

The City of  
Mountlake Terrace  
Washington



Measuring Mountlake Terrace

Presented to City Council:  
January 16, 2007

# City of Mountlake Terrace

## City Council

Jerry Smith – Mayor

Angela Amundson  
Michelle Robles  
Douglas Wittinger



Michelle Angrick  
Laura Sonmore  
John Zambrano

## Appointed Officials

John Caulfield – City Manager  
Scott Hugill – Administrative Services Director  
Virginia Olsen – Community Relations Manager/City Clerk  
Shane Hope – Planning Development Director  
Scott Smith – Police Chief  
Don Sarcletti – Recreation and Parks Director  
Will VanRy – Engineering Services Director

## Prepared by:

Sonja Springer, Financial Services Manager  
Christina Smith, Management Analyst

Mick Horton, City Treasurer  
Sally Saxton, Finance Intern



## Memorandum

To: City Council

From: Sally Saxon, Finance Intern; Mick Horton, Treasurer; Christina Smith, Management Analyst

Via: John J. Caulfield, City Manager

Date: January 16, 2007

Subject: Measuring Mountlake Terrace

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**BACKGROUND:**

Measuring Mountlake Terrace is the first report produced by our City to compare our government in relation to other local governments by using performance indicators. This report has two purposes; to educate the City Council, staff and citizens about Mountlake Terrace by providing a better perspective of our city services and to guide the City Council and management with decisions that relate to the City's future. For this comparison, we selected 14 other cities similar to Mountlake Terrace in population and location as well as our five surrounding communities: Brier, Edmonds, Lake Forest Park, Lynnwood, and Shoreline.

Measuring Mountlake Terrace uses indicators that illustrate our strengths and identify challenges and opportunities. These indicators were selected based upon the following criteria:

- Current – most current data available from reliable and objective sources
- Comparable – common sources of data for all cities for uniform comparability
- Comprehensive – information can be compiled into charts for comparisons that can be understood and accepted by the wider community

**ANALYSIS:**

The result of this study establishes the City of Mountlake Terrace as an efficient and effective community, dynamic and full of potential. Comparable to most cities used in our research, Mountlake Terrace boasts of average to above average standards and practices that provide our residents a good quality of life.

In general, Mountlake Terrace is home to the professional with a young family. Consisting mostly of “white-collar workers” with a median age of 34, many City residents have an average education level (which includes some college) and earn more than \$50,000 per year.

The City of Mountlake Terrace provides quality jobs that contribute to the wealth of the regional economy. It ranks 11<sup>th</sup> out of 50 cities in the Puget Sound area for annual wage of jobs within the City and 64.2% of every 1,000 working residents could be employed by businesses in the City. Contrary to anecdotal evidence, Mountlake Terrace has a significant number of professional occupation jobs that pay well.

Long-term residents and affordable housing options are important to the stability of a community. 30% of Mountlake Terrace residents have lived in the same house for 10 years or more and the average assessed home value is \$209,100. Likewise, owners occupy 50% of the homes in Mountlake Terrace, and landlords own 50%.

### ***Community Development***

The City's community development strategy has brought regional office headquarters, recreational facilities, light manufacturing and a whole range of small businesses to serve its residents and the surrounding area. When comparing the City to the average breakdown of land use, Mountlake Terrace has the potential to further develop its commercial land. The City is in an extraordinary position because of our close proximity to the major Puget Sound cities, affordable housing for young families and public services that create a high quality of life. Through marketing and providing opportunities for future business growth, Mountlake Terrace is poised for redevelopment revitalization.

### ***Finances***

Mountlake Terrace is a full service city that employs our own police and recreation departments, and own and operate several utility enterprises. These functions generally consume a large portion of city resources, but Mountlake Terrace is able to provide quality service spending \$2 million below the average of the cities in this comparison with prudent fiscal management. Furthermore, we are below the average when it comes to capital project and construction spending and debt service per capita. Despite collecting below average sales and property tax revenues and our dependency upon utility and gambling tax revenues, the City has created a strong financial base, resulting in a high level of municipal services.

### ***Public Safety***

Our community has proven to be one of the safest cities in our region. This, in part, is due to efficient use of money and resources in our police department. Furthermore, we found that Mountlake Terrace has less crime than most of the 19 cities surveyed, demonstrating that our investment in law enforcement really pays off. Our officers are putting the pieces together to solve crimes, arrest felons and keep bad guys in jail so they stay out of Mountlake Terrace.

### ***Parks & Public Works***

The City of Mountlake Terrace provides exceptional, quality public services, while spending less than the average city and maintaining a satisfactory quality of life for residents and businesses. Our park acres are above the recommended percent of city land per the National Recreation and Parks Association (NRPA), yet we are able to maintain them with an average amount of funds. Likewise, the City's public works department has also been able to maintain the City's aging infrastructure with minimal costs to the citizens of Mountlake Terrace.

Overall, the strengths, challenges and opportunities represented in this report provide a more accurate assessment and perspective of our community. It consistently affirms the fact that the City of Mountlake Terrace is a great place to visit, live, and do business.



Measuring

Mountlake Terrace

# Council Goals

- Protect and enhance the City's financial health and stability
- Generate economic development throughout the community
- Review and prioritize capital infrastructure needs and implement projects
- Develop and implement more effective communication and outreach with the community
- Maintain appropriate and essential public services in a cost effective manner

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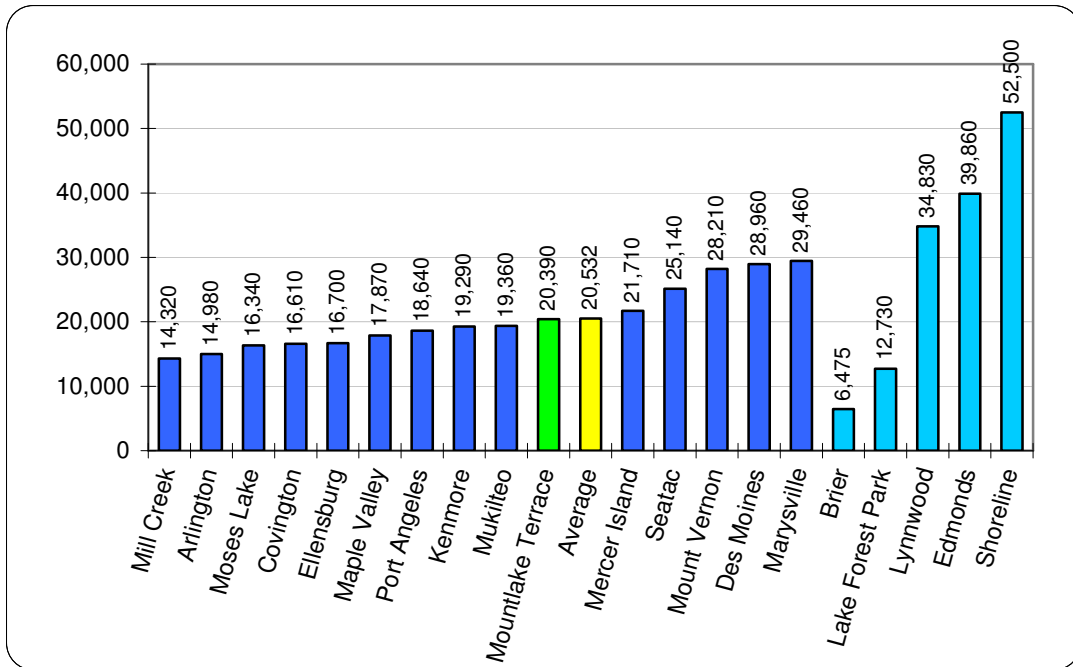
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# Characteristics and Demographics

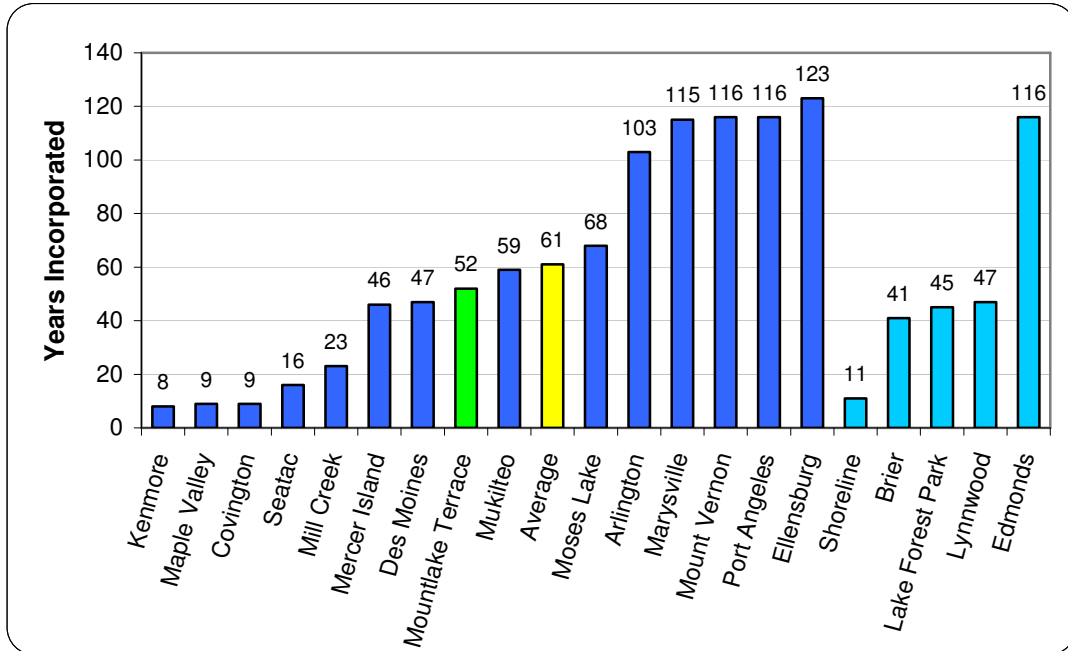
- Mountlake Terrace is one of the smallest cities in square miles among the comparable cities
- Mountlake Terrace has highest population density
- City population is average in age, but with a higher-education level, numbers in professional occupations and family income
- 50% of homes are owner occupied and 45% of homes have been occupied by same resident since 1995
- Long-time residents represent a more stable community

# City Population

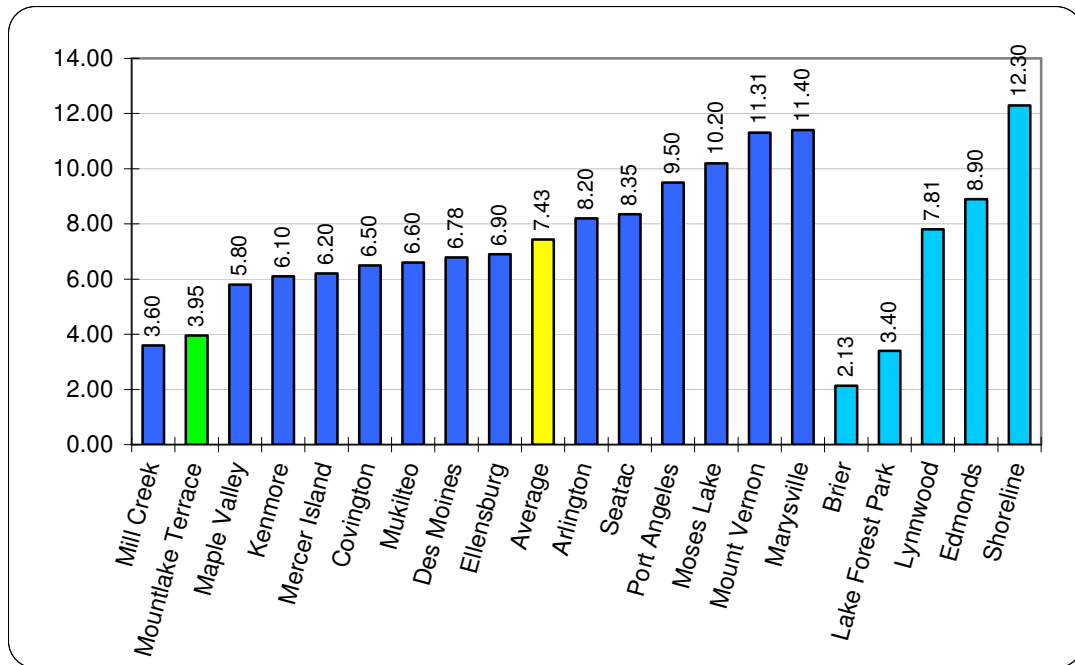


We chose cities with populations between 14,000 and 30,000 coupled with our five surrounding cities. Mountlake Terrace’s population of 20,390 is equivalent to the average of 20,532 in this comparison.

# Age of City since Incorporation



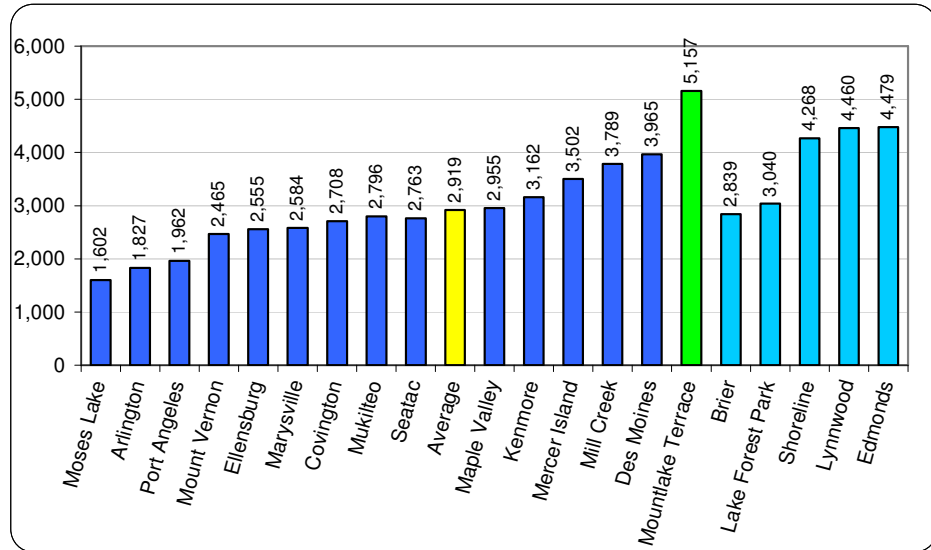
The age of the selected cities fall within three age levels; 0-25 years, 40-70 years and over 100 years. From this and other information in the study, we find newer cities tend to contract public services and utilities, older cities provide staffed public services and have utility enterprises. Also the aging infrastructure of older cities may need major repairs or replacement. Mountlake Terrace is an average age city that staffs public services and owns & operates three utility enterprises with an aging infrastructure.



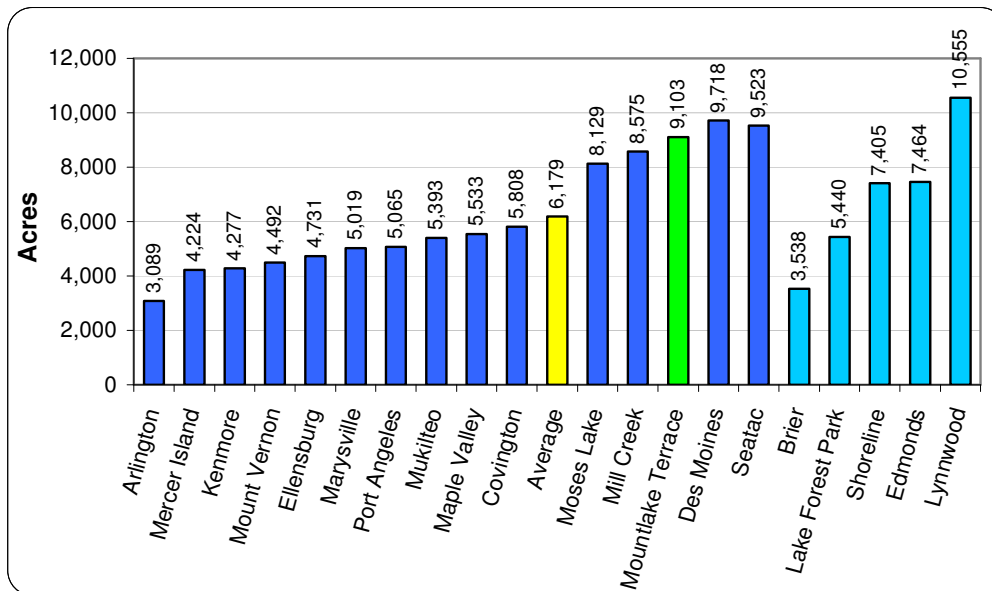
This measures the geographic size of the city. At 3.95 square miles, Mountlake Terrace is one of the smaller geographically sized cities in this comparison, in contrast to the average of 7.43 square miles.

## Residents per Square Mile

Density is the number of residents per square mile. Mountlake Terrace is a geographically small city with a predominantly residential make-up, and is one of the most densely populated cities in the State. The average city density in this comparison is 2,919 residents per square mile, whereas Mountlake Terrace density is 5,157 residents per square mile.

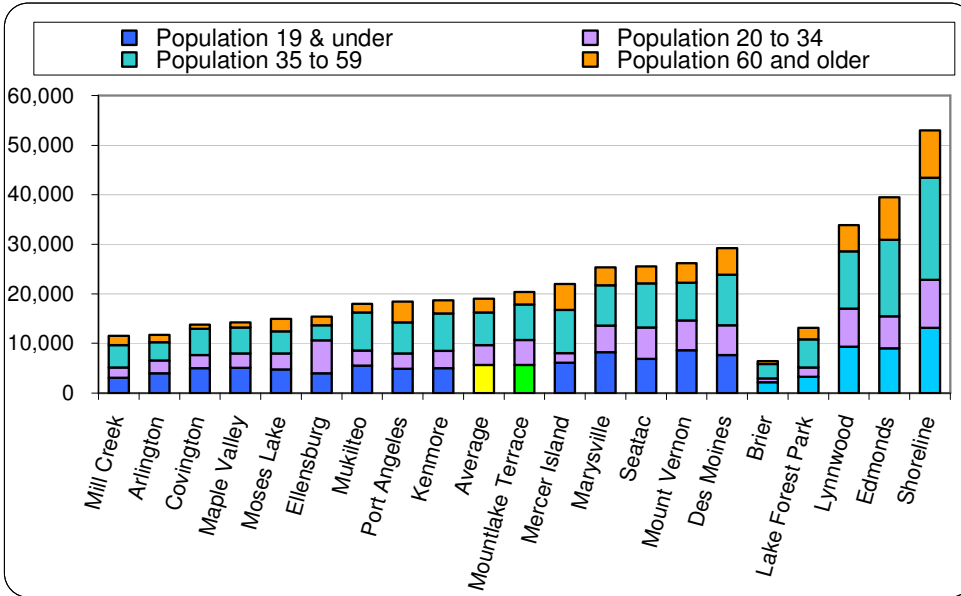


## City Density based upon Residential Zoned Acres



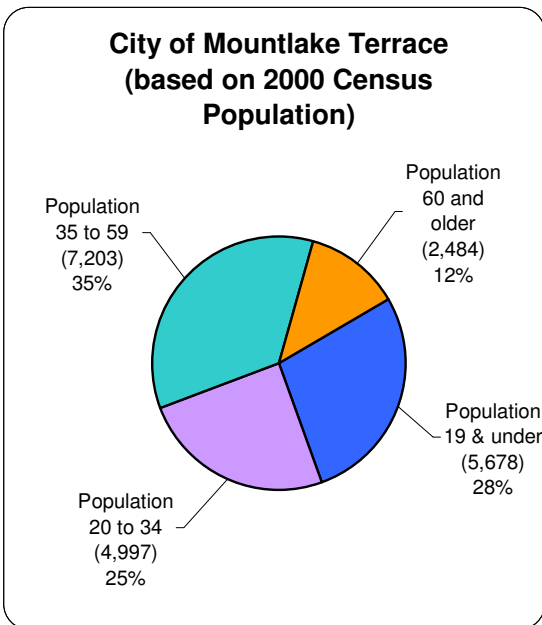
This chart checks the density statistics. Is Mountlake Terrace still densely populated if we take out commercial, industrial and other non-residential areas? The result is that Mountlake Terrace remains the fourth highest in this comparison.

Lighter columns are neighboring cities and are not included in the computation of average

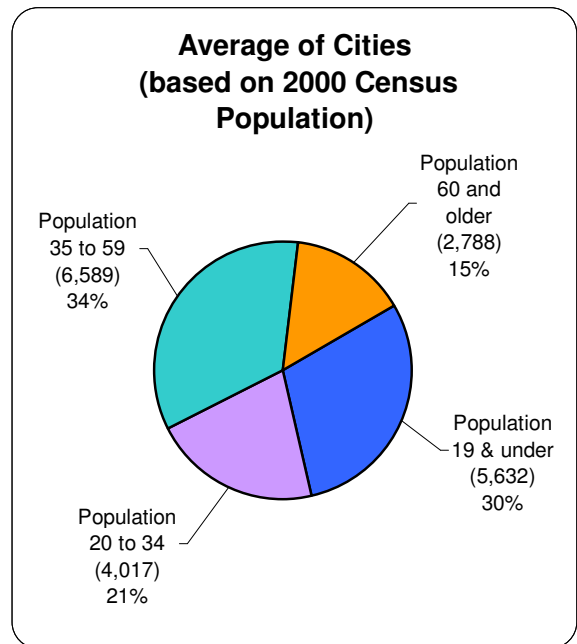


The age demographics of the city population are broken down by school age, early career, established career and retirement stage in the life cycle. Mountlake Terrace has a younger (<50) population, which tends to have more discretionary and flexible income, as opposed to older populations (>60) on a fixed income.

Combining this with a dense population can translate into an available market for small-sized service businesses such as restaurants and retail stores.

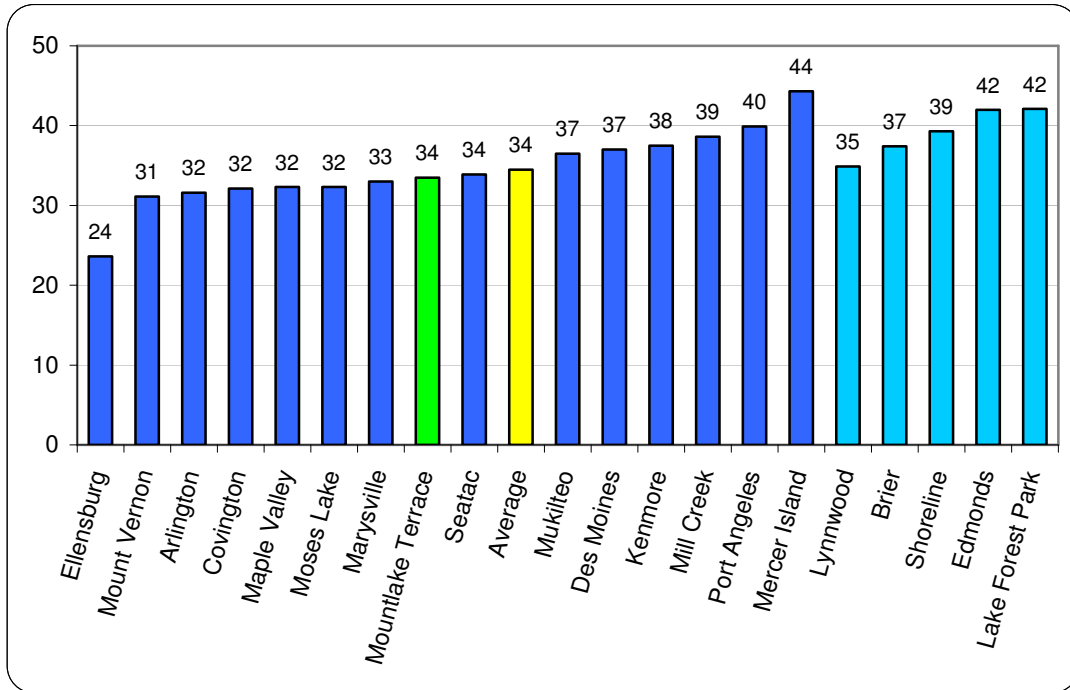


Mountlake Terrace has a higher than average working population. Based on the percent of population under age 20, it appears that Mountlake Terrace has many families with children. This can expand the business dynamics to include youth oriented businesses and a ready base for the Recreation Pavilion and other youth oriented activities.



