



September 2011

Dear Community member,

The OICF Board of Trustees, OICF staff, and over 100 community members contributed their time and thoughts to the attached Community Needs Assessment. It has been 14 years since OICF last formally assessed community needs. We hope that this new report will be useful in your thinking about how you can help meet the unmet needs of our neighbors on Orcas Island.

This Needs Assessment grew out of the trustees' desire to move beyond their own experience when determining how to allocate OICF grant monies. We wanted to improve our decision-making by having access to more and better data. We looked at other needs assessments, then selected, and modified, the approach used by the Seattle Foundation. We divided our community into eight sectors: Arts and Culture, Early Childhood, Economy and Transportation, Education, Environment, Health, Social Services, and Housing. We invited stakeholders from each sector to discuss a common set of questions about what was working well on Orcas, and what the unmet needs were. Most of the stakeholders were providers of services to the community. We recorded the results of each discussion, and contracted with an outside expert to conduct a thematic analysis of the results, both across and within each of the eight sectors.

We found three crosscutting themes across the sectors. There are unmet needs in the areas of:

- coordination and cooperation, both internal and external
- education and training
- community perceptions, outreach, and support

In addition, most sectors had other common needs--such as funding--as well as sector specific concerns.

We understand the limitations of our study, for example, some issues that seemed clear to us never came up; only what was recorded was analyzed; not all stakeholders were equally represented.

Nonetheless, we believe that the information will be of value to you and to us. This information, along with other reports on community needs, will inform OICF's decision-making in the future. We also hope that it will better inform donors and nonprofits. And, we hope as well, that it promotes community dialogue. We plan to use it to expand and enrich our grants program. We anticipate providing some grants that specifically address high priority needs in our community as identified in this study. We plan to work with potential grantees to help them devise strategies to meet needs and to measure the impact of their work.

This is a pilot year for us. We will surely learn both from our successes, and from the mistakes we make. We welcome your participation in OICF's efforts and those of all the nonprofits that share our vision of enhancing and preserving the quality of life on our special island.

Sincerely yours,

A handwritten signature in cursive script that reads "Diane Berreth".

Diane Berreth, OICF President

Full report and additional materials available on line:

<http://oicf.us/oicf-in-the-community/need-assess/>

[Fostering philanthropy to enhance and preserve the quality of life on Orcas Island](#)

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ORCAS ISLAND COMMUNITY FOUNDATION

THEMATIC ANALYSIS OF COMMUNITY NEEDS

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EXECUTIVE SUMMARY

REASONS FOR UNDERTAKING A COMMUNITY NEEDS SURVEY

At a board retreat in 2008, the Orcas Island Community Foundation (OICF) board of trustees agreed that we needed more, and more rigorous, information about community needs on Orcas. The board currently has two primary sources of information: our grants program, and our trustees' and staff's own experience. Our grants program, while strong, does not illuminate all large-scale needs in our community, is primarily reactive in nature, and is limited in scope to relatively discrete and small price-tag projects. While our trustees and staff are involved in many facets of life on Orcas, and have taken it upon themselves to learn about more, we are alert to the fact that there remain areas of need of which we are unaware.

We decided to undertake a survey of current island needs, and local efforts to address those needs. We decided to focus on eight sectors on Orcas Island: arts and culture, early childhood development, economy and transportation, education, environment, health, housing, and social services. We were interested in gathering information at this stage, not in solving problems or influencing public opinion — yet. We wanted to educate ourselves. Here is what we hoped to do:

- Develop a better understanding of community needs currently being addressed
- Identify needs that are not currently being addressed
- Develop a better understanding of what OICF can do to help nonprofits and other organizations address those needs
 - Through competitive grants
 - Through board discretionary grants
 - Through capacity building for nonprofits
 - Through educating our donors about needs and philanthropic opportunities
- Help identify ways in which existing nonprofits and possibly other organizations can work together more efficiently
- Prioritize needs to best direct OICF's, donors' and community resources

STRUCTURE OF THE REPORT

This report is a thematic analysis of meetings held within these eight sectors on Orcas Island. The report begins by exploring several crosscutting themes before examining themes and priorities for each sector area. The report appendices include a methodology section and a website link to all meeting notes used in the thematic analysis.

STRUCTURE OF THE PROCESS

A committee of OICF trustees and former trustees guided the community needs assessment. The OICF board initially reviewed a list of eight sectors proposed by the OICF Needs Assessment Committee, and a recommended process of convening stakeholder groups. The process was based on one that The Seattle Foundation had used successfully. All but one sector meeting was facilitated by OICF president Diane Berreth and co-chaired by a trustee or former trustee.

The committee met a month or more before each meeting to brainstorm a list of invitees with a stake in the sector. This included individuals with diverse views. In the arts and culture and business and transportation sectors, individuals were selected to represent sub-sets of the groups such as practicing artists and clothing retailers. Invitations were sent by email and all invitees were asked to provide information about their organizations to be shared among all within their sectors.

