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CITY OF BLAINE, WASHINGTON 2012 BUDGET

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CITY OF BLAINE TRANSMITTAL MEMO



To: City Council and Blaine Citizens

From: Gary Tomsic, City Manager
Jeffrey Lazenby, Finance Director

Date: December 2011

Re: Presenting the 2012 Budget

Like most governmental organizations throughout the nation, the City of Blaine finds itself again in the throes of a sluggish economy. These difficult economic times require local leaders to make tough decisions in order to continue to provide basic services while preserving a balanced budget. Developing a budget during a serious recession is challenging. As such, we present a 2012 budget that is balanced. The City is anticipating a status quo budget for programs and services for 2012.

Revenue

General Fund Revenue

General fund operating revenue is expected to increase about 3% from 2011. Listed below are some of the reasons for this increase.

Washington cities are limited to an annual growth rate in property tax revenue of 1% plus new construction. However, the City has not taken its 1% increase in property taxes for 2009, 2010, and 2011. This has left 3% that has been banked. For 2012, the Council had the option of increasing property taxes from 1% to 4%, which included the 3% in banked capacity plus the 1% increase; the Council adopted a 2% increase. A 2% increase generates an additional annual total of \$18,841. The City's 2012 property tax revenue will be approximately \$960,909.

Eighteen percent of property tax revenue supports general fund programs. In previous years' budgets, 14% of property taxes supported general fund programs while 86% supported the street operating and street capital funds. In the 2012 budget, 18% supports the general fund and 82% supports the street and street capital funds. Due to the significant increase in the City's one cent per gallon gas tax revenue, the street operating fund can continue to support street maintenance operations with the decrease in its proportional share of property tax allocation. The proportional share increase to the general fund represents an additional \$42,000.

Sales tax is one of the largest general fund revenue sources, accounting for 23% of total revenue. Sales taxes can vary significantly from year to year. The difference often is the result in the amount of construction activity. Revenue spikes can generally be attributed to large construction projects. The retail sales portion is remaining stable, and it appears that it will continue that way in 2012.

The City anticipates 2012 sales tax revenue to increase by about 1% from what was originally estimated in the 2011 budget. This is due to the anticipated stability of retail sales. Again, the primary variable will be any new large construction projects.

Inter-fund transfers account for 25% of the general fund revenues ranking it the same as sales tax. These transfers come from enterprise funds (water, sewer etc.) and non-general fund programs and are intended to pay for general fund support services. For example, the general fund receives funding for the financial services that are provided. The same is true of general administration. The cost allocation formula does not include all general fund programs, such as the police department.

A 6% tax is applied to all sales electric power, natural gas, telephone and garbage. A 9% tax is applied on all sales of the City water, sewer and storm water. The City's utility tax on wastewater is budgeted to increase due to a 9.7% increase in wastewater rates. A one percent tax is levied on cable television. Cable TV also pays a 5% franchise fee. Utility taxes generate 25% of the total general fund revenues. Utility tax rates are capped at 6% for all but City utilities.

Together property tax, sales tax and utility tax account for 58% of the total revenues to the general fund.

Other General Government Revenue

As mentioned above, the one cent per gallon gas tax has increased significantly over the last two years by an average of 44%. This source of revenue supports street maintenance and operations.

State law currently allows the use of Real Estate Excise Tax (REET) money to support on-going park operations and maintenance. Previously, REET funds were to be used only for capital facility projects. This allowed change in use sunsets in 2016.

The City continues to apply for grants for many of its projects and equipment needs. However, as the state and federal budgets have their own difficulties, grant funding for local projects has begin to decrease.

Utility Funds Revenue

Based on a comprehensive rate study, a 9.7% increase in wastewater rates is necessary in order to continue to meet debt payments associated with the financing of the new treatment plant. The wastewater fund has rate stabilization funds, which is available to even out any future rate increases to the utility customers. The rate stabilization was created as a requirement for some of the older revenue bonds. In order to level off rate increases, 50% of the rate stabilization funds will be used in 2012 and 50% will be used in 2013.

No rate increases are planned for the electric, water, and storm water utilities.

Expenditures

On the expenditure side, the City continues to budget decreases in all of the major expenditure categories. These decreases include significant reductions in staff travel and training, consultant expenses, legal expenses, and information technology related expenses.

Personnel

Union contracts are being negotiated with the City's bargaining units. Progressive step increases for those not at the top step of their position salary range are currently budgeted. Medical and other personnel benefit costs continue to increase. Medical costs continue to increase on an average of 10% percent per year.

Other General Fund Expenditures

Maintaining general fund programs continues to be the most challenging as growth continues to be minimal. The City contracts with the Boys and Girls Club for after-school programs and provides funding for senior services. The general fund also supports parks and cemetery operations and partially supports street operations.

The City's financial contributions to the Boys and Girls Club and Senior Center remain unchanged from 2011.

Utility Funds Expenditures

The 2012 utility operating budgets represent basic maintenance and operations for the respective utilities—water, wastewater, electric, and storm—and the ongoing commitment to customer service. The electric, water, and storm water estimated expenditures are basically unchanged from 2011.

As mentioned above under the utility funds revenue section, based on a rate study by Financial Consulting Services Group (FCSG) the wastewater rates need to increase 9.7% in order to continue to meet debt payments associated with the financing of the new treatment plant. Debt service makes up 50% of the wastewater's operating budget.

Capital Projects

In terms of capital projects planned for 2012, many needed projects such as storm, transportation, and park improvements are not included in the capital improvement plans due to lack of funding.

One major capital project is the purchase of the Banner Bank building to serve as a new City Hall. The City will use approximately 50% of the four story building. The City will occupy the third and fourth floors and may use some of the ground floor. The third floor will accommodate all of the space needs required for the offices currently in City Hall in addition to those leased by the Planning Department. The fourth floor will be remodeled into a large community multi-purpose space which will accommodate the City Council Chambers and Municipal Court. In addition to a large meeting room, there is currently a nice conference room and a full modern kitchen. The first and second floors (the other 50%) will continue to be leased to private businesses.

The financing for the project includes issuing a Limited Tax General Obligation (LTGO) Bond to cover 50% of the acquisition costs plus improvement costs. The other 50% of the purchase costs will come from a combination of City funds, such as REET money, interfund loans, and proceeds from the sale of some of the former airport property. The funding for the annual debt service payment will come from REET money and the net operating income from the first and second floor leases.

The 2012 budget represents the City continuing to provide quality basic services. The City, with the help of its citizenry, is committed to finding creative solutions to difficult problems.

CITY OF BLAINE, WASHINGTON
DIRECTORY OF ELECTED OFFICIALS & ADMINISTRATION

CITY COUNCIL
2011

Bonnie Onyon, Mayor	Ward 1, Position 2
John Liebert, Mayor Pro Tem	Ward 1, Position 1
Scott Dodd (Resigned July 2011)	Ward 2, Position 3
Dennis Olason	Ward 2, Position 3
Charlie Hawkins	Ward 2, Position 4
Alan Black (Term Ended November 2011)	Ward 3, Position 5
Clark Cotner	Ward 3, Position 5
Paul Greenough	Ward 3, Position 6
Harry Robinson	At-Large, Position 7

CITY ADMINISTRATION
2011

Gary Tomsic	City Manager
Steven Banham	Public Works Director
Michael Haslip	Public Safety Director
Michael Jones	Community Development Services Director
Jeffrey Lazenby	Finance Director
Sheri Sanchez	City Clerk
Jon Sitkin	City Attorney

CITY OF BLAINE SERVICES SUMMARY

The City provides a range of municipal services that include public safety, planning and building inspection, parks, street and transportation infrastructure, utilities, and general administrative services. The City owns and/or operates electric, water, wastewater, and stormwater utilities; the Blaine Public Library building; the Community Center building; City Hall; a cemetery; and nine park facilities.

ABOUT BLAINE

Incorporated in 1890, the City of Blaine is home to approximately 4,705* residents and comprises a land area of 5.69 square miles with a population density of 827 people per square mile.

The City is located along the shores of Drayton Harbor, with marinas located near downtown and on the Semiahmoo Spit. Drayton Harbor provides 8.7 miles of shoreline within the city limits, which is a haven for multiple species of shorebirds. Blaine also features clamming and fishing beaches.

Blaine has a tourism and recreation economy centered on its historic downtown and the harbor area. Blaine is home to the third busiest Canada/U.S. border crossing and the community has an expanding commercial and industrial district largely tied to international trade and the movement of goods and services between the U.S. and Canada.

Blaine is known as the “Peace Arch City,” named after the Peace Arch monument, located in Peace Arch State Park. The park straddles the U.S./Canada border, allowing visitors the experience of strolling between countries while enjoying the park’s beautiful gardens.

Blaine is home to one of the state’s most popular resorts, the four-star rated Semiahmoo Resort & Spa. The historic Plover foot ferry provides transportation between Blaine Harbor and the resort. Blaine also boasts the number one and number two rated golf courses in Washington State: Loomis Trail Golf Club and Semiahmoo Golf & Country Club.

Year round outdoor recreational opportunities abound in both Whatcom County and the Lower Mainland of British Columbia. These include hiking, camping, sailing and fishing, and the foothills of the Cascade Mountain Range are 25 miles east with easy access to the Mt. Baker Wilderness and Mt. Baker Ski Area.

*State of Washington Office of Financial Management



CITY OF BLAINE

Budget Process

Budget Method & Sequence

1. Finance Director calculates estimates for major revenue sources and reviews with City Manager.
2. City Council and management review City goals and objectives, establish service priorities, and budget linkage to the Strategic Plan and identify any changes to priorities.
3. Managers review general budget spending guidelines with Finance Director & City Manager.
4. Managers assess departmental needs and develop Departmental Budget Proposals, Capital Improvement Proposals, and justifications and revenue sources to support major budget additions for submission to the Finance Director/City Manager.
5. The Finance Department calculates and compiles the Departmental Budgets, reviews with City Manager, and develops a draft of the Preliminary Budget.
6. The City Manager/Finance Director files the Preliminary Budget with City Council.
7. The Preliminary Budget is presented to the City Council.
8. The Finance Director reviews and compiles a list of additions and reductions, based on any updated revenue projections and personnel expenses, and revises the Preliminary Budget. Revisions are reviewed with the City Manager.
9. The revised Preliminary Budget and property tax levy request are presented at the October City Council meeting for public hearing and adoption.
10. The City's levy request is submitted to the Whatcom County Assessor.
11. Final revenue certifications, City Council and management feedback are compiled and the Finance Department revises the Budget document.
12. The Final Budget is presented to the City Council for final review and adoption.
13. The Final Budget is published and available upon request or through the City's website.

2012 BUDGET CALENDAR

LEGAL DATES (**BOLD**)

1. Finance Director calculates estimates for major revenue sources. July
2. Managers review general budget spending guidelines with Finance Director & City Manager. August
3. Managers assess departmental needs & develop Departmental Budget Proposals. August – Sept.
4. Review of Preliminary Budget. August – Sept.
5. Preliminary Budget to City Manager **October 4**
6. City Council conducts workshop on the 2012 Budget. October 17
7. Property Tax Levy Public Hearing. **October 24**
8. City Manager/Finance Director files Preliminary Budget & budget message with City Council & City Clerk. **November 1**
9. Notice of filing of Preliminary Budget published with notice of public hearing on Final Budget once a week for 2 consecutive weeks. **November 1-12**
10. City Council conducts workshop on the 2012 Budget. November 07
11. First budget hearing. **November 14**
12. Adopt Property Tax Levy Ordinance. **November 14**
13. City Council conducts workshop on the 2012 Budget. November 21
14. Second budget hearing. November 28
15. Submission of property tax certification to County Assessor. **November 30**
16. Adoption of 2012 Budget. **December 13**

CITY OF BLAINE 2012 GOALS

VISION STATEMENT

The City of Blaine is a safe, friendly, attractive and appealing community located on beautiful Drayton Harbor and the United States border with Canada. Blaine has a vibrant tourism and recreation economy centered on its quaint historic downtown and the harbor area. As the third busiest border crossing into Canada in the U.S., the community has an expanding commercial and service industry focused on the international trade and the movement of goods and services between the U.S. and Canada.

This charming coastal city is a positive, supportive and diverse community that strives to maintain its beautiful natural environment while building on its desire to foster quality education and cultural arts programs for all of its residents.

As a place to live, work and visit, Blaine offers the best of the Northwest.

MISSION STATEMENT

To achieve the City's vision, the Blaine City Council, its advisory citizen boards, and the City's employees will provide visionary thinking and decisive and bold leadership in identifying and prioritizing the needs and securing the resources to address the opportunities and challenges facing the community.

The City will serve the citizens by creating effective channels of communication and will be accountable for following through and completing projects that benefit the City.

CORE VALUES

Expeditious action, credibility, public service, reliability, fairness, respect, inclusive, industrious, resourceful, ethical, innovative, responsive, moral, supportive, fun.

GOALS

- The City of Blaine is an important part of a larger economic region and as such will work cooperatively with others in the region to develop and promote a sustainable economy. For the City of Blaine, sustainability means living in a way that balances social, economic, environmental and institutional considerations to meet our needs and those of the generations to come.
- The City will progressively maintain the installed capital assets for the City of Blaine.
- The City will explore and implement a variety of ways to involve the community in the public decision making process.
- The City will develop and market the City of Blaine as a vibrant, appealing, entertaining and interesting place to visit and recreate.
- The City will foster pride in the physical appearance of our community through responsible property ownership and a strong commitment to making our community a healthy, safe and attractive place to live.
- The City will provide excellent stewardship of the City's financial resources.
- The City believes that preserving environmental quality and encouraging economic development are not mutually exclusive goals. They are interdependent and for Blaine to prosper and sustain its quality of life, we must integrate environmental preservation as a high priority in all we do.
- The City will work in partnership with our community and area criminal justice agencies to protect life and property, solve neighborhood problems and enhance the general quality of life in our City.
- The City will improve transportation systems (private and public) connecting Blaine with neighboring communities in the U.S. and British Columbia.
- The City will enhance the physical access to the marine shoreline and preserve critical marine view-sheds as a component of the City's recreation and community development strategy.

Summary of Financial Policies

Fund Reserves

The City will maintain a fund reserve (Fund 107) for the general fund to pay expenditures caused by unforeseen emergencies, for shortfalls caused by revenue declines and to eliminate any short-term borrowing for cash flow purposes. This reserve should be maintained at an amount that represents the equivalent of one year's property tax collections. This reserve will be separate from the carryover balance.

The City's general fund will maintain a year-to-year "carryover balance" in an amount necessary to maintain adequate cash flow and to reduce the demand for short-term borrowing. All other funds must never incur negative fund equity.

Contingencies and reserve funds in the Electric should equal 60 days operating revenues; and for Water, Wastewater, and Storm Water utility operating funds should be equal to 30 days operating revenues.

The City will maintain an equipment reserve fund, and will appropriate funds to it annually to provide for the timely replacement of equipment.

Utility Rates

Utility user charges for electric, water and wastewater will reflect cost of service and will be established so that operating revenues are at least equal to operating expenditures. A portion of user rates is designed to cover replacement of the utility facilities.

Each of the City utilities will periodically conduct a comprehensive rate study. In each of the intervening years, the staff will review and update the current study.

The administrative transfer fee is a payment from all Enterprise Funds to the Current Expense Fund for the cost of personnel, finance, general government, equipment, materials, facilities and service usage provided by general government funds. Consequently, the amount of each year's transfer fee will be based on the estimated General Fund expenditures that represent direct and indirect services provided to each enterprise fund, less those that are directly billed to those funds.

Each of the four City utilities will maintain a reserve fund to meet unforeseen emergencies. This reserve shall be separate from the carryover balance. The carryover balance should be sufficient to maintain adequate cash flow and to reduce the demand for short-term borrowing.

Budgeted Capital Asset Maintenance

The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The adopted

Summary of Financial Policies

operating budget will provide sufficient resources for the regular repair and maintenance of capital assets.

Debt

When authorized by the Council, the City will issue long-term debt for high cost long-lived capital projects/assets. The City will issue short-term debt only when it is impossible to fund a project/asset initially through long-term debt. Debt issuance will conform to the debt limitations as set by State of Washington statutes.

The issuance of short-term debt is limited to projects/assets that cannot be funded initially through long-term debt.

The issuance of long-term debt is limited to capital projects and assets that the City cannot finance from current revenues or resources. For purposes of this policy, current resources are defined as that portion of fund balance in excess of the required reserves (see 5.2.7 Fund Reserves). Every effort will be made to limit the payback period of the bonds to the estimated useful life of the capital projects or assets.

The City will use long-term debt financing when the following conditions exist:

- Non-continuous capital improvements are desired.
- Future citizens will receive a benefit from the improvement.

When the City utilizes long-term debt financing, it will ensure that the debt is financed soundly by:

- Conservatively projecting the revenue sources that will be utilized to repay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement, including the interest cost, is positive.

Capital leases may be used to finance equipment purchases, rather than an outright purchase, anytime the total cost of the equipment purchases exceeds 12% of the applicable funds' budget.

The City will conform to the debt limitations as set forth by the State of Washington. Those limitations include:

Indebtedness for general purposes without a vote limited to 1.5% of taxable property value for the regular levy.

Indebtedness for general purposes with a vote limited to 2.5% of the taxable property value for the regular levy.

Summary of Financial Policies

Indebtedness for utility purposes with a 3/5 vote limited to 2.5% of the taxable property value for the regular levy.

Indebtedness for open space and parks with a 3/5 vote limited to 2.5% of the taxable property value for the regular levy.

The City will attempt to keep the average maturity of general obligation bonds at ten years.

All efforts will be made to limit the long-term debt maturity schedule to the estimated useful life of the capital asset constructed or purchased.

Annual budget appropriations shall include debt service payments and reserve requirements for all long-term debt outstanding, as set forth in the bond ordinances.

Debt issues will be sold on a competitive basis, except when conditions make a negotiated sale preferable, and awarded to the bidder who produces the lowest interest cost. Revenue bonds can be issued through a negotiated sale when the issue is unusually large, the project speculative or complex, the issue is a refunding, or the market is unstable.

Internal Controls

The City will maintain internal controls sufficient as to prevent loss of City assets. These controls will be documented and reviewed on a periodic basis.

Any employee will be prosecuted to the extent of the law in any instance where the employee is proven to have committed an illegal act such as theft.

Financial Reporting

The Finance Department prepares monthly financial reports for the City Manager, City Council, and the department managers no later than the first Council meeting of each month.

An Annual Street Report is prepared and sent to the State Department of Transportation no later than May 31.

An Annual Financial Report is prepared for the State of Washington, and sent to the State Auditor's Office no later than May 29. This report is available to the City's Council, securities and bonding agencies, and citizens.

Purchasing Thresholds

All purchases of goods with an estimated total cost of \$15,000 or more require formal competitive sealed bids. Purchases with an estimated total cost of less than \$15,000 should be purchased in accordance with the adopted Purchasing and Procurement Policy 6-1. Under no circumstances should purchases be split to avoid bid limits.

Summary of Financial Policies

The City is authorized to use state contracts in lieu of issuing bids to vendors or buying locally when it is to the economic advantage of the City.

The City Clerk opens all bids. The City Council has the responsibility to award all formal bids.

Investments and Banking Services

State of Washington Statutes 35A.40.050 and 43.84.080 RCW authorize the City to invest in selected investment instruments. The City's investment policy is set forth in the Policies and Procedure Manual, Investment 4-6.

All cash and investments will be maintained in pooled accounts.

Periodically, as determined by the City, the finance department will issue a request for banking services to all qualified banks located within the City's geographic boundaries. The award of banking services will be made solely on the response to the request for proposal. After a depository is chosen, a banking service contract will be approved by the City Council.

Grant Funding

The City will seek state and federal grants and developer contributions for funding projects. Grants and contributions will not be budgeted unless the funding source has been identified and awards confirmed.

Basis of Accounting and Budgeting

The City's basis of accounting and budgeting is maintained in accordance with methods prescribed by the State Auditor under authority of Washington State statute. The City of Blaine follows the State's Budgeting, Accounting, and Reporting System (BARS) for library districts.

The City uses a cash basis of budgeting and accounting. The cash basis of accounting operates as follows: Revenues are recognized in the accounting period only when received in cash. Expenditures are recognized in the accounting period when they are actually paid. Encumbrances are recognized during the year; however, outstanding encumbrances at the end of the year are no longer considered expenditures and are re-appropriated in the following year. Purchases of fixed assets are expensed during the year of acquisition. There is no capitalization of fixed assets, nor allocation of depreciation expense. Inventory is recorded as operating expenditures when purchased.

Annually or biennially, the State Auditor's Office audits the City's Financial Statements, including the balances and financial activity related to cash and investments, revenues, expenditures, and overall presentation of the Financial Statements. The City's accountability and compliance with certain state laws and regulations and its own policies in the following areas are also evaluated during an audit: cash receipting and

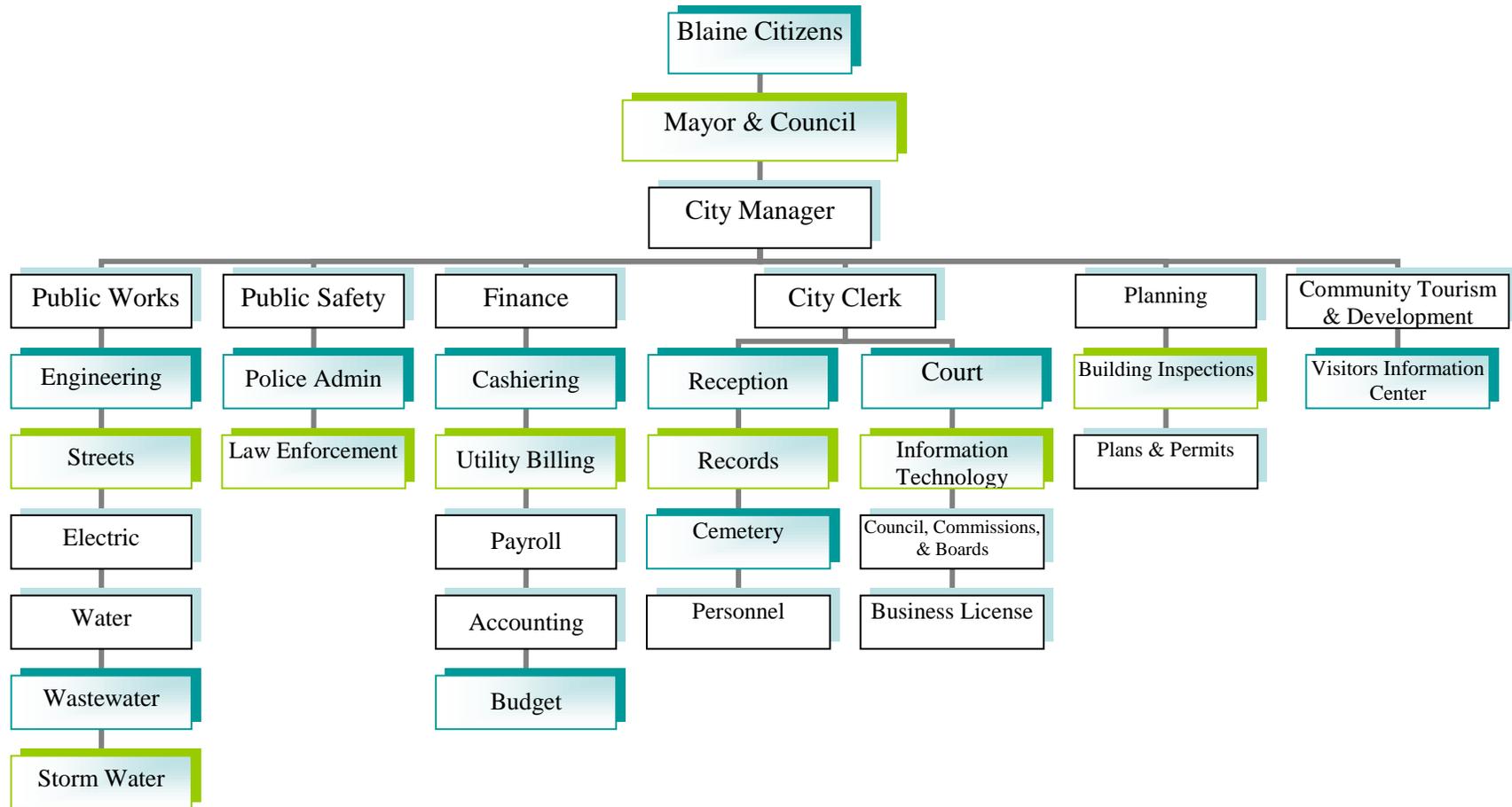
Summary of Financial Policies

revenues, contracts and agreements, purchases and payments, and open public meetings.

Fund Structure

The general fund is the general operating or current expense fund of the City. All current operating revenue and expenditures are accounted for in this fund. The enterprise funds consist of the City's four utility funds: electric, water, wastewater, and storm water. All current utility operating revenue and expenditures are accounted for in these funds. The capital funds are for the acquisition, enlargement or improvement of real or personal property for City purposes. All current capital project expenditures are accounted for in these funds. The cash basis of accounting is applied to all funds.

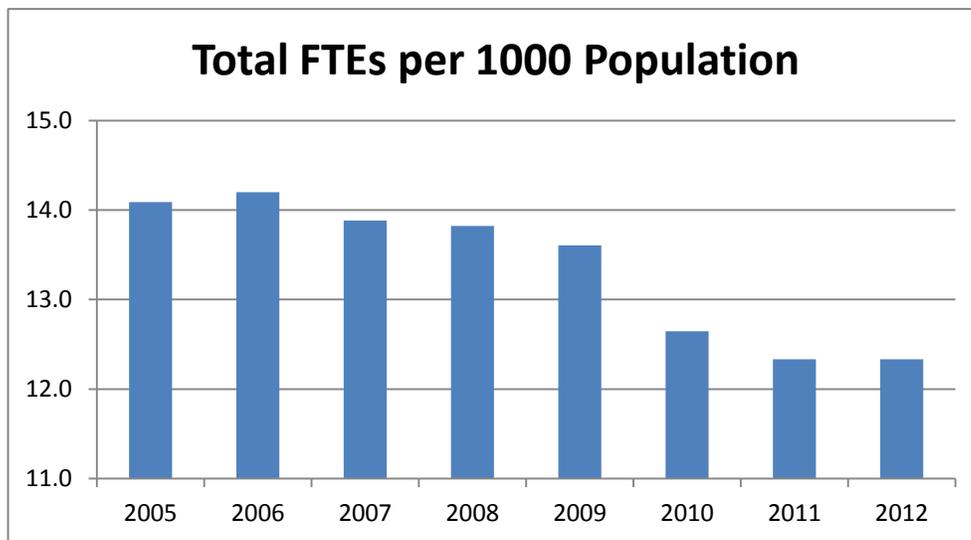
2012 CITY OF BLAINE ORGANIZATIONAL CHART



City of Blaine Staffing Comparison

Department/Division	2005	2006	2007	2008	2009	2010	2011	2012
City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Court	3.5	3.3	3.3	2.0	2.0	1.8	1.8	1.8
Finance/Utility Billing	6.0	6.8	6.8	7.0	7.0	6.8	6.0	6.0
City Clerk	2.0	2.3	2.3	2.5	2.5	2.2	2.2	2.2
Information Technology	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building Services	0.8	0.8	0.8	1.0	1.0	0.9	0.9	0.9
Police Department – sworn	13.0	13.0	14.0	13.5	13.5	11.0	11.0	11.0
Police Department - civilian	2.5	3.0	3.0	4.0	4.0	4.0	4.0	4.0
Planning/Building & Codes	4.8	5.7	5.4	5.9	5.9	3.9	3.9	3.9
Tourism/Community Development	1.3	1.5	1.8	2.0	2.0	1.8	1.8	1.8
Streets/Parks/Cemetery	2.4	2.6	2.5	2.9	2.9	2.3	2.3	2.3
Electric	6.2	6.4	6.3	5.9	5.9	6.3	6.3	6.3
Water	3.5	3.2	3.3	3.3	3.3	3.6	3.2	3.2
Wastewater	5.1	4.9	4.8	4.9	4.9	4.9	4.9	4.9
Storm Water	0.6	0.8	0.9	1.0	1.0	1.0	0.9	0.9
Public Works Administration	7.1	7.4	7.4	6.7	6.7	6.8	6.8	6.8
Total	59.7	63.6	64.6	64.5	64.5	59.2	58.0	58.0

	2005	2006	2007	2008	2009	2010	2011	2012
Total FTEs per 1000 Population	14.1	14.2	13.9	13.8	13.6	12.6	12.3	12.3



Revenue Type and Estimated Beginning Fund Balance Definitions

Estimated Beginning Fund Balance: The estimated difference between those revenues (assets) that can reasonably be expected to be available within the year, and those payables (liabilities) that can reasonably be expected to be spent during the year.

Taxes: Taxes levied by a government for the purpose of financing services performed for the common benefit. Examples include Property, Sales, and Utility Taxes.

Licenses and Permits: These include charges for issuance of licenses and permits, for example, Business Licenses. This category does not include inspection charges.

Intergovernmental Revenue: This revenue includes grants, entitlements, shared revenues, and payments for goods and services provided by one government to another.

Goods and Services Charges: Charges for services rendered or goods sold by the city except to other governments or another City department or group. Examples include electric, water, sewer, and storm water services.

Fines and Forfeitures: Fines are monetary judgments commonly imposed by the court; forfeitures are penalties by which one loses rights and interest in property because of commission of an offense or nonperformance of an obligation or duty. Examples include penalties collected for parking and traffic tickets.

Miscellaneous Revenues: Includes operating revenues not classified elsewhere, such as interest, rents, leases, concessions, and contributions from private sources. Examples include interest earnings and rental income.

Non-Revenues: These revenues are for items such as interfund loan proceeds and proceeds of long-term debt for proprietary funds.

Other Financing Sources: These are changes in current financial resources that are reported separately from revenues to avoid distorting revenue trends. Examples include sale of GO Bonds, proceeds from the disposition of capital assets, and operating transfers in.

Expenditure Type and Estimated Ending Fund Balance Definitions

Estimated Ending Fund Balance: The estimated difference between those revenues (assets) that can reasonably be expected to be available within the year, and those payables (liabilities) that can reasonably be expected to be spent during the year.

Salaries and Wages: This expenditure category includes amounts paid to City employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and stand-by hours.

Benefits: Those benefits paid by the City as part of the conditions of employment. Examples include health insurance, social security, and retirement system contributions.

Supplies: A basic classification of expenditures for items purchased for consumption. Examples include office and operating supplies, fuel, inventory or resale items, small tools and equipment.

Other Services and Charges: A basic classification for services other than personnel. Examples include professional and legal services, communication, travel, advertising, utilities, and insurance.

Intergovernmental Services: Purchases of specialized services typically performed by State or local governments. An example of this is jail services purchased from Whatcom County.

Non-Expenditures: This classification includes interfund loan payments, redemption of long-term debt for the enterprise funds, purchase of investments, and prior year corrections.

Debt Service: Payment of interest and principal to holders of the City's indebtedness.

Capital Outlay: Expenditures for acquisition of or additions to assets such as land, buildings, machinery and equipment. The cost threshold for such expenditures to be classified as capital is \$5,000 and above.

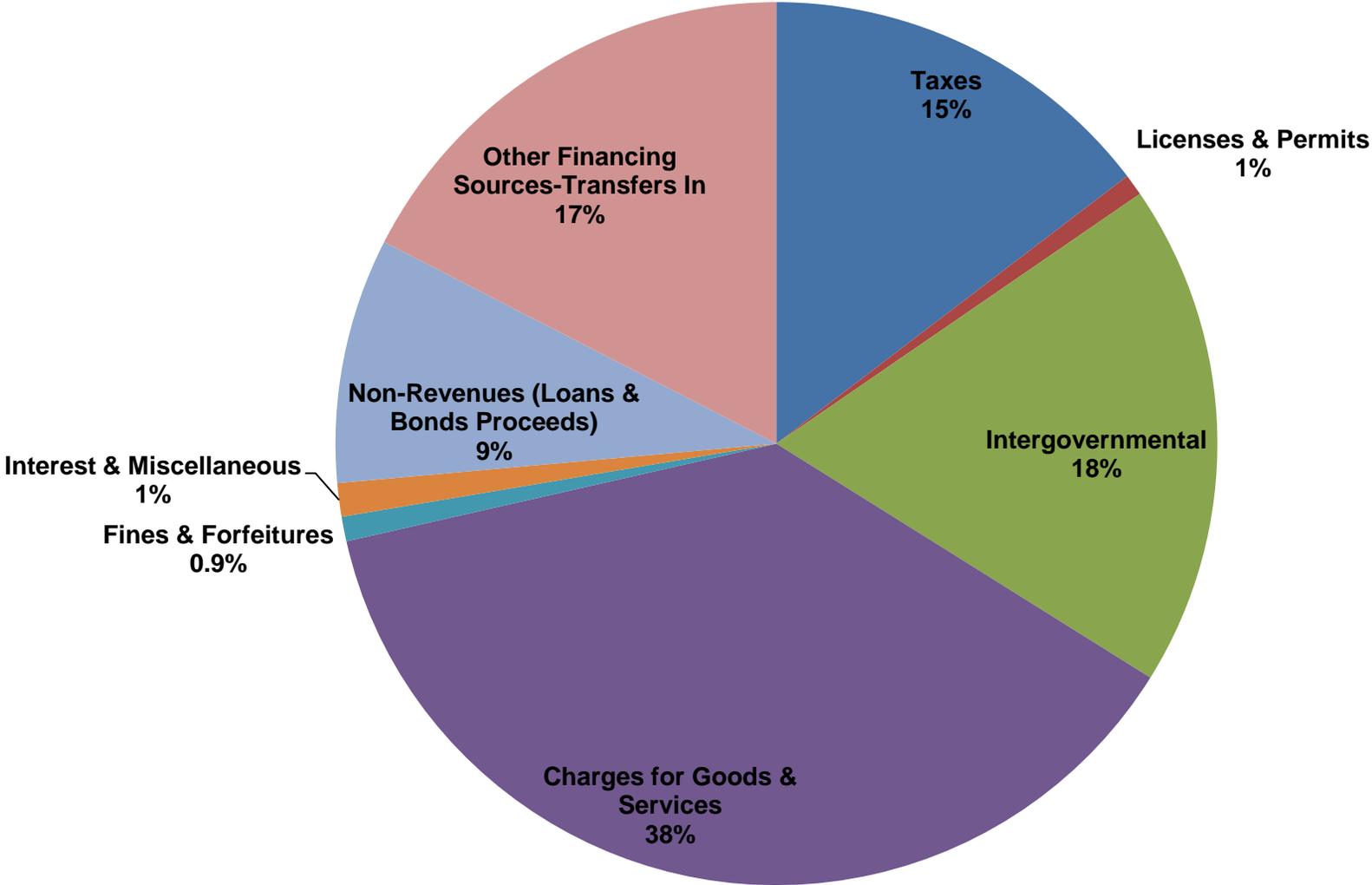
Other Financing Uses: Reflects the purchase of services or supplies provided by another City group or department. Operating transfers in within the City from one fund to another are also included in this object.

