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- The public is encouraged to comment via email to cityclerk@anacorteswa.gov or via written comment addressed to City Clerk, P.O. Box 547, Anacortes, WA 98221. Public comments received by the [City Clerk](#) prior to 3:00 p.m. the day of the meeting will become part of the record for the meeting, just as if presented in person.
- Complete guidelines for virtual participation in Anacortes City Council meetings are available [here](#). View the quick video example for connecting to the meeting [here](#).



Anacortes City Council
Municipal Building Council Chambers
904 6th Street

September 22, 2025
6:00 PM

PRELIMINARY AGENDA
[Packet Materials](#) / [Watch Meeting](#)

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Announcements and Committee Reports**
 - a. Planning Committee (Report)
 - b. Fiber Committee (Report)
4. **Public Comment**
5. **Consent Agenda**
 - a. Minutes of September 15, 2025 (Action)
 - b. Approval of claims in the amount of \$1,431,959.88 (Action)
6. **Other Business**
 - a. * Development Services Improvement Study Presentation — Matrix Consulting Group (Presentation)
 - b. * Capital Facilities Plan (2026-2031) - Public Works (Discussion)
7. **Executive Session**
 - a. Potential Real Estate Transaction per RCW 42.30.110(b) (30 minutes) (Discussion)
8. **Adjournment**

Per the council rules of procedure, a person who wishes to provide public comment at this meeting may do so:

- *On matters pertaining to a particular agenda item at the invitation of the chair at the time the City Council takes up discussion of that agenda item. Items open for public comment are indicated with an asterisk (*)*
- *On any other matter specifically pertaining to the City of Anacortes during the Public Comment agenda item.*

The City of Anacortes is committed to making public meetings available and accessible to all members of the community. For assistance with special needs, please contact the City Clerk at 360-299-1960 in advance of the meeting.

Anacortes City Council Minutes - September 15, 2025

Call to Order

Mayor Matt Miller called to order the September 15, 2025, Anacortes City Council meeting at 6:00 p.m. Councilmembers TJ Fantini, Ryan Walters, Christine Cleland-McGrath, Carolyn Moulton, and Bruce McDougall were present. Councilmember Amanda Hubik participated in the meeting remotely via Zoom. Councilmember Anthony Young was absent.

Mr. Fantini moved, seconded by Ms. Moulton, to excuse the absence of Mr. Young. The motion carried unanimously by voice vote.

Pledge of Allegiance

The assembly joined in the Pledge of Allegiance.

Announcements and Committee Reports

Mayor Miller announced that John Stables, Civil Service Commissioner since 2006, passed away last week, extending the city's condolences to his family. He then reported on a successful Residential Cleanup Day and Senior Resource Fair, thanking volunteers, employees, and participants. He then announced that the downtown hanging baskets would be brought down in the near term for the fall and winter season, and that the [Skagit County Technical Advisory Group](#) would evaluate possible Guemes Island Ferry replacement options, with [applications](#) to join the group due by September 26th at 4:30 pm.

Finance Committee

Ms. Moulton reported from the Finance Committee meeting held September 11th. The topics discussed included the Capital Facilities Plan General Government section which the council would discuss later in the agenda.

Public Works Committee

Mayor Miller announced that the Public Works Committee did not meet as scheduled.

Fiber Committee

Mr. McDougall reported from the Fiber Committee meeting held September 11th. The topics discussed included a subscription update (55% take rate with nearly 2800 subscribers), a construction update with the network build-out being nearly complete, and revenue projections that the fiber network would be a net contributor to city revenues in 2027 after payments for construction and debt service, and the pending renewal of the contract with the current network operations center provider.

Economic Development Committee

Ms. Hubik reported from the Economic Development Committee meeting held September 9th. The topics discussed included follow-up questions to Chamber of Commerce Executive Director Jesica Kiser after her presentation to the council, the lack of reporting back from local hotels via electronic means due to the high cost of participation, and volunteerism for downtown events, the visitor information center, mentorship, business counseling, and at the Senior Activity Center.

Ms. Moulton mentioned that Fidalgo Bay Day was a successful event over the past weekend for the 21st year running.

Public Comment

Mayor Miller invited the public to comment on any item not on the agenda. He mentioned the written public comment from Todd Harris regarding motorbikes in the Anacortes Community Forest Lands, adding that the Forest Advisory Board voted on September 4th to recommend an updated Forest Plan for council consideration at a date to be determined, which did not include any major policy shifts.

No one present wished to address the Council on any topic not already on the agenda.

Consent Agenda

Ms. Hubik moved, seconded by Ms. Moulton, to approve the following Consent Agenda items. The motion carried unanimously by voice vote.

- a. Minutes of September 8, 2025
- b. Approval of claims in the amount of \$1,746,818.64
The following vouchers/checks were approved for payment:
EFT numbers: 113503 through 113554 total \$1,370,644.56
Check numbers: 113555 through 113582, total \$359,031.68
Wire transfer numbers: 375485 through 375806, total \$17,142.40
- c. Special Event: Walk With Santa Holiday Parade
- d. Special Event: Coastal Christmas Tree Lighting
- e. Special Event: Bier Near the Pier
- f. Special Event: Downtown Anacortes Trick or Treat

Other Business

Downtown Anacortes Alliance Consumer Survey Presentation - Jordan Hay

Planning, Community, and Economic Development Director John Coleman introduced Downtown Anacortes Alliance Executive Director Jordan Hay, who presented the results of a consumer survey, referring to a slide presentation that was added to the packet materials for the meeting.

Resolution 3187: 2025 Lodging Tax Advisory Committee Appointments

Mr. Walters introduced Resolution 3187 that would appoint the members of the Lodging Tax Advisory Committee for 2025, mentioning that the committee is statutorily obligated to be composed of equal numbers of those who receive benefits and those who contribute lodging tax to the city, that current year grant applications have been received from applicants, and that the committee is ready to do the work of evaluating those funding requests and awarding grants after the council acts to appoint its membership for 2025.

TJ Fantini moved, seconded by Amanda Hubik, to adopt Resolution 3187 approving the appointment of Lodging Tax Advisory Committee members for 2025.

Vote: Ayes - Carolyn Moulton, Ryan Walters, Christine Cleland-McGrath, Bruce McDougall, Amanda Hubik, TJ Fantini. Nays - None. Abstentions - None. Result: Passed

North Star Opioid Settlement Funds Proposal

Mayor Miller welcomed Skagit County Commissioner Ron Wesen and introduced Skagit County Director of Strategic Initiatives Monica Negrila and Skagit County Community Services Manager George Kosovich, who presented the North Star Opioid Settlement Funds proposal, referring to a slide presentation that was included in the packet materials for the meeting.

Discussion topics included:

- Star Center service areas
 - Mental health crisis stabilization
 - Adding acute detox, co-occurring treatment.
 - Located in Sedro-Woolley
- What happens after the initial two-year pilot project?
 - Search for replacement revenue streams.
- Medicaid and Medicare funding sustainability or stability.

- The uninsured category is the most concerning demographic.
- Joint meetings on September 30th and November 6th to consider the draft interlocal agreement.
- Funds would go to either Skagit County or directly to the providers.
 - The funding vehicle would be either a budget line item, resolution, or interlocal agreement.
- Data includes the two most recent settlements with opioid producers.
- What grant funding is available to expand program capacity?
 - Incremental approach, one project at a time.
- 17-year payout, is it allocated for other projects?
 - Represents one-third of the amount.
- Estimate of pending settlements.
- A dire need for services. The county and its cities need to work together.
- Restrictions are laid out in the One Washington Memorandum of Understanding, which are broken down into three categories: treatment, prevention, and providing connections to care and services.
- How would we know that the funds that are provided to the county will be spent on those designated projects?
 - Interlocal agreement.
- Other funding sources include state grant(s) and a request for funding to the Behavioral Health Administrative Services Organization.
- Staggered start-up if the opioid funds are not available immediately.
- The other participating city councils will be briefed before the September 30th meeting.
- Are there any measures to target the underlying causes of drug use?

Mayor Miller invited members of the audience to comment on this agenda item.

Steve Anderson of Anacortes spoke about the funding for the endeavor being an expense as opposed to an investment.

Susan Hill of Anacortes asked about the private part of the public - private nature of the North Star Project. Ms. Negrila responded that the private part of North Star is the community service providers for behavioral health and housing providers.

Ms. Negrila added that there is a tentative ribbon cutting for the Star Center on December 16th.

Capital Facilities Plan (2026-2031) - General Government

Finance Director Steve Hoglund and Finance Manager Rhonda Peck introduced the Capital Facilities Plan discussion for General Government, referring to a handout that was included in the packet materials for the meeting.

Discussion topics included:

Breakwater Repair (Planning, Community, and Economic Development Director John Coleman)

- Confidence level in funding required.
 - No official bids pursued yet.
 - Based on numbers that the Fidalgo Marina association did for their project in the past year.

Fire and Police (Fire Chief Bill Harris and Police Chief Dave Floyd)

- Fire and EMS Boat
 - \$100k contribution is from Skagit County.
- The museum storage facility will be converted to be used for the antique fire engine.
 - Paid for through private contributions.
- Plan to recalculate impact fees for fire.
 - In progress with consultant to develop a new plan by the end of the year.
- Facilities remodel impact fee recalculation basis.

Fiber (Administrative Services Director Emily Schuh)

- Extending fiber eastward on the Highway 20 corridor.
 - Decided not to go through with the extension due to low density, focus on provision to higher density areas.
- Developer materials are funded to facilitate fiber provision to new developments.
 - Not reimbursed by developers, cost savings to city with other utilities being installed.

Parks and Recreation (Director Jonn Lunsford)

- 2026 projects at West End Park — fencing, irrigation, or drainage and working with community groups to identify desired features.
 - 4-foot fence to mitigate the sloped area on the north end from a retention pond and protect children from surrounding traffic.
- Grant and contribution funding.
- Pickleball infrastructure project.
 - Remove pickleball from Clearidge to a more central and suitable location.
 - Articulate plans to move the courts elsewhere and solicit financial support from willing community donors.
- Cranberry Lake improvements fell off from 2025 CFP
 - Design for a dock could not be found to service the south end and design a different structure on the east side.
- Causland Park wall repair
 - The consideration is meeting the stonemason's schedule.
- Guemes Channel Trail
 - Are the grants secured?
 - Plans are vague because the land is not available.
 - Where is the available funding?
 - From the transportation budget in a 12- to 15-year cycle and not having the land is an impediment to guaranteeing funding.
- Improving the infrastructure around trailheads for access and safety.

Contract Award: Three Police Patrol Chevrolet Tahoes #25-235-ERR-001

Operations Manager WiL Ludemann introduced the purchase of three additional police vehicles due to the order being cancelled and the current purchase window being open for a limited time.

Discussion topics included:

- This is the all-in price excluding decals.

TJ Fantini moved, seconded by Christine Cleland-McGrath, to authorize the mayor to sign Purchase Order #25-235-ERR-001 for three police patrol Chevrolet Tahoes.

Vote: Ayes - Carolyn Moulton, Ryan Walters, Christine Cleland-McGrath, Bruce McDougall, Amanda Hubik, TJ Fantini. Nays - None. Abstentions - None. Result: Passed

Continued | City Council Procedures & Committee Structure Workshop

Administrative Services Director Emily Schuh re-introduced the City Council Procedures and Committee Structure workshop, providing a summary of what was covered in the last regular meeting and laying out what remains to be considered, and the process involved in compiling the discussion into an updated City Council procedures resolution.

Discussion topics included:

- Ethics
- Expectations of Staff
- Open Public Meetings Act
- Miscellaneous

Mayor Miller invited members of the audience to comment on this agenda item. No one present wished to address the Council.

Executive Session

Potential Real Estate Transaction per RCW 42.30.110(1) (10 minutes)

Mayor Miller announced that City Council would convene in Executive Session per RCW 42.30.110 (1) for approximately 10 minutes to discuss a potential real estate transaction. The mayor advised that the regular meeting would then adjourn with no final action having been taken. Councilmembers TJ Fantini, Anthony Young, Ryan Walters, Christine Cleland-McGrath, Carolyn Moulton, Bruce McDougall and Amanda Hubik attended the executive session.

Adjournment

There being no further business, at approximately 8:41 pm, the Anacortes City Council meeting of September 15, 2025, was adjourned.

The following claims against the City of Anacortes have been preaudited and certified by the Clerk-Treasurer as ready for City Council approval at the September 22, 2025 City Council meeting:

[Download this file in OpenDocument spreadsheet format.](#)

Invoice Doc #	Invoice Date	Invoice #	Vendor Full Name	Description	Total Amount	Approval Queue
376213	1/31/2025	220765	VANTAGE POINT SOLUTIONS, INC.	CALEA COMPLIANCE SUPPORT, JAN 2025	\$ 275.00	fiber
376057	3/31/2025	INV-5226063	UNITED SITE SERVICES, INC	PENN AVE PORTA POTTY 3/1/25 - 3/31/25	\$ 210.25	dwtp
376059	4/22/2025	114-14050176	UNITED SITE SERVICES, INC	INTAKE PORTA POTTY 3/22/25 - 4/21/25	\$ 118.09	dwtp
376078	4/25/2025	1037	DOWNTOWN ANACORTES ALLIANCE	DOWNTOWN BEAUTIFICATION AND MAIN STREET SUPPORT - Q1	\$ 26,666.66	plan
376210	4/30/2025	52142	ZUMAR INDUSTRIES, INC.	SUPPLIES FOR PLANNING DEPT	\$ 586.44	plan
376196	6/23/2025	18025091	DEPARTMENT OF NATURAL	WILDLAND SUPPLIES: ADAPTERS, STATUS	\$ 822.11	medic
376198	6/26/2025	18025310	DEPARTMENT OF NATURAL	WILDLAND INCIDENT RESPONSE GUIDES	\$ 339.31	medic
376199	6/26/2025	18025311	DEPARTMENT OF NATURAL	SIGNAL MIRRORS, INCIDENT RESPONSE GUIDE	\$ 429.59	medic
376061	7/2/2025	1200734631	HDR ENGINEERING, INC	COMBINED SEWER OVERFLOW PUMP STATION DESIGN - 6/1/25 - 6/28/25	\$ 5,609.51	pw1
376049	7/9/2025	31953	RAVEN ENVIRONMENTAL PRODUCTS	ROUND RAIL CLAMP ASSY W/25FT CABLE AND PROBE	\$ 2,338.05	dwtp
375782	7/10/2025	26934128	EWING IRRIGATION PRODUCTS, INC	PARKS MAINTENANCE SUPPLIES	\$ 612.95	parks1
376189	7/18/2025	PSWO0167096	N C POWER SYSTEMS CO	2025 CAT GENERATOR LOAD TESTING - WWTP	\$ 8,601.49	pw1
376218	8/1/2025	Pay App 4	REGENCY NW CONSTRUCTION, INC	LIBRARY YOUNG ADULTS INTERIOR RENOVATION PROJECT	\$ 66,496.38	publib
376187	8/1/2025	PSWO0167294	N C POWER SYSTEMS CO	2025 CAT GENERATOR LOAD TESTING - WTP	\$ 9,967.31	pw1
376080	8/1/2025	PSWO0167295	N C POWER SYSTEMS CO	2025 CAT GENERATOR LOAD TESTING - WTP	\$ 9,967.31	pw1
376188	8/1/2025	PSWO0167296	N C POWER SYSTEMS CO	2025 CAT GENERATOR LOAD TESTING - WTP	\$ 9,967.31	pw1
374274	8/1/2025	4897990S185	LEMAY MOBILE SHREDDING	APD AND COURT ON-SITE SHREDDING	\$ 79.90	apd
374272	8/7/2025	6560616296	VESTIS SERVICES LLC	APD NYLON MATS CLEANED	\$ 16.32	apd
374448	8/8/2025	28120747	ZORO TOOLS, INC	SAFETY SUPPLIES	\$ 141.77	wwtpcc

Invoice Doc #	Invoice Date	Invoice #	Vendor Full Name	Description	Total Amount	Approval Queue
374449	8/10/2025	007/26/2025	DISH NETWORK CORP	STA 3: AUGUST	\$ 117.89	afdcc
374526	8/11/2025	004208	SAMCOR FUEL	PARKS SMALL TOOLS FUEL	\$ 90.96	parkscc1
374471	8/11/2025	1-592165-68	DIAMOND RENTALS, INC.	CEMETERY PORTABLE RESTROOMS 7/14-8/11/25	\$ 140.00	parks1
374515	8/11/2025	1062199	BAYSHORE OFFICE PRODUCTS INC	WHITEBOARD, PENS	\$ 17.13	afdcc
374530	8/11/2025	112-6222233-1601002	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 91.74	wwtpcc
374452	8/11/2025	1334501	FRONTIER BUILDING SUPPLY	MAINTENANCE SUPPLIES	\$ 226.78	wwtpcc
374443	8/11/2025	13932	PACIFIC PARTY CANOPIES INC	REC EVENT SUPPLIES	\$ 1,267.52	pkreccc
374444	8/11/2025	13936	PACIFIC PARTY CANOPIES INC	REC EVENT SUPPLIES	\$ 337.28	pkreccc
374442	8/11/2025	310719679	BSN SPORTS, LLC	REC DEPT SUPPLIES	\$ 124.04	pkreccc
374459	8/11/2025	39776	LOWE'S BUSINESS ACCOUNT/GEMB	PLANT REPAIR & MAINTENANCE: HYDRANT	\$ 128.14	wtpcc
374445	8/11/2025	43200365388	LES SCHWAB TIRE CENTERS	TIRES FOR EQUIP #714	\$ 382.03	shopcc
374450	8/11/2025	545698-0260	UNITED STATES POSTAL SERVICE	OFFICE SUPPLY: POSTAGE FOR MASS MAILER PBCU LETTERS	\$ 78.00	wtpcc
374513	8/11/2025	59354778854	SAFEWAY INC	AC BROKE IN PUBLIC SAFETY BUILDING - COOLING TREATS FOR STAFF	\$ 45.24	apdcc
374456	8/11/2025	6268840	FRONTIER BUILDING SUPPLY	SUPPLIES FOR STORM DEPT	\$ 1,637.01	shopcc
374531	8/11/2025	6560617613	VESTIS SERVICES LLC	LAUNDRY SERVICE FOR WWTP	\$ 43.22	wwtpcc
374460	8/11/2025	70889	PETSTOP	K9 ZEKE - FOOD	\$ 81.74	apdcc
374532	8/11/2025	85615222831	HOME DEPOT	PLANT REPAIR & MAINTENANCE; CONCRETE PENETRATION REPAIR	\$ 24.35	wtpcc
374451	8/11/2025	E55883/1	ACE HARDWARE	MAINTENANCE SUPPLIES	\$ 12.78	wwtpcc
374446	8/11/2025	G11395	SEBO'S DO-IT CENTER	PART FOR EQUIP #11996	\$ 13.05	shopcc
374437	8/11/2025	i22768	A-1 MOBILE LOCK AND KEY, INC.	SUPPLIES FOR FACILITIES	\$ 313.34	pwfacc
374438	8/11/2025	INV-007772	DESERT DIAMOND INDUSTRIES	SUPPLIES FOR WATER MAINTENANCE	\$ 1,550.00	wdistcc
374453	8/11/2025	T16125/1	ACE HARDWARE	SUPPLIES FOR FACILITIES	\$ 32.30	pwfacc
374454	8/11/2025	T57987	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 14.14	pwfacc
374447	8/11/2025	T58045	SEBO'S DO-IT CENTER	PART FOR EQUIP #6990	\$ 6.52	shopcc
374455	8/11/2025	T58089	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 25.14	parkscc1
374439	8/11/2025	T58101	SEBO'S DO-IT CENTER	REPLACE CABLE CUTTERS	\$ 47.86	afdcc
374512	8/12/2025	08122056184	TRAFFIC SAFETY STORE	SUPPLIES FOR WATER MAINTENANCE	\$ 1,469.29	wdistcc

Invoice Doc #	Invoice Date	Invoice #	Vendor Full Name	Description	Total Amount	Approval Queue
374516	8/12/2025	111-8168434-4555413	AMAZON.COM SERVICES, INC	REC PROGRAM SUPPLIES	\$ 69.08	pkreccc
374457	8/12/2025	113-1198425-6768245	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES CHILDREN'S	\$ 18.45	libcc
374517	8/12/2025	113-2094796-7137816	AMAZON.COM SERVICES, INC	CASH DRAWER INSERT FOR RECORDS	\$ 16.10	apdcc
374458	8/12/2025	113-8416956-9269036	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES CHILDREN'S	\$ 7.39	libcc
374523	8/12/2025	114-0014665-2684232	AMAZON.COM SERVICES, INC	CLEANING & LAB SUPPLIES	\$ 35.83	wtpcc
374509	8/12/2025	114-1170589-6642653	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 140.22	pwfacc
374440	8/12/2025	14390175SO	LIFE TECHNOLOGIES CORPORATION	LAB SUPPLIES: BUFFER SOLUTION	\$ 76.60	wtpcc
374511	8/12/2025	197700	CAP SANTE MARINA	2-CYCLE FUEL	\$ 20.89	afdcc
374510	8/12/2025	197727	CAP SANTE MARINA	2-CYCLE FUEL	\$ 20.89	afdcc
374521	8/12/2025	3986-399881	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #204	\$ 100.86	shopcc
374441	8/12/2025	539254	SPEX CERTIPREP LLC	LAB TESTING - DMRQA-45 STUDY	\$ 99.98	wwtpcc
374519	8/12/2025	E56350/1	ACE HARDWARE	SUPPLIES FOR WATER MAINTENANCE	\$ 27.28	wdistcc
374525	8/12/2025	E56652/1	ACE HARDWARE	WA PARK MAINTENANCE SUPPLIES	\$ 12.70	parksccl
374524	8/12/2025	E56671/1	ACE HARDWARE	SUPPLIES FOR FACILITIES	\$ 4.49	pwfacc
374508	8/12/2025	E56697/1	ACE HARDWARE	PARKS MAINTENANCE SUPPLIES	\$ 29.37	parksccl
374575	8/12/2025	E57583/1	ACE HARDWARE	PARKS MAINTENANCE SUPPLIES	\$ 29.37	parksccl
374527	8/12/2025	G12047	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 5.53	parksccl
374522	8/12/2025	RD1212165	RADIO DEPOT	ICOM ANTENNAS & CHARGERS	\$ 315.00	afdcc
374528	8/12/2025	T58272	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 27.17	pwfacc
374529	8/12/2025	T58292	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 9.16	pwfacc
374533	8/12/2025	X26625/1	KAPTEIN'S ACE HARDWARE	PLANT REPAIR & MAINTENANCE: WEED EATER SUPPLIES	\$ 56.55	wtpcc
374582	8/13/2025	0555033811	HONEY BUCKET	MT ERIE PORTABLE RESTROOM	\$ 310.50	parksccl
374472	8/13/2025	1-592167-68	DIAMOND RENTALS, INC.	TTP PORTABLE RESTROOMS 7/14-8/11/25	\$ 365.00	parks1
374514	8/13/2025	112-1490188-6433012	AMAZON.COM SERVICES, INC	TOOLS	\$ 96.42	fibercc

Invoice Doc #	Invoice Date	Invoice #	Vendor Full Name	Description	Total Amount	Approval Queue
374518	8/13/2025	112-3733050-4009013	AMAZON.COM SERVICES, INC	SMALL PORTABLE AC UNITS - MAIN AC BROKE IN PUBLIC SAFETY BLDG	\$ 513.12	apdcc
374577	8/13/2025	113-4450886-9319411	AMAZON.COM SERVICES, INC	SUPPLIES FOR STREET DEPT	\$ 154.06	shopcc
374628	8/13/2025	114-1877647-3490604	AMAZON.COM SERVICES, INC	SAMSUNG 43" TV - APD FL10000F3 TAG#	\$ 269.82	infosyscc
374598	8/13/2025	114-3007745-0811406	AMAZON.COM SERVICES, INC	PEN HOLDERS	\$ 10.87	afdcc
374586	8/13/2025	141060	CABLE & WIRELESS TECHNOLOGIES	CLEANING KIT FOR FUSION SPLICER	\$ 191.44	fibercc
374627	8/13/2025	16200744	PACIFIC POWER BATTERIES	SUPPLIES FOR STREET DEPT	\$ 2,620.05	shopcc
374585	8/13/2025	1Z3Y592X0137734968	UNITED PARCEL SERVICE, INC	LAB TESTING - SHIPMENT TO RAINIER	\$ 268.43	wwtpcc
374584	8/13/2025	2025-78353	ADAMS CABLE EQUIPMENT INC	FIBER OPTIC DROP CABLE TERMINATIONS	\$ 399.43	fibercc
374590	8/13/2025	207014522	DEPARTMENT OF LICENSING	LICENSING FEES FOR VEHICLE #5000	\$ 64.00	shopcc
374630	8/13/2025	272479792	SURETY PEST CONTROL	CEMETERY PEST CONTROL	\$ 81.60	parksccl
374541	8/13/2025	272479840	SURETY PEST CONTROL	PEST CONTROL ACCT 34803360 POINT PUMPHOUSE	\$ 64.07	dwtp
374982	8/13/2025	28251003	ZORO TOOLS, INC	MAINTENANCE SUPPLIES	\$ 938.93	wwtpcc
374587	8/13/2025	3543028	AMERICAN PLANNING ASSOCIATION	AICP & APA MEMBERSHIP FEES	\$ 793.00	plancc
374583	8/13/2025	374583	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 18.21	parksccl
374591	8/13/2025	3986-400137	O'REILLY AUTO PARTS	PART FOR VEHICLE #206	\$ 21.21	shopcc
374588	8/13/2025	4022	ANACORTES PRINTING & SIGNS	BOOK & RELEASE FORMS FOR PATROL	\$ 45.70	apdcc
374641	8/13/2025	8561 52 27368	HOME DEPOT	SUPPLIES FOR FACILITIES	\$ 34.70	pwfacc
374636	8/13/2025	90200313	THE MARKET LLC	ICE FOR THE LAB	\$ 59.80	wwtpcc
374581	8/13/2025	DSC-19671	DATA SUPPORT COMPANY INC	LAB SUPPLIES - TSS FILTERS	\$ 764.64	wwtpcc
374592	8/13/2025	E56984/1	ACE HARDWARE	SUPPLIES FOR FACILITIES	\$ 5.02	pwfacc
374594	8/13/2025	E57126/1	ACE HARDWARE	PARKS MAINTENANCE SUPPLIES	\$ 6.19	parksccl
374593	8/13/2025	G12297	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 50.09	parksccl
374595	8/13/2025	G12326	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 21.30	parksccl
374597	8/13/2025	T58504	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 66.52	wwtpcc
374596	8/13/2025	T58577	SEBO'S DO-IT CENTER	PARKS GENERAL MAINTENANCE SUPPLIES	\$ 19.27	parksccl

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374589	8/13/2025	T58613	SEBO'S DO-IT CENTER	SUPPLIES FOR STREET DEPT	\$ 10.65	shopcc
375917	8/13/2025	U61056893747	WALMART	EMERGENCY SUMP PUMP	\$ 39.12	wtpcc
372963	8/14/2025	P1 22	UNITED STATES POSTAL SERVICE	PERMIT FEES 2025 ACCT 1492852 9/29/25-9/29/26	\$ 740.00	finance
376224	8/14/2025	ReimbBrown	BROWN, AARON	REIMBURSE, FIBER INSTALL MATERIAL	\$ 18.93	fiber
374740	8/14/2025	0272114497210	ALASKA AIRLINES	TRAVEL - FLIGHT - SD	\$ 446.60	wwtpcc
374632	8/14/2025	111-8168434- 4555413b	AMAZON.COM SERVICES, INC	REC PROGRAM SUPPLIES	\$ 16.23	pkreccc
374631	8/14/2025	113-5020844- 0169052	AMAZON.COM SERVICES, INC	PARKS OFFICE SUPPLIES	\$ 18.63	parksccl
374723	8/14/2025	113-8975601- 3293863	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 213.24	wwtpcc
374576	8/14/2025	114-4962522- 8469858	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 20.66	pwfacccl
374647	8/14/2025	1217201876	COSTCO WHOLESALE CORPORATION	COFFEE	\$ 89.98	afdcc
374644	8/14/2025	1336229	FRONTIER BUILDING SUPPLY	SUPPLIES FOR STORM DEPT	\$ 156.16	shopcc
374643	8/14/2025	1336396	FRONTIER BUILDING SUPPLY	SUPPLIES FOR FACILITIES	\$ 29.38	pwfacccl
374629	8/14/2025	20115250	THE LAB DEPOT	LAB SUPPLIES	\$ 227.20	wwtpcc
374730	8/14/2025	24278498	PURCELL TIRE AND SERVICE CENTE	TIRES FOR SHOP STOCK	\$ 445.28	shopcc
374731	8/14/2025	24278499	PURCELL TIRE AND SERVICE CENTE	TIRES FOR VEHICLE #515	\$ 1,443.47	shopcc
374639	8/14/2025	3986-400510	O'REILLY AUTO PARTS	PART FOR EQUIP #6902	\$ 3.84	shopcc
374642	8/14/2025	6N55860	PLATT ELECTRIC SUPPLY INC	SUPPLIES FOR FACILITIES	\$ 10.26	pwfacccl
374665	8/14/2025	792108593	VESTIS SERVICES LLC	APD NYLON MATS CLEANED	\$ 16.32	apd
374714	8/14/2025	INV-414863	DEPT OF LABOR & INDUSTRIES	OPERATING CERTIFICATE RENEWALS	\$ 604.85	pwfacccl
374646	8/14/2025	SWRP660265	AEROPARKING	TRAVEL - PARKING	\$ 235.00	wwtpcc
374626	8/14/2025	T16132/1	ACE HARDWARE	ACFL MAINTENANCE SUPPLIES	\$ 36.18	parksccl
374638	8/14/2025	T58780	SEBO'S DO-IT CENTER	SUPPLIES FOR STREET DEPT	\$ 3.11	shopcc
374637	8/14/2025	T58857	SEBO'S DO-IT CENTER	SUPPLIES FOR WATER MAINTENANCE	\$ 169.72	wdistcc
374640	8/14/2025	T58875	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 22.43	pwfacccl
374645	8/14/2025	WEF251:16269	WATER ENVIRONMENT FEDERATION	WEFTEC 2025 REGISTRATION - SD	\$ 1,045.00	wwtpcc
376217	8/15/2025	0209066	GEOENGINEERS, INC.	2025 CRITICAL AREAS REGULATIONS BAS UPDATE - 7/12/25-8/8/25	\$ 17,448.50	plan
374633	8/15/2025	111-1206815- 2387436	AMAZON.COM SERVICES, INC	REC PROGRAM SUPPLIES	\$ 35.86	pkreccc

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374736	8/15/2025	114-1422637-9026629	AMAZON.COM SERVICES, INC	HAVIS LAPTOP MOUNT FOR ENGINE 2911	\$ 393.31	infosyscc
374719	8/15/2025	114-4320293-7700208	AMAZON.COM SERVICES, INC	SFP INTERFACES FOR FIBER EQUIPMENT	\$ 68.66	fibercc
374739	8/15/2025	1336894	FRONTIER BUILDING SUPPLY	SUPPLIES FOR STREET DEPT	\$ 10.87	shopcc
374725	8/15/2025	1337109	FRONTIER BUILDING SUPPLY	OPERATING SUPPLIES	\$ 151.26	wwtpcc
374728	8/15/2025	1337238	FRONTIER BUILDING SUPPLY	SUPPLIES FOR BACKFLOW TESTER	\$ 19.58	wdistcc
374732	8/15/2025	3986-400748	O'REILLY AUTO PARTS	PART FOR EQUIP #11903	\$ 8.92	shopcc
374717	8/15/2025	465227613669490	WALMART	READY TO LEARN FAIR SUPPLIES	\$ 51.46	apdcc
374724	8/15/2025	8561	HOME DEPOT	MAINTENANCE SUPPLIES	\$ 82.07	wwtpcc
374735	8/15/2025	9609816237	GRAINGER	MAINTENANCE SUPPLIES	\$ 18.72	wwtpcc
374734	8/15/2025	9609840906	GRAINGER	MAINTENANCE SUPPLIES	\$ 384.10	wwtpcc
374712	8/15/2025	E58201/1	ACE HARDWARE	PARKS MAINTENANCE SUPPLIES	\$ 9.28	parksccl
374727	8/15/2025	E58422/1	ACE HARDWARE	SUPPLIES FOR WATER MAINTENANCE	\$ 66.69	wdistcc
374738	8/15/2025	G13551	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 12.36	pwfacccl
374713	8/15/2025	T59013	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 13.44	parksccl
374722	8/16/2025	114-1585732-3263427	AMAZON.COM SERVICES, INC	REC PROGRAM SUPPLIES-SOCCER	\$ 171.16	pkrecccl
374716	8/16/2025	E58658/1	ACE HARDWARE	SUPPLIES FOR WATER MAINTENANCE	\$ 44.74	wdistcc
374726	8/17/2025	111-8518480-9617014	AMAZON.COM SERVICES, INC	ELECTRICAL TAPE & FIBER OPTIC CLEAVER	\$ 318.39	fibercc
375809	8/18/2025	CA13	AIRSTRIKE BIRD CONTROL INC	CITY HALL BIRD ABATEMENT - 8/16/25 - 8/31/25	\$ 2,275.00	pw1
376191	8/18/2025	P2348-T-2	QCC QUALITY CONTROLS CORP.	WWTP PUMP STATION 3 PANEL UPGRADE	\$ 3,264.00	dwwtp
374797	8/18/2025	08182025-1702	AMERICAN PUBLIC WORKS	WSDOT BUILD AMERICA / BUY AMERICA (BABA) TRAINING	\$ 20.00	legalcc
374809	8/18/2025	112-3491256-3461821	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 89.30	wwtpcc
374737	8/18/2025	113-0724991-9049062	AMAZON.COM SERVICES, INC	EXHIBIT EXPENSE	\$ 32.63	museumcc
374789	8/18/2025	114-4075496-6881024	AMAZON.COM SERVICES, INC	SUPPLIES FOR VEHICLE #1018	\$ 159.87	shopcc
374720	8/18/2025	114-6166515-2721857	AMAZON.COM SERVICES, INC	CABLE CONNECTORS, RS-232	\$ 28.27	fibercc

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374802	8/18/2025	114-6804813-2539443	AMAZON.COM SERVICES, INC	WTP CELL PHONE ACCESSORIES	\$ 35.17	wtpcc
374733	8/18/2025	114-8019130-0516240	AMAZON.COM SERVICES, INC	CLEANING SUPPLY	\$ 24.75	wtpcc
374791	8/18/2025	1972-6901	CHALLENGER TEAMWEAR	REC DEPT PROGRAM SUPPLIES	\$ 1,898.38	pkreccc
374858	8/18/2025	272480047	SURETY PEST CONTROL	PEST CONTROL AT WWTP	\$ 221.95	dwwtp
374794	8/18/2025	38F30439U56584910	FBI NCCA	NATIONAL COMMAND COURSE ASSOC; ANNUAL MEMBERSHIP CHIEF FLOYD	\$ 50.00	apdcc
374792	8/18/2025	63305	DALCO INC	SERVICE FOR EQUIP #6984	\$ 952.54	shopcc
374799	8/18/2025	6560619817	VESTIS SERVICES LLC	OPS MAT CLEANING	\$ 62.34	shopcc
374798	8/18/2025	6560619818	VESTIS SERVICES LLC	OPS & PARKS LAUNDRY SERVICE	\$ 74.76	shopcc
374849	8/18/2025	6560621455	VESTIS SERVICES LLC	LAUNDRY SERVICE FOR WWTP	\$ 42.96	wwtpcc
374806	8/18/2025	6560621476	VESTIS SERVICES LLC	STA 1 MAT/MOP SERVICE - 8/18	\$ 20.02	afdcc
374807	8/18/2025	6560621478	VESTIS SERVICES LLC	STA 2 MAT/MOP SERVICE - 8/18	\$ 16.32	afdcc
374808	8/18/2025	6560625210	VESTIS SERVICES LLC	STA 3 MAT/MOP SERVICE - 8/22	\$ 16.32	afdcc
374795	8/18/2025	73212472062899	EXPEDIA.COM	TRAVEL - HW	\$ 558.28	wwtpcc
374721	8/18/2025	73720756-143836196	PIKTOCHART	REC DEPT DESIGN SUBSCRIPTION	\$ 31.55	pkreccc
374841	8/18/2025	752020	SKAGIT REGIONAL HEALTH	DOT PHYSICAL	\$ 110.00	shopcc
374803	8/18/2025	9610205149	GRAINGER	MAINTENANCE SUPPLIES	\$ 433.89	wwtpcc
374801	8/18/2025	A14524/44	COASTAL FARM &	WORK UNIFORM	\$ 268.91	wdistcc
374718	8/18/2025	BTUS1484491	BOATUS FOUNDATION	BOATING SAFETY CLASS	\$ 10.50	afdcc
374804	8/18/2025	T59713	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 1.27	pwfacc
374805	8/18/2025	T59718	SEBO'S DO-IT CENTER	SUPPLIES FOR STREET DEPT	\$ 46.88	shopcc
374796	8/18/2025	WWNRDPM5DF3	AMERICAN PUBLIC WORKS	UNDERSTANDING THE MYSTERIES OF BONDS TRAINING	\$ 30.00	legalcc
374832	8/19/2025	046520	MCDONALDS CORP	TRAINING	\$ 48.76	shopcc
374843	8/19/2025	111-1544273-3818621	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES	\$ 45.48	libcc
374848	8/19/2025	1338467	FRONTIER BUILDING SUPPLY	MAINTENANCE SUPPLIES	\$ 48.97	wwtpcc
374840	8/19/2025	1338503	FRONTIER BUILDING SUPPLY	TRAINING SUPPLIES	\$ 15.79	apdcc
374842	8/19/2025	207316642	DEPARTMENT OF LICENSING	LICENSING FOR VEHICLE #5001	\$ 64.00	shopcc
374886	8/19/2025	272479142	SURETY PEST CONTROL	SENIOR CENTER PEST CONTROL	\$ 152.32	parksccl

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374885	8/19/2025	272479483	SURETY PEST CONTROL	WA PARK PEST CONTROL	\$ 137.09	parksgcc1
374846	8/19/2025	50020542	ALL BATTERY SALES & SERVICE	PARTS FOR VEHICLE #195 & #034	\$ 779.93	shopcc
374897	8/19/2025	527968637	ANCESTRY.COM	MEMBERSHIP	\$ 347.08	museumcc
374837	8/19/2025	5535780	UNITED SITE SERVICES, INC	REC PROGRAM PORTABLE RESTROOM	\$ 111.78	parksgcc1
374845	8/19/2025	6287110	FRONTIER BUILDING SUPPLY	SOROPTIMIST FLOWER BED PROJECT	\$ 1,000.00	parksgcc1
374844	8/19/2025	6287110b	FRONTIER BUILDING SUPPLY	SOROPTIMIST FLOWER BED PROJECT	\$ 329.77	parksgcc1
374834	8/19/2025	75554169028166975042	NOKIA OF AMERICA CORPORATION	NOKIA NETWORK EQUIPMENT TRAINING	\$ 491.32	fibercc
374764	8/19/2025	9932074555	STAPLES ADVANTAGE	ESPON INK SJIC18 - QTY 2 CASHIERING	\$ 75.49	financecc
374790	8/19/2025	E0500X5ZAV	MICROSOFT CORPORATION	AZURE: PAY AS YOU GO 7/16-8/15/25	\$ 25.92	infosyscc
374833	8/19/2025	E0500X63PC	MICROSOFT CORPORATION	AZURE: DEVELOPER SUPPORT 8/16-9/15/25	\$ 29.00	infosyscc
374831	8/19/2025	E60298/1	ACE HARDWARE	PARKS MAINTENANCE SUPPLIES	\$ 48.91	parksgcc1
374847	8/19/2025	E60408/1	ACE HARDWARE	MAINTENANCE SUPPLIES	\$ 90.77	wwtpcc
374830	8/19/2025	E60615/1	ACE HARDWARE	DRILL BIT & CELL PHONE CHARGING CORD	\$ 40.13	fibercc
374836	8/19/2025	G14992	SEBO'S DO-IT CENTER	SUPPLIES FOR STREET DEPT	\$ 59.73	shopcc
374835	8/19/2025	T59973	SEBO'S DO-IT CENTER	SUPPLIES FOR STREET DEPT	\$ 25.57	shopcc
376190	8/20/2025	Pay App 13	STRIDER CONSTRUCTION CO, INC	WWTP OUTFALL RELOCATION - MARINE AND UPLAND	\$ 643,914.96	pw1
374880	8/20/2025	0188-1029555	CED	SUPPLIES FOR WATER MAINTENANCE	\$ 827.62	wdistcc
374890	8/20/2025	047524	PORT OF ANACORTES	FUEL FOR MARINE 29 #2003	\$ 22.83	afdcc
374882	8/20/2025	1034-3380	EVT CERTIFICATION COMMISSION	TRAINING	\$ 67.50	shopcc
374891	8/20/2025	111-2085273-7598640	AMAZON.COM SERVICES, INC	MSATA_TO_USB_ADAPTER	\$ 10.86	infosyscc
374838	8/20/2025	111-9950960-7269859	AMAZON.COM SERVICES, INC	REC PROGRAM SUPPLIES	\$ 43.51	pkrecc
374883	8/20/2025	114-6490076-6386653	AMAZON.COM SERVICES, INC	M2 TO USB ADAPTERS	\$ 65.24	infosyscc
374887	45889	17211A	TELECOM SPECIALTIES INC.	FREIGHT ON FIBER OPTIC DROP C	\$ 42.25	fibercc
374896	8/20/2025	2140-0	THE SHERWIN WILLIAMS CO	SUPPLIES FOR WATER MAINTENANCE	\$ 63.59	wdistcc
374879	8/20/2025	2329	ANACORTES ROTARY CLUB	MEMBERSHIP DUES	\$ 205.00	afdcc

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374970	8/20/2025	24278512	PURCELL TIRE AND SERVICE CENTE	SERVICE FOR VEHICLE #514	\$ 20.12	shopcc
374969	8/20/2025	24278710	PURCELL TIRE AND SERVICE CENTE	SERVICES FOR VEHICLE #514	\$ 71.89	shopcc
374976	8/20/2025	59394438894	SAFEWAY INC	WA PARK STAFF SUPPLIES	\$ 30.08	parksccl
374959	8/20/2025	753255	SKAGIT REGIONAL HEALTH	DOT PHYSICAL	\$ 110.00	shopcc
374889	8/20/2025	E61185/1	ACE HARDWARE	SUPPLIES FOR FACILITIES	\$ 6.22	pwfacccl
374884	8/20/2025	E61378/1	ACE HARDWARE	OPERATING SUPPLIES - INCINERATOR	\$ 14.68	wwtpcc
374893	8/20/2025	G15362	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 35.38	parksccl
374894	8/20/2025	G15365	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 5.32	parksccl
375126	8/20/2025	PC-972956011	PUMPCATALOG	PLANT PUMP & STRUCTURE: MAGNETIC DRIVE PUMP REPAIR PART	\$ 751.31	wtpcc
375091	8/20/2025	R20250012163	PAESSLER AG	PRTG NETWORK MONITOR SOFTWARE - 9/17/25-9/16/26	\$ 1,830.95	infosys
374881	8/20/2025	WaFireChief	WASHINGTON FIRE CHIEFS	FIRE MECHANIC CONFERENCE	\$ 1,250.00	shopcc
374967	8/21/2025	002628780145519	HARBOR FREIGHT TOOLS	SMALL TOOLS	\$ 218.09	wtpcc
375063	8/21/2025	0558001058540821253	HOBBY LOBBY	OFFICE SUPPLIES	\$ 12.45	wtpcc
374953	8/21/2025	088257	PIZZA FACTORY	TRAINING	\$ 156.67	shopcc
374892	8/21/2025	112-5220897-1249842	AMAZON.COM SERVICES, INC	SUPPLIES FOR SOLID WASTE	\$ 138.07	shopcc
374961	8/21/2025	113-8778205-2540247	AMAZON.COM SERVICES, INC	OPERATING SUPPLIES	\$ 34.81	wwtpcc
374974	8/21/2025	114-5939334-8807436	AMAZON.COM SERVICES, INC	DB9 BREAKOUT CONNECTOR	\$ 26.86	infosyscc
374956	8/21/2025	114-9264950-5991408	AMAZON.COM SERVICES, INC	SUPPLIES FOR VEHICLE #023	\$ 6.08	shopcc
374981	8/21/2025	1339626	FRONTIER BUILDING SUPPLY	SUPPLIES FOR STORM DEPT	\$ 66.67	shopcc
374972	8/21/2025	1887	ELECTRONIC MOBILE SOLUTIONS	SERVICE FOR EQUIP #3011	\$ 1,513.30	shopcc
374963	8/21/2025	228.23002.82840	ANACORTES CHAMBER OF COMMERCE	CHAMBER OF COMMERCE STATE OF THE COUNTY LUNCHEON	\$ 25.00	execc
374973	8/21/2025	2500554	T-SHIRTS BY DESIGN	NON-FIELD EMPLOYEE CITY LOGO CLOTHING	\$ 189.31	wtpcc
374918	8/21/2025	272479837	SURETY PEST CONTROL	PEST CONTROL ACCT # 34803357 FIDALGO BOOSTER	\$ 66.37	dwtpt

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375195	8/21/2025	27567855	GAYLORD BROTHERS INC	CURATORIAL SUPPLIES	\$ 237.65	museumcc
374854	8/21/2025	300862369	KCDA PURCHASING COOPERATIVE	COPY PAPER 7 CARTONS	\$ 349.48	finance
374971	8/21/2025	3986-401940	O'REILLY AUTO PARTS	PART FOR VEHICLE #513	\$ 5.10	shopcc
374888	8/21/2025	40433722	ULINE, INC.	TOOLBOX SUPPLY: FOAM FOR SHADOWING	\$ 150.38	wtpcc
375078	8/21/2025	6560623780	VESTIS SERVICES LLC	APD NYLON MATS CLEANED	\$ 16.32	apd
374968	8/21/2025	81822	LOWE'S BUSINESS ACCOUNT/GEMB	OFFICE SUPPLY	\$ 18.46	wtpcc
375068	8/21/2025	8561 61 99749	HOME DEPOT	SUPPLIES FOR FACILITIES	\$ 107.61	pwfacc
374960	8/21/2025	965004130	MSA SAFETY SALES	REPAIR GAS MONITOR	\$ 905.22	afdcc
374964	8/21/2025	ch_2Ryg2bOaiKbG3V YI1	ANACORTES CHAMBER OF COMMERCE	CHAMBER OF COMMERCE STATE THE COUNTY LUNCHEON	\$ 25.00	execc
374954	8/21/2025	E61441/1	ACE HARDWARE	SUPPLIES FOR WATER MAINTENANCE	\$ 90.51	wdistcc
374962	8/21/2025	E61811/1	ACE HARDWARE	CUSTOMER INSTALLATION MATERIAL	\$ 24.21	fibercc
374965	8/21/2025	G16129	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 113.10	wwtpcc
375072	8/21/2025	IM80921	CENTRAL MACHINERY SALES INC	PARTS FOR EQUIP #403	\$ 136.09	shopcc
374957	8/21/2025	pi_3ReyWWIX6i35ds662	NORTHWEST BIOSOLIDS	TRAINING - 2025 BIOFEST WS	\$ 875.00	wwtpcc
374958	8/21/2025	pi_3Ryeq01X6i35ds662	WATER ENVIRONMENT FEDERATION	TRAINING - BH	\$ 875.00	wwtpcc
374978	8/21/2025	T60451	SEBO'S DO-IT CENTER	SOROPTIMIST FLOWER BED PROJECT	\$ 51.79	parksc1
374955	8/21/2025	T60457	SEBO'S DO-IT CENTER	SUPPLIES FOR WATER MAINTENANCE	\$ 63.72	wdistcc
374979	8/21/2025	T60472	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 1.89	pwfacc
374977	8/21/2025	T60544	SEBO'S DO-IT CENTER	TOOLS FOR VEH #5000	\$ 291.99	shopcc
376227	8/22/2025	PW-0198	CITY OF MOUNT VERNON	MUTUAL ASSISTANCE ON PROJECTS - TRAFFIC PAINT AND BEADS	\$ 28,454.25	pw1
376228	8/22/2025	PW-0199	CITY OF MOUNT VERNON	MUTUAL ASSISTANCE ON PROJECTS - TRAFFIC LINES PAINTING	\$ 31,222.06	pw1
375056	8/22/2025	0766993	NATIONAL SAFETY, INC	SAFETY SUPPLIES	\$ 90.31	wwtpcc
375055	8/22/2025	0766993-IN	NATIONAL SAFETY, INC	OPERATING SUPPLIES	\$ 111.62	wwtpcc
375052	8/22/2025	111-5026719-3264264	AMAZON.COM SERVICES, INC	REC PROGRAM SUPPLIES	\$ 17.56	pkrecc

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374975	8/22/2025	111-9837298-3725826	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES	\$ 30.66	libcc
375071	8/22/2025	112-1191332-3114618	AMAZON.COM SERVICES, INC	DIGITAL NAV GRANT SUPPLIES	\$ 32.63	libcc
375054	8/22/2025	113-3255144-4702634	AMAZON.COM SERVICES, INC	PACKING TAPE DISPENSERS	\$ 17.38	apdcc
375051	8/22/2025	113-8355317-5992224	AMAZON.COM SERVICES, INC	OPERATING SUPPLIES	\$ 82.08	wwtpcc
375069	8/22/2025	114-3352420-3817048	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 203.20	pwfacc
375066	8/22/2025	114-5939334-807436	AMAZON.COM SERVICES, INC	HDMI TRANSMITTER AND RECEIVER (QTY 2)	\$ 591.20	infosyscc
375065	8/22/2025	13021502	THE GROUP	TRAINING: ANNUAL CROSS-CONNECTION CONTROL SEMINAR	\$ 500.00	wtpcc
375045	8/22/2025	16355671	PAPE MACHINERY INC.	REPAIR & MAINTENANCE: GRADE5 BOLTS	\$ 12.46	wtpcc
375048	8/22/2025	128129Y80347721235	UNITED PARCEL SERVICE, INC	SHIPMENT - ASH SAMPLE	\$ 19.95	wwtpcc
375043	8/22/2025	260132727-00	TACOMA SCREW PRODUCTS, INC.	SUPPLIES FOR STREET DEPT	\$ 30.06	shopcc
374966	8/22/2025	26956552	GLOBAL INDUSTRIAL	SUPPLIES FOR WATER MAINTENANCE	\$ 213.13	wdistcc
374991	8/22/2025	272478618	SURETY PEST CONTROL	PEST CONTROL ACCT# 34798464 A AVE BOOSTER 2205 37TH ST	\$ 64.19	dwtpp
375000	8/22/2025	272479358	SURETY PEST CONTROL	OPS PEST CONTROL	\$ 126.21	dshop
374986	8/22/2025	272479839	SURETY PEST CONTROL	PEST CONTROL - ACCT# 34803359 ROCKRIDGE BOOSTER 2102 PENNSYLVANIA AVE	\$ 65.28	dwtpp
375073	8/22/2025	337	WEST MARINE PRODUCTS, INC	PARTS FOR EQUIP #4002	\$ 66.83	shopcc
375064	8/22/2025	4811	PLANNING ASSOCIATION	CONFERENCE:AMERICAN PLANNING ASSOCIATION	\$ 450.00	plancc
375060	8/22/2025	6560623781	VESTIS SERVICES LLC	OPS & PARKS LAUNDRY SERVICE	\$ 74.76	shopcc
375057	8/22/2025	CP-007800	NASSCO, INC	PIPELINE, LATERAL AND MANHOLE RECERTIFICATION CLASS	\$ 786.01	shopcc
375044	8/22/2025	E62150/1	ACE HARDWARE	SUPPLIES FOR WATER MAINTENANCE	\$ 60.91	wdistcc
375042	8/22/2025	E62306/1	ACE HARDWARE	PARKS EVENT SUPPLIES	\$ 52.66	parksc1

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375061	8/23/2025	032273995	GALLS, LLC.	UNIFORM - VEST/CARRIER; CLIFFORD	\$ 877.17	apdcc
375067	8/23/2025	10832026423	DELL MARKETING LP	DELL LAPTOP FIRE ENGINE 2911 / EMERGENCY REPLACEMENT	\$ 3,642.25	infosyscc
375053	8/23/2025	111-9061726- 9809050	AMAZON.COM SERVICES, INC	REC DEPT PROGRAM SUPPLIES	\$ 171.16	pkreccc
375049	8/23/2025	113-3154693- 0083417	AMAZON.COM SERVICES, INC	LAB SUPPLIES	\$ 22.84	wwtpcc
374989	8/23/2025	272479838	SURETY PEST CONTROL	PEST CONTROL ACCT# 34803358 CASTILLEJA BLUFF 3802 MARINE HEIGHTS WAY	\$ 65.28	dwtpp
375046	8/23/2025	A70604/1	KAPTEIN'S ACE HARDWARE	REPAIR & MAINTENANCE: FASTENERS	\$ 8.60	wtpcc
375047	8/23/2025	A70641/1	KAPTEIN'S ACE HARDWARE	SMALL TOOLS: TAP PLUG 7/16"- 14NC	\$ 20.87	wtpcc
375070	8/24/2025	114-9349648- 5121817	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 11.96	pwfaccc
375058	8/24/2025	12227	MN8 FOXFIRE	SCBA FACEPIECE IDENTIFIER	\$ 53.95	afdcc
375062	8/24/2025	BTUS1492279	BOATUS FOUNDATION	BOATER SAFETY CLASS	\$ 10.50	afdcc
375059	8/24/2025	S2529792	FIRST RESPONDER DECAL COMPANY	REFLECTIVE HELMET NAME	\$ 53.96	afdcc
376232	8/25/2025	132380	VECA ELECTRIC & TECHNOLOGIES	WWTP ADMIN BUILDING EXHAUST FAN CONTROLS REPLACEMENT	\$ 4,244.14	dwwtp
376195	8/25/2025	242038	BLYTHE MECHANICAL, INC	HVAC ON-CALL REPAIR SERVICES - REFILL WTP GLYCOL STORAGE TANK	\$ 3,779.08	dwtpp
375134	8/25/2025	0041959912-00	CENTRAL WELDING SUPPLY CO, INC	MAINTENANCE SUPPLIES	\$ 143.47	wwtpcc
375146	8/25/2025	1049	WASHINGTON FIRE CHIEFS	EMPLOYMENT AD - DAILY DISPATCH	\$ 405.00	afdcc
375201	8/25/2025	112-2690736-361703	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 225.15	wwtpcc
375202	8/25/2025	112-9122644- 0678649	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 54.39	wwtpcc
375128	8/25/2025	113-4431133- 2673863	AMAZON.COM SERVICES, INC	PEGBBOARD HOOKS FOR PATROL KEYS	\$ 10.87	apdcc
375139	8/25/2025	1341052	FRONTIER BUILDING SUPPLY	MAINTENANCE SUPPLIES	\$ 139.90	wwtpcc
375145	8/25/2025	1341156	FRONTIER BUILDING SUPPLY	SOROPTIMIST PARK PROJECT	\$ 51.32	parksccl
375132	8/25/2025	1Z3Y592X033643848 5	UNITED PARCEL SERVICE, INC	SHIPMENT TO NATIONAL SAFETY	\$ 13.39	wwtpcc
375135	8/25/2025	2500566	T-SHIRTS BY DESIGN	HATS WITH CITY LOGO	\$ 156.89	fibercc

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375130	8/25/2025	27164773277	WORK OUTFITTERS	WORK BOOTS - GILBERT QUEVEDO	\$ 210.00	wtpcc
375131	8/25/2025	27164969209	WORK OUTFITTERS	UNIFORMS: WORK PANTS - GILBERT QUEVEDO	\$ 156.59	wtpcc
375137	8/25/2025	3083791	WITMER PUBLIC SAFETY GROUP INC	4 PAIRS FIRE BOOTS	\$ 2,263.23	afdcc
375138	8/25/2025	3986-402680	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #006	\$ 342.73	shopcc
375181	8/25/2025	5885364	SOUNDCLOUD GLOBAL LIMITED & CO	MEMBERSHIP	\$ 107.71	museumcc
375312	8/25/2025	6560625329	VESTIS SERVICES LLC	LAUNDRY SERVICE FOR WWTP	\$ 42.96	wwtpcc
375141	8/25/2025	9619848659	GRAINGER	MAINTENANCE SUPPLIES	\$ 555.29	wwtpcc
375147	8/25/2025	E63803/1	ACE HARDWARE	SUPPLIES FOR WATER MAINTENANCE	\$ 35.22	wdistcc
375136	8/25/2025	E63893/1	ACE HARDWARE	SUPPLIES FOR WATER MAINTENANCE	\$ 12.44	wdistcc
375144	8/25/2025	E64070/1	ACE HARDWARE	SUPPLIES FOR FACILITIES	\$ 22.51	pwfacc
375142	8/25/2025	G17560	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 137.89	wwtpcc
375143	8/25/2025	T61384	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 16.71	wwtpcc
375133	8/25/2025	T61509	SEBO'S DO-IT CENTER	OPERATING SUPPLIES	\$ 18.10	wwtpcc
375127	8/25/2025	WaFireChief	WASHINGTON FIRE CHIEFS	FIRE MECHANIC CONFERENCE	\$ 1,250.00	shopcc
376192	8/26/2025	240868	BLYTHE MECHANICAL, INC	HVAC ON-CALL REPAIR SERVICES - PUMP REPAIR AT LIBRARY	\$ 2,970.80	pw1
376216	8/26/2025	242283	BLYTHE MECHANICAL, INC	HVAC ON-CALL REPAIR SERVICES - REPAIR WWTP HVAC	\$ 4,412.55	dwwtp
375926	8/26/2025	6122078175	VERIZON WIRELESS	WTP SCADA 7/27-8/26/25	\$ 904.45	dwwtp
375200	8/26/2025	000446325	WATER ENVIRONMENT FEDERATION	WEF ANNUAL MEMBERSHIP FEE	\$ 126.00	wwtpcc
375188	8/26/2025	002630204125717	HARBOR FREIGHT TOOLS	TV WALL MOUNT	\$ 43.51	infosyscc
375196	8/26/2025	08/26/2025	BARGAIN'S GALORE THRIFT STORE	EXHIBIT SUPPLIES	\$ 7.61	museumcc
375179	8/26/2025	1059722/1059248	BAYSHORE OFFICE PRODUCTS INC	SUPPLIES FOR FACILITIES	\$ 384.61	pwfacc
375190	8/26/2025	111-4961183-0442600	AMAZON.COM SERVICES, INC	RADIO BELT HOLSTERS	\$ 55.74	fibercc
375254	8/26/2025	112-1232106-5722668	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 50.04	wwtpcc
375295	8/26/2025	113-3411125-5585809	AMAZON.COM SERVICES, INC	SAFETY SUPPLIES	\$ 428.18	wwtpcc

