

Welcome to the City of Mountlake Terrace, WA

City Manager Position Open - Apply by March 11, 2016



Estimated 2015 Population: 21,090

Welcome to Mountlake Terrace, a revitalizing medium-sized city in the Seattle metropolitan area with exciting opportunities ahead. Surrounded by the natural beauty of stately evergreen trees, ample parks, Lake Ballinger and beautiful mountain views, this City is poised for a bright future. Mountlake Terrace has great neighborhoods, the people are friendly, the community is safe, and housing prices and property taxes are very reasonable. The average home costs between \$300,000 and \$500,000 and the average annual property tax bill of \$2,461 is one of the lowest in Snohomish County. Residents are served by the Edmonds School District which is one of Washington State's finest. The city has a population of 21,090 in an area of four square miles.

Crime is low in Mountlake Terrace and the City has nine family friendly parks along with a privately-owned 18-hole golf course that is open to the public. It is home to a transit center with LINK Light Rail to begin construction in 2018 with service scheduled to start in 2023. The City Council is progressive and has created a road map for the future which has been incorporated in the City's Town Center Plan (approved in 2007). 74% of the residents rate their quality of life as good to excellent, 25% say it is fair and only 1% say it is poor. City services are routinely rated in the 80th percentile. And with good reason – the City's elected leadership



is strong and cohesive and the City staff is excellent. They have a shared vision and the City is moving forward to implement it. All that is needed now is an outstanding City Manager to help take it to the next level!

Mountlake Terrace is located on the Interstate 5 (I-5) corridor just 15 miles north of downtown Seattle and 15 miles south of Everett. The City is home to the Mountlake Terrace Transit Center and Freeway Station with current express bus service and light rail coming soon. Its convenient location and transit improvements make Mountlake Terrace a desirable place to live with a relatively easy commute to work, the University of Washington and downtown Seattle entertainment venues. Rectangular in shape, I-5 splits the City (with approximately one third of the City to the west of I-5 and two thirds to the east). The Olympic Mountains and Puget Sound lie to the west, the Cascade Mountains to the east and Mount Rainier to the southeast. It is one hour to skiing, two hours to the ocean and only three hours to Portland, Oregon or Vancouver, British Columbia. The Canadian border is less than a two-hour drive north.

While the quality of life is outstanding in the City, the area around it offers a multitude of activities. In nearby Seattle, you will find the Seattle Symphony Orchestra (which is among the nation's most recorded), the Seattle Opera and the Pacific Northwest Ballet. Sprinkled throughout Seattle are over two dozen theater venues. For those who enjoy spectator sports, the Seahawks (of the NFL), Mariners (MLB), Sounders (MLS), and Storm (WNBA) are well known – not to mention the University of Washington and its well- respected Huskies. If you would rather participate, you can find practically any activity that you are interested in locally – both for youth and adults. The community offers traditional sports such as youth football, adult and youth baseball, soccer, and basketball. In the surrounding region there is easy access to boating, hiking, fishing, hunting, skiing and a variety of other outdoor activities. A variety of shopping opportunities exist within the neighboring communities and the metro area.



The Port of Seattle offers numerous cruises with destinations along the west coast of the U.S., Canada and Alaska. The scenery is stunning and whales and other natural wildlife can often be seen. From nearby SeaTac International Airport, you can quickly get to virtually anywhere in the United States and Asia.

So if you are an exceptional professional looking for an outstanding and welcoming place to be a City Manager, you have just found the right place.

History

Well before Mountlake Terrace was a city, the thickly forested land was acquired by the Puget Mill Company, as part of a 17,000-acre purchase in 1862. Puget Mill became one of the largest landowners in the Puget Sound Region and was a division of the Pope & Talbot Company of San Francisco.

Nearly all the land in south Snohomish County was logged by the early 1900's and Pope & Talbot subdivided it into 10-acre chicken ranches. Farmers moved into the area to raise chickens, minks and chinchillas. Long-time residents still recall several mink farms in the city's early years. The interurban rail line (now Interurban Trail) that connected Tacoma, Seattle and Everett was completed in 1910 and invited settlers into this area. Many of the settlers raised livestock and produce at home while working in Seattle or Everett, but many of the small farms failed during the Great Depression. As a result, the railroad was abandoned in 1939 and it has since become a paved pedestrian and bicycle path connecting Seattle with Everett via Mountlake Terrace.

