

STANDARD OPERATING GUIDE

EMA DIRECTOR

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Authority: This SOG is established under the authority of:

- Ohio Revised Code (ORC) § 5502.26, establishing county emergency management agencies and defining the responsibilities of the Emergency Management Director.
- ORC § 5502.21 regarding statewide emergency management coordination.
- ORC § 5502.271 regarding Local Emergency Planning Committee (LEPC) coordination responsibilities.
- ORC § 5502.37 regarding mutual aid and intergovernmental emergency assistance.
- The 1989 Clinton County Emergency Management Resolution establishing the Clinton County Emergency Management Agency and Executive Committee.
- Applicable county personnel policies, fiscal policies, and administrative procedures.

Prepared by: **Clinton County Emergency Management Agency**

1. REQUIREMENTS

The Clinton County Emergency Management Agency (EMA) Director shall serve as the chief administrative and operational coordinator for countywide emergency management activities.

The Director shall maintain the capability to coordinate preparedness, response, recovery, mitigation, continuity, and public information activities in support of Clinton County and participating political subdivisions.

The Director shall operate within the authorities granted under ORC Chapter 5502, applicable county resolutions, and policies established by the EMA Executive Committee.

The Director shall maintain professional relationships with local jurisdictions, public safety agencies, volunteer organizations, state and federal agencies, and private-sector partners necessary to support countywide emergency management coordination.

The Director position shall remain available for emergency response, coordination, and continuity operations outside normal business hours when operational conditions require.



2. PURPOSE

This SOG defines the responsibilities, operational expectations, authority, and organizational role of the Clinton County EMA Director.

It establishes guidance for day-to-day agency administration, emergency operations coordination, planning oversight, fiscal accountability, public information support, interagency coordination, and continuity of leadership.

This SOG further clarifies the distinction between emergency management coordination responsibilities and field incident command authority during emergencies and disasters.

The EMA Director position is primarily coordination-focused and intended to support information sharing, resource coordination, continuity support, planning integration, public information coordination, and multi-agency collaboration rather than direct tactical incident command functions.

3. DEFINITIONS and ACRONYMS

- **AHJ (Authority Having Jurisdiction):** The agency or official legally responsible for incident command or operational authority at an incident scene.
- **Director:** The appointed head of the Clinton County Emergency Management Agency.
- **EOC (Emergency Operations Center):** Facility used to support multi-agency coordination and emergency management operations.
- **EMA:** Emergency Management Agency.
- **Executive Committee:** Governing body established under ORC § 5502.26 and the countywide emergency management agreement.
- **ICS (Incident Command System):** Standardized on-scene incident management structure.
- **LEPC:** Local Emergency Planning Committee.
- **NIMS:** National Incident Management System.
- **Operational Coordination:** Activities involving information sharing, resource coordination, planning support, and interagency collaboration rather than direct tactical command.

4. JOB DESCRIPTION

4.1 Position Overview

The EMA Director serves as the senior county emergency management official responsible for coordinating countywide emergency management activities involving preparedness, planning, mitigation, response coordination, recovery support, continuity planning, public information coordination, and legacy Civil Defense responsibilities carried forward through modern emergency management functions. These responsibilities may include continuity coordination, catastrophic incident preparedness, infrastructure resilience considerations, and support to government operations during large-scale emergencies, national-security incidents, or wartime conditions.



The Director functions primarily as a coordination and support official and does not replace the operational authority of field incident commanders, law enforcement agencies, fire departments, public health agencies, or other authorities having jurisdiction.

The Director is responsible for maintaining the overall readiness, operational capability, continuity, and public-facing information systems of the Clinton County Emergency Management Agency.

The Director shall recognize that county emergency management programs frequently operate with limited staffing resources and competing operational requirements. Agency priorities, project timelines, planning efforts, training activities, grant administration, and operational initiatives may require periodic prioritization based upon legal requirements, threat conditions, available resources, community needs, and emerging incidents. The Director shall seek to maximize operational effectiveness through planning, technology, partnerships, volunteer support, regional cooperation, and scalable coordination practices.

The Director reports to the EMA Executive Committee, which provides policy direction and operational oversight for the Clinton County Emergency Management Agency. The Countywide Advisory Committee serves as the representative body of participating political subdivisions and is responsible for electing the EMA Executive Committee in accordance with ORC § 5502.26 and applicable county emergency management agreements. The EMA Director position operates within the broader structure of county government while maintaining countywide coordination responsibilities supporting all participating political subdivisions and partner agencies. The Clinton County Board of Commissioners provides administrative support functions involving county fiscal, personnel, insurance, facility, and administrative processes consistent with county government operations.

