

Crisis Management: Roles and Responsibilities of County Leaders

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Agenda

- What is a Crisis?
- Phases of Crisis Management
- Leadership vs. Management in Crisis
- Know Your Role as County Leaders
- Legal and Ethical Considerations
- Stressful Decision-Making
- Emergency Management Support
- Community and Interagency Coordination
- Takeaways

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Today's Objectives

- Understand Crisis Leadership Principles
- Define the roles of county leaders during a crisis
- Discuss decision-making in high-stress situations
- Explore communication, coordination, and collaboration

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What is a Crisis

- A disruptive and unstable situation that poses a significant threat to an individual, group, or organization.



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Characteristics of a Crisis

- **Breakdown in Functions**
 - A crisis disrupts normal routines, behaviors, or patterns of interaction
- **Threat to Well-being**
 - It can involve physical, emotional, or psychological harm, or a threat to safety
- **Limiting of Resources**
 - Existing coping mechanisms and resources are insufficient to manage the situation
- **Sense of Urgency**
 - Crises require immediate attention and action to prevent further escalation or damage
- **Turning Point**
 - A crisis can be a crucial stage or turning point, where the outcome can be either positive or negative

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Examples of a Crises

- **Personal**
 - Death of a loved one, divorce, job loss, serious illness, or significant financial loss.
- **Community**
 - Natural disasters (hurricanes, earthquakes), public health emergencies (pandemics), economic downturns, or acts of violence.
- **Organizational**
 - Product recalls, cyberattacks, workplace accidents, or negative publicity.



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Impacts From Crisis

- Emotional and Psychological Effects
 - Anxiety, fear, confusion, anger, grief, and feelings of helplessness.
- Physical Effects
 - Changes in sleep patterns, appetite, energy levels, or physical symptoms like headaches or body aches.
- Social and Behavioral Effects
 - Withdrawal, isolation, changes in communication patterns, or difficulty with decision-making.

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Phases of Crisis

- Mitigation
- Preparedness
- Response
- Recovery



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Phases of Crisis

- Preparedness
 - The knowledge and capacities developed by governments, professional response and recovery organizations, communities, and individuals to effectively anticipate, respond to, and recover from the impacts of likely, imminent, or current hazard events or conditions.



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Phases of Crisis

- Response
 - The provision of emergency services and public assistance during or immediately after a crisis to save lives, reduce health impacts, ensure public safety, and meet the basic subsistence needs of the people affected.



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Phases of Crisis

- Recovery
 - The restoration and improvement, where appropriate, of facilities, livelihoods, and living conditions of affected communities, including efforts to reduce disaster risk factors.
 - The “New Normal”



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Phases of Crisis

- Mitigation
 - The lessening or limitation of the adverse impacts of hazards and related crises.



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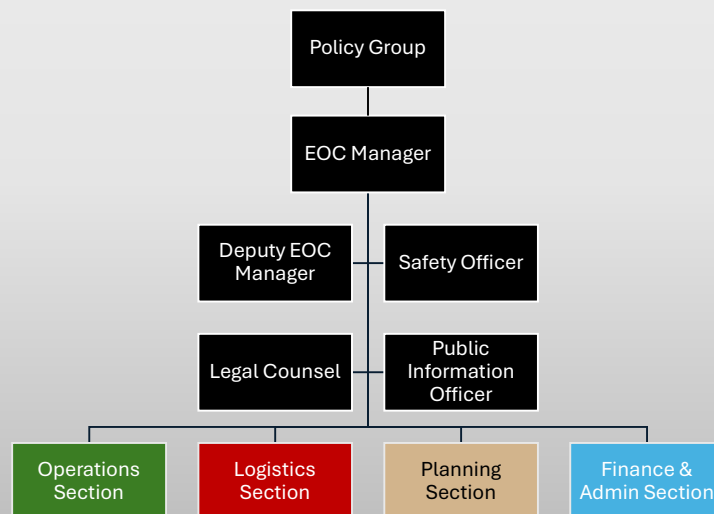
Know Your Role in Crisis Management

- What is your role in crisis management?
 - Roles and Responsibilities
 - Authorities
 - Workflows and Processes



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Know Your Role in Crisis Management



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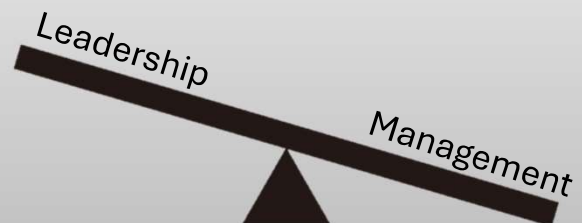
Know Your Role in Crisis Management

- County Council Members
 - Policy decisions; Appropriations; Emergency Declarations
- Administrators
 - Policy implementation; Operational continuity; Coordination
- Directors
 - Strategic planning and decision-making, Communications
- Department Heads
 - Execution

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Leadership vs. Management in Crisis

- What is leadership?
 - Vision, influence, direction
- What is management?
 - Processes, logistics, coordination
- Both are essential in crisis response.



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Strategic Leadership Principles

- Stay calm under pressure
- Maintain situational awareness
- Make timely, ethical decisions
- Empower and support personnel



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Legal and Ethical Considerations

- Emergency Powers and Declarations
 - Does your jurisdiction have procedures for emergency powers and local declarations?
 - What does that process look like?
 - Can it be improved to make the process more effective and efficient?



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Stressful Decision-Making

- Common Challenges
- Leverage Your Experts
- Use a Decision Support Framework



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OODA Loop

- Observe
- Orient
- Decide
- Act



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OODA Loop

- Observe – gather information about the crisis and its impacts.



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OODA Loop

- Orient – interpret information, understand the crisis, and identify the most appropriate response. This includes a consequence analysis and a resource/capabilities assessment.



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OODA Loop

- Decide – choose a course of action based on your interpretation of the situation. This should involve emergency response measures, contingency plans, and other actions to help mitigate the situation.



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OODA Loop

- Act – carry out the chosen course of action through coordination with agencies and stakeholders, while adapting to changing circumstances



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Support Emergency Management

- Trust your EM and the emergency management process
- Participate in planning and exercises
- Build relationships before the disaster



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Community and Interagency Coordination

- Whole Community Approach
- Local, state, federal, nonprofit, and private sector partners
- Equity and access during crisis

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Takeaways

- Know your role, it's important!
- Support your people
- Lead with clarity, ethics, and confidence
- Engage before, during, and after a crisis

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Questions

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