



2.0 PROCESS

2.1 STUDY PROCESS

The study process was developed for the Northern Colorado Truck Mobility/State Highway (SH) 14 Relocation Study to produce viable alternatives to the truck mobility problem in the City of Fort Collins and northern Larimer County. This process was refined throughout the study with public and agency input. The study process is shown in Figure 2.1 and consisted of seven major steps including:

- 1. Data Collection/Analysis.** Various types of data collection and existing conditions analyses were required to help evaluate the alternatives and develop the study recommendations. Information from previously completed studies was used and expanded. Data collection and analyses that were completed specifically for this study included a truck origin and destination study, a summary of past studies, and an inventory of existing conditions.
- 2. Stakeholder Outreach.** An extensive outreach program was developed to clearly identify stakeholder issues and concerns. This outreach included open houses, presentations and meetings for elected officials, workshops with the trucking industry, the development of study committees, and individual stakeholder meetings. The outreach effort began early in the study to assist in the data collection and development of study goals, objectives, and evaluation criteria. The outreach continued throughout the study to meet the study objective of providing a fair and open process.
- 3. Study Goals and Objectives/Evaluation Criteria Development.** A clear understanding of the issues within the corridor was gained through initial public meetings, stakeholder outreach, and research of previous studies. As mentioned in Section 1.1, the study goals, objectives, and evaluation criteria were developed with these issues in mind.
- 4. Non-Route Based Strategy/Alternate Route Development.** Using stakeholder and affected agency input and information from previous studies, the initial lists of non-route based strategies and alternate routes were developed. The non-route based strategies and alternate routes included concepts that were evaluated in previous studies, tried in other jurisdictions, and new strategies and alignments that had not been previously considered.
- 5. Alternative Evaluation Process.** The evaluation of the non-route based strategies and alternate routes consisted of a two-phase screening process. The first phase, eliminate unrealistic alternatives, removed alternatives that clearly did not meet the goals and objectives of the study. The second phase, comparative screening analysis, compared the relative impacts and benefits of the strategies and alternate routes based on how effectively they met the established evaluation criteria. The alternative evaluation process is shown in Figure 2.2.

Figure 2.1
Study Process

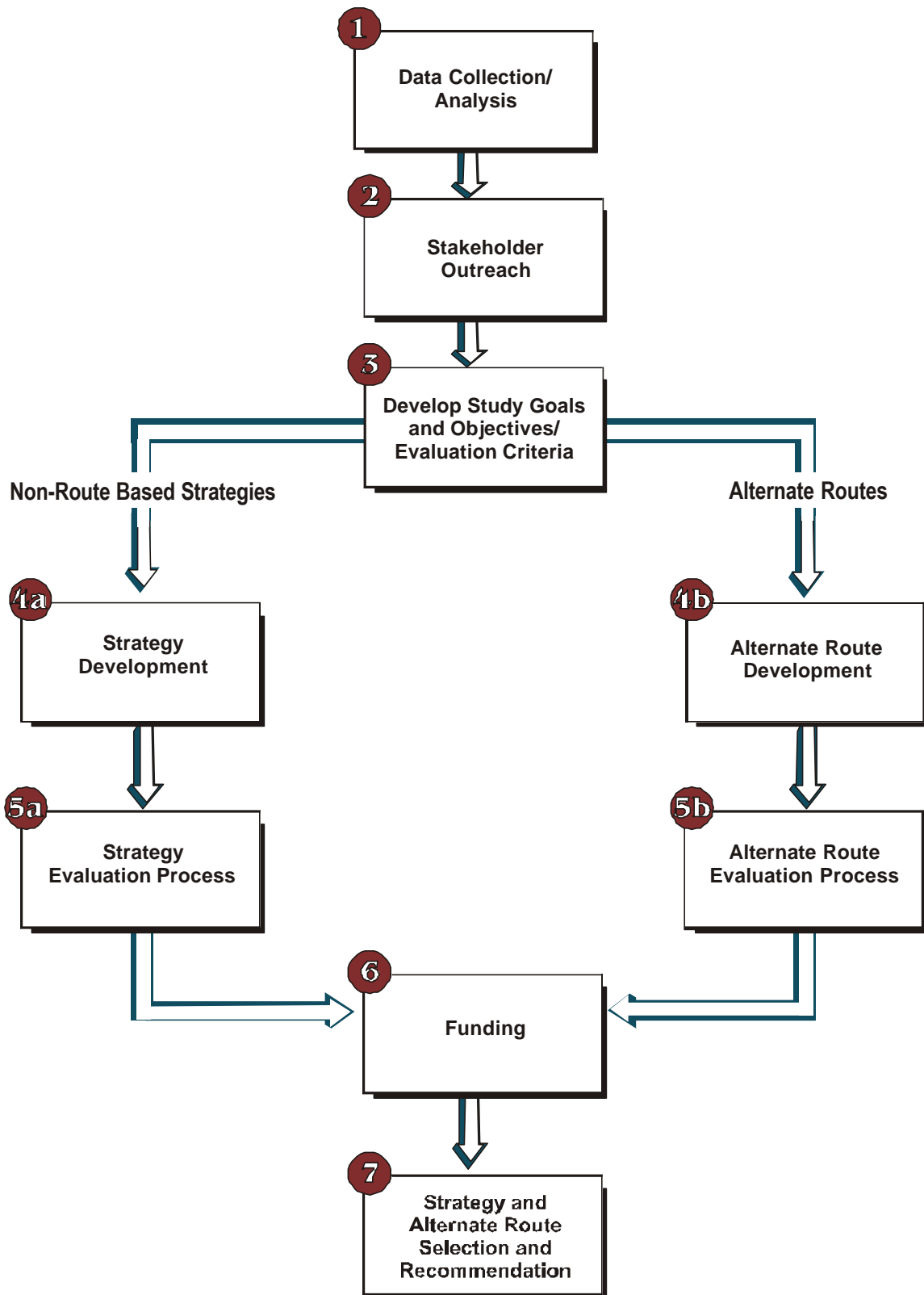
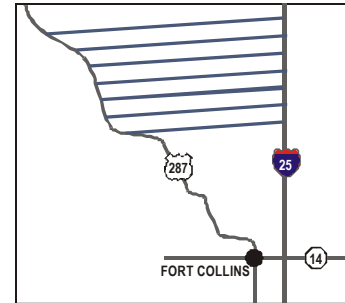


