
The Public Facilities Element looks at existing public facilities and public services, and projects future needs based on population growth projections.

As of 2015, the City of Blaine employed 56.1 FTE staff. This equates to about 11.7 FTEs per 1,000 people within Blaine city limits. It is projected that in 2036, Blaine’s population will be about 9,591 persons. If the City wishes to maintain the current ratio of FTE staff to number of citizens, approximately 112 FTEs total will be employed by 2036.

Blaine’s government is comprised of many different departments including: The City Manager, Finance, Community Development Services, Administrative Services, Public Works, and Public Safety.

City staff currently occupies the third and fourth floor of the City Hall building at 435 Martin Street. The first and second floors are presently leased. Leased space could be used for expansion. A 10 year bond debt is being paid in part by the rental income generated by the lower floors.

Public Works currently occupies a site off Yew Avenue, which includes an 8,262 square foot office building, and a separate 9,000 square foot vehicle storage building. These spaces are sufficient for current workload, and with increased efficiency should provide adequate space for additional vehicles and maintenance equipment.

Public Safety occupies a 5,000 square foot police station, and uses an additional 8,000 square feet of space in other facilities for evidence storage, fitness space, and vehicle storage. The current police station is large enough to serve the immediate needs of Public Safety. However, consolidating all administrative and training spaces into a single location should be pursued.

Fire protection is provided for by North Whatcom Fire and Rescue District, and the District is responsible for facilities and services to serve the City and UGA in the future.

The Blaine Public Library operates under an interlocal agreement with the WCLS to provide resources and employees, while the City provides the facility. The library is the third highest volume branch in Whatcom County. Narrow aisles, deficient ADA accommodations, storage areas, and meeting spaces have been identified as issues to be addressed in the next 20 years.

Blaine’s Community/Senior Center has identified the need for additional rooms for events and classes, including additional space for the Boys and Girls Club. Air-conditioning, kitchen facilities, and meeting rooms are identified for improvement.

Blaine School District has a 38-acre school complex in Blaine, which features a primary through high school education. The complex also has a stadium with a lighted, all-weather track and football field. Blaine School District also owns and operates an elementary school in Point Roberts and a 60-acre recreational complex off Pipeline Road. The District is currently engaged in a significant expansion of classroom facilities in the Primary and High Schools.

ACRONYMS USED IN THIS CHAPTER

CBP	Customs and Border Patrol
CDS	Community Development Services
FTE	Full Time Equivalent
PSD	Public Safety Department
PWD	Public Works Department
SHOCAP	Habitual Offender Program
TOP	Targeted Offender Program
UGA	Urban Growth Area
WCLS	Whatcom County Library System
WIN	Whatcom Interagency Narcotics

CHAPTER 7 – PUBLIC SERVICES AND FACILITIES

INVENTORY

The following is a summary of Public Facilities owned and operated by the City in 2016. Additional information on the various facilities and functional areas can be found in the following sections of the chapter.

Table 7-1

	2016	2016	2036 ^{&}	2036
	Square Footage	Employees	Projected Square Footage	Estimated Future Employees
City Hall	9,100	18.1	14,000	28.3
Public Safety	8,000		13,000	
Officers		8		13
Ranking Officers		3		5
Non-commissioned		2		4
Public Works Admin	4,000	6.6	4,000	9.6
Public Works Yard	18,329	16.3	18,329	20.5
Lighthouse Point WRF	23,000	4.5	23,000	8.0
Library	5,400	n/a*	10,800 ^{&}	*
Community Center	19,099	n/a*	38,000 ^{&}	*

* The Library and Community Center are owned by the City, but operated by other agencies.

[&] Square footage for the Library and Community Center are forecasted in relation to population. Square footage of other facilities except Lighthouse Point WRF is projected in relationship to employees housed. Lighthouse Point WRF is designed to accommodate both the population increase and the staffing increase in the existing facility.

Table 7-1 Notes:

City Hall is calculated on 3rd and 4th floor only. Storage space in other areas is not included.

Public Safety is based on existing police station, storage, and evidence and processing space.

Public Works Admin is office space in upper floor of existing building

Public Works Yard is SF includes all storage, vehicle bays and covered space, not open yard area.

Public Works Yard staffing includes Building Services, Streets/Parks/Cemetery, Water, Electric, and Storm Water.

City Hall employee projections include all departments except Public Works and Public Safety.

CITY ADMINISTRATION

The City of Blaine is a Non-Charter Code City incorporated in 1890. The City has a Council/Manager form of government, with a seven-member elected City Council. The Council elects a Mayor every two years. Administrative functions are handled by six city departments including Public Works, Public Safety, Finance, Community Development Services, Administrative Services and the City Manager's office. Municipal Court hearings or trials are held weekly as part of the judicial activities. The Judge is appointed for 4 years by the City Council

as a contract employee. The Public Defender and Prosecuting Attorney work under contract for the City. The City Attorney works under contract with the City Council and City Manager.