Meetings were generally held on weekdays for a two-hour period in the late afternoon at the Eastsound Fire Hall. Activities included large group introductions, large group sharing of what was working, small group brainstorming on needs, followed by small group prioritization of the most significant needs, and closed with a large group sharing of learnings. Although we adhered to this protocol in general, the process did evolve as we learned from each meeting. Notes were taken on large easel pads and usually shared out with the large group late in the meeting. All notes were sent to all invitees via email, about two weeks after the meeting.

The core facilitation questions asked during the meetings were

- What is working well on the island in terms of meeting your sector's needs?
- What community needs related to your areas of service are not being fulfilled?
- What feedback do you receive on unmet needs from the people you serve?
- What are the primary causes of unmet needs in your sector for Orcas Island?

WHAT IS WORKING

Orcas Island is a diverse community where people are proud of their shared values and believe in working together to create positive change in their community. There are an incredible number of organizations working to serve the Orcas Island community, resulting in a diverse array of opportunities and services. Orcas Island is seen as place of opportunity, where great strides have been taken to protect the environment and preserve an "Island Feeling". Organizations are eager to collaborate to address issues and solve community problems.

KEY THEMATIC AREAS

Key themes for each sector were found to fall within five main categories:

- Funding (operating expenses, salaries, grants, and sustainability)
- Education and Training
- Coordination and Cooperation

- Infrastructure and Logistics
- Community Perceptions, Outreach, and Support

Each sector chapter below discusses priority unmet needs based on the five categories. If there were no substantial needs or recommendations for a specific category, the category was not included.

CROSSCUTTING THEMES AND KEY NEEDS THROUGHOUT ALL SECTORS

Several key themes emerged that were common among all sectors.

- *Coordination and Cooperation, both internal and external*
Every sector identified cooperation -- both internally and externally -- as being a central unmet need. External coordination included cooperation between organizations, sectors, communities, and different levels of government. Improved external coordination is needed to ensure that clients can seamlessly access a range of services.
- *Education and Training*
Several sectors identified a need for education and training, both for staff and for residents. In particular, there is a need for English Language Learners (ELL) support and Spanish language classes.
- *Community Perceptions, Outreach, and Support*
There is a need to reach out to segments of the population not currently accessing services, including new residents, families that speak English as a second language, and younger families, who often cannot access health services or attend arts and cultural events. There is also a need for more community-based support, including support groups and a community response system for people struggling with mental health, abuse, and addiction.

The following priority unmet needs emerged out of a thematic analysis of all sectors:

- Funding for inter-agency training, workshops, and events, building community awareness and fostering cooperation
- An inter-agency coordinator position to ensure better coordination between agencies, streamlining client services
- A website that links organizations and also serve as a “volunteer bank,” with a support and discussion forum
- A feasibility study for creating a central space on Orcas Island that could house several organizations and provide rooms and meetings

KEY NEEDS BY SECTOR

Arts and Culture

Funding Needs

- Funding that supports artists in residence programs and workshops

- Subsidized tickets to performances

Education and Training Needs

- A coordinated and comprehensive volunteer knowledge management retention and training system, including an inventory of volunteer and community assets, and an online database for Orcas volunteers

Community Perceptions, Outreach, and Support Needs

- Outreach to younger families on Orcas, including working to secure childcare so that parents can attend performances, and subsidies for performance tickets
- Diverse year-round programming

Early Childhood

Funding Needs

- Expanded services and programs, particularly for the Spanish speaking population on Orcas

Education and Training Needs

- Subsidies for educators who accrue expenses travelling off island to receive training and courses, including compensation for time off taken to attend training sessions

Coordination and Collaboration Needs

- A coordinator position to encourage dialogue across community organizations and other communities on other islands. The coordinator could also monitor project tracking and evaluation.

Infrastructure and Logistics Needs

- A centralized location for early education family services, including a business plan to build support for this center

Economy and Transportation

Funding Needs

- Funding for short and long term business financing, planning, and training

Coordination and Collaboration Needs

- A single focus point is needed to draw tourists and provide them with information on local businesses, transportation, and washroom and service area maps.

Infrastructure and Logistics Needs

- Tourism facilities need to be improved, including more trash cans and recycling bins, and public washrooms.
- Funding for a year-round community shuttle to local businesses

Community Perceptions, Outreach, and Support Needs

- Funding for a buy-local campaign and creating a map with farm stands

Education

Funding Needs

- Funding needed to create specialized programs beyond the basic core (to include, for example, programs for highly capable students, arts, foreign

language, summer programs for special education, continuing adult education, Montessori pre-kindergarten integration, and English Language Learners)

Education and Training Needs

- Funding needed for dedicated staff time towards training, counseling, and expanding opportunities for residents to learn trade skills

Coordination and Cooperation Needs

- Need for centralized communications, services, and support resources

Community Perceptions, Outreach, and Support Needs

- Improving relationships and outreach among the community, schools, and isolated families

Environment

Education and Training Needs

- Need for more collaborative work with staff, volunteers, and local schools to develop educational materials and collect data

