

INTERGOVERNMENTAL RELATIONS AND EMERGENCY MANAGEMENT

COURSE OUTLINE

Required Texts:

- (1) Natural Hazards and Public Choice: The State and Local Politics of Hazard Mitigation. Academic Press, New York, Peter Rossi, James Wright and Eleanor Weber-Burdin, 1982.
- (2) Natural Hazard Risk Assessment and Public Policy: Anticipating the Unexpected. William Petak and Arthur Atkisson, Springer-Verlag, New York, 1982.
- (3) General Accounting Office: "Areas Around Nuclear Facilities Should be Better Prepared for Radiological Emergencies, 1979.
- (4) Integrated Emergency Management System (IEMS) documents; a series of issuances, beginning in Sept. 1983. Available from State and Local Program and Support at FEMA Central and Regional Offices.
- (5) Case Studies of Communities Recovering from Natural Disasters. Claire B. Rubin, Wash., D.C.: The George Washington University, 1983.
- (6) General Accounting Office "Improved Administration of Federal Public Disaster Assistance Can Reduce Costs and Increase Effectiveness," 1982.
- (7) General Accounting Office "States Can Be Better Prepared to Respond to Disaster," 1980.
- (8) Managing the Toxic Waste Problem: Lessons from Love Canal. John A. Wortley and Richard Torkelson, 1981.
- (9) Intergovernmental Relations. Diel Wright.

Recommended Readings:

- (1) Managing Multiorganizational Emergency Responses. Thomas E. Drabek, et. al, 1981.
- (2) "Patterns of Interorganizational Relationships." Richard Hall, 1977.
- (3) "Intergovernmental Relationships." Stuart Schmidt and Thomas Kochan, 1977.
- (4) "The Organizational and Interorganizational Development of Disasters." Barry A. Turner, 1976.
- (5) General Accounting Office "Federal Involvement in the Mount St. Helens Disaster: Past Expenditures and Future Needs", 1982.
- (6) Conquering Disaster. Thomas Drabek and William Key, 1984.
- (7) Disaster Planning for Local Government. Roger E. Herman, Universe Books, New York, 1982.

INTERGOVERNMENTAL RELATIONS AND EMERGENCY MANAGEMENT

Introduction:

This course is designed for graduate-level study leading towards a masters degree in public administration (MPA). Although designed for graduate-level study, this course can be modified (as appropriate) to complement undergraduate programs in public administration.

Intended as a course designed to provide an understanding of the dynamics of intergovernmental relations in setting policies and priorities in emergency management, the purpose of this course is to provide a forum for researching and addressing emerging or existing public policy issues and policy decisions that typically occur during and after major natural and technological disasters.

As a graduate-level course, an appropriately thorough examination of research relevant to managerial strategies in emergency management is expected. Also expected is a comprehensive review of the state-of-the-art in prevention, warning, evacuation, rescue and recovery systems.

The required and recommended readings are intended to provide an understanding of:

1. Key elements in intergovernmental relations;
2. Intergovernmental relations public policy issues, problems, and alternatives;
3. Legal and socio-economic constraints on public hazards management;
4. Intergovernmental relations and integrated emergency management; and,
5. Case studies on intergovernmental relations.

The underlying assumptions throughout this course are: (a) "the ability of governmental agencies to work with each other to coordinate efforts in planning and responding to emergencies is an essential part of the emergency management effort;" and, (b) "cooperative efforts to avoid jurisdictional 'turf wars' between and within governmental levels will reduce the loss of lives and damage to property."

Objective(s):

A primary course objective is to provide an understanding of the dynamics of government relations in setting policies and priorities in emergency management.

Format:

This course can be used separately or as a part of a series of classes with appropriate modification.

Eight intensive seminar sessions of two-to-four-hours' duration comprise this course.

A comprehensive bibliography citing relevant literature which addresses major policy issues and decisions surrounding intergovernmental relations and emergency management is provided to assist seminar participants in the development of written assignments. Also, the bibliography provides a basic point of departure for further research on emerging intergovernmental relations policy issues or specific policy decisions. The on-going identification and assessment of new literature are encouraged.

Prior to each seminar session, participants are required to complete all assigned readings. Additionally, participants are required to prepare a two-to-five-page summary of the assigned readings which either the individual or the instructor selects from the relevant bibliography. These papers are to be duplicated and disseminated to both seminar participants and the instructor. Each participant is expected to present an overview of relevant findings and be prepared to defend salient points addressed.

In addition to the above requirements, each seminar member is required to develop a 15-20 page comprehensive research paper on either an emerging policy issue or a specific policy decision. The specific focus of the research paper will be determined by the instructor. The paper is to be analytical and not solely narrative or speculative. As a minimum, the final research paper should:

1. Contain a clear problem statement;
2. Identify key actors (e.g. proponents and opponents) and their positions;
3. Provide an outline of the alternatives and consequences of the policy issue/decision;
4. Contain an assessment of decisions made; and,
5. Critically assess the degree of success in implementing the policy issue or decision.

After initial lectures, the instructor serves primarily as a discussion leader and resource person. Depending on appropriateness and availability of resources, films, guest speakers, simulations, case studies and field trips may be used to complement instruction.

Evaluation:

Performance evaluation of seminar participants shall be based on the quality of (a) written assignments; (b) weekly presentations summarizing reviews of selected or assigned literature; and, (c) the comprehensive research paper and its defense during the final seminar session.