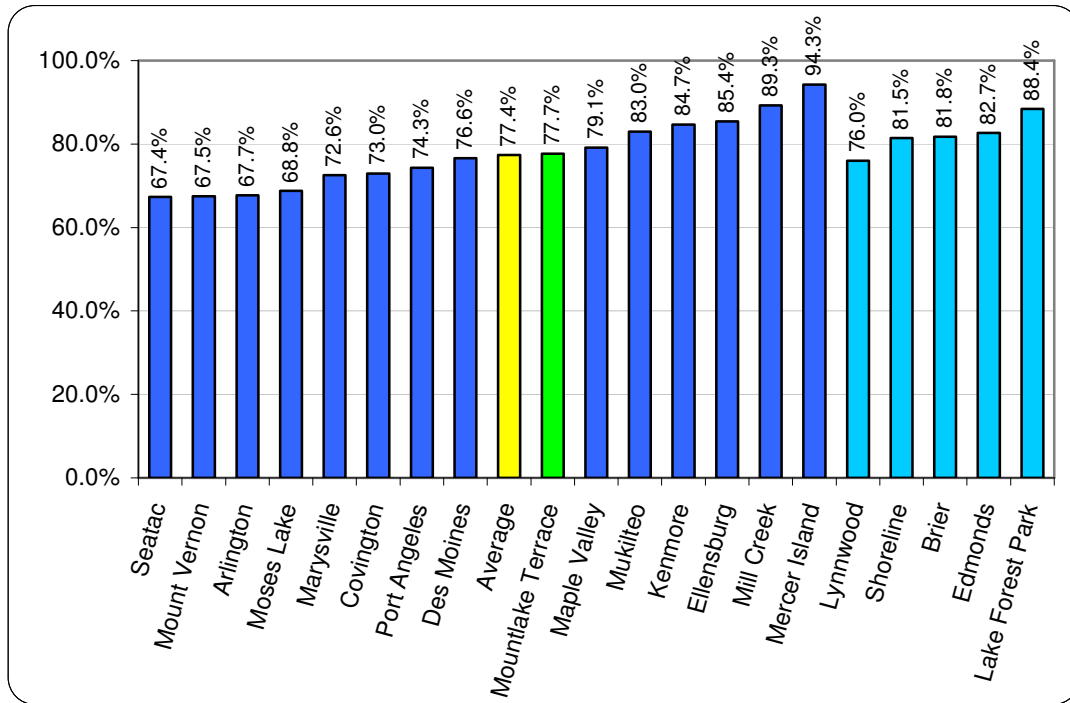
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# Median Age



With an above average percentage of residents between 20 and 60 and a median age of 34, Mountlake Terrace is comprised of young families. By comparison, Shoreline and Edmonds have more than twice the average senior residents, while young college students dominate Ellensburg.

# Professional Occupations as Percentage of Workforce

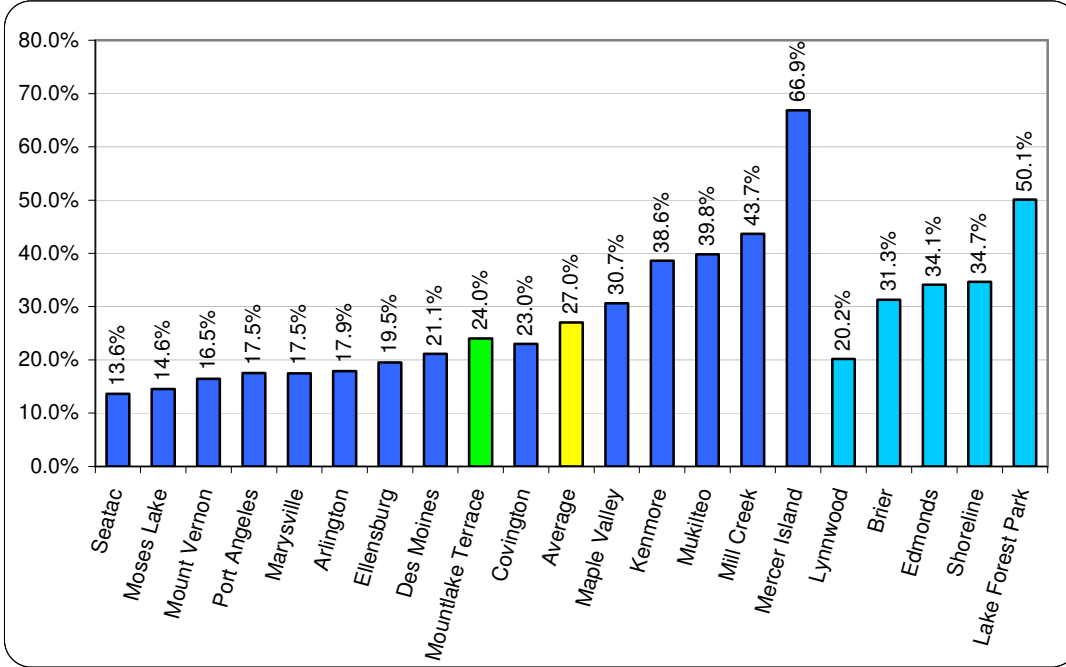


This is a measurement of the percentage of working residents employed in professional or “white-collar” occupations. White-collar workers perform tasks that are less "laborious" yet often more highly paid than blue-collar workers, who do manual work. They are salaried professionals as well as employees in administrative or clerical positions. In this study, managers are considered part of the white-collar worker group. Over 77% of Mountlake Terrace’s workforce population is white-collar workers.

Lighter columns are neighboring cities and are not included in the computation of average

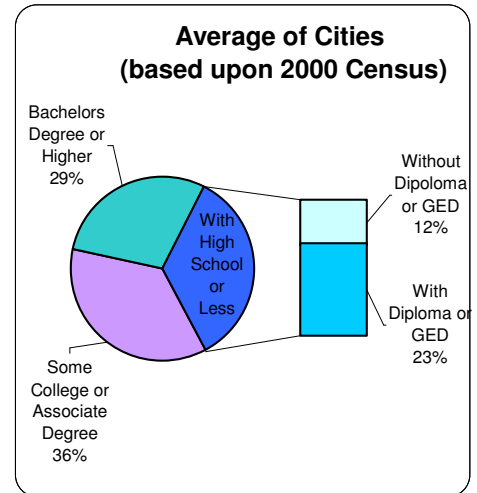
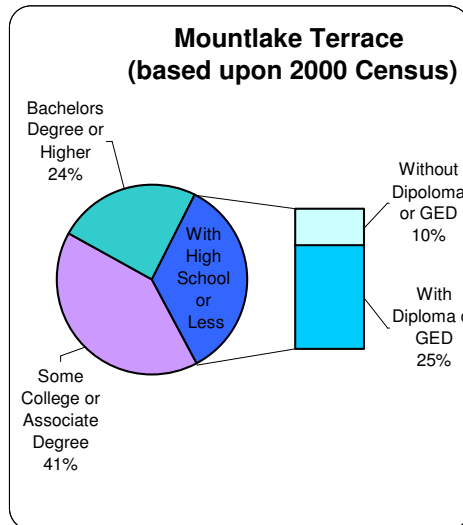


## Percent of Population over age 19 with Bachelor Degree or Higher



This chart evaluates the percentage of population with an education beyond high school. In Mountlake Terrace, over 22% of the population has a bachelor degree or higher.

When comparing the level of education breakdown for Mountlake Terrace to average, it appears that a high percentage of high school graduates are able to obtain professional occupations. There may be a demand for additional learning options, such as continuing education or classes to fill the void for those with less than a BA degree.

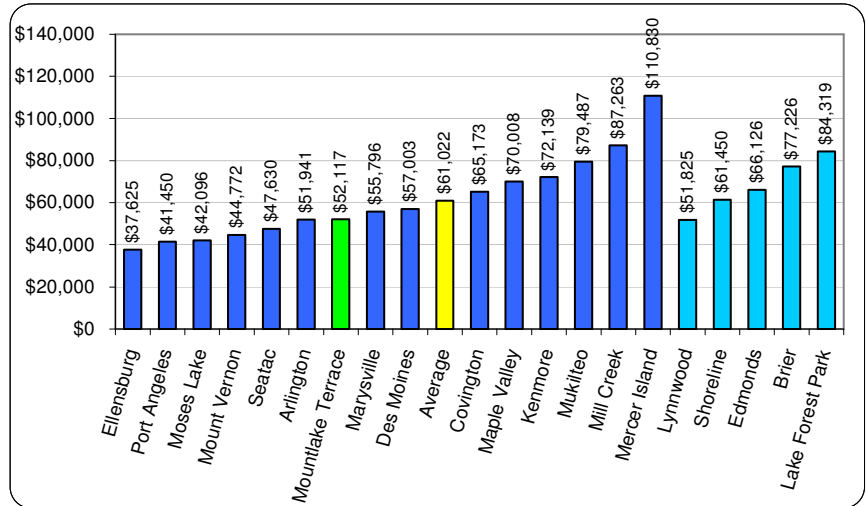


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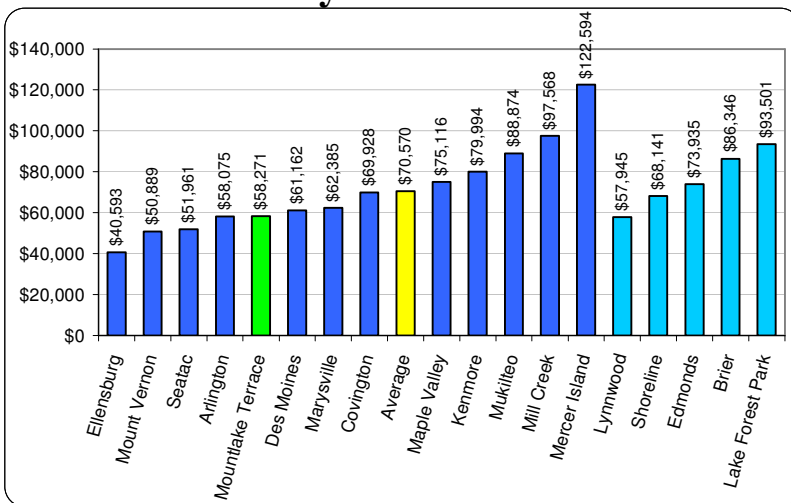
# Median Family Income

Median is a measure of the middle value in a set of statistical values that are arranged in ascending or descending order, so half of the incomes are larger than the median income, and half are smaller. The median income for Mountlake Terrace is 85% of average. Lower than average median incomes are common in densely populated cities.

## 2000 Median Family Income



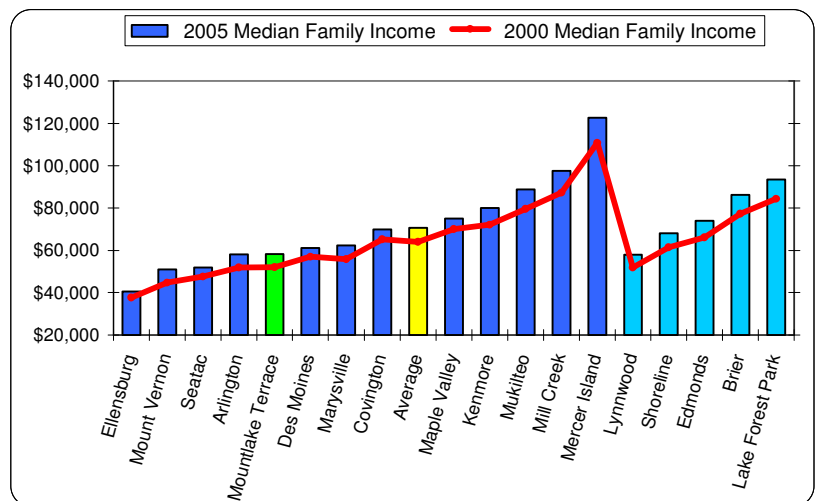
## 2005 Estimated Median Family Income



Residents of densely populated cities usually have a greater lifestyle consumption of day-to-day products and services while the city provides a mix of retail, restaurants, services and entertainment in close proximity to homes. Based upon the median age, education level and income level, it would be beneficial if the business opportunities within the City incorporate the interests of young professionals with families.

## Median Family Income Comparison

The average income in Mountlake Terrace increased 12% compared to the 10% increase of average. According to the U.S. Census Bureau, King County and Snohomish County median family income increased 12% and 9%, respectively, during this period.



Lighter columns are neighboring cities and are not included in the computation of average

# Jobs Provided by Cities

The following charts shows a few characteristics of jobs that businesses in the cities provide based upon a study by the Puget Sound Regional Council (PSRC). The following

## Average Annual Wage of Jobs within City

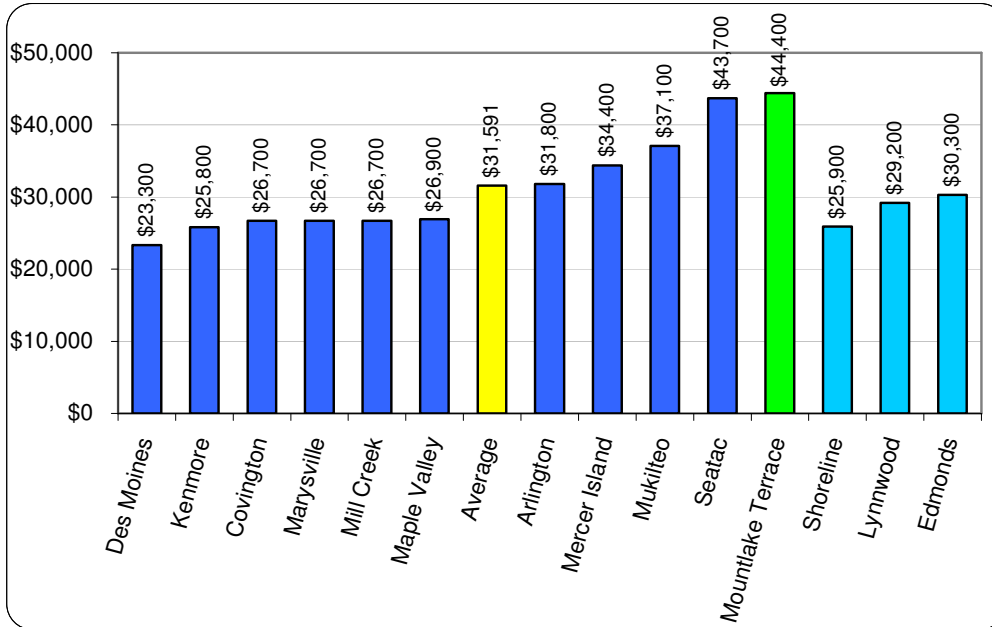
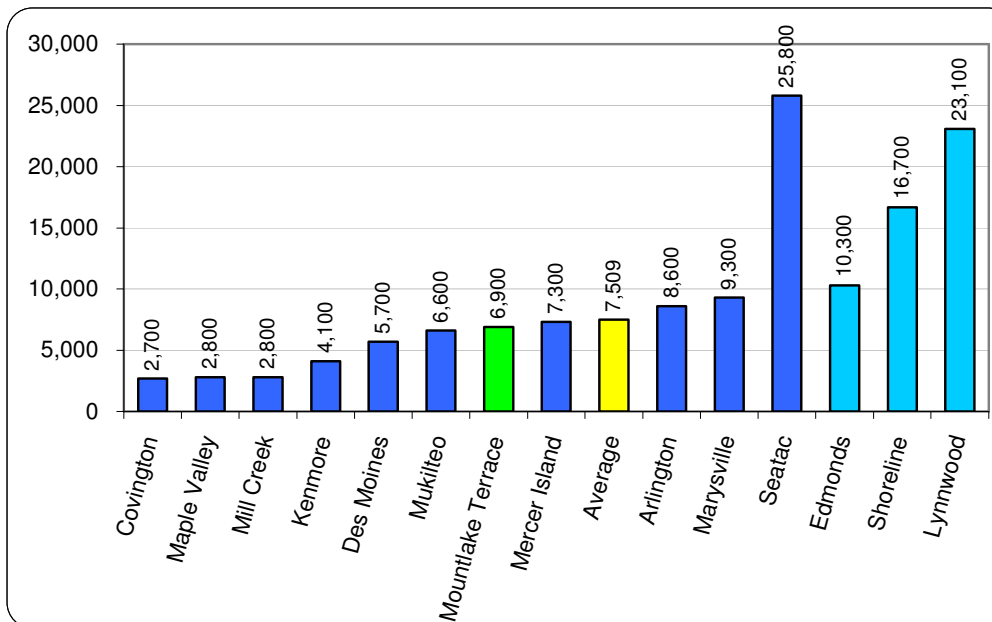


chart measures the average wage an employee will earn while employed by a business in the city. Mountlake Terrace ranks 11th out of 50 Puget Sound cities according to the PRSC study. This represents money available during the workday - to businesses that could locate into Mountlake Terrace - that is currently spent in Lynnwood, Edmonds and Shoreline, and other surrounding communities.

## Number of Jobs within City



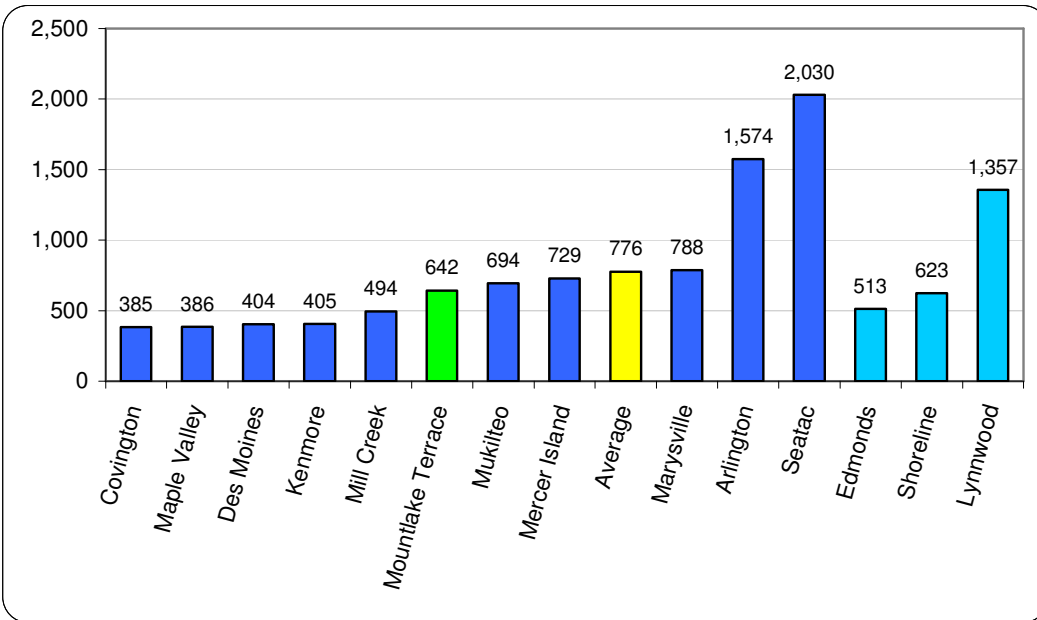
Because SeaTac offers a well above average number of jobs, it skews the average. When SeaTac is not included in the computation of average, Mountlake Terrace becomes the fourth best employment base for jobs available within a city. The average jobs available are 5,680 -- much lower than Mountlake Terrace's 6,900.

Lighter columns are neighboring cities and are not included in the computation of average

# Jobs Provided by Cities

In general, cities fall into three job base categories: one that imports jobs, one that exports jobs and one that does both. The job exporters can provide jobs for less than 50% of every 1,000 resident worker, exporting workers to other cities. The job importers can provide jobs

**Number of Jobs in City per 1,000 Workforce**

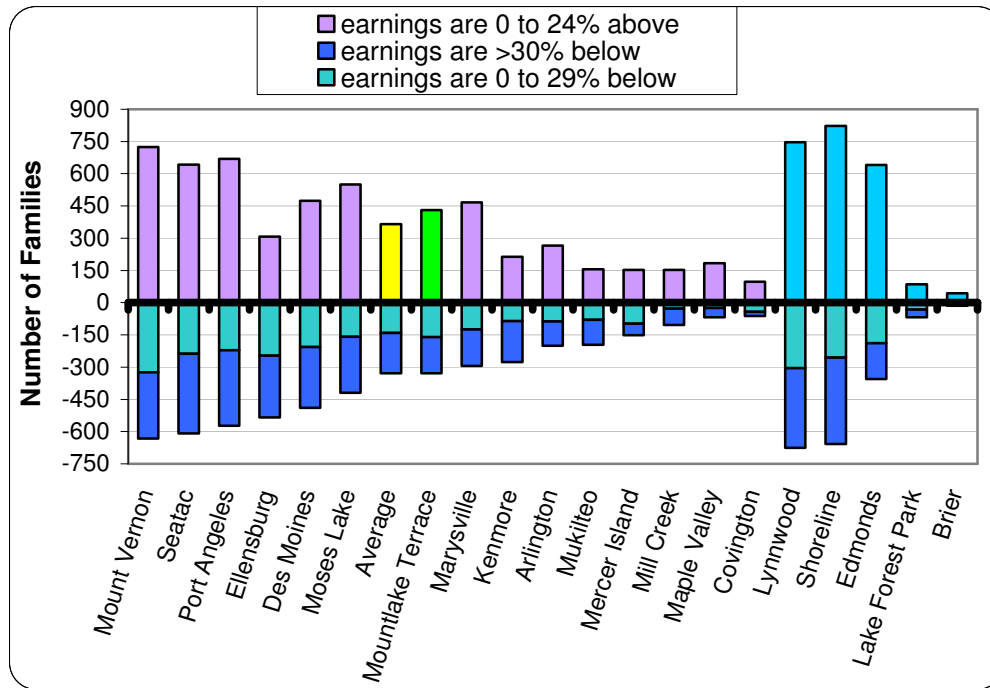


for over 100% of every 1,000 resident worker, importing workers from other cities. The cities that do both can provide jobs for 50-100% of every 1,000 resident. Mountlake Terrace is in the low end of the job

importer category with jobs available for roughly 64.2% of the workforce. Good jobs are available for Mountlake Terrace residents, but new businesses within the city can improve our position of jobs available to residents. In addition, there is a need for continuing education, internships or job shadowing to train our residents to meet the job demands of the professional positions available.

