

Paths to Partnerships

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Prepared for Partnerships Are Hard Work (But Worth It)

Essential Elements of Partnership

- Shared Interests
- Collaboration
- Communication

Paths to Partnership

POSITIONS

- An opinion that is held in opposition to another
- Based upon assumption(s)
- Stated as specific solution

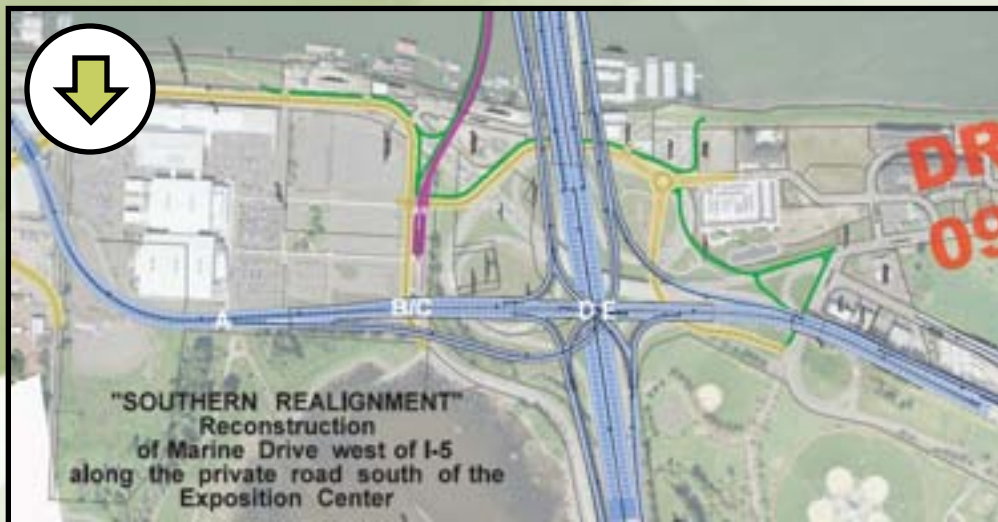


INTERESTS

- A reason for wanting something
- Issues
- Needs
- General outcomes



Marine Drive Interchange



Issue

Concept design for interchange

Participants

- ODOT ↑
- WDOT ↑
- City of Portland ↔
 - Planning Bureau ↓
 - Transportation Bureau ↑
- Expo Center (Metro) ↑
- TriMet ↓
- Port of Portland ↑
- Private Property Owners ↔
- Waterfront Advocates ↓
- Neighborhood Activists ?
- Audubon Representatives ↑
- Freight Haulers ↑

Breaking Through

Design-Based problem solving

- Uses a **work session or charrette format** to provide every participant with an opportunity to state their **interests** and suggest their **solutions**.
- Require that participants **commit their ideas to paper**.
- **Essential:**
 - Creative and flexible engineers, urban designers and other technical experts who are **open to more than one solution**.

Breaking Through

- Technicians and facilitator must be perceived as **fair and objective**.
- Good **listening skills** are a must.
- Process of **collective engagement** in design exercises creates a shared interest in the results.

Breaking Through

“Go to the Balcony”

- Need to get participants to **step away from the conflict** to understand others interests—and their own.
- Seek to get at **interests, not positions.**

Breaking Through

- How do you know what you know?
 - What evidence is there to support your position?
- What is it you don't know?
- What is your definition of the problem?
 - Is this definition shared by others?
 - Is it a perceived problem or real problem?
- How does where you sit affect where you stand?

How Does Where You Sit Affect Where You Stand?

- Understand the organization mission.
- How does the organization define success for its employees?
 - **Transit Agencies:** Capital Project Delivery
 - **Managers:** On-time, on-budget delivery
 - **Cities:** Protect and enhance livability
 - **Planners:** Compelling Visions
 - **Traffic Engineers:** mobility solutions, often vehicle based

Other Suggestions

- **Assume everyone cares.** Be proactive in seeking participants and understanding interests.
- Relationships require **constant care and feeding.**
 - Long projects **create memory loss.**