Infrastructure and Logistics Needs

- Better coordination between the environmental, transportation and economy sectors to ensure shoreline access, transportation diversity, and sufficient access to recycling

Health

Education and Training Needs

- Classes and workshops on wellness and preventive health care
- Substance abuse support services
- Medical appointment translation services/buddy program. This could potentially work in conjunction with several other sectors (including early childhood education) that are also in need of translation services

Community Perceptions, Outreach, and Support Needs

- Online database of resources available to people with limited insurance coverage; this could be as simple as providing links to other web pages and organizations, or creating a health care use forum for Orcas Island

Social Services

Funding Needs

- Living wage campaign

Education and Training Needs

- Collaborative work between several sectors to provide classes, workshops, training, and support to specialized service populations such as new residents, low-income families, and people who speak English as a second language

Coordination and Cooperation Needs

- Inventory of community needs and assets relating to the social services sector

Housing

Funding Needs

- Rental subsidies to individuals and families who cannot afford market rental rates
- Subsidies to vacation homeowners to rent their properties to low-income individuals and families during the off-peak season

Coordination and Cooperation Needs

- Seed funding towards the creation of a San Juan County housing authority.
- Collaboration between banks and credit unions to provide lower cost, short term loans to year-round residents

Infrastructure and Logistics Needs

- Create long-term housing for permanent residents from existing guest housing stock
- Review and amend zoning to increase density or secondary dwellings on specific sites

CHAPTER 1

INTRODUCTION: CROSSCUTTING THEMES

1.1 PAINTING THE PICTURE

In general, all sectors identified lack of coordination -- both internal and external -- as being a major barrier to improving the internal and external capacity of organizations. This lack of coordination is in part due to human resource issues. Funding for staff positions is often insufficient and unreliable, resulting in an inefficient distribution of resources throughout Orcas Island. This scarcity of human resources has led to a lack of centralized and coordinated services, as staff and volunteers rarely have enough time for their own programs and providing the time and energy to reach out to other entities within their sector is a challenge. Transportation was also a core issue, running through several sectors. Transportation was seen as a major hurdle to overcome in terms of economic development and access to services. There was an acknowledgement that living on an island with a small population is challenging, and there is a need to learn more from others facing similar geographic and population constraints. Another issue that cut across several sectors was the growing need for better ELL support and Spanish language classes. Participants were adamant that Orcas Island has a huge amount of community support and diversity, and is a place of opportunity. Participants were proud of their community.

1.2 PRIORITY UNMET NEEDS FOR ALL SECTORS

There is a need for better coordination between sectors. There is a need for funding that would create an inter-agency coordinator position and support inter-agency meetings, enabling better coordination of client-based services. Funding is also needed for training and outreach, including professional development workshops, adult education classes, ELL classes, artist in residence workshops, and support groups. There is a need for a central gathering space on Orcas Island that is both physical and virtual. A gathering place could be a building that would house multiple organizations and services that is linked to a website connecting all the Orcas-based organizations and services.

Priority unmet needs for all sectors include:

- Funding for inter-agency training, workshops, and building community awareness and fostering cooperation;
- Funding for the creation of an inter-agency coordinator position;
- A website to link organizations and also be a “volunteer bank,” with a support and discussion forum;
- A feasibility study for creating a central space on Orcas Island that could house several organizations and provide rooms and meeting space.

CHAPTER 2: ARTS AND CULTURE

2.1 PAINTING THE PICTURE

Participation

The Arts and Culture Sector meeting was held May 23rd, 2011, and was attended by Sharon Abreu, Marilyn Anderson, Doug Bechtel, Karen Greene, Phil Heikkinen, Jill McCabe Johnson, James Lobdell, Kara O'Toole, Ann Ramsey, Todd Spalti, Patsy Stephens, and Joyce Stone.

Attending from OICF: Rachel Adams, Diane Berreth, Hilary Canty, Kate Long, and Coleen O'Brien.

Core Facilitation Questions

- What's working well on the island in terms of meeting arts and culture needs?
- What community needs related to your areas of service are not being fulfilled?
- What feedback do you receive on unmet needs from the people you serve?
- What are the primary causes of unmet needs in arts and culture for Orcas Island?

General Comments

The arts and culture group generally felt disconnected from one another and participants emphasized needing to work towards connection to improve access and delivery of services, including event advertising and coordination. The lack of coordination was seen as stemming from a human resource need and a physical infrastructure need. Participants felt that having an expanded arts and culture center would be a huge asset to the community.

2.2 UNMET NEEDS

Funding

Generally, participants identified a lack of financial support for artists. Especially significant was a sense that the arts community was asked to donate more than was reasonable for fundraisers by many local nonprofits. The expectation of donations is also linked to a lack of awareness of the worth of professional artists and artworks.

Education and Training

A lack of training and mentoring opportunities was identified. There is a clear link among lack of training, insufficient funding, and overall lack of coordination. Insufficient funding results in reduced professional development opportunities, and in staff taking on more than they can manage, resulting in less time to collaborate and coordinate. Arts education and mentoring was identified as a key area, and could perhaps be a way to motivate board members of local arts-based organizations to become more active in promoting arts-based activities and fundraising. There is also a need for skilled volunteers and staff, as currently the volunteer network is not skilled enough to take on some projects. Volunteer retention and skill training is a huge unmet need.