Staffing

As of 2015, the City of Blaine had 56.1 Full-Time Equivalent (FTE) staff, or 11.7 FTEs per 1,000 population (population within the City limits), including all departments. This total is a decrease of about 7 FTEs since 2006. The 2036 population projection for the Blaine UGA is 9,591. For the purposes of this Plan, it is assumed that all of the current Blaine UGA will be annexed within the planning period and thus the City will provide public services and facilities to serve that population. If the assumption is made that City staff will increase proportionate to the population served and remain at the current staff to population ratio, approximately 112 FTEs will be employed by the City in 2036. However, there is flexibility in the service delivery systems and options such as contracting for service delivery, so direct correlation between population and staffing levels can only be used as a guide. Staffing levels are expected to increase, but likely not at the 11.7 FTE/1,000 population ratio.

Staff interviews indicated that current and projected staffing needs are as follows:

- **City Manager** currently has 1.4 full time equivalent (FTE) staff.
 - The City Manager expects to need 2.0 FTEs during the planning period (City Manager plus 1 full-time administrative or assistant position).
- **Finance** currently has 6 FTE staff.
 - The Department Head expects to need 1 additional FTE over the next 20 years.
 - Additional use of technology, such as online billing and file keeping, is expected to offset increased workflow due to population growth.
- **Community Development Services** has 4.4 FTEs currently, which the Department Head estimated to be 1 to 2 FTEs short of workload demand.
 - The Department Head estimated the need for a minimum of 2 FTEs over the next 20 years, with one of those occurring relatively soon in the planning period.
- **Administrative Services** has 3 FTEs currently.
 - The Department Head estimated the need for 1 to 2 additional IT staff people.
 - The Department Head estimated 1 to 2 additional administrative FTEs related to population growth.

- One of each of the staff positions will be needed early in the planning period.
- The **Public Works** Director estimated that Public Works is short 1 FTE currently, given current workload.
 - An addition of 1-2 Public Works administrative staff people (above the 1 deficient FTE) are expected needs in the planning period.
 - An additional 2.5 FTEs for Building Services are expected needs in the planning period.
 - The Public Works Department Head estimated the need for the following crew for 2036. These estimates are greater than the current FTE/population ratio.
 - Streets/parks/cemetery: 4.0 FTE
 - Electric: 7.0 FTE
 - Water: 5.0 FTE
 - Wastewater: 8.0 FTE
 - Stormwater: 2.0 FTE
 - In recent years there has been one seasonal employee during the summer. There should be 2 full time employees for summer season.
- The **Public Safety** Department recently increased by one budgeted commissioned officer FTE in 2015. Total staffing is:
 - Commissioned Officers: 8.0 FTE
 - Managing Officers: 3.0 FTE
 - Non-Commissioned Staff: 2.0 FTE
 - It is anticipated the Department will need the full-time equivalent of one commissioned police officer for every 750 person rise in population, and an increase in supervising officers and non-commissioned staff at a rate directly proportional to current staff levels

City Hall

Finance, Administrative Services, and Community Development Services (CDS) are all located in the City Hall building at 435 Martin Street, while Police and Public Works have their own facilities elsewhere in the City. City staff and the Municipal Court occupy the 3rd and 4th floors of 435 Martin Street, while the 1st and 2nd floors are currently leased. Revenue from leased space goes to help pay a 10 year bond debt for the City Hall building. Current deficiencies with City Hall are minimal. There is a lack of convenient file storage (off site storage currently being used). All employees are adequately housed, but there is a lack of flex space for interns, temporary employees, and new hires.

Future Needs

Physical Facilities: In general, City Hall functions are well served by the 435 Martin Street building, though additional space would be needed to accommodate future staff increases. Initially, future space needs may be accommodated by increasing the density of employees on the 3rd and 4th floors. Office sharing or conversion of conference space could accommodate an estimated 3-5 employees.

After the initial re-purposing and densifying, future space needs could be accommodated in City Hall if the space that is currently leased to others is used, but this would have the opportunity cost of lost revenue. Once the building is owned outright, there may be a better opportunity to use all the space for City functions. The timing of population growth and payment of the building debt may coordinate well. Planning for the cost of a remodel is important as demand for space grows.

Administrative Services projects a potential need for a courtroom and justice center. There is the potential to construct a stand-alone building on the “old” City Hall property, constructing a facility on other property yet to be purchased, or constructing one within 435 Martin Street. Any of these options would eliminate the need to utilize the 4th floor of 435 Martin Street as both Court and Council Chambers. Evaluating options that bring Court/Justice services closer to the Public Safety facility may be useful.

CDS has identified that a permit center within 435 Martin Street that consolidates all aspects of permitting would be a benefit to customer service. This would include utility and engineering review as well as building and site planning. This could be developed by repurposing the current CDS office space on the 4th floor, or developing a new space on the 1st or 2nd floor.

Capital Equipment: Capital equipment such as computers and servers would need to be replaced and upgraded, likely several times over the next 20 years. Typically, 25% of computer workstations and two servers are replaced every year. There are currently 93 workstations and 40 servers. This includes the computer hardware in all City departments.

Vehicle Replacement: There are currently two vehicles owned by Community Development Services that will need to be replaced during the planning period. Four total vehicles may be needed to include the current two, plus an additional dedicated vehicle for IT support, and a floater vehicle to be shared by all departments located within City Hall.