SUMMARY OF REVENUES, EXPENDITURES, AND ESTIMATED FUND BALANCES

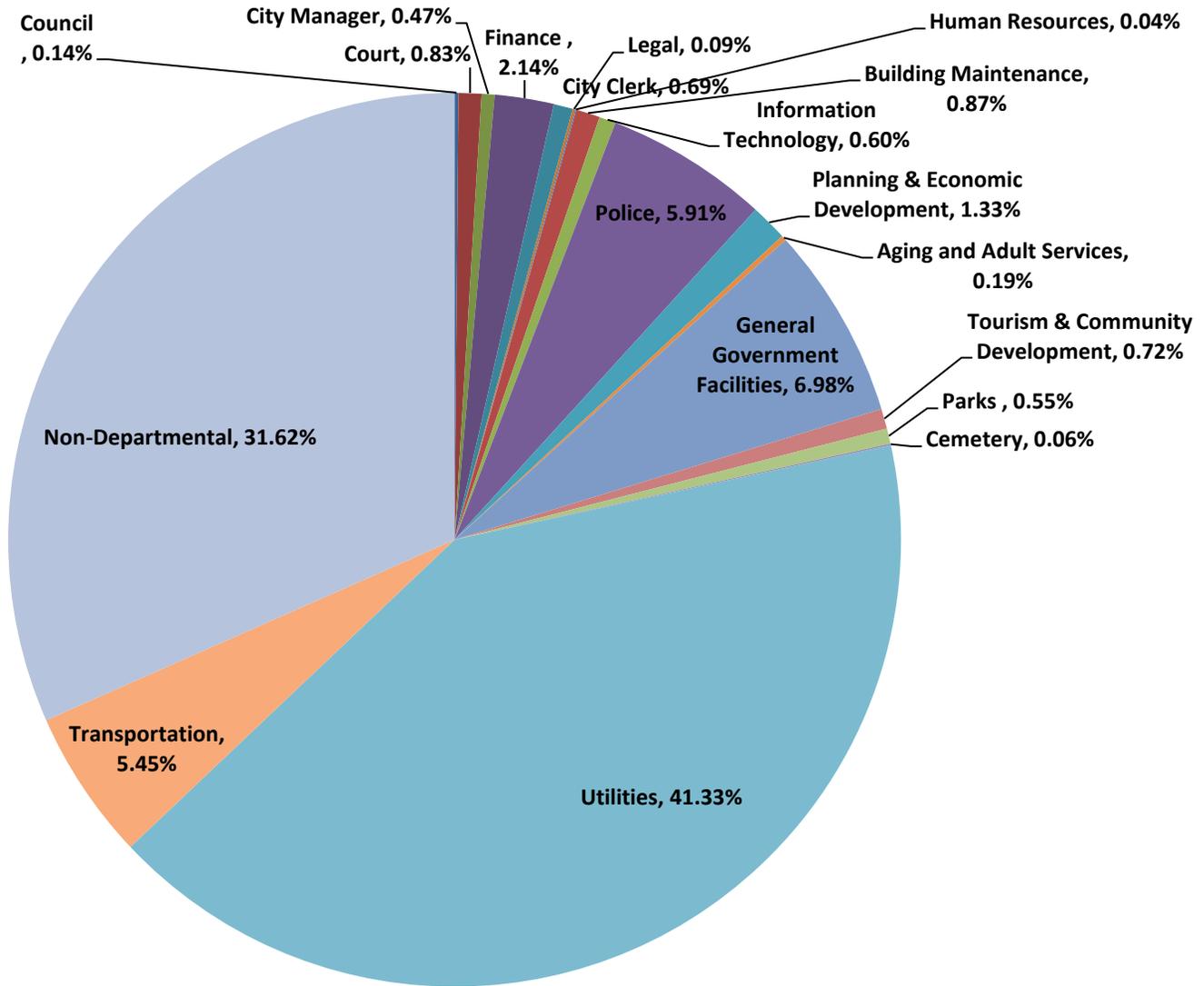
2012 BUDGET

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT FUNDS	CAPITAL FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	AGENCY FUNDS	TOTAL 2012 BUDGET	2011 BUDGET	% Change
ESTIMATED BEGINNING FUND BALANCES	230,000	1,227,084	267,247	4,218,222	7,459,568	20,600	9,300	13,432,021	15,125,672	-11%
REVENUES										
Taxes	2,727,306	436,850	137,359	782,525	-	-	-	4,084,040	4,011,874	2%
Licenses & Permits	219,175	-	-	-	-	-	-	219,175	223,450	-2%
Intergovernmental	153,146	99,511	-	4,897,654	-	-	-	5,150,311	7,132,328	-28%
Charges for Goods & Services	116,465	7,000	-	-	10,353,966	-	-	10,477,431	10,182,959	3%
Fines & Forfeitures	220,109	-	-	-	31,445	-	-	251,554	188,879	33%
Interest & Miscellaneous	217,546	1,800	-	8,000	114,270	-	-	341,616	3,772,518	-91%
Non-Revenues	-	332,698	-	2,156,757	12,222	2,500	-	2,504,177	2,300	108777%
Other Financing Sources-Transfers In	1,246,463	306,500	800,821	1,021,899	721,461	720,218	50,000	4,867,362	5,664,630	-14%
TOTAL REVENUES	4,900,210	1,184,359	938,180	8,866,835	11,233,364	722,718	50,000	27,895,666	31,178,938	-11%
TOTAL AVAILABLE RESOURCES	5,130,210	2,411,443	1,205,427	13,085,057	18,692,932	743,318	59,300	41,327,687	46,304,610	-11%
EXPENDITURES										
Council	44,774	-	-	-	-	-	-	44,774	40,506	11%
Court	265,020	-	-	-	-	-	-	265,020	246,916	7%
City Manager	150,571	-	-	-	-	-	-	150,571	148,075	2%
Finance	685,793	-	-	-	-	-	-	685,793	727,355	-6%
City Clerk	222,621	-	-	-	-	-	-	222,621	207,855	7%
Legal	30,000	-	-	-	-	-	-	30,000	30,000	0%
Human Resources	12,650	-	-	-	-	-	-	12,650	9,440	34%
Building Maintenance	278,435	-	-	-	-	-	-	278,435	191,548	45%
Information Technology	192,639	-	-	-	-	-	-	192,639	165,562	16%
Police	1,837,404	-	-	-	-	-	58,385	1,895,789	1,898,740	0%
Planning & Economic Development	427,931	-	-	-	-	-	-	427,931	422,963	1%
Aging and Adult Services	59,450	-	-	-	-	-	-	59,450	44,062	35%
General Government Facilities	81,000	-	-	2,160,000	-	-	-	2,241,000	81,000	2667%
Tourism & Community Development	142,721	88,847	-	-	-	-	-	231,568	263,644	-12%
Parks	-	87,701	-	89,000	-	-	-	176,701	921,290	-81%
Cemetery	-	18,533	-	-	-	-	-	18,533	18,586	0%
Utilities	-	-	-	6,511,634	6,030,483	721,055	-	13,263,172	18,304,285	-28%
Transportation	-	340,274	-	1,408,556	-	-	-	1,748,830	2,113,829	-17%
Non-Departmental	402,245	508,929	955,761	1,442,417	6,835,037	2,500	-	10,146,889	8,904,300	14%
TOTAL EXPENDITURES	4,833,254	1,044,284	955,761	11,611,607	12,865,520	723,555	58,385	32,092,366	34,739,956	-8%
ESTIMATED ENDING FUND BALANCES	296,956	1,367,159	249,666	1,473,450	5,827,412	19,763	915	9,235,321	11,564,654	-20%
TOTAL EXPENDITURES & ENDING FUND BALANCE	5,130,210	2,411,443	1,205,427	13,085,057	18,692,932	743,318	59,300	41,327,687	46,304,610	-11%

2012 TOTAL ESTIMATED REVENUE BY TYPE

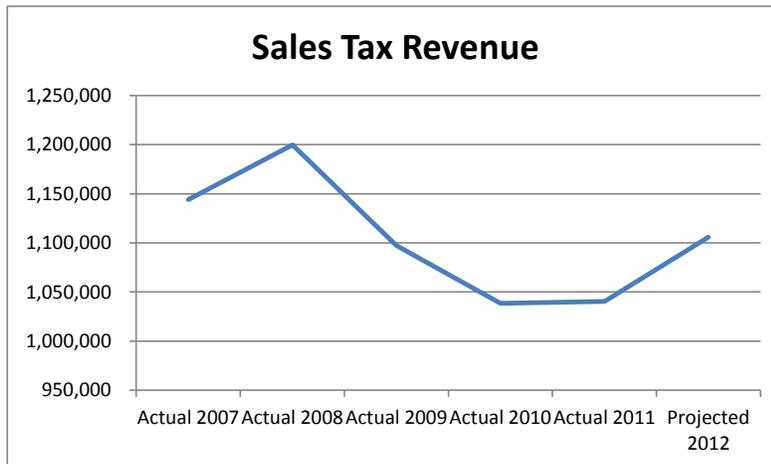
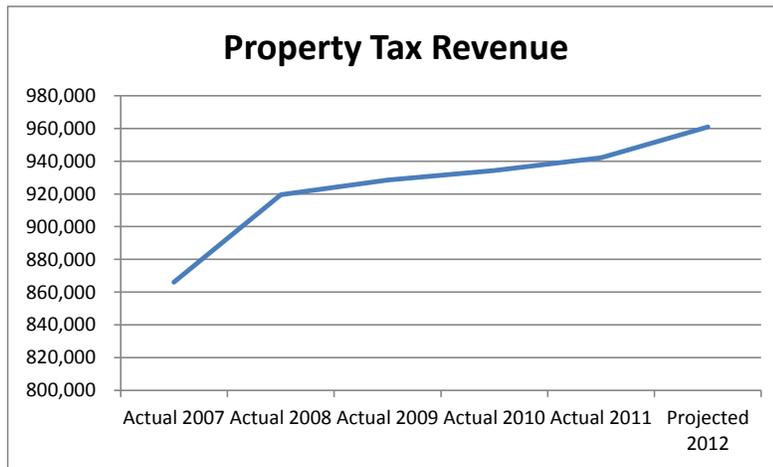


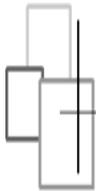
2012 TOTAL ESTIMATED EXPENDITURES BY DEPARTMENT



TOTAL PROPERTY TAX & SALES TAX REVENUES ALL FUNDS

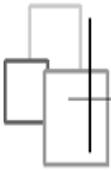
		1% Levy Increase	1% Levy Increase	0% Levy Increase	0% Levy Increase	0% Levy Increase	2% Levy Increase
		Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Projected 2012
Property Tax							
General Fund		121,243	128,722	129,989	130,801	132,162	167,775
Street Operating Fund		138,563	147,110	148,559	149,487	151,042	111,850
Street Capital Funds		606,215	643,608	649,944	654,004	658,864	681,284
Total All Funds		866,021	919,440	928,492	934,292	942,068	960,909
% Change			6%	1%	1%	1%	2%
\$ Change			53,419	9,052	5,800	7,776	18,841
		Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Projected 2012
Sales Tax							
General Fund		1,144,119	1,199,574	1,097,483	1,038,385	1,040,295	1,105,701
% Change			5%	-9%	-5%	0%	6%
\$ Change			55,455	(102,091)	(59,098)	1,910	65,406





General Fund Estimated Revenue

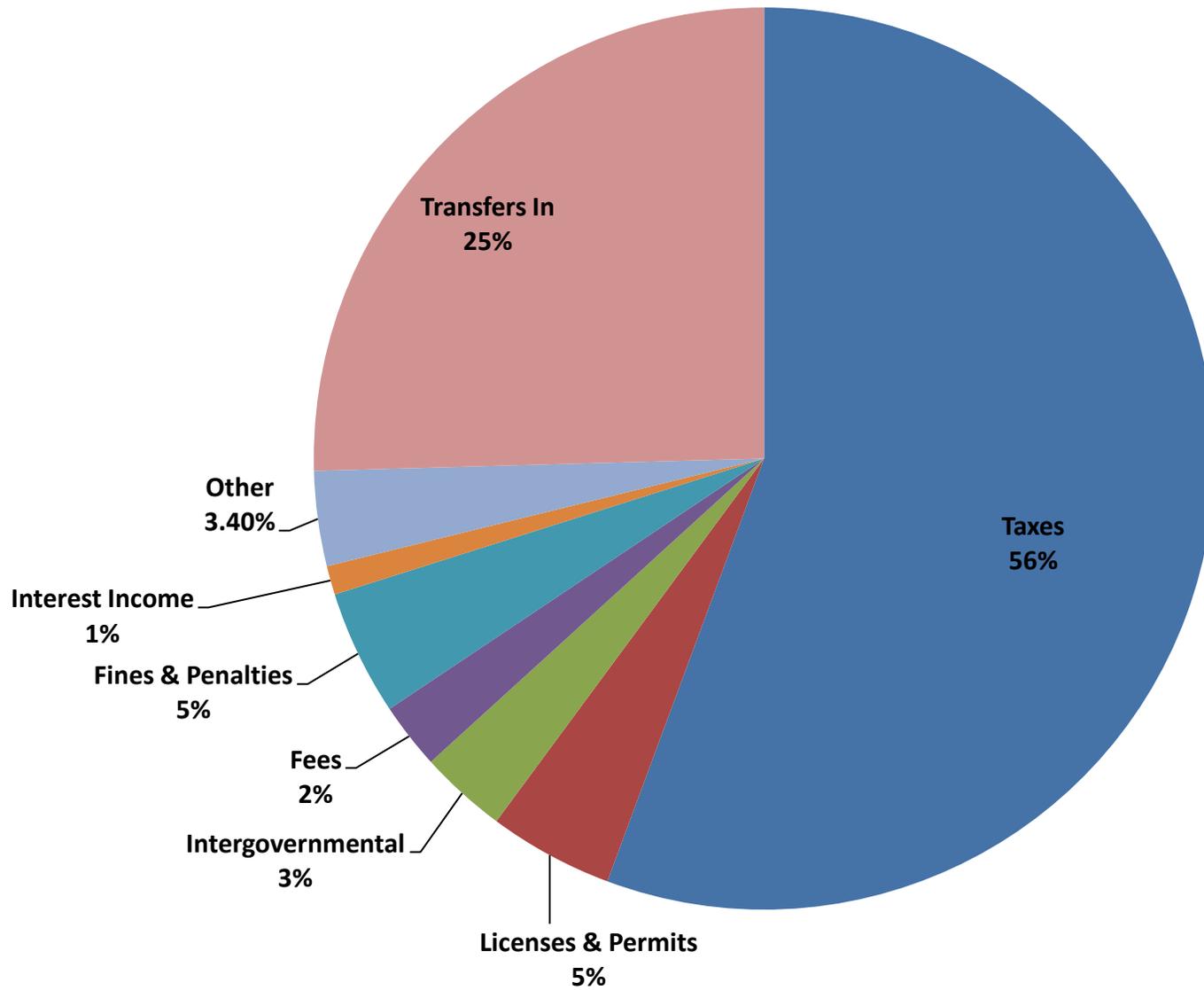
Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Estimated Beginning Fund Balance	\$ 419,702	\$ 186,361	\$ 230,000	43,639	23.4%
Taxes	2,453,439	2,641,147	2,727,306	86,159	3.3%
Licenses & Permits	221,662	223,450	219,175	(4,275)	-1.9%
Intergovernmental	255,200	120,136	153,146	33,010	27.5%
Fees	112,507	126,175	116,465	(9,710)	-7.7%
Fines & Penalties	225,827	157,390	220,109	62,719	39.8%
Interest Income	13,384	120,000	50,800	(69,200)	-57.7%
Other	15,007	8,090	166,746	158,656	1961.1%
Transfers In	1,257,536	1,341,763	1,246,463	(95,300)	-7.1%
Total Revenue	4,554,561	4,738,151	4,900,210	162,059	3.4%
Total Revenue & Beginning Fund Balance	\$ 4,974,263	\$ 4,924,512	\$ 5,130,210	205,698	4.2%



General Fund Estimated Revenue

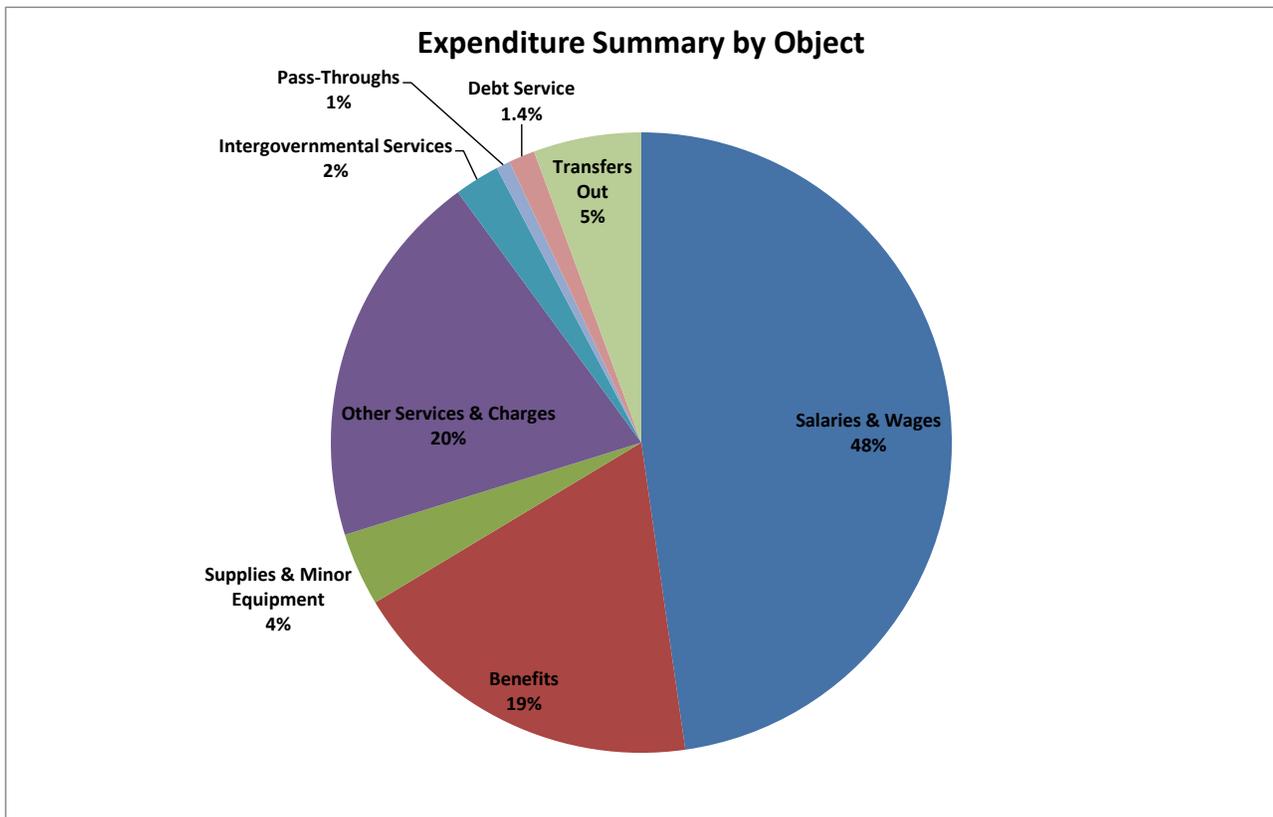
Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
General Fund Revenue					
Estimated Beginning Fund Balance	\$ 419,702	\$ 186,361	\$ 230,000	43,639	23.4%
Taxes					
Property Tax	122,567	126,030	167,775	41,745	33.1%
Private Harvest Tax	93	150	100	(50)	-33.3%
Retail Sales & Use Tax	1,038,403	1,094,753	1,105,701	10,948	1.0%
Local Sales Tax-Whatcom County EM					
Services (Pass-through)	33,153	35,000	33,000	(2,000)	-5.7%
Sales Tax-Public Safety	83,844	87,392	83,951	(3,441)	-3.9%
Other Utility Taxes	432,254	498,632	491,802	(6,830)	-1.4%
City Light/Water/Sewer Utility Tax	660,785	727,090	770,715	43,625	6.0%
Leasehold Excise Tax	82,340	72,100	74,263	2,163	3.0%
Total Taxes	2,453,439	2,641,147	2,727,306	86,159	3.3%
Licenses and Permits					
Business Licenses	83,775	55,250	55,250	-	0.0%
Franchise Fees	76,701	83,000	83,000	-	0.0%
Building Permits	49,127	70,000	70,000	-	0.0%
Sign Permits	150	250	250	-	0.0%
Other Development Permits	11,153	14,150	9,875	(4,275)	-30.2%
Gun Permits	755	800	800	-	0.0%
Total Licenses and Permits	221,662	223,450	219,175	(4,275)	-1.9%
Intergovernmental Revenues					
Public Safety Grants	130,167	-	-	-	
Liquor Excise Tax	45,738	23,904	23,572	(332)	-1.4%
Liquor Board Profits	37,916	35,232	29,124	(6,108)	-17.3%
Bordertown Liquor BD Profits	41,380	61,000	41,000	(20,000)	-32.8%
Aging Services (Pass-Through)	-	-	59,450	59,450	
Total Intergovernmental Revenues	255,200	120,136	153,146	33,010	27.5%
Court & User Fees	112,507	126,175	116,465	(9,710)	-7.7%
Fines and Penalties	225,827	157,390	220,109	62,719	39.8%
Miscellaneous Revenues					
Interest Income	13,384	120,000	50,800	(69,200)	-57.7%
Other Revenue	15,007	8,090	166,746	158,656	1961.1%
Total Operating Revenue	3,297,025	3,396,388	3,653,747	257,359	7.6%
Transfers-In					
Transfer In-General Admin	918,792	904,914	889,867	(15,047)	-1.7%
Transfer In-Equipment Reserve	12,000	-	-	-	
Transfer In Hotel/Motel	86,107	84,033	86,345	2,312	2.8%
Transfer In-LID Guaranty	7,000	-	-	-	
Transfer In-General CIP	-	100,000	-	(100,000)	-100.0%
Transfer In-Utility Billing	233,637	252,816	270,251	17,435	6.9%
Total Transfers-In	1,257,536	1,341,763	1,246,463	(95,300)	-7.1%
Total General Fund Revenue	\$ 4,554,561	4,738,151	4,900,210	162,059	3.4%
Total Revenue & Beginning Fund Balance	\$ 4,974,263	\$ 4,924,512	\$ 5,130,210	205,698	4.2%

General Fund Revenue

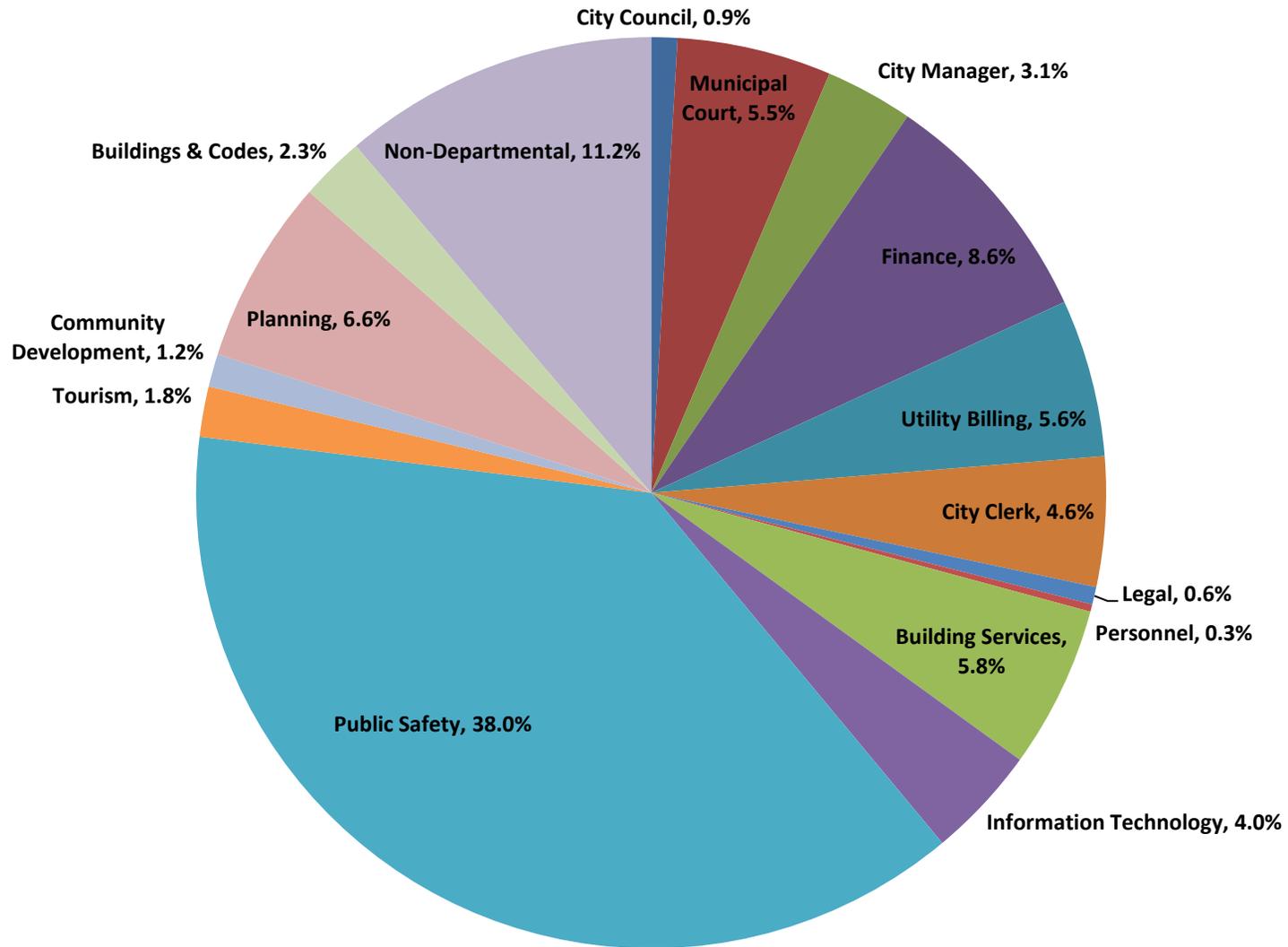


001 General Fund Expenditures

Description	2010 ACTUAL	2011 BUDGET	2012 PROPOSED BUDGET	Variance	% Change from 2011 to 2012
Salaries & Wages	2,343,110	2,295,935	2,307,175	11,240	0.49%
Benefits	878,467	950,964	901,251	(49,713)	-5.23%
Supplies & Minor Equipment	209,212	156,314	184,314	28,000	17.91%
Other Services & Charges	973,348	762,254	954,335	192,081	25.20%
Intergovernmental Services	92,782	94,315	113,752	19,437	20.61%
Capital Machinery & Equipment	52,749	-	-	-	-
Pass-Throughs	33,153	35,000	35,000	-	0.00%
Debt Service	-	16,000	66,000	50,000	312.50%
Transfers Out	235,040	289,727	271,427	(18,300)	-6.32%
TOTAL EXPENDITURES	4,817,861	4,600,509	4,833,254	232,745	5.06%
ENDING FUND BALANCE	156,403	324,003	296,956	(27,047)	-8.35%
TOTAL EXPENDITURES & ENDING FUND BALANCE	4,974,264	4,924,512	5,130,210	205,698	4.18%



General Fund Expenditures by Department



PROGRAM TITLE:

PROGRAM NUMBER:

CITY COUNCIL

511

FUND TITLE:

FUND NUMBER:

GENERAL FUND

001

PERSON RESPONSIBLE:

POSITION:

GARY R TOMSIC

CITY MANAGER

PROGRAM DESCRIPTION

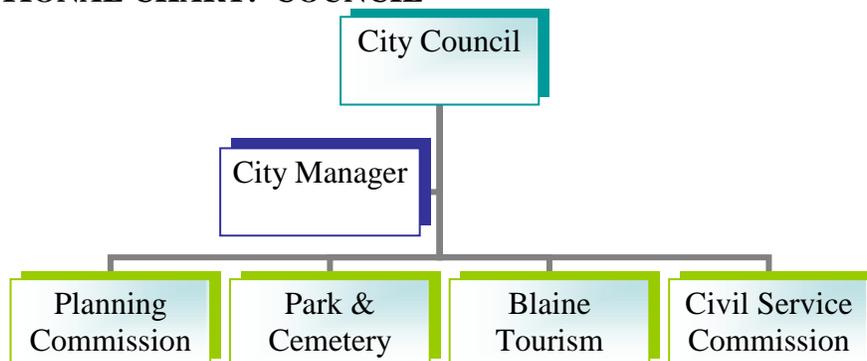
The City Council serves as the legislative and governing body of the City of Blaine and has the responsibility for establishing City policies, goals and enacting law. The Council is a sounding board for the community to address the needs and concerns of the residents, business community, and other interested parties affected by the actions of the City Government.

The City Council appropriates from the City Treasury the funds to conduct the business of the City. A budget is submitted annually for the City Council to review and approve establishing funding levels for the services the City provides. The City Council appoints the Mayor, the City Manager, the Municipal Judge, the City Attorney, as well as members of Blaine’s various Boards and Commissions.

PERSONNEL SUMMARY:

POSITION	2010	2011	2012
City Council	7	7	7

ORGANIZATIONAL CHART: COUNCIL



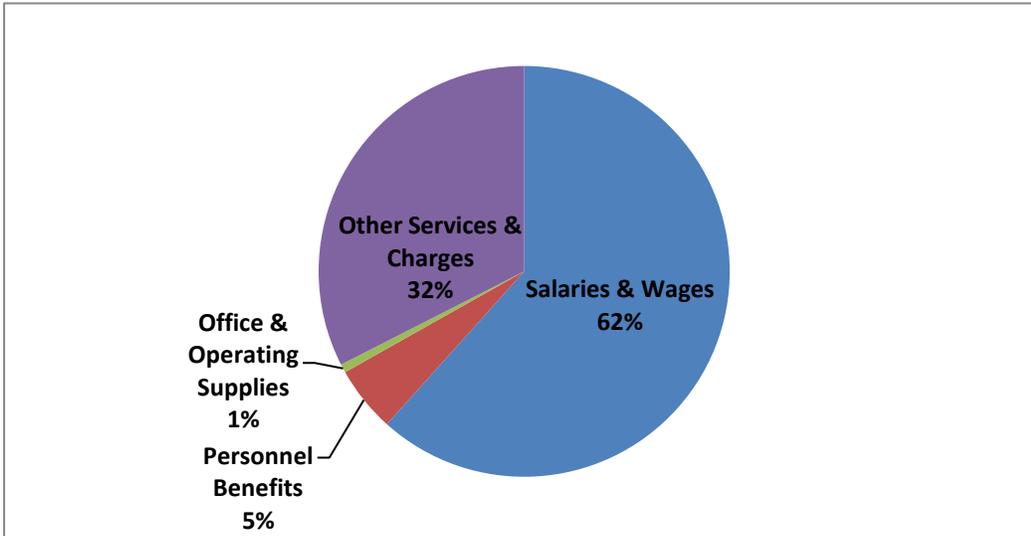
PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. Adopted numerous Ordinances, Resolutions, Policies and Procedures.
2. Held twice monthly Monday night Council meetings to deal with various city issues.
3. Held Council Work Sessions as needed for in-depth discussions on various city issues.
4. Adopted a 2012 Operating & Capital Budget.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Conduct Visioning session to revisit and refine Council's Goals and Objectives.
2. Review and adopt a 2013 Budget that implements Council's Goals and Objectives.
3. Encourage citizen involvement through the continuation of various Boards, Commissions and committees.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar	
				Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
City Council					
Salaries & Wages	27,450	27,600	27,600	-	0.0%
Personnel Benefits	2,264	2,306	2,324	18	0.8%
Office & Operating Supplies	202	300	300	-	0.0%
Other Services & Charges	13,840	10,300	14,550	4,250	41.3%
Total City Council	\$ 43,756	\$ 40,506	\$ 44,774	4,268	10.5%



PROGRAM TITLE:	PROGRAM NUMBER:
MUNICIPAL COURT	512.50

FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
SHERI SANCHEZ	CITY CLERK

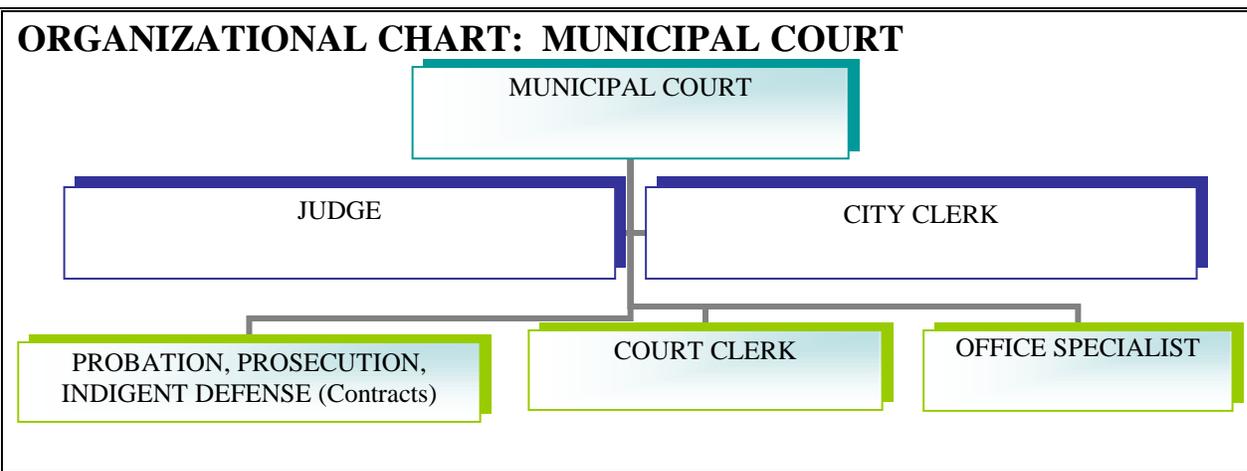
PROGRAM DESCRIPTION

The Blaine Municipal Court has jurisdiction over traffic infractions, criminal traffic, criminal non-traffic, and other criminal violations of City laws as well as State laws. The Municipal Court may issue temporary orders for protection for victims of domestic violence. The Council appoints a Judge, and the City contracts for prosecution and indigent defense services. The City contracts with Whatcom County for probation services, including probation supervision and pre-sentencing reports and recommendations.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
Judge*	0.06	0.06	0.06
Court Clerk	1.00	1.00	1.00
Office Specialist	0.80	0.80	0.80
TOTAL	1.86	1.86	1.86

*The municipal judge position is a contract position and is budgeted at 10 hours per month or 120 hours per year.