Coordination and Collaboration

There is little coordination among similar groups, including coordinated scheduling of events. This lack of coordination is exacerbated by a lack of awareness of networking tools and coordination resources. Community events also receive inconsistent media coverage and are not always included in the community calendar that appears in “The Sounder.” Improved coordination would ensure a greater diversity of activities and improve residents’ access to activities.

Infrastructure and Logistics

There is a need to provide virtual and physical hubs for the arts and cultural community on Orcas Island. Currently there is a lack of affordable performance and rental spaces on Orcas. The virtual hub would serve to link artists to each other, increasing communication and letting others know what is happening in the community. There is also a need for a physical space where artists can meet and display their work. This physical space could also host classes, information, demonstrations, and performances. Current facilities are fragmented, resulting in a lack of accessible space for workshops, studios, and galleries.

Community Perceptions and Support

There was a general sense that the larger Orcas community is not committed to arts and culture on the island. Ticket sales are often poor and registration for classes is low, a problem that increases with the end of the summer season. There is also an outreach issue where younger and less affluent adults are not able to participate in arts and culture events.

2.3 PRIORITY UNMET NEEDS

Funding

- Funding for artists in residence programs and for workshops
- Subsidized tickets to performances

Education and Training

- A coordinated and comprehensive volunteer knowledge management retention and training system, including an inventory of volunteer and community assets, and an online database for Orcas volunteers
- Year-round programming opportunities

Infrastructure and logistics

- Feasibility study for all sectors on the potential for creating a building that would link organizations and provide space for training and performances
- A website which includes a shared calendar and volunteer database

Coordination and Collaboration

- Improved internal coordination among arts and culture groups

Community Perception and Support

- Outreach to younger families on Orcas, including working to secure childcare so that parents can attend performances, and providing subsidies for performance tickets
- Diverse year-round programming

CHAPTER 3: EARLY CHILDHOOD

3.1 PAINTING THE PICTURE

Participation

The Early Childhood sector meeting was held on April 15th, 2010, and was attended by Jana Albright, Teresa Chocano, Linda Ellsworth, Martha Farish, Ethna Flanagan, Dale Heisinger, Pam Jenkins, Tamara Joyner, Stacey Lancaster, Sherry May, Suzanne McClure, Eliza Morris, Erin O'Dell, Amber Paulsen, and Joe Thoron.

Attending from OICF: Rachel Adams, Hilary Canty, Margie Doyle, Lance Evans, and Moana Kutsche.

Core Facilitation Questions

- What needs of the Orcas community is your organization currently fulfilling?
- Are you aware of community needs related to your areas of service that are not being fulfilled? If so, what are these needs?
- Do you have feedback from the people you serve as to their views of community needs? If so, how have you received this feedback and what feedback have you received?

General Comments

The early childhood group felt that there was a tremendous amount of caring, expertise, and energy within the group and there were many possibilities to explore. The group felt that funding was needed to centralize and strengthen coordination, including creating a shared facility, hiring a coordinator, and consolidating information. Strengthening coordination was seen as critical, as was monitoring and evaluating the coordination process.

The group identified problems with communication, coordination, and leadership services, and felt there was a lack of basic social services to support families and their children, including a lack of funding for diverse programs and training.

3.2 UNMET NEEDS

Funding

Generally, funding is needed to support access to early childhood programming, expand early childhood programs, and provide emergency medical support. There is a need for multi-year scholarship and tuition assistance funding for early childhood education programs, especially birth to three-year-old programs, which receive limited federal support. Participants also suggested that an emergency fund be established for health and dental care, and that legal aid services be provided.

Education and Training

There is a need for staff training and support. Generally, more training and support is needed for those working with the growing Spanish speaking population on Orcas, including Spanish classes for education workers and translation services.

There also needs to be more funding available for support groups and programming, such as teen pregnancy awareness, child development testing, support for families with special needs, workshops on accessing support and government programs, and pre-kindergarten preparation, including pre-k programs and transition support for kids going into kindergarten.

Coordination and Collaboration

There is a need for increased dialogue, outreach, and collaboration with other community organizations, such as Readiness to Learn and Orcas Family Connections, to strengthen support for children and families, especially for those with children between the ages of one to five. There is also a need for consistent long-term tracking, monitoring, and evaluation of programming.

Infrastructure and Logistics

There is a need to identify and reach out to new residents and provide families with a central place to access services. This location could also house a clothing and child gear bank and childcare on evenings and weekends.