Public Works

The Blaine Public Works Department currently occupies a site near the corner of Yew Avenue and Pipeline Road, at 1200 Yew Avenue. The total area of the site is approximately 4 acres; however, due to environmental and topographic constraints in the form of a wetland, stream, road right-of-way, and an adjacent public park, the actual usable area of the site is approximately 2.2 acres. There is a two-story, 8,262 square-foot building containing approximately 4,000 square feet of offices, a meeting room, shop space, crew area and two vehicle bays. There is a separate vehicle storage building with nine bays totaling 9,000 square feet. A second vehicle maintenance building was constructed in 2015. The entire area is fenced, and the yard is used for storage. With construction of the new vehicle maintenance building, the facility is generally adequate for the current workload.

The Public Works Department currently relies on an off-site building for additional equipment and material storage. A former airplane hangar at the old airport site is used for this storage. Given City plans to sell the airport property, a solution for the equipment and materials stored there will need to be found.

Future Needs

Physical Facilities: Administrative office space is considered adequate to accommodate the projected additional administrative staff. Redistribution of space will be needed.

Space for vehicles, supplies and the crew that manages outdoor functions will increase. Given the need for additional storage and expected growth in workload related to the projected increase in population, Public Works yard space will need to be efficiently managed within the 20-year planning period.

Vehicle Replacement: Several fleet items are needed over the 20-year planning period. All current vehicles will likely need to be replaced during that timeframe. Additionally, several new vehicles may be needed. The additional vehicles include:

- 10 cubic yard dump truck (to replace current 5 yard truck).
- 2nd vector truck.
- A 2nd street sweeper.
- Up to four 5-yard snow plows.

PUBLIC SAFETY

Existing Conditions

The Blaine Public Safety Department provides law enforcement and assistance to the citizens of Blaine and the millions of visitors who pass through the City each year. Blaine is the second busiest crossing on the US-Canada border. In 2014, there were 9,580,243 automobile border crossings between the Peace Arch/Douglas and Pacific Highway ports-of-entry, not including freight or bus traffic. This high volume of traffic and Blaine's position along an international border place unique responsibilities on the Blaine Public Safety Department.

Currently, Public Safety employs 11 commissioned officers and two clerical specialists. The paid staff is assisted by a cadre of trained, unpaid reserve police officers, including four commissioned and technical reserve police officers, two auxiliary patrol volunteers, and 24 auxiliary communications service volunteers.

In addition to the standard range of patrol and enforcement duties, the Department currently supports the following programs and assignments:

- Crime Prevention
- Whatcom Interagency Narcotics (WIN) Team
- Traffic Safety and Education Programs
- Habitual Offender Program (SHOCAP)
- Targeted Offender Program (TOP)
- Sexual Predator Tracking

Public Safety currently has 20 vehicles including 6 specialty vehicles. Officers patrol almost exclusively with one officer to a vehicle in order to maximize coverage. In addition to the vehicle needed for the one officer to one vehicle policy, several spare vehicles are maintained. In year 2000 the average mileage was about 18,000 miles/year for each car. The annual mileage is now at about 11,000/year because more time is spent in community policing versus cruising patrols in vehicles.

Police dispatch services are provided off-site through a cooperative agreement with the U.S. Border Patrol at no cost. Animal Control services are received from the Whatcom County Humane Society through a contract which is negotiated annually. Jail services are contracted on a per-prisoner-day basis through the Whatcom County Sheriff's Office in Bellingham. Misdemeanor offenses and infractions are processed through Blaine's Municipal Court of limited jurisdiction. Felony and juvenile violations are prosecuted through Whatcom County Superior Court.

Future Needs

Physical Facilities: The current police station was occupied in 1995 and is approximately 5,000 SF. The department uses a total of 8,000 SF of combined space in other buildings, including old City Hall, a combined total of 13,000 SF. Considering only the main police station, evidence storage/processing, storage, forensics, fitness space and vehicle storage, the department uses approximately 8,000 SF. At a minimum this space should be combined into one facility. The additional space is related to tactical training, overflow meeting space and ACS volunteer space and could be housed in another facility, but ideally would be accommodated with the main station.

The current police station is large enough to serve the immediate needs for Public Safety staff; however, it offers limited flexibility and little if any option for expansion of staff or services. To meet longer term needs, office space should be calculated at 275 square feet of total space (office, processing, evidence, storage, etc.) needed for each full-time equivalent police department employee. Additional space used for training, including multi-agency training with federal and local agencies, occurs outside the police station in other available space. Consolidating all administrative and training space into a single location should be pursued.

Vehicle Replacement: Regular maintenance and replacement of existing vehicles is needed to avoid the high maintenance costs and unreliability associated with older vehicles. All of the current vehicles need to be replaced on a schedule. The replacement schedule should be accelerated. In order to maintain one vehicle per officer, in addition to specialty vehicles and spares, one new vehicle should be acquired for each new officer hired.

Capital Equipment: The Public Safety department head indicated that there is a need for new radios. They are more expensive than typical radios because they have to be encrypted to work with CBP system. All radios were replaced in 2016 at an estimated cost of \$160,000.