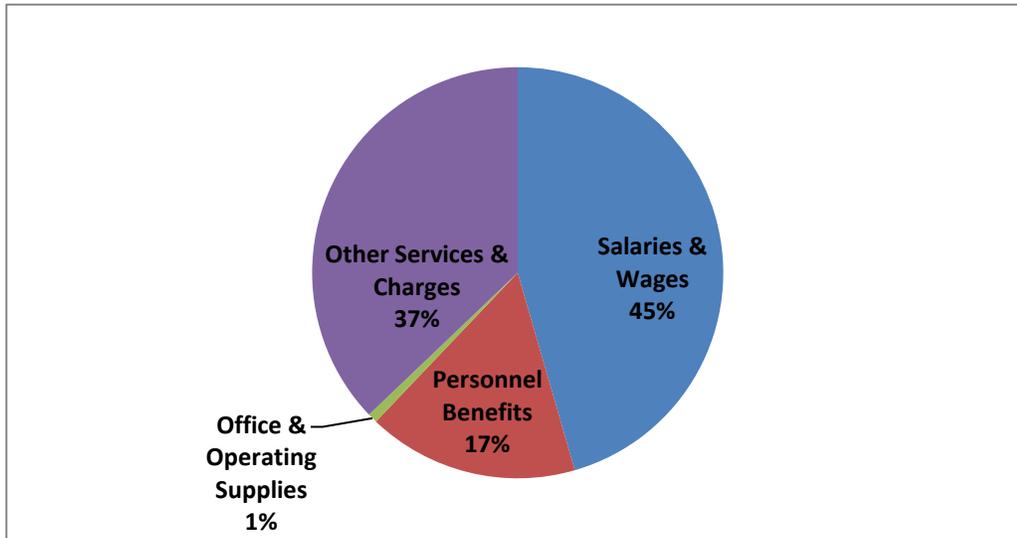
PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. Court continued to provide services including processing traffic and non-traffic infractions, DUIs, misdemeanors, and criminal citations, and carrying out the Court judgments, including the collection process.
2. The Court continued to provide a judge, prosecuting attorney, public defender for indigents, jury trials, interpreters, court clerk and support for probation services.
3. Blaine Court processed more citations per FTE (full-time employee) than any other small city court in Whatcom County.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Court will continue to provide services including processing traffic and non-traffic infractions, DUIs, misdemeanors, and criminal citations, and carrying out the Court judgements, including the collection process.
2. The Court will continue to provide a judge, prosecuting attorney, public defender for indigents, jury trials, interpreters, court clerk and support for probation services.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Municipal Court					
Salaries & Wages	117,127	118,590	120,631	2,041	1.7%
Personnel Benefits	47,645	52,536	43,964	(8,572)	-16.3%
Office & Operating Supplies	2,119	1,400	2,000	600	42.9%
Other Services & Charges	86,337	74,390	98,425	24,035	32.3%
Total Municipal Court	\$ 253,228	\$ 246,916	\$ 265,020	18,104	7.3%



PROGRAM TITLE:	PROGRAM NUMBER:
CITY MANAGER	513

FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

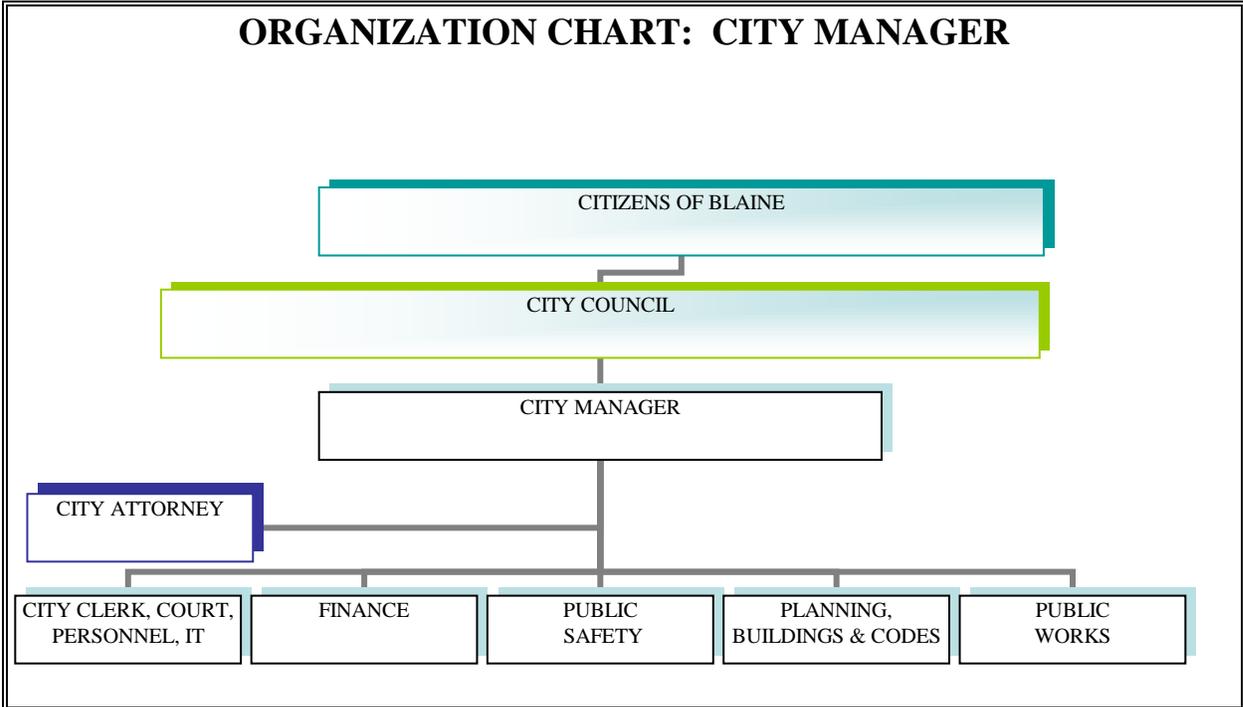
PERSON RESPONSIBLE:	POSITION:
GARY R TOMSIC	CITY MANAGER

PROGRAM DESCRIPTION

The City Manager’s Office is responsible for the overall administration of the city government in concert with the goals and policies as established by the City Council.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
City Manager	1	1	1



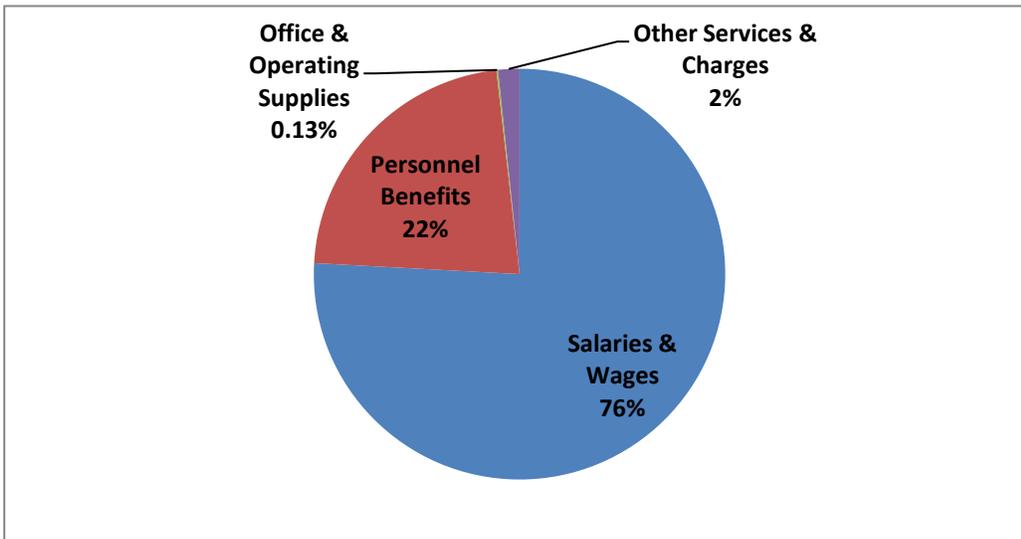
PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. Managed the day to day operations of the City.
2. Represented the City, along with the Mayor, on the Small City Caucus.
3. Represented the City at numerous meetings, events and activities.
4. Worked with Department Directors in helping move forward City priorities.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Continue to work with Council in selling the former airport property.
2. Continue to provide leadership and managerial oversight for all of the various operations and projects with which the City is involved.
3. Continue to work with key staff in identifying and seeking outside funding for high priority projects.
4. Work with businesses and industry interested in locating in Blaine to help them be successful.
5. Continue numerous activities representing the City of Blaine.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
City Manager					
Salaries & Wages	113,255	113,127	114,215	1,088	1.0%
Personnel Benefits	29,146	31,438	33,646	2,208	7.0%
Office & Operating Supplies	69	200	200	-	0.0%
Other Services & Charges	3,849	3,310	2,510	(800)	-24.2%
Total City Manager	\$ 146,319	\$ 148,075	\$ 150,571	2,496	1.7%



PROGRAM TITLE:	PROGRAM NUMBER:
FINANCE	514.10

FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
JEFFREY LAZENBY	FINANCE DIRECTOR

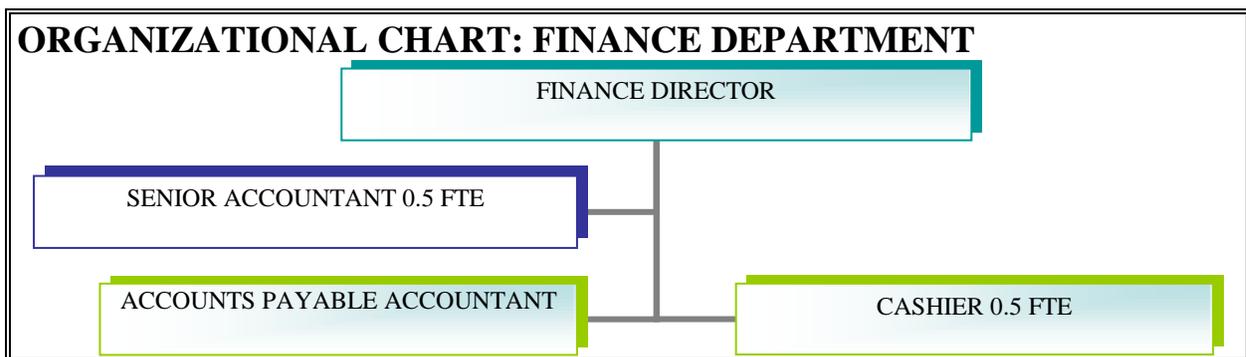
PROGRAM DESCRIPTION

The Finance Department provides both external (public) and internal (City Council, City Departments, City Manager) support. The Department is comprised of two main functions: Budget/Fund Accounting and General Accounting. The department's operations are guided and mandated by Federal, State of Washington and City of Blaine Codes as well as mandates from various other regulatory agencies. Major responsibilities include: receipting, cash management and cash flow analysis, investment portfolio management, budget accounting and preparation, debt management, accounts payable and receivable, financial reporting for the State audit report, grant reports, and miscellaneous department reports.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
Finance Director	1	1	1
Deputy Finance Director*	1	0	0
Senior Accountant	0.5	0.5	0.5
Accounts Payable Accountant	1	1	1
Cashier	0.5	0.75	0.5
TOTAL	4.00	3.25	3.00

*Position was eliminated in 2011.



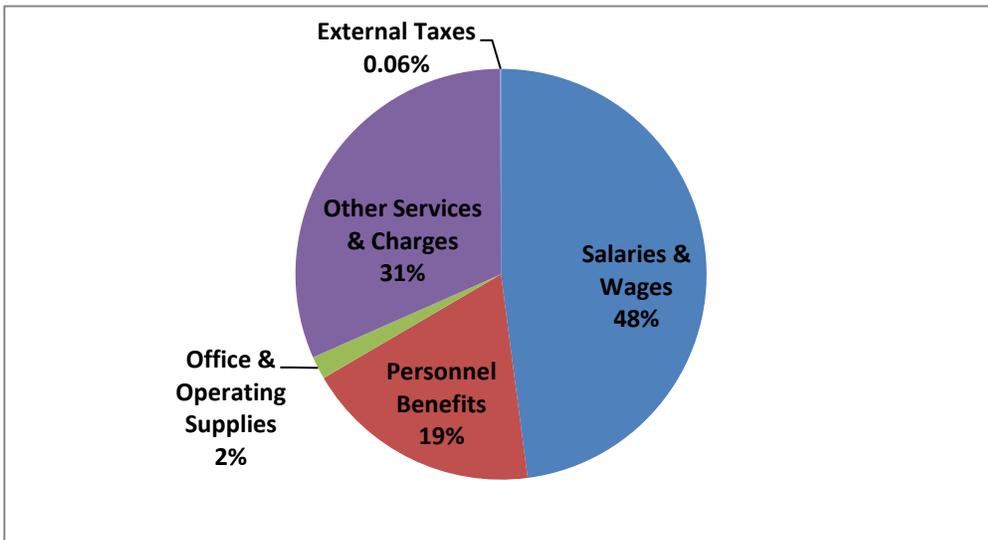
PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. Completed and submitted the 2010 State Annual Report, due May 31, 2011. The City reported all Funds on cash basis.
2. Received a clean audit for the City's 2010 Financials.
3. Provided timely budget reports to City departments, the public, and Council.
4. Prepared the 2012 budget.
5. Processed passports on an appointment basis.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Continue automation of department transactions for increased productivity.
2. Continue to provide budget reports to City departments, the public, and Council.
3. Continue to provide passport processing on an appointment basis.
4. Continue to review policies and procedures for more effective productivity.
5. Continue to review and monitor tax revenues in order to capture all City taxes, reported and unreported.
6. Continue providing vendors with electronic fund transfers as they automate their systems.

Description	2010 Actual	2011		Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
		Adopted Budget	2012 Budget		
Finance					
Salaries & Wages	270,440	242,025	199,172	(42,853)	-17.7%
Personnel Benefits	103,677	103,376	77,433	(25,943)	-25.1%
Office & Operating Supplies	6,615	7,800	7,500	(300)	-3.8%
Other Services & Charges	126,845	120,088	131,187	11,099	9.2%
External Taxes	355	250	250	-	0.0%
Total Finance	\$ 507,933	\$ 473,539	\$ 415,542	(57,997)	-12.2%



PROGRAM TITLE:	PROGRAM NUMBER:
UTILITY BILLING	514.12

FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
JEFFREY LAZENBY	FINANCE DIRECTOR

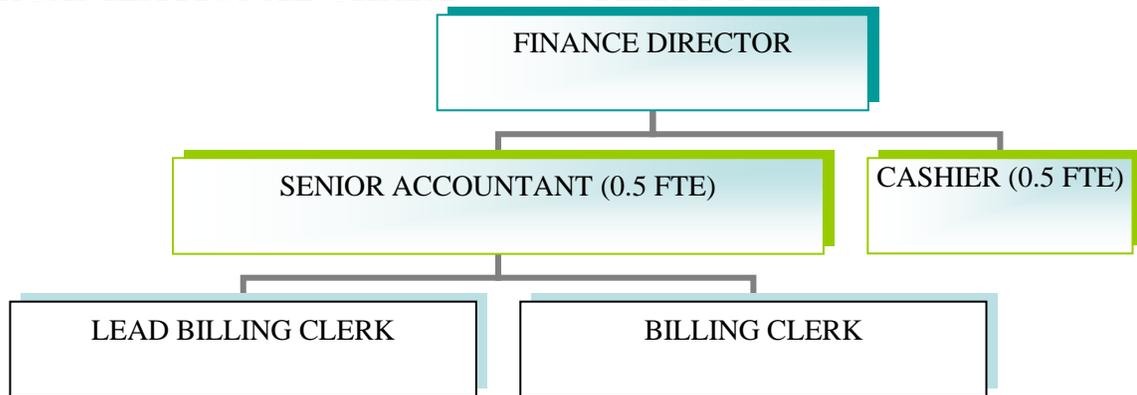
PROGRAM DESCRIPTION

The Utility Billing Department is under the direction of the Finance Department. All utility bills for the Electric, Water, Wastewater, and Stormwater Funds are processed through this Department. Utility Billing operations are guided and mandated by Federal, State of Washington and City of Blaine Codes as well as mandates from various other regulatory agencies. Major responsibilities include: utility billing for the enterprise funds, customer service, information analysis and reporting as required by various departments and agencies.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
Senior Accountant	0.5	0.5	0.5
Lead Billing Clerk	1	1	1
Billing Clerk	1	1	1
Cashier	0.25	0.25	0.5
TOTAL	2.75	2.75	3.00

ORGANIZATIONAL CHART: UTILITY BILLING



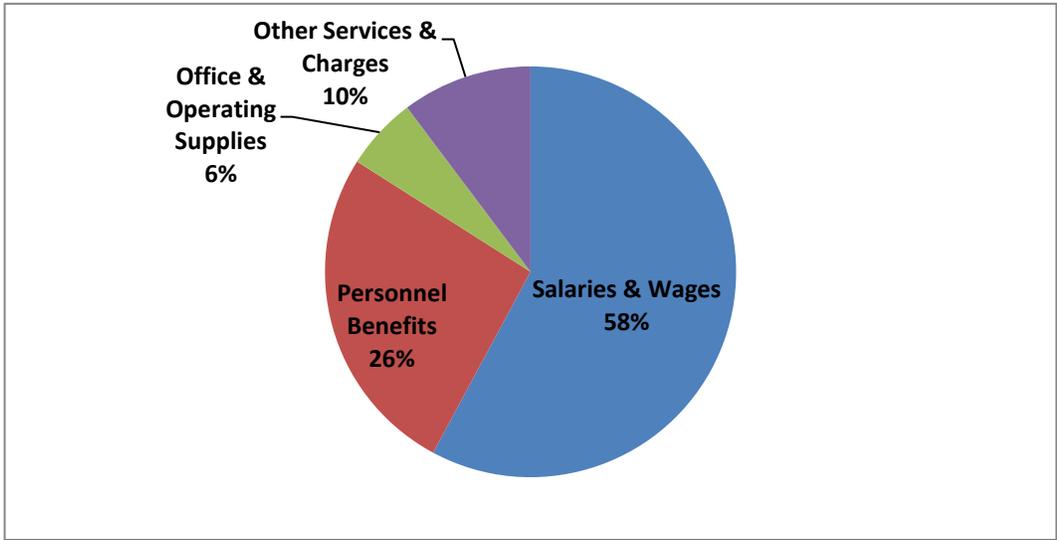
PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. Continued utility billing collections of past due accounts.
2. Continued to review and update procedures to streamline workflow and increase customer service.
3. Upgraded Meter Reading software and hardware to help expedite readings, reporting, and customer billing.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Continue to streamline workflow processes.
2. Continue to increase customer service
3. Continue collections on unpaid utility bills.
4. Continue to upgrade Automated Meter Reading software.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Utility Billing					
Salaries & Wages	139,426	142,908	156,366	13,458	9.4%
Personnel Benefits	71,186	72,508	70,685	(1,823)	-2.5%
Office & Operating Supplies	16,797	11,700	15,500	3,800	32.5%
Other Services & Charges	27,108	25,700	27,700	2,000	7.8%
Total Utility Billing	\$ 254,518	\$ 252,816	\$ 270,251	17,435	6.9%



PROGRAM TITLE:	PROGRAM NUMBER
CITY CLERK	514.30

FUND TITLE	FUND NUMBER
GENERAL FUND	001

PERSON RESPONSIBLE	POSITION
SHERI SANCHEZ	CITY CLERK

PROGRAM DESCRIPTION

The City Clerk’s office is committed to providing accountability and stewardship of the City’s public records in response to the needs of citizens, Council and City departments. The City Clerk’s office is comprised of two regular full time personnel; including the City Clerk and one full time Office Specialist.

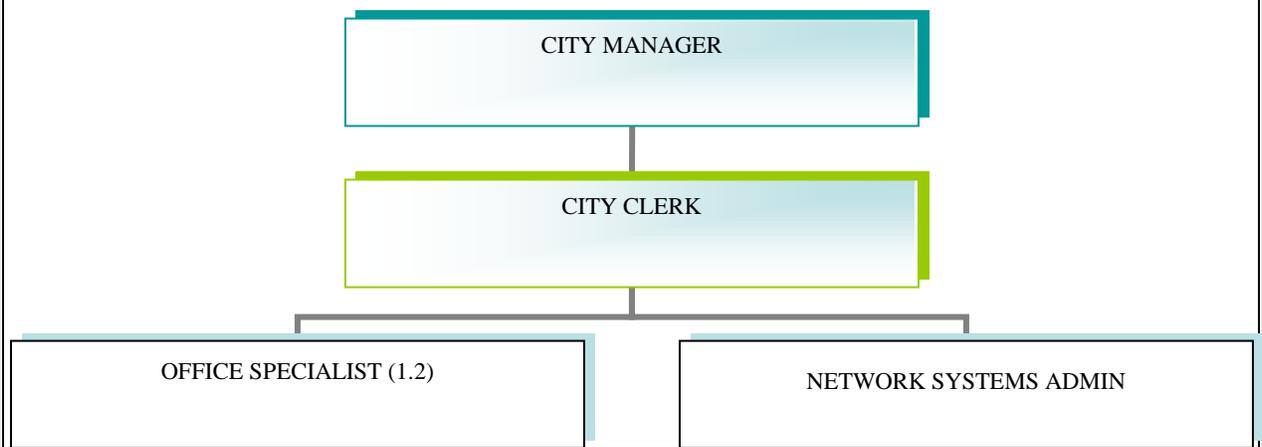
Under the direction of the City Clerk, who also serves as the Civil Service Commission Secretary and Elections Administrator, the City Clerk’s office provides the City Council with centralized staff support including recording and maintaining the official records and legislative history of the City. The office serves as a document and information resource to the Council, all City departments, and the citizens of Blaine. The City Clerk’s office performs all mandated functions under the US Constitution, the Constitution of the State of Washington, and the Blaine Municipal Code.

The City Clerk’s office is responsible for information technology, records management, human resources, risk management, facility rentals, business licensing, and the City’s Cemetery records, including deeds, database maintenance and coordination of burials. The City Clerk’s office oversees the preparation of the City Council agendas, transcription of minutes, and other official proceedings of the City Council. The City Clerk’s office supports the community by overseeing codification and publication of the Blaine Municipal Code and legal notices, as well as providing reception support. The City Clerk’s office also provides support to Boards, Committees and Commissions.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
City Clerk	1	1	1
Office Specialist	1	1	1
Office Specialist	0.2	0.2	0.2
Total	2.2	2.2	2.2

ORGANIZATIONAL CHART: CITY CLERK



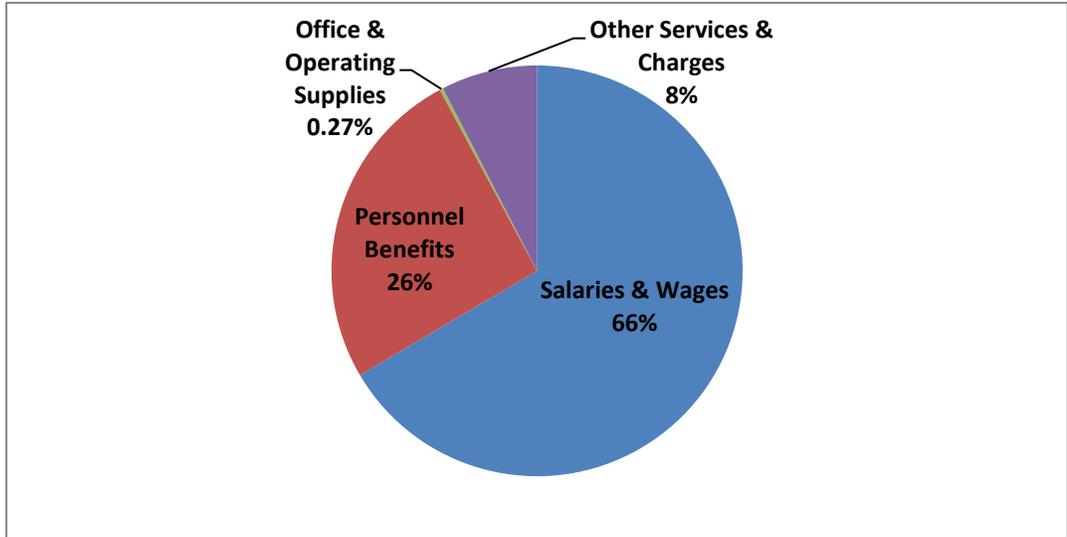
PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. The City Clerk's Office continued support of Council, Board, Committee and Commission activities, including agendas, proceedings, minutes, and information distribution.
2. Codification of 2010/2011 ordinances.
3. Continued scanning and development of electronic file management.
4. Updated ordinances and resolutions where applicable.
5. Provided continued support of a City wide document management system to provide better communication of information between Council, City departments and the public.
6. Continued partnership with the State Master Licensing Services for the Business License Get On Board program.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Upgrade document management software enhancements and continue to provide support of the citywide document management system to provide better communication of information between Council, City departments and the public.
2. Install and implement on-line web access to City documents via the City website.
3. Continue website updates and reviews to provide ongoing information to the citizens.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar	
				Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
City Clerk					
Salaries & Wages	142,733	146,361	148,100	1,739	1.2%
Personnel Benefits	39,793	44,884	57,071	12,187	27.2%
Office & Operating Supplies	852	600	600	-	0.0%
Other Services & Charges	21,616	16,010	16,850	840	5.2%
Total City Clerk	\$ 204,995	\$ 207,855	\$ 222,621	14,766	7.1%



PROGRAM TITLE:	PROGRAM NUMBER:
LEGAL ADMINISTRATION	515

FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
JON SITKIN	CITY ATTORNEY

PROGRAM DESCRIPTION

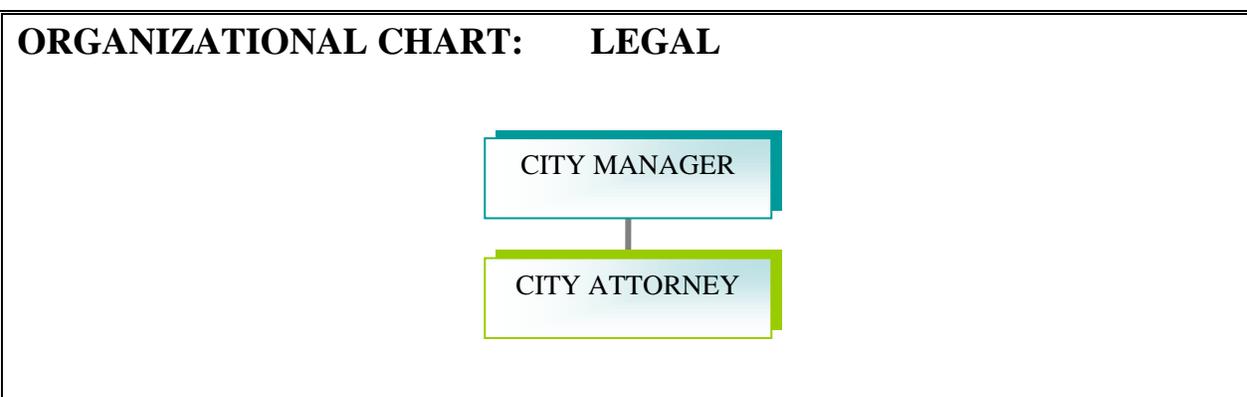
The Legal Administration function is a contracted service.

The City Attorney advises the City’s elected and appointed officials regarding all matters of law pertaining to the business of the City. The Attorney prepares and/or reviews ordinances, resolutions, motions, bid documents, petitions, easements, vacations, contracts, deeds, notices and any other legal papers relating to federal, state and/or local law.

The City Attorney prosecutes or defends civil actions brought by or against the City, its officers and/or employees in the performance of their duties.

PERSONNEL SUMMARY

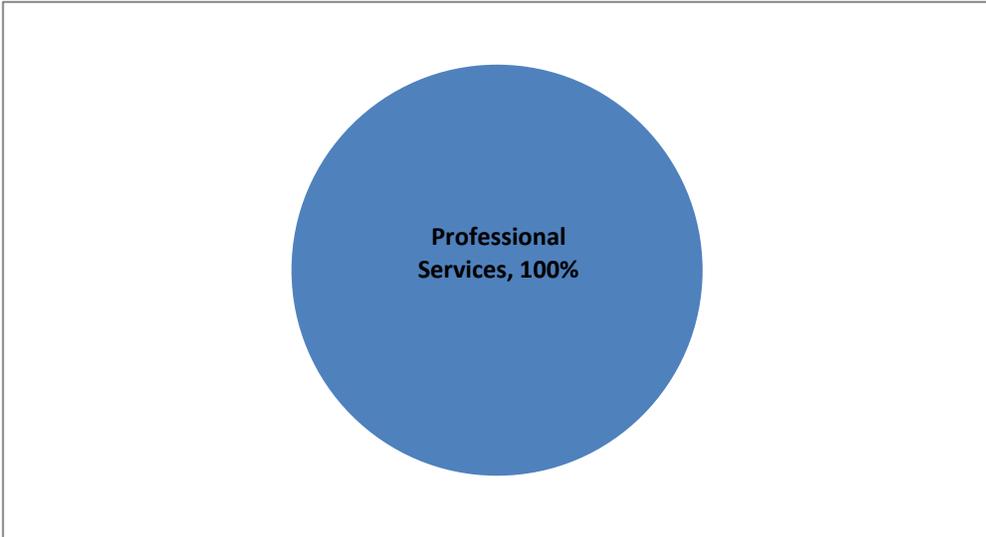
CONTRACT POSITION	2010	2011	2012
City Attorney	1	1	1



2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. To provide a legal review of all actions prior to presentation to the City Council.
2. To assist the City Council, City Manager and staff in various legal matters.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Legal Services					
Professional Services	152,539	30,000	30,000	-	0.0%
Total Legal Services	\$ 152,539	\$ 30,000	\$ 30,000	-	0.0%



PROGRAM TITLE:

PROGRAM NUMBER:

PERSONNEL

516

FUND TITLE:

FUND NUMBER:

GENERAL FUND

001

PERSON(S) RESPONSIBLE:

POSITION:

GARY R. TOMSIC

CITY MANAGER

SHERI SANCHEZ

CITY CLERK

PROGRAM DESCRIPTION

The City Manager and City Clerk are responsible for the Personnel functions. The goal of Personnel is to provide a uniform system of personnel administration throughout the City and ensure that the City is in compliance with Federal, State and Local laws. Expenses budgeted in this program are utilized to administer personnel policies and procedures, recruitment, classification, training, employee communications, risk management, public information, organizational audits, and to assure effective relations with all employees.

PERSONNEL SUMMARY

There are no funded positions in this Department.

ORGANIZATIONAL CHART



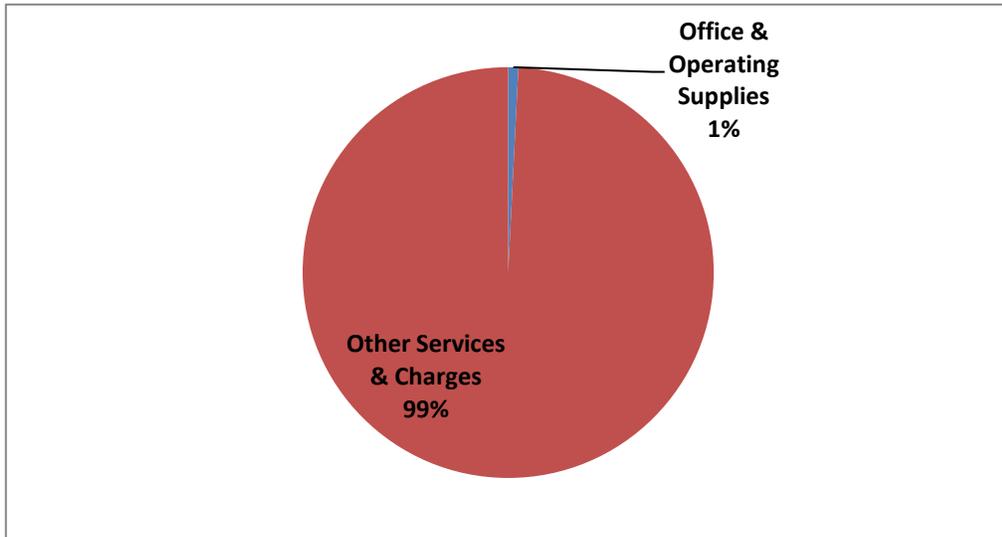
PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. Advertised and interviewed for new employees as needed.
2. Continued refinement of Personnel Policies and Procedure manual.
3. Continued maintenance and preparation of Personnel files, coordination with various departments regarding employee changes, job recruitment and management of Labor and Industries claims.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Supervisory and employee training.
2. Provide ongoing Human Resources support including job recruitment and management of Labor and Industries claims.
3. Performance appraisal and customer service training.
4. Recruitment support.
5. Personnel policies and procedures reviews and updates.
6. Safety and Risk Management program.
7. Employee relations.
8. Reinstate Employee Advisory Committee (EAC).

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Personnel Services					
Office & Operating Supplies	-	100	100	-	0.0%
Other Services & Charges	8,156	9,340	12,550	3,210	34.4%
Total Personnel Services	\$ 8,156	\$ 9,440	\$ 12,650	3,210	34.0%



PROGRAM TITLE:
GOVERNMENTAL BUILDING SERVICES

PROGRAM NUMBER:
518

FUND TITLE:

FUND NUMBER:

GENERAL FUND

001

PERSON RESPONSIBLE:

POSITION:

PUBLIC WORKS DIRECTOR

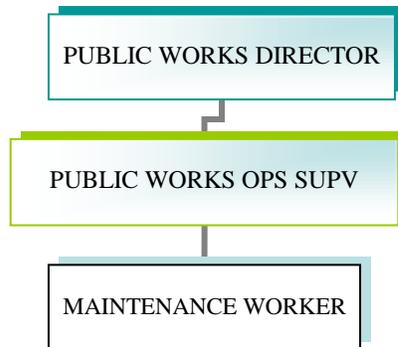
PROGRAM DESCRIPTION

The Public Works Operations Supervisor is responsible for daily oversight and maintenance of all municipal facilities. Maintenance and repair of the following facilities are included in this program: City Hall Annex, City Hall, two fire stations, The Lighthouse Point Water Reclamation Facility, Community/Senior Center, Boys and Girls Club, Visitor Information Center, and Library. The Public Works facilities maintenance costs are included in a separate program budget. The engineering staff provides design and construction support for capital improvements and large maintenance projects.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
Public Works Ops Supervisor	0.08	0.08	0.08
Custodian	0.81	0.81	0.81
Maintenance Worker	0.00	0.02	0.02
TOTAL	0.89	0.91	0.91

ORGANIZATION CHART



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

1. Provided regular janitorial service for all facilities except fire stations.
2. Conducted annual maintenance of fire extinguishers & sprinkler systems, HVAC systems, pest control, carpet cleaning.
3. Responded to 42 requests for service to Community Center and other facilities.
4. Replaced carpeting in City Hall and Library.
5. Repainted interior of City Hall.
6. Replaced flooring in City Hall kitchen area.
7. Repaired drainage system in front of City Hall.
8. Upgraded and improved the energy efficiency of the interior lighting in Library.
9. Updated Capital Facilities Plan and adopted into Comprehensive Plan

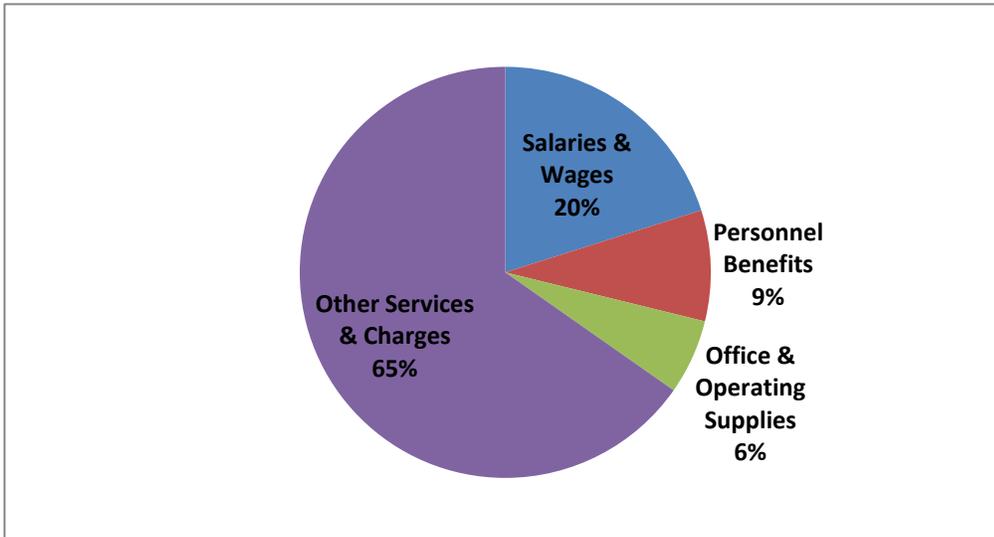
2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Perform ongoing facility maintenance.
2. Continue regular janitorial service for all facilities except fire stations.
3. Salaries and benefits are allocated according to actual time spent between the City Hall/Library and the Community Center.

Capital Improvements are now budgeted in Fund 307:

1. Update Building Maintenance & Capital Improvement Plan.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Building Services					
Salaries & Wages	53,258	55,506	56,007	501	0.9%
Personnel Benefits	21,313	24,355	24,281	(74)	-0.3%
Office & Operating Supplies	15,843	16,400	16,420	20	0.1%
Other Services & Charges	124,581	95,287	181,727	86,440	90.7%
Total Building Services	\$ 214,995	\$ 191,548	\$ 278,435	86,887	45.4%



PROGRAM TITLE:	PROGRAM NUMBER:
INFORMATION TECHNOLOGY	518.80

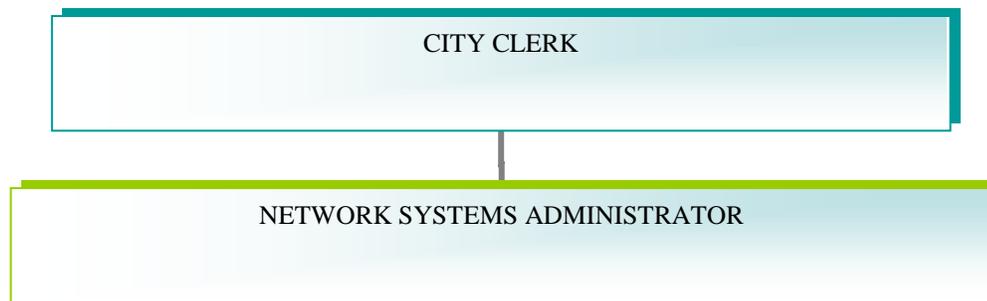
FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
SHERI SANCHEZ	CITY CLERK

PROGRAM DESCRIPTION

The City-wide computer hardware, software, maintenance agreements and computer repairs have been consolidated into one area of the Budget, under Information Technology (IT). All IT related expenditures are reviewed and authorized prior to procurement by the Network Systems Administrator to ensure uniformity of hardware, software, and IT services throughout the City.

ORGANIZATION CHART: INFORMATION TECHNOLOGY



PERSONNEL SUMMARY

POSITION	2010	2011	2012
Network Systems Administrator	1	1	1
TOTAL	1	1	1

PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

1. Continued support and enhancement of citywide digital telephone system.
2. Continued support of city website.

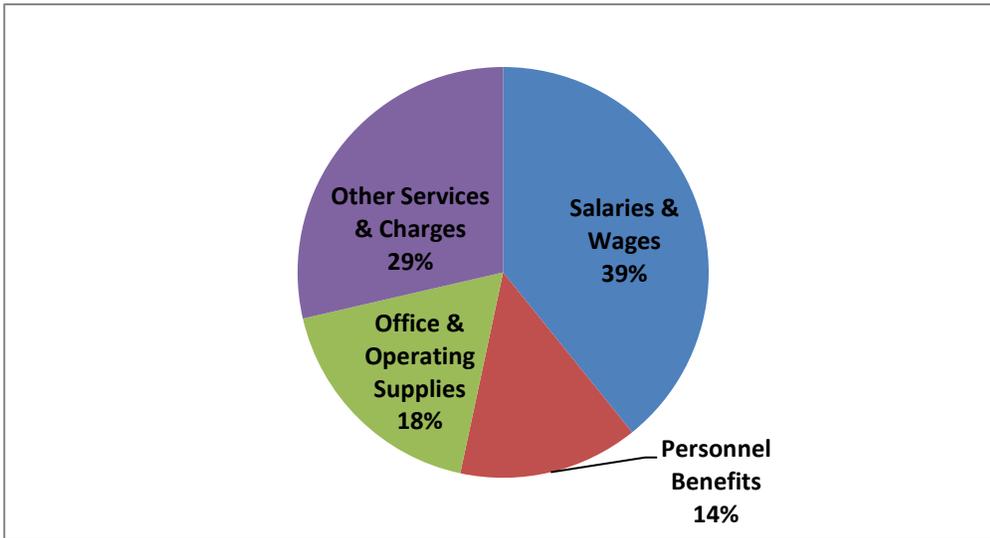
3. Upgraded and expanded network backup system, including live backups to off-site data center of Finance and Public Safety databases.
4. System upgrade of document management system.
5. Initial testing of SharePoint collaboration software for city departments.
6. Creation of city intranet for departments and staff.
7. Expansion of video monitoring and recording system at City Hall and Police Department locations.
8. Continued support of Police SECTOR system and data communications between city and state agency data systems.
9. Network security segmentation project for Police Department network and City Water/Wastewater telemetry system.
10. Continued planned upgrades and replacements for City telemetry and SCADA systems.
11. Data and telecomm service project for Lighthouse Park Reclamation Facility.
12. Continued migration to thin client architecture for City departments.
13. Continued to find areas to reduce operating cost and hardware expenditures with virtual and thin client technologies.
14. Upgraded City permitting software.
15. Continued phased hardware upgrades of workstations, monitors and printers.
16. Continued maintenance agreements with software vendors.
17. Continued upgrades and support of software and hardware to ensure productivity and efficiency. Maintenance of the City network to ensure continued operation and availability.
18. Upgraded Council Chambers sound system.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Continue support and enhancement of citywide digital telephone system.
2. Expanding City web content available to the public utilizing social networking tools and expanded functionality of City website to include multi-media content.
3. Upgrade and expand network backup system, including real-time backups to off-site data center of Finance and Public Safety databases.
4. System upgrade of document management system and implementation of public web access to City document management system.
5. SharePoint collaboration software project and City intranet.
6. Expansion of video monitoring and recording system at City Hall, Police Department, and critical facilities.
7. Continued support of Police SECTOR system and data communications between city and state agency data systems.
8. Continuation of network security segmentation project for Police Department network and City Water/Wastewater telemetry system.
9. Continued planned upgrades, replacements, and build-out of City telemetry and Supervisory Control and Data Acquisition (SCADA) systems.
10. Continue to find areas to reduce operating cost and hardware expenditures with virtual and thin client technologies.
11. Continue phased hardware upgrades of workstations, monitors and printers.

