

FINAL REPORT



1 General Information

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Project title: (EN) Local governments in crisis mode (KoViK)
(DE) Kommunalverwaltungen im Krisenmodus (KoViK)

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2 Summary

EN: The KoViK project examined the special role of municipal administrations within the complex network of crisis management (CM) during the COVID-19 pandemic in Germany. The pandemic presented a particular challenge for CM, characterized by its long duration, high dynamics, and the simultaneous impacts on all areas of society. Local administrations held a key position as they were responsible for the practical implementation and enforcement of measures decided by federal and state governments. They functioned as a direct interface with citizens and had to translate often abstract requirements into concrete action directives.

Methodologically, the project relied on a multi-method approach: In addition to comprehensive document analysis and media content analysis, empirical data collection was conducted through qualitative interviews with relevant actors in municipal CM. This enabled detailed insights into the practices and challenges of local CM.

A significant aspect of KoViK was the intensive exchange with local actors. The insights gained were prepared in the form of a case study that provides practical insights into the preparation, management, and follow-up evaluation of CM at the municipal level. These results were discussed and validated with the participating actors in workshops.

Scientifically, KoViK delivered three central findings: First, the fundamental importance of administration for effective CM was elaborated. Second, it analyzed how municipal administrations managed their dual role as crisis managers and institutions affected by the crisis. Third, the role of civil society in CM was examined and it was shown how this was considered during the COVID-19 pandemic.

The project's results contribute to a better understanding of municipal CM and provide important insights for managing future crises. They emphasize the necessity of making municipal administrative structures crisis-proof and strengthening cooperation between different administrative levels, as well as with civil society.

DE: Das Forschungsprojekt KoViK untersuchte im komplexen Geflecht des Krisenmanagements während der COVID-19-Pandemie in Deutschland die besondere Rolle der kommunalen Verwaltungen. Die Pandemie stellte dabei eine besondere Herausforderung für das Krisenmanagement dar, gekennzeichnet durch ihre lange Dauer, hohe Dynamik und die gleichzeitige Betroffenheit aller gesellschaftlichen Bereiche. Die Lokalverwaltungen nahmen eine Schlüsselposition ein, da sie für die praktische Umsetzung und Durchsetzung der von Bund und Ländern beschlossenen Maßnahmen verantwortlich waren. Sie fungierten als direkte Schnittstelle zu den Bürgerinnen und Bürgern und mussten die oft abstrakten Vorgaben in konkrete Handlungsanweisungen übersetzen.

Methodisch stützte sich KoViK auf einen Multi-Methoden-Ansatz: Neben einer umfassenden Dokumentenanalyse und Medieninhaltsanalyse wurde eine empirische Datenerhebung mittels qualitativer Interviews mit relevanten Akteuren des kommunalen Krisenmanagements durchgeführt. Dies ermöglichte einen detaillierten Einblick in die Praktiken und Herausforderungen des lokalen Krisenmanagements.

Ein wesentlicher Aspekt von KoViK war der intensive Austausch mit den lokalen Akteuren. Die gewonnenen Erkenntnisse wurden in Form einer Fallstudie aufbereitet, die praktische Einblicke in die Vorbereitung, Bewältigung und Nachbereitung des Krisenmanagements auf kommunaler Ebene liefern. In Workshops wurden diese Ergebnisse mit den beteiligten Akteuren diskutiert und validiert.

Wissenschaftlich lieferte das Projekt drei zentrale Erkenntnisse: Erstens wurde die fundamentale Bedeutung der Verwaltung für ein effektives Krisenmanagement herausgearbeitet. Zweitens wurde analysiert, wie Kommunalverwaltungen ihre Doppelrolle als Krisenmanager und gleichzeitig von der Krise betroffene Institution bewältigten. Drittens wurde die Rolle der Zivilgesellschaft im Krisenmanagement untersucht und aufgezeigt, wie diese während der COVID-19-Pandemie berücksichtigt wurde.

Die Ergebnisse tragen zum besseren Verständnis kommunalen Krisenmanagements bei und liefern wichtige Erkenntnisse für die Bewältigung zukünftiger Krisen. Sie betonen die Notwendigkeit, kommunale Verwaltungsstrukturen krisenfest zu gestalten und die Zusammenarbeit zwischen verschiedenen Verwaltungsebenen sowie mit der Zivilgesellschaft zu stärken.

