

# SJC<sup>3</sup>

**COUNTY  
COMMUNITY  
CONVERSATIONS**

## **REPORT**







**SJC<sup>3</sup> COUNTY  
COMMUNITY  
CONVERSATION**

June 18, 2013

**SUBJECT: SJC3 Report**

Honorable County Council Members,

It is our pleasure to report to you the findings, conclusions, and recommendations from the Winter 2013 San Juan County Community Conversations.

With 13 evening meetings and over 500 participants, the SJC3 Conversations represented a broad cross-section and relevant sample of community opinion.

Along with this Report and its recommendation, we strongly support the County Council's 2014 goal to "Continue the Conversations". The greater community is ready to assist you in shaping the mix of services and size of County Government into the years ahead.

Respectfully submitted for your consideration,

Robert W. Jean, Interim County Manager (6/27/2013)

John Manning, Health and Community Services Director

Brenton Clark, Management Intern (5/24/2013)





A DECLARATION OF VISION AND COMMITMENT TO THE FUTURE OF SAN JUAN COUNTY

PREAMBLE:

WE THE PEOPLE of San Juan County recognize that these rural islands are an extraordinary treasure of natural beauty and abundance, and that independence, privacy and personal freedom are values prized by islanders. Being a diverse people bound together by these shared values, we declare our commitment to work towards this vision of the San Juan Islands in 2020 A.D.

COMMUNITY

We envision a community that is primarily rural, made up of islands of varying character, each with its own unique qualities. The islands are places of peace and mutual tolerance, where citizens of differing backgrounds and beliefs respect each other's dignity, privacy, and freedoms. We communicate effectively and openly and work together toward goals identified as being for the common good. We foster a sense of neighborliness, of self-sufficiency, and community pride that has long been a part of our island character.

BASIC HUMAN NEEDS

Our islands are places where all citizens can safely walk or play, day or night. The drinking water supply is clean and adequate. Health care and help in time of need are accessible and affordable. The supply of affordable housing is adequate to meet the needs of our diverse population.

EDUCATION

Learning is a continuing lifelong process which is encouraged and aided by the community. A partnership of families and community creates a supportive and challenging environment founded on academic excellence and artistic expression. This educational environment produces ethical, self-directed, compassionate, responsible world citizens, alive with the love of learning.

ECONOMY

We support a pattern of economic growth and development which serves the needs of our community, and which recognizes the rural, residential, quiet, agricultural, marine and isolated nature of the islands. Our economy comprises a wide spectrum of stable, year-round activities that provide employment for islanders. We support and encourage traditional industries including forestry, farming, aquaculture, construction, fishing and tourism without jeopardizing the resources on which they depend. We have home occupations and cottage industries which are compatible with surrounding neighborhoods. We encourage new ideas and new technology for improving the quality and profitability of our goods and services. Value-added activities are encouraged. Environmental conservation and sustainable development are balanced.

NATURAL ENVIRONMENT

Our islands have exceptional natural beauty and healthy diverse ecosystems surrounded by pollution-free marine waters. The air is fresh and clean, the water quality is excellent, and the soil is uncontaminated. As careful stewards of these islands, we conserve resources, preserve open space, and take appropriate action to assure healthy land and marine environments. Native plants and animals of the islands thrive, and are identified, appreciated and conserved.

OUR COMMITMENT:

AS FORTUNATE CITIZENS OF THE SAN JUAN ISLANDS, WE COMMIT ourselves individually and communally to a future for ourselves and our children that reflects this vision. To this end, we, the undersigned individuals dedicate our time and our talents.

LAND USE

Neighborhoods, hamlets, villages and towns are clearly defined so as to conserve agricultural, forest, mineral resource and environmentally sensitive lands. These areas provide for commerce and community activities without losing their small scale and attractive island ambiance. There is housing for people of all incomes. The unique character of our shorelines is protected by encouraging uses which maintain or enhance the quality of the shoreline environment. Through innovative land use strategies, our citizens and institutions balance and protect private property rights, public rights, and our natural environment.

TRANSPORTATION AND COMMUNICATION

We have water, land, and air transportation systems commensurate with our island culture. On-island circulation is by means of a system of scenic rural roads with automobile, bicycle and pedestrian ways functioning without conflict. In some places, the roads are unpaved, narrow, and winding, and care is taken to maintain a rustic quality in public signs. Expansion or new construction of basic public transportation facilities occurs only on the basis of demonstrated local public need. Advanced interactive communication systems are encouraged.

ENERGY AND RESOURCES

Our community fosters resource and energy conservation. Energy independence is encouraged. Recycling, solid waste, and sewage treatment are managed within the confines of each island in an environmentally sound manner. Renewable natural resources are used on a sustainable basis. Nonrenewable resources are conserved wherever possible and practical.

ARTS, CULTURE AND RECREATION

Our community nurtures the expression of its creative talents and supports diverse cultural and entertainment activities. Our cultural facilities such as libraries, museums, and theaters are focal points of activity and community support. Well managed parks, trails, and shoreline access, where appropriate, provide islanders with recreation with due regard for both the rights of private property owners and the natural limitations of each site.

HERITAGE AND HISTORIC PRESERVATION

Our community is enriched by a strong sense of identity, tradition, legacy, and continuity, where past and present freely mingle. We recognize the contributions to our rural and maritime heritage made by indigenous peoples, explorers, and island pioneers, and encourage the preservation of that heritage. We encourage preservation of historic sites, structures, and traditions for the enjoyment of all.

GOVERNANCE

We are self-governed by informed citizens. We are equally represented by elected officials who conduct the activities of government in an ethical, fair, impartial, responsive and open manner, which recognizes the independent, self-reliant nature of its citizens. Our government institutions balance responsibility with resources and costs, consolidate services where practical, manage prudently, provide reliable data, are service-oriented, and perform in a timely manner.



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# 1. Executive Summary – San Juan Community Conversations

The San Juan County Community Conversations (SJC<sup>3</sup>) arose out of the 2012 Budget process. Since 2008 the County had been through a series of budget cuts as revenues declined due to the 2008-2012 “Great Recession.” With voter approval of a \$1 million Levy Lid Lift for six years, 2010-2015, and then in 2012 voter approval of the Public Safety Sales Tax, the 2013-2015 Budget forecast was the first “sustainable budget” in seven years.

Yet financial forecasts into 2016 and beyond showed that budgets would again begin to require further service level cuts. It was decided to engage a broad section of the community in a series of conversations about sustaining local quality of life, and the size, shape, and service level priorities of County government going forward.

## Roundtables

A series of questions were asked of residents at meetings on Orcas, Lopez, and San Juan Islands, along with one on Shaw Island. Meetings averaged from 40-50 participants per meeting with one meeting on Orcas reaching 90! Tables of 6-8 residents were organized to allow small group discussion, and then report-outs from each “roundtable.” This format allowed all voices to be heard without any one individual dominating.

With 13 meetings, and open online web input after each week’s meetings, the SJC<sup>3</sup> roundtable conversation had over 500 participants, and given repeat attendees some 300 or more individuals – enough to be a relevant sample of community opinion.

## Questions and Calendars

In February we asked, “How would you define our Island Quality of Life,” followed by subset questions on “Strengths, Weaknesses, Opportunities, and Threats” affecting Island Quality of Life. The roundtable report-outs are represented by “cloud summaries” by island and island-wide.

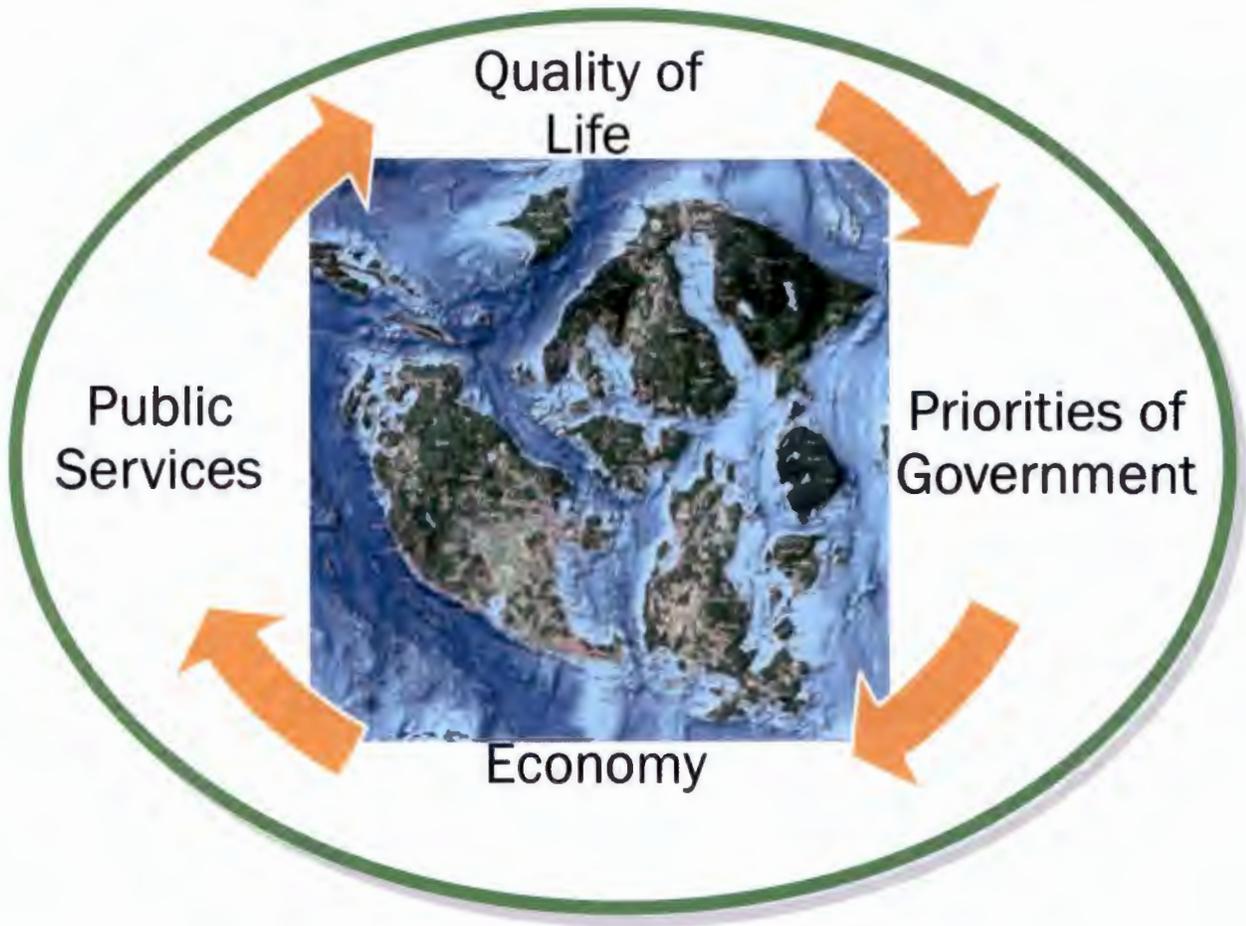
In March, we discussed all Public Services, whether delivered by Special Districts, Non-Profits, or the County Government. We then looked specifically at County services, asking what was done well and what needed improvement. Again, the roundtable report-outs were prepared as “cloud summaries” by island and County-wide.

Early April’s conversation was on the Economy and Jobs: “What do we want our future County economy to look like?” We followed this question with “What should the County Government’s role be in supporting a strong economy?” Roundtable discussions and “cloud summaries” followed.

Then in mid-April we held the fourth and final conversation on Priorities of County Government. Here we shifted the format, still asking questions followed by roundtable discussions, but instead of report-outs we used a computer-assisted survey with each individual using a remote to input their responses. The results, sometimes surprising, were then opened for further discussion. Bar charts and “cloud summaries” were then prepared.

In conclusion, we developed a Quality of Life cycle chart that showed the interdependence and relationships with:

- ◆ Quality of Life issues driving . . .
- ◆ Priorities of Government decisions, which impact . . .
- ◆ The Economy, which supports Jobs and . . .
- ◆ Public Services, which in turn support . . .
- ◆ Quality of Life.



## Vision, Values & Strategies

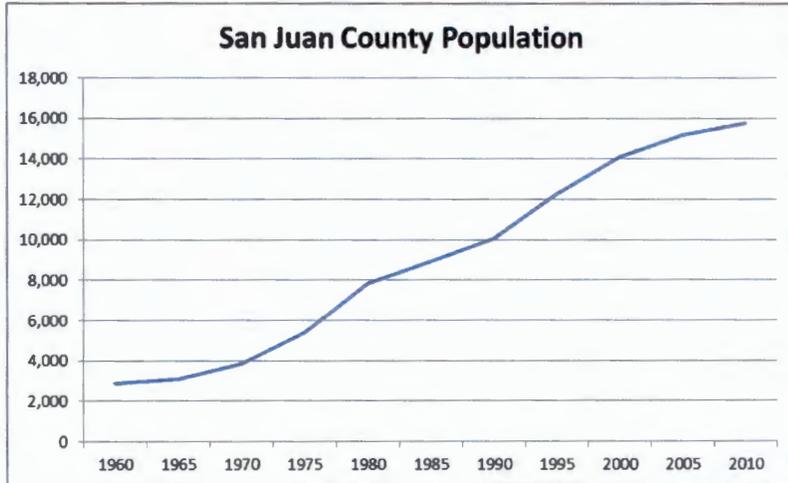
The SJC<sup>3</sup> conversations validated the County Vision Statement and the values contained therein. The SJC<sup>3</sup> conversations also pointed to some key Strategies for the County looking forward.



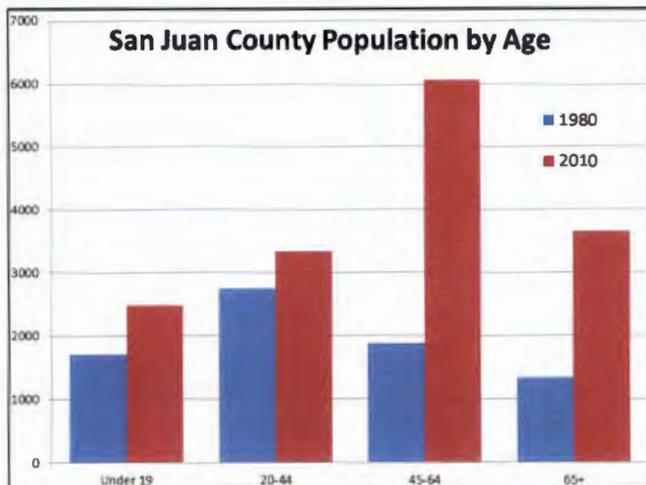
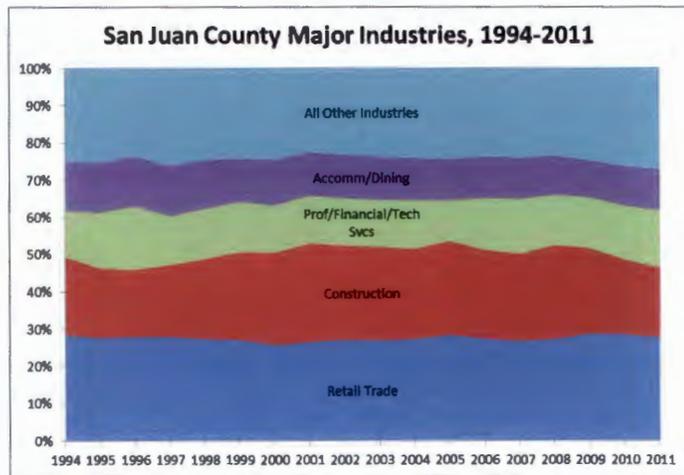
## 2. The San Juan Islands Are Changing

The San Juan Islands are changing. Staying the same is simply not an option, but managing the changes is. It is the County's role to protect and enhance Island Quality of Life, and adjust County rules and regulations along with service levels and service mix reflecting the changes affecting the community. The San Juan Community

Conversations were our attempt to involve the community in an objective discussion of the changes affecting the Islands, and then in shaping the County's responses to these changes, now and in the years ahead.

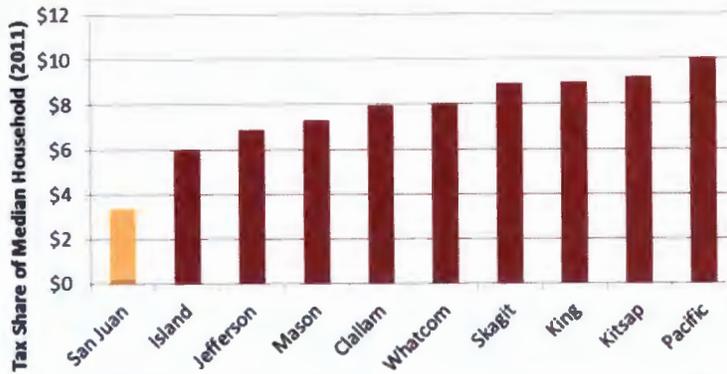


- Less Rural (11th most densely populated county in Washington)
- Slowing Population Growth
- Children and Families in Poverty (18% of children under 5 years old)
- Low-wage income households
- High "passive" income households
- Loss of family wage jobs



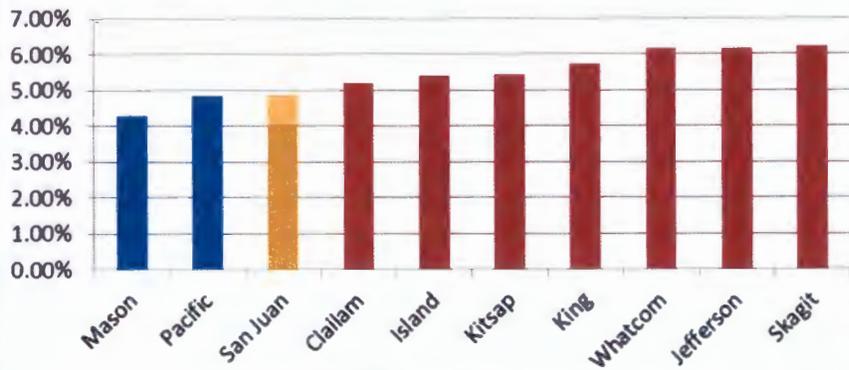
- Aging community (2nd highest median age of Washington Counties—53 years old)

### 2012 Local Share Tax Rate by County

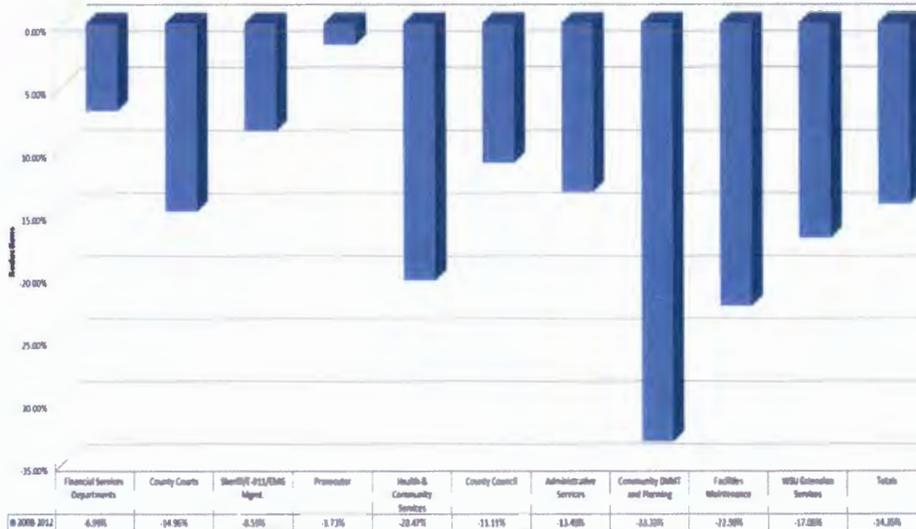


- Low Comparative County Property Tax Rate:

### Median Household Local Property Tax Burden as % of Average Wage Income



### Staff/Service Cuts (Percent) From 2008-2012



- Changing Mix of County Services:

## 3. Common Vision, Different Paths

### 3.1 Quality of Life

Recognizing that working together on goals for the common good, a sense of neighborliness and community pride means respecting differences as well as commonalities, the SJC<sup>3</sup> discussions opened with a general **Quality of Life** question. We then asked the classic **strategic planning** questions about **Strengths, Weaknesses, Opportunities, and Threats** (SWOT) analyses.

Some common themes clearly emerged as important to all islanders and Island Quality of Life. Some of the strongest comments:

- Community, particularly in terms of the spirit of volunteerism and charity (two separate things) found in the islands
- Broadband access, primarily in relation to the needs of tech-based businesses or home occupations that require high-quality connectivity, and the family-wage jobs such enterprises support
- Business, particularly local business that provides “family-wage” jobs for residents
- Affordable Housing is important not only for low-income households, but even “middle income” Islanders need better options for affordable rentals and houses
- Local/Small, generally in reference to either businesses or the communities and “feel” of the Islands
- Farming/Agriculture, both in the need to make it easier for farmers to make a living (especially young/new farmers), and to preserve open space and the islands’ rural feel
- Sustainable, in terms of environmental stewardship, local ability to provide for needs without resources from the mainland (especially during a disaster), and an economy that can support the jobs and housing necessary for all residents

While there was a large degree of consensus on the issues facing the Islands and threatening Island Quality of Life, when examining the individual comments from Islanders, you begin to see some of the differences:

#### 1. Orcas

- Services for Seniors, Families, and Youth
- Communication (2-Way Information Flow, Between County and Public as well as between County Departments)
- Schools (Regionalization or functional collaborations?)
- Better Permitting Process (Focus on Customer Service, Making the Process Less Daunting/Confusing)
- Public Access to Parks, Land Bank, and Shoreline Lands
- Transportation (Bike Lanes, Paths & Trails, Inter-Island Taxi)
- Sheriff and Health Cooperation on Alcohol & Drugs, Mental Health Issues?

#### 2. Lopez

- Agriculture & WSU Extension (Better Support, Coordination of Resources for Farmers)
- Public Health, particularly access to Public Health Nurses on the island, and Mental Health not related to schools
- Assessments (Current Use Exemption Program Specifically)
- Permitting (More consistent/uniform across applicants, better internal coordination and customer service regarding permit tracking and turnaround time)

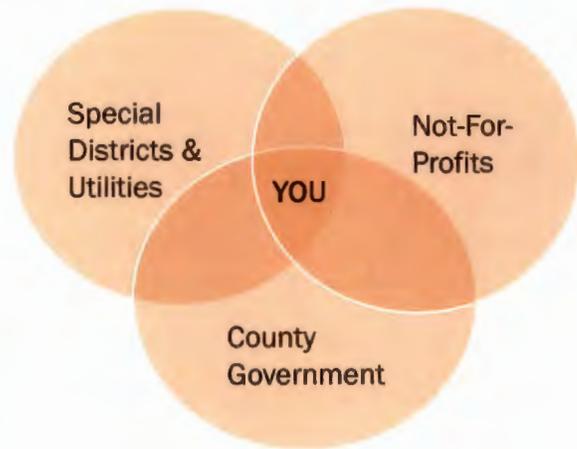
- Non-motorized transportation and bike lanes, bike paths
- Community Education (Primarily referring to public education regarding County government functions and other outreach efforts, related to Communications)
- Communications (Better interdepartmental communication and more trust-building between County and community)

**3. San Juan**

- Communications (Not Just About Transparency, Also Telling Story of What’s Being Done)
- Roads & Non-Motorized Transportation (Bikeways, Trails, and safety of shoulder areas, lack of public transportation)
- Open Space Access, Parks (Access to shoreline, better funding for trails and beach access)
- Health Services (Access to mental health care and drug treatment/support, combating drug culture – not just youths, better Sheriff enforcement)
- Recreation (Better utilization of Fairgrounds for local recreation activities)
- Volunteers, particularly in the County’s ability to leverage existing volunteer networks and coordinate partnerships that take advantage of non-profit organizations and other volunteers

**3.2 Public Services**

San Juan County communities are generally well served by a mix of Special Districts, Non-Profits (arguably the highest number per capita of Washington counties), and County government. The Public Service needs, wants, and physical differences between islands and resource limitations (taxes and otherwise) require differing service levels by island. This goes against a general governmental desire to provide basic, uniform levels of service countywide.



The County should develop a different service philosophy around the following guidelines:

- Uniform countywide basic service levels should be provided for Elections, Assessment and Taxation, County Council, Communications, Permitting, Public Health, Courts and Prosecutor, and countywide environmental protection and Comprehensive Planning.
- Other essential County services may vary mix and level of service based on the specific needs of each Island for Sheriff, Roads/Bikeways & Trails, Senior/Family/Youth Services, Parks and Recreation, Solid Waste, Stormwater, and Specific/Local Planning (Hamlets and Villages, Agricultural Lands)
- Beyond countywide and Island-specific services, the County should seek to provide needed services other agencies can’t, or provide support and services to Districts and Non-Profits to enable service provision.
- Supporting collaborations and partnerships should become a key function of County government – enabling the spirit of volunteerism and self-help amongst Islanders.
- Common countywide strategies should allow for an Island-specific service level mix and goals.

## 4. Sustainable Economy and Priorities of Government

When asked about the preferred County Future Economy, Islanders recognized the changing and challenging nature of the Islands' economy.

Although Islanders would like to "preserve and sustain" the islands as they are or were, they recognize that the County economy has changed. They recognize the need for a stronger local economy to support job growth and the services necessary to "protect and enhance" Island Quality of Life.

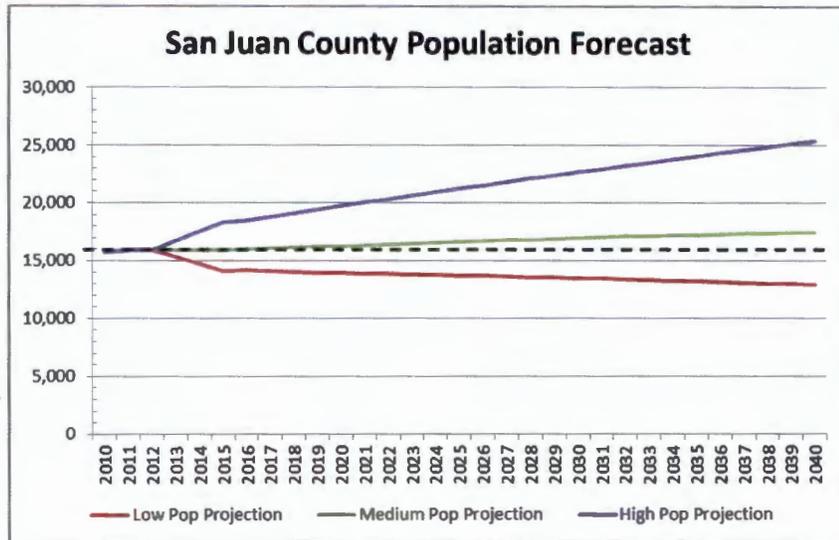
A sustainable Island economy is not likely under current trends.

Despite the rapid population growth from 1970-2010, future population growth and related new construction is projected to grow at a modest pace (both due to the carrying capacity of the land and water, and desired slow-growth land-use policies).

- Slowing population growth rates and moderating new construction means not only a drop in the County's construction oriented sales taxes, but also a drop in some of the higher wage jobs.
- Support for Agricultural/Forest open space and businesses generates economic benefits by way of tourism and new low-impact business/industry economies and jobs.
- High-speed broadband communications is essential to attracting "smart" business/industry and diversifying into higher-wage jobs.
- Recognizing the importance of protecting and supporting the Island environment, Islanders also recognize the need to remove procedural roadblocks and delays in the permitting process to increase real compliance with County land use and environmental regulations.

When asked about their preferences and the priorities of County government, Islanders recognize the changes in Island population over the last 10 years and the changing needs in the next 10 years, to:

- Increase Health & Community Services (especially Senior, Mental Health, Family and Housing);
- Streamlining Community Development & Planning codes and procedures;
- Maintain overall Public Safety levels while targeting Island-specific needs; and
- Increase 2-way Community Communication and Information.

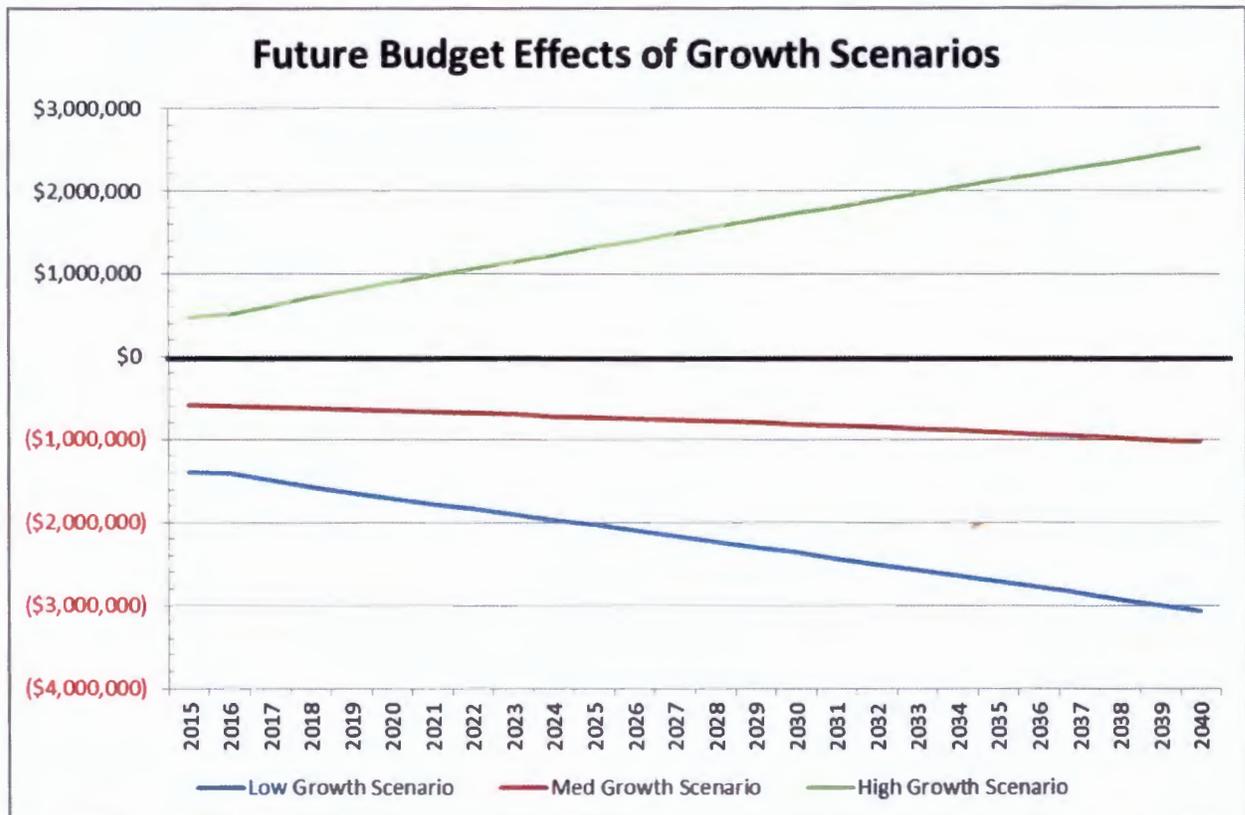


Information from the Washington State Office of Financial Management (OFM). Population projections are part of the 2012 Growth Management Act (GMA) update. The green "medium" projection is considered the most likely growth scenario (considering historic growth, fertility, mortality, and migration, among other factors). The "low" and "high" projections are "error bands" around the most likely forecast, looking primarily at historic trends. These projections do not represent particular "alternative" scenarios.

Without a more diverse economy that includes **high-tech jobs** (via Broadband), diversified **agriculture** (local foods, boutique or specialty crops and food products), more **affordable housing** (for seasonal and permanent local jobs), and regulations that support **cottage industries**, the Islands will likely see a continued slow decline in the economy and the number of available jobs (particularly family-wage rather than minimum-wage jobs).

A stagnant countywide economy will result in a slow decline in County revenues to support even current levels of service. This chart represents an econometric forecast of structural County budget deficit/surplus, assuming low inflation (2%) in the coming decades, maintaining current policies on economic growth and County services expenditures. This would result in a budget deficit that will slowly widen over the coming years. Only if population growth approaches the high end of GMA projections (an “error bar” that assumes the rapid growth of the past decades will return) will current conditions support a sustainable County budget.

The median or moderate growth scenario is considered most likely. Growing the local economy will take time and a concerted effort. Meanwhile, reprioritizing and reorganizing County government services, along with continued reauthorization of the Levy Lid Lift will be essential to maintaining needed services.



*This forecast projects the growth of County property and sales tax revenues against general fund expenditures. Using linear regression analysis, all factors but population are held constant. The growth in property taxes is limited by the statutory 1% growth and a variable for new construction, and expenditures limited to a variable for inflation. Only sales tax revenue responds to population as a variable, based on the 2012 GMA projections.*

## 5. Recommended Action Items Summary

For the 2014 Budget and Organizational Reforms:

- Designate the County Manager as the County's Economic Development Director.
- Invest in Technology and Communications.
- Support community-based business development and affordable housing.
- Support traditional and "boutique" or specialty agriculture, WSU programs, and maximizing legal Agricultural Current Use tax exemptions.
- Increase Mental Health and Substance Abuse services in Health and Community Services. Coordinate with H&CS, the Courts, and the Sheriff.
- Invest in Customer Service training and technology with an Island Outreach strategy.
- Develop an inter-departmental trails and bikeways/bike path strategy and program with Public Works/Land Bank/Parks (consider investing \$150,000-\$250,000 per year of current Road funds into bikeways).
- A 6-Year Capital Improvement Plan/County Facilities Study should be done by a Task Team (a Councilmember, staff and citizen group) with consultant assistance with program development alternatives evaluation, and funding options (most likely a 2014-15 project).
- A Financial Services Task Team should evaluate cross-training and consolidations of support functions in Assessor/Treasurer/Auditor offices.
- Community Development and Planning Code Simplification and Process Streamlining should be led by the Community Development & Planning Director.
- A County-wide Process Improvement Team (P.I.T. Crew) should be implemented as a multi-year Task Team under the lead of the Public Works Director, and ultimately part of an ongoing continuous improvement culture.
- A Customer Service / Leadership Improvement and Organizational Development Task Team should be formed under the lead of the Human Resources Manager.
- Task Teams and Inter-Departmental Teams should be charged with overall cost-efficiency and service effectiveness improvements.
- The ongoing Community Conversations and Community Surveys should test the results of these recommendations.

For the Replacement Levy Lid Lift, the community should be asked whether to:

1. Let the current levy expire at the end of 2015 and where to cut the \$1.2 million in lost revenue;
2. Replace the current levy at \$1.2 million in November 2014 effective the end of 2015, and what should be the new mix of levy services; or
3. To increase the levy to add desired services while maintaining all other service levels?

## 2. THE SAN JUAN ISLANDS ARE CHANGING . . .

(“FACTS”)

- LESS RURAL
- MODERATE POPULATION GROWTH
- CHILDREN / FAMILIES IN POVERTY
- LOW WAGE INCOME HOUSEHOLDS
- HIGH INCOME HOUSEHOLDS
- LOSS OF FAMILY WAGE JOBS
- SHIFTING ECONOMY
- AGEING OF COMMUNITY
- LOW COUNTY PROPERTY TAX
- CHANGING MIX OF COUNTY SERVICES



*Crafters at the Orcas Senior Center*



*Agri-Tourism is gaining popularity in the County*



## 2. The San Juan Islands are Changing

Despite the declared Vision of San Juan County as a “community that is primarily rural,” the County has become increasingly **less rural** – it is currently the 11<sup>th</sup> most densely populated county in Washington State. Construction has ranged from 30 – 40% of the County’s economy, representing some of the highest-paying jobs in the County. As growth has slowed, both due to the recession and limitations on new construction, lower-wage retail, food service, and accommodations jobs have increased in importance if not in number. Family-wage jobs have decreased, as is the case in other rural counties.

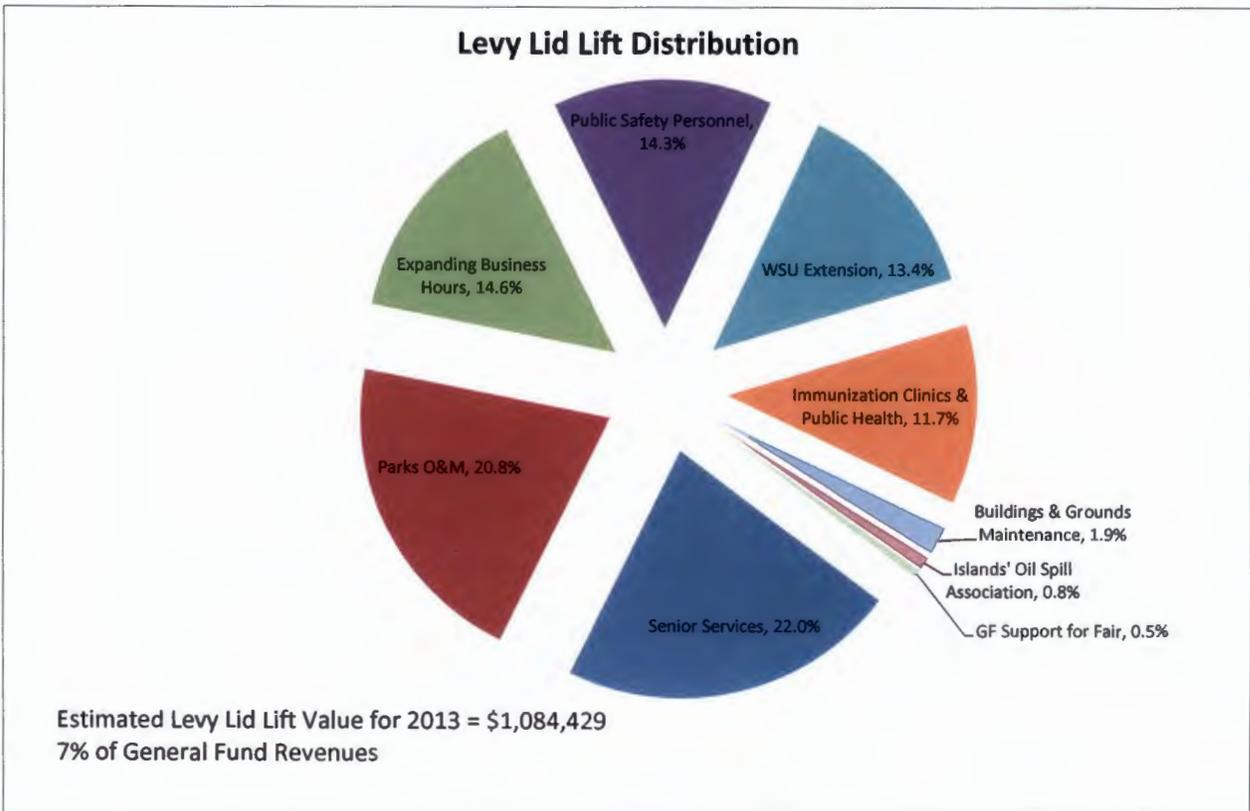
Meanwhile, high-income households have chosen the Islands as either primary or seasonal residences. As these households tend to be older, along with long-time Island residents of varying incomes, the County’s population is aging rapidly. San Juan County now has the 2<sup>nd</sup> **oldest median age** of Washington Counties.

Despite the desire to protect the natural beauty of the Islands and support a primarily rural lifestyle, **agricultural income** has remained steady with under 1% of the total Island economy. The real value of agriculture is beyond farming, but in leveraging **tourism** and in protecting **open space**.

The changes affecting the Islands and Island lifestyles mean the demands on County government are increasing at a time when County resources are declining or constant. While the County share of the property tax remains low, the need to review the mix and level of County services before looking at any further tax increases remains high. For 2014 the use and mix of Levy Lid Lift funds should be reviewed.

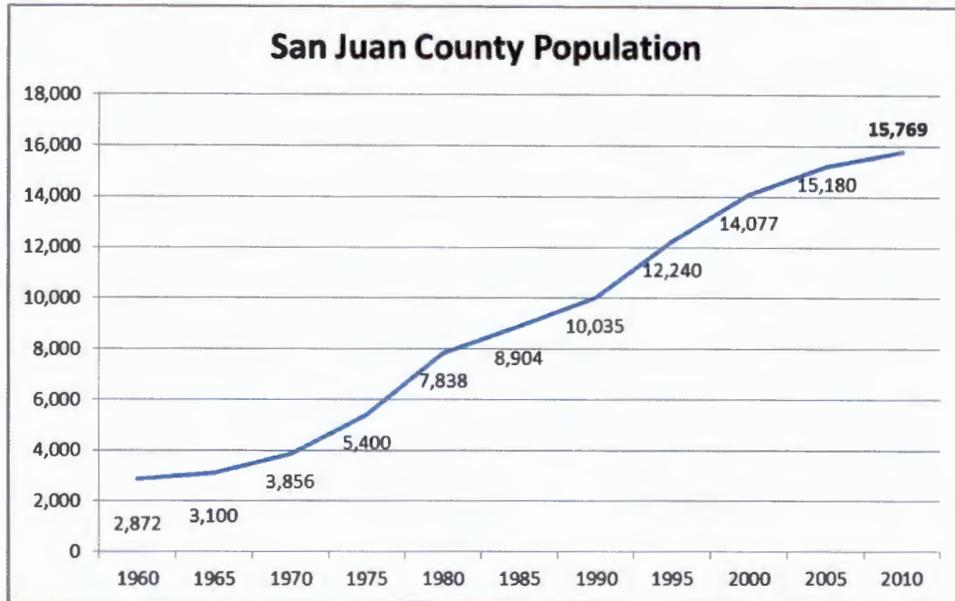
(NOTE: The voter-approved Public Safety Sales Tax in August 2012 went into effect in January 2013. It was intended to protect **existing** levels of Public Safety services from further cuts – Sheriff, Courts, Prosecutor – but did **not** increase funding for additional needed Public Safety service.)

Additionally, the voter-approved Levy Lid Lift of \$1 million expires at the end of 2015. A Levy Lid Lift replacement recommendation needs to be submitted to the voters in 2014, not later than 2015.

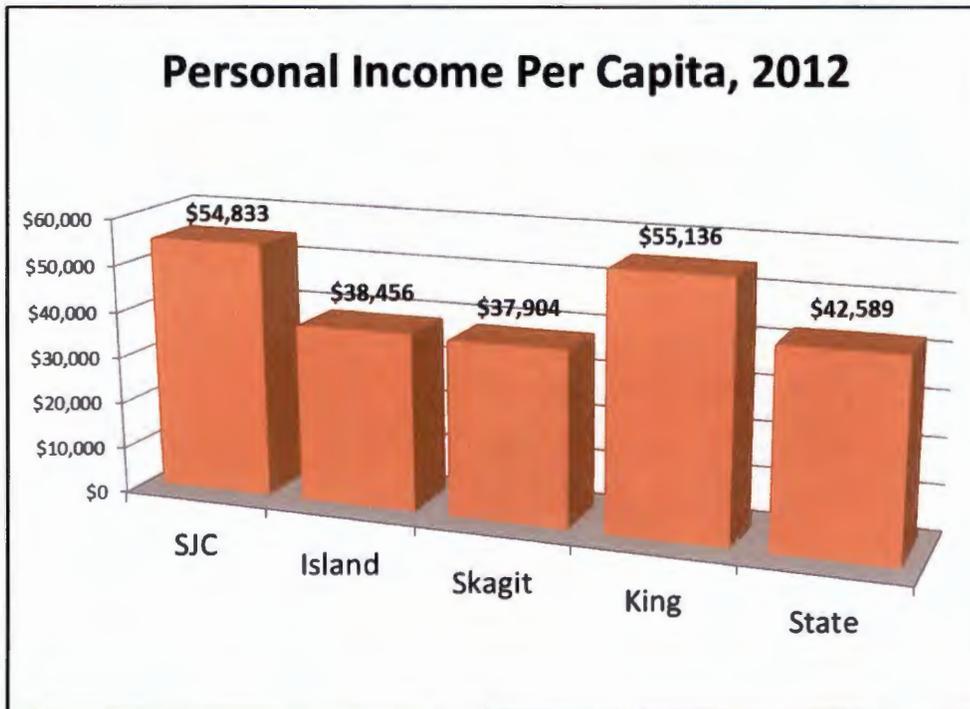


## San Juan County is...

- Increasingly less rural
- In the **top third** (#11) in population density of all Washington Counties
- 18% of children under 5 years old in live in poverty
- Rapid population growth 1970-2010, is now slowing



Data from the Washington Office of Financial Management (OFM), based on information from the US Census.



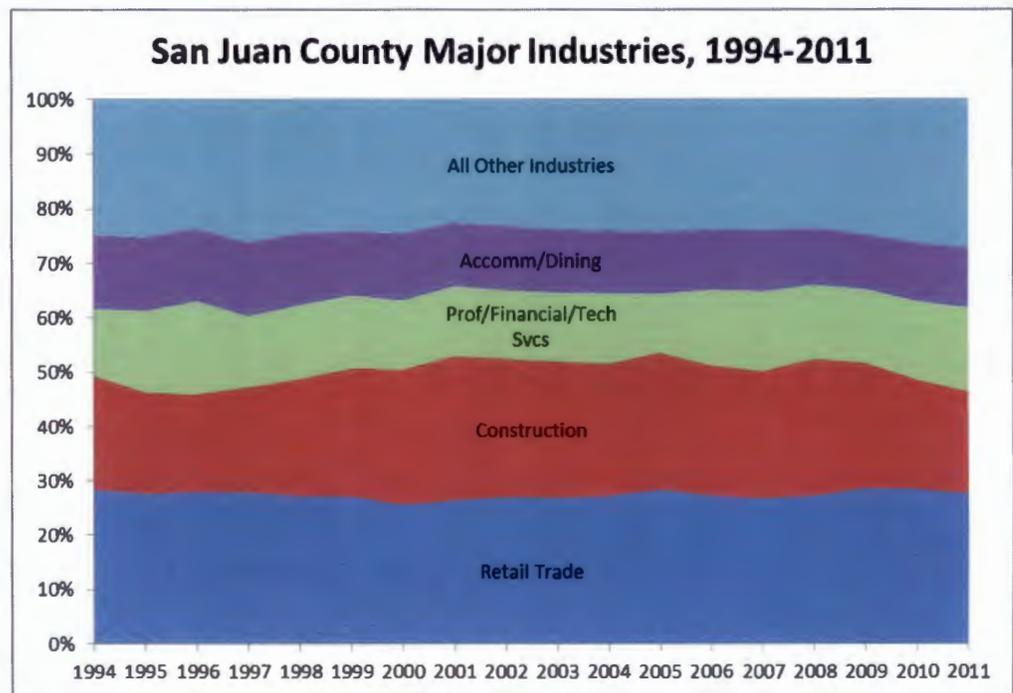
- Personal income per capita is second highest in state (high passive income, e.g. investments).



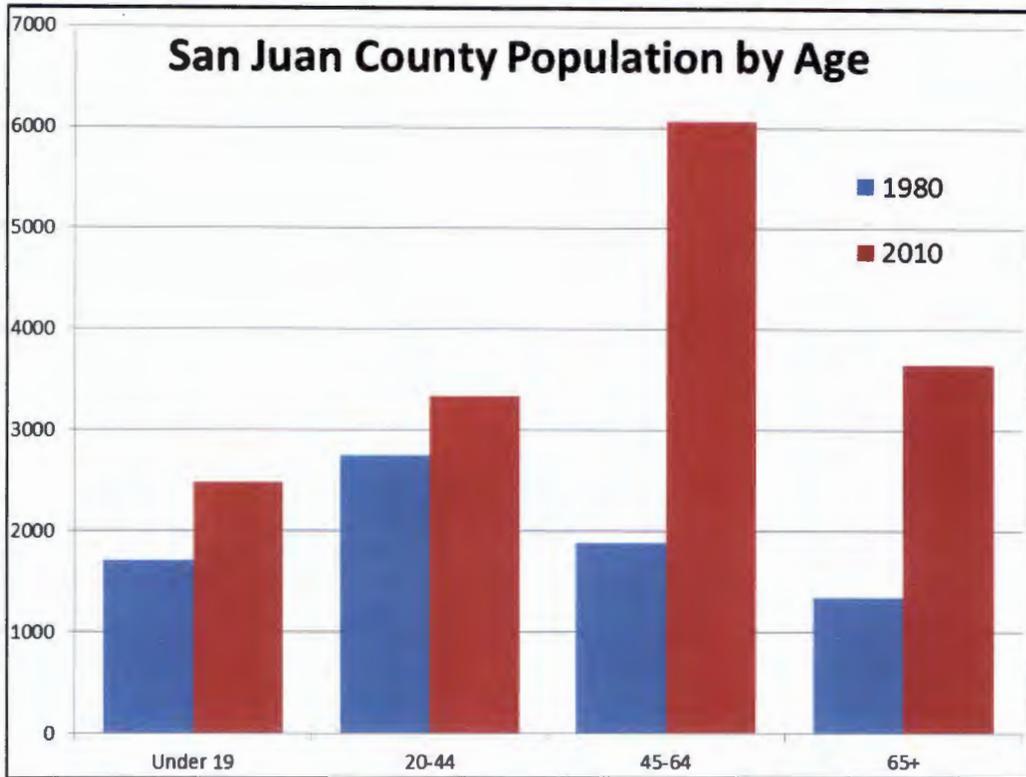
- Wage income among the lowest in the state

A common joke about the Islands is true: "People here have either three jobs, or three homes..."