Human Resource Development: Additional staffing resources are needed, but there is no indication funding is available for this need in the short term. Increases in service must come from enhancing the productivity of existing personnel via a structured human resources development plan, including increased training and coordinated programs for career development, performance evaluation, employee assistance and merit recognition. Volunteer services should be a component in the human resource plan to more fully utilize volunteer resources when adequate work spaces are available.

Staffing: Data from 54 Washington cities with populations between 2,500 and 7,500 were analyzed and compared with the City of Blaine to provide some context to the discussion of an appropriate Public Safety level of service target.

The data analyzed includes population, median home price, city area, population density, number of police officers per square mile, and population served per police officer. The goal of the data analysis is to identify a reasonable target for population served per police officer that can guide facility and staffing decisions over the 20-year Comprehensive Plan horizon.

Before examining the data from other cities, it is important to note several factors unique to Blaine that make direct comparisons with other cities more difficult. Blaine's geography, in particular, poses challenges to the delivery of public safety services. Blaine has a large land area and low population density when compared to other small western Washington cities. East Blaine contributes a large land area with a dispersed, low density population. Semiahmoo is also remote from the city center and not contiguous with other areas of the city. Officers must travel outside the city limits to reach Semiahmoo on patrols, increasing the amount of time required to provide service to the area.

Blaine's location near the U.S.-Canada border and along I-5 contributes to unique demands on the police force. Blaine has a very high incidence of traffic violations, related to the high volume of through traffic (2,615 traffic violations in 2014 versus an average of 1,155).

So while Blaine's ratio of population to officers is somewhat low compared to other small western Washington cities, the area patrolled per officer is high. Table 7-2, following, summarizes the data for Blaine and several selected cities with comparable median home prices and with below-average population densities. The table also displays the average numbers from the set of 54 cities and Blaine's rank (high to low) within that data set.

Table 7-2**Analysis of Police Departments in Selected western WA Cities with Pop. Between 2,500 - 7,500**

City	County	Population	Median Home \$	Square Miles	Population Density (Pop/Sq.M)	Number of Police Officers*	Sq.M per Officer	Population per Officer
Average	-	4,733	\$267,120	3.7	1,754.29	6.1	0.87	855.16
Blaine	Whatcom	4,865	\$238,200	8.43	577	7	1.20	695
Blaine Rank (high to low)	-	24	20	3	52	16	7	27
Eatonville	Pierce	2,840	\$265,400	1.84	1,543	7	3.80	406
Buckley	Pierce	4,430	\$257,500	3.95	1,122	4	0.99	1,108
Woodland	Cowlitz/Clark	5,695	\$260,800	3.48	1,636	6	0.58	949
Sequim	Clallam	6,910	\$298,900	6.37	1,085	11	0.58	628

*Not including Police Chief, Deputy Chief, Sergeant, etc.

(1) Data on number of officers not available for 14 cities

Examining the subset of comparable cities lends some support to maintaining a level of service standard (measured in population per officer) at or near the current rate. While the population per officer rate in Blaine is lower than the average of 855, the population density is lower and thus the area per officer is higher. Therefore, having a higher number of police officers would be needed to give the same level of service to a larger area. It is recommended that the City aim to maintain a population per officer ratio between the current 695 and the 855 average.

For purposes of projecting officer needs into the future a rate of 1 officer per 750 citizen population is used to create the data in Table 7-1. A direct proportional relationship between officers and other staff is used to project non-commissioned staff and managing officers (Chief, Sergeant, etc.).

FIRE AND EMERGENCY MEDICAL PROTECTION

Existing Conditions

Fire protection within the City of Blaine is provided by the North Whatcom Fire and Rescue District. Fire facilities are owned and operated by the Fire and Rescue District. The 2009 North Whatcom Fire and Rescue District Capital Facilities Plan was developed in accordance with GMA requirements and is intended to coordinate with the City's and Whatcom County's Comprehensive Plan. The district's capital facilities plan contains an inventory of fire protection services, forecasts future needs, proposes capital projects, and develops a

financing plan. The City of Blaine adopts this plan, and future updates, by reference.

The City of Blaine should continue to work with the District to ensure that the City's fire and emergency services needs are met in accordance with the district's capital facilities plan. The City should consider working cooperatively with the District to create an impact fee structure to provide additional funding for fire and emergency services facilities that may be required to accommodate future growth.

CEMETERY

The City of Blaine owns and operates a 7.17 acre public cemetery located on the south side of H Street west of Harvey Road. The City sells lots in the cemetery at a cost established by the City Council. The Public Works Department provides the labor, equipment and material for opening and closing services at grave sites for internment upon the request of lot owners or family members. It is the responsibility of the City to maintain the cemetery grounds. Individual lots and stones are the responsibility of individual lot owners. Maintenance and improvements to the cemetery are funded through proceeds from an endowment fund established with funding from sale of lots and donations.

