

***Interviews with 25 Rhode Island  
Coastal and Climate Resilience and Adaptation  
Researchers and Practitioners:  
Lessons Learned  
and  
A Ten-Point Agenda for a Climate Ready Future***

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## Executive Summary

Rhode Island resilience and adaptation researchers and practitioners have developed considerable expertise on how to address the formidable and growing challenges posed by climate change, but there is much more to do if this expertise to be put to its fullest use, and at a scale and pace required to meet these challenges.

This report highlights the findings of a series of in-depth interviews with 25 Rhode Island-based resilience and adaptation researchers and practitioners from a range of professional backgrounds: from the local to the federal level, and encompassing the public, private, and NGO sectors.

It is arranged in two parts:

The first part, *Lessons Learned* (p. 4), gathers hard-won insights from this group of professionals on how to develop and implement successful climate resilience and adaptation initiatives. Interviewees generously shared valuable lessons on organizational resiliency, funding strategy, movement-building, and climate communication, among many other topics.

The second part, *A Ten-Point Agenda for a Climate Ready Future* (p. 6), is the product of extensive discussion on what needs to happen in order for the state as a whole to address the challenges of climate resilience and adaptation at the pace required. Recurring themes from these discussions were grouped into a ten-point action agenda:

1. Elevate the state's Chief Resilience Officer position.
2. Adopt a state Climate Plan.
3. Build and support local and state coalitions and networks to advance climate resilience and adaptation.
4. Establish a statewide advocacy group for climate resilience and adaptation.
5. Foster cultures of greater diversity, equity, and inclusion in climate resilience and adaptation spaces.
6. Adopt more accessible and motivating language when engaging with the general public.
7. Establish robust, accessible, and multidisciplinary indicators for tracking progress.
8. Increase assistance to municipalities for climate action.
9. Rethink how we use the Rhode Island coast.
10. Stop the hemorrhaging of our shores.

Clearly, there is much to do, and many more voices to be heard. The hope embedded in this report is that it may inspire more dialogue and strategizing on how we can rise to the immense challenges ahead.

## Introduction

This report is the end-product of an independent study project on Coastal and Climate Resilience and Adaptation which I pursued in the spring of 2023 in the final semester of my Master in Environmental Science and Management (MESM) studies at URI. I am grateful to all the resilience and adaptation researchers and practitioners who kindly gave their time to be interviewed and consulted. I offer special thanks to Dr. Brett Still, Clinical Assistant Professor at URI's Dept. of Natural Resources Science, who mentored and advised me over the course of this effort.

My project centered on interviewing 25 Rhode Island-based resilience and adaptation researchers and practitioners from a variety of sectors and backgrounds out of a pool of 90 potential interviewees, most of whom had been referred to me by URI faculty or those I interviewed: unfortunately, I lacked the opportunity to interview them all.

To the interviewees I posed key questions on:

- Climate resilience and adaptation lessons learned (see p.4, *Lessons Learned*);
- How to build climate resilience and adaptation at the pace required (see p.6, *A Ten-Point Agenda for a Climate Ready Future*);
- Defining and using the terms “resilience” and “adaptation” (see p. 9, *Appendix A: Views on “Resilience,” “Adaptation,” and Community Engagement*);
- Resilience and adaptation metrics (see p. 10: *Appendix B: The Question of Metrics*).

It is my hope that this report lends impetus to equitable conversations on strategies and solutions for Rhode Island and its communities, as public awareness of the staggering seriousness of climate change continues to grow; and, with this growth, more proportionate responses we can take.

I had the honor of interviewing these resilience and adaptation researchers and practitioners between February 1<sup>st</sup> and May 12<sup>th</sup> of 2023:

- **Sue AnderBois**, Director of Climate and Government Relations, The Nature Conservancy Rhode Island
- **Leah Bamberger**, former Director of Sustainability, City of Providence; Executive Director, Northeastern University Climate Justice and Sustainability Hub
- **Austin Becker**, Associate Professor, URI Dept. of Marine Affairs
- **Rachel Calabro**, former Climate Change Program Manager, Rhode Island Department of Health; Climate Change Policy Specialist, DEM
- **Lauren Carson**, State Representative, District 75 (Newport)
- **Caitlin Chaffee**, Reserve Manager, Narragansett Bay National Estuarine Research Reserve
- **Teresa Crean**, Director, Department of Planning, Building and Resilience, Town of Barrington
- **Tracey Dalton**, Director, RI Sea Grant & Professor, URI Dept. of Marine Affairs
- **Barnaby Evans**, Co-Founder, Providence Resilience Partnership; Artistic and Executive Director, WaterFire Providence
- **Leah Feldman**, Coastal Policy Analyst, Coastal Resources Management Council

