2023
ISLAND COUNTY COMMISSIONER'S WORK SESSION SCHEDULE
AUGUST 9, 2023

Meetings are available remotely. Those interested in attending the meetings by computer, tablet, or smartphone may use the following link: Join Zoom Meeting: https://tinyurl.com/ICWorkSession **Meeting ID:** 957 0144 6335 **Passcode:** 969196
Dial by your location: +12532158782, 95701446335#, *969196# US (Tacoma)

9:00 a.m.   Commissioners Office
10:00 a.m.   County Administrator

NOON BREAK

1:00 p.m.   2024 Budget Workshop

The Board of County Commissioners meets in Work Session routinely on the first three Wednesdays of each month (unless otherwise scheduled). Work Sessions are held in the Annex Building, Board of County Commissioner's Hearing Room, #B102, 1 NE 6th Street, Coupeville, WA.

Work sessions are public meetings which provide an informal workshop format opportunity for the Board to review ongoing issues with individual departments and elected officials. This time is used for the Board to meet with other agencies, committees, and groups to discuss specific topics of mutual interest. Items are typically first reviewed at Work Session before being scheduled on the agenda for the Board's regular Tuesday business meetings.

Written public comment is welcomed and can be directed to the Clerk of the Board by submitting it to CommentBOCC@islandcountywa.gov or j.roll@islandcountywa.gov. If you have questions regarding public comment you may call 360-679-7385. Written comments presented by members of the public are considered a public document and must be submitted to the Clerk of the Board.

 Times for each department are approximate. Due to time constraints, a time slot scheduled for a specific department may be revised (earlier or later) as the Work Session progresses. Because of the workshop format and time sensitivity of certain items, topics and materials may be presented that are not included in a department's agenda. **If you are interested in reviewing those documents, please contact our office at 360-679-7354.**

NOTE: Audio recordings are posted within 48 hours of the meeting date. To listen to the recording visit the Island County website or click here.

NOTICE: Persons requiring auxiliary aids/services should call Island County Human Resources at 360- 678-7919, 629-4522 Ext. 7919, or 321-5111 Ext. 7919 – at least 24 hours prior to the meeting.

To: **Janet St. Clair, Chair**
Board of Island County Commissioners

From: <u>**BOCC Staff**</u>

Amount of time requested for agenda discussion. <u>60 minutes</u>

Agenda Item No.: <u>1</u>
Subject: **Discussion regarding homeless encampments.**
Description: Discussion regarding homeless encampments
Attachment: **None**
Request: *(Check boxes that apply)*

☐Move to Consent ☐Move to Regular
☐None/Informational ☒Discussion
☐Signature Request ☐Other: _____

IT Review Complete:☐ Not Applicable

Budget Review Complete: ☐ Not Applicable

To: **Janet St. Clair, Chair**
        Board of Island County Commissioners

From: **Michael Jones, County Administrator**

Amount of time requested for agenda discussion. 60 minutes

DIVISION: Administrative
Agenda Item No.: 1
Subject: **Assessment of Advisory Board and Best Practices for Advisory Committees**
Description: Providing information to the BOCC to facilitate a discussion on board   and commission diversity.

Attachment: **Advisory Board Memo dated 8/4/2023**
             Attachment A – Summary of Advisory Board and Potential Changes
             Attachment B – Best Equity Practices for Advisory Boards or Committees
             Attachment C – Community Engagement Framework Toolkit

Request: *(Check boxes that apply)*

☐Move to Consent   ☐Move to Regular
☐None/Informational   ☒Discussion
☐Signature Request   ☐Other: _____

IT Review Complete:☒ **Not Applicable**
Budget Review Complete: ☒ Not Applicable

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Island County Administration
Michael Jones, County Administrator

1 NE 7th Street, Coupeville, WA 98239
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M E M O R A N D U M

August 4, 2023

TO: Board of County Commissioners

FROM: Michael Jones, County Administrator

CC: Department Directors
                   DEI Manager

RE: Assessment of Advisory Board and Best Practices for Advisory Committees

Attachments: Attachment A - Summary of Advisory Boards and Departmental Recommendations
                   Attachment B - The Best Equity Practices for Advisory Boards or Committees
                   Attachment C - Community Engagement Framework Toolkit

The Board of Island County Commissioners (BOCC) requested a review of the County's advisory boards and committees. This memo provides information to assist the BOCC in considering changes to policies related to board meetings and board composition that may increase diversity in representation.

