





## CITY OF BLAINE, WASHINGTON 2014 BUDGET

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# CITY OF BLAINE TRANSMITTAL MEMO



To: City Council and Blaine Citizens

From: David Wilbrecht, City Manager  
Jeffrey Lazenby, Finance Director

Date: December 2013

Re: Presenting the 2014 Budget

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## **Overview**

Total revenues, including beginning fund balances, are budgeted at \$36,080,282. Total expenditures are budgeted at \$26,436,289, an 11% increase from the 2013 adopted budget.

## **Revenue**

### **General Fund Revenue**

General fund operating revenue is expected to increase by 8% from the 2013 adopted budget.

### **Property Taxes**

Per statute, cities with a population of under 10,000 are allowed a 1% increase per year plus value from any new construction. For the years 2009 through 2011, the City adopted no increases. For 2012, the City adopted a 2% increase, using 1% from banked capacity and taking the year's 1% increase. In 2013, the City had the option of adopting anywhere between 0% to a 3% increase; the City adopted a 3% increase. For 2014, the City did not take the 1% increase, but banked it for future use. The City's budgeted 2014 property tax revenue is \$927,337.

Currently, for every dollar of property tax paid to the city, 18 cents goes to support general fund operations, 12 cents to street operations, 14 cents to street overlays, and 56 cents pays for debt service on street capital improvements. An additional 16 cents goes to the payment on the capital bond used to build the fire station on O'Dell Rd. The excess levy was approved by the voters in 2002 and the bond matures in 2021. With the voted bond levy, the City's budgeted total 2014 property tax revenue is \$1,053,280.

### **Sales Taxes**

Sales tax is one of the largest general fund revenue sources, accounting for 22% of total general fund 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 remained stable and in fact increased in 2013 by 9% from the prior year. The City anticipates no significant changes, and may see an increase, in sales tax revenue for 2014.

### **Interfund Transfers**

Inter-fund transfers account for 24% of the general fund revenues ranking it close to sales tax revenue. 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.

### **Utility Taxes**

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. A one percent tax is levied on cable television. Cable TV also pays a 5% franchise fee. Utility tax rates are capped at 6% for all but City utilities of water and sewer. (All utility tax rates may be increased beyond the caps with voter approval.) Utility tax revenue from City-provided utilities is anticipated to increase by 8% due to a major business re-opening.

Utility taxes generate 25% of the total general fund revenues. Together property tax, sales tax and utility tax account for 57% of the total revenues to the general fund.

### **1 Cent per Gallon Gas Tax**

The one cent per gallon gas tax has increased significantly over the last four years by an average of 138%. This source of revenue goes to the street fund and supports street maintenance and operations. Trends indicate that this source of revenue will continue to remain stable if not increase in 2014.

### **Hotel/Motel Tax**

The hotel/motel tax supports the City's marketing and tourism activities, and the Visitor's Information Center (VIC); some of the activities include Fourth of July, the Jazz Festival, the Plover, Farmers Market, and the Pacific Arts Association. Due to the re-opening of a major business, revenue from this source will begin to come in again. Aside from funding the VIC, some revenue will be available for tourism activity grants.

### **Real Estate Excise Tax**

State law currently allows the use of Real Estate Excise Tax (REET) money to support on-going park operations and maintenance. This allowed use sunsets in 2016. The City continues to use \$39,000 of REET funds to support on-going park maintenance. Other than park maintenance, REET funds can only be used for funding capital projects. The REET trends indicate that home sales may begin to trend upward after several years of decreases.

### **Grant Funding**

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 continues to decrease.

### **Utility Funds Revenue**

No rate increases are planned for the electric, water, wastewater, and storm water utilities in 2014. Utility revenue will maintain and continue to fund current maintenance and operations levels.

Connection fees for water and wastewater have been re-implemented for 2014. These fees will generate revenue for future water and wastewater capital improvements.

## **Expenditures**

### **General Fund Expenditures**

The general fund supports public safety, planning and building inspection, parks and cemetery operations, and general administrative services. On the expenditure side, in the general fund the City has budgeted a 7.19% increase from the 2013 adopted budget.

### **Personnel**

In the general fund, a part-time court clerk position and two full-time commissioned police officer positions have been funded. A full-time cashier position has been funded of which 90% of the position is funded by utilities' revenue. A clerical position in the Planning Department has been reallocated to a full-time building inspector/plans examiner position.

Medical costs continue to increase on an average of 10% per year. Employer contributions to the public employees' retirement system (PERS) have increased by 13%. A negotiated 2% salary increase takes effect in 2014. Progressive step increases for those not at the top step of their position salary range are currently budgeted.

It has been almost 20 years since the City had a pay and classification study done. The City has budgeted \$15,000 for a study to be completed in 2014.

### **General Fund Contributions**

The City contracts with the Boys and Girls Club for after-school programs and provides funding for senior services.

The City's financial contribution to the Boys and Girls Club has been increased by \$5,000 (2014 annual total \$31,000) and to the Senior Center by \$10,000 (2014 annual total \$49,000) from their 2013 contributions.

### **Utility Funds Expenditures**

The 2014 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 utility estimated operating expenditures are up by 3% compared to the 2013 budget. A major project funded by the electric utility is the construction of a storage facility at the public works yard. The facility will be owned by the electric utility.

The water utility estimated operating expenditures are down by 1%. The water budget continues to maintain operations as well as continuing to fund the water capital reserve.

The wastewater utility estimated expenditures are 2% higher than 2013. Some of the increases are for equipment purchases and mandated funding for future equipment replacement. Debt service is expected to go down by 3%. Wastewater debt service payments will begin to level off within the next couple of years.

Estimated expenditures for the storm water utility have increased by 2%. This is due to increases in allocating more staff time to storm water operations and increases in planned maintenance.

### **Capital Projects**

In terms of capital projects planned for 2014, many needed projects such as storm, transportation, and park improvements are not included in the capital improvement plans due to lack of funding. Some improvements have been deferred into 2015 and beyond.

Some planned capital projects for 2014 include: transportation improvements, such as adding sidewalks to sections of H and Boblett streets; and improvements to the water supply and distribution systems.

One major improvement to be completed is an energy efficiency project which includes lighting and HVAC retrofits in the City's facilities. Funding for this project includes Qualified Energy Conservation Bonds (QECCB), state and federal grants. Energy savings will be used to pay the debt service.

CITY OF BLAINE, WASHINGTON  
DIRECTORY OF ELECTED OFFICIALS & ADMINISTRATION  
CITY COUNCIL

|                               |                      |
|-------------------------------|----------------------|
| Harry Robinson, Mayor         | At-Large, Position 7 |
| Paul Greenough, Mayor Pro Tem | Ward 3, Position 6   |
| Steven Lawrenson              | Ward 1, Position 1   |
| Bonnie Onyon                  | Ward 1, Position 2   |
| Dennis Olason                 | Ward 2, Position 3   |
| Charlie Hawkins               | Ward 2, Position 4   |
| Clark Cotner                  | Ward 3, Position 5   |

CITY ADMINISTRATION

|                 |  |
|-----------------|--|
| David Wilbrecht | City Manager                               |
| Michael Haslip  | Public Safety Director                     |
| Michael Jones   | Community Development<br>Services Director |
| Jeffrey Lazenby | Finance Director                           |
| Sheri Sanchez   | City Clerk                                 |
| Jon Sitkin      | City Attorney                              |
| Ravyn Whitewolf | Public Works Director                      |

## **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 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 4,785 residents and comprises a land area of 8.4 square miles with a population density of 570 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 10.25 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.

The historic Plover foot ferry provides transportation between Blaine Harbor and Semiahmoo Spit. 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.

## **Blaine at a Glance**

|                          |  |
|--------------------------|--|
| Elevation:               | 52 feet city center, 525 feet at highest point               |
| Land Area:               | 8.4 square miles   |
| Location:                | 110 miles north of Seattle & 35 miles south of Vancouver, BC |
| Average Annual Rainfall: | 35-40 inches   |
| Mean Temperature:        | High 62 <sup>o</sup> F; Low 40 <sup>o</sup> F                |

## **Demographics** *(from Office of Financial Management & City Data)*

|                             |                         |
|-----------------------------|-------------------------|
| Population:                 | 4,785                   |
| Density:                    | 570 persons/square mile |
| Male/Female                 | 49.1% / 50.9%           |
| Median Age:                 | 44.3 yrs.               |
| Median Household Income:    | \$53,751                |
| Mean Price of Housing Unit: | \$372,509               |



## **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.

## 2014 BUDGET CALENDAR

- |  |                      |
|--|----------------------|
| 1. Finance Director calculates estimates for major revenue sources.  | July                 |
| 2. Managers review general budget spending guidelines with Finance Director.   | 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  | <b>October 1</b>     |
| 6. City Council conducts workshop on the 2014 Budget.  | October 21           |
| 7. Property Tax Levy Public Hearing.   | October 28           |
| 8. City Manager/Finance Director files Preliminary Budget & budget message with City Council & City Clerk.                             | <b>November 1</b>    |
| 9. Notice of filing of Preliminary Budget published with notice of public hearing on Final Budget once a week for 2 consecutive weeks. | <b>November 1-15</b> |
| 10. City Council conducts workshop on the 2014 Budget.   | November 4           |
| 11. City Council conducts workshop on the 2014 CIPs.   | November 12          |
| 12. First budget hearing.  | <b>November 12</b>   |
| 13. Adopt Property Tax Levy Ordinance.   | November 12          |
| 14. Second budget hearing.   | November 25          |
| 15. Submission of property tax certification to County Assessor.   | <b>November 29</b>   |
| 16. City Council conducts workshop on the 2014 Budget.   | December 2           |
| 17. Adoption of 2014 Budget.   | <b>December 9</b>    |

## CITY OF BLAINE 2014 GOALS

### VISION STATEMENT

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The City of Blaine is an open and welcoming community located on beautiful Drayton Harbor and the border with British Columbia. This diverse community has an engaged population that is friendly to both older and younger citizens. Blaine is clean and safe. It has an excellent educational system and the community is particularly proud of the new high school and award winning vocational/technology program. Blaine has a growing economy with a vibrant downtown and a healthy business climate. The community is involved and approaches problem solving in a creative way. It embraces sustainability in all areas of community life as evidenced by the commitment to becoming a pedestrian friendly community and preserving its unique geographic location.

### MISSION STATEMENT

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The mission of the employees and elected officials of the City of Blaine is guided by the highest priorities of customer service, helpfulness and excellence in all that we do. We believe that achieving these priorities require that we work diligently to create and sustain a community that is, above all, safe and healthy, but also clean and attractive with well maintained infrastructure. We strive to help make Blaine “fertile soil” which will grow healthy families and successful businesses. In short, a place where people like to live.

### CORE VALUES

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Dedicated Staff and Elected Officials

Honest

Respectful

Competent

Caring

Rational

Helpful

Hard Working

Available

Accessible

## GOALS

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- 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 while maintaining the community's small town flavor and high quality of life.
- The City will foster collaborative working relationships among local, state, federal and international stakeholders/partners in community and economic development areas.
- The City will provide and preserve open space and shoreline access and expand the recreation services for citizens of all ages and interests.
- 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 protect the people and property in our community while promoting safety and sense of well being.
- 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.
- The City will meet the needs of citizens in ways that do not compromise and limit future generations' ability to meet their own needs.

## **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

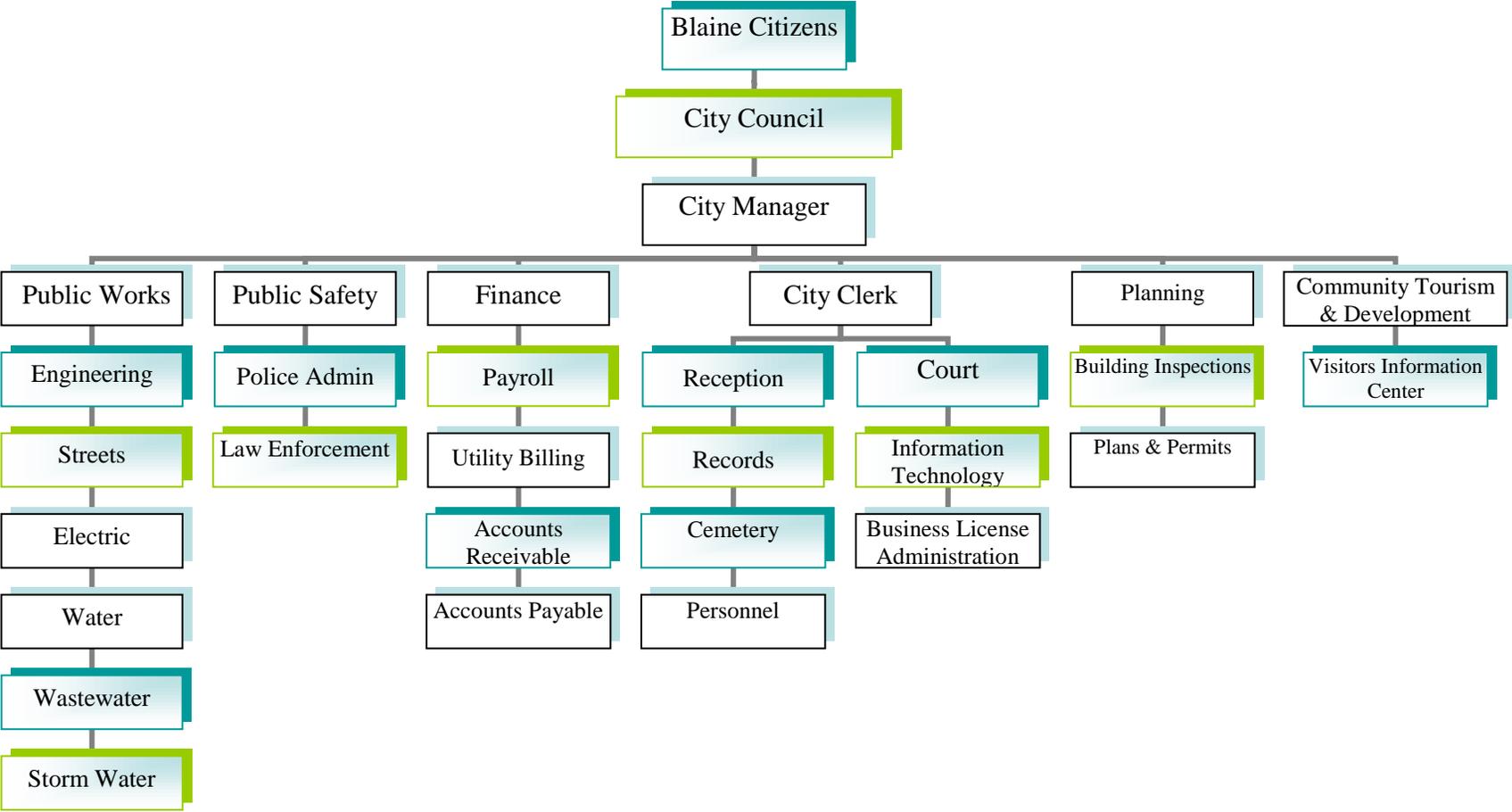
## **Summary of Financial Policies**

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.

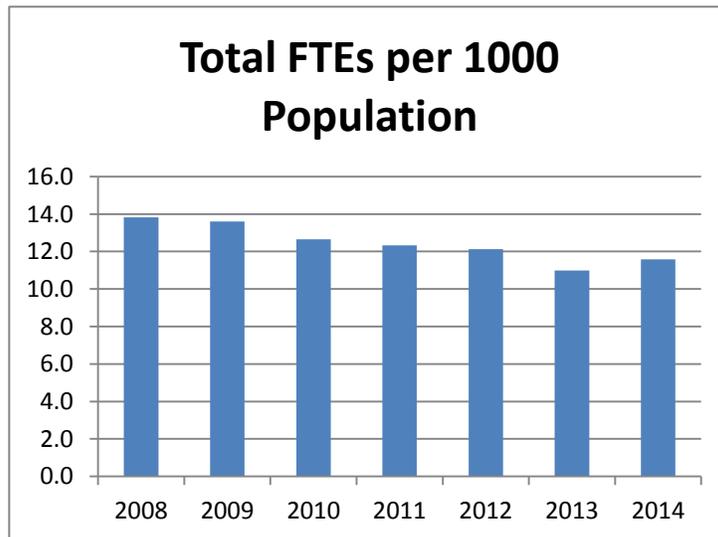
# 2014 CITY OF BLAINE ORGANIZATIONAL CHART



**City of Blaine  
Staffing Comparison (Full Time Equivalents)**

| Department/Division              | 2008        | 2009        | 2010        | 2011        | 2012        | 2013        | 2014        |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| City Manager                     | 1.0         | 1.0         | 1.0         | 1.0         | 1.0         | 1.0         | 1.0         |
| Municipal Court                  | 2.0         | 2.0         | 1.8         | 1.8         | 1.8         | 1.0         | 1.5         |
| Finance/Utility Billing          | 7.0         | 7.0         | 6.8         | 6.0         | 6.0         | 5.0         | 6.0         |
| City Clerk                       | 2.5         | 2.5         | 2.2         | 2.2         | 2.2         | 2.0         | 2.0         |
| Information Technology           | 1.0         | 1.0         | 1.0         | 1.0         | 1.0         | 1.0         | 1.0         |
| Building Services                | 1.0         | 1.0         | 0.9         | 0.9         | 0.9         | 1.3         | 1.4         |
| Police Department – sworn        | 13.5        | 13.5        | 11.0        | 11.0        | 11.0        | 9.0         | 11.0        |
| Police Department - civilian     | 4.0         | 4.0         | 4.0         | 4.0         | 3.0         | 2.0         | 2.0         |
| Planning/Building & Codes        | 5.9         | 5.9         | 3.9         | 3.9         | 3.9         | 3.9         | 4.3         |
| Tourism/Community<br>Development | 2.0         | 2.0         | 1.8         | 1.8         | 1.8         | 1.2         | 1.4         |
| Streets/Parks/Cemetery           | 2.9         | 2.9         | 2.3         | 2.3         | 2.3         | 2.3         | 2.4         |
| Electric                         | 5.9         | 5.9         | 6.3         | 6.3         | 6.3         | 7.0         | 5.8         |
| Water                            | 3.3         | 3.3         | 3.6         | 3.2         | 3.2         | 3.8         | 3.4         |
| Wastewater                       | 4.9         | 4.9         | 4.9         | 4.9         | 4.9         | 4.1         | 4.5         |
| Storm Water                      | 1.0         | 1.0         | 1.0         | 0.9         | 0.9         | 0.9         | 1.0         |
| Public Works Administration      | 6.7         | 6.7         | 6.8         | 6.8         | 6.8         | 6.8         | 6.8         |
| <b>Total</b>                     | <b>64.5</b> | <b>64.5</b> | <b>59.2</b> | <b>58.0</b> | <b>57.0</b> | <b>52.3</b> | <b>55.5</b> |

|                                       | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---------------------------------------|------|------|------|------|------|------|------|
| <b>Total FTEs per 1000 Population</b> | 13.8 | 13.6 | 12.6 | 12.3 | 12.1 | 11.0 | 11.6 |



## 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.

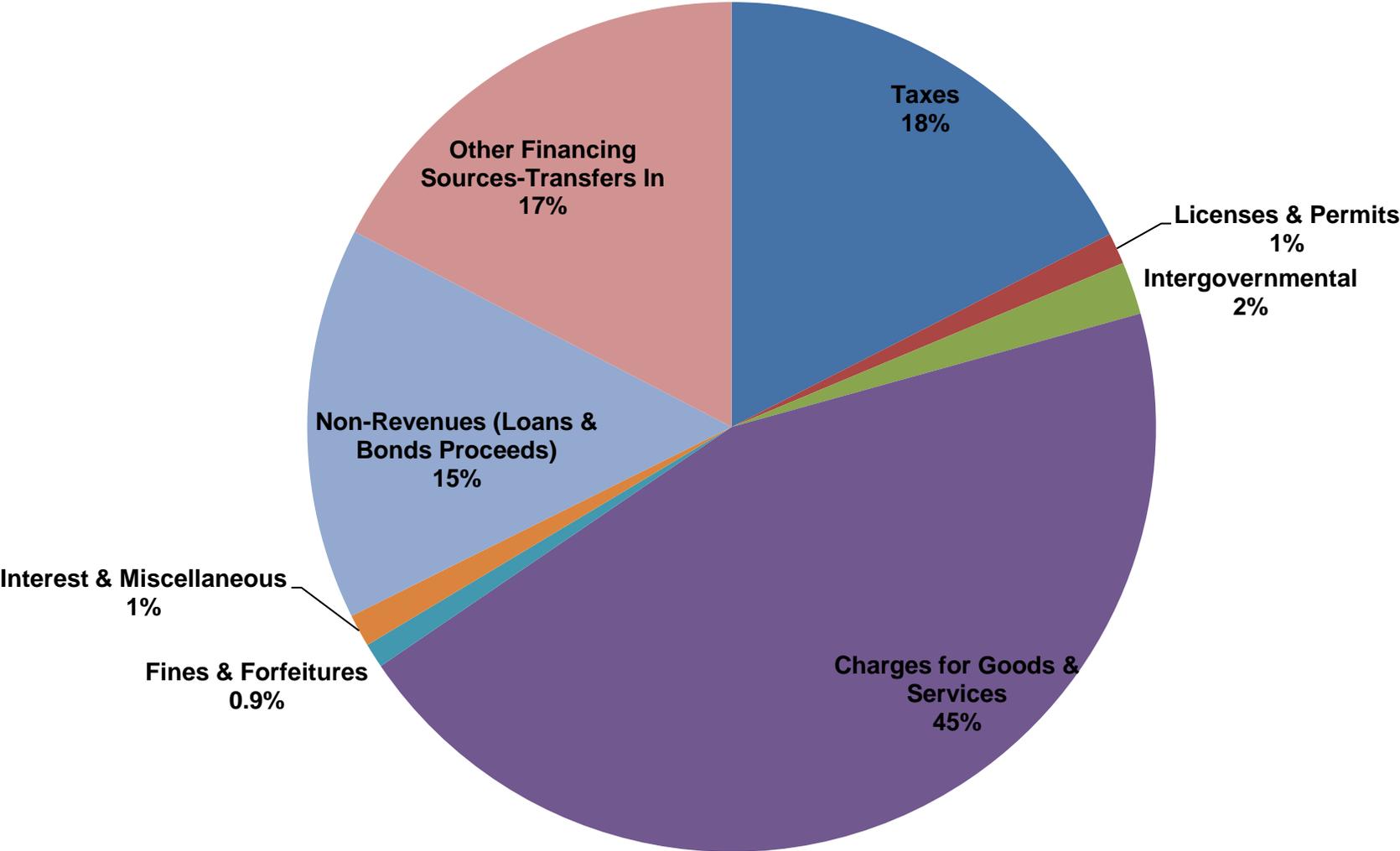
**Other Financing Uses:** Reflects the purchase of services or supplies provided by another City group or department. Operating transfers in within the City from one fund to another are also included in this object.

**SUMMARY OF REVENUES, EXPENDITURES, AND ESTIMATED FUND BALANCES**

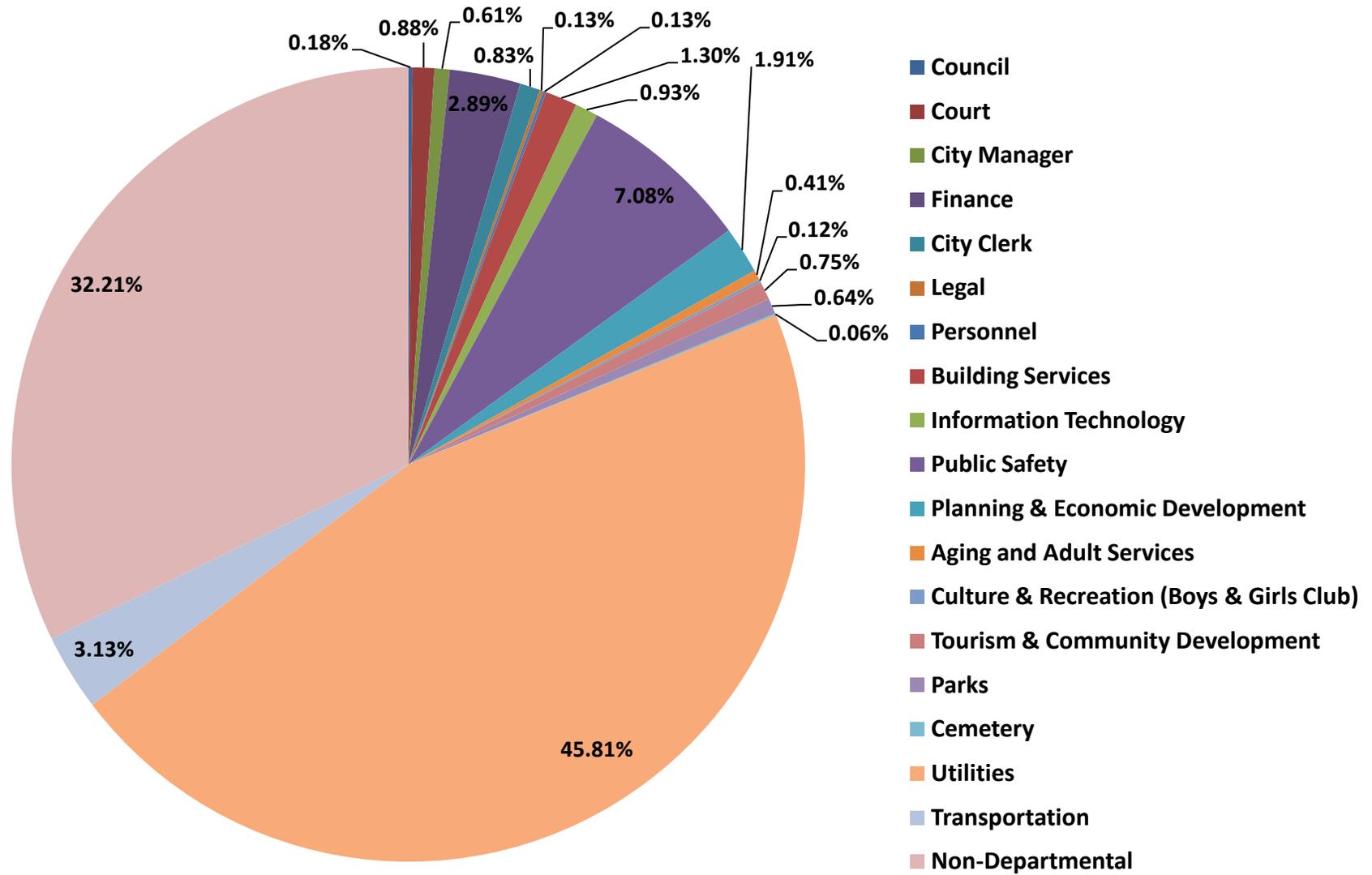
**2014 BUDGET**

|   | GENERAL FUND     | SPECIAL REVENUE FUNDS | DEBT FUNDS       | CAPITAL FUNDS    | ENTERPRISE FUNDS  | INTERNAL SERVICE FUNDS | AGENCY FUNDS  | TOTAL 2014 BUDGET | TOTAL 2013 BUDGET | \$ Change        | % Change   |
|---|------------------|-----------------------|------------------|------------------|-------------------|------------------------|---------------|-------------------|-------------------|------------------|------------|
| ESTIMATED BEGINNING FUND BALANCES                   | 355,000          | 1,282,977             | 195,154          | 818,851          | 8,925,810         | 2,000                  | 14,340        | 11,594,132        | 11,794,390        | (200,258)        | -2%        |
| <b>REVENUES</b>                                     |                  |                       |                  |                  |                   |                        |               |                   |                   |                  |            |
| Taxes   | 2,831,120        | 490,206               | 125,943          | 839,323          | -                 | -                      | -             | 4,286,592         | 3,852,270         | 434,322          | 11%        |
| Licenses & Permits                                  | 289,949          | -                     | -                | -                | -                 | -                      | -             | 289,949           | 255,505           | 34,444           | 13%        |
| Intergovernmental                                   | 148,430          | 97,614                | -                | 245,000          | -                 | -                      | -             | 491,044           | 570,427           | (79,383)         | -14%       |
| Charges for Goods & Services                        | 156,433          | 5,825                 | -                | -                | 10,805,176        | -                      | -             | 10,967,434        | 10,174,497        | 792,937          | 8%         |
| Fines & Forfeitures                                 | 190,000          | -                     | -                | -                | 39,000            | -                      | -             | 229,000           | 186,300           | 42,700           | 23%        |
| Interest & Miscellaneous                            | 180,128          | 200                   | -                | -                | 123,330           | -                      | -             | 303,658           | 331,810           | (28,152)         | -8%        |
| Non-Revenues (Loans & Bonds Proceeds)               | -                | -                     | -                | 2,345,792        | 1,309,819         | 2,700                  | -             | 3,658,311         | 729,700           | 2,928,611        | 401%       |
| Other Financing Sources-Transfers In                | 1,214,531        | 264,500               | 792,357          | 147,000          | 939,557           | 862,217                | 40,000        | 4,260,162         | 4,056,818         | 203,344          | 5%         |
| <b>TOTAL REVENUES</b>                               | <b>5,010,591</b> | <b>858,345</b>        | <b>918,300</b>   | <b>3,577,115</b> | <b>13,216,882</b> | <b>864,917</b>         | <b>40,000</b> | <b>24,486,150</b> | <b>20,157,327</b> | <b>4,328,823</b> | <b>21%</b> |
| <b>TOTAL AVAILABLE RESOURCES</b>                    | <b>5,365,591</b> | <b>2,141,322</b>      | <b>1,113,454</b> | <b>4,395,966</b> | <b>22,142,692</b> | <b>866,917</b>         | <b>54,340</b> | <b>36,080,282</b> | <b>31,951,717</b> | <b>4,128,565</b> | <b>13%</b> |
| <b>EXPENDITURES</b>                                 |                  |                       |                  |                  |                   |                        |               |                   |                   |                  |            |
| Council   | 46,476           | -                     | -                | -                | -                 | -                      | -             | 46,476            | 47,670            | (1,194)          | -3%        |
| Court   | 231,928          | -                     | -                | -                | -                 | -                      | -             | 231,928           | 228,122           | 3,806            | 2%         |
| City Manager  | 161,618          | -                     | -                | -                | -                 | -                      | -             | 161,618           | 155,722           | 5,896            | 4%         |
| Finance   | 760,578          | -                     | -                | -                | -                 | -                      | -             | 760,578           | 656,647           | 103,931          | 16%        |
| City Clerk  | 218,367          | -                     | -                | -                | -                 | -                      | -             | 218,367           | 211,874           | 6,493            | 3%         |
| Legal   | 35,000           | -                     | -                | -                | -                 | -                      | -             | 35,000            | 35,000            | -                | 0%         |
| Personnel   | 34,500           | -                     | -                | -                | -                 | -                      | -             | 34,500            | 12,500            | 22,000           | 176%       |
| Building Services                                   | 343,572          | -                     | -                | -                | -                 | -                      | -             | 343,572           | 315,849           | 27,723           | 9%         |
| Information Technology                              | 245,328          | -                     | -                | -                | -                 | -                      | -             | 245,328           | 235,539           | 9,789            | 4%         |
| Public Safety                                       | 1,822,609        | -                     | -                | -                | -                 | -                      | 42,000        | 1,864,609         | 1,802,940         | 61,669           | 3%         |
| Planning & Economic Development                     | 502,764          | -                     | -                | -                | -                 | -                      | -             | 502,764           | 420,257           | 82,507           | 20%        |
| Aging and Adult Services                            | 107,750          | -                     | -                | -                | -                 | -                      | -             | 107,750           | 97,750            | 10,000           | 10%        |
| Culture & Recreation (Boys & Girls Club)            | 31,000           | -                     | -                | -                | -                 | -                      | -             | 31,000            | 27,000            | 4,000            | 15%        |
| Tourism & Community Development                     | 125,872          | 71,000                | -                | -                | -                 | -                      | -             | 196,872           | 146,236           | 50,636           | 35%        |
| General Government Facilities                       | -                | -                     | -                | 102,000          | -                 | -                      | -             | 102,000           | -                 | 102,000          |            |
| Parks   | -                | 83,802                | -                | 84,000           | -                 | -                      | -             | 167,802           | 105,554           | 62,248           | 59%        |
| Cemetery  | -                | 17,010                | -                | -                | -                 | -                      | -             | 17,010            | 17,995            | (985)            | -5%        |
| Utilities   | -                | -                     | -                | 2,345,792        | 8,906,689         | 810,217                | -             | 12,062,698        | 10,085,249        | 1,977,449        | 20%        |
| Transportation                                      | -                | 378,352               | -                | 445,000          | -                 | -                      | -             | 823,352           | 488,538           | 334,814          | 69%        |
| Non-Departmental                                    | 326,706          | 493,332               | 946,005          | 973,882          | 5,688,440         | 54,700                 | -             | 8,483,065         | 8,666,353         | (183,288)        | -2%        |
| <b>TOTAL EXPENDITURES</b>                           | <b>4,994,068</b> | <b>1,043,496</b>      | <b>946,005</b>   | <b>3,950,674</b> | <b>14,595,129</b> | <b>864,917</b>         | <b>42,000</b> | <b>26,436,289</b> | <b>23,756,795</b> | <b>2,679,494</b> | <b>11%</b> |
| ESTIMATED ENDING FUND BALANCES                      | 371,523          | 1,097,826             | 167,449          | 445,292          | 7,547,563         | 2,000                  | 12,340        | 9,643,993         | 8,194,922         | 1,449,071        | 18%        |
| <b>TOTAL EXPENDITURES &amp; ENDING FUND BALANCE</b> | <b>5,365,591</b> | <b>2,141,322</b>      | <b>1,113,454</b> | <b>4,395,966</b> | <b>22,142,692</b> | <b>866,917</b>         | <b>54,340</b> | <b>36,080,282</b> | <b>31,951,717</b> | <b>4,128,565</b> | <b>13%</b> |

# 2014 TOTAL ESTIMATED REVENUE BY TYPE

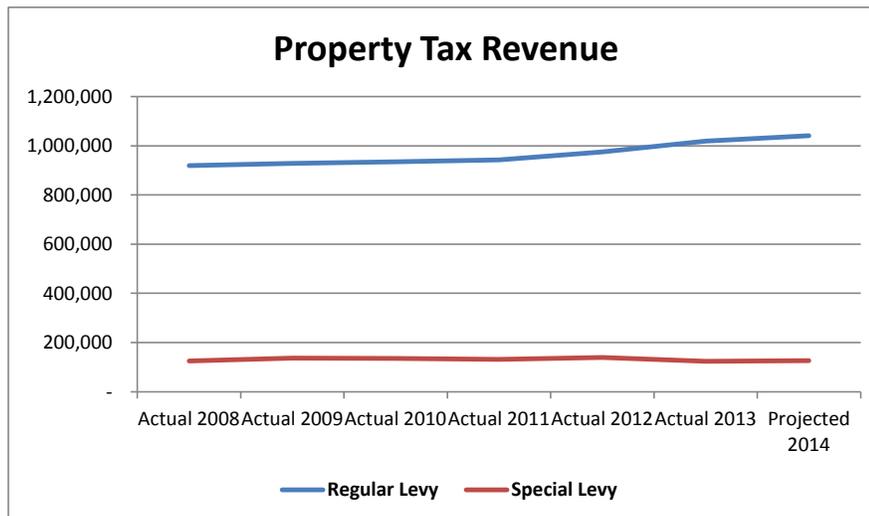


## 2014 TOTAL ESTIMATED EXPENDITURES BY DEPARTMENT



## TOTAL PROPERTY TAX REVENUES ALL FUNDS

|                                       | 1% Levy<br>Increase | 0% Levy<br>Increase | 0% Levy<br>Increase | 0% Levy<br>Increase | 2% Levy<br>Increase | 3% Levy<br>Increase | 0% Levy<br>Increase |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                       |                     |                     |                     |                     |                     |                     | <b>Projected</b>    |
| <b>Property Tax</b>                   | <b>Actual 2008</b>  | <b>Actual 2009</b>  | <b>Actual 2010</b>  | <b>Actual 2011</b>  | <b>Actual 2012</b>  | <b>Actual 2013</b>  | <b>2014</b>         |
| General Fund                          | 128,722             | 129,989             | 130,801             | 132,162             | 175,352             | 184,402             | 187,325             |
| Street Operating Fund                 | 147,110             | 148,559             | 149,487             | 151,042             | 117,207             | 122,212             | 124,883             |
| Street Capital Funds                  | 643,608             | 649,944             | 654,004             | 658,864             | 682,636             | 711,818             | 728,486             |
| <b>Total All Funds*</b>               | <b>919,440</b>      | <b>928,492</b>      | <b>934,292</b>      | <b>942,068</b>      | <b>975,195</b>      | <b>1,018,432</b>    | <b>1,040,694</b>    |
| % Change                              |                     | 1%                  | 1%                  | 1%                  | 4%                  | 4%                  | 2%                  |
| \$ Change                             |                     | 9,052               | 5,800               | 7,776               | 33,127              | 43,238              | 22,262              |
| <b>Property Tax Special</b>           |                     |                     |                     |                     |                     |                     |                     |
| <b>Levy (O'Dell Rd. Fire Station)</b> | <b>124,636</b>      | <b>136,106</b>      | <b>135,566</b>      | <b>131,821</b>      | <b>139,742</b>      | <b>123,855</b>      | <b>125,943</b>      |
| <b>Total Property Tax Revenue</b>     |                     |                     |                     |                     |                     |                     |                     |
|                                       | <b>1,044,076</b>    | <b>1,064,598</b>    | <b>1,069,858</b>    | <b>1,073,889</b>    | <b>1,114,937</b>    | <b>1,142,288</b>    | <b>1,166,637</b>    |



\*Includes past due collections, refunds, and any new construction. The numbers in the budget do not reflect these additions.