- **Wenley Ferguson**, Director of Habitat Restoration, Save the Bay
- **Caitlin Greeley**, Principal Planner, Rhode Island Division of State Planning
- **Phil Hervey**, Town Manager, Town of Barrington
- **Melinda Hopkins**, Planning Branch Chief, Rhode Island Emergency Management, Agency
- **Monica Huertas**, Executive Director, The People's Port Authority
- **Kim Koriath**, Stormwater and Resilience Analyst, Rhode Island Infrastructure Bank
- **Suzanne Paton**, Supervisory Fish and Wildlife Biologist, U.S. Fish and Wildlife Service Coastal Program
- **Bob Rheault**, Founder, Moonstone Oysters; Executive Director, East Coast Shellfish Growers Association
- **Don Robadue** (retired), Project Manager, URI Coastal Resources Center
- **Arnold Robinson**, Regional Director of Planning, Fuss & O'Neill
- **Pam Rubinoff**, Coastal Management Specialist, URI Coastal Resources Center / RI Sea Grant
- **Kate Schapira**, Climate Anxiety Counseling; Writer and Teacher
- **Elizabeth Stone**, Programming Services Officer, Climate Change Policy and Programs, DEM
- **Nathan Vinatheiro**, Science Director, URI Coastal Institute
- **Jen West**, Coastal Training Program Coordinator, Narragansett Bay National Estuarine Research Reserve

(Thanks to **Melissa Freitag**, former Vice Chair, Coastal Resiliency Action Committee, Town of Falmouth, Massachusetts, for offering her time to be interviewed prior to my decision early on in my project to limit my focus to Rhode Island).

## Lessons Learned:

### Insights Shared from Resilience and Adaptation Successes--and Failure

I asked interviewees, “Could you name a notable success story—or failure story—you are aware of during your work in resilience and adaptation, and, more importantly, what lessons can be learned from it?” Here is a selection of the lessons they generously shared:

**Arnold Robinson** (Fuss & O’Neill): “There is enormous power in being a storyteller who can effectively connect regular people with scientific data and make information accessible and compelling.”

*Success story: Warren’s ‘Market to Metacom’: This project presented information well and understandably. It provided a decision tree and invited people to become part of the solution. The success was getting people in the community to the point where they said “I see” and “I’m now motivated.”*

**Caitlin Chaffee** (Narragansett Bay National Estuarine Research Reserve): “Keep plugging away and be prepared when the opportunity presents itself.”

*Success story: Ninigret Thin Layer Deposition Project: The funding for the project came in 2016 from Hurricane Sandy money. We needed to show that we were ready to go—shovel ready...Now at NBNERR we frame our projects as ‘project pipelines,’ and within the pipeline is the necessary planning part. The Feds are getting it now, and funding this aspect.*

**Monica Huertas** (The People’s Port Authority): “Every single loss can be seen as part of a great victory, if you write the story in a way that gives you power.”

*Success story: Blocking LPG facility expansion at Providence Port: Early on in our environmental justice work, we demanded that CRMC hold a hearing at the Department of Health on pollution at the Port of Providence. A man from the community spoke who said that he had been a resident of Providence his whole life, and this was the first time he had ever been allowed to speak about anything going on at the Port of Providence.*

*We didn’t win that time. But that person got to say what they wanted to say. Everything became easier after that. Someone would work on it. Later, when No LNG PVD became the People’s Port Authority, there was a proposal for an LPG facility expansion and the Energy Facility Siting Board dropped it. And Providence Port didn’t renew the facility’s lease due to the Port’s interest in clean energy.*

**Kim Koriath** (Rhode Island Infrastructure Bank): “Cultivate organizational resiliency. We call this ‘building the ship while we’re sailing it.’”

*Success story: The Municipal Resilience Program: The work is a learning process, with unforeseen changes. New programs come, new challenges arise that you didn’t know about. The remedy, then, is to communicate your ideas within your own organization clearly to your co-workers, to establish clear structures. This helps us tackle unknown challenges.*

**Leah Bamberger** (formerly City of Providence): “Process matters. How you do something matters. In fact, process can be the outcome.”