12. Continued work on keeping current with public disclosure laws, data retention, and archiving.
13. Continue negotiating maintenance agreements with software vendors.
14. Continue upgrades and support of software and hardware to ensure productivity and efficiency.
15. Continue maintenance of the City network to ensure continued operation and availability.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Information Technology					
Salaries & Wages	74,469	74,768	75,519	751	1.0%
Personnel Benefits	26,157	28,832	27,244	(1,588)	-5.5%
Office & Operating Supplies	43,658	26,624	34,759	8,135	30.6%
Other Services & Charges	42,345	35,338	55,117	19,779	56.0%
Total Information Technology	\$ 186,630	\$ 165,562	\$ 192,639	27,077	16.4%



PROGRAM TITLE:

PROGRAM NUMBER:

PUBLIC SAFETY

520

FUND TITLE:

FUND NUMBER:

GENERAL FUND

001

PERSON RESPONSIBLE:

POSITION:

MICHAEL HASLIP

DIRECTOR OF PUBLIC SAFETY

PROGRAM DESCRIPTION

The mission of the Department of Public Safety is to protect life and property, in order to enhance the quality of life of Blaine's residents and visitors. By ordinance the Public Safety Department provides law enforcement and emergency management coordination. The Department's officers and staff are committed to delivering professional policing and public safety services. The Department accomplishes this mission by working closely with the public and with neighboring local, state and federal agencies to meet the safety needs of our community.

To maintain public safety in 2012, the Department plans to apply its resources to these prioritized initiatives:

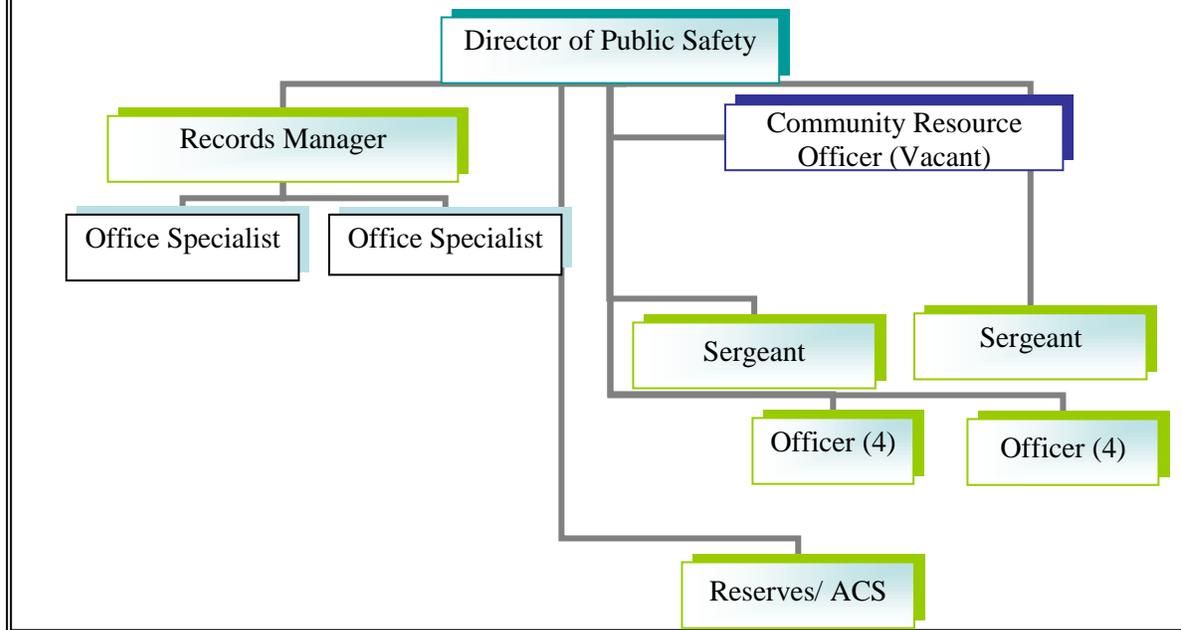
- 1) Effectively utilizing limited staffing resources to adequately respond to critical events, and maintaining a minimum of two police officer coverage when possible. (Only one officer is on duty for 10-15% of each week: as Blaine's population rises it becomes increasingly important to provide full time two officer coverage);
- 2) Fielding a force of trained and highly visible officers who are equipped with the information, tools and technologies necessary to combat crime and increase the community's sense of safety. Officers will target specific problems including youth crime, domestic violence, criminal gang activity, drugs, and victimization of vulnerable residents including the elderly;
- 3) Identifying and aggressively interdicting career criminals, youth gangs, and drug dealers before their crimes become pervasive in our community;
- 4) Educating motorists and enhancing street safety by targeting high risk traffic violations and areas;
- 5) Assisting the public and other city departments with highly visible code compliance and enforcement issues affecting the community's safety and sense of well-being;
- 6) Maintaining a cadre of well trained volunteer personnel, including commissioned Reserve Police Officers, specialized Technical Reserves, and an active Auxiliary Communications Service;
- 7) Working with North Whatcom Fire and Rescue on mutual areas of public safety service, and training and equipping police officers to respond to medical calls with heart defibrillation equipment to support emergency medical service delivery;

- 8) Coordinating with emergency management agencies, businesses and the public to improve the safety of residents by planning and preparing for natural and man-made civil emergencies;
- 9) Promoting block watch programs and increased enforcement to address chronic crime and disorder problems as they arise in our neighborhoods and business areas, and conduct programs to empower residents to protect themselves from victimization;
- 10) Collaborating with the Blaine School District to maintain a safe and positive campus environment;
- 11) Maintaining an adequate level of training, professional policies, and programs which reduce City liability and improve service by targeting high-risk areas such as child and sexual abuse.
- 12) Adjusting existing facility workspace to provide the most effective use of resources and improve the safety and privacy of citizens conducting business with the Department.

PERSONNEL SUMMARY: PUBLIC SAFETY

POSITION	2010	2011	2012
<u>Exempt</u>			
Police Chief / Director	1	1	1
Records Manager	1	1	1
Exempt Totals	2	2	2
<u>Non-Exempt</u>			
Police Sergeant (2 Patrol)	2	2	2
Police Officer	8	8	8
Community Service Officer	1	1	1
Office Specialist	2	2	2
Non-Exempt Totals	13	13	13
TOTAL STAFFING	15	15	15

ORGANIZATION CHART:



PUBLIC SAFETY DEPARTMENT PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

Patrol Coverage The Police Department operated at less than full staffing during the year due to reduction in force and retirement. Most patrol functions were maintained through focused distribution of work, scheduling changes and assignment of personnel. Overtime was used to fill officer staffing shortfalls as needed. A minimum of two-officer availability was maintained on average for 85% of the week.

Community Service Officer (CSO) A civilian member of the Department works to focus our efforts in non-criminal but important quality-of-life issues. Our CSO has been state certified in order to maintain an abandoned and junk vehicle program, helping residents and businesses remove old cars from their properties. The position also supports the Community Development Department's code enforcement unit and works with the Fire Marshal. Our CSO also serves as our Information Lead Policing coordinator, collating information among our officers and other departments. This function focuses our enforcement efforts helps ensure valuable information is effectively shared.

Child Abuse-Sex Crimes Specialists Investigating complaints of child and sexual abuse is resource intensive. These events are sensitive and must be conducted under state mandated protocols and procedures. Three Blaine officers are specially trained as sexual

assault investigators, and one is specially trained to monitor the registered sex offenders in our community (in addition to their regular patrol duties).

Traffic Safety The Department identifies problem traffic areas and prioritizes enforcement and education on the basis of officer observations, citizen complaints and vehicle collision information.

Records Management and Office Administration We continued improving our records management software to better meet the needs of officers on patrol, and prepared for the automated sharing of information both internally and externally with other law enforcement agencies and the public. The Department worked internally to improve and expand use of the dispatch module in its records management system: this allows civilian police specialists to gather and enter into the system much of the data which officers need when handling calls, and frees up the officer to focus on resolving the event without becoming bogged down in record keeping. The installation of mobile computer terminals in patrol cars was completed, giving officers immediate access to the information which they need while maintaining security of source material.

Training In addition to improving skill levels in firearms and vehicle use, officers continued interactive training in “shoot-don’t shoot” scenarios, maintained skills in sexual assault and child abuse investigations, interviewing techniques, drug trafficking interdiction, automatic defibrillator operation, less-than lethal weapons deployment, and unarmed defensive tactics.

Police Reserve Program Blaine PD currently has five active Reserve and Technical Reserve officers. Several former Reserves have begun paid careers as officers in law enforcement positions. Two graduates of our 2007 academy hosted by Blaine have been hired as full time officers at Blaine PD, and are currently completing their probationary year and in-service training. Two other Blaine PD Reserve Officers have been hired to fulltime positions with the Dept of Homeland Security. The Police Reserve Unit improves our ability to provide basic services, and adds hundreds of hours of much needed community patrols. Reserve officer activities range from directed patrol assignments in problem locations to assisting at special events such as Hands Across the Border, the July 4th celebration, and Halloween. Reserves help the department maintain a low average response time to calls. They are often called upon to transport arrestees and mental health patients on the 50+ mile round trip to Bellingham so that the only police officer on shift is able to remain in the city limits. 20 memberships in the program will depend on available funding for training and sufficient number of successful applicants.

Police Auxiliary Communications Service (ACS): In 2011 our cadre of communications volunteers continued to improve our community’s emergency services communications capacity. The 16 members of the ACS unit provided hundreds of hours of service to date this year. Licensed radio operators staffed communications and public service checkpoints at several events including the Ragnar Relay Race which brought hundreds of participants to Blaine, and our July 4th festival, which attracted several thousand visitors. The ACS team is currently focused on installing communications in the police department emergency operations center, and building a repeater radio site at the Harvey Road water tower with the assistance of Public Works and Whatcom County Fire departments.

School Campus Safety Helping the Blaine School District to maintain safety in and around its campus is an ongoing concern. Officers prioritize calls to the school campus, and assist staff and students with both criminal and non-criminal matters. Police officers and staff have worked daily with school personnel and met monthly with senior district management. High visibility traffic patrols are conducted before and after school each school day. Officers are assigned to work at sporting events and large campus gatherings. We would like to be able to revive our School Resource Officer position as when city resources and School District funding permits.

**PUBLIC SAFETY DEPARTMENT
2012 PLANNED ACTIVITY AND SERVICE LEVELS**

The major planned activities of the Public Safety Department in 2012 include:

- A. *Ensure an adequate and safe response to critical incidents and emergencies.***
1. Continue to prioritize a rapid and sufficient response to critical incidents
 2. Maintain competency in handling critical incidents, emergencies and criminal events through planning, policy and training, and the assistance of a well trained and capable cadre of volunteers
 3. Maintain partnerships with fire officials, emergency management and others to provide a first response capacity for emergencies and disasters that pose threats to our community
 4. Continue efforts to improve and maintain our public safety building
- B. *Operate effective and efficient programs which best use limited police resources to improve community safety and areas of high-liability and risk.***
1. Collaborate with community members to promote crime prevention and community safety
 2. Use Information Lead Policing techniques to focus on violent crimes and repeat offenders
 3. Provide competent investigation of child and sex abuse crimes and sex offender tracking
 4. Operate a police canine program to improve patrol efficiency and officer safety
 5. Provide a Community Service Officer program focusing on quality of life issues and promoting information gathering and sharing to support public safety service and investigation.
 6. Support local and regional drug interdiction efforts with information and investigative support
 7. Control operating costs with an effective vehicle and equipment maintenance and replacement program
- C. *Improve cost effective service delivery and officer safety with appropriate technologies and business improvement processes***
1. Complete deployment of SECTOR electronic citation and collision reporting programs
 2. Complete revision of evidence and property management system
 3. Improve online access to public safety information and reporting
 4. Work with county and federal agencies to improve radio and data communications
 5. Continue deployment of accessible records management tools to all levels of the Department
 6. Complete mandated conversion to new data and record protocols (NIBRS reporting)
 7. Complete implementation of the Whatcom Exchange NETwork program for information sharing of Blaine records with criminal justice agencies countywide.

8. Ensure compliance with requirements for information exchanges with other agencies and the public

D. Maintain accountability and compliance with professional standards

1. Meet national law enforcement standards to improve service, accountability and risk management
2. Maintenance a system that provides for a fair resolution of all complaints, allegations, and suspicions of member or agency misconduct and short-comings.
3. Monitor police department facility needs and correct areas of non-compliance

E. Participate in critical regional and national law enforcement organizations which promote the interests and wellbeing of Blaine residents

1. Participate in County, State and International Associations of Chiefs of Police as resources permit
2. Participate in Whatcom County Law & Justice Council
3. Participate in Whatcom County Emergency Management
4. Coordinate technology acquisition with other border communities and regional agencies
5. Continue coordination efforts with Customs and Border Protection and Border Patrol to provide police support at the Ports of Entry and our city boundaries which border Canada

F. Provide for coordination with North Whatcom Fire and Rescue Services

1. Assist in resolving process issues involving communication and emergency coordination

G. Maintain a Fleet Replacement Program

Officers drive about 240,000 miles per year in providing police services to the community. As population increase in our eastern and western neighborhoods, this mileage will increase (it takes on average about 28 minutes to drive from our east city limit at Valley View Road to our westernmost neighborhoods at Semiahmoo). In the late 1990's the lack of replacement vehicles and under-funded maintenance reached a crisis stage and resulted in extraordinarily high maintenance costs for the undersized fleet. The Department and City Council joined in researching the problem and ultimately adopted a program to reduce total transportation fleet costs by assigning car to officers and closely monitoring their upkeep and maintenance.

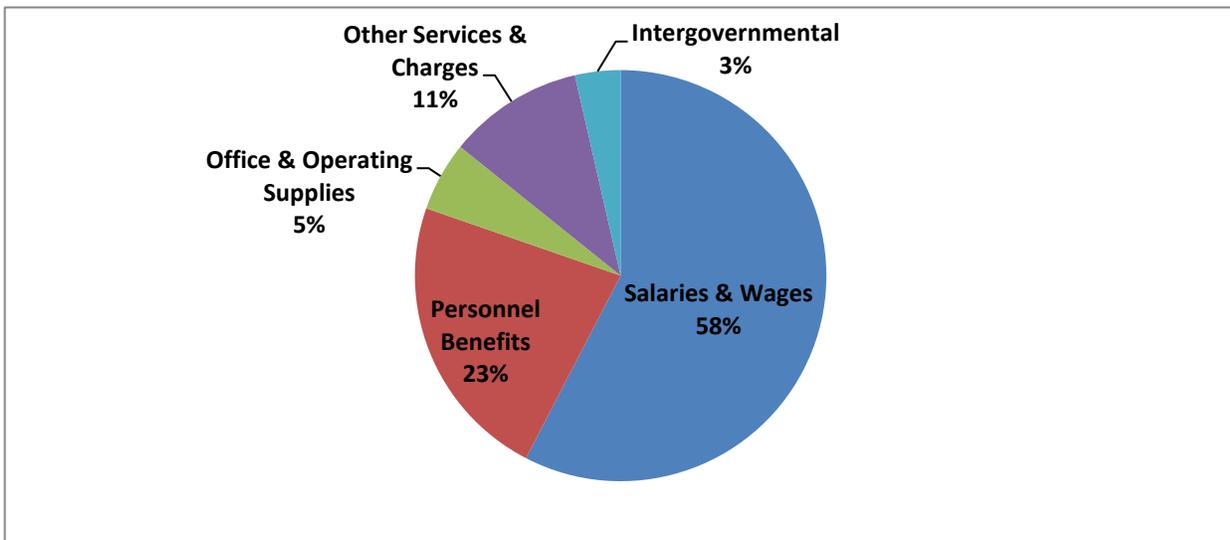
1. Replace at least two patrol cars each year. At current staffing levels, replacing 2 vehicles per year enables the Department to maintain its fleet with a lowest total cost of ownership, and effectively doubles the lifespan of vehicles.
2. Explore vehicle refurbishing options to increase the longevity of the existing patrol fleet

H. Continue to Work towards a Fully Staffed and Effective Patrol Force

Our ability to deliver adequate and timely police services is challenged by the increasing activity load in our economically and culturally diverse community. The Department employs rational business practices and technologies to stretch staffing resources, but our

personnel increasingly face simultaneous incidents and calls for service at different locations. Public services and crime fighting, as well as the safety and peace of mind of our residents are best protected by maintaining a public safety staffing and resource level commensurate with workload and population.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Public Safety					
Salaries & Wages	1,070,167	1,044,907	1,058,616	13,709	1.3%
Personnel Benefits	414,542	440,510	416,998	(23,512)	-5.3%
Office & Operating Supplies	120,697	84,640	100,385	15,745	18.6%
Other Services & Charges	163,899	188,893	195,705	6,812	3.6%
Intergovernmental	69,662	64,200	65,700	1,500	2.3%
Equipment-Capital	52,481	-	-	-	-
Total Public Safety	\$ 1,891,448	\$ 1,823,150	\$ 1,837,404	14,254	0.8%



PROGRAM TITLE:

PROGRAM NUMBER:

CDS PLANNING

558

FUND TITLE:

FUND NUMBER:

GENERAL FUND

001

PERSON RESPONSIBLE:

POSITION:

MICHAEL JONES

COMMUNITY DEVELOPMENT DIRECTOR

PROGRAM DESCRIPTION

The Community Development Services Department is responsible for both long range and current planning. Its emphasis is land use, community planning, development review and maintenance of the quality of the city's natural environment.

Current planning tasks include day-to-day implementation of the Comprehensive Plan and implementing regulations. Specific tasks include processing development permit applications, environmental review; shorelines permit review and enforcement of title 16 and 17. The Director and Community Planner work with the Planning Commission in the review and approval of development permits, and amendments and updates to the City's land use code.

Long Range planning tasks address substantial improvements and updates to the Comprehensive Plan and land use code. The Director functions as the long-range planner and is responsible for the development and implementation of the elements of the Comprehensive Plan.

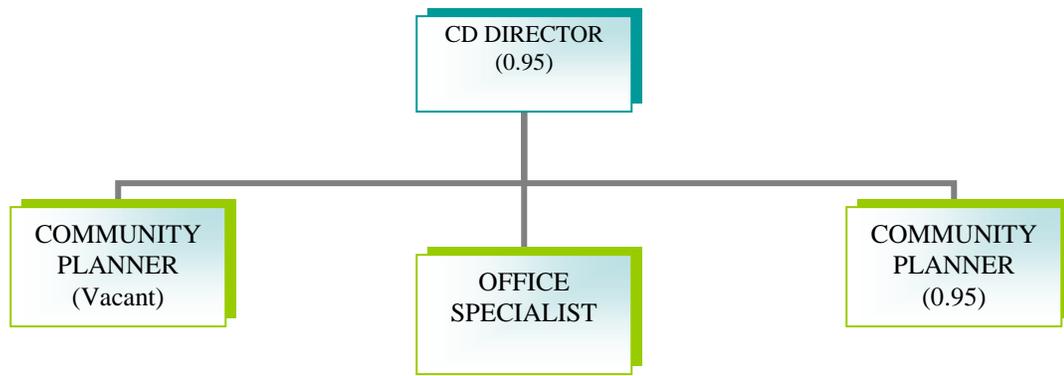
There are many other related tasks including the development and maintenance of land use information and maps, and assistance to developers and property owners on land use issues.

Consultant services are utilized when necessary to supplement staff capabilities.

PERSONNEL SUMMARY

	2010	2011	2012
CD Director	0.95	0.95	0.95
Community Planner I/II	1.00	0.95	0.95
Community Planner I/II	-0-	-0-	-0-
Office Specialist	1.00	1.00	1.00
TOTAL	2.95	2.90	2.90

ORGANIZATION CHART: COMMUNITY DEVELOPMENT SERVICES DEPT.



PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

The work products for 2011 consisted of the following:

1. Permit Review and Front Counter Service

- Continued development of website for downloadable permit applications.
- Enhanced development application information on the website.

2. Current Planning

- Processed development permits:
- Ongoing training of planning staff.
- Continued improvements in customer service.

3. Long Range Planning

- Coordinated with County to develop Interlocal Agreement regarding UGA planning
- Continued work on major update to the City’s Shorelines Regulatory program.
- Developed new downtown design guidelines for Planning Commission review
- Processed rezone and Comprehensive Plan Amendment for property east of SR 543.
- Developed floodplain regulations for FEMA review and consideration by Planning Commission
- Updated City’s landscape standards

2012 PLANNED ACTIVITIES/SERVICE LEVEL FOR PLANNING

There are a number of projects that need to be addressed in 2012. The most important of these include:

1. Current Planning

- Anticipate development project proposals to be ongoing at increased level from 2011.
- Continued training.

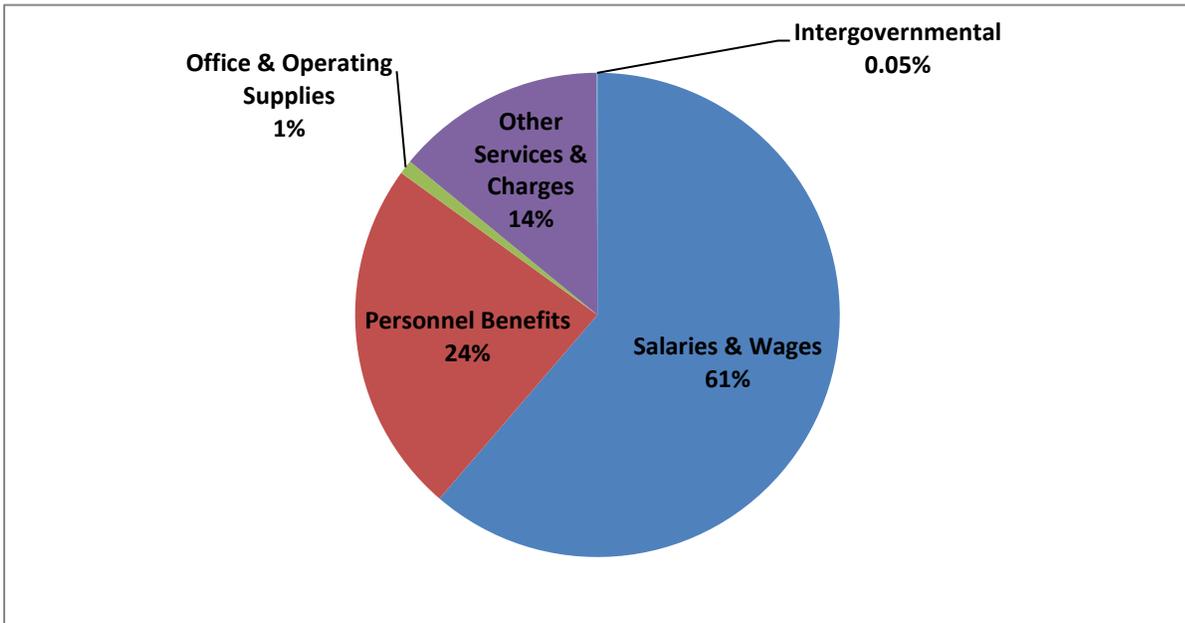
2. Long Range Planning

- Begin planning and preparation for mandatory 2014 Comprehensive Plan Update
- Reformat the zoning code with illustrations to simplify the delivery of the regulations targeted towards signs
- Adopt new floodplain development regulations
- Adopt new downtown design standards
- Complete Shoreline Management Master Plan update
- Additional zoning text amendments

3. Community Development

- Work on H Street streetscape project with Public Works
- Coordinate with City Manager on development of former Blaine Airport property
- Coordinate with Public Works on regional stormwater management facility
- Work on planning for regional wetland mitigation site

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Planning					
Salaries & Wages	184,723	190,157	194,409	4,252	2.2%
Personnel Benefits	70,368	78,970	75,104	(3,866)	-4.9%
Office & Operating Supplies	1,408	3,000	3,000	-	0.0%
Other Services & Charges	62,805	50,700	44,500	(6,200)	-12.2%
Intergovernmental	-	150	150	-	0.0%
Total Planning	\$ 319,305	\$ 322,977	\$ 317,163	(5,814)	-1.8%



PROGRAM TITLE:	PROGRAM NUMBER:
TOURISM	558.80

FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
DEBBIE HARGER COMMUNITY TOURISM & DEVELOPMENT COORDINATOR	

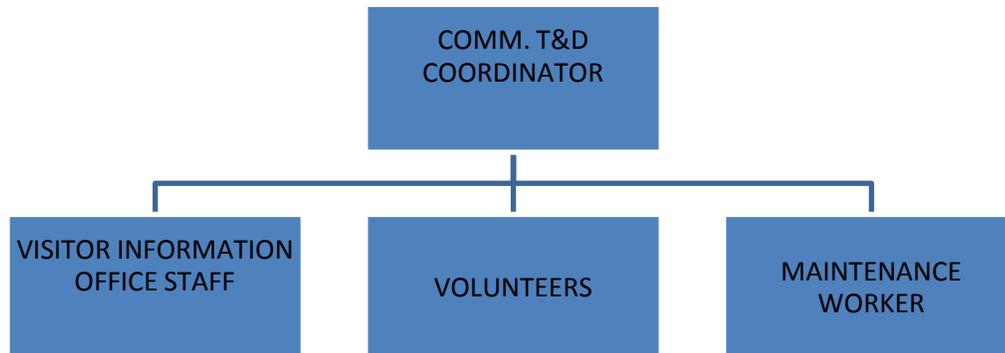
PROGRAM DESCRIPTION

The City of Blaine provides professional management of the Visitor Information Center (VIC), as well as marketing and advertising for tourism. The objective of this program is to serve the needs of the traveling public while coordinating various tourism-related activities and goals as adopted by the Blaine Tourism Advisory Commission (BTAC). In addition, this program will strive to increase interest in traveling to Blaine and generate overnight stays at our local lodging establishments and enhance our area economy.

PERSONNEL SUMMARY: TOURISM

POSITION	2010	2011	2012
Community T&D* Coordinator	0.35	0.35	0.35
VIC Staff	0.80	0.80	0.80
Maintenance Worker	0.01	0.01	0.01
Total	1.16	1.16	1.16
*Tourism & Development Coordinator			

ORGANIZATIONAL CHART



PREVIOUS (2011) YEAR PROGRAM HIGHLIGHTS

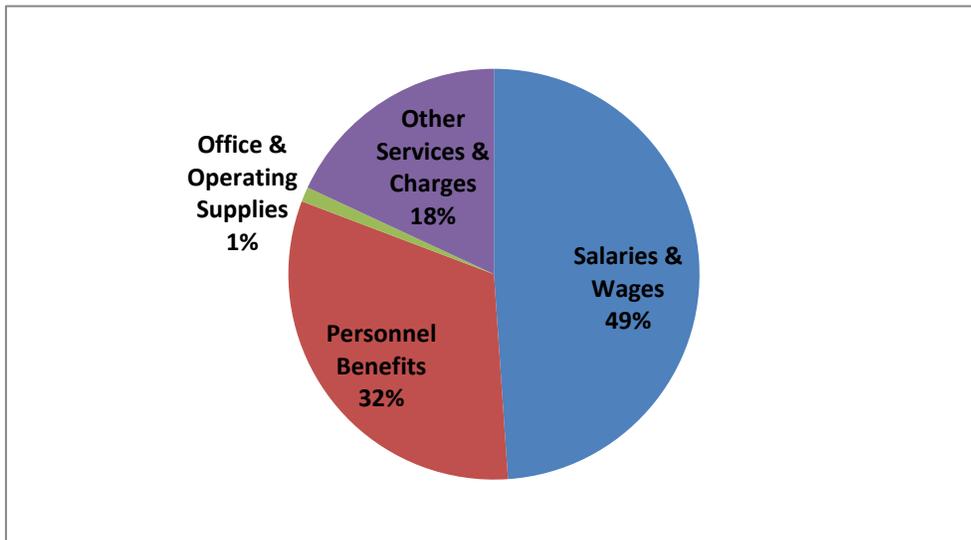
The Blaine Visitor Information Center (VIC) provides an important service to the city by encouraging tourism and providing information to Blaine visitors for local services and activities. The VIC served over 6000 visitors in 2011. The volunteer program currently has 6 volunteer staff and would like to increase the number of volunteers to at least 8. Even with the lower number of volunteers, the VIC continues to be open 7 days a week. The volunteers received recognition this year with a certificate to a new Blaine restaurant as well as presented with certificates in appreciation for their volunteer work. The City had an editorial and advertisement in the Whatcom County Visitor's Guide for 2011 as well as advertisements in the Surrey, BC Visitor's Guide and the Waterside Guide. Blaine also utilized social media with Facebook and Twitter to promote activities and events. The Blaine brochure was updated and widely distributed throughout Canada and Washington State. The City website featured images of Blaine events on the home page with a link to the Blaine Chamber website for additional information. Cooperative relationships continue with the Blaine Chamber, Birch Bay and White Rock communities, as well as Whatcom/Bellingham Convention & Tourism Bureau. Blaine was represented by VIC staff, Carroll Solomon at the Washington Travel and Tourism Conference. Comments for service at the Center were very high and the center continues to have some of the most complete information for Canada, Washington State as well as local information available in Whatcom County. The landlord also replaced the awning over the VIC, repainted the façade and resurfaced the parking lot giving the exterior of the VIC a much needed facelift.

2012 PLANNED ACTIVITIES/SERVICE LEVELS:

See BTAC Goals for purpose and functions of the Visitor Information Center.

This year the center will continue to maintain a vital volunteer program in order to keep the center open seven days a week and to provide excellent customer service to Blaine visitors. The plan will be to also meet with the VIC staff on a regular basis to allow for better communication and opportunities to share ideas. We will continue to provide professional print materials at the VIC as well as create professional information and relocation packets. The trend continues for visitors to locate more information on line and utilize social media. We will continue to promote Blaine activities and events on the City's website and to coordinate all of our tourism information with the Blaine Chamber website. We will also continue to utilize social media, Face Book and Twitter for promoting Blaine. It is important that the VIC track contacts to determine how they heard about Blaine in order to maximize our advertising efforts. In addition to the services to the community provided by the Visitor Information Center, this program also supports many other tourism and development organizations, such as the Blaine Chamber of Commerce, Pacific Arts Association and the Drayton Harbor Maritime Association. The "Get Pinned" on line promotion for Peace Arch and Blaine pins will be continued as well as distribution on a limited basis of the "Blaine Be our Guest Bags. The VIC will continue to be well stocked with information for both sides of the border. The VIC lease was renewed for its present location until November 30, 2012. We are also working with the Pizza Factory and the building owner to have a mural painted on the north side facing wall.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Tourism					
Salaries & Wages	42,795	41,807	42,234	427	1.0%
Personnel Benefits	23,177	25,626	27,511	1,885	7.4%
Office & Operating Supplies	477	1,000	1,000	-	0.0%
Other Services & Charges	16,447	15,600	15,600	-	0.0%
Total Tourism	\$ 82,896	\$ 84,033	\$ 86,345	2,312	2.8%



PROGRAM TITLE:	PROGRAM NUMBER:
COMMUNITY DEVELOPMENT	558.90

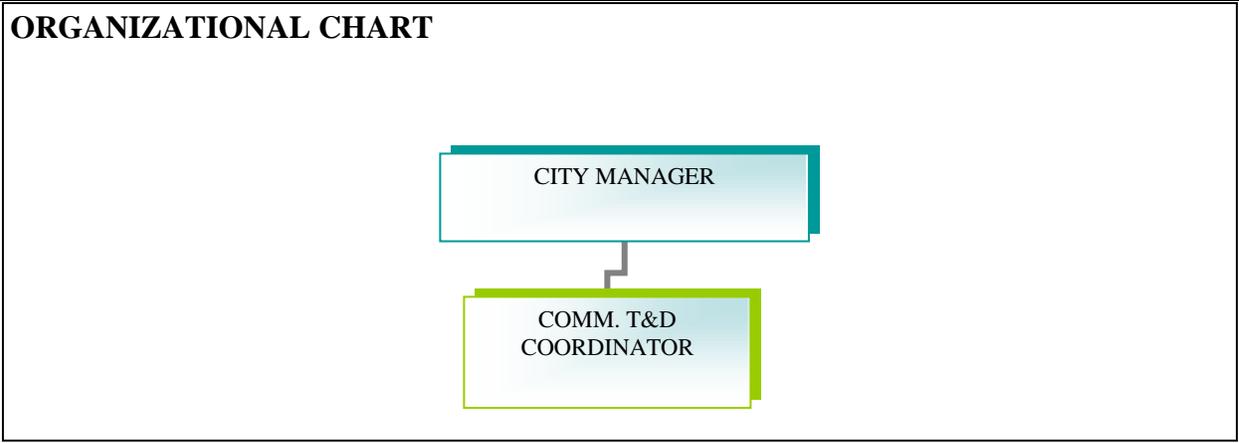
FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
DEBBIE HARGER COMMUNITY TOURISM & DEVELOPMENT COORDINATOR	

PROGRAM DESCRIPTION
 This program was recreated in 2007 so that staffing can be dedicated in a more concerted manner to community development. The Community Tourism and Development Coordinator provides staff support to the City Manager on community development projects and works cooperatively with community groups. The objective of the program is to create a diverse base of industries and businesses to insure economic stability. One of the highest priorities of this program is to team with the public and private sectors to better achieve the City's objectives.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
Community T&D Coordinator	0.65	0.65	0.65
TOTAL	0.65	0.65	0.65



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

1. Provided primary staff to BTAC Committee.
2. Established ongoing communication with jurisdictions and stakeholders regionally by maintaining contact with: Birch Bay Chamber, Bellingham/Whatcom Tourism, Port of Bellingham.
3. Worked with the Blaine Chamber of Commerce including:
 - a. Attended and participated in regular meetings.
 - b. Established communication with many downtown businesses.
 - c. Assisted with numerous marketing initiatives, events and projects.
 - e. Worked with the development of the COIN Committee. Coordinating Opportunities for International Networking through the Vancouver International Board of Trade.
4. Implemented several streetscape projects including:
 - a. Benches.
 - b. Downtown Christmas decorations.
 - c. Directional signage.
 - d. "Let's Make Blaine Shine" Clean up day
5. Worked on several parks cape projects including:
 - a. Coordination of the Interpretive Signage Plan for Semiahmoo Spit and the Wharf District.
 - b. Managed the park bench donation program.
 - c. Implementation of the Blaine City Park signage program.
 - d. Assisted with Marine Park salmon wall restoration.
6. Continued efforts to work with Blaine businesses with participation in the MIS sign program.
7. Maintained ongoing communications and coordination with Blaine Chamber of Commerce including:
 - a. Attended monthly Chamber meetings.
 - b. Provided critical city government communication and coordination link.
 - c. Worked on collaborative marketing projects and coordination of events.
 - d. Attended evening training workshops.
8. Provided administration to the VIC including:
 - a. Volunteer program training and recognition.
 - b. Planned and managed the VIC budget.
 - c. Provided motivation and training to develop VIC staff as Blaine Ambassadors.
 - d. Assisted with a diverse range of inquires by phone and mail.
9. Provided website update and maintenance including:
 - a. Tourism/visitor information for the City website.
 - b. Coordinated with Blaine Chamber to keep updated information on Blaine Chamber website.
 - c. Provided photos, news and updates for the city website home page.
10. Coordinated the successful completion of a number of festivals and events in the City including:
 - a. Wings over Water NW Birding Festival.
 - b. 4th of July Old Fashioned Celebration and Parade.
 - c. Drayton Harbor Days.
 - d. Ragnar: NW Passage: Annual 100 mile running relay race between Blaine and Langley, WA.
 - e. Blaine Jazz Festival.