Lighter columns are neighboring cities and are not included in the computation of average

# Number of families with earnings just above or below poverty level

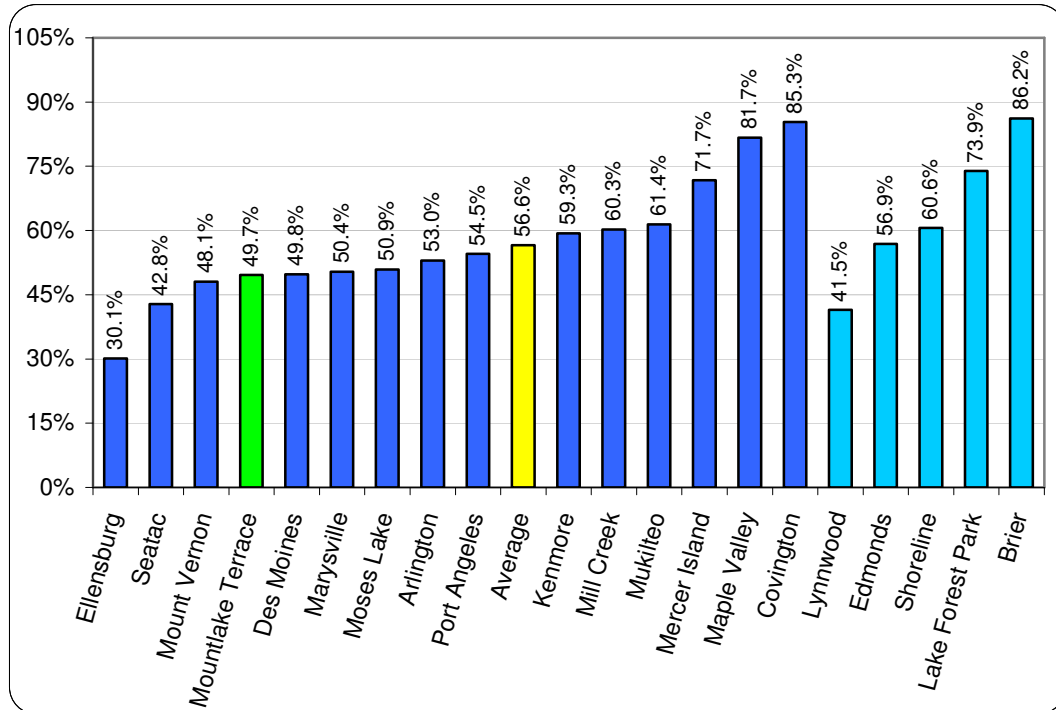


This chart shows three family groups of poverty level earnings: (1) earnings that are at or greater than 30% below poverty level, (2) earnings that are at poverty level to 29% below poverty level and (3) earnings that are up to 24% above poverty level.

The 1999 poverty level was at \$13,880 and is represented by the line 0. Families are defined as an average of 3.1 people. Only 5.8% of families living in Mountlake Terrace have income at or below poverty level compared to an average of 6.5%. Generally, densely populated cities have a higher percentage of families with lower income, whereas Mountlake Terrace does not follow that trend.

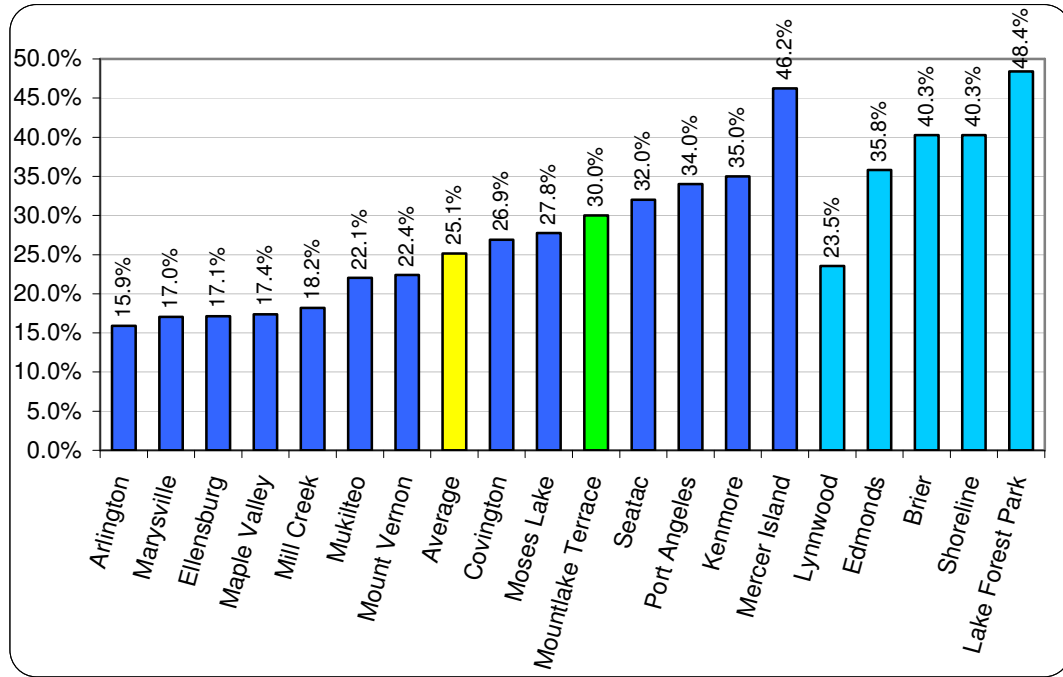
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# Percentage of Homes Occupied by Owner



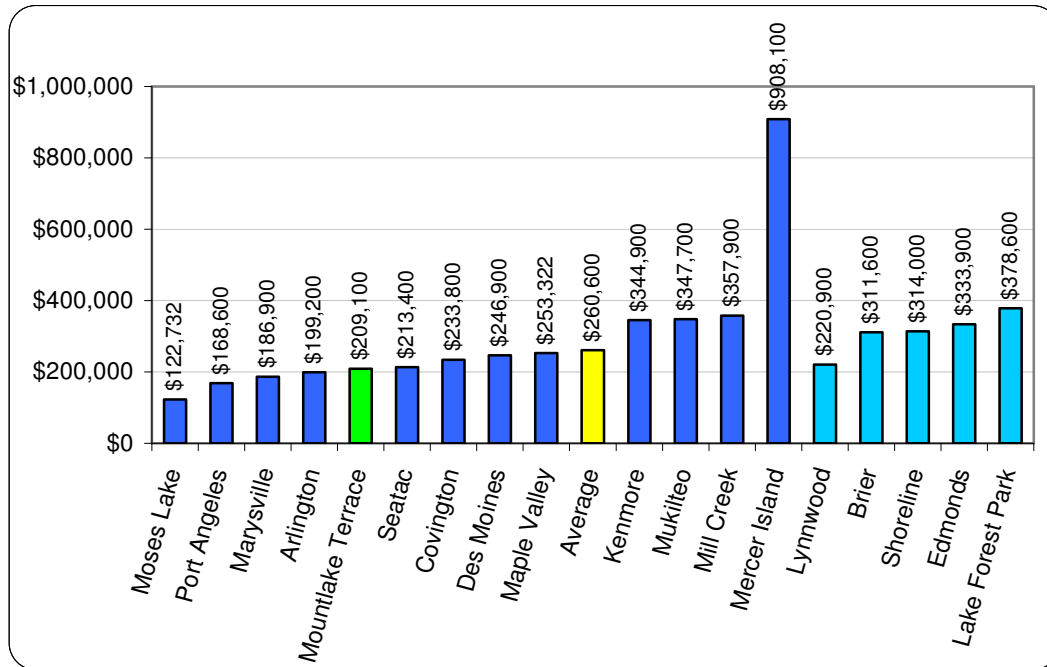
This chart shows how many single family residences are occupied by the owner and how many are rentals. Typically, the higher the median family income level within a city the higher the percentage of homes occupied by owners. The city's median family income is below average and 49.7% of the homes in Mountlake Terrace are owner occupied. It is common for dense cities to have a lower percentage of owner occupancy. The four cities with the highest density based upon residential acres also have less than 50% of owner occupancy, Lynnwood, SeaTac, Mountlake Terrace and Des Moines.

# Percentage of Residence in Same House for 10 years or more in year 2000



Long-term residents are considered a more stable population. Mountlake Terrace has an above average stable population as of the year 2000. The housing market over the last six years may have changed this statistic. As of September 2006, residential sales for 2006 in Snohomish and King Counties are up 22% and 15%, respectively, over the 2005 year-to-date sales. The market in the Pacific Northwest is on track for the second best sales year in history.

# 2005 Average Residence Assessed Value



The property value of single residence homes in the city is an indicator of how much property tax revenues is generated by residents on a per-family basis. Mountlake Terrace, with its lower house values and close proximity to the major and minor job centers, present opportunities for people looking for convenient and affordable housing. Major job centers are approximately 20 miles from Mountlake Terrace and are comprised of Everett, Seattle and Bellevue/Redmond with 67,000, 462,000 and 189,000 jobs available, respectively. Minor job centers are approximately 5 miles away and are comprised of Edmonds, Shoreline, Lynnwood and Bothell with 10,000, 17,000, 23,000 and 20,000 jobs available, respectively.

With 6,900 jobs available for workers, Mountlake Terrace's strategic location and affordable housing places the city in an excellent position for residential development to meet the job demand.



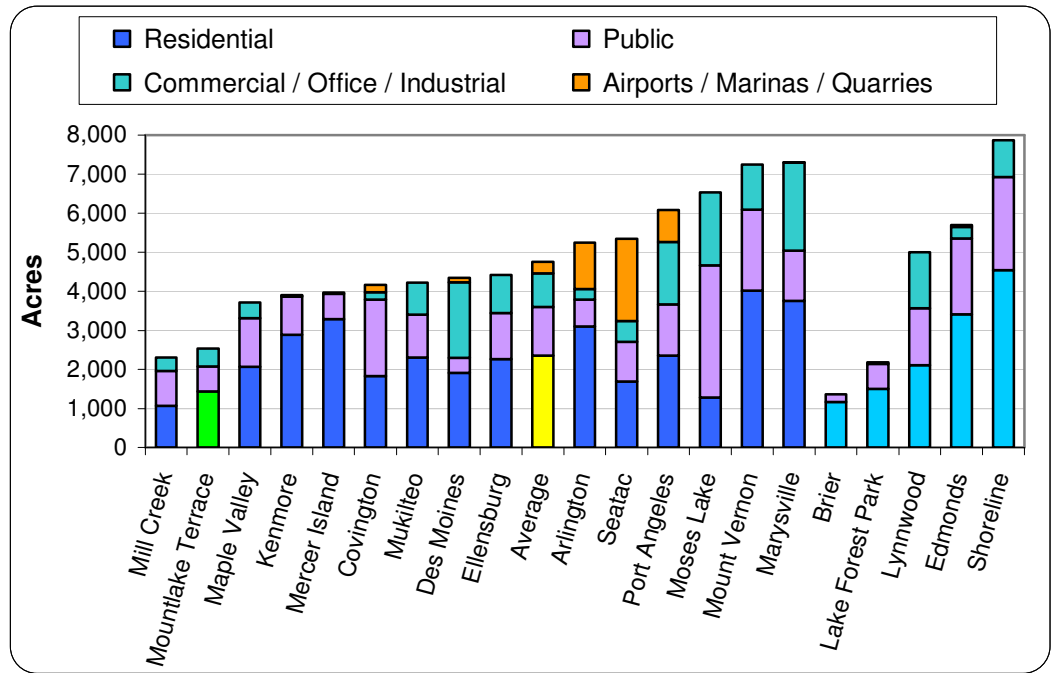
# Community Development

- Total land use is 57% residential, 25% public and 18% commercial
- Taxable land use is 76% residential and 24% commercial
- Comparable low issuance of building permits for new residential units
- Need to find incentives for improvements to property

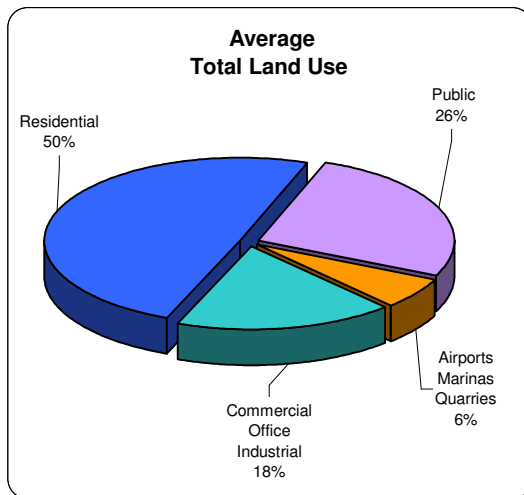
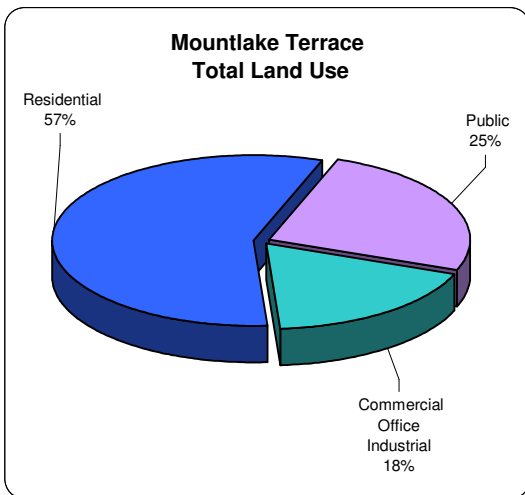
The breakdown of city land use measures potential tax revenues the land can generate.

## Components of City Land Use

Current city land use is 57% as residential, 18% as commercial and 25% as public.

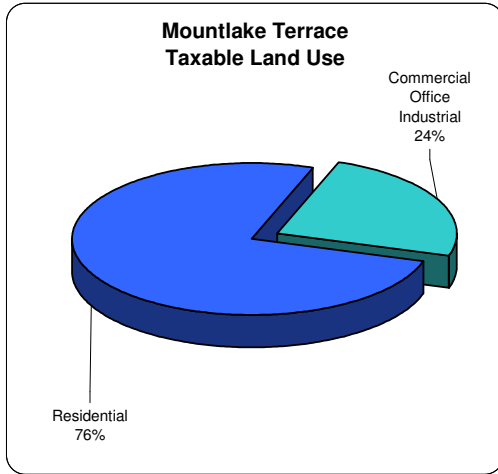


## Land Use Comparative

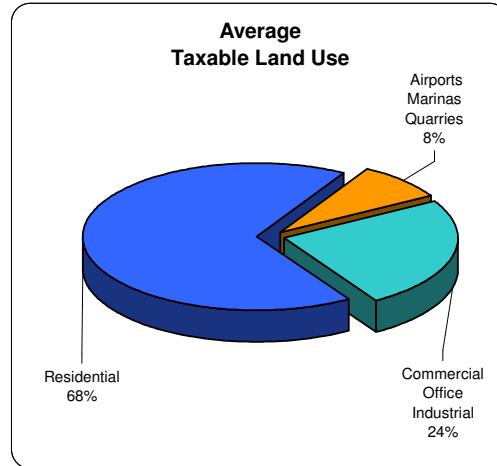


By comparing Mountlake Terrace's breakdown of land use to Average, we see that a larger percentage of the city's land is used for residential purposes, which is much greater than average. Our public and commercial land use is very similar to average.

Lighter columns are neighboring cities and are not included in the computation of average



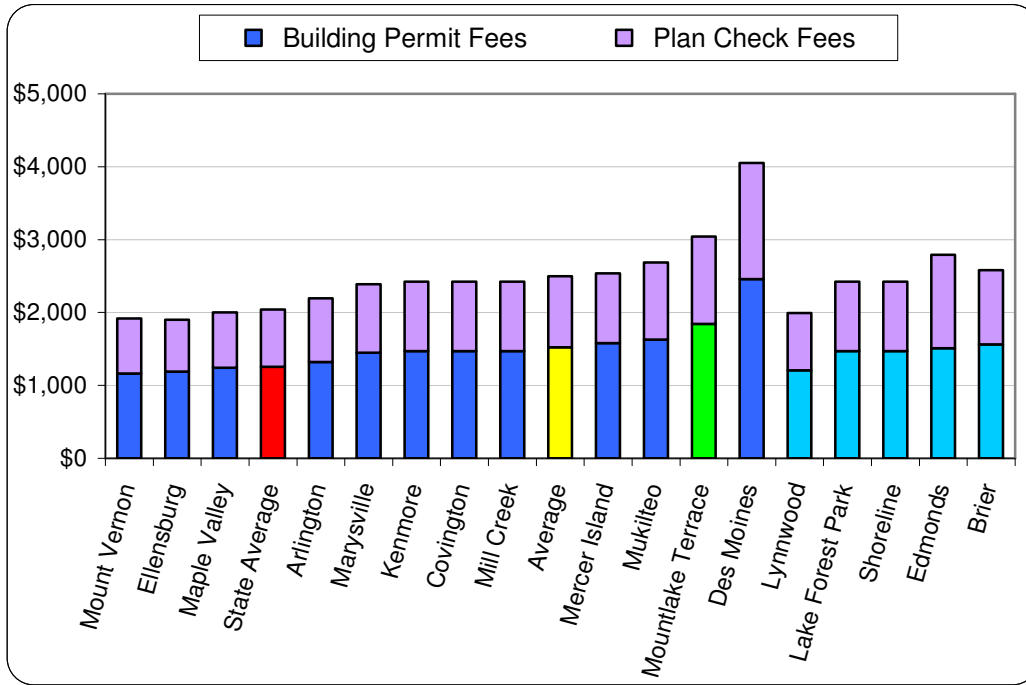
## Taxable Land Use Comparative



These two charts compares city land that can generate tax revenues to average land use generating tax revenues. Mountlake Terrace has a far greater portion of its taxable land in residential use, but the commercial portion of taxable land use is equivalent to average. Mountlake Terrace has the potential to further develop its commercial and residential land.



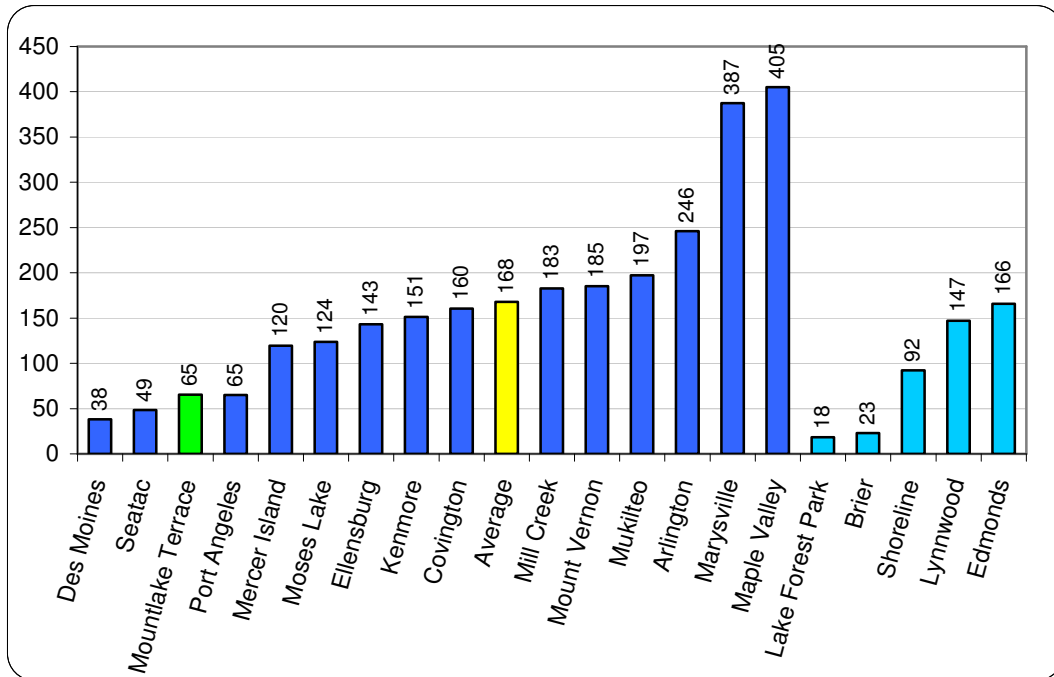
# Fees Based on a 2,000 sq. ft. Home on a 5,000 sq. ft. lot



An estimated fee that can be charged for a building permit based upon the specific criteria of a 2,000 square foot home resting on a 5,000 square foot lot. These fees can be viewed as a potential revenue source during redevelopment, but, because they are high, may serve as a disincentive for developers coming into Mountlake Terrace and instead going to neighboring cities.

Lighter columns are neighboring cities and are not included in the computation of average

# 10-Year Average of the Number of Residential Units that were Issued Permits



Building permits for residential units measures development / redevelopment within a city. Mountlake Terrace assessed home values are not keeping pace with the market, which could lead to a “flip”, where it becomes feasible for redevelopment in residential areas.

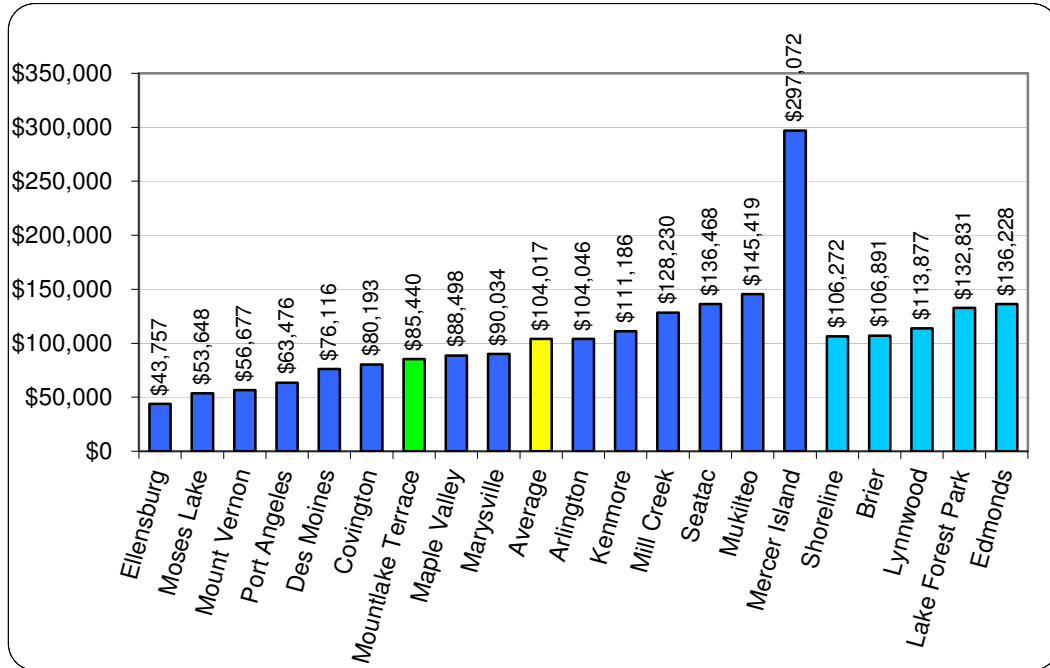


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# City Finances

- The City has older homes with a slower appreciation in value, increasing only \$39,000 over six years compared to a \$48,500 average increase
- Lower home assessed values and small business base bring in lower property taxes and sales taxes per capita
- High gambling tax revenue at \$62 per capita
- Overall government spending is \$2 million below average
- Below average city debt per capita
- Our 3-year average for capital projects and construction spending is below average

# 2005 Assessed Value of City per Capita

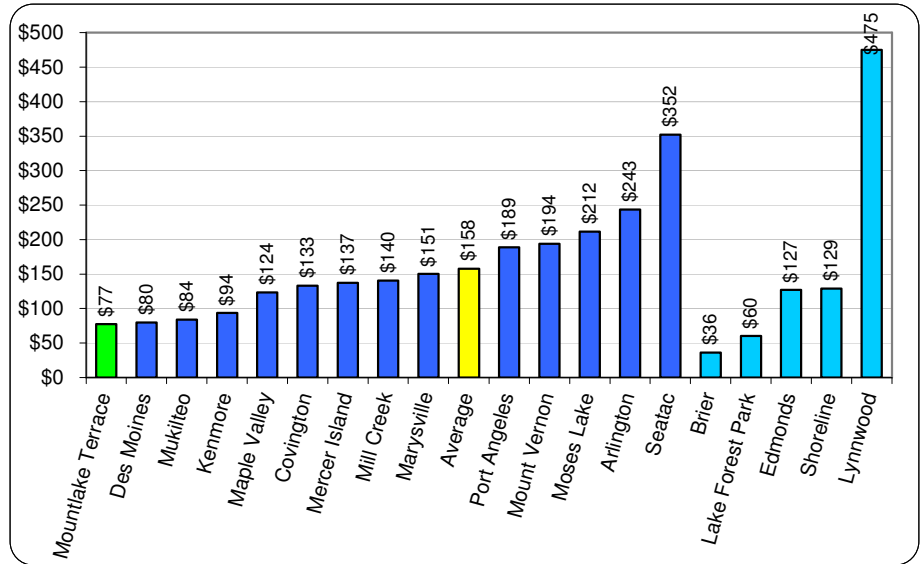


Property value of the city determines how much property tax is received based upon city tax rates. The primarily residential property and underdeveloped commercial property creates a below average assessed value of the city.

