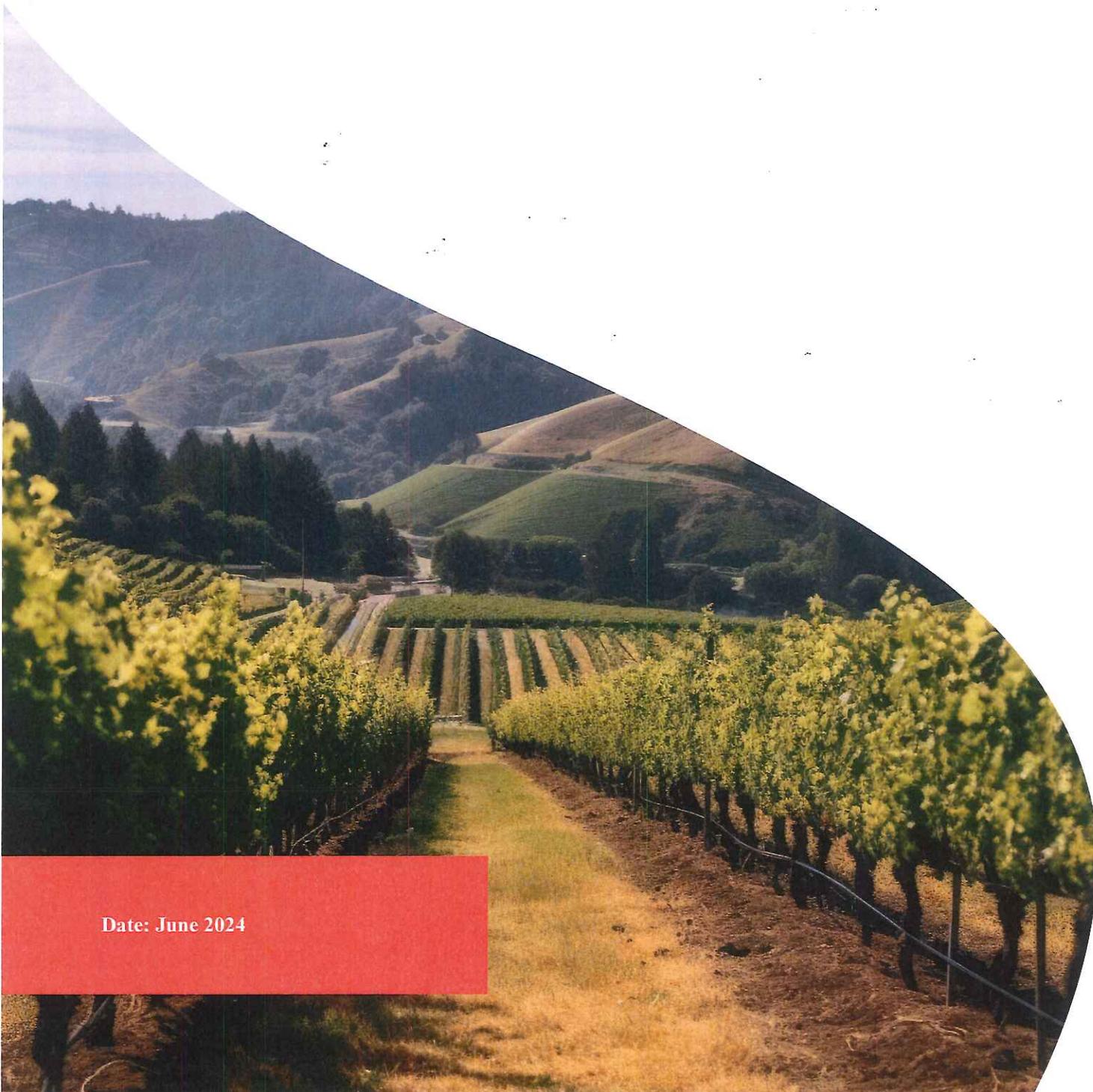# Yamhill County
Emergency Management

Yamhill County Emergency Operations Plan 2024
Version 1.0

Date: June 2024

Yamhill County
Emergency Operations Plan

YAMHILL COUNTY
OREGON

1843

June 2024

Prepared for:
Yamhill County – Yamhill County Emergency Management

Prepared by:

WSP

WSP USA Inc.
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Portland, OR 97204

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Immediate Action Checklist

Receiving an Incident Alert
- Direct alerts to the Emergency Manager
- If the Emergency Manager is not available send alerts to/notify the Yamhill County Sheriff's Office Enforcement Captain. Refer to Section 1.8 Lines of Succession.
- Alerts are received by several sources such as 911 dispatch, first responders, or other sources.
- If you are the first to hear of an incident, call 911 and provide as much detail as possible.
- See ESF – 2 (ESF): Communications for more information on alert and warning.

Activate the Emergency Operations Plan
- In coordination with the on-scene Incident Commander, the Emergency Manager should determine what level of support is needed from the County for the incident. Support levels range from the Emergency Manager on stand-by to the Emergency Operations Center's (EOC) full activation.
- Identify key personnel needed to support emergency operations, including staffing the EOC.

Notify key County Personnel and Response Partners
- The Emergency Manager will notify key personnel to staff the EOC, based on incident needs.
- Notify appropriate emergency response agencies.
- Emergency contact lists are maintained and available through the County Emergency Manager.

Activate the EOC, as Needed
- **Primary EOC Location:**
  - 2050 NE Lafayette Ave, #B, McMinnville, OR
- **Alternate EOC Locations:**
  - McMinnville Police Department, 121 SW Adams Street, McMinnville, OR
  - McMinnville Fire District, 175 SE First Street, McMinnville, OR
- See Section 5.4 for information on EOC operations.

Establish Communications with the On-Scene Incident Commander
- Identify primary and backup systems and processes to stay in contact with the on-scene Incident Commander (IC).
- The on-scene IC may assign a radio frequency that the EOC can use to communicate with the scene.
- See ESF-2: Communications for more information on communications systems.

Identify Incident Needs with the On-Scene Incident Commander
- Protective action measures, including evacuation and shelter-in-place.
- Shelter and housing needs for displaced community populations.
- Emergency public information and coordination with the media.
- Provisions for Access and Functional Needs populations, underserved populations, and unaccompanied children.
- Provisions for impacted animals, including service animals, pets, and income producing animals (e.g., livestock).

Oregon Emergency Response System Notification and Support Requests

- Oregon Emergency Response System: 800-452-0311
- For reporting an oil or chemical spill, call the National Response Center at 800-424-8802.

Declare a State of Emergency for the County

- If the incident overwhelms County resources, the County will declare a "state of emergency".
- The Board of Commissioners (BOC) can make a declaration.
- Submit the declaration to the Oregon Emergency Response System
  oregon.gov/oem/emops/Pages/OERS.aspx
- See Section 1.7 for the disaster declaration process, and Appendix A for declaration templates.

Preface

This Emergency Operations Plan is an all-hazard plan that describes how Yamhill County will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, and the Oregon Department of Emergency Management.

Response to emergency or disaster conditions to maximize public safety and minimize property damage is the primary responsibility of local government. Yamhill County's goal is to respond to such conditions in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the County has, in addition to promulgating this plan, formally adopted the National Incident Management System principles, including the Incident Command System and the National Response Framework.

Consisting of a Basic Plan, Emergency Support Function (ESF) Annexes that complement the federal and State of Oregon ESF Annexes, Support Annexes, and Incident Annexes, this plan provides guidance for coordinated responses and initial recovery activities during medium and large-scale emergencies. This plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, state, local, tribal, community, faith-based organizations, and private-sector partners.

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Promulgation Signatory Page

To all Recipients

Promulgated herewith is the *Yamhill County Emergency Operations Plan (EOP)* 2024. This plan supersedes any previous plans. The EOP was adopted on 07/18/2024 .

This plan provides a framework within which the County can plan and perform its essential functions during a local emergency, a disaster, or national emergency.

This EOP is a major component of the County's comprehensive approach to emergency management that ensures that the County is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the most significant local risk.

Focused on response and short-term recovery activities, this EOP provides a framework for how the County will conduct emergency operations. The EOP identifies key roles and responsibilities, defines primary support roles of county agencies and departments, outlines the steps for coordinating with response partners, and establishes a system for incident management. The outlined framework is consistent with the Standardized Emergency Management System and the National Incident Management System.

This EOP was revised by Yamhill County Emergency Management and approved by the Yamhill County Board of Commissioners. It will be reviewed and updated as required. All recipients are requested to advise Yamhill County Emergency Management of any changes that might improve or increase the EOP's usefulness. Plan changes will be transmitted to all addressees on the distribution list.

_____
Lindsay Berschauer – Board of Commissioners, Chair

_____
Mary Starrett – Board of Commissioners

_____
Kit Johnston – Board of Commissioners

_____
Ken Huffer - County Administrator

07/18/2024
_____
Date

> Approved by the Yamhill County Board of
> Commissioners on 07/18/2024
> via Board Order 24-202 .

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Plan Administration

Yamhill County Emergency Management (YCEM) will coordinate, review, revise, implement, and obtain official signatures for this plan every two years if a significant change is made to plan. Events to trigger changes before the two-year review period include changes that affect the plan implementation, changes to policies or procedures needed as identified after an exercise or real-world event, and after an incident when new information or changes impact the plan content. The Yamhill County Emergency Manager can change the annexes and appendices and non-substantive changes to the Basic Plan without formal approval of the County Board of Commissioners.

Record of Plan Changes

Updates and revisions to the plan are tracked and recorded in the table below. This process ensures the most current plan is disseminated and implemented by emergency response personnel.

Table 1 – Record of Changes

Date	Department	Summary of Change
2010	YCEM	Original Release
2014	YCEM	Update
2016	YCEM	Update the plan to align with the State's most recent update, including the 18 ESF Annex structure.
2021	YCEM	Updated to bring plan in line with the State's most recent update, including: Renumbering of the following ESFs: ▪ ESF-11: Agriculture (was ESF-17) ▪ ESF-13: Law Enforcement (was ESF-16) ▪ ESF-14: Business and Industry (was ESF-18) ▪ ESF-15: Public Information (was ESF-14) ▪ ESF-16: Volunteers and Donations (was ESF-15) ▪ ESF-18: Military (was ESF-13) Consolidation of the following ESFs: ▪ ESF-11: Food and Water now combined into ESF-6: Mass Care Creation of new ESF: ▪ New ESF-17: Cyber and Infrastructure Security Reorganization of the State Situation Report to reflect new and renumbered/consolidated ESFs
2024	YCEM	Update

Plan Distribution List

Unless otherwise indicated, digital copies of this plan are provided to jurisdictions, agencies, and other representatives through electronic methods, such as email or internet links. The plan distribution list is provided in the Table below. Updates are also provided electronically, when possible, and recipients are responsible for updating their copy of the EOP. YCEM is responsible for disseminating the EOP Updates. A copy of the current EOP is available from YCEM upon request.

Table 2 – Plan Distribution list

Department/Agency	Title/Name	Number of Copies
Yamhill County Board of Commissioners	Commissioners	3
Yamhill County Administration	Administrator, Deputy Administrator	2
Yamhill County Counsel	Counsel	1
Yamhill County Courts	Presiding Judge	1
Yamhill County Public Health	Health and Human Services Director, Preparedness Coordinator	2
Yamhill County Public Works	Director	1
Yamhill County Planning and Development	Director	1
Yamhill County Facilities	Director	1
Yamhill County Human Resources	Director, Risk Manager	2
Yamhill County Information Technology	Director, GIS Manager	2
Yamhill County Sheriff's Office	Sheriff, Jail, Emergency Management Liaison	3
Fire Defense Board	Chief	1
Yamhill County Emergency Management	Emergency Manager	2
Family and Community Outreach	Director	1
Oregon Department of Emergency Management	Operations and Preparedness Section Manager	1

EOP Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for review of specific EOP sections and annexes to ensure accuracy. Changes should be forwarded to YCEM for incorporation into the EOP.

As described in the Preface and Section 1.4 Plan Organization, this EOP has four (4) major sections: Basic Plan, Emergency Support Function (ESF) Annexes, Support Annex, and Incident Annexes. Refer to Section 1.4 Plan Organization for a detailed description of these plan sections.

The review process may require the input from one or more county departments as well as expertise and input from agencies outside the County. The plan review assignments by primary county department or external agency are listed in Table 3. Where there is more than one department or

agency listed in the Table, the primary agency responsible for the plan review is determined by the incident type and the agency having jurisdiction or subject matter expertise.

Table 3 – Plan Review Assignments

Plan/Annex	Primary County Agency
Basic Plan	Yamhill County Emergency Management
ESF Annexes	
ESF-1: Transportation	Public Works
ESF-2: Communication	Information Technology/Telecom (Communications Systems) Yamhill Communications Agency (YCOM) (Alert and Warning) Yamhill County Emergency Management
ESF-3: Public Works	Public Works Department Environmental Health Division
ESF-4: Firefighting	County Fire Defense Board
ESF-5: Information and Planning	Yamhill County Emergency Management
ESF-6: Mass Care, Food, and Water	Health and Human Services Public Health Department Yamhill County Emergency Management
ESF-7: Resource Support	Yamhill County Emergency Management
ESF-8: Health and Medical	Health and Human Services Public Health Department Behavioral Health Department Emergency Medical Services
ESF-9: Search and Rescue	Yamhill County Sheriff's Office (within the jurisdictional boundaries of Yamhill County)
ESF-10: Hazardous Materials Response	Local Fire Departments / Districts Oregon State Fire Marshal's Office
ESF-11: Agriculture and Animal Protection	Yamhill County Emergency Management Public Health Department County Extension Service (OSU) US Dept of Agriculture Emergency Board
ESF-12: Energy	Public Works Department Local Utilities Yamhill County Emergency Management
ESF-13: Law Enforcement Services	Yamhill County Sheriff's Office
ESF-14: Business and Industry	Yamhill County Emergency Management
ESF-15: Public Information	Yamhill County Emergency Management
ESF-16: Volunteer and Donation Management	Family and Community Outreach

Plan/Annex	Primary County Agency
ESF-17: Cyber and Infrastructure Security	Information Technology
ESF-18: Military	Yamhill County Sheriff's Office
Support Annexes (SAs)	
SA-1: Community Recovery, Mitigation, and Economic Stabilization	Yamhill County Emergency Management County Administration
Incident Annexes (IAs)	
IA-1: Severe Weather (includes Landslides)	Yamhill County Emergency Management Public Works Department
IA-2: Flood (includes Dam Failure)	Public Works Department Yamhill County Emergency Management
IA-3: Drought	Yamhill County Emergency Management With local Water Districts and the USDA
IA-4: Wildfire	Local Fire Departments / Districts County Fire Defense Board Oregon Department of Forestry
IA-5: Hazardous Materials (Accidental)	Local Fire Departments / Districts Oregon State Fire Marshal State Hazardous Materials Team
IA-6: Earthquake/Seismic Activity	Yamhill County Emergency Management
IA-7: Terrorism (WMDs, CBRNE)	Yamhill County Sheriff's Office Yamhill County Emergency Management
IA-8: Public Health Incident	Public Health Department Willamette Valley Medical Center Providence Newberg Medical Center
IA-9: Agriculture and Animals	Yamhill County Emergency Management County Extension Service (OSU) US Dept of Agriculture Emergency Board
IA-10: Transportation Accidents	Yamhill County Sheriff's Office
IA-11: Utility Failure	Public Works Department
IA-12: Cyber Security	Information Technology

Table of Contents

List of Tables

List of Figures

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1 Introduction

1.1 General

The Yamhill County Emergency Management (YCEM) core mission ensures Yamhill County is prepared to respond to natural, technological, terrorism, and human caused hazards. This mission is accomplished by coordinating protection, prevention, mitigation, response, and recovery activities that increase the County's capabilities to minimize loss of life and the impacts from disasters.

Emergencies are handled effectively by County entities every day and emergency responders manage these "routine" emergencies as part of their day-to-day responsibilities. For the most part, emergencies are handled by individual agencies or a team of responders who work together regularly to save lives, contain threats, and minimize damage. While the principles described in this plan, the *Yamhill County Emergency Operations plan* (EOP) 2024, can be applied to daily emergency responses, the primary purpose of the EOP is to provide guidance for larger, more complex incidents related to a broad spectrum of hazards that exceed the typical response capability and/or resources requiring collaboration with other jurisdictions and organizations.

No plan can anticipate all the situations and conditions that may arise during emergencies. On-scene Incident Commanders (ICs) must have the discretion to act as they see fit based on the incident's specific circumstances at hand. However, each jurisdiction and organizations' tactical level emergency response plan should provide general guidance with a common framework to prepare for and respond to emergencies and disasters. This EOP incorporates standard federal frameworks, using the National Incident Management System (NIMS), the Incident Command System (ICS), and the National Response Framework (NRF) to respond to larger incidents. Additionally, this EOP is predicated on the County's technical capabilities and available resources, and the expertise of its emergency response personnel, department directors, and other key stakeholders.

This EOP is designed to help the County fulfill its response function to its maximum ability. The EOP does not guarantee a perfect response system, implementing instructions, or procedures. While the County will respond to emergencies to the best of its ability, some hazards may overwhelm locally available resources. This EOP is designed to integrate with and can be supported by related County plans, mutual-aid agreements, and State and Federal plans in such an expanded incident.