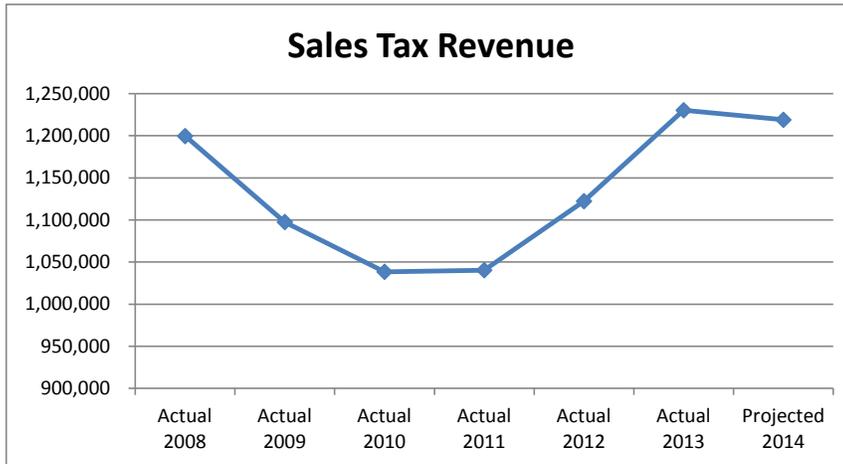
Assessed Home Value \$232,000

| <b>Tax District</b>    | <b>Dollars</b>    | <b>Percent</b> |
|------------------------|-------------------|----------------|
| Blaine School District | \$623.29          | 26%            |
| State                  | 619.61            | 26%            |
| Fire District          | 348.00            | 14%            |
| City of Blaine         | 338.56            | 14%            |
| Whatcom County         | 267.85            | 11%            |
| Library District       | 116.00            | 5%             |
| Port of Bellingham     | 66.38             | 3%             |
| Flood Control          | 31.91             | 1%             |
| Conservation           | 9.93              | 0.4%           |
| <b>Total</b>           | <b>\$2,421.52</b> |                |

Property tax revenue funds general city services, street operations, street capital projects, and debt service on street capital projects. Real and personal property is assessed by the Whatcom County Assessor's Office. Of the total property taxes owed on a \$232,000 assessed value home, 14% goes to the City.

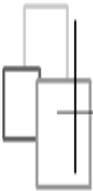
## TOTAL SALES TAX REVENUES ALL FUNDS

| Sales Tax    | Actual<br>2008 | Actual<br>2009 | Actual<br>2010 | Actual<br>2011 | Actual<br>2012 | Actual 2013 | Projected<br>2014 |
|--------------|----------------|----------------|----------------|----------------|----------------|-------------|-------------------|
| General Fund | 1,199,574      | 1,097,483      | 1,038,385      | 1,040,295      | 1,122,251      | 1,230,254   | 1,218,898         |
| % Change     |                | -9%            | -5%            | 0%             | 8%             | 10%         | -1%               |
| \$ Change    |                | (102,091)      | (59,098)       | 1,910          | 81,956         | 108,003     | (11,356)          |



| Sales Tax Distribution Breakdown |              |
|----------------------------------|--------------|
| Tax Jurisdiction                 | Percentage   |
| State                            | 6.50%        |
| City of Blaine                   | 0.85%        |
| Transit Authority                | 0.60%        |
| Whatcom County                   | 0.45%        |
| Criminal Justice                 | 0.10%        |
| <b>Total</b>                     | <b>8.50%</b> |

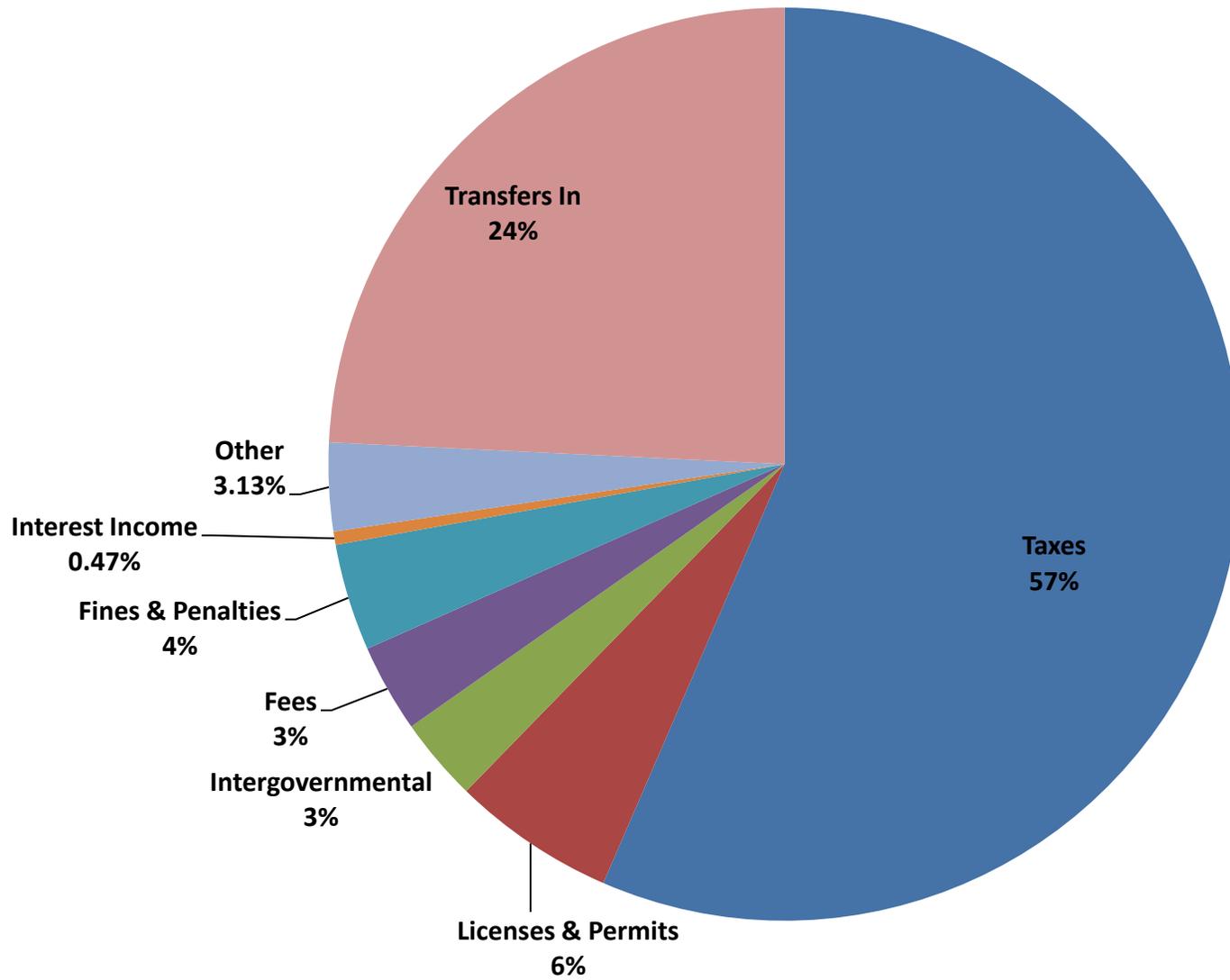
The sales tax rate within the City of Blaine is 8.5% of which 0.85% of total sales tax revenue is returned to the City. The remainder of the revenue goes to the State and other public agencies.



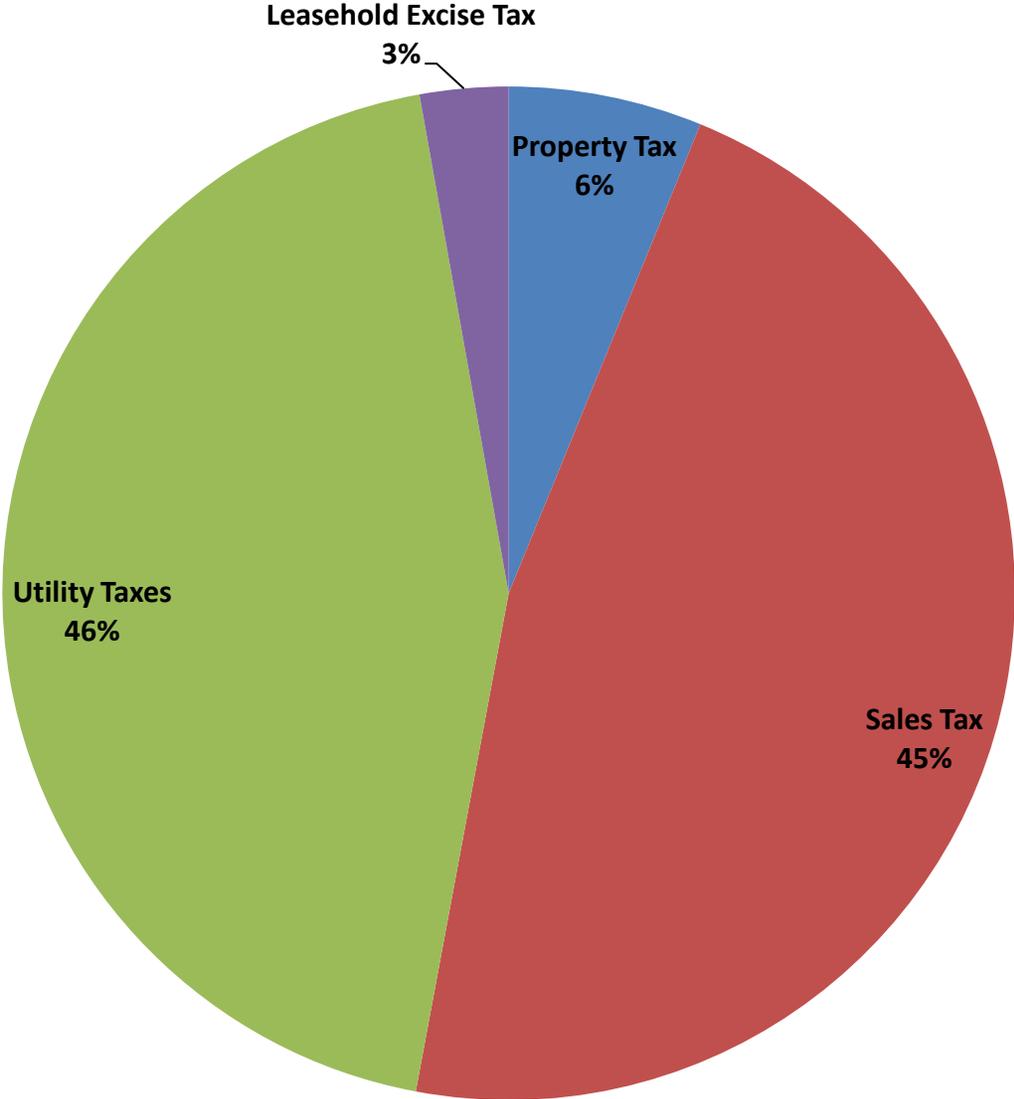
## General Fund Revenue

| Description   | 2012 Actual         | 2013<br>Adopted<br>Budget | 2014 Budget         | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|---|---------------------|---------------------------|---------------------|--|--|
| Estimated Beginning Fund<br>Balance                   | \$ 212,089          | \$ 274,000                | \$ 355,000          | 81,000   | 29.6%                                    |
| Taxes   | 2,668,325           | 2,585,990                 | 2,831,120           | 245,130  | 9.5%                                     |
| Licenses & Permits                                    | 262,410             | 255,505                   | 289,949             | 34,444   | 13.5%                                    |
| Intergovernmental                                     | 289,403             | 147,145                   | 148,430             | 1,285  | 0.9%                                     |
| Fees  | 165,139             | 131,770                   | 156,433             | 24,663   | 18.7%                                    |
| Fines & Penalties                                     | 183,973             | 148,000                   | 190,000             | 42,000   | 28.4%                                    |
| Interest Income                                       | 20,360              | 23,500                    | 23,500              | -  | 0.0%                                     |
| Other   | 129,993             | 155,128                   | 156,629             | 1,501  | 1.0%                                     |
| Transfers In  | 1,269,750           | 1,188,105                 | 1,214,531           | 26,426   | 2.2%                                     |
| <b>Total Revenue</b>                                  | <b>4,989,353</b>    | <b>4,635,143</b>          | <b>5,010,592</b>    | 375,449  | 8.1%                                     |
| <b>Total Revenue &amp; Beginning<br/>Fund Balance</b> | <b>\$ 5,201,441</b> | <b>\$ 4,909,143</b>       | <b>\$ 5,365,592</b> | 456,449  | 9.3%                                     |

# General Fund Revenue

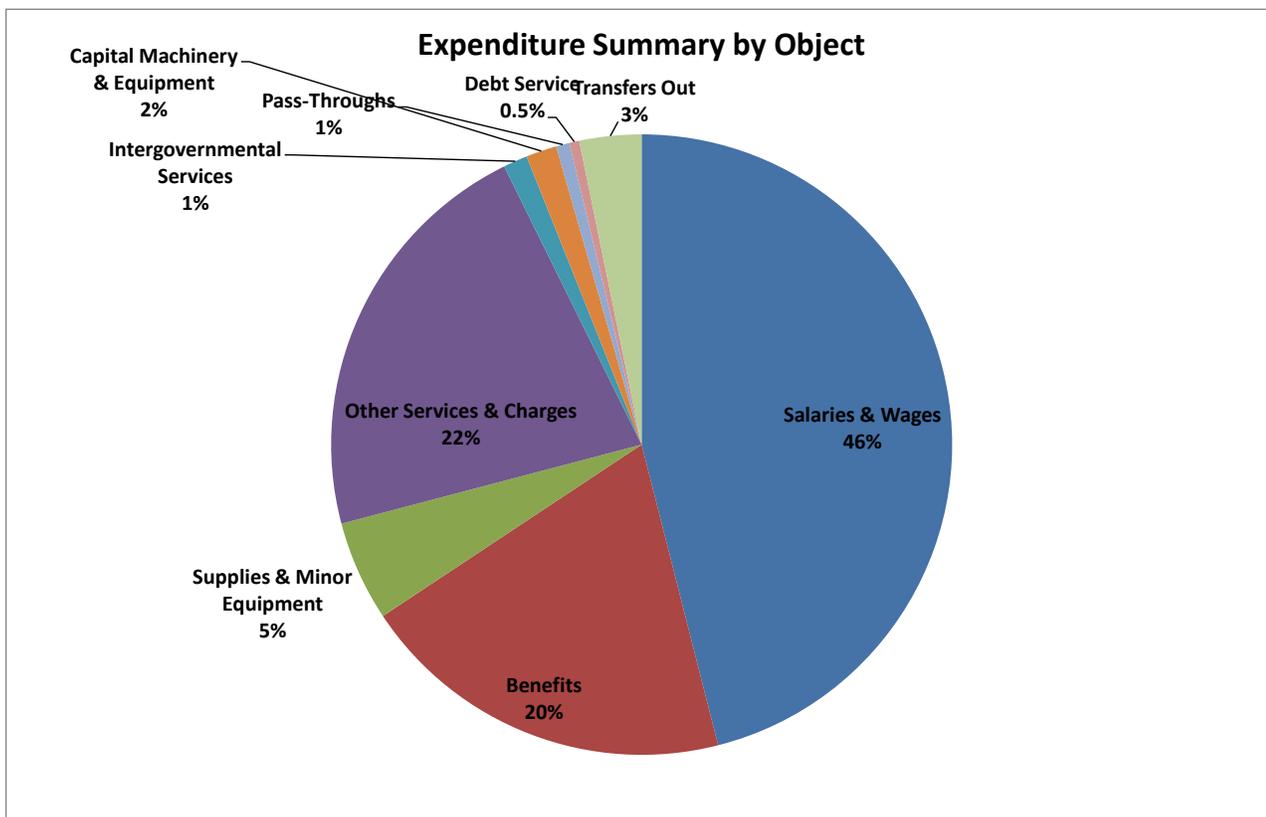


# Taxes Allocated to the General Fund

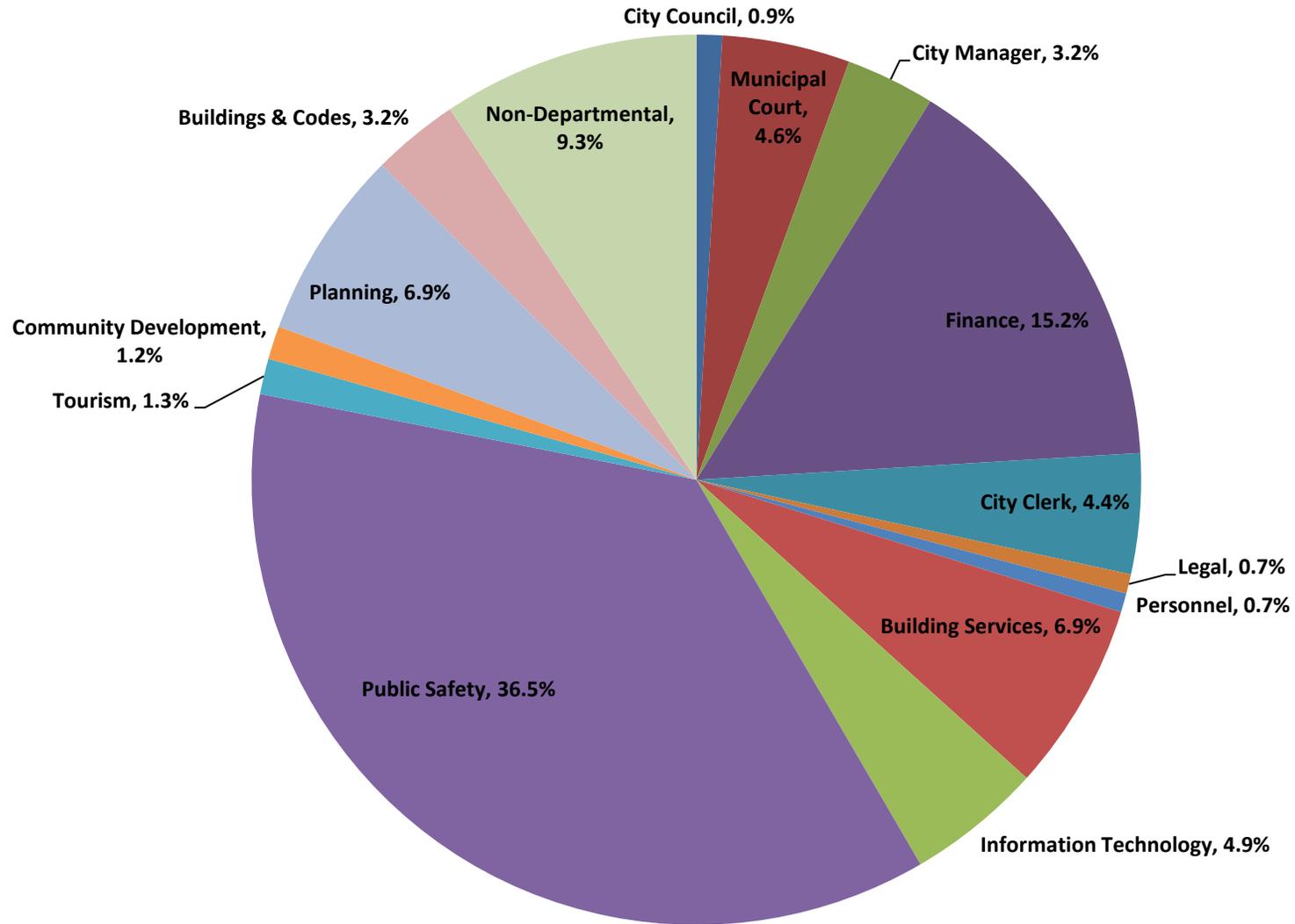


**001 General Fund Expenditures**

| Description   | 2013             |                  |                  | Variance       | % Change from 2013 to 2014 |
|---|------------------|------------------|------------------|----------------|----------------------------|
|   | 2012 ACTUAL      | ADOPTED BUDGET   | 2014 BUDGET      |                |                            |
| Salaries & Wages                                    | 2,230,234        | 2,149,362        | 2,299,069        | 149,707        | 6.97%                      |
| Benefits  | 915,339          | 860,889          | 981,002          | 120,113        | 13.95%                     |
| Supplies & Minor Equipment                          | 213,966          | 246,447          | 260,563          | 14,116         | 5.73%                      |
| Other Services & Charges                            | 1,017,272        | 1,037,508        | 1,088,828        | 51,320         | 4.95%                      |
| Intergovernmental Services                          | 53,198           | 82,856           | 62,848           | (20,008)       | -24.15%                    |
| Capital Machinery & Equipment                       | 17,038           | -                | 80,000           | 80,000         |                            |
| Pass-Throughs                                       | 34,304           | 33,654           | 34,924           | 1,270          | 3.77%                      |
| Debt Service  | 15,997           | 16,000           | 25,833           | 9,833          | 61.46%                     |
| Transfers Out                                       | 333,608          | 232,427          | 161,000          | (71,427)       | -30.73%                    |
| <b>TOTAL EXPENDITURES</b>                           | <b>4,830,956</b> | <b>4,659,143</b> | <b>4,994,067</b> | <b>334,924</b> | <b>7.19%</b>               |
| ENDING FUND BALANCE                                 | 212,089          | 250,000          | 371,525          | 121,525        | 48.61%                     |
| <b>TOTAL EXPENDITURES &amp; ENDING FUND BALANCE</b> | <b>5,043,045</b> | <b>4,909,143</b> | <b>5,365,592</b> | <b>456,449</b> | <b>9.30%</b>               |



## General Fund Expenditures by Department



|                       |                        |
|-----------------------|------------------------|
| <b>PROGRAM TITLE:</b> | <b>PROGRAM NUMBER:</b> |
| <b>CITY COUNCIL</b>   | <b>511</b>             |

|                     |                     |
|---------------------|---------------------|
| <b>FUND TITLE:</b>  | <b>FUND NUMBER:</b> |
| <b>GENERAL FUND</b> | <b>001</b>          |

**PROGRAM DESCRIPTION**

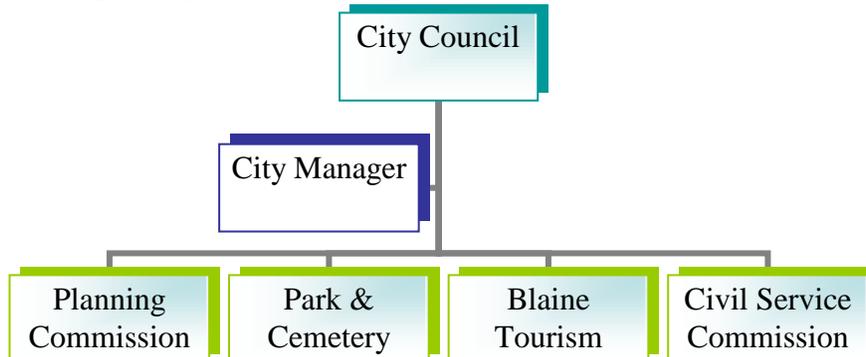
The City Council serves as the legislative and governing body of the City of Blaine and has the responsibility for establishing City policies, goals and enacting law. The Council is a sounding board for the community to address the needs and concerns of the residents, business community, and other interested 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, as well as members of Blaine’s various Boards and Commissions.

**PERSONNEL SUMMARY:**

| <b>POSITION</b> | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|-----------------|-------------|-------------|-------------|
| City Council    | 7           | 7           | 7           |

**ORGANIZATIONAL CHART: COUNCIL**



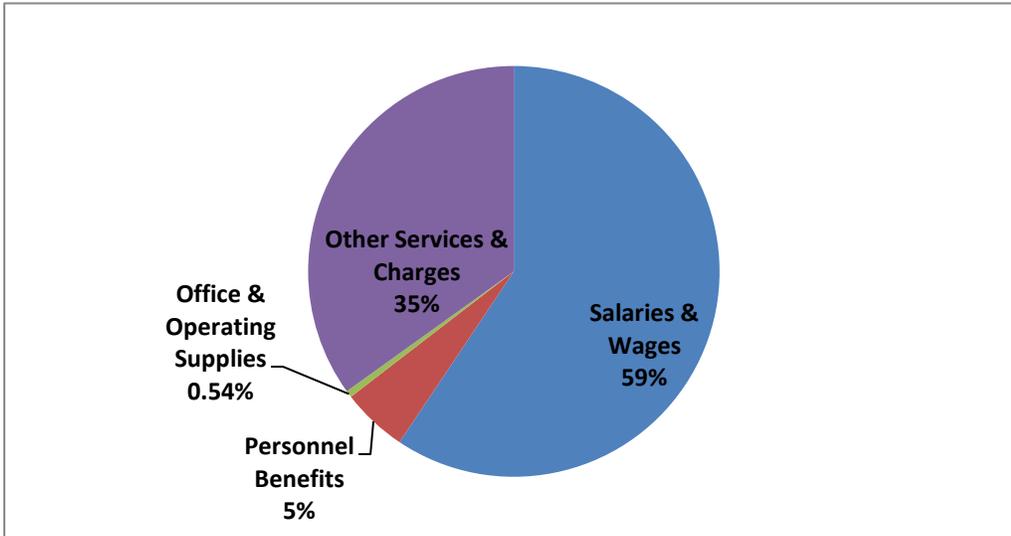
**PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS**

1. Selected a consultant that conducted a study on Economic Development of the Gateway Property.
2. Selected a City Manager.
3. Reviewed and adopted a 2014 Budget that implements Council's Goals and Objectives.

**2014 PLANNED ACTIVITIES/SERVICE LEVELS**

1. Develop and implement Economic Development strategies for the Gateway Property and the City.
2. Continue to implement the City's updated Strategic Plan.
3. Develop a five-year financial plan.

| Description                 | 2012<br>Actual   | 2013<br>Budget   | 2014 Budget      | Dollar                                 |  |
|-----------------------------|------------------|------------------|------------------|--|--|
|                             |                  |                  |                  | Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
| <b>City Council</b>         |                  |                  |                  |  |  |
| Salaries & Wages            | 27,600           | 27,600           | 27,600           | -                                      | 0.0%                                     |
| Personnel Benefits          | 2,353            | 2,370            | 2,401            | 31                                     | 1.3%                                     |
| Office & Operating Supplies | 197              | 175              | 250              | 75                                     | 42.9%                                    |
| Other Services & Charges    | 27,754           | 17,525           | 16,225           | (1,300)                                | -7.4%                                    |
| <b>Total City Council</b>   | <b>\$ 57,903</b> | <b>\$ 47,670</b> | <b>\$ 46,476</b> | <b>(1,194)</b>                         | <b>-2.5%</b>                             |



|                        |                 |
|------------------------|-----------------|
| PROGRAM TITLE:         | PROGRAM NUMBER: |
| <b>MUNICIPAL COURT</b> | <b>512.50</b>   |

|                     |              |
|---------------------|--------------|
| FUND TITLE:         | FUND NUMBER: |
| <b>GENERAL FUND</b> | <b>001</b>   |

|                      |                   |
|----------------------|-------------------|
| PERSON RESPONSIBLE:  | POSITION:         |
| <b>SHERI SANCHEZ</b> | <b>CITY CLERK</b> |

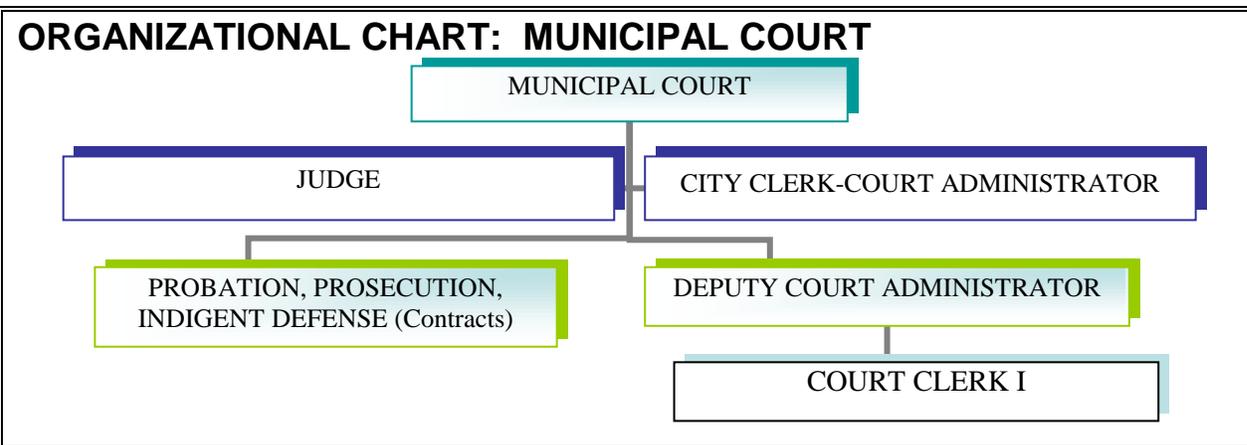
**PROGRAM DESCRIPTION**

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                      | 2012        | 2013        | 2014        |
|-------------------------------|-------------|-------------|-------------|
| Judge*                        | 0.06        | 0.06        | 0.06        |
| Deputy Court Clerk            | 1.00        | 1.00        | 1.00        |
| Office Specialist/Court Clerk | 0.80        | 0.00        | 0.50        |
| <b>TOTAL</b>                  | <b>1.86</b> | <b>1.06</b> | <b>1.56</b> |

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



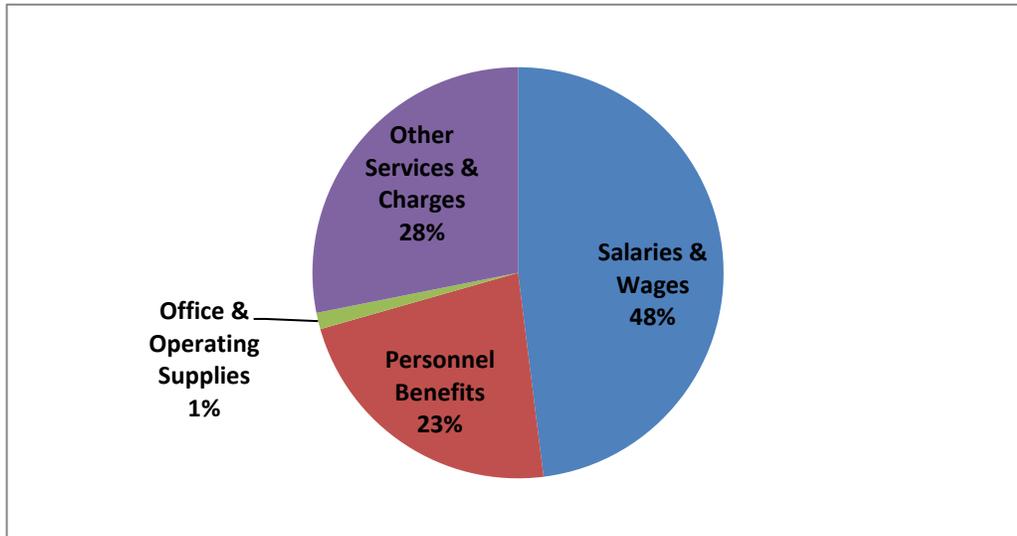
### **PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS**

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 City contracted with AllianceOne collection agency for improved services.
3. The Court reviewed and updated the status of cases in collections.
4. The City contracted with Signal to provide time payments on cases.
5. The Court provides a judge, prosecuting attorney, public defender for indigents, jury trials, interpreters, deputy court administrator, and support for probation services.
6. Blaine Court processed more citations per FTE (full-time employee) than any other small city court in Whatcom County.