*Success story: The City of Providence’s Climate Justice Plan: In developing the Plan, we focused our outreach on low-income communities of color, over the ‘usual suspects’ of environmental voices...Who you engage with matters. Different perspectives are important. This is not a perfect democracy, and people in decision-making positions have money and power, and it is difficult to subvert that.*

**Sue AnderBois** (Nature Conservancy Rhode Island): “Build systems over time to support local people.”

*Success story: Farm Fresh RI’s Market Mobile Local Food Delivery Program: This program is part of a leading food hub in the region – and connects with other food hubs. When COVID-19 hit and supermarket shelves went bare, Market Mobile pivoted from only supplying to businesses and universities to also include home delivery. It kept people fed and supported local business. Some farmers actually had excellent financial years because of the increased local support.*

**Jen West** (Narragansett Bay National Estuarine Research Reserve): “Good communication, stakeholder engagement, and conflict management are all important.”

*Failure story: Establishing stormwater utilities in Rhode Island: It can take a long time for a concept to get to fruition... for instance, when practitioners talked about stormwater utilities 10-20 years ago in Rhode Island, there was significant backlash. But elsewhere in New England, such as in Newton, Massachusetts and South Burlington, Vermont, community understanding and buy-in was generated around the concept as a means for sustainable stormwater funding.*

Some interviewees offered insights on the process of implementing resilience and adaptation initiatives. For example, **Austin Becker** (URI Dept. of Marine Affairs) advocated taking “incremental steps, pointing out risks and vulnerabilities, and knowledge-sharing across all interested stakeholders.” **Kate Schapira** (Climate Anxiety Counseling) has learned that it is more effective to “bootleg” a resilience program through an existing organization than to start from scratch.

Interviewees also shared recommendations on engaging with coastal communities in resilience work. **Suzanne Paton** (U.S. Fish and Wildlife Service Coastal Program) emphasized the importance in helping coastal communities see that wetland loss can directly impact their safety and economic well-being. **Leah Feldman** (Coastal Resources Management Council) has found that communities are more OK with coastal resilience projects being implemented on public lands, as they do not involve their own property and “the project is protecting a public resource.” And **Nathan Vinatheiro** (URI Coastal Institute) shared that a lesson learned from his work with coastal communities is that “even small projects can be catalysts for something bigger. Small projects can lead to larger funding opportunities.”

## A Ten-Point Agenda for a Climate Ready Future

How do we build climate resilience and adaptation in the Ocean State at the pace required? Interviewees shared a range of ideas, which I have grouped into themes and present here as a ten-point agenda:

1. Elevate the state's Chief Resilience Officer position. In the course of my interviews this spring, I heard the absence of this position considered to be a serious deficit. **Pam Rubinoff** (URI Coastal Resources Center / RI Sea Grant) for example lamented that “Rhode Island lost its Chief Resilience Officer, and it was just a half-time position.” [Update: While the recent reinstatement of the CRO position within DEM is encouraging, its grading as a mid-level managerial position is disappointing. One unfortunate consequence of this, among many, is that it will hamper a CRO's political capacity to effectively champion and advance a state Climate Plan—Karlo Berger].
2. Adopt a state Climate Plan. **Caitlin Greeley** (RI Division of State Planning) aspired for Rhode Island to emulate Massachusetts's climate planning efforts. In 2018 Massachusetts created a State Hazard Mitigation and Climate Adaptation Plan. One advantage of establishing a state Climate Plan is that it can create more stability for resilience and adaptation efforts on the ground. As **Kim Koriath** put it:

*There are two sides to this work. There is the important work on the ground, in local government and in design/engineering work. And then there is building the machines on the federal and state government levels to make sure that the work on the ground can keep going. Both sides are worthwhile and have pros and cons. An essential task is to build something that sticks, something that won't disappear when funding runs out or there is a change in leadership.*

3. Build and support local and state coalitions and networks to advance climate resilience and adaptation. As demonstrated by The Governor's Overdose Prevention and Intervention Task Force, coalitions and networks can be powerful vehicles for addressing crises. Interviewees spoke of the need for greater networking opportunities. Both **Teresa Crean** (Town of Barrington) and **Tracey Dalton** (RI Sea Grant and URI Dept. of Marine Affairs) for example spoke of the need for activities to coordinate local efforts.
4. Establish a statewide advocacy group for climate resilience and adaptation. **Pam Rubinoff** pointed out that “We don't have a group that is advocating for resilience (like there are for renewable energy). Legislators need people behind them advocating for resilience. There needs to be a respected advocacy program for resilience.”
5. Foster cultures of greater diversity, equity and inclusion in climate resilience and adaptation spaces. It became readily apparent over the course of the interviews that the resilience and adaptation field in Rhode Island has a serious diversity problem, most noticeably with regards to race and economic status. **Monica Huertas** advocated:

*We need people with the mindset of environmental justice. Being a white ally is important. You need to be the person in the room full of white*



*people to speak up. And in the future you may need to step back and let a person of color take the job.*

The profession overall needs to become more conscious of environmental justice aspects of resilience and adaptation. As **Barnaby Evans** (Providence Resilience Partnership and WaterFire Providence) pointed out:

*Both resilience and adaptation can have emotionally loaded meanings. Resilience touches on historical and contemporary equity issues. Building robust resilience can be expensive; and local factors that will undermine future resilience can contain echoes of the past. For example, flood-free higher land is always more expensive due to market valuation processes, so public funded low-income housing is built on less expensive land, which can often be low land, already prone to flooding. Flooding will come sooner to low land, and will be far more expensive to adapt or make resilient. Entire communities can be undermined by the impact on bond ratings.*

**Kate Schapira** has found Health Equity Zones to be effective structures for supporting emotional resilience at the community level. **Leah Bamberger** has adopted an integrative response and sees resilience as a basket term that include equity, justice, mitigation, and adaptation: “You need to address them all together.”

6. Adopt more accessible and motivating language when engaging with the general public.

The more we ask of citizens to make tough choices concerning their future, the more important it is that the language we use be more accessible and motivating\*.

“Resilience,” according to **Caitlin Chaffee**, is “not a term that has resonated with the general public so well.” **Monica Huertas** said that the term “resilience” in her community “is loosely used so there is not much of a meaning to it.” *Extensive interviewee responses on the topic of language and community engagement can be found in Appendix A on p. 9.*

7. Establish robust, accessible, and multidisciplinary indicators for tracking progress.

**Don Robadue** (formerly URI Coastal Resources Center) lamented that there is no scorecard in use for climate resilience. “We don’t even have an impressionistic scorecard.” **Teresa Crean** considered the development of a metric-laden Climate Plan for her municipality to be essential: “We need metrics to determine our success, lessons learned, monitoring activities...a Climate Plan would enable our department to integrate the Act on Climate legislation.” **Caitlin Chafee** noted the benefit of taking a multidisciplinary approach, since “it’s the health, economic development, and safety aspects of (environmental) issues that get towns’ attention.” *Extensive interviewee responses on the topic of metrics can be found in Appendix B on p. 10.*

\*Consider, for example, how these communities have more accessibly named their resilience and adaptation strategies: *Climate Ready Boston. Maine Won’t Wait. Warren’s Market to Metacom.* And recently, *Climate Ready Providence.* –Karlo Berger

8. Increase assistance to municipalities for climate action. **Elizabeth Stone** (DEM) pointed out:

*Where the response to climate change is happening is mostly at the municipal level: it's within municipalities where people have homes, drive places, purchase their food, have power to light their heat and homes, etc. It's important for resilience work to be part of what cities and towns are prioritizing.*

Some municipalities are reaching their limits on what they can accomplish alone. **Phil Hervey** (Town of Barrington) for example viewed Barrington's resilience actions to date to be "baby steps...You need to do more actions, but you also need to be able to pay for them." **Rachel Calabro** (formerly RI Dept of Health) and **Pam Rubinoff** voiced that municipalities need help right now. **Leah Bamberger** believed that the work ahead for Rhode Island cities and towns includes "embedding understanding of the impacts of climate change on municipal efforts such as the capital improvement plan."

9. Rethink how we use the Rhode Island coast. **Wenley Ferguson** emphasized the necessity for society to support adaptation not only of coastlines, but "of our use of the coastline as well." **Melinda Hopkins** (Rhode Island Emergency Management Agency) urged municipalities to "permit wisely in flood zones, and get stricter with the codes." **Bob Rheault** (East Coast Shellfish Growers Association) asserted that "We need to manage the coast for the benefit of the sovereign" (*i.e.*, we, the people), and less for the benefit of individual property owners. The coastal viewscape, he pointed out, so often an issue of contention in advancing aquaculture in Rhode Island, needs to be managed as a commons, and not as a homeowner's property.
10. Stop the hemorrhaging of our shores. While resilience and adaptation demand long-term thinking and action, some interviewees saw immediate dangers requiring redress.