1.1.1 Whole Community Planning

The "Whole Community" planning approach is based on recognizing that it takes all aspects of a community to prepare effectively, protect against, respond to, recover from, and mitigate against larger emergencies and widespread disasters. This approach includes the engagement of all emergency management partners, both traditional and nontraditional, such as volunteers, faith and community-based organizations, the private sector, and the public and survivors of an incident. Every person who lives or works in the county shares responsibility for minimizing the impact on the community caused by a disaster. These individual responsibilities include:

- Hazard and situational awareness
- Knowledge of appropriate protective actions
- Proactive steps to mitigate the impact of anticipated hazards
- Preparations for personal and family safety
- Neighborhood self-sufficiency

To the greatest extent possible, YCEM will assist the local community populations in carrying out these responsibilities by providing them with preparedness information, on-going emergency public information, and critical public services during a disaster. However, a major emergency or disaster may damage the County's critical infrastructure and reduce the workforce available to continue the delivery of essential government services. Knowledgeable community populations who are prepared to take care of themselves and their families and assist neighbors in the early phases of an emergency can significantly contribute to survival and community resiliency. Commonly shared sources for community preparedness information is on the FEMA Community Preparedness website located at community.fema.gov/PreparednessCommunity/s/?language=en_US, which provides a one-stop source for individuals, families, and businesses to become disaster prepared. The State of Oregon's **Be 2 Weeks Ready** program (Oregon Department of Emergency Management : Be 2 Weeks Ready : Hazards and Preparedness : State of Oregon) provides recommendations for how people can survive on their own for at least two weeks following any large-scale incident.

1.2 Purpose and Scope

1.2.1 Purpose

In the context of this EOP, a significant emergency or disaster is any incident that requires a coordinated response at all government levels to save lives and protect property. The County's all-hazard approach to emergency management is to protect its community safety, health, and welfare throughout all emergency management mission areas. To meet this goal, the County incorporates the NIMS and ICS frameworks that define how all emergency management activities will be conducted in the EOP. Additionally, the EOP incorporates the five (5) emergency management Mission Areas, the applicable Federal guidance from the National Preparedness Goal – Preparedness Cycle and evaluating the County's core capabilities.

Figure 1-1 - DHS Five Mission Areas

The five (5) Emergency Management Mission Areas, depicted in Figure 1-1, are as follows:
- **Prevention:** To avoid, intervene, or stop an incident from occurring to protect lives and property.
- **Protection:** To reduce the vulnerability of Critical Infrastructure and Key Resources by deterring, mitigating, or neutralizing terrorist attacks, major disasters, and other emergencies.
- **Mitigation:** To comprehensively reduce hazard-related losses to ensure the safety and security of communities, infrastructure protection, and economic stability.
- **Response:** To address the short-term and direct effects of an incident, including immediate actions to save lives, protect property, and meet basic human needs.
- **Recovery:** To restore vital services; personal, social, and economic well-being of people; and communities to pre-event or updated conditions.

The US Department of Homeland Security's (DHS) National Preparedness Goal and Preparedness Cycle includes six (6) steps, as illustrated in Figure 1-2.

Figure 1-2 - National Preparedness System
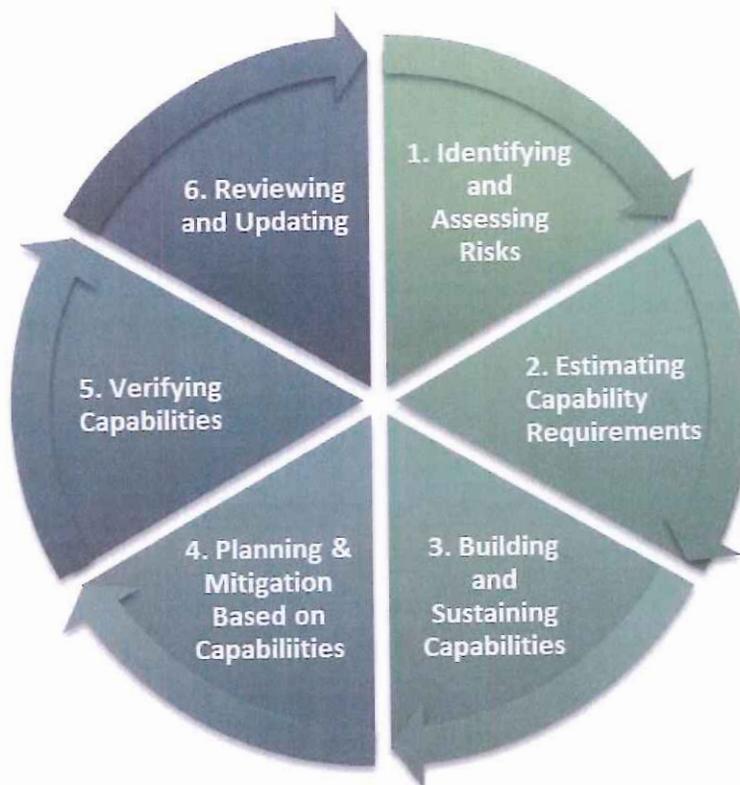
An organization's core capabilities are used to assess these five emergency management mission areas. This relationship between the missions and capabilities is shown in Table 1-1 (Department of Homeland Security, 2015). Following these processes, missions, and assessments result in a plan with clear actions to reduce, remove, and prepare for risks to people, property, assets, and the environment.

Table 1-1 – Core Capabilities List (Department of Homeland Security, 2015)

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
	Cybersecurity	Threats and Hazards Identification	Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
			Mass Search and Rescue Operations	
	Supply Chain Integrity and Security		On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

1.2.2 Scope

The EOP is implemented whenever the County responds to an emergency or planned event with a size or complexity that is beyond what can be handled by routine operations. Such occurrences may include natural, technological, or human-caused disasters and may impact the County's unincorporated areas, incorporated municipalities, or in combination. This EOP is intended to guide the County's emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and public, nonprofit/volunteer, and private-sector entities.

A community's emergency management infrastructure is a complex network of relationships. The EOP establishes roles and responsibilities and describes the relationships among agencies and organizations involved in emergency operations for facilitating multi-agency and multi-jurisdiction coordination. Using this framework, County departments and agencies that operate under this plan are expected to develop and keep current the lines of succession and Standard Operating Procedures (SOPs) that describe how

emergency tasks will be performed within their own organizations. County departments and agencies should maintain the training and equipment necessary for response operations.

The EOP primary users are elected officials, Department Directors and senior staff, YCEM, coordinating response agencies, and other stakeholders who support emergency operations. The public may review the non-sensitive parts of this EOP to better understand how the County manages emergency operations.

1.3 Plan Activation

Once approved and signed by the County Board of Commissioners (BOC), this EOP supersedes previous versions, is in effect, and may be implemented in whole or in part to respond to:

- Incidents in or affecting the County
- Health emergencies in or affecting the County
- Non-routine, life-safety issues in or affecting the County

An emergency declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC). The Yamhill County Emergency Manager (EM) may implement the EOP as deemed appropriate or at the request of an on-scene IC.

1.4 Plan Organization

The County EOP is composed of four main elements, shown in Figure 1-3:

- Basic Plan (with appendices)
- Emergency Support Function Annexes (ESFs)
- Support Annexes (SAs)
- Incident Annexes (IAs)

1.4.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the County's emergency management structure. It serves as the primary document outlining the roles and responsibilities of elected officials during an incident.

Figure 1-3 - EOP Document Organization

The Basic Plan identifies:

- Legal authorities, including the emergency declaration process, activation of mutual aid agreements, requests for resources, and emergency spending powers.
- Hazards and threats facing the community evaluated within the County's response capabilities.
- Roles and responsibilities for elected officials, County entities, and key response partners.
- A concept of operations for the County that describes how the County will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- The County's emergency response structure, including activation and operation of the County EOC, and implementation of ICS.
- The County's protocols for maintaining and reviewing this EOP including training, exercises, and public education components.

1.4.2 ESF Annexes

The eighteen (18) ESF Annexes outline the critical tasks, capabilities, and resources throughout all phases of an emergency provided by County emergency response agencies. In an incident where the County's capabilities and/or resources are limited or exhausted, each annex assumes appropriate escalation procedures for requesting other County organization resources and seeking additional support from state agencies.

ESF 'Quicksheets' were developed as a reference to support Yamhill County Emergency Management and the ESF lead agencies with implementing this plan. Each ESF is represented by a single Quicksheet, identified by the ESF title; the lead County agency responsible for that ESF; the purpose of the ESF; a summary of the primary ESF actions; and lists the supporting County, City, and State Agencies.

Table 1-2 – The Emergency Support Function Annexes

ESF-1: Transportation
ESF-2: Communications
ESF-3: Public Works
ESF-4: Firefighting
ESF-5: Information and Planning
ESF-6: Mass Care, Food, and Water
ESF-7: Resource Support
ESF-8: Health and Medical
ESF-9: Search and Rescue
ESF-10: Hazardous Materials Response
ESF-11: Agriculture and Animal Protection
ESF-12: Energy
ESF-13: Law Enforcement Services
ESF-14: Business and Industry
ESF-15: Public Information
ESF-16: Volunteer and Donation Management
ESF-17: Cyber and Infrastructure Security
ESF-18: Military Support

1.4.3 Support Annex

This EOP includes one Support Annex: SA-1: Community Recovery, Mitigation, and Economic Stabilization. The SA-1 describes the functions that do not fit within the scope of the ESF or Incident Annexes and is specific to initial disaster recovery activities. The SA identifies how the County's departments and agencies, the private sector, volunteer organizations, and non-governmental organizations will coordinate to execute and support these activities.

1.4.4 Incident Annexes

This EOP was developed as an all-hazards planning document and some hazards may require some additional or unique considerations. To that end, the Incident Annexes (IAs) supplement the Basic Plan

to identify critical tasks specific to individual natural, technological, and human-caused hazards identified in the County's most current Hazard Identification and vulnerability assessment. The IAs identify actions for each hazard through the incident's pre-incident, response, and recovery phases.

Table 1-3 – The Incident Annexes

Severe Weather and Landslides
Flood and Dam Failure
Drought
Major Fire
Hazardous Materials Accidental Release
Earthquake
Terrorism
Public Health Incident
Agriculture and Animal
Transportation Accident
Utility Interruption
Cybersecurity

1.5 Relationship to Other Plans

1.5.1 Federal Plans

The following federal policies and guides are scalable and can prompt the emergency management program at all levels:

- **Presidential Policy Directive 5**: Requires all government entities to incorporate NIMS and ICS into emergency management plans by 2005.
- **Presidential Policy Directive 8:** Defines and outlines the "whole community approach" to emergency management.
- **National Preparedness Goal:** Defines and guides the whole community approach to preparing for all-hazards and building national resilience by engaging individuals, families, communities, private and nonprofit sectors, faith-based organizations, and government levels.
- **National Preparedness System:** Supports the National Preparedness Goal with a clear and consistent process for all entities and individuals to implement preparedness activities.
- **National Incident Management System:** A common framework designed for government entities and adaptable for private and non-governmental organizations. It establishes a standard system for collaboration on all phases of emergency management.
- **National Response Framework (NRF):** A guide for government entities to respond to all-hazards. It is built on a scalable, flexible, and adaptable structure that creates consistent roles and responsibilities across jurisdictions and boundaries.
- **National Disaster Recovery Framework (NDRF):** Processes to support affected states, counties, tribes, and local entities. It outlines a scalable structure for managing recovery in a unified and collaborative way.

1.5.2 State Plans

The following State plans inform local government planning for all phases of emergency management:

- State Comprehensive Emergency Management Plan (CEMP): The State CEMP consists of four volumes (Oregon Office of Emergency Management).
  - **Volume I – Oregon Natural Hazards Mitigation Plan (NHMP):** Identifies and prioritizes potential actions throughout Oregon that would reduce the State's vulnerability to natural hazards. The plan also satisfies the Federal Emergency Management Agency (FEMA) requirements. This compliance ensures Oregon is eligible to receive hazard mitigation and disaster assistance funds from the federal government.
  - **Volume II – State of Oregon Preparedness Plan:** Includes plans and guidance necessary for the State to prepare for the effects of a disaster, including guidance and requirements for the State's training and exercise program.
  - **Volume III – State of Oregon Emergency Operations Plan:** Establishes the procedures by which the State coordinates response to an emergency, including processes for resource requests from local and tribal partners, establishes roles and responsibilities for State agencies, and procedures for the activation and operation of the State Emergency Coordination Center (ECC). The State EOP identifies a total of 18 ESF Annexes that serve as response support to local and tribal partners.
  - **Volume IV – State of Oregon Recovery Plan:** Establishes a State Recovery Organization and describes how the State will coordinate short, intermediate, and long-term recovery activities. The plan identifies seven State Recovery Functions that serve as the delivery mechanism for recovery support to local and tribal partners.
- **Oregon Supporting Plans and Documents** (Oregon Department of Emergency Management):
  - **Cascadia Playbook:** A reference guide for how all jurisdictions and government agencies coordinate during a significant seismic/earthquake disaster.
  - **Oregon Resilience Plan:** Makes policy recommendations for protecting lives and keeping the economy going after a Cascadia event.
  - **Volcano Coordination Plans:** Describes the roles and responsibilities of jurisdictions and government agencies in Oregon. It does not supersede agency EOPs.
  - **Managing and Permitting Disaster Debris:** Provides a framework for State agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster (Oregon Department of Environmental Quality, 2011).
  - **Mount Hood Coordination Plan:** Outlines how various agencies will coordinate their actions to minimize loss of life and property damage before, during, and after hazardous geologic events at the Mount Hood volcano.

- **Oregon State Emergency Alert System Plan:** Mandated by the Federal Communications Commission, this plan outlines the State of Oregon Emergency Alert System (EAS) procedures. It is the guideline for State broadcasters and cable television operators, and State and local entities authorized to use the EAS to determine the distribution of the President's message, mandated and optional monitoring assignments, and participation by the National Weather Service and local and State emergency agencies (The Oregon State Emergency Alert System Plan (v. 15.0), 2018).
- **Statewide Guidance on Alerts, Warnings, and Notifications:** This document provides guidance on the use of FEMA's Integrated Public Alert and Warning System (IPAWS) and the processes and procedures for issuing alerts, warnings, and notifications through the State of Oregon's OR-Alert

system. The OR-Alert system includes several tools that emergency managers can use to reach different segments of the population, depending on the scope and scale of the emergency.

1.5.3 County Plans

The County EOP is part of a suite of plans that address various County emergency management program elements. While the EOP integrates with efforts for short-term recovery, other plans address the County's approach to robust recovery operations, mitigation, continuity, and other aspects of emergency management. These plans work in concert with the EOP and are outlined below:

- **Recovery Plan:** Objectives and strategies to effectively manage mid- and long-term community recovery efforts. The Support Annex SA-1 currently serves as the county's primary guide for Recovery operations.
- **Community Wildfire Protection Plan (CWPP):** The CWPP was developed using a collaborative process between the County and agencies, reducing wildfire risk.
- **Continuity of Operations Plan (COOP):** The plan details all the procedures that define how the County will continue or recover its minimum essential functions in a disaster.
- **Regional Debris Management Plan:** Yamhill County is a partner in implementing a Regional Debris Management Plan that provides a framework for the County and planning partners to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.
- **Hazard Analysis:** The analysis helps establish planning, capability development, and hazard mitigation priorities. It serves as a tool to identify hazard mitigation measures and educating the public and public officials about hazards and vulnerabilities. The analysis helps communities make objective acceptable risk judgments.
- **Multi-Jurisdiction Hazard Mitigation Plan (MJ-HMP):** The MJ-HMP creates a framework for risk-based decision-making to minimize the impact of disasters on people, structures, and the environment. Mitigation plans detail a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage.
- **Public Safety Communications Plan for Interoperability:** This communication plan inventories current equipment and is a guide for emergency responders to order new or replacement equipment. It also addresses training and testing of equipment, which is an ongoing process.
- **Public Health Emergency Preparedness Program:** The Public Health Department is responsible for establishing plans and procedures for public health personnel to respond to and recover from public health hazards. The department maintains guidelines for public health personnel responding to a public health incident.
- **Hazardous Materials (HAZMAT) Rail Incident Response Plan:** The YCEM manages the HAZMAT Rail Incident Response Plan. The plan is consistent and is coordinated with the State Rail Response Plan.

1.5.4 City Plans

The Cities of Amity, Carlton, Dayton, Dundee, Lafayette, McMinnville, Newberg, Sheridan, Willamina, and Yamhill maintain their own EOPs. The following table lists the existing local plans by city.

Table 1-4 – Yamhill County City and Community Plans

Community Name	EOP	Continuity of Operations Plan	Hazard Mitigation Plan
Amity	Yes, located on City Website, 2013	No	Yes, Annex to 2020 MJ-HMP
Carlton	Yes	No	Yes, Annex to 2020 MJ-HMP
Dayton	Yes	No	Yes, Annex to 2020 MJ-HMP
Dundee	Yes, located on City Website, 2013	No	No
Confederated Tribes of the Grand Ronde	Yes	Yes	Yes
Lafayette	Yes	No	Yes
McMinnville	Yes, located on City Website 2010	No	Yes, Annex to 2020 MJ-HMP
Newberg	Yes, located on City Website, 2023	No	Yes, Annex to 2020 MJ-HMP
Sheridan	Yes, located on City Website, 2012	No	Yes, Annex to 2020 MJ-HMP
Willamina	Yes	No	No
City of Yamhill	Yes, located on City Website, 2013	No	Yes, Annex to 2020 MJ-HMP

1.5.5 Support Agency Plans

Many partner agencies support County emergency operations. To the greatest extent possible, the County encourages support agencies to design their own plans and SOPs to complement the County's EOP. The County engages the support agencies in the EOP update process to ensure appropriate planning and response linkages. Support agency plans in the County include:

- **Local School District Emergency Plans:** Amity, Sheridan, and Yamhill-Carlton School Districts
- **Local Hospital Emergency Plans:** Willamette Valley Medical Center and Providence Newberg Medical Center

1.5.6 Regional Emergency Plans

The County is a partner in the Regional Debris Management Plan, which was developed in coordination with the State, and Benton, Lincoln, Linn, Marion, and Polk Counties.

