

Leadership and Responsibility for Long-Term Hurricane Resilience: Stakeholder Perceptions in the Port of Providence

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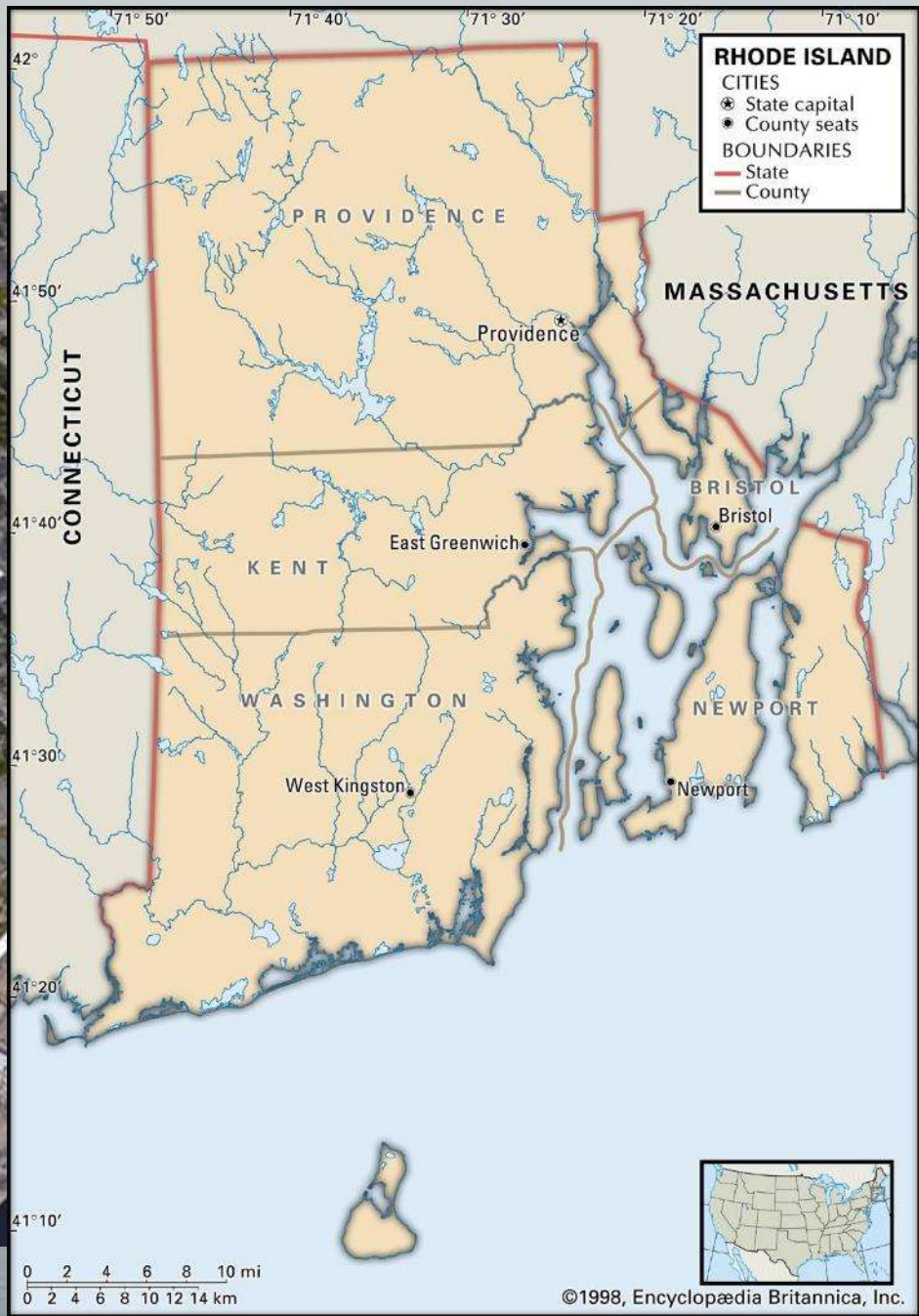
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Overview

1. The Port of Providence: A complex place
2. *Hurricane Resilience: Port of Providence*
 - Process and objectives
 - Interview and Workshop Results
3. Leadership: Importance, functions, and structures
4. Port stakeholder perceptions of leadership responsibility and structures