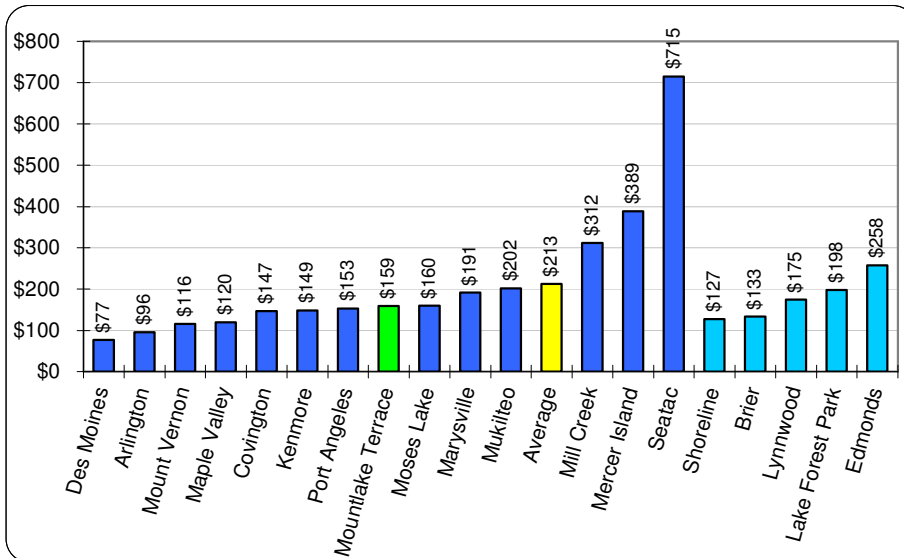


## Sales Tax Revenues per Capita

Currently Mountlake Terrace collects the least amount of sales tax to the other cities in this comparison. By marketing the city and providing opportunities for future business growth via a proactive economic development strategy, we can increase our sales tax revenues.



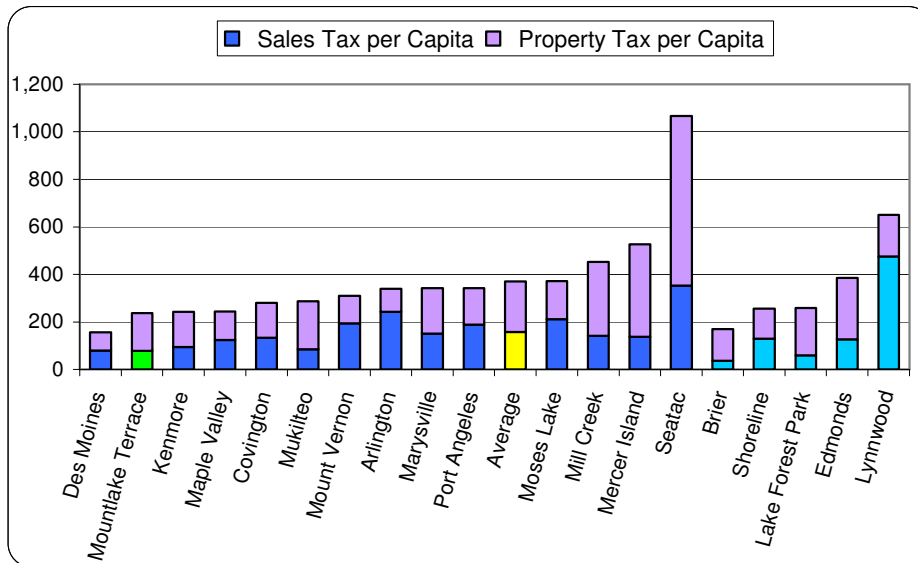
## Property Tax Revenues per Capita



Our lack of new construction yields below average property tax revenues. Because property taxes can be raised only 1% a year, new construction, particularly in our underdeveloped commercial areas, is the key to increasing these revenues.

Lighter columns are neighboring cities and are not included in the computation of average

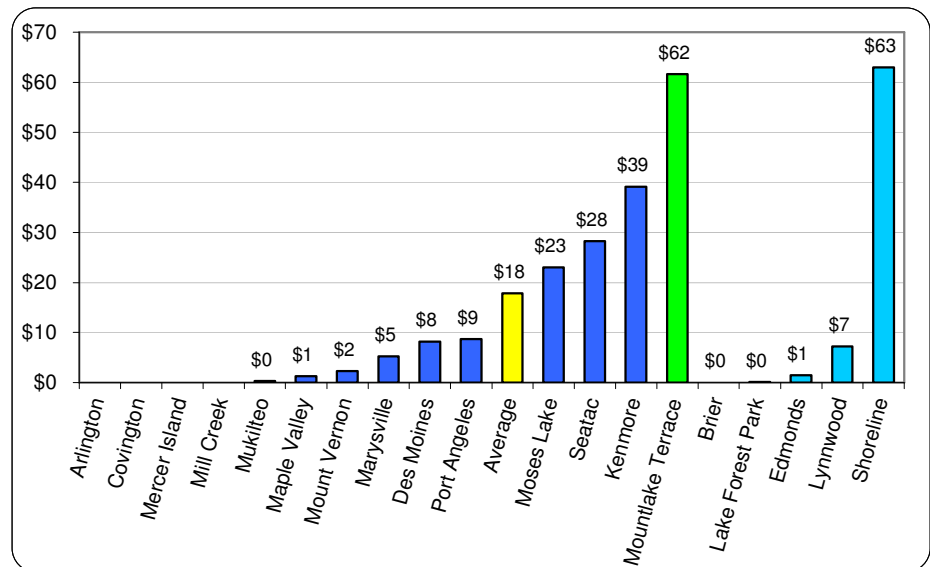
## Combined Sales Tax and Property Tax Revenues per Capita



Sales tax and property tax are main sources of income for cities. Sales tax and property tax are generally the main sources of revenues for cities. Further development of our commercial property can increase the tax revenues for the city. Creating opportunities for mixed-use development will increase both property tax and sales tax revenues.

## Gambling Taxes per Capita

This chart shows the City's dependency upon gambling tax revenues. Gambling revenues include; bingo, pull tabs and mini casinos. Gambling taxes tend to be cyclical and dependent upon the state of the economy. Mountlake Terrace has a high dependency upon gambling revenues to fill the gap from lower sales tax and property tax revenues.

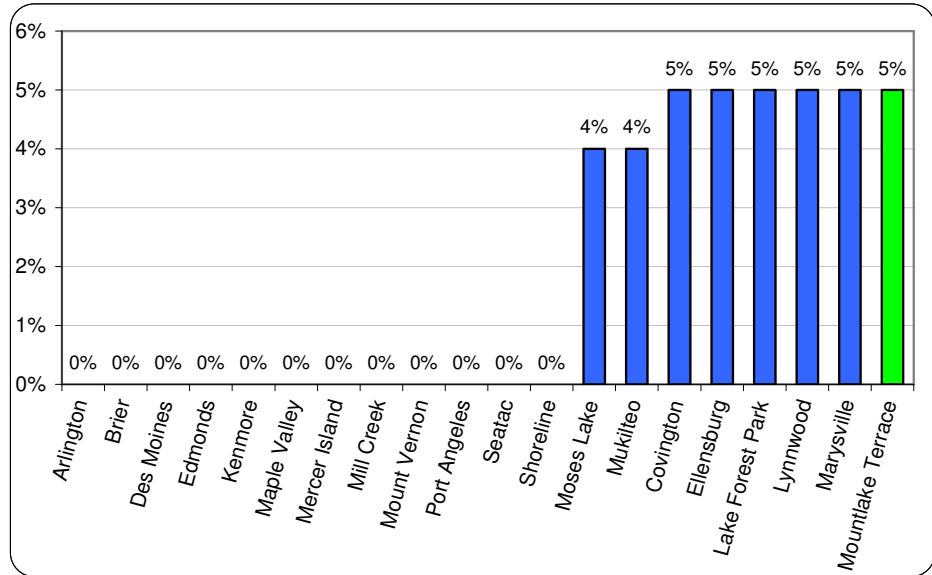


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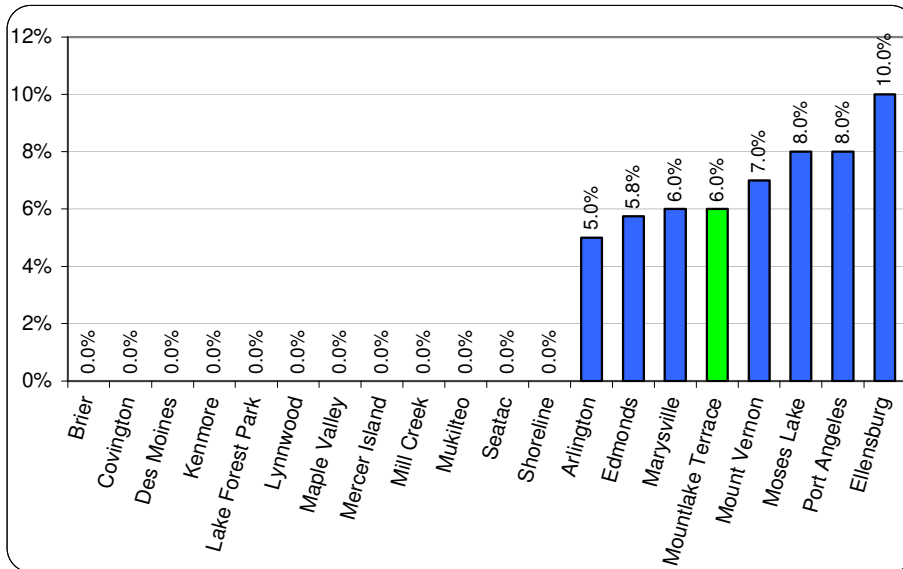
The following two charts show which cities charge admission and utility taxes and the rate used.

## Admissions Tax Rates

Admission taxes can be charged for recreational facilities such as the recreation centers, movie theaters and golf courses. Currently, Mountlake Terrace only charges admission tax on movie theaters. Similar to the majority of the cities who charge an admission tax, Mountlake Terrace's tax rate is 5%.

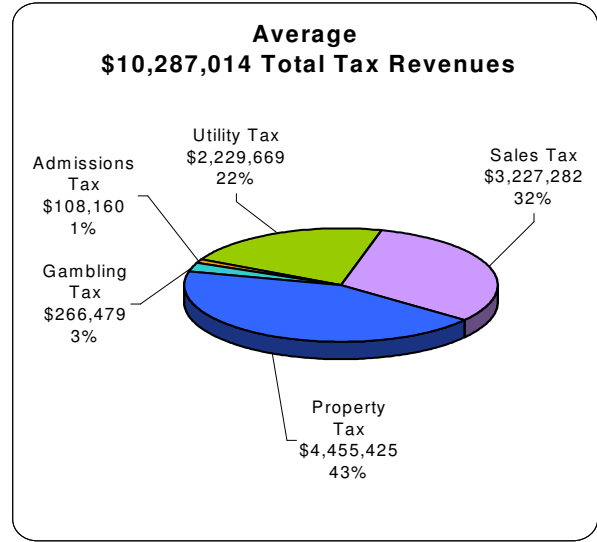
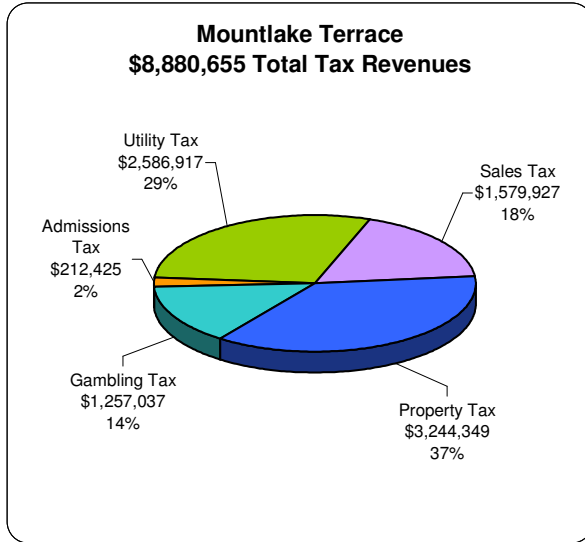


## Utility Tax Rates

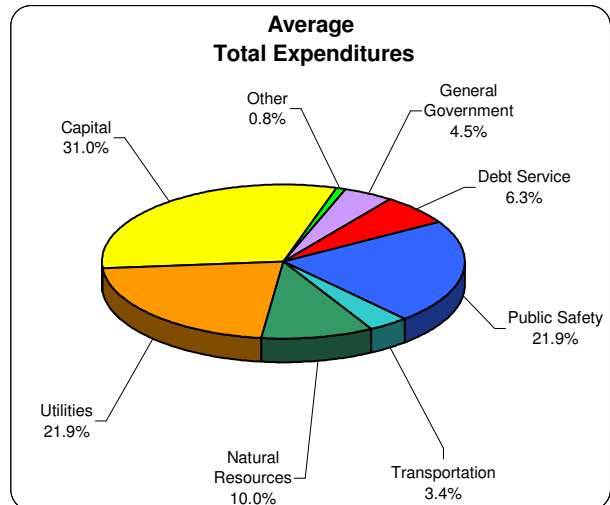
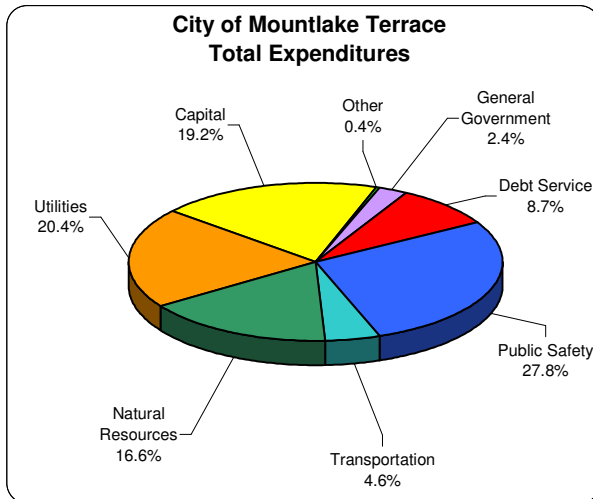


Cities without the tax either do not charge a utility tax or the city utilities are provided by other municipal entity, meaning the city is not allowed statutory to levy a utility tax. Mountlake Terrace charges the maximum allowed by the code without voter approval.

# Tax Revenues and Expenditures Comparatives



Because property and sales tax revenues are lower than average, Mountlake Terrace has a higher dependency upon utility and gambling tax revenues.

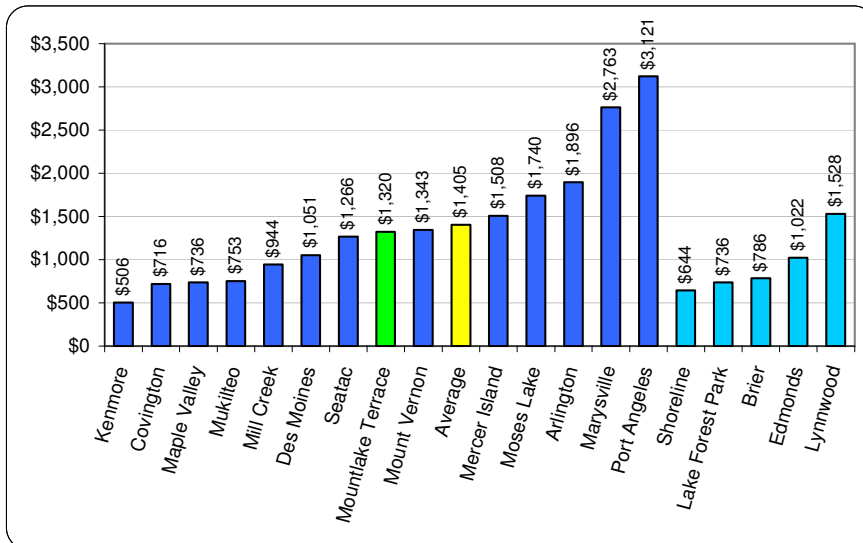
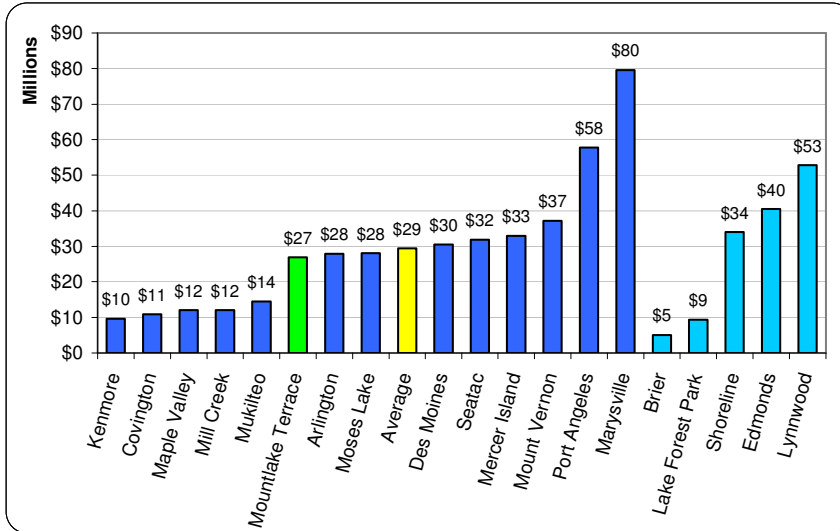


Despite collecting below average sales and property tax revenues, our dependency upon utility and gambling tax revenues and prudent financial management, the City has created a strong financial base.

# Expenditures

This chart shows all expenditures by a city. This chart does not compare apples to apples

expenditures. Each city is organized differently, some provide staffed services or own their utilities while others provide contract services and utilities. Typically, contracted services consume less city resources than staffed services. As a full service city, Mountlake Terrace has a lower than average spending level.



This chart shows the total expenditures invested by a city per resident.

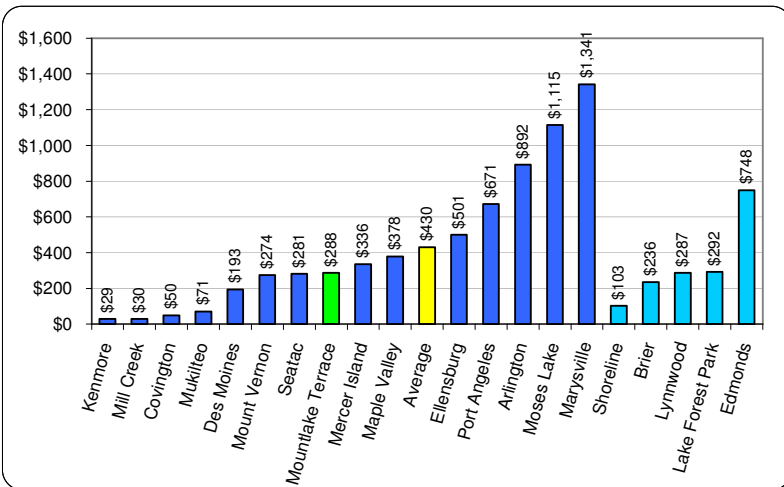
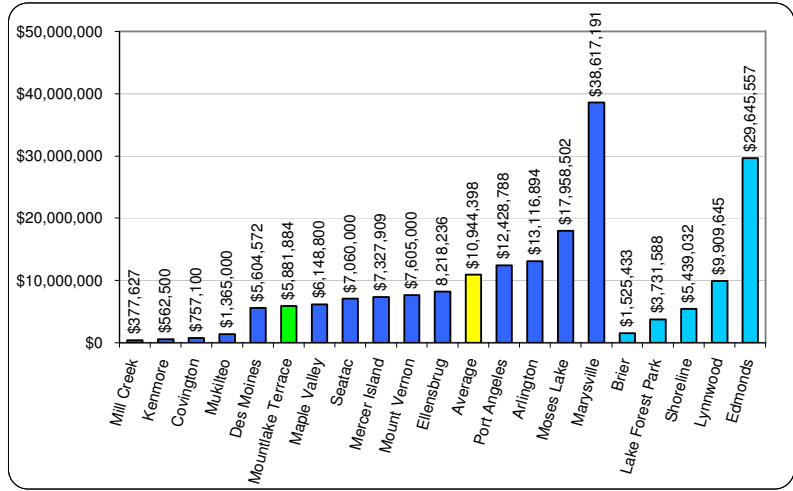
Mountlake Terrace is able to maintain the current quality of life for residents and businesses by spending less than average.

Lighter columns are neighboring cities and are not included in the computation of average

# Outstanding Debt

Mountlake Terrace's voter-approved and council manic outstanding debt is well below average and, as of 2005, the remaining debt capacity for voter-approved is \$18,466,856 and for council manic is \$15,685,960

**Total  
Outstanding  
Debt**

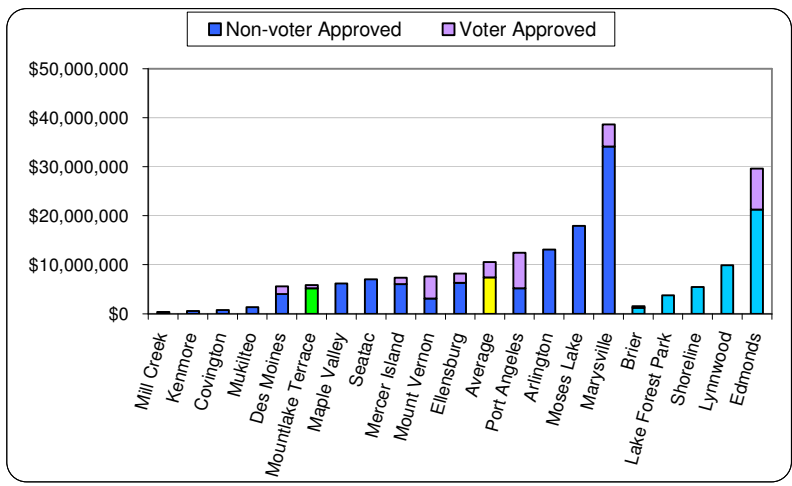


Outstanding debt per capita is the total voter approved and council manic debt outstanding per resident. Mountlake Terrace has \$286 of outstanding debt per resident, below the average.

**Outstanding  
Debt per Capita**

Components of Debt indicate how much of total outstanding debt is voter approved and non-voter approved (council manic). The debt breakdown for Mountlake Terrace's voter-approved and non-voter approved is \$675,000 and \$5,206,884 respectively, which is, again, below average.

