



Mountlake Terrace City Council
Regular Meeting Agenda
Thursday, August 20, 2026, 7:00 PM
City Hall and via Telephone or Teleconference

AGENDA

1. Call to Order – Flag Salute – Roll Call
2. Late Changes to Agenda
3. General Public Comment
4. Consent Agenda
 - a. Payment of Claims
 - b. Meeting Minutes
5. Presentation on Station Melodies
6. Discussion on MTMC 15.05.070 Regarding Building Remodel Requirements
7. Review and Vote on City Council Board and Commission Interview Committee Recommendations
8. City Manager’s Report
9. Council Liaison Reports
10. New Business
11. Adjournment

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

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

To submit written public comment or hearing testimony, mail to/drop off at City Hall (23204 58th Avenue W., Mountlake Terrace, WA 98043) or email remarks to Jennifer Joki, jjoki@mltwa.gov, no later than 4 p.m. on the public hearing date.

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: Jeff Niten, City Manager

Meeting Date: August 20, 2026

Subject: Payment of Claims

Required Reviews:

Jennifer Joki Created -
 Jeff Niten -
 Sirke Salminen-
 Hillary Evans -

Council Goal(s):

Responsible Governance to Ensure Desired Level of Service

Legislative History:

The Finance Committee, consisting of two Councilmembers and the Finance Director, meets monthly to review and discuss the claims subject to approval.

Subject Summary:

Financial/Budget Impacts:

Budget Amendment Required? No. _____

Budget and Sources:	
Expenditure:	
New Appropriation Required + Sources:	

Additional Financial Information:

No.

Community Notifications:

City Council Agenda

Board/Commission Recommendation:
N/A

Staff Recommendation:
Staff recommends the City Council vote to approve the claims as presented. This can be accomplished as part of the motion to approve the Consent Agenda.

Council Motion:

N/A

Attachments:

None.



MOUNTLAKE TERRACE CITY COUNCIL
REGULAR MEETING MINUTES

August 6, 2026
7:00 p.m.

Mountlake Terrace City Hall and
via Telephone and Teleconference

Councilmembers Present

Councilmember Doyle
Councilmember Matsumoto Wright
Councilmember Murray
Councilmember Paige
Mayor Pro Tem Wahl
Mayor Woodard

Councilmembers Absent

Councilmember Sonmore

Staff Members Present

City Attorney (Kenyon Disend) Joanna Eide
City Clerk Jennifer Joki
City Manager Jeff Niten

Guests

Diversity, Equity and Inclusion Student Commissioner Kyō Pedersen
Community Ambassador Madina Abdurashidova

1. Call to Order – Flag Salute – Roll Call

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

City Clerk Jennifer Joki called roll.

A motion to excuse Councilmember Sonmore was made by Mayor Pro Tem Wahl and seconded.

Motion carried 6-0.

2. Late Changes to Agenda

The City Manager requested to move Item 5, Presentation on Station Melodies, to the August 20 agenda, and council approved. The remaining agenda items were renumbered accordingly.

3. Public Comment

- MLT resident Adam Cickay commented remotely on public health.

All written comments intended for the Council have been forwarded accordingly.

4. Consent Agenda

A motion to approve the Consent Agenda, items a-c, was made by Mayor Pro Tem Wahl and seconded.

Motion carried 6-0.

- a. Payment for 2026 claims
- b. Meeting Minutes for 7/2, 7/9, 7/16, 7/23, 7/30
- c. Interlocal Agreement with Snohomish County PUD for Main Street

5. Presentation by Youth Commissioners

Diversity, Equity and Inclusion Student Commissioner Kyō Pedersen and Community Ambassador Madina Abdurashidova

Pedersen and Madina Abdurashidova presented on their experiences as youth commissioners.

Pedersen and Madina responded to comments from council.

6. Review and Vote on Ordinance Adopting Violations Bureau
City Manager Jeff Niten

Niten presented on this item to include the background and purpose.

A motion to adopt the Ordinance Adopting the Violations Bureau was made by Mayor Pro Tem Wahl and seconded.

Motion carried 6-0.

7. City Manager's Report
City Manager Jeff Niten

Niten's report included:

- First Council Chat scheduled for August 12 at City Hall open to the public.
- Nothing on agenda for August 13 so meeting will be cancelled.
- National Night Out was a success.

Niten heard and responded to a question and comments from council regarding appreciation for the hard call to continue with National Night Out given the wildfire smoke conditions.

8. Council Liaison Reports

Councilmember Doyles's report included:

- July 17 MLT Chamber of Commerce Parade
- July 17 Washington Kids in Transition meeting

Councilmember Matsumoto Wright's report included:

- July 17 MLT Chamber of Commerce Parade
- July 23 MLT Farmers Market
- July 29 Community Transit Board workshop
- July 30 Council special meeting
- August 3 Association of Washington Cities online housing meeting
- August 4 National Night Out
- August 6 Community Transit Board meeting

Councilmember Murray's report included:

- July 17 MLT Chamber of Commerce Parade
- August 4 MLT National Night Out event
- August 6 Council Interview Committee commission interview

Councilmember Paige's report included:

- July 25 Concern for Neighbors event
- July 27 Planning Commission meeting
- July 31 Dragon Boat Festival
- August 4 National Night Out
- Earned certificate for Council Municipal Leadership

Mayor Pro Tem Wahl's report included:

- July 3 City 3rd of July Family Event
- July 8 Snohomish County Tomorrow Executive Committee meeting
- July 9 City Manager meeting with Councilmember Sonmore
- July 9 Council Work Session
- August 4 National Night Out
- August 5 Snohomish County Tomorrow Executive Committee meeting

Mayor Woodard's report included:

- July 17 MLT Chamber of Commerce Parade
- July 17 Seashore Transportation Forum meeting
- July 21 Ballinger Neighborhood open house
- July 23 Terrace Summer Nights Music in the Plaza and Farmers Market
- July 25 Nubian Jam emcee
- July 30 Terrace Summer Nights Music in the Plaza
- July 31 Nile Shriners Liberty Tree dedication
- July 31 Dragon Boat Festival
- August 4 National Night Out
- August 5 South County Fire Kids Fire Camp at MLT Pavilion
- August 5 South Snohomish County Mayors luncheon
- August 6 Edmonds Kids Strong Career Day
- August 6 City Manager meeting

9. New Business

None

10. Adjournment

Mayor Woodard adjourned the meeting at 7:48 p.m.

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

DRAFT

Home › Government › City Government › Mountlake Terrace City Council digs into short-term rentals and budget recommendations

City Government

Government

Mountlake Terrace City Council digs into short-term rentals and budget recommendations

By Jamie Holter February 27, 2026

Will you chip in to support **our nonprofit newsroom** with a donation today?

Yes, I want to support My MLTnews!



(Bohler 2024)

“... musical interlude that plays when riders pull into the Mountlake Terrace Link Light Rail platform.”

(Holter 2026)



“... he pitched the idea during public comment.”

(Holter 2026)



(Globe Photos 2026)





駅XO'41

TRAIN MELODY, AMERICA



WHY TRAIN MELODIES?

駅XO'41

When It Fails

“...malfunction of several passenger information displays and communication interfaces.”
– HNTB 2025, 80

Who needs it most.

- Station melodies hold deep-rooted popularity among visually impaired riders
- Takaaki Shirai, 25 – totally blind triple-jump athlete and violinist: “Having different music for each station and each line is incredibly helpful.” (Yomiuri Shimbun 2009)



How It Works

“...associate each sample with the type of space just by listening to it, with very few mistakes”
– Tardieu et al. 2010, 124

Seven Seconds. One per station.

- Pioneered in Japan — a wide frequency spectrum, heavily compressed, so it stays audible across platform noise and varied speaker systems (Manea 2017, 167)
- Broadcast from platform speakers, not the train
- Persists when onboard audio fails — and carries through open doors to riders already seated



You hear the melody. You get off at your desired destination. No words needed.

駅XO'41

Music is Subjective

“Personal judgement (e. g. annoying, pleasant, beautiful, musical, etc.)

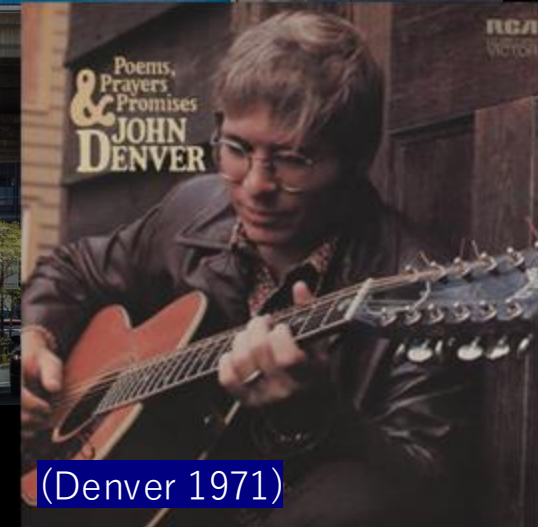
– Tardieu et al. 2010, 121

Theme Song for a Link Community

- “From a socio-cultural perspective, the departure melody is also the object of community reappropriation” (Manea 2017, 167)
- “Take Me Home, Country Roads” is the theme song for the film *Whisper of the Heart* (1995)
- Movie depicted real-world Tama City, Japan. *Residents wanted it as their station melody.* (ご当地駅メロディー資料館 n.d.).

If a sound represents a community – that community should be the one to pick it.

駅メロ41



RESEARCH QUESTION

1241

How can an inclusive community-engagement approach reach a deeper cross-section of the community — *compared to traditional civic forums* — to collectively select a train melody for an American transit system?



(Economic Alliance Snohomish County n.d.)

Pathway Two – Community-Based Organizations

The Usual Suspects:

“More likely to be older, male, longtime residents, voters in local elections, and homeowners.”

— Lee 2024, 15

Community-Based Organizations:

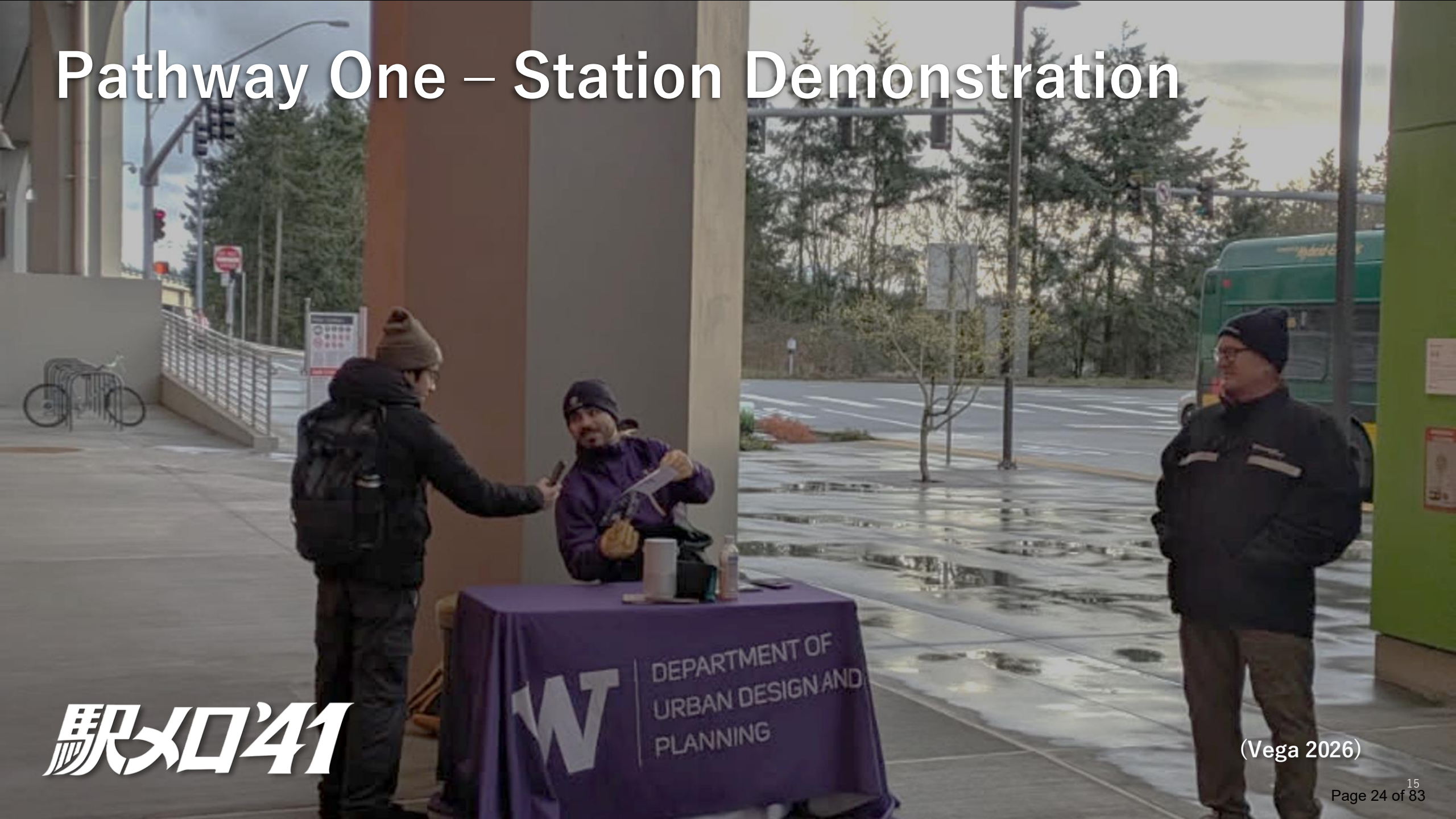
“... driven by missions and values to benefit communities that have been underserved and underrepresented within the matrix of domination.”

