urban Forest Audit Category:

- Tree Management Policy – Establishes guidelines to regulate tree removal and retention on private property.
- Community Engagement – Encourages resident involvement in tree preservation efforts through outreach and education.
- Capacity, Training, and Authority – Enhances the city’s ability to implement and monitor tree protection measures effectively.

KNOW

To fully appreciate all the urban forest does for us, we must continue to understand our progress as we grow it. By tracking tree canopy, number of trees planted, number of volunteers participating, and other useful metrics, we can see a picture of our progress.

Objectives:

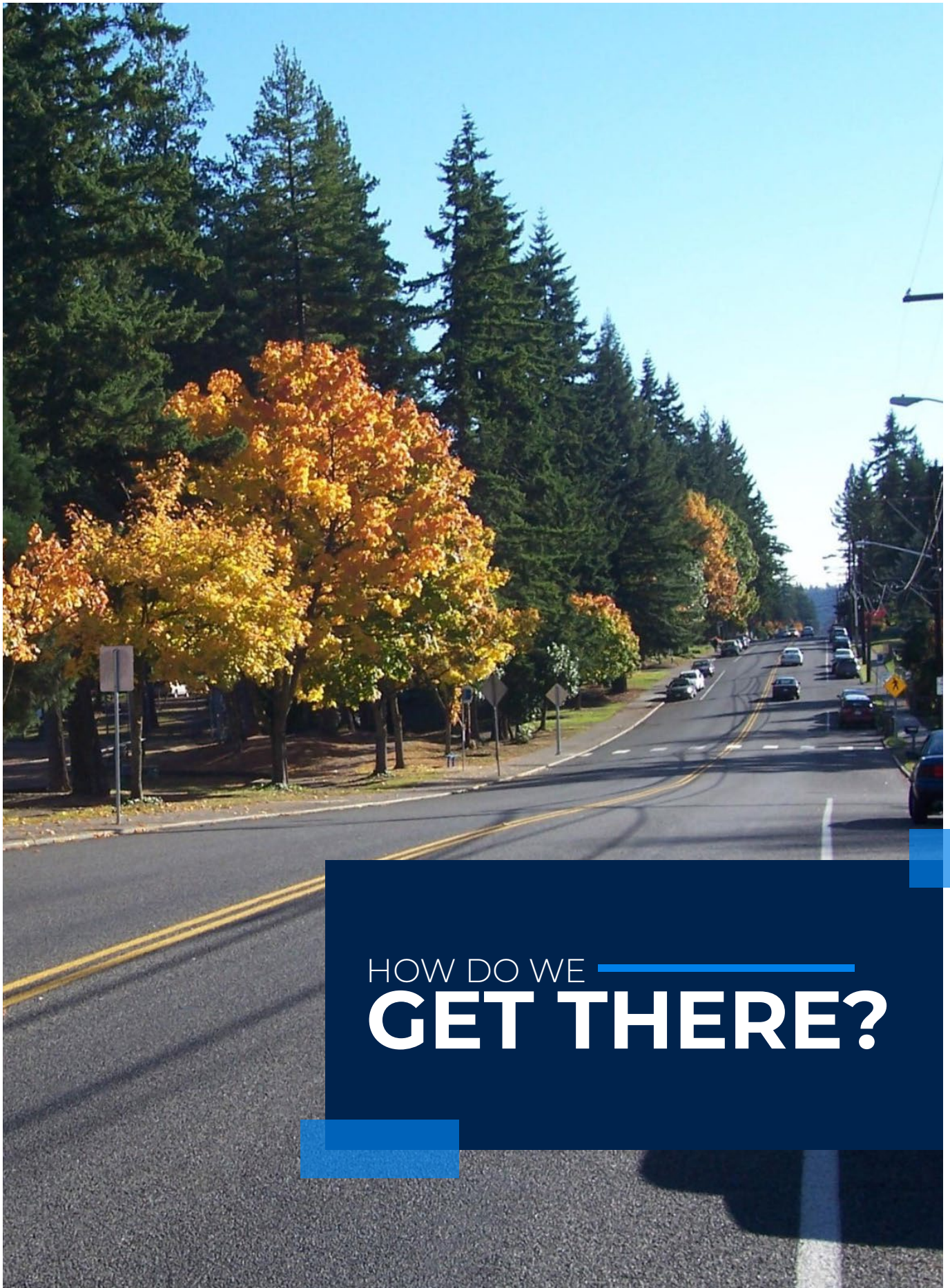
- Enhance data collection and monitoring to support long-term urban forest planning and management.
- Use data-driven insights to refine policies, improve tree care practices, and strengthen urban forest resilience.
- Foster community awareness and engagement by tracking and sharing urban forestry progress and benefits.

KNOW ACTIONS	
K.01	Update the Tree Canopy Assessment every two years using industry standards to track canopy changes and measure growth or loss based on the latest data.
K.02	Maintain and update the street tree inventory as maintenance and new plantings occur.
K.03	Track all city and partner-led tree plantings using tree inventory software or the city’s asset management system.
K.04	Annually report urban forestry activities to maintain the Arbor Day Tree City USA designation and work toward Growth Awards.
K.05	Conduct a community tree survey every two years to assess public perceptions of the urban forest and identify areas for improvement.

Supports Urban Forest Audit Categories:

- Capacity Training and Authority – Builds a case for increased staffing and resources by demonstrating the need for ongoing urban forest management and data tracking.
- Assessments and Plans – Tracks key urban forestry metrics to evaluate progress and guide future strategies.
- Community Engagement – Encourages public involvement through volunteer participation and awareness initiatives.





IMPLEMENTATION

The Urban Forest Management Plan is the first of its kind in Mountlake Terrace and lays the foundation for the long-term health, sustainable management, and resilience of the city's urban forest. To successfully implement this plan after its approval, a dedicated team—likely comprising members from both the city and the community—is essential. This team would be responsible for organizing, managing, monitoring, reporting, and adapting strategies and actions through an adaptive management approach. This approach involves a structured, iterative process of making informed decisions amid uncertainty and adjusting as programs and resources change. The primary goal is to reduce uncertainty over time through systematic monitoring, ensuring that the plan remains relevant and effective. As the plan advances, additional resources will become available to support long-term actions.

It is recommended that the city collaborate with the Recreation and Park Advisory Commission (RPAC), which serves as the Tree Board, to support implementation and monitoring of the Urban Forest Management Plan. Leveraging the expertise of the Forestry Team and RPAC will help coordinate actions with relevant partners and ensure ongoing alignment with urban forestry goals.

It is recommended that the city leverage the expertise of the Forestry Team by establishing a dedicated urban forestry working group or Tree Board. This group would oversee the plan's implementation and monitoring and coordinate action with relevant partners or collaborators.

For Mountlake Terrace's 2025 Urban Forest Management Plan, the goals outlined in the "What do we want?" section are based on data from the tree canopy and public tree inventory, stakeholder input, reviews of existing plans and policies, and alignment with industry standards and best practices highlighted in this "How Do We Get There?" section. With this framework, the roadmap to achieve these goals is provided by detailing the recommended or priority actions and the supporting guidance.

Based on the assessment of Mountlake Terrace's urban forest resource, the programs that manage it, and the community that shapes and benefits from it, the following implementation strategy is recommended. Implementing the Plan in this manner will effectively and efficiently address the city's shared challenges and priorities using available resources. As the Plan progresses, more resources will become available to implement the longer-term actions.

COLLABORATION

The urban forest in Mountlake Terrace is managed by multiple departments. The Recreation & Parks Department oversees trees in parks, along trails, and in open spaces. The Public Works Department's Streets Division manages trees in the public right-of-way along city streets. Engineering services manages right-of-way frontage design review and approvals for placement of street trees. The Community & Economic Development Department ensures compliance with tree-related regulations during development. Successful implementation of the UFMP requires collaboration across departments while respecting their individual roles, resources, and capacities. It is recommended that the Environmental Programs Manager lead UFMP implementation and interdepartmental coordination.



IMPLEMENTATION SUMMARY

ENGAGE STRATEGIES

Purpose Statements:

1. Engaging residents in urban forestry fosters a shared sense of responsibility and strengthens long-term tree stewardship.
2. Clear communication and education empower the community to make informed decisions about tree care, preservation, and planting.
3. Partnerships with local organizations and volunteers expand the city's capacity to enhance and sustain the urban forest.

Responsible Party:

- Lead: Environmental Programs Manager
- Support: Engineering Technician, Contract or On-Call Arborist, GIS
- Partners: Snohomish Conservation District, EarthCorps, RPAC/Tree Board, community groups, schools, and local businesses



E.01: Develop an urban forestry outreach strategy with a clear implementation schedule, including timelines, required resources, and assigned responsibilities for executing related actions.

- Action Target 1: Define outreach priorities, key messaging, and communication methods in collaboration with city departments and partners. (Short-term)
- Action Target 2: Develop and distribute educational materials across multiple platforms, including digital, print, and in-person engagement. (Mid-term)
- Action Target 3: Launch seasonal campaigns, workshops, and events to increase public awareness and participation in urban forestry programs. (Long-term)
- Action Target 4: Monitor engagement metrics and community feedback to refine outreach efforts and improve effectiveness. (Ongoing)



E.02: Provide technical assistance to homeowners through educational resources and training on tree care, planting, and pest management, utilizing partnerships with local organizations.

- Action Target 1: Develop homeowner-friendly guides, flyers, and online resources covering tree care, pruning, planting, invasive species/disease identification, and young tree maintenance. Ensure materials are accessible on the city website and promoted through social media. (Short-term)
- Action Target 2: Establish training partnerships with organizations like Snohomish Conservation District, Plant Amnesty, or Earth Corps to deliver in-person workshops, webinars, and instructional videos on tree maintenance and planting. (Mid-term)
- Action Target 3: Create a concise, engaging handout for city staff involved in tree management to distribute when interacting with residents in the field. (Midterm)
- Action Target 4: Implement a seasonal outreach campaign to promote available technical assistance and training opportunities, tracking participation and homeowner feedback for program refinement. (Ongoing)



E.03: Establish a Tree Ambassador citizen science group to engage volunteers in urban forestry efforts, including tree planting, care, and community outreach.

- Action Target 1: Develop a training program and resource toolkit for volunteers, covering tree planting, watering, young tree care, invasive species identification, and basic street tree pruning. (Short-term)
- Action Target 2: Recruit and train initial Tree Ambassador volunteers through partnerships with community organizations and local experts. (Mid-term)
- Action Target 3: Provide ongoing support, resources, and recognition for volunteers, including an online platform, printed materials, and annual appreciation events. (Mid-Term)
- Action Target 4: Establish a neighborhood outreach framework for Tree Ambassadors to promote city tree programs, educate neighbors, and encourage community participation in urban forestry efforts. (Long-term)



E.04: Create a Tree Steward program to recognize residents and businesses for preserving mature trees or caring for newly planted trees, fostering community engagement and urban forest appreciation.

- Action Target 1: Develop program criteria, application process, and recognition materials (e.g., “MLT Tree Steward” yard signs) to acknowledge participants. (Short-term)
- Action Target 2: Launch the program with an outreach campaign, utilizing social media, city newsletters, and community events to encourage participation. (Mid-term)
- Action Target 3: Establish an annual recognition event or online showcase to celebrate Tree Stewards and highlight their contributions to urban forest preservation. (Long-term)
- Action Target 4: Explore program expansion to businesses and community organizations, promoting corporate and institutional engagement in tree stewardship. (Mid-term+)



E.05: Develop consistent talking points on tree-related topics, including regulations, planting, maintenance, invasives, pests, and permitting.

- Action Target 1: Compile and standardize messaging on key topics, including tree codes, planting best practices, invasive species management, pest and disease identification, and tree maintenance responsibilities. (Short-term)
- Action Target 2: Develop user-friendly materials, such as fact sheets, FAQs, and web content, for public distribution via the city website, social media, and print resources. (Mid-term)
- Action Target 3: Train city staff and community partners on the messaging to ensure consistent communication when engaging with residents. (Mid-term)
- Action Target 4: Establish a process for regular updates to talking points based on changes in regulations, industry best practices, and community feedback. (Ongoing)



E.06: Ensure transparent communication with residents about tree-related code changes, including the rationale and process.

- Action Target 1: Develop a concise communication plan to inform residents about proposed tree code changes and the finalized Urban Forest Management Plan. (Short-term)
- Action Target 2: Create accessible informational materials explaining the need, benefits, and impacts of code changes, distributed through city channels, public meetings, and social media. (Mid-term)

- Action Target 3: Host public engagement opportunities, such as open houses, surveys, or workshops, to gather resident feedback before implementing changes. (Mid-term)
- Action Target 4: Establish a process for ongoing updates and transparency, ensuring residents are informed of any future tree-related policy adjustments. (Ongoing)



E.07: Improve communication on tree equity, emphasizing the benefits of increasing canopy in underserved areas and near major highways.

- Action Target 1: Develop educational materials highlighting the environmental and social benefits of tree canopy in low-equity areas and near major highways. (Short-term)
- Action Target 2: Utilize GIS and tree equity mapping tools to visually communicate priority areas for tree planting and canopy expansion. (Mid-term)
- Action Target 3: Partner with local organizations and community groups to share information and promote engagement in tree equity initiatives. (Mid-term)
- Action Target 4: Incorporate tree equity messaging into public outreach efforts, ensuring transparency about planting priorities and funding allocations. (Ongoing)



E.08: Partner with faith-based organizations, schools, and institutional landowners to identify planting sites, provide trees, and support long-term care.

- Action Target 1: Identify and map potential planting sites on institutional properties, prioritizing areas with low canopy cover. (Short-term)
- Action Target 2: Establish partnerships with faith-based groups, schools, and landowners to coordinate tree planting efforts, ensuring alignment with city canopy goals. (Mid-term)
- Action Target 3: Provide free trees and planting support through city programs or partner organizations, along with watering and maintenance guidance. (Long-term)
- Action Target 4: Develop a long-term care plan with community partners to ensure newly planted trees receive proper maintenance and watering support. (Ongoing)



E.09: Collaborate with community centers, schools, and libraries to distribute educational materials and host multilingual programs that promote tree benefits and care.

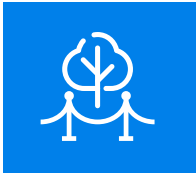
- Action Target 1: Develop and distribute multilingual educational materials on tree benefits, care, and urban forestry programs through community centers, schools, and libraries. (Short-term)
- Action Target 2: Partner with schools and libraries to integrate urban forestry topics into children's programs, including storytime and hands-on learning activities. (Mid-term)
- Action Target 3: Host multilingual workshops and presentations on tree care and urban forestry topics to engage diverse community members. (Long-term)
- Action Target 4: Establish ongoing collaboration with community organizations to ensure continuous outreach and education on urban forestry initiatives. (Ongoing)



E.10: Collaborate with environmental organizations to offer workshops and presentations for broader community engagement.

- Action Target 1: Partner with environmental organizations, Master Gardeners, and local extension offices to develop educational workshops on tree care, planting, and pest management. (Short-term)
- Action Target 2: Schedule seasonal presentations and hands-on training sessions to engage residents in urban forestry initiatives. (Mid-term)
- Action Target 3: Promote workshops through city communication channels and partner networks to maximize participation. (Long-term)

- Action Target 4: Establish an ongoing collaboration with key organizations to ensure consistent educational outreach on urban forestry topics. (Ongoing)



E.11: Promote Heritage Tree Program to foster enthusiasm about the unique and mature trees in the city.

- Action Target 1: Develop outreach materials highlighting the benefits and significance of heritage trees, including historical and ecological value. (Short-term)
- Action Target 2: Continue maintaining and enhancing the public recognition system, such as plaques or interactive maps, to showcase designated heritage trees. (Ongoing)
- Action Target 3: Collaborate with local historians, arborists, and community groups to identify and nominate heritage trees. (Mid-term)
- Action Target 4: Promote the program through city events, schools, and social media to encourage community participation. (Ongoing)



E.12: Continue Tree Board efforts within RPAC and regularly evaluate if new boards or committees are necessary and staff have capacity as forestry program evolves and grows.

- Action Target 1: Assess the capacity of the Recreation and Parks Advisory Commission (RPAC) to serve as the primary tree advisory body, identifying potential gaps in expertise or bandwidth. (Short-term)
- Action Target 2: Determine whether a separate advisory group or a subcommittee within RPAC is needed to focus on urban forestry efforts. (Short-term)
- Action Target 3: Develop a framework for the advisory group's role, responsibilities, and collaboration with city departments and community partners. (Mid-term)
- Action Target 4: Formalize the advisory group's structure and ensure integration into urban forestry planning and policy discussions. (Mid-term)

Recommendations and Considerations for Engage

STRENGTHENING AND ESTABLISHING PARTNERSHIPS

Effectively managing an urban forest requires fostering strong partnerships across the community. Collaborative efforts with residents, businesses, nonprofits, environmental groups, and government agencies are essential for maintaining and expanding the urban forest. Engaging the community through volunteer programs, educational initiatives, and feedback opportunities fosters a sense of ownership and stewardship for Mountlake Terrace's green spaces.

Nonprofits, environmental organizations, and government agencies provide critical expertise, resources, funding, and volunteers to support these efforts. Partnerships with educational institutions such as Edmonds College, University of Washington, and Washington State University's Everett campus can enhance urban forestry through research and educational programs, creating a culture of learning and innovation. Expanding engagement to include private companies and community groups like master gardeners, state agents, extension offices, and private nurseries will strengthen Mountlake Terrace's forestry efforts.



Mountlake Terrace benefits from a highly engaged and enthusiastic community, as evidenced in recent community engagement efforts for this project. The city should capitalize on the momentum generated during the UFMP process by continuing to involve residents and community groups in implementing the Plan's goals. Empowering stakeholders to lead specific initiatives not only encourages broader participation but also helps reduce the workload on the Forestry Team.

Technology and social media serve as powerful tools for coordinating events, sharing information, and gathering community feedback. Regular meetings and workshops with stakeholders will foster ongoing communication, while recognizing volunteers and partners will help sustain long-term engagement. Hosting an annual appreciation event, such as a community cookout, will celebrate the contributions of Tree Stewards, Tree Ambassadors, and other partners—boosting morale, strengthening relationships, and highlighting UFMP achievements. By prioritizing collaboration and recognition, Mountlake Terrace can continue to cultivate a resilient, thriving urban forest that benefits all residents.

COMMUNITY ENGAGEMENT

The City of Mountlake Terrace actively engages with the community through website content, social media messaging, press releases and news articles, and by extending outreach through community partners' networks. The following strategy is provided for the Forestry Team to review and adapt community engagement efforts to support the implementation of the UFMP.

There are multiple ways to engage the public to improve the care of and expanse of local tree canopy. First, topics or messages must be defined, prioritized, and limited in number. More effective communication occurs through choosing a few strong messages and repeating them over and over. After messages are chosen, avenues of targeted communication to deliver those messages can be determined and implemented. Important topics and messages that should be considered for Mountlake Terrace are as follows:

Messaging

- **Current Canopy Extent and Value of Mountlake Terrace's Trees.** The message should present the current canopy level and benefits the canopy (and public trees) provide. This is typically the first message to send out to the public, as all other messages should connect back to this one. This can also be a way to “roll out” the Urban Forest Management Plan to the public. Include information such as why Mountlake Terrace needs tree canopy, what the current canopy level is, and the plans to improve the management of the trees that comprise the canopy. Educating local business owners on the impact that a forested commercial district can have on sales and educating property owners about the impact that trees have on property values are other useful methods for boosting the desire for increased canopy along main thoroughfares and neighborhood streets while also engaging the public. The important value of mature trees could also be highlighted, as people often do not realize that the large tree they have is a value to their property, the community, wildlife, and the environment.
- **How You Can Get Involved.** What are the next steps you want people to take? The city should decide the answer and insert this “ask” in every outreach piece or effort. The city should consider offering tree giveaways (such as seedlings, saplings, or small nursery stock) at Arbor Day and related events for people to plant on private property. Another opportunity for getting the community involved is to increase awareness of the city's Heritage and Champion Trees. Lastly, residents can donate funds or volunteer at a tree planting event.



- **Tree Threats.** Public and private trees can die, decline, or become safety risks because of insect and disease infestation as well as inadequate maintenance. With education, the residents of Mountlake Terrace can become aware of the common threats to the tree canopy and what they can do to help. The city should provide education on existing tree pest and disease concerns and what the city is doing about these threats on public land, and options for management on their own land. Since the majority of the trees that comprise the city's urban tree canopy are on private property, it is vital for the city to educate the public on how to detect insect and disease threats, provide information about management and treatment options, and relay the importance of reforestation in the event trees are removed. Informing residents about tree removals and other significant tree work is essential for maintaining the city's relationship with the community. When an established public tree must be removed, the city should begin notifying abutting or adjacent property owners of necessary removals. Consistent and transparent messaging around the cause(s) and reason(s) for removing a public tree— and that the removal is part of a larger, long-term planting strategy in support of the city's canopy cover goal— will build trust and support while reducing staff time in addressing concerns.
- **General Tree Care Education for Property Owners.** There are several actions people take that are detrimental to trees at all stages of life, including improper mulching and pruning. Providing residents with information on tree care can significantly enhance maintenance practices, leading to better tree health and higher survival rates. Some examples include:
 - Demonstrate how to properly mulch a tree. Too often mulch is placed around tree trunks in a “mulch volcano”, which is extremely detrimental to the tree. A simple message of how to mulch properly can improve tree health and longevity.
 - Provide guidance on how and when to prune trees. Incorrect pruning can lead to poor tree structure or wounds that may never seal.
 - Explain proper tree planting and tree care techniques. This could be especially helpful for homeowners who are considering planting a tree in their yard but are unsure where to start.
 - Encourage recycling or composting leaves on-site.
 - Encourage water efficient landscaping practices.
- **Tailored Talking Points for Community Engagement.** To ensure the success of the UFMP, messaging must be customized for different groups in the community, emphasizing the importance of stewardship and long-term urban forest health. By aligning talking points with each group's values and priorities, Mountlake Terrace can foster stronger partnerships and community investment in urban forestry efforts.
 - Faith-Based Organizations
 - ▶ Stewardship of trees aligns with environmental and community care values.
 - ▶ Trees provide shade and comfort for gathering spaces and worship areas.
 - ▶ Tree planting and care can be integrated into community service projects.
 - ▶ Congregations can serve as role models for sustainable practices by planting and preserving trees on their properties.
 - Schools & Educational Institutions
 - ▶ Trees create healthier learning environments by improving air quality and reducing heat.
 - ▶ School-led tree planting projects provide hands-on environmental education.
 - ▶ Integrating urban forestry into STEM curricula can engage students in science and sustainability.
 - ▶ Trees on school grounds provide habitat for wildlife and enhance student well-being.
 - Businesses & Commercial Property Owners
 - ▶ Trees enhance curb appeal, attract customers, and increase property values.
 - ▶ Proper tree care can reduce energy costs by providing natural cooling and wind protection.
 - ▶ Businesses can demonstrate corporate social responsibility by supporting tree planting efforts.
 - ▶ Sponsoring a tree planting initiative or hosting tree care workshops can enhance community relations.

- Homeowners & Neighborhood Associations
 - ▶ Well-maintained trees increase property values and neighborhood appeal.
 - ▶ Proper tree care reduces storm damage risks and long-term maintenance costs.
 - ▶ Community-led tree planting events strengthen neighborhood connections.
 - ▶ Residents can contribute by preserving mature trees and planting new ones.
- Developers & Contractors
 - ▶ Integrating trees into developments improves aesthetics and environmental resilience.
 - ▶ Trees support stormwater management and reduce infrastructure costs.
 - ▶ Following Right Tree, Right Place principles ensure long-term sustainability.
 - ▶ Proactively engaging with the UFMP ensures smoother permitting and compliance processes.
- Community & Environmental Organizations
 - ▶ Collaboration with the UFMP aligns with shared goals of environmental stewardship.
 - ▶ Partnering on tree planting and care initiatives strengthens collective impact.
 - ▶ Volunteers play a vital role in monitoring and maintaining urban trees.
 - ▶ Advocacy efforts can help shape policies that protect and expand tree canopy.

USE MULTIPLE AVENUES OF COMMUNICATION

There are numerous avenues to convey urban forestry messages and accomplishments of the program to the residents, such as:

- **Social Media.** Social media sites such as Facebook, Instagram, TikTok, and BlueSky can create buzz and promote involvement in the current urban forestry activities occurring locally. To reach even more people, the city should consider coordinating with allied community gardens, non-profits, educational institutions, and businesses to get messages posted on their social media sites as well.
- **Website.** The City of Mountlake Terrace's Trees for Terrace webpage contains important information about the program, including details about the Heritage Tree program, changes to city code, the benefits of trees, and tree retention. The website should be maintained regularly to make sure information is up to date. It is recommended the city add information regarding pests and diseases, tree planting, and water efficient landscaping to the website.
- **Presentations to city leadership and local business and neighborhood groups.** Identify key audiences, partners, and potential champions for the urban forestry program. Making short presentations at regular or special meetings relieves individuals from having to go to yet another meeting in the evenings. Initial outreach could be based on letting the audience know about Mountlake Terrace's urban forest and the work called for in this Plan. Be sure to have an "ask" at the end of the presentation. What do you want them to do next? This work often unearths new partners and funding sources that can otherwise go untapped.
- **Do a survey.** Once every other year, create a short online survey to identify what urban forestry issues people in Mountlake Terrace are concerned about or care about. The survey can also be used to gauge people's reactions to new urban forest management procedures and regulations, and their willingness to participate in volunteer work or to donate funds or other resources. Questions about public trees, maintenance responsibility, and tree canopy can be part of the public survey.



- **Cultivate partnerships for communication.** Partnerships can be initiated with organizations that can help promote, enhance, and preserve Mountlake Terrace's urban forest. Organizations can include local businesses, local utilities, regional non-profits, homeowner associations, neighborhood associations, and schools and other educational institutions. Other audiences to engage can include youth groups, landscape architect firms, faith-based groups, and nurseries and landscape contractors. Actions that can be taken by each partner should be defined before approaching them for support.
- **Create and publish the Annual Urban Forestry Report and Work Plan.** This annual report or state of the urban forest should provide highlights from the previous year and the Work Plan should provide goals and actions for the upcoming year. These actions should reflect the goals and strategies in the UFMP and the "How Are We Doing?" section can be utilized to support the reporting and work plans. The reports should include updated tree inventory data, tree planting statistics, key performance indicators and metrics, status of achieving canopy goals and actions in the Plan, and other program information. It should provide information on the number and condition of public trees, as well as maintenance, planting, and management accomplishments. It should also present a summary of the current year's annual work plan and identify emerging issues and budget or resource needs.
- **Add signage to the landscape.** Signs placed in high traffic areas can spark interest in trees and the urban forest. Something as simple as species name or a notable fact about a tree can encourage people to learn more and to get more involved. Adding signs identifying various tree species can help the city achieve Arboretum status resulting in greater recognition, funding, and support.

PUBLIC EDUCATION

Public education is one of the true keys to reaching the goals of an urban forestry program. Only by educating the public, city officials, developers, and contractors working within city limits will the city be able to achieve urban forest protection and planting goals. Ordinances and guidelines alone will not guarantee success since builders, contractors, and others often have their own priorities and agendas, and trees and ordinances are sometimes viewed as a nuisance with no incentives for tree planting, protection, and preservation.

Cooperation from all concerned parties can be improved by requesting various community stakeholders, such as City Council members and neighborhood groups, to attend educational sessions to learn about the current state of Mountlake Terrace's urban forest, plans for urban forest management and planting, and the importance to the future of the community.

To gain support for Mountlake Terrace's urban forest, various public outreach campaigns aimed at educating the residents of Mountlake Terrace should be established. Where there is understanding and acceptance of the forestry program, there will be increased support for the Grow and Retain portion of the program. Based on examples of public relations efforts by urban foresters in other communities, the following types of activities are suggested for the city to undertake, adopt, or adapt current efforts:

- Hold a seminar or public meeting to discuss the tree inventory project, its results, and its importance for the city.
- Develop quarterly evening or weekend seminars related to tree care and landscaping; bring in guest experts from various disciplines in the green industry.
- Write a quarterly "Tree Talk" article for local newspapers or social media.
- Develop a Tree Care door hanger brochure to go to each residence where new trees are planted; educating residents about proper tree care could help eliminate trunk damage and improper mulching and pruning of new trees.
- The city should consider offering free tree seedlings or small nursery stock to community members, modeled after successful programs like the one in Grand Junction, CO. This initiative could be timed around Arbor Day and include educational materials, such as the Tree Care door hanger brochure, attached to each tree, helping to raise awareness about proper tree care and the importance of the urban forest.

- Co-host tree planting programs with the local clubs, non-profits, or groups.
- Embrace storytelling within the urban treescape. Connect the trees to the history of the area through complementary art, placards, or signage. Consider establishing tree walks that highlight some of Mountlake Terrace's greatest tree specimens and provide tree identification training.
- Encourage citizen science activities that involve the urban forest. For example, the Nature Conservancy's "Healthy Trees Healthy Cities" app can be used to monitor tree health and check trees for pests. Local professors and non-profit groups that work with citizen science may be able to help plan projects and recruit citizen scientists.
- Expand the annual Arbor Day celebration to help it become an even greater community tradition. Expanding programs about planting and pruning trees and including children's programs about trees can help increase public interest in the city's tree programs. Additionally, the city could invite contractors to conduct demonstrations on tree planting, trimming, landscaping, and species selection. Organizers could also set up booths with tree information. Refer to the National Arbor Day Foundation (ArborDay.org) for publications that provide great Arbor Day ideas to assist in planning of this event.

ESTABLISH A TREE BOARD

Currently, the Mountlake Terrace Recreation and Park Advisory Commission (RPAC) serves as the city's Tree Board. However, given the scope of the UFMP and its extensive recommendations, RPAC may not have the capacity to fully support its implementation alongside their existing duties. Establishing a dedicated Tree Board, Tree Stakeholder Group, or similar community-focused entity may be necessary to provide critical governance and support for UFMP execution.

This dedicated group serves as a vital bridge between the Forestry Team and the broader community, ensuring that UFMP progress, strategies, and goals are effectively communicated and integrated into outreach efforts, educational initiatives, and work plans. This partnership enhances transparency, increases community ownership, and fosters proactive involvement in urban forestry management.

In addition to promoting the UFMP, the Tree Board could help integrate its strategies into local initiatives, provide feedback on ongoing efforts, and mobilize volunteers for forestry projects. An independent advisory body would allow for greater adaptability and responsiveness to community needs, strengthening urban forestry efforts and ensuring long-term success.

To maximize effectiveness, the Environmental Programs Manager could provide members with access to resources such as Tree Board University (treeboardu.org) and other training tools to build their expertise. Equipping this group with the necessary knowledge and leadership skills would empower them to make informed contributions to urban forestry efforts.

Establishing and supporting this group is essential to achieving UFMP objectives. By leveraging community passion and expertise, Mountlake Terrace can ensure the long-term sustainability of its urban forest while enhancing the quality of life for all residents.

MOUNTLAKE TERRACE TREE AMBASSADORS PROGRAM

The city should formally establish a Mountlake Terrace Tree Ambassador program to enhance community involvement in managing and growing the urban forest. This program would provide free education from local arboriculture experts on topics such as tree identification, tree biology, proper tree care, city tree regulations, tree planting, natural area restoration, nursery tree production, and the benefits of trees. Upon completing the training, Tree Ambassadors would be equipped to share accurate information about trees within their neighborhoods and assist with hands-on urban forestry projects. In exchange for their training and education, Tree Ambassadors could volunteer to conduct tree planting or tree-related education initiatives, with guidance and support from the Forestry

Team throughout the process.

A Tree Ambassadors program would also serve as a volunteer opportunity for residents to assist with essential new tree planting and care tasks, including watering, mulching, and structural pruning. Volunteers could be specially trained to care for young trees—generally those less than six inches in diameter—that require specialized care to establish strong, healthy growth. Such care would address issues like codominant leaders, crossing or interfering limbs, and other structural problems that, if uncorrected, can increase risk and liability as the tree grows. Volunteers could also help with critical Plant Health Care (PHC) tasks, such as fertilization, mulching, and pest management, ensuring young trees thrive and contribute to long-term canopy cover goals.

Citizen science can play an integral role in this program by actively engaging residents in the scientific aspects of urban forestry. Volunteers could participate in projects such as monitoring tree health, mapping tree canopy cover, and tracking invasive species using tools like i-Tree, Project Budburst, or other established programs. This not only supports data-driven decision-making for the Forestry Team but also empowers residents to take ownership of their urban forest. Partnering with local schools, universities, and organizations like EarthCorp could expand the reach of these initiatives, creating a robust network of engaged citizen scientists. Programs like Trees for Missoula provide an excellent example of how citizen science can strengthen urban forestry efforts.

The Tree Ambassadors could also assist with broader urban forestry efforts, such as organizing Arbor Day and Earth Day events, managing tree-related social media content, updating the tree inventory, and identifying new planting sites. Partnerships with community-based organizations, green industry professionals, youth programs, neighborhood associations, master gardeners, scout troops, church-affiliated groups, and school service programs would further enhance the program's success. Frequent training, mentoring, and coordination would ensure volunteers are well-prepared and effective in their roles, while providing the Forestry Team with much-needed capacity to meet its goals.

By incorporating hands-on activities, citizen science, and community outreach, the Mountlake Terrace Tree Ambassadors program would foster a sense of stewardship and pride among participants, ensuring the long-term success and sustainability of Mountlake Terrace's urban forest. This collaborative effort between the city and its residents would not only enhance the urban forest's health and resilience but also create a shared vision for a greener and more vibrant community.

ENVIRONMENTAL JUSTICE

The equitable distribution of resources is central to achieving environmental justice, and this UFMP prioritizes ensuring that all residents benefit from a safe, healthy, and sustainable tree canopy. Managing the existing urban forest—particularly in public spaces—requires a focus on deferred maintenance as an environmental justice issue. Addressing deferred maintenance reduces safety risks, enhances the resilience of aging trees, and ensures equitable access to the benefits of a healthy canopy across all neighborhoods.

While Mountlake Terrace's tree canopy is relatively well-distributed, disparities remain, particularly in economically disadvantaged neighborhoods where tree canopies are often smaller and less robust. Expanding canopy coverage in these areas requires a thoughtful, community-centered approach that prioritizes ongoing maintenance and long-term sustainability. The city can partner with trusted local organizations, volunteer groups, and residents to help care for newly planted trees and ensure their success. By fostering collaboration and shared responsibility, Mountlake Terrace can bridge resource gaps and strengthen community ownership of the urban forest.

Effective, proactive communication is key to gaining support for the UFMP. Outreach should begin well before planting efforts, include input from trusted community leaders, and ensure materials are accessible, such as being translated into Spanish and Vietnamese where appropriate. Involving residents early—whether through feedback on tree species selection, education on tree care, or hands-on participation in planting—builds trust and lasting

partnerships. Maintaining this trust requires consistent follow-up to monitor tree health, address concerns, and demonstrate the city's commitment to a healthier, more resilient canopy.

The UFMP embeds environmental justice principles by ensuring the urban forest is managed equitably, prioritizing the health and safety of all trees, and addressing disparities in canopy quality. By focusing on proactive maintenance, removing unhealthy or undesirable tree species, and enhancing the quality of the existing canopy, the city ensures that all residents can enjoy the environmental, social, and economic benefits of a thriving urban forest.

By prioritizing maintenance first and building partnerships with communities, the city lays the foundation for equitable, sustainable growth of the canopy. This approach not only enhances the urban forest's long-term resilience but also ensures that Mountlake Terrace's urban forest continues to be a shared resource, offering benefits for generations to come.

ENGAGING PROPERTY OWNERS IN TREE CARE

In Mountlake Terrace, approximately 50% of properties are rentals, a figure that continues to rise citywide. This shift presents challenges for urban forest sustainability, as tree care responsibilities are often overlooked or misunderstood by both tenants and property owners. Without proactive maintenance, trees on rental properties are at risk of neglect, improper care, and premature removal.

A practical first step is partnering with realtors and real estate companies to provide homebuyers with clear information on tree care best practices, responsibilities, pruning guidelines, and retention strategies. Additionally, municipalities can leverage community social media platforms and local rental groups to share educational materials tailored for both property owners and tenants.



Some municipalities, such as small mountain ski towns in Colorado, have successfully used similar outreach strategies to promote responsible tree care in rental-heavy areas. Implementing these low-cost, high-impact solutions can help bridge the gap while longer-term policy and infrastructure solutions are developed.

COMMUNITY ENGAGEMENT RECOMMENDATIONS SUMMARY

Effective community outreach and engagement are essential for the success of the UFMP. Clear, accessible messaging based on the Plan's key findings will help residents understand its purpose and impact. To ensure inclusivity and reach all communities in Mountlake Terrace, translating materials into Spanish and Vietnamese and partnering with local nonprofits that support urban forestry initiatives is recommended.

In addition to community partnerships, establishing a dedicated Tree Board can expand capacity and create more advocates to support the Forestry Team. Furthermore, a growing network of Tree Stewards and Tree Ambassadors—trained in tree planting and post-planting care—will enhance the city's ability to meet canopy cover goals, strengthen public participation, and build long-term support for urban forest sustainability.

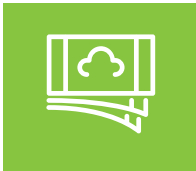
MAINTAIN STRATEGIES

Purpose Statements:

1. Proactive maintenance and expert care extend the lifespan of public trees, maximizing their ecological and community benefits.
2. Standardized policies and planning ensure consistent, long-term management of the urban forest.
3. Investing in staff training and resources strengthens the city's ability to sustain a healthy and resilient tree canopy.

Responsible Party:

- Lead: Environmental Programs Manager
- Support: Engineering Technician, Contract or On-Call Arborist, GIS
- Partners: Snohomish Conservation District, EarthCorps, RPAC/Tree Board, community groups, schools, and local businesses



M.01: Secure funding and resources by identifying budget sources to support tree maintenance and management efforts.

- Action Target 1: Evaluate existing city budgets, including stormwater and streets funds, to determine available resources for tree maintenance. (Short-term)
- Action Target 2: Identify and pursue grant opportunities, state funding, and public-private partnerships to supplement city funds. (Mid-term)
- Action Target 3: Develop a long-term funding strategy that integrates tree maintenance into city infrastructure and environmental planning. (Mid-term)
- Action Target 4: Establish a dedicated tree maintenance fund or budget line item to ensure sustainable funding for ongoing management needs. (Long-term)



M.02: Establish an on-call arborist contract to provide professional guidance on tree health and maintenance.

- Action Target 1: Develop a scope of work outlining arborist responsibilities, including hazard tree assessments, pruning guidance, and planting recommendations. (Short-term)
- Action Target 2: Secure a contract with a qualified arborist to provide on-call expertise for tree health evaluations, maintenance planning, and staff training. (Mid-term)
- Action Target 3: Implement annual staff training sessions led by the arborist, focusing on pruning, planting best practices, and long-term urban forest resilience. (Long-term)
- Action Target 4: Integrate arborist recommendations into long-term tree management plans, ensuring climate resilience and proper species selection. (Ongoing)



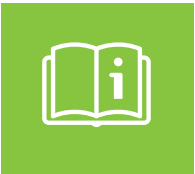
M.03: Implement a hazard tree removal and pruning program based on inventory data to proactively manage tree risk.

- Action Target 1: Develop a standing tree work contract to ensure timely removal of hazard trees and proactive pruning based on inventory data. (Short-term)
- Action Target 2: Prioritize and schedule tree removals and pruning based on risk assessments from the latest tree inventory. (Mid-term)
- Action Target 3: Establish a funding mechanism for ongoing hazard tree management, potentially leveraging stormwater and streets budgets. (Long-term)
- Action Target 4: Conduct annual evaluations to assess program effectiveness, refine removal and pruning schedules, and ensure risk reduction. (Ongoing)



M.04: Implement a routine pruning program for all city trees to encourage healthy structure, minimize hazards, and reduce long-term maintenance needs.

- Action Target 1: Develop a pruning schedule using the Tree Maintenance Workbook and estimated budgets to guide routine maintenance. (Short-term)
- Action Target 2: Establish a systematic pruning cycle based on tree age, species, and location to optimize long-term tree health and safety. (Mid-term)
- Action Target 3: Engage the Tree Ambassador citizen science group in on-ground pruning for young and small trees, reducing maintenance costs. (Mid-term)
- Action Target 4: Secure sustainable funding and staffing resources to support ongoing pruning efforts through budget planning and strategic partnerships. (Long-term)



M.05: Integrate tree-related guidelines, best practices, and resilience planning into city planning documents to standardize urban forestry policies.

- Action Target 1: Develop and incorporate a tree module into the MLT Engineering Design Manual to consolidate urban forestry policies, guidelines, and best practices for planners, developers, homeowners, contractors, and private tree care companies. (Short-term)
- Action Target 2: Establish a process for regularly updating tree-related policies to align with evolving best practices and climate adaptation strategies. (Mid-term)
- Action Target 3: Develop and implement resilience plans to address potential urban forest threats, including extreme weather events, climate change, and wildfires. (Long-term)
- Action Target 4: Increase interdepartmental collaboration to ensure tree-related policies remain a priority in city planning and development review processes. (Ongoing)

Recommendations and Considerations for Maintain TREE MANAGEMENT AND PRIORITIZATION WORKBOOK

A schedule and budget of recommended maintenance activities and their associated costs has been provided in this section. Using these recommendations as a guide, the city should have qualified staff evaluate the recommended removals and amend/correct issues, if possible, or remove the tree if not possible (based on priority, budget, potential targets, location, and other factors). The urban forestry program should also budget and prepare for natural tree mortality, hence the need for continued monitoring.

A routine pruning cycle delineated by a grid system or city planning boundary should be considered where all public trees are pruned within a timespan of five to seven years. Routine pruning consists of clearance pruning (from signs, sidewalks, roads, buildings), crown cleaning (removing of dead/dying/diseased/decayed branches), structural pruning (removal of weakly attached limbs with included bark and removal of co-dominant stems), and pruning for aesthetics (shaped based on natural growth habits). View the following pages for the summary of tree maintenance recommendations and the recommended tree management schedule and estimated budget.



The CalFire standards used to assess management needs for the inventoried tree population in Mountlake Terrace distinguish between large tree routine pruning, small tree routine pruning, and young tree training. However, these classifications can be challenging for non-specialists to apply accurately when conducting inventories or determining management needs.

To simplify the process, the recommended Public Tree Management Program and Maintenance Workbook categorize trees based on Diameter at Standard Height (DSH) rather than species or age. This approach ensures that young trees, typically smaller than 6 inches in diameter, receive the necessary training pruning. While most small trees do not exceed 12 inches in diameter, factors such as growth habits, resource availability, and growing conditions can occasionally allow them to grow larger.

These adjusted classifications ensure that all trees receive appropriate maintenance, regardless of the tree's specific characteristics or the expertise of the person conducting the inventory. This method also facilitates the implementation of recommendations outlined later in this section, creating a consistent and efficient framework for managing the urban forest.

After assessing the inventory by maintenance priorities and maintenance types, the following maintenance recommendations were identified:

Table 3. Recommended tree maintenance summary chart based on management priority.

MAINTAIN EXISTING TREES			
PRIORITY 1 HIGH RISK REMOVAL	5	Total High Risk Tree Removals	Years 1-3
	~2	Trees Per Year	
PRIORITY 1 HIGH RISK PRUNE	5	Total High Risk Tree Pruning	Years 1-3
	~2	Trees Per Year	
PRIORITY 2 CRITICAL REMOVAL	38	Total Critical Tree Removals	Years 1-3
	~13	Trees Per Year	
PRIORITY 2 CRITICAL PRUNE	71	Total Critical Tree Pruning	Years 1-3
	~24	Trees Per Year	
PRIORITY 3 ROUTINE REMOVAL	91	Total Trees	7-year Cycle @ Year 3
	13	Trees Per Year	
PRIORITY 3 LARGE TREE ROUTINE PRUNING (DSH > 6 INCHES)	3,736	Total Trees	7-year Cycle @ Year 3
	534	Trees Per Year	
PRIORITY 4 SMALL TREE ROUTINE PRUNING (DSH ≤ 6 INCHES)	2,884	Total Young Trees	3-year Cycle @ Year 1
	961	Trees Per Year	

Table 3 provides a high-level summary of recommended tree maintenance activities designed to foster a healthy and sustainable urban forest. The Tree Maintenance Workbook, utilized by the urban forestry consulting team, outlines an approach that distributes tree work evenly across industry-recommended cycles: three years for Priority 1, Priority 2, and small tree routine maintenance, and seven years for large tree routine maintenance. This balanced strategy supports efficient budgeting, resource allocation, and tree replacement planning.

To ensure public safety and reduce risk, it is strongly recommended that the city address Priority 1 and Priority 2 removals and pruning as soon as resources and budgets allow. If necessary, mitigation plantings associated with these removals can remain on the recommended three-year cycle, provided they are prioritized over routine plantings. Priority tree removals and pruning follow a three-year cycle to address high-risk trees and urgent needs,

with annual updates to adapt to changing conditions or major events. Mitigation plantings tied to these activities are also managed on a three-year cycle, distinct from routine plantings, as they respond specifically to removals and are adjusted annually to align with current forest conditions. This flexible, targeted approach ensures the program remains responsive to the forest's evolving needs. It should be noted that Table 2 represents an idealized recommendation based on the full set of trees assessed during the inventory. In practice, many cities manage limited resources by reducing maintenance efforts on trees located outside of high-risk areas where people, property, or overall canopy health are not at immediate risk.

The recommended Public Tree Management Program is based on inventory data from December 2024 and may not reflect changes to the public tree population occurring afterward. Over time, as Priority 1 and Priority 2 maintenance needs are addressed and a routine pruning cycle is implemented, high-risk and critical tree removals and pruning should decrease significantly, occurring primarily after major storm events or pest and disease outbreaks. Addressing high-risk and critical trees will always take precedence to ensure risks are promptly mitigated.

Variability is expected within the small tree routine pruning category, as young trees grow into the large tree routine maintenance cycle and new trees are planted annually. Proper training of young trees and adequate watering are essential for long-term tree health and help significantly reduce future maintenance needs. Regular monitoring of the tree population is critical to identifying and addressing new or emergency high-priority situations as they arise.

Table 4. Summary of the estimated costs by management activity, year, and totals. Estimated costs were derived from standing tree work contracts for neighboring municipalities in Washington.

MANAGEMENT ACTIVITY COSTS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	ACTIVITY TOTALS
Priority 1: High Risk Removal	\$13,620	-	-	-	-	-	-	\$13,620
Priority 1: High Risk Pruning	\$4,536	-	-	-	-	-	-	\$4,536
Priority 2: Critical Removal	\$18,875	\$18,500	\$13,110	-	-	-	-	\$50,485
Priority 2: Critical Pruning	\$21,192	\$20,136	\$15,456	-	-	-	-	\$56,784
Priority 3: Routine Tree Removal	\$4,770	\$3,018	\$2,968	\$2,968	\$2,968	\$5,400	\$4,740	\$26,830
Priority 3: Routine Large Tree Pruning	\$266,924	\$265,454	\$266,924	\$265,821	\$266,924	\$266,311	\$266,924	\$1,865,282
Priority 4: Routine Small Tree Pruning	\$168,175	\$168,175	\$168,350	-	-	-	-	\$504,700
Existing Tree Maintenance and Removal Subtotal	\$496,412	\$481,643	\$467,648	\$268,789	\$269,892	\$269,191	\$268,664	\$2,522,237

Table 5. Summary of tree counts by management activity, year, and totals.

MANAGEMENT ACTIVITY COUNTS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	ACTIVITY TOTALS
Priority 1: High Risk Removal	5	-	-	-	-	-	-	5
Priority 1: High Risk Pruning	5	-	-	-	-	-	-	5
Priority 2: Critical Removal	16	13	9	-	-	-	-	38
Priority 2: Critical Pruning	28	24	19	-	-	-	-	71
Priority 3: Routine Tree Removal	13	14	13	13	13	13	12	91
Priority 3: Routine Large Tree Pruning	534	534	534	533	534	533	5534	3,736
Priority 4: Routine Small Tree Pruning	961	961	962	-	-	-	-	2,884
Existing Tree Maintenance and Removal Subtotal	1,562	1,546	1,537	546	547	546	546	6,830

Tables 4 and 5 present the recommended tree management activity counts and estimated costs by year based on the inventoried tree population. These tables prioritize addressing all high-risk removals and pruning activities in the first year, rather than distributing them evenly over the three-year industry-recommended cycle. Critical removals and pruning are scheduled for completion within the first two years of the recommended cycle. This adjustment emphasizes risk reduction for the city and provides a clear estimate of the overall program costs.

The cost estimates assume that all tree work is outsourced to professional tree care companies. However, the City of Mountlake Terrace's Public Works and Parks and Recreation Departments handle tree removals and maintenance for trees below a certain size in-house. As a result, these estimates, while useful for budget planning and requests, are likely higher than the actual costs for work performed internally. Outsourcing all tree work is not recommended due to the prohibitive costs often associated with such an approach. Instead, these estimates serve as a guideline to inform decisions and help increase capacity and resources for urban forestry efforts.

Given the elevated risks associated with Priority 1 and Priority 2 tree work, it is recommended that these tasks be contracted out to professional tree care companies to ensure safety and expertise.

Routine (Proactive) Pruning of Established Public Trees

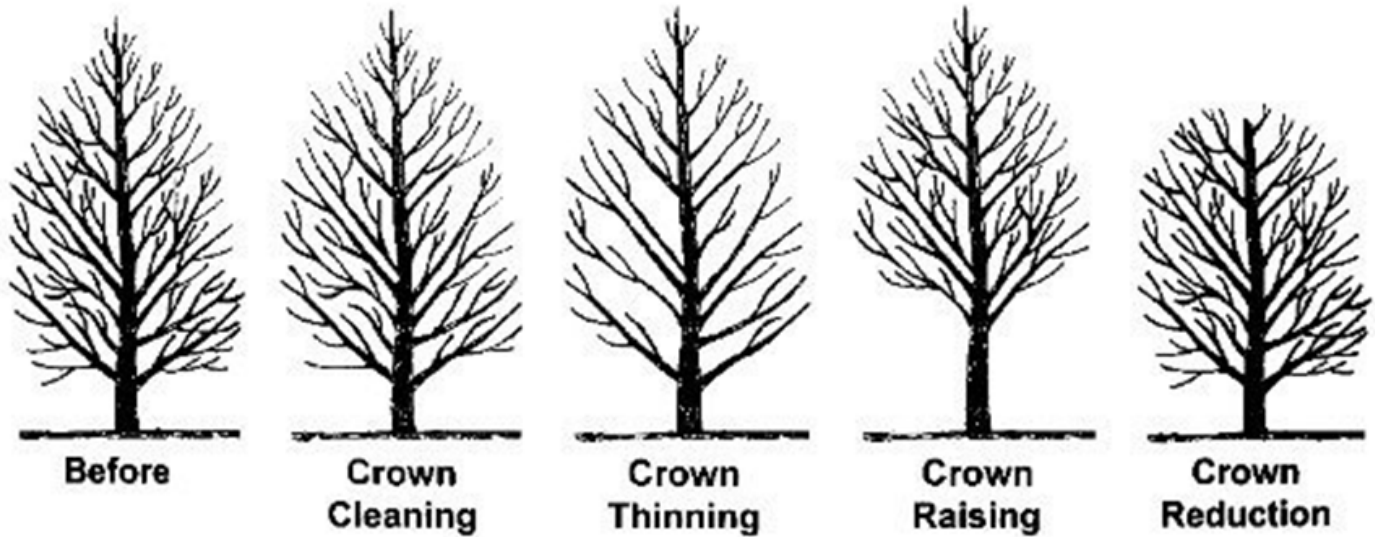
Designed to create structurally sound trunk and branch architecture, maximize the lifespan of a healthy tree, and manage potential tree risks, this "routine pruning" or "proactive / programmed pruning" will sustain a tree's benefits to the longest extent possible until the tree ideally reaches a natural point of senescence—a process of deterioration that occurs as trees age. Proactive or programmed pruning is typically implemented citywide or in prioritized maintenance corridors on a rotation of five to seven years depending on the tree species, density of trees, frequency of pedestrians and vehicles, available budget, and other factors. This means that each tree in the proactive pruning cycle is pruned for clearance, risk, health, and/or structure at least once within the programmed cycle (e.g., five to seven years). The goal with mature trees is to develop and maintain a sound structure to minimize risks such as branch failure. This task is easier provided a good structure was established earlier in the tree's life. When properly executed, a variety of benefits are derived from pruning. Benefits include reduced risk of branch and stem breakage, better clearance for vehicles and pedestrians, improved health and appearance, enhanced view, and increased storm resilience.

Proactive pruning should be a prominently positioned component of Mountlake Terrace's Public Tree Management Program for the city maintained public trees. Proactive pruning plans as well as tree risk mitigation should complement the city's overall tree management program goals, align with the Urban Forest Management Plan, and should be fully integrated with the tree planting, plant health care, and emergency response programs to grow an equitable and resilient urban forest.

The level of care or maintenance performed on a planted tree is linked to tree establishment, survival, growth, condition, and longevity. Survival, growth, and condition are closely connected to one another and to the structure of a tree (size, leaf area) and of the urban forest (canopy cover, diversity, age distribution). As a result, tree structure impacts the functions provided by the urban forest and ultimately the level of benefits generated by the tree. Thus, less than optimal maintenance may lead to decreased benefits produced by the urban forest. The benefits lost are the "costs" of not maintaining trees.

According to the city's Tree City USA application, approximately 205 public trees were pruned in 2022. This figure likely reflects maintenance performed by the Recreation and Parks Department in parks, open spaces, and along trails—areas not included in the street tree inventory conducted for this project. With 6,830 trees recorded in the public tree inventory, the city must increase annual pruning by 534 trees to achieve a seven-year pruning cycle. Currently, 3,736 public trees (55%) are identified as suitable for a routine pruning program.

To ensure sustainable urban forest management, the city should evaluate pruning needs annually, track public tree care demands, and adjust staffing and resource allocations accordingly. Maintaining a five- to seven-year pruning cycle will require strategic investment in personnel, contracts, and equipment to meet long-term urban forestry goals.



Examples of the types of tree pruning.

Source: Arbor Day Foundation.

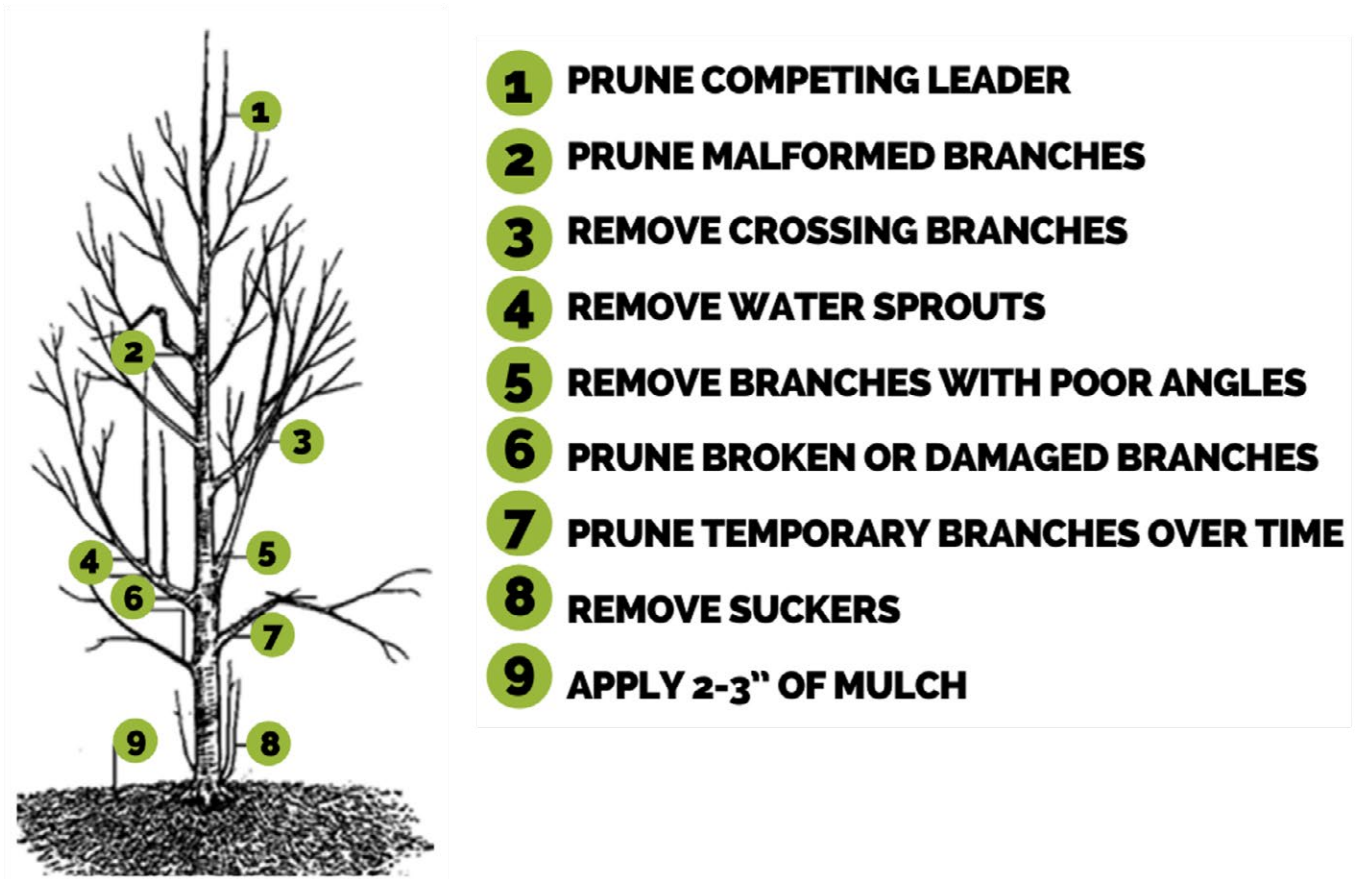
Young Tree (Structural) Pruning

Young tree pruning is performed to improve tree form or structure; the recommended length of young tree pruning cycles is three years since young trees tend to grow at faster rates (on average) than more mature trees. The young tree cycle differs from a routine pruning cycle in that these trees generally can be pruned from the ground with a pole pruner or pruning shear.

The objective is to increase structural integrity by pruning for one dominant leader in most cases for most tree species. Young tree pruning is species-specific, since many trees may naturally have more than one leader. For such trees, young tree pruning is performed to develop a strong structural architecture of branches so that future growth will lead to a healthy, structurally sound tree. In addition to training pruning, young trees may also require additional maintenance such as added or amended mulch, watering, added or removed stakes and ties, and/or clearance of debris and litter. These needs can potentially be addressed during young tree pruning.

Trees included in the young tree pruning cycle are generally less than six inches DSH. These younger trees sometimes have branch structures that can lead to potential problems as the tree ages. Potential structural problems include codominant leaders, multiple limbs attaching at the same point on the trunk, crossing/interfering limbs, or dead/diseased/damaged limbs. If these problems are not corrected, they may worsen as the tree grows, increasing risk and creating potential liability.

Within Mountlake Terrace's public tree inventory, there are 2,884 trees (45%) that require young tree pruning under the Public Tree Management Program. These trees are under six inches in diameter, not dead, and are not recommended for removal. View Table 5 for the recommended pruning cycle and associated costs for young tree pruning.



Example of branches to be pruned for newly planted trees to promote good structure. Source: Penn State Extension.

STANDING TREE WORK CONTRACTS

A standing tree care contract is a proactive agreement that ensures essential urban forestry services—such as tree removal, pruning, and hazard mitigation—are secured before an urgent need arises. These contracts streamline service procurement, eliminating delays associated with emergency bid procedures, which can slow response times, increase public safety risks, and raise costs for local businesses and residents.

Establishing pre-approved contracts with tree service providers, debris removal contractors, equipment rental vendors, mulch grinding services, and landscape contractors enhances a city's ability to maintain its urban forest efficiently. By securing these agreements in advance, municipalities reduce costs, improve response capacity, and ensure continuity in urban tree care and hazard mitigation efforts.

Key Benefits of Standing Tree Care Contracts:

- **Faster Response Times:** Eliminates delays associated with bidding and procurement during emergencies or routine tree maintenance.
- **Cost Efficiency:** Reduces long-term expenses by securing competitive rates before demand surges.
- **Public Safety and Liability Reduction:** Proactively removes hazardous trees and mitigates risks before they escalate.
- **Improved Urban Forest Resilience:** Ensures consistent tree care, enhancing long-term tree health and stability.
- **Regulatory Compliance:** Ensures contracts meet FEMA, city, and environmental guidelines.

To maintain a resilient, safe, and well-managed urban forest, municipalities should have the following standing contracts in place:

- **Routine Tree Maintenance** – Regular pruning and health assessments to prevent hazards.
- **Hazard Tree Removal** – Removal of dead, diseased, or structurally unsound trees.
- **Debris Management and Disposal** – Efficient removal and recycling of tree waste.
- **Emergency Response Services** – Rapid mobilization of tree crews after storms, wind events, or other natural disasters.

However, for ground-level pruning, the city may benefit from alternative staffing models rather than relying solely on standing contracts. Instead of outsourcing all routine pruning tasks, a seasonal laborer or intern position could be created to handle lower-risk, ground-level pruning efforts. This approach lowers costs, provides workforce development opportunities, and ensures a dedicated in-house resource for maintaining young trees and performing non-specialized maintenance.

Additionally, there is growing interest from city leadership in resource-sharing agreements with neighboring municipalities. This could involve a shared arborist position, where a professional works part-time for two cities (e.g., 20 hours per week in each jurisdiction). This model could help municipalities access skilled personnel without the full financial burden of a dedicated full-time position, while ensuring consistent oversight of urban forestry programs. While such collaborative staffing models may be beneficial for certain maintenance tasks, more specialized services—such as hazard tree removal and emergency response—should remain under dedicated tree care contracts with experienced service providers.

Municipalities should avoid "piggybacking" on existing contracts from neighboring jurisdictions, as this can create regulatory and compliance challenges. While shared staffing arrangements, such as partnering with another city to employ an arborist, may be beneficial for oversight and planning, tree care services—including removal and emergency response—should be secured through dedicated, city-specific contracts to ensure compliance and service reliability. Instead, cities should develop a customized Request for Proposal (RFP) and competitively bid for services that align with local needs. A well-structured standing contract should clearly define:

- **Scope of Work** – Services covered, including pruning, removal, and emergency response.
- **Cost Structure** – Transparent pricing for different services.
- **Performance Standards** – Compliance with ANSI A300 tree care standards and other regulations.

By investing in standing tree care contracts, cities proactively safeguard public spaces, reduce liabilities, and ensure a healthy, well-maintained urban forest for future generations.

PLANNING FOR URBAN FOREST RESILIENCE

While immediate action may not be necessary, the city should begin integrating urban forest resilience planning into broader municipal policies and emergency preparedness efforts. While some aspects of resilience may not require stand-alone plans, trees and the urban forest should be incorporated into all future planning initiatives. Strengthening resilience through proactive strategies will ensure that the urban forest remains a vital, sustainable asset for the community.

Urban Forest Storm Resilience Planning

Severe weather events pose a significant threat to trees and the broader urban forest. Developing an Urban Forest Storm Resilience Plan will provide critical guidance on preparedness, response, and recovery strategies to manage and mitigate storm impacts. Such a plan will:

- Equip the city with protocols to assess and address storm-related tree damage.
- Offer educational resources for residents, helping to address concerns about tree safety following major weather events.
- Support long-term tree retention by promoting proper storm-resistant planting and pruning techniques.
- Align with the city's broader emergency response plans, improving coordination with county and state agencies.
- Strengthen eligibility for emergency funding from FEMA and other disaster relief programs.

Tree Pest and Disease Management

Proactive planning is essential for preventing and managing tree pests and diseases, which can cause significant ecological and economic losses. A Tree Pest and Disease Management Plan will:

- Identify emerging and existing threats to the urban forest.
- Establish monitoring protocols and early detection strategies to prevent outbreaks.
- Provide guidance on pest-resistant species selection and best management practices.
- Educate the community on identification and mitigation techniques to reduce risks.
- Protect the city's investment in tree planting, maintenance, and long-term urban forest sustainability.

Addressing Invasive Species

While invasive species may not require a stand-alone management plan, the city should implement a targeted strategy to track and control their spread. Key actions include:

- Monitoring and updating the prohibited species list to prevent further introduction of high-risk species.
- Providing public education and online resources on proper removal and replacement of invasive trees.
- Expanding tree inventory efforts beyond street trees to better understand the extent of invasive species in parks, natural areas, and private properties.

Urban Forestry's Role in Wildfire Mitigation

The role of urban forestry in wildfire mitigation is an evolving field that warrants further exploration. While wildfire risk management is traditionally overseen by Open Space and Planning divisions, urban foresters, tree ambassadors, and master gardeners are often regarded as key vegetation management experts. In Mountlake Terrace, wildfire risk is generally low, with mitigation efforts being most relevant for residents near greenbelts or the wildland-urban interface (WUI). Although wildfire prevention is not a primary concern for most residents, city staff regularly receive inquiries on this topic and should remain informed on best practices and evolving risks to provide accurate guidance when needed.

Integrating Urban Forestry into Climate Resilience Planning

Urban forestry plays a critical role in climate resilience and sustainability. The city should ensure that trees are included in all climate adaptation and sustainability initiatives, recognizing their ability to:

- Reduce urban heat island effects.
- Improve air quality and carbon sequestration.
- Enhance stormwater management and soil stabilization.
- Support biodiversity and ecological health.

By proactively incorporating urban forest resilience planning into city policies, Mountlake Terrace can safeguard its tree canopy, enhance community preparedness, and maximize the long-term benefits of its urban forest.

GRANTS

Cities should explore grants offered by federal programs, such as those through the U.S. Forest Service and the Environmental Protection Agency, as well as state forestry agencies like the Urban and Community Forestry Program by the Washington State Department of Natural Resources (WA DNR). Additional funding sources include private foundations and nonprofit organizations, such as the Arbor Day Foundation and American Forests. Online grant databases and local government resources can also help identify relevant funding opportunities.

Grants provide critical resources that can help address funding gaps, support new projects, and improve the long-term sustainability of the Urban Forest Program. These funds can be used for activities such as tree planting, urban forestry education, canopy studies, and implementing best practices in forest management. In addition, applying for grants often requires cities to develop clear objectives and measurable outcomes, which can lead to better project planning and accountability.

Building partnerships with community groups, nonprofits, and local businesses can further strengthen grant applications. Collaborative efforts demonstrate widespread community support and shared commitment, making applications more competitive. These partnerships can also provide in-kind contributions, such as volunteer time, outreach efforts, or additional funding, to help meet grant requirements. By leveraging grant opportunities and community collaboration, the Forestry Team can advance its goals, expand its impact, and ensure the urban forest remains a valuable asset to residents.

As part of the UFMP process, specific grant opportunities were identified to support staffing and project implementation. Notably, the Snohomish County PUD's TREE Power program offers funding for urban tree planting on publicly accessible land such as parks, school grounds, and community gardens. This pilot program promotes energy efficiency by reducing urban heat through increased canopy cover. By helping lower air conditioning demand and mitigating infrastructure strain, TREE Power aligns both urban forestry and energy conservation goals. In its 2024 pilot year, TREE Power will fund three to five projects with grants of up to \$10,000 each, available to public agencies and nonprofit organizations within the PUD service territory.

In addition, Forterra's Land for Good – Community Restoration Grants offer funding to community-led restoration projects in urban and suburban areas across Washington State. Supported by the One Square Fund, this program emphasizes environmental equity, native plant restoration, and youth engagement—particularly in communities with larger BIPOC populations and greater health disparities. While local governments cannot apply directly, they are encouraged to serve as partners to eligible nonprofits, schools, tribal governments, and community organizations. These grants present a strong opportunity to advance restoration goals through collaborative, community-driven initiatives.



GROW STRATEGIES

Purpose Statements:

1. Expanding tree canopy mitigates environmental impacts of urbanization, improving air quality, cooling temperatures, and enhancing resilience.
2. Prioritizing equitable tree planting ensures all communities benefit from increased canopy, particularly in underserved and high-impact areas.
3. Strategic planning and policy updates support long-term urban forest sustainability, promoting species diversity and climate adaptation.

Responsible Party:

- Lead: Environmental Programs Manager
- Support: Public Works Department, Contract or On-Call Arborist, Recreation & Parks Department, Community and Economic Development Department
- Partners: Community groups, Tree Stewards, Tree Ambassadors, RPAC/Tree Board, schools, faith-based organizations, and local businesses



G.01: Plan and implement annual tree planting efforts to replace lost trees and expand canopy.

- Action Target 1: Ensure annual planting of at least 137 trees to meet canopy goals, accounting for tree removals and natural mortality. (Short-term, ongoing)
- Action Target 2: Maintain mitigation planting requirements to prevent net canopy loss and offset tree removals. (Short-term, ongoing)
- Action Target 3: Track planting efforts and survival rates to refine strategies for species selection, maintenance, and future planting priorities. (Short-term, ongoing)
- Action Target 4: Incorporate tree planting into community initiatives to maximize impact and long-term canopy expansion. (Mid-term, ongoing)



G.02: Update city codes to allow and encourage tree planting in public rights-of-way and remove barriers to planting while protecting critical infrastructure and walkway accessibility.

- Action Target 1: Amend city codes to explicitly allow tree planting in public rights-of-way while ensuring alignment with safety and infrastructure regulations. (Mid-term)
- Action Target 2: Identify and revise restrictive codes or policies that may unintentionally limit tree planting efforts. (Short-term)
- Action Target 3: Develop guidelines for proper tree selection, planting, and maintenance in ROWs to prevent conflicts with utilities, sidewalks, and roadways. (Long-term)
- Action Target 4: Work with city departments and community partners to implement best practices and ensure long-term success of ROW tree planting. (Long-term, ongoing)



G.03: Increase tree planting and prioritize tree retention in capital improvement projects to maximize canopy expansion and preservation.

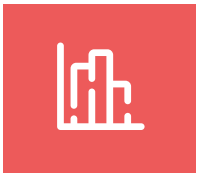
- Action Target 1: Establish clear guidelines that prioritize tree retention in project designs, ensuring existing trees are preserved whenever feasible. (Mid-term)
- Action Target 2: Integrate strengthened tree planting requirements into capital improvement planning to increase canopy coverage in public projects. (Long-term)

- Action Target 3: Develop evaluation criteria for project designs to assess and promote tree-friendly infrastructure solutions. (Long-term)
- Action Target 4: Coordinate with city planners, engineers, and contractors to implement urban forestry best practices within infrastructure projects. (Ongoing)



G.04: Prioritize planting in low-canopy areas and near major roadways to improve tree equity.

- Action Target 1: Use tree equity maps and available data to identify priority planting areas, focusing on neighborhoods with lower canopy coverage and communities most impacted by heat and pollution. (Mid-term)
- Action Target 2: Incorporate research on the benefits of roadside tree planting for pollution reduction and public health into site selection and project planning. (Long-term)
- Action Target 3: Ensure community engagement in planting efforts, considering long-term tree maintenance capacity and potential financial burdens for residents. (Ongoing)
- Action Target 4: Establish partnerships with local organizations and agencies to secure funding and resources for tree planting and maintenance in these priority areas. (Ongoing)



G.05: Revise the suitable tree list to reflect inventory data, climate projections, and site conditions, promoting species diversity and resilience.

- Action Target 1: Update the suitable tree list using the latest tree inventory data, climate projections, and site suitability factors, ensuring alignment with Right Tree, Right Place principles. (Mid-term)
- Action Target 2: Prioritize species diversity by selecting climate-resilient trees that enhance age structure and reduce overreliance on commonly planted species such as maples and cedars. (Long-term)
- Action Target 3: Incorporate ecosystem service benefits such as drought tolerance, stormwater management, and air quality improvement into tree selection criteria. (Ongoing)
- Action Target 4: Regularly review and update the list based on emerging research, urban forest assessments, and long-term canopy goals. (Long-term)



G.06: Acquire land for open space to support tree planting and long-term canopy growth through land donations, partnerships, and grant funding opportunities.

- Action Target 1: Establish criteria for identifying and prioritizing parcels for acquisition based on tree canopy gaps, climate resilience, and community need. (Mid-term)
- Action Target 2: Develop and maintain partnerships with land trusts, conservation organizations, and developers to facilitate land donations and conservation easements for tree planting. (Ongoing)
- Action Target 3: Actively seek and apply for grant funding and other financial resources to support land acquisition efforts for urban forestry. (Ongoing)
- Action Target 4: Monitor available properties, surplus city land, and tax-delinquent parcels to respond to acquisition opportunities as they arise. (Ongoing)
- Action Target 5: Ensure potential for tree preservation or planting for long-term urban forestry use is incorporated into decision-making during land acquisition, with site-specific tree planting and management plans developed as needed. (Ongoing)

Recommendations and Considerations for Grow MOUNTLAKE TERRACE'S TREE CANOPY COVER GOAL

Generally, the U.S. Forest Service recommends citywide canopy cover of 25-40 percent in western communities and in 1997, the American Forests organization established a benchmark of 40 percent after analyzing the tree canopy in dozens of cities from 1992 to 1997 and working closely with the research community. While incredibly valuable and groundbreaking at the time, technology and research have significantly evolved over the past 25 years, leading to a consensus that more nuanced approaches to canopy goal setting are necessary. Supporting this statement, U.S. Forest Service Research Forester Greg McPherson of the Pacific Southwest Research Station adds, "Tree canopy cover targets are difficult to specify broadly because the opportunities to create canopy are highly variable among cities, even within a climatic region or land use class."

Therefore, tree canopy targets are best developed for specific cities and should consider constraints to creating canopy such as:

- Development densities (i.e., dense development patterns with more impervious surfaces have less opportunity for cover);
- Land use patterns (i.e., residential areas may have more opportunity for canopy than commercial areas, but canopy cover tends to be less in residential areas of disadvantaged communities versus wealthy ones);
- Ordinances (i.e., parking lot shade ordinances promote cover over some impervious areas); and
- Climate (i.e., canopy cover in high desert cities, such as those in eastern Washington, is often lower than in temperate rainforest cities located west of the Cascade Mountains).

The City of Mountlake Terrace intends to use canopy goals and targets to influence tree protection, preservation, and planting initiatives. Mountlake Terrace's 2019 Urban Tree Canopy (UTC) data revealed that 32% of the city is covered with tree canopy already, and that 30% of the city's area could potentially support future tree plantings. The UTC and the possible planting area (PPA) are the baseline datasets used in calculating canopy cover targets for Mountlake Terrace.

The canopy cover targets established in this project reflect citywide numbers in addition to each land use type according to the 2024 updated Land Use Map. City staff provided input on the city's future development plans, conservation initiatives, and parallel goals set throughout Mountlake Terrace. These contributions of local knowledge were incorporated into the review process, along with findings from the benchmarking exercise. This approach realizes the unique opportunities, limitations, extent, resources, and characteristics found among land use types. Canopy goals and planting targets must not be standardized across the city, they should be specific to each land use type as outlined in this section.

To ensure realistic and achievable goals, the analysis did not assume that 100% of all possible planting area would be modeled as canopy. Each land use has unique development goals and initiatives which impact the feasibility of planting and growing trees. Therefore, varying levels of canopy growth were modeled across the city, ranging from 0% to 25% of possible planting area. These land use-specific results were then compiled into a citywide canopy goal with planting targets.

Table 6. Tree canopy goal modeling by land use.

MOUNTLAKE TERRACE LAND USE TYPES	2023 UTC	2023 PPA	% OF PPA TO ADD BY 2050	MODELED CANOPY % IN 2050	MODELED CANOPY GROWTH 2023-2050
Public Facilities and Services	32.80%	26%	25%	39.23%	6.40%
Recreation and Park District	45.50%	43%	25%	56.38%	10.87%
Public ROW	20.20%	23%	25%	26.05%	5.85%
Light Industry/Office Park District	35.10%	10%	0%	35.12%	0.00%
Commercial	32.90%	20%	10%	34.85%	1.98%
Residential	34.60%	34%	10%	37.97%	3.38%
Other	17.60%	41%	0%	17.62%	0.00%
	32.40%	30.20%	15%	36.90%	4.50%

Table 6 uses 2050 as the projected year for modeled canopy to compare with the goal of 37% by 2050. The modeled canopy growth of all land use types resulted in a combined projected canopy of 37% citywide in 2050. To achieve this integrated approach, the city must preserve the existing canopy and increase its coverage by 4.5%, up from 32.4%, and plant approximately 137 trees annually for a total of 3,425 trees. With additional resources and investment in the urban forest, this goal is realistic and achievable.

Achieving the citywide planting goal requires efforts across both public and private properties. The city should aim to plant at least 50% of the required trees on public property, leveraging partnerships with local nurseries to secure a steady supply. Additionally, incentivizing private tree planting through targeted community engagement campaigns can further support this goal. Establishing long-term contracts with nurseries for tree procurement will ensure a reliable, cost-effective source of trees, strengthening the sustainability of planting initiatives.

