

# PUBLIC FEEDBACK RECEIVED ON DRAFT PLAN DECEMBER 6, 2022 - JANUARY 13, 2023

Topic	Comment	Response
Bike Safety	Can include getting rid of sharrows as part of the Vision Zero Plan? Sharrows have been shown to provide zero benefits to improve bike safety and may be even more dangerous than doing nothing: <a href="https://www.bloomberg.com/news/articles/2016-02-05/study-sharrows-might-be-more-dangerous-to-cyclists-than-having-no-bike-infrastructure">https://www.bloomberg.com/news/articles/2016-02-05/study-sharrows-might-be-more-dangerous-to-cyclists-than-having-no-bike-infrastructure</a>	Based on guidance from the National Association of City Transportation Officials, shared lanes can be an appropriate bicycle facility for all ages and abilities of cyclists on roadways with posted speed limits of 25 mph or less, < 1,500 vehicles per day, and < 50 motor vehicles in the peak direction at the peak hour. Sharrows, or shared lane markings, can reinforce the legitimacy of bicycle traffic on the street, recommend proper bicyclist positioning, and may be configured to offer directional and wayfinding guidance. <a href="https://nacto.org/wp-content/uploads/2017/12/NACTO_Designing-for-All-Ages-Abilities.pdf">https://nacto.org/wp-content/uploads/2017/12/NACTO_Designing-for-All-Ages-Abilities.pdf</a> ; <a href="https://nacto.org/publication/urban-bikeway-design-guide/bikeway-signing-marking/shared-lane-markings/">https://nacto.org/publication/urban-bikeway-design-guide/bikeway-signing-marking/shared-lane-markings/</a>

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Bike Safety	<p>Thank you SO much for the thought and effort you've put into this plan. I've extensively biked the streets of Seattle, Denver, and now Fort Collins over the last 17 years. By far, the Fort Collins system is the most thoughtful, most humane, most extensive (for its size) system I've ridden. In fact, having been inspired by the care and thought put into the system here -- and understanding how far a city can go to make its biking citizens safe -- I wrote an op-ed piece on safe biking passageways for Seattle, which the Seattle Times published on 12/24/16 (<a href="https://www.seattletimes.com/opinion/lets-make-every-day-bicycle-sunday-in-the-heart-of-seattle/">https://www.seattletimes.com/opinion/lets-make-every-day-bicycle-sunday-in-the-heart-of-seattle/</a>), which was promptly ignored by city planners and the local biking group, Cascade Bicycle Club. You've hit so many important points in the Vision Zero Action Plan, but no city has come up with a coherent system of passageways that would extend throughout the city -- only free-floating fragments that one travels at one's peril. Fort Collins has come closest to the ideal, but if you're looking to increase biking ridership, you can't simply hope tentative riders will ignore the load, exhaust-spewing cars and trucks passing their bike lanes, whether protected or marked with a mere line of paint. Riders need to be separated as far as possible from large motorized vehicles, using quieter streets designated as "bike- and pedestrian-only" that can nevertheless be accessed by such large vehicles--but those vehicles would be limited to traveling only two city blocks, then required to exit. This is what Denver succeeded in doing following the pandemic for a few short months--on, for example 11th Avenue and 16th Avenue, all the way to downtown from the east side. Then, failing to enforce the two-block limit, which then allowed motorists to abuse the law, the city quietly abandoned the plan. Fort Collins has the backing, the leadership, and the manageable size to effect such a relatively inexpensive, low-impact switch to such a system of safe passageways. I hope you'll seriously consider this overall plan. I've been riding for more than 65 years now and have yet to see any such system--in this age of perilous climate change--even considered, let alone carried out successfully. But THANK YOU for your efforts so far. I hope you'll consider with an open mind, not with a defensive crouch like the city planners in both Seattle and Denver did when I approached them with this idea.</p>	<p>The bike network is addressed in the Active Modes Plan.</p>
Concept	<p>Honestly, it needs a new name. Having "zero" as part of it cheapens the idea. It will never be "zero", so therefore your plan in a way , will never work. I suggest a new name</p>	<p>Vision Zero branding is nationally recognized and consistent terminology across communities.</p>

