

Identifying and Dealing with Conflict in the Transportation Arena

Dale Keyes, U.S. Institute for Environmental Conflict Resolution
Susanna Liller, Barton & Gingold
Ruth Renctch, FHWA-Washington DC

What types of conflict arise?... and where in the process **Group 1**

- Problem ID.
- Solution Fixation Federal
- ATTITUDE to State Reg. special interest Group.
- Personal Agendas
- Poor Communications, Bad Timing, Scope Creep, Project Delivery.
- Conflict with other AGY's (Group's Missions)

What types of conflict arise?... and where in the process **Group 1**

- Longtime frames Between planning + implementation
Lack of Empathy with other's Goals
- Differences in Proposal Land user
- Not including all state holders early on
- Conflicting Goals
- Confusing goals with means to achieve goals.

What types of conflict arise?... and where in the process **Group 2**

- Environment
- Agencies
- Public. 1

What types of conflict arise?... and where in the process **Group 3**

- Willingness to try new things. 10
- Recognition of Roles & Responsibilities cultural differences. 8
- Getting permits
- Personalities. 1
- Lack of flexibility, communication. 5
- Politics. 4
- Establishing authority
- Funding. 2
- Timing, Priorities, Process itself
- Need for action <-> Why!?
- Litigation
- Where: Beginning to End

What types of conflict arise?... and where in the process **Group 3**

- **ENVIRONMENT**
- A) Regulatory [U.S.] Reality
- 4 Regulatory > doesn't fit Reality
- Conflicting Regulations
- Local > State > Fed
- Purpose > Needs > Local > Disagreement

What types of conflict arise?...
and where in the process **Group 3**

- **IMPACTS**
- **METHODS**
- I.e. sidewalk > parking, move roadway > local store
- **BUSINESS NEEDS > TRANSP IMP**
- Versus Environmental group, Process & people

What types of conflict arise?...
and where in the process **Group 3**

- Conflicting 14
- **VALUES/OBJECTIVES**
- **ONE GROUP > Opposing Views, What's Important.**
- **Conflicting of Methods of Achieving Results. 4**
- **Lack of Flexibility. 1**
- **Amount of Information necessary to make des. 7**
- **ALL STAGE, ALL ISSUES**
- **Conflict happening late in process. 5**
- **Leaving people /groups out of process**

What types of conflict arise?...
and where in the process **Group 4**

- **Not managing public expectations + changing decisions 5 (Bait + switch)**
- **“ Last minute involvement” “grandstanding” (challenging decisions)**
- **FHWA D.O. + DOT don't get along (loggerheads)**
- **Competing interests 10**
- **Resource agency “mission” (blindness)**
- **Natural resource agencies vs. people protection (no agency to represent)**
- **Transp. Facilities causing sprawl**

What types of conflict arise... and where in the process **Group 4**

- Alternatives development (nimby's) 5
- Questioning the purpose + need of a project
- Regulatory agencies "overstepping" the jurisdiction
- Mitigation expectations
- Political influence. 5

Voting is the dots Top 3 Challenges for each Group (numbers=points received)

- Recognition of roles & responsibilities. (8)
- Conflict re: amount of info needed (7)
- Poor communications among all participants (8)
- Attitude toward state & fed regs. (3)
- Goals-Means (methods) confusion (3)
- Political influence (6)
- Alternative development & NIMBY's (5)
- Disagreement on

Voting is the dots Top 3 Challenges for each Group (numbers=points received)

- Willingness to try new things (10)
- Conflict happening late in the process (5)
- Personal agendas (4)
- Fixation on solution (3)
- Conflict w/other agencies & group missions (3)
- Competing interest (10)
- Not managing public expectations (bait & switch) (5)
- Lack of flexibility (5)

How to address Flexibility Challenges

- WHY?
- Changing decision making process
- New Public involvement techniques
- Design Standards
- Timing/Schedule

How to address Conflicting Goal= Individual Expectations

(people or groups)

- Identify the conflicting goals
- Communicate them with the different stakeholders
- Identify common ground - what they could agree to
- Challenge stakeholders to come up with acceptable solutions within parameters (buy-in)
- Proposal solutions evaluate

How to address Conflicting Goal= Individual Expectations

(people or groups)

- Communicate evaluations results
- Choose appropriate alternative
- Fine-tune as necessary/desirable
- Recognize benefits & limitations of choice strive towards "OK, I can live with it" (consensus/concurrence definition)

How to address Communication Problems Challenges

(Public agencies-Intra,Inter)

- P,A) Early coordination
- P) Public involvement plan
- A) Agreement on methodology
- A) Format agreements
- P) Maintain visibility
- P,A) Timeframes
- P) Newsletters
- P,A) Websites
- P) newspapers
- P) Yearly updates
- P) Local officials

How to address Communication Problems Challenges

(Public agencies-Intra,Inter)

- INTER
- Alternative Dispute Reduction Methods
- Go to the top
- Facilitated Workshops
- Mediation
- INTRA
- Clearly articulate priorities + process
- Training
- Leadership philosophy (Organizational)

How to address Conflicting Values/Interests

(Examples)

- Quality of life
- Mobility
- Scenic character
- Economic vitality
- Enviro. preservation

How to address Conflicting Values/Interests

- 1. ID the values of stakeholders
- 2. ID conflicting & common values
- 3. Build upon common values / trust + confidence in a process
- 4. Address /understand the conflicts value
- 5. Communication Commitment