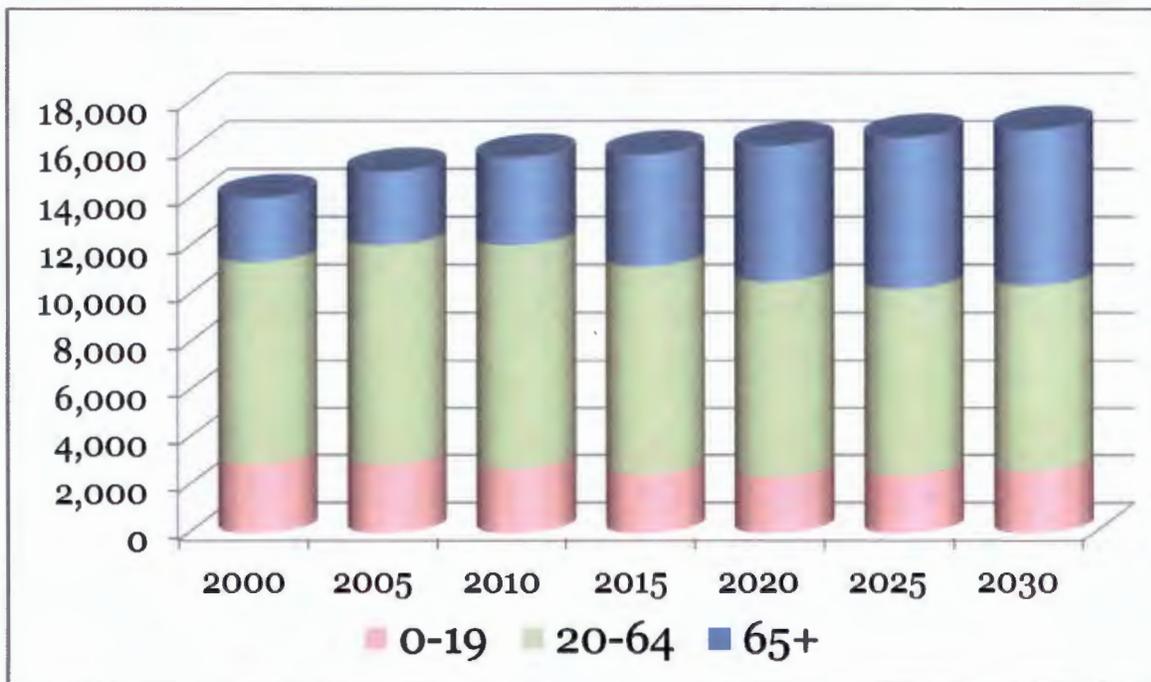
- Good family-wage jobs (mostly in construction) are declining, while lower and minimum-wage jobs are about the same or increasing slightly



- San Juan County population is aging rapidly...

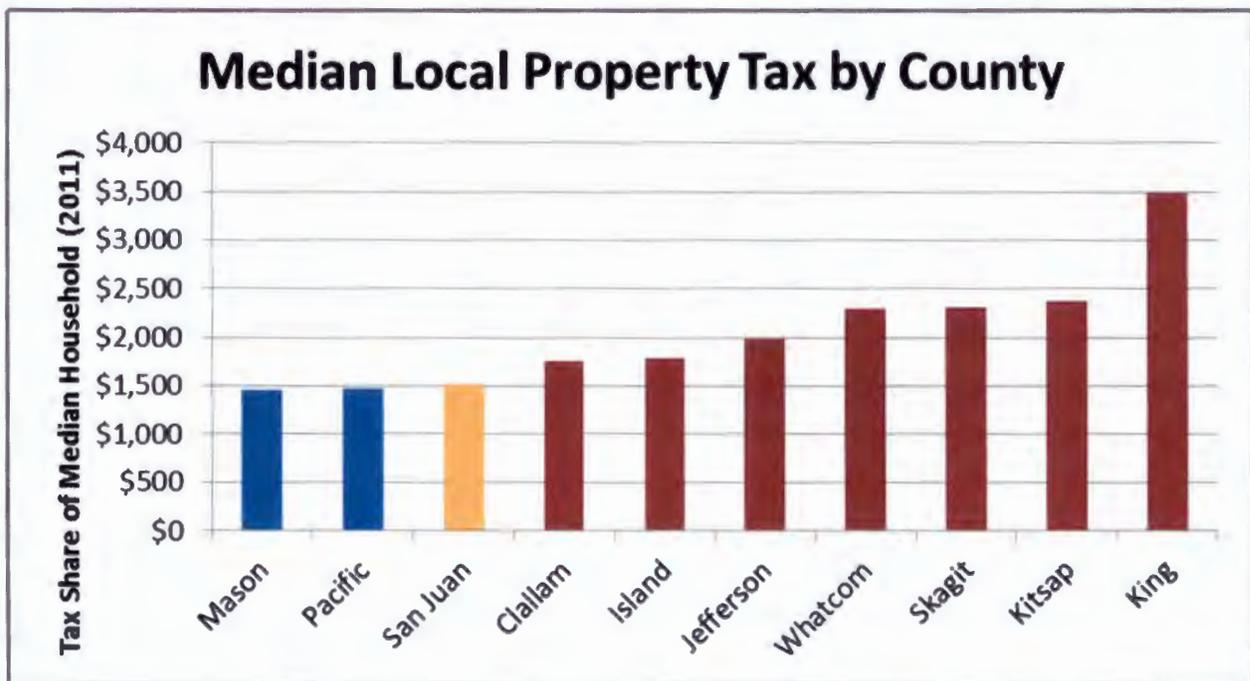
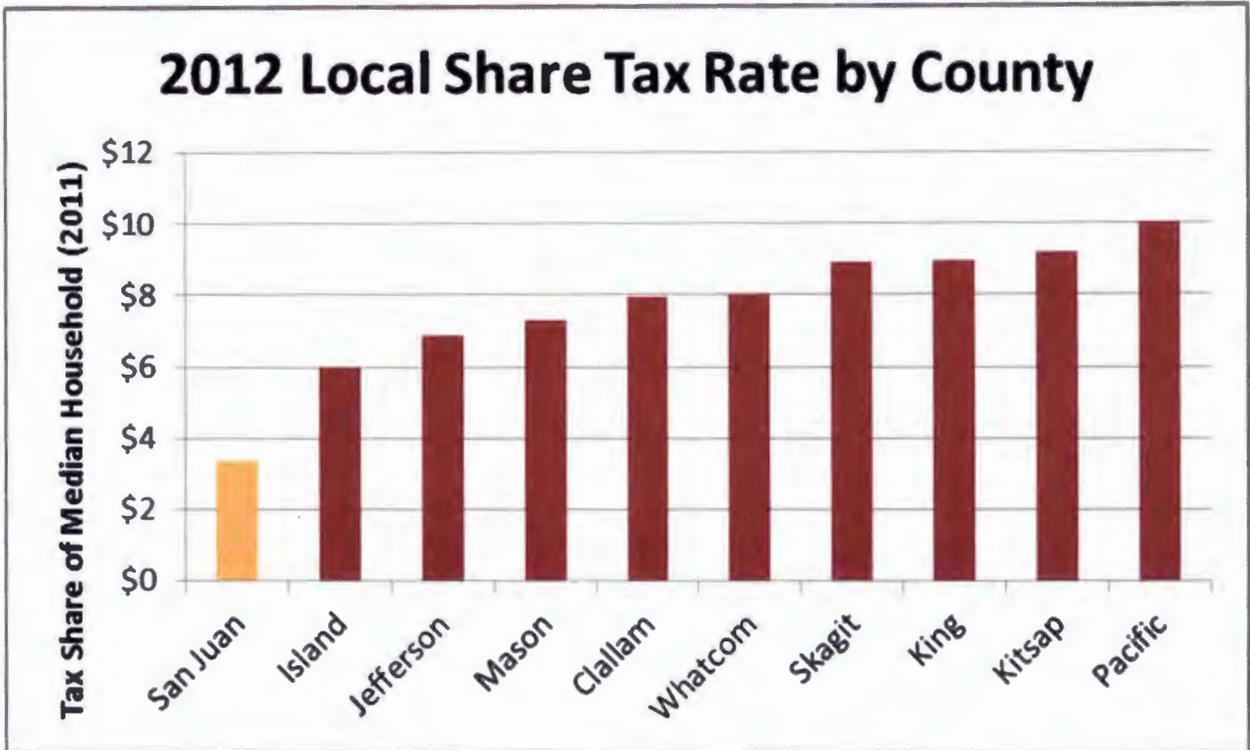


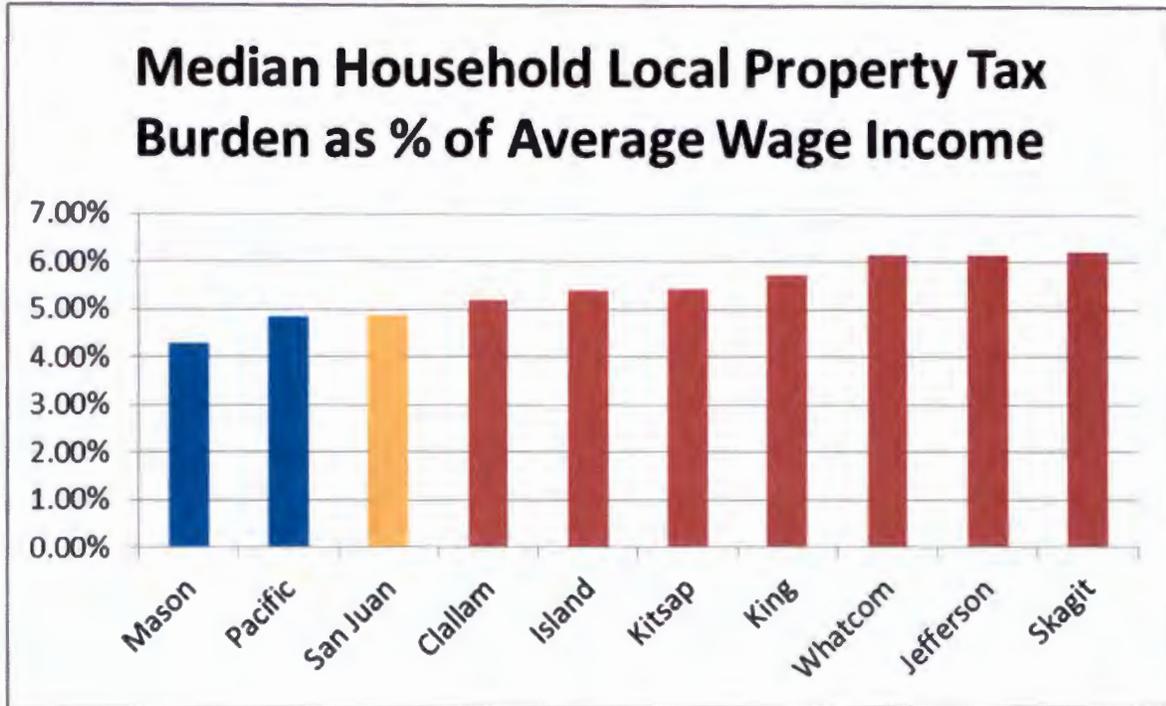
... and is forecast to continue aging as locals grow older, the cost of living makes the Islands less attractive for young families, and migration into the County continues to be primarily retirees . . .



- San Juan County has the **2<sup>nd</sup> oldest median age** of Washington Counties: 53 years old (based on 2012 Growth Management Act (GMA) projections from OFM).

- Despite population growth, support to lower-income families and senior services, and a shifting economy, county property tax rates, tax per household and as a percent of wage income is still among the lowest of nearby counties . . . half to one-third that of comparator counties.

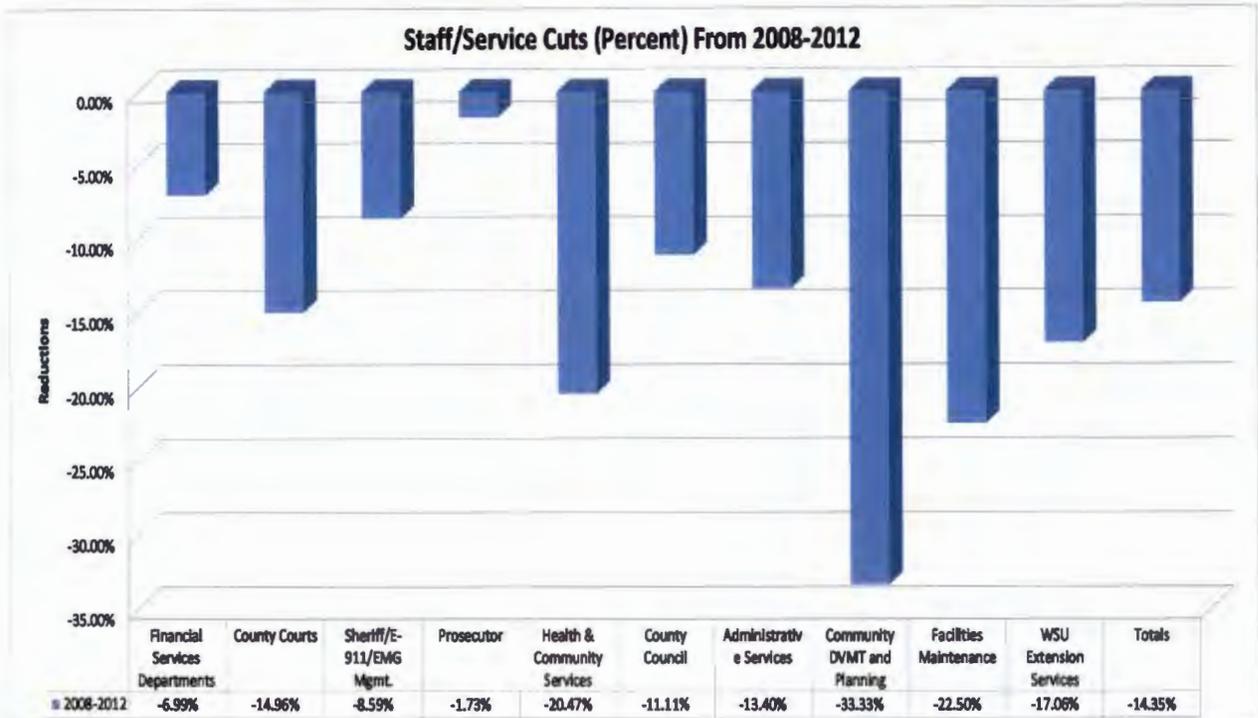




- Agricultural income is only about 1% of the local economy, yet its importance in leveraging tourism and protecting open space, “specialty and boutique” farming, is increasing.



Data: WA Department of Revenue, 3/12/13. Data are available only through 2011; 2012 data avail. 5/1/13



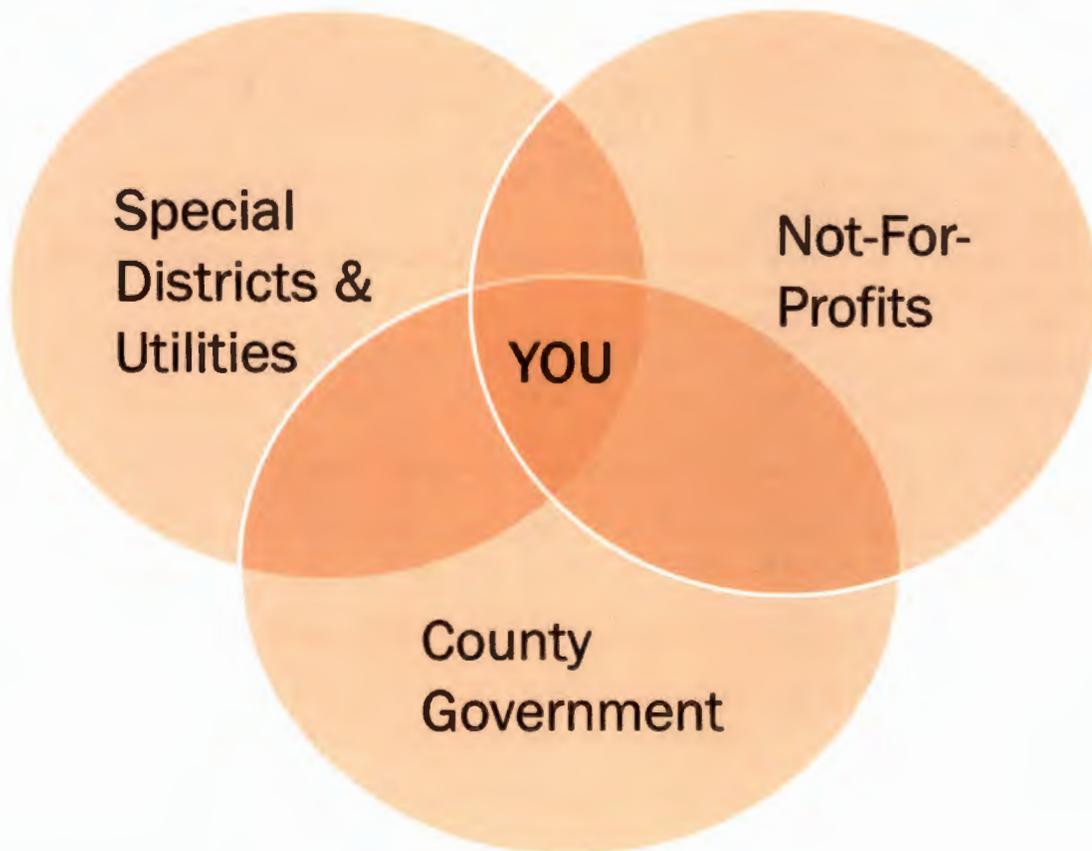
## Conclusions

The San Juan Islands are changing. It is the County's role to protect and enhance Island Quality of Life, and adjust County rules and regulations along with service levels and service mix reflecting the changes affecting the community. The San Juan Community Conversations were our attempt to involve the community in an objective discussion of the changes affecting the Islands, and then in shaping the County's responses to these changes, now and in the years ahead.



### **3. COMMON VISION, DIFFERENT PATHS** **(“FACTS”)**

- QUALITY OF LIFE
- STRENGTHS
- WEAKNESSES
- OPPORTUNITIES
- THREATS
- PUBLIC SERVICES











## 2. Lopez

- Agriculture & WSU Extension (Better Support, Coordination of Resources for Farmers)
- Public Health, particularly access to Public Health Nurses on the island, and Mental Health not related to schools
- Assessments (Current Use Exemption Program Specifically)
- Permitting (More consistent/uniform across applicants, better internal coordination and customer service regarding permit tracking and turnaround time)
- Education (Primarily referring to public education regarding County government functions and other outreach efforts, related to Communications)
- Communications (Better interdepartmental communication and more trust-building between County and community)

## 3. San Juan

- Communications (More than just Transparency, Also Telling Story of What's Being Done)
- Roads & Non-Motorized Transportation (Bikeways, Trails, and safety of shoulder areas, lack of public transportation)
- Open Space Access, Parks (Access to shoreline, better funding for trails and beach access)
- Health Services (Access to mental health care and drug treatment/support, combating drug culture – not just youths, better Sheriff enforcement)
- Recreation (Better utilization of Fairgrounds for local recreation activities)
- Volunteers, particularly in the County's ability to leverage existing volunteer networks and coordinate partnerships that take advantage of non-profit organizations and other volunteers

## Conclusions

San Juan County communities are generally well served by a mix of Special Districts, Non-Profits (arguably the highest number per capita of Washington counties), and County government. The Public Service needs, wants, and physical differences between islands and resource limitations (taxes and otherwise) require differing service levels by island. This goes against a general governmental desire to provide basic, uniform levels of service countywide.

The County should develop a different service philosophy around the following guidelines:

- **Uniform countywide basic service levels** should be provided for Elections, Assessment and Taxation, County Council, Communications, Permitting, Public Health, Courts and Prosecutor, and countywide environmental protection and Comprehensive Planning.
- **Other essential County services may vary mix and level of service** based on the specific needs of each Island for Sheriff, Roads/Bikeways & Trails, Senior/Family/Youth Services, Parks and Recreation, Solid Waste, Stormwater, and Specific/Local Planning (Hamlets and Villages, Agricultural Lands)
- **Beyond countywide and Island-specific services**, the County should seek to provide needed services other agencies can't or provide support and services to Districts and Non-Profits to enable service provision.
- **Supporting collaborations and partnerships** should become a key function of County government – enabling the spirit of volunteerism and self-help amongst Islanders.

## Section Endnote

2012 - 2013 LEVY CHANGES <sup>1</sup>				
Taxing Districts	2012 Requested Tax Amount	2013 Requested Tax Amount	Dollar Increase	Percentage Change
<b>State Levy</b>	17,800,029	15,109,849	-2,690,180	-15.11%
<b>Schools</b>				
Orcas	2,589,619	2,493,892	-95,727	-3.70%
Lopez	1,211,132	1,251,408	40,275	3.33%
San Juan	2,440,611	2,908,186	467,575	19.16%
<b>County Current</b>	5,135,819	5,225,469	89,650	1.75%
Road Shift	309,090	0	-309,090	-100.00%
<b>Conservation Futures</b>	281,142	284,005	2,864	1.02%
<b>County Roads</b>	3,280,390	3,553,974	273,584	8.34%
Diverted County Roads	546,000	650,000	104,000	19.05%
<b>Port Districts</b>				
Friday Harbor	427,508	434,646	7,138	1.67%
Lopez	81,358	82,802	1,444	1.78%
Orcas	176,238	207,422	31,184	17.69%
<b>Fire Districts</b>				
Fire District #2 - Orcas	1,968,924	2,004,791	35,868	1.82%
Fire District #3 - San Juan	1,217,319	1,233,759	16,440	1.35%
Fire District #4 - Lopez	696,248	707,527	11,279	1.62%
Fire District #5 - Shaw	140,554	147,138	6,584	4.68%
<b>Town of Friday Harbor</b>	436,649	448,039	11,391	2.61%
<b>Cemetery Districts</b>				
Cemetery District #1 - SJI	55,858	55,580	-278	-0.50%
Cemetery District #2 - Orcas	19,000	17,000	-2,000	-10.53%
<b>Library Districts</b>				
Lopez Library	398,280	404,955	6,676	1.68%
San Juan Library	1,231,396	1,256,653	25,257	2.05%
Orcas Library	551,606	561,111	9,505	1.72%
<b>SJ Island Parks &amp; Rec</b>	583,704	593,448	9,744	1.67%
<b>Orcas Island Parks &amp; Rec</b>	251,205	174,401	-76,804	-30.57%
<b>SJI Hospital</b>	1,561,267	1,586,734	25,467	1.63%
<b>SJI Hospital EMS</b>	1,197,261	983,030	-214,231	-17.89%
<b>Lopez Solid Waste Disposal</b>	0	98,045	98,045	NA
<b>Totals</b>	44,588,207	42,473,867	-2,114,341	-4.74%

<sup>1</sup> Information from San Juan County Assessor, showing changes in levy amounts from 2012 to 2013 for all taxing districts in San Juan County.



## **4. SUSTAINABLE ECONOMY AND PRIORITIES OF GOVERNMENT (“CONCLUSIONS”)**

### **ECONOMY**

- Agriculture / Farming
- Local / Jobs / Opportunities
- Tourism
- Cottage Industries
- Broadband (Web Businesses)
- Streamlining Permitting & Regulations
- Communications

### **PRIORITIES OF GOVERNMENT**

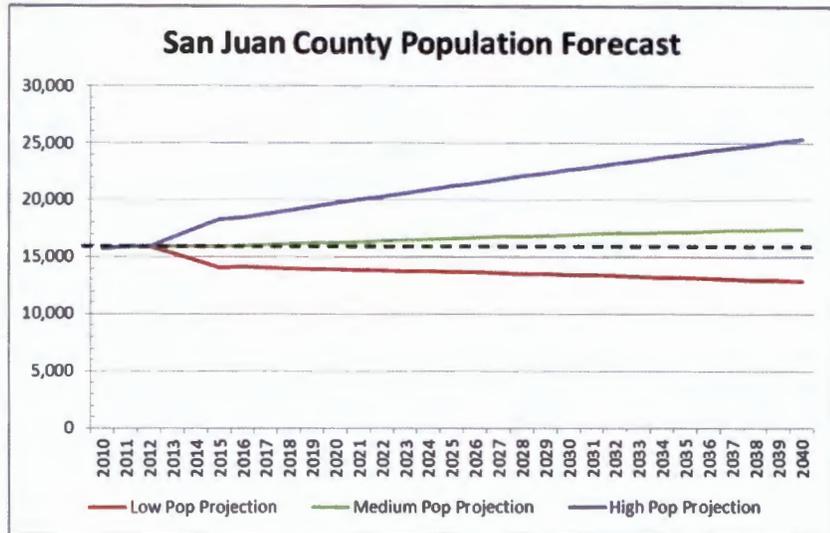
- Health & Community Services (++)
- Community Development & Planning(+)
- Public Safety (+)
- County Management (N/C)
- Public Works/Parks/Land Bank/WSU Extension (-)
- Financial Services (-)
- Property Tax / Levy Lid Lift (+)





## County Population Projections

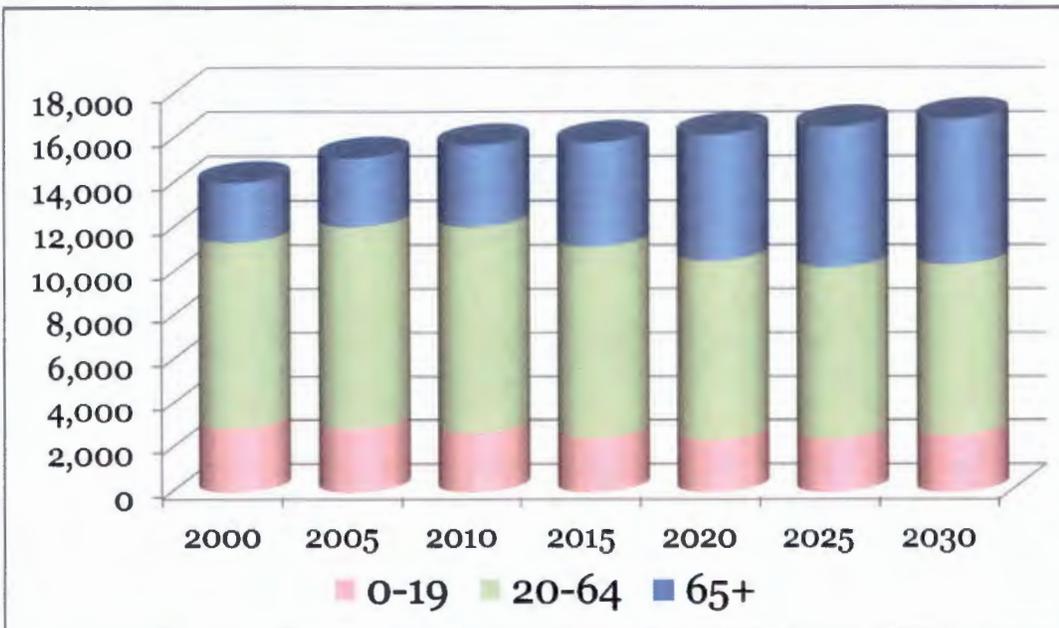
Without a more diverse economy that includes **high-tech jobs** (Broadband), diversified **agriculture** (local foods, boutique or specialty crops and food products), more **affordable housing** (for seasonal and permanent local jobs), and regulations that support **cottage industries**, the Islands will likely see a continued slow decline in the economy and the number of available jobs (particularly family-wage rather than minimum-wage jobs).



Information from the Washington State Office of Financial Management (OFM). Population projections are part of the 2012 Growth Management Act (GMA) update. The green "medium" projection is considered the most likely growth scenario (considering historic growth, fertility, mortality, and migration, among other factors). The "low" and "high" projections are "error bands" around the most likely forecast, looking primarily at historic trends. These projections do not represent particular "alternative" scenarios.

## Population Projections by Age Category

The most likely population projections for San Juan County, as shown in the above two charts, predict very modest growth into the near future, and continued aging of the population. These changing demographics will require a different mix of public services provided by the County and other agencies, as Islanders recognized during the SJC<sup>3</sup> meetings.

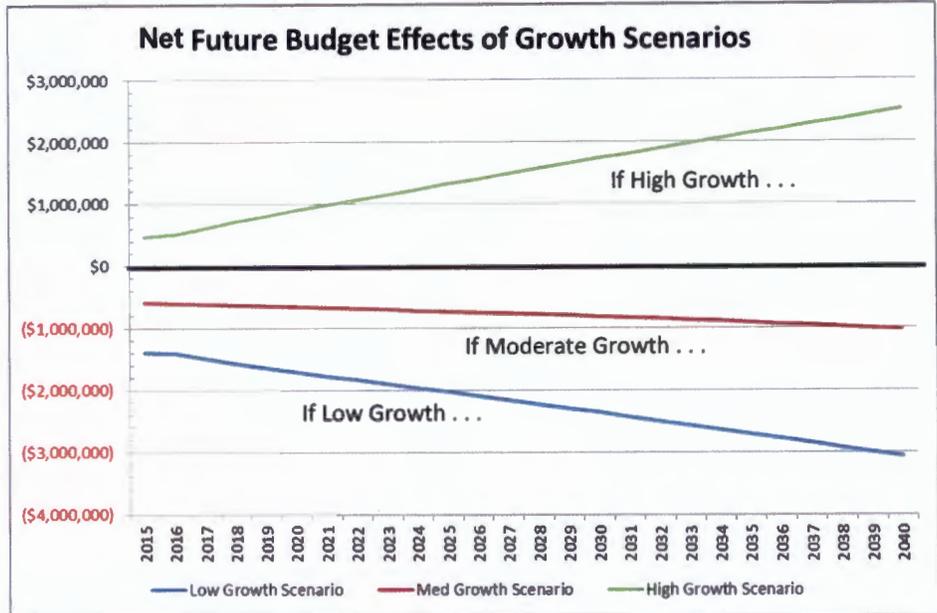


Aging in place may require more healthcare workers, for example, and whether those jobs can be filled locally will depend on the availability of affordable housing for those workers.

Based on 2012 Growth Management Act (GMA) projections from OFM.

## Likely Econometric Forecast

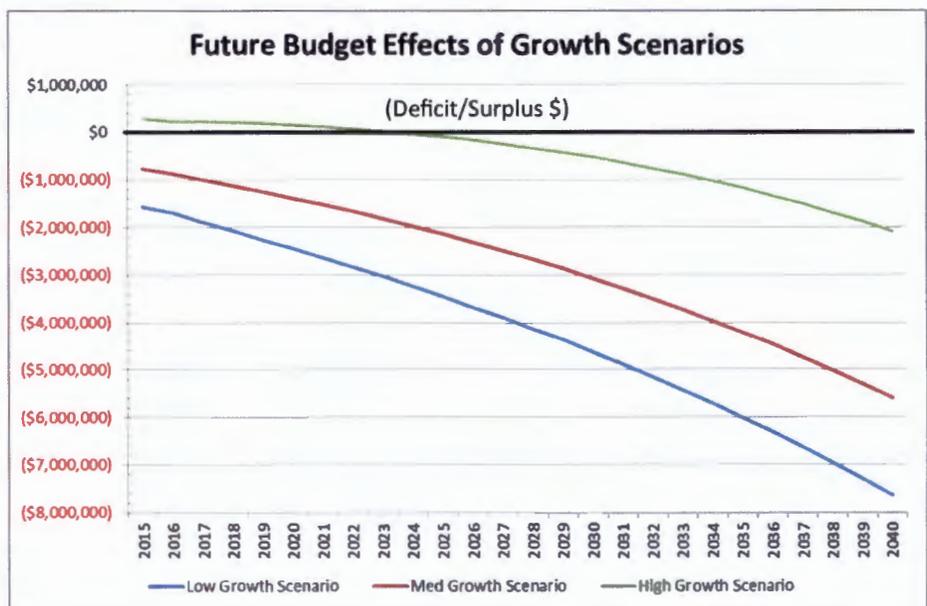
A stagnant countywide economy will result in a slow decline in County revenues to support even current levels of service. The above chart represents a likely econometric forecast of structural County budget deficit/surplus. Assuming low inflation (2%) in the coming decades, maintaining current policies on economic growth and County services expenditures will result in a budget deficit that will slowly increase over the coming years. Only if population growth approaches the high end of GMA projections (an “error bar” that assumes the rapid growth of the past decades will return) will current conditions support a sustainable County budget.



*This forecast projects the net effect of County property and sales tax revenues against general fund expenditures. Using linear regression analysis, all factors but population are held constant. The growth in property taxes is limited by the statutory 1% growth and a variable for new construction, and expenditures limited to a variable for inflation. Only sales tax revenue responds to population as a variable, based on the 2012 GMA projections.*

## “Worst Case” Econometric Forecast (Growth Scenarios & Higher Inflation)

Simply assuming a slightly higher inflation rate (3%) has a dramatic impact on the County budget. These forecasts show that under the current countywide economy and tax base, the limited growth of property tax revenues and population-dependent sales tax revenues will be insufficient to maintain current County services into the future.

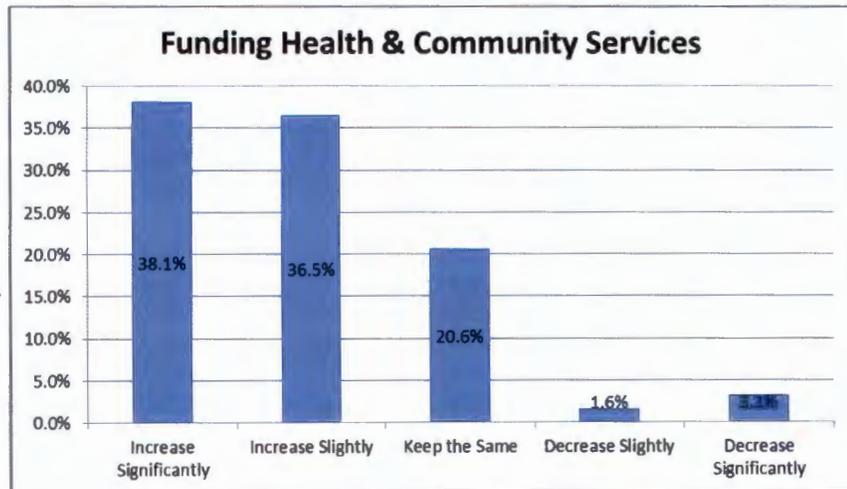


## 4.2 Priorities of Government

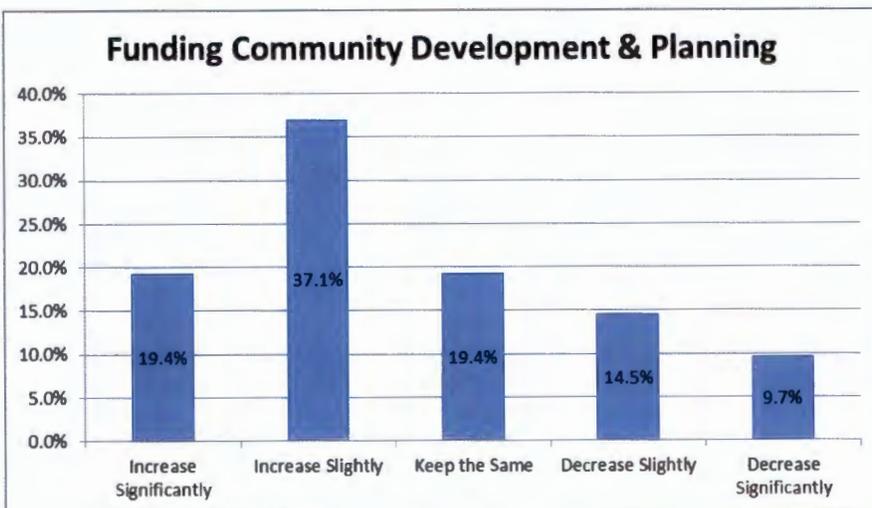
Before developing the 2014 Budget or asking to renew the expiring Levy Lid Lift, we wanted to get a better sense of where Islanders felt we might adjust **priorities within existing tax levels**. Again, while tailoring services to fit each Island’s needs will be necessary, generally Islanders were very sophisticated in seeing the linkages between “needs improvement” areas and shifting Priorities of Government. Our conversations on **Priorities of Government** revealed some interesting perspectives on how the County should rearrange its mix of service levels.

### Health and Community Services

Recognizing the rapidly aging population and declining wage growth of the Islands, Senior Services, Human Services (for seniors, families, and youths), and Public Health Nursing to help seniors remain in their homes were favored for increased funding. Environmental Health and Community Services were also generally supported.



### Community Development & Planning

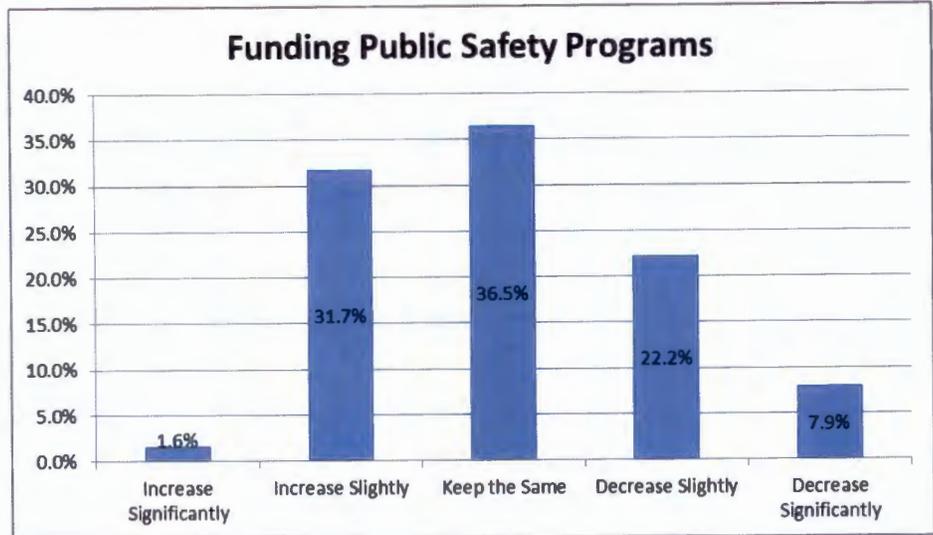


While Islanders want environmental land-use and building codes simplified and permitting processes streamlined, they also recognize that Community Development and Planning may not be adequately staffed for the current workload, let alone the needed task of streamlining.

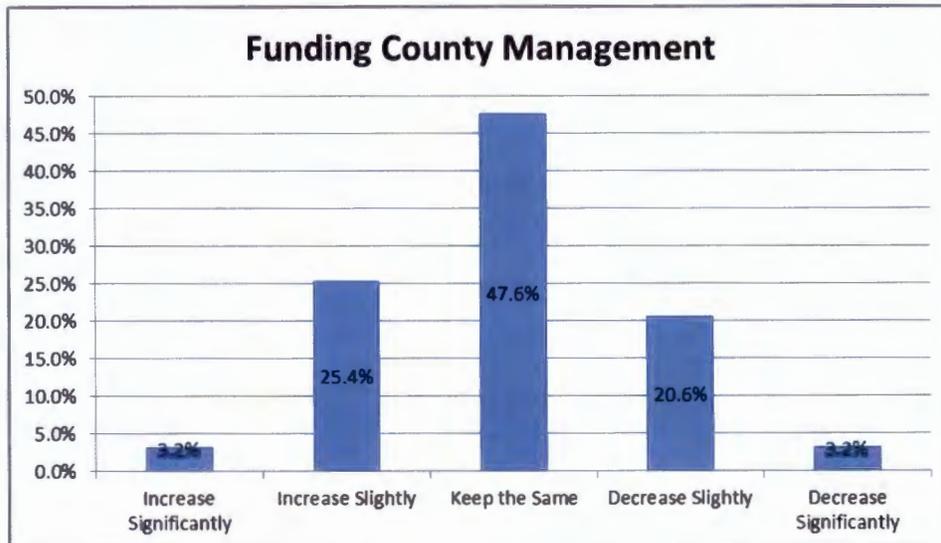
## Public Safety

Islanders recognize the generally low crime rate in the Islands and the seasonal impacts of tourism. In the **communications** area they want to see that island-wide Dispatch services are adequately funded and Sheriff's patrols maintained. They would like closer collaboration between the Sheriff, Schools, and

Public Health regarding drugs and a combined education and enforcement effort. Generally speaking, current Public Safety service levels are about right (given the 2012 voter-approved Public Safety Sales Tax for existing services). Some increase in Dispatch/9-1-1 and targeted increases for Sheriff Patrol would be supported.



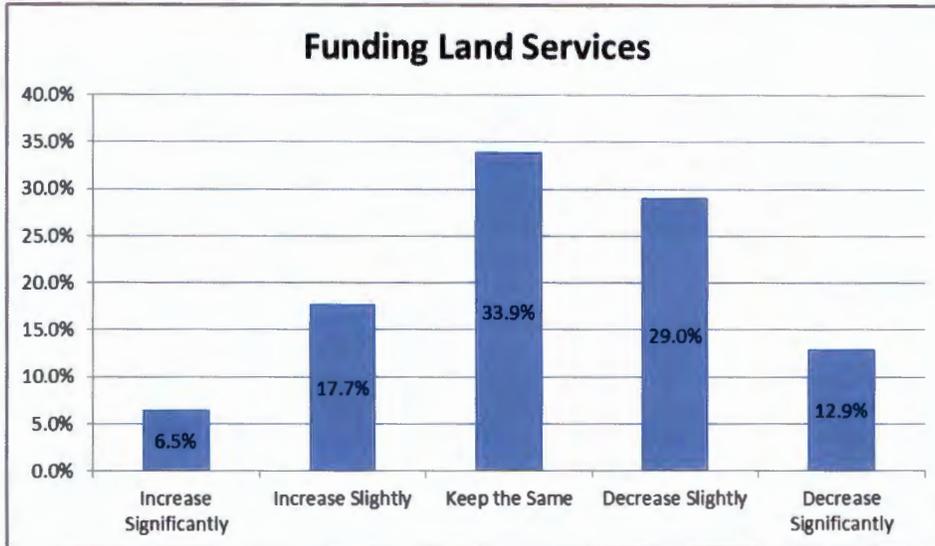
## County Management



Islanders recognize the challenges the County Council is facing and want them to have the information they need for good countywide operations and strategic planning for the Islands' future. They recognize the importance of high quality, well-trained staff and therefore Human Resources. They understand that an Island

Service Strategy for the future is likely to be technology-based, and that Information Technology and Geographic Information Services are important to both County service delivery and economic development. While some would support a slight increase, a plurality felt funding for County Management should be kept about the same.

## Public Works, Parks, Land Bank & WSU

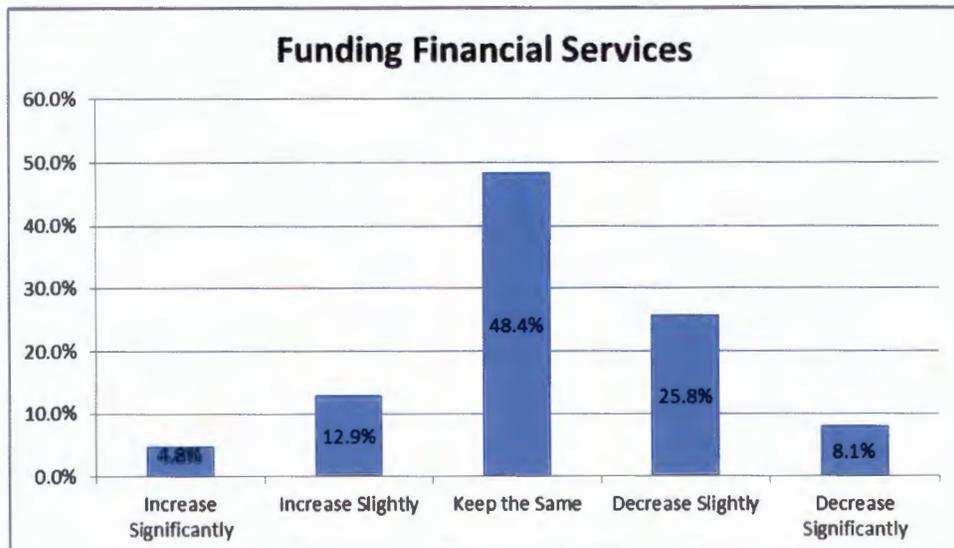


Islanders recognize the need to maintain and improve County roads. However, they also see the need for bikeways and trails for use by both locals and tourists. Could funds be decreased slightly for Roads and increased for alternative transportation? Can closer cooperation between Public Works, Parks, and Land Bank yield better results

within existing resource levels? The WSU Agricultural Extension is seen as supporting local agriculture and developing new agriculture-based economies. Generally, Islanders would keep the current levels of funding or decrease them slightly.

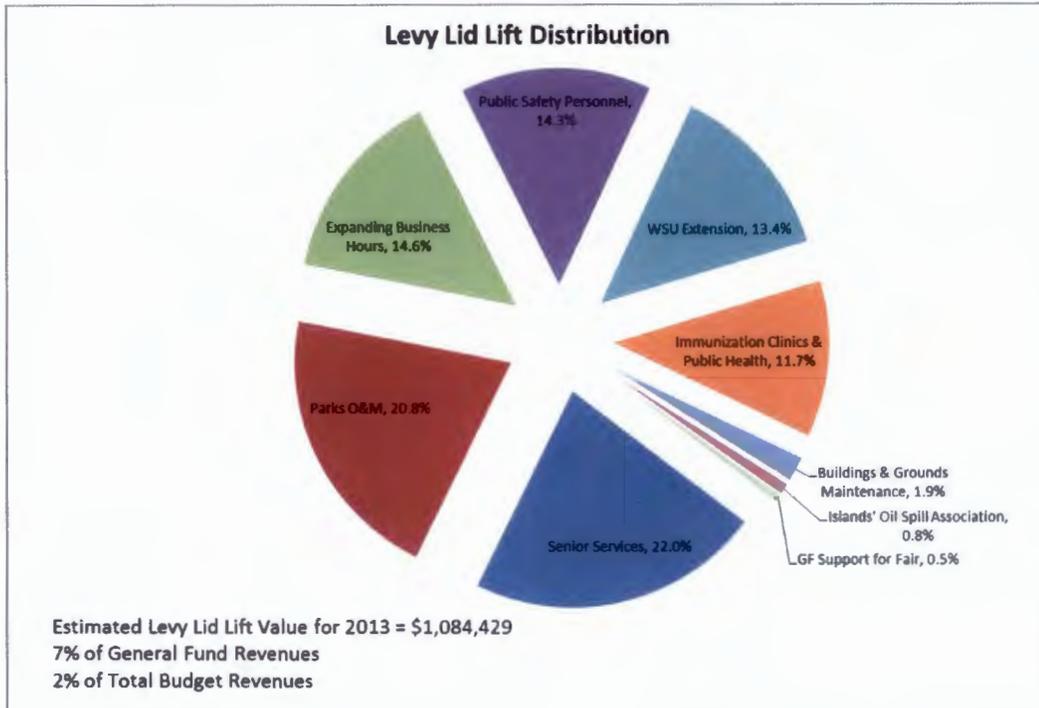
## Financial Services

Recognizing the difficulties and challenges of the Assessor's Office, Islanders want fair and consistent appraisals as a basis of fair taxation. They value the importance of the Elections function and the Auditor's Office generally. They don't fully understand the Treasurer's Office but see its importance. Overall they see Financial Services funding staying the same, or a slight decrease if cooperative efforts could achieve some cost savings between the three departments.

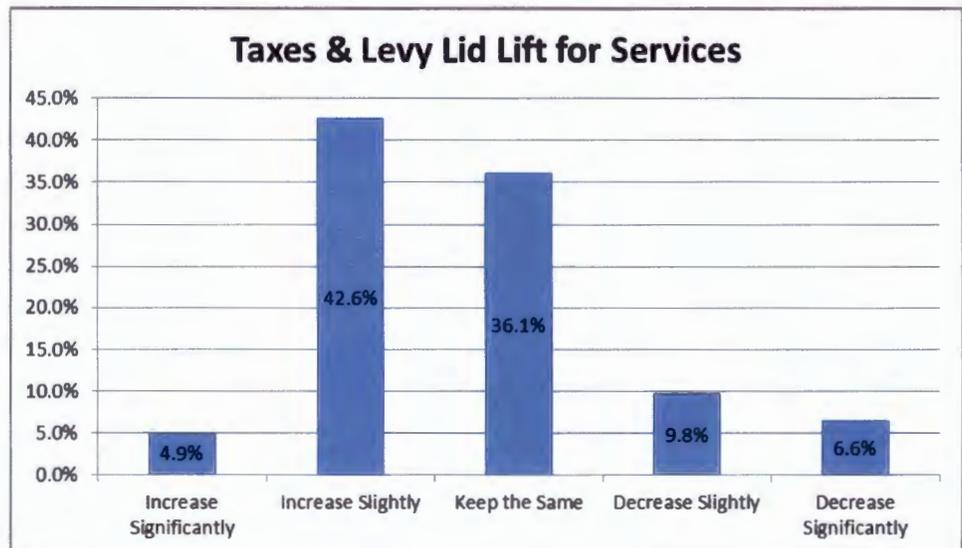


## Tax Levels and Levy Lid Lift

While we did not ask specifically about the existing Levy Lid Lift (6-year levy from 2010-2015, expiring in 2016), the mix of services in that levy may not be the same when asking for renewal. Clearly Senior Services, Public Health, Public Safety, and Parks & Recreation retain support, along with WSU and its support for agriculture. The other general government components need a closer look.