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Concept	Is this not just a fancy way of coming up with a plan to address bad intersections? Fort Collins needs to stop trying to come up with silly ways to spin things that cities have been doing for decades	Vision Zero is different than the traditional approach where traffic flow is prioritized over safety and responsibility for severe crashes is assigned primarily to user error. In Vision Zero, safety is prioritized over traffic flow and people who design roads and set policy, as well as road users, are held accountable for severe crashes.
Concept	I'm in the middle of reviewing the draft and I'm a little confused. I'm wondering if my comments are missing the mark because I've missed something. But my understanding of Vision Zero is that it should include a goal of zero deaths from traffic incidents, not matter who is using the road (motorists and non-motorists). But as I read through this, it's all about vulnerable users (who, I totally get, are most vulnerable since they're not wrapped in metal). But motorists die and are injured too. Maybe I'm not far enough into the document yet, but it seems like I should be seeing a more wholistic look at who we're trying to protect (people. travelers. all travelers.) and I would expect to see the constant refrain - especially in the goals section - that the goal is to create a system that will be safer for all users, and that a focus on the most vulnerable will be done with the expectation that that will lead to better outcomes for all travelers, vulnerable or not. ... If you're in a motor vehicle and you die in a car crash, then whether you count as "vulnerable" or not, your death marks you as having been vulnerable.	Language added that safety improvements for vulnerable road users will mean that people inside motor vehicles are also safer.

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Concept	I have always had trouble with the concept of eliminating all fatalities and serious injuries as an objective. I am fully in favor of increased safety for cyclists and pedestrians, but the vision zero goal seems extreme. If we wanted to eliminate all highway fatalities, it could be easily done by lowering the speed limit to 20 miles per hour with strict enforcement. Why don't we do that? The answer is because there is an trade off between cost (and frankly convenience) and the value of life. What I am really concerned about is that we don't need to do anything that is intentionally antagonistic given the conflicts that already exist in our community relative to the support that is already been provided to cyclists. I encourage the Bicycle Advisory Committee and the City of Fort Collins to rethink the advisability of committing to vision zero.	Vision Zero prioritizes the value of life over convenience.
Countermeasures	Leading Pedestrian Interval - says to allow the pedestrian to enter the intersection prior to allowing vehicles to move. However, shouldn't this interval also allow bicyclists and other non-motorized vulnerable road users to start crossing as well?	Sentence added to the end of Leading Pedestrian Interval description incorporating bikes.
Countermeasures	In the safety countermeasure section it doesn't list traffic signal timing as a way to control speed. For instance, if the speed limit is 35 MPH, but the signals are timed to 30MPH and advertised as such, drivers would have less incentive to go faster than 30 MPH because they'd know they would be stopped at the next light.	Traffic Signal Timing added as a countermeasure.
Crash Investigation	I would suggest that after each traffic injury or fatality that the police are not the only ones involved in the investigation. Since research shows that street design is the main culprit for traffic accidents, the traffic department should be required to investigate how the design of an intersection, light timing, land width, etc. contributed to the accident and make recommendations for improvements.	Language added to Supporting Action 4.3.
Crash Type Graphic	Vehicle hits pedestrian  (Graphic depicts only one type of bicycle-related crash)  However, this is for pedestrian/motor-vehicle crashes and thus should be depicting one type of pedestrian related crash instead of directly copying from the 2nd circle's caption.	Graphic has been updated.