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375185	8/26/2025	113-6306140-3005024	AMAZON.COM SERVICES, INC	SAFETY SUPPLIES	\$ 15.60	wwtpcc
375129	8/26/2025	113-6586746-9777045	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES; SCISSORS	\$ 9.00	apdcc
375239	8/26/2025	113-9975942-4633014	AMAZON.COM SERVICES, INC	OPERATING SUPPLIES	\$ 10.87	wwtpcc
375182	8/26/2025	1779-0029	EVT CERTIFICATION COMMISSION	TRAINING	\$ 67.50	shopcc
375192	8/26/2025	3986-402781	O'REILLY AUTO PARTS	PARTS FOR SHOP STOCK	\$ 250.57	shopcc
375191	8/26/2025	3986-402861	O'REILLY AUTO PARTS	PARTS FOR EQUIP #5554	\$ 8.68	shopcc
375242	8/26/2025	559236596	LOWE'S BUSINESS ACCOUNT/GEMB	PEGBORD FOR PATROL KEYS	\$ 15.54	apdcc
375186	8/26/2025	73221179597236	EXPEDIA.COM	TRAVEL BIOFORCETECH - HOTEL ROOMS - CH BW	\$ 222.80	wwtpcc
375194	8/26/2025	7FN3838C3NC	AMERICAN PUBLIC WORKS	WEBINAR: WSDOT BUILD AMERICA / BUY AMERICA (BABA) - OCTOBER 2025 CHANGES	\$ 20.00	legalcc
375180	8/26/2025	8/26/2025	TERRACON CONSULTANTS INC	TRAINING	\$ 350.00	museumcc
375204	8/26/2025	91724	LOWE'S BUSINESS ACCOUNT/GEMB	REPAIR & MAINTENANCE: WEED EATER TIMMER LINE	\$ 48.89	wtpcc
375187	8/26/2025	98087887 93369327	EXPEDIA.COM	TRAVEL BIOFORCETECH - HOTEL ROOMS - CH BW	\$ 327.80	wwtpcc
375193	8/26/2025	M6N3BWHWC4N	AMERICAN PUBLIC WORKS	WEBINAR: UNDERSTANDING THE MYSTERIES OF BONDS	\$ 30.00	legalcc
375183	8/26/2025	T61658	SEBO'S DO-IT CENTER	SUPPLIES FOR VEHICLE #1018	\$ 2.20	shopcc
375197	8/26/2025	T61685	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 42.63	parksccl
375198	8/26/2025	T61815	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 10.65	parksccl
375189	8/26/2025	T61848	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 10.01	wwtpcc
376193	8/27/2025	241701	BLYTHE MECHANICAL, INC	HVAC ANNUAL SERVICE - FIRE STATION 1	\$ 637.57	pw1
376194	8/27/2025	241702	BLYTHE MECHANICAL, INC	HVAC ANNUAL PREVENTIVE MAINTENANCE 2025 - FIRE STATION 2	\$ 286.14	pw1
376205	8/27/2025	242350	BLYTHE MECHANICAL, INC	HVAC ON-CALL REPAIR SERVICES - WWTP CHILLER REPAIR	\$ 1,661.73	dwwtp
375304	8/27/2025	042450	THE STORE	SUPPLIES FOR TRAINING	\$ 66.95	shopcc
375203	8/27/2025	112-2965078-4779442	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES	\$ 19.56	wwtpcc

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375184	8/27/2025	114-3512892-1301822	AMAZON.COM SERVICES, INC	CORE EQUIPMENT SFP & JUMPERS	\$ 62.53	fibercc
375238	8/27/2025	114-7463663-9088246	AMAZON.COM SERVICES, INC	OPERATING SUPPLIES #5001	\$ 261.10	shopcc
375236	8/27/2025	253	UNITED STATES POSTAL SERVICE	POSTAGE	\$ 5.84	museumcc
375246	8/27/2025	3200416288	ADOBE SYSTEMS INCORPORATED	ADOBE SUBSCRIPTION LIBRARY 2	\$ 32.64	libcc
375245	8/27/2025	3200499813	ADOBE SYSTEMS INCORPORATED	ADOBE SUBSCRIPTION LIBRARY JV	\$ 32.64	libcc
375237	8/27/2025	81890	ELITE TRUCK BOXES, LLC	PART FOR VEHICLE #1018	\$ 1,615.17	shopcc
375255	8/27/2025	94408	LOWE'S BUSINESS ACCOUNT/GEMB	STRUCTURE: 4-TIER STORAGE FOR FILTER GALLERY	\$ 781.18	wtpcc
375249	8/27/2025	A17488/44	COASTAL FARM &	WORK UNIFORM	\$ 194.02	pwfacc
375252	8/27/2025	G18758	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 12.36	pwfacc
375243	8/27/2025	T25082700007DD16	DISTINCTIVE HR	SHRM/PHR EXAM CERTIFICATION PREP	\$ 500.00	hrcc
375244	8/27/2025	T61972	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 72.67	wwtpcc
375251	8/27/2025	T62044	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 4.86	parksc1
375250	8/27/2025	T62049	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 33.24	pwfacc
375256	8/27/2025	VP_90NLTR49	VISTAPRINT	PRINTING	\$ 119.63	museumcc
375344	8/27/2025	WB8584216548	ZORO TOOLS, INC	LAB SUPPLIES	\$ 149.04	wwtpcc
375305	8/28/2025	002630889154953	HARBOR FREIGHT TOOLS	REPAIR & MAINTENANCE: 6" CRIMPED WIRE WHEEL	\$ 6.52	wtpcc
375298	8/28/2025	0630DFC7-0095	SPYPOINT	PARKS SECURITY CAMERA SUBSCRIPTION 8/29/25-8/29/2026	\$ 120.00	parksc1
375303	8/28/2025	111-1607126-9926666	AMAZON.COM SERVICES, INC	EYE PROTECTION	\$ 12.13	fibercc
375247	8/28/2025	111-7444146-4789055	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES PW	\$ 9.78	libcc
375366	8/28/2025	112-3020205-7826653	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 48.95	wwtpcc
375300	8/28/2025	113-5369416-4085863	AMAZON.COM SERVICES, INC	ERGONOMIC KEYBOARD; RECORDS	\$ 40.79	apdcc
375253	8/28/2025	113-5516575-5201821	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES SP	\$ 22.84	libcc
375311	8/28/2025	114-2717970-4264258	AMAZON.COM SERVICES, INC	LABEL TAPE, BATTERIES, COFFEE	\$ 256.99	afdcc

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375290	8/28/2025	114-5142571-6116263	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 153.12	pwfacc
375294	8/28/2025	114-5148778-7027462	AMAZON.COM SERVICES, INC	SUPPLIES- FLEET	\$ 99.52	shopcc
375306	8/28/2025	114-9702696-9812214	AMAZON.COM SERVICES, INC	SAFETY: UNDER 24-HOUR SURVEILLANCE SIGN	\$ 159.72	wtpcc
375292	8/28/2025	166813	THE HOSE SHOP, INC	DIESEL GENERATOR FUEL POLISHER REPAIR	\$ 43.40	wtpcc
375293	8/28/2025	20465	KGS NORTHWEST, LLC	REPAIR & MAINTENANCE: PLUG VALVE REPAIR KIT	\$ 616.42	wtpcc
375356	8/28/2025	24278922	PURCELL TIRE AND SERVICE CENTE	TIRES FOR VEHICLE #517	\$ 710.49	shopcc
375367	8/28/2025	287475	FIRE PROTECTION PUBLICATIONS	PUMPING & AERIAL APPARATUS MANUALS	\$ 359.04	afdcc
375309	8/28/2025	2Z71-7BBF-VQB	TVFR SOUTH OPERATING CENTER	COMMUNITY PARAMEDIC COURSE/TESTING	\$ 749.00	afdcc
375341	8/28/2025	3306526479	HILTON HOTELS	TRAINING - TRAVEL - AV	\$ 441.12	wwtpcc
375297	8/28/2025	5551421	UNITED SITE SERVICES, INC	REC PROGRAM PORTABLE RESTROOM	\$ 178.84	parksc1
375296	8/28/2025	5556572	UNITED SITE SERVICES, INC	REC PROGRAM PORTABLE RESTROOM	\$ 376.80	parksc1
375456	8/28/2025	6560627790	VESTIS SERVICES LLC	APD NYLON MATS CLEANED	\$ 16.32	apd
375354	8/28/2025	8561 87 76015	HOME DEPOT	REPAIR & MAINTENANCE: 8" WIRE WHEEL BRUSH	\$ 11.92	wtpcc
375291	8/28/2025	96191	LOWE'S BUSINESS ACCOUNT/GEMB	SHOP SPACE & LOCKER ROOM CLEANING SUPPLIES	\$ 535.56	wtpcc
375289	8/28/2025	E65993/1	ACE HARDWARE	PARKS MAINTENANCE SUPPLIES	\$ 39.14	parksc1
375310	8/28/2025	SO163572	MAGNUM ELECTRONICS, INC.	HEADSETS FOR MARINE 29 RADIO COMMUNICATION	\$ 2,260.86	afdcc
375302	8/28/2025	T62194	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 36.43	parksc1
375299	8/28/2025	T62254	SEBO'S DO-IT CENTER	REC PROGRAM SUPPLIES	\$ 71.33	pkrecc
375308	8/28/2025	T62309	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 8.06	pwfacc
376215	8/29/2025	CD_001203717	RINGCENTRAL INC	RINGCENTRAL VOIP SOFTWARE TELEPHONE SYSTEM - 8/28/25-9/27/25	\$ 4,504.34	infosys
375346	8/29/2025	0630DFC7-0093	SPYPOINT	PARKS SECURITY CAMERA SUBSCRIPTION 8/28/2025-8/28/2026	\$ 120.00	parksc1
375347	8/29/2025	0630DFC7-0094	SPYPOINT	PARKS SECURITY CAMERA SUBSCRIPTION 8/29/2025-8/29/2026	\$ 120.00	parksc1

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375301	8/29/2025	112-3862211-744825	AMAZON.COM SERVICES, INC	PACK OF 5 CPR RESCUE MASK KITS	\$ 22.84	apdcc
375307	8/29/2025	114-2380955-802266	AMAZON.COM SERVICES, INC	SAFETY: NO PARKING SIGNS	\$ 116.94	wtpcc
375348	8/29/2025	114-3162638-272982	AMAZON.COM SERVICES, INC	REC PROGRAM SUPPLIES	\$ 43.48	pkreccc
375360	8/29/2025	114-9232804-265703	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 186.58	pwfacc
375355	8/29/2025	166831	THE HOSE SHOP, INC	REPAIR & MAINTENANCE: 1/4 Y PUSH TO CONNECT	\$ 39.52	wtpcc
375349	8/29/2025	2025-79557	ADAMS CABLE EQUIPMENT INC	FIBER OPTIC TERMINATIONS	\$ 865.06	fibercc
375363	8/29/2025	2209259	BLACKSTONE PUBLISHING	AUDIO BOOKS	\$ 38.94	libcc
375364	8/29/2025	300-10173657	ALL BATTERY SALES & SERVICE	PARTS #5001	\$ 495.30	shopcc
375342	8/29/2025	30289719	GALLS, LLC.	UNIFORM BELT	\$ 66.58	afdcc
375357	8/29/2025	3986-403492	O'REILLY AUTO PARTS	PART FOR EQUIP #873	\$ 102.84	shopcc
375362	8/29/2025	593175438821	SAFEWAY INC	WA PARK STAFF SUPPLIES	\$ 46.67	parkscc1
375353	8/29/2025	6560627793	VESTIS SERVICES LLC	OPS MAT CLEANING	\$ 62.34	shopcc
375352	8/29/2025	6560627794	VESTIS SERVICES LLC	OPS & PARKS LAUNDRY SERVICE	\$ 74.76	shopcc
375361	8/29/2025	6D2B82E-0006	SKEDDA	PARKS BALLFIELD SCHEDULING SOFTWARE	\$ 571.09	parkscc1
375345	8/29/2025	86c5153f	LOU'S GLOVES, INC	SAFETY SUPPLIES	\$ 273.00	wwtpcc
375343	8/29/2025	E66153/1	ACE HARDWARE	WORKCREW SUPPLIES; GLOVES	\$ 27.17	apdcc
375365	8/29/2025	G19651	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 8.51	pwfacc
375358	8/30/2025	112-7799686-863141	AMAZON.COM SERVICES, INC	PARTS #873	\$ 160.41	shopcc
375368	8/30/2025	1Z481ZTK0303916038	UNITED PARCEL SERVICE, INC	SHIP COMPRESSOR AIR TEST	\$ 14.33	afdcc
375440	8/30/2025	272480050	SURETY PEST CONTROL	PEST CONTROL	\$ 80.51	museum
375408	8/30/2025	2724979140	SURETY PEST CONTROL	LIBRARY PEST CONTROL 8/30/2025	\$ 122.94	publib
375351	8/30/2025	G19835	SEBO'S DO-IT CENTER	LAB SUPPLIES	\$ 24.25	wwtpcc
375350	8/30/2025	T62695	SEBO'S DO-IT CENTER	LAB SUPPLIES	\$ 47.28	wwtpcc
375922	8/31/2025	0173	SKAGIT COUNTY SOLID WASTE FUND	AUGUST TONNAGE HAULED	\$ 123,519.17	dshop
376226	8/31/2025	293792	INFOSEND, INC.	AUGUST 2025 PROCESSING	\$ 5,009.68	finance
376186	8/31/2025	303856	VANTAGE POINT SOLUTIONS, INC.	CALEA COMPLIANCE SUPPORT, AUG 2025	\$ 275.00	fiber
376222	8/31/2025	FB-2975	CITY OF MOUNT VERNON	DARK FIBER, AUG 2025	\$ 525.00	fiber
375927	9/1/2025	6122391747	VERIZON WIRELESS	WTP EQUIPMENT CHARGES 8/2-9/1/25	\$ 131.58	dwtpt
375915	9/1/2025	6122463687	VERIZON WIRELESS	SCADA COMMUNICATIONS BILLING ADJUSTMENT 8/2-9/1/25	\$ 191.10	dwwtpt
375470	9/1/2025	112-3269007-8878664	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 20.25	pwfacc

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375374	9/1/2025	1645094	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING STA 1 10/1-12/31/25	\$ 209.49	finance
375376	9/1/2025	1645095	GUARDIAN SECURITY SYSTEMS INC	CLOUD STORAGE/VIDEO FEED - SHOP 10/1-12/31/25	\$ 799.84	finance
375377	9/1/2025	1645096	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING - WT PRESTON 10/1-12/31/25	\$ 209.49	finance
375378	9/1/2025	1645097	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING - APD 10/1-12/31/25	\$ 209.49	finance
375370	9/1/2025	1645098	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING - INTERPRETIVE CTR 10/1-12/31/2025	\$ 209.49	finance
375372	9/1/2025	1645099	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING - FIDALGO CENTER 10/1-12/31/25	\$ 209.49	finance
375373	9/1/2025	1645100	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING - MUSEUM 10/1-12/31/25	\$ 209.49	finance
375375	9/1/2025	1645101	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING - WTP 10/1-12/31/25	\$ 152.08	finance
375371	9/1/2025	1645102	GUARDIAN SECURITY SYSTEMS INC	ALARM MONITORING - CITY HALL 10/1-12/31/25	\$ 194.17	finance
375762	9/1/2025	4901674S185	LEMAY MOBILE SHREDDING	APD AND AMC ON-SITE SHREDDING	\$ 79.90	apd
375490	9/1/2025	4901675S185	LEMAY MOBILE SHREDDING	CONTAINER SHREDDING - CITY HALL AUGUST	\$ 35.00	finance
375674	9/1/2025	6560621478	VESTIS SERVICES LLC	STA 2 MAT/MOP SERVICE 9/01	\$ 16.32	afdcc
375756	9/1/2025	6560627229	VESTIS SERVICES LLC	LAUNDRY SERVICE FOR WWTP	\$ 42.96	wwtpcc
375468	9/1/2025	Google-250831	GOOGLE ANALYTICS	GOOGLE ADVERTISING, AUG 2025	\$ 211.23	fibercc
376220	9/2/2025	25-DFP-COA-01	FIRST FORTY FEET LLC	DOWNTOWN STREETSCAPES PLAN - AUGUST 2025	\$ 11,210.39	pw1
375522	9/2/2025	0020059845	THE UPS STORE	SHIPPING FOR CABLE TERMINATIONS	\$ 950.15	fibercc
375523	9/2/2025	05-296036	US BANK	SUSTENANCE PLANNING DIRECTOR CONFERENCE	\$ 16.15	plancc
375469	9/2/2025	111-9922682-6308243	AMAZON.COM SERVICES, INC	OFFICE CHAIR	\$ 1,305.59	pwfaccc
375531	9/2/2025	112-3023154-2616257	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 145.00	wwtpcc
375517	9/2/2025	114-4316470-6345042	AMAZON.COM SERVICES, INC	USB PRINTER CABLE	\$ 10.87	infosyscc

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375528	9/2/2025	1344514	FRONTIER BUILDING SUPPLY	FURRING STRIPS FOR DOOR PROP	\$ 118.03	afdcc
375601	9/2/2025	162851	TRACTOR SUPPLY CO	WORK UNIFORM	\$ 32.63	shopcc
375603	9/2/2025	28388346	ZORO TOOLS, INC	MAINTENANCE SUPPLIES	\$ 195.67	wwtpcc
375661	9/2/2025	4UL89242CY3356	AV DEALS - PAYPAL	WORK UNIFORMS	\$ 79.76	shopcc
375530	9/2/2025	50020650	INTERSTATE BATTERIES	PARTS FOR VEHICLES #517, #034, #174	\$ 1,028.98	shopcc
375604	9/2/2025	51328240	MCMASTER-CARR SUPPLY CO.	MAINTENANCE SUPPLIES	\$ 1,356.67	wwtpcc
375527	9/2/2025	61-1648780	ZOOM VIDEO COMMUNICATIONS INC.	ZOOM	\$ 17.40	courtcc
375529	9/2/2025	A19950/44	COASTAL FARM &	WORK UNIFORM	\$ 261.01	shopcc
375592	9/2/2025	FOLIO 564755	CAMPBELL'S	LODGING PLANNING DIRECTOR CONFERENCE	\$ 743.91	plancc
375519	9/2/2025	INV-5569001/5567568	UNITED SITE SERVICES, INC	WA PARK PORTABLE RESTROOM SERVICE	\$ 729.00	parksccl
375518	9/2/2025	INV-5569884	UNITED SITE SERVICES, INC	PARKS PORTABLE RESTROOM SERVICE	\$ 1,178.15	parksccl
375532	9/2/2025	ST10966	EVENT TRANSPORTATION SYSTEMS	TRAVEL - SD	\$ 38.00	wwtpcc
375524	9/2/2025	T63345	SEBO'S DO-IT CENTER	SUPPLIES FOR WATER MAINTENANCE	\$ 25.56	wdistcc
375526	9/2/2025	T63415	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 14.91	pwfacccl
375525	9/2/2025	USA Today Library	USA TODAY SUBSCRIPTIONS, SUBSCRIBER SERVICES	USA TODAY LIBRARY 9-2025	\$ 34.00	libcc
376197	9/3/2025	242039	BLYTHE MECHANICAL, INC	HVAC ON-CALL REPAIR SERVICES - REPLACE FURNACE GAS VALVE AT ASAC	\$ 802.86	pw1
375593	9/3/2025	1001067252	GALLS, LLC.	UNIFORM SHIRTS; CAPT PRUIETT AND CAPT FULLER	\$ 89.23	apdcc
375588	9/3/2025	111-9402840-6252206A	AMAZON.COM SERVICES, INC	EXECUTIVE OFFICE SUPPLIES	\$ 69.12	execc
375660	9/3/2025	113-0119197-3134628	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 106.61	wwtpcc
375586	9/3/2025	114-4316470-6345042	AMAZON.COM SERVICES, INC	MISC CABLES	\$ 72.83	infosyscc
375585	9/3/2025	114-8977840-9032213	AMAZON.COM SERVICES, INC	SUPPLIES FOR SHOP	\$ 88.60	shopcc
375582	9/3/2025	200495	A-1 MOBILE LOCK AND KEY, INC.	SUPPLIES FOR FACILITIES	\$ 261.12	pwfacccl
375662	9/3/2025	24279045	PURCELL TIRE AND SERVICE CENTE	SERVICE FOR SHOP STOCK	\$ 181.87	shopcc

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375605	9/3/2025	26155	SHIFT CALENDARS	PLANNING CALENDARS 2026	\$ 220.66	afdcc
375598	9/3/2025	3986-404301	O'REILLY AUTO PARTS	PARTS FOR VEHICLE#206	\$ 148.85	shopcc
375596	9/3/2025	3986-404328	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #206	\$ 77.94	shopcc
375597	9/3/2025	3986-404331	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #206	\$ 103.93	shopcc
375594	9/3/2025	3986-404411	O'REILLY AUTO PARTS	SUPPLIES FOR VEHICLE #5001	\$ 13.05	shopcc
375595	9/3/2025	3986-404417	O'REILLY AUTO PARTS	SUPPLIES FOR VEHICLE #206	\$ 43.51	shopcc
375599	9/3/2025	E69023/1	ACE HARDWARE	PARKS MAINTENANCE SUPPLIES	\$ 72.21	parksccl
375602	9/3/2025	G21458	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 3.83	pwfacc
375581	9/3/2025	G21734	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 15.98	wwtpcc
375589	9/3/2025	INV320134644	ZOOM VIDEO COMMUNICATIONS INC.	EXECUTIVE 9/3-10/2/2025	\$ 69.62	execc
375520	9/3/2025	MC22005143	MAILCHIMP	REC DEPT MONTHLY NEWSLETTER SUBSCRIPTION	\$ 28.83	parksccl
375600	9/3/2025	T63648	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 35.52	parksccl
375580	9/3/2025	T63684	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 25.56	wwtpcc
376201	9/4/2025	385380	BAY CITY SUPPLY	TRASH BAGS, PAPER TOWELS, PURELL, CAR	\$ 674.63	medic
376221	9/4/2025	35807	TRANSCO GROUP USA, INC.	PEDESTRIAN ROADWAY CROSSING IMPROVEMENT PROJECT - DESIGN - THROUGH 8/29/25	\$ 5,386.12	pw1
376058	9/4/2025	9425	RICK'S REFRIGERATION, INC.	SUPPLIES FOR FACILITIES	\$ 6,528.00	pwfac
375665	9/4/2025	007P1815	HARRINGTON INDUSTRIAL	SERIES 92 CHIEF ELECT ACTUATOR	\$ 1,557.55	wtppcc
375666	9/4/2025	007P1815	HARRINGTON INDUSTRIAL	SERIES 92 CHIEF ELECT ACTUATOR FREIGHT CHARGES	\$ 52.54	wtppcc
375653	9/4/2025	11-13536-27845	EBAY	LAB SUPPLIES	\$ 390.47	wwtpcc
375591	9/4/2025	111-4771796-3716240	AMAZON.COM SERVICES, INC	EYE PROTECTION	\$ 60.65	fibercc
375679	9/4/2025	111-8359947-8426609	AMAZON.COM SERVICES, INC	MAINTENANCE SUPPLIES	\$ 89.30	wwtpcc
375590	9/4/2025	111-9402840-6252206B	AMAZON.COM SERVICES, INC	EXECUTIVE OFFICE SUPPLIES	\$ 23.58	execc
375753	9/4/2025	112-5403157-7573810	AMAZON.COM SERVICES, INC	SAFETY SUPPLIES	\$ 72.34	wwtpcc
375658	9/4/2025	112-6441732-2775450	AMAZON.COM SERVICES, INC	BOAT TRAILER TOW / HITCH KIT	\$ 70.65	apdcc

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375583	9/4/2025	113-0550420-5119417	AMAZON.COM SERVICES, INC	SUPPLIES FOR STREET DEPT	\$ 26.63	shopcc
375651	9/4/2025	114-3765556-6209815	AMAZON.COM SERVICES, INC	PART FOR VEHICLE #516	\$ 12.50	shopcc
375664	9/4/2025	1902	ELECTRONIC MOBILE SOLUTIONS	PARTS FOR EQUIP #3011	\$ 766.22	shopcc
375669	9/4/2025	2209682	BLACKSTONE PUBLISHING	AUDIO BOOKS	\$ 74.28	libcc
375750	9/4/2025	24279072	PURCELL TIRE AND SERVICE CENTE	TIRES FOR SHOP STOCK	\$ 2,541.48	shopcc
375754	9/4/2025	272478614	SURETY PEST CONTROL	STA 1: AUGUST SERVICE	\$ 99.01	afdcc
375553	9/4/2025	273873596	SURETY PEST CONTROL	PEST CONTROL APD/COURT	\$ 149.06	finance
375670	9/4/2025	300-10173970	ALL BATTERY SALES & SERVICE	SUPPLIES FOR SHOP STOCK	\$ 358.71	shopcc
375671	9/4/2025	311797-5	BIRCH EQUIPMENT CO., INC	EQUIPMENT RENTAL	\$ 107.45	pwfaccc
375659	9/4/2025	34273	RESPSAFETY	SAFETY - RESPIRATOR MEDICAL EVALUATION	\$ 180.00	wwtpcc
375663	9/4/2025	3986-404707	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #207	\$ 81.63	shopcc
375675	9/4/2025	6560629250	VESTIS SERVICES LLC	STA 1: 09/01	\$ 20.02	afdcc
375760	9/4/2025	6560631420	VESTIS SERVICES LLC	APD NYLON MATS CLEANED	\$ 16.32	apd
375746	9/4/2025	95206608	FIDALGO PARKS & RECREATION	RESCUE SWIMMING TRAINING	\$ 63.00	afdcc
375650	9/4/2025	E69665/1	ACE HARDWARE	SUPPLIES FOR VEHICLE #5001	\$ 19.56	shopcc
375672	9/4/2025	G22172	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 6.39	pwfaccc
375584	9/4/2025	INV00814595	USA BLUE BOOK	LAB SUPPLIES	\$ 581.67	wtppcc
375667	9/4/2025	T63851	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 6.80	pwfaccc
375668	9/4/2025	T63879	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 3.61	pwfaccc
375673	9/4/2025	T63994	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 49.01	wwtpcc
375676	9/4/2025	xxxxx25	VESTIS SERVICES LLC	STA 1 MAT/MOP SERVICE 9/01	\$ 16.32	afdcc
375677	9/4/2025	xxxxx26	VESTIS SERVICES LLC	STA 2 MAT/MOP SERVICE 9/01	\$ 16.32	afdcc
375678	9/4/2025	xxxxx27	VESTIS SERVICES LLC	STA 3 MAT/MOP SERVICE 9/01	\$ 20.02	afdcc
375755	9/5/2025	032334926	GALLS, LLC.	NEW HIRE UNIFORM - MG	\$ 777.90	afdcc
375747	9/5/2025	1060361/1063902	BAYSHORE OFFICE PRODUCTS INC	OFFICE PRODUCTS FOR SENIOR CENTER USE	\$ 314.56	parksc1
375736	9/5/2025	1064172	BAYSHORE OFFICE PRODUCTS INC	SUPPLIES FOR FACILITIES	\$ 1,212.68	pwfaccc
375656	9/5/2025	111-5348152-3641868	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES	\$ 12.32	libcc
375657	9/5/2025	111-5348152-3641868	AMAZON.COM SERVICES, INC	OFFICE SUPPLIES	\$ 12.50	libcc

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375739	9/5/2025	113-1764511-9505040	AMAZON.COM SERVICES, INC	CPU STAND; RECORDS	\$ 17.40	apdcc
375737	9/5/2025	113-9338137-9386642	AMAZON.COM SERVICES, INC	SUPPLIES FOR STREET DEPT	\$ 173.80	shopcc
375735	9/5/2025	114-6754400-6709825	AMAZON.COM SERVICES, INC	SUPPLIES FOR FACILITIES	\$ 20.66	pwfacc
375652	9/5/2025	114-9917606-3822652	AMAZON.COM SERVICES, INC	PART FOR VEHICLE #5001	\$ 42.69	shopcc
375734	9/5/2025	17380	BAYSHORE OFFICE PRODUCTS INC	OFFICE SUPPLIES	\$ 58.02	plancc
375743	9/5/2025	18	US BANK	SUSTENANCE PLANNING DIRECTOR CONFERENCE	\$ 16.02	plancc
375744	9/5/2025	2403404	US BANK	SUSTENANCE PLANNING DIRECTOR CONFERENCE	\$ 29.45	plancc
375751	9/5/2025	3986-404855	O'REILLY AUTO PARTS	PARTS FOR EQUIP #5554	\$ 172.08	shopcc
375745	9/5/2025	40939	CONDUIT REPAIR SYSTEM INC	CONDUIT REPAIR MATERIALS	\$ 1,453.18	pwfacc
375749	9/5/2025	6144	SIGNDOG NW	MARINE PATROL DECALS	\$ 1,973.10	apdcc
375748	9/5/2025	6560631421	VESTIS SERVICES LLC	OPS & PARKS LAUNDRY SERVICE	\$ 74.76	shopcc
375752	9/5/2025	A20981/44	COASTAL FARM &	WORK UNIFORM	\$ 88.94	pwfacc
375742	9/5/2025	T64139	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 27.13	parksc1
375738	9/6/2025	5935188851	SAFEWAY INC	REC PROGRAM SUPPLIES	\$ 25.42	pkrecc
375757	9/6/2025	September	THE DOG RANCH	KENNEL RESERVATION	\$ 38.75	apdcc
375740	9/7/2025	A21710/44	COASTAL FARM &	WORK UNIFORM	\$ 240.00	shopcc
376231	9/8/2025	132583	VECA ELECTRIC & TECHNOLOGIES	UNIT-PRICED ELECTRICAL SERVICES 2025 - MTS FOR GARAGE DOORS AT FIRE DEPT	\$ 1,662.93	pw1
376072	9/8/2025	220013286491	PUGET SOUND ENERGY INC	APD 8/7-9/5/25	\$ 2,321.29	apd
375996	9/8/2025	220013286525	PUGET SOUND ENERGY INC	HEART OF ANACORTES 8/6-9/5/25	\$ 43.01	parks1
375924	9/8/2025	220015523313	PUGET SOUND ENERGY INC	CAR CHARGING STATION: 8/7-9/5/25	\$ 27.71	dshop
375997	9/8/2025	300000000343	PUGET SOUND ENERGY INC	PARKS/CEM/WASH. PARK/FAC/DEPOT 8/6-9/5/25	\$ 6,527.46	parks1
375880	9/8/2025	039906	SKAGIT REGIONAL HEALTH	DOT PHYSICAL - AV	\$ 110.00	wwtpcc
375879	9/8/2025	091775/0025802	HOME DEPOT	EXPANSION JOINT MAT'L - CUSTOMER INSTALLS	\$ 87.56	fibercc
375827	9/8/2025	09943	THE PERFECT FIT	TAILOR CLASS A SHIRT	\$ 50.52	afdcc
375834	9/8/2025	113-0738165-1433036	AMAZON.COM SERVICES, INC	WATERPROOF NOTEBOOK, SHARPIES, WET ERASE	\$ 61.42	afdcc

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375826	9/8/2025	113-6128127-6226611	AMAZON.COM SERVICES, INC	OPERATING SUPPLIES	\$ 40.20	wwtpcc
375889	9/8/2025	113-7564416-0230610	AMAZON.COM SERVICES, INC	OPERATING SUPPLIES	\$ 20.20	wwtpcc
375830	9/8/2025	1347669	FRONTIER BUILDING SUPPLY	SUPPLIES FOR STREET DEPT	\$ 18.48	shopcc
375832	9/8/2025	2500614	T-SHIRTS BY DESIGN	15 T-SHIRTS	\$ 274.33	afdcc
375831	9/8/2025	2500615	T-SHIRTS BY DESIGN	5 UNIFORM T-SHIRTS	\$ 91.45	afdcc
375833	9/8/2025	2500616	T-SHIRTS BY DESIGN	NEW HIRE KNIT ORDER (TSHIRTS, SWEATS, HOODIES) MGL	\$ 943.69	afdcc
375909	9/8/2025	28455383	ZORO TOOLS, INC	MAINTENANCE SUPPLIES	\$ 179.88	wwtpcc
375890	9/8/2025	366739	NAPA	PARKS MAINTENANCE SUPPLIES	\$ 39.49	parksccl
375913	9/8/2025	6560633125	VESTIS SERVICES LLC	LAUNDRY SERVICE FOR WWTP	\$ 46.77	wwtpcc
375741	9/8/2025	73789	UNITED STATES PLASTIC CORP	MAINTENANCE SUPPLIES	\$ 23.09	wwtpcc
375835	9/8/2025	E71760/1	ACE HARDWARE	MAINTENANCE SUPPLIES	\$ 50.28	wwtpcc
375824	9/8/2025	G23682	SEBO'S DO-IT CENTER	SUPPLIES FOR WATER MAINTENANCE	\$ 16.29	wdistcc
375828	9/8/2025	G23691	SEBO'S DO-IT CENTER	SUPPLIES FOR FACILITIES	\$ 18.10	pwfacc
375836	9/8/2025	G23725	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 139.34	wwtpcc
375883	9/8/2025	INV00820524	USA BLUE BOOK	LAB INVENTORY SUPPLY	\$ 277.29	wtppcc
375829	9/8/2025	T64999	SEBO'S DO-IT CENTER	SUPPLIES FOR STREET DEPT	\$ 21.30	shopcc
375878	9/9/2025	0343903-IN	NELSON-REISNER DISTRIBUTOR INC	INCINERATOR FUEL	\$ 4,957.90	dwwtp
375810	9/9/2025	11047-08-25	BERK CONSULTING, INC.	FIRE IMPACT FEE STUDY - AUGUST 2025	\$ 3,085.00	medic
375837	9/9/2025	11123-08-25	BERK CONSULTING, INC.	PARKS & RECREATION IMPACT FEE UPDATE - AUGUST 2025	\$ 4,685.00	parks1
375994	9/9/2025	200000667101	PUGET SOUND ENERGY INC	LIBRARY 1220 10TH 8/8-9/8/2025	\$ 5,352.45	publib
376229	9/9/2025	20086264	MCKINSTRY	CITY FACILITIES CONDITION ASSESSMENT - 3/10/2025-9/7/2025	\$ 62,340.00	pw1
375877	9/9/2025	220022355618	PUGET SOUND ENERGY INC	5618 TSUNAMI SIREN 8/2-9/8/25	\$ 10.89	dwwtp
376203	9/9/2025	220035067093	PUGET SOUND ENERGY INC	EXTERIOR LIGHTS - ALL UNITS - MOLLY 8/8-9/8/25	\$ 40.71	medic
375808	9/9/2025	2929074	FOSTER GARVEY PC	FIRE STATION CELL TOWER LEASE ISSUES	\$ 804.00	legal
376202	9/9/2025	300000290019	PUGET SOUND ENERGY INC	ALL STATIONS 8/6-9/5/25	\$ 1,438.23	medic

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375840	9/9/2025	300000300008	PUGET SOUND ENERGY INC	0008-WWPT 8/7-9/5/25	\$ 23,561.22	dwwtp
375925	9/9/2025	300000305007	PUGET SOUND ENERGY INC	SKYLINE STREET LIGHTS: 8/2-9/2/25	\$ 241.33	dshop
376230	9/9/2025	35828	TRANSPO GROUP USA, INC.	TRANSPORTATION ELEMENT OF THE 2025 COMPREHENSIVE PLAN - THROUGH 8/29/25	\$ 4,555.00	pw1
376002	9/9/2025	35943	AEON MFG CO INC	REPLACEMENT VASES FOR CEMETERY USE	\$ 596.13	parks1
375919	9/9/2025	385608	BAY CITY SUPPLY	SUPPLIES FOR FACILITIES	\$ 498.26	pwfac
376066	9/9/2025	583317	PROFORCE LAW ENFORCEMENT	FN509 HOLSTERS	\$ 1,750.32	apd
375923	9/9/2025	XA116019656:01	RWC INTERNATIONAL	PARTS FOR VEHICLE #517	\$ 2,082.85	dshop
375888	9/9/2025	0555089317	HONEY BUCKET	MT ERIE PORTABLE RESTROOM SERVICE	\$ 190.50	parksccl
375891	9/9/2025	111-8495522-4979456A	AMAZON.COM SERVICES, INC	WALL OUTLETS, CUSTOMER INSTALLS	\$ 20.66	fibercc
375892	9/9/2025	111-8495522-4979456B	AMAZON.COM SERVICES, INC	FIBER BACKBONE & CUSTOMER INSTALL MATERIALS	\$ 600.74	fibercc
375912	9/9/2025	113-5448245-0118603	AMAZON.COM SERVICES, INC	GEAR KEEPER FOR TIC	\$ 65.27	afdcc
375881	9/9/2025	24036400	NORTHERN TOOL & EQUIPMENT CO	SUPPLIES FOR WATER MAINTENANCE	\$ 4,024.52	wdistcc
375914	9/9/2025	244857	GREEN RIVER COMMUNITY COLLEGE	GREEN RIVER COLLEGE: BASIC ELECTRICAL 3 SESSIONS	\$ 440.00	wtpcc
375904	9/9/2025	3986-405619	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #041	\$ 193.21	shopcc
375903	9/9/2025	3986-405628	O'REILLY AUTO PARTS	PART FOR VEHICLE #041	\$ 169.73	shopcc
375905	9/9/2025	3986-405632	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #041	\$ 596.94	shopcc
375901	9/9/2025	3986-405634	O'REILLY AUTO PARTS	PART FOR VEHICLE #203	\$ 130.08	shopcc
375899	9/9/2025	3986-405674	O'REILLY AUTO PARTS	PART FOR VEHICLE #203	\$ 26.00	shopcc
375902	9/9/2025	3986-405694	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #041	\$ 168.05	shopcc
375898	9/9/2025	3986-405697	O'REILLY AUTO PARTS	PART FOR VEHICLE #203	\$ 4.99	shopcc
375900	9/9/2025	3986-405763	O'REILLY AUTO PARTS	PARTS FOR VEHICLE #3011	\$ 92.47	shopcc
375884	9/9/2025	41600571236	LES SCHWAB TIRE CENTERS	PART FOR VEHICLE #033	\$ 54.39	shopcc
375825	9/9/2025	E0600X9MBD	MICROSOFT CORPORATION	AZURE: DISASTER AND RECOVERY 8/2-9/1/25	\$ 1,126.35	infosyscc
375897	9/9/2025	NWPWI-09092025-1913	AMERICAN PUBLIC WORKS	TRAINING	\$ 550.00	shopcc
375882	9/9/2025	pi_3S5YN4IX6i35ds660	NORTHWEST BIOSOLIDS	TRAINING - 2025 BIOFEST	\$ 775.00	wwtpcc
375907	9/9/2025	T65114	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 16.40	parksccl

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375908	9/9/2025	T65141	SEBO'S DO-IT CENTER	PARKS MAINTENANCE SUPPLIES	\$ 15.12	parksc1
375885	9/9/2025	T65243	SEBO'S DO-IT CENTER	PARTS FOR VEHICLE #3011	\$ 17.63	shopcc
375910	9/9/2025	xxxxx6	THE SHERWIN WILLIAMS CO	Inf:GLASS,PAINT,AND WALLPA-SHERWIN-WILLIAMS704396	\$ 1,199.00	wwtpcc
375911	9/9/2025	xxxxx7	SEBO'S DO-IT CENTER	MAINTENANCE SUPPLIES	\$ 8.51	wwtpcc
375995	9/10/2025	0094695	FERGUSON ENTERPRISES, INC	SUPPLIES FOR WATER MAINTENANCE	\$ 7,482.97	wdistcc
375932	9/10/2025	1100000348	EUROFINS ENVIRONMENT TESTING	WATER ANALYSIS - BACT FINISHED 2025-08-04	\$ 26.00	dwtpt
375930	9/10/2025	1500000817	EUROFINS ENVIRONMENT TESTING	WATER ANALYSIS - BACT RAW 2025-08-04	\$ 70.00	dwtpt
375929	9/10/2025	1500000864	EUROFINS ENVIRONMENT TESTING	WATER ANALYSIS - BACT FINISHED 2025-08-25	\$ 22.00	dwtpt
375921	9/10/2025	1823877	WALTON BEVERAGE COMPANY, INC	OPS: BREAKROOM SUPPLIES	\$ 274.00	dshop
375839	9/10/2025	220013297076	PUGET SOUND ENERGY INC	6821 STATE ROUTE 20 8/8-9/8/25	\$ 15.27	finance
375938	9/10/2025	2407-17	MAKERS ARCHITECTURE	ANACORTES CLIMATE ELEMENT - THROUGH 8/31/2025	\$ 5,412.50	plan
375928	9/10/2025	90294803	CHEMTRADE CHEMICALS US LLC	ALUMINUM SULFATE LIQ STD	\$ 7,607.58	dwtpt
375838	9/10/2025	L170391	STATE AUDITOR'S OFFICE	ACCOUNTABILITY AUDIT 24-24	\$ 21,996.75	finance
375886	9/10/2025	114-3800999-4492205	AMAZON.COM SERVICES, INC	PART FOR VEHICLE #3011	\$ 97.82	shopcc
375906	9/10/2025	405282-1757437309	MROSUPPLY.COM	VECP3587T 2 HP MOTOR	\$ 1,188.18	wtpcc
375893	9/10/2025	xxxxx25	FOSTER GARVEY PC	Inf:LEGAL SERVICES AND ATTORNEYS-FOSTER GARVEY PC	\$ 125.00	hrcc
375894	9/10/2025	xxxxx26	FOSTER GARVEY PC	Inf:LEGAL SERVICES AND ATTORNEYS-FOSTER GARVEY PC	\$ 50.00	hrcc
375895	9/10/2025	xxxxx27	FOSTER GARVEY PC	Inf:LEGAL SERVICES AND ATTORNEYS-FOSTER GARVEY PC	\$ 50.00	hrcc
375896	9/10/2025	xxxxx28	FOSTER GARVEY PC	Inf:LEGAL SERVICES AND ATTORNEYS-FOSTER GARVEY PC	\$ 50.00	hrcc
376054	9/11/2025	0344080-IN	NELSON-REISNER DISTRIBUTOR INC	SUPPLIES FOR SHOP STOCK	\$ 3,079.05	dshop

Invoice Doc #	Invoice Date	Invoice #	Vendor Full Name	Description	Total Amount	Approval Queue
376071	9/11/2025	038 200 0000 2	CASCADE NATURAL GAS CORP.	APD 8/9-9/10/25	\$ 79.31	apd
376223	9/11/2025	09112025KC	ANACORTES SCHOOL DISTRICT #103	FIBER ADVERTISING, ASD ATHLETICS	\$ 1,000.00	fiber
375918	9/11/2025	119	SKAGIT COUNTY OFFICE OF	SKAGIT COUNTY ASSIGNED COUNSEL INDIGENCY SCREENING	\$ 1,176.00	admsrv
375939	9/11/2025	1500000904	EUROFINS ENVIRONMENT TESTING	WATER ANALYSIS - TCR 00932 2025-08-26	\$ 44.00	dwtp
375993	9/11/2025	154 700 0000 9	CASCADE NATURAL GAS CORP.	LIBRARY 8/9-9/10/2025	\$ 199.44	publib
376209	9/11/2025	169 400 0000 9	CASCADE NATURAL GAS CORP.	STA 2: 8/9 - 9/10	\$ 35.21	medic
376060	9/11/2025	200024889996	PUGET SOUND ENERGY INC	WTP INTAKE ELECTRICITY 7/10-8/11/25	\$ 465.54	dwtp
376000	9/11/2025	260 037 3822 1	CASCADE NATURAL GAS CORP.	611 R AVENUE 8/9/25-9/10/25	\$ 26.14	parks1
376001	9/11/2025	304 713 4234 2	CASCADE NATURAL GAS CORP.	607 R AVE SERVICE DATES 8/9-9/10/25	\$ 24.50	parks1
375998	9/11/2025	440 400 0000 0	CASCADE NATURAL GAS CORP.	FIDALGO CENTER 8/9/25-9/10/25	\$ 74.68	parks1
376207	9/11/2025	674 400 0000 7	CASCADE NATURAL GAS CORP.	STA 1: 8/9 - 9/10	\$ 88.43	medic
376056	9/11/2025	710 300 0000 5	CASCADE NATURAL GAS CORP.	OPS: 8/9-9/10/25	\$ 99.08	dshop
375991	9/11/2025	795 700 0000 4	CASCADE NATURAL GAS CORP.	CITY HALL 8/9-9/10/25	\$ 23.03	finance
375999	9/11/2025	917 600 0000 9	CASCADE NATURAL GAS CORP.	1915 13TH ST. 8/9/25-9/10/25	\$ 32.16	parks1
375989	9/11/2025	98980000008	CASCADE NATURAL GAS CORP.	989 800 0000 8 WWTP 8/9-9/10/25	\$ 169.03	dwwtp
376211	9/11/2025	ESO-177986	ESO SOLUTIONS, INC	ESO FIRE INCIDENTS, PERSONNEL, INSPECTIONS SOFTWARE - 10/11/25-10/10/26	\$ 7,060.76	medic
376079	9/12/2025	0209753	GEOENGINEERS, INC.	DEPOT PLAZA EXPANSION PROJECT - CRITICAL AREAS REPORT - 7/26/25 - 8/22/25	\$ 833.00	parks1
376208	9/12/2025	0344043-IN	NELSON-REISNER DISTRIBUTOR INC	SUPPLIES FOR SHOP	\$ 247.01	dshop
375986	9/12/2025	102	MCLAUGHLIN, KAI	D&D GAME SESSION GRANT	\$ 300.00	publib
375987	9/12/2025	103	MCLAUGHLIN, TAEVEN	D&D GAME MODERATOR GRANT	\$ 300.00	publib
376212	9/12/2025	169 400 0000 9	CASCADE NATURAL GAS CORP.	STA 3: 8/9 - 9/11	\$ 45.55	medic
376050	9/12/2025	2500643	T-SHIRTS BY DESIGN	ADDITIONAL COUNTY SOCCER JERSEY SCREEN	\$ 52.22	pkrec
375940	9/12/2025	300000290027	PUGET SOUND ENERGY INC	WTP RESERVOIR & PUMP STATION 8/6-9/5/25	\$ 8,619.75	dwtp

Invoice Doc #	Invoice Date	Invoice #	Vendor Full Name	Description	Total Amount	Approval Queue
376064	9/12/2025	538 000 0000 1	CASCADE NATURAL GAS CORP.	411 HILLCREST DR. 8/9-9/10/25	\$ 19.23	parks1
376065	9/12/2025	638 000 0000 0	CASCADE NATURAL GAS CORP.	411 HILLCREST DR. #B, 8/9-9/10/25	\$ 20.00	parks1
376068	9/12/2025	66217	DATEC, INC	SECTOR PRINTERS	\$ 1,939.36	apd
376053	9/12/2025	77333	UNDERWOOD & ASSOCIATES, LLC	FIRE STATION 1 REMODEL - DESIGN	\$ 6,412.00	medic
376219	9/12/2025	978778	JCI JONES CHEMICALS INC	SODIUM HYPOCHLORITE	\$ 7,744.92	dwtp
375935	9/12/2025	IN3062763	COPIERS NORTHWEST, INC	JAMEX MULTI-COPY BILL & COIN VEND SYSTEM LIBRARY COPIER	\$ 3,536.00	infosys
375937	9/12/2025	INV3063607	COPIERS NORTHWEST, INC	CANON/IRC5870I/3RD FLOOR 8/11-9/10/25	\$ 260.31	finance
375985	9/12/2025	RefundBall	BALL, TRISH	WA PARK CAMPING REFUND	\$ 94.00	parks1
375983	9/12/2025	RefundLutz	LUTZ, KELSEY	WA PARK CAMPING REFUND	\$ 10.00	parks1
376070	9/13/2025	00005W5A83375	UNITED PARCEL SERVICE, INC	UPS SHIPPING; WEEK ENDING 9-13-25	\$ 13.61	apd
376055	9/15/2025	0343890-IN	NELSON-REISNER DISTRIBUTOR INC	SUPPLIES FOR SHOP STOCK	\$ 953.92	dshop
376067	9/15/2025	10580-1	ANACORTES TOWING, LLC	TOWING; 25-A05991	\$ 202.37	apd
376075	9/15/2025	1233	BE ENTERPRISES LLC	PUBLIC RESTROOM MONTHLY MAINTENANCE.2025 LTAC FUNDS	\$ 3,575.10	plan
376062	9/15/2025	1500000987	EUROFINS ENVIRONMENT TESTING	WATER ANALYSIS - TCR NORTH 2025-09-02	\$ 154.00	dwtp
376063	9/15/2025	1500000996	EUROFINS ENVIRONMENT TESTING	WATER ANALYSIS - BACT FINISHED 2025-09-02	\$ 22.00	dwtp
376076	9/15/2025	2025.LTAC.016	PORT OF ANACORTES	PORT OF ANACORTES SUMMER CONCERT SERIES.PORT OF ANACORTES	\$ 8,000.00	plan
376073	9/15/2025	LTAC.2025.002	FRIENDS OF THE FOREST	LODGING TAX GRANT 2025 FRIENDS OF THE ACFL	\$ 5,000.00	plan
376225	9/16/2025	1080	DOWNTOWN ANACORTES ALLIANCE	DOWNTOWN BEAUTIFICATION AND MAIN STREET SUPPORT - Q2	\$ 26,666.66	plan
376234	9/16/2025	24-200-WTR-0011	DISCOUNT FENCE	RETAINAGE RELEASE	\$ 2,567.00	pw1
376236	9/16/2025	25-122-SEW-0011	OVERHEAD DOOR CO	RETAINAGE RELEASE	\$ 920.00	pw1
376238	9/16/2025	25-150-FBR-0011	BATTERY POWER SOLUTIONS, LLC	RETAINAGE RELEASE	\$ 210.33	pw1
376240	9/16/2025	25-178-FAC-0011	GATEWAY CONTROLS, INC	RETAINAGE RELEASE	\$ 83.70	pw1
376200	9/16/2025	INV3064739	COPIERS NORTHWEST, INC	CANON COPIERS CITY WIDE 8/15-9/14/25	\$ 190.66	finance

Invoice Doc #	Invoice Date	Invoice #	Vendor Full Name	Description	Total Amount	Approval Queue
376270	9/17/2025	ROW-2025-0007	COMCAST	ANA-JB2065378-C-ROW PERMIT CANCELLATION AND REFUND	\$ 24.21	finance
376241	9/17/2025	INV3065650	COPIERS NORTHWEST, INC	COURT & ASC COPIES 8/16-9/15/25	\$ 893.51	finance
	Total				\$ 1,431,959.88	



City Council Agenda Bill

Meeting Date: September **Agenda Item:** 6.a.
22, 2025

Agenda Item Title: Development Services Improvement Study Presentation — Matrix Consulting Group

Staff Contact(s): John Coleman, Andrew Rheaume

<u>Approved for Submittal to Council by</u>	<u>Action Type</u>
Greg Francioch	Presentation
John Coleman	

Item Summary: In response to the public's concerns about the process of obtaining permits, the city hired Matrix Consulting Group to study the city's development services process and identify recommendations to improve the process. Allyson Brekke of Matrix will be presenting the results of the study, including their public outreach efforts and several recommended actions. Following that presentation, John Coleman, PCED Director, and Andy Rheaume, Public Works Director, will discuss the plan for implementing the recommendations.

Budget Impact:

Tonight's presentation has no budget impacts. The study cost \$77,300, which was included in the 2025 budget. A State Department of Commerce grant paid for part of the study. Implementation of the recommended actions will have budget impacts; those impacts are not yet defined.

Previous Action: Council approved the mayor to execute Agreement [#24-220-ENG-001](#) to enter into a contract with Matrix to perform a development review process evaluation.

Recommended Motion: N/A

Alternative Actions:

Attachments (listed in order presented):

1. Matrix - Dev Review Final Report 9.16.25
2. Matrix - Dev Review Presentation 9.22.25
3. Sept 2025 Priority Implementation Items

4. Letter to Council_Tom Carpenter_Solar Permitting 09.23.2025



DEVELOPMENT REVIEW PROCESS IMPROVEMENT STUDY

Final Report
SEPTEMBER 16, 2025

ANACORTES, WA

MATRIX
CONSULTING GROUP

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 - APPENDIX A: Current State Profile & Best Management Practices Assessment (Pg 79)
 - APPENDIX B: Process Diagrams (Pg 106)
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1. INTRODUCTION AND EXECUTIVE SUMMARY

The City of Anacortes (the City) retained Matrix Consulting Group (Matrix) to assess the Development Services activities of the City of Anacortes. The goal of the project is to enhance the efficiency of development services and to deliver services that are customer-friendly, predictable, and transparent.

Development Services within the City primarily involves two departments: Planning, Community, and Economic Development (PCED) and Public Works (PW) - specifically Engineering, Water, Stormwater, and Solid Waste divisions. In addition, the Fire Department and the Anacortes Historic Preservation Review Board are also involved in some development review and permitting activities.

1.1 STUDY SCOPE AND METHODOLOGIES

The Matrix Consulting Group's project team utilized a wide variety of data collection and analytical techniques, including the following:

- **Current State Assessment.** The project team developed a current state assessment that captured current staffing levels, roles and responsibilities, workload, and performance metrics for each operational area. This document was utilized as a base point of comparison for future analysis to demonstrate how the changes recommended differ from existing practice.
- **Existing Process Diagrams.** Visual flowchart diagrams were created documenting each step in existing building and planning permitting processes. This allowed the project team to identify opportunities for alteration and change that would increase the overall efficiency and timeliness of the review processes.
- **Best Management Practices.** A best management practices analysis was conducted, which compared current practices in the City to industry best practices. The project team focused on best management practices for management and administration, review processes, technology utilization, and customer service. This assessment was used to identify current strengths and opportunities for improvement.
- **Focus Groups and Stakeholder Survey.** Past customers of the Anacortes permitting processes were sent an online survey to collect feedback on their experiences with the permitting process. In addition, a smaller group of stakeholders was also invited to in-person meetings with the project team to provide more in-depth feedback.
- **Analysis and Recommendations.** Based on the project team's activities and initial findings, the team analyzed issues, explored alternative service delivery options, and developed recommendations for more effective organization and operation. These recommendations address management and administration, technology, process, customer outreach, and staffing to identify reforms to assist the City in reaching its goals.

1.2 KEY STRENGTHS AND CHALLENGES OF THE ORGANIZATION

While the focus of this assessment was to identify final recommendations for improvement, it is also important to point out areas that are currently operating well and to ensure that these strengths are maintained and reinforced. Some of the key strengths of the City's development process and development services include:

- The City has introduced a digital permitting system, SmartGov, and receives development review applications and permits through the software's portal, including electronic plan sets, which can be marked up electronically.
- Planning, Building, and Engineering staff are co-located in the same suite and share a single public counter, allowing them to communicate smoothly with each other as well as with the public.
- Staff are motivated and supportive of improvement efforts including changes to technology, process, and roles and responsibilities if they can provide a more positive customer experience to all applicants.

The study also identified several key challenges facing the City and its development services:

- The implementation of SmartGov has caused obstacles for staff and applicants especially with regard to application completeness and status. The primary challenges are that SmartGov is not supported by the City's Information Technology staff and that Planning, Building and Engineering staff are trying to maintain and operate the system.
- There is internal confusion regarding the City's processes, including the "order of operations" in which reviews and re-reviews should occur.
- Staff have not received adequate training and direction on the City's expectations both regarding what they should be reviewing for and the amount of time they should spend on reviews.
- Few processes are documented through Standard Operating Procedures (SOPs), training manuals, or other materials, leading to reliance on institutional memory to understand the City's operations and processes.
- Many materials related to City requirements on the City's website are either overly complex or outdated.

The above items do not align with best practices and indicate challenges that impact the efficiency and effectiveness of the processes and operations. The subsequent chapters of this report will expand on these and other issues to improve the effectiveness and efficiency of the City's development review processes.

1.3 SUMMARY OF RECOMMENDATIONS

Based on the project team's assessment and analysis, there are several recommendations for each topic covered in this assessment. These are summarized in the table below and discussed in detail later in the report.