3 Progress Report

3.1 Introduction / Overview

During the COVID-19 pandemic, municipalities found themselves at the forefront of crisis response, operating in conditions of extreme uncertainty and under unprecedented public scrutiny. As the tier of government closest to citizens, local administrations were charged with implementing federal and state directives – coordinating contact tracing, securing protective equipment, maintaining essential public services, and managing risk communication – while preserving day-to-day operations. This dual responsibility underscored both their critical role and the complexity of their mandate.

In Germany's dual-staff framework, operational-tactical teams – composed of established emergency services such as fire brigades, police, technical relief units, and others – are regularly associated with the “real” crisis work. Their working environment is characterized by regular training and crisis practice. But COVID-19, like other recent crises (e.g., energy supply shortage, refugee situation 2015/16), was primarily handled by administrative crisis staffs

gathering representatives from diverse municipal departments to coordinate pandemic-specific tasks. During COVID-19, these administrative teams took the lead in coordinating public health efforts and shaping and delivering clear messages to the population.

Before the start of KoViK, their internal workings, decision-making processes, and interdepartmental communication strategies had largely escaped academic scrutiny, even if strengthening crisis resilience at the local level is essential and part of international agendas like the Sendai Framework for Disaster Risk Reduction or the UN's "Making Cities Resilient" campaign. It was KoViK's goal to analyze on how administrations operate during crises, how they view themselves as crisis actors, and how others perceive them.

3.2 Background and Objectives

The COVID-19 pandemic created an unprecedented global crisis that posed enormous challenges to all social systems. This reality is particularly relevant for actors tasked with CM responsibilities. Such situations place extraordinary demands on all stakeholders involved in CM, subjecting them to intense (time) pressure to act decisively and effectively under the condition of limited resources (Hustedt 2019).

Municipal administrations at the direct interface with citizens are especially significant. CM measures implemented at this level have immediate impacts on the population requiring communicative support. A fundamental challenge in administrative CM is that "effective crisis management is at odds with effective reform strategies, for example, effective crisis management often means bypassing routine procedures of policy making for accelerated decision-making" (Boin & 't Hart 2003, 550).

At the research proposal time, scientific literature on public administration CM, particularly municipal level, was scarce. Few studies addressed administrative CM: "disasters and manifest crises are rarely investigated" from public administration perspectives, despite authorities' central role (Hustedt 2019: 183). Existing research lacked differentiation between administrative levels and addressed CM superficially, with municipal CM team responsibilities remaining undefined (Neumann 2020). However, municipal CM research projects like HybOrg and PanReflex had emerged (Mende et al. 2021; Pöhler et al. 2020a & b) at the same time as the KoViK project.

This research gap provided the starting point for the KoViK project, which defined specific interconnected objectives to enhance understanding of municipal CM during COVID-19.

The first aim was to systematically identify and compare various CM approaches employed by administrations. Building on this foundation, the project sought to document and analyze official municipal CM frameworks that were actively implemented during the COVID-19 pan-

demic. The project also conducted detailed comparative analysis of the technical systems, organizational structures, and social dynamics within local administrative CM teams. This included identifying strengths, weaknesses, and opportunities for adaptation. Beyond the administrative perspective, the project explored stakeholder perceptions, particularly focusing on how other security organizations and the general population viewed municipal CM efforts. The culminating objective was to leverage these multifaceted findings to propose improvements for municipal CM, which were then evaluated by administrative staff from participating municipalities, to ensure their practical relevance and implementation potential.

3.3 Results

KoViK delivered four principal scientific contributions to the understanding of municipal CM:

- (1) The research highlights the central role of municipal administrations and shows how vague legal frameworks lead to diverse local CM practices. It reveals a gap between formal regulations and practical needs.
- (2) The study examines how municipalities act both as crisis managers and as affected institutions, underlining the tensions they face in coordinating responses while being directly impacted by crises themselves ("dual role").
- (3) The analysis shows how civil society actors were integrated into local strategies during COVID-19, offering insights into non-governmental contributions to local crisis response.
- (4) The project fostered lasting dialogue with municipal and academic stakeholders, enabling shared reflection and ensuring the transfer of findings to both practice and research.