**Components of  
Outstanding Debt**



Lighter columns are neighboring cities and are not included in the computation of average

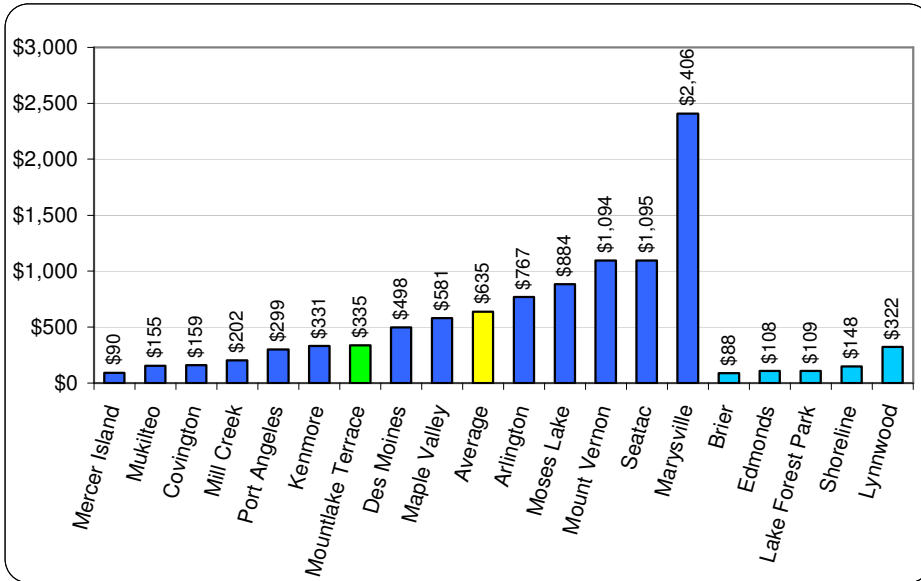
# Municipal Bond Ratings

| City              | Moody's |         | S&P     |         | Fitch |
|-------------------|---------|---------|---------|---------|-------|
|                   | General | Utility | General | Utility |       |
| Arlington         | A3      |         |         |         | AAA   |
| Brier             | -       |         |         |         | -     |
| Covington         | A2      |         |         |         | AAA   |
| Des Moines        | A3 & A2 |         |         |         | AAA   |
| Edmonds           | AA3     | AA3     |         |         | AAA   |
| Ellensburg        | A3      |         |         |         | AAA   |
| Kenmore           | -       |         |         |         | -     |
| Lake Forest Park  | A2      |         |         |         | AAA   |
| Lynnwood          | A & A1  | A       | AA-     | A+      | AAA   |
| Maple Valley      | A3      |         | A+      |         | AAA   |
| Marysville        | A3      |         |         |         | AAA   |
| Mercer Island     | Aa1     |         |         |         | -     |
| Mill Creek        | -       |         |         |         | -     |
| Moses Lake        | A3      |         | AAA     |         | AAA   |
| Mount Vernon      | A3      |         |         |         | AAA   |
| Mountlake Terrace | A3      |         |         |         | AAA   |
| Mukilteo          | A2      |         |         |         | -     |
| Port Angeles      | A3      |         |         |         | AAA   |
| Seatac            | A3      |         |         |         | AAA   |
| Shoreline         | A2      |         |         |         | AAA   |

Bond ratings represent the creditworthiness of a city. The higher the rating the better the interest rate on bonds. Mountlake Terrace should pursue a higher rating in line with other comparable cities, given its strong financial position.

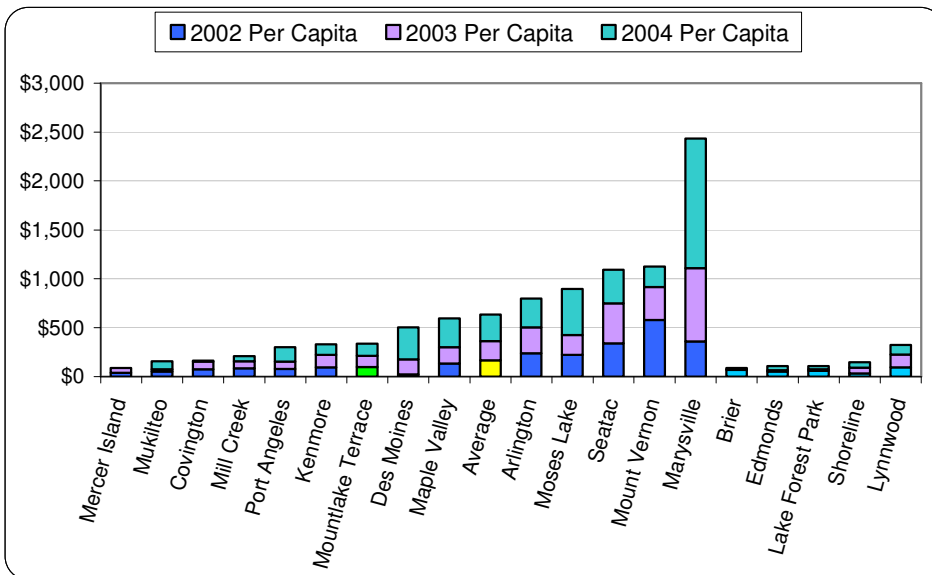
# Capital Construction per Capita for 2002 to 2004

## 3-Year Average of Total Capital Construction per Capita for 2002 to 2004



The average capital construction costs per resident for 2002 to 2004. Capital construction costs include street/roads, storm water and utilities. Marysville is currently facilitating their building boom by constructing new streets/road and adding utilities, which explains their high level of activity. On average from 2002 to 2004, Mountlake Terrace has spent \$335 per resident over the three years.

## Total Capital Construction per Capita for 2002 to 2004



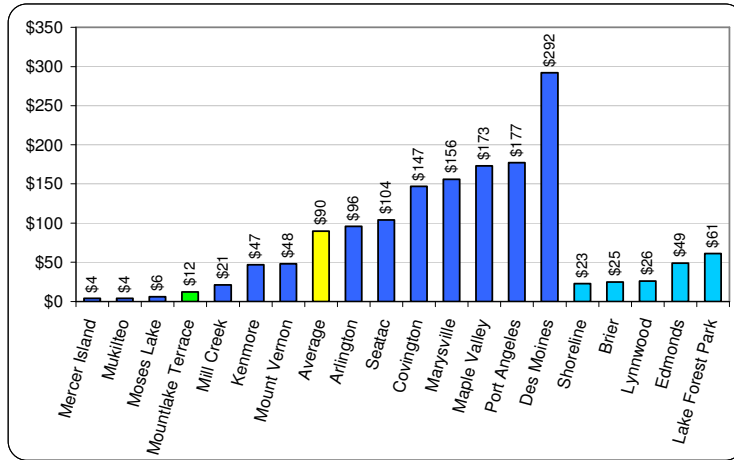
The total capital construction per capita indicates how much capital construction per resident for each year. Capital construction spending in Mountlake Terrace has been consistent during 2002, 2003 and 2004 for street/roads, storm water and utilities; yet lower than average even when Marysville is removed.

Lighter columns are neighboring cities and are not included in the computation of average



# Capital Construction per Capita for 2002 to 2004

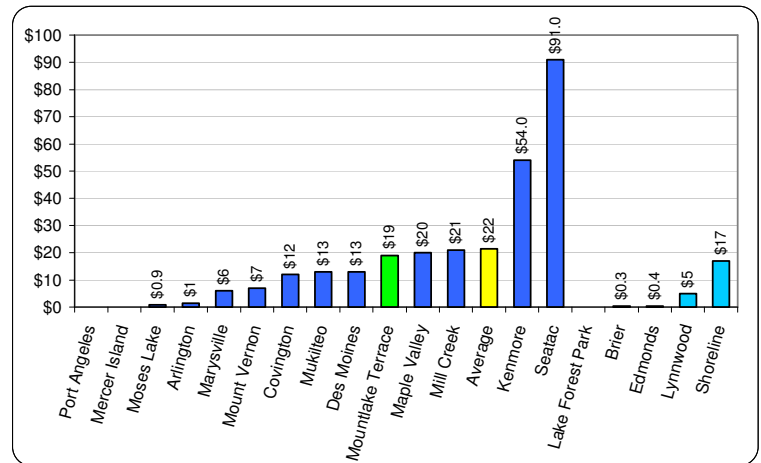
### 3-Year Average of Street/Road Construction per Capita for 2002 to 2004



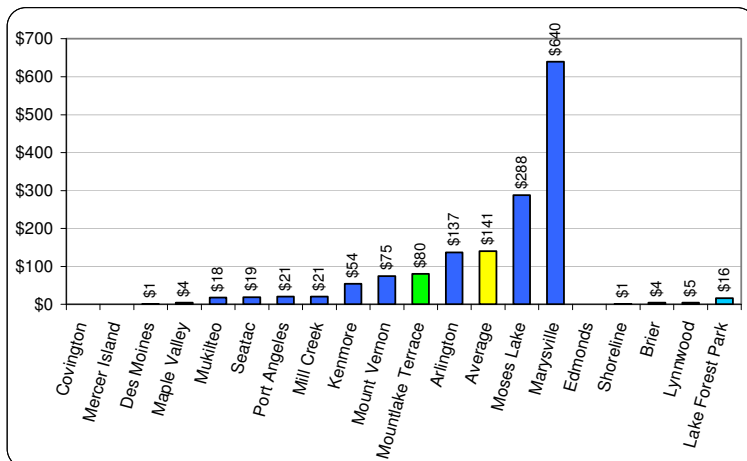
The average street/road construction costs per resident for 2002 to 2004 demonstrates Mountlake Terrace's need to increase spending on streets/roads to have programs similar to those of our comparable cities.

### 3-Year Average of Storm Water Construction per Capita for 2002 to 2004

The average storm water construction costs per resident for 2002 to 2004. Mountlake Terrace is among the leaders in this area.



### 3-Year Average of Utility Construction per Capita for 2002 to 2004



The average utility construction costs per resident for 2002 to 2004.

Lighter columns are neighboring cities and are not included in the computation of average

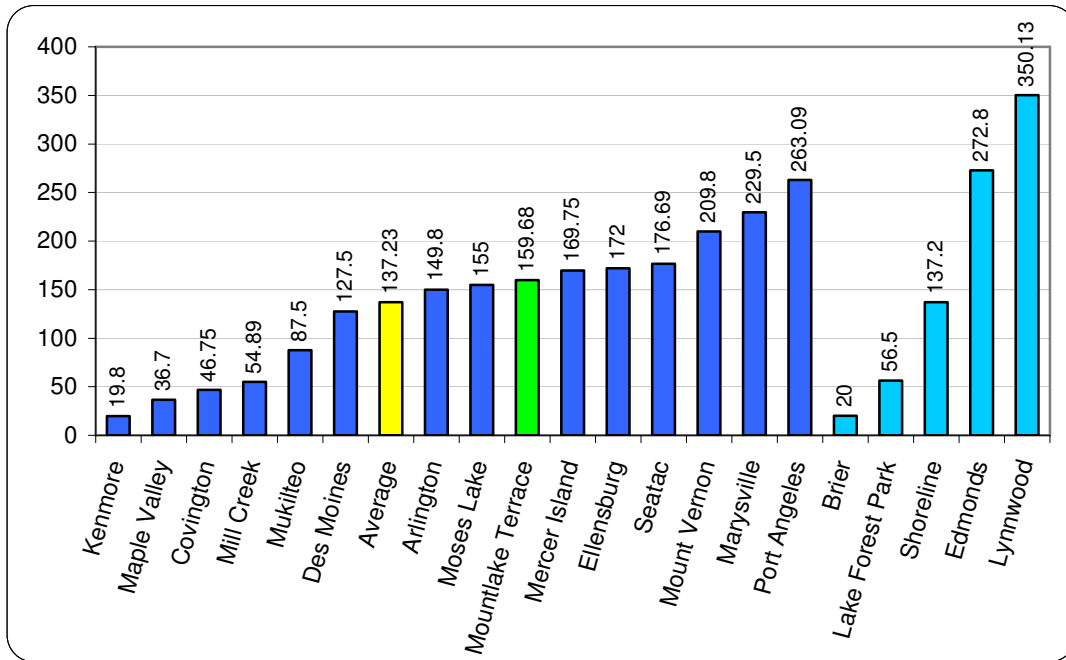


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# City Staffing

- Mountlake Terrace has its own police force, public works staff, and owns and operates utilities which require additional support staff for administrative assistance, payroll, utility billing and information services
- Comparable employees are executive, administrative services, finance, community development and engineering, public works and maintenance departments
- 2007 staffing changes include eliminating six support oriented positions

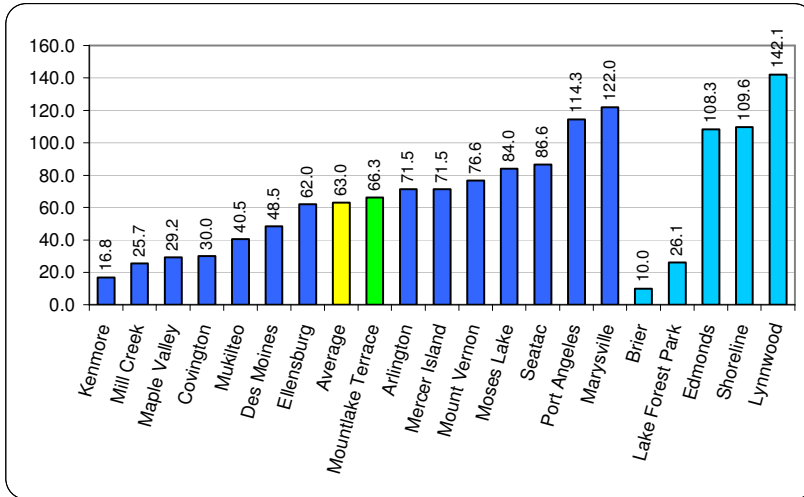
# Total City FTE's



Cities showing higher levels of employees have their own police and public works departments and owns & operates one or more utilities. They require additional support staff for administrative services, payroll, utility billings and information services. Mountlake Terrace is a full service city with 159.58 FTEs. This is above average, yet due in large part to a large recreation program, which is supported primarily by recreation user's fees.

Each City is organized differently. For comparable purposes, only Executive, Administrative Services, Finance, Community Development and Engineering, Public Works and Maintenance departments are included in these charts.

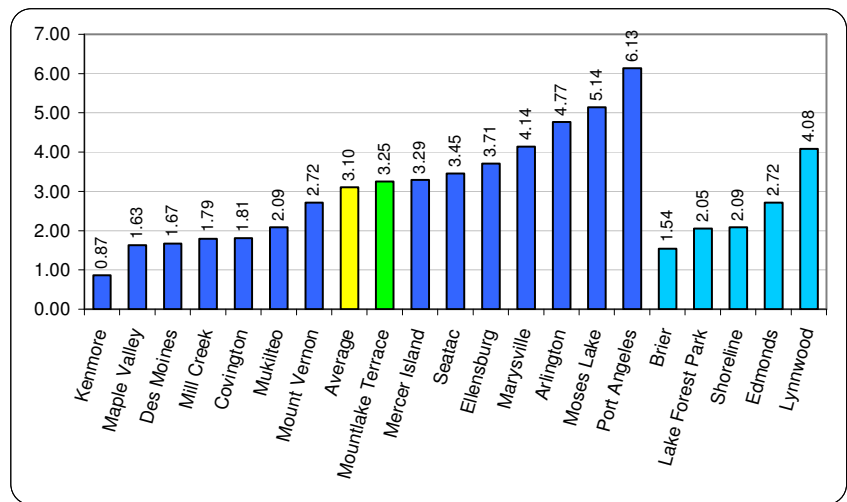
## Total Comparable Employees



The higher populated cities tend to have higher staffing levels. When the police and recreation departments are not included, Mountlake Terrace has an average amount of employees, but this comparable still includes the support staff needed for police and recreation.

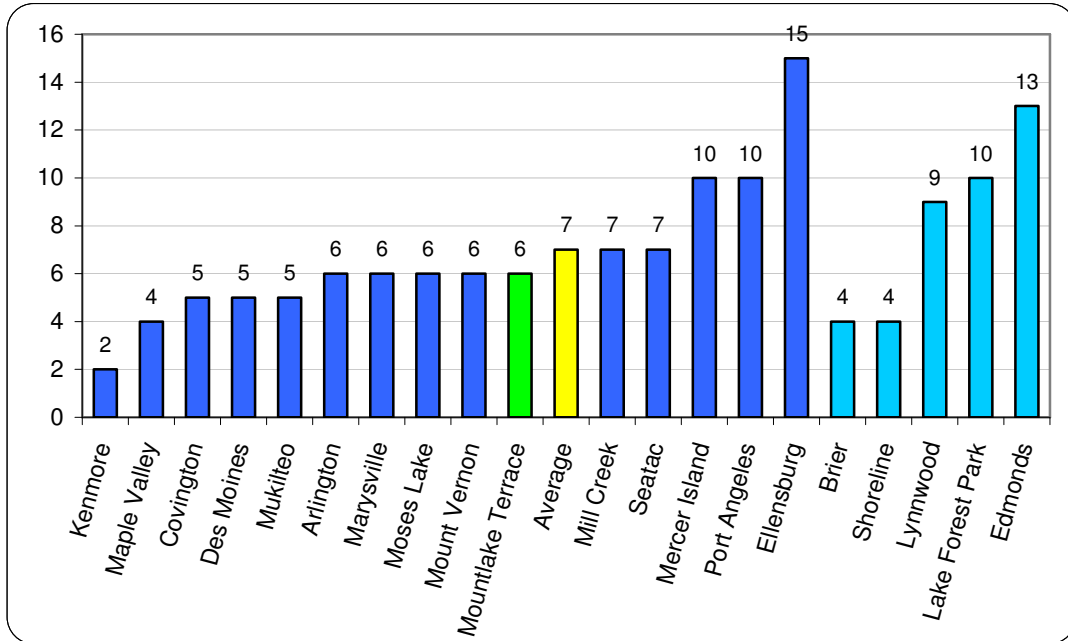
## Total Comparable Employees per 1,000 Population

Number of city employees employed for every 1,000 residents. When the police and recreation departments are not included, Mountlake Terrace has 3.25 employees for every 1,000 resident.



Lighter columns are neighboring cities and are not included in the computation of average

# Number of Boards and Commissions



Boards and Commissions provide additional interaction with the community; yet also require additional support staff and employee involvement. 2/3 of Mountlake Terrace's Boards and Commissions are similar to those of the other cities throughout this comparison.

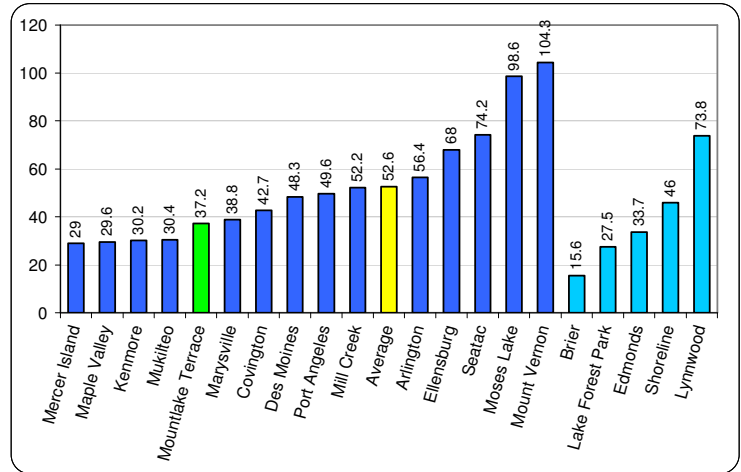
# Public Safety

- Mountlake Terrace has one of the lowest crime rates
- Mountlake Terrace has a higher ratio of commissioned officers per 1,000 citizens but the result is a community with a lower rate of crime reflecting the efficient use of resources
- Newer cities contract with the county for police services, which is less expensive but provides lower levels of service
- After adjusting for inflation, criminal justice expenditures have increased 2.7% from 2002 to 2004, which is below average

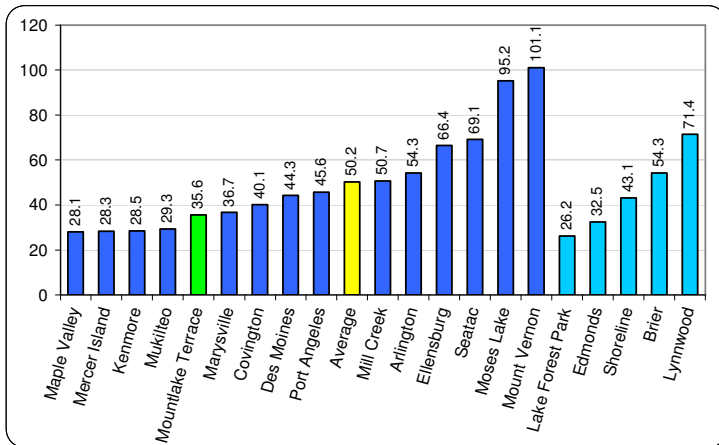
# Criminal Statistics

## Total Crimes per 1,000 Population

Number of crimes per 1,000 residents is well below average.



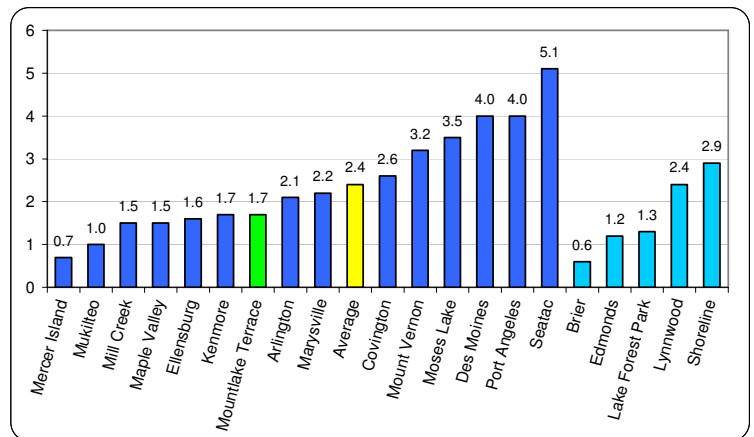
## Property Crimes per 1,000 Population



Number of property crimes per 1,000 residents. Compared to these cities, Mountlake Terrace has one of the lowest property crimes per 1,000 residents.

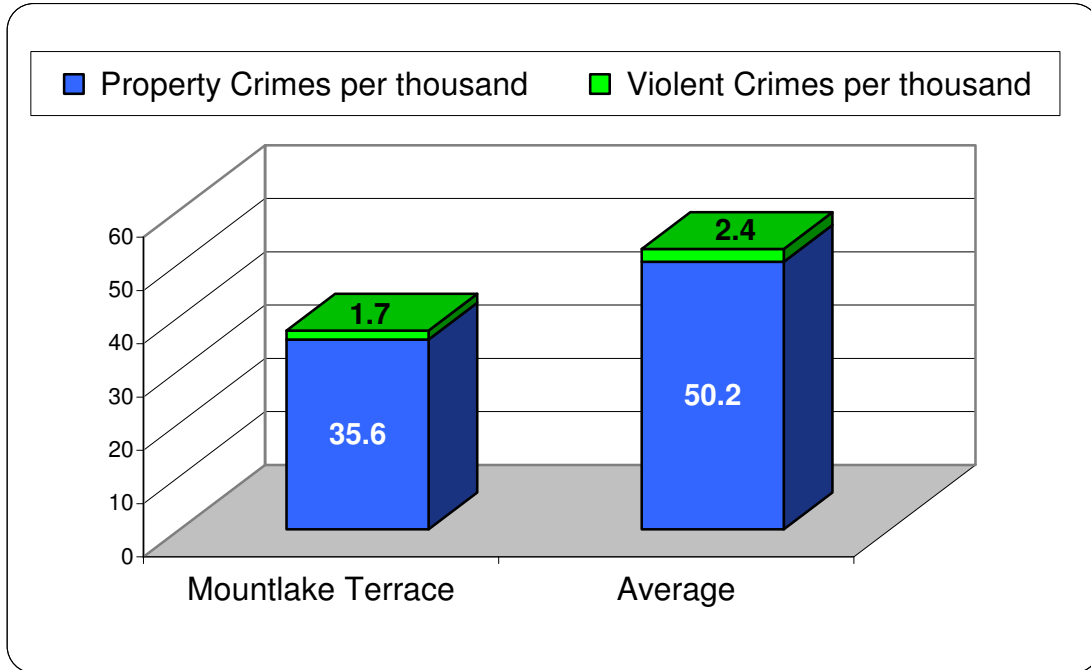
## Violent Crimes per 1,000 Population

Number of violent crimes per 1,000 residents. In 2004, there were only 1.7 violent crimes per 1,000 resident in Mountlake Terrace, well below average.



