Attachment A

COORDINATED HOUSELESS RESPONSE OFFICE (CHRO)
Board of Director Working Session Minutes

11:00 – 12:30 pm on Thursday, June 15th, 2023
Deschutes Services Building, Allen Room, 1300 NW Wall St., Bend, OR

Attendance: Commissioner Adair, Chair; Councilor Perkins, City of Bend; Councilor Blum, City of Sisters; Councilor Zwicker, City of Redmond; Mayor Richer, City of La Pine; Chris Ogren, Houseless Response Analyst; Erik Kropp, Deputy County Administrator; Tammy Baney, COIC Executive Director; Marissa Cummings, Deschutes County; Eric King, City Manager – City of Bend; Mickie Derting, City of Bend; Nick Lelack, County Administrator; Keith Witcosky, City Manager – City of Redmond; Peggy Kirkendahl, Community-member; Linda Murrer, Community-member; Sarah Ladwig, Community-member, Chuck Hemingway, Community-member, Anna Kaminski, Bend Bulletin; Colleen Thomas, Deschutes County; Eliza Wilson, HLC Chair & J Bar J; Kerry Prosser, City of Sisters; Linda Cline, City of Redmond; Lisa Quattlebaum, Community-member; Richard Coe, Bend Bulletin; David Givans, Deschutes County; Don Senecal, Jericho Road; Rachel Vickers, Community-member; Stephanie Robinson, Deschutes County; Aaron Kay, Community-member, Tara Fuertado, Bethlehem Inn; James Cook, Oasis Village; KBND News.

1. Introductions and Agenda Review

Chair Adair called the meeting to order at 11:02 am. Participants in the room introduced themselves.

2. Approval of Minutes

Chris Ogren reviewed May minutes for the Board. Chris explained he had implemented all suggested changes.

VOTE: Councilor Zwicker motioned approval of the May Minutes. Councilor Blum seconded the motion. The motion passed unanimously.

3. Strategic Planning Discussion

Commissioner Adair mentioned that she'd spoken with staff from the Association of Oregon Counties (AOC) about the Coordinated Office and how it interacts with the Executive Order 23-02. Commissioner Adair noted that the AOC clarified that the Office shouldn't exactly align with efforts through the Executive Order.

Councilor Perkins introduced the Strategic Plan and went down each of the five major priorities and explained the Subcommittee's thought process in the proposed strategic plan.

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When Councilor Perkins mentioned enhancing the Continuum as a goal of the Office, Commissioner Adair asked about the Stella P Data Visualization tool through the Department of Housing and Urban Development (HUD). Chris Ogren said he was familiar with the Stella P tool, and encouraged the Board to request a presentation from NeighborImpact to discuss the capabilities of Stella P. Chris also stressed that the data project concept, while very meaningful, may take longer than expected and likely won't occur in the near future.

As the group worked down the priorities, Commissioner Adair asked Councilor Blum about an affordable housing development in Sisters. Councilor Blum acknowledged the development and said that there wasn't a final date for completion yet, but that the development would have about 40 units.

After Councilors Zwicker and Perkins finished reviewing the priorities, they asked the group for their thoughts. The group reached consensus on the proposed Strategic Plan. Chris Ogren suggested sharing the proposed plan with the community through a survey to solicit feedback. The Board agreed.

Councilor Zwicker proposed a public meeting to discuss feedback from the community. The group discussed adding Mayor Richer to a subcommittee, and the Strategic Planning Subcommittee was chosen. The group plans to discuss the results of the survey in a public meeting in mid-July.

4. Governance Discussion

Councilor Zwicker introduced the Governance discussion and expressed a desire to expand the CHRO board to include subject-matter experts. Councilor Perkins explained that Lincoln County's HB4123 Office has experts on the Board. Councilors Perkins and Zwicker both agree on expanding the board. Mayor Richer agreed, as well.

Councilor Perkins spoke to the authority section, and clarified that the proposed role of the Board is to approve the Strategic Plan and Approve the Budget, but not to manage the office or it's staff. Councilor Blum agreed. Nick Lelack noted the importance of each CHRO Board Member going back to their respective communities and explaining the role of the CHRO Board. Commissioner Adair called out a few of the requirements, notably attendance and quorum requirements.

Commissioner Adair introduced Tammy Baney. Councilor Perkins introduced the concept of moving the CHRO over to COIC, the benefits that housing the CHRO at COIC would have, and the option of the CHRO remaining at the County. Tammy explained that COIC does this type of work every day and is open to discussing the possibility. Tammy explained that COCI will have to

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ask it's board in July, as they are the decision-making body for the organization.

Tammy explained that a formal ask from the CHRO Board to COIC's Board would make the process flow much more smoothly. She explained that the COIC Board needs a clear idea of what is being suggested before they can make an informed decision. Councilor Zwicker asked what COIC would need included in the letter. Tammy explained that the request will need to be focused on roles and responsibilities. Tammy also expressed a desire for the executive team of the CHRO to continue meeting through the transition.

VOTE: Councilor Perkins made a motion to authorize the governance subcommittee to explore transitioning the CHRO over to COIC. Councilor Zwicker seconded the motion. Mayor Richer commented that he thinks this is a good thing. Unanimous approval.

5. Leadership Discussion

Councilor Zwicker introduced the leadership discussion. Councilor Zwicker explained that the Executive Team would continue to be bought into the process throughout the potential transition to COIC. Councilor Zwicker also explained that the CHRO needs to be aligned on a single point of contact. Councilor Zwicker expressed a desire to get updates from key providers in future meetings, like the HLC, NeighborImpact, or the MAC group.

6. Subcommittee Membership Discussion

The board discussed adding Mayor Richer to a subcommittee. Mayor Richer was added to the Strategic Planning Subcommittee.

