Essential Elements of Partnership

• Shared Interests
• Collaboration
• Communication
# Paths to Partnership

<table>
<thead>
<tr>
<th>POSITIONS</th>
<th>INTERESTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• An opinion that is held in opposition to another</td>
<td>• A reason for wanting something</td>
</tr>
<tr>
<td>• Based upon assumption(s)</td>
<td>• Issues</td>
</tr>
<tr>
<td>• Stated as specific solution</td>
<td>• Needs</td>
</tr>
<tr>
<td></td>
<td>• General outcomes</td>
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</tbody>
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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.