RECOMMENDATION	PRIORITY	IMPLEMENTATION
MANAGEMENT AND ADMINISTRATION		
1. Establish a mission statement and goals for the City's development review functions.	High	Q4 2025
2. Create new standard operating procedures for the development review permits and applications and continuously update them once every two years or as technology changes	High	FY 2026
3. Implement an onboarding training program for all new development review staff with a clear explanation of the expectations of their job role and responsibilities in the development review process.	High	Q4 2026
4. Clarify department directors' and managers' responsibility and accountability for ensuring that development review operations operate effectively under their purview.	High	Q4 2025
5. Determine a staff lead for development review services and establish a leadership group to report to the City's elected officials on development review performance targets.	High	Q4 2025
6. Establish and communicate realistic targets for each stage of the development review process by division and application type.	High	FY 2026
7. Develop clear management reports that track performance against performance targets.	High	FY 2026
8. Once the City has an established track record related to processes and timelines, publish the	Medium	Q4 2026

RECOMMENDATION	PRIORITY	IMPLEMENTATION
timeline information online and create reports for the public.		
9. Enter into a consultant contract(s) to serve as a third-party reviewer on larger development proposals, or when there is a reduced staff capacity.	High	FY 2026
10. Enlist frequent customers of the department to conduct a periodic SmartGov “system walkthrough” to identify areas in which the system could be more intuitive for applicants.	Medium	Yearly
11. Clarify instructions in the SmartGov system including the “Welcome to your project page” to more accurately reflect the review process.	High	Q1/Q2 2026
12. Follow the planning permit “permit type” format for building, fire, and engineering permits, including an explanation of the permit type and a submittal checklist for that permit type.	High	Q1/Q2 2026
13. Reduce the number of building permit application types in the SmartGov system, especially if the required information and attachments are the same. Also separate building permits from other permit types under that category (e.g., fire, mechanical).	Medium	FY 2026
14. Revise the portion of the intake form that asks for “details” related to the project to ensure that the requests are clear and accurate, as detailed in screen shots and notes.	High	Q1/Q2 2026
15. Add land information such as zoning, shoreline proximity, and flood zone to building permit applications, and provide a popup or a link to additional	High	Q1/Q2 2026

RECOMMENDATION	PRIORITY	IMPLEMENTATION
information about the potential implications of these findings.		
16. Research the possibility of importing this land use information from the City's GIS so that the applicant does not need to look up and copy this information into the form. If that is not feasible, provide information regarding how to look up this information.	High	Q1/Q2 2026
17. With project attachments, better tailor the attachments to the permit type so that attachments that would not be required for that permit type are not included in the list. For all attachments listed, provide a link with clear details regarding what the standards are for each document.	Medium	FY 2026
18. Train all staff on how and where to enter comments during review to appear consistently within the SmartGov system. All staff review comments should be entered in a consistent format across review disciplines.	High	Q1/Q2 2026
19. Train staff on how to record conditions of approval or notes in the SmartGov system and how to distinguish these from correction comments.	Medium	Q3/Q4 2026
20. If comments are made visible to applicants prior to all reviews being complete, include a caveat that these are preliminary and that the official comments will be provided once all reviewers have completed their work.	Medium	Q4 2026
21. SmartGov permitting software should be re-configured so that the discrepancy report provides all comments from all reviewers.	High	Q4 2025

RECOMMENDATION	PRIORITY	IMPLEMENTATION
22. For building permits, implement a forced sequencing of review so that planning review is completed before engineering, stormwater, and building.	High	FY 2026
23. Ensure SmartGov is configured to provide approval conditions at permit issuance, if possible as an attachment or second page to the permit document. This should include conditions associated with any related planning or engineering approval.	High	Q4 2025
24. Work with SmartGov customer service or City Information Technology staff to develop a methodology for generating more comprehensive reports from the SmartGov system and a set of “template” reports that range from the high-level (for reporting to the City Council and the public) to the specific (for reporting to the state), to more analytical (for use by staff and managers to understand how smoothly the process is functioning).	High	FY 2026
REVIEW PROCESSES		
25. Until the SmartGov customer portal is modified to prevent the issue of permit applications being created, but not yet accepted for review, the intake staff should check daily for drafted or unsubmitted applications.	High	Ongoing
26. Create more comprehensive checklists for all applications and permits to specify the required information for each type.	High	In Process
27. Integrate the application and permit completeness checklists into SmartGov’s customer portal for online submittal and ensure	High	Q1/Q2 2026

RECOMMENDATION	PRIORITY	IMPLEMENTATION
they are easy to find on the website as portable document format for general reference.		
28. Institute a new completeness review process for building permits to include an update to the applicant indicating the permit is acceptable for continued review, or that there are missing elements that must be addressed prior to review.	High	Q1/Q2 2026
29. For applications found not to be complete, the City should send the applicant a comprehensive list of items that need to be corrected, by email.	High	Q4 2025
30. For applications considered complete and ready to review, send applicant an email or other communication identifying key next steps and highlighting potential issues that may come up (e.g., stormwater, etc.).	High	Q4 2025
31. Clear timelines should be established for review and re-review for each discipline.	High	FY 2026
32. Criteria should be developed that indicate under what circumstances various reviewers (planning, engineering, fire, stormwater, historic, outside reviewers, etc.) need to be included in application and permit routing.	High	Q4 2025
33. Building permit applications that require planning review should be reviewed by planning first, where possible.	High	Ongoing
34. Simple building permits should be prioritized for review by all review disciplines, but especially planning.	High	Ongoing
35. The City should establish a policy across all review disciplines indicating that all	High	Q4 2025

RECOMMENDATION	PRIORITY	IMPLEMENTATION
plans should be reviewed comprehensively during the first review cycle. For re-reviews, reviewers should only be checking to ensure the required changes have been made except in specific circumstances.		
36. Develop clear consistent policies related to how plan review comments and conditions for approval are recorded on an application or permit. Best practices to include a written list of items referencing plan and drawing markups where relevant. Best practice is that comments should be organized by discipline.	High	Q1/Q2 2026
37. The specific codes and standards against which Engineering is reviewing plans should be established and incorporated into SOPS.	High	FY 2026
38. The timing at which Stormwater and Engineering preliminary and final project reviews occur should be clarified for all staff involved in development review. This includes the level of design detail required for preliminary sign off during the planning and zoning entitlement process and final reviews and approvals required prior to building permit application.	Medium	Q4 2026
39. Add clear explanations to the applicant regarding how to respond to comments, including a requirement that each comment be responded to by number.	High	Q1/Q2 2026
40. Reinstate the written summary of pre-application meetings and set a goal to produce the summary within one week of the meeting date.	High	Q1/Q2 2026

RECOMMENDATION	PRIORITY	IMPLEMENTATION
41. Ensure that best practices are followed for planning application intake and completeness review.	High	Ongoing
42. Require applicants to assist with the public notice of planning applications. Specifically, applicants shall provide all adjoining property owner information at the time of application submittal and post a City-provided notice on site.	High	Q4 2025
43. Establish a clear review process where a senior staff member or manager is responsible for the final review and sign-off on all planning application staff reports before they are submitted for a public hearing.	High	Q4 2025
CUSTOMER INTERACTION AND EDUCATION		
44. Create a high-functioning central development webpage for people seeking information on navigating the City's development review process.	Medium	FY 2026
45. Produce a development guide/handbook that assists developers with understanding the broader development review process.	Medium	FY 2026
46. Create code compliance education materials for preventative measures (common City nuisances and violations).	Medium	FY 2026
47. Consider reducing in-person counter hours and limiting counter transactions to 20 minutes to allow staff more administrative time to process and manage SmartGov and for more focused work time.	High	Q1/Q2 2026
48. Provide an online meeting scheduler for both virtual and	High	Q1/Q2 2026

RECOMMENDATION	PRIORITY	IMPLEMENTATION
in-person consultations with staff.		
49. Develop and provide clear and comprehensive checklists for each application and permit type, identifying the minimum items required to be submitted for review.	High	In Process
50. Ensure the application and permit checklists on the website are fillable in design and align with the SmartGov application and permit type options, with the goal of integrating the checklists into SmartGov.	High	Ongoing
REGULATORY STANDARDS		
51. Raise the SEPA exempt levels, permitted by WAC 197-11-800, for types of construction that are prioritized by the City.	Medium	Q4 2026
52. Finalize Ordinance No. 4092 to ensure compliance with RCW 36.70b.080 review timelines.	High	Q4 2025
53. Transfer quasi-judicial development review applications to the Hearing Examiner (Types 3 and 4) approval authority.	High	Q1/Q2 2026
54. Expand administrative approvals by transferring some Type 3 applications to Type 2.	High	Q1/Q2 2026
55. Ensure the Planning Commission is serving in an advisory role for City Council on legislative items.	High	Q1/Q2 2026
56. Only require neighborhood meetings for Type 4 applications types and have them occur during the formal application review process.	Medium	Q4 2026

RECOMMENDATION	PRIORITY	IMPLEMENTATION
57. Consider an administrative design review application for the City's project design criteria in Division 6 of the Anacortes Municipal Code.	Medium	Q2 2026
58. Adopt a sidewalk fee-in-lieu program to provide alternatives to sidewalk frontage improvement requirements if not logical for the site.	Medium	Q4 2026
STAFFING AND ORGANIZATION		
59. Reallocate staff in Planning and Engineering from other tasks to permit and application review to ensure adequate time available to complete reviews on time.	High	Ongoing
60. Seek to supplement administrative staff with 0.5 FTE to assist with permit intake and issuance and 0.5 FTE to support the permitting leadership team.	High	FY 2026
61. Conduct an RFI for on-call private third-party planning and engineering review when required, as well as to support the Engineering Division staff in conducting technical plan review according to the City's standards.	Medium	FY 2026
62. Include the expectation that all staff involved in plan reviews or inspections use the SmartGov permitting system to track their work and receive the training needed to use it consistently and effectively.	High	Q4 2025

2. MANAGEMENT AND ADMINISTRATION

The following chapter reviews the management and administrative practices related to permitting and development review for the City of Anacortes. These practices include the topics of staffing and training,

leadership and accountability, and performance metrics and reporting. Some items mentioned will cross over into other topics discussed elsewhere in this report.

2.1 ANALYSIS OF KEY ISSUES

The findings discussed in this section are based on the review and analysis of staff interviews, the customer survey and focus group meetings summary, the best practices assessment, and a general examination of City data.

DEVELOPMENT REVIEW MISSION & GOALS

A key element of effective and efficient development review is having a shared sense of purpose across all review disciplines, whether in one or multiple departments or divisions. The City of Anacortes needs a shared purpose for its development review functions to avoid a siloed and disjointed development review operation.

Within the development review profession, processes involve several complex technical areas aimed at ensuring appropriate development, protecting the environment, maintaining strong infrastructure, and ensuring public safety. The process also has multiple “customers”—current and future residents of the City, elected and appointed officials, developers, builders, and others.

The City should develop a uniting mission for the functions of development review. A formal name could be created for the group of staff responsible for development review functions in the City (for example, “Development Review Group”). The outcome should be a statement that incorporates the following:

- An overarching sense of purpose for the development review functions and all permitting and inspection activities that staff are responsible for.
- A recognition of the value of their specific technical area (e.g., appropriate land use, environmental protection, fire safety, structural integrity)
- Ensure that the overall development review process works well from the applicant’s perspective—deliver a predictable, consistent, and efficient process.
- Seek to represent the City as a whole in the permitting and inspections realm, not separate disciplines. Applicants know that different experts are reviewing different elements of their application, but in the end, most assume that each reviewer is speaking as a representative for the City overall.

MISSION STATEMENT ELEMENTS



Value of their Work

Good Service

One City

Environmental protection	Facilitate and problem solve	Allow applicants to interact smoothly with the process without having to understand your organizational chart
Buildings are safe not just for today but for future occupants	Anticipate issues and address them	
High quality City infrastructure	Educate applicants	Speak with one voice when responding to questions
Ensure first responders will be able to do their job	Create understandable, predictable processes	Ensure reviewers and inspectors don't contradict each other
Livable and attractive communities	Apply approaches consistently	Understand how other divisions operate and where you fit in
Minimizing negative impacts of new development		
Economic vibrancy		

It is also important that this message – the need for both quality work and good customer service, and the fact that these need not be mutually exclusive – be echoed at the highest levels of the City.

Below are some sample mission statements from other communities:

SAMPLE DEVELOPMENT SERVICES MISSION STATEMENTS

<i>"The mission of the Development Services Department (DSD) is to Facilitate appropriate and timely development; Deliver a process that is predictable, efficient and understandable to the people who use it; Act as a single organization in the delivery of development services; and to protect the quality of public and private infrastructure, the safety and integrity of the built and natural environment, and the livability of the City."</i> Source: Bellevue, Washington <i>"To develop and implement creative community-based strategies to enhance economic opportunity, build strong neighborhoods, and ensure a dynamic framework for quality growth and development."</i> Source: Fort Wayne, Indiana <i>"Foster the development of communities and neighborhoods that have a distinct character and identity and that offer the best possible conditions in which to live, work, shop, and play [and]...provide the best possible service to our constituents by being accessible and accountable, by maintaining and demonstrating a high level of expertise, and by being a valued source of information and guidance that is clear and concrete, timely and relevant, and reliable."</i> Source: Monmouth County, New Jersey
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In order for this mission statement to be meaningful, staff need to know that they will get the support, resources, and tools they need to achieve that mission, including the latitude to take risks and make mistakes. This will help create a structure that is aligned with the goals of the organization and of the City as a whole.

A mission statement for development review services articulates the City's general purpose. However, without clear goals, this mission remains aspirational. Goals are essential because they break the mission into specific, measurable actions that guide staff in day-to-day decision-making and long-term planning. For example, goals related to review timelines, customer satisfaction, or process standardization help ensure that the department's work is aligned with its mission. They also provide a

way to evaluate performance, identify gaps, and make continuous improvements. In short, goals turn the mission statement's broad purpose into an operational focus—helping staff deliver consistent, transparent, and accountable service to the community.

STANDARD OPERATING PROCEDURES

The Planning, Community, and Economic Development Department, along with the Engineering Division, currently lack internal Standard Operating Procedures (SOPs) for key development review processes. SOPs are widely recognized as a best practice in development services, as they help promote consistency, transparency, and defensibility across departments. During interviews, staff noted that procedures for critical tasks are often missing, requiring them to develop processes on the spot. This ad hoc approach contributes to staff frustration and leads to inconsistencies in how reviews are conducted.

SOPs are designed to provide clear, detailed, and standardized instructions for completing specific organizational tasks or processes. Their primary goal is to enhance efficiency, consistency, and accountability by eliminating ambiguity and ensuring all team members follow the same practices. By clearly defining workflows, roles, and responsibilities, SOPs help organizations maintain compliance with regulations, improve performance, enhance consistency, and reduce errors. They also serve as critical training tools for onboarding new employees, providing a reference for established processes, and ensuring continuity during staff transitions or turnover.

An effective Standard Operating Procedure (SOP) should include the following key components:

1. **Title and Purpose**

Clearly state the SOP's objective and its relevance to the organization. Include a reference to the specific process it covers (e.g., "Bonding for Physical Improvements").

2. **Scope**

Define who the SOP applies to within the organization—whether by department, role, or project type.

3. **Roles and Responsibilities**

Specify the duties and expectations for each team, individual, or stakeholder involved in the procedure.

4. **Step-by-Step Instructions**

Provide clear, sequential instructions for completing the process. Use flowcharts, checklists, or diagrams where helpful. This section should be monitored regularly for needed updates or clarifications.

5. **Compliance Requirements**

Identify any applicable legal, regulatory, or policy standards the procedure must adhere to.

6. **Review and Revision Protocols**

Establish how and when the SOP will be reviewed and updated to ensure it remains accurate, relevant, and effective.

PCED and Engineering must take a comprehensive inventory of their current policies and procedures and develop a strategic approach to documenting those existing, identifying needed updates, and establishing new ones. New and improved SOPs should be in place for primary development review processes within the next fiscal year. In the future, procedures should be updated every two years, or more frequently if local and state policy changes occur. Ideally, one-third of the policies are reviewed and updated annually. This approach helps reduce the workload burden of updating the policies simultaneously. All staff should participate in the update of procedures and can be assigned during staff meetings for future Director approval.

There are several employees who are new to the City of Anacortes within the last 18 months. This includes the director positions that oversee the City's development review functions. A great benefit to come from SOPs is to clarify every staff member's roles and responsibilities effectively. It can also build accountability amongst staff (which is further discussed in this chapter):

1. Clearly Define Tasks and Responsibilities

- Role Descriptions: SOPs can specify which roles are responsible for specific tasks, ensuring everyone understands their duties. *Example: "The Permit Technician is responsible for verifying application completeness before submission to the Development Review Group."*
- Accountability: Assign accountability by naming roles (not individuals) responsible for approvals, oversight, and execution of specific steps.

2. Eliminate Ambiguity

- Step-by-Step Clarity: SOPs outline detailed instructions, leaving no room for confusion about who does what. *Example: "The Senior Planner will review zoning compliance, while the Engineering Technician will handle infrastructure connections."*
- Role-Specific Actions: For each step, SOPs delineate who initiates, reviews, or completes the task.

3. Standardize Collaboration

- Cross-Functional Teams: SOPs describe how various roles interact and collaborate. *Example: "The Building Official will coordinate with the Fire Marshal to ensure fire safety compliance before issuing permits."*
- Communication Protocols: Establish protocols for sharing information between roles or departments, ensuring seamless coordination.

4. Define Authority Levels

- Decision-Making Authority: SOPs clarify who has the authority to make decisions, approve documents, or escalate issues. *Example: "The PCED Director must issue a notice of approval for all Administrative CUPs."*

- **Escalation Procedures:** Include steps for resolving disputes or elevating decisions to higher levels of authority. This is especially important when disputes are occurring across disciplines.

By explicitly defining roles and responsibilities, SOPs reduce confusion, improve accountability, and create a structured task completion framework. They ensure that all team members understand their part in achieving organizational goals while promoting workflow efficiency and consistency.

STAFF ONBOARDING

PCED and the Engineering Division do not have a formal onboarding program for new employees. This has become a noticeable gap with the welcome of several new employees over the last year. Onboarding programs within organizations serve as initial training for new employees. Additionally, onboarding helps new hires understand the organization's work culture and the expectations associated with the job. It can also lead to higher levels of productivity. The most significant benefit of onboarding is the immediate results of staff retention. Companies with an engaging onboarding program retained 91% of their first-year workers. New hires with a well-structured onboarding program were 69% more likely to remain at a company for up to three years¹. Onboarding programs can also be incorporated into long-term succession planning (which is an additional recommendation discussed in this study).

Clearly understanding staff roles and responsibilities in development services is critical to maintaining efficient, consistent, and defensible processes. Effective onboarding is particularly important in this field, because daily tasks must align with established procedures and regulatory requirements. There is a notable gap in role clarity within the City's development review processes, creating challenges for staff, especially when senior-level employees depart and junior-level staff are expected to assume workloads beyond their position's intended scope and skill set. To build a knowledgeable and resilient team, the City should establish a comprehensive training program that orients new employees to the full range of roles, processes, and technologies involved in development review. As discussed earlier in this chapter, each department and division contributing to development services should create and maintain documented procedures for staff to reference and update as needed. Together, these efforts can be integrated into a City-sponsored onboarding program, ensuring all employees clearly understand their responsibilities from the outset and are better prepared to support the City's regulatory functions.

LEADERSHIP AND ACCOUNTABILITY IN THE DEVELOPMENT REVIEW PROCESS

A challenge that many jurisdictions face is that the provision of development review services is split between review disciplines that cross departmental and divisional lines. Each of these respective disciplines has specific technical areas they are responsible for overseeing. This can create challenges when questions or disputes arise, such as accountability, performance expectations, and determining the final authority on development matters. This challenge is occurring in the City of Anacortes. Currently, there is no clear single accountability point for the City's development review process. This results in applicants contacting the Mayor, asking for intervention on items that should not require the Mayor's

¹ <https://www.linkedin.com/pulse/top-8-benefits-effective-employee-onboarding-process-varsha-adhikari/>

attention. Directors have significant responsibilities outside of the development review and permitting processes. Still, when the processes are not working well, they must provide leadership in fixing the problems and take accountability for actions, or inactions, that are occurring within their departments.

Several of the recommendations made in this report should clarify roles and authority levels and reduce some of these challenges. The oversight of the development review functions will still reside in multiple departments and divisions. Therefore, the Mayor should consider assigning a single staff member who is responsible for overseeing all development review, permitting, and inspection activities. While this individual may not weigh in on the day-to-day functions and review steps, they should be brought in when there are issues between different review disciplines. They will serve as the single authority of the development process and use their discretion to resolve any problems between departments. They can oversee particular training programs for development review key functions. Additionally, this staff person can head a leadership group that is responsible in providing current updates to the City's Mayor and Council on accomplishments within development review performance targets.

A lack of clear accountability across the spectrum of the City's development review process has led to numerous challenges, including staff who feel overwhelmed by either not understanding their responsibilities or not being recognized for all their work. This can lead to staff burnout and departures. Here's how lack of accountability and staff wellbeing are interconnected:

1. Uneven Workload Distribution

- High-performing employees often pick up the slack for underperformers. Over time, this leads to chronic overwork for a few, while others contribute less — breeding resentment and exhaustion.

2. Unclear Expectations

- Staff don't know exactly what's expected or what success looks like. Constantly guessing at what's "good enough" creates mental fatigue, anxiety, and decision paralysis.

3. Conflict Avoidance Leading to Toxic Cultures

- Lack of accountability often means managers avoid confronting problems, letting minor issues fester into bigger ones.

4. Leadership Disconnect and "Invisible" Work

- When leaders don't track or recognize performance, valuable work often goes unnoticed. Staff doing crucial (but less visible) tasks can feel invisible or taken for granted, accelerating emotional depletion.

The Mayor should consider the following realities that are currently occurring across the development review disciplines:

- The Directors of PCED and Public Works are being pulled into special City projects without consideration of staffing capacity and clear priority direction.

- The senior managers in PCED and Public Works (Planning Manager, City Engineer, and Building Official) are assigned to long-range and capital project planning responsibilities, which significantly reduces their ability to manage the development review process.
- Staff are suffering from a lack of oversight and management. This results in a lack of understanding of senior managers' roles in the development review process, which in turn results in staff conducting reviews outside of their discipline.

PERFORMANCE TARGETS AND REPORTING

Applicants and customers of the City's development review process indicated that the time it took to process their application or permit was longer than expected for the proposed scope of work:

- The time it took to process my planning application was reasonable given the complexity of the project. Disagreement Level: 68%
- The time it took to process my engineering application was appropriate for the scope of my project. Disagreement Level: 44% (highest disagreement percentage for engineering)

Review timelines were also the most commented on topic in the open-ended question section of the customer survey:

- **Reduce Review Timelines**

Example comments: "Shorten the time frame for permitting." "Speed up the process."

Defined permitting and application review timelines provide predictability for applicants that require development review approval. It allows customers an opportunity to plan their development accordingly by knowing when they can expect to receive entitlement approval or permits. Defined permitting timelines also provides clear expectations to staff in how they meet the defined City performance goals. Collectively, performance goals need to be adopted for the entirety of the development review and permitting process.

The project team recognizes that SmartGov has established workflows with a deadline and review time. However, there is a lack of consensus on the overall development review timelines across review disciplines. Each division is focused on division-specific metrics and lacks a larger understanding of the entire length of time it should take to complete an application or permit review. SmartGov's established workflows should be adjusted to ensure the overall time frame aligns with the City's adopted review timelines. Managers should regularly generate SmartGov reports indicating whether targets are being met and where they are not. The performance report should also indicate the average number of resubmittals required by permit type. An example of a performance report utilized by a local government planning division is shown below. This general reporting mechanism applies to all development review types.

EXAMPLE PERFORMANCE REPORT: (TIME FRAME)				
Planning Division Performance				
Planning Review of Planning Applications				
	Total #	Initial Review	Re-Review	# of Revisions Required

EXAMPLE PERFORMANCE REPORT: (TIME FRAME)				
Pre-Application	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Quasi-Judicial (Planning Commission)	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Quasi-Judicial (Council)	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Zone Verification	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
<i>Planning Review of Building Permit Applications (for Building Permits requiring Planning review)</i>				
Building – Residential	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Building – Commercial	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Building Division Performance				
Building Residential	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Building Commercial	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Engineering Division Performance				
Grading Plan Review	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Public Improvement Plan	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:
Traffic Control Plan	Target: Actual:	Target: Actual:	Target: Actual:	Target: Actual:

The above reports are to be utilized by managers to examine how timely review is within their teams. As a result, the information should show performance by division and clarify whether a delayed permit or application originated in that division.

Once reports are produced, the data must be shared amongst staff in a continuous feedback loop. Team managers should share reports with their internal team before sharing with their supervisors. This provides an opportunity for managers to become better informed about why delays in reviews are occurring, as well as a chance to celebrate instances of reviews that either met or expedited timelines.

Following discussion amongst staff, development review performance targets and metrics should be shared with the Mayor by a leadership group. If shortfalls are identified between actual and target timelines, then the Mayor should examine the following options:

- Streamlining processes or simplifying reviews (sometimes requires a code modification or amendment).
- Ensuring all staff are trained and qualified to conduct the work assigned to them.
- Adding capacity (staff or contracted).
- Changing the performance expectations to be more realistic and achievable.

In addition to this, the City can develop public versions of performance reports that identify the average timelines by application types. This provides greater predictability for applicants by helping them understand the entire time it takes to process an application from submission to issuance. It also

addresses the reporting requirement by the State of Washington that began on January 1, 2025 (as further discussed in Chapter 4, “Process,” of this report).

The following is an example from [Clearwater, FL](#) of an online report in use by other government organizations showing the type of performance data disseminated to the public.



The ideal solution would be for SmartGov to provide an option to produce both management and public reports. While it is time-consuming to initially set up the software to design such standardized reports, there is much less work involved in reproducing standardized reports on a monthly, quarterly, or annual basis once designed. Ideally, these reports should be configured to automatically generate and be sent to managers on a recurring schedule (i.e., at the start of each month). Additionally, performance reports should be incorporated into any future online dashboards to enhance transparency with the public.

POLITICAL INVOLVEMENT IN THE DEVELOPMENT REVIEW PROCESS

Anecdotal feedback indicated that applicant complaints to elected officials can result in a project being given higher priority. This is not uncommon, especially when applicants consistently face long delays and confusion regarding the status of their project. The Mayor absolutely has an important role to play in ensuring that the development process is efficient, predictable, and consistent with the overriding goals of the City. Advocacy based on individual projects or applications to the director level or elected officials to take action are a symptom of a process that is not working, and in the long run create a situation where projects that follow the normal process are subject to delays as and lack of communication from staff because of applicants “in the know” who seek to accelerate the process.

Therefore, staff and department directors need to focus on making the process work well for all applicants. This is the only way to ensure fairness and predictability.

STAFFING CAPACITY AND SUSTAINABILITY

PCED recently experienced an extended reduction in planner staffing, creating an extensive backlog of building permit planning reviews. The City has successfully eliminated the backlog after receiving earlier deliverables from the project team. However, the City should implement a procedure that will help prevent a similar situation from occurring again. A recommendation to consider is entering into a consultant contract(s) who can serve as a project planner on larger development proposals when there are staff vacancies or when the project workload justifies the additional capacity. Because the Port is also such a critical entity in the City and often has very complex applications (because of shoreline, critical areas, and flood issues), the City may also want to consider designating a contract reviewer for the Port of Anacortes' projects.

Time delays on plan review are very costly and many developers are more than willing to pay more for higher levels of service that may be available from a contract review entity.

2.2 MANAGEMENT AND ADMINISTRATION RECOMMENDATIONS:

- 1. Establish a mission statement and goals for the City's development review functions.**
- 2. Create new standard operating procedures for the development review permits and applications and continuously update them once every two years or as technology changes**
- 3. Implement an onboarding training program for all new development review staff with a clear explanation of the expectations of their job role and responsibilities in the development review process.**
- 4. Clarify department directors' and managers' responsibility and accountability for ensuring that development review operations operate effectively under their purview.**
- 5. Determine a staff lead for development review services and establish a leadership group to report to the City's elected officials on development review performance targets.**
- 6. Establish and communicate realistic targets for each stage of the development review process by division and application type.**
- 7. Develop clear management reports that track performance against performance targets.**
- 8. Once the City has an established track record related to processes and timelines, publish the timeline information online and create reports for the public.**

9. **Enter into a consultant contract(s) to serve as a third-party reviewer on larger development proposals, or when there is a reduced staff capacity.**

3. TECHNOLOGY

This chapter focuses on recommendations specific to technology utilization in the development review process. Utilization of technology is an important part of the development review, permitting, and inspection process for local governments. Technology should be used in a way to make the process more efficient for both customers and staff.

3.1 BEST PRACTICES IN TECHNOLOGY UTILIZATION

The following table provides an overview of best practices in permitting technology utilization. The subsequent sub-sections outline the key adjustments needed to more effectively utilize and integrate technology into the development review process.

BEST PRACTICES IN DEVELOPMENT REVIEW TECHNOLOGY UTILIZATION

Process Step	Best Practices
Intake	The applicant submits a full application or permit electronically, including all attachments. Documents that require an engineer or architect stamp or seal are affixed with an electronic stamp or seal. The full record, including site plan and supporting documents, are either attached or linked to the permit record in the permitting software system. The system includes checklists to ensure that all required documents are uploaded at intake.
Invoice sent of Required Review Fees	If application or permit fee was not paid at time of digital submittal, any required fees for the application or permit is invoiced as soon as it is determined initially complete. Further review does not occur until invoice is paid in full.
Linking of Permits	Permits should be easily linked across and within review disciplines (e.g., entitlement to stormwater to improvements to building to electrical).
Distribution and Review	Primary project manager, or lead reviewer, determines and/or initiates the digital routing of plans via the permitting software to plans reviewers who mark-up documents digitally. Reviewers of different disciplines can see each-others' comments and mark-ups. Any written comments / reports are electronically attached to the application record. Reviewers can electronically access any permit history on the project, including past permits issued, conditions associated with prior approvals, and special conditions associated with the property.

Process Step	Best Practices
Comments to Applicant	The applicant is notified via email when comments are available and can follow an electronic link to see comments and (where relevant) marked up plans. Alternatively, the software may email the applicant the comment letter and marked up plan set. As part of the comment feedback, the applicant can identify who made the comment, their role, and contact information. <i>Note – for complex applications it is important for the application/permit project manager to review the comments from all disciplines before they go to the applicant for a response. At this point no technology is able to look at comments from different review disciplines and ensure that they present one clear, consistent set of directions to the applicants.</i>
Applicant Resubmittal	The applicant uploads a re-submittal once all comments have been addressed (but not before). The system should require a response to every comment from every review discipline.
Re-Review	Reviewers can digitally compare the re-submittal with the original submittal. This may include the incorporation of “clouding” or another feature that easily identifies changes from the original submittal.
Public Hearings	A copy of the full application packet is linked to the public portal. Public hearing video, audio, and minutes are also linked to the project.
Assessment of Additional Fees	Assess the application and permit review to determine if additional fees need to be paid (e.g. for third party reviews, when review time exceed estimated average).
Approval / Issuance	The applicant receives an approval letter or permit electronically along with an electronic version of the approved plans and/or any conditions associated with the permit. This includes conditions that were established based on a prior permit (e.g., a planning approval that then turned into a building permit). Approved plans / approval letter is uploaded to the permitting software system as record of the final approval. All conditions of approval are included in the online record and delineated in the system. If these are linked to another application (e.g., a building permit linked to a planning approval) they should be linked in the system as well.

Process Step	Best Practices
Inspections	Inspections can be requested electronically and are linked to the permit record online. Inspectors can see a link to the final approved drawings either from their desktop or from a remote tablet in the field. Inspectors can enter inspection results in electronically in the field. All inspection results, including any reasons for failure of inspections, are visible in the City's permit portal to the applicant and to administrative and professional staff in the office.
Post-Issuance	The system tracks conditions of approval and whether and how these conditions have been met.
Reporting	The system automatically generates management reports and reports for the public that provide meaningful, clear information regarding timelines, and workloads, and performance over time.

In addition to utilizing technology in the development review process steps, there is the very important demand for ongoing maintenance and upkeep of the permitting software itself. Too often a group of staff within a City, with no technology expertise or training, are the ones trying to maintain the permitting software system in addition to their assigned roles and responsibilities. Ideally, there should be a partnership between the primary City Department/Division staff utilizing the software, the software provider/customer service representatives, and the City Information Technology staff to successfully implement technology solutions in the development review process.

3.2 FINDINGS AND ANALYSIS

The City implemented the SmartGov permitting software under a state grant and has since implemented the system for building, planning, and engineering permits. Integrated with SmartGov is Bluebeam, a system used to markup architectural and engineer drawings and other plant sets.

Due to the tight timeline of the SmartGov implementation, the implementation only involved a few staff members, some who have since left employment with the city, and was not part of a broader process of ensuring that the online permitting system was done in concert with an update of the City's educational materials (checklists and other informational documents). In addition, many of the old checklists that applicants could use to identify submittal requirements were removed from the front page of the Planning, Community, and Economic Development webpage, and the software itself did not provide an integrated comprehensive list of required attachments for applicants.

The below analysis highlights some of the key findings with the system, which include both positive elements of the system and opportunities for improvement.

PUBLIC FEEDBACK

The stakeholder survey and focus groups indicated that applicants have faced numerous challenges since the system was implemented. Overall, 62% of those surveyed said that the technology was easy to use. This may include some who obtained permits prior to the SmartGov implementation. It is notable that 38% disagreed or strongly disagreed with the statement, a relatively high number especially given that the software should be making the permitting process easier for all involved.

#	Statement	SA	A	D	SD
7	The City's technology for submitting plans, checking project status, and requesting inspections was easy to use	20%	42%	26%	12%

In the narrative responses to survey questions, 12 comments related to the online permitting system: Example comments: "Correct the flawed online application process." "The online application is not clear, nor is the terminology for us lay-people. I gave up." Similar issues were brought up in the focus group with the below themes:

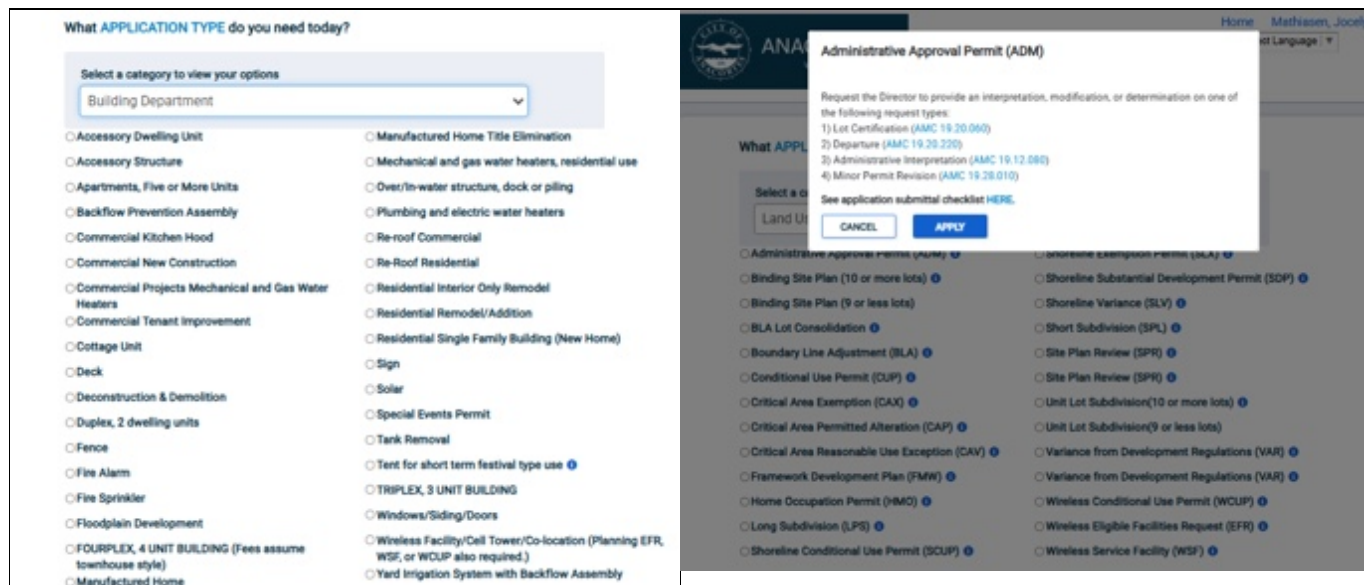
- The online permitting system is difficult to navigate, requiring frequent staff intervention.
- Status updates and comment letters are hard to find, leading to frustration among applicants.
- System checklists are duplicative and not user-friendly.
- Applicants desire more automatic notifications about staff comments or required actions.

APPLICATION PROCESS WALK-THROUGH

A walk-through of the permit application process illustrated that there are numerous opportunities to make the system more intuitive and avoid some common errors that staff are likely seeing with the permits.

The initial application process is fairly straightforward. The applicant creates an account, logs on, and provides an address for their property. From there they indicate what type of permit they are applying for.

SELECT PERMIT TYPE - SCREENSHOT



What APPLICATION TYPE do you need today?

Select a category to view your options

Building Department

- ☐ Accessory Dwelling Unit
- ☐ Accessory Structure
- ☐ Apartments, Five or More Units
- ☐ Backflow Prevention Assembly
- ☐ Commercial Kitchen Hood
- ☐ Commercial New Construction
- ☐ Commercial Projects Mechanical and Gas Water Heaters
- ☐ Commercial Tenant Improvement
- ☐ Cottage Unit
- ☐ Deck
- ☐ Deconstruction & Demolition
- ☐ Duplex, 2 dwelling units
- ☐ Fence
- ☐ Fire Alarm
- ☐ Fire Sprinkler
- ☐ Floodplain Development
- ☐ FOURPLEX, 4 UNIT BUILDING (Fees assume townhouse style)
- ☐ Manufactured Home
- ☐ Manufactured Home Title Elimination
- ☐ Mechanical and gas water heaters, residential use
- ☐ Over/In-water structure, dock or piling
- ☐ Plumbing and electric water heaters
- ☐ Re-roof Commercial
- ☐ Re-Roof Residential
- ☐ Residential Interior Only Remodel
- ☐ Residential Remodel/Addition
- ☐ Residential Single Family Building (New Home)
- ☐ Sign
- ☐ Solar
- ☐ Special Events Permit
- ☐ Tank Removal
- ☐ Tent for short term festival type use
- ☐ TRIPLEX, 3 UNIT BUILDING
- ☐ Windows/Sliding/Doors
- ☐ Wireless Facility/Cell Tower/Co-location (Planning EFR, WSF, or WCUP also required.)
- ☐ Yard Irrigation System with Backflow Assembly

Administrative Approval Permit (ADM)

Request the Director to provide an interpretation, modification, or determination on one of the following request types:

- 1) Lot Certification (AMC 19.20.060)
- 2) Departure (AMC 19.20.220)
- 3) Administrative Interpretation (AMC 19.12.080)
- 4) Minor Permit Revision (AMC 19.28.010)

See application submittal checklist [HERE](#).

What APPL

Select a category to view your options

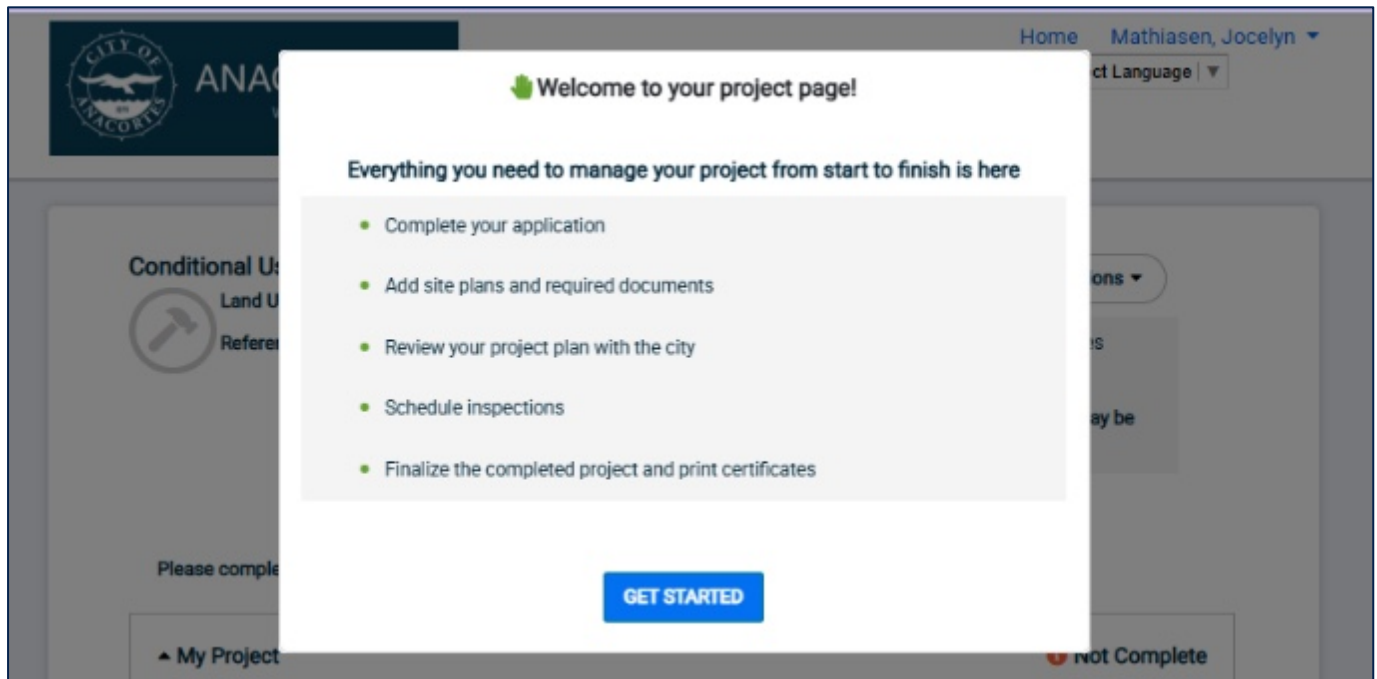
Land Use

- ☐ Administrative Approval Permit (ADM)
- ☐ Binding Site Plan (10 or more lots)
- ☐ Binding Site Plan (9 or less lots)
- ☐ Boundary Line Adjustment (BLA)
- ☐ Conditional Use Permit (CUP)
- ☐ Critical Area Exemption (CAE)
- ☐ Critical Area Permitted Alteration (CAP)
- ☐ Critical Area Reasonable Use Exception (CAV)
- ☐ Framework Development Plan (FMD)
- ☐ Home Occupation Permit (HMO)
- ☐ Long Subdivision (LPS)
- ☐ Shoreline Conditional Use Permit (SCUP)
- ☐ Short-term Exemption Permit (SEP)
- ☐ Shoreline Substantial Development Permit (SDP)
- ☐ Shoreline Variance (SLV)
- ☐ Short Subdivision (SPL)
- ☐ Site Plan Review (SPR)
- ☐ Site Plan Review (SPR)
- ☐ Unit Lot Subdivision (10 or more lots)
- ☐ Unit Lot Subdivision (9 or less lots)
- ☐ Variance from Development Regulations (VAR)
- ☐ Variance from Development Regulations (VAR)
- ☐ Wireless Conditional Use Permit (WCUP)
- ☐ Wireless Eligible Facilities Request (EFR)
- ☐ Wireless Service Facility (WSF)

With building permit applications (left), there is no explanation as to what these different applications are. For planning permits (right), each one has a clear pop up providing an explanation, as well as a link to the relevant code, and submittal checklists for the permit type. The planning setup is well above what is seen in many jurisdictions and should be copied for the building applications.

For building applications, the department should consider reducing the number of application types, as well as providing more detail in a popup or link. In some cases, a clearer title may be sufficient. For example, "Accessory Dwelling Unit" should be written "Construction of a new accessory dwelling unit" to distinguish from a renovation. If the software allows it, building permits should be listed separately from fire, mechanical, or plumbing permits.

After selecting a permit type, but prior to creating the application, the applicant receives this popup, which could be confusing in terms of what "review your project plan with the City" really means. Many applications on all sides are significantly more complex than that, and no mention is made of potential complications involving critical areas, stormwater, or related issues. This pop up could be reworded slightly to provide a much clearer understanding of what the next steps are. Other language changes such as "schedule and pass inspections" may seem obvious but would also help novice applicants.



Once the applicant asks to “Get Started” they are directed to provide a number of details about the project. Below is a screenshot of key items in the Building Permit details request that are confusing or could lead to inaccurate information being provided. Most of these items are also requested for Planning applications. Notably, the Site Plan Review Checklist goes to a broken link, which would be very frustrating for an applicant.

BUILDING PERMIT DETAILS REQUEST - SCREENSHOT

Details
Not Complete

Residential or Commercial. *

Residential

Square Footage:. *
Current or proposed or added?

Square Footage of Impervious Surface. *
Current or proposed or added?

Lot Area (Size):_____ SQ. FT. *

Accessory Dwelling Unit (ADU) - Attached or detached.
Provide explanation

How many dwelling units. *
Current or proposed or added?

Is this work associated with another project? * Provide explanation? Planning approval? Other building permit?

☐ Yes ☐ No

If YES, provide the permit/application number:.

Project Summary (*If the project includes: 10 or more dwelling units, 12,000 sq. ft. or more of nonresidential gross floor area, or 20,000sq. ft. or more of nonresidential site improvements, please complete the [Site Plan Review Checklist](#)). *
How is this different from the first page?

Project Valuation (Materials & Labor):. *
More explanation re what this means

Select one person the city will contact for anything related to this project: *

The planning application has a similar list of questions but asks for some additional information that is likely also needed for a building permit application, such as zone designation, critical area buffers, shorelines, and flood zone. All of this information should be easily found in the GIS system. Ideally, the software would link with the GIS system to automatically import this information. If that is not an option, there should be instructions for the applicant on how to look up this information, either a link to the web page or instructions within the software.

PLANNING PERMIT DETAILS REQUEST - SCREENSHOT

Present zone designation. *

CBD - Central Business District

Are there critical areas or buffers on site or within 300'? *

Unsure

Are there shorelines within 200' of the site? *

Unsure

Please select the type of CUP. *

Admin

Flood Zone. *

A

The process of uploading attachments for both Planning and Building applications is relatively straightforward but could be improved by creating a more consistent link between required documents and the permit type.

ATTACHMENTS REQUEST - SCREENSHOT

Submittals At least 1 file must be uploaded for each submittal requirement Not Complete

To avoid delaying the permit review process be sure your submittal documents are titled and formatted per the city's **DOCUMENT SUBMITTAL STANDARDS**. ***Need much clearer info re what is required under what circumstances. Link to model documents (e.g., site plan should include ...)***

* Required for Application
⚠ Required before application can be closed

Submittal Name	Received	Version	Status	
Stormwater Minimum Requirement #2	n/a	1	Pending	Upload
Erosion and Sediment Control Inspection Sheet - lots less than 1 acre. This is a weekly report that must be submitted for the duration of all projects with exposed soil. Please include the date in the file name. If you need a blank report to fill out, please click this text.	n/a	1	Pending	Upload
Architectural and Structural Plans. These should be a single document. *	--	1	Pending	Upload
Site Plan & Landscape Plans	n/a	1	Pending	Upload
Structural calculations	n/a	1	Pending	Upload
Energy Code NREC Compliance-including Calculations, Lighting, & Commissioning	n/a	1	Pending	Upload
Copy of recorded survey	n/a	1	Pending	Upload
Critical Area Identification Form	n/a	1	Pending	Upload
Shoreline Structure Checklist, if applicable	n/a	1	Pending	Upload
Soil Test BMP TS.13 ⚠	--	1	Pending	Upload
Duct Test ⚠	--	1	Pending	Upload
Blower Door Test ⚠	--	1	Pending	Upload

If possible include these items at a later point to avoid confusion

There should be a clear link to information regarding what this document is and how to prepare it. For example, for a site plan, there should be a link to a sample site plan and a list of all elements required in a

site plan (e.g., north arrow, setbacks, easements, current building dimensions, proposed building dimensions).

REVIEW, CORRECTIONS, CONDITIONS OF APPROVAL, AND FINAL APPROVED DOCUMENTS IN SMARTGOV AND BLUEBEAM

Staff received very little training and have no established standard operating procedures related to where they should enter comments within the SmartGov permitting system when reviewing documents. Some staff simply mark up and cloud the site plan and architectural drawings, while others prepare an enumerated list of correction items, and others attach a report from a 3rd party consultant.

In addition, reviewers enter notes in different areas of the application, with no clear training on whether these notes are transmitted to the applicant or can be linked to the permit application (for example, as conditions of approval).

The SmartGov system generates a “deficiency report” at the end of a review cycle, and the applicant receives an e-mail to that effect. Applicants and staff have indicated numerous issues with the “deficiency report”:

- It is not easy to locate from the email sent to applicants at the end of the review cycle
- It does not always include all comments that were made as part of the review
- There is no consistent way for the applicant to show that they have responded to all comments.

The City needs to work with SmartGov and staff to determine how to ensure that all comments are reflected when communicated to the applicant, and that notes are visible to the appropriate individuals, either other reviewers or the applicant themselves.

The process of generating a comprehensive, easy-to-access, and consistent “deficiency report” should be developed and tested before applicants are expected to use this report to respond to comments. Until then, a copy of the marked-up plans and a written list of all comments (from all disciplines) should be used.

VISIBILITY AND SEQUENCING OF COMMENTS

Currently, applicants can see comments from each discipline once that review has been completed. However, this has been confusing to some of them because the system does not make clear that other comments will be received and that the project may not have been reviewed by other divisions (e.g., planning, engineering) even if approved by building.

In order to maintain transparency and allow the applicant to see where their permit is in the process, it is recommended that the comments be visible but that an alert built into SmartGov that indicates “Comments are only final once all review divisions have completed their work. These are preliminary notes only.” In addition, the applicant should not be allowed to resubmit until all comments have been received and addressed by them.

Although the City and the software system are designed to allow for concurrent review by all disciplines, in recent history, the common order of building permit reviews has been building → stormwater and engineering → planning. This has caused a great deal of confusion with applicants because the planning comments often then lead to changes in the engineering and stormwater requirements, and occasionally in building. The main driver of this approach is that planning has faced a significant backlog in building permit reviews.

Moving forward, once accepted into the system permit plan sets should be routed to planning → engineering and stormwater → building. The concurrent review currently allowed by the system may be revisited once other issues with the process have been addressed.

PERMIT ISSUANCE AND NEXT STEPS

The system does a good job of indicating what requirements will exist after the permit approval has been issued. All required inspections are listed for building permits at the time of application. Then the attachment list also indicates some items required after permit issuance but before project completion.

However, some conditions of approval that should be linked to permit issuance are not automatically provided. It is beneficial to create a second page of the permit itself that lists all conditions of approval (e.g., separate fire sprinkler permit required, soil test required, etc.). This should include any conditions associated with a planning approval issued prior to the building permit approval.

SYSTEM REPORTS

The comprehensive workload reports that can be generated by the SmartGov system are cumbersome. They are difficult to analyze with the current data being collected. However, it is relatively easy to pull up a report on a single permit, determine the current status of the review, and identify what still needs to be done. This is a valuable tool if an applicant has a complaint or an elected official seeks more information about a specific permit or applicant.

PORTION OF SAMPLE REPORT FROM SMARTGOV SYSTEM

ACCESSORY DWELLING UNIT/ADU	BLD-2023-1474	ISSUED	12/11/2023	2/8/2024	1	12/13/2023	1/3/2024	22	1	APPLICATION INTAKE - BLDG	COMPLETED (+)
										PW - ENGINEERING REVIEW - PCED	NA (+)
										PW - WATER REVIEW - PCED	NA (+)
							Cycle 1 Totals:	22	1		
					2	1/5/2024	1/29/2024	25	8	PLANNING REVIEW - PCED	APPROVED (+)
										PW - STORMWATER REVIEW - PCED	APPROVED (+)
								Cycle 2 Totals:	25	8	
					3	2/7/2024	2/7/2024	1	0	BUILDING REVIEW - PCED	APPROVED WITH CONDITIONS (+)
								Cycle 3 Totals:	1	0	
Permit BLD-2023-1474 Total Days:						48	9				

However, staff could not access the data in a less formatted way (e.g., one line per application), which would allow the data to be looked at in aggregate. The SmartGov system can likely provide a CSV file of

data that could then be used in that manner. Rather, SmartGov customer support staff or City Information Technology staff could guide the Community Development staff on how to access data to make it easier to analyze and interpret.

One helpful report that could be generated would be to look at average review times by permit type. The following data was generated using manual manipulation of automated reports from SmartGov, but required considerable time and lacks information regarding the number of permits or the average number of revision cycles associated with the review process. The table below is functional, but without the raw data and a count of the number of permits by type, it is difficult to assess its accuracy and whether this issue affects a large number of applicants.

MANUALLY CONDENSED DATA FROM SYSTEM REPORT

Application Type - Permits Approved 06/01/2023 through 03/07/2025	Processing Days (# days Anacortes was working on review)	Waiting Days (# of days applicant was working on review)
Wireless service facility (type 1) average days:	390.00	0.00
Apartments, five or more units average days:	285.00	80.00
Legislative amendment average days:	259.00	0.00
Administrative permit (type 1) average days:	177.29	0.00
Boundary line adjustment (type 1) average days:	156.53	24.30
Shoreline substantial development permit average days:	144.04	25.71
Critical area permitted alteration (type 2) average days:	138.77	26.00
Residential single family building average days:	111.82	22.99
Unit lot subdivision average days:	111.44	47.33
Accessory dwelling unit/adu average days:	89.12	9.39
Pre-application meeting request average days:	81.68	0.81
Manufactured home average days:	75.12	15.88
Shoreline exemption permit (type 1) average days:	64.13	5.38
Conditional use permit (type 4 -cc) average days:	63.00	0.00
Over or in water structure average days:	57.07	4.56
Site development average days:	45.50	21.46
Commercial average days:	44.16	5.35
Critical area exemption (type 1) average days:	38.67	0.00
Accessory structure/garage average days:	37.61	0.00
Residential remodel average days:	37.13	5.72
General information meeting request average days:	35.39	0.72
Commercial tenant improvement average days:	31.20	8.52
Appeal of type 3 - pc/he decision average days:	30.00	0.00
Cottage unit average days:	26.28	0.00
Wireless facility/cell tower/co-location average days:	25.50	0.00
Clear and grade average days:	24.97	0.70
Eligible facilities request (type 1) average days:	23.71	0.00
Sign average days:	22.83	1.89
Re-roof commercial average days:	22.17	0.00

Application Type - Permits Approved 06/01/2023 through 03/07/2025	Processing Days (# days Anacortes was working on review)	Waiting Days (# of days applicant was working on review)
Deconstruction & demolition average days:	20.60	0.37
Deck average days:	17.14	5.85
Residential interior only remodel average days:	15.17	4.31
Commercial kitchen hood average days:	14.58	0.00
Mechanical and gas water heaters, commercial average days:	14.14	0.29
Fire sprinkler average days:	13.03	0.00
Yard irrigation sprinklers average days:	11.78	0.00
Residential building permit application average days:	11.69	1.07
Floodplain development average days:	8.71	0.00
Fire alarm average days:	8.71	0.00
Fence average days:	7.15	0.35
Tent temporary/festival use average days:	7.13	0.00
Right-of-way permit application average days:	5.46	0.00
Mechanical and gas water heaters, residential average days:	5.39	0.00
Re-roof residential average days:	5.25	0.00
Windows/doors/siding new or replaced average days:	5.03	0.00
Plumbing and electric water heaters average days:	4.92	0.00
Tank removal average days:	4.50	0.00
Solar permit average days:	4.36	0.00
Windows/doors/siding average days:	2.67	0.00
Manufactured home title elimination average days:	1.88	0.00
Plumbing & mechanical permit average days:	1.87	0.00
Right-of-way permit franchise application average days:	1.45	0.00
Right-of-way oversize transport application average days:	1.10	0.00
Side sewer repair or replacement average days:	1.00	0.00

Anacortes will also be required to supply the State of Washington reports of permit timelines per RCW 36.70B.140, which the City will need to be able to generate automatically.

3.4 TECHNOLOGY RECOMMENDATIONS

10. Enlist frequent customers of the department to conduct a periodic SmartGov “system walkthrough” to identify areas in which the system could be make more intuitive for applicants
11. Clarify instructions in the SmartGov system including the “Welcome to your project page” to more accurately reflect the review process.
12. Follow the planning permit “permit type” format for building, fire, and engineering permits, including an explanation of the permit type and a submittal checklist for that permit type.
13. Reduce the number of building permit application types in the SmartGov system, especially if the required information and

attachments are the same. Also separate building permits from other permit types under that category (e.g., fire, mechanical).

14. Revise the portion of the intake form that asks for “details” related to the project to ensure that the requests are clear and accurate, as detailed in screen shots and notes.
15. Add land information such as zoning, shoreline proximity, and flood zone to building permit applications, and provide a popup or a link to additional information about the potential implications of these findings.
16. Research the possibility of importing this land use information from the City’s GIS so that the applicant does not need to look up and copy this information into the form. If that is not feasible, provide information regarding how to look up this information.
17. With project attachments, better tailor the attachments to the permit type so that attachments that would not be required for that permit type are not included in the list. For all attachments listed, provide a link with clear details regarding what the standards are for each document.
18. Train all staff on how and where to enter comments during review to appear consistently within the SmartGov permitting system. All staff review comments should be entered in a consistent format across review disciplines.
19. Train staff on how to record conditions of approval or notes in the SmartGov system and how to distinguish these from correction comments.
20. If comments are made visible to applicants prior to all reviews being complete, include a caveat that these are preliminary and that the official comments will be provided once all reviewers have completed their work.
21. SmartGov permitting software should be re-configured so that the discrepancy report provides all comments from all reviewers.
22. For building permits, implement a forced sequencing of review so that planning review is completed before engineering, stormwater, and building.
23. Ensure SmartGov is configured to provide approval conditions at permit issuance, if possible as an attachment or second page to the permit document. This should include conditions associated with any related planning or engineering approval.
24. Work with SmartGov customer service or City Information Technology staff to develop a methodology for generating more comprehensive reports from the SmartGov system and a set of “template” reports that range from the high-level (for reporting to the City Council and the



public) to the specific (for reporting to the state), to more analytical (for use by staff and managers to understand how smoothly the process is functioning).

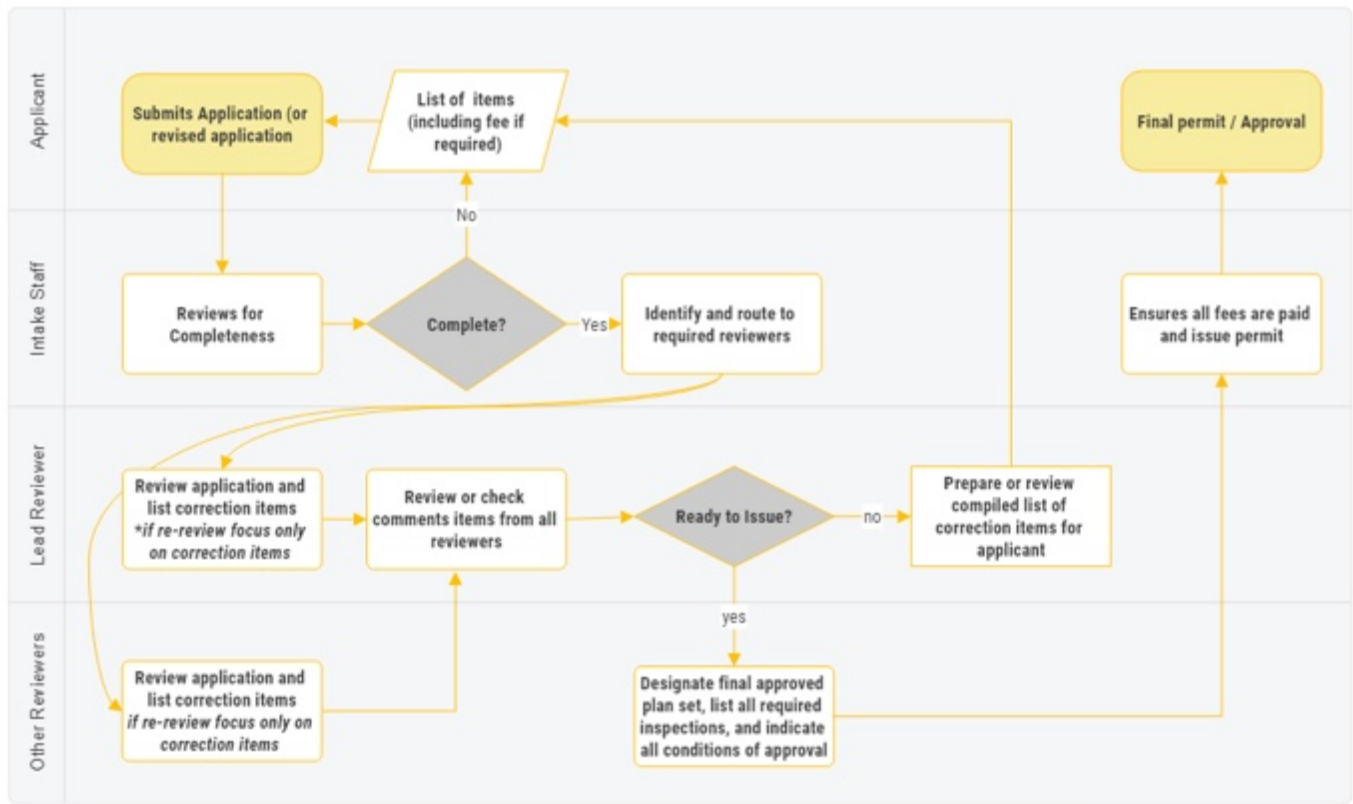
4. REVIEW PROCESSES

This chapter provides an evaluation of the City's existing development review processes, with a primary focus on the Building and Planning Services Divisions within the Department of Planning, Community & Economic Development, and the Engineering Division within the Department of Public Works. The review also includes the Fire Department, as several fire-related permits are processed in conjunction with building permits.