A portion of the area was used by the government during World War II as a landing field. At the end of the war, the government ceased operation of the airfield. In 1949, Albert LaPierre and Jack Peterson bought the abandoned airstrip and began filling it with modest cinder-block houses. They named their development Mountlake Terrace because from some parts of the property they could see both Mount Rainier and Lake Washington, and the old runway looked like a terrace.

By 1954, over 5,000 people lived in the area and the existing infrastructure was overwhelmed by unplanned growth - people waited a year for a party-line telephone; streets were unpaved; and household sanitation was provided by individual septic systems. The nearest police department was in Everett, 15 miles to the north. Local

leaders worked hard, and residents voted 517 to 483 to incorporate Mountlake Terrace with a Council-Manager form of government in 1954.

Mountlake Terrace's population doubled between 1950 and 1960 and then nearly doubled again by 1970. Small businesses flourished in two strip-mall-type shopping centers in the middle of the area. A bustling town center formed during the early decades that included a department store, pharmacy, grocery store, dry cleaners, beauty shop, and restaurants.

Rapid growth did not continue. The Boeing Company suffered a significant business downturn (about 75% of the Everett workers lost their jobs in the 1970s); in 1979 a large mall (Alderwood) opened in adjacent Lynnwood, which drew much of the area's business away from downtown Mountlake Terrace; and in 1990 two arson fires in the city center caused significant destruction. There was a great deal of discussion about revitalizing the downtown in the 1990's but not enough political will to make it a reality.

In 2006, the City Council decided to create a Town Center Plan to generate economic development, one of their current Council goals. The City Council worked in tandem with the community to develop the plan that was adopted in early 2007. The Council's vision was to revitalize its downtown to create an economically viable city and retain a high quality of life for its residents. The Town Center planning process received the "Citizen Involvement Award" from the Washington State Chapter of the American Planning Association in 2007, and the Plan itself received the Governor's "Smart Vision Award for Comprehensive Planning" in 2009. Town Center redevelopment lagged a bit due to the recession but has made steady progress since 2013.

The Town Center Plan allows for mixed-use buildings of up to seven stories in the central block and up to five stories in surrounding blocks. The previous limit was three stories. The Town Center is taking shape, starting with the intersection of 236th Street and 56th Avenue, where a large-scale mixed-use construction project (Arbor Village) opened in 2013 and a second large-scale project (Vineyard Park) followed in 2015. Mountlake Senior Living, the third major mixed-use project will open this spring. A number of smaller scale projects are also in the works.

The City's Main Street Revitalization Project will reconstruct the key roads in the Town Center and connect downtown to the Transit Center. Improvements will also

include undergrounding all utilities, widening sidewalks, installing street trees and lighting, and improved ADA access. Design of “Main Street” is underway with construction of the first phase planned to begin in 2017. This project is anticipated to bring 1,400 new long-term jobs to the City, and reconstructing the roadways will help set the stage for future development and private sector investment.

The City has won two consecutive VISION 2040 Awards from the Puget Sound Regional Council (PSRC) for Arbor Village (2014) and the Regional Town Center Stormwater Facility (2015). In addition, a third VISION 2040 Award was received in 2009 for the City’s Innovative Housing Choices Program.

The Government

Mountlake Terrace is governed by a seven-member Council whose members serve staggered four-year terms. The next election is in November 2017. In the 2015 election, three seats were up for election. Of those, two incumbents were unopposed and the other incumbent was re-elected with over 63% of the vote. In 2013, five incumbents were returned to office (one had been appointed and had to run in 2013 and again in 2015). Three members of the current Council had prior service on the Planning Commission. The Mayor is selected from among the Council members in January of even numbered years and serves a two-year term. The current Mayor has served on the Council since 2002 and has been Mayor since 2004.

