

## LEADERSHIP AND RESPONSIBILITY FOR LONG-TERM HURRICANE RESILIENCE: STAKEHOLDER PERCEPTIONS IN THE PORT OF PROVIDENCE, RHODE ISLAND

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Scholars have identified a lack of leadership as a key barrier to implementing hurricane resilience strategies. Using the port of Providence as a case study, this project engaged port stakeholders in order to better understand community perceptions of leadership responsibility and to identify potential drivers for assuming leadership. Implementing long-term hurricane resilience strategies at the port of Providence requires initiatives and collaboration amongst a large group of stakeholders, in which resources must be invested and leveraged. Leadership gaps could result in increasing port vulnerabilities unless or until leaders emerge.

Hurricanes pose a significant threat to coastal communities and seaports in particular. Sea level rise along with higher storm surges caused by increasing hurricane intensity threaten ports located in exposed coastal locations. In Rhode Island, the port of Providence provides critical energy resources regionally, as well economic benefit to the state. Hurricane impacts on ports result in economic costs, damages to the environment, and negative consequences on residents' quality of life. These potential consequences motivate a call to plan for and implement resilience strategies in order to improve port-system performance before, during, and after a storm event in order to shorten the time needed to return to normal operations. As complex public/private systems with overlapping governance authorities and mandates, port systems do not necessarily have clear leaders for system-scale resilience. Investigators in this project undertook two tasks: First, we asked port stakeholders to identify hurricane resilience strategies that have, have not, or should-be implemented. We also asked whether or not they perceive any port stakeholder to be responsible for motivating and facilitating the implementation of the strategies. This identified potential strategies that are supported by port stakeholders, as well as port organizations perceived as being poised to take a leadership role. This information indicates gaps between support for strategy implementation and organizational responsibility for doing so. Second, we interviewed representatives from the organizations identified in task one as being "responsible for leadership".

Results synthesize organizational mandates, drivers, resources, as well as leadership gaps and opportunities. This project contributes to a better understanding of the roles of leadership and perceptions of responsibility in building more resilient coastal communities.