Evaluation criteria for assessing written assignments include (a) the quality of research design; (b) writing; (c) organization; and, (d) presentation/defense of research papers. A final factor used in assessing performance is the quality of each person's participation in seminar discussions.

Course Content:

Session 1. Introduction to Intergovernmental Relations

Readings: Wright: (All): Intergovernmental Relations

Assignment: Key Elements in Intergovernmental Relations

Using the "Recommended Readings" section as a point of departure, read Diel Wright's textbook titled Intergovernmental Relations. Major emphasis is to be given to specific references focusing on the identifications of the key elements in intergovernmental relations (e.g. participants, policy-making, and outcomes).

Develop a brief, analytical paper that includes as a minimum, an assessment of the key elements addressed above. The paper should have a clear statement of purpose, and a framework for analysis.

Be prepared to discuss and defend significant findings at the next scheduled seminar session.

Session 2. The Administration and Constraints of Policy Planning in Intergovernmental Relations

Films: Love Canal Case:
FEMA

Readings: Petak & Atkisson: Chapter 1: Public Policy Problems

Chapter 8: Plight of the Policy Maker, Establishing Priorities and the Federal Role

Chapter 9: Constraints on Public Hazards Management (Legal constraints, economic and administrative constraints)

Assignment: Emerging Management Roles, Responsibilities and Authorities at the Federal, State and local level(s)

Using the "Required Readings" section as a point of departure, read assigned chapters in Petak and Atkisson's textbook titled Natural Hazard Risk Assessment and Public Policy: Anticipating the Unexpected.

Identify and assess constraints on managers representing local, State and Federal jurisdictions. For purposes of this assignment, "managers" under consideration are: (1) local administrative officers; (2) State emergency directors; and, (3) federal emergency supervisors.

Write a brief paper and be prepared to discuss and defend significant findings at the next scheduled seminar session.

Session 3. Policy Options for Managers in Dealing with Intergovernmental Relations

Readings: Petak & Atkisson: Chapter 10: Public Policy Alternatives (Federal, State and local governments. Options for private sector entities.)

Rossi, Wright,
Weber-Burdin:

Chapter 1: Policy, Politics and Hazards

Chapter 2: Study Design

Chapter 3: Importance of Hazards Problems

Chapter 4: Elite Support Levels for Disaster Policy Alternatives

Assignment: Public Policy Options and Alternatives in Intergovernmental Relations

Using the "Required Readings" section as a point of departure, review the candidate goal statements and the action possibilities for federal, State and local governments and rank each in terms of their application in the area of intergovernmental relations.

Write a brief paper and be prepared to discuss and defend significant findings during the next scheduled seminar session.

Session 4. Priorities and Pressures Towards Hazard Mitigation: Impact on Intergovernmental Relations

Readings: Petak and Atkisson: Chapter 10: Public Policy Alternatives (Federal, State and local governments. Options for private sector entities.)

Rossi, Wright, Weber-Burdin: Chapter 5: Popular Assessments

Chapter 6: Elite Appraisals of the NFIP

Chapter 7: Patterns of Interest and Power

Chapter 8: Patterns of Group Activity and Power

Assignment: Elite Behavior: Impact on Intergovernmental Relations Policy

Using the "Required Readings" section as a point of departure, read assigned chapters in Petak and Atkisson (and) Rossi, et al.

Write a brief paper on how "elite" behavior may impact: (1) the goal statements; and, (2) the action possibilities addressed by Petak and Atkisson.

Write a brief paper and be prepared to discuss and defend significant findings at the next scheduled seminar session.

Session 5: Intergovernmental Relations and Integrated Emergency Management

Readings:	(All):	Integrated Emergency Management: FEMA Explains New Program
General Accounting Office:	(All):	Improved Administration of Federal Public Disaster Assistance Can Reduce Costs and Increase Effectiveness
General Accounting Office:	(All):	State Can be Better Prepared to Respond to Disaster.
General Accounting Office:	(All):	Areas Around Nuclear Facilities Should be Better Prepared for Radiological Emergencies

Assignment: The Integrated Emergency Management System (IEMS) Concept

Using both the "Required Readings" and the "Intergovernmental Relations and Emergency Management" bibliography as a point of departure, write a brief paper that addresses: (1) What the Federal Emergency Management Agency (FEMA) means by the IEMS concept?; and, (2) How the technique of integrated management can be used to respond to the General Accounting Office (GAO)?

Write a brief paper and be prepared to discuss and defend significant findings at the next scheduled seminar session.

Session 6: Case Studies on Intergovernmental Relations

Readings: Petak & Atkisson:	Chapter 10:	Public Policy Alternatives (Federal, State and local governments. Options for private sector entities.)
Rubin:	(All):	Cases on Communities Recovering from Natural Disasters
Wortley & Torkelson:	(All):	Managing the Toxic Waste Problem: Lessons from Love Canal
Recommended Readings: Turner:		The Organizational and Interorganizational Development of Disasters

Assignment: Case Study Analysis

Using the "Required and Recommended Readings" and the "Intergovernmental Relations and Emergency Management" bibliography as point(s) of departure, select a case study from either the above source(s) or another source.

Review the case study with respect to the policy alternatives and outcomes addressed in Petak and Atkisson (Chapter 10).

Write a brief paper and be prepared to discuss and defend significant findings at the next scheduled seminar session.

Session 7: Research Paper

Activity:

Discussion of Intergovernmental Relations and Emergency Management case studies.

Discussion of research papers for presentation and defense at the final seminar session.

Session 8:

Activity:

Presentation and defense of final research paper.

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