



Good Intentions, Bad Results

Interactive Exercise on Community Relations and Port Development

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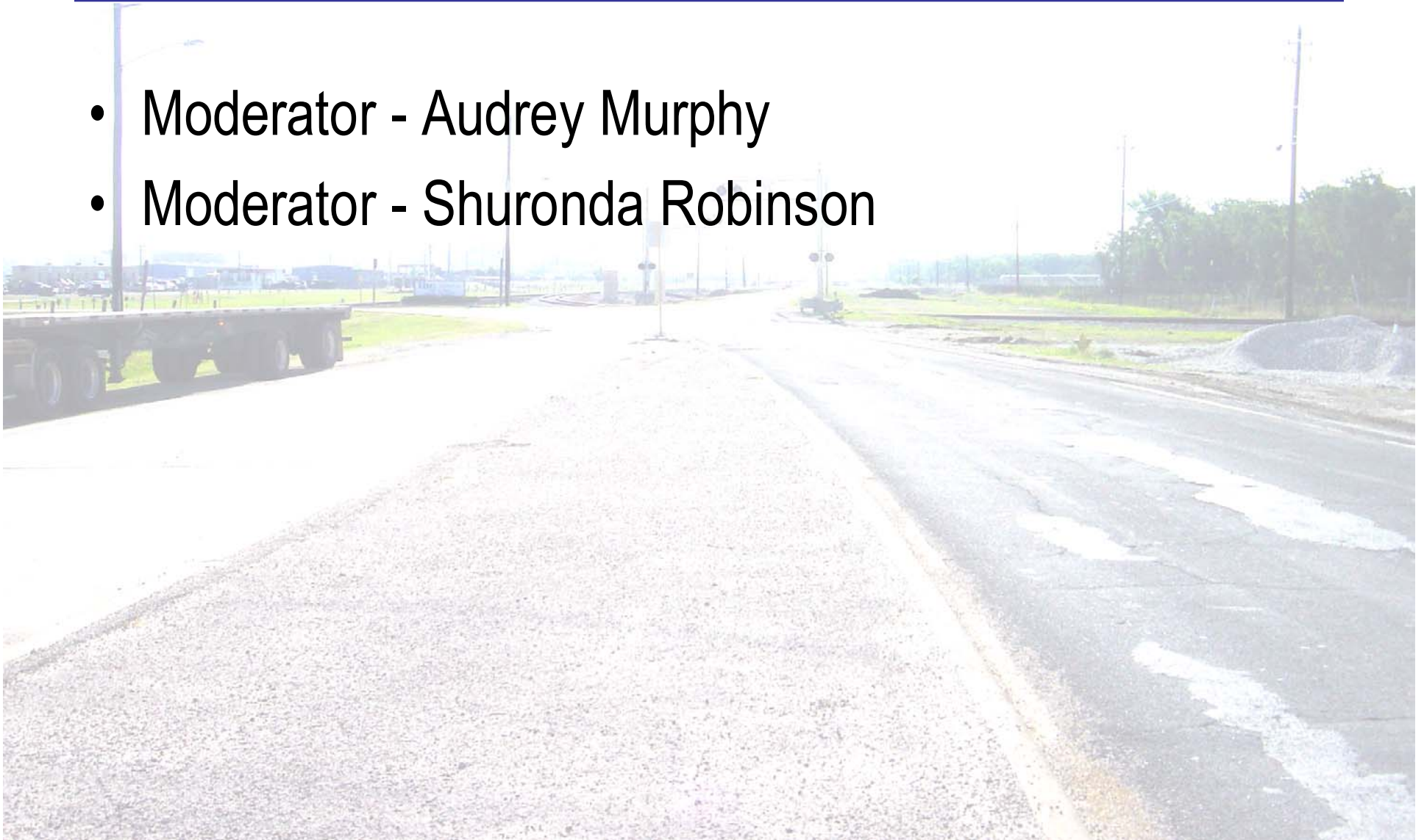
HNTB

AGENDA

- Welcome/Introduction
- Goals for Workshop
- Overview
 - *Project Facts, Map, and Video Clips*
- Day 1 - 30 Activities
- Lessons Learned
- Q & A

Welcome/Introduction

- Moderator - Audrey Murphy
- Moderator - Shuronda Robinson



Welcome/Introduction

The Port Authority Executive Team

- Port Executive Director - Argentina James
- Port General Counsel – Byron Miller
- Port Public Relations Director - Patricia Cardenas
- Port Chief Financial Officer – Steven Macias
- Port Environmental Director - Rod Koon