### **2014 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 provide a part-time court clerk to assist the deputy court administrator.

| Description                  | 2012 Actual       | 2013 Budget       | 2014 Budget       | Dollar Change<br>(Compared to 2013 Budget) | % Change<br>(Compared to 2013 Budget) |
|------------------------------|-------------------|-------------------|-------------------|--|---------------------------------------|
| <b>Municipal Court</b>       |                   |                   |                   |  |                                       |
| Salaries & Wages             | 121,314           | 90,807            | 111,362           | 20,555                                     | 22.6%                                 |
| Personnel Benefits           | 48,061            | 30,315            | 52,316            | 22,001                                     | 72.6%                                 |
| Office & Operating Supplies  | 2,227             | 1,750             | 3,000             | 1,250                                      | 71.4%                                 |
| Other Services & Charges     | 115,455           | 105,250           | 65,250            | (40,000)                                   | -38.0%                                |
| <b>Total Municipal Court</b> | <b>\$ 287,056</b> | <b>\$ 228,122</b> | <b>\$ 231,928</b> | <b>3,806</b>                               | <b>1.7%</b>                           |



|                     |                 |
|---------------------|-----------------|
| PROGRAM TITLE:      | PROGRAM NUMBER: |
| <b>CITY MANAGER</b> | <b>513</b>      |

|                     |              |
|---------------------|--------------|
| FUND TITLE:         | FUND NUMBER: |
| <b>GENERAL FUND</b> | <b>001</b>   |

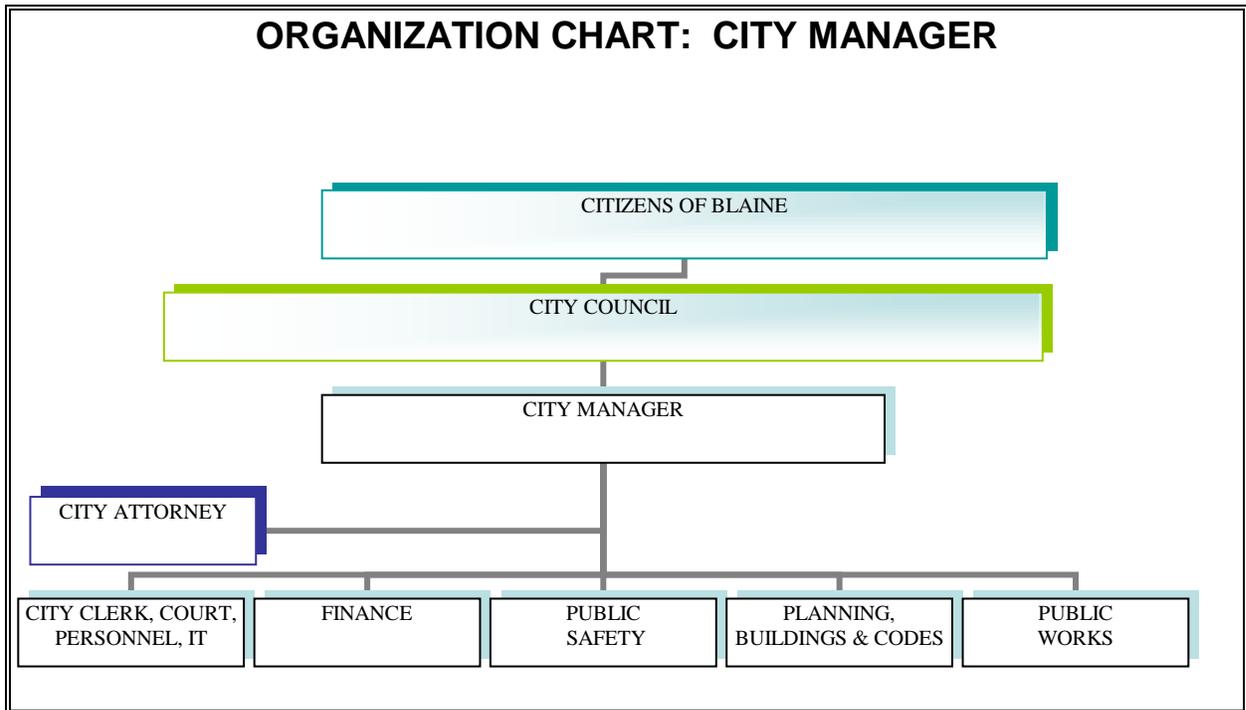
|                        |                     |
|------------------------|---------------------|
| PERSON RESPONSIBLE:    | POSITION:           |
| <b>DAVID WILBRECHT</b> | <b>CITY MANAGER</b> |

**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     | 2012 | 2013 | 2014 |
|--------------|------|------|------|
| City Manager | 1    | 1    | 1    |



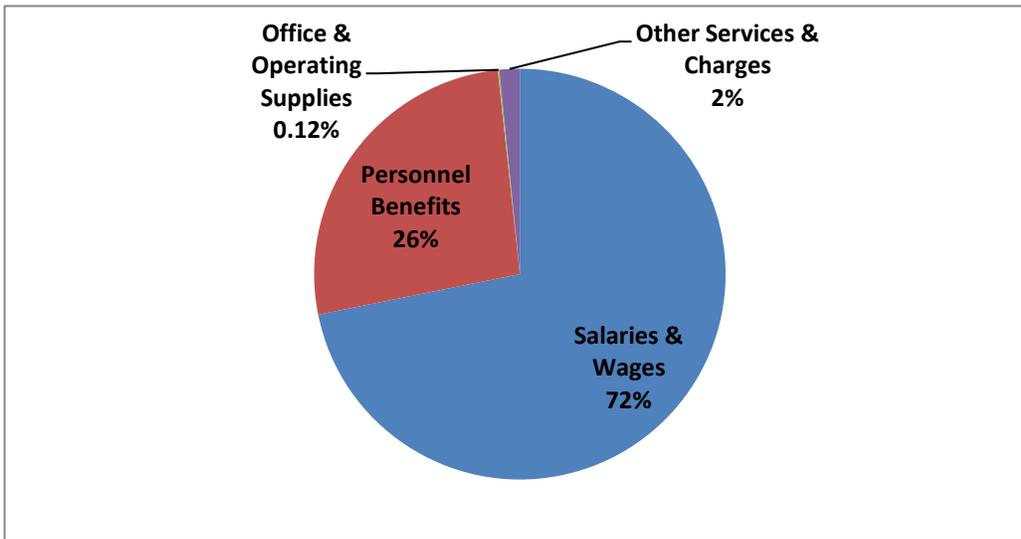
### **PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS**

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.

### **2014 PLANNED ACTIVITIES/SERVICE LEVELS**

1. Continue to work with Council in developing the Gateway 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. In partnership with the City Council, local businesses and industry, promote economic development within the City.
5. Continue numerous activities representing the City of Blaine.

| Description                 | 2012 Actual       | 2013 Budget       | 2014 Budget       | Dollar Change<br>(Compared to 2013 Budget) | % Change<br>(Compared to 2013 Budget) |
|-----------------------------|-------------------|-------------------|-------------------|--|---------------------------------------|
| <b>City Manager</b>         |                   |                   |                   |  |                                       |
| Salaries & Wages            | 113,033           | 113,127           | 116,104           | 2,977                                      | 2.6%                                  |
| Personnel Benefits          | 35,806            | 39,620            | 42,739            | 3,119                                      | 7.9%                                  |
| Office & Operating Supplies | 117               | 150               | 200               | 50   | 33.3%                                 |
| Other Services & Charges    | 2,442             | 2,825             | 2,575             | (250)                                      | -8.8%                                 |
| <b>Total City Manager</b>   | <b>\$ 151,398</b> | <b>\$ 155,722</b> | <b>\$ 161,618</b> | <b>5,896</b>                               | <b>3.8%</b>                           |



|                |                 |
|----------------|-----------------|
| PROGRAM TITLE: | PROGRAM NUMBER: |
| <b>FINANCE</b> | <b>514.10</b>   |

|                     |              |
|---------------------|--------------|
| FUND TITLE:         | FUND NUMBER: |
| <b>GENERAL FUND</b> | <b>001</b>   |

|                        |                         |
|------------------------|-------------------------|
| PERSON RESPONSIBLE:    | POSITION:               |
| <b>JEFFREY LAZENBY</b> | <b>FINANCE DIRECTOR</b> |

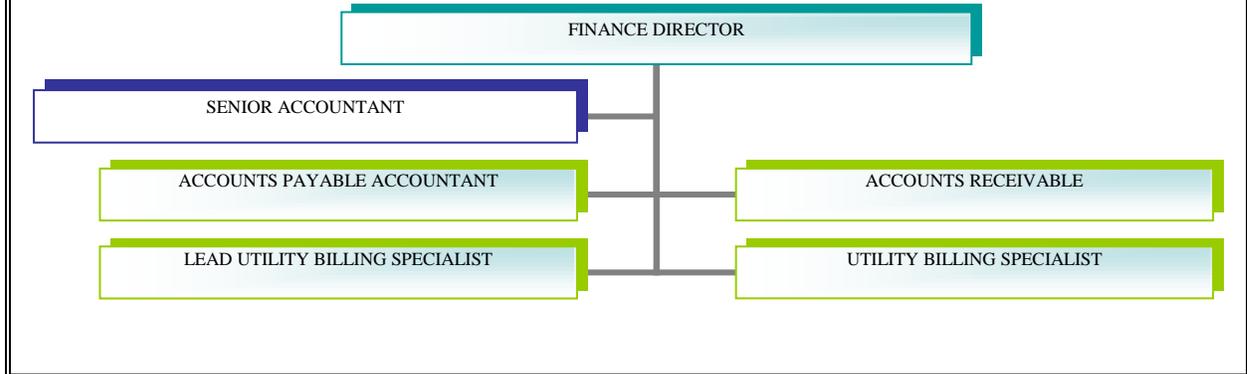
**PROGRAM DESCRIPTION**

The Finance Department provides both external (public) and internal (City Council, City Departments, City Manager) support. The Department is comprised of three main functions: Budget/Fund Accounting, General Accounting, and Utility Billing. 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: 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; miscellaneous department reports; and utility billing for the utility funds, customer service, information analysis and reporting as required by various departments and agencies.

| <b>PERSONNEL SUMMARY</b>        |             |             |             |
|---------------------------------|-------------|-------------|-------------|
| <b>POSITION</b>                 | <b>2012</b> | <b>2013</b> | <b>2014</b> |
| Finance Director                | 1           | 1           | 1           |
| Senior Accountant               | 1           | 1           | 1           |
| Accounts Payable                | 1           | 1           | 1           |
| Accounts Receivable             | 1           | 0           | 1           |
| Lead Utility Billing Specialist | 1           | 1           | 1           |
| Utility Billing Specialist      | 1           | 1           | 1           |
| <b>TOTAL</b>                    | <b>6.00</b> | <b>5.00</b> | <b>6.00</b> |

## ORGANIZATIONAL CHART: FINANCE DEPARTMENT



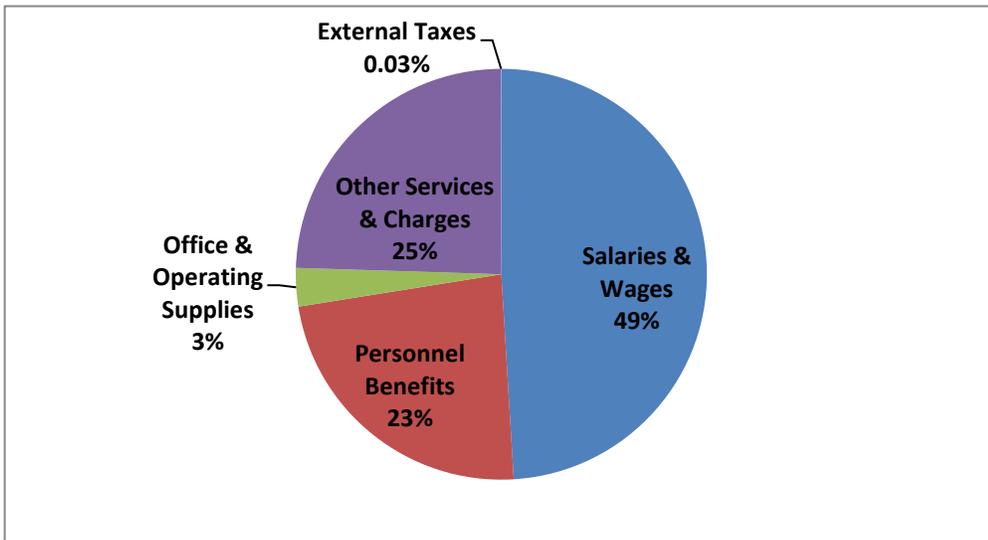
### PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS

1. Completed and submitted the 2012 State Annual Report, due May 31, 2013. The City reported all Funds on cash basis.
2. Received a clean financial audit for the City's 2012 Financials.
3. Provided timely budget reports to City departments, the public, and Council.
4. Prepared the 2014 budget.
5. Upgraded Meter Reading software and hardware to help expedite readings, reporting, and customer billing.

### 2014 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 review financial policies and procedures for more effective productivity.
4. Continue to review and monitor revenue and expenditures.
5. Continue to increase customer service
6. Continue collections on unpaid utility bills.
7. Upgrade utility billing software.

| Description                 | 2012<br>Actual    | 2013<br>Budget    | 2014 Budget       | Dollar                                 | % Change                     |
|-----------------------------|-------------------|-------------------|-------------------|--|------------------------------|
|                             |                   |                   |                   | Change<br>(Compared to<br>2013 Budget) | (Compared to<br>2013 Budget) |
| <b>Finance</b>              |                   |                   |                   |  |                              |
| Salaries & Wages            | 353,834           | 310,507           | 372,973           | 62,466                                 | 20.1%                        |
| Personnel Benefits          | 172,118           | 141,372           | 178,245           | 36,873                                 | 26.1%                        |
| Office & Operating Supplies | 22,141            | 22,250            | 23,000            | 750                                    | 3.4%                         |
| Other Services & Charges    | 166,694           | 182,268           | 186,110           | 3,842                                  | 2.1%                         |
| External Taxes              | 298               | 250               | 250               | -                                      | 0.0%                         |
| <b>Total Finance</b>        | <b>\$ 715,084</b> | <b>\$ 656,647</b> | <b>\$ 760,578</b> | 103,931                                | 15.8%                        |



|                       |                       |
|-----------------------|-----------------------|
| <b>PROGRAM TITLE:</b> | <b>PROGRAM NUMBER</b> |
| <b>CITY CLERK</b>     | <b>514.30</b>         |

|                     |                    |
|---------------------|--------------------|
| <b>FUND TITLE</b>   | <b>FUND NUMBER</b> |
| <b>GENERAL FUND</b> | <b>001</b>         |

|                           |                   |
|---------------------------|-------------------|
| <b>PERSON RESPONSIBLE</b> | <b>POSITION</b>   |
| <b>SHERI SANCHEZ</b>      | <b>CITY CLERK</b> |

**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.

| <b>PERSONNEL SUMMARY</b> |             |             |             |
|--------------------------|-------------|-------------|-------------|
| <b>POSITION</b>          | <b>2012</b> | <b>2013</b> | <b>2014</b> |
| City Clerk               | 1           | 1           | 1           |
| Office Specialist        | 1           | 1           | 1           |
| Office Specialist        | 0.2         | 0.0         | 0.0         |
| <b>Total</b>             | <b>2.2</b>  | <b>2.0</b>  | <b>2.0</b>  |

## ORGANIZATIONAL CHART: CITY CLERK



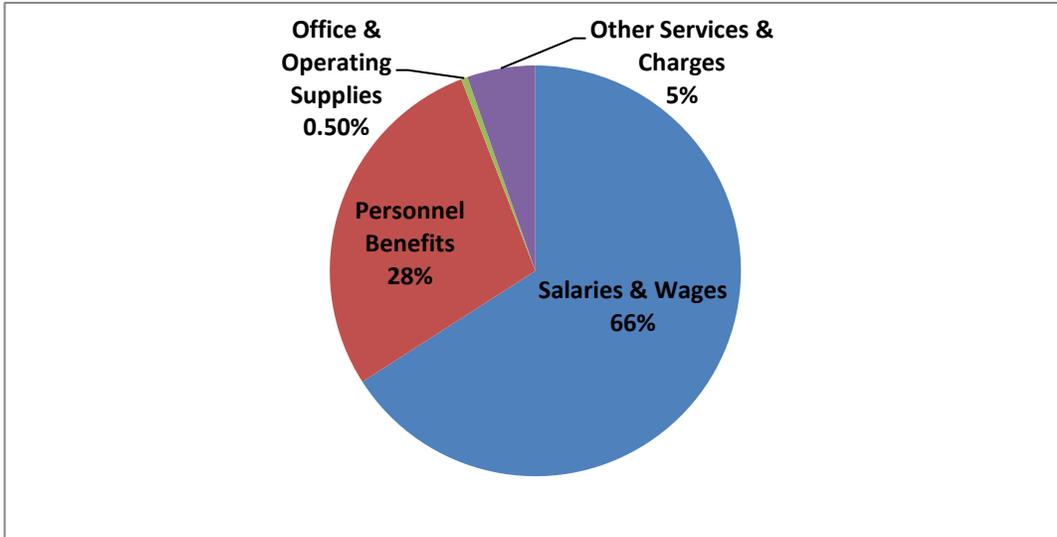
## PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS

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 2012/2013 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.
7. Installed and implemented on-line web access to City documents via the City website.

## 2014 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. Upgrade website to improve access to information by the citizens.

| Description                 | 2012<br>Actual    | 2013<br>Budget    | 2014<br>Budget    | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|-----------------------------|-------------------|-------------------|-------------------|--|--|
| <b>City Clerk</b>           |                   |                   |                   |  |  |
| Salaries & Wages            | 146,732           | 138,527           | 143,947           | 5,420  | 3.9%                                     |
| Personnel Benefits          | 52,591            | 57,222            | 61,595            | 4,373  | 7.6%                                     |
| Office & Operating Supplies | 1,862             | 1,600             | 1,100             | (500)  | -31.3%                                   |
| Other Services & Charges    | 10,162            | 14,525            | 11,725            | (2,800)  | -19.3%                                   |
| <b>Total City Clerk</b>     | <b>\$ 211,347</b> | <b>\$ 211,874</b> | <b>\$ 218,367</b> | <b>6,493</b>                                     | <b>3.1%</b>                              |



|                             |                        |
|-----------------------------|------------------------|
| <b>PROGRAM TITLE:</b>       | <b>PROGRAM NUMBER:</b> |
| <b>LEGAL ADMINISTRATION</b> | <b>515</b>             |

|                     |                     |
|---------------------|---------------------|
| <b>FUND TITLE:</b>  | <b>FUND NUMBER:</b> |
| <b>GENERAL FUND</b> | <b>001</b>          |

|                            |                      |
|----------------------------|----------------------|
| <b>PERSON RESPONSIBLE:</b> | <b>POSITION:</b>     |
| <b>JON SITKIN</b>          | <b>CITY ATTORNEY</b> |

**PROGRAM DESCRIPTION**

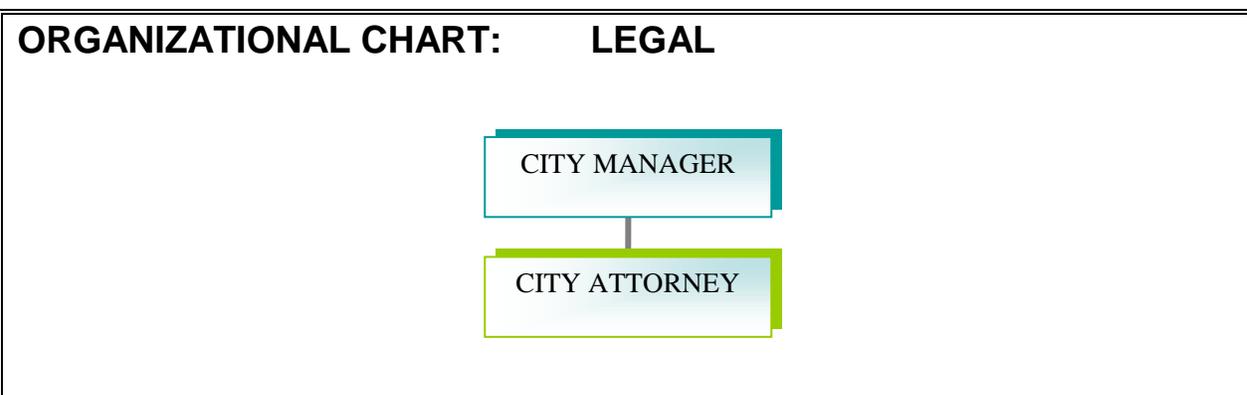
The Legal Administration function is a contracted service.

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**

| <b>CONTRACT POSITION</b> | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|--------------------------|-------------|-------------|-------------|
| City Attorney            | 1           | 1           | 1           |



| Description                 | 2012<br>Actual   | 2013<br>Budget   | 2014<br>Budget   | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|-----------------------------|------------------|------------------|------------------|--|--|
| <b>Legal Services</b>       |                  |                  |                  |  |  |
| Professional Services       | 48,660           | 35,000           | 35,000           | -  | 0.0%                                     |
| <b>Total Legal Services</b> | <b>\$ 48,660</b> | <b>\$ 35,000</b> | <b>\$ 35,000</b> | -  | 0.0%                                     |



|                                    |                               |
|------------------------------------|-------------------------------|
| PROGRAM TITLE:<br><b>PERSONNEL</b> | PROGRAM NUMBER:<br><b>516</b> |
|------------------------------------|-------------------------------|

|                                    |                            |
|------------------------------------|----------------------------|
| FUND TITLE:<br><b>GENERAL FUND</b> | FUND NUMBER:<br><b>001</b> |
|------------------------------------|----------------------------|

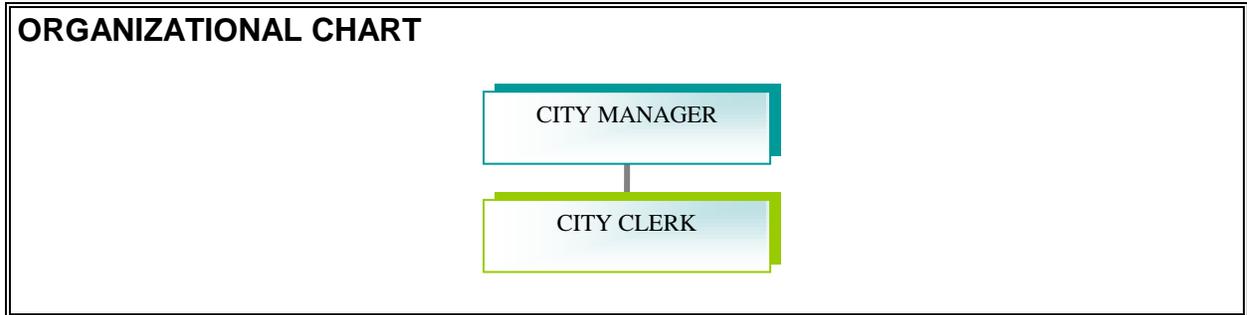
|  |   |
|--|---|
| PERSON(S) RESPONSIBLE:<br><b>DAVID WILBRECHT</b><br><b>SHERI SANCHEZ</b> | POSITION:<br><b>CITY MANAGER</b><br><b>CITY CLERK</b> |
|--|---|

**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.

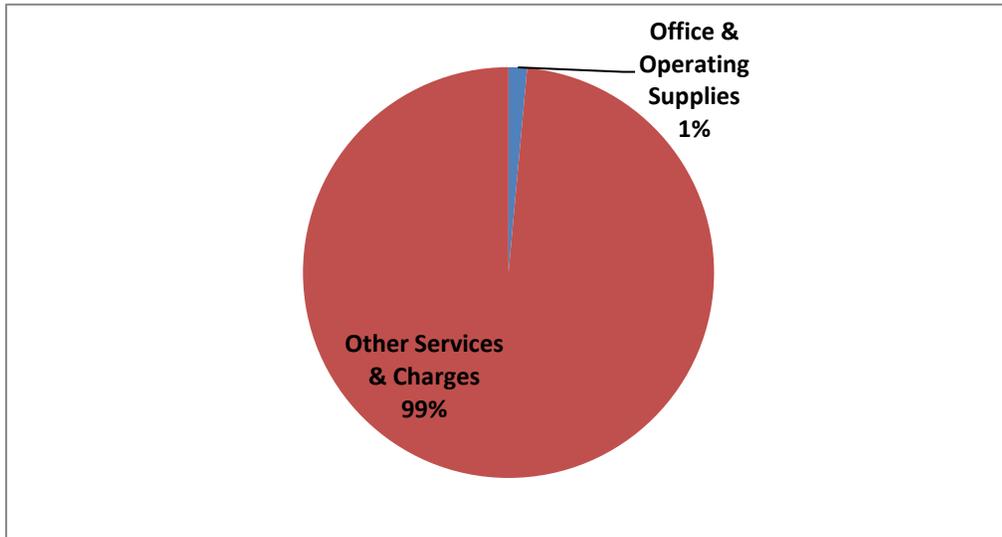


- PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS**
1. Advertised and interviewed for new employees as needed.
  2. Continued refinement of Personnel Policies and Procedure manual.
  3. Continued maintenance and preparation of Personnel files, coordination with various departments regarding employee changes, job recruitment and management of Labor and Industries claims.
  4. Provided supervisory and employee training.

**2014 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                     | 2012<br>Actual  | 2013<br>Budget   | 2014<br>Budget   | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|---------------------------------|-----------------|------------------|------------------|--|--|
| <b>Personnel Services</b>       |                 |                  |                  |  |  |
| Office & Operating Supplies     | 60              | -                | 500              | 500  | 0.0%                                     |
| Other Services & Charges        | 7,895           | 12,500           | 34,000           | 21,500   | 172.0%                                   |
| <b>Total Personnel Services</b> | <b>\$ 7,956</b> | <b>\$ 12,500</b> | <b>\$ 34,500</b> | 22,000   | 176.0%                                   |



PROGRAM TITLE:  
**GOVERNMENTAL BUILDING SERVICES**

PROGRAM NUMBER:  
**518**

FUND TITLE:  
**GENERAL FUND**

FUND NUMBER:  
**001**

PERSON RESPONSIBLE:  
**RAVYN WHITEWOLF**

POSITION:  
**PUBLIC WORKS DIRECTOR**

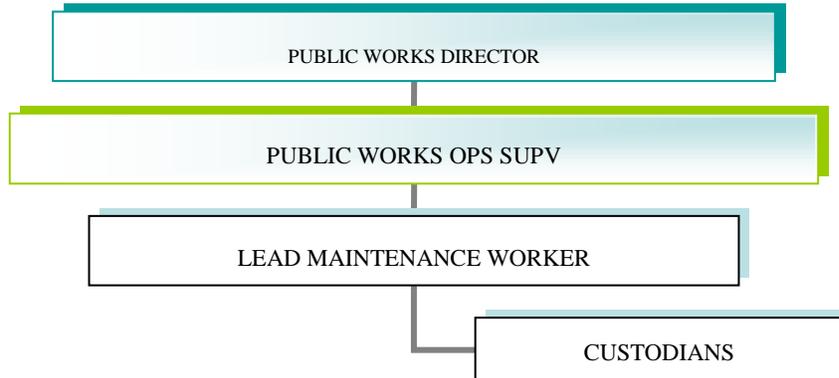
### **PROGRAM DESCRIPTION**

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**

| <b>POSITION</b>             | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|-----------------------------|-------------|-------------|-------------|
| Public Works Ops Supervisor | 0.08        | 0.05        | 0.00        |
| Lead Maintenance Worker     | 0.02        | 0.40        | 0.64        |
| Custodians                  | 0.81        | 0.80        | 0.80        |
| <b>TOTAL</b>                | <b>0.91</b> | <b>1.25</b> | <b>1.44</b> |

## ORGANIZATION CHART



## PREVIOUS YEAR (2013) 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 151 requests for service to Community Center and other facilities including 63 for the Banner Bank Building.
4. Designated full time Facilities Lead position to initiate and manage facilities improvements and repairs comprehensively. This position will also oversee janitorial and grounds maintenance.
5. Updated Capital Facilities Plan and adopted into Comprehensive Plan.

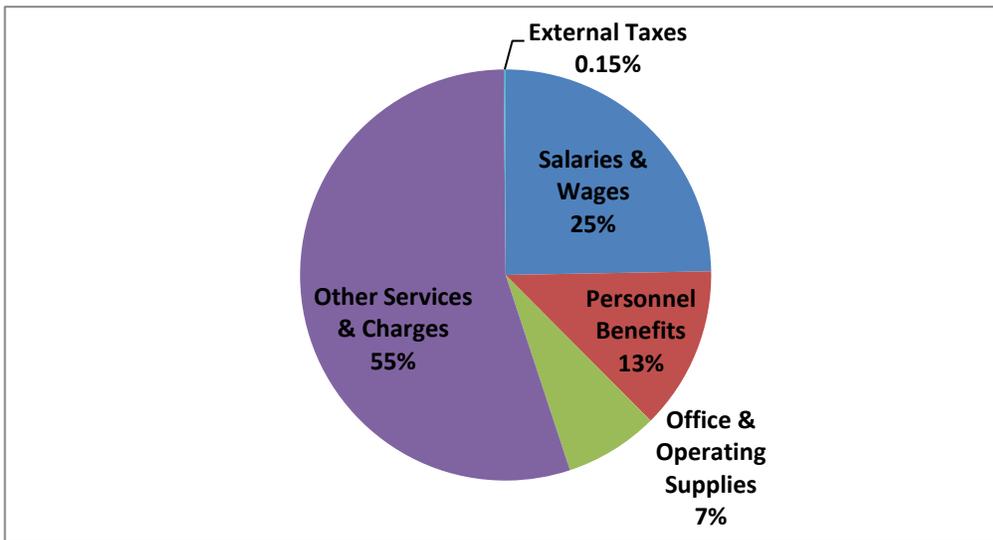
## 2014 PLANNED ACTIVITIES/SERVICE LEVELS

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.
4. Completion of energy conservation project (ESCO) in all of Blaine's facilities.

### Capital Improvements are now budgeted in Fund 307:

1. Update Building Maintenance & Capital Improvement Plan.

| Description                    | 2012<br>Actual    | 2013<br>Budget    | 2014<br>Budget    | Dollar                                 | % Change                     |
|--------------------------------|-------------------|-------------------|-------------------|--|------------------------------|
|                                |                   |                   |                   | Change<br>(Compared to<br>2013 Budget) | (Compared to<br>2013 Budget) |
| <b>Building Services</b>       |                   |                   |                   |  |                              |
| Salaries & Wages               | 60,914            | 73,342            | 84,915            | 11,573                                 | 15.8%                        |
| Personnel Benefits             | 25,345            | 36,321            | 44,073            | 7,752                                  | 21.3%                        |
| Office & Operating Supplies    | 24,507            | 18,900            | 25,400            | 6,500                                  | 34.4%                        |
| Other Services & Charges       | 176,878           | 187,286           | 188,684           | 1,398                                  | 0.7%                         |
| External Taxes                 | 1,094             | 500               | 500               | -                                      | 0.0%                         |
| <b>Total Building Services</b> | <b>\$ 288,738</b> | <b>\$ 316,349</b> | <b>\$ 343,572</b> | <b>27,223</b>                          | <b>8.6%</b>                  |



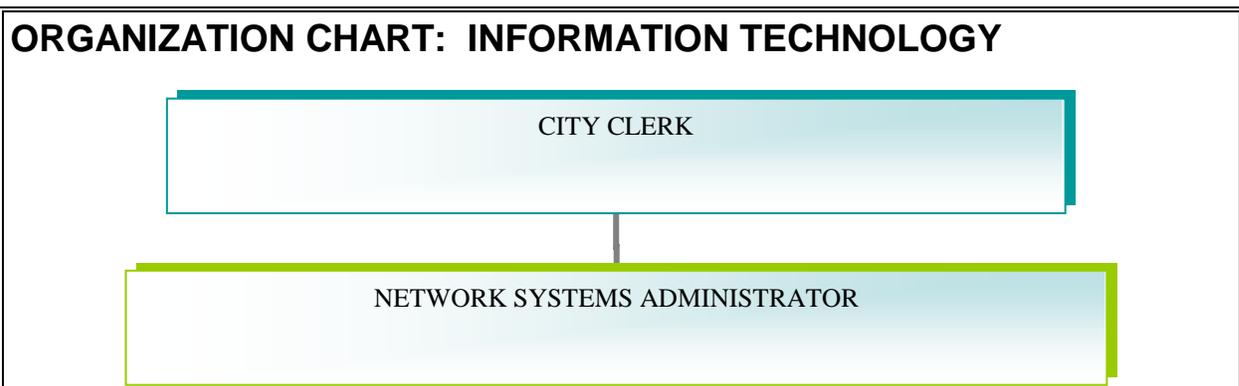
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|-------------------------------|-----------------|
| PROGRAM TITLE:                | PROGRAM NUMBER: |
| <b>INFORMATION TECHNOLOGY</b> | <b>518.80</b>   |

|                     |              |
|---------------------|--------------|
| FUND TITLE:         | FUND NUMBER: |
| <b>GENERAL FUND</b> | <b>001</b>   |

|                      |                   |
|----------------------|-------------------|
| PERSON RESPONSIBLE:  | POSITION:         |
| <b>SHERI SANCHEZ</b> | <b>CITY CLERK</b> |

**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.



**PERSONNEL SUMMARY**

| POSITION                      | 2012     | 2013     | 2014     |
|-------------------------------|----------|----------|----------|
| Network Systems Administrator | 1        | 1        | 1        |
| <b>TOTAL</b>                  | <b>1</b> | <b>1</b> | <b>1</b> |

- PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS**
1. Continued support and enhancement of citywide digital telephone system.
  2. Continued support of city website.

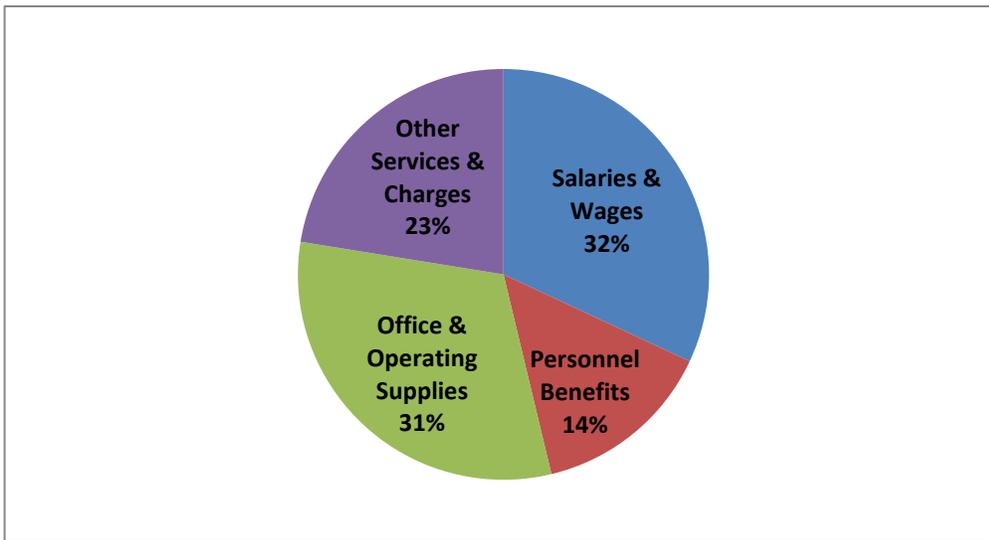
3. Upgraded and expanded network backup system, including live backups to off-site data center of Finance and Public Safety databases.
4. System upgrade of document management system.
5. Initial testing of SharePoint collaboration software for city departments.
6. Expansion of video monitoring and recording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

#### **2014 PLANNED ACTIVITIES/SERVICE LEVELS**

1. Continue support and enhancement of citywide digital telephone system.
2. Continue 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 virtual network environment to reduce administrative and operating cost. This includes rollout of virtual desktop technology.
4. System upgrade of document management system and expansion of product features for forms, workflow, and records management.
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. Continue planned upgrades, replacements, and build-out of City telemetry SCADA systems.
10. Continue upgrades to City network security systems.