Overall, after adjusting service levels in the 2014 Budget, the Council should go out again to the community to see if that mix works, or if in renewing the Levy Lid Lift, the mix or level of the tax levy should change. When asked, a slight plurality of Islanders said they would consider increasing the levy slightly, with the next-largest group preferring to keep it about the same. That discussion should occur in the first quarter of 2014, in time for a replacement levy to be placed on the Fall 2014 ballot.





## 5. ACTIONS (RECOMMENDATIONS)

- ECONOMIC STABILITY
- VISION & VALUES ALIGNMENT WITH CODES & PROCESSES
- SUSTAINABLE BUDGET
- ORGANIZATIONAL ALIGNMENT





## 5.1 Economic Sustainability

The long-term health of the Islands will depend upon their ability to truly support “a wide spectrum of stable, year-round activities that provide employment for islanders.” Diversifying the Island economy will be a multi-year process, requiring strategic vision and partnerships with the many organizations that promote economic development in the Islands. Some near-term actions the County can take to help pursue greater **economic sustainability** include:

- Designate the County Manager, or other senior official, as the County’s Economic Development Director to coordinate with the Economic Development Council, the Town of Friday Harbor, and island Chambers of Commerce.
- Update the Economy Element of Comprehensive Plan, placing emphasis on the new economic realities of the Islands after the “Great Recession”.
- Update the Transportation Element of Comprehensive Plan, recognizing islanders’ desires for better transportation options on individual islands – including safe avenues for bicycle and pedestrian travel – and between islands.
- Recognize and support the necessity of “Complimentary Sectors” of the economy – including agriculture, the arts, and County and State Parks – that support a good quality of life and make the Islands a premier tourist destination.
- Invest in the infrastructure for advanced technology and communications, such as the recent Wireless Ordinance (Ord. 10-2012) and high-speed internet proposals, that high-tech and web-based businesses need to succeed and to expand the County’s Island services.

## 5.2 Vision & Values Alignment with Codes & Processes

County codes and processes have been adopted individually over the years to address specific problems facing the Islands. However, in some cases these individually benign codes have combined to conflict with the Vision and Values of the Islands community. This may not mean that the particular codes or policies are bad, but the County should review areas where community values are not being served by current practices. Some areas that could use scrutiny:

- Supporting local small businesses and cottage enterprises is hampered by a lack of available supportive zoning (rural commercial, rural industrial and rural general), businesses in nonconforming use zones that cannot expand, and apparent confusion over regulations regarding “home-based occupations” vs. “cottage enterprises”.
- Providing affordable housing for seasonal and permanent workers runs into conflict with restrictions on RV parks and in some areas lack of safe “non-motorized” transportation avenues.

- Promoting local agriculture and economic diversity seems to be in conflict with certain regulations regarding “farm stands” vs. “farm stores” (specifically potential conflict between Health and Building codes) and how the Current Use program’s requirement for an “intent to profit” may preclude “agro-tourism” that has “mixed-use” agricultural plans (Italian “Agriturismo” as an example); work with Assessor to maximize legal Agricultural tax exemption.
- Sustainable tourism that serves the community’s needs is hampered by requiring vacation rentals to attain Conditional Use Permits rather than Provisional Use Permits, permit restrictions on some events (such as the Shakespeare company) that may prevent them from operating in the shoulder season, and mixed policies regarding “agri-tourism”.
- Good governance and customer service values are hampered by incompatible computer systems and databases between departments, particularly for tracking permit applications.

### 5.3 Sustainable Budget (2014 Budget and Levy Lid Replacement)

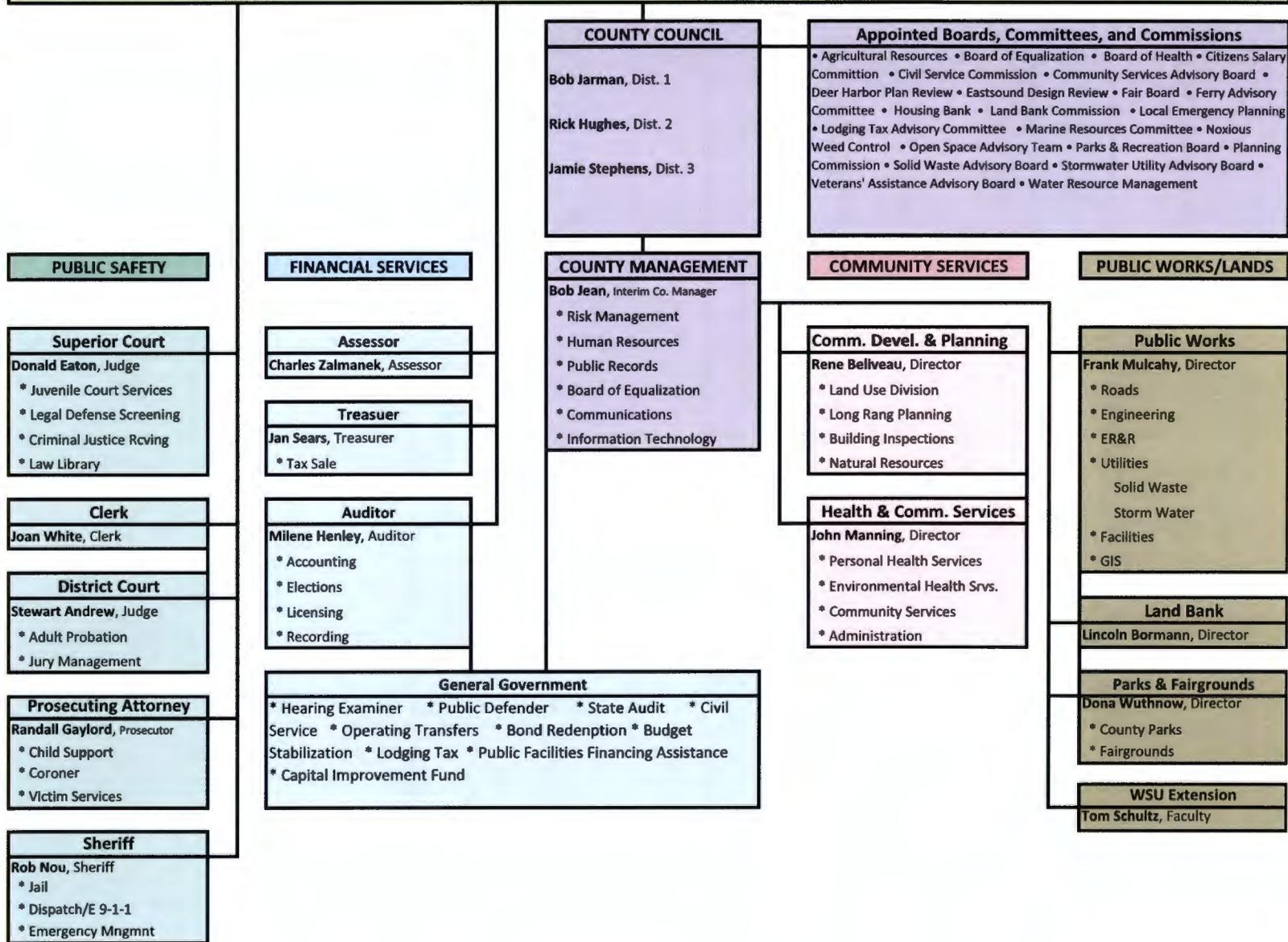
While diversifying the Island economy and harmonizing County codes with community values are important tasks for the mid- to long-term, in the immediate future the County needs to focus on maintaining a sustainable budget that delivers desired services within resource limits. As the County Council crafts its 2014 Budget and looks forward to putting a Levy Lid Lift renewal on the Fall 2014 Ballot, some ideas from SJC<sup>3</sup> could help guide the discussion:

- Strategic investment in **technology**, especially as it relates to service delivery and customer service, could reduce process times and costs and make it easier for residents of islands other than San Juan to access information remotely.
- The County needs a coherent **communications** plan that keeps the public informed of important decisions and everyday success stories, and also provides avenues for meaningful public input.
- Increased funding for **Health and Community Services**, especially in areas like mental health and substance abuse, could help solve personal crises before they enter the Law & Justice realm.
- Islanders appreciate environmental protection and safety efforts, but want their **customer service** experience with Community Development and Planning to be more streamlined and friendly, and recognize the need to invest in better staff training and technology to manage the department’s workload.
- Finding opportunities for **cost-sharing in the Financial Services** departments could improve customer service opportunities, but will require investments to remodel the current service area
- Public Works, Parks & Fairgrounds, Land Bank, and WSU Extension collaborations, especially related to trails and bikeways/bike paths need to be encouraged.
- A true 6-year Capital Improvement Plan and Financing Strategy, including facilities needs to be completed, with consultant help only as needed.

## 5.4 Organizational Alignment and Sustainable Budget

- The **current organization structure** drives up cost and limits service improvements. The current departmental and organizational structure has about reached its limit as far as further budget cuts and yet maintaining core or limited service levels.
- With upcoming retirements of senior elected and appointed officials, the County Council should review the possibility of **functional consolidations or combinations** of certain duties and functions to both reduce cost and increase, or maintain service levels.
- **Financial Services** cannot be effectively reduced in cost or improved in service levels under the current separate Department structures. Consideration should be given to:
  - ◇ Combining the elected **Assessor/Treasurer** positions into one elected position (as in Pierce County) then reallocate the FTE where needed or used to reduce cost. A Charter change would be required and timed with the Treasurer's retirement.
  - ◇ **Functionally combining** and reducing "front-counter" support staff and **cross-training** them as "generalists" to support the "specialists" in Assessor/Treasurer and Auditor offices. Some facility remodel may be necessary to accommodate this realignment. The Assessor/Treasurer/Auditor should be charged with bringing back an implementation plan to reduce cost while maintaining or improving services. Any new FTE in these Departments should be offset by these efficiency improvements.
- **Community Development and Planning** needs a major Code Simplification and Process Streamlining effort. Yet, current high-priority workloads keep pushing this out.
- **Task Teams** (temporary work groups involving cross-functional inter-departmental staff, and on major projects a Councilmember and/or community members) should be encouraged.
- **Intra-Departmental Teams** should be encouraged amongst: Public Safety, Financial Services, Community Services, and Public Works/Land Services (Public Works, Parks/Fairgrounds, Land Bank and WSU Extension) to pursue functional collaborations.

# CITIZENS OF SAN JUAN COUNTY



## 6. DATA SETS (APPENDIX)

- **Week One—Quality of Life**
  - Countywide Clouds
  - Orcas Island Clouds and Table Notes
  - San Juan Island Clouds and Table Notes
  - Lopez Island Clouds and Table Notes
- **Week Two—Public Services**
  - Countywide Clouds
  - Orcas Island Clouds and Table Notes
  - San Juan Island Clouds and Table Notes
  - Lopez Island Clouds and Table Notes
- **Week Three—Economy and Jobs**
  - Countywide Clouds
  - Orcas Island Clouds and Table Notes
  - San Juan Island Clouds and Table Notes
  - Lopez Island Clouds and Table Notes
- **Week Four—Priorities of Government**
  - Countywide Clouds
  - Orcas Island Clouds and Table Notes
  - San Juan Island Clouds and Table Notes
  - Lopez Island Clouds and Table Notes
  - Polling Results—Countywide
  - Polling Results—Orcas, San Juan, Lopez Islands



**WEEK 1**  
**DATA SETS**

**WEEK 1 DATA SETS**

**Quality of Life**





## Orcas Island – “Quality of Life” Table Notes

- Environmental beauty is a priority – needs protecting – forests/mountains
- Diversity in our community is good
- Take care of one another – show up at neighbors door
- Need economic opportunities so young people have jobs
- People here are friendly – we expect that
- Regulation can actually hamper – water requirements – building – cleaning up our yards
- Affordable housing must continue to be a priority
- People in poverty are having difficulty having their needs met – shelter – paying power bill – groceries – social services are being stretched because of budget cuts
- Folks with mental health issues or substance abuse are hidden here, but exist & find it difficult to have needs met
- We have a strong education system. Our community gives strong support
- We have lots of artists & musicians. But they struggle sometimes to make ends meet
- Talking to “authorities” 1<sup>st</sup> instead of neighbor who is “out of line” in our minds is a weakness
- We need common sense to protect our water – pesticides, fertilizer – septic systems
- We have a good educational effort to protect the eel grass, the Sound
- The Land Bank efforts are commendable
- The Noxious Weed Board is doing well
- It takes 2 or 3 jobs for many of our young families to survive. So seek to expand economic opportunities, support local business
- Enviro – Affordable housing some but more will be better
- Compatibility to get along, friendliness
- Balance of econ & environ
- Tourism
- Know your neighbor = good quality of life
- People care for one another
- How we get along as a community even if do not get along
- Used to get along more
- Age & income mix
- Community sub groups – snowbirds, 2<sup>nd</sup> home, part timers – a factor in not getting along
- Isolated non-participatory
- Outreach to each other
- Scenic
- Some say clinics, food bank, medical clinic
- Full time employ
- Not met need – Retirement home missing
- ESL need
- Affordable housing needed
- EMT good
- Continuing education
- Needed – new folks & workers
- We want Skagit on Orcas
- Full time employment
- Promote biz – zone/law/permits
- Help construction
- Tourism is seasonal, focus on shoulder season (boost)
- Broadband will help, OPALCO – Great!
- Chamber music fest
- Shakespeare
- Opera
- Venues for teaching and performing are cost prohibitive
- Great opportunities – arts & culture

- Neighborhoods is character
- Need help with crimes, drugs, pregnancy, poverty, new families, ecology is declining
- Protect & preserve hamlets, encourage them to be viable & strong, enforce the plans, improve & keep character
- Sometimes too much
- Pollution up, fish down
- Bike safety needed
- We have amazing human resources, talented people, a lot to offer
- Need more diversity, less clannishness
- Interest in agriculture is great but a little worrisome ecologically
- High divorce rate here – look up census
- Cancer treatment – will Friday Harbor Peace Health be able to help enough with chemo & radiation?
- Deer & rabbit & noxious weed problem
- Beauty – Orcas & other islands
- Clean – beautiful water
- People CARE about the environment
- Volunteer @ Soup Kitchen
- High # of non-profits
- Friendly shop keepers
- Family community
- Helpful neighbors
- Fresh foods – produce, fish, farmer's market
- People seem HAPPY here
- Active hiking around lake
- Safe community – shocked w/ some crime, but compared to other places
- Moran State Park – resources
- Artists – learn to do art
- Small scale – feel I can connect w/ community
- Ways to share my gifts – EDC, LSJI, mentoring, non-profits
- Safe place to raise our kids – RURAL SETTING – identify/ belonging in the community
- Network of parents – know what's going on
- People who live here come from diverse, interesting backgrounds
- Fond of Eastsound – part of the County, not a separate government
- Fire & EMS services are strong across the islands
- Orcas Center, library & medical center – built with donated resources and strong support
- A lot of events/education/entertainment
- No traffic – no red lights
- "I've lost the key to my house" – and that's a good thing
- Caliber of restaurants
- Good health care for seniors – Senior Center lunches
- Water adequate & good – self-controlled utilities
- OPALCO is more resilient – fewer outages
- Local services provided – more robust
- Childcare has gotten stronger w/ infant/toddler care & lots of options – Montessori, Salmonberry, Children's House, Kaleidoscope
- Great camps – Camp Orkila, Four Winds, Day Camp, K-6 Grades
- No state income tax – financial benefits
- Tourist & retirement economy – blessing & curse
- Strong spirit of community care – help out
- Clubs to join – Kiwanis, Lions, Oddfellows, etc
- Not city – dark at night - quiet
- Freedom, neighbors helping neighbors, safety & security
- Quality of environment, country roads, eagles in trees
- Community – connect as much or as little as you want

- Island dynamics
- State park, Land Bank parks – public space
- Beauty, quiet, sense of community, organic food
- Appreciation for farming and organic food
- Smart, intelligent, creative, heartfelt people
- Loves the small town aspect after moving here – need to protect that – connectedness of small town aspects
- Ocean – the marine environment
- Protect our unique culture – diversity
- The island self-selects its population (how we got here)
- Food and Seed to Plate Movement – permaculture
- People to be individuals and characters
- Incredible tolerance here
- Great mix of healthy and all incomes that to live here differently – tolerance and not judgmental
- Adaptability – to stay – need to be adaptable – as life changes here people adapt to stay here
- Every island is unique – maintain the unique quality of each island
- Do what we can to maintain our little towns – Doe Bay, West Sound, etc
- Teenagers look you in the eye
- Healthy environment for kids
- Economic opportunities
- Hard to make a living
- Young people leaving due to lack of opportunities
- Food bank as economic “thermometer”
- Year-round rental dwellings, especially at low cost, are lacking
- Basic needs – Infrastructure, education, water, food, health services, public transportation, shelter (affordable at all levels), fuel, heat, electricity, public arts & culture
- Non-year-round properties should also shelter year-round dwellers, perhaps as care-takers
- Lack of affordable housing (huge need)
- Rent control?
- Diverse society: economic, age, education
- Long-term planning: not quick, easy solutions, not necessarily efficient solutions
- Elected officials should be in it for the long term: no facile promises
- Medical services are not universally available or affordable, medical clinics are underfunded, medical specialties are not locally available
- Emergency mental-health support is not available
- Everything we need is here, but not everything we want. We are on an island, after all
- Sustainable farming: we have it and it’s good. Preserve it
- Small town, but culturally alive
- Sharing, equality
- Income inequality
- Answer to all Qs – “enough”
- Basic needs – food, water, shelter (homeless families), access to potential solutions
- Health and wellness – access medical, dental, mental health
- Education – preschool, day care, higher education
- Healthy environment
- Economic opportunities (access to internet, keeping kids here)
- Neighborhoods, island character
- Senior Center
- Orcas Island Community Foundation
- Buck Mountain
- Rural
- Recreational opportunities on land and water
- Educational – especially vocational opportunities post high school
- Economic opportunities

- Broadband communications & access to technology
- Earned income low vs. Unearned and investment income
- High quality of health services
- Medevac and hospital access
- 25% of students K - 12 below poverty level
- Lack of commercialism and traffic
- Safety and security and privacy: Island Time!
- Arts & culture excellent
- Strong volunteerism, especially seniors
- Philanthropy high in time and treasure
- Healthy clean environment
- Simple, friendly, cost conscious
- Regulations and services
- Diversity of age, income and culture, ethnicity
- Wants less government, less taxes, less regulation
- Jet noise concern
- More input towards County policy
- Feel like there needs to be more neighborly – class in civics
- Peace and quiet
- When people are buying property they should check what neighborhood they are in (e.g. Gun club)
- Life is good
- Kids who graduate from local schools who decide to live here, get support
- Not unproductive help. Need County to help
- Would like to see diverse communities
- County should make it easier to get permits
- Would prefer “Town Hall” type meetings
- Joyful happy people
- How do we coexist with a diverse population in safety?
- Needs to be more welcoming
- Islands have unique environmental fragility – need to be aware of that
- Broadband
- We love it here & it is beautiful
- Basic needs – need youth & elders – retirement, med tax
- More affordable housing, mental health, drug tax
- Skagit Community College – Please come to Orcas
- Need ESL
- Notice division with Snowbirds & 2<sup>nd</sup> home owners – need to come together
- Crime & drug – need help with this
- Hood: broadband will boost full time employment
- Balance economy & environment
- Venues for teaching & performing are cost prohibitive to locals
- Love how scenic it is
- Recreational opportunities are good, let’s take care of them
- Healthy environment = tourism = money = happy
- Protect & preserve hamlets that give us character
- Safety
- Independence, private
- Belonging
- Beauty
- Community – arts, schools
- Not enough economic opportunities
- Lack of broadband
- Economy – permit process

## Orcas Island – “Strengths” Table Notes

- Diversity of People
- Nonprofits provide what government does not provide
- Volunteers
- Sense of community
- Scenic beauty
- Our kids are involved
- Environmental conscientiousness
- Comprehensive Plan
- Sustainable Orcas community
- Adult involvement with kids’ activities
- Churches/Spirituality
- Opportunities for kids – Fun House
- Free ferry to Friday Harbor & Friday Harbor is walkable
- Meetings galore
- Lots of coastline
- Moran State Park
- Land Bank lands – Turtleback
- Recreational opportunities
- Appreciation for history
- Senior Center
- Fun House
- Diversity
- Arts
- Public access to nature
- Privacy
- Small-town community
- Education
- Environment
- Volunteerism
- Expertise of Islanders in many fields
- School system
- Creative people – thinkers
- Healthy atmosphere, environment
- Arts & culture are strong
- Wonderful library
- Walking town center - & close enough to home
- Land Bank – a treasure
- Great airport
- Great medical support system
- Orkilla camp – Four Winds, environment training
- Good Fire Department
- Compassionate community – responds to needs
- Farmers’ Market
- Good service organizations: Lions, Kiwanis. Food bank, Fun House
- Good preschools
- Adults care about kids & invest in them
- Tremendous talent pool
- Ferry system
- Educated affluent population
- Environmental steward
- Natural beauty

- Community
- Evolving agriculture
- Public safety systems
- Volunteerism – care
- Personal safety & a culture of caring
- Natural recreation
- Isolation – calm
- Arts culture
- Airport – pilots
- Diversity: age, money, “wide range of weirdos”
- Creativity – survival & how to make things work
- Natural beauty
- Location – Pacific Northwest, rain shadow, island – we have water
- Healthy environment
- Community – caring about on another
- Resilience
- Size of island & County – you can make things happen
- Engaged population – “we participate”
- Educated population
- Live & let live – tolerance!
- Hard-working
- Volunteerism
- Neighbor helping neighbor
- Ethos of self-sufficiency
- Nature – access, beauty, condition
- Old-fashioned charity
- Rural – no suburban styles, no urban isolation (no walls, gates)
- Low crime
- Hamlet individuality
- EMT & Fire – great
- Arts & depth of knowledge & experience – human resources
- Recreational opportunities
- K-12 Education system
- Educated public
- Arts & culture
- Volunteerism – philanthropy – time & treasure
- Tourism
- Diversity – income, age, culture
- Safety & security
- Community commitment to undeveloped
- High quality healthcare
- People helping people
- Strong community loyalty
- Informed electorate
- A feel of community
- Cottage industries, creative opportunities – supported and encouraged
- Geographic diversity, community support for kids & schools. Volunteerism
- Beauty, environment, parks, water, sky
- Willingness of community to come and discuss
- Transportation
- People willing to pay for things they think important
- EMT
- Sense of freedom
- Diversity of people
- Our nonprofits that fill the gaps. Thank you!
- Volunteerism
- Sense of community
- Scenic beauty
- Kids are involved
- Eco & enviro conscientious
- We live on a true island
- Our comp plan, our organizations
- Adult involvement with kids, opportunities
- Churches & spiritual groups
- Music community
- Free walk-on, especially Friday Harbor
- Meetings galore!
- Coastline, especially the public ones
- Moran State Park, Land Bank, Pres Trust
- Appreciation for our history
- Senior Center, Fun House
- Recreation
- Open spaces
- Medical services
- Good restaurants
- High quality fresh foods
- Community spirit
- Hitchhiking
- Nonprofits
- High level educated people
- Quiet & safe
- Neighborhoods – stroll community
- 911 services great
- Great access products & services
- Beauty
- Moran State Park
- Access to public land & parks
- Library
- School – variety
- Ferry (filter)

## Orcas Island – “Weaknesses” Table Notes

- Not enough public access to shoreline
- Lack of public transportation
- Increasing cost of ferries
- High cost of living
- Low-wage jobs & temporary & seasonal jobs
- County departments are concentrated on San Juan
- Lack of ESL English as a 2<sup>nd</sup> language
- Complexity of the new CAO
- Complexity of regulations
- Lack of employee retention in County Government
- Ditto for health services, Dr. Bailey (dentist is leaving)
- Lack of consistent broadband
- Lack of continuing education
- Lack of higher education on Orcas
- Mental Health Care is below the need – lack of professional counselors that are well-trained in specialties
- Lack of assisted living for seniors
- Lack of well-paying jobs
- Lack of sufficient social services for younger families
- Seasonal life style
- Bicycle lanes needed
- Diversity
- Affordable housing (lack-year-round)
- Poverty (unacknowledged)
- No assisted living
- Public transportation (year-round)
- Insufficient ferry service
- Living-wage economic opportunities (maximum two jobs)
- Insufficient land under cultivation
- Islanders suffering under high-priced tourist economy (see housing, above)
- Access to County services (what used to be at the Senior Center) – to some extent ferry-related
- Rumor mill & exaggeration
- Ferry is getting very expensive
- Cost of
- Competitive businesses
- Depend upon tourism for survival
- Business hours can be limited
- Only a few job opportunities, so if a slowdown in like construction – it affects many folks
- Isolation
- County Government on different island
- Excessive regulations & “rules”
- Isolation – services, supplies, treatment, transportation
- Ferry system (cost)
- Economy – jobs – “working class opportunities”
- Rent
- Access to purchase homes
- Hispanic population integration
- Lack of broadband
- Cell service
- Management of large scale emergency preparedness – Fire, EQ
- Community engagement with Sheriff’s Department
- Social & mental health support

- Vision of county-wide collective communication coordination
- Gaps in continuity (18-25 & aging in place)
- "Doctor Wars" (need more cooperation between doctors)
- Expensive to buy a home or property
- Reproductive health – need more local services
- Unrealistic expectations (fantasy vs. reality)
- Cost of commercial space (support & retain affordable retail space)
- Dependence on tourism only (construction too)
- Mental health needs not addressed – isolation
- People not self-sustaining
- Island economy (family wage job few and far between, cost of living high)
- Middle-class families are struggling
- Housing that's affordable & appropriate not available
- Rely too much on government to solve problems (i.e. we need houses – availability taken away when guest houses went away)
- Transportation
- Lack of awareness about homelessness & similar problems
- Public sanitation
- Ability to earn living wage
- Dysfunction & distrust in County Government
- "We've always done it this way"
- Seniors: food – MW & hot meals only 2x week, long-term care, coordination of care, medical care, adult day care
- Mental health resources
- High costs: living, transportation, food
- Economic opportunities: post second opportunity & vocational education
- Lack of broadband & tech access
- Permitting process – high cost & timeliness
- Lack of local public transportation
- Affordable skilled labor
- Lack of high wage jobs
- Low earned income
- Loosening of regulations on very small business
- Need faster broadband
- Clannishness, unsocial neighborhood
- Not enough for kid tourists to do
- Heavy rents – more justified formula for business rental in Eastsound
- Need assisted living solutions
- Commercial business too many restrictions
- Public transportation lack
- Ferry fees so high, schedule especially Friday Harbor, even interisland is prohibitive
- Shoreline access lack
- High cost of living especially food, gas (basics)
- Low wage temp, seasonal jobs, jobless
- Lack of government office access
- Lack of ESL
- Over complex rules, permits
- Lack of employee retention, full time job track
- Lack of consistent broadband
- Lack of higher education opportunity
- Lack of mental health especially affordable specialist
- Lack of social service help especially new arrivals
- Seasonal lifestyle is difficult – not easy to sustain, high turnover
- Bike lanes insufficient
- Lack of broadband
- Cell phones service
- Econ – permit
- ESL
- Food restaurants
- Lack of year-round services
- Lack of shoulder season activities
- Westside
- Lack of shoreline access
- Too much independence
- Lack of organized activities
- Lack of consistency
- Better coordination between venues
- Transportation
- Geographically challenging
- Communication
- Orcas nets more taxes in county than other islands
- Disconnect landowners & business owners

## Orcas Island – “Opportunities” Table Notes

- Broadband
- Small business incubator – help to establish new businesses
- Reduce complexity of regulations
- Streamline regulations
- Food carts as a business
- Year-round shuttle
- Ferry schedule that would allow year round evening transport between the islands
- Less expensive venues for teaching the arts, would be more supportive of local arts
- More benefactors
- County income tax
- Affordable long term & seasonal rentals
- Senior housing/continuing care
- Hospice
- Better use of unused land or underused land, to provide housing and sustainable farm enterprises, together (not separately located)
- Broadband communication: affordable, telecommuting, locally managed & provided
- Longer-term planning
- Rent control: affordable housing issues
- More community theater opportunities
- Better utilization of background and experience – and expertise – of islanders
- Downtime can be directed
- Cottage industries
- Small businesses
- To support children & families as a community
- Sustainable agriculture
- Small manufacturing
- Law enforcement friendly engagement
- Improved mental health social services
- Create engagement with our seasonal residents
- Youth conservation corps
- Experience natural environment
- More cross connecting with youth and elder
- Broadband
- Bike lanes
- To listen to each other – reach out – identify crisis in a person – and help them get help
- Broadband
- Tourism (eco, agriculture, arts & culture, wellness, runs, cycling, athletics)
- Crossroads – to stop us from becoming Cape Cod or Burlington
- Churches as information sources
- Coordination re: available programs (family connections, Senior Center, local subcontractors with State for services)
- OICF database for services
- Terminals
- Broadband
- Small business mentorship
- Funhouse e.g.
- Incorporate Orcas
- Bring broadband
- Embrace new “industry” and small business
- Can do attitude – small enough
- Diverse tourist activities – increase by social media, inexpensive marketing tools
- Agricultural growth

- Need to expand affordable housing
- Assisted living facilities
- Business co-op that supports cottage industries
- More EDC involvement
- Entrepreneurial spirit needs support
- Encourage free markets
- Forum sharing business knowledge
- Apprenticeships
- Broadband
- Small business incubator, help establish food carts
- Streamline regulations
- Year-round shuttle
- Ferry makeover (even schedule in winter)
- More supportive to local arts – space especially
- Affordable rentals, seasonal & long-term
- Senior housing, assisted living, hospice
- “Island” isolation
- Strong communities
- Broadband
- Talent pool
- Agriculture
- Grass
- Young children & youth – develop

## Orcas Island – “Threats” Table Notes

- Oil spills from shipping accidents due to increased vessel traffic from proposed coal ports & tar sands export facilities (low probability high impact/cost), would devastate our economy
- Environmental impacts from burning the coal worldwide
- Ocean acidification
- Mercury pollution
- High cost of island living
- Low wages
- Aging populations – demographic time-bomb
- Aging ferry fleet
- Crime/domestic violence & substance abuse
- Teen pregnancies per capita are high
- Sexually transmitted diseases in school
- Plastics in our marine waters
- Non-point source pollution = cumulative impacts from each of us add up to a big problem
- Lack of caring @ awareness of environmental issues
- Choices at the supermarket & hardware stores are unclear as to environmental safety
- Burnout, community fatigue (feeling of insignificance of your efforts)
- Surfactants/stormwater runoff
- Rising sea-levels (global warming)
- Short-term thinking and rushed decision making
- People who refuse to inoculate their children (public health threat)
- Coercive government (is education a solution? Or personal responsibility?)
- Paradise: overpopulation? Mind-set? “It can’t happen here.” Californication. Assuming that we don’t have problems: complacency
- Drugs & substance abuse. Alcohol abuse
- Reduction in ferry service, or becoming unaffordable. “Balkanization” due to poor transportation between islands
- Water availability and water quality
- Aging ferry system & cost of tickets
- Higher consumer prices
- Lack of understanding or lack of appreciation for our environment & how to take care of it
- Lack of appropriate governmental management
- Could get too expensive for our young families to live here
- Broken families lead to huge financial & social problems
- Substance abuse
- Affordable housing
- Over regulations

- Disassociation
- Coal transport
- Anacortes refinery
- Deer (biologic damage)
- Forest fire
- Vulnerability of State Park funding
- Ferry funding
- Consumption of natural environment
- Gentrification
- Ferries go away
- Meth & drug issues
- Lack of hard drug enforcement
- Financial collapse of schools
- Consolidation of school districts to county-wide
- Not enough mental health & safety nets
- Domestic violence
- Ferry service costs & schedule
- Urban & suburban regulatory scheme – roads, zoning, traffic lights
- Losing teachers, Fire, EMT
- County budget
- Natural disasters
- Pollutants
- Expensive to provide service
- Permitting – code complexity & speed deters property sales & development & attracting small business
- Lack of land designated properly for new types of business
- Outdated long range plan
- Carrying capacity not well understood
- Single export option, infrastructure funding
- Aspenization, gentrification
- Environmental degradation
- Overregulation
- CAO – fight created split
- Shrinking young family demographics
- Meth – real news source
- Big government – compared to population
- Vessel traffic from fossil fuel – high cost
- Accumulative cost of living = especially to retirement
- Environmental impact from coal burning
- Aging population
- Aging ferry, shrinking ferry service
- Drugs, crime, domestic violence, DWI
- Lack of sex education, especially schools – pregnancy & STDs
- Environmental – cumulative impacts of non-point source pollution, stormwater problems
- Burnout, community fatigue with commitment to our positive (feeling ineffectual, loss of ecological bravado, spirit eco. Commitment)
- Lack of fulltime work – living wage work
- Lack of funding for education
- Lack of teachers – instability & support, long-term sustainable
- Lack of intergovernmental or interagency communication & cooperation
- Unfunded state mandates
- Lack of affordable housing especially for service providers
- Climate change
- Noxious weeds are out of control & a big deal!
- NBO – non-governmental organizations, special interest groups
- Housing
- County government
- Government regulations – complex
- Island fabric (tapestry) changing
- Ecological diversity
- Code issues
- Seasonal economy – mindset







## San Juan Island – “Quality of Life” Table Notes

- Protect the environment – came from a place that did not protect the environment
- Pure air & water
- Smart land use planning
- Small community
- Environment & rural atmosphere
- Don't discourage but don't encourage new people to move here
- Isolation & limited ferries access
- Opportunity to raise a family in an environment that have strong values
- Friendly people & welcoming new members of community
- People can completely disagree on one issue but still be friendly
- Health services
- Community delivered services vs. paid public services
- Theater that brings culture to our community
- Use of volunteers to deliver services – government
- Safety: personal & family
- Beautiful environment with easy access to public lands
- Healthy environment – fresh air, clean water
- Medical facilities – secure in the knowledge that there help available
- Educational opportunities, especially K-12
- Variety of ages, diversity in the population
- Low traffic & pressures of high population density – the feeling that we make a differences as individuals
- Healthy food
- Neighborhoods – differing island scenes
- Trails are important, open spaces. Non-motorized for walking, horseback riding and bicycles.
- The preservation of the natural beauty of the island
- The rural unspoiled nature of the community and the local stable population
- Sense of safety and feeling of community
- Sense of relative security and comfort w/ atmosphere
- The beautiful environment and safety. A sense of community “art.” It is a combination of outdoor life and culture.
- A variety of cultural activities – art, theater
- The ferries, buses and train schedules to all coordinate
- Good schools
- Hospital & availability of good healthcare
- Nothing makes us unique or special. It can create an elitist thought
- Looking for someplace nice & rural
- Postcard beautiful, excellent hospital, art, movie theater. It's beautiful & rural
- People living here have a standard of living lower than what we are used to
- A place where you can live on the edge and still be happy
- More of a sense that I am effecting the community in a positive way
- To live outside, accessibility, go for a mile, errands done quickly
- Everyone in town thinks they know me
- Sense of community – caring, belonging
- Beautiful, natural surroundings
- General respect for environment
- Accessible public lands – TRAILS!
- Rural character – enduring agriculture
- Appreciation of place by many
- Environment is tangible – not abstract
- Feeling of safety in community (except for zucchini)
- No jet skis
- No fast food – No GMO

- Individuals can make a difference
- People willing – and can & do make a difference
- We learn to live with each other
- Small business and local agriculture super important
- High voting percentage
- Emphasis on early & lifelong learning
- Maintain island identity (not mainland)
- Ferries – affordable & efficient
- Events that bring us together: Fair, dinners, parades, festivals, music
- Cultural opportunities – arts, theaters, libraries
- People are entrepreneurial
- Climate, harbor, size of community (small) with nice amenities (theater, grocery)
- Join family
- California drop-out phase 70's, raise kids
- 70's – sailed in and stayed
- Rural, small town attributes
- Retired here, climate, geography (salt water), tourist to resident
- The view, natural environment, chamber music, Land Bank, Culture with small community
- Nature and outdoor recreation, family ties
- Public safety, quality of education opportunities for kids, land conservation, fine with ferry service, jobs, local agriculture & food, farmers
- Culture – arts, plays, Fair, diverse population (ideas & background)
- Whale Museum, Friends of the San Juans, IOSA, Sea Shepherd
- Support for young families, senior services, youth services
- Services for Family Resources Center, drug & alcohol prevention, food bank
- Sheriff & police protection, senior services & center
- Parks and open space
- Hospital and EMS
- Hiking, boating, kid's activities, sailing, dance with Dad, Island Rec, Swish, Fire safety, Bill & Rita, coloring contest
- Mullis Center
- Emergency services
- Sheriff (but would like more focus on drug activity)
- Air Fair
- National & state parks – nice camping and trails
- Biking – we need trails! (but will affect rural feeling) (could build tension)
- Communication – broadband – some for better services – some against because of towers
- Medical – needs large improvement needed – doctors & pediatricians
- Library
- Job
- Beauty
- No traffic
- Safe place for kids (we thought)
- Natural throttle to growth
- Proximity to water-related activities
- Not a lot of racial or economic tensions
- Family connections
- Good high schools, good education
- Job opportunities
- Family
- Water! Clean air
- Environment
- Moat
- Real – working community
- Social & intellectual stimulation
- Beauty – nature
- Local agriculture – FOOD! Farmers' market, community theater, live music
- School food – Chef hired
- Unique to SJC: no fast food, less commercial, less traffic, low car use, less materialistic, beauty, good schools
- Important: Ferries! Planes, bus with lift, hospital
- Missing Services: Higher education, crowded school busses, public transportation, school bus shelters
- Pride: Community support, sense of community, independent but also interdependent, Education
- Slower pace
- Sense of community – people care about each other
- Closeness to nature
- Diverse, capable population
- Growing sense of place and continuity of definition of place
- Place for opportunity and personal growth
- Support for individual endeavors, e.g. writing a book
- Striving for tolerance of diversity
- Uniqueness of our environment
- The islands draw us back
- Rich resources for a small community – theater, library, airport, hospital
- Strong volunteer spirit
- A learning place – community support in for schools & children, opportunities for ongoing learning for everyone
- A can do attitude – to solve our own problems without government
- Tradition of self-reliance and independence
- Islands contribute to positive attitudes
- Openness to newcomers – invited in – a challenge

## San Juan Island – “Strengths” Table Notes

- Small community, human scale helps us get along
- Islanders Helping Islanders
- Civility, geography prevents anonymity
- Diverse natural environment
- Interesting people, socioeconomic diversity with equality
- Willingness to be responsible
- Strong sense of self reliance
- Natural beauty, healthy surroundings
- International destination for tourism money
- Local food
- Safety
- Access to our elected officials
- Small independent businesses
- Remoteness has enabled us to build our own personality
- People are here because they want to be
- Scenery, natural environment, water access
- Size of our community allows us to communicate, solve problems
- Wildlife
- Hunting
- K-12<sup>th</sup> education – diversity of opportunities
- Access to airlift service
- Clean air
- Involved community
- Diverse ages
- Volunteerism
- Sense of family with friends
- Air Fair – pancakes
- Natural beauty
- Creative artistic population
- Well-educated population
- Island Rec.
- Multiuse trails
- Preserved environment
- Enough people in county, if we work together, can overcome some of the problems with the way the county is run
- Easy to live here
- Schools have a reputation off island as being good
- No traffic
- Relative isolation
- Safe
- We truly are different
- Activities & volunteer opportunities
- A lot of volunteerism
- Working well: community spirit, good cooperation from Sheriff, people helping each other
- Food production
- Close community
- Talent pool
- High percent of involvement
- Generous money pool
- Health
- Environment
- Clean
- County programs
- Diversity of people
- Acceptance
- Pre K-12 resources good
- Positive attitude
- High tech businesses
- The Labs
- Movie theater
- Community theater
- Sense of community & connectedness
- Try to make things accessible to people
- Highly education & intelligent population
- Rural character
- Support for local business and farms
- Sense of history and place
- Appreciation for protecting our environment
- Sense of fellowship
- Island sense of “can do” and creative thinking & tradition
- Island support for the arts
- Beautiful environment
- Small community size = multiple contacts & ability to participate
- Less affected by economic downturn – older folks have saved & continue to spend
- Buying locally – island patriotism
- Neighborhoods
- Schools & support from community
- Diversity in schools
- EMS & medical care
- Isolation from mainland
- Winter quiet
- Have a self-reliant spirit
- Multiple connections in community
- Diverse, highly educated population
- Fairly healthy natural infrastructure
- Preserving & protection of public lands – shared value
- Engaged citizenry work hard to make changes for the better
- Generous populace

## San Juan Island – “Weaknesses” Table Notes

- Lack of economic diversity
- Lack of living wage jobs
- High cost of real estate – home, commercial, agriculture
- Activities for youth, especially winter, no future for young people
- Possible limitation on business development – because of no broadband
- Too many rules & regulations that limits entrepreneurs
- Insufficient social services – D.V.
- Cost of living
- Inability to meet senior service future demands
- Lack of affordable housing to support diversity
- Lack of affordable land
- Not enough inter-island communications, interactions – no easy transportation
- Too many taxing districts
- Cell phone services
- Power outages
- Isolation in the event of emergency (big) – separation from mainland & from each other
- Dependency on ferry system
- Lack of land use zoned for new & unique uses
- Employment opportunities for all age groups
- Airlift cost
- Xenophobia – sort of “America”
- Generation of islanders elitism
- Unique
- Gossip
- Public transportation – on island
- Teen activities other than basic sports
- Demographic time bomb
- Middle class cut out, cost prohibitive to live
- Ghetto-is-a-tion stigmas
- County lacks tourism focus
- Rehab (differing opinions)
- Transient population (families)
- Lack of diversity
- Business community is trying to control County Council, county boards & county commissions
- Businesses struggle to make ends meet during off season. The seasonality
- Population is skewed. Not a lot of young people
- Sometimes kids new to the island don’t make it here.
- Percent of year-round population don’t live here
- Less year-round people to pay taxes
- Not enough space on roads & trails for bicyclists (bike lanes)
- Could be done better: refuse program, transfer station, bicycles
- Isolation
- Drug problems
- Substance abuse
- Low wages
- Limited access to services (alcohol) like drug or alcohol – mental health
- Media (County-wide)
- Duplication of services without communication
- Inter-island travel
- Island-centric
- (4) School Districts
- Travel – public transportation
- Activities after 9pm
- Cultural diversity
- Too expensive to live here
- Lack of public transportation on the island
- Wide income gap in population
- Lack of year round employment
- Lack of civility in dealing with issues (tolerance)
- Limited economic opportunity – young & old - & lack of political or government action to correct the problem
- Investment in a business is not encouraged
- Dithering of County government – solve a problem & get on with it – don’t talk or beat issue to death – solve problem elected to do
- Government not living within our means – wasting money, too much debt
- Isolation within county – remoteness prevents countywide activities
- Lack of non-job or school activities for young people (teens & 20 year olds)
- Seasonal economy
- Cost of living, especially for young families
- Lack of cultural diversity
- Not self-sustaining, self-reliant
- Large number of absentees
- Lack of broadband connectivity
- Ferry access – public transport (on island)
- Accountability for financial spending
- The high number of advisory committees
- Lack of living wage jobs
- Lack of racial diversity
- Support for local biz – limited
- Sustained uncertainties
- Aging population
- Shrinking schools & funding
- Limited public transportation
- Waste generation – too much waste

## San Juan Island – “Opportunities” Table Notes

- Streamlining, minimizing regulation, to stimulate business
- Broadband for diverse business
- Location for environmental education & research
- Free trade zone
- Solar energy
- Own our electrical utility
- Allow more personal freedom for land use while protecting the environment
- Make use of people’s willingness to volunteer
- Size of our community – you can do more in a small community
- The individual can make a difference
- Provide more economic opportunities
- Canadian dollar acceptance
- Environment improves quality of life
- Higher level of tourism & economy – Canadians
- “Experiential tourism”
- Could provide better service
- Conferences, retreats
- Libraries – access for lower income populations – kids
- To volunteer to help
- Involvement
- Able to recycle
- To get rid of people by elections
- Farm fresh food, clean well water & clean air
- Talents of people i.e. artists, musicians
- Personally take steps to be more green (LED lighting, solar, electric vehicles)
- To personally get to know elected officials or those running for office
- Public access TV
- Local communication
- Transportation (fun) water taxi – subsidized
- Wooden boat activities
- Festivals (music)
- More County-wide
- Multi-island activities
- Fairgrounds
- School – community services cooperation
- Mentoring
- Broadband
- Ferry-Fun
- Better ferry schedules
- More staff on ferries
- Encourage more cottage industries
- Encourage investment by islanders in new businesses (broadband opportunity)
- To protect the environment – use not abuse
- Need more support for island businesses by residents
- Foster collaboration of nonprofits and others
- Ability to participate
- More activities for young people
- Need more immunizations – healthcare facilities need to education & provide opportunity
- Education – better training for non-college bound young people
- Broadband through OPALCO
- Eco-tourism – Scenic Byway
- Value-added agricultural opportunities
- GMO-free
- Options for philanthropy
- Potential National Monument Status
- Web-based businesses – increased broadband

## San Juan Island – “Threats” Table Notes

- Pollution from China
- Sea level rise
- Vessel traffic, oil spills
- Statewide fiscal problems
- Not enough young families
- Dependency on whales draw for tourism
- Unsustainable level of tourism
- Lack of economic diversity
- Reductions of service and/or large ferry fee increase
- Threats to personal freedoms
- Drug culture & domestic violence
- Mopeds
- Large commercial shipping traffic in general
- Our own uniqueness – too good for our own good
- Bicycle safety
- Commercial exploitation
- Creation of more economic opportunities
- Losing Canadian visitors
- Drugs
- Dwindling younger populations
- Value of Homes high & low
- Ferry service cuts & costs – hours in lines
- Living wage jobs outside government
- Cost of living
- Women – lack of jobs
- Oil spill, coal
- Baby care – under 18 months (licensed)
- Development
- Coal transportation
- Drugs & alcohol
- Nantucketization
- Rising cost of ferries
- Lack of public participation
- Lack of affordable housing
- Sea level rise, global warming
- No one knows we’re part of a secure communities program
- Drugs & alcohol
- Toxic water
- Job loss
- Population loss
- Income tax to County
- Food & fuel in a disaster
- Community preparedness
- Loss of money for government services
- Political polarization – partisanship
- Elitism (we’re so unique)
- Deaf government
- Special interest grants to County – CDPD
- Haves vs. have nots
- Lack of balanced opportunities for affordable housing
- Losing the middle class – affects schools
- Lack of year round living wage jobs
- Excessive government
- Substance abuse
- Need to get resources to people who need them
- Commercial ship traffic – threat of oil spills
- Dependence on ferry system
- Government assuming responsibilities that individuals should bear
- Polarization & lost energy by fighting each other
- Overregulation
- Coal Ships
- Cherry Point Terminal
- Increase air traffic
- Global warming – climate change
- Ocean acidification – sea water rise
- Destruction of salmon habitat
- Substance abuse
- Ferry funding
- Coal tankers