— Lee 2024, 17

Pathway One – Station Demonstration



Pathway One – Station Demonstration



駅X口41

(Vega 2026)

Pathway Three – Community Contacts



駅XO'41



(Vega 2026)

(Joe Coffee n.d.)

Pathway Three – Community Contacts



UNIVERSITY of WASHINGTON



"EKI-MELO," TRAIN MELODY, AMERICA

The Mountlake Terrace Melody Project: Co-Creating a Sound for the Link Light Rail Station

Created by
Daniel Vega Garcia
Alderete

University of Washington's
Community,
Environment, and
Planning



for
The City of Mountlake
Terrace



HELP CHOOSE THE SOUND OF MOUNTLAKE TERRACE STATION!

What is "Eki-Melo" (Train Melodies)?
In Japan, most train stations have their own **short, seven-second musical piece** that play as trains arrive and depart. Some stations even use melodies chosen by the community themselves, like local beer brewery's commercial jingle or John Denver's "Country Roads." These tunes are more than just catchy — they help riders **instantly recognize which station they're at**, creating a unique sense of place across an entire transit system.

Bringing Train Melodies to Mountlake Terrace
This project is adapting that practice for our very own **Mountlake Terrace Link Light Rail station**. Our city has a rich musical identity, so I teamed up with Argentine composer Joaquin Herreros to create **three original, seven-second melodies** inspired by our community's character.

Now, it's your turn to decide
Listen to all three, and vote for the one you feel best represents Mountlake Terrace. It's your **"stamp of approval"** that will decide the winner. Your votes and feedback will become part of a formal proposal to **Sound Transit's Board of Directors**, showing them that our community's soundscape should be shaped by the people who hear it every day.



If you live, work, volunteer, study, or just spend time in Mountlake Terrace, scan the QR code and let your voice be heard!

Questions? Want to Talk Instead? Get in Touch!
dvga@uw.edu

Pathway Four – Digital World

UNIVERSITY of WASHINGTON



“EKI-MELO,” TRAIN MELODY, AMERICA

The Mountlake Terrace Melody Project: Co-Creating a Sound for the Link Light Rail Station

Created by

Daniel Vega Garcia
Alderete

University of
Washington's
Community,
Environment, and
Planning



for

The Melody of Mountlake
Terrace



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r/mountlaketerrace

Joined

Mountlake Terrace WA

Just a subreddit for us MLTers.

Created Oct 1, 2016

Public

521

Weekly visitors

12

Weekly contributions

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Message Mods



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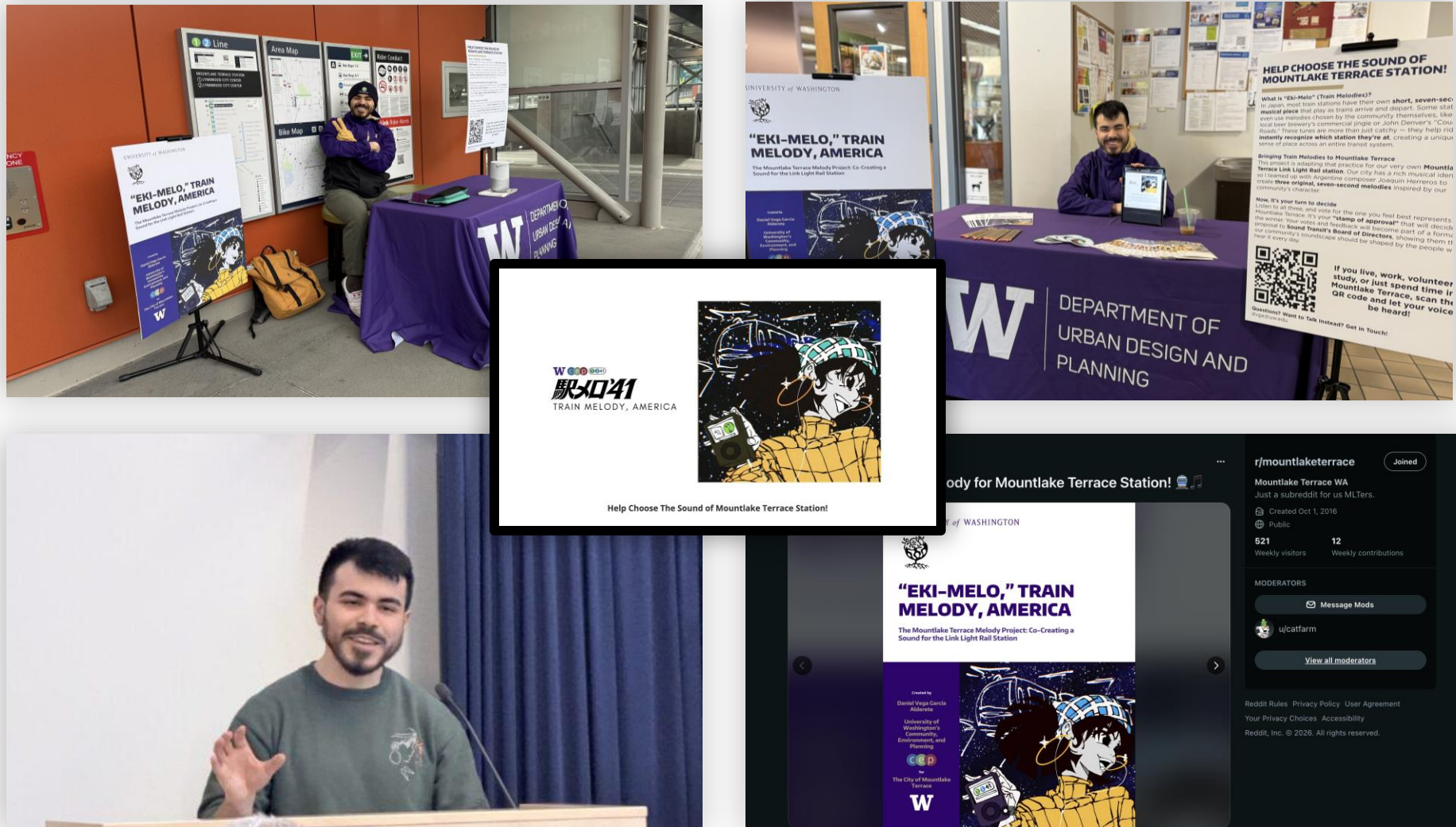
[Your Privacy Choices](#) [Accessibility](#)

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(Vega 2026)

234 Votes, 205 Suggestions.

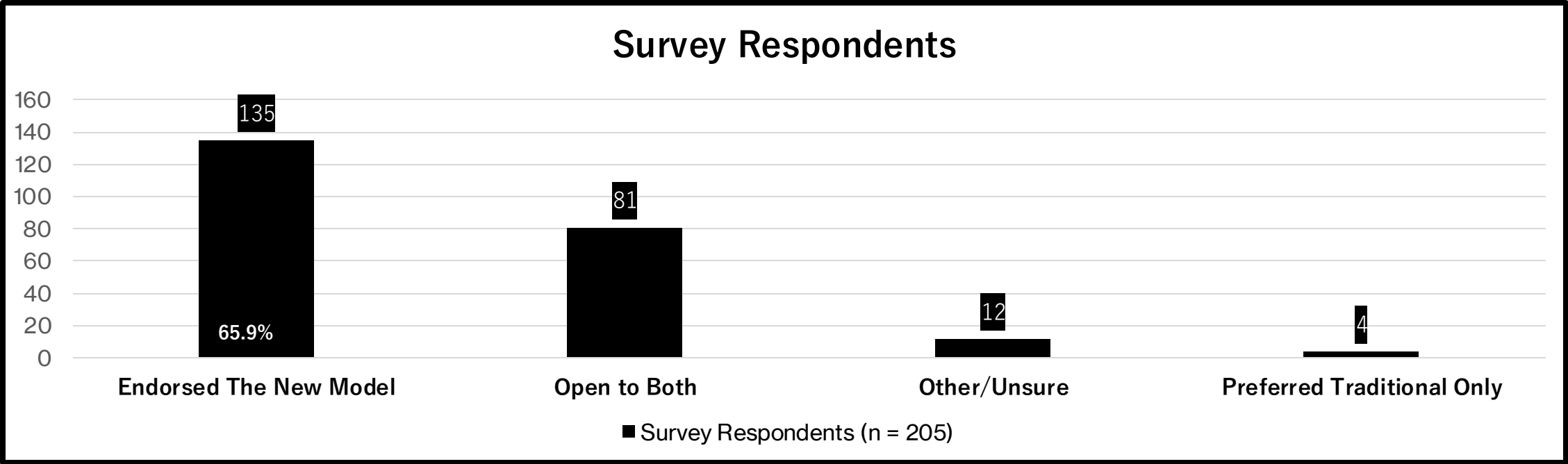
All from Meeting You Where You Already Were!



QUANTITATIVE ANALYSIS



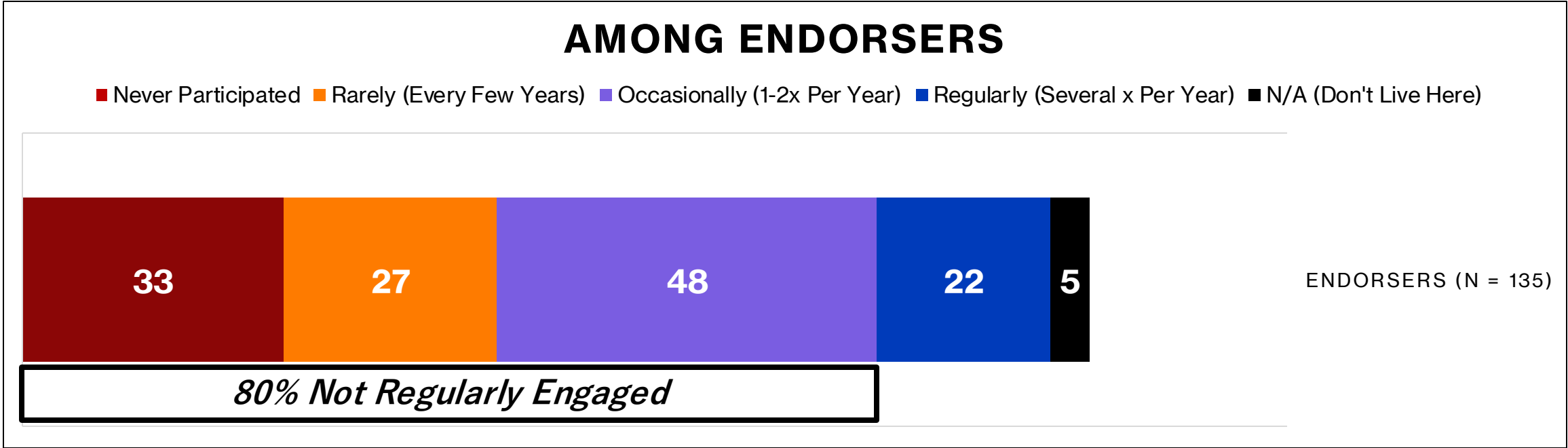
“Would you prefer if civic outreach happened this way – meeting you in your daily routine?”