Lighter columns are neighboring cities and are not included in the computation of average

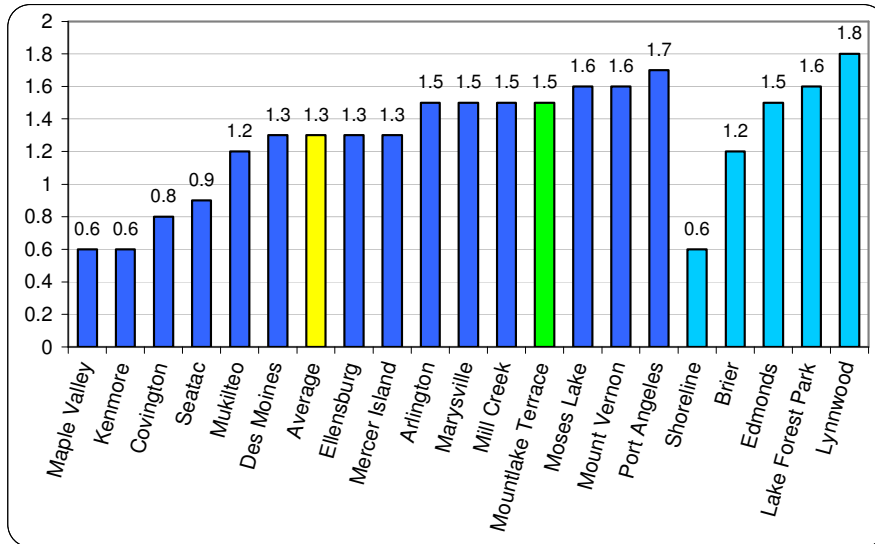




Comparing Mountlake Terrace crimes to average. The average crime rate per thousand residents was 53 and in Mountlake Terrace, the rate was 37 crimes per thousand in 2004.

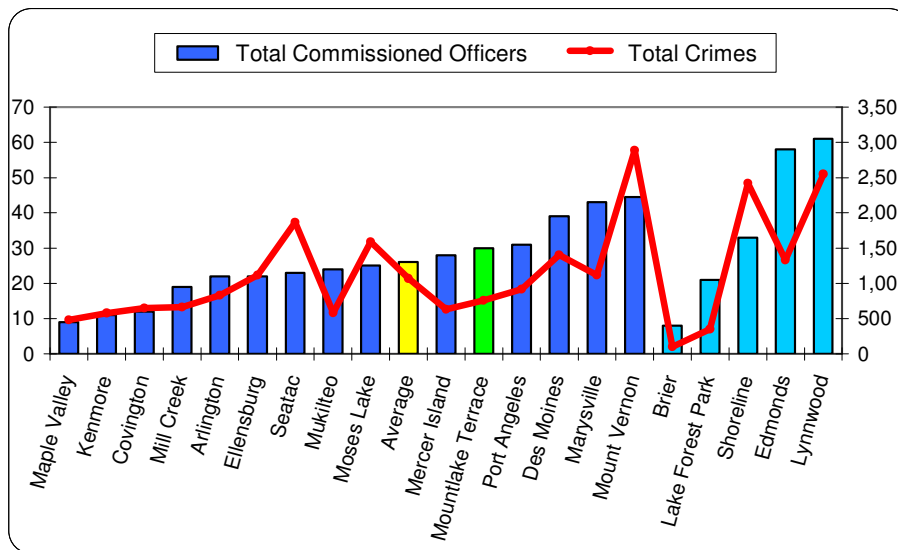
Cities with contracted police service have a lower ratio of commissioned officers per 1,000 population. Mountlake Terrace has 1.5 commissioned officers per 1,000 residents.

## Commissioned Officers per 1,000 Population



Measures total commissioned officers to total crimes committed. Because of the number of commissioned officers in Mountlake Terrace, the police force is able to keep the crime level down in the city.

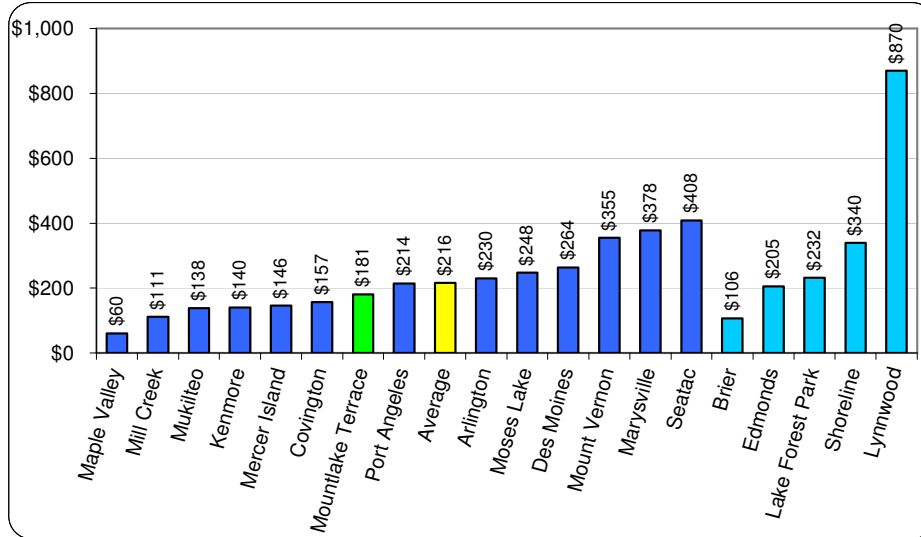
## Commissioned Officers to Crimes



Lighter columns are neighboring cities and are not included in the computation of average

# Criminal Services Expenditures

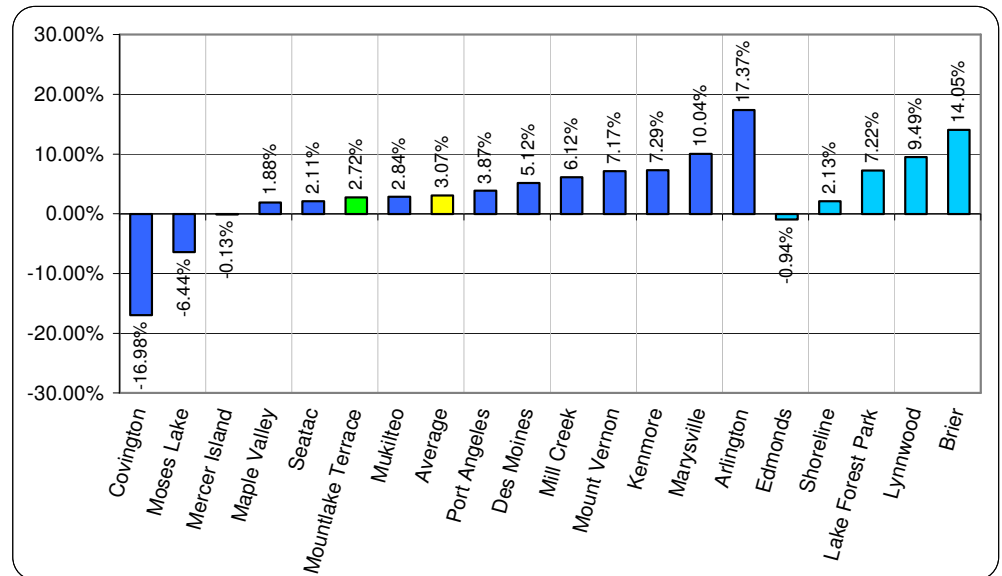
## Criminal Services Expenditures per Capita



Criminal service expenditures per capita are criminal service expenditures per resident. Looking at the low crime statistics, our investment in law enforcement is paying off.

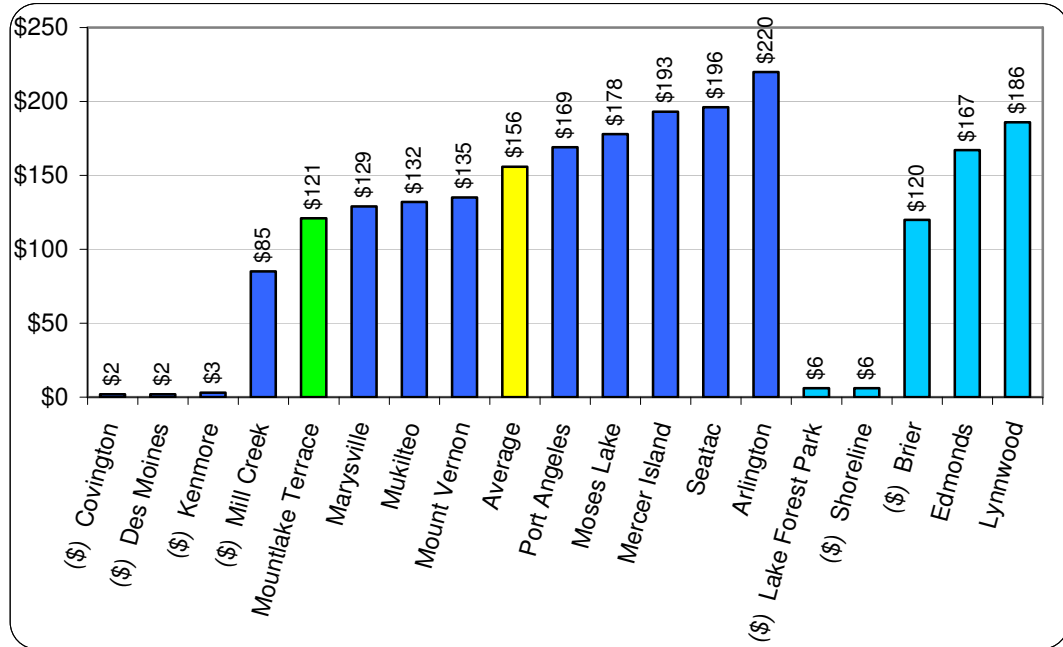
## Increase in Criminal Justice Expenditures from 2002 to 2004 (after adjusting to 2004 dollars)

Measures the increase/decrease in criminal justice expenditures after adjusting for inflation. Mountlake Terrace has increased their criminal justice expenditures only 2.72% over the last three years.



Lighter columns are neighboring cities and are not included in the computation of average

# Fire and Emergency Expenditures per Capita



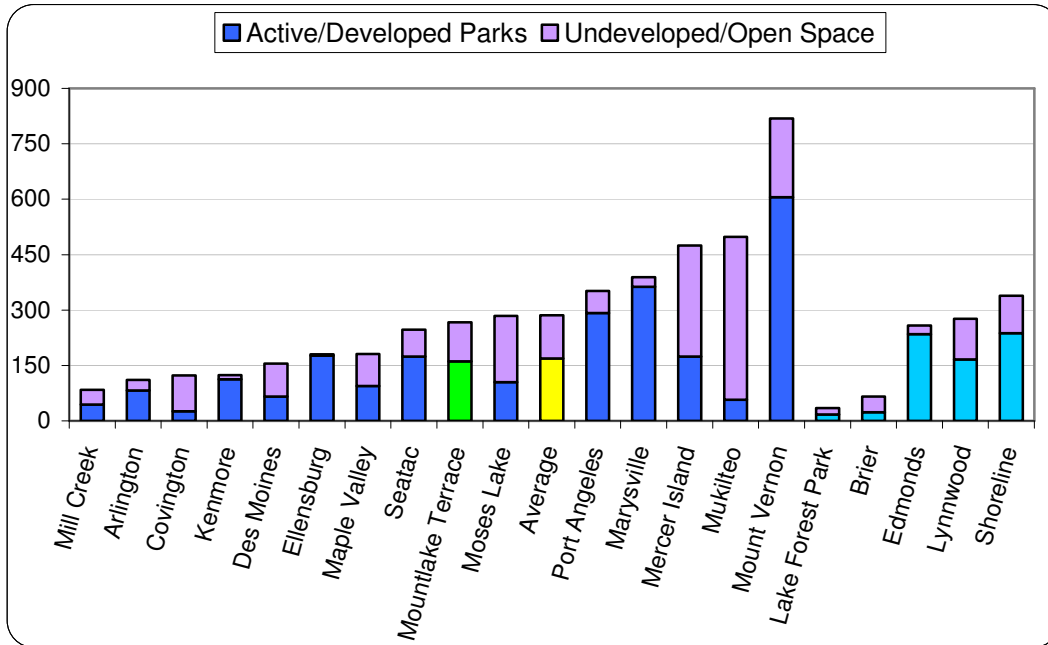
Fire and emergency expenditure per resident in Mountlake Terrace was one of the lowest among non-contract cities. (*\$*) - These Cities contracted their Fire and Emergency Services in 2004.

Lighter columns are neighboring cities and are not included in the computation of average

# Parks and Recreation

- Mountlake Terrace has 265 acres of parks, just under the average of 286 acres
- Mountlake Terrace has 13 acres of parks for every 1,000 citizen
- The percentage of park acres to city acres is 10.6%, which is greater than the recommended ratio of 9.6%, per the National Recreation and Parks Association. This provides for a better quality of life for residents and businesses
- Mountlake Terrace spends \$39 per capita and \$2,953 per acre on parks, which are average levels of spending

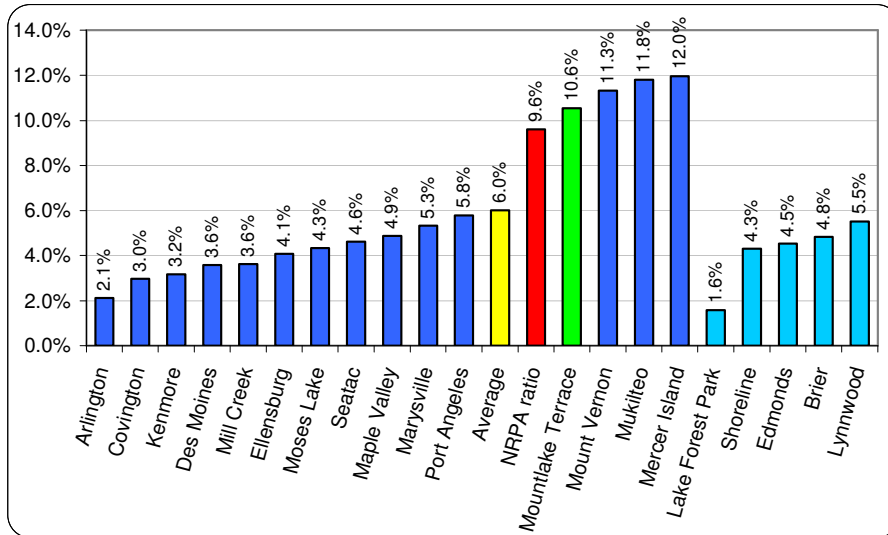
# Park Acreage



Shows how many acres of parks need to be maintained. This does not indicate how much work is required to maintain the parks. Of the 265 acres of parks in Mountlake Terrace, 60% of our parks are developed compared to the average city with 59% developed.

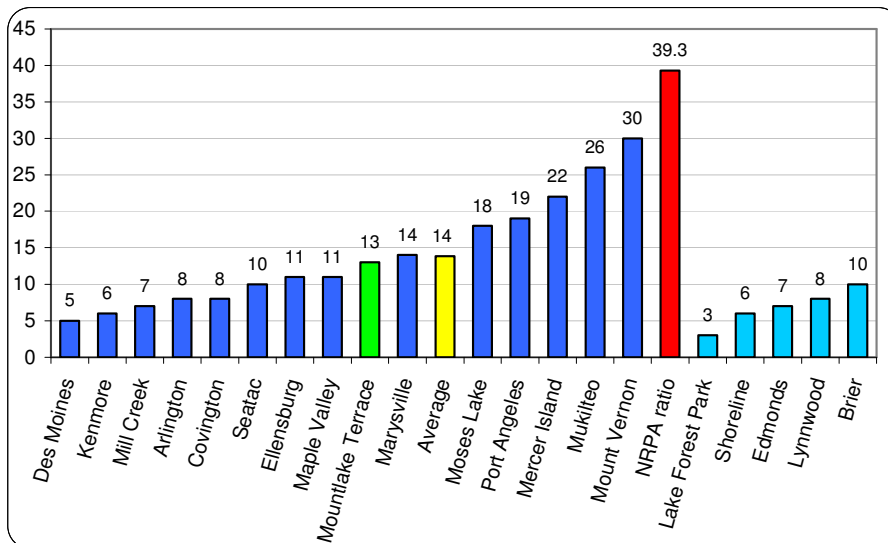
Lighter columns are neighboring cities and are not included in the computation of average

## Percentage of Park Acreage to Total City Acreage



Parks increase the quality of life for residents and draw in businesses. Mountlake Terrace has a higher percentage of city acres devoted to parks than is recommended by the National Recreation and Parks Association.

## Park Acre per Thousand Population



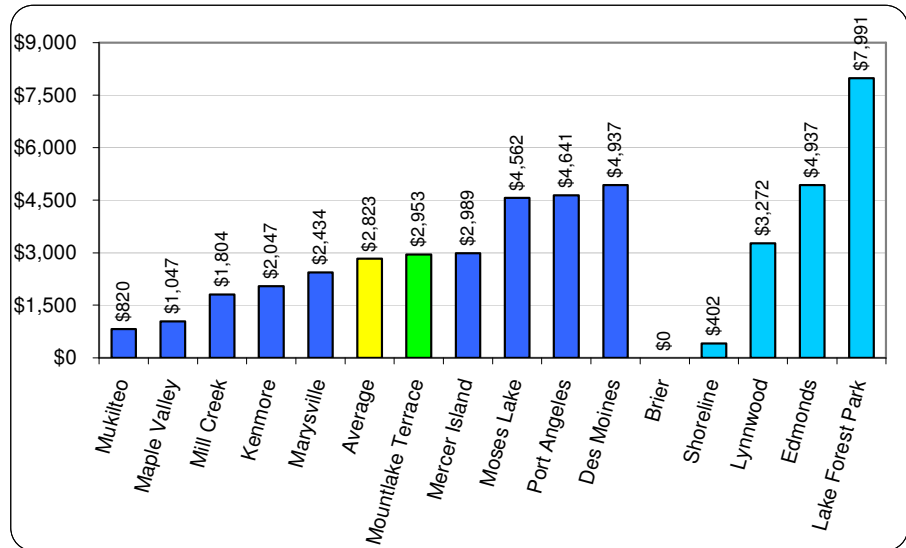
Indicates how many acres of city parks are available for every 1,000 residents. Though we only have 1/3 of the acres per 1,000 population recommended by NRPA, none of the cities in this comparison have the recommended level of parks. If county parks and school playfields are included in this chart, many of the cities may meet the NRPA recommendation.

Lighter columns are neighboring cities and are not included in the computation of average

# Park Expenditures

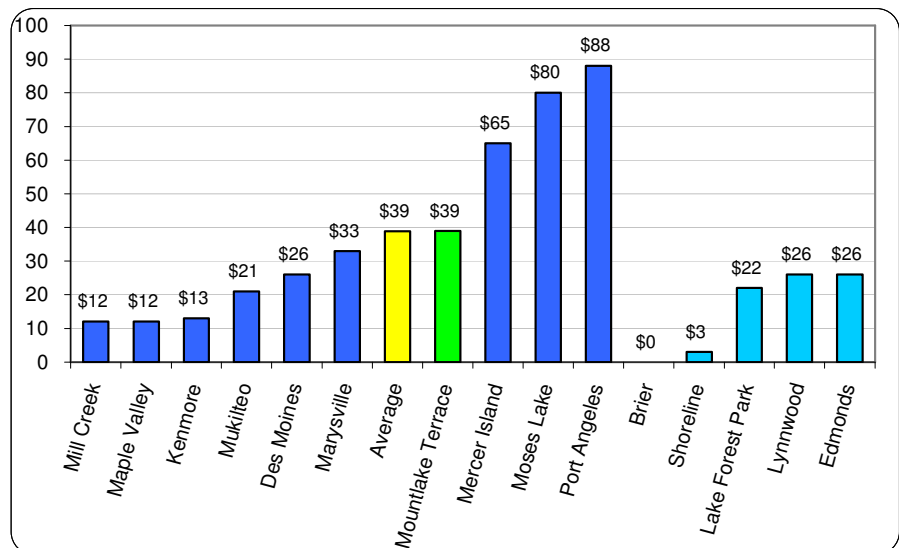
## Park Expenditures per Acre

Park expenditures per acre are the maintenance expenditures per acre of park. Parks with recreational fields and extensive landscaping need a higher level of maintenance than natural areas. With 60% of our parks developed, we have an average level of expenditures on their maintenance.



## Park Expenditures per Capita

Park expenditures per capita are maintenance expenditure for parks per resident. The acres of parks and expenditures per person are equivalent to average.



Lighter columns are neighboring cities and are not included in the computation of average

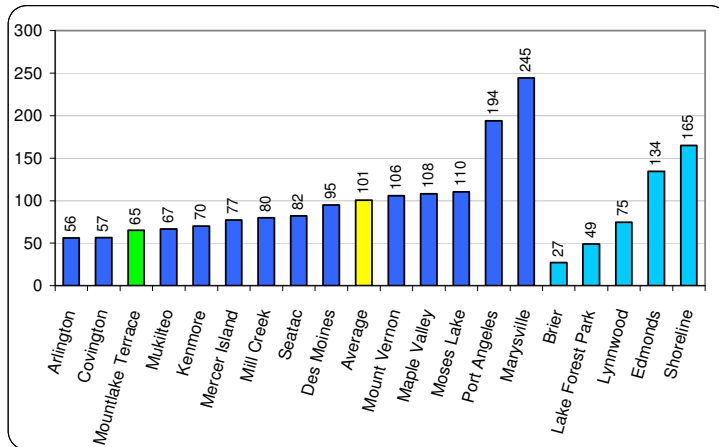


# Public Works

- Mountlake Terrace residents spend less per capita for water and sewer utilities, \$79 for each, than the average of \$176 and \$140 respectively
- Annual expenditures spent per capita on street maintenance is average
- Annual expenditures spent per capita on storm drainage maintenance is high

# City Streets

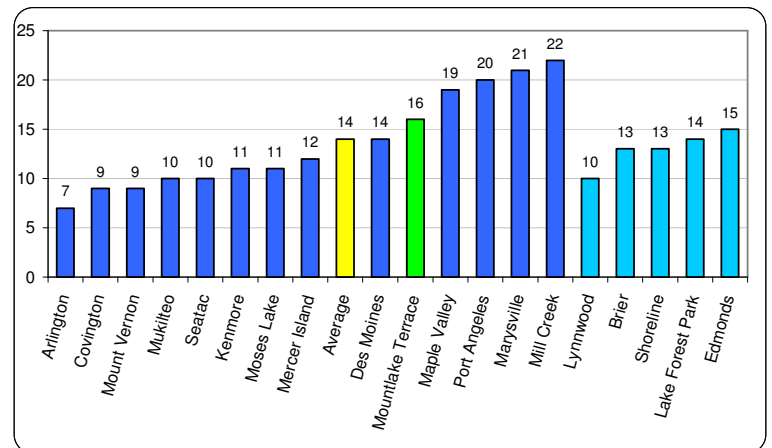
## Lane Miles of Streets



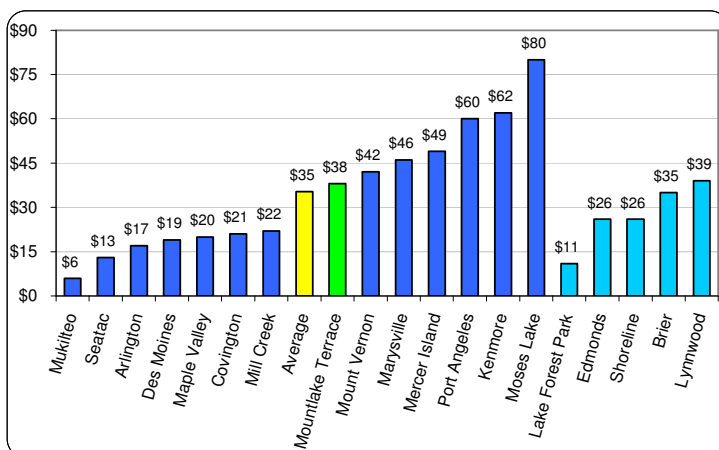
This measures lane miles. Actual miles of road may differ because some roads are two lanes and others are three or more. Mountlake Terrace may have fewer lane miles, but it is a small-sized city.