Welcome/Introduction

Port Authority Stakeholders

- Environmentalists – Judith Adams
- Homeowners - Ellen Kennedy
- Business Owners – Marie Wise
- Port Advocate - Andy Fobes
- Newspaper Reporter – Nelson Holmberg

Goals for Workshop

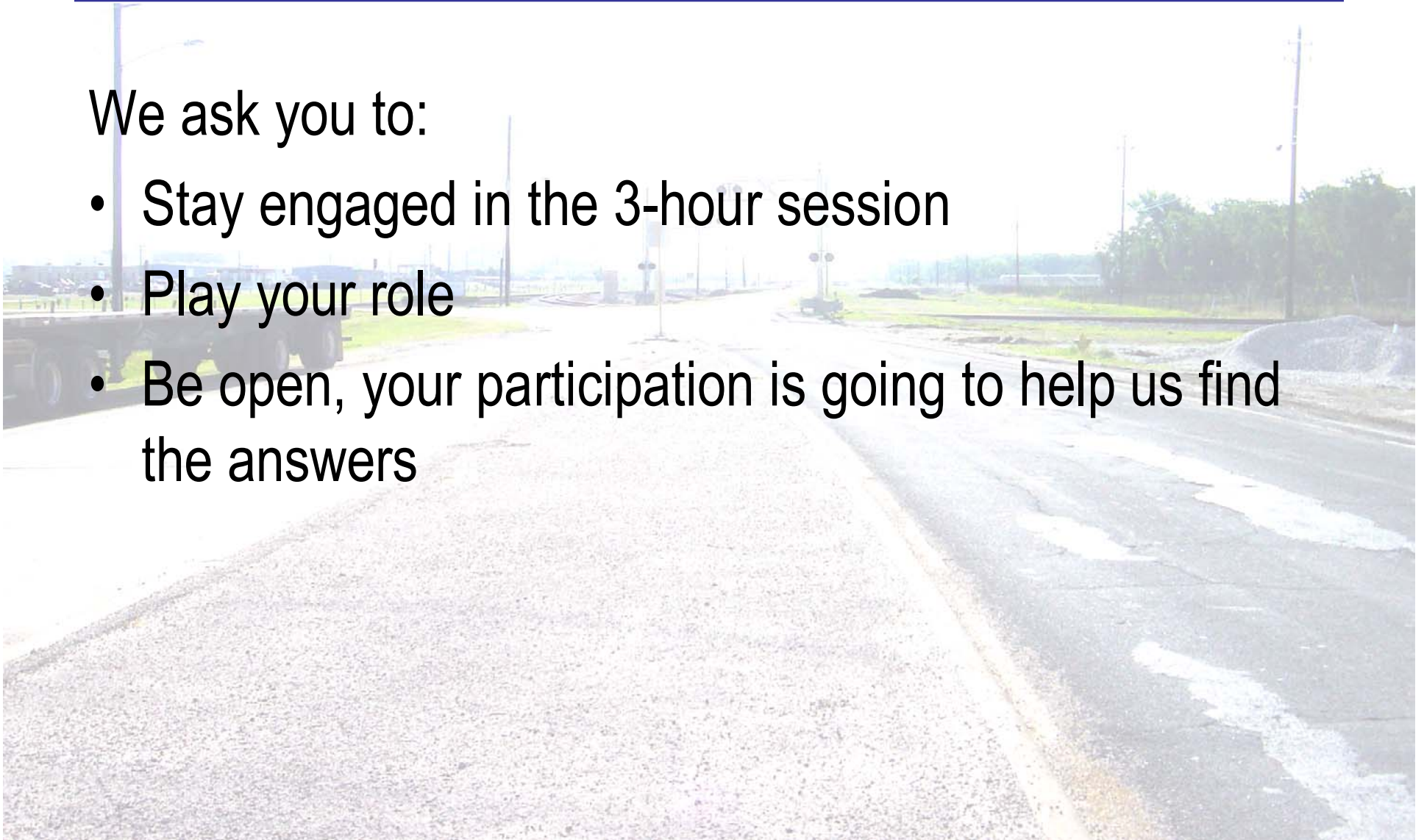
Participants will:

- Learn how to identify stakeholders and potential concerns
- Practice proactive communications and public involvement efforts
- Build consensus and informed consent
- Practice conflict/resolution techniques

Your Role

We ask you to:

- Stay engaged in the 3-hour session
- Play your role
- Be open, your participation is going to help us find the answers