Q11 permitted multiple selections. “Endorsed the New Model” combines preference strength and behavioral intent, deduplicated to unique respondents; the remaining three are single-option counts. Categories are not mutually exclusive — bars sum to positions held, not people.



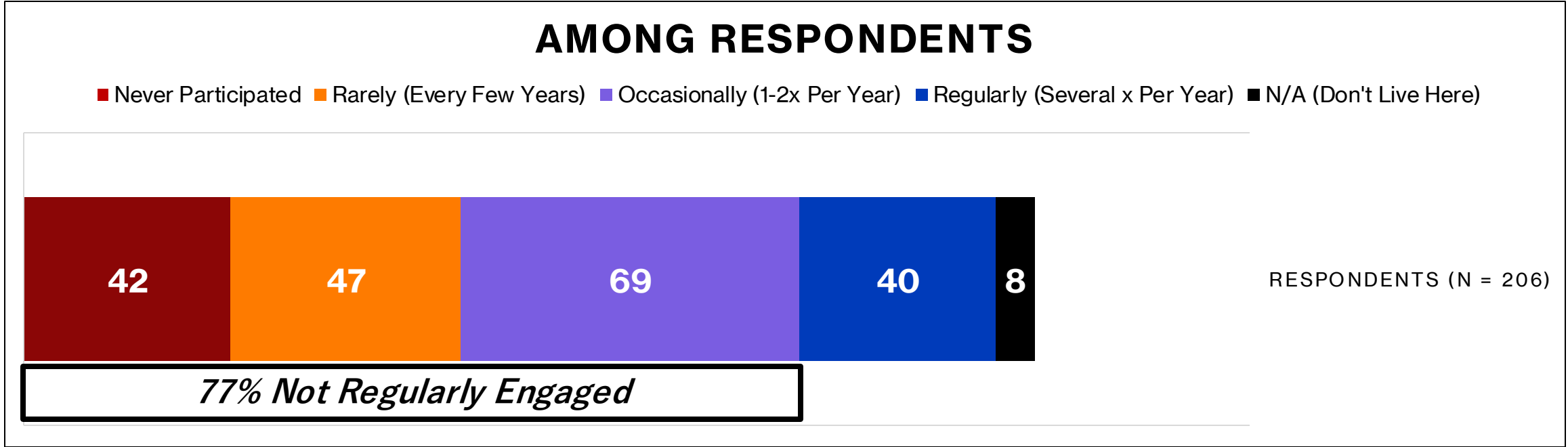
Who Endorsed It?



Q11 x Q9. Horizontal stacked bar, single 135-respondent unit, five segments left-to-right by civic-engagement frequency



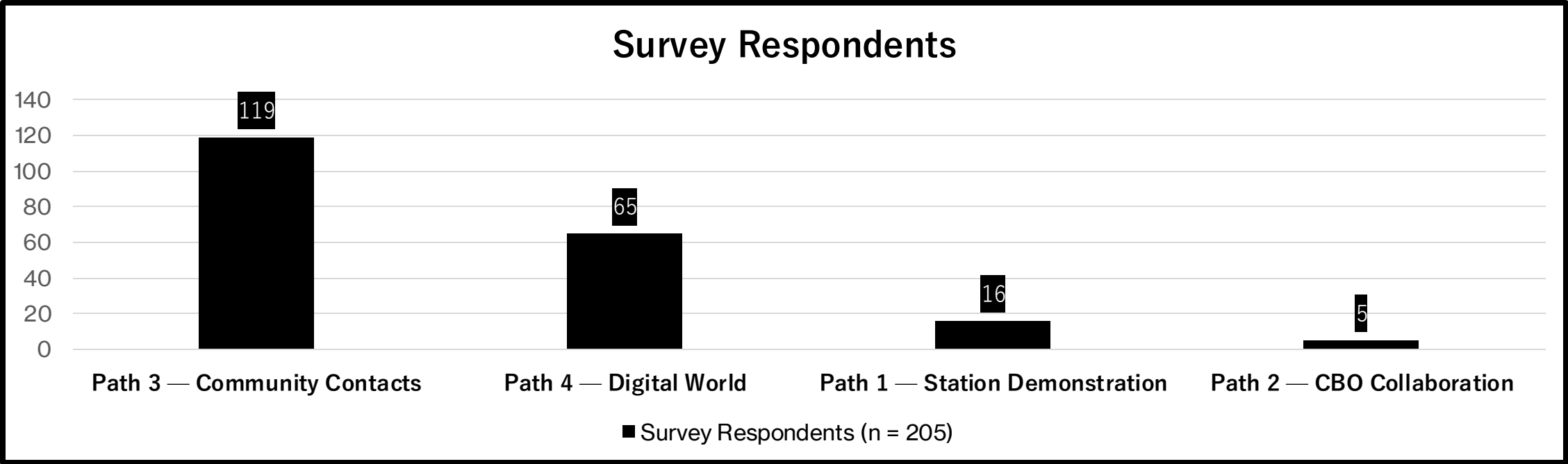
The Usual Suspects?



Q9. Horizontal stacked bar, single 206-respondent unit, five segments left-to-right by civic-engagement frequency



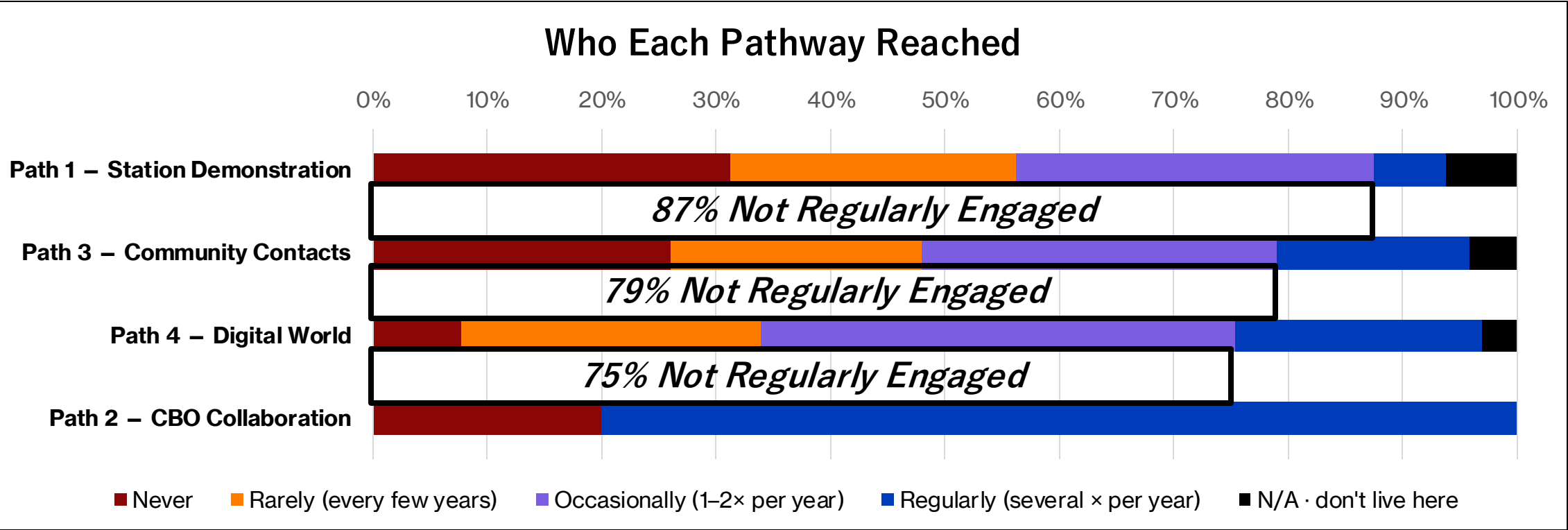
Where I Found Them



Q6 asked respondents where they encountered the survey. Counts are mutually exclusive: each respondent represents one access point.



The Pattern by Pathway



*Q6 × Q9. Each pathway shows the proportion of its unique respondents by self-reported civic-engagement frequency. **The closer engagement gets to people's daily routines, the further from the usual suspects.***



THEMATIC ANALYSIS

Anchored by Virginia Braun and Victoria Clarke (2006)



Theme 1: The Tyranny of Time

“I work at the stadiums in Seattle in addition to my day job, so I don't really have free nights or weekends.”

— 45–54, rarely engaged white, male homeowner, \$100K–149K · Town Center

“I become a ‘pumpkin’ after 5PM. Evening council meetings just aren't for me at that hour. Even though there are digital options for the council meetings (e.g. Zoom), those meetings are too long...”

— 35–44, occasionally engaged Asian/white nonbinary homeowner · Town Center

“Single mom with no child assistance beyond when I'm at work.”

— 35–44, occasionally engaged white homeowner, \$100K–149K · Gateway

“Too tired! I'm giving guitar lessons...”

— MLT resident, business-owner · rarely engaged



Theme 2: The Invisible Forum

“I have an architecture background, having taken classes in urbanism and city planning. Many decisions made in the city seem to be made in a way that is not transparent to the public. While the city is public, it makes decisions that the public is not generally aware of.”

— never civically engaged · architecture-trained frequent visitor

“They're not widely advertised so I usually find out about them late or after the event. I tend to find out about things via the notice board when visiting the library.”

— 25–34, occasionally engaged white transgender man, renter · Cedar Terrace

“I didn't even know we had a city-council. Like I did, but... where?”

— under 18, not engaged Hispanic male, renter · Lake Ballinger

“Never heard about them until they're over. From a friend. Saw old ads on trains, buses, etc.”

— 65+, never engaged Black male, subsidized housing, under \$25K · Town Center

“No idea when they happen.”

— 35–44, rarely engaged white female homeowner, \$200K+ · Gateway



Diversity, Equity, and Inclusion (DEI) Commission Case Study

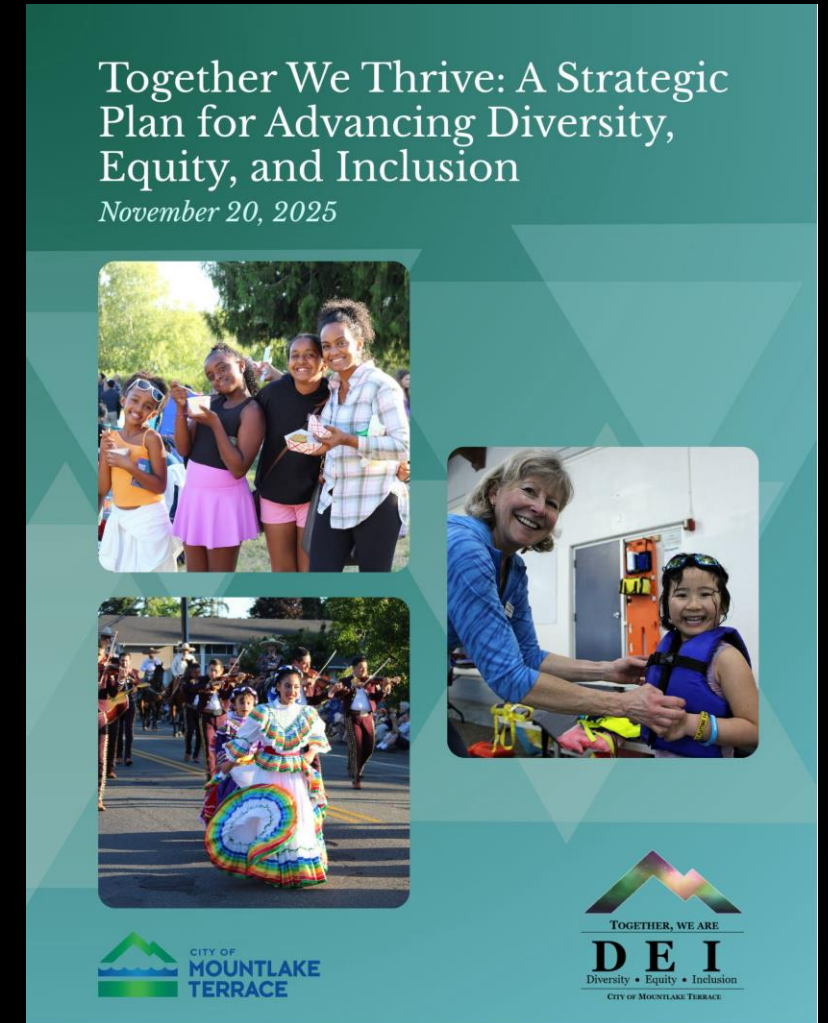
2021–2024 (three years):

- Launched on the city website
- Commissioners asked people to participate at all major city events
- 15 responses
 - *“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?”*

2024 — Relunched with The Vida Agency:

- Questions revised. Marketing renewed.
- +9 responses

Four years. Twenty-four voices. Launched in tandem with relationship-building, tabling, and Community Conversations (City of Mountlake Terrace 2025, § 4.2–4.2.3).