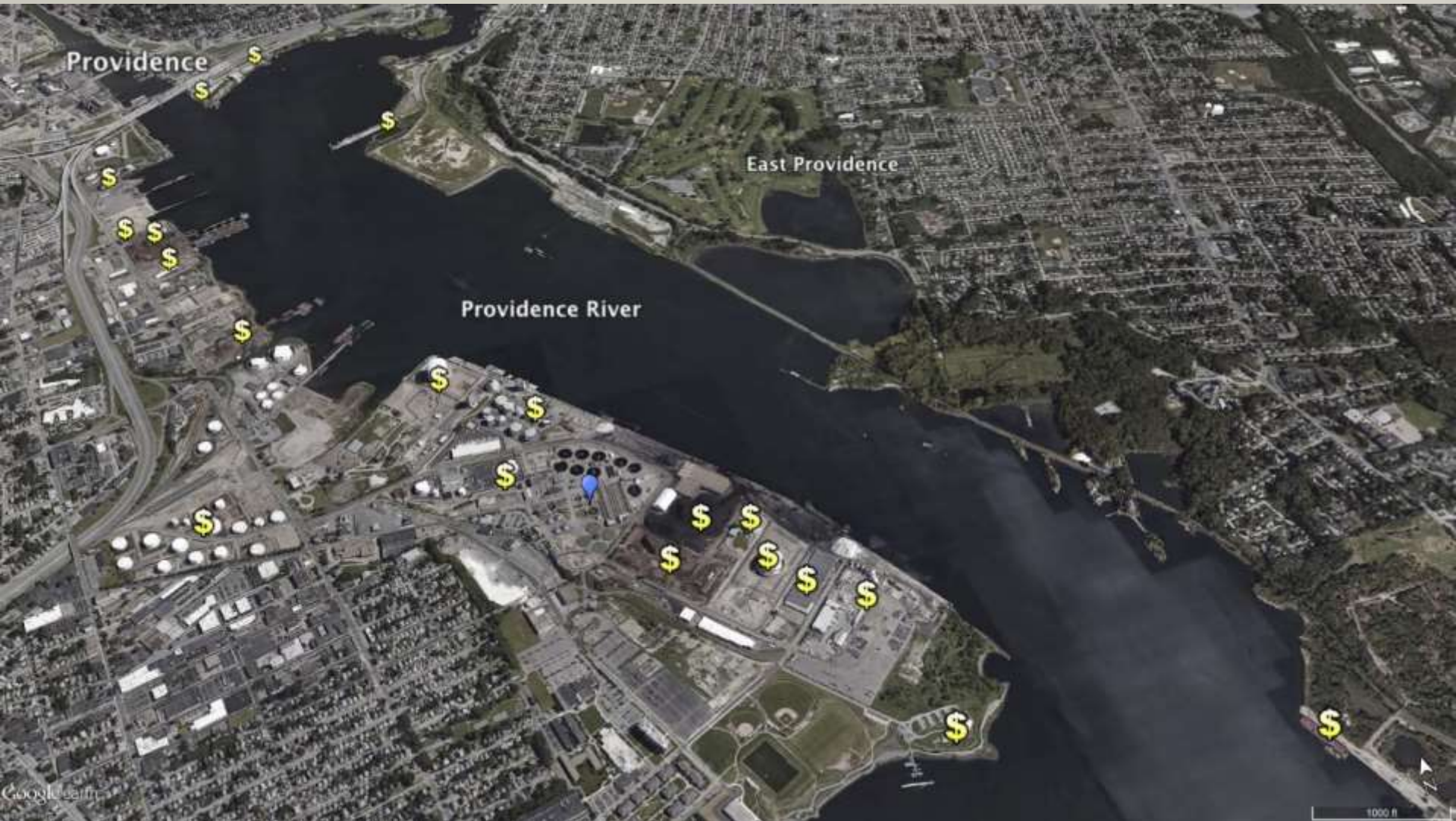
Google earth

Providence

West Providence

1000 ft

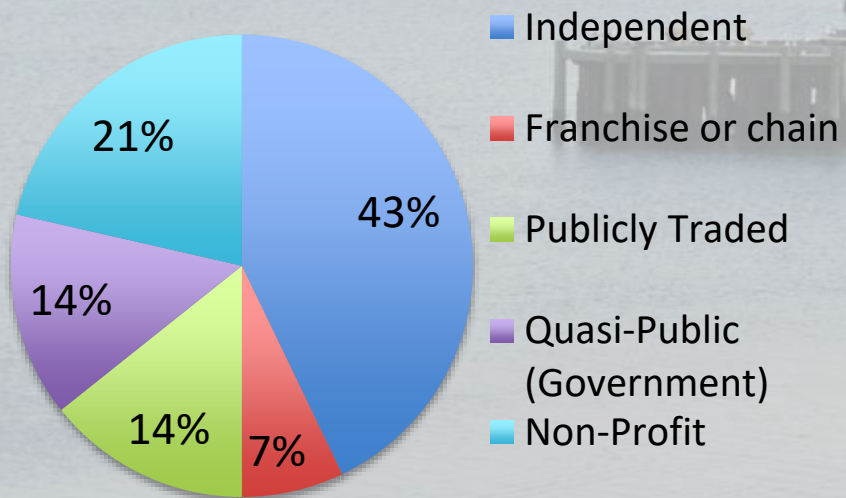
Stakeholders: Business, Government, and Others



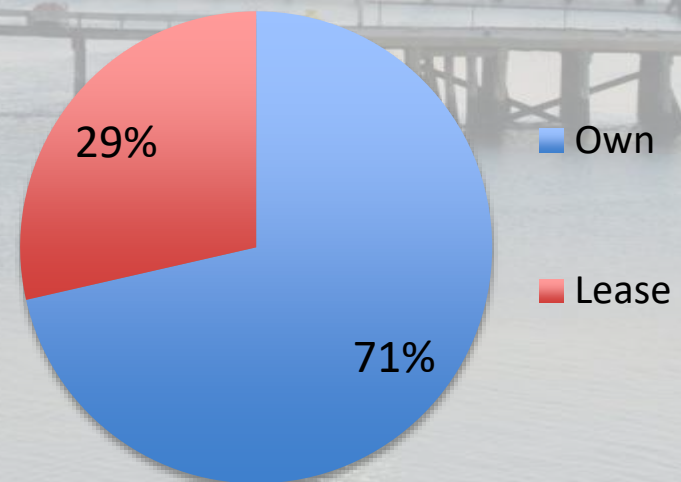
Port Stakeholders: Business, Government, and others

- ~30 private businesses
- 4 Advocacy/Education/Non-profits
- ~10 government agencies (local, state, federal)
- 2 Public Utilities (Narragansett Bay Commission, National Grid)

Management Structure



Property Status



Port Stakeholders: Business, Government, and others



Hurricane Resilience: Long-range planning for the port of Providence

- Pilot program
- Begin a dialog with port stakeholders
 - bring people together
- Develop tools:
 - Visualization Tools
 - Decision Tools
- Discuss resilience strategies and goals
 - Concepts: Relocate, Accommodate, Protect
- Report to inform RIDOT and future research.