11. Continue to find areas to reduce operating cost and hardware expenditures with virtual and thin client technologies.
12. Update and maintenance of City email system.
13. Continue phased hardware upgrades of workstations, monitors and printers.
14. Continued work on keeping current with public disclosure laws, data retention, and archiving.
15. Continue negotiating maintenance agreements with software vendors.
16. Continue upgrades and support of software and hardware to ensure productivity and efficiency.
17. Continue maintenance of the City network to ensure continued operation and availability.

| Description                             | 2012<br>Actual    | 2013<br>Budget    | 2014<br>Budget    | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|---|-------------------|-------------------|-------------------|--|--|
| <b>Information Technology</b>           |                   |                   |                   |  |  |
| Salaries & Wages                        | 74,819            | 74,771            | 78,392            | 3,621  | 4.8%                                     |
| Personnel Benefits                      | 30,284            | 32,188            | 35,075            | 2,887  | 9.0%                                     |
| Office & Operating Supplies             | 47,125            | 73,242            | 76,771            | 3,529  | 4.8%                                     |
| Other Services & Charges                | 42,117            | 55,338            | 55,090            | (248)  | -0.4%                                    |
| <b>Total Information<br/>Technology</b> | <b>\$ 194,346</b> | <b>\$ 235,539</b> | <b>\$ 245,328</b> | 9,789  | 4.2%                                     |



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 2014, the Department plans to apply its resources to these prioritized initiatives:

#### **Prioritization of Resources**

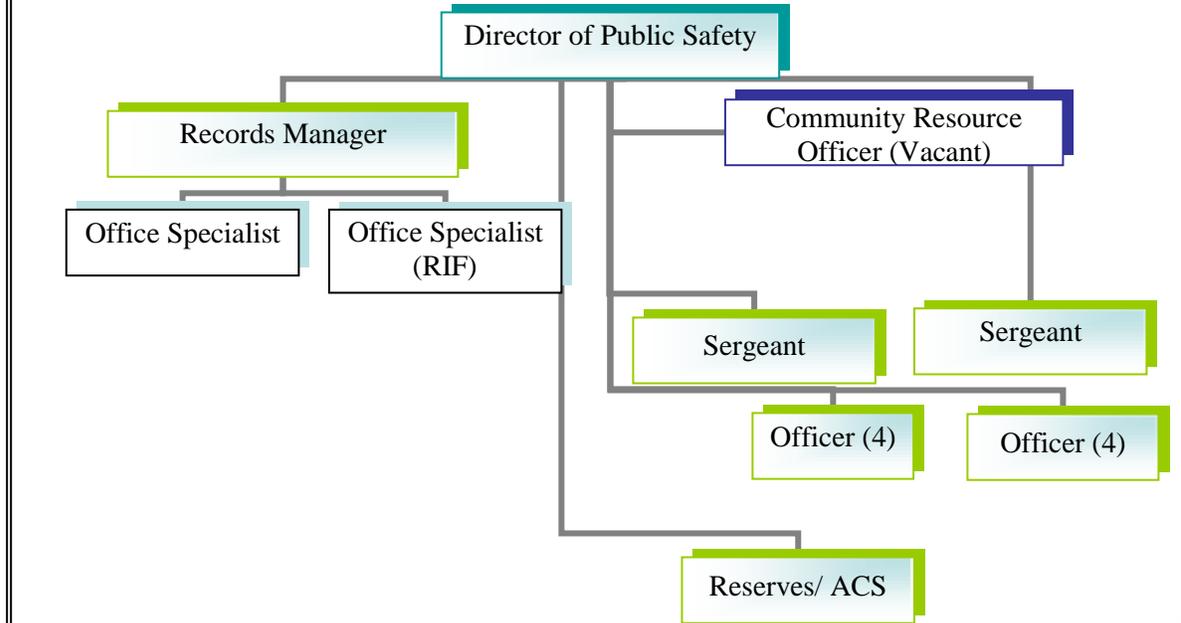
- Civilian and Officer Life Safety
- Infrastructure protection and governmental operations
- Criminal Interdiction: a) violence, b) property, c) public order, d) regulatory
- Traffic Safety
- Property Protection
- Non directed patrol and other services
  
- Directed patrols based on criminal activity and threats to public safety
- Targeted Objectives: repetitive criminal offenders, high risk crime and unsafe conditions
- Officer on-scene focus: a) scene control and personal safety, b) efficiency and effectiveness
- Events not-in-progress: delay or forego response as needed based on priority
- Investigation and prosecution resource management: a) severity, b) solvability, c) impact on resident and business safety

- Traffic violation enforcement based on risk, frequency, and resources available
- Property alarm responses prioritized when needed
- Adjunct service providers (Humane Society, harbor security) fully utilized
- Non-directed patrol to neighborhoods and businesses on when available basis
- Essential functions and mandated processes prioritized
- “Vacation House Watch” program adjustment
- Modify lobby and telephone hours to 9:00 a.m. to 4:30 p.m.
- Reduce fingerprinting service to concealed pistol permits only
- Collaborate with the Blaine School District to maintain a safe and positive campus environment
- Maintain 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
- Adjust 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                   | 2012      | 2013      | 2014      |
|----------------------------|-----------|-----------|-----------|
| <b><u>Exempt</u></b>       |           |           |           |
| Police Chief / Director    | 1         | 1         | 1         |
| Records Manager            | 1         | 1         | 1         |
| <b>Exempt Totals</b>       | <b>2</b>  | <b>2</b>  | <b>2</b>  |
| <b><u>Non-Exempt</u></b>   |           |           |           |
| Police Sergeant (2 Patrol) | 2         | 2         | 2         |
| Police Officer             | 8         | 6         | 8         |
| Office Specialist          | 2         | 1         | 1         |
| <b>Non-Exempt Totals</b>   | <b>12</b> | <b>9</b>  | <b>11</b> |
| <b>TOTAL STAFFING</b>      | <b>14</b> | <b>11</b> | <b>13</b> |

## ORGANIZATION CHART:



## PUBLIC SAFETY DEPARTMENT PREVIOUS YEAR (2013) 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.

**Child Abuse-Sex Crimes Specialists** Investigating complaints of child and sexual abuse are 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

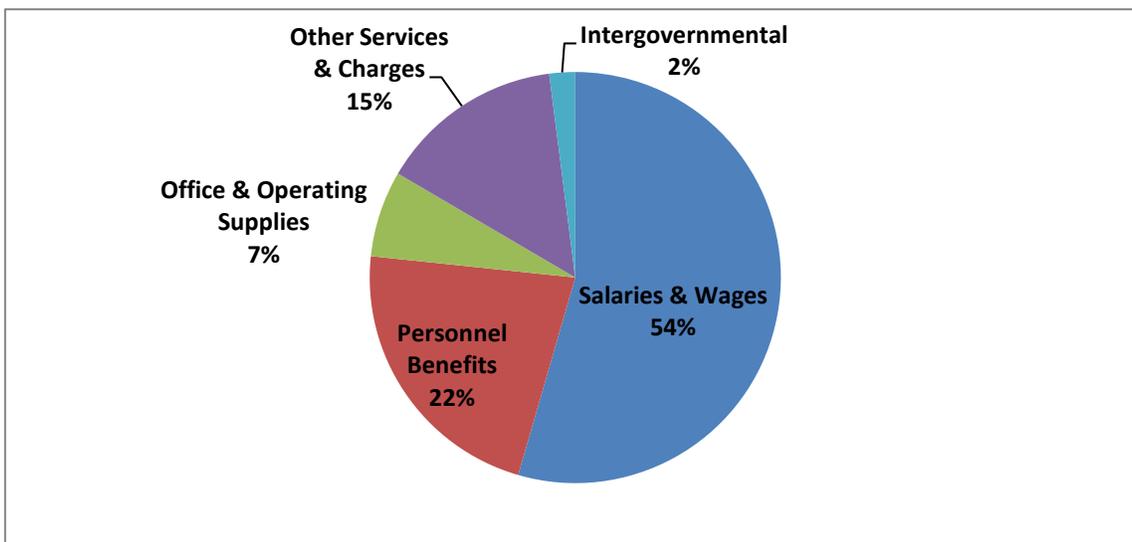
prepared for the automated sharing of information both internally and externally with other law enforcement agencies and the public. The Department worked internally to improve and expand use of the dispatch module in its records management system: this allows civilian police specialists to gather and 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 Auxiliary Communications Service (ACS)**: In 2013 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 4<sup>th</sup> 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.

| Description                 | 2012 Actual         | 2013 Budget         | 2014 Budget         | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|-----------------------------|---------------------|---------------------|---------------------|---|--|
| <b>Public Safety</b>        |                     |                     |                     |   |  |
| Salaries & Wages            | 981,841             | 961,151             | 992,909             | 31,758  | 3.3%                                     |
| Personnel Benefits          | 401,432             | 360,436             | 404,329             | 43,893  | 12.2%                                    |
| Office & Operating Supplies | 110,752             | 120,030             | 123,692             | 3,662   | 3.1%                                     |
| Other Services & Charges    | 217,106             | 263,323             | 264,679             | 1,356   | 0.5%                                     |
| Intergovernmental           | 42,753              | 57,000              | 37,000              | (20,000)                                      | -35.1%                                   |
| <b>Total Public Safety</b>  | <b>\$ 1,753,885</b> | <b>\$ 1,761,940</b> | <b>\$ 1,822,609</b> | <b>60,669</b>                                 | <b>3.4%</b>                              |



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 zoning 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.

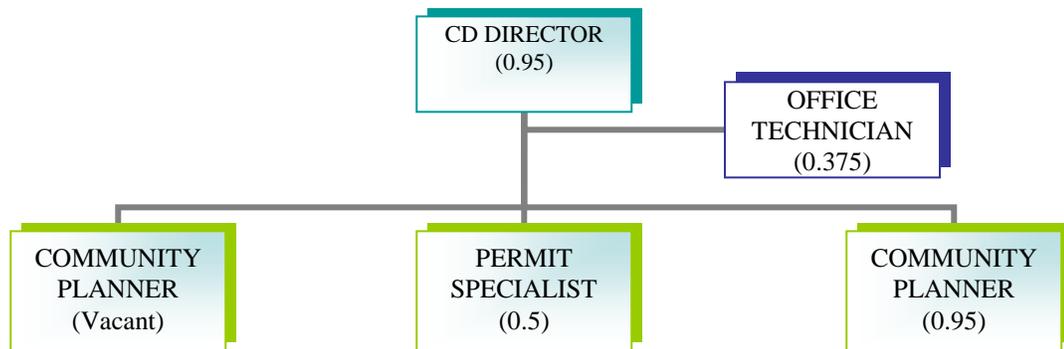
There are many other related tasks including the development and maintenance of land use information and maps, and assistance to developers and property owners on land use issues.

Consultant services are utilized when necessary to supplement staff capabilities.

**PERSONNEL SUMMARY**

|                        | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|------------------------|-------------|-------------|-------------|
| CD Director            | 0.95        | 0.95        | 0.95        |
| Community Planner I/II | 0.95        | 0.95        | 0.95        |
| Office Technician      | 1.00        | 1.00        | 0.375       |
| Permit Specialist      | 0.00        | 0.00        | 0.50        |
| <b>TOTAL</b>           | <b>2.90</b> | <b>2.90</b> | <b>2.78</b> |

**ORGANIZATION CHART: COMMUNITY DEVELOPMENT SERVICES DEPT.**



**PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS**

The work products for 2013 consisted of the following:

**1. Permit Review and Front Counter Service**

- Continued development of website for downloadable permit applications.

**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 2016 Comprehensive Plan updates
- Continued work on major update to the City's Shorelines Regulatory program.
- Developed new downtown design guidelines for Planning Commission review

## **2014 PLANNED ACTIVITIES/SERVICE LEVEL FOR PLANNING**

There are a number of projects that need to be addressed in 2013. The most important of these include:

### **1. Current Planning**

- Anticipate development project proposals to be ongoing at increased level from 2012.
- Continued training.

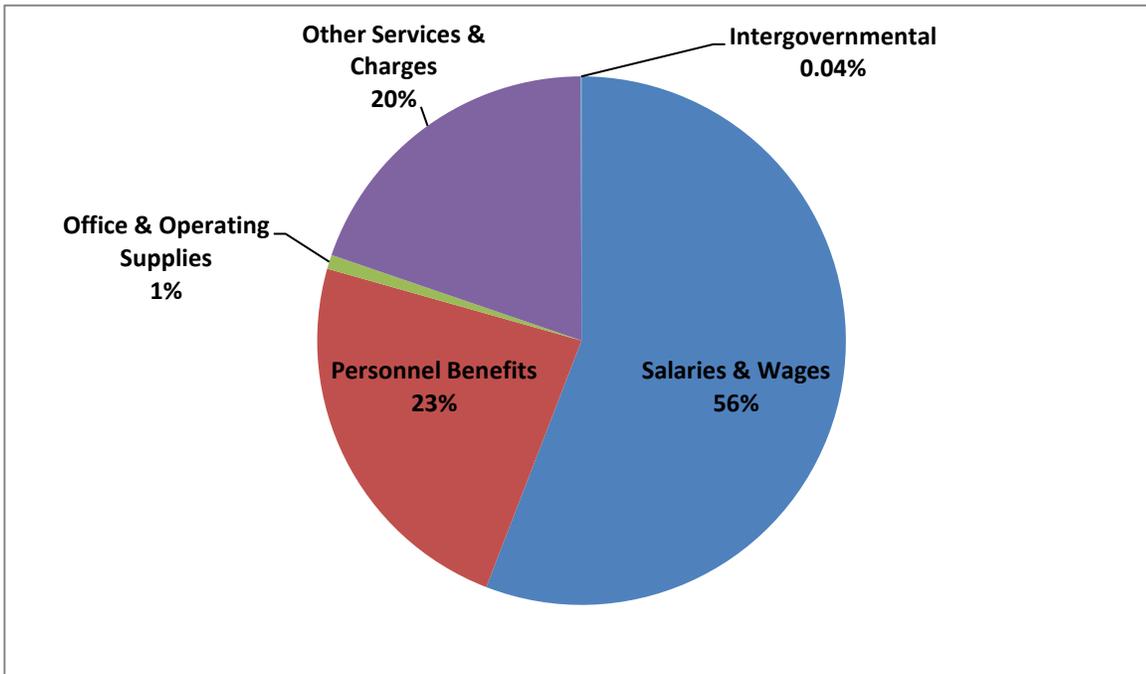
### **2. Long Range Planning**

- Begin mandatory 2016 Comprehensive Plan Update
- Adopt new downtown design standards
- Complete Shoreline Management Master Plan update
- Additional zoning text amendments

### **3. Community Development**

- Coordinate with City Manager on development of Gateway property
- Coordinate with Public Works on regional stormwater management facility
- Continue planning for regional wetland mitigation site

| Description                 | 2012 Actual       | 2013 Budget       | 2014 Budget       | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|-----------------------------|-------------------|-------------------|-------------------|---|--|
| <b>Planning</b>             |                   |                   |                   |   |  |
| Salaries & Wages            | 192,926           | 196,044           | 192,852           | (3,192)                                       | -1.6%                                    |
| Personnel Benefits          | 77,792            | 81,634            | 81,201            | (433)   | -0.5%                                    |
| Office & Operating Supplies | 3,220             | 6,000             | 3,000             | (3,000)                                       | -50.0%                                   |
| Other Services & Charges    | 38,633            | 14,500            | 68,000            | 53,500  | 369.0%                                   |
| Intergovernmental           | 83                | 150               | 150               | -   | 0.0%                                     |
| <b>Total Planning</b>       | <b>\$ 312,654</b> | <b>\$ 298,328</b> | <b>\$ 345,203</b> | <b>46,875</b>                                 | <b>15.7%</b>                             |



|                |                 |
|----------------|-----------------|
| PROGRAM TITLE: | PROGRAM NUMBER: |
| <b>TOURISM</b> | <b>558.80</b>   |

|                     |              |
|---------------------|--------------|
| FUND TITLE:         | FUND NUMBER: |
| <b>GENERAL FUND</b> | <b>001</b>   |

|                      |  |
|----------------------|--|
| PERSON RESPONSIBLE:  | POSITION:  |
| <b>DEBBIE HARGER</b> | <b>COMMUNITY TOURISM &amp; DEVELOPMENT COORDINATOR</b> |

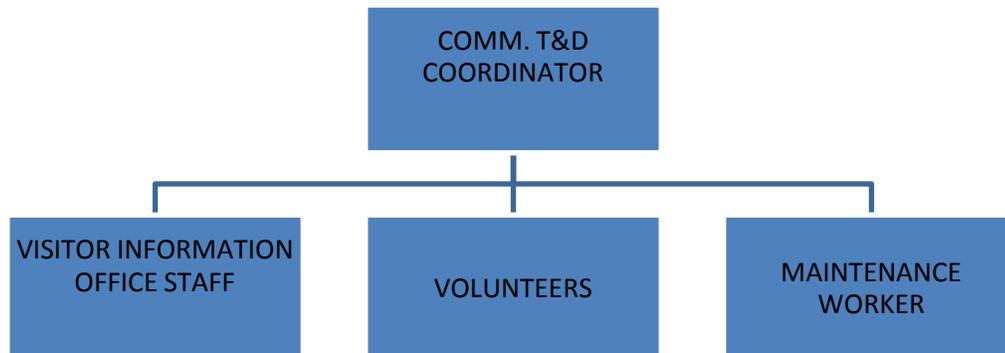
**PROGRAM DESCRIPTION**

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**

| <b>POSITION</b>                               | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|---|-------------|-------------|-------------|
| Community T&D* Coordinator                    | 0.35        | 0.35        | 0.35        |
| VIC Staff                                     | 0.80        | 0.20        | 0.38        |
| Maintenance Worker                            | 0.01        | 0.01        | 0.01        |
| <b>Total</b>                                  | <b>1.16</b> | <b>0.56</b> | <b>0.74</b> |
| <b>*Tourism &amp; Development Coordinator</b> |             |             |             |

**ORGANIZATIONAL CHART**



### **PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS**

Despite the closure of a major business, the City maintained many of its tourism program efforts for the year 2013.

A part time staff position was eliminated in the spring and the VIC continued to remain open 7 days a week open thanks to an all volunteer staff of providing an important service to the city's visitors.

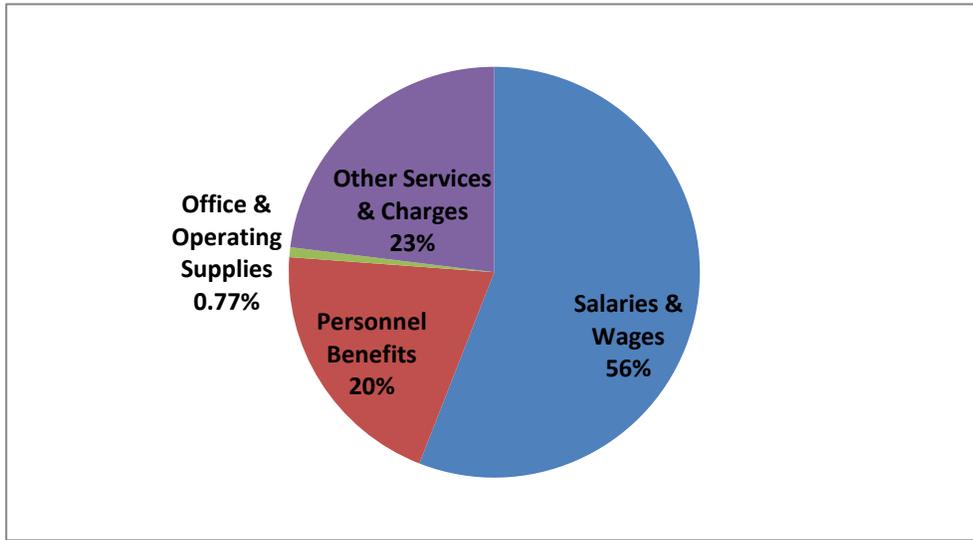
VIC volunteers received recognition in December with a luncheon at a local restaurant as well will receive certificates in appreciation of their volunteer work in January 2014. The City continued to cover the expenses of the building lease and utilities for the VIC throughout 2013.

The City had an editorial and advertisement in the Whatcom County Visitor's Guide for 2013. The City also advertised in the Waterside and Mt. Baker Guide provided in-kind by the Northern Light.

### **2014 PLANNED ACTIVITIES/SERVICE LEVELS:**

1. The VIC will be open all year 7 days a week and will continue to have some of the most complete information for Canada, Washington State as well as local information available in Whatcom County.
2. The City will continue to cover the expenses of the building lease and utilities for the Blaine Visitor Information Center (VIC) for 2014.
3. A part-time VIC staff position will be added for up to 60 hours per month.
4. VIC volunteers will receive training and recognition throughout the year.
5. The City will have an editorial and advertisement in the Whatcom County Visitor's Guide for 2014 provided by Bellingham/Whatcom Tourism.
6. Other potential advertising efforts will be focused on both sides of the border such as the Waterside Guide. Blaine will also utilize social media with Facebook and Twitter to promote activities and events.
7. The Blaine brochure will be updated and distributed throughout Canada and Washington State. The City website will feature images of Blaine events on the home page with a link to the Blaine Chamber website for additional information.
8. Cooperative relationships continue with the Blaine Chamber, Birch Bay and White Rock communities, as well as Whatcom/Bellingham Convention & Tourism Bureau.
9. Provide more professional looking VIC materials and information packets for distribution.
10. Continuation and further development of locations for distribution of Blaine brochures and information.

| Description                 | 2012 Actual      | 2013 Budget      | 2014 Budget      | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|-----------------------------|------------------|------------------|------------------|---|--|
| <b>Tourism</b>              |                  |                  |                  |   |  |
| Salaries & Wages            | 42,525           | 42,605           | 36,150           | (6,455)                                       | -15.2%                                   |
| Personnel Benefits          | 28,176           | 29,987           | 13,075           | (16,912)                                      | -56.4%                                   |
| Office & Operating Supplies | 426              | 500              | 500              | -   | 0.0%                                     |
| Other Services & Charges    | 14,746           | 15,900           | 14,900           | (1,000)                                       | -6.3%                                    |
| <b>Total Tourism</b>        | <b>\$ 85,872</b> | <b>\$ 88,992</b> | <b>\$ 64,625</b> | <b>(24,367)</b>                               | <b>-27.4%</b>                            |



|                              |                 |
|------------------------------|-----------------|
| PROGRAM TITLE:               | PROGRAM NUMBER: |
| <b>COMMUNITY DEVELOPMENT</b> | <b>558.90</b>   |

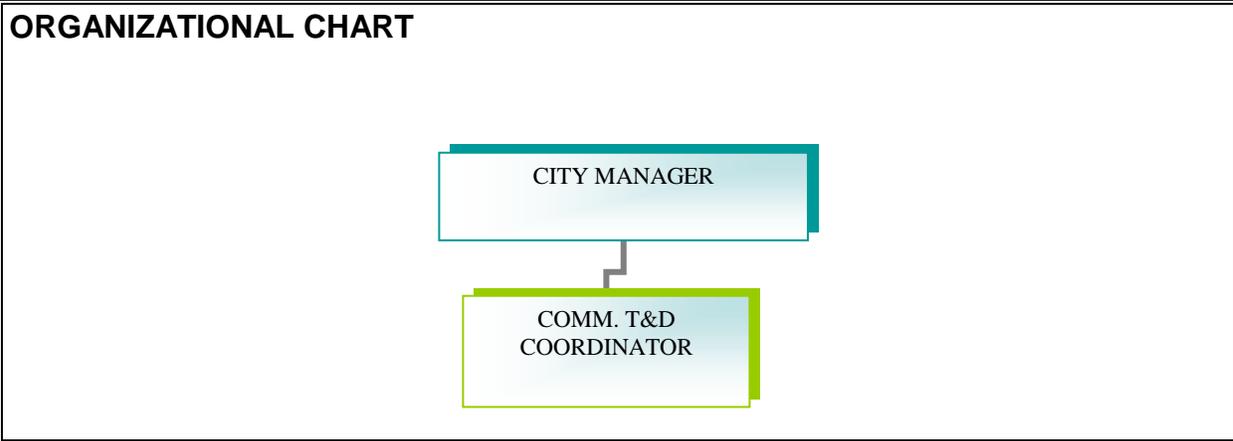
|                     |              |
|---------------------|--------------|
| FUND TITLE:         | FUND NUMBER: |
| <b>GENERAL FUND</b> | <b>001</b>   |

|                      |  |
|----------------------|--|
| PERSON RESPONSIBLE:  | POSITION:  |
| <b>DEBBIE HARGER</b> | <b>COMMUNITY TOURISM &amp; DEVELOPMENT COORDINATOR</b> |

**PROGRAM DESCRIPTION**  
 This program was re-created 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                  | 2012        | 2013        | 2014        |
|---------------------------|-------------|-------------|-------------|
| Community T&D Coordinator | 0.65        | 0.65        | 0.65        |
| <b>TOTAL</b>              | <b>0.65</b> | <b>0.65</b> | <b>0.65</b> |



## PREVIOUS YEAR (2013) PROGRAM HIGHLIGHTS

Due to the closure of a major business in the City in December of 2012, the source of revenue that provided support for Tourism was limited for 2013. The priority for the balance of the fund was to keep the VIC open as well as keeping staff until the completion of summer events. Fortunately, there was a turn of events in August when the major business was reopened under new ownership. The City Council made a decision during the mid-year budget review to retain the Community Tourism Development Coordinator Position as well as keep the VIC open until the end of the year with the anticipation of hotel/motel tax revenue to improve in 2014.

Although funding was limited, the tourism program was maintained throughout 2013:

1. Maintained ongoing communication with jurisdictions and stakeholder regionally by maintaining contact with: Birch Bay Chamber, Bellingham/Whatcom Tourism, Port of Bellingham.
2. Maintained ongoing communications and coordination with 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.
  - d. Provided critical city government communication and coordination link.
  - e. Attended evening training workshops.
3. Implemented several streetscape projects including:
  - a. Banners for the new "H" Street Renovations.
  - b. Downtown Christmas decorations.
  - c. Directional Signage for Semiahmoo.
  - d. New City Limit Signs.
  - e. Coordination of the Interpretive Signage Plan for Semiahmoo Spit and the Wharf District.
4. Worked on several parkscape projects including:
  - a. Managed the park bench donation program.
  - b. Implementation of the Blaine City Park signage program.
5. Continued efforts to work with Blaine businesses with participation in the MIS sign program.
6. 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.
7. 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.
8. Coordinated or assisted in the successful completion of a number of festivals and events in the City including:
- a. Wings over Water NW Birding Festival.
  - b. 4<sup>th</sup> of July Old Fashioned Celebration and Parade.
  - c. Drayton Harbor Days.
  - d. Blaine Jazz Festival.
  - e. Blaine Holiday Harbor Lights.
9. Marketing projects:
- a. Developed Blaine advertising and promotional materials.
  - b. Represented Blaine in several media interviews.
  - c. Coordinated Blaine advertising with Bellingham/Whatcom County Tourism.
  - d. Worked with media to promote Blaine events.
  - e. Represented Blaine related to economic development and tourism at several trade shows including Vancouver Board of Trade business after business events and the Cross Border Trade Show held in June.
10. Managed the Blaine is Beautiful Committee and Yard of the Week Program:
- a. Supervised the Blaine is Beautiful Committee for the seventh year.
  - b. Recognition of a Yard of the Week Awards from June through September.
11. Graphic Design Projects:
- a. Designed new Blaine City Limit Signs and directional signs for Semiahmoo.
  - b. Designed 4 new banners for H Street.
  - c. Designed and produced distinct "Blaine Builder Award" plaques for Mayor's presentation.
  - d. Designed various ads and flyers for Blaine promotion and events.
  - e. Designed weekly Yard of the Week Certificates.
  - f. Designed Presentation Board for Vancouver Board of Trade Event.
12. Blaine Design Standards and Sign Regulations:
- a. Worked with downtown business owners to encourage improvements such as murals, awnings, lighting and signage that meet the current Design Guidelines.
13. Serve as staff to Blaine Tourism Advisory Committee:
- a. BTAC reconvened after one year in October to begin working on planning the 2014 budget and grant program.

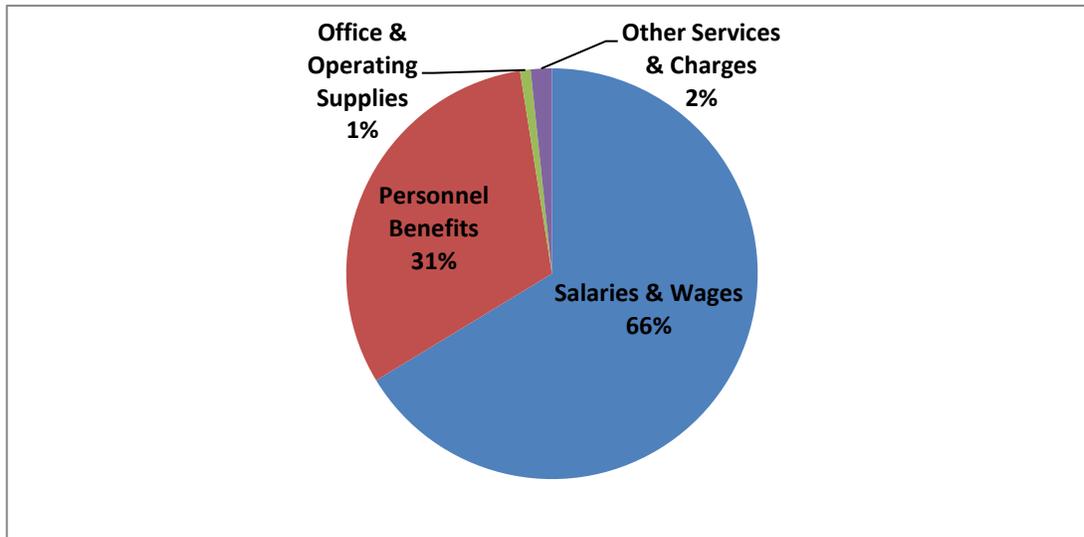
## **2014 PLANNED ACTIVITIES/SERVICE LEVELS:**

1. Serve as staff to the BTAC Committee:
  - a. Organize a retreat for the BTAC Committee to set goals and priorities for 2014/2015.
  - b. Implement the projects and priorities of the tourism program.
  - c. Implement the 2014 and 2015 grant funding program.
  - d. Develop quantifiable tracking methods to measure tourism efforts as required by RCW .67.28.1817.
  
2. Maintain ongoing communications and coordination with Blaine Chamber of Commerce including:
  - a. Attend and participated in regular meetings.
  - b. Establish communication with many downtown businesses.
  - c. Assist with numerous marketing initiatives, events and projects.
  - d. Provide critical city government communication and coordination link.
  - e. Attend evening training workshops.
  
3. Provide management and administration to keep the VIC open all year including:
  - a. Initiate a new VIC staff position for up to 60 hours per month.
  - b. Volunteer program training and recognition.
  - c. Plan and manage the VIC budget.
  - d. Assist with a diverse range of inquires by phone and e-mail.
  - e. Develop and update VIC promotional materials.
  
4. Marketing:
  - a. Develop a public relations press kit to promote Blaine.
  - b. Develop economic development promotional Information.
  - c. Continued 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.
  - d. Update the Blaine brochure as well as continue to provide quality marketing materials to promote Blaine.
  - e. Continue to develop the online promotion of Blaine tourism on the City and Chamber websites.
  - f. Further utilized social media, Facebook and Twitter for Blaine promotion.
  - g. 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.
  - h. Continue to expand the distribution of Blaine brochures and marketing materials in Washington State and Canada.
  - i. Work with The Northern Light to develop a community guide that includes Birch Bay, Blaine and Point Roberts.
  - j. 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.

- k. Update the Blaine brochure as well as continue to provide quality marketing materials to promote Blaine.
  - l. Pursue new collaboration efforts to improve collective tourism performance.
  - m. Continue collaboration with the Blaine Chamber for downtown revitalization and Blaine events and promotion.
  - n. Continue collaboration for marketing and events with Birch Bay Chamber
  - o. Explore new opportunities for collaboration within Whatcom County and the BC lower mainland.
6. Implement several streetscape projects including:
- a. Downtown Christmas decorations.
  - b. Freeway and Directional Signage.
  - c. Coordination of the Interpretive Signage Plan for Semiahmoo Spit and the Wharf District.
  - d. Continued efforts to work with Blaine businesses with participation in the MIS sign program.
7. Parkscape projects including:
- a. Manage the park bench donation program.
  - b. Implementation of the Blaine City Park signage program.
8. Provide administration to the VIC including:
- a. Volunteer program training and recognition.
  - b. Plan and manage the VIC budget.
  - c. Provide motivation and training to develop VIC staff as Blaine Ambassadors.
  - d. Assist with a diverse range of inquires by phone and mail.
9. Provide website update and maintenance including:
- a. Tourism/visitor information for the City website.
  - b. Provided photos, news and updates for the city website home page.
  - c. Assist with the Blaine website updates.
10. Manage the Blaine is Beautiful Committee and Yard of the Week Program:
- a. Supervised the Blaine is Beautiful Committee for the eighth year.
  - b. Recognition of a Yard of the Week Awards from June through September.
11. Graphic Design Projects:
- a. Design and produced distinct “Blaine Builder Award” plaques for Mayor’s presentation.
  - b. Designed various ads and flyers for Blaine promotion and events.
  - c. Designed weekly Yard of the Week Certificates.
  - d. Design projects as directed by City Manager.
12. Blaine Design Standards and Sign Regulations:

- a. Worked with downtown business owners to encourage improvements such as murals, awnings, lighting and signage that meet the current Design Guidelines.
- 13. Economic and Community Development Projects as directed by City Manager.

| Description                        | 2012 Actual      | 2013 Budget      | 2014 Budget      | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|------------------------------------|------------------|------------------|------------------|---|--|
| <b>Community Development</b>       |                  |                  |                  |   |  |
| Salaries & Wages                   | 38,403           | 38,403           | 39,954           | 1,551   | 4.0%                                     |
| Personnel Benefits                 | 14,707           | 17,341           | 18,793           | 1,452   | 8.4%                                     |
| Office & Operating Supplies        | -                | 500              | 500              | -   | 0.0%                                     |
| Other Services & Charges           | 247              | 1,000            | 1,000            | -   | 0.0%                                     |
| <b>Total Community Development</b> | <b>\$ 53,357</b> | <b>\$ 57,244</b> | <b>\$ 60,247</b> | <b>3,003</b>                                  | <b>5.2%</b>                              |



|   |                 |
|---|-----------------|
| PROGRAM TITLE:                                | PROGRAM NUMBER: |
| <b>BUILDING &amp; CODE ENFORCEMENT PROGAM</b> | <b>559</b>      |

|                     |              |
|---------------------|--------------|
| FUND TITLE:         | FUND NUMBER: |
| <b>GENERAL FUND</b> | <b>001</b>   |

|                      |                                       |
|----------------------|---------------------------------------|
| PERSON RESPONSIBLE:  | POSITION:                             |
| <b>MICHAEL JONES</b> | <b>COMMUNITY DEVELOPMENT DIRECTOR</b> |

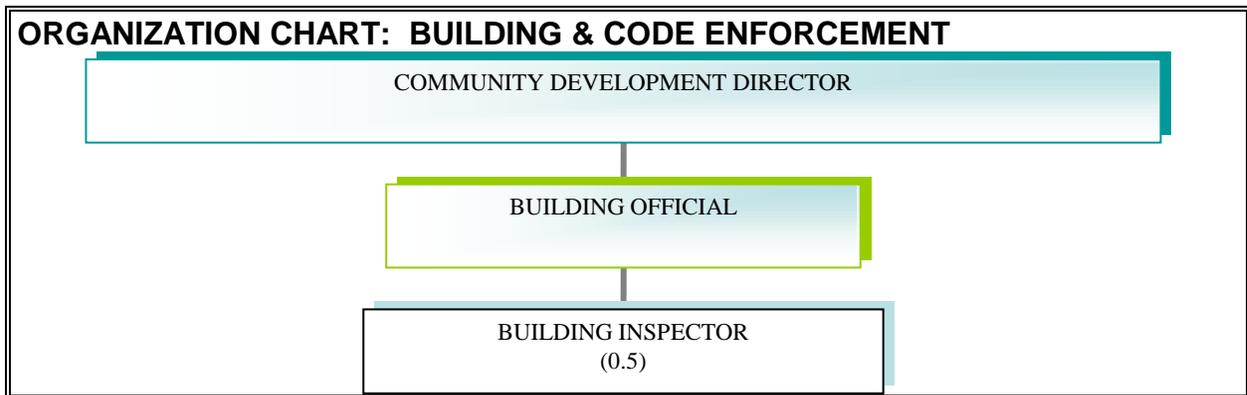
**PROGRAM DESCRIPTION**

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.

| <b>PERSONNEL SUMMARY</b> | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|--------------------------|-------------|-------------|-------------|
| Building Official        | 1           | 1           | 1           |
| Building Inspector       | 0           | 0           | 0.50        |
| <b>Total</b>             | <b>1</b>    | <b>1</b>    | <b>1.50</b> |

## ORGANIZATION CHART: BUILDING & CODE ENFORCEMENT



## PREVIOUS YEAR (2013) 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

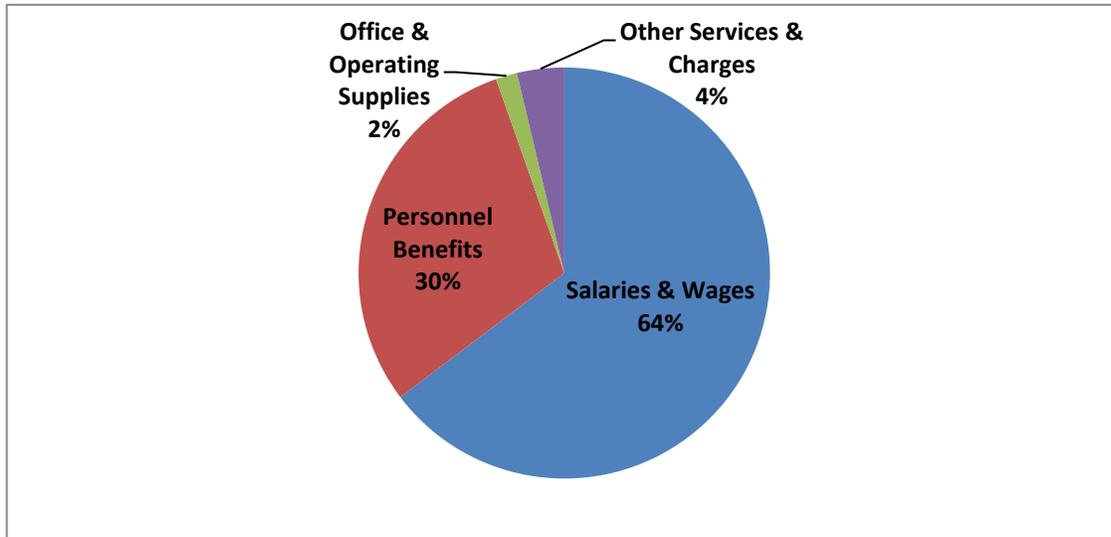
With the Building Inspector position vacant, CDS has been less able to effectively enforce the city's nuisance regulations. The department continues to work on this issue as time allows.