MITIGATION PLANTINGS

On top of plantings required to reach Mountlake Terrace's canopy goal, mitigation plantings remain essential to offset tree removals, maintenance activities, and anticipated annual tree mortality. Initial mitigation planting needs were calculated based on the priority removals identified in the Tree Maintenance Workbook. Approximately 43 trees are expected to be removed annually during the first three years, with an additional 91 trees slated for removal over the seven-year routine cycle. These removals will require corresponding replacement plantings.

Table 7. Summary of tree planting counts for the recommended seven-year Public Tree Management Program.

PLANTING NEW TREES			
TREE PLANTING (REPLACEMENT OF PLANNED REMOVALS)	134	Total Trees	7-year Cycle @ Year 1
	19	Trees Per Year	
RECOMMENDED TREE PLANTING	459	Total Trees	7-year Cycle @ Year 1
	66	Trees Per Year	

Further mitigation requirements account for the expected annual mortality of all live inventoried trees and the newly planted mitigation trees. Predicted mortality rates assume a one percent loss annually for both the existing tree population and new mitigation plantings. These calculations are based on the inventoried tree population and the recommended maintenance activities outlined in the workbook.

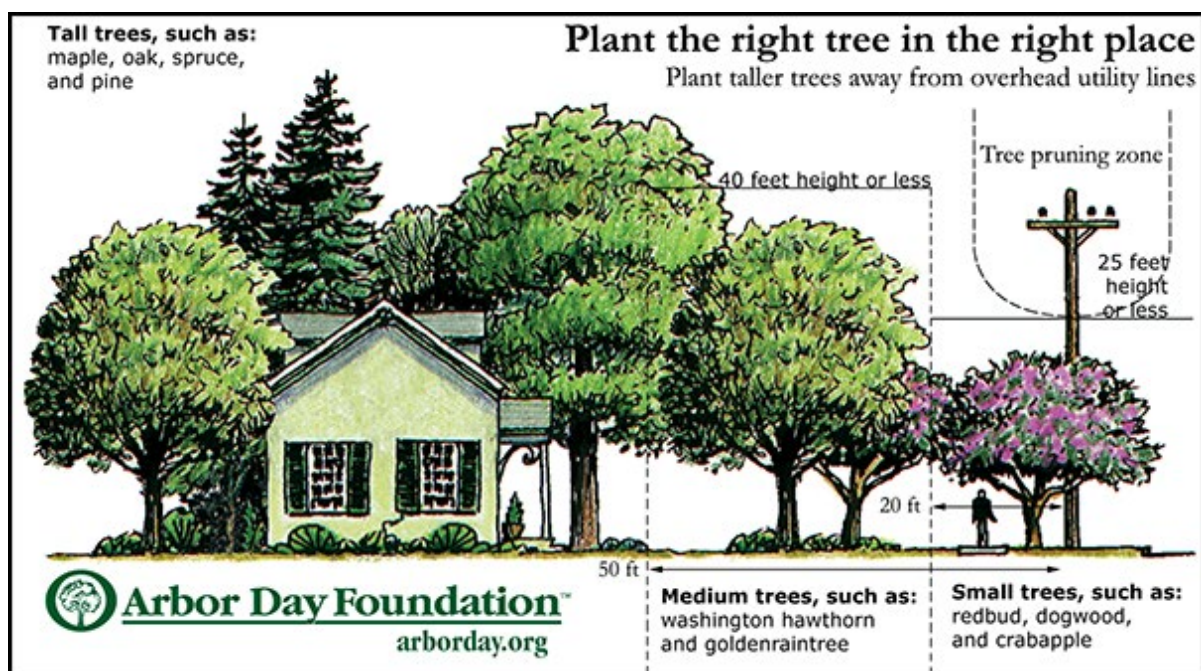
It is important to note that these estimates do not account for potential changes to the broader urban forest. The Forestry Team must regularly update these figures to reflect changes in the urban forest and ensure mitigation planting efforts remain aligned with current needs and goals.

TREE PLANTING AND UTILITY CONFLICTS

Expanding tree planting in the public right-of-way (ROW) is a key strategy for increasing canopy cover and enhancing the urban forest. It also allows the city to have greater oversight and long-term stewardship of publicly managed trees. However, the ROW is also where other essential infrastructure—such as electric, water, gas, sewer, and communication lines—is typically located, which can lead to conflicts between trees and utilities, both overhead and underground.

To address these challenges, the City of Mountlake Terrace has developed a GIS-based mapping system to identify ROW areas where trees can be safely planted without interfering with existing utilities. This proactive approach helps avoid costly maintenance, safety hazards, and premature tree removal due to infrastructure conflict.

Following the “Right Tree, Right Place” principle is essential (Arbor Day Foundation, n.d.). The city can reduce overhead utility conflicts by developing an approved tree list of small-stature trees for planting directly beneath power lines. These species are selected based on their mature height and growth habit to ensure they do not require aggressive utility pruning or pose safety risks (ANSI, 2012). For sites further from overhead lines, medium or large trees can be planted to maximize canopy benefits while maintaining appropriate clearance.



Right Tree, Right Place. Source: Arbor Day Foundation.

Underground utility conflicts can be minimized through thoughtful design and modern technologies. Utility vaults and duct systems can be designed or retrofitted to prevent root intrusion while remaining accessible for maintenance. Solutions like Silva Cells or structural soils allow for healthy root development beneath sidewalks while protecting utility corridors, reducing the risk of root-related damage to pipes or pavement.

By integrating site-specific planning, appropriate species selection, and coordinated infrastructure design, Mountlake Terrace can continue to expand its urban forest in a way that complements, rather than competes with, its critical utility infrastructure (U.S. Forest Service, 2004). This approach reduces long-term maintenance costs, improves public safety, and supports a resilient, sustainable canopy for generations to come.

RETAIN STRATEGIES

Purpose Statements:

1. Establishing voluntary programs and educational outreach fosters community support for tree retention before pursuing regulatory approaches.
2. Tracking canopy trends and implementing notification programs provide data-driven insights to guide future policies and evaluate the need for permitting.
3. Strengthening staff capacity ensures the city can effectively manage tree retention efforts and, if needed, support a phased implementation of a permit system.

Responsible Party:

- Lead: Environmental Programs Manager
- Support: Contract or On-Call Arborist, Engineering Department, Economic and Community Development Department



R.01: Provide opportunities for private property owners to voluntarily map significant or heritage trees as part of the city's tree inventory.

- Action Target 1: Develop an easy-to-use online platform or mobile tool where residents can voluntarily map trees on their property, providing species, size, and condition details. (Short-term)
- Action Target 2: Launch an outreach campaign to promote voluntary tree mapping, highlighting benefits such as ecosystem services, tree value, and pest awareness. (Mid-term)
- Action Target 3: Integrate mapped private trees into the city's urban forestry database to enhance canopy assessment, planning, and pest monitoring. (Long-term)



R.02: Develop an urban forestry advocacy calendar to promote tree retention during key seasonal periods and keep residents informed as high-impact development projects progress.

- Action Target 1: Create an annual advocacy calendar highlighting tree protection during peak removal periods, such as development review cycles, construction seasons, and following storms or wind events. (Short-term)
- Action Target 2: Align messaging with city infrastructure priorities to position tree retention as a critical component of sustainability, climate resilience, and urban planning. (Mid-term)
- Action Target 3: Equip community advocates and decision-makers with outreach materials, case studies, and talking points on the economic and environmental benefits of tree preservation. (Long-term)
- Action Target 4: Integrate tree advocacy messaging into broader city initiatives, including tourism, economic development, and quality of life campaigns, to maximize impact. (Mid-term+)



R.03: Strengthen internal capacity through staff training, interdepartmental collaboration, and potential hiring of staff or interns.

- Action Target 1: Expand tree care training and arborist certification opportunities for existing staff to enhance internal expertise and reduce reliance on external contractors. (Short-term)



- Action Target 2: Establish an internship program with local universities and colleges, focusing on landscape architecture, environmental sciences, and forestry to support urban forestry initiatives. (Short-term)
- Action Target 3: Utilize data from tree inventory, canopy assessments, and permit-related actions to identify trends and build a case for future staffing needs. (Mid-term)
- Action Target 4: Phase in seasonal or part-time urban forestry positions to support increased workload and demonstrate the need for dedicated full-time staff in future budget cycles. (Mid-term)
- Action Target 5: Develop long-term budget proposals for full-time urban forestry staff, ensuring requests align with the biennial budgeting process and are supported by performance data. (Mid-term, Long-term)

R.04: Establish a tree removal notification program for private properties to improve awareness and tracking.

- Action Target 1: Launch a voluntary tree removal notification system, encouraging property owners to self-report removals through an accessible online form or hotline. (Short-term)
- Action Target 2: Conduct outreach campaigns to educate residents on the benefits of voluntary reporting, linking it to tree canopy goals and community engagement. (Mid-term)
- Action Target 3: Analyze voluntary reporting data to assess participation rates and trends in tree removals, identifying areas of significant canopy loss. (Mid-term)
- Action Target 4: Based on data, evaluate the feasibility of transitioning to a mandatory Neighbor or Public Notice system if voluntary engagement proves insufficient in mitigating canopy loss. (Mid-term)



R.05: Assess tree canopy trends and, if necessary, phase in a tree removal permit process for private properties.

- Action Target 1: Monitor tree canopy trends by analyzing inventory data, voluntary tree retention participation, and reported tree removals to assess the impact of engagement efforts. (Short- to Mid-term)
- Action Target 2: Benchmark neighboring communities with private tree removal permits to evaluate best practices, enforcement challenges, and applicability for Mountlake Terrace. Use findings to identify an approach tailored to the city's needs. (Short-term)
- Action Target 3: If engagement efforts prove insufficient to slow canopy loss, begin developing a phased tree removal permit system, considering enforcement mechanisms, exemptions, and necessary staffing. (Long-term)
- Action Target 4: Establish the required administrative and enforcement capacity, incorporating lessons from R.04 and neighboring cities, before implementing a phased permit system. (Ongoing)

Recommendations and Considerations for Retain

CITY CODE AND ORDINANCES

Preserving urban forests begins with establishing strong policy frameworks. However, when policies are implemented, they are often spread across various sections of municipal codes, creating confusion or frustration during enforcement. Most cities have public tree ordinances that provide protections for public trees and outline penalties for damages, but these ordinances must be regularly reviewed and updated to remain effective.

As cities evolve, so do environmental challenges, development patterns, and climate conditions. Outdated regulations may fail to address modern needs, such as mitigating climate change impacts, managing invasive species, and

accommodating urbanization. Regularly reviewing and updating city codes ensures they align with best practices in urban forestry, supporting proactive strategies for tree management, protection, and growth.

Updating ordinances also reinforces the goals of the UFMP, promoting proper tree care, safeguarding trees during development, and prioritizing planting in areas where trees provide the most significant benefits. These efforts help preserve essential urban forest functions, such as stormwater management, air quality improvement, and urban cooling, while enhancing resilience to environmental challenges. By adapting policies to meet current needs, cities ensure their urban forests remain sustainable and valuable for future generations.

Mountlake Terrace has an established process for reviewing and updating municipal codes and ordinances. To further align existing codes with UFMP goals, the city should consider conducting a benchmarking review of tree-related ordinances in other municipalities. This process can help identify best practices and innovative approaches. Benchmarking criteria can be developed internally or with the support of consulting firms experienced in urban forestry policy. Based on these findings, the city should draft and implement updates to its ordinances, ensuring they reflect desired outcomes for tree health, protection, and growth.

By prioritizing regular updates and leveraging benchmarking insights, the city can build a more robust policy framework that supports a thriving, resilient urban forest.

STAFFING AND RESOURCES FOR A SUSTAINABLE URBAN FOREST

Adequate staffing and resources for public tree management are essential to sustaining the quality of service provided by the Forestry Team. Proactive management requires a trained, qualified, and dedicated team capable of balancing regular pruning cycles, planned removals, new plantings, emergency response, and customer service needs. As the urban forest expands and external pressures such as climate change, development, and pest and disease threats increase, existing resources will be further strained. To ensure the long-term health and sustainability of Mountlake Terrace's trees, proactive planning and strategic investment in urban forestry capacity will be necessary.

Meeting the goals of the Urban Forest Management Plan (UFMP) will require additional planting, watering, maintenance, engagement, and administrative resources, particularly for public trees. Currently, the city does not have a dedicated Forestry Program, and key tasks such as community engagement, tree inventory management, and public outreach may require full-time roles in the future. Based on industry benchmarks, UFMP goals, and insights from urban forestry consultants, the city should consider contracting a City Arborist. This would be a certified tree care professional hired on a part-time, contract basis—working at least 20 hours per week—to provide expert oversight and lead crews. Contracting arborists has been a successful strategy for smaller communities with limited resources, hiring constraints, or operational efficiency needs. The city could also explore sharing a contracted City Arborist with a neighboring municipality by splitting hours or costs to maximize regional capacity and cost-effectiveness.

To further build capacity, the city should hire two part time or seasonal staff members or interns to assist with peak workloads. Retaining these three additional positions for at least five years will allow the city to meet industry standards, improve efficiency, and strengthen long-term capacity. For a city the size of Mountlake Terrace, urban forestry consultants recommend a Forestry Team of three to four members as optimal. Additional full-time staff will require approval from council.

Given limited resources, the city must also rely on technology, citizen science, volunteer groups, and private contractors to implement UFMP goals and manage increasing workloads. Simultaneously, the city should begin building a case for additional permanent staffing, ensuring that budget requests align with future needs. When planning for additional staff, the city should account for associated costs such as training, professional development, and maintaining industry certifications to uphold safety standards and best practices.

Looking ahead, the city should closely monitor changes in service demands and advocate for necessary budget and

staffing adjustments. This includes developing a clear plan to address future challenges posed by climate change and the expansion of the public tree population. A proactive, data-driven approach will allow Mountlake Terrace to manage increasing urban forestry demands effectively while maintaining the health and resilience of its urban forest.

TREE REMOVAL NOTIFICATIONS AND PERMITS

The Urban Forest Management Plan (UFMP) canopy assessment revealed that most of Mountlake Terrace's remaining tree cover is on residential property. While the city manages trees in rights-of-way, parks, and other public spaces, achieving meaningful tree preservation requires addressing removals on private land. Many communities regulate tree removal through permit systems, but these programs come with challenges, including enforcement complexities, staffing needs, administrative costs, and varying levels of public support. Based on public survey data and staff input, it is clear these systems are not immediately viable, but should remain in consideration as circumstances evolve.

As part of the UFMP engagement process, a community tree survey of 277 residents provided insight into local perspectives on tree removal regulations. The results showed strong interest in education and technical assistance, with 70% of respondents supporting these efforts. However, opinions on tree removal permits were mixed, with 56% of respondents in favor and 44% opposed. Support increased when exemptions for hazard trees were considered, 16% of those who initially opposed permits said they would support a system that included such exemptions. While tree removal permits can be an effective tool for reducing canopy loss, they require significant resources to administer and enforce. Additionally, recent state legislation expanding housing options in residential areas may further complicate tree preservation efforts, requiring a phased, data-driven approach to regulation. The best strategy follows a four-step process: Report → Notify → Build Capacity → Regulate.

The first phase should focus on voluntary tree removal reporting, allowing the city to track private tree removals, establish baseline data, and raise awareness about the benefits of tree retention. This system would help identify trends in tree loss while promoting responsible tree management. Public education should emphasize the role of trees in climate resilience, stormwater management, and property value enhancement.

If voluntary reporting indicates a continued or increasing rate of tree loss, the city should implement a mandatory public notification system. Property owners planning to remove a tree would be required to provide advance notice, creating a waiting period before removal. Public notices, such as on-site signage or mailed notifications, would improve transparency and encourage property owners to reconsider unnecessary removals.

To ensure long-term success, the city must build internal capacity before introducing regulatory measures. This includes studying neighboring cities with private tree removal permits, strengthening staff expertise through arborist training and certifications, and establishing interdepartmental coordination for enforcement. A critical component of this phase is the registration of tree care companies as official businesses within the city. Only registered tree service providers should be allowed to operate within city limits, ensuring compliance with best management practices and future regulations.

If tree loss continues at unsustainable levels despite notification and capacity-building efforts, the city should consider implementing a tree removal permit system. However, this should only occur if previous measures prove insufficient and the city has established the enforcement capacity necessary for successful implementation. Any permit system should include clear exemptions, streamlined processes, and appropriate penalties for noncompliance. Cities such as Seattle provide useful models, where penalties for unauthorized tree removals are strictly enforced, and only licensed and registered tree care companies are permitted to work within city limits.

By adopting a phased approach—Report → Notify → Build Capacity → Regulate—Mountlake Terrace can proactively protect its urban forest while balancing community needs and administrative feasibility. Registering tree companies ensures that only qualified professionals conduct removals, reducing improper tree cutting and increasing

accountability. Through education, data collection, strategic regulation, and industry oversight, the city can implement an effective and sustainable tree protection framework that preserves canopy cover for future generations.

KNOW STRATEGIES

Purpose Statements:

1. Data-driven tracking and assessments provide measurable insights into urban forest growth, health, and management needs.
2. Ongoing monitoring and reporting support adaptive policy improvements, resource allocation, and long-term urban forest resilience.
3. Transparent sharing of urban forestry data fosters public engagement, encourages stewardship, and strengthens community support for tree initiatives.

Responsible Party:

- Lead: Environmental Programs Manager
- Support: GIS Specialist, Recreation & Parks Department, Contract or On-Call Arborist



K.01: Update the Tree Canopy Assessment every two to three years using industry standards to track canopy changes and measure growth or loss based on the latest data.

- Action Target 1: Conduct a canopy assessment every 2-3 years using industry-standard methodologies to evaluate trends in tree coverage and identify areas of gain or loss. (Ongoing)
- Action Target 2: Analyze assessment results to determine the effectiveness of UFMP actions and adjust strategies as needed to improve tree retention and canopy expansion. (Every assessment cycle)
- Action Target 3: Use canopy data to inform policy changes, guide future planting efforts, and support funding opportunities for urban forest management. (Ongoing)
- Action Target 4: Share findings with stakeholders and the public to maintain transparency and reinforce the importance of urban forestry initiatives. (Every assessment cycle)



K.02: Maintain and update the street tree inventory as maintenance and new plantings occur.

- Action Target 1: Utilize GIS or tree inventory software to track real-time updates on tree maintenance, removals, and new plantings. (Ongoing)
- Action Target 2: Equip field staff with mobile data entry tools to update inventory records on-site as work is completed. (Short-term)
- Action Target 3: Conduct periodic audits to verify inventory accuracy and assess trends in tree health, species diversity, and maintenance needs. (Every 3-5 years)
- Action Target 4: Use inventory data to prioritize maintenance schedules, plan future plantings, and support urban forestry decision-making. (Ongoing)



K.03: Track all city and partner-led tree plantings using tree inventory software or the city's asset management system.

- Action Target 1: Establish a standardized process for recording tree plantings conducted by community partners, nonprofits, and private entities. (Short-term: 1-3 years)
- Action Target 2: Integrate partner-led tree planting data into the city's tree inventory software or asset management program for centralized tracking. (Ongoing)

- Action Target 3: Develop reporting mechanisms to ensure accurate and timely updates on non-city-led tree planting efforts. (Short-term: 1-3 years)
- Action Target 4: Use aggregated planting data to assess progress toward canopy goals and adjust urban forestry strategies as needed. (Ongoing)



K.04: Annually report urban forestry activities to maintain the Arbor Day Tree City USA designation and work toward Growth Awards.

- Action Target 1: Ensure annual reporting to maintain Tree City USA designation and strive for Arbor Day Foundation Growth Awards. (Short-term)
- Action Target 2: Monitor progress and continue achieving Tree City USA and Growth Awards annually. (Annually)
- Action Target 3: Strengthen coordination between the Public Works Street Division and Parks Division to improve accuracy in reporting tree removals, plantings, and maintenance activities. (Ongoing)



K.05: Conduct a community tree survey every two years to assess public perceptions of the urban forest and identify areas for improvement.

- Action Target 1: Develop and distribute a bilingual (or multilingual) community tree survey to ensure accessibility for diverse populations. (repeating 2-year cycle)
- Action Target 2: Utilize multiple outreach platforms, including online surveys, mail-in forms, and in-person engagement at community events, to maximize participation. (repeating 2-year cycle)
- Action Target 3: Analyze survey data to identify key concerns, priorities, and areas for improvement, using findings to refine urban forestry policies and programs. (Ongoing)

Recommendations and Considerations for Know IMPROVED COORDINATION

Implementing effective communication and workflow management in urban forest management requires a structured and collaborative approach. The process begins with establishing regular internal meetings. These meetings, set at a frequency that balances continuous communication with productivity, serve as a platform to review ongoing activities, address challenges, and strategize future actions. Within this framework, it is crucial to clearly define the roles and responsibilities of each team member. This clarity not only streamlines communication but also ensures comprehensive coverage of all urban forest management aspects, avoiding overlaps and gaps in responsibilities.

A critical step in this process is the documentation of current workflows. These workflows encompass all processes related to tree planting, maintenance, data collection, stakeholder engagement, and emergency responses. Utilizing visual tools like flowcharts or process maps can greatly enhance the understanding and analysis of these processes. It is also beneficial to develop a centralized information system, possibly a digital platform like a cloud-based system, where all relevant information is stored. This system should be easily accessible to all team members and include essential data like tree inventories, maintenance schedules, and feedback from stakeholders.

Implementing a project management tool can significantly improve task tracking and coordination. Such a tool provides a clear view of tasks, deadlines, and progress, ensuring everyone is aligned and informed. Moreover, fostering



an environment of open communication is pivotal. Encouraging team members to freely share ideas, concerns, and feedback leads to early identification of potential issues and collaborative problem-solving.

Annually assessing these workflows is an integral part of the process. This assessment involves analyzing the effectiveness of current processes, considering advancements in urban forestry practices, technological developments, and team feedback. Based on this assessment, workflows should be updated and adapted to reflect best practices and incorporate new technologies or methodologies. It's important that all team members are adequately trained on any new processes or tools.

Additionally, maintaining a record of best practices and lessons learned from various projects can serve as an invaluable resource for training and refining processes. This documentation aids in capturing experiential knowledge and ensures that successful strategies are replicated, and pitfalls are avoided in future projects.

Finally, integrating stakeholder feedback into the internal review process is essential. Regularly considering input from external stakeholders ensures that the workflow remains relevant and effective, aligning with the needs and concerns of the community and other stakeholders. By following these steps, urban forest management can be conducted more efficiently, transparently, and adaptively, leading to a more sustainable and community-aligned approach.

TREE MANAGEMENT SOFTWARE

Effective tree inventory and management software enhances efficiency, strategic planning, and long-term sustainability for urban forestry programs. These tools allow staff to maintain accurate, real-time data, track work history, and prioritize maintenance tasks, ultimately improving the health and resilience of the urban forest.

By integrating tree inventory software with existing GIS systems, the city can:

- **Streamline Data Collection and Updates** – Field staff can update tree records in real time using mobile devices, reducing the need for costly, full-scale inventories in the future.
- **Improve Maintenance Planning** – Interactive dashboards and work order tracking tools help prioritize tree care based on risk assessment, species diversity, and maintenance needs.
- **Enhance Decision-Making** – Advanced filtering and mapping functions allow staff to analyze tree distribution, track canopy coverage, and align urban forestry efforts with city infrastructure projects.
- **Increase Community Engagement** – Public-facing tree maps or QR-tagged trees can provide residents with access to information about tree species, benefits, and maintenance efforts, fostering stronger public support.

Many municipalities successfully use tree inventory software to track maintenance, schedule proactive care, and integrate urban forestry into larger planning efforts. The City of Mountlake Terrace can leverage its existing GIS capabilities to achieve similar benefits. To maximize the impact of inventory software, the city should:

- Ensure that all tree-related fieldwork includes real-time data updates.
- Utilize filtering tools to focus resources on high-priority pruning, removals, and plantings.
- Align tree management strategies with broader city planning initiatives using spatial analysis tools.
- Explore opportunities to share inventory data with key stakeholders to improve coordination and advocacy.

By fully utilizing tree inventory and mapping software, Mountlake Terrace can enhance operational efficiency, reduce resource constraints, and strategically manage its urban forest for long-term sustainability.

HOW DO WE GET THERE: ASSESSING PROGRESS

In this Urban Forest Management Plan, the traditional “How Are We Doing” section—focused on tracking progress and measuring outcomes—is fully integrated into the Know goal under the “How Do We Get There” framework. This reflects the plan’s adaptive management approach, where implementation and monitoring are not separate phases but part of a continuous, responsive cycle of action, learning, and adjustment.

The Plan equips the City of Mountlake Terrace with a structured framework to measure progress, adapt to environmental changes, and respond to shifting resources. Each goal is aligned with industry standards, stakeholder priorities, and best practices, while the associated objectives are designed to strengthen public tree management and ensure long-term sustainability of the city’s urban forest. As the City advances these goals, clearly defined metrics will be essential to evaluate success, guide decision-making, and refine strategies as needed.

To support effective implementation, it is recommended that the City leverage the expertise of its Forestry Team and consider forming a Tree Board or advisory group to help monitor progress. This group can work collaboratively with staff and community partners to track goal performance, ensure accountability, and maintain alignment with the Plan’s vision.

Although this UFMP outlines strategic goals and actions, the specific implementation strategies and timelines will be shaped by the City following adoption. This approach ensures both focus and flexibility—allowing Mountlake Terrace to act on immediate priorities while adjusting to new challenges, funding opportunities, or community needs over time. As progress is made and successes accumulate, the City will be better positioned to leverage additional resources and partnerships to expand impact and deepen its investment in a healthy, equitable urban forest.



PRIMARY URBAN FOREST BENCHMARK VALUES TO MEASURE PLAN PROGRESS

2019 Urban Tree Canopy (UTC) Cover (Assessed in 2025)

Tree Equity Score (2024)	87 out of 100
UTC	32%

Public Tree Counts (Inventory as of 2024)

Total Public Trees (alive and dead)	Total: 6,830 Alive: 6,723 Dead: 107
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Tree Benefits (2024 Estimates)

Citywide (UTC Assessment)	2025: \$2,529,859 (total annual)
Ecosystem benefits of Public Trees (inventoried)	2025: \$923,800 (annual benefits and total carbon storage)
Asset Value of Public Trees (inventoried)	\$12 million (\$1,874 per tree average)

Tree and Budget Distribution (2022)

Public Trees per Capita (inventoried)	0.17
Budget per Capita	\$5.07
Budget per Public Tree (inventoried)	\$15.29
Urban Forestry Staff (FTE)	0 (2025)
Total Public Trees per Forestry Staff	N/A

Management Activities (2024)

Public Trees Pruned	To be recorded at the end of the year
Public Trees Removed	To be recorded at the end of the year
Public Trees Planted	To be recorded at the end of the year
Number of Volunteers and/or Hours	To be recorded at the end of the year

Urban Forest Audit System (Total Score of 2024): 54%

Management Policy and Ordinances	89%
Professional Capacity and Training	33%
Funding and Accounting	42%
Decision and Management Authority	63%
Tree-related Inventories	31%
Tree-related Plans	42%
Risk Management	39%
Disaster Planning	14%
Standards and Best Management Practices	60%
Community	73%
Green Asset Management	65%

Public Perception (2024)

Tree-related priorities	- Staff and community members emphasized the need for climate-adapted tree species and management strategies. - Respondents expressed strong interest in educational programs, especially on proper tree pruning techniques.
Preference for improving public tree health	- Staff and residents called for improved strategies to address tree conflicts with sidewalks and utilities. - Respondents showed strong support for strategic tree placement, especially along streets, followed by parks, public spaces, and commercial or industrial areas.

Staff can measure plan progress by regularly utilizing multiple tools and methods to track changes in key metrics outlined in the UFMP benchmark table. Checking the Tree Equity Score through American Forests provides a snapshot of equity improvements, while periodic updates to the canopy assessment help monitor citywide tree cover changes over time. Maintaining an up-to-date tree inventory is essential, as it allows seamless data export to i-Tree for detailed ecosystem benefits analysis and valuation.

The urban forest audit, provided to the city, serves as a critical tool for assessing changes and evaluating progress. This resource allows the team to compare current conditions with baseline data, identifying areas of improvement or emerging challenges. Engaging the community through surveys provides additional insights into public perception and satisfaction, offering valuable feedback for refining strategies and priorities. Surveys also help track changes in public awareness and involvement in the urban forest's care and maintenance.

Additionally, annual management activities, recorded as part of Tree City USA reporting, should be thoroughly analyzed for trends such as increased pruning, decreased removals, or enhanced planting efforts. This analysis not only demonstrates tangible progress but also identifies areas where adjustments may be needed. By continuously monitoring these metrics and comparing them against the established benchmark values, the Forestry Team can ensure alignment with UFMP goals and communicate measurable achievements to stakeholders. This iterative process fosters accountability, highlights successes, and supports adaptive management to sustain a healthy and resilient urban forest.



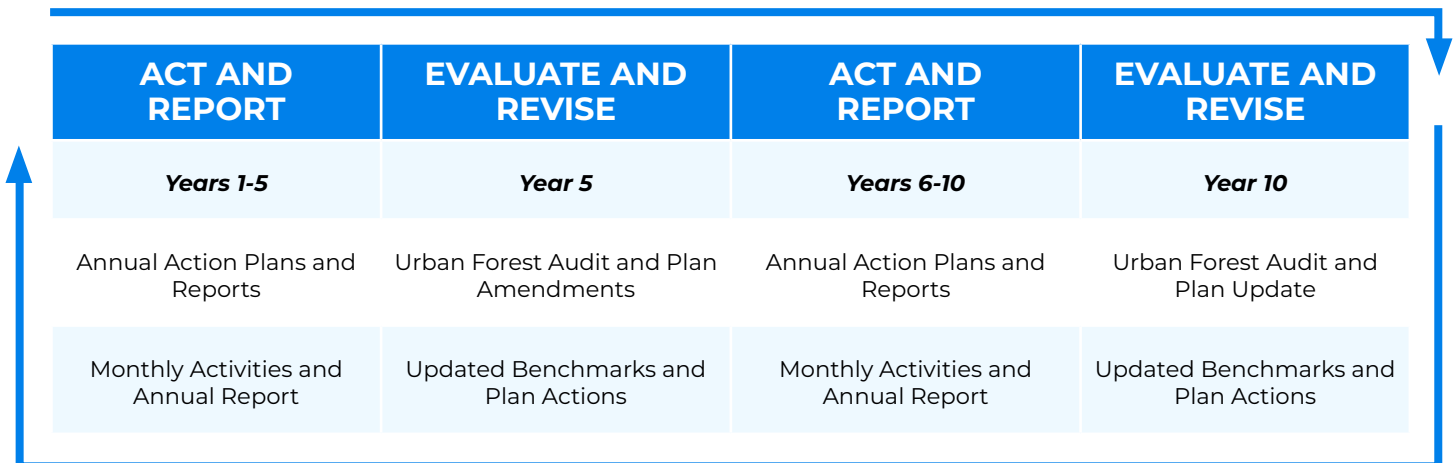
REPORT AND REVISE

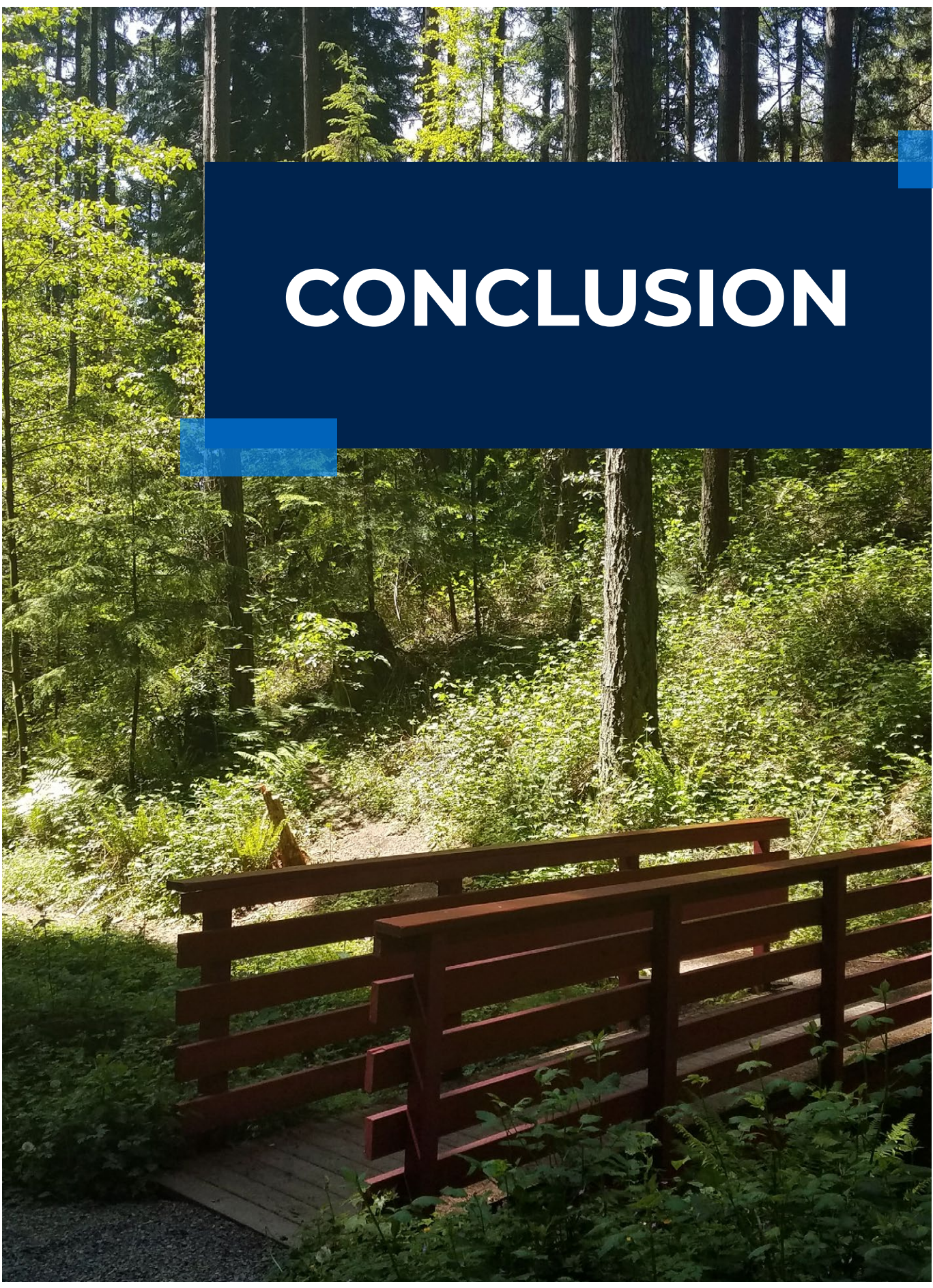
Completion of this Plan is a critical step towards meeting the vision for Mountlake Terrace's urban forest. Continual monitoring, analysis, and reporting will help to keep urban forest partners involved and focused on accomplishing the actions. Plans are typically revised every 10 to 15 years; hence, the Plan will need formal revision to respond and adapt to changes as they develop. Ideally, revisions to the Plan should align with updates to other key city planning efforts, such as the Comprehensive Plan, Sustainability Strategy, Landscape Regulations, and Strategic Plan. This alignment will help ensure cohesion among city initiatives, enabling shared priorities and goals to be integrated effectively. However, even if direct alignment is not feasible, these planning efforts should, at a minimum, reference the most up-to-date version of the UFMP to maintain consistency and ensure forestry goals are reflected across the city's broader planning framework. Revisions to the Plan should occur with major events, such as newly discovered pests or diseases, changes in program budget and resources, or significant changes to industry standards or legal codes.

The findings from monitoring and evaluating Plan progress as demonstrated in the previous section should be incorporated into an internal and external report(s).

Many cities with an urban forest management plan are shifting towards online reporting, making the results of plan implementation and monitoring protocols accessible through interactive platforms on their websites. In addition, the team overseeing the Plan's implementation should prepare an annual report and work plan that is communicated to other city boards, committees, and City Council. Other departments should be made aware of the report and work plan and informed of how the work plan aligns with other city priorities and projects.

Monitoring, evaluating, and reporting on Plan progress will inform any necessary changes to the Plan's strategies or actions and should be addressed in a timely manner where appropriate. Completion of this 10-year Plan with a seven-year Public Tree Management Program is a critical step towards meeting the vision for Mountlake Terrace's urban forest.



A photograph of a forest scene. In the foreground, there is a wooden bridge with a dark brown railing, crossing a small stream or path. The bridge is surrounded by lush green vegetation and ferns. In the background, there are tall, slender trees, possibly evergreens, with sunlight filtering through the canopy. A large blue rectangular overlay is positioned in the upper right portion of the image, containing the word "CONCLUSION" in white, bold, sans-serif capital letters. There are also smaller blue rectangular accents on the left and right sides of the main overlay.

CONCLUSION

Trees are an integral part of the community and the ecological systems in which they exist. They provide significant economic, social, and ecological benefits, such as carbon sequestration, reducing heat islands, energy savings, stormwater runoff reduction, improving water quality, enhancing human health and wellness, and increasing property values.

The changing climate, combined with Washington's rising cost of living and increased development, adds complexity to preserving this green infrastructure. Acting now on the UFMP is essential to ensure that Mountlake Terrace continues to enjoy the many benefits of its trees, while adapting to the future challenges that will test the resilience of the urban forest.

The Urban Forest Management Plan serves as a strategic roadmap for managing Mountlake Terrace's public trees. This plan outlines the goals, strategies, and actions necessary to preserve the long-term vitality of the urban forest. Implementing this plan requires both stewardship and financial resources to begin its execution. Further, it must be institutionalized with a sense of urgency, as the health of the urban forest directly impacts the overall wellbeing of Mountlake Terrace.

Mountlake Terrace's leadership clearly understands that a healthy urban forest is essential—not a luxury—to guarantee the long-term health of its residents and future generations. The urban forest is the backbone of the urban ecosystem, just as critical as water, infrastructure, and energy in sustaining healthy communities.

To achieve these goals, the city should consider the following commitments:

- Recognize that the trees within the urban forest are essential infrastructure, providing far-reaching benefits beyond aesthetics.
- Manage the urban forest as a critical part of Mountlake Terrace's green infrastructure, following best management practices for tree selection, planting, watering, and pruning.
- Protect the urban forest from known and future threats, including climate change, pest infestations, and diseases, by promoting policies that enhance its resilience.
- Foster public appreciation of the urban forest through educational programs, and support local efforts to plant and maintain trees.
- Engage in long-range planning for the urban forest's growth, and ensure that decisions are made inclusively and transparently.

Successful implementation of this Plan will elevate Mountlake Terrace to a higher level of community service, creating a more equitable, sustainable, and thriving urban forest that benefits all residents and future generations.



APPENDICES

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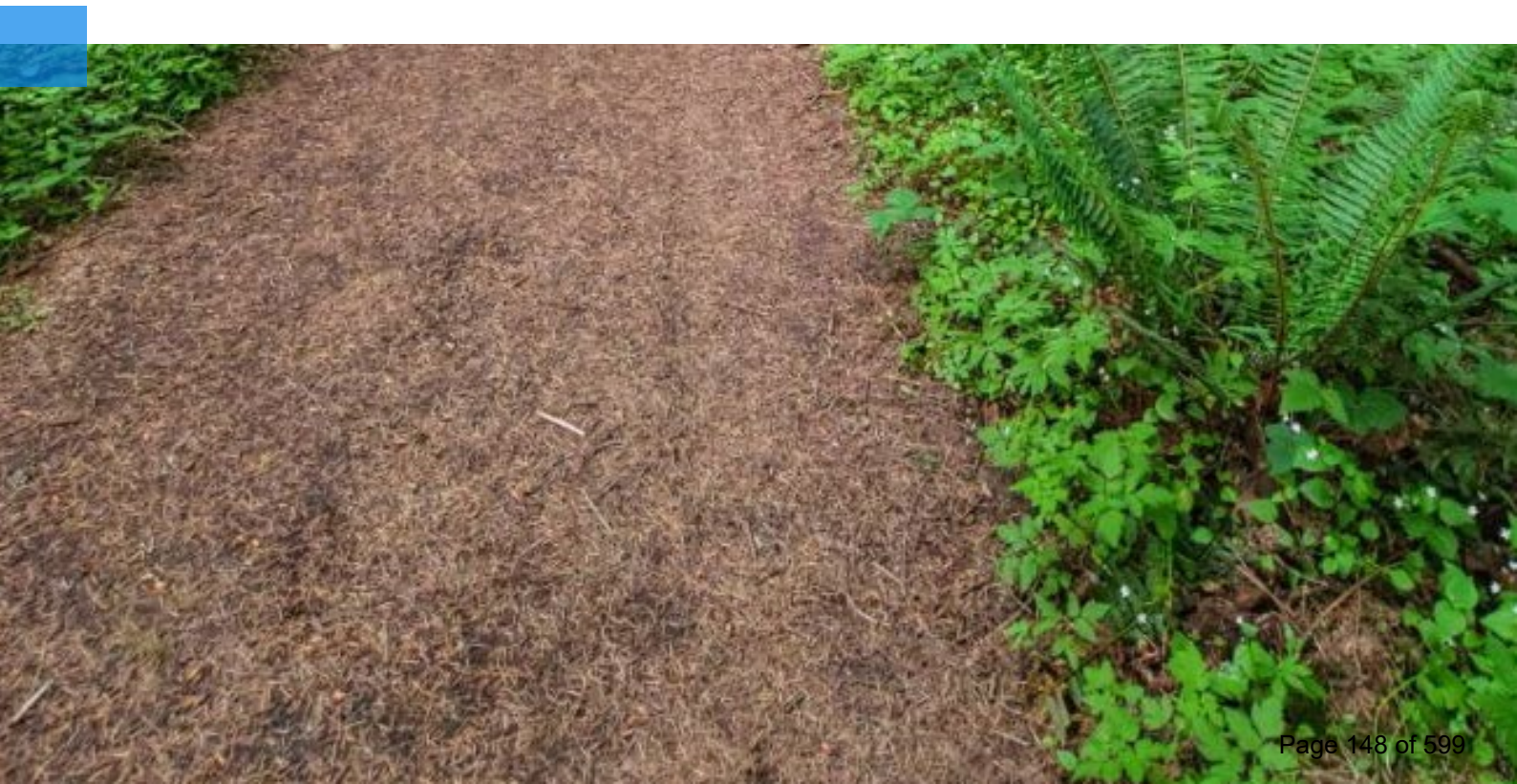


URBAN FOREST

MANAGEMENT PLAN

MOUNTLAKE TERRACE, WASHINGTON

MAY 2025



Option 1			
Ask	Cost	Pros	Cons
Add tree-related tasks to EPM, Engineering Tech, Comms Manager and GIS Specialist workload	\$0	Existing staff will be able to manage some, but not all elements of UFMP	No tree expertise added; existing staff may be stretched thin; will not be able to tackle majority of UFMP tasks
Community outreach non-profit or consultant contract	\$20,000	Would enable a much more comprehensive tree education and outreach program; supports work of EPM; should be relatively easy to get grant funding	\$20,000 will cover quite a bit of public outreach, but in-person work by the EPM and Eng Tech will also be required
Add minimal amount to tree removal on-call for 2025 only	\$10,000	Allows city to remove hazard trees ID-ed in street tree inventory	Does not build annual tree removal program or cover critical pruning. No replanting for dead street trees.
Total	\$30,000		

Option 2			
Purchase 69 trees per year	\$10,350	Allows for replacement of dead trees in ROW and Parks, plus some new street trees; grant opp?	Only 50% of the tree replacement recommended to grow tree canopy in MLT
Add \$ to tree removal/pruning on call each year	\$20,000	Allows city to remove hazard trees ID-ed in street tree inventory; increases capacity for critical pruning & ROW proactive work	
Hire seasonal intern or laborer for summer only	\$16,000	Critical watering for newly planted trees; ground-based pruning; public outreach assistance; grant opp?	No tree-specific expertise required, would not be able to determine hazard trees or other arborist tasks
On-call arborist, 10 hours/week	\$66,000	Technical expertise resource for city	May be less hours than needed
Subtotal	\$112,350		
Running total	\$132,350		

Option 3			
Purchase 137 trees per year	\$20,550	Meets recommended tree replacement rate for MLT	
On-call arborist, 20 hours/week	\$130,000	Determine hazard trees, public outreach material support, staff training, expertise resource, review development tree reports	May be light on hours depending on scope of work.
Subtotal	\$150,550		
Running total	\$206,550		
Option 4			
Tree removal permits on private property	\$190,800	Would city to accurately track tree removal; could require qualified arborists to remove trees (reduce risk); could require tree replacement; potentially could discourage large tree removal.	Unclear if it actually would retain large trees or just force replacement. Expensive for city & residents, potentially inequitable, unpopular with permit applicants, may entangle city in extensive enforcement. Requires city code change.
Subtotal	\$190,800		
Running total	\$267,350		

URBAN TREE CANOPY **ASSESSMENT**

MOUNTLAKE TERRACE,
WASHINGTON
MAY | 2025





MOUNTLAKE TERRACE, CA

TREE CANOPY ASSESSMENT



**When one plants
a tree they plant
themselves.
Every root is an
anchor, over which
one rests with
grateful interests,
and becomes
sufficiently calm to
feel the joy of living.**

-JOHN MUIR



PREPARED BY

PlanIT Geo, Inc., Arvada, Colorado

PREPARED FOR

The City of Mountlake Terrace

COMPLETED

May 2025

**833****ACRES OF CANOPY****32%****OF MOUNTLAKE
TERRACE'S LAND AREA
WAS COVERED WITH
CANOPY IN 2023**

EXECUTIVE

SUMMARY

PURPOSE AND METHODS

Urban tree canopies in Mountlake Terrace are dynamic and continuously evolving. While new plantings and natural growth contribute to increased canopy cover, factors such as development, storms, disease, and pests can reduce it. High-resolution aerial imagery enables precise measurement of these changes over time. This report evaluates shifts in tree canopy within Mountlake Terrace, in southern Snohomish County, situated just north of Seattle. The analysis summarizes canopy distribution by city limits, public properties, parks, census block groups, zoning, future land use, and parcels to provide a comprehensive understanding of how tree canopy is distributed across the community.

Using 2023 imagery from the USDA's National Agriculture Imagery Program (NAIP), this study presents a near-current snapshot of land cover. These findings support the City's efforts to update existing strategies and develop new approaches for protecting and expanding the urban forest. Machine learning techniques were applied to generate consistent land cover data, allowing for uniform comparisons in future assessments. The primary objectives of this tree canopy assessment are to:

- ▶ Quantify the amount and location of tree canopy and other land cover types
- ▶ Analyze the change in canopy cover from 2011 to 2023
- ▶ Identify areas where tree canopy can be expanded (Possible Planting Area analysis)
- ▶ Determine priority areas for tree planting initiatives based on socioeconomic, environmental, and climate-related factors

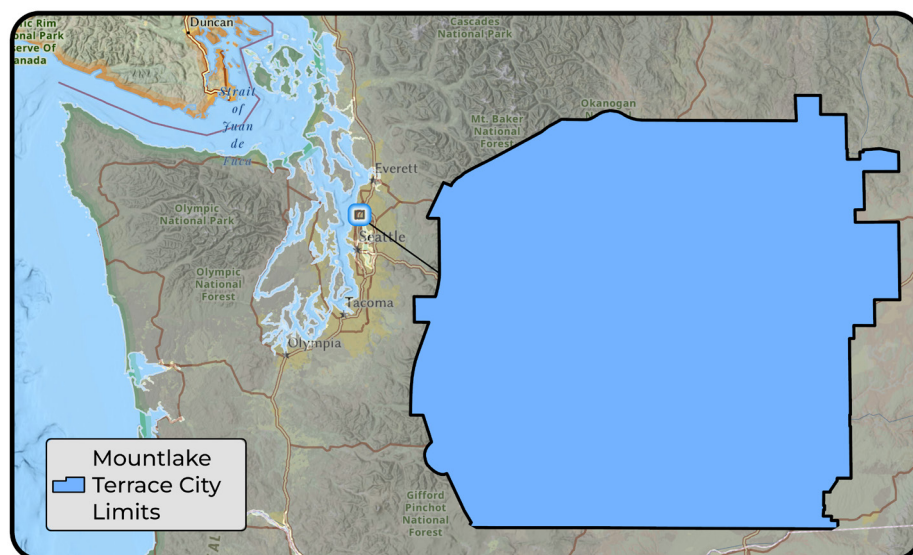


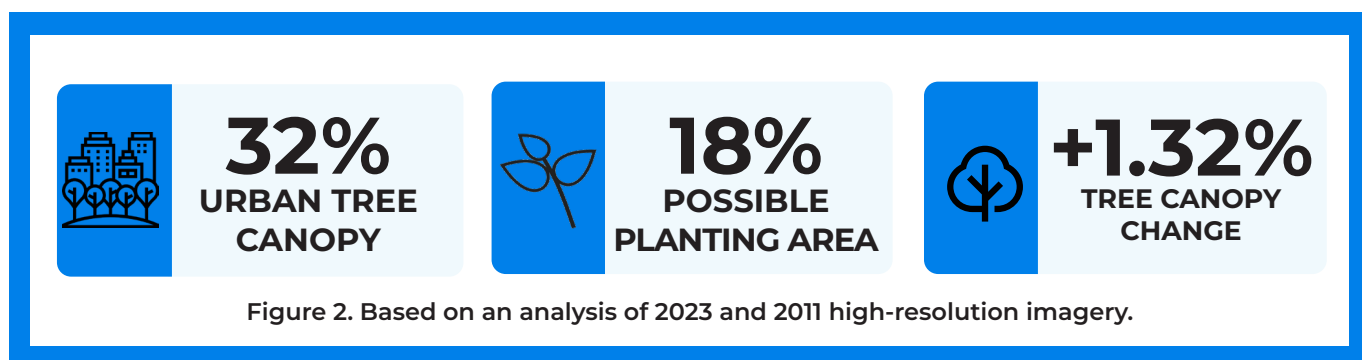
Figure 1. Mountlake Terrace is a city in southern Snohomish County, Washington, located about 14 miles north of downtown Seattle along the I-5 corridor. Covering approximately four square miles, the city is recognized for its convenient transportation connections, access to parks and trails, and sweeping views of the Olympic and Cascade mountains.

MOUNTLAKE TERRACE'S URBAN FOREST

Based on 2023 imagery, 32% of the city was covered with tree canopy when viewed from above. The remaining portion of the study area was split between areas deemed unsuitable (50%) and suitable for planting (18%).

In 2023, the greatest concentration and growth of tree canopy were observed in city-managed parcels, particularly those designated for open space or general recreation parks. The city's 23 designated parks and trails, although densely forested, cover only 17% of the city's total area and contribute to 20% of the total canopy. Despite their relatively small footprint, these areas exhibit upward trends in canopy cover over the study period and play a vital role in supporting a connected and resilient urban forest. However, the largest contributor to the city's canopy is the Single-Household Residential Districts (RS 7200), which account for 29% of the city's current canopy and nearly half (46%) of the city's plantable space.

When combining the three single-family residential zoning classes (RS 8400, RS 7200, and RS 4800) these zones collectively cover over 55% of the city's land area, account for 52% of the citywide tree canopy, and contain three-quarters of the total plantable space. This includes 294 acres of front yards, backyards, and sidewalks that are suitable for planting new trees. Despite their significance, these residential zones have lost 9 acres of canopy over the past 12 years. This loss underscores the crucial role that residents play in maintaining the health, biodiversity, and resilience of the urban forest in Mountlake Terrace. This data highlights the urgent need for community engagement and strategic planting efforts to reverse these losses and preserve the urban forest for future generations.



PROJECT

METHODOLOGY

Land cover, urban tree canopy, and possible planting areas were mapped using the sources and methods described below. These data sets provide the foundation for the metrics reported at the selected geographic assessment scales.

DATA SOURCES

This assessment utilized high-resolution (60-centimeter) multi-spectral imagery from the U.S. Department of Agriculture's National Agriculture Imagery Program (NAIP) collected in 2023 to derive the land cover data set. The NAIP imagery was used to classify all types of land cover. For canopy change analysis, 1-meter resolution data was collected in 2011 to classify the historical tree canopy.

MAPPING LAND COVER

The land cover data set is the most fundamental component of a tree canopy assessment. Tree canopy and land cover data from the EarthDefine US Tree Map (<https://www.earthdefine.com/treemap/>) provided a six-class land cover data set. The US Tree Map is produced using a modern machine-learning technique to extract tree canopy cover and other land cover types from the latest available 2023 and 2011 NAIP imagery. These six classes are shown in Figure 4.



Figure 3. This study identified six (6) unique land cover classes within the 2023 assessment imagery: tree canopy, shrubs, other vegetation, bare soil and dry vegetation, impervious surfaces, and water.

IDENTIFYING POSSIBLE PLANTING AREAS

In addition to quantifying Mountlake Terrace's existing tree canopy cover, areas suitable for planting trees (PPA-Possible Planting Area) to increase canopy cover were identified. To identify PPA, areas absent of tree canopy cover were classified as either PPA or unsuitable for planting. Unsuitable areas for tree planting, such as recreation fields, utility corridors, wetlands, etc., were manually delineated and overlaid with the existing land cover data set (Figure 5). The final classifications include PPA Vegetation, Unsuitable Impervious, Unsuitable Vegetation, Unsuitable Soil, and Water.

Planting in the hilly areas of Mountlake Terrace requires careful planning due to the presence of steep slopes. On-site assessment is essential to determine actual site conditions, as certain locations may not be suitable for planting. For this evaluation, in addition to the usual list of areas considered unsuitable for planting, both mapped wetlands and areas with erosive soils were also excluded from consideration.

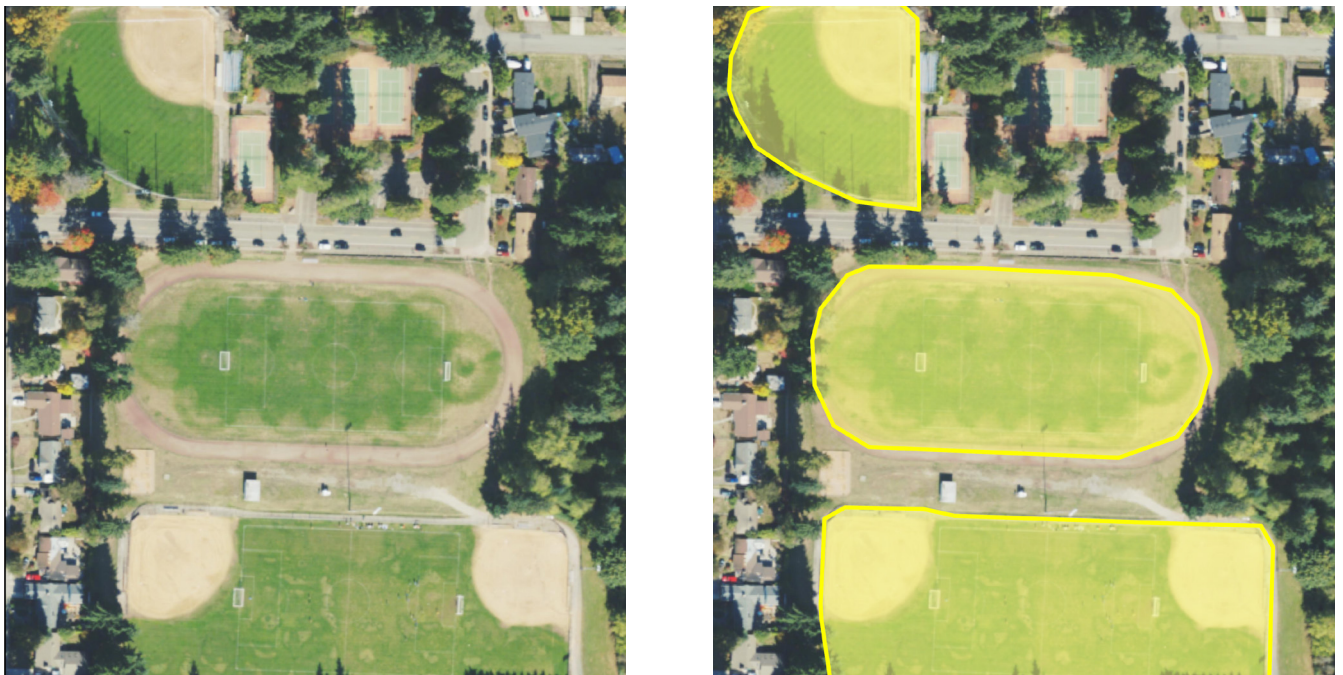


Figure 4. The study identified vegetated areas where it would be feasible for tree plantings but undesirable based on their current usage (left) in the data as “Unsuitable” (right).



STATE OF THE CANOPY AND

KEY FINDINGS

The results of this study can be used to design a strategic approach to identifying existing canopy and future planting areas. The land cover data presented below depict the current state of Mountlake Terrace's city limits.

The chart below reports on canopy coverage compared to the total land area, **including water bodies** that account for 3% of the total. The remaining 2,594 acres encompass the city's land area. The largest portion comprises buildings and paved surfaces like roads, covering 43% of the study area. Tree canopy covers just 32% of the area. Low-lying vegetation, including grass and small bushes, make up the third-largest category at 22%. The remaining land is divided between bare soil at 1% and shrub/scrub vegetation at 2%. Figure 5 shows the breakdown of land cover types within the City Boundary.

Table 1. Land cover classes in acres and percent in Mountlake Terrace.

Land Cover Class	Acres	% of Total
Impervious Surfaces	1,148	43%
Non-Canopy Vegetation	592	22%
Water	69	3%
Tree Canopy	833	31%
Soil/Dry Vegetation	18	1%
Shrubs	3	0.1%

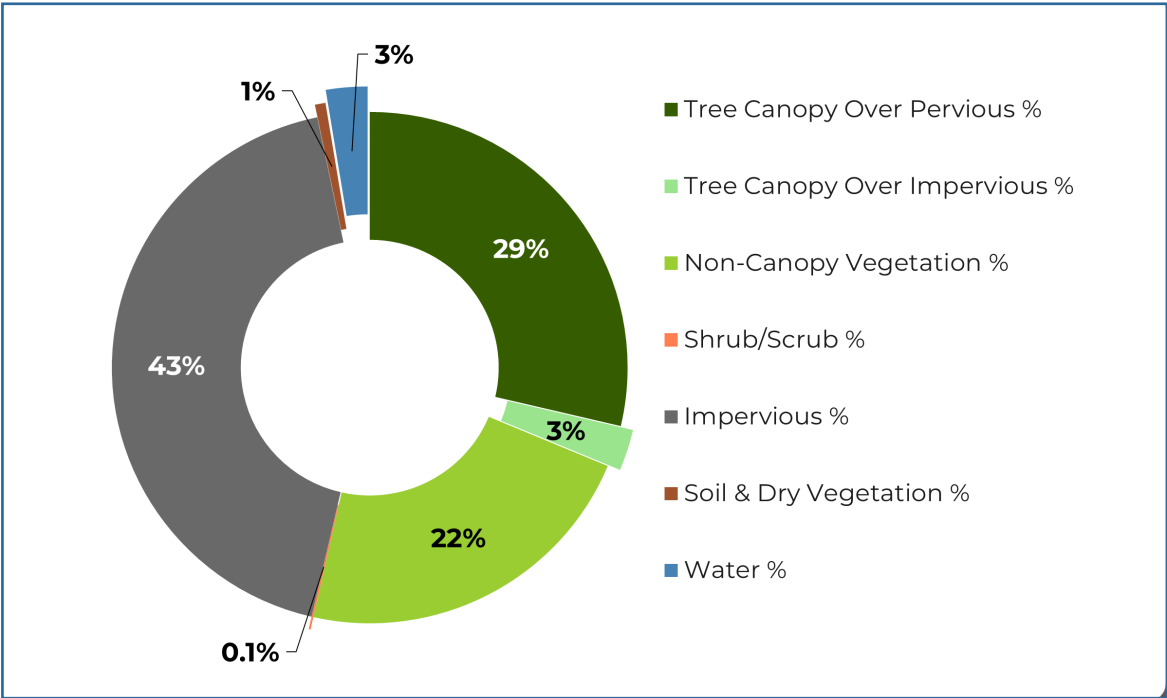


Figure 5. Land cover distribution in Mountlake Terrace city limits.



Figure 6. Land cover classification results (percentages based on the total area of Mountlake Terrace including water bodies).



CITY-WIDE TREE CANOPY COVER

After excluding the 69 acres of surface water, the Mountlake Terrace city boundary occupies 2,594 land acres. In 2023, 32% percent of Mountlake Terrace’s land area was covered by tree canopy. 18%, or 3,465 acres, were available to plant trees (PPA). However, planting trees in some land cover classes is not feasible, and the remaining 50% of land was considered unsuitable, primarily due to 5,586 acres of impervious surfaces.

In 2011, Mountlake Terrace had 835 acres of tree canopy. Over the following 12 years, the city experienced a net canopy loss of 2 acres, which represents a -0.1% absolute change or a 0.2% relative decrease in total canopy cover during the study period. This gradual decline highlights ongoing pressures on the urban forest, including aging trees, urban development, and storm impacts.

Table 2. Tree canopy potential in acres and percent in Mountlake Terrace.

UTC Potential Class	Acres	% of Total
Existing Canopy	833	32%
Possible Planting Area	464	18%
Unsuitable	1,297	50%



Mountlake Terrace’s tree canopy has remained largely unchanged between 2011 and 2023, reflecting a period of relative stability in overall canopy coverage

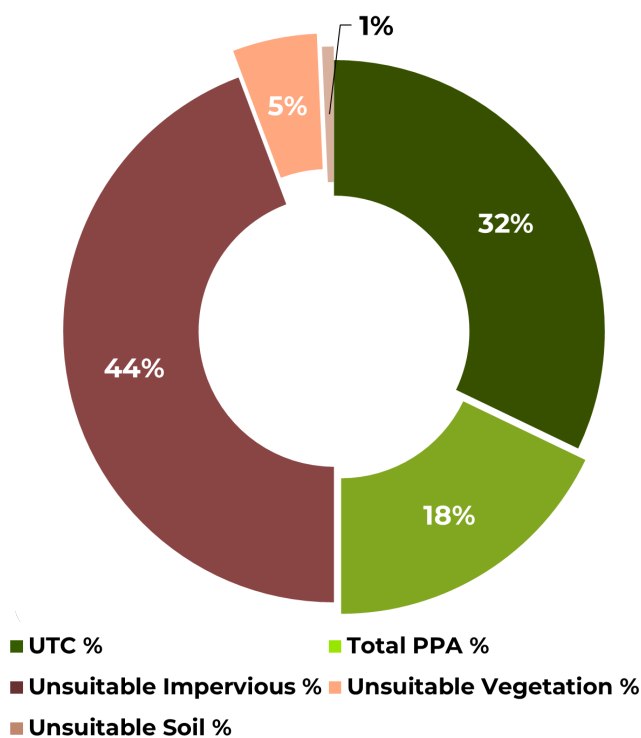


Figure 7. Urban tree canopy, potential planting area, and unsuitable planting area distribution within Mountlake Terrace city limits.





CANOPY AND IMPERVIOUS SURFACES

The city's 833 acres of tree canopy were further divided into subcategories based on whether the canopy was overhanging pervious or impervious surfaces. Tree canopy overhanging an impervious surface offers many advantages, such as localized cooling and increased storm-water absorption.

In Mountlake Terrace, 92% of the tree canopy covers pervious surfaces, while only 8% extends over impervious surfaces. This highlights the importance of planting and maintaining trees in areas adjacent to impervious surfaces, such as rights-of-way, streets, sidewalks, and public spaces, to continue mitigating the harmful effects of buildings and paved surfaces. Strengthening ordinances that support tree planting around parking lots in new developments can further contribute to this effort.

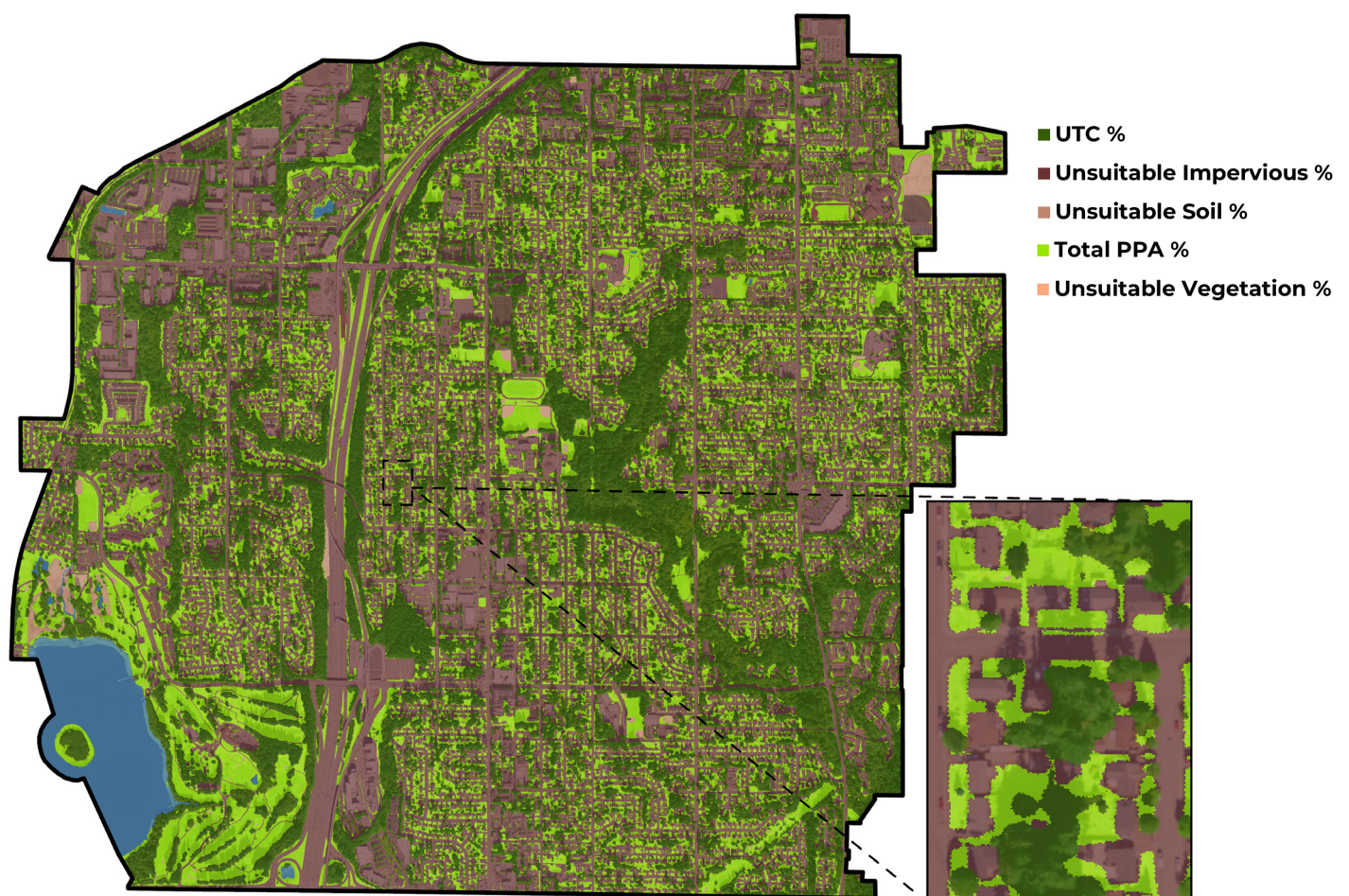


Figure 8. Distribution of UTC, possible planting area, and areas unsuitable for UTC within the City of Mountlake Terrace.

CITYWIDE CANOPY LOSS

At the time of data collection, Mountlake Terrace experienced a net decrease in canopy cover, with losses slightly outpacing gains. The primary causes of canopy loss can be grouped into the following major categories of loss:

► **Aging Neighborhoods:** Many of the city's mature trees were planted during the 1950s housing boom, as Mountlake Terrace rapidly developed to meet post-war demand. These trees, now 60–70 years old, are reaching the end of their natural lifespan. As they age and die, they are removed for safety or health reasons, and the loss is not always offset by new plantings

► **Urban and Transportation Development:** Rapid population growth and urbanization have transformed large residential lots and open spaces into denser multi-family housing and infrastructure projects. Notably, the construction of the Sound Transit light rail along the I-5 corridor has required the removal of many mature trees. As neighborhoods redevelop, the existing tree canopy is often reduced, leaving residents with less buffer from noise and pollution

► **Storm Damage and Environmental Stress:** Mountlake Terrace's parks and open spaces have lost trees due to storm events, including wind, snow, and flooding. These weather events can break limbs, uproot trees, and accelerate the decline of already aging or vulnerable species like alder and cottonwood. Storm-related tree loss is compounded by the challenges of climate change, which brings more extreme weather and stresses trees further.

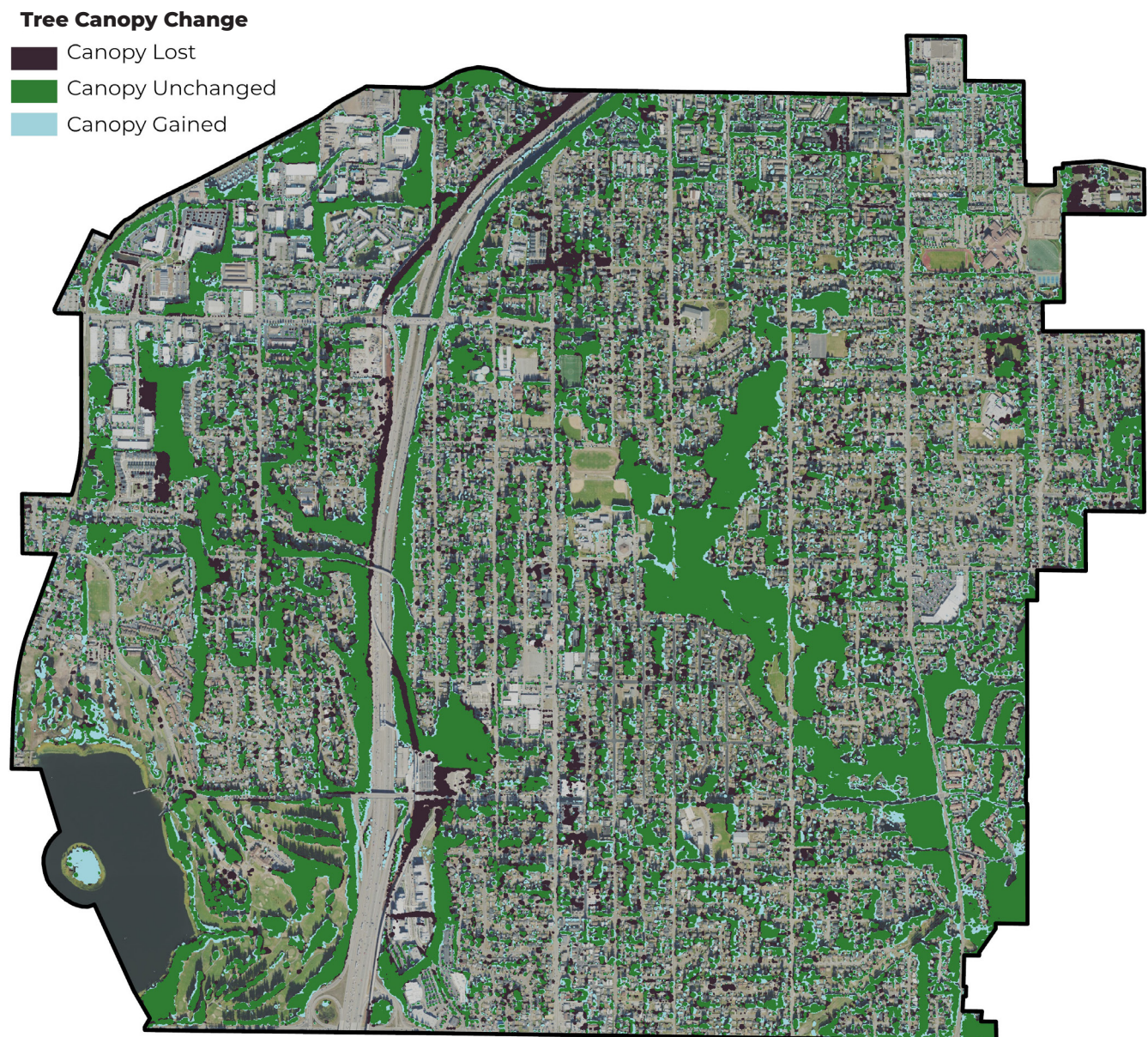


Figure 9. Granular canopy change throughout Mountlake Terrace.

TREE CANOPY COVER BY CITY-OWNED PROPERTIES

City-managed properties are essential to Mountlake Terrace's urban forestry efforts, as they are directly overseen by the municipality. These areas cover approximately 268 acres-about 10% of the city's total land area-and support 122 acres of dense tree canopy, resulting in an average canopy cover of 46%, which is 13% higher than the citywide average. Notably, these 122 acres represent 15% of Mountlake Terrace's total tree canopy. Due to the already substantial canopy coverage, only about 10% of the space on these properties remains available for new plantings.

Most of this canopy is concentrated in two types of parcels: general recreation parks and undeveloped (vacant) lots. The latter, which are minimally managed, account for 55 acres of land and 44 acres of canopy. However, these vacant parcels may be subject to future development, which could reduce their tree cover. Over the 12-year study period, canopy in these unmanaged lots increased by 2%-about an acre-due to natural regeneration and the maturation of existing vegetation.

Recreation parks demonstrated the most significant increase, with canopy cover rising by 8% since 2011. Most other city-managed properties maintained stable canopy levels, with gains generally offsetting losses. Two exceptions were observed in Water Utilities & Irrigation and Executive, Legislative & Judicial Functions properties, both of which saw a 2% decline in canopy cover. These trends highlight the need for targeted management and conservation strategies to sustain and enhance tree canopy on city-owned lands.

Tree Canopy Change

- > 15.0% Dec (0 Features)
- 14.9% to 5.0% Dec (1 Features)
- 4.9% to 0.0% Dec (3 Features)
- 0.1% to 5.0% Inc (5 Features)
- 5.1% to 15.0% Inc (2 Features)
- > 15.1% Inc (3 Features)

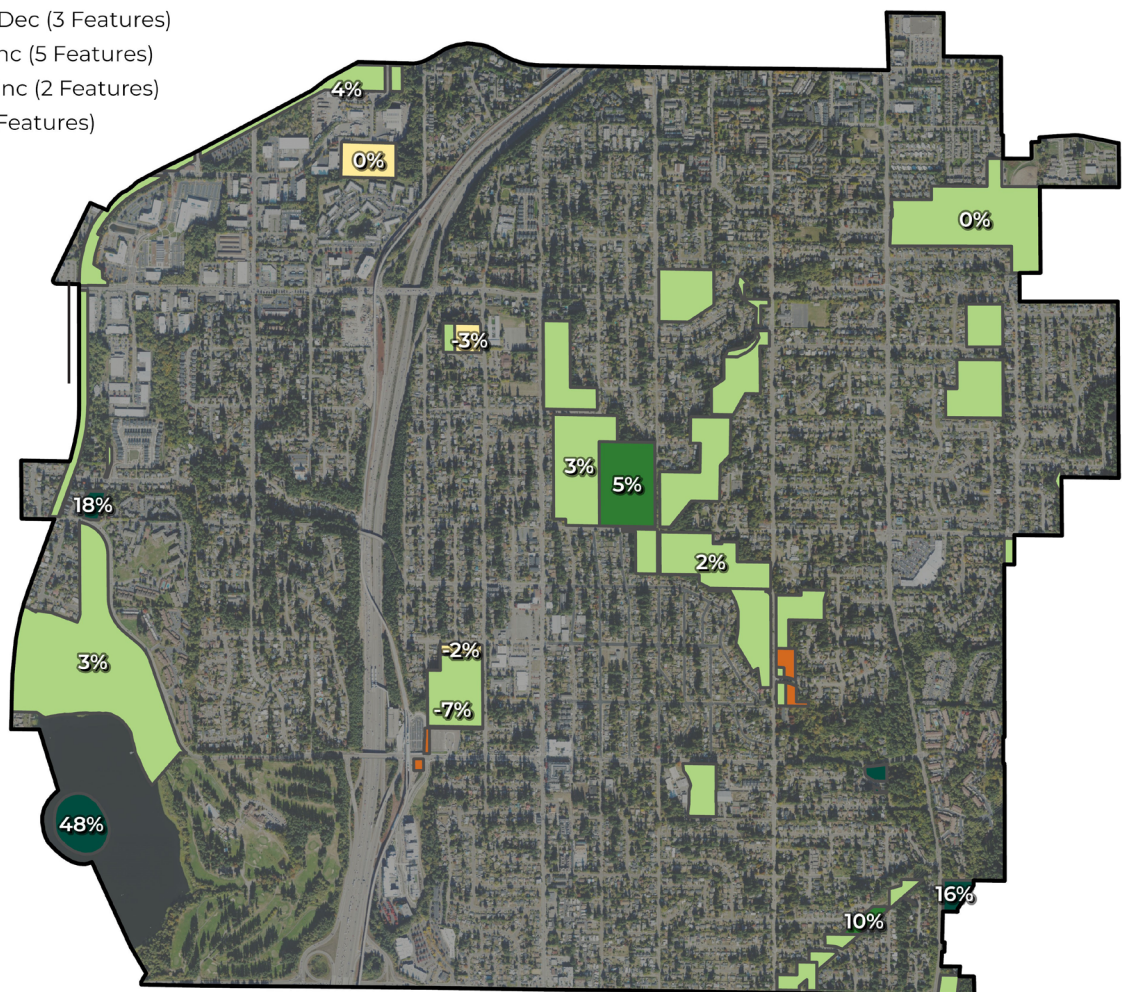


Figure 10. Canopy change by property ownership.

