

Scenario 1

“Show Me the Money!”

The City of Alta Madre in the State of Pacifica has been struggling with conflicts among its public safety departments over how to provide emergency preparedness and response. Alta Madre is a suburban city of 300,000 located in Mammoth County. Since the breakdown in emergency response by various agencies in high profile national responses (Katrina, 9/11, 2020 Pandemic), the public and city leaders are anxious not to have a similar breakdown in their community of Alta Madre.

Alta Madre city representatives are about to meet again for this year’s discussion on fiscal year funding just allocated to the city for homeland security and emergency management. Because of the difficulties encountered last year in Alta Madre—when discussions broke down and a decision for funding decisions was made unilaterally by the City Manager and Council— leadership will not tolerate a repeat. The City Manager has directed the departments to meet and come up with a consensus recommendation for the allocation of funding. She has asked the Emergency Management Director from Mammoth County to serve as facilitator. ***You are staff assigned to the EMD and have been tasked to design the collaborative process among the stakeholder for the effort.***

Funding Issues

The city has been allocated three grant programs totaling \$2.1 million. Great latitude has been allowed this year by cities and counties to determine their own spending priorities, as long as they stay consistent with basic principles of public safety handed down by DHS. The three funding sources are:

Emergency Management Performance Grants (EMPG). Total to city: \$200,000.

Homeland Security Grant Program (HSGP). Total to city: \$1 million.

Bioterrorism/Pandemic Flu Grants (Bio/Pan Flu). Total to the city: \$900,000

The Participants

The City Manager has asked that the following department leaders participate in the negotiation, funding priorities, and the roll out strategy: The Fire Chief, Police Chief, Emergency Medical Public Health Officer, City Emergency Management Director, and the city staff member who acts as liaison to business and voluntary organizations. In addition, the County Emergency Management Director has agreed to facilitate the negotiations, as well as provide guidance.

Discussion Items

- ***How would you begin to design the stakeholder process?***
- ***What are the issues that could become sticking points? Can you address any in advance?***
- ***Do you want to create a project charter? If so, what should it contain?***
- ***Any recommendations on changes to the structure as assigned to you for the City Manager?***

Scenario 2

“My way or the highway!”

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The Participants

The City Manager has asked that the following department leaders participate in the negotiation, funding priorities, and the roll out strategy: The Fire Chief, Police Chief, Emergency Medical Public Health Officer, City Emergency Management Director, and the city staff member who acts as liaison to business and voluntary organizations. In addition, the County Emergency Management Director has agreed to facilitate the negotiations, as well as provide guidance.

Key Problem Arises

The money (three sources, totaling \$2.1 million: HSGP, EMPG, and HHS/BioT) are essentially an afterthought to the negotiations about to begin. It is well known that the three primary leaders—Fire, Law, and EMS—despise each other and will do anything to attack and discredit each other. This led to the breakdown in discussions last year. Further, each would be happy with all the money given to the city, and do not care about the others and their organizational/public safety needs.

Discussion Items

- ***How would you set up a process that might be acceptable for all stakeholders?***
- ***Can you design a path forward to lessen the conflict? Can you address anything in advance?***
- ***Any recommendations on changes to the structure as assigned to you for the City Manager?***

Scenario 3

“But what will the community say!”

The City of Alta Madre in the State of Pacifica has been struggling with conflicts among its public safety departments over how to provide emergency preparedness and response. Alta Madre is a suburban city of 300,000 located in Mammoth County. Since the breakdown in emergency response by various agencies in high profile national responses (Katrina, 9/11, 2020 Pandemic), the public and city leaders are anxious not to have a similar breakdown in their community of Alta Madre.

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The Participants

The City Manager has asked that the following department leaders participate in the negotiation, funding priorities, and the roll out strategy: The Fire Chief, Police Chief, Emergency Medical Public Health Officer, City Emergency Management Director, and the city staff member who acts as liaison to business and voluntary organizations. In addition, the County Emergency Management Director has agreed to facilitate the negotiations, as well as provide guidance.

The Public Wants a Voice!

The money (three sources, totaling \$2.1 million: HSGP, EMPG, and HHS/BioT) are essentially an afterthought to the negotiations about to begin. It is well known that the three primary leaders—Fire, Law, and EMS— despise each other and will do anything to attack and discredit each other. This led to the breakdown in discussions last year. It is not a large city and each of these three leaders are mobilizing their supporters in the community to back ‘their’ point of view. Some local civic organizations received intelligence about this maneuvering and have asked for a public meeting to learn about the process beginning to be allocated this large amount of money. This public meeting will be televised on a local PBS channel and will be well attended with over a hundred people expected to be there in person.

Discussion Items

- ***How would you go about designing this public engagement event? What are the ‘key’ issues?***
- ***How would you set up the venue and prepare the materials for the event?***
- ***What would you do in advance of the event, and who would you speak with and ‘coach’?***
- ***Any recommendations on changes to the structure as assigned to you for the City Manager?***