3.3 PRIORITY UNMET NEEDS

Funding

- Funding to expand existing services and programs, directing funding towards the needs of the Spanish speaking population on Orcas

Education and Training recommendations

- Subsidies for educators who accrue expenses travelling off island to receive training and courses, including compensation for time off taken to attend training sessions

Coordination and Collaboration

- Coordinator position to encourage dialogue across community organizations and other island communities; the coordinator could also monitor project tracking and evaluation

Infrastructure and Logistics

- A “child centered” coordinated service center on Orcas in a centralized location for early education family services, including creating a business plan to build support for the center

CHAPTER 4: ECONOMY AND TRANSPORTATION

4.1 PAINTING THE PICTURE

Participation

The Economy and Transportation sector meeting was held on June 21st, 2011. The meeting was attended by Bruce Buchanan, Becky Burkley, Bob Distler, Lance Evans, Paul Losleben, Susan McBain, Patty Miller, Jennifer Pietsch, and Ed Sutton. Attending from OICF: Rachel Adams, Diane Berreth, Sally Buchanan, Hilary Canty, Steve Jung, and Perry Pugh.

Core Facilitation Questions

- What's working well on the island in terms of meeting economy and transportation needs?
- What community needs related to your areas of service are not being fulfilled?
- What feedback do you receive on unmet needs from the people you serve?
- What are the primary causes of unmet needs in economy and transportation for Orcas Island?

General Comments

The economy and transportation group identified community support and variety as a core strength. This included a diverse work force, support from the Chamber of Commerce, local businesses, and the nonprofit community. Transportation was generally seen to be positive. The local shuttle, ferries, medical response, air and ground transportation were all cited as positively contributing to the economy on Orcas Island. The working group also commented that development is a central issue in the discussion of economy and transportation, and that there needs to be a larger discussion and consensus about the nature and direction of future growth on Orcas.

4.2 UNMET NEEDS

Funding

There is a lack of funding for short and long term business financing, planning, and training. There is also a lack of housing for work force and waged workers, resulting in limited employable workers and skilled employees. Public transportation funding is unreliable.

Education and Training

Education in planning, finance, and other issues for small businesses is needed. Training could also likely address the need for qualified workers and increased local production.

Infrastructure and Logistics

Infrastructure was seen as a core factor in the economic health of Orcas Island. There needs to be a community transportation network that is diverse, reliable, and

year-round. Bike lanes, parking, bathrooms, trash, and recycling facilities were all identified as needing improvement. Transit connections are poor, and many transportation options such as taxi services and the community shuttle are not available year-round. In addition, broadband access and cell phone coverage is inconsistent.

Community Perceptions and Support

There is no central location for information, communication, and promotion. There is a lack of community support for buying local, and a lack of information on farm stands and transportation options.

4.3 PRIORITY UNMET NEEDS

Funding

- Funding for short and long term business financing, planning, and training

Education and Training

- Education about small business operations, and stimulating local production and professional opportunities

Coordination and Collaboration

- A single focus point is needed to draw tourists and provide them with information on local businesses, transportation, and washroom and service area maps.

Infrastructure and Logistics

- Tourism facilities need to be improved, including more trash cans and recycling bins, and public washrooms.
- Funding for a year-round community shuttle to local businesses
- There is a need for island-wide broadband access and cell phone coverage
- There is a need to improve intermodal transportation system connections

Community Perceptions and Support

- Funding for a buy-local campaign and map with farm stands

CHAPTER 5: EDUCATION

5.1 PAINTING THE PICTURE

Participation

The Education sector meeting was held on February 9, 2011, and was attended by Marilyn Anderson, Janet Brownell, Teresa Chocano, Margie Doyle, Paul Freedman, Kyle Freeman, Jean Henigson, Dylan Holmes, Barbara Kline, Catherine Laflin, Suzanne McClure, Jill Sherman, Barb Skotte, Susan Stolmeier, and Nancy Wrightsman.

Attending from OICF: Rachel Adams, Diane Berreth, Lance Evans, Moana Kutsche, and Kate Long.

Core Facilitation Questions

- What's working well on the island in terms of meeting education needs focusing on Kindergarten through Bachelor's degree?
- What community needs related to your areas of service are not being fulfilled?
- What feedback do you receive on unmet needs from the people you serve?
- What are the primary causes of unmet needs in education for Orcas Island?

General Comments

The education group identified community support as its main strength. There are many educational options on the island, and a good diversity of staff and techniques. People work well together, and the community is supportive and open minded about fluctuating population needs. The community on Orcas was seen as generous with both time and money. However, while the community is strong and united around similar values and ideas, there needs to be better communication about issues and a way to centralize services to provide more support, especially to the many families and youth on Orcas who are in crisis.

5.2 UNMET NEEDS

Funding

There is a lack of stable funding for specialized programs (for example, programs for highly capable learners, arts, Career and Technical Education (CTE), foreign language, summer programs for special education, continuing adult education, Montessori pre-kindergarten integration, and English Language Learners (ELL)). This lack of stable funding results in a lack of educational leadership and year-to-year continuity.

Education and Training

There is a need to direct more resources towards transition, bilingual, and specialty programming. Funding needs to be allocated towards dedicated staff time, counseling, and expanding opportunities to learn trade skills.

Coordination and Cooperation

There is a lack of synergy and connection among parents, schools, other educational institutions, nonprofits, and the arts and music communities. Services are not centralized, and fragmentation and isolation between people, communities, and institutions occurs regularly.