4.1 REVIEW PROCESSES BEST PRACTICES

Any application review and permitting process should be designed in a way that allows for a predictable, consistent approach, with the City speaking with a single voice even when reflecting input from several different review disciplines (e.g., engineering, building, fire, planning). A best practice approach, outlined below, should generally be followed by all divisions, although the complexity may be greater (for example if public hearings are involved) or less (for example for a permit that requires only one reviewer).

For each application type, one department or division acts as a filter to ensure that critical issues across the organization are addressed. For example, planning consolidates input from fire, engineering, and others and ensures that approvals and conditions of approval reflect this input. Building similarly is responsible for ensuring that fire, planning, and occasionally other requirements are addressed before the building permit is issued. Any conflicts between comments or perspectives should be resolved before these comments are provided to applicants, so that applicants are not caught having to resolve these conflicts.



Prior to analyzing specific permitting flows, it is important to highlight some best practice approaches that should be in place regardless of the type of permit or the division leading the process.

- **Completeness Review:** There should be clear, written standards on what constitutes a complete application. All applications should be checked against these criteria before they are accepted. The determination of what should be included in these standards requires something of a balance – if the requirements are too stringent, the applicants may end up doing more work than necessary before reviewers even see the application. But if they are not stringent enough, the reviewers may not have enough information to complete a thorough review. The process of coming up with the final list for each application type should be collaborative among staff. Once a final list is determined, intake staff should ensure an email notification is sent to the applicant indicating when an application or permit has been determined complete for initial or intake review.
- **Routing Criteria:** There should be clear criteria that determine who should receive an application for review. For example, for building permits, planning should review applications that meet specific criteria, such as change of use, change in footprint of the building, change in height, etc. These criteria can also be established instead based on what a division does NOT need to see – for example, engineering does not need to review building permit applications unless there is soil disturbance, construction of driveways, or utility work. These criteria should be in writing to guide intake staff or project managers.
- **Established Response Timeframes:** For outside divisions reviewing applications or materials, they should have an expected timeline by which to reply – and should be required to reply even if there are

no comments. In some cases, this requires department directors to develop interdepartmental agreements.

- **Sequencing:** In addition, while many communities employ a “first in – first out” approach for all applications, it is almost always more efficient to set aside time for simpler permits to be reviewed and issued, instead of allowing these to be stuck behind more complex projects or projects that are waiting on some additional information.
- **Comprehensive, Clear, Consolidated Comments:** The applicant should first receive an email update about whether or not their application or permit submittal has been determined complete for further review. Following intake completeness, the applicant should receive a comprehensive set of staff review comments on the application or permit and be required to respond to each comment. There should also be a standard for comment writing across all review divisions. There should be a standard guide for review comments, such as requiring code reference/citations, etc.; not simply a “Provide X on plans.” Comments should be combined with clear notations on plan/drawing sets. Long comments should be avoided on plans and drawings.
- **Review and Re-Review Completeness:** When revisions are required, reviewers should focus primarily on the revisions made and on any changes to the original application. If a staff member (due to lack of knowledge and experience or because the plans were inadequate), does miss something in the first review, the applicant is not absolved from meeting a requirement. However, the City should have a clear policy that these are to be avoided and that generally new issues should not be brought up that should have been caught in the first review. Reviewers should be trained on this expectation, and managers should address the issue of frequent new comments on re-reviews as a performance issue. It is important to note that the purpose behind this best practice is to ensure that reviewers don’t seek a “second bite at the apple” when looking at resubmitted plans. If a reviewer is consistently missing issues on their first review and bringing them up later, this should be identified as a training or performance issue. With that being noted, the final approved plans should reflect the City’s standards and should be the basis for what is built and inspected. In other words, changes to plans should go through the approval process (unless there are critical issues discovered in the field, which may warrant an expedited process).

The below sub-sections focus on issues specific to the three originating divisions, planning, engineering, and building. It should be noted that for all of these applications, multiple review disciplines may be involved. Therefore, the discussion focuses on the application category, not individual division or department within the City. As noted in the Management Chapter, all departments are responsible for the successful process for all application types, although one typically will take the lead.

Detailed process diagrams laying out the current processes are provided as Appendix B.

4.2 FINDINGS AND ANALYSIS

BUILDING PERMITS

Below is a specific assessment of Anacortes’ current policies, processes, and practices compared to the above key best practices.

1. INTAKE AND COMPLETENESS REVIEW

Some applicants indicated that once they submitted a permit, it appeared to go into a black hole where no updates were received. There are remedies for this throughout the permitting process, beginning at permit intake.

Currently, many applicants fill out an online application but fail to submit it. The intake staff will periodically review “started” applications to determine if this is the case. While addressing this issue in the software is important, that review should occur daily in the meantime to avoid the perceived “black hole” issue.

There are completeness submittal checklists for some building permit types. These are difficult to access as they must be downloaded and opened to the applicant’s computer. Additionally, these checklists are not comprehensive and cover only Accessory Dwelling Units, Accessory Structures, Water Heaters, and Solar. A complete checklist should indicate whether a property survey is required, or if not, whether a plot plan is required and what would constitute an acceptable plot plan. In addition, for interior drawings, the checklist should indicate what needs to be included on the drawings (typically both the current configuration and proposed configuration, including any changes in square footage, number and location of bedrooms or bathrooms, and any new fixtures associated with the project).

Instead of individual checklists for each application type, the City may want to create a table that generally goes from least complex to most complex per the example below:

SAMPLE BUILDING PERMIT CHECKLIST

When required	What required
In the online system	<i>[List required fields]</i> <i>Application must be signed by the property’s owner or their authorized representatives.</i>
Project description	Project must include overview of the project, current and proposed use, dimensions of any additions, current and proposed total square footage, current and proposed number of bedrooms (if any), and any new fixtures to be installed. Samples: <i>*New unheated enclosed porch 15X20 feet on ground floor of single-family home; total addition of adding 300 sf to home.</i> <i>*Convert retail store to coffee shop including a drink prep and serving area. No commercial kitchen. No additional square footage.</i>
All applications unless homeowner doing own work	☒ Certificate of Registration for contractor
Projects affecting building footprint	☒ Plot plan with dimensions of the lot and dimension of all structures (current and proposed) and location and dimensions of all off-street parking (current and proposed) and any new walkways, driveways, or curb cuts.
Projects within 3 feet of allowed setback	☒ A-2 stamped survey to include all elements required by plot plan.

When required	What required
New construction, structural projects, commercial projects	☒ Architectural drawings stamped by architect or engineer
Interior remodels and demolitions that don't meet above threshold.	☒ Architectural drawings or a to-scale floor plan with rooms labeled showing current and proposed layout.

Currently, intake staff reviews the application to determine that it is generally complete. However, there are no formal processes for communicating with the applicant regarding when a permit is accepted for review or when it is missing elements. It is recommended that an email update be sent to the applicant to indicate the initial status of the submitted permit. If a permit is accepted for continued review, an email should be sent to the applicant (ideally, with an estimate of when the permit review will be finished). If a permit needs changes before continuing in review, an email should be sent to the applicant that includes both required changes and any other items that the applicant should note. Below is a sample of such a letter:

SAMPLE INCOMPLETENESS LETTER – BUILDING PERMIT APPLICATION

Dear Applicant:

The Planning, Community, and Economic Development Department has received your building permit and conducted an initial review to determine if it is acceptable for continued review. **Your permit is determined to be incomplete for continued review.**

The following items must be addressed *before the application can be accepted for review*:

- The following fields of your online application were not completed: [indicate any fields left blank]
- The project description is not complete. The project description must include the following:
- [provide list of required elements to a complete description]
- The contractor license is expired or does not match the scope of work being done.
- The following required attachments were not included with the application:
- [provide a list of missing attachments]
- Your project is/may be in a critical area and may require a critical area exemption or critical area permit. Please contact our planning staff at X for confirmation before submitting this building permit application.
- The proposed use for this property does not appear to be consistent with our zoning requirements. Please contact our planning staff at X for confirmation that this use is acceptable before submitting the building permit.
- An initial screening of your application indicates that it does not meet setback or height limitations for this location. Please contact our planning staff at X to discuss and ensure that the site plan is

compliant. (This was not a comprehensive planning review. We check for these issues prior to issuance).

The following items will not delay acceptance of your application but *must be addressed prior to permit issuance*:

- All projects that involve disturbing soil are required to comply with stormwater management and reporting requirements. If your project meets certain criteria, these may trigger more extensive requirements. Please see our web page “stormwater requirements for building permits” for more information: <https://www.anacorteswa.gov/1243/Building-Permits> and contact our Stormwater Staff directly for more information.
- Your property appears to be in a flood zone. If you are adding more than 50% value to the structure(s), you will need to bring the entire property into compliance with current flood standards. Any new elements of the structure will also need to be built according to these standards. You may also need to provide additional information such as an elevation certificate before your project can be approved.
- The following open permits exist for this property and may be duplicates of this application. Please identify any permits that are duplicates and should be closed.” [list]
- The project cost indicated in the contract is below typical benchmarks for this type of work. You may need to provide evidence that this value is accurate before your permit may be issued.

If you have any questions regarding these please contact our office at _____.

[Provide list of all contacts for topics above]

Once a permit is accepted for review, there should be clear status updates within the permitting system throughout the review, especially if there is reason to believe that additional permits or materials will be necessary. These should be developed as part of the SmartGov templates and include advance notice related to further planning, stormwater, and other triggers that may trigger additional requirements.

2. ROUTING CRITERIA

There are no formal or written guidelines or Standard Operating Procedures that indicate who needs to see building permit applications under what circumstances. The City should prepare a clear matrix of criteria that triggers review by different entities (planning, stormwater, solid waste, engineering, or outside review agencies). In general, it is recommended that for applications or permits that rarely need a type of discipline review, these reviews should not be required. Instead, the building permit reviewer should be trained to spot the rare situation requiring discipline review. Developing this routing matrix will require collaboration and flexibility by all departments. If necessary, department directors should be involved in this conversation. An example of a routing matrix is included below:

BUILDING PERMIT ROUTING MATRIX

Type	Planning*	Building	Engineering	Fire	Stormwater
“Instant” permits	No review	No review	No review	No review	No review

Residential interior remodel	No review unless [indicate]	All	No review	No review	No review
Residential addition	All	All	If sidewalks, curb cuts, driveways are involved or if trigger for frontage is met.	No review	(Define scope for stormwater review)
Residential (1-2 family) new construction	All	All	All	No review	All
Etc...					

Established Response Timeframes: The City should develop written expectations related to when an application review should be completed for initial review and subsequent review. These should be realistic given the City's current staffing. Simpler applications should have shorter expected timelines. The below sample review timelines should be considered the starting point of a discussion, to include whether the numbers are realistic currently and whether they would be realistic in the future.

SAMPLE REVIEW TIMELINES

Type	Planning*	Building	Engineering	Fire	Stormwater
FIRST REVIEW					
Minor addition (steps, deck)	1 day	1 day	n/a	1 day	1 day
Residential interior remodel	7 days	7 days	n/a	7 days	7 days
Residential addition	7 days	7 days	7 days	7 days	7 days
Residential (1-2 family) new construction	14 days	14 days	14 days	14 days	14 days
Commercial interior remodel / tenant improvement	7 days	14 days	n/a	14 days	14 days
Commercial / mixed use / multi-family new construction	7 days (if all planning approvals obtained)	21 days	15 days	21 days	21 days
SUBSEQUENT REVIEWS					
Minor addition (steps, deck)	1 day	1 day	n/a	1 day	1 day
Residential interior remodel	3 days	3 days	n/a	3 days	3 days
Residential addition	3 days	3 days	3 days	3 days	3 days
Residential (1-2 family) new construction	7 days	7 days	3 days	7 days	7 days
Commercial interior remodel / tenant improvement	3 days	14 days	n/a	7 days	7 days
Commercial / mixed use / multi-family new construction	3 days (if all planning approvals obtained)	14 days	7 days	7 days	7 days

**Unless environmental or other issues are triggered. If a separate planning or zoning application will be required, planning should reject the permit until other permits are required.*

3. SEQUENCING

Due to a number of personnel challenges, including longstanding staff departing and new staff not receiving comprehensive training, and the needed time commitment of staff to implement SmartGov, there has been a significant backlog in planning review of some permits. This backlog causes major challenges when a building and stormwater review are completed first, and then planning finds issues that require major changes and a re-review. Therefore, at this time it is recommended that all building permits be reviewed by planning prior to review by building, engineering, and stormwater. (As discussed in other areas, this may require various “relief valves” for planning reviews.)

In addition, all reviewers should prioritize simpler permits before looking at more complex permits. This especially applies to applications, such as decks and stairs, that staff can review without plan review of the permit prior to approval.

4. COMPREHENSIVE, CLEAR, CONSOLIDATED COMMENTS

- There is no standardized approach across the review disciplines regarding how review comments and project conditions should be reflected in the SmartGov system. The SmartGov system generates a “deficiency report” that consolidates all staff comments added to the Bluebeam set of plans into a letter. This report also occurs when changes are required prior to a building permit being approved. Understanding staff comments in the report is currently one of the greatest challenges that applicants described in focus group meetings.
- Format issues in the SmartGov customer portal make the deficiency report difficult to find. In addition, the City and review staff are not entirely clear how the report is generated or what comments it includes from Bluebeam.
- The process of noting review comments and project conditions should be standardized across all review disciplines, and the City should ensure that these are consistently followed in SmartGov.
- Some permitting software systems do generate these lists automatically in a way that is clear and comprehensive and allows the applicant to show how each comment has been addressed. The City will need to work with SmartGov to better understand how the deficiency report is generated. They can train staff on correctly entering review comments and project conditions so that they are reflected in a report. Staff can also use the plan markup function of Bluebeam or a Word document template to provide review comments and conditions.
- Before providing the comments to the applicant, the lead building reviewer should look at all comments and ensure they are internally consistent (for example, planning and engineering aren’t asking for conflicting changes). Following this, the consolidated comment letter would be created.
- Review comments and project conditions should be in a narrative format. The comments should reference page numbers or specific notations on the plan or drawing sets as necessary. Notations on plan should not be the only way the City communicates changes to an applicant.

5. REVIEW AND RE-REVIEW COMPLETENESS

- Greater efforts should be made to ensure that initial reviews are comprehensive and fully satisfy the regulatory requirements associated with that agency. Anacortes has struggled with this for a number of reasons:
- The new comprehensive unified development code added a number of requirements that fall under the engineering purview, but because of staffing and staff turnover issues, the engineering staff were not trained on these requirements.
- Similarly, major turnover in planning staff, with the previous staff not having any written SOPs, caused both slowdowns and confusion regarding the status of permits.
- The City does not have a clear policy regarding the need for a comprehensive review.
- The importance of developing clear criteria for plan review for all review disciplines is discussed elsewhere in the report. An addition is the creation of a policy like that described above, for example: "All plans should be reviewed comprehensively during the first review cycle. For re-reviews, reviewers should only be checking to ensure the required changes have been made. An exception to this is if the required changes triggered other issues, or if the item is a life-safety issue that was inadvertently missed in the first review."

ENGINEERING PERMITS

Below are an assessment of the Engineering permitting processes providing historical context and an assessment of how current practices compare with the identified best practices.

1. HISTORICALLY UNDEFINED ROLE

Engineering's role in the development process had until recently been largely at the discretion of one individual who was responsible for sign-off of permits and plans on behalf of the City. This individual did not maintain written documentation regarding the department's expectations and, according to a number of interviews, was inconsistent in applying the regulations. A key challenge for the department now is to establish clearly what Engineering should be looking at for building, planning, and their own engineering applications and integrate that review throughout the development review functions of the City.

Adding to this lack of clarity, when the City implemented a new Unified Development Code, the code included a number of provisions that appear to fall under Engineering's purview, especially related to frontage improvements. Finally, the City's technical standards had not been reviewed or updated since 2018 and were out of date until recently being updated in 2025.

With a small department largely dedicated to capital improvement projects, the engineering division hired new staff to conduct development review of private development. The new staff were not provided adequate training on the role of engineering plan review, and the importance of reviewing permits and applications against both the municipal code and internal engineering design standards. This led to considerable back-and-forth between planning and engineering in the review of site plans. PCED and PW are now working more closely to better define roles and responsibilities between the two departments.

2. AMBIGUITY REGARDING WHEN REVIEWS AND APPROVALS SHOULD OCCUR, AND LEVEL OF DETAIL OF SUBMITTAL

Cities take different approaches in terms of how much Engineering review is required at the planning and zoning entitlement stage. In some communities, 100% engineering drawings are part of the planning approval. This has the advantage of ensuring no surprises later, but can be very costly and may require revisions to engineering work by the applicant if the planning approval is rejected for a different reason.

In other cases, only preliminary engineering designs are required prior to building permit application and all final engineering design and drawing review is part of the building permit process, including final calculations and designs related to stormwater, soil disturbance, driveways and curb cuts, and connections to infrastructure.

There is no one correct approach to this, but at the current time there is uncertainty even on the part of staff regarding when engineering approvals should occur and at what level of specificity. The details of a proposed approach require additional input from engineering staff and agreement with planning and building staff.

Following the model of many other communities in Washington, it is recommended that preliminary engineering design drawings be acceptable at the planning approval stage, and a plan for complete drawings be conditioned prior to final approval and acceptance. The planning approval would include a condition of approval that engineering sign off is based on preliminary drawings provided by the applicant, and that all final drawings must be approved by the Engineering division and must comply with state and local requirements.

For projects that do not require a planning approval and that are smaller in scope, the current approach of integrating engineering review with building permit review may continue. The following table identifies how Engineering review can be used during planning approval, after planning approval, or as part of a building permit application.

REVIEW DURING PERMITTING PHASES

Review Type	Planning Approval	Interim / Stand Alone Engineering Permit	Building Permit
PLANNING	Review and approve all requirements consistent with the application plan.	No role.	Ensure conditions from planning approval are reflected in plans; ensure project complies with development ordinance.
ENGINEERING	Ensure plans are consistent with all engineering requirements, but do not require 100%	Large projects: Larger projects: Complete 100% design of all utility and municipal infrastructure	Smaller projects: Integrate engineering and stormwater review into

Review Type	Planning Approval	Interim / Stand Alone Engineering Permit	Building Permit
	design. Review preliminary utility, clearing and grading, right of way improvements and other site access, and other City owned or maintained infrastructure. Enumerate conditions to be met after planning approval.	(e.g., water, sewer, storm water.) and clear and grade plans. ROW, Sewer Connection, Water Connection	building permit application. Larger projects: Must grant approval for building permit to be accepted if Engineering design incomplete
BUILDING	No role.	No role.	All: Review and approve plan compliance with building code. Ensure sign offs from all other departments.

PLANNING APPLICATIONS

Below is a specific assessment of Anacortes' current policies and practices for planning and zoning applications compared to the previously stated key best practices.

1. APPLICATION ROUTING CRITERIA

Similar to building permits, no formal guidelines or Standard Operating Procedures indicate the routing criteria for planning and zoning applications. The City should prepare a clear criteria matrix that shows which applications trigger review by different disciplines (stormwater, solid waste, water, engineering, or outside review agencies). Ideally, this matrix should be automated in the SmartGov system through the workflows. This matrix can also determine whether or not a third-party review, and related fee, is needed for the application review.

The routing criteria matrix for planning and zoning applications should be less complex than the one developed for building permits. Customizing review groups for each type of application is not necessary or beneficial, although it is important for the project lead to check routing if there are specific circumstances related to an application that may affect the routing.

SAMPLE ROUTING CRITERIA

Type	Building	Engineering	Fire	Stormwater
Types 1 & 2	No review	All	No review	All
Types 3 & 4	All	All	All	All

As illustrated, Engineering, Operations and Stormwater staff need to anticipate the workload specific to zoning and planning reviews.

This matrix should also clearly document under what circumstances outside review will be required so that this information can be provided to applicants and be used for training staff.

2. STANDARDIZED REVIEW TIMELINES

While there are adopted review timelines for planning and zoning applications, as described in Section 19.20.160 of the Anacortes Municipal Code, there is no official tracking method to ensure staff meet these deadlines. As discussed in Chapter 5, Customer Education, customers indicated a surprise at how long it took the City to complete the review of their application. Creating clear review timeline expectations is especially important due to the current State of Washington law (which was implemented on January 1, 2025 as a result of Section 7 of [Senate Bill 590](#) passed in the 2023 legislation session). The law within [RCW 36.70B.080](#) applies to Anacortes and lays out the following timelines:

REVISED CODE OF WASHINGTON (RCW) REQUIRED PERMIT TIMELINES*

Project Type	Project Timeline*
Project permits that do not require public notice under RCW 36.70B.110	Within 65 days
Project permits that do require public notice under RCW 36.70B.110	Within 100 days
Project permits that do require public notice and a public hearing under RCW 36.70B.110	Within 165 days

* *Timelines are all from the determination of a permit's completeness per RCW 36.70B.070*

Because of the need to meet these timelines, the City needs to establish internal timelines for the steps involved in the planning application review process, including intake, completeness determination, initial review, and re-review.

3. PRE-APPLICATION REVIEWS

Though they will not be regulated by State law, the City needs to improve its pre-application review process. Pre-application reviews are required by municipal code for particular types of development requests. The director can waive this requirement. An applicant can also choose to go through a pre-application review process even if it's not required.

Per municipal code, the purpose of a pre-application process is to:

1. Provide the City and other agency staff with information about the proposed development.
2. Enable staff to advise the applicant of applicable requirements.
3. Acquaint the applicant with the applicable requirements of the municipal code and other laws.
4. Identify issues and concerns before submitting a formal application.

The PCED webpage explaining the pre-application process indicates that *“the multiple consolidated summaries of staff review comments will no longer be a product of pre-application conferences.”* Staff reported that the written meeting summaries that were previously produced were often exhaustive in detail and sometimes provided a few months after the meeting occurred. Anacortes should reinstate a written summary of the pre-application meeting findings and ensure it is delivered to the applicant within one week. The summary’s scope should be limited to key points from each review discipline, so that such a delay does not occur in the future. The staff members that participate in the pre-application meeting should produce summary comments for the assigned project planner, ideally prior to the meeting occurring, to ease the compilation process. The written summary should include a clear caveat that it memorializes key conclusions from the meeting but is not the result of an actual project review and does not reflect any final decisions on the part of the City. A one-week timeline to turn around a written summary of the pre-application meeting is best practice goal (no longer).

A pre-application is not an opportunity for staff to conduct a comprehensive scope of review. Conversations with staff indicate that an in-depth review of the proposed development does occur during a pre-application. This requires significant staff time and results in a delayed delivery of the summary staff following the pre-application meeting. The comments should be a collection of all review disciplines and shall include contact information of staff who can provide further guidance prior to a formal application submission. Ideally, this should be collected and automated in the SmartGov system to save the project planner time in distribution.

The City currently requires a pre-app neighborhood meeting for some formal application types. The staff time involved in coordinating these meetings sometimes exceeds the value gained from informing the community at such an early stage. Pre-application proposals are preliminary by nature and frequently change in scope and detail before a formal application is submitted. As noted in Chapter 6, it is recommended that the neighborhood meeting requirement be eliminated at the pre-application stage and instead be implemented during the formal application review period, when project details are more defined and public input can be more effectively incorporated. If the City desires to keep some pre-application neighborhood meetings, they should only be required for large, complicated projects that will affect a large geographical area or are likely to be controversial.

4. INTAKE AND COMPLETENESS REVIEW

Currently, the intake and completeness review for planning and zoning applications generally follows best practices by ensuring the following:

- The initial intake review ensures all uploaded documents are correct and meet City standards. (Note: Chapter 5, “Staffing,” will discuss the appropriate staff who should be conducting intake reviews across review disciplines).
- The Planning Manager assigns the project to a planner who serves as the project manager.
- The assigned planner will then perform a completeness review.
- A letter of completeness or incompleteness is sent to the applicant through Smart Gov.

Some adjustments that should occur to better follow best practices include:

- **Automate workflow and distribution groups for each application type.** This step is currently manual and occurs only after a project manager is assigned to the project. A standardized routing list is best practice; otherwise, there is too much inconsistency in what review disciplines review proposed development.
- **Determine third-party reviews earlier.** Applicants should be informed earlier in the process if a third-party review is going to be engaged in their project review, either at intake or with the project planner assignment. Extra fees are charged for a third-party review, and applicants should understand these fees upfront in the review process. A list of application types that trigger third-party review needs to be created so that the SmartGov system can automatically flag in the workflow and routing groups.
- **Revise application checklists to include only the mandatory materials needed to determine completeness.** Several submittal checklists for planning and zoning applications exist. They are complex and appear to ask for materials that are beyond the scope of what is required for the particular application. For example, several checklists lay out requirements for deferred submittals. Such requirements should appear on a separate checklist for the final approval stage of the project. (Note: The project team will be updating 25 application checklists in the scope of this project work and will focus on making this adjustment).
- **Send applicants periodic updates on their review status.** Completeness determination and related letters can be created as templates within SmartGov for staff to create them more easily.

5. PUBLIC NOTICING

The steps for public notice are incredibly staff-intensive. Some of these responsibilities should be transferred to the applicant and required with the initial application submission. These would appear as needed materials in an application checklist. Some jurisdictions have a separate checklist specific to public notice requirements.

SAMPLE CHECKLIST FOR PUBLIC NOTICE

- ☒ Indication of the length of the public comment period (according to application type).
- ☒ Attach an Excel mailing list and map from Skagit County iMap of all property owners within 300 feet of the subject property.
- ☒ Labels for all mailing addresses.
- ☒ Affidavit that the mailing list is accurate at the time of application submittal.
- ☒ Affidavit that upon the Notice of Application, the applicant will be responsible for posting two notice boards on site.

Shared responsibility between staff and the applicant is a best practice for public notice procedures.

6. STAFF REPORT FINDINGS AND RECOMMENDATIONS

Currently, the assigned project planner prepares a staff report for an application that requires a public hearing. This report is incorporated into the approval authority's (Planning Commission, Hearing Examiner, or City Council) agenda packet. Staff didn't indicate that a review of the staff report or agenda packet occurs by the Planning Manager or the Director. A manager/director final review of a staff report

should be an added step in the review process of all land use applications that require staff findings, recommendations, or conditions of approval. Such a review provides the following benefits:

- Ensures consistency in how regulations are interpreted with development requests.
- Provides an update on the current development status that can be relayed to the Mayor.
- Supports the project planner prior and during the public hearing process.

7. CONSOLIDATED REVIEW COMMENTS

As with Building, there is no standardized approach across Engineering, Stormwater, and Planning regarding how both comments and conditions should be reflected in the SmartGov system. In addition, the SmartGov system is supposed to generate an “deficiency report” that indicates all changes that need to be made. This is currently one of the greatest challenges that applicants described in focus group meetings.

8. RESUBMITTALS

Greater efforts should be made to ensure that initial reviews are comprehensive and fully satisfy the regulatory requirements associated with that agency. Anacortes has struggled with this for a number of reasons:

- The new comprehensive unified development code added a number of requirements that fall under the engineering purview, but because of staffing and staff turnover issues, the engineering staff were not trained on these requirements.
- Similarly, major turnover in planning staff, with the previous staff not having any written SOPs, caused both slowdowns and confusion regarding the status of permits.
- The City does not have a clear policy regarding the need for a comprehensive review.

The importance of developing clear criteria for plan review for all review agencies is discussed elsewhere in the report. An addition is the creation of a policy like that described above, for example: “All plans should be reviewed comprehensively during the first review cycle. For re-reviews, reviewers should only be checking to ensure the required changes have been made. An exception to this is if the required changes triggered other issues, or if the item is a life-safety issue that was inadvertently missed in the first review.”

4.3 REVIEW PROCESSES RECOMMENDATIONS

25. Until the SmartGov customer portal is modified to prevent the issue of permit applications being created, but not yet accepted for review,

the intake staff should check daily for drafted or unsubmitted applications.

- 26. Create more comprehensive checklists for all applications and permits to specify the required information for each type.**
- 27. Integrate the application and permit completeness checklists into SmartGov's customer portal for online submittal and ensure they are easy to find on the website as portable document format for general reference.**
- 28. Institute a new completeness review process for building permits to include an email update to the applicant indicating the permit is acceptable for continued review, or there are missing elements that must be addressed prior to review.**
- 29. For applications found not to be complete, the City should send the applicant a comprehensive list of items that need to be corrected, by email.**
- 30. For applications considered complete and ready to review, send applicant an email or other communication identifying key next steps and highlighting potential issues that may come up (e.g., stormwater, etc.).**
- 31. Clear timelines should be established for review and re-review for each review discipline.**
- 32. Criteria should be developed that indicate under what circumstances various reviewers (planning, engineering, fire, stormwater, historic, outside reviewers, etc.) need to be included in application and permit routing.**
- 33. Building permit applications that require planning review should be reviewed by planning first, where possible.**
- 34. Simple building permits should be prioritized for review by all review disciplines.**
- 35. The City should establish a policy across all review disciplines indicating that all plans should be reviewed comprehensively during the first review cycle. For re-reviews, reviewers should only check to ensure the required changes have been made, except in specific circumstances.**
- 36. Develop clear consistent policies related to how plan review comments and conditions for approval are recorded on an application or permit. Best practices to include a written list of items referencing**

plan and drawing markups where relevant. Best practice is that comments should be organized by discipline.

37. The specific codes and standards against which Engineering is reviewing plans should be established and incorporated into SOPS.
38. The timing at which Stormwater and Engineering preliminary and final project reviews occur should be clarified for all staff involved in development review. This includes the level of design detail required for preliminary sign off during the planning and zoning entitlement process and final reviews and approvals required prior to building permit application.
39. Add clear explanations to the applicant regarding how to respond to comments, including a requirement that each comment be responded to by number.
40. Reinstate the written summary of pre-application meetings and set a goal to produce the summary within one week of the meeting date
41. Ensure that best practices are followed for planning application intake and completeness review.
42. Require applicants to assist with the public notice of planning applications. Specifically, applicants shall provide all adjoining property owner information at the time of application submittal and post a City-provided notice on site.
43. Establish a clear review process where a senior staff member or manager is responsible for the final review and sign-off on all planning application staff reports before they are submitted for a public hearing.

5. CUSTOMER INTERACTION AND EDUCATION

The following chapter analyzes and develops recommendations for customer interaction and education practices concerning the City of Anacortes' development review and permitting approaches. It includes topics related to providing an applicant with both general and specific information about the development review process, so they have a chance to be successful in their request. It also covers topics that can provide staff assistance by educating the customer prior to an application is submitted for consideration.

5.1 FINDINGS & ANALYSIS

The findings discussed in this section are based on the review and analysis of the customer survey and focus group meetings analysis, the best practices assessment, and a general analysis of the City's website and SmartGov customer portal. It should be noted that customers who responded to the customer survey were generally satisfied with the customer service provided at the primary permit counter in the Department of Planning, Community and Economic Development. Customers recognized the need to come into the office to find out the status of their application or permit. The findings and analysis below suggest customer interaction and education recommendations that are vital for a permitting software review process and ensures sustainability in customer service as staff changes occur.

CREATE A CENTRALIZED DEVELOPMENT REVIEW WEBSITE.

A City's website is essential for proactively engaging with potential and current development customers. Before engaging with the City about a development proposal, a customer has most likely visited the City's website. The City's website is an excellent resource for providing a variety of information related to the City's processes, requirements, standards, and development environment. A strong online presence can enhance the level of service to the customer and reduce the number of inquiries that require front-end staff time.

The Department of Planning, Community and Economic Development (PCED) webpage currently serves as the primary area on the City's website that provides information regarding the City's development review, permitting, and inspection functions. Its primary home page includes the following details:

- Summarizes the three functions of the Department: Planning, Building, and Economic Development.
- Includes several notes and affiliated links reinstating that all applications and permits must be submitted through the SmartGov permit portal.
- Excessive information in a sidebar menu with dropdown options that are hard to navigate.
 - The current planning menu option includes topic explorations of critical areas and shoreline permitting, but nothing about the overall development review process.
 - The term "permits" is used throughout the pages and collectively describes planning applications, building permits, and public works permits.

- Several links to other areas of the City's website, including the interactive GIS maps, public record request link, and the SmartGov customer portal, are also provided.

While a large amount of information is contained on these pages, it isn't highly beneficial to customers because it requires a significant amount of time to search. This difficulty in finding development review steps on the City's website is reiterated with the survey results. Below are a couple of the multiple-choice questions in the survey about this topic:

#3: If I had a question about technical standards and requirements, it was easy to find the answer online. Disagreement Level: 54%

#5: If I had a question about the permit application and review process, it was easy to find the answer online. Disagreement Level: 53%

Additionally, the open-ended section of the survey indicated that the online information on the development review process was both a strength and an area for improvement.

STRENGTH

- **Information Provided Online**

Example Comments: "Mostly good information available online." "Online information is pretty good."

AREA FOR IMPROVEMENT

- **Improve Online Information on the Development Review Process**

*Example comments: "More online information on how to comply with applicable building codes."
"Information should be easily found online."*

The survey results indicate that not all website users are finding the information they need during the review process. A centralized development review website needs to be created to streamline the sharing of development-related information. Several of the elements discussed below will require coordinating with all departments/divisions involved in the development review process.

Elements of a centralized development review website should incorporate the items listed below. Several of these elements are discussed in further detail as separate recommendations in this section.

ACCESSIBILITY

- The centralized development webpage should be located on the City's homepage and easily findable.

GENERAL INFORMATION

- An overview of the entire development review process in narrative and graphical formats.
- Link to a comprehensive digital development guide that overviews the entire development process.
- Narrative for responsibilities of the respective departments/divisions involved in the development process. This can also be a visual document, such as a "flow chart" or "road map."

- Links to individual departmental/divisional development webpages.

CONTACT INFORMATION AND MEETING SCHEDULER

- Division contact information, including a division-specific email address and phone number. Individual email addresses and phone number can be included for employees that are topic experts (for example, stormwater review).
- Link to an online meeting scheduler for “General Inquiries,” “Chats,” and “Pre-Application” meetings.

APPLICATION AND PERMIT SUBMITTALS

- Simplified inventory of application and permit checklists, which is easy to find.
- Explanation of when particular applications and permits are needed.
- Informational one-pagers for more complex applications and permit processes.
- Link to the SmartGov customer portal, including “How To” guides for using the portal and submitting an application or permit.

APPLICATION AND PERMIT FEES

- A fee schedule and a fee estimator/calculator for all development fees (including impact fees).
- Link to the SmartGov customer portal, including “How To” guide for submitting an application or permit fee.

MAPS AND ORDINANCES

- Link to the City’s Interactive Map directly on the website. The Interactive Map Gallery is confusing to browse if a user is explicitly looking for maps for development purposes.
- Ideally, a specific community development project map can be created like the one in Bozeman, MT.
- Webpage link to the City’s adopted ordinances, design standards, and other regulations that are specific to the development review, permitting, and inspection processes.

INFORMATIONAL HANDOUTS AND FAQs

- Informational handouts on specific application or permit processes should be created and saved as individual PDF documents.
- Updated Frequently Asked Questions (FAQs) that include the most frequent questions received from potential applicants and customers about the City’s development review process.

PERFORMANCE HISTORY

- Summary of review timelines for each application and permit type. Indicate both the typical time required for initial completeness review and review of resubmittals.
- Webpage link to applications and permits currently being processed and reviewed by the City.
- Performance reports on the number of applications and permits received and the average review timelines. Ideally, these reports can be auto-generated by SmartGov.

As noted earlier, a centralized development review website will require coordination across different divisions and departments. Until this coordination occurs, PCED should take steps to ensure all development information and guidance is centrally located, including the applications, reviews, and inspections information. This could initially occur by creating one sidebar menu dropdown option for the City's development review process.

IMPROVE THE SMARTGOV CUSTOMER PORTAL.

As discussed in Chapter 3, Technology, the City requires submitting all applications and permits through the SmartGov customer portal, which was implemented in July 2024. The portal could be made significantly more intuitive with key changes to include:

- Better and more tailored application checklists and guidelines on selecting the correct application or permit;
- Automatic fee calculation with submittal;
- Easy access to staff review comments when a review is complete;
- Automatic application and permit status notifications (both through the portal and email); and
- Specific technology recommendations for the SmartGov customer portal are provided in Chapter 3, "Technology," of this report.

CREATE A COMPREHENSIVE DEVELOPMENT GUIDE OR HANDBOOK.

A digital development guide or handbook should be created to provide a comprehensive overview of the City's development review process. Such a handbook helps clarify processes for applicants. It can also be used as a resource for staff onboarding (as further discussed in Chapter 2 of this report).

Below are strong examples of development guides and handbooks that could be used as a starting point to determine the type of information the City of Anacortes should include:

[Aurora, CO Development Handbook](#)

[Clayton, CA Development Handbook](#)

[Durham, NC Reference Guide for Development](#)

The development guide or handbook should include information about project reviews that are housed organizationally outside of the City, such as the Washington State Department of Ecology that is involved in SEPA, shoreline and stormwater regulations. While the guide does not need to be all-encompassing, it should provide a clear overview of the different steps involved in a new project from initial concept design through occupancy approval.

ENCOURAGE COMPLIANCE THROUGH EDUCATION.

Focus group feedback from customers indicated that the City is inconsistent with code enforcement approaches. While it is essential to ensure there are procedures for staff to follow through with a code

complaint (as discussed in Chapters 2 and 3 of this report), it is also best practice to encourage compliance through customer education.

One way to achieve this is to create a handbook specific to code enforcement. Such a handbook can provide a brief overview of the most common code violations and questions, and applicable citations of the Anacortes municipal code. The handbook language should be explanatory rather than regulatory.

One example of a code enforcement handbook can be found in [Chamblee, GA](#).

REDUCE OFFICE HOURS AND IMPLEMENT AN ONLINE MEETING SCHEDULER.

As discussed under “Management and Administration,” the primary PCED permit counter is open to the public 8 a.m. to 5 p.m., Monday through Friday. Building, Planning, and Engineering staff rotate shifts to ensure the public counter is covered. This coverage falls exponentially on the Permit Services Coordinator within the Building Division. Anacortes customers primarily call, email, or visit in person to obtain information from staff. This is partly due to the difficulty in finding information on the City’s website (as further discussed in this section), but also because it is a type of staff availability that has become expected by the customer.

Providing staff adequate time to monitor application and permit intake through the SmartGov system is essential. One way this can occur is by reducing open counter hours. Cities may approach this in different ways, depending on political preference. Some cities choose one day of the week to close to the public and describe it as a staff focus day. If a weekly schedule is concerning, the one-day closed approach can happen every two weeks. Otherwise, a city can define set hours every day that are considered open counter/office hours. A couple of Washington jurisdictions that take this approach are the following:

- **[City of Bellevue—Development Services](#):** Bellevue’s in-person Permit Center is open only Monday through Thursday, 10 a.m. to 3 p.m., with remote-staffed service on Fridays. At the same time, their “Virtual Permit Center” offers Monday through Friday, 8 a.m. to 4 p.m. service that you “Book an Appointment” for via an online scheduler on the city website.
- **[City of Redmond – Development Services Center](#):** Redmond’s DSC counter is open Monday through Thursday, 10 a.m. to 3 p.m. for first-come, first-served in-person drop-ins—but applicants may also “schedule an appointment for service at a particular time” by emailing a dedicated DSC address with preferred date/time and permit type.

While these examples are jurisdictions larger than Anacortes, they demonstrate how a combination of customer service approaches can be offered, which can appeal to more customers than those with the schedule flexibility to visit the office during a typical workday.

One challenge in the current environment is that customers walk in to the permit center with the expectation that staff are available to spend an hour or more discussing their project, the process, their application, and related issues. This creates significant challenges for staff and takes away from the time that they should have available to conduct reviews and do other work. Anacortes should consider limiting the amount of time that a walk-in customer can spend by stating that any communications requiring more than 20 minutes require an appointment.

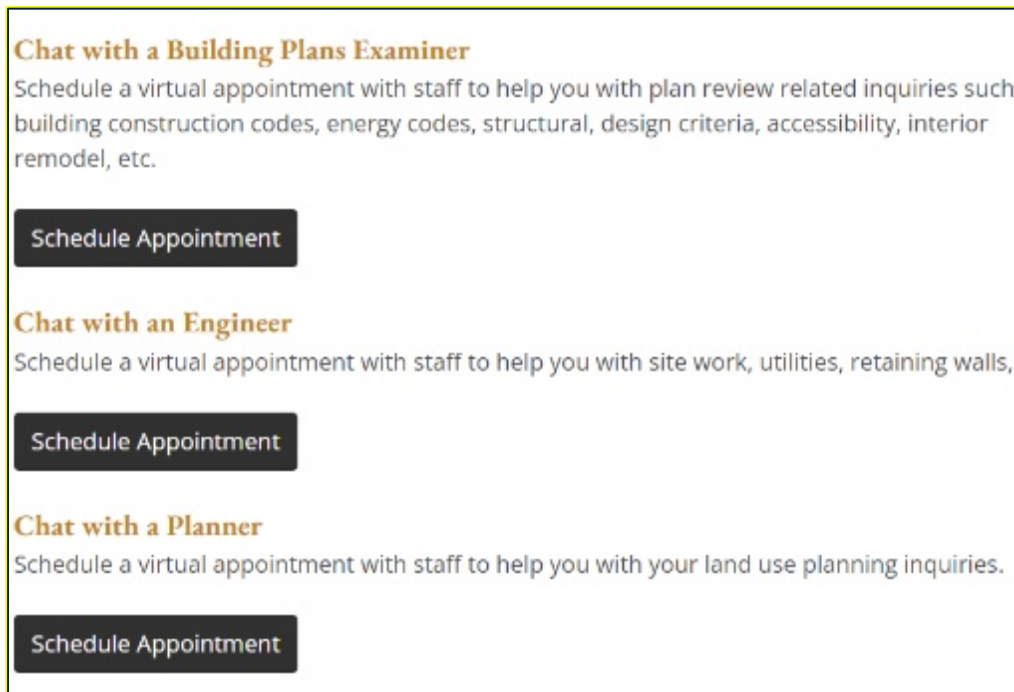
The examples above demonstrated a combination of customer service approaches, including an online meeting scheduler. This eliminates the need for an individual to come into the office or call a staff member to schedule a meeting. Additionally, there are ways to customize the type of meetings provided. For example, an initial inquiry meeting can occur more frequently during the week and be no more than 30 minutes. They typically are complimentary and require no fee. More complex type meetings, such as formal pre-application meetings, would occur on a recurring set schedule and require an application with submittal materials and information before scheduling.

The following image shows an example of a more robust online scheduling system provided by the City of [Bellevue, Washington](#):

The image shows a web interface titled "What questions can we help you answer?". It features six service categories arranged in a 3x2 grid. Each category includes a title, a brief description of the services provided, and a blue button labeled "Book Now with [Service Name]".

Service Category	Description	Action Button
Land Use	Land Use can answer questions about zoning, tree retention and removal, single family development and additions, lot coverage and setbacks, short platting and other usage information.	Book Now with Land Use
Building Review	Building Review can assist with information about building codes, roof replacements and answer structural and code questions about remodels, including decks.	Book Now with Building Review
Fire Review	Fire Review will assist with questions about fire protection systems, fire department access, single family sprinkler requirements and answer questions about contract city review requirements.	Book Now with Fire Review
Utility Review	Utility Review can help with inquiries about side sewers, water meters and storm drainage systems.	Book Now with Utility Review
Right of Way	Right of Way can answer questions about driveway or sidewalk removal and replacement, landscaping or tree removal within a public right of way, sidewalk café seating and other temporary uses of public rights of way.	Book Now with Right of Way
Transportation Review	Transportation Review staff can assist with transportation codes, requirements for commercial development and for short plats and plats.	Book Now with Transportation Review

For technical questions (e.g., zoning information, building permit requirements, engineering requirements), the City should ensure adequate staffing to allow these employees to provide needed information within 24 hours. One newer approach that can help with timely responses is to require people to schedule time with staff for more technical types of questions. One example is providing brief online and virtual “chats” with experts in different disciplines. Below is an example of this service from [Issaquah, Washington](#):



Chat with a Building Plans Examiner
Schedule a virtual appointment with staff to help you with plan review related inquiries such as building construction codes, energy codes, structural, design criteria, accessibility, interior remodel, etc.

Schedule Appointment

Chat with an Engineer
Schedule a virtual appointment with staff to help you with site work, utilities, retaining walls,

Schedule Appointment

Chat with a Planner
Schedule a virtual appointment with staff to help you with your land use planning inquiries.

Schedule Appointment

Scheduled meetings or chats that require references to regulatory documents can prevent these types of questions from coming through phone calls or in-person visits at the public counter. It also ensures that staff can provide helpful and accurate feedback, and the customer, in the end, leaves the interaction satisfied.

While the City's centralized development services public counter and open hours provide in-person service, several challenges can emerge, affecting staff efficiency and customer satisfaction. Here are some of the key challenges:

- **Decreased Staff Efficiency:** Staff's workflow is interrupted as they balance walk-ins with ongoing tasks. This leads to a less efficient workflow and reduced productivity. Additionally, it eliminates the ability of staff to prepare for specific cases in advance, which can lead to delays in customer service or inconsistent feedback.
- **Reduced Accountability:** Walk-in systems make it harder to document and track interactions and follow-ups, which can lead to accountability issues if problems arise. Without scheduled appointments, there may be less formal tracking of commitments made during interactions, leading to missed deadlines or incomplete tasks.
- **Inequity in Access:** A walk-in system may favor those who can arrive early or have more flexible schedules, potentially disadvantaging others who cannot easily access services during regular hours.

These challenges highlight the benefit of establishing an online appointment scheduling method. The system should allow the customer to select in-person or virtual appointments with staff. Still, it should also require the customer to provide background on what they are inquiring about so that the correct resources are available during the meeting.

PROVIDE A DEVELOPMENT FEE GUIDE AND CALCULATOR

Until the SmartGov portal is improved and allows a customer to calculate a development review fee automatically, the specific webpage on the development review website should include the City's adopted development review fee schedule and a fee calculator. [Raleigh, NC](#) has an example of such a tool:

Review development fees, or estimate your fees for building permits, stormwater, open space, thoroughfares, and right-of-way occupancy.

Updated: Jun 3, 2024

[View the development fee guide.](#)

This guide is made available by the City of Raleigh for informational and planning purposes only and may not reflect the same descriptive terms as utilized in the Permit Portal (powered by Energov). By using this guide you understand that the details provided are collectively gathered to represent development-related fees based on the full schedule adopted by Raleigh City Council.

[Use the development fee calculator.](#)

This calculator is made available by the City of Raleigh for informational and planning purposes only and may not reflect the final cost to obtain plan review, building, and trade permits. By using this calculator you understand that the fee details provided are estimates based on the information entered and the final calculation of fees will be provided by Planning and Development.

PUBLIC REVIEW TIMELINES AND MAKE THE REVIEW MORE PREDICTABLE.

Applicants and customers of the City's development review process indicated that the time it took to process their application or permit was longer than expected for the proposed scope of work. This feedback was for the overall development review process, as well as for the planning and engineering services:

- The time it took to process my application was reasonable given the complexity of the project.
Disagreement Level: 68%
- The time it took to process my engineering application was appropriate for the scope of my project.
Disagreement Level: 44%

Review timelines were also the most commented on topic in the open-ended question section of the customer survey:

- **Reduce Review Timelines**

Example comments: "Shorten the time frame for permitting." "Speed up the process."

Development review timelines are verbally described to customers when asked. Staff sometimes has difficulty summarizing review timelines due to their unawareness of the overall steps in the development review process or an inability to check the status through SmartGov. Overall, this creates low predictability of when a customer can expect a review period to be completed. Higher predictability for review timelines was expressed as a high need from the focus group sessions. The City should aim for review timelines to be advertised to customers. Reporting out about review timelines provides transparency and predictability.

APPLICATION AND PERMIT SUBMITTAL CHECKLISTS

Permit and application checklists are saved on a PCED webpage link titled "Permit Documents and Checklists." The list has 53 individual document links and includes information that ranges from submittal requirements to map standards to applications to narrative forms. An applicant wouldn't know what each link is by its title alone and would require a lot of exploration. Several of the links initiate an automatic download, rather than a viewable file. Most of the documents need updating.

The project team will update 25 checklists as part of the scope of work. The goal for this update is to make the checklists visually look consistent and to ask for the applicant to supply information that will ensure a staff member can determine whether or not a submittal is complete. These checklists will be fillable forms until they can be incorporated into the SmartGov customer portal. These checklists should be updated to allow for electronic completion by the applicant and verification/approval by the department. The checklists should be sequenced, so once the base information is completed on a checklist, this information transfers from one checklist to the next (i.e., the property address, name, etc.) a submittal to be determined complete.

5.2 CUSTOMER INTERACTION AND EDUCATION RECOMMENDATIONS

Below are specific recommendations related to customer education and outreach efforts.

44. Create a high-functioning central development webpage for people seeking information on navigating the City's development review process.
45. Produce a development guide/handbook that assists developers with understanding the broader development review process.
46. Create code compliance education materials for preventative measures (common City nuisances and violations).
47. Consider reducing in-person counter hours and limiting time with any one customer to 20 minutes to allow staff more administrative time to process and manage SmartGov and for more focused work time.
48. Provide an online meeting scheduler for both virtual and in-person consultations with staff.
49. Develop and provide clear and comprehensive checklists for each application and permit type, identifying the minimum items required to be submitted for review.
50. Ensure the application and permit checklists on the website are fillable in design and align with the SmartGov application and permit type options, with the goal of integrating the checklists into SmartGov.

6. REGULATORY STANDARDS

This chapter provides an assessment of areas where the City's regulatory standards and regulatory processes may benefit from modifications.

6.1 CURRENT REGULATORY FRAMEWORK

In most cases, challenges in obtaining and/or issuing permits are primarily related to process, staffing, technology, or communications, either with applicants or between departments or review entities. However, there are in some cases options to simplify or change regulatory requirements in a way that does not fundamentally compromise the City's core mission of promoting safe, appropriate development while protecting natural resources and infrastructure.

6.2 FINDINGS AND ANALYSIS

RAISE LEVELS OF SEPA CATEGORICAL EXEMPTIONS FOR MINOR NEW CONSTRUCTION

Environmental requirements are critical to understand and mitigate the potential impacts of development on ecosystems, waterways, and water quality. However, in practice, the processes and expectations of environmental requirements can become so onerous that applicants will avoid the permitting process entirely or will avoid development that may be beneficial to a community.

Washington's State Environmental Policy Act (SEPA), enacted in 1971, requires state and local agencies to identify and, where possible, mitigate environmental impacts of proposed projects.² With the adoption of the Growth Management Act (GMA) in 1990, however, many observers argued that the extensive analysis and public involvement involved in preparing comprehensive plans made parts of SEPA duplicative when applied to projects that simply implement those plans. The state legislature has since provided targeted exemptions to reduce overlap, allowing local governments to streamline review for certain plan-consistent actions, including affordable housing and downtown business development. Some of these exemptions are categorical and are expressly established in state statutes and administrative rules.

The maximum exempt levels described for "minor new construction" are included in the Washington Annotated Code (WAC) 197-11-800(1)(d):

² Steve Butler, "SEPA Exemptions and Streamlining Options for Local Governments," [MRSC Insight](#), June 3, 2025.

Project Type	Incorporated UGA	Unincorporated UGA
Single-family residential	Up to 30 units	Up to 30 units
Single-family residential <1,500 sq. ft.	Up to 100 units	Up to 30 units
Multi-family residential	Up to 200 units	Up to 60 units
Barns, loafing sheds, farm equipment/produce storage or packing structures	Up to 40,000 sq. ft.	Up to 40,000 sq. ft.
Office, school, commercial, recreational, service, or storage buildings AND associated parking facilities	Up to 30,000 sq. ft. and 90 parking spaces	Up to 30,000 sq. ft. and 90 parking spaces
Fill or excavation	Up to 1,000 cubic yards	Up to 1,000 cubic yards

The City of Anacortes has raised exempt levels for some types of construction. This was adopted by ordinance in 2019 and within Section 18.04.120 of the Anacortes Municipal Code (AMC):

“18.04.120 Flexible thresholds for categorical exemptions.

A. The city establishes the following exempt levels for minor new construction under WAC 197-11-800(1)(b) based on local conditions:

1. For **residential dwelling units** in WAC 197-11-800(1)(b)(i): up to **20 dwelling units**.
2. For **agricultural structures** in WAC 197-11-800(1)(b)(iii): up to **10,000 square feet**.
3. For **office, school, commercial, recreational, service or storage buildings** in WAC 197-11-800(1)(b)(v): up to **12,000 square feet and up to 40 parking spaces**.
4. For **parking lots** in WAC 197-11-800(1)(b)(iv): **up to 40 parking spaces**.
5. For **landfills and excavations** in WAC 197-11-800(1)(b)(v): **up to 500 cubic yards**.

B. Whenever the city establishes new exempt levels under this section, it must send them to the Department of Ecology, Headquarters Office, Olympia, Washington, 98504 under WAC 197-11-800(1)(c).

C. WAC 197-11-800, Categorical exemptions, does not apply to minor new construction (WAC 197-11-800(1)(a), 197-11-800(1)(b) and 197-11-800(6)(a)) in the R1 use zone when the project is undertaken wholly or partly on lands covered by water (wetlands and streams) and their buffers.”

(Ord. 3046 § 1 (Att. A), 2019; Ord. 2471 § 1, 1998)

There are many implementation goals and policies in the [City's Draft 2025-2045 Comprehensive Plan](#) related to construction, such as promoting a variety of housing options, encouraging infill development, and providing for growth of multifamily housing. There are also several goals and policies related to business development, such as supporting existing commercial, manufacturing and industrial enterprises and facilitating the retention, growth and new location of small and locally-owned business by allowing live-work units. Raising the levels of SEPA categorical exemptions may help these local priorities happen more quickly. They can do this by:

- Speeding up the local approval process timeline by eliminating the extra steps required by the SEPA process; and
- Reducing the likelihood of someone appealing a project or program (since a SEPA appeal would no longer be possible for an exempt SEPA action).³

Considering the goals and priorities in the City's draft comprehensive plan, it is recommended the City consider increasing the exempt levels for single-family and multi-family residential construction. The category of commercial buildings could also be considered for an increase.

ADOPT TIMELINES IN COMPLIANCE WITH STATE REQUIREMENTS

The City does not currently have adopted review timelines in compliance with RCW 36.70B.080. The City attempted to adopt these new state timelines into its municipal code in late 2024. Ordinance 4092 was presented to the Planning Commission on December 11, 2024. However, the City's SEPA threshold determination (a Determination of Non-Significance) for the proposal was appealed. The City cannot bring the legislation forward for City Council adoption (as currently written) until the SEPA appeal is resolved. Hence, the timelines were never adopted into municipal code. This needs to be an immediate priority for the City to ensure compliance with new state law.

MAXIMIZE HEARING EXAMINER APPROVAL AUTHORITY

The City's permit procedures currently categorize several application types, including Conditional Use Permits (CUPs), as Type 4 applications, which must be presented to the Planning Commission for a public hearing and recommendation, and then to the City Council for final decision. It is recommended the City recategorize Type 4 applications to Type 3 applications and use a Hearing Examiner to maximize its approval authority, which is authorized by the State of Washington under RCW 35A.63.170 for non-charter code cities.

The Hearing Examiner system is highly successful in many Washington jurisdictions. It is often more suitable than City Council for quasi-judicial decisions for the following reasons:

- **Provides Expertise and Consistency:** Hearing Examiners are typically attorneys or land use professionals with training in administrative law, planning, and procedural fairness. They apply legal standards more consistently, reducing the risk of appeals or legal errors.
- **Procedural Neutrality:** Hearing Examiners are neutral fact finders, which reduces perceptions of bias or political influence. This enhances fairness and minimizes conflicts of interest, especially in controversial matters.
- **Faster Review Timelines:** Hearing Examiners often operate under tight procedural timelines, leading to faster review timelines. Unlike councils, which meet on set schedules, examiners can schedule hearings more flexibly.

³ Ibid.

- **Time and Resource Savings for Planning Commission and Council:** Planning Commission and City Council should focus on City policy and legislative matter, rather than time-consuming quasi-judicial hearings. This helps Council meetings be more focused toward City-wide issues and eliminates the chance of lengthy public hearings dominating their agendas.

The City has distinguished four different application types, Types 1 – 4, that determine review and approval authority. The table below is based on Section 19.20.030.C.3 of the Anacortes Municipal Code and it summarizes the review classification and process matrix for each type of review.

APPLICATION REVIEW TYPES

Application Type	Type 1: Administrative, no public notice	Type 2: Director, public notice required	Type 3: Planning Commission or Hearing Examiner	Type 4: City Council (with Planning Commission Recommendation)
Administrative Conditional Use Permit (Home Occupation)		X		
Administrative Approval Permit (ADM)	X			
Binding Site Plan (BSP)		if under 10 lots		10 or more lots
Boundary Line Adjustment (BLA)	X			
BLA Lot Consolidation	X			
Home Occupation Permit (HMO)		X		
Conditional Use Permit (CUP)				X
Critical Area Exemption (CAX)	X			
Critical Area Permitted Alteration (CAP)		X		
Critical Area Variance - Reasonable Use Exception (CAV)			X (HE)	
Framework Development Plan (FMW)				X
Long Subdivision (LPS)				X
SEPA Threshold Determinations		X		
Shoreline Conditional Use Permit (SCUP)			X	
Shoreline Exemption Permit (SLX)	X			
Shoreline Substantial Development Permit (SDP)			X (Commission, less than \$1 million and 3 acres)	X (over \$1 million and 3 acres)
Shoreline Variance (SLV)			X (Commission)	
Short Subdivision (SPL)		X (Preliminary)		

Application Type	Type 1: Administrative, no public notice	Type 2: Director, public notice required	Type 3: Planning Commission or Hearing Examiner	Type 4: City Council (with Planning Commission Recommendation)
Site Plan Review (SPR)	X (under 10 dwelling units, <12k sf nonresidential, <20k nonresidential site improvements)	X (10+ dwelling units, =>12k sf nonresidential,=>20k nonresidential site improvements)		X (10 or more)
Sign Permits	X			
Unit Lot Subdivision (ULS)		X (under 10 lots)		X (10 or more)
Variance from Development Regulations (VAR)		X (Level 1)	X (HE – Level 2)	
Wireless Conditional Use Permit (WCUP)			X (HE)	
Wireless Eligible Facilities Request (EFR)	X			
Wireless Service Facility (WSF)	X			
Zoning Boundary Determination			X (HE)	

It is recommended that the City change all of Type 3 and Type 4 applications to the Hearing Examiner approval authority, which is allowed by state law. This will promote the Planning Commission to focus on serving as an advisory body for legislative planning matters, and for the Hearing Examiner to be responsible for all quasi-judicial projects. Additionally, this would allow the Council to focus on its final legislative approval authority. The Hearing Examiner arrangement promotes efficiency, expertise, and legal reliability while also freeing up elected officials to focus on broader community issues and policy. That's why many Washington cities, especially non-charter code cities, have adopted it for land use decisions.