## Lopez Island – “Quality of Life” Table Notes

- Affordable public transportation
- Clean air & water (non-chlorinated)
- Sustainable business
- Sense of community (small enough to be personal)
- Age diversity
- Jobs for young
- Encourage more agriculture
- Growth not to exceed carrying capacity of resources (H<sub>2</sub>O)
- Clean energy development & increasing efficient use
- Walking, bike & horse trails
- Fast internet
- Healthy forests
- Healthy salmon, herring populations
- Health acre (quality)
- Access to affordable food
- Maintain our safe community (low crime)
- Good quality of schools for children & adults
- Library
- Farm to school program
- Robust safety net: fire department, EMS – airlift NW, clinic; domestic violence; family resource center
- No billboards & no fast food
- Keep hand-painted signs
- Regulation change for small farms & cottage industry
- Year round farmers’ market
- Healthy Fisherman Bay
- More local compost sources
- We love our dump!
- Community initiative and follow-through
- Need Village to find its center
- Basic need – shelter, food, medical, income, education, clean and healthy environment
- What are government obligations?
- County is taking my life energy away – taxes & some regulations
- Family (born here)
- Job
- Marriage
- Rural lifestyle
- Natural beauty & landscape
- Community involvement
- “Think locally act neighborly”
- Access to: outdoor activities; good medical care
- Clean air, water food
- Less stress – no stoplights, traffic, etc
- Alternative lifestyle
- Access to public lands
- Good school
- EMT, med flight, fire
- Sheriff
- Community science (research, talks, walks)
- Farmers market
- Potlucks
- Local sustainability efforts
- Changes is more “unaffordable”
- Need to keep island affordable
- Keep younger generation able to stay: have a viable & satisfying life
- Encourage agriculture – hard to make a living farming
- Open space – getting harder to maintain
- Short-sighted approach for immediate revenue vs. long-term sustainability, implemented unwisely
- What do we want to encourage? Adequate medical services; family connections – they visit us, we visit them; senior center, senior services, senior activities; affordable housing – rent or buy; jobs – construction, services
- Sense of safety
- Families (not just a retirement community)
- Ease of communication, opportunities for cross-generational interactions
- Programs available to support basic needs
- Supportive network for those in need
- Divergent in opinions & beliefs, but we can still get along – respectful of our differences!!
- Opportunities for arts, music, performing arts
- Economic opportunities for all ages
- Opportunity for variety of livelihoods
- Sense of community
- Ability for individuals to make a difference
- Access to transportation options
- Natural beauty & accessibility to it
- Good educational opportunities for youth & adults
- Majority of needs are met
- Concerned about protecting farmers – concerned
- Locavore movement
- Local food products
- Maintain environment for families – “extended families” – can have family here
- Sense of community – support each other
- “Sense of thriving”
- Rural character of the County
- Work together to get “it” done
- Health & wellness here
- A place where young adults can live meaningful & sustainable lives
- Environment of the place
- Economy: “shift” to tourism, construction, environment
- Concerns: heroin issues in population
- Get to know other community members
- Young people here don’t make much – few jobs

- How to develop economy that supports young family
- Concerned about – ETOH, drugs, impact of “homelessness”
- Not meeting some basic needs =. mostly health (coverage) & housing & food
- Affordable transportation
- Clean energy – water
- Healthy salmon; local
- Library – fire & EMS
- Village (where’s the center)
- Basic needs: food, housing (affordable), heat, safe water & septic, transportation, healthcare, education
- Social fabric: know & help each other, sense of community, tolerance, acceptance, accountability, familiarity
- Environment: recreation, beauty, sustainable ecosystem
- Need for playground?
- Economic: employment, entrepreneurial opportunities
- Access to local food
- Entertainment: local & imported
- Social justice: reaching out? Is everyone represented? Does everyone feel welcome?
- Lack of housing for renters & transients, seasonal workers
- Community, trust & safety, warmth, family
- Farming
- Natural environment
- Health – well-covered
- Proud of: self-sufficiency as collective
- Local agriculture, quality of food
- Volunteers – EMTs
- Economy: opportunities limited, not just tourism based important, adequate infrastructure, land needed, jobs, some export
- Arts, education, culture: yes!
- Access to good medical care (& helicopter)
- Good EMT & firefighters
- Access to mental health services
- Good hospice care
- Good elder & senior support
- Good support for families
- Remote, rural nature with respect for privacy of individuals
- Affordable housing opportunities

## Lopez Island – “Strengths” Table Notes

- Beauty (natural); rural character; local food opportunities; even wild character
- Strong bonds in community – i.e. The Dump
- Can-do behavior, attitudes, know & use community skills
- Volunteerism
- Live in a low-stress environment
- EMTs & Paramedics; safety
- Inter-generational interface
- Caring responsive community
- Self-sufficiency
- Beautiful, natural, less-developed environment
- Good financial resources that are shared
- Island pride
- Creative thinking
- Small = more unified
- Tolerant
- Willingness to learn & change
- Lot of smart people
- Our schools
- Growth management regulation
- Arts & culture
- “Community”
- Geography
- Education
- We can do it attitude!
- Natural beauty
- Agricultural community
- Isolation
- Strong volunteer community
- Acceptance & respect for our differences
- Wildlife (even the deer!)
- Medical and emergency services strong
- Social services, support services strong
- Ongoing commitment to improvement
- Clean, healthy environment
- Neighbors helping neighbors attitude
- Everyone has opportunity to make a difference... have a voice that counts
- Creative problem solvers
- Community skill base
- Tourism
- Local food
- Arable land base
- Sleepy, rural, tolerant place
- Environment & natural beauty
- Land Trust & other helpful groups
- Motivated, engaged people
- People pull together (caring)
- Isolation
- Community commitment
- Wide range, variety of people = interaction
- Unique beauty of San Juan County
- Diversity (people)
- Access to local food
- Fresh air
- Sense of personal safety
- Lopez can-do attitude
- Good medical & EMT

- Strong sense of community
- Self-sufficiency
- Wide range of skills & willingness to share
- Natural beauty & environment
- “Dump” as example
- Non-profit & volunteers provide a lot of services
- Community involvement in school
- Library, pharmacy, post office
- Lvm. Blossom
- Public lands
- Community comes together when there is a real need
- Puget Sound & Salish Sea
- Safe, supportive community
- Open, beautiful, tranquil = low stress
- Scenic beauty
- 42? Non-profits (inward & outward)
- No light (or air or noise) pollution
- Self-determination!
- Service oriented?
- Ideal climate
- Interesting & talented population, skilled
- LCCA island isolation, independent, capable
- Foreign travel at the school
- Volunteers
- Farm to school program
- Resources (library, etc)
- We have what we need; simple decisions
- Dump! Accomplished
- Ferry

## Lopez Island – “Weaknesses” Table Notes

- Not easy to integrate with other islands & create friendships
- Intolerance
- Lack of trails and bike lanes
- High costs land & housing
- Lack of economic position
- County government – inefficient & inappropriate regulations (sucessation farming), zoning
- Lack of alternative pre-elementary schools & high schools, especially special needs
- “It can’t happen here” complacency
- Dependent on ferry system that’s not funded
- Lack of a birth center
- Some people are isolated
- Public transportation
- Limited trails
- Limited water supply
- Income disparity
- Poor soil fertility
- Lack of connectivity (internet)
- Young adults – fulfilling livelihoods
- Swimming pool – lack of
- Unacknowledged poverty, drug use, domestic violence
- Transportation – lack of public options on island (off island options better)
- Year-round employment opportunities
- Affordable housing options
- Support for home care, maintenance especially for seniors
- Number of second & third vacation homes (not full-time community members)
- Affordable labor
- Generally high cost of living
- Internet speed
- Cell coverage
- Know who (has community skill base)
- Tourism – seasonal, over-dependency, uses lots of resources, low-wage jobs
- Underutilized arable land base
- Dependency on imports (energy & food)
- More opportunities for young people & people with families
- Lack of real wage jobs
- Our tendency to measure success by growth
- Lack of reliable employees
- Disparity of wealth among residents
- Over-reliance on tourism
- Lack of middle class jobs
- Too many ferries (need one per day)
- Lack of alternative transportation
- Lack of youth activities
- Drugs & alcohol
- No mental health care
- Volunteer burnout
- Little affordable housing
- Can’t cut & wrap meat on island
- Population growth mostly retirees
- Cost of importing & exporting
- Not enough affordable housing
- Drugs?
- Island isolation
- Isolated people?
- Limited choices for kids (transportation & entertainment & sports & social)
- Lack of infrastructure for farming
- Limited jobs, housing, low wages, year round jobs & housing (no temporary or short-term housing within current zoning rules)

- Transportation, public (bike riding & walking is dangerous)
- Lack of light in winter
- Lack of funding
- Lack of venue for social interaction, reaction
- Ferry

## Lopez Island –

### “Opportunities” Table Notes

- County government
- Welcome diversity
- Life skills into a “Living”
- Access Land resource for FARMING
- Local investing – micro loans to startup businesses
- Co-ops (woodworker, blacksmiths, etc)
- Flex cars
- Dog park
- Change – can change something you don’t like
- Healing – body work, home healthcare, mental health progress
- Library – programs & resources
- Increasing sustainable agriculture
- Learning in the arts
- Commercial, community kitchen
- Citizen science program (KWIAHT)
- Internships
- Affordable housing
- Alternative energy sources & water
- Engage the Hispanic community – opportunity for cultural exchange & expansion
- New Secretary of Interior, San Juan national monument
- Open-mindedness...thinking outside the box
- Ability to tap into our can do attitude & develop programs that interested people can jump into
- Create listing of resources, volunteer network (i.e. plumbers, other skills, volunteers) to tackle projects of need
- Ability to be more self-sustainable (food, systems in house, et al)
- Skill database & opportunities to teach & share (Lopez university, Lopez “barn”)
- Tourism
- Access to arable land
- “value added” agricultural businesses
- Community kitchen
- Maintain rural character
- Waste less
- Child care (at public events)
- Aquaculture

- Farming
- Self-sustainability (food produced locally, food jobs)
- Trails network, ride share
- Start-up business (need internet access)
- Creative young people bring energy, new outlook
- More farmstands
- Keep products & money on island
- GMO movement
- Keep our youth here
- Improve Fisherman Bay storm water management
- Keep things local
- Incorporating Hispanic community
- Expand food bank type of activities
- Farm, bike, etc. eco-tourism
- Bike sharing
- Ferry
- Trails network
- Bike lanes or shoulders
- Create position to help find funds for non-profits (grant writer?)
- Create a recreation district! (coordinator!)
- Find a way to use underutilized farmland to promote more farming
- Need farm land coordinator
- Rejuvenate fish stocks
- Scientific research
- Become international magnet for specific educational projects
- Deer
- Tourism education

## Lopez Island –

### “Threats” Table Notes

- External regulations could impact our “way of life”
- Perhaps some dilution of the community – forming for stratas – cliquishness & elitism
- Salmon – used to have natural resources – create a living
- Monsanto
- Big Coal
- COAL! Oil tankers, bitumen (tar sand)
- Derelict boats & fishing gear
- Unmanaged growth
- Overly intense land use
- Income disparity
- Island isolation (from each other) – ferry problem
- Sea level rise
- Salt water intrusion
- Climate change







## Blog Comments – Quality of Life

### Quality of Life

- The conversations I heard were very disheartening. We are NOT an urban community and most of us should be at the level of recognizing that physical growth is a prescription for poor health. If one loves a place to live to the point of dedicating their life to live there one is and must be willing to put up with inconveniences. To expect constant improvements in services and amenities is not how one preserves their environment. The retirees on our island are the main group of volunteers and need to be recognized as such. All areas of the world are experiencing a demographic shift upward and we need to exploit the positive benefits of the older groups. We should not try to keep the young people here. We must foster their personal growth by encouraging them to experience the outside world. If they fully appreciate what this area offers they will and do return and will actually have more to contribute. Staying here keeps the young more in the need mode and less in the give mode. We need to focus on preservation NOT growth.
- There are probably more cobblers per capita than any place except for other communities of like ilk: P-town, Whistler, Aspen, Nantucket. One of the biggest threats to maintenance of the lifestyles here is decreasing numbers of worker-bees, who cobble together enough jobs to allow them to stay. The 'imported-from-the-mainland' day workers and those who live here need a living wage. Working as a housekeeper (for example) leaves little time/effort/energy to increase skills or earnings.
- Vestiges of functioning ecosystem, fish and wildlife, open space, recreational opportunities, uncrowded, adequate services, sense of community, interesting and engaged people.
- Natural resources, scenic beauty, and small rural communities make the San Juan Islands a special place. Our tourist base economy is based on the desire to see wildlife and unspoiled landscapes. The island supports a small and friendly population that values knowing your neighbor. Developing tourism by enhancing recreational opportunities is the key to maintaining our seasonal economy, and keeping the population proportional to the landscape.
- Our island quality of life is characterized by the quiet, natural beauty and the chance to interact with wildlife and nature on a daily basis. I like the rural roads, the pitch black darkness in winter, and the high percentage of well-educated, eccentric people. These smart people and the icy moat around us provide the opportunities to develop self-sufficiency and sustainability.
- The "quality" of life on San Juan Island comes from the fact that development hasn't taken over. We moved here in 2009 largely to escape the congestion of the mainland. Life is nice and quiet for the most part...no TV, no cellphone, and we would have been happy without the hospital and new clinic (which doesn't take our health insurance anyway). Seems to me like the "development driven" part of our island's population doesn't understand the real economic impact that would be passed on to the rest of us when/if the population increased to over 10,000 residents. The "impact" is that the cost of new roads, water, public services, traffic, trash, etc. (but especially water), along with all the other inconveniences that come from living in congested spaces, will be paid for by the rest of us.
- As an island resident now for 15 years I have come to understand that the real value of the island is not just the beauty or the relationship with nature (as important as they are) but the legacy of self-sufficiency that binds us together. We came here for the beauty, but have stayed here for the people. We care for each other and support each other, not just in crisis, but all the time. That is an island legacy from days when we had to depend on each other because of our isolation. It is a value that is worth working hard to retain.
- Geographic isolation. Rural vistas, a visual puzzle of trees, waterscapes and farmland. That is what the quality of life is hinged upon and you can't keep or maintain that quality unless you give incentives to keep it. You can't develop it beyond a particular point or you lose it. It serves us, but only if we realize that the services it offers

in return are not given in the form of dollars. Thinking about the ecosystem services and acquiring a thinking and decision making process that values those services and balances the tools we use is what is important. Unless we ask those questions we are living a falsehood that will define quality of life in an artificial construct and we end up just like many other communities, mired in our loss of place and a declining quality of life.

- Once again the County has precluded participation by the outer islands which are a significant factor in the County's quality of life, its strengths and opportunities. Has everyone forgotten the 2-day Smart Growth Workshop held June 2007 and widely attended, which covered all of this and the threat of becoming another Nantucket? Island Quality of Life is described as peace and quiet; dark and silent nights; rural atmosphere; clean water and air; natural forests and beaches; living closer to nature.

## **Strengths**

- Apart from mainland; ferries = drawbridge protection; seasonal population allows less strain/competition on natural resources
- Strengths are based on the face-to-face scale of our communities, on the connections to the land and sea that we maintain, the relative isolation that allows us a higher level of self-reliance and self-governance.
- Living closer to the source; peace of mind; self-reliance; individual determination and responsibility.

## **Opportunities**

- learn from mistakes made from rampant development on mainland, develop conservation ethic and sustainable economy; a chance to leave a better world to the next generation
- Opportunities can be found in going with our strengths: improving our self-reliance, our attempts to live in a way that will sustain us for a long time, using our remoteness to build a truly local foodshed (the GMO ban being a case in point).
- Individual development and creativity; to live a self-defined life; to promote, protect, enhance the island environment without destroying it

## **Threats**

- 20th century economic model of develop, consume and move on; magical thinking we are 'pristine' and immune from pollution and loss of natural resources
- The biggest threats are how to keep our air, water and land free of hazardous toxins- and not becoming a commonplace suburbia.
- Threats come from overtaxing our carrying capacity, our being overrun by mainland problems, and the small but vocal political groups who bring such vitriol to our decision-making processes.
- Development; overbuilding; subdivision; commercialization; flouting of shoreline and other environmental regulations.

**WEEK 2 DATA SETS**

**WEEK 2  
DATA SETS**

**Public Services**





## Orcas Island – “Essential Public Services” Table Notes

- Clean Water
- Senior Services \* Senior Center Nutrition Program is currently inadequate \*\*\*\*
- Emergency Medical Services
- Roads
- Electricity, Phones (Utilities)
- Healthcare, Mental Healthcare
- Parks
- Schools \*\*
- Agriculture – Promotion of local produce (OPAL-like), essential nature of food
- Agri-OPAL, connect Food for Schools with Senior Center Nutrition
- Assisted Living, aging in place at home
- Transportation \*\*\* - not enough available, senior transport limited
- Sheriff
- Drugs & Alcohol control/prevention, especially limiting access to kids (more important than traffic, ex.)
- Support/recovery services for children and adults
- Need places for kids (alternative) for entertainment and diversion
- Mental health, support & counseling for kids. Services funding \*\*\*
- Direct intervention/service to homes for social service issues
- The Sheriff & Fire Department are making an effort to make the initial call/visit but can't provide long-term support
- Recreation programs for kids (all ages), Feast, Orcas Conservation Corps, Parks
- Not just sports – Diverse: arts, music, etc
- Local government to actively advocate for us at County, State, and beyond
- Organized neighborhood emergency plans/organization/involvement – supplies, communication, strong community-based planning \* maybe with expert guidance
- Fire protection services and rescue services
- Service-oriented, efficient and friendly Community Development & Planning Department
- Funding for noxious weed control to promote fire-safety \* Orcas Conservation Corps to remove weeds
- Sustainable waste & sewage system
- Use of alternative technologies all living systems
- Allowance of alternative & renewable energy and building systems – power generation, grey water
- Seniors – more in-home visits
- Health & Community Services that provide safety net for immediate needs
- Classes, programs that support businesses that serve tourists
- Hotel/Motel Tax allocation
- Parks, sports fields to provide healthy active places & programs
- Solid waste management
- Safe water
- Good schools
- Volunteerism – a volunteer bank, a database, communication between what's needed and who is available to help (including seniors)
- Lots interaction between all ages of islanders
- Equal enforcement of building and land-use codes
- Less favoritism. Some groups/individuals have too much discretionary power
- Codes that make sense for our rural/island setting
- No unnecessary rules. Reasonable ones
- All hold the reasonable expectation that we apply our codes equally
- We agree to follow the laws, codes – if we don't like it, we work to change it, and the County makes this possible.
- Senior Services
- Hearts & Hands/Senior housing – support of independent living
- Education
- PIP (Primary Intervention)
- Montessori Preschool
- Collaboration – Grant-writing Non-profits
- Needs of Families
- Support, rental assistance, food bank
- Preservation of Ecosystem
- County Government Interaction
- Video conferencing
- Improved understanding of budget
- Law Enforcement

- Fire – EMS
- Utilities: Water, sewer (vs. septic!)
- Communications – internet
- Public Health – medical
- Waste Management – Volunteers, Exchange – County – Island-based
- Transportation: roads, ferries, airport
- Education, Library (child/student services after school – Fun House, Park & Rec)
- Legal Services
- Environmental stewardship
- Opportunities for: Ombudsman (enhance chamber reach, citizen advocate, central info & access), collaboration, cooperation, centralized – interlinked websites – calendars (Salishrocks.com), less polarization/more cooperation in all island services, build trust – work together more effectively, island congress
- Judicial system
- Schools (k-12, secondary, Pre-Kindergarten, \* Higher Education, \* Continuing Education)
- Parks, Parks & Recreation, \* Fun House Commons
- \* Public School & food, farming
- Libraries
- Senior Services
- Safety (eg Fire, EMT, Sheriff)
- Public Works – Roads
- Island-wide e-bulletins \*(Free classifieds with Chamber of Commerce)
- Public Transportation (eg ride sharing, ferries, \* linking transportation to other counties)
- Utilities (power, internet, phone, water, sewer, & online government participation)
- Medical (health, mental health, substance abuse treatment)
- Planning (Land-use enforcement, environmental quality, economic development council \* business incubator eg. Shared offices, training in business)
- \* Affordable Housing
- Healthy food, \* Food Bank, adequate food supply
- \* Solid Waste
- Airports, port (shipping), port authority, \* collaborative opportunity
- Community Water – Better understanding of sources/clean, non-hoarding, education piece
- Rainwater collection – formalized now
- Communications – better cell coverage
- Police: community law enforcement
- Better domestic violence support
- On-island safe homes, mediation
- Expand Senior Services – infrastructure for aging population
- Fire protection for outer islands
- Fire & EMS: expand volunteer base
- Public swimming pool – parks and recreation
- Community Transportation: bike paths, mooring buoys, marine access/clean, public transportation (reduce carbon fuel use, etc)
- Shuttle service alternative to WA State ferries – pedestrian only
- Catastrophe Response for water/utilities – preserve & protect reserve
- “Exchange Function, recycle/reuse & local jobs
- Public Safety – law enforcement, court system, crime prevention, people watching out for each other’s safety, “Deputy Social”
- Education: unified districts to control costs, shared back offices services, arts funding, sex education, adult education
- Public Health: preventative health, “wellness”, San Juan County citizen enrollment in Airlift Northwest with public funding, waste water treatment, waste water reuse, protection of water resources, adequate basic healthcare
- EMS/Fire/Rescue: unified districts reduce cost
- Stormwater: incentives for “on-site” treatment
- Reasonable & rational land-use rules
- Roads and Trails: some road funds dedicated to bike path development, Citizen involvement in prioritizing road work (bulletin board and blog), bike safety program
- Provide GIS services to SJC utilities for a fee
- Roads
- Building safety
- Sewer
- Schools
- Planning/land-use
- Childcare/Pre-school
- Parks/Recreation
- Power

- Church
- County Government
- Water
- Chamber of Commerce
- Courts
- Police
- Land Bank
- Library
- Fire
- Food Bank
- Internet/access to information
- Health/medical center
- Ferries
- Farmers market
- Fun House
- Oddfellows
- Orcas Center
- Nonprofits
- Food?
- Social services, mental health
- Grange Doe Bay Community
- What are existing partnerships?
- Where are there overlaps/duplication?
- Tax library
- Tax Parks & recreation
- Tax School
- Private Music advocacy (MAG)
- Private art classroom
- Private Fun House
- Why do partnerships happen?
- Lack of funding/need for support?
- Utilities, water & sewer could be privatized
- Parks the same
- All are essential listed on the newspaper
- Public works should be on the list
- Court system, law & justice should be on the list
- Public health services & fire, EMS could be combined. They should work together, but saving money might not happen
- Parks, recreation & Sheriff might be combined because recreational opportunities redirect children
- Planning and building safety also
- Waste disposal very essential
- Concerns about efficiency and effectiveness of building and planning services
- It would be interesting to see if there are any communities who are satisfied with the above concerns, and discover what those communities do differently (anybody doing it right?)
- High-speed communications are important to us. Privatized vs. county run. Perhaps making sure that the County doesn't regulate it to the point that it can't efficiently work is important, i.e. regulate it to the minimum level possible (little bureaucracy)
- San Juan County building/planning department better than that of Bellingham!
- Areas of collaboration – health services currently fragmented – clinics/EMS
- Social services – schools could use additional support
- Mental health services for families – need a full-time counselor
- County could facilitate social services meeting to see ways to collaborate
- Are certain demographics underserved?
- When County steps in somehow neighbors may back off
- Information sharing – provide data to identify needs
- How can County facilitate Neighborhoods?
- \* Offer Senior Center as a place for community pot-lucks
- Outreach to young population – Facebook
- Electronic communication increases participation by part-time residents
- We need to invite the County to Orcas meetings
- Too challenging to volunteer on San Juan for committees
- Rotate committee meetings to each island
- Roads – would it be cheaper to lease equipment or parse out jobs? Are there trucks/equipment underutilized?
- \* Provide a space for Community Resource Center in Senior Center building
- More collaboration between clinics, County Health, and EMS
- County road crew
- Education – schools, preschool, continuing education
- Healthcare
- Broadband

- Emergency services – Fire, EMT, Sheriff
- Library
- Water, sewer, electricity (utilities)
- Mental health
- Cultural
- Healthy food
- Transportation – air, water, land
- Senior services – including assisted services
- Food bank
- Housing – affordable
- DVSAS
- Outreach to youth (activities) – Fun House Commons, After school programs
- OIPP
- Cemetery services
- Parks and Recreation
- After-school programs (schools, library, Fun House Commons, Parks and Recreation, Orcas Center...)
- Infrastructure services (roads, utilities, broadband, EMS)
- Healthcare (medical center, individual providers, PT – back-office functions, inter-island/among islands (applicable in other areas too))
- Communication technologies (meetings, distance learning, shared facilities – multi-use, adult education)
- Emergencies – community members helping organizations
- Network
- Expand shared use of buildings/facilities
- Increase volunteerism (organizing, clearinghouse, coordination, help with transportation, scheduling)
- Networks, bulletin boards (whole islands catalog)
- Rideshare (increase) or equivalent (“Smart Jitney”)
- Shared resources (vehicles, mechanics, dispatching, office space)
- Radio – joint/shared service

## Orcas Island – “County Does Well” Table Notes

- Policing – integrating with community
  - EMS/Fire
  - Marine Manager’s Green Shorelines – increasing education with community, increasing collaboration
  - Health & Community Services – septic & water
  - Auditor’s Department – well-organized, ballots & elections, customer services
  - Promoting tourism – Visitor’s Bureau
  - Providing essential services for licensing, Auditor
  - Accessing state & federal funds to help support services ??? Certain services: mental health service for children & families
  - Roads \*\*\*
  - Sheriff’s Department
  - Trying to improve communication & community involvement
  - Access to Council via videoconferencing
  - Solid Waste workshops
  - Council persons are accessible
  - Public works – better outreach efforts
  - Better road maintenance, proactive
  - Public Works finds lots of money for projects
  - Energy-saving/rebate dollars
  - Courts run efficiently
  - Good job maintaining balanced budget & a reserve
  - Council, Polaris maps!, Assessors – great websites
  - Recently initiated Council meetings on other islands
  - Sheriff office maintains good relationship with other first responder agencies
  - 1/10 of 1% for Mental Health is a great program
  - Victim advocacy program is good
  - Roads
  - Justice – handling more caseload
  - Land Bank – good protection
  - Sheriff
  - Auditor
  - Assessor – Polaris mapping
  - Solid Waste responded to community, privatize solid waste, 3 different options
  - Road department – wise use of resources
  - Sheriff
  - Elections
  - Prosecuting Attorney’s office
  - Considering the limited resources at their disposal,
- most County services are doing as well as can be expected
- Dialogue with community
  - Roads (maintenance, etc)
  - Auditor & Treasurer – good services despite cuts, at a good price to Junior Taxing Districts (accounting services)
  - Sheriff’s Department (example: working with domestic violence)
  - County Prosecutor help with opinion on interlocal agreement (OISD & library) (fast & helpful)
  - Good effort by Council on permitting for broadband issue
  - Land Bank
  - Public Works – roads (are willing to work 24/7 if needed)
  - Auditor’s Office very helpful
  - County Parks
  - Victim Services
  - Cemeteries
  - Emergency Services
  - Community outreach/meetings
  - Local Court system (including juries!)
  - Road maintenance
  - Public Safety
  - Land Bank
  - County Parks
  - Public Health Basics – provide funding! (continue)
  - Mental health funding through schools
  - Victims services
  - Public health office on each island
  - Auditor’s office staff – efficient, kind, great team-work
  - Fire Department/EMS services
  - Auditor’s Office
  - EMS/Fire
  - Staff
  - Public Safety – Sheriff, Emergency Management
  - GIS – First responders – Sheriff, EMS, Fire
  - Done well in downsizing – Efficient, effective with resources
  - Public Works – roads, marine facilities docks and access
  - Election

## Orcas Island – “County Could Do Better” Table Notes

- “Greener” & legal: water systems/grey water, sewage (humanure), energy systems, building/flexibility
- Communications to Public
- Committees Oversight: relationship with County Council, citizen oversight/building committee
- Customer service – PR
- Budget Understanding – simplification
- Simplifying codification
- Monitor/test for results on mitigation efforts/programs (environmental)
- CD&P – more training around sustainability, Greenest city in America
- Sheriff’s Department – need more support for social service intervention, priority – criminal issues not civil
- Providing support & maintenance for important structures (ex. Senior Center)
- Stormwater management
- Follow-through on community input & process
- Economic development – asset-focused
- Enforcing alcohol & substance abuse among young adults
- Regionalizing some services – sharing administrative/chief – etc. streamlining administration – explore other regionalizing possibility (five schools)
- Better communication about available services
- Bike trails/inter-island taxi
- Each individual council person should have an online bulletin board/blog
- Better inter-department communication
- Decentralization of services – individual island-based
- Better archives & data retention: keep past maps, regulations, links to other counties’ websites (similar demographics) so we can compare
- Greater advocacy with Washington State legislature (Data-driven, especially regarding ferry issues)
- Service-oriented planning department, name change to Community Planning & Development, stronger commitment to consistent code enforcement
- Better outreach about existing Health & Community Services Programs (via Prosecuting Attorney)
- Find monies for unique projects for County to maintain & monitor “built” projects
- More County nursing support
- Have restaurants post health department inspection scores in front window
- Permitting – Land-use: inconsistent, poor continuity, complicated, Building a little better than land-use
- Land Bank – lack of accessibility
- Senior/Social Services – not enough staff to address needs
- Parks – County – not enough money to maintain services
- Solid Waste – was not working, not well-managed
- County Health Services – needs more funding
- Better management of Senior Center/County facility – put public interests and services in first place for office space
- Improve coordination of Senior Services between island communities and County
- Better customer service by CD&P
- International Building Code has been too restrictive & may not fit out community
- Building codes should reflect island needs
- Information gathering analysis & distribution could improve
- Improve internal communication technology
- Improve turnaround times of simple permits (decks, garage, simple small projects & maintenance issues)
- More efficient permit processing
- Tendency to offer solutions prior to identifying problems
- Clarify allocation of County Mental Health Tax – how is it done?
- Focus on priorities – narrower focus on what it can do well (fewer things better)
- More trust & sense of cooperation with citizens (Community Conversations are good start) – individuals & groups – Communication
- Better process for problem-solving
- Permitting: consistency, costs, time, enforcement (should be consistent), facilitate growing food locally
- Regulations: facilitate local agriculture...clarifying, simplifying, hard to understand





## San Juan Island – “Essential Public Services” Table Notes

- Quality infrastructure – power, water, roads, phones, internet
- Law enforcement
- EMS services
- Healthcare services, public health, environmental health
- Ferry service
- Open spaces, parks, trails, public lands
- Postal service
- Library
- Social services, support for families
- Arts, culture, historic
- Fire Department – fire fighters
- Agriculture – WSU, agriculture guild, ARC, Conservation District
- Larger role of volunteers in delivering services. Volunteer registry. Volunteers carry out department functions to save wages & support infrastructure costs
- Increase time between service delivery points
- No color copies
- Older cars in fleet
- Roadside maintenance less often
- Improve information available on web, web-based services
- Faster internet
- Better cell coverage
- Increase partnerships between public & private education agencies
- Food security (Bank)
- Partnerships – farmers, government & nonprofits – civic
- School agriculture
- Childcare
- Jobs
- Broadband
- Environmental protection
- Clean air
- School
- Youth recreation; prevention
- Law Enforcements
- EMS
- Senior Services
- EMS
- Library
- Transportation (not currently moving people)
- Affordable cultural experience (theater)
- Health – Public
- Affordable housing
- Green Space places to play and recreate
- Roads/trails supporting non-motorized transportation
- Parks and Recreation; access to shoreline
- Opportunity – link systems of Health; Education; Welfare
- Sustainable living – all systems & services together
- Dog/pet licensing
- Dog parks
- Public transit
- Non-motorized transportation enablers
- Mail
- Transportation: airport, port
- Hospital
- Victim Services, Domestic violence et al
- Economic development support
- Jail
- Ferry service
- State, federal, and local parks
- Trails
- Mental Health services
- Permitting
- Disaster awareness & preparation
- Public art
- Arts support and access
- Medical
- Road (safety, transportation)
- Senior Services
- Home health services
- Higher education opportunities
- Libraries
- Affordable housing
- Media
- School Counselors
- Island Rec
- DSHS
- Access to State services

- Access to essential services (government)
- Driver's License renewal
- Tax services (payment)
- Vehicle licensing
- Electricity
- EMS
- Sewer services
- Counseling services
- Public land & access
- Public Services
- Head Start
- Nutrition Programs
- Health communication
- Clean water
- Garbage
- Law & Order
- Safety
- Fire
- Health Department
- Broadband
- Food – nutrition in schools
- Schools
- Emergency services
- Knowledge of what's going on – health/diseases, public health
- Too much government: intrusion into private life, over-regulation (CAO), "Leave Us Alone"
- Education: kids bored/ignored, nothing to do to inspire youth (high school)
- Drug problems: youth use @ middle/elementary school, lack of opportunity for/commitment to kids, healthy activities needed for kids, incorporate into spirit of service
- Mullis Center an exceptional example of public/private partnership. Great resource for addressing needs of seniors
- 4-H
- Fair
- Economic vibrancy necessary for budget sustainability
- Outsourcing Public Works projects
- Sheriff/Fire/EMS are priority
- Stormwater efficiency – listen to committee recommendations, monitoring/testing
- Take advantage of grant opportunities
- Involve schools & kids
- Fire
- Police
- Reasonable taxes & distribution (County management of tax dollars)
- Court
- Emergency Response
- Water & wastewater treatment
- Education – all ages
- Planned Parenthood
- Food Bank – food security
- Parks & Recreation
- Libraries – linkage with education
- Energy – electric & fossil
- Communications – phone, data, public access TV/radio, video conference/feed
- Transportation – roads, ferries, airports
- Shelter/housing – affordable
- Healthcare
- Department of Emergency Management
- Banking/financial services – loans
- Animal shelter
- HAM radio operators with EMS
- Food Bank demand is overwhelming a volunteer organization's capacity to staff – donations OK but short of volunteers to meet increased need
- Centralized grant application services – people who know the system/process
- Volunteer Bank "system" – volunteer for one program/recipient of another
- Use systems in place in other counties/areas – we don't have to have/develop our own – ex: electronic records
- Share resources/share other people's/organizations' resources
- Communications – hard to know what is going on Countywide: County radio/TV, Calendar
- Consolidate school districts/Fire/libraries
- Fire service
- Cell service/broadband – 4G LTE
- Police/Sheriff
- Roads – Friday Harbor & County, Island
- EMS Service
- Emergency Management (Disaster)
- Land-Use regulations

- Schools
- Health Services
- Ferries (interisland & mainland)
- Barge landing
- Garbage dump/transfer station/recycling
- Stormwater control
- Snow removal
- Parks & Recreation
- Early childhood education
- Substance abuse
- Utilities, water, sewer

- Senior Services
- Airport & port facilities
- Medflight
- Reduction of # Fire Chiefs for whole County including Town – streamline
- Public Works – Stormwater management, Roads, partner with private sector (water, sewer, garbage)
- Schools – why all different districts? Public & private schools. Charter Schools
- Parks & Recreation – partnering with nonprofits

## San Juan Island – “County Does Well” Table Notes

- Land Bank (San Juan Preservation Trust)
- Public Health – involvement, health & welfare
- Roads – improved management
- Elections Department \*\*
- Financial Services: taxes, licensing, Assessor
- Sheriff’s Office: 24/7, increased visibility, school zone speeding, respectful/helpful
- Roads maintenance
- Courts collaboration
- Building Inspection responsive/reasonable
- Licensing customer service
- Customer service – in-person and overall
- Health Department nurses
- Health Department in general
- San Juan County Fair
- Parks
- Roads: chip-sealed, responsive to complaints, mowing
- Customer service at all departments
- Sheriff
- Dispatch/911
- County Parks
- Appointed boards (volunteers/lay persons)
- Courts
- Land Bank
- Parks
- Health & Community Services – Senior Services
- County Fair (event)
- Tourism Marketing – partnership with Economic Development Council (eg biking)
- Community Input
- Communication – public access
- Road maintenance
- Courts
- Assessor’s Office
- Sheriff – Response times
- Fire Department
- Auditor’s Office
- Safety – Sheriff
- Courts
- Roads
- Balanced Budget – 3 year
- Reserves in place – capital & operating





## Lopez Island – “Essential Public Services” Table Notes

- Organized Religion
- Sewer District
- Fish Bay Water Quality
- Library
- Sheriff
- Roads & Maintenance – over-maintained
- Fire Department & Services
- EMS
- NW Airlift
- Ferry System
- School District (Special Education/Gifted) (Consolidated school district?)
- Shuttle Service?
- Medical/Dental care
- Other medical services – pharmacy
- Local Grocery store(s)
- Cell phone service – health issues?
- Broadband
- Public Radio
- Parks and Recreation
- Senior Services
- Day & child care options (daytime learning center & Family Resource Center)
- Family mental health
- Food Bank – “Grow a Row”
- Farmer’s Market
- Affordable Housing
- Seasonal Housing
- Local food/organic farming
- Small business/local investing
- Integration of Fire/EMS/Police radios?
- 911 is centralized – efficient?
- OPALCO wireless broadband – integration with cell providers
- Consolidation of school districts? Maintaining local character
- Affordable housing – nonprofits vs. County vs. For-Profits
- Food
- Dump
- Education
- Transportation
- Health Services (clinic, EMS)
- Parks & Recreation and athletic programs
- Senior Services
- Police
- Fire Department
- Children’s Services
- Environmental protection – air, water, land
- Communications (telephone & internet)
- Utilities – water, sewer, electric
- Laws & Regulations
- Roads and trails
- EMF environment
- Alcohol/Drugs/Firearms regulations
- Library
- Airport
- \* Volunteerism (cheap)
- Affordable Housing
- Planning for change (oil economy/climate, natural disasters)
- Visitor Services (COC)
- Public Safety (Fire, Sheriff, EMT, Airlift)
- Road system, trails
- Clean water
- Healthy food
- Schools (K-12 + Preschool)
- Ferry
- Boat docks & marina
- Electric Power
- Propane gas
- Airport
- Clinic
- Library
- Affordable housing policies
- Proactive environmental policies
- Solid waste disposal
- Parks & Recreation
- Better internal communication & cooperation
- Government kick-start program, turn over to volunteer
- Education, children, seniors, FRC
- Public Transit – San Juan, Skagit, Whatcom County – bus/ferry/train transportation links, shuttles
- Collaborate? Map? – public lands, BLM, Land Bank, Preservation Trust, DNR, County/State parks
- Marine management, water districts, Kwiaht, Whale museum

- Dump/TIOLI, combine some recyclables with other collectors, partner with Orcas, see Neil
- Healthcare (hospice, substance abuse/prevention, mental, physical, public health/County)
- Education and schools
- EMS & Fire & Sheriff
- Recreation (ability to integrate recreation and outdoors)
- Library
- Transportation (airports, roads, docks/marine, trails, ferries)
- Community communication (papers, websites, family resource)
- Outreach/assistance (Family resource, Senior Centers)
- Conservation & appropriate use of resources
- Land-use planning
- Solid waste & recycling
- Private in medical field with government funding – County – health grants – to bridge for needs
- Disconnects/not formal ties (home health care, EMS, County public health, clinics)
- County needs educational clearing house to connect various services & provide information
- Public Works + trails group + Land Bank (liaisons are essential)
- Grant opportunities – need to partner with County resources and opportunities shortfall
- “Better, Faster, Cheaper” – In theory yes, but practically?
- Video conferencing could be used more widely
- CAO implementation videos online
- More training in :adult education, meeting facilitation, customer service
- Technical assistance for nonprofits (fund development, incubation)
- Back office support, management assistance
- Solid Waste – happening now
- SWAP LSWD à School
- School à Land Bank & affordable housing
- County Parks à Land bank, Trails à Education (Earth Day)
- Public library – school – higher education
- Health (senior, domestic violence, mental, hospital) transportation, off-island and interisland providers
- Health education
- Yes to collaboration
- Chambers – EDC – Ag Resource – Visitor’s Bureau – Ferry System – LCCA seed library – LCRT farm guide
- Collaboration between OPALCO – county electric users and islands energy coalition
- OPALCO – roads – private (sensitive to nature road clearing) – look at Gulf Islands
- Collaborate between Land Bank, Young Farmer, incubation program, the affordable housing
- Public library – seed library
- County Risk Management/nonprofits insurance pooling
- Public safety – EMT, Fire
- Solid waste – recycling
- Public Health (prenatal)
- Libraries
- Elections
- Land Bank
- Roads
- Parks
- Schools/education
- Justice
- Ports, airports
- Public roads
- County Fair (youth organizations)
- Environmental protection & land-use
- Taxation & revenue
- Utilities & essential public services communication
- Ferries/transportation
- Licensing
- Senior Services
- Social Services (FRC)
- Affordable housing
- Land Bank
- Libraries
- Pathways (non-motorized)
- Land-use
- Inspired leadership x2
- Food banks
- Take It or Leave It
- Public records
- Planning
- Solid Waste Disposal District
- Providing water
- Stormwater management
- EMS

- Electric power
- Telephone/communications
- Postal system
- Essential for wellbeing (food, water, shelter)
- Food infrastructure, production & distribution
- Mental Health Services
- DVSAS
- Education – public schools, access to web (library)
- Law Enforcement
- Recreation – access to beach, road ends, trails
- Road maintenance
- Public lands held for open space, habitat
- Public Health Services (immunizations, WIC, Senior Services, Meals on Wheels, equipment, Senior Center)
- Hospice
- Healthcare facilities – clinic, pharmacy
- Airlift NW
- Affordable housing
- Ferries
- Road maintenance
- Broadband
- Places for community meetings & events
- Elections
- Fire protection
- Hamlet, hospice & Senior Services, clinic – maintenance in shed (hospice)
- Summer workshops – LFRC
- Increase volunteerism – SWAP, so many places
- Nonprofit administration & maintenance is an opportunity for collaboration
- Fairs, Farmer’s Markets – County logo to market outside the County – economic development plan
- Access health insurance for nonprofits – common benefits pool
- Economic development alternatives to tourism – zoning regulations, farming regulations, cottage industry regulations
- Grant-writing and access to funding – for County & nonprofits
- A way to save money – make paperwork simpler, clearer – better shared information
- Systems approach to processes and communication
- Paperless entity – in County
- Permitting – streamline the process
- Multiple permits needed from multiple agencies – streamline

## Lopez Island – “County Does Well” Table Notes

- 911 Dispatch
- Roads
- Auditor’s office
- Customer interface
- Elections Board
- Parks Department
- Land Bank
- Senior Service coordination
- Juvenile Services
- Public Health nurses
- WSU – support for local agriculture and gardeners
- Elections
- Collection of taxes/fees & accounting
- Public Health
- Administer Land Bank funds
- Communication of Council business
- Maintain public records
- District Court
- Public Safety & Health & 911 emergency service
- Elections
- Public Safety
- Proactive in protecting Quality of Life in San Juan Count (coal port, working with resident re: yard waste disposal – see Neil)
- Good website
- Road maintenance
- County Fair
- Administering County Parks
- Law Enforcement
- Online access (as far as it goes)
- Roads
- Permitting
- County Parks including camping
- Land Bank
- Mental health funding siphon through schools
- Conservation district educating County residents
- Prosecuting Attorney/victim services works well with Domestic Violence Services & schools
- Requesting public input
- Roads
- Building inspection response
- Response vis-à-vis emergency services (911)
- Senior Services

## Lopez Island – “County Could Do Better” Table Notes

- Farm Assessment
- Property Assessment
- Permitting process
- Video conferencing (accessibility)
- Attend jury via skype
- Less brush mowing along roads
- EDC focus on agro-tourism
- Lopez Village subarea plan completed
- More County meetings outside of Friday Harbor
- More time for public input at public meetings
- WSU – shift focus to agriculture instead of Master Gardeners
- System needs to deliver clear communication & set reasonable expectations
- Cross-trainings because of limited staff
- A more cohesive vision involving this wild & sometimes wonderful population of islanders
- Efficient use of resources
- Public outreach/building trust
- Property assessment
- Take personal responsibility
- Terrible job keeping the roadsides trimmed in a fashion that we are deserving of/stop the massacre of trees
- Coordination of permits
- Calculated risks
- Assessor – tax classifications, agriculture & forest requirements
- Planning Department – permits
- Roads Department – collaborate with trails committee
- WSU Extension can do more for agriculture
- CAO process – appeals process was prohibitive, expensive
- Talk to each other (county employees) – work with other departments, interoffice communication
- Permitting process for construction
- Consistency and follow-through
- Consistency in applying permitting/zoning and setback rules – uniformity
- Making the intent of regulations clear
- More sensitivity in road development
- Housing inspections and permits
- Not using templates from other, understand County approach & being unique
- Owner/user friendly permitting
- Sheriff improve awareness of drug abuse & domestic violence
- Mental Health funding delivery system for others (not schools)
- Better education and outreach for specific (or marginal) communities
- Creative thinking in providing health services/programs/culture reaching more people
- Promoting economic activities like agriculture, not just construction and tourism
- Comprehensive ITT computer systems – County-wide, efficiency
- Permit time (construction)
- Public education of government functions
- Updating outdated regulations (dairy, agricultural, wetlands)
- Broader education & enforcement of drug use
- Assessment of properties – farm land
- More meetings outside of Friday Harbor



Lopez "Essential Public Services"



Lopez "Services County Does Well"



## Blog Comments – Public Services

### Essential Public Services

- I would love to see a greater investment in non-motorized transportation, especially bike lanes incorporated into future road improvement process. Continued improvement and focus on the challenging balance between stewardship and development. residents of Lopez, Shaw, & Orcas have an economic impact when they have to leave work for a day to access those services on San Juan. service my mail/phone works..to a point, but sometimes in person access is helpful and more effective. Many families in the county work hard to sustain their "quality of life" here and attending a meeting during the day or evening (when children are home) isn't always realistic. I believe there is a desire to be involved, but it is important to find additional creative ways to allow as many to participate as possible. Offering childcare on Orcas for this latest conversation was a very nice step.
- Essential public services: fire, medical, safety, education, parks and recreation, overall planning
- Would like to see the county continue to maintain parks, trails and shoreline public access as this is why I want to reside here - the natural beauty of the San Juan's Education - seems like collaboration between school districts, while maintaining island identities, would serve to provide a stronger education for students. If we do not keep vibrant, quality schools then just turn the county over to senior services
- Essential public services include planning, zoning, and environmental protection. The county struggles to maintain its quality of environment in the face of over-amped development pressures, legal challenges, and an attitude that we are immune from the same economic drivers that exist on the mainland. So, it is easier here to talk about being good stewards than actually demonstrate results. Rather than get out in front on environmental protection, we lag on CAO, SMP, storm water, bmps for agriculture, and code enforcement. We continue to lose wetlands, riparian habitats, water quality, and natural shorelines.
- Public Services essential to "Quality of Life" on Orcas Island: 1. Transportation for both residents and visitors. It has always been a mystery why a partnership between The State, The County and The Private Sector couldn't provide both affordable Ferry Service and Shuttle Services on the three main islands that is designed to limit the number of "foreign" (as opposed to "local") vehicles coming to the islands and still provide easy transportation for moving around on the islands. 2. Health Care. The islands are blessed with adequate health care facilities (maybe more than needed for sustainability), most of which are provided by non profits, and most of which are dedicated to providing the essential care regardless of the ability to pay. The County should stay "hands off" this critical area needed for "Quality of Life" 3. Affordable Cost of Living for Year Round Residents. The cost of living in The San Juans has spiraled off the charts in the last 5 years. If this essential element of life doesn't soon come under some control we are going to find ourselves completely without an available, much less affordable, labor force. This is a perfect area for The County in concert with The Non Profits to exercise some control over the conduct of sustainable business in The San Juan Islands without having to charge ever increasing prices for services just to stay even . 4. Protection. The Fire Departments do an unbelievable job of utilizing volunteers to provide island wide fire and emergency response services. The Sheriff could do well to look for ways to expand services by using volunteers. Many small communities in America have well trained volunteers established for assistance to law enforcement.

### County Does Well

- County gets good marks on fire, medical & safety with exception of sheriff boat
- Planning - county does pretty good at juggling the need for some regulations with the respect for private property rights.
- Typically, The County handles those functions that are the traditional tasks like Auditing, Property Maintenance, Crime Control. Legal, etc quite well.

### County Could Do Better

- I feel we have a responsibility to our community to understand and comply with basic regulations as our individual actions do impact more than ourselves. But I do want these regulations discussed openly in the community and applied fairly, and the county can do better on those points.

- The county has some good employees who are trying to do their jobs, but they don't get enough support from leadership. Key employees and leaders should be trained in the principals of Participatory Management and Planning ([www.ipmp.com](http://www.ipmp.com)). Priority should be given to attracting and holding qualified professional county employees, and supporting them to do their jobs.
- Where it runs into problems is maintaining a constant and accurate citizen communication stream. The loop from Citizens to Council to Bureaucracy to Council to Citizens is a hard one to keep tracked and The Council, whether 6 or 3, is often the bottleneck in the process.
- It would be nice to have a have services (licenses, filings, etc) available on all islands, even if on a rotating schedule. Continued efforts in communications and interaction on an on-going basis.
- Volunteer Commissions can greatly assist & reduce the workload of the three County Commissioner structure. Until the recent past these Commissions had true authority for Approval rather merely reviewing or commenting on their respective business. These Commissions will add depth to decisions in managing, budgeting and planning County Depts. and business. And Yes, I'm a volunteer Parks & Rec. Commissioner from Lopez.
- Public Transit is to me the most essential public service missing in San Juan County. SJC is now the only county in western Washington without such a system. While we are not an urban county in fact if you look at our population densities and number of road miles per citizen we are just as populated as much of western Washington, areas that now currently have public transit. This is not to mention that we are a much richer county in land value and per capita income compared to those for example on the Coast such as Pacific or Grays harbor. Just as we have public roads we should have public transit. It not only benefits lower and middle income families who suffer by paying some of, if not the highest gas prices in the state, but also the well to do. All the ferry served island suffer from a traffic bottle neck at the ferry landings where there is very little parking for traveling by foot on WSF. Even the well to do would benefit by having parking at home or in various park and ride lots scattered throughout the county and taking transit to the ferry. There is now excellent public transit in Anacortes that can take resident cheaply and safely to the mainland to shop, medical appointment, etc and return home the same way. Saving the expensive care ferry fare, and lines, to get off and on the ferries. Of course a transit system would be of extreme help to the senior, disabled, and youth populations of our county who cannot drive. Most of all having a transit system would stop an hypocrisy in our community, which on one hand is mostly progressive and liberal, believing in social justice and equality, and most importantly being environmentally friendly and green. By not having a transit system we are putting great hardship on those who cannot drive or are struggling to pay our extremely high energy costs, and are forcing our citizens to use one of the most energy intensive form of transportation--the single rider car. If in this county we want to be green, to do our part to fight climate change and global warming, then we have to have public transportation and use it. We need to do our part, not just talk about it.