(City of Mountlake Terrace 2025)

Diversity, Equity, and Inclusion (DEI) Commission Case Study

2024–2025 — Community Conversations:

- Hand-delivered invitations, translated where needed.
- Masjid leaders invited their own members, the city didn't.

Six attempted. Four landed. 90 attendees:

- Dec 4: Masjid Umar Al-Farooq · **30**
- Dec 5: Cops & Clergy · **10**
- Jan 29: Open Conversation · **30**
- Feb 23: Bilingual, Sno-Isle Library + Snohomish County Health · **20**

(City of Mountlake Terrace 2025, § 6.4)

“You can't regulate people to care... have to play the long game to move beyond transactional relationships.”

(Quirindongo qtd. In Lee 2024, 28)

Path 2 was transactional. Community Contacts was a relationship.

Trust nets results.



(City of Mountlake Terrace 2025)

Theme 3: The Oppressive Podium

“... and too technocratic (e.g. complex budget jargon for the average joe to understand).”

— 35–44, occasionally engaged Asian/white nonbinary homeowner · Town Center

“... It's not worth going. They don't listen to me. I want them to install lights on 234th, but they never listen! It's not fair.”

— MLT resident, business-owner · rarely engaged

“Scheduling and feeling out of place in civic forums (Meaning most forums feel built for people that are: married/partnered, with kids, and own property).”

— 45–54, Indigenous, occasionally-engaged subsidized-housing renter, under \$25K · Cedar Terrace

“Not being aware of the meetings or agenda, or my ability to influence them with my presence.”

— 35–44, white nonbinary homeowner, never engaged · Cedar Terrace

“Intimidating formal format, lack of familiarity, lack of awareness.”

— 45–54, occasionally-engaged white female, \$75–99K · doesn't live in MLT



Theme 4: Excluded by Design

“My relationship to MLT is that I live here, but at most times feel out of place. If you are alone, child free, and not a property owner then there is a lot of caution or weariness is placed upon you for not fitting in. Class is a thing, and if you are not part of it, it follows you in your daily existence.”

— 45–54, Indigenous, occasionally-engaged subsidized-housing renter, under \$25K · Cedar Terrace

“Mountlake Terrace is a community for older adults, so I don't have much influence as a younger person. I stay because my family lives here, but I don't see many young people (ages 21–29) living here willingly, on their own.”

— 18–24, mixed-race male, lives with parents, \$100K–149K · Cedar Terrace

“I've been priced out of living in Mountlake Terrace. As a senior, I had to relocate to senior housing closer to Seattle, as it was the only option within my budget.”

— 65+, frequent white female visitor in senior living · displaced to Seattle

“Me falta informacion. No hay buena publicidad y no hay muchas opciones en espanol.”

— 35–44, never-engaged Mexican male, \$25–49K · Gateway



Theme 5: The Civically Willing

“You guys aren't even giving the time and effort to talk to me. Why would I go out of my way to reach you?”

— rarely engaged student respondent · demographics declined

“It's not my thing. I am satisfied, and I've nothing to complain about.”

— 65+ never-engaged white male, \$50-74K · doesn't live in MLT

“Are the meetings good? Are they worth going to?”

— 35-44 occasionally-engaged white male homeowner, \$200K+ · Town Center

“I am not very engaged. I am lazy! There is no incentive for me to go. I need to have a motive.”

— 65+ never-engaged white male homeowner, \$50-74K · Cedar Terrace

“I avoid any type of meeting.”

— 65+ never-engaged Asian male homeowner, \$75K-99K · Gateway



Methods and Tools for Communication and Engagement

- **Community event tabling, pop-ups, and intercepts.** This type of engagement brings opportunities to participate out into the community, such as joining a religious groups' Zoom meeting, handing out a survey at a drive-through line or bus stop, attending a business/community-based organization staff or board meeting, tabling at a Farmer's Market, interviewing people at parks and recreation sites, or canvassing a business district. While these conversations are traditionally held in person—particularly with hard-to-reach populations—remote and socially-distanced methods can provide adapted approaches.
- **Place-based outreach.** Posters and signs can be an effective way of informing people of a project. Combined with engagement, place-based outreach may include pop-ups, canvassing, participation in community events, or other efforts that provide casual interaction with the community. Social distancing requirements may limit opportunities for place-based outreach. Potential locations may include: local supermarkets, religious centers, parks, community centers, schools, school lunch programs, public health centers. Consultants may provide some graphics to support posters and signs.
- **Digital engagement tools.** These should be formatted for smart-phones as much as is feasible to facilitate engagement with people who don't have easy access to larger devices and fast internet. Consultants can advise on digital engagement tools that meet the above recommendations.
- **Interviews/listening sessions.** Gather in-depth feedback through scripted individual or group interviews with key stakeholders—such as community or advocacy groups—to learn more about the needs of specific populations. Interviews are typically conducted by phone or an online meeting platform. CPAG members may informally conduct these with “meeting-in-a-box” type materials and a common questionnaire to report back major takeaways to the City.



PUBLIC PARTICIPATION PLAN

June 26, 2023 | FINAL DRAFT

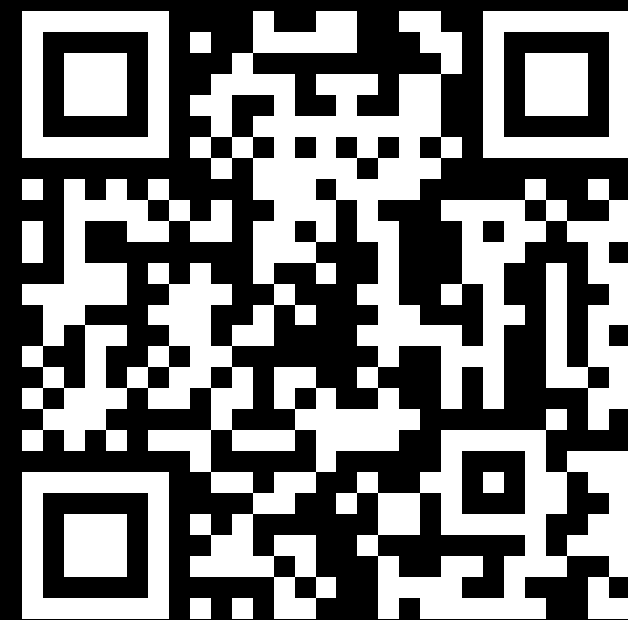
(City of Mountlake Terrace 2024)

One more thing...



Mountlake Terrace chose jazz.

103 of 234 votes. 20 respondents named MTHS unprompted — 7 asked that the band be the ones to record it.



Co-Creative Framework

*Full Breakdown of “Eki-Melo. Train
Melody, America.”*



Thank You!



STAFF REPORT

To: Mountlake Terrace City Council

From: Matthew Gisle, Building Official

Meeting Date: August 20, 2026

Subject: Discussion on MTMC 15.05.070 Regarding Building Remodel Requirements

Required Reviews:

Brooke Eidem	Created/Initiated - 08/11/2026
Brooke Eidem	Approved - 08/12/2026
Sirke Salminen	Approved - 08/12/2026
Hillary Evans	Approved - 08/12/2026
Jeff Niten	New -

Council Goal(s):

Responsible Governance to Ensure Desired Level of Service

Legislative History:

This item was brought to the City Council's attention during public comment. The Planning Commission held a discussion at their regular meeting on August 10.

Subject Summary:

MTMC 15.05.070(C) requires complete structural upgrades (meeting current code requirements) when the valuation of a proposed improvement project meets or exceeds 50% of the value of the home as determined by the Snohomish County Assessor. After public comment regarding this requirement, the City Council requested staff to provide information about the policy options available. The Planning Commission also expressed interest, and held a discussion on the item at their meeting on August 10th.

The language of MTMC 15.05.070(C) is as follows:

Residential buildings or structures outside of the Town Center (TC) zoning districts, per the City's Zoning Map, to which, in any three-year period, additions, alterations, or repairs exceed 50 percent of the assessed building value, as determined at the beginning of the three-year period, shall comply with all safety requirements of the IRC for new buildings. Residential buildings or structures within the TC zoning districts, per the City's Zoning Map, to which, in any five-year period, additions, improvements, alterations or repairs exceed 50 percent of the assessed value, as determined at the beginning of the five-year period, shall comply with all safety requirements of the IRC for new buildings.

This requirement does not come from the International Residential Code (IRC), so there is flexibility. A review of other jurisdictions reveals that the 50% valuation threshold is fairly typical, but the requirement for "all safety requirements" appears to be unique to Mountlake Terrace. Many other cities require upgrades for fire safety only, unless the home is located within a flood hazard area. Additionally, the language is subject to some interpretation, as "all safety requirements" is not well defined.

Staff developed 5 alternatives for policy consideration. Those are listed below, with notes about their benefits and trade-offs.

#	Alternative	Primary benefit	Trade-off/caution
1	No change	Strongest safety standard	Cost to homeowners; concerns about clarity
2	Remove requirement outside Town Center	Provides the most relief for homeowners	Potential loss of safety review where most older homes are located
3	Raise valuation threshold to 75%	Reduce the number of remodels that trigger the requirement	Does not solve the ambiguity of the code
4	Clarify requirements	Targeted and predictable	Requires careful consideration and drafting of language
5	Combination approach	Balances safety, cost, and equity	Requires policy direction

The Planning Commission's discussion focused on option 5 as the preferred alternative, with additional suggestions for consideration:

- Apply a maximum cost to the required upgrades of 10% of the total construction value. This limits the financial impact.
- Remove the reference to "all safety" and instead apply a prioritization of upgrades, with seismic retrofits at the top.
- Consider removing the requirement for underground power between the property line and the building.
- Investigate external resources, such as grant funding, the Earthquake Home Retrofit Program, and other potential collaboration with FEMA.

The City Council is being asked for policy direction on this matter.

Financial/Budget Impacts:

Budget Amendment Required? No

Budget and Sources:	
---------------------	--

Expenditure:	
New Appropriation Required + Sources:	

Additional Financial Information:

N/A

Community Notifications:

City Council Agenda

If "Other," please specify:

Board/Commission Recommendation:

The Planning Commission discussed this item on August 10 and provided a recommendation.

Staff Recommendation:

N/A

Council Motion:

N/A

Attachments:

1. Presentation



Residential Alteration Valuation Trigger

MTMC 15.05.070(C) • Options for Planning Commission and City Council

Planning Commission: August 10, 2026 | City Council: August 20, 2026

Matthew Gisle, Building Official | Community Development Department

Purpose

Request policy direction on how MTMC 15.05.070(C) should apply to major residential alterations.

- Summarize the current 50% valuation trigger.
- Identify how the rule affects older and lower-assessed homes.
- Compare options: keep, remove, raise threshold, or clarify requirements.
- Seek direction before drafting code language.