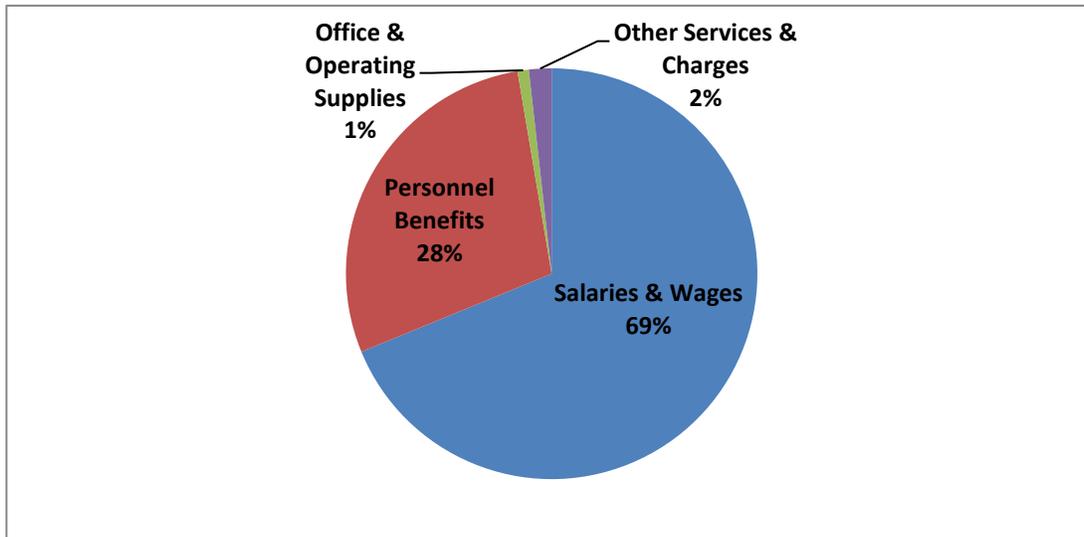
- f. Blaine Holiday Harbor Lights.
11. Marketing projects:
 - a. Promotion of Blaine.
 - b. Represented Blaine in several media interviews.
 - c. Developed advertising for the Whatcom County Visitor's Guide, Waterside, Surrey Visitor's Guide etc.
 - d. Continued to develop Blaine promotional materials and brochures.
 - e. Coordinated Blaine advertising with Bellingham/Whatcom County Tourism.
 - f. Worked with media to promote Blaine events resulting in editorial in the Seattle Times and the Alaska Horizon magazine.
 - g. Worked with KVOS TV for the promotion of Blaine events as well as segments on the KVOS News Program.
 - h. Created a presentation board and represented Blaine at the Vancouver Board of Trade business after business event.
 12. Pursue Main Street Program for downtown.
 - a. Did not attend the Main Street Conference in 2011 due to budget constraints.
 13. Managed the Blaine is Beautiful Committee and Yard of the Week Program:
 - a. Supervised the Blaine is Beautiful Committee for the fifth year in the nominations and
 - b. Recognition of a Yard of the Week Awards from June through September.
 14. Graphic Design Projects:
 - a. Designed several signs for Blaine City Parks and directional signs for the WRF/Marine Park.
 - b. Designed and produced distinct "Blaine Builder Award" plaques for Mayor's presentation.
 - c. Designed various ads and flyers for Blaine promotion and events.
 - d. Designed weekly Yard of the Week Certificates.
 - e. Designed Presentation Board for Vancouver Board of Trade Event.
 15. Blaine Design Standards and Sign Regulations:
 - a. Assisted and participated in the Downtown Revitalization meetings.
 - b. Worked with downtown business owners to encourage improvements such as murals, awnings, lighting and signage that meet the current Design Guidelines.

2012 PLANNED ACTIVITIES/SERVICE LEVELS:

1. Provide primary staff to BTAC Committee.
See 2012 Hotel Motel Reserve Fund Budget Narrative for list of 2012 projects.
2. Continue ongoing communication with jurisdictions and stakeholders regionally by maintaining contact with: White Rock Chamber, Birch Bay Chamber, Bellingham/Whatcom Tourism, and Port of Bellingham.
3. Participate with the Blaine Chamber of Commerce.
 - a. Participate in monthly Chamber meetings.
 - b. Continue to develop communication with Blaine businesses.
 - c. Assist with numerous marketing initiatives, events and projects.
 - d. Provide link for communication between the City and the Chamber.
4. Streetscape projects.
 - a. Replacement plan for benches downtown.
 - b. Phase II of the City's Interpretive Signage Plan.
 - c. Installation of up to 8 interpretive signs.
 - d. Directional signage installation downtown.
 - e. Development of a Holiday Harbor Light theme for phasing the replacement of downtown holiday decorations.
.. ~ New Holiday Decoration for G Street Plaza.
 - f. Assist with the streetscape design for the H Street improvement project.
 - g. Directional signage for Semiahmoo Parkway and trail.
 - h. The repair and the relocation of the Blaine Gateway Sign currently at Bell Road.
5. Parks cape projects.
 - a. The design and fabrication of identification, directional and regulatory signage for Blaine Parks.
 - b. Manage park bench donation program.
 - c. Continue progress on the design, location and placement of benches throughout the City's parks.
6. Highway signage improvements.
 - a. Continue to work with WSDOT and Public Works on the plan proposed to WSDOT for I-5 signage improvements re: adding Blaine Harbor to freeway guide signs.
 - b. Potential Tourism and Wildlife viewing signs.
7. Oversee VIC operations.
 - a. Motivate and develop staff as Blaine Ambassadors.
 - b. Develop new volunteers, with training and recognition.
 - c. Continue to keep the VIC open 7 days a week all year.
 - d. Develop more professional materials for mailing requests.
 - e. Oversee and plan for 2013 VIC budget.
 - f. Additional distribution of Blaine promotional materials to locations north and south of the border.
8. Website update and maintenance.
 - a. Keep the tourism/visitor information updated on the city website.

- b. Coordinate with Blaine Chamber to keep updated information on Blaine Chamber website.
 - c. Provide photo's for city and chamber website.
9. Coordination of 2012 festivals and events.
- a. Wings over Water NW Birding Festival.
 - b. 4th of July Parade and Celebration.
 - c. Drayton Harbor Days.
 - d. Bountiful Harvest.
 - e. Blaine Holiday Harbor Lights.
 - f. Ragner NW Passage Relay Race.
 - g. Blaine Jazz Festival.
10. Marketing projects.
- a. Continue to provide quality marketing materials to promote Blaine.
 - b. Continue marketing that establishes Blaine as a waterfront seaside town and amenities such as, the Peace Arch, Semiahmoo, Golf Courses, etc.
Develop a public relations press kit to promote Blaine.
 - c. Blaine promotional ads for the Waterside, Whatcom Visitors Guide, Surrey Visitors etc.
 - d. Develop and update Blaine promotional materials and brochures focused on bringing tourists from 50 miles away, both north and south of the border.
 - e. Coordinate Blaine promotion with Bellingham/Whatcom County Tourism.
 - f. Collaborate with the Northern Light for the Development of a Community Guide for Blaine, Birch Bay and Point Roberts.
 - g. Work with Semiahmoo Resort to pursue bringing a PGA Golf Tournament to Blaine in 2015.
11. Pursue Main Street Program for downtown.
- a. Utilize Main Street concepts for the revitalization of downtown.
 - b. Will not be attending the Main Street Conference in 2012 due to budget restraints.
12. Blaine is Beautiful Committee and Yard of the Week program.
- a. Oversee the Blaine is Beautiful Committee in the nominations and recognition of a Yard of the Week award from June through September.
 - b. Pursue other Blaine is Beautiful projects, such as planting wildflowers in vacant lots as suggested by Mayor Bonnie Onyon.
 - c. Plan a Blaine Clean Up day for Make a Difference Day.
13. Graphic Design Projects.
- a. Design and produce 12 Blaine Builder Award plaques.
 - b. Create various ads and flyers for Blaine promotion.
 - c. Create certificates for Yard of the Week awards.
 - d. Design of park signage.
14. Blaine Design Standards and Sign regulations.
- a. Assist with the update of the Sign Ordinance and Downtown Design regulations.
15. Blaine Advisory Art Committee
- a. Serve as staff person to the Art Advisory Committee
16. Additional Projects
- a. Assist with the signage plan and interior design for the move to Banner Bank Building.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Community Development					
Salaries & Wages	38,322	38,403	38,787	384	1.0%
Personnel Benefits	10,564	11,761	16,089	4,328	36.8%
Office & Operating Supplies	41	500	500	-	0.0%
Other Services & Charges	91	1,000	1,000	-	0.0%
Total Community Development	\$ 49,018	\$ 51,664	\$ 56,376	4,712	9.1%



PROGRAM TITLE:

PROGRAM NUMBER:

BUILDING & CODE ENFORCEMENT PROGAM

559

FUND TITLE:

FUND NUMBER:

GENERAL FUND

001

PERSON RESPONSIBLE:

POSITION:

MICHAEL JONES

COMMUNITY DEVELOPMENT DIRECTOR

PROGRAM DESCRIPTION

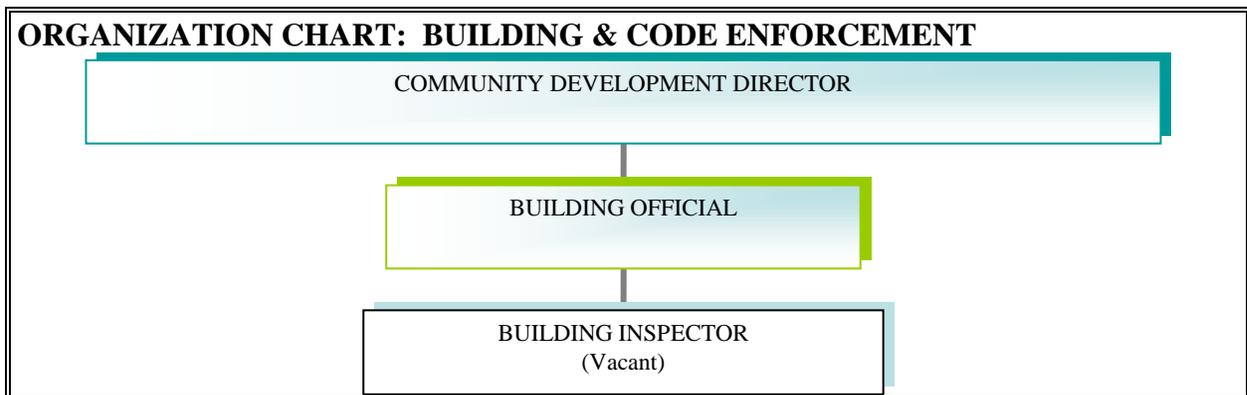
Services provided through the Building program include building permit processing, plans review, field inspection of buildings and other development projects, and enforcement of the International Building Code and other related codes. The primary function of the Building Official is to review construction plans and conduct field inspections. The Building Official also serves as the Code Enforcement Officer. However, time only allows him to function in this capacity on a limited scale. With the elimination of the Building Inspector position in 2009, building code enforcement and the enforcement of nuisance regulation will be reduced in this department.

The Building Division is part of the Community Development Department. The Building Division continues to work closely with the Public Works Department and the Police Department to ensure coordination in enforcement of various City codes.

PERSONNEL SUMMARY

	2010	2011	2012
Building Official	1	1	1
Total	1	1	1

ORGANIZATION CHART: BUILDING & CODE ENFORCEMENT



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

Building Permit Review

The Building Official was able to meet the demand for building permit review in 2010 with limited use of contract services. Building permits have increased slightly from the previous year. Inspections have also increased. With the reduction in staffing the Building Official is significantly busy addressing plan review, building inspections, and code enforcement. Trends indicate that the increase in building permits will continue as the economy slowly recovers.

While the number of permits for new construction has remained stable, there has been a small increase in the number of permits for remodels and related building improvements.

Code Compliance & Enforcement

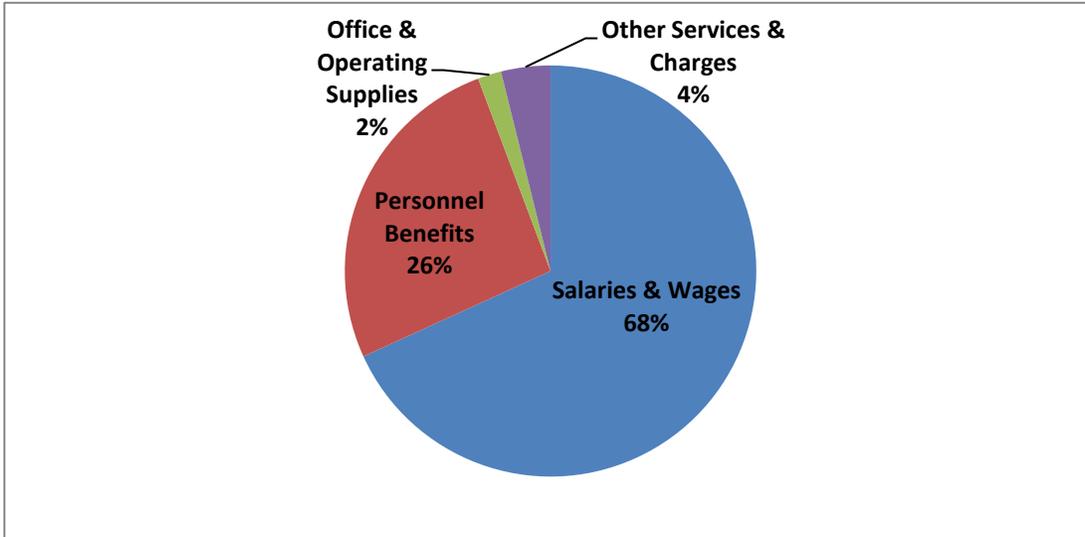
With the Building Inspector position vacant, CDS has been less able to effectively enforce the city's nuisance regulations. The department continues to work on this issue as time allows.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

The Building Official will continue ongoing responsibilities including:

1. The Building Official will continue to review and processes building, plumbing, and mechanical permits.
2. With the Building Inspector position eliminated, there will be a decreased level of code enforcement.
3. Continuance of the permit tracking system in 2012 to improve access to property records in the future.
4. The Building Official will need assistance with building inspections from time to time. This may require some contract inspection services.
5. The Building Official may need assistance with plan review from time to time. This may require some contract plan review services.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Building & Code Enforcement					
Salaries & Wages	68,933	71,883	75,519	3,636	5.1%
Personnel Benefits	18,635	21,755	28,901	7,146	32.8%
Office & Operating Supplies	1,154	2,050	2,050	-	0.0%
Other Services & Charges	1,403	4,298	4,298	-	0.0%
Total Building & Codes	\$ 90,125	\$ 99,986	\$ 110,768	10,782	10.8%



PROGRAM TITLE:	PROGRAM NUMBER:
NON-DEPARTMENTAL	519
	531
	539
	558
	567
	575
	589
	594
	597

FUND TITLE:	FUND NUMBER:
GENERAL FUND	001

PERSON RESPONSIBLE:	POSITION:
GARY R TOMSIC	CITY MANAGER

PROGRAM DESCRIPTION

The Non-Departmental cost centers are used to monitor expenses not associated with any specific department. They are Flood Control, Association of Washington Cities and Whatcom County Council of Governments memberships, North West Air Pollution, Animal Control, Alcoholism, Local Sales Tax to Whatcom County Emergency Management Services, Community Events, Senior Services, Boys & Girls Club, Operating Transfers Out for General Fund Reserve, Debt, Streets, Cemetery, and Parks.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

The Intergovernmental Services are for continued programs that benefit the level of service the City of Blaine provides to the citizens for health, safety, and the environment.

The operating transfers out reflect a budgeted transfer to the Street Fund of \$65,000, and the Cemetery Fund of \$15,000. There is a budgeted transfer of \$63,000 for Parks. A budgeted transfer of \$50,000 to the Law Enforcement and Fire Fighters (LEOFF) Reserve is for medical premiums and benefits to the City's three retired LEOFF officers. Also, transferred out of the General Fund is \$62,000 to the Water Enterprise Fund to meet the Lane vs. Seattle obligation. The General Fund transfers the debt payment for the Odell Road Community Economic Revitalization Board (CERB) loan of \$16,427 to a separate debt fund. Also included is the annual debt service payment of \$16,000 for the lease to purchase program of a police vehicle

and a portion of the annual debt service payment of \$50,000 for the purchase of the Banner Bank Building.

2012 SUMMARY OF EXPENDITURES

519 Flood Control/AWC/COG Reflects intergovernmental service payments to Whatcom County Flood Control, Association of Washington Cities membership, and Council of Governments membership.

531 NW Air Pollution Reflects contracted amount based on population.

539 Animal Control Reflects contracted services with the Whatcom County Human Society.

567 Alcoholism 2% of liquor taxes go to the State for alcoholism education.

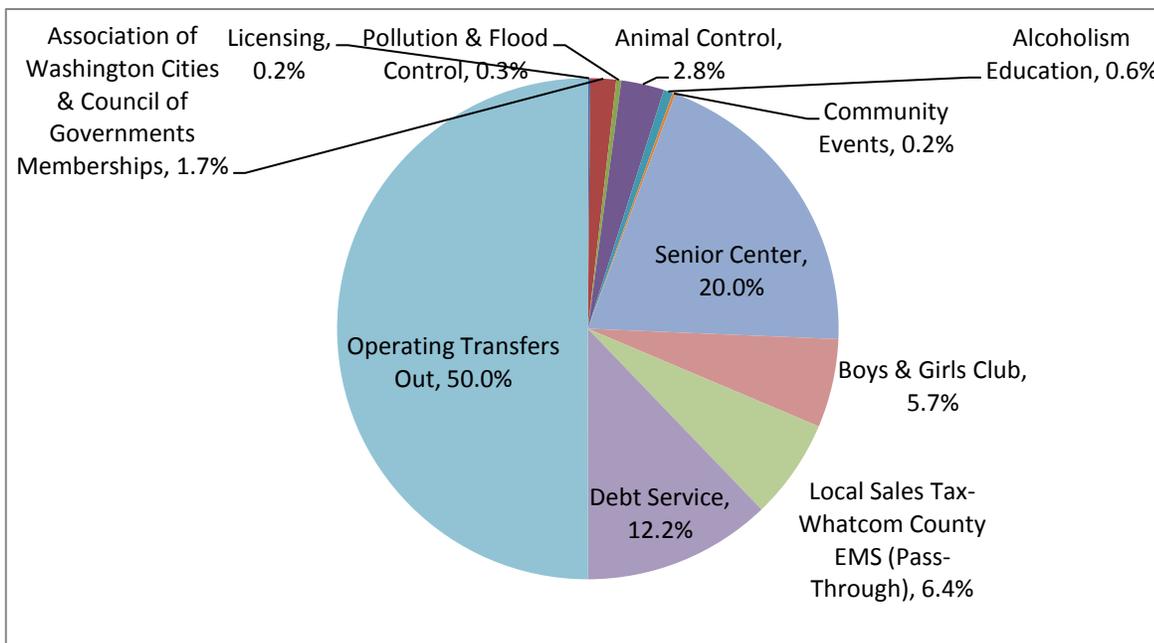
573 Community Events Community events and/or advertising not eligible for Hotel/Motel Funds.

575 Seniors and Boys & Girls Club Reflects contracted services at the Community Center.

589 Whatcom County Emergency Medical Services (EMS) This is a return of 2/3 of the local sales tax we receive from the State to support Whatcom County Emergency Management Services.

597 Operating Transfers Out Includes transfers for loan payments, LEOFF I medical, as well as the general funding transfers to Streets, Parks, Water, and Cemetery.

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
General Government & Nondepartmental					
Licensing	-	-	850	850	
Association of Washington Cities & Council of Governments Memberships	6,106	9,168	8,974	(194)	-2.1%
Pollution & Flood Control	1,727	1,779	1,797	18	1.0%
Animal Control	10,766	15,571	15,000	(571)	-3.7%
Alcoholism Education	3,063	3,197	3,197	-	0.0%
Community Events	1,920	1,000	1,000	-	0.0%
Senior Center	56,837	49,000	108,450	59,450	121.3%
Boys & Girls Club	36,000	31,000	31,000	-	0.0%
Local Sales Tax-Whatcom County EMS (Pass-Through)	33,153	35,000	35,000	-	0.0%
Debt Service	-	16,000	66,000	50,000	312.5%
Operating Transfers Out	235,040	289,727	271,427	(18,300)	-6.3%
Total	\$ 384,612	\$ 451,442	\$ 542,695	91,253	20.2%



PROGRAM TITLE:
STREET OPERATIONS

PROGRAM NUMBER:
540

FUND TITLE:
STREETS

FUND NUMBER:
101

PERSON RESPONSIBLE:

POSITION:
PUBLIC WORKS DIRECTOR

PROGRAM DESCRIPTION

The Street Division provides maintenance of roadway, sidewalks, bike paths, shoulders, mowing/vegetation control, street signs, crosswalk and lane markings, snow/ice control and street lighting on all open, platted public rights-of-way.

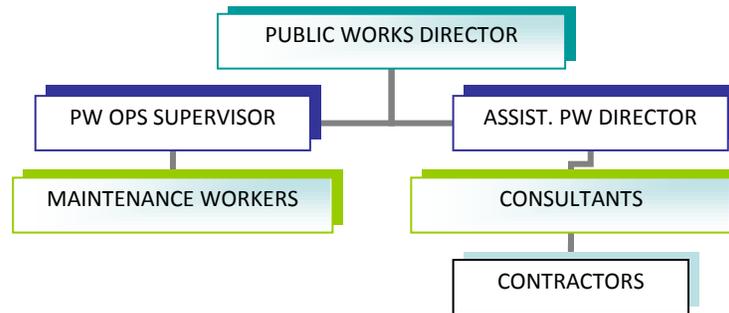
Maintenance staff assigned to the Street Division also performed work in other programs including cemetery, parks, stormwater collection and treatment, and facilities. Seasonal employees provide labor to augment street maintenance and assist with vegetation control.

The functions of this program relate only to maintenance and non-capitalized repairs to the road systems. Capital projects, although identified here, are funded out of the 300 series Capital Projects.

PERSONNEL SUMMARY: STREET OPERATIONS

POSITION	2010	2011	2012
PW Operations Supervisor	0.15	0.15	0.15
Lead Maintenance Worker	0.75	0.76	0.76
Maintenance Workers	0.85	0.85	0.85
Seasonal	0.25	0.25	0.25
TOTAL	2.00	2.01	2.01

ORGANIZATIONAL CHART: STREET OPERATIONS



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

Routine Maintenance Activities

1. Responded to 112 requests for service, both public and interdepartmental, including 93 for streets and 9 for parks.
2. City crews repainted curbs, pedestrian crossings, and parking lot striping.
3. Installed reflective pavement markings/buttons.
4. Performed regular sign maintenance and replacement.
5. Street preservation including patching, crack sealing, shoulder, sidewalks.
6. Performed regular mowing and brush cutting, and ditch maintenance.
7. Installed/maintained flower baskets & U.S. flags in the Central Business District.
8. Performed annual maintenance on Central Business District irrigation system.
9. Provided contract grounds maintenance of street ends/parklets in the rights-of-way.
10. Performed ice control and snow removal during several significant winter storms.
11. Hanging Christmas Decorations in City Center.

Street Improvement Activities

12. Coordinated logistics with WSDOT for cross border infrastructure needs.
13. Repaved and rehabilitated Bell Road – south end
14. Repaved Pipeline Rd, 5th Street C to D Street) and two alleys.
15. Completed Boblett Court cul de sac.
16. Completed H Street Improvements (Ludwick to Terrace)
17. H Street Revitalization Project – Peace Portal to I-5 – 60% Design completed.
18. Marine Drive Gateway Project – 60% design completed
19. Peace Portal Community Trail – 100% design completed.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

Routine Maintenance Activities

1. Respond to requests for service, both public and interdepartmental.
2. Annual striping of streets and arterials by either interlocal with the County or by contract.

3. Repaint curbs, pedestrian crossings, and parking lot striping.
4. Install reflective pavement markings/buttons.
5. Perform regular sign maintenance and replacement.
6. Street preservation including patching, crack sealing, shoulder, sidewalk repair.
7. Perform regular mowing and brush cutting, and ditch maintenance.
8. Install/maintain flower baskets & U.S. flags in the Central Business District.
9. Install/maintain banners on light standards on Marine Drive
10. Support road closures/detours associated with July 4th and other community events.
11. Perform annual maintenance on Central Business District irrigation system.
12. Provide contract grounds maintenance of street ends/parklets in the rights-of-way.
13. Implement winter ice control and snow removal program for significant winter storms.
14. Hang Christmas decorations in City Center.

Street Improvement Activities

15. Coordinate WSDOT interim improvements to SR 543/Boblett Signalization

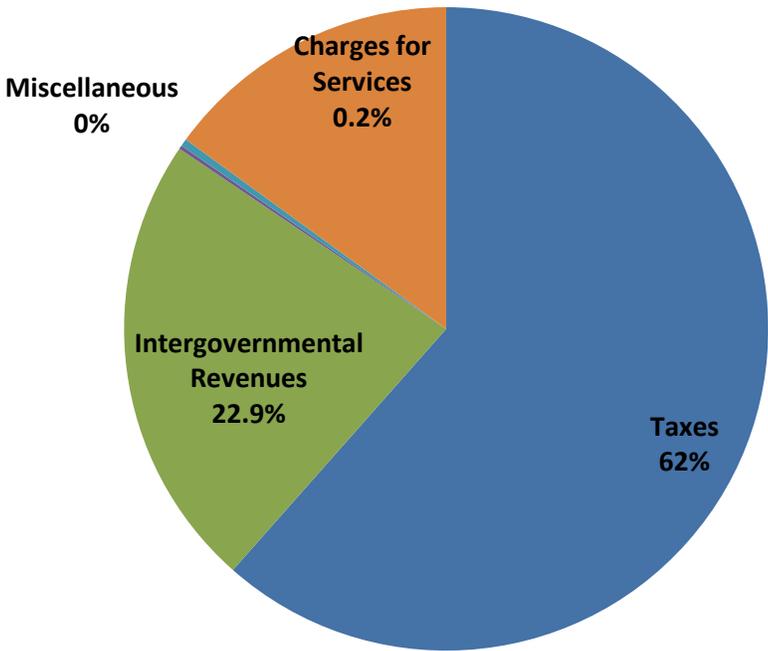
Project Planning, Design and Construction

16. Construct Peace Portal Community Trail from Cherry Street to Bayview.
17. Construct H Street Revitalization Project.
18. Construct Marine Drive gateway Project

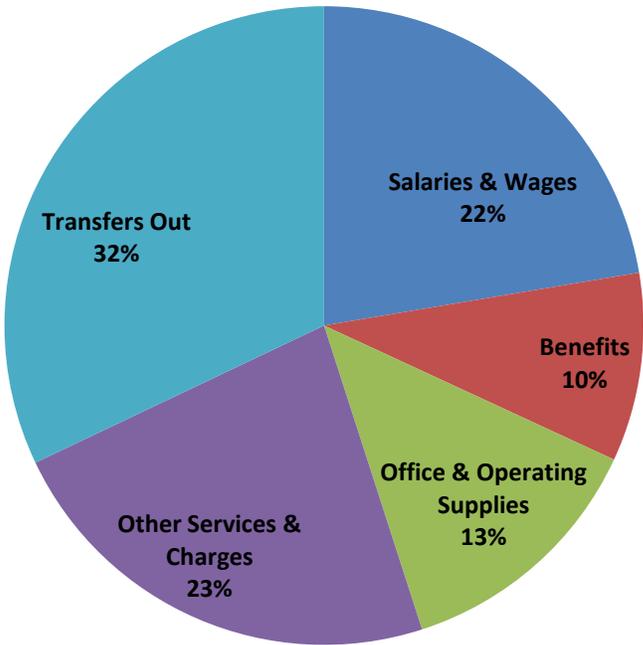
STREET OPERATIONS

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Revenue					
Estimated Beginning Fund Balance	170,071	130,123	115,974	(14,149)	-11%
Taxes	262,522	250,341	266,850	16,509	7%
Licenses & Permits	100	-	-	-	
Intergovernmental Revenues	102,667	102,912	99,511	(3,401)	-3%
Charges for Services	1,675	900	800	(100)	-11%
Miscellaneous	5,603	2,100	1,600	(500)	-24%
Transfers In	91,550	65,000	65,000	-	0%
Total Operating Revenue	464,117	421,253	433,761	12,508	3%
Total Revenue & Beginning Fund Balance	634,188	551,376	549,735	(1,641)	0%
Expenditures					
Salaries & Wages	113,358	113,327	111,950	(1,377)	-1%
Benefits	43,001	48,692	47,829	(863)	-2%
Office & Operating Supplies	52,047	69,500	65,800	(3,700)	-5%
Other Services & Charges	135,856	105,310	114,695	9,385	9%
Transfers Out	143,755	168,529	160,617	(7,912)	-5%
Total Operating Expenditures	488,017	505,358	500,891	(4,467)	-1%
Ending Fund Balance	146,172	46,018	48,844	2,826	6%
Total Expenditures & Ending Fund Balance	634,188	551,376	549,735	(1,641)	0%

Street Operations Revenue



Street Operations Expenditures



PROGRAM TITLE:	PROGRAM NUMBER:
PARKS	070

FUND TITLE:	FUND NUMBER:
PARK FUND	104

PERSON RESPONSIBLE:	POSITION:
MICHAEL JONES	COMMUNITY DEVELOPMENT DIRECTOR

PROGRAM DESCRIPTION

Work with the Park & Cemetery Board to implement the 2004 Parks and Recreation Plan and the 2009 Non-motorized Transportation Plan, including manage, improve and beautify all public squares, recreation facilities, parks and trails in the City. Assist the Park & Cemetery Board in its communication with the Council to ensure that the city has a well-integrated and complete program for the use of its parks, playgrounds, and recreation areas.

Manage contractors to maintain park grounds and facilities. Work with the Public Works Foreman to establish annual projects & priorities for the operation, maintenance and capital improvements of the City’s park and trail system. Manage consultants and contractors to develop plans and construct additional capital facilities for park and trail expansion.

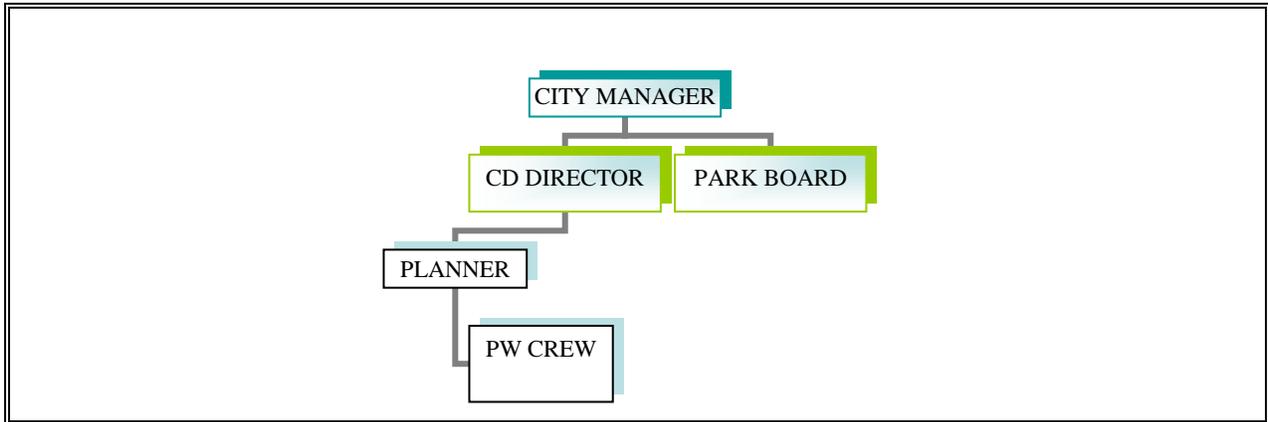
PERSONNEL SUMMARY

The Community Development Director manages the parks and trail system and budget, and works with the Park & Cemetery Board on the implementation of the 2004 Parks and Recreation Plan and the 2009 Non-motorized Transportation Plan. The personnel needed for operations, maintenance and capital improvements are acquired from Public Works field crews for repairs and maintenance. Contract labor is used for mowing, tree spraying and trimming services related to park facility maintenance. Park planning assistance is provided by the Community Planner.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
CDS Director	0.05	0.05	0.05
Community Planner	0.05	0.05	0.05
Public Works Ops Supervisor	0.02	0.01	0.01
Public Works Maintenance	0.11	0.12	0.12
TOTAL	0.23	0.23	0.23

ORGANIZATIONAL CHART



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

1. Completed parking lot development for Dakota Creek Kayak Launch.
2. Worked with Assistant Public Works Director to coordinate engineering and permitting for Peace Portal Community Trail improvements.
3. Installed new park signs at Montfort Park.
4. Contracted for construction of the third replacement picnic/birding shelter at Marine Park
5. Continued invasive weed control at Marine Park
6. Implemented native plant restoration and invasive control at Dakota Creek Kayak Launch.
7. Develop comprehensive planning for Lincoln Park improvements
8. Developed shoreline trail in Marine Park
9. Begin native plant shoreline restoration at Marine Park
10. Continued to implement the Parks Plan and Non-Motorized Transportation Plan
11. Worked with Parks Board and community to plan 7th Street Greenway Plan
12. Installed swing set at Kilmer Park
13. Install landscape improvements in Brickyard Neighborhood Park

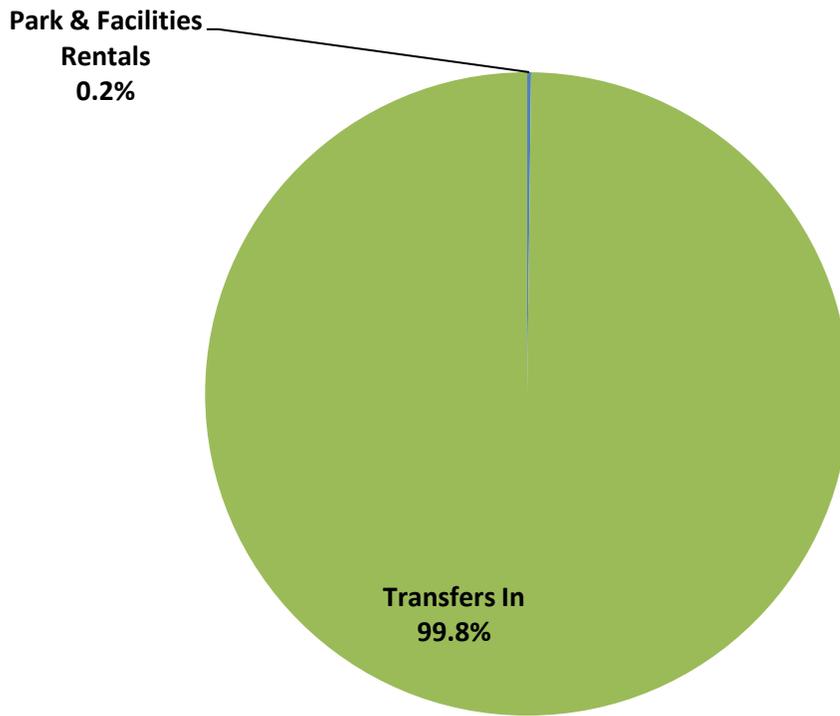
2012 PLANNED ACTIVITIES

1. Install playground, bench, and picnic table at Brickyard Neighborhood Park
2. Continued development of a park signage program
3. Install new sign at Salishan Neighborhood Park
4. Design and install improvements at 7th Street Community Garden
5. Contract for construction of 7th Street Greenway
6. Contract with a Conservation Corps crew for trail maintenance and vegetation control in Lincoln Park, Marine Park, and Montfort Park
7. Install trail connection at west end of Marine Park

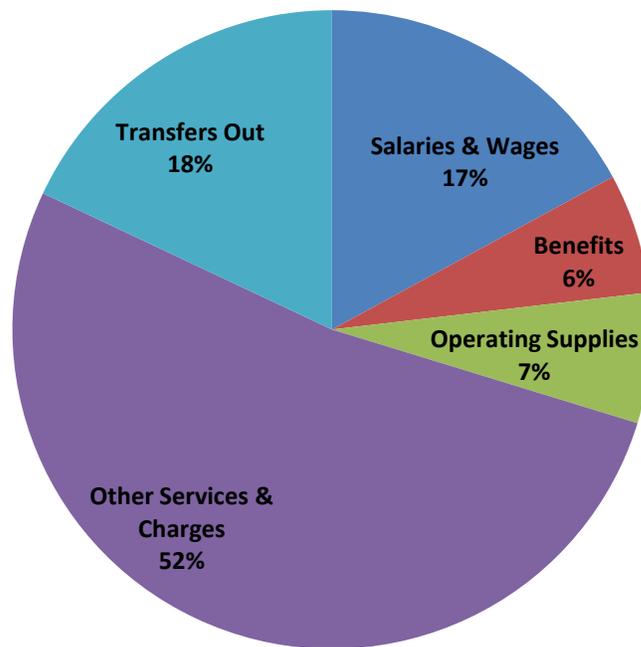
PARK OPERATIONS

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Estimated Beginning Fund Balance	535	-	3,000	3,000	
Interest Earnings	80	-	-	-	
Park & Facilities Rentals	440	300	200	(100)	-33%
Contributions & Donations	119	-	-	-	
Transfers In	103,718	93,500	104,500	11,000	12%
Total Operating Revenue	104,358	93,800	104,700	10,900	12%
Total Revenue & Beginning Fund Balance	104,892	93,800	107,700	13,900	15%
Expenditures					
Salaries & Wages	14,603	14,686	18,253	3,567	24%
Benefits	5,877	6,794	6,498	(296)	-4%
Operating Supplies	5,699	7,050	7,050	-	0%
Other Services & Charges	55,509	46,760	55,900	9,140	20%
Transfers Out	20,056	17,715	19,234	1,519	9%
Total Operating Expenditures	101,744	93,005	106,935	13,930	15%
Ending Fund Balance	3,148	795	765	(30)	-4%
Total Expenditures & Ending Fund Balance	104,892	93,800	107,700	13,900	15%

Park Operations Revenue



Park Operations Expenditures



PROGRAM TITLE: CEMETERY	PROGRAM NUMBER: 536
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FUND TITLE: CEMETERY FUND	FUND NUMBER: 105
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PERSON RESPONSIBLE:	POSITION: PUBLIC WORKS DIRECTOR
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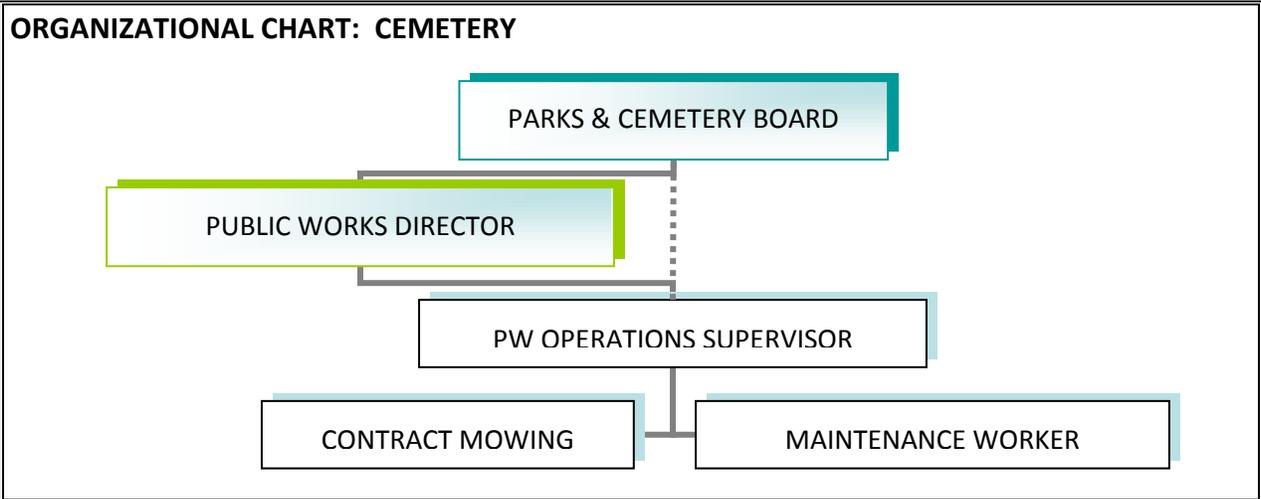
PROGRAM DESCRIPTION

The City owns and operates the 7.8 acre Blaine Cemetery. Maintenance operations include mowing, tree trimming, trash removal and road maintenance. Interments include supply of grave liners, grave openings and closings, and lawn seeding. Recent records show approximately four burials this past year.