EXPAND ADMINISTRATIVE APPROVAL AUTHORITY

Administrative approval authority is for Type 1 and 2 applications, with Type 2 requiring public notice. It is recommended that the City classify more applications into administrative approval authority. An example could include simple shoreline development permits (currently, all shoreline permits are either Types 3 or 4). While the State of Washington continues to require expedited review timelines, the City should consider expanding some of its planning and zoning reviews to administrative approval.

NEIGHBORHOOD MEETINGS

A neighborhood meeting is required to be held prior to the formal submission of a Type 3 and 4 application. As discussed in the Process Chapter of this report, these meetings can be onerous and premature if an application has not been developed yet. A neighborhood meeting is more valuable when the community is given a chance to review the details of the formal submission, which includes an

applicant's explanation and justification for the proposed development. If it happens earlier, neighborhood feedback may focus on issues or themes that are not regulatory and outside the City's ability to modify. Lastly, neighborhood meetings are most affective when the City sponsors a formal neighborhood association program, and a formal communication line exists between the association and the City and a staff member represents the neighborhood association interests with City staff during a development or entitlement proposal. Therefore, it is recommended that the neighborhood meeting requirement be for only Type 4 application types and occur during the formal application review process.

BLOCK FRONTAGE STANDARDS AND PUBLIC RIGHT-OF-WAY IMPROVEMENTS

One area of confusion in the past year relates to the City's fairly new standards for block frontage in Chapter 19.61 of the Anacortes Municipal Code (AMC), which dictate site orientation, building form and design, surface parking lot location, etc. In some cases, the frontage requirements and other project design requirements in Division 6 of Chapter 19.61 AMC can be complex and extensive. Where appropriate, the City may want to consider an administrative design review (application) process prior to a building permit. This will allow Planning staff to conduct the building, site, and façade design review of development in the City's primary street corridors and issue an administrative design approval prior to a building permit being submitted. The benefit of a separate application process is the opportunity to capture an application fee for the time Planning spends to conduct the project design review of development.

Another topic of contention is when sidewalk improvements in the public right-of-way are required. Chapter 19.51 AMC gives the Public Works Director, or its designee, a chance to issue a waiver for right-of-way improvements under certain circumstances and when particular criteria are met. Additionally, the City allows a sidewalk construction-in-lieu option, which gives applicants the chance to install off-site sidewalk in-lieu of on-site sidewalk (adjacent right-of-way) if special criteria are met. It may be in the City's best interest to also offer a sidewalk fee-in-lieu option within Chapter 19.51. This would be an optional program to allow a fee to be paid in lieu of constructing required frontage sidewalk improvements. There are situations where there are no nearby curb and gutter, and the road is so primitive that it can be difficult to determine how to feasibly construct sidewalk. In these cases, rather than construct something that might need to be demolished later when future improvements are constructed an applicant or property owner can request to use the fee-in-lieu program. Through the program, the City can collect the funds and use them, possibly with other funds collected, to construct pedestrian safety improvements elsewhere in the Anacortes which are a higher priority. Allowing use of the fee-in-lieu option would be discretionary by the City. If the Public Works Director, or its designee, determines it would be more beneficial to the public to have the frontage improvements built by the property owner along their frontage, the fee-in-lieu wouldn't be considered.



6.3 REGULATORY STANDARDS RECOMMENDATIONS

- 51. Raise the SEPA exempt levels, permitted by WAC 197-11-800, for types of construction that are prioritized by the City.**
- 52. Finalize Ordinance No. 4092 to ensure compliance with RCW 36.70b.080 review timelines.**
- 53. Transfer quasi-judicial development review applications to the Hearing Examiner (Types 3 and 4) approval authority.**
- 54. Expand administrative approvals by transferring some Type 3 applications to Type 2.**
- 55. Ensure the Planning Commission is serving in an advisory role for City Council on legislative items.**
- 56. Only require neighborhood meetings for Type 4 applications types and have them occur during the formal application review process.**
- 57. Consider an administrative design review application for the City's project design criteria in Division 6 of the Anacortes Municipal Code.**
- 58. Adopt a sidewalk fee-in-lieu option to provide alternatives to frontage sidewalk improvement requirements if not logical for the site.**

7. STAFFING AND ORGANIZATION

This chapter provides an assessment of the staffing and organization of development review and permitting operations in the City.

7.1 STAFFING AND WORKLOAD ASSESSMENT

APPLICATION AND PERMIT REVIEW

The chart below provides an overview of the positions of staff who work directly on application and permit review. It also estimates what percentage of a staff person's time is currently available to spend on actual review and processing of applications and permits, as opposed to answering general questions from the public, managing staff, policy development, or working on tasks outside of development review.

This is tied to all application reviews that a staff member conducts, including those for other departments/divisions. For example, planners spend time looking at building permits and their own planning applications, and engineering and stormwater staff also spend time looking at planning applications and building permits.

PERMIT AND APPLICATION REVIEW - CURRENT STAFFING AVAILABILITY

Title	Number of Staff	Percent of Annual Work Hours Available for Permit Review	Number of Annual Work Hours Available for Permit Review
PECD			
Director	1	10%	187
Planning Review			
Planning Manager	1	20%	374
Senior Planner	1	75%	1,404
Associate Planner	1	60%	1,123
Building Review			
Building Official	1	30%	562
Building Inspector/Plans Examiner	1	40%	749
Intake, Fee Collection, SmartGov and Bluebeam			
Permit Services Coordinator	1	50%	936
PUBLIC WORKS			
DPW Director	1	5%	94
Engineering Review			
City Engineer	1	5%	94
Lead Engineering Technician	1	5%	94

Title	Number of Staff	Percent of Annual Work Hours Available for Permit Review	Number of Annual Work Hours Available for Permit Review
Engineering Technician	4	75% * 1 (3 others focus on CIP or inspections)	1,404
Stormwater			
Stormwater Program Manager	1	20% (actual review contracted to private consultant)	374
Water Division			
Water Division Supervisor	1	5%	94

Based on the above assumptions, the following hours are available for the following review teams:

APPLICATION AND PERMIT REVIEW AVAILABILITY BY REVIEW TEAM

Functional Review Team	Hours available annually per FTE ⁴	FTEs available for review	Total review availability (hours)
Planning	1,872	1.65	3,089
Building	1,872	1.15	1,310
Engineering	1,872	0.90	1,685
Stormwater	1,872	0.20	374
Permit Intake and Management	1,872	0.50	936

Because of limitations with the available data, the decision was made to estimate workload volume in future years based on the number of applications received during 2024. From this, the project team estimated how many hours, on average, would be required to review each application type. It is important to note that a permit type may require review from multiple disciplines – for example, planning and engineering would look at a building permit; engineering and stormwater would look at a planning application. The table on the following pages provides estimates of the time expenditure required by permit or application type, and then per year for each type.

⁴ Assumes 90% availability throughout the year.

Permit Type	Permits Per Year	Average Time per Permit					Average Time per Year				
		Intake and SmartGov	Building Review	Planning Review	Stormwater Review	Engineering Review	Intake and SmartGov	Building Review	Planning Review	Stormwater Review	Engineering Review
Building											
Accessory Dwelling Unit/Adu	13	3	6	6	2	2	39	78	52	26	26
Accessory Structure/Garage	6	3	6	4	2	2	18	36	24	12	12
Commercial	3	2	8	4	2	4	6	24	12	6	12
Commercial Kitchen Hood	2	1.5	6	0	0	0	3	12	0	0	0
Commercial Tenant Improvement	15	4	16	1	0	0	60	240	15	0	0
Cottage Unit	3	3	6	4	4	2	9	18	12	12	6
Deck	22	2	2	2	1	0.5	44	44	44	22	11
Deconstruction & Demolition	13	2	4	1	1	1	26	52	13	13	13
Fence	63	2	2	2	0	0	126	126	126	0	0
Manufactured Home	2	2	4	4	2	4	4	8	8	4	8
Manufactured Home Title Elimination	2	2	4	1	0	0	4	8	2	0	0
Over Or In Water Structure	6	4	16	16	0	4	24	96	96	0	24
Re-Roof Commercial	6	1	2	0.5	0	0	6	12	3	0	0
Re-Roof Residential	80	1	2	0.5	0	0	80	160	40	0	0
Residential Interior Only Remodel	30	2	6	0.5	0	0	60	180	15	0	0
Residential Remodel	36	3	6	2	2	0	108	216	72	72	0
Residential Single Family Building	14	4	16	6	4	4	56	224	84	56	56
Sign	11	1.5	2	2	0	0	16.5	22	22	0	0
Solar Permit	77	1.5	2	0	0	0	115.5	154	0	0	0
Tank Removal	2	1.5	6	0	0	2	3	12	0	0	4
Tent Temporary/Festival Use	1	1.5	2	1	0	0	1.5	2	1	0	0
Windows/Doors/Siding	3	1.5	2	0	0	0	4.5	6	0	0	0
Windows/Doors/Siding New Or Replaced	49	1.5	2	0	0	0	73.5	98	0	0	0
Wireless Facility/Cell Tower/Co-Location	2	1.5	2	4	1	0	3	4	8	2	0
Yard Irrigation Sprinklers	5	1.5	2	0	1	1	7.5	10	0	5	5
Plumbing / Mechanical											
Mechanical And Gas Water Heaters, Commercial	31	0.5	0	0	0	0	15.5	0	0	0	0
Mechanical And Gas Water Heaters, Residential	274	0.5	0	0	0	0	137	0	0	0	0
Plumbing And Electric Water Heaters	22	0.5	0	0	0	0	11	0	0	0	0
Engineering			0				0	0	0	0	
Clear And Grade	16	1	0	2	2	8	16	0	32	32	128
Right-Of-Way Oversize Transport Application	3	0.25	0	0	0	1	0.75	0	0	0	3
Right-Of-Way Permit Application	91	0.25	0	0	0	1	22.75	0	0	0	91
Right-Of-Way Permit Franchise Application	159	0.25	0	0	0	1	39.75	0	0	0	159
Fire											

Permit Type	Permits Per Year	Average Time per Permit					Average Time per Year				
		Intake and SmartGov	Building Review	Planning Review	Stormwater Review	Engineering Review	Intake and SmartGov	Building Review	Planning Review	Stormwater Review	Engineering Review
Fire Sprinkler	14	0.5	1	0	0	0	7	14	0	0	0
Fire Alarm	12	0.5	1	0	0	0	6	12	0	0	0
Planning											
Administrative Determination	2	1	0	10	0	1	2	0	20	0	2
Appeal Of Type 3 - Pc/He Decision	1	1	0	80	1	1	1	0	80	1	1
Boundary Line Adjustment (Type 1)	6	1	0	16	1	2	6	0	96	6	12
Conditional Use Permit (Type 4 -Cc)	1	1	0	64	6	6	1	0	64	6	6
Critical Area Exemption (Type 1)	4	1	0	24	1	1	4	0	96	4	4
Critical Area Permitted Alteration	2	1	0	56	1	1	2	0	112	2	2
Eligible Facilities Request (Type 1)	2	1	0	4	0	0	2	0	8	0	0
Floodplain Development	5	1	0	56	6	6	5	0	280	30	30
Legislative Amendment	1	1	0	56	4	4	1	0	56	4	4
Pre-Application Meeting Request	10	1	0	8	4	4	10	0	80	40	40
Shoreline Exemption Permit (Type 1)	7	1	0	24	2	2	7	0	168	14	14
Shoreline Substantial Development	3	1	0	64	8	8	3	0	192	24	24
Site Development	2	1	0	64	8	8	2	0	128	16	16

The table below provides the outcome of this analysis, which shows deficits in staffing, ranging from 0.6 for intake and SmartGov support to 0.3 for Stormwater review (which is currently being addressed by having a third party on contract to conduct the review). All other categories show a generally close match between current staffing and demand.

STAFFING SURPLUS/DEFICIT FOR PLAN REVIEW

	Intake and SmartGov	Building Review	Planning Review	Stormwater Review	Engineering Review
Hours Available	936	1,310	3,089	374	1,685
Hours Required	2,031	1,367	3,181	949	1,745
Surplus / Deficit	(1,095)	(57)	(92)	(575)	(60)
FTE surplus/deficit	(0.58)	(0.03)	(0.05)	(0.31)	(0.03)

INSPECTIONS

Complete inspection data was only available for 2024. The table below shows the total number of inspections conducted in that year by inspection type:

Functional Review Team	Annual Inspections	Hours Required
Building	1,716	858
Department of Public Works (PW)	185	92.5
Fire	51	25.5
Planning	29	14.5
Public Works	288	144

Hours available for each task was developed based on the staffing levels and feedback from interviews with staff and managers. This estimated that approximately 0.75 FTE is available for building inspections (0.6 for the inspector and 0.15 for the building official), 0.25 FTE is available for DPW inspections (which includes both Stormwater and Right of Way staff but does not include routine inspections not captured by the SmartGov permitting software system, 5% of an FTE for Planning, and 5% of an FTE for Fire. This translates into the Hours Available in the below chart and demonstrates adequate staffing for inspections based on these assumptions and the data provided.

STAFFING REQUIREMENTS FOR INSPECTIONS

	Building	DPW	Planning	Fire
Hours Available	1,404	468	93.6	93.6
Hours Required	858	236.5	14.5	25.5
Surplus / Deficit	546	231.5	79.1	68.1
FTE surplus/deficit	0.29	0.12	0.04	0.04

It should be noted that DPW does not consistently enter inspections into the SmartGov permitting system, so the count is not reliable to understand the full DPW requirement for inspections. However, across all disciplines, the data indicate adequate staffing for inspections.

7.2 ANALYSIS OF STAFFING AND ORGANIZATION

STAFFING NEEDS

In the short term, staff will see an additional workload in implementing the recommendations in this report. However, once improvement measures are implemented, the staffing numbers appear adequate for the City's current workload.

To address short-term needs, the dedicated time staff spend on application and permit review must be adjusted to ensure that staff prevent a backlog of building permit reviews and remain on top of their workload. This is especially important for Planning, where staff spend significant time on long-range planning efforts, SmartGov management, and other Mayor or Council initiatives. As noted earlier, the Planning, Community and Economic Development Department (PCED) should also consider contracting with an outside firm if the application workload exceeds staffing availability.

The Engineering Division of DPW should consider allocating some capacity from the other Engineering Technicians who don't currently conduct development reviews and identifying an outside firm that can assist with larger, more complex projects.

STAFF ROLES

In examining roles and responsibilities as currently allocated, and discussing specific challenges and opportunities with staff, several additional key issues were identified:

- The Permit Services Coordinator is taking on responsibilities that align with a traditional Permit Technician, and is working to help multiple divisions in both PCED and DPW successfully implement the permitting software. This merits a review of the position and consideration to change to that of a Permit Technician, with associated job duties and an adjustment in classification if required. A good model of the Permit Technician job description is Bellingham, WA's, <https://cob.org/wp-content/uploads/PermitTechnician.pdf>
- The City should seek one additional 0.5 FTE position to provide additional administrative support, allowing current staff more time to manage and implement changes in the SmartGov permitting system. This administrative support would assist with all development review disciplines, including Engineering.
- The City should seek one additional 0.5 FTE position to serve as permitting coordinator/manager. This position would include assisting department directors with monitoring permitting activities and identifying and addressing hurdles to a predictable, consistent process. (Depending on the potential candidates for this and the above administrative work, this could be combined into one position.)
- The Engineering Technician was also provided with broad responsibilities and authority over Engineering plan review at a time when the expectations for this review were somewhat unclear. The City should ensure that this staff member has access to on-call support, potentially through a third party contract.
- Many staff are not consistently using the SmartGov system. Job responsibilities should be updated to ensure this expectation is clear, and managers should ensure staff have the training and access needed to use the system effectively. This includes all staff involved in the entire development review process, from start (intake staff) to end (inspection staff).

7.3 STAFFING AND ORGANIZATION RECOMMENDATIONS

59. **Reallocate staff in Planning and Engineering from other tasks to permit and application review to ensure adequate time available to complete reviews on time.**
60. **Seek to supplement administrative staff with 0.5 FTE to assist with permit intake and issuance and 0.5 FTE to support the permitting leadership team.**
61. **Conduct an RFI for on-call private third-party planning and engineering review when required, as well as to support the**

Engineering Division staff in conducting technical plan review according to the City's standards.

- 62. Include the expectation that all staff involved in plan reviews or inspections use the SmartGov permitting system to track their work and receive the training needed to use it consistently and effectively.**

8. APPENDICES

This page is intentionally left blank. See interim deliverables appended below.

APPENDIX A: Current State Profile & Best Management Practices Assessment

CHAPTER 1: INTRODUCTION

This current state assessment outlines the organization, structure, and staffing of the development, permitting, and inspections review and approval processes in Anacortes, Washington. The information contained in the current state assessment has been developed through a series of interviews conducted at all levels of the organization, including managers, supervisors, and line-level staff, and from data provided by the City and that is generally available to the public.

The primary objective of the current state assessment is to document the current approaches utilized by the City in providing services, focusing on documenting the following items:

- The organizational structure of the various development review, permitting, and inspection functions.
- The roles, responsibilities and service delivery approaches for each functional review discipline.
- Overview of historic workload by functional areas.
- General process overview of the development review and permitting process.
- An overview of the public information available related to the development process and requirements.

This document will serve as a summary of the current state of staffing allocations and duties and processes utilized. This will allow us to compare recommendations developed for the final report to the current state and demonstrate the impact of the proposed changes.

This document also contains a list of Best Management Practices in permitting and land use, which is provided as Chapter 6. The Best Management Practices assessment provides an overview of current operations and processes and identifies initial opportunities for improvements. The assessment is presented in a checklist format and identifies whether current practices meet the target.

The project team will further analyze the issues identified in this review, leading to the development of the draft final report and implementation plan.

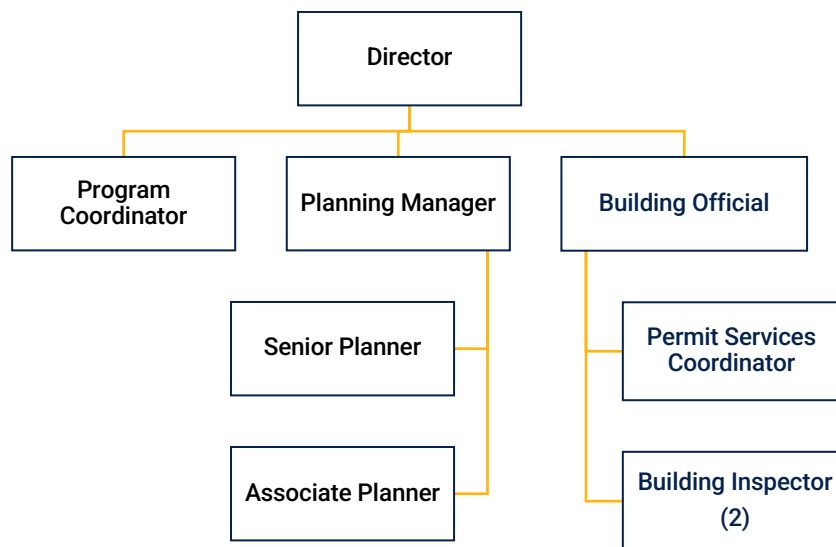
CHAPTER 2: ORGANIZATION & STAFFING

Two departments are predominantly involved in the development review process: Planning, Community & Economic Development (PCED) and Public Works Departments. The Fire Department is also involved in reviewing both planning and building permit applications, and conducts construction inspections for new development and reviews and issues fire related permits.

2.1 PLANNING, COMMUNITY & ECONOMIC DEVELOPMENT (PCED) DEPARTMENT

Planning, Community & Economic Development (PCED) is currently budgeted for nine staff members (1 vacancy). Of these, all are involved in Development Review to some extent except for the Program Coordinator. An organizational chart is provided below.

PCED ORGANIZATIONAL CHART



The following table details the number of staff for PCED by position title and summarizes the major duties of each position. The duties listed represent the position's primary role and are not intended to encompass all duties performed at the level of detail of a job description.

Position Title	Authorized Positions	Key Roles and Responsibilities
Director	1	- Serves as liaison to multiple Council committees. - Supports City economic development and Community Development Block Grant (CDBG) initiatives. - Certified floodplain manager for the City
Planning Manager	1	Overseeing the update of the City's Comprehensive Plan including all work deliverables, invoices and consultant management.

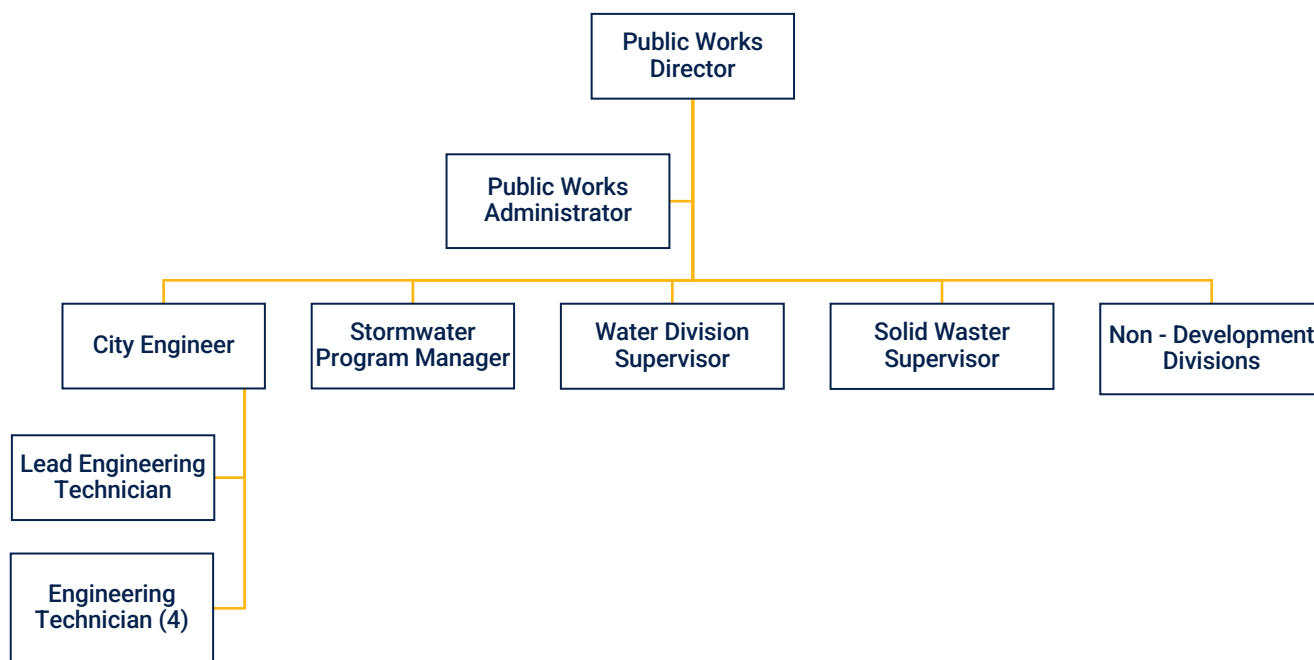
Position Title	Authorized Positions	Key Roles and Responsibilities
		• Approves Planning Commission agendas prior to publication. • Provides general management of the Senior and Associate Planners.
Senior Planner	1	• Oversees the planning application review process. • Serves as project manager for most zoning entitlement requests. • Assists with the zoning and land use review of building permits. • Assisting with implementation of SmartGov permitting software.
Associate Planner	1	• Conducts zoning and land use review of building permits. and some planning applications. • Serves as project manager for less complicated zoning entitlement requests. • Responds to planning and zoning questions at the counter, by phone, and by e-mail.
Building Official	1	• Oversees building review and inspections • Provides backup to building inspector / plans examiner • Serves as administer the requirements of FEMA's National Flood Insurance Program. • Conducts review for building permit applications associated with complex projects
Building Inspector/Plans Examiner	2 (1 vacancy)	• Reviews plans for compliance with the Building Code • Conducts inspections associated with building permits • Acts as liaison with Fire and Planning staff on complex projects. • Responds to all code complaints and administers code enforcement cases.
Permit Services Coordinator	1	• Provides administrative support and customer service for the department, including answering the telephone, routing calls and questions, and assisting walk-in customers. • Responsible for the intake of all planning application and building permit intake. • Conducts initial review of planning and building applications prior to assignment to a project manager. • Assisting with implementation of SmartGov permitting software.

2.2 PUBLIC WORKS DEPARTMENT

The Public Works department has two divisions that are somewhat or significantly involved in the development process: Engineering and Stormwater. In addition, the solid waste and water departments are peripherally involved in some elements.

The organizational chart for the Public Works department is provided in the organizational chart provided below.

PUBLIC WORKS DEPARTMENT ORGANIZATIONAL CHART¹



The following table details the development review staff for Public Works by position title and summarizes the major duties of each position. The duties listed represent the position's primary role and are not intended to encompass all duties performed at the level of detail of a job description.

Position Title	Authorized Positions	Key Roles and Responsibilities
Public Works Director	1	Oversees the day-to-day operations of the Public Works Department.

¹ For the purposes of this profile, the Public Works organization chart only includes staff members directly involved with the development review and entitlement processes.

Position Title	Authorized Positions	Key Roles and Responsibilities
		Administers design and construction of utility systems, fleet management, public infrastructure, solid waste, water and wastewater systems.
Public Works Administrator	1	- Assists division managers with coordination on department-wide issues. - Oversees public communications for the Department.
City Engineer	1	- Supervises large capital projects, including design and construction, and manages external contracts. - Provides oversight of engineering requirements and issues in the development review process. - Assists with updates to engineering design standards and code regulations.
Lead Engineering Technician	1	- Manages capital projects. - Assists other Engineering Technicians as necessary.
Engineering Technicians	4	1 focuses on development review, 2 focuses on capital improvements, and 1 focuses on inspections (both private and public projects). - Review planning projects for compliance with engineering and public works requirements and design standards. - Review work related to the design and construction of capital projects. - Inspect projects that involve the public Right-Of-Way (ROW) and infrastructure development.
Stormwater Program Manager	1	- Ensures compliance with stormwater management regulations. - Conducts initial review of plans for capital projects and private development projects that trigger stormwater review requirements. - Send stormwater permit plans to private 3rd party engineer and oversees comments and conditions recommended for private development.
Water Division Supervisor	1	- Supervises City water distribution staff and system. - Reviews preliminary and submitted plans to ensure that water infrastructure is adequate - Coordinates water flow requirement issues with Fire Chief. - Ensures backflow protection is in place to prevent contamination of water system.
Solid Waste Supervisor	1	Reviews site plans to ensure that there is adequate space for garbage totes or dumpsters.

2.3 OTHER CITY DEPARTMENTS

In addition to PCED and Public Works, two departments have some involvement in the development review process: Fire and the City of Anacortes Museum.

Currently, the City's Fire Chief is also serving as the Fire Marshall and a part of the development review process. The Fire Department reviews planning applications to assess whether the plans appropriately

address site issues such as proximity to hydrants and accessibility for fire and other emergency response vehicles. This review coordinates with the water division on issues related to water flow.

The Fire Department also reviews some Building permit applications for fire suppression systems.

The types of permits that are being routed to the Fire Department for review in SmartGov are the following:

- Commercial hood systems
- Fire alarm
- Sprinkler plans/permits
- Commercial building permits
- Residential building permits (for residences over 3600 square feet)
- Land Use subdivisions and site plans²

The Anacortes Museum oversees the Anacortes Historic Preservation Board. This board's primary responsibility is to identify and encourage the conservation of the City's historic resources by initiating and maintaining a register of historic places and reviewing proposed changes to register properties.

If a historic building has qualified and received a tax benefit associated with its historic status, permits for that structure would require a Certificate of Appropriateness from the Board. In addition, the Board reviews potential demolitions of structures (although it does not have the authority to prevent such demolition).

² The Fire Department's review of land use subdivisions and site plans is a recent change.

CHAPTER 3: WORKLOAD

The following chapter describes the current application and permit types processed by the City of Anacortes and the workload from the last couple of years. It includes development review data produced by the City's permitting software system, SmartGov, between the period of June 2023 and December 2024.

3.1 BUILDING SERVICES PERMIT TYPES

The current building permit types are provided in the table below.

BUILDING PERMIT TYPES

Building Permit Types	
Accessory Dwelling Unit	Mechanical and gas water heaters, residential use
Accessory Structure	Over/In-water structure, dock or piling
Apartments (5 or more units)	Plumbing and electric water heaters
Commercial	Re-roof Commercial
Commercial Kitchen Hood	Re-Roof Residential
Commercial Tenant Improvement	Residential Interior Only Remodel
Cottage Unit	Residential Remodel/Addition
Deck	Residential Single-Family Building (New Home)
Deconstruction & Demolition	Sign
Duplex, 2 dwelling units	Solar
Special Events Permit	Tank Removal
Fence	Tent for short term festival type use
Fire Alarm	Triplex
Fire Sprinkler	Windows/Siding/Doors
Floodplain Development	Wireless Facility/Cell Tower/Co-location (Planning
Fourplex	EFR, WSF, or WCUP also required.)
Legacy Permit	Yard Irrigation System with Backflow Assembly
Manufactured Home	
Manufactured Home Title Elimination	
Commercial Projects Mechanical and Gas Water Heaters	

3.2 BUILDING PERMIT WORKLOAD

There were 1,248 building and fire permits processed by the City during this time. The below table provides a list the permits organized by most common to least common.

BUILDING PERMIT WORKLOAD JUNE 2023 – DECEMBER 2024

Permit Type	Total
Mechanical And Gas Water Heaters, Residential	437

Re-Roof Residential	114
Solar Permit	98
Fence	95
Residential Remodel	58
Windows/Doors/Siding New or Replaced	47
Residential Interior Only Remodel	40
Plumbing And Electric Water Heaters	37
Deck	34
Residential Building Permit Application	34
Plumbing & Mechanical Permit	30
Mechanical And Gas Water Heaters, Commercial	29
Commercial	23
Fire Sprinkler	23
Commercial Tenant Improvement	20
Deconstruction & Demolition	16
Fire Alarm	15
Sign	15
Residential Single Family	13
Accessory Dwelling Unit/Adu	11
Re-Roof Commercial	10
Cottage Unit	8
Accessory Structure/Garage	7
Yard Irrigation Sprinklers	7
Over Or In Water Structure	6
Windows/Doors/Siding	6
Manufactured Home Title Elimination	4
Commercial Kitchen Hood	2
Manufactured Home	2
Tank Removal	2
Tent Temporary/Festival Use	2
Apartments, Five Or More Units	1
Site Development	1
Wireless Facility/Cell Tower/Co-Location	1
Total	1,248

3.3 BUILDING AND FIRE INSPECTION WORKLOAD

Inspections data were provided for the period of June 2023 – May 2024. There were 2,621 building department inspections, which are listed below in order of frequency.

BUILDING INSPECTION WORKLOAD JUNE 2023 – MAY 2024

Inspection Type	Number
Building Final	629
Mechanical	291
Framing	279
Plumbing	207

Inspection Type	Number
Footings	167
Drywall or Lath	160
Final	157
Shear Wall and Nailing	113
Foundation	112
Gas Piping	77
Fenestration U-Factor	65
Roofing Final	62
Underground Plumbing	53
Underfloor	45
Solar	43
Underslab	37
Exterior Nailing	24
Building Consultation	20
Fence Final	17
Slab	17
Windows/Siding/Doors	17
Roof Sheathing	12
Above Ceiling	3
Special	3
Ducting Inspection	2
Tank	2
Waterproofing	2
Duct Light Test	1
Nailing	4
Total	2,621

The Fire Department conducted 67 inspections, primarily sprinkler and final.

FIRE INSPECTION WORKLOAD JUNE 2023 – MAY 2024

Inspection Type	Number
Fire Sprinkler	27
Fire Final	26
Fire Alarm	12
Fire Suppression	1
Fire Underground	1
Total	67

3.4 PLANNING SERVICES APPLICATION TYPES

The table below lists the planning application types by the required level of approval authority.

PLANNING APPLICATION REVIEW TYPES

Application Type	Type 1: Administrative, no public notice	Type 2: Director, public notice required	Type 3: Planning Commission or Hearing Examiner	Type 4: City Council (with Planning Commission Recommendation)
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Amendment to Comp Plan or Development Regulations (LEG)				X
Administrative Conditional Use Permit	X			
Administrative Approval Permit (ADM)	X			
Binding Site Plan (BSP)		X (if under 10 lots)		X (10 or more lots)
Boundary Line Adjustment (BLA)	X			
BLA Lot Consolidation	X			
Home Occupation Permit (HMO)	X			
Conditional Use Permit (CUP)				X
Critical Area Exemption (CAX)	X			
Critical Area Permitted Alteration (CAP)		X		
Critical Area Variance - Reasonable Use Exception (CAV)			X (HE)	
Framework Development Plan (FMW)				X
Long Subdivision (LPS)				X
SEPA Threshold Determinations		X		
Shoreline Conditional Use Permit (SCUP)			X	
Shoreline Exemption Permit (SLX)	X			
Shoreline Substantial Development Permit (SDP)			X (Commission, less than \$1 million and 3 acres)	X (over \$1 million and 3 acres)
Shoreline Variance (SLV)			X (Commission)	
Short Subdivision (SPL)		X (Preliminary)		
Site Plan Review (SPR)		X (under 10 dwelling units, 12k sf nonresidential, 20k nonresidential site improvements)		X (10 or more)
Sign Permits	X			
Unit Lot Subdivision (ULS)		X (under 10 lots)		X (10 or more)
Variance from Development Regulations (VAR)		X (Level 1)	X (HE – Level 2)	
Wireless Conditional Use Permit (WCUP)			X (HE)	
Wireless Eligible Facilities Request (EFR)	X			
Wireless Service Facility (WSF)	X			
Zoning Boundary Determination			X (HE)	

3.5 PLANNING APPLICATION WORKLOAD

There were 64 planning applications processed during the received workload data timeframe. The below table provides a list by application type.

PLANNING WORKLOAD JUNE 2023 – DECEMBER 2024

Planning Permit Type	Total
Final inspections ³	30
Shoreline exemption permit (type 1)	15
Pre-application meeting request	14
Critical area exemption (type 1)	8
Floodplain development	5
Boundary line adjustment (type 1)	4
Unit lot subdivision	4
Site development	3
Critical area permitted alteration (type 2)	2
Eligible facilities request (type 1)	2
Shoreline substantial development permit	2
Administrative permit (type 1)	1
Appeal of administrative decision	1
Appeal of type 3 - pc/he decision	1
Site plan review	1
Wireless service facility (type 1)	1
Total	94

3.6 PUBLIC WORKS PERMIT TYPES

The table below provides a list of current Public Works permits.

PUBLIC WORKS PERMIT TYPES

Public Works Permit Types
Grading / Vegetation Removal
Right-of-Way Oversize Transport Permit Application
Right-of-Way Permit Application
Right-of-Way Permit Franchise Application
Side sewer repair or replacement
Site Development
Water Availability Request For Certification

³ All planning inspections were categorized as Final Inspections. A total of thirty were conducted.

3.7 PUBLIC WORKS PERMIT WORKLOAD

There were 427 ROW and Clear and Grade permit applications during the received workload data timeframe. These are listed in the table below.

PUBLIC WORKS PERMIT WORKLOAD JUNE 2023 – DECEMBER 2024

Permit Type	Total
Right-of-way permit franchise application	209
Right-of-way permit application	173
Right-of-way oversize transport application	33
Clear and grade	12
Total	427

3.8 PUBLIC WORKS INSPECTION WORKLOAD

DPW only tracks a limited number of their inspections in SmartGov. Therefore, the available data is limited – typically final permits associated with a building permit or permit connection. Routine but non-scheduled inspections that are related to permit applications such as Right of Way permits are not captured, nor are CIP-related inspections. The below table only captures the permits included in the SmartGov data.

PUBLIC WORKS INSPECTION WORKLOAD JUNE 2023 – MAY 2024

Inspection Type	Number
Public Works Final	158
Stormwater	116
Perimeter Drains	78
Sewer Line	28
Storm Drain Connection	28
Permeable Soil Depth	9
Sidewalk	9
Curb Cut	8
Cross Connection	1
Drainage Plan	1
Site Drainage	1
Total	437

CHAPTER 4: TECHNOLOGY

The summary below captures all the technology that the City is currently using for its development review process.

PLATFORM	USE
BlueBeam	Permit and application display and markup software.
CivicPlus	Website and agenda management software.
Eden	Financial invoicing and record software.
Laserfiche	Document retention software.
Microsoft Suite	All primary components of Microsoft Suite, including Word, Excel, PowerPoint and Teams.
Mitel	Phone system.
SmartGov	Permitting and application management software.

CHAPTER 5: CUSTOMER SERVICE

The Planning, Community & Economic Development Department (PCED), which includes Building services and Planning services, is the primary team that handles the development review, building plan review, and entitlement processes. Civil plan review, right-of-way and encroachment permitting for development projects, and any required construction inspections, occur by Engineering staff within the Public Works Department. Site plan review of new development and fire permit review and issuance is the responsibility of the Fire Department. Therefore, each team is responsible for providing its own customer service and educational materials to applicants. This chapter will provide an overview of each department's approach to customer service and information sharing.

The City's primary public counter for development review is within City Hall at PCED. There is space provided to assist customers who have questions about a potential or existing permit and application. Planning and Building staff members provided coverage of this counter, with Engineering staff being available to assist as needed.

PCED PUBLIC COUNTER

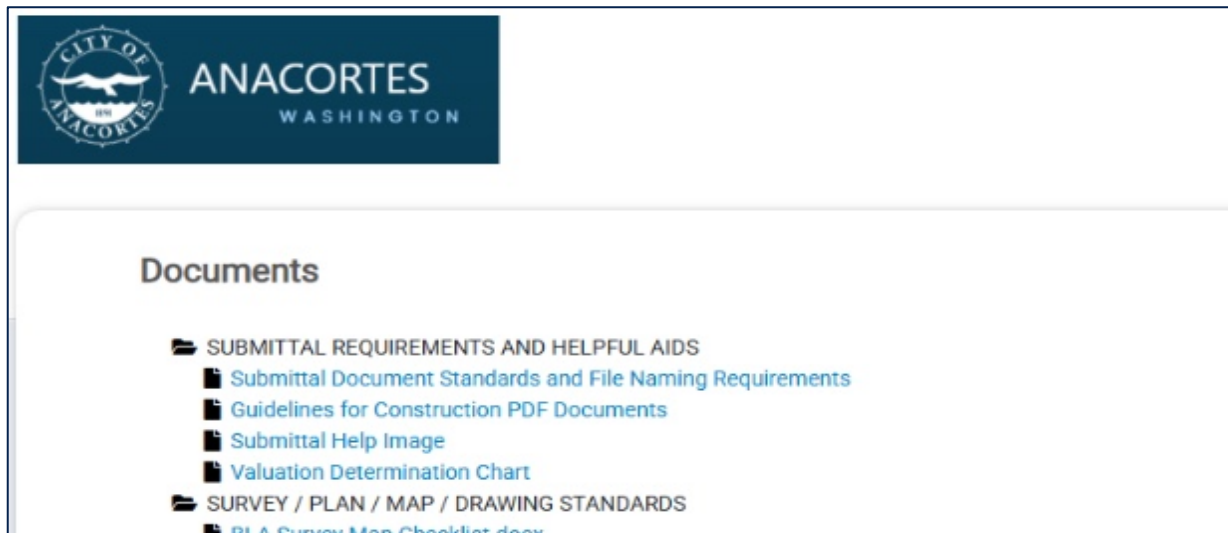


5.1 PLANNING, COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

The Planning, Community & Economic Development Department has a Permit Services Coordinator, within the building services team, who is responsible for the intake of building permits and planning applications. This individual is also primarily responsible for responding to customer inquiries, in person, over the phone and through email. Assistance is provided by the Associate Planner.

The department's webpage contains some information for development review customers and potential applicants. Some can be found on a sidebar menu. This includes:

- **Permit Applications & Documents:** The link opens a new page with a general description of the permits and applications processed by the Department and a link to the SmartGov permit portal.
- There is reference and a link to the document called "Document Submittal Standards and File Naming Requirements" at the bottom of the page. Screenshot of Permit and Application Forms/Checklists



Some of these documents are out of date and/or inconsistent with what is asked for through the SmartGov app.

- **2025 Comprehensive Plan Update:** The link opens a page with a project overview, including updates on specific elements to the plan and draft documents for review. Additionally, a news list includes dates of project next steps and links are provided to past project meeting minutes and related project documents and resources.
- **Current Projects:** The link opens a page where someone can click another link to enter the SmartGov customer portal and search current public notices. There is a link to another search webpage to find issued building permits. There is a note that permits issued prior to the year 2000 may not be viewable online.
- **City Interactive Map:** The Public Works department manages a new webpage which is opened with this link with instructions to click the "Gallery" tab to access interactive maps. It appears the

Web AppBuilder for ArcGis is used to display the maps. Maps related to development review include Boundary Line Adjustment Map, Native Growth Protection Area Map, Development Information Map (that appears blank), Storm System Map, and the general Anacortes Interactive Map. All require users to activate layers once a map is open to utilize fully. It's unclear how frequent the maps are updated by City staff.

- **Property Information Resources.** This link provides a webpage that has another link to the interactive City maps, a link to Skagit County resources (Assessor's and Auditor's records) and the link to the City's online portal to look for permits or files that have been issued (which is a link to the City's Laserfiche records).
- **City Codes & Guiding Plans.** A webpage that contains additional links to the Anacortes Municipal Code, 2016 Comprehensive Plan, 2018 Shoreline Master Program, and Legislative Planning Updates.
- **Community and Neighborhood Meetings:** This link sends users to a list of "Pre-application Neighborhood Meetings." It appears there are no upcoming meetings and just a list of past meetings. It's unclear if this list is staying updated.
- **Planning Services:** A new webpage that describes how Planning focuses on Current Planning and Long Range Planning. Four boxed links are provided from this page; Interactive Maps, Municipal Code, Current Planning, and Long-Range Planning. A sidebar menu includes additional links to Shoreline Planning, Critical Areas Planning, and Planning Commission.
- **Building Services:** The linked webpage includes building code links, a phone number for inspection scheduling, and other useful building resources provided by other organizations. Sidebar menus include contact information, application and permit information, and Do I Need a Permit? Informational link.
- **FAQs:** A comprehensive page of frequently asked questions are provided and group into Planning & Zoning, Building Permits and Land Use topics.

Additionally, links are provided for other Department focus areas that are outside of development review functions, including economic development and Community Development Block Grant (CDBG) information.

5.2 PUBLIC WORKS DEPARTMENT

The Engineering Division in the Public Works Department has staff members that are primarily involved in the City's development review process. Engineering staff are available upon request at the primary public counter of the PCED office as their offices are located in the same building. The Permit Services Coordinator handles the intake and initial completeness check of Site Development and Clear and Grade permits, but not for any permits that include the public right-of-way.

The Engineering Division contains some information for development review customers and potential applicants. A mission statement and general description of the roles of Engineering are found on the homepage. Some additional information can be found on a sidebar menu. This includes:

- **Comprehensive Plans:** The link opens a page with links to all comprehensive plans related to the City's transportation, wastewater/sanitary sewer, stormwater, and water systems. All the plan links are saved as separate PDF documents.
- **Engineering Forms:** The link opens a page where there are nine pages of engineering related application forms, permits and agreements. The documents are saved as individual PDF documents. There is not link to the SmartGov customer portal from this page.
- **Engineering Standards:** A new webpage is opened with this link with individual chapters and appendices of the City's "Public Works Engineering Standards," which is the collection of all construction design details and specifications.
- **Contact Us:** This page includes the location and staff information of the Engineering Division. Email links to staff are provided and individual phone lines are listed.

The Stormwater page (which is also linked to from the Building permit page) provides extensive detail regarding stormwater permits and stormwater requirements associated with building permits.

5.3 FIRE DEPARTMENT

The Fire Department provides information regarding fire prevention and recreational fire permits, which are not part of SmartGov. Fire information related to planning or building applications is generally conveyed through the PCED.

CHAPTER 6: BEST MANAGEMENT PRACTICES

This chapter provides an initial overall assessment of current operations and processes and identifies initial opportunities for organizational and operational improvements. The assessment is presented in a checklist format and identifies whether current practices meet the target.

The project team will further analyze the issues identified in this review, leading to the development of the draft final report and implementation plan.

6.1 DIAGNOSTIC ASSESSMENT

This diagnostic assessment of best practices is broken down into the following subsections: Management and Administration, Customer Information and Interaction, Processes, and Technology Utilization.

This best management practices assessment represents an important step in reporting on initial key findings and opportunities related to the City of Anacortes' development review, entitlement, permitting, and inspection processes.

To assess operational strengths and improvement opportunities, the project team utilized a set of industry best management practices outlining effective operational practices against which to evaluate the various operations and components of the development processes in Anacortes

Collectively, the best practices consist of:

- Statements of “best practices” or “recommended practices” or performance targets derived from national professional service organizations (such as the American Planning Association, International Code Council, etc.).
- Statements of “best or prevailing practices” based on the study team’s experience in evaluating high-performing development review operations.
- Identification of whether the City meets these performance targets.

The diagnostic assessment is one of several tools used to identify opportunities for reform. After this analysis is completed, it will be used, along with information obtained from stakeholder surveys and focus groups, feedback from City staff, and data analysis by the project team, to develop a final set of recommendations.

6.2 KEY STRENGTHS

Although the diagnostic assessment is designed to identify improvement opportunities, it is also an opportunity to identify existing strengths of the current processes. Some of the key strengths of the City’s development review process include:

- The City has introduced a digital permitting system, SmartGov, and receives development review applications and permits through the software's portal, including electronic plan sets, which can be marked up electronically.
- Planning, Building and Engineering staff are co-located in the same suite and share a single public counter, allowing them to communicate smoothly with each other as well as with the public.
- There is a strong desire to create consistent procedures in the development review process and provide a positive customer experience to all applicants.

These are just a few examples of the strengths of the current operations and where the City is currently meeting best practices.

6.3 KEY OPPORTUNITIES FOR IMPROVEMENT

The comparison of the City's current approach to best management practices also identified some improvement opportunities. Notable issues include:

- The implementation of SmartGov has caused confusion amongst staff and applicants especially with regard to application completeness and status.
- The city has a significant review backlog, particularly in planning, which leads to extensive delays even for simple building permit issuance.
- There is internal confusion regarding the city's processes, including the "order of operations" in which reviews and re-reviews should occur.
- Staff have not received adequate training and direction on the city's expectations both regarding what they should be reviewing for and the amount of time they should spend on reviews.

The above items do not align with best practices and indicate challenges that impact the efficiency and effectiveness of the processes and operations related to development review, permitting, and inspection activities. The project team will expand on these and other issues in subsequent analyses, drafts, and final reports.

In the following table:

- ✓ means that the target is met or mostly met
- ~ means the target is partially met
- X means that the target is not met

Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
MANAGEMENT AND ADMINISTRATION		
1. The City has goals, objectives, and performance measures for development review activities.	~	There are some targets for Building Services, but not for the overall development review processes. Each review division has overall mission statements but there is not overall City mission and goals for development review.
2. There is a clear point of accountability (either an individual or a team) for ensuring that the process is efficient and predictable and to address issues as they arise.	X	The City lacks a clear point of accountability for addressing development review issues as they evolve, especially across review disciplines.
3. Managers routinely review performance (speed, efficiency) of the development review process.	X	Some data is available on performance but is primarily limited to the Building Services division.
4. Managers and staff have access to clear and accurate reports showing current workload, timelines, and other measures of performance.	X	Some canned reports can be generated but configuration of custom reports needed for clear tracking of workload and performance is challenging; reports are not produced and reviewed by managers on a regular basis.
5. The City has backup plans in place in the event of the absence or departure of key staff.	X	In recent cases of staff departures / turnover the city did not backfill or cross-train others which has led to significant backlog in work.
6. The City has additional resources that it can deploy in cases of unusually heavy workload or high-priority projects.	X	The City contracts for some engineering reviews (specifically stormwater) as well as environmental reviews. However, there are no standby resources for traditional planning or building plan reviews.
7. Customer satisfaction with each phase of the development process is monitored.	X	Customer satisfaction is not being monitored currently.
8. Roles and responsibilities are clearly defined and are in-line with staff job titles and job descriptions.	X	Job responsibilities do not include clear expectations regarding how application review tasks are allocated. Staff lack clear guidance regarding their specific job duties.
9. Managers use workload and performance data to direct staff regarding their priorities.	X	Staff would benefit from much clearer direction from managers regarding how to handle workload and conflicting priorities.

Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
10. The organizational structure of each department is designed to promote career progression.	X	Small size of the department provides limited opportunity for career progression.
CUSTOMER INFORMATION AND INTERACTION		
11. The City provides easy-to-understand and attractive guides to the planning, building permit, and inspections process.	X	Guides are in PDF documents and do not match what is provided in SmartGov customer portal. The information is not logically organized on web sites.
12. The City has an in-person “one stop shop” that includes all development review entities at one location	✓	The staff that service the primary permitting counter are from PCED.
13. The City’s web site includes a virtual one stop shop that provides an overview of all development review requirements and links to development review requirements by department.	X	A virtual development review resource is not provided on the City’s website. There is one landing page for “Permit Applications & Documents” but the page is not accessible independent of a department or division page. Much of the permitting information provided is out of date. Other key information requires several links to locate.
14. The City has established standards for responding to customer inquiries.	X	There are no specific standards for returning calls or responding to applicants. Current backlog of building permits and staffing capacity may pose a challenge to enforcing these standards.
15. The fee schedule is published and regularly updated.	X	Fee information is difficult to locate, and some has not been updated in several years.
16. The City proactively engages the community through periodic communications.	~	The department does use the quarterly city magazine (A-Town) to provide information about the permitting system, and long-range planning efforts. Other communications are through interactions with elected officials.
17. The City regularly obtains input from recent customers on issues related to development review and permitting.	X	The project team is not aware of any ongoing efforts by the City to receive input from recent development review customers and applicants.
18. The City provides clear and comprehensive checklists identifying all items required to be submitted for each application type.	X	Application checklists are not current and not linked with the permitting software.

Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
19. Application forms are available online and can be filled out electronically.	✓	They are difficult to find on the website from some locations.
20. Long-range planning documents and land development codes are available online.	✓	
21. The most recently adopted ordinance, regulations, and design standards are available online.	✓	
22. The City has a dedicated webpage that identifies major on-going development projects.	X	Information can be found through the permitting portal but is not easy to decipher.
23. The City's website provides direct contact information for department staff.	✓	Direct contact information is provided for primary development review staff, though in different locations on the City's website.
24. Complainants can look up the status of a code enforcement complaint.	✓	
PROCESS		
25. All permits and applications, including attachments, are submitted online/electronically.	✓	All development review permits and applications are submitted online.
26. Permit technicians review applications for intake completeness at time of submittal.	✓	A high-level review is conducted to ensure all required elements are provided.
27. The city has clear written policies regarding what departments are agencies need to see specific applications (e.g., based on type of application, project, site, or other considerations) for both initial review and review of resubmittals.	X	Clear written policies and training on these policies is needed.
28. Plans are routed only to departments/divisions for whom the project is relevant.	✓	Software pre-loads some potential staff members for routing, but current processes rely on staff adding needed staff reviews manually on a case-by-case basis.
29. Staff uses a case management approach for larger projects.	~	Some case management is used for planning applications, but it is not consistent for all development review disciplines.

Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
30. Pre-applications are required for major projects and involve all development review staff.	✓	Meetings are required, but might benefit from clearer protocols on pre-application meetings, as well as more timely production of meeting notes back to the applicant.
31. Review timelines have been established and are posted on the City's website.	X	The system can be queried for reports but they are difficult to access. No review timelines, other than State requirements, are in place. Managers query the data as needed.
32. Resubmittal review turnaround times are quicker than new applications.	X	Re-reviews are processed in the order received.
33. Adopted review timelines are met consistently.	X	Building permit timelines are significantly delayed largely due to delays in planning / zoning plan review.
34. An internal staff review committee is responsible for ensuring that larger scale developments, involving public improvements, address all City requirements.	✓	Standing development review meetings are conducted weekly; for specific major projects staff meet twice per month.
35. All review comments are incorporated into a single comment letter and distributed to applicant by project manager.	X	Reviewers may write comments in the SmartGov system or simply mark-up plans. There is no standard or consistent expectation for how these comments are made. The applicant is then directed to look at a Deficiency Report generated by SmartGov, as well as the marked-up plan set.
36. Staff review comment letters are consistent in their approach, format, and information provided.	✓	Clear guidance for comment letters is needed so that they are consistent.
37. Project review / comment letters provide reference to checklist and / or code reference.	X	Code is not consistently cited with comments.
38. Plans are reviewed by each review discipline in a logical order	X	Late planning review of applications may lead to required re-reviews for other disciplines, for example if the planning review identifies issues lead to stormwater, engineering, or construction changes.

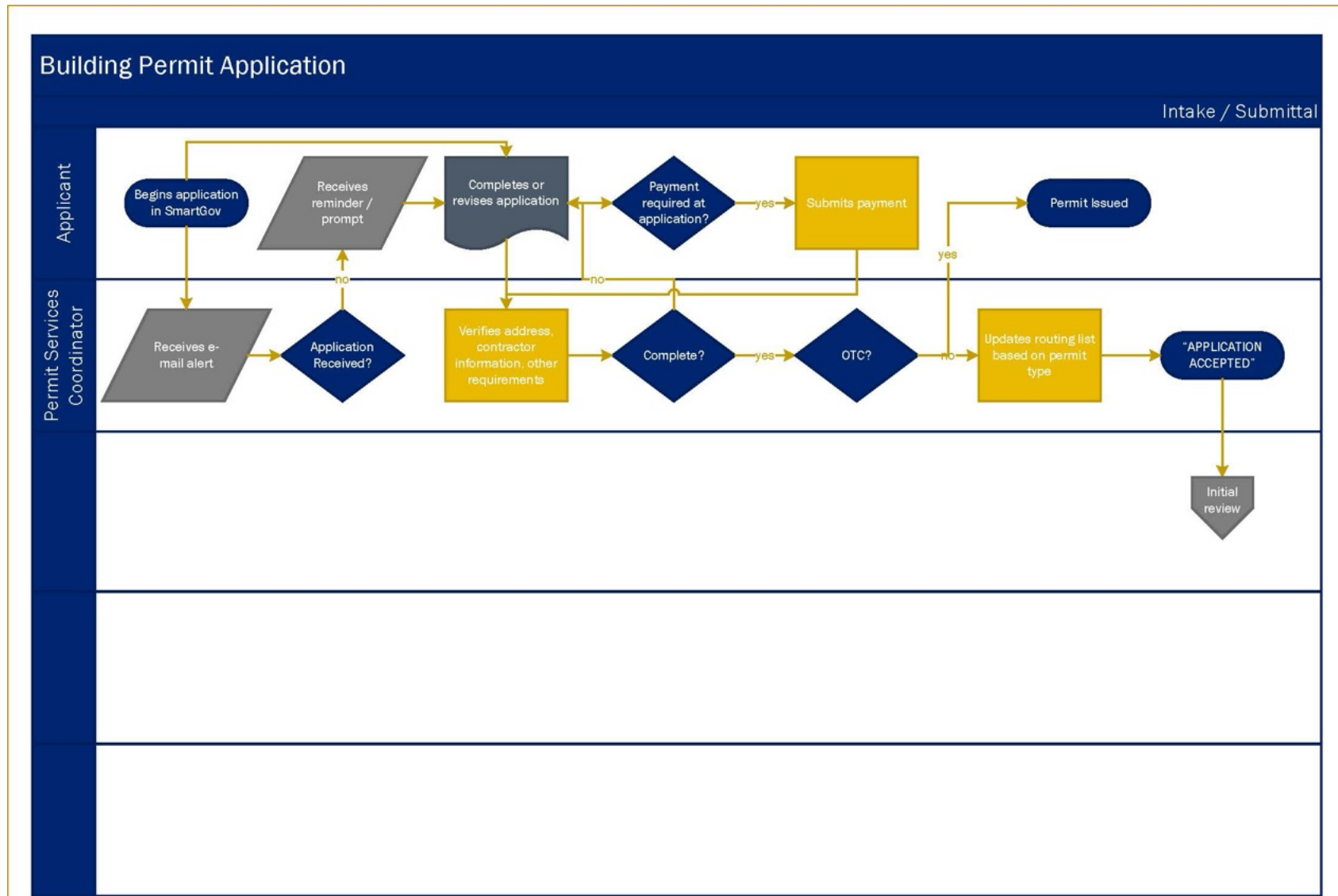
Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
39. The order in which plan reviews are completed is based on objective criteria	X	Both applicants and staff indicate that elected officials weigh in on review priorities and that this influences some decisions regarding priorities.
40. For re-submitted plans, reviewers focus on ensuring that comments have been addressed, not issues that should have been brought up in initial review.	✓	Generally, this is the practice although it is not an official policy.
41. Conditions of approval associated with a project are clearly documented from planning approval through engineering and building approval, inspections, and final occupancy.	X	Within a permit, it is possible to track conditions. This is not consistently used and staff would benefit from additional training on this aspect. There is no automatic system for carrying conditions over from a planning approval through engineering review and building approval and construction. Standard Operating Procedures are needed to ensure that these are done consistently.
42. Applicants can track their permit application online.	X	Information online is limited. Deficiency reports with staff review comments are difficult to locate. For some projects, status seems to “disappear” from the system. Automatic email notifications to applicants on application/permit status currently disabled due to backlog but should be implemented once system is running more smoothly.
43. Simple permits (e.g., basic electrical, mechanical, and plumbing permits, minor building alterations, PV/EV permits) can be issued on the spot or online with no review, subject to inspection.	✓	Mechanical, plumbing, re-roof residential, and side sewer (outside of public right-of-way) are considered “over the counter” simple permits. They are issued on the same day, although not instantly through the SmartGov customer portal.
44. An online inspection request system is utilized to receive inspections with linkage to the permit information system.	✓	
45. Applicants can request inspections up to close of business on the day before; next day inspections are available for 100% of requests.	✓	There is no official cutoff time for inspections and can in some cases be accommodated the day of request.
46. Customers are given an approximate time to expect their inspector.	✓	The inspector coordinates directly with the requestor on an arrival time.