## 2014 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 2013 to improve access to property records in the future.
4. Training a Building Inspector.
5. The Building Official may need assistance with plan review from time to time. This may require some contract plan review services.

| Description                            | 2012<br>Actual    | 2013<br>Budget    | 2014<br>Budget    | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|--|-------------------|-------------------|-------------------|--|--|
| <b>Building &amp; Code Enforcement</b> |                   |                   |                   |  |  |
| Salaries & Wages                       | 76,294            | 82,478            | 101,911           | 19,433   | 23.6%                                    |
| Personnel Benefits                     | 26,671            | 32,082            | 47,160            | 15,078   | 47.0%                                    |
| Office & Operating Supplies            | 1,022             | 2,050             | 2,650             | 600  | 29.3%                                    |
| Other Services & Charges               | 2,680             | 5,318             | 5,840             | 522  | 9.8%                                     |
| <b>Total Building &amp; Codes</b>      | <b>\$ 106,667</b> | <b>\$ 121,928</b> | <b>\$ 157,561</b> | <b>35,633</b>                                    | <b>29.2%</b>                             |



| PROGRAM TITLE:          | PROGRAM NUMBER: |
|-------------------------|-----------------|
| <b>NON-DEPARTMENTAL</b> | <b>519</b>      |
|                         | <b>531</b>      |
|                         | <b>539</b>      |
|                         | <b>558</b>      |
|                         | <b>567</b>      |
|                         | <b>575</b>      |
|                         | <b>589</b>      |
|                         | <b>591</b>      |
|                         | <b>594</b>      |
|                         | <b>597</b>      |

| FUND TITLE:         | FUND NUMBER: |
|---------------------|--------------|
| <b>GENERAL FUND</b> | <b>001</b>   |

**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, cemetery, and parks.

**2014 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 Cemetery Fund of \$15,000. There is a budgeted transfer of \$50,000 for Parks. A budgeted transfer of \$40,000 to the Law Enforcement and Fire Fighters (LEOFF) Reserve is for medical premiums and benefits to the City's three retired LEOFF I officers. The General Fund transfers the debt payment for the Odell Road Community Economic Revitalization Board (CERB) loan of \$20,000 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 \$36,000 for the purchase and improvements of the Banner Bank Building.

## **2014 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.

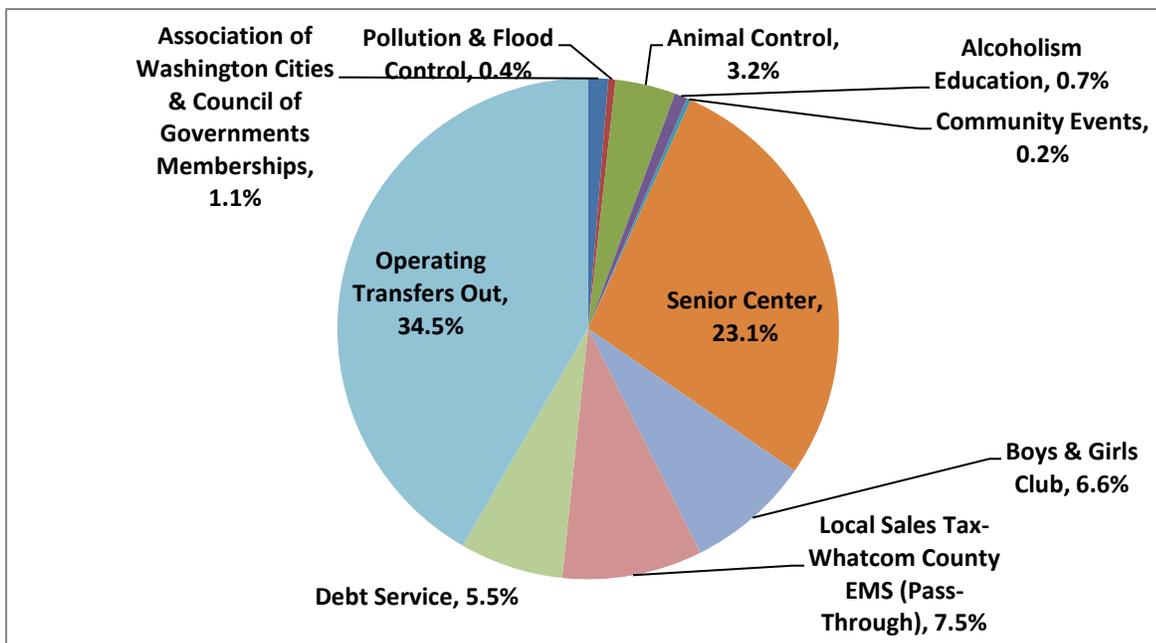
**575 Seniors and Boys & Girls Club** Reflects contracted services at the Community Center.

**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.

**591 Lease to Purchase** This is the annual debt service payment on the lease to purchase program for the purchase of a police vehicle. The term of the financing has a five-year amortization. 2014 will be the fourth year.

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

| Description   | 2012<br>Actual    | 2013<br>Budget    | 2014<br>Budget    | Dollar                                 | % Change                     |
|---|-------------------|-------------------|-------------------|--|------------------------------|
|   |                   |                   |                   | Change<br>(Compared to<br>2013 Budget) | (Compared to<br>2013 Budget) |
| <b>General Government &amp; Nondepartmental</b>                       |                   |                   |                   |  |                              |
| Association of Washington Cities & Council of Governments Memberships | 4,769             | 5,000             | 4,965             | (35)                                   | -0.7%                        |
| Pollution & Flood Control   | 1,794             | 1,759             | 1,786             | 27                                     | 1.5%                         |
| Animal Control  | -                 | 15,000            | 15,000            | -                                      | 0.0%                         |
| Alcoholism Education  | 2,433             | 3,197             | 3,197             | -                                      | 0.0%                         |
| Community Events  | 1,416             | 1,000             | 1,000             | -                                      | 0.0%                         |
| Senior Center   | 113,674           | 97,750            | 107,750           | 10,000                                 | 10.2%                        |
| Boys & Girls Club   | 31,000            | 26,000            | 31,000            | 5,000                                  | 19.2%                        |
| Local Sales Tax-Whatcom County EMS (Pass-Through)                     | 34,304            | 33,654            | 34,924            | 1,270                                  | 3.8%                         |
| Debt Service  | 15,997            | 16,000            | 25,834            | 9,834                                  | 61.5%                        |
| Capital   | 17,038            | -                 | 80,000            | 80,000                                 |                              |
| Operating Transfers Out   | 333,608           | 232,427           | 161,000           | (71,427)                               | -30.7%                       |
| <b>Total</b>  | <b>\$ 556,033</b> | <b>\$ 431,787</b> | <b>\$ 466,456</b> | <b>34,668</b>                          | <b>8.0%</b>                  |



|                       |                        |
|-----------------------|------------------------|
| <b>PROGRAM TITLE:</b> | <b>PROGRAM NUMBER:</b> |
| <b>PARKS</b>          | <b>070</b>             |

|                    |                     |
|--------------------|---------------------|
| <b>FUND TITLE:</b> | <b>FUND NUMBER:</b> |
| <b>PARK FUND</b>   | <b>104</b>          |

|                            |                                       |
|----------------------------|---------------------------------------|
| <b>PERSON RESPONSIBLE:</b> | <b>POSITION:</b>                      |
| <b>MICHAEL JONES</b>       | <b>COMMUNITY DEVELOPMENT DIRECTOR</b> |

**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**

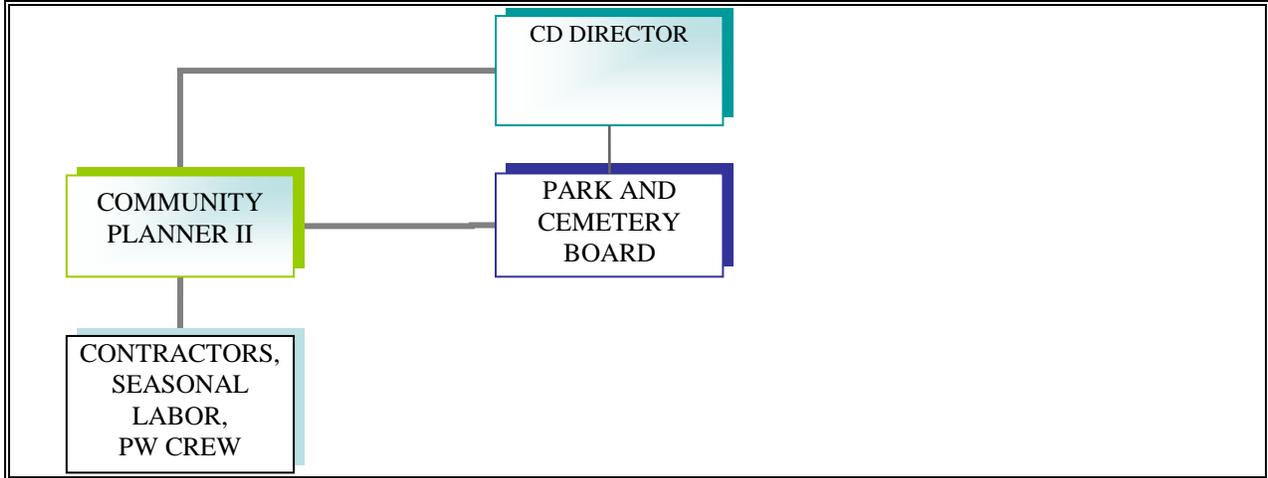
The Community Development Director manages the parks and trail system and budget. Park planning assistance is provided by the Community Planner II who coordinates with the Park & Cemetery Board on the implementation of the 2004 Parks and Recreation Plan and the 2009 Non-motorized Transportation Plan. The personnel needed for some maintenance and capital improvements are acquired from Public Works field crews. The city utilizes part-time seasonal labor, and occasionally contracts for construction, repairs and maintenance. Contract labor is used for mowing, weeding and tree trimming services related to park facility maintenance.

**PERSONNEL SUMMARY**

| <b>POSITION</b>             | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|-----------------------------|-------------|-------------|-------------|
| CDS Director                | 0.05        | 0.05        | 0.05        |
| Community Planner           | 0.05        | 0.05        | 0.05        |
| Public Works Ops Supervisor | 0.01        | 0.01        | 0.00        |

|                                     |             |             |             |
|-------------------------------------|-------------|-------------|-------------|
| Public Works Facilities Maintenance | 0.12        | 0.09        | 0.10        |
| <b>TOTAL</b>                        | <b>0.23</b> | <b>0.20</b> | <b>0.20</b> |

**ORGANIZATIONAL CHART**



**PREVIOUS YEAR (2013) PROGRAM HIGHLIGHTS**

1. Installed bench, trail and picnic area in Lincoln Park with assistance from Boy Scouts Eagle Scout candidates.
2. Demolished the “Orca Deck” in Marine Park.
3. Continued invasive weed control at Marine Park
4. Continued native plant shoreline restoration at Marine Park
5. Improved maintenance on trails with temporary and contract labor.
6. Continued to implement the Parks Plan and Non-Motorized Transportation Plan

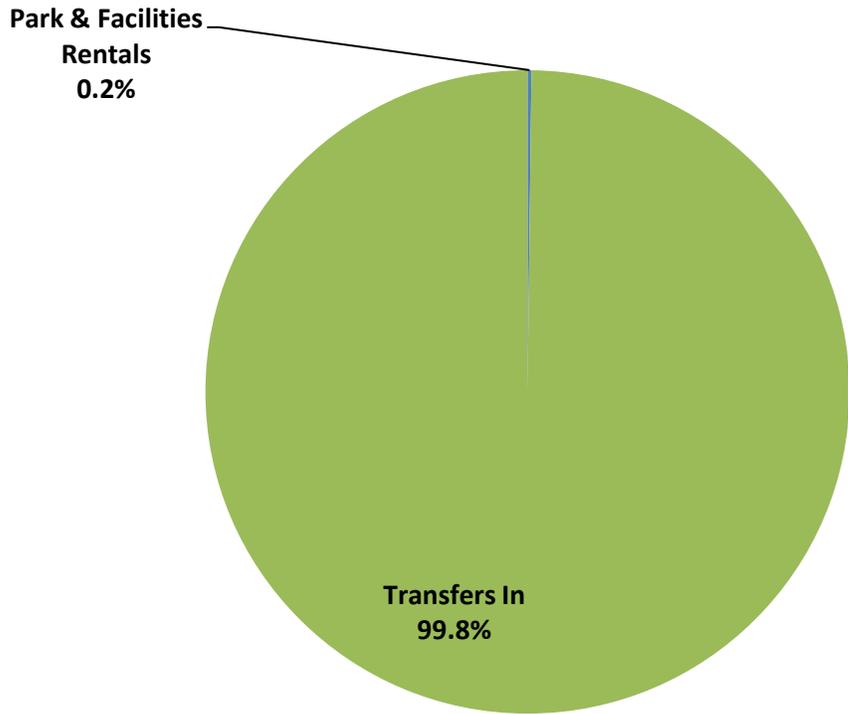
**2014 PLANNED ACTIVITIES**

1. Complete Phase 1 of Drayton Harbor “Northwest Necklace” interpretive sign installation
2. Install facilities at Marine Park to add capacity and diversity to the activities available.

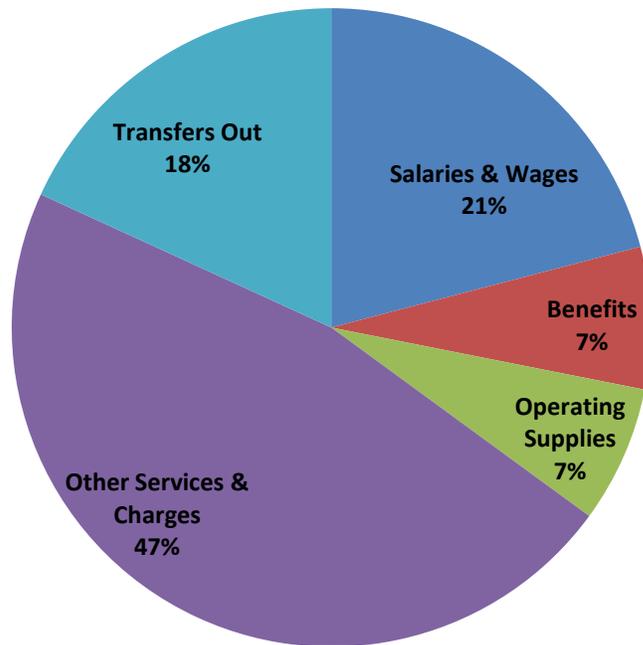
## PARK OPERATIONS

| Description   | 2012<br>Actual | 2013<br>Budget | 2014<br>Budget | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared<br>to 2013<br>Budget) |
|---|----------------|----------------|----------------|--|---|
| Estimated Beginning Fund Balance                    | 9,594          | 7,370          | 1,100          | (6,270)  |   |
| Interest Earnings                                   | 16             | -              | -              | -  |   |
| Park & Facilities Rentals                           | 160            | 200            | 200            | -  | 0%  |
| Contributions & Donations                           | 7,095          | -              | -              | -  |   |
| Transfers In  | 105,424        | 94,500         | 102,500        | 8,000  | 8%  |
| <b>Total Operating Revenue</b>                      | <b>112,695</b> | <b>94,700</b>  | <b>102,700</b> | 8,000  | 8%  |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>122,289</b> | <b>102,070</b> | <b>103,800</b> | 1,730  | 2%  |
| <b>Expenditures</b>                                 |                |                |                |  |   |
| Salaries & Wages                                    | 16,734         | 21,063         | 21,425         | 362  | 2%  |
| Benefits  | 6,602          | 6,841          | 7,365          | 524  | 8%  |
| Operating Supplies                                  | 3,895          | 7,050          | 7,100          | 50   | 1%  |
| Other Services & Charges                            | 68,528         | 46,600         | 47,912         | 1,312  | 3%  |
| Transfers Out                                       | 19,234         | 18,909         | 18,590         | (319)  | -2%   |
| <b>Total Operating Expenditures</b>                 | <b>114,994</b> | <b>100,463</b> | <b>102,392</b> | 1,929  | 2%  |
| Ending Fund Balance                                 | 7,295          | 1,607          | 1,408          | (199)  | -12%  |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>122,289</b> | <b>102,070</b> | <b>103,800</b> | 1,730  | 2%  |

### Park Operations Revenue



### Park Operations Expenditures



|  |                                      |
|--|--------------------------------------|
| <b>PROGRAM TITLE:</b><br><b>CEMETERY</b> | <b>PROGRAM NUMBER:</b><br><b>536</b> |
|--|--------------------------------------|

|  |                                   |
|--|-----------------------------------|
| <b>FUND TITLE:</b><br><b>CEMETERY FUND</b> | <b>FUND NUMBER:</b><br><b>105</b> |
|--|-----------------------------------|

|  |  |
|--|--|
| <b>PERSON RESPONSIBLE:</b><br><b>RAVYN WHITEWOLF</b> | <b>POSITION:</b><br><b>PUBLIC WORKS DIRECTOR</b> |
|--|--|

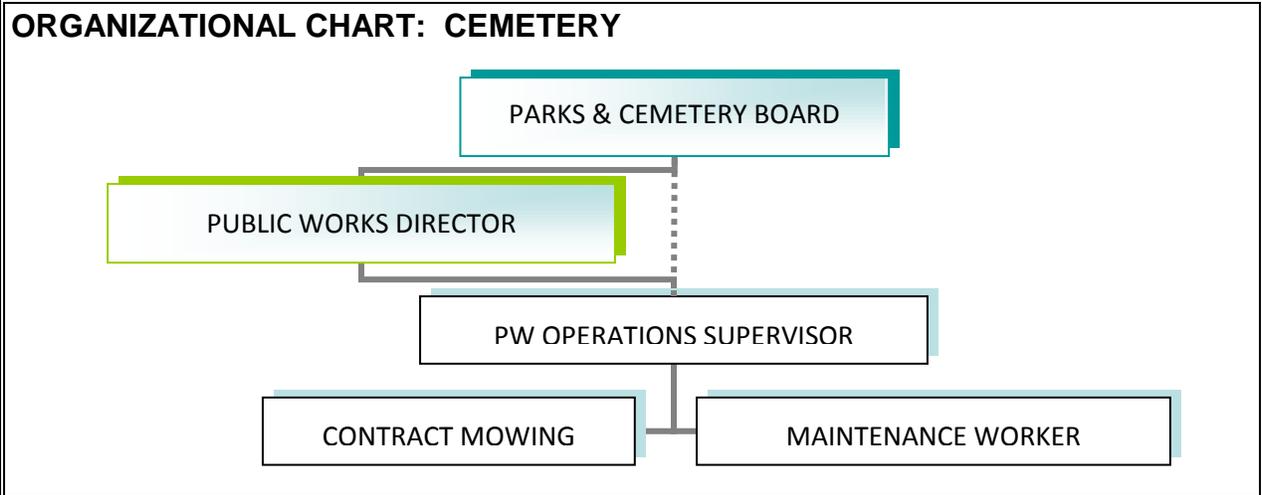
**PROGRAM DESCRIPTION**

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.

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**

| <b>POSITION</b>             | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|-----------------------------|-------------|-------------|-------------|
| Public Works Ops Supervisor | 0.01        | 0.01        | 0.00        |
| Public Works Maintenance    | 0.04        | 0.04        | 0.05        |
| <b>TOTAL</b>                | <b>0.05</b> | <b>0.05</b> | <b>0.05</b> |



**PREVIOUS YEAR (2013) 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.
5. Participate in community activities on Memorial Day and Veterans Day

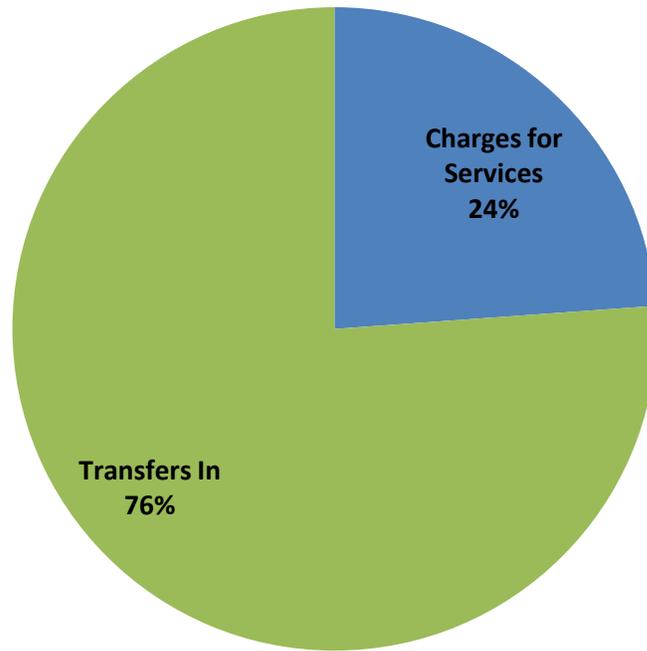
**2014 PLANNED ACTIVITIES/SERVICE LEVELS**

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.
6. Continue to participate in community activities on Memorial Day and Veterans Day

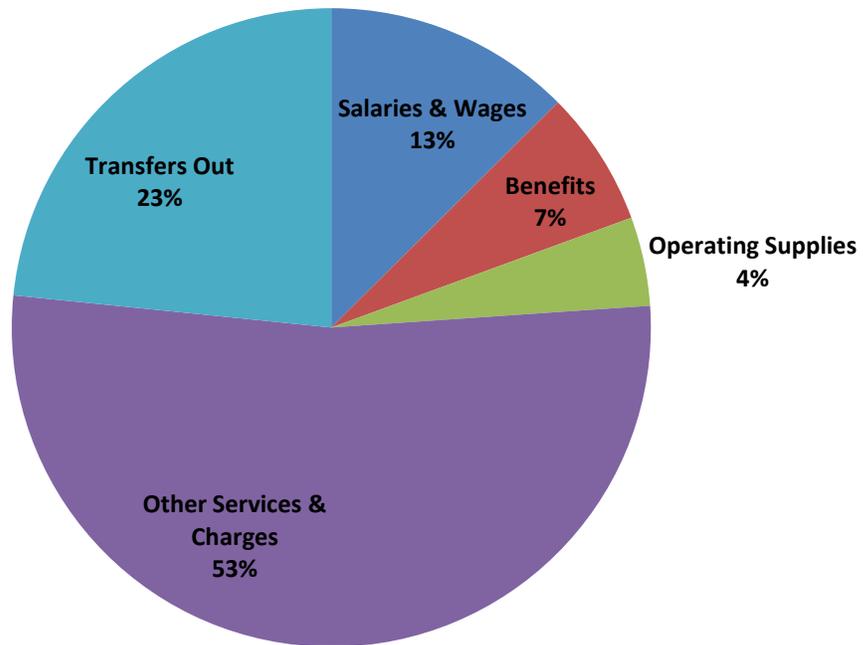
## CEMETERY OPERATIONS

| Description   | 2012<br>Actual | 2013<br>Budget | 2014<br>Budget | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared<br>to 2013<br>Budget) |
|---|----------------|----------------|----------------|--|---|
| <b>Revenue</b>                                      |                |                |                |  |   |
| Estimated Beginning Fund Balance                    | 4,547          | 3,600          | 3,200          | (400)  | -11%  |
| Charges for Services                                | 4,100          | 7,100          | 4,700          | (2,400)  | -34%  |
| Interest Earnings                                   | 25             | -              | -              | -  | -   |
| Transfers In  | 15,000         | 15,000         | 15,000         | -  | 0%  |
| <b>Total Operating Revenue</b>                      | <b>19,125</b>  | <b>22,100</b>  | <b>19,700</b>  | (2,400)  | -11%  |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>23,672</b>  | <b>25,700</b>  | <b>22,900</b>  | (2,800)  | -11%  |
| <b>Expenditures</b>                                 |                |                |                |  |   |
| Salaries & Wages                                    | 2,757          | 2,847          | 2,786          | (61)   | -2%   |
| Benefits  | 1,329          | 1,448          | 1,524          | 76   | 5%  |
| Operating Supplies                                  | 856            | 2,000          | 1,000          | (1,000)  | -50%  |
| Other Services & Charges                            | 12,043         | 11,700         | 11,700         | -  | 0%  |
| Transfers Out                                       | 4,360          | 7,392          | 5,194          | (2,198)  | -30%  |
| <b>Total Operating Expenditures</b>                 | <b>21,346</b>  | <b>25,387</b>  | <b>22,204</b>  | (3,183)  | -13%  |
| Ending Fund Balance                                 | 2,326          | 313            | 696            | 383  | 122%  |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>23,672</b>  | <b>25,700</b>  | <b>22,900</b>  | (2,800)  | -11%  |

### Cemetery Operations Revenue



### Cemetery Operations Expenditures



**PROGRAM TITLE:**  
**STREET OPERATIONS**

**PROGRAM NUMBER:**  
**540**

**FUND TITLE:**  
**STREETS**

**FUND NUMBER:**  
**101**

**PERSON RESPONSIBLE:**  
**RAVYN WHITEWOLF**

**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.

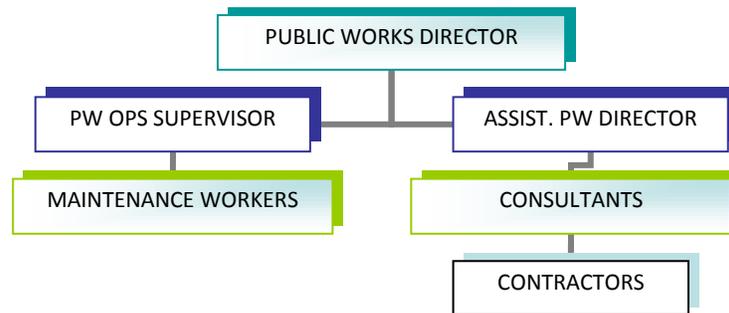
Maintenance staff assigned to the Street Division also performed work in other programs including cemetery, parks, stormwater collection and treatment, and facilities. Seasonal employees provide labor to augment street maintenance and assist with vegetation control.

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

**PERSONNEL SUMMARY: STREET OPERATIONS**

| <b>POSITION</b>          | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|--------------------------|-------------|-------------|-------------|
| PW Operations Supervisor | 0.15        | 0.17        | 0.17        |
| Lead Maintenance Worker  | 0.76        | 0.76        | 0.76        |
| Maintenance Workers      | 0.85        | 1.00        | 1.00        |
| Seasonal                 | 0.25        | 0.25        | 0.22        |
| <b>TOTAL</b>             | <b>2.01</b> | <b>2.18</b> | <b>2.15</b> |

## ORGANIZATIONAL CHART: STREET OPERATIONS



## PREVIOUS YEAR (2013) PROGRAM HIGHLIGHTS

### Routine Maintenance Activities

1. Responded to 85 requests for service, both public and interdepartmental, including 73 for streets and 12 for parks.
2. City crews repainted curbs, pedestrian crossings, and parking lot striping.
3. Installed reflective pavement markings/buttons.
4. Re-striped 25,685 feet of streets and arterials
5. Performed regular sign maintenance and replacement.
6. Assisted local volunteers with various projects on annual clean up day
7. Street preservation including patching, crack sealing, shoulder, sidewalks.
8. Performed regular mowing and brush cutting, and ditch maintenance.
9. Set up detour signs for City street events such as July 4<sup>th</sup> parade, Jazz Festival, and X-mass tree lighting, as well as several community/regional races
10. Installed/maintained flower baskets & U.S. flags in the Central Business District.
11. Performed annual maintenance on Central Business District irrigation system.
12. Provided contract grounds maintenance of street ends/parklets in the rights-of-way.
13. Performed major tree trimming over the trail along Semiahmoo Parkway.
14. Performed ice control and snow removal during several significant winter storms.
15. Hanging Christmas Decorations in City Center.

### Street Improvement Activities

16. Coordinated logistics with WSDOT for cross border infrastructure needs.
17. H Street Revitalization Project – Completed final paving and installation of street furniture.
18. Completed construction of 10-foot sidewalk on Boblett Street adjacent to Blaine High School.
19. Extended sidewalk on Boblett Street and Fir Ave and lengthen Boblett right turn pocket as part of Rite Aid mitigated street improvements.

## **2014 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 4<sup>th</sup> 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. Design and construct H Street Sidewalk Gap Improvements East of SR543.
16. Rehabilitation of Yew Avenue between Boblett and Hughes.
17. Sidewalk safety improvements focusing near school complex and lettered streets.
18. Kickoff annual city-wide pavement preservation program.

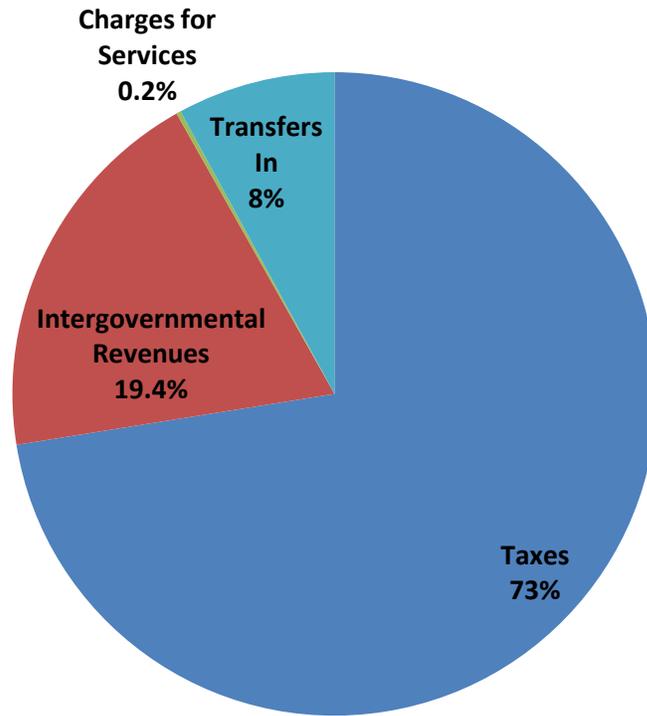
### **Project Planning, Design and Construction**

19. Received TIB Grant funding for the Mitchell Ave. Sidewalk Improvements (from Boblett to the bridge).
20. Received STP-R federal grant funding for Hughes Avenue/Peace Portal Intersection Re-Alignment.
21. Begin design of Boblett/SR543 signal

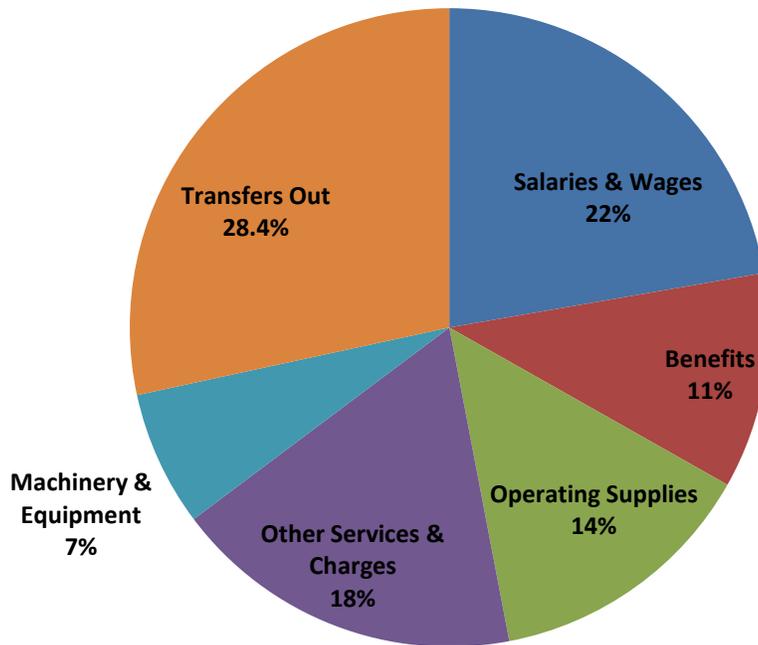
## STREET OPERATIONS

| Description   | 2012<br>Actual | 2013<br>Budget | 2014<br>Budget | Dollar<br>Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared<br>to 2013<br>Budget) |
|---|----------------|----------------|----------------|--|---|
| <b>Revenue</b>                                      |                |                |                |  |   |
| Estimated Beginning Fund Balance                    | 146,142        | 114,878        | 130,203        | 15,325   | 13%   |
| Taxes   | 350,342        | 315,206        | 365,206        | 50,000   | 16%   |
| Intergovernmental Revenues                          | 98,619         | 98,246         | 97,614         | (632)  | -1%   |
| Charges for Services                                | 2,000          | 1,100          | 1,125          | 25   | 2%  |
| Miscellaneous                                       | 5,443          | -              | -              | -  |   |
| Transfers In  | 54,167         | 185,000        | 40,000         | (145,000)  | -78%  |
| <b>Total Operating Revenue</b>                      | <b>510,570</b> | <b>599,552</b> | <b>503,945</b> | <b>(95,607)</b>                                  | <b>-16%</b>                                 |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>656,713</b> | <b>714,430</b> | <b>634,148</b> | <b>(80,282)</b>                                  | <b>-11%</b>                                 |
| <b>Expenditures</b>                                 |                |                |                |  |   |
| Salaries & Wages                                    | 79,470         | 124,238        | 130,089        | 5,851  | 5%  |
| Benefits  | 47,613         | 58,006         | 63,858         | 5,852  | 10%   |
| Operating Supplies                                  | 54,003         | 65,800         | 80,618         | 14,818   | 23%   |
| Other Services & Charges                            | 132,765        | 105,193        | 103,787        | (1,406)  | -1%   |
| Machinery & Equipment                               | -              | 140,000        | 40,000         | (100,000)  | -71%  |
| Transfers Out                                       | 151,732        | 139,760        | 165,923        | 26,163   | 19%   |
| <b>Total Operating Expenditures</b>                 | <b>465,583</b> | <b>632,997</b> | <b>584,275</b> | <b>(48,722)</b>                                  | <b>-8%</b>                                  |
| Ending Fund Balance                                 | 191,130        | 81,433         | 49,873         | (31,560)   | -39%  |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>656,713</b> | <b>714,430</b> | <b>634,148</b> | <b>(80,282)</b>                                  | <b>-11%</b>                                 |

### Street Operations Revenue



### Street Operations Expenditures

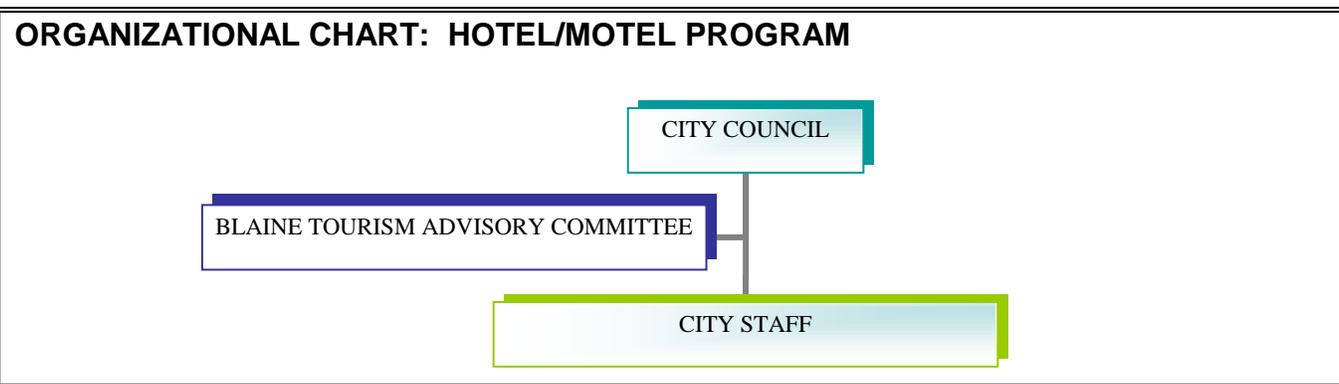


|                             |                 |
|-----------------------------|-----------------|
| PROGRAM TITLE:              | PROGRAM NUMBER: |
| <b>HOTEL/MOTEL PROGRAMS</b> | <b>557</b>      |

|                         |              |
|-------------------------|--------------|
| FUND TITLE:             | FUND NUMBER: |
| <b>HOTEL/MOTEL FUND</b> | <b>110</b>   |

|  |           |
|--|-----------|
| PERSON RESPONSIBLE:                      | POSITION: |
| <b>BLAINE TOURISM ADVISORY COMMITTEE</b> |           |

**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.



**PREVIOUS (2013) YEAR PROGRAM HIGHLIGHTS:**

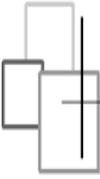
Due to the closure of a major business in the City, the source of revenue that provided support for the Hotel/Motel Fund was not available for the majority of tourism activities. The only programs funded in 2013 were the operation of the Plover Passenger Ferry and \$5,000 for the 4<sup>th</sup> of July Fireworks. A part time VIC staff position was eliminated in May. The major business which closed in December 2012 reopened under new ownership in mid-August. With this new development, the City Council made the decision as part of the mid-year budget review to continue to fund the tourism staff position as well keep the Visitor Information Center open until the end of the year.