**WEEK 3 DATA SETS**

**WEEK 3  
DATA SETS**

**Economy  
and Jobs**





## Orcas Island – “Future County Economy” Table Notes

- Families can live/work here
- Preserve quality of life & natural environment
- Farmland more accessible to young families
- County identity – what do we offer the world?
- Promote tourism to improve accommodation pricing
- Local lending opportunities
- Local credit union
- Agriculture is huge for tourism – niche, “brand” foods, eg. Heirlooms, lavender
- Encourage food-based economy, farms to tables
- Career vacations/small conferencing
- Local currency/time banking
- Broadband (virtual education & professional services)
- Alternative transportation, eg. Electric bicycles, horse & buggy, quadracycles
- Mentors for entrepreneurship, “angel network” of investors
- Increase cooperatives
- Create guilds/collectives: food/drink, active lifestyle/ecotourism, farming, arts& crafts
- Multiple use of commercial kitchens
- Resource sharing between businesses
- Agriculture communities: housing, intern, value-added agricultural products, cluster, 20 acre plus
- More connected community via broadband – export of intellectual property
- Cottage industries – leveraging our forest resources – expanding value-added product
- Wellness industry – spa – cooking, workshop, educational, skills, nutrition
- Retreat centers, small-scale – continuing education, leveraging existing facilities
- Shop locally – try local first. Supports locals
- Small manufacturing – products: assembly, high-end repair, high-value product, low weight/size
- Eco retreats – environmental, marine, forestry
- Public art – art festivals
- Clean
- Family wage jobs → now it takes 2 wage earners to support family
- Let’s define a family-wage for San Juan County
- A more stable housing sector
- Broadband access to remote jobs – school teachers are retiring. New teachers coming here their partner may have to bring job in order for the family to survive
- Can we turn part-time families into full-time families
- Ecotourism – capitalize on our location – accentuates environment rather than compete with it – agri-tourism, bike paths
- Public transportation would affect tourism especially on Orcas
- Opportunities for aging population cottage industry
- Do homeowner groups support cottage industries?
- Agriculture for younger population
- Welcome young farm workers add infrastructure, we market ourselves to them – hold festivals – create a farmer guild system – learning & mentorship – farm “incubator” – home with land and “grow” farmers
- Create excellent medical care & jobs
- “Frontline Call Center” is a model
- Non-manufacturing cottage industry: in the “interweb age,” cottage industry will grow. People will live in “nice” areas, while electronically commuting or doing web-based business. Problem: these “industries” don’t generate a lot of tax
- Connected: industry depends upon UPS, FedEx, etc – and phone company
- Telecommuting: one or more people working remotely from the “home office,” eg. Microsoft, but working here
- Office Space: central office services for sublet by small business, co-working – office share
- Community-owned Renewables (Renewable Energy) – keep money local (plug equity leaks) – ecotourism, construction jobs
- Community Service Businesses: maintenance workers, healthcare, gardening, wedding services & planning
- Keep Young People Here: beginners’ jobs that lead somewhere (in terms of growing income) – business incubators for startup companies
- More cooperation among businesses: shared facilities

- Financing: "Micro financing" from entrepreneurs, to help businesses begin & grow
- Broadband Initiative: Necessary connectivity and information services
- Agriculture: Heirloom & GMO-free seeds for sale. Marijuana sales & growing
- Year-round tourism: sell the rain!
- Bring in corporate conferences: need appropriate facilities!
- We need better public transportation that is subsidized until it catches on. Federal & state funding is available, sometimes
- Encourage Professional Services, need businesses able to buy services
- Services: retirement, health, aging in place, no real estate sales
- Opportunity: to train skills – professional services provided remotely – broadband – business doesn't have to be here – how to get 50k jobs here?
- Construction: boom to bust. Do we have ordinances and laws that hinder or help? Help people do things on the street – generate creativity, excitement
- Tourists need to have a good time.
- What does look like?
- Utilize: Washington State University extension – educational resources.
- Simplification of the code
- I would like County and business to look like collaborative: how do we make "brands" from Orcas (wood, Orcas meats); have a commercial kitchen – available for; production at home without so many barriers – why does all meat have to leave island? Do it here. Local food processing available
- 1977 – things were well-balanced industry wise; in 80's fishing easy – boom/bust cycle; middle class diminishing; agriculture – reskilling classes, pruning, preservation, seed savers, fermented foods; elder healthcare; artists & healers
- Low impact with living wage: call center or high tech; manufacturing
- Microloan fund
- Education lab at school
- People with resources to mentor younger people
- Improving or encouraging bike tours
- Biomedical research
- San Juan Islands National Monument? What impact?
- Why can't we have software development companies here (clean, high tech, broadband)
- Encourage biking – fuels restaurants, bike lanes, skateboard – public art/mosaic
- Adult sport opportunities using Park facilities – running, toning – singing – yoga
- Have mostly electric cars – for tourists, encourage walk-on
- National event to draw people here
- Alaska/Horizon from SeaTac, transport from SeaTac easier
- Diverse
- Less difference between personal per capita income vs. wage earned per person
- More technical (need broadband for this) high tech industry
- Switzerland uses rural farming to encourage tourism
- Focus on having opportunities for high school graduates
- Subsidize farming to encourage (keep) rural character
- Computers help with telecommuter possibilities
- Ag-niche? GMO free zone? – seed production → no cross pollination here (of GMOs)
- High value crops: ginseng, salad greens – premium, lavender, (flounder? WA), cider (San Juan), heirloom varieties, Orcas pear
- Non-restrictive → cottage industry encouraged, not discouraged & over-regulated
- Government needs to move past mindset of "no – that's wrong – do it again" to public service & advocate (not adversary) to get things done
- How can senior population be taken advantage of economically? Wellness tourism, healthcare, in home helpers, senior living areas – would it attract more seniors
- Zoning is restricting opportunities like lodging – hotels, retreats (not bed & breakfast)
- Wellness tourism would tie in with ecotourism, agriculture, foody, arts & culture, can reach various age groups
- Guilds
- Affordable housing connected to farms

- Come here to be helpful
- Zoning important to maintain environmental beauty and quality. Buffers
- Broadband would support more working residents
- Need more young people, this could attract them
- Businesses could be here, as well as working for mainland businesses
- Wifi hubs – need places for free internet access at least in town or hot spots
- Gaming company, creative company
- Internet would help graphic companies
- Kids leave – need them for healthy community – “nothing to do” for kids
- Some here because there is less going on
- Support farming, preservation of open space
- Micro-financing for farming
- Agriculture community support cottage industry
- Too few cottage industry here
- Market should be selling local products
- Is Orcas too small
- Farming hard for younger people because of land costs, could county help

## Orcas Island – “County’s Role” Table Notes

- Look to other locales – Mazama (pathways)
- More parks & open spaces
- Shoreline access
- County public access time – allow follow-up time at end to correct points
- Rotate council meetings to other islands
- Positives – LTCA grants
- Negative: health department regulations (restaurant); streamline rules & regulations – confusion on county/state rules – ombudsman to simplify rules for business/startups; Fire Marshal – yearly inspections are too often
- Identify public beach & shoreline access (hard to determine)
- Protect environment – zoning laws
- Progressive sustain building codes – office of sustainability (new) – new building codes – allow progressive, sustainable structures
- How to fund? – tax \$? – make part of job description for CDP director – more continuing education for staff – planning office on Orcas 1 day/week
- Revise zoning – allow projects that meet certain criteria
- County should be a leader in being proactive with sustainable practices. Be a leader for future. Utilize local talent
- Incorporate bike paths & walking paths in new projects (tourism)
- Facilitators – needs/desires of residents: attitude of support
- Flow through on these meetings with real action
- Bring new County Manager/Administrator up to speed on these priorities
- Disconnect between county/citizens
- Evaluate County perception
- Zoning for hotels, cottage industry – regulations: helpful or hindering – balance economy & environment, “economy = environment”
- Property rights: get out of the way – polarized by politics – find balance
- County office to facilitate public-private partnership. EDC?
- Community foundations – microfinance solutions? Angel investors?
- Coordination & collaboration between nonprofits & county, public → private
- Streamline zoning variances when supports economic development & common sense (food & alcohol)
- Is San Juan County on Facebook? How people get information
- CAO is hindering development
- Agricultural zoning (20 acres+) access to housing...
- Utilize rural clusters (educate, make more known and available)
- Allow for (mobile small or “tiny”) housing options on agricultural lands: ADUs
- Education opportunities: zoning, permitting, etc
- How can county make agricultural land available for farming
- Perception that CAO is slowing construction – confusing regulations = fear and inaction

- County passed Wireless Ordinance = possibility of broadband and improved cell phone coverage. Kudos
- Communication to public – to businesses. Need strong fulltime communications manager
- Communicate state of clean (Friday Harbor) water (and other success stories)
- Create housing for working-class families: one method might be to require people who own vacation homes (occupied less than 6 months) to provide housing for a caretaker family on an exchange basis
- Tax effort toward caring for working families: excise taxation? “care as much for people as we do for critters” – Fred Klein. “put workers on the endangered species list.” Some means of subsidizing workers’ housing. Keep workers and service sector personnel on the island year-round. Stop the “Aspenization” of our county
- Ferries: the County must advocate to the state for better ferry service. Current efforts are not sufficient.
- Community-Development Block Grants: the county must seek monetary inputs from all available sources! Actively! Forcefully! Consistently!
- Community-Supported Agriculture on Land Bank Property: make the island as self-sustaining as possible. The county should facilitate this, not block it arbitrarily with silly regulations
- Establish island-wide or countywide agriculture co-op: sales co-op, purchasing co-op. make agriculture simpler, agricultural sales easier
- Make small-holding farming possible: reduce regulatory impediments to farming on 5-acre plots – chickens, etc. the county should help people overcome regulatory barriers. Or get the government out of the way
- Permanent conservation described & implementation
- County not be impediment to good ideas; be advocates, flexible in zoning, regulations
- County be facilitator for good ideas for business
- Progressive taxation for farmers: tax credits for good environmental practices; agricultural composting; soil creation; gmo seeds
- State & county regulations scaled to small-scale farms & businesses (eg restaurants)
- Incentives for restoration of habitats
- Grants
- Make it easier to be legal and, therefore, build county tax base
- Get water to those who need it, such as farmers
- Broadband – waive fees, at county level
- Hire more locally, less importing – local priority – provide training if necessary
- Agriculture/forest community – change zoning on 20 acres to provide cluster housing
- Town hall forums – specific business topics – hear issues
- Provide some resource to supporting to businesses – senior services, marine, agriculture – support economy
- Point person – more accommodating to new ideas, encourage flexibility in department
- Look at organization – reconsider silos (dept health, CD&P, public works). Permit department vs. functional silos. Organized by service – customer service – streamline
- Encourage consolidation of duplicate services: marine resource, pollution, etc
- Update land use – create flexibility – i.e. brewery
- Clear simple code – CD&P more friendly, less adversarial
- Consider building director position to be elected vs. appointed
- Once a year update priorities between citizens & county
- Encourage artists – in town
- Simplify, simplify, simplify: ordinances/street ordinance; music on the street; individual’s – lavender wands exmp. \$25 – 3 or 2 together?; street/food trucks
- Collaborative not combative; mission find a way to yes
- Lack of a feeling among businesses that competition is ok
- Overkill regulations against small logical request
- Codes punish more than ensure safety. Role is to: safety, enforce state law
- How do we localize appropriate regulations
- How the county is to interpret to get to ‘no’ instead of yes
- Help – customer service – problem solvers
- Vern’s – on water, middle town – what’s county role? (blight) how do you fix derelict
- Active at state level on ferries/tourism
- San Juan County Government must find a way to deal with...as a rural county...the developing com-





Orcas "County's Role"

## San Juan Island – “Future County Economy” Table Notes

- We want what we encourage to sustain that quality of life
- Encourage development that will allow that quality of life
- Properly directing change with focused economic development with clean industry – seeds, biotech, in order to keep what we have, but it must be monumental to overcome the gap between work
- Nurturing/training working class
- Attracting entrepreneurial investors
- Small, collaborative industry & groups of employees
- Living here is a choice. From a policy standpoint, we need to facilitate people who choose to live here
- We should be cautious about large initiatives (eg. Broadband) before undertaking
- Encourage and protect definitively the assets of the community
- Broadband is a fundamental requirement to provide people considering moving here
- Broadband is a semi-governmental entity – we should be cognizant of that. It’s a significant step, possibly we can be creative & mitigate any risks to our environment
- Other infrastructure is limited – water, sewer. How much growth can we sustain? Because of that we need to concentrate on brainpower, light industrial
- Economy must have enough volume & velocity because of money moving into our county...eg. Physical, digital. Must keep a larger connection with the larger world
- Shop locally
- Workforce development – training people who are here or bringing new employees
- Challenge in farming & manufacturing is that these are low-wage – it’s relatively easy to fill these positions, but not the next step up (management)
- We need to find a way to recruit “happy” small companies to San Juan County
- SJC government should “shop locally” for their workforce & be willing to train
- What can we do to grow sole proprietorships & help entrepreneurs to hire people?
- Help companies of roughly three employees manage the next step
- Value-added, seed industry, etc. trading on value of GMO-free
- Broadband enabling sole proprietorships to work from home
- More small high-value export companies: intellectual property; manufacturing; telecommute/need for speed
- More local/more self-sustaining/more independent
- Local support for local business (San Juan co-op)
- Small conferences – conventions – trainings – retreats
- Infrastructure & transportation for above
- Access Canadian money/access Canada synergies
- Problem – empty storefronts (missing teeth)
- Problem – low wages/high cost-of-living
- Need support services for older population
- Training & education of workforce (local employees) vs. import qualified workers
- Problem – not enough young people (to run chain-saws)
- Weed – farming opportunity
- Agri-tourism
- Brewery – distillery – winery – small cottage industries. Entrepreneurs?
- Branding/marketing – island lifestyle (alpacas, lavender, hops, grapes)
- Events – bring people here; shoulder seasons – expand the season; amenities – stuff people seek out (trails)
- Ensure quality of product & experience for visitors
- Problem – how to grow from tiny to bigger (wages) companies (permits regulations)
- Marketing: get information to customers – email?
- Keep money local – spend it here (discount?)
- Encourage those that can afford it to buy here
- Agricultural – need family, need history
- USDA loans – money → pay back after harvest
- Create forms (homes) for farmers – how much is needed for a family wage? How much to sustain?
- WSU 4-H as a resource
- Angel investors
- Forest products – logging → need for sustainable approach

- Construction, can't see this staying as our #2 industry
- Railways for boat repair (haul-outs) – Jensens (if the Land Bank would purchase) – port (gravel pit as a public marine center: education, repair)
- Move away from tourism & construction
- Agricultural → how do we sustain agriculture? → open spaces; solar; sense of place; sense of geography
- Processing of agricultural products → value-added. E.g. Brickworks
- Farmers are aging (average age is 63)
- Broadband – opportunity to connect – ties in with sustaining agricultural
- How do attract the “young” farmers? Hometruster → invest; homes for islanders → infrastructure provider; agricultural parks; housing? Who owns the land? Farming/cottage industry
- Arts as a cottage industry – “historically not supported” → permits? CCR's
- SJC as an art destination, need tourists for sales repeat customers, who come back by boat Roche Harbor
- Venue → cottage industry in the home: signage, place of creation. People want to come to where the art is being created → studio. Same for farms
- Solar → it's what makes agricultural happens
- Bird-watching
- Wetlands tours → platform for observation/tours; education → school curriculum
- Keeping the younger generations here – how do we do that? Family wage – sustainable jobs, Lopez Island model
- Performance arts
- “Gold Rush”
- Education systems – schools teach concepts → Farm education
- FFA – Future Farmers of America
- Family wage jobs → good for agriculture, construction
- Another dimension to tourism – “Island friendly” agri-tourism
- Diverse industry – manufacturing
- Promoting arts – music, theater, visual arts
- Local to local business: self-sustainable
- Broadband bringing jobs here: telecommuting
- Bring down costs with volume: food, healthcare, housing
- More year-round jobs
- Expanding training program opportunities (agriculture, art, marine science) with affordable accommodations
- Expanding fishing/marine by improving fish habitat
- Showcase “green” practices
- Grow professional services (knowledge-based) → dependent on better broadband/connectivity
- Sustain & grow entrepreneur – business
- Strengthen year-round industry: labor force (affordable housing); broadband & cell phone coverage; dependability of ferry services; strengthen year-round demand for trades (stabilize)
- Stabilize demand for accommodations/dining – meetings (business) with tourism
- Harvesting of milled wood products with artisan/trade value chain
- Explore aquaculture opportunities
- Explore opportunities to harvest more of the local seafood “take” with island resources. → crab – differentiate San Juan County → salmon – harvesting source, “county brand”
- Elder care – support of aging population
- Expand the “market” – with broadband and distribution channels
- Media “destination” – film/advertising/production
- More cottage industry (less than 6 employees): craft/trades & training workshops; high-tech industry supporting specialties; light manufacturing; claims processing
- Revenue generated in county that sustains living – or somewhere else & ends up here
- Buy local – things might not be here
- Rural cottage or industrial zoning
- Value-added agriculture +++
- Support services for young families
- Local investing – credit union
- Increase utilization of Fairgrounds
- Apprentices – interns
- More vocational training?
- Export learning –Chautauqua (ie – import learners)
- Partnerships to revitalize vacant space
- Commitment to public art
- Job opportunity on public lands

## San Juan Island – “County’s Role” Table Notes

- Bike lanes
- County by “local”: know resources, professionals
- System for (interns) for scouring for feedback on issues
- Taxes down: high compared to income, “use budget or lose it”
- Island friendly → public “service” departments
- Keep up communication – where to go for help
- “Educforcement” → simplification of regulations & pre-communication
- Remove obstacles → zoning balance, regulations that prohibit
- Sign regulations: clear
- Free up businesses to create jobs → don’t feel need to create jobs
- County fight state regulations → agriculture – day-care
- CAO education (it’s still scary)
- Build trust → use carrot instead of stick
- Buy local
- Support local projects like Brickworks
- Simplify regulations/be flexible with zoning
- Find intern & mentoring opportunities
- Streamline small business development regulation
- Prioritize regular council focus on economy
- Expand EDC functionality & funding
- Explore tax holiday effects
- Incentives for public service employees to buy local/support community services
- Educate us on what it means to spend on-islands
- Local currency?
- Raise property taxes for...specific economic development project/program (to target absentee owners)
- Support expanded education opportunities – aviation/marine...vocational
- Expanded use of waterfront for economic development & marine resources. Summer camps
- Ask not...what your county should do for you! ...
- Parking: for merchants & shoppers/tourists; town/county/port (partnerships); public/private
- Land-use: zoning; review and modernize ordinances, streamline, accelerated appeal process; support & grow rural “destinations”
- Permitting, Fire & Health Codes – simplify; technology – permit tracking & status
- Customer-Centric government with business advocates
- Affordable housing – expand countywide (ELDER, farm, rural cluster) (very town-centric); guest houses; middle-income opportunity – leased Land Bank land?
- Vocal advocate on ferry – farm to market route – private “support” alternatives
- County zoning – (mixed) dual-use policy; residential/business; farm/business – classes; enable cottage industry; review code – streamline/simplify; support “destination” expansion beyond town
- SJC government should impose specific taxes to provide specific benefit services to the people paying them (e.g. 1% for art, transportation benefit district tax, Sheriff tax, zip line tax, sales tax)
- SJC does not shop locally – should consider buy local policy
- Sales tax increase for free garbage service
- SJC government is one of worst polluter companies in county – lack of commitment to recycling, SUVs (county fleet), recycle paper, commitment to green policies
- SJC should encourage green composting
- County needs to help with coordination of freight, especially backhaul – trucks going back empty
- Government needs to provide an environment where businesses can succeed & become a partner with businesses. Government has a responsibility and a duty to businesses – we’re here to facilitate them as they pay taxes
- Work closely with town and urban growth areas. Coordination (e.g. town council meeting cancelled because of Community Conversations)
- More Town of Friday Harbor & San Juan County partnerships to save money & provide better services
- Commit to public art. 1% for art
- Ensure there are enough appropriate places to do business, particularly for multiple-employee businesses
- County government should commit to hiring locally,

- including training, as much as possible
- Look at transportation strategies, to get low-income workers to work & tourists without their cars
  - Directive to have county regulatory agencies to review their policies to see if they are economic development friendly or not
  - Create a county business license, as a business "census"
  - County should become a provider of data to enable business
  - Increase funding for the EDC, especially to change community's perception of economic development
  - Put your money where your mouth is – we hear a lot about economic development but not much funding
  - County should subsidize ferry fares for county residents, by getting together with WSDOT, WSF
  - Policies that hinder: larger farmers → limited; does not allow buildings → reason to be here; lack of infrastructure; sign ordinance; zoning; no public transportation
  - Ohana model – second home at lower tax rate
  - Policies that support: public transportation development; lease; lower tax rate for agriculture; conditional use permits – bed & breakfasts; noise ordinances; broadband
  - Land Bank
  - Is there a role for the County to support the young reidences? (safe & health place, affordable living) – Vision
  - Vision
  - Long-term strategic plan that creates stimulus
  - Be proactive
  - Create/allow another entity to create a farm for farmers
  - County support cottage industry → how? 501(c)3 → what would the rules be? Where? → tax break for cottage industry (property tax)
  - How does the county help boost our boating industry? → marine education center; public-private partnership
  - Reliable & affordable ferry system. Education center for people & place of health





## Lopez Island – “Future County Economy” Table Notes

- Shift to experiential tourism/learning: sustainable agriculture; skills – alternative living & technologies (energy, local energy sources); green jobs; energy independence; Lopez is example for community, and other islands, team building
- More local services: retail (basic goods); professional, eg medical; small businesses that are successful – mentorship; is it less expensive to go purchase off island? – research
- Values added products: emphasis on how produced, the story; what do we value? Ve example; export, specialize, eg GMO-free seeds, cottage industry; community/shared facilities, co-ops
- Value of older population – volunteers, teachers, child care
- Educate about our values (sustainable, self-sufficiency) – jobs in this? Pay to learn → center/structure and get things done (eg: LCLT)
- We can be an example in how to live post oil
- Land-based enterprises: more support; families sharing resources; food production; meet needs of local community
- Community living! Eco villages, low impact development (or high positive impact)
- Earth stewardship – environmentally proactive & make a living at it
- Farming vs. preserving wild habitat: what does this provide besides tourism; is this an opportunity for economical development?
- Should we depend this much on tourism
- More businesses to leverage broadband
- Diversify economy – add value to agriculture & forestry
- Produce catalog for island products – island branding
- Economic growth without population growth – emphasizing natural resources, agriculture, forestry
- Services to support seniors
- Services to engage seniors
- More tech services
- Agri-tourism
- Ecotourism
- Encourage retreats and conferences
- Low impact tourism
- Business training
- Microloans
- More eco-agro tourism
- Internet – opportunities to telecommute
- Encourage cottage industries
- Recycled products
- Eco-schools & agriculture schools, ‘like Island wood/Greenbank farm”
- Multiple economies - \$, barter, timebank, volunteer, etc – are supported simultaneously
- Planning ahead for aging population – adult family home, palliative care
- Develop job opportunities for grads
- Support entrepreneurial spirit and self-employment
- Create an economic reality where people don’t have to have three part-time jobs
- More active farm
- More value-added infrastructure in County: commercial kitchens; dehydrators; cold storage facilities; small-scale farm implements; butchering; bottling, etc.
- Intergenerational living care for rent – org or supported somehow
- Diversify living arrangements – shared kitchen & own spaces
- Zoning changes & policy to support succession farming
- Local investing opportunities network
- Local people investing in local businesses/people
- Fostering sharing of knowledge & business skills
- Vibrant arts scene with people coming to buy it
- More countywide arts, agriculture, skill events & sharing, promoting each other
- ARC Island grown campaign funded and supported
- Ecotourism vs. tourism blitz
- Let’s see the monument business
- Find ways to blend this opportunity of monument that supports the island values
- Balance ecology & visitors
- Educate visitors about island & ecology
- Fund park maintenance
- Education part of visit

- Working vacations!! Public service, work on trails, farms etc.
- Market for what kind of tourist we want
- Home stays & hostels & farm stays, habitat for humanity
- Affordable housing – create it within our own island
- A thriving community
- Local focus – investing locally not because of ROI
- What impacts will change demographic have on community
- Encouraging young farmers especially through GMO niche, acknowledging necessity of locally grown, healthful food
- Being careful to define all potential impacts of any economic development activity, just because we can...is it what we want?
- Tapping into local investing opportunities
- Awareness of our finite resources...water, ecosystems
- Mitigation of population growth @ awareness of its impacts
- Diversification of industry – fish tag guys
- Support of startup entrepreneurs
- Brainstorming new industries
- Being careful to think countywide for government services, but not for economic development initiatives
- Agriculture support now. Access to land, startup farming
- Value of food. Easy to buy non-island non-organic food
- Construction?
- Increase agriculture economy
- Promoting local agricultural exports
- Aquaculture
- Simpler codes for agriculture & aquaculture
- Broadband internet connection, underground
- Community support – family wage jobs
- Lack of industry
- Mentoring younger population

## Lopez Island – “County’s Role” Table Notes

- Streamline permit process
- Support land-use changes – encourage entrepreneurialism
- Encourage value-added businesses
- County friendly to small businesses
- Ombudsman, advocate, liaison
- Funding for ARC
- Loans for business projects
- County allow changes for retreat center
- Appoint future assessors
- Update county maps!
- Allow alternative path based on results rather than regulations
- Monthly meeting with commissioner
- New assessors budget
- Land-use reassessment
- More biased towards local controls
- Checklists for activity rather than CUPS, SSDP, etc
- Traditional activities = land-based
- Transitioning to “new” economy
- Diversification = land-based
- Home-based manufacturing: no light pollution, noise pollution, nighttime noise à good to go
- Can sell sheep, lamb, etc. no permit, but can’t sell compost = county permit
- Scale is important in relation to land-use & permitting. SJC = small scale by definition
- 10-year sunset on all land-use regulations, if they prove their worth they can be renewed if not...
- Zoning changes & comp plan, less is better
- For succession farming, home stays, hostels, farm stays & cottage industries
- Exception to regulation that were meant for large operation
- Advocate for scale & performance-based regulations at state level as opposed to cookie cutter for large industries
- Support for affordable housing & alternative housing
- Common shared area – support – co-housing – zoning changes
- Condominium/cottage ordinance/pocket neighborhoods, zoning changes to accommodate

- Building code changes to allow gray-water systems
- Environmental health code changes to recycle waste -biosolids into compost
- Realistic regulations
- Common sense supportive regulations
- What is the county's role with holding the vision and articulating our values?
- Community/people tell county what direction we want
- County should be facilitator to assist the community in meeting the community identified goals
- The county should listen and respond
- Statistical breakout by island of data
- Streamline permit process
- Zoning for demonstration projects
- Get a new assessor
- Create local food sovereignty zone (create legal statement)
- Change zoning requirements to allow group living. Eg: cluster housing → change regulations based on impact
- Support/facilitate people to get together & make decisions
- More money into ARC (→ funding for agriculture community), MRC (→ marine) & parks & conservation district
- Scale → educate & help for people to build own house, for example → local offices to advise on process to meet regulations
- Encourage low-impact building practices
- Look at regulations that make it hard for micro-farm business (eg: dairies)
- Recognize our county as an exception and regulate more appropriately
- Strengthen safeguards against oil spills, coal export, marine transport, etc., to preserve natural environment (eg: communicate with Canada and federal & state government)
- Invest in energy conservation, OPALCO involvement → invest in energy efficiency
- Be available to support individuals and their needs
- Make it less expensive & easier to get approval for wind generation
- What rules are state mandated & which are county?
- Can seemingly restrictive regulations be beneficial for the county? (this county uses incentives instead of restrictions)
- The county could be more aware of how some policies affect the economy of the islands
- Could government incentives be created to help small farms?
- Better communication of why regulations are in place
- County could help promote hitchhiking stations in strategic locations
- Low taxes – doing business here is always going to be more expensive. Low taxes is the only thing county government can do to help mitigate this



## Blog Comments – Economy and Jobs

### Future Economy

- How about travel and learn vacations, make Orcas and the Islands a destination for traveling and learning something new, make the advertising so affordable for the new businesses that they can't afford not to do it. If we are one of the top 'Art Towns', let's put together an Arts and Crafts School, where local artists can teach and we can draw tourists year round and generate visitor's income for B&B's Vacation Rentals, Hotels, Restaurants, and shop owners.
- The disparity in average wages vs. average income in comparison to the rest of the state makes us an anomaly. Combine this with the \$island living\$ element and the situation for medium to low income wage earners borders on indentured servitude-and is likely an unprecedented situation in the lower 48. The underlying attitude from those who have towards those who do not - "Living in such a wonderful community is part of the cost of living here" - does little for those seeking economic security and a life free of relying on subsidized options. More agricultural jobs, tourism jobs and property caretaker jobs will not increase wages. Aside from attracting middle class wage industries, there is little our island community can do to encourage growth of a younger demographic. The onus to this issue falls on those who have the means to create good paying jobs.
- San Juan County needs young working families to be the backbone of its economy. The days of steady construction work are slowing down so we need to build local industries based on local natural resources. We have farm and forest lands that can provide raw materials for value-added farm and forest products that could be marketed globally.
- I really love the comments on concerns about our fish and habitat restoration! I would like to go one step further, and start to protect our oceans! Like banning all surfactants and phosphates! That means WE may have to wash your hair and bodies with vinegar! Are you in? If we think like this (out of the box) it will improve our local economy!
- OK, now that the major fishing and agriculture industries are finished we have to focus on tourism! Without tourism we won't have stores or restaurants! So really think about whether you want to live on the islands without any commerce and please support and respect our hard working tourism industry that brings folks and their money here! I'm still amazed that Canada takes US dollars but our US islands do not! Way to go! That's a great way not to boost our island economy!
- We need affordable housing to offer to young people and families so that they can live and work in the islands. Allowing people to build ADUs...lots of them...is a win-win situation as people can house older relatives and/or young families can help out people next door. I have lived here and said this for 9+ years but have seen no progress towards alleviating the affordable housing shortage. The Lopez Land Trust and other land trusts have addressed this problem, but allowing ADUS would work with no cost to the tax payer and/or the county, and could be offering housing right away. A no-brainer whose time has come. Also, let's coordinate farming possibilities....people with land leasing to young farmers. We have the capability of growing 95% of our food in this country. Let's do and it! But FIRST and FOREMost we need affordable housing...everything else then follows
- Future economy should be diverse, supporting many types of jobs including jobs in the tourism sector that bring in revenue but are respectful of the natural beauty of the area and without overwhelming local resources. Support of small farms is important to both providing a local food source and as an element in the tourism economy. Allowing farms (and perhaps artists) the ability to sell locally (farm stand, gallery - if appropriate for neighborhood)is a plus. Having county policies that support local agriculture (open space, ARC, Ag advisory boards, support for 4H)is crucial. And having a reliable, fast, not too expensive internet access can be a big boost. And county government support for the natural beauty of our area and providing access to those areas is key to our quality of life here. This too has a positive impact on our economy.

- We need affordable housing for workers and their families. We have myriad vacation homes which are unoccupied for most of the year. Our islands' economy was founded upon resource extraction and use: fishing, farming, and forestry. Fish stocks need to grow back from multiple blows of overfishing, pollution, and ocean acidification. But agriculture and forestry incorporate sustainable income if managed correctly. Growing plants, animals and trees is less damaging to our environment than growing population and housing. The American Farmland Trust has studied the contribution of resource land versus residential land in over a hundred counties (including San Juan), and consistently found that houses cost more than they bring in for property taxes, while resource lands bring in more than they require in county services.

## County Role

- Reduce the barriers to small business. Islanders are resourceful and creative and yet, we have so many barriers to creating a small business. For example needing 7 sinks in a business that is just one room. Charging \$10K for vacation rental permit, which may make all the difference to many families who are struggling to keep their properties. Supporting a venue where small vendors can sell their wares with no or very little overhead. For years we made enough money selling jam in season to buy our groceries, mainly because the Farmer's market charged only \$5 for a spot. Compare that to today. Many spaces in downtown Eastsound sit empty, why not give their owners some tax credit or incentive to lease them out for the cost of utilities. We need the draw.
- Support folks who want to farm, raise seed for sale, provide food for our community. Plant a permaculture Park with edibles for free... berries, apples, plums, pears, nuts - we have the most knowledgeable people here right on Orcas - the Bullock Brothers.. just a few thoughts...
- A luxury tax revenue source that strictly funds economic security and stability through better wage generators might be the only way to access a minuscule amount of the excessive wealth in our communities - "The cost of living in such a wonderful place".
- The County government should be supporting local farmers and entrepreneurs to develop a local living economy based on growing and building things of high value to sell to local and off-island markets, as well as selling the experience of coming to the islands to tourists and retirees.
- Increase shoreline access and map current access. We are on an island but can hardly get close to the water.
- Opening public farmland for public use would be ideal.
- Our senior population continues to grow and yet our county government places more emphasis on tourism than on our resident, year round consumer market. Did you know that San Juan County receives more income from Social Security (\$49M/yr) than we receive in take-home pay from tourism (\$39M/yr) - 2009 figures. There is a market opportunity for businesses serving our senior population and the county should be placing priority on this market segment. We live here year-round, we pay taxes here, and we vote!
- It would be useful to require people who own vacation homes that remain unoccupied for, say, six months or more of a calendar year, to provide an ADU to house a caretaker family at little or no cost to the caretaker, or in exchange for labor. It should be possible to write a constitutionally acceptable, county ordinance to make this scheme a reality.
- To grow our agricultural and forest economy, our county government needs to change their attitude. Agricultural and forest lands support our residents. They need government support, not hounding and scrutiny of the paperwork and further restrictions.

**WEEK 4 DATA SETS**

**WEEK 4**

**DATA SETS**

**Priorities of  
Government**

## Orcas Island – “Priorities of Government” Table Notes

- Financial services: mapping – too much spent already; licensing can be done online/outsourced
- County Management: IT is high-value, necessary; HR very valuable; communications can always be improved
- CD&P: throw the existing bums out!
- Health & Community Services: more emphasis on drug prevent please!; WIC, childhood support good; lower fees
- Land Services: Land Bank – enough land has been preserved/removed from tax rolls – time to reduce this budget item; Parks & recreation important for quality of life, especially families
- Public Safety: if we had an additional \$100k, how would we distribute? [frame]; Sheriff has many preventative searches; given age of population, E-911 is important; in order of importance to you; do we have metrics to measure effectiveness (response time? ...is it faster to call Sheriff directly)
- Financial services: document recording is basis of rational, stable land transfer system; assessor is revenue generator – requires more human fieldwork; without good financial tracking and analysis, hard to make smart choices; need to keep faith with elections process
- Community Development & Planning: only 4%, yet defines most of public’s perception of County; much of lore is anecdotal “whipping boy”?; construction is big part of local economy; property owners don’t do this often, so need help/support through system; this is department that needs training – how to help citizens solve problems
- County Management: IT at 3% of County is low; need strategic planning to use IT well; risk management is preventative and can save money; does this include liability insurance costs? Or is that allocated through a cost-share?
- Land Services: can costs be decreased without losing quality of roads?; turn more of gravel roads to gravel (Dolphin Bay!); need more bike paths; change road striping to get more bike pathways within right of way
- Health & Community Services: what data do we have on trends/demand vs. services provided; high per capita alcohol use – tourism? % alcohol level?; need to have better measurements to track progress/outcomes; where does education for healthy lifestyle fit in? we’ve organized work by the diseases rather than by the goals/healthy community; happiness index
- Disaster planning & preparedness is duplicated at county level and fire department
- Investigate alternative to current county dispatch service
- Is a county manager really needed?
- Public Safety: all important as part of whole – need follow-through
- Financial services: all integrated – Milene is awesome! – consolidation of function
- County Management: have to have long-range planning & careful budgeting!!! – BOE support most useful because we get most of our revenue from people – HR have to have accurate information about costs and functions before budget; IT – data collection important
- Land services: Noxious Weeds – fire safety, danger & abatement

## San Juan Island – “Priorities of Government” Table Notes

- Awful drug problem (should be under law enforcement)
- More a quality of life than department specific
- Quality of life ‘categories’ (drugs, health, etc)
- Prevention (drugs & alcohol)
- Why does auditor have all these duties (the array of functions – that they do all three)
- Financial services not customer-friendly
- No recourse if office is mismanaged or wrong (specifically assessor & treasurer, in that order) – a question of fairness
- Move back to hold courthouse (with three council members instead of six) (and sell new building)

- Permitting needs work
- General attitude of government – adversarial
- Customer service
- Problem of neighbor reporting neighbor
- Prevention is a high priority
- Shocked that county manager did not know @ after school kids
- Large amount of social dysfunction in schools
- Highest income in state but lowest wage earners
- Importance of early education
- Land Bank is a valued program
- County vs. town roads (county roads are better)
- WSU – needs improvement
- Disaster preparedness – on fault line
- Dispatch 911
- Adequate deputies to handle what’s going on – thieves – DUIs – law enforcement not supported by court
- Need enough deputies
- All (public safety) interrelated – difficult to rank
- Financial services: can some be combined? They’re all interrelated – hard to rank
- County management: countywide operations; why are we using a head-hunter?
- CD&P: this department is broken → lose a lot of money; land-use/planning → know what you can do; code simplification is important – building codes; natural resources; there is no code enforcement → nothing happens in response to complaints → what’s the point?
- Health & Community Services: children + human services, environmental public health; watershed not protected → part privately owned; environmental public health → water quality; food service licensing and protection
- Roads & maintaining fleet
- Financial services: known areas of deficiency; grown as needed; “neighborhood by neighborhood!”; concerns about assessment process → assessor; we have a good system for tracking title of property, equates to a quality of life; all relate to fairness and are necessary
- Count management: human resources drives & supports the entire system; human resources doesn’t have customer interfacing; inclined to reduce services that do not interface directly with customers; HR tasked to provide customer service; identify where value is created & improve as needed; improve communication to public to let them know what government does & is doing
- CD&P: codes – system is too complicated → code simplification; state mandates dictate county; natural resources → education → data collection that goes to long-range planning; permitting process more difficult in Seattle, here it is personable and the people work with the landowner to work it out; long-range planning “begins with the end in mind” and drives the other areas
- Health & Community Services: environmental health supports all subsets, all people, all the time; senior services addresses our current demographics of a higher median age; there is a continuum where more county/less non-profit : less county/more non-profit
- Land services: roads are critical infrastructure; cutting/trimming along road may be more than necessary (excessive?); maximize use of fleets; road conditions seem great compared to other areas; better is safer, paved; safety for bicyclists & pedestrians; safety vs. speed → visibility created by mowing
- Public safety: don’t like the question e.g. car parts; all parts are important and need to work together; parts → whole; any piece missing causes a problem in the other areas; is there any component that is deficient?; be more effective; be proactive → increase prevention to potentially reduce costs; cost of public defense, funding public defense; which areas need more improvement? – drug use, domestic violence, enforcement & prevention

- Hard to (impossible) to prioritize
- GIS is important
- Natural resources BIG
- Safety net services – all are important (health & community services)
- Land Bank
- Can't get along with Dispatch (public safety)
- Roads have improved notably
- Non-motorized vehicle lanes
- Important to address youth as they come into legal system – with strong youth advocacy; with strong & connected sheriff's department
- Land-use should also comprise historic preservation like the town of Friday Harbor with dedicated resources
- Water conservation is not adequately addressed
- Not enough resources allocated to support families with young children
- County needs to assist with quality pre-K education, particularly in summer

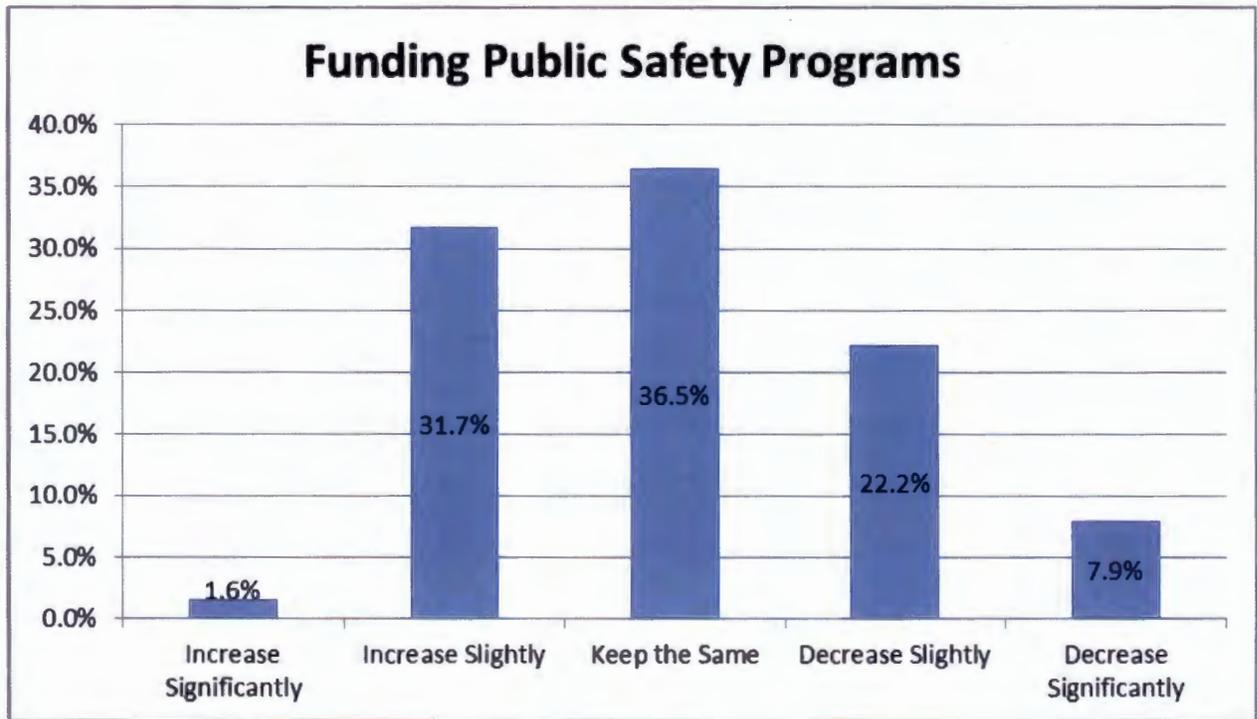
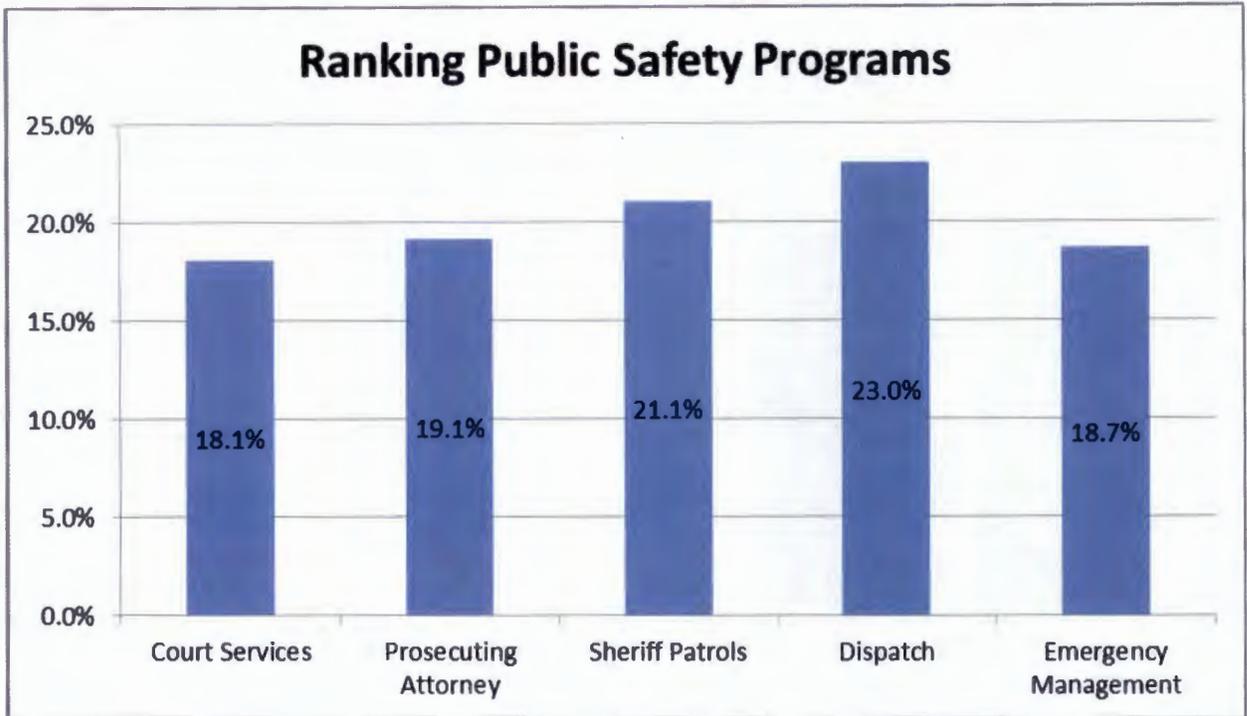
## **Lopez Island – “Priorities of Government” Table Notes**

- Public safety: mixed opinions on value of Prosecuting Attorney's office – creates bureaucracy, has supported some key cases in defense of the County; disaster planning – food security; Sandy is impressed with choices for 911 vs. emergency preparedness; decrease slightly – prosecutor, Sheriff (patrol, got stopped on bike), court
- Financial services: assessor should help people stay in program versus pushing out; better interpretation or clearer rules consistently enforced; Sandy doesn't understand community anymore; become more efficient across board
- County Management: GIS – more access to data; (B) – supports more people; more IT, less need for some manual work jobs
- CD&P: long-range – important but can we do well in politics – need immediate action – more IT – plan from sub-area mindset – we need visuals – need more tools, models
- Health & Community: early childhood; community services; public health; combine (human services and community services, combine all?)
- Land services: money invested per mile of road vs. money invested per person; more agricultural training
- Public safety services: all really important & interrelated; isolation & aging population requires dispatch; need to think ahead – disaster preparation needs more importance than before; may not need as many deputies
- Financial services: financial management is the basis of county business; licensing is most important for one person; it can be difficult to separate personalities from functions
- County management: maps need to be more accurate; questions as to what each part included
- CD&P: natural resource programs are important; permits take a long time, but it can be relative to other times or places; long-range planning is politicized
- Health & community services: if we increase all along, where do we decrease?; very difficult to rank; environmental problems affect us all
- Land services: do we need new vehicles?; hate to see 4H go the way of Beach Watchers; I'm voting for conservation
- Juvenile court services very; sheriff – more patrols than necessary; too much nitpicking issues; stopping people for silly things is done too much; roads brand new decrease equipment; code enforcement last in importance; long-range planning is difficult, vitally important; natural resource programs “very important” critical to the region; Assessor – really not happy with this office & the tone of the; financial services all essential; health & community services all essential

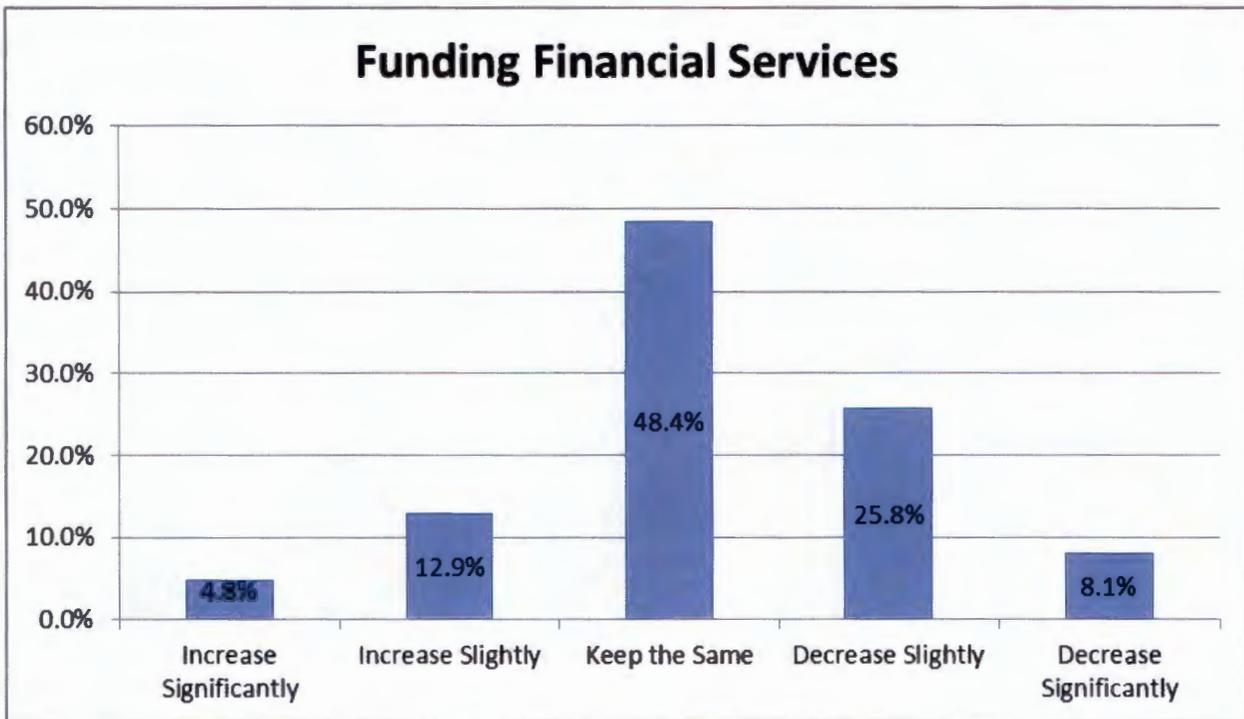
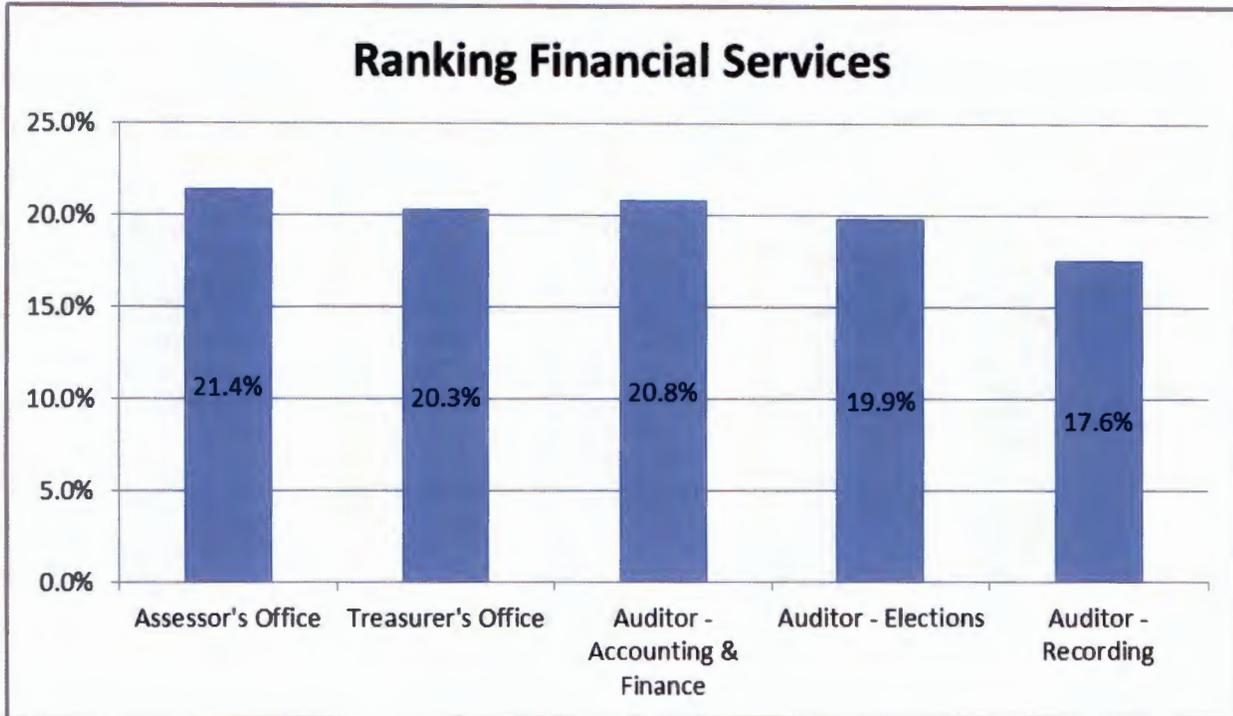
## **Blog Comments – Priorities of Government**

- The CAO should be simplified so that it is effective for protecting Critical Areas. Simple "dumb" buffers are actually smart, if they are not punched full of holes by "uses" that degrade buffer function. The adopted CAO is expensive for landowners and tax payers, ineffective in protecting Critical Areas, and impossible to enforce because of its complexity.
- The county can save money by powering their facilities with community owned renewables, purchasing power from a group of individual investors ("crowdfunding"). My organization has received a pledge of \$2500 in matching funds from a local donor to help get this process started for county facilities, fire stations, schools, and churches. <http://solargardens.org>
- Until our local economy returns to "normal", taxes should most certainly NOT be increased. Belt tightening across the board for government just like we citizens must do. To spend government money more efficiently, wasting money, duplication of departments, and non-productive positions (and "workers") should be curtailed. San Juan County has a marvelous track record for already protecting its land and waters; the CAO and other expensive extraneous cumbersome protection laws should not exist.