Your Role

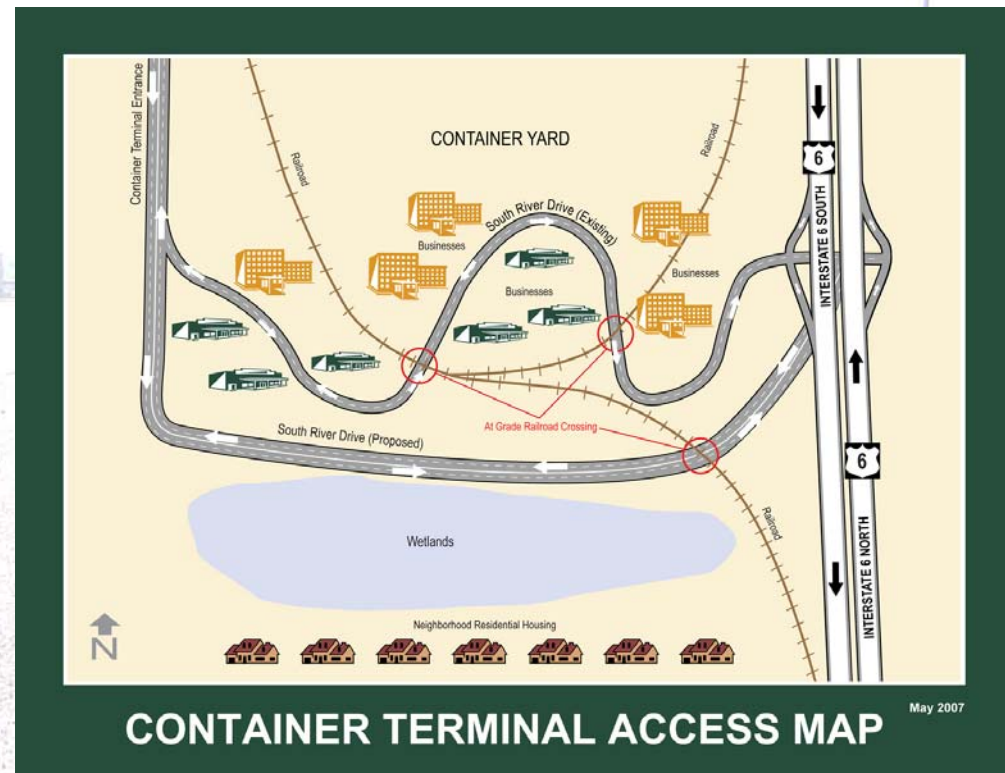
Round Table Discussions:

-  Homeowners
-  Local Businesses
-  Environmentalists
-  Other Key Roles (Media\Port Champion)
-  Port Authority Decision Making Panel