The Council meets four times a month: on the first and third Mondays for a regular meeting, and on each of the preceding Thursdays for a study session. Councilmembers are well informed, astute, cohesive, and cordial – even when they disagree. They understand their role as policy makers and are not a “yes” Council, so plan on coming to the meetings prepared. They may not agree on every issue but the discussions are considerate and respectful. They have a common vision for the City for the next 20 years and make decisions based on that vision rather than on personal agendas. While they are

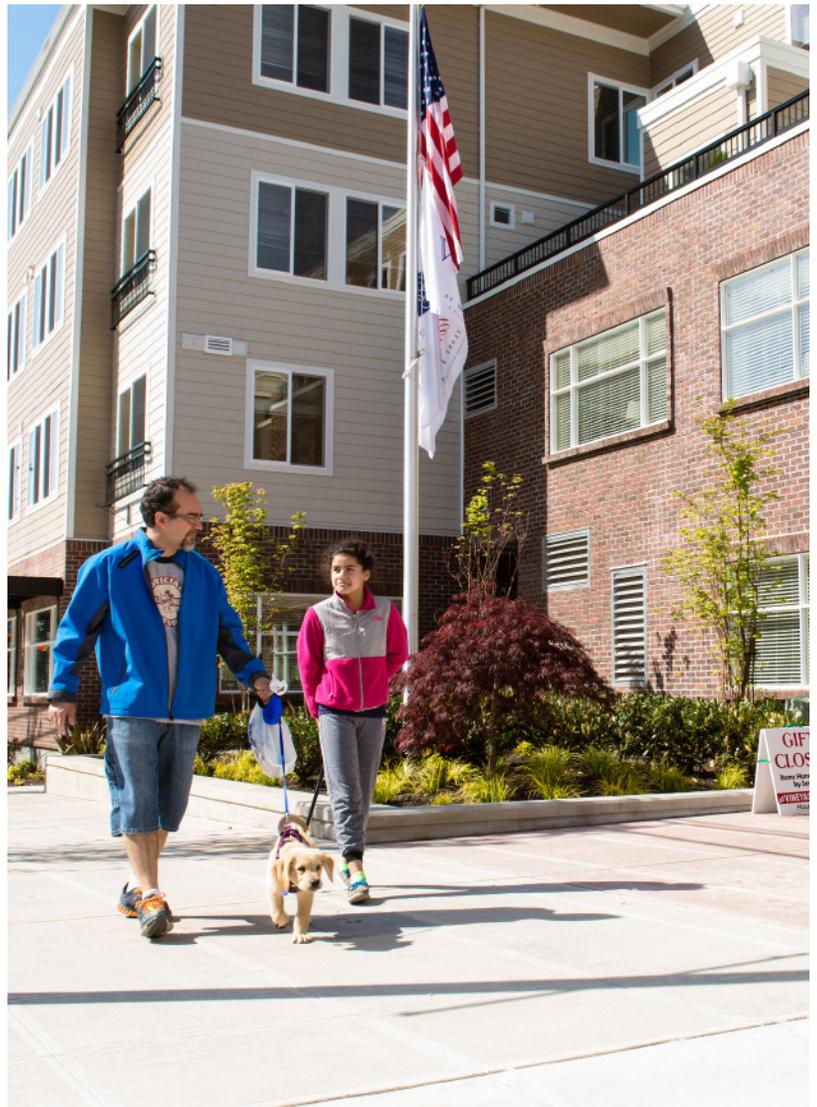


Table 1: Principal Employers

Employer	Industry	Employees
Premera Blue Cross	Insurance	2,293
Edmonds School District	Education	360
City of Mountlake Terrace	Government	167
Umpqua Bank	Financial	165
Crazy Moose Casino	Gambling	99
Camelot Society	Office	70
Albertsons	Grocery	64
Red Dragon Casino	Gambling	64
1st Security Bank of Washington	Financial	64
AA Party Rental	Service	51

Source: Mountlake Terrace 2014 CAFR

Table 2: Mountlake Terrace Demographics

2015 Estimated Population: 21,090			
Distribution by Race		Distribution by Age	
Caucasian	75.1%	0 to 15	18%
African American	3.4%	15 to 25	11%
Asian	10.7%	25 to 45	32%
Native American	1.8%	45 to 65	28%
Two or More Races	9.0%	65 to 85	10%
Hispanic (<i>all races</i>)	10.6%	Over 85	3%

Educational Achievement (over age 25)		Median Age	
High School or Higher	91%	MLT	37.2
Bachelor's Degree or Higher	26.7%	U.S.	37.4

Source: U.S. Census Bureau & the State of Washington

fiscally conservative, they are willing to spend money to bring their vision to reality. They all think very highly of the city staff members and their abilities.