TREE CANOPY COVER BY DISADVANTAGED AREAS

Zoning classifications are fundamental in shaping land use and development in Mountlake Terrace, directly influencing the structure and sustainability of the urban environment. Residential zones, in particular, are crucial for maintaining the city's urban tree canopy, as they contain the majority of both existing canopy cover and available planting space. Alongside recreation and park districts, these zones are key contributors to the city's overall canopy health.

The Single-Household Residential District (RS 7200) stands out as the largest contributor to Mountlake Terrace's tree canopy, currently accounting for 205.1 acres—approximately 32% of the city's total canopy area. Recreation and Park Districts (REC) are also significant, covering 101.9 acres of land, with 50.1% of that area under tree canopy. In contrast, the General Commercial District (CG) has the lowest tree cover at 20.3% and the highest proportion of impervious surfaces at 69.1%. Similarly, the Freeway/Tourist District (F/T) and Light Industry/Office Park District (LI/OP) have high impervious surface percentages, at 64.2% and 59.6% respectively, limiting opportunities for planting and contributing to urban heat.

The RS 7200 district holds the greatest potential for canopy expansion, with 181.1 acres of plantable space—representing a substantial opportunity for urban reforestation. Recreation and Park Districts (REC) offer an additional 36.1 acres of plantable space, presenting further opportunities to enhance their already robust canopy coverage.

Recent trends show that REC zones have experienced positive change, gaining 4.3 acres of canopy—a 10% increase—over the study period. Conversely, the RS 7200 district has seen a net loss of 7 acres, equating to a 3% decrease in canopy cover since 2011. This decline may be indicative of increased urbanization, though further analysis is needed to determine if this is a persistent trend.

Other residential districts have shown mixed results. The RS 4800 district lost 3.4 acres of canopy (a 5% decrease), with current canopy coverage at 32.1%. Town Center zones (TC-1, TC-2, TC-3, TC-R) collectively lost approximately 6.6 acres, with relative losses ranging from 11% to 22%, underscoring the challenges posed by higher urban density.



Table 3. Tree canopy potential in acres and percent in Mountlake Terrace.

Zoning Class	Canopy %	Plantable Space %	Imperviou %	Net Canopy Change %	Relative Canopy Change (%)
Community Business District	24	7	69	5.4	29.4
General Commercial District	20	10	69	-2.0	-9.0
Freeway/Tourist District	26	1	64	-2.0	-6.9
Light Industry/Office Park District	34	5	60	0.2	0.6
Mobile Home Park	18	15	66	5.3	43.4
Public Facilities and Services	28	7	62	-12.1	-30.1
Recreation and Park District	50	12	10	2.9	6.3
Multiple-Household Residential Low Density	37	15	42	3.2	9.3
Multiple-Household Residential Medium Density Dis*	33	15	50	3.0	10.0
Single-Household Residential Districts (RS-T)	26	28	45	-6.6	-20.0
Single-Household Residential Districts(RS 4800)	32	31	36	-1.7	-5.1
Single-Household Residential Districts(RS 7200)	33	29	36	-1.1	-3.3
Single-Household Residential Districts(RS 8400)	38	19	33	0.5	1.2
Special Development District Commercial/Residenti*	18	5	77	4.2	30.8
Special Development District/ Residential	61	2	30	5.6	10.1
Town Center (TC-1)	35	23	41	-10.0	-22.4
Town Center TC-2)	27	14	59	-1.2	-4.2
Town Center TC-3)	29	13	57	-5.9	-16.8
Town Center (TC-R)	19	14	67	-2.4	-11.0



The Single-Household Residential District (RS 7200) offers the greatest opportunity for canopy expansion, with 181 acres of plantable space despite a recent 3% decline in canopy cover.

TREE CANOPY COVER BY PARCELS

To effectively visualize tree canopy cover and changes over time in Mountlake Terrace, two maps depicting parcel boundaries offer a comprehensive view of canopy distribution. The parcel layer highlights specific land ownership classifications, enabling stakeholders in Mountlake Terrace to assess canopy metrics at the property level. This detailed scale allows for a quick review of spatial patterns of gains and losses over time, with darker green areas indicating growth and brown parcels representing canopy loss. By examining individual parcels and the overall spatial patterns throughout the city, stakeholders can identify priority planting areas.

The map reveals that canopy increases (dark green) are widespread in many residential neighborhoods, especially in single-household residential zones, indicating successful planting or canopy retention in these areas. In contrast, significant canopy decreases (dark brown) are concentrated in Town Center zones, commercial corridors, and along major roadways, reflecting redevelopment and urban densification. Recreation and Park Districts also show notable gains in canopy, while industrial and commercial districts remain challenged, with persistent low canopy cover and limited greening. This parcel-level visualization makes it clear where tree gains are occurring, where losses are concentrated, and where the greatest opportunities for urban forestry investment exist across Mountlake Terrace.

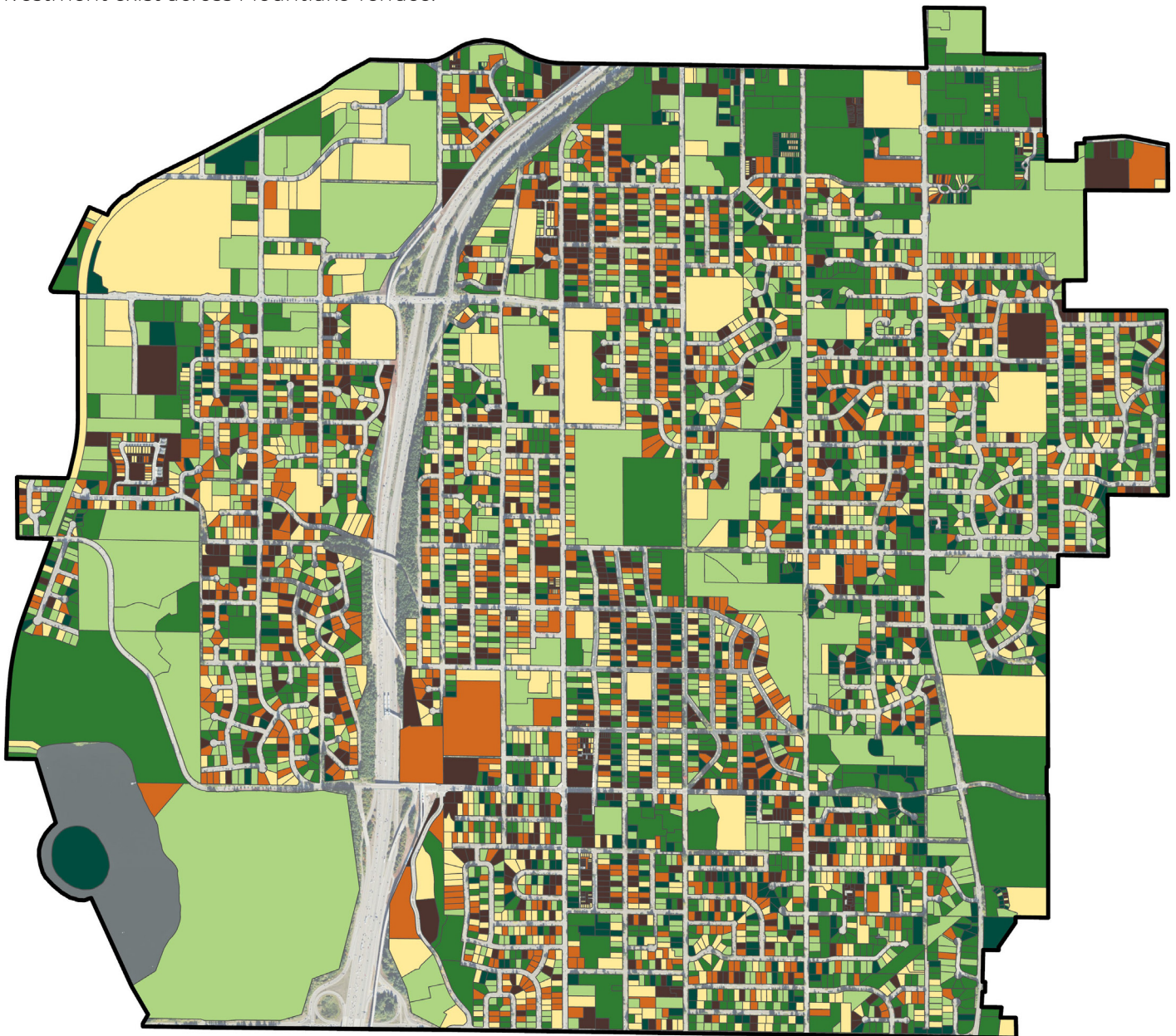


Figure 11. Canopy change within Mountlake Terrace's parcels.

TREE PLANTING

PRIORITIZATION

Mountlake Terrace comprises 17 census block groups (CBGs), which are clusters of census block boundaries designed to create even population divisions. These areas are essential for analyzing the equitable distribution of tree canopy across the region and can be linked to demographic and socio-economic data from the American Community Survey (ACS).

Increasing tree canopy cover can provide numerous benefits for local communities and visitors. Various socio-economic, demographic, and accessibility data sources were analyzed at the CBG level, and each was ranked based on the specific needs of the area. The rankings range from high priority (dark blue) to low priority (light yellow) and were calculated for each criterion, as well as overall, to highlight where multiple needs overlap.

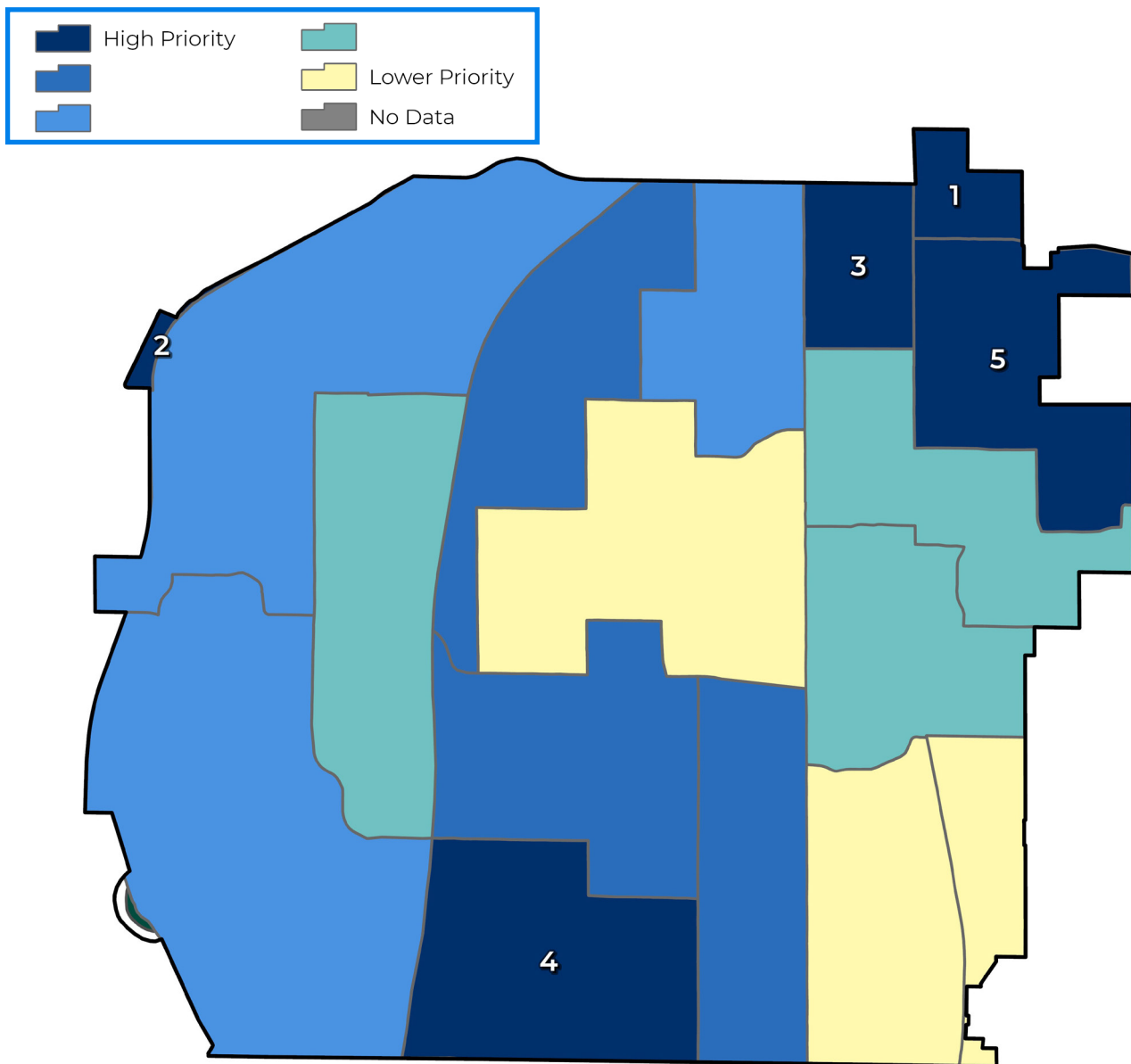


Figure 12. Overall prioritization rankings for Mountlake Terrace's census block groups. Lower rankings indicate higher priority for tree plantings.



Areas with Low Existing Tree Canopy: Census block groups with lower tree canopy cover percentages and higher non-canopy land are prioritized for planting.



Unemployment Rate: Census block groups with higher unemployment rates are prioritized for planting opportunities.



Possible Tree Canopy: Census block groups with greater plantable areas are prioritized for expanding urban tree canopy.



Vulnerable Population: Census block groups with larger ratios of residents under 18 or over 65 are prioritized for planting to support vulnerable populations.



Urban Heat Island Effect: Census block groups with higher surface temperatures are prioritized for planting to mitigate heat effects.



Median Household Income: Census block groups with lower median household incomes are prioritized for planting to address environmental inequality.



Poverty Rate: Census block groups with higher percentages of residents below the poverty level are prioritized for planting to enhance benefits designated poverty level.



Educational Attainment: Census block groups with lower percentages of residents with a high school diploma or GED are prioritized for planting to improve outcomes.

Table 4. Highest priority census block groups in Mountlake Terrace.

Census Block GEOID	Percent of Population in Poverty	% of Working Class Unemployed	Median Income	Avg. Surface Temp.	Educational Attainment	Canopy %	Possible Planting Area %
53-061051-929-2	16	39	55,000	118	14	31	10
53-061051-401-1	4	25	53,716	122	13	19	23
53-061051-301-3	14	28	54,518	117	2	27	17
53-061051-100-3	19	44	62,875	120	3	25	17
53-061051-301-1	7	45	111,875	121	2	21	26
53-061051-929-2	16	39	55,000	122	14	31	10

REPORT

APPENDIX

GLOSSARY/KEY TERMS

Land Acres: Total land area, in acres, of the assessment boundary (excludes water).

Non-Canopy Vegetation: Areas of grass and open space where tree canopy does not exist.

Possible Planting Area - Vegetation: Areas of grass and open space where tree canopy does not exist, and it is biophysically possible to plant trees.

Shrub: Areas of shrub or other leafy and woody vegetation (smaller than 6ft tall) that are not classified as tree canopy.

Soil/Dry Vegetation: Areas of bare soil and/or dried, dead vegetation.

Total Acres: Total area, in acres, of the assessment boundary (includes water).

Unsuitable Impervious: Areas of impervious surfaces that are not suitable for tree planting. These include buildings and roads and all other types of impervious surfaces.

Unsuitable Planting Area: Areas where it is not feasible to plant trees. Airports, ball fields, golf courses, etc. were manually defined as unsuitable planting areas.

Unsuitable Soil: Areas of soil/dry vegetation considered unsuitable for tree planting. Irrigation and other modifiers may be required to keep a tree alive in these areas.

Unsuitable Vegetation: Areas of non-canopy vegetation that are not suitable for tree planting due to their land use.

Urban Tree Canopy (UTC): The "layer of leaves, branches and stems that cover the ground" (Raciti et al., 2006) when viewed from above; the metric used to quantify the extent, function, and value of the urban forest. Tree canopy was generally taller than 10-15 feet tall.

Water: Areas of open, surface water not including swimming pools.

MAY | 2025

URBAN TREE CANOPY
ASSESSMENT
MOUNTLAKE TERRACE,
WASHINGTON





Tree Inventory Analysis Summary

February 2025

A summary of Mountlake Terrace's urban forest inventory

City of Mountlake Terrace, WA Urban Forest Management Plan



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Glossary of Terms

Term	Definition
Canopy Cover	The layer of tree leaves, branches, and stems that cover the ground when viewed from above.
Codominant Stems	Two or more main stems of a tree that are of equal or nearly equal size and originate from the same point on the trunk, which can lead to structural weakness and increased risk of failure.
Condition Rating	A classification of tree health based on foliage, structure, and wood condition
Crown Dieback	A condition where the branches at the top of a tree lose vitality, often due to stress or disease.
Cultivar	A plant variety that has been selectively bred for specific traits, such as disease resistance or aesthetics.
DSH (Diameter at Standard Height)	A standard measurement of a tree's trunk diameter, taken at 4.5 feet (1.37 meters) above the ground. Formerly DBH.
Ecosystem Services	Benefits trees provide to the environment, such as stormwater management, carbon sequestration, and air quality improvement.
Family	A taxonomic rank in the biological classification system that groups related genera (plural of genus).
Genus (Plural: Genera)	A rank in the biological classification system that groups species sharing common characteristics.
Hardscape Damage	Damage caused by tree roots or growth to sidewalks, roads, or other infrastructure.
Invasive Species	Non-native species that spread aggressively, outcompeting native species and causing ecological disruption.
Native Species	Species naturally occurring in a specific region, contributing to local ecosystem balance.
Species	The most specific level of classification, referring to a group of organisms capable of interbreeding.
Species Diversity	A measure of the variety of tree species in an area.
Structural Defects	Physical flaws in a tree, such as cavities, decay, or codominant stems, that may compromise its stability or health.
Taxonomic	Related to taxonomy, the scientific system of classifying and naming organisms based on shared characteristics. This system organizes life into hierarchical ranks such as kingdom, phylum, class, order, family, genus, and species.

Executive Summary



6,830

CITY STREET TREES INVENTORIED & ANALYZED

A healthy, diverse urban forest offers many benefits to residents and the ecosystem. Beyond their visual appeal, trees provide a range of valuable ecosystem services for the City. For example, they filter air pollutants, slow the release of stormwater runoff into the watershed, improve water quality, provide oxygen, reduce energy costs, offer shade, and create habitat and food for wildlife.

In urban environments, trees not only contribute to ecological health but also provide residents with invaluable green space and health benefits. Research shows that proximity to green spaces is linked to better mental health (Barton, et al. Environmental Science & Technology, 2010), improved social connections (Holtan, et al. Environment and Behavior, 2014), and enhanced physical well-being (Takano, Journal of Epidemiology & Community Health, 2002).

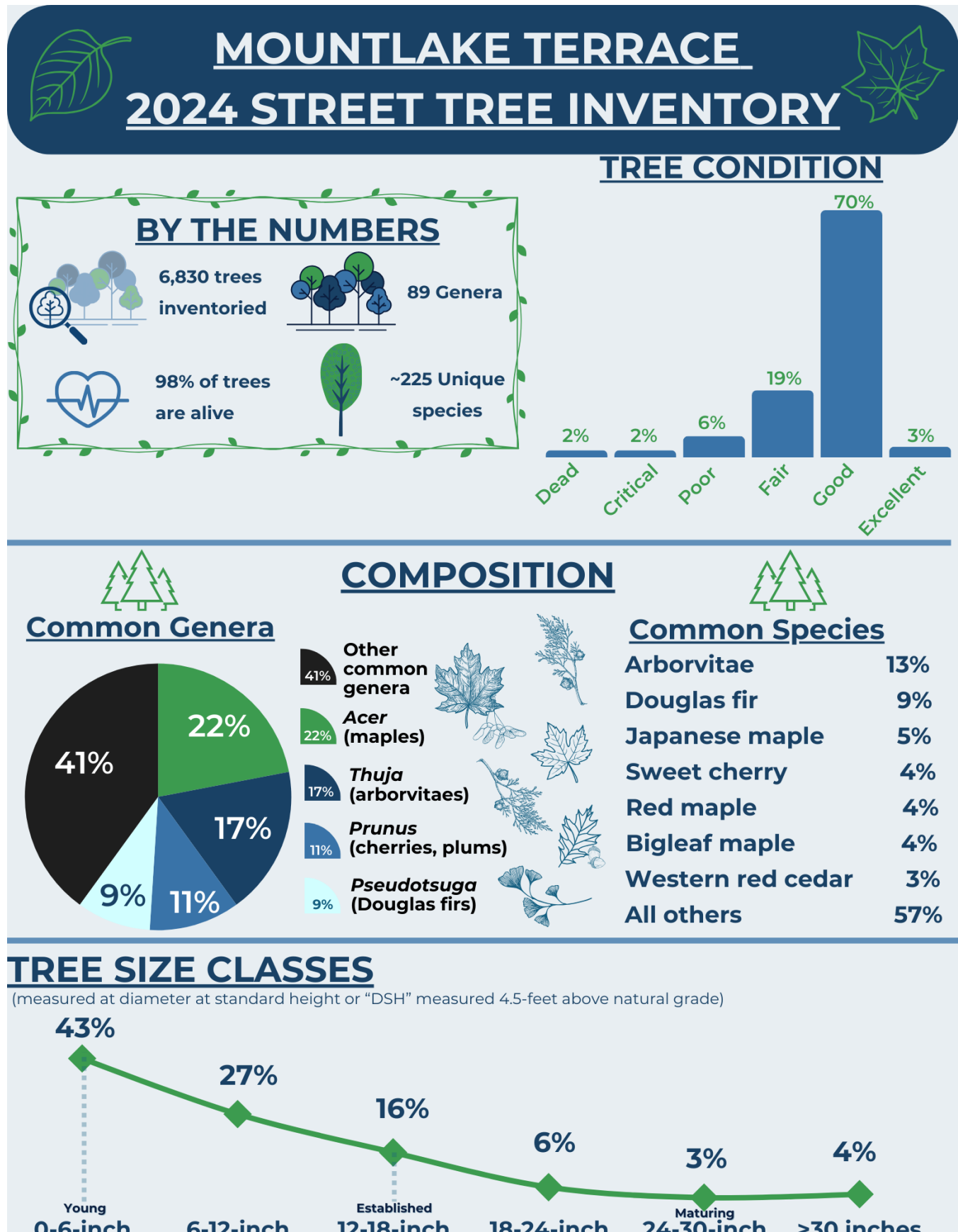
To assess the state, characteristics, and trends of the City's urban forest, inventory data were analyzed using Microsoft Excel and the TreePlotter app (<https://pg-cloud.com/MountlakeTerraceWA/>). In 2024, 6,830 trees were inventoried by Certified Arborists accredited by the International Society of Arboriculture. These trees were evaluated for site quality, health observations, structural defects, and other key data points.

To maintain a sustainable and healthy community forest, it is essential to focus on species and age diversity, proper tree maintenance, risk management, and community involvement. An effective community forest management plan supports these efforts, helping to ensure the health and longevity of Mountlake Terrace's urban forest.

Species diversity plays a crucial role in building a resilient tree canopy. A more diverse forest is better protected from pests and diseases that could harm large portions of the tree population. The 10-20-30 rule, a widely accepted guideline for fostering diversity, recommends that no more than 10% of a single species, 20% of a genus, or 30% of a family should make up the urban tree population. Over-reliance on certain species can reduce diversity and increase the forest's vulnerability to threats.

Equally critical is ensuring that the right tree is selected for the right location. Factors such as available space, watering needs, and soil quality must be carefully considered to support the long-term health of newly planted trees. As cities like Mountlake Terrace work to create more resilient and sustainable community forests, understanding the specific environmental needs of the area will lead to more informed and successful management practices.

Inventory Results At-A-Glance



Benefits of the Urban Forest

The urban forest provides both measurable and experiential benefits, contributing significantly to human health, well-being, and climate change mitigation. The 2024 tree inventory revealed that the 6,830 inventoried street trees offer \$121,800 in annual ecosystem services. These trees intercept 1,277,000 gallons of stormwater, remove 3,584 pounds of pollutants, and sequester 86,080 pounds of carbon each year. With an estimated structural value of \$12 million, the city's growing legacy of trees remains a key asset in fostering a sustainable and vibrant community.

Annual Benefits and Services of the Inventoried Trees (2024)*



Overall	Air Quality	Carbon Services	Stormwater
\$121,800	\$69,100	\$18,600	\$34,100
Annually	3,584 lbs	86,080 lbs C. seq	1,227,000 gallons

Annual Benefits and Services of the Most Common Public Trees (2024)*

Common Name	Overall \$	Air Quality (\$)	Air Quality (lbs.)	Carbon Services (\$)	Carbon Services (C seq.)	Stormwater (\$)	Stormwater (gal)
Arborvitae	\$6,690	\$2,807	140	\$1,076	4,980	\$2,807	49,837
Douglas fir	\$19,427	\$11,724	600	\$1,920	8,880	\$5,783	208,123
Japanese maple	\$2,930	\$1,663	80	\$446	2,060	\$821	29,530
Sweet cherry	\$2,586	\$1,334	60	\$594	2,740	\$658	23,685
Red maple	\$5,433	\$2,770	140	\$1,296	5,980	\$1,367	49,176
Bigleaf maple	\$9,610	\$5,599	300	\$1,249	5,780	\$2,762	99,387
Western red cedar	\$10,072	\$6,546	340	\$296	1,360	\$3,230	116,214
Freeman maple	\$5,629	\$3,093	160	\$1,010	4,660	\$1,526	54,915
Thundercloud cherry plum	\$4,239	\$2,239	120	\$895	4,140	\$1,105	39,752
Common plum	\$1,127	\$552	20	\$303	1,400	\$272	9,801
Subtotal	\$67,743	\$38,327	1,960	\$9,085	41,980	\$20,331	680,420
Other Species	\$54,057	\$30,773	1,624	\$9,515	44,100	\$13,769	546,580
TOTAL	\$121,800	\$69,100	3,584	\$18,600	86,080	\$34,100	1,227,000

Table 1. Summary of ecosystem benefits and services for the most common street trees.

Tree Inventory: Structure

Urban forest structure describes the tree population in the city in terms of its species composition, number of trees, age classes, and tree distribution. These summaries assist city tree managers in proper tree management and planting to ensure long-lasting canopy and benefits are distributed equally throughout the City.

Tree Diversity and Composition

Species composition data are essential since the types of trees present throughout the city dictate the amount and type of benefits produced, tree maintenance activities required, and budget considerations.

The 6,830 trees inventoried consist of ~225 different species and cultivar classifications. The highest percentage consists of arborvitae with 13% (897 trees) of the total tree population, followed by Douglas fir at 9% (602 trees) and Japanese maple with 5% (340 trees). Figure 1 below shows the remaining top species, and their percentages compared to the other 201 species that were inventoried.

Composition of Street Trees by Common Name

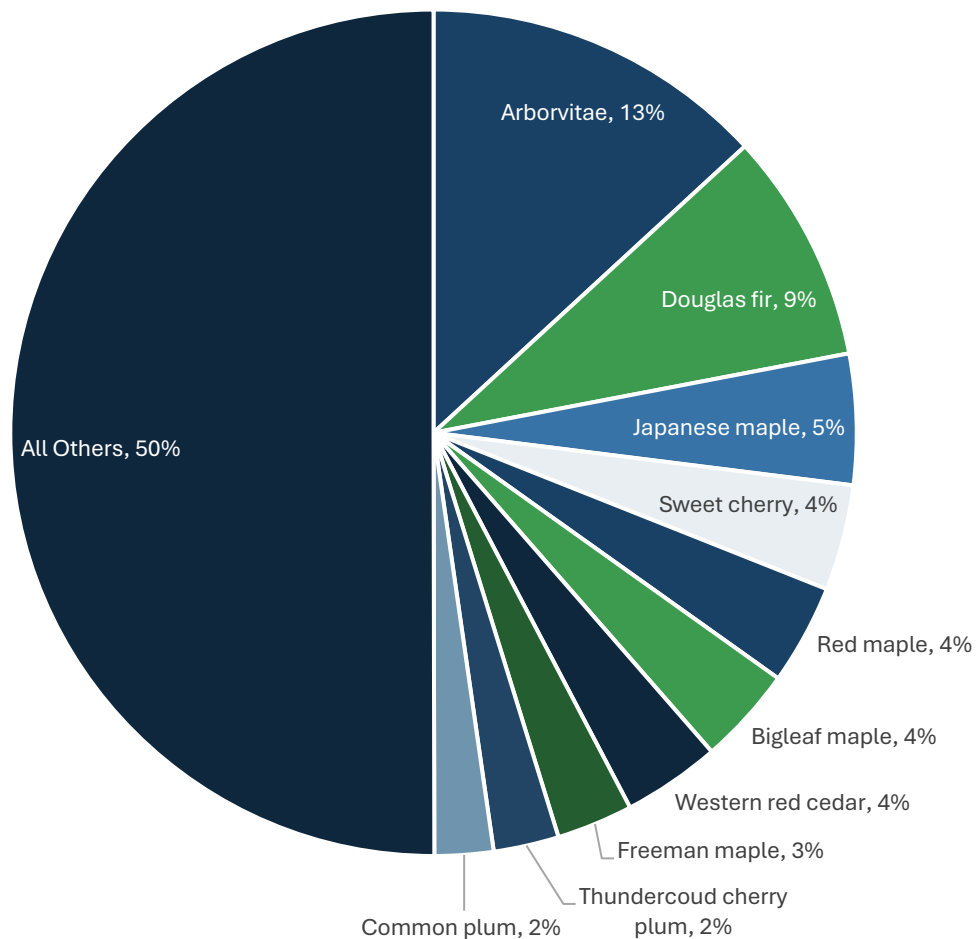


Figure 1. Summary of tree species composition for inventoried street trees by common name.

The 10-20-30 rule is a commonly recommended target for species composition within an urban forest. It suggests that no more than 10% of the tree population should be the same species, no more than 20% should be from the same genus, and no more than 30% should belong to the same family. In the street tree inventory of Mountlake Terrace, arborvitae represent 13% of all species, exceeding the ideal target.

Figures 2 and 3 show the composition of Mountlake Terrace's Street trees by genus and family classifications. Analysis reveals that *Acer* (maples), and *Thuja* (arborvitae & cedars) are the most common genera, representing 22% (1,502 trees) and 17% (1,154 trees) of the total population. In terms of family composition, *Cupressaceae* (arborvitae & cedars) and *Sapindaceae* (maples) have the highest representation at 22% each (1,532 trees and 1,513 trees respectively).

While the family composition remains within the recommended limits, the species and genus compositions reveal some potential concerns. Arborvitae exceed the 10% species limit, and *Acer* surpasses the 20% genus threshold. However, since cedars and arborvitae are native to the Pacific Northwest, their high representation does not pose an immediate threat but should be monitored for potential pest or disease outbreaks. The over-representation of maples, though no individual species exceeds the 10% guideline, underscores the need for greater diversity within the tree population to mitigate future risks from pests and diseases. Diversifying beyond the maple genus (*Acer*) would strengthen the resilience of Mountlake Terrace's urban forest.

Within Mountlake Terrace's inventoried tree population, several species are classified as invasive or pose risks due to susceptibility to invasive pests. Portugal laurel (10 trees), European cherry laurel (17 trees), and European mountain ash (58 trees) are listed as invasive by the state of Washington. While these species have minimal representation in the current inventory, their presence may be more significant across the broader urban forest.

Additionally, green ash (20 trees) is highly vulnerable to the invasive Emerald Ash Borer (EAB). To mitigate this risk, future plantings of green ash should be avoided, and existing trees should be properly managed to prevent infestation.

A more detailed discussion on invasive species and pest management will be included in the Urban Forest Management Plan.

Composition of Street Trees by Genera

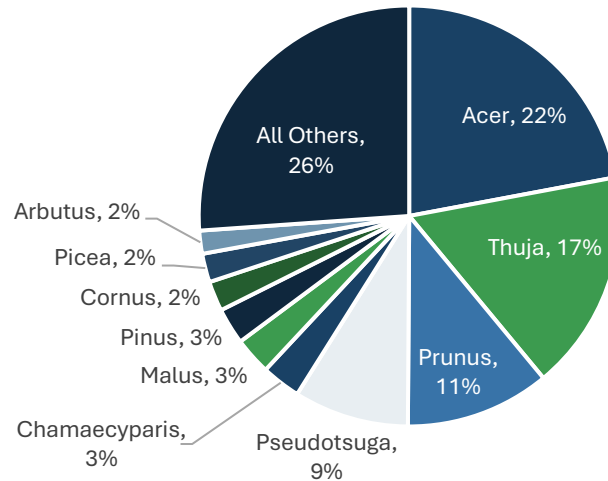


Figure 2. Summary of genera distribution for inventoried street trees.

Composition of Street Trees by Family

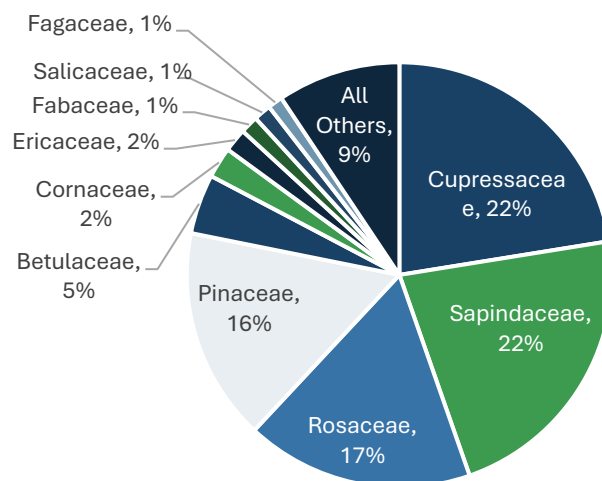


Figure 3. Summary of family distribution for inventoried street trees.

Size and Age Distribution

The distribution of tree ages influences the structure of the urban forest as well as the present and future costs. An unevenly aged urban forest offers continued flow of ecological benefits and a more uniform workflow allowing managers to more accurately allocate annual maintenance schedules and budgets.

To optimize the value and benefits of Mountlake Terrace's trees, the urban forest should have a high percentage of large canopy trees which provide greater ecosystem benefits. On the other hand, there must be a suitable number of younger, smaller trees in the urban forest to account for and eventually replace large and mature trees in decline. Having a healthy percentage of young trees in the urban forest will ensure a sustainable tree population as well as age distribution in future years. To compare Mountlake Terrace's urban forest structure to industry-recommended standards, the "ideal distribution" is used (McPherson et. al, 2011).

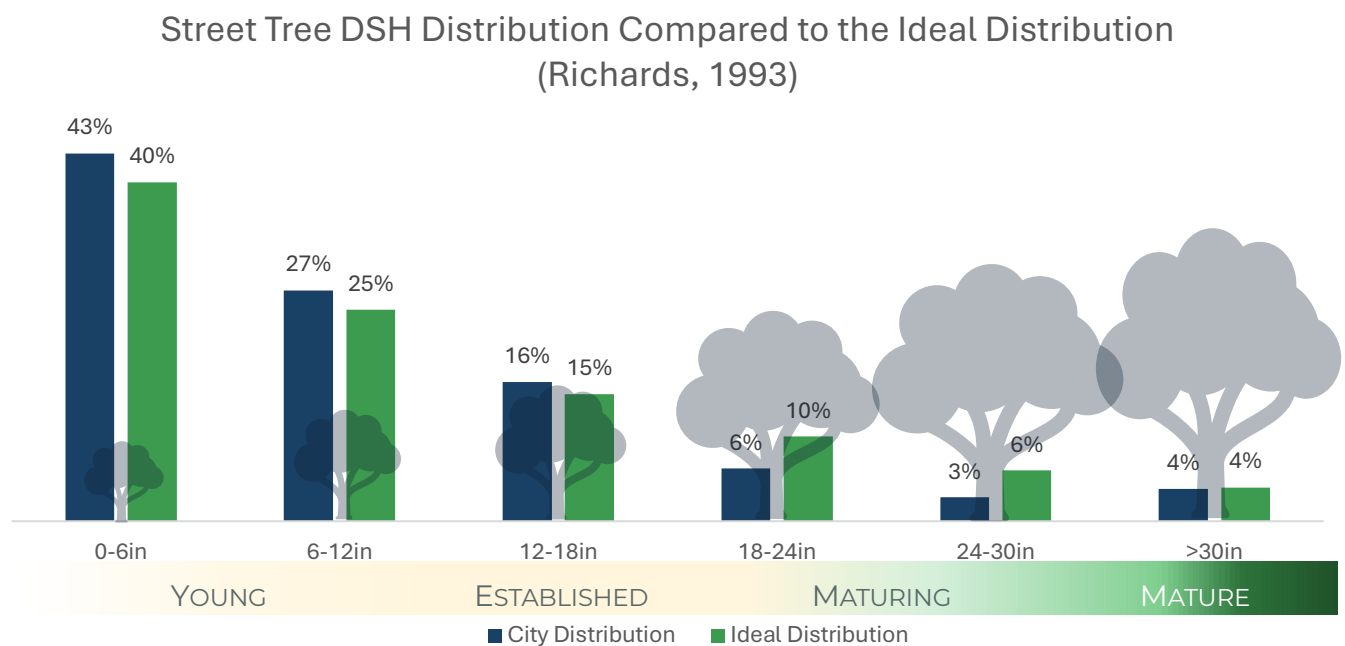


Figure 4. Comparison of Mountlake Terrace's street tree size distribution to an ideal distribution.

Overall, the age distribution of Mountlake Terrace's inventoried tree population (blue bars) is similar to the ideal age distribution (green bars). However, it is important to consider that the inventoried population is only a portion of the entire urban forest. As Figure 4 above shows, 70% of the urban forest (4,828 trees) is composed of trees with a DSH (or "diameter at standard height," measured at 4.5 feet above grade) ranging from 0 to 12 inches. This indicates that the majority of trees are young or small-statured, which is crucial for a healthy urban forest. However, trees with a DSH of 24 inches or greater make up just 7% (453 trees) of Mountlake Terrace's trees. City trees in this DSH range can offer larger ecological benefits if the trees are properly maintained and remain healthy, but trees of this size should be monitored frequently to determine maintenance needs, potential risks, and signs of decline. The DSH range of 18 to 30 inches, which makes up 9% of the tree population (or 617 trees) is 7% below the ideal distribution and extra care should be taken to ensure the health of these trees to maintain an ideal distribution in the future.

The average DSH for the entire population is nine inches, and the largest recorded DSH is 68 inches. An ideal age distribution in the tree population allows managers to allocate and project annual maintenance costs uniformly. This ensures continuity in overall tree canopy coverage and associated benefits which are often dependent on the growing space of individual trees (e.g. open grown versus restricted growing areas). It is recommended to monitor and strategically manage large trees throughout the city and weigh the risks and benefits that are associated with large, mature trees.

Tree Inventory: Management

Tree characteristics and environmental factors affect the management needs for urban trees. An analysis of the condition and maintenance requirements assists managers in planning Mountlake Terrace's urban forest.

Tree condition indicates how well trees are managed and how well they perform, given site-specific conditions. Evaluations are based on key attributes, including wood structure, foliage quality, and overall health indicators. Condition Classes:

- **Excellent:** Trees in ideal health with strong structure, vibrant foliage, and no visible defects. These trees perform exceptionally well in their environment.
- **Good:** Trees with minor issues that do not significantly affect their health or structure. These trees demonstrate good vitality.
- **Fair:** Trees exhibiting moderate health concerns, such as minor structural defects or signs of stress. These may require monitoring and targeted maintenance.
- **Poor:** Trees with significant structural or health issues that could impact their performance. Intervention may be required to prevent further decline.
- **Critical:** Trees at high risk of failure or severe decline. These trees demand immediate attention for safety or recovery purposes.
- **Dead:** Trees that are nonviable and require removal to ensure public safety and free up resources for healthier trees.

Tree maintenance needs are assigned for public safety reasons and for the health and longevity of the trees themselves. Understanding the maintenance needs assists tree managers in establishing daily work plans and maintaining public safety.

Urban Forest Condition

The inventory data were analyzed to identify potential trends in tree condition and management needs. Information on the condition of trees plays an important role in planning, budgeting, and use of resources. Each inventoried tree's health was evaluated by ISA Certified Arborists based on the condition of the wood and the foliage as well as the structure.

Figure 5 summarizes the 6,830 trees that were assigned a condition rating and shows the detailed information for each condition class.

The data show that a majority of the trees inventoried are classified as being in "Good" condition, comprising 70% or 4,753 trees, followed by those in "Fair" condition comprising 19% (1,291 trees).

Only 388 trees are noted as being in "Poor" condition, 104 trees are classified as being 'Critical' condition, and 107 trees are classified as dead / removal required. The dead trees or trees noted for removal should be addressed and planned for immediately. Trees classified as "Poor" may have a chance at recovery depending on the factor(s) affecting the rating. These trees should be examined to determine the mitigation necessary, if any.

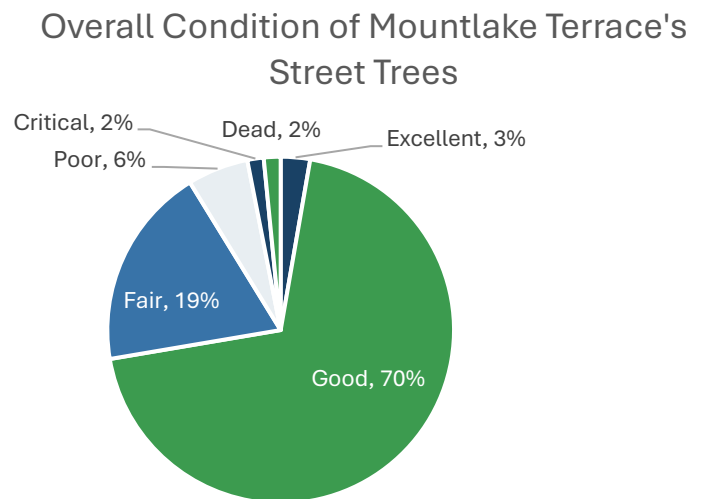


Figure 5. Summary of street tree condition classes.

Relative Performance Index

In addition to understanding the overall condition of the public tree population to inform management strategies, an analysis of performance was also conducted for the ten most prevalent tree species using the Relative Performance Index approach.

Relative Performance Index (RPI) is a comparison of a species' condition rating of "Good" and the tree population's "Good" rating. Using the percent of Good trees for a given species divided by the tree population percentage of Good trees gives a value of equal to 1, less than 1, or greater than 1. A value equal to 1 means the particular species is as healthy as the overall tree population. A value less than 1 means the species is not as healthy as the overall tree population. A value greater than 1 means the species is healthier than the overall tree population. RPI answers the question of how well a species is performing in terms of health compared to the entire inventoried population.

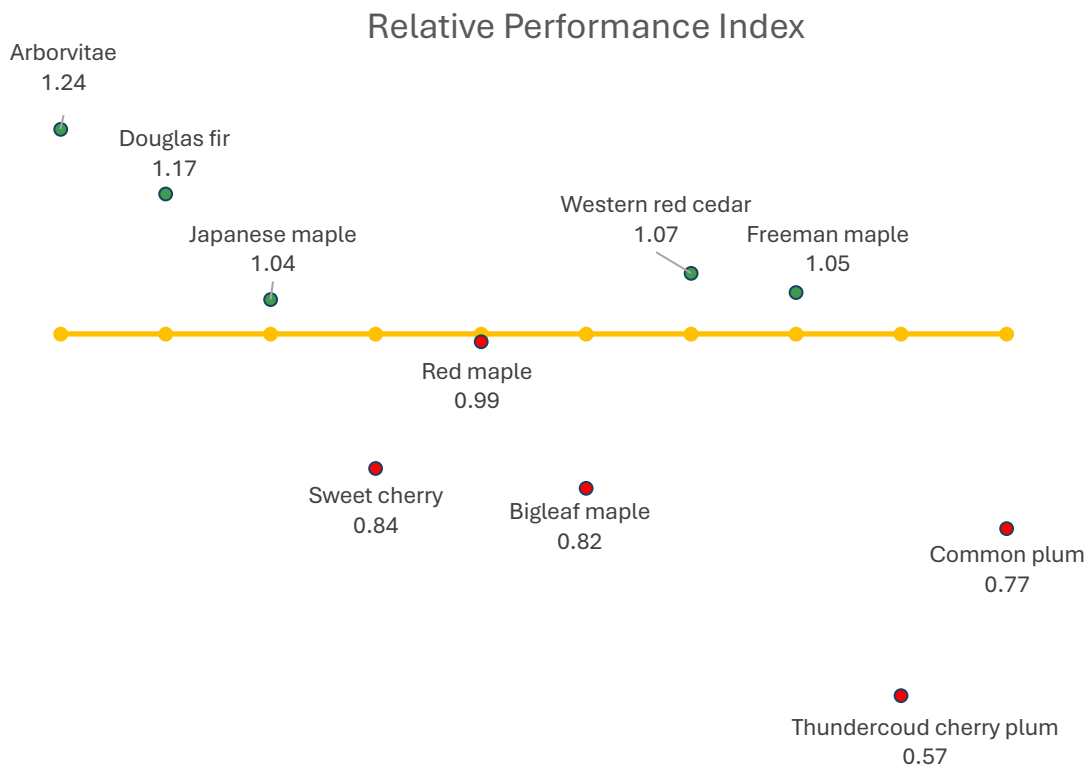


Figure 6. Summary of the Relative Performance Index (RPI) for Mountlake Terrace's top ten species.

For street tree population, arborvitae, Douglas fir, Japanese maple, western red cedar, and Freeman maple are performing better than the overall tree populations. Bigleaf maple, sweet cherry, red maple, thundercloud cherry plum, and common plum are underperforming and are in the poorest condition of the top ten most prevalent tree species.

Some species may have a low RPI due to a variety of factors, including susceptibility to local pests, disease, or environmental stressors such as poor soil conditions, drought, or competition with other vegetation. Species with low RPI may also struggle in urban environments if they are not well-suited to the specific conditions in the area, such as compacted soil or pollution. These metrics are useful in identifying concentrations of maintenance demand and determining the appropriate tree species to plant in the future.

Tree Observations

Tree observations were recorded during the 2024 inventory to further describe a tree's health, structure, or location when more detail was needed. A total of 21 unique observations were included in the inventory.

Table 2 to the right provides a summary of the observations for Mountlake Terrace's street trees. A total of 3,506 trees were recorded as having one or more defects (51% of all inventoried trees), with a total of 6,141 unique observations being recorded during the tree inventory. Poor structure was the most frequent observation recorded (14% or 970 trees) during the 2024 tree inventory. Deadwood (12% or 845 trees), codominant stems (11% or 743 trees), and improperly pruned (10% or 705 trees) were the next most frequent observations.

Of the total observations made, 63 percent are preventable or mendable meaning the defects or concerns observed are primarily human-caused. For example, poor structure can be prevented or limited with proper young tree pruning. Implementing best practices and standards would prevent or reduce the number of improperly pruned trees, and poor root systems can be prevented by choosing quality tree nursery stock, proper planting, and amending soils. Trees with hardscape damage observations could have been prevented by choosing the appropriate species for the site and ensuring adequate root space. Lastly, adequate mulch rings, increased growing space, better managed grates, and awareness would reduce the count of mechanical damage observations. The data also shows the impacts of deferred maintenance. About 60 percent of the observations recorded could be addressed or prevented with proactive pruning (codominant stems, crown dieback, poor structure, improperly pruned, girdling roots, and included bark).

Street Tree Observations

Observation	Count	% of Trees
Poor Structure	970	14%
Deadwood	845	12%
Codominant Stems	743	11%
Improperly Pruned	705	10%
Crown Dieback	682	10%
Cavity Decay	628	9%
Signs of Stress	337	5%
Hardscape Damage	271	4%
Disease	257	4%
Mechanical Damage	143	2%
Included Bark	116	2%
All Other Observations	444	7%
TOTAL	6,141	

Table 2. Observations and defects recorded for Mountlake Terrace's street trees.

Management Priorities

The tree inventory conducted in Mountlake Terrace assessed the management needs of each tree following CAL FIRE standards. Certified arborists evaluated the condition of every tree and determined its management priority based on overall health and the severity of any defects observed. Each tree was assigned to a specific category, including removal, priority pruning (with classifications such as high, medium, or low), and routine pruning. These categories help prioritize the timing and level of care required to maintain tree health and ensure public safety. By adhering to this standardized approach, the city can address tree management needs systematically and in accordance with best practices. The overall goal is to promote the health and longevity of the urban forest while addressing any safety risks efficiently.

As shown in Table 3, the inventory classified each of the 6,830 trees with a corresponding maintenance recommendation. The majority of trees (66%, or 4,540 trees) were identified as small trees in need of routine maintenance, while 30% (2,070 trees) were large trees also requiring routine maintenance. This means that most trees need regular pruning to correct structural issues or manage growth that could obstruct traffic, cause safety hazards, or interfere with infrastructure. A small percentage (less than 1%, or ten trees) were identified for a Training Prune, aimed at shaping young trees to promote strong central leaders and ensure healthy long-term growth.

Several trees in Mountlake Terrace's urban forest were also classified as requiring immediate or near-term action. Priority 1 Removal was assigned to 5 trees (<1%) that present immediate risks due to severe structural defects, disease, or other hazardous conditions, necessitating prompt removal to prevent damage or injury. Priority 2 Removal affects 38 trees (1%), which are not immediately dangerous but show signs of significant decline, requiring removal in the near future. Priority 3 Removal applies to 91 trees (1%) that, while not urgent, may need removal over time due to ongoing decline or conflicts with infrastructure.

Regarding pruning, Priority 1 Prune was recommended for 5 trees (<1%) that pose immediate risks due to broken or hazardous limbs, requiring urgent pruning to prevent accidents. Priority 2 Prune applies to 71 trees (1%) that need pruning to mitigate moderate risks, such as structural weakness or interference with buildings or streets and should be addressed soon to maintain overall tree health and safety.

By prioritizing tree maintenance, the city can address the most urgent tree health and safety concerns efficiently, ensuring a sustainable and safe urban forest for Mountlake Terrace. The MLT Public Works crew has received information on the location and condition of critical or dead trees for evaluation, with removal planned where necessary.

Management Need	Count	%
Priority 1 Removal	5	<1%
Priority 2 Removal	38	1%
Priority 3 Removal	91	1%
Priority 1 Prune	5	<1%
Priority 2 Prune	71	1%
Large Tree Routine Prune	2,070	30%
Small Tree Routine	4,540	66%
Training Prune	10	<1%
Total	6,830	100%

Table 3. Street tree management priorities.

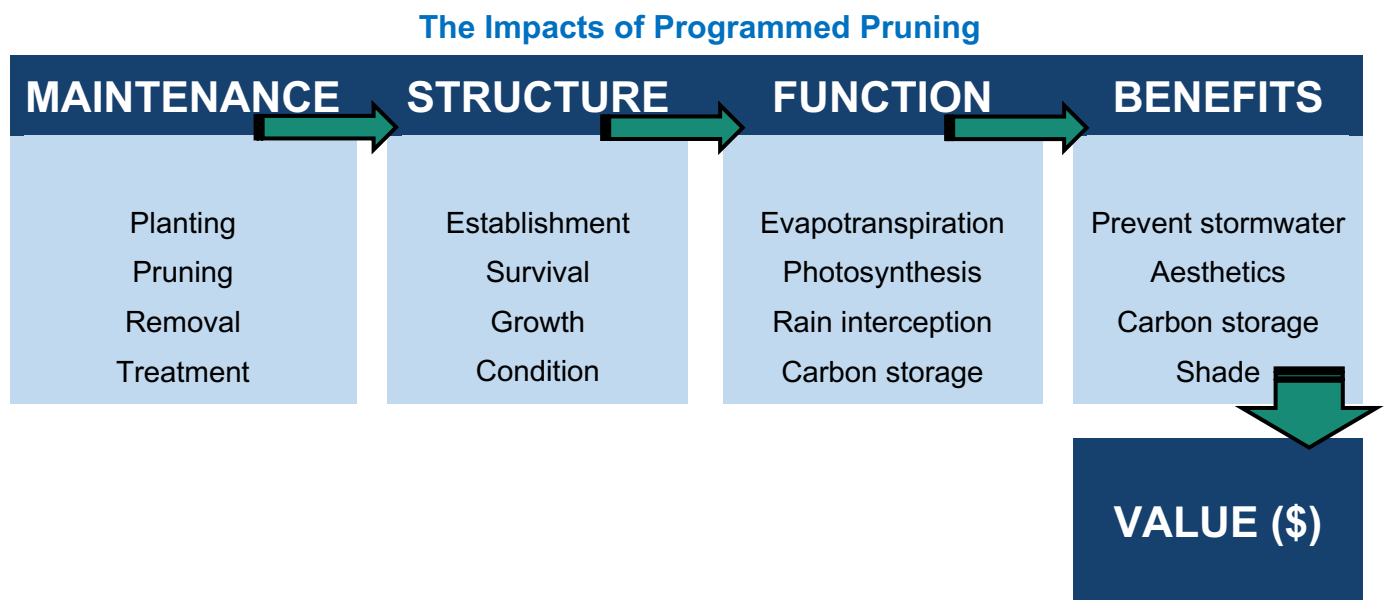


Figure 7. Diagram showing the impacts maintenance has on tree structure, function, and benefits.



Recommendations

The trees of Mountlake Terrace are a vital and valued feature, contributing significantly to the city's appeal as a place to live, work, and enjoy recreational activities. This resource, which has benefitted from a legacy of care and management, requires ongoing attention, including immediate removal or maintenance of certain trees.

To preserve and enhance the beauty and benefits trees provide, the city should implement a routine monitoring and maintenance schedule. Planting new trees, particularly following removals, will help sustain the city's green infrastructure. Although addressing these maintenance needs will require effort and additional resources, it will ensure that Mountlake Terrace's trees continue to be an asset cherished by residents and visitors alike.

The following sections outline high-level recommendations that will be further explored and refined during the development of the Urban Forest Management Plan.

Tree Maintenance Recommendations

The first steps in proactively managing Mountlake Terrace's public trees are to:

- 1) Evaluate, mitigate, and routinely assess risk trees
- 2) Continually and frequently monitor all public trees
- 3) Properly track information in a tree inventory software or database of the City's choosing

A schedule and budget of recommended maintenance activities and their associated costs has been provided in this section. Using these recommendations as a guide, the City should have qualified staff evaluate the recommended removals and amend/correct issues, if possible, or remove the tree if not possible (based on priority, budget, potential targets, location, and other factors). The urban forestry program should also budget and prepare for natural tree mortality, hence the need for continued monitoring.

Once risk trees are mitigated, the City should consider:

- A. Expand and improve public education and engagement programs to ensure they are continuous, effective, and equitable.
- B. Create a cost-sharing program for tree maintenance and removal with adjacent property owners.
- C. Strengthen contract maintenance requirements and refine associated specifications.
- D. Implement a proactive street tree pruning program on a five- to seven-year cycle, assessing feasibility as needed.

A routine pruning cycle delineated by a grid system or City planning boundary should be considered where all public trees are pruned within a timespan of five to seven years. Routine pruning consists of clearance pruning (from signs, sidewalks, roads, buildings), crown cleaning (removing of dead/dying/diseased/decayed branches), structural pruning (removal of weakly attached limbs with included bark and removal of co-dominant stems), and pruning for aesthetics (shaped based on natural growth habits). View the following pages for the summary of tree maintenance recommendations and the recommended tree management and schedule and estimated budget.

The CalFire standards used to assess management needs for the inventoried tree population in Mountlake Terrace distinguish between large tree routine pruning, small tree routine pruning, and young tree training. However, these classifications can be challenging for non-specialists to apply accurately when conducting inventories or determining management needs.

To simplify the process, the recommended Public Tree Management Program and Maintenance Workbook categorize trees based on Diameter at Standard Height (DSH) rather than species or age. This approach ensures that young trees, typically smaller than 6 inches in diameter, receive the necessary training pruning. While most small trees do not exceed 12 inches in diameter, factors such as growth habits, resource availability, and growing conditions can occasionally allow them to grow larger.

These adjusted classifications ensure that all trees receive appropriate maintenance, regardless of the tree's specific characteristics or the expertise of the person conducting the inventory. This method also facilitates the implementation of recommendations outlined later in this section, creating a consistent and efficient framework for managing the urban forest.

After assessing the inventory by maintenance priorities and maintenance types, the following maintenance recommendations were identified:

MAINTAIN EXISTING TREES			
PRIORITY 1 HIGH RISK REMOVAL	5	Total High Risk Tree Removals	Years 1-3
	~2	Trees per year	
PRIORITY 1 HIGH RISK PRUNE	5	Total High Risk Tree Pruning	Years 1-3
	~2	Trees per year	
PRIORITY 2 CRITICAL REMOVAL	38	Total Critical Tree Removals	Years 1-3
	~13	Trees per year	
PRIORITY 2 CRITICAL PRUNE	71	Total Critical Tree Pruning	Years 1-3
	~24	Trees per year	
PRIORITY 3 ROUTINE REMOVAL	91	Total Trees	7-year
	13	Trees Per Year	@ Year 3
PRIORITY 3 LARGE TREE ROUTINE PRUNING (DSH ≥ 6 INCHES)	3,736	Total Trees	7-year
	534	Trees Per Year	@ Year 3
PRIORITY 4 SMALL TREE ROUTINE PRUNING (DSH ≤ 6 INCHES)	2,884	Total Young Trees	3-year
	961	Trees Per Year	@ Year 1
PLANTING NEW TREES			
TREE PLANTING (REPLACEMENT OF PLANNED REMOVALS)	134	Total Trees	7-year
	19	Trees Per Year	@ Year 1
RECOMMENDED TREE PLANTING	459	Total Trees	7-year
	66	Trees Per Year	@ Year 1

Table 4. Recommended tree maintenance summary chart based on management priority.

Table 4 provides a high-level summary of recommended tree maintenance activities designed to foster a healthy and sustainable urban forest. The Tree Maintenance Workbook, utilized by the urban forestry consulting team, outlines an approach that distributes tree work evenly across industry-recommended cycles: three years for Priority 1, Priority 2, and small tree routine maintenance, and seven years for large tree routine maintenance. This balanced strategy supports efficient budgeting, resource allocation, and tree replacement planning.

To ensure public safety and reduce risk, it is strongly recommended that the City address Priority 1 and Priority 2 removals and pruning as soon as resources and budgets allow. If necessary, mitigation plantings associated with these removals can remain on the recommended three-year cycle, provided

they are prioritized over routine plantings. Priority tree removals and pruning follow a three-year cycle to address high-risk trees and urgent needs, with annual updates to adapt to changing conditions or major events. Mitigation plantings tied to these activities are also managed on a three-year cycle, distinct from routine plantings, as they respond specifically to removals and are adjusted annually to align with current forest conditions. This flexible, targeted approach ensures the program remains responsive to the forest's evolving needs.

The recommended Public Tree Management Program is based on inventory data from September 2024 and may not reflect changes to the public tree population occurring afterward. Over time, as Priority 1 and Priority 2 maintenance needs are addressed and a routine pruning cycle is implemented, high-risk and critical tree removals and pruning should decrease significantly, occurring primarily after major storm events or pest and disease outbreaks. Addressing high-risk and critical trees will always take precedence to ensure risks are promptly mitigated.

Variability is expected within the small tree routine pruning category, as young trees grow into the large tree routine maintenance cycle and new trees are planted annually. Proper training of young trees and adequate watering are essential for long-term tree health and help significantly reduce future maintenance needs. Regular monitoring of the tree population is critical to identifying and addressing new or emergency high-priority situations as they arise.

Management Activity Costs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Activity Totals
Priority 1: High Risk Removal	\$13,620	-	-	-	-	-	-	\$13,620
Priority 1: High Risk Pruning	\$4,536	-	-	-	-	-	-	\$4,536
Priority 2: Critical Removal	\$18,875	\$18,500	\$13,110	-	-	-	-	\$50,485
Priority 2: Critical Pruning	\$21,192	\$20,136	\$15,456	-	-	-	-	\$56,784
Priority 3: Routine Tree Removal	\$4,770	\$3,018	\$2,968	\$2,968	\$2,968	\$5,400	\$4,740	\$26,830
Priority 3: Routine Large Tree Pruning	\$266,924	\$265,454	\$266,924	\$265,821	\$266,924	\$266,311	\$266,924	\$1,865,282
Priority 4: Routine Small Tree Pruning	\$168,175	\$168,175	\$168,350	-	-	-	-	\$504,700
Existing Tree Maintenance and Removal Subtotal	\$496,412	\$481,643	\$467,648	\$268,789	\$269,892	\$269,191	\$268,664	\$2,522,237

Table 5. Summary of the estimated costs by management activity, year, and totals. Estimated costs were derived from standing tree work contracts for neighboring municipalities in Washington.

Management Activity Counts	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Activity Totals
Priority 1: High Risk Removal	5	-	-	-	-	-	-	5
Priority 1: High Risk Pruning	5	-	-	-	-	-	-	5
Priority 2: Critical Removal	16	13	9	-	-	-	-	38
Priority 2: Critical Pruning	28	24	19	-	-	-	-	71
Priority 3: Routine Tree Removal	13	14	13	13	13	13	12	91
Priority 3: Routine Large Tree Pruning	534	534	534	533	534	533	5534	3,736
Priority 4: Routine Small Tree Pruning	961	961	962	-	-	-	-	2,884
Existing Tree Maintenance and Removal Subtotal	1,562	1,546	1,537	546	547	546	546	6,830

Table 6. Summary of tree counts by management activity, year, and totals.

Tables 5 and 6 present the recommended tree management activity counts and estimated costs by year based on the inventoried tree population. These tables prioritize addressing all high-risk removals and pruning activities in the first year, rather than distributing them evenly over the three-year industry-recommended cycle. Critical removals and pruning are scheduled for completion within the first two years of the recommended cycle. This adjustment emphasizes risk reduction for the City and provides a clear estimate of the overall program costs.

The cost estimates assume that all tree work is outsourced to professional tree care companies. However, the City of Mountlake Terrace's Public Works and Parks and Recreation Departments handle tree removals and maintenance for trees below a certain size in-house. As a result, these estimates, while useful for budget planning and requests, are likely higher than the actual costs for work performed internally. Outsourcing all tree work is not recommended due to the prohibitive costs often associated with such an approach. Instead, these estimates serve as a guideline to inform decisions and help increase capacity and resources for urban forestry efforts.

Given the elevated risks associated with Priority 1 and Priority 2 tree work, it is recommended that these tasks be contracted out to professional tree care companies to ensure safety and expertise.

Tree Planting Recommendations

PLANTING NEW TREES			
TREE PLANTING (REPLACEMENT OF PLANNED REMOVALS)	134	Total Trees	7-year
	19	Trees Per Year	@ Year 1
RECOMMENDED TREE PLANTING	459	Total Trees	7-year
	66	Trees Per Year	@ Year 1

Table 7. Summary of mitigation plantings as determined by tree maintenance activities.

Table 7 outlines the initial mitigation planting needs, calculated based on priority removals identified in the Tree Maintenance Workbook. Approximately 43 trees are expected to be removed annually during

the first three years, with an additional 91 trees slated for removal over the seven-year routine cycle. These removals will require corresponding replacement plantings.

Mitigation planning also accounts for the predicted annual mortality of both the existing tree population and newly planted mitigation trees. Mortality rates are estimated at 1% annually for both groups, based on the current tree inventory and the maintenance activities recommended in the workbook.

It is important to note that these estimates do not account for potential changes to the broader urban forest or any canopy goals the City may adopt through the Urban Forest Management Plan. Regular updates to these figures are essential to reflect changes in the urban forest and ensure mitigation efforts remain aligned with current needs and goals.

The first steps in growing Mountlake Terrace's public tree population are to:

- 1) Commit to a Tree Canopy Goal.
 - a. The City should establish a canopy goal supported by a canopy assessment and the Urban Forest Management Plan.
 - b. At minimum, plant more trees than are removed and preserve existing canopy through ordinances, policies, education, and enforcement.
- 2) Plan for new plantings thoughtfully.
 - a. Select tree species, locations, and planting times based on inventory data to enhance species diversity and age structure.
 - b. Prioritize underserved neighborhoods for new plantings.
 - c. Diversify beyond maples and cedars wherever possible.
- 3) Provide Proper Care for New Trees.
 - a. Ensure newly planted trees are mulched, watered, trained, pruned, and monitored regularly.
- 4) Increase Ecosystem Benefits.
 - a. Plant more trees than are removed to maximize ecosystem benefits.
 - b. Use the information in this report to plan and budget for future maintenance needs.
- 5) Reduce Future Costs with Proactive Maintenance.
 - a. Conduct young tree training to establish the lowest permanent branch, proper scaffolding, healthy limbs, and a central stem without co-dominant or poorly attached stems.
- 6) Timely Mitigation Plantings.
 - a. Complete mitigation plantings within two years of tree removal and as close to the removal site as possible to maintain canopy coverage and ecosystem benefits.

Program Recommendations

Urban forestry programs across the country face similar challenges, including staffing shortages and budget limitations. As Mountlake Terrace works to grow and develop its urban forestry program, the following steps are recommended to build a strong and sustainable foundation:

- 1) Leverage Tree Inventory Software.
 - a. Use the existing tree inventory software application to track maintenance activities and plantings.

- b. Equip staff working on trees with tablets or iPads to allow on-site updates to the inventory as work is completed.
 - c. Renew the subscription to the existing tree inventory software as needed to ensure continued access to essential features and data, supporting efficient urban forest management.
- 2) Enhance Staff Training and Expertise.
 - a. Provide training and workshops for City staff to improve their knowledge of urban forestry practices.
 - b. Ensure that ISA Certified Arborists are on staff or contracted for all tree care operations to maintain professional standards.
- 3) Adhere to Industry Standards.
 - a. Follow ANSI A300 pruning standards and ISA Best Management Practices for all tree care activities.
 - b. Require all partners and contractors to comply with these standards to ensure consistency and quality.
- 4) Protect Trees During Construction.
 - a. Implement measures to safeguard trees during construction or infrastructure projects, including installation or replacement activities.
- 5) Establish Routine Maintenance Cycles.
 - a. Develop a cyclical schedule for routine pruning, inspections, and risk assessments. Track these activities in annual reports to monitor progress and outcomes.
- 6) Monitor Tree Health.
 - a. Routinely monitor trees in less-than-good condition or with notable issues, reevaluating their status regularly.
 - b. Conduct pest and disease monitoring for all trees, regardless of condition, to prevent widespread infestations or outbreaks.
- 7) Expand Arborist Expertise.
 - a. Ensure at least one staff member from each department working with trees becomes an ISA Certified Arborist until a dedicated urban forestry team or full-time arborist is hired.
 - b. Explore the possibility of hiring a contracted City Arborist to work a minimum of 20 hours per week, focusing on tree maintenance, urban forest health, and community education and outreach.
- 8) Engage the Community.
 - a. Partner with community groups to establish a Citizen Science program, encouraging residents to assist with small tree pruning and planting efforts. This initiative can help build public awareness and increase capacity for routine maintenance.



Summary

Mountlake Terrace's public trees are a valuable asset that, if properly planned and cared for, will continue to add to the health and well-being of the visitors, workers, students, and residents for years to come. Everyone benefits from the proper care and enhancement of the City's trees. This Report serves as a road map outlining meaningful actions that the City should take to strive towards the vision of a healthy, thriving and equitable urban forest. This means addressing maintenance needs, continually monitoring the urban forest, planting more trees than removed, and engaging the community. This Report functions as a management tool for City tree managers and provides transparency to the public regarding the actions the City may take to support environmental health, public safety, and tree equity on behalf of all who enjoy Mountlake Terrace. The City should begin to implement recommendations in this Report as soon as possible as the findings are integrated into a comprehensive Urban Forest Management Plan to ensure an equitable, healthy, thriving, and sustainable urban forest.





Executive Summary Report

August 2025

A summary of Mountlake Terrace's Urban Forest Management Plan

City of Mountlake Terrace, WA



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Overview

Mountlake Terrace's first Urban Forest Management Plan (UFMP) provides a comprehensive strategy to preserve, maintain, and expand the City's trees over the next 25 years. Trees are essential public infrastructure—they reduce flooding, clean the air, lower heat, improve mental and physical health, and build stronger communities.

The Mountlake Terrace Urban Forest Management Plan ("UFMP" or "Plan") is the City's first comprehensive, long-term strategy for protecting, maintaining, and expanding its urban forest. Developed in partnership with the Washington Department of Natural Resources and shaped by data, industry best practices, and community input, the Plan outlines a clear path toward a greener, healthier, and more resilient future for the trees of Mountlake Terrace.

The city's urban forest spans all landscapes—including trees along streets, parks, open spaces, trails, waterways, residential yards, and commercial properties. While the Plan primarily focuses on publicly managed trees, it recognizes that all trees, regardless of ownership, contribute to the health, sustainability, and benefits of the urban forest. Together, these trees form vital green infrastructure that supports the community's well-being and environmental resilience.

This Plan is a roadmap to:

- Protect and grow tree canopy
- Improve quality of life
- Enhance equity
- Adapt to climate change
- Leverage funding and partnerships

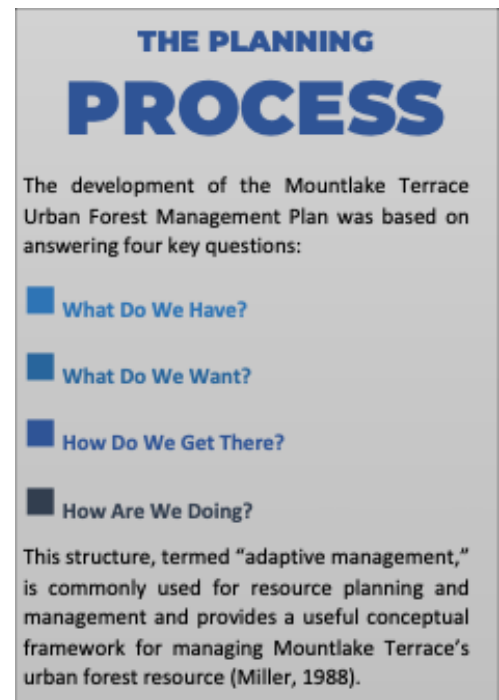
The Plan reflects significant community input, robust data analysis, and best practices in urban forestry. Adoption ensures that the City has a clear and actionable strategy that aligns with other City goals and lays the groundwork for long-term success.

Purpose and Vision

Mountlake Terrace envisions a city where a thriving urban forest enhances health, beauty, and environmental quality for all residents. The UFMP serves as a foundational tool to guide tree-related decision-making across city departments and support sustainable growth, climate adaptation, and community livability.

Urban Forest Snapshot

- **Tree Canopy:** Mountlake Terrace has 32% canopy cover, with the potential to expand by another 4.5% through targeted planting.
- **Tree Inventory:** A 2024 inventory documented 6,830 publicly managed trees.
 - 73% of trees are in good or excellent condition
 - 70% of trees have a Diameter at Standard Height (DSH) of 12 inches or less, with an average DSH of 9 inches.
- **Tree Management:** 63% of inventoried trees had tree issues that are preventable or correctable and are primarily human-caused.



- **Tree Diversity:** Maple (22%) and cedar (17%) dominate the street tree population, indicating a need to increase species diversity for long-term resilience.
- **Environmental Benefits:** The city's canopy provides an estimated \$2.5 million in annual ecosystem services, including stormwater management, air quality improvements, and carbon sequestration.
- **Tree Equity:** The city's Tree Equity Score is 87 (out of 100), signaling strong but uneven access to canopy benefits. Canopy expansion efforts will focus on underserved neighborhoods with higher temperatures and health burdens.

Community Engagement

Community support is one of Mountlake Terrace's greatest strengths. Urban forest volunteer contributions totaled nearly 2,800 hours in 2022, which is double the state average and 8 times the national average. Community members, advisory commissions, city staff, and volunteers provided key insights throughout the planning process and helped shaped this Plan.

- 400+ survey responses and community events
- Strong public support for tree protection, planting, equity, and education
- Equity lens applied: Canopy cover generally decreases with higher poverty and BIPOC populations, though local variation exists

Key Goals and Strategies

The Plan is structured around five overarching goals, each supported by actionable strategies, timelines, and measurable targets.

1. Engage

- Build stewardship and awareness to increase participation and capacity.
- Expand outreach, education, and volunteerism
- Launch Tree Ambassador and citizen science programs
- Celebrate and communicate progress
- Support diverse community engagement, including multilingual resources

2. Maintain

- Ensure proactive, cost-effective care for existing trees.
- Implement a 3- and 7-year pruning cycle based on tree size
- Reduce risk and improve health through structured maintenance
- Increase staff training and explore external contracting
- Use the tree inventory to prioritize work and improve budgeting

3. Grow

- Plant strategically to increase tree cover by 4.5% by 2050.
- Prioritize hotter, vulnerable neighborhoods and low-canopy areas
- Target 137 new public trees planted annually



- Use equity tools (like Tree Equity Score) to guide planting
- Promote appropriate species, site preparation, and post-planting care

4. Retain

- Preserve large, healthy trees and mitigate canopy loss.
- Promote voluntary tree mapping and education
- Explore a phased approach to tree removal permitting
- Increase support and incentives for tree protection during development
- Update policies and codes to prioritize tree retention

5. Know

- Track progress and use data to guide decisions.
- Regularly update the tree inventory and canopy analysis
- Establish clear benchmarks and performance metrics
- Use monitoring to inform annual work planning and grant applications
- Coordinate data collection across departments

Challenges & Considerations

Climate Change & Pests

- Increasing heat, drought, and severe storms threaten tree health
- Pests such as bronze birch borer and fir engraver beetle are active
- Emerald ash borer (EAB) is approaching the region
- Invasive plants like English ivy and holly hinder forest regeneration

Development & Urban Pressures

- Loss of canopy in areas near highways and the light rail
- Limited planting space in urban areas
- Plan recommends structural soils, root barriers, and planting innovation

Funding Gaps

- Mountlake Terrace invests \$108,731/year in urban forestry—\$5.07 per capita, significantly below:
 - Regional average: \$11.57
 - Washington average: \$11.05
 - National average: \$12.26
- The UFMP positions the City to compete for grants and justify additional investment

Implementation Approach

Achieving the goals of the Urban Forest Management Plan will require coordinated action, long-term commitment, and integration across City departments and planning efforts. The Plan provides a clear roadmap with actionable strategies to guide implementation, including:

- Cross-Departmental Coordination
 - Implementation will involve close collaboration among Public Works, Parks, Stormwater, Planning, and Community Services to ensure tree-related policies and practices are integrated throughout City operations.
- Staffing and Capacity Building
 - As the urban forest expands, additional staffing and technical capacity will be needed to maintain tree health, oversee planting, and deliver on long-term goals. The Plan outlines staffing recommendations to support this growth.
- Plan Integration

- Urban forestry goals are aligned with the City's broader vision. The Plan will be integrated into related efforts, such as the Comprehensive Plan, Parks and Recreation Plan, and Sustainability Strategy, to ensure consistency and maximize impact.
- Ongoing Monitoring and Data Updates
 - The City will maintain and regularly update its urban tree inventory and canopy assessment every two years. These updates will inform planning decisions and allow for adaptive management over time.
- Community Engagement and Transparency
 - Progress will be tracked through regular reporting and ongoing public engagement. Residents will have opportunities to participate in volunteer programs, provide input, and stay informed on implementation progress.
- Lead Department
 - The Environmental Programs Manager will oversee and coordinate implementation across departments, ensuring accountability and alignment with City goals.
- Tree Board Role (RPAC): The Recreation and Parks Advisory Commission, serving as the City's Tree Board, will play a central role by:
 - Guiding public engagement efforts
 - Recommending priorities for action and investment
 - Monitoring implementation progress and outcomes

Together, this structure ensures the Plan is not only actionable but also transparent, community-supported, and positioned for long-term success.