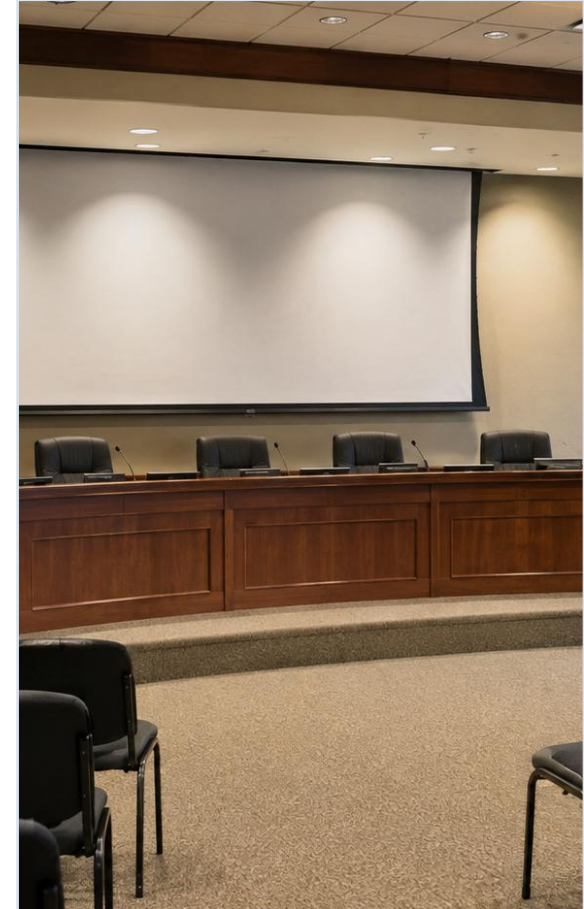


Representative permit review image

Agenda

Follows the City's staff report outline.

- 1 Council goals
- 2 Current code and policy issue
- 3 Block-wall housing inventory
- 4 Alternative approaches
- 5 Timeline and outreach
- 6 Staff recommendation
- 7 Discussion and questions



Representative council chamber image

3

Council Goals

The policy question intersects with housing reinvestment, safety, and transparency.

Most directly related goals

- Growing Our Vibrant Community
 - Responsible Governance to Ensure Desired Level of Service
 - An Informed and Engaged Community
-

Policy lens

Encourage reinvestment in existing homes while preserving a targeted safety review for substantial work.



Representative neighborhood image

Legislative History

The trigger is an existing local amendment to the Residential Code.

1

Local rule adopted

Substantial residential work may trigger additional safety compliance.

2

Current practice

50% of assessed building value is evaluated over 3 years outside TC and 5 years within TC.

3

Current request

City Council has asked us to bring information and policy options.

4

Next step

Direction can be used to prepare draft code language for formal review.

Key question: What level of required upgrade is proportionate when an existing house crosses the valuation threshold?



Representative block-wall home image

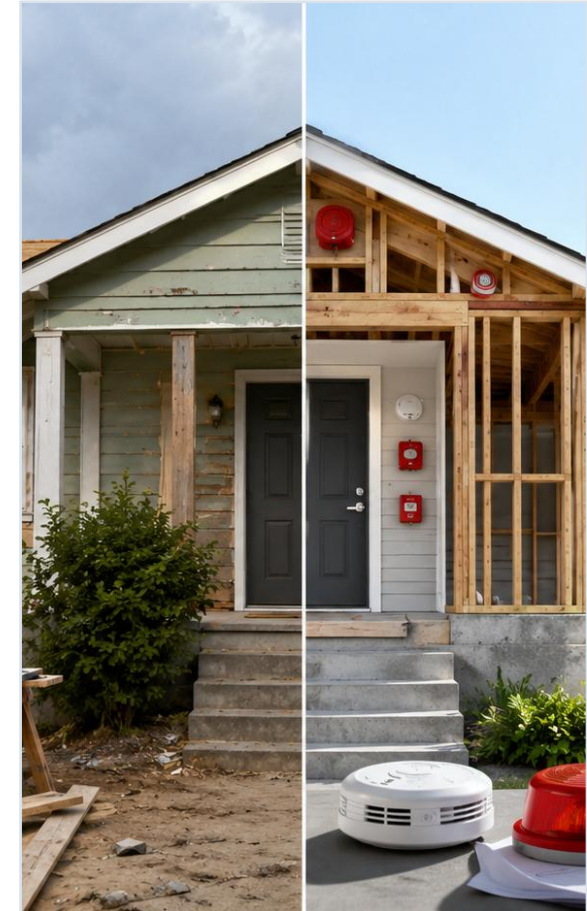
5

Current Code Summary

MTMC 15.05.070(C) adds a local safety trigger beyond the standard alteration rule.

Current threshold

- Outside Town Center: work exceeding 50% of assessed building value in any 3-year period.
- Within Town Center: same trigger over a 5-year period.
- Result of trigger: “all safety requirements of the IRC for new buildings.”



Representative remodel/safety image

What does this trigger mean

MTMC 15.05.070(C) adds a local safety trigger beyond the standard alteration rule.

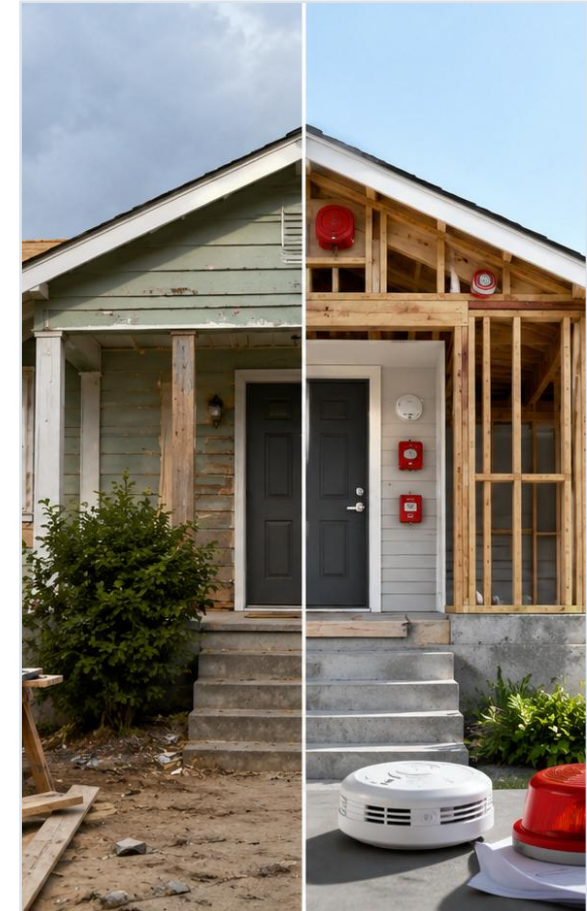
When MTMC 15.05.070(C) Is Triggered

The existing residence must demonstrate compliance with the **current safety requirements applicable to a new dwelling**, including:

- Structural capacity for **seismic, wind, snow, and gravity loads**
- Compliant **lateral systems and continuous load path**
- Current **egress, guards, handrails, safety glazing**
- Safe **plumbing, mechanical, fuel-gas, and electrical systems**

Why this can be difficult:

Older homes were built under significantly different standards. Demonstrating current compliance may require engineering, system evaluations, opening concealed construction, and upgrades to portions of the home that were not part of the original remodel scope.



Representative remodel/safety image

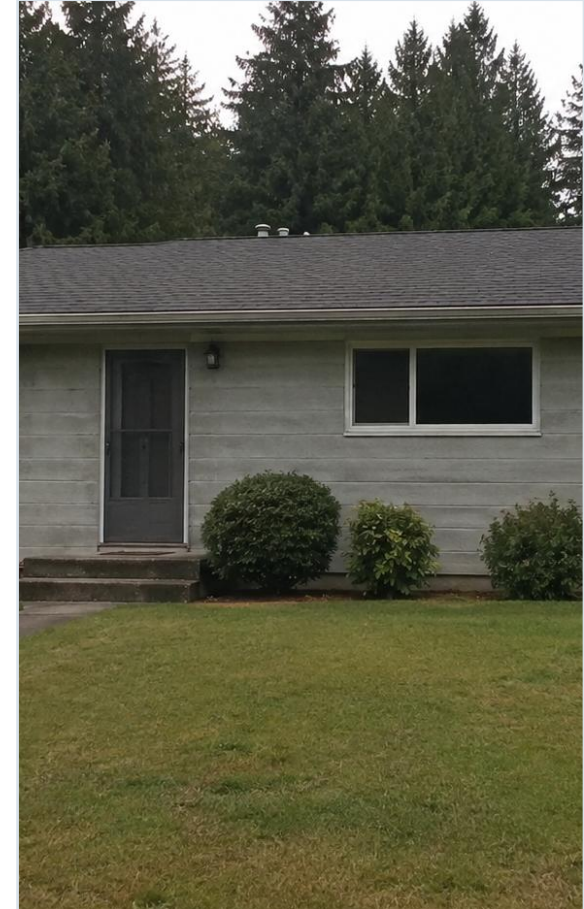
Why It Matters in Mountlake Terrace

Assessor data identifies a significant block-wall housing inventory.

513

homes identified with block walls in Mountlake Terrace

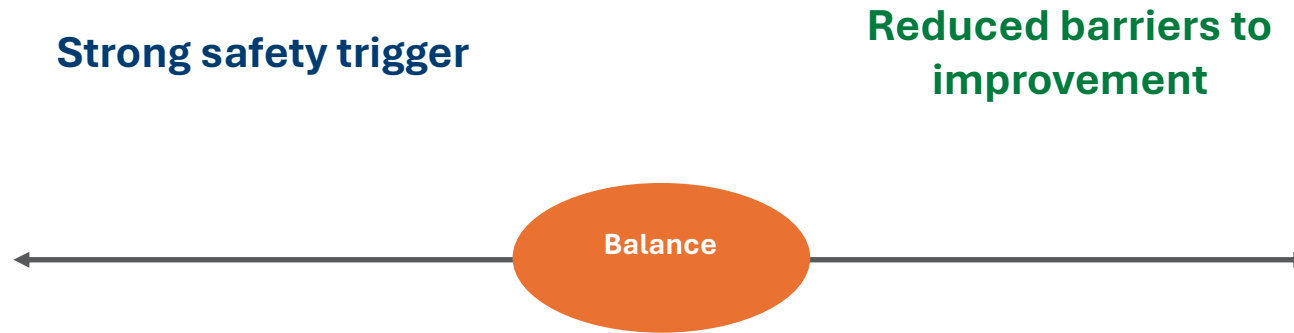
- Likely concentrated in older, lower-assessed housing stock.
- Block-wall construction can raise legitimate structural and seismic questions.
- Assessor classification does not prove the wall is unreinforced.
- Project-specific verification is still needed.



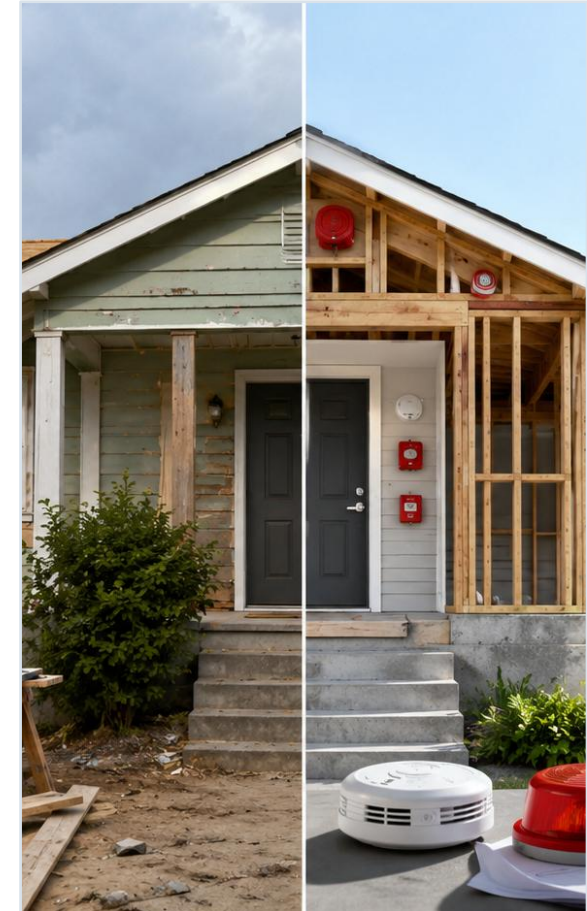
Representative block-wall home image

Policy Issue

Safety improvement and housing reinvestment can support or undermine each other.