The personnel need for this fund is provided by Public Works utility maintenance staff for repairs and maintenance not covered by contract for mowing or tree spraying and trimming services related to cemetery facility maintenance.

PERSONNEL SUMMARY

POSITION	2010	2011	2012
Public Works Ops Supervisor	0.01	0.01	0.01
Public Works Maintenance	0.04	0.04	0.04
TOTAL	0.05	0.05	0.05



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

1. Continued routine mowing and maintenance of the cemetery.
2. Opened and closed burial sites as needed.
3. Updated cemetery key for information kiosk.
4. Filled in sunken gravesites.

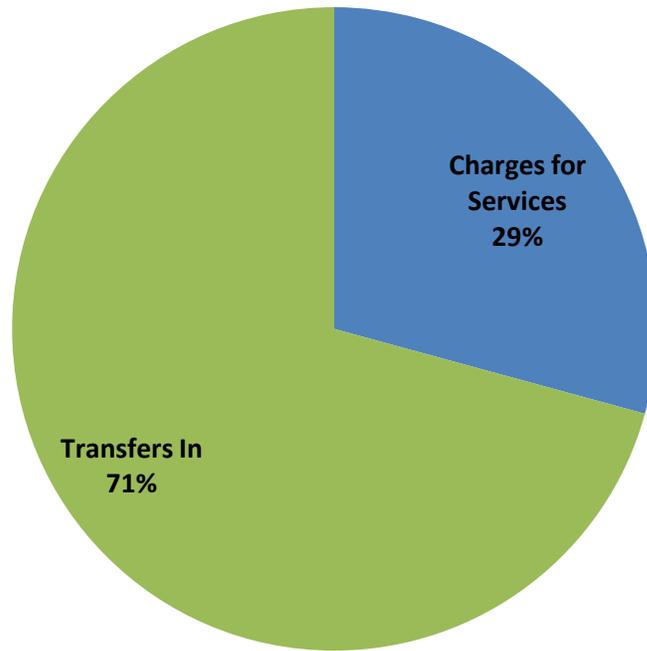
2012 PLANNED ACTIVITIES/SERVICE LEVELS

1. Continue with contracting of mowing, spraying and tree trimming services.
2. Open and close burial sites as requested.
3. Update cemetery locator key in onsite kiosk (PW Admin support).
4. Add locator info to City website.
5. Continue to fill in sunken gravesites.

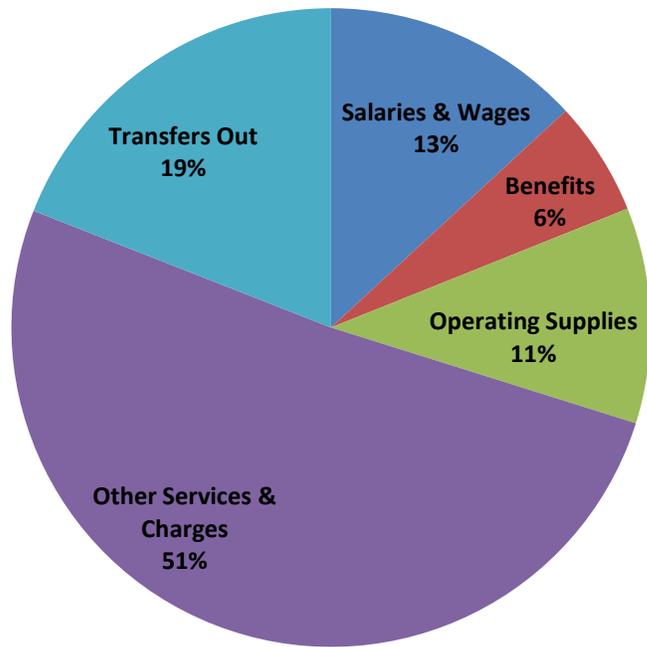
CEMETERY OPERATIONS

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Revenue					
Estimated Beginning Fund Balance	8,301	3,654	2,000	(1,654)	-45%
Charges for Services	2,200	4,356	6,200	1,844	42%
Interest Earnings	181	-	-	-	-
Transfers In	14,000	15,300	15,000	(300)	-2%
Total Operating Revenue	16,381	19,656	21,200	1,544	8%
Total Revenue & Beginning Fund Balance	24,682	23,310	23,200	(110)	0%
Expenditures					
Salaries & Wages	2,977	3,038	3,006	(32)	-1%
Benefits	1,182	1,348	1,327	(21)	-2%
Operating Supplies	1,230	2,500	2,500	-	0%
Other Services & Charges	11,072	11,700	11,700	-	0%
Transfers Out	4,998	4,373	4,360	(13)	0%
Total Operating Expenditures	21,459	22,959	22,893	(66)	0%
Ending Fund Balance	3,223	351	307	(44)	-13%
Total Expenditures & Ending Fund Balance	24,682	23,310	23,200	(110)	0%

Cemetery Operations Revenue



Cemetery Operations Expenditures



PROGRAM TITLE:

PROGRAM NUMBER:

HOTEL/MOTEL PROGRAMS

557

FUND TITLE:

FUND NUMBER:

HOTEL/MOTEL FUND

110

PERSON RESPONSIBLE:

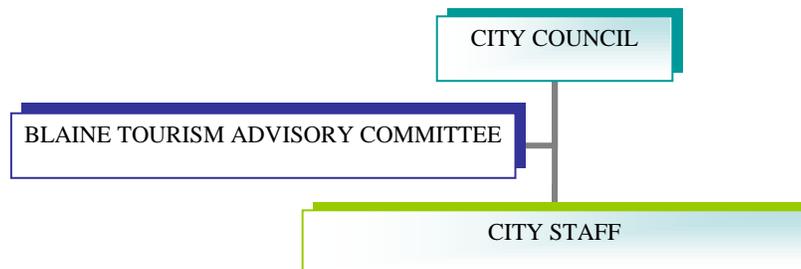
POSITION:

BLAINE TOURISM ADVISORY COMMITTEE

PROGRAM DESCRIPTION

This program provides for the allocation of Hotel/Motel funds to projects that are reviewed annually by Blaine Tourism Advisory Committee (BTAC) and approved by City Council for the promotion of tourism to generate overnight hotel stays. The use of these funds is dictated by Revised Code of Washington (RCW) 67.28.180 and 67.28.210.

ORGANIZATIONAL CHART: HOTEL/MOTEL PROGRAM

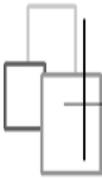


PREVIOUS 2011 YEAR PROGRAM HIGHLIGHTS:

1. Development of a 5 year Tourism Plan.
2. Provided a Blaine information booth on the 4th of July to promote Blaine events and activities.
3. Collected data to develop an e-mail list for future Blaine promotion.
4. Provided funding for 7 tourist-related events and functions.
5. Promoted Blaine in BC. Canada in Surrey, BC Visitors Guide, Here's Info Kiosks.
7. Collaborated with the Blaine Chamber for the revitalization and promotion of downtown.
8. Provided funding for advertising and Blaine promotion with the Bellingham Whatcom Tourism Bureau.
9. Printed a new Blaine brochure updated to focus on overnight stays and activities, such as golfing, kayaking, wine tasting, whale watching etc.
10. Provided funding and the administration of the Blaine Visitors Information Center.
11. Development of a Tourism Vision Statement.
12. Printed and distributed a brochure specific to promoting Blaine events and activities.

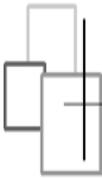
2012 PLANNED ACTIVITIES/SERVICE LEVELS:

1. Develop a marketing piece to attract new development and business to Blaine.
2. Develop better tracking methods to measure tourism efforts.
3. Continue the funding of tourist-related events and functions.
4. Continue the implementation of freeway & directional signage programs.
5. Develop a public relations press kit to promote Blaine.
6. Continue to pursue a marketing plan that establishes Blaine's identity as a waterfront seaside town on the border and it's amenities including Peace Arch, Semiahmoo Resort, golf courses, etc.
7. Continue to provide quality marketing materials to promote Blaine.
8. Continue to develop the online promotion of Blaine tourism on the City and Chamber websites.
9. Further utilize social media, Face Book and Twitter for Blaine promotion.
10. Continue to collaborate with the Blaine Chamber for downtown revitalization and promotion.
11. Further develop an e-mail contact list of Blaine visitors to update them on Blaine events and activities to encourage them to return to Blaine.
12. Continue to expand the distribution of Blaine brochures and marketing materials in Washington State and Canada.
13. Work with The Northern Light to develop a community guide that includes Birch Bay, Blaine and Point Roberts.
14. Pursue options to cover costs to increase the operation of the Historic Plover Ferry.
15. Representation of BTAC on the Blaine Economic Development Committee.



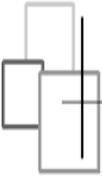
Hotel/Motel Estimated Revenue

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Hotel/Motel Fund					
Beginning Fund Balance	66,753	59,659	40,000	(19,659)	-33.0%
Taxes					
Hotel/motel Transient Tax	92,801	90,000	85,000	(5,000)	-5.6%
Hotel/motel Extra 2% Tax	92,801	90,000	85,000	(5,000)	-5.6%
Total Taxes	185,602	180,000	170,000	(10,000)	-5.6%
Miscellaneous Revenues					
Interest Earnings	1,503	-	-	-	-
Auction Donations-Beautification	5	-	-	-	-
Private Donations - VIC	63	-	-	-	-
Other Miscellaneous Revenue	600	-	-	-	-
Total Miscellaneous Revenues	2,172	-	-	-	-
Transfers-In					
Transfer In Hotel/Motel Reserve	33,000	13,000	15,000	2,000	15.4%
Total Transfers-In	33,000	13,000	15,000	2,000	15.4%
Total Revenue	220,773	193,000	185,000	(8,000)	-4.1%
Total Revenue & Beginning Fund Balance	287,527	252,659	225,000	(27,659)	-10.9%
Hotel/Motel Reserve					
Beginning Fund Balance	111,600	81,000	68,000	(13,000)	-16.0%
Miscellaneous Revenues					
Interest Earnings	2,543	-	-	-	-
Total Miscellaneous Revenues	2,543	-	-	-	-
Total Revenue	2,543	-	-	-	-
Total Revenue & Beginning Fund Balance	114,143	81,000	68,000	(13,000)	-16.0%



Hotel/Motel Estimated Expenditure

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Hotel/Motel Fund					
Events and Programs					
Plover	26,630	25,000	25,000	-	0.0%
International Sculpture Exhibit	11,651	10,000	10,000	-	0.0%
Peace Arch Art Festival	252	-	-	-	-
Old Fashion July 4th	12,000	13,000	10,000	(3,000)	-23.1%
Semiahmoo Lighthouse Resurrection Project	-	25,000	-	(25,000)	-
Blaine Gardner's Market	999	600	-	(600)	-
Drayton Harbor Days	1,109	1,000	1,000	-	0.0%
Wings Over Water NW Bird Fest	1,868	2,000	2,000	-	0.0%
Pacific Arts Association-Jazz Festival	24,000	20,000	15,000	(5,000)	-25.0%
Bellingham Whatcom Tourism Springfest Studio Tour	10,300	10,000	10,000	-	-
	506	1,000	1,500	500	50.0%
Total Grant Funding	89,315	107,600	74,500	(33,100)	-30.8%
Office Supplies	736	1,000	1,000	-	0.0%
Prof Marketing Assistance	-	5,000	-	(5,000)	-100.0%
Photo Library	64	400	400	-	0.0%
Advertising	7,919	5,000	5,000	-	0.0%
Dock Signage	642	4,947	4,947	-	0.0%
Brochures	834	4,000	3,000	(1,000)	-25.0%
Total Marketing	10,194	20,347	14,347	(6,000)	-29.5%
Capital Expenditures					
Directional Signage	3,073	5,000	-	(5,000)	-100.0%
Total Capital Expenditures	3,073	5,000	-	(5,000)	-100.0%
Transfers Out					
Transfer Out-General Fund	32,644	30,105	20,095	(10,010)	-33.3%
Transfer Out-General Fund Tourism	86,107	84,033	86,345	2,312	2.8%
Total Transfers Out	118,751	114,138	106,440	(7,698)	-6.7%
Total Expenditures	221,333	247,085	195,287	(51,798)	-21.0%
Ending Fund Balance	66,194	5,574	29,713	24,139	433.1%
Total Expenditures & Ending Fund Balance	287,527	252,659	225,000	(27,659)	-10.9%
Hotel/Motel Reserve Expenditure					
Transfer Out					
Transfer Out-Hotel Motel	33,000	13,000	15,000	2,000	15.4%



Hotel/Motel Estimated Expenditure

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Total Transfers Out	33,000	13,000	15,000	2,000	15.4%
Total Expenditure	33,000	13,000	15,000	2,000	15.4%
Ending Fund Balance	81,143	68,000	53,000	(15,000)	-22.1%
Total Expenditures & Ending Fund Balance	114,143	81,000	68,000	(13,000)	-16.0%

PROGRAM TITLE ELECTRIC UTILITY	PROGRAM NUMBER 533
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FUND TITLE ELECTRIC	FUND NUMBER 401
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PERSON RESPONSIBLE	POSITION PUBLIC WORKS DIRECTOR
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PROGRAM DESCRIPTION

The mission of the Electric Utility is to provide reliable electrical services to Blaine’s utility customers at the lowest possible rates while operating within federal and state regulations and guidelines.

Service includes the operation and maintenance of 67.5 miles of overhead and underground lines. Power purchased from BPA is served to Blaine’s 2,900 billed accounts through three primary 12,470 volt circuits.

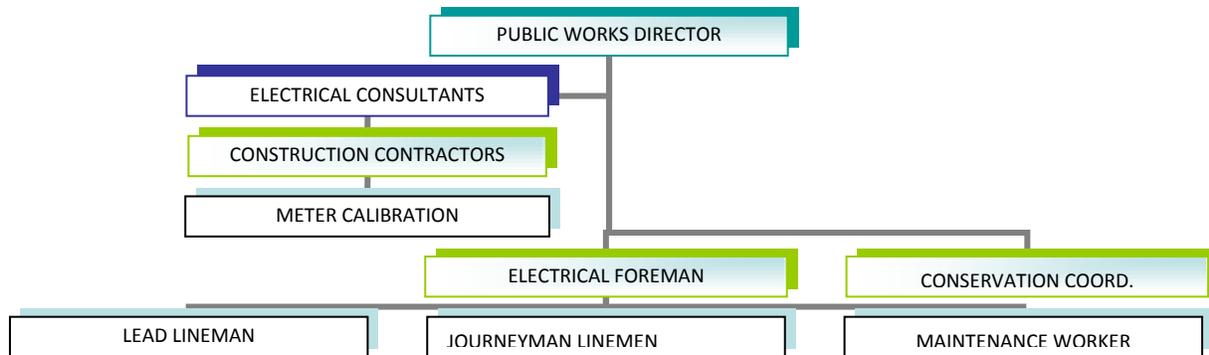
Additional responsibilities include the planning, design and expansion of the system in response to goals and objectives of the City Council, growth requirements on services, and capital projects identified in the 1995 Electrical Comprehensive Plan.

Services provided include field maintenance, new service inspection, contractor oversight, meter reading and calibration, billing, conservation augmentation, and customer services.

PERSONNEL SUMMARY: ELECTRIC UTILITY

POSITION	2010	2011	2012
Foreman	1	1	1
Lead Lineman	1	1	1
Journeyman Lineman	3	3	3
Maintenance Worker	1	1	1
Conservation Coordinator	0.20	0.20	0.20
Custodian (PW Building)	0.14	0.14	0.14
TOTAL	6.34	6.34	6.34

ORGANIZATIONAL CHART



PREVIOUS YEAR (2011) PROGRAM ACCOMPLISHMENTS

1. Trimmed trees and removed vegetation along essential outage-prone circuits and assisted street crew with the bucket truck to trim alley rights-of-way for emergency vehicles access
2. Completed 26 new service installations.
3. Responded to 13 emergency after-hours callouts to restore service and 184 general requests for service, both public and interdepartmental.
4. Completed monthly training programs to promote a safe work environment and enhance professional development.
5. Replaced rotten and deteriorated poles to prevent outages.
6. Installed primary service to development projects.
7. Installed and removed Christmas decorations and community event banners.
8. Replace conductor wire several bad spans of underground primary cable.
9. Replaced underground conductor on 6th street
10. Completed several low voltage in-house projects for Public Works, City Hall, Community Center, and Police Station.
11. Continued our conservation program with incentive payments for commercial and residential customers totaling \$294,000 for energy efficient appliances, lighting retrofits and new energy efficient equipment in 2010 & 2011.
12. Evaluated fixed-base automated meter reading (AMR) system for 2011 replacement metering system.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

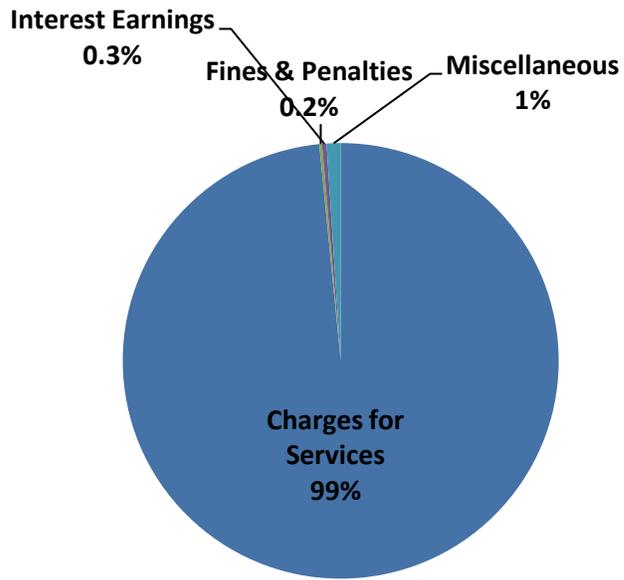
1. Continue to provide system maintenance with city crew and oversee projects designed and constructed by developers and contractors.
2. Continue to address banked transformers, rotten poles and open wire in residential areas to remove potential hazards and improve reliability.

3. Continue to trim trees, conduct preventive maintenance and component inspections, provide new service connections, and conduct mandated safety training.
4. Finalize transfer of service in East Blaine (west of N. Harvey Road) from PSE.
5. Continue to convert to underground and rebuild areas of underground system (old direct-bury cable) that pose known reliability threats. Complete small projects with in-house workforce.
6. Sectionalize system to reduce affected areas from faults.
7. Implement new fixed base metering and begin retrofitting meters to automatic meter reading (AMR).
8. Underground service in Pipeline Road east of Harvey.

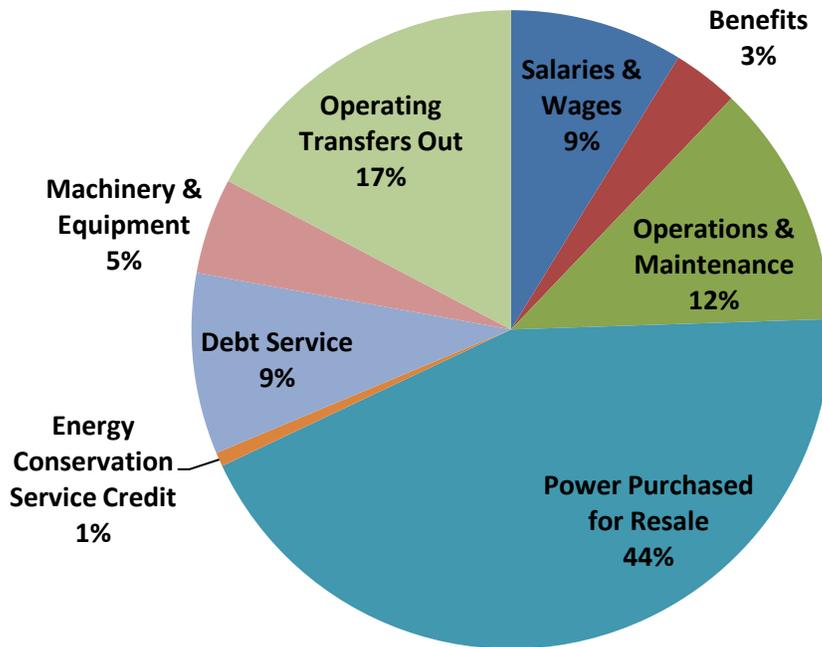
ELECTRIC FUND

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Operating Revenue					
Estimated Beginning Fund Balance	1,355,778	1,667,087	1,469,849	(197,238)	-13.4%
Charges for Services	4,959,672	4,917,219	5,216,700	299,481	6.1%
Energy Conservation Services	115,107	70,000	-	(70,000)	-100.0%
Fines & Penalties	15,413	10,289	10,598	309	3.0%
Interest Earnings	49,432	16,671	17,767	1,096	6.6%
Miscellaneous	92,274	58,008	54,800	(3,208)	-5.5%
Transfers In	5,109	25,000	-	(25,000)	
Total Operating Fund Revenue	5,237,007	5,097,187	5,299,865	202,678	4.0%
Total Revenue & Beginning Fund Balance	6,592,785	6,764,274	6,769,714	5,440	0.1%
Capital Reserve Revenue					
Estimated Beginning Fund Balance	763,441	787,011	1,239,829	452,818	57.5%
Interest Earnings	18,699	-	-	-	
Transfers In	-	600,000	250,000	(350,000)	-58.3%
Total Capital Reserve Revenue	18,699	600,000	250,000	(350,000)	-58.3%
Total Revenue & Beginning Fund Balance	782,141	1,387,011	1,489,829	102,818	7.4%
Operating Expenditures					
Salaries & Wages	487,369	500,563	505,548	4,985	1.0%
Benefits	183,489	181,727	192,646	10,919	6.0%
Operations & Maintenance	388,535	600,806	712,315	111,509	18.6%
Professional Services-Energy Conservation	80,640	70,000	-	(70,000)	-100.0%
Power Purchased for Resale	2,477,590	2,427,561	2,505,852	78,291	3.2%
Energy Conservation Service Credit	(56,303)	(39,551)	(40,992)	(1,441)	3.6%
Debt Service	521,977	520,705	527,975	7,270	1.4%
Machinery & Equipment	60,557	155,000	280,000	125,000	80.6%
Operating Transfers Out	892,300	1,341,830	996,534	(345,296)	-25.7%
Total Electric Fund Expenditures	5,036,153	5,758,641	5,679,878	(78,763)	-1.4%
Ending Fund Balance	1,556,632	1,005,633	1,089,836	84,203	8.4%
Total Expenditures & Ending Fund Balance	6,592,785	6,764,274	6,769,714	5,440	0.1%
Capital Reserve Expenditures					
Interim Loan-Vista Terrace LID	-	-	685,000	685,000	
Transfer Out-Electric Capital Improvement	-	150,000	125,000	(25,000)	-16.7%
Total Expenditures	-	150,000	810,000	660,000	440.0%
Ending Fund Balance	782,141	1,237,011	679,829	(557,182)	-45.0%
Total Expenditures & Ending Fund Balance	782,141	1,387,011	1,489,829	102,818	7.4%
Electric Rural Economic Development Loan Revolving Fund					
Estimated Beginning Fund Balance	636,678	687,756	741,666	53,910	7.8%
Interest Earnings & Revolving Loan Transfer In	69,503	50,000	-	(50,000)	-100.0%
Total Fund Revenue	69,503	50,000	-	(50,000)	-100.0%
Total Revenue & Beginning Fund Balance	706,181	737,756	741,666	3,910	0.5%
Advertising	3,911	-	-	-	
Center for Economic Vitality	10,000	10,000	10,000	-	0.0%
Revolving Loans Issued	-	40,000	50,000	10,000	25.0%
Total Fund Expenditures	13,911	50,000	60,000	10,000	20.0%
Ending Fund Balance	692,270	687,756	681,666	(6,090)	-0.9%
Total Expenditures & Ending Fund Balance	706,181	737,756	741,666	3,910	0.5%

Electric Operating Revenue



Electric Operating Expenditures



PROGRAM TITLE	PROGRAM NUMBER
WATER	534

FUND TITLE	FUND NUMBER
WATER	410

PERSON RESPONSIBLE	POSITION
	PUBLIC WORKS DIRECTOR

PROGRAM DESCRIPTION

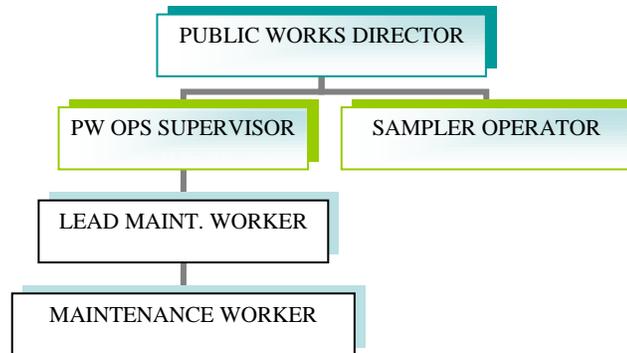
Provide City retail and wholesale customers with quality domestic water service in compliance with federal and state regulations and the City’s Water System Plan. Operate, maintain, and repair water utility infrastructure, which includes nine production wells, five pump stations, five storage reservoirs, over 350 fire hydrants, approximately 99 miles of water main, and water meters for each customer/account.

The City presently serves about 2,600 retail accounts. It also serves two wholesale accounts - Birch Bay Water and Sewer District and Bell Bay Jackson Water Association. Each year Blaine’s wells produce about 550 million gallons of water.

Additional responsibilities include the planning, design, and expansion of the utility system in response to short- and long-term goals of the City, as well as existing and pending regulatory requirements, the replacement and upgrade of existing infrastructure, and meeting service demands of urban growth and Blaine’s wholesale customers.

PERSONNEL SUMMARY: WATER UTILITY			
POSITION	2010	2011	2012
Operations Supervisor	0.33	0.34	0.34
Lead Maintenance Worker	1.00	1.00	1.00
Maintenance Worker	1.65	1.65	1.65
Sampler/Operator	0.20	0.20	0.20
TOTAL	3.18	3.19	3.19

ORGANIZATIONAL CHART: WATER UTILITY



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

Routine Maintenance Activities

1. Responded to 37 requests for service, both public and interdepartmental.
2. Inspected 25 new service connections.
3. Flushed water distribution system to maintain water quality.
4. Inspected all pump stations to ensure reliability and to prevent equipment failure.
5. Monitored well production on all wells.
6. Conducted all required water quality sampling and testing and prepared and distributed 2010 Consumer Confidence Report (CCR).
7. Submitted required information on Stage 2 Disinfection Byproducts Rule.
8. Cross Connection Control Program?

System Improvement Activities

9. Enhanced water disinfection and testing procedures.
10. Expanded water system information included in GIS System.
11. Investigated options for new service meters and meter telemetry improvements.

Construction Project/System Improvements/Planning

12. **Water Conservation Program** – collaborated with BBW&SD with regular meeting, advertisements in the *Northern Light*, implemented voluntary odd/even water conservation from June 15 – September 15 and deployed new neighborhood conservation signs during summer. Continued work with the *Whatcom Water Alliance* founded last year for water conservation.

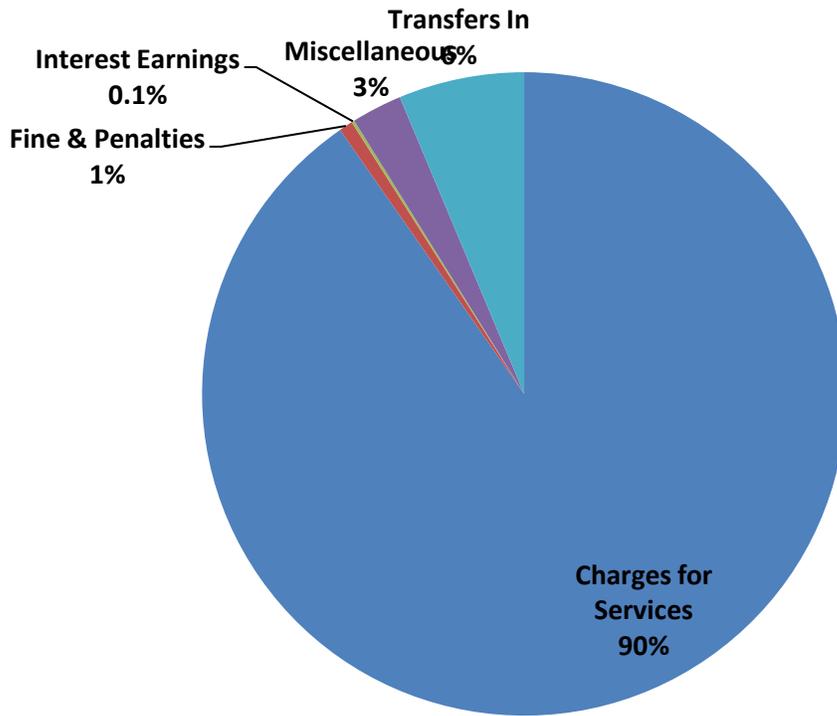
2012 PLANNED ACTIVITIES/SERVICE LEVEL

1. Continue to meet (and surpass) state and federal water quality standards.
2. Conduct required testing and prepare annual Consumer Confidence Report (CCR).
3. Exercise distribution system valves and document same.
4. Install Semiahmoo tank recirculation system.
5. Continue substitution program for older/obsolete fire hydrants.
6. Continue Water Conservation Program cooperation with Birch Bay Water & Sewer District and as a member of the Whatcom Water Alliance.
7. Continue to support cross-connection control and inspection programs.
8. Improve water system level controls pumping telemetry.
9. Improve maintenance documentation for key facilities.
10. Provide field data to engineering for updates to water system map.
11. Begin design of first phase of pipeline capacity upgrades from watershed.
13. Semiahmoo tank re-circulations. Implement improvements related to DOE fecal coliform TMDL working to identify and resolve non-point source pollution concerns around Drayton Harbor with emphasis on eliminating sources. Special focus on Cain Creek water quality.
14. Implement funding program and begin construction of regional stormwater facility for new Gateway zone (old airport land included).

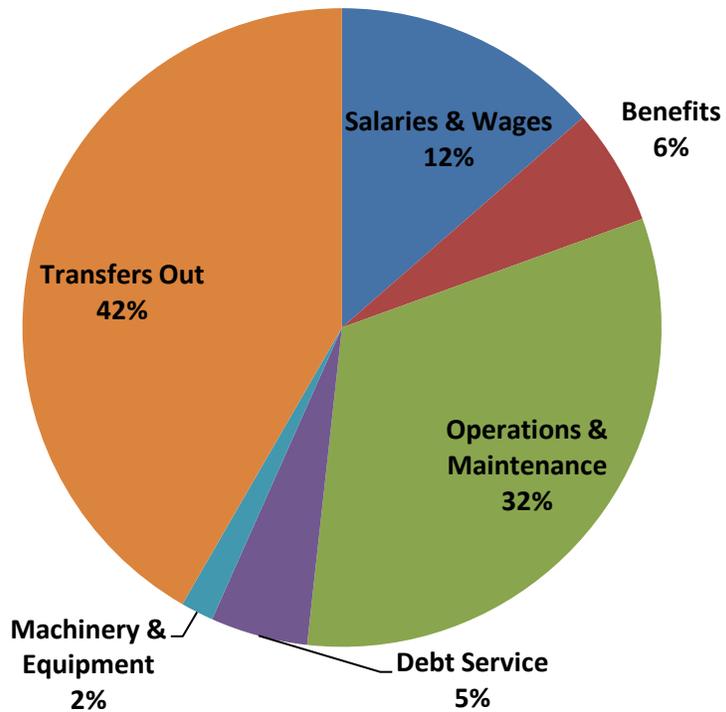
WATER FUND

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Operating Revenue					
Estimated Beginning Fund Balance	435,042	198,200	293,240	95,040	48%
Charges for Services	1,234,828	1,356,219	1,244,708	(111,511)	-8%
Fine & Penalties	12,345	10,000	9,500	(500)	-5%
Interest Earnings	11,399	5,000	2,000	(3,000)	-60%
Miscellaneous	44,575	35,000	35,000	-	0%
Transfers In	1,277	212,000	87,000	(125,000)	-59%
Total Water Fund Revenue	1,304,423	1,618,219	1,378,208	(240,011)	-15%
Total Revenue & Beginning Fund Balance	1,739,465	1,816,419	1,671,448	(144,971)	-8%
Capital Reserve Revenue					
Estimated Beginning Fund Balance	1,902,067	2,011,784	2,041,864	30,080	1%
Interest Earnings	47,655	-	-	-	
Connection Charges	41,743	-	-	-	
Interfund Loan Payment	-	-	10,222	10,222	
Transfers In	330,629	300,000	225,000	(75,000)	-25%
Total Capital Reserve Revenue	420,027	300,000	235,222	(64,778)	-22%
Total Revenue & Beginning Fund Balance	2,322,094	2,311,784	2,277,086	(34,698)	-2%
Operating Expenditures					
Salaries & Wages	187,450	194,492	204,963	10,471	5%
Benefits	80,688	91,868	88,776	(3,092)	-3%
Operations & Maintenance	361,109	478,234	486,830	8,596	2%
Debt Service	172,439	74,228	74,225	(3)	0%
Machinery & Equipment	(4,013)	-	25,000	25,000	
Transfers Out	675,716	720,803	628,716	(92,087)	-13%
Total Water Fund Expenditures	1,473,387	1,559,625	1,508,510	(51,115)	-3%
Ending Fund Balance	266,078	256,794	162,938	(93,856)	-37%
Total Expenditures & Ending Fund Balance	1,739,465	1,816,419	1,671,448	(144,971)	-8%
Capital Reserve Expenditures					
Interfund Loan-City Hall Acquisition	-	-	176,757	176,757	
Transfer Out-Water Operations	-	150,000	-	(150,000)	-100%
Transfer Out-Water CIP	280,000	25,500	90,000	64,500	253%
Total Capital Reserve Expenditures	280,000	175,500	266,757	91,257	52%
Ending Fund Balance	2,042,094	2,136,284	2,010,329	(125,955)	-6%
Total Expenditures & Ending Fund Balance	2,322,094	2,311,784	2,277,086	(34,698)	-2%

Water Operating Revenue



Water Operating Expenditures



PROGRAM TITLE WASTEWATER	PROGRAM NUMBER 535
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FUND TITLE COLLECTION SYSTEM, LIFT STATIONS AND WASTEWATER TREATMENT PLANT	FUND NUMBER 420
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PERSON RESPONSIBLE	POSITION PUBLIC WORKS DIRECTOR
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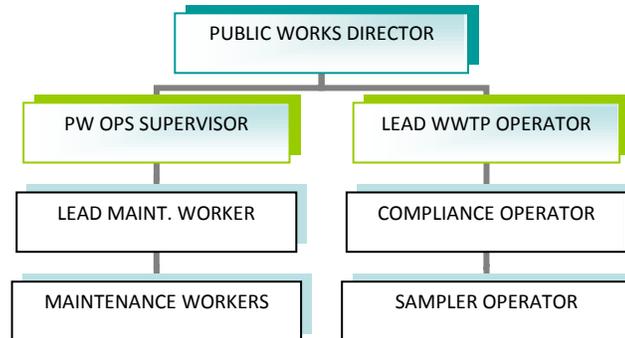
PROGRAM DESCRIPTION

The mission of the Wastewater Utility is to collect and treat wastewater, and comply with federal and state regulations and the City's Wastewater General Sewer Plan. Services include the operation, maintenance and repair of the utility infrastructure, including 44 miles of sewer main, nine lift stations, and a 1.65 million gallons per day, new, state of the art MBR water reclamation facility which produces class A reclaim water.