Attachment A is a table of board and committees with recommendations (if any) from departments about possible changes to the boards' operations. Many boards have membership composition requirements established by Island County Code, Island County policy, formation resolution, or the Revised Code of Washington.

Overall, the leadership team's assessment is that changes to policy and practices related to stipends, fuel reimbursement, provision of food, and provision of childcare could lead to increased diversity on boards. Changes to time of day were noted as being likely to have positive and negative impacts. For certain boards participation aligns with working hours for group members who participate as part of their employment. On some boards, members participate because the time of day meshes with other responsibilities (and desires) and changing time of day to accommodate new members may cause existing members to resign. Time of day decisions are likely to have a range of impacts that may or may not increase diversity.

There are several ways to actively foster diversity and inclusion, having targeted recruitment, creating a family-friendly environment, and building leadership capacity are a few. Please see Attachment B Best

Equity Practices for Advisory Boards or Committees.   Attachment C a Community Engagement Framework for a deeper understanding.

By increasing diversity on advisory committees, a local government can be more approachable to its residents, more socially and fiscally responsible, and increasingly accessible to a greater number of people.

Advisory Groups

Name of Group	Department Responsible	Day of Meeting	Time of Meeting	Number of Members	Topic/Work Very Generalized	Legally defined reps?
Civil Service	Human Resources	2nd Thursday	9:30am	3	Civil Service	Yes
LEOFF Disability	Human Resources	4th Tuesday	9:00am	3 (including BOCC member)	LEOFF Retirees	Yes
Proposed Changes: 1. Civil Service – None based on specific requirements and who fulfills those in our community. 2. LEOFF Disability – None based on specific requirements and who fulfills those in our community.						
BOE	GSA	As needed	As scheduled	7	Assessment Appeals	No
Joint Tourism	GSA	1st Thursday	Unsure	18	Promote Tourism	Yes
Proposed Changes: 1. BOE – We are looking at wider age diversity (adding younger members). Changing times of sessions may allow for more diverse participation. 2. Joint Tourism – This board is unusual as it somewhat governs itself but we have been attempting to get more involved so we might diversify the members.						
Lodging Tax Advisory Board (LTAC)	BOCC	As needed	As scheduled	7	Utilizing 2% hotel-motel funds for grants	Yes
Proposed Changes: 1. Each meeting is individually scheduled in coordination with members. No changes proposed.						
Housing Advisory Board	Human Services	As needed	As scheduled	16	Make funding recommendations from document recording fees	Yes
Veterans Advisory Board	Human Services	Every other month 1st Friday (odd months)	10:00am	9	Review Veterans Assistance Fund and program policies	Yes
Proposed Changes: 1. VAB – No changes. 2. HAB – Will invite representatives from the By and For agencies that we work with in the community.						
Solid Waste Advisory Committee	Public Works	3rd Monday of the first month of every quarter	10:00am	12 (including BOCC member)	Advise county on all aspects of solid waste management	Yes