Approximately 75% of the available lots in the cemetery have been sold or occupied. It is likely that additional cemetery space will be needed to serve the community over the next 20 years. There is also a need to update and computerize cemetery records, establish a directory of the names and locations of people buried in the cemetery, upgrade the cemetery roadways, install signs or markers identifying roads, sections, blocks and vacant lots within the cemetery, and establish an area for cremation burial plots. Several lot owners and relatives have expressed interest in developing a rose garden or flower garden in the cemetery with benches or a fountain.

PUBLIC LIBRARY

The Blaine Public Library is located at 610 3rd Street in downtown Blaine. The library is owned by the City of Blaine which has an interlocal agreement with the Whatcom County Library System to provide resources and employees for the library. The library is 5,400 square feet and contains approximately 20,000 books and documents. The library also includes a large meeting room which is frequently used for meetings and community events. The library serves the Blaine-Birch Bay area as well as Custer. The Blaine Library is the third highest volume branch in the Whatcom County Library System, with 133,703 visitors through the door in 2014.

The current high volume of use is expected to increase with population growth. Library currently has several configuration issues, including narrow aisles,

deficient ADA accommodations, and constrained staff and storage areas. The current meeting room capacity is 45 persons. At this time, meeting room demand exceeds the capacity.

A committee to evaluate a library needs assessment was formed in 2015. The City has identified that funding a library facility for the greater Blaine-Birch Bay area solely through the City's tax base is a significant task. It may require a cooperative funding effort including the City, Whatcom County, and the Whatcom County Library System to solve future facility needs.

COMMUNITY / SENIOR CENTER

The Blaine Community/Senior Center was reconstructed in 1993-1994 and expanded to approximately 10,000 square feet. The community center contains a dining room, card room and coffee bar, recreation room, a multi-purpose room, and a kitchen used for Senior Center programs sponsored by the City and Whatcom County and other community events. The community center also has an outdoor basketball court and bocce ball court.

There are currently several deficiencies with the current space. There is a need for permanent and larger meeting rooms for events and a shortage of classroom space. Air conditioning configuration and maintenance issues exist with the aging facility. The kitchen will likely need to be replaced and potentially expanded. The library space is small with two computers.

There are several trends driving future needs. Customers can generally be expected to increase proportionate to population, but with a shift that reflects aging of the population overall. There is a potential synergy with the library especially with regard to providing classroom space, meeting rooms, books, internet, and other service; however, due to being housed in different locations it is difficult to capitalize on the potential.

Within the world of service delivery for the senior population, there is a trend toward overall wellness. People are interested in exercising more, so the fitness center is important. Although the fitness center is fairly well-equipped, there could be additional open floor space. There is a need to provide more amenities for social activities. Travel and adventure demand is growing, and as both the age and size of the senior population increases, the need for socialization and the types of social activities and outings will change. In addition to facility needs, staff indicated the need for a large van or bus to be used for outings as well as a smaller van to be used for courtesy pickups and meals on wheels deliveries.

After school programs and summer programs for children are operated by the Whatcom County Boys and Girls Club. The Boys and Girls Club is also located at the community center building. This portion of the building is 3,200 square feet

and has a computer education room, arts and crafts room, and a game room as well as an office. A 4,400 square foot flexible pavilion space was constructed on the east end of the community center building in 2015 to serve the Boys and Girls Club and other users. The Blaine Boys and Girls Club is directly across the street from the combined Blaine Public Schools campus. This location is ideal.

Currently the Blaine Boys and Girls Club has 1 full time and 4 part time staff. The target is to staff at 1 staff/20 children. As population grows, full time staff would increase. The current number of children served is over 100, fluctuates throughout the year, and averages 76. The Boys and Girls Club space standard is 35 sf/child, so when the facility was serving 100 children it exceeded space standard. Adding the pavilion space eliminated the prior deficiency. However, adding the pavilion will not fully satisfy the need for office, study, and other space due to the design of the pavilion as a large, open recreation space.

The number of children served will likely increase proportionate to population growth. However, the Club could potentially double the number of children served currently if there were more program space to accommodate them. Program numbers are limited by available space.

During the planning period it is likely the Boys and Girls Club will see several future needs. There is a need for more space for teen programs, which require dedicated space. Programs are increasingly tech-based and will require more computers and tablets. Additionally, the Club has capital equipment needs of a larger kitchen with updated dishwasher, additional sinks, and more food prep space.

SCHOOLS

The Blaine School District has a 38-acre school complex in Blaine, which is the site of Blaine's Primary (P-2), Elementary (3-5), Middle School (6-8), and, High School (9-12). The complex is centrally located and is bounded by State Route 543 and Boblett, Mitchell and H Streets. The Blaine School District also operates an elementary school in Point Roberts. The middle and high school students from Point Roberts attend school in Blaine. In addition, the campus has a stadium with a lighted, all-weather track and football field, and there is an off-site, 60-acre recreational complex on Pipeline Road east of the City.



Blaine Primary School

The Blaine Primary School was built in 1994, with additions constructed in 2004. This school, located on a portion of the 38-acre Blaine Educational Campus, serves kindergarten through 2nd grade.



Point Roberts Primary School

The Point Roberts Primary School was built in 1993, with an addition constructed in 2002. This school, located on a two acres site next to the Point Roberts Regional Park, serves kindergarten through 3rd grade.