- Too little review may leave serious hazards unaddressed.
- Too much required work may make improvements infeasible.
- Best path may be targeted, predictable, and proportionate.



Representative remodel/safety image

Alternatives Overview

Five paths are available for discussion.

Option	Primary benefit	Primary caution
1 No change	Strongest safety standard	Cost and clarity concerns remain
2 Remove outside TC	Most relief for homeowners	May lose safety review where most older homes are located
3 Raise to 75%	Fewer ordinary remodels trigger	Does not solve ambiguity
4 Clarify requirements	Targeted and predictable	Requires careful drafting
5 Combination approach	Balances safety, cost, equity	Needs policy direction



Representative neighborhood image

Alternative 1 — No Change

Keeps the strongest current safety position.

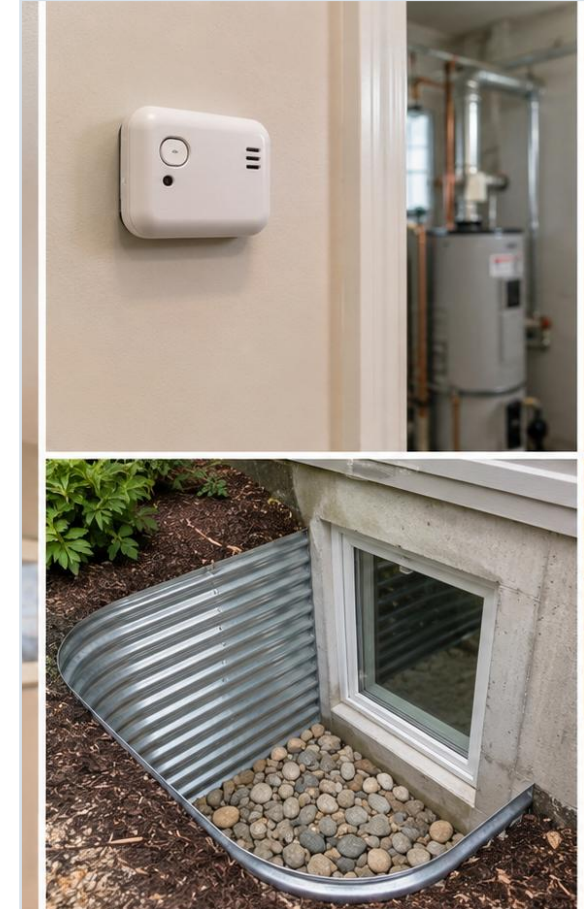
Benefits

- Preserves a strong safety standard for substantial projects.
- Captures phased work over time.
- Addresses known issues when owners are already investing.
- Typically, required life-safety upgrades add less than 10% to the overall project cost.

Concerns

- Can require upgrades disproportionate to proposed scope.
- May discourage permitted improvements.
- May cause more work without benefit of permits

Best use: if Council prioritizes the broadest safety trigger over cost predictability.



Representative life-safety features image

Alternatives 2 and 3

Reduce when the trigger applies, but leave key safety questions unresolved.

Alternative 2: Remove outside Town Center

- Greatest relief for homeowners.
- Simplifies administration outside TC.
- May eliminate review where many older homes are located.

Alternative 3: Raise trigger to 75%

- Middle ground: fewer moderate projects trigger.
- Keeps safety mechanism for major projects.
- Does not define “all safety requirements.”

Staff note: Raising or removing the trigger addresses frequency, not scope.



Representative neighborhood image

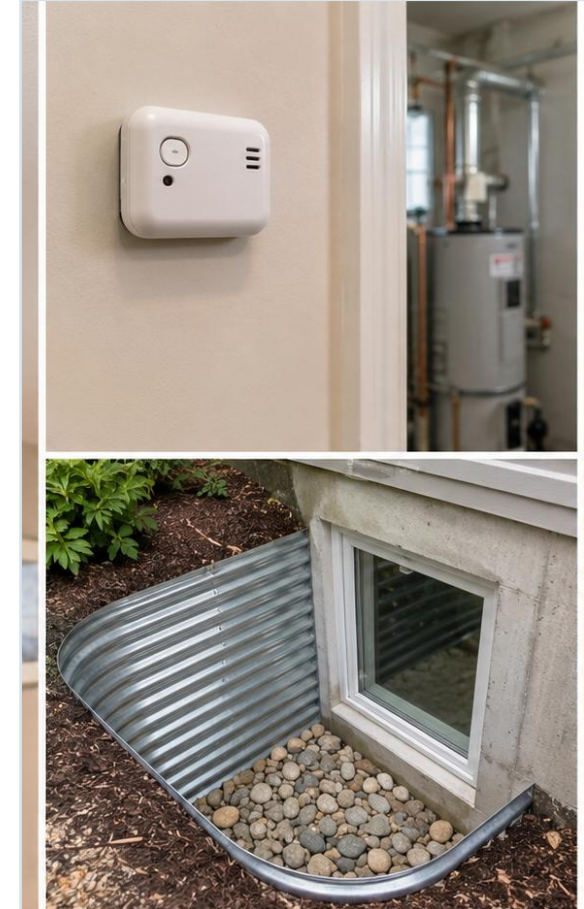
Alternative 4 — Clarify Required Improvements

Retain the trigger, but make the resulting requirements targeted and predictable.

- Prioritize required safety upgrades based on return on investment.
- Limiting upgrades to meet specific code like seismic.
- Licensed design professional evaluation when structural risk is present.
- Targeted whole-house life-safety items like: Structural capacity for seismic, wind, snow, and gravity loads, address, imminent hazards.

Block-wall focus

The 513-home inventory supports targeted structural evaluation when a project affects a block-wall lateral system—not automatic whole-house retrofit for every triggered permit.



Representative life-safety features image

Alternative 5 — Combination Approach

Staff/ planning commission -preferred balance: keep a review point, clarify scope, and limit unrelated costs.

1

Retain trigger
Keep 50% threshold and cumulative periods as a review point.

2

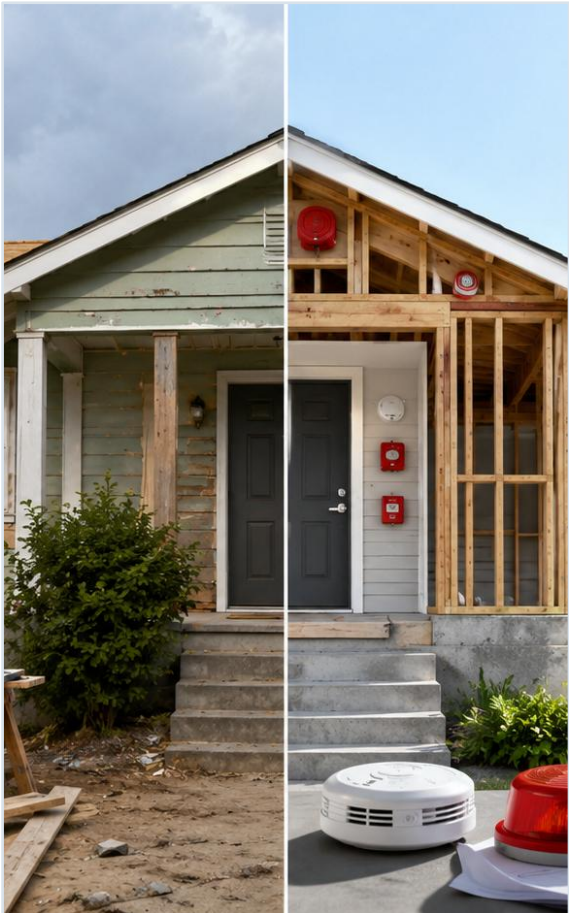
Define safety package
Replace broad wording with specific requirements in order of priority.

3

Add cost limit
Limit unrelated City-required upgrades to 10% of permitted project valuation.

4

Preserve exceptions
No cap for unsafe conditions, unpermitted work, or components directly affected by work.



Representative remodel/safety image

Policy outcome: meaningful safety review without making beneficial improvements cost prohibitive.

Timeline and Decision Path

Informal direction first; draft code language can follow.



No final code action is requested at the first discussion meetings.



Representative council chamber image

Financial and Community Impacts

No direct City budget amendment is anticipated; the main impact is on project feasibility.

City budget

- No new appropriation anticipated.
- Some staff time needed for drafting, outreach, and implementation.

Resident/project impact

- A clearer rule can improve predictability at design and permit intake.
- A targeted safety package may reduce the incentive to defer work or avoid permits.
- Leaving the rule unchanged maintains the strongest safety position but may add significant project cost.



Representative permit review image

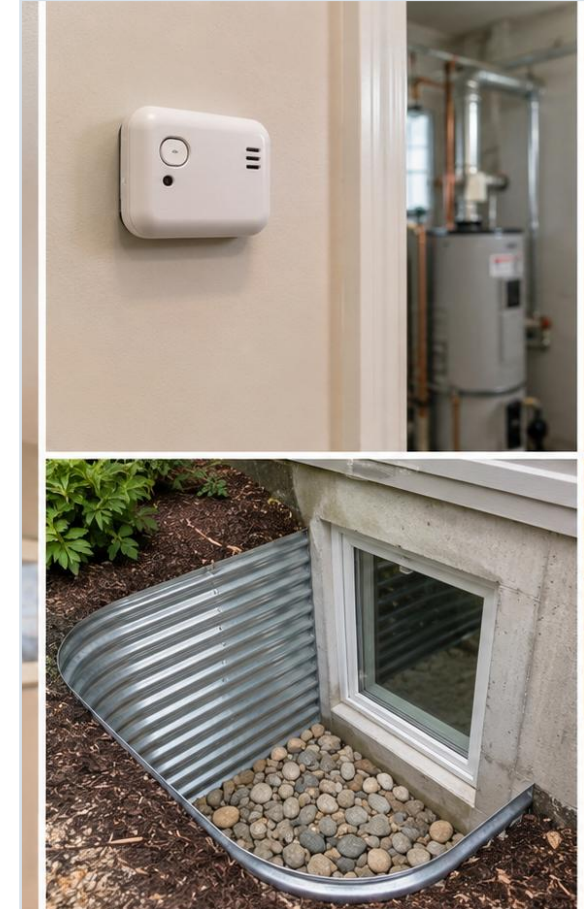
1
5

Staff/Planning Commission Recommendation

Support Alternative 4 or Alternative 5 as the preferred policy direction.

Recommended direction

- Retain the 50% valuation trigger and cumulative review periods.
- Replace broad “all safety requirements” language with defined requirements and prioritized list.
- Limit unrelated required upgrades to 10% of project valuation, with safety exceptions.



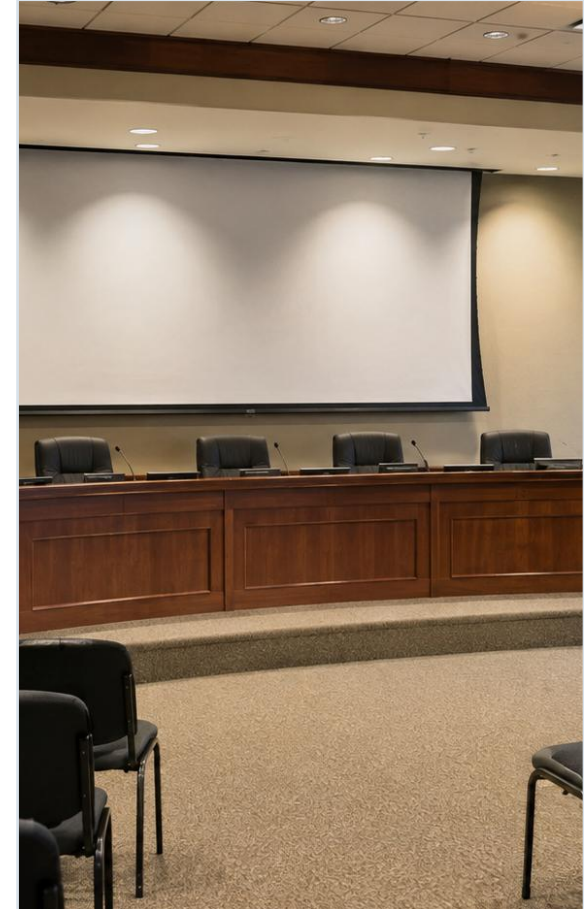
Representative life-safety features image

Discussion Questions

Direction requested before staff prepares draft amendments.