7. CHRO Data Initiative

Chris requested the Board's blessing to begin exploring what a data initiative between the CHRO, HLC, and NeighorImpact could look like. Chris will bring a report back to the Board in a future meeting.

8. Public Comment

Sarah Ladwig - We're lucky. We have data from how California has failed to serve homeless people. California has spent billions of dollars over several years. Sarash doesn't understand why the board is continuing down this path. Housing first doesn't work. Providing services doesn't work. Strategic Plan will fail. Sarah called shelters and asked if she could stay there, and the shelters told her they had vacancies. Deschutes County needs to be more like conservative states that don't have homelessness. Homeless people aren't accountable. Substance Abuse and mental health needs to be the top priority. Lastly, HLC should not be a voting

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member on the board, but should be on an advisory board. The HLC isn't an elected official and Sarah thinks its inappropriate.

Peggy Kirkendahl – Has lived in Bend for 1.5 years. Background in social work Peggy is a licensed clinical psychotherapist. Her last volunteer stint was helping a disabled friend of theirs. The system is broken. It's broken at the federal level. State is trying to solve federal problems and passing other responsibilities on to local governments. Elected officials need to be held accountable. We need to keep the problem from growing and to help the most vulnerable. All federal agencies that Peggy called said that they couldn't help. What can we do right now to prevent homelessness? What can cities, counties, and regional governments do? Homelessness comes from evictions, can we stop those? Bankruptcy causes homelessness, can we stop that? Peggy thinks we need a "clearinghouse". Create an agency that would serve as an intake and provide assessments and then connect people to community partners.

Linda Murrer - Has followed the money. Each community in Deschutes County has control over how the money is spent. Bend has spent $35m over the past 18 months. Problem is still growing. Concerned that the CHRO is going to ask the community for money to support policies that aren't working. Service providers have no accountability metrics. No transparency. Hearing that people are placed in housing units isn't enough. Shelters with empty beds. Hundreds of people in the forest. What we are doing is not working. We need programs to prevent homelessness and we need outreach workers to help individuals with what they need. The community deserves full transparency. Philanthropic fund is a bad idea.

James Cook - From Redmond. Over the winter there were nights in Bend and Redmond where shelters were over capacity. Just because there are empty beds on cold nights, doesn't mean that there is excess shelter availability. Shelters don't meet the need. People don't want to leave their belongings out in the woods unless they absolutely have to. Outreach workers are very common in the community and we have a lot of them. They help people get into more stable situations, they help house people. James is willing to talk to any of the public commenters and provide more information. Just because money was spent in the past year, it doesn't mean that the results will be apparent overnight. Roads aren't built in a day, homelessness isn't solved in a day.

Chair Adair adjourned the meeting at 12:40 pm.

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Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters

Feedback re: Proposed Draft CHRO Strategic Plan

The CHRO Strategic Planning Subcommittee recently proposed an updated draft of the CHRO Strategic Plan that aligns with and leverages an existing plan to prevent and end homelessness in Deschutes County that was developed between June 2021 and August of 2022 by our local housing and houselessness experts and stakeholders. The Plan maintains the five strategic priorities that were identified through the original process: (1) Engage the Whole Community; (2) Establish the Coordinated Houseless Response Office; (3) Expand Services; (4) Address the Unsheltered; and (5) Improve Access to Affordable Housing. The Subcommittee prioritized and identified several actions per priority area that will help enhance efforts to address the crisis of homelessness throughout Central Oregon.

Nearly 1,000 community-members were asked to provide feedback on the newly proposed Strategic Plan. From the Homeless Leadership Coalition mailing list and direct community outreach, community members, local housing and houselessness experts, and stakeholders were asked for their feedback via survey or directly via meetings and correspondences. General feedback from respondents was that they had no further input. Of those that provided additional input, they said:

> *"I'd like to see the following areas enhanced: Community Engagement: ensure that elected officials understand local data and facts so that myths are not perpetuated in public and public action can be grounded in evidence based practices; Align with the Continuum of Care: additionally, financially support the Continuum and aid in capacity development; Enhance Data: work with existing HMIS lead agency (NeighborImpact) to determine gaps in infrastructure and data usage; Improve Access to All Types of Shelters: support best practices for staff training and capacity building at local shelters"* – Emergency Homelessness Task Force (EHTF) Member

> *"I want to emphasize the importance of the community engagement piece under Priority 1. I strongly feel that many Bend residents thwart efforts to develop managed campgrounds, safe parking, tiny home villages, etc., because they think it will attract more people that need help. It is so hard to read and hear the awful things people say about the homeless in our community. I wish they could understand many are longtime residents that have fallen on hard times. They are our neighbors. People I went to Mountain View High School with that can no longer afford to live in the only place they have ever called home."* – EHTF Member

> *"I liked the specificity and depth of the EHTF Strategic Plan, and I would like to see that document at least referenced in the new CHRO Strategic Plan."* – EHTF Member

> *"There is a need for homelessness students in Deschutes County to have access to transportation with direct routes from shelters to schools and activities. McKinney Vento has the funding, but the school does not have a license nor is there currently an agency that provides this service. Any support to create access would be helpful."* – Melissa Barnes Dholakia, Bend La Pine School Board

> *"Please make it a priority to support the Homelessness Leadership Coalition and bolster the Coordinated Entry System with additional resources."* – Service Provider

Additional feedback from service providers:

- There are questions about what other communities' strategic plans look like compared to ours.
- There is a desire to see a mission and vision statement accompany the CHRO Strategic Plan.
- There is a desire for the CHRO to do more advocacy.
- Apprehension about the referenced “Community Fund” and how it may be seen as competing with already successful fundraising programs through local nonprofits.
- Much of the identified work in the Strategic Plan will require time and energy from an already constrained provider group. Providers require ongoing funding to sustain and expand services. Consideration for future general fund dollars for the provider network should be considered.