**2014 PLANNED ACTIVITIES/SERVICE LEVELS:**

BTAC met in October 2013 for the first time in over a year to determine a projected budget and tourism program for 2014. Although revenue will be slow to recover, the city is

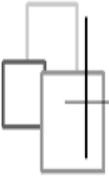
anticipating it will recover by mid-year during the peak summer season. The following is the projected activities for 2014:

1. The grant funding of up to \$65,000 for the funding of tourism events & programs.
2. Pursue more activities in Blaine for hotel guests of Semiahmoo Resort.
3. The provision of a part time staff position at the VIC (up to 60 hours a month).
4. Keep the Blaine Visitor Center open throughout the year.
5. Develop quantifiable tracking methods to measure tourism efforts as required by RCW .67.28.1817.
6. Continue the implementation of freeway & directional signage programs.
7. Develop a public relations press kit to promote Blaine.
8. Continued 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.
9. Update the Blaine brochure as well as continue to provide quality marketing materials to promote Blaine.
10. Continued to develop the online promotion of Blaine tourism on the City and Chamber websites.
11. Further utilized social media, Face Book and Twitter for Blaine promotion.
12. Continue to collaborate with the Blaine Chamber for downtown revitalization and promotion.
13. Improve collaboration efforts with other Whatcom County locations.
14. 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.
15. Continued to expand the distribution of Blaine brochures and marketing materials in Washington State and Canada.
16. Work with The Northern Light to develop a community guide that includes Birch Bay, Blaine and Point Roberts.
17. Pursue options to cover costs to increase the operation of the Historic Plover Ferry.



# Hotel/Motel Fund Revenue

| Description                                       | 2012<br>Actual | 2013<br>Budget | 2014<br>Budget |
|---|----------------|----------------|----------------|
| <b>Hotel/Motel Operating</b>                      |                |                |                |
| Beginning Fund Balance                            | 44,089         | 34,836         | 46,155         |
| <b>Taxes</b>                                      |                |                |                |
| Hotel/motel Transient Tax                         | 86,763         | -              | 62,500         |
| Hotel/motel Extra 2% Tax                          | 86,763         | -              | 62,500         |
| <b>Total Taxes</b>                                | <b>173,525</b> | <b>-</b>       | <b>125,000</b> |
| <b>Miscellaneous</b>                              |                |                |                |
| Interest Earnings                                 | 328            | -              | -              |
| Boardwalk Rental                                  | 150            | -              | -              |
| Private Donations - Vic                           | 54             | -              | -              |
| Other Miscellaneous Revenue                       | 600            | -              | -              |
| <b>Total Miscellaneous</b>                        | <b>1,133</b>   | <b>-</b>       | <b>-</b>       |
| <b>Transfers In</b>                               |                |                |                |
| Transfer In Hotel/Motel Reserve                   | 15,000         | 54,156         | -              |
| <b>Total Transfers In</b>                         | <b>15,000</b>  | <b>54,156</b>  | <b>-</b>       |
| <b>Total Revenue &amp; Beginning Fund Balance</b> | <b>233,747</b> | <b>88,992</b>  | <b>171,155</b> |
| <b>Hotel/Motel Reserve</b>                        |                |                |                |
| Beginning Fund Balance                            | 68,778         | 54,156         | -              |
| Interest Earnings                                 | 476            | -              | -              |
| <b>Total Interest Earnings</b>                    | <b>476</b>     | <b>-</b>       | <b>-</b>       |
| Transfer In-Hotel/Motel Operating                 | -              | -              | 25,000         |
| <b>Total Transfers In</b>                         | <b>-</b>       | <b>-</b>       | <b>25,000</b>  |
| <b>Total Reserve Revenue</b>                      | <b>69,254</b>  | <b>54,156</b>  | <b>25,000</b>  |
| <b>Total Fund</b>                                 | <b>303,001</b> | <b>143,148</b> | <b>196,155</b> |



# Hotel/Motel Fund Expenditures

| Description                           | 2012<br>Actual | 2013<br>Budget | 2014<br>Budget |
|---------------------------------------|----------------|----------------|----------------|
| <b>Events and Programs</b>            |                |                |                |
| Professional Services                 | -              | -              | 65,000         |
| Plover                                | 25,308         | -              | -              |
| Peace Arch Anniversary                | 500            | -              | -              |
| Peace Arch Park Sculpture             | 7,964          | -              | -              |
| Peace Arch Art Festival               | 1,536          | -              | -              |
| Old Fashion July 4th                  | 10,000         | -              | -              |
| <b>Total Events and Programs</b>      | <b>45,308</b>  | <b>-</b>       | <b>65,000</b>  |
| <b>Marketing</b>                      |                |                |                |
| Semiahmoo Lighthouse Restore          | 3,635          | -              | -              |
| Drayton Harbor Days                   | 991            | -              | -              |
| Wings Over Water NW Bird Fest         | 2,208          | -              | -              |
| Pacific Arts Association              | 15,000         | -              | -              |
| Misc/events/sponsorships              | 1,497          | -              | -              |
| Office Supplies                       | 511            | -              | 500            |
| Photo Library                         | 435            | -              | -              |
| Advertising                           | 3,137          | -              | 2,000          |
| Dock Signage                          | -              | -              | -              |
| Brochures                             | 363            | -              | 3,000          |
| Miscellaneous                         | 109            | -              | 500            |
| Bham/whatcom CO Visitor Center        | 11,395         | -              | -              |
| <b>Total Marketing</b>                | <b>39,282</b>  | <b>-</b>       | <b>6,000</b>   |
| <b>Transfer Out</b>                   |                |                |                |
| Transfer Out General Fund             | 20,095         | -              | -              |
| Transfer-Gen Fund Tourism             | 86,345         | 88,992         | 64,625         |
| Transfer-Hotel/Motel Reserve          | -              | -              | 25,000         |
| <b>Total Transfer Out</b>             | <b>106,440</b> | <b>88,992</b>  | <b>89,625</b>  |
| <b>Total Hotel/motel Expenditures</b> | <b>191,030</b> | <b>88,992</b>  | <b>160,625</b> |
| Ending Fund Balance                   | 42,718         | -              | 10,530         |
| <b>Hotel/Motel Reserve</b>            |                |                |                |
| Transfer Out to Operating             | 15,000         | 54,156         | -              |
| <b>Total Reserve Expenditures</b>     | <b>15,000</b>  | <b>54,156</b>  | <b>-</b>       |
| Reserve Ending Fund Balance           | 54,254         | -              | 25,000         |
| <b>Total Fund</b>                     | <b>303,001</b> | <b>143,148</b> | <b>196,155</b> |

|                           |                        |
|---------------------------|------------------------|
| <b>PROGRAM TITLE:</b>     | <b>PROGRAM NUMBER:</b> |
| <b>DEBT SERVICE FUNDS</b> | <b>580-590</b>         |

|  |                     |
|--|---------------------|
| <b>FUND TITLE:</b>                           | <b>FUND NUMBER:</b> |
| <b>GENERAL OBLIGATION DEBT SERVICE FUNDS</b> | <b>201</b>          |
|  | <b>204</b>          |
|  | <b>207</b>          |
| <b>LID GUARANTY FUND</b>                     | <b>230</b>          |
| <b>EDI &amp; CERB LOANS</b>                  | <b>202</b>          |
|  | <b>236</b>          |

|                            |                         |
|----------------------------|-------------------------|
| <b>PERSON RESPONSIBLE:</b> | <b>POSITION:</b>        |
| <b>JEFFREY LAZENBY</b>     | <b>FINANCE DIRECTOR</b> |

**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.

## **2014 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 to 20 years, and is secured by the full taxing authority of the City. The Library and Community Center bonds 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 was 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 was 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.

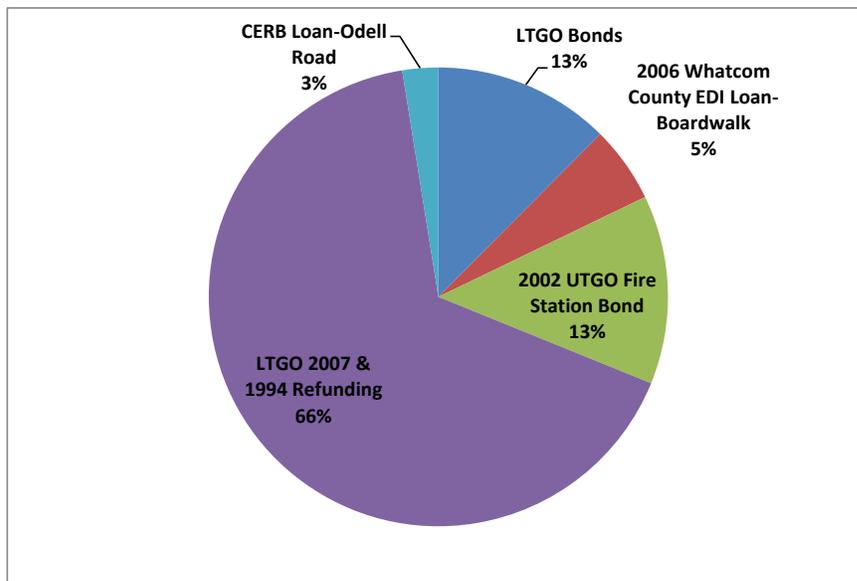
**202 – Peace Portal Boardwalk Whatcom County Economic Development Incentive (EDI) Loan:** This loan was made by Whatcom County for the Peace Portal Boardwalk and is repaid with REET I (Real Estate Excise Tax I) revenues.

**236 – Community Economic Revitalization Board (C.E.R.B.) Loan:** CERB 236 is paid from General Fund revenues.

|   | 2012<br>ACTUAL   | 2013<br>BUDGET   | 2014<br>BUDGET   | Variance         | % Change<br>from 2013<br>to 2014 |
|---|------------------|------------------|------------------|------------------|----------------------------------|
| <b>200 Debt Service Funds Revenue</b>             |                  |                  |                  |                  |                                  |
| Estimated Beginning Fund Balance                  | 292,164          | 267,273          | 195,153          | (72,120)         | -26.98%                          |
| Property Tax                                      | 144,041          | 137,359          | 125,943          | (11,416)         | -8.31%                           |
| Interest  | 4,634            | -                | -                | -                |                                  |
| Transfers In                                      | 647,228          | 875,856          | 792,357          | (83,499)         | -9.53%                           |
| <b>Total Debt Service Funds Revenues</b>          | <b>795,903</b>   | <b>1,013,215</b> | <b>918,300</b>   | <b>(94,915)</b>  | <b>-9.37%</b>                    |
| <b>Total Revenue &amp; Beginning Fund Balance</b> | <b>1,088,067</b> | <b>1,280,488</b> | <b>1,113,453</b> | <b>(167,035)</b> | <b>-13.04%</b>                   |

**200 Debt Service Funds Expenditures**

|     |   |                  |                  |                  |                  |                |
|-----|---|------------------|------------------|------------------|------------------|----------------|
| 201 | LTGO Bonds  | 46,092           | 140,306          | 117,811          | (22,495)         | -16.03%        |
| 202 | 2006 Whatcom County EDI Loan-Boardwalk              | 50,868           | 50,868           | 50,868           | -                | 0.00%          |
| 204 | 2002 UTGO Fire Station Bond                         | 136,949          | 138,539          | 125,943          | (12,596)         | -9.09%         |
| 207 | LTGO 2007 & 1994 Refunding                          | 578,860          | 593,526          | 627,489          | 33,963           | 5.72%          |
| 236 | CERB Loan-Odell Road                                | 33,155           | 32,854           | 23,894           | (8,960)          | -27.27%        |
|     | Transfers Out                                       | -                | 14,773           | -                | (14,773)         | -100.00%       |
|     | <b>Total Debt Service Funds Expenditures</b>        | <b>845,924</b>   | <b>970,866</b>   | <b>946,005</b>   | <b>(24,861)</b>  | <b>-2.56%</b>  |
|     | Ending Fund Balance                                 | 242,143          | 309,622          | 167,448          | (142,174)        | -45.92%        |
|     | <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>1,088,067</b> | <b>1,280,488</b> | <b>1,113,453</b> | <b>(167,035)</b> | <b>-13.04%</b> |



|   |                                     |
|---|-------------------------------------|
| <b>PROGRAM TITLE</b><br><b>ELECTRIC UTILITY</b> | <b>PROGRAM NUMBER</b><br><b>533</b> |
|---|-------------------------------------|

|                                      |                                  |
|--------------------------------------|----------------------------------|
| <b>FUND TITLE</b><br><b>ELECTRIC</b> | <b>FUND NUMBER</b><br><b>401</b> |
|--------------------------------------|----------------------------------|

|   |   |
|---|---|
| <b>PERSON RESPONSIBLE</b><br><b>RAVYN WHITEWOLF</b> | <b>POSITION</b><br><b>PUBLIC WORKS DIRECTOR</b> |
|---|---|

**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 3,005 billed accounts through two substations with four primary 12,470 volt circuits.

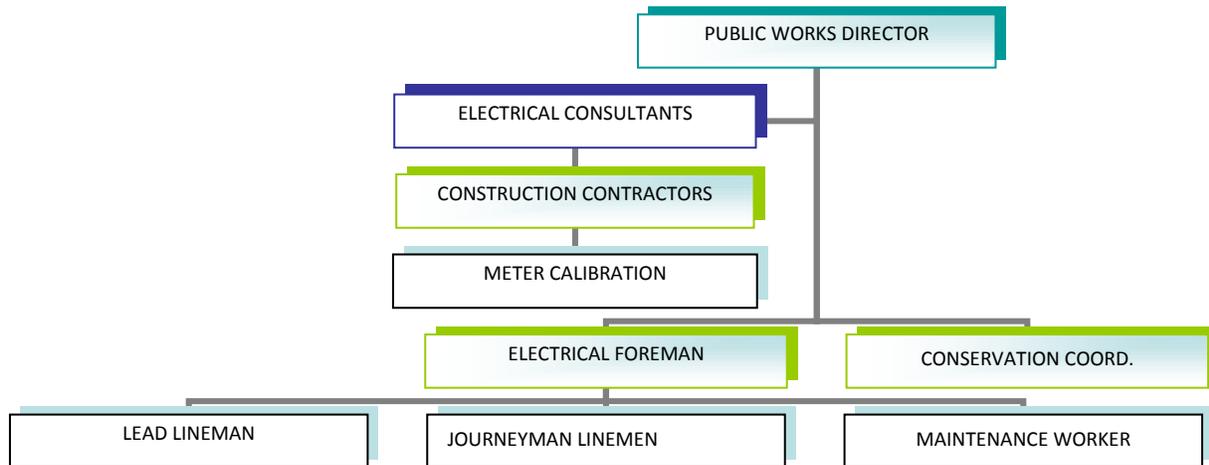
Additional responsibilities include the planning, design and expansion of the system in response to goals and objectives of the City Council, growth requirements on services, and capital projects identified in the 1995 Electrical Comprehensive Plan.

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

**PERSONNEL SUMMARY: ELECTRIC UTILITY**

| <b>POSITION</b>          | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|--------------------------|-------------|-------------|-------------|
| Foreman                  | 1           | 1           | 1           |
| Lead Lineman             | 1           | 1           | 1           |
| Journeyman Lineman       | 3           | 3           | 3           |
| Apprentice Lineman       | 0           | 1           | 0           |
| Maintenance Worker       | 1           | 0.70        | 0.45        |
| Conservation Coordinator | 0.20        | 0.20        | 0.20        |
| Custodian (PW Building)  | 0.14        | 0.14        | 0.14        |
| <b>TOTAL</b>             | <b>6.34</b> | <b>7.04</b> | <b>5.79</b> |

## ORGANIZATIONAL CHART



## PREVIOUS YEAR (2013) PROGRAM ACCOMPLISHMENTS

1. Trimmed trees and removed vegetation along essential outage-prone circuits
2. Completed 18 new service installations.
3. Responded to 9 emergency after-hours callouts to restore service and 213 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.(old direct-bury cable) that pose known reliability threats
9. Continued our conservation program with incentive payments for commercial and residential customers totaling \$214,945 for energy efficient appliances, lighting retrofits and new energy efficient equipment in 2012/13 rate period.
10. Retrofit automated meter reading (AMR) meters on about 2,200 of the city's 3,000 meters, anticipate completion in first quarter of 2014
11. Installed new underground system on Jerome Street in East Blaine.
12. Installed new underground system on Yew Avenue south of Boblett Avenue.
13. Continued to negotiate and refine Service Area Agreement with Puget Sound Energy.
14. Completed installation of Banner Archway on H Street and used effectively for advertising festivals and events.
15. Comprehensive review and field verification of City electric system maps for update to field books and GIS mapping.

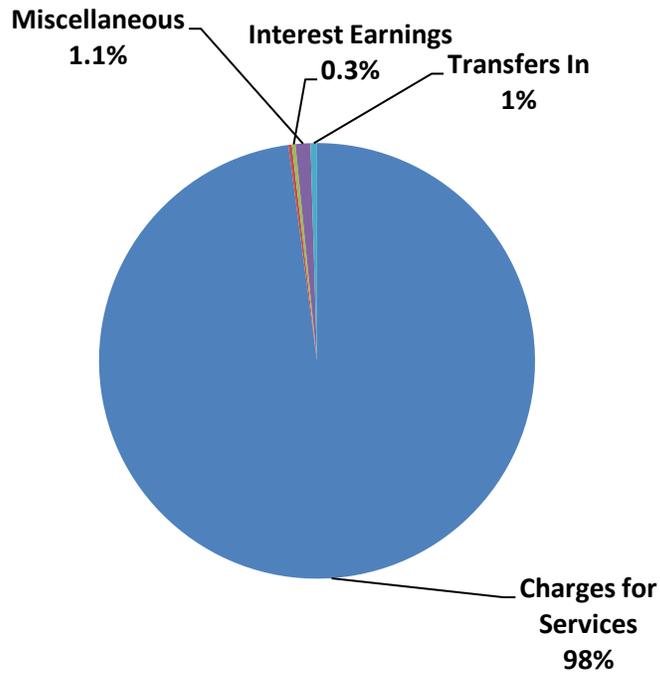
## **2014 PLANNED ACTIVITIES/SERVICE LEVELS**

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. Complete remaining retrofit of meters to automatic meter reading (AMR).
8. Create service loop between Loomis Trail and Semiahmoo circuit for better emergency response in event of an outage.
9. Underground service in Pipeline Road east of Harvey Road.
10. Retrofit all 930 street lights with LED heads as part of energy conservation project
11. Update 1995 comprehensive plan to identify capital priorities and service levels
12. Finalize Service Area agreement with Puget Sound Energy.
13. Finalize Purchase and Sale Agreement for East Blaine Area with Puget Sound Energy.

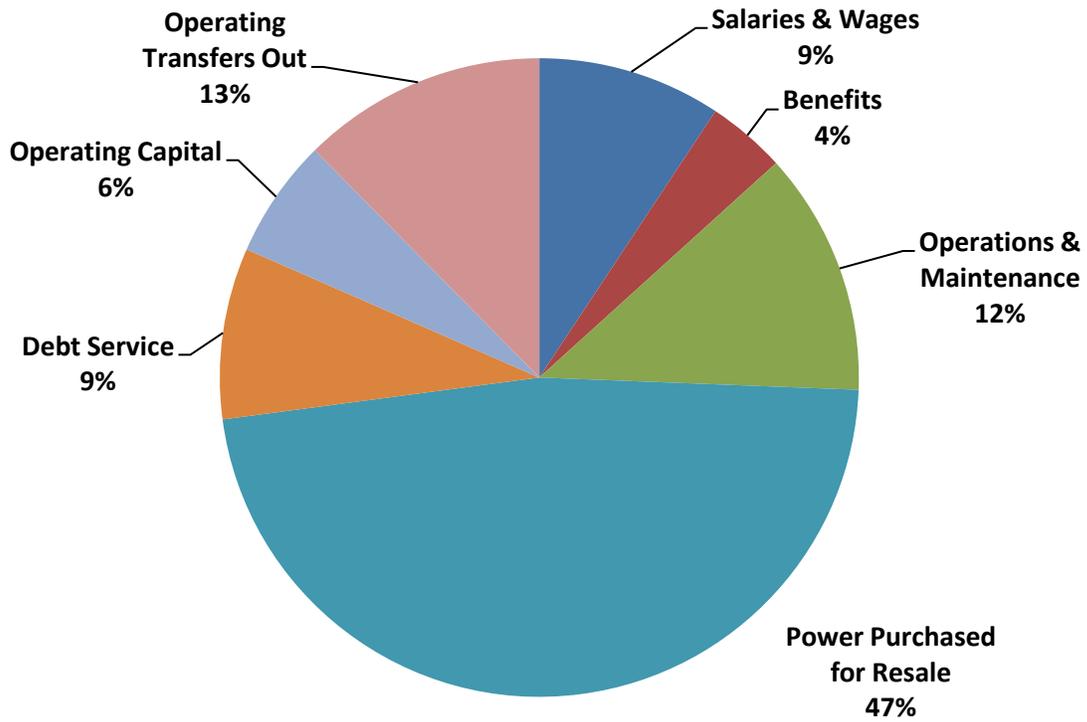
## ELECTRIC FUND

| Description  | 2012 Actual      | 2013 Budget      | 2014 Budget      | Dollar Change<br>(Compared to 2013<br>Budget) | % Change<br>(Compared to<br>2013 Budget) |
|--|------------------|------------------|------------------|---|--|
| <b>Operating Revenue</b>                                       |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                               | 1,398,519        | 1,458,993        | 1,722,922        | 263,929                                       | 15.3%                                    |
| Charges for Services   | 5,345,114        | 5,223,922        | 5,529,400        | 305,478                                       | 5.8%                                     |
| Fines & Penalties  | 16,122           | 14,900           | 14,900           | -   | 0.0%                                     |
| Interest Earnings  | 15,177           | 15,000           | 15,000           | -   | 0.0%                                     |
| Miscellaneous  | 56,412           | 55,681           | 62,330           | 6,649   | 11.9%                                    |
| Transfers In   | 25,000           | 55,000           | 27,000           | (28,000)                                      |  |
| <b>Total Operating Fund Revenue</b>                            | <b>5,457,825</b> | <b>5,364,503</b> | <b>5,648,630</b> | <b>284,127</b>                                | <b>5.3%</b>                              |
| <b>Total Revenue &amp; Beginning Fund Balance</b>              | <b>6,856,344</b> | <b>6,823,496</b> | <b>7,371,552</b> | <b>548,056</b>                                | <b>8.0%</b>                              |
| <b>Operating Expenditures</b>                                  |                  |                  |                  |   |  |
| Salaries & Wages   | 532,685          | 551,146          | 558,377          | 7,231   | 1.3%                                     |
| Benefits   | 233,702          | 226,452          | 239,467          | 13,015  | 5.7%                                     |
| Operations & Maintenance                                       | 552,247          | 694,941          | 740,707          | 45,766  | 6.6%                                     |
| Professional Services-Energy Conservation                      | (25,207)         | -                | -                | -   |  |
| Power Purchased for Resale                                     | 2,766,126        | 3,089,570        | 2,840,600        | (248,970)                                     | -8.1%                                    |
| Debt Service   | 527,777          | 513,975          | 520,975          | 7,000   | 1.4%                                     |
| Operating Capital  | 51,779           | 90,000           | 362,000          | 272,000                                       | 302.2%                                   |
| Operating Transfers Out  | 836,321          | 656,016          | 744,807          | 88,791  | 13.5%                                    |
| <b>Total Electric Fund Expenditures</b>                        | <b>5,475,430</b> | <b>5,822,100</b> | <b>6,006,933</b> | <b>184,833</b>                                | <b>3.2%</b>                              |
| Ending Fund Balance  | 1,380,914        | 1,001,396        | 1,364,619        | 363,223                                       | 36.3%                                    |
| <b>Total Expenditures &amp; Ending Fund Balance</b>            | <b>6,856,344</b> | <b>6,823,496</b> | <b>7,371,552</b> | <b>548,056</b>                                | <b>8.0%</b>                              |
| <b>Capital Reserve Revenue</b>                                 |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                               | 1,241,854        | 1,275,972        | 1,260,300        | (15,672)                                      | -1.2%                                    |
| Interest Earnings  | 9,835            | -                | -                | -   |  |
| Transfers In   | 125,000          | -                | -                | -   |  |
| <b>Total Capital Reserve Revenue</b>                           | <b>134,835</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>                                      | <b>-</b>                                 |
| <b>Total Revenue &amp; Beginning Fund Balance</b>              | <b>1,376,689</b> | <b>1,275,972</b> | <b>1,260,300</b> | <b>(15,672)</b>                               | <b>-1.2%</b>                             |
| <b>Capital Reserve Expenditures</b>                            |                  |                  |                  |   |  |
| Interim Loan-Vista Terrace LID                                 | -                | 685,000          | -                | (685,000)                                     |  |
| Transfer Out-Electric Capital Improvement                      | 125,000          | -                | 350,000          | 350,000                                       |  |
| <b>Total Expenditures</b>                                      | <b>125,000</b>   | <b>685,000</b>   | <b>350,000</b>   | <b>(335,000)</b>                              | <b>-48.9%</b>                            |
| Ending Fund Balance  | 1,251,689        | 590,972          | 910,300          | 319,328                                       | 54.0%                                    |
| <b>Total Expenditures &amp; Ending Fund Balance</b>            | <b>1,376,689</b> | <b>1,275,972</b> | <b>1,260,300</b> | <b>(15,672)</b>                               | <b>-1.2%</b>                             |
| <b>Electric Rural Economic Development Loan Revolving Fund</b> |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                               | 685,751          | 751,825          | 701,825          | (50,000)                                      | -6.7%                                    |
| Interest Earnings & Revolving Loan Transfer In                 | 68,292           | -                | -                | -   |  |
| <b>Total Fund Revenue</b>                                      | <b>68,292</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>                                      | <b>-</b>                                 |
| <b>Total Revenue &amp; Beginning Fund Balance</b>              | <b>754,043</b>   | <b>751,825</b>   | <b>701,825</b>   | <b>(50,000)</b>                               | <b>-6.7%</b>                             |
| Center for Economic Vitality<br>Economic Development           | 10,000           | 10,000           | 10,000           | -   | 0.0%                                     |
| Revolving Loans Issued   | -                | 50,000           | 50,000           | -   | 0.0%                                     |
| <b>Total Fund Expenditures</b>                                 | <b>10,000</b>    | <b>60,000</b>    | <b>75,000</b>    | <b>15,000</b>                                 | <b>25.0%</b>                             |
| Ending Fund Balance  | 744,043          | 691,825          | 626,825          | (65,000)                                      | -9.4%                                    |
| <b>Total Expenditures &amp; Ending Fund Balance</b>            | <b>754,043</b>   | <b>751,825</b>   | <b>701,825</b>   | <b>(50,000)</b>                               | <b>-6.7%</b>                             |
| <b>Total Fund</b>  | <b>8,987,076</b> | <b>8,851,293</b> | <b>9,333,677</b> | <b>482,384</b>                                | <b>5.4%</b>                              |

### Electric Operating Revenue



### Electric Operating Expenditures



|               |                |
|---------------|----------------|
| PROGRAM TITLE | PROGRAM NUMBER |
| <b>WATER</b>  | <b>534</b>     |

|              |             |
|--------------|-------------|
| FUND TITLE   | FUND NUMBER |
| <b>WATER</b> | <b>410</b>  |

|                        |                              |
|------------------------|------------------------------|
| PERSON RESPONSIBLE     | POSITION                     |
| <b>RAVYN WHITEWOLF</b> | <b>PUBLIC WORKS DIRECTOR</b> |

**PROGRAM DESCRIPTION**

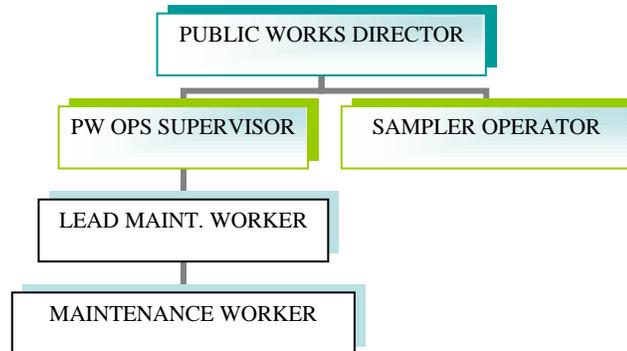
Provide City retail and wholesale customers with quality domestic water service in compliance with federal and state regulations and the City's Water System Plan. Operate, maintain, and repair water utility infrastructure, which includes nine production wells, five pump stations, five storage reservoirs, 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.

| <b>PERSONNEL SUMMARY: WATER UTILITY</b> |             |             |             |
|---|-------------|-------------|-------------|
| <b>POSITION</b>                         | <b>2012</b> | <b>2013</b> | <b>2014</b> |
| Operations Supervisor                   | 0.34        | 0.34        | 0.34        |
| Lead Maintenance Worker                 | 1.00        | 1.00        | 1.00        |
| Maintenance Worker                      | 1.65        | 2.25        | 1.80        |
| Sampler/Operator                        | 0.20        | 0.20        | 0.20        |
| <b>TOTAL</b>                            | <b>3.19</b> | <b>3.79</b> | <b>3.34</b> |

## ORGANIZATIONAL CHART: WATER UTILITY



## PREVIOUS YEAR (2013) PROGRAM HIGHLIGHTS

### Routine Maintenance Activities

1. Responded to 32 requests for service, both public and interdepartmental.
2. Inspected 24 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 2012 Consumer Confidence Report (CCR).
7. Submitted required information on Stage 2 Disinfection Byproducts Rule.
8. Replaced motor in Booster Pump Station 5
9. Cross Connection Control Program

### System Improvement Activities

10. Enhanced water disinfection and testing procedures.
11. Comprehensive review and field verification of City water system maps for update to field books and GIS mapping.
12. Implemented Automated Metering Infrastructure (AMI) Sensus FlexNet program for Water and Wastewater telemetry improvements.
13. Added telemetry to Booster Pump Station 3, Lincoln Park
14. Repurposed Lift Station 4 building for chlorine storage in well field.

### Construction Project/System Improvements/Planning

15. Completed extension of 440 pressure zone on Harvey and Pipeline Roads.
16. Converted Dahl Lane residents to 440 system via Pipeline Road, allowing for deactivation of Well 6.
17. **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. Continued work with the *Whatcom Water Alliance* founded last year for water conservation.