Infrastructure and Logistics

There is a lack of sufficient and centralized resources for supporting families, including housing options for children without stable homes, food bank, food stamps, and a comprehensive resource center. Older youth also need more safe places to hang out after school.

Community Perceptions and Support

Generally, it was expressed that there is a lack of community resources and support for families dealing with issues of poverty, isolation, and language barriers. There is a lack of a social service safety net, and a divide between the “haves” and “have-nots” exacerbates this.

5.3 PRIORITY UNMET NEEDS

Funding

- Funding for specialized programs beyond the basic core (highly capable, arts, CTE, foreign language, summer programs for special education, continuing adult education, Montessori pre-k integration, and ELL)

Education and Training

- Funding that is allocated towards dedicated staff time, counseling, and expanding opportunities to learn trade skills

Coordination and Cooperation

- Centralized communications, services, and support resources

Community Perceptions and Support

- Funding for improving relationships and outreach among the community, schools and isolated families

CHAPTER 6: ENVIRONMENT

6.1 PAINTING THE PICTURE

Participation

The Environment sector meeting was held on April 26, 2011. In attendance: Shona Aitken, Sharon Abreu, Lincoln Borman, Stephanie Buffum, Rusty Diggs, Dean Dougherty, Ruthie Dougherty, John Evans, Terri Gilleland, Paul Kamin, Chris Kenady, Dana Kinsey, Kinnan Murray, Fiona Norris, Jim Schuh, Kari Schuh, Leslie Seaman, Tim Seifert, Marcia Spees, Tina Whitman, and Jonathan White.

Attending from OICF: Rachel Adams, Craig Anderson, Helen Bee, Diane Berreth, Adina Cunningham, and Kate Long.

Core Facilitation Questions

- What's working well on the island in terms of meeting environment needs, specific to Orcas Island?
- What community needs related to your areas of service are not being fulfilled?
- What feedback do you receive on unmet needs from the people you serve?
- What are the primary causes of environmental unmet needs on Orcas Island?

General Comments

The community on Orcas was seen as being incredibly strong, passionate, and committed to environmental protection and preservation. The 1998 Comprehensive Plan was seen to have positively contributed to the environment on Orcas Island, recognizing the value of Madrona Point and other open spaces and preserving the rural character of Orcas. Moran State Park and Turtleback Mountain were cited as being incredible community assets. Participants commented that the environment sector on Orcas is strong and innovative but needs to be better integrated.

6.2 UNMET NEEDS

Funding

There is a lack of consistent funding for specialized programs, including science equipment in schools and more facilities for scientific education.

Education and Training

There is a need for more environmental education, particularly for educational experts in our schools, education for seasonal populations, and education for resident adults. There is a lack of interpretation of, application of, and training for use of existing scientifically collected data (GIS, habitat maps, data for homeowners, etc.).

Coordination

There is a general lack of coordination and information sharing. This occurs between organizations and experts, within environmental groups, the community,

and the courts. Improvements are needed to coordinate among homeowners, policies, and enforcement to ensure that environmental standards and regulations are being upheld.

Infrastructure and Logistics

There is a lack of environmentally friendly transportation alternatives including trails, Americans With Disabilities Act accessible trails, and child friendly modes of transportation. There is also a problem with public access to the shoreline and a lack of recycling facilities.

Community Perceptions and Support

There is a need to find a balance between human and non-human needs.

6.3 PRIORITY UNMET NEEDS

Education and Training

- Funding to enable collaborative work with staff, volunteers, and local schools to develop educational materials and collect data

Infrastructure and Logistics

- Funding for better coordination among the environmental, transportation and economy sectors to ensure shoreline access, transportation diversity, and sufficient access to recycling

CHAPTER 7: HEALTH

7.1 PAINTING THE PICTURE

Participation

The Community Health sector met on December 12, 2010, and was attended by Holly Berman, Diane Boteler, Jean Bried, Rick Doty, Laurie Gallo, Valerie Harris, Jean Henigson, Phoebe Hershenow, Rick Hughes, Brenda Ivans, Tamara Joyner, Jim Litch, Paul Losleben, Molly Roberts, Barbara Safriet, Alison Shaw, David Shinstrom, Ken Speck, Andrew Stephens, Ian van Gelder, Carla Weston, and Norm Zimlich. Attending from OICF: Rachel Adams, Diane Berreth, Hilary Canty, Bruce Coffey, Adina Cunningham, and Kate Long.

Core Facilitation Questions

- What's working well on the island in terms of meeting health needs?
- What community needs related to your areas of service are not being fulfilled?
- What feedback do you receive on unmet needs from the people you serve?
- What are the primary causes of unmet needs in health care for Orcas Island?

General Comments

Participants felt that there was great private care health support, with patients regularly able to obtain appointments on short notice. Another positive feature was that uninsured and underinsured patients were able to gain assistance. There is also a diverse range of options for care on Orcas, and generally a high level of collaboration between health care providers and the community.