[end]

Priority 1. Engage the Whole Community

Community Engagement

- Create a consistent program which educates, engages, and informs leaders, service providers, and the community at-large.
    - Examples: *Sponsoring community outreach and education events, communicating about the activities of the board, sharing opportunities for involvement and influence.*

Support Philanthropy

- Empower the community to support the work.
    - Examples: *Support the development of a flexible community fund to support service providers and fill public funding gaps, streamline volunteer process, create tools and trainings for organizations to enable volunteers to help more, etc.*

Priority 2. Establish the Coordinated Houseless Response Office

Advisory Group

- Activate an advisory body comprised of community members with subject-matter-expertise who can help advance the CHRO Strategic Plan.

Align with Continuum of Care

- Enhance and grow partnerships with providers, local and regional governments, and key stakeholders
- Assist providers, local governments, and the community in tracking investments and outcomes in the homeless response system.
    - Examples: *tracking data, performance metrics, and outcomes on major investments, sharing information from the Continuum with key stakeholders in the community, etc.*
- Through intergovernmental agreements, clearly define the roles and responsibilities between the cities and county for addressing homelessness among governmental entities.

Priority 3: Expanding Services for People Experiencing or At Risk of Homelessness – Develop/Increase Funding Streams

- Assist with the creation of a Regional Sustainable Services Funding Plan.
    - Examples: *how to develop and sustain PSH, how to increase funding for prevention, how to scale community behavioral health supports, etc.*

Support Service Providers

- Increase access to training related to Best Practices for service providers across the Continuum of Care
    - Examples: *Best Practices around pets/animals, domestic violence survivors, veterans, trauma informed care, etc.*
- Address Gaps in Administrative Capacity
    - Examples: *Creating a shared service model, sponsoring an Internship Program, assisting with Project Management and Program Development, document creation, etc.*

Expand Access to Services

- Advocacy around increased access to subsidized transportation
    - Examples: *Bans from public transit, connective services, emergency weather routes, etc.*
- Expand Coordinated Entry by Service Providers
- Address Racial and Equity Disparities with Strategic Investment
    - Examples: *Multilingual access to programs, forms, and services.*
- Streamline Resources/Services
    - Examples: *Facilitate Regional Partnerships*
- Partner with providers and the County to expand Supportive Services

Support Development of Authorized Camping Spaces

- Support participating communities in their efforts to create camping programs and connect them with subject matter experts and providers.
    - Examples: *Assistance with plans and programs, convening and connecting with appropriate providers, assist with Safe Parking program implementation, etc.*

Priority 4: Address the Crisis of Unsheltered Homelessness

Reduce Burdens of Unsheltered Homelessness

- Improve Services to Meet Individuals' Needs While Living Unsheltered
    - Examples: *Increased Access to Basic Needs, Hygiene, Safe Storage, Mail, etc.*

Emergency Weather Response

- Coordinate amongst Emergency Services, local governments, and providers to ensure community-members have access to shelters.
    - Examples: *weather-dependent shelter plan with pre-determined thresholds for each community, resources are available to meet the needs.*

Enhance Data

- Improve data quality and usability
    - Examples: *Supporting Point in Time Count, Leveraging Built for Zero and by name list, etc.*
- Transparency
    - Examples: *Sharing and communicating accomplishments, access to information, increasing understanding of data by hosting educational events, etc.*

Improve Access to all Types of Shelter

- Support shelter providers
    - Examples: *Advocate for reduced barriers for shelter development, assist local governments develop dedicated shelter funding, etc.*
- Increase awareness about shelter availability
    - Examples: *Facilitate shelter provider meetings to encourage communication, advocate for transportation access between shelters, facilitate partnership with 2-1-1 to disseminate information, etc.*

Priority 5. Improve Access to Affordable Housing

Support Affordable Housing Development

- Advocate for more funding at the Local, State, and Federal Level
- Advocate for increased 0-30% AMI housing options
- Prioritize Permanent Affordable Housing
    - Examples: *Advocating for Land-Trust Model, Public-Private Partnerships, etc.*
- Increase Voucher Access & Utilization
    - Examples: *Collaborate with Regional Housing Authority, research successes in other communities, advocacy for homeless prioritization, etc.*

Attachment D

Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters
Proposal to Develop CHRO Governing Board Bylaws

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Introduction

Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters worked together to secure $1 million in state funding to pilot and operationalize a Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters – Coordinated Houseless Response Office (CHRO or Office) and were successful. The office was established to help streamline the work of dozens of local organizations serving our regional houseless population enabling a community-wide approach to addressing houselessness under a shared set of principles, priorities, and strategies.

Purpose of Board under HB4123

The CHRO Board of Directors (Board) is the governing body mandated by the State of Oregon that comprise of representatives from the governing body of each member government and with specific roles of each member to support the advisory board and office.

IGA relationship The Intergovernmental Agreement is between Deschutes County and the Cities of Bend, La Pine, Redmond, and Sisters. The Governing Board will provide recommendations to parties of the agreement on various issues relating to reducing homelessness in Deschutes County, including the creation of a county wide five-year strategic plan to address homelessness on a regional basis in Deschutes County.