The City Manager serves as the City's Chief Executive Officer reporting to the Council and overseeing all city

operations. The success of previous City Managers has been based on regular, frequent conversations with each member of the Council to keep them informed of issues, as well as to hear their ideas and advice. Listening to all Councilmembers, synthesizing what is heard, and providing recommendations on that information is key.

City services are provided through a combination of city employees, public and private contracts, and a number of partnerships to include community volunteerism and participation.

The seven City departments are: City Manager (which includes City Attorney, City Clerk, and Community Relations); Administrative Services (Finance, Human Resources and Information Technology); Police (which

includes Municipal Court and Jail Services); Community and Economic Development; Public Works; Engineering Services; and Recreation & Parks.

Snohomish County Fire District No. 1 provides fire protection and emergency medical services through a contract. The City also contracts with South Snohomish County District Court for court services and with the Snohomish County Sheriff's Office, Okanogan County Sheriff's Office, Yakima County Sheriff's Office and City of Lynnwood for jail services. Snohomish County PUD delivers electric services. Community Transit and Sound Transit supply public transportation services. The Sno-Isle Library District engages City residents through its library and reference services. Edmonds School District No. 15 provides educational programs for kindergarten through high school students. There are three public elementary schools and one high school within the City's boundaries.

Geography

Mountlake Terrace has a total area of 4.17 square miles (of which, 4.06 is land and 0.11 is water). It lies on gently rolling hills and it is between 260 and 530 feet above sea level. The southwestern portion of the City includes Ballinger Park, which offers a boat launch, a fishing pier and waterfront play. The lake itself is located partially in Mountlake Terrace and partially in Edmonds. A nine-hole golf course owned by the City along the lake closed

in 2012 and has transitioned to a 42-acre passive park. The Ballinger Park Master Plan was adopted in 2015 and obtaining state and federal funding to implement the plan is currently a legislative priority for the City Council.

Climate

Mountlake Terrace's climate is described as oceanic with mild wet winters and warm dry summers. The City has four distinct but relatively mild seasons. Average summer temperatures range from 52°F to 76°F and in the winter range from 35°F to 46°F.

On average the City experiences approximately 200 cloudy days a year and is partly cloudy for another 90+ days. The area's reputation for rain comes from the frequency (it rains on average a little over 150 days per year) and not the total accumulated rainfall. In fact, its annual average precipitation is approximately 37 inches, less rain than what is received in New York (50 inches), Atlanta (50 inches), or Chicago (39 inches).

Commerce

Mountlake Terrace is primarily a suburban residential community. As can be seen from Table I, (located on page 5) the City has one large employer. Otherwise, the City's residents commute to work outside the City's boundaries or operate small business.

As previously noted, the City-approved Town Center Plan is attracting mixed-use developments into the downtown area. The "Gateway" development project featuring over 600 residential units and 100,000 square feet of commercial space will break ground this year. This game-changing project is adjacent to I-5 in the Freeway-Tourist District just across the King-Snohomish County line and will serve as a visual "welcome" to those entering the city via I-5 or mass transit.

The City's 2015-2016 budget lists 153 full-time equivalent positions and states that over the course of a year, the City employs approximately 280 people in full-time and part-time positions. These individuals range from part-time camp counselors during summer months to interns and volunteers to full-time police officers and maintenance workers. Turnover of employees is low. The largest department is Recreation & Parks with over 40 FTE equivalents. City employees are represented by two unions: Teamsters Local #763 for approximately 31 non-salaried hourly in Parks and Facilities, Public Works, Finance

and Police Support Services, and Mountlake Terrace Police Guild, which covers approximately 22 officers and sergeants.