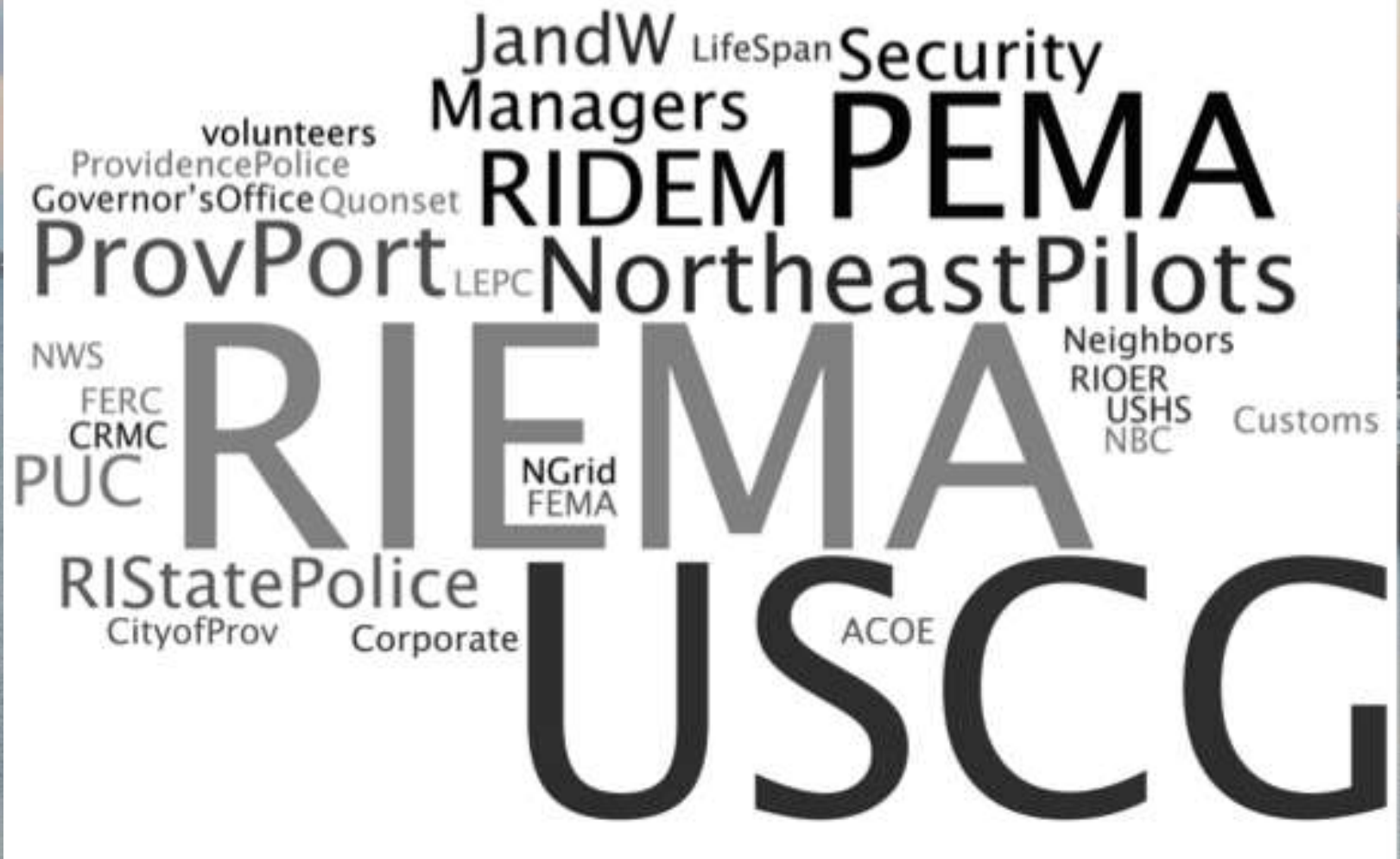
Process

- Initial interview – get to know the port
- Workshop – discuss vulnerability and resilience
- Follow-up survey – perceptions of leadership



Results from initial interview and workshop influenced the development of research on perceptions of leadership.