Authority

The Governing Board serves an advisory and liaison function to the CHRO and does not manage the CHRO. Its role is to:

- Support the Advisory Board and CHRO office as per HB 4123
    - This support can take the form of financial support, resources assistance,ensure sustainability, public engagement, partnerships
- Policy – solely general advise and consent functions

- Five-year Strategic Plan
    - Provide input & direction
    - Approval and commitment
    - Political leadership in implementing
- Approve CHRO budget on a yearly basis
- Act as a liaison to the Advisory Board
    - Appoint members of the Advisory Board
    - Participate as able in Advisory Board meetings
- Support and general guidance to entity holding the CHRO office
- Serve as a liaison to their individual governing bodies and between their governing body and CHRO (example: weighted voting, financial, and/or in-kind contributions)
    - Represent the strategic plan and the CHRO office to their governing body

Governing Board Membership

The Governing Board also known as the Board of Directors comprise of elected officials from each participating County and Cities as required by HB 4123.

- One (1) elected official from Deschutes County
- One (1) elected official from the City of Bend
- One (1) elected official from the City of La Pine
- One (1) elected official from the City of Redmond
- One (1) elected official from the City of Sisters

The Board composition can change with the approval of the Governing Board and with guidance from the CHRO office and the entity holding the CHRO office. An update to the bylaws and a vote on the amended bylaws will be necessary to proceed.

The governing body of the County and Cities shall each appoint one representative and an alternate from their elected body to serve on the Board. The Homeless Leadership Coalition will elect a representative and an alternate representative from the HLC to serve on the Board. Notification of the appointments will be provided to the Office upon action of each of the parties.

Terms of Service

All members will serve at the pleasure of their appointed Commission/Council/Board during the duration of the intergovernmental agreement.

Attendance Policy

All Board members must be able to attend meetings regularly. When emergencies happen, Board members will communicate as soon as possible with the CHRO staff.

Prior notice must be given to the CHRO staff if a planned absence occurs. A Board member will no longer be able to serve on the Board if they fail to participate in any scheduled Board meetings for 90 days.

Meetings

Public Meetings. The Board is a public body subject to the public meetings laws as stated in ORS 192.640. All meetings, other than executive sessions allowed by law, will be open to the public.

Administrative Support for Public Meetings. The Office shall establish a venue for the meetings, provide proper notice to members of the public, and prepare appropriate agenda background materials for the Board.

Notice. In addition to Board members, the Office will give notice of any meetings to interested persons and news media that have requested notice and general public notice, of the time and place for holding meetings.

Regular Meetings. The Board will meet monthly. Regular meetings may be canceled or changed to another specific place, date and time as provided in the notices given for the meeting.

Special Meetings. Special Board meetings may be called by the Chair or any three members to the intergovernmental agreement when business needs to be transacted outside of the regular meeting schedule. Special meetings require public notice of not less than 24 hours prior to the commencement of the meeting.

Voting Members. The Chair will ask for the roll call of each party to the agreement at the beginning of the meeting to determine whether the representative, or alternate representative, will be a voting member for that party. In the event that both the representative and alternate representative are present, the representative will be the voting member.

Quorum. The majority of members to the Board will constitute a quorum for the transaction of all business at meetings.

Minutes. The Office will cause minutes to be prepared and distributed to the members for review and approval. Minutes will include the voting members present, other parties present, and will include motions, resolutions, and orders

acted on by the Board during that meeting. The results of all votes shall be listed by each member of voting.

Agendas. Items may be placed on a meeting agenda by the Chair or any Board member. The agenda will be distributed by the Office to members 72 hours in advance of a regular meeting.

Public Comment. Each regular meeting will end with an opportunity for public comment, discussion, and input by guests and the general public.

Officers

Chair. The Board Chair will act as the leader of the convened meeting and as a parliamentarian. The Chair will enforce Board directives, guidelines and ensure that the meetings are held in accordance with the bylaws adopted by the Board. The Chair will participate in agenda setti ng (with guidance from the full Board) with the Vice Chair.

Vice Chair. In the absence of the Chair the Vice Chair will assume the Chair's responsibilities. If neither the Chair nor Vice Chair is available for a publicly convened meeting, then the assembled quorum of the meeting shall select a temporary person to conduct the meeting.

Election of Officers. The Chair and Vice Chair shall be elected by the Board to serve in that capacity upon approval of the bylaws and serve until the last meeting of the calendar year. At the first meeting of each subsequent calendar year, the Chair and Vice Chair will be elected by the Board to serve in those capacities.

Committee (Advisory Board)

Description. The Deschutes County and Cities of Bend, La Pine, Redmond, and Sisters – Coordinated Houseless Response Office (CHRO) Advisory Body will be comprised of 12-16 members appointed by the CHRO Board of Directors (Board). Subcommittees may be created for efficiency. Members shall have subject-matter-expertise that align with the CHRO Strategic Plan priority goals to be determined by the Board. Each member of the advisory body will serve a two-year term commencing on July 13, 2023, following a vote by the CHRO Board. The Advisory Body shall meet monthly or as directed by the CHRO Board.

Distinction from Governance Board or Board of Directors. The role of the advisory body to provide current knowledge, critical thinking, and analysis to increase the

confidence of the decision-makers, the CHRO Board and staff. The advisory board is not a decision-making body.

Roles & Responsibilities. The responsibilities of the Advisory Body are to assist the CHRO in achieving the goals of the Five-Year Strategic Plan to Prevent and End Homelessness. These include:

- Provide input and recommendations on funding needs partnerships, policy changes and other actions that improve the homelessness service delivery system.
- Provide the Board with input on houselessness related legislation.
- Share information and identify emerging issues and trends within the homeless, recently housed, and at-risk of homelessness communities.
- Ensure that the CHRO is advancing goals, steering policy, and making informed decisions.
- Participate in and/or facilitate community engagement activities and events.
- Foster and promote cooperation between governmental agencies, community-based non-governmental non-profit organizations, and business interests to ensure the efficient and timely implementation ofthe Plan.
- Provide information regarding the needs and other factors affecting the smooth implementation of the Plan.
- Determine roadblocks affecting program implementation and recommend corrective measures to the Board.