Re 1) Work Package (WP) 1 involved desktop research combining scientific literature review with analysis of official municipal documents in North Rhine-Westphalia (NRW). The document analysis examined administrative materials including state-level disaster protection laws, municipal pandemic plans, and relevant ordinances, focusing on structures, processes, and CM phases. WP 2 complemented this with media content analysis identifying municipal CM practices during the pandemic. Results, presented in Schulte et al. (2024a), showed CM is rarely mentioned in state legislation, with few states defining CM or crisis concepts. This ambiguity is compounded by unclear distinctions between disaster management and CM. State laws reference disaster protection more commonly, mentioning crisis teams but providing limited detail. Some decrees describe specialized CM forms but focus predominantly on response measures rather than preparedness or recovery.

Media content analysis assessed local media coverage of administrative roles and CM strategies. While regulations like mask mandates were introduced federally, local administrations handled adaptation and enforcement. Analysis revealed "crisis management" was not promi-

nent in media coverage, which instead emphasized immediate impacts and operational challenges like staffing and digitalization.

Re 2) Building on WP 2, the project conducted expert interviews with municipal CM professionals to examine technical, organizational, and social structures of CM across various municipal administrations. The study analyzed collaboration with higher administrative levels and assessed municipal strategies along the CM phases of "preparation," "response," and "recovery", published as a case study (Schulte et al. 2024b).

The analysis showed that crises emerge when departmental resources and competencies prove insufficient to manage situations effectively, requiring alternative organizational forms and decision-making structures. Within this context, crises represent situations requiring CM implementation to restore conditions to administratively controllable parameters. To deal with these crises, CM is necessary. Interestingly, the experts equated CM with convening crisis teams – legally recognized, action-oriented units enabling cross-departmental collaboration during exceptional events (Schulte et al. 2024b).

However, this understanding poses two key challenges:

- (1) CM became heavily focused on the response phase, with limited investment in preparation or recovery. During COVID-19, administrations had to manage the crisis while being directly affected themselves (Schütte et al. 2023; Schulte et al. 2024c). Personnel shortages and digitalization gaps led to reactive strategies, exposing preparedness deficits.
- (2) Cooperation with higher-level authorities revealed systemic issues. Communication was largely top-down, with limited feedback loops. Ministries issued directives with short timelines, leaving little local adaptation time. This impaired municipal responsiveness and exposed structural coordination weaknesses in intergovernmental coordination.

Re 3) The project adjusted its initially planned focus on public perceptions and examined how civil society was integrated into CM – not just as recipient of measures, but as potential contributor to crisis response. In Schütte et al. (2024) we explore the barriers and opportunities in cooperation between administrations and civil society, based on empirical project data. Findings show that local administrations must be open and accessible to enable collaboration. Key factors include clear communication, ongoing information sharing, and attention to population diversity in crisis planning. Equally important is the organizational integration of supportive civilian actors. This requires knowing who is active locally and holding coordination meetings. Involving both new and established volunteer groups support sustained cooperation beyond the immediate crisis. Overall, the study underscores the need to view citizens as active partners in CM. Realizing this potential depends on inclusive administrative frameworks designed to engage and mobilize civil society effectively during emergencies.

Re 4) WP 5 evaluated practiced CM approaches through workshops with local CM actors in NRW and with external crisis management training experts.

Results show embedding CM within administrations structurally is essential, as pandemic approaches were insufficiently prepared and reactive. Structural integration requires understanding CM as cross-cutting responsibility and awareness of organizational vulnerabilities and administrative impact on populations. A future-oriented perspective for structural change includes the integration of CM topics in administrative education programs.

The project also made it possible not only to discuss the results with practitioners, but also to develop them further through academic exchange. Sustainable cooperation emerged with Swedish institutions through the NEEDS conference, with ongoing collaboration planned including joint publications and projects. For example, the Swedish-German team currently organizes a Special Session on the resilience of local authorities at the ICRS 2026 and will be editing a special issue on this topic in the European Journal for Security Research.

The sustainable integration of this research area is also evidenced by the successful acquisition of two additional research projects focusing on crisis team operations in administrations and municipal administrative resilience, both initiated based on KoViK project results. This demonstrates the project's capacity to generate lasting research impact and establish continuing research programs in municipal CM.

3.4 Deviations

Over an extended period, KoViK, which focused on COVID-19, was conducted under pandemic conditions. Consequently, working differed from previous research endeavours, as social distancing and travel restrictions affected everyday workflows. The project team managed this situation effectively because COVID-19 protocols had been adopted before the project began and were no longer novel. Moreover, team members already knew one another from prior collaborations. During this phase, team meetings and stakeholder communications were conducted primarily online. Therefore, for the most part, the project went according to plan. Some deviations occurred as listed below (for detailed information, please refer to sec. 5.2):

- Interviews were delayed due to limited availability of crisis managers during a crisis;
- The interview target group was expanded to include experts from the field of crisis management training and further education for municipal crisis teams.