Attachment A – Summary of Advisory Boards and Potential Changes

Proposed Changes: 1. None based on specific requirements and who fulfills those in our community.						
Planning Commission	Planning	2nd and 4th Mondays each month	2:00pm	9	BOCC Commissioner's priorities – work plan	Yes
HPC Historic preservation commission	Planning	2nd and 4th Thursday each month	10:00am	7	Ebey's Reserve COA's	Yes
Proposed Changes: 1. Planning Commission – Option to change time of day of meeting to evenings. This may allow for more public participation and comments, for those members of the community who work during the day.						
Community Health Advisory Board (CHAB)	Health	1st Friday monthly	11:00am	11	Community Health	Yes
Local Integrating Organization (LIO)	Health – Natural Resources Division	1st or 3rd Wednesday	1:00pm	Exec – 12 Tech - 25	Advise watershed focused programs	Yes
Salmon Resources Technical & Citizen's Committee (SRTCC)	Health – Natural Resources Division	3rd Wednesday	2:00pm	19	Support salmon recovery efforts	Yes
Water Resources Advisory Committee (WRAC)	Health – Natural Resources Division	Not currently meeting		12	Supports water resources management	Yes
Noxious Weed Control Board	Health – Natural Resources Division	Quarterly – Hybrid in WSU Extension Meeting Room	10:00am	6	Guides regulatory compliance with RCW for noxious weed control.	Yes
Conservation Futures Citizen's Advisory Board	Health – Natural Resources Division	As needed		9	Guide CFF investments	Yes

Attachment A – Summary of Advisory Boards and Potential Changes

Marine Resources Committee	Health – Natural Resources Division	1st Tuesday monthly	3:00pm	13	Guide nearshore conservation planning	Yes

Proposed Changes:
Increasing inclusion through accommodations like transportation reimbursement, family-friendly meeting policies, continued hybrid virtual attendance, and providing refreshments for in-person attendance. Changing time of meetings to evenings and weekends may have mixed results, due to many members participating as part of their work. Changing to evenings may remove existing incentives for some to participate (ex. employees of nonprofit and governmental agencies – many of whom fall into low and middle-income categories), while making it more inclusive for others (ex. working parents). Overall, expanding engagement strategies, relationship-building, and outreach efforts is essential to identify, become familiar, and communicate with, specific community groups and leaders who represent the sectors that are currently underrepresented.

Attachment A – Summary of Advisory Boards and Potential Changes

Discussion Topics

What level of diversity is represented by your group(s)?

- Public Health: Island County Public Health boards have mixed levels of diversity, with some boards having greater representation from historically marginalized community members. For instance, our Salmon Recovery Technical & Citizens Committee has representation from local Tribes, including the Swinomish, Tulalip, and Stillaguamish. Our Community Health Advisory Board (CHAB) has diverse representation with community members of diverse racial and gender identities participating. Other boards are primarily Caucasian or representing primarily middle- and upper-income populations, such as our Community Advisory Board (CAB) for the Conservation Futures Fund, and the Noxious Weed Control Board.

If there's a lack of diversity, do you perceive and obvious and clear impacts of the lack of diversity?

- **Public Health:** Lack of racial, ethnic, gender and social diversity leads to less community advocacy and equity-driven approaches. We also lose opportunities to co-create messaging, co-design approaches, and adopt other collaborative methods when there is a lack of diversity, impacting the effectiveness and sustainability of our public health programs and services.

If there's a lack of diversity, what unseen impacts might be occurring?

Public Health: See above.

Do they represent the community served?

- **Public Health:** Varies, see response to question 1. CHAB and SRTCC increasingly representative; CAB and CFF need to improve diversity.

What would you change to pursue more diversity?

- Public Health: Reevaluate potential barriers to participation, such as time commitments, location/travel, compensation, etc. to ensure that we are eliminating or minimizing the impact of barriers. Continue engaging in active recruitment, relationship-building, and outreach efforts to identify, become familiar, and communicate with, specific community groups and leaders who represent the sectors that are currently underrepresented. Increase efforts for groups with less representation.

Are there applicable best practices for group management that we are not applying?

- Public Health: Changing time of meetings to evenings and weekends may have mixed results, due to many members participating as part of their work. Changing to evening may remove incentives for some to participate, while making it more inclusive for others. Continuing to promote family friendly policies can help encourage working parents to participate. There is evidence that supports the inclusion of compensation for time and effort committed to community group (see WA Office of Equity). Given members are all volunteers, it would be more equitable and inclusive for us to provide low-income members facing financial barriers accommodations for participating. However, ICC prevents compensation for CHAB and other advisory boards, and

Attachment A – Summary of Advisory Boards and Potential Changes

increasing support through transportation reimbursement, family friendly policies, virtual attendance and providing refreshments for in-person attendance is more realistic.