The 2015-2016 Adopted Biennial Budget amounts to \$45,781,023 in 2015 and \$45,892,793 in 2016. The General Government Budget totals \$23,110,890 in 2015 and \$22,966,240 in 2016. The City has also completed numerous major capital improvements over the past decade with the capital budget is declining due to current budgetary constraints. The utility budgets (which consist of storm water, sewer and water) total \$16,004,816 in 2015 and \$17,920,094 in 2016 and include both a maintenance operating component and a construction component.

The principal revenue sources by percentage of budget are: property taxes (24%), charges for services (23%), utility taxes (17%), and sales taxes (13%). The current property general tax levy is 2.000 per thousand. An additional \$.50 is levied for EMS.

The Opportunities and Challenges

Mountlake Terrace is primed for redevelopment which is a great opportunity for the next City Manager. The City has many positive attributes including a great location, affordability, accessibility and ample opportunities for economic growth. The City has been very successful at obtaining grants, is known for its ability to work well with developers, and has a sound plan for its downtown core. As a result, the City is getting the projects and funds it needs to revitalize the downtown. It also has good relations with Snohomish County.

The most significant challenge is aging infrastructure, and particularly funding a permanent City Hall, and its impact upon city finances. The City has been renting commercial office space since 2009 and expended about \$2.7 million to date which, along with some unanticipated expenditures, has drawn down the fund balance and now impacts the cost of maintaining services at previous levels.

To obtain approval to construct a new building, a capital measure requires a 60% threshold of the vote. Three times the voters considered a plan to build a new City Hall and each time it did not reach the required 60% mark. After receiving 47% in 2010, the cost was reduced by 1/3 two years later and the measure received 58% of the vote, falling just 124 votes short. In 2013, the third vote received about 54% with a strong "NO" campaign that favored an even more scaled-down project. Overall there is community



support for a new City Hall, but obtaining the 60% threshold has been the biggest hurdle.

The fund balance (which was over \$3.9 million in 2008) is now largely exhausted and, without some difficult decisions, may be negative at the end of this year. After weathering the great recession, cost controls were not kept in place to address the Interim City Hall issue. Overestimated revenues in the 2015/2016 biennium compounded the problem. Additionally, there were unanticipated expenses including a large retroactive labor settlement bill from the fire district with whom the City contracts. The Council recently held a retreat with an in-depth analysis of its finances and were reminded of the importance of adhering to the City's six-year financial forecast.

On the bright side, since the 2013 election, redevelopment in the downtown is visible, new businesses have been attracted here, and the former golf course clubhouse was converted to a senior/community center. The Ballinger Park Master Plan has been completed and the new Lakeview Trail will link this area of the city to transit facilities and the future Gateway Project that breaks ground this year. Construction on Phase 1 of the Main Street Project will begin next year, and the City is quickly becoming a transit-oriented community. Design for a light rail line begins this year with service expected to commence in 2023.

Making the downtown vision a reality is ongoing. Several code updates have been completed to complement the vision. The City has secured \$6.5 million of the \$18 million it needs to complete both phases of the Main Street Project but still needs to identify the remaining funding. There is great support from State and Federal Legislators for this project. Facilitation skills to implement the Town Center vision and Economic Vitality Strategy through business recruitment is highly desired.

The 47 year-old Recreation Pavilion, housing its regionally renowned and beloved indoor pool (replaced in 2003), is another challenge having reached the end of its useful life and needs to be replaced. The 25 year-old Police Station is too small for today's police services and needs

replacement along with upgrades for the Library. These facility needs were included in the previous bond measures.

One of the City Council's goals is to address aging infrastructure, and the City has received over \$12.25 million in federal and state funding since 2009 toward this end. The city's contracts with state and federal lobbyists have been very successful in obtaining funding and formulating strategies for ongoing needs.

Finding long-term solutions to city finances and funding facilities is both a challenge and an opportunity for the next City Manager. There are many key building blocks in place for the candidate with sound ideas and the desire and skills to see them through to fruition.