Membership Categories

- (2) representatives from organizations with expertise in such areas as communications and real estate
- (1) representative from Economic Development of Central Oregon (EDCO) and/or City Chamber of Commerce
- (1) representative from a faith-based organization
- (2) representatives from organizations that deliver direct services including case management, behavioral or mental health or addiction treatment
- (2) representatives from organizations that provide emergency housing/shelter services
- (1) representative from affordable housing development
- (1) representatives with lived experience
- (1) representative from federal or state land management agencies
- (1) representative from the medical service delivery system
- (1) representative from county or city law enforcement
- (2) at-large

Terms

- Staggered – to be discussed
- Appointed by the Governing Board

Funds Granted through House Bill 4123

These funds will be managed by the CHRO. Per HB 4123, eligible use of funds are as follows:

- Hire staff
- Communications & public engagement
- Community outreach and policy development
- Stipends for people with lived experience
- Technical assistance and capacity building including consultants
- Other expenses necessary to meet requirements
- In excess of funds available, eligible use:
- To support the delivery of homeless services and shelters consistent with the 5yr Strategic Plan, including through contracts with service providers

Budget

Annual budget to be approved by the Board. Funding in the future and on items beyond the scope of CHRO in agreement with the five-year plan will be supported by the cities and county.

HeatRisk - Understanding HeatRisk

The purpose of the NWS HeatRisk prototype service is to help you understand what forecasted heat means to you. To make it easier to understand, the HeatRisk is divided into five categories:

HeatRisk Values When the HeatRisk value is:	Risk of Heat Effects …the risk of heat effects are:	Level of Heat Concern …as symbolized by this color:
0	Very Low	Green
1	Low	Yellow
2	Medium	Orange
3	High	Red
4	Very High	Magenta

Simply put, the higher the value, the greater the level of heat concern would be for that location. If both the overnight lows and daytime highs are exceptionally warm for that date at a given location over a period of at least 48 hours, at levels that pose an elevated risk for heat complications, the highest level of 4 for HeatRisk is achieved.

Essentially when HeatRisk values are 1 or greater, heat is considered to be of concern – at first for those who are extremely sensitive to heat, then for everyone as HeatRisk values get to the highest levels. For example, a HeatRisk value of 0 represents no *elevated* risk for heat concerns; a HeatRisk value of 2 represents a moderate potential risk for members of heat sensitive/vulnerable groups; while a HeatRisk value of 3 represents a high potential risk of heat effects for anyone without proper hydration and adequate cooling.

The NWS has assigned a specific color to each HeatRisk category to make it easier for people to understand quickly whether heat is reaching a high enough level to create heat concerns for their unique situation. Each HeatRisk category corresponds to a different level of potential heat concern. The five levels of heat concern and what they mean are shown in the table below.

Numerical Value	Meaning	Who/What is at Risk?	How Common is this Heat?	For those at risk, what actions can be taken?
0	• Level of heat poses **little to no risk**	• No elevated risk	• Very Common	• No preventative actions necessary
1	• Heat of this type is **tolerated by most**; however there is a **low risk for**	• Primarily those who are extremely sensitive to heat	• Very Common	• Increase hydration • Reduce time spent outdoors or stay in the shade when

	sensitive groups to experience health effects			the sun is strongest • Open windows at night and use fans to bring cooler air inside buildings
2	• **Moderate risk for members of heat sensitive groups** to experience health effects • **Some risk for the general population who are exposed to the sun and are active** • For those without air conditioning, **living spaces can become uncomfortable during the day**, but should cool below dangerous levels at night	• Primarily heat sensitive or vulnerable groups, especially those without effective cooling or hydration, or those not acclimated to that level of heat (i.e. visitors) • Some transportation and utilities sectors	• Fairly common most locations • Very common in southern regions of country	• Reduce time in the sun between 10 a.m. and 4 p.m. • Stay hydrated • Stay in a cool place during the heat of the day • Move outdoor activities to cooler times of the day • Open windows at night
3	• **High Risk for much of the population who are 1) exposed to the sun and active or 2) are in a heat sensitive group, or 3) visiting a warmer climate and exposed to sun/heat** • **Dangerous to anyone without proper hydration or adequate cooling** • **Poor air quality** is possible • **Power interruptions** may occur as electrical demands increase	• Much of the population, especially people who are heat sensitive and those without effective cooling or hydration • Those exposed to the heat/sun at outdoor venues • Transportation and utilities sectors	• Uncommon most locations • Fairly common in southern regions of country	• Try to avoid being outdoors in the sun between 10 a.m. and 4 p.m. • Stay hydrated • Stay in a cool place especially during the heat of the day • If you have access to air conditioning, use it. Even a few hours in a cool location can lower risk. Fans may not be adequate • Cancel outdoor activities during the heat of the day
4	• **Very High Risk for entire population** • **Very dangerous to anyone without**	• Entire population is at risk. • For heat sensitive groups, especially	• Rare most locations • Occurs up to a few times a year in	• Avoid being outdoors in the sun between 10 a.m. and 4 p.m.

	proper hydration or adequate cooling. • **This is a multi-day excessive heat event**. A prolonged period of heat is dangerous for everyone not prepared. • **Poor air quality** is likely. • **Power outages are increasingly likely** as electrical demands may reach critical levels.	people without effective cooling, **this level of heat can be deadly**. • Most Transportation and utilities sectors	southern regions of country, especially the Desert Southwest	• Stay hydrated • Stay in a cool place, including overnight • If you have access to air conditioning, use it. Even a few hours in a cool location can lower risk. Fans will not be adequate • Cancel outdoor activities during the heat of the day

Because heat affects people and various economic sectors in very individual and different ways, the level of HeatRisk that is important to you may be different than for another person. It also may be different depending on what activities you are engaged in, or medication you are on.