Figure 2.2
Alternative Evaluation Process

NON-ROUTE BASED STRATEGIES

- Strategy #1
- Strategy #2
- Strategy #3
- Strategy #4
- Strategy #5
- Strategy #6
- Strategy #7
- Strategy #8

ALTERNATE ROUTES



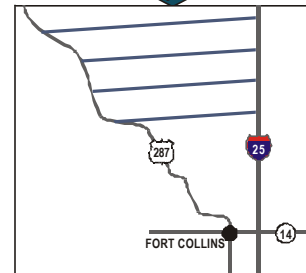
Development

(1) Eliminate Unrealistic Alternatives

Refinement

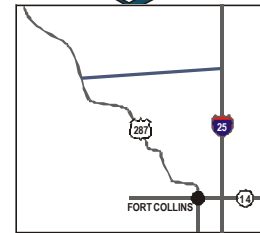
(2) Comparative Screening Analysis

- Strategy #1
- Strategy #4
- Strategy #5
- Strategy #7



Selection

- Strategy #4
- Strategy #5
- Strategy #7



**Recommendations/
Next Steps**

- (1) *Eliminate Unrealistic Alternatives.* The unrealistic screening analysis eliminated non-route based strategies and alternate routes that clearly did not address the needs of the study. Alternatives screened out at this level were removed from further consideration because they had no chance of being implemented. The unrealistic screening analysis was qualitative and was conducted with input from the various study committees and trucking industry representatives to ensure the appropriate non-route based strategies and alternate routes were evaluated at a more detailed level.
 - (2) *Comparative Screening Analysis.* The second phase of the screening process, the comparative screening analysis, was conducted to help develop the recommendations for non-route based strategies and alternate routes. The comparative analysis used evaluation criteria developed in relation to the various issues in the study area as the basis for comparison. Detailed information was collected for each strategy and alternate route to use in the comparative analysis. The comparative screening analysis was quantitative in nature and evaluated the relative benefits and impacts of the non-route based strategies and alternatives based on the established evaluation criteria.
- 6. Funding.** Based on the recommended non-route based strategies and alternate routes, a variety of funding mechanisms was identified as potential funding sources for the study recommendations. In addition to the sources, the issues related to acquiring the various funding mechanisms were also identified. The sources included private, local, and county, state and Federal funding resources.
- 7. Strategy and Alternate Route Recommendations.** Using the results of the alternative evaluation process and input from the study committees, recommended strategies and alternate route corridors were selected to form the overall study recommendations.