Conclusion

The Mountlake Terrace Urban Forest Management Plan serves as both a strategic blueprint and a call to action. With thoughtful implementation and ongoing collaboration, the City can ensure that its trees continue to thrive as an essential and equitable part of the urban landscape for generations to come.

Mountlake Terrace's urban forest is a vital community asset. This Plan provides a clear vision and actionable framework to grow a healthier, more equitable, and climate-resilient city. With Council adoption and sustained investment, future generations will enjoy the full environmental, social, and economic benefits that the City's trees provide.



CITY OF MOUNTLAKE TERRACE

ORDINANCE NO. XXX

**AN ORDINANCE OF THE CITY OF MOUNTLAKE TERRACE, WASHINGTON,
ADOPTING THE URBAN FOREST MANAGEMENT PLAN; PROVIDING FOR
SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE**

WHEREAS, trees are integral to Mountlake Terrace’s community character, and Mountlake Terrace is a “Tree City USA”; and

WHEREAS, healthy trees and vegetation contribute to the quality of life for Mountlake Terrace residents by reducing soil erosion; improving air quality; minimizing the “urban heat island” effect; promoting a sense of well-being; providing wildlife habitat; enhancing property values; intercepting/absorbing stormwater runoff; and by contributing to Mountlake Terrace’s natural beauty; and

WHEREAS, it is the City’s intention to retain street trees during development wherever possible; and

WHEREAS, the City Council desires to act upon the City Comprehensive Plan-Environment Element-Policy EN-2.1: Adoption of an Urban Forest Management Plan; and

WHEREAS, a State Environmental Policy Act (“SEPA”) review was performed on the proposed plan and a Determination of Non-significance (“DNS”) was issued on July 15, 2025, which has not been appealed; and

WHEREAS, the Planning Commission held a public hearing on the proposed amendments on September 8, 2025 and has forwarded a recommendation to the City Council to approve the proposed amendments; and

WHEREAS, the City Council held a work session on September 11, 2025 and a public hearing on the proposed plan on September 18, 2025 and considered the proposed amendments and the entire record, including recommendations from the Planning Commission; and

WHEREAS, the City Council finds that the proposed amendments are consistent with the City’s Comprehensive Plan and other goals and objectives of the City; and

WHEREAS, the adoption of this Ordinance will promote the public health, safety, and general welfare within the City of Mountlake Terrace; and

WHEREAS, the City Council has determined that the adoption of the Urban forest Management Plan is in the best interest of the City;

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

Section 1. Mountlake Terrace Urban Forest Management Plan, Adopted. The Mountlake Terrace Urban Forest Management Plan dated September 2025, which is comprised in its entirety and attached hereto, is hereby adopted as is fully set forth herein. Consistent with RCW 35A.21.010, the Urban Forest Management Plan may be modified by the City Manager in the form of minor and non-substantive grammatical and punctuation edits prior to the filing of this Ordinance with the Washington State Department of Commerce.

Section 2. Corrections. The City Clerk and codifiers of the ordinance are authorized to make necessary corrections to this ordinance 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 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 SEPTEMBER 18, 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: Ryan Doss, Economic Development Manager, Sienna Spencer-Markles

Meeting Date: September 11, 2025

Subject: Review Professional Services Agreement with All Together, LLC, for Citywide Branding, Placemaking, and Marketing Strategy

Required Reviews:

Ryan Doss	Created/Initiated - 09/08/2025
Sirke Salminen	Approved - 09/08/2025
Hillary Evans	Approved - 09/08/2025
Jeff Niten	Final Approval - 09/08/2025

Council Goal(s):

Growing our Vibrant Community

Legislative History:

N/A

Subject Summary:

This item provides the City Council with an opportunity to review the proposed Professional Services Agreement with All Together, LLC, pursuant to the City's Request for Proposals for City-Wide Branding and Identity Development, Placemaking, and Strategic Marketing Consulting Services. Formal approval of the agreement will be scheduled for consideration at the September 18, 2025, Council meeting under the Consent Agenda.

The consultants will support the city of Mountlake Terrace in developing a comprehensive and implementable brand identity that reflects the city's unique strengths, community assets, and future vision. The brand will be adaptable across departments, scalable for future growth, and effective across both digital and traditional platforms. It will also guide implementation in high-visibility areas such as Town Center, the light rail station area, and major corridors, while establishing a framework for neighborhood branding in areas like Melody Hill, Gateway, and Lake Ballinger.

In addition, the new brand identity will provide the basis to create the strategy for placemaking and wayfinding implementation and will be foundational to a top-level economic development marketing plan that supports business attraction and investment. A strong, cohesive, and

aspirational brand will enhance community pride, tell Mountlake Terrace’s story, and position the city as a vibrant, inclusive, and investment-ready community within the region.

The project advances the City Council’s 2025–2029 Strategic Plan goal of “Growing Our Vibrant Community” and fulfills the Economic Development Strategic Plan (2024–2029) Objective 1.1, Action 1.1a, which calls for establishing and promoting a unified City brand and marketing strategy, engaging partners such as the Chamber of Commerce and Economic Alliance Snohomish County (EASC), and supporting neighborhood identity efforts.

The full scope of work is included in the Request for Proposal and amendments (Exhibit A of the agreement). Generally, the consultant will:

- Discovery and Community Listening – Kickoff, community survey, stakeholder sessions, cultural asset discovery, and market positioning.
- Brand Development – Brand story, visual identity system, neighborhood sub-brand concepts, wayfinding, and placemaking guidelines.
- Marketing Strategy and Implementation – Marketing roadmap, brand guidelines, collateral templates, and a digital asset library.

It is anticipated that this work will be completed by October 31, 2026.

The City issued the Request for Proposals on June 4, 2025, and received 23 submissions by the closing date of July 3, 2025. A staff evaluation committee reviewed and scored proposals based on qualifications, approach, and alignment with City priorities, and conducted interviews with finalists. Following this process, All Together, LLC was selected as the most advantageous proposer due to their expertise in municipal branding, inclusive engagement strategies, and strong track record supporting communities experiencing transit-oriented growth.

Financial/Budget Impacts:

Budget Amendment No
Required? _____

Budget and Sources:	\$68,920.00 - General Fund
Expenditure:	
New Appropriation Required + Sources	

Additional Financial Information:

N/A

Community Notifications:

City Council Agenda

If "Other," please specify:

Board/Commission Recommendation:

N/A

Staff Recommendation:

Staff recommends that the City Council review the proposed Professional Services Agreement with All Together, LLC for City Branding, Identity Development, Placemaking, and Strategic Marketing services in an amount not to exceed \$68,920. A council vote is scheduled for the September 18, 2025 Consent Agenda.

Council Motion:

Attachments:

1. City-Wide Branding Professional Services Agreement_Council Presentation_9.11.25
2. Professional Services Agreement with All Together, LLC



CITY OF
**MOUNTLAKE
TERRACE**



City-Wide Branding & Identity Development, Placemaking, and Strategic Marketing Consultant Services

City Council Work Session: September 11, 2025

Sienna Spencer-Markles, Communications and Community Engagement Manager, CMO
Ryan Doss, Economic Development Manager, CMO

PURPOSE

- Review a Professional Services Agreement with All Together, LLC for City Branding, Identity Development, Placemaking, and Strategic Marketing services.

AGENDA

- Council goals
- Background
- Scope & Timeline
- Financial/ Budget Implication
- Staff Recommendation
- Questions & Discussion



COUNCIL GOALS

Growing a Vibrant Community

An active and dynamic city where arts, culture, and diversity thrive, fostering connections among community members who call Mountlake Terrace home.

Economic Development Strategic Plan 2024-2029

1. *Enhance Mountlake Terrace's image as a destination for business*

1.1 City branding and marketing helps to draw new interest from investors, businesses, and residents

REQUEST FOR PROPOSALS (RFP)

Purpose

- The City of Mountlake Terrace sought professional consultant support for the following initiatives:
 - Develop City-wide brand identity and create the strategy for placemaking/wayfinding implementation.
 - Apply the brand identity to an economic development marketing strategy.
- Estimated timeline of approximately 10-12 months.
- Project budget is between \$60,000 and \$70,000.

PROPOSED SCOPE OF WORK

- Discovery, Research & Community Engagement
- Brand Development
- Wayfinding Design & Placemaking Strategy
- Implementation Guidelines
- Brand Governance & Performance Measurement

RFP PROCESS & RESPONSES

- **Release Date:** June 4, 2025
- **Responses:** 23 proposals received
- **Evaluation:** Staff selection committee reviewed proposals and conducted interviews with top 5 finalists in August 2025.
- **Criteria:** Design Philosophy, Experience & Capabilities, Key Personnel, Approach to Scope of Work, Ability to Meet Schedule, + Additional Information.
- **Recommendation:** All Together, LLC identified as the most advantageous proposer based on proven track record, inclusive community engagement methods, and strong alignment with Mountlake Terrace's vision and strategic goals

ALL TOGETHER, LLC

- Based in Chicago, IL, All Together is an intentional collective of communication experts, creatives, and urban planners.



**Rachael
Aziz**

PRINCIPAL

*Planner + designer with
transit-oriented
placemaking expertise
(perfect for your light
rail moment)*



**Kristian
Gist**

BRAND STRATEGIST

*Brand strategist specializing
in small business development
(aligns with your economic
development goals)*



**Marisa
Schulz**

PRINCIPAL

*Writer + planning expert
with 20+ years in
engagement, economic
development positioning*

ALL TOGETHER

Strengths and Specialties



Community Engagement

We elevate hard-to-reach voices and make planning and its processes a whole lot more approachable. As planners and communication specialists, we're able to get input and translate that into impactful visions and strategy for our Clients.



Place Branding

Our branding, communication strategies, and campaigns empower communities to share their stories—past, present, and future—amplifying their voices and inspiring a new generation of brand ambassadors.



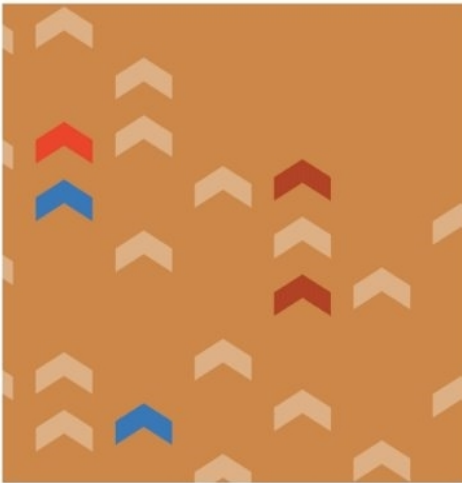
Placemaking & Storytelling

We introduce color, life, and joy to public spaces of all kinds. We ensure communities tell (and continue to tell) their story through infrastructure improvements, wayfinding, public art, and programming.

ALL TOGETHER, LLC



ENJOY EVANSTON



ILLINOIS HOUSING COUNCIL



ANTIOCH MARKETING GUIDE



LEMONT DOWNTOWN



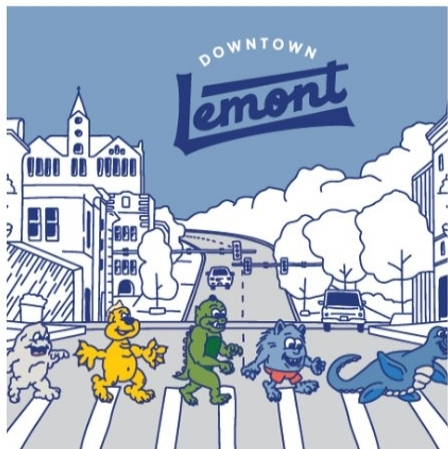
UNCOVER ANTIOCH



LUNAR NEW YEAR



ADVENTURES IN STOCKTON



LEMONTSTERS

TIMELINE

October - November	December - January	February -March	April - May	June - July
• Project Kickoff • Brand Audit • Community Survey • Community Discovery • Stakeholder Listening Sessions • Market Position Audience Analysis	• Strategic Visioning Workshop • Presentation to City Leadership • Brand Platform	• Logo Enhancement and Visual Identity System • Brand System & Neighborhood Strategy • Marketing & Placemaking Strategy	• Brand Development Presentation • Wayfinding System Design • Placemaking Design Guidelines	• Brand Application Templates • Brand Guides • Digital Asset Library

**Timeline is subject to change*

GOALS

- Develop a **cohesive and aspirational City brand** to elevate the City and attract development and investment.
- Deliver a final **brand strategy document** which should include the brand narrative, positioning, and placemaking design guidelines.
- Deliver a **brand guide for City staff and external partners** to guide future planning and development
- Deliver **strategic recommendations** for economic development marketing efforts.

BUDGET

- Total Budget: Not to exceed a maximum sum of \$68,920.00
- General Fund
- Covers professional services, travel, and project expenses
- No additional appropriation required

STAFF RECOMMENDATION

Staff recommends that the City Council review the proposed Professional Services Agreement with All Together, LLC for City Branding, Identity Development, Placemaking, and Strategic Marketing services in an amount not to exceed \$68,920.

Approval is scheduled for consideration on the September 18, 2025, Consent Agenda.

DISCUSSION & QUESTIONS

Thank you



PROFESSIONAL SERVICES AGREEMENT

This Agreement (“Agreement”) is dated effective this ____ day of _____, 2021. This Agreement is by and between the City of Mountlake Terrace, a Washington municipal corporation (“City”), and All Together, LLC (“Contractor”), collectively known as the parties (“Parties”).

A. The City seeks the professional services of a skilled independent contractor capable of working without direct supervision in the capacity of City-Wide Branding & Identity Development, Placemaking, and Strategic Marketing Consultant Services and is familiar with the City’s municipal code, resolutions, regulations, and policies.

B. The Contractor, by entering into the Agreement, represents that it has the requisite skills and experience necessary to perform and provide such services in a competent and professional manner.

NOW, THEREFORE, in consideration of the mutual promises set forth herein, the Parties agree to the following terms and conditions:

1. Services.

1.1 Services. Contractor shall provide the services and equipment as specified pursuant to the terms more specifically described in “Exhibit B – Scope of Services,” and “Exhibit C – Request for Proposal,” attached hereto and incorporated by this reference (“Services”), in a manner consistent with the accepted practices and standards for other similar services, performed to the City's satisfaction, within the time-period prescribed by the City and pursuant to the direction of the City Manager or his or her designee.

1.2 Compliance with Laws. Contractor shall comply with and perform the Services in accordance with all applicable federal, state, and City laws, including, but not limited to, the City of Mountlake Terrace’s Municipal Code, and all other City resolutions, standards or policies, as now existing or hereafter adopted or amended.

1.3 Performance Standard. In the performance of services under this Agreement, Contractor and its employees or designees, promise to exercise the degree of skill and care required by customary and generally accepted practices, standards, and procedures adopted by Contractors’ rendering the same or similar type of service. All duties shall be performed in the manner consistent with those customary and generally accepted practices, and the Contractor shall be responsible for the professional and technical soundness and accuracy of all work and services furnished pursuant to this Agreement.

2. Term. The term of this Agreement shall commence upon the effective date of this Agreement and shall expire on October 31, 2026.

3. Termination. Prior to the expiration of the Term, this Agreement may be terminated immediately, with or without cause by the City upon prior written notice to the Contractor. If the Agreement is terminated after partial performance, the City will be obligated to pay only for that portion of the total work authorized under this Agreement that is satisfactorily completed. The Contractor may terminate this Agreement only upon sixty (60) days prior written notice to the City.

4. Compensation.

4.1 Total Compensation. In consideration of the Contractor performing the Services, the City agrees to pay the Contractor in an amount not to exceed a maximum sum of \$68,920.00 on a time and materials basis according to the rates provided in "Exhibit A - Budget, Billing, and Milestones."

4.2 Method of Payment. City will be billed no more often than monthly. Invoices shall contain an itemized breakdown of the services performed on a project basis during the time covered by the invoice. City will pay Contractor by warrant or check within thirty (30) days of the receipt of an invoice. A finance charge of one percent (1%) per month [twelve percent (12%) per annum] will accrue on any unpaid balance outstanding for more than forty-five (45) days.

4.3 Contractor Responsible for Taxes. The Contractor shall be solely responsible for the payment of any taxes imposed by any lawful jurisdiction as a result of the performance and payment of this Agreement.

4.4 Reimbursement of Expenses. The City of Mountlake Terrace is not liable to Contractor for any expenses paid or incurred by Contractor unless otherwise agreed in writing.

5. Contractor to Direct Work. Contractor shall control and direct the performance of the work or project of Contractor pursuant to this Agreement, subject to the City of Mountlake Terrace oversight. The City of Mountlake Terrace reserves the right to inspect, review, and approve of the work or project of Contractor to assure that it has been completed as specified, before payment.

6. Warranty. The Contractor warrants that it has the requisite training, skill, and experience necessary to provide the Services and is appropriately accredited and licensed by all applicable agencies and governmental entities, including but not limited to being registered to do business in the City of Mountlake Terrace by obtaining a City of Mountlake Terrace business registration if required by municipal code.

7. Security and Damages. The Contractor shall be responsible for security of its equipment and assumes all risk of damage, theft or loss to Contractor's equipment and supplies occurring from any nature whatsoever. Additionally, Contractor shall be responsible for any maintenance costs and repair costs resulting from any damage or loss from any source whatsoever to its equipment or supplies. Contractor agrees that neither damage to or loss of its equipment shall be applied to or claimed against City property, City liability insurance or commission revenues owed to the City.

8. Independent Contractor/Conflict of Interest.

8.1 Independent Contractor. It is the intention and understanding of the Parties that the Contractor shall be an independent contractor and that the City shall neither be liable for nor obligated to pay sick leave, vacation pay or any other benefit of employment, nor to pay any social security or other tax, which may arise as an incident of employment. The Contractor shall pay all income and other taxes as due. Industrial or any other insurance, which is purchased for the benefit of the Contractor, shall not be deemed to convert this Agreement to an employment contract.

8.2 City's Right of Supervision and Inspection. Even though Contractor is an independent Contractor with the authority to control and direct the performance and details of the work authorized under this Agreement, the work must meet the approval of the City and shall be subject to the City's general right of inspection and supervision to secure the satisfactory completion thereof.

8.3 Work Performed at Contractor's Risk. Contractor shall take all precautions reasonably necessary and shall be responsible for the safety of its employees, agents and subcontractors in the performance of the work hereunder and shall utilize all protections reasonably necessary for that purpose. All work shall be done at Contractor's own risk, and Contractor shall be responsible for any loss or damage to materials, tools, or other articles used or held for use in connection with the work.

8.4 Conflict of Interest. The Contractor may or will be performing professional services during the term for other parties and that the City is not the exclusive user of services the Contractor will provide, provided, however, that such performance of other services shall not conflict with or interfere with Contractor's ability to perform the Services. Contractor agrees to resolve any such conflicts of interest in favor of the City.

9. Indemnification.

9.1 Contractor Indemnification. Contractor shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Contractor (or its employees, agents, representatives, subcontractors/ subconsultants) in performance of this Agreement, whether such claims sound in contract, tort, or other legal theory, except for injuries and damages caused by the sole negligence of the City. The Contractor's duty to defend and indemnify pursuant to this Section is not in any way limited to, or by the extent of, insurance obtained by, obtainable by, or required of the Contractor. Should a court of competent jurisdiction determine that this Agreement 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 the Contractor and the City, its officers, officials, employees, and volunteers, the Contractor's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Contractor's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Contractor's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of indemnification. This waiver has been mutually negotiated by the Parties. If, and to the extent, Contractor employs or engages

subcontractors or subconsultants then Contractor shall ensure that each such subcontractor and subconsultant (and subsequent tiers of subcontractors and subconsultants) shall expressly agree to defend and indemnify the City to the extent and on the same terms and conditions as the Contractor pursuant to this Section 9. The provisions of this section shall survive the expiration or termination of this Agreement.

9.2 Records Request. When the City provides the Contractor with notice of a Public Records Request, Contractor agrees to save, hold harmless, indemnify and defend the City, its officers, agents, employees and elected officials from and against claims, lawsuits, fees, penalties and costs resulting from the Contractor's violation of the Public Records Act RCW 42.56, or Contractor's failure to produce public records as required under the Public Records Act. Records shall be retained until all litigation, claims or audit findings have been resolved even though such litigation, claim or audit continues past any formal retention period imposed by Washington State Archives, grant or other applicable law or regulation.

9.3 Survival. The provisions of this Section shall survive the expiration or termination of this Agreement with respect to any event occurring prior to such expiration or termination.

10. Discrimination Prohibited and Compliance with Equal Opportunity Legislation. In all Contractor services, programs or activities, and all Contractor hiring and employment made possible by or resulting from this Agreement, there shall be no discrimination by the Contractor or by Contractor's employees, agents, subcontractors or representatives against any person because of sex, age, (except minimum age and retirement provisions), race, color, creed, national origin, marital status, religion, sexual orientation or the presence of any disability, including sensory, mental, or physical handicaps, based upon a bona fide occupational qualification in relationship to hiring and employment. This requirement shall apply, but not be limited to the following: employment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The Contractor shall not violate any of the terms of Chapter 49.60 RCW, Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973 or any other applicable federal, state or local law or regulation regarding non-discrimination. Any material violation of this provision shall be grounds for termination of this Agreement by the City and, in the case of the Contractor's breach, may result in ineligibility for further City agreements.

11. Confidentiality.

All information regarding the City obtained by the Contractor in performance of this Agreement shall be considered confidential. The Contractor shall safeguard all written information submitted by the City to the Contractor in connection with the services performed by the Contractor under this Agreement to at least the same extent as the Contractor safeguards like information relating to its own business or profession. Breach of confidentiality by the Contractor will be grounds for immediate termination.

12. Work Product and Ownership of Records and Documents.

All originals and copies of work product, including records, files, documents, reports, plans, sketches, layouts, designs, design specifications, computer disks, magnetic media or material which may be produced or modified by the Contractor while performing the services shall belong to the City. At the termination or cancellation of this Agreement, all copies of any such work product remaining in the possession of the Contractor shall be delivered to the City and shall become the property of the City. Files containing the written record of the Contractor's services shall be delivered to the City.

13. Insurance.

13.1 Insurance Term. The Contractor shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of work hereunder by the Contractor, its agents, representatives, or employees. Contractor shall comply with the following conditions and procure and keep in force during the term of this Agreement, at Contractor's own cost and expense, the following policies of insurance with companies authorized to do business in the State of Washington, which are rated at least "A" or better and with a numerical rating of no less than seven (7), by A.M. Best Company and which are acceptable by the City. Contractor's maintenance of insurance as required by the Agreement shall not be construed to limit the liability of the Contractor to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

13.2 Minimum Scope of Insurance. Contractor shall obtain insurance of the types described below:

a. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage.

b. Commercial General Liability insurance shall be written at least as broad on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap, independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Contractor's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO CG 20 26.

c. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

d. Professional Errors and Omissions Insurance. If both parties agree that the Services do not warrant Contractor providing Professional Errors and Omissions Insurance, Section 13.3.d. may be stricken if this section is initialed by both Parties: _____

13.3 Minimum Insurance Limits. Contractor shall maintain the following insurance limits:

a. Commercial General Liability. \$2,000,000 combined single limit per occurrence for bodily injury personal injury and property damage; \$2,000,000 general aggregate.

b. Automobile Liability. \$1,000,000 combined single limit per accident for bodily injury and property damage.

c. Workers' Compensation. Workers' compensation limits as required by the Workers' Compensation Act of Washington.

d. Professional Liability/Contractor's Errors and Omissions Liability. Insurance shall be written with limits no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit.

13.4 Notice of Cancellation. In the event that the Contractor receives notice (written, electronic or otherwise) that any of the above required insurance coverage is being cancelled and/or terminated, the Contractor shall immediately (within forty-eight (48) hours) provide written notification of such cancellation/ termination to the City.

13.5 Verification of Coverage. In signing this Agreement, the Contractor is acknowledging and representing that required insurance is active and current. Contractor shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Agreement before commencement of the work.

13.6 Insurance Shall be Primary - Other Insurance Provision. The Contractor's insurance coverage shall be primary insurance as respect to the City. The Contractor's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance as respect to the City. Any Insurance, self-insurance, or self-insurance pool coverage maintained by the City shall be excess of the Contractor's insurance and shall not contribute with it.

13.7 Claims-made Basis. Unless approved by the City all insurance policies shall be written on an "Occurrence" policy as opposed to a "Claims-made" policy.

13.8 Failure to Maintain Insurance. Failure on the part of the Contractor to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days' notice to the Contractor to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Contractor from the City.

13.9 Full Availability of Contractor Limits. If the Contractor maintains higher insurance limits than the minimums shown above, the City shall be insured for the full available limits of

Commercial General and Excess or Umbrella liability maintained by the Contractor, irrespective of whether such limits maintained by the Contractor are greater than those required by this contract or whether any certificate of insurance furnished to the City evidences limits of liability lower than those maintained by the Contractor.

14. Maintenance/Inspection of Records.

14.1 Maintenance and Inspection. The Contractor agrees to maintain books, records, and documents which sufficiently and properly reflect all direct and indirect costs and expenses allowable under this Agreement related to the performance of the Services and maintain such accounting procedures and practices as may be deemed necessary by the City to assure proper accounting of all funds paid pursuant to this Agreement. These records shall be subject, at all reasonable times, to inspection, review or audit by the City, its authorized representative, the State Auditor, or other governmental officials authorized by law to monitor this Agreement. If any litigation, claim or audit is commenced, the contractor shall cooperate with the City and assist in the production of all such documents.

14.2 Public Records. The Parties agree that this Agreement and records related to the performance of the Agreement are, with limited exception, public records subject to disclosure under the Public Records Act RCW 42.56. Contractor acknowledges that any record, document, work product or correspondence created by contractor may be subject to the Public Records Act.

Further, in the event of a Public Records Request to the City, the City may provide the Contractor with a copy of the Records Request and the Contractor shall provide copies of any City records in Contractor's possession, necessary to fulfill that Public Records Request. If the Public Records Request is large the Contractor will provide the City with an estimate of reasonable time needed to fulfill the records request.

15. Dispute Resolution.

15.1 Informal Resolution. In the event of a dispute, a party shall notify the other party of the dispute with as much detail as possible. The City and Contractor shall use good faith efforts to resolve the dispute within ten (10) business days. If the Parties' business representatives are unable to resolve the dispute, or agree upon the appropriate corrective action to be taken, within such ten (10) business days, then either party may initiate mediation. Both Parties will continue without delay to carry out all their respective responsibilities under this Agreement. The Parties shall share the mediator's fee and any filing fees equally. The mediation shall be held in the place where the mediator is located, unless another location is mutually agreed upon. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction thereof.

15.2 Injunctive Relief. Nothing contained in this Section shall limit or delay the right of either party to seek injunctive relief from a court of competent jurisdiction, whether or not such party has pursued informal resolution in accordance with this Section.

16. Compliance with Grant Terms and Conditions. Contractor shall comply with any and all conditions, terms and requirements of any federal, state or other grant that wholly or partially funds Contractor's work hereunder.

17. General Provisions.

17.1 Entire Agreement. This Agreement contains all of the agreements of the Parties with respect to any matter covered or mentioned in this Agreement and no prior agreements shall be effective for any purpose. All attachments and addendum are incorporated herein by this reference, and shall be a part of this Agreement.

17.2 Modification. No provisions of this Agreement may be amended, modified or an additional obligation assumed by either Party except by written agreement signed by the Parties.

17.3 Full Force and Effect. Any section or provision of this Agreement which is adjudicated invalid or illegal shall in no way affect or invalidate any other section or provision hereof and such other sections or provisions shall remain in full force and effect.

17.4 Subletting/Assignment. Neither the Contractor nor the City shall have the right to sublet, transfer or assign, in whole or in part, any or all of its obligations and rights hereunder without the prior written consent of the other party.

17.5 Attorney Fees. In the event either party brings a lawsuit to enforce the terms of this Agreement, or arising from a breach of this Agreement, the prevailing party shall be entitled to its costs and attorneys' fees for bringing or defending against the action.

17.6 No Waiver. Failure or delay of the City to declare any breach or default immediately upon occurrence shall not waive such breach or default. Failure of the City to declare one breach or default does not act as a waiver of the City's right to declare another breach or default.

17.7 Governing Law and Venue. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of Washington; venue shall be in Snohomish County.

17.8 Authority. Each individual executing this Agreement on behalf of the City and the Contractor represents and warrants that such individuals are duly authorized to execute and deliver this Agreement on behalf of the Contractor or the City.

17.9 Notices. Any notices required to be given by the Parties shall be delivered at the addresses set forth below. Any notices may be delivered personally or may be deposited in the United States mail, postage prepaid, to the address set forth below. Any notice so posted in the United States mail shall be deemed received three (3) days after the date of mailing.

17.10 No Third Party Beneficiary. It is the specific intent of the Parties, and all Parties agree, that this Agreement shall not confer third party beneficiary status on any non-party.

17.11 No Joint Venture. This Agreement does not create a partnership or joint venture, and in carrying out this Agreement, the Parties shall act in their individual capacities and not as agents, employees, or partners of one another.

17.12 Survivability. The obligation of Contractor 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.

17.13 Contractor Payments. In the event the Contractor fails to pay any taxes, assessments, penalties, or fees imposed by any governmental body, including a court of law, then the City shall have the right but not the obligation and the Contractor authorizes the City to deduct and withhold or pay over to the appropriate governmental body those unpaid amounts upon demand by the governmental body. It is agreed that this provision shall apply to taxes and fees imposed by City ordinance. Any such payments shall be deducted from the Contractor's total compensation.

Executed on the dates written below.

CONTRACTOR

CITY OF MOUNTLAKE TERRACE

By:

By:

Name, Title

Jeff Niten, City Manager

Address:

23204 58th Avenue W
Mountlake Terrace, WA 98043

Date: _____

Date: _____

Approved as to form:

Hillary J. Evans, City Attorney

Exhibit A
Budget, Billing, and Milestones

Exhibit A: Budget, Billing, and Milestones

A1. Total Budget & Billing

The total budget for this project is not to exceed \$68,920.

Per Section 4.2 of the agreement, the contractor can bill no more than monthly for time and materials incurred during that reporting period, with a total project billing of up to \$65,670 in labor costs and \$3,250 in expenses.

A2. Budget & Milestones per Phase of Work and Task

Per Section 2 of the agreement, this agreement expires on October 31, 2026. The interim deliverable costs and milestones are listed below.

Phase	Cost	Schedule
1: Discovery & Community Listening	\$23,760	August – November 2025
2: Brand Development	\$28,380	December - March 2026
3: Marketing Strategy & Brand Implementation	\$13,530	April – June 2026
Subtotal for Labor	\$65,670	
Expenses	\$3,250	
Total	\$68,920	

A3. Billing Rates

Employee Name	Title	Hourly Rate
Rachael Aziz	Principal	\$200
Kristian Gist	Brand Strategist	\$185
Robin Marquand	Designer	\$135

EXHIBIT B

Scope of Services

IDENTITY DEVELOPMENT,
PLACEMAKING, AND
STRATEGIC MARKETING FOR

City of Mountlake Terrace

All
Together.

All Together.

is a design studio focused on community engagement, branding, and placemaking. Our engagement results in joyful experiences for communities and their stakeholders through the built environment, branded communications, or programming that captures the spirit of the place.



COMMUNITY ENGAGEMENT

*From the very beginning of each project, we craft a strategic and fully inclusive **engagement process**—from one-on-one conversations to engaging group conversations to broad-reaching online platforms.*



BRANDING & COMMUNICATIONS

*We work to instill pride in a sense of place and ensure all project deliverables capture the essence of a place and its people through powerful narrative, **creative messaging and beautiful design**.*



PLACEMAKING & STORYTELLING

*We ensure communities **tell their story** through programming and the built environment.*

ALL TOGETHER IS A LIMITED LIABILITY PARTNERSHIP
INCORPORATED IN ILLINOIS. WE ARE A REGISTERED WBE/DBE
WITH THE CITY OF CHICAGO.

We branded Obama's pride and joy and a national monument...



... and we shaped the future of Chicago with the City's first master plan since the 1960s.



We captured the identity of one of Indy's cultural district with a rich history...



... and helped tell the stories of a vibrant community and former Underground Railroad site in Kansas City, Kansas.



Introduction & Design Philosophy

Mountlake Terrace stands at a defining moment.

With Link light rail now connecting your community to the broader region, thousands of new visitors are discovering what residents have always known—that MLT is a place worth calling home. This influx of attention creates an opportunity to reshape perceptions and fuel economic growth.

All Together specializes in exactly this type of transformation. We're urban planners, brand strategists, and designers who understand that successful municipal branding must honor a community's authentic character while positioning it for its next chapter.

Your RFP resonates deeply with our work and here's why:



WE NAVIGATE AND LEVERAGE PIVOTAL MOMENTS.

Our portfolio includes extensive work with cities navigating similar shifts—where transit investments create new possibilities, where diverse populations need to see themselves reflected in their community's story, and where economic development requires both resident pride and external investment attraction.

For Mountlake Terrace, this means creating a brand that honors your working-class roots, celebrates your multicultural community, and positions MLT as a vibrant, transit-accessible destination ready for its next chapter.

WE ENGAGE AND LISTEN.

Throughout our work, we prioritize inclusive processes that center community voice and reflect authentic diversity. We understand that meaningful brand development requires deep listening, particularly in communities like MLT, where multiple languages are spoken and various cultural perspectives enrich the community fabric.

Our engagement strategies are designed to reach beyond typical stakeholder groups, ensuring that brand development truly reflects the full spectrum of





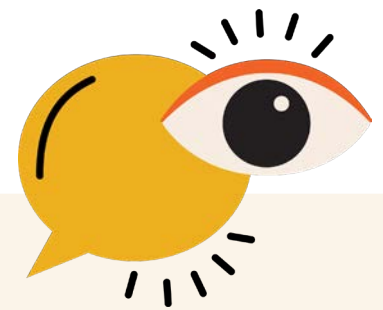
community voices. We work closely with municipal partners to identify trusted community connectors, utilize multiple engagement formats (in-person and virtual), and provide translation support to ensure broad participation. This inclusive approach results in brands that residents genuinely recognize and take pride in.

WE KNOW HOW CITIES WORK.

As urban planners and creatives, we understand the unique challenges of governmental branding—from navigating municipal budget constraints to creating flexible brand systems that serve multiple departments. Our experience with economic development organizations, tourism boards, and regional partnerships positions us to deliver a brand that works for City Council presentations, developer recruitment, and neighborhood pride-building alike.

WE FOCUS ON ACTIVATION.

Our approach to placemaking integrates visual identity with the built environment, creating cohesive experiences that help people navigate, understand, and connect with place. We've developed scalable wayfinding systems and placemaking strategies that work across diverse contexts—from intimate neighborhood settings to major civic corridors. This holistic approach ensures that brand identity isn't just something people see, but something they experience as they move through and engage with your community.



In summary, this work excites us.

We are passionate about helping communities like Mountlake Terrace discover and amplify their unique stories. Through our collaborative approach, we aim to craft a memorable brand identity that not only celebrates what makes MLT special but also supports sustainable growth.

Approach & Scope

A successful brand captures the soul of a place. This project is about more than creating a cohesive visual identity. It's about amplifying what makes MLT distinct: its tight-knit community spirit, its diverse voices, its strategic location, and its bright future as a destination worth discovering.

Our approach celebrates the human stories that make places memorable. We will work collaboratively with City leadership, residents, and stakeholders to create a brand that honors MLT's roots while positioning the community for growth. This isn't just a branding process—it's a partnership to help Mountlake Terrace tell its most compelling story.

The result will be a flexible, scalable brand system that unifies the City while celebrating neighborhood uniqueness, supports economic development goals, and creates lasting civic pride.

PHASE 1

DISCOVERY + COMMUNITY LISTENING

August - November 2025

Task 1.1: Project Kickoff & Alignment

Host a project kickoff meeting with City staff to confirm goals, expectations, timeline, and roles. Establish shared understanding of deliverables and identify key stakeholder groups. We recommend forming a Project Team that includes city staff, council members, and community partners to provide feedback throughout the process.

Task 1.2: Brand + Communications Audit

Review MLT's existing brand identity, messaging, and communications materials across all channels, including the current logo, website, signage, and digital platforms. Assess current photography assets and gaps.

Task 1.3: Community Survey

Design and launch a community survey to gather input on brand perceptions, community values, and growth priorities. Support outreach through City channels and community networks to ensure strong, representative participation.

Task 1.4: Community + Cultural Asset Discovery (TRIP 1)

Research Mountlake Terrace's unique history and evolution, from quiet residential community to emerging transit-oriented destination. Conduct a guided tour with City staff to understand key locations, institutions, and community gathering spaces. Explore how the city's diverse cultural landscape and proximity to Seattle inform its identity.

Task 1.5: Stakeholder Listening Sessions (TRIP 1)

Facilitate 6-8 listening sessions with diverse community voices, including City leadership, Planning Commission, advisory commissions, residents, business owners, Chamber of Commerce, Economic Alliance of Snohomish County (EASC), and the development community. Sessions will uncover existing perceptions, aspirations, and the role community pride plays in shaping MLT's future. These sessions will be a combination of in-person and virtual conversations.

Task 1.6: Market Positioning + Audience Analysis

Analyze MLT's position relative to neighboring communities and comparable transit-oriented cities, while defining key audiences for economic development including potential businesses, developers, investors, and visitors. Identify what makes Mountlake Terrace unique—its community character, business environment, accessibility, and growth potential—and translate these insights into core positioning opportunities and targeted market strategies aligned with MLT's strategic plans.

Task 1.7: Strategic Visioning Workshop (TRIP 2)

Facilitate a collaborative virtual workshop with the Project Team to align on strategic priorities, audience personas, and messaging direction. Share discovery insights and early themes that will guide brand development.

Task 1.8: Presentation to City Leadership

Present comprehensive discovery findings virtually to City leadership and Council, including community insights, competitive analysis, and brand positioning recommendations. Gather feedback to inform Phase 2 development.

Approach & Scope (continued)

PHASE 2

BRAND DEVELOPMENT

December 2025 - March 2026

Task 2.1: Brand Platform

Develop MLT's brand story that connects its heritage with its future vision. Create storytelling frameworks and sample content that City staff can use across communications channels. Include guidance for highlighting community diversity and economic development opportunities.

Task 2.2: Logo Enhancement + Visual Identity System

Working within the requirement to retain the existing logo, develop creative enhancements and flexible applications that improve functionality across signage, digital, and print uses. Design complementary visual elements, including typography, color palette, and graphic system. Present three distinct approaches with multiple rounds of collaborative refinement.

Task 2.3: Brand System + Neighborhood Strategy

Create a scalable brand architecture that serves the unified City identity while allowing for neighborhood distinctiveness. Develop recommendations for sub-area identity development (Melody Hill, Gateway, Cascade View, Lake Ballinger, Cedar Terrace), including high-level visual concepts and naming considerations that demonstrate how the broader brand system adapts at the neighborhood level. Provide comprehensive recommendations for how the brand works across departments, future district branding initiatives, and partnership communications.

Task 2.4: Brand Development Presentation (TRIP 3)

Present refined brand concepts and system strategy to the Project Team and City Council for review and final input before moving to implementation planning.

Task 2.5: Wayfinding System Design

Develop a wayfinding strategy that enhances navigation while reinforcing brand identity. Design a family of signage types, including gateway signs, wayfinding directionals, and district identifiers. Create conceptual designs that can be implemented by City staff.

Task 2.6: Placemaking Design Guidelines

Create a visual framework for placemaking elements, including street furniture, lighting, public art considerations, and environmental graphics. Develop guidelines that support a cohesive aesthetic while allowing for neighborhood character and future development flexibility.

PHASE 3

MARKETING STRATEGY + BRAND IMPLEMENTATION

April - June 2026

Task 3.1: Marketing Strategy

Develop a marketing roadmap with near- and long-term strategies for business attraction, visitor promotion, and community pride building. Include channel recommendations, content strategies, partnership opportunities, and key performance indicators (KPIs) with measurement tools for evaluating brand success. Create a phased implementation plan that City staff can execute over time, prioritizing high-impact applications and providing timeline recommendations for brand deployment across all channels.

Task 3.2: Brand Application Templates

Work with staff to create a select number of branded collateral templates to work from as a baseline in the creation of future collateral. This could include presentation design, flyer design, postcards, or maps. Provide City staff with tools for consistent brand implementation across platforms.

Task 3.3: Brand Guidelines

Deliver a brand guide covering all visual elements, messaging standards, photography direction, and application guidelines. Include "dos and don'ts" for City staff and external partners with clear usage standards.

Task 3.4: Digital Asset Library

Provide an organized digital toolkit including logo files, templates, and brand assets accessible across City departments. Deliver files in multiple formats optimized for various applications. Provide a brand training session for key City staff to ensure successful adoption and consistent application.

Cost Estimate

Mountlake Terrace Brand

Wednesday, July 2, 2025

Work Scope/Phases/Tasks/Hours/Fees

ALL TOGETHER

Staff Hours

PHASE ONE	Task 1.1: Project Kickoff & Alignment	12
	Task 1.2: Brand & Communications Audit	8
	Task 1.3: Community Survey	12
	Task 1.4: Community + Cultural Asset Discovery (TRIP 1)	30
	Task 1.5: Stakeholder Listening Sessions (TRIP 1)	16
	Task 1.6: Market Positioning + Audience Analysis	16
	Task 1.7: Strategic Visioning Workshop (TRIP 2)	32
	Task 1.8: Presentation to City Leadership	18
	Phase One Subtotal Hours	144
	Phase One Subtotal Professional Fee	\$23,760

PHASE TWO	Task 2.1: Brand Platform	32
	Task 2.2: Logo Enhancement + Visual Identity System	40
	Task 2.4: Brand System + Neighborhood Strategy	24
	Task 2.5: Brand Development Presentation (TRIP 3)	20
	Task 2.6: Wayfinding System Design	32
	Task 2.7: Placemaking Design Guidelines	24
	Phase Two Subtotal Hours	172
	Step Two Subtotal Professional Fee	\$28,380

PHASE THREE	Task 3.1: Marketing Strategy	24
	Task 3.2: Brand Application Templates	24
	Task 3.3: Brand Guidelines	18
	Task 3.4: Digital Asset Library	16
	Phase Three Subtotal Hours	82
	Phase Three Subtotal Professional Fee	\$13,530

Total Hours 398

Subtotal Professional Fee \$65,670

Subtotal Professional Fee = \$	65,670	Blended Hourly Rate
Expenses* \$	3,250	
Total Project Budget = \$	68,920	
		\$165

*Includes flights and hotels for three trips



RACHAEL AZIZ AICP

PRINCIPAL • DESIGN

PROJECT MANAGER

Contact

-  847.261.4047
-  raziz@alltogetherstudio.com
-  /rachaelkelsey
-  alltogetherstudio.com

Education

- DePaul University
Master of Sustainable Urban Development
- University of Wisconsin - Madison
Bachelor of Fine Arts
Minor in Business

Affiliations

- Adjunct Faculty Member — DePaul University, Sustainable Urban Development Program
- CNU IL Board Member
- American Planning Association
- AIGA Chicago
- Center for Neighborhood Technology Young Innovators
- SEGDC Chicago

About

Rachael is a designer and AICP-certified urban planner with a passion for creating place-based brand identities that are rooted in empathy, equity, and storytelling. As a co-founder of All Together, she leads branding and experiential marketing campaigns that bring visibility, pride, and clarity to communities of all sizes.

With a background in both planning and design, Rachael's work lives beyond the screen—on signage, public art, wayfinding systems, and along trails and streetscapes across the country. She is known for her thoughtful engagement style, her ability to put stakeholders at ease, and her talent for transforming community insight into visual systems that resonate.

Rachael is trained in ICA's Technology of Participation and brings an inclusive, people-first lens to every step of the branding process—from discovery to rollout.

Project Experience

PLACE BRANDING + COMMUNICATIONS

- Village of Glenview Rebrand | Glenview, IL *Ongoing*
- Lake Plain Brand Positioning | Lake County Forest Preserves | Lake County, IL *Ongoing*
- Visit Oak Park Rebrand | Oak Park Area CVB 2025
- West St. Paul | City of West St. Paul, MN 2025
- Brown County Branding | Action Brown County, IL 2024
- Enjoy Evanston District Branding | City of Evanston, IL 2024
- Park Ridge Rebrand | City of Park Ridge, IL 2024
- Northeast Kansas City Heritage Trail Brand | MARC, Kansas City, KS 2022
- Downtown Evanston Rebrand | Downtown Evanston | Evanston, IL 2022
- Central Street Evanston Rebrand | City of Evanston | Evanston, IL 2022
- Downtown Lemont Branding + Communications | Village of Lemont | Lemont, IL 2021
- Antioch Marketing Strategy | Village of Antioch | Antioch, IL 2021
- Historic Pullman Foundation Brand | Pullman National Monument | Chicago, IL 2021
- Clark Street Brand Guide* | Rogers Park Business Alliance | Chicago, IL 2019

PLACEMAKING & STORYTELLING

- Downtown Racine Racineassaince | WEDC | Racine, WI 2024
- Adventures in Stockton | Galena Country Tourism | Stockton, IL 2023
- Uncover Antioch Scavenger Hunt | Village of Antioch | Antioch, IL 2022
- Argyle Lantern Installation | Uptown United | Chicago, IL 2021
- Winter Games Activations + Programming | City of Evanston | Evanston, IL 2021
- Lunar New Year Activation | Uptown United | Chicago, IL 2021
- Joy on Central Activation | Central Street Corridor | Evanston, IL 2020



MARISA SCHULZ LEED NCI

PRINCIPAL • STRATEGY

Contact

-  847.261.4047
-  mschulz@alltogetherstudio.com
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-  alltogetherstudio.com

Education

University of Texas - Austin
Master of Community and Regional Planning

University of Michigan - Ann Arbor
Bachelor of Arts in English
Minor in Spanish

Affiliations

- Adjunct Faculty Member —
DePaul University, Sustainable Urban Development Program
- Lambda Alpha International —
Ely Chapter
- Congress for New Urbanism
- American Planning Association
- Urban Land Institute
- CNU Central Texas —
Former Board Member

About

Marisa is an urban planner, writer, and facilitator with over 20 years of experience leading place-based communications projects across the public, private, and civic sectors. As a co-founder of All Together, she brings a unique ability to translate complex community narratives into clear, compelling brand strategies rooted in engagement and equity.

From Detroit to Austin to Santiago, Chile, Marisa has worked alongside communities to ensure their voices shape how places are seen, valued, and invested in. Her work has been featured in national outlets including *Bloomberg*, *The New York Times*, and *USA Today*, and she has branded major planning studies that helped drive public support and implementation.

Marisa is also an educator and certified facilitator through the National Charrette Institute. She brings depth, clarity, and care to every project—ensuring the resulting brand reflects not only where a place is going, but who it's for.

Project Experience

BRANDING

- Village of Glenview Rebrand | Glenview, IL *Ongoing*
- Visit Oak Park Rebrand | Oak Park Area CVB *Ongoing*
- West St. Paul | City of West St. Paul, MN *Ongoing*
- Park Ridge Rebrand | City of Park Ridge | IL 2023
- Northeast Kansas City Heritage Trail Brand | MARC, Kansas City, KS 2022
- Downtown Evanston Rebrand | Downtown Evanston | Evanston, IL 2022
- Central Street Evanston Rebrand | City of Evanston | Evanston, IL 2022
- Illinois Housing Council Rebrand | IHC | Chicago, IL 2022
- Downtown Lemont Branding + Communications | Village of Lemont | Lemont, IL 2021
- Historic Pullman Foundation Brand | Pullman National Monument | Chicago, IL 2021
- Organizational Branding | Illinois Science & Technology Coalition | Illinois 2021
- Antioch Marketing Strategy + Brand | Village of Antioch | Antioch, IL 2021

PLANNING + ENGAGEMENT

- Uplift Cook Comprehensive Economic Development Strategy | Cook County, IL *Ongoing*
- Chicago Central Area Plan | City of Chicago | Chicago, IL *Ongoing*
- Downtown Durham Blueprint 2035 | Downtown Durham, Inc. | Durham, NC 2025
- Nassau County, FL Branding | Nassau County, FL 2024
- LaSalle Reimagined | City of Chicago | Chicago, IL 2024
- Odawa Prosperity Project | Little Traverse Bay Bands of Odawa Indians | MI 2024
- We Will Chicago Master Plan | City of Chicago | Chicago, IL 2023



All Together.

KRISTIAN GIST

BRAND STRATEGIST

Contact

✉ kgist@alltogetherstudio.com

in [/kristiangist](https://www.instagram.com/kristiangist)

🌐 alltogetherstudio.com

Education

DePaul University
Bachelor of Science in Business
Management and Entrepreneurship

About

Kristian is a brand strategist and copywriter who specializes in helping organizations uncover and articulate their most authentic stories. With over a decade of experience spanning marketing, sales, and strategic planning, she brings a multidisciplinary lens to every project—bridging creative messaging with real-world impact.

Kristian's work is rooted in community, with a strong focus on elevating minority- and women-owned businesses. Her storytelling strategies have helped brands land national media placements, secure millions in funding, and form transformational partnerships. Whether shaping a new identity or refining a brand's voice, Kristian brings clarity, empathy, and intention to her work.

For municipalities and mission-driven organizations, she offers a strategic voice that aligns messaging with values—ensuring the brand resonates with internal stakeholders and the broader public alike.

Project Experience

PLACE BRANDING + COMMUNICATIONS

- Village of **Glenview Rebrand** | Glenview, IL *Ongoing*
- **Lake Plain Brand Positioning** | Lake County Forest Preserves | Lake County, IL *Ongoing*
- **We Rise Together** | Chicago Community Trust | Chicago, IL *Ongoing*
- **Visit Oak Park Rebrand** | Oak Park Area CVB *Ongoing*
- **Enjoy Evanston District Branding** | City of Evanston, IL *2024*
- **Downtown Evanston Rebrand** | Downtown Evanston | Evanston, IL *2022*
- **Downtown Lemont Branding + Communications** | Village of Lemont | Lemont, IL *2021*
- **Global Girls Foundation, + Christina Nairobi Branding + Website** | NYC, NY *Ongoing*
- **My Happy Flo Branding + Creative Direction** | My Happy Flo | Atlanta, GA *Ongoing*
- **SPACE Branding + Creative Direction** | Miki Clayton Talent | Washington, DC | *Ongoing*
- **Relentless Achiever Branding + Product Dev.** | Relentless Achiever | London, UK *2022*
- **High Impact Moments Branding + Product Dev.** | New York, NY *2022*
- **Today I Did It Right Branding + Product Development** | T/D/R | Lund, Sweden *March 2021*
- **Play Like a Girl Rebrand + Email Marketing + Lead Generation** | Nashville, TN *2021*

PLACEMAKING & STORYTELLING

- **Downtown Racine Racineassaince** | WEDC | Racine, WI *2024*
- **Adventures in Stockton** | Galena Country Tourism | Stockton, IL *2023*
- **Beck Park Heritage Storytelling** | City of Evanston | Evanston, IL *2024*



All Together.

ROBIN MARQUAND

DESIGNER

Contact

✉ rmarquand@alltogetherstudio.com

in [/robin-marquand](#)

🌐 alltogetherstudio.com

Education

Maryville University of Saint Louis
Bachelor of Fine Arts,
Graphic Design

Saint Louis Community College
Associates of Architecture

Awards

2025 St. Louis ADDYs:

Gold, Social Media
Single Execution
Parks in Your Palm
Enterprise Holdings

Judges Citation,
Hand Craft Work
Parks in Your Palm
Enterprise Holdings

Silver,
Art Direction
Parks in Your Palm
Enterprise Holdings

About

Robin is a multidisciplinary designer with a background in both architecture and visual communication. She brings a systems-thinking approach to branding, combining thoughtful strategy with bold, inclusive design. Her work is rooted in storytelling and community engagement, often using illustration and playful visual language to create accessible, people-centered identities.

At All Together, Robin contributes to the development of brand systems that are flexible, meaningful, and visually cohesive—always with an eye toward equity and authenticity. Her interest in disability justice and mutual aid shapes her design values, and her curiosity about place makes her a natural fit for projects like where history, identity, and future vision intersect.

Project Experience

BRANDING + COMMUNICATIONS

- Village of Glenview Rebrand | Glenview, IL *Ongoing*
- Lake Plain Brand Positioning | Lake County Forest Preserves | Lake County, IL *Ongoing*
- Downtown Lemont Branding + Communications | Village of Lemont | IL *Ongoing*
- We Rise Together | Chicago Community Trust | Chicago, IL *Ongoing*
- Visit Oak Park Rebrand | Oak Park Area CVB 2025
- Digital Farming Sustainability Identity Design | Bayer | St. Louis, MO 2024*
- Parks in Your Palm Social Execution | Enterprise Holdings | St. Louis, MO 2024*
- National Parks Week Concepts + Execution | Enterprise Holdings | St. Louis, MO 2024*
- Cinematic Castles Social Execution | Enterprise Holdings | St. Louis, MO 2024*
- Terrain Identity Expansion | Terrain | St. Louis, MO 2023*
- New Business Models New Identity Expansion | Bayer NBM | St. Louis, MO 2023*
- Food Security Campaign | Bayer | St. Louis, MO 2022*
- In-Office Mural Design + Execution | Panzura | St. Louis, MO 2021*
- ThriveBook Passport Style Vegan Booklet | Personal Project | St. Louis, MO 2019 -2020*

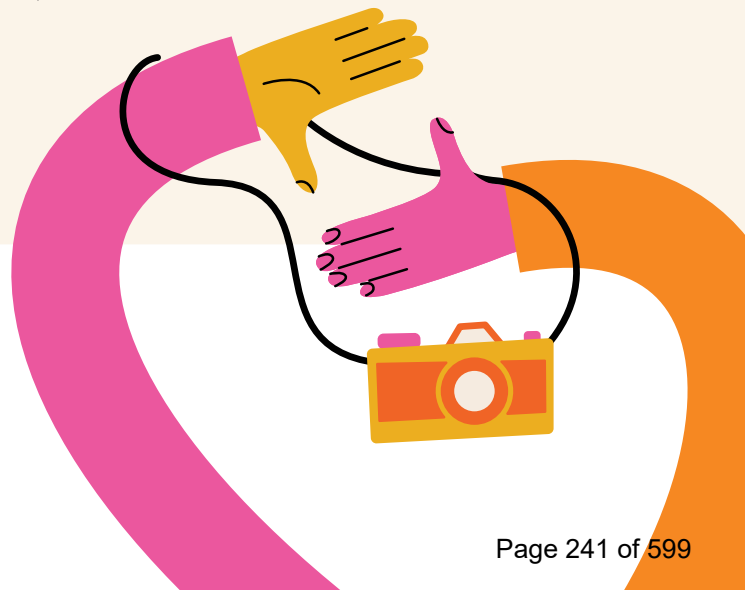
**Completed while at a former employer*

Portfolio & Supplemental Materials

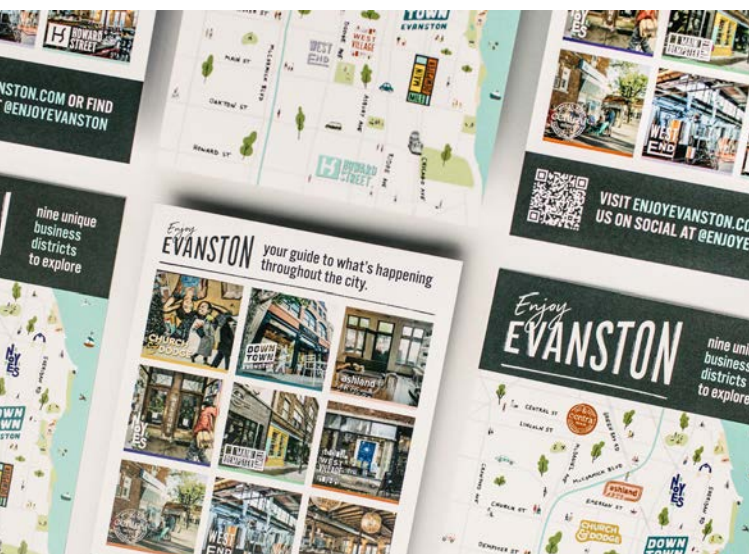
Our work & references

WE'VE CREATED
BRANDS FOR
CITIES, DISTRICTS,
NATIONAL MONUMENTS,
& DESTINATIONS.
ALL TOGETHER.

You'll find a sample of our
work on the following pages.
Click [here](#) for more eye candy.



Enjoy EVANSTON



ENJOY EVANSTON BRANDING + COMMUNICATIONS STRATEGY

EVANSTON, ILLINOIS

Uniting districts. Celebrating identity.

How do you connect people to place—and to the businesses that bring a city to life? With Enjoy Evanston, the City of Evanston set out to create a shared identity across all ten of its business districts, bringing them together under one cohesive brand and communications hub.

The brand was born from a citywide effort to reimagine Evanston's commercial corridors. With Enjoy Evanston, that vision became visible: in unified street pole banners across the city, in coordinated social media channels, on a central website offering business news, local spotlights, and events, and through a comprehensive gateway signage system. We designed four distinct sign types—kiosks, over-the-street signs, vertical gateways, and murals—that could be customized for each district while maintaining visual cohesion. Each district retains its unique personality—but now has a shared platform that amplifies it.

One particularly meaningful update: the Howard Street corridor now carries the same branding on both the Evanston and Chicago sides of the street. A simple change, but a powerful one—signaling alignment, investment, and a sense of belonging that crosses boundaries.

Enjoy Evanston is more than a marketing campaign. It's a way to help people recognize the character of a place, feel pride in where they shop and gather, and see their city investing in the neighborhoods they love.

Details:

Start Date: December 2023

Completed: November 2024

Reference:

Katie Boden

Economic Development Coordinator

City of Evanston

kboden@cityofevanston.org

847.448.8132

Enjoy
EVANSTON

With ten unique business districts, we have something for everyone to enjoy in Evanston!

WHETHER YOU'RE A LONG-TIME RESIDENT OR A FIRST-TIME VISITOR,
ENJOY EVANSTON IS YOUR GUIDE TO WHAT'S HAPPENING IN THE CITY.

@EnjoyEvanston

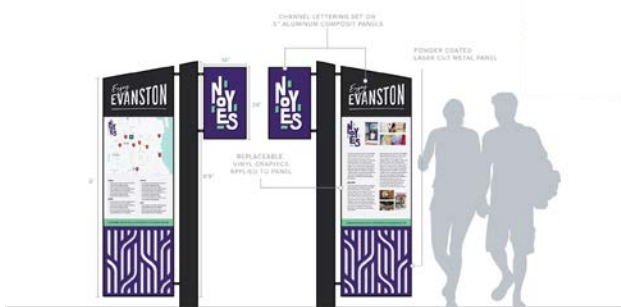
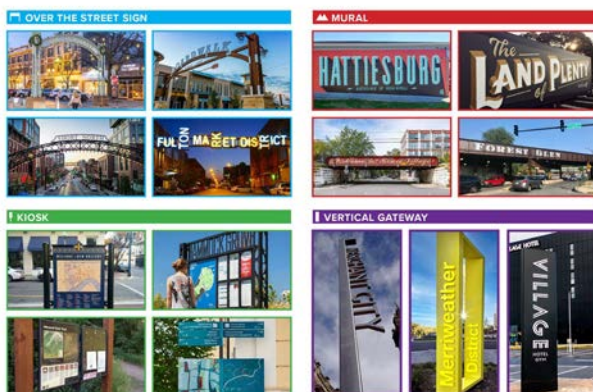


Evanston is one of America's best places to live, but also a place to explore. Our city has ten neighborhoods and commercial districts, each with a distinct personality and flavor. From the artistic energy of West Village to the lakefront charm of Central Street, from Downtown's bustling corridors to the creative spirit of Ashland Arts—every corner tells a different story. We invite you to step outside your door, discover what each district is all about, and see how individual character creates collective strength. Because when we celebrate what makes each place unique, we amplify what makes Evanston extraordinary.

Enjoy Evanston

OVERARCHING SIGNAGE TYPES

Enjoy
EVANSTON





CITY OF PARK RIDGE REBRAND AND MARKETING STRATEGIES *CITY OF PARK RIDGE*

Lifting up the love of a community.

All Together was brought on as a strategy and design partner to help the City of Park Ridge tell its story through visual and messaging campaigns.

We worked with residents, business owners, the Chamber, community organizations and elected officials to rebrand the City and its individual business districts for residents and visitors alike.

The results? A unified branding system and an implementation guide that will help the City launch the brand, coordinate with multiple brand ambassadors, and continue to tell its story to different target audiences long into the future.

It's Wholeheartedly, Park Ridge.

Details:

Start Date: January 2023

Completed: November 2023

Reference:

Leisa Niemotka

Administrative Services Manager

City of Park Ridge

lniemotka@parkridge.us

Cost:

\$81,620 for City branding and
business district marketing



Park Ridge offers the best of both worlds—a deep heritage with an eye to the future. Our timeless qualities and destination-worthy offerings keep people coming back, whether looking for a place to call home or dining al fresco on a summer evening. Next door to Chicago with boutique shopping and tree-lined streets, Park Ridge is a modern heirloom. A place where people come together, take great pride in their city, and fall in love for the first time or all over again.

*Wholeheartedly
Park Ridge*





DO WEST *of* CHICAGO



EXPLORE OAK PARK & BEYOND BRAND STRATEGY

DUE WEST OF CHICAGO

Crafting a regional identity that captures the charm, character, and complexity of Chicago's Near West communities.

Just west of Chicago lies a collection of communities steeped in history, full of local flavor, and brimming with personality—but a fragmented identity made it difficult for visitors to understand the full picture. All Together partnered with Visit Oak Park, the state-certified convention and visitors bureau for Western Cook County, to lead a comprehensive rebrand that would unify the region and position it as a must-see destination.

We guided the organization through a full naming process, landing on Explore Oak Park & Beyond—a brand that balances Oak Park's recognition with the promise of something more. We developed a fresh visual identity, playful messaging, and flexible campaign language that speaks to food lovers, families, cultural travelers, and outdoor explorers alike. From community-informed storytelling to an action-oriented tagline—Do More, Just Due West—we built a brand that invites visitors to discover everything this region has to offer.

Details:

Start Date: August 2024

Completed: April 2025

Reference:

Annie Coakley

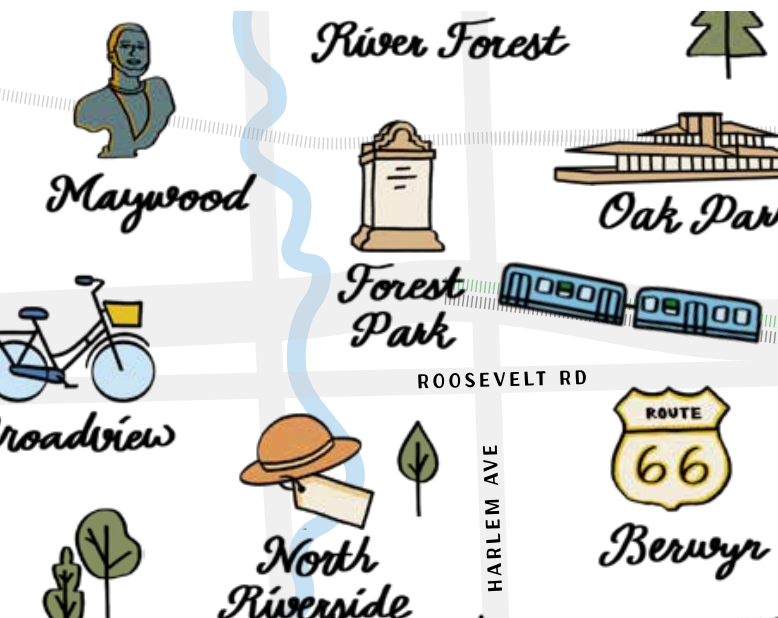
Executive Director

Explore Oak Park & Beyond

annie@visitoakpark.com

Cost:

\$77,540 for rebranding and campaign conceiving



Just due west of Chicago, you'll find an area steeped in some of Windy City's greatest hits. It's the kind of place where internationally renowned architecture, myriad cultures, hundreds of miles of trails, and the best-of-the-best Italian beef all come together under the soft glow of vintage signs. You'll arrive in districts that grew up and around the train—places where legendary figures and gangsters called home or an escape. You'll explore destination-worthy shops, a smorgasbord of global cuisine, and streets that fill up with year-round cultural festivals, races, and holiday events. Here, just due west, you'll discover some of the best things about this area have been preserved for you to sip, sample, and dive in.

Do more, just due west.



WEST ST. PAUL BRAND REFRESH

WEST ST. PAUL, MN

Embracing the Weird and Wonderful

West St. Paul doesn't need a new logo—it needs a brand that captures its authentic personality and brings it to life in everything from city events to community storytelling. All Together worked with the City to develop a cohesive brand strategy that builds on what makes West St. Paul special: its scrappy spirit, cozy charm, and willingness to stand out.

At its core, West St. Paul is a place that embraces its quirks and isn't afraid to be a little different. It's a tight-knit community that offers both the warmth of a small town and the convenience of being minutes from the Twin Cities. It's also a city that moves forward with grit and heart, making things happen with optimism and a little bit of hustle.

Rather than designing a brand-new logo, we refined and expanded the existing visual identity, introducing new colors, fonts, and flexible design elements that allow the City to lean into its playful side when the moment calls for it. The result is a brand that feels official when it needs to, but never boring. From marketing materials to placemaking strategies, this framework gives West St. Paul a clear, confident voice and a visual identity that reflects its energy, history, and future.

Details:

Start Date: November 2024

Completed: Ongoing

Reference:

Eric Weiss

Parks, Recreation, Environment & Sustainability Director

City of West St. Paul

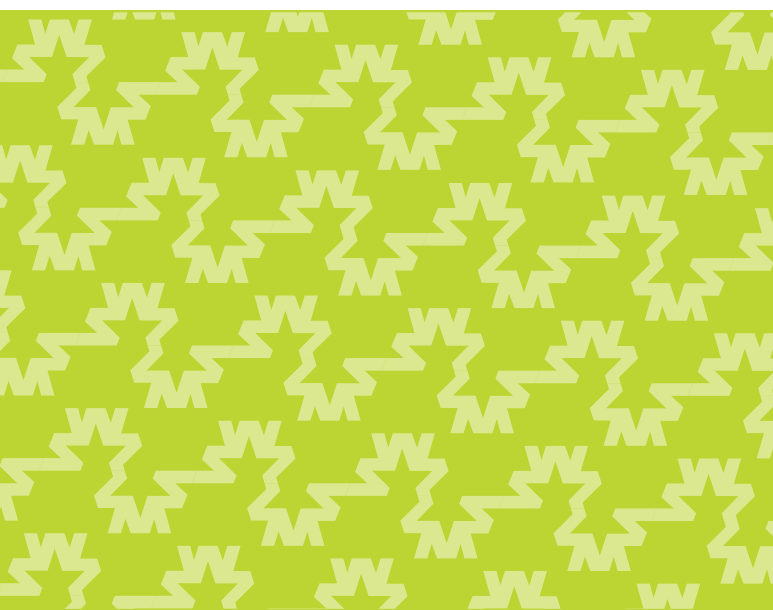
eweiss@wspmn.gov

Cost:

\$23,000 for brand refresh,
messaging, and council engagement

WiSPs

curious little creatures
native to West St. Paul



West St. Paul is where hometown charm meets big-city convenience. It's the best of both worlds, just minutes from the bustle of St. Paul and Minneapolis, but with room to stretch your arms.

We're a first-ring, first-tier city, and we're not afraid to stand out. In fact, being a little different is what makes us special. Here, you'll see how the unique and quirky are celebrated as you explore our local stores, festivals, and many neighborhoods.

At the heart of West St. Paul is a spirit of optimism and action. This is where big ideas take shape, and where hardworking folks roll up their sleeves to bring them to life. WSPaulites are people who show up—supporting local businesses, volunteering for events, or boldly re-imagining what comes next.

The best part? In West St. Paul, neighbors aren't just neighbors. We're diverse people who will lend you a cup of sugar, shovel your walk, or let you in on one of our inside jokes. We'll make you feel like you've lived here forever—whether you've been here a decade or only a day.

Welcome to West St. Paul. where weird meets wonderful.



VILLAGE-WIDE REBRANDING & MARKETING

ANTIOCH, ILLINOIS

Boosting hometown pride and destination tourism.

All Together was engaged by the Village of Antioch to create a comprehensive marketing strategy. Over time, their brand and their messaging had become diluted by a number of different brand ambassadors without a consistent narrative and visual identity.

Our work included a logo refresh, an updated messaging framework, a destination tourism campaign, and a plan for improved communications throughout the Village for residents and tourists alike. All these materials had to capture the spirit of Antioch—relaxed, nostalgic, and big-hearted. The marketing strategy also balanced the wealth of recreational amenities in the area with the locally-owned shops, eateries, and pubs that set this place apart.

While being in Antioch can feel like a walk down memory lane, we also needed to draw attention to the future. To investment in downtown, the Chain of Lakes as a regional tourism hub, small business and industries, and the next generation of people and families that will continue to keep Antioch authentic by nature. The results? A new Communications Director, [a destination tourism website](#), celebration of the new brand throughout the Village and its multiple departments, and experiential marketing and placemaking initiatives led by All Together.

Details:

Start Date: March 2021

Completed: September 2021

Reference:

Jim Moran

Communications Director
Village of Antioch
jmoran@antioch.il.gov

Cost:

\$50,000 for brand refresh, marketing strategy and website structure.

ORIGINAL



REFINED



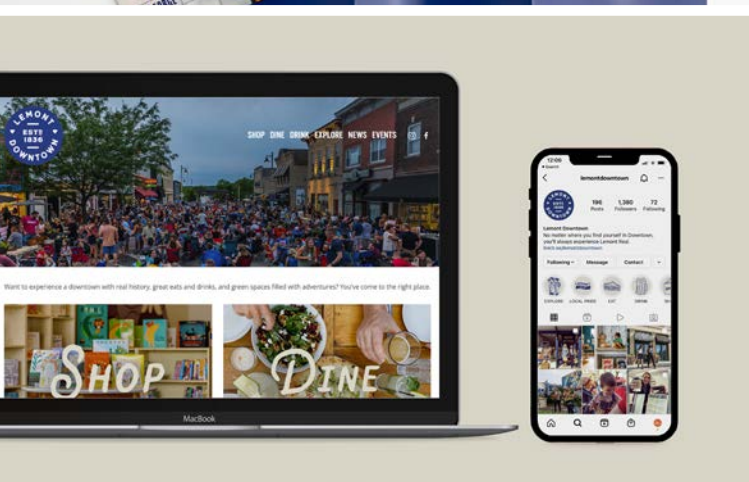
Whether you're here for a lifetime or a day, Antioch is a place to breathe easy.

Its access to the Chain of Lakes and thousands of acres of wooded preserves-coupled with its laid-back, small-town vibes-are an antidote for the overloaded.

Lose yourself in nature by hiking the preserves, horseback riding and cross-country skiing along the State Park trails, or simply looking up at the hundreds of stars in our expansive night skies. Make your way down Main Street, taking in the character of downtown's churches and historic buildings-home to locally-owned shops, eateries, and pubs. Or connect to the people that make this place feel like home at one of Antioch's concerts, parades, or events that fill the streets and parks.

While being in Antioch can feel like a walk down memory lane, you'll also experience an energy pointing to the future. To investment in downtown, small business and industries, and the next generation of people and families that will continue to keep Antioch authentic by nature.





DOWNTOWN BRANDING & COMMUNICATION STRATEGY

LEMONT, ILLINOIS

Celebrating what's real about this downtown.

Inspired by the legacy of hustle in its hills, quarries, and canals, our team designed a comprehensive brand system and communications strategy for Downtown Lemont. Our process included extensive stakeholder outreach and collaboration with Lemont business owners, residents, and organizations. The area—brimming with outdoor recreational spots like The Forge—is a hot spot for adventure seekers, historic architecture lovers, and Chicagoans who want a view with their beer. Along the way, we collected stories, kayaked the waterways, and fell in love with the genuine vibe of this town. This brand showcases that you can't fake real, and you don't have to when you're Lemont.

Since the brand, we've redesigned [Lemont Downtown's website](#), launched a number of placemaking initiatives, and even designed a mascot. The results? 44% increase in total website users since brand launch, +277% subscriber growth for e-newsletter, a 54% increase in Facebook followers, and 230,000 *new* visitors to downtown in 2021. Due to our marketing efforts, Lemont was listed as one of the top daytrips from Chicago by TimeOut.

Details:

Start Date: April 2021

Completed: September 2021 (ongoing retainer with the Village for marketing + placemaking support)

Reference:

Jason Berry
Economic Development Director
Village of Lemont
JBerry@lemont.il.us



You can't fake real, and you don't have to when you have the most picturesque terrain in Chicago and the best outdoor activities in the Midwest. Our downtown eateries, taverns, and shops are nestled into our hills and housed in original limestone buildings stamped with the names of families who have been here for generations. In these buildings, you'll find local makers who took a leap to create one-of-a-kind food, shops, and adventures. We're continuing this legacy of hustle into the future by investing in recreation, transit-oriented development, and state of the art waterfront parks. No matter where you find yourself in Downtown, you'll always experience

LEMONT REAL.

"All Together has been an excellent partner in our work promoting the North Shore. Their branding and placemaking work in Downtown Evanston and Central Street has been a huge asset to attract people to these areas. Marisa and Rachael bring creativity, thoughtfulness, and professionalism to their work. Who knew that rainbow stripes down the sidewalk would become the backbone of Central Street district? Their work is rooted in joy, and they are a joy to work with."

GINA SPECKMAN | EXECUTIVE DIRECTOR, CHICAGO'S NORTH SHORE CONVENTION + VISITORS BUREAU



"All Together was simply wonderful to work with from start to finish on our rebranding. They were so thoughtful in interviewing our stakeholders and surprisingly, we learned so much about ourselves in the process. They created a flexible design and messaging system that our multifaceted organization could collectively embrace yet celebrate individually - not an easy task. It's like they captured all of our unique voices and designed an anthem of visual understanding for our innovation ecosystem."

COLLEEN EGAN | PRESIDENT + CEO, ILLINOIS SCIENCE AND TECHNOLOGY COALITION



"I'm really lucky I get to work with an imaginative and caring team! I want my community to be great, and All Together does too. When I saw the work they were doing, I said to myself: I want that. Since then, they've helped the Village of Lemont position its historic Downtown as a destination-worthy adventure in the Chicagoland region. Our website traffic has doubled, or social media presence has soared, and thanks to their efforts, we were listed as one of Time Out's Best Day Trips from Chicago."

JASON BERRY | ECONOMIC & COMMUNITY DEVELOPMENT DIRECTOR, LEMONT, IL

Contact

WAYS TO REACH US



@alltogetherstudio



raziz@alltogetherstudio.com



linkedin.com/company/
all-together-studio



847-261-4047

HAPPY TO BE WORKING WITH YOU!

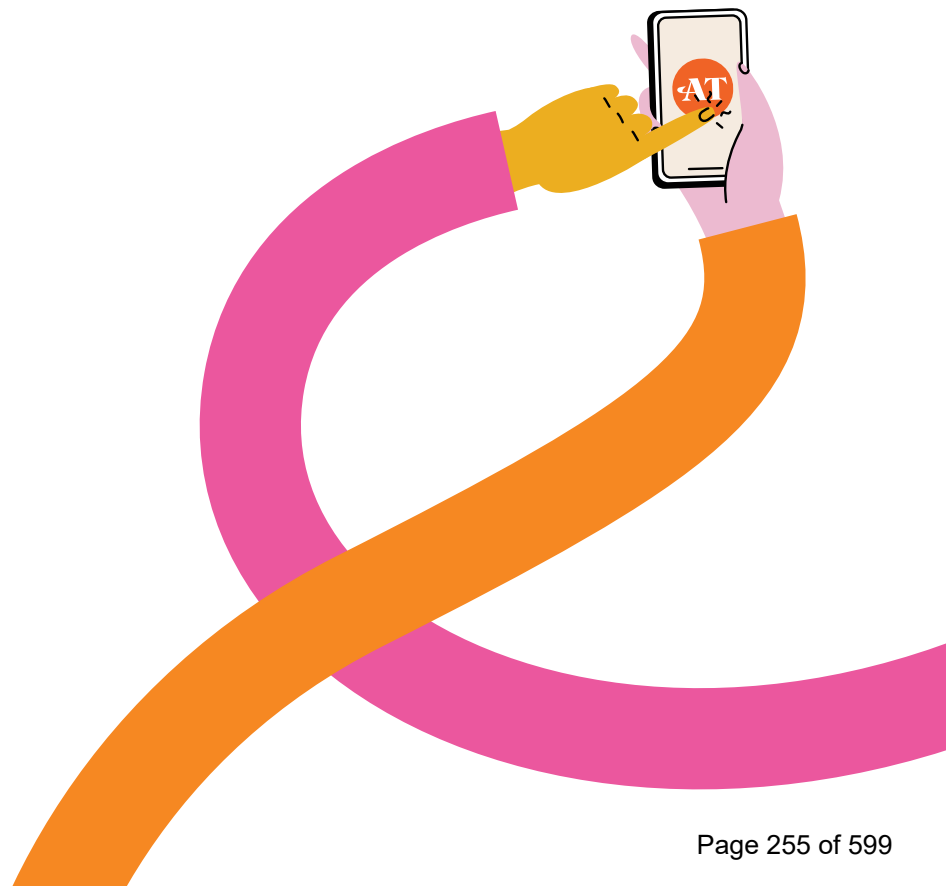


EXHIBIT C
Request for Proposal

Request for Proposals:

City-Wide Branding & Identity Development, Placemaking, and Strategic Marketing Consulting Services

June 04, 2025

1 Introduction

The City of Mountlake Terrace is seeking professional consultant support for the following initiatives:

- Develop City-wide brand identity and create the strategy for placemaking/wayfinding implementation.
- Apply the brand identity to an economic development marketing strategy.