What costs (generally) would occur as a result of the changes?

- Public Health: Supporting staff time for outreach and engagement efforts, which is already part of staff workplans. Additional costs minimal. Supporting equity training for members - many free resources are available. If stipends or travel reimbursement is provided minimal costs involved, which can be fixed and budgeted based on set definitions and membership requirements. However, any stipends would require code changes for CHAB, which is a lengthy process requiring significant investment of staff time and resources.

Are there RCW or ICC limits on group time of day, membership, compensation?

- Public Health: Each board has different requirements through RCW and ICC, please view table for complete details. All boards have legal requirements for membership, and there are limits on compensation for CHAB members in ICC. RCW requires Noxious Weed Control Board to serve without a salary, but members are required to be reimbursed for travel expenses. Time of day is left to discretion of agency overseeing board to encourage the most inclusive approach.
- Human Services – Our 2 boards have RCW requirements for membership.

Best Equity Practices for Advisory Boards or Committees

There have been several best practices promoted to advise local governments about diversity, to promote becoming more welcoming and harmonious. These are very positive actions that can make our communities better places to live, work, and play. However, as local government administrators, we are often asked to examine our ordinances, processes, and procedures to be certain we are fostering equity and inclusion.

We are aware that most Island County committees have already been established, but there is always room to revamp, restructure and reevaluate. By revisiting committee goals, membership, and capacity you can become more diverse and inclusive. Keep the following best practices in mind when restructuring.

1. **The fundamental purposes for utilizing committees in support of county government are to:**
    1. Ensure full representation of residents of the community, in government decision-making processes and in its diversity.

    2. Ask residents to help define community standards and norms.

    3. Provide technical expertise in certain areas.

    4. Provide an independent sounding board for issues, ideas, and policy matters.

    5. Make recommendations to the elected bodies and county staff.

    6. Meet requirements of state law.

2. Promoting diversity and inclusion should include the practice of recruiting people with different opinions, backgrounds, religious beliefs, political beliefs, sexual orientations, heritage, academic/professional backgrounds, and life experiences into local government. Importantly, a diverse committee brings people with different experiences, skills, perspectives, and insights together to consider and solve problems. Diversity increases innovation, creativity, and strategic thinking because teams of people who come from different backgrounds can draw upon their unique experiences and a wider range of knowledge to spark new, innovative ideas and better decision-making. Here are a few ways to actively foster and promote diversity and inclusion on advisory boards:

1. Have active and targeted recruitment through specific community groups and leaders who represent the population that is currently underrepresented.

   It is essential that an Advisory Board membership be diverse across a range of Dimensions - not only in terms of demographic makeup, but also by professional background, experience, skills, and perspectives. For this reason, it is critical to have advisory board members from marginalized groups and communities, they will voice difficult-to-hear but honest feedback about the impacts on their communities.

2. Create a family-friendly environment, by providing childcare, snack, or food based on the meeting time.

3. Build leadership capacity within the advisory board.

   - Require each committee to alternate the committee chairs on an annual or semi-annual basis.
   - Require each committee to select a vice-chair on an annual basis.
   - Conduct committee training on procedures, Robert's Rules of Order, and committee rules of conduct.

   Part of increasing the diversity of advisory committees include developing the leadership capabilities within these committees. If the chair of a committee is always the same individual, that person can, knowingly or unknowingly, come to dominate or unintentionally bias the discussions of the committee. This can lead to diluting the viewpoints and representation of the other members of the committee.

   This same practice could increase the strength of committees. Members gain appreciation for the role of chair and its function, as well as learning how to work more collaboratively with the other members. Those members also are then better equipped to develop into other leadership or advocacy roles with the community.