3.5 Quality-enhancing measures

A critical review of the project's progress by CM experts was invaluable for ensuring quality:

- The research team engaged with interested stakeholders early on, presenting initial hypotheses and findings from preliminary desktop research.
- The principal investigator is a long-term member and co-chair of the “Forum Stabsarbeit”, a network of researchers and practitioners from across Germany dedicated to documenting and improving the operations of crisis-management staffs. This proximity made it easy for the project team to seek advice or guidance at several points.
- By including not only municipal crisis managers but also six experts with national and international CM expertise in the empirical investigation, the project was able to incorporate important supplementary perspectives into its data.
- The project team sought international benchmarking by presenting findings at conferences such as ISCRAM and NEEDS. KoViK’s two presentations at the NEEDS conference fostered a deep collaboration between our unit and a research team from Mid Sweden University, who are likewise studying local pandemic CM in their country.
- A final evaluation workshop with the project’s stakeholder network was useful to validate the results through a concentrated mix of theoretical insights and practical experience.

3.6 Handling of research data

In KoViK, a variety of data were collected and analyzed. This included (a) publicly available material like media content and CM documents released by local governments; (b) documents provided to the project team by associated partners; and (c) empirical data obtained through expert interviews and workshops. To maximize accessibility and encourage further use, KoViK has published its findings via Open Access journals and on the institute’s website – and continues to do so. All personally identifiable primary data, particularly the interviewees’ personal details, were handled confidentially in accordance with the EU General Data Protection Regulation. Data collection adhered to the principle of data minimization, gathering only information appropriate and strictly necessary for analysis. The data were retained only as long as required, then pseudonymized and stored on the organization’s secure IT infrastructure. Finally, confidentiality requirements in the field of public safety necessitated treating some information as background knowledge subject to dissemination restrictions.

3.7 Open Access research data

The project team applied media-content analysis, document analysis, and expert interviews to explore municipal CM during COVID-19. While the empirical interview data remain confidential and are not openly published – due to the difficulty of fully anonymizing location-specific and highly specialized stakeholder information in the sensitive field of security re-

search – other research outputs have been made freely accessible. The detailed case study is available without restriction, and six of the ten project publications have been released under Open Access licenses. This approach balances the imperative for transparency and broad dissemination with the ethical and legal obligations to protect interviewees' privacy.

3.8 Scientific events / Science communication

Participation in Scientific Events (Including Names of Presenters)

- Schönefeld, M. (2022, November 3). *Advancing municipal crisis governance by understanding organizational logics*. University of Copenhagen. NEEDS 2022, Copenhagen.
- Schönefeld, M. (2024, May 30). *Critical infrastructure and crisis-affected actor? Investigating the double role of municipal administrations*. University of Nebraska. 20th ISCRAM Conference, Omaha.
- Schütte, P. M. (2025, May 22). *Kommunales Krisenmanagement – Wissenschaftliche Erkenntnisse zum Füllen von Lücken. Beitrag zum Webinar „Auf dem Weg zur resilienten Kommune: Stabsarbeit im Krisenmanagement – flexible Ansätze zur Stärkung der Krisenresilienz in Verwaltungen“ des Projekts PanReflex*. Deutsch-Europäisches Forum für Urbane Sicherheit e.V., online.
- Schütte, P. M., & Bach, S. (2023, October 6). *Practice makes perfect? Discussion of developments in crisis management in German public administrations based on examples from a literature review and empirics*. ECREA Crisis7 Conference, Göteborg.
- Schütte, P. M., & Schulte, Y. (2022, November 3). *Public Administration in Germany – Is there some kind of “hot” organization?* University of Copenhagen. NEEDS 2022, Copenhagen.
- Schütte, P. M., Schulte, Y., Schönefeld, M., & Bach, S. (February 2024 and October 2024). *Swedish-German collaboration meetings on local crisis management between Mid Sweden University in Östersund and the University of Wuppertal, Östersund and Wuppertal*.
- Schulte, Y. (2024, May 29). *Crisis Response and Management of Public Administrations: Forgotten Tales*. Institute of the Fire Brigade NRW. 21st ISCRAM Conference, Münster
- Schulte, Y. (2025, February 6). *Kommunales Krisenmanagement: Empirische Suche nach Definitions- und Deutungsmustern unter Krisenstabsleitungen und -mitgliedern*. Bundesamt für Bevölkerungsschutz und Katastrophenhilfe (BBK). Fachkongress "Forschung für den Bevölkerungsschutz", Bonn.
- Schulte, Y., & Schönefeld, M. (2022, October 13). *Kommunalverwaltungen in der SARS-CoV-2-Pandemie – Thesen, Ansätze und Eindrücke aus dem Forschungsprojekt „Kommunalverwaltungen im Krisenmodus (KoViK)“*. Disaster Competence Network Austria. Disaster Research Days 2022, Innsbruck.
- Schulte, Y., Schütte, P. M., & Schönefeld, M. (2023, January 13). *Kommunales Krisenmanagement in der Doppelrolle. Forschungsprojekt "Kommunalverwaltungen im Krisenmodus" (KoViK)*. Bundesamt für Bevölkerungsschutz und Katastrophenhilfe (BBK). Fachkongress "Forschung für den Bevölkerungsschutz", Bonn.