The selected consultant (“The Consultant”) will provide expertise to the City in developing a comprehensive and implementable brand identity that reflects Mountlake Terrace’s unique strengths, community assets, and future vision. This strategy should be adaptable across City departments and operations, scalable to support future growth, and effective across a wide range of communications platforms, both digital and traditional. The new brand identity will then be used for a top-level economic development marketing plan.

The Consultant shall have experience working with governmental agencies or regional economic development organizations in municipal branding, design and placemaking, and destination marketing, particularly within the context of economic development strategy. The Consultant shall also have experience in facilitating an inclusive and collaborative creative process with government agencies, community members, and business stakeholders.

This work is estimated to take approximately 10-12 months. The budget for this work is between \$60,000 and \$70,000, depending on the proposed deliverables and approach. The final scope and budget will be negotiated between the Consultant and the City.

2 Background

Founded in 1954, Mountlake Terrace is located approximately 13 miles north of downtown Seattle and has a residential population of 24,260. Around 39 percent of residents identify as people of color, with the largest groups being Hispanic or Latino, Asian, Black, and individuals identifying with two or more races. Nineteen percent of the community is foreign-born, and the predominant languages spoken are English, Spanish, and Vietnamese. Residents living with a disability make up 8.5 percent of the population, while approximately 6.5 percent live below the poverty level.

As of 2022, Mountlake Terrace supported 8,372 jobs, with the primary employment sectors being Finance, Insurance, and Real Estate, as well as a range of service industries. Together, these sectors account for approximately 5,822 jobs—roughly 70 percent of total city employment. The city is also home to more than 560 businesses. Additionally, the recent opening of the Mountlake Terrace Light Rail Station marks a new chapter in the city’s growth, with thousands of new visitors contributing to the potential for reshaping public perceptions.

Mountlake Terrace has traditionally been known as a quiet, primarily residential community within the Seattle metropolitan area, with strong working- and middle-class roots. While historically focused on serving local households, the city's business presence has remained modest, earning it a reputation as a suburban bedroom community. However, with the adoption of the Town Center Subarea Plan in 2007 and its update in 2019, significant redevelopment of the 82-acre subarea surrounding the Mountlake Terrace Transit Center has begun.

With the opening of Link light rail in August 2024, the city saw an influx of visitors, creating a pivotal moment to reshape perceptions and fuel future growth. Building on this momentum, Mountlake Terrace is entering a transformative phase, setting the stage for sustainable and inclusive growth. This evolution is guided by several key strategic frameworks, including:

- [Comprehensive Plan 2044](#)
- [City Council's Strategic Plan \(2025–2029\)](#)
- [Economic Development Strategic Plan \(2024–2029\)](#)
- [Town Center Subarea Plan \(2007 and 2019\)](#)
- [Main Street / Town Center Revitalization \(Main Street / Town Center Development Project | Mountlake Terrace, WA / PowerPoint Presentation\)](#)

These documents collectively shape a long-term vision for equitable, inclusive economic opportunity and vibrant community life. Branding plays a critical role in communicating this vision to current and future residents, visitors, businesses, and investors. The Economic Development Strategic Plan specifically highlights branding and marketing as essential tools for business attraction, retention, and community identity-building.

As Mountlake Terrace continues to define and promote its unique identity, strategic branding will support efforts to recruit new businesses that will enhance the local economy. It will also help attract specialty and destination retail to draw regional visitors and promote commercial real estate development, including mixed-use projects and the development of hotels or motels to accommodate long-term growth.

Anecdotally, residents have expressed that feeling proud of where they live is important to them. And they have a desire to retain the tight-knit / small town community feel that MLT currently has, even as the city grows.

The new brand identity will influence and guide the development of a coordinated marketing strategy that promotes a unified brand and message. This strategy will be implemented in collaboration with local and regional partners, including the Chamber of Commerce, Economic Alliance of Snohomish County (EASC), members of the development and brokerage community, regional business associations, and other community stakeholders and leaders.

Looking ahead, Mountlake Terrace is expected to see increased demand for retail offerings by 2035, including: fast casual restaurants (7), health and personal care stores (5), clothing stores

(3), auto parts stores (3), superstore (1), grocery store (1), furniture store (1), and a full-service restaurant (1). A focused branding and marketing approach will be crucial in attracting and supporting these business types while positioning Mountlake Terrace as a vibrant, livable, and economically resilient community.

Currently, the City faces challenges with inconsistent brand usage and a lack of cohesive visual and messaging standards. While the existing City logo will be retained, there is a need for a comprehensive refresh of branding and design elements—one that reflects both unity and neighborhood distinctiveness.

This City-wide branding initiative will focus on elevating Mountlake Terrace's identity, particularly in high-visibility areas such as the Town Center/Main Street, the vicinity of the light rail station, and major corridors like 220th Street SW.

The initiative will also lay the foundation for neighborhood branding in areas such as Melody Hill, Gateway, Cascade View, Lake Ballinger, and Cedar Terrace (referred to as sub-areas).

The final brand system should:

- Embrace a unified City identity while celebrating neighborhood uniqueness
- Enhance signage coherence, for gateways, wayfinding, City buildings, and parks
- Extend seamlessly across media, platforms, and civic functions
- Support storytelling and positioning for residents, visitors, and economic partners alike

A strong, cohesive, and aspirational brand will help Mountlake Terrace amplify its message, communicate its values, and position itself as a vibrant, inclusive, and investment-ready community within the region.

3 Scope of Work

To provide City-wide branding, identity development, placemaking, and economic development marketing services, the Consultant will work in close partnership with City leadership, staff, and stakeholders to develop a comprehensive and implementable branding strategy that reflects Mountlake Terrace's unique identity, community assets, public and stakeholder feedback, and future goals.

The Consultant will be responsible for guiding the branding process, which should include the following elements:

1. Discovery, Research & Community Engagement

- Conduct an in-depth assessment of Mountlake Terrace's past history, current image and identity, including the evaluation of existing branding materials, community perceptions, and stakeholder input. Take into consideration the city's reputation among its neighbors and positioning within the Greater Seattle Region.

- Facilitate community engagement activities, such as surveys, focus groups, and/or interviews, to gather insights from residents, businesses, and key stakeholders about their perceptions of the city and the growth that they would like to see. Stakeholders include, but are not limited to Mountlake Terrace residents, City Council, Planning Commission, Recreation and Park Advisory Commission, Arts Advisory Commission, Diversity, Equity and Inclusion Commission, Mountlake Terrace High School, Mountlake Terrace Chamber of Commerce, Economic Alliance Snohomish County, the development and brokerage community, and regional business associations.
- Conduct data gathering to measure preferences, perceptions, and sentiment using engagement tools.
- Ensure the inclusion of diverse voices in the engagement process to reflect the city's demographic makeup.

2. Brand Development

- Identify and utilize Mountlake Terrace's strengths in order to tell the story of the city that reflects its current assets, growth goals, and aspirational vision for the future – with a nod to its history.
- Identify and develop key messages that convey a desirable destination for residents, visitors, businesses, developers, and investors.
- Incorporate assets of the current brand that make sense and align with the new brand (current logo, website, etc.)

3. Wayfinding Design & Placemaking Strategy

- Create a visually compelling and adaptable brand identity, including typography, color palette, graphics, and design guidelines.
- Develop City-wide signage and wayfinding branding designs. These visual elements should align with the new Mountlake Terrace brand while celebrating the individuality of its neighborhoods and should enhance accessibility.
- The brand identity should be easily recognizable and scalable brand system for use across a variety of applications, including signage, marketing materials, and digital platforms.

4. Implementation Guidelines

- Develop a “Dos & Don'ts” brand/style guide for City staff and external partners to use as a resource.
- Identify and prioritize key areas for future brand application, such as Town Center/Main Street, light rail station area, major corridors, and neighborhood branding.

- Incorporate branding elements into strategic recommendations for economic development marketing efforts.

5. Brand Governance & Performance Measurement

- Develop a brand governance framework that outlines standards for maintaining and evolving the brand over time.
- Provide potential performance indicators (KPIs) and metrics to measure the success of the branding effort and its impact on business attraction, community engagement, and economic development.

Final Deliverables

- Develop a cohesive and aspirational City brand to elevate the City and attract development and investment.
- Deliver a final brand strategy document which should include the brand narrative, positioning, and placemaking design guidelines. This should apply City-wide, with special attention to Main Street / Town Center, Melody Hill – 220th corridor, Gateway sub-area, and other designated neighborhoods/ sub-areas.
- Deliver a brand guide for City staff and external partners to guide future planning and development (overall aesthetic, light fixtures, signage, standards, cohesion.)
- Deliver strategic recommendations for economic development marketing efforts. These recommendations will be used to:
 - Recruit new businesses to enhance the local economy
 - Target specialty and destination retail to draw regional visitors
 - Promote commercial real estate development to expand business infrastructure
 - Support tourism initiatives to attract visitors
 - Encourage "shop local" initiatives and supporting small businesses in the community

4 Estimated Budget

The City will enter into a professional services agreement, as provided in Attachment A, which will address compensation. The available compensation is \$60,000 - \$70,000. Costs in excess of this amount will require additional budget authorization by the City Council. The final fee, scope, and methodology for this work will be negotiated after selection of the Consultant. Mountlake Terrace staff recognize that this work may take longer and require a phased approach. There may be options for additional funding and tasks in the future.

The City shall not be responsible for any costs incurred by the Consultant for preparing or submitting its response to this Request for Proposal (RFP).

5 Project Schedule

This project is estimated to take between 10-12 months. Optional tasks may have later dates. The detailed milestones will be negotiated between the Consultant and City

6 RFP Coordinator & Communications

All proposer communications/questions concerning this RFP should be directed in writing to the RFP Coordinator listed below. Unauthorized contact regarding this RFP with other City employees may result in disqualification. Any oral communications will be considered unofficial and non-binding on the City.

Name: Sienna Spencer-Markles
Title: Communications and Community Engagement Manager
Address: City of Mountlake Terrace
23204 58th Avenue West
Mountlake Terrace, WA 98043
Telephone: (425) 744-6271
E-mail: SSpencer@mltwa.gov

To reply to this RFP, please electronically submit the items described in Section 9 and direct all inquiries to the MLT City Branding RFP Project Manager: Sienna Spencer-Markles, Communications and Community Engagement Manager, at SSpencer@mltwa.gov. Responses received after the deadline, as defined below, will be returned to the sender unopened.

7 Consultant Selection Schedule & Process

The following dates are for informational purposes and may be adjusted by the City as needed. All deadlines on the listed dates are at **4:00 p.m. PST**. Proposers are encouraged to be available for interviews between July 21st - August 1st.

Event	Date
Release RFP	June 4
Proposer Questions (if any) Due <i>Send questions to the project manager listed above with the title "Questions for MLT City Branding RFP"</i>	June 11
If needed, questions and responses will be posted by and on cityofmlt.com/Bids.aspx	June 13
Proposal Responses Due	July 3
Review RFPs	July 9
Notify finalists of interviews	July 18
Interviews with Evaluation Committee	July 21 – August 1
Negotiation of Contract through	August
Work begins	September (TBD)

Proposers have no right to withdraw or modify their submitted proposal for any reason whatsoever after the time set for the opening thereof, unless the award of the Contract is delayed

for a period exceeding forty-five (45) calendar days from the time set for opening of the proposals.

Evaluation of the qualifications will be made by an Evaluation Committee (“the Committee”) from various departments. The Committee may request interviews with one or more proposers. Upon completion of the evaluation process, the Committee will determine the most qualified organization based on all materials and information presented. The City will then begin the negotiations for an agreement with the Consultant.

After selection, the successful proposer and the City will enter into a professional services agreement, which may be subject to approval by the City Council. The City may also decide not to award a contract. The City shall not be bound or in any way obligated until both parties have executed the Contract. The City reserves the right to award the contract to the next most qualified proposer, if the successful proposer does not execute a contract within thirty (30) days after notification of the award of the bid.

8 Eligibility

Minority, women, and veteran owned businesses are encouraged to apply. Proposers (individual or firm) must meet the following minimum requirements:

- A minimum of three (3) clients your project team has worked with, including governmental agencies, boards, commissions, or potentially non-profit and for-profit entities. Preference will be given to firms with experience working with governmental organizations.
- Able to meet with staff, community and stakeholders with a mix of in-person and virtual options.
- Available by phone or video call for regular project management check-ins.
- If selected, the Consultant will be required to obtain a City of Mountlake Terrace business license.

9 Submittal Requirements

Proposals must include the information outlined below to demonstrate the consultant’s qualifications, experience, and approach. For clarity and alignment, the submittal requirements are organized according to the Selection Criteria factors used in the evaluation process. Responses should be clear, well-organized, and limited to 8–10 pages (excluding portfolios or supplemental materials). There is no regional requirement; however, familiarity is strongly preferred.

A. Design Philosophy (15 points)

Describe your philosophy and creative approach to City-wide branding. The City is seeking a consultant who can articulate a thoughtful and inclusive vision that connects design with civic identity, placemaking, and storytelling. Include the following:

- Description of your overall approach to branding projects
- Your philosophy on branding municipalities and placemaking
- Examples of creative collaboration with diverse stakeholders

B. Experience & Capabilities (25 points)

Demonstrate your firm's qualifications, range of experience, and proven results in branding, design, and engagement. The City values relevant past work, depth of experience, and strong client references. Include the following:

- Familiarity with the region.
- Experience with branding, digital and physical design, scalable placemaking/wayfinding, and brand marketing materials.
- Experience working with governments, tourism or economic development entities, nonprofits, or philanthropic organizations.
- Experience incorporating community feedback and working with DEI-centered branding.
- Examples of relevant work (attach as portfolio or supplemental materials).
- Three references for similar projects completed in the last five years, including:
 - Project name, timeframe, and budget
 - Client organization name
 - Contact name, email, and phone number
 - Summary of project, key successes, and challenges

C. Key Personnel (25 points)

Provide details on the staff who will be assigned to the project, their roles, and their qualifications. The City values relevant individual experience and team structure. Include the following:

- Summary of key staff roles and responsibilities for this project.
- Individual qualifications and relevant experience.
- Projects each key team member has worked on (may overlap with the references listed above).

D. Approach to Scope of Work (25 points)

Outline your process and methodology for delivering the project. The City is seeking a well-structured, inclusive, and adaptable approach to the work. Include the following:

- Proposed process and timeline for executing the branding project.
- Approach to discovery, stakeholder engagement, and public input.
- How your firm incorporates feedback and adjusts throughout a project lifecycle.

E. Ability to Meet Schedule (10 points)

Demonstrate your firm's capacity to deliver the project on schedule and within budget. Include the following:

- Proposed fee structure and milestone schedule.
- Examples of previous work delivered on-time, particularly for similar clients or projects.

F. Additional Information (Not Scored)

These items will not be scored but are required to complete your proposal. Include the following:

- Statement on any real or perceived conflicts of interest and your plan to mitigate them, if applicable.
- Any additional information deemed pertinent to consultant selection.

10 Selection Process and Review Criteria

Qualifications will be evaluated to receive up to 100 points based on the criteria and calculated weight factors noted in the table below:

Selection Criteria

Factor	Score
Design Philosophy	15
Experience and Capabilities, including References	25
Key Personnel	25
Approach to the Scope of Work	25
Ability to Meet Schedule	10

11 General Conditions

- Evaluation of the qualifications will be made by an Evaluation Committee that is likely to include staff from various departments. The Committee may request proposals and/or interviews of one or more proposers. Upon completion of the evaluation process, the Committee will determine the most qualified organization based on all materials and information presented. The City will then begin the negotiations for an agreement with the selected Consultant.
- Any proposer failing to submit information following the procedures provided in the RFP may be disqualified.
- The City reserves the right to request clarification of information submitted and request additional information from the proposer.
 - To change the solicitation schedule, issue addenda to the solicitation, or cancel the solicitation at any time before the submittal deadline.

- ii. To award the contract for services addressed by this RFP to one or more proposer, or to reject all the qualifications, at any time, without penalty.
 - iii. To waive immaterial irregularities contained in the solicitation. The City will notify proposers eliminated from further consideration by mail or email.
 - iv. To award any contract to the next most qualified firm if the selected Consultant does not execute the contract within thirty (30) calendar days after the contract was awarded.
- d) Qualifications remain confidential until the closing deadline after which qualifications are considered a public record subject to public disclosure under RCW 42.56, the Public Records Act. Proposing firms shall mark as “proprietary” any information that the proposer believes meets the exemption under RCW 42.56.270(1). The City will consider this designation in response to public records requests.
- e) Any qualification submission may be withdrawn, either personally or by written request, at any time before the time set for the submittal deadline.
- f) The City of Mountlake Terrace, under Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation, issued under such Act, hereby notifies all bidders that it will confirm that in any contract entered into under this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 26 will have an opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of color, ethnicity, gender, national origin, race, or religion in consideration for an award.
- g) The Consultant shall comply with all applicable federal, state, and local laws, Executive Orders, guidelines, rules, and regulations affecting its performance. The firm shall comply with the applicable provisions of the Federal Occupational Safety and Health Administration (OSHA) and, if manufactured or stored in the State of Washington, the Washington Industrial Safety and Health Act (WISHA) and the standards and regulations issued thereunder and certifies that all items furnished and purchased shall conform to and comply with said law, standards and regulations. The firm shall certify that it has complied and shall continue to comply during the duration of this contract, with the United States Immigration and Control Act of 1986 in that every employee of the firm is eligible for employment in the United States.
- h) Proof of application or receipt of a City of Mountlake Terrace business license will be required prior to receipt of a fully executed contract. Consultants may obtain information for licensing on the City of Mountlake Terrace website.
- i) Attachment A includes the Contract for Services, which will be used to engage the selected Consultant with the City for the work outlined in this RFP. Please review the language, including the insurance requirements.

Responses to Questions related to the Request for Proposals:
**City-Wide Branding & Identity Development, Placemaking,
and Strategic Marketing Consulting Services**

June 13, 2025

Submitted Written Questions Related to City-Wide Brand Identify Development,
Placemaking, and Strategic Marketing RFP (June 13, 2025)

1. Question about section 9E: Where you mentioned including the proposed fee structure, do you want a proposed budget with our estimates based on the scope of work, by section? Or are you hoping to see how we charge clients (hourly rates, monthly billing, etc.)?

The first option is preferred: a proposed budget with estimates based on scope of work.

2. Will the city give equal consideration to a Canadian firm?

Yes, the City will give equal consideration to a Canadian firm. While familiarity with the Puget Sound region and the community of Mountlake Terrace is preferred, it is not required. All proposals will be evaluated based on the criteria outlined in the RFP.

3. The RFP refers to a brand guide for City staff and external partners to guide future planning and development, inclusive of signage, standards. Is the City looking for a family of sign types to be designed so they can be implemented by City staff? Or, is the intent to develop high-level concepts for sign types that will be further developed later?

Ideally, we would like to come away from this project with a family of sign types to be designed so they can be implemented by City staff.

4. Is the City looking for a wayfinding strategy (i.e., a planning framework that outlines how people navigate public spaces—such as principles for sign placement, destination hierarchy, and user experience), or signage design (i.e., the visual development of specific sign types, including layouts, typography, and application of the brand to physical signs)?

We are seeking both a wayfinding strategy and signage design.

5. Does the City currently have any existing wayfinding signage or digital tools in use that need to be referenced, evaluated, or integrated into the proposed strategy?

The city does not have a unified wayfinding signage guide. We do have a general communications style guide and a handful of digital tools, like brand colors and logo, that should be referenced, evaluated and/or integrated into proposed strategies.

6. The RFP references “placemaking design guidelines” and also refers to a “placemaking strategy.” Can you describe what you mean by Placemaking in this context? Is the expectation to deliver a conceptual design framework (e.g., themes, materials, placemaking identity cues) or a location-specific set of recommendations for elements like street furniture, lighting, and public art?

We are seeking both a placemaking design guidelines for future use and a conceptual design framework.

7. **Branding System & Logo Flexibility:** The RFP notes that the existing City logo will be retained, while also identifying a need for refreshed branding and design elements. To ensure visual cohesion across varied applications, is there flexibility to recommend enhancements such as encapsulating the existing logo mark within a defined shape or lockup system (e.g., badge, container, or framing device) that allows it to function more effectively across signage, digital, and print uses?

Yes, there is flexibility to recommend enhancements that support visual cohesion and improve the functionality of the existing logo across various applications. Proposals that thoughtfully incorporate the existing logo mark within a defined shape or lockup system such as a badge, container, or framing device are encouraged. This is especially true if they enhance consistency and adaptability for signage, digital, and print uses. We realize that keeping the current logo can be limiting but we want to allow for as much creativity, shape-shifting, and enhancements as possible, while maintaining visual cohesion across the board.

8. **Wayfinding File Format & Fabrication Standards:** For the wayfinding and signage design components, does the City have existing specifications or fabrication standards (e.g., dimensions, materials, mounting requirements) that the consultant should align with? Additionally, are there preferred deliverable formats for final signage design files—such as DWG, DXF, DWF, AI, EPS, PDF, or SVG—to support future production and implementation?

We intend to discuss wayfinding fabrication and formatting during the course of the project. There are a lot of factors to take into consideration, and we seek input from the consultant on how to resolve issues having to do with fabrication/budget uniformity across departments.

9. **Performance Metrics and Brand Impact:** Could the City clarify what types of KPIs or measurement tools it envisions for evaluating the success of this initiative (e.g., brand adoption, business attraction, business participation, resident surveys, stakeholder sentiment, engagement metrics)?

The City did not specify particular KPIs or measurement tools in the RFP, as we are interested in receiving recommendations from the selected consultant.

10. **Stakeholder Coordination Responsibility:** Will the City help coordinate outreach to key stakeholders — including advisory commissions and local organizations—with our counsel and recommendations, or will this coordination be the responsibility of the consultant?

Yes, the City anticipates a collaborative approach to stakeholder outreach. While the consultant will be responsible for executing the engagement efforts, the City will provide coordination and support in connecting with key stakeholders, including advisory commissions, City staff, City council, and local organizations. We welcome your recommendations on the most effective outreach strategies and look forward to working together to ensure successful community involvement.

11. Scope Clarification – Fabrication & Production: Can the City confirm that the physical fabrication and installation of wayfinding signage, as well as any physical production or printing of materials, will be managed and funded separately by the City and are not expected to be included within the consultant’s proposal scope or budget?

Correct. The City can confirm that the physical fabrication and installation of wayfinding signage, as well as the production and printing of materials, will be managed separately and funded through future initiatives. These tasks are not expected to be included within the consultant’s proposal scope or budget. The City would also appreciate any recommendations regarding funding strategies for these future initiatives.

12. Visual System Applications – Uniforms, Templates, and Specialty Items: While the RFP emphasizes a scalable and cohesive brand identity, we’d like to confirm whether the City envisions the visual system being extended to specialty items such as apparel, uniforms, patches, or embroidered treatments.

The City envisions the brand identity system to be scalable and cohesive across a variety of applications. This may include specialty items such as apparel, uniforms, patches, embroidered treatments, merchandise, and swag. We encourage proposals to consider these potential uses to ensure flexibility and consistency across all brand touchpoints. We emphasize long-term planning and future-thinking for the brand.

13. Graphic Templates: Are there expectations for delivering branded templates for internal City documents or presentations? If so, does the City have a preferred platform for these assets (e.g., Microsoft Word, PowerPoint, or Google Suite)?

Graphic templates are a secondary priority as we have City staff that can develop templates going forward using the new branding. We use Microsoft Word, PowerPoint, and Canva.

14. File Format Preferences for Final Deliverables: Does the City have any preferences for how final brand assets and documentation should be delivered—e.g., web-based brand portals, digital toolkits, printed brand guides?

We would most likely use digital toolkits, printed brand guides, and files accessible across our internal shared drives and/or OneDrive/Sharepoint.

15. Can you share the reasoning behind keeping the existing logo?

The existing logo was redesigned in recent years, and retaining it helps maintain brand recognition and continuity. Additionally, making significant changes to the logo would lead to high costs associated with replacing the logo on uniforms, vehicles, signage, and other materials. The City seeks to refresh and unify the overall brand identity while preserving the existing logo to balance cost efficiency with a fresh, cohesive look.

16. Are you open to recommendations for any adjustments/edits to the logo?

While the City intends to retain the existing logo, we are open to thoughtful recommendations for adjustments, color shifts, or edits that enhance its usability and alignment with the refreshed brand identity. Any proposed changes should respect the core elements of the current logo and consider practical factors such as consistency and cost.

17. The RFP emphasizes the distinctiveness of (Mountlake) Terrace's neighborhoods and mentions Melody Hill, Gateway, Cascade View, Lake Ballinger, and Cedar Terrace as sub-areas. Are these sub-areas the key neighborhoods that make up the City, or should the final brand encompass a broader set of neighborhood identities?

The "sub-areas" mentioned in the RFP (Melody Hill, Gateway, Cascade View, Lake Ballinger, and Cedar Terrace) are planning terms that are also commonly referred to as neighborhoods.

However, many residents may or may not identify with these names and often refer to their neighborhood based on the City park or local landmark closest to them. Naming and any potential changes to these sub-areas or neighborhoods are overseen by the City's Planning Commission.

Through this RFP, the City looks forward to receiving recommendations that can be developed collaboratively with the Planning Commission on neighborhood branding, name changes, and other identity considerations.

One of our key goals is to resolve a handful of name discrepancies with several locations.

18. Does the City have up-to-date photography, or is it interested in investing in it as part of/in addition to brand development?

The City values images as a key component for Communications and Economic Development. The City has existing photography going back many years, including video footage, drone photography, and drone videos. We are currently building our image library to cover all four seasons and popular places. Our library lacks hi-res/print quality images.

We may be interested in investing in updated/high-quality images as an addition to this RFP or as a future initiative to the brand development process. Strong visual content is important to effectively represent Mountlake Terrace, especially to capture the City's ongoing and recent growth and to support the refreshed brand identity.

19. Does the City anticipate any aspects of the project such as discovery, stakeholder engagement, or presentations requiring in-person participation, or can the work be conducted fully remotely? We've found success with both in-person and remote models and are happy to align with the City's

preferences. A remote-first approach can also help maintain cost-efficiency within the proposed budget.

The City anticipates a combination of both in-person and remote participation throughout the project. While some aspects such as stakeholder engagement and presentations may benefit from in-person meetings to foster stronger connections and collaboration, the City is also open to remote options to maintain flexibility and cost-efficiency. We are happy to work with the consultant to find the best balance that meets project goals and budget considerations.

20. Are there any planned public meetings, presentations, or Council work sessions that the consultant is expected to attend? If so, should those be in-person or virtual?

The consultant may be expected to participate in a limited number of public meetings, presentations, or Council work sessions as part of the project. The format of these meetings, whether in-person or virtual, will depend on the City's schedule and preferences at the time. The City will work with the consultant to provide timely notice and coordinate participation accordingly.

21. The RFP outlines a list of stakeholders for community engagement and input gathering. To help us plan the most effective approach, can you clarify whether these stakeholders will serve in an advisory/input capacity only, or if any of them will be involved in formal decision-making or consensus-driven approvals throughout the process?

The stakeholders listed in the RFP are primarily intended to serve in an advisory and input capacity to ensure broad community perspectives are considered. Formal decision-making and consensus-driven approvals will remain the responsibility of the City Department Directors and City Manager, with final approval likely required from the City Council. We encourage collaboration with stakeholders to gather valuable feedback while the City leads the final decisions.

22. What level of support does the City plan to provide in recruiting participants for stakeholder input activities (e.g., scheduling focus groups, distributing surveys)?

The City will provide collaboration and support in recruiting participants for stakeholder input activities, including assistance with scheduling focus groups, distributing surveys, and/or making connections with key community members, organizations, and advisory bodies. The City will collaborate with the consultant to determine the most effective outreach strategies and help ensure strong participation.

23. Are there any specific branded collateral pieces the City expects to be included in the deliverables such as PowerPoint templates, email signatures, business cards, letterhead, or other document

templates? If so, would you be open to us including a budget estimate or range for those collateral items in our proposal, so we can ensure the scope and pricing align with your expectations?

We are open to reviewing anything the consultant recommends as far as branded collateral pieces, including templates. Our priority is external brand templates vs. internal.

24. To confirm the project scope, is the City seeking strategic recommendations only for economic development marketing such as messaging, positioning, and channel guidance, or does the City anticipate the selected consultant will also be responsible for implementing any marketing materials or outreach efforts?

The City is primarily seeking strategic recommendations for economic development marketing, including messaging, positioning, and channel guidance. Implementation of marketing materials or outreach efforts is not expected to be within the scope of this project but may be considered in future phases. The consultant's focus should be on providing a clear and actionable strategy.

25. Given the 25MB limit on email attachments, would the City be open to us including a link to a Dropbox or Google Drive folder as part of our submission, just to ensure we can provide full-resolution creative samples without compressing or omitting materials?

Yes, the City primarily uses OneDrive/Sharepoint for sharing large files. We can also do Google Drive, Dropbox, FTP or similar cloud storage folder as part of your electronic submission. This will allow you to provide full-resolution creative samples without the need to compress or omit materials. Please ensure that all shared files are accessible without restrictions.

26. Could you clarify the expected level of deliverables for the neighborhood branding (e.g., Melody Hill, Gateway)? Should we propose visual identity recommendations for each neighborhood or simply a strategy to guide future neighborhood-specific branding?

The City is primarily seeking a strategy to guide future neighborhood-specific branding. However, high-level visual and name identity recommendations for key neighborhoods, such as tone, themes, or illustrative concepts, are welcome if they help demonstrate how the broader brand system could adapt at the neighborhood level. Detailed brand packages for each neighborhood are not expected within the scope of this project.

27. Is the City expecting conceptual designs for signage and placemaking as part of this project, or is this limited to design guidelines and recommendations to inform a future wayfinding project?

The City does expect conceptual designs for signage and placemaking as part of this project. These concepts will help visualize how the brand identity can be applied in the built

environment and will serve to inform future implementation efforts, including a separate wayfinding project. Detailed construction documents or fabrication-ready files are not required at this stage.

28. To what extent should the proposal address brand rollout support? Are you seeking initial implementation tools (e.g., collateral templates, sample messaging), or only strategic guidance?

The City is seeking both strategic guidance and a set of initial implementation tools to support brand rollout. This may include items such as collateral templates, sample messaging, and recommendations for application across various platforms. While full-scale implementation is not expected within the scope of this project, the proposal should provide a foundation that enables the City to begin rollout effectively and consistently.

29. The RFP mentions the possibility of phasing. Are there any specific deliverables the City considers essential in the \$60,000–\$70,000 range, versus those that could be considered for future funding?

The deliverables outlined in the RFP are the expected outcomes of this first phase and should be achievable within the \$60,000–\$70,000 compensation range. At this time, the City is prioritizing completion of these core deliverables as part of the current scope. Any potential future phases or additional work would be considered separately, depending on available funding and project needs.

30. Are there any target number of focus groups, interviews, or surveys expected?

We'll provide a list of interviews/stakeholders to the consultant when project work gets underway. Deciding on the amount of surveys and engagement will be a collaborative process.

31. Is the consultant responsible for participant recruitment, translation, or hosting?

The City will provide collaboration and support in recruiting participants for stakeholder input activities, including assistance with scheduling focus groups, distributing surveys, and/or making connections with key community members, organizations, and advisory bodies. The City will collaborate with the consultant to determine the most effective outreach strategies and help ensure strong participation.

We work with a translation service so consultant is not responsible for translations.

32. Will outside partners be engaged directly during this process by the consultant or the City will have its own contacts, platforms or events made available for the consultant for this discovery phase?

See answer to question #31.

33. How many draft and final brand assets should be presented?

This will be determined during project work.

34. What would be the approval process for these assets? Who all will be involved in the approval process?

Formal decision-making and consensus-driven approvals will remain the responsibility of the City Department Directors and City Manager, with final approval likely required from the City Council.

35. How many rounds of feedback are expected during the brand development phase and who will be included in review cycles?

This will be determined during project work.

36. Who will be the decision-maker(s) at each project milestone (e.g., creative approvals, engagement planning, final brand selection)?

See answer to question #34.

37. Will external parties like Chamber of Commerce or EASC be involved?

Yes, they are considered a stakeholder and will be interviewed for their input.

38. How many wayfinding design are expected (e.g., how many signage types, sizes or locations)?

This will be determined during project work.

39. Can you please provide a list of digital branding deliverables. Examples: Website redesign? Social media templates? Email marketing assets?

We do not have a list of digital branding deliverables as it is not a priority for this project. The Final Deliverables are outlined in the RFP.

40. How will different departments (e.g., planning, parks, public works) be brought into implementation conversations? Will consultant be expected to present to each?

The cadence of the meetings with different departments will be discussed and decided during the contract negotiation phase. We envision touchpoints with departments along the way.

41. Will the City require a brand asset portal (e.g., downloadable templates, logos, style guide)? Should this be included in the proposal?

An accessible style guide is one of the deliverables listed for this project.

42. Are there any existing systems (CMS, signage software, GIS, digital kiosks, etc.) the new brand must integrate with or influence?

Yes, that will be part of the discussion with departments.

43. Will the City be using a CRM, email marketing platform, or event system that the marketing strategy should align with? Kindly specify related systems and tools used, reporting frequency, and mention if the ownership of data/tracking will reside with the city or the consultant?

For this project, we are specifically focusing on a new Economic Development marketing strategy.

44. Do you have preferred report formats?

No.

45. What level of involvement is expected from City staff or commissions? Will a project manager or communications staffer serve as a day-to-day liaison?

Yes, the contact listed on the RFP will serve as the project manager for the consultant.

46. Will there be additional phases beyond this project, such as fabrication, marketing campaign execution, digital rollouts, or brand training? If so, should we include optional pricing?

You are welcome to include any effort you feel is important. Whether you wish to include it within the budget scope or as an additional spend for future consideration is up to you.

47. Will the City help facilitate engagement with historically underrepresented communities (e.g., via translation, trusted community partners, in-language facilitators)?

Yes, we will discuss community engagement and outreach strategy.

48. Have any neighboring cities or regional peers launched similar branding or economic development efforts in the past 3–5 years that this initiative hopes to distinguish itself from or complement?

That will be something we can discuss during the discovery phase.



STAFF REPORT

To: Mountlake Terrace City Council
From: Jeff Betz, Parks and Recreation Director
Meeting Date: September 11, 2025
Subject: Presentation on Asset Management Practices: Property Management

Required Reviews:

Jeff Betz	Created/Initiated - 09/02/2025
Jeff Betz	Approved - 09/02/2025
Sirke Salminen	Approved - 09/05/2025
Hillary Evans	Approved - 09/05/2025
Carolyn Hope	Final Approval - 09/05/2025

Council Goal(s):

Responsible Governance to Ensure Desired Level of Service

Legislative History:

N/A

Subject Summary:

Staff will present findings from a facility condition assessment completed in 2024. This assessment encompasses all city facilities and was performed by McKinstry.

Financial/Budget Impacts:

Budget Amendment	N/A
Required?	_____

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

Council Motion:

Attachments:

1. Presentation
2. Mountlake Terrace Facilities Condition Assessment Executive Summary Report



CITY OF
**MOUNTLAKE
TERRACE**



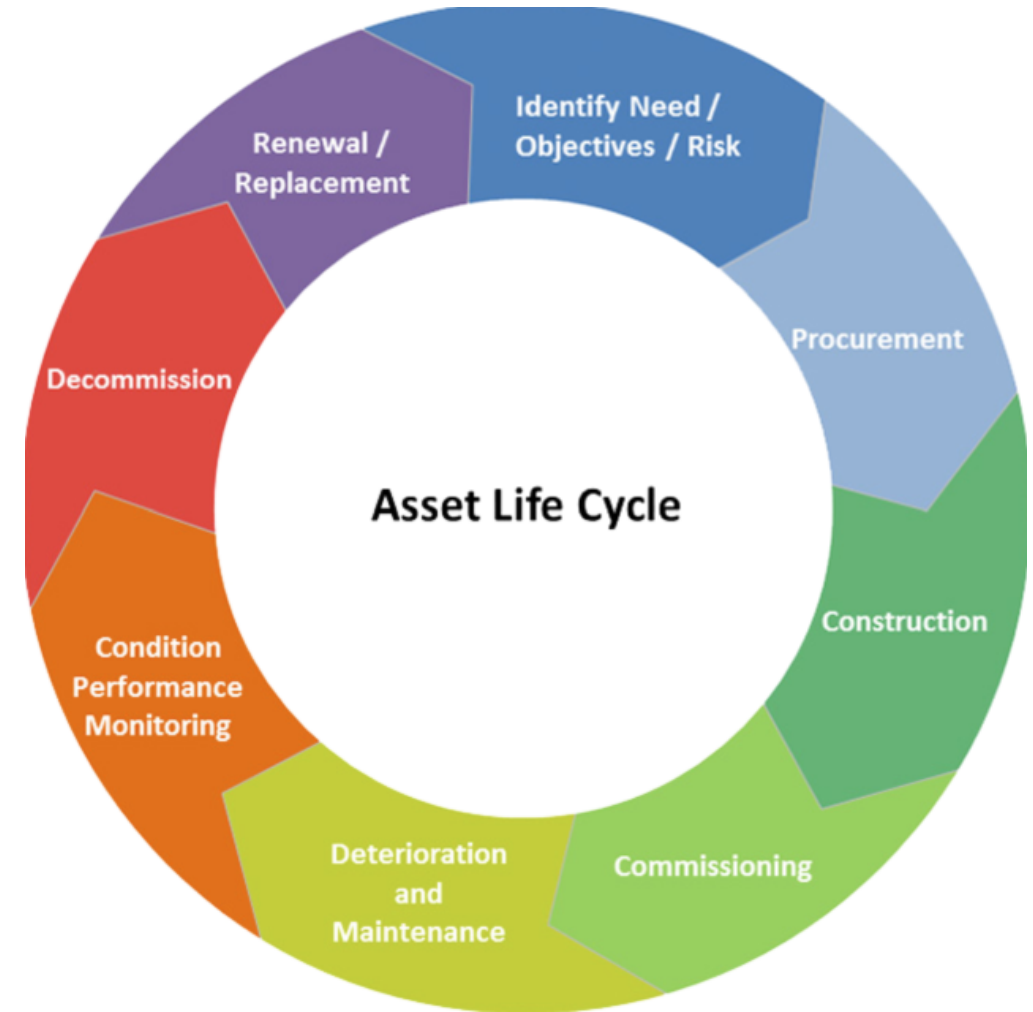
ASSET MANAGEMENT: PROPERTY MANAGEMENT

City Council Regular Meeting: Sept. 11, 2025

Jeff Betz, Recreation and Parks Director

PURPOSE

- The "Asset Management" series highlights innovative analytical and/or technological techniques.
- These techniques are being utilized across the City to promote the efficient use of staff and financial resources.
- Today's presentation will focus on the Technical Energy Audit performed by McKinstry in 2024.



AGENDA

- Goals
- Facility Condition Assessment
- Facilities Reviewed
- Condition Assessments
- Financial/Budget Impacts
- Next Steps



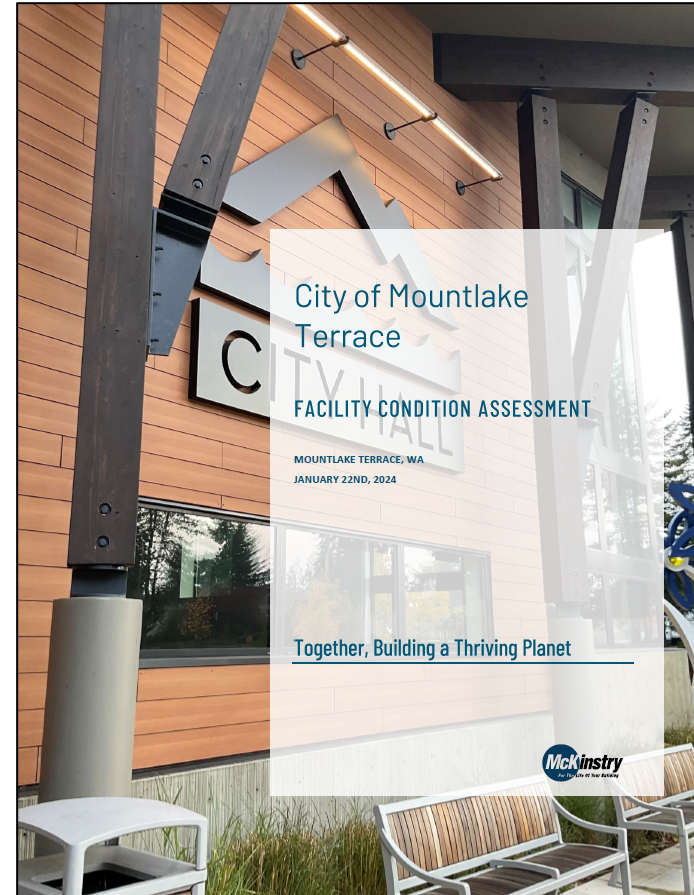
COUNCIL GOALS

- Responsible governance to ensure desired level of service.
 - Invest in systems and technology to enhance efficient and minimize risk, ensuring cost-effective service delivery.



FACILITY CONDITION ASSESSMENT

- Visual Inspection
- Mechanical, Electrical, Plumbing, Building Envelope
- Ratings, Methods, Scoring
- Asset Condition
- Industry Life Expectancy
- Observed Remaining Life
- Cost Estimating



FACILITIES REVIEWED

FACILITY NAME	ORIGINAL CONSTRUCTION DATE	SQUARE FOOTAGE
CITY HALL	2021	18,600
RECREATION PAVILION	1968	33,000
OPERATIONS FACILITY	1985	19,518
MOUNTLAKE TERRACE LIBRARY	1988	13,090
MICKEY CORSO COMMUNITY CLUBHOUSE	1989	8,064
POLICE STATION	1991 & 2021 ADDITION	10,100



CONDITION ASSESSMENT

City Hall

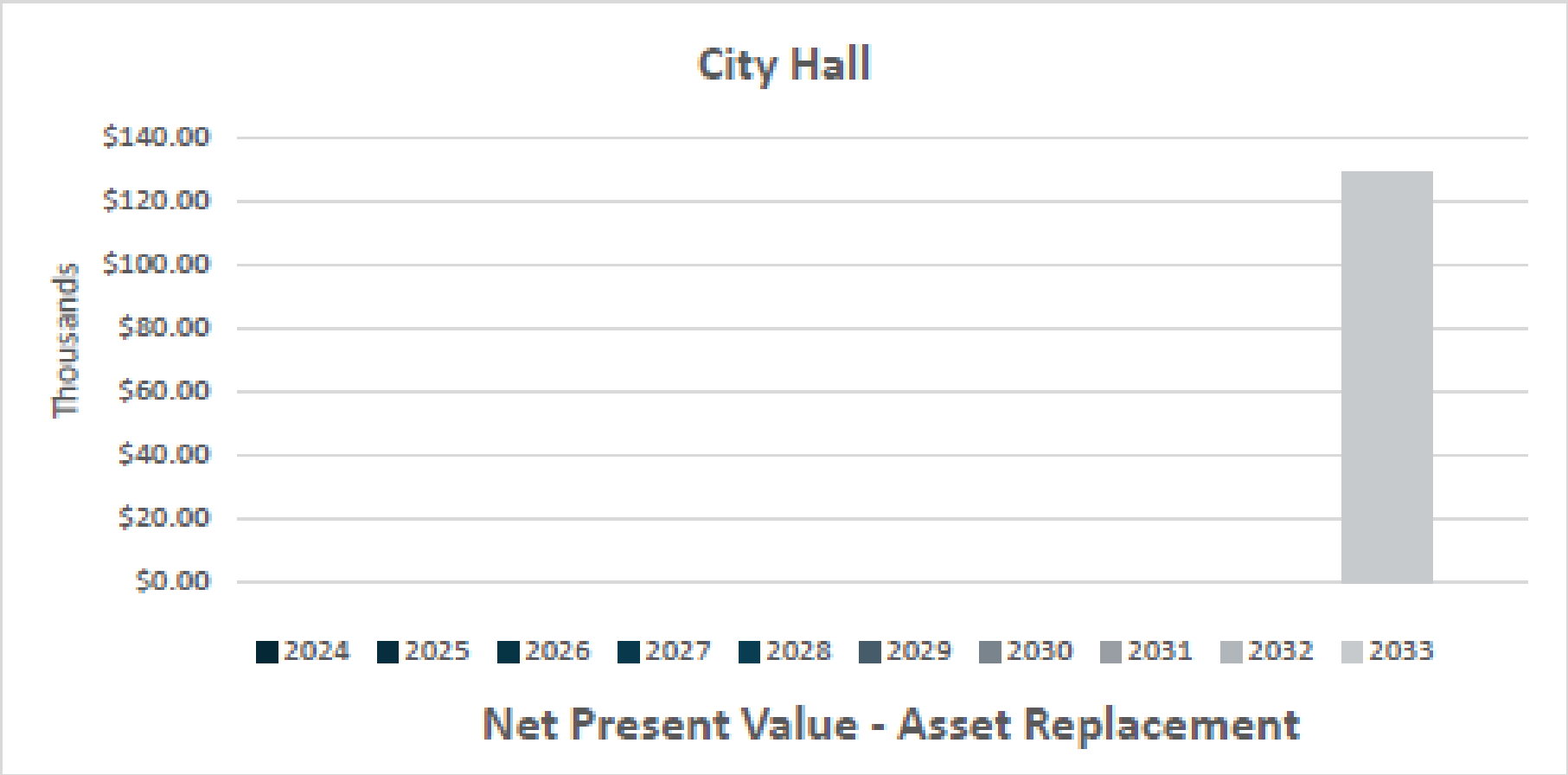
- Number of Assets: 80
- Average Asset Condition: 1.02
- Years 1-5 Repair/Replace: \$0
- Years 6-10 Repair/Replace: \$128,512



YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Fire Sprinkler System	8	10	\$38,120	-
Emergency Lighting Battery	8	10	\$26,900	-
Water Heater	8	10	\$11,400	-
Unit Heater	8	10	-	\$2,140
Unit Heater	8	10	-	\$2,140
Unit Heater	8	10	-	\$2,140

CONDITION ASSESSMENT

City Hall



CONDITION ASSESSMENT

Recreation Pavilion

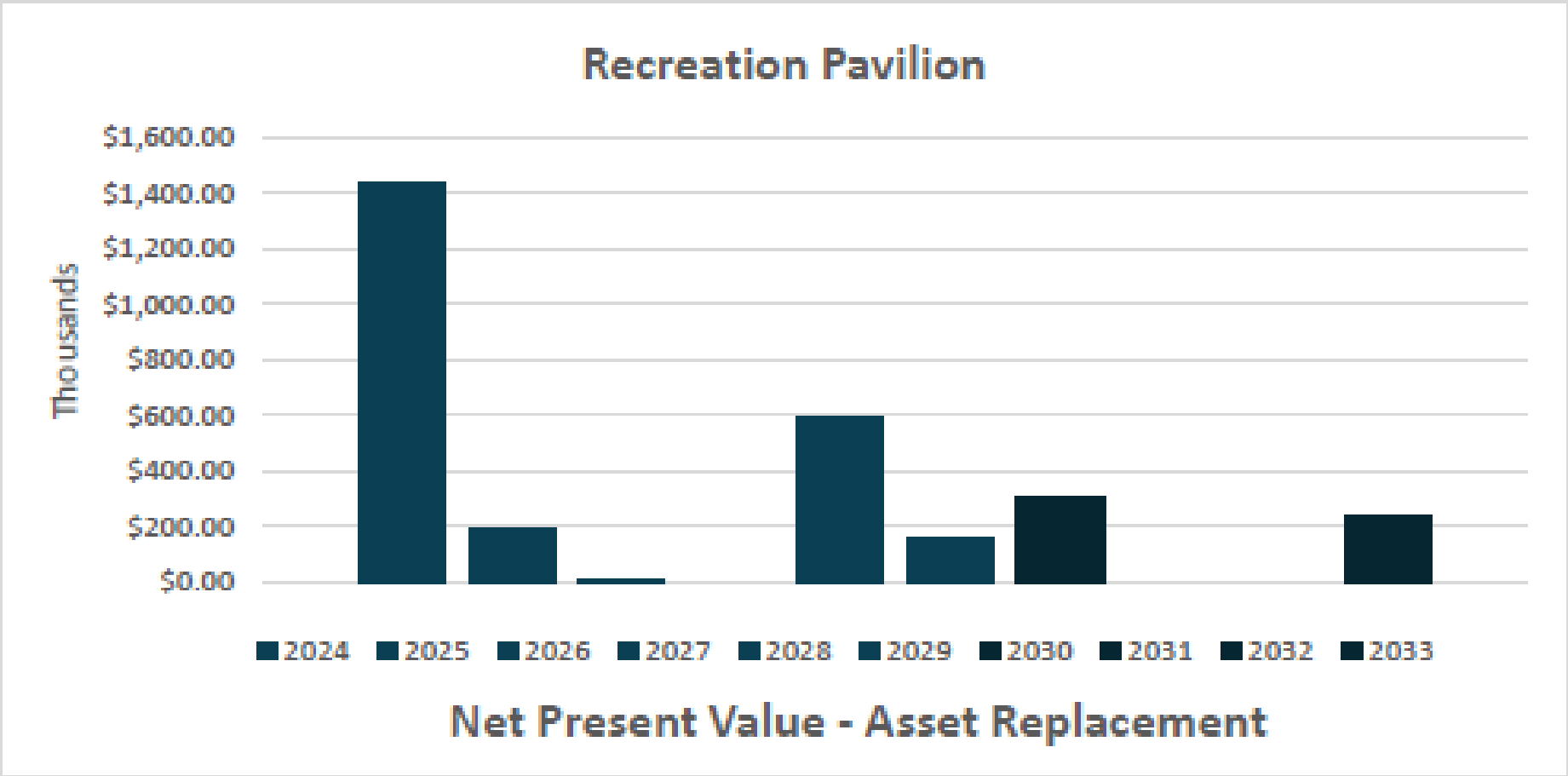
- Number of Assets: 71
- Average Asset Condition: 3.55
- Years 1-5 Repair/Replace: \$2,380,990
- Years 6-10 Repair/Replace: \$499,460

Photo if desired

YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Return Fan	-26	1	\$17,460	-
Air Handling Units (2)	-2	1	\$25,210	-
Supply Fan	-26	2	\$27,650	-
Air Conditioning Units (2)	-36 / -14	1	\$41,800 each	-
Rooftop Unit	-6	1	\$53,660	-
Air Handling Unit	-18	1	\$54,620	-
Pool Sand Filters (2)	-13	1	\$75,000 each	-

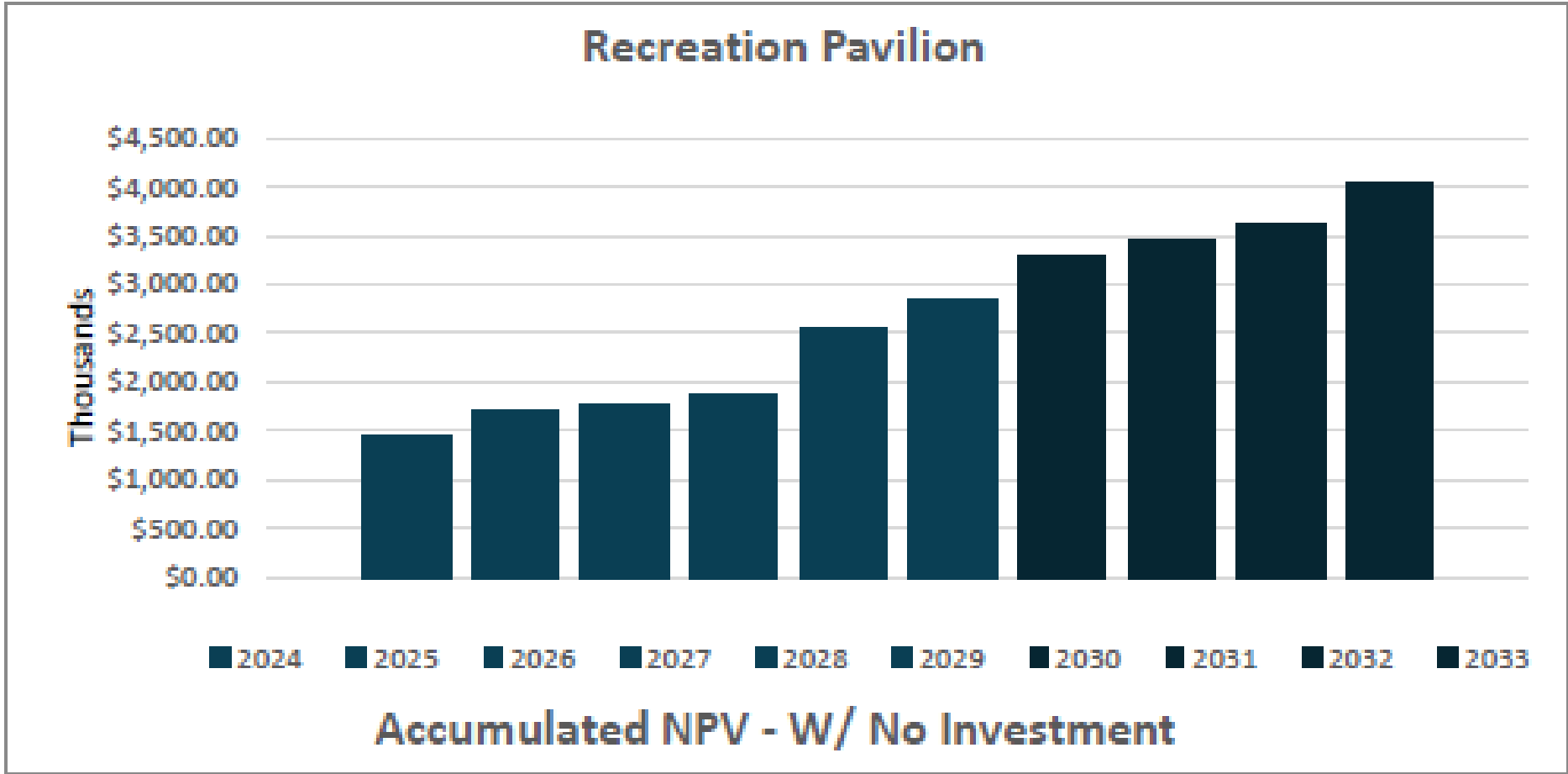
CONDITION ASSESSMENT

Recreation Pavilion



CONDITION ASSESSMENT

Recreation Pavilion



CONDITION ASSESSMENT

Recreation Pavilion



Recreation Pavilion: Rusty metal removed from HRU-1 interior.



Recreation Pavilion: HRU-1 interior.

CONDITION ASSESSMENT

Operations Facility

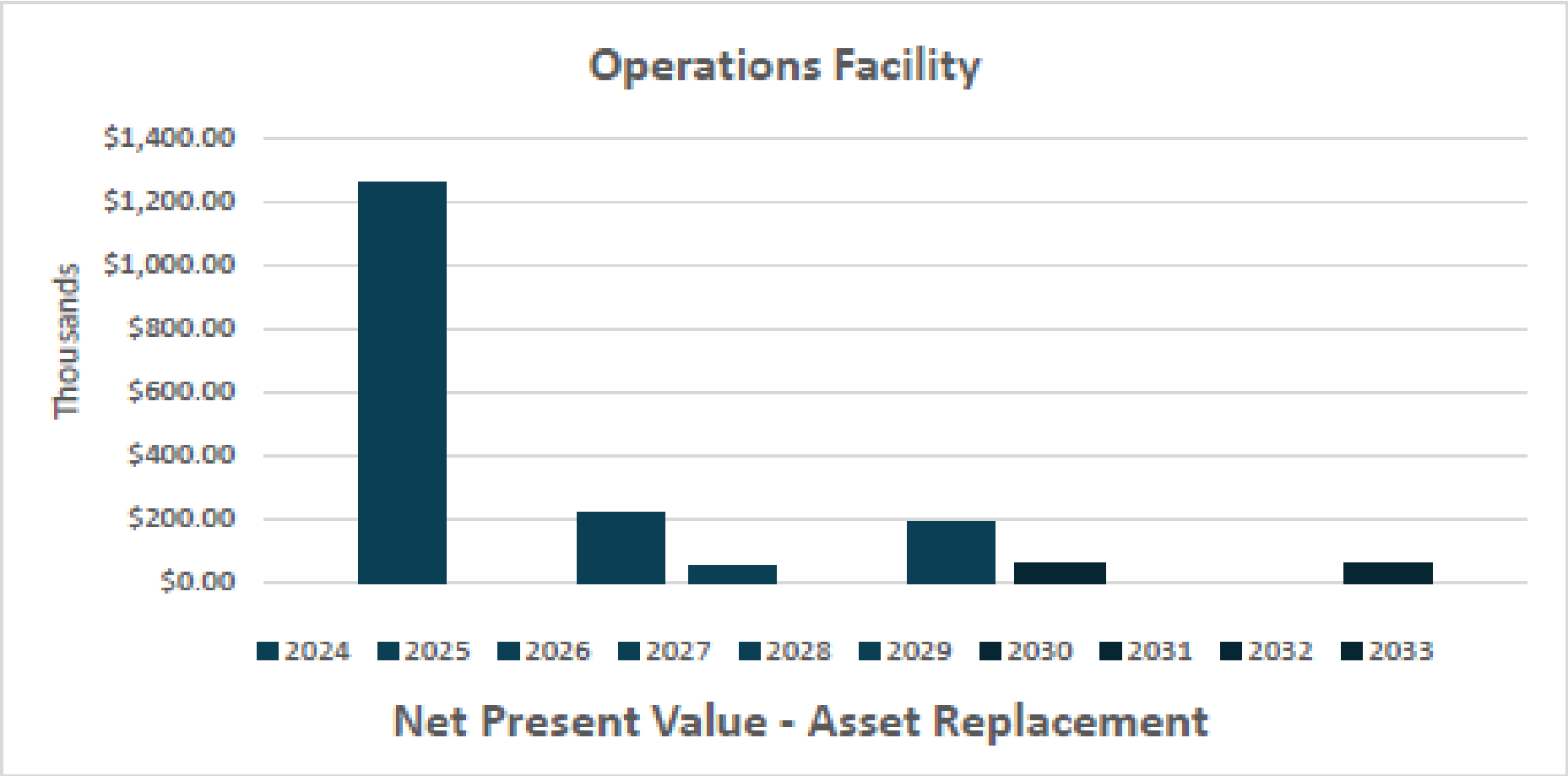
- Number of Assets: 52
- Average Asset Condition: 3.69
- Years 1-5 Repair/Replace: \$1,513,693
- Years 6-10 Repair/Replace: \$308,937



YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Fire Alarm Main Panel	-7	1	\$12,000	-
Backup Generator	-18	3	\$186,250	-
Exterior Doors	-8	1	\$103,780 total	-
Exterior Walls	-28	1	\$2,030 total	-
Roofing	-18	1	\$352,010	-
Parking Lot	-13	1	\$440,280	-
Windows	-8	1	\$71,570	-

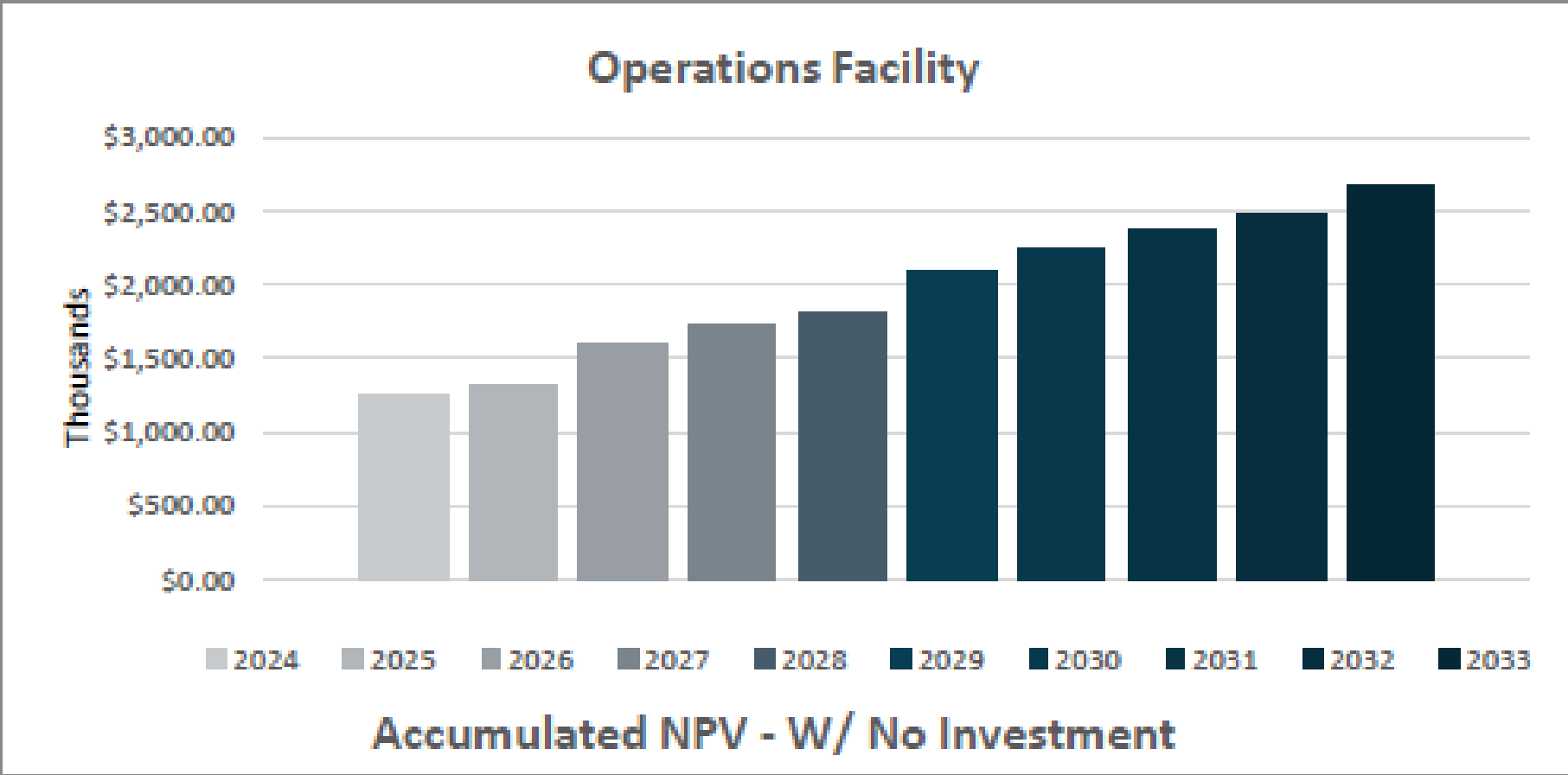
CONDITION ASSESSMENT

Operations Facility



CONDITION ASSESSMENT

Operations Facility



CONDITION ASSESSMENT

Operations Facility



Operations Facility: Parking lot has alligator cracking, damaged curbs and needs repainting.



Operations Facility: Rooftop package unit past its industry expected life.

CONDITION ASSESSMENT

Library

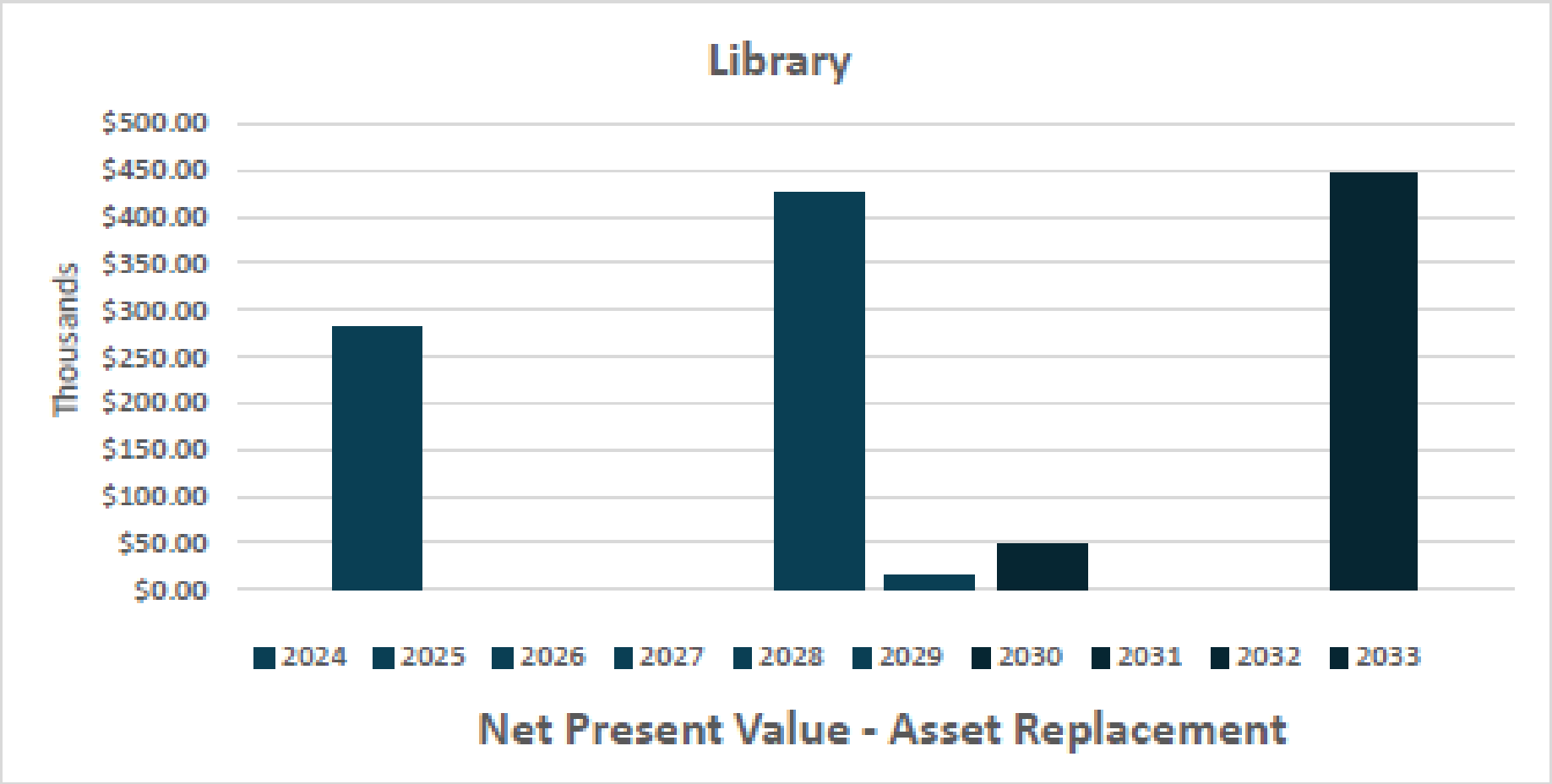
- Number of Assets: 33
- Average Asset Condition: 3.64
- Years 1-5 Repair/Replace: \$705,837
- Years 6-10 Repair/Replace: \$507,991



YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
VAV Terminal Units (10)	-17	1	\$50,070 total	-
Rooftop Unit	-20	1	\$28,700	-
Rooftop Unit	0	1	\$41,800	-
Air Handling Unit	-10	1	\$78,990	-
Fire Alarm Main Panel	-20	1	\$12,000	-
BAS System	-15	1	\$65,170	-
Exterior Doors	-5	5	\$21,210	-
Roofing	-10	5	\$328,930	-

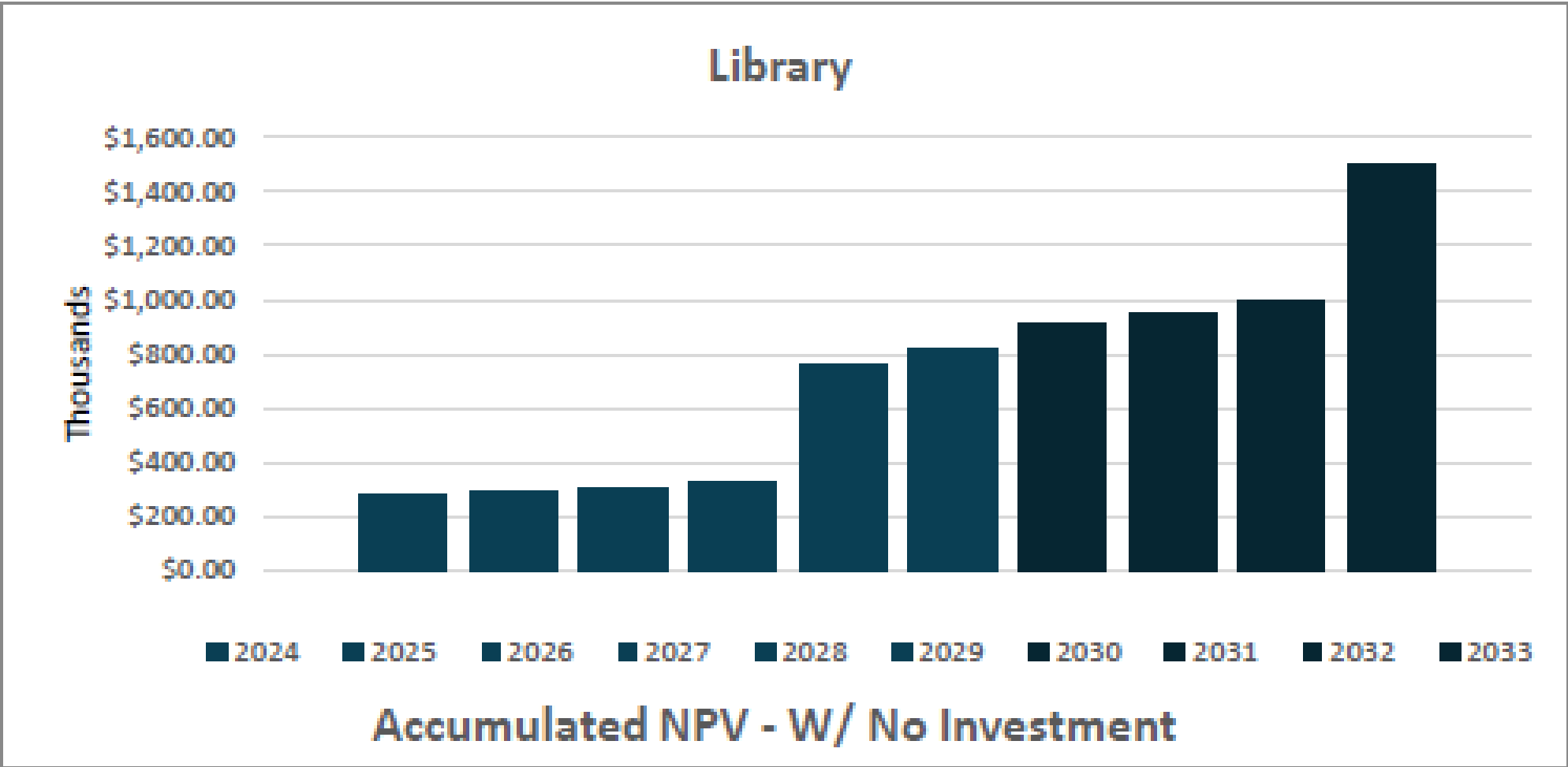
CONDITION ASSESSMENT

Library



CONDITION ASSESSMENT

Library



CONDITION ASSESSMENT

Library



Library: ACU-3 past its useful service life



Library: Moss growth on concrete shingles.