Blaine Elementary School

The Blaine Elementary School was built in 1948, with additions constructed in 1959, 1967, 1973, 1975, 1990 and 2003. This school, located on a portion of the 38-acre Blaine Educational Campus, serves students in 3rd through 5th grade.



Blaine Middle School

The Blaine Middle School was built in 1956, with additions constructed in 1964, 1980, 1988, 1994, 2001 and 2002. This school, located on a portion of the 38-acre Blaine Educational Campus, serves students in 6th through 8th grade.



Blaine High School

The Blaine High School was built in 1971, with additions constructed in 1975, 1992, 1988 and 2003. This school, located on a portion of the 38-acre Blaine Educational Campus, serves students in 9th through 12th grade.

The central location of the Blaine campus minimizes the need for car and bus transportation within the City, but it generates significant inflow and outflow of traffic from Birch Bay. This creates a substantial impact on certain intersections. The location of buildings on the campus isolates the classrooms from undesirable business and industrial traffic. However, the campus is immediately adjacent to State Route-543 which handles large volumes of truck traffic and freight. The topography of the campus is very level and ideal for construction of educational facilities.

The following table (7-3) lists the capacity of the current facilities in the Blaine School District.

Table 7-3 School Inventory

	Location	Enrollment Capacity
Primary School	820 Boblett St., Blaine	480
Primary School	2050 Benson Rd., Point Roberts	60
Elementary School	836 Mitchell Ave., Blaine	580

Middle School	975 H Street, Blaine	540
High School	1055 H Street, Blaine	<u>740</u>
	Total	2,400

Future Forecast

The School District boundaries include a considerably larger area than the existing City Limits and proposed Urban Growth Area (UGA). Much of the District is composed of non-UGA portions of unincorporated Whatcom County, and a considerable area is made up of the Birch Bay UGA, also unincorporated. Historical enrolment is shown in Table 7-4. The District’s enrollment has decreased in the ten years from 2004 to 2014. In that same timeframe population within the District has increased. General population and student population are not directly linked for a wide range of reasons.

Table 7-4 - School District Enrollment

	2014-15	2004-05	Change	Percent Change
Kindergarten - 2nd grade	488	453	35	7.73%
3rd-5th grades	474	489	-15	-3.07%
6-8th grades	495	559	-64	-11.45%
9-12th grades	<u>632</u>	<u>689</u>	<u>-57</u>	<u>-8.27%</u>
TOTALS	2,089	2,190	-101	-4.61%

Source: Blaine School District

Over the longer term, there has been growth in student enrollment. Student enrollment is projected to increase in the future at a rate of 0.74% per year, based upon the District’s student enrollment growth between the 1997-98 school year and the 2013-14 school year. The Blaine School District’s student enrollment is projected to increase from 2,089 in 2014 to 2,456 by 2036. Projections indicate a small deficiency in capacity. Resolving the deficiency may involve redistributing students, re-purposing space, or small construction projects to increase overall capacity.

Table 7-5 – Student Population Projections (2036)

	Enrollment <u>Capacity (2014)</u>	Students <u>(2036)</u>	Capacity <u>Surplus</u>
Kindergarten - 2nd grade	525	574	-49
3rd-5th grades	595	557	38
6-8th grades	540	582	-42
9-12th grades	<u>740</u>	<u>743</u>	<u>-3</u>
Total	2,400	2,456	-56

Note: The projected number of students in 2036 assumes that each school will have the same percentage of District students as it had in 2014. For example, the High School had 30.25% of the students in 2014 and it is assumed that it will have 30.25% of the students in 2036.

Due to the significant population increases projected for the City, and other areas within the District, and the vagaries of population demographics, other analysis is prudent. If the student population increases in direct proportion to projected growth in the District boundaries higher student populations are expected. Table 7-5 indicates the high-end anticipated potential growth.

Table 7-5 – High Enrollment Growth Scenario (2036)

	Enrollment <u>Capacity (2014)</u>	Students <u>(2036)</u>	Capacity <u>Surplus</u>
Kindergarten - 2nd grade	525	795	-270
3rd-5th grades	595	772	-177
6-8th grades	540	807	-267
9-12th grades	<u>740</u>	<u>1,030</u>	<u>-290</u>
Total	2,400	3,404	-1,004

Note: The projected number of students in 2036 assumes that each school will have the same percentage of District students as it had in 2014. For example, the High School had 30.25% of the students in 2014 and it is assumed that it will have 30.25% of the students in 2036.

The high enrollment scenario would require that the District re-evaluate options for providing services and facilities as the end of the 20-year planning period approaches. While this scenario is considered unlikely, it remains possible, and the District will track enrollment and plan for the high enrollment numbers if this scenario unfolds in the future. The same funding methods remain available to the District under all the enrollment scenarios and one or more would be used to provide facilities and services under the high growth scenario.

STATE AND FEDERAL FACILITIES

There are a considerable number of federal employees and facilities within the City of Blaine, primarily related to the U.S.-Canada border. In addition to the facilities located at the two ports of entry, there is a large General Services Administration building on H Street east of State Route 543, and Department of Homeland Security office on Odell Road south of Hughes Avenue.