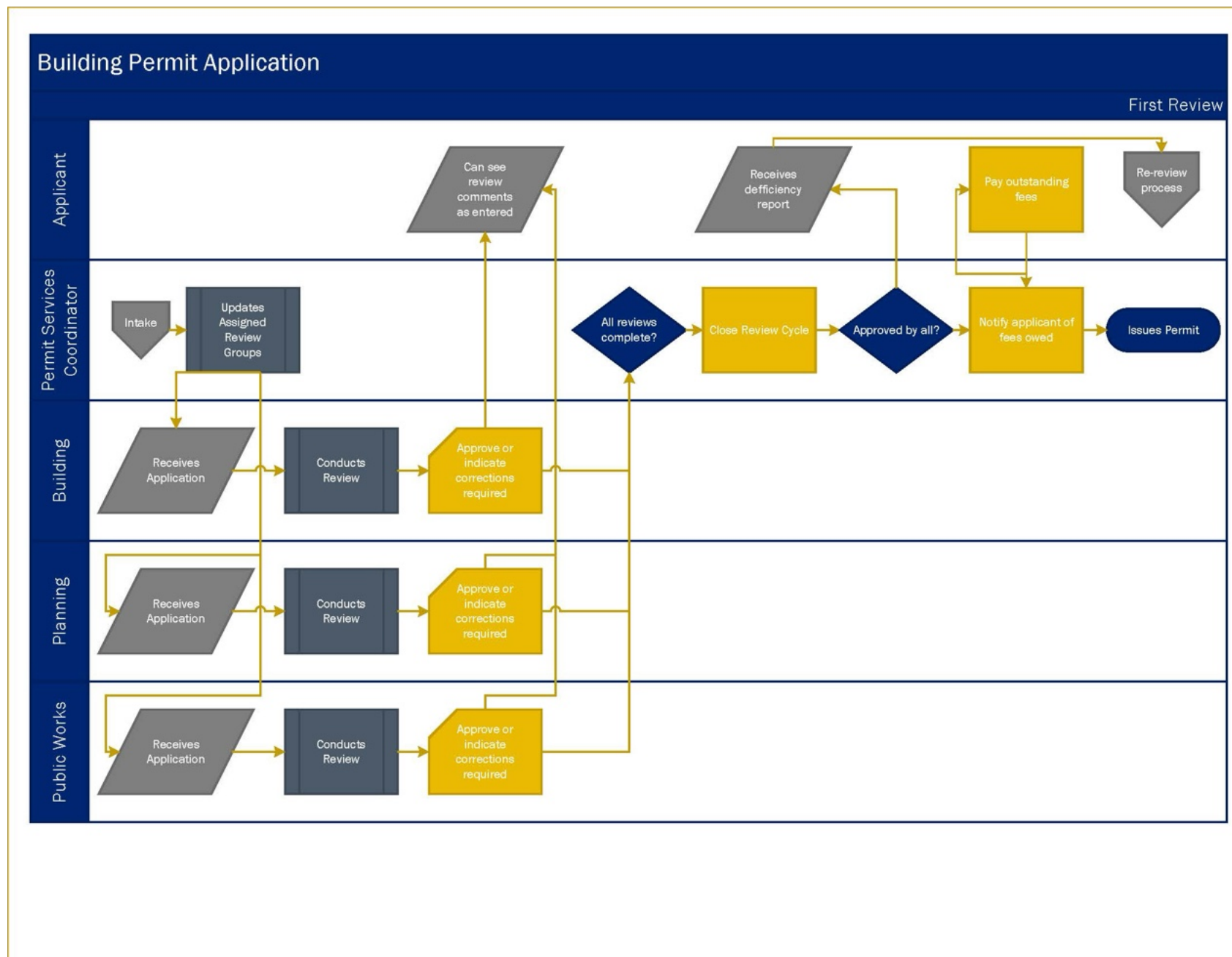
Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
47. Combination inspectors are used to reduce the need for duplicate inspections at a single project.	✓	
48. Building Inspectors have adequate time to complete inspections	✓	Typically, an inspector should be expected to complete between 12 and 15 inspections in a day if not assigned any other work. The current demand for inspections is lower than this range. As a result, the inspector divides time between plan review and inspections, ensuring that all requested inspections are completed.
49. The City charges a re-inspection fee to encourage builders to make sure work is complete and ready to inspect at time of inspection.	~	A re-inspection fee is included in the current adopted fee schedule, but is rarely enforced.
50. Zoning inspections are completed before the Certificate of Occupancy (CO) is approved.	X	Zoning inspections are not consistently required for projects that required zoning approval or included conditions.
51. For a CO inspection, all applicable inspectors complete the inspection at the same time.	✓	
52. Code compliance efforts focus primarily on working with the property owner to successfully achieve compliance.	✓	
53. Clear policies exist with regard to code compliance enforcement efforts.	X	Outside of what is provided in municipal code, there are no written policies or standards for how to process code complaints.
TECHNOLOGY UTILIZATION		
54. All review entities have access to the City's primary permitting and plan review software systems.	✓	
55. Applicants can apply, pay for, and receive applications/permits, some instantly, using an online portal.	X	Permits are not issued instantly through the SmartGov customer portal although the system has this capability. Applicants are required to use portal for application submittal and payment.

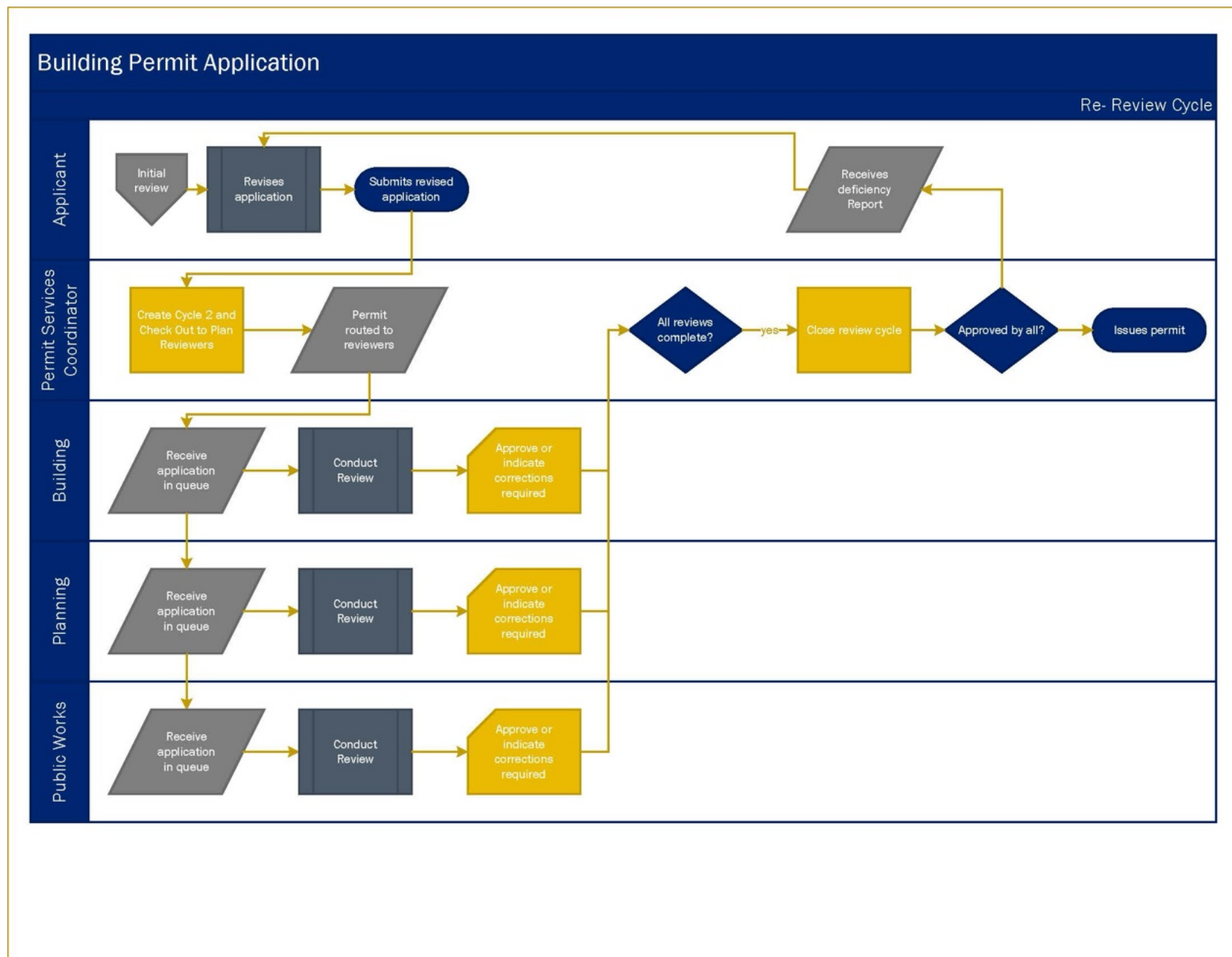
Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
56. The application/permit software system can calculate the appropriate plan check, permitting, and development review fees.	X	As currently configured, the permitting system requires fees to be added manually.
57. Staff can look up the status of an application/permit, including comments from reviewers, online or using the software.	✓	This is possible, but the ease of finding information is questionable.
58. Application/permit tracking software is used to manage the permit intake, review, and issuance process as well as related inspections.	✓	SmartGov is the current utilized permitting software.
59. All plan review comments are entered into the system and available to other reviewers, permit techs, and applicants (via the front end).	✓	Reviewers differ in terms of where notes and comments are made; in some cases, notes are not visible to applicants.
60. The permitting system electronically routes applications to all reviewers, who can also electronically approve, disapprove, and provide comments.	✓	Automatic routing does not occur, but the routing does occur through SmartGov.
61. The City is moving towards a paperless system for all stages of permitting and development review.	✓	
62. The permitting system generates clear, user friendly reports on permitting activity which can be posted to the internet.	X	The permitting software is able to produce reports, but they are not user friendly and not actively being used by staff. No reports are currently being posted on the City's website.
63. Development review staff has access to applicable Geographic Information System (GIS) map layers.	✓	Development review staff are not responsible for GIS map layer updates, but can access information.
64. The general public can look up zoning information, flood zones, and other pertinent information using a web-based GIS.	✓	Currently, GIS public front end is not intuitive for members of the general public.
65. Inspectors enter inspection results and correction items in the field via tablet and have it instantly available and viewable online.	✓	In some cases, information is entered later because of connectivity issues.

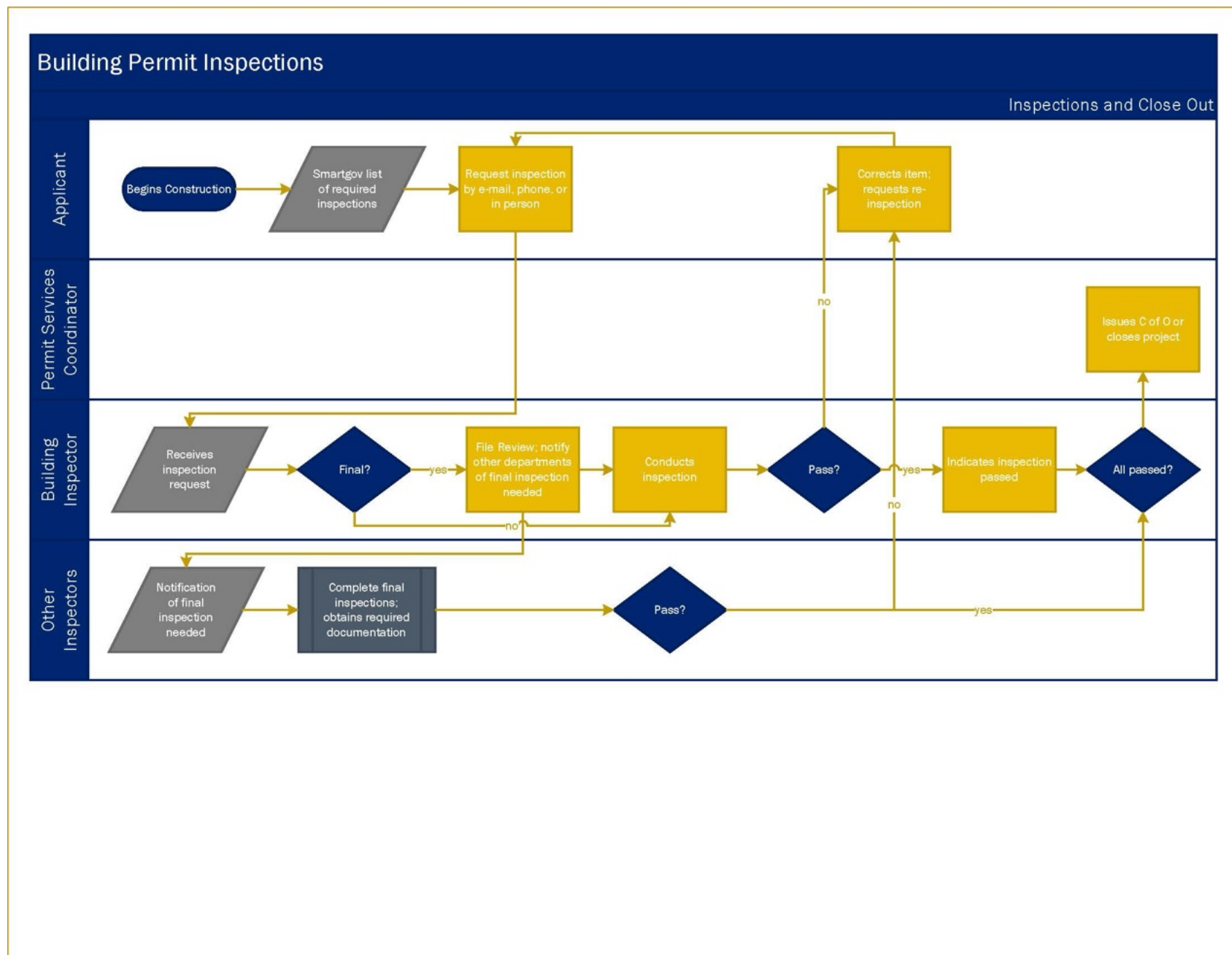
Best Practice / Operational Target	Meets Target	Improvement Opportunity / Notes
66. The application/permitting software system is utilized as a database for all development related information for the parcel/address.	X	Copies of approved plans are uploaded to Laserfiche which is the official record keeping system for the city. The city should investigate whether the SmartGov system can be made compliant with state archiving requirements.
67. Staff users of the permitting software are provided with new user training upon hiring with the City.	X	Recorded training is offered to new staff but is not consistently utilized. Existing staff typically provide informal training to new staff members.
68. Staff users of the permitting software are provided with training when new features of the permitting software are released.	X	This doesn't occur currently, but new training is being discussed and planned.
69. Training sessions are held with the public prior to implementation of the new software program.	X	Customer and/or public training for the permitting software is not currently offered.
REGULATORY STANDARDS AND EXPECTATIONS		
70. Routine and highly technical review decisions are made at the administrative level. Only projects that may generate significant public interest or concern require a hearing by Planning Commission or City Council.	X	Some items currently requiring public hearing may be more efficiently decided at the administrative level. This would require a change to municipal code. (Any change should ensure public comments are received and considered).
71. The city can waive certain public improvement requirements or allow an in lieu of payment if these improvements are not beneficial to the site involved.	✓	This option exists in regulations but has not been implemented.

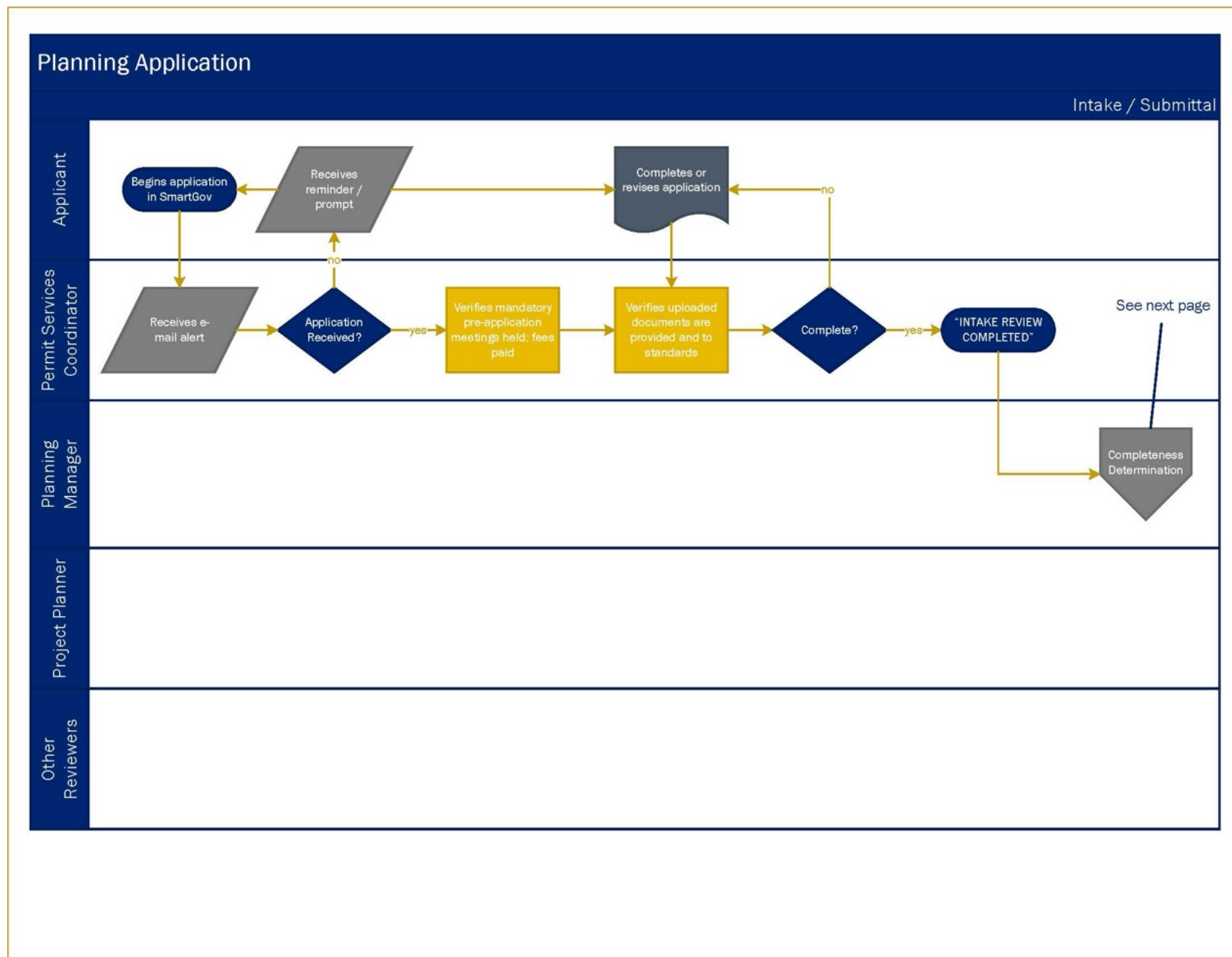
APPENDIX B: Process Diagrams

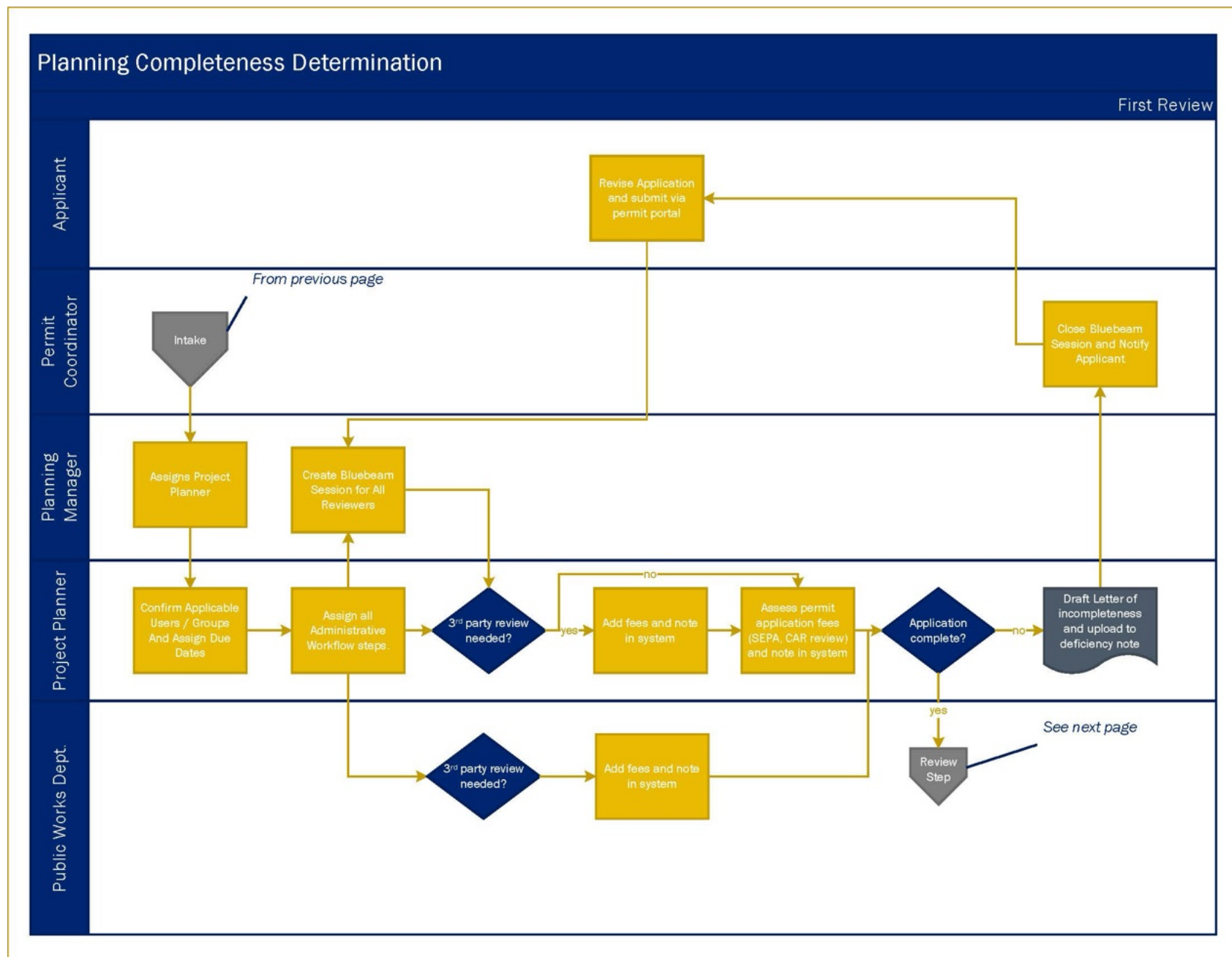


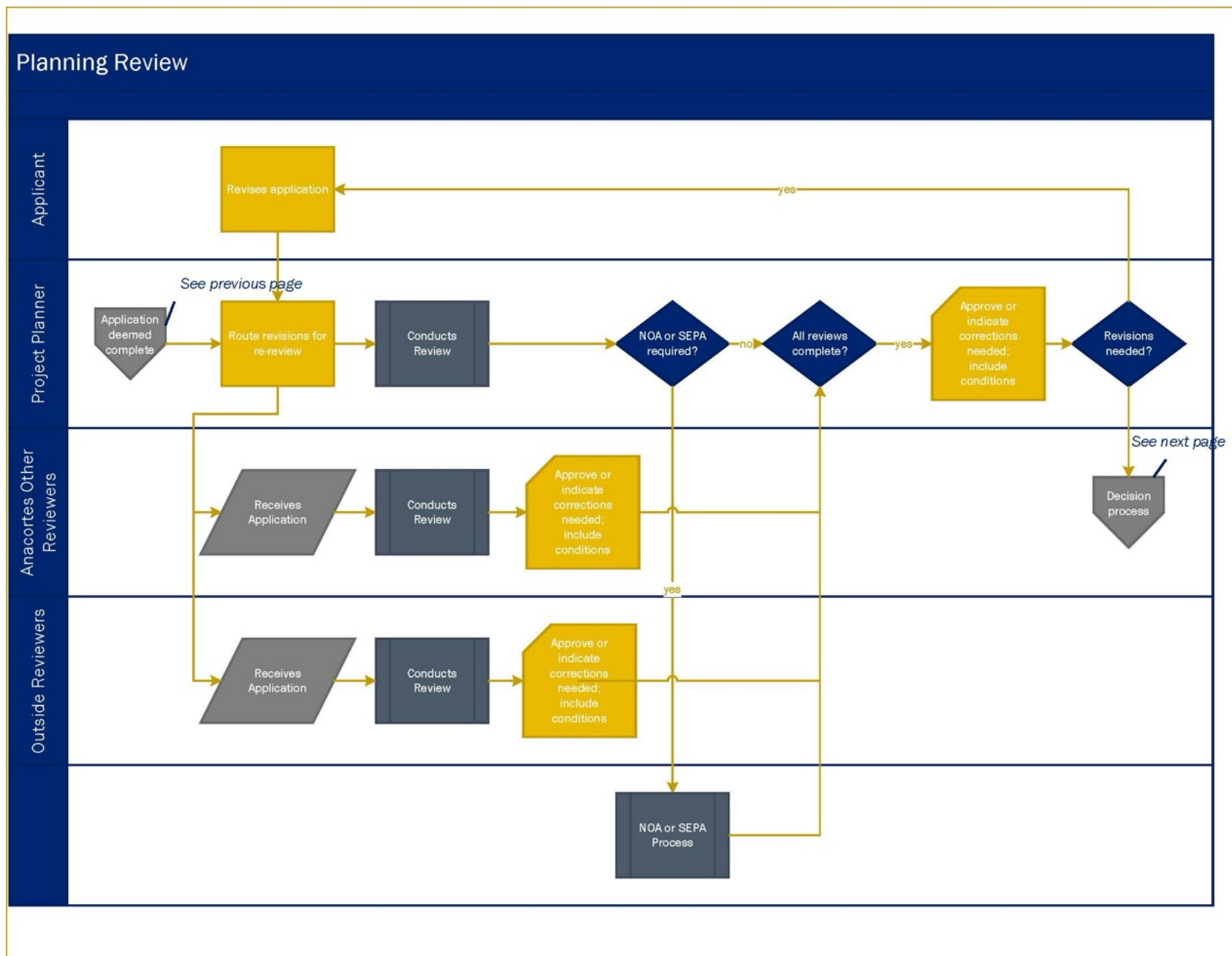


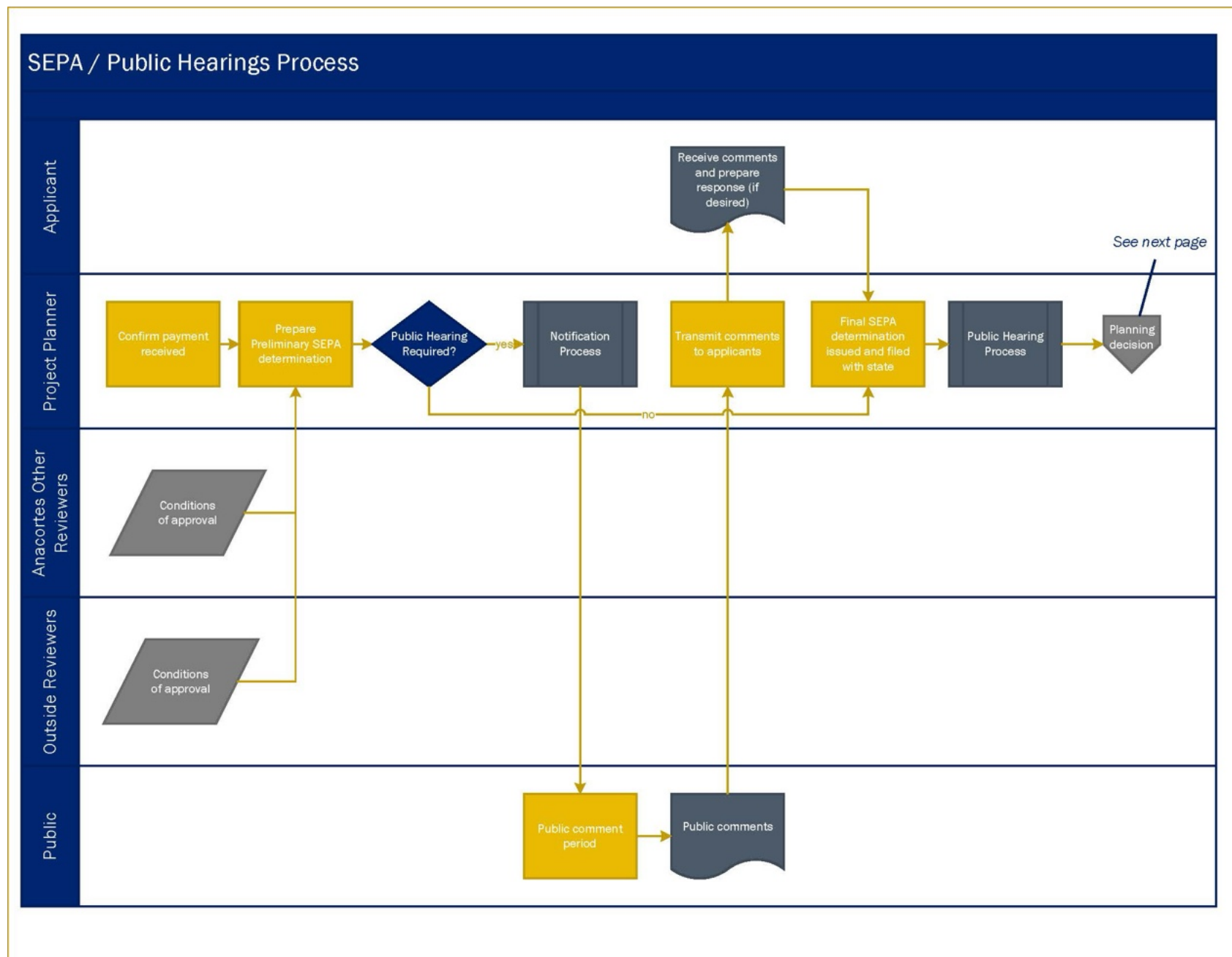


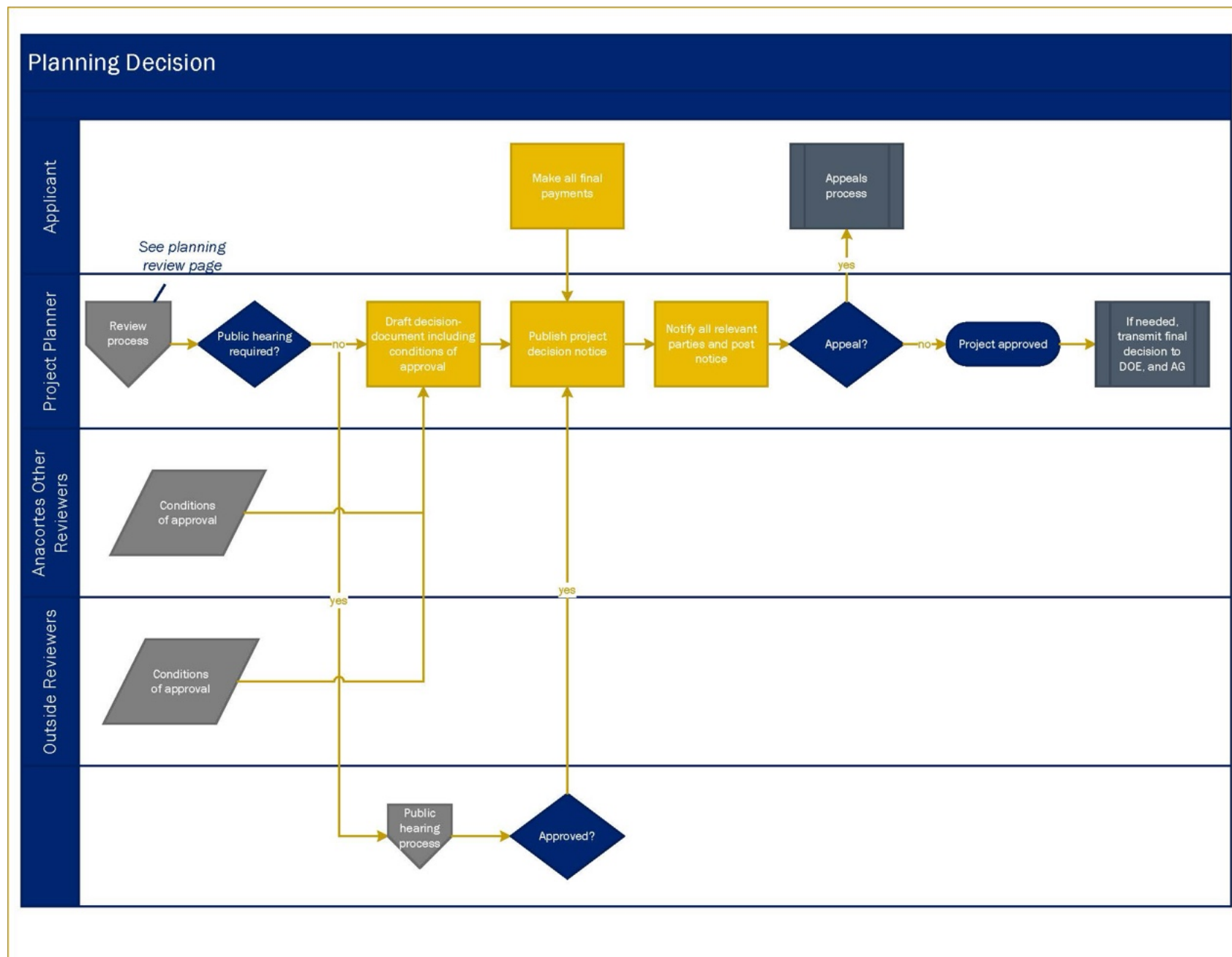












APPENDIX C: Stakeholder Analysis

1. STAKEHOLDER QUESTIONNAIRE BACKGROUND & KEY FINDINGS

One component of the development review process assessment for the City of Anacortes was to conduct a survey and facilitate in-person and virtual focus group conversations with prior customers of the City's development review process. This interim deliverable outlines the process utilized and the findings from these efforts.

The questionnaire was conducted utilizing SurveyMonkey and distributed via email to 1,532 prior customers of the City. The questionnaire was initiated on January 31, 2025 and closed on February 23, 2025. 246 respondents completed or partially completed the survey out of the 1,532 email invitations distributed for a response rate of 16%. Another 4 responses came through a web link for a total of 250.

As a result of this questionnaire analysis, the following key findings were identified:

- **High Response Rate:** The response rate to the survey was considered high. Respondents were very thorough in the open-ended section of the survey and provided a tremendous amount of feedback on the City's development review process.
- **Homeowner Customers:** The applicant demographic of "homeowner" had the highest number of responses to the survey (representing approximately 76% of responses) and were more likely to respond with higher levels of agreement than respondents who are business owners and builders.
- **Processing Timelines:** A common theme across all sections of the survey, and the feedback obtained from the focus groups, was the dissatisfaction of the application and permit processing timelines. This came up in the planning, building, and engineering multiple-choice sections; no singular type of application or permit emerged as the problem. Overall, applicants believe the amount of time it is taking the City to complete their review is too long. Linked with this concern is applicants having a difficult time receiving responses about delayed permits and the lack of automatic notifications from the online application customer portal so applicants know what is needed to continue their review.
- **Staff:** Despite some applicants wanted more access to staff and improved response times, overall customers appreciate the staff a part of the City's development review process. They emphasize how staff are the reason permits and applications get reviewed and closed out.

The following sections provide the questionnaire result details and findings.

2. RESPONDENT DEMOGRAPHICS

While the questionnaire was anonymous, questions were included to understand the background of the respondents and to understand response pattern differences by key demographics. The following sections summarize the demographics of the respondents.

What is your role in interacting with the development, permitting, and inspection activities in Anacortes? (check all that apply)	Number of Responses	% of Total
Homeowner	179	71.6%
Business Owner (local / small)	33	13.2%
Builder	31	12.4%
Other (please specify)	25	10.0%
Property Developer	20	8.0%
Architect / Designer	19	7.6%
Contractor for Specific Trades	16	6.4%
Engineer	6	2.4%
Planner	3	1.2%
Environmental Consultant	2	0.8%

Homeowner was overwhelmingly the highest responding group representing 71.6%. The next largest groups were Business Owner at 13.2% and Builder at 12.4%. The 25 respondents that selected “Other” specified their role as either Homeowner (4), Board Member/Volunteer (3), Staff (3), Developer (2), Resident/Property Tenant (2), Transportation (2), Homeowner/Builder, Remodeler, Port District, Landlord, Contractor, Consultant, Commercial Property Owner, Church Facilities Manager, and Appraiser.¹

Respondents were asked to indicate which development review functions they primarily interact with.

Which development functions do you primarily interact with? (check all that apply)	Number of Responses	% of Total
Building Plan Review and Permits	161	64.4%
Inspections	101	40.4%
Planning and Zoning Applications	70	28.0%
Engineering / Infrastructure Plan Review	42	16.8%
Other	34	13.6%

¹ “Other” responses grouped together in general similar categories, and some do not represent verbatim responses.

“Building Plan Review and Permits” received the highest response rate at 64.4%. The next highest response rates came from “Inspections” at 40.4% and “Planning and Zoning Applications” at 28.0%.

The 34 responses for “Other” included “None/Not Applicable” (11), “Homeowner” (3), “Building/Planning Department Questions” (3), “Home Improvements/Repair” (2), “Permit” (2), “Soils and Landscaping,” “Site Prep,” “Project Manager,” “Park and Road,” “Parks Development,” “Wetland Permit,” “Mechanical/Plumbing,” “Long Range Planning Updates,” “Patio Door Replacement,” “Event Permits,” “Environmental Consequence,” and the remaining responses were about an individual’s specific experience.²

The next question asked about interaction frequency with the City.

How frequently do you interact with the City's development, permitting, and inspection functions?	Number of Responses	% of Total
Less than once or twice a year	117	46.8%
Once or twice per year	54	21.6%
Several times per year	49	19.6%
Several times per month	30	12.0%

Most respondents are interacting with the City less than once or twice a year (46.8%). This aligns with the high percentage of respondents indicating they are “Homeowners.”

The last demographic question asked about the respondent’s most recent interaction.

When was your most recent interaction with the City?	Number of Responses	% of Total
Within the last 3 months	91	36.4%
Over 12 months ago	70	28.0%
Within the last 12 months	45	18.0%
Within the last 6 months	44	17.6%

The majority, 36.4%, of respondents have interacted with the City within the last 3 months, providing feedback on recent and relevant experiences.

² Other” responses grouped together in general similar categories, and some do not represent verbatim responses.
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3. MULTIPLE CHOICE SECTION

The following sections asked participants to rate their experience with the City's overall development review process and different parts of the development review process. The results are displayed in percentages showing the agreement or disagreement levels of the participants. Respondents could select "Strongly Disagree", "Disagree", "Agree", or "Strongly Agree" for a number of statements under each section of the development process.

3.1 OVERALL DEVELOPMENT REVIEW PROCESS

This section focuses on the overall development review process and participants experience throughout the process. Respondents were asked to either agree or disagree with 11 statements.

#	Statement	SA	A	D	SD
1	Permit intake and counter staff provided good customer service	44%	43%	8%	4%
2	Review staff (who answer technical questions and who review and comment on the application) provided good customer service	38%	40%	14%	8%
3	If I had a question about technical standards and requirements, it was easy to find the answer online	13%	34%	39%	15%
4	If I had a question about technical standards and requirements, it was easy to receive the answer by consulting a staff member	28%	43%	19%	10%
5	If I had a question about the permit application and review process, it was easy to find the answer online	14%	32%	40%	13%
6	If I had a question about the permit application and review process, it was easy to receive the answer by consulting a staff member	32%	45%	13%	11%
7	The City's technology for submitting plans, checking project status, and requesting inspections was easy to use	20%	42%	26%	12%
8	The City's culture is one of facilitation ("here's how you can move forward") more than regulation ("you can't do that")	25%	37%	22%	16%
9	It was easy to understand what permits and approvals were required to move forward with my project	21%	42%	26%	11%
10	It was easy to understand what I needed to submit with my application so that it could be reviewed	23%	42%	27%	8%
11	The City did a good job coordinating input from different teams/departments	21%	44%	20%	15%

Responses to this question leaned positive. The combined average of “Strongly Agree” and “Agree” was 66%. A further analysis of the responses is below.

HIGHER AGREEMENT:

Statements 1, 2, 4 and 6 addressed level of customer service or consulting staff to answer questions. These statements received the highest agreement levels: 88%, 79%, 72%, and 77%.

HIGHER DISAGREEMENT:

Only two statements received a combined disagreement above 50%.

#3: If I had a question about technical standards and requirements, it was easy to find the answer online. Disagreement Level: 54%

#5: If I had a question about the permit application and review process, it was easy to find the answer online. Disagreement Level: 53%

Respondents were unsure what the application time would look like but were also not satisfied with the length of time it did end up taking to be processed.

DEMOGRAPHIC DIFFERENCES:

Business owners consistently had lower levels of agreement in this section with an average agreement rate of 51%. Builders also had lower levels of agreement in this section with an average agreement rate of 58%.

Specifically for Statements 3, 6 and 7, Business Owners’ level of agreement was 19-20% lower than the average of all respondents. This indicates that Business Owners had a very difficult time finding information online, or through staff, to know how to turn in an application. Also, they felt the online permitting system was not the easiest to use.

Builder respondents had a 17% lower agreement level than the average of all respondents for Statement 8: The City’s culture is one of facilitation (“here’s how you can move forward”) more than regulation (“you can’t do that”).

3.2 PLANNING & ZONING SERVICES

This section focused on the participants who interacted with the planning and zoning development review process in some capacity. A total of 76 respondents had engaged with planning and zoning in the past. This section asked respondents to either agree or disagree with 9 statements regarding their experience with planning and zoning services.

#	Statement	SA	A	D	SD
1	I clearly understood what planning approvals / permits would be required for my project.	10%	42%	33%	15%

2	I clearly understood what information and documentation I needed to include when I submitted my application.	6%	42%	37%	15%
3	If my application required approval from the Planning Commission and/or City Council, I understood the process and timeline for these public hearings.	8%	38%	34%	20%
4	I clearly understood who had the decision-making authority (Staff, Department Director, City Council) for my application.	13%	28%	38%	22%
5	The initial review of my application was complete and comprehensive. Additional comments were not provided later that should have been identified in the first review.	15%	32%	27%	26%
6	If my application was reviewed by multiple entities (e.g., planning, engineering, stormwater, fire) the City did a good job coordinating this input and providing a clear path forward to approval.	12%	29%	36%	24%
7	The comments I received on my application clearly cited what codes or standards needed to be addressed.	11%	49%	30%	11%
8	After receiving comments on my application, I clearly understood what changes were needed to achieve compliance.	12%	44%	27%	17%
9	The time it took to process my application was reasonable given the complexity of the project.	10%	23%	16%	52%

Responses to this question were somewhat split between positive and negative, with a lean toward more negative. The combined average of “Strongly Agree” and “Agree” was 47%, the lowest of any section in the analysis. The combined average of “Disagree” and “Strongly Disagree” was 53%. A further analysis of the responses is below.

HIGHER AGREEMENT:

One statement received a combined higher agreement than the average 47%:

#7: The comments I received on my application clearly cited what codes or standards needed to be addressed. Agreement Level: 60%

Respondents are indicating that the City’s comments on applications are very specific, and code focused.

HIGHER DISAGREEMENT:

One statement received a combined higher disagreement than the average 53%:

#9: The time it took to process my application was reasonable given the complexity of the project. Disagreement Level: 68%

Respondents were greatly concerned with the time it took the City to process their application.

DEMOGRAPHIC DIFFERENCES:

Again, business owners and builders had lower levels of agreement in this section with an average agreement rate of 31% and 37% (10-16% less than the collective average). Specifically, Statement 4 created the lowest level of disagreement between this demographic group, with only 9% of business owners agreeing to that statement and 19% of builders agreeing, compared to the overall agreement rate of 41%.

3.3 BUILDING SERVICES

Respondents were asked if they had applied for a building permit or received a building inspection. 161 of the 205 respondents (78.5%) had applied for a building permit or received a building inspection in the past. For those that had, a set of 7 statements were provided regarding the building application review and permitting process and then another set of 10 statements regarding the building inspection process.

BUILDING PERMITTING

The following table outlines the responses received for the building review and permitting process.

#	Statement	SA	A	D	SD
1	I clearly understood what planning approvals / permits would be required for my project.	25%	52%	17%	6%
2	I clearly understood what information and documentation I needed to include when I submitted my application.	25%	47%	24%	4%
3	The initial review of my application was complete and comprehensive. Additional comments were not provided later that should have been identified in the first review.	21%	44%	23%	12%
4	If my application was reviewed by multiple entities (e.g., planning, engineering, fire) the City did a good job coordinating this input and providing a clear path forward to approval.	23%	44%	22%	11%
5	The comments I received on my application clearly cited what codes or standards needed to be addressed.	22%	51%	17%	10%
6	After receiving comments on my application, I clearly understood what changes were needed to achieve compliance.	27%	49%	17%	8%
7	The time it took to process my application was reasonable given the complexity of the project.	25%	39%	14%	22%

Responses for the building permit process section were positive. The combined average of “Strongly Agree” and “Agree” was 71%. All statements received a combined agreement above 60%. This indicates that respondents do not have significant concern of the building permit process.

The highest disagreement came from statement #7 at 37%.

#7: The time it took to process my application was reasonable given the complexity of the project.

About 1/3 of all respondents to this section believe the time it takes to process a building application permit is too long.

DEMOGRAPHIC DIFFERENCES:

Reiterating the concern about application processing time, business owners and builders had higher levels of disagreement for Statement 7. Business owners disagreed with the statement by 57% and builders disagreed at 60%. Which is slightly below the overall agreement rate of 64%.

BUILDING INSPECTIONS

The following table outlines the responses received for the building inspection process.

#	Statement	SA	A	D	SD
1	I clearly understood what inspections were required for my building project.	32%	53%	13%	2%
2	It was easy to request and schedule a building inspection.	40%	50%	7%	4%
3	I was able to schedule the inspection for a convenient time.	37%	53%	8%	3%
4	If deficiencies were identified during an inspection, inspectors indicated the code section at issue.	30%	51%	16%	3%
5	If deficiencies were identified during an inspection, inspectors were helpful in explaining what I needed to do to address them.	32%	58%	5%	5%
6	Inspectors were fair and consistent in applying the codes and regulations to my project.	32%	55%	6%	7%
7	The process to obtain the final inspection/certificate of occupancy for my permit was efficient.	30%	52%	12%	7%

Responses for this section leaned extremely positive. The combined average of “Strongly Agree” and “Agree” was 86%, the highest of any section in the analysis.

Although all the statements received over an 80% agreement level, statements #2 and #5 received the highest agreement level at 90%.

#2: It was easy to request and schedule a building inspection.

#5: If deficiencies were identified during an inspection, inspectors were helpful in explaining what I needed to do to address them.

Statement #4 and 7 received the highest disagreement level of the section at 19%.

#4: If deficiencies were identified during an inspection, inspectors indicated the code section at issue.

#7: The process to obtain the final inspection/certificate of occupancy for my permit was efficient.

However, 19% is still a low disagreement level.

DEMOGRAPHIC DIFFERENCES:

Business owners and builders had higher levels of agreement for Statement 1. Business owners agreed with Statement 6 at 100% and builders agreed with Statement 5 at 100%. This is the first category of the multi-choice section where this demographic group had higher levels of agreement compared to the total respondent average.

3.4 ENGINEERING SERVICES (PUBLIC WORKS DEPARTMENT)

Respondents were asked if they had interacted with engineering development review, permitting, or inspection processes. 66 of the survey respondents answered “yes.” For those that had, they were provided a set of 5 statements regarding the engineering development review process and a separate set of 6 statements for regarding the engineering construction inspection process.

ENGINEERING DEVELOPMENT REVIEW

The following table outlines the responses received for the engineering review and permitting process.

#	Statement	SA	A	D	SD
1	I clearly understood what engineering approvals / permits would be required for my project.	13%	49%	25%	12%
2	The initial review of my engineering application or plan was complete and comprehensive.	16%	47%	27%	11%
3	After receiving comments on my application, I clearly understood how I needed to revise my plans.	14%	51%	27%	8%
4	Comments received outlining deficiencies were identified the codes and standards that my plans did not meet.	10%	58%	24%	8%
5	The time it took to process my engineering application was appropriate for the scope of my project.	14%	41%	19%	25%

Responses for this section leaned relatively positive. The combined average of “Strongly Agree” and “Agree” was 63%, while the combined average of “Disagree” and “Strongly Disagree” was 37%.

Statement #4 received the highest agreement level at 68%.

#4: Comments received outlining deficiencies were identified the codes and standards that my plans did not meet.

Statement #5 received the highest disagreement level of the section at 44%.

#5: The time it took to process my engineering application was appropriate for the scope of my project.

Similar to the responses to the planning and zoning and building permitting processes, respondents disagreed the highest on the statement related to the timeliness of the engineering review.

DEMOGRAPHIC DIFFERENCES:

Business owners disagreed at a higher rate in this category of questions than the total respondent average rate (45% compared to 63%).

ENGINEERING INSPECTIONS

Respondents were asked to respond to 6 statements about the engineering construction inspection process.

#	Statement	SA	A	D	SD
1	The City did a good job communicating what engineering inspections were required for my project	14%	57%	22%	7%
2	The City did a good job communicating what right-of-way inspections were required for my project	16%	56%	20%	8%
3	It was easy to request and schedule an engineering inspection.	19%	60%	13%	8%
4	I was able to schedule the inspection for a convenient time.	18%	70%	6%	6%
5	If deficiencies were identified during an inspection, inspectors indicated the applicable code section that needed to be addressed and provided a path forward to addressing it.	14%	61%	18%	7%
6	The process to obtain the final engineering signoff for my permit was efficient.	17%	44%	31%	8%

Responses for this section leaned more positive. The combined average of “Strongly Agree” and “Agree” was 74%. The engineering construction inspection section was more positive than the engineering development review process.

Statement #4 received the highest agreement at 88%. The statement indicates customers were able to schedule their inspections at a convenient time.

The highest disagreement was on statement #6, receiving 38% disagreement.

#6: The process to obtain the final engineering signoff for my permit was efficient.

DEMOGRAPHIC DIFFERENCES:

Business owners and builders agreed at a higher rate in this category of questions Business owners than the total respondent average rate (79% and 82%).

4. NARRATIVE RESPONSES

Participants had the ability to provide narrative responses to three questions about the City's development review process. A total of 441 individual comments were provided in this section of the survey. The first question asked the respondent to identify three strengths, the second to identify three opportunities for improvement, and the third to provide any additional feedback about the development review process. Below is an analysis of the responses.

4.1 STRENGTHS OF THE DEVELOPMENT REVIEW PROCESS

There were 93 respondents who provided answers to this question, for a total of 198 individual responses. Themes and example comments are below.

- **Helpful and Friendly Staff (64 responses)**

Example Comments: "Staff was, overall, friendly." "People are friendly." "All seemed willing to help."

- **Timely Turnaround (21 responses)**

Example Comments: "Quick." "Expedient."

- **Online Application Portal (17 responses)**

Example Comments: "Online permitting saves time." "Ease of online permitting."

- **Availability and Responsiveness of Staff (14 responses)**

Example Comments: "Staff are accessible." "Availability of staff to talk to." "Able to reach staff to get answers."

- **Knowledgeable/Knowledge of Regulations (9 responses)**

Example Comments: "Feedback was well cited." "The staff seems to know city code."

- **Good Communication (6 responses)**

Example Comments: "Good communication at the counter." "I was able to communicate via email with questions I had."

- **Accessible and Convenient Office Location (5 responses)**

Example Comments: "Accessible location in town." "Office hours are convenient."

- **Information Provided Online (5 responses)**

Example Comments: "Mostly good information available online." "Online information is pretty good."

- **Professional (4 responses)**
- **Good Customer Service / Prompt Inspection Process (3 responses each)**
- **Can Do Attitude / Efficient / Environmental Protections / Pre-Application Process/ Public Input/ Clear requirements (2 responses each)**

In addition to the themes above, 7 responses were categorized as “None/ N/A”, and 10 responses were categorized as “Other (no strength identified).”

The theme that had the most comments, “helpful and friendly staff,” is similar to the statements that respondents had the highest agreement level on when asked about the overall development review process: “...good customer service.” “...easy to consult with a staff member.” Other themes identified, including “availability and responsiveness of staff,” “knowledgeable/knowledge of regulations,” “good communication,” and “good customer service,” all indicate that survey takers appreciate the staff involved in the city’s development review process.

Some feedback in this section of the survey conflicted with multiple choice responses, namely that the information found online, and the online application portal are strengths of the review process (a total of 22 responses).

4.2 OPPORTUNITIES FOR IMPROVEMENT OF THE DEVELOPMENT REVIEW PROCESS

There were 87 respondents who provided answers to this question, for a total of 178 individual responses. Themes and example comments are below.

- **Reduce Review Timelines (26 responses)**

Example comments: “Shorten the time frame for permitting.” “Speed up the process.”

- **Improve Online Application Customer Portal (12 responses)**

Example comments: “Correct the flawed online application process.” “The online application is not clear, nor is the terminology for us lay-people. I gave up.”

- **Increase Accessibility to Staff (11 responses)**

- *Example comments: “Adequate staff availability.” “Answer your phone.” “Access to a planner.”*

- **Ensure Regulations Applied Consistently (10 responses)**

Example comments: “Recognize that in some cases, blind adherence to the rules may not be necessary.” “Be more consistent.” “Fire sprinkler requirements applied inconsistently.”

- **Improve Online Information on Development Review Process (8 responses)**

Example comments: “More online information on how to comply with applicable building codes.” “Information should be easily found online.”

- **Clearer Explanation of Code and Permit Requirements (8 responses)**

Example comments: "Better steps in understanding environmental land change and use impact." "Better explanation of code and requirement."

- **Increase Notifications to Applicant During Review Process (7 responses)**

Example comments: "Tell me when I need to do something." "Communicate why a project is not moving forward."

- **Improve Application and Permit Checklists (5 responses)**

Example comments: "Clearer instructions on forms." "Have clear outlines of the information that needs to be provided in engineering and environmental reports."

- **Reduce Building Permit Fees (5 responses)**

Example comment: "Reduce fees; way too expensive."

- **Improve Communication (4 responses)**

- *Example comment: "More communication between the people who work on development projects."*

- **Improve Staff Competency (4 responses)**

Example comment: "Need more common sense when it comes to house plan."

- **Streamline Process for Small Scale/Trade Building Permits (4 responses)**

Example comment: "It can take too long to process a mechanical permit."

- **Reduce Complexity of Codes / Empower Staff to Make Decisions and to Use Discretion / Improve City Website/ Improve Inspection Scheduling Process / Increase Response Time to Customers / Staff Need to be More Solution Based (3 responses each)**

- **Reduce Staff Turnover/ Implement Project Manager System/ Provide Outreach and Updates to Development and Business Community/ Create Process Flow Charts/ Engineering Standards not Consistently Applied or Enforced/ Follow City Policies/ Increase Staff Customer Service Training/ Meet Review Deadlines/ Reduce Adversary Approach/ Remove Mayor from Decision Making Process/ Provide Flexibility in Requirements (2 responses each)**

In addition to the themes above, 10 responses were categorized as "None/ N/A."

A lot of feedback is contained in this section of the survey and no theme obtained a significant majority when considering each theme separately. However, if the themes related to the online application process, customer portal, forms and checklists, information and overall City website are grouped together, it represents 26% of responses. The difficulty of finding information about the development review process also emerged as a concern in the multiple-choice section.

The next reoccurring theme for improvement (16% of responses) also matched the feedback obtained from the multiple-choice section: review timelines are taking too long and need to be reduced. The next reoccurring theme for improvement was related to staffing (14% of responses). This is in conflict with the overall positive feedback about staff helpfulness and assistance in the review process.

4.3 ADDITIONAL COMMENTS

A total of 65 respondents answered this question. The comments are summarized by themes below.

Strengths Themes

- **Helpful/Professional Staff (13 responses)**

Example Comments: "I am a Structural Engineer and done many heavy civil projects in the U.S. I find the City of Anacortes' attitude and approach one of the best." "Employees are friendly and helpful." "Front counter support is invaluable in understanding process and tracking/expediting reviews."

- **Good Work (8 responses)**

Example Comments: "Excellent!" "Good City, great staff."

Opportunities for Improvement Themes

- **Management and Elected Officials Should be Held Accountable (5 responses)**

Example Comments: "Management should be reprimanded or replaced due to negligence and permit discrimination." "The Mayo is ultimately responsible for the efficiency of these departments. Lack of involvement in the departments is apparent."

- **Inconsistencies in How Regulations Applied and Enforced (4 responses)**

Example Comments: "I was required to do critical areas study even though my environmental engineer said it was not required." "...inconsistencies have been devastating. A consistent system must be implement4ed to protect businesses and clients."

- **Better Instructions on Submitting an Application or Permit / Building Permit Cost Too High / Hard to Find Comments in SmartGov / Inform Applicant Earlier about Costly Requirements/ No Response or Follow Through on Delayed Projects / Offer Pre-Approved ADU Plans / Staff Should Think How to Get to a Yes Rather than Always a No (2 responses each)**

Also, 6 responses were categorized as a Not Applicable (N/A).

This section again reinforces the strengths identified in the multi-choice questions. The strength repeated the most regarded helpful staff and overall good work performed by staff involved in the development review process.

Several new themes emerged for recommended opportunities for improvement, representing about 34% of total responses: 1) inconsistencies in how regulations are applied and enforced, 2) management and

elected officials should be held accountable, 3) better instructions on submitting and application or permit, 4) building permit cost is too high, 5) difficulty in finding comments in SmartGov, 6) inform applicant earlier about costly requirements, 7) no response or follow through on delayed projects, 8) offer pre-approved ADU plans,, and 9) staff should think how to get to a “yes” rather than always a “no.” These statements align with the feedback obtained from the focus group attendees.

5. STAKEHOLDER FOCUS GROUPS SUMMARY

Four stakeholders focus group meetings were scheduled for this effort. Three were held in person at the Anacortes Chamber of Commerce conference room (1 and 6 p.m. PST on February 24th and 9 a.m. PST on February 26th). One additional focus group was held virtually over the Zoom video platform (5:30 p.m. PST on March 4th). The stakeholder focus group invitation was individually sent to a randomized selection of 500 emails from the original past applicant/customer list provided by the City. 13 individuals attended and provided thorough feedback. Attendees covered a variety of applicant demographics: homeowner/property owner (4), developer/property owner (3), business owner/property owner (2), commercial port representative/design professional (2), telecommunications representative (1), and professional architect (1).

As a result of the conversations during the focus group meetings, the following key themes were identified:

- **Permit Process and Timeliness Issues**
 - Significant delays in application and permit review (ranging from weeks to months to years).
 - Lack of predictability for approvals, impacting project timelines, affecting development budgets.
 - Inconsistent prioritization of projects (large developments taking precedence over smaller ones).
- **Staffing and Decision-Making Challenges**
 - Staff often appear overwhelmed or unsupported, leading to bottlenecks in the decision-making process.
 - Some staff members are overly meticulous and detailed in their review, which create overly complicated comment letters and delays the review process.
 - There is a sense of a lack of confidence among staff in making independent decisions.
 - Mayor's influence in the process is seen as unfair, creating a perception of favoritism.
- **Customer Portal and Digital Submittal System Issues**
 - The online permitting system is difficult to navigate, requiring frequent staff intervention.
 - Status updates and comment letters are hard to find, leading to frustration among applicants.
 - System checklists are duplicative and not user-friendly.
 - Applicants desire more automatic notifications about staff comments or required actions.
- **Transparency and Consistency in Regulations**



- Changing permit requirements over time creates uncertainty and a lack of predictability.
- ROW (Right-of-Way) requirements are inconsistent between Anacortes and surrounding regions.
- Some city regulations seem arbitrary, leading to unfair enforcement.
- Complaints and code enforcement actions are not consistently handled.
- **Communication and Oversight Deficiencies**
 - There is a lack of clarity on project status and review timelines, requiring applicants to chase updates.
 - Senior staff and leadership do not have oversight of the development review process.
 - Some responses from the city are delayed or vague, which cause some applicants to feel ignored or not prioritized.
 - A perception exists that economic development efforts are deprioritized.