Topic	Comment	Response
Data	<p>I love Fort Collin's bike infrastructure; however, I have had many near-misses while biking to work. Three separate near-death events are burned into my memory. Each time I was in a bike lane by cars going well-over 30 mph. I don't know if I would have died, but I would love a way to report near-misses. It looks like the current data-gathering parts of the plan focus on crashes, injuries, and deaths. Wouldn't it be great to collect near-misses and other user-reported suggestions for safety improvements? We might be able to prevent injuries and deaths before they happen.</p>	<p>The North Front Range Metropolitan Planning Organization Bike &amp; Ped Safety Reporter Tool is designed to collect this information.</p>
Definitions	<p>Serious injury is very subjective and never is defined. The plan seems to focus on active modes of transit? What about those who will never Shift from vehicles to active modes? Where is the focus on driver behavior change that will be important to achieve these goals? Document does not appear to be available in languages other than English, which alienates those who do not speak/read English.</p>	<p>Language with definition of serious injury added.</p> <p>Fort Collins needs layers of crash prevention beyond enforcement and education so that driver errors do not result in deaths and serious injuries. That is why the strategies in this plan focus on infrastructure and policy more than education and enforcement.</p> <p>The Executive Summary of the Action Plan will be translated to Spanish. The document is currently only available in English; a translation can be provided by request.</p>

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Definitions	<p>What is the national definition for serious injuries? The US DOT defines a serious injury using the MMUCC 4th Edition “Suspected Serious Injury (A)” attribute found in the “injury status” data element. A suspected serious injury is defined in the MMUCC 4th Edition as any injury other than fatal that results in one or more of the following: The National Definition For Serious In • Severe laceration resulting in exposure of underlying tissues/muscle/organs or resulting in significant loss of blood • Broken or distorted extremity (arm or leg) • Crush injuries • Suspected skull, chest, or abdominal injury other than bruises or minor lacerations • Significant burns (second and third degree burns over 10% or more of the body) • Unconsciousness when taken from the crash scene • Paralysis</p>	Language with definition added.
Enforcement	<p>As a Fort Collins resident who regularly bikes, walks, and takes transit, I appreciate the City's approach to reaching Vision Zero. I just wanted to add that I often see drivers failing to yield to pedestrians, and I do not believe there is enough enforcement currently to incentivize drivers to stop this behavior. I agree with the plans' sentiment to reduce in-person enforcement, but I hope that this goes beyond speed enforcement and includes failing to yield to pedestrians, reckless driving, and curbing texting/using a phone while driving.</p>	<p>Enforcement is one layer and has historically been the primary layer of crash prevention. Fort Collins has robust enforcement for crash prevention, but needs additional layers of crash prevention so that driver errors do not result in deaths and serious injuries. That is why the strategies in this plan focus on infrastructure and policy. In response to comments on the need for more enforcement, we added a Supporting Action.</p>
Enforcement	<p>Hold drivers accountable for their actions! Fort Collins has a massive problem with unsafe driving. There is little to no enforcement of traffic violations. Until there are steeper consequences for drivers there will be little to no change.</p>	<p>Steeper consequences for driver error is consistent with Vision Zero. This Action Plan focused on bolstering layers other than enforcement, which is currently Fort Collins' strongest layer of crash prevention.</p>

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Enforcement	<p>I applaud this plan's focus on encouraging positive behaviors over punishing or penalizing detrimental ones. However, I'm also concerned that the plan assumes an unrealistic level of cooperation and compliance from Fort Collins drivers. I walk to and from work most weekdays north of the main CSU campus, crossing several high-injury intersections. Multiple times each week, I witness drivers running red lights, ignoring stop signs, turning without looking where they're going, and accelerating into intersections before a pedestrian or cyclist has finished crossing. Without active, defensive walking on my part, I would almost certainly have already been hit on two occasions: once by a vehicle running a red light on Mulberry, and once by a vehicle ignoring a four-way stop on Laporte. I have little faith that installing better bike lanes and cross-walks will do anything to change motorist behavior in Fort Collins (the worst I've seen, having lived in many cities in several countries) without accompanying enforcement measures that reinforce that these measures must be taken seriously. I'm opposed to increasing police presence or power in town, but from what I've observed over the past 3.5 years of living here, lax traffic enforcement (no doubt helped by police who themselves sometimes speed and push the boundaries of red lights!) contributes to motorists who believe that they don't have to take other people's safety seriously.</p>	<p>The list of countermeasures describes measures beyond bike lanes and crosswalks that discourage driver errors and prevent driver errors from becoming severe crashes.</p>
Enforcement	<p>Many of the proposed actions seem like engineering/infrastructure solutions. I bicycle a lot in and around Ft. Collins and I constantly see distracted drivers -- mainly those talking or texting on their devices while driving. I'd say 1 in 10 or 1 in 20 drivers is engaged with their phone while driving. Could Ft. Collins adopt a traffic regulation to require hands free driving? I've seen it implemented elsewhere (Virginia, for example).</p>	<p>Texting and driving is illegal for all drivers in Colorado. A ban on using handheld devices while driving is consistent with Vision Zero and could be considered. It would require additional enforcement, and this Action Plan focused on additional infrastructure and changes to policy while continuing existing enforcement.</p>