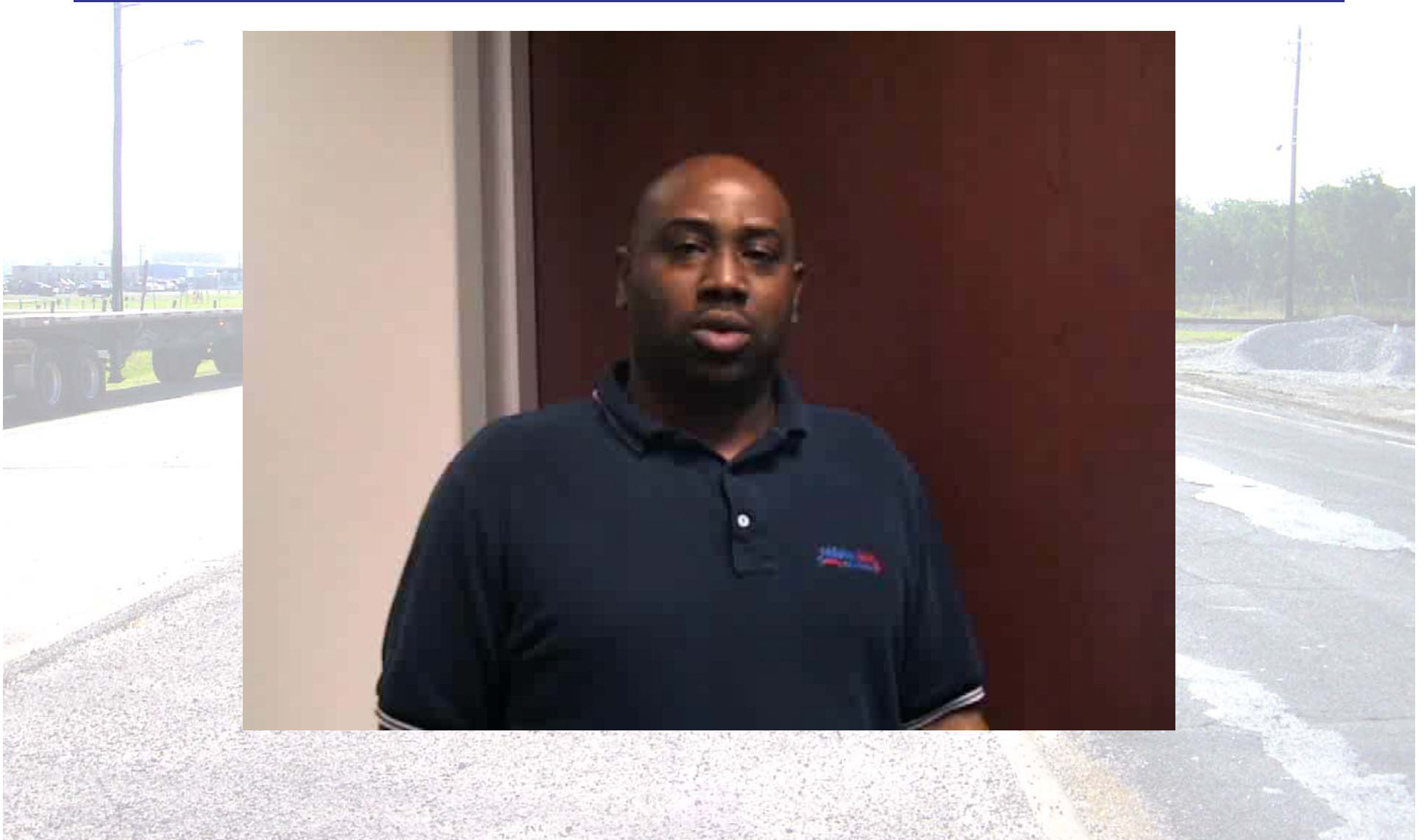
Port Authority Project Overview

Project Overview

- Road in poor condition, alignment curved, traffic increased, potential safety concerns
- Port Authority has limited budget
- Businesses adjacent to current alignment
- Two at-grade RR crossings in current alignment; accidents have occurred
- ~100 residential properties in project area
- Wetlands in project area
- Cost effective solution needed
- Project on port authority's right-of-way



Stakeholder Outcry



Day 1

Here is what happened:

- ✓ Port Authority Board of Commissioners hears and approves spending \$250,000 on planning and design of road project
- ✓ Community is concerned about road project and begins vocalizing complaints
- ✓ Port efforts result in media coverage:
 - Newspaper
 - Television

Executive Team Meets

- What happened?
- Why are people so upset?
- Don't they know we need this project?
- Why did the newspaper get this all wrong?
- What are we going to do?

Day 2

Port Authority conducts press conference to announce Town Hall Meeting

- Listening session to hear concerns
- Held at Port Authority's administrative building

XX minutes

Days 3 - 30

Here is what happened:

- ✓ Port meets with elected officials
- ✓ Port decides to host meeting
- ✓ One-on-one meetings begin
 - Neighborhood groups
 - Elected officials
- ✓ Port launches Communications Campaign (PI tools)
- ✓ Media coverage continues

XX minutes

Meeting Preparation

Here is what happened:

- ✓ Preparation for meeting
- ✓ Community concerns identified
- ✓ Media Releases/Press Kits prepared
- ✓ Elected Officials
- ✓ Port launches Communications Campaign continues
- ✓ Media coverage continues

Executive Team Meets

- Discuss meeting needs
- Discuss project purpose & need
- Discuss project implications with community
- Discuss project implications with Port
- Discuss potential challenges and concerns
- Develop community messages