## Lane Miles of Streets per City Square Mile

The size of a city geographically and the lane miles of streets are an indicator of the amount of infrastructure that needs to be maintained. Arlington is an exception with above average square miles and the least amount of lane miles. With a higher amount of Mountlake Terrace's land used as residential acres, this requires an above average amount of lane miles than what larger commercial areas need.



## Street Maintenance Expenditures per Capita



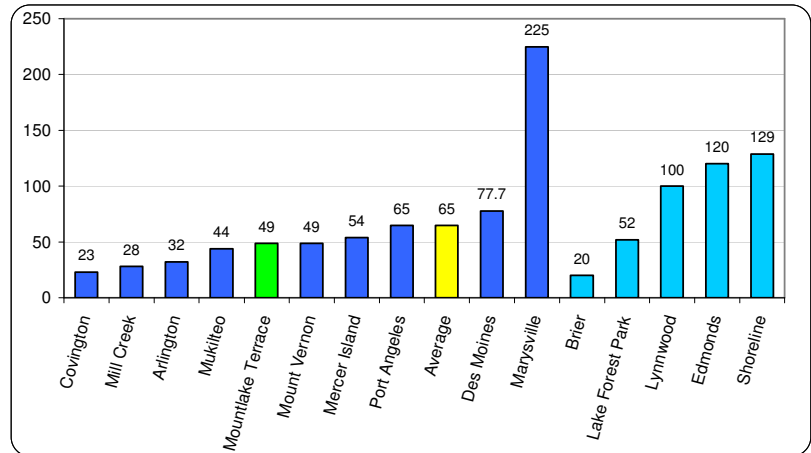
Not all cities have their own maintenance crews. Kenmore, Maple Valley and Shoreline contract street maintenance with the county. While this requires fewer city employees, it can cost more depending on the contract. Most of the cities older than Mountlake Terrace are spending more per capita on aging streets. As Mountlake Terrace gets older, its infrastructure will require additional maintenance and capital expenditures.

Lighter columns are neighboring cities and are not included in the computation of average

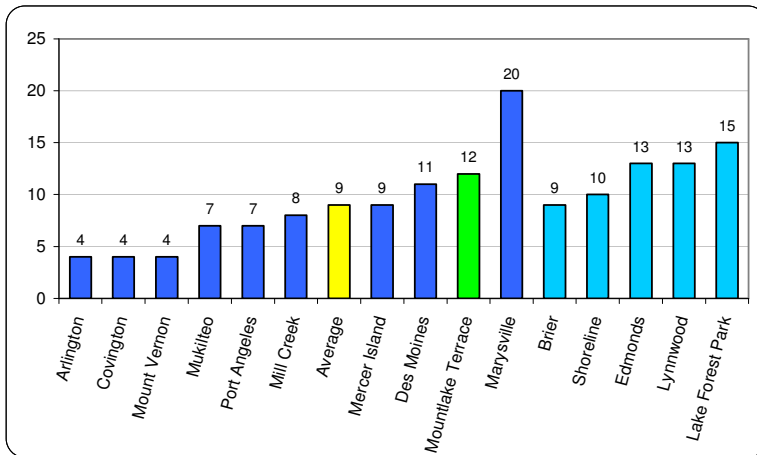
# City Storm Drainage

## Miles of Storm Drainage

These miles do not correspond to lane miles of streets because not all roads may have storm water drainage.



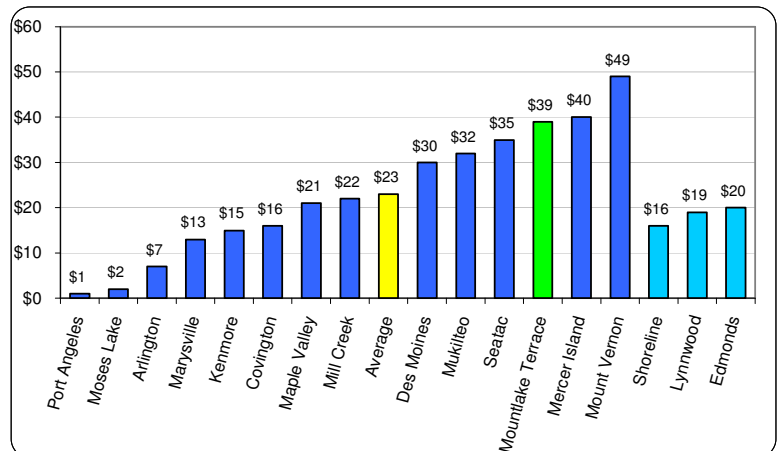
## Miles of Storm Drainage per City Square Mile



The size of a city geographically and the miles of storm water are an indicator of the amount of infrastructure that needs to be maintained. With a higher amount of Mountlake Terrace's land as older residential acres with little to no onsite storm water control, this requires an above average amount of storm drainage miles than what commercial areas need.

## Storm Drainage Expenditures per Capita

Not all cities have their own maintenance crews and many cities combine streets and storm water crews. Kenmore and Maple Valley contract storm water drainage maintenance with the county. While this requires fewer city employees, it can cost more depending on the contract. Because Mountlake Terrace's storm drainage is aging and inadequate, we are spending more on preventive maintenance.

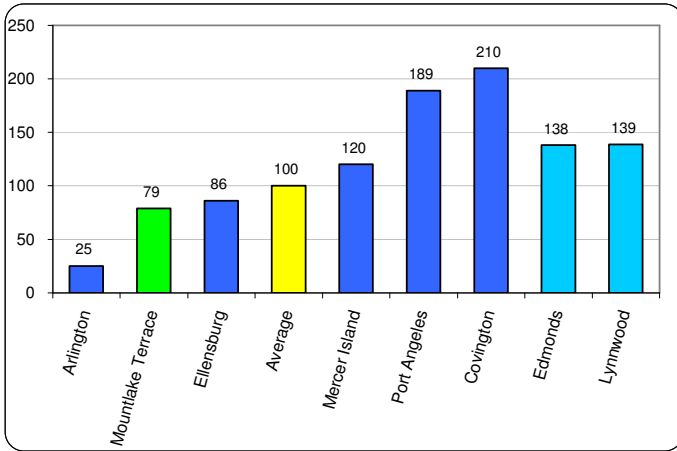


Lighter columns are neighboring cities and are not included in the computation of average

# City Water Line

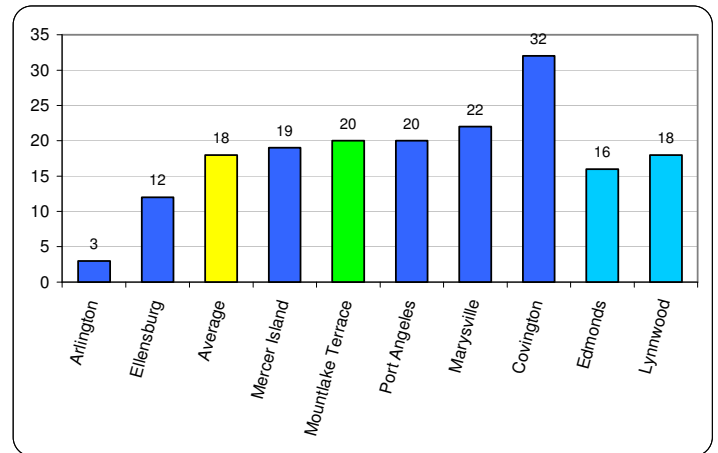
Not all cities own and operate their own water utility. The following charts relate to the cities with water utilities only.

## Miles of Water Line



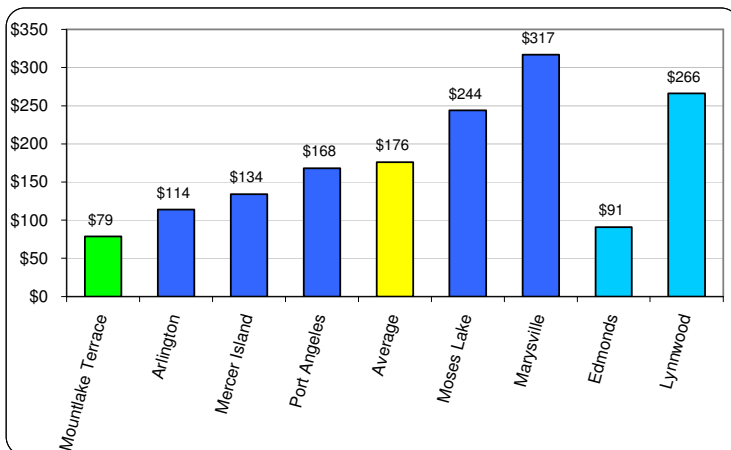
These cities own and operate their own water utility. Water services in other cities are provided by another municipal agency (e.g. water and sewer district).

## Miles of Water Line per City Square Mile



The size of a city geographically and the miles of water line are an indicator of infrastructure that needs to be maintained. With a higher amount of Mountlake Terrace land used as residential acres, this requires an above average amount of water line miles than what commercial areas need.

## Water Utility Expenditures per Capita



Cities that own and operate water utilities will have their own maintenance crews. Mountlake Terrace spends the least amount per capita on water lines.

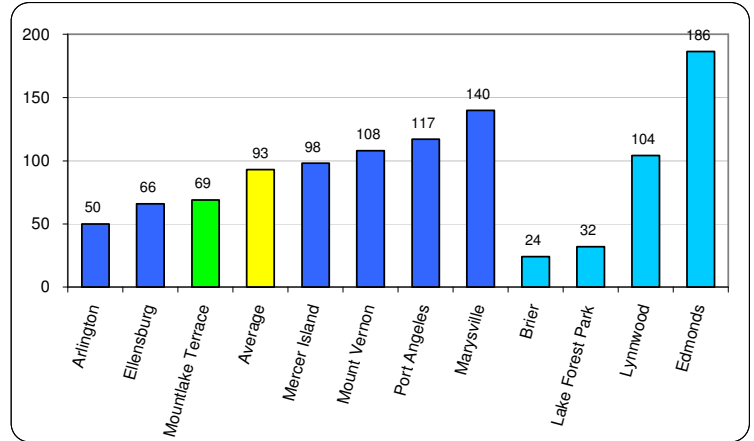
Lighter columns are neighboring cities and are not included in the computation of average

# City Sewer Line

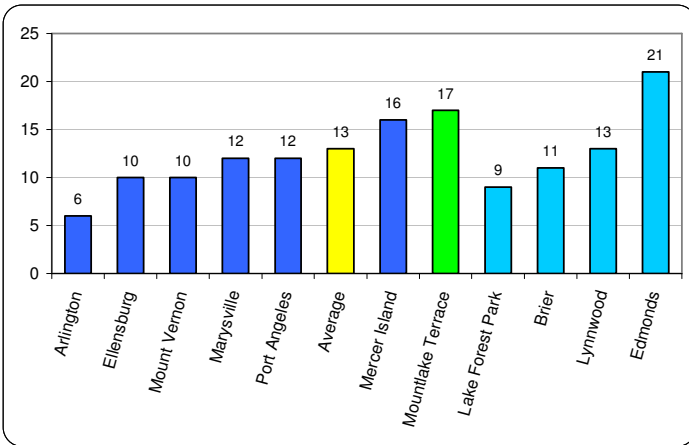
Not all cities own and operate their own sewer utility. The following charts relate to the cities with sewer utilities only.

These cities own and operate their own sewer utility. Sewer services in other cities are provided by another municipal agency (e.g. water and sewer district).

## Miles of Sewer Line



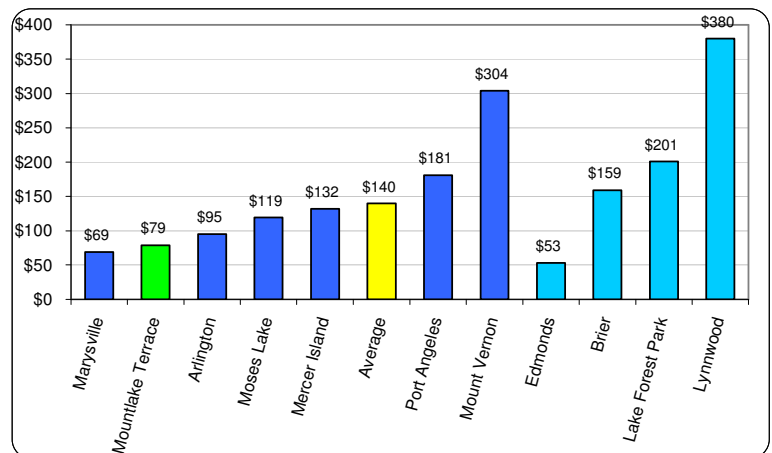
## Miles of Sewer Line per City Square Mile



The size of a city geographically and the miles of storm water are an indicator of infrastructure that needs to be maintained. With a higher amount of Mountlake Terrace land used as residential acres, this requires an above average amount of sewer line miles than what commercial acres need.

Cities that own and operate sewer utilities will have their own maintenance crews. Mountlake Terrace sewer maintenance expenditures are the third lowest in this study.

## Sewer Expenditures per Capita



Lighter columns are neighboring cities and are not included in the computation of average



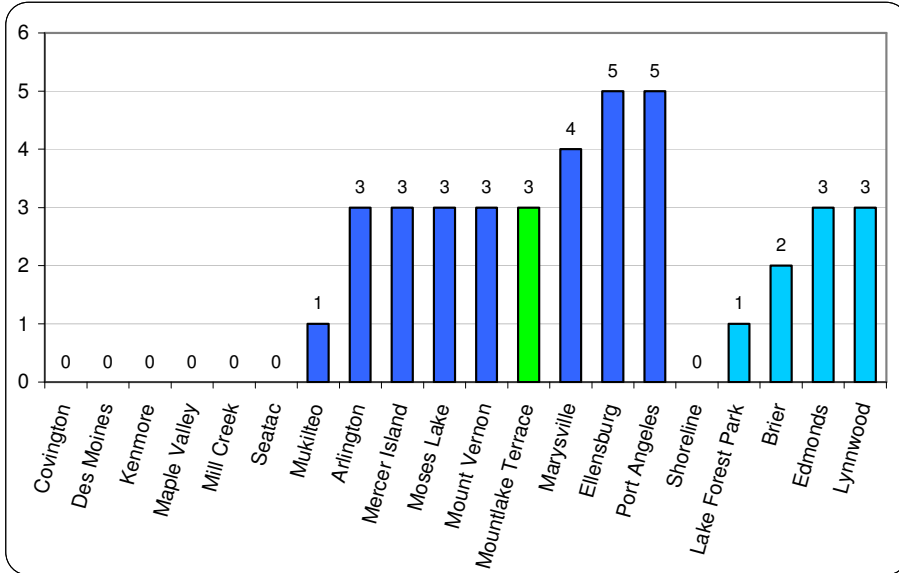
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# City Utilities

- Mountlake Terrace sewer and storm water rates (2006) are below average, by \$2.53 and \$1.42 per month, respectively
- Mountlake Terrace water rates are above average by \$5.30 per month
- Overall, utility customers pay \$3.09 less than average per month
- Mountlake Terrace boasts below average typical solid waste rates by approximately \$4.44 per month. This rate includes more services than other cities provide

# City Owned and Operated Utilities

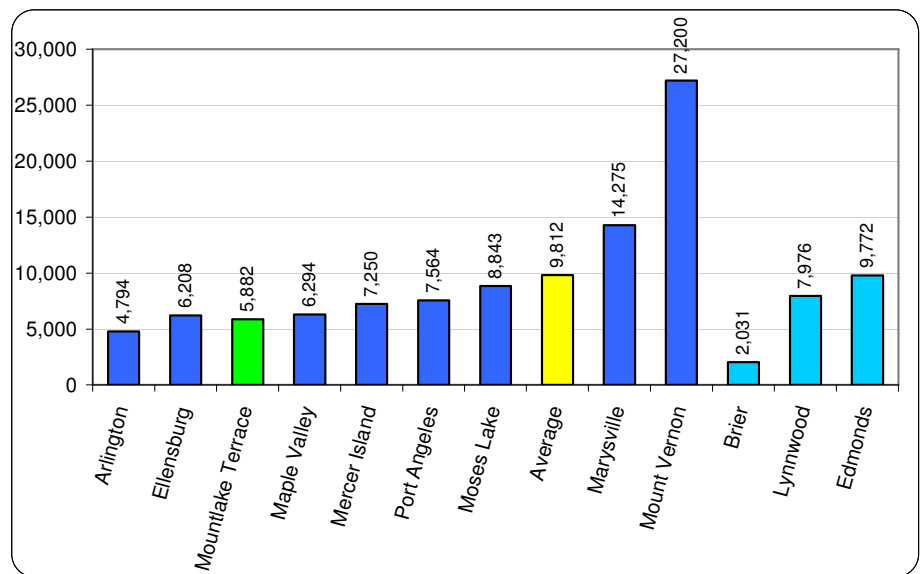
## Number of City Owned and Operated Utilities



The older cities own and operate their utilities. Ellensburg and Port Angeles, who have the most city utilities, are the two oldest cities and the most remote cities. Mountlake Terrace owns and operates water, sewer and storm water enterprises.

## Number of Utility Customers for City Owned Utilities

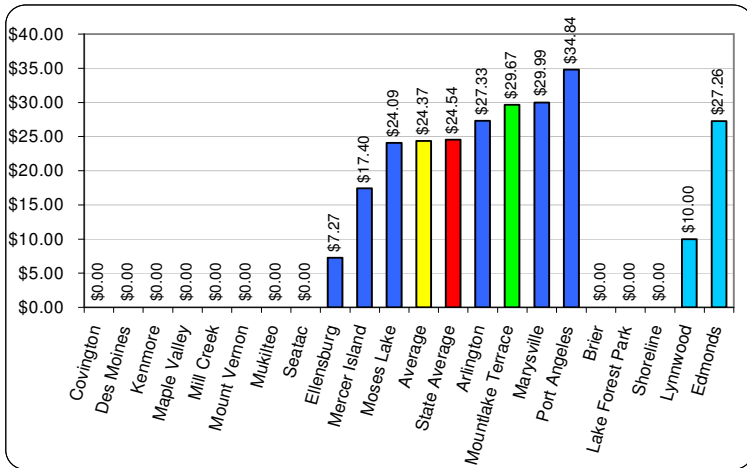
The average number of customer connections to city owned and operated utilities. Mountlake Terrace has average connections to utilities of 5,882. This amount may be lower than average because of the number of multi-family housing units in the city.



Lighter columns are neighboring cities and are not included in the computation of average

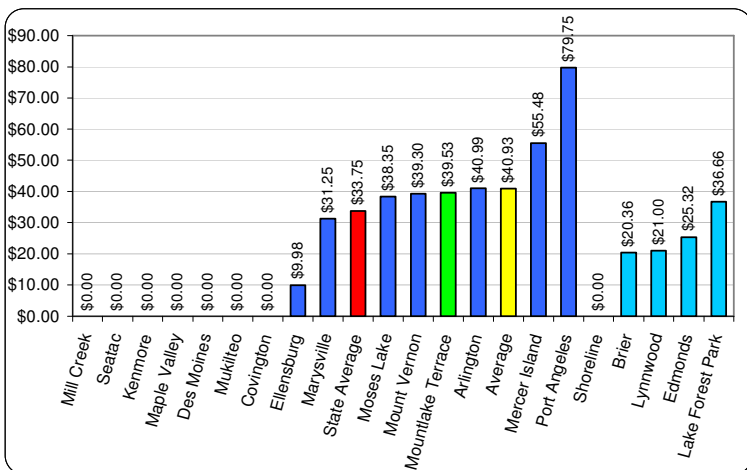


# Average Monthly Utility Rates for a Single-Family Residence



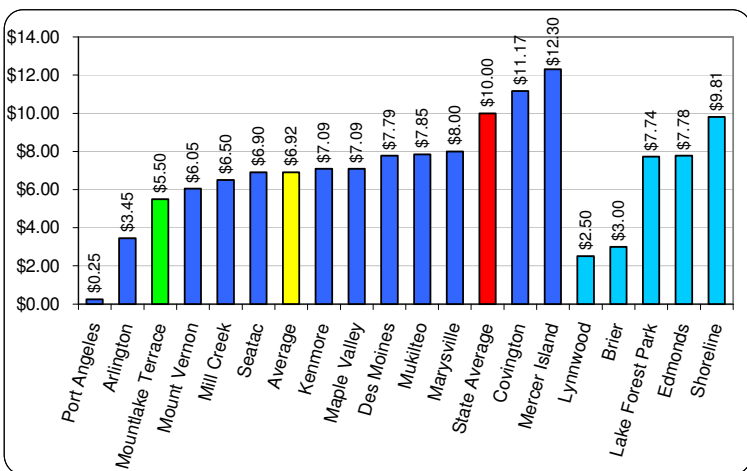
## Average Monthly Water Rates for a Single-Family Residence (2006)

Average monthly water rates are based on 1,200 cf of water usage per month. For the cities that own their water utility, Mountlake Terrace's average monthly water rate is \$29.67. Cities with \$0.00 have water services provided by another municipal agency (e.g. water and sewer district).



## Average Monthly Sewer Rates for a Single-Family Residence (2006)

Average monthly sewer rates are based on 1,200 cf of water usage per month. For the cities that own their sewer utility, Mountlake Terrace's average monthly sewer rate is \$39.53. Cities with \$0.00 have water services provided by another municipal agency (e.g. water and sewer district).



## Average Monthly Storm water Rates for a Single-Family Residence (2006)

Storm water rates are based on an average amount of covered surface or equivalent residential unit (ERU). A single family home with a large footprint on the lot covers a larger amount of land creating more storm water runoff. City ERU's range from Brier at 2,000 sf to Mercer Island at 3,471 sf. Mountlake Terrace's average monthly storm water rate is

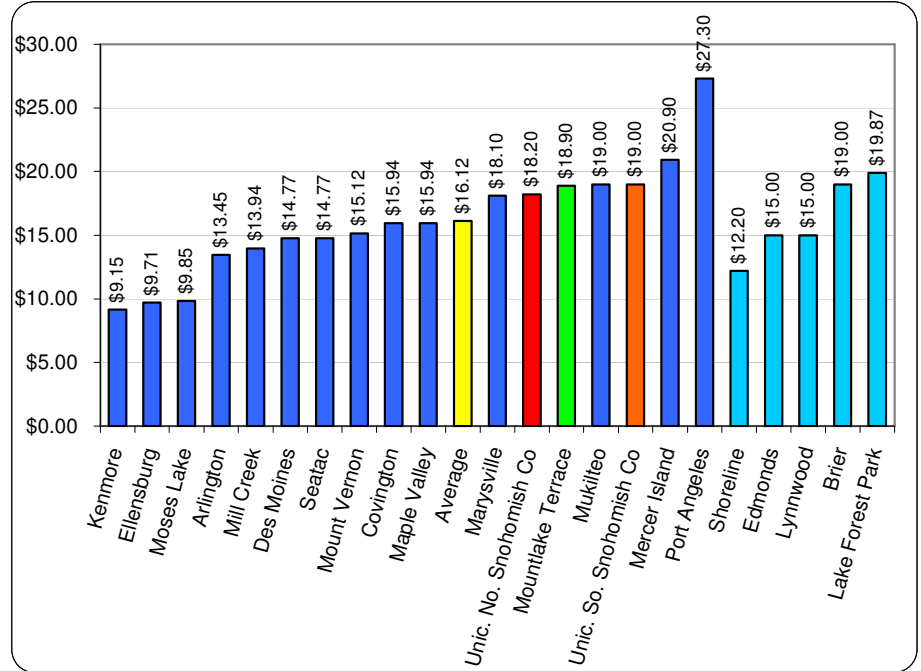
**\$5.50**, which is almost half of the state average of \$10 and below the average of \$6.92.