1.6 Authorities

1.6.1 Legal Authorities

The BOC is charged by Oregon Revised Statute (ORS) 401.305 with authority to establish the Yamhill County Emergency Management program and appoint an Emergency Management Director (Oregon Revised Statute, 2019). The establishment of the Emergency Management Program and the Director's position were implemented by adopting the Yamhill County Code 5.15.11, Ordinance 883, *Rules for Responding to Emergencies and Approving the Yamhill County Emergency Operations Plan*, dated 2013. The BOC has appointed the Yamhill County Sheriff as the Emergency Management Director (EMD). The EMD has, in turn, appointed an EM to conduct emergency management activities.

The EM is responsible for developing a county-wide emergency management program to coordinate a significant emergency response through cooperative planning efforts with the five incorporated Yamhill County communities. The EM, on behalf of the County will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the EOP.
- Manage the EOC from which County officials can coordinate emergency response activities.
- Establish an Incident Command structure based on ICS.
- Coordinate with County and State agencies to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

The EMD oversees the emergency management program. The EM has authority and responsibility for the organization, administration, and operation of the YCEM. The EM may delegate any of these activities to designees, as appropriate.

Table 1-5 lists the federal, state, and local legal authorities that informed this EOP.

1.6.2 Mutual Aid and Intergovernmental Agreements

State law ORS 402.010 and 402.015 authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies for services, supplies, and equipment (Oregon State Legislature, 2019). A requesting agency may use personnel, supplies, and services if the granting agency cooperates and extends such services. However, without a mutual aid pact both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression according to ORS 476 and the Oregon State Emergency Conflagration Act (Office of the Governor State of Oregon, 2020).

Copies of mutual aid and intergovernmental agreements may be accessed through the EM. During an emergency, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

Table 1-5 – Federal, State, and County Legal Authorities in Emergency Management

Federal
Crisis Response and Disaster Resilience 2030 (Federal Emergency Management Agency, 2012)
FDOC 104-008-1: A Whole Community Approach to Emergency Management (Federal Emergency Management Agency, 2011)
FEMA Administrator's Intent: F.Y. 2015-2019 (Fugate, 2013)
FEMA Incident Management and Support Keystone (Federal Emergency Management Agency, 2011)
FEMA Publication 1: We Are FEMA (Federal Emergency Management Agency, 2019)
FEMA Strategic Plan 2018-2022 (Federal Emergency Management Agency, 2018)
National Disaster Housing Strategy (Federal Emergency Management Agency, 2009)
National Disaster Recovery Framework 2nd Edition (Federal Emergency Management Agency, 2016)
National Incident Management System 3rd Edition (Federal Emergency Management Agency, 2017)
National Preparedness Goal 2nd Edition (Department of Homeland Security, 2015)
National Response Framework 4th Edition (Federal Emergency Management Agency, 2019)
Disaster Recovery Reform Act (DRRA) Annual Report (Federal Emergency Management Agency, 2019)
Homeland Security Presidential Directive 5: Management of Domestic Incidents (Bush, 2003)
Presidential Policy Directive 8: National Preparedness (Obama, Presidential Policy Directive/PPD-8: National Preparedness, 2011)
Public Law 113-2 The Sandy Recovery Improvement Act of 2013 (United States 113th Congress, 2013)

Federal
Public Law 107-296 The Homeland Security Act of 2002 (United States 107th Congress, 2002)
Public Law 109-295 The Post-Katrina Emergency Management Reform Act (United States 109th Congress, 2007)
Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (Federal Emergency Management Agency, 2019)

State
Oregon Administrative Rules Chapter 104 Oregon Department of Emergency Management (Oregon Military Department)
Oregon Revised Statutes (ORS) 279B.080 Emergency Procurements (Oregon State Legislature, 2019)
ORS 294.481 Authorization to Receive Grants or Borrow or Expend Money to Respond to Public Emergency (Oregon State Legislature, 2019)
ORS 401 Emergency Management and Services (Oregon State Legislature, 2019) and (Oregon State Legislature, 2020)
ORS 402 Emergency Mutual Assistance Agreements (Oregon State Legislature, 2019)
ORS 403 Public Safety Communications System (Oregon State Legislature, 2019)
ORS 404 Search and Rescue (Oregon State Legislature, 2019)
ORS 431 State and Local Administration and Enforcement of Health Laws (Oregon State Legislature, 2019)
ORS 433 Disease and Condition Control, Mass Gatherings, and Indoor Air (Oregon State Legislature, 2019)
ORS 476 State Fire Marshal and Protection from Fire Generally (Oregon State Legislation, 2019)
ORS 477 Fire Protection of Forests and Vegetation (Oregon State Legislation, 2019)

County
Yamhill County Code 5.15.11, Ordinance # 883, Rules for Responding to Emergencies and Approving the Yamhill County Emergency Operations Plan, 2013

1.7 Emergency Powers

1.7.1 General

Based on the State and County legal authorities, a local declaration allows for flexible resource management for emergency conditions. County Counsel should review and advise County officials on potential disaster operation liabilities, including the exercising of powers, such as:

- Diverting funds and resources to emergency operations to meet immediate needs.
- Authorizing local emergency plan activations and implementing non-standard mitigation actions
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting State and/or federal assistance to support response efforts when local resources and capabilities are expended.
- Raising public awareness and encouraging community involvement in protecting resources.

1.7.2 County Disaster Declaration Process

For this EOP, a significant emergency is an incident requiring coordinated response at all government levels to save lives and protect property. When an incident occurs at the city level, the Mayor or City Manager determines if the City's capabilities are overwhelmed. If so, the Official can request the County EM to activate this EOP and the County EOC to coordinate the response efforts.

The County's Presiding Official will consult with the BOC and County Counsel to determine if an Emergency Declaration is warranted. A declaration will include the emergency type, the location or description of the area affected, and a list of the jurisdictions included in the declaration. The Oregon Department of Emergency Management (ODEM) has set the following criteria for a local emergency declaration:

- Describe the circumstances impacting an identified area.
- Identify the problems for which assistance is needed.
- Clearly state what has been done locally to respond to the impact and needs.

The County established an emergency declaration policy and process, which is set forth in County Code 5.15.11, Ordinance # 883, *Rules for Responding to Emergencies and Approving the Yamhill County EOP*, 2013. Additionally, and in accordance with ORS Chapter 401, YCEM will submit emergency declarations to the ODEM (Oregon State Legislature, 2019). If the Governor issues an emergency declaration, ODEM will be contacted via the Oregon Emergency Response System (OERS) for possible allocation of state resources to support the response. During certain types of emergencies, other County entities will may also inform the declaration process.

During a pending, suspected, or confirmed Public Health Emergency, Yamhill County Local Public Health Officials will advise the BOC and YCEM on any decision to issue a Public Health declaration. The BOC will then sign the declaration and forward it to the State for review by the Governor. For the purposes of this EOP, the term 'Local Public Health Officials' refers to the positions of Local Public Health Administrator and the Local Health Officer.

The 'Area Veterinarian in Charge' for the United States Department of Agriculture (USDA)/Animal and Plant Health Inspection Service/Veterinary Services will assist the State Veterinarian as appropriate in any animal health emergency. Most likely, support from the State Brand Inspector, State agricultural agencies, Cooperative Extension Services, and the Oregon Department of Human Services would be included in these procedures. Formal quarantine measures will be implemented following Oregon's animal disease emergency preparedness plan set forth by the Oregon Department of Agriculture (ODA). Response activities may also be supported by the ODA's Veterinary Emergency Response Teams.

See Appendix A for Emergency or Disaster Declaration forms.

1.7.3 State Assistance

The EM will coordinate with the State Emergency Coordination Center (ECC) to support local government requests. The State Operations Officer evaluates resource requests based on the goals and priorities established by the County EMD. The State Operations Officer and County EM will communicate both ways, resources assigned, resources available for commitment, and the status of assigned missions. State resources are provided to YCEM, or to the on-scene IC as agreed by ODEM. The County EMD makes final decisions in conflicting interest cases, such as competing for resources or priorities.

1.7.4 Federal Assistance

FEMA provides resources, coordination, planning, training, and funding to support State and local jurisdictions when requested by the Governor. If the State's capabilities are insufficient to meet the

requirements as determined by the Governor, the State will request federal aid. The County Emergency Management Director coordinates all requests for federal assistance through the State. FEMA coordinates the Governor's Presidential request for assistance, in accordance with the NRF.

1.8 Continuity of Government

1.8.1 Lines of Succession

Each County department is responsible for pre-identifying leadership and management lines of succession for departmental divisions and the department in general. Lines of succession for each department can be found in the *Yamhill County Continuity of Operations Plan* (COOP), updated 2019. As appropriate, employees are trained on the protocols and contingency plans required to maintain leadership within their departments. During an emergency, the BOC will provide department leaders with guidance and direction to maintain government and operations continuity. Department Directors are responsible for developing and implementing internal continuity of operations and government plans to ensure continued delivery of essential functions. Table 1-6 presents the County emergency policy and operational lines of succession, as established in Yamhill County Ordinance # 883, *Rules for Responding to Emergencies and Approving the Yamhill County EOP.*

Table 1-6 – County Lines of Succession

Emergency Coordination	Emergency Policy and Governance
1. Emergency Manager	1. Board of Commissioners (following their order of succession)
2. Administrative Officer	2. Administrative Officer
3. Board of Commissioners	3. Emergency Manager

1.8.2 Preservation of Vital Records

The County must provide protection, accessibility, and recovery of its vital records, systems, and equipment. These are interests, records, systems, and equipment that would materially impair the county's ability to conduct business or carry out essential functions if irretrievable, lost, or damaged. Each County Department should have a maintenance program or process for the preservation and quality assurance of their data and systems.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

The EM must submit resource requests and emergency declarations to the EMD according to provisions outlined under ORS Chapter 401. The executives of the incorporated cities are responsible for directing and controlling their communities' resources during emergencies and for requesting additional resources required for emergency operations. All assistance requests will be made through the EM via the EOC, who will then process any subsequent assistance requests to the State.

See ESF-7: Resource Support for detailed information regarding available resources and coordination procedures established for the County.

1.9.2 Conflagration

In emergencies involving fires threatening life and structures, the Emergency Conflagration Act (ORS 476.510) may be invoked by the Governor through the Office of State Fire Marshal (Office of the Governor State of Oregon, 2020). This act allows the State Fire Marshal to mobilize and to fund fire resources throughout the state during emergencies.

When local Fire Chiefs or the County Fire Defense Board Chief determines an emergency is beyond local fire suppression resources and local mutual aid, they will contact the State Fire Marshal and report the situation. The Chief(s) may also request mobilization of support for the Fire Department and/or District. If mobilized support is necessary, the State Fire Marshal will request the Governor's authorization to invoke the Emergency Conflagration Act. Responsibilities based on the 2023 *Oregon Fire Service Mobilization Plan* are listed below (Office of State Fire Marshal, 2023):

Table 1-7 – The Oregon Fire Service Mobilization Plan Highlights

Fire Chief Responsibilities	Fire Defense Board Chief Responsibilities	Conflagration Request Examples
Contact the Fire Defense Board Chief, invoke the Conflagration Act	Notify the State Fire Marshal via OERS	Life-threatening situations (firefighter or public safety)
Maintain communications with the Incident Management Team (IMT) and assist emergency management with local issues	Provide information to the State Fire Marshal Duty Officer or Chief Deputy:	Advisory evacuations, evacuations currently in place, and evacuation plans in place
Locate a base camp with the IMT	1. Contact information	Long-term or short-term damage potential
Participate in incident conference calls	2. Type and location of the incident	Population affected and likely impacts on the community
Provide local geographic information system (GIS) capabilities or maps	3. Situation description	Road, highway, or freeway closure
	4. Confirm local & mutual aid resources are gone	Fire fuel type, size and growth potential, and high damage potential
	5. IC name and contact information	Natural resources such as crops, grazing land, timber, and watersheds
	6. Weather information	Number of structures, both commercial and residential
	7. What resources are being requested	Historically significant cultural resources
	8. Participating in the incident conference call	Critical infrastructure such as significant power lines

1.9.3 Financial Management

Expenditure reports should be submitted to the County Administrator and managed through the Finance Office to identify budgetary shortfalls. The Human Resources Manager will support procurement issues related to personnel, both volunteer and paid. Additionally, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests.

Refer to ESF-5: Emergency Management and ESF-14: Long-Term Community Recovery for additional information regarding financial management procedures to be used throughout the life of an emergency.

1.9.4 Legal Support and Liability Issues

The County Administrator is responsible for liability risk management during emergency operations. At such times, they will review the guidance in the EOP, monitor resource management, and assess safety concerns (arising from hazard situations) to control liability exposure, as much as possible. They will also review established agreements and other formal contracts for mutual aid. They will address liability issues and potential concerns among government agencies, private entities, other response partners, and across jurisdictions. Copies of these documents may be obtained from YCEM.

A local declaration may be necessary to activate agreements, authorize resource commitments, and invoke liability provisions during an emergency. County Counsel provides legal support for YCEM. Legal service responsibilities include:

- Advise County officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
  - Implement wage, price, and rent controls
  - Establish rationing of critical resources
  - Establish curfews
  - Restrict or deny access
  - Specify routes of egress
  - Limit or restrict the use of water or other utilities
  - Remove debris from publicly or privately owned property
- Provide legal services to the BOC and critical responders for disaster response and recovery.
- Prepare and recommend local legislation to implement emergency powers.
- Review the EOP to determine legal implications for County officials.
- Maintain a position in the Policy Group and serve as an EOC resource.
  - Keep current on situational developments
  - Consult and advise officials on legal matters related to the disaster
- Maintain a liaison with the State Attorney General.
- Notify insurance carriers, obtain and process insurance materials during a disaster.
- Prepare standby forms, such as "permits of entry," state of emergency declarations, and established mutual aid agreements.
- Advise County officials and Department Directors of record-keeping requirements and other documents necessary for exercising emergency powers.
- Maintain familiarity with federal and state laws (including ORS 401) and local regulations related to disasters; for example, natural disasters, accidents, civil or political incidents, terrorist or criminal incidents, and other significant events (Oregon Revised Statute, 2019).

1.9.5 Reporting and Documentation

All documentation related to the County's emergency management program will be maintained per ORS 192 (Oregon State Legislature, 2019). The County must receive and retain documentation and reporting during a disaster to apply for disaster reimbursement and expenditures and maintain a historical record of the incident. County staff will maintain complete and accurate documentation throughout any event, as applicable. At a minimum, incident documentation should include:

- Incident and damage assessment reports

- Incident Command logs
- Cost recovery forms
- Incident critiques and After-Action Reviews (AARs)

1.9.6 Safety of Employees and Family

All Department Directors (and designees) and employees are responsible for the safety of all staff. Employees should attempt to contact their supervisors or managers within the first 24 hours following an incident. Emergency 9-1-1 should be called when emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities for the relocation of operations and staff workstations, as applicable. Municipalities in the County that do not have a COOP may reference the Yamhill County CQOP as a guide. Notifications for employee emergency duty assignments will follow the required procedures established by each agency and department.

During biological incidents or public health emergencies, such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the County and surrounding community from significant impacts to human lives and the economy. The Public Health Department (PH) will coordinate and provide public information. County personnel will be provided with Personal Protective Equipment (PPE) to protect themselves while performing essential services, with recommendations from PH and at the discretion of the County. If necessary, the Oregon Health Authority and Occupational Safety and Health Administration can guide worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological disaster or disease outbreak is presented in ESF-8 and other applicable EOP annexes.

County agencies and employees are expected to contribute to the community's emergency response and recovery efforts. The County supports employees' first responsibility with the safety of their own families. Therefore, every employee is strongly encouraged to develop a family emergency plan that protects their family and allows the employees to quickly return to the County to perform essential services and/or assigned emergency responsibilities. Resources and procedures for employees and their families are detailed further in the COOP and applicable public health procedures.

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2 Situation and Planning Assumptions

2.1 Situation

The most significant hazards in Yamhill County are severe weather, flooding, and earthquakes (Cascadia and Crustal). A major disaster could cause injuries, property loss, environmental damage, disruption of essential public services, regional economic impacts, and damage to physical and social infrastructures.

Initial emergency response activities focus primarily on minimizing loss of life, property, and damage to critical infrastructure, including cultural and economic assets. Historically, fire and law enforcement have carried out these protective activities.

Table AA-5, p. AA-20, in the *2020 Yamhill County Multi-Jurisdictional Natural Hazard Mitigation Plan* identifies the County's critical facilities at risk for low, moderate, high, and very high seismic hazards. The partial or complete loss of critical agricultural products could be economically disastrous for the county. Some agricultural chemicals (e.g., fertilizers) are moved, stored, and used within the county. Unknown quantities and types of hazardous materials are assumed to transit via railway and the Oregon State Highway system. The county has a reduced risk of transportation-related hazardous materials incidents because the county does not have a state-designated, primary route for heavy transport of hazardous materials. See Section 2.2.5 for additional information on transportation.

> The 1996 flood in the Willamette River watershed forced thousands of people to evacuate their homes and at the time it was Oregon's largest flood event in terms of fatalities and monetary damage. The flood extended west to the Oregon Coast and east toward the Cascade Mountains and was directly responsible for eight deaths in Oregon, as well as over US$500 million in property damage throughout the Pacific Northwest.

2.2 Community Profile

Yamhill County is situated in the northwestern part of Oregon and comprises approximately 715.9 square miles of land, which is Oregon's 10th largest by population. It has a population of about 108,000 and is bordered by Washington County to the north, Clackamas County to the east, Marion County to the southeast, Polk County to the south, Tillamook County to the west, and the Willamette River is the eastern boundary. A third of the county is covered with commercial timber. The principal economic base of the western part of the county is logging and timber-related products.