- Should the 50% trigger remain, be removed outside TC, or increase to 75%?
- Should required upgrades be limited to a defined safety package?
- Should unrelated required upgrades be capped at 10% of project valuation?
- Should code be left as is or be changed?

Request: Provide policy direction for staff to prepare refined code language.



Representative council chamber image

1
7



Thank you

Questions and discussion

Key references

- MTMC 15.05.070(C), Building Code local amendment
- City of Mountlake Terrace Strategic Plan 2025–2029
- Residential Alteration Valuation Trigger staff draft
- Snohomish County Master Records.xlsx / City analysis: 513 block-wall homes
- HistoryLink: Mountlake Terrace thumbnail history

Photos/visuals are representative illustrations unless otherwise noted.

From: noreply@civicplus.com
To: [EMAIL CITYHALL](#)
Subject: Online Form Submission #10957 for Application for Boards and Commissions
Date: Friday, April 24, 2026 9:45:38 AM

**** External Email ****

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Application for Boards and Commissions

The Mountlake Terrace City Council is seeking candidates for vacancies on its boards and commissions. These volunteers are appointed and offer their knowledge and experience to advise and inform them on a variety of issues to help shape the community.

Recruitment is conducted each year (usually in the spring); however you may apply anytime as openings may occur throughout the year.

Applications are valid for one recruitment cycle.

More information here: <https://www.cityofmlt.com/450/Boards-and-Commissions>

How to Apply

Complete and submit the online application below. Or, download an application [here](#), complete it and send to cityhall@mltwa.gov.

The City Clerk may contact you for an interview with the City Council Board and Commission Interview Committee. The Committee makes a recommendation for appointments for the full City Council to vote on.

First and Last Name	Matthew Primmer
Address	22906 55th Ave W
City	Mountlake Terrace
State	WA
Zip Code	98043

Occupation	Senior Product Manager
Phone Number	9088687722
Email Address	mattprimmer1@gmail.com
Board or commission for which you are applying?	Planning Commissioner
Are you willing to serve on another board or commission if not chosen for this one?	Yes
Second Choice	Recreation and Park Advisory Commissioner
Third Choice	<i>Field not completed.</i>
Why are you interested in serving on a City of Mountlake Terrace board or commission?	I'm a Mountlake Terrace resident and father who's chosen this city as our long-term home, and I'd like to contribute to its decisions at a pivotal moment. MLT is in the early years of executing Vision 2044, and the choices made now on housing, Town Center growth, zoning, and parks and open space will shape what the city looks like when my family and I are still living here decades from now. My professional background is in product management and technology consulting, where I've spent a decade building multi-year roadmaps and facilitating decisions across competing stakeholder groups, including federal government engagements with the U.S. Air Force, Healthcare.gov, and the U.S. Postal Service. Over the past four years I've also managed three Seattle-area residential remodels, which gave me firsthand exposure to permitting, zoning, and how planning decisions affect real families. Planning Commission is my first choice because Vision 2044 implementation is where I think I can contribute most directly. The Recreation and Park Advisory Commission is my second choice because the Open Space Plan work ties into the same Comprehensive Plan framework, and because I care personally about the parks and recreation infrastructure that make MLT a great place to raise a family.
Are you able to regularly attend the meetings?	Yes. I've reviewed the meeting schedules — Planning Commission (7 p.m., 2nd and 4th Mondays) and Recreation and Park Advisory Commission (7 p.m., 2nd Tuesdays) — and can commit to consistent attendance for whichever I'm appointed to. My work schedule accommodates evening civic meetings, and I'm prepared to do the reading and preparation required between sessions. For any unavoidable absences (e.g., travel, family obligations), I'll provide advance notice to the Chair and staff liaison per the standard excused-absence

	process.
Describe any community activities or volunteerism you have done and please include any leadership roles.	Peer support group facilitator at a behavioral health facility in the Everett area (2+ years), leading a bi-weekly session for adult residents. Active weekly member of Seattle PEPS (Program for Early Parent Support), stepping in as group leader/facilitator when the regular facilitator was absent for family reasons. Attended (virtually) MLT's recent budget audit and recommendation session.
Do you have experience working as part of a team? If so, please describe briefly.	Yes, extensively. My career as a product manager and consultant is built on cross-functional teamwork aligning engineering, design, legal, sales, and customer stakeholders with competing priorities, then making decisions the full group can commit to. At Accenture I also coordinated across multiple federal agencies and vendors on deadline-driven public-sector work.
Whether or not you have team experience, do you enjoy working with others?	Yes, genuinely. What I enjoy most about teams is the energy of multiple people pulling in the same direction toward a shared goal. I'm also someone who's fed by social interaction; meeting and getting to know new people is something I actively look forward to.
Please list any occupational/educational skills or background you feel are relevant to serving on this board.	Hands-on permitting and zoning exposure through three residential remodels (2021–2024). Decade of multi-year roadmap planning very applicable to Comprehensive Plan work. Federal government consulting experience (U.S. Air Force, Healthcare.gov, USPS). Stakeholder facilitation and plain-language communication of technical topics to senior leaders. Bachelors of Business Administration, Computer Information Systems, James Madison University
Please list any interests or hobbies if applicable to your application to this board or commission.	Land use and transit policy, particularly transit-oriented development and how zoning shapes community character. As a father, I think about what makes a city a good place to raise kids long-term.
Please attach your resume and/or briefly summarize your recent work experience. If retired, student or not working, please let us know or describe your previous work experience.	See attached resume

How did you learn about
volunteering for boards
and commissions?

I searched for volunteer opportunities

Attach your resume, if
not summarized above.

[Matt_Primmer_MLT_Commission_Resume_final_424.docx](#)

Email not displaying correctly? [View it in your browser.](#)

Matt Primmer

Mountlake Terrace, WA · (908) 868-7722 · mattprimmer1@gmail.com
Applying for: Planning Commission · Recreation & Park Advisory Commission (2nd)

CIVIC PROFILE

Mountlake Terrace resident and product leader with a decade of experience building multi-year roadmaps and facilitating decisions across competing stakeholder groups, including federal government consulting engagements. Three Seattle-area residential remodels (2021–2024) have given me hands-on exposure to permitting, zoning, and contractor accountability. I want to contribute to MLT’s decisions as the city executes its Vision 2044 Comprehensive Plan.

PROFESSIONAL EXPERIENCE

Sr. Product Manager, Qualtrics Jun 2020 – Present

- Lead strategy formulation and execution for a standalone business unit within a multi-billion-dollar software company; responsible for multi-year roadmap decisions that balance customer needs, engineering capacity, and legal/compliance constraints.
- Run cross-functional decision forums with engineering, design, legal, sales, and customer representatives—surfacing disagreement early and documenting the tradeoffs behind each decision.
- Present written briefs and live recommendations to executive leadership and customer advisory boards, translating technical concepts into language non-technical stakeholders can act on.
- Inventor on four issued/pending U.S. software patents (US-12381980-B2 and three applications).

Engagement Manager / Sr. Technology Consultant, Qualtrics Mar 2018 – Jun 2020

- Managed five concurrent enterprise implementations across airlines, finance, retail, and insurance; served as primary liaison between technical teams and executive clients.
- Facilitated scoping workshops and recurring steering committees with 10+ stakeholder organizations, keeping multi-party projects aligned through competing timelines and priorities.

Technology Consultant / Senior Software Developer, Accenture Nov 2014 – Nov 2018

- Delivered software on federal and healthcare programs for clients including the U.S. Air Force, Healthcare.gov, and the U.S. Postal Service — including database infrastructure for USPS real-time parcel tracking at 500M+ parcels per day.
- Coordinated across multiple federal agencies and vendors on deadline-driven public-sector deliverables.

COMMUNITY & RESIDENTIAL INVOLVEMENT

- Three Seattle-area residential remodels (2021–2024): engaged directly with municipal permitting offices, zoning requirements, contractor compliance, and neighborhood-level impact.
- Attended MLT’s recent budget audit and recommendation session to follow current fiscal discussions firsthand.
- Grateful, established Mountlake Terrace resident of 3+ years; Pacific Northwest resident for 8+ years; father; plans to remain in the city long-term.

EDUCATION

- B.B.A., Computer Information Systems — James Madison University, Magna Cum Laude
- Mastering Product Management & Foundations — Reforge, professional development (2021–2022)

From: noreply@civicplus.com
To: [EMAIL CITYHALL](#)
Subject: Online Form Submission #11390 for Application for Boards and Commissions
Date: Monday, July 20, 2026 11:50:22 AM

**** External Email ****

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Application for Boards and Commissions

The Mountlake Terrace City Council is seeking candidates for vacancies on its boards and commissions. These volunteers are appointed and offer their knowledge and experience to advise and inform them on a variety of issues to help shape the community.

Recruitment is conducted each year (usually in the spring); however you may apply anytime as openings may occur throughout the year.

Communication with applicants, board members, and commissioners is primarily by email.

If you applied for a board or commission and did not received an acknowledgement email, please send a message to cityhall@mltwa.gov.

Applications are valid for one recruitment cycle.

More information here: <https://www.cityofmlt.com/450/Boards-and-Commissions>

How to Apply

Complete and submit the online application below. Or, download an application [here](#), complete it and send to cityhall@mltwa.gov.

The City Clerk may contact you for an interview with the City Council Board and Commission Interview Committee. The Committee makes a recommendation for appointments for the full City Council to vote on.

First and Last Name

Meriby Salgado Ydrac

Address

23905 Van Ry Blvd apt 504

City	Mountlake Terrace
State	Washington
Zip Code	98043
Occupation	Admissions advisor
Phone Number	5039155419
Email Address	meriby.sydrac@gmail.com
Board or commission for which you are applying?	Diversity, Equity and Inclusion Commissioner
Are you willing to serve on another board or commission if not chosen for this one?	Yes
Second Choice	Arts Advisory Commissioner
Third Choice	Community Ambassador (2027-2028)
Why are you interested in serving on a City of Mountlake Terrace board or commission?	I want to be more involved with the MLT community. I have lived here for more than 2 years living here and I love it! It has a lot of potential, and I would love to be part of the improvements.
Are you able to regularly attend the meetings?	It depends on the time, but I will try my best to do attend all of them.
Describe any community activities or volunteerism you have done and please include any leadership roles.	My most recent volunteering was for the FIFA World Cup in Seattle. I also enjoy volunteering for local animal shelters.
Do you have experience working as part of a team? If so, please describe briefly.	Yes, I have always been involved in student clubs when I was in college and most of my work experience has relied heavily on group work. In my current position, communication and collaboration are crucial in order to complete our tasks successfully.
Whether or not you have team experience, do you enjoy working with others?	Absolutely!

Please list any occupational/educational skills or background you feel are relevant to serving on this board.

I used to serve as a student coordinator for the Multicultural Student Programs department in my previous university. I am currently an admissions advisor for intentional students, which provides me with the opportunity to engage with people of different cultures. Most of my courses in college were to become a bilingual teacher and even though my plans later changed, I am still committed to serving in the education field.

Please list any interests or hobbies if applicable to your application to this board or commission.

I am part of a book club in Spanish, I am currently in school for a graduate degree in Organizational Leadership, I enjoy playing tennis, pickleball and running. My new hobby is pottery, and I have a lot of plants!

Please attach your resume and/or briefly summarize your recent work experience. If retired, student or not working, please let us know or describe your previous work experience.

Field not completed.

How did you learn about volunteering for boards and commissions?

Newsletter

Attach your resume, if not summarized above.