Lighter columns are neighboring cities and are not included in the computation of average

# Monthly Solid Waste Rates for a Single-Family Residence

## Monthly Garbage Collection Rates (Excluding Recycling & Yard Waste)

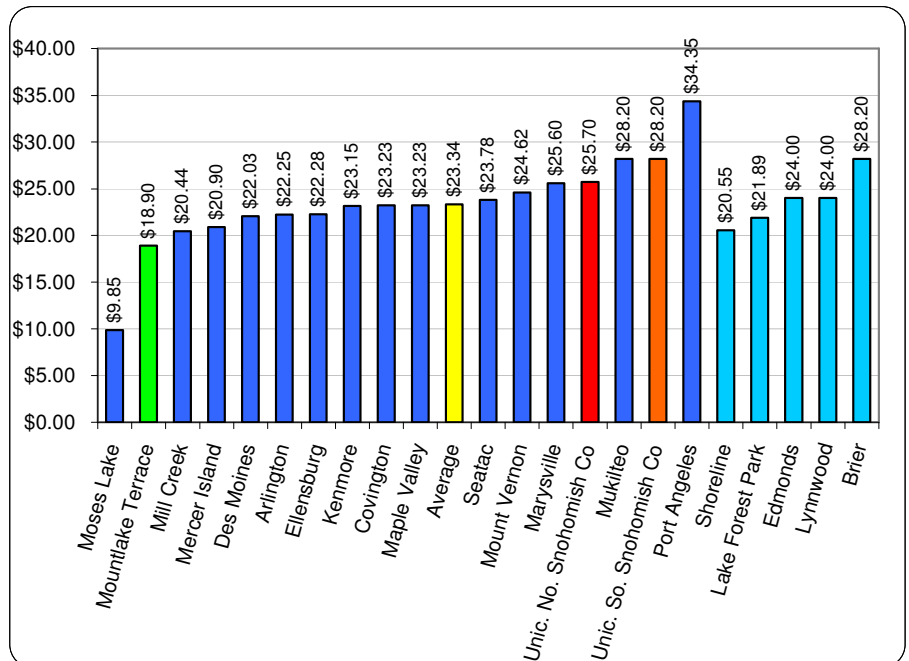
This rate includes the cost to a single-family home only for weekly pickup of a 32-gal container. Excluding recycling and yard waste services, garbage collection rates in Mountlake Terrace are above average.



This rate includes a 90-gal recycling container and a 96-gal yard waste container. Mercer Island and Mountlake Terrace are the only cities that include recycling and yard waste containers in the base fee. By including these additional services, Mountlake Terrace actually has the second lowest rates for solid waste.

Moses Lake does not offer recycling and yard waste containers. Kenmore and Mount Vernon charge an additional amount for the recycling container. Most cities charge an additional fee for the yard waste container.

## Typical Monthly Bill (Includes Garbage, Recycling & Yard Waste)



Lighter columns are neighboring cities and are not included in the computation of average

# Summary

The City of Mountlake Terrace is a community of blue skies, beautiful parks and quiet residential neighborhoods. This small bedroom community is in close proximity to universities, major employment centers, cultural activities and natural wonders making it a great place to live, do business and visit.

## *Characteristics and Demographics*

Mountlake Terrace is one of the smallest cities in square miles among the comparable cities and it has the highest population density. The City population is average in age, but has a higher-education level, number in professional occupations and family income. 50% of homes are owner occupied and 45% of homes have been occupied by same resident since 1995, making Mountlake Terrace a very stable community.

### FINDINGS

- Mountlake Terrace's population of 20,390 is equivalent to the average of 20,532 in this comparison.
- Mountlake Terrace is an average age city that staffs public services and owns and operates three utility enterprises with an aging infrastructure.
- At 3.95 square miles, Mountlake Terrace is one of the smaller geographically sized cities in this comparison, compared to the average of 7.43 square miles.
- Mountlake Terrace is a geographically small city with a predominantly residential make-up, and is one of the most densely populated cities in the State. The average city density in this comparison is 2,919 residents per square mile, whereas Mountlake Terrace density is 5,157 residents per square mile.
- Mountlake Terrace has a higher than average working population.
- With an above average percentage of residents between 20 to 60 and a median age of 34, Mountlake Terrace is comprised of young families.
- Over 77% of Mountlake Terrace's workforce population is white-collar workers.
- Over 24% of Mountlake Terrace's population has a bachelor degree or higher, while 41% of Mountlake Terrace residents have some college or associate degrees.
- The median income for Mountlake Terrace is 85% of average at \$52,117 and has increased more than average over the past 5 years.
- The average income in Mountlake Terrace increased 12% compared to the 10% increase of average.
- Mountlake Terrace ranks 11<sup>th</sup> out of 50 cities in the Puget Sound area for annual wage of jobs within the city according to a study by Puget Sound Regional Council (PRSC).
- When SeaTac is not included in the computation of average, Mountlake Terrace becomes the fourth best employer for jobs available within the city and the average jobs available is 5,680, much lower than Mountlake Terrace's 6,900. Therefore, Mountlake Terrace has jobs available for its residents. (SeaTac is removed because it drastically skews the average).
- 64.2% of every 1,000 working residents could be employed by businesses in the City.
- Only 5.8% of families living in Mountlake Terrace have income at or below poverty level compared to an average of 6.5%.
- 49.7% of the homes in Mountlake Terrace are owner occupied and 50.3% are rentals.

## Summary

- Mountlake Terrace has an above average stable population. As of the year 2000 30% of Mountlake Terrace residents lived in their homes for 10 or more years

### OPPORTUNITIES

- People are moving further away from their job locations to find more affordable housing. Mountlake Terrace with its lower house values and close proximity to the major and minor job centers present opportunities for people looking for convenient and affordable housing.
- Combining the young age of the City residents with a dense population can translate into an available market for small-sized service businesses such as restaurants and retail stores.
- Based on the percent of population under age 20, it appears that Mountlake Terrace has many families with children. This can expand the business dynamics to include youth oriented businesses and a ready base for the Recreation Pavilion and other youth oriented activities.
- It appears that a high percentage of high school graduates are able to obtain professional occupations. Seeing that 90% of Mountlake Terrace residents are high school graduates, there may be a demand for additional learning options, such as continuing education or classes to fill the void for those with less than a BA degree.
- Residents of densely populated cities usually have a greater lifestyle consumption of day-to-day products and services while the city provides a mix of retail, restaurants, services and entertainment in close proximity to homes. Based upon the median age, education level and income level, it would be beneficial if the business opportunities within the City incorporate the interests of young professionals with families
- Lower than average median incomes are common in densely populated cities.
- Mountlake Terrace has jobs that pay well. This represents money available during the workday - to businesses that could locate into Mountlake Terrace - that is currently spent in Lynnwood, Edmonds and Shoreline and other surrounding communities.
- Good jobs are available for Mountlake Terrace residents and new businesses within the city can improve our position of jobs available to residents. In addition, the need for continuing education, internships or shadowing to train our residents to meet the job demands.
- Generally, densely populated cities have a higher percentage of families with lower income, whereas Mountlake Terrace does not follow that trend.
- With 6,900 jobs available for workers, Mountlake Terrace's strategic location and affordable housing places the city in an excellent position for development to meet the demand.
- Mountlake Terrace has a younger (<50) population, which tends to have more discretionary and flexible income, as opposed to older populations (>60) on a fixed income.

# Summary

## *Community Development*

Mountlake Terrace's total land use is divided accordingly: 57% residential, 25% public and 18% commercial. From this, 76% of the City's residential and 24% of The City's commercial land generate tax revenue. Equally, the City issues a comparably low number of building permits. Suggesting that the City may need to find incentives for improvements to property.

### FINDINGS

- Current city land use is 57% as residential, 18% as commercial and 25% as public.
- A larger percentage of the city's land is used for residential purposes. Our overall land use is very similar to average.

### OPPORTUNITIES

- When comparing the city to the average breakdown of land use, Mountlake Terrace has the potential to further develop its commercial land.
- Building permit and plan check fees can be viewed as a potential revenue source during redevelopment, but, because they are high, they may serve as a disincentive for developers coming into Mountlake Terrace, who may choose to go to neighboring cities instead.
- Mountlake Terrace's home are not keeping pace with the market, which could lead to a "flip", where it becomes feasible for redevelopment in residential areas. This will help the city to provide the housing necessary for the population growth in Snohomish County.

# Summary

## *Finances*

The City has a strong financial base. It is able to provide quality service spending \$2 million below the average of the cities in this comparison. In addition, Mountlake Terrace is below the average when it comes to capital project, construction spending and debt service per capita. Mountlake Terrace collects below average sales and property tax revenues, and we are dependent upon utility and gambling tax revenues. Of particular concern is the City's reliance on gambling taxes for basic municipal services—it makes up 11% of our general fund revenues at \$62 per capita. The City has older homes with a slower appreciation in value, increasing only \$39,000 over six years compared to a \$48,500 average increase. These lower home assessed values and small business base bring in lower property taxes and sales taxes per capita.

## FINDINGS

- Our lack of new construction yields below average property tax revenues.
- Currently Mountlake Terrace earns the least amount of sales tax to the other cities in this comparison.
- Mountlake Terrace has a high dependency upon gambling revenues to fill the gap from lower sales tax and property tax revenues.
- Currently, Mountlake Terrace only charges admission tax on movie theaters. Similar to the majority of the cities who charge an admission tax, Mountlake Terrace's tax rate is 5%.
- Mountlake Terrace charges the maximum allowed by the code without voter approval for utility tax rates.
- Because property and sales tax revenues are lower than average, Mountlake Terrace has a higher dependency upon utility and gambling tax revenues.
- As a full service city, Mountlake Terrace has a lower than average spending level. (Total Expenditures)
- Mountlake Terrace is able to maintain the current quality of life for residents and businesses by spending less than average.
- Mountlake Terrace's outstanding debt is well below average and as of 2005, the remaining debt capacity for voter-approved is \$18,466,856 and for council manic is \$15,685,960.
- Mountlake Terrace has \$286 of outstanding debt per resident, below the average.
- The debt breakdown for Mountlake Terrace's voter-approved and non-voter approved debt is \$675,000 and \$5,206,884 respectively, which is, again, below average.
- On average from 2002 to 2004, Mountlake Terrace has spent \$335 per resident over the three years.
- The average storm water construction costs per resident for 2002 to 2004 was \$19. Mountlake Terrace is among the leaders in this area.
- Capital construction spending in Mountlake Terrace has been consistent during 2002, 2003 and 2004 for street/road, storm water and utilities yet lower than average.

## Summary

### OPPORTUNITIES

- The lack of new residential property and underdeveloped commercial property creates a below average assessed value of the city.
- Because property taxes can be raised only 1% a year, new construction, particularly in our underdeveloped commercial areas, is the key to increasing these revenues.
- By marketing the city and providing opportunities for future business growth via a proactive economic development strategy, we can increase our sales tax revenues.
- Further development of our commercial property can increase the tax revenues for the city.
- Creating opportunities for mixed-use development will increase both property tax and sales tax revenues.
- Mountlake Terrace should pursue a higher Municipal Bond rating in line with other comparable cities, given its strong financial position.
- There is a need for Mountlake Terrace to increase spending on streets/roads in order to have programs similar to those of our comparable cities.
- Because of the uncertainty of gambling revenues as a primary revenue source, Mountlake Terrace needs to look for other alternatives to broaden and diversify the revenue base. With cities generating most general fund revenue from sales and property tax, business growth and development as well as revitalizing the town center a plausible alternatives.

# Summary

## *Staffing*

Mountlake Terrace has its own police force, public works staff, and owns and operates utilities, which require additional support staff for administrative assistance, payroll, utility billing and information services. Comparable employees are executive, administrative services, finance, community development and engineering, public works and maintenance departments. 2007 staffing changes include eliminating six support-oriented positions.

## FINDINGS

- Mountlake Terrace is a full service city with 159.58 FTEs. This is above average, yet due in large part to a large recreation program.
- When the police and recreation departments are not included, Mountlake Terrace has an average amount of employees, but this still includes the support staff needed for police and recreation.
- When the police and recreation departments are not included, Mountlake Terrace has 3.25 employees for every 1,000 resident.
- 2/3 of Mountlake Terrace's Boards and Commissions are similar to those of the other cities throughout this comparison.



# Summary

## *Public Safety*

The City of Mountlake Terrace has one of the lowest crime rates. Though the City does have a higher ratio of commissioned officers per 1,000 citizens, it allows us to have a community with a lower rate of crime reflecting the efficient use of resources. Newer cities contract with the county for police services, which is less expensive but provides lower levels of service. After adjusting for inflation, criminal justice expenditures have increased 2.7% from 2002 to 2004, which is below average.

### FINDINGS

- Compared to other cities, Mountlake Terrace has one of the lowest property crimes per 1,000 residents.
- In 2004, there were only 1.7 violent crimes per 1,000 resident in Mountlake Terrace, well below average.
- The average crime rate per thousand residents was 53 in 2004 and in Mountlake Terrace the rate was 37 crimes per thousand.
- Mountlake Terrace has 1.5 commissioned officers per 1,000 residents.
- Because of the number of commissioned officers in Mountlake Terrace, the police force is able to keep the crime level down in the city.
- Looking at the low crime statistics, our investment in law enforcement is paying off.
- Mountlake Terrace has increased their criminal justice expenditures only 2.72% over the last three years.
- Fire and Emergency expenditures in Mountlake Terrace was one of the lowest among non-contract cities.

# Summary

## *Parks*

The percentage of park acres to City acres is 10.6%, which is greater than the recommended ratio of 9.6%, per the National Recreation and Parks Association (NRPA). Mountlake Terrace has 265 acres of parks, just under the average of 286 acres. This translates to 13 acres of parkland for every 1,000 citizen. Mountlake Terrace spends \$39 per capita and \$2,953 per acre on parks, which are average levels of spending. These amenities provide for a better quality of life for residents and businesses.

## FINDINGS

- Of the 265 acres of parks in Mountlake Terrace, 60% of our parks are developed compared to the average city with 59% developed.
- Mountlake Terrace has a higher percentage of city acres devoted to parks than is recommended by the National Recreation and Parks Association (NRPA).
- Though we only have 1/3 of the acres per 1,000 population recommended by NRPA, none of the cities in this comparison have the recommended level of parks.
- Parks with recreational fields and extensive landscaping need a higher level of maintenance than natural areas. With 60% of our parks developed, we have an average level of expenditures on their maintenance.
- The acres of parks and expenditures per person are equivalent to average.

# Summary

## *Public Works*

Mountlake Terrace spends less per capita for water and sewer utilities, \$79 for each, than the average of \$176 and \$140 respectively. The expenditures spent per capita on street maintenance are average, while the expenditures spent per capita on storm drainage maintenance is high.

### FINDINGS

- Mountlake Terrace may have fewer lane miles, but it is a small-sized city.
- With a higher amount of Mountlake Terrace's land used as residential acres, this requires an above average amount of lane miles than what larger commercial areas need.
- Most of the cities older than Mountlake Terrace are spending more per capita on aging streets.
- Mountlake Terrace spends the least amount per capita on water lines.
- Mountlake Terrace sewer maintenance expenditures are the third lowest in this study.

### OPPORTUNITIES

- As Mountlake Terrace gets older, its infrastructure will require additional maintenance and capital expenditures.
- With a higher amount of Mountlake Terrace's land used as older residential acres with little to no onsite storm water control, this requires an above average amount of storm drainage miles than what commercial areas need.
- Because Mountlake Terrace's storm drainage is aging and inadequate, we are spending more on preventive maintenance.
- With a higher amount of Mountlake Terrace land used as residential acres, this requires an above average amount of water line and sewer line miles than what commercial areas need.

# Summary

## *City Utilities*

Mountlake Terrace sewer and storm water rates (2006) are below average, by \$2.53 and \$1.42 per month, respectively and the water rates are above average by \$5.30 per month. Overall, utility customers pay \$3.09 less than average per month. Comparably, Mountlake Terrace offers below average solid waste rates by approximately \$4.44 per month. This rate includes more services than other cities provide.

## FINDINGS

- Mountlake Terrace owns and operates water, sewer and storm water enterprises.
- Mountlake Terrace's monthly water and sewer rate is below the average at \$29.67 and \$39.53 respectively.
- Mountlake Terrace's average monthly storm water rate is \$5.50, which is almost half of the state average of \$10 and below the average of \$6.92.
- Excluding recycling and yard waste services, garbage collection rates in Mountlake Terrace are above average. However, most cities charge an additional fee for the yard waste container. Mercer Island and Mountlake Terrace are the only cities that include recycling and yard waste containers in the base fee. By including these additional services, Mountlake Terrace actually has the second lowest rates for solid waste.

## OPPORTUNITIES

- Mountlake Terrace has average connections to utilities of 5,882. This amount may be lower than average because of the number of multiple housing units in the city.

## Sources of Data Collected for Comparable Cities

| <b>Section / Comparable Data</b>           | <b>Sources</b>   |
|--|--|
| <b>Characteristics and Demographics</b>    |  |
| ❖ City Population .....                    | Municipal Research and Services Center of Washington                                 |
| ❖ Age of City .....                        | City Websites and Various City Reports   |
| ❖ City Square Miles .....                  | City Websites and Various City Reports   |
| ❖ Residential Zoned Acres.....             | Land Use Element of Comprehensive Plan and City Response to Survey                   |
| ❖ Age Groups .....                         | Washington State Office of Financial Management: 2000 Census                         |
| ❖ Median Age .....                         | Washington State Office of Financial Management: 2000 Census                         |
| ❖ Professional Occupations.....            | Washington State Office of Financial Management: 2000 Census                         |
| ❖ Amount of Education.....                 | Washington State Office of Financial Management: 2000 Census                         |
| ❖ 2000 Median Family Income.....           | Washington State Office of Financial Management: 2000 Census                         |
| ❖ 2005 Median Family Income.....           | U.S. Census Bureau: 2005 American Community Survey of cities with 65,000+ population |
| ❖ Jobs within City .....                   | 2006-2007 Puget Sound Regional Competitiveness Indicators                            |
| ❖ Poverty Level.....                       | Washington State Office of Financial Management: 2000 Census                         |
| ❖ Level of Owner Occupancy .....           | Washington State Office of Financial Management: 2000 Census                         |
| ❖ 10-Years or More in Same Home.....       | Washington State Office of Financial Management: 2000 Census                         |
| ❖ 2005 Av. Residence Assessed Value.....   | County Assessor's Offices  |
| <b>Community Development</b>               |  |
| ❖ City Land Use .....                      | Land Use Element of Comprehensive Plan and City Response to Survey                   |
| ❖ Permits Fees.....                        | Association of Washington Cities: 2004 Tax and User Survey Part II – Building Fees   |
| ❖ Average Number of Building Permits ..... | U.S. Census Bureau: 1996-2004 Building Permits                                       |
| <b>City Finances</b>                       |  |
| ❖ 2005 Assessed Value .....                | County Assessor's Offices  |
| ❖ Property Tax Revenues.....               | State Auditor's Office Website: Local Government Financial Reporting System          |

## Sources of Data Collected for Comparable Cities

| <b>Section / Comparable Data</b>         | <b>Sources</b>   |
|--|--|
| <b>City Finances, Continued</b>          |  |
| ❖ Sales Tax Revenues .....               | State Auditor's Office Website: Local Government Financial Reporting System                    |
| ❖ Gambling Tax Revenues.....             | State Auditor's Office Website: Local Government Financial Reporting System                    |
| ❖ Admissions Tax Rates .....             | Association of Washington Cities: 2004 Tax and User Survey Part I – Municipal Tax Rates & Fees |
| ❖ Utility Tax Rates.....                 | Association of Washington Cities: 2004 Tax and User Survey Part I – Municipal Tax Rates & Fees |
| ❖ Tax Revenue Comparative .....          | State Auditor's Office Website: Local Government Financial Reporting System                    |
| ❖ Total Expenditures.....                | State Auditor's Office Website: Local Government Financial Reporting System                    |
| ❖ Outstanding Debt.....                  | 2004 Annual Reports  |
| ❖ Municipal Bond Ratings .....           | Moody's and Fitch's Websites and City Annual Reports and/or 2006 Budgets                       |
| ❖ Capital Construction .....             | State Auditor's Office Website: Local Government Financial Reporting System                    |
| <b>City Staffing</b>                     |  |
| ❖ Total City FTE's .....                 | City Websites and 2006 Budgets   |
| ❖ Number of Boards and Commissions ..... | City Websites, 2006 Budgets and 2004 CAFRS   |
| <b>Public Safety</b>                     |  |
| ❖ Crime Statistics.....                  | Washington Association of Sheriff's and Police Chiefs: 2004 Annual Report                      |
| ❖ Criminal Services Expenditures .....   | State Auditor's Office Website: Local Government Financial Reporting System                    |
| ❖ Inflation Rates.....                   | U.S. Department of Labor – Bureau of Labor Statistics: CPI's for 2002 to 2003 and 2003 to 2004 |
| ❖ Fire and Emergency Expenditures.....   | State Auditor's Office Website: Local Government Financial Reporting System                    |
| <b>Parks and Recreation</b>              |  |
| ❖ Park Acreage.....                      | City Websites and Various City Reports   |
| ❖ Park Expenditures .....                | State Auditor's Office Website: Local Government Financial Reporting System                    |

## Sources of Data Collected for Comparable Cities

| Section / Comparable Data                 | Sources  |
|---|--|
| <b>Public Works</b>                       |  |
| ❖ Lanes Miles of Streets .....            | Washington Department of Transportation: 2005 Street Survey of Miles of Roadway                      |
| ❖ Street Maintenance Expenditures .....   | State Auditor’s Office Website: Local Government Financial Reporting System                          |
| ❖ Miles of Storm Drainage .....           | City Websites, Various City Reports and City Response to Survey                                      |
| ❖ Storm Drainage Expenditures.....        | State Auditor’s Office Website: Local Government Financial Reporting System                          |
| ❖ Miles of Water Line.....                | City Websites and Various City Reports   |
| ❖ Water Line Maintenance Expenditures ... | State Auditor’s Office Website: Local Government Financial Reporting System                          |
| ❖ Miles of Sewer Line.....                | City Websites and Various City Reports   |
| ❖ Sewer Line Maintenance Expenditures ... | State Auditor’s Office Website: Local Government Financial Reporting System                          |
| <b>City Utilities</b>                     |  |
| ❖ Number of City Owned Utilities.....     | City Websites and Various City Reports   |
| ❖ Number of Utility Customers .....       | City Websites and Various City Reports   |
| ❖ Average Monthly Water Rates .....       | City Websites and City Response to Survey  |
| ❖ Average Monthly Sewer Rates .....       | City Websites and City Response to Survey  |
| ❖ Average Monthly Storm Water Rates.....  | City Websites and City Response to Survey  |
| ❖ State Average Monthly Rates .....       | Association of Washington Cities: 2004 Tax and User Survey Part IV – Water, Sewer & Storm Water Fees |
| ❖ Monthly Solid Waste Rates .....         | Waste Management, Rabanco and Lakeside Disposal Websites and Response to Survey                      |