So for someone who is in a heat sensitive group, monitoring the HeatRisk forecasts and taking specific actions to avoid adverse heat effects when the forecast is calling for an “orange” day or greater would make sense for them. For someone not in a heat sensitive group with routine access to air conditioned spaces, “red” or “magenta” might be the only levels they would pay attention to and take specific actions to avoid adverse heat effects. In this way HeatRisk allows for decisions to be made based on an individual’s heat tolerance and situation and provides recommendations of appropriate actions to be taken when that level is forecast.

Your Level May Change As Your Activities Do

The level of HeatRisk that is important for you is not always the same. For example, if you decide to take up jogging in July during your lunch break, you may want to monitor the forecast for “orange” HeatRisk forecasts for the first few weeks until you get used to both jogging and the heat of the day. You are initially more heat vulnerable due to this change in your activities and exposure. So initially, when “orange” levels or greater are forecast, you might follow the suggested action of moving the time you jog to before work, and avoid the heat of the day. Once you get used to the heat and to jogging, you may decide to start modifying your activities only when “red” levels are forecast.

Or let’s say you are traveling in April from a northern climate to the desert Southwest for a week of hiking and exploring the landscape in some of our national parks. You haven’t gotten used to temperatures in the 80s or 90s yet, but these temperatures are not that uncommon in the desert regions at this time of year. So, you may want to monitor the forecast for “orange” levels or greater during the vacation to identify days that you may want to begin taking additional steps to ensure proper hydration, schedule activities around the heat of the day, etc. Taking just these few actions may make the difference in having an enjoyable and safe trip. Meanwhile, those that live in the desert Southwest who are not in a heat sensitive group are

doing their normal day-to-day activities when “orange” levels are forecast, because they have already become acclimated to these types of temperatures and are able to stay hydrated and cool.

The HeatRisk service can also be used by industry as well as public health sectors. For example, for a HeatRisk of 3/Red or 4/Magenta, the power industry might anticipate a significantly increased demand and load on the power grid. They could take appropriate actions well in advance of any NWS issued product, based on the NWS forecast of potential heat effects through HeatRisk.

So you can see that the NWS HeatRisk forecast is something that can be adapted to your particular needs and heat sensitivity, allowing you to track the forecast and take the actions that you need to take, when you need to take them.

Attachment F

Air Quality Guide for Particle Pollution

Harmful particle pollution is one of our nation's most common air pollutants. Use the chart below to help reduce your exposure and protect your health. Visit AirNow.gov for your local air quality forecast (www.airnow.gov).

Air Quality Index	Who Needs to be Concerned?	What Should I Do?
Good (0-50)	It's a great day to be active outside.	
Moderate (51-100)	Some people who may be unusually sensitive to particle pollution.	**Unusually sensitive people:** Consider making outdoor activities shorter and less intense. Watch for symptoms such as coughing or shortness of breath. These are signs to take it easier. **Everyone else:** It's a good day to be active outside.
Unhealthy for Sensitive Groups (101-150)	Sensitive groups include **people with heart or lung disease, older adults, children and teenagers, minority populations, and outdoor workers.**	**Sensitive groups:** Make outdoor activities shorter and less intense. It's OK to be active outdoors, but take more breaks. Watch for symptoms such as coughing or shortness of breath. **People with asthma:** Follow your asthma action plan and keep quick relief medicine handy. **People with heart disease:** Symptoms such as palpitations, shortness of breath, or unusual fatigue may indicate a serious problem. If you have any of these, contact your health care provider.
Unhealthy (151-200)	**Everyone**	**Sensitive groups:** Avoid long or intense outdoor activities. Consider rescheduling or moving activities indoors.* **Everyone else:** Reduce long or intense activities. Take more breaks during outdoor activities.
Very Unhealthy (201-300)	**Everyone**	**Sensitive groups:** Avoid all physical activity outdoors. Reschedule to a time when air quality is better or move activities indoors.* **Everyone else:** Avoid long or intense activities. Consider rescheduling or moving activities indoors.*
Hazardous (301-500)	**Everyone**	**Everyone:** Avoid all physical activity outdoors. **Sensitive groups:** Remain indoors and keep activity levels low. Follow tips for keeping particle levels low indoors.*

***Note:** If you don't have an air conditioner, staying inside with the windows closed may be dangerous in extremely hot weather. If you are hot, go someplace with air conditioning or check with your local government to find out if cooling centers are available in your community.

Key Facts to Know About Particle Pollution:

- Particle pollution can cause serious health problems, including asthma attacks, heart attacks, strokes and early death.
- Particle pollution can be a problem at any time of the year, depending on where you live.
- You can reduce your exposure to ozone pollution and still get exercise! Use AirNow's (www.airnow.gov) current Air Quality Index (AQI) information and forecasts to plan your outdoor activities.

What is particle pollution?

Particle pollution comes from many different sources. Fine particles (2.5 micrometers in diameter and smaller) come from power plants, industrial processes, vehicle tailpipes, woodstoves, and wildfires. Coarse particles (between 2.5 and 10 micrometers) come from crushing and grinding operations, road dust, and some agricultural operations.

Why is particle pollution a problem?

Particle pollution causes a number of serious health problems, including coughing, wheezing, reduced lung function, asthma attacks, heart attacks and strokes. It also is linked to early death in people with heart or lung disease.

Do I need to be concerned?

