

Course Learning Outcomes for Unit III

Upon completion of this unit, students should be able to:

2. Examine the concept of intergovernmental reinvention in public service.
 - 2.1 Analyze why declining intergovernmental collaboration will damage government alliances.

Course/Unit Learning Outcomes	Learning Activity
2.1	Unit Lesson Article 35: Intergovernmental Relations: An Analytical Overview (1974) Deil S. Wright, p. 344 Article 50: Information Technology and Democratic Governance (2002) Joseph S. Nye Jr., p. 545 Article 53: Inside Collaborative Networks: Ten Lessons for Public Managers (2006) Robert Agranoff, p. 584 Video: <i>Federal Government</i> Unit III PowerPoint Presentation

Required Unit Resources

Article 35: Intergovernmental Relations: An Analytical Overview (1974) Deil S. Wright, p. 344

Article 50: Information Technology and Democratic Governance (2002) Joseph S. Nye Jr., p. 545

Article 53: Inside Collaborative Networks: Ten Lessons for Public Managers (2006) Robert Agranoff, p. 584

In order to access the following resource, click the link below.

Media Rich Learning. (2012). [Federal government \(Segment 1 of 7\) \[Video\]](https://libraryresources.columbiasouthern.edu/login?auth=CAS&url=http://fod.infobase.com/PortalPlayslists.aspx?wID=273866&xtid=146034&luid=496721). Retrieved from <https://libraryresources.columbiasouthern.edu/login?auth=CAS&url=http://fod.infobase.com/PortalPlayslists.aspx?wID=273866&xtid=146034&luid=496721>

The transcript for this video can be found by clicking the "Transcript" tab to the right of the video in the Films on Demand database.

Unit Lesson

Introduction

The collaborative process of public coordination that serves citizens is the fundamental task that intergovernmental concepts maintain. These working relationships can be successful ventures with combined efforts from local, state, and federal governments (Agranoff, 2006/2017). Examples include the recovery assistance provided during Hurricane Irma's landing in Florida in 2017 or the not-so-successful coordination efforts following Hurricane Katrina in New Orleans in 2005 (Zwerdling & Sullivan, 2005). But much more than helping communities during storms surges, local, state, and federal governments work together daily to improve public services while maintaining law and order. Our unit lesson focuses on the changing interactions between governments using the case study of marijuana use and regulation in the United States. Sometimes, power or cultural changes occur during the course of a public issue, and state governments will want to change current policy with or without the support of the federal government. The basis of regulation, which continually changes, is also discussed by defining our nation's formation of government and by outlining how the U.S. Constitution came to fruition. The current structure, which determines the levels of government that

are responsible for particular services, is reviewed along with the struggles that are encountered due to laws and policies not being well-defined. Finally, the importance of effective alliances is referenced. The coordination of emergency services usually works well within the successful intergovernmental framework—maybe because the worst disasters bring out the best in effective government cooperation when protecting the citizenry is required.

Marijuana: The Struggle of Intergovernmental Policy

The topic of personal freedoms abounds in many hallways of government, schools, and communities across the country. Many levels of government continuously struggle with the topic of marijuana use over the years, thus making this plant a point of disagreement. The plant was also a common agricultural item used during the colonial era, from ropes for sailing ships in the early colonial time period to cloth and paper (Ripley, 2017).