As mentioned earlier, there are several overlaps and consistencies with the responses received in the open-ended section of the survey and the feedback obtained from the attendees of the focus group meetings. The two themes that align with the multiple-choice section of the survey are the following: review timeliness and online interface.



DEVELOPMENT REVIEW PROCESS IMPROVEMENT STUDY - FINAL REPORT

ANACORTES, WA

MATRIX
CONSULTING GROUP

AGENDA

Study Methodology

Key Findings

Recommendations



OVERVIEW OF STUDY

- **The City of Anacortes requested a review of existing permitting and development review processes with the intent to:**
 - Streamline the application process,
 - Increase predictability of the process,
 - Document the process, and
 - Better integrate the documented process with SmartGov.



STUDY METHODOLOGY

Current State Profile

Provided an overview of operational practices, processes, staffing, structure, and workload based on interviews and data collection.

Operational Analysis

Analyzed the best practices assessment findings to recommend process, procedure, and operational improvements.

Customer Input

Online survey, focus groups, and individual conversations to understand customer perceptions.

Organization/ Staff Review

Analyzed workload and identified staffing needs and process improvements to streamline work activities.

Best Practices Assessment

Compared current processes, operational performance, workload, technology to prevailing industry practices of high performing organizations.

Report/ Implementation

Combined analysis, findings, and recommendations into a single report and action plan.

KEY FINDINGS



Motivated Staff

Staff are motivated and supportive of improvement efforts.



Maintaining Technology

SmartGov requires ongoing maintenance and updates, which is falling on development review staff.



Services are Co-Located

Planning, Building, and Engineering staff are co-located in the same suite and share a public counter.



Standard Operating Procedures

Need to create and formalize standard operating procedures and policies across review disciplines.



Digital Permitting System

The City utilizes SmartGov for development review applications and permits.



Need for Training

Staff need more onboarding and training to fully understand their role and expectations for them in the development review process.



MANAGEMENT & ADMINISTRATION

- Create a City development review mission and related goals.
- Develop standard operating procedures and clarify the roles and responsibilities of staff in the development review process.
- Implement an onboarding training program.
- Establish a development review leadership group.
- Consider consulting assistance for third-party reviews.



TECHNOLOGY

- Within SmartGov customer portal:
 - Improve instructions for an applicant to more accurately depict review process.
 - Increase consistency in application and permit type descriptions.
 - Integrate GIS capabilities.
- Within SmartGov staff portal:
 - Ensure consistency in comments and conditions of approval.
 - Improve reporting capabilities.



REVIEW PROCESSES

- Create more comprehensive application/permit checklists (*complete!*)
- Formalize the intake completeness process.
- Establish and adopt clear review timelines.
- Determine routing criteria for all application/permit types.
- Clarify expectations and responsibilities of applicants.
- Reinstate staff's written summary for pre-applications.



CUSTOMER INTERACTION & EDUCATION

- Provide an online meeting scheduler for staff consultations (and consider reducing in-person counter hours).
- Design a development guidebook.
- Ensure all minimum submittal materials are consistent between the application/permit checklists and SmartGov submittal.
- Create a high-functioning central development review webpage.



REGULATORY STANDARDS

- Finalize Ordinance No. 4092 to ensure compliance with RCW.
- Raise SEPA exempt levels, permitted by WAC.
- Transfer quasi-judicial development review applications to the Hearing Examiner.
- Expand administrative approvals.
- Consider an administrative design review application process for City's project design criteria.
- Adopt a sidewalk fee-in-lieu program to provide alternatives to sidewalk frontage improvements



STAFFING & ORGANIZATION

- Reallocate staff time in Planning and Engineering to development review.
- Consider 0.5 FTE to assist with permit intake/issuance and 0.5 FTE to support the permitting leadership team.
- Conduct an RFI for on-call private third-party planning and engineering review when workload surpasses staffing capacity.





IMPLEMENTATION PRESENTATION – PCED AND PW DIRECTORS

Initiated items shown in light blue cell

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
MANAGEMENT AND ADMINISTRATION			
1. Establish a mission statement and goals for the City's development review functions.	High	Q4 2025	Vision Statement drafted and provided to staff for feedback. Effectively complete.
2. Create new standard operating procedures for the development review permits and applications and continuously update them once every two years or as technology changes.	High	FY 2026	Intend to request funds to pursue outside assistance with writing new SOPs
3. Implement an onboarding training program for all new development review staff with a clear explanation of the expectations of their job role and responsibilities in the development review process.	High	Q4 2026	Meeting weekly to work through this task. Documenting what each position does in development services. Not only for training new people but to establish the development services expectations of each position.
4. Clarify department directors' and managers' responsibility and accountability for ensuring that development review operations operate effectively under their purview.	High	Q4 2025	PCED Director is responsible in charge of Development Services. Strategy for implementing recommendations starts with addressing process-related (structural) issues before

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
			moving on to address specific fixes. Effectively complete.
5. Determine a staff lead for development review services and establish a leadership group to report to the City's elected officials on development review performance targets.	High	Q4 2025	Building Official is "staff lead." Leadership team includes Building Official, PCED Director, PW Director, City Engineer, Planning Manager.
6. Establish and communicate realistic targets for each stage of the development review process by division and application type.	High	FY 2026	
7. Develop clear management reports that track performance against performance targets.	High	FY 2026	
8. Once the City has an established track record related to processes and timelines, publish the timeline information online and create reports for the public.	Medium	Q4 2026	
9. Enter into a consultant contract(s) to serve as a third-party reviewer on larger development proposals, or when there is a reduced staff capacity.	High	FY 2026	Intend to request funds to achieve this task
10. Enlist frequent customers of the department to conduct a periodic SmartGov "system walkthrough" to identify areas in	Medium	Yearly	

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
which the system could be more intuitive for applicants.			
11. Clarify instructions in the SmartGov system including the “Welcome to your project page” to more accurately reflect the review process.	High	Q1/Q2 2026	
12. Follow the planning permit “permit type” format for building, fire, and engineering permits, including an explanation of the permit type and a submittal checklist for that permit type.	High	Q1/Q2 2026	
13. Reduce the number of building permit application types in the SmartGov system, especially if the required information and attachments are the same. Also separate building permits from other permit types under that category (e.g., fire, mechanical).	Medium	FY 2026	
14. Revise the portion of the intake form that asks for “details” related to the project to ensure that the requests are clear and accurate, as detailed in screen shots and notes.	High	Q1/Q2 2026	
15. Add land information such as zoning, shoreline proximity, and flood zone to building permit	High	Q1/Q2 2026	

RECOMMENDATION	PRIORITY IMPLEMENTATION		Notes
applications, and provide a popup or a link to additional information about the potential implications of these findings.			
16. Research the possibility of importing this land use information from the City's GIS so that the applicant does not need to look up and copy this information into the form. If that is not feasible, provide information regarding how to look up this information.	High	Q1/Q2 2026	
17. With project attachments, better tailor the attachments to the permit type so that attachments that would not be required for that permit type are not included in the list. For all attachments listed, provide a link with clear details regarding what the standards are for each document.	Medium	FY 2026	
18. Train all staff on how and where to enter comments during review to appear consistently within the SmartGov system. All staff review comments should be entered in a consistent format across review disciplines.	High	Q1/Q2 2026	Easy standardization that will improve information sent to customers.

RECOMMENDATION	PRIORITY IMPLEMENTATION		Notes
19. Train staff on how to record conditions of approval or notes in the SmartGov system and how to distinguish these from correction comments.	Medium	Q3/Q4 2026	
20. If comments are made visible to applicants prior to all reviews being complete, include a caveat that these are preliminary and that the official comments will be provided once all reviewers have completed their work.	Medium	Q4 2026	Easy standardization that will improve information sent to customers.
21. SmartGov permitting software should be re-configured so that the discrepancy report provides all comments from all reviewers.	High	Q4 2025	Working with SmartGov (SG) on this high priority fix.
22. For building permits, implement a forced sequencing of review so that planning review is completed before engineering, stormwater, and building.	High	FY 2026	Staff is aware that this recommendation is now in place, need to work with SG to make sure the program can force the sequencing.
23. Ensure SmartGov is configured to provide approval conditions at permit issuance, if possible as an attachment or second page to the permit document. This should include conditions associated with any related planning or engineering approval.	High	Q4 2025	On list of high-priority SG fixes.

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
24. Work with SmartGov customer service or City Information Technology staff to develop a methodology for generating more comprehensive reports from the SmartGov system and a set of “template” reports that range from the high-level (for reporting to the City Council and the public) to the specific (for reporting to the state), to more analytical (for use by staff and managers to understand how smoothly the process is functioning).	High	FY 2026	
REVIEW PROCESSES			
25. Until the SmartGov customer portal is modified to prevent the issue of permit applications being created, but not yet accepted for review, the intake staff should check daily for drafted or unsubmitted applications.	High	Ongoing	Ongoing
26. Create more comprehensive checklists for all applications and permits to specify the required information for each type.	High	In Process	Matrix provided checklists for 25 permit types. Staff to create checklists for remaining permit types.
27. Integrate the application and permit completeness checklists into SmartGov’s customer portal	High	Q1/Q2 2026	

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
for online submittal and ensure they are easy to find on the website as portable document format for general reference.			
28. Institute a new completeness review process for building permits to include an update to the applicant indicating the permit is acceptable for continued review, or that there are missing elements that must be addressed prior to review.	High	Q1/Q2 2026	
29. For applications found not to be complete, the City should send the applicant a comprehensive list of items that need to be corrected, by email.	High	Q4 2025	Simple fix
30. For applications considered complete and ready to review, send applicant an email or other communication identifying key next steps and highlighting potential issues that may come up (e.g., stormwater, etc.).	High	Q4 2025	
31. Clear timelines should be established for review and re-review for each discipline.	High	FY 2026	
32. Criteria should be developed that indicate under what circumstances various reviewers (planning, engineering, fire,	High	Q4 2025	

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
stormwater, historic, outside reviewers, etc.) need to be included in application and permit routing.			
33. Building permit applications that require planning review should be reviewed by planning first, where possible.	High	Ongoing	
34. Simple building permits should be prioritized for review by all review disciplines, but especially planning.	High	Ongoing	
35. The City should establish a policy across all review disciplines indicating that all plans should be reviewed comprehensively during the first review cycle. For re-reviews, reviewers should only be checking to ensure the required changes have been made except in specific circumstances.	High	Q4 2025	
36. Develop clear consistent policies related to how plan review comments and conditions for approval are recorded on an application or permit. Best practices to include a written list of items referencing plan and drawing markups where relevant. Best practice is that	High	Q1/Q2 2026	

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
comments should be organized by discipline.			
37. The specific codes and standards against which Engineering is reviewing plans should be established and incorporated into SOPS.	High	FY 2026	
38. The timing at which Stormwater and Engineering preliminary and final project reviews occur should be clarified for all staff involved in development review. This includes the level of design detail required for preliminary sign off during the planning and zoning entitlement process and final reviews and approvals required prior to building permit application.	Medium	Q4 2026	
39. Add clear explanations to the applicant regarding how to respond to comments, including a requirement that each comment be responded to by number.	High	Q1/Q2 2026	
40. Reinstate the written summary of pre-application meetings and set a goal to produce the summary within one week of the meeting date.	High	Q1/Q2 2026	

RECOMMENDATION	PRIORITY IMPLEMENTATION		Notes
41. Ensure that best practices are followed for planning application intake and completeness review.	High	Ongoing	
42. Require applicants to assist with the public notice of planning applications. Specifically, applicants shall provide all adjoining property owner information at the time of application submittal and post a City-provided notice on site.	High	Q4 2025	
43. Establish a clear review process where a senior staff member or manager is responsible for the final review and sign-off on all planning application staff reports before they are submitted for a public hearing.	High	Q4 2025	
CUSTOMER INTERACTION AND EDUCATION			
44. Create a high-functioning central development webpage for people seeking information on navigating the City's development review process.	Medium	FY 2026	
45. Produce a development guide/handbook that assists developers with understanding the broader development review process.	Medium	FY 2026	

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
46. Create code compliance education materials for preventative measures (common City nuisances and violations).	Medium	FY 2026	
47. Consider reducing in-person counter hours and limiting counter transactions to 20 minutes to allow staff more administrative time to process and manage SmartGov and for more focused work time.	High	Q1/Q2 2026	
48. Provide an online meeting scheduler for both virtual and in-person consultations with staff.	High	Q1/Q2 2026	
49. Develop and provide clear and comprehensive checklists for each application and permit type, identifying the minimum items required to be submitted for review.	High	In Process	
50. Ensure the application and permit checklists on the website are fillable in design and align with the SmartGov application and permit type options, with the goal of integrating the checklists into SmartGov.	High	Ongoing	
REGULATORY STANDARDS			

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
51. Raise the SEPA exempt levels, permitted by WAC 197-11-800, for types of construction that are prioritized by the City.	Medium	Q4 2026	
52. Finalize Ordinance No. 4092 to ensure compliance with RCW 36.70b.080 review timelines.	High	Q4 2025	
53. Transfer quasi-judicial development review applications to the Hearing Examiner (Types 3 and 4) approval authority.	High	Q1/Q2 2026	Development regulation changes already under consideration to move more quasi-judicial applications to Hearing Examiner.
54. Expand administrative approvals by transferring some Type 3 applications to Type 2.	High	Q1/Q2 2026	Development regulation changes already under consideration to transferring some Type 3 applications to Type 2.
55. Ensure the Planning Commission is serving in an advisory role for City Council on legislative items.	High	Q1/Q2 2026	
56. Only require neighborhood meetings for Type 4 applications types and have them occur during the formal application review process.	Medium	Q4 2026	

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
57. Consider an administrative design review application for the City's project design criteria in Division 6 of the Anacortes Municipal Code.	Medium	Q2 2026	
58. Adopt a sidewalk fee-in-lieu program to provide alternatives to sidewalk frontage improvement requirements if not logical for the site.	Medium	Q4 2026	
STAFFING AND ORGANIZATION			
59. Reallocate staff in Planning and Engineering from other tasks to permit and application review to ensure adequate time available to complete reviews on time.	High	Ongoing	
60. Seek to supplement administrative staff with 0.5 FTE to assist with permit intake and issuance and 0.5 FTE to support the permitting leadership team.	High	FY 2026	Intend to request funds for these positions.
61. Conduct an RFI for on-call private third-party planning and engineering review when required, as well as to support the Engineering Division staff in conducting technical plan review according to the City's standards.	Medium	FY 2026	

RECOMMENDATION	PRIORITY	IMPLEMENTATION	Notes
62. Include the expectation that all staff involved in plan reviews or inspections use the SmartGov permitting system to track their work and receive the training needed to use it consistently and effectively.	High	Q4 2025	

Residents of Skagit Commons Cohousing
3509 D Avenue
Anacortes, WA 98221

Anacortes City Council
904 6th Street
Anacortes, WA 98221

September 23, 2025

Subject: Support for Streamlined Solar Permitting in Anacortes

Dear Members of the City Council,

I'm writing to urge your support for a proposal to streamline rooftop solar permitting in Anacortes. As our city continues to embrace sustainability and clean energy, it's vital that we remove unnecessary barriers that slow down adoption and increase costs for residents.

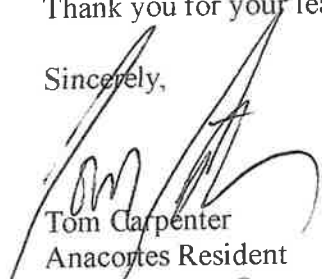
Washington State has set ambitious energy goals, and Anacortes can be a leader in this transition. By implementing a fast-track permitting system, reducing fees for solar-plus-storage installations, and improving public guidance, we can make solar energy more accessible to all—especially low- and moderate-income households.

I've submitted a detailed proposal to the Planning Department and hope you'll consider championing this initiative, which is attached. Also please find a proposed City Council Ordinance to help enact these changes. These reforms will not only benefit our environment but also strengthen energy resilience and economic opportunity in our community.

I would be pleased to discuss these proposals with the Council and/or individual members.

Thank you for your leadership and commitment to a brighter future.

Sincerely,



Tom Carpenter
Anacortes Resident
tom.carpenters@pm.me

Att: Letter to the Anacortes Planning Commission

Draft Ordinance: Anacortes Solar Permitting Reform Act

Title: An Ordinance to Streamline Residential Rooftop Solar Permitting and Expand Access to Clean Energy in Anacortes

Purpose:

To simplify and accelerate the permitting process for residential rooftop solar installations, reduce soft costs, and promote equitable access to clean energy across Anacortes.

Section 1: Definitions

- **Solar Energy System:** A photovoltaic system under 25 kW installed on a residential property.
- **Fast-Track Permit:** A permit issued within 5 business days for qualifying solar energy systems.
- **Smart Inverter:** An inverter compliant with IEEE 1547 standards for grid support and safety.

Section 2: Fast-Track Solar Permitting

- Residential solar systems under 25 kW using pre-approved equipment shall qualify for fast-track permitting.
- Applications must include:
 - Site plan
 - Electrical diagram
 - Structural load certification (self-certified if <4 lbs/sq ft and <18 inches above roofline)
- Permits shall be issued within **5 business days** of complete application submission.

Section 3: Fee Reductions and Incentives

- Permit fees shall be reduced by **50%** for systems that include battery storage.
- Additional reductions available for:
 - Low-income households
 - Nonprofits and community solar projects

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Section 4: Pre-Approved Equipment List

- The Planning Department shall publish and maintain a list of UL-certified panels, inverters, and mounting systems.
- Equipment on this list shall be exempt from extended review.

Section 5: Public Education and Outreach

- The City shall host quarterly workshops and maintain online resources to guide residents through the solar permitting process.
- Materials shall include:
 - Sample applications
 - Annotated checklists
 - FAQs on solar incentives and financing

Section 6: Equity and Access

- The City shall prioritize outreach to renters, low-income households, and underserved neighborhoods.
- Community solar partnerships shall be encouraged through zoning flexibility and expedited review.

Section 7: Implementation Timeline

- This ordinance shall take effect **90 days** after passage.
- The Planning Department shall report on implementation progress within **6 months**, including:
 - Number of permits issued
 - Average approval time
 - Cost savings for applicants

Residents of Skagit Commons
3509 D Avenue
Anacortes, WA 98221

September 23, 2025

Anacortes Planning Department
904 6th St
Anacortes, WA 98221

Subject: Proposal to Streamline Rooftop Solar Permitting in Anacortes

Dear Anacortes Planning Department,

We, the undersigned, are writing to respectfully propose a series of reforms to the rooftop solar permitting process in Anacortes. As residents committed to clean energy and sustainability, we believe our city can lead the way in making solar more accessible, affordable, and efficient.

Our community has personal experience with putting solar on our cohousing community on 3509 D Avenue, having installed over 150 panels between 12 townhouses and an array on our main building. We believe that the costs of installing solar is unnecessarily high, especially when compared to other countries. This situation will only get worse due to federal government imposed tariffs on China, which currently produces most of the solar cells and components. According to studies, high soft costs (sales, permitting, overhead) make up 40–50% of total pricing.

The coming climate crisis is no joke. We are facing an all-hands-on-deck emergency, where time is of the essence. The more solar and wind we can install as a nation, the more we can accomplish in bringing down carbon emissions. We would love to see Anacortes do its part and be a leader in going solar. To get there, reducing costs and providing incentives is key. We note that some cities, like Burgundy, France, are going "all-in" on solar as fast as they can. They are well on the way to installing 60,000 square meters of solar panels on municipal buildings, public spaces, city hall, parking lots and more. (See, <https://reasonstobecheerful.world/bordeaux-france-solar-city-race/>).

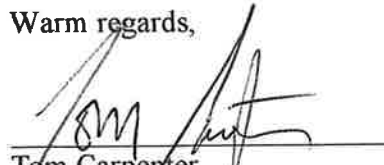
The current permitting system—while centralized—is still burdened by delays, high soft costs, and limited public guidance. By adopting a fast-track solar permit category, publishing pre-approved equipment lists, and allowing self-certification for lightweight systems, we can dramatically reduce barriers for homeowners.

We've attached a proposal outlining specific recommendations, including fee reductions for solar-plus-storage systems and a public education campaign to support adoption. These changes would align Anacortes with best practices from other forward-thinking municipalities and help us meet our climate goals faster.

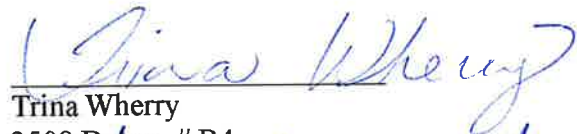
Thank you for your time and consideration. we'd welcome the opportunity to discuss this further

or assist in community outreach efforts.

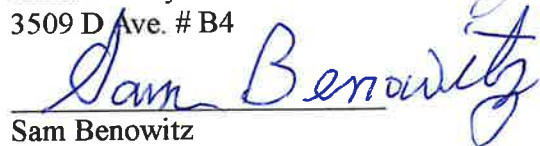
Warm regards,



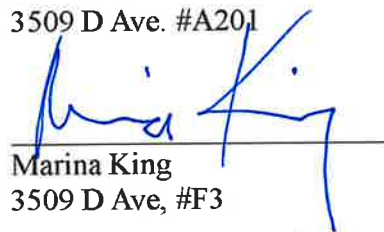
Tom Carpenter
3509 D Ave, #F3
tom.carpenters@pm.me



Trina Wherry
3509 D Ave. # B4



Sam Benowitz
3509 D Ave. #A201



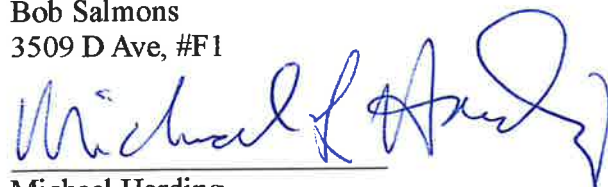
Marina King
3509 D Ave, #F3



Mildred Brown
3509 D Ave, #F1



Bob Salmons
3509 D Ave, #F1



Michael Harding
3509 D Ave, #C3

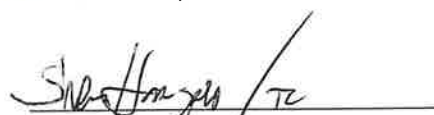


Kathleen Brueger
3509 D Ave, #C1


Larry Lesser
3509 D Ave, #D1


Debra Cannon
3509 D Ave, #A305

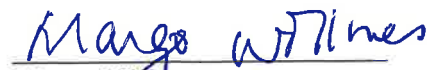

Jamie Joy Throgmorton
3509 D Ave, #B3


Sheri Hargus
3509 D Ave, #A101


Suzanne Tronier
3509 D Ave, #E1


Elizabeth Mills
3509 D Ave, #E2


Rusty Kuntze
3509 D Ave, #E2


Margo Willmes
3509 D Ave, #A102


Joyce Harvey-Morgan
3509 D Ave, #C4



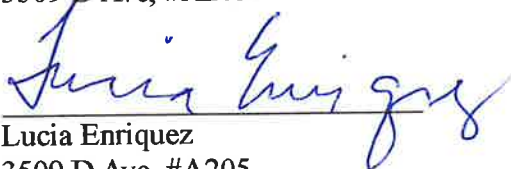
Catherine Carr
3509 D Ave, #B1



Sally Polk
3509 D Ave, #B1



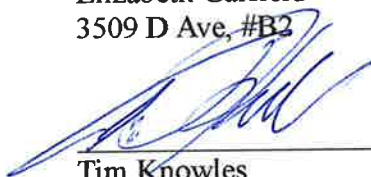
Peg Boettcher
3509 D Ave, #A205



Lucia Enriquez
3509 D Ave, #A205



Elizabeth Garfield
3509 D Ave, #B2



Tim Knowles
3509 D Ave, #B2



Bob Payette
3509 D Ave, #A304



Teri Payette
3509 D Ave, #A304



Sarah McCabe
3509 D Ave, #C2


Randel A Smith
3509 D Ave, # A301

TRINA WHERRY

3509 D Ave, # B4


Robert A Salmons

3509 D Ave, # F1


Janice Carle
3509 D Ave, # A105

Karan Hannal

3509 D Ave, # A203


Carol

3509 D Ave, # F2


JENNIFER HARRISTON
3509 D Ave, # D

3509 D Ave, #

Proposal: Streamlining Rooftop Solar Permitting in Anacortes

Title: Accelerating Clean Energy Adoption Through Streamlined Solar Permitting

Purpose:

To propose a set of reforms to the City of Anacortes's rooftop solar permitting process that will reduce costs, shorten approval timelines, and increase adoption of residential solar energy systems.

Background:

Washington State has committed to ambitious clean energy goals, and Anacortes is well-positioned to lead by example. However, current permitting procedures—while centralized—still present barriers in the form of lengthy reviews, high soft costs, and limited public guidance. These constraints discourage homeowners from pursuing solar installations and slow progress toward local sustainability targets.

Recommendations:

1. **Create a Fast-Track Solar Permit Category**
 - For systems under 25 kW with standard designs
 - Checklist-based approval within 3–5 business days
2. **Permit Fee Reductions for Solar + Storage**
 - Offer discounted fees for installations that include battery backup
 - Additional incentives for low-income households
3. **Pre-Approved Equipment List**
 - Publish a list of UL-certified panels and inverters that bypass extended review
 - Align with IRC Section R324.4 for structural standards
4. **Self-Certification for Lightweight Systems**
 - Allow installers to self-certify systems under 4 lbs/sq ft and mounted <18 inches above roofline
 - Reduce need for engineering stamps
5. **Public Education Campaign**
 - Host workshops and webinars to guide residents through the permitting process
 - Provide annotated sample applications and checklists

Expected Outcomes:

- 30–50% reduction in permitting time
 - \$1,000–\$2,000 reduction in soft costs per project
 - Increased solar adoption across income levels
 - Enhanced resilience and grid independence for Anacortes residents
-



City Council Agenda Bill

Meeting Date: September 22, 2025 **Agenda Item:** 6.b.

Agenda Item Title: Capital Facilities Plan (2026-2031) - Public Works

Staff Contact(s): Steve Hoglund

Approved for Submittal to Council by **Action Type**

Greg Francioch
Steve Hoglund

Discussion

Item Summary: The Public Works Capital Facilities Plan (CFP) will cover the following departments: Operations, Transportation, Wastewater, Water, and Storm Sewer. The 6-year capital plan is presented based on the best current information available on infrastructure needs in each of those departments, as well as availability of resources to pay for those capital needs. Generally, for a project to meet the criteria for inclusion, it has to have an estimated cost exceeding \$20,000, have an estimated useful life of 10 years, involves new construction, reconstruction, or equipment purchase, and is the City's responsibility. It is noted that the use of Real Estate Excise Tax, or Impact Fees, for a project, require it to be included in the CFP.

Budget Impact:

The initial draft of the Public Works CFP over the 6 year period totaled \$220,900,573

Previous Action: [9/15/25 meeting](#) General Government CFP

Recommended Motion: NA

Alternative Actions: NA

Attachments (listed in order presented):

1. Council Review 9.22.25
2. PW - Revenue Summary 9.22.25
3. Written Public Comment - William Turner

2026 – 2031 CFP

September 22, 2025

Public Works

- Water Systems
- Operations
- Storm
- Wastewater
- Transportation



**Public Works - Water Systems CFP
2026 - 2031**



PAGE	Project Summary Sheet							
	Project Costs:	2026	2027	2028	2029	2030	2031	Total
3	WTP MaintStorage Bldg	\$300,000	\$700,000	\$200,000	\$0	\$0	\$0	\$1,200,000
4	OH Pass Lake 10" Waterline	\$5,000,000	\$1,200,000	\$0	\$0	\$0	\$0	\$6,200,000
5	Emergency Repair	\$450,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$3,450,000
6	Pipeline Replacements	\$1,701,000	\$2,136,000	\$2,242,280	\$2,354,394	\$2,589,833	\$2,848,816	\$13,872,323
7	29th Street Reservoir	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$4,000,000
8	Telegraph Slough	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
9	Cathodic protection deepwell	\$140,000	\$0	\$0	\$0	\$0	\$0	\$140,000
10	Replace Zetasizer	\$120,000	\$0	\$0	\$0	\$0	\$0	\$120,000
11	Pump #1 Inverter	\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000
12	Pipe Arch	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000
13	PRV Rebuild	\$120,000	\$0	\$0	\$0	\$0	\$200,000	\$320,000
14	FAC- WTP Repair Projects	\$535,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,035,000
15	Lead & Copper Laterals	\$50,000	\$100,000	\$0	\$0	\$0	\$0	\$150,000
16	Combined Filter Turbidity assessment	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
17	Swinomish Slough 36"	\$90,000	\$700,000	\$0	\$0	\$0	\$0	\$790,000
18	W March Point	\$0	\$2,000,000	\$8,000,000	\$0	\$0	\$0	\$10,000,000
19	S. Fidalgo Island Pipeline Repl	\$0	\$710,000	\$0	\$745,500	\$0	\$785,000	\$2,240,500
20	Rotork replacement	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
21	Filter Railing platform & Ladders	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
22	Skyline reservoir rebuild	\$0	\$0	\$2,000,000	\$1,700,000	\$0	\$0	\$3,700,000
23	Reconfigure Valves at Whistle Lake Rd	\$0	\$0	\$594,000	\$0	\$0	\$0	\$594,000
24	Campbell Lake Fish Pass. Relo.	\$0	\$0	\$0	\$75,000	\$500,000	\$0	\$575,000
25	Blue Heron Pump Station	\$0	\$0	\$0	\$200,000	\$2,500,000	\$1,000,000	\$3,700,000
26	Hummingbird Lane Rezoning	\$0	\$0	\$0	\$0	\$0	\$152,000	\$152,000
27	The Pointe pipe reconfiguration	\$0	\$0	\$0	\$0	\$0	\$255,000	\$255,000
Totals		\$11,856,000	\$10,596,000	\$13,986,280	\$6,074,894	\$6,639,833	\$6,340,816	\$55,493,823
PAGE	Project Funding Sources:							
		2026	2027	2028	2029	2030	2031	Total
	Taxes	\$0	\$0	\$0	\$0	\$0	\$0	0
	REET	\$0	\$0	\$0	\$0	\$0	\$0	0
	Utility Tax	\$0	\$0	\$0	\$0	\$0	\$0	0
	Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0	0
	Grants	\$0	\$0	\$0	\$0	\$0	\$0	0
	Rates/User Fees	\$11,856,000	\$10,596,000	\$13,986,280	\$6,074,894	\$6,639,833	\$6,340,816	55,493,823
	Contributions	\$0	\$0	\$0	\$0	\$0	\$0	0
	Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	0
	Totals	\$11,856,000	\$10,596,000	\$13,986,280	\$6,074,894	\$6,639,833	\$6,340,816	\$55,493,823



ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Please limit responses to size of box

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

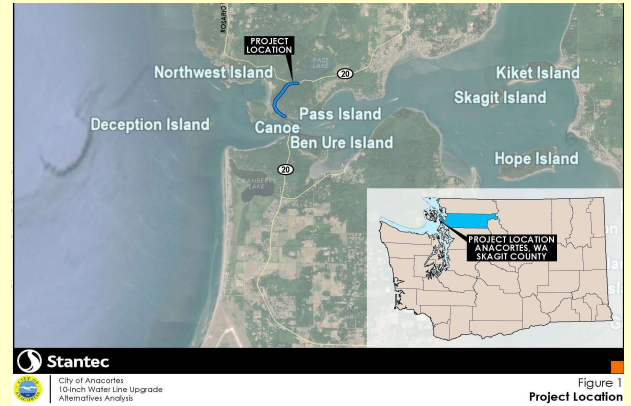
If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$300,000	\$700,000					\$1,000,000
Totals	\$300,000	\$250,000	\$0	\$0	\$0	\$0	\$1,000,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$300,000	\$700,000	\$200,000				\$1,200,000
Contributions							\$0
Fund Balance							\$0
Totals	\$300,000	\$700,000	\$200,000	\$0	\$0	\$0	\$1,200,000

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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type: *Please limit responses to size of box*Project Title: Location: Description: Justification: In Previous CFP? Click on box/click on arrow to select
 If yes, nature of
 Change from
 Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$5,000,000	\$1,200,000					\$6,200,000
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Taxes							\$0
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Grants							\$0
Rates/User Fees	\$5,000,000	\$1,200,000					\$6,200,000
Contributions							\$0
Fund Balance							\$0
Totals	\$5,000,000	\$1,200,000	\$0	\$0	\$0	\$0	\$6,200,000



ANACORTES
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2026-2031 Capital Facilities Plan**

Facility Type:



Project Title:

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In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$450,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$3,450,000
Totals	\$450,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$3,450,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$450,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$3,450,000
Contributions							\$0
Fund Balance							\$0
Totals	\$450,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$3,450,000



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$1,701,000	\$2,136,000	\$2,242,280	\$2,354,394	\$2,589,833	\$2,848,816	\$13,872,323
Totals	\$1,701,000	\$2,136,000	\$2,242,280	\$2,354,394	\$2,589,833	\$2,848,816	\$13,872,323

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$1,701,000	\$2,136,000	\$2,242,280	\$2,354,394	\$2,589,833	\$2,848,816	\$13,872,323
Contributions							\$0
Fund Balance							\$0
Totals	\$1,701,000	\$2,136,000	\$2,242,280	\$2,354,394	\$2,589,833	\$2,848,816	\$13,872,323



ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$2,000,000	\$2,000,000					\$4,000,000
Totals	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$4,000,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$2,000,000	\$2,000,000					\$4,000,000
Contributions							\$0
Fund Balance							\$0
Totals	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$4,000,000



ANACORTES
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**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$300,000						\$300,000
Totals	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$300,000						\$300,000
Contributions							\$0
Fund Balance							\$0
Totals	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$140,000						\$140,000
Totals	\$140,000	\$0	\$0	\$0	\$0	\$0	\$140,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$140,000						\$140,000
Contributions							\$0
Fund Balance							\$0
Totals	\$140,000	\$0	\$0	\$0	\$0	\$0	\$140,000



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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$120,000						\$120,000
Totals	\$120,000	\$0	\$0	\$0	\$0	\$0	\$120,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$120,000						\$120,000
Contributions							\$0
Fund Balance							\$0
Totals	\$120,000	\$0	\$0	\$0	\$0	\$0	\$120,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$350,000						\$350,000
Totals	\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000

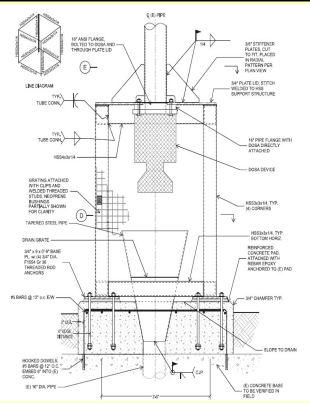
Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$350,000						\$350,000
Contributions							\$0
Fund Balance							\$0
Totals	\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$550,000						\$550,000
Totals	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$550,000						\$550,000
Contributions							\$0
Fund Balance							\$0
Totals	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$120,000					\$200,000	\$320,000
Totals	\$120,000	\$0	\$0	\$0	\$0	\$200,000	\$320,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$120,000					\$200,000	\$320,000
Contributions							\$0
Fund Balance							\$0
Totals	\$120,000	\$0	\$0	\$0	\$0	\$200,000	\$320,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$535,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,035,000
Totals	\$535,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,035,000

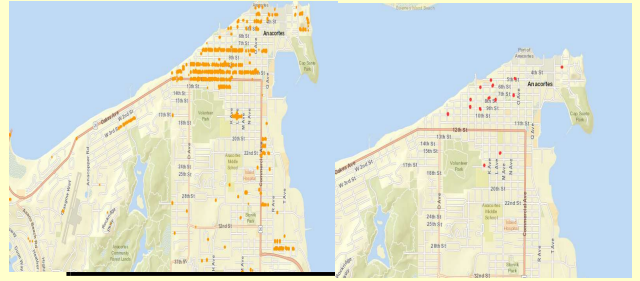
Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$535,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,035,000
Contributions							\$0
Fund Balance							\$0
Totals	\$535,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,035,000



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$50,000	\$100,000					\$150,000
Totals	\$50,000	\$100,000	\$0	\$0	\$0	\$0	\$150,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$50,000	\$100,000					\$150,000
Contributions							\$0
Fund Balance							\$0
Totals	\$50,000	\$100,000	\$0	\$0	\$0	\$0	\$150,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$150,000						\$150,000
Totals	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$150,000						\$150,000
Contributions							\$0
Fund Balance							\$0
Totals	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2024-2029 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Video inspect the inside of the pipe for extent of liner issue. Repair the internal coating on the transmission line TBD once camera footage establishes the extent.

Justification:

If not repaired, the line will continue to degrade, causing future premature failures.

In Previous CFP?

Click on box/click on arrow to select

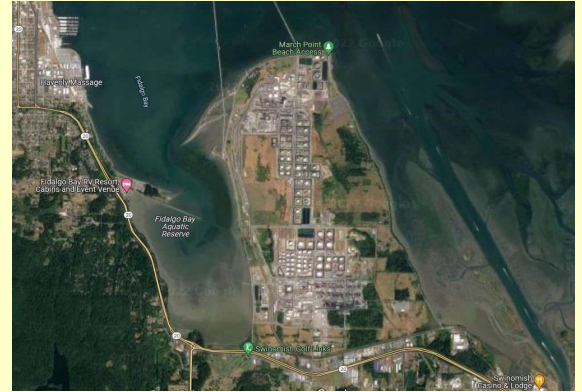
If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$90,000	\$700,000					\$790,000
Totals	\$90,000	\$700,000	\$0	\$0	\$0	\$0	\$790,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$90,000	\$700,000					\$790,000
Contributions							\$0
Fund Balance							\$0
Totals	\$90,000	\$700,000	\$0	\$0	\$0	\$0	\$790,000

ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type: *Please limit responses to size of box*Project Title: Location:

Description: Construct a 30-inch waterline from the 36-inch transmission line on Highway 20 at March Point Road, along March Point Road and Texas Road, to the existing 24-inch waterline on Texas Road at the Refinery meter sheds.

Justification: Existing 24-inch line is aging; new line would provide higher capacity and serve both refineries. Full cost would be paid by the refineries by an increase incorporated into the 3-year refinery rates.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$2,000,000	\$8,000,000		\$0	\$0	\$10,000,000
Totals	\$0	\$2,000,000	\$8,000,000	\$0	\$0	\$0	\$10,000,000

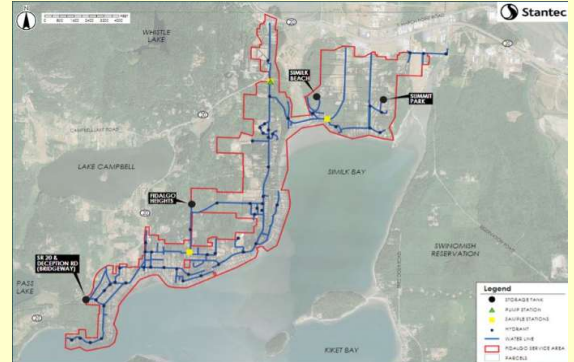
Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$2,000,000	\$8,000,000				\$10,000,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$2,000,000	\$8,000,000	\$0	\$0	\$0	\$10,000,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$710,000		\$745,500		\$785,000	\$2,240,500
Totals	\$0	\$710,000	\$0	\$745,500	\$0	\$785,000	\$2,240,500

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$710,000		\$745,500		\$785,000	\$2,240,500
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$710,000	\$0	\$745,500	\$0	\$785,000	\$2,240,500



ANACORTES
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City of Anacortes
Project Detail Worksheet
2024-2029 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Totals	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

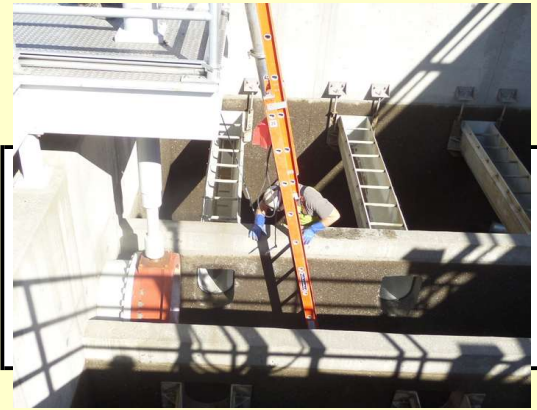
Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$150,000					\$150,000
Totals	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$150,000					\$150,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000



ANACORTES
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City of Anacortes
Project Detail Worksheet
2024-2029 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$2,000,000	\$1,700,000			\$3,700,000
Totals	\$0	\$0	\$2,000,000	\$1,700,000	\$0	\$0	\$3,700,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$2,000,000	\$1,700,000			\$3,700,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$2,000,000	\$1,700,000	\$0	\$0	\$3,700,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$594,000				\$594,000
Totals	\$0	\$0	\$594,000	\$0	\$0	\$0	\$594,000

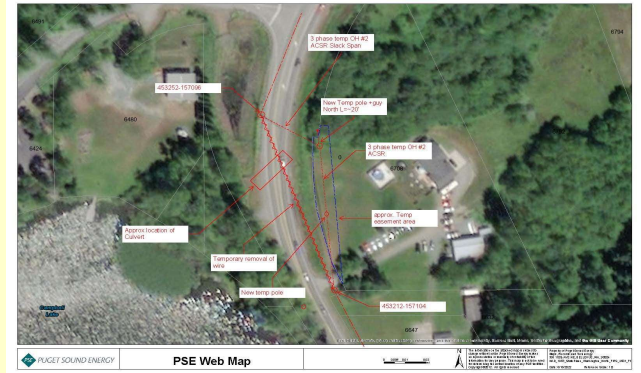
Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$594,000				\$594,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$594,000	\$0	\$0	\$0	\$594,000



ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Relocation of approximately 200 lineal feet of existing 12-inch Class 50 DI water main with 16-inch HDPE water main as a result of WSDOT culvert replacement project.

Justification:

Water main must be relocated due to WSDOT culvert replacement project.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year				\$75,000	\$500,000		\$575,000
Totals	\$0	\$0	\$0	\$75,000	\$500,000	\$0	\$575,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees				\$75,000	\$500,000		\$575,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$75,000	\$500,000	\$0	\$575,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year				\$200,000	\$2,500,000	\$1,000,000	\$3,700,000
Totals	\$0	\$0	\$0	\$200,000	\$2,500,000	\$1,000,000	\$3,700,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees				\$200,000	\$2,500,000	\$1,000,000	\$3,700,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$200,000	\$2,500,000	\$1,000,000	\$3,700,000



ANACORTES
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City of Anacortes
Project Detail Worksheet
2024-2029 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year						\$152,000	\$152,000
Totals	\$0	\$0	\$0	\$0	\$0	\$152,000	\$152,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees						\$152,000	\$152,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$152,000	\$152,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan



Facility Type:

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year						\$255,000	\$255,000
Totals	\$0	\$0	\$0	\$0	\$0	\$255,000	\$255,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees						\$255,000	\$255,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$255,000	\$255,000

**Public Works - Ops CFP
2026 - 2031**



PAGE	Project Summary Sheet							
	Project Costs:	2026	2027	2028	2029	2030	2031	Total
3	FAC-Emergent repairs	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,650,000
4	FAC- Ops Repair Projects	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
5	FAC- Parks Repair Projects	\$200,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$575,000
6	FAC- Library Repair Projects	\$55,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$305,000
7	FAC- PD Repair Projects	\$323,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$823,000
8	FAC-City Hall Seagull Mitigate	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000
9	FAC-City Hall Repair Projects	\$240,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$990,000
10	FAC- Electrical Panel Study	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
11	Ops - Equipment Trailer	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
12	Ops-Equipment Heated Storage	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
13	FAC- CH Elevator	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
14	FAC- Facilities Vehicle	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
15	Ops-SW- New Dumpster Truck	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
16	Ops-ASD Facility Repave E Half	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000
17	Ops- Ops Facility expansion	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
18	IT- Additional Vehicle	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000
19	FAC- Fleet EV Chargers	\$0	\$0	\$50,000	\$150,000	\$0	\$0	\$200,000
20	FAC- Maritime Museum Roof Rplc	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
21	FAC- FD Elevator	\$0	\$0	\$0	\$0	\$0	\$350,000	\$350,000
	Totals	\$1,908,000	\$1,500,000	\$2,910,000	\$1,150,000	\$900,000	\$1,250,000	\$9,618,000
	Project Funding Sources:	2026	2027	2028	2029	2030	2031	Total
	Taxes	\$0	\$0	\$0	\$0	\$0	\$0	0
	REET	\$1,458,000	\$1,250,000	\$1,400,000	\$1,000,000	\$900,000	\$1,250,000	7,258,000
	Utility Tax	\$0	\$0	\$0	\$0	\$0	\$0	0
	Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0	0
	Grants	\$0	\$0	\$0	\$0	\$0	\$0	0
	Rates/User Fees	\$450,000	\$200,000	\$1,000,000	\$0	\$0	\$0	1,650,000
	Contributions	\$0	\$0	\$0	\$0	\$0	\$0	0
	Fund Balance/Reserves	\$0	\$50,000	\$510,000	\$150,000	\$0	\$0	710,000
	Totals	\$1,908,000	\$1,500,000	\$2,910,000	\$1,150,000	\$900,000	\$1,250,000	\$9,618,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

It is important that the City stay on top of repairs as they arise in order to keep our building's safe and working properly in an effort to give our patrons a safe and welcoming visit and to provide a safe and productive place for employees.

This CFP item provides Reet funds for our many on-call service contracts we use each year. included but not limited to: Janitorial, door hardware repair, hvac maintenance/repair and inspection, electrical repair and more. This also funds facility supplies for these general fund departments.

Justification:

Having an annual budget for supplies and emergent repairs in the CFP enables us to use REET funds to properly maintain our facilities. As facilities age and wear, equipment fails and needs immediate attention some items need to be addressed to maintain the integrity of the City's buildings, extend their useful life, and ensure continued efficiency.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,650,000
Totals	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,650,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,650,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,650,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Please limit responses to size of box

Project Title:

Location:

Description:

In 2025, we conducted a city-wide Facility Condition Assessment (FCA) to evaluate the facilities maintenance needs and to inform the CFP of the needed repairs of all City facilities.

The Facility Condition Assessment is used as a guide for us to have a better understanding to where the budget will best be used to effectively repair our buildings and keep them operating. This is the first time the city has ever performed an FAC and as expected with a first inspection there was a lot of deferred maintenance identified.

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Replace metal roofing on outbuildings \$200,000,
 facility security System \$300,000

Replace Ops

Justification:

It is in the City's and the public's best interest to stay on top of facility repairs and maintenance. Following the FCA that we performed will give us the best opportunity to achieve that. Buildings and structures have an impact on safety health and wellbeing of both employees and citizens that use them. Deferring maintenance only increase the scope, cost and extent of the repairs needed.

In Previous CFP? Click on box/click on arrow to select

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Totals	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$650,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$350,000						\$350,000
Contributions							\$0
Fund Balance							\$0
Totals	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

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***Depot fascia and roof replacement \$200K**

Justification:

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In Previous CFP?

Click on box/click on arrow to select

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$200,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$575,000
Totals	\$200,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$575,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$200,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$575,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$200,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$575,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

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Low voltage

lighting system replacement \$55k

Outdated system parts no longer available

Justification:

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In Previous CFP? Click on box/click on arrow to select

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$55,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$305,000
Totals	\$55,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$305,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$55,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$305,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$55,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$305,000


ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

Project Title:

Location:

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Boiler replacement 2 units \$180k
Exterior paint \$100k
Replacement of fan and VAV terminal units \$12k
Supply air VFD motor \$13k
Return air VFD motor \$18k

Justification: It is in the City's and the public's best interest to stay on top of facility repairs and maintenance. Following the FCA that we performed will give us the best opportunity to achieve that. Buildings and structures have an impact on safety health and wellbeing of both employees and citizens that use them. Deferring maintenance only increase the scope, cost and extent of the repairs needed.

In Previous CFP? Click on box/click on arrow to select

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$323,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$823,000
Totals	\$323,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$823,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$323,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$823,000
Utility Tax							\$0
Totals	\$323,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$823,000


ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

1

Insert and Resize Picture Here


Please limit responses to size of box

 Project Title:

 Location:

 Description:

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$35,000						\$35,000
Totals	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$35,000	\$0					\$35,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

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Replacement of secondary boiler \$160k

Carpet replacement 3rd floor work area \$35k

Building ventilation unit replacement \$25k

Assess and repair exterior crack on City Hall west wall \$20k

Justification: It is in the City's and the public's best interest to stay on top of facility repairs and maintenance. Following the FCA that we performed will give us the best opportunity to achieve that. Buildings and structures have an impact on safety health and wellbeing of both employees and citizens that use them. Deferring maintenance only increase the scope, cost and extent of the repairs needed.

In Previous CFP? Click on box/click on arrow to select

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$240,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$990,000
Totals	\$240,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$990,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$240,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$990,000
Utility Tax							\$0
Totals	\$240,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$990,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Please limit responses to size of box

Project Title:

Location:

Description:

In 2025, we conducted a city-wide Facility Condition Assessment (FCA) to evaluate the facilities maintenance needs and to inform the CFP of the needed repairs of all City facilities.

The Facility Condition Assessment identified many aged breaker panels through the City. This project will help us meet the new NFPA 70B thermal inspection code as well better define which if any panels need to be replaced or upgraded.

Conduct thermal imaging on all electrical panels
**Update panels and/or breakers through out city buildings \$150k **

Justification:

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In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
Totals	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

 Project Title:

 Location:

Description:

We need to purchase new larger trailer that can transport the roller, thermo applicator, and other large equipment. This will save on other equipment costs and will also be usable for other equipment in the city.

Justification:

We need to be able to safely and legally transport our equipment. this trailer would primarily transport the paver and roller but could be used for excavators as well as other equipment.

In Previous CFP?

Click on box/click on arrow to select

 If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$30,000						\$30,000
Totals	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$30,000						\$30,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Please limit responses to size of box

Project Title:

Location:

Description: Build new enclosed and heated 3 vehicle storage building. This building will be an extension to the west of the water dept storage. Will store water and sewer equipment.

Justification: This building expansion will keep valuable **sewer and storm equipment** out of the elements. It will be enclosed and heated which is required for vehicles with water and pumps onboard. The city has added additional equipment in recent years with these needs.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$100,000						\$100,000
Totals	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$100,000						\$100,000
Contributions							\$0
Fund Balance							\$0
Totals	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000



ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

The City Hall elevator is long overdue for upgrade. The hydraulic portion has been upgraded but the control panel, the elevator and various components have not.

Justification:

This is a public building and needs to have ADA accessibility. To ensure that we have a reliable elevator, we need to look at updating other components of the elevator.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$350,000					\$350,000
Totals	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET		\$350,000					\$350,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:


Please limit responses to size of box

 Project Title:

 Location:

Description:

The Facilities dept currently has 4 employees and 4 trucks. 1 of those trucks are was previously retained from another departments surplus in an effort to fill a need to have something for our employes to drive when the department grew. Because of that the vehicle is not in the replacement program and not eligible for replacement funding. The retained unit were replaced in 2017 and is 23 years old. It has served it's temporary purpose but it is time to Purchase a new vehicle that will be in the replacement program. In an effort to provide employees vehicles to effectively do their job as well as travel and attend trainings we need to maintain a quality fleet of vehicles and insure that they are available. All 4 units are used on a daily basis.

Justification:

It is recommended that we plan to purchase a new facility vehicle to insure we have reliable vehicles available to staff. The new vehicles will be put into the replacement program to accrue future replacement value. As with all new vehicles purchased we will aim to right size the vehicle to the tasks to be performed as well as seek electric vehicles when appropriate and available. This will not increase the fleet size because we will surplus one vehicle for each purchased.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Totals	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000

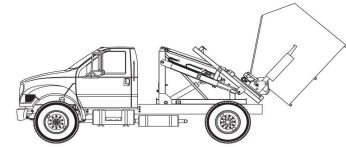
Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance		\$50,000		\$0			\$50,000
Totals	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

Solid Waste has 1 dumpster/container/tote hauling truck. The current truck was built by repurposing an old ambulance after it was life-cycled out of service therefore it has no replacement funds associated. This repurposed unit has worked great but we need to plan to purchase a new truck so that we can ensure reliability as we have no back up for this part of the operation.

Justification:

We need to plan to purchase a new container hauling truck so that we can continue to provide outstanding customer service to our customers without interruption. This vehicle is used daily for Dumpster and tote delivery. This new vehicle will be put into the replacement program to accrue future replacement value. As with all new vehicles purchased we will aim to right size the vehicle to the tasks to be performed as well as seek electric vehicles when appropriate and available.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$200,000					\$200,000
Totals	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$200,000					\$200,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:


Please limit responses to size of box

Project Title:

Location:

Description: This pavement is poor. There has been trips and falls by ASD employees who often walk it in the early morning and at night in the dark. The West half was done about 10 years ago. Public works did pave the main thruways in 2022 helping to push this project out before the rest of the area needs repaving. We will want to consider future use of this space as well as the need for City Heavy Duty EV charging infrastructure install before this project is completed.

Justification: The East half of ASD/Ops Facility needs repaving in the future. the immediate need has been remedied. this should play in to the strategic plan of the Ops facility reconfiguration.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$400,000				\$400,000
Totals	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance			\$400,000				\$400,000
Totals	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000

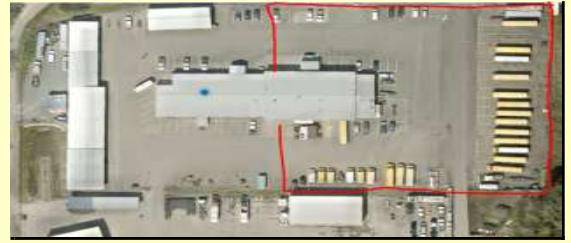
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ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

*Please limit responses to size of box*Project Title: Location:

Description:

We are anticipating expanding our operations into the currently leased space at operations. The space will need significant remodeling due to differed maintenance by the current occupier. The outside of the facility space will need to be built out to house our equipment and supplies that are currently overflowing from the rest of our structures. This plan will be evolving as it gets closer.

Justification:

The Operations facility is home to 50+ employees and then seasonally 10 seasonal employees are added. the facility is tight one department has no office or building storage and has to work out of shipping containers. The Operations houses: The Cities busiest incoming customer call center as well as Fleet, Facilities, Street maintenance, Sewer maintenance, Storm maintenance, Solid waste, Water distribution, Parks maintenance, and Access fiber.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$1,500,000				\$1,500,000
Totals	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET			\$500,000				\$500,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$1,000,000				\$1,000,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

 Project Title:

 Location:

Description:

The IT department has 7 employees and currently has 3 vehicles. 2 of their vehicles are in the replacement program but due to departmental growth in the past 1 vehicle was retained from surplus in order to provide staff a vehicle to drive. The retained vehicle has no replacement funds set side for it. In order to provide the IT department a reliable vehicle to drive and enough vehicles for them to dispatch around the City to take care of emergent IT needs we need to procure a new vehicle that will be put into the ER replacement fund for future replacement

Justification:

In effort to provide the IT department enough reliable vehicles to effectively serve the City it is important to purchase new vehicle that can be put into the replacement system. This will not increase the fleet size as we will surplus the previously retained vehicle.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$60,000				\$60,000
Totals	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance			\$60,000				\$60,000
Totals	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

 Project Title:

 Location:

Description:

The state of WA has signed the Clean Cars bill into law banning the sales of new Internal combustion engines in 2030. We are essentially 5 model years away from only being able to buy EV's for any non emergency automotive vehicle. We need to consider starting to plan charging station infrastructure for City Owned vehicles at various facilities where we park our City Fleet. This will be an extensive investment in City infrastructure. Especially at some facilities that don't have the space or electrical load capacity.

Justification:

This may be one of the best examples of needing to determine which comes first, the demand or the infrastructure. We can't convert to electrified vehicles before we have a place to charge them. The infrastructure takes a lot of time, work and money to get installed. Timing of when and how to do this needs to be considered. The City currently has 5 non-public chargers and 5 EV's/ Plug in hybrids. City Hall has 6 public chargers that can be changed to Internal use as required for our fleet. We will need to determine the overnight parking location and quantity of fleet vehicle at each City owned facility.

In Previous CFP?

Click on box/click on arrow to select

 If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$50,000	\$150,000			\$200,000
Totals	\$0	\$0	\$50,000	\$150,000	\$0	\$0	\$200,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Debt							\$0
Fund Balance	\$0	\$0	\$50,000	\$150,000			\$200,000
Totals	\$0	\$0	\$50,000	\$150,000	\$0	\$0	\$200,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year				\$100,000			\$100,000
Totals	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET				\$100,000			\$100,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description: The elevator in the Fire station is inoperable and has been taken out of service by L&I, it needs a complete replacement/modernization. The existing elevator type is one of only 2 in the state of WA and they are both in Anacortes. The manufacturer is no longer in business and parts are no longer available.