Scientific Communication (Including Names of Presenters)

- Schütte, P. M. (2023, October 24). *Öffentliche Verwaltungen im (dauerhaften) Krisenmodus – Eindrücke aus der Sicherheitsforschung*. Forum „Kommunale Katastrophenvorsorge und Krisenkommunikation“, Potsdam.
- Schütte, P. M. (2023, May 9). *Kommunales Krisenmanagement unter der Lupe. Austausch über aktuelle Entwicklungen im Bevölkerungsschutz*. Düsseldorf. Ministerium des Innern des Landes Nordrhein-Westfalen.
- Schütte, P. M. (2023, November 18). *Konferenz zur Zivil-Militärischen Zusammenarbeit*. KVK Vorpommern-Rügen. 3. Konferenz zur zivil-militärischen Zusammenarbeit, Rügen.
- Schütte, P. M. (2025, June 5). *Nach der Krise ist vor der Krise – Erkenntnisse aus der Forschung zum Krisenmanagement öffentlicher Verwaltungen*. Congress und Presse. Forum „Kommunale Katastrophenvorsorge und Krisenkommunikation“, Ulm.
- Schulte, Y. (2023, September 4). *Exhibition stand at "Bürgermeister*innenkongress"*. Behörden Spiegel, Münster.
- Schulte, Y. (2024, October 31). *Öffentliche Verwaltungen im (dauerhaften) Krisenmodus*. Internationales Zentrum für Ethik in den Wissenschaften (IZEW) und Fachgebiet Bevölkerungsschutz, Katastrophenhilfe und Objektsicherheit (BUK). Online-Vortragsreihe „Bevölkerungsschutz der Zukunft“.

3.9 Bibliography¹

- Boin, A., & Hart, P. (2003). Public Leadership in Times of Crisis: Mission Impossible? *Public Administration Review*, 63(5), 544–553. <https://doi.org/10.1111/1540-6210.00318>

¹ Note: own publications used for the presentation of results in section 3.3 can be found in the literature references in section 4.

- Hustedt, T. (2019). Verwaltung und der Umgang mit Krisen und Katastrophen. In S. Veit, C. Reichard, & G. Wewer (Eds.), *Handbuch zur Verwaltungsreform* (pp. 181–190). Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-21563-7_17
- Mende, L.; Scharte, B.; Wiese, L.; Lenz, A.; Roth, F.; Seibel, W.; Eckhard, S. (2021): Freiwillige in der Krise erfolgreich(er) einbinden: Handlungsempfehlungen für die lokale Verwaltung. HybOrg Praxispapier, Zürich.
- Neumann, T. (2020): Handlungs(un)fähig? Kommunale Gemeindeorgane in einer Ausnahmesituation. In: JuWissBlog 41. <https://juwiss.de/41-2020/>.
- Pöhler, J.; Bauer, M. W.; Schomaker, R. M.; Ruf, V. (2020a): Kommunale Herausforderungen während der COVID-19-Pandemie. In: WITI-BERICHTE Nr. 2. Deutsche Universität für Verwaltungswissenschaften, Speyer.
- Pöhler, J.; Ruf, V.; Schomaker, R. M.; Bauer M. W. (2020b): Wie krisenfest ist die deutsche Kommunalverwaltung? Erkenntnis aus einer deutschlandweiten Befragung von Kreis-, Gemeinde- und Stadtverwaltungen. Working Paper No. 15. Chair of Comparative Public Administration and Policy-Analysis, Speyer.