The existence for these facilities, and the potential future demand for larger or additional facilities, both have substantial impact on the City. Overall the facilities have mixed impact on the City. The facilities are major job creators, but they pay no taxes. They provide benefits to public safety, but they create unusual demand for police services. They consume land and have very specific needs for location, which preclude other uses of the land. In addition, the facilities are generally exempt from local regulations, so managing the impacts and regulating design or location is typically out of the City's control.

The U.S Post Office is located on the corner of H Street and Harrison Avenue in the Central Business District. This facility was built in 1993.

PUBLIC SERVICE GOALS, POLICIES AND ACTIONS

GOAL 1: Provide a high quality of public services and facilities that meet the needs of all Blaine residents in an efficient and cost-effective way.

POLICIES

- 1.1 The City should maintain and staff a Public Facilities Advisory Committee to provide recommendations to the City regarding public services and facilities needs.
- 1.2 Within the planning period, the City should assess the need, and evaluate the feasibility, of creating a consolidated, multi-service community center. The community center may contain such services as the public library, senior center, visitor center, or Boys and Girls Club. The intent of the consolidated community center is to capitalize on the potential synergies and shared facility needs of the separate public services.

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- 1.3 The City should maintain and upgrade computer hardware and software and integrate among City Departments according to an adequate replacement schedule.
 - 1.4 The Blaine Planning Commission should interpret conditional use requirements in a manner which supports necessary and appropriate public service facilities in the Public zoning district.

ACTION

- A. Establish a Public Facilities Advisory Committee.

GOAL 2: To develop and maintain public facilities to meet the current and future demand for City administrative offices and public meeting space and to adequately house municipal programs and services.

POLICIES

- 2.1 Within the planning period, the City should assess the need for the construction or acquisition of additional facilities to meet the long term needs of the City, identify funding sources and reserve, or acquire appropriate sites for such facilities. In particular, the City should focus on repurposing the 435 Martin Street building to meet City administrative needs.
- 2.2 Within the planning period, the City should assess the need for additional land to accommodate an expanded Public Works yard. The City should consider whether to repurpose existing City owned land, including the old airport property, or whether to use funds from the sale of such land for the acquisition of other land to meet the need for additional Public Works yard area.

ACTION

- A. In the next five years, the City should continue to use existing City Hall administration facilities with limited expansion and remodeling to meet current needs.

GOAL 3: To maintain an acceptable level of police protection for the residents of Blaine and increase police services as needed to meet the need for traffic patrol and law enforcement created by the City's unique location on the U.S.-Canada border.

POLICIES

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- 3.1 The City should employ a sufficient number of police officers to maintain a staffing ratio at between 695 and 855 citizens per officer.
 - 3.2 The City should employ managing officers and non-commissioned staff at a rate that maintains the staffing relationship that exists in 2016.
 - 3.3 The City should continue career development programs to enhance the productivity of existing personnel and volunteers.
 - 3.4 Police vehicles should be regularly maintained and replaced to ensure reliability and avoid expensive repairs. For every commissioned officer added, one additional police vehicle should be cycled into the replacement program.
 - 3.5 Office space should be calculated at 250 square feet of total space (office, processing, evidence, storage, etc.) needed for each full-time equivalent police department employee.
 - 3.6 The Blaine Public Safety Department should be actively involved in community-oriented activities to foster community peace and safety.
 - 3.7 The Blaine Public Safety Department should continue to coordinate closely with Homeland Security agencies that operate in Blaine.

ACTIONS

- A. Within the next five years, the City should assess the need for Public Safety facilities. Within the planning period the City should seek to expand the police station and consolidate functions currently located elsewhere.
- B. Develop and implement coordinated programs for public safety career development, performance evaluation, employee assistance, merit recognition and use of volunteer resources.
- C. Complete a survey of households, businesses, and other users of police services to assist the Police in planning improvements in the Department's service delivery methods.
- D. Funding for vehicle maintenance needs and replacement of police vehicles should be included in the annual budget.
- E. Continue to identify and implement methods of reducing the per capita cost of service delivery, including improvements in delivery efficiency,

- cost controls, user-based fees where appropriate, utilization of outside funding and mitigation of development impacts.
- F. Patrol officers in Blaine should spend a significant portion of his or her time in community-oriented policing activities.
 - G. Within the planning period the city should fund construction of a replacement Public Safety facility or expansion of the current facility such that it can support the increased staff and increased community needs.
 - H. The Blaine Public Safety Department should continue regular traffic patrols in the vicinity of the school to enforce traffic laws and ensure the safety of school children, and continue to work with the School District to implement crime prevention and safety education programs.

GOAL 4: To continue to support the North Whatcom Fire and Rescue District to provide facilities needed to adequately protect the lives and property of existing and future residents and visitors to the City of Blaine.

POLICIES

- 4.1 The City of Blaine should continue to coordinate closely with the North Whatcom Fire and Rescue District in planning for expansion of fire facilities, provision of utilities, and control of traffic in the vicinity of fire district facilities.
- 4.2 The City supports an impact fee or other fee mechanism, applied to all development applications, to provide funding for the North Whatcom Fire and Rescue District, proportionate to the project's need for fire and emergency services.