The Ideal Candidate

First and foremost, the City Manager will be high energy and proactive, someone who is an outstanding leader and manager. The individual will be someone who will partner with the City Council and staff to enhance the community's vision and possess the proven ability to implement it. The next manager will see things as they ought to be (not as they are) and will focus on achieving the "ought to be." He/she will be a communicator and recognize the importance of spending time with the Councilmembers, staff and community – learning from them, understanding their needs, soliciting their input and helping everyone capture the vision for the future. This Council is verbal and prefers that form of communication. It also does not like to be surprised, so timely communication is important as is the unvarnished truth. It wants to be able to make informed decisions based on the facts. It also expects each of the members to be provided with the same information at the same time and to be treated the same way.

The next City Manager will be a team leader/player, a progressive thinker and a doer – someone who knows not just how to maintain the city's current momentum but also how to create and seize new opportunities. At the same time the individual will be strategic and have the patience to wait until the time is right. He/she will be able to see over the horizon – thus anticipating and avoiding issues before they become problems. Results will be what drives the individual but he/she will also understand the importance of people in the process. It is vital that the next City Manager relate well, be considerate and inclusive. The next City Manager will also understand the importance of not sacrificing the long term for short term gains.

Customer service and responsiveness will be two of the individual's core values and areas where he/she will lead by example. The next City Manager will be financially savvy with proven fiscal expertise getting through budget challenges, implementing vibrant economic development strategies, and facilitating business recruitment. Project management experience is also desired. Having an understanding of the media and how best to work with it will be important, but so will current technologies such as websites and social media. Given the decisions that need to be made, understanding the City's finances and budgeting will be critical.

In terms of management style, the individual will set the tone, provide general direction, empower and then step back. He/she will let the directors and staff members do their jobs while expecting to be kept informed. Accountability (trust but verify) will be a key element in the individual's management style. If a project is behind schedule or in need of a course correction, the individual will not be afraid of rolling up his/her sleeves and helping out. He/she will also be open-minded and encourage creativity and reasonable risk taking. The individual will understand the importance of people, of mentoring, of putting them in places where they will succeed and of being the interface between the staff and the elected body.

The individual will make good decisions and be someone who has the courage to accept and address the brutal facts. As the City Manager, he/she will understand the importance of transparency and that a negative situation does not improve with age or on its own. Rather it needs to be addressed and the sooner the better. He/she will also have the strength to do what is right for the community rather than what is popular.

Personally, he/she will be upbeat, positive, outgoing, friendly, confident and compassionate. The individual will also have broad shoulders, a backbone of steel and a great sense of humor. Ideally the next manager will have at least five years' experience as a City Manager, Deputy City Manager or an Assistant City Manager. Experience with economic development, public/private partnerships, construction (including non-traditional methods such as GC/CM), and contract management is a plus. It will also be important that the ideal candidate have experience managing in difficult financial times with demonstrated ability to implement strategies to achieve a vision. The individual is expected to have at least a Bachelor degree in business administration, public administration, urban planning or a related field.



Residency

The City Council would prefer that the selected candidate reside within the City limits.

Compensation

The salary range for the City Manager is \$120,000 – \$160,000. Although the Council would like to pay below the midpoint of the range, it will consider a higher salary for a more qualified candidate. Benefits are excellent.

Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

How to Apply

E-mail your resume to Recruit29@cb-asso.com by March 11, 2016. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537, or Kathryn Knutson at (715) 282-3595.

The Process

Applicants will be screened between mid-March and early April. Finalist interviews are scheduled for April 29th and 30th with a selection shortly thereafter.

Confidentiality

Applications will be kept confidential until the finalists are approved by the City Council. At that point, it is anticipated that the names will be released to the public.

Other Important Information

The City of Mountlake Terrace embraces diversity and encourages women and minorities to apply. Further, it assures that no person shall, on the grounds of race, color, sex, age, disability or national origin, as provided by Title VI of the Civil Rights Act of 1964, and the Civil Rights Restoration Act of 1987 (P.L. 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. The City further assures every effort will be made to ensure nondiscrimination in all of its programs activities, whether those programs