

Shared Governance

Objectives:

- 7.1 Discuss exam
- 7.2 Discuss shared governance using the horizontal and vertical integration typology
- 7.3 Case study analysis and class presentation

Review of Exam 1

- Exam questions
 - Critique the current emergency management system
 - Discuss new roles in emergency management
 - Discuss the major impacts of disasters
 - What do you believe to be the primary impediment to a sustainable recovery?
- Answer student questions regarding exam

Shared Governance

- Definition
- Horizontal integration
- Vertical integration

Horizontal Integration

- Horizontal integration characteristics
 - Strong relationships across local groups, organizations and institutions
 - Community groups
 - Non-profits
 - Local government agencies

Horizontal Integration

- Horizontal integration characteristics
 - Facilitation of policy dialogue and negotiation
 - Identifying local needs
 - Identifying innovative solutions
 - High levels of cooperation
 - Implementing desired measures

Horizontal Integration

- Poor horizontal integration can lead to:
 - Feelings of resentment and further fragmentation
 - Downward spiral of the disenfranchised
 - Backlash
 - Failure to include all relevant experts or decision makers
 - Limits the creative search for solutions

Vertical Integration

- Strong connection to organizations and social networks outside of local institutions
- Enhanced ability of local governments to achieve desired aims and identify new or innovative solutions
- Enhanced power base
- Weak vertical integration limits influence on policy and ability to obtain desired resources

Vertical and Horizontal Integration Typology

- Type I communities (strong horizontal and vertical integration)
- Type II communities (strong horizontal and weak vertical integration)
- Type III communities (weak horizontal and strong vertical integration)
- Type IV communities (weak horizontal and vertical integration)

Vertical and Horizontal Integration Typology

- Type I communities
 - Strong horizontal and vertical integration
 - More likely to more quickly recover
- Type II communities
 - Strong horizontal integration and weak vertical integration
 - Examples include small, tight knit rural communities that do not possess a strong relationship with state and federal agencies
 - Dependency on state
 - Limited recovery options if needs are not publicized

Vertical and Horizontal Integration Typology

- Type III communities
 - Weak horizontal integration and strong vertical integration
 - Connections to state and federal agencies can help
 - Without a community vision that comes from meaningful public participation recovery efforts are not optimized

Vertical and Horizontal Integration Typology

- Type IV communities
 - Weak horizontal and vertical integration
 - Least equipped to face the duties associated with recovery
 - Ineffective or limited institutional frameworks
 - Unable to effectively seek outside assistance or coordinate internal actions

Case Study Exercise: Analysis and Class Presentation

- Case study exercise
 - Case studies
 - Class instructions
 - In-class exercise
 - Assigning of case studies
 - Reading of case study
 - Identification of horizontal and vertical integration (1 hour)
 - Group presentations

Case Study Exercise

- Presentation
 - Teams characterize the level of horizontal and vertical integration, including the effect on specific outcomes
 - Strengths and weaknesses of inter-organizational coordination should be described
 - Specify what could be done to strengthen inter-organizational coordination (vertically and horizontally)
 - Summarize how vertical and horizontal integration may impact course topics

Case Study Exercise

- Identifying horizontal integration indicators:
 - Clear linkages across organizations, including formal and informal groups
 - Degree to which clear communication channels have been established
 - Degree to which negotiation and policy dialogue is present as a means to resolve disputes and solve problems
 - Evidence of innovative solutions

Case Study Exercise

- Identifying vertical integration indicators:
 - Evidence of regular communication between local government officials, state officials and FEMA
 - Evidence of a strong power base at the local level
 - Demonstrated understanding of state and federal recovery rules and regulations

Case Study Exercise

- Additional presentation requirements
 - Comparative case study assessment
 - Analyzing similarities and differences in the context of resulting outcomes

Case Study Exercise

- Class discussion
 - Discuss how horizontal and vertical integration facilitates sustainable recovery
 - Discuss how horizontal and vertical integration may facilitate post-disaster opportunities
 - Discuss the relationship between the degree of horizontal and vertical integration present and taking a short versus long-term perspective

Case Study Exercise

- Class discussion
 - Discuss the level of horizontal and vertical integration and its affect on stakeholder groups
 - Discuss how a high degree of horizontal and vertical integration affects the implementation of recovery programs
 - Discuss how changing roles may affect the degree of horizontal and vertical integration

Alternative Exercise: Class Paper

- Analysis of disaster policies
 - Floodplain management
 - Dam safety
 - Earthquake preparedness
 - Crisis relocation planning
- Paper
 - Brief discussion of May and William's findings
 - Descriptive analysis of the program's current status
 - Creation of a defensible hypothesis describing how and why the current disaster policy differs from that assessed by May and Williams in 1986