Additional responsibilities of the Utility include the planning, design and expansion of the utility to meet demands of urban growth, changing regulations, and aging infrastructure.

PERSONNEL SUMMARY: WASTEWATER UTILITY			
POSITION	2010	2011	2012
Public Works Ops Supervisor	0.25	0.25	0.25
Lead Maintenance Worker	0.85	0.85	0.85
Maintenance Worker	0.95	0.95	0.95
Lead WWTP* Operator	1.00	1.00	1.00
WWTP Compliance Operator	1.00	1.00	1.00
WWTP Sampler Operator	0.80	0.80	0.80
Custodian/Maintenance Worker	0.05	0.05	0.05
TOTAL	4.90	4.90	4.90
*Wastewater Treatment Plant			

ORGANIZATIONAL CHART: WASTEWATER UTILITY



PREVIOUS YEAR (2011) PROGRAM ACCOMPLISHMENTS

1. Completed and inspected 20 new services.
2. Performed quarterly (sometimes more frequently) grease removal at lift stations.
3. Completed preventive sewer main jetting.
4. Responded to 5 emergency calls for sewer service.
5. Updated rate study to identify adjustments in rates needed for 2011.
6. Completed various collection system repairs and worked with the property owners to reduce inflow and infiltration (I & I) sources.
7. Prepared monthly and annual reports required by NPDES permit.
8. Completion of Lighthouse Park Water Reclamation Facility (LPWRF) by Stellar J and construction management by Harris and Associates – Completed August 6, 2010..
9. Start up operations of LPWRF.
10. Ongoing Design for Phase III Semiahmoo Wastewater Conveyance to LPWRF (70%) - TetraTech Engineering.
11. Awarded design of reclaimed water supply line for Semiahmoo Golf Course to Wilson Engineering (60%).
12. Finalized draft Reclaimed Water User agreement for Semiahmoo Golf Course.
13. Replaced 400 feet of 15” sewer main and 850 feet of 8” sewer main and laterals associated with the residential streets project.

2012 PLANNED ACTIVITIES/SERVICE LEVELS

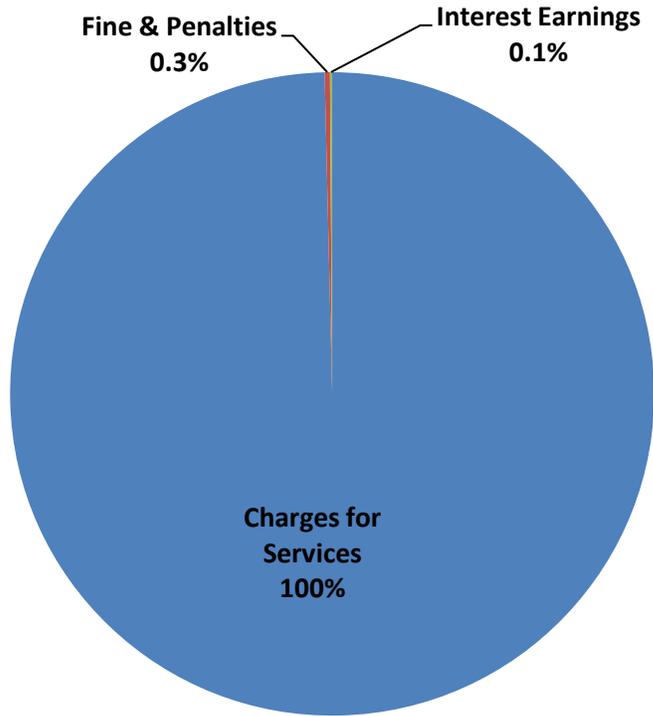
1. Continue inspecting new service connections.
2. Jet clean and inspect sewer mains, and maintain records of same.
3. Conduct annual pressure test of harbor crossing.
4. Continue enhanced grease control at lift stations and at commercial properties under source control program.
5. Improve conveyance system maintenance records and include in database.

6. Review and adjust rates based on actual capital costs.
7. Continue Inflow & Infiltration reduction efforts including enforcement actions for illicit storm water connections to the sanitary conveyance system.
8. Implement Reclaimed Water Program with delivery to Semiahmoo Golf Course.
9. Award contract for construction of Semiahmoo Conveyance Project (Phase III)
10. Award Contract for construction of Reclaimed Water transmission line to Semiahmoo Golf Course.
11. Convert irrigation supply of Semiahmoo Golf Course Pond #1 to reclaimed water source.
12. Initiate Vista Terrace Area LID #16 – approximately 3000 feet of new 8” sewer main.
13. Install cathodic protection improvements to harbor crossing pipe (companion to water) as part of the Phase III Project.
14. Pursue additional grant funding as necessary for Phase III.
15. Consider consolidating collection and treatment plant staff under single division.
16. Coordinate with developers on possible wastewater collection extension to East Blaine.
17. Expand/Improve telemetry on existing lift stations.

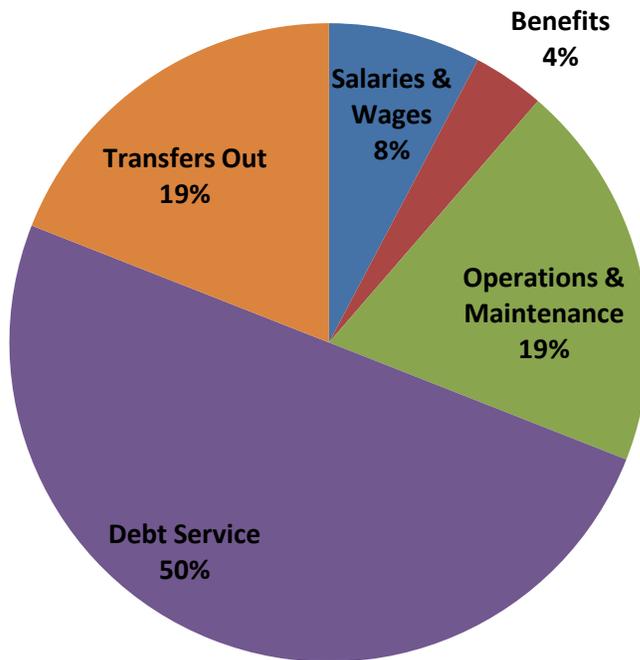
WASTEWATER FUND

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Operating Revenue					
Estimated Beginning Fund Balance	848,960	660,944	566,584	(94,360)	-14%
Charges for Services	3,031,111	3,418,090	3,602,558	184,468	5%
Fine & Penalties	10,041	9,400	9,600	200	2%
Interest Earnings	20,957	13,000	4,000	(9,000)	-69%
Miscellaneous	22,040	-	-	-	
Loan & Capital Proceeds	13,107,345	-	-	-	
Transfers In	85,795	-	-	-	
Total Operating Revenue	16,277,289	3,440,490	3,616,158	175,668	5%
Total Revenue & Beginning Fund Balance	17,126,249	4,101,434	4,182,742	81,308	2%
Capital & Debt Reserves Revenue					
Estimated Beginning Fund Balance	628,113	823,300	666,838	(156,462)	-19%
Interest Earnings	15,277	-	-	-	
Connection Charges	130	-	-	-	
Total Capital & Debt Reserve Revenue	15,407	-	-	-	
Total Revenue & Beginning Fund Balance	643,520	823,300	666,838	(156,462)	-19%
Operating Expenditures					
Salaries & Wages	317,738	300,667	296,730	(3,937)	-1%
Benefits	128,581	141,315	139,484	(1,831)	-1%
Operations & Maintenance	570,295	690,489	754,705	64,216	9%
Debt Service	7,952,187	1,847,201	1,922,458	75,257	4%
Machinery & Equipment	95,157	12,000	-	(12,000)	-100%
Transfers Out	7,368,089	741,394	731,783	(9,611)	-1%
Total Operating Expenditures	16,432,047	3,733,066	3,845,160	112,094	3%
Ending Fund Balance	694,202	368,368	337,582	(30,786)	-8%
Total Expenditures & Ending Fund Balance	17,126,249	4,101,434	4,182,742	81,308	2%
Capital & Debt Reserves Expenditures					
Transfer Out-Sewer Capital Improvement Plan	154,455	-	-	-	
Total Capital & Debt Reserve Expenditures	154,455	-	-	-	
Ending Fund Balance	489,065	823,300	666,838	(156,462)	-19%
Total Expenditures & Ending Fund Balance	643,520	823,300	666,838	(156,462)	-19%

Wastewater Operating Revenue



Wastewater Operating Expenditures



PROGRAM TITLE	PROGRAM NUMBER
STORM WATER	538

FUND TITLE	FUND NUMBER
STORM WATER	425

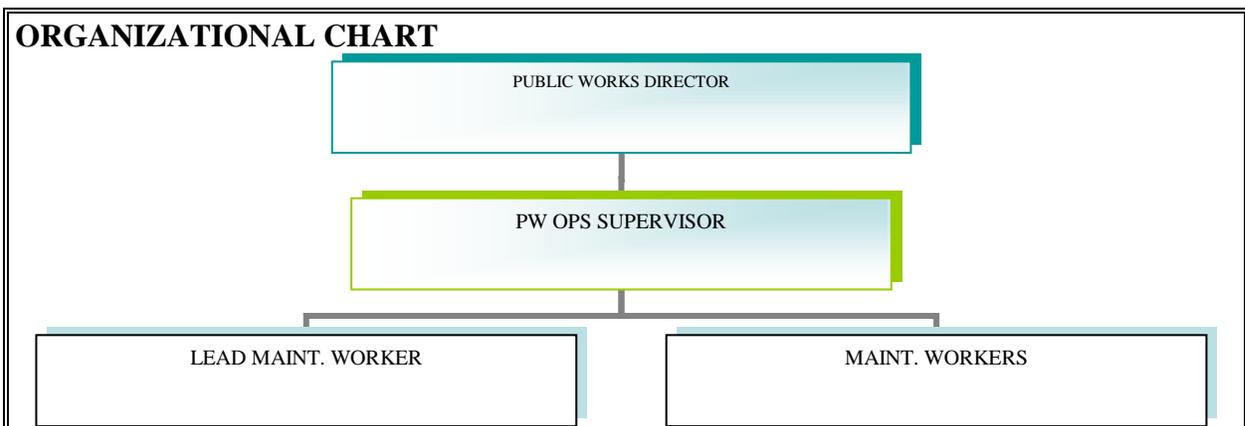
PERSON RESPONSIBLE	POSITION
	PUBLIC WORKS DIRECTOR

PROGRAM DESCRIPTION

The mission of the Storm Water Utility is to provide the citizens of Blaine with storm water management services. Services include compliance monitoring, street sweeping, the cleaning of catch basins and ditches, spoils disposal, and capital project development.

PERSONNEL SUMMARY: STORM WATER UTILITY

POSITION	2010	2011	2012
Public Works Ops Supervisor	0.16	0.16	0.16
Lead Maintenance Worker	0.35	0.36	0.36
Maintenance Work	0.45	0.40	0.40
TOTAL	0.96	0.92	0.92



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

Routine Maintenance Activities

1. Responded to 16 requests for service, both public and interdepartmental.
2. Performed maintenance activities to reduce flooding problems.
3. Provided weekly street sweeping.
4. Used vector truck for regular catch basin cleaning.
5. Repaired damaged or degraded storm water collection system

Storm Facility Improvement Activities

6. Installed catch basins and area drains to provide storm sewer access and address wastewater inflow.
7. Finalized design of infiltration BMP demonstration project for Drayton Harbor discharge (south of H Street Boardwalk plaza)
8. Improved roadside drainage along Drayton Harbor road to reduce overtopping during heavy rains.

Construction Project/Major Improvements

9. Retained Reichardt & Ebe for the design of the Gateway Regional Storm Water Facility.

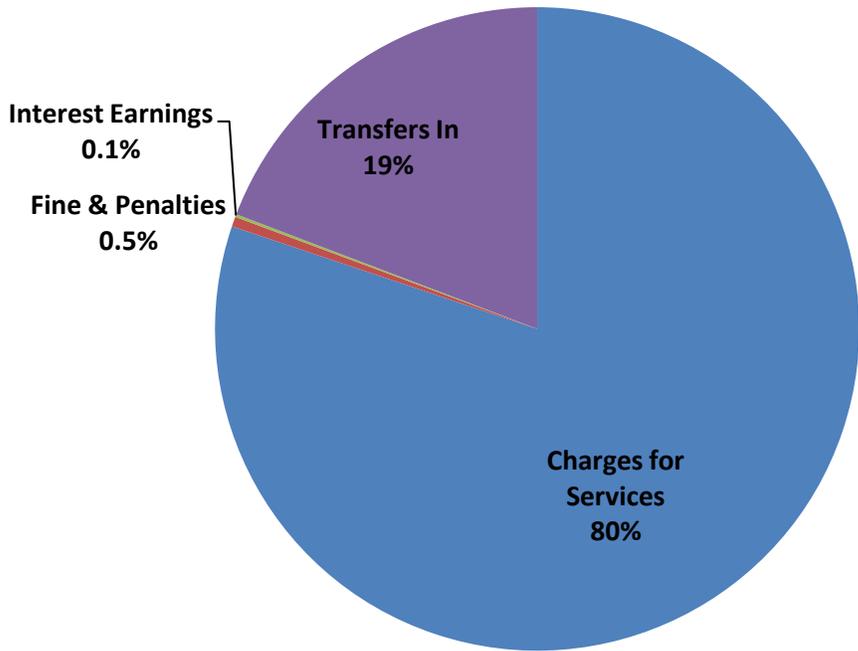
2012 PLANNED ACTIVITIES/SERVICE LEVEL

1. Continue annual catch basin cleaning.
2. Design and install Public Works yard water quality (oil/water separator).
3. Implement rate study for stormwater utility implementation.
4. Improve inventory of installed storm water facilities. Expand roadway marking program
5. Improve maintenance recordkeeping and enforce maintenance of private features.
6. Monitor private construction (particularly during winter) to ensure compliance with approved pollution prevention plans.
7. Implement improvements related to DOE fecal coliform TMDL working to identify and resolve non-point source pollution concerns around Drayton Harbor with emphasis on eliminating sources. Special focus on Cain Creek water quality.
8. Finish design and construct storm water quality improvement project for Public Works vehicle compound.
9. Implement funding program and begin construction of regional stormwater facility for new Gateway zone (old airport land included).

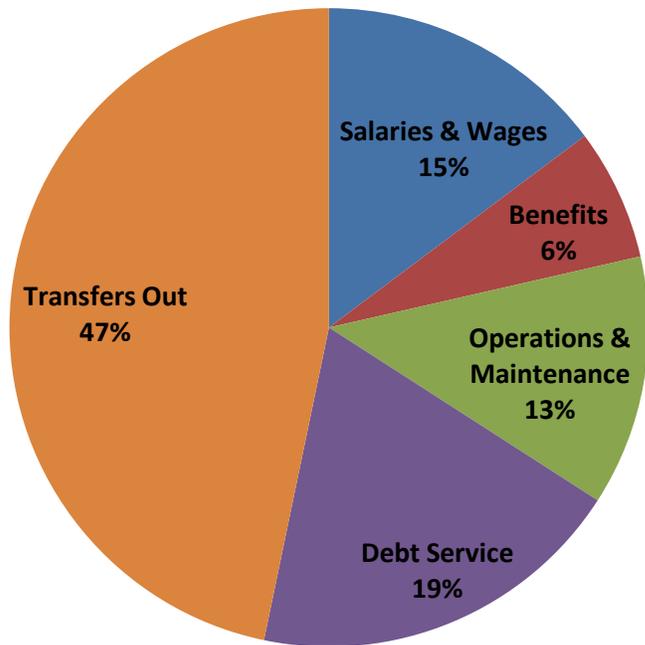
STORM WATER FUND

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Operating Revenue					
Estimated Beginning Fund Balance	78,505	95,765	75,000	(20,765)	-22%
Charges for Services	286,630	290,000	290,000	-	0%
Fine & Penalties	2,070	1,800	1,800	-	0%
Interest Earnings	2,183	1,300	500	(800)	-62%
Transfers In	281,845	61,125	69,461	8,336	14%
Total Operating Revenue	572,727	354,225	361,761	7,536	2%
Total Revenue & Beginning Fund Balance	651,232	449,990	436,761	(13,229)	-3%
Capital Reserve Revenue					
Estimated Beginning Fund Balance	15,367	19,480	32,000	12,520	64%
Interest Earnings	403	390	150	(240)	-62%
Connection Charges	4,997	2,000	2,000	-	0%
Transfers In	-	90,000	90,000	-	0%
Total Capital Reserve Revenue	5,400	92,390	92,150	(240)	0%
Total Revenue & Beginning Fund Balance	20,768	111,870	124,150	12,280	11%
Operating Expenditures					
Salaries & Wages	59,302	54,635	53,526	(1,109)	-2%
Benefits	24,173	24,456	24,139	(317)	-1%
Operations & Maintenance	40,906	42,265	45,961	3,696	9%
Debt Service	72,803	69,538	69,461	(77)	0%
Machinery & Equipment	217,740	-	-	-	-
Transfers Out	157,630	171,469	169,430	(2,039)	-1%
Total Operating Expenditures	572,553	362,363	362,517	154	0%
Ending Fund Balance	78,679	87,627	74,244	(13,383)	-15%
Total Expenditures & Ending Fund Balance	651,232	449,990	436,761	(13,229)	-3%
Capital Reserve Expenditures					
Transfer-Out Storm Water CIP	-	90,000	-	(90,000)	-100%
Total Capital Reserve Expenditures	-	90,000	-	(90,000)	-100%
Ending Fund Balance	20,768	21,870	124,150	102,280	468%
Total Expenditures & Ending Fund Balance	20,768	111,870	124,150	12,280	11%

Storm Water Operating Revenue



Storm Water Operating Expenditures



PROGRAM TITLE:

PROGRAM NUMBER:

AIRPORT

546

FUND TITLE:

FUND NUMBER:

AIRPORT FUND

430

PERSON RESPONSIBLE:

POSITION:

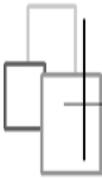
GARY R TOMSIC

CITY MANAGER

PROGRAM DESCRIPTION

The Blaine City Council passed a motion to close the Blaine airport effective December 31, 2008. The City provided the FAA with official notification that the airport closed on that date.

The Council has directed that the former airport property be sold. Once the property is sold, a budget amendment will reflect the proceeds from the sale to repay bonds, repay loans to the City's reserve fund, and reimburse the City's street capital fund. The remaining funds will be transferred to the general fund reserve and will be available for City projects.



Airport Fund

Description	2010 Actual	2011 Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
(Airport Fund					
(Revenue					
(Beginning Fund Balance	271	-	332,698	332,698	0%
(Interest Earnings	13	-	-	-	
Space & Facilities Leases	15,012	-	-	-	
Interfund Loan Proceeds	113,677	-	-	-	
Sale of Airport Property	-	728,244	-	(728,244)	-100%
Sale of Capital Assets	1,500	-	-	-	
Total Revenue	130,202	728,244	-	(728,244)	-100%
Total Revenue & Beginning Fund Balance	130,473	728,244	332,698	(395,546)	-184%
Expenditures					
(Professional Services	2,844	-	-	-	
Communications	145	-	-	-	
Utilities	6,749	-	-	-	
Miscellaneous	10	-	-	-	
State Grant Repayments	97,087	-	-	-	
Interfund Loan Repayment	-	100,000	332,698	232,698	233%
LTGO Bond Payment	23,637	25,035	-	(25,035)	-100%
(Transfers Out	-	270,511	-	(270,511)	-100%
Total Expenditures	130,472	395,546	332,698	(62,848)	-16%
(Ending Fund Balance	-	332,698	-	(332,698)	-100%
Total Expenditures & Ending Fund Balance	130,472	728,244	332,698	(395,546)	-54%

PROGRAM TITLE:	PROGRAM NUMBER:
PUBLIC WORKS ADMINISTRATION	539

FUND TITLE:	FUND NUMBER:
PUBLIC WORKS	503

PERSON RESPONSIBLE:	POSITION:
	PUBLIC WORKS DIRECTOR

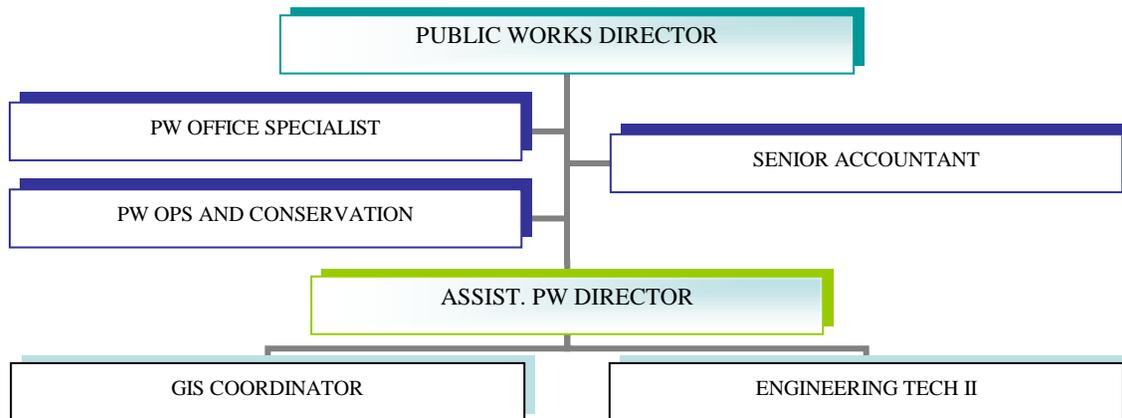
PROGRAM DESCRIPTION

Provide administrative, clerical, website, and engineering support services to the Electric, Water, Wastewater, and Storm Water Utilities, to Street Operations, and to General Government, including Community Development, Public Safety, Facilities, Parks, and Cemetery. Administrative and clerical support includes general management and office supervision, secretarial/reception, time-keeping, and customer service. Website support includes creating, updating, and maintaining current all Public Works information on the site. Engineering support includes research and response to public inquiries, development review, design calculations, capital project oversight, regulatory compliance, and mapping/geographic information systems (GIS).

PERSONNEL SUMMARY: PUBLIC WORKS ADMINISTRATION

POSITIONS	2010	2011	2012
Public Works Director	1	1	1
Assistant Public Works Director	1	1	1
Senior Accountant	1	1	1
GIS Coordinator	1	1	1
PW Office Specialist	1	1	1
Engineering Tech II	1	1	1
Conservation Coordinator	0.80	0.80	0.80
TOTAL	6.8	6.8	6.8

ORGANIZATIONAL CHART: PUBLIC WORKS ADMINISTRATION



PREVIOUS YEAR (2011) PROGRAM HIGHLIGHTS

Public Works Administration

1. Logged and tracked responses for 416 requests for service, both public and interdepartmental.
2. Logged and tracked responses for 225 recurring action items (monthly, quarterly, annual, and semi-annual work assignments).
3. Provided staff support for two street/alley vacations.
4. As of October, had processed 34 utility requests, 39 street excavation permits and 14 street obstruction permits.
5. Worked with consulting firm FCSG and Finance Department on rate analysis for wastewater and water utility rates and grant/loan agreements.
6. Completed traffic counts at 15 locations.
7. Updated and revised City website and expanded online forms available to customers.
8. Published and distributed annual Consumer Confidence Report (CCR) and Fuel Mix report.
9. Updated and maintained Action Log and Recurring Maintenance databases.
10. Continued to improve utility request process and associated database, including better coordination with planning review and building permit process.
11. Prepared for Council five Ordinances including, one to Title 12, three to Title 13, and one for the update to the Capital Facilities Plan.
12. Worked with Finance on updates to the Unified Fee Schedule.
13. Coordinated with Planning on Title 17 update – development standards section

Technical Support Services

14. Expanded GIS information available for internal and external use and provided project mapping support for 37 projects for public works, other departments and the general public.
15. Continued to scan historical PW data and drawings into LaserFiche system.
16. Continued updates of maps of water, wastewater, stormwater, electrical, etc.

17. Comprehensive update of water and electrical system maps based on interviews with field personnel.
18. As of November, participated in technical reviews/pre-application meetings for thirty projects and assisted Community Development with developer projects in-progress, including inspection of developer constructed roads and utilities. Provided ongoing support on an additional 13 developer projects and 14 city projects.
19. Updated project and other information on City webpage.

Engineering/Planning/Contracts

20. Expanded GIS information available for internal and external use and provided project mapping support for 41 projects for public works, other departments and the general public.
21. Began implementation of East Blaine Infrastructure Plan with East Maple Ridge and Grandis Pond development proposals.
22. Continued to support Lighthouse Point WRF construction and pursued funding for Phase II, Water Reclamation.
23. Participated on regional transportation planning committees, Transportation Technical Advisory Committee (TTAC) and International Mobility and Trade Corridor (IMTC).
24. Retained TRANSPRO (Consultant) to assist with traffic analysis for Gateway General Binding Site Plan.
25. Completed Well 5.1 construction and activation.
26. Applied for \$ 468,000 TIB funding for Mitchell Avenue improvements.
27. Applied for \$76,000 TIB funding for Boblett Sidewalk extension .

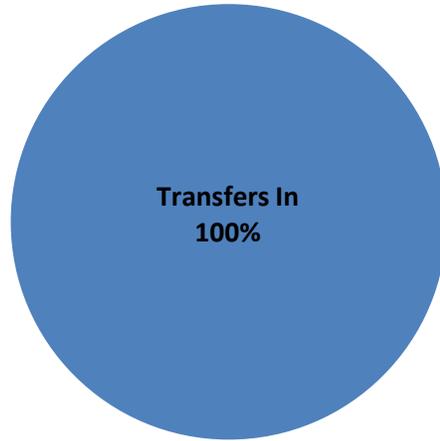
2012 Public Works Project & Department Goals

1. Conduct Stormwater Rate Study.
2. Update and revise Transportation Element of Comprehensive Plan
3. Implement Regional Stormwater program for Gateway (Airport) area.
4. Position and apply for grants and loans for key projects.
5. Improve in-house inspection capabilities.
6. Conduct annual traffic counts.
7. Continue implementing expanded and integrated GIS.
8. Continue to maintain and update utility as-built records and utility asset database.
9. Update project and other information on City webpage.
10. Expand water SCADA system to include all wells and reservoirs.
11. Continue to record and track customer requests and resolution.
12. Improve network file organization and establish improved filing processes.
13. Implement control & monumentation survey.
14. Recruit and hire seasonal maintenance worker and janitor.
15. Update City's *Development Guidelines and Public Works Standards*.
16. Coordinate publication of annual reports (CCR, Fuel Mix) with Finance Department.
17. File monthly and annual reports required under NPDES permit.
18. Coordinate implementation to include possible East Blaine Utility Easements LID/ULID.

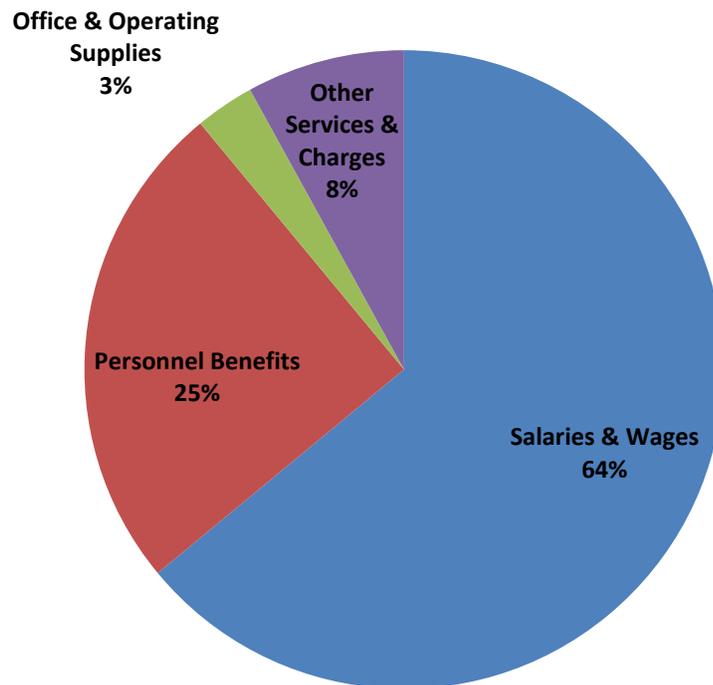
**PUBLIC WORKS
ADMINISTRATION**

Description	2010 Actual	2011 Adopted Budget	2012 Budget	Dollar Change (Compared to 2011 Budget)	% Change (Compared to 2011 Budget)
Revenue					
Estimated Beginning Fund Balance	73,495	6,283	18,800	12,517	199%
Interest Earnings	1,236	-	-	-	
Transfers In	640,557	766,955	720,218	(46,737)	-6%
Total Operating Revenue	641,793	766,955	720,218	(46,737)	-6%
Total Revenue & Beginning Fund Balance	715,288	773,238	739,018	(34,220)	-4%
Expenditures					
Salaries & Wages	473,275	477,400	464,888	(12,512)	-3%
Personnel Benefits	166,829	185,367	177,591	(7,776)	-4%
Office & Operating Supplies	17,541	23,100	20,400	(2,700)	-12%
Other Services & Charges	43,462	62,895	58,176	(4,719)	-8%
Machinery & Equipment	12,326	12,500	-	(12,500)	-100%
Total Operating Expenditures	713,433	761,262	721,055	(40,207)	-5%
Ending Fund Balance	1,855	11,976	17,963	5,987	50%
Total Expenditures & Ending Fund Balance	715,288	773,238	739,018	(34,220)	-4%

Public Works Admin. Revenue



Public Works Admin. Expenditures



PROGRAM TITLE:	PROGRAM NUMBER:
DEBT SERVICE FUNDS	580-590

FUND TITLE:	FUND NUMBER:
GENERAL OBLIGATION DEBT SERVICE FUNDS	201
	204
	207
LID GUARANTY FUND	230
EDI & CERB LOANS	202
	236

PERSON RESPONSIBLE:	POSITION:
JEFFREY LAZENBY	FINANCE DIRECTOR

PROGRAM DESCRIPTION

Debt Service Funds account for the payments of principal and interest on various kinds of debt. This debt does not include the utility debt as that is shown in the individual utilities; those are classified as revenue bonds. Local Improvement District (LID) Debt Service is paid as assessments are collected. These bonds are callable according to what monies are available, and are secured by the assessed valuation of the properties. Currently, all of the LID debt is paid in full.

The debt accounted for in these funds is general obligation debt. The obligation to pay for this liability was approved at the time of issuance of debt. The purpose of the budget is to monitor and record the debt activity.

2012 SUMMARY OF EXPENDITURES: DEBT SERVICE

201 - 207 General Obligation Debt Service: General Obligation Debt Service is set at the time of issuance of the debt. It is usually non-callable for 10 years, and is secured by the full taxing authority of the City. The Library and Community Center were paid off and Fire Station No. 3 was added in 2003. The 1994A General Obligation (GO) Bond was refunded in December 2007 and a Limited Tax General Obligation (LTGO) Bond was issued for the Street Improvements. In 2012, a LTGO Bond will be issued for the purchase and improvement of a new city hall building. The 2003 voted Unlimited Tax General Obligation Bond for Fire Station No. 3 will be refunded (refinanced) in 2012.

230 - LID Guaranty Fund: This fund was set up to back all of the LID debt service; as this debt is paid off, it is available for general purposes. The guaranty can pay for any ongoing LID administration.

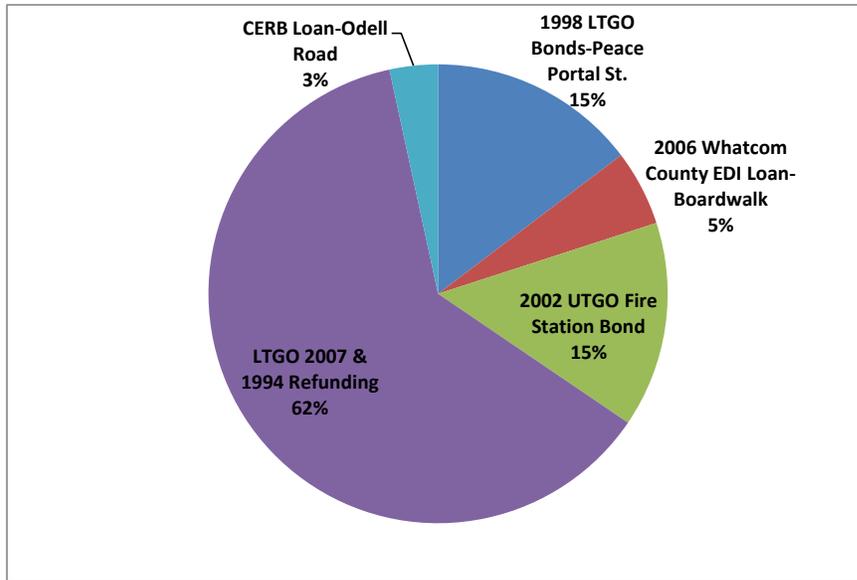
202 – Peace Portal Boardwalk Whatcom County Economic Development Incentive (EDI) Loan: This loan was made by Whatcom County for the Peace Portal Boardwalk and will be repaid with REET I (Real Estate Excise Tax I) revenues.

236 – Community Economic Revitalization Board (C.E.R.B.) Loan: This loan is paid by a predetermined funding source. CERB 236 is paid by increased property tax revenue generated by the Blaine Business Park.

	2010 ACTUAL	2011 ADOPTED BUDGET	2012 BUDGET	Variance	% Change from 2011 to 2012
200 Debt Service Funds Revenue					
Estimated Beginning Fund Balance	277,667	275,778	267,247	(8,531)	-3.09%
Property Tax	126,376	131,821	137,359	5,538	4.20%
Interest	8,530	-	-	-	
LID Assessments	2,826	2,659	-	(2,659)	-100.00%
Transfers In	707,493	856,098	800,821	(55,277)	-6.46%
Total Debt Service Funds Revenues	845,225	990,578	938,180	(52,398)	-5.29%
Total Revenue & Beginning Fund Balance	1,122,893	1,266,356	1,205,427	(60,929)	-4.81%

200 Debt Service Funds Expenditures

201	1998 LTGO Bonds-Peace Portal St.	42,989	46,096	140,306	94,210	204.38%
202	2006 Whatcom County EDI Loan-Boardwalk	50,868	50,868	50,868	-	0.00%
204	2002 UTGO Fire Station Bond	135,064	136,952	138,539	1,587	1.16%
207	LTGO 2007 & 1994 Refunding	561,653	813,436	593,526	(219,910)	-27.03%
236	CERB Loan-Odell Road	33,155	32,854	32,522	(332)	-1.01%
228, 230, 235	Transfers Out	7,000	-	-	-	
	Total Debt Service Funds Expenditures	830,729	1,080,206	955,761	(124,445)	-11.52%
	Ending Fund Balance	292,164	186,150	249,666	63,516	34.12%
	Total Expenditures & Ending Fund Balance	1,122,893	1,266,356	1,205,427	(60,929)	-4.81%





The Capital Facilities Plan

The Capital Facilities Plan (CFP) is a planning process identifying the capital investment a local government intends to make over a period of time. Capital for a local government constitutes the facilities and materials needed to perform the jurisdiction's function, and to produce and deliver the services expected of it. Generally speaking, Capital Facilities are a structure, improvement, pieces of equipment or other major assets having a useful life of at least five years. Capital Facilities are provided by or for public purposes and services.