GOAL 5: To maintain the Blaine Cemetery as a place of lasting beauty and memorial which reflects the dignity and respect of the community.

POLICIES

- 5.1 The City should maintain the cemetery grounds and arrange for the sale of lots and provision of services in the most efficient and caring manner possible.
- 5.2 The price of cemetery lots and charges for services at the cemetery should be adequate to cover the cost of labor, equipment and administrative expenses to maintain the cemetery and records.

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- 5.3 Cemetery records should be maintained in an orderly condition.
 - 5.4 Improvements to the cemetery including expansion, landscaping and additional facilities should be funded from the Cemetery Endowment Fund or private donations.
 - 5.5 Evaluate the endowment level and expenditure of funds for maintenance to determine if higher fees are warranted to make the cemetery self-funding.

ACTIONS

- A. Continue working to organize, update and computerize cemetery records, and prepare a directory which could be placed in the cemetery.
- B. Upgrade the roads and enhance signage within the cemetery.
- C. Establish smaller lots or policies for interment of cremation urns, such as developing a niche wall.
- D. Obtain cost estimates for cemetery expansion and estimate whether the funds in the Cemetery Endowment Fund will be sufficient to purchase additional land by the time it is needed. Adjust the sale price for lots if necessary, and take steps to expand the cemetery when a 10-year supply of lots remains.

GOAL 6: To maintain a public library within the City of Blaine which meets the needs of Blaine residents and library users from the surrounding area.

POLICIES

- 6.1 The City of Blaine should continue to work with the Whatcom County Library System to operate the public library in Blaine.
- 6.2 Space adjacent to the existing library should be reserved for future library expansion, unless a relocation plan is developed.

ACTIONS

- A. Coordinate with staff at the library to ensure that library expansion plans are considered in the development plan for the City property surrounding the library.

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- B. Authorize a library needs assessment via a City committee.
 - C. Work with the County to develop adequate space for the Blaine/Birch Bay regional library needs.

GOAL 7: To maintain and operate the Blaine Community/Senior Center to meet the needs of Blaine residents and visitors.

POLICIES

- 7.1 Programs at the Blaine Community/Senior Center should be supported primarily by user fees, donations and outside funding sources. City funds may be used to help support programs determined to be in the public interest.
- 7.2 The City should continue to rent the facility to individuals and private organizations to help defray the cost of maintaining the facility.

ACTION

- A. The City should continue to coordinate with Senior Center staff and the Whatcom County Boys and Girls Club to operate programs in the Community/Senior Center and generate sufficient revenues to maintain and operate the facility.

GOAL 8: To continue to support the Blaine School District in operating a public school system in Blaine which provides quality education for our children and is a source of pride and an asset to our community.

POLICY

- 8.1 The City of Blaine should continue to coordinate closely with the Blaine School District in planning for expansion of school facilities, provision of utilities, control of traffic in the vicinity of the school, and public safety programs to benefit school children.

ACTIONS

- A. City Planning, Building and Public Works staff should maintain communication with the Blaine School District regarding school expansion plans and ensure that these plans are consistent with City land use, transportation and utility plans.

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- B. The Blaine Planning Commission should interpret conditional use requirements in a manner which supports necessary and appropriate school facilities when appropriately located.

GOAL 9: Ensure that essential public facilities are developed in a manner consistent with and respectful of Blaine’s character and consistent with requirements of state law.

POLICIES

- 9.1 Apply a siting process to all essential public facilities identified by the City, the County, regional agreement or by State or Federal government when such facilities are proposed within the City or the Urban Growth Area (UGA).
- 9.2 Develop and adopt regulations that ensure that facility siting is consistent with all adopted City ordinances and the adopted City Comprehensive Plan.
- 9.3 Coordinate with Whatcom County and other public and private entities to establish an “official map” identifying precise arterial corridors and other public facility locations for current and future dedication and acquisition, considering the State Office of Financial Management’s list of facilities required or likely to be built in the next six years.
- 9.4 Ensure that the environmental and public health and safety are protected.
- 9.5 Ensure that neither the Comprehensive Plan nor development regulations preclude the siting of an essential public facility or make the siting of an essential public facility impossible or impracticable, as defined in WAC 365-196-550(3).

ACTIONS

- A. Coordinate with Whatcom County and other jurisdictions to inventory needed facilities.
- B. Coordinate with Whatcom County and other jurisdictions to develop a method to determine “fair share” allocation of facilities.
- C. Coordinate with Whatcom County and other jurisdictions to develop a method for determining which jurisdiction is responsible for each facility.
- D. Coordinate with Whatcom County and other jurisdictions to create a public involvement strategy.
- E. Develop an evaluation process to assure policies and goals are met and to

identify future needs as situations arise.

- F. The City shall notify adjacent jurisdictions of the proposed project and solicit their review and comment.

PUBLIC FACILITIES AND SERVICES ELEMENT MAP SET

Map PF-1 Public Facilities 2016