For example, **Rep. Lauren Carson** (District 75, Newport) asked:

*Why are buildings still being built on the coast? This requires an immediate local and on-the-ground response...Making it impossible to build on areas of the coast threatened by sea level rise could trigger additional resilience steps.*

And **Wenley Ferguson** argued that time is running out to protect coastal marshes that, due to sea level rise and past human impacts, are presently drowning in place and need migration corridors to survive:

*What are we going to have left? We need to protect as much marsh migration corridors as we can. "Stop the hemorrhaging" is a type of goal.*

## Appendix A:

### Views on “Resilience,” “Adaptation,” and Community Engagement

**Teresa Crean** considered the term “resilience” to have “multiple applications and meanings depending on context: one can have resilient health, a resilient attitude, or the planet can exhibit resilience. So the term can be confusing.” **Don Robadue** called “resilience” “an ambiguous concept: people don’t talk about it...most people who actually face coastal hazards on their property or vicinity do not use resilience-speak.” He added that the problem with “resilience” is that “it is a relatively esoteric and multi-faceted concept and therefore lacking social mobilizing power, unlike unwanted industrial or power-generating facilities, which you can take a punch at.”

The real-world challenges of this term were evident to **Monica Huertas**, whose local organization works in Providence’s Washington Park neighborhood, a frontline community:

*The term “resilience” is used so often in my community, but not in environmental stuff. It is loosely used so there is not much of a meaning to it. Resilience is what we do. We have no other choice. We fight, advocate, get out there.... White people have never faced this kind of hardship, at least not for a long time. They haven’t practiced that muscle of resiliency. From the People’s Port Authority perspective, resilience means that we can continue to live in our neighborhoods without being polluted or sick. We have made the neighborhood nice and livable for us.*

Reflecting on her personal experience working with Providence’s frontline communities, **Leah Bamberger** said she had heard people saying, “I don’t want to be “resilient” anymore” as resilience implies struggle. In this way, “resilient” can be a “back-handed compliment.”

Some interviewees sought to present a definition of resilience that was all-encompassing but concise or pithy. “Can Rhode Island spring back?” suggested **Don Robadue**. And can government and policy officials “know what’s going on and convey compelling messages in a way that helps communities?” **Jen West** defined resilience as “being a position where you are easily able to recover from negative events and may even be safer and healthier than before.”

Whereas habitat “restoration” can suggest return to a pre-disturbance state, “adaptation” does not. “Adaptation,” said **Caitlin Chaffee**, involves “the recognition that things are not going to be the same”. “We use the term ‘adaptation’ more and more.” **Teresa Crean** employs the term “adaptation” to mean “how we are evolving to reduce the risk of loss, be it loss of property values, loss of life or other potential losses.” **Wenley Ferguson** uses the term “coastal adaptation” in her work, to mean “adapting the shoreline to new conditions.” “Adapt is what you have to do to become resilient,” she explained. “Things cannot be the status quo. The challenge is, after storm events, to hold back the urge to rebuild. It is a fitful process.”

And yet “adaptation” is a term not devoid of challenges either. For example, **Arnold Robinson** reported that “at some community meetings, people say ‘adaptation’ is ‘big sea walls’”.

## Appendix B:

### The Question of Metrics

*How do we know if we are making enough progress towards greater climate resilience and adaptation in Rhode Island?*

Clearly, there is neither a simple nor a clear-cut set of indicators for a challenge as comprehensive and far-ranging as climate resilience and adaptation. **Jen West** voiced “It’s tough. Resilience work requires a holistic approach, working on environmental resilience, building social capital, and infrastructure.” **Monica Huertas** pointed out that the intersectionality of race, class, gender, housing, education, and utilities in addressing environmental injustice present cyclical patterns that make more straightforward resilience indicators problematic:

*An example is asthma. A relative’s kid got sick with asthma, so his mother had to take him for medical care and she loses her job, the kid misses school, and she is now fighting for an IEP for her kid. The kid is in 9<sup>th</sup> grade and still cannot read, which is a poor indicator of his future prospects—all because of environmental pollution. This perpetuates a cycle.*

#### On Quantitative Metrics

And yet our communities must ascertain if their work is having the right impact and that any progress is commensurate with the challenges. Interviewees explored a number of possible indicators:

- **Rachel Calabro** said that the Department of Health looks at social vulnerabilities such as child asthma rates, tree canopy cover, tree equity, and transportation measures as relevant proxies for resilience. This is done, she added, because “disadvantaged communities are already suffering from the effects of climate change.” The advantage of writing health outcomes into climate policy documents is that “healthcare savings can actually be calculated, and this can benefit grant applications.”
- **Suzanne Paton** pointed out that some environmental dimensions of building coastal resilience have concrete and established goals. For example, specific saltmarsh sparrow population goals have been set to prevent their extinction due to climate change-related habitat loss, and with this an effort to identify how many acres of salt marsh habitat it will be necessary to conserve.
- **Austin Becker** considered that “The concrete benefits of resilience are often damages avoided,” and as such these damages can be quantified. “But these resilience metrics take a lot of effort to develop.” A confounding factor in trying to quantify resilience investments, he added, is that some projects which may support resilience (for example raising cranes at a seaport) are not necessarily packaged as “resilience”.
- **Nathan Vinatheiro** suggested that diffusion of best adaptation practice from one community to another is a valuable benchmark. A goal of his work at URI with Climate Response Demonstration Sites is “to make sure that lessons learned from the sites (which include Bristol County, Roger Williams Park, and Napatree Point at Watch Hill) are getting out beyond the area.”

- **Tracey Dalton**, as a social scientist, proposed greater human wellness as an important climate resilience goal, perhaps measured in terms of happiness indicators or quality of life indices. “Are people better off given the changes in their activities?” She cautioned against an over-reliance on economics in measuring well-being, instead suggesting “How satisfied are people with their life?”

Considering the social dimensions of climate resilience, **Pam Rubinoff** considered one of RI Sea Grant’s strategic goals to be particularly germane:

*Coastal communities have capacity and resources to prepare for and adapt to changes due to changing climate, such as flooding, erosion, sea level rise, and urban heat island effect.* –RI Sea Grant Resilient Communities and Economies Goal 3.2

Rubinoff interpreted the term “capacity and resources” to mean “people, knowledge, and tools.” Therefore, examples of resilience and adaptation capacity-building metrics of accomplishment include: 1) the Executive Climate Change Coordinating Council (EC4) has been created; 2) PREP-RI ([www.prep-ri.org](http://www.prep-ri.org)) or similar training is now required training for the state’s municipal planning/zoning boards; 3) the Municipal Resilience Program has been funded; and 4) the Providence Resilience Partnership is now a fully-fledged non-profit. Additionally, she shared that Sea Grant is beginning a Community of Practice for coastal municipalities, in which, by identifying, aggregating, and seeking funding for common needs, more resilience capacity for the state can be built.

**Sue AnderBois** argued that, with so many fewer metrics than mitigation, resilience can sometimes be left out, but “We know what is not resilient...we heard one municipality (at a Municipal Resilience Program workshop) report that, owing to high local housing costs, ‘No firefighters can live in our town’”.

### On Qualitative Metrics

At the same time, quantifiable metrics have their limitations. **Leah Bamberger** cautioned against adopting strictly quantitative metrics: “The problem with a quantitative perspective is its focus on low-hanging fruit. Addressing the air pollution on I-95 is not low-hanging fruit, but it is directly impacting frontline communities.”

While often less tangible, qualitative metrics are clearly vital to our understanding whether sufficient progress is occurring:

- **Jen West** saw a sign of increased resilience to be “communities are thinking about it, talking about it, getting people together to figure it out.” They are working with sound conservation and climate adaptation models, and “they have them on the books, they are doing them.”
- **Phil Hervey** emphasized that “Community awareness is a big factor...Climate change has become a much larger issue of concern, but some people are still not on board.” Barrington’s Resilience & Energy Committee (composed of community members) is pushing the town government to do more, and “the more they push, that moves the needle.”

- **Leah Feldman** reflected that people’s love and awareness of natural resources are key, as “People want to save what they know.” **Melinda Hopkins** agreed that awareness-building was essential: “Educate people. That’s the biggest thing.”
- **Kate Schapira** suggested these social resilience goals: “People can weather the changes. People are able to move in and out of stability. As seas rise, everybody gets to live somewhere—and gets to the place they need to go to. When change occurs, it is not a change that replicates lethal hierarchies.”

A core truth emerging from the interviews was that, however resilience and adaptation are measured and implemented, they will be ongoing throughout our lifetimes. As **Leah Bamberger** explained, “There is no end state we’re working towards. We will never check the box on resilience and adaptation.” **Sue AnderBois** commented that “There are so many things we need to be prepared for, and with climate change there will be unexpected things coming down the pike. With the Municipal Resilience Program, we will never say we are ‘done’ with resilience.”

As **Kim Koriath** concluded, “Resilience is an ongoing process, and the challenges are ever-changing...’Achieving’ resilience is having the programs and structures in place to continue addressing evolving needs.”