2.2 PUBLIC AND AGENCY INVOLVEMENT

To meet the study objective of providing a fair and open process and to ensure that all issues were heard, an extensive public and agency involvement process was conducted. This process involved a variety of opportunities including: meetings with various community groups, local agencies, and special interest groups; public open houses; and trucking industry workshops. Newspapers and the project website, www.sh14truckingstudy.com, were used to enhance the community outreach. In addition to the outreach, committees were formed to assist in the study process. A brief discussion of the committee responsibilities and membership and other study outreach follows. Complete notes of the study committee meetings, trucking industry workshops, and comments from the public open houses are included in Appendix B.

2.2.1 Project Management Team

The Project Management Team (PMT) was a decision-making entity made up of representatives from directly affected agencies in northern Larimer County. These representatives and their agencies are listed in Table 2.1. The PMT met 13 times throughout the study to provide input regarding the direction of the study. The main roles and responsibilities of the PMT included:

- Providing guidance, insights, and input to the study team throughout the study process
- Ensuring all ideas and concerns relative to different agencies were considered throughout the process
- Reviewing study documents
- Communicating study status, issues, and recommendations to their agency

Table 2.1
Project Management Team

Agency	Representative
City of Fort Collins	Mark Jackson
Colorado Department of Transportation, Region 4	Pete Graham
Larimer County	Mark Peterson
Upper Front Range Regional Planning Commission	Frank Hempen

2.2.2 Policy Advisory Committee

A Policy Advisory Committee (PAC) was formed to provide input into the study process and to help assess and review recommendations throughout study phases. Although not formed as a formal decision-making body, the PAC provided input into the outcome of the process. This committee met five times during the study and was used to disseminate study information to the elected officials and key agencies. The PAC membership included elected officials and staff from agencies throughout the study area as shown in Table 2.2. Specific roles and responsibilities of the PAC included:

- Providing insight into the planning process and agency concerns
- Ensuring all ideas and concerns relative to different agencies were considered throughout the process
- Disseminating study information to other board and agency members

Table 2.2
Policy Advisory Committee

Agency	Representative
Cheyenne Area Transportation Planning	Tom Mason
City of Laramie	Mark Sawyer
Colorado Department of Transportation, Region 4	Rick Gabel
Federal Highway Administration	Charmaine Farrar Chris Horn
Fort Collins City Council	Bill Bertschy Karen Weitkunat
Larimer County Commissioners	Kathay Rennels
North Front Range Transportation and Air Quality Planning Council	Debbie Pilch
Town of Wellington	Larry Lorentzen
Upper Front Range Regional Planning Commission	Glenn Vaad
Wyoming Department of Transportation	Jay Gould

2.2.3 Stakeholders Committee

To gather insight from the public, a Stakeholders Committee was developed consisting of representatives from the various affected interests, community groups, and the general public. Members of the Stakeholders Committee are listed in Table 2.3. The committee was developed to include interested parties from different perspectives in the study area to ensure that all issues were adequately represented. The role of the Stakeholders Committee was to provide input into the study process and to help assess and review recommendations throughout study phases. Although not a formal decision-making body, the Stakeholders Committee had input into the outcome of the process. The Stakeholder Committee consisted of 28 members from the community and met 11 times throughout the course of the study. Specific roles and responsibilities included:

- Providing insight into the planning process based on stakeholders concerns
- Ensuring all ideas and concerns relative to the stakeholders interests were considered throughout the process
- Disseminating study information to neighbors, community groups, and other affected interests

**Table 2.3
Stakeholders Committee**

Member	Member
Maury Albertson	Scott Koskie
Peggy Arevalos	Tom Kramer
Daryl Boggs	Kathy Kregel
Mike Buderus	Ernie Marx
Jane Clark	Carl Maxey
Mike Doten	Mike McNeil
Joe Dumais	Mike Moreng
Kathy Dwyer	Len Roark
Mark Easter	Charles Rogers
Scott Ellis	Gladys Russell
Scott Fisher	Larry Stroud
Joe Gerdorn	Adrian Weaver
C. Royce Honeycutt	Sid White
Hank Hersh	Dwight Whitney

2.2.4 Trucking Industry Workshops

In addition to the various study committees, four workshops were conducted to solicit insight from representatives in the trucking industry. Representation included several trucking companies, the Colorado Motor Carriers Association (CMCA), truck operation regulatory agencies, and state and Federal representatives as listed in Table 2.4. The workshops were used to provide insight and input to the study team throughout the study process and provide support and guidance for the development and recommendation of non-route based strategies and alternate routes. The group also served as a valuable resource to provide information to educate the public about issues from the trucking industry’s perspective.

