

Workshop Tasks

Group 1 – According to Drabek (2003c), what are five social factors that constrained the use of the coordination strategies he documented?

Group 2 – According to Drabek (2003c), how did use of the coordination strategies he documented constrain the degree of improvisation in the disaster responses?

Group 3 – According to Drabek (2003c), how did the use of the coordination strategies he documented constrain the structure of the emergent multiorganizational networks?

Group 4 – According to Drabek (2003c), how did use of the coordination strategies he documented constrain the effectiveness of the disaster responses?

Reasons for Disaster Over-Response

- Surviving Resources
- Outside and Volunteer Assistance
- Coordination Procedures are Neglected
- Communication Inadequacies
- Refusal is Difficult

Source: Adapted from Auf der Heide, Erik. 1989. *Disaster Response: Principles of Preparation and Coordination*. St. Louis, Missouri: C.V. Mosby Company, pp. 104-114.

Disaster Coordination Strategies

- Core Strategies
 - Domain Clarifications
 - Others
- Consequence Strategies
 - Display of Decisions
 - Others
- Customer Strategies
 - Communication of Citizen Expectations and Requests
 - Others
- Control Strategies
 - Appeals to Prior Legitimacy
 - Others
- Cultural Strategies
 - Enhance Awareness of Cultural Differences among Responding Agencies
 - Others

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 123-124.

EMON Example: Lake Pomona SAR Response

- Event
- EMON Diversity
- Fragmentation
- Managerial Challenge

Source: Adapted from Drabek, Thomas E. 1985.
“Managing the Emergency Response.” *Public
Administration Review* 45:85-92.4

Constraints on Use of Coordination Strategies

- Disaster Training and Responses
- Community Population Growth
- IAEM Membership
- Managerial Strategies
- Community Size
- Scope of Impact
- Years of Education
- Time Lived in Community

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 135-136.

Use of Coordination Strategies and Improvisation

- Coordination Strategies Used; Improvisation High
 - A. Domain Clarifications
 - B. Jurisdictional Negotiations
 - C. Emergent Collaborative Planning
 - D. Emergent Community-Government Partnerships
 - E. Implementation of Mutual Aid
- Coordination Strategies Not Used; Improvisation High
 - A. Display of Decisions
 - B. Maintenance of a Hospitable EOC Climate
 - C. Communication of Citizen Expectations and Requests
 - D. 11 Additional Coordination Strategies

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, p. 137.

Constraints on Improvisation

- Domain Consensus
- Length of Forewarning
- Disaster Training Exercises
- Frequency of Past Agency Contact
- Use of Managerial Strategies

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, p. 139.

Coordination Strategies and Emergent Network Structures

- EMONS Interagency Communication
- Rank in EMONS Decision Structure
- Variations by Disaster Phase

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 141-142.

Constraints of Response Effectiveness: Perceived

- Coordination Strategies
- Disaster Training Exercises
- Past Agency Contact
- Length of Forewarning
- Domain Consensus

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, p. 145.

Constraints on Response Effectiveness: Actual

- Domain Consensus
- Coordination Strategies
- Length of Forewarning
- Disaster Training Exercises
- Local Community Service Organizations
- Rate of Population Growth
- Managerial Strategies

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 145-147.

Relevance of EMONS for Emergency Managers

- Understanding Over Response
- Interorganizational Resource Management
- Structural Characteristics of U.S.A. Disaster Responses
- Emergent Multiorganizational Networks Exist
- Social Maps for Training and Planning
- Context for Operational Problems
- Constraints on Emergent Multiorganizational Networks

Source: Adapted from Drabek, Thomas E. 1985. "Managing the Emergency Response." *Public Administration Review* 45:85-92.