4. Consider removing governing body liaisons from advisory committees or establishing policies for elected official behavior when acting as a liaison. This will eliminate the power dynamic and make space for community members to have a voice.

   There may be reasons to avoid having elected officials on citizen advisory committees or at least reminding the elected official of the role. The purpose of citizen advisory committees is to garner advice and opinions of non-elected officials with an interest or expertise in the policy area. When an elected official is a member of a citizen advisory committee, sometimes others on the committee will look to them for leadership, which can result in diminishing the voices of others.

5. Reevaluate time commitments, location, and travel:

   The time of day might not be suitable for the members you are intentionally recruiting. For example, the middle of a workday might not work for a working community member. Also be mindful of the time commitment. Some members might not be able to committee to several hours twice a month, but you can work with them and connect with them on the matter their input will be most valuable. Also be intentional regarding location and travel time, thanks to Zoom we can now meet that need assuming internet is accessible.

6. Expand the membership of committees:

   Expanding the number of members on advisory committees can offer immediate and long-term opportunity to appoint people with differing views and backgrounds.

7. Provide compensation through participation stipends for gas, mileage, time etc.

8. Analyze the process and practices for recruiting members and remove barriers from the appointment process.

Resource:
   Resources guide for community-based advisory boards, https://www.urban.org/sites/default/files/publication/104938/tools-and-resources-for-project-based-community-advisory-boards_0.pdf

Community Engagement Toolkit

Historically planning processes throughout the United States have excluded certain communities (either unintentionally or intentionally) and perpetrated systemic racism.

It is our goal to be intentional, restorative, and respectful in our community outreach endeavors. Community engagement strategies often are not culturally relevant and do not adequately include the voices and perspectives of those who are impacted by the proposed developments, changes, future plans, and or community actions.

Often the voices of Black, Indigenous, and other communities of color, non-native English speakers and young people are not represented in different types of public involvement efforts. Community outreach must aim to reach a broad and diverse audience in order to plan equitably and collectively.

Here are a few guidelines for intentional and equitable community engagement.

What is community engagement?

Community engagement is the process of working collaboratively and intentionally with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. While seeking to better engage the community to achieve long-term and sustainable outcomes. To be successful, it must encompass strategies and processes that are sensitive to the community context in which it occurs.

Why is intentional and equitable community engagement important?

Community engagement increases the visibility and understanding of issues and empowers communities to have their say over decisions that affect their lives, their towns, cities, and neighborhoods. Government staff normally want to just get things started knowing the

1. **Your community will trust you more**
   - Firstly, trust – this is particularly important if you are wanting the community to trust your expertise in planning for their future or making decisions that affect their way of life.

2. **You will make better decisions and do a better job of addressing all the issues**
   - You will get better results if you ask your community to engage from an early stage of the project. Think about it – your community knows things you can never know.

3. **Your community will be more satisfied with your organization's performance**
   - The Community is likely to think you are doing a better job if you engage them regularly. There's some logic to this because it's likely you will!

4. **The community will be more likely to accept your recommendations**

- If you base this decision, in part, on a robust community engagement process, then it's more likely that people will understand your decision and accept it.
5. **Your strategy, plan or policy will be politically robust**

How do we engage the community?

Get community input early in the process. You must be intentional about your relationship with the community you serve. You will receive less input when you only engage the community when you need their input. A community that is well-informed and has opportunities to be a part of the formation of policies will be happier with the organization and feel more included.

Steps of community engagement:

1. **Be accessible**, go to the community don't expect them to come to you. The boots-on-the-ground approach has great outcomes. Think of all the barriers that might prevent the community from coming to you (transportation, finances childcare etc.), remove those barriers by going to the community.

2. **Be intentional** about building relationships, let the community members see and know you before you need their input. Be a part of their community and events respectfully. Show up as yourself and not your position (commissioner, manager, director, etc.).

3. **Be respectful** of cultural beliefs and traditions. Don't try to state how you do it or how your ancestors did it. This is not your time, consider yourself a sponge, observe, learn, and take in as much as you can.