**Table 2.4
Trucking Industry Workshop Attendees**

Agency	Representative
Ballah & Associates	Art Ballah
Bergener Trucking, Inc.	Ray Bergener
Colorado Department of Revenue	R.J. Hicks Alan Rutledge
Colorado Department of Transportation	Teresa Carrillo Pete Graham Teresa Lawser
Colorado Motor Carriers Association	Greg Fulton Patty Olsgard
Colorado Public Utilities Commission	Jack Baier
Colorado State Patrol	Captain Bob Parish
Dale Jay Trucking, Inc.	Dale Jay

Table 2.4 (cont'd)
Trucking Industry Workshop Attendees

Agency	Representative
Don Ward & Company	Norm Carter Bob Thorne
Federal Highway Administration	Chris Horn
Fort Collins Feed	Steve Woodward
Fort Collins Police Department	Joe Gerdom
Hersh Trucking	Hank Hersh Scott Hersh, Jr.
HVH Transportation	Greg Miller
Motor Carrier Services	Jerry Pierce
Office of Motor Carrier Safety	Bill Copley
Pitcher Trucking Company	Carl Maxey
Roadway Express, Inc.	Dean Crewell
Tri-State Commodities, Inc.	Wendy Shupe
Willies Grain, Inc.	Mike Willits
Wyoming Department of Transportation	Jay Gould
Wyoming Highway Patrol/POE	Rick Peterson George Woods
Wyoming Trucking Association	Sheila Foertsch

2.2.5 Public Open Houses

In order to solicit input from and provide information to the public, three rounds of public open houses were conducted. The meetings were an open house format held on consecutive nights, one in the Wellington area and one in the City of Fort Collins. Open houses were held in December 2000, August 2001, and November 2001. Advertising for the public open houses included post card mailers, newspaper inserts, and newspaper advertisements. Inserts and advertisements were placed in both the North Forty News and the Fort Collins Coloradoan. Comment sheets were provided to the public at the meetings to express their thoughts, ideas, and concerns. Copies of the mailers, advertisements, and inserts along with comment sheets and notes from the open houses are included in Appendix B. General correspondence from the public in the form of letters, faxes, and emails is also included in Appendix B.

2.2.6 Other Public and Agency Outreach

To provide additional public and agency involvement, a number of special presentations and outreach meetings were conducted throughout the study with both elected officials and special interests. Elected officials, such as members of the Fort Collins City Council, Larimer County Commissioners, and the Town of Wellington, were updated on the status of the study at key milestones during their regularly scheduled meetings. Special outreach meetings were also held to develop a clear understanding of the various issues throughout the study area.

These meetings included service organizations and other community groups such as:

- Citizen Planners
- Citizens for a True Bypass
- City of Fort Collins Air Quality Advisory Board
- City of Fort Collins Chamber of Commerce
- City of Fort Collins City Council
- City of Fort Collins National Resource Advisory Board
- City of Fort Collins Transportation Board
- Colorado Motor Carriers Association
- Larimer County Agricultural Advisory Board
- Larimer County Commissioners
- Larimer County Planning Commission
- North College Business Association
- North Front Range Transportation and Air Quality Planning Council
- Northern Larimer County Alliance
- Owl Canyon Road Coalition
- Sierra Club
- Wellington Town Board

2.2.7 Study Website ([www.sh14trucking study.com](http://www.sh14truckingstudy.com))

An Internet website was developed to provide real-time information on the status of the study and upcoming meetings including open houses. The website was updated regularly with new information and provided the opportunity for on-line feedback. Also, meeting notes and reports were posted on the website in a format that could either be downloaded or read on-line. On-line feedback forms and study team responses are included in Appendix B.

2.2.8 Media Outreach

The local newspapers were also used to notify the public of upcoming meetings and study information. Both the Fort Collins Coloradoan and the North Forty News covered the study and printed various editorials and articles regarding the study. As discussed earlier, advertisements were also printed in both papers for public open houses and inserts were also used to announce the public meetings. Articles and editorials that were printed are included in Appendix B in chronological order.