7.2 UNMET NEEDS

Funding

There is inadequate federal and state funding for the unique structure of island-based health services.

Education and Training

Senior health services, mental health services, and substance abuse support services are limited. There is also a need to encourage preventative health care and provide language translation services for medical appointments.

Coordination and Cooperation

There is a lack of communication and coordination among health care providers, including Emergency Medical Services, for example, and transportation for obstetrical patients.

Infrastructure and Logistics

There is a lack of a central, full service facility that could include full access to DSHS programs and a preventative health care approach.

Community Perceptions and Support

There needs to be a central place for people with limited or no insurance coverage to access information about services and support.

7.3 PRIORITY UNMET NEEDS

Education and Training

- Funding for preventative health care classes and workshops
- Substance abuse support services
- Funding for medical appointment translation services or a buddy program, where someone who speaks both English and Spanish could accompany a Spanish speaking client to their appointment. This could potentially work in conjunction with several other sectors (including early childhood) that are also in need of translation services.

Community Perceptions and Support

- Funding is needed to create an online database of resources available to people with limited coverage. This could be as simple as providing links to other web pages and organizations, or creating a health care forum for Orcas Island.

CHAPTER 8: SOCIAL SERVICES

8.1 PAINTING THE PICTURE

Participation

The Social Services sector meeting was held on July 14, 2010, and was attended by Lisa Byers, Anita Castle, Peggy Coburn, Margie Doyle, Rita Harvey, Eliza Howard, William Hurtado, Betsy Louton, Sage MacLeod, Erin O'Dell, Norm Stamper, and Linda Tretheway. Attending from OICF: Craig Anderson, Diane Berreth, Hilary Canty, and Coleen O'Brien.

Core Facilitation Questions

- What needs of the Orcas community is your organization currently fulfilling?
- What services does your organization provide?
 - Specific services
 - Population focus (ethnicity, age, etc.)
 - Schedule of operations
- Are you aware of community needs related to your area of service that are not being fulfilled? If so what are these needs?
- Do you have feedback from the people you serve as to their views of community needs? If so, how have you received this feedback and what feedback have you received?
- What community organizations do you collaborate with in providing service, and why? How might this collaboration be enhanced?

General comments are not available for this sector.

8.2 UNMET NEEDS

Funding

Island wages are insufficient to support the cost of living. There needs to be consistent homeless shelter support.

Education and Training

There is a need for better volunteer recruitment and to expand services to specialized populations. Spanish language classes, clubs, and services are also needed.

Coordination and Cooperation

There is a need for an assessment of community assets and challenges related to social services. A comprehensive service directory of organizations working in the social services field would be a great asset.

Infrastructure and Logistics

There is a need for outreach and support services to elders, including improving transportation, rental assistance programs, and group activities. There is also still a strong demand for home ownership.

Community Perceptions and Support

There is a need to share information about community challenges, and to develop a broader awareness that Orcas is a community with people and families in need.

8.3 PRIORITY UNMET NEEDS

Funding

- Funding for a living wage campaign

Education and Training

- Collaboration among several sectors to provide classes, workshops, training, and support to specialized service populations

Coordination and Cooperation

- An inventory of community needs and assets relating to the social services sector

CHAPTER 9: HOUSING

9.1 PAINTING THE PICTURE

OICF approached the Housing sector differently from the other sectors. At the outset of the project, there was already an existing group and study process underway, so the following section is based on a thematic analysis of materials assembled by the San Juan County Housing Solutions Work Group, rather than a focused discussion based on the standard four questions used in the OICF sector meetings. The Work Group began meeting in 2009, and their work continues.

Participation

The San Juan Housing Solutions Work Group is a group of San Juan County islanders, from different walks of life, formed for the purposes of engaging their friends, peers and neighbors in a community conversation about island housing. Their hope is to foster a broader understanding of the housing challenges facing San Juan County residents, and generate islander-driven, island-appropriate solutions for addressing them. The ultimate aim of the San Juan Housing Solutions Work Group is to ensure the preservation of vibrant island communities by ensuring year-round residents and essential service providers have housing they can afford. (San Juan County Communications Plan 2/8/11)

San Juan County is the least affordable of all of Washington's thirty-nine counties. There is a projected need by 2025, for over 4,500 additional housing units for people earning less than 150% of the median income. Additionally, 43% of units in San Juan County are vacant, suggesting a strong seasonal occupancy trend.

(<http://housingsolutions.files.wordpress.com/2011/02/draft-housing-action-plan-5-2011-final.pdf>, page.5.)

General Comments

There are currently vacancies in the rental housing sector: "nearly 30% of the single-family house rentals in San Juan County were vacant and 11% of the market rate apartments were vacant. By comparison, the countywide vacancy rate for affordable units was 7%."

(<http://housingsolutions.files.wordpress.com/2011/02/draft-housing-action-plan-5-2011-final.pdf>, page 6.)

9.2 UNMET NEEDS

Funding

The Work Group identified a gap between residents' incomes and the market and non-market housing stock available. The conclusion the Work Group came to was that although there were people looking for housing, many of the single income households did not have adequate incomes to afford the market rate rentals.