Topic	Comment	Response
Enforcement	I am also not a fan of increasing red light cameras/automated enforcement. I think it's an expensive way to treat a symptom of a problem, not the cause. Aside from that, I am extremely pleased to see the Vision Zero Plan as well as the Active Modes Plan, I think they are excellent.	Automated enforcement is not expensive to the City because it generates revenue that is used for traffic calming and equipment to help with traffic enforcement.
Enforcement	I think this is great, but leaves a big hole that was not discussed. Police patrol presence in the City and especially the North East corner of the city basically does not exist. I can tell you in the last few months, I have only seen only a handful of police patrol cars and most were on their way to a call. I would love to see the radar Jeep that is usually on Confer, Shields, or Willox be utilized in the residential streets. More speed limit radar signs in locations that have speeding issues. If these streets can be designed for the speed intended, you should not see the need to change things later on.	Enforcement is one layer and has historically been the primary layer of crash prevention. Fort Collins already uses enforcement for crash prevention, but needs additional layers of crash prevention so that driver errors do not result in deaths and serious injuries. That is why the strategies in this plan focus on infrastructure and policy more than education and enforcement. Supporting Action 5.3 does address enforcement and proposes expanding automated enforcement. Colorado state law limits where radar jeeps can be used to enforce traffic speeds.



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Enforcement	I like the proposal to put a traffic camera at every intersection as they have been shown to reduce folks running red lights. The public will hate them with the fire of 10,000 dying suns, so I would make sure that funds from these fines be strictly dedicated to safer street capital infrastructure and not any city operating budget.	Supporting Action 5.3 proposes expanding the use of automated enforcement on the High Injury Network, but not necessarily at every intersection. A note about how revenue should be used was added. Information on the current red light/speed cameras was added to existing conditions; the revenue currently is fed into traffic calming and enforcement.
HEI Map	The legend only gives numbers associated with each color/shade. But those HEI numbers are not defined and thus are meaningless to most readers of the document. For example, my neighborhood looks like it is rated from 20 to 40 - but is that good or bad or ?????	An additional description has been inserted on the map.
HIN Map	It would be interesting to see how it correlates with data from the MPO reporting for close calls.	The data the North Front Range Metropolitan Planning Organization has been collecting through the Bike & Ped Safety Reporter tool is limited so far but is one source of data that may be included in future analyses.
Mode shift	Reducing the number of cars on the road should be a priority. Why does the city continue to enforce a right-to-park anywhere by requiring a minimum amount of parking spaces for new development? If people had to pay to park, then some of them would choose to bike or take transit instead. Other cities are getting rid of parking minimums and we should too.	Transformative Action 3 addresses this through the Shift Your Ride program.
Other	Hi! I have had a chance to review these at a high level and am really pleased to see these as a priority for the city of Fort Collins! This is all part of us choosing this town as our new home.. My wife and I live in the Old Town North area and love that we can get to most of our destinations by bike or walking and use our motor vehicles very sparingly.. I was born and raised in Holland, so I know what this can do to general quality of life.	Thank you!