CONDITION ASSESSMENT

Mickey Corso Community Clubhouse

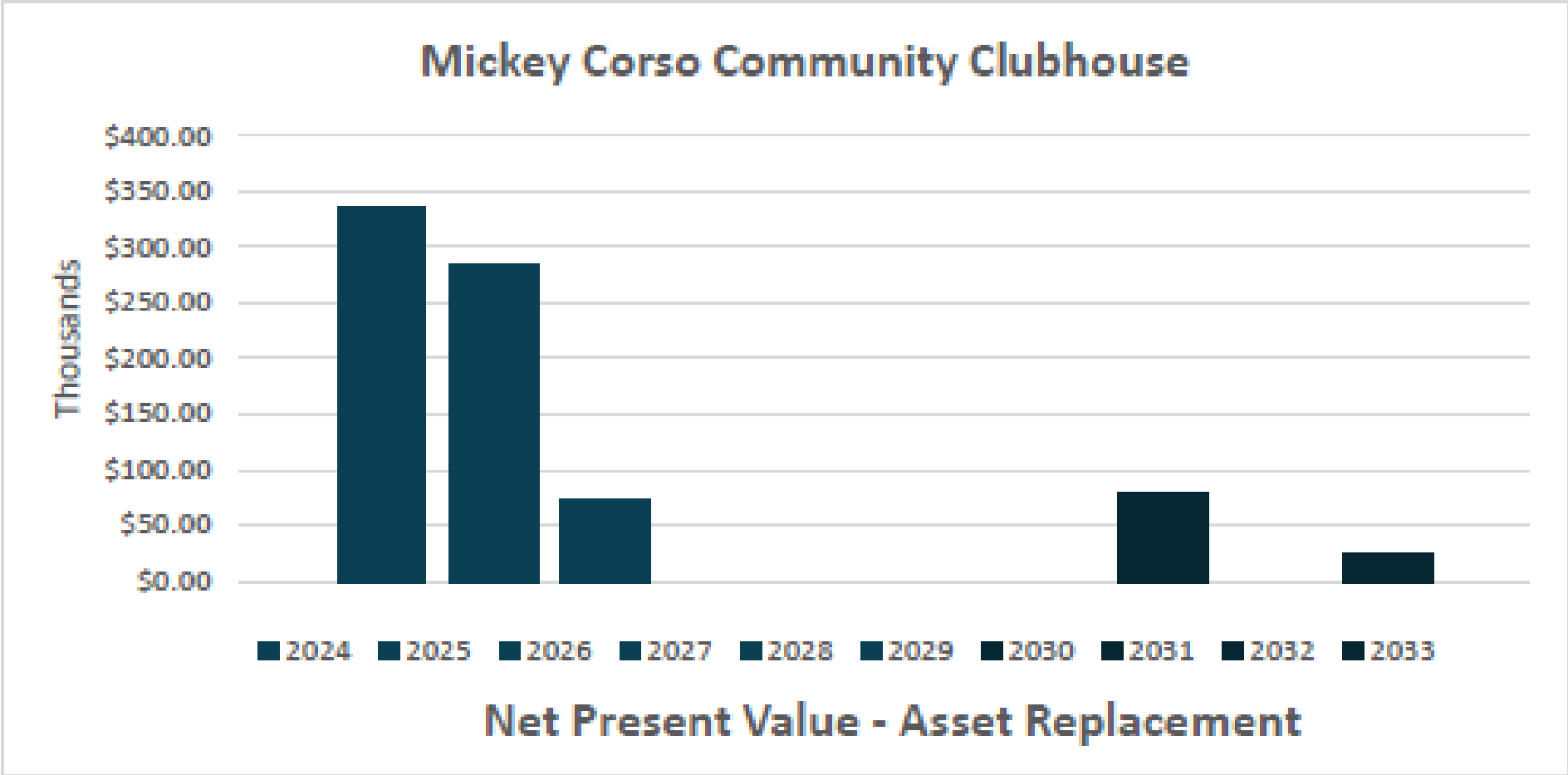
- Number of Assets: 36
- Average Asset Condition: 3.67
- Years 1-5 Repair/Replace: \$691,718
- Years 6-10 Repair/Replace: \$104,369



YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Condensing Units (2)	-19 / -2	1	\$23,760 each	-
Condensing Units (2)	-2	1	\$17,820 each	-
Water Heater	-9	1	\$12,530	-
Kitchen ANSUL System	-7	1	-	\$10,000
Walkin Cooler/Freezer Evaporator	-4	1	\$16,000	-
Exterior Doors	-4	3	\$59,740	-
Roofing	-14 / -9	1	\$91,530 total	-
Exterior Walls	-24 / -4	3 / 1	\$90,240	-
Parking Lot	-9	2	\$114,640	-
Windows	-4	2	\$155,510	-

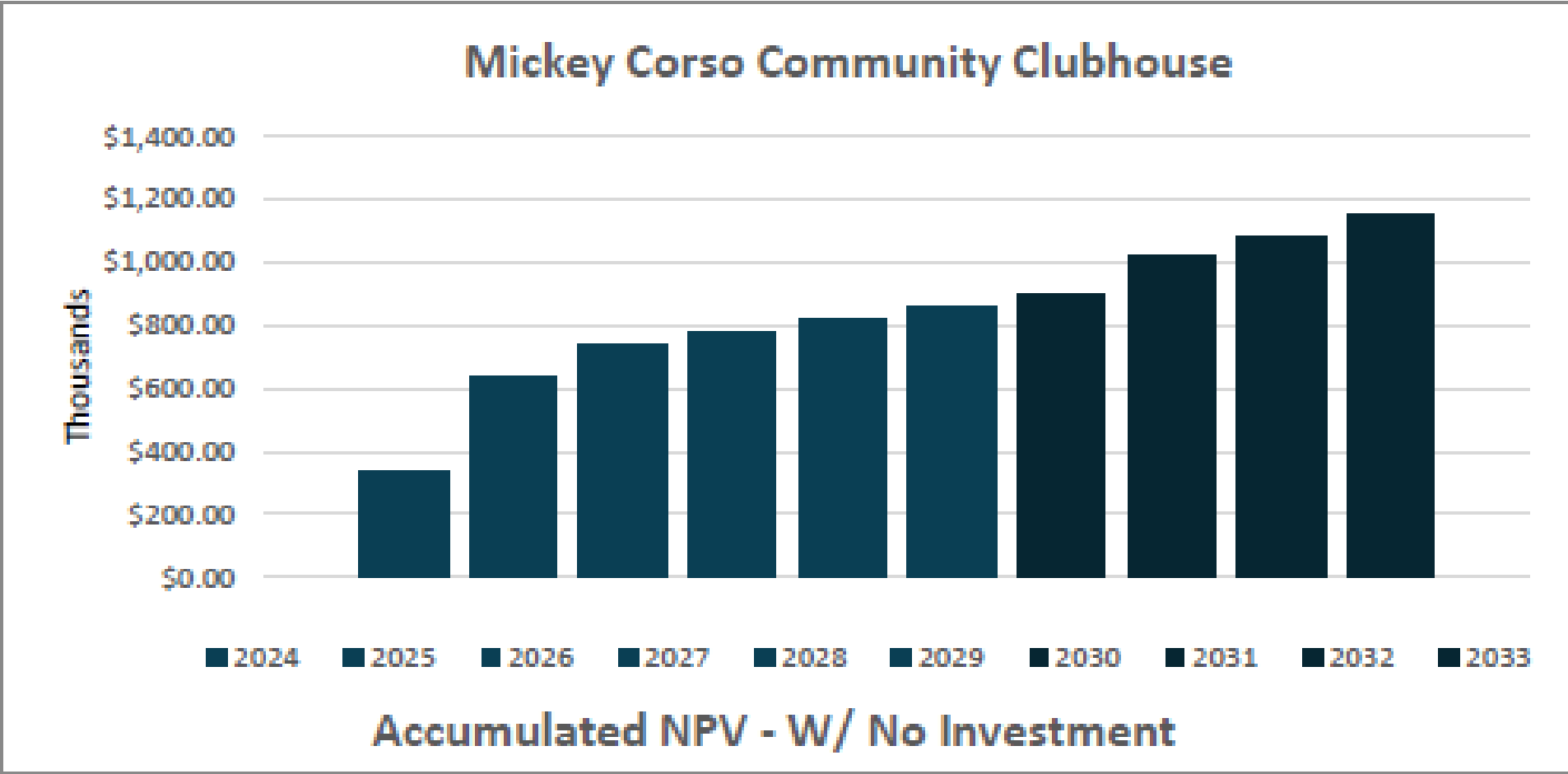
CONDITION ASSESSMENT

Mickey Corso Community Clubhouse



CONDITION ASSESSMENT

Mickey Corso Community Clubhouse



CONDITION ASSESSMENT

Mickey Corso Community Clubhouse



Mickey Corso Community Clubhouse: Exterior siding is past its useful service life, and has areas of significant wear and damage.



Mickey Corso Community Clubhouse: Roof has moss growth and shingles have exceeded expected useful life.

CONDITION ASSESSMENT

Police

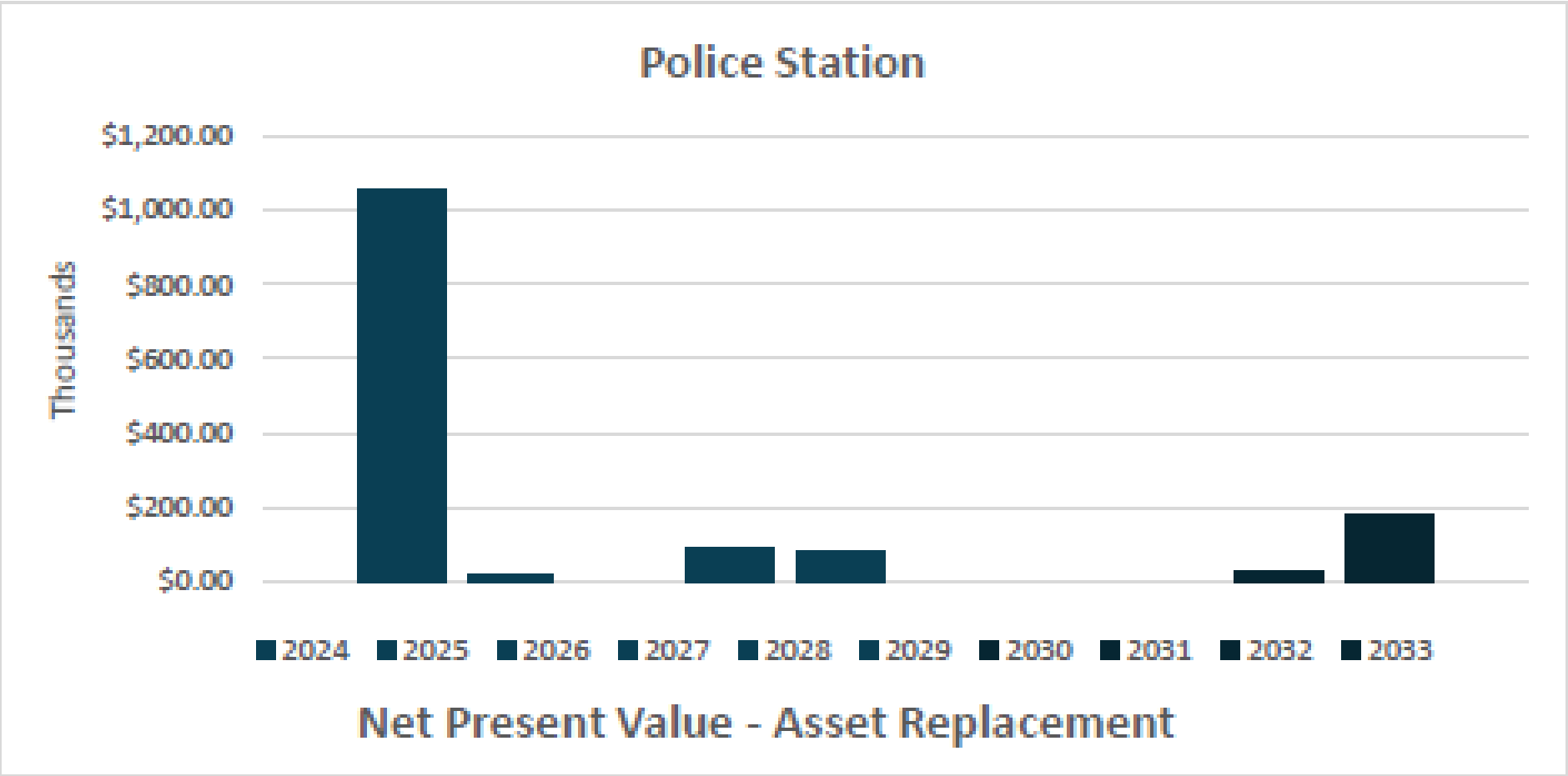
- Number of Assets: 50
- Average Asset Condition: 2.56
- Years 1-5 Repair/Replace: \$1,229,284
- Years 6-10 Repair/Replace: \$199,049



YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
DHW Circ Pump	-3	1	-	\$800
VAV Terminal Units (12)	-14	1	\$198,000	-
Water Heater	-3	2	\$11,780	-
Building Automation System	-12	1	\$32,360	-
Backup Generator	2	4	\$73,050	-
Fire Alarm Main Panel	-17	1	\$12,000	-
Rooftop Unit	-17	1	\$247,920	-
Window	-2	5	\$64,870	-
Exterior Doors	-2	1	-	\$8,280
Roofing	-12	1	\$586,500	-

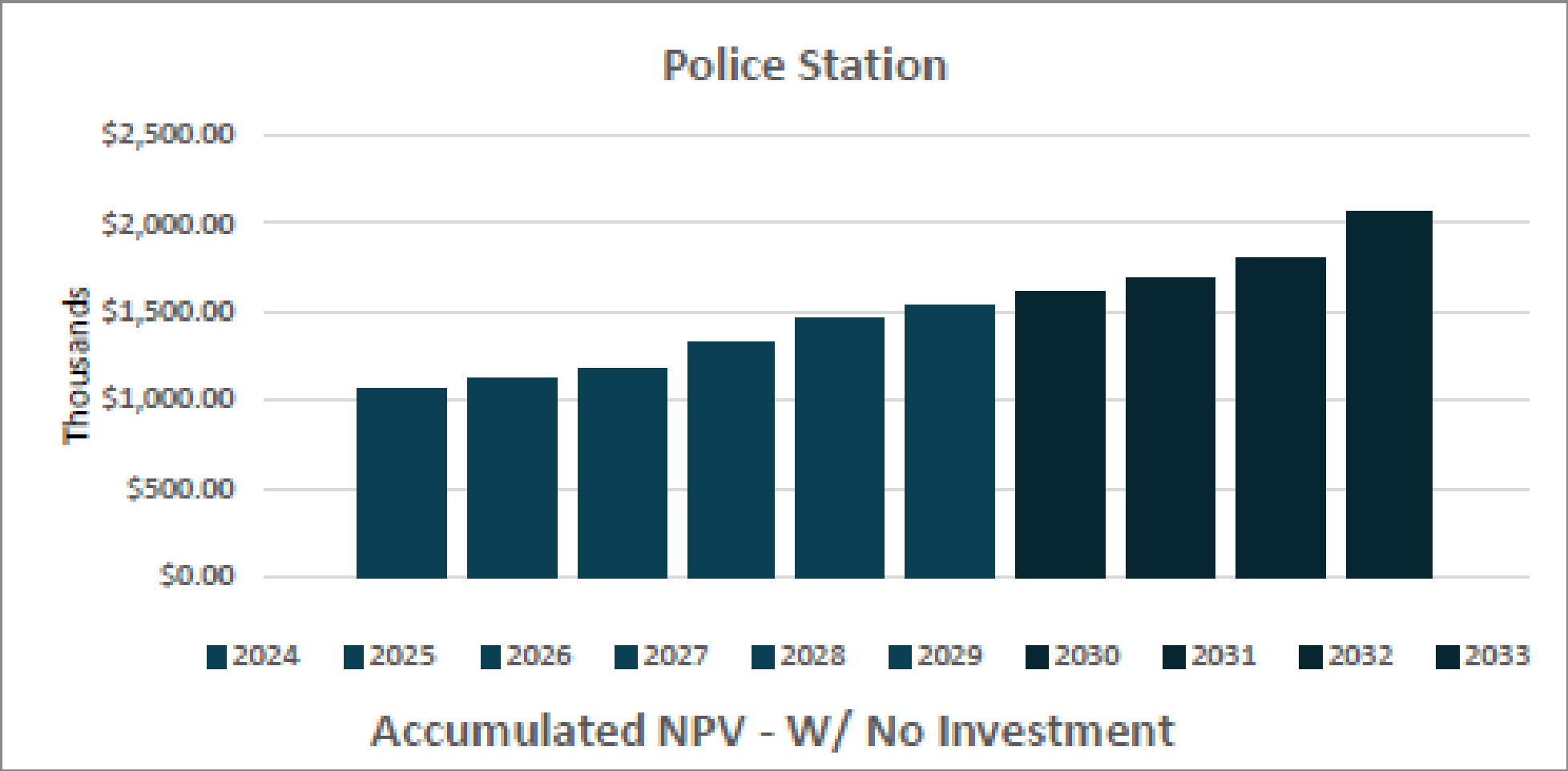
CONDITION ASSESSMENT

Police



CONDITION ASSESSMENT

Police



CONDITION ASSESSMENT

Police



Police Station: ACU-1 past its 15-year useful service life.



Police Station: Wood partition surrounding the rooftop unit is damaged.

FINANCIAL/BUDGET IMPACTS

Table A-1: City of Mountlake Terrace Asset Condition Score of 5 (Unsatisfactory)

FACILITY NAME	ASSET CONDITION	ASSET SECELECTION / TYPE AND SIZE	INDUSTRY LIFE REMAINING	REPLACEMENT COST
Recreation Pavilion	5	Roofing (Modified Bituminous)	-3	\$535,640.00
Recreation Pavilion	5	Air Handling Unit (23,000 CFM)	5	\$480,500.00
Recreation Pavilion	5	Building Automation System HVAC controls and instrumentation (DDC)	-18	\$225,000.00
Recreation Pavilion	5	Air Handling Unit (6,500 CFM)	-18	\$54,620.00
Recreation Pavilion	5	Air Conditioning Unit (16,000 BTUh)	-14	\$41,800.00
Recreation Pavilion	5	Roofing (Asphalt Shingle)	2	\$37,130.00
Recreation Pavilion	5	Air Pump (2.5 HP)	13	\$3,600.00
Recreation Pavilion	5	Air Pump (2.7 HP)	14	\$3,600.00
Recreation Pavilion	5	Panelboard (100A)	12	\$3,550.00

FINANCIAL/BUDGET IMPACTS

FACILITY NAME	ASSET CONDITION	ASSET SECELECTION / TYPE AND SIZE	INDUSTRY LIFE REMAINING	REPLACEMENT COST
Police Station	5	Roofing (Modified Bituminous)	-12	\$586,500.00
Police Station	5	Building Automation System HVAC controls and instrumentation (DDC	-12	\$1.00 *Price was included in project costs of HVAC upgrades
Mickey Corso Community Clubhouse	5	Kitchen Equipment (Walk in Cooler / Freezer Evaporator)	-4	\$16,000.00
Mickey Corso Community Clubhouse	5	Exterior Wall (Wood Soffit)	-4	\$7,980.00
Mickey Corso Community Clubhouse	5	Evaporative Cooling Unit (200 CFM)	-19	\$5,500.00
Mickey Corso Community Clubhouse	5	Gas Furnace (60 MBH)	-16	\$4,550
Mickey Corso Community Clubhouse	5	Roofing (Thermoplastic)	-14	\$1,250.00
TOTAL REPLACEMENT COST FOR ALL CRITICAL ASSETS				\$2,007,221.00



FINANCIAL/BUDGET IMPACTS

Table 2-3: City of Mountlake Terrace Buildings 5-Year Annual Capital Expenditure by Equipment System

EQUIPMENT SYSTEM	Years 1-5
Plumbing	\$202,120
HVAC	\$2,615,821
Electrical	\$355,590
Exterior Enclosure	\$634,970
Roofing	\$1,931,740
Site Improvements	\$554,920
Fire and Life Safety	\$48,000
Kitchen Equipment	\$30,000
Total:	\$6,373,161

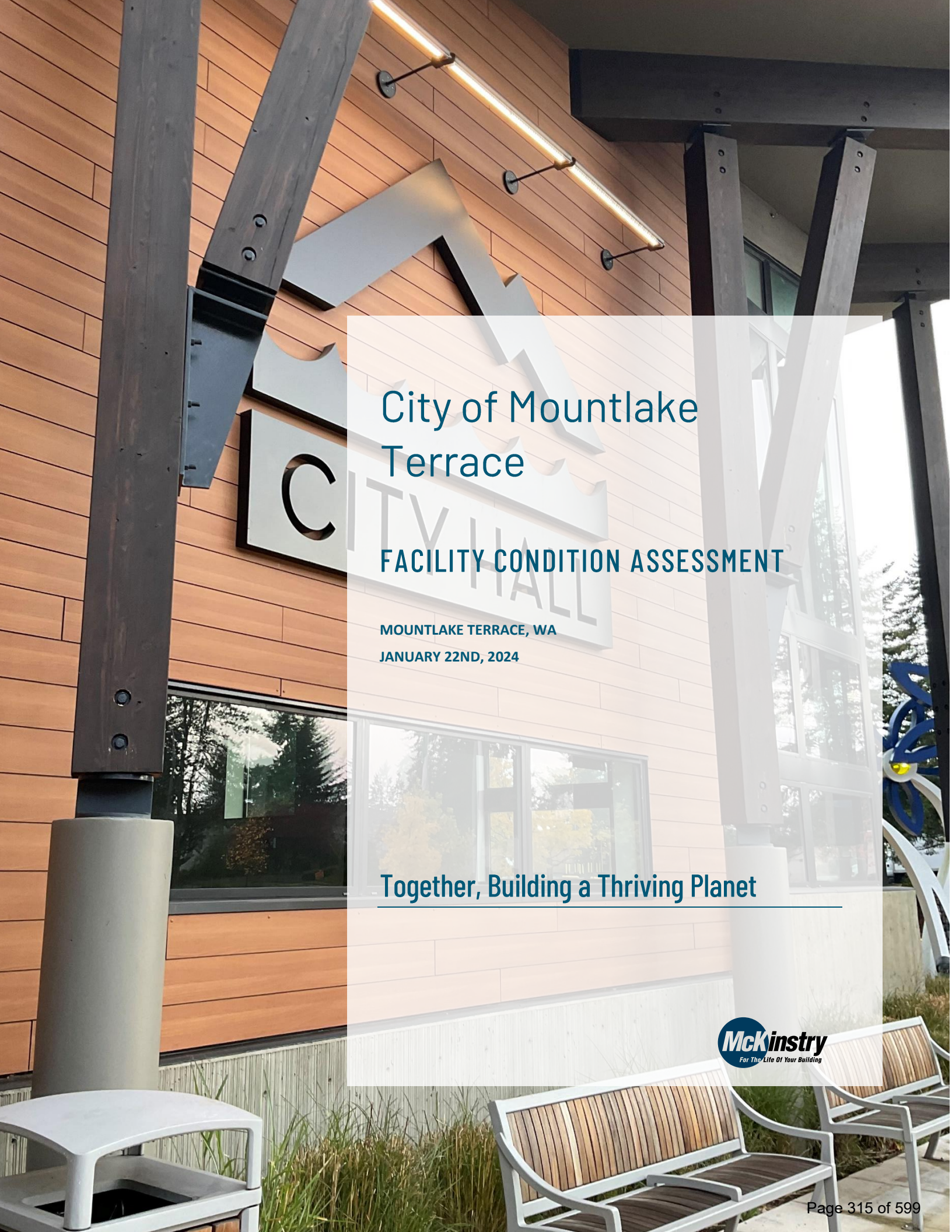
NEXT STEPS

- Asset CMMS ID's by McKinstry
- Research/Identify Asset Management Software
- Training/Onboarding of staff
- Benefits:
 - Efficient Preventative Maintenance
 - Work Order Request for stakeholders

DISCUSSION & QUESTIONS

Thank you





City of Mountlake Terrace

FACILITY CONDITION ASSESSMENT

MOUNTLAKE TERRACE, WA

JANUARY 22ND, 2024

Together, Building a Thriving Planet



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Key Contact Information

Key Contact Information

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Section

1

Executive Summary

Executive Summary

Executive Summary

Project Goals

The contents of this Summary Narrative Report present the results of the Facility Condition Assessment (FCA) performed at the request of the City of Mountlake Terrace, WA for the City Hall, Recreation Pavilion, Operations Facility, Mountlake Terrace Library, Police Station, and Mickey Corso Community Clubhouse. The site visit was conducted November 6th and 7th, 2023. The City of Mountlake Terrace stakeholders intend to utilize the findings of this report to inform both capital and operating budgets, prioritize maintenance efforts, and optimize planning processes as replacements and upgrades of assets and facility systems become necessary in the future.

Facilities Summary

The Facility Condition Assessment involved visually evaluating 6 buildings located in Mountlake Terrace, for a combined total of 94,000 square feet. The buildings are used by city employees or open to the general public. The original construction date for each building varies, ranging from 1968 to 2021 with some remodel and/or renovations throughout the years. The list of buildings visually assessed can be found in *Table 1* below.

Table 1: List of participating facilities and building information

FACILITY NAME	ORIGINAL CONSTRUCTION DATE	SQUARE FOOTAGE
CITY HALL	2021	18,600
RECREATION PAVILION	1968	33,000
OPERATIONS FACILITY	1985	19,518
MOUNTLAKE TERRACE LIBRARY	1988	13,090
MICKEY CORSO COMMUNITY CLUBHOUSE	1989	8,064
POLICE STATION	1991 & 2021 ADDITION	10,100

Assessment Summary

Building site assessments were conducted with the City of Mountlake Terrace facility personnel, Ken Courtmanch and Floyd. The following issues, but not limited to, are recommended to be considered for replacement. **If applicable and cost efficient, remodel, or repair may be possible.**

City Hall

HVAC

- FCU-24 located in the elevator machine room had a broken cover.

Mountlake Terrace City Library

HVAC

- Both package rooftop units are at or past their 15-year useful service life.
- The rooftop air handling unit is past its 25-year useful service life.

Executive Summary

- The building automation system is past its 20-year useful service life.

Fire and Life Safety

- The fire alarm main panel has exceeded industry life. We recommend replacement to maintain fire, security, and life safety standards.

Police Station

HVAC

- The 25-ton package rooftop unit is past its 15-year useful service life. The unit does not provide adequate temperature control for the building and appears to have a significant number of bugs nesting in the filter. Supplemental heating has been installed to accommodate the failure of rooftop unit in the old police building. The wood partition surrounding the rooftop unit is damaged.
- The building automation system for the old police building is obsolete and is past its 20-year industry life.

Architectural

- Modified bituminous roofing exhibited many areas of damage and wear and has had previous repairs performed and continues to leak.

Fire and Life Safety

- Fire alarm main panel serving the old police building is past its 15-year industry life, and recommended for replacement to maintain fire, security, and life safety standards.

Operations Facility

HVAC

- The 3-ton and 4-ton rooftop package units are past their 15-year useful service life.

Electrical

- Backup generator automatic transfer switch is past its 25-year useful service life.

Architectural

- Modified bituminous roofing exhibited many areas of damage and wear, prior patching and leaks, and is past its 20-year industry life.
- Carports are in overall poor condition.
- Parking lot has a significant amount of alligator cracking, damaged curbs and needs new paint. It also does not meet the ADA requirements for parking.

Fire and Life Safety

- The fire alarm main panel has exceeded industry life. We recommend replacement to maintain fire, security, and life safety standards.

Executive Summary

Mickey Corso Community Clubhouse

HVAC

- The evaporative cooling unit on roof is past its 15-year useful service life and was reported out of commission.
- Five furnaces located in the ceiling and attic space and their associated condensing units are past their useful service life. HVAC #2 is inoperable due to a flame out which resulted in a small fire at the unit.

Architectural

- Exterior wood siding has significant damage and moss growth around roof and back patio areas. Exterior wood soffit also has significant damage and are past their 30-year industry life.
- Notable evidence of concrete patio, sidewalks, and equipment pads all separating from the building. Recommend further assessment be done by an architect to verify integrity of structure and if further repairs are required.
- Thermoplastic roofing covering outdoor patio area is leaking and past its 20-year industry life.
- Parking lot has a significant amount of alligator cracking, potholes, and damaged curbs. We recommend all parking lot and curbs be repainted. It also does not meet the ADA requirements for parking.
- Asphalt shingle roof is past its 25-year industry life and has significant moss growth.

Fire and Life Safety

- The fire alarm main panel has exceeded industry life. Recommend replacement to maintain fire, security, and life safety standards.

Misc

- Kitchen walk-in cooler's temperature gauge is broken, and the cooler is past its 15-year useful service life.

Recreation Pavilion

HVAC

- HRU-1 poses a threat of imminent failure, the customer gave evidence that the interior of the asset is completely rusted, and the overall integrity of the unit is compromised. This unit is recommended for immediate replacement.
- Fuel fired boilers were reported from the customer to only have a suspected 2-5 years of life remaining due to multiple issues.
- The building automation system DDC controls are pneumatic, past its 20-year useful service life, and require constant monitoring.
- Air compressor serving the pneumatic DDC controls and associated air dryer are past their useful service life. The air dryer coil was very dirty and requires cleaning.
- Carrier 16,000 BTU/h air conditioning unit on roof was reported that the AC compressor does not work. Both air conditioning units are past their 10-year useful service life.

Executive Summary

- AHU-1 which serves the racquetball court is past its 25-year useful service life and was reported that the AC compressor does not work.
- RTU-1 is past its 15-year useful service life, and the air intake filter is dirty with pine-needles from a nearby tree. Recommend pruning the tree to cut it back at a minimum to be 5 feet from the roof and to not hang over the roof and rooftop unit.
- Sand pool filters #1 and #2 are past their 25-year useful services life, and the tank shells are in need of repair.

Plumbing

- The building's plumbing is inadequate, and the facility does not have hot water being supplied to the Men's Locker Room or the Lobby Restrooms.
- Heating water pumps are past their 20-year useful service life.
- Both air pumps that serve the jacuzzi were reported out of commission.
- Multiple roof rainwater drainage basins at the preschool entrance and playground observed to be overflowing and not draining.

Electrical

- The building's electrical capacity and load management needs to be further assessed, the customer reported that the electrical capacity to the building is maxed out and they are unable to properly provide load management.

Architectural

- Separation noted where the exterior concrete meets the metal beams and needs resealing.
- Sidewalks surrounding building have several cracks and are un-even, creating tripping hazards for patrons.
- The roof, comprised of asphalt shingles and modified bituminous is past its industry life, and were reported to have multiple leaks.
- The wood beams at soffit needs significant repair. Recommend further assessment be done by an architect to verify integrity of structure and if further repairs are required.
- Recommend resurfacing asphalt parking lot on the east side of the building due to damage, unlevel areas and tree root protrusion. Main patron parking area has alligator cracking, the curb surrounding parking lot is damaged. The curb, parking stalls, and pedestrian crosswalk should be re-painted.

Fire and Life Safety

- The fire alarm main panel is past its industry life, and recommended for replacement to maintain fire, security, and life safety standards.

Misc

- The building's main gas meter does not have an earthquake valve installed and has no gate restricting access from the public.

Executive Summary

****PLEASE NOTE: Although replacement may be recommended on MEP equipment and/or architectural components, it may be possible to extend the useful service life with consistent preventative maintenance.***

Fig.2-2: 5-Year Capital Expenditures by Year

Replacement costs associated with the Annual Capital Expenditure graph and table are in constant 2024 dollars and do not include any inflation or discount. Future economy and global supply chain impacts can also affect pricing. Building systems outside of the scope of this assessment are not included; any costs to correct deficiencies in those systems are in addition to the costs presented here.

Table 2-3: City of Mountlake Terrace Buildings 5-Year Annual Capital Expenditure by Equipment System

EQUIPMENT SYSTEM	Years 1-5
Plumbing	\$202,120
HVAC	\$2,615,821
Electrical	\$355,590
Exterior Enclosure	\$634,970
Roofing	\$1,931,740
Site Improvements	\$554,920
Fire and Life Safety	\$48,000
Kitchen Equipment	\$30,000
Total:	\$6,373,161

Section
2

Scope and Approach

Scope and Approach

Scope and Approach

Scope of Work

The scope of this Facility Condition Assessment includes visual-only inspection of the following mechanical, electrical, and plumbing (MEP) equipment, building envelope including site paving.

The following components and/or building areas were only assessed at high level and visual inspection only meaning if any immediate concerns or issues were visually found at time of visit, it would be noted and remarked in this report.

Ratings, Methods, and Scoring

To allow the City of Mountlake Terrace more flexibility in prioritizing capital planning efforts, McKinstry has developed the following metrics which assign various scores to each asset.

Asset Condition

Condition ratings are presented for each asset as a score of 1 – 5. Scores are based on a visual inspection during the building evaluation period. A score of 1 signifies that the asset is in great, “like new” condition. A score of 2 indicates that the asset is in Good (2) condition. A score of 3 signifies that the asset is in the expected “average” condition based on function and the age of the asset. A score of 4 signifies that the asset is in poor condition, in need of repair, and will require replacement soon. A score of 5 signifies that the asset is in very poor or failed condition and needs of imminent replacement.

SCORE	CONDITION ASSESSMENT
1	Asset is in great condition; no action is required.
2	Asset is in good condition; regular maintenance is expected.
3	Asset is in the expected condition, regular replacement/maintenance is expected.
4	Asset is in poor condition, maintenance and or replacement is recommended soon.
5	Asset is in very poor condition; urgent replacement is needed.

Industry Life Expectancy

The designed life expectancy for a given asset is determined using a combination of widely accepted industry standards including the American Society of Heating, Refrigerating, and Air-Conditioning (ASHRAE), and the Building Owners and Managers Association (BOMA), as well as a manufacturers’ database of equipment life expectancies. This value is expressed in number of years.

Observed Remaining Life

The Observed Remaining Life is also expressed in number of years and takes into consideration the function and operating environment of the asset, as well as a determination based upon a visual inspection of the asset. The Observed Remaining Life value may vary from the Design Life value. For example, a secondary heat exchanger that has been well maintained may have an Observed Remaining Life that is greater than the expected Design Life. Likewise, a primary chilled water pump that has not been well maintained, and shows visual signs of premature wear and tear, may have an Observed Remaining Life that is less than the expected Design Life.

Scope and Approach

Cost Estimating

Each asset receives an Estimated Replacement Cost, presented in dollars. The Estimated Replacement Cost includes both the material cost of the asset and the installation of that asset. This information is intended to assist in the prioritization and resource allocation associated with maintenance and capital replacement projects. Cost estimates are determined using specific characteristics of each asset (tonnage, motor size, capacity, etc.) along with one of several cost information data sets. These data sets include industry standards, RS Means (a construction estimating database) and data sourced through McKinstry's construction division. Additionally, site-specific construction and equipment invoices have been utilized as available. All estimated costs are in 2024 dollars.

Soft Cost Estimating

Soft cost estimating is a term used to refer to the costs associated with labor, services, transport, etc. rather than on only the replacement cost of the equipment. Soft costs are estimated at 70% of construction costs, which is inclusive of design (including permit sets), construction and project management, contractor associated overhead and profit, contingency, sales tax, permits, payment and performance bond. Soft costs were added to any assets with a replacement cost over \$100,000, except for the Police Station, where project cost are reflected.

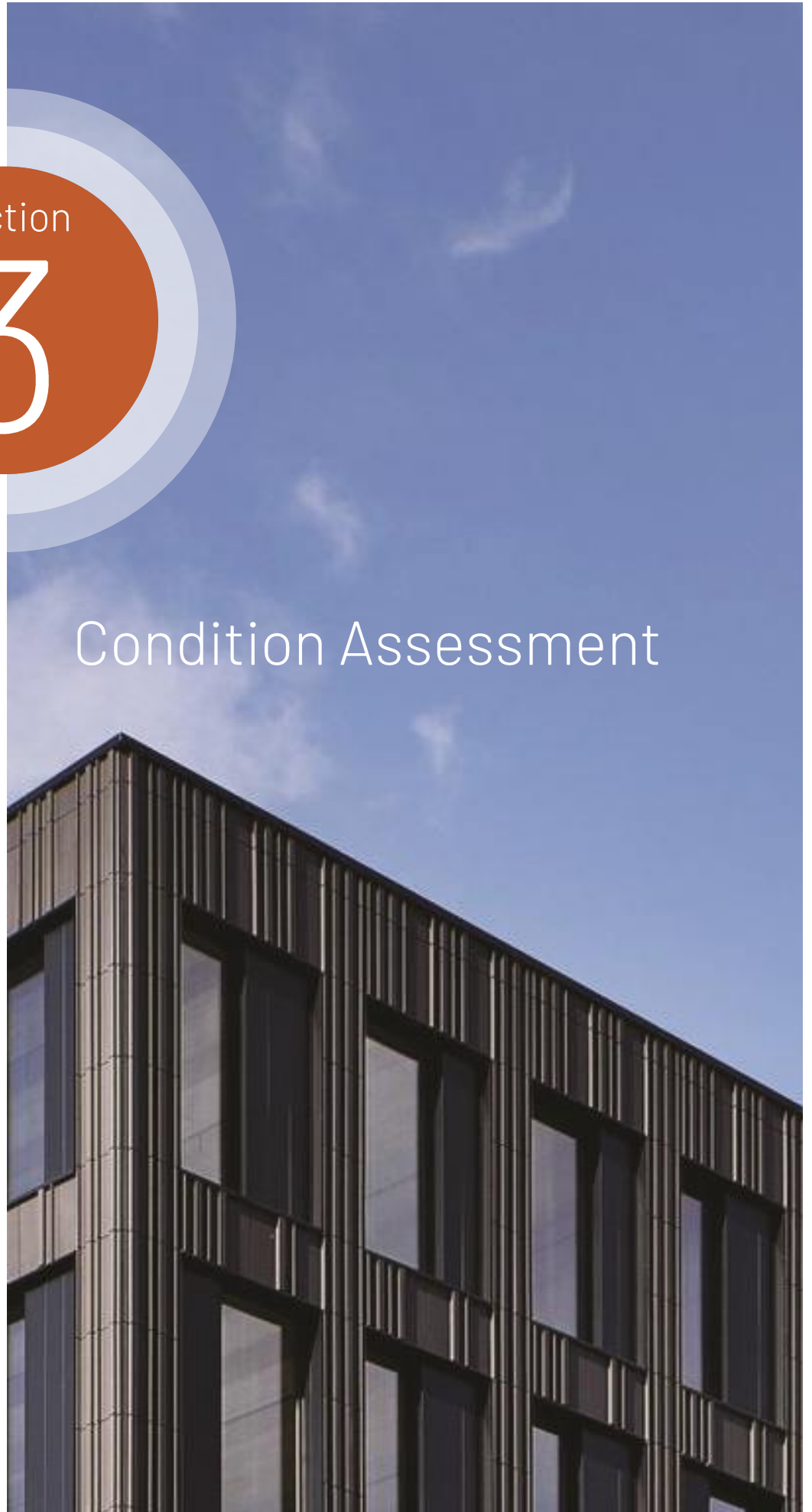
Data-Driven Maintenance Approach

Within the submission of this report is the FCA Data Collection Workbook, which includes all data collected for each asset. The workbook can be used to quickly sort through equipment and prioritize maintenance and replacement efforts. Additional observations and equipment details are provided within the workbook for each asset. Each asset is classified according to the building system, capacity, and other standards, as well as ratings of current condition and impact of failure. Such organization and classification facilitate searching and sorting the data for maintenance and replacement priorities. As previously stated, the impact ratings help to compare one asset to another. Based on observed condition and impact scores, the future maintenance priorities for each building are described further in later sections. As each of the components identified in the workbook is repaired or replaced, the information can be revised to reflect the new conditions. Remaining useful life values can also be manually iterated one year from the assessment date to reflect fewer remaining years of life. Assets no longer in service can be removed from the list. Similarly, assets that have been newly installed can be added to the list. Following the impact guidelines, relative priority can be calculated for these assets.

Section

3

Condition Assessment



Operations Facility

6204 215th Street SW

Original Building Construction: 1985

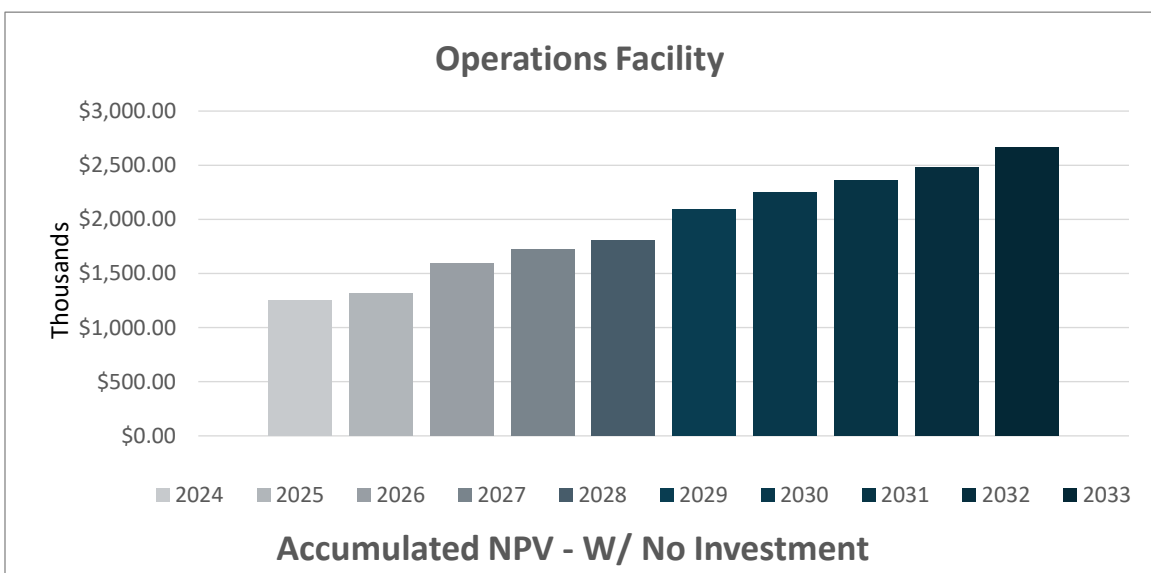
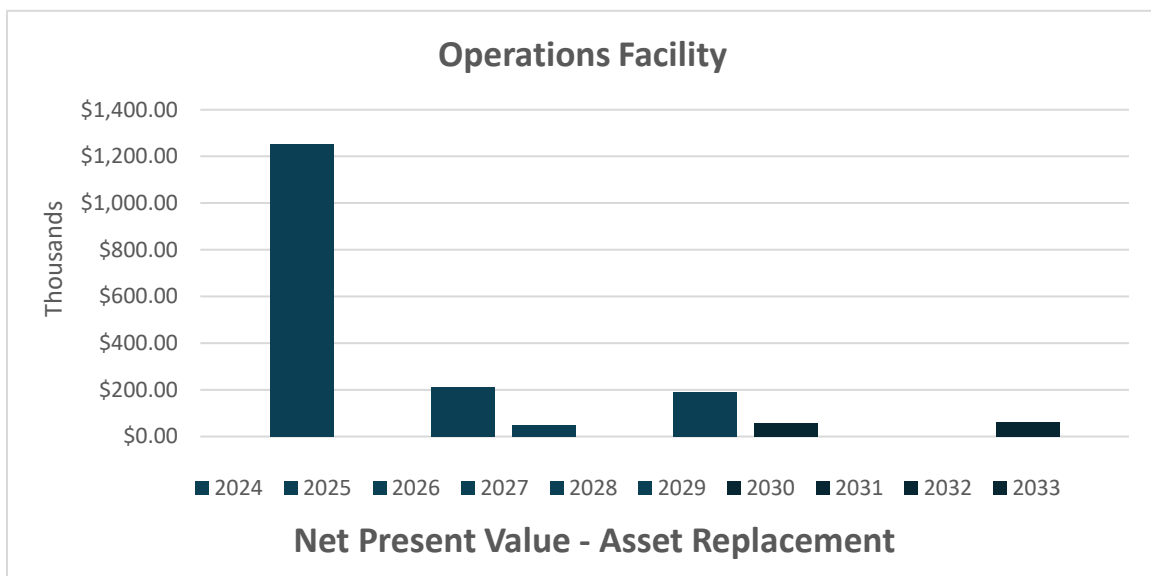
Major Additions / Renovations: None

TOTAL FACILITY SQUARE FOOTAGE	NUMBER OF ASSETS	AVERAGE ASSET CONDITION SCORE (1-5)	YEARS 1-5 REPAIR/REPLACEMENT (W/INF. RATE)	YEARS 6-10 REPAIR/REPLACEMENT (W/INF. RATE)
19,518	52	3.69	\$1,513,693	\$308,937

YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Unit Heaters (2)	-28	1	-	\$2,140 Each
Expansion Tanks (4)	-18 / 1	1 / 3	-	\$2,270 each
Unit Heater	-28	1	-	\$2,380
Unit Heater	-28	1	-	\$2,970
Unit Heater	-28	1	-	\$3,150
Exhaust Fans (5)	-18	1	-	\$3,190 each
Panelboards (2)	2	4	-	\$3,550 each
Panelboards (2)	2	4	-	\$3,860 each
Ice Machine	-5	3	-	\$4,000
Panelboards (5)	2	4	-	\$5,600 each
Unit Heaters (6)	-23	1	-	\$7,960 each
Unit Heaters (2)	-23	1	\$10,100 each	-
Water Heater	-9	1	\$12,530	-
Air Compressor	-18	1	\$32,310	-
Rooftop Unit	-8	1	\$36,810	-
Rooftop Unit	-23	1	\$38,680	-
Automatic Transfer Switch	-13	1	\$46,370	-
Fire Alarm Main Panel	-7	1	\$12,000	-
Backup Generator	-18	3	\$186,250	-
Exterior Doors	-8	1	\$103,780 total	-
Exterior Walls	-28	1	\$2,030 total	-
Roofing	-18	1	\$352,010	-
Parking Lot	-13	1	\$440,280	-
Windows	-8	1	\$71,570	-

Public Works Operation Facility

YEAR 6-10 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Fire Sprinkler System	-28	10	\$40,000	-
Rooftop Unit	5	7	\$41,800	-
Switchboard (3 Sections)	2	6	\$49,850 each	-



Public Works Operation Facility



Operations Facility: Roof has many areas of damage and wear, prior patching, and leaks.



Operations Facility: Carports are in poor condition.



Operations Facility: Parking lot has alligator cracking, damaged curbs and needs repainting.



Operations Facility: Rooftop package unit past its industry expected life.

Library

23300 58th Ave W

Original Building Construction: 1988

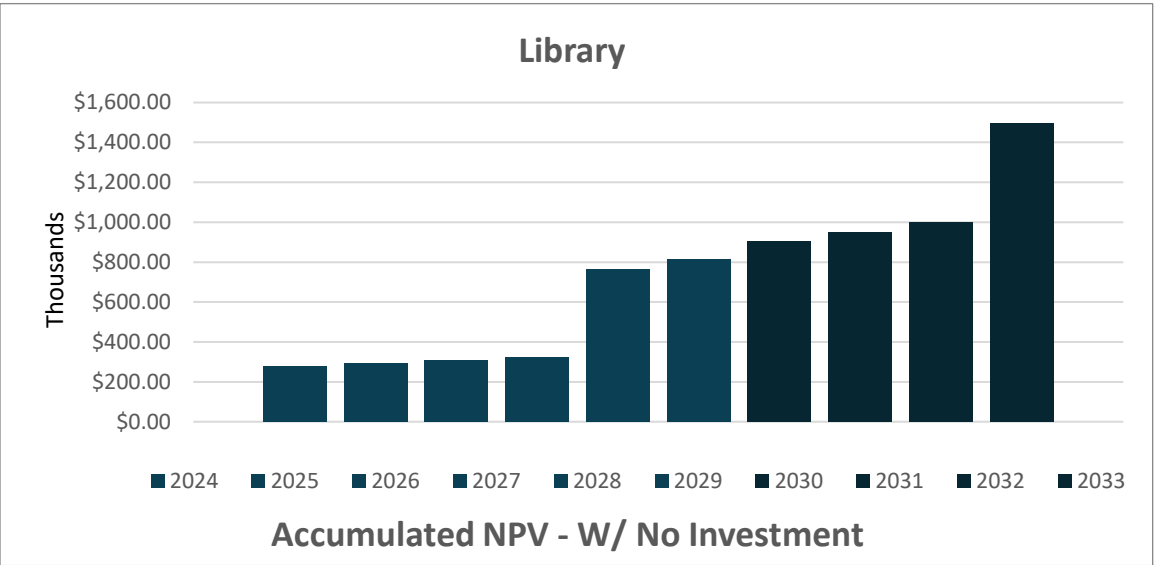
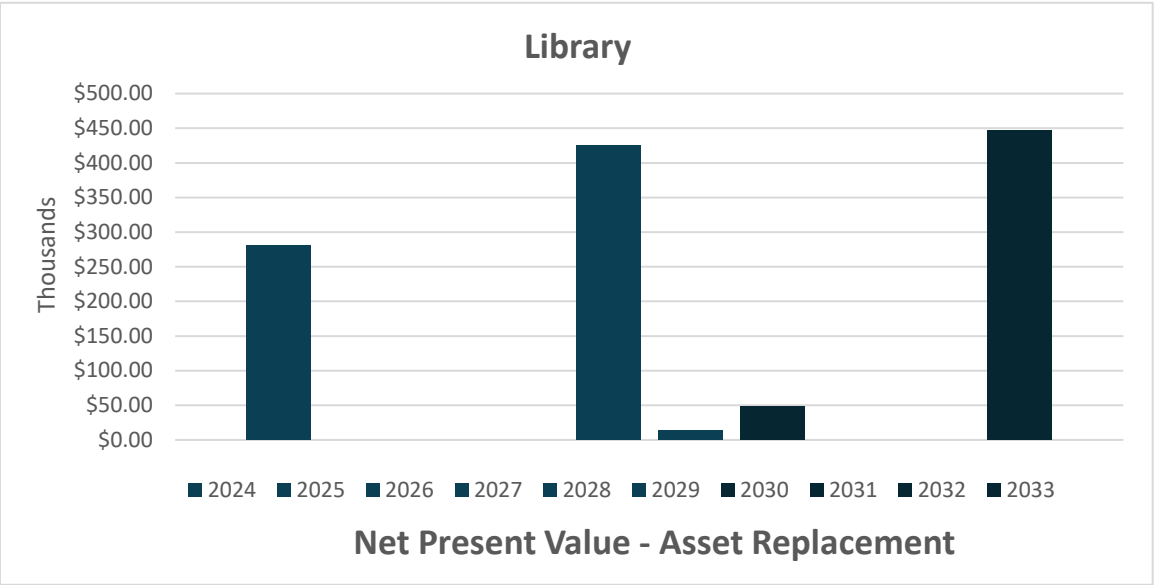
Major Additions / Renovations: None



TOTAL FACILITY SQUARE FOOTAGE	NUMBER OF ASSETS	AVERAGE ASSET CONDITION SCORE (1-5)	YEARS 1-5 REPAIR/REPLACEMENT (W/INF. RATE)	YEARS 6-10 REPAIR/REPLACEMENT (W/INF. RATE)
13,090	33	3.64	\$705,837	\$507,991

YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
DHW Circ Pump	-25	1	-	\$800
Exhaust Fans (2)	-15	1	-	\$1,840 each
Exhaust Fan	-15	1	-	\$1,930
VAV Terminal Units (10)	-17	1	\$50,070 total	-
Rooftop Unit	-20	1	\$28,700	-
Rooftop Unit	0	1	\$41,800	-
Air Handling Unit	-10	1	\$78,990	-
Fire Alarm Main Panel	-20	1	\$12,000	-
BAS System	-15	1	\$65,170	-
Exterior Doors	-5	5	\$21,210	-
Roofing	-10	5	\$328,930	-
YEAR 6-10 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Panelboards (4)	5	7	-	\$3,860 each
Water Heater	4	6	-	\$10,140
Panelboard	5	7	\$20,080	-
Window	-5	10	\$240,200	-
Exterior Walls	-25	10	-	\$4,350 total
Fire Sprinkler System (Wet and Dry)	-25	10	\$43,880 total	-

Library



Library



Library: ACU-3 past its useful service life



Library: Moss growth on concrete shingles.



City Hall

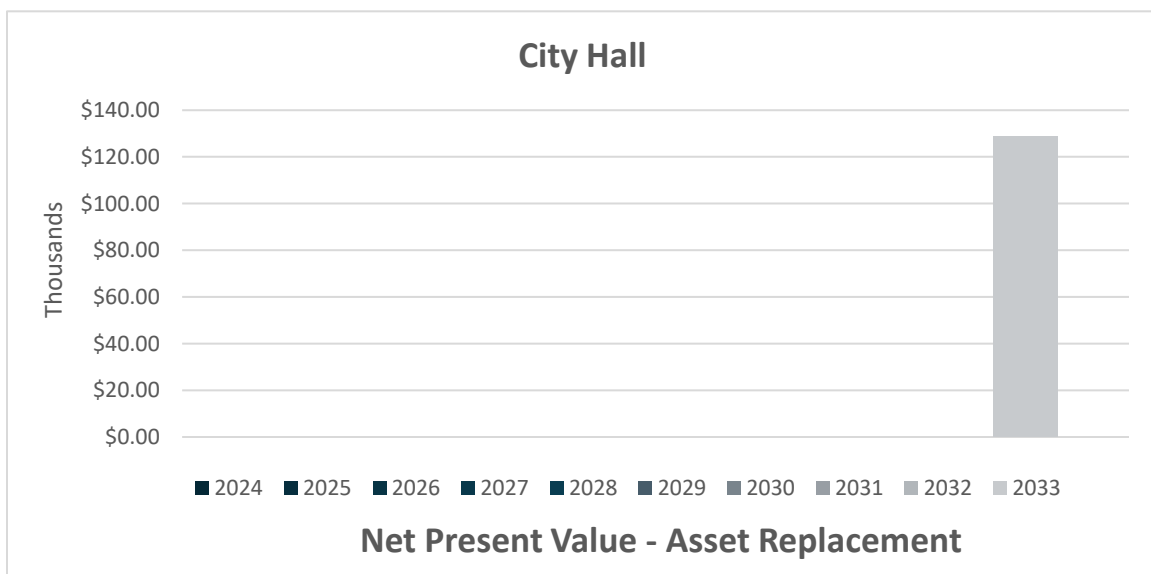
23204 58th Ave W

Original Building Construction: 2021

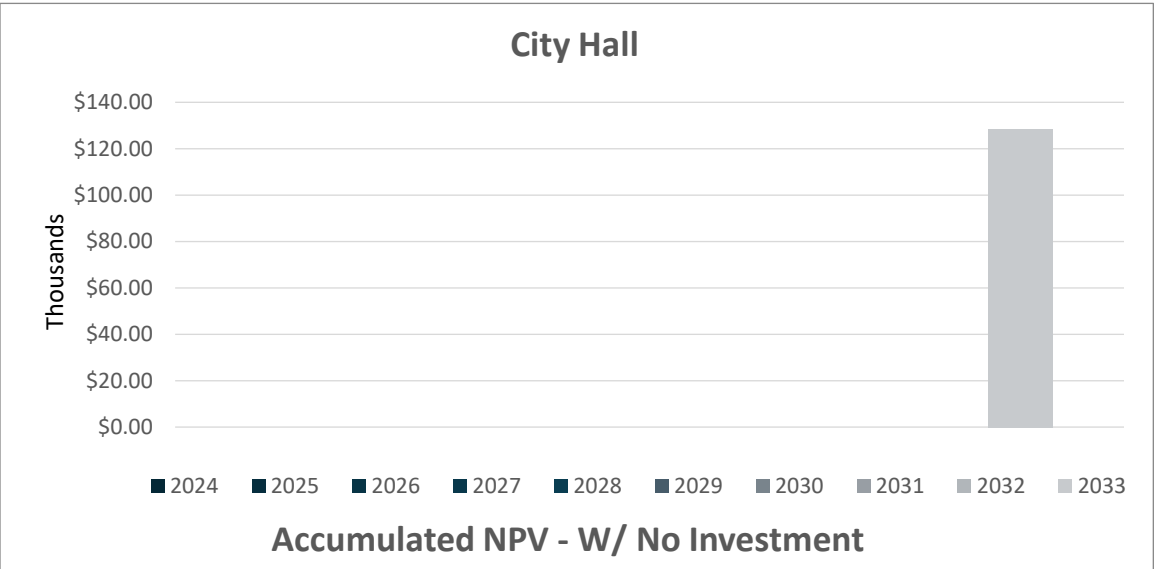
Major Additions / Renovations: None

TOTAL FACILITY SQUARE FOOTAGE	NUMBER OF ASSETS	AVERAGE ASSET CONDITION SCORE (1-5)	YEARS 1-5 REPAIR/REPLACEMENT (W/INF. RATE)	YEARS 6-10 REPAIR/REPLACEMENT (W/INF. RATE)
18,600	80	1.02	\$0.00	\$128,512

YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Fire Sprinkler System	8	10	\$38,120	-
Emergency Lighting Battery	8	10	\$26,900	-
Water Heater	8	10	\$11,400	-
Unit Heater	8	10	-	\$2,140
Unit Heater	8	10	-	\$2,140
Unit Heater	8	10	-	\$2,140



City Hall



Police Station

23250 58th Ave W

Original Building Construction: 1991

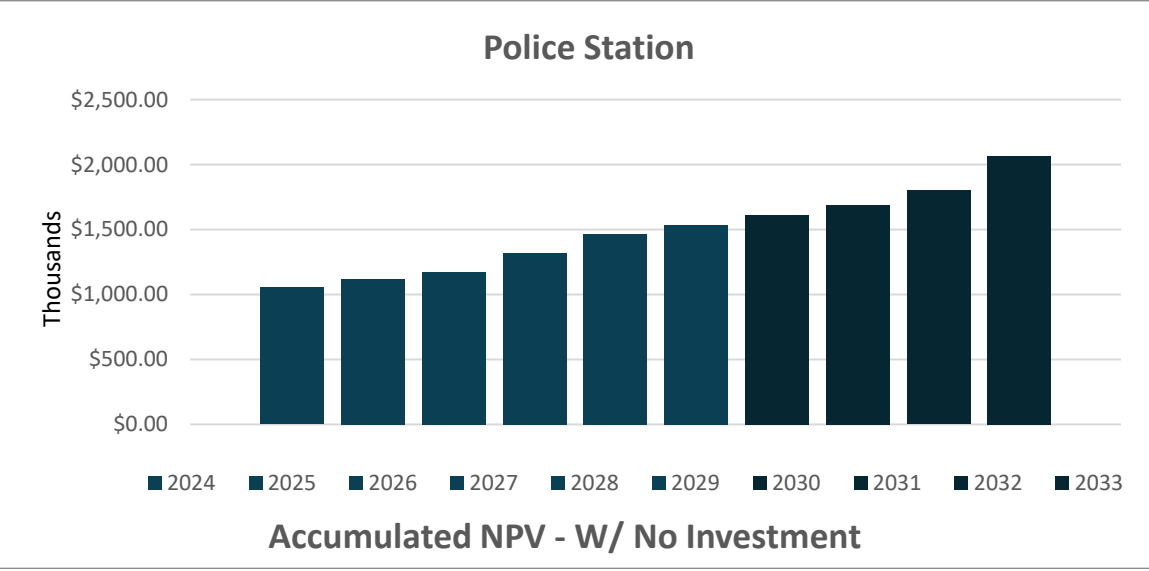
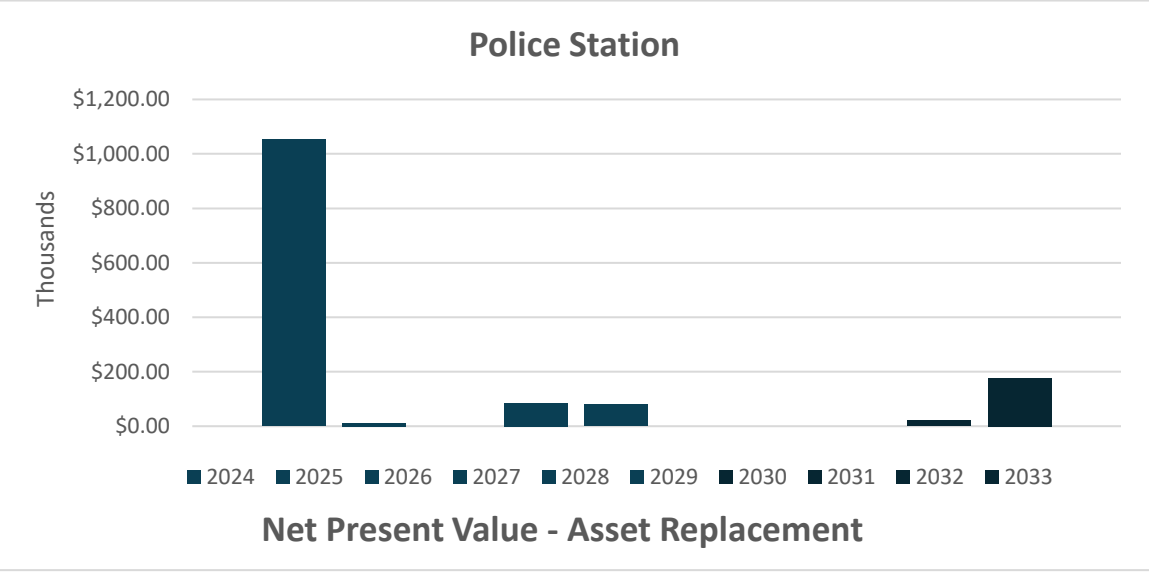
Major Additions / Renovations: 2021

TOTAL FACILITY SQUARE FOOTAGE	NUMBER OF ASSETS	AVERAGE ASSET CONDITION SCORE (1-5)	YEARS 1-5 REPAIR/REPLACEMENT (W/INF. RATE)	YEARS 6-10 REPAIR/REPLACEMENT (W/INF. RATE)
10,100	50	2.56	\$1,229,284	\$199,049

YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT T COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
DHW Circ Pump	-3	1	-	\$800
VAV Terminal Units (12)	-14	1	\$198,000	-
Water Heater	-3	2	\$11,780	-
Building Automation System	-12	1	\$32,360	-
Backup Generator	2	4	\$73,050	-
Fire Alarm Main Panel	-17	1	\$12,000	-
Rooftop Unit	-17	1	\$247,920	-
Window	-2	5	\$64,870	-
Exterior Doors	-2	1	-	\$8,280
Roofing	-12	1	\$586,500	-
YEAR 6-10 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT T COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Water Heater	8	10	-	\$1,960
Unit Heater	8	10	-	\$2,140
Expansion Tank	7	10	-	\$2,270
Unit Heater	8	10	-	\$3,330
Panelboards (2)	8	10	-	\$7,720
Panelboard	8	10	\$14,620	-
Automatic Transfer Switch	7	9	\$14,720	-
Fire Sprinkler System	6	10	\$20,700	-
Exterior Walls	-22	10	\$61,550	-

*These prices include project costs

Police Station



Police Station



Police Station: ACU-1 past its 15-year useful service life.



Police Station: Wood partition surrounding the rooftop unit is damaged.



Police Station: Roofing damaged and worn with multiple patches.

Mickey Corso Community Clubhouse

23000 Lakeview Drive

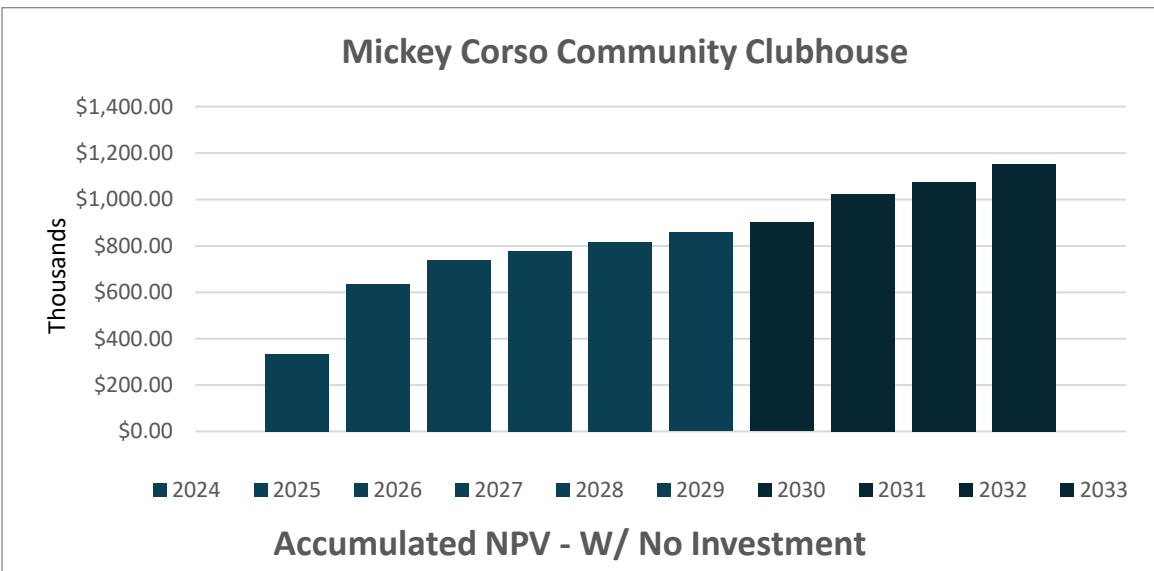
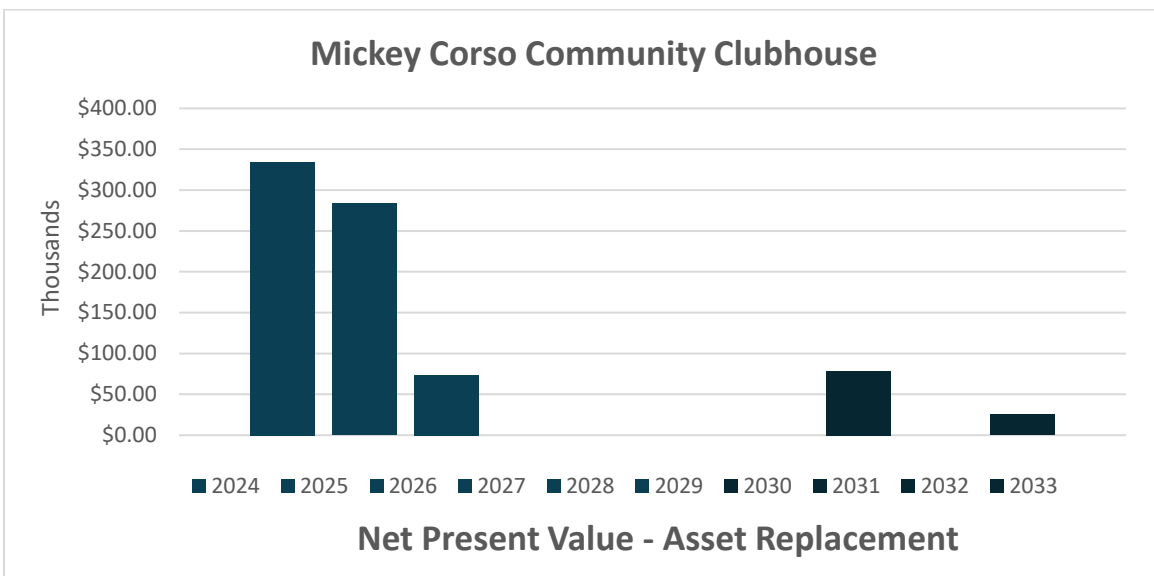
Original Building Construction: 1989

Major Additions / Renovations: None

TOTAL FACILITY SQUARE FOOTAGE	NUMBER OF ASSETS	AVERAGE ASSET CONDITION SCORE (1-5)	YEARS 1-5 REPAIR/REPLACEMENT (W/INF. RATE)	YEARS 6-10 REPAIR/REPLACEMENT (W/INF. RATE)
8,064	36	3.67	\$691,718	\$104,369

YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Condensing Units (2)	-19 / -2	1	\$23,760 each	-
Condensing Units (2)	-2	1	\$17,820 each	-
Water Heater	-9	1	\$12,530	-
Kitchen ANSUL System	-7	1	-	\$10,000
Walkin Cooler/Freezer Evaporator	-4	1	\$16,000	-
Evaporative Cooling Unit	-19	1	-	\$5,500
Furnaces (6)	-16 / 1	1 / 3	-	\$4,550 each
Expansion Tank	1	3	-	\$2,270
Exhaust Fans (2)	-14	1	-	\$1,480 each
Exterior Doors	-4	3	\$59,740	-
Roofing	-14 / -9	1	\$91,530 total	-
Exterior Walls	-24 / -4	3 / 1	\$90,240	-
Parking Lot	-9	2	\$114,640	-
Windows	-4	2	\$155,510	-
YEAR 6-10 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Water Heater	6	8	-	\$2,800
Panelboards (3)	6	8	-	\$3,860 each
Condensing Unit	6	8	\$17,820	-
Condensing Unit	6	8	\$23,760	-
Fire Sprinkler System	-24	10	\$16,520	-

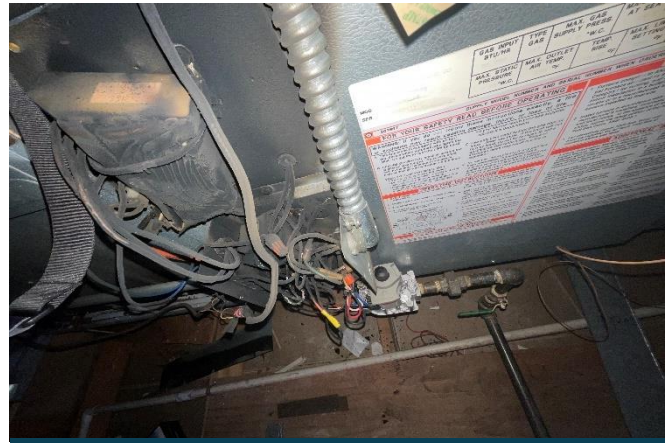
Mickey Corso Community Clubhouse



Mickey Corso Community Clubhouse



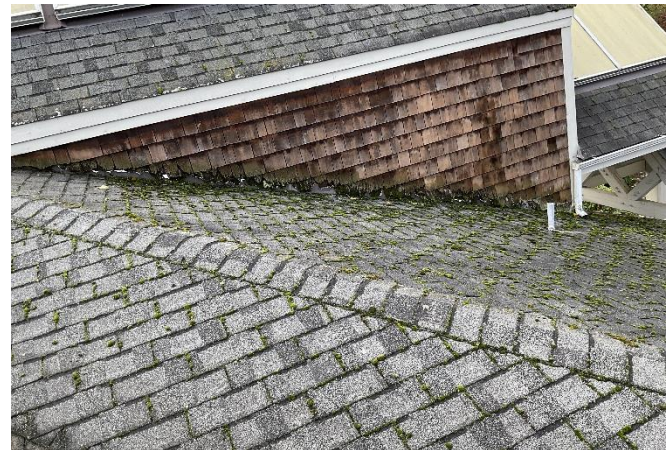
Mickey Corso Community Clubhouse: Lay in ceiling tiles show significant wear and some damage.



Mickey Corso Community Clubhouse: HVAC #2 inoperable.



Mickey Corso Community Clubhouse: Exterior siding is past its useful service life, and has areas of significant wear and damage.



Mickey Corso Community Clubhouse: Roof has moss growth and shingles have exceeded expected useful life.

Mickey Corso Community Clubhouse



Mickey Corso Community Clubhouse: Parking lot has alligator cracking, damaged curbs and needs repainting.



Mickey Corso Community Clubhouse: The concrete patio surrounding the building is separating from the building foundation.

Recreation Pavilion

5303 228th Street SW

Original Building Construction: 1968

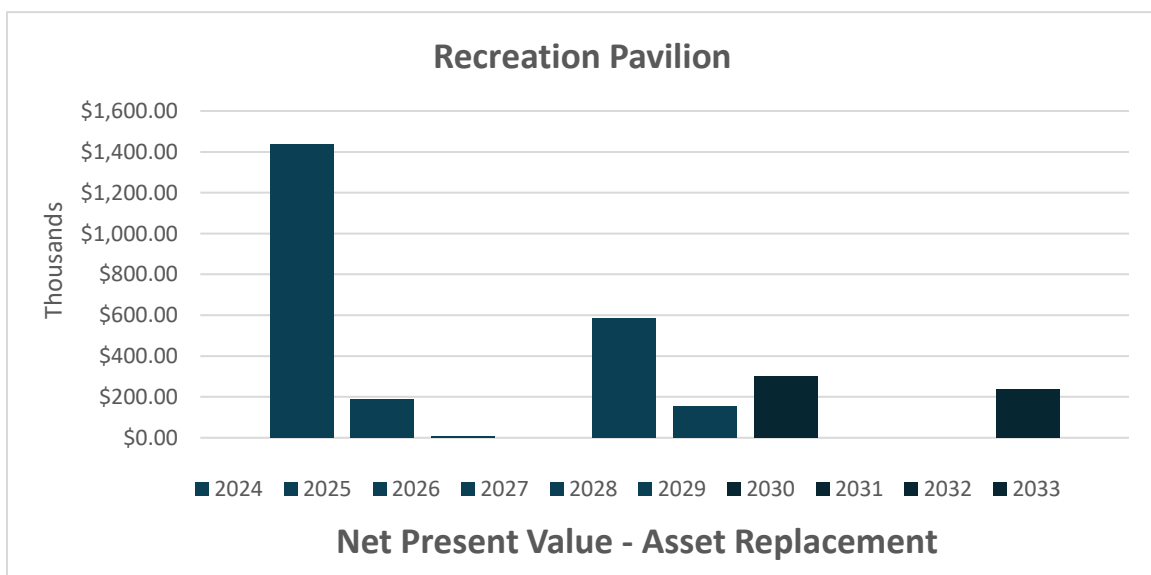
Major Additions / Renovations: 2003

TOTAL FACILITY SQUARE FOOTAGE	NUMBER OF ASSETS	AVERAGE ASSET CONDITION SCORE (1-5)	YEARS 1-5 REPAIR/REPLACEMENT (W/INF. RATE)	YEARS 6-10 REPAIR/REPLACEMENT (W/INF. RATE)
33,000	71	3.55	\$2,380,990	\$499,430

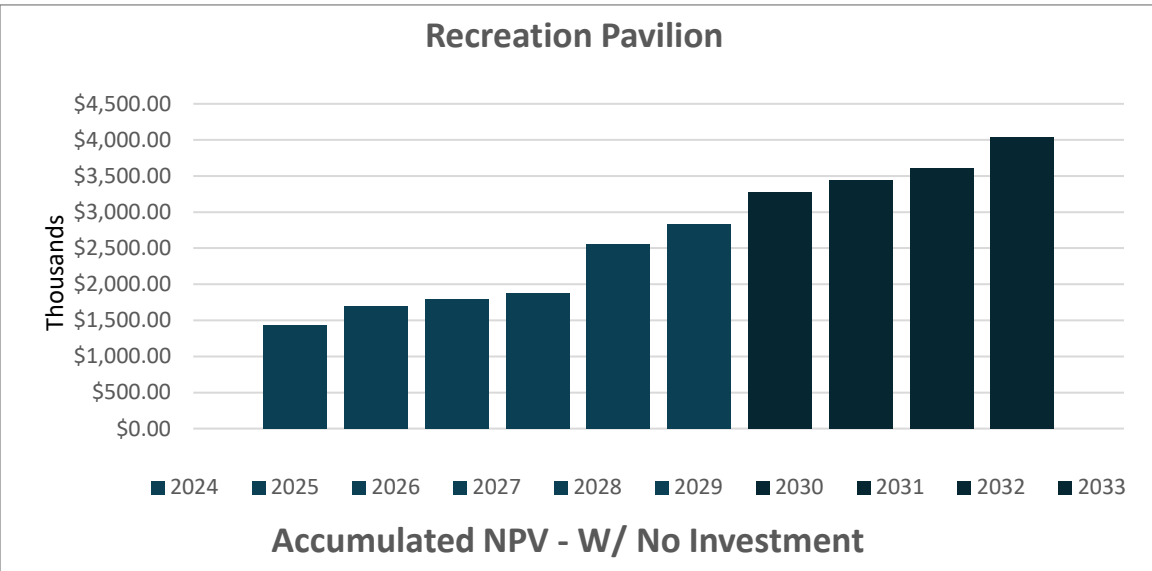
YEAR 1-5 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
DHW Circ Pump	-10	1	-	\$800
Expansion Tank	-1	3	-	\$2,310
Exhaust Fan	-26	1	-	\$2,580
Panelboards (2)	-6 / 1	1 / 3	-	\$3,550 each
Air Pumps (2)	13	1	-	\$3,600 each
Expansion Tank	-1	2	-	\$4,050
Expansion Tank	-1	2	-	\$4,860
Water Heater	-11	1	-	\$5,680
Air Dryer	-28	1	-	\$6,410
Hydronic Pump	0	2	-	\$7,750
Return Fan	-26	1	\$12,460	-
Air Handling Unit	-2	1	\$12,820	-
Air Compressor	-23	1	\$13,070	-
Heating Water Pumps (2)	-1	2	\$13,850 each	-
Hydronic Pump	-1	2	\$14,060	-
Air Handling Unit	-18	1	\$14,790	-
Return Fan	-26	1	\$17,460	-
Air Handling Units (2)	-2	1	\$25,210	-
Supply Fan	-26	2	\$27,650	-
Air Conditioning Units (2)	-36 / -14	1	\$41,800 each	-
Rooftop Unit	-6	1	\$53,660	-
Air Handling Unit	-18	1	\$54,620	-
Pool Sand Filters (2)	-13	1	\$75,000 each	-
Boilers (3)	14	3	\$92,900 each	-
Rooftop Unit	-6	1	\$173,230	-

Recreation Pavilion

Building Automation System	-18	1	\$225,000	-
Fire Alarm Main Panel	-5	1	\$12,000	-
Air Handling Unit	5	1	\$480,500	-
Exterior Walls	-34	1	\$34,980	-
Exterior Doors	-14	2	\$22,760	-
Roofing	-3 /	1 /	\$572,770	-
YEAR 6-10 REPLACEMENT	INDUSTRY LIFE REMAINING	OBSERVED LIFE REMAINING	REPLACEMENT COST (CAPITAL BUDGET)	REPLACEMENT COST (OPERATING BUDGET)
Motor Control Center (2 Sections)	-3	6	\$38,130 each	-
Hydronic Pump	8	10	\$40,010	-
Storage Tank	4	6	\$45,000	-
Pool UV Lights (2)	5	7	\$47,830 each	-
Heat Exchanger	5	7	\$53,240	-
Pool Sand Filters	5	7	\$75,000	-
Exterior Wall	-34	10	\$114,260	-



Recreation Pavilion



Recreation Pavilion: Rusty metal removed from HRU-1 interior.



Recreation Pavilion: HRU-1 interior.

Recreation Pavilion



Recreation Pavilion: HRU-1 interior.



Recreation Pavilion: HRU-1 interior.

