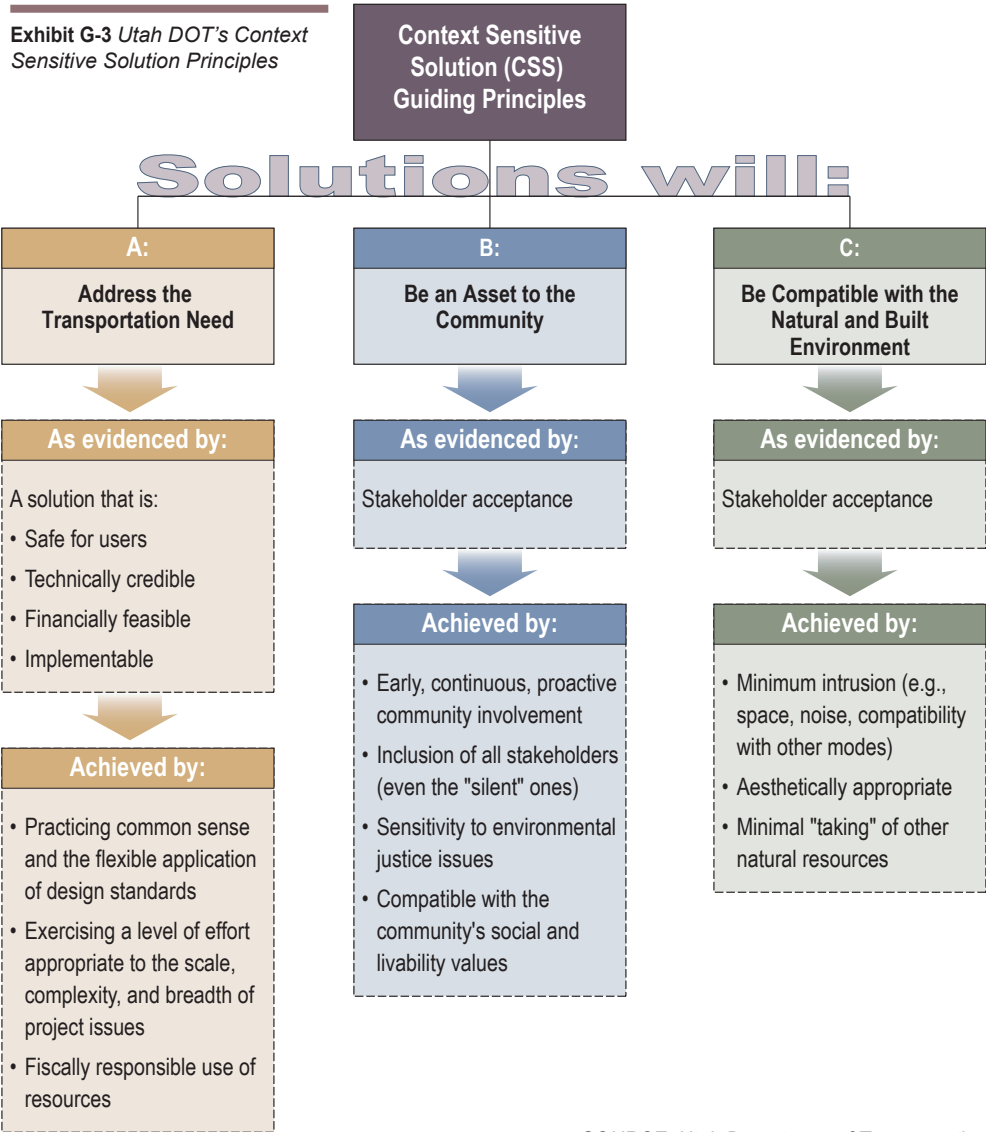


The first principle, *Address the Transportation Need*, is the job of the department. It is why UDOT exists as an agency. The other two principles, *Be an Asset to the Community* and *Be Compatible with the Natural and Built Environment*, describe two ways that UDOT must work if it is to successfully do its job. That is, the principles describe how UDOT staff should work with users and other stakeholders as they find solutions for meeting the transportation needs.

In practical terms, rarely can all three principles be fully honored on any given project. That is, the specifics of a project often result in competition among them. The challenge for UDOT staff is to balance the demands represented by these principles in a way that represents the best overall solution. From the perspective of UDOT senior management, strengthening the department's public outreach is necessary because effective public involvement is considered the best vehicle to identify and resolve the competing demands of these three principles.

Further definition of UDOT's approach is provided by Exhibits G-4, G-5, and G-6. Note in particular the discussion of strategies under Principle A, *Address the Transportation Need*. The process derived by UDOT begins with minimizing demand, and moves only to add system capacity as the last or lowest priority. Assuming that staff follow these strategies as laid out, the types and nature of solutions studied and ultimately implemented should mirror the priorities.

The above is not to suggest that all agencies should adopt UDOT's specific strategic approach to problem definition. Rather, the UDOT model suggests that agency staff can gain value in engaging their customers and stakeholders



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SOURCE: Utah Department of Transportation

at the strategic level, and from that discussion develop an approach to problem definition and solution that reflects the desires and wishes of the overall community.

PERFORMANCE-BASED PROBLEM DEFINITIONS

The ways in which agencies define problems; indeed, how agencies measure their success, provide insights to how problems are defined and solutions are proposed. To the extent that programs are developed and projects described in physical terms (we're supposed to be doing a "lane widening" project) versus performance-based terms (we're supposed to reduce delay along the corridor) may suggest to management that the agency may not have the right focus. Some projects are described as involving an upgrade to standards which may imply a wider facility, re-alignment, or other impacting physical improvements.