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Policy	<p>Once upon a time, I asked the traffic department if they would repaint a crosswalk near my kids' school and they said "We are letting the crosswalk fade and will not be putting it back in as it is not considered a warranted crosswalk." I didn't understand the reasoning and replied "please explain". Traffic staff then sent me a pedestrian study. In reviewing the study it seemed to me that there should indeed be a crosswalk there. When I pointed out these principles in the pedestrian plan, I was given the excuse that there wasn't enough budget. Anyway, what are the enforcement mechanisms and "teeth" behind this plan? Are we changing the land use code? Are we updating traffic design standards? Is anything changing about the budgeting process to expand the amount of funding for pedestrian and bike infrastructure? We need to change the culture around traffic and prioritize safety over the dreaded LOS.</p>	<p>With the Active Modes Plan and the Vision Zero Action Plan, pedestrian facilities will be prioritized.</p> <p>The Plan's "teeth" is addressed in Transformative Action #7. The plan itself does not directly change policy or ordinances or affect budgeting, but implementing the actions will involve these.</p> <p>We agree that we need a culture of traffic safety. Vision Zero prioritizes safety over traffic flow.</p>
Policy	<p>Looking great. I would recommend including some more specific language that identifies the MUTCD. I see a mention of "Manual" but that's it. Related to this, I would encourage that known issues with safety, use conflicts, etc. on streets which have been historically identified but ultimately noted as "no action possible" due to the constraints of the MUTCD be addressed swiftly as soon as this is adopted. E. Elizabeth Street and the speeds posted/observed, and the resultant safety issues, are a perfect example. Staff indicated there was nothing they could do as a result of the manual which puts all users, and specifically non-motor-vehicle users at risk. I would like to see this changed swiftly once implemented so the risk can be reduced without delay. Please have a list of areas currently constrained by the manual dependency and ensure the plan indicates to address as immediately as feasible. Thank you!</p>	<p>The MUTCD is mentioned in Transformative Action 6. Creating this list was beyond the scope of this plan and is part of Action 6.</p>

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Policy	<p>I like the mention of road diets in the plan, but the language is weak about whether they will be required. The city's current design standards require 11 and 12 foot wide lanes. Studies show that thinner lanes are much safer.</p> <p><a href="https://www.bloomberg.com/news/articles/2014-10-06/why-12-foot-traffic-lanes-are-disastrous-for-safety-and-must-be-replaced-now">https://www.bloomberg.com/news/articles/2014-10-06/why-12-foot-traffic-lanes-are-disastrous-for-safety-and-must-be-replaced-now</a></p> <p>Will the City of Fort Collins be changing its travel lane design and building standards to have a maximum of 9- and 10-foot-wide lanes?</p>	<p>Transformative Action 6 includes a review of policies that are roadblocks to Vision Zero. These design standards will be scrutinized during this initial review.</p>
Schools	<p>I'm surprised by the lack of School related measures mentioned in the plan. I believe FTC still has a safe routes to school program and I would have liked to see more about how that is being integrated into this broader plan. I have 3 children who can walk/bike to school but have numerous crossings at dangerous (high speed roundabout - Trilby/Ziegler) and/or uncontrolled intersections.</p>	<p>The High Injury Network was developed by analyzing the history of severe crashes. Sections of the HIN that are in school zones may be eligible for Safe Routes to School funding or more competitive for other funding streams, and therefore may be addressed sooner than other sections.</p>
Speed governors	<p>The city should lead the way in safe driving. There is new technology that can automatically limit the speed of vehicles to be within the posted speed limit. There is no reason that these smart-speed governors shouldn't be in all city vehicles.</p> <p><a href="https://www.ny1.com/nyc/all-boroughs/news/2022/08/11/nyc-municipal-fleet-anti-speeding-technology">https://www.ny1.com/nyc/all-boroughs/news/2022/08/11/nyc-municipal-fleet-anti-speeding-technology</a></p>	<p>Supporting Action 3.6 added.</p>

Topic	Comment	Response
Strategies	Need more areas that are 15 minute cities. Harmony and south is HORRIBLE for alternative transportation. The HIN should either have protected bike lanes or remove bike lanes and point people to side streets. Make it less desirable to own cars by narrowing side streets and removing on street parking. Improve Transfort by following the time schedules posted at stops. A bike only street, like Remington (n-s) and a e-w street. Double all suggestions in areas south of Harmony.	Actions in the Vision Zero Action Plan include implementation of the Active Modes Plan (recently adopted), the Transportation Demand Management Plan (in development), and