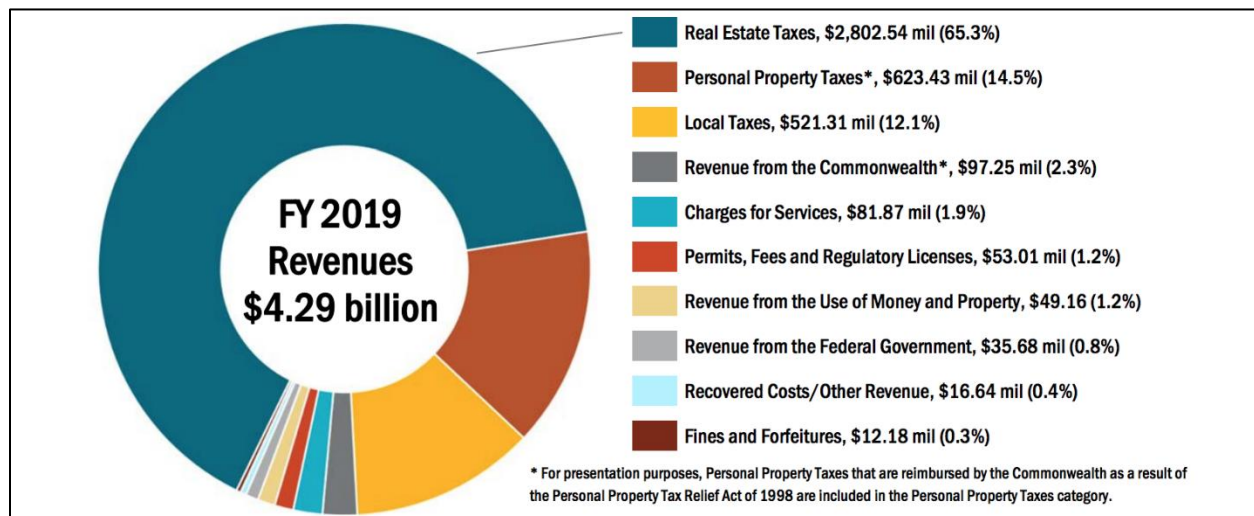
During the first half of the 20th century, inconsistent marijuana policies between the federal government and the states were evident as Congress attempted to streamline policy for cannabis use. Some states had a firm policy in place while others projected a more hands-off approach to legal regulation. Finally, in 1935, all states signed on under the Roosevelt administration (“Marijuana Timeline,” n.d.). The 1960s culture initiated a different perspective on marijuana. Individual freedoms were debated almost to the point where it was fashionable to question government authority on the topic of individual freedoms (“Marijuana Timeline,” n.d.). The states of Colorado, Washington, and Oregon became the first states to decriminalize cannabis, thus beginning the rift or strained relationships between the federal and state governments (Szalavitz, 2012). Many of these conflicts ended up in the court system, especially when legalized medical marijuana became accepted.

Most states now have legalized the medical use of marijuana, and the current debate regards a large segment of prison inmates serving time for past usage (McPhate, 2017). Should they now be released? The trend of federal government involvement seems to be waning, and pushing the problem on individual states seems to be the ongoing tendency.

Federal System Formations

The external threat of taking away personal freedoms clearly helped the formation of the federal government. To truly have a federal system in place requires a written constitution that defines roles, rights, and responsibilities to various branches of government and provides the authority to wield that power. State and federal governments must also have direct control of its citizens—compared to an early form of government (confederate), which had considerable control and independence to absolutely rule its citizens. The structure of our government in the 1780s primarily entailed a coalition of different states that were trying to help each other in times of crisis or war (Office of the Historian, n.d.).

In 1787, the Constitutional Convention attempted to restructure a better operating government. What surprised everyone was a major renovation process that established the beginnings of the U.S. Constitution (Office of the Historian, n.d.). The fundamental establishment of intergovernmental relations starts with a strong bond of federalism. The idea of a shared power system (federalism) allows the day-to-day interrelationships of public administration to occur. The process includes shared allocations of revenue and other resources to support the different interplay of government oversight. An example of delineating the responsibility between government levels is depicted below. The diagram provides a look at Fairfax County (located in Northern Virginia) and lists public revenue stream origins.



FY 2019 Revenues
(Fairfax County, 2018)

Intergovernmental Relations

The structure or power distribution can be muddy when trying to strictly interpret who is in charge of certain public policies. Oversight policy examples include immigration, social programs, education, gun control, or health care. Some of the government oversight responsibilities are shared, while some are not. What was missing was a shared system of responsibilities and oversight. The process became known as federalism, where sharing tax revenues and oversight benefit both federal, state, and local agencies. Linking a constitutional government requires a day-to-day interplay of public policies.

The view that government responsibility is well-defined is usually ignored. Should the responsibility to support programs be allocated to only one level of government? There are many conflicting examples that argue about which level of government should be in charge. Examples may include health care, education, immigration, or social programs. And how should federal government distribute money to support these programs among the states? Should this be done in an equal manner or proportionally? The chart below summarizes common roles according to government organizations (Elliott, n.d.).