Initial Interview Results

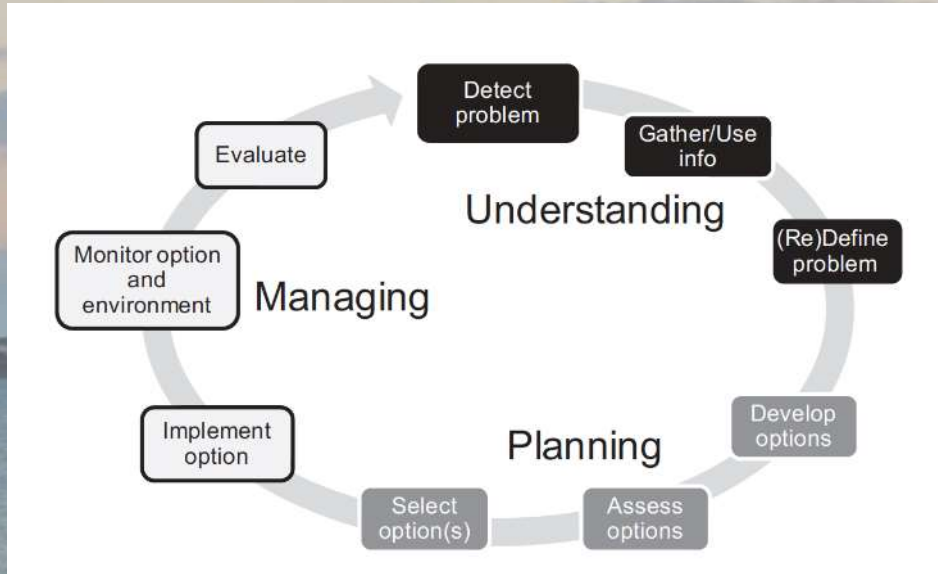


Workshop Results

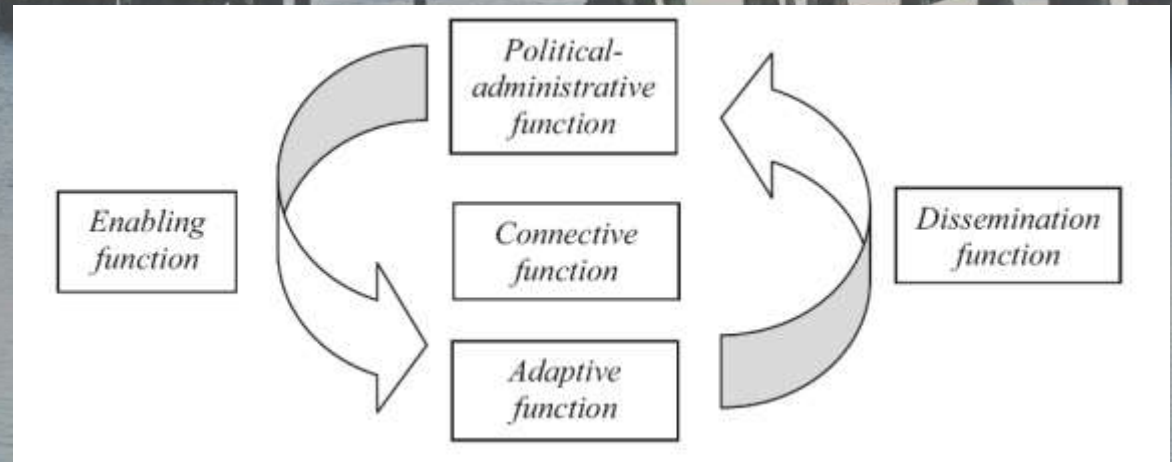
- No long-term plan for major hurricane events
- No clear “champion” [leader] (gov’t or private)
 - “someone” should be doing “something”

This suggests a gap:
Who should be doing something?

The Functions of Leadership



Moser & Ekstrom (2010)



Stiller & Meijerink (2015)

Leadership structures

- It is the form an organization of people take to facilitate leadership functions
- Examples (from academic literature):
 - Regional [Planning] councils
 - Planning offices
 - Port Authorities
 - Government Agencies
 - Individuals
 - Public-Private Collaborations

Workshop/Research suggests:

The structure of leadership at the port of Providence is not adequate to support long-term planning

Leadership functions are not being completed; inhibiting long-term planning

Research Questions:

- Who is responsible for leading the port of Providence in long-term resilience planning?
- What type of leadership structure would be supported in the port of Providence?
- What would incentivize these structures to be formed? What would incentives leaders to lead?

Stakeholder based approach

- Reason:
 - All of these stakeholders can be leaders
 - Stakeholders choose to support leaders
- Survey:
 - Who? What?
- Follow-up - Ask the “who”
 - What would motivate leaders?

Expected Outcomes

- Information to decision-makers and/or future researchers:
 - How should they form a long-term planning group?
- Provide methods:
 - Used in similar communities that lack leadership structures
- Develop a model that explains possible incentives/motivations of leadership

Research Team

Leads

Evan Matthews, Port of Davisville, Chair of Steering Committee

Dr. Austin Becker, URI, Project co-lead

Dr. Rick Burroughs, URI, Project co-lead

Dr. John Haymaker, Area Research, Wecision lead

Mark Amaral, Lighthouse Consulting, Workshop Facilitator

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Thank you! Questions?

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<http://www.portofprovidenceresilience.org/>

References:

Measham, T. G., Preston, B. L., Smith, T. F., Brooke, C., Gorddard, R., Withycombe, G., & Morrison, C. (2011). Adapting to climate change through local municipal planning: barriers and challenges. *Mitigation and Adaptation Strategies for Global Change*, 16(8), 889–909.
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Moser, S. C., & Ekstrom, J. A. (2010). A framework to diagnose barriers to climate change adaptation. *Proceedings of the National Academy of Sciences*, 107(51), 22026–22031.
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