While a CFP does not cover routine maintenance, it does include renovation, major repair or reconstruction of damaged or deteriorating facilities. While Capital Facilities do not usually include furniture and equipment, a Capital Project may include the furniture and equipment clearly associated with a newly constructed or renovated facility.

The planning period for a CFP is six years. The expenditures proposed for the first year of the program are incorporated into the Annual Budget as the Capital Budget.

One of the most important aspects of the CFP process is it is not a once a year effort, but an important ongoing part of the City's overall management process. New information and evolving priorities require continual review. Each time the review is carried out, it must be done comprehensively.

Several traditionally recognized benefits can accrue to the community as the result of preparing and maintaining a sound Capital Facilities Plan. These include:

1. The CFP shows citizens and city officials where and when projects are expected. This information is useful in coordinating public projects with the comprehensive plan. In addition, it ensures those making private development decisions are fully informed about the City's intentions as to the timing and location of public facility projects.
2. The CFP process serves as a basis for the management of projects. This includes the coordination of the efforts of various departments responsible for land acquisition, design, construction and operation of the new facility. It also includes the management of cash flow to ensure the funds are available and are used in the most effective possible way.
3. The Growth Management Act requires the City of Blaine to adopt a CFP and incorporate it as part of the City's Comprehensive Plan. The central set of priorities will be embodied in the City's Comprehensive Plan guiding decisions on land use issues.

4. The CFP establishes the relationship between desired levels of service and the ability of the City to fund public facility improvements. In this way, citizens are able to work with elected officials to determine how much improvement of the City's infrastructure is realistic in view of what the community is willing to pay through existing revenues, increased taxes, user fees and impact fees.
5. The CFP establishes a reasonable multi-year spending plan that can help keep the expectations for public facility construction within the City's ability to pay. Accordingly, agencies issuing bond ratings consider it very important for the City to have a well considered Capital Facilities Planning process, and to adopt and follow the program relatively closely.

The CFP ties the City's physical development to community goals and decisions expressed through hearings, citizen advisory groups and such documents as the Comprehensive Land Use Plan. Not only does the CFP identify projects to meet the goals, but it also matches projects with available funds ranging from property tax dollars and user fees to state and federal grants.

The CFP cycle incorporates key phases: planning, defining/formulating, program decision-making, and implementation.

<u>Planning</u>	<u>Defining/Formulating</u>	<u>Program Decision-Making</u>	<u>Implementation</u>
Long Term Vision	Needs Identified	Projects Reviewed	Projects Constructed, Operated & Maintained
Comprehensive Plan	Specific Project Proposals	Projects Evaluated Against Needs/Plans	
Facilities Plan	Project Financing	Adoption of Funding Package	

Council Annual Goals

Each phase offers opportunities for citizens to be involved in ways that provide understanding and a means to influence the outcome. In the planning phase, for example, input from the community is sought on refinements to the Comprehensive Land Use Plan and development of facility plans for such things as water and wastewater systems.

Policy-makers, boards and commissions, and staff seek public input in the development of specific project proposals for programs that comprise each six-year plan. Annual public meeting and hearings are held with the Planning Commission and Council. These projects are then evaluated against the vision for the community, council goals and other needs resulting from planned development and immediate capital needs.

List of Projects

This section contains the list of projects that have been identified in the elements of the Plan that are needed to obtain and sustain the adopted levels of services. The Six Year list of capital facilities will be reviewed, prioritized and revised annually, by the City Council. Projects may be exchanged between the current Six Year Capital Facilities Plan and this list as priorities are established.

The six-year citywide Capital Facilities Plans is not required to be financially balanced, under GMA requirements, the long term plan must have either a financing plan or strategy to finance the plan.

**CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR GENERAL GOVERNMENT**

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
Project Cost									
<i>Police Station Remodel/Re-roof (Option)</i>				250,000			250,000		250,000
<i>Library Expansion (Option)</i>				500,000			500,000		500,000
New City Hall & Improvements	2,160,000						2,160,000	5,000,000	7,160,000
Police Station*								3,000,000	3,000,000
New Library*						3,000,000	3,000,000		3,000,000
New Community Center*								3,000,000	3,000,000
Funding Sources									
Real Estate Excise Tax	560,000						560,000		560,000
Other Funds	320,000						320,000		320,000
General Obligation Bond	1,280,000					3,000,000	4,280,000	11,000,000	15,280,000
Summary									
Project Costs	2,160,000			750,000		3,000,000	5,910,000	11,000,000	16,910,000
Funding Sources	2,160,000					3,000,000	5,160,000	11,000,000	16,160,000
Balance				(750,000)			(750,000)		(750,000)

* One or more of these projects could be combined

CITY OF BLAINE

CAPITAL IMPROVEMENT PLAN FOR PARKS & CEMETERY

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
Community Parks Improvement									
Cain's Wharf Wetlands (const & ease)								500,000	500,000
Dakota Creek Park acq								570,000	570,000
D. Cr. Prk Improve. Phs 1 (Shoreline)								45,000	45,000
D. Cr. Prk Improve. Phs 2 (Uplands)								75,000	75,000
Lighthouse Point Building (lighthouse)								750,000	750,000
Lincoln Park (facility upgrades)		40,000					40,000	150,000	190,000
Marine Park (shoreline, phases 1,2,3)								440,000	440,000
Marine Park (shelters)								35,000	35,000
Watershed Trailhead Parking								75,000	75,000
Watershed Kids' Fishing Access								20,000	20,000
Plover Park								75,000	75,000
Neighborhood Park Improvement									
10th Street ROW								20,000	20,000
7th Street ROW Grounds	25,000						25,000		25,000
7th Street ROW Playground					40,000		40,000		40,000
Brickyard Park (Playground)	40,000						40,000		40,000
Motts Hill Park 1 (E Street)								45,000	45,000
Motts Hill Park 2 (N Harvey)								70,000	70,000
Steen St. Park								45,000	45,000
Salishan Land acq								100,000	100,000
Shoreline Use Areas									
4th Street View Area								60,000	60,000
Cherry Street property acquisition								60,000	60,000
Cherry Street View Area								50,000	50,000
Montfort Park Shoreline Access								12,000	12,000
Ruby Street Shoreline Access								15,000	15,000
Runge Ave Park (street end)								75,000	75,000
Special Projects									
Interpretive Sign Route	24,000						24,000		24,000
Skate Park new equipment			25,000				25,000		25,000
Cemetery Projects									
Niche Wall								75,000	75,000
Funding Sources									
Beginning Fund Balance	62,000	2,000					64,000		64,000
Agencies/Developers	8,000						8,000		8,000
Community group fund raising								750,000	750,000
Local Grants								300,000	300,000

**CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR PARKS & CEMETERY**

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
State Grants									
ALEA-WDFW								200,000	200,000
ESRP-RCO								250,000	250,000
LWCF-RCO								450,000	450,000
STP-Enhancement	11,000						11,000		11,000
FDPG-ECY									
REET		28,000	15,000		15,000		58,000	830,000	888,000
General Fund					15,000		15,000	532,000	547,000
Impact Fee Reserve	10,000	10,000	10,000		10,000		40,000	50,000	90,000

Summary

Project Costs	89,000	40,000	25,000		40,000		194,000	3,362,000	3,556,000
Funding Sources	91,000	40,000	25,000		40,000		196,000	3,362,000	3,558,000
Balance	2,000						2,000		2,000

ALEA = Aquatic Lands Enhancement Account, Dept. Fish and Wildlife

ESRP = Estuary and Salmon Restoration Program, Recreation and Conservation Office

LWCF = Land and Water Conservation Fund, Recreation and Conservation Office

FDPG = Flood Damage Prevention Grant, Dept. of Ecology

Local Grants = Northwest Parks and Recreation District

STP Enhancement = Surface Transportation Enhancement

REET = Real Estate Excise Tax

STP Enhancement = Surface Transportation Enhancement

CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR TRANSPORTATION

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2031	20 Year Total
6-Year TIP (Streets Only)									
I-5 Exit 274 Interchange/Environmental Review & PS&E			1,500,000	1,500,000			3,000,000		3,000,000
Marine Drive Gateway - Phase 2 (50% Match Port Funded)	469,000						469,000		469,000
Peace Portal Bike/Ped Path - Cherry to Bayview	203,000						203,000		203,000
H Street Downtown Revitalization - Peace Portal to Harrison	445,000						445,000		445,000
I-5 Overpass Pedestrian Approach Ramps Retrofit H St/Mitchell		80,000					80,000		80,000
Boblett/SR 543 Signalization & Pedestrian Safety* (Grant Dependent)		140,000		810,000			950,000		950,000
H Street Pedestrian Overpass - H Street & SR 543					2,200,000		2,200,000		2,200,000
D Street Reconstruction & Safety Improvements* - SR 543 to Allan		110,000	1,200,000				1,310,000		1,310,000
Hughes Ave/Peace Portal Intersection Realignment*		30,000	350,000				380,000		380,000
E Street Reconstruction 6th to 12th		85,000	850,000				935,000		935,000
Marine Drive - Phase 3 - Lighthouse Park to Pier			200,000	2,000,000			2,200,000		2,200,000
H Street Reconstruction Phase 2* - Terrace to Ronald Dr			120,000	1,200,000			1,320,000		1,320,000
H Street Reconstruction Phase 3* - Ronald Dr to North Harvey								1,500,000	1,500,000
"Mott's Hill" Parkway (D/E St) Realignment* - Allan to Jerome					50,000	500,000	550,000		550,000
Hughes Avenue Reconstruction* - Peace Portal to Odell					200,000	2,000,000	2,200,000		2,200,000
Mitchell Ave Reconstruction (Grant Pending)	85,000	420,510					505,510		505,510
Boblett Sidewalk Extension (Grant Pending)	100,556						100,556		100,556
Yew Avenue Repairs & Overlay - Hughes to Boblett					15,000	450,000	465,000		465,000
20-Year Plan ***									
Bayview Avenue Reconstruction								440,000	440,000
Peace Portal/H Street Signalization*								450,000	450,000
Mitchell Ave/H Street Signalization*								450,000	450,000
I-5 Exit 274 Interchange Improvements*								45,000,000	45,000,000
Grant Street Extension								200,000	200,000
Cedar St Reconstruction Peace Portal to Mitchell								1,040,000	1,040,000
SR 543 Grade Separated Pedestrian Crossing								1,100,000	1,100,000
Semiahmoo Spit Shoreline Stabilization								500,000	500,000
Peace Portal/Bell Rd Signalization*								450,000	450,000
Blaine Rd/Drayton Harbor Rd Signalization*								300,000	300,000
Drayton Harbor Rd/Harbor View Rd Signalization*								300,000	300,000
Mitchell Ave/Peace Portal Signalization*								450,000	450,000
H Street/Harrison Signalization*								450,000	450,000
Hughes Rd/ Peace Portal Signalization*								450,000	450,000
East Blaine Infrastructure (Development Dependent)									
Motts Hill Parkway (Phased) Jerome to Valley View Rd								15,000,000	15,000,000
Allan Street Improvements								1,300,000	1,300,000
North Harvey Rd Widening & Intersection Realignment								2,000,000	2,000,000
Canada View Drive (Phased) 16th St. to Grandis Pond								12,000,000	12,000,000
New North/South East Blaine Collectors								1,500,000	1,500,000
East Blaine UGA Street Improvements								4,000,000	4,000,000
Trails & Pathways									

CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR TRANSPORTATION

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2031	20 Year Total
Boardwalk - Pedestrian Rail Overpass - <i>H Street to Milhollin</i>			120,000	1,200,000			1,320,000		1,320,000
Peace Portal Bike/Pedestrian Pathway - <i>Bayview to Bell</i>								765,000	765,000
Semiahmoo Parkway Trail Improvements			300,000				300,000		300,000
Montfort Neighborhood Trail		15,000	15,000	15,000			45,000		45,000
Wharf Loop Trail Paving (Marine Pk link)				30,000			30,000		30,000
Cain Creek Trail (Future Bridge)			20,000				20,000	30,000	50,000
Monfort Trail Rail X-ing (Peds)								50,000	50,000
7th Street ROW Greenway Trail	15,000						15,000		15,000
Semiahmoo Trail Spot Resurfacing (Grant Dependant)	91,000						91,000		91,000
Jerome St Trail <i>E St. to H St.</i>								80,000	80,000
Mid-term Trail Priorities								750,000	750,000
Long-term Trail Priorities								1,250,000	1,250,000
Debt Payments**	607,125	628,925	644,125	662,925	680,125	701,575	3,924,800	693,728	4,618,528

Funding Sources

Beginning Fund Balance	550,000	570,120	2,714,391				3,834,511		3,834,511
Property Tax Levy (equals debt payment monies from 333 & 332)	607,125	613,196	619,328	625,521	631,777	638,094	3,735,042	644,475	4,379,518
Street Reimbursement from Airport Sale							-		-
Developer Contibution or LID			500,000		1,000,000		1,500,000		1,500,000
Federal Grant Funding (STP-R, SAFETEA-LU)									
Future Federal Funding Cycle		2,000,000					2,000,000	6,000,000	8,000,000
STP-R - H Street Revitalization (Design)	15,000						15,000		15,000
STP-R - H Street Revitalization	370,000						370,000		370,000
STP-E - Peace Portal Trail	120,000						120,000		120,000
State Grants							-		-
Future CERB Funding Opportunity			1,000,000				1,000,000	3,000,000	4,000,000
Future TIB Grant Opportunities		600,000		600,000			1,200,000	7,000,000	8,200,000
TIB Federal Funding Match (H St. Revitalization)	60,000						60,000		60,000
TIB Marine Dr Gateway	443,000						443,000		443,000
TIB SC-SP (Peace Portal Trail)	25,000						25,000		25,000
Mitchell Ave Reconstruction (Grant Pending)	76,500	378,459					454,959		454,959
Boblett Sidewalk Extension (Grant Pending)	90,500						90,500		90,500
Semiahmoo Path Repairs (Grant Pending)	76,122						76,122		76,122
Semiahmoo Path Repairs (Transf from Electrical Fund)	14,898						14,898		14,898
Pedestrian Bridge								950,000	950,000
Port of Bellingham									
Future Port Funding Opportunites		20,000	20,000	20,000	20,000		80,000	240,000	320,000
Marine Dr - Gateway - Phase II (50%)	26,000						26,000		26,000
Marine Dr - West End - Phase III (100%)								3,000,000	3,000,000
Fund 332/333 Transf City Match									
Peace Portal Trail	40,000						40,000		40,000
Marine Dr - Gateway - Phase II (50%)	26,000						26,000		26,000
Mitchell Ave Reconstruction (Grant Pending)	8,500	42,051					50,551		50,551

**CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR TRANSPORTATION**

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2031	20 Year Total
Boblett Sidewalk Extension (Grant Pending)	10,056						10,056		10,056
Semiahmoo Path Repairs (Grant Pending)	9,100						9,100		9,100
Northwest Parks and Recreation District (Peace Portal Trail)	18,000						18,000	2,200,000	2,218,000
Summary									
Project Costs	2,015,681	1,509,435	5,319,125	7,417,925	3,145,125	3,651,575	23,058,866	92,498,728	115,557,594
Funding Sources	2,585,801	4,223,826	4,853,719	1,245,521	1,651,777	638,094	15,198,739	23,034,475	38,233,215
Balance	570,120	2,714,391	(465,406)	(6,172,404)	(1,493,348)	(3,013,481)	(7,860,127)	(69,464,252)	(77,324,379)

* Eligible for use of Traffic Impact Fees

**Debt on Limited Tax General Obligation Bond on 1994 Street & Stormwater Construction.

**CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR ELECTRIC UTILITY**

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
Project Cost									
Electric Metering System Upgrade	30,000						30,000	300,000	330,000
Distribution Feeder from Sub to Lincoln (completed in 2011 but not paid)	600,000						600,000		600,000
Semiahmoo Feeder Project		400,000					400,000		400,000
Street Lighting Conservation Projects (Matching Grant)	290,000						290,000		290,000
Marine Drive Gateway - Streetlights	40,000						40,000		40,000
H St Downtown Revitalization - Streetlights	100,000						100,000		100,000
Street Lighting Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000	400,000	700,000
East Blaine Service Area Expansion*								300,000	300,000
Loomis Trail Service Loop	100,000						100,000		100,000
Other Service Area Expansions (UGA)								600,000	600,000
Funding Sources									
Beginning Fund Balance	1,300,000	505,000	329,603	379,603	429,603	479,603	3,423,412	529,603	3,953,015
Grants	290,000						290,000		290,000
Electric Capital Reserve Funds Transfer	125,000	274,603	100,000	100,000	100,000	100,000	799,603	2,500,000	3,299,603
Summary									
Project Costs	1,210,000	450,000	50,000	50,000	50,000	50,000	1,860,000	1,600,000	3,460,000
Funding Sources	1,715,000	779,603	429,603	479,603	529,603	579,603	4,513,015	3,029,603	7,542,618
Balance	505,000	329,603	379,603	429,603	479,603	529,603	2,653,015	1,429,603	4,082,618

CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR WATER UTILITY

Project Cost/Funding Sources	Type	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
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Project Cost

Water Supply Improvements

Instrumentation - Sustainable Yield, Wells, Pump	II	50,000				50,000		100,000	700,000	800,000
New Deep Well Prospecting & Water Rights <i>(Joint w/ BBW&S)</i>	ED/RC						200,000	200,000	200,000	400,000
Groundwater Monitoring Program	ED/RC	100,000						100,000	100,000	200,000
Disinfection System Improvements	ED/RC		120,000					120,000		120,000
Well 5.1 Pump Capacity Upgrade/SCADA/VFD	ED/RC	180,000						180,000		180,000
Well 8.1 Construct Pumps/Piping/SCADA	ED/RC	200,000						200,000		200,000
Future Well Pump Replacement/Upgrades	ED/RC								800,000	800,000

Distribution Systems Improvements

Fixed Based Metering System		30,000						30,000		30,000
Haynie Rd Booster Pump Station	II			350,000				350,000		350,000
Harvey Rd Transmission & Pressure Upgrade (440-171 Zones)		440,000						440,000		440,000
Harvey/Sweet Road Transmission Improvements (18")										
Design	RC		100,000		100,000			200,000		200,000
Phase 1 Construction <i>(Grant/Loan Dependent)</i>	RC		2,000,000					2,000,000		2,000,000
Phase 2 Construction <i>(Grant/Loan Dependent)</i>	RC					2,000,000		2,000,000		2,000,000
Phase 3 Construction	RC								2,200,000	2,200,000
Booster Pump Station (630 Zone)(E Blaine) <i>(Development Dependent)</i>	ED					1,500,000		1,500,000		1,500,000
Water Line Replacement <i>(40 miles, 50 yr life, \$50/ft) w/ Streets</i>	II			130,000		136,500		266,500	1,500,000	1,766,500

Storage Improvements

Water Tank Water Quality Improvements (mixing)	R									
Semiahmoo (330 zone)	R		40,000					40,000		40,000
Harvey Rd. (440 zone)	R			40,000				40,000		40,000
Re-line Interior 171' Watershed Tank	II	350,000						350,000		350,000
New Storage Tank (171' system)	II					400,000		400,000	4,000,000	4,400,000
New 630' Zone Reservoir (East Blaine)	II								5,500,000	5,500,000
Water Tank Repainting	II								200,000	200,000

Funding Sources

Beginning Fund Balance		1,297,622	47,622					1,345,244		1,345,244
Water Regional Capacity Charge		40,000	40,800	41,616	42,448	43,297	44,163	252,325	449,731	702,056
Water Capital Reserve		50,000						50,000	3,825,698	3,875,698
Transmission Improvements Grant/Loan (TBD)			1,700,000			1,700,000		3,400,000		3,400,000
Revenue Bond									8,500,000	8,500,000
Birch Bay Water & Sewer District		10,000	20,000	20,000	20,000	20,000		90,000		90,000
Grant for Disinfection System Improvements										
Developer Contributions or ULID - Pump Station (E Blaine)						1,500,000		1,500,000		1,500,000
Developer Contributions or ULID - Storage (E Blaine)									5,500,000	5,500,000

Summary

Project Costs		1,350,000	2,260,000	520,000	100,000	4,086,500	200,000	8,516,500	15,200,000	23,716,500
Funding Sources		1,397,622	1,808,422	61,616	62,448	3,263,297	44,163	6,637,569	18,275,429	24,912,998

**CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR WATER UTILITY**

Project Cost/Funding Sources	Type	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
Balance		47,622	(451,578)	(458,384)	(37,552)	(823,203)	(155,837)	(1,878,931)	3,075,429	1,196,498

TYPE LEGEND:

R = Regulatory (improvement required to meet health safety needs).

II = Infrastructure Improvements (improvements to provide system rehabilitation, service delivery or address age or system deficiencies).

RC = Regional Capacity - project that serves both City and Wholesale Water customers

ED = Economic Development - improvements that provide an economic return on investment (ROI) or facilitate growth; (include job creation, increased tax revenues and utility revenues).

**CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR WASTEWATER UTILITY**

Project Cost/Funding Sources	Type	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
Project Cost										
Treatment										
Conveyance										
Semiahmoo Wastewater Conveyance <i>Phase III</i>										
Design Services	II									
Construction & Const Management	II	1,681,634						1,681,634		1,681,634
Vista Terrace ULID	II	700,000						700,000		700,000
Pipe Replacement/Lining for I&I Removal (w/ Street Proj)	II				30,000	31,200	32,448	93,648	454,272	547,920
Lift Station #5 Emergency Generator									75,000	75,000
Southeast Blaine "Boblett" UGA Sewer Extensions	II								2,500,000	2,500,000
Funding Sources										
Beginning Fund Balance		200,000	200,000	200,000	200,000	170,000	138,800	1,108,800	106,352	1,215,152
Rural Development Grant (Phase III)		1,681,634						1,681,634		1,681,634
Vista Terrace ULID Bond or PWTF Loan		700,000						700,000		700,000
Summary										
Project Costs		2,381,634	-	-	30,000	31,200	32,448	2,475,282	3,029,272	5,504,554
Funding Sources		2,581,634	200,000	200,000	200,000	170,000	138,800	3,490,434	306,352	3,796,786
Balance		200,000	200,000	200,000	170,000	138,800	106,352	1,015,152	(2,722,920)	(1,707,768)

TYPE LEGEND:

R = Regulatory (improvement required to meet health safety needs).

II = Infrastructure Improvements (improvements to provide system rehabilitation, service delivery or address age or system deficiencies).

ED = Economic Development - improvements that provide an economic return on investment (ROI) or facilitate growth; (include job creation, increased tax revenues and utility revenues).

CITY OF BLAINE
CAPITAL IMPROVEMENT PLAN FOR STORM WATER UTILITY

Project Cost/Funding Sources	2012	2013	2014	2015	2016	2017	6 Year Total	2018-2032	20 Year Total
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Project Cost

Gateway Regional Detention/Wetlands--Design									
Gateway Regional Detention/Wetlands--ULID	1,500,000						1,500,000		1,500,000
Drayton Harbor Road Stormwater Improvements				200,000			200,000		200,000
Marine Drive Phase 2 <i>Companion to Street CIP</i>	20,000						20,000		20,000
H street Revitalization <i>Companion to Street CIP</i>	20,000						20,000		20,000
Peace Portal Bike/Ped Path <i>Companion to Street CIP</i>	25,000						25,000		25,000
Boblett Sidewalk Ext <i>Companion to Street CIP</i>	5,000						5,000		5,000
Downtown/Wharf District Water Quality			750,000				750,000		750,000
Regional Detention/Water Quality Enhancements								1,000,000	1,000,000

Funding Sources

Beginning Fund Balance									
Grant for Marine Drive									
Grants									
EDC Grant/Loan for Gateway Facility	1,500,000						1,500,000		1,500,000
Wharf District Water Quality/Wetland Restore			400,000				400,000		400,000
TIB Marine Dr Gateway	20,000						20,000		20,000
TIB SC-SP Peace Portal Trail	25,000						25,000		25,000
TIB SC-SP Boblett Sidewalk Extension	5,000						5,000		5,000
STP-R - H Street Revitalization	20,000						20,000		20,000
Airport Sale Proceeds									
Developer Contributions			200,000				200,000		200,000
Stormwater Operating & Reserve Funds Transfer			150,000	200,000			350,000	1,000,000	1,350,000

Summary

Project Costs	1,570,000		750,000	200,000			2,520,000	1,000,000	3,520,000
Funding Sources	1,570,000		750,000	200,000			2,520,000	1,000,000	3,520,000

Balance

ORDINANCE NO. 11-2808

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF BLAINE
ADOPTING THE BUDGET OF THE CITY OF BLAINE, WASHINGTON
FOR THE FISCAL YEAR 2012

WHEREAS, pursuant to RCW 35A.33, State Law, requires the City to adopt an annual budget and provides procedures for the filing of estimates, a preliminary budget, deliberations, public hearing, and final fixing of the budget; and

WHEREAS, a Preliminary budget for the fiscal year 2012 has been prepared and filed; public hearings have been held for the purpose of fixing the final budget; and the City Council has deliberated and has made adjustments and changes deemed necessary and proper; and

WHEREAS, the proposed budget does not exceed the lawful limit of taxation allowed by law to be levied on the property within the City of Blaine for the purposes set forth in this budget, and the estimated expenditures set forth in this budget being all necessary to carry on the government of the City of Blaine for the year 2012, and sufficient to meet the various needs of the City of Blaine during the year 2012.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF BLAINE, WASHINGTON DO ORDAIN THAT THE 2012 BUDGET FOR THE CITY OF BLAINE SHALL BE AS FOLLOWS:

SECTION I: 2012 BUDGET

Fund No.	Fund	FY 2012 Budget
001	General	5,130,210
101	Street Operations	549,735
103	Park Impact Reserve	42,000
104	Park	107,700
105	Cemetery	23,200
107	General Fund Reserve	502,008
108	Equipment Reserve	893,800
110	Hotel/Motel	225,000
111	Hotel/Motel Reserve	68,000
200	Debt Service	1,205,427
300	Capital Funds	984,000
320	Capital Improvement Plans	12,101,057
401	Electric	9,001,209
410	Water	3,948,534
420	Wastewater	4,849,580
425	Stormwater	560,911
430	Airport	332,698
503	Public Works Administration	739,018
505	Advance Travel	4,300
622	Trust Fund (LEOFF I)	59,300
	Total All Funds	41,327,687

SECTION 2: The City Clerk is directed to transmit a certified copy of the budget hereby adopted to the State Auditor's Office, Municipal Research & Services Center of Washington, and Association of Washington Cities.

SECTION 3: This ordinance shall be in full force and in effect five (5) days after its passage, approval and publication as provided by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF BLAINE, WASHINGTON AND APPROVED BY THE MAYOR THIS 12th DAY OF DECEMBER, 2011.



BONNIE ONYON, Mayor

ATTEST:



SHERI SANCHEZ, City Clerk

ORDINANCE 11-2803

AN ORDINANCE OF THE CITY OF BLAINE, WASHINGTON RELATING TO
THE 2012 BUDGET AND THE SETTING OF THE AD VALOREM TAX LEVIES
FOR 2012 AND SETTING FORTH THE INCREASE FOR THE REGULAR
PROPERTY TAX LEVY

WHEREAS, pursuant to State statute (RCW 84.55.120) the City is required to hold a public hearing and submit on or before November 30th of each year to the County an ordinance setting the annual property tax levy; and

WHEREAS, the assessed valuation, impacts of new construction and improvements, and changes in the state assessed utility valuations are not available from the County Assessor at the time of preparation of this ordinance; and

WHEREAS, the statutes require the adoption of the ordinance prior to the information being available from the County Assessor; and

WHEREAS, a public hearing was held on October 24, 2011, to discuss the annual 2012 property tax levy; and

WHEREAS, the Blaine City Council has met and considered its budget for the calendar year 2012; and

WHEREAS, the population of this city is less than 10,000; and

WHEREAS, the Blaine City Council desires to levy a regular property tax levy for 2012 that will include an increase from the previous year in the amount of \$18,841.36, which is a percentage increase of 2% from the previous year. This increase is exclusive of additional revenue resulting from new construction, improvements to property, newly constructed wind turbines, any increase in the value of state assessed property, any annexations that have occurred and refunds made; and

WHEREAS, the Blaine City Council will levy an excess levy as necessary to provide for the payment of the debt service on the 2002 General Obligation Bond for the Fire Station as passed at the September 18, 2001 Primary Election.

NOW, THEREFORE, the City Council of the City of Blaine do ordain as follows:

Section 1. The Ad Valorem taxes for the City of Blaine for the 2012 budget are subject to the following levies:

A. The total regular levy for 2011 was \$942,068.00 consisting of:

Regular Levy	\$933,413.62
New Construction	<u>8,654.38</u>
Regular Property Tax Levy	\$942,068.00

To this amount, pursuant to RCW 84.55.120, will be added \$18,841.36 which is a 2% increase from the previous year, resulting in a regular levy amount of \$960,909.36 for 2012. In addition to this levy will be

added the full amount available from any new construction and improvements to property, and changes in the state assessed utility valuations, any annexations that have occurred and refunds made.

B. To redeem the 2002 General Obligation Bond for the Fire Station as passed on September 18, 2001, an excess levy of approximately \$0.18 per \$1,000.00 of assessed valuation will be levied.

Section 2: If any section, subsection, sentence, clause or phrase of this ordinance is for any reason held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining portions of this ordinance.

Section 3: Any ordinance or parts of ordinances in conflict herewith are hereby repealed.

Section 4: This ordinance shall be in full force and in effect five (5) days after its passage, approval and publication as provided by law.

PASSED BY THE CITY COUNCIL OF BLAINE, WASHINGTON on the 28th day of November, 2011, and approved by the Mayor on the same day.

CITY OF BLAINE, WASHINGTON



BONNIE ONYON, Mayor

ATTEST:



SHERI SANCHEZ, City Clerk

GLOSSARY OF TERMS FOR OPERATING BUDGETS

ACCOUNTING SYSTEM: The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

ALLOCATION: To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds.

APPROPRIATION: An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSESSED VALUE (AV): The fair market value of both real (land and building), and personal property as determined by the Whatcom County Assessor's Office for the purpose of setting property taxes.

ASSETS: Property owned by a government that has monetary value.

ATTRITION: A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, retirement, transfer or means other than layoff.

AUDIT: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- ascertain whether financial statements fairly present financial position and results of operations;
- test whether transactions have been legally performed;
- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently; and
- ascertain the stewardship of officials responsible for governmental resources.

BASELINE BUDGET: The cost to repeat the current level of service. Baseline includes inflation costs. They do not reflect increased levels of service.

BOND: A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date (s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

BOND ANTICIPATION NOTES (BANS): Short-term interest bearing notes issued in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

BUDGET (Operating): A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which a government and its departments operate.

BUDGET CALENDAR: The schedule of key date or milestones which a government follows in the preparation and adoption of the budget.

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets may also be called fixed assets.

CAPITAL BUDGET: A plan of proposed capital expenditures and the means of financing them. The capital budget may be enacted as part of the complete annual budget including both operating and capital outlays. The capital budget is based on a Capital Facilities Plan (CFP).

CAPITAL FACILITIES PLAN: A plan for capital expenditures to be incurred each year over a fixed project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL OUTLAYS: Expenditures for the acquisition of capital items not included in the Capital Facilities Plan (desk, chairs, etc.). The useful life must be two years or more with a value of at least \$1,000.

CAPITAL PROJECTS: Projects which purchase or construct capital assets. typically a capital project encompasses a purchase of land and/or the construction of a building or facility, with a life expectancy of more than 10 years.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CASH FLOW BUDGET (CASH BUDGET): A projection of the cash receipts and disbursements anticipated during a given time period.

CERTIFICATE OF DEPOSIT: A negotiable or non-negotiable receipt for monies deposited in a bank or other financial institution for a specified period at a specified rate of interest.

COLLECTIVE BARGAINING AGREEMENT: A legal contract between employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions salary, benefits and matters affecting health and safety of employees).

CONSUMER PRICE INDEX (CPI): A statistical description of price levels provided by the United States Department of Labor. The index is used as a measure of change in the cost of living.

CONTINGENCY: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

COST ACCOUNTING: Accounting which assembles and records all costs incurred to carry out a particular activity or to deliver a particular service.

COST OF LIVING ADJUSTMENT (COLA): An increase in salaries to offset the adverse effect of inflation on compensation.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: (1) The excess of an entity's liabilities over its assets (See Fund Balance). (2) The excess of expenditures or expenses over revenues during a single accounting period.

DEMAND DEPOSIT: A deposit of monies where the monies are payable by the bank upon demand.

DEPARTMENT BUDGET OVERVIEW: This is intended to explain major increases or decreases in the Requested Operating Budget.

DEPRECIATION: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

DOUBLE BUDGETING: The result of having funds or departments within a government purchase services from one another rather than from outside vendors. When internal purchasing occurs, both funds must budget the expenditure (one to buy the service and the other to add the resources to its budget so they have something to sell). This type of transaction results in inflated budget values because the same expenditure dollar is budgeted twice: once in each fund's budget. The revenue side of both funds is similarly inflated.

ENCUMBRANCES: Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

ENTERPRISE FUND ACCOUNTING: Accounting used for government operations that are financed and operated in a manner similar to business enterprises and for which preparation of an income statement is desirable.

EQUIPMENT RENTAL: The Equipment Rental Fund operates as a self sufficient motor and equipment pool. Customer departments pay for the equipment used through charges billed monthly. These charges include a form of depreciation which is accumulated as a sinking fund for future asset replacement, a factor for maintenance of the equipment and charges for fuel (if applicable).

EXPENDITURES: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FISCAL YEAR: A twelve (12) month period designated as the operating year by an entity. For Blaine, the fiscal year is the same as the calendar year (also called budget year).

FLOAT: The amount of money represented by checks outstanding and in the process of collection.

FULL FAITH AND CREDIT: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FULL-TIME EQUIVALENT (FTE): A position converted to the decimal equivalent of a full-time position based on 2080 hours worked per year.

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are General Obligation (GO) Bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GRANT: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the State and Federal governments. Grants are usually made for specified purposes.

INTERDEPARTMENTAL CHARGES: A revenue similar to program revenues but are paid by other units of the City of Blaine.

INTERFUND SERVICES/REVENUE: The term "interfund" refers to transactions between individual Funds of the City of Blaine (rather than transactions between the City and private companies, other governments or vendors). From a budgeting and accounting perspective, the service receiver must budget and pay for the service received. The service provider will budget for the cost of providing the service and receive a revenue in the form of a payment

from the service receiver. Interfund revenues can be either payment for intracity services or contributions of revenue from one City organization to another. Prime examples would be equipment rental charges, self-insurance premiums, and contributions for debt service obligations. As can be seen from this description, interfund activities inflate both expenditures and revenues; this causes what we refer to as “double budgeting”. (The term “interfund” is also referred to as “intracity”.)

INTERNAL CONTROL: A plan of organization for purchasing, accounting and other financial activities which, a month other things, provides that:

- The duties of employees are subdivided so that no single employee handles a financial action from beginning to end.
- Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed.
- Records and procedures are arranged appropriately to facilitate effective control.

INTERNAL SERVICE FUND: Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

INVESTMENT: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

LIABILITY: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

OBJECT OF EXPENDITURE: Expenditure classifications based upon the types or categories of goods and services purchased. typical objects of expenditures include:

- personnel services (salaries and wages);
- contracted services (utilities, maintenance contracts, travel);
- supplies and materials; and
- capital outlays.

OPERATING TRANSFER IN: Transfer (payment) from other funds which are not related to rendering of services.

PERSONNEL SERVICES: Includes total wages and benefits.

PROGRAM: A specific and distinguishable unit of work or service performed.

PROGRAM ENHANCEMENT: Programs, activities or personnel requested to improve or add to the current baseline services.

PROGRAM REVENUE: These are revenues which are produced as a result of an activity of a program and are subject to quantity of services provided to the public or governmental units (i.e. permits, charges for fire services, recreational activities), or revenues dedicated to a specific use (i.e. grants, taxes or debt funds).

RESERVE: An account used to indicate that a portion of Fund equity is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

REVENUE: The term designates an increase to a fund's assets which:

- does not increase a liability (e.g. proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital (i.e. taxes, grants, fines).

SERVICE MEASURES: Specific quantitative measures of work performed within an activity or program (e.g. total miles of streets clean). Also, a specific quantitative measure of results obtained through a program or activity (e.g. reduced incidence of vandalism due to new street lighting program).

SUPPLIES AND SERVICES: All supplies and services such as: office supplies, professional services and intergovernmental services.

TAX ANTICIPATION NOTES (TANS): Notes issued in anticipation of taxes which are retired usually from taxes collected (typically used by school districts).

TAX RATE LIMIT: The maximum legal rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

WARRANT: An order drawn by a municipal officer(s) directing the treasurer of the municipality to pay a specified amount to the bearer, either after the current or some future date.

YIELD: The rate earned on an investment based on the price paid for the investment, the interest earned during the period held and the selling price or redemption value of the investment.