It's always smart to pay attention to your air quality, but it's especially true for people who may be at greater risk. They include:

- People with heart disease.
- People with lung disease, including asthma and Chronic Obstructive Pulmonary Disease (COPD).
- Older adults.
- Children and teenagers because their lungs are still developing, and they breathe more air per pound of body weight than adults.
- Pregnant people.
- Minority populations.
- Outdoor workers.

How can I protect myself?

Use AQI forecasts, available on AirNow.gov to plan outdoor activities. On days when the AQI is forecast to be unhealthy, check AirNow for your current air quality and take simple steps to reduce your exposure, including:

- Choose a less intense activity.
- Shorten your outdoor activities.
- Reschedule activities.
- Exercise away from busy roads.

When particle levels are high outdoors, they can be high indoors too.

Keep particles lower indoors:

- Reduce your use of fireplaces and wood stoves. And don't use candles or smoke indoors.
- Use HEPA air filters (https://www.epa.gov/indoor-air-quality-iaq) in your HVAC system.
- Buy or make your own portable air cleaner designed to reduce particles indoors.

Can I help reduce particle pollution?

Yes! Here are a few tips.

- Drive less: bike or walk, carpool, use public transportation.
- Use energy efficiently; choose ENERGY STAR certified products.
- For cleaner heat, upgrade to a heat pump, electric heat, or ductless heat pumps.
- Keep car, boat and other engines tuned.
- If you use wood for heat, burn it efficiently. Check EPA's Burn Wise Program for tips (www.epa.gov/burnwise).
- Don't burn leaves, garbage, plastic or rubber.

EPA United States Environmental Protection Agency

Office of Air Quality and Radiation
EPA-452/F-23-002
www.airnow.gov
February 2023

Attachment G

DESCHUTES COUNTY

COMMISSIONER ANTHONY DEBONE

Date: July 12, 2023

To: Coordinated Houseless Response Office (CHRO) Board

Re: National Incident Command Structure Proposal

I would like to propose that the CHRO Board adopt an Incident Command System (ICS) structure for managing homeless in Deschutes County. There are many interested parties including all public jurisdictions, non-profit organizations and the people of Deschutes County that want to see progress and understand the latest status.

"Incident command" is for an active incident and following there is "recovery" as well as "disaster case management." These are all best practices for incidents large and small.

When there is a forest fire in Central Oregon and it becomes a multi-day event, we have experienced people that know how to setup an incident command structure, we have fire fighters, communications, logistics and planning people that plug in and manage the incident.

As an elected official I would really appreciate a CHRO structure to share information, offer services, get the latest information and know that forward progress is being made. We are still in the same situation where there are a lot of participants but the community does not have real time information about the "leader's intent," successes, current activities, near term and long term goals.
With the areas of Operations and Planning any partner can come to the table and explain their point of view, what resources they can bring and how it fits into the bigger picture.

National Incident Management System (NIMS) has been used to guide all levels of government, nongovernmental organizations and the private sector to work together to prevent, protect against, mitigate, respond to and recover from incidents. NIMS uses the Incident Command System (ICS), which defines the operating characteristics, management components, and structure of the incident management organization. The ICS includes the following organizational sections that have responsibility for a major functional area of incident management: Command, Operations, Planning, Logistics, Finance/Administration. Attached are two organizational charts showing short/intermediate recovery and long term recovery.

I welcome questions and further discussion about this proposal.