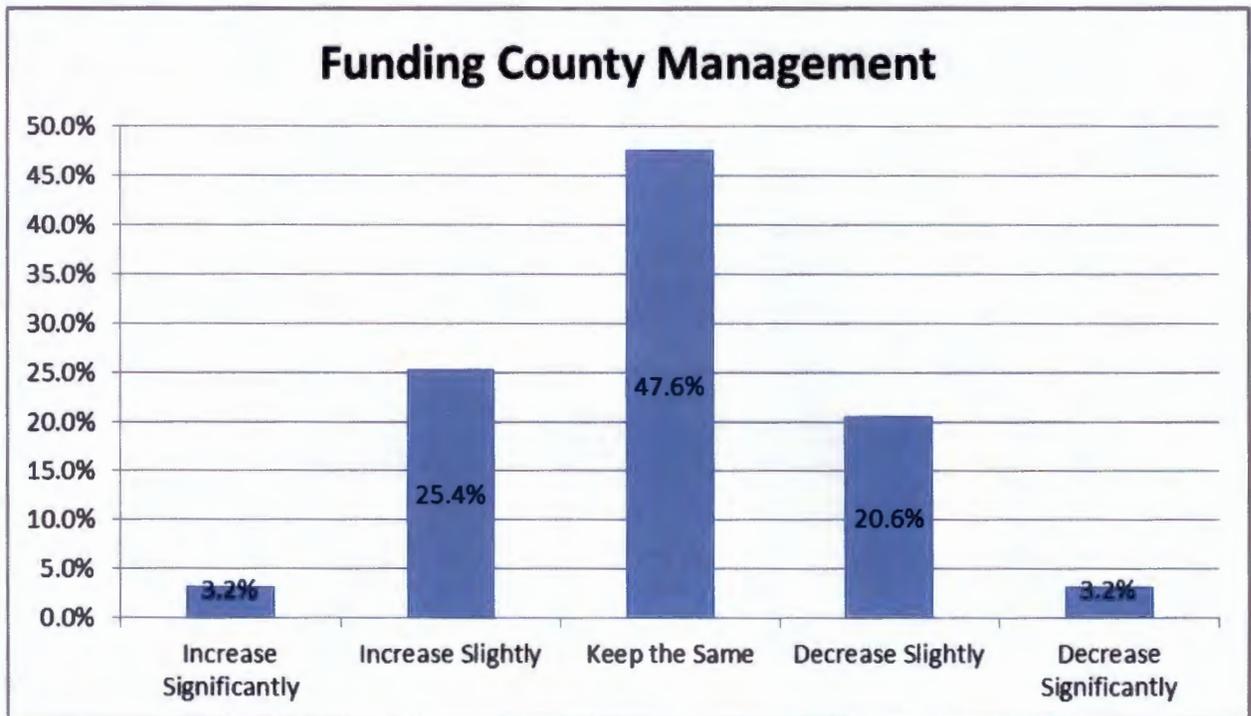
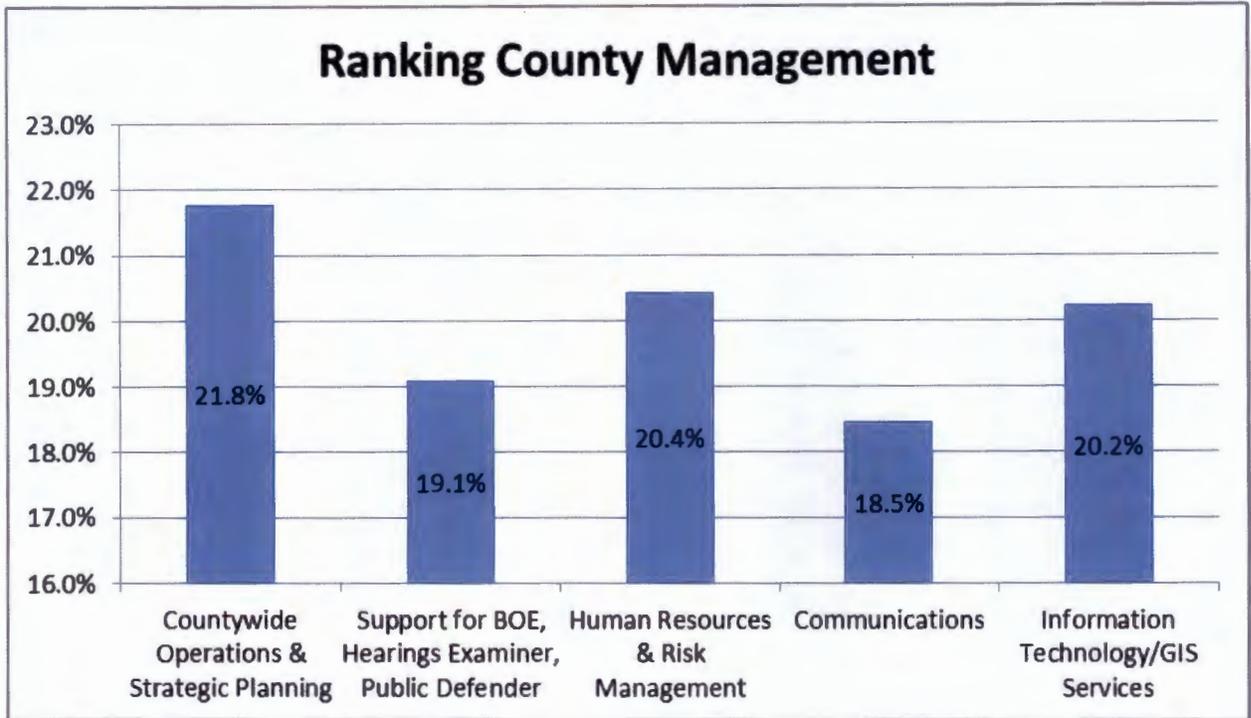
## Countywide Polling Results



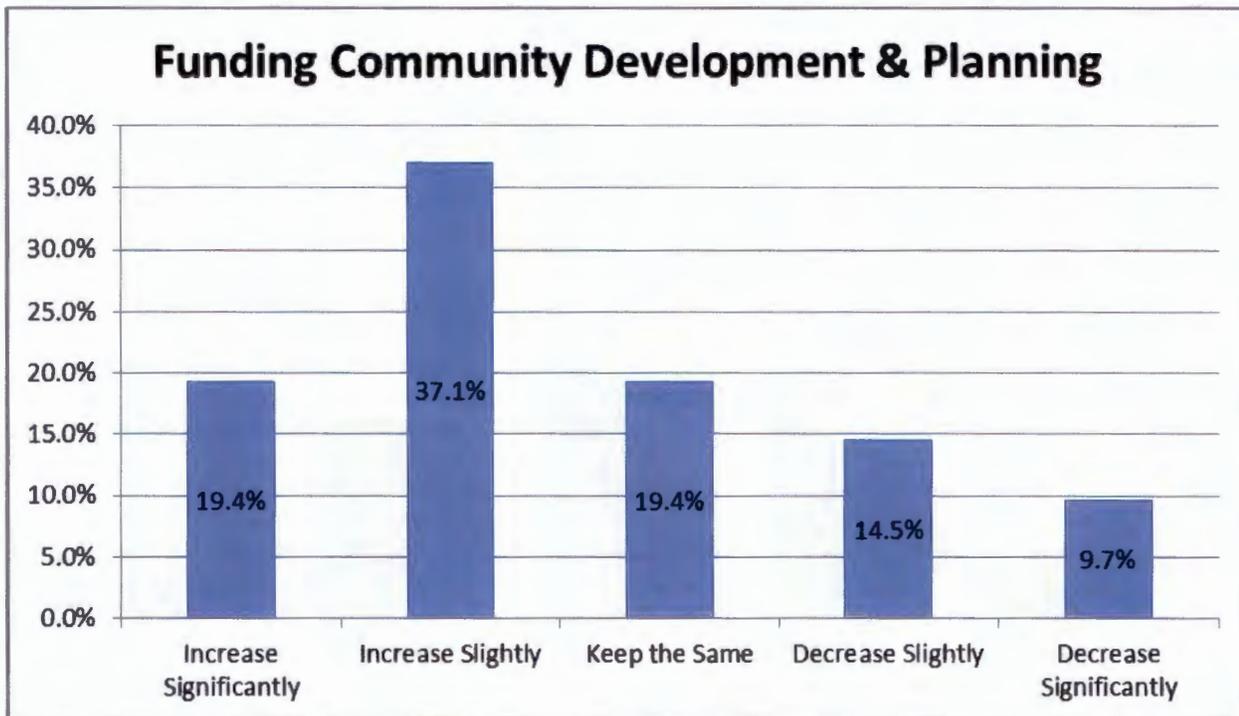
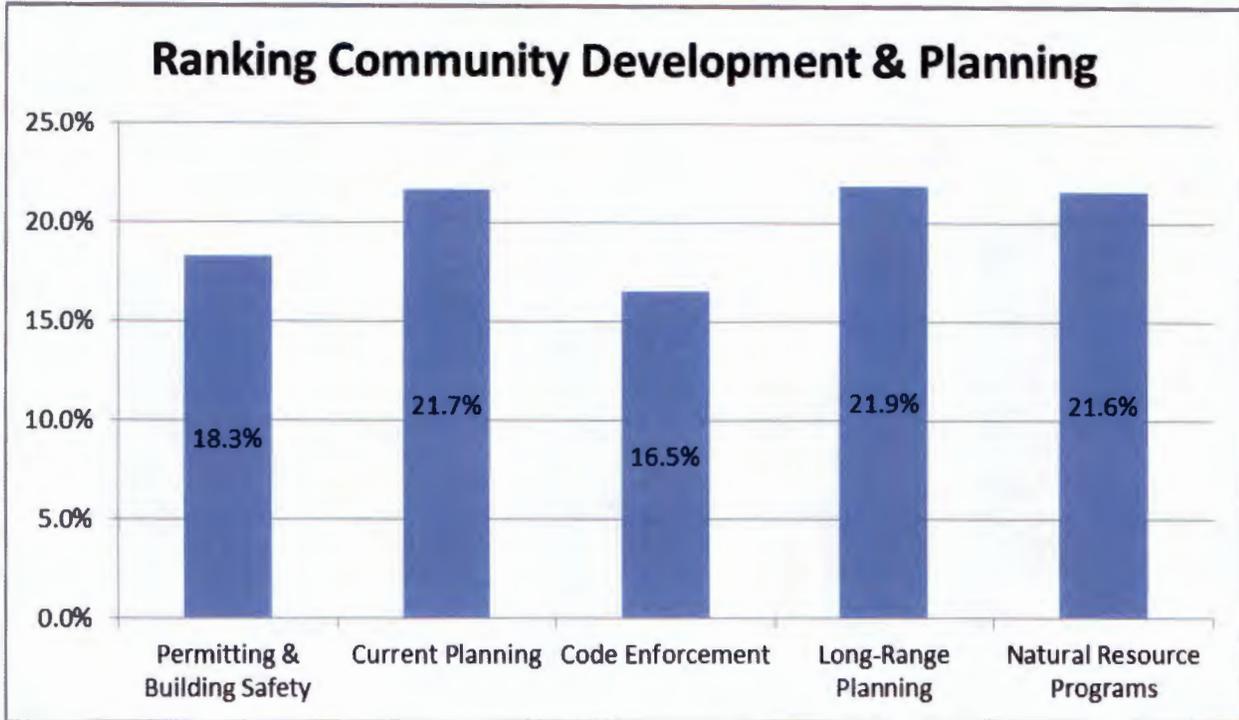
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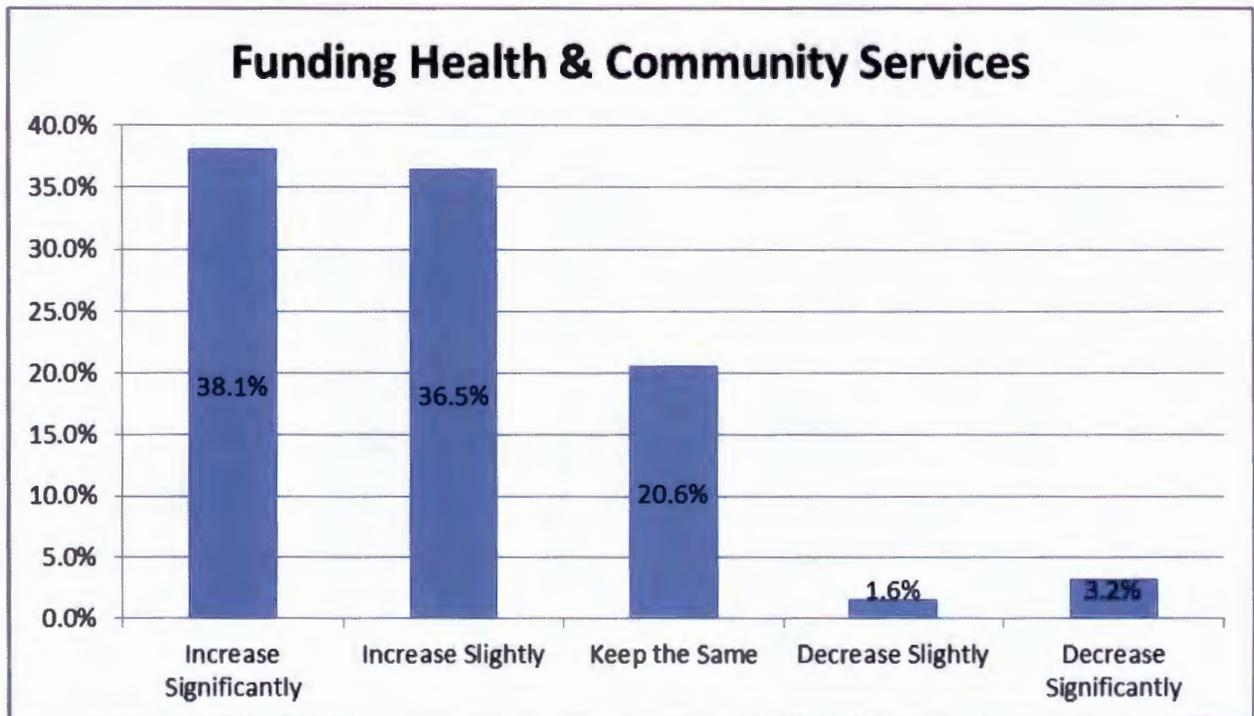
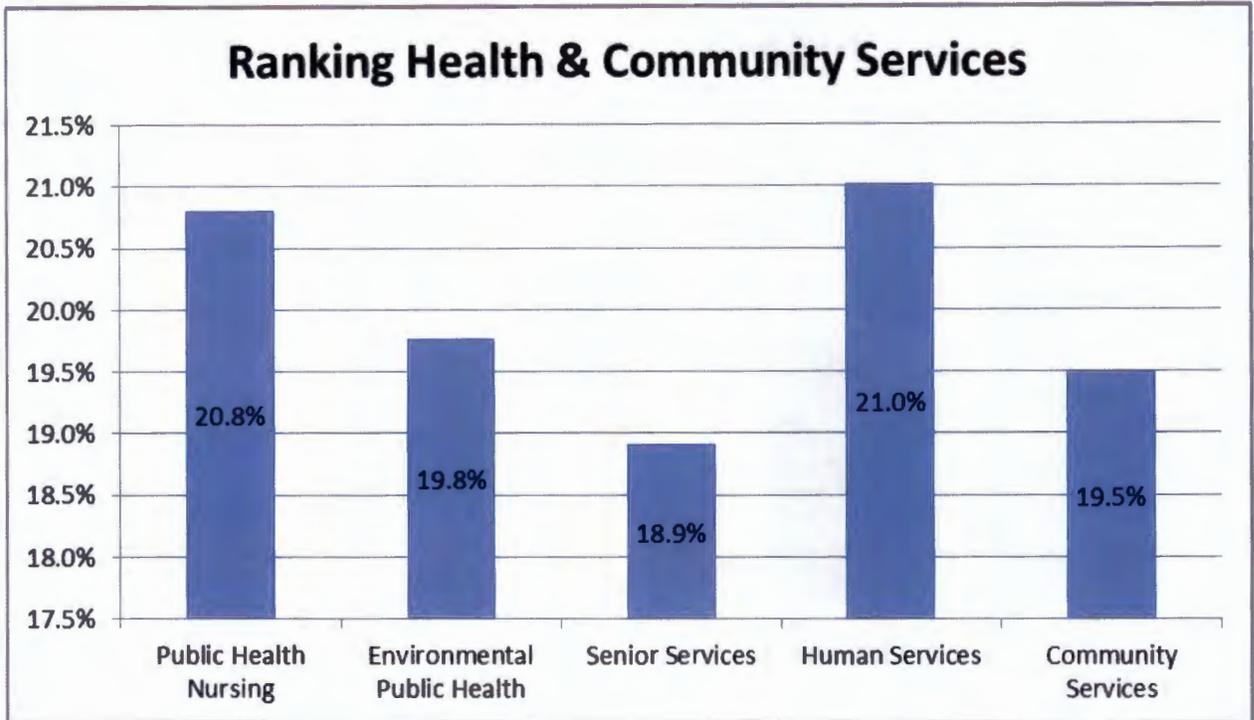
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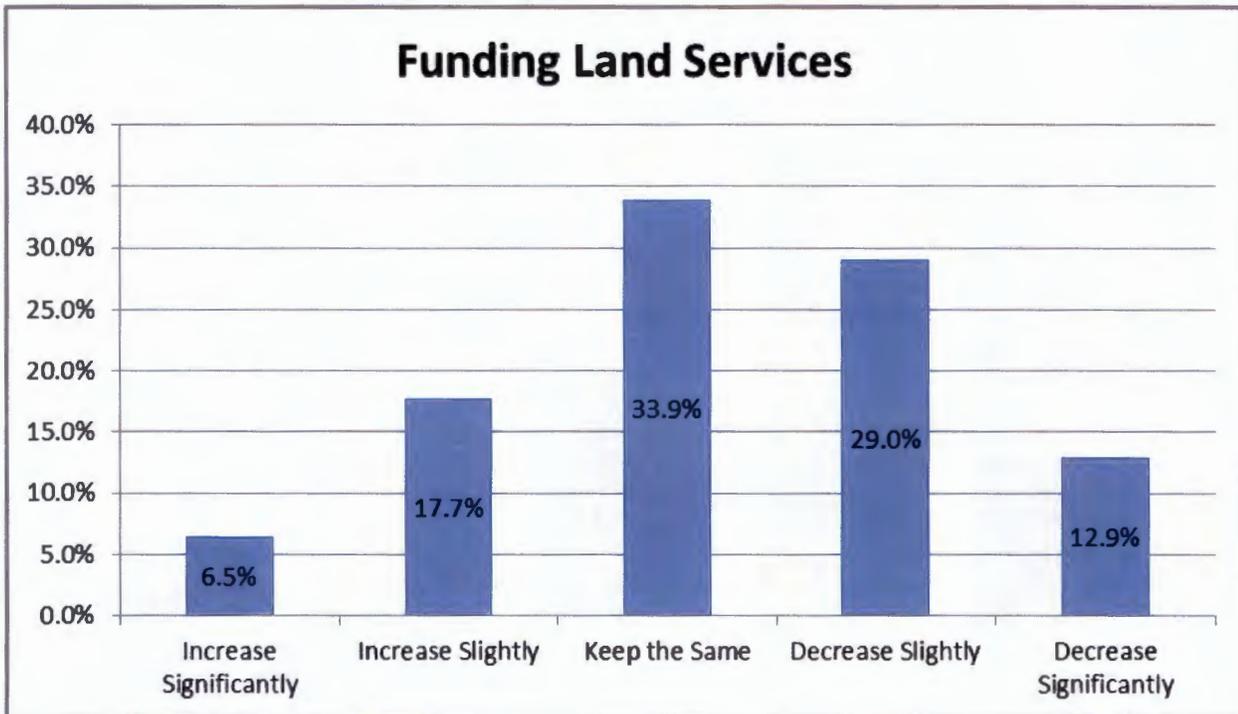
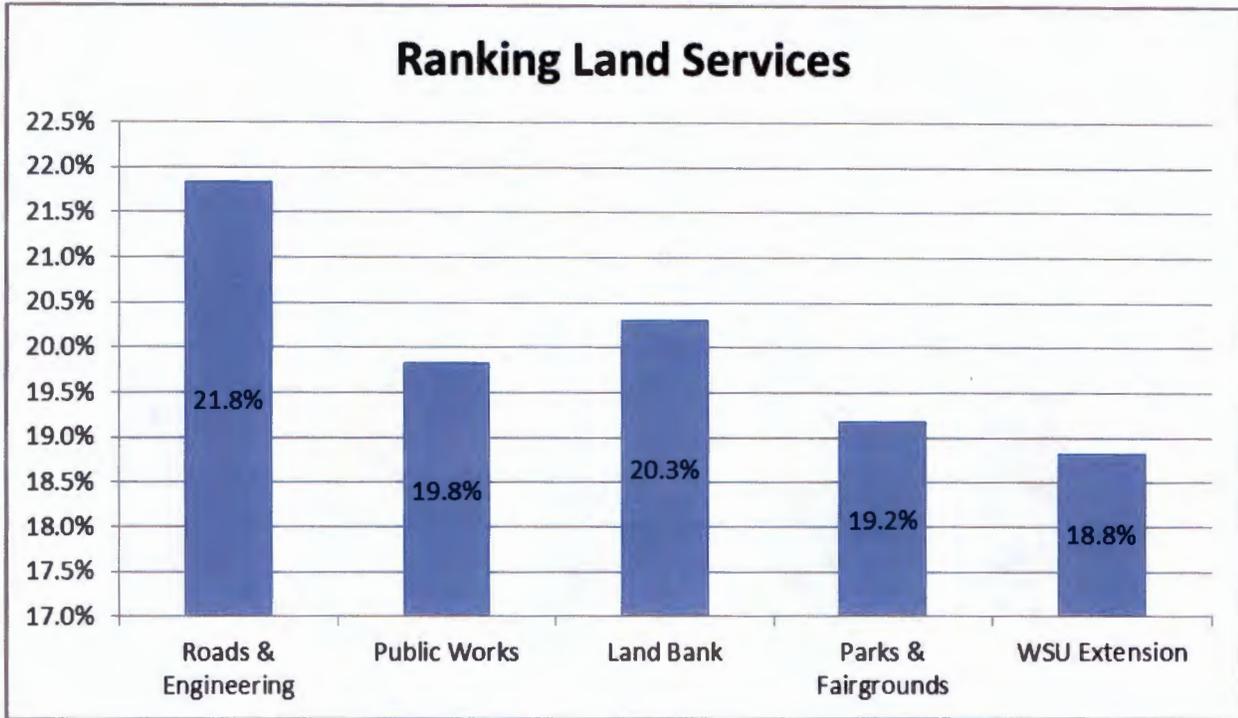
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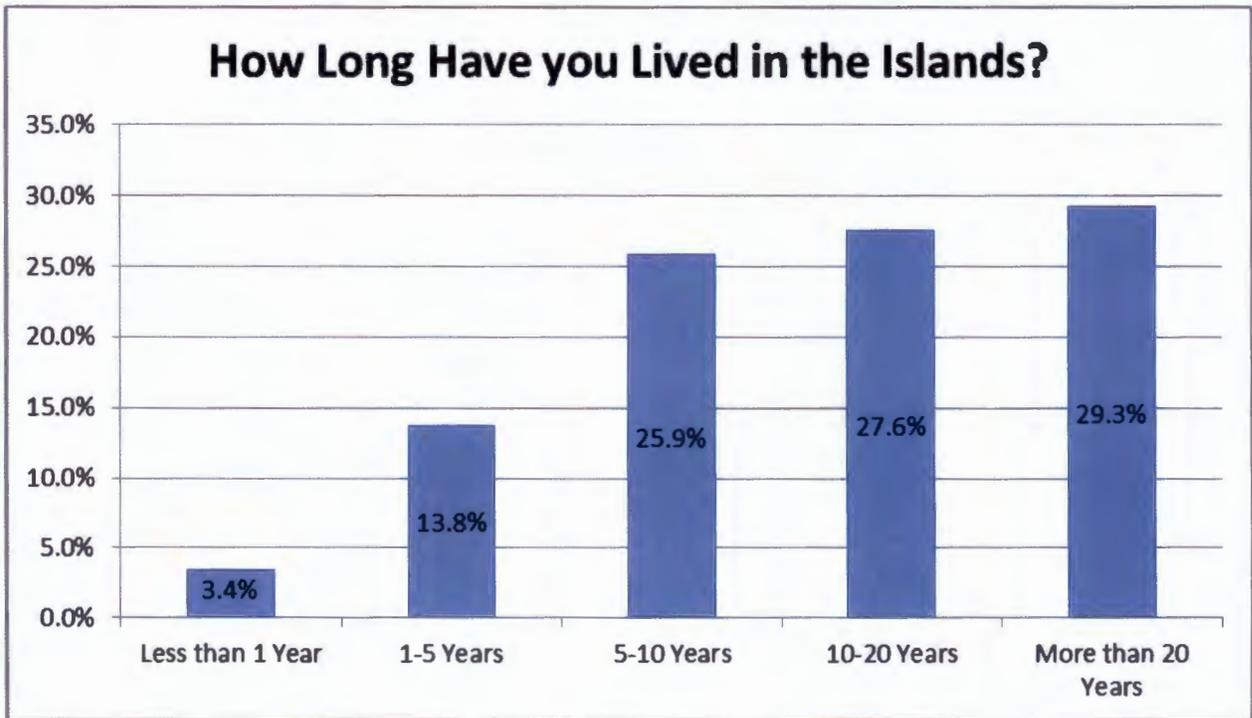
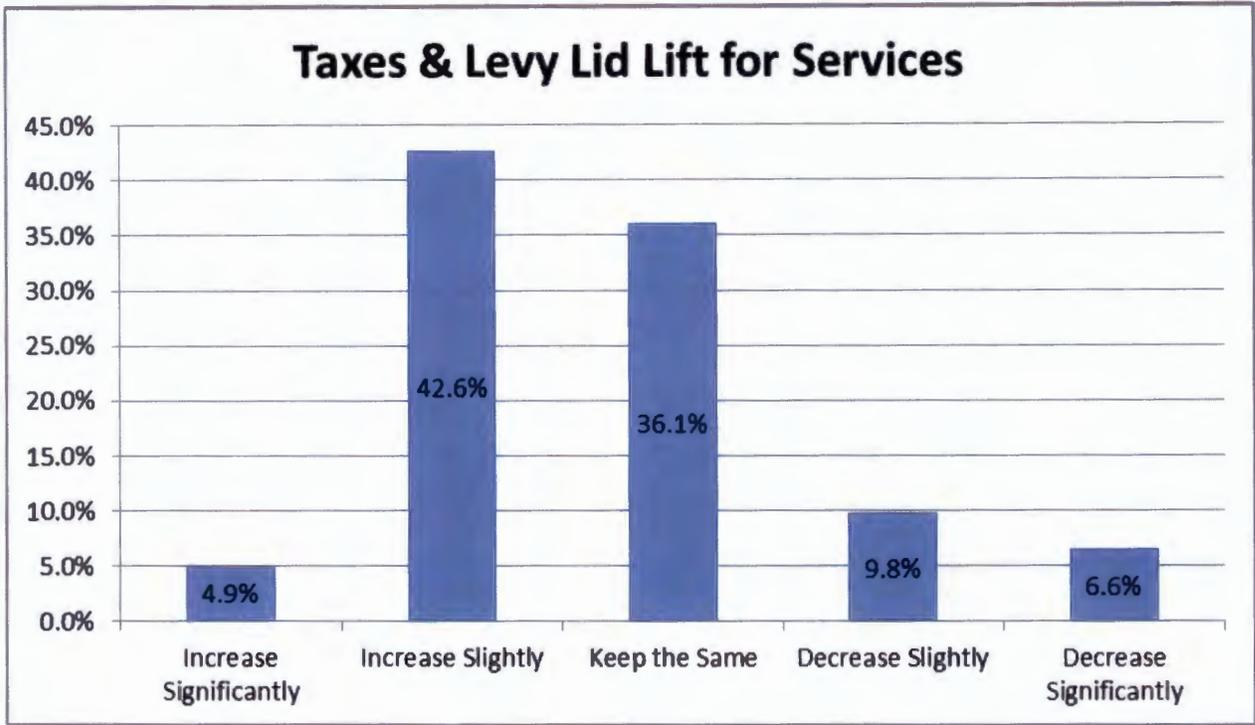
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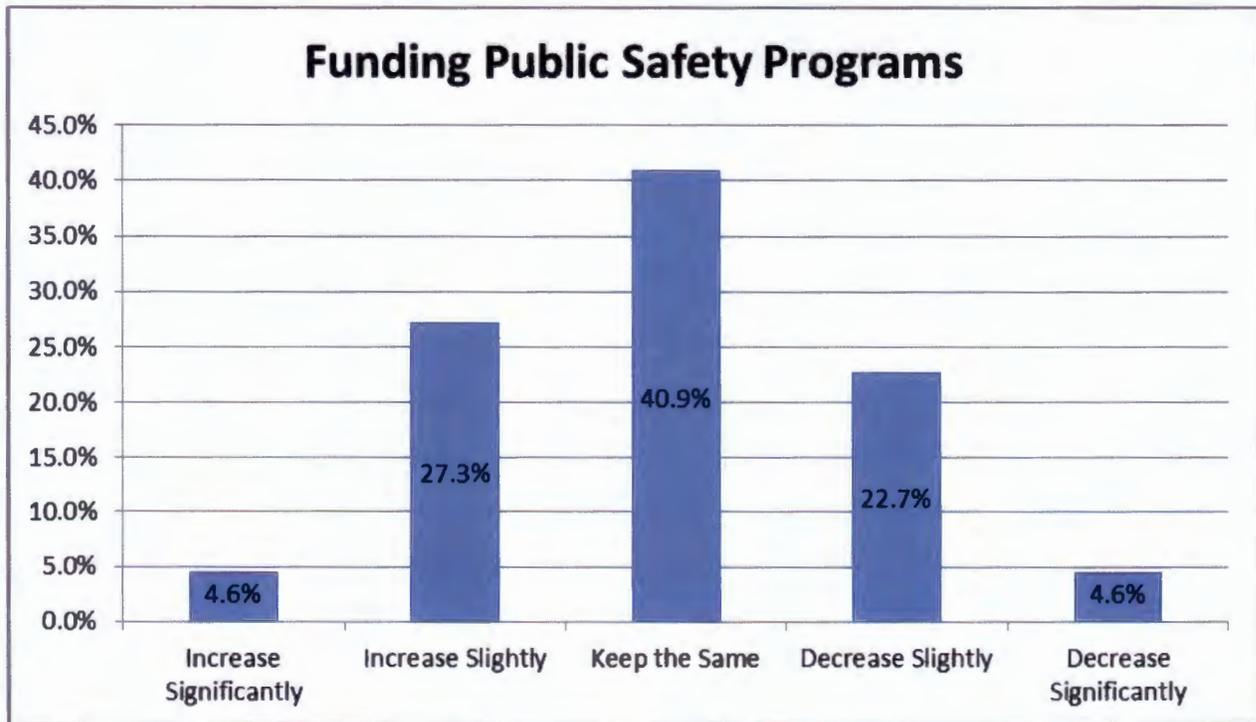
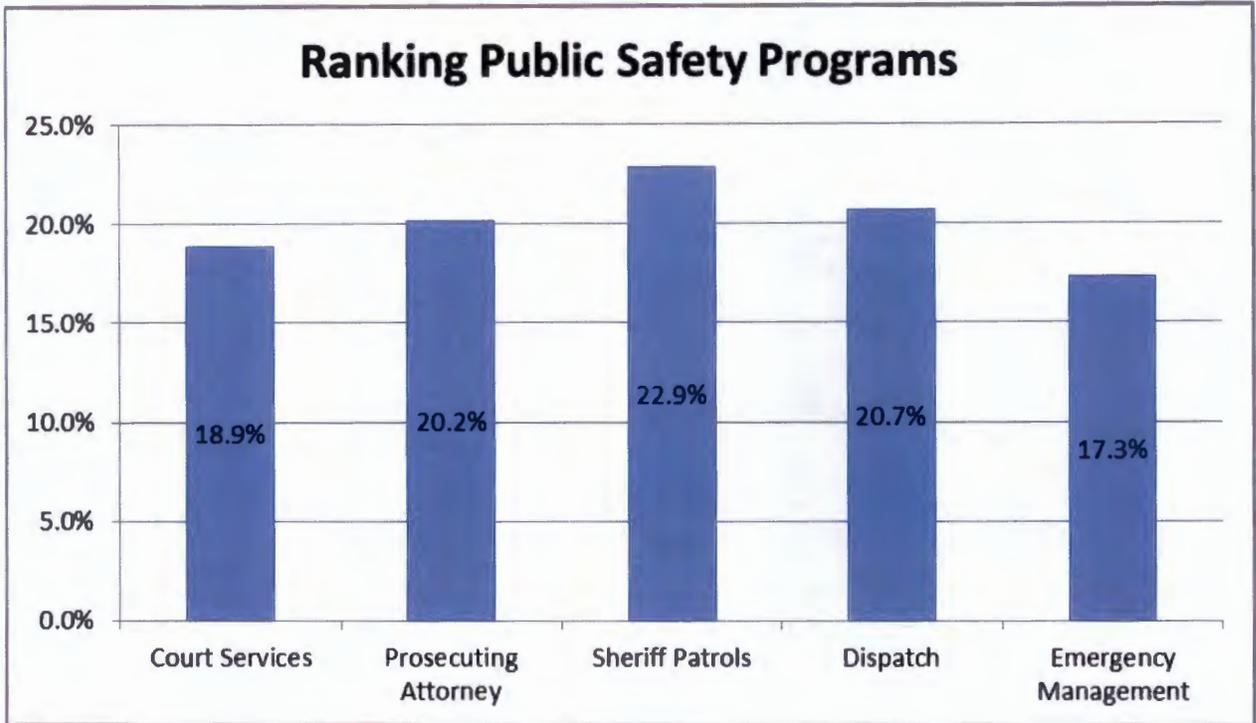


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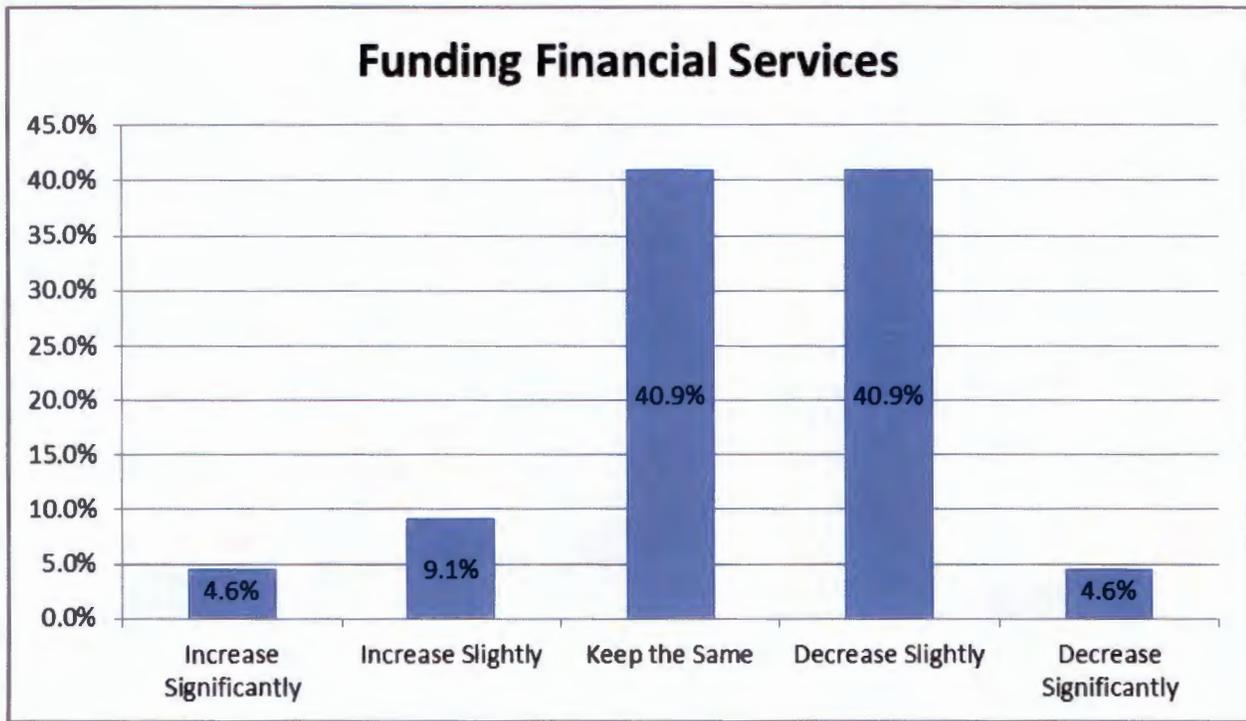
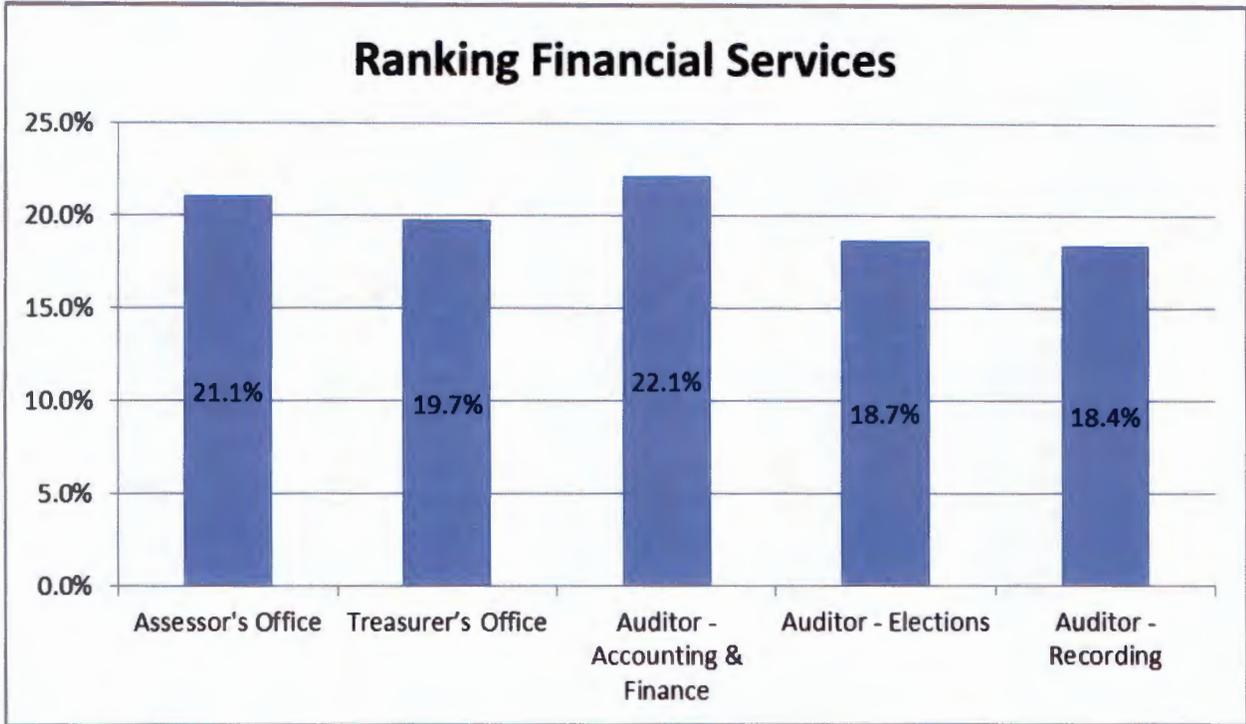




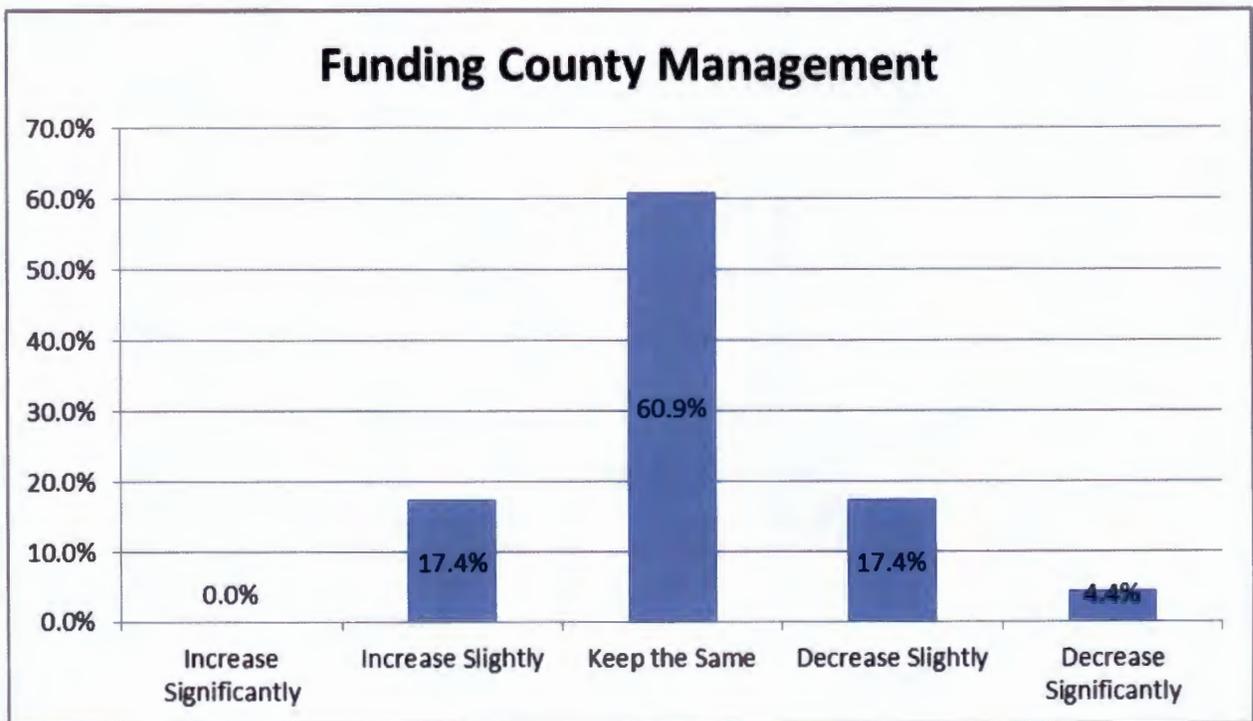
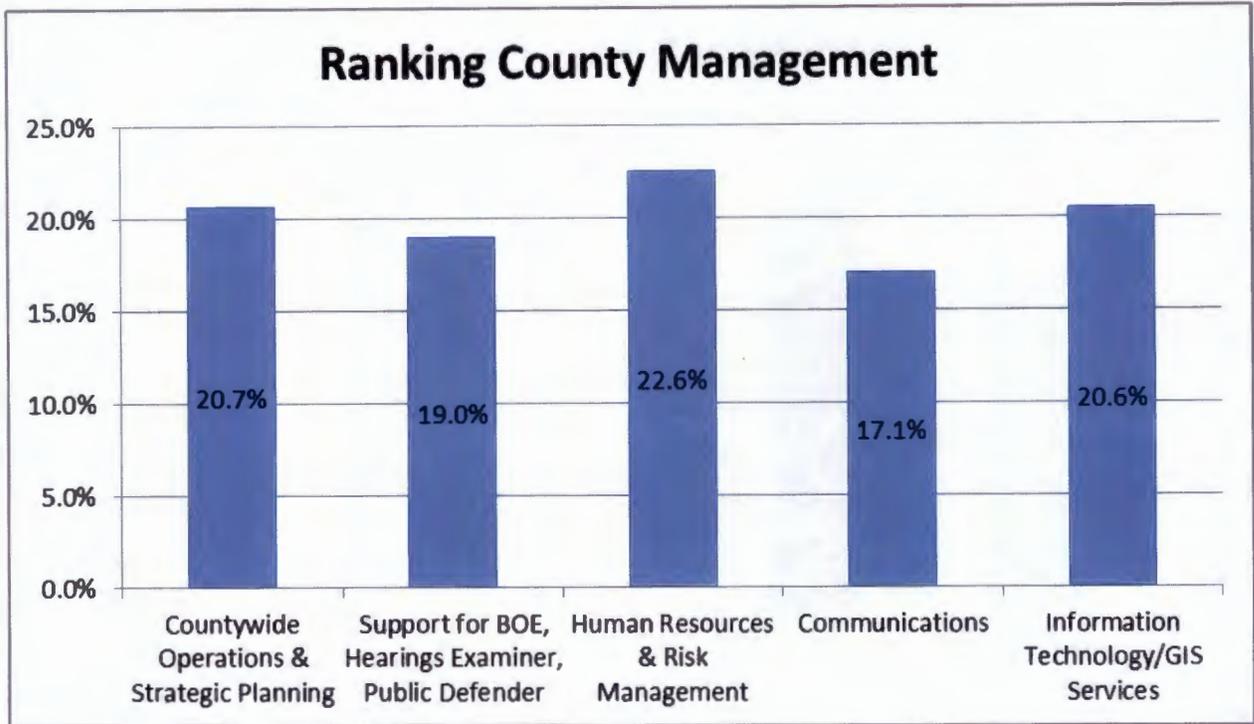
## Orcas Island Polling Results