Condition Assessment

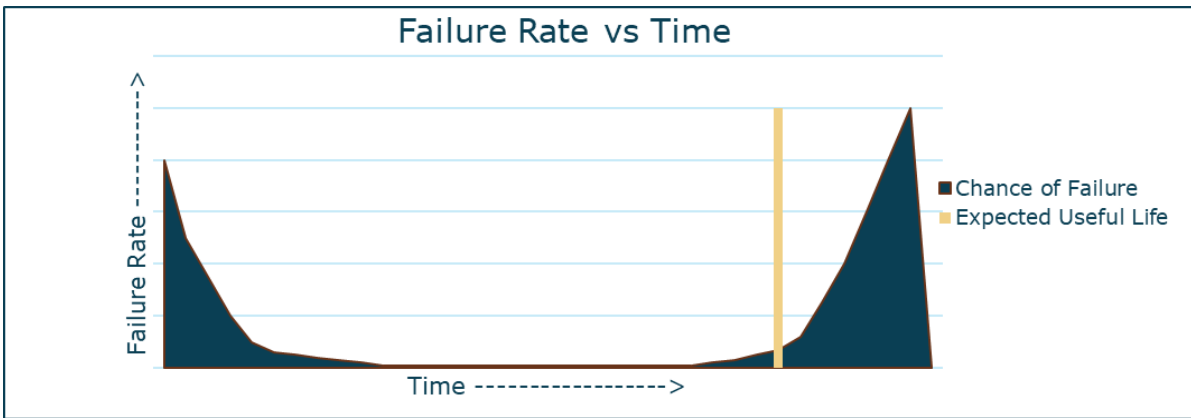
Capital Planning

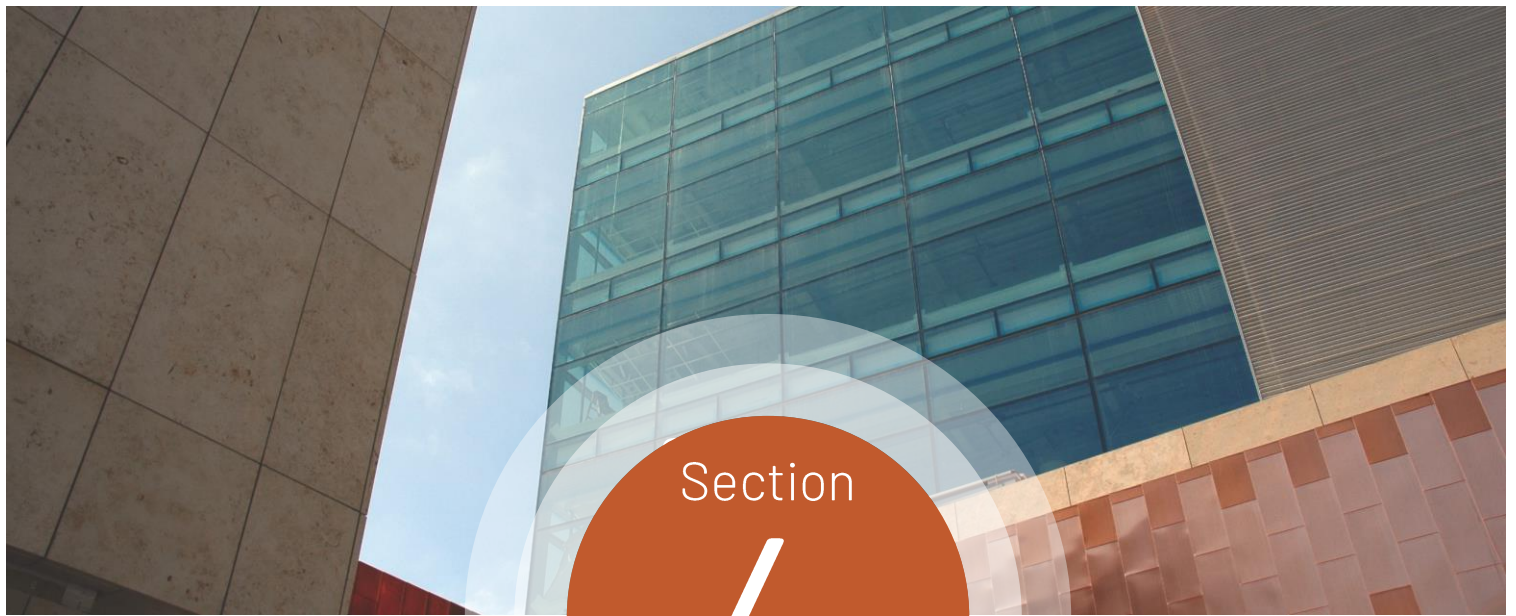
The 30-year cost of replacement for equipment and components visually assessed in this study when including 5% inflation rate compounded, a 3% discount rate, and including 2nd and 3rd replacement costs if occurrence is within 30-years, is **\$35,106,816**. The net present value in 2024 constant dollars equals **\$21,748,636**.

This cost estimate is for what it will take to replace the existing assets with like-in-kind systems when they reach their end of life. **Please note since this assessment was based on visual only inspections**, a more thorough inspection may need to be performed to determine if any additional costs or potentially less cost burden is appropriate. This visual inspection does not consider potential technology upgrades, changes in demand at the facilities, or alternative sources of funding such as capital levies, bonds, or financing. Evolving city and state energy regulations may impact whether a like-for-like system positions and/or future-proofs the building.

The **estimated** average remaining life of MEP equipment and architectural systems/components for the buildings and areas assessed in this report is approximately 16.3 years. This does not necessarily mean that there will be a failure at that time, but the probability of failure increases each year past the expected life date. Planned replacements always cost less than unplanned emergency replacements.

The term “expected useful life” is relevant because as equipment approaches or passes its expected useful life, the probability of failure dramatically increases. The bathtub curve is a widely used analogy that reliability engineers use to demonstrate equipment failure rates over time.





Section

4

Appendices

- A. CRITICAL ASSETS SCENARIO
- B. HIGH LEVEL ADA ASSESSMENT

Appendices

Appendix A: Critical Assets Scenario

Appendix A below represents differing scenarios in which the FCA Data Collection Workbook may be used for purposes of Capital Planning. As the FCA Data Collection Workbook is fully sortable, assets may be sorted according to the priorities and budget forecast of the client to affect the desired Capital Planning outcome.

Appendix-A supports all assets found within data inventory workbook with an Asset Condition Score of 5 (Unsatisfactory).

Table 4-1 below displays asset quantity and cumulative replacement for those assets. Refer to the individual Appendices A for sorting variables.

Table 4-1: Future Capital Plan Scenarios Appendix Breakdown

SCENARIO	ASSET QUANTITY	CUMULATIVE REPLACEMENT COSTS
CITY OF MOUNTLAKE TERRACE	16	\$2,007,221

Appendices

Appendix A: Critical Assets Scenario

Table A-1 includes all FCA Data Collection Workbook assets with an Asset Condition score of 5 (Unsatisfactory).

E	L	Q	S	V	W	AI	AQ
Facility Name	Asset / CMMS ID (e.g. TAG #)	Asset Approximate Install Year	Asset Condition (1-5)	Asset Selection (pull Down)	Asset Type/Size/Capacity (secondary Pull Down)	Industry Life Expectancy	Extended Probable Cost (\$)
Mickey Corio Community Clubhouse	00207	2004	5	Kitchen Equipment	Walk In Cooler/Freezer Evaporator	15	\$ 8,000.00

The asset CMMS ID (as applicable) listed for each entry has been assigned during this assessment and reflects the corresponding asset in the FCA Data Collection Workbook.

Scenario Sorting Parameters

The individual assets associated with this scenario are shown in Table A-1, organized by facility name, showing Asset Condition of 5, sorted from highest to lowest replacement cost. This capital planning scenario emphasizes the replacement of assets based solely on the unsatisfactory condition (5) of the asset.

The asset CMMS ID (as applicable) listed for each entry has been assigned during this assessment and reflects the corresponding asset in the FCA Data Collection Workbook. Note that these values represent current replacement costs expressed in constant 2024 dollars.

Please note that only a sample amount is being displayed in Table A-1 below. Full list can be found in data inventory workbook.

Table A-1: City of Mountlake Terrace Asset Condition Score of 5 (Unsatisfactory)

FACILITY NAME	ASSET CONDITION	ASSET SECELECTION / TYPE AND SIZE	INDUSTRY LIFE REMAINING	REPLACEMENT COST
Recreation Pavilion	5	Roofing (Modified Bituminous)	-3	\$535,640.00
Recreation Pavilion	5	Air Handling Unit (23,000 CFM)	5	\$480,500.00
Recreation Pavilion	5	Building Automation System HVAC controls and instrumentation (DDC)	-18	\$225,000.00
Recreation Pavilion	5	Air Handling Unit (6,500 CFM)	-18	\$54,620.00
Recreation Pavilion	5	Air Conditioning Unit (16,000 BTUh)	-14	\$41,800.00
Recreation Pavilion	5	Roofing (Asphalt Shingle)	2	\$37,130.00
Recreation Pavilion	5	Air Pump (2.5 HP)	13	\$3,600.00
Recreation Pavilion	5	Air Pump (2.7 HP)	14	\$3,600.00
Recreation Pavilion	5	Panelboard (100A)	12	\$3,550.00

Appendices

FACILITY NAME	ASSET CONDITION	ASSET SECELECTION / TYPE AND SIZE	INDUSTRY LIFE REMAINING	REPLACEMENT COST
Police Station	5	Roofing (Modified Bituminous)	-12	\$586,500.00
Police Station	5	Building Automation System HVAC controls and instrumentation (DDC)	-12	\$1.00 *Price was included in project costs of HVAC upgrades
Mickey Corso Community Clubhouse	5	Kitchen Equipment (Walk in Cooler / Freezer Evaporator)	-4	\$16,000.00
Mickey Corso Community Clubhouse	5	Exterior Wall (Wood Soffit)	-4	\$7,980.00
Mickey Corso Community Clubhouse	5	Evaporative Cooling Unit (200 CFM)	-19	\$5,500.00
Mickey Corso Community Clubhouse	5	Gas Furnace (60 MBH)	-16	\$4,550
Mickey Corso Community Clubhouse	5	Roofing (Thermoplastic)	-14	\$1,250.00
TOTAL REPLACEMENT COST FOR ALL CRITICAL ASSETS				\$2,007,221.00

Appendices

Appendix B: High Level ADA Assessment

Appendix B below consists of the high-level ADA Assessment findings split out per building.

Operations Facility

ADA ASSESSMENT Operations Facility				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		59/2
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.		X		
The access aisles adjoin an accessible route.		X		
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		No signs
There are signs reading "van accessible" at van accessible spaces.		X		No signs
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			

Appendices

At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Community Library

ADA ASSESSMENT Library				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).				TBD
There is at least 1 van accessible parking space among the accessible spaces.		X		No signage
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	

Appendices

The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

City Hall

ADA ASSESSMENT City Hall				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			181/10
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			

Appendices

Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.	X			
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.	X			
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.	X			
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Police Station

ADA ASSESSMENT Police Station

Appendices

	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).				TBD
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			N/A	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			N/A	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			

Appendices

Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Mickey Corso Community Clubhouse

ADA ASSESSMENT Mickey Corso Community Clubhouse				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			38/6
There is at least 1 van accessible parking space among the accessible spaces.		X		No signs designating van accessible parking
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.	X			
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.	X			
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			

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The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Recreation Pavilion

ADA ASSESSMENT Recreation Pavilion				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			128 / 5
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			

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If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		Some doors with round handles
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			



STAFF REPORT

To: Mountlake Terrace City Council
From: Carolyn Hope, Deputy City Manager
Meeting Date: September 11, 2025
Subject: Review Diversity, Equity and Inclusion Strategic Plan

Required Reviews:

Carolyn Hope	Created/Initiated - 09/05/2025
Sirke Salminen	Approved - 09/05/2025
Hillary Evans	Final Approval - 09/05/2025

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:

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 deliberatively began implementing steps toward building more trust and relationships with the city's diverse community. That year, the City Council 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 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. 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 take 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 online 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.
- Recruit staff and contractors, who are reflective of the community demographics.
- Offer programs and events that are more applicable to the current community demographics.

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:

N/A

Community Notifications:

City Council Agenda

Board/Commission Meeting

Social Media

News Release

If "Other," please specify: A public comment period for this plan begins on September 12 and runs through October 3. This comment period is being 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:

N/A

Staff Recommendation:**Council Motion:****Attachments:**

1. Draft Strategic Plan
2. Presentation

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

Draft, September 2025



Acknowledgements

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EQUITY THROUGH ACTION

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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. 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.
- Recruit staff and contractors, who are reflective of the community demographics.
- Offer programs and events that are more applicable to the current community demographics.

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.

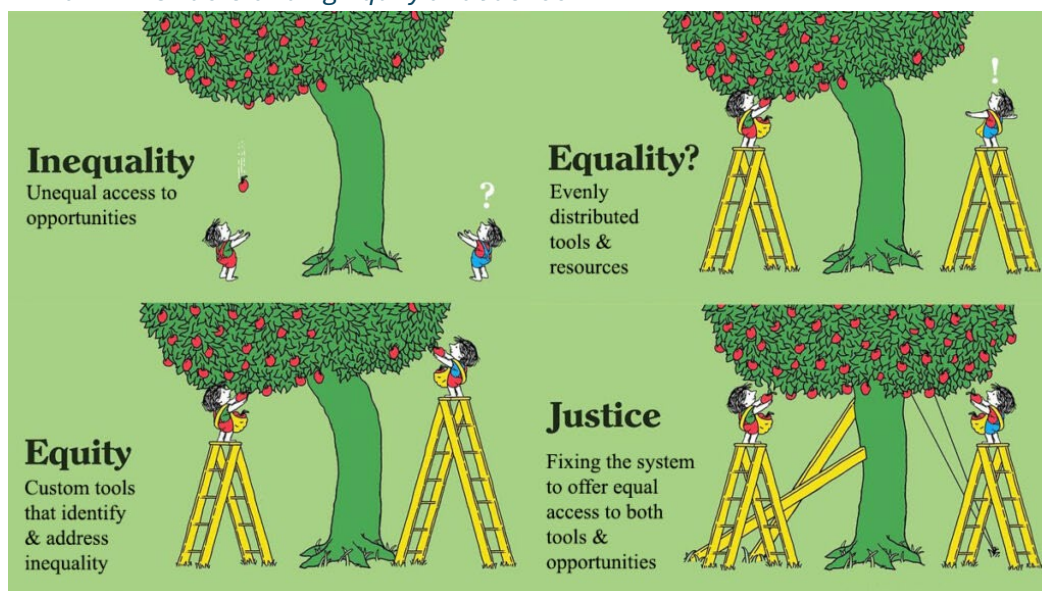
The mission of the Mountlake Terrace Diversity, Equity, and Inclusion Commission is to celebrate and promote a diverse, equitable and inclusive culture within the community; eliminate any form of actual or perceived discrimination; and help community members from all backgrounds to learn, grow & thrive.

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.

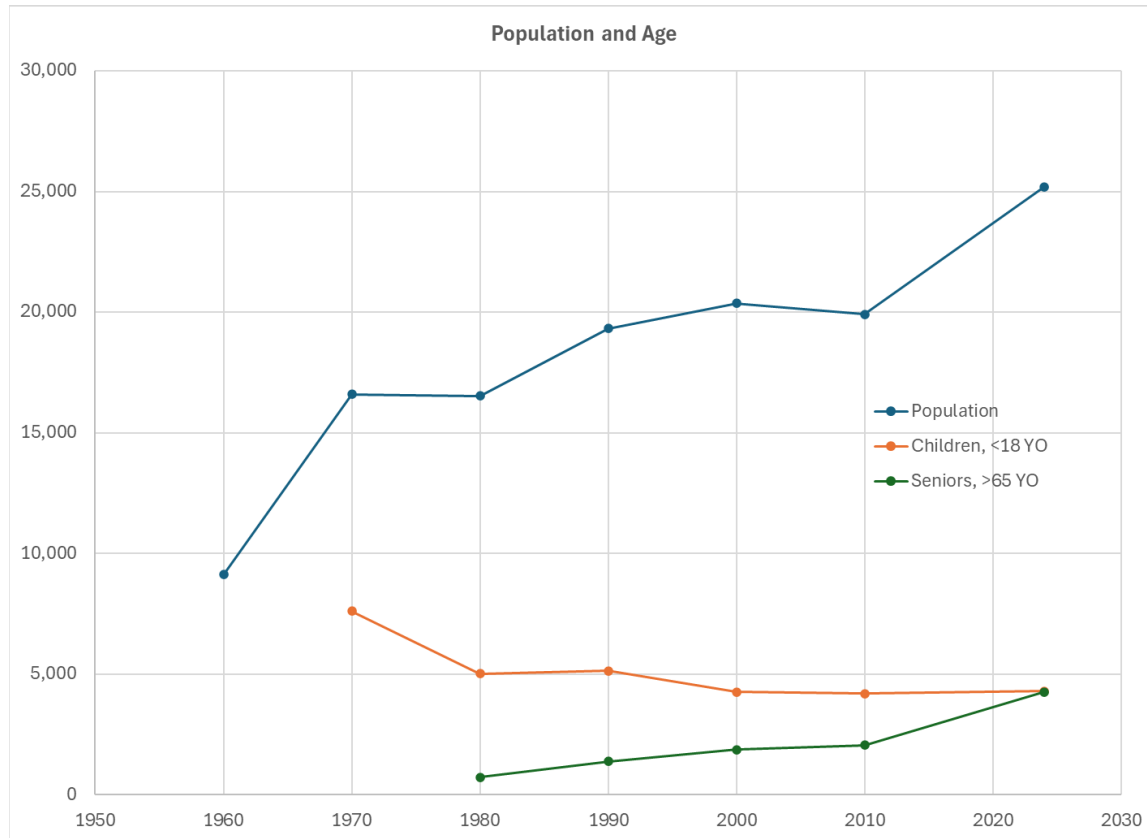
The city was developed in the modern-day suburban city of Seattle starting in 1950 with a development called Mountlake Terrace that provided affordable homes, about 45 percent lower than the average. These homes were attractive to newlyweds and young families, many of whom were included veterans returning 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.

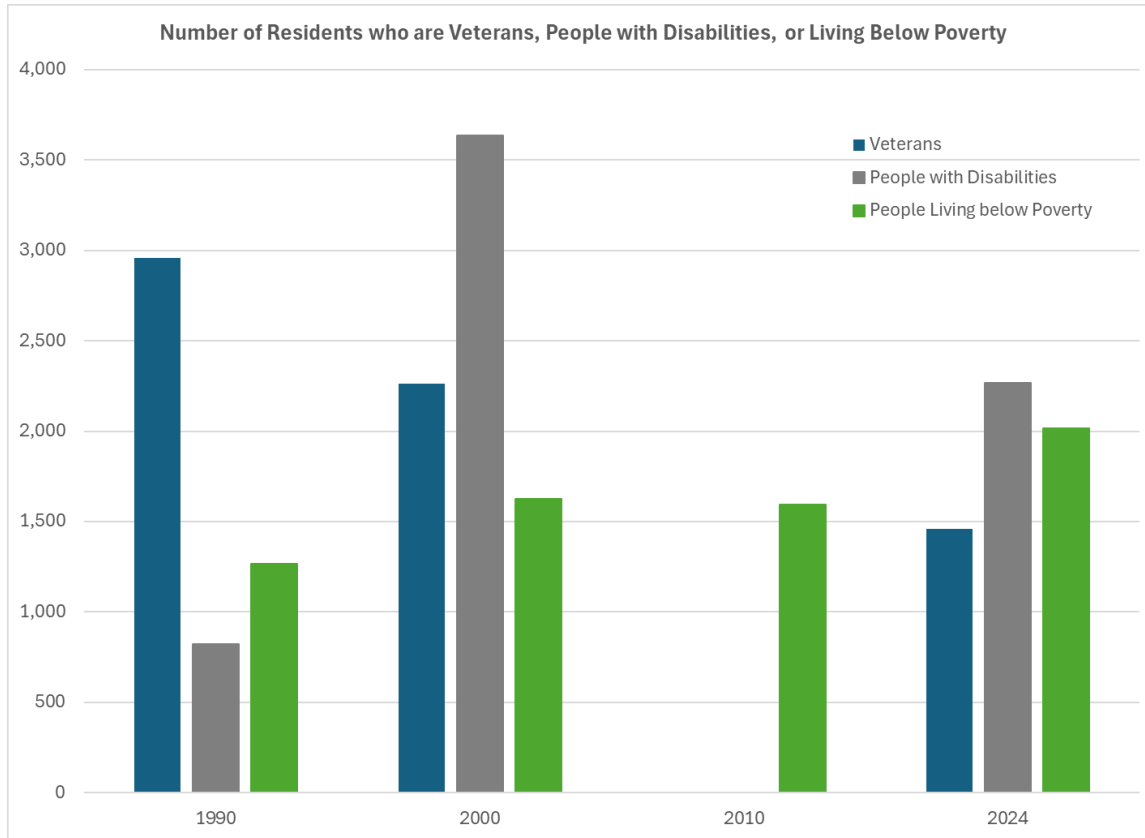
Exhibit 3.1: Population and Age Distribution (US Census³)



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)

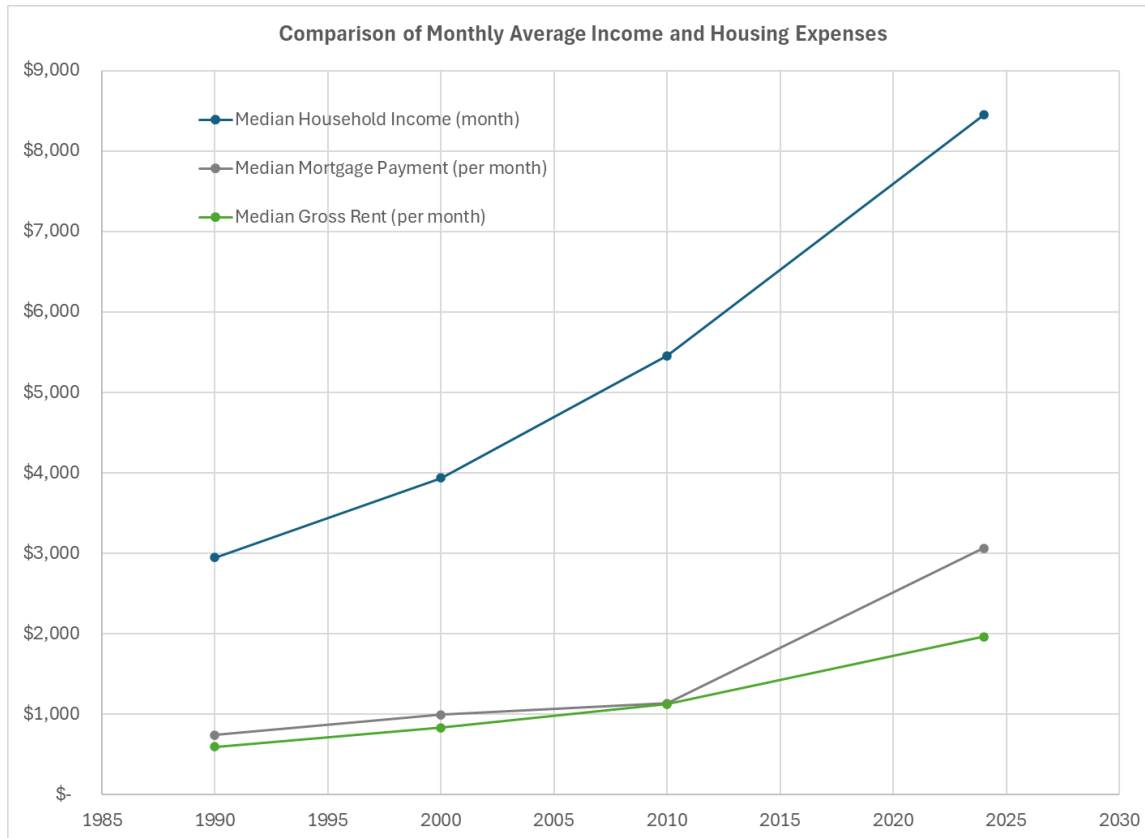


The number of veterans living in Mountlake Terrace decreased 50 percent between 1990 and 2024.

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.

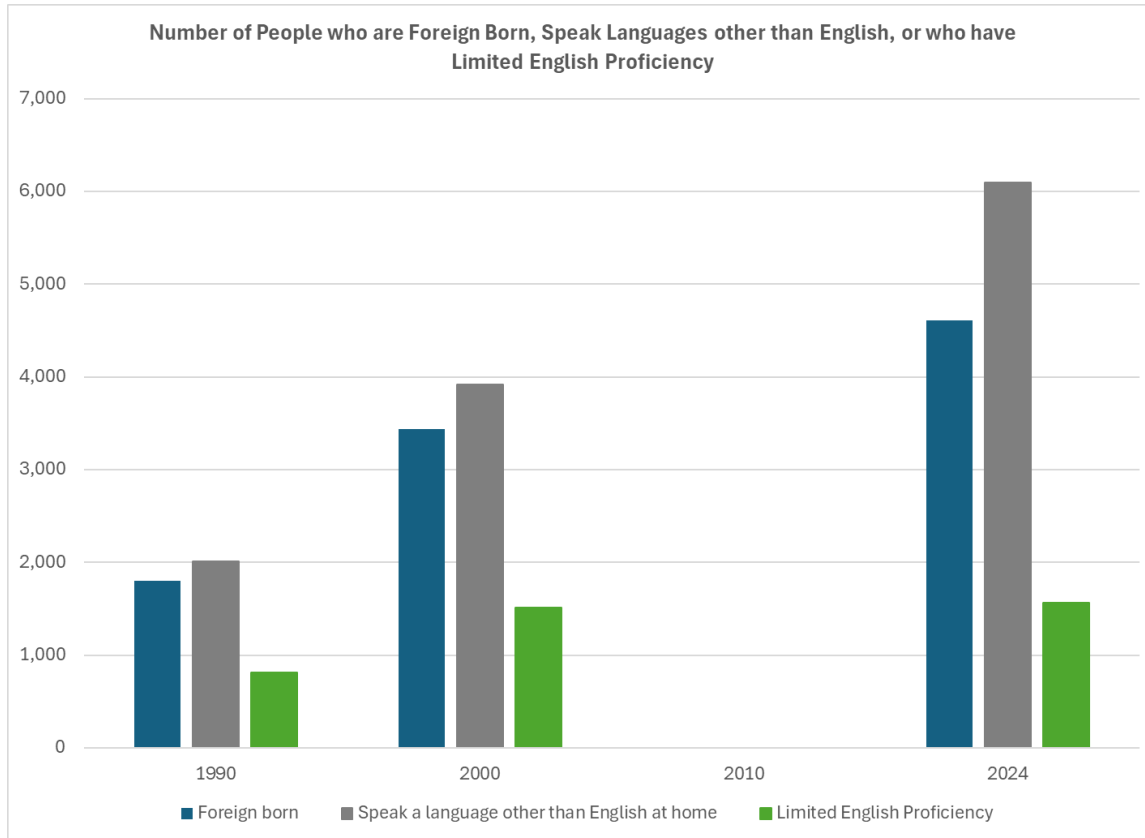
The number of people living in poverty increased 37 percent since 1990.

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



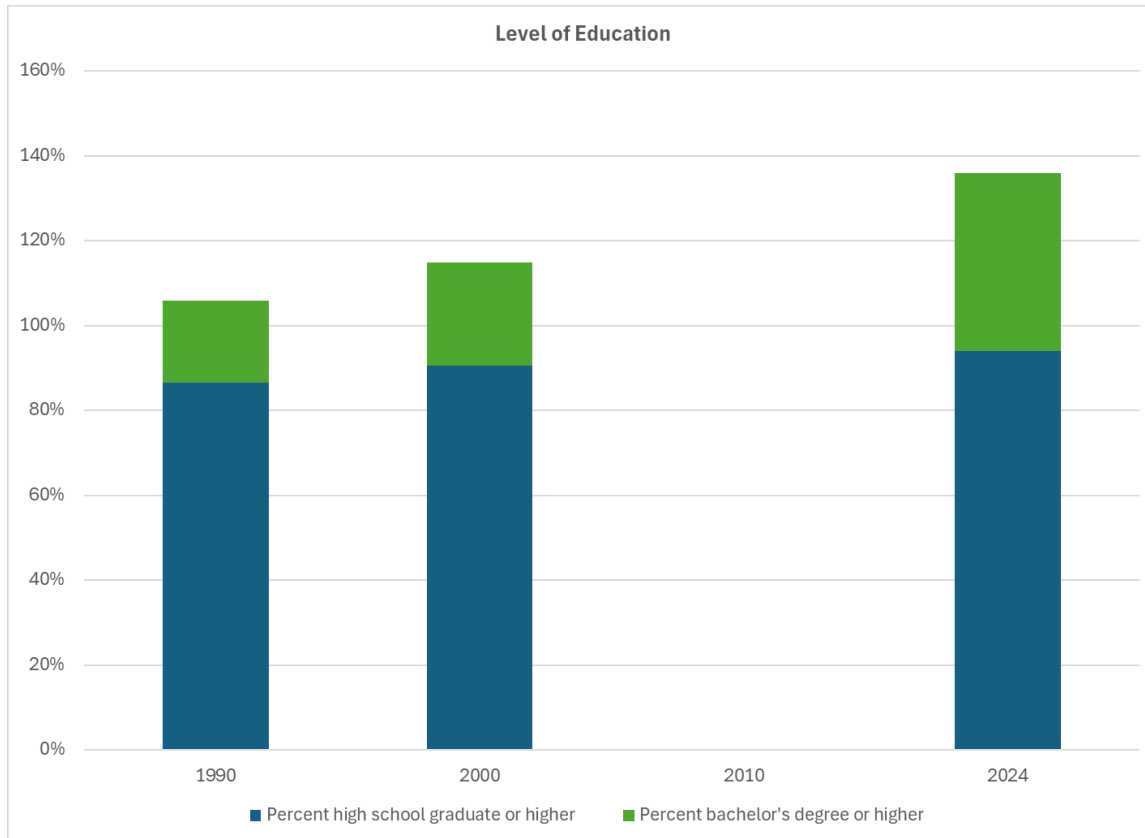
Economists recommend that people spend 30 percent or less of their income on housing, including basic utilities (water, sewer, energy). In 1990, mortgage holders spent on average 25 percent of their income and renters spent about 20 percent of their income on housing. Those percentages stayed relatively 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)



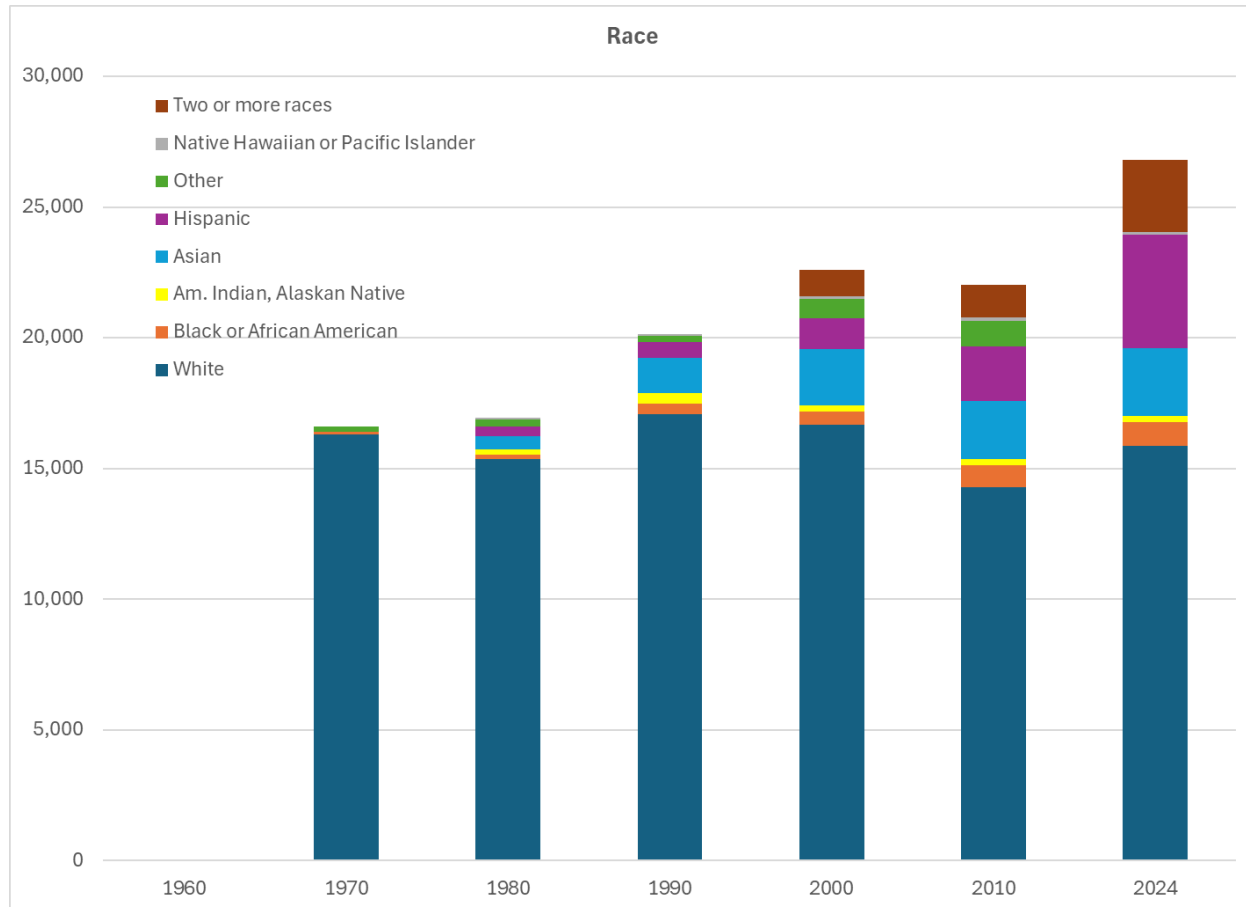
The number of people who live in Mountlake Terrace who are foreign born rose 61 percent since 1990. Today 24 percent of the population speaks a language other than English at home and about 6 percent of the population has limited English proficiency. There was a large increase of people who speak languages 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

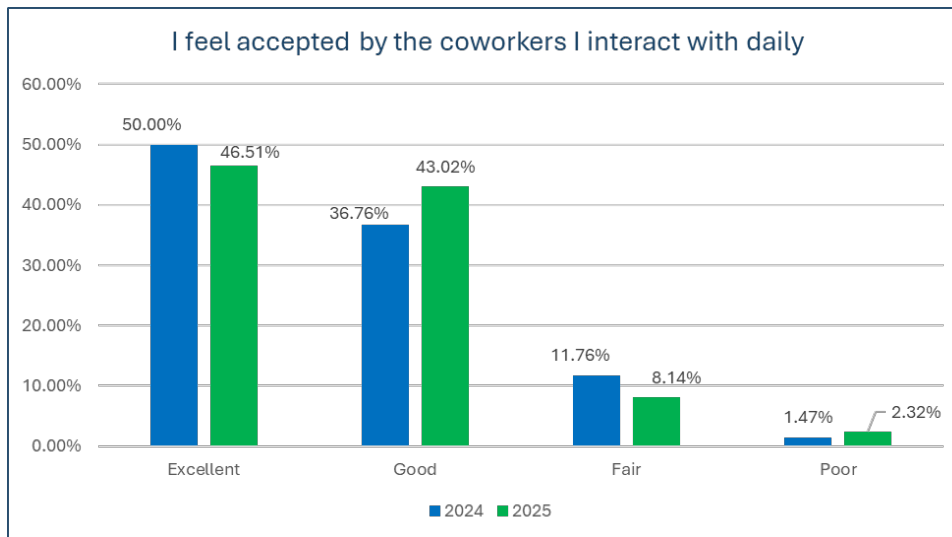


Exhibit 5.4: Comparison of 2024 and 2025 Employee Surveys – Managers Promote Inclusion and Belonging

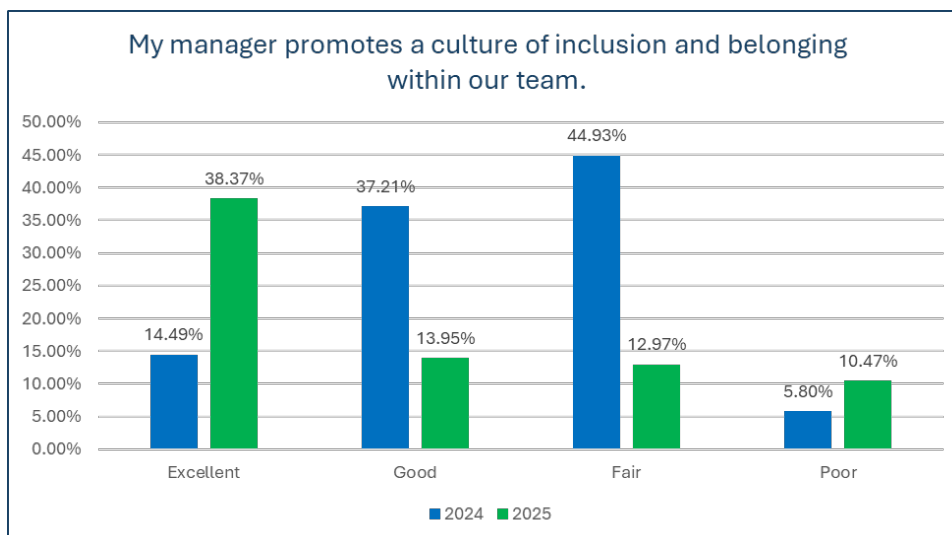
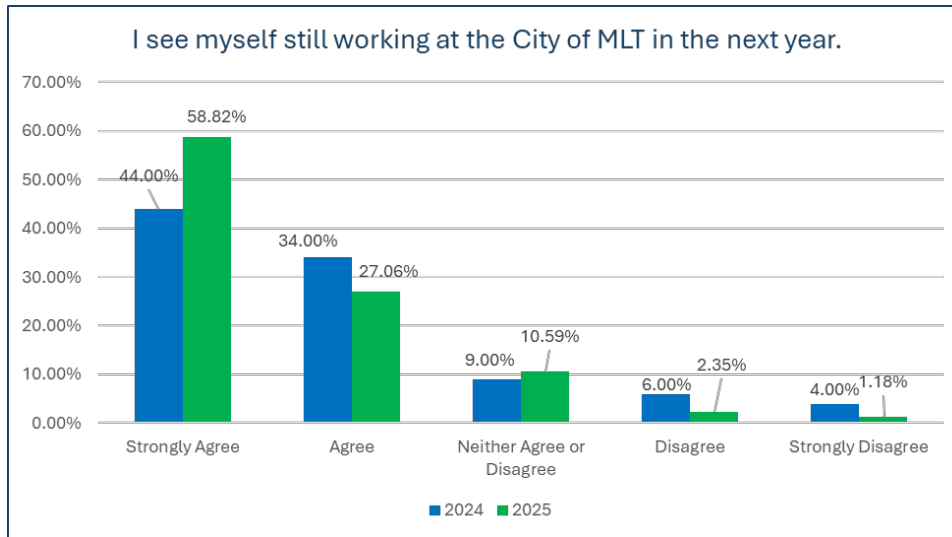


Exhibit 5.5: Comparison of 2024 and 2025 Employee Surveys – Employee Retention



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:

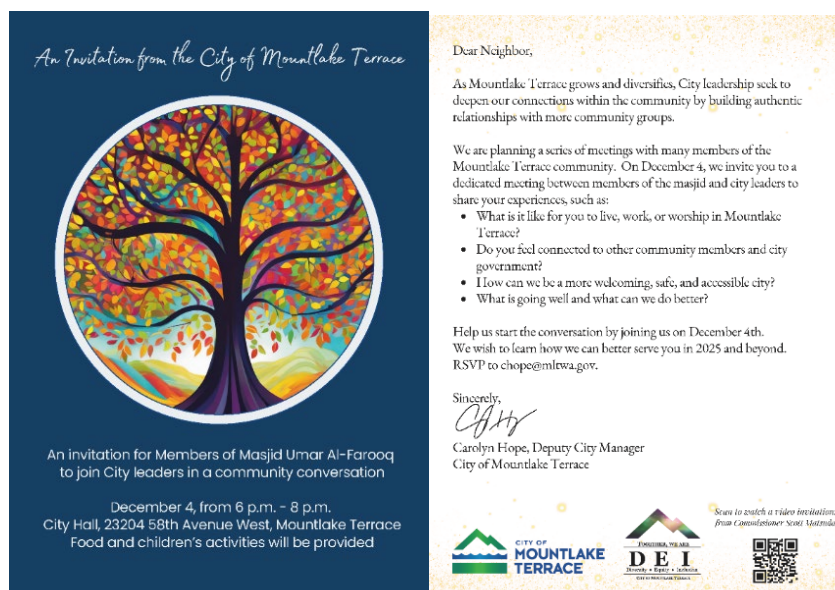
- Help the community understand what “DEI” is. Speakers, classes, and conversations could help.
- Provide more affordable housing, walkable neighborhoods, and support systems/resources for people experiencing homelessness.
- Offer workshops and training on how to apply for a job or contract with the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



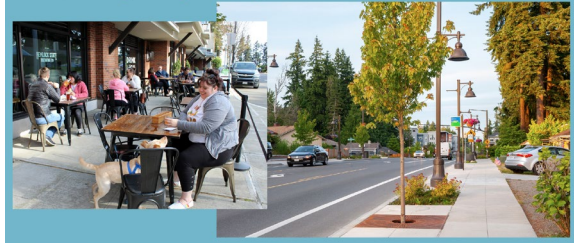
You feel welcomed when...
a business welcomes you with signs, the sales person greets you and knows your name and order, they are respectful...



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...



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



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.

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.		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.
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.		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 Annual 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.		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 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.		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 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,		Not started	Develop a standard operating procedure for onboarding that includes specific training requirements for each employee.	Develop a standard operating procedure by June 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 6-2: 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.		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.		Ongoing	All supervisors and above received leadership training this year, which included inclusive leadership.	Future employee pulse surveys show increased ratings of strongly agree and agree for these prompts:

Recommendations	Lead	Status	Action Plan	Performance Measure
			Continue to exemplify this and provide training.	My work is meaningful and contributes to the organization's success. The executive leadership team values employee feedback and acts on it.
CO4: Succession planning and training: Offering training and mentorship opportunities for staff, prioritizing internal staff for promotions.		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,		In-progress	Discuss these proposed policies with staff and legal counsel and consider	Update Purchasing Policies by June 2026.

Recommendations	Lead	Status	Action Plan	Performance Measure
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.			including these provisions, and any other new state requirements related to WMBEs, in the next update to this policy document.	
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 6-5: 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.	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: 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.	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 demographic data is collected for the annual Title VI Report.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
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.	CMO, Facilities	Ongoing	Some changes have been made; 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
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 disability community, and other protected groups.	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
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 person, via hybrid meetings or recordings. The city can discuss	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
			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: Improve outreach and communications for people whose first language is not English, or who don't speak 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.	Comply with Title VI requirements by December 2025. Develop a Language Access Plan by December 2026.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			Develop a language access plan for the city and refine it periodically with lessons learned and as demographics change.	Track the number of publications translated per year. Track the number of people provided with interpretation assistance per year.
CA15: 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 partners and co-create a 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.	DEIC and DEI Staff Committee	Not started	Identify local indigenous people and tribes to work with in developing acknowledgements or other actions that would be meaningful for them.	Identify groups and meet with them to develop a plan of action by December 2026.
CA17: Host conversations and training about diversity, equity, and inclusion topics.	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.	Develop a plan and timeline for community focused training and conversations related to diversity, equity, and inclusion topics by 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	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.

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			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.	
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 withing 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. • 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.	Discuss with city council other actions the city can take to address these needs.

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

Recommendations	Lead Department/ Group	Status	Action Plan	Performance Measure
			- 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.

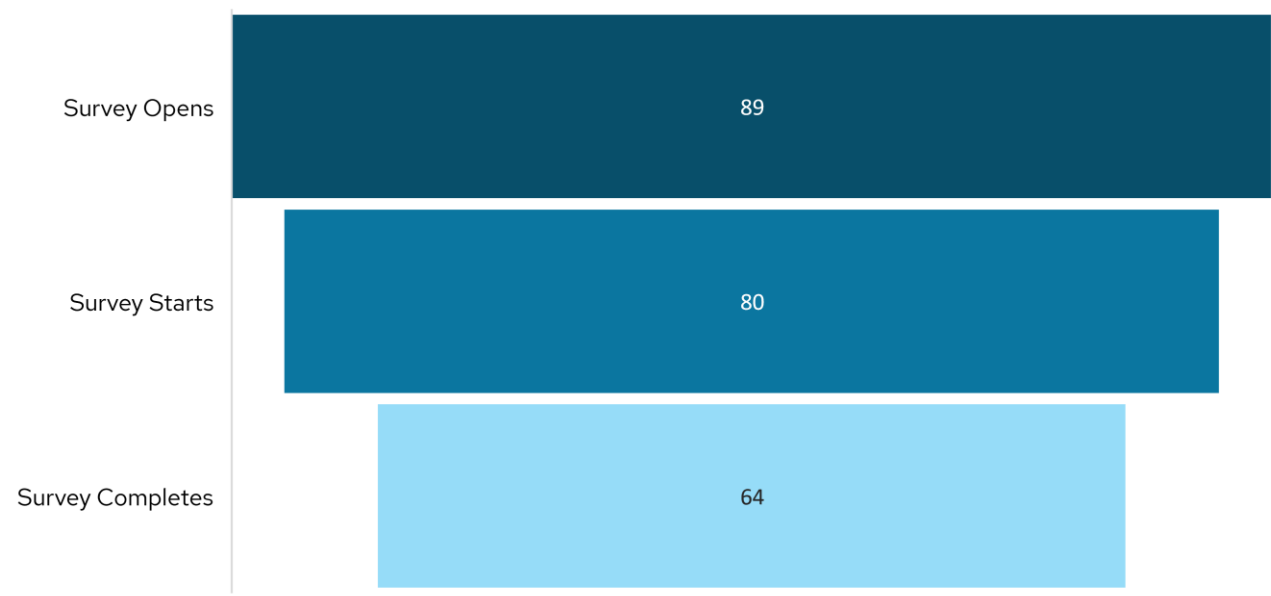
This report presents findings from the digital survey, which gathered input from 80 individuals. The survey was promoted and distributed via emails to all 148 city staff members. The survey email and promotion timeline was:

- **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

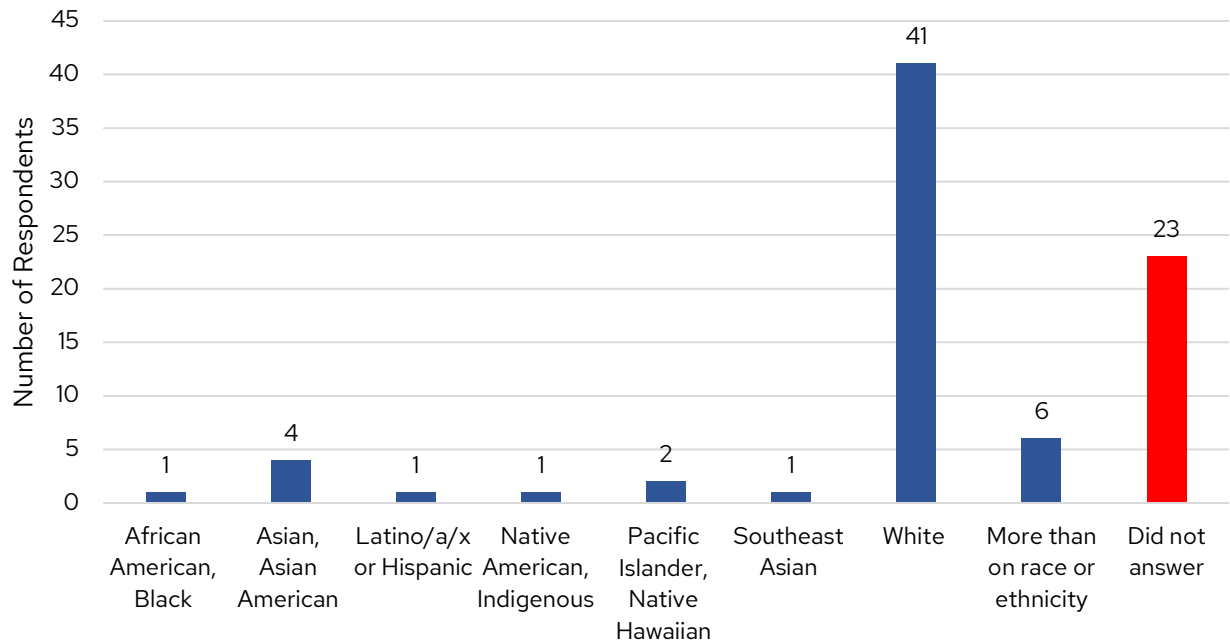


Chart 3: Age of Respondents

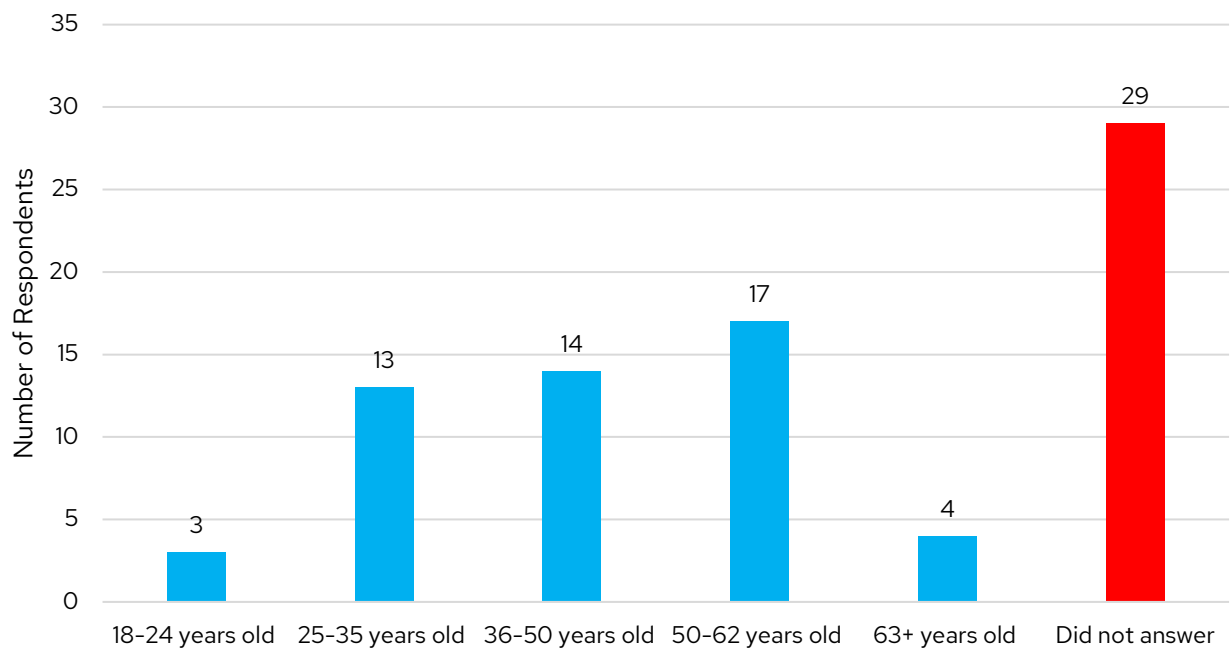


Chart 4: Gender Identity of Respondents

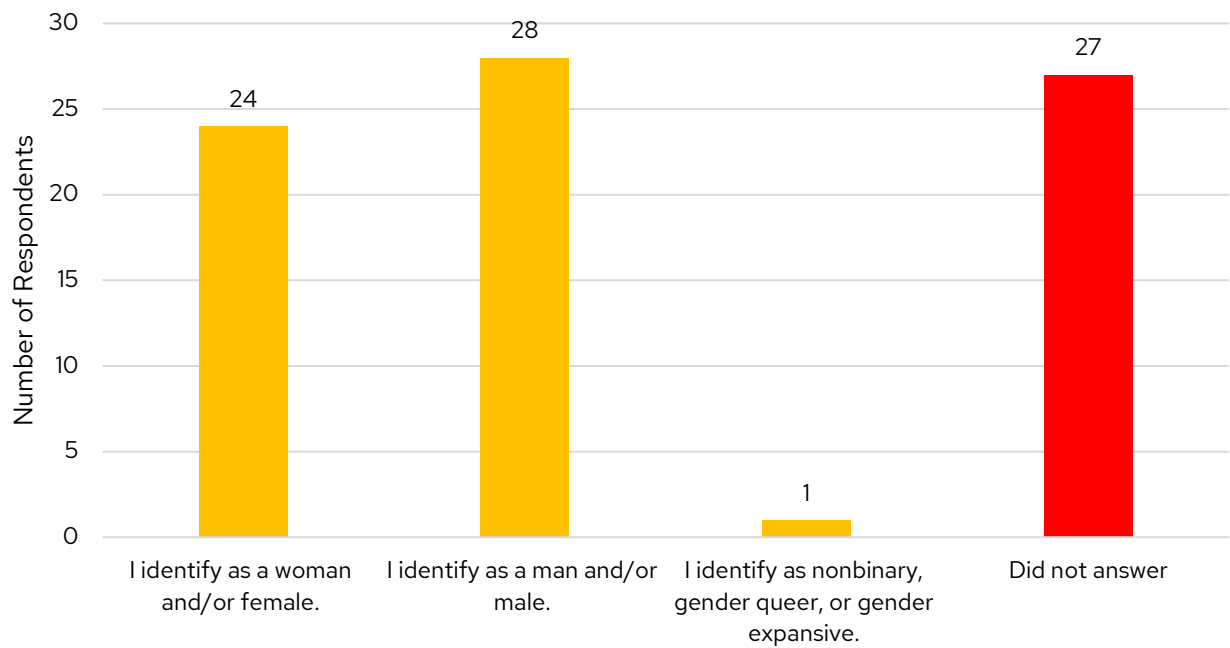


Chart 5: Respondents with Disabilities and Chronic Conditions

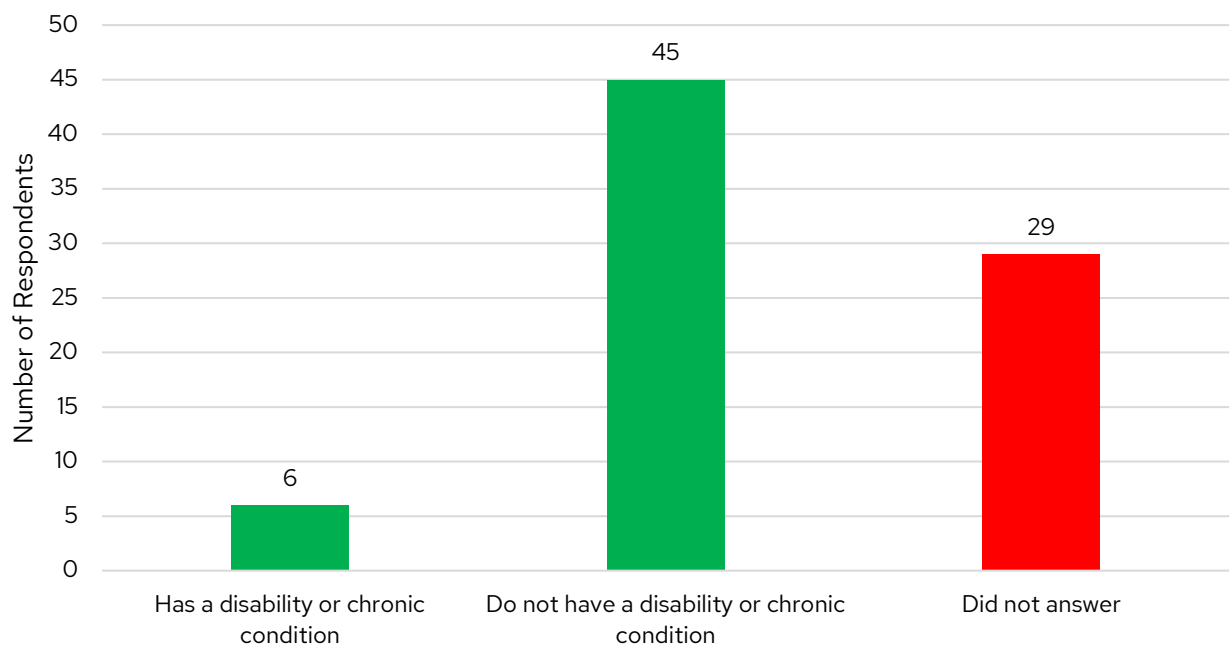


Chart 6: Conditions Disclosed by Respondents with a Disability or Chronic Condition

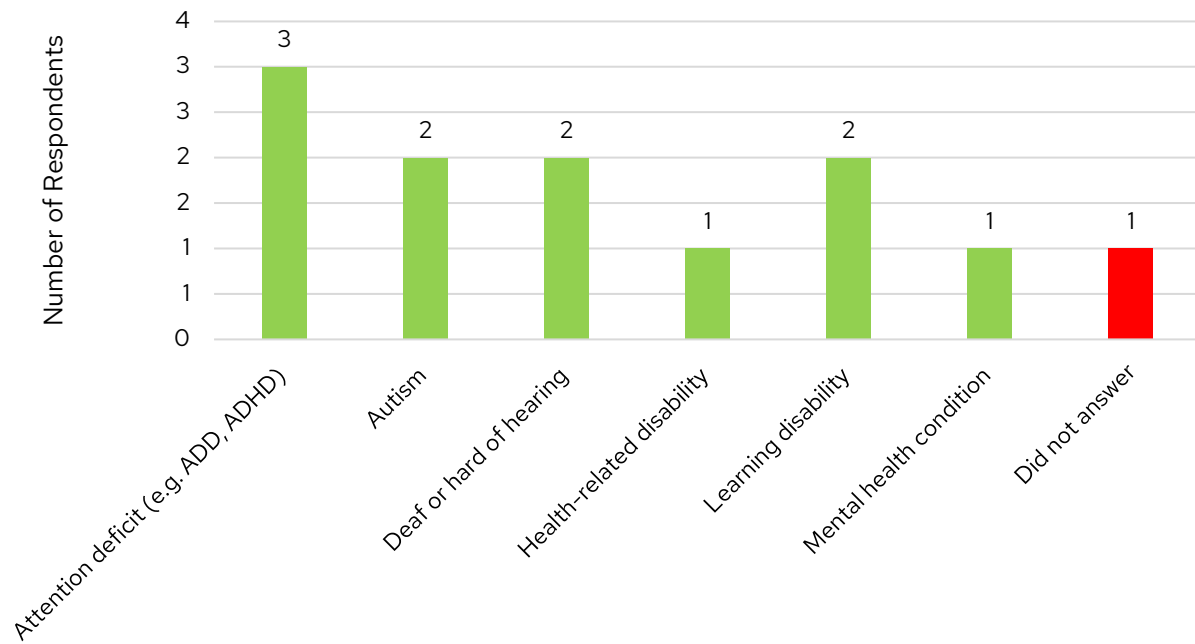


Chart 7: Where Respondents Live

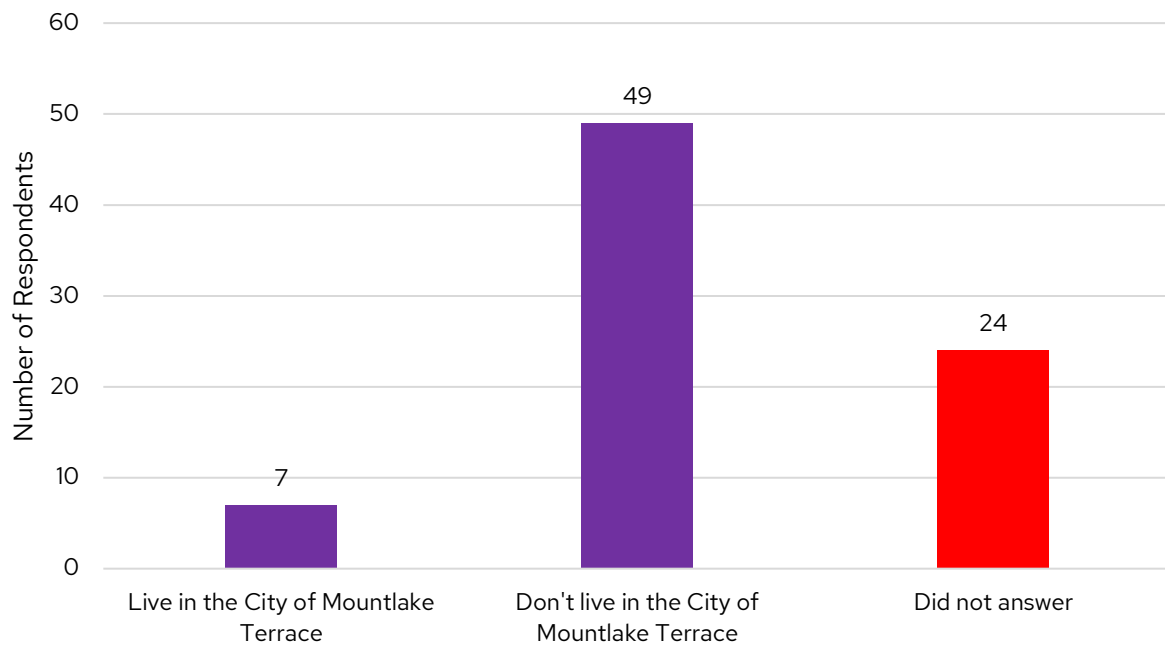


Chart 8: How Long Respondents Worked at the City

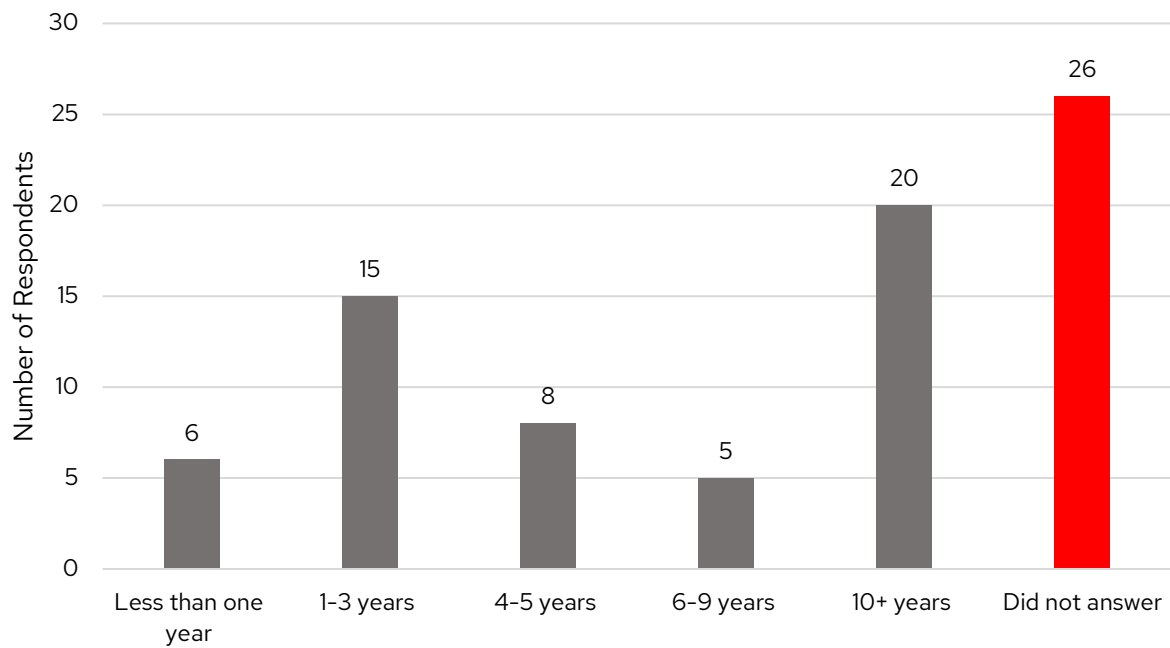
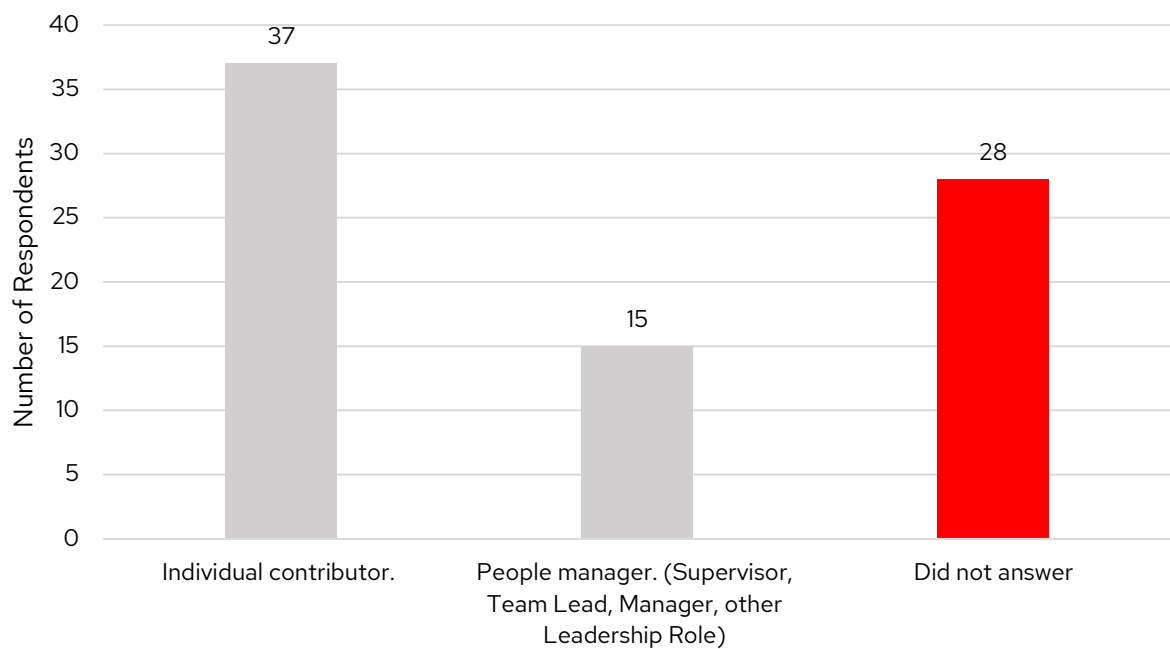


Chart 9: Position of Respondents at the City



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%

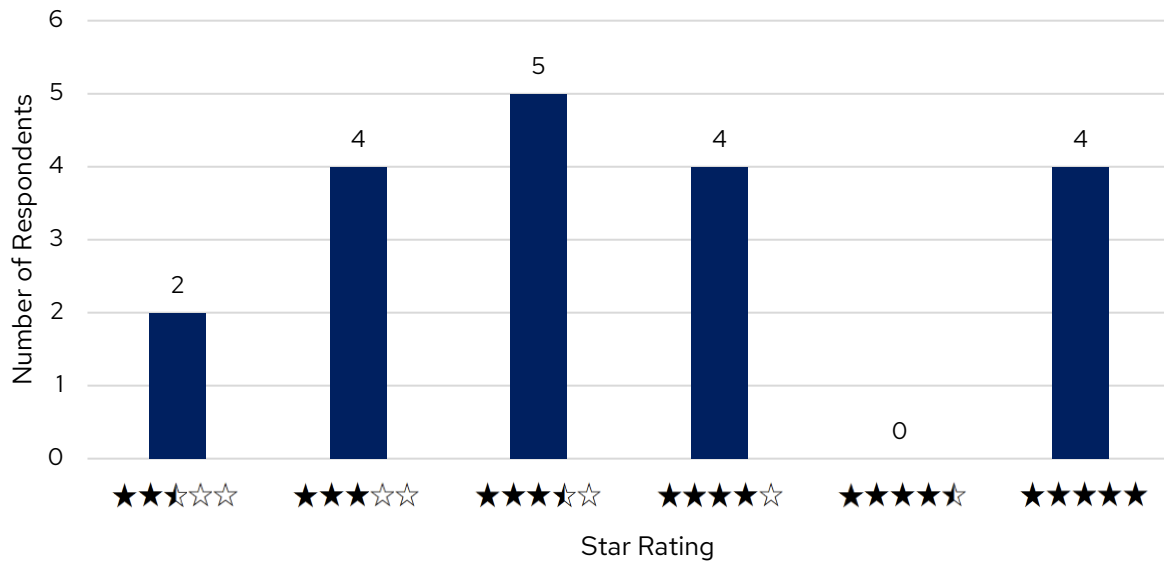
Work and work environment	The City values and supports employees' work-life balance.	51%	25%	24%
Mission and leadership	I feel that leadership is consistent and invested in diversity, equity, and inclusion.	51%	31%	18%
Work and work environment	The City supports employees with family and caregiver responsibilities.	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

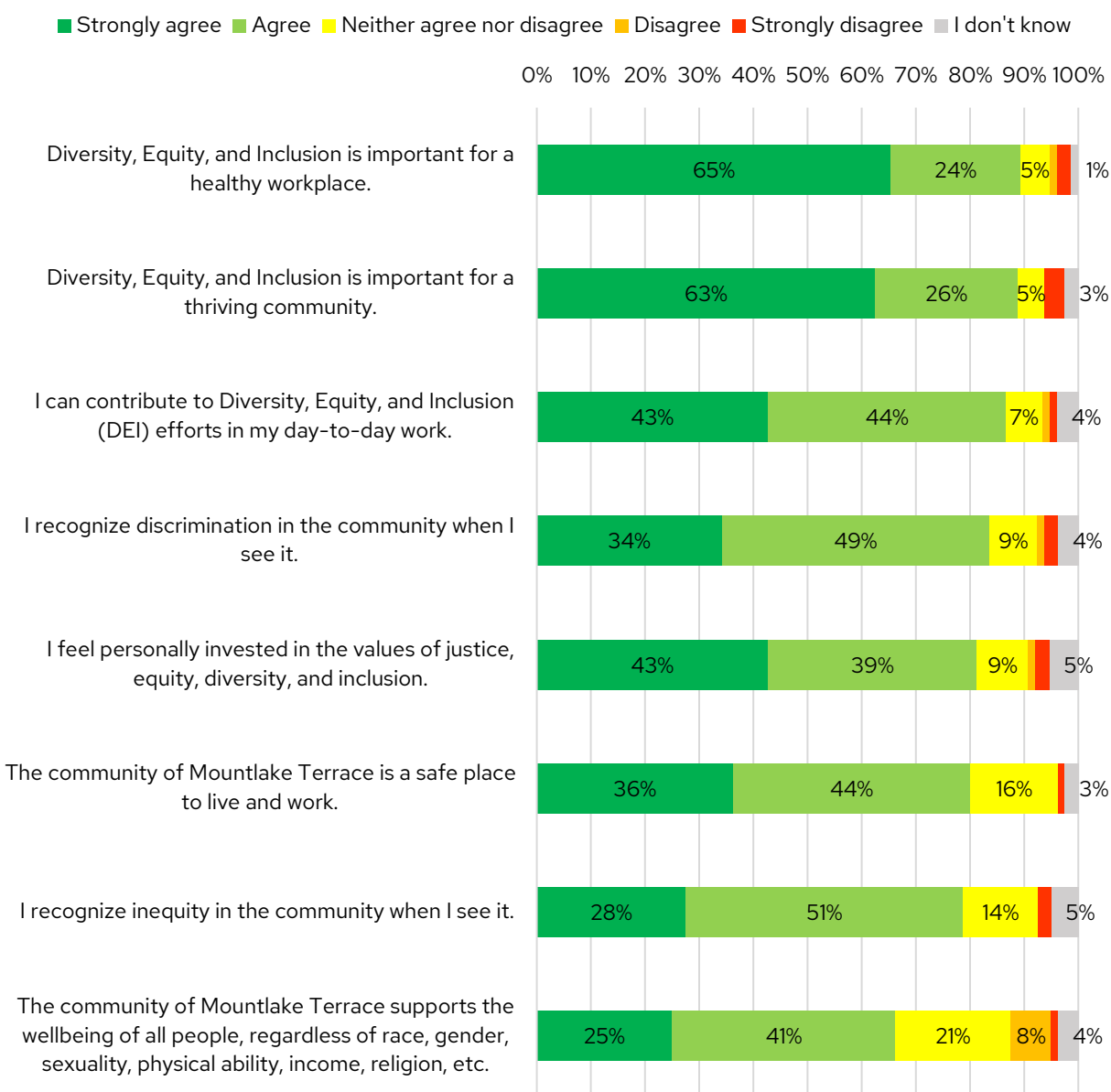


19 respondents answered this question. **On average respondents rated DEI in Mountlake Terrace's community 3.7 stars out of 5, more positive than neutral or negative.** 13 out of 19 (68%) rated it 3.5 stars or higher.

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.

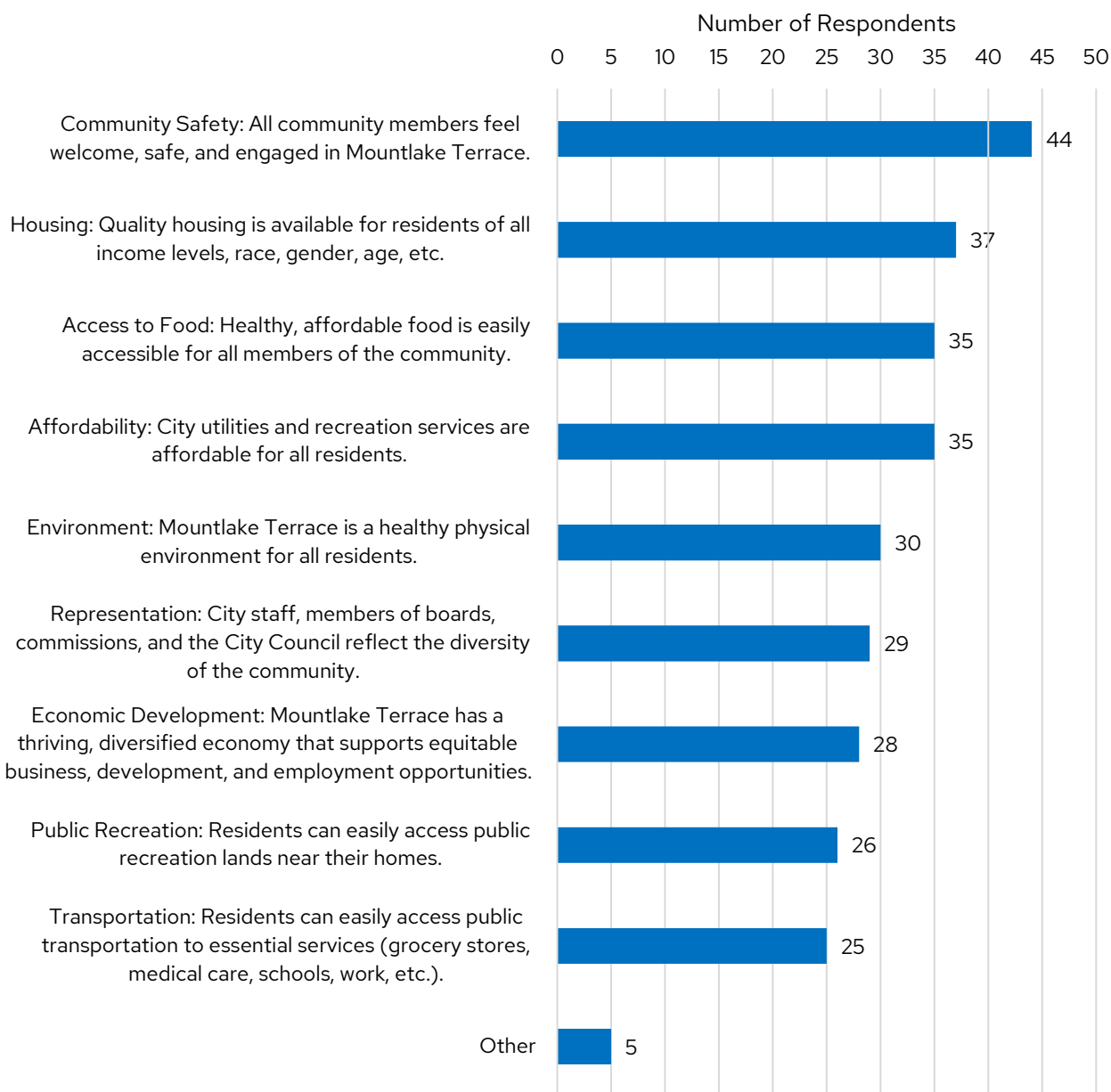
Not Sure (7 comments)

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.**

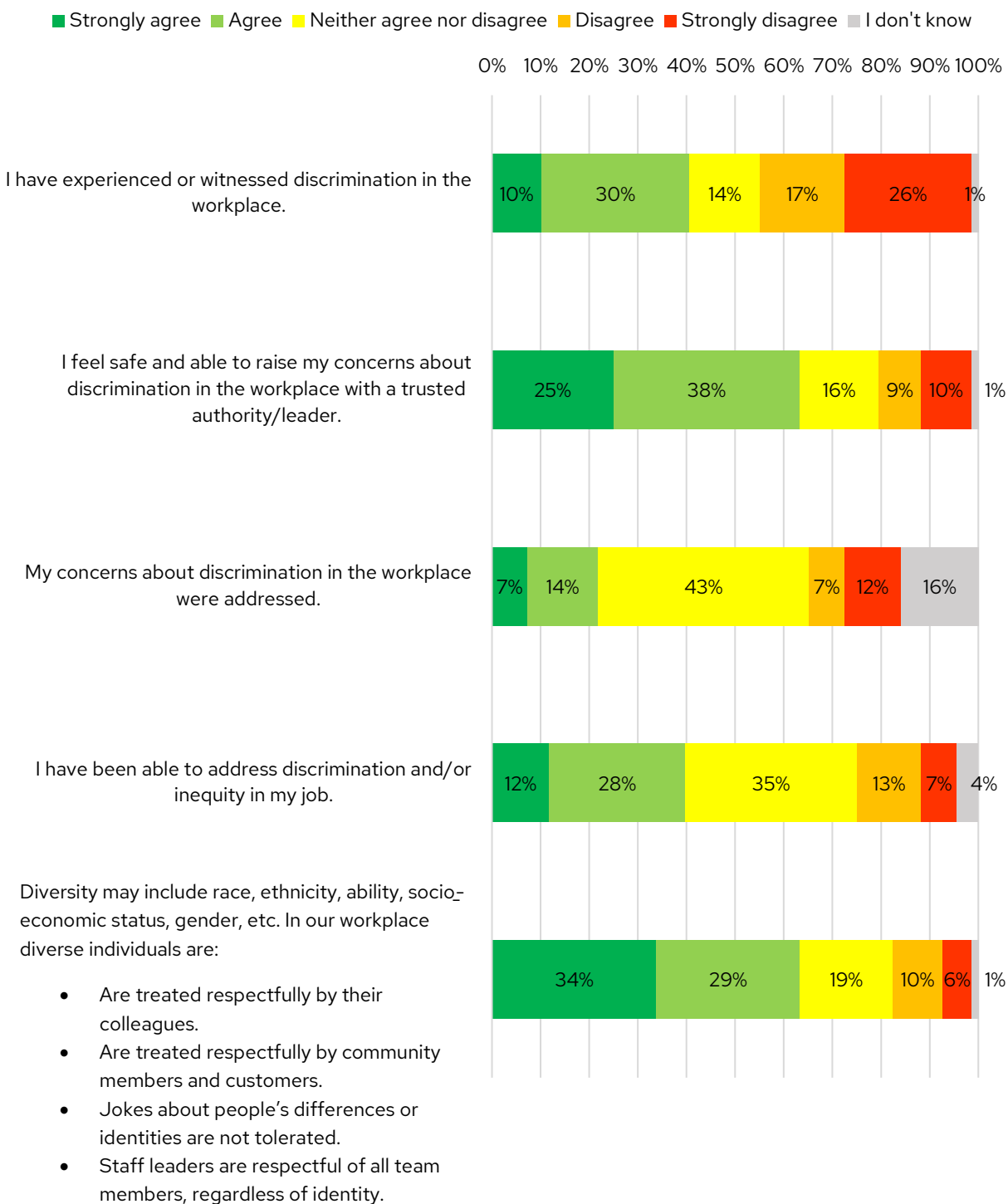
"Access to information on financial assistance, housing, food services."