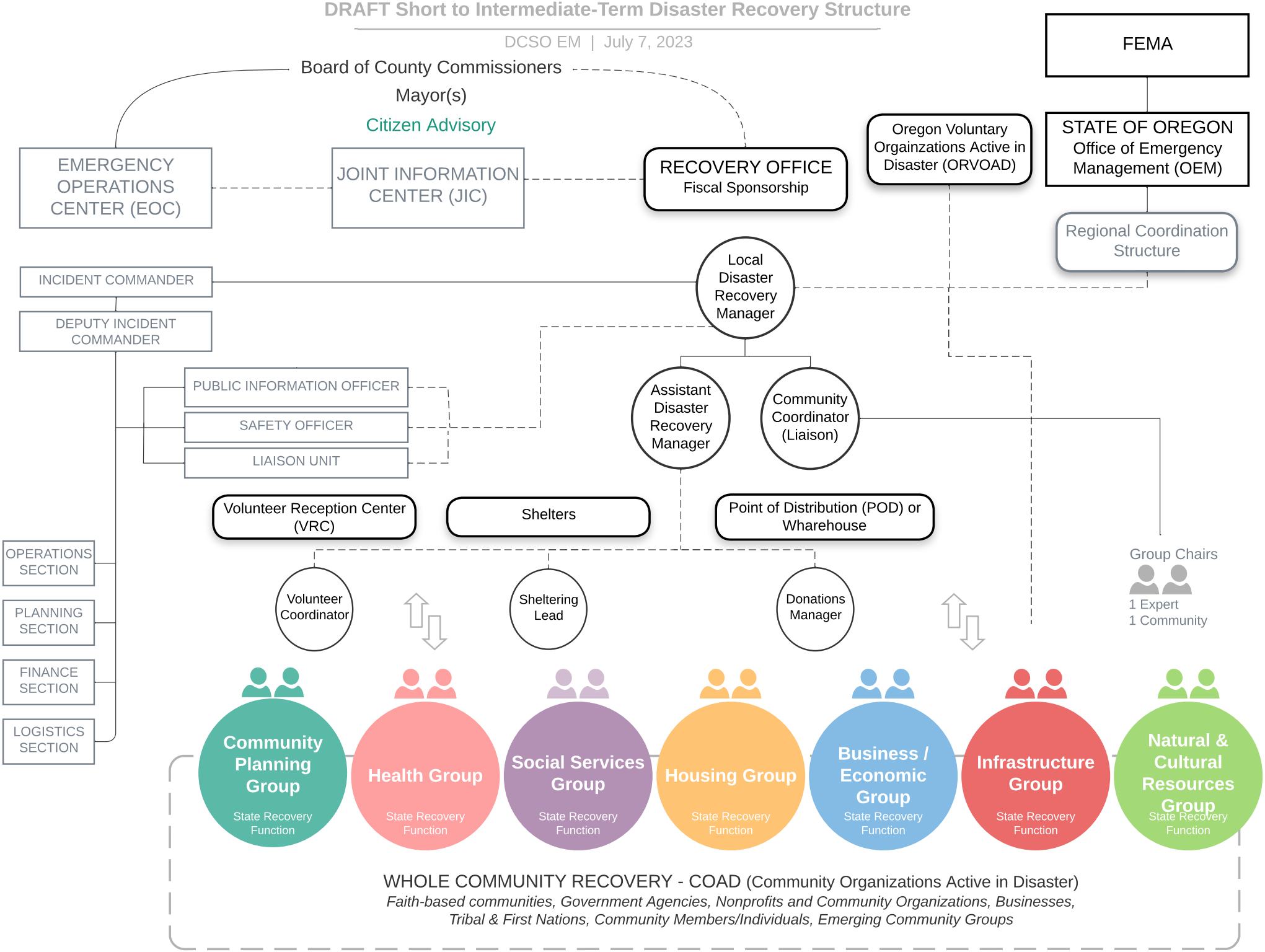
Sincerely,

Anthony DeBone
Deschutes County Commissioner

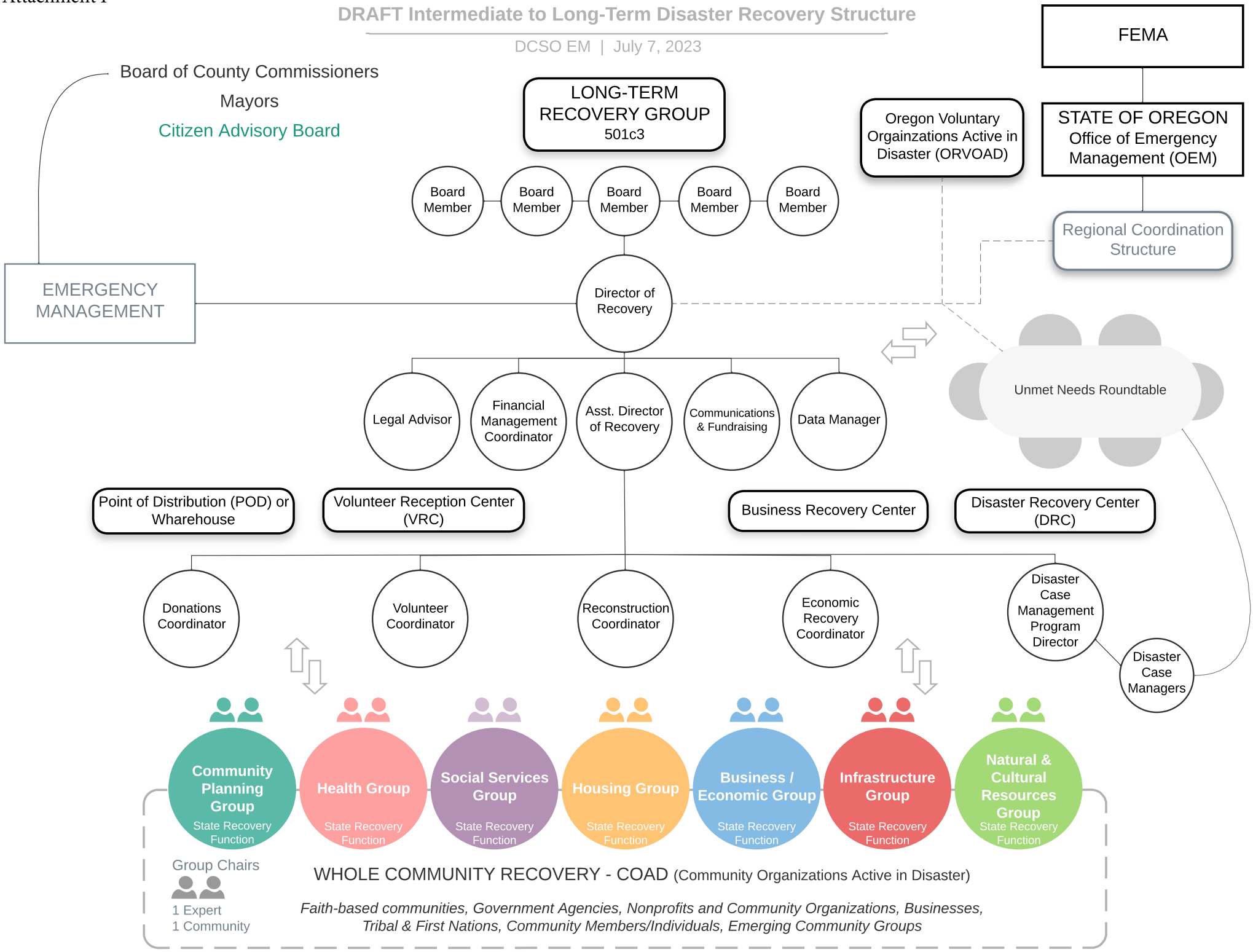
Attachment H

DRAFT Short to Intermediate-Term Disaster Recovery Structure

DCSO EM | July 7, 2023



Attachment I

DRAFT Intermediate to Long-Term Disaster Recovery Structure

DCSO EM | July 7, 2023