The county has ten cities: Amity, Carlton, Dayton, Dundee, Lafayette, McMinnville, Newberg, Sheridan, Willamina, and Yamhill. The county extends from about 15 miles southwesterly of Portland to within 11 miles of the Pacific Ocean. The County seat and largest city McMinnville, lies in the east-central part of the county and is 125 air miles from Bend, 35 from Portland, 45 from Corvallis, 20 from Salem, and 80 from Eugene.

2.2.1 Geography

The county has a varied geography, with mountain ranges, valleys, rivers, and forests. The highest point in the county is Trask Mountain, at 3,422 feet above sea level. The lowest point is the Willamette River, at less than 100 feet above sea level. Mountain ranges include Parrott, Chehalem, and the Coast Range. The Eola Hills and Red Hills lie near Amity and Dundee, respectively.

The county has a temperate climate, with mild winters and warm summers. The average annual precipitation is 46 inches, mostly in the form of rain. Drainage is predominantly easterly into streams and creeks feeding the Willamette River.

Yamhill County has several floodplains and watersheds that affect its land use, water quality, and natural resources. Some of the major floodplains in Yamhill County are along the Willamette River, the Yamhill River, the Chehalem Creek, and the Salt Creek. Some of the major watersheds in Yamhill County are the Yamhill River Basin, the Chehalem Creek Basin, the Salt Creek Basin, and the North Yamhill River Basin.

Figure 2-1 – Yamhill County Watersheds
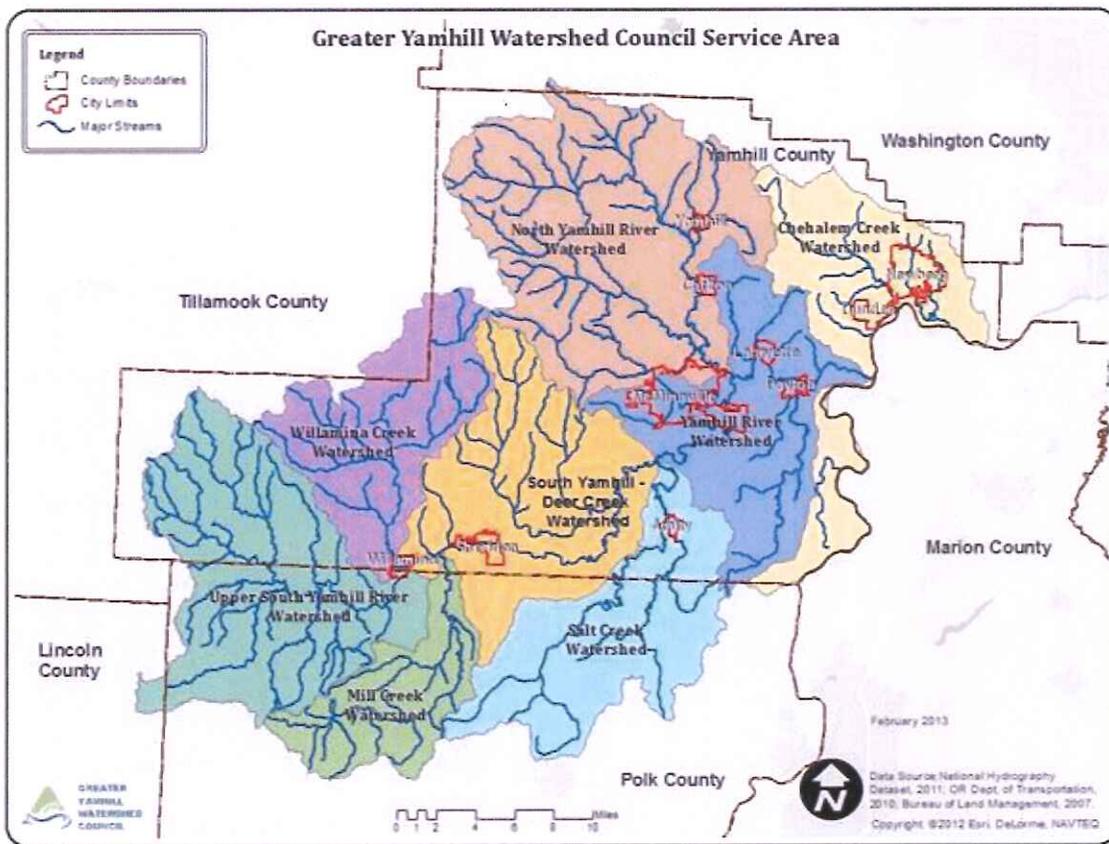
2.2.2 Demographics

The 2020 US Census Bureau estimates approximately 107,722 people reside in Yamhill County. Most of the population is concentrated in the cities of McMinnville and Newberg. Table 2-1 contains the 2022 data sets for Yamhill County, as found at U.S. Census Bureau QuickFacts: United States.

Table 2-1 – Yamhill County Demographics for 2022

Income	Race and Origin	Age	Housing	Families & Living Arrangement	Computer Technology
Median household income $80,125	90.9% white alone	5% under the age of 5	41,254 housing units	38,371 households	95.3% of households had a computer
10.7% in the poverty level	17.3% Hispanic or Latino	20.8% under the age of 18	69.4% of households were owner-occupied	Average of 2.65 persons per household	89.7% of households had an internet subscription
	3.5% from two or more races	18.9% were 65 years of age or older	Median value of owner-occupied housing units was $408,500	84.4% of families lived in the same house for 1 year	
	2% Native American and Alaska Native	55.3% were between 18 – 64 years old	Median gross rent was $1,302 per month	12.9% speak a language other than English at home	
	2% Asian		539 building permits issued		
	1.3% Black or African American				
	0.3% Native Hawaiian or Pacific Islander				

2.2.3 Economy

The local economy is primarily based on forest products and agriculture (Oregon Secretary of State). Approximately half of the land area is designated for agricultural use such as vineyards and wineries (Business Oregon). Major products include Douglas fir trees, grass seed, wine, hazelnuts, livestock, and dairy products. Other economic areas include (Oregon Secretary of State) (Data USA, 2020) (United States Census Bureau, 2020):

- Healthcare
- Educational Services
- Electronics
- Food Services
- Public Administration
- Manufacturing
- Retail
- Social Assistance

2.2.4 Education

2020 estimates indicate (United States Census Bureau, 2020):

- 12.9% percent of residents 5 years old or more speak a language other than English at home.
- 89.9% percent of the population over 25 are high school graduates.
- 29.3% percent of individuals over 25 have a bachelor's degree or higher.

Language barriers can cause communication issues in Yamhill County. Governments and emergency response agencies need to be prepared to provide translation services for emergency instructions and preparedness information, particularly in Spanish language.

2.2.5 Transportation

Yamhill County has fifteen (15) private air strips and three (3) public airports and are located in Amity, Gaston, McMinnville, Newberg, Sheridan, and Willamina. The County is served by the freight-only Portland and Western Railroad. Situated adjacent to the metro areas of the Cities of Portland and Salem, the County can be accessed by several arterial roads:

- Highway 47 runs north and south in the County's eastern third, through McMinnville.
- Highway 99W runs west from Portland and south to Eugene. It has heavy commercial use.
- Highway 22 runs east and west through the County.
- Highway 18 merges with Highway 22 along the northwest corner of the County.

Spirit Mountain Casino, located just over the county line in Grand Ronde, attracts a daily average of 8,000 visitors traveling through the county.

Figure 2-2 - Safety Corridors Map (Oregon DOT)
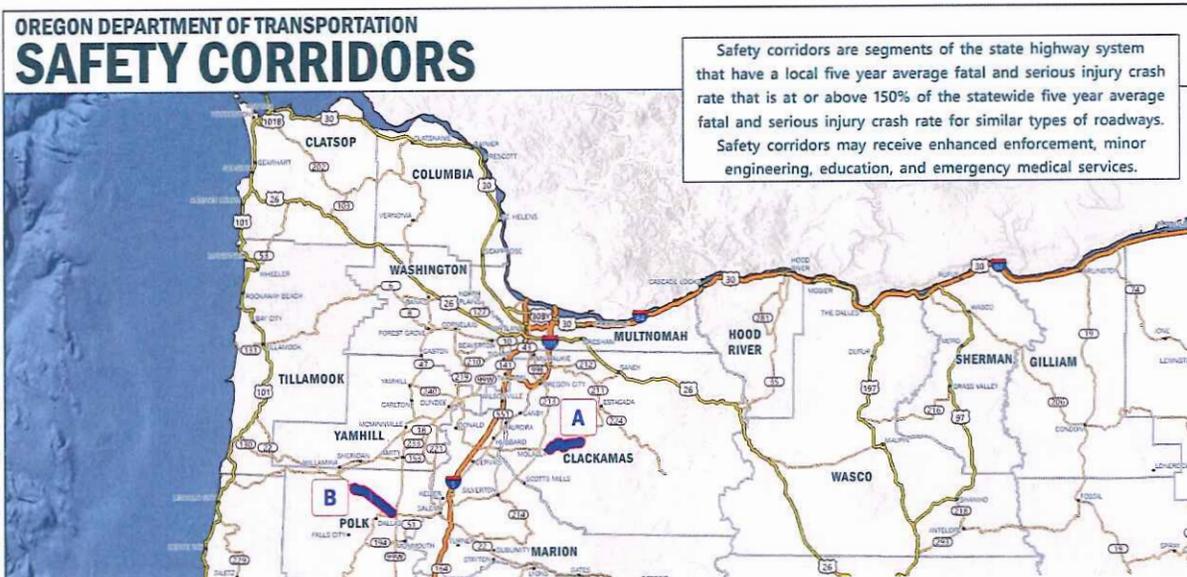
2.2.6 Community Events

Various community events occur throughout the County and include:

- Yamhill County Fair and Rodeo
- Oregon International Air Show
- International Pinot Noir Celebration
- McMinnville Wine and Food Classic

- McMinnville UFO Festival
- Newberg Old Fashioned Festival
- Memorial Day Weekend Boat Races

2.2.7 Threat and Hazard Identification

The County is subject to various natural, technological, and human-caused hazards and threats:

- **Natural Hazards:** Result from acts of nature
- **Technological Hazards:** Result from accidents or failures of systems and structures
- **Human-Caused & Adversarial Threats:** Result from intentional actions of a human adversary

Table 2.2 identifies the hazards and threats most likely to impact the County based on the community's vulnerability and the resulting potential impacts of the hazard. YCEM updated the hazard list in 2021.

Table 2-2 – Yamhill County Identified Threats and Hazards

Natural	Terrorism	Technological	Human-Caused
Waterway Erosion	Truck Bomb	Power Failure	Public Health Emergency
Dust Storm	Mail/Package Bomb	Water Supply Disruption	Sabotage
Drought	Suicide Bomb	Dam Failure	School Violence
Earthquake: Cascadia (3-5 min)	Improvised Explosive Device (e.g., pipe bomb)	Liquid Fuel Supply Disruption	Sports/Public Event Disturbance
Earthquake: Crustal (1 min)	Intentional Biological Agent Release	Information Technology Disruption	Riot
Extreme Heat Event	Intentional Chemical Release	Communications System Failure	Civil Disturbance / Demonstration
Flood – Riverine	Intentional Radiological Material Release	Fire: Large Scale Urban Conflagration	
Flood – Tidal	Active Shooter	Airplane Crash	
Landslide/Debris Flow	Animal & Environmental Terrorism	Train Derailment	
Volcano		Sewer Treatment Failure	
Wildfire (WUI)		Fuel Line Explosion	
Windstorm		Cyberterrorism	
Winter Storm		Accidental HAZMAT Release: Fixed Facility	
		Accidental HAZMAT Release: Transportation	

2.2.8 Hazards that Originate in Neighboring Jurisdictions

In addition to the hazards identified above, a tsunami that impacts neighboring jurisdictions along the Oregon coastline may require mutual aid and support from Yamhill County. Yamhill County may need to shelter residents evacuating from neighboring jurisdictions and should plan appropriately (University of Oregon, Institute for Policy Research, and Oregon Partnership for Disaster Resilience, 2020).

2.3 Hazard Analysis

The Hazard Analysis identifies the relative risk posed to the County by each of the identified hazards and threats to ensure that high priority hazards are addressed in the County's hazard mitigation planning, emergency response, and recovery procedures. Each natural, technological, and human-caused hazard is scored using a formula that incorporates independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three severity levels (low, moderate, and high). The score is determined by multiplying the criteria severity rating by the weight factor for each hazard. The rating scores for each hazard are added together for the total hazard risk score. The hazard analysis in Table 2-3 was updated in 2021.

Note: Hazards can occur consecutively or as a secondary hazard caused by the initial hazard event (e.g., dam failures cause flooding, and earthquakes can trigger landslides). This analysis evaluates each hazard independently.

Table 2-2 – Yamhill County Hazard Analysis Matrix 2021

	Threat Event/Hazard	History			Vulnerability			Max Threat			Probability			
		Severity	Weight	Subtotal	Severity	Weight	Subtotal	Severity	Weight	Subtotal	Severity	Weight	Subtotal	Total
Natural Hazards	Waterway Erosion	0	2	0	0	5	0	0	10	0	0	7	0	0
	Dust Storm	0	2	0	0	5	0	0	10	0	0	7	0	0
	Drought	8	2	16	8	5	40	8	10	80	8	7	56	192
	Earthquake: Cascadia (3-5 min duration)	0	2	0	10	5	50	10	10	100	4	7	28	178
	Earthquake: Crustal (1 min duration)	3	2	6	10	5	50	10	10	100	5	7	35	191
	Extreme Heat Event	7	2	14	6	5	30	7	10	70	6	7	42	156
	Flood – Riverine	10	2	20	7	5	35	7	10	70	10	7	70	195
	Flood – Tidal	0	2	0	0	5	0	0	10	0	0	7	0	0
	Landslide/Debris Flow	8	2	16	3	5	15	3	10	30	8	7	56	117
	Volcano	3	2	6	7	5	35	7	10	70	3	7	21	132
	Wildfire (WUI)	7	2	14	5	5	25	7	10	70	7	7	49	158
	Windstorm	6	2	12	8	5	40	8	10	80	8	7	56	188
	Winter Storm	10	2	20	10	5	50	10	10	100	10	7	70	240

	YCEM Hazard Analysis Worksheet												
		History			Vulnerability			Max Threat			Probability			
Threat Event/Hazard		Severity	Weight	Subtotal	Severity	Weight	Subtotal	Severity	Weight	Subtotal	Severity	Weight	Subtotal	Total
Terrorism	Truck Bomb	0	2	0	4	5	20	5	10	50	2	7	14	84
	Mail/Package Bomb	3	2	6	2	5	10	3	10	30	4	7	28	74
	Suicide Bomb	1	2	2	2	5	10	3	10	30	3	7	21	63
	Improvised Explosive Device	2	2	4	4	5	20	5	10	50	4	7	28	102
	Active Shooter	2	2	4	4	5	20	8	10	80	4	7	28	132
	Biological Release - Intentional	1	2	2	2	5	10	6	10	60	2	7	14	86
	Radiological Release - Intentional	1	2	2	2	5	10	6	10	60	2	7	14	86
	Chemical Release - Intentional	1	2	2	2	5	10	6	10	60	2	7	14	86
	Animal and Eco-Terrorism	1	2	2	2	5	10	2	10	20	2	7	14	46
Technological	Power Failure	8	2	16	8	5	40	8	10	80	10	7	70	206
	Water Supply Disruption	5	2	10	5	5	25	5	10	50	5	7	35	120
	Cyber Terrorism	6	2	12	8	5	40	8	10	80	10	7	70	202
	Communications System Failure	7	2	14	8	5	40	8	10	80	8	7	56	190
	Sewage Treatment Failure	3	2	6	5	5	25	3	10	30	3	7	21	82
	Fuel Line Explosion	1	2	2	3	5	15	3	10	30	1	7	7	54
	Dam Failure	1	2	2	7	5	35	7	10	70	5	7	35	142
	Airplane Crash	1	2	2	6	5	30	3	10	30	3	7	21	83
	Train Derailment	2	2	4	6	5	30	3	10	30	3	7	21	85
	Liquid Fuel Supply Disruption	1	2	2	1	5	5	1	10	10	1	7	7	24
	Info. Technology Disruption	3	2	6	5	5	25	5	10	50	8	7	56	137
	Accidental HAZMAT Release - Transportation	5	2	10	5	5	25	5	10	50	5	7	35	120
	Accidental HAZMAT Release - Fixed Facility	3	2	6	3	5	15	3	10	30	3	7	21	72

		YCEM Hazard Analysis Worksheet												
		History			Vulnerability			Max Threat			Probability			
Threat Event/Hazard		Severity	Weight	Subtotal	Severity	Weight	Subtotal	Severity	Weight	Subtotal	Severity	Weight	Subtotal	Total
Human-Caused	Public Health Emergency	8	2	16	10	5	50	10	10	100	10	7	70	236
	Fire: Large Scale Urban Conflagration	5	2	10	7	5	35	8	10	80	8	7	56	181
	Sports/Public Event Disturbance	3	2	6	3	5	15	3	10	30	3	7	21	72
	School Violence	3	2	6	3	5	15	4	10	40	5	7	35	96
	Sabotage	1	2	2	1	5	5	1	10	10	3	7	21	38
	Riot	1	2	2	1	5	5	1	10	10	2	7	14	31
	Civil Disturbance / Demonstration	3	2	6	3	5	15	3	10	30	5	7	35	86

2.3.1 Capability Assessment

The County's physical and staff resource availability may limit its ability to independently conduct short- and long-term response actions. The County response capabilities are also limited when essential staff is on vacation, sick, or under furlough due to budgetary constraints. The County participates in a yearly capabilities assessment for the State of Oregon. For specific information on County capabilities, see the *2020 Yamhill County Multi-Jurisdictional Natural Hazard Mitigation Plan.*

2.3.2 Protection of Critical Infrastructure and Key Resources

A vital aspect of the capabilities assessment discussed above is evaluating Critical Infrastructure and Key Resources (CIKR). These CIKR house or deliver essential services that ensure the County's security, health, and economic vitality. CIKR includes the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation. Disruption to these CIKR services could produce cascading effects and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale. Critical facilities in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and water-reactive materials.
- Government facilities, such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing (likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazardous event).
- Police stations, fire stations, vehicle / equipment storage facilities, and EOCs needed for disaster management before, during, and after hazard events.
- Public and private utilities and infrastructure vital to maintaining or restoring routine services to areas damaged by hazard events.
- Communications and cyber systems, assets, and networks such as secure County servers and fiber-optic communications lines.