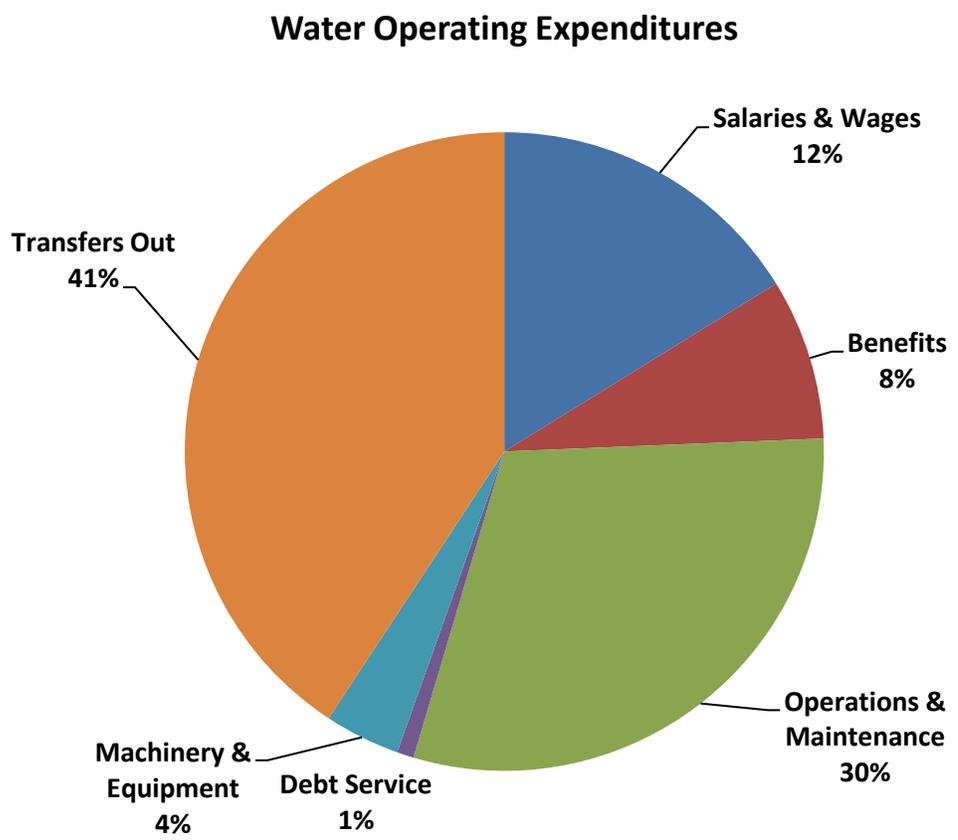
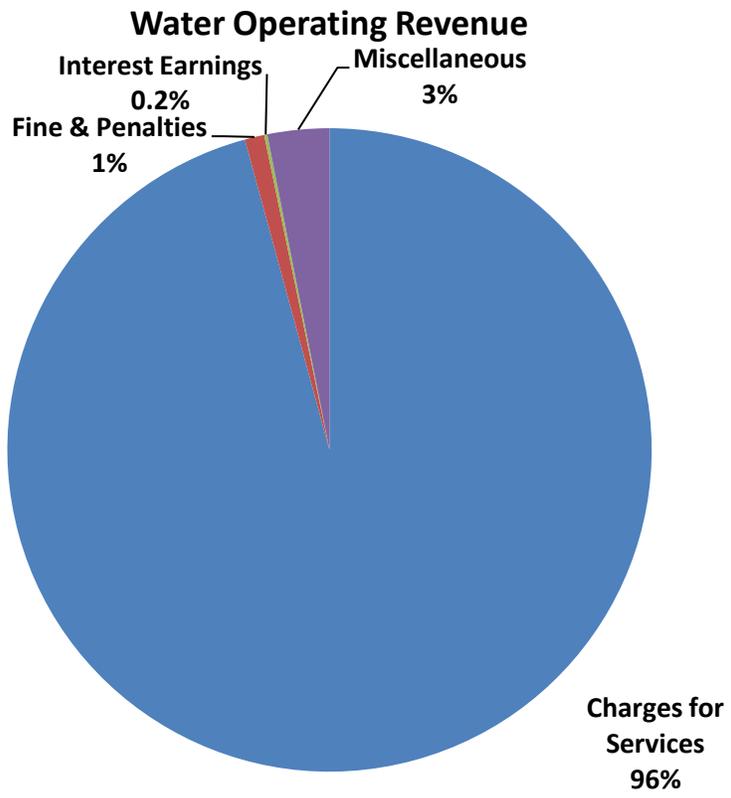
18. Complete design of well head improvements to well 5.1 and 8.1

#### **2014 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. Continue substitution program for older/obsolete fire hydrants.
5. Continue Water Conservation Program cooperation with Birch Bay Water & Sewer District and as a member of the Whatcom Water Alliance.
6. Continue to support cross-connection control and inspection programs.
7. Complete water system level controls pumping telemetry.
8. Complete Automated Metering Infrastructure (AMI) Sensus FlexNet program
9. Improve maintenance documentation for key facilities.
10. Provide field data to engineering for updates to GIS water system map.
11. Complete well head improvements to well 5.1 and 8.1.
12. Rehabilitate Harvey and Lincoln Road tanks for corrosion.

**WATER FUND**

| Description   | 2012<br>Actual   | 2013<br>Budget   | 2014<br>Budget   | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|---|------------------|------------------|------------------|---|--|
| <b>Operating Revenue</b>                            |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                    | 343,239          | 213,218          | 223,721          | 10,503  | 5%                                       |
| Charges for Services                                | 1,184,392        | 1,173,600        | 1,236,100        | 62,500  | 5%                                       |
| Fine & Penalties                                    | 12,917           | 12,000           | 12,700           | 700   | 6%                                       |
| Interest Earnings                                   | 2,958            | 2,000            | 2,000            | -   | 0%                                       |
| Miscellaneous                                       | 38,416           | 35,000           | 40,000           | 5,000   | 14%                                      |
| Transfers In  | 76,693           | 62,000           | -                | (62,000)                                      | -100%                                    |
| <b>Total Water Fund Revenue</b>                     | <b>1,315,376</b> | <b>1,284,600</b> | <b>1,290,800</b> | 6,200   | 0%                                       |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>1,658,615</b> | <b>1,497,818</b> | <b>1,514,521</b> | 16,703  | 1%                                       |
| <b>Operating Expenditures</b>                       |                  |                  |                  |   |  |
| Salaries & Wages                                    | 189,424          | 227,195          | 211,931          | (15,264)                                      | -7%                                      |
| Benefits  | 91,691           | 110,576          | 106,826          | (3,750)                                       | -3%                                      |
| Operations & Maintenance                            | 508,369          | 496,143          | 395,860          | (100,283)                                     | -20%                                     |
| Debt Service  | 74,076           | 74,025           | 11,155           | (62,870)                                      | -85%                                     |
| Machinery & Equipment                               | 26,094           | 10,000           | 50,000           | 40,000  | 400%                                     |
| Transfers Out                                       | 496,080          | 400,951          | 533,246          | 132,295                                       | 33%                                      |
| <b>Total Water Fund Expenditures</b>                | <b>1,385,734</b> | <b>1,318,890</b> | <b>1,309,018</b> | (9,872)                                       | -1%                                      |
| Ending Fund Balance                                 | 272,881          | 178,928          | 205,503          | 26,575  | 15%                                      |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>1,658,615</b> | <b>1,497,818</b> | <b>1,514,521</b> | 16,703  | 1%                                       |
| <b>Capital Reserve Revenue</b>                      |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                    | 2,165,005        | 2,237,992        | 2,086,244        | (151,748)                                     | -7%                                      |
| Interest Earnings                                   | 16,669           | -                | -                | -   |  |
| Connection Charges                                  | 18,254           | -                | -                | -   |  |
| Interfund Loan Payment                              | -                | 10,000           | 10,000           | -   |  |
| Transfers In  | 112,500          | -                | 125,000          | 125,000                                       |  |
| <b>Total Capital Reserve Revenue</b>                | <b>147,423</b>   | <b>10,000</b>    | <b>135,000</b>   | 125,000                                       | 1250%                                    |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>2,312,428</b> | <b>2,247,992</b> | <b>2,221,244</b> | (26,748)                                      | -1%                                      |
| <b>Capital Reserve Expenditures</b>                 |                  |                  |                  |   |  |
| Interfund Loan-City Hall Acquisition                | -                | -                | -                | -   |  |
| Transfer Out-Water Operations                       | -                | -                | -                | -   |  |
| Transfer Out-Water CIP                              | 90,000           | 100,000          | 20,000           | (80,000)                                      | -80%                                     |
| <b>Total Capital Reserve Expenditures</b>           | <b>90,000</b>    | <b>100,000</b>   | <b>20,000</b>    | (80,000)                                      | -80%                                     |
| Ending Fund Balance                                 | 2,222,428        | 2,147,992        | 2,201,244        | 53,252  | 2%                                       |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>2,312,428</b> | <b>2,247,992</b> | <b>2,221,244</b> | (26,748)                                      | -1%                                      |
| <b>Total Fund</b>                                   | <b>3,971,043</b> | <b>3,745,810</b> | <b>3,735,765</b> | (10,045)                                      | 0%                                       |



|                   |                |
|-------------------|----------------|
| PROGRAM TITLE     | PROGRAM NUMBER |
| <b>WASTEWATER</b> | <b>535</b>     |

|  |             |
|--|-------------|
| FUND TITLE   | FUND NUMBER |
| <b>COLLECTION SYSTEM, LIFT STATIONS AND WASTEWATER TREATMENT PLANT</b> | <b>420</b>  |

|                        |                              |
|------------------------|------------------------------|
| PERSON RESPONSIBLE     | POSITION                     |
| <b>RAVYN WHITEWOLF</b> | <b>PUBLIC WORKS DIRECTOR</b> |

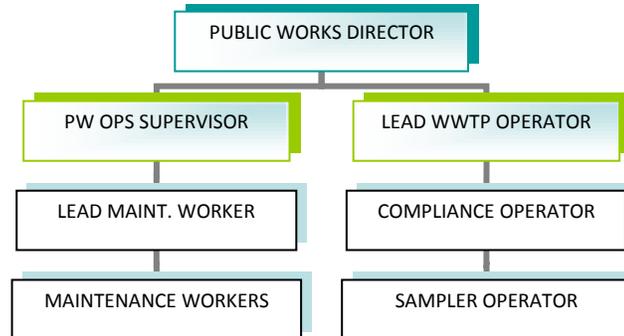
**PROGRAM DESCRIPTION**

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.

| <b>PERSONNEL SUMMARY: WASTEWATER UTILITY</b> |             |             |             |
|--|-------------|-------------|-------------|
| <b>POSITION</b>                              | <b>2012</b> | <b>2013</b> | <b>2014</b> |
| Public Works Ops Supervisor                  | 0.25        | 0.25        | 0.26        |
| Lead Maintenance Worker                      | 0.85        | 0.55        | 0.55        |
| Maintenance Worker                           | 0.95        | 0.55        | 0.94        |
| Lead WWTP* Operator                          | 1.00        | 1.00        | 1.00        |
| WWTP Compliance Operator                     | 1.00        | 1.00        | 1.00        |
| WWTP Sampler Operator                        | 0.80        | 0.70        | 0.70        |
| Custodian/Maintenance Worker                 | 0.05        | 0.05        | 0.05        |
| <b>TOTAL</b>                                 | <b>4.90</b> | <b>4.10</b> | <b>4.50</b> |
| <b>*Wastewater Treatment Plant</b>           |             |             |             |

## ORGANIZATIONAL CHART: WASTEWATER UTILITY



## PREVIOUS YEAR (2013) PROGRAM ACCOMPLISHMENTS

1. Completed and inspected 14 new services.
2. Performed quarterly (sometimes more frequently) grease removal at lift stations.
3. Completed preventive sewer main jetting.
4. Responded to emergency calls for sewer service.
5. Completed various collection system repairs and worked with the property owners to reduce inflow and infiltration (I & I) sources.
6. Prepared monthly and annual reports required by National Pollutant Discharge Elimination System (NPDES) permit.
7. Sold reclaimed water to Semiahmoo Golf Course and Glen Eagle Villas during summer for irrigation.
8. Successfully negotiated and acquired 30 foot utility easement for development of East Blaine.
9. Completed new permit with Department of Ecology for the reclamation facility operation.
10. Acquired DOE Centennial Grant/Loan n to decommission and physically connect septic services within the Vista Terrace Utilities Local Improvement District.
11. Replaced two influent screens at headwaters of reclamation facility at no cost to the city (warranty replacement).

## 2014 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. Initiate design work for Vista Terrace Area LID #16 – approximately 3000 feet of new 8" sewer main.
9. Begin annual program for manhole/pipe rehabilitation and/or replacement
10. Coordinate with property owners and developers on planned wastewater collection extension to East Blaine.
11. Plan for new telemetry on existing lift stations.

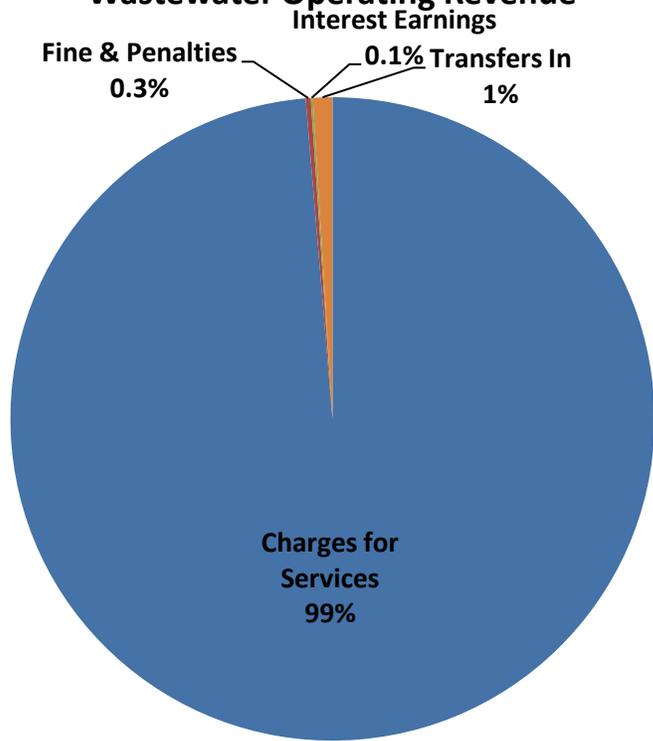
**WASTEWATER FUND**

| Description   | 2012 Actual      | 2013 Budget      | 2014 Budget      | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|---|------------------|------------------|------------------|---|--|
| <b>Operating Revenue</b>                            |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                    | 668,958          | 554,566          | 536,005          | (18,561)                                      | -3%                                      |
| Charges for Services                                | 3,700,177        | 3,356,806        | 3,749,676        | 392,870                                       | 12%                                      |
| Fine & Penalties                                    | 10,529           | 9,600            | 9,600            | -   | 0%                                       |
| Interest Earnings                                   | 4,896            | 4,000            | 4,000            | -   | 0%                                       |
| Miscellaneous                                       | -                | -                | -                | -   | -  |
| Loan & Capital Proceeds                             | -                | -                | -                | -   | -  |
| Transfers In  | 115,496          | 325,790          | 37,000           | (288,790)                                     |  |
| <b>Total Operating Revenue</b>                      | <b>3,831,097</b> | <b>3,696,196</b> | <b>3,800,276</b> | 104,080                                       | 3%                                       |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>4,500,055</b> | <b>4,250,762</b> | <b>4,336,281</b> | 85,519  | 2%                                       |
| <b>Operating Expenditures</b>                       |                  |                  |                  |   |  |
| Salaries & Wages                                    | 308,857          | 271,506          | 301,735          | 30,229  | 11%                                      |
| Benefits  | 150,131          | 131,503          | 148,700          | 17,197  | 13%                                      |
| Operations & Maintenance                            | 853,488          | 816,300          | 793,514          | (22,786)                                      | -3%                                      |
| Debt Service  | 1,881,314        | 1,979,499        | 1,914,191        | (65,308)                                      | -3%                                      |
| Machinery & Equipment                               | -                | -                | 37,000           | 37,000  |  |
| Transfers Out                                       | 702,729          | 702,863          | 788,078          | 85,215  | 12%                                      |
| <b>Total Operating Expenditures</b>                 | <b>3,896,520</b> | <b>3,901,671</b> | <b>3,983,218</b> | 81,547  | 2%                                       |
| Ending Fund Balance                                 | 603,535          | 349,091          | 353,063          | 3,972   | 1%                                       |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>4,500,055</b> | <b>4,250,762</b> | <b>4,336,281</b> | 85,519  | 2%                                       |
| <b>Capital Reserve Revenue</b>                      |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                    | 478,332          | 382,130          | 397,000          | 14,870  | 4%                                       |
| Interest Earnings                                   | 3,198            | -                | -                | -   | -  |
| Other Revenue                                       | 25,770           | -                | -                | -   | -  |
| <b>Total Capital Reserve Revenue</b>                | <b>28,968</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>                                      | <b>-</b>                                 |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>507,300</b>   | <b>382,130</b>   | <b>397,000</b>   | 14,870  | 4%                                       |
| <b>Capital Reserve Expenditures</b>                 |                  |                  |                  |   |  |
| Transfer Out-Sewer Capital Improvement Plan         | 124,135          | 210,000          | 35,000           | (175,000)                                     | -83%                                     |
| <b>Total Capital Reserve Expenditures</b>           | <b>124,135</b>   | <b>210,000</b>   | <b>35,000</b>    | <b>(175,000)</b>                              | <b>-83%</b>                              |
| Ending Fund Balance                                 | 383,165          | 172,130          | 362,000          | 189,870                                       | 110%                                     |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>507,300</b>   | <b>382,130</b>   | <b>397,000</b>   | 14,870  | 4%                                       |
| <b>USDA Reserve Revenue</b>                         |                  |                  |                  |   |  |
| Estimated Beginning Fund Balance                    | 175,895          | 351,903          | 544,415          | 192,512                                       | 55%                                      |
| Interest Earnings                                   | 1,875            | -                | -                | -   | -  |
| Transfers In  | 175,032          | 147,432          | 175,032          | 27,600  | 19%                                      |
| <b>Total USDA Reserve Revenue</b>                   | <b>176,907</b>   | <b>147,432</b>   | <b>175,032</b>   | 27,600  | 19%                                      |

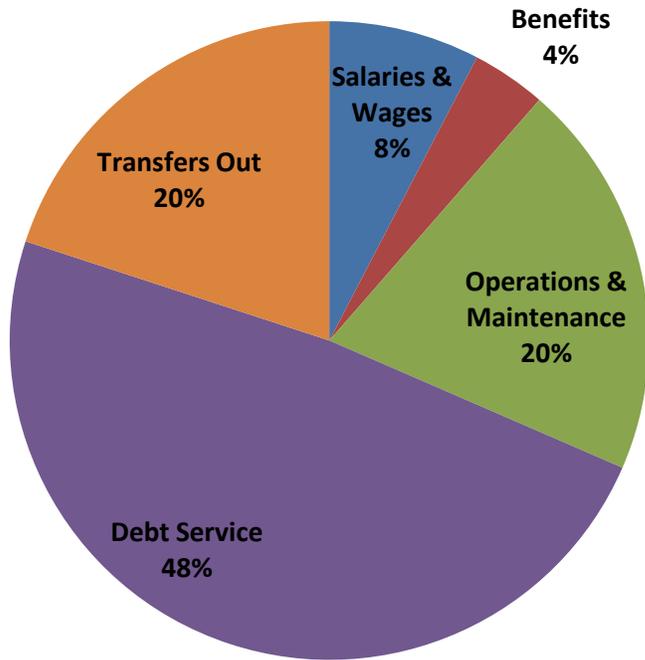
**WASTEWATER FUND**

| Description   | 2012 Actual      | 2013 Budget      | 2014 Budget      | Dollar Change<br>(Compared to 2013 Budget) | % Change<br>(Compared to 2013 Budget) |
|---|------------------|------------------|------------------|--|---------------------------------------|
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>352,801</b>   | <b>499,335</b>   | <b>719,447</b>   | 220,112                                    | 44%                                   |
| <b>USDA Reserve Expenditures</b>                    |                  |                  |                  |  |                                       |
| Transfer Out  | -                | -                | -                | -  |                                       |
| <b>Total USDA Reserve Expenditures</b>              | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>                                   |                                       |
| <b>Ending Fund Balance</b>                          | <b>352,801</b>   | <b>499,335</b>   | <b>719,447</b>   | 220,112                                    | 44%                                   |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>352,801</b>   | <b>499,335</b>   | <b>719,447</b>   | 220,112                                    | 44%                                   |
| <b>Total Fund</b>                                   | <b>5,360,155</b> | <b>5,132,227</b> | <b>5,452,728</b> | 320,501                                    | 6%                                    |

### Wastewater Operating Revenue



### Wastewater Operating Expenditures



|                    |                |
|--------------------|----------------|
| PROGRAM TITLE      | PROGRAM NUMBER |
| <b>STORM WATER</b> | <b>538</b>     |

|                    |             |
|--------------------|-------------|
| FUND TITLE         | FUND NUMBER |
| <b>STORM WATER</b> | <b>425</b>  |

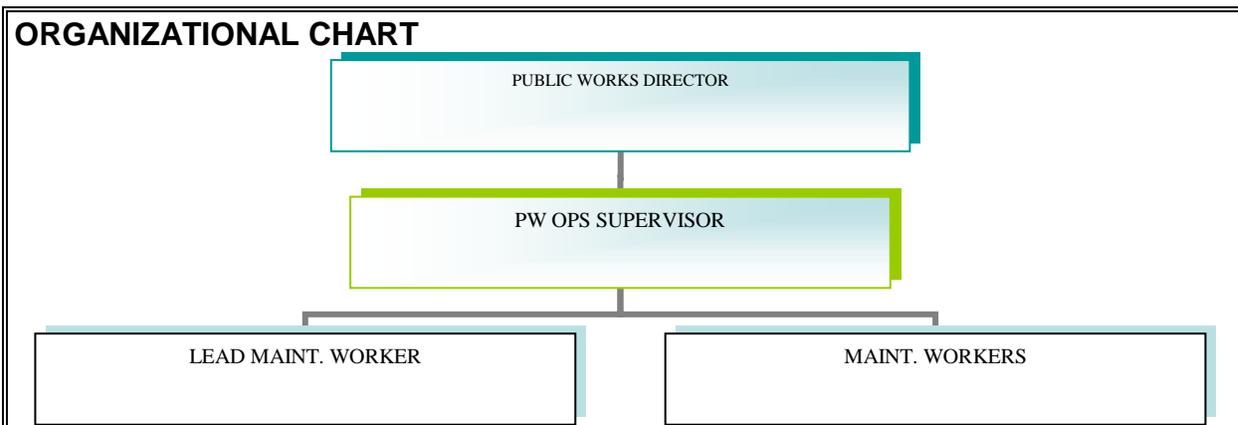
|                        |                              |
|------------------------|------------------------------|
| PERSON RESPONSIBLE     | POSITION                     |
| <b>RAVYN WHITEWOLF</b> | <b>PUBLIC WORKS DIRECTOR</b> |

**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                    | 2012        | 2013        | 2014        |
|-----------------------------|-------------|-------------|-------------|
| Public Works Ops Supervisor | 0.16        | 0.17        | 0.18        |
| Lead Maintenance Worker     | 0.36        | 0.15        | 0.15        |
| Maintenance Worker          | 0.40        | 0.61        | 0.71        |
| <b>TOTAL</b>                | <b>0.92</b> | <b>0.93</b> | <b>1.04</b> |



## **PREVIOUS YEAR (2013) PROGRAM HIGHLIGHTS**

### **Routine Maintenance Activities**

1. Responded to 10 requests for service, both public and interdepartmental.
2. Performed maintenance activities to reduce flooding problems.
3. Provided weekly street sweeping.
4. Used vactor truck for regular catch basin cleaning.
5. Repaired damaged or degraded storm water collection system
6. Performed ditch grading as necessary.

### **Storm Facility Improvement Activities**

7. Installed catch basins and area drains to provide storm sewer access and address wastewater inflow.

### **Construction Project/Major Improvements**

8. Completed feasibility phase of design of the Gateway Regional Storm Water Facility.
9. Obtained DOE Centennial Grant to evaluate sources of pollution in Cain Creek including camera to inspect aging infrastructure

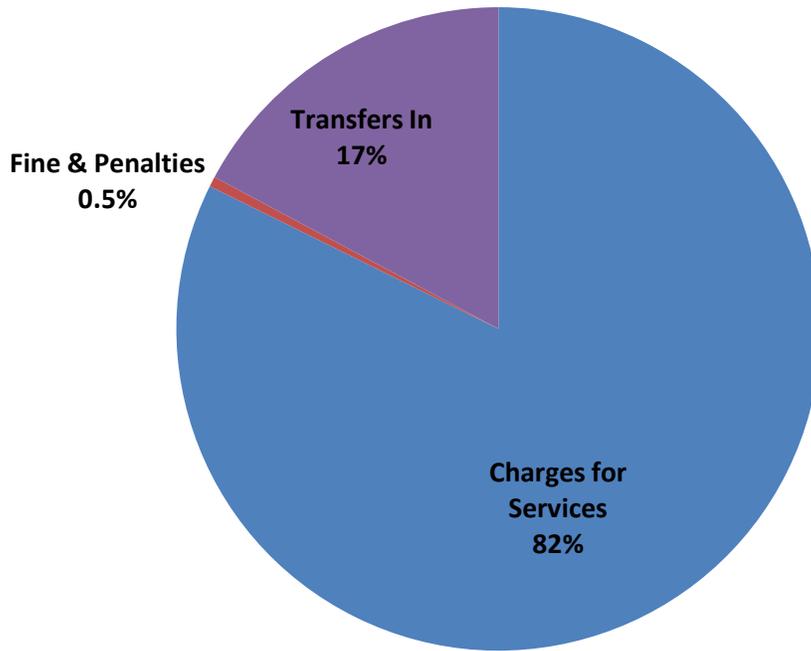
## **2014 PLANNED ACTIVITIES/SERVICE LEVEL**

1. Continue annual catch basin cleaning.
2. Implement rate study for stormwater utility implementation.
3. Improve inventory of installed storm water facilities. Expand roadway marking program.
4. Improve maintenance recordkeeping and enforce maintenance of private features.
5. Monitor private construction (particularly during winter) to ensure compliance with approved pollution prevention plans.
6. Begin work on DOE grant-funded project to identify and resolve non-point source pollution concerns around Drayton Harbor with emphasis on eliminating sources. Special focus on Cain Creek water quality.
7. Implement funding program and finish design of regional stormwater facility for new Gateway zone (old airport land included).

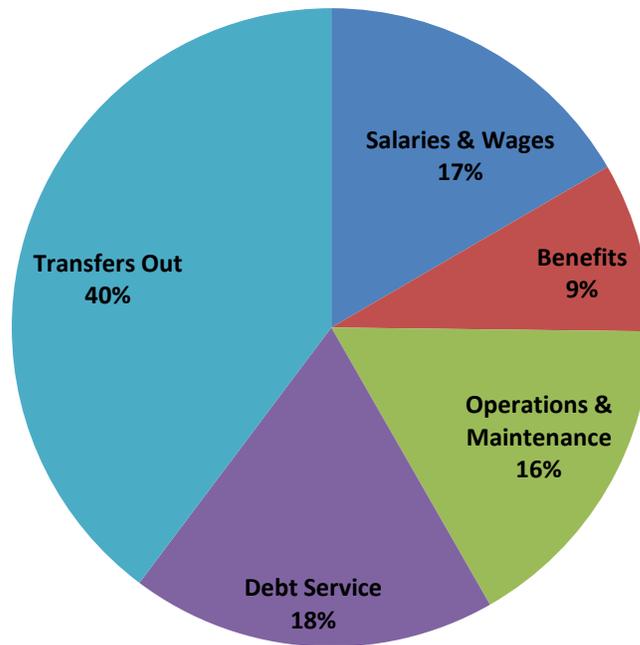
## STORM WATER FUND

| Description   | 2012 Actual    | 2013 Budget    | 2014 Budget    | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|---|----------------|----------------|----------------|---|--|
| <b>Operating Revenue</b>                            |                |                |                |   |  |
| Estimated Beginning Fund Balance                    | 78,868         | 94,406         | 77,464         | (16,942)                                      | -18%                                     |
| Charges for Services                                | 290,031        | 280,000        | 290,000        | 10,000  | 4%                                       |
| Fine & Penalties                                    | 2,113          | 1,800          | 1,800          | -   | 0%                                       |
| Interest Earnings                                   | 799            | -              | -              | -   |  |
| Transfers In  | 69,461         | 72,621         | 60,525         | (12,096)                                      | -17%                                     |
| <b>Total Operating Revenue</b>                      | <b>362,404</b> | <b>354,421</b> | <b>352,325</b> | (2,096)                                       | -1%                                      |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>441,272</b> | <b>448,827</b> | <b>429,789</b> | (19,038)                                      | -4%                                      |
| <b>Operating Expenditures</b>                       |                |                |                |   |  |
| Salaries & Wages                                    | 50,474         | 54,261         | 63,285         | 9,024   | 17%                                      |
| Benefits  | 25,168         | 26,957         | 32,685         | 5,728   | 21%                                      |
| Operations & Maintenance                            | 35,124         | 48,174         | 63,002         | 14,828  | 31%                                      |
| Debt Service  | 69,111         | 72,621         | 70,570         | (2,051)                                       | -3%                                      |
| Transfers Out                                       | 166,205        | 199,080        | 151,417        | (47,663)                                      | -24%                                     |
| <b>Total Operating Expenditures</b>                 | <b>346,082</b> | <b>401,093</b> | <b>380,959</b> | (20,134)                                      | -5%                                      |
| Ending Fund Balance                                 | 95,190         | 47,734         | 48,830         | 1,096   | 2%                                       |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>441,272</b> | <b>448,827</b> | <b>429,789</b> | (19,038)                                      | -4%                                      |
| <b>Capital Reserve Revenue</b>                      |                |                |                |   |  |
| Estimated Beginning Fund Balance                    | 36,815         | 130,704        | 221,990        | 91,286  | 70%                                      |
| Interest Earnings                                   | 572            | -              | -              | -   |  |
| Connection Charges                                  | 4,246          | -              | -              | -   |  |
| Transfers In  | 90,000         | 120,000        | 60,000         | (60,000)                                      | -50%                                     |
| <b>Total Capital Reserve Revenue</b>                | <b>94,818</b>  | <b>120,000</b> | <b>60,000</b>  | (60,000)                                      | -50%                                     |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>131,633</b> | <b>250,704</b> | <b>281,990</b> | 31,286  | 12%                                      |
| <b>Capital Reserve Expenditures</b>                 |                |                |                |   |  |
| Transfer-Out Storm Water CIP                        | 90,000         | 50,000         | 50,000         | -   | 0%                                       |
| <b>Total Capital Reserve Expenditures</b>           | <b>90,000</b>  | <b>50,000</b>  | <b>50,000</b>  | -   | 0%                                       |
| Ending Fund Balance                                 | 41,633         | 200,704        | 231,990        | 31,286  | 16%                                      |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>131,633</b> | <b>250,704</b> | <b>281,990</b> | 31,286  | 12%                                      |
| <b>Total Fund</b>                                   | <b>572,905</b> | <b>699,531</b> | <b>711,779</b> | 12,248  | 2%                                       |

### Storm Water Operating Revenue



### Storm Water Operating Expenditures



|                                    |                        |
|------------------------------------|------------------------|
| <b>PROGRAM TITLE:</b>              | <b>PROGRAM NUMBER:</b> |
| <b>PUBLIC WORKS ADMINISTRATION</b> | <b>539</b>             |

|                     |                     |
|---------------------|---------------------|
| <b>FUND TITLE:</b>  | <b>FUND NUMBER:</b> |
| <b>PUBLIC WORKS</b> | <b>503</b>          |

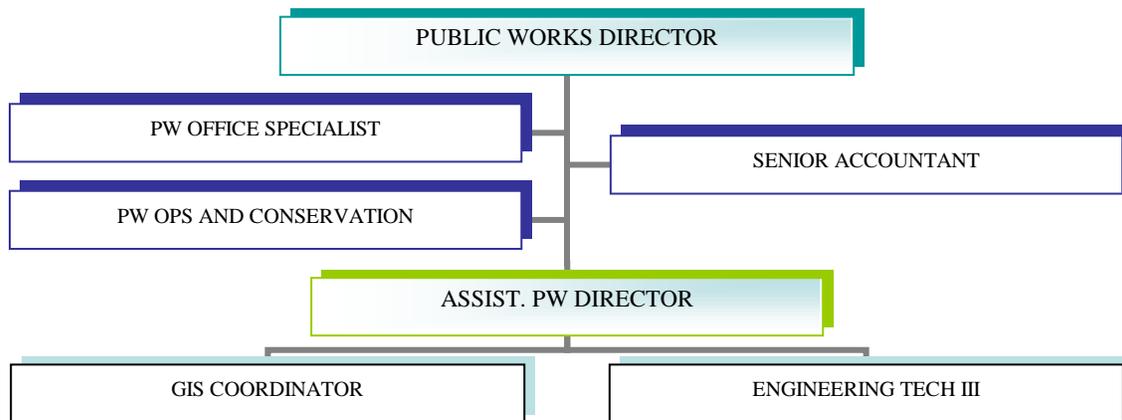
|                            |                              |
|----------------------------|------------------------------|
| <b>PERSON RESPONSIBLE:</b> | <b>POSITION:</b>             |
| <b>RAVYN WHITEWOLF</b>     | <b>PUBLIC WORKS DIRECTOR</b> |

**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).

| <b>PERSONNEL SUMMARY: PUBLIC WORKS ADMINISTRATION</b> |             |             |             |
|---|-------------|-------------|-------------|
| <b>POSITIONS</b>                                      | <b>2012</b> | <b>2013</b> | <b>2014</b> |
| 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 III                                  | 1           | 1           | 1           |
| Conservation Coordinator                              | 0.80        | 0.80        | 0.80        |
| <b>TOTAL</b>  | <b>6.8</b>  | <b>6.8</b>  | <b>6.8</b>  |

## ORGANIZATIONAL CHART: PUBLIC WORKS ADMINISTRATION



## PREVIOUS YEAR (2013) PROGRAM HIGHLIGHTS

### Public Works Administration

1. Logged and tracked responses for 575 requests for service, both public and interdepartmental.
2. Logged and tracked responses for 248 recurring action items (monthly, quarterly, annual, and semi-annual work assignments).
3. As of October, had processed 22 utility requests, 30 street excavation permits and 12 street obstruction permits.
4. Updated and revised City website various sections of the development guidelines.
5. Published and distributed annual Consumer Confidence Report (CCR) and Fuel Mix report.
6. Updated and maintained Action Log and Recurring Maintenance databases.
7. Continued to improve utility request process and associated database, including better coordination with planning review and building permit process.
8. Worked with Finance on updates to the Unified Fee Schedule and purchasing policy
9. Coordinated with Planning on Title 17 update – development standards section

### Technical Support Services

10. Began a system wide comprehensive reorganization of the GIS data base to expand current capabilities and effectiveness for all departments.
11. Continued to scan historical PW data and as-built drawings into LaserFiche system.
12. Continued updates of maps of water, wastewater, stormwater, electrical, etc.
13. Comprehensive update of water and electrical system maps based on interviews with field personnel.
14. Participated in technical reviews/pre-application meetings for 19 projects and assisted Community Development with developer projects in-progress, including

inspection of developer constructed roads and utilities. Provided ongoing support on an additional 9 city projects.