Exclusive Powers of the Federal Government	Exclusive Powers of the State Governments	Powers Shared by the Federal and State Governments	Services Typically Provided by Local Government
➤ Print money (bills & coins) ➤ Declare war ➤ Establish an army and navy ➤ Enter into treaties with foreign governments.	➤ Establish local governments ➤ Issue licenses ➤ Regulate intrastate commerce ➤ Conduct elections	➤ Establish courts ➤ Create and collect taxes ➤ Build highways ➤ Borrow money	➤ Education ➤ Police ➤ Fire ➤ Human services

The Layers of Government (Federalism)

The federalism model created several layers of oversight to government programs. Two popular models are known as the marble cake model and the picket fence model. Both models intertwine between responsibility and control. The advantage of having different responsibility layers can help provide resources and support where needed. Of course, some may view the sharing of government programs as competitive, while others completely disagree on the purpose of and trends associated with programs. The marble cake model assumes that there are some clear distinctions of responsibility while other programs take on a shared or mixed role. Examples include defense programs that are directly controlled by the federal government, whereas education could be shared by local, state, or federal government branches. Close relationships and

shared resources are the qualities of the picket fence model of federalism. One advantage of the process provides close fiscal relationships; for example, federal grants are pipelined to states, which are filtered down to the local government, which is best to support its citizens. Last, because of fluctuating economies at the state and local levels, the picket fence model includes the federal government's support and consistent tax base to assist in funding programs.

Constitution Applications

The U.S. Constitution is the origin or reference to help resolve some of the questions referencing government level obligations. Article I, Section 8 limits federal agency involvement with states to include limiting participation to tax interstate business, and Section 9 defines how some of the roles function between states (U.S. Const. art. I, § 8; U.S. Const. art. I, § 9). The Tenth Amendment in the Bill of Rights, also known as the reserved power clause, provides guidance on powers that are not provided to the country but, rather, are given to the states (U.S. Const. amend. X). Today, there is still much debate on the interpretation and application between state and federal responsibilities.

Intergovernmental Service in Action: The Need for Alliances

The coordination of government activity is at work behind the scenes. There are events when the citizens do observe government in action. Unfortunately, these occurrences can happen during catastrophic events. Natural and weather-related events, such as hurricanes, tornadoes, earthquakes, and large forest fires, are common in particular regions of the United States. It is for this reason that shared assets from neighboring states and the federal government are used. The course of action for these events usually starts with first responders arriving at the scene. These first responders belong to local government agencies such as fire or police services. State resources, such as the National Guard or, if crimes have been committed, the Federal Bureau of Investigation (FBI), will be involved. Depending on the type of occurrence, federal agencies, such as the Federal Emergency Management Agency (FEMA) or the National Transportation Safety Board (NTSB), will initiate recovery or investigative services (Federal Highway Administration [FHWA], n.d.). The intergovernmental support structure seems to work smoothly when clear policies and practices are in place and when public leaders collaborate continuously before, during, and after catastrophic events occur.

Summary

The term federalism is synonymous with intergovernmental reinvention because government needs to be in a process-improvement mode. The ever-changing landscape of the citizenry affects the governing functions of local, state, and federal roles. Examples of why this occurs can be observed by the changes of citizen diversity, population increases, and the ever-changing economic variables that occur in local and state regions in the United States. Technologies also evolve to accommodate government needs, and such technologies allow different government levels to share and exchange information and services. The United States is comprised of many jurisdictions, which make thousands of decisions each day and are all looking to improve capabilities and relationships between government entities. Perhaps government agencies are attempting to imitate the pace of for-profit business practices. However, some caution requires a wait-and-see perspective because a change in government requires more coordination, more collaboration, and an obligation to spend citizens' hard-earned tax disbursements in a prudent fashion.

References

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U.S. Const. amend. X

U.S. Const. art. I, § 8

U.S. Const. art. I, § 9

Zwerdling, D., & Sullivan, L. (2005, September 9). Katrina: What went wrong? Retrieved from <https://www.npr.org/templates/story/story.php?storyId=4839943>

Suggested Unit Resources

In order to access the following resource, click the link below.

The key focus in Unit III is the importance of key intergovernmental relationships. Gaining respect from integral stakeholders is important in developing trust between public agencies. The short video segment below references a past reflection; Michael Dukakis believes energy, commitment, vision, and communication are important qualities in public leadership.

Holk B., & Lassenius, B. (Producers). (2011). *Characteristics of a good public leader* (Segment 6 of 8) [Video file]. Retrieved from <https://libraryresources.columbiasouthern.edu/login?auth=CAS&url=http://fod.infobase.com/PortalPlayslists.aspx?wID=273866&xtid=48948&luid=149374>

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