Good Intentions, Bad Results
Interactive Exercise on Community Relations and Port Development

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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
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
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
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:

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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
Agenda

• Remarks and Project Overview – Argentina James, Port Authority Executive Director
• Open Communications
• Closing Remarks
The Port Authority Reacts
Here is what happened:

- The Port Authority Executive Team meets to discuss the input and questions from the public.
- Executive Team decides to hold a 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?
Lessons Learned

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