4. **Be consistent** you might be welcomed the first time you show up. But showing up genuinely and consistently will build trust. If you are welcomed with open arms, be sure to return. If you, don't you will not get the community to engage in any of your endeavors. When you are constant and relational you will build a trusting relationship.

5. **Be a person of integrity**, do what you say when you say you are going to do it. Do not overpromise to gain support.

6. Always close the loop, often times organization gets community input and engagement, but they don't return with outcomes or updates.
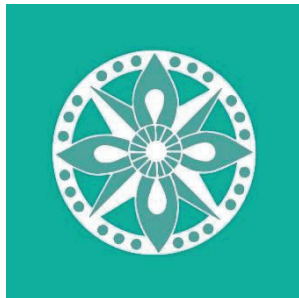
Here are eight principles of equitable engagement:

The Eight Principles

Equity in Public Engagement

Principle 1: Invite participation within an authentic and accountable engagement process
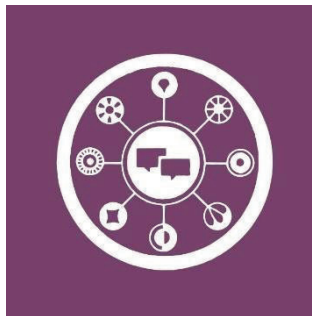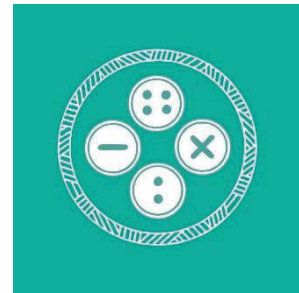
Principle 2: Plan early and proactively

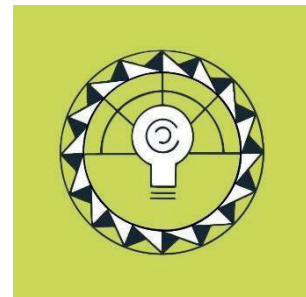**Principle 3:** Establish respectful relationships with Indigenous Peoples

Principal 4: Engage the internal diversity of a community

Principle 5: Work in reciprocal relationships with communities

Principle 6: Tailor engagement plans to the context

Principle 7: Commit to ongoing learning and improvement

Principle 8: Advance systemic equity

The spectrums of community engagement.

Be proactive and intentional and consider in advance want is feasible and needed from the community. based on the given project or plan how Ken the community engagement be implemented. this will prevent you from overpromising and underdelivering. Review the [spectrum](#) and decide what is feasible for your project.

The benefits of intentional and equitable community engagement.

There are several benefits to intentional community engagement. Here are a [few common benefits](#) identified by researchers.

- Increase the likelihood that projects or solutions will be widely accepted. Citizens who participate in these processes show significant commitment to help make the projects happen.

- Create more effective solutions. Drawing on local knowledge from a diverse group creates solutions that are practical and effective.

- Improve citizens' knowledge and skills in problem-solving. Participants learn about the issues in-depth. Greater knowledge allows them to see multiple sides of the problem. Citizens can practice communication and decision-making skills.

- Empower and integrate people from different backgrounds. Groups that feel ignored can gain greater control over their lives and their community. When people from different areas of the community work together, they often find that they have much in common.

- Create local networks of community members. The more people who know what is going on and who are willing to work toward a goal, the more likely a community is to be successful in reaching its goals.

- Create several opportunities for discussing concerns. Regular, on-going discussions allow people to express concerns before problems become too big or out of control.

- Increase trust in community organizations and governance. Working together improves communication and understanding. Knowing what government, community citizens and leaders, and organizations can and cannot do may reduce future conflict.

In addition, a well-designed engagement effort allows you to identify and understand:

- Differing values and priorities

- Differing frames, or ways citizens view the community or a particular project

- Various alternatives and consequences

- Perceptions of benefits and risks

- Different ideas and potential solutions and actions