4 Published Project Results

4.1 Publications with scientific quality assurance

- Schönefeld, M., Schütte, P. M., Schulte, Y., & Fiedrich, F. (2023). Critical Infrastructure and Crisis Affected Actor? Investigating the Double Role of Municipal Administrations. In J. Radianti, I. M. Dokas, N. LaLone, & D. Khazanchi (Chairs), *ISCRAM*. Symposium conducted at the meeting of University of Nebraska at Omaha (USA), Omaha, Nebraska. https://idl.iscrum.org/files/schoenefeld/2023/2509_Schoenefeld_et al2023.pdf 
- Schütte, P., & Bach, S. (2024). In Search of a Modus Operandi for Evaluation: Developing a Mixed-Methods Approach for Crisis Team Exercises. *European Journal for Security Research*, 9(1-2), 33–55. <https://doi.org/10.1007/s41125-024-00100-1> 
- Schütte, P. M., Schulte, Y., Schönefeld, M., & Fiedrich, F. (2024). Öffentliche Verwaltungen und Zivilgesellschaft: Herausforderungen der Zusammenarbeit in Krisensituationen. *Voluntaris*, 12(1), 11–24. <https://doi.org/10.5771/2196-3886-2024-1-11>
- Schulte, Y., Schönefeld, M., Schütte, P. M., & Fiedrich, F. (2024a). Crisis Response and Management of Public Administrations: Forgotten Tales. In B. Penkert, B. Hellingrath, M. Rode, A. Widera, M. Middelhoff, K. Boersma, & M. Kalthöner (Chairs), *ISCRAM*, Münster, Germany. <https://doi.org/10.59297/sy8m4m45> 
- Schulte, Y., Schütte, P. M., Schönefeld, M., & Fiedrich, F. (2022). Kommunalverwaltungen in der SARS-CoV-2-Pandemie – Thesen, Ansätze und Eindrücke aus dem Forschungsprojekt „Kommunalverwaltungen im Krisenmodus (KoViK)“. In A. Desvars-Larrive, R. Galler, A. Gaszón, H. Habersack, B. Juen, E.-M. Kern, . . . C. Zangerl (Chairs), *Disaster Research Days 2022*. Symposium conducted at the meeting of Disaster Competence Network Austria, Innsbruck, Austria, pp. 14–16. https://dcna.at/files/tao/img/veranstaltungen/drd22/2022-11%20Konferenzband_DRD22.pdf 

Under Review (submitted article included as appendix to this report)

- Schütte, P. M., Schulte, Y., Schönefeld, M., Schmitt, A., & Fiedrich, F. (under Review). Making sense of crisis management – empirical findings from German local authorities, *Journal of Public Affairs*

4.2 Other publications and published results

- Schütte, P. M., Schulte, Y., & Schönefeld, M. (2023). Öffentliche Verwaltungen im Krisenmodus: Herausforderungen durch eine Doppelrolle. *Transforming Cities*, 8(01), 74–77.
- Schulte, Y., Schönefeld, M., Schütte, P. M., Schmitt, A., & Fiedrich, F. (2024b). *Kommunalverwaltungen im Krisenmodus: Fallstudienbericht*. Fachgebiet Bevölkerungsschutz, Katastrophenhilfe und Objektsicherheit. https://kovik.uni-wuppertal.de/fileadmin/site/kovik/daten/Fallstudie_Kommunalverwaltungen-im-Krisenmodus.pdf 
- Schulte, Y., Schönefeld, M., Schütte, P. M., & Fiedrich, F. (2022). Herausforderungen des Krisenmanagements für öffentliche Verwaltungen. In A. H. Karsten & S. Voßschmidt (Eds.), *Resilienz und Pandemie: Handlungsempfehlungen anhand erster Erfahrungen mit Covid-19* (1. Aufl., pp. 130–137). Verlag W. Kohlhammer.
- Schulte, Y., Schütte, P. M., & Schönefeld, M. (2024c). KoViK – kommunales Krisenmanagement in der Doppelrolle. In Bundesamt für Bevölkerungsschutz und Katastrophenhilfe, *Forschung für den Bevölkerungsschutz: Fachkongress vom 12.-14. Januar 2023*. https://www.bbk.bund.de/SharedDocs/Downloads/DE/Mediathek/Publikationen/FiB/kongressband-I.pdf?__blob=publicationFile&v=5 
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4.3 Patents (applied for and granted)

Not applicable.