2.4 Assumptions

This EOP is based on the following assumptions and limitations. Yamhill County is exposed to natural, technological, and human-caused hazards that could disrupt the community at any time and place by causing damage and casualties. In some cases, dissemination of warnings and increased readiness measures may be possible. However, incidents may occur with little or no warning.

- Essential County services will be maintained as long as possible.
- An emergency will require prompt response and recovery operations by emergency service agencies, disaster relief, volunteer organizations, and the private sector.
- Emergency response staff are trained and experienced to operate under the NIMS and ICS.
- Each responding agency will use their own directives and procedures to respond to emergencies and disasters.
- Environmental, technological, and civil emergencies may require State and/or federal assistance.
- There is a potential for shortages of time, space, equipment, supplies, and personnel during a disaster. Self-sufficiency may be necessary for an indeterminate time.
- Local emergency planning will focus on preparing and protecting residents. Significant increases in the local population or visitors can cause planning challenges.
- The County may be affected by environmental and technological emergencies.
- The US Department of Homeland Security provides threat conditions and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. The County could be subject to radioactive fallout or other hazards related to weapons of mass destruction. The emergency protective actions that should be followed to counteract such a threat are population protection and shelter-in-place programs.
- The County must be prepared to carry out disaster response and short-term actions independently.
- The County must use local resources first and initiate mutual aid and cooperative assistance agreements before requesting State assistance.
- Control over County resources will remain with the County even though the Governor has the legal authority to assume control in a state-declared emergency as defined by State law, Chapter 401.175 (Oregon State Legislature, 2019).
- County communication and work centers may be destroyed or disrupted during a disaster. The County can still operate if public officials, first responders, employees, volunteers, and residents are:
  - o Familiar with established policies and procedures
  - o Assigned tasks during the planning and preparedness process

The County will provide personnel trained in the duties, roles, and responsibilities required during emergency operations.

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3 Roles and Responsibilities

3.1 General

County agencies and response partners may have various roles and responsibilities throughout an emergency. Therefore, the local command structure must support response and recovery efforts and maintain enough flexibility to expand and contract as the situation changes. Roles and responsibilities may vary depending on the incident size, severity, and local resource availability. Thus, it is imperative to develop and maintain qualified staff within the command structure and the emergency response community.

Most County departments have emergency functions that are comparable to their regular duties. Each department is responsible for developing and maintaining its procedures for carrying out these functions during an emergency. Specific responsibilities are outlined throughout this EOP.

3.2 Yamhill County Emergency Management

YCEM is tasked with coordinating the emergency management program. Responsibility for coordinating emergency management activities with state, regional, tribal, and private partners reside with YCEM and will be accomplished through established liaison roles and operating relationships.

In addition to the YCEM program, an operational organization was established to direct emergency response operations. The operational organization comprises two teams, the Policy Group and the EOC Team. The Policy Group is developed around the BOC and comprises elected and appointed officials from County departments and other governments, as determined by the situation and at the BOC Chairperson's discretion. The Policy Group oversees the countywide response activities that are implemented and coordinated by the EOC Team. The EOC Team is comprised of representatives from Emergency Management, County departments and external agencies/organizations with emergency or ESF-based responsibilities or that provide supportive services. The EOC team is organized under ICS.

The EM oversees the YCEM as a department and all staff within its organization. The EM is responsible for emergency management planning, operations, and coordinating countywide disaster response with the state and federal government agencies. The EM will also coordinate interdepartmental emergency operations and resolve issues resulting from limited resources for various concurrent emergencies.

Each County entity referenced in this plan is responsible for contributing to the development and revisions of policies and procedures that they are expected to implement when the EOP is activated. The specific duties and procedures should be consistent with their own SOPs and vice-versa, including contingencies for maintaining service delivery of critical and essential services and the protection of critical infrastructure. Individual plans and procedures developed at the department and division level that are necessary for the support of EOC activations and field operations will be integrated into the annexes of this EOP.

If a significant emergency occurs during non-working hours, County personnel and employees with public safety responsibilities must report to work as soon as possible. Employees are strongly encouraged to make advanced family plans and preparations before an emergency so that the employee can report to work as quickly as possible when needed. County employees should follow applicable emergency departmental procedures and obtain situational information via local radio/television for EAS broadcasts for emergency actions.

3.2.1 Policy Group

The Policy Group is responsible for:

- Establishing and maintaining strong relationships with local jurisdictional leaders and core private-sector organizations, volunteer agencies, and community partners.
- Encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction, including the private sector, as appropriate.
- Understanding and implementing laws and regulations that support emergency management and emergency response.
- Ensuring that local emergency plans consider the needs of:
  - The jurisdiction, people, property, and environment.
  - Vulnerable populations, including unaccompanied children, and other at-risk populations.
  - Individuals with household pets and service animals.
- Leading and encouraging all populations to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and preparedness training courses.

Board of Commissioners

The BOC bears the ultimate responsibility for policy, budget, and political direction for the County government. During emergencies, this responsibility includes encouraging community involvement and assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting state and federal officials. Additionally, the BOC will provide an elected liaison with the community and other jurisdictions. If an emergency declaration is needed, the BOC will initiate and terminate the declaration.

During an emergency, a designated Commissioner serving as the Policy Group representative will work with the EM and the EOC Team at the EOC to coordinate the emergency response. Only designated EOC Team members should report to the EOC unless the BOC or EM requests additional personnel. The remaining Commissioners and Department Directors should report to the Commissioners Conference room or the Courthouse Conference room to oversee the continuance or restoration of critical /essential services, as needed.

Responsibilities - Preparedness Phase:

- Establish emergency management authority by Resolution.
- Adopt an EOP and other emergency management Resolutions.
- Support the overall preparedness program, budget, and organizational requirements.
- Ensure that plans are in place to protect and preserve vital records.
- Ensure departments develop, maintain, and exercise their responsibilities and activities described in this EOP.

Responsibilities - Response and Recovery Phases:

- Declare a State of Emergency and provide support to the on-scene IC with resource requests.
- Act as a liaison to the community during activation of the EOC.
- Act on emergency funding needs.
- Attend Public Information Officer (PIO) briefings.

Emergency Manager Responsibilities

The EM has the day-to-day authority and responsibility for overseeing the emergency management program and related activities. The EM works with the Policy Group to ensure unified objectives are developed for emergency plans and activities. The EM coordinates all local emergency management program components, including assessing the availability and readiness of local resources most likely required during an incident, and identifying and correcting any shortfalls. In particular, the EM is responsible to:

- Serve as staff advisor to the BOC for emergency matters.
- Coordinate County planning and preparedness activities and maintenance of this EOP.
- Analyze employee emergency skills, determine training requirements, and facilitate training necessary to provide robust skills.
- Prepare and maintain a resource inventory, including notification and call-down lists.
- Ensure operational capabilities of the EOC.
- Activate the EOC.
- Keep the governing body apprised of the County's preparedness status and anticipated needs.
- Serve as day-to-day liaison between the County and the ODEM.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

County Department Director Responsibilities

Department Directors and agency heads collaborate with the Policy Group to develop local emergency plans and provide essential response resources. County leadership and staff develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs. County staff also participates in interagency training and exercises to develop and maintain necessary capabilities and preparedness. At the BOC's direction, Department Directors are not assigned additional emergency roles. Department Directors will pre-identify and support the training of department staff that are designated to respond to and work from the EOC, as they represent their home departments.

3.3 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some department staff are trained emergency response personnel, most County department staff will be requested to provide support to emergency response personnel or for the continuity of services they provide to the public.

Note: This section provides an overview of each department's ESFs, IAs, and SA responsibilities. Detailed descriptions are in the full ESFs, IAs, and SA in the EOP's annexes.

3.3.1 All County Department Responsibilities

- Support EOC operations to support community safety and protection in the County.
- Establish a written line of succession and/or delegation of authority for each department.
- Develop alert and notification procedures for department personnel.
- Develop guidelines to implement assigned duties specified by this plan.

- Track incident costs by department, coordinating with the EOC Finance Section if activated, and submitting complete expenditure reports. Response or recovery phases can require incident costs such as personnel overtime, equipment, and contracts.
- Ensure that vehicles and other equipment are mission ready.
- Notify the EM of resource shortfalls.
- Identify essential functions and procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- Assign personnel to the EOC, as instructed in this plan.
- Develop and implement procedures for protecting vital records, materials, and facilities.
- Promote family preparedness among employees.
- Ensure staff complete required training, including NIMS and ICS training.
- Dedicate staff time for training and exercises.
- Prepare and maintain supporting SOPs and EOP annexes (e.g., ICS applications, equipment use).

3.4 Responsibilities by Function

The agencies that have responsibility for working in or supporting the major sections of the EOC as well as working in or supporting the ESFs include fire departments/districts, law enforcement, Emergency Medical Service (EMS) providers, public health, environmental health, public works departments, and other support agencies. Departments or agencies assigned as a primary department or agency may be responsible for coordinating with other primary or supporting agencies to ensure continuity for the management of the emergency.

- **Primary Agency(s):** Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function and will coordinate with supporting agencies.
- **Supporting Agency(s):** Identify agencies with substantial support roles during significant incidents.

ESF-1: Transportation
Primary County Agency: Public Works Department
Supporting County Agencies: YCEM and the Sheriff's Office
Primary State Agency: Department of Transportation
Primary Federal Agency: Department of Transportation

ESF-2: Communications
Primary County Agencies: Yamhill Communications (YCOM) (Alert and Warning and Communications System)
Supporting County Agencies: Amateur Radio Emergency Services (ARES), Information Technology Department, Public Works Department
Primary State Agencies: Department of Administrative Services, Department of Transportation, State Police
Primary Federal Agency: Department of Homeland Security

ESF-3: Public Works
Primary County Agencies: Public Works Department and Environmental Health
Supporting County Agencies: Municipal Public Works Departments and YCEM
Primary State Agency: Department of Transportation
Primary Federal Agencies: Department of Defense and Department of Homeland Security

ESF-4: Firefighting
Primary County Agency: Fire Defense Board
Supporting County Agencies: All Area Fire Protection Districts, Sheriff's Office
Primary State Agencies: Department of Forestry and Office of the State Fire Marshal Regional Hazardous Materials Response Team
Primary Federal Agency: Department of Agriculture

ESF-5: Information and Planning
Primary County Agency: YCEM
Supporting County Agencies: All other County entities (e. g., departments, agencies, offices)
Primary State Agency: ODEM
Primary Federal Agency: Department of Homeland Security

ESF-6: Mass Care, Food, and Water
Primary County Agencies: Health and Human Services and YCEM
Supporting County Agencies: Sheriff's Office, Public Health Department, Behavioral Health Department, Environmental Health Department, Housing Authority, Public Works Department
Primary State Agencies: Department of Human Services, Oregon Humane Society, and ODEM
Primary Federal Agency: Department of Homeland Security

ESF-7: Resource Support
Primary County Agency: YCEM (non-medical resources), Health and Human Services (medical, vaccine)
Supporting County Agencies: Finance Department, Administrative Services, Public Works Department, and Sheriff's Office
Primary State Agencies: Department of Administrative Services, Office of State Fire Marshal Regional and Hazardous Materials Response Team, Department of Forestry, Military Department, State Police, Department of Transportation, Department of Human Services, Department of Agriculture, and ODEM
Primary Federal Agencies: Department of Homeland Security and General Services Administration

ESF-8: Health and Medical
Primary County Agencies: Public Health Department, Behavioral Health Department, and Emergency Medical Services
Supporting County Agencies: YCEM, Health and Human Services, Medical Examiner
Primary State Agency: Oregon Health Authority
Primary Federal Agency: Department of Health and Human Services

ESF-9: Search and Rescue
Primary County Agencies: Sheriff's Office (within the jurisdictional boundaries of Yamhill County)
Supporting County Agencies: YCEM, Emergency Medical Services, County Fire Defense Board, Fire Districts/Departments, Civil Air Patrol, and contiguous Counties and Memorandum of Understanding partners, other Sheriff's Offices, Search and Rescue
Primary State Agencies: ODEM, Office of the State Fire Marshal, and State Police
Primary Federal Agencies: Department of Defense, Department of Homeland Security, and Department of Interior

ESF-10: Hazardous Materials Response
Primary County Agencies: Area Fire Departments/Districts
Supporting County Agencies: Sheriff's Office, YCEM, Public Works Department, and Public Health Department
Primary State Agencies: Department of Environmental Quality, Office of State Fire Marshal Hazardous Materials Response Teams, Department of Transportation (including the Rail and Public Transit Division for Hazardous Material Rail Incidents)
Primary Federal Agencies: Department of Homeland Security and Environmental Protection Agency

ESF-11: Agriculture and Animal Protection
Primary County Agency: County Extension, Oregon Humane Society, Oregon Department of Agriculture, USDA
Supporting County Agencies: American Society for the Prevention of Cruelty to Animals (by Mutual Aid Agreement), Sheriff's Office and Posse, Homeward Bound, and YCEM
Primary State Agencies: Department of Agriculture and ODEM
Primary Federal Agencies: Department of Agriculture and Department of Interior

ESF-12: Energy
Primary County Agency: YCEM
Supporting County Agencies: Public Works Department, Municipal Public Works Departments
Primary State Agencies: Department of Transportation, Department of Forestry, Department of Energy, Public Utility Commission
Primary Federal Agency: Department of Energy

ESF-13: Law Enforcement Services
Primary County Agency: Sheriff's Office
Supporting County Agencies: Local Police Departments, YCEM, Department of Community Justice
Primary State Agencies: ODEM, State Police, Department of Corrections, and Department of Justice
Primary Federal Agency: Department of Justice

ESF-14: Business and Industry
Primary County Agency: YCEM
Supporting County Agency: Economic Development, Board of Commissioners, and local Chambers
Primary State Agency: Business Oregon
Primary Federal Agency: Small Business Administration

ESF-15: Public Information
Primary County Agency: YCEM
Supporting County Agencies: Sheriff's Office, Public Information Officer Network, Board of Commissioners, and Fire Districts/Departments
Primary State Agency: ODEM
Primary Federal Agency: Department of Homeland Security

ESF-16: Volunteer and Donation Management
Primary County Agency: YCEM
Supporting County Agencies: Public Health, Volunteer Response Unit (Sheriff's Office), Community Emergency Response Team (CERT), Medical Reserve Corps
Primary State Agency: ODEM
Primary Federal Agency: Department of Homeland Security

ESF-17: Cyber and Infrastructure Security
Primary County Agency: Information Technology Department
Supporting County Agency: YCEM
Primary State Agency: Department of Administrative Services
Primary Federal Agency: Department of Homeland Security

ESF-18: Military Support
Primary County Agency: Sheriff's Office
Supporting County Agency: YCEM
Primary State Agency: Oregon Military Department and ODEM
Primary Federal Agency: Department of Defense

SA-1: Community Recovery
Primary County Agency: YCEM
Supporting County Agencies: Public Works Department and Information Technology Department (Geographic Information Systems)
Primary State Agency: ODEM
Primary Federal Agencies: FEMA, Department of Commerce, Department of Health and Human Services, Department of Housing and Urban Development, US Army Corps of Engineers, Department of Interior

3.5 Disaster Responsibilities Additional Considerations

3.5.1 Radiological Protection
Primary County Agencies: Area Fire Districts/Departments
Supporting County Agencies: Sheriff's Office, YCEM, Public Works Department, and Public Health Department
Primary State Agencies: Oregon Health Authority, Radiation Protection Services Department of Environmental Quality, Department of Environmental Quality, Office of State Fire Marshal Hazardous Materials Response Teams, and Department of Transportation (including the Rail and Public Transit Division for HAZMAT Rail Incidents)
Primary Federal Agencies: Department of Homeland Security and Environmental Protection Agency

3.5.2 Evacuation and Population Protection

Primary County Agency: Sheriff's Office and City Police Departments
Supporting County Agencies: YCEM and Fire Departments/Districts
Primary State Agencies: State Police and ODEM
Federal Agency: None

3.5.3 Damage Assessment

Primary County Agencies: Assessor and Planning Department
Supporting County Agencies: Community Development Department and YCEM
Primary State Agency: ODEM
Primary Federal Agency: Department of Homeland Security

3.5.4 Coordination with Special Facilities

Primary County Agency: YCEM
Supporting County Agency: Board of Commissioners
State Agency: None
Federal Agency: None

3.6 Local and Regional Response Partners

The County's emergency organization is supported by several outside organizations, including the incorporated cities, service organizations, and the private sector. All regional partners supporting emergency response in Yamhill County are included in existing memorandums of understanding and Intergovernmental Agreements for State Emergency Management Region IV.

3.6.1 Other Agency Responsibilities

Other County entities and leadership that are not assigned a role in this plan will make resources available for emergencies. For example, unassigned staff may assist with volunteer and donation organizations. The following services and organizations are available for additional emergency support:

- Area volunteer services and faith-based organizations
- School districts
- Financial and administrative services
- Media partners and public information network
- Private-sector partners

3.6.2 Private Sector

Private-sector organizations play a key role before, during, and after an incident. The expectation for those entities is that they will provide for the welfare and protection of their employees in the workplace. The County must work seamlessly with businesses that provide critical / essential services and products such as water, power, communication networks, transportation, medical care, security, and numerous other services. The planning responsibilities in the essential private-sector and for which the County may provide private-sector planning support include:

- Plan for the protection of employees, infrastructure, and facilities.
- Plan for the protection of information and the continuity of business operations.
- Plan for incidents that impact private-sector infrastructure and facilities.

- Collaborate with emergency management personnel before an incident occurs to estimate what assistance may be necessary and how private-sector organizations can provide help.
- Develop and exercise emergency plans before an incident occurs.
- Establish applicable mutual aid and assistance agreements to provide specific response capabilities.
- Assist local emergency management and public awareness, including volunteers.

3.6.3 Nongovernmental and Faith-Based Organizations

Non-governmental (NGO) and faith-based organizations play essential roles before, during, and after an incident. These organizations serve a critical function, such as the ARC, which provides sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote disaster recovery. The roles of NGO and faith-based organizations in an emergency can include:

- Train and manage volunteer resources.
- Identify shelter locations and needed supplies.
- Provide critical emergency services to those in need, such as cleaning supplies, clothing, food, shelter, and assistance with post-emergency cleanup.
- Identify those whose needs have not been met and help coordinate assistance.

3.6.4 Individuals and Households

Individuals and households play an essential role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children, pets, and other live animals.
- Monitoring emergency communications.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.
- Encouraging children and extended family members to participate in preparedness activities.

3.7 State Response Partners

Under the provisions of ORS 401.035, the Governor has broad responsibilities for the direction and control of all emergency activities in a State declared emergency (Oregon State Legislature, 2019). The State Emergency Management Director is delegated authority by ORS 401.052 to 401.092 to coordinate all activities and organizations for emergency management within the State and coordinate emergency matters with other states and the federal government.

See the State of Oregon Comprehensive Emergency Management Plan (CEMP) for details on the State's Emergency Management Department and detailed roles and responsibilities for state departments.

The Governor assigns responsibility for conducting ESFs to the state department best suited to carry out each function applicable to the disaster. Some State agencies may call upon their federal counterparts to provide additional support and resources following established procedures and policies for each agency.

3.8 Federal Response Partners

The ODEM typically requests federal response partners if state resources become limited or specialized services are needed. In most instances, federal resources become available following a formal disaster declaration by the Governor. Procedures and policies for allocating and coordinating resources at the federal level follow the Oregon State Emergency Management Plan and, if necessary, the NRF.

4 Concept of Operations

4.1 General

Emergency/disaster operations focus on managing information and resources to protect life and property from harm. Primary responsibility for these functions lies at the level of local government. This EOP guides the management and coordination of large-scale incidents and events, and it describes how YCEM will conduct and coordinate the County's emergency operations. This plan is primarily applicable to extraordinary situations; it is not necessarily intended for implementation during incidents that can be managed using routine procedures and readily available resources, although it could also be used in this manner.

When an incident occurs, the BOC may declare a state of emergency, and the EM may activate this EOP. If the disaster exceeds the County's capability to respond, neighboring jurisdictions will be requested to aid in accordance with existing mutual aid agreements and then from the Oregon Emergency Response Center (OERS) (1-800-452-0311).

YCEM will coordinate with the private sector to provide relief and human services to disaster survivors. These include volunteer organizations, clubs, churches, and businesses. Access to emergency services shall not be denied based on race, color, national origin, sex, age, disability, marital status, or religious or political affiliation. YCEM will also assist municipalities that do not have emergency management programs or other adequate resources. Additionally, Yamhill County may supplement municipalities' emergency functions with developed emergency structures and plans.

4.2 Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, primarily because most responsibilities and functions performed during an emergency are not hazard specific. The focus of this EOP is for managing response and initial/short-term recovery actions. This plan impacts and is informed by activities conducted before and after emergency operations occur. This plan is designed to assist the County in following the National Preparedness Goal and established mission areas, as described in Section 1.2.

4.3 Response and Recovery Priorities

4.3.1 Response

The County's response priorities are defined below:

1. **Lifesaving:** Efforts to save lives and the operations that minimize risks to health and safety.
2. **Property:** Efforts to reduce impacts to Critical Infrastructure and Key Resources (CIKR) and minimize property damage.
3. **Environment:** Efforts to mitigate long-term impacts to the environment.

4.3.2 Recovery

A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the County. This EOP is not a recovery plan; however, the County recognizes that response and recovery activities often occur concurrently until the life safety and emergency protective actions are completed.

See SA-1: Community Recovery, Mitigation, and Economic Stabilization for specific procedures and plans to support recovery, mitigation, and economic stabilization for the County following a disaster.

Recovery operations are the actions taken to restore vital services, help communities resume self-sufficiency, and help communities return to pre-event or improved conditions. Short-term recovery involves restoring critical services such as communications, water supply, sewage service, emergency medical capabilities, electricity, and refuse/debris removal. These functions must occur early in the emergency response to support the community health and safety, and to support other emergency operations. The County's recovery priorities for Critical Infrastructure and/or Key Resources (CIKR) are:

1. **Initial Damage Assessment:** Determine impacts to structures and infrastructure in the County.
2. **Debris Removal:** Coordinate debris clearance, collection, and removal.
3. **Infrastructure Restoration:** Facilitate restoration of CIKR.

4.4 Incident Complexity Types

Incident types assist local, County, and State response agencies in recognizing the degree of intensity and potential impact of a particular situation. Some emergencies within the County may not fit neatly into one of these types and any incident has the potential to intensify or expand to a higher type. Some circumstances can require outside assistance for relatively minor incidents, depending on technical skills or equipment needed. The County follows State and Federal incident type levels (Federal Emergency Management Agency, 2021). The five NIMS incident types are further described in the table below and are based on the incident complexity.

Table 4-1 – NIMS Incident Types

Type	Incident Description	NIMS Incident Complexity Table
5	A minor incident quickly resolved with County resources or limited help, with little impact on normal operations outside the affected area. Examples: small hazardous materials release, small fire, temporary power failure, or fire and police response requests.	▪ The incident can be addressed with normally available resources and personnel. ▪ EOC Command and General Staff positions are not activated, scene has an Incident Commander (IC). ▪ No written Incident Action Plan (IAP) is required. ▪ The incident is contained often within an hour or a few hours after resources arrive.
4	An incident that may require most or all available resources and personnel and may require additional externally provided resources and personnel, and the partial implementation of this EOP and the EOC. Examples: Large or multiple structure fires, structural collapse, complex rescue operation, significant hazardous materials release, extended power/utility outage, severe flooding, incident with multiple fatalities.	▪ EOC Command and General Staff functions are activated as needed. ▪ Several resources are required to mitigate the incident. ▪ The incident is usually limited to one operational period. ▪ The County has briefs to ensure that analysis and authority delegation is updated. ▪ No written IAP, but a documented operational brief is completed for incoming resources. ▪ The County develops operational plans, including objectives and priorities.

Type	Incident Description	NIMS Incident Complexity Table
3	An incident involving response of the local, regional, state, and/or federal resources to save lives and protect the property of a large portion of the County. Incident effects are wide-ranging and complex and may require sheltering/evacuation activities. Examples: major explosion, major hazardous materials release, major fires, multiple casualties, damaging earthquake, or terrorism.	▪ When the incident exceeds local capabilities, the ICS organization is expanded as needed. ▪ Some or all Command and General Staff positions are activated. ▪ A Type 3 Team manages incidents needing significant resources until containment and control is achieved, or the incident expands to a Type 1 or 2 team. ▪ The incident may have multiple operational periods. ▪ A written IAP may be required for each operational period.
2	An incident requires the coordinated response of multiple levels of government to save lives and protect property OR credible information of a threat to a specific asset or target that would require sheltering/evacuation. Examples: major earthquake, major flood, major wildfire, or a large-scale industrial accident.	▪ The incident extends beyond local capabilities and is expected to have multiple operational periods. ▪ Staffing resources from out of the area, including regional and/or federal. ▪ Most or all Command and General Staff and functional unit positions are filled. ▪ A written IAP is required for each operational period. ▪ Operations periods typically do not exceed 200 and incident personnel are $\pm$ 500. ▪ The County is responsible for the incident complexity analysis, County briefings, and written delegation of authority.
1	Occurs suddenly and results in large-scale casualties and/or large numbers of evacuees and/or widespread property loss with overwhelmed local and state response capabilities. There are long-term impacts in the County or larger area. Example: terrorist attack involving a weapon of mass destruction has occurred or is imminent.	▪ A Type 1 incident is the most complex, requiring national resources to manage and operate. ▪ All Command and General Staff positions are activated. ▪ Operations personnel often exceed 500 and total personnel exceed 1,000. ▪ Multiple ICS Branches are established. ▪ The County holds briefings to ensure analysis and authority delegation is updated. ▪ Use of resource advisors at the incident base is recommended.

4.5 Incident Management

4.5.1 Activation

The EM may activate the EOP as deemed appropriate for the situation or at the request of an on-scene IC. In addition, the EM may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and anticipated duration. An emergency declaration is not required to activate and implement the EOP or activate the EOC. Upon notification that the EOC has been activated and/or an emergency has been declared, all involved County emergency services will implement their plans and procedures and provide the EM with the following information:

- Operational status
- Readiness and availability of resources
- Changing conditions and status of resources (e. g., personnel, equipment, facilities, supplies)
- Significant concerns and issues dealing with potential/actual loss of life or property losses

Note: Refer to the Immediate Action Checklist for the Emergency Manager's initial actions when this EOP is implemented, located in the front matter of this EOP.

4.5.2 Alert and Warning

Warnings, emergency information, internal/external notifications, or disaster reports received by County personnel will be relayed to the EM and the 9-1-1 Dispatch Center. County response personnel will inform, send, and receive notifications using traditional communications technology such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio throughout response activities as long as these resources are available. Emergency/disaster notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the County EOC as appropriate. The County's emergency mass notification system is named "Yamhill County Alerts". Alerts signup webpage is located at: https://member.everbridge.net/index/892807736727638#/signup.

See ESF-2: Communications for more details.

4.5.3 Communications

The ability of responders from different agencies and disciplines to work together depends on their ability to communicate. The use of plain language and common terminology is essential for coordination between first responders and public safety and will be used by all County personnel regardless of an incident's size, scope, or complexity. Yamhill County Alerts is a public warning and broadcast system used through the County to provide emergency information and instructions for an imminent or actual emergency incident.

See ESF-2: Communications and ESF-15: Public Information for detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.

4.5.4 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through compatible systems, trained personnel, and similar equipment. The County implements a communications interoperability plan for incident response operations that require continuous information sharing among jurisdictions, disciplines, organizations, and agencies.

4.5.5 Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and provide the basis for emergency alert and warning (when an outside agency does not receive an incident alert). Situational awareness is the ongoing collection, analysis, and sharing of information across agencies and intergovernmental and private sectors. Intelligence gathering collects security and operational information, such as collecting severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents. On a routine basis and when the EOC is not activated, the County, primary agencies, and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

When activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions unless these tasks are otherwise designated. If a criminal or terrorist incident is suspected, the County Sheriff's Office will notify the Oregon Terrorism Information Threat Assessment Network Fusion Center. During a terrorist incident, Fusion Center will support the EOC's situational awareness and intelligence gathering functions.

4.5.6 Resource Management

When activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and use of all County resources, including personnel. In a situation where resource allocations are in dispute, the BOC has the final allocation authority. County resources will be allocated according to the following guidelines:

Deploy resources according to the following priorities:

1. Protection of life
2. Protection of responding resources
3. Protection of public facilities
4. Protection of the environment

Consider the following:

- Distribute resources so that the most benefit is provided for the number of resources expended.
- Coordinate local appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Use local media to provide communities with information about where to make these requests.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are/or will be committed or expended, issue an emergency declaration and request State and/or Federal resources.

Resource Typing

The County utilizes the federal standardized resource typing, standardizing equipment requests, and managing resources during an incident, in accordance with NIMS. A typed resource list increases the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for inaccurate or inappropriate equipment for the situation. County response personnel and support staff are trained and exercise using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources. The County uses the Federal Resource Typing Library, which is located at https://rtlt.preptoolkit.fema.gov/Public.

Personnel Credentialing

The County relies on the home agencies of external personnel working in the EOC to have performed adequate and appropriate background and skills verification checks on any personnel who are assigned to the EOC. Should the County implement a formalized credentialing program for external personnel, the program will be developed with technical assistance from YCEM to document EOC personnel and to authenticate and verify personnel qualifications.

Volunteer and Donations Management

ESF-16: Volunteer and Donation Management serves as the County's plan for volunteer and donations until such time a more robust plan is needed. Technical assistance for implementing NIMS/ICS volunteer and donations management procedures is available from YCEM. During a Type 2 incident and/or when the EOC is activated but an emergency has not been declared, the EM will coordinate and manage volunteer services and donated goods through the County EOC. YCEM may have support from the ARC, Salvation Army, Medical Reserve Corp, and other volunteer organizations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards and be guided by ESF-16.

4.5.7 Access and Functional Needs Populations

Access to emergency services will not be denied based on color, national origin, sex, age, sexual orientation, or intellectual or functional needs. Vulnerable and at-risk populations are community members who experience physical, mental, or medical care needs and may require assistance before, during, and after an emergency incident. Examples of individuals who have access and functional needs are:

- Individuals who are deaf or hard of hearing
- Individuals with limited English proficiency
- Individuals with intellectual or developmental disabilities
- Children and the elderly
- Individuals without vehicles
- Individuals with special dietary needs
- Individuals who experience physical disabilities
- Individuals who are without permanent housing

4.5.8 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the County. The County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues for children to the best extent possible. Parents/guardians of children are primarily responsible for minimizing the impact of disasters on themselves and their children. The EM will assist parents/guardians by providing accessible preparedness information, hazard information, and critical public services to the best extent possible.

4.5.9 Animals in Disaster

Several recent U.S. disasters demonstrated that owners of companion animals often choose to stay behind during evacuation operations because emergency shelter accommodations are not available for their animals. Owners of large animals, domestic livestock, and other income producing animals face significant or impossible challenges to protecting those animals in a disaster. Preparing for the care of animals during a disaster is the owners' responsibility; however, the County may coordinate with local animal owners, veterinarians, and animal advocacy groups, and charities sponsored by private organizations to address animal-related issues that arise during an emergency. If local resources are

insufficient to meet the needs of animals during a disaster, the County may request assistance through the ODEM.

Both ESF #11 and the Support Annex SA-9 are designed to protect Agriculture and Animals and these documents serve as the established animal emergency response procedures until such time that a stand-alone animal emergency plan is needed by the County.

4.5.10 Demobilization

As the incident progresses and the immediate response subsides, a transition to recovery should occur. Emergency responders will forward the responsibility for emergency coordination to other agencies involved with short- and long-term recovery operations. With advice from EM and/or on-scene IC, the BOC will determine when a state of emergency no longer exists, when emergency operations can be terminated, and when normal County functions can be restored. The following issues will be considered when demobilizing:

- Identification of surplus resources and probable resource release times.
- Demobilization priorities as established by the on-scene IC and/or EOC.
- Released or demobilized response resources as approved by the on-scene IC and/or EOC.
- Repair and maintenance of equipment.

4.5.11 Transition to Recovery

Once the immediate response phase is complete, the County will work to restore normal government operations and community services as soon as possible. A transition from response to recovery may occur at different times in different departments/areas of the County. Restoring vital community services includes basic public services such as power, communication, water·and sewage, disposal of solid and hazardous wastes, and essential human needs like food, clothing, and shelter. Once initial recovery and stability is achieved, the County can focus on long-term recovery efforts to achieve full or improved conditions and operational capabilities.

During the recovery period, the County will review and implement mitigation measures, collect lessons learned and share them within the emergency response community, and reassess this EOP and its annexes, to identify deficiencies and to take corrective actions. Resources to restore or upgrade damaged areas may be available if the County demonstrates that extra repairs will mitigate or lessen the occurrences or damages caused by another similar disaster in the future.

The ESF #14 and the Support Annex #SA-1 Community Recovery, Mitigation, and Economic Stabilization serve as the established Recovery procedures until such time that a separate Disaster Recovery Plan is developed and adopted by the County.

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5 Command and Control

5.1 General

Following ORS 401.305, the County is responsible for direction and control during an emergency (Oregon State Legislature, 2019). The BOC Chairperson has the authority to assume executive control over all County entities and offices during a state of emergency. The Chairperson is responsible for performing duties such as imposing regulations, ensuring preparedness and mitigation measures are enforced, and designating emergency areas. If the Chairperson cannot perform the duties, individuals identified in the Yamhill County Code 5.15, adopted 2024, will take over these duties.

The Chairperson may declare a state of emergency, activate the EOP, activate staff, and fully or partially activate the EOC. If one or more of these actions are implemented, the County BOC will receive a report on the situation as soon as possible. When a situation expands beyond Yamhill County's response capabilities, the County will request outside assistance from other political jurisdictions or organized volunteer groups. Under ORS 401 Emergency Management, the BOC Chairperson may take extraordinary measures to ensure successful emergency management operations (Oregon State Legislature, 2019).

The BOC Chairperson will provide overall response activity direction for County departments. The Department Directors will retain control over their employees and equipment unless directed otherwise by the EMD. Under direction from the EMD, the EM ensures that emergency response systems are developed and maintained. The EOP and its annexes identify specific positions, responsibilities, and emergency activities for applicable County entities that are as closely related to their regular operations, as practicable. Each county department and external supporting agency is responsible for developing and maintaining emergency-related SOPs and applicable contingency plans.

5.2 On-Scene Incident Management

The responding agency will manage the initial response to an incident (e.g., municipal Public Works Department, Sheriff's Office, fire department/district) and assign an on-scene IC. The on-scene IC is responsible for performing or directing such duties as implementing emergency measures and designating emergency areas. During the initial response, the on-scene IC may establish an Incident Command Post and may assume the responsibilities of other Command Staff positions until delegated. After establishing an ICS organization, the on-scene IC will notify the EM and request an EOC activation, as appropriate. The on-scene IC may also establish an on-scene Unified Command (UC) structure with other qualified County and/or external agency representatives.

5.3 Emergency Operations Center Support to On-Scene Operations

The County will activate the EOC and assign an EOC Manager depending on an incident's type and size or request from the on-scene IC. The EOC supports the on-scene IC, emergency operations, and coordinates County resources. An EOC activation request is given to the EM, who determines if the EOC activated is needed. If activated, the EM will be the EOC Manager or will designate the role appropriately.

In most instances, the on-scene IC will retain tactical control over the affected area and will rely on the EOC for resource coordination, communications, information sharing, and public information support. In a more complex incident, the on-scene IC may relocate to the EOC to facilitate a UC or Multi-Agency Coordination Group. This larger ICS structure ensures successful resource coordination across response entities. Outside assistance from neighboring jurisdictions or private contractors may be requested and used as an adjunct to existing County services when a situation threatens to expand beyond the

County's response capabilities. If given the delegation of authority and after activating the EOC, the EOC Manager is empowered to assume executive control over all departments, divisions, and offices of the County during a state of emergency. If appropriate, the on-scene IC or EOC Manager may request that the BOC declare a state of emergency. The on-scene IC will maintain control over responding agencies, in keeping with the principles of ICS.

5.4 Yamhill County EOC

The EOC supports incident response activities, including tracking, management, and allocation of appropriate resources and personnel, and may also serve as a Multi-Agency Coordination Center, if needed. The EOC will be activated upon notification of a possible or actual emergency. During large-scale emergencies, the EOC may become the County seat of government for the duration of the crisis.

5.4.1 EOC Activation

After activating the EOC, assigned/designated EOC staff will assemble and exercise direction and control, as outlined below:

- The BOC Chairperson, EM, or EMD can activate the EOC.
- The on-scene IC can retain control of the incident site while the EOC Manager coordinates and prioritizes necessary County resources.
- The EOC Manager assigns required staff, the alert level, and coordinates personnel from other County entities and community organizations.
- County entities conduct emergency operations and can be supported by trained reservists, established volunteer groups, mutual aid agreements, and private contractors.
- EOC communications equipment is used for receiving information, disseminating instructions and notifications, and coordinating emergency operations.
- The on-scene IC will set up an on-scene Incident Command Post (ICP) and will maintain situational awareness and coordinate resource deployment with the EOC.
- The EOP Annexes define and assign emergency functions for other entities and organizations.
- The EOC may operate on a 24-hour basis and require multiple shifts or operational periods.

See Appendix B: Incident Action Planning Cycle for more information on the activities during an operational period and an Incident Action Plan development.

5.4.2 EOC Location

County emergency resources coordination and control will occur at the Primary EOC when environmental and incident conditions allow, otherwise the location of the EOC can change. If conditions require EOC relocation, the EOC Manager will designate the alternate EOC location and facilitate the EOC activation at that location. The pre-established primary and alternate EOC locations are depicted in Figures 5-1 through 5-3.

Yamhill County Primary EOC: Yamhill County Emergency Management, 2050 NE Lafayette Ave, #B, McMinnville, OR 97128.
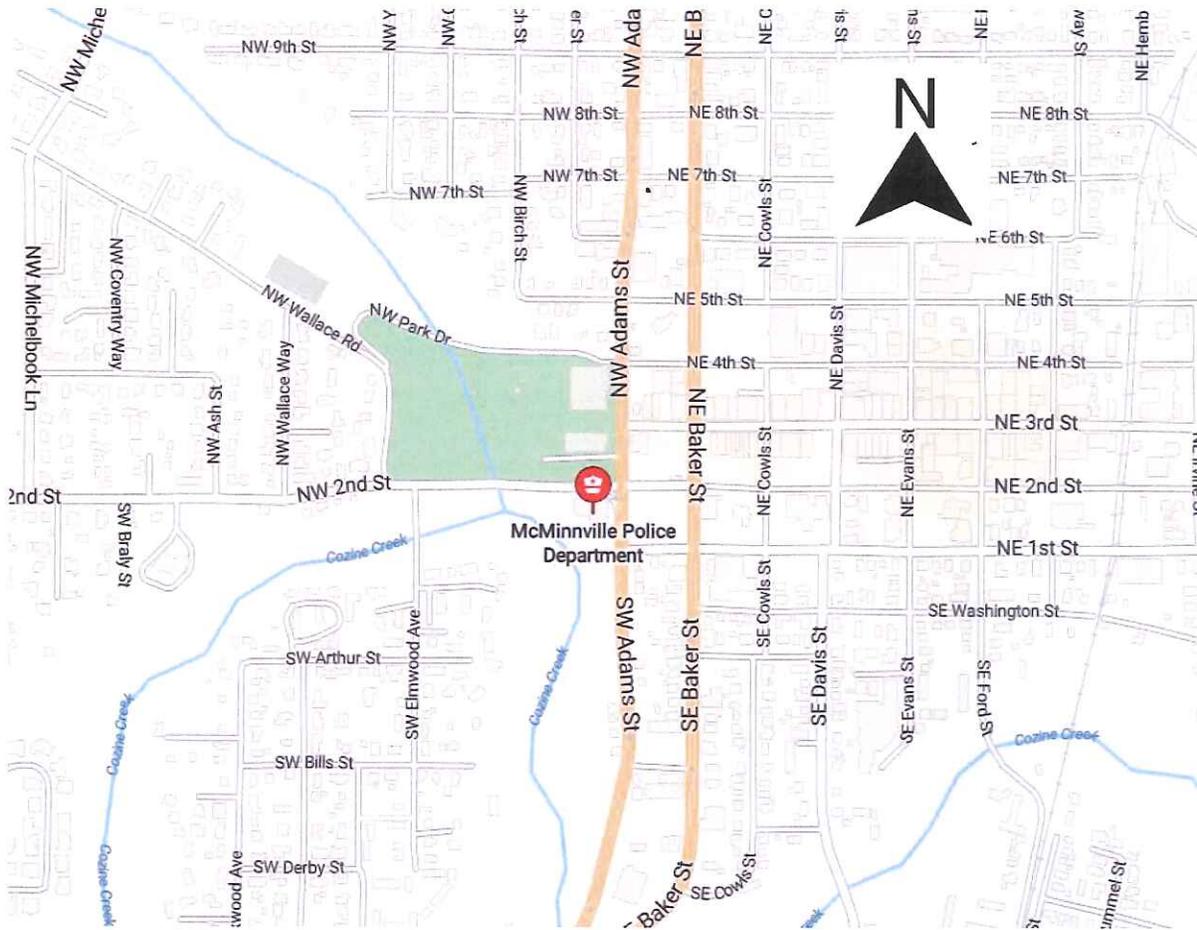
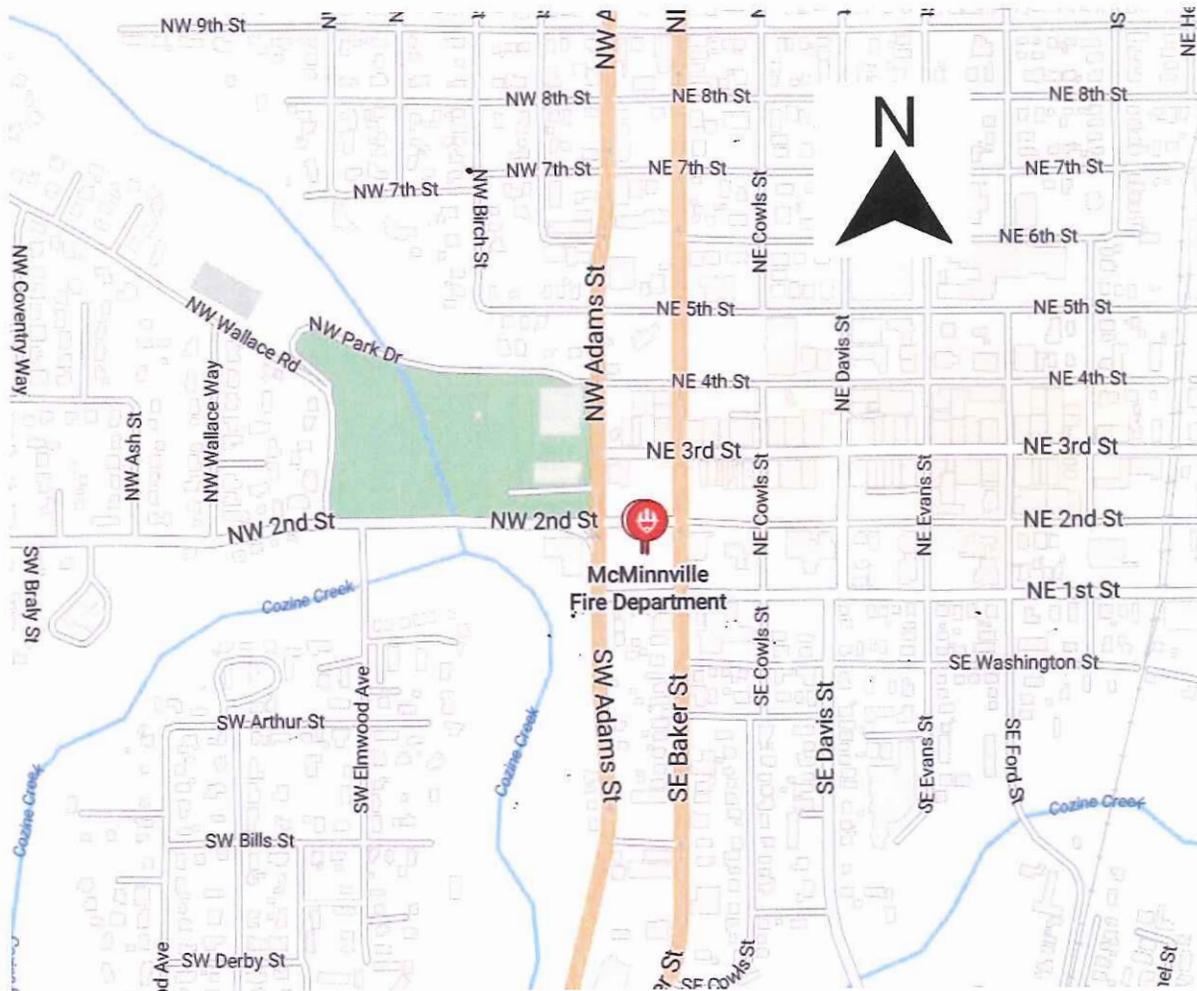*Figure 5-1 – Detailed view of primary EOC location.*
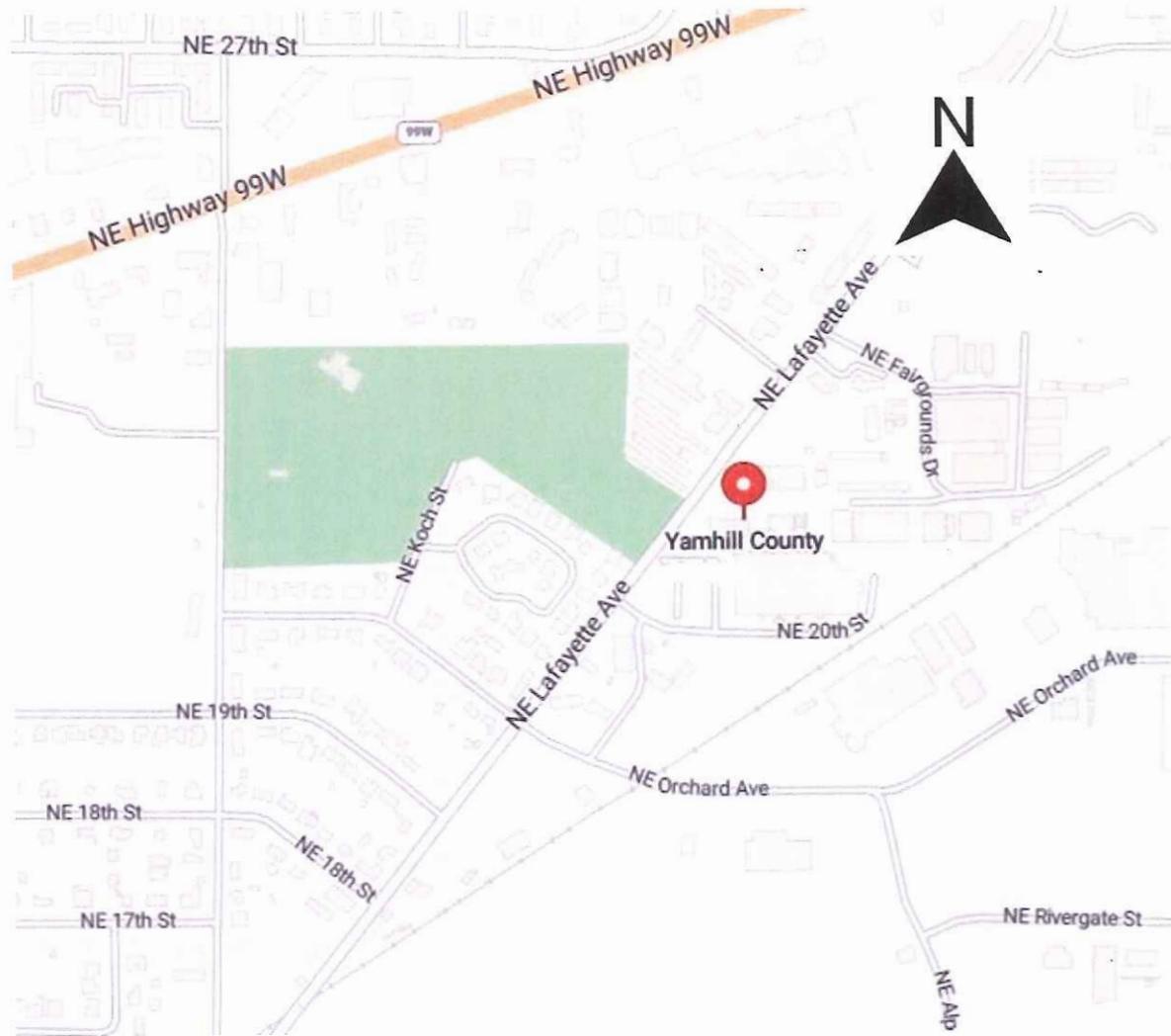
Alternate EOC Location: McMinnville Police Department 121 SW Adams St, McMinnville OR 97128

Figure 5-2 – Alternate EOC (Police) Location Map (© OpenStreetMap contributors)

Alternate EOC Location: McMinnville Fire District 175 SE 1st St, McMinnville OR 97128

Figure 5-3 – Alternate EOC (Fire) Location Map

5.4.3 EOC Staffing

Depending on the incident type, County departments will provide trained staff to the EOC. If the incident expands or contracts, changes in jurisdiction or discipline, or becomes more/less complex, the on-scene IC may expand or contract the ICS organization to meet the needs of the incident. If local staffing resources are not adequate to maintain the EOC operations, the County may request support from the State.

County departments involved in emergency response and the personnel assigned to Command and General Staff (if previously designated) must report to the EOC upon EOC activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions. Due to the challenge of limited personnel and resources available in the County, all primary and alternate EOC staff must be cross trained on ICS functions, even if the role is not similar to their daily duties.

Yamhill County Emergency Operations Plan

5.4.4 Access and Security

During an emergency and due to the large volume of incoming and outgoing sensitive information, access to the EOC will be limited to only designated emergency operations personnel. The EOC Manager may allow access to others on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel authorized to be present, including restricted EOC access with key card.

5.4.5 Incident Management Software

The County uses 'OpsCenter' software to help gather, analyze, and disseminate information in the EOC. The YCEM is responsible for training EOC staff on the use of this software and a user's manual is available in the EOC. ODEM provides tech support for the OpsCenter software on an as needed basis.

5.4.6 Deactivation

Each incident is evaluated to determine the need for continued EOC operations after the emergency response phase of the incident has been completed. This decision is made by the on-scene IC, EOC Manager, and the BOC Chairperson. During the initial recovery period for a major disaster, the IC may want to continue operating the EOC during the day with limited staffing. Among other activities, this schedule will allow disaster relief information to be issued to the public and other departments. The option to use the EOC as a Recovery Operations Center could reduce the impacts of requiring the BOC and staff to manage recovery operations alongside their routine and/or daily responsibilities.

The BOC has the final approval authority for EOC deactivation and securing from the incident. Once the decision has been made to reduce hours/staff or shut down the EOC, notifications are disseminated to all entities involved in the incident response. If the situation changes again, the EOC may also be reopened, and the EOC operations re-initiated as needed.
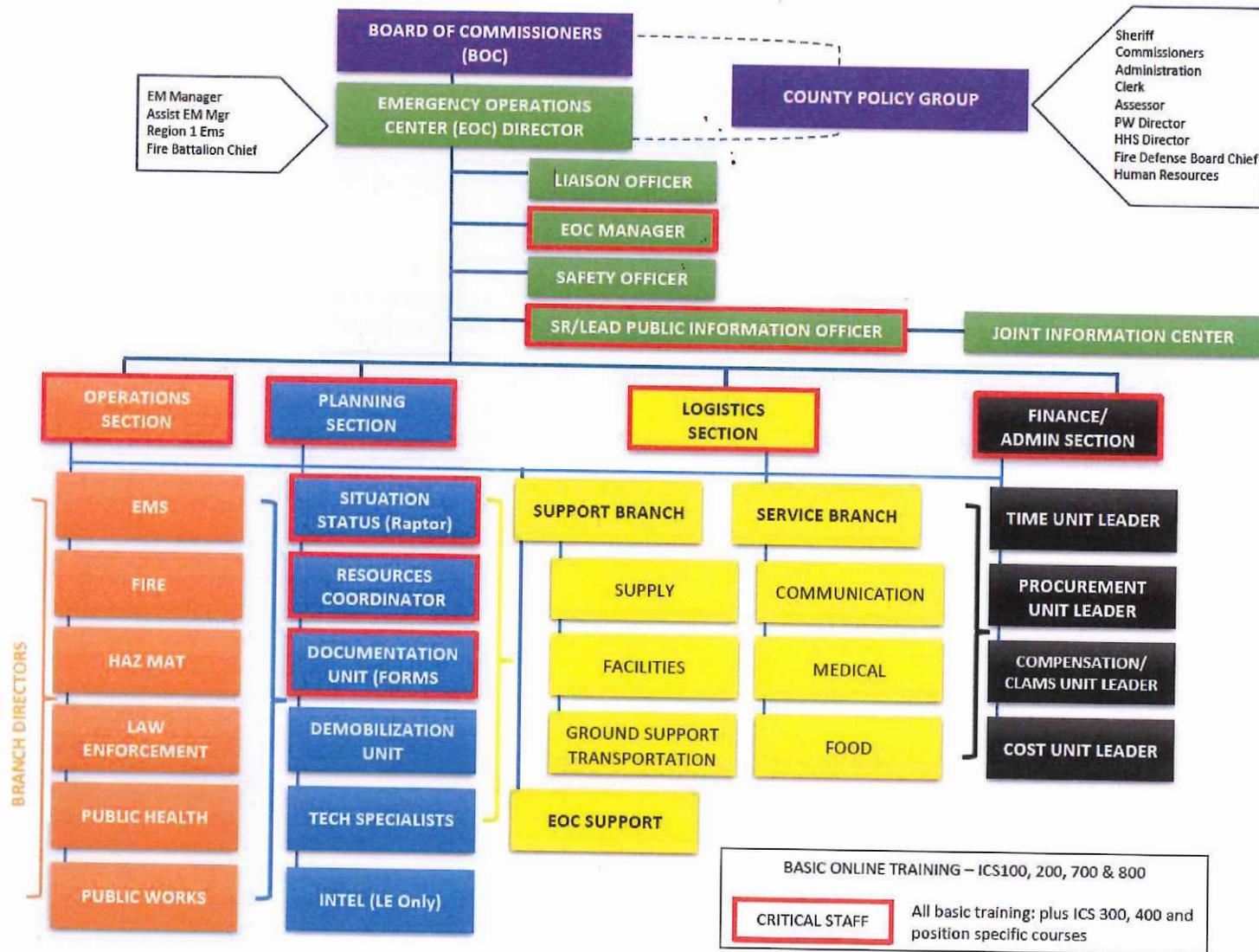
5.5 Incident Command System

All levels of government entities are required to incorporate NIMS/ICS into emergency response plans and procedures, according to Presidential Directive-5. The County formally adopted the use of NIMS/ICS for use at all emergencies (Code 5.15 (Section 2c (2), adopted 2013).

NIMS defines the standard processes and structures for interoperability between multiple entities responding to an incident. Within NIMS, the ICS is a standardized, flexible, and scalable incident organizational structure designed to be used during the lifecycle of an incident. The County uses NIMS/ICS to manage resources and activities during an emergency response and using common terminology to communicate with other responding entities. The ICS structure can be expanded or reduced as an incident evolves. During a large-scale incident (Incident Type 2 or 1), the ICS organization can be staffed by qualified personnel from outside organizations, neighboring jurisdictions, the State, or FEMA. The ICS structure can also be downsized for smaller-scale emergencies such as an event requiring a single emergency response agency (Incident Type 5 or 4). The County has an established an emergency management program that facilitates EOC activations and has ICS operational procedures and position-specific checklists. The YCEM maintains the latest versions of the checklists.

In certain instances, more than one ICS position's responsibilities may be managed by a single staff person due to the limitations of available personnel and resources. Therefore, all primary and alternate EOC staff are cross trained on multiple ICS positions. Regularly exercising the ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to existing emergency management and response organizations.

Figure 5-4 – Scalable County Incident Command Structure

BOARD OF COMMISSIONERS (BOC)

EM Manager
Assist EM Mgr
Region 1 Ems
Fire Battalion Chief

EMERGENCY OPERATIONS CENTER (EOC) DIRECTOR

COUNTY POLICY GROUP

Sheriff
Commissioners
Administration
Clerk
Assessor
PW Director
HHS Director
Fire Defense Board Chief
Human Resources

LIAISON OFFICER

EOC MANAGER

SAFETY OFFICER

SR/LEAD PUBLIC INFORMATION OFFICER

JOINT INFORMATION CENTER

OPERATIONS SECTION

PLANNING SECTION

LOGISTICS SECTION

FINANCE/ ADMIN SECTION

BRANCH DIRECTORS

OPERATIONS	PLANNING	LOGISTICS		FINANCE/ADMIN
EMS	SITUATION STATUS (Raptor)	SUPPORT BRANCH	SERVICE BRANCH	TIME UNIT LEADER
FIRE	RESOURCES COORDINATOR	SUPPLY	COMMUNICATION	PROCUREMENT UNIT LEADER
HAZ MAT	DOCUMENTATION UNIT (FORMS	FACILITIES	MEDICAL	COMPENSATION/ CLAMS UNIT LEADER
LAW ENFORCEMENT	DEMOBILIZATION UNIT	GROUND SUPPORT TRANSPORTATION	FOOD	COST UNIT LEADER
PUBLIC HEALTH	TECH SPECIALISTS	EOC SUPPORT		
PUBLIC WORKS	INTEL (LE Only)			

BASIC ONLINE TRAINING – ICS100, 200, 700 & 800

CRITICAL STAFF — All basic training: plus ICS 300, 400 and position specific courses

5.5.1 EOC Manager

The EOC Manager is responsible for the operation of the EOC when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Manager is responsible for:

- Maintaining EOC operations following the principles of NIMS/ICS.
- Approving and supporting the implementation of an IAP.
- Coordinating activities in support of emergency operations.
- Approving the release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
  - Safety Officer
  - PIO
  - Liaison Officer
- If the incident expands or contracts or becomes more/less complex, the EOC Manager may change the ICS organization to meet the needs of the incident.

5.5.2 EOC Command Staff

Safety Officer

The Safety Officer is responsible for the safety of emergency response personnel, EOC Command and General Staff, and their operations. The Safety Officer's responsibilities include:

- Identifying initial hazards, determining PPE requirements, and defining decontamination areas.
- Implementing site and access control measures.
- Monitoring and assessing the health and safety of response personnel and support staff.
- Preparing and implementing a site Health and Safety Plan and updating the EOC Manager, on-scene IC, and Operations Section Chief as necessary regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

Public Information Officer

The PIO will coordinate and manage the County's public information network, including local, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Develop, coordinate a single message, and release information to the media and public.
- Coordinate information sharing among the public information network through a Joint Information System (JIS) and support the JIC.
- Implementing information clearance processes with the EOC Manager or IC.
- Conducting and/or managing media briefings and implementing media-monitoring activities.
- Monitor various media platforms to identify and address rumors and misinformation.

Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the EOC, depending on the type of emergency incident. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the ARC. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.

- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Manager, government officials, and stakeholders.

5.5.3 EOC General Staff

Operations Section Chief

The lead agency managing incident response typically fills the EOC Operations Section Chief role. The Operations Section is organized into functional units representing agencies involved in tactical operations. The following agencies and organizations are typically included in the Operations Section:

- **Fire Services:** Emergencies involving fires, earthquakes with urban search and rescue efforts, or a HAZMAT release event.
- **Law Enforcement:** Incidents involving civil disorder/disturbance, significant public safety/security concerns, transportation-related accidents, or criminal investigations.
- **Public Health Officials:** Food and/or water contamination, disease outbreaks, or any other emergencies that pose a threat to humans, animals, and environmental health.
- **Public Works:** Incidents with major utility disruptions or damage to critical infrastructure.

Private entities, companies, and non-governmental organizations may also support the Operations Section. Examples of support:

- Grassroots social media support for situational awareness, as well as identifying and connecting resources to populations in need.
- Non-hazardous debris clearance collection and disposal.

The Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP:
  - o Managing field response activities
  - o Directing implementation of unit operational plans
  - o Requesting resources as needed
- Managing and incorporating community partners and stakeholders (private entities, companies, and non-governmental organizations) into response operations.

Planning Section Chief

The Planning Section is responsible for forecasting the needs of the response and implementing appropriate procedures and processes. The Planning Section is typically supported by four (4) primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting and evaluating information and distributing incident information through status summaries.
- Maintaining resource status.
- Preparing and disseminating the IAP, including developing alternatives for tactical operations.
- Conducting planning meetings.

Logistics Section Chief

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the incident type and size, these units can be divided into service and support branches. The Logistics Chief is responsible for:

- Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Coordinating with the Planning Section to estimate future support and resource requirements.
- Assisting with the development and preparation of the IAP.

Finance/Administration

The Finance/Administration Section is activated for large-scale incidents or incidents that require emergency funding or the use of specialized services and equipment that are not within the County's resources. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. During smaller incidents, relatively minor finance or administrative operations may or may not be required. In these instances, the Finance/Administration section can be staffed by a technical specialist in the Planning Section. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

All County Staff

The annexes attached to this plan contain general guidelines for County staff, volunteer organizations, neighboring jurisdictions, County officials and departments, and other response agency staff to carry out assigned responsibilities at the EOC.

5.5.4 Unified Command

The UC allows agencies with jurisdictional function and authority to jointly provide management direction to an incident through a standard set of incident objectives and strategies and a single IAP. Each participating agency maintains its authority, responsibility, and accountability unless a delegation of authority is in place.

Table 5-1 – Single Incident Commander vs. Unified Command

Single Incident Commander	Unified Command
The IC is solely responsible (within the confines of their authority) for establishing incident objectives and strategies. The IC is directly responsible for ensuring that all functional area activities accomplish the strategy.	The individuals designated by their jurisdictional and organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

5.5.5 Area Command

An Area Command is a management structure established to oversee multiple incidents handled by separate organizations or extensive incidents involving multiple organizations in the same area. Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control, and does not have operational responsibilities. If activated, the Area Commander sets priorities:

- De-conflicts incident management objectives with other ICS organizations and established policies.
- Identifies critical resource needs and reports them to the EOC(s).
- Allocates critical resources according to incident priorities.

- Conducts oversight.
- Ensures proper management and effective communication and provides for personnel accountability and a safe operating environment.
- Ensures that short-term recovery is coordinated and transitions to long-term recovery operations.

5.5.6 Multi-Agency Coordination

If the County coordinates a response with other government entities that have authority over the incident, the County may implement a Multi-Agency Coordination Group (MAC Group). Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include "multiagency committees" and "emergency management committees." A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies. It can also establish the incident priorities, harmonize agency policies, and provide strategic guidance and direction to support incident management objectives.

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6 Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The initial development of the EOP and its annexes was performed through a formalized process of industry best practices, using a multi-step approach, including planning team formation and community engagement, analysis of the local threats and hazards, establishing or revising plan goals and objectives, plan development and comment/feedback periods, and final approval process. Appendix B contains a depiction of the "Planning P", a management tool used to facilitate operations in the EOC but also illustrates a similar workflow used in the EOP development and plan maintenance efforts.

Once the initial plan and annexes were developed and approved, the plan was kept relevant through an on-going plan maintenance process:

- **Updates** – an informal process for making minor changes to the EOP and its annexes based upon needs identified through drills, exercises, real-life incidents, changes in risk environment, or other minor factors. Updates to the plan are made informally and rapidly, usually by YCEM. Updates typically do not require re-promulgation and/or re-adopted because changes to the plan are usually limited to contact information and non-critical information. Updates made to the plan are communicated to plan holders on the distribution list (Table 2) in the front matter of the EOP. Updates should occur no less than annually, but as often as necessary to keep the content valid and useful.
- **Reviews** – a process used by an established team to evaluate the content and processes within the EOP and its annexes. A review is typically considered more formalized than an update. The plan review/revision team should include, at a minimum, members from each County entity assigned as lead agencies in this EOP and annexes. Reviewed plans do not need to be re-promulgated and/or re-adopted if there are no significant changes to the plan. Reviews of the EOP and its annexes should occur no less than every two (2) years.
- **Revisions** – a formalized process used by an established review/revision team to review procedures and other major content in the plan and its annexes. The changes made during revisions are based upon needs identified through drills, exercises, real-life incidents, changes in risk environment, or other major factors such as policy modifications or new policy development, or strategic alignment with other policies or plans. Revisions require re-promulgation and/or re-adoption and supersede all prevision versions. Plan revisions will occur not longer than every five (5) years.

YCEM will ensure that all officials involved during emergency operations have an opportunity to become familiar with the plan and its annexes each year or as often as practicable. All Departments and external agencies will be responsible for participating in the development and maintenance of annexes for which they are assigned primary/lead roles, as well as any associated processes and procedures that may be used while fulfilling their assigned emergency duties.

The review/revision process is coordinated by the EM, who will:

- Verify contact information.
- Review the status of resources noted in the plan.
- Evaluate the procedures outlined in the plan to ensure their continued viability.

FEMA also recommends reviewing and updating after these triggers (Federal Emergency Management Agency, 2020):

- New senior elected or appointed official.
- A significant change in identified resources or resource availability.
- After a significant exercise.
- Changes in demographics, geographic boundaries, and risk assessments.
- After each time the plan is activated.
- A major real-life incident.

Following plan review/revision, approval, and re-adoption, the new EOP will be forwarded according to the distribution list (Table 2), located in the front matter of this plan. Each person holding and maintaining a hard copy of the plan will make the necessary modifications to the plan and log the changes in the CHANGE FORM at the front of their copy of the plan.

At a minimum, activation of the EOP will occur at least once a year in the form of a simulated emergency exercise to provide practical experience for those with EOC responsibilities or other emergency responsibilities.

Recommended changes should be forwarded to the following mailing address:

Emergency Manager
Yamhill County Emergency Management
535 NE 5th Street
McMinnville, OR 97128

Or emailed to: emergencymanagement@yamhillcounty.gov

6.2 Training Program

A training program incorporates NIMS/ICS concepts in all facets of an emergency to assist with training and preparing essential response staff and supporting personnel. Each department and external agency are responsible for ensuring that critical staff is identified and trained at a level that effectively executes existing response plans, emergency procedures, and applicable policies.

The EM will brief and/or train the appropriate public and private officials concerning their roles in emergency management and will ensure proper distribution and understanding of the plan, including any amendments made to the plan. The effectiveness of the EOP will be contingent upon all responsible parties having a thorough knowledge of their role and practice in emergency responsibilities.

The EM coordinates training for County personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region. Current training and operational requirements set forth under NIMS have been adopted and implemented by the County. The minimum training requirements are listed in Table 6-2 and the most current version of on-line courses should be completed*. The EM maintains records and lists of training received by County personnel. Training requirements apply to all first responders and disaster workers positions identified in the ESFs, IAs, and SA.

Table 6-1 – Minimum Training Requirements

Emergency-Based Role	Training Required*
Direct role in emergency management or emergency response	ICS-100, ICS-200, IS-700, IS-800
First-line supervisors, mid-level management, Command and General Staff	ICS-100, ICS-200, IS-700, IS-800
Supervisory role in expanding incidents or a management role in EOC	ICS-100, ICS-200, ICS-300, IS-700, IS-800
Management capacity in an Area Command or EOC	ICS-100, ICS-200, ICS-300, ICS-400, IS-700, IS-800
Resource management	IS-703
Development of mutual aid agreements and/or mutual aid operational plans	IS-706
Planning	IS-800

6.3 Exercise Program

The County will conduct exercises to test and evaluate this EOP. The County will coordinate with agencies, organizations (nonprofit, for-profit, and volunteer), neighboring jurisdictions, and State and federal government to participate in joint exercises. These exercises will consist of various facilitated events such as games, drills, tabletops, functional, and full-scale exercises.

As appropriate, the County will use the Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at training.fema.gov/programs/hseep/. The EM will work with County departments and external agencies to identify and implement corrective actions and mitigation measures based on County exercises.

6.4 Event Critique and After-Action Review

After each exercise, the EM will conduct a review (a.k.a. Hot Wash) with exercise participants and evaluators to document and track lessons learned from exercises. The EM will also coordinate the development of an After-Action Report and Improvement Plan (AAR/IP), which will describe the objectives of the exercise, document the results of the evaluation, and identify and assign corrective actions, which will improve the County's readiness and/or capacity.

Reviews and AAR/IPs will also occur after an actual disaster. All agencies involved in the emergency response should provide information for inclusion in the AAR. The real-world incident AAR/IP should describe actions taken, identify policy or procedural shortcomings and strengths, identify opportunities for improvement in Planning, Operating, Equipping, Training, and Exercising (POETE) and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. The EM will ensure the corrective actions identified in the AAR/IP are addressed and documented in the final version of the AAR/IP.

6.5 Community Outreach and Preparedness Education

The County will educate the public about threats, disasters, and what to do when an emergency occurs. The County maintains an active community preparedness program and recognizes that community

preparedness and education are vital components of the County's overall readiness. The County's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County's website at: yamhillcounty.gov/160/Emergency-Management.

6.6 Funding and Sustainment

The County set a priority to fund and maintain an emergency management program that ensures the County's ability to effectively respond to and recover from disasters. The EM will work with the BOC and community stakeholders to identify funding sources for emergency management programs, personnel, and equipment. The EM ensures the BOC is informed of progress in response and recovery capabilities and is kept aware of gaps to be addressed.

B.O. 24-202