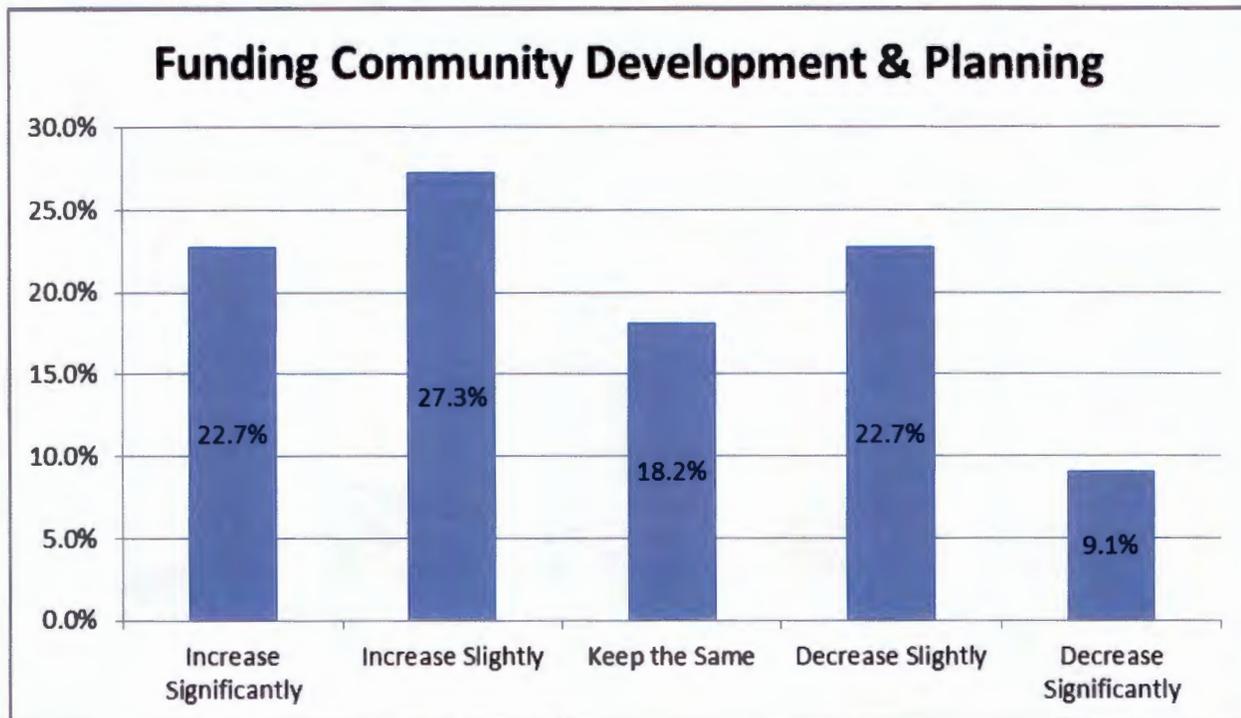
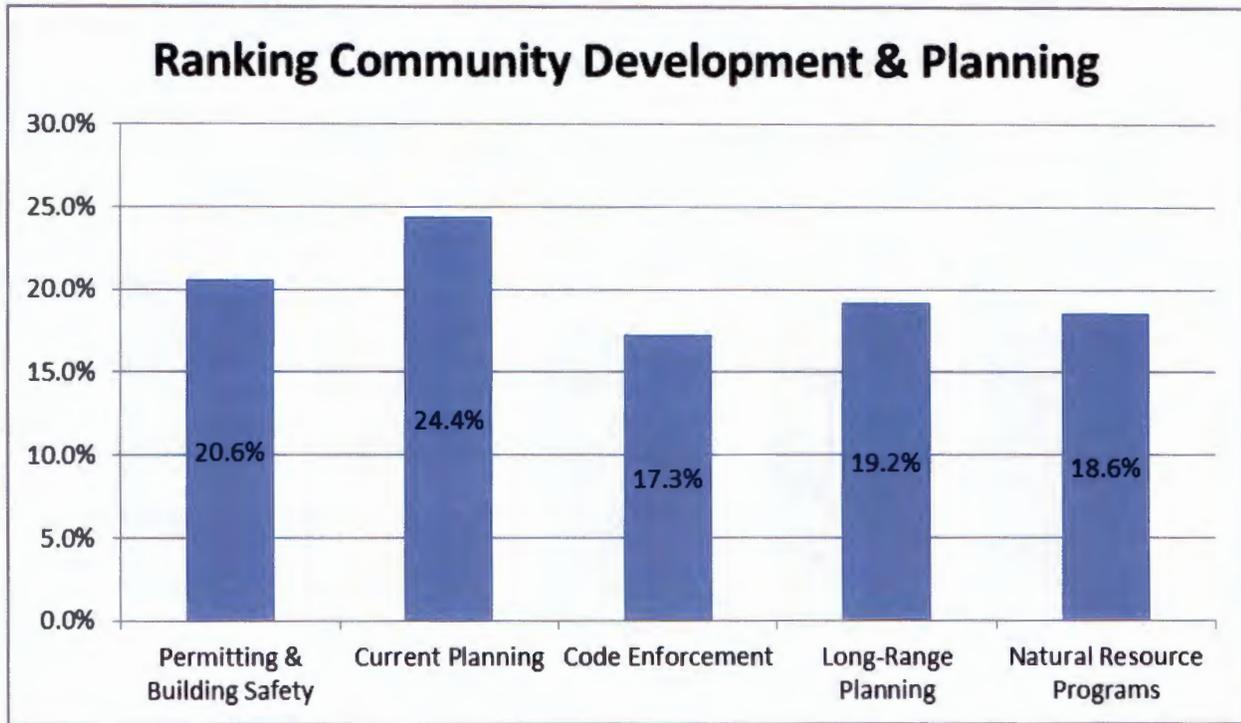
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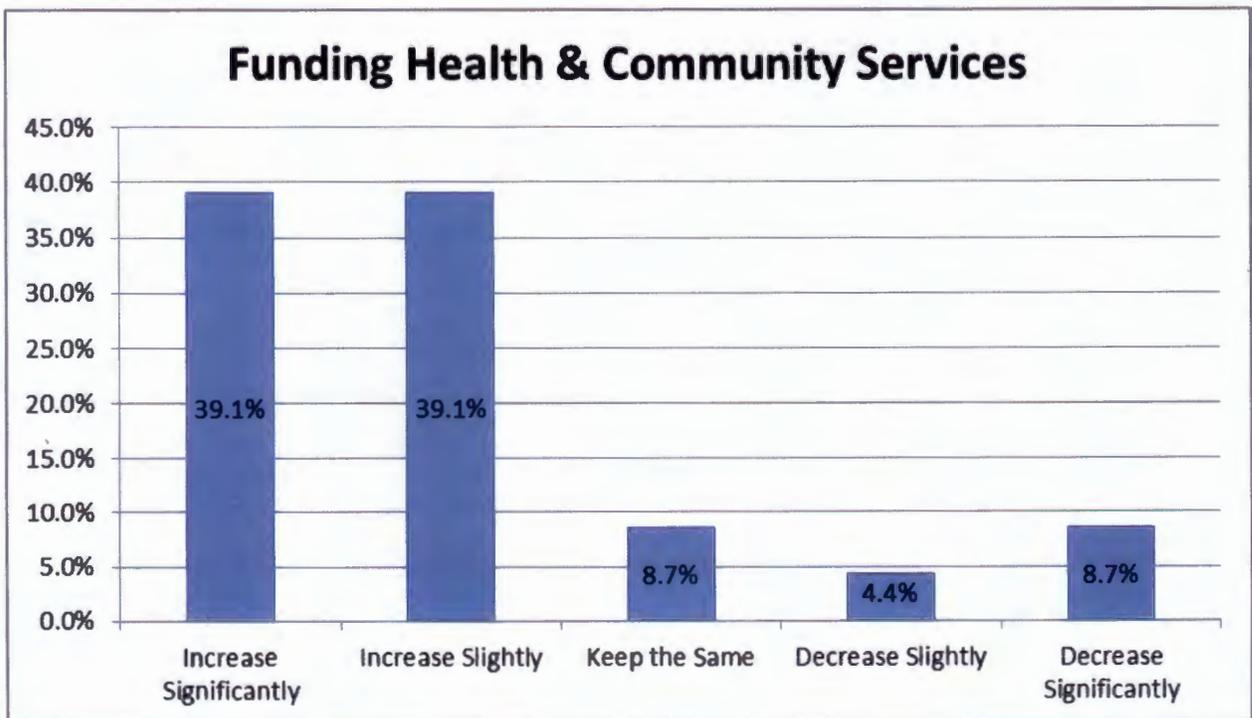
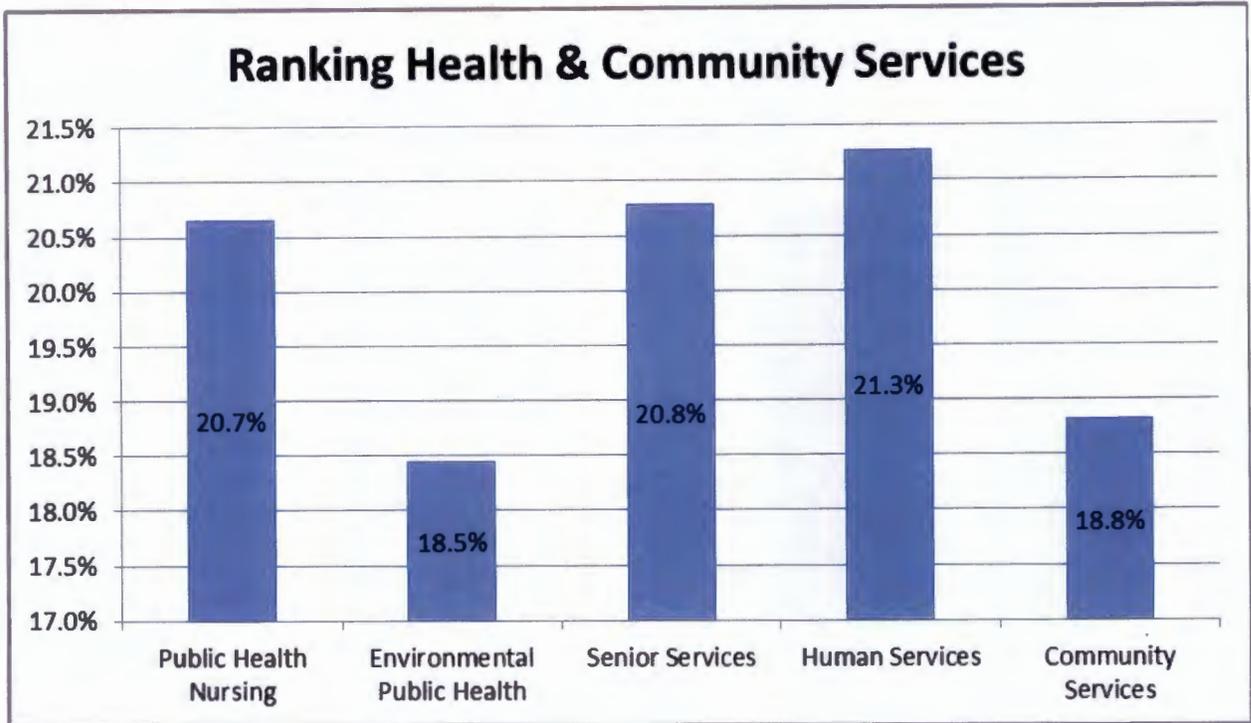
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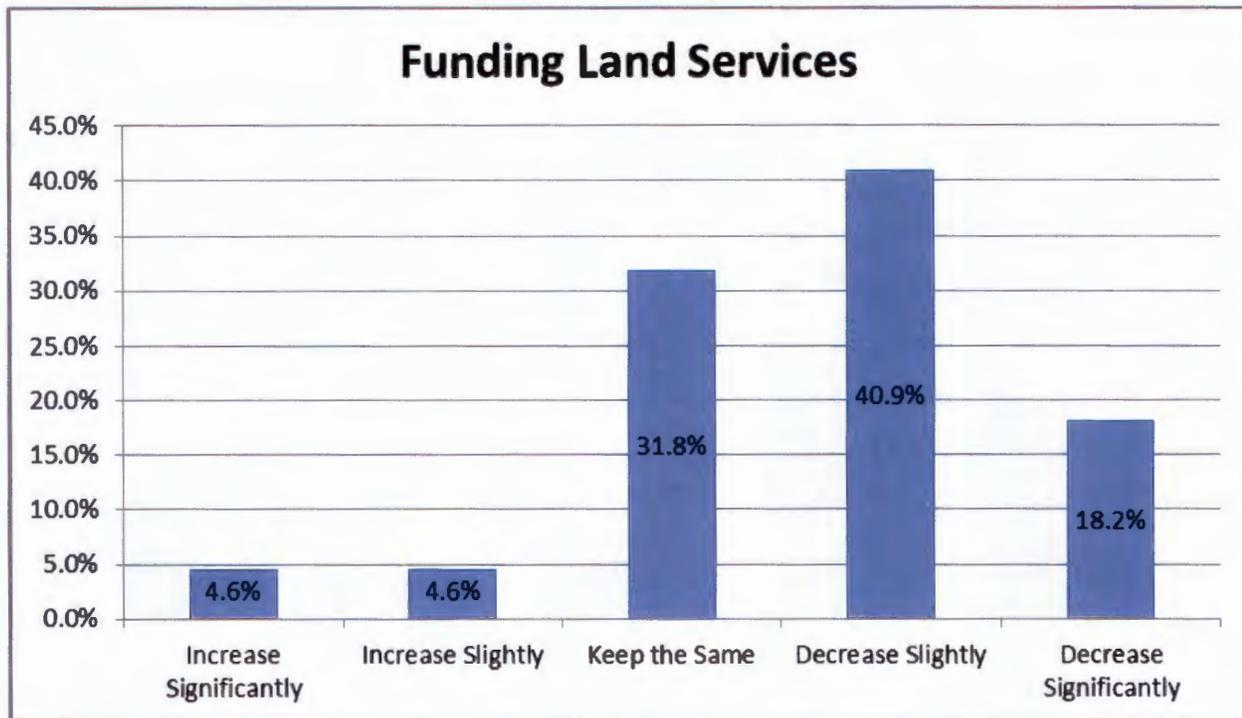
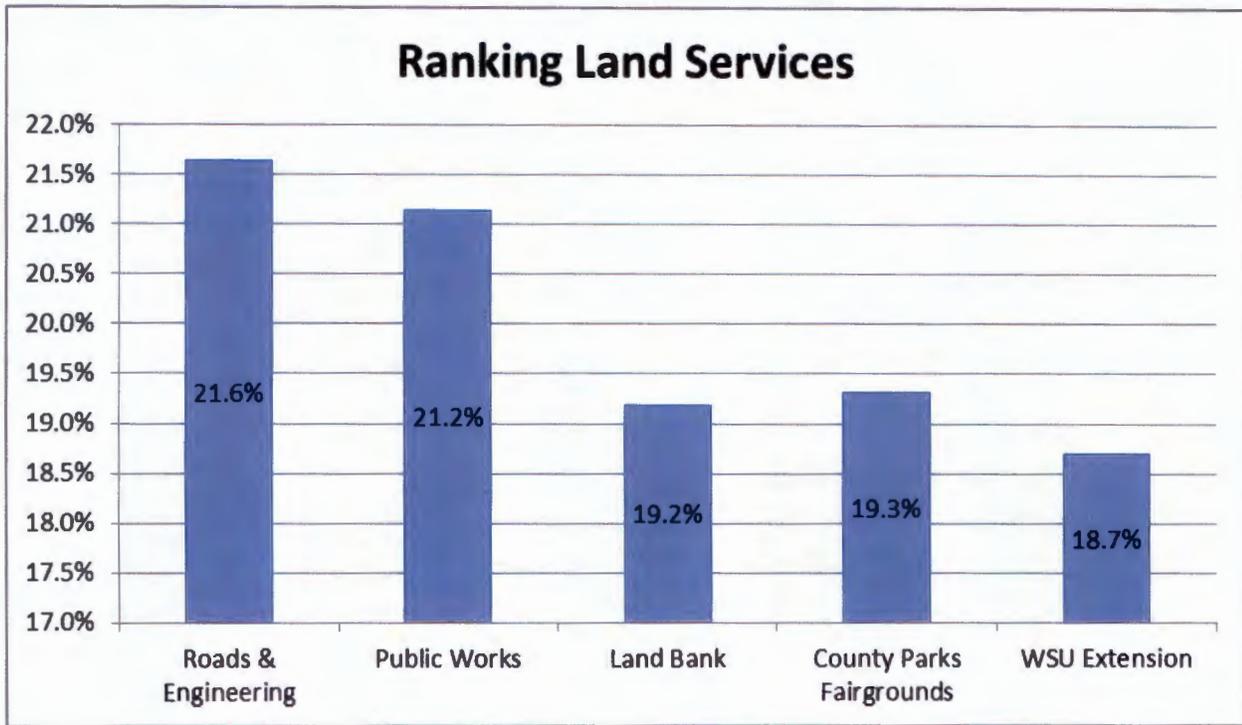
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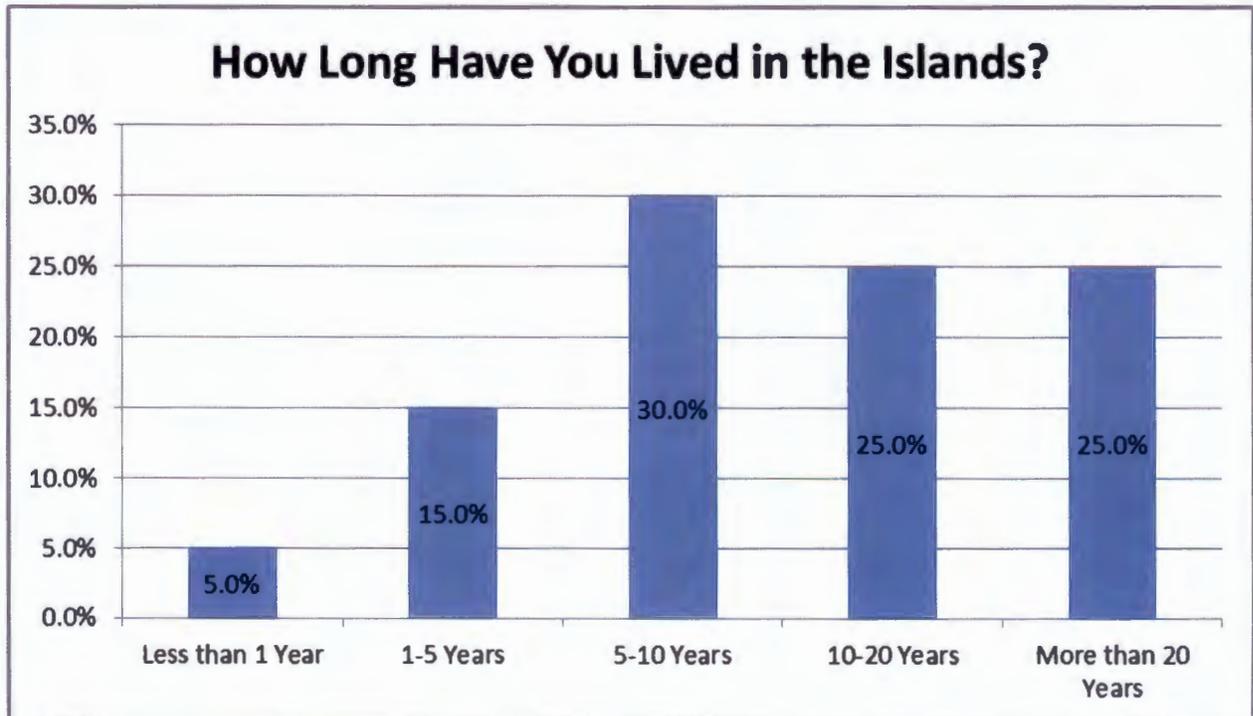
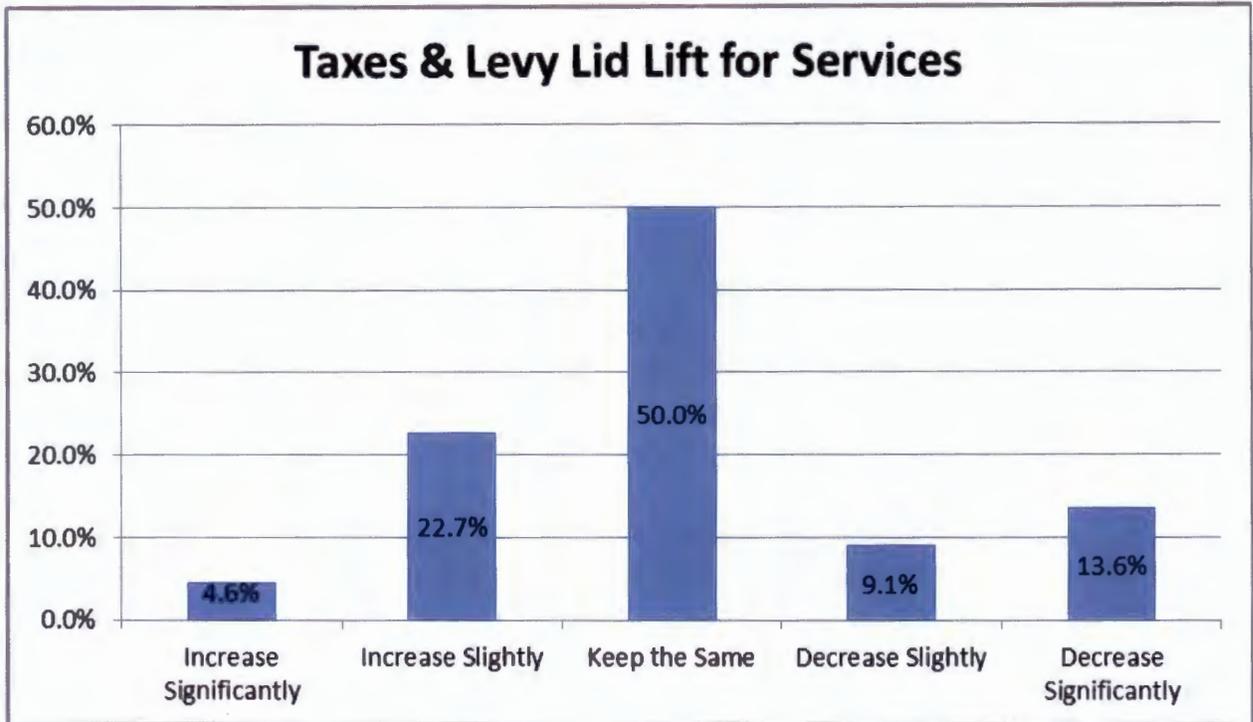
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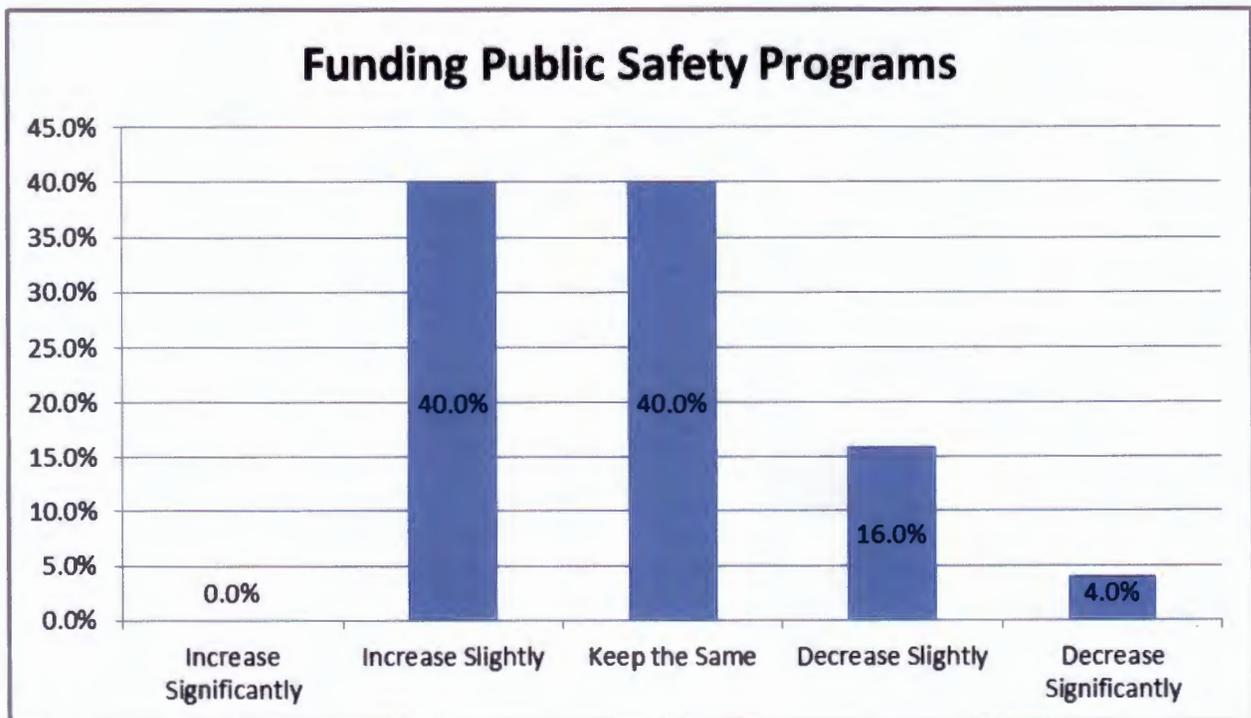
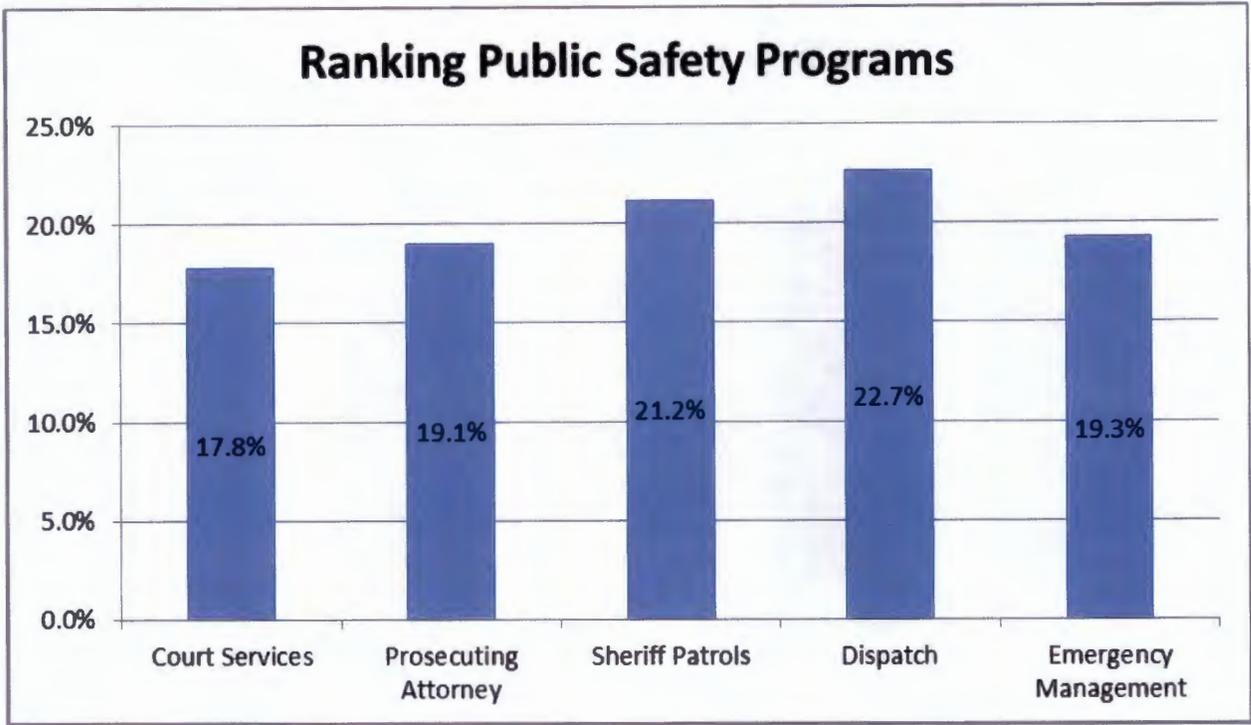


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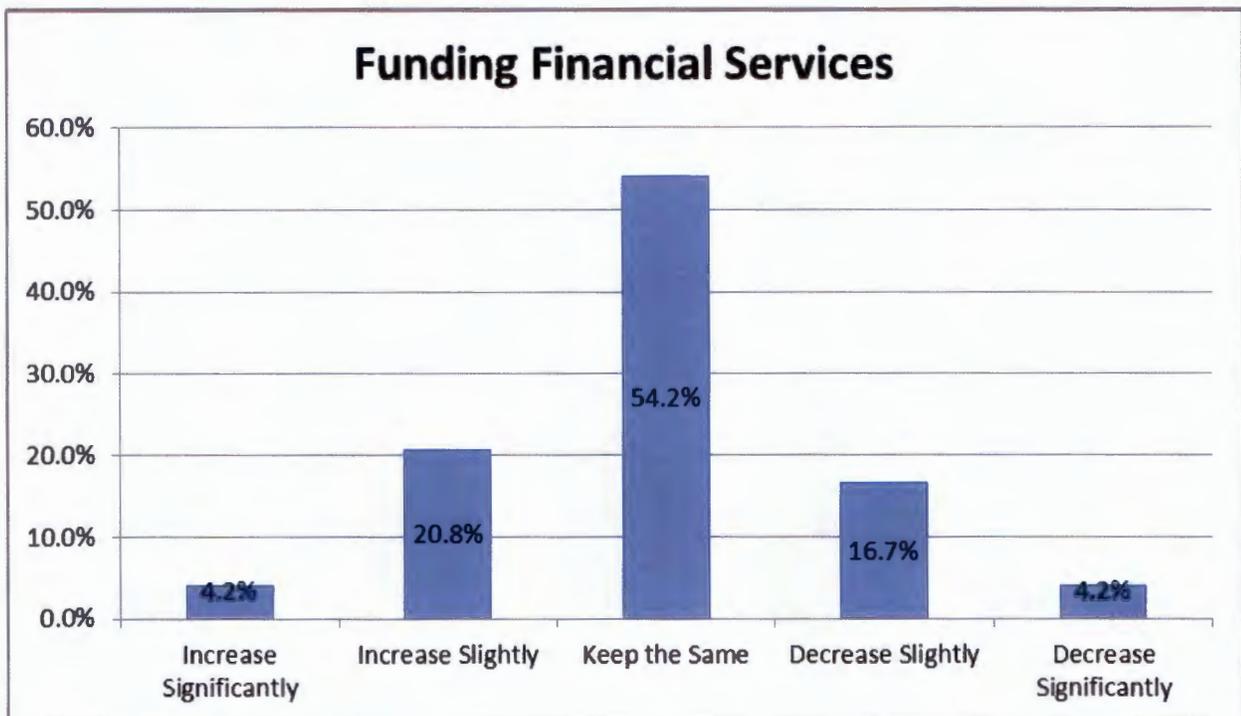
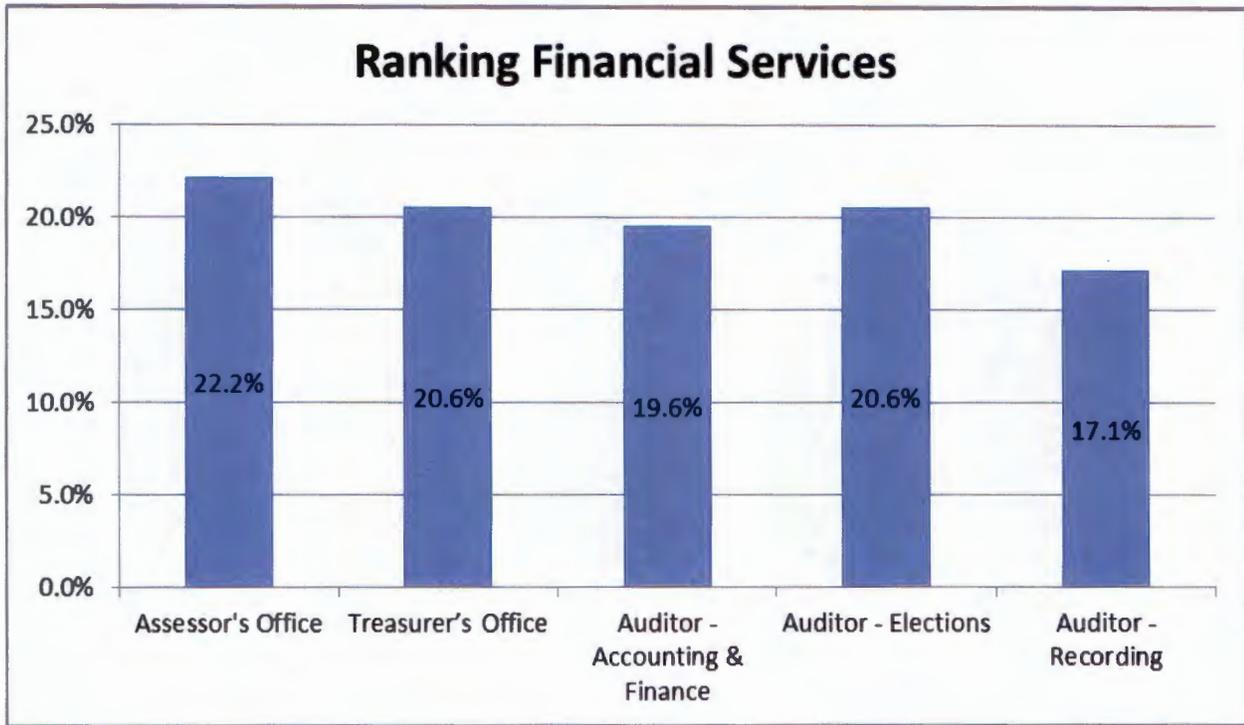