"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?

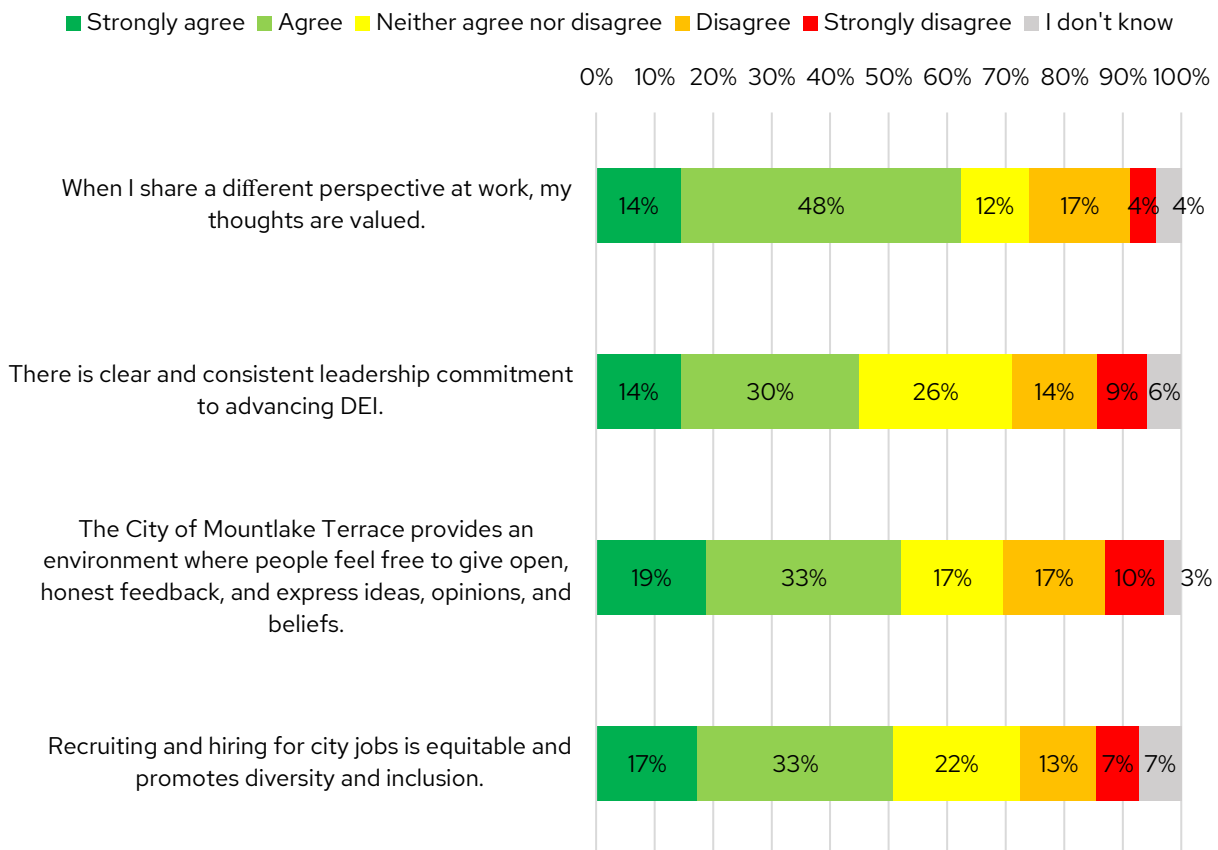
Chart 13: Sentiments Regarding Workplace DEI Statements



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

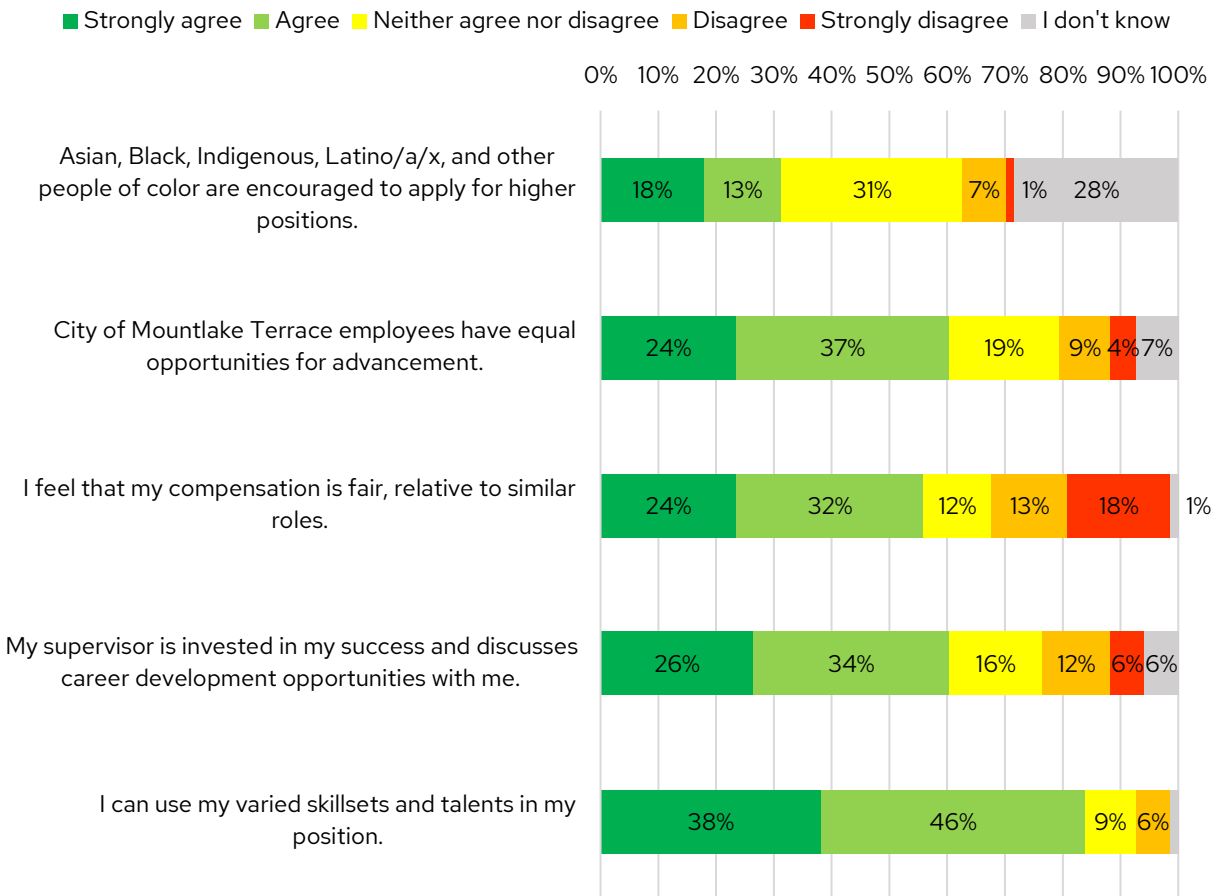


67 respondents answered this question, 68 respondents answered part of this question. The majority of respondents agree or strongly agree that their work is meaningful (85%), they can talk to their immediate supervisor regarding negative interactions (74%), and can see themselves working here a year 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



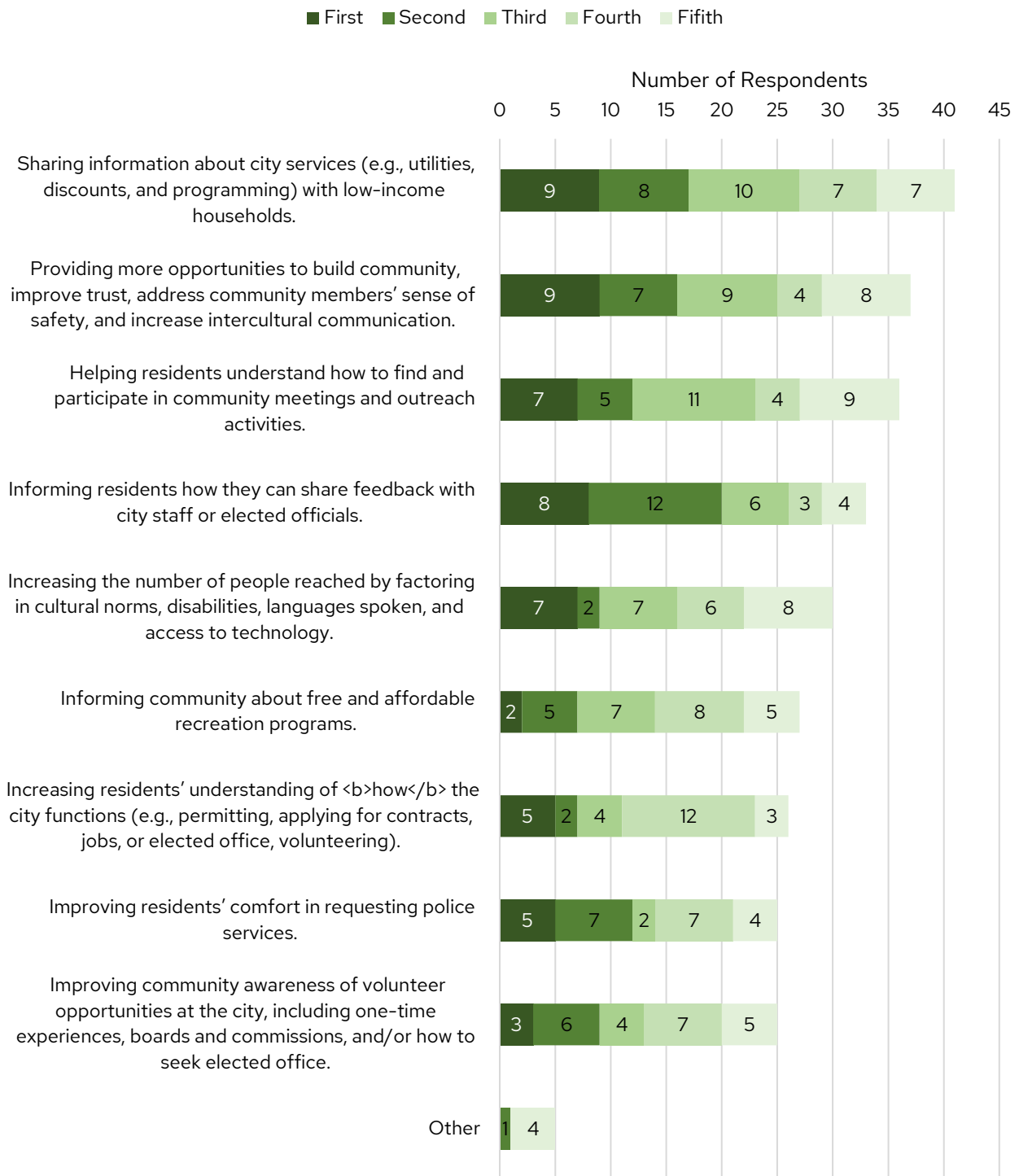
64 respondents answered this question, 65 respondents answered part of this question.

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.

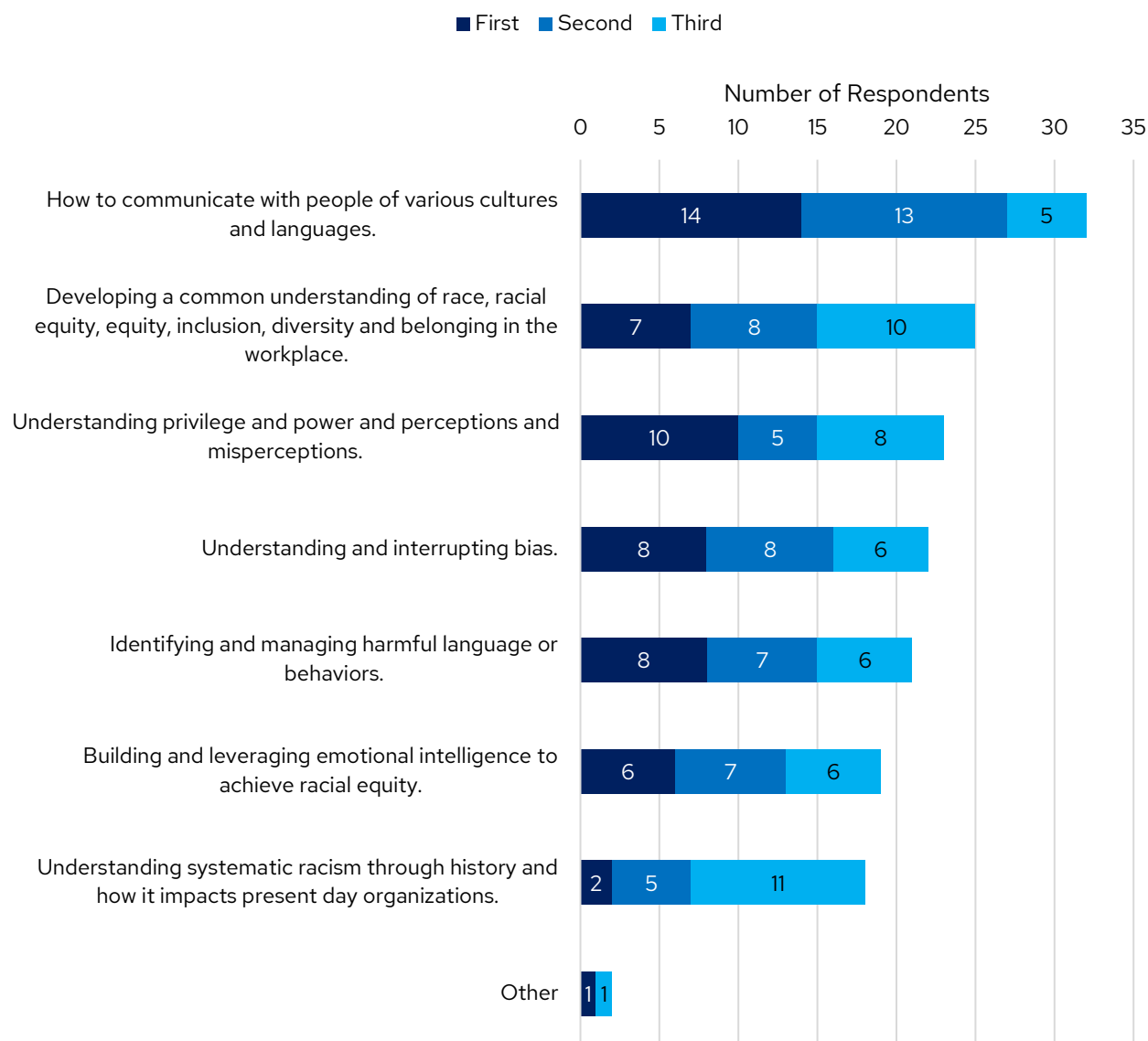
"Drop the DEI committee. They have done nothing but use money that could go to other places. DEI only hurts people and makes it unsafe."

"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



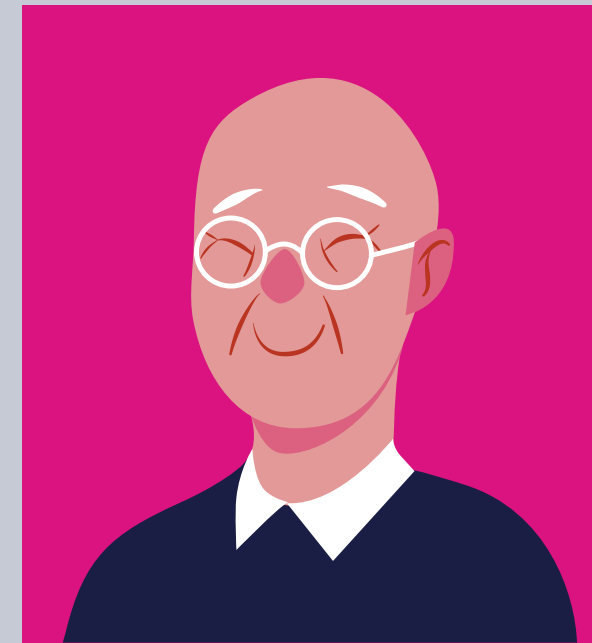
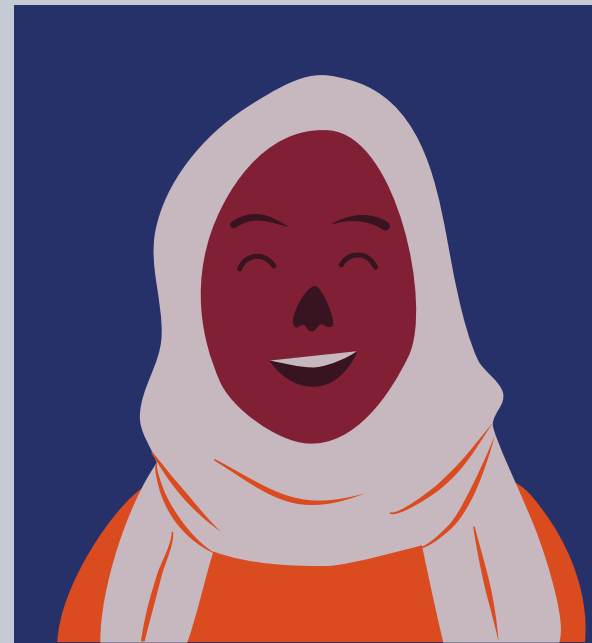
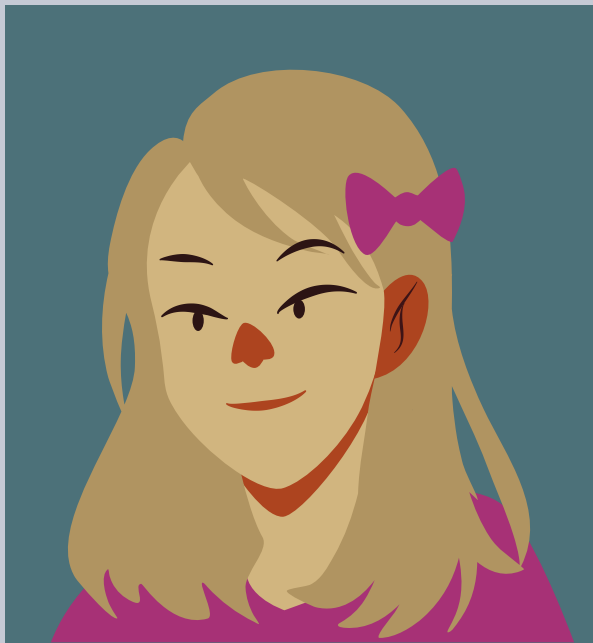
General Points of Agreement

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 activites**

**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 pink circular logo containing a stylized purple plant with two leaves and two hands, one on each side, holding the plant. The text "We thrive here!" is written in black above the hands.





What I ❤️ about Mountlake Terrace... responsive police and feeling safe!



SERVE ~ SUPPORT ~ DEFEND



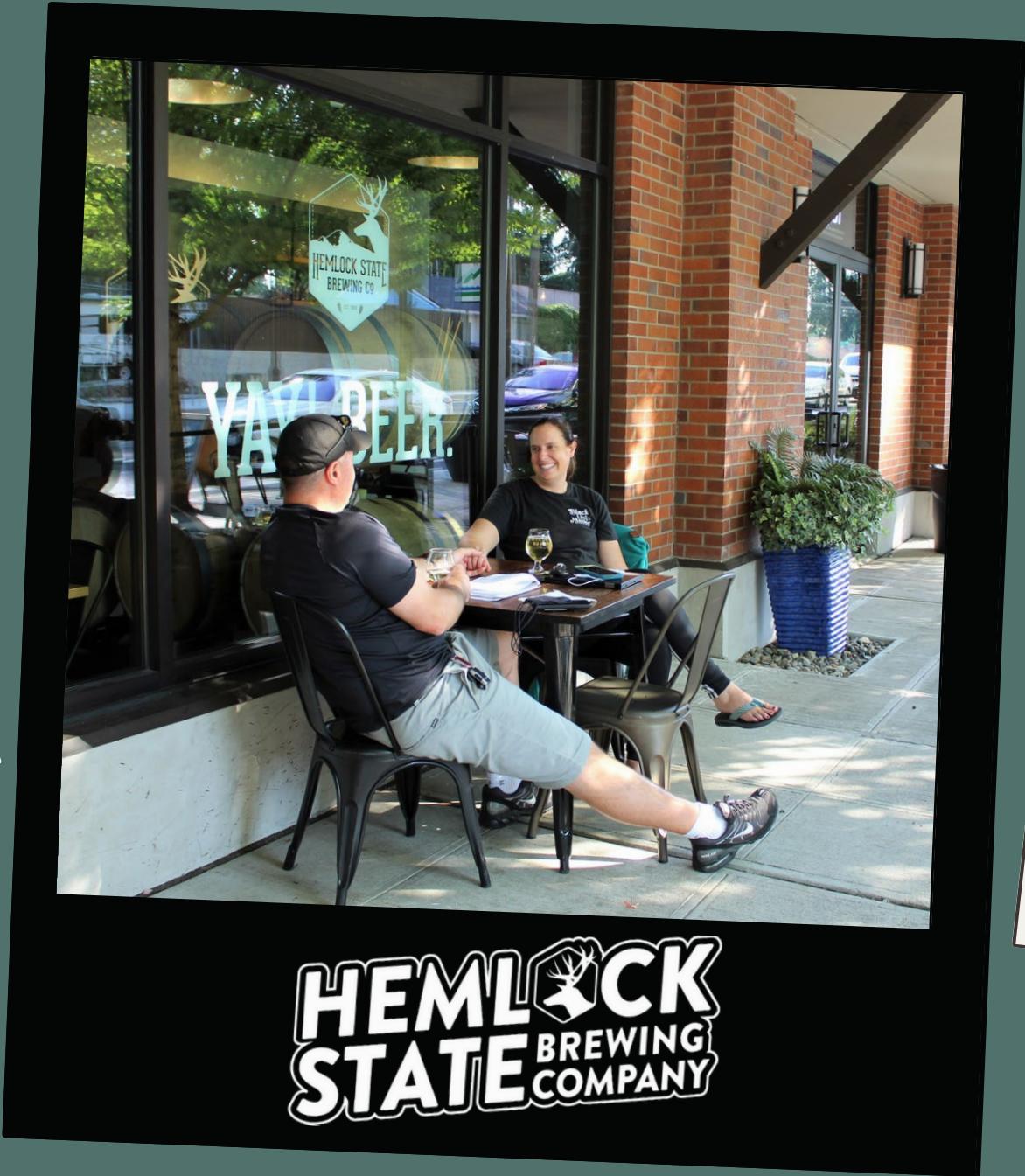
What I ❤️ about Mountlake Terrace... Sno-Isle Library in MLT



***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

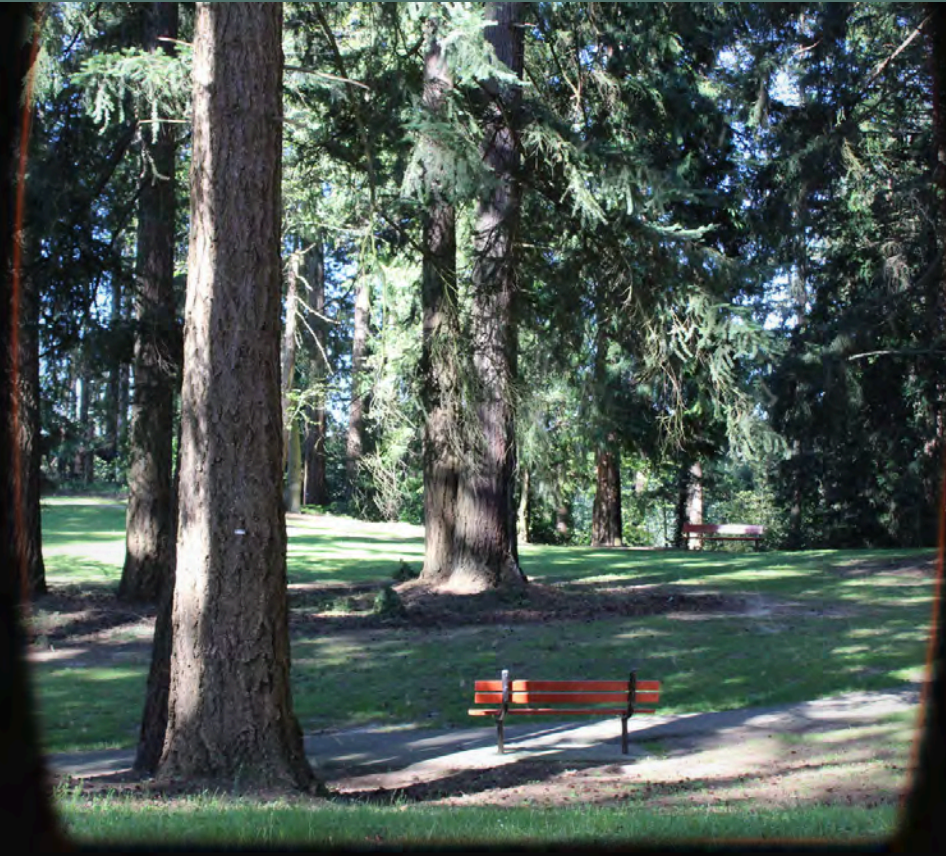


Street chipsealing



Utility repairs

What I ❤️ about Mountlake Terrace... parks!



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 the 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



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?



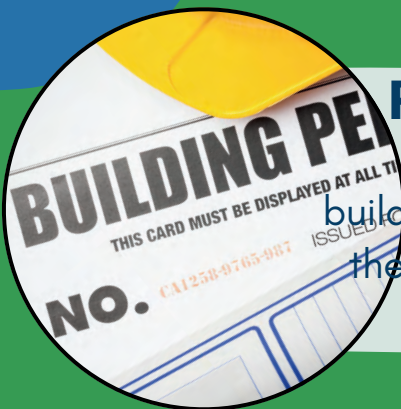
Police

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?

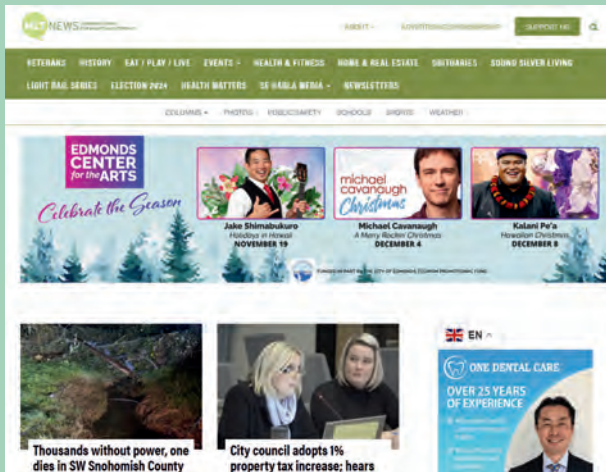
CITY
NEWS
ALERTS



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 Communitiy
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 responsive 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 communitiy

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



Review of the Diversity, Equity, and Inclusion Strategic Plan

City Council Work Session: September 11, 2025

Carolyn Hope, Deputy City Manager

Scott Matsuda, Chair of the Diversity, Equity, and Inclusion Commission

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

PURPOSE

- Review and provide feedback on the draft plan
- Help promote the public comment period on the plan



Review the plan and make comments on it until October 3

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

Draft, September 2025



AGENDA

- ☐ Council Goals
- ☐ Legislative History
- ☐ Acknowledgements
- ☐ Purpose of the plan
- ☐ Definitions
- ☐ Demographics
- ☐ Internal Analysis of City Operations
- ☐ External Analysis of How Community Members Experience the City
- ☐ Action 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.

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

Chair Scott Matsuda	Alvaro Guillen, Former Commissioner 2020-2022
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
Commissioner Kyo Pederson	Gary Hale, Former Commissioner, 2020-2021
Commissioner Priya May-Folden	Karissa Richards, Former Commissioner 2020-2023
	Rohit Mojumder, Former Commissioner, 2021-2023
	Patricia Pottinger, Former Commissioner, 2024-2025

Diversity, Equity, and Inclusion Staff Committee & Administration

Andrew Appelwick, Recreation and Parks
Bernadette Taylor-Moses, Public Works
Matt Porter, Police
Laura Stevenson, Community and Economic Development
Loren Hagstrom, Human Resources
Sara Pizzo, Community and Economic Development
Jeffrey Rivers, Public Works
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.

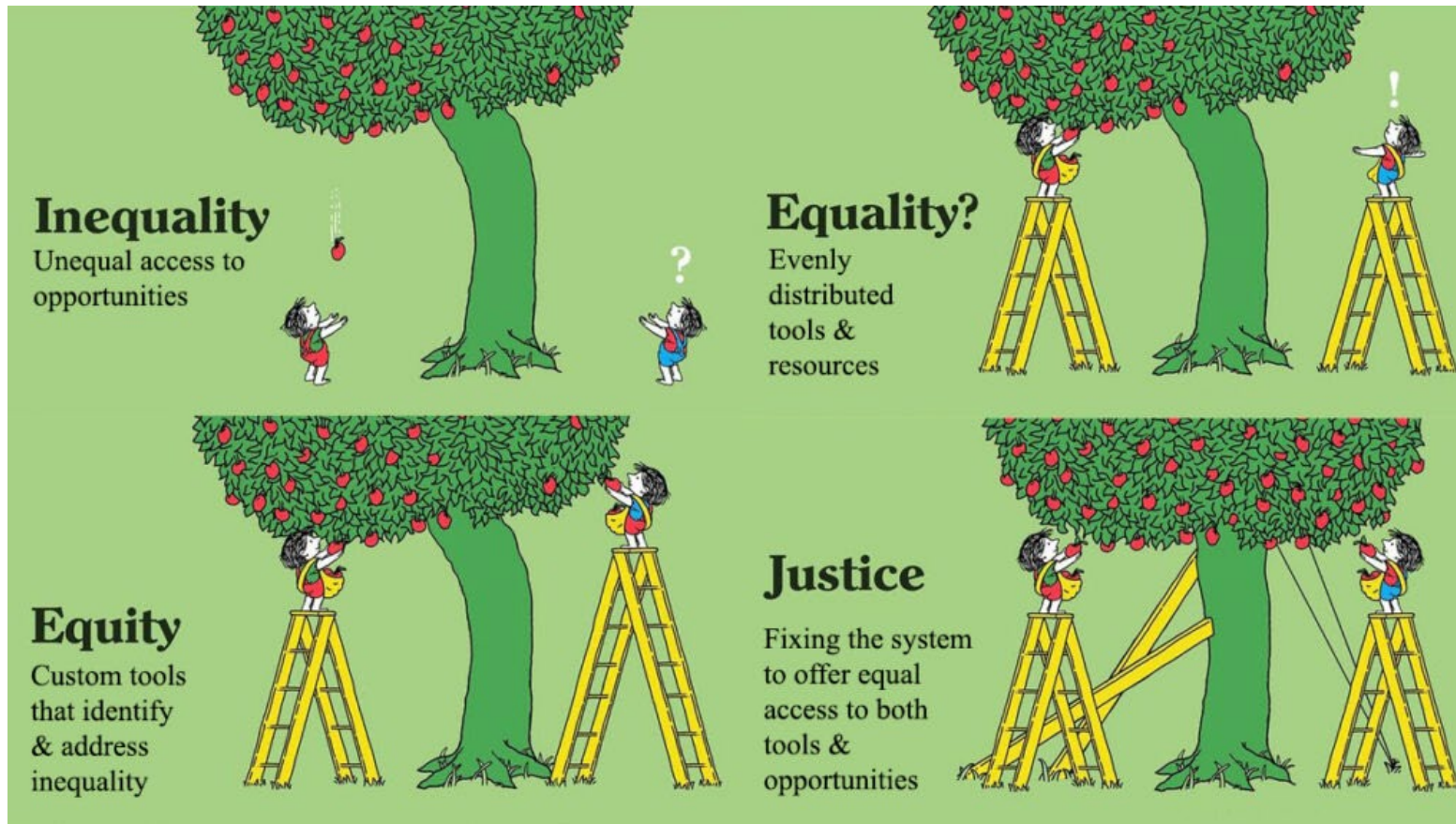
DEFINITIONS

- **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.



DEFINITIONS

- **Equity** means people should be treated uniquely to compensate for their different circumstances.



DEFINITIONS

- **Inclusion** is the proactive removal of barriers that hinder full participation and success.

Providing materials in languages other than English

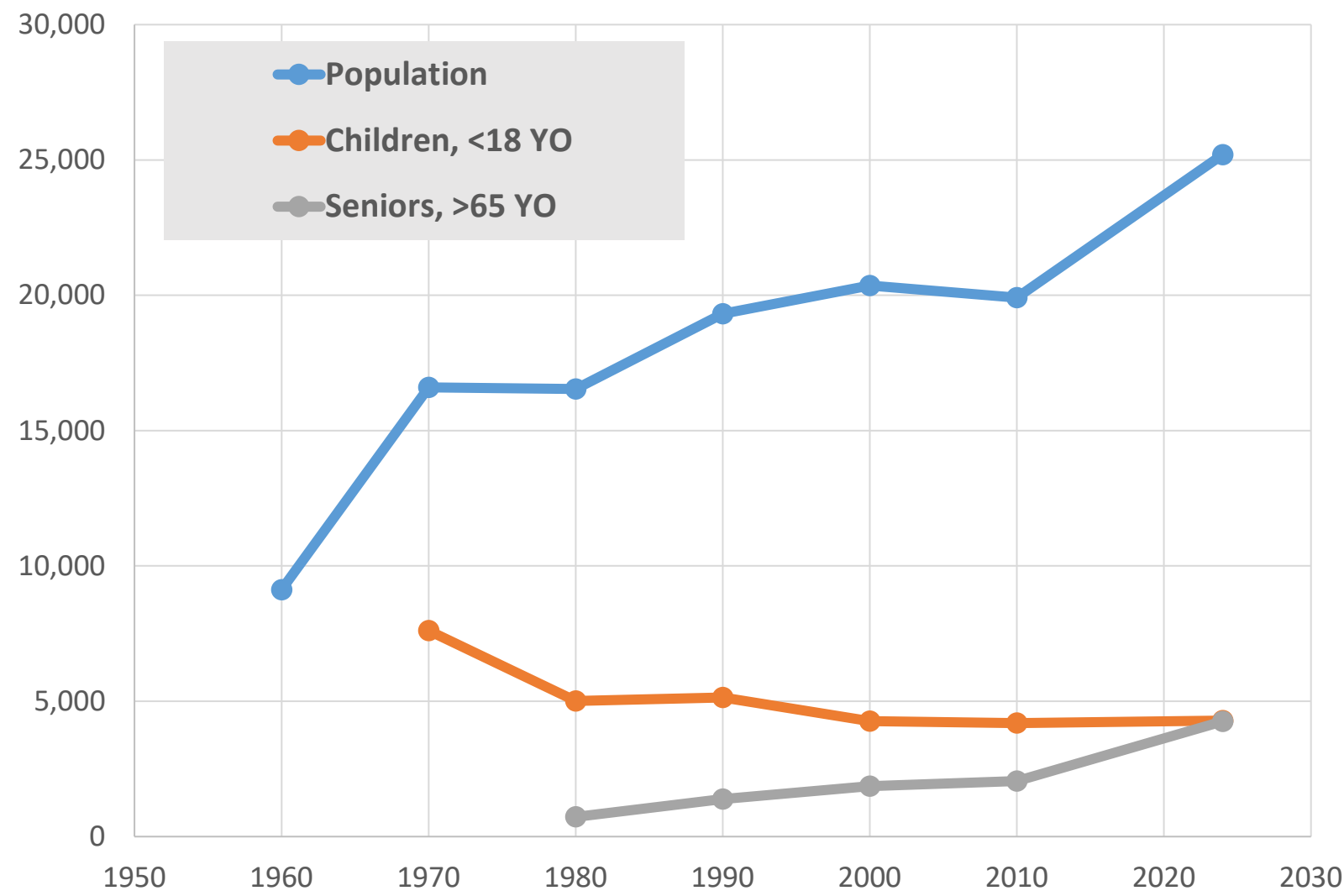
Providing childcare at a public meeting to allow parents to participate

Providing mentoring or training to encourage new groups to apply for jobs or contracts

Demographics

DEMOGRAPHICS

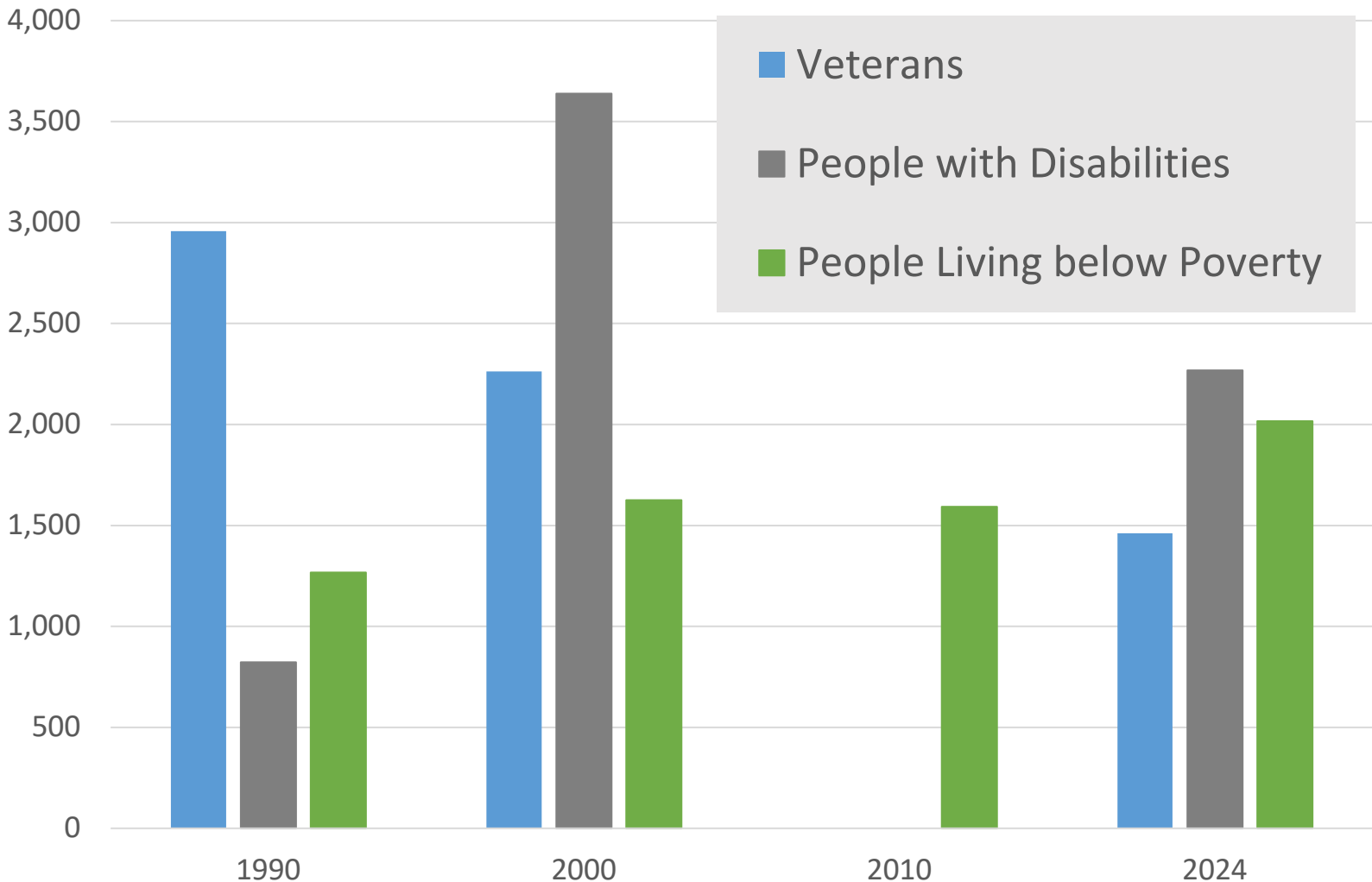
Population and Age



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.

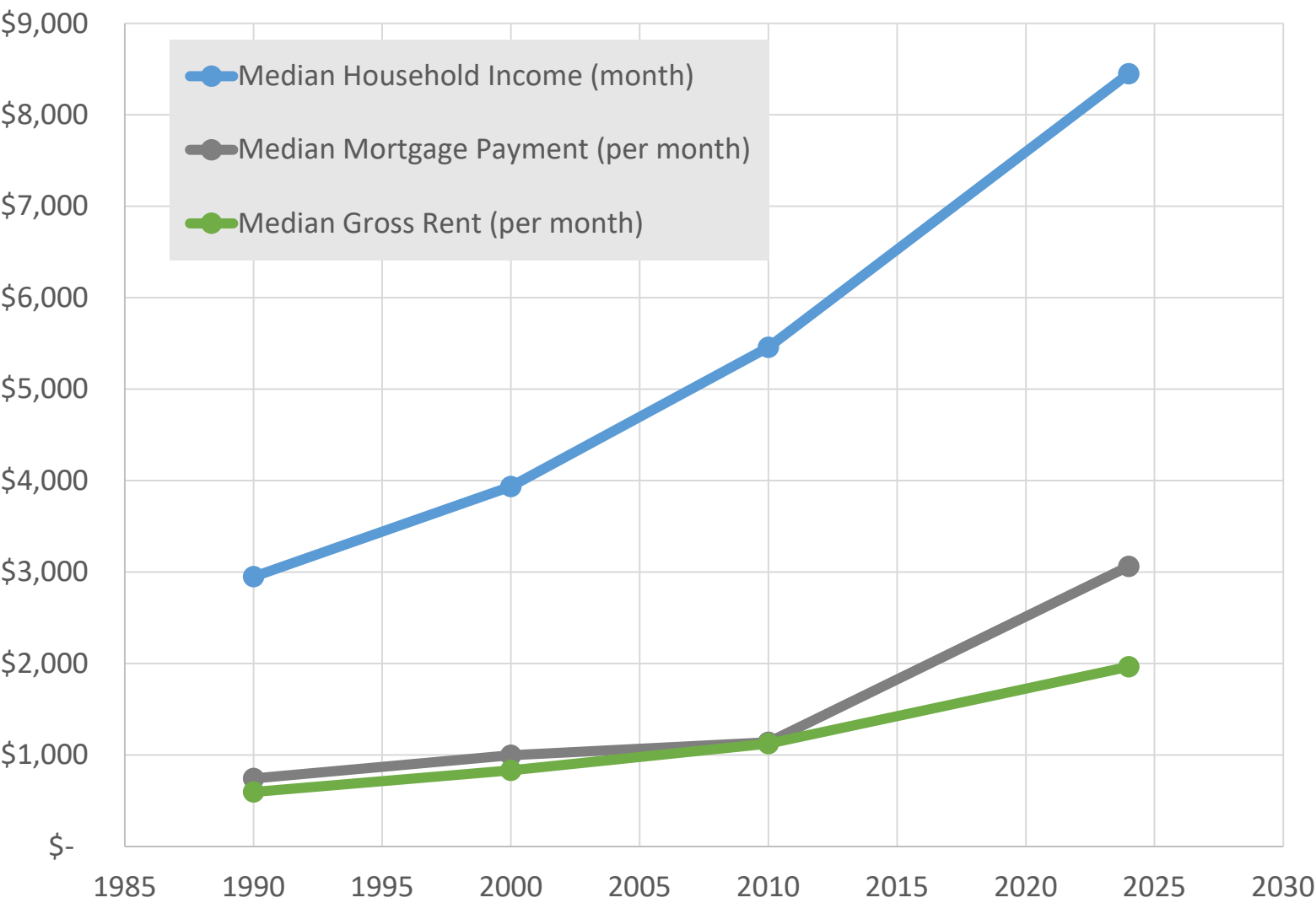
DEMOGRAPHICS

Number of Residents who are Veterans, People with Disabilities, or Living Below Poverty



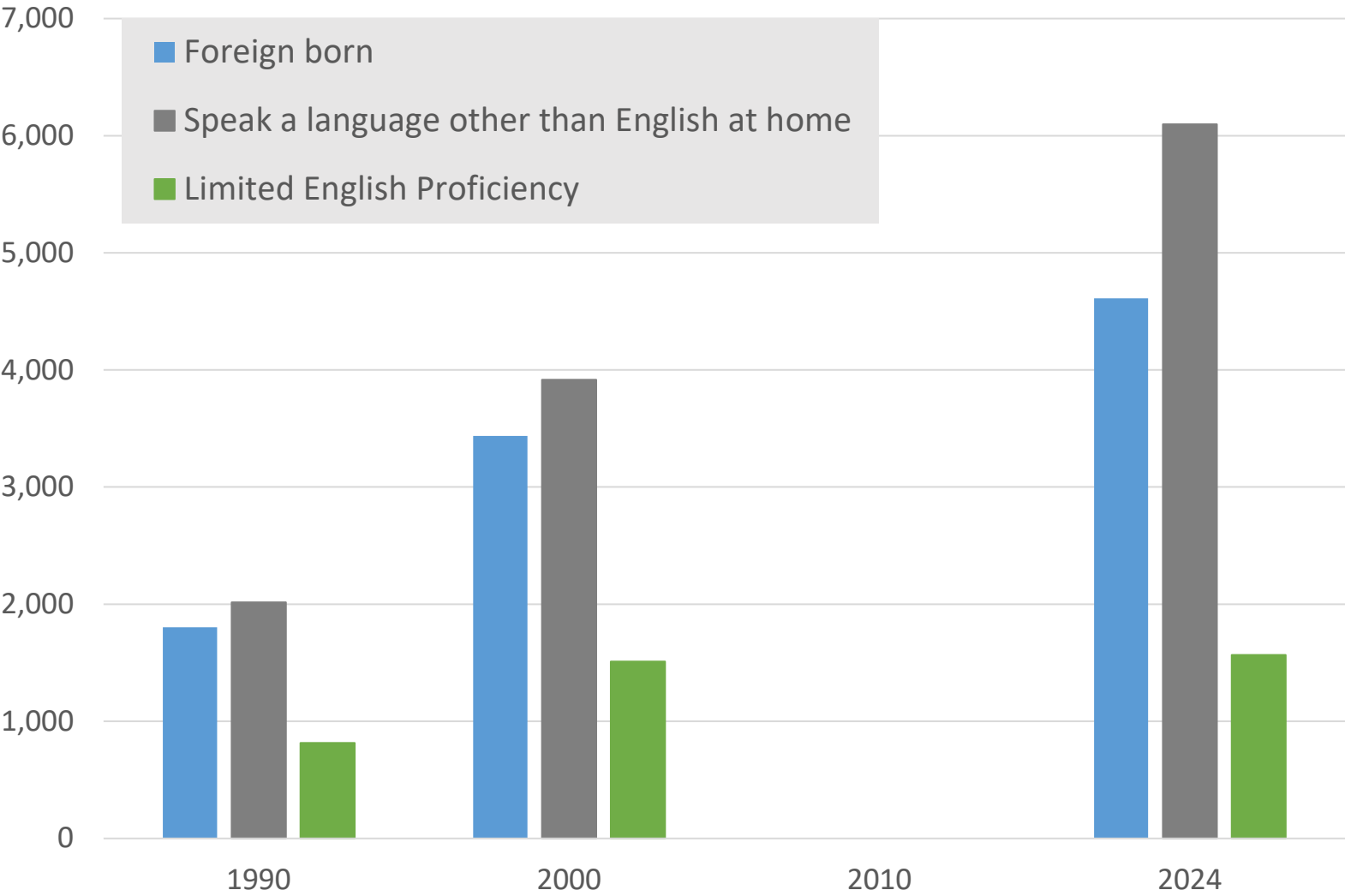
DEMOGRAPHICS

Comparison of Monthly Average Income and Housing Expenses



DEMOGRAPHICS

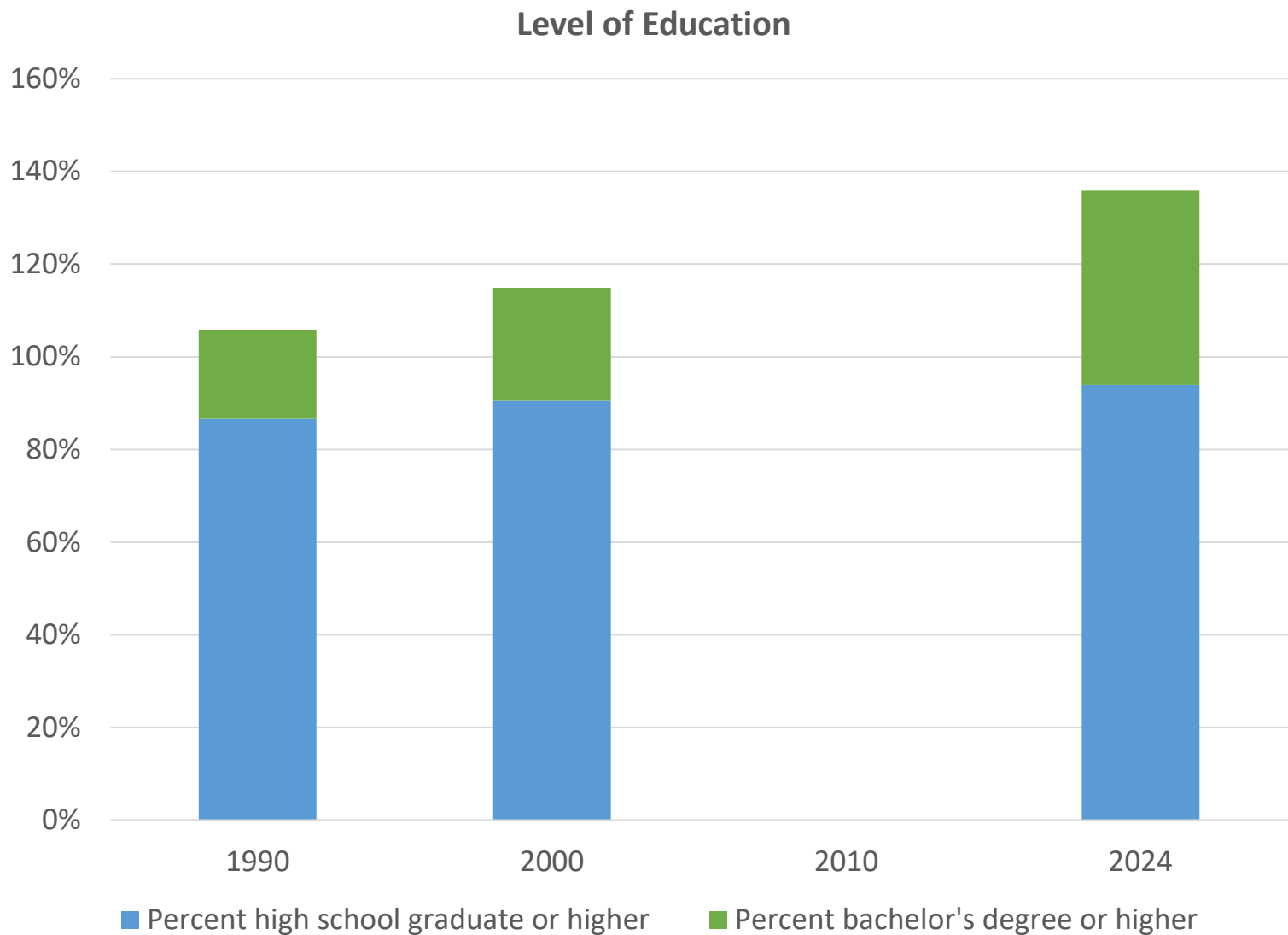
Number of People who are Foreign Born, Speak Languages other than English, or who have Limited English Proficiency



The number of people who live in Mountlake Terrace who are foreign born rose 61 percent since 1990.

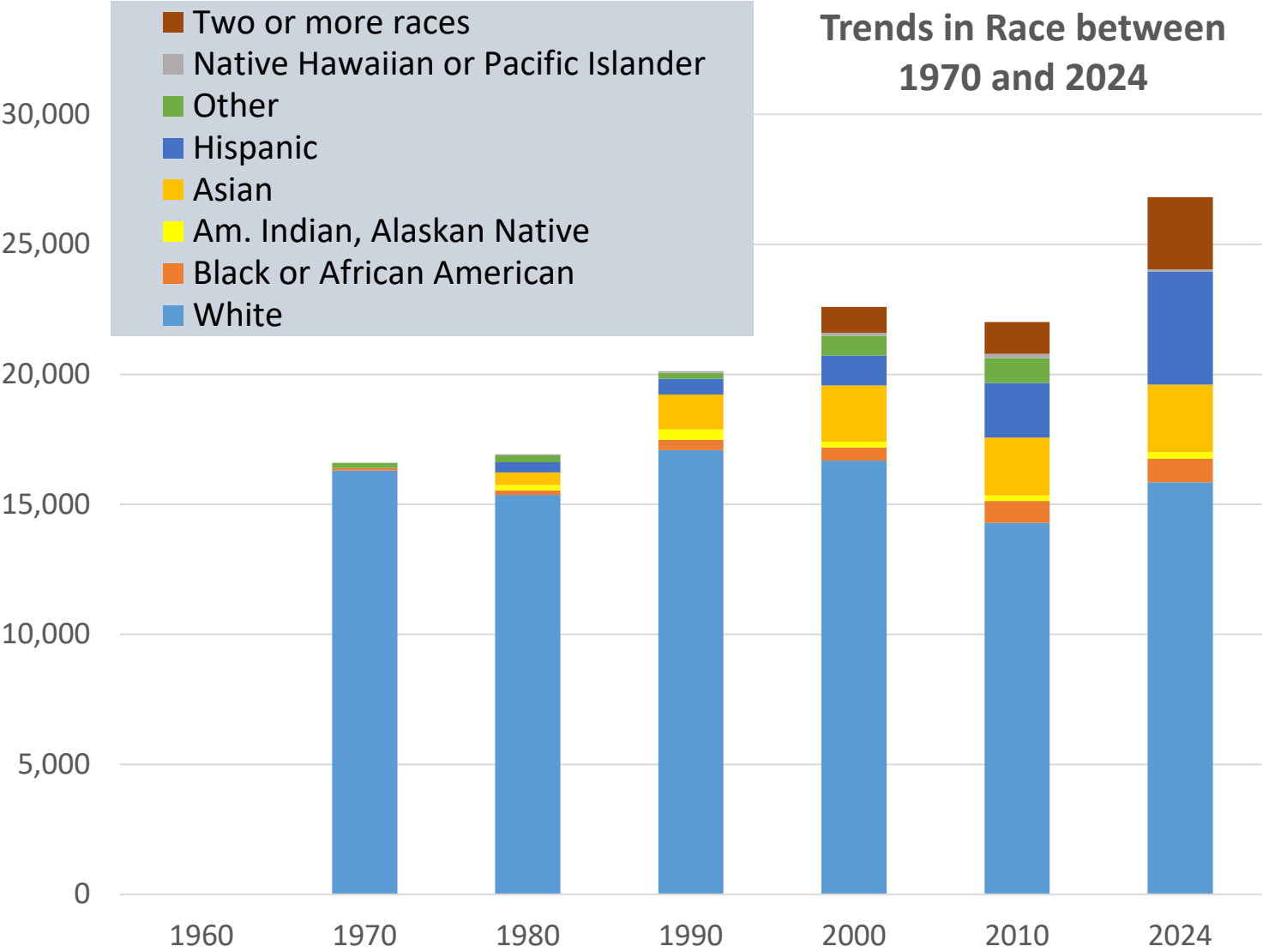
Today 24 percent of the population speaks a language other than English at home and about 6 percent of the population has limited English proficiency.

DEMOGRAPHICS



Since 1990, 7% more people have a high school degree or higher and 23% more people have a bachelors degree or higher.

DEMOGRAPHICS



Largest racial groups:

- White
- Hispanic
- Two or more races
- Asian

Fastest growing groups:

- Hispanic
- Black or African American
- Asian

Internal Analysis of City Operations

Internal Analysis of City Operations

Methods of Collecting Data

Diversity, Equity and
Inclusion
Commission Retreat

Interviews with City
Officials

2023 Diversity,
Equity and Inclusion
Staff Survey

Participation of the
Diversity, Equity and
Inclusion Staff
Committee in
providing ideas and
feedback on the plan

2023 Diversity,
Equity and Inclusion
Staff Training

Evaluation of
Internal Documents

2025 Employee Pulse
Survey

Internal Analysis of City Operations

Themes

City officials can use more diversity, equity, and inclusion training and agreement on related practices and policies.

Staff desire inclusive leadership, accountability, clear communications, and a team culture.

Policies, procedures, and practices need an equity review and updating.

Staff believe diversity, equity, and inclusion programs are important for internal work culture and the community.

Discrimination, harassment, and microaggressions occur within the organization.

There is a desire for more trust, acknowledgement of staff, and inclusive behaviors.

External Analysis: How Community Members Experience the City

External Analysis: How Community Members Experience the City

Methods of Collecting Data

2021 Listening
Sessions

2021-2024
Online Survey

Participation of
the Diversity,
Equity and
Inclusion Staff
Commission in
providing ideas
and feedback on
the plan

2024-2025
Online Survey

2024-2025
Community
Conversations

General Points of Agreement

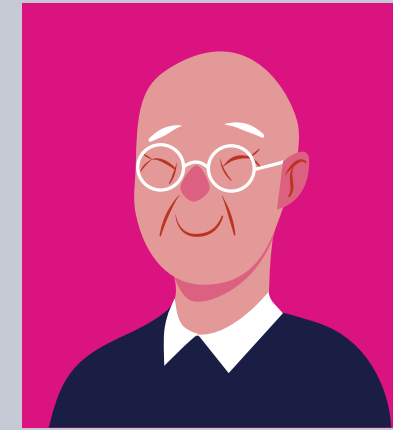
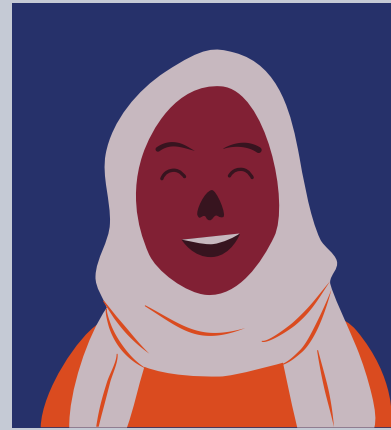
MLT is:

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



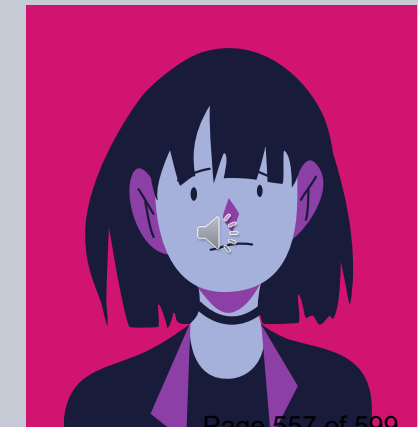
Diversity, equity, and inclusion is important to the community





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



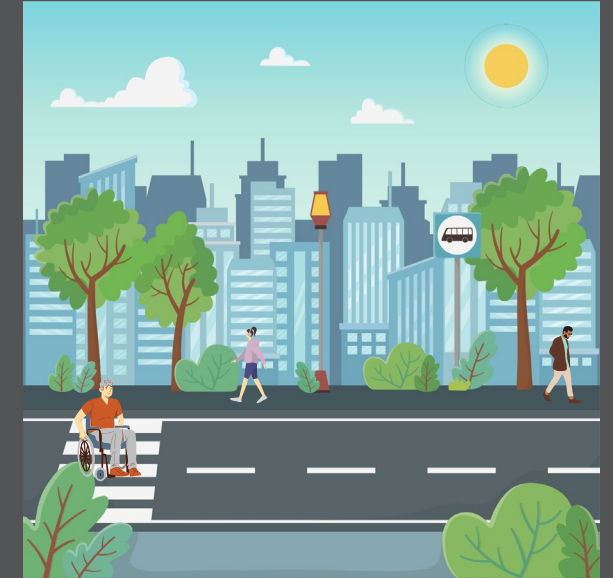
What does it mean to feel safe?



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 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
presents the demograph
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



Community Conversations

- Listening
- Learning
- Understanding



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

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...

My voice is
HEARD!

I feel
RESPECTED

Places
are accessible



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... child care and programs



What I ❤️ about Mountlake Terrace...aquatics programs



What I ❤️ about Mountlake Terrace... responsive police and feeling safe!



SERVE ~ SUPPORT ~ DEFEND



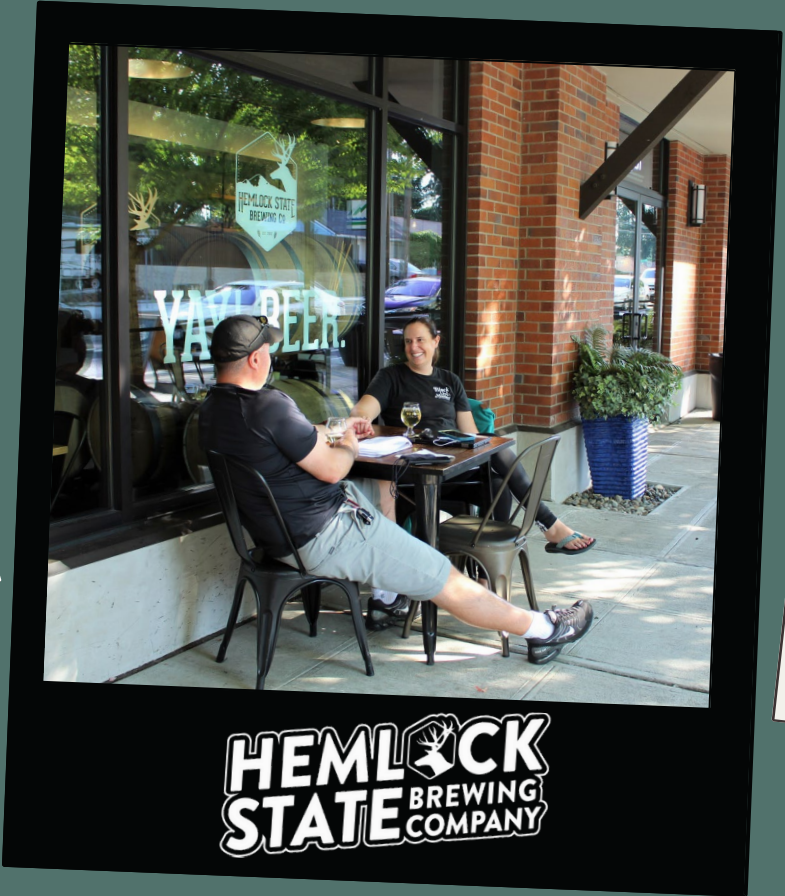
What I ❤️ about Mountlake Terrace... Sno-Isle Library in MLT



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 chip sealing



Utility repairs

What I ❤️ about Mountlake Terrace... parks!



ACTION PLAN

ACTION PLAN

Recommendations for City Operations

PP
1- 5

Several recommendations on updating the Personnel Policies

CO1

Maintain a budget to fund diversity, equity, and inclusion work as an ongoing and necessary to fulfill the goals of city council and legal requirements.

CO2

More consistency in application of policies, discipline, and appreciation of staff.

CO3

Practice inclusive leadership and engage with staff experts in problem solving.

CO4

Succession planning and training: Offer training and mentorship opportunities for staff, prioritize internal staff for promotions.



ACTION PLAN

Recommendations for City Operations

CO5

Update Purchasing Policies to encourage diverse suppliers and contractors.

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.



ACTION PLAN

Recommendations to Improve Community Access to City Government

CA1

Share information about city services and financial assistance (e.g., utilities, garbage, and recreation programming) with low-income households and in multiple languages.

CA2

Follow the Community Engagement Plan strategies for conducting engagement activities. Ensure that people most impacted by decisions are invited to the decision-making process and can participate.

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 ... and bring new ideas forward.

CA4

Providing more opportunities to build community, improve trust, address community members' sense of safety, and increase intercultural communication.

CA5

Help residents understand how to learn about and participate in community meetings, outreach activities, and events.



ACTION PLAN

Recommendations to Improve Community Access to City Government

CA6

Inform residents about how they can share feedback with city staff or elected officials.

CA7

Provide gender neutral restrooms in all city buildings.

CA8

Recruit more bilingual staff, particularly in customer service roles, and offer a pay incentive for those skills (upon passing a qualifying exam).

CA9
&
CA10

Evaluate existing and 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 disability community, and other protected groups.



ACTION PLAN

Recommendations to Improve Community Access to City Government

CA11

Improve physical accessibility for disabled people and enhance the active transportation system to support people without access to vehicles and improve city owned buildings to enhance access.

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 having hearing and vision disabilities.

CA13

Provide more affordable housing through updates to the zoning code, incentives, and promoting the city through Economic Development efforts.

CA14

Improve outreach and communications for people who have limited English proficiency, or who don't speak English.

CA15

Partner with community organizations to offer training on how to apply for a city job or city contract.



ACTION PLAN

Recommendations to Improve Community Access to City Government

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.

CA17

Host conversations and training about diversity, equity, and inclusion topics.

CA18

Encourage more cultural programs and ensure they are designed in collaboration with people who represent those groups, or led by these groups, to ensure proper representation.

CA19

Provide more support services to unhoused people with social workers, local warming shelters, public housing, affordable housing, and subsidized transit passes.

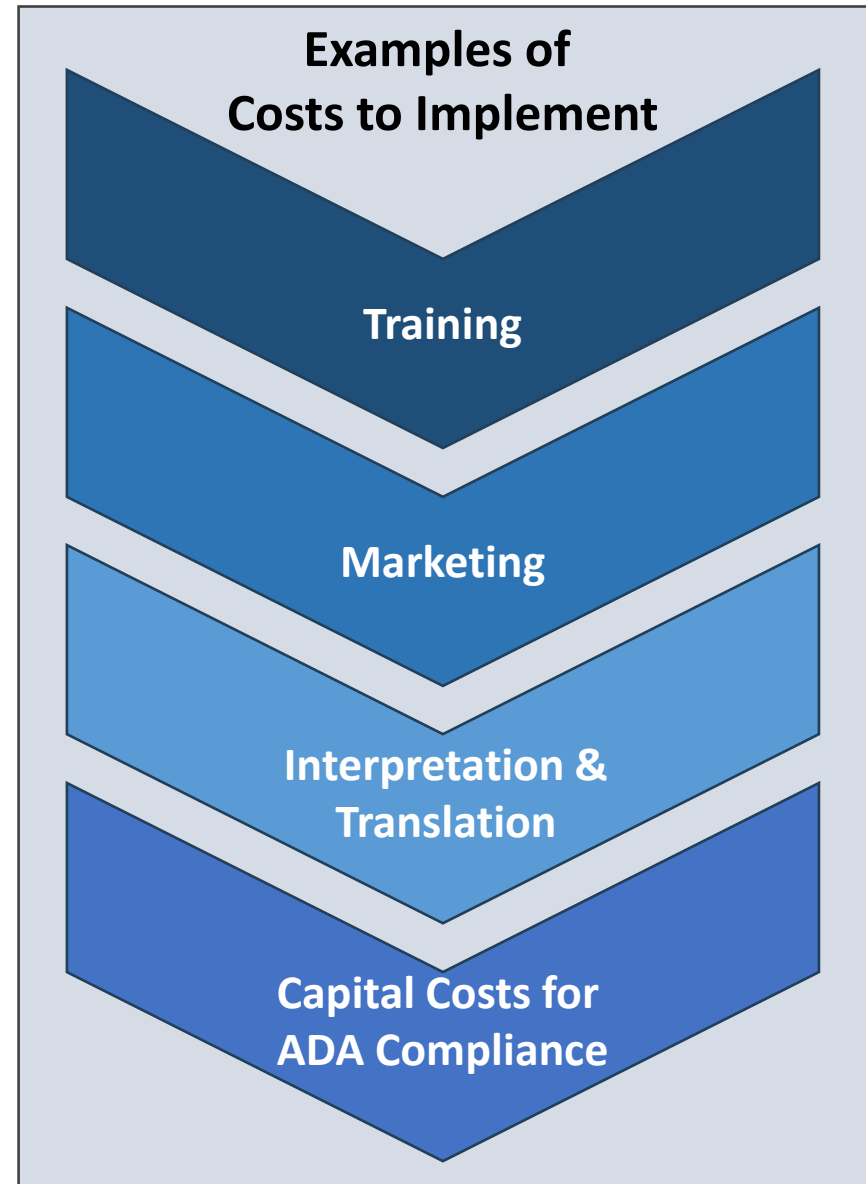
CA20

Evaluate new programs at the Recreation Pavilion that meet the needs of our culturally diverse community.



FINANCIAL IMPACTS

- Funding for this plan was provided in the 2023-2024 Budget.
- Implementation of this plan will require staff and volunteer resources, and specific items will require funding.
- Funding requests will occur in the next budget cycle.



COMMUNITY FEEDBACK REQUESTED

WE WANT YOUR
FEEDBACK



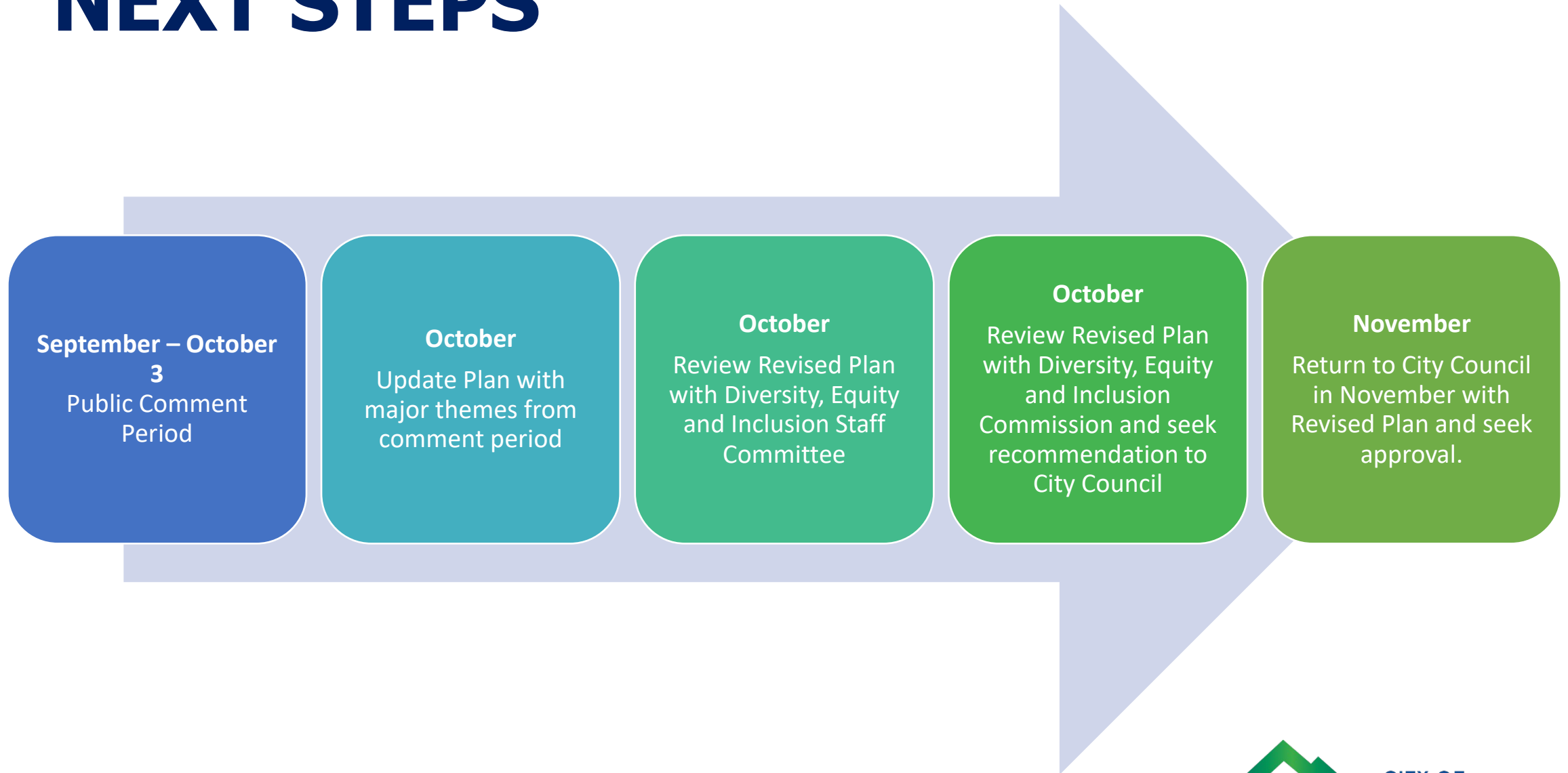
Review the plan and
make comments on it
until October 3

Together We Thrive: A Strategic
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Equity, and Inclusion

Draft, September 2025



NEXT STEPS



DISCUSSION & QUESTIONS

Thank you





MOUNTLAKE TERRACE CITY COUNCIL
REGULAR MEETING AGENDA

September 18, 2025
7:00 p.m.

Mountlake Terrace City Hall; and
via Telephone or Teleconference

1. Call to Order – Flag Salute – Roll Call
2. Late Changes to Agenda
3. General Public Comment (*see Public Comment and Public Hearing Testimony Protocol on page 2*)
4. Consent Agenda
 - a. Payment of Claims
 - b. Meeting Minutes
 - c. Professional Service Agreement with All Together, LLC. for Citywide Branding
5. Proclamation for Constitution Week
6. Review, Public Hearing, Vote on Ordinance for Urban Forest Management Plan
7. Presentation on Public Safety Costs
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” (you will be prompted to install the Zoom application if you don’t have it). No passcode needed.

Public Comment and Public Hearing Testimony Protocol

Public comments and public hearing testimony are permitted at meetings remotely, in-person, and in writing. All remarks shall be made to the Council as a body and not to any individual member.

General public comments to council are heard toward the beginning of regular meetings and work sessions. Public comments to council on specific agenda items and public hearing testimony will be called for at regular meetings when council discusses that agenda item.

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. Any person who is engaging in conduct that disturbs, disrupts, or impedes the business of the council or whose comments have been ruled out of order by the presiding officer, shall immediately cease and refrain from further improper comments or inappropriate conduct. All hate speech will be construed as threatening remarks.

To make a public comment/give public hearing testimony **remotely** (via Zoom or telephone), complete the [Remote Public Comment Request Form](#) (link on City Council Agendas and Minutes web page) at least 24 hours before the meeting. You will then be contacted via email to confirm your participation. Your reply to the confirmation email must be received by 4 p.m. on the day of meeting to be acknowledged that same evening. If you're using Zoom during the meeting, use the hand raise tool to be recognized to speak or press *9 if using a telephone. Speakers shall limit their presentations to five minutes.

To make a public comment/give public hearing testimony at a meeting **in-person**, please sign up at the meeting (no 24-hour notice required).

To submit a **written** public comment/public hearing testimony email remarks to cityhall@mltwa.gov or mail to/drop off at City Hall (23204 58th Avenue W., Mountlake Terrace, WA 98043) no later than 4 p.m. on the meeting/public hearing date.