4.2 Preferred Qualifications

Preferred qualifications may include:

- Associate degree in Emergency Management, Public Safety, Public Administration, Business Administration, Homeland Security, or related field; or
- High school diploma or equivalent with a minimum of five (5) years progressively responsible leadership or supervisory experience involving emergency management, emergency services command or coordination, military operations, public safety administration, governmental administration, or related operational leadership fields.

Minimum training requirements shall include completion of the following courses within two (2) years of appointment to the position if not previously completed:

- FEMA IS-100 – Introduction to Incident Command System
- FEMA IS-200 – Basic Incident Command System for Initial Response
- FEMA IS-700 – National Incident Management System (NIMS), An Introduction
- FEMA IS-800 – National Response Framework, An Introduction
- FEMA Professional Development Series (PDS)
- Ohio Emergency Management Agency OH-230 Course

Preferred experience and qualifications may also include:

- Experience with emergency operations coordination
- Knowledge of NIMS and ICS principles



- Grant management experience
- Planning and exercise coordination experience
- Public information coordination experience
- Knowledge of emergency communications systems
- Experience coordinating with multi-agency partners
- Ability to manage stressful or rapidly evolving situations
- Ability to communicate effectively verbally and in writing

The Director shall maintain a valid Ohio driver's license.

Residency requirements shall comply with applicable county policy or employment agreements.

The Administrative Assistant shall comply with applicable county hiring requirements, including background checks and drug screening requirements.

4.3 Administrative Responsibilities

The EMA Director shall oversee day-to-day agency administration, which may include:

- Agency management and supervision
- Personnel coordination and support
- Budget development and fiscal oversight
- Grant management and reporting
- Policy and SOG development
- Planning and documentation oversight
- Equipment and technology management
- Operational technology systems oversight
- Public records coordination
- Training and exercise oversight
- Interagency meeting participation
- Executive Committee support
- Advisory Committee coordination
- Contract and agreement coordination
- Continuity planning oversight
- EMA website administration and content oversight

The Director shall maintain coordination with the Clinton County Board of Commissioners regarding county fiscal, personnel, insurance, facility, and administrative matters involving EMA operations.

4.4 Emergency Management Responsibilities

The Director is responsible for coordinating countywide emergency management activities involving:

- Preparedness
- Mitigation
- Response coordination
- Debris management coordination support
- Recovery coordination



- Threat and hazard analysis
- Corrective action program oversight, including tracking lessons learned, improvement items, after-action reports, and implementation of corrective measures identified during exercises, incidents, and planned events.
- Public preparedness outreach
- Situational awareness
- Warning and notification coordination
- Resource coordination
- Interagency communications support
- Lifeline coordination and stabilization support
- Critical infrastructure coordination support
- Continuity planning support

The Director shall support development and maintenance of:

- The Clinton County Emergency Operations Plan (EOP)
- Functional annexes
- Hazard annexes
- Operational playbooks
- EMA guidance documents
- Area studies
- Hazard Identification and Risk Assessments (HIRA)
- Continuity plans
- Special event coordination plans

4.5 Operational Coordination Responsibilities

During incidents or disasters, the Director may coordinate or support:

- Emergency Operations Center (EOC) activation and management
- Multi-agency coordination
- State emergency management coordination requests
- Resource request coordination
- Coordination of requests for assistance through local, regional, state, federal, nongovernmental, or private-sector support channels when local capability is exceeded
- Situation reporting
- Public information coordination
- Damage assessment coordination
- Debris management coordination support
- Recovery coordination
- Mutual aid coordination
- NGO and volunteer coordination
- Incident documentation oversight
- Executive-level situational briefings

The Director shall maintain awareness that operational coordination does not replace field incident command authority. Tactical decision-making remains the responsibility of the Authority Having Jurisdiction (AHJ).



4.6 Public Information Responsibilities

The Director may serve as the county's emergency management spokesperson or coordinate emergency-management-related public messaging.

Responsibilities may include:

- Public preparedness messaging
- Emergency public information coordination
- Social media oversight
- Coordination with Public Information Officers (PIOs)
- Rumor control support
- Media coordination support
- Coordination with local jurisdictions during emergencies
- Protective action messaging support

Public messaging should remain factual, timely, operationally relevant, and coordinated with partner agencies whenever practical.