The Community Reacts

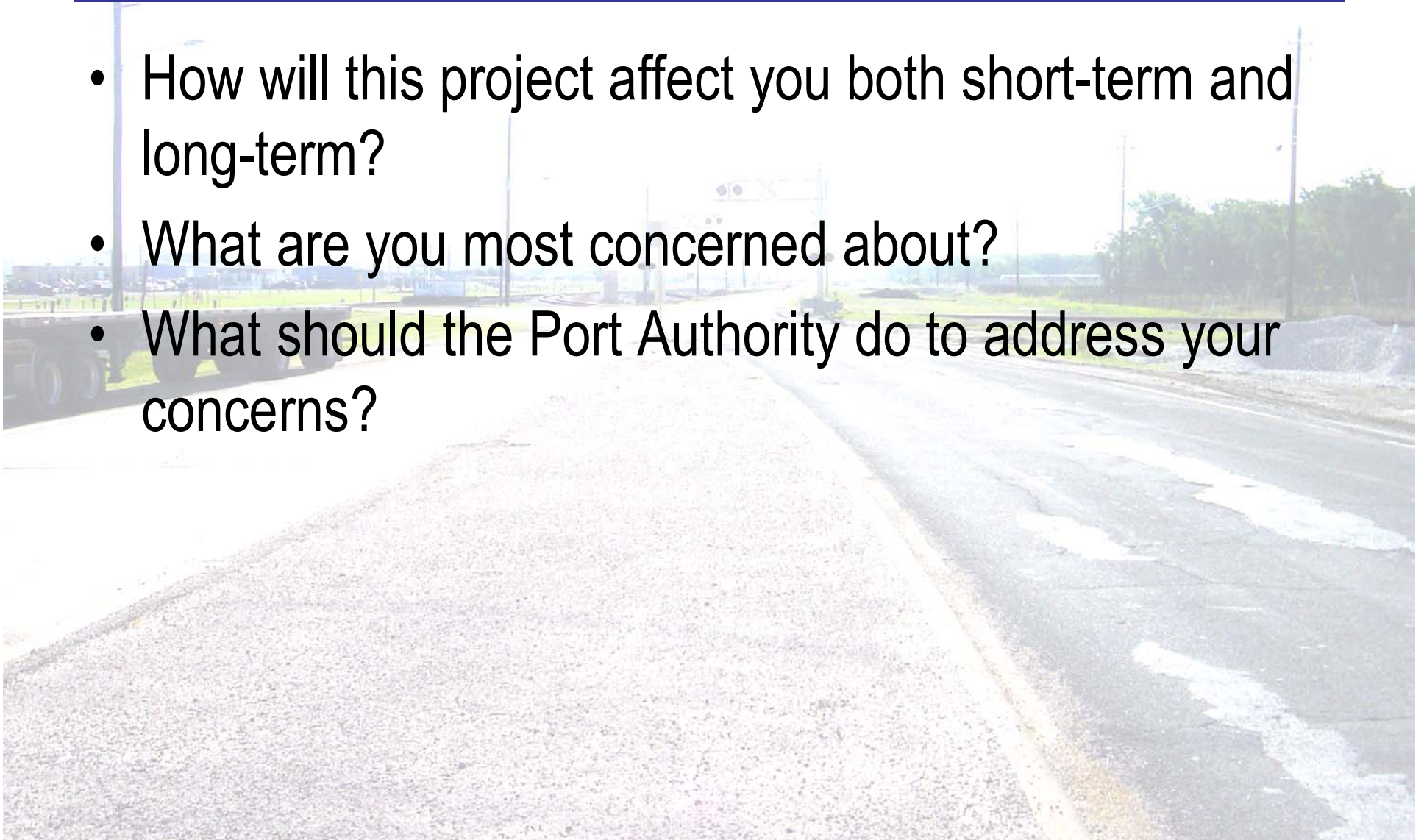
Your Role

Round Table Discussions:

-  Homeowners
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Stakeholder Concerns

- How will this project affect you both short-term and long-term?
- What are you most concerned about?
- What should the Port Authority do to address your concerns?



The Town Hall Meeting

Day 30 – Town Hall Meeting

Agenda

- Remarks and Project Overview – Argentina James, Port Authority Executive Director
- Open Communications
- Closing Remarks



The Port Authority Reacts

Day 31

Here is what happened:

- ✓ The Port Authority Executive Team meets to discuss the input and questions from the public
- ✓ Executive Team decides to hold news conference on decision made

Executive Team Meets

- What are we going to do differently?
- How can we make sure the media gets this right?
- What is the recommendation for the Port Authority Board?

The Decision – A News Conference

The Decision – A News Conference

- What is the community's reaction to what you just heard?
 - Business
 - Environmental
 - Homeowners
- Will this work? Why or why not?

30 minutes

Lessons Learned

- What is your professional reaction to this scenario?
- What did the Port Authority do well?
- What can the Port Authority improve?

30 minutes

A photograph of a road construction site. In the foreground, there is a wide, light-colored gravel or crushed stone area. To the right, a dark asphalt road is visible, showing some white markings and patches. In the background, a large semi-truck is parked on the left side of the road. The sky is bright and overcast. A large, solid blue rectangular box is superimposed over the center of the image, containing the text "Thank You." in white.

Thank You.