Justification: Facilities needs direction on if we are going to modernize the current elevator.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$0				\$350,000	\$350,000
Totals	\$0	\$0	\$0	\$0	\$0	\$350,000	\$350,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET		\$0				\$350,000	\$350,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$350,000	\$350,000

**Public Works - Storm CFP
2026 - 2031**



PAGE	Project Summary Sheet							
	Project Costs:	2026	2027	2028	2029	2030	2031	Total
	3 Storm line on Port Heavy Haul Route	\$637,500	\$0	\$0	\$0	\$0	\$0	\$637,500
	4 17th St Pipe & Outfall Repair	\$487,500	\$0	\$0	\$0	\$0	\$0	\$487,500
	5 Storm System Restore & Upgrade	\$0	\$285,000	\$295,000	\$305,000	\$315,000	\$325,000	\$1,525,000
	6 Outfall Evluation & Rehab	\$0	\$55,000	\$67,750	\$81,000	\$85,000	\$90,000	\$378,750
	7 Ace of Hearts Creek Restoration	\$0	\$280,000	\$721,500	\$0	\$0	\$0	\$1,001,500
	8 R Ave F4 Basin Capacity	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
	9 St Marys Dr Culvert Replacement	\$0	\$475,000	\$0	\$0	\$0	\$0	\$475,000
	10 Marion Way Pond Retrofit	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
	11 Clyde Creek Streambank Stabil.	\$0	\$0	\$250,000	\$60,000	\$65,000	\$60,000	\$435,000
	12 34th St Conveyance Reconstruc.	\$0	\$0	\$150,000	\$432,900	\$0	\$0	\$582,900
	13 Cranberry Creek Restoration	\$0	\$0	\$0	\$250,000	\$621,075	\$0	\$871,075
	14 37th St Conveyance Reconstruc.	\$0	\$0	\$0	\$120,000	\$903,110	\$0	\$1,023,110
	15 R Ave Enhancements	\$0	\$0	\$0	\$280,000	\$0	\$0	\$280,000
	16 32nd St Wetlands & Culvert Rem.	\$0	\$0	\$0	\$0	\$40,000	\$254,638	\$294,638
	17 Q Ave Conveyance Reconstruction	\$0	\$0	\$0	\$0	\$0	\$1,301,025	\$1,301,025
	Totals	\$1,125,000	\$1,445,000	\$1,784,250	\$1,528,900	\$2,029,185	\$2,030,663	\$9,942,998
	Project Funding Sources:		2026	2027	2028	2029	2030	2031
Taxes		\$0	\$0	\$0	\$0	\$0	\$0	\$0
REET		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility Tax		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Impact Fees		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rates/User Fees		\$1,125,000	\$1,445,000	\$1,784,250	\$1,528,900	\$2,029,185	\$2,030,663	\$9,942,998
Contributions		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals		\$1,125,000	\$1,445,000	\$1,784,250	\$1,528,900	\$2,029,185	\$2,030,663	\$9,942,998



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$637,500	\$0	\$0	\$0	\$0	\$0	\$637,500
Totals	\$637,500	\$0	\$0	\$0	\$0	\$0	\$637,500

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$637,500						\$637,500
Contributions							\$0
Fund Balance							\$0
Totals	\$637,500	\$0	\$0	\$0	\$0	\$0	\$637,500

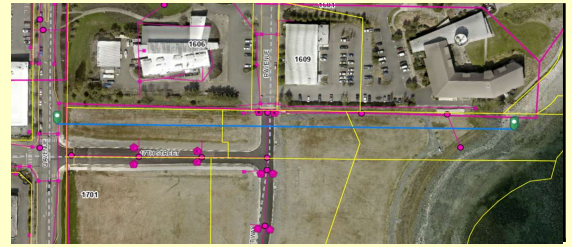


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$487,500	\$0	\$0	\$0	\$0	\$0	\$487,500
Totals	\$487,500	\$0	\$0	\$0	\$0	\$0	\$487,500

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$487,500						\$487,500
Contributions							\$0
Fund Balance							\$0
Totals	\$487,500	\$0	\$0	\$0	\$0	\$0	\$487,500



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type: Storm Drain System



Please limit responses to size of box

Project Title: Storm System Restore & Upgrade

Location: Throughout the city

Description: Various projects to restore, increase capacity, and upgrade the storm system, including: storm pond cleaning, repair, and fencing; storm pipe and outfall reconstruction; separation of combined storm/sanitary sewer systems; conveyance capacity improvement; trash rack installation; and water quality improvement, including storm swale and pond retrofitting.

Justification:

In Previous CFP? Yes Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

date and cost

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$285,000	\$295,000	\$305,000	\$315,000	\$325,000	\$1,525,000
Totals	\$0	\$285,000	\$295,000	\$305,000	\$315,000	\$325,000	\$1,525,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$0	\$285,000	\$295,000	\$305,000	\$315,000	\$325,000	\$1,525,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$285,000	\$295,000	\$305,000	\$315,000	\$325,000	\$1,525,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$55,000	\$67,750	\$81,000	\$85,000	\$90,000	\$378,750
Totals	\$0	\$55,000	\$67,750	\$81,000	\$85,000	\$90,000	\$378,750

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$0	\$55,000	\$67,750	\$81,000	\$85,000	\$90,000	\$378,750
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$55,000	\$67,750	\$81,000	\$85,000	\$90,000	\$378,750

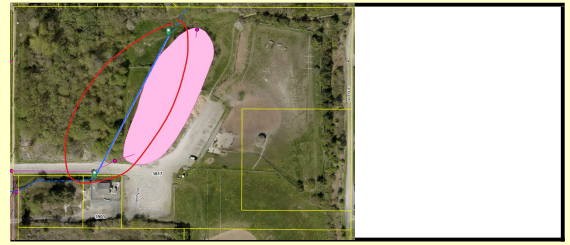


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$280,000	\$721,500	\$0	\$0	\$0	\$1,001,500
Totals	\$0	\$280,000	\$721,500	\$0	\$0	\$0	\$1,001,500

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$280,000	\$721,500				\$1,001,500
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$280,000	\$721,500	\$0	\$0	\$0	\$1,001,500



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Totals	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$350,000					\$350,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type:



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$475,000	\$0	\$0	\$0	\$0	\$475,000
Totals	\$0	\$475,000	\$0	\$0	\$0	\$0	\$475,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$475,000					\$475,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$475,000	\$0	\$0	\$0	\$0	\$475,000

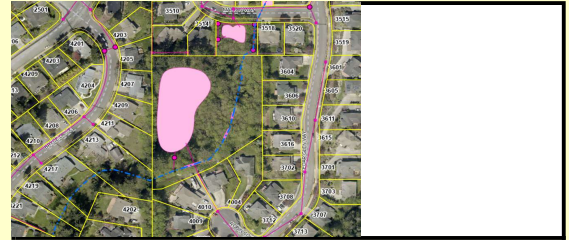


ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$0	\$300,000	\$0	\$0	\$0	\$300,000
Totals	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$0		\$300,000				\$300,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$250,000	\$60,000	\$65,000	\$60,000	\$435,000
Totals	\$0	\$0	\$250,000	\$60,000	\$65,000	\$60,000	\$435,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$250,000	\$60,000	\$65,000	\$60,000	\$435,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$250,000	\$60,000	\$65,000	\$60,000	\$435,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$150,000	\$432,900	\$0	\$0	\$582,900
Totals	\$0	\$0	\$150,000	\$432,900	\$0	\$0	\$582,900

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$150,000	\$432,900			\$582,900
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$150,000	\$432,900	\$0	\$0	\$582,900



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$0	\$250,000	\$621,075	\$0	\$871,075
Totals	\$0	\$0	\$0	\$250,000	\$621,075	\$0	\$871,075

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees				\$250,000	\$621,075		\$871,075
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$250,000	\$621,075	\$0	\$871,075

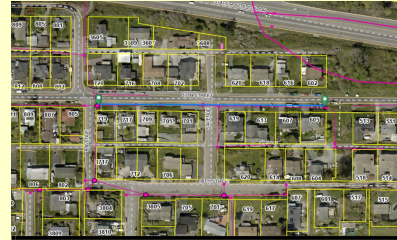


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$0	\$120,000	\$903,110	\$0	\$1,023,110
Totals	\$0	\$0	\$0	\$120,000	\$903,110	\$0	\$1,023,110

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees				\$120,000	\$903,110		\$1,023,110
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$120,000	\$903,110	\$0	\$1,023,110



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:

Insert and Resize Picture Here

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$0	\$0	\$280,000	\$0	\$0	\$280,000
Totals	\$0	\$0	\$0	\$280,000	\$0	\$0	\$280,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees				\$280,000			\$280,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$280,000	\$0	\$0	\$280,000

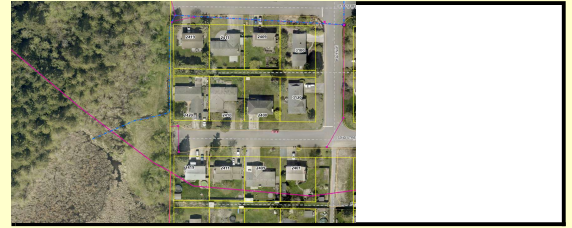


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$0	\$0	\$40,000	\$254,638	\$294,638
Totals	\$0	\$0	\$0	\$0	\$40,000	\$254,638	\$294,638

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees					\$40,000	\$254,638	\$294,638
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$0	\$40,000	\$254,638	\$294,638



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$0	\$0	\$0	\$1,301,025	\$1,301,025
Totals	\$0	\$0	\$0	\$0	\$0	\$1,301,025	\$1,301,025

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees						\$1,301,025	\$1,301,025
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$1,301,025	\$1,301,025

**Public Works - Wastewater CFP
2026 - 2031**



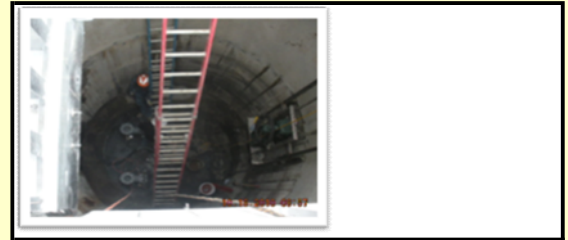
PAGE	Project Summary Sheet							
	Project Costs:	2026	2027	2028	2029	2030	2031	Total
3	Pump Stations Emergent Upgrades	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000
4	Emergent Asset Repair and Repl.	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000
5	Repl. Dewatering pump	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
6	Rebuild belt filter press	\$330,000	\$0	\$0	\$0	\$0	\$0	\$330,000
7	Recoat clarifiers steelworks	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
8	Combined influent monitoring	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
9	Admin bldg expansion	\$520,000	\$0	\$0	\$0	\$0	\$0	\$520,000
10	New CSO Pump Station	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$4,500,000
11	Nutrient Optimization Modeling	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$300,000
12	Inflow and Infiltration Proj.	\$0	\$1,591,000	\$1,639,000	\$1,688,000	\$1,738,000	\$1,791,000	\$8,447,000
13	FAC- WWTP Repair Projects	\$0	\$600,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000
14	Biosolids - North pad cover	\$0	\$750,000	\$0	\$0	\$0	\$0	\$750,000
15	Repl. Basin recirculation pumps	\$0	\$750,000	\$0	\$0	\$0	\$0	\$750,000
16	PS#7 Conversion	\$0	\$25,000	\$200,000	\$0	\$0	\$0	\$225,000
17	Incinerator stand alone HMI	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
18	Nutrient Optimization Upgrades	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
19	Basin rehabilitaion	\$0	\$0	\$300,000	\$400,000	\$0	\$0	\$700,000
20	Repl RAS pumps & Separate Mani.	\$0	\$0	\$100,000	\$500,000	\$0	\$0	\$600,000
21	PHX upper plenum replacement	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
22	PHX tubesheet replacement	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
23	PHX outlet replacement	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
24	Shell and Refractory Rebuild	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$2,000,000
25	Preheat burner replacement	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000
26	Repl Bar Screens & Grit Handl.	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
	Totals	\$6,362,000	\$4,290,000	\$5,063,000	\$5,788,000	\$4,464,000	\$3,645,000	\$29,612,000
	Project Funding Sources:	2026	2027	2028	2029	2030	2031	Total
	Taxes	\$0	\$0	\$0	\$0	\$0	\$0	0
	REET	\$0	\$0	\$0	\$0	\$0	\$0	0
	Utility Tax	\$0	\$0	\$0	\$0	\$0	\$0	0
	Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0	0
	Grants	\$0	\$0	\$0	\$0	\$0	\$0	0
	Rates/User Fees	\$6,362,000	\$4,290,000	\$5,063,000	\$5,788,000	\$4,464,000	\$3,645,000	29,612,000
	Contributions	\$0	\$0	\$0	\$0	\$0	\$0	0
	Fund Balance/Reserves	\$0	\$0	\$0	\$0	\$0	\$0	0
	Totals	\$6,362,000	\$4,290,000	\$5,063,000	\$5,788,000	\$4,464,000	\$3,645,000	\$29,612,000

ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

*Please limit responses to size of box*Project Title: Location:

Description:

The City owns and operates 23 (soon to be 24) sanitary sewer pump stations. It is anticipated that any particular pump station will need work, such as pump, piping, or controls upgrades, on an approximate 20-year rotation. This proposal is intended to cover planned annual projects for such work, reprioritized on an ongoing basis, as well as emergent repair needs. The annual dollar values for these projects are intended to cover component replacement and upgrade rather than entire lift station replacements. Annual value adjusted for 3% CPI avg.

Justification:

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000
Totals	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000
Contributions							\$0
Fund Balance							\$0
Totals	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000

ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

*Please limit responses to size of box*Project Title: Location:

Description:

As a facility in the later half of its designed lifespan, the WWTP requires a dedicated source of funding for emergent repair issues. Most of the equipment and infrastructure within this facility is 30+ years old. Projects are planned so as to replace equipment prior to failure, but there is always the unexpected. We do not know specifically what equipment will fail this year or next, but we do know it will happen. Any large piece of process equipment, component of the incinerator or the scrubber or the electrical system has a proven ability to exceed the proposal values herein. The intent of this funding is to be able to address or begin to address emergent repair issues large and small with an immediacy that will prevent any further costs that may result from inaction. Annual value adjusted for 3% CPI annual avg.

Justification:

needed repairs to maintain existing plant performance

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000
Totals	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000
Contributions							\$0
Fund Balance							\$0
Totals	\$206,000	\$212,000	\$437,000	\$450,000	\$463,000	\$477,000	\$2,245,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type:

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$150,000						\$150,000
Totals	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$150,000						\$150,000
Debt							\$0
Fund Balance							\$0
Totals	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type:



Please limit responses to size of box

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$330,000						\$330,000
Totals	\$330,000	\$0	\$0	\$0	\$0	\$0	\$330,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$330,000						\$330,000
Contributions							\$0
Fund Balance							\$0
Totals	\$330,000	\$0	\$0	\$0	\$0	\$0	\$330,000



ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

The steel superstructures of both secondary clarifiers have not been refurbished since new. Annual inspections show the bituminous coating is failing in places and pack rust and other corrosion is becoming significant. With the goal of realizing another 20 years of service from this equipment, now is the time to preserve these metal structures and prevent further corrosion. Sandblasting and recoating with either high solids poly or bituminous base.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$400,000						\$400,000
Totals	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$400,000						\$400,000
Contributions							\$0
Fund Balance							\$0
Totals	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Please limit responses to size of box

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$50,000						\$50,000
Totals	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$50,000						\$50,000
Contributions							\$0
Fund Balance							\$0
Totals	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Please limit responses to size of box

Project Title:

Location:

Description:

This building was designed for the operational load of 35 years ago. The WWTP now needs additional laboratory and administrative space. Without remodeling the entire building or compromising valuable plant footprint space, the most cost-effective solution is the addition of 1056 square feet of space on the NE corner of the building, 300 square feet on the SW corner, and the remodeling of the roofline to accommodate. This expansion will provide a needed meeting space, two necessary offices for Supervisors, a dedicated SCADA control room, and one additional office for future staffing needs. The additional Supervisor office space will in turn free up 25% more laboratory space which will be needed now and in the coming years for additional analytical bandwidth. Engineering is complete and ready for bid. This project is expected to be under contract prior to EOY 2025.

Justification:

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$520,000						\$520,000
Totals	\$520,000	\$0	\$0	\$0	\$0	\$0	\$520,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$520,000						\$520,000
Contributions							\$0
Fund Balance							\$0
Totals	\$520,000	\$0	\$0	\$0	\$0	\$0	\$520,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here

Please limit responses to size of box

 Project Title:

 Location:

Description:

This was formerly part of the 2023 CFP proposal for "New Wastewater Treatment Plant Outfall". This has been separated out as an individual project and is not subject to FEMA reimbursement. This pump station will replace the existing Q Avenue CSO and will function to prevent future SSOs in the downtown corridor by more effectively moving liquid out of the collection system. This project will forestall the eventual need to upsize the south trunk of the collection system. Design is currently 99%, but construction cannot commence until the Outfall Replacement Project is complete.

Justification:

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$4,500,000						\$4,500,000
Totals	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$4,500,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$4,500,000						\$4,500,000
Contributions							\$0
Fund Balance							\$0
Totals	\$4,500,000	\$0	\$0	\$0	\$0	\$0	\$4,500,000


ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Project Title:

Location:

Description:

The first stages of optimization are largely complete and >50% TIN removal has been achieved. The Nutrient General Permit will be reissued in 2026 and treatment targets will be formalized for the next permit cycle. The "low hanging fruit" improvements have already been made, and further improvements in performance will require the purchase and development of a nutrient model (BioWin or other) and the engagement of engineered planning. This project is intended for the execution of those professional services in planning and design. Physical upgrades identified by this project are budgeted separately as "Nutrient Optimization Upgrades"

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$150,000	\$150,000				\$300,000
Totals	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$300,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$150,000	\$150,000				\$300,000
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$300,000


ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Project Title:

Location:

Description:

Annual I&I reduction spending is a necessary component of any system with permitted combined sewer overflows (CSOs). These are annual projects to repair or replace deteriorating components of the sewer collection system, to reduce inflow and infiltration of surface and ground water into the sanitary sewer, and to eliminate sewer overflows. These annual projects are identified and managed by the Engineering Division. Funds may also be used for bond payment for larger projects. Budgeted amount is adjusted for 3% annual CPI avg.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$1,591,000	\$1,639,000	\$1,688,000	\$1,738,000	\$1,791,000	\$8,447,000
Totals	\$0	\$1,591,000	\$1,639,000	\$1,688,000	\$1,738,000	\$1,791,000	\$8,447,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees	\$0	\$1,591,000	\$1,639,000	\$1,688,000	\$1,738,000	\$1,791,000	\$8,447,000
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$1,591,000	\$1,639,000	\$1,688,000	\$1,738,000	\$1,791,000	\$8,447,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

In 2025, we conducted a city-wide Facility Condition Assessment (FCA) to evaluate the facilities maintenance needs and to inform the CFP of the needed repairs of all City facilities.

The Facility Condition Assessment is used as a guide for us to have a better understanding to where the budget will best be used to effectively repair our buildings and keep them operating. This is the first time the city has ever performed an FCA and as expected with a first inspection there was a lot of deferred maintenance identified. Every year we will revisit and prioritize projects using the FCA to plan and schedule a manageable workload of projects. This year, as the FCA is not yet finalized, we have used early information to formulate year 1 of the CFP with projects that are prioritized based on the draft plan. Year 2-6 of the CFP have projected estimates of funding requirements. In the next year the 6-year plan will be fully developed by staff.

Examples of projects funded through the CFP include essential maintenance work such as painting, plumbing, HVAC, roofing, electrical, flooring or any other facility repairs. This budget is not used for day-to-day maintenance, upgrades or remodels. It is for needed maintenance and repair to ensure longevity and functionality of the existing facility.

Replacing flat roofs on process buildings \$600k

Justification:

It is in the City's and the public's best interest to stay on top of facility repairs and maintenance. Following the FCA that we performed will give us the best opportunity to achieve that. Buildings and structures have an impact on safety health and wellbeing of both employees and citizens that use them. Deferring maintenance only increase the scope, cost and extent of the repairs needed.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$600,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000
Totals	\$0	\$600,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$600,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$600,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000



ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type:



Project Title:

Location:

Description:

This covered space is intended to incorporate a biosolids loadout system and also serve as equipment storage. The 2025 tech memo issued by Brown and Caldwell has proposed a biosolids cake loadout station to accommodate the need to haul biosolids off site in the face of either an incinerator rehabilitation or other biosolids plan as identified in the pending Alternatives Analysis. This project will cover the existing north pad with a steel building and house a biosolids loadout station which will include improvements to sludge pumps, conveyors, and other solids handling equipment.

Justification:

Storage and alternative biosolids planning

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Formerly proposed as just a steel building, the scope of this project has been expanded to include a formal biosolids cake loadout station.

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$750,000					\$750,000
Totals	\$0	\$750,000	\$0	\$0	\$0	\$0	\$750,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$750,000					\$750,000
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$750,000	\$0	\$0	\$0	\$0	\$750,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

 Project Title:

 Location:

Description:

Internal recirculation control is critical to efficient nutrient removal. The existing recirc pumps are nearing the end of their service life and only provide a max 1Q recirc rate. Newer larger pumps, controlled by VFDs, are required.

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$750,000					\$750,000
Totals	\$0	\$750,000	\$0	\$0	\$0	\$0	\$750,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$750,000					\$750,000
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$750,000	\$0	\$0	\$0	\$0	\$750,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

Project Title:

Location:

Description:

Pump station #7 is currently a simplex station. In our ongoing effort to prevent SSOs, converting all stations to duplex or better will provide necessary redundancy.

Justification:

Improves existing service

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

date pushed out

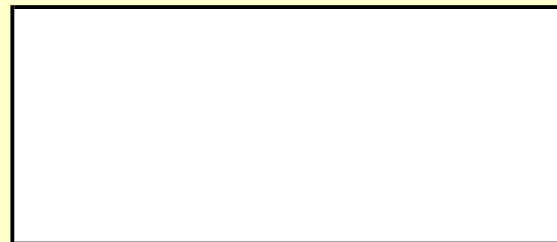
Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$25,000	\$200,000				\$225,000
Totals	\$0	\$25,000	\$200,000	\$0	\$0	\$0	\$225,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$25,000	\$200,000				\$225,000
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$25,000	\$200,000	\$0	\$0	\$0	\$225,000


ANACORTES
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City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type: *Please limit responses to size of box*Project Title: Location:

Description:

Current incinerator operation is integrated with and dependent upon an increasingly unreliable SCADA system and offers no redundancy in the event of failure. For both safety and data security, a fully independent operations terminal is proposed.

Justification:

Improve existing service.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$250,000				\$250,000
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$250,000				\$250,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Please limit responses to size of box

Project Title:

Location:

Description:

This project will fund the improvements identified by the "Nutrient Optimization Modeling" project. While a nutrient optimization plant rebuild has been identified in the 20-year capital plan (based on potential 3/5/8 N limits), the physical improvements identified for this project are anticipated to be accessible in the near term and will be able to improve plant performance beyond the current 50% TIN removal.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Totals	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$300,000	\$400,000			\$700,000
Totals	\$0	\$0	\$300,000	\$400,000	\$0	\$0	\$700,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$300,000	\$400,000			\$700,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$300,000	\$400,000	\$0	\$0	\$700,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

 Facility Type:
Please limit responses to size of box

 Project Title:

 Location:

Description:

The current RAS pumps are 30 years old and of dated design. They suffer from ragging issues and are capable of less than 50% RAS ratio at plant capacity. It is time to install newer, higher capacity pumps. All pumps currently share a common manifold back to the basins. Separation into 2 manifolds should be done at the time of pump replacement to accommodate the elimination of failing control valves and allow more efficient nutrient reduction.

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$100,000	\$500,000			\$600,000
Totals	\$0	\$0	\$100,000	\$500,000	\$0	\$0	\$600,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$100,000	\$500,000			\$600,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$100,000	\$500,000	\$0	\$0	\$600,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Please limit responses to size of box

Project Title:

Location:

Description:

The incinerator heat exchanger upper plenum, heat exchanger tube sheet, and heat exchanger outlet elbow have significant age-related damage and require replacement. These 3 components are listed as separate projects with approximate price tags of \$250k each, but they may all be conducted simultaneously. Proceeding with any or all of these projects will be dependent on the results of the tech memo and Alternatives Analysis currently being conducted by Brown and Caldwell. All spending on the incinerator will be dependent upon the feasibility of maintaining the incineration process for significant further years.

Justification:

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$250,000				\$250,000
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$250,000				\$250,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Please limit responses to size of box

Project Title:

Location:

Description:

The incinerator heat exchanger upper plenum, heat exchanger tube sheet, and heat exchanger outlet elbow have significant age-related damage and require replacement. These 3 components are listed as separate projects with approximate price tags of \$250k each, but they may all be conducted simultaneously. Proceeding with any or all of these projects will be dependent on the results of the tech memo and Alternatives Analysis currently being conducted by Brown and Caldwell. All spending on the incinerator will be dependent upon the feasibility of maintaining the incineration process for significant further years.

Justification:

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$250,000				\$250,000
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$250,000				\$250,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Please limit responses to size of box

Project Title:

Location:

Description:

The incinerator heat exchanger upper plenum, heat exchanger tube sheet, and heat exchanger outlet elbow have significant age-related damage and require replacement. These 3 components are listed as separate projects with approximate price tags of \$250k each, but they may all be conducted simultaneously. Proceeding with any or all of these projects will be dependent on the results of the tech memo and Alternatives Analysis currently being conducted by Brown and Caldwell. All spending on the incinerator will be dependent upon the feasibility of maintaining the incineration process for significant further years.

Justification:

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$250,000				\$250,000
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees			\$250,000				\$250,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Insert and Resize Picture Here

Facility Type:



Project Title:

Location:

Description:

The Incinerator reactor vessel is 32 years old and the external shell and internal refractory are requiring repair with increasing frequency. The shell of the reactor has thinned to critical levels in large sections and has already burned through in several. A complete rehabilitation of the reactor will be necessary if Incineration remains a long-term plan. This project is for the repair/rehabilitation of just the vessel itself. Other components of the incineration are addressed as individual projects. Go/no-go decisions on all incinerator projects are ultimately dependent on studies and regulatory issuances currently underway.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year				\$1,000,000	\$1,000,000		\$2,000,000
Totals	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$2,000,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees				\$1,000,000	\$1,000,000		\$2,000,000
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$2,000,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

Project Title:

Location:

Description:

Completely rebuild/replace the incinerator preheat burner. This original equipment has reached the end of its useful service life. The execution of this project will depend upon the results of the tech memo and Alternatives Analysis currently being conducted by Brown and Caldwell and the results of current negotiations with NWCAA. If the incineration process is deemed the most feasible biosolids alternative for significant additional years, then this project will proceed.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year				\$500,000			\$500,000
Totals	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees				\$500,000			\$500,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

Project Title:

Location:

Description:

Remove existing mechanical bar screens and replace with new screens and equipment that meet current requirement for disposal in a sanitary landfill. New equipment will grind and wash screenings. Equipment selection will depend on process requirements identified in a yet to be developed Facility Plan, the conclusions of which will significantly depend upon the still-evolving regulatory requirements of the PSNGP. The equipment has been ready for replacement for numerous years, but the project must be compatible with future WWTP design. The \$100k value listed in this current CFP is only for design only. Actual purchase and installation will be budgeted for approximately \$3,000,000.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year						\$100,000	\$100,000
Totals	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees						\$100,000	\$100,000
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000

**Public Works - Transportation CFP
2026 - 2031**



PAGE	Project Summary Sheet							
	Project Costs:	2026	2027	2028	2029	2030	2031	Total
3	Annual ADA Accessibility Improvements and Trip Hazard Removal Program	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$145,000	\$795,000
4	Annual Pavement Management Program	\$1,000,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$10,000,000
5	Annual Sidewalks and Bikeways Program	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000
6	Commercial Avenue Safety Improvements	\$500,000	\$3,250,000	\$0	\$0	\$0	\$0	\$3,750,000
7	Oakes Avenue (SR 20 Spur) Active Transportation Safety Improvements	\$750,000	\$5,500,000	\$0	\$0	\$0	\$0	\$6,250,000
8	S. Commercial Ave Paving & ADA	\$3,500,000	\$0	\$0	\$0	\$0	\$0	\$3,500,000
9	12th & Commercial Intersection	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
10	Fidalgo Bay Road Reconstruction	\$1,000,000	\$0	\$0	\$0	\$8,500,000	\$0	\$9,500,000
11	March's Point Road - Trestle - Park-N-Ride Trail	\$250,000	\$1,000,000	\$0	\$0	\$0	\$0	\$1,250,000
12	12th St (SR 20) / K Avenue Intersection Safety & Active Transportation Improvements	\$283,750	\$0	\$2,250,000	\$0	\$0	\$0	\$2,533,750
13	R Ave Phase II	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
14	6th Street Safety Improvements	\$0	\$110,000	\$0	\$0	\$0	\$0	\$110,000
15	30th Street Sidewalk & Bikeway Improvements	\$0	\$150,000	\$0	\$600,000	\$0	\$0	\$750,000
16	S. March Pt Rd. Reconstruction	\$0	\$2,550,000	\$0	\$0	\$0	\$0	\$2,550,000
17	Guemes Channel Trail Phases 2, 3, 4	\$0	\$328,000	\$0	\$0	\$3,200,000	\$4,000,000	\$7,528,000
18	9th Street Downtown to Marina Pedestrian Link	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
19	Kansas Avenue Multimodal Connection	\$0	\$0	\$350,000	\$2,500,000	\$0	\$0	\$2,850,000
20	D Avenue Safety Improvements	\$0	\$0	\$360,000	\$0	\$0	\$0	\$360,000
21	Anacortes Safe Routes to School	\$0	\$0	\$100,000	\$2,000,000	\$0	\$0	\$2,100,000
22	Commercial Avenue Landscaping Improvements	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$6,000,000
	Totals	\$8,703,750	\$15,613,000	\$5,540,000	\$7,335,000	\$16,940,000	\$9,245,000	\$63,376,750
	Project Funding Sources:	2026	2027	2028	2029	2030	2031	Total
	Taxes	\$1,800,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	7,800,000
	REET	\$2,513,750	\$2,263,000	\$1,690,000	\$3,735,000	\$1,640,000	\$1,645,000	13,486,750
	Utility Tax	\$600,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	2,600,000
	Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0	0
	Grants	\$3,790,000	\$10,250,000	\$2,250,000	\$2,000,000	\$13,700,000	\$6,000,000	37,990,000
	Rates/User Fees	\$0	\$1,500,000	\$0	\$0	\$0	\$0	1,500,000
	Contributions	\$0	\$0	\$0	\$0	\$0	\$0	0
	Fund Balance/Reserves	\$0	\$0	\$0	\$0	\$0	\$0	0
	Totals	\$8,703,750	\$15,613,000	\$5,540,000	\$7,335,000	\$16,940,000	\$9,245,000	\$63,376,750



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Modify existing non-compliant ramps and build new ramps. Prioritization of ramps in 2025 and beyond will be based on the new 2024 Public ROW ADA Transition Plan. Pedestrian safety projects to eliminate trip hazards and fill in sidewalk gaps.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$145,000	\$795,000
Totals	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$145,000	\$795,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$145,000	\$795,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$145,000	\$795,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$1,000,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$10,000,000
Totals	\$1,000,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$10,000,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes	\$600,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,600,000
REET	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Utility Tax	\$200,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,200,000
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$1,000,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$10,000,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:


Please limit responses to size of box

 Project Title:

 Location:

 Description:

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000
Totals	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,800,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here


 Project Title:

 Location:

Description:

Multimodal corridor safety improvements including retroreflective signal backplates, flashing yellow arrow signals, Leading Pedestrian Interval signal phases, four RRFB signal crossing improvements, curb extensions, vehicle lane narrowing, speed feedback signs, access management, marked bike lanes.

Justification:

In Previous CFP?

Click on box/click on arrow to select

 If yes, nature of
Change from
Previous CFP:

In 2025 the annual pavement maintenance budget was spent to pave South Commercial Avenue as well as add bike lanes, re-stripe, and construct new ADA ramps. Applying for Safe Streets and Roads for All (SS4A) grant in 2025 - not yet secured. Possible grant funding from TIB Urban Arterial Program.

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$500,000	\$3,250,000	\$0	\$0	\$0	\$0	\$3,750,000
Totals	\$500,000	\$3,250,000	\$0	\$0	\$0	\$0	\$3,750,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants	\$500,000	\$3,250,000					\$3,750,000
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$500,000	\$3,250,000	\$0	\$0	\$0	\$0	\$3,750,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$750,000	\$5,500,000	\$0	\$0	\$0	\$0	\$6,250,000
Totals	\$750,000	\$5,500,000	\$0	\$0	\$0	\$0	\$6,250,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants	\$750,000	\$5,500,000					\$6,250,000
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$750,000	\$5,500,000	\$0	\$0	\$0	\$0	\$6,250,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here

 Project Title:

 Location:

 Description:

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$3,500,000	\$0	\$0	\$0			\$3,500,000
Totals	\$3,500,000	\$0	\$0	\$0	\$0	\$0	\$3,500,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes	\$1,200,000						\$1,200,000
REET	\$1,540,000						\$1,540,000
Utility Tax	\$400,000						\$400,000
Impact Fees							\$0
Grants	\$360,000						\$360,000
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$3,500,000	\$0	\$0	\$0	\$0	\$0	\$3,500,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$1,000,000	\$0	\$0	\$0			\$1,000,000
Totals	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$320,000						\$320,000
Utility Tax							\$0
Impact Fees							\$0
Grants	\$680,000						\$680,000
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description:

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$1,000,000	\$0	\$0	\$0	\$8,500,000	\$0	\$9,500,000
Totals	\$1,000,000	\$0	\$0	\$0	\$8,500,000	\$0	\$9,500,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants	\$1,000,000				\$8,500,000		\$9,500,000
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$1,000,000	\$0	\$0	\$0	\$8,500,000	\$0	\$9,500,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

 Project Title:

 Location:

 Description:

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$250,000	\$1,000,000	\$0	\$0	\$0	\$0	\$1,250,000
Totals	\$250,000	\$1,000,000	\$0	\$0	\$0	\$0	\$1,250,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants	\$250,000	\$1,000,000					\$1,250,000
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$250,000	\$1,000,000	\$0	\$0	\$0	\$0	\$1,250,000

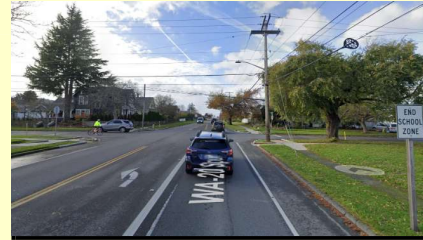


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description: The two-way stop controlled intersection at 12th Street (SR 20 Spur)/ K Avenue is currently (2024) operating at LOS standard E and is forecast to deteriorate to LOS standard F by 2045. The City has received a STBG grant through SCOG to conduct preliminary engineering, intersection control evaluation (ICE), and design for either a traffic signal or roundabout.

Justification:

The City's 2016 Comprehensive Plan identifies this intersection delay as LOS D in 2015 and dropping to a LOS F in 2036. As this is on SR20 Spur the LOS Standard for this intersection is LOS D per WSDOT standards.

In Previous CFP? Click on box/click on arrow to select

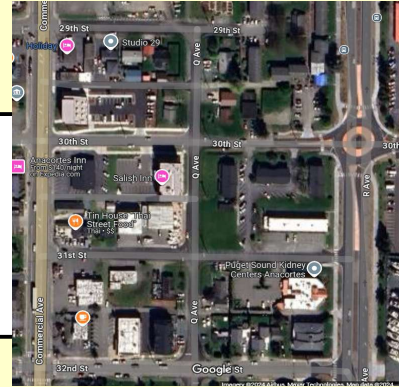
If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$283,750	\$0	\$2,250,000		\$0	\$0	\$2,533,750
Totals	\$283,750	\$0	\$2,250,000	\$0	\$0	\$0	\$2,533,750

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET	\$33,750						\$33,750
Utility Tax							\$0
Impact Fees							\$0
Grants	\$250,000		\$2,250,000				\$2,500,000
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$283,750	\$0	\$2,250,000	\$0	\$0	\$0	\$2,533,750


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

 Project Title:

 Location:

 Description:

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$500,000					\$500,000
Totals	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET							\$0
Utility Tax							\$0
Impact Fees							\$0
Grants		\$500,000					\$500,000
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:



Please limit responses to size of box

Project Title:

Location:

Description:
1. Roadway Striping: restripe the roadway to narrow lanes.
2. Speed Feedback Signage: deploy portable or permanent driver feedback signs along the corridor to alert drivers of the current speed from M Avenue to O Avenue.

Justification:
Short-term actions focus on low-cost, quick-build strategies to help reduce speed and improve safety.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$110,000					\$110,000
Totals	\$0	\$110,000	\$0	\$0	\$0	\$0	\$110,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET		\$110,000					\$110,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$110,000	\$0	\$0	\$0	\$0	\$110,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

 Project Title:

 Location:

 Description:

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$150,000	\$0	\$600,000	\$0	\$0	\$750,000
Totals	\$0	\$150,000	\$0	\$600,000	\$0	\$0	\$750,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET		\$150,000		\$600,000			\$750,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$150,000	\$0	\$600,000	\$0	\$0	\$750,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Please limit responses to size of box

Project Title:

Location:

Description:

Reconstruction of South March Point Road to enhance the high volume use road. Project will include 10-foot wide driving lanes, 5-foot bike path, 8-foot multi-modal use path, landscaping, water quality and RRFBs.

Justification:

The Swinomish Indian Tribal Community is constructing a rehab facility in the area that is changing the feel of the LM1 road design. In order to reduce speeds in this area, the roadway needs to feel different than an LM1 roadway.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$2,550,000					\$2,550,000
Totals	\$0	\$2,550,000	\$0	\$0	\$0	\$0	\$2,550,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET		\$1,050,000					\$1,050,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees		\$1,500,000					\$1,500,000
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$2,550,000	\$0	\$0	\$0	\$0	\$2,550,000



ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description: Complete an engineering feasibility study to determine a preferred alternative for alignment and construction of a multiuse trail for active transportation connectivity between Downtown and the WSDOT Ferry Terminal. Phase 2 = Ferry Terminal Road to Edwards Way. Phase 3 = Ferry Terminal Road to Washington Park. Phase 6 = Hartford Ave. vicinity to 6th St. vicinity.

Justification:

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$328,000	\$0	\$0	\$3,200,000	\$4,000,000	\$7,528,000
Totals	\$0	\$328,000	\$0	\$0	\$3,200,000	\$4,000,000	\$7,528,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET		\$328,000					\$328,000
Utility Tax							\$0
Impact Fees							\$0
Grants					\$3,200,000	\$4,000,000	\$7,200,000
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$328,000	\$0	\$0	\$3,200,000	\$4,000,000	\$7,528,000



ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:



Project Title:

Location:

Description:

Enhance the pedestrian connections between downtown and Fidalgo Bay waterfront. Key considerations: Improve pedestrian crossings on Q/R Avenue near Cap Sante Marina, enhanced streetscape work for the 1 blocks of 9th from commercial to the beginning of the Port projects at 9th and Q designed to make a pleasant pedestrian connection between downtown and the waterfront. This would include landscaping, benches and public art, and would be timed in concert with the Port of Anacortes NW Basic Redevelopment Phase 2.1.

Justification:

Enhance the pedestrian connections between downtown and Fidalgo Bay waterfront.

Enhance physical and visual access to the water.

Maintain and strengthen downtown as the center for civic, retail, cultural, dining and entertainment activity in Anacortes.

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of

Change from

Previous CFP:

Possible grant funding from TIB Complete Streets grant.

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year		\$0	\$250,000	\$0	\$0	\$0	\$250,000
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET			\$250,000				\$250,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description: Complete roadway construction for Kansas Avenue from West 4th Street to West 2nd Street with pedestrian improvements to full City of Anacortes Standards. Design will meet collector design standards and include sidewalks and bike lanes. Project will also evaluate safety and street improvements for the entire length of Kansas.

Justification: Improved street network and pedestrian safety adding direct route to the arterial/collector network.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of Change from Previous CFP: We were given a more detailed estimate on design and construction cost from a consultant we hired to do the planning/design. \$100,000 is being spent in 2025 on design. Possible grant funding from TIB Active Transportation Grant.

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$350,000	\$2,500,000	\$0	\$0	\$2,850,000
Totals	\$0	\$0	\$350,000	\$2,500,000	\$0	\$0	\$2,850,000

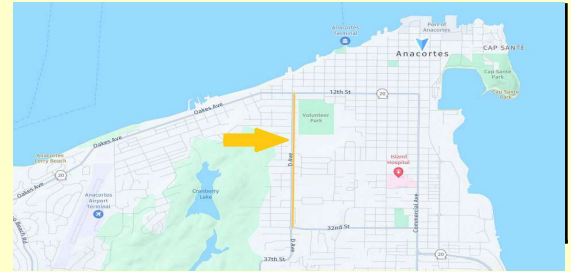
Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET			\$350,000	\$2,500,000			\$2,850,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$350,000	\$2,500,000	\$0	\$0	\$2,850,000



City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

Facility Type:

Insert and Resize Picture Here



Please limit responses to size of box

Project Title:

Location:

Description: To address safety concerns, cut-through behavior, and multimodal gaps along D Avenue, various traffic calming treatments are suggested. Such as: Crosswalk Enhancements, Speed Feedback Signage, and Shoulder Striping and Shared Lane Markings.

Justification: Short-term actions focus on low-cost, quick-build strategies that improve visibility, reduce speeds, and enhance predictability for all users. Mid-term and long-term options will be implemented at a later date.

In Previous CFP? Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year			\$360,000				\$360,000
Totals	\$0	\$0	\$360,000	\$0	\$0	\$0	\$360,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET			\$360,000				\$360,000
Utility Tax							\$0
Impact Fees							\$0
Grants							\$0
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$360,000	\$0	\$0	\$0	\$360,000


ANACORTES
WASHINGTON

City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan

 Facility Type:

Insert and Resize Picture Here


Please limit responses to size of box

 Project Title:

 Location:

 Description:

 Justification:

 In Previous CFP? Click on box/click on arrow to select

 If yes, nature of Change from Previous CFP:

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$100,000	\$2,000,000	\$0	\$0	\$2,100,000
Totals	\$0	\$0	\$100,000	\$2,000,000	\$0	\$0	\$2,100,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET			\$100,000				\$100,000
Utility Tax							\$0
Impact Fees							\$0
Grants				\$2,000,000			\$2,000,000
Rates/User Fees							\$0
Contributions							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$100,000	\$2,000,000	\$0	\$0	\$2,100,000

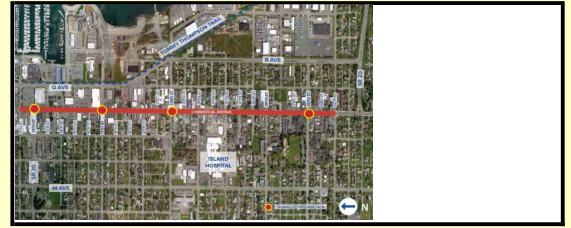


ANACORTES
WASHINGTON

**City of Anacortes
Project Detail Worksheet
2026-2031 Capital Facilities Plan**

Facility Type:

Insert and Resize Picture Here



Project Title:

Location:

Description:

Commercial Street (SR 20 Spur) corridor active transportation and landscaping improvements for visual narrowing for traffic calming and beautification as well as curb extensions, crossings, and street lighting to enhance safety for people walking, biking, and rolling.

Justification:

In Previous CFP?

Click on box/click on arrow to select

If yes, nature of
Change from
Previous CFP:

Grants not secured.

Projected Costs:	2026	2027	2028	2029	2030	2031	Total
Costs by year	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$6,000,000
Totals	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$6,000,000

Funding Sources:	2026	2027	2028	2029	2030	2031	Total
Taxes							\$0
REET					\$1,000,000	\$1,000,000	\$2,000,000
Utility Tax							\$0
Impact Fees							\$0
Grants					\$2,000,000	\$2,000,000	\$4,000,000
Rates/User Fees							\$0
Debt							\$0
Fund Balance							\$0
Totals	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$6,000,000

PUBLIC WORKS REVENUE EARLY ANALYSIS

September 22, 2025



REET ANALYSIS

2025 REET Year End Projection

	REET Cash			2025 year		2025	R1 Budget	R2 Budget	2026 Projects
	09/17/25	Oct - Dec Rev	2025 Spend	end balance	Depot Plaza Expansion		50,000		
R1	3,869,135	214,050		4,083,185	Facilities		250,000		
R2	500,076	214,050		714,126	Seagulls city hall		30,000		
	4,369,211	428,099	1,050,000	3,747,311	Fac Comp Mstr Plan		20,000		
					PD server rm		30,000		
			Roll to 2026		Pub Safe HVAC		190,000		
			2025 Spend		Q Ave Ped Xing			50,000	
					Ped Xing on 32nd at Storvik Park			200,000	
					Ped Xing at TT Trail at T ave			100,000	
					Ped Xing - 22nd between H & I			50,000	
					Downtown Street Scape			80,000	
					South Comm Ave - Phase 1, 11th to 13th				320,000
					South Comm Ave - Phase 2, 14th to 34th				1,540,000
					Museum Workshop				90,000
						1,050,000	570,000	480,000	1,950,000

Some 2025
Projects are
rolling to 2026

REET ANALYSIS

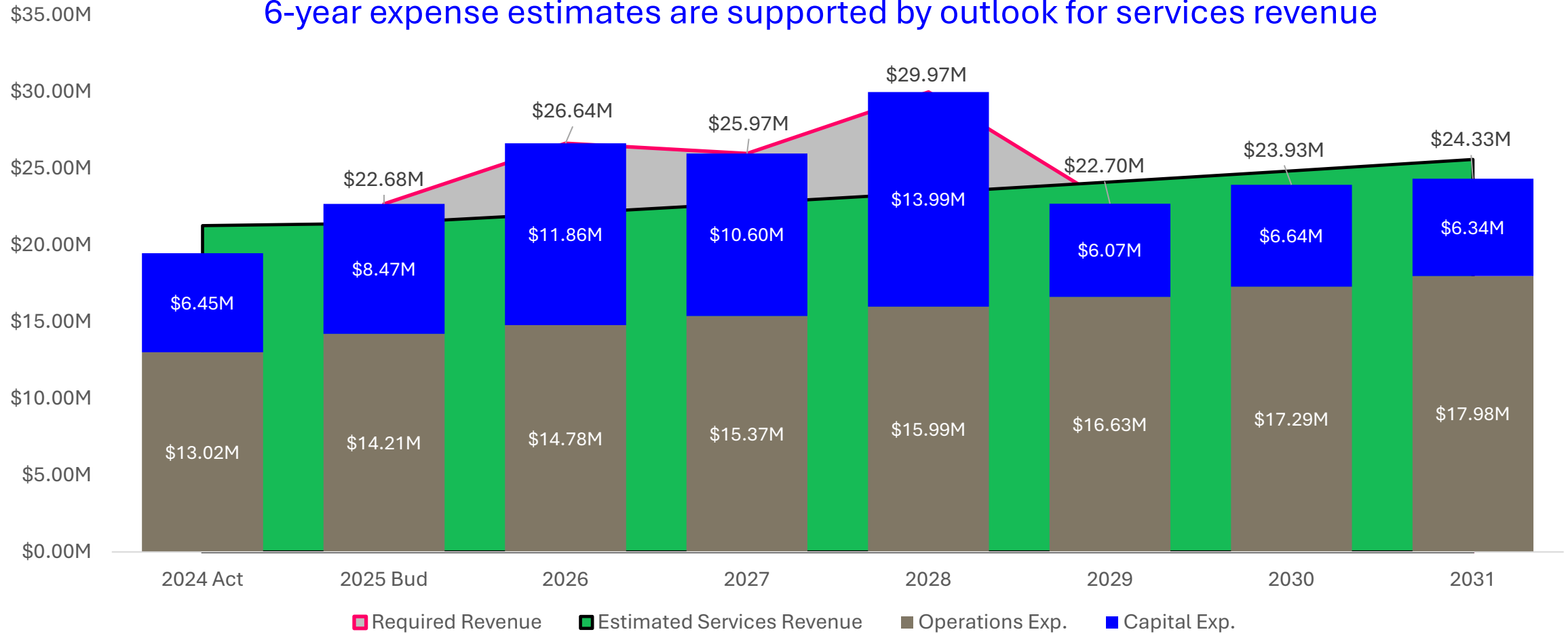
REET projections, 2026 – 2031

Assumes 5% annual increase in REET Revenue

All CFP REET requests are included in the REET expenses below

		REET Requests , CFP 2026-2031						
		2025	2026	2027	2028	2029	2030	2031
	Begin Bal REET		3,747,311	1,106,945	(1,911,102)	(4,053,901)	(7,435,591)	(8,212,114)
	REET Revenue *		1,471,384	1,544,953	1,622,201	1,703,311	1,788,476	1,877,900
	REET Expense	1,050,000	4,111,750	4,563,000	3,765,000	5,085,000	2,565,000	3,295,000
	End Balance REET	3,747,311	1,106,945	(1,911,102)	(4,053,901)	(7,435,591)	(8,212,114)	(9,629,214)
* REET revenue assumes a 5% annual increase								
2026 - 2031 Draft CFP REET Request								
		2026	2027	2028	2029	2030	2031	Total
	Gen Gov	90,000						90,000
	Parks	50,000	1,050,000	675,000	350,000	25,000	400,000	2,550,000
	Fac's, Ops	1,458,000	1,250,000	1,400,000	1,000,000	900,000	1,250,000	7,258,000
	Streets**	2,513,750	2,263,000	1,690,000	3,735,000	1,640,000	1,645,000	13,486,750
		4,111,750	4,563,000	3,765,000	5,085,000	2,565,000	3,295,000	
** 2026 Streets includes the 12th and Commercial intersection, and Commercial Ave repaving projects								

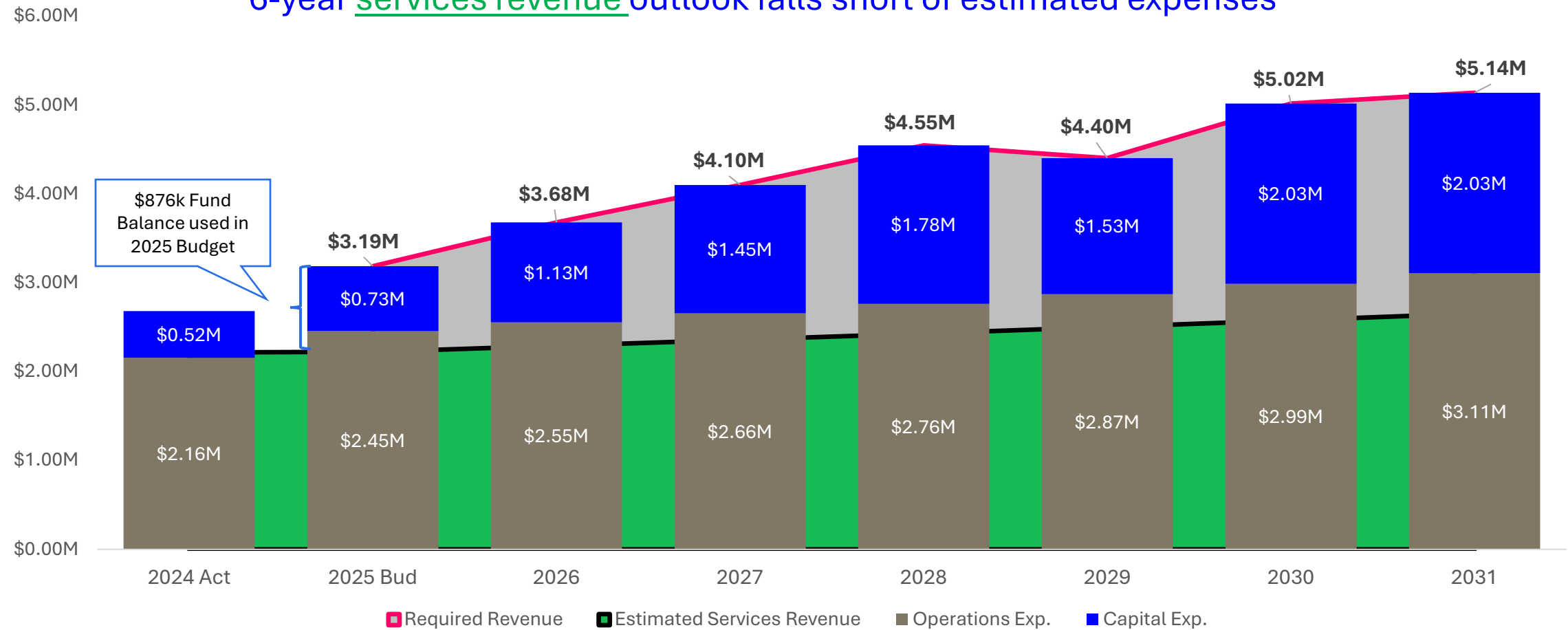
6-year expense estimates are supported by outlook for services revenue



WATER

- ✓ Capital Expenses represents draft CFP
- ✓ Operations Expenses estimated to grow 4% annually
- ✓ Services Revenue will align with published CPI; estimated at 3% annually

6-year services revenue outlook falls short of estimated expenses



STORM

- ✓ Operations Expenses estimated to grow 4% annually
- ✓ Capital Expenses represents draft CFP
- ✓ Services Revenue estimated at 3% annually

STORM

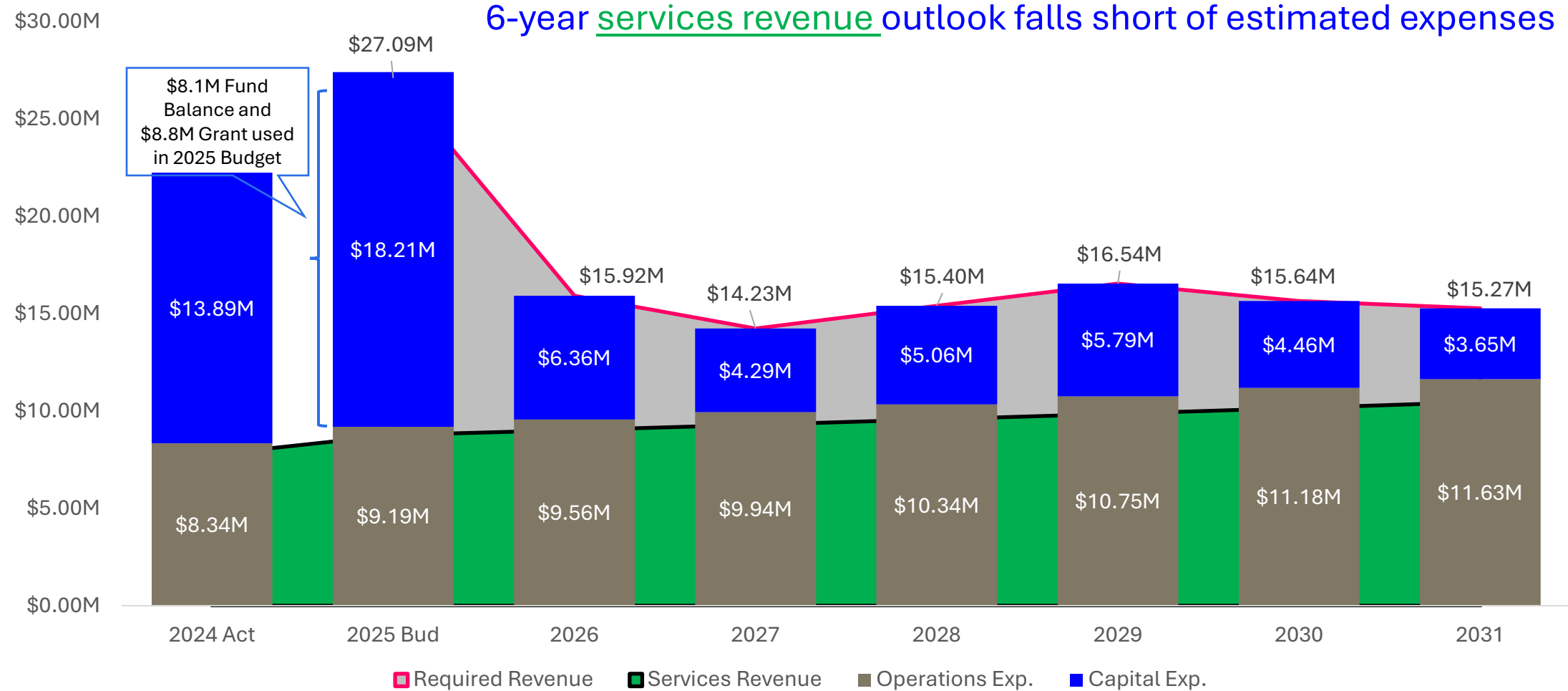
**\$5 PER
MONTH RATE
CHANGE**

Storm	2024 Act	2025 Bud	2026	2027	2028	2029	2030	2031
Estimated Services Revenue	\$2.21M	\$2.22M	\$2.29M	\$2.36M	\$2.43M	\$2.50M	\$2.58M	\$2.65M
\$5 Increase			\$2.74M	\$2.82M	\$2.91M	\$2.99M	\$3.08M	\$3.18M
Capital Reserve			\$0.45M	\$0.46M	\$0.48M	\$0.49M	\$0.51M	\$0.52M



Roughly \$500k available in reserves to invest for 2026.
Prioritization of future capital needs.
Pursue grants where possible.

6-year services revenue outlook falls short of estimated expenses



SEWER

- ✓ Operations Expenses estimated to grow 4% annually
- ✓ Capital Expenses represents draft CFP
- ✓ Services Revenue estimated at 3% annually

SEWER

6% RATE
INCREASE

Storm	2024 Act	2025 Bud	2026	2027	2028	2029	2030	2031
Estimated Services Revenue	\$21.27M	\$21.42M	\$22.06M	\$22.73M	\$23.41M	\$24.11M	\$24.83M	\$25.58M
6% Increase			\$22.59M	\$23.27M	\$23.97M	\$24.69M	\$25.43M	\$26.19M
Capital Reserve			\$0.53M	\$0.54M	\$0.56M	\$0.57M	\$0.59M	\$0.61M



Roughly \$1M available in reserves to invest for 2026.
Estimated residential impact ~ \$5 per month.
Prioritization of future capital needs.
Pursue grants where possible.

From: [William Turner](#)
To: [CityClerk](#); [City Council](#)
Cc: [Andrew Rheaume](#); [John Coleman](#)
Subject: Place this in comments for Council meeting of September 22, 2025
Date: Tuesday, September 23, 2025 8:22:52 AM

***** This email is from outside the City of Anacortes network. Please use caution when clicking on links, opening attachments, or replying. *****

Council,

I have thoroughly reviewed draft of Storm Water plan for 2025, that will be guiding document for at least 7 years. The following is a request for the Capital Facilities Storm projects to move to #1 the work on Ace of Hearts Creek and retention pond at Rotary Dog Park, and make sure to expand whatever designs you have for that work to include repair and rehabilitation of pond to replace tree canopy and habitat destroyed by Public Works last September.

Public Works staff knew that the new Storm Water draft plan was in the works and coming out in November, when they completely destroyed existing tree canopy at Rotary Park last September in the name of maintenance. Public Works Dept had, in fact, a consultants report in 2023 that stated that the "Ace retention pond could be taken off line" as it was not needed and the draft SWP calls for expanding and enhancing "tree canopy" wherever possible on City property. The destruction of that canopy, the pond and the wildlife habitat there was a serious violation of the new Storm Water plan, only 2 months from final draft. No one in City has offered any realistic explanation for Staff's error.

In fact, Public Works did not follow their own lawful procedure to notify public of their plan. Existing rules and protocol requires notification to public by placing signage at project to allow comments from public and to post info of project online at City to do the same. This error (heartbreak for some) resulted in unnecessary destruction of an active wildlife ecosystem. How many more can we lose?

I have asked repeatedly for reasoning and engineering calculations etc. for this. I have received excuses only. That pond was created in 1998 by developers who were looking for a location for retention pond for the developments on the West side oh H Ave. For some reason City gave verbal permission for pond without reasoning or engineering. It is now the contention that the pond was probably not needed.

Let's be clear. This pond that was installed without proper approval, was not needed, and which has in 25 years become a wildlife habitat, and was destroyed for unknown reasons. Is that why Public Works ignores me?

Here is my request. That the City add language to SWP draft that emphasizes these errors and places the rehabilitation of the creek and pond in first position for completion. Sooner rather than later. I'm sure Parks would love to be a part of this effort and could improve dog park and ball field. This error should be an embarrassment for everyone as those who visit park see this unnecessary habitat destruction, a black mark on Parks and Public Works.

Sincerely,

Bill Turner

2012 I Ave, Anacortes

Sent from my iPad

Sent from my iPad