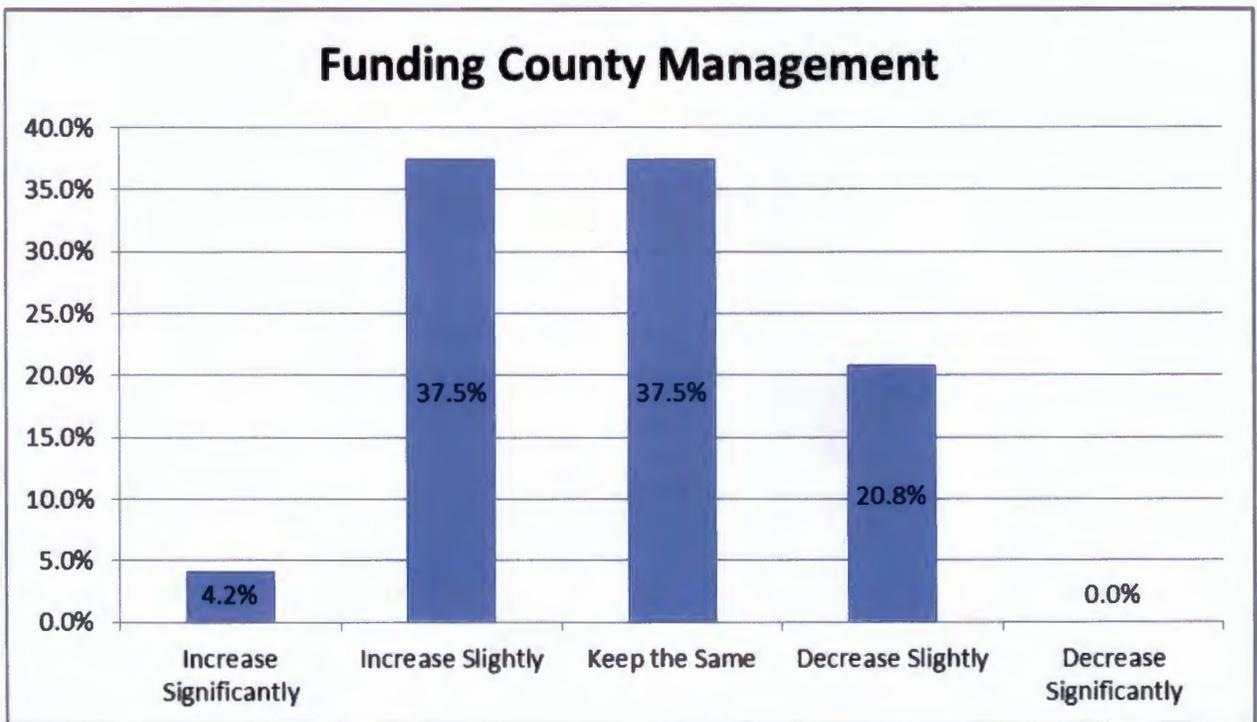
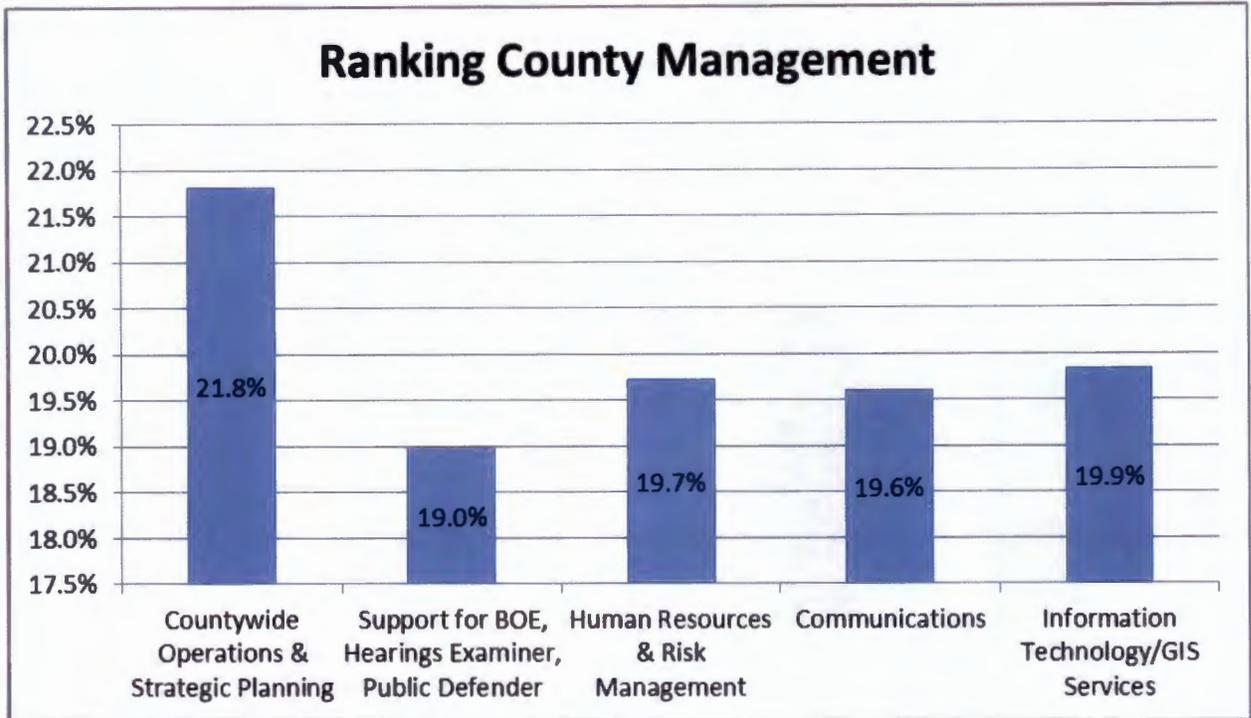
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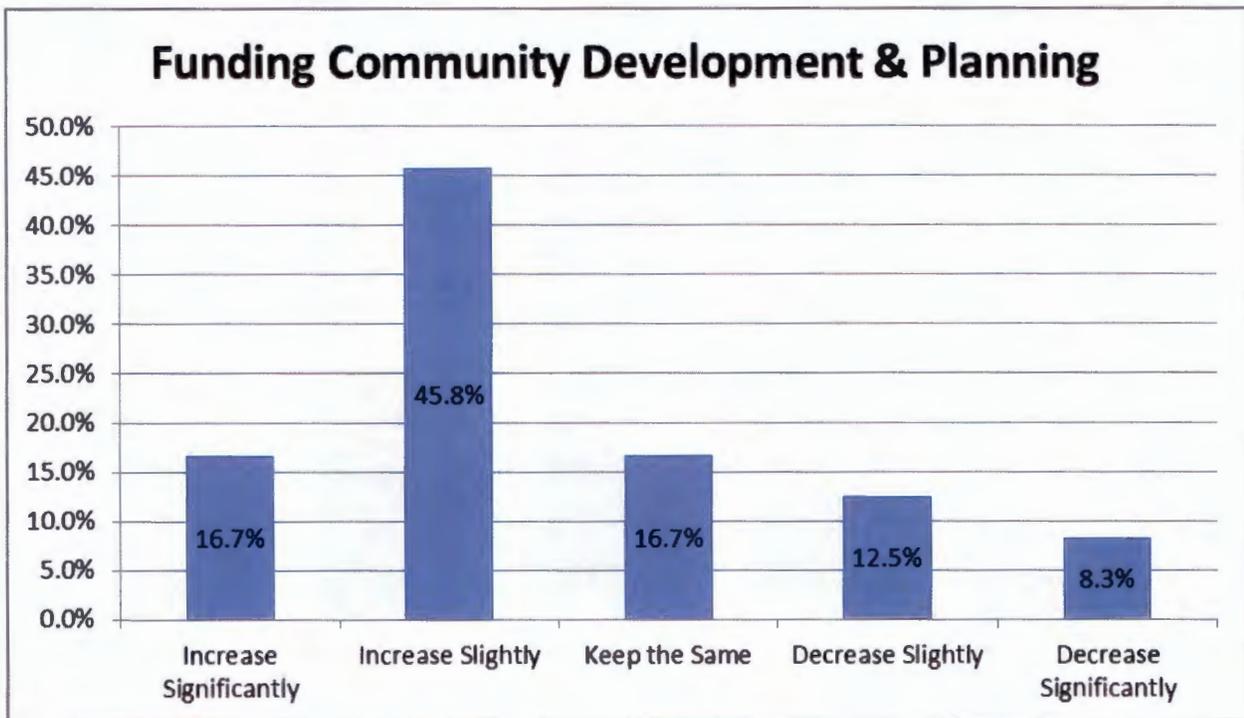
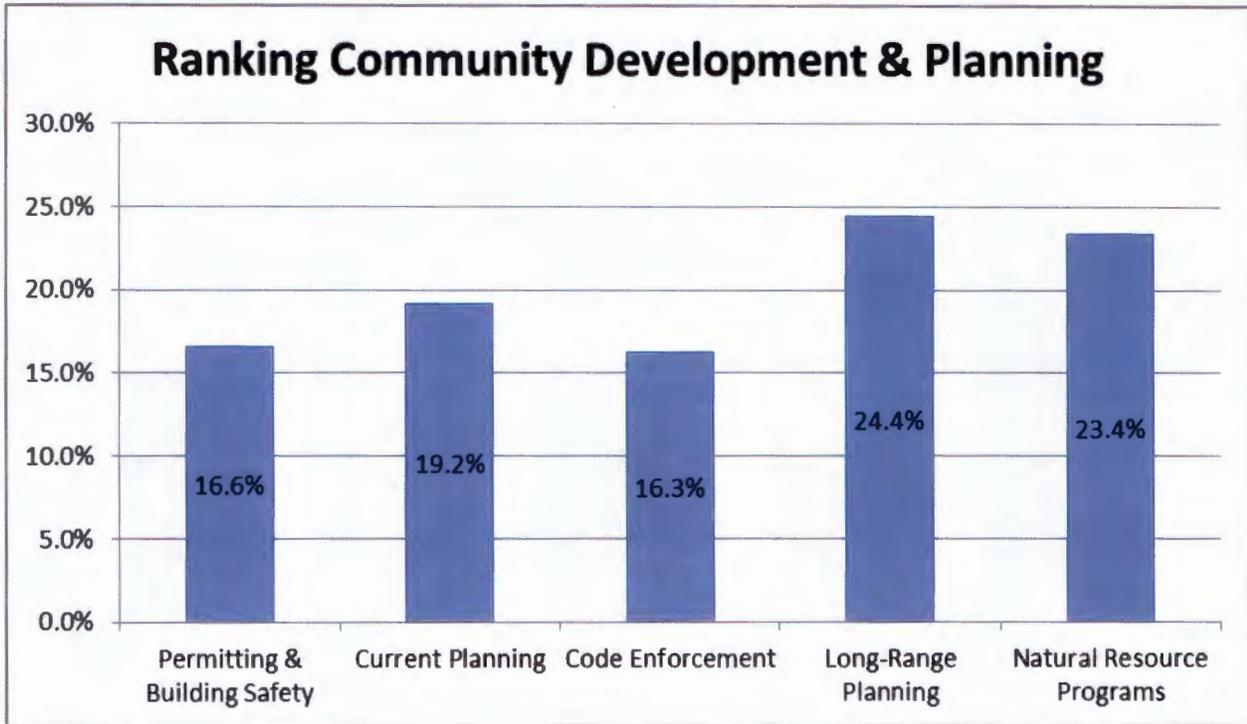
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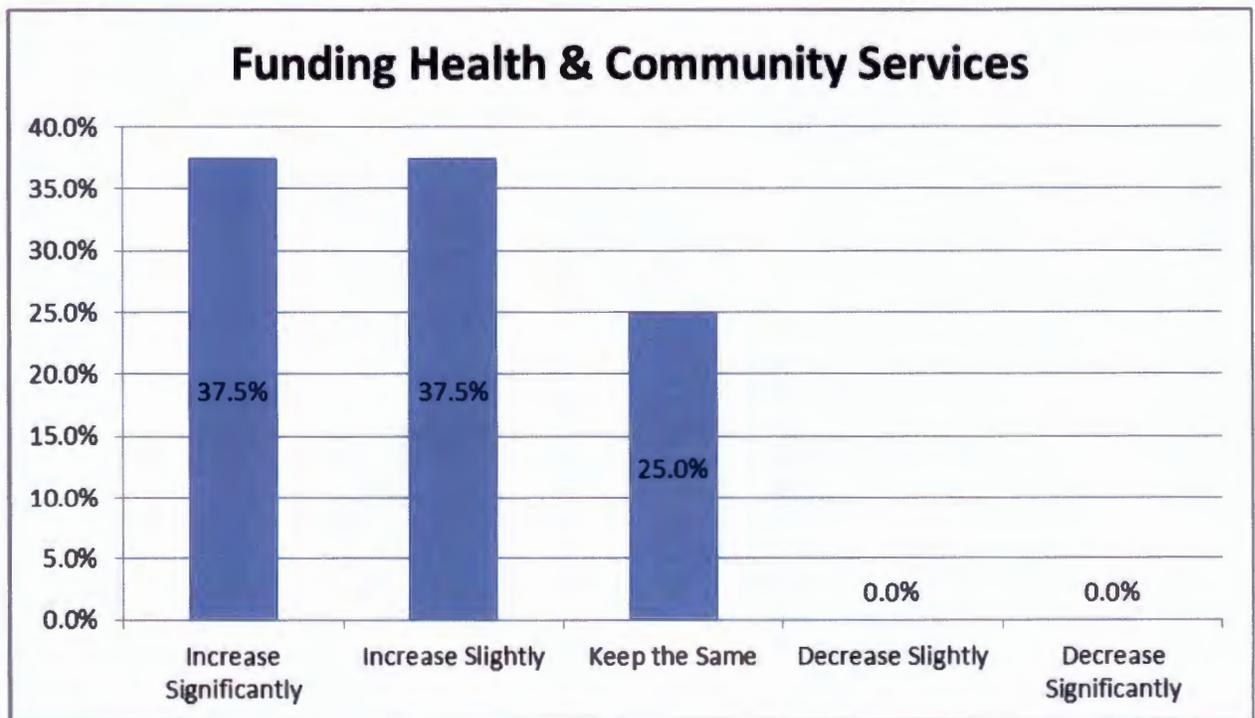
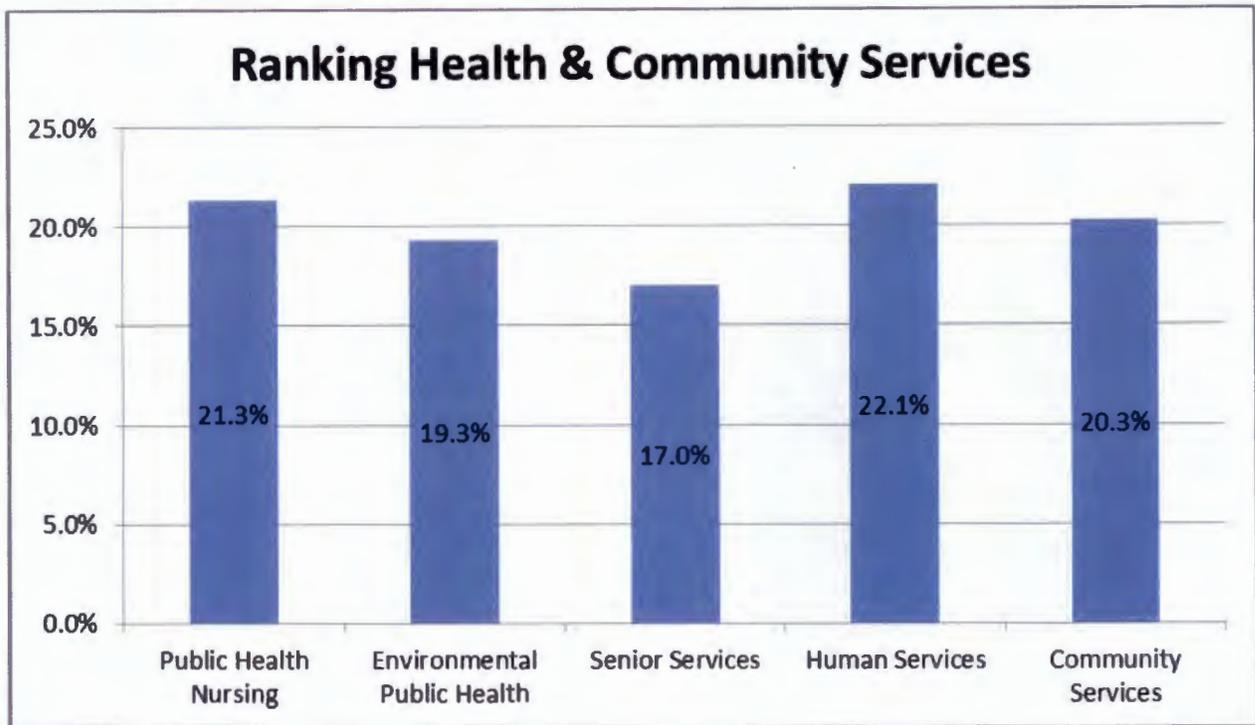
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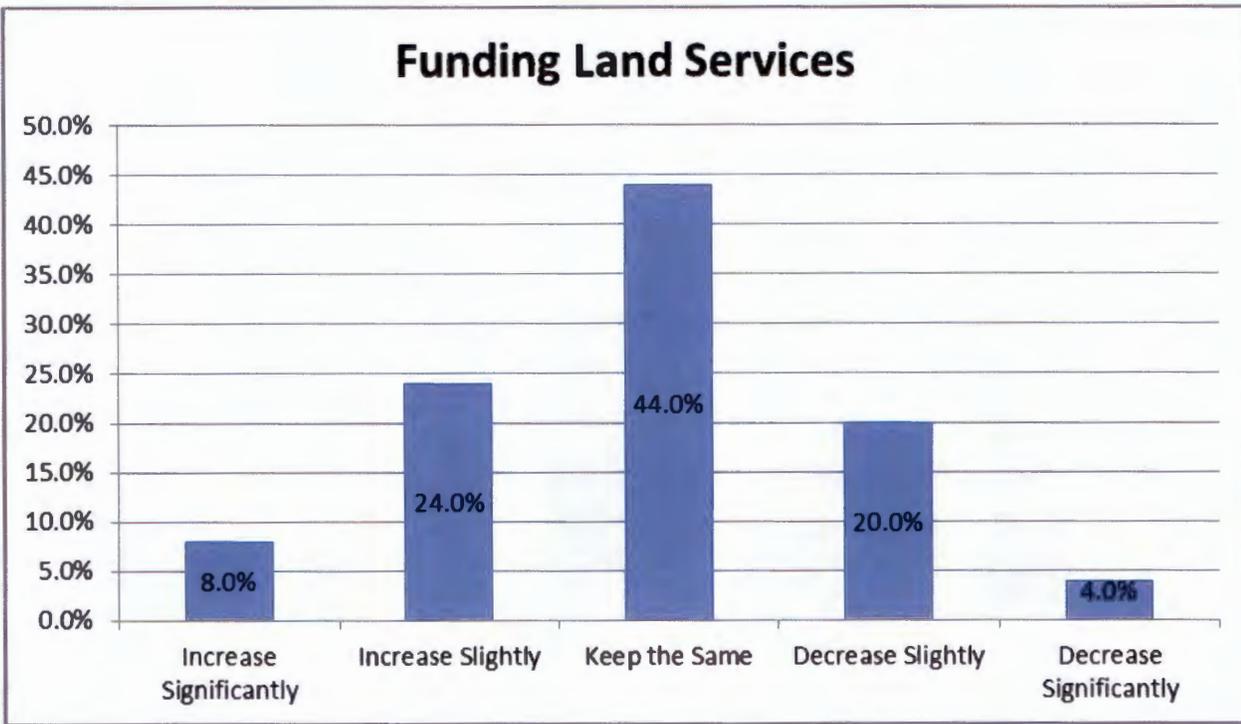
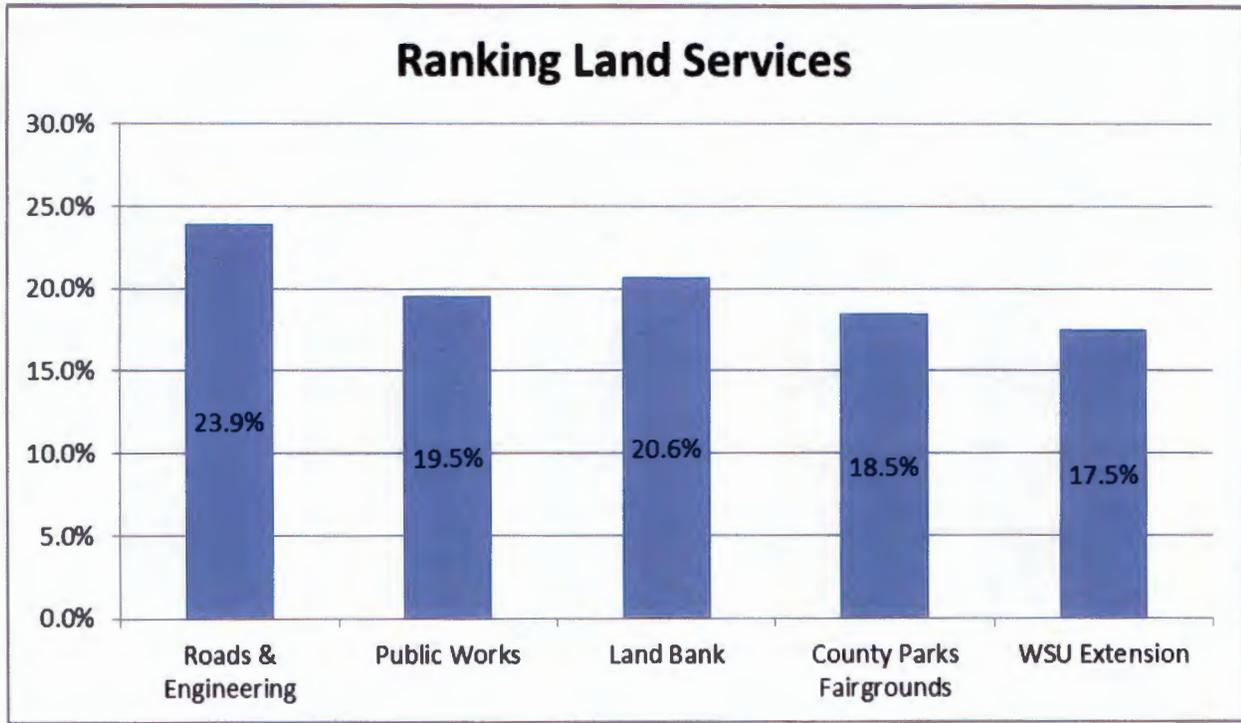
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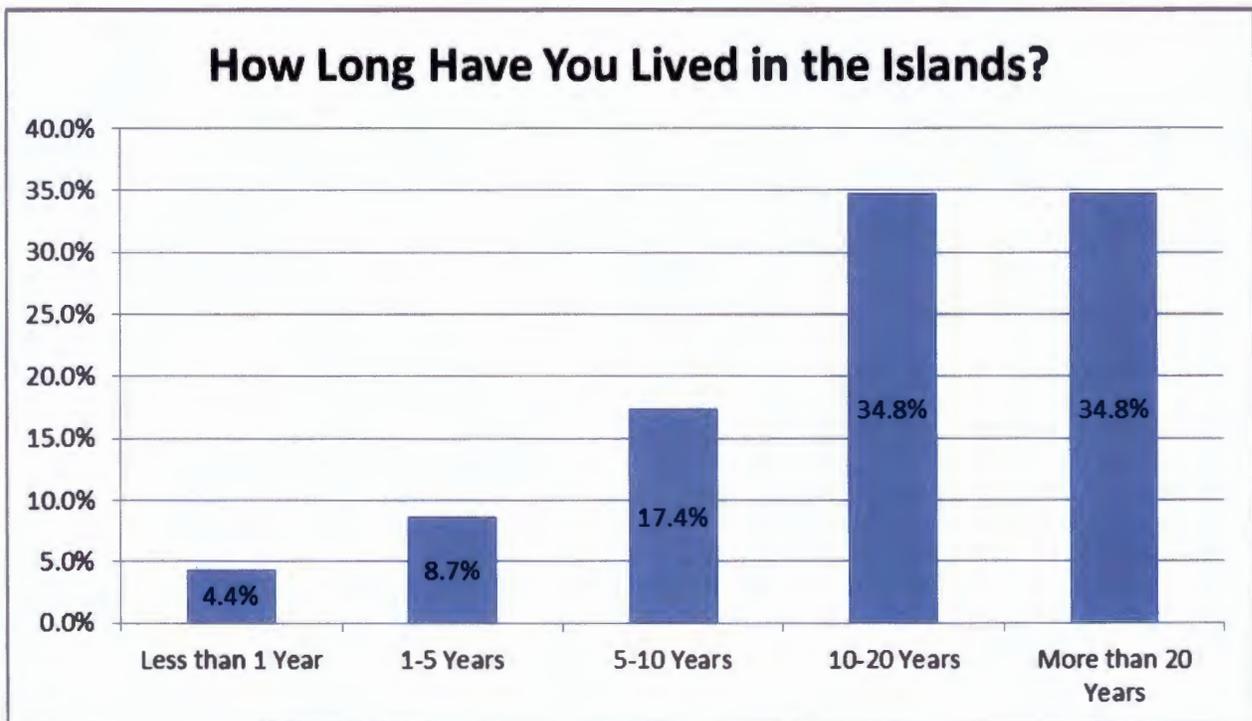
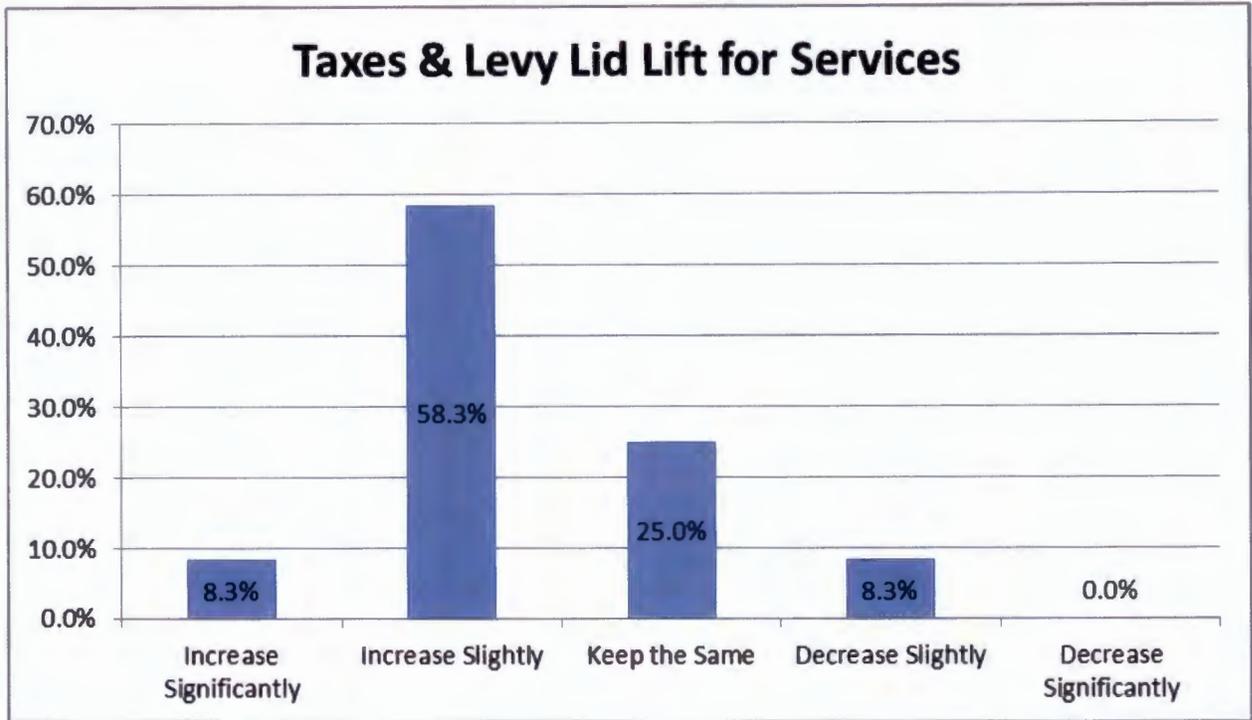
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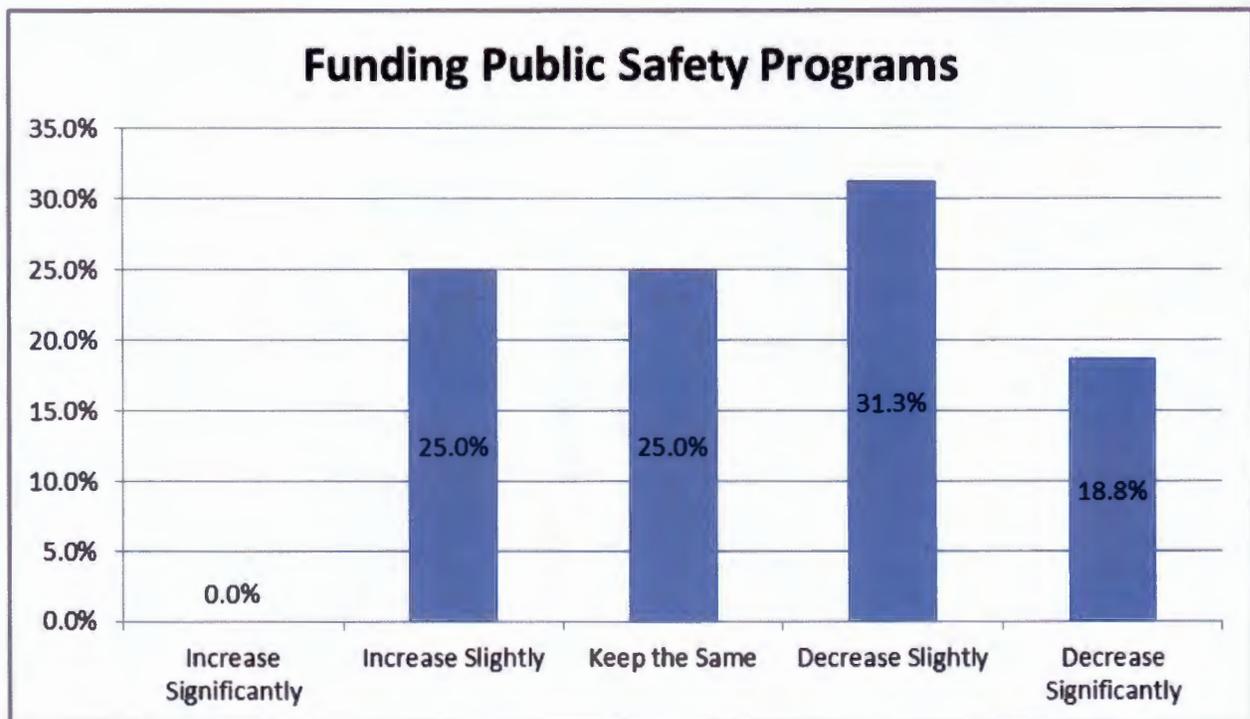
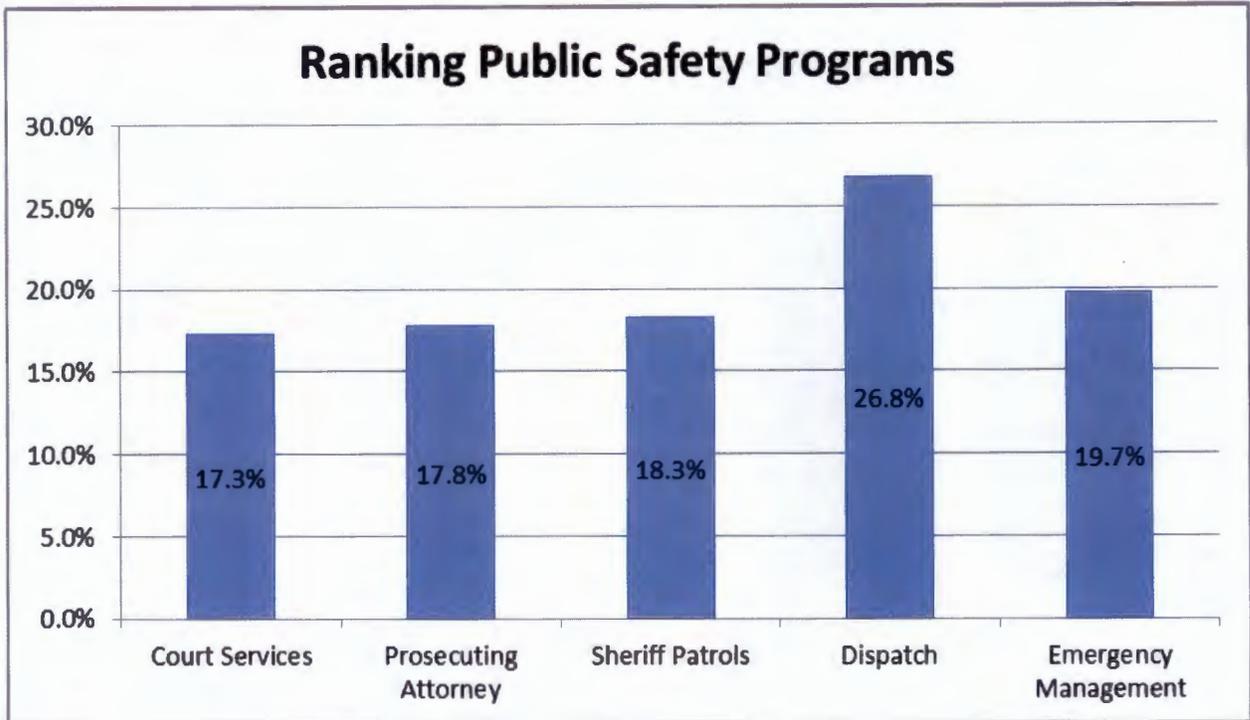


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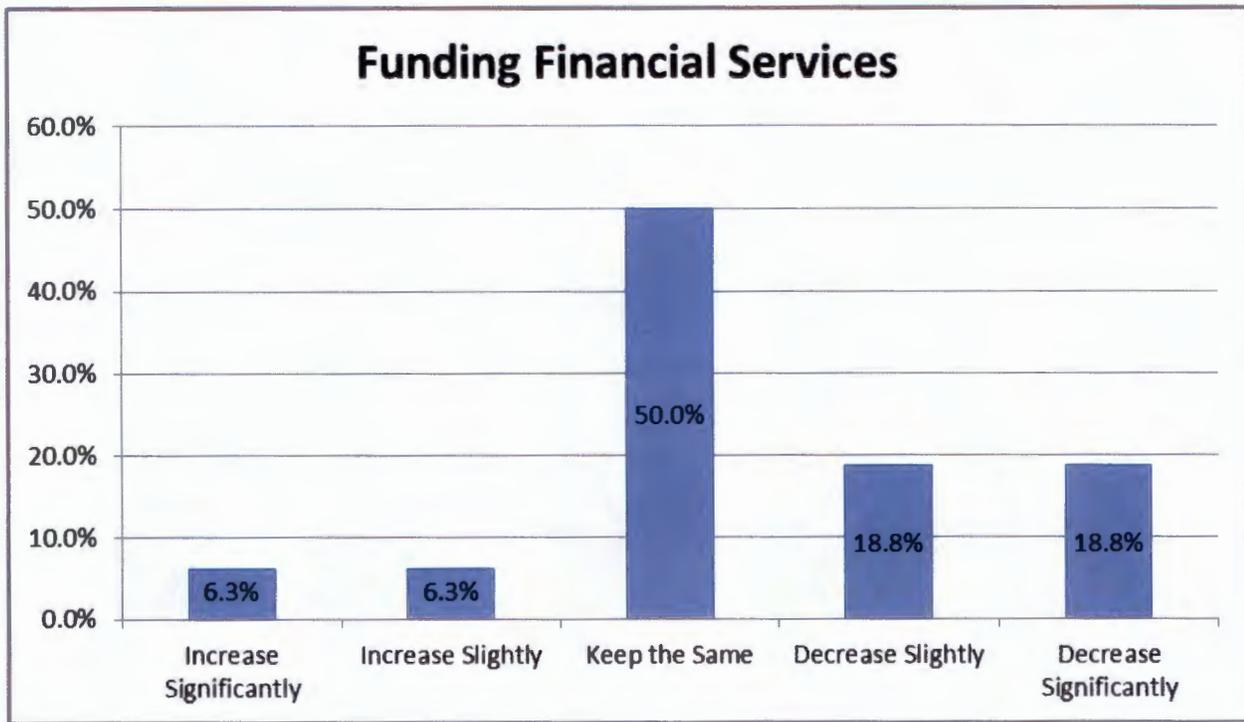
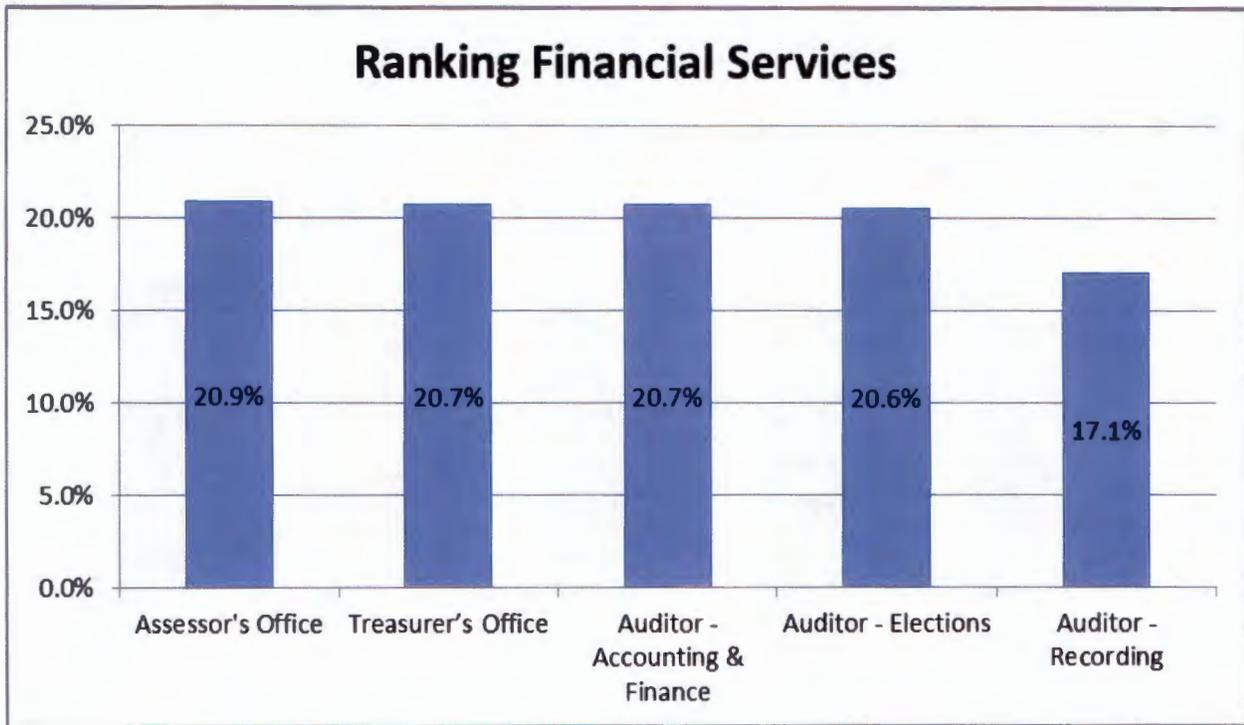




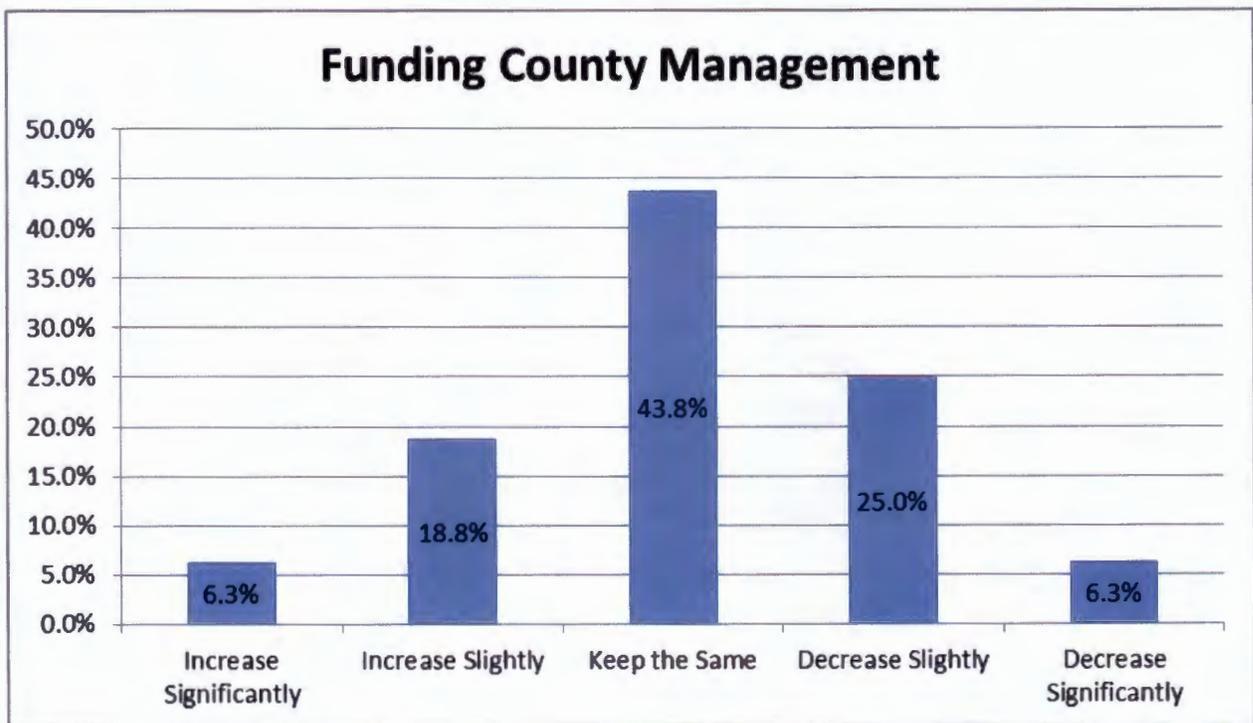
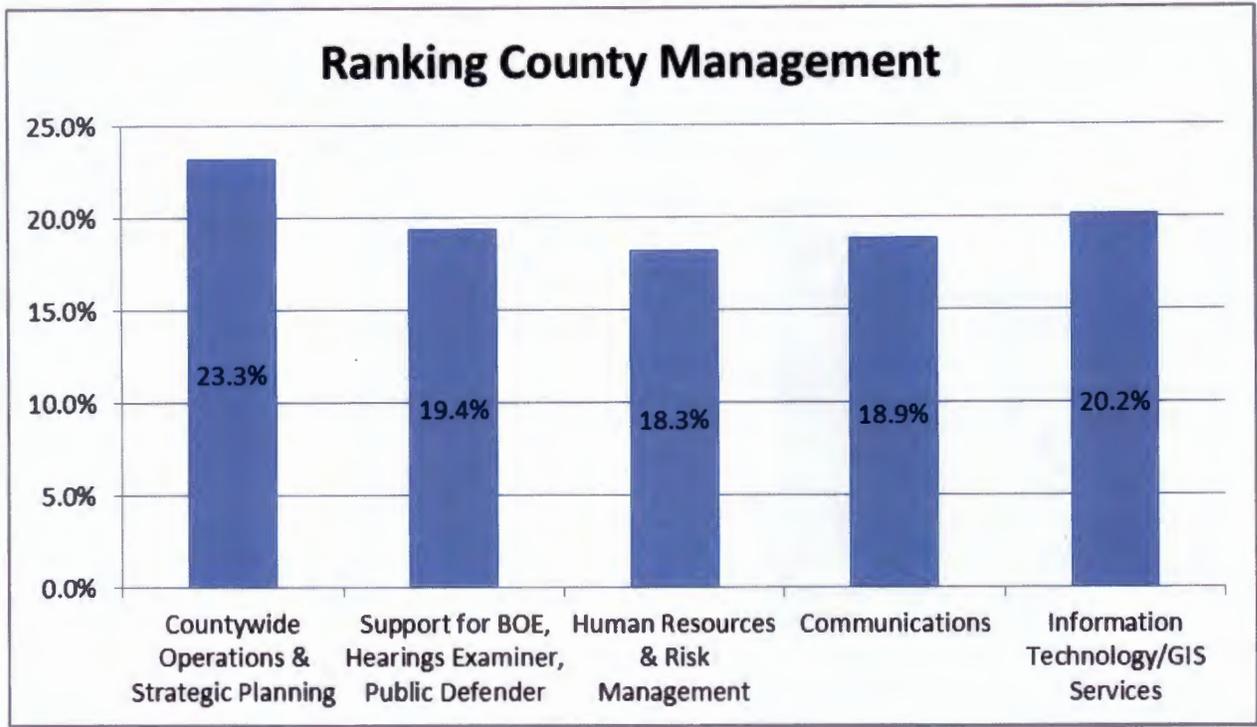
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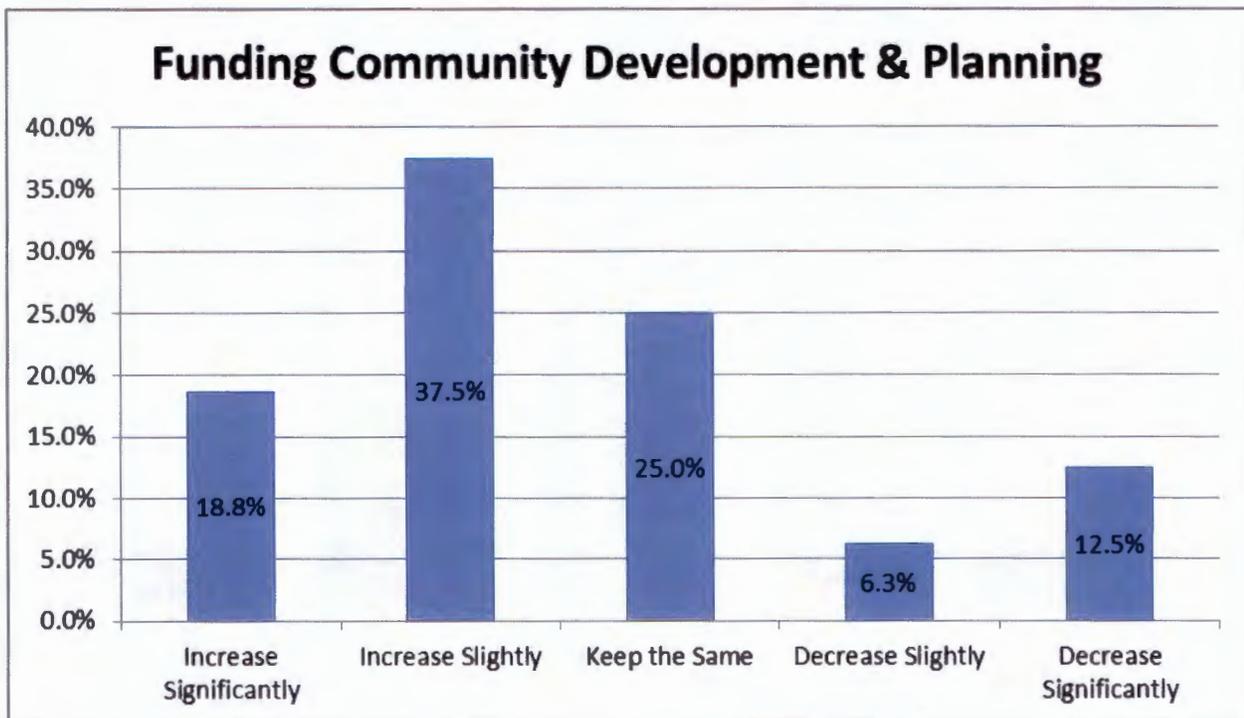
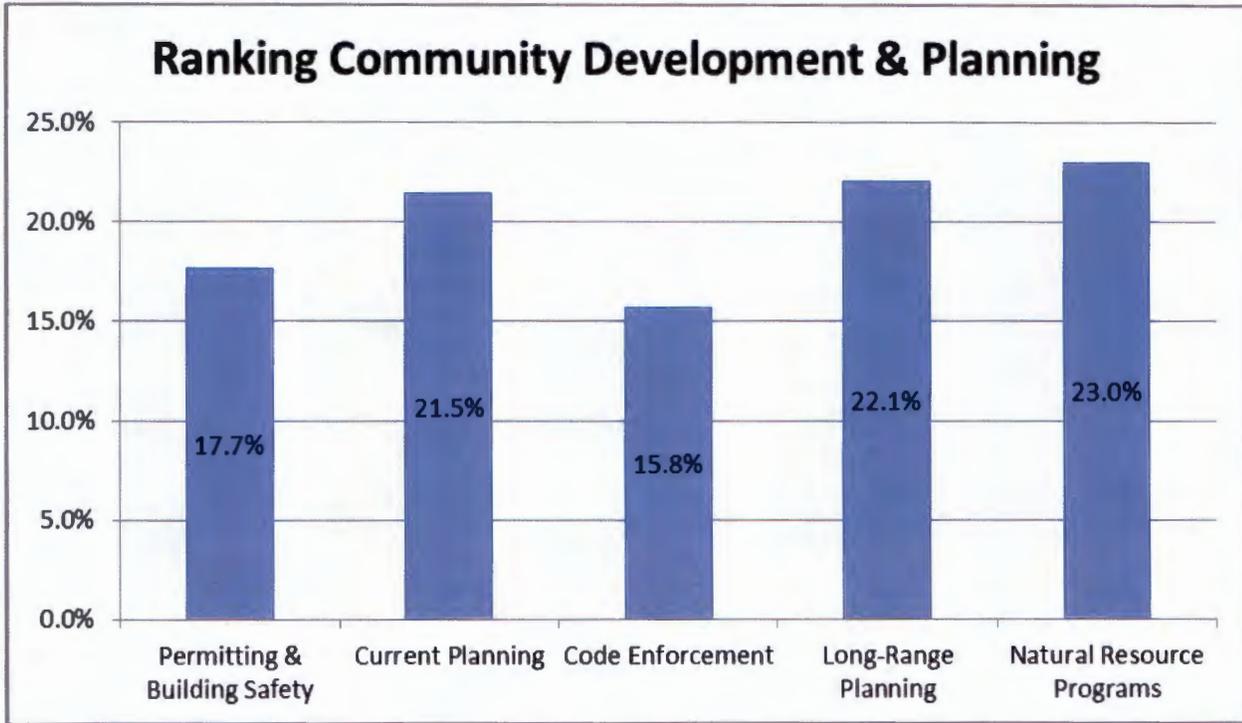
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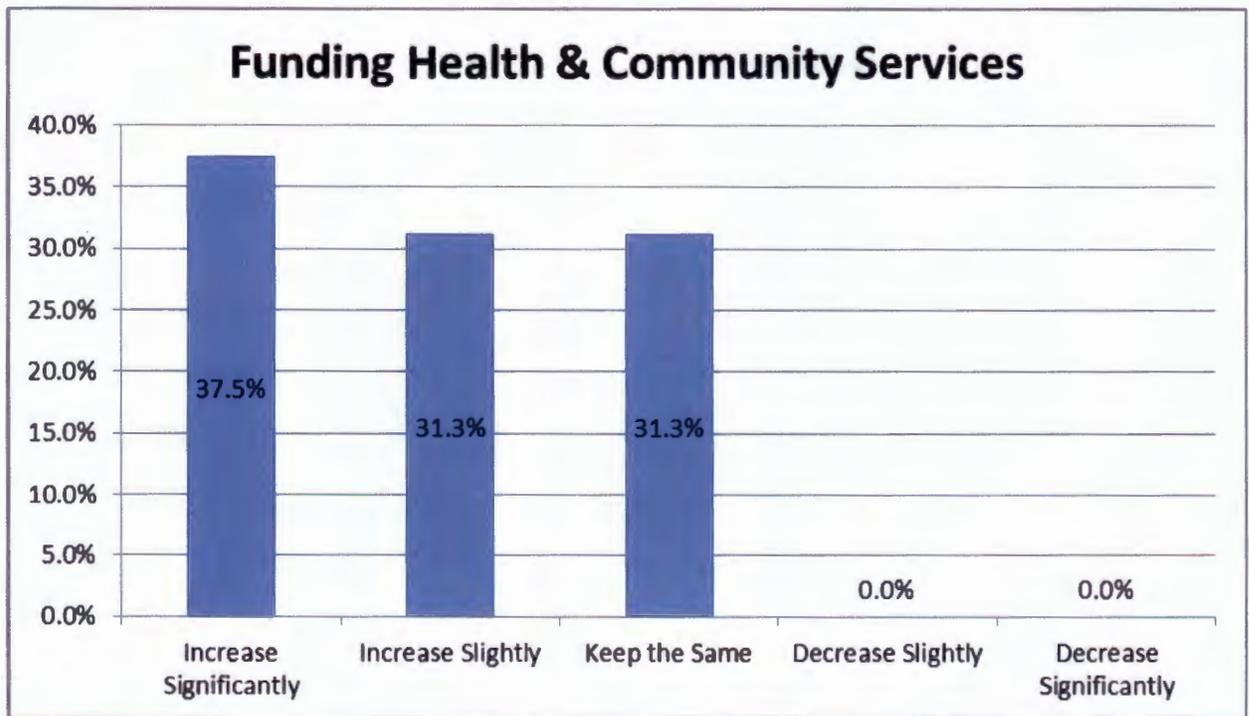
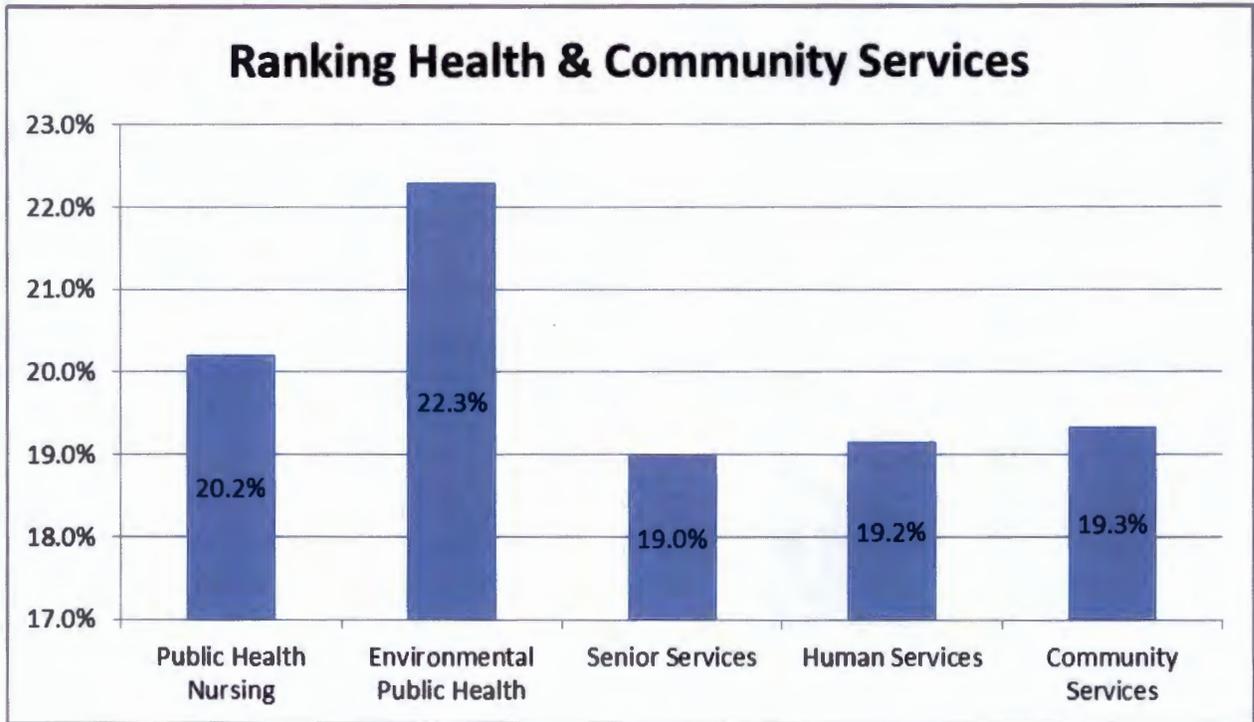
## Lopez Island Polling Results



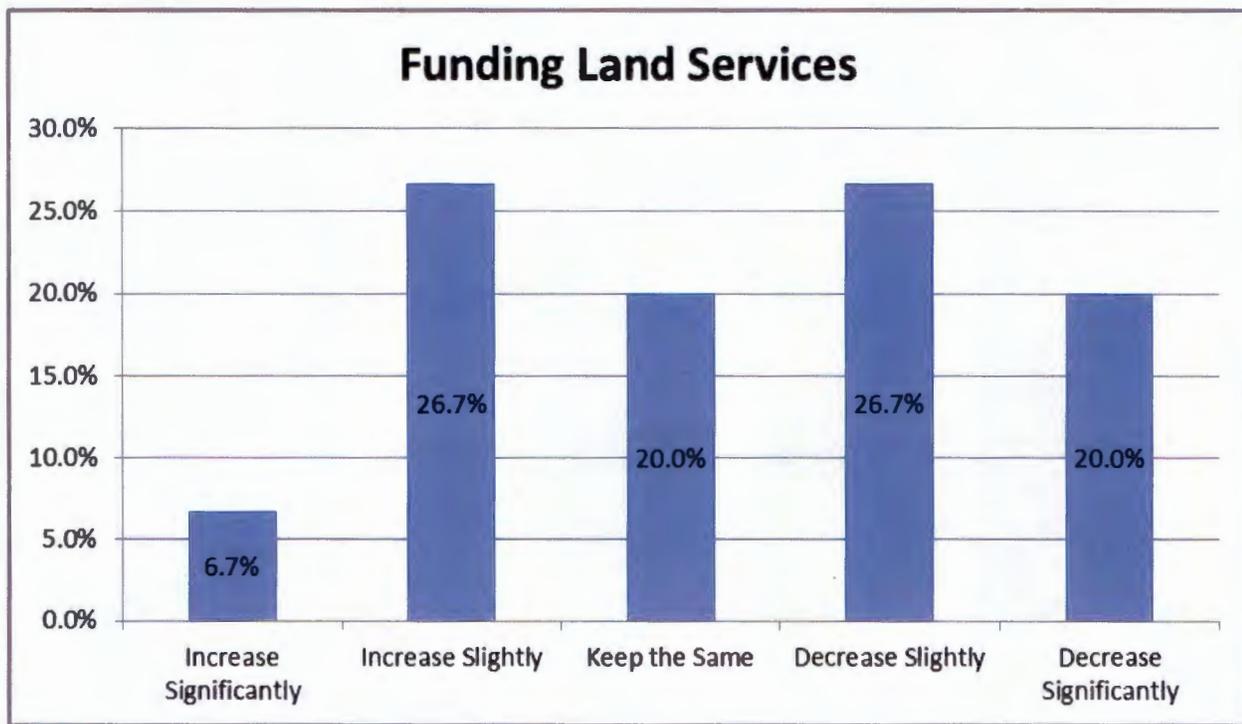
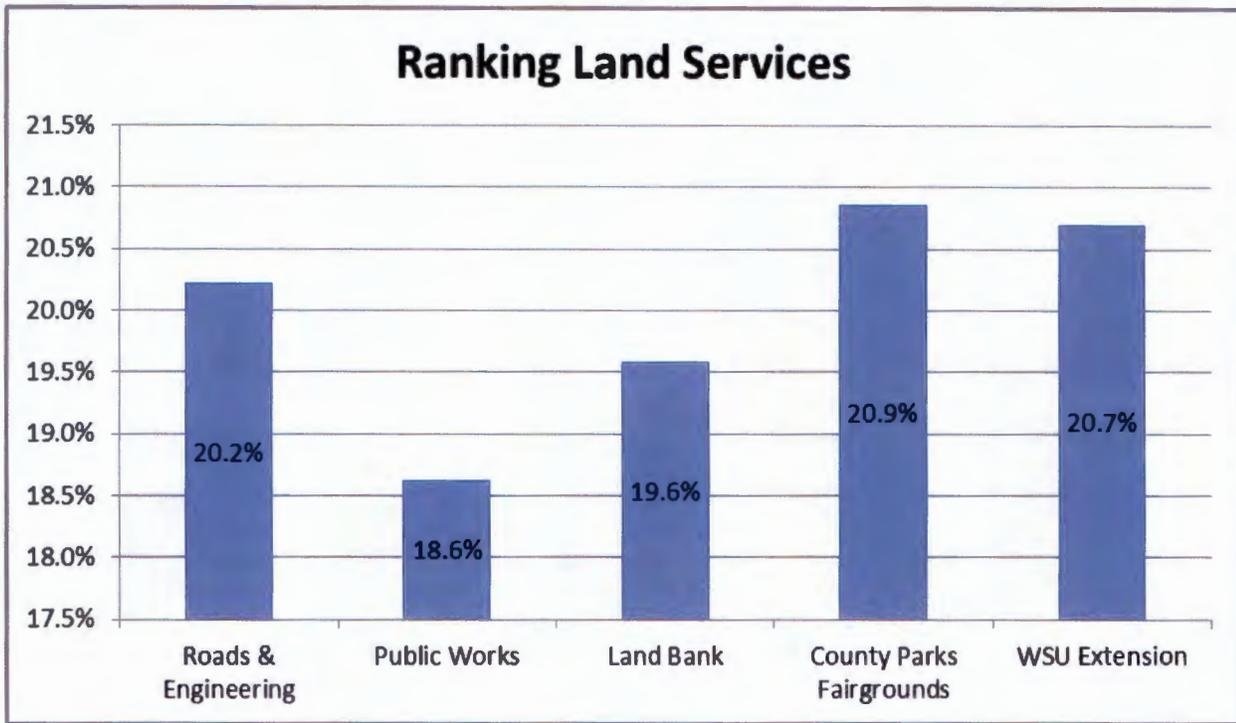
## Lopez Island Polling Results



## Lopez Island Polling Results



## Lopez Island Polling Results



## Lopez Island Polling Results