Additionally, participants overwhelmingly expressed concern about their ability, and their children's ability, to afford housing on the islands.

Coordination and Cooperation

There needs to be better coordination among all levels of individuals, organizations, and government to address the housing issue.

Infrastructure and Logistics

Year round islanders need access to housing, and there is a need to amend zoning laws and building codes to increase density, lower building costs, subsidize ownership, and provide low-cost rental units.

9.3 PRIORITY UNMET NEEDS

Funding

- Rental subsidies to individuals and families who cannot afford market rental rates
- Subsidies or incentives to vacation homeowners to rent their properties to low-income individuals and families during the off-peak season
- Provide funding to explore different incentive and regulatory mechanisms for increasing access to diverse housing stock

Coordination and Cooperation

- Seed funding towards the creation of a San Juan County housing authority
- Collaboration between banks and credit unions to provide lower cost, short-term loans to year-round residents
- Collaboration between local organizations, the county, state, and federal governments to ensure adequate funding is allocated towards creating a diverse, affordable housing supply

Infrastructure and Logistics

- Create long-term housing for permanent residents from existing guest housing stock
- Review and amend zoning to increase density or secondary dwellings on specific sites

APPENDIX: METHODOLOGY

THEMATIC ANALYSIS: MEETING METHODOLOGY

A committee of OICF trustees and former trustees guided the community needs assessment. The committee included Rachel Adams, Diane Berreth, chair, Hilary Canty, Adina Cunningham, Moana Kutsche, and Coleen O'Brien. Former trustees Peter Fisher, Bob Maynard, and Ann Snelson consulted in the early stages of the project. The OICF board initially reviewed a list of eight sectors proposed by the OICF Needs Assessment Committee, and also considered a recommended process of convening stakeholder groups. The process was based on one that The Seattle Foundation had used successfully. All but one sector meeting (Social Services) was facilitated by OICF president Diane Berreth and co-chaired by a trustee or former trustee.

The Needs Assessment committee met a month or more before each meeting to brainstorm a list of invitees with a stake in the sector. This included individuals with diverse views. In the arts and culture and business and transportation sectors, individuals were selected to represent sub-sets of the groups such as practicing artists and clothing retailers. Invitations were sent by email and all invitees were asked to provide information about their organizations to be shared among all within their sectors.

Meetings were generally held on weekdays for a two-hour period in the late afternoon at the Eastsound Fire Hall. Activities included large group introductions, large group sharing of what was working, and small group brainstorming on needs, followed by small-group prioritization of most significant needs, and closed with a large group sharing of learnings. Although we adhered to this protocol in general, the process did evolve as we learned from each meeting.

The facilitator established ground rules and explained brainstorming procedures. Activities occurred in both the large group and in small groups. When small groups were used, they were either randomly assigned or purposely diverse. Their number varied based on the total attendance, usually two to three small groups per meeting, with four to nine participants in each. In each sector meeting, participants interacted in a large group to share initial thoughts on working well within the sector, and in closing to share what they had learned that day. The small groups tackled what community needs related to their areas of service were not being fulfilled, and what feedback they had received on unmet needs from the people they serve.

Notes were taken on large easel pads and usually shared out with the large group late in the meeting. All notes were sent to all invitees via email, about two weeks after the meeting. These notes and the full report are posted on the OICF web site (www.oicf.us). OICF facilitated follow-up meetings for two groups, the Health and

Early Childhood participants. These meetings were in response to the groups' request to meet again for their own purposes. Their proceedings were not included in this report.

Trustees or OICF staff generally facilitated small groups, and a designated recorder made immediate records on chart paper. Small groups brainstormed responses to the questions and then prioritized their most important responses. These were both reported orally to the large group and displayed in written form for viewing.

THEMATIC ANALYSIS: DATA CODING AND ANALYSIS

Analyst Jessica Hallenbeck analyzed the data from the sector following a six-stage process.

Stage 1: Developed Code Manual

The analyst wrote codes with reference to Boyatzis, R. (1998). *Transforming Qualitative Information: Thematic Analysis and Code Development*. Thousand Oaks, CA: Sage Publications, Inc. The analyst identified the codes by:

- 1) Code name,
- 2) Definition of theme topic area, and
- 3) Description of process for identifying when theme occurs.

Stage 2: Tested Code Reliability

The analyst compared two attempts by different people to code the data.

Stage 3: Summarized Data and Identified Initial Themes

The analyst read and summarized consolidated sector meeting transcripts and notes to key points.

Stage 4: Applied Template of Codes and Undertook Additional Coding when Necessary

Ms. Hallenbeck applied codes from the codebook to the data to identify meaningful sections.

Stage 5: Connected Codes and Identified Themes

The analyst discovered themes and patterns, including similarities and differences between themes, both within sector groups and across sector groups.

Stage 6: Corroborated and Legitimized Coded Themes

Ms. Hallenbeck then further clustered coded themes and wrote this report.