[Resume-Meriby S. Ydrac.pdf](#)

Email not displaying correctly? [View it in your browser.](#)

Meriby Salgado Ydrac

meriby.sydrac@gmail.com | 503-915-5419 | Greater Seattle Area

PROFESSIONAL PROFILE

Skilled in building trust and fostering effective working relationships across all organizational levels, facilitating seamless collaboration while working independently. Experience in managing multiple projects simultaneously in fast-paced environments, excelling in prioritization and task completion. Proficient in the Microsoft Office Suite, including Outlook, PowerPoint, Excel, and Word, as well as various office technologies. Demonstrated expertise in creating presentations using PowerPoint and Canva, and developing insightful reports in Excel.

EDUCATION

Western Oregon University

Bachelor of Arts in Spanish - GPA 3.9 summa cum laude
Concentration in Education

Monmouth, Oregon

March 2023

University of Puerto Rico - Rio Piedras Campus

National Student Exchange

San Juan, Puerto Rico

August 2022 - January 2023

EXPERIENCE

Study Abroad & Center for Professional Pathways, Western Oregon University

Monmouth Oregon

Administrative Assistant, Study Abroad & Salem Campus

April - December 2023

- Managed and tracked purchase transactions and shipping for the Center of Professional Pathways department.
- Provided monthly purchase maintenance, and monthly reconciliations, utilizing the P-card issued by the University.
- Supported the building manager in daily administrative tasks and events needs across the department.
- Arranged and coordinated events, venues, and room setup including audio/visual.
- Assisted with presentation document creation and meeting material preparation.
- Proactively monitored and tracked student progress utilizing specific software programs, including office technology like Word and Excel.
- Attended meetings, took notes, tracked, and shared daily decisions and actions.
- Delivered advising sessions with students one-on-one in person, via phone, or via video conferencing calls.
- Facilitated study abroad informative sessions as needed utilizing a variety of presentation software, including Microsoft Teams, Microsoft PowerPoint, and Canva.
- Reviewed Study Abroad website to ensure information was up-to-date and made changes or updates as needed.

International Programs, Chemeketa Community College

Salem, Oregon

International Ambassador

August 2019 - March 2020

- Provided general administrative support to the international advising team, including event preparation, reception (phone and in-person), copying, filing, and maintaining office supply inventory.
- Offered first-line customer service to new applicants, returning students, and staff regarding registration, general program information, and school processes.
- Contributed to the seamless onboarding process by assisting in processing applications for both new and transfer students, utilizing database software tools.
- Scheduled advising appointments, and responded to international student inquiries.
- Actively engaged in the recruitment and outreach activities of prospective international and service learning students through on-campus events, classroom visits, informational sessions, and collaboration with various campus departments.
- Participated in the development of the International Programs Department, creating annual and ongoing work goals, activities, and assessments, as well as collaborating in facilitating the team meetings.

Multicultural Student Services & Programs, Western Oregon University

Monmouth, Oregon

Multicultural Representative (MCR) Coordinator

January - June 2022

- Collaborated in the recruitment process by actively engaging potential board members and interns at on-campus events, club meetings, and various department locations.
- Participated in selection committees, and other groups to support departmental or college-wide goals and advocate for student needs.
- Demonstrated a commitment to diversity and inclusion by providing dedicated mentorship support to historically underrepresented student populations at WOU.

From: noreply@civicplus.com
To: [EMAIL CITYHALL](#)
Subject: Online Form Submission #10755 for Application for Advisory Roles
Date: Sunday, March 22, 2026 3:17:24 PM

**** External Email ****

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Application for Advisory Roles

The Mountlake Terrace City Council is seeking candidates for vacancies on its advisory committees, commissions, boards, and programs. These volunteers are appointed and offer their knowledge and experience to advise and inform them on a variety of issues to help shape the community.

Recruitment is conducted each year (usually in the spring); however you may apply anytime as openings may occur throughout the year.

Applications are valid for one recruitment cycle.

More information here: [City Advisory Roles | Mountlake Terrace, WA](#)

How to Apply

Complete and submit the online application below. Or, download a PDF application [here](#), complete it and send to cityhall@mltwa.gov.

The City Clerk may contact you for an interview with the City Council subcommittee. The subcommittee makes a recommendation for appointments for the full City Council to vote on.

First and Last Name	Steve Carbary
Address	6003 232nd PI SW
City	MOUNTLAKE TERRACE
State	WA
Zip Code	98043
Occupation	Marketing Manager

Phone Number	4257727085
Email Address	stevecarbary@outlook.com
Advisory role for which you are applying?	Arts Advisory Commissioner
Are you willing to serve in another advisory role if not chosen for this one?	Yes
Second Choice	Recreation and Park Advisory Commissioner
Third Choice	<i>Field not completed.</i>
Why are you interested in serving on a City of Mountlake Terrace board or commission?	I have lived in MLT since 2018 and witnessed first hand some of the momentous changes happening in our city - the teardown of Rogers Market, the glow up of Van Ry, the arrival of the light rail. It feels like MLT is gradually maturing into the 21st century city that we all know it can be. I know the City Council understands that the arts have a substantial and demonstrable benefit to the community - both economically and socially - and as a lifelong admirer of art in many forms I feel that volunteering for a commission seat is the best way for me to contribute to the community that has become my home.
Are you able to regularly attend the meetings?	Yes, I work from home, and live 2 minutes walk from City Hall & the library.
Describe any community activities or volunteerism you have done and please include any leadership roles.	I volunteered at the MLT library when I had first moved to the city and was working through the employment visa process. Prior to moving to the US I sat on the committee of my local community running club rotating through treasurer and marketing roles. I also was a volunteer at a city homeless shelter for 12 years, helping to manage food & provisions over festive periods. As a photographer I also volunteered at a number of art galleries for public events, giving gallery tours and promoting works to the local press.
Do you have experience working as part of a team? If so, please describe briefly.	As a Marketing Manager I work closely with cross-functional colleagues on a daily basis, and I previously managed a team of remote field workers. I have also worked as part of a team at large scale events throughout the last 20 years.
Whether or not you have team experience, do you enjoy working with others?	Yes, community is not a solo project. Working with, and for, others gives community its meaning.

Please list any occupational/educational skills or background you feel are relevant to serving on this board.

As a Marketing Manager I have decades of experience in promoting subjects that I am passionate about, from working directly with the press to public demonstrations and presentations.

Please list any interests or hobbies if applicable to your application to this board or commission.

I have been a hobbyist photographer for 30+ years, and a devotee of ballet and contemporary dance for over 20 years. My wife and I are regular subscribers to the PNB and Seattle Opera, as well as frequent attendees of the Edmonds Center for the Arts. In MLT we are both supporters of the MTHS Band Program and believe that the MTHS bands are a vital component of MLT's community growth.

Please attach your resume and/or briefly summarize your recent work experience. If retired, student or not working, please let us know or describe your previous work experience.

Field not completed.

Attach your resume, if not summarized above.

[Steve_Carbary_Resume.pdf](#)

Email not displaying correctly? [View it in your browser.](#)

Steve Carbary

Affiliate & Partnerships Marketing Manager

stevecarbary@outlook.com

[linkedin.com/in/stevecarbary](https://www.linkedin.com/in/stevecarbary)

(425) 772-7085

Mountlake Terrace, WA 90483

Resourceful and detail-focused Marketing Program Manager with a track record of creativity, innovation, and achievement. Capable of driving program ROI by designing and implementing strategic campaigns across all media types. Passionate advocate for the power of authentic community voices to resonate with target audiences. Strong background in technology having gained early career experience in the IT industry. Collaborative communicator with an aptitude for fostering relationships with cross-functional stakeholders to achieve business and campaign objectives. Dedicated to continuous improvement including the transformation of user experience and other key brand management touchpoints based on regular interaction with target market segments.

Areas of Expertise

- ◆ Affiliate Marketing
- ◆ Partner Management
- ◆ Strategic Planning
- ◆ Performance KPIs
- ◆ Data Analysis
- ◆ Publisher Development

Professional Experience

Assembly Global Manager, Affiliate Marketing

11/2024 – Present

Managed and optimized client affiliate programs across different verticals, ranging from banking & financial services to high street fashion retail. Responsible for strategic growth and reporting on all key metrics.

Key Contributions (to date):

- Led the growth of the affiliate channel for a large banking client, successfully launching new products and delivering consistent channel growth
- Managed strategic development in alignment with client goals for each affiliate program
- Mentored junior team members in different time zones to manage partner recruitment and campaign optimizations
- Led partner calls and appropriately handled inquiries while serving as a trusted POC for the program, working daily with client marketing leaders up to CMO
- Used channel data from multiple sources (GA4, networks, Affluent) to identify trends, analyze campaign performance, and provide recommendations to surpass goals
- Modeled sales projections for campaigns and built ROI models to support proposals and recommendations
- Tracked pacing and status of all affiliate campaigns in accordance with program guardrails and client expectations

Jamdesk Affiliate Program Manager

10/2023 – 10/2024

Planned, launched, and optimized affiliate programs across multiple networks and industries from Pet Food to B2B creative design, leading partner activation projects and profitability reporting.

Key Contributions (to date):

- Launched affiliate programs from initial strategic planning to partner activation.
- Managed operational and channel strategies according to client objectives for each affiliate program.
- Raised resourcing and profitability matters as needed and identified opportunities for growth.
- Researched new channels and non-traditional partner types to increase program diversity.
- Led partner calls and responded to inquiries while acting as a point of contact for the program.
- Used performance data to identify trends, analyze campaigns, and provide recommendations for achieving goals.
- Created sales projections for campaigns and developed ROI models to support proposals and recommendations.
- Tracked progress and status of all affiliate campaigns in accordance with program guidelines and client expectations.

Acceleration Partners
Affiliate Program Manager

11/2021 – 08/2023

Managed affiliate programs across multiple networks for a variety of clients in different verticals.

Key Contributions:

- Analyzed paid media campaign performance and advised clients on growth opportunities
- Identified areas of improvement for delivery of creatives and copy to affiliate partners
- Grew revenue and active partner metrics across all client programs
- Presented innovative ways to increase client revenue and drive account growth while adhering to client values
- Conducted marketplace reviews to keep clients informed on competitor activity and weaknesses

MedBridge Inc.
Partner Success Manager

03/2019 – 10/2021

Orchestrate all aspects of the affiliate program focusing on the design and delivery of engaging marketing campaigns. Collaborate with top performing affiliates to optimize each project and manage all phases of the campaign lifecycle.

Key Contributions:

- Established a suite of core metrics including revenue targets and recruitment objectives
- Leveraged relationship building skills to identify product superfans and influential users across various platforms
- Led brand activation at major events to stimulate brand awareness and engagement in critical segments
- Produced significant growth in program revenue from \$1.1M in 2018 to over \$2M in 2020
- Achieved a 300% increase in affiliate activity around MedBridge
- Implemented a range of protocols to enhance effectiveness of affiliate marketing while reducing program costs
- Built a community of MedBridge-linked educators and thought leaders to drive strong brand advocacy

Brooks Running Inc.
Field Marketing Manager

01/2015 – 02/2018

Used a multi-channel approach to driving customer engagement including digital and traditional media campaigns, live events, and exhibitions.

Key Contributions:

- Collaborated with global partners and colleagues to reinforce brand messaging and customer engagement
- Acted as the main point of contact for PR agency teams with oversight for campaign-specific technical content
- Successfully transformed the legacy gender-biased approach of regional sports retailers and introduced an inclusive marketing strategy
- Managed the communication program that focused on delivering brand messaging via education, awareness building, and sell-through

Brooks Running Inc.
Field Marketing Representative

06/2011 – 01/2015

Provided support for sales and marketing teams by resolving technical queries from consumers and media partners.

Key Contributions:

- Worked in tandem with sales team colleagues to increase brand knowledge and enthusiasm across non-specialist retail channels.
- Fostered relationships with event organizers and internal teams to ensure the accurate portrayal of brand messaging at live events.

Education

A-Level English, French, History & General Studies
Huntington School, York, UK

8 GCSEs including Math & English
Bradford Boys Grammar School, Bradford, UK