15. Updated project and other information on City webpage.

#### **Engineering/Planning/Contracts**

16. Expanded GIS information available for internal and external use and provided project mapping support for public works, other departments and the general public.
17. Continued implementation of East Blaine Infrastructure Plan with East Maple Ridge and Grandis Pond development proposals.
18. Participated on regional transportation planning committees, Transportation Technical Advisory Committee (TTAC) and International Mobility and Trade Corridor (IMTC).
19. Utilized \$148,900 in TIB grant funding for Boblett sidewalk extension construction.
20. Utilized \$18,261 in CERB micro grant funding for street furniture on the H Street Revitalization project
21. Received \$342,000 in DOE grant funding to help with water quality in Cain Creek.
22. Received \$ 801,500 in DOE grant/loan funding to facilitate sewer connections for the Vista Terrace ULID project.
23. Received \$554,167 in TIB funding for Mitchell Avenue Improvements.
24. Received \$732,379 in Map 21 funding for realignment of Hughes Avenue at Peace Portal Drive.
25. Applied for \$742,681 in TIB funding for Hughes Avenue Reconstruction Phase 1 project.
26. Updated Capital Improvement Plan as part of 2014 budget process.
27. Updated and adopted new 6-Year Transportation Improvement Plan (TIP)

#### **2014 Public Works Project & Department Goals**

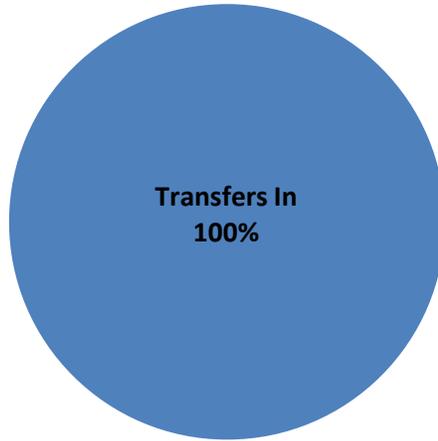
1. Update and revise Transportation Element of Comprehensive Plan
2. Implement Regional Stormwater program for Gateway (Airport) area.
3. Position and apply for grants and loans for key projects.
4. Improve in-house inspection capabilities.
5. Conduct annual traffic counts.
6. Continue implementing expanded and integrated GIS.
7. Continue to maintain and update utility as-built records and utility asset database.
8. Update project and other information on City webpage.
9. Expand water SCADA system to include all wells and reservoirs.
10. Continue to record and track customer requests and resolution.
11. Improve network file organization and establish improved filing processes.
12. Implement control & monumentation survey.
13. Recruit and hire seasonal maintenance worker and janitor.
14. Update City's *Development Guidelines and Public Works Standards*.
15. Support construction of energy conservation project (ESCO) in almost all of city facilities.
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.
19. Complete inventory of existing Semiahmoo Street signs.
20. Develop city-wide GIS priorities and lay framework for eventual GIS platform.
21. Monitor cash flow of all enterprise funds to determine if rate adjustments are needed.
22. Update 6-Year Transportation Improvement Plan.
23. Evaluate and separate the Capital Facilities Plan long range goals for all funds from the Capital Improvement Plan that is part of the annual budget process.
24. Create an addressing policy to assist staff with evaluation and implementation of consistent addressing goals.

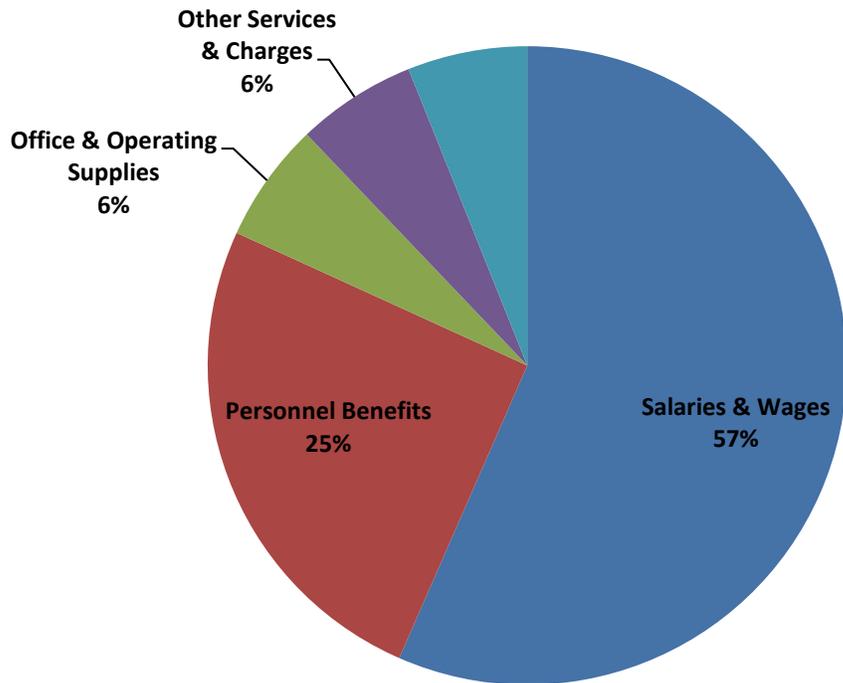
**PUBLIC WORKS  
ADMINISTRATION**

| Description   | 2012<br>Actual | 2013<br>Budget | 2014<br>Budget | Dollar Change<br>(Compared to<br>2013 Budget) | % Change<br>(Compared to<br>2013 Budget) |
|---|----------------|----------------|----------------|---|--|
| <b>Revenue</b>                                      |                |                |                |   |  |
| Estimated Beginning Fund Balance                    | 32,638         | 11,517         | -              | (11,517)                                      | -100%                                    |
| Interest Earnings                                   | 418            | -              | -              | -   |  |
| Transfers In  | 622,331        | 735,245        | 862,217        | 126,972                                       | 17%                                      |
| <b>Total Operating Revenue</b>                      | <b>622,749</b> | <b>735,245</b> | <b>862,217</b> | 126,972                                       | 17%                                      |
| <b>Total Revenue &amp; Beginning Fund Balance</b>   | <b>655,388</b> | <b>746,762</b> | <b>862,217</b> | 115,455                                       | 15%                                      |
| <b>Expenditures</b>                                 |                |                |                |   |  |
| Salaries & Wages                                    | 396,447        | 471,738        | 484,377        | 12,639  | 3%                                       |
| Personnel Benefits                                  | 160,940        | 201,877        | 217,283        | 15,406  | 8%                                       |
| Office & Operating Supplies                         | 35,530         | 25,900         | 52,780         | 26,880  | 104%                                     |
| Other Services & Charges                            | 50,954         | 44,783         | 55,777         | 10,994  | 25%                                      |
| Machinery & Equipment                               | -              | -              | 50,000         | 50,000  |  |
| Transfers Out                                       | -              | -              | 2,000          | 2,000   |  |
| <b>Total Operating Expenditures</b>                 | <b>643,871</b> | <b>744,298</b> | <b>862,217</b> | 117,919                                       | 16%                                      |
| Ending Fund Balance                                 | 11,517         | 2,464          | -              | (2,464)                                       | -100%                                    |
| <b>Total Expenditures &amp; Ending Fund Balance</b> | <b>655,388</b> | <b>746,762</b> | <b>862,217</b> | 115,455                                       | 15%                                      |

### Public Works Admin. Revenue



### Public Works Admin. Expenditures





## 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 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 6 Year Total |
|------------------------------|------|------|------|------|------|------|--------------|
|------------------------------|------|------|------|------|------|------|--------------|

**Project Cost**

|                               |        |  |  |  |  |  |               |
|-------------------------------|--------|--|--|--|--|--|---------------|
| Police Station Parking Lot    | 22,000 |  |  |  |  |  | <b>22,000</b> |
| Banner Bank Building Elevator | 80,000 |  |  |  |  |  | <b>80,000</b> |

**Funding Sources**

|                         |         |  |  |  |  |  |                |
|-------------------------|---------|--|--|--|--|--|----------------|
| Real Estate Excise Tax  | 102,000 |  |  |  |  |  | <b>102,000</b> |
| Other Funds             |         |  |  |  |  |  |                |
| General Obligation Bond |         |  |  |  |  |  |                |

**Summary**

|                 |         |  |  |  |  |  |                |
|-----------------|---------|--|--|--|--|--|----------------|
| Project Costs   | 102,000 |  |  |  |  |  | <b>102,000</b> |
| Funding Sources | 102,000 |  |  |  |  |  | <b>102,000</b> |

**Balance**

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

| <b>Project Cost/Funding Sources</b>    | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>6 Year Total</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| <b>Community Parks Improvement</b>     |             |             |             |             |             |             |                     |
| Cain's Wharf Wetlands (const & ease)   |             |             |             |             |             |             |                     |
| Dakota Creek Park acq                  |             |             |             |             |             |             |                     |
| D. Cr. Prk Improve. Phs 1 (Shoreline ) |             |             |             |             |             |             |                     |
| D. Cr. Prk Improve. Phs 2 (Uplands)    |             |             |             |             |             |             |                     |
| Lighthouse Point Building (lighthouse) |             |             |             |             |             |             |                     |
| Lincoln Park (facility upgrades)       |             |             |             |             | 40,000      |             | 40,000              |
| Marine Park (shoreline, phases 1,2,3)  |             | 100,000     |             |             |             |             | 100,000             |
| Marine Park (facility upgrades)        | 60,000      |             |             |             |             |             | 60,000              |
| Marine Park (shelters)                 |             |             |             |             |             |             |                     |
| Watershed Trailhead Parking            |             |             |             |             |             |             |                     |
| Watershed Kids' Fishing Access         |             |             |             |             |             |             |                     |
| Plover Park                            |             |             |             |             |             |             |                     |
| <b>Neighborhood Park Improvement</b>   |             |             |             |             |             |             |                     |
| 10th Street ROW                        |             |             |             |             |             |             |                     |
| 7th Street ROW Grounds/Trail           |             | 70,000      |             |             |             |             | 70,000              |
| 7th Street ROW Playground              |             |             | 40,000      |             |             |             | 40,000              |
| Motts Hill Park 1 (E Street)           |             |             |             |             |             | 80,000      | 80,000              |
| Motts Hill Park 2 (N Harvey)           |             |             |             |             |             |             |                     |
| Steen St. Park                         |             |             |             |             |             |             |                     |
| <b>Shoreline Use Areas</b>             |             |             |             |             |             |             |                     |
| 4th Street View Area                   |             |             |             |             |             |             |                     |
| Cherry Street property acquisition     |             |             |             |             |             |             |                     |
| Cherry Street View Area                |             |             |             |             |             |             |                     |
| Montfort Park Shoreline Access         |             |             |             |             |             |             |                     |
| Ruby Street Shoreline Access           |             |             |             |             |             |             |                     |
| Runge Ave Park (street end)            |             |             |             |             |             |             |                     |
| <b>Special Projects</b>                |             |             |             |             |             |             |                     |
| Interpretive Sign Route                | 24,000      |             |             |             |             |             | 24,000              |
| Skate Park new equipment               |             |             |             | 35,000      |             |             | 35,000              |
| <b>Cemetery Projects</b>               |             |             |             |             |             |             |                     |
| Niche Wall                             |             |             |             |             |             | 75,000      | 75,000              |
| <b>Funding Sources</b>                 |             |             |             |             |             |             |                     |
| Beginning Fund Balance                 | 29,000      | 10,000      |             |             |             |             | 39,000              |
| Agencies/Developers                    |             |             |             |             |             |             |                     |
| Community group fund raising           |             |             |             |             |             |             |                     |
| Local Grants                           | 20,000      | 25,000      | 20,000      | 10,000      | 20,000      | 20,000      | 115,000             |
| State Grants                           |             |             |             |             |             |             |                     |
| Estuary/ALEA-WDFW                      |             | 75,000      |             |             |             |             | 75,000              |
| ESRP-RCO                               |             |             |             |             |             |             |                     |
| LWCF-RCO                               |             |             |             |             |             |             |                     |
| STP-Enhancement                        |             |             |             |             |             |             |                     |
| FDPG-ECY                               |             |             |             |             |             |             |                     |
| REET                                   | 25,000      | 60,000      | 20,000      | 20,000      | 20,000      | 20,000      | 165,000             |
| General Fund                           |             |             |             |             |             | 75,000      | 75,000              |
| Impact Fee Reserve                     | 20,000      |             |             | 5,000       |             | 40,000      | 65,000              |
| <b>Summary</b>                         |             |             |             |             |             |             |                     |
| Project Costs                          | 84,000      | 170,000     | 40,000      | 35,000      | 40,000      | 155,000     | 524,000             |
| Funding Sources                        | 94,000      | 170,000     | 40,000      | 35,000      | 40,000      | 155,000     | 534,000             |
| Balance                                | 10,000      |             |             |             |             |             | 10,000              |

**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

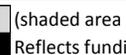
 Shaded area shows funded projects  
 Indicates an uncommitted source

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

| <b>Project Cost/Funding Sources</b>                           | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>6 Year Total</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| <b>2013 Funded Projects</b>                                   |             |             |             |             |             |             |                     |
| Boblett/SR 543 Signalization & Pedestrian Safety*             | 135,000     |             | 815,000     |             |             |             | 950,000             |
| H Street Sidewalk Gap Elimination (SR543 to Grant Ave)        | 100,000     |             |             |             |             |             | 100,000             |
| Hughes Intersection Re-alignment*                             |             | 115,961     |             | 616,418     |             |             | 732,379             |
| Mitchell Avenue Sidewalk Improvements*                        |             | 583,333     |             |             |             |             | 583,333             |
| Annual Pavement Preservation Program*                         | 30,000      | 35,000      | 40,000      | 50,000      | 100,000     | 100,000     | 355,000             |
| Annual Sidewalk Safety Program*                               | 5,000       | 10,000      | 15,000      | 20,000      | 30,000      | 30,000      | 110,000             |
| Yew Avenue Rehabilitation*                                    | 150,000     |             |             |             |             |             | 150,000             |
| Bell Rd./Peace Portal Intersection Improvements*              |             |             |             |             | 50,000      |             | 50,000              |
| Downtown Revitalization Program                               |             | 5,000       |             | 5,000       |             | 5,000       | 15,000              |
| City-Wide Pavement Markings                                   | 25,000      |             | 25,000      |             | 25,000      |             | 75,000              |
| <b>Debt Payments**</b>  | 644,427     | 662,925     | 680,125     | 701,575     | -           | -           | 2,689,052           |
| <b>Funding Sources</b>  |             |             |             |             |             |             |                     |
| Beginning Fund Balance (332) after debt                       | 320,000     |             |             |             |             |             | 320,000             |
| Beginning Fund Balance (333)                                  | 137,309     | 244,896     | 200,730     | 120,730     | 132,698     |             | 836,363             |
| Property Tax Levy (equals debt payment monies from 333 & 332) | 639,323     | 639,323     | 639,323     | 639,323     | -           |             | 2,557,292           |
| Additional Monies from (332) to cover debt payments           |             | 23,602      | 40,802      | 62,252      |             |             | 126,656             |
| Street Reimbursement from Airport Sale                        |             |             |             |             |             | 477,000     | 477,000             |
| Developer Contribution or LID                                 | 12,691      |             |             | 83,000      |             |             | 95,691              |
| <b>Federal Grant Funding (MAP)</b>                            |             |             |             |             |             |             |                     |
| Boblett/SR 543 Signal   | 116,775     |             | 664,975     |             |             |             | 781,750             |
| Hughes Intersection Re-alignment                              |             | 100,306     |             | 461,407     |             |             | 561,713             |
| Future Federal funding  |             |             |             |             |             |             |                     |
| <b>State Grants</b>   |             |             |             |             |             |             |                     |
| Future CERB Funding Opportunity                               |             |             |             |             |             |             |                     |
| TIB Grants  |             |             |             |             |             |             |                     |
| TIB Federal Funding Match (Boblett/SR 543 Signal)             | 18,225      |             | 100,575     |             |             |             | 118,800             |
| TIB Federal Funding Match (Hughes Intersection Re-alignment)  |             | 15,655      |             | 72,011      |             |             | 87,666              |
| TIB H Street sidewalk gap elimination                         | 90,000      |             |             |             |             |             | 90,000              |
| TIB Michell Avenue Sidewalk Improvements                      |             | 554,167     |             |             |             |             | 554,167             |
| Future TIB Grant funding                                      |             |             |             |             |             |             |                     |
| <b>Port of Bellingham</b>                                     |             |             |             |             |             |             |                     |
| Future Port Funding Opportunites                              |             |             |             |             |             |             |                     |
| Marine Dr - West End - Phase III (100%)                       |             |             |             |             |             |             |                     |
| <b>Other Local Sources</b>                                    |             |             |             |             |             |             |                     |
| Northwest Park and Recreation District                        |             |             |             |             |             |             |                     |
| Transportation Impact Fees                                    |             | 35,000      | 49,450      | 50,000      | 75,000      | 100,000     | 309,450             |
| REET  |             |             |             | 36,968      | 50,000      | 50,000      | 136,968             |
| Unknown Source  |             |             |             |             | 80,000      | New Bond?   | 80,000              |
| <b>Summary</b>  |             |             |             |             |             |             |                     |
| <b>Project Costs</b>  | 1,089,427   | 1,412,219   | 1,575,125   | 1,392,993   | 205,000     | 135,000     | 5,809,764           |
| <b>Funding Sources</b>  | 1,334,323   | 1,612,949   | 1,695,855   | 1,525,691   | 337,698     | 627,000     | 7,133,516           |
| <b>Balance</b>  | 244,896     | 200,730     | 120,730     | 132,698     | 132,698     | 492,000     | 1,323,752           |

\* Eligible for use of Traffic Impact Fees

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

 (shaded area shows funded projects)  
 Reflects funding source not yet identified

**CITY OF BLAINE**  
**ENERGY EFFICIENCY PROJECT FUND 330 (ESCO)**

| <b>Project Cost/Funding Sources</b> | <b>2014 Total</b> | <b>2020-2034</b> | <b>20 Year Total</b> |
|-------------------------------------|-------------------|------------------|----------------------|
| <b>General Fund</b>                 |                   |                  |                      |
|                                     |                   | 500,000          | <b>500,000</b>       |
| HVAC/Lighting/DDC Controls          | <b>457,767</b>    | 570,000          | <b>1,027,767</b>     |
| Banner Bank Building                |                   | 45,000           | <b>45,000</b>        |
| Community Center                    |                   | 75,000           | <b>75,000</b>        |
| Police Station                      |                   | 750,000          | <b>750,000</b>       |
|                                     |                   | 150,000          | <b>150,000</b>       |
| <b>Funding Sources</b>              |                   | 440,000          | <b>440,000</b>       |
| State Grant                         | <b>200,000</b>    |                  | <b>200,000</b>       |
| BPA Rebates (Estimated)             | <b>44,255</b>     | 35,000           | <b>79,255</b>        |
| LTGO Bond                           | <b>213,512</b>    | 75,000           | <b>288,512</b>       |
|                                     |                   | 20,000           | <b>20,000</b>        |
| <b>Wastewater Fund</b>              |                   |                  |                      |
| LPWRF Process Upgrades              | <b>1,484,372</b>  | 20,000           | <b>1,504,372</b>     |
| LPWRF Fuel Switch - Pipe Gallery    |                   |                  |                      |
| LPWRF HVAC/Mechanical Upgrades      |                   |                  |                      |
| <b>Funding Sources</b>              |                   |                  |                      |
| State Grant                         | <b>300,000</b>    | 70,000           | <b>370,000</b>       |
| BPA Rebates (Estimated)             | <b>150,000</b>    | 45,000           | <b>195,000</b>       |
| LTGO Bond                           | <b>1,034,372</b>  | 100,000          | <b>1,134,372</b>     |
|                                     |                   | 60,000           | <b>60,000</b>        |
| <b>Light Fund</b>                   |                   |                  |                      |
| Citywide LED Street Light Retrofit  | <b>359,783</b>    | 50,000           | <b>409,783</b>       |
| Public Works Building HVAC/Lighting | <b>43,870</b>     | 12,000           | <b>55,870</b>        |
|                                     |                   | 15,000           | <b>15,000</b>        |
| <b>Funding Sources</b>              |                   |                  |                      |
| BPA Rebates (Estimated)             | <b>9,326</b>      |                  |                      |
| LTGO Bond                           | <b>394,327</b>    |                  |                      |

| <b>FUNDING SUMMARY</b>                   |           |
|--|-----------|
| <b>Total Project Cost</b>                | 2,345,792 |
| Total BPA Rebate (Estimated)             | 203,581   |
| Total State Grant                        | 500,000   |
| Total LTGO Bond Amount (incl. bond fees) | 1,642,211 |

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

| <b>Project Cost/Funding Sources</b>                   | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>6 Year Total</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| <b>Project Cost</b>                                   |             |             |             |             |             |             |                     |
| Cable Injection                                       |             | 50,000      |             | 50,000      |             | 50,000      | <b>150,000</b>      |
| Vista Terrace ULID Interfund Loan                     |             |             |             |             |             |             |                     |
| Semiahmo Feeder Project                               |             |             |             |             | 400,000     |             | <b>400,000</b>      |
| Street Lighting LED Retrofit Project (Matching Grant) | 400,000     |             |             |             |             |             | <b>400,000</b>      |
| East Blaine Service Area Expansion*                   |             |             |             |             |             |             |                     |
| Pipeline Road Transmission Line Upgrade               |             | 100,000     |             |             |             |             | <b>100,000</b>      |
| Loomis Trail Service Loop                             | 150,000     |             |             |             |             |             | <b>150,000</b>      |
| PSE Service Area Conversion                           | 350,000     |             |             |             |             |             | <b>350,000</b>      |
| Other Service Area Expansions (UGA)                   |             |             |             |             |             |             |                     |
| <b>Funding Sources</b>                                |             |             |             |             |             |             |                     |
| Beginning Fund Balance (324)                          | 468,694     | 318,694     | 168,694     | 168,694     | 118,694     |             | <b>1,243,470</b>    |
| Grants (TIB for LED retrofit)                         | 400,000     |             |             |             |             |             | <b>400,000</b>      |
| Electric Capital Reserve Funds Transfer***            | 350,000     |             |             |             |             |             | <b>350,000</b>      |
| <b>Summary</b>  |             |             |             |             |             |             |                     |
| <b>Project Costs</b>                                  | 900,000     | 150,000     |             | 50,000      | 400,000     | 50,000      | <b>1,550,000</b>    |
| <b>Funding Sources</b>                                | 1,218,694   | 318,694     | 168,694     | 168,694     | 118,694     |             | <b>1,993,470</b>    |
| <b>Balance</b>  | 318,694     | 168,694     | 168,694     | 118,694     | (281,306)   | (50,000)    | <b>443,470</b>      |

(shaded area shows funded projects)  
 Reflects funding source not yet identified

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

| Project Cost/Funding Sources   | Type  | 2014    | 2015    | 2016    | 2017      | 2018      | 2019      | 6 Year Total |
|--|-------|---------|---------|---------|-----------|-----------|-----------|--------------|
| <b>Water Supply Improvements</b>   |       |         |         |         |           |           |           |              |
| Instrumentation - Sustainable Yield, Wells, Pump                         | II    | 50,000  |         |         |           |           |           | 50,000       |
| New Deep Well Prospecting & Water Rights <i>(Joint w/ BBW&amp;S)</i>     | ED/RC |         |         |         |           |           | 200,000   | 200,000      |
| Groundwater Monitoring Program   | ED/RC | 25,000  | 25,000  | 25,000  | 25,000    | 25,000    | 25,000    | 150,000      |
| Well 5.1 Pump Capacity Upgrade/SCADA/VFD                                 | ED/RC | 180,000 |         |         |           |           |           | 180,000      |
| Well 8.1 Construct Pumps/Piping/SCADA                                    | ED/RC | 200,000 |         |         |           |           |           | 200,000      |
| Well Field Security Upgrades   | RC    |         | 15,000  |         |           |           |           | 15,000       |
| Future Well Pump Replacement/Upgrades                                    | ED/RC |         |         |         |           |           |           |              |
| <b>Distribution Systems Improvements</b>                                 |       |         |         |         |           |           |           |              |
| Haynie Rd Booster Pump Station   | II/RC |         |         |         | 50,000    | 300,000   |           | 350,000      |
| Harvey/Sweet Road Transmission Improvements (18")                        |       |         |         |         |           |           |           |              |
| Design   | RC    |         |         | 100,000 |           |           |           | 100,000      |
| Phase 1 Construction <i>(Grant/Loan Dependent)</i>                       | RC    |         |         |         |           |           |           |              |
| Phase 2 Construction <i>(Grant/Loan Dependent)</i>                       | RC    |         |         |         | 2,000,000 |           |           | 2,000,000    |
| Booster Pump Station (630 Zone)(E Blaine) <i>(Development Dependent)</i> | ED    |         |         |         |           | 500,000   |           | 500,000      |
| Water Line Replacement <i>(40 miles, 50 yr life, \$50/ft) w/ Streets</i> | II    |         |         | 130,000 | 150,000   | 200,000   | 250,000   | 730,000      |
| <b>Storage Improvements</b>  |       |         |         |         |           |           |           |              |
| Water Tank Water Quality Improvements (mixing)                           | R     |         |         |         |           |           |           |              |
| Semiahmoo (330 zone)   | R     |         | 40,000  |         |           |           |           | 40,000       |
| Harvey Rd. (440 zone)  | R     |         | 40,000  |         |           |           |           | 40,000       |
| New Storage Tank (171' system)   | II    |         |         |         |           |           | 400,000   | 400,000      |
| New 630' Zone Reservoir (East Blaine)                                    | II    |         |         |         |           |           | 1,500,000 | 1,500,000    |
| Water Tank Rehabilitation - Harvey, Lincoln                              | II    | 25,000  |         |         |           |           |           | 25,000       |
| <b>Funding Sources</b>   |       |         |         |         |           |           |           |              |
| Beginning Fund Balance (329)   |       | 615,000 | 155,000 | 155,000 | 20,000    |           |           | 945,000      |
| Water Capital Reserve & Water Regional Capacity Charge Transfer In       |       |         | 100,000 | 100,000 |           |           |           | 200,000      |
| Transmission Improvements Grant/Loan (TBD)                               |       |         |         |         | 2,000,000 |           |           | 2,000,000    |
| Revenue Bond   |       |         |         |         |           |           |           |              |
| Birch Bay Water & Sewer District Regional Capacity Charge                |       | 20,000  | 20,000  | 20,000  | 20,000    | 20,000    | 20,000    | 120,000      |
| Developer Contributions or ULID - Pump Station (E Blaine)                |       |         |         |         |           | 500,000   | 1,500,000 | 2,000,000    |
| Developer Contributions or ULID - Storage (E Blaine)                     |       |         |         |         |           |           |           |              |
| <b>Summary</b>   |       |         |         |         |           |           |           |              |
| <b>Project Costs</b>   |       | 480,000 | 120,000 | 255,000 | 2,225,000 | 1,025,000 | 2,375,000 | 6,480,000    |
| <b>Funding Sources</b>   |       | 635,000 | 275,000 | 275,000 | 2,040,000 | 520,000   | 1,520,000 | 5,265,000    |
| <b>Balance</b>   |       | 155,000 | 155,000 | 20,000  | (185,000) | (505,000) | (855,000) | (1,215,000)  |

Reflects funding source not yet identified  
(shaded area shows funded projects)

**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 | 2014    | 2015   | 2016   | 2017      | 2018      | 2019        | 6 Year Total |
|--|------|---------|--------|--------|-----------|-----------|-------------|--------------|
| <b>Project Cost</b>                                      |      |         |        |        |           |           |             |              |
| <b>Treatment</b>   |      |         |        |        |           |           |             |              |
| LPWRF Warranty Improvements                              |      | 50,000  |        |        |           |           |             | 50,000       |
| HVAC/Lighting/Process Improvements (ESCO)                |      |         |        |        |           |           |             |              |
| <b>Conveyance</b>  |      |         |        |        |           |           |             |              |
| Vista Terrace ULID                                       | II   | 700,000 |        |        |           |           |             | 700,000      |
| Pipe Replacement/Lining for I&I Removal (w/ Street Proj) | II   | 20,000  | 25,000 | 35,000 | 50,000    | 75,000    | 100,000     | 305,000      |
| Southeast Blaine "Boblett" UGA Sewer Extensions          | II   |         |        |        |           |           |             |              |
| <b>Lift Station</b>                                      |      |         |        |        |           |           |             |              |
| Instrumentation - Sustainable Yield, Wells, Pump         | II   |         | 5,000  | 5,000  | 5,000     | 5,000     | 5,000       | 25,000       |
| Lift Station #5 Emergency Generator                      | II   | 30,000  |        |        |           |           |             | 30,000       |
| Lift Station #5 Capacity Improvements                    | II   |         |        |        |           | 750,000   |             | 750,000      |
| Lift Station #3 Capacity Improvements                    | II   |         |        |        |           |           | 500,000     | 500,000      |
| Royal Troon Lift Station Improvements                    | II   |         |        |        | 500,000   |           | 500,000     | 1,000,000    |
| <b>Funding Sources</b>                                   |      |         |        |        |           |           |             |              |
| Beginning Fund Balance (325)                             |      | 27,700  | 12,700 | 7,700  | 2,700     |           |             | 50,800       |
| Wastewater Capital Reserve Funds Transfer *** (420)      |      | 35,000  | 25,000 | 35,000 | 50,000    | 75,000    | 100,000     | 320,000      |
| Rural Development Grant (Phase III)                      |      | 50,000  |        |        |           |           |             | 50,000       |
| Vista Terrace ULID Bond or PWTF Loan                     |      | 700,000 |        |        |           |           |             | 700,000      |
| Unknown Source   |      |         |        |        |           |           |             | -            |
| <b>Summary</b>   |      |         |        |        |           |           |             |              |
| -  |      |         |        |        |           |           |             |              |
| <b>Project Costs</b>                                     |      | 800,000 | 30,000 | 40,000 | 555,000   | 830,000   | 1,105,000   | 3,360,000    |
| <b>Funding Sources</b>                                   |      | 812,700 | 37,700 | 42,700 | 52,700    | 75,000    | 100,000     | 1,120,800    |
| <b>Balance</b>   |      | 12,700  | 7,700  | 2,700  | (502,300) | (755,000) | (1,005,000) | (2,239,200)  |

TYPE LEGEND:

Reflects funding source not yet identified  
 (shaded area shows funded projects)

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**

| <b>Project Cost/Funding Sources</b>              | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>6 Year Total</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| <b>Project Cost</b>                              |             |             |             |             |             |             |                     |
| Gateway Regional/Wetlands--Design                |             |             |             |             |             |             |                     |
| Gateway Regional Detention - Design              | 80,000      |             |             |             |             |             | <b>80,000</b>       |
| Cain Creek Water Quality Improvements Ph I       | 125,000     | 125,000     |             |             | 200,000     |             | <b>450,000</b>      |
| Cain Creek Water Quality Improvements Ph 2       |             |             |             | 750,000     |             |             | <b>750,000</b>      |
| Regional Detention/Water Quality Enhancements    |             |             | 1,500,000   |             |             |             | <b>1,500,000</b>    |
| <b>Funding Sources</b>                           |             |             |             |             |             |             |                     |
| Beginning Fund Balance (328)                     | 42,350      | 37,350      | 37,350      | 37,350      | 37,350      | 37,350      | <b>229,100</b>      |
| Public Works Trust Fund Loan - Gateway Detention |             |             | 1,500,000   |             |             |             | <b>1,500,000</b>    |
| Grants   |             |             |             |             |             |             |                     |
| EDC Grant/Loan for Gateway Facility              |             |             |             |             |             |             |                     |
| DOE Water Quality Grant                          | 125,000     | 125,000     |             | 750,000     |             |             | <b>1,000,000</b>    |
| Port of Bellingham Small Cities Grant            | 25,000      |             |             |             |             |             | <b>25,000</b>       |
| Developer Contributions                          |             |             |             |             |             |             |                     |
| Stormwater Capital Reserve Funds Transfer***     | 50,000      |             |             |             | 200,000     |             | <b>250,000</b>      |
| <b>Summary</b>                                   |             |             |             |             |             |             |                     |
| <b>Project Costs</b>                             | 205,000     | 125,000     | 1,500,000   | 750,000     | 200,000     |             | <b>2,780,000</b>    |
| <b>Funding Sources</b>                           | 242,350     | 162,350     | 1,537,350   | 787,350     | 237,350     | 37,350      | <b>3,004,100</b>    |
| <b>Balance</b>                                   | 37,350      | 37,350      | 37,350      | 37,350      | 37,350      | 37,350      | <b>224,100</b>      |

(shaded area shows funded projects)  
 Reflects funding source not yet identified

ORDINANCE 13-2842

AN ORDINANCE OF THE CITY OF BLAINE, WASHINGTON RELATING TO  
THE 2014 BUDGET AND THE SETTING OF THE AD VALOREM TAX LEVIES  
FOR 2014 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 30<sup>th</sup> 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 28, 2013, to discuss the annual 2014 property tax levy; and

**WHEREAS**, the Blaine City Council has met and considered its budget for the calendar year 2014; 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 2014 that will include no increase from the previous year in the amount of \$0.00, which is a percentage increase of 0.0% from the previous year. This 0 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, and any annexations that have occurred; 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.**

- A. That a 0 increase in the regular property tax levy, in addition to the increase resulting from the addition of new construction and improvements to property and any increase in the value of state assessed property, is hereby authorized for the 2014 levy in the amount of \$0.00 which is a percentage increase of 0.0% from the previous year.
- B. To redeem the 2002 General Obligation Bond for the Fire Station as passed on September 18, 2001, an excess levy of approximately \$0.16 per \$1,000.00 of assessed valuation will be levied.

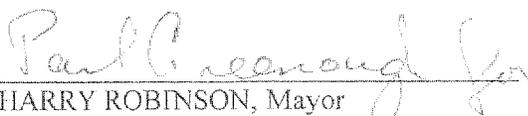
**Section 2:** If any section, subsection, sentence, clause or phrase of this ordinance is for any reason held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining portions of this ordinance.

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

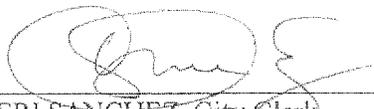
**Section 4:** This ordinance shall be in full force and in effect five (5) days after its passage, approval and publication as provided by law.

PASSED BY THE CITY COUNCIL OF BLAINE, WASHINGTON on the 12th day of November, 2013, and approved by the Mayor on the same day.

CITY OF BLAINE, WASHINGTON

  
HARRY ROBINSON, Mayor

ATTEST:

  
SHERI SANCHEZ, City Clerk

**ORDINANCE NO. 13-2844**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF BLAINE, WASHINGTON,  
ADOPTING THE BUDGET FOR FISCAL YEAR 2014**

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 2014 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 2014, and sufficient to meet the various needs of the City of Blaine during the year 2014.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF BLAINE, WASHINGTON DO ORDAIN THAT THE 2014 BUDGET FOR THE CITY OF BLAINE SHALL BE AS FOLLOWS:

**SECTION 1: 2014 BUDGET**

| Fund No. | Fund                                   | FY 2014 Budget    |
|----------|--|-------------------|
| 001      | General                                | 5,365,591         |
| 101      | Street Operations                      | 634,148           |
| 103      | Park Impact Reserve                    | 24,000            |
| 104      | Park                                   | 103,800           |
| 105      | Cemetery                               | 22,900            |
| 107      | General Fund Reserve                   | 384,029           |
| 108      | Equipment Reserve                      | 776,290           |
| 110      | Hotel/Motel                            | 196,155           |
| 201      | LTGO Bonds                             | 142,297           |
| 202      | Whatcom EDI Loan                       | 75,717            |
| 204      | 2002 UTGO Fire Station Bond            | 169,943           |
| 207      | LTGO 2007 Refunding                    | 700,855           |
| 236      | CERB Loan-Odell Rd                     | 24,641            |
| 300      | Municipal Capital Improvement          | 215,690           |
| 307      | General Government Capital Improvement | 102,000           |
| 308      | Capital Facilities                     | 304,161           |
| 314      | Park Capital Improvement               | 94,000            |
| 330      | Energy Efficiency Project (ESCO)       | 2,345,792         |
| 332-333  | Transportation Capital Improvement     | 1,334,323         |
| 401      | Electric                               | 9,333,677         |
|          | Electric Capital Improvement           | 1,218,694         |
| 410      | Water                                  | 3,735,765         |
|          | Water Capital Improvement              | 635,000           |
| 420      | Wastewater                             | 5,452,728         |
|          | Wastewater Capital Improvement         | 812,700           |
| 425      | Stormwater                             | 711,779           |
|          | Stormwater Capital Improvement         | 242,350           |
| 503      | Public Works Administration            | 862,217           |
| 505      | Advance Travel                         | 4,700             |
| 622      | Trust Fund (LEOFF I)                   | 54,340            |
|          | <b>Total All Funds</b>                 | <b>36,080,282</b> |

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 9th DAY OF DECEMBER, 2013.



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HARRY ROBINSON, Mayor

ATTEST:



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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.