4.7 Interagency Coordination

The Director shall maintain professional coordination relationships with:

- Fire departments
- EMS agencies
- Local, State, and Federal law enforcement agencies
- Participation in the Emergency Management Association of Ohio (EMAO) and other professional emergency management organizations
- Participation in regional emergency management coordination groups and Southwest Ohio EMAO sector meetings
- Public health agencies
- School districts
- Houses of Worship (HoW) and faith-based community partners
- Hospitals and healthcare systems
- Veterinary services and animal-care partners
- Volunteer organizations, nonprofit organizations, and NGOs
- Public works agencies
- Commercial business and infrastructure partners supporting operational preparedness, continuity, logistics, or community lifelines (OP3)
- Communications and infrastructure partners
- Water, wastewater, and public utility providers supporting county infrastructure and continuity operations
- Utility, energy, telecommunications, broadband, fuel-distribution, and infrastructure service providers operating within or supporting Clinton County
- Transportation agencies
- Ohio EMA
- Neighboring county EMAs
- FEMA and federal partners
- Federal and State Department of Homeland Security (DHS) partners



- Participation in the Ohio Intelligence Liaison Officer (ILO) Program, when appointed, to support threat awareness, information sharing, critical infrastructure protection, and coordination with the Greater Cincinnati Fusion Center (GCFC), Ohio Statewide Terrorism Analysis & Crime Center (STACC), and other authorized intelligence-sharing partners
- State and federal intelligence and threat-information agencies
- Regional fusion center and threat-information coordination partners
- Private-sector partners

The Director shall support whole-community coordination efforts involving governmental, nongovernmental, faith-based, volunteer, and private-sector organizations before, during, and after emergencies or disasters.

Regional cooperation, information sharing, and professional relationships are recognized as critical force multipliers for rural emergency management operations, particularly during large-scale incidents, infrastructure disruptions, public-safety threats, or prolonged emergency conditions.

Professional credibility, operational consistency, and relationship-based coordination remain essential components of effective rural emergency management operations.

4.8 LEPC Coordination Responsibilities

The Director may support or administer LEPC coordination responsibilities consistent with ORC § 5502.271 and county policy.

Responsibilities may include:

- LEPC meeting coordination
- Hazardous materials planning support
- Tier II coordination support
- Exercise coordination
- Community right-to-know support
- Hazardous materials incident coordination support
- Coordination with regional hazardous materials teams
- Coordination with the Ohio State Emergency Response Commission (SERC)
- Coordination with the Public Utilities Commission of Ohio (PUCO) involving hazardous materials transportation, utility coordination, pipeline incidents, or infrastructure-related emergency management activities

4.9 Operational Readiness Expectations

The Director shall maintain operational readiness capabilities involving:

- Situational awareness monitoring
- GIS and operational situational awareness support
- Communications availability
- Technology readiness
- Cybersecurity and operational information systems awareness
- EOC readiness
- Weather monitoring
- Threat monitoring



- Maintenance of authorized threat-information and intelligence-sharing systems available through the Ohio Intelligence Liaison Officer (ILO) Program
- Public warning and emergency notification systems readiness
- Coordination with the National Weather Service (NWS) Wilmington Weather Forecast Office (ILN) regarding operational situational awareness tools, forecast support, and weather coordination systems
- Maintenance or pursuit of access to NWS Chat 2.0 operational coordination systems when available and authorized
- Request for addition to NWS Chat 2.0 channels supporting Clinton County situational awareness and operational coordination, including:
 - wfo-wilmington-oh
 - wfo-wilmington-oh-datafeed
- Coordination with the NOAA Space Weather Prediction Center (SWPC) regarding space weather situational awareness support and request for access to the:
 - swpc-wwa-datafeed
- Utilization of weather coordination systems for operational awareness, decision support, warning coordination, public information support, and continuity situational awareness during severe weather, infrastructure disruptions, or significant operational events
- Redundant communications capability
- Mobile coordination capability
- Continuity planning awareness

Operational readiness may require response outside normal business hours, including nights, weekends, holidays, and extended-duration incidents.

Extended operational periods may require workload prioritization, operational delegation, regional coordination support, or scalable staffing assistance to maintain continuity of operations and reduce operational fatigue.

4.10 Fiscal and Resource Responsibilities

The Director shall support responsible fiscal management and accountability involving:

- Budget preparation
- Grant management
- Resource tracking
- Purchasing coordination
- Debris management coordination support
- Inventory oversight
- Documentation retention
- Compliance with applicable public records retention requirements
- Financial reporting support
- Compliance with applicable county purchasing policies

The Director shall ensure county resources are used appropriately and maintained in a ready condition whenever feasible.

4.11 Physical and Operational Environment

The Director may be required to operate in environments involving:



- Severe weather conditions
- Disaster areas
- Hazardous materials incidents
- Damaged infrastructure areas
- High-noise environments
- Extended operational periods
- Night operations
- Public safety operational environments
- EOC operations centers
- Field coordination locations

The Director may be exposed to operational hazards associated with emergency scenes and shall utilize appropriate situational awareness and safety practices.

Appropriate personal protective equipment (PPE), weather protection, visibility equipment, communications equipment, and scene-access precautions should be utilized whenever operational conditions warrant.

4.12 Equipment Utilized

The Director may utilize:

- County vehicles
- Mobile communications equipment
- Portable radios
- Computers and mobile technology systems
- Printers and office equipment
- Satellite communications systems
- Portable power systems
- Incident management software platforms
- EOC coordination systems

5. CONTINUITY OF LEADERSHIP

The EMA Director position is essential to county continuity and emergency coordination operations.

Continuity of EMA operations shall be maintained through Executive Committee policy direction, scalable coordination support, mutual aid relationships, and established EOC operational procedures.

During periods when the Director is temporarily unavailable, operational coordination responsibilities may be supported through:

- EMA Executive Committee leadership
- Designated county officials
- Qualified EMA support personnel
- Neighboring county EMA Directors or staff operating in a support role
- EOC-assigned personnel supporting ESF-5 functions



Consistent with ESF-5 operational guidance, supporting EMA personnel from neighboring jurisdictions may assist with EOC coordination, planning support, situational awareness, documentation, and operational continuity during extended incidents or periods of limited staffing.

Temporary operational support from outside EMA personnel does not automatically authorize fiscal actions, contractual obligations, or policy-level decisions unless separately authorized through applicable county authority or Executive Committee action.

Operational continuity considerations may include:

- Continuity of EOC management
- Situation reporting continuity
- Resource coordination continuity
- Public information coordination continuity
- State and regional coordination continuity
- Maintenance of incident documentation
- Preservation of continuity-related operational records and decision documentation
- Operational communications continuity
- Continuity of situational awareness monitoring

The Director shall ensure continuity considerations are incorporated into EOC planning, staffing models, notification procedures, and operational coordination activities.

Continuity planning should also consider institutional knowledge preservation, documentation continuity, access management, notification procedures, and scalable succession support during prolonged incidents or staffing disruptions.

6. PROFESSIONAL DEVELOPMENT EXPECTATIONS

The Director should maintain professional competency through:

- FEMA and NIMS training
- State emergency management training
- Exercise participation
- Professional conferences and workshops
- Regional coordination meetings
- Continuing education opportunities
- Threat awareness and intelligence monitoring
- Technology and communications training

The Director is encouraged to maintain awareness of emerging threats, evolving emergency management practices, and operational trends affecting rural emergency management agencies.



7. SAFETY and CONDUCT EXPECTATIONS

The Director is expected to maintain:

- Professional conduct
- Ethical behavior
- Operational accountability
- Respectful interagency coordination
- Compliance with county policies and laws
- Appropriate use of county resources
- Professional public communication
- Safety awareness during field operations

The Director shall avoid actions that create unnecessary operational risk, interfere with field command operations, or create confusion regarding incident command authority.

8. RELATIONSHIP TO OTHER SOGs

This SOG should be read in conjunction with:

- 08.01 – Emergency Management Agency
- 08.04 – EOC Activation & Operations
- 08.07 – Public Information & Social Media Procedures
- 08.08 – Weather Monitoring & Threat Conditions
- 08.10 – EMA Volunteers & NGO Coordination

9. COMMENTS TO CLARIFY INTENT

This SOG establishes the EMA Director as the county's primary emergency-management coordination official responsible for sustaining operational readiness, interagency coordination, and long-term emergency-management capability.

It recognizes that modern emergency management extends beyond disaster response and includes preparedness, mitigation, continuity planning, public information coordination, threat awareness, recovery support, and regional collaboration.

This SOG further reinforces that the Director's role is centered on coordination, support, planning, and leadership—not tactical field command.

Nothing within this SOG is intended to transfer, replace, supersede, or interfere with lawful field command authority, statutory responsibilities, or operational control maintained by responding agencies or Authorities Having Jurisdiction (AHJs).

The Director is expected to maintain practical, scalable, and relationship-driven emergency management capabilities that support Clinton County during both routine operations and large-scale emergencies.



RECORD OF CHANGES

This section documents significant revisions, updates, and modifications made to this document to support version control, operational continuity, and historical reference. Minor formatting, spelling, or administrative corrections that do not affect operational content may not be individually tracked.

Changes are recorded in chronological order and should include the date of revision, affected section(s), a brief summary of the update, and the individual or agency responsible for the change.

This document should be reviewed periodically and updated as operational requirements, authorities, procedures, or organizational structures change.

Version	Date	Section(s) Updated	Summary of Changes	Updated By
1.0	14 May 2026	Initial Draft		T. Breckel, EMA
1.1.	19 May 2026	Updated sources		T. Breckel, EMA
1.2.	18 June 2026	4.7 & 4.9	Inclusion of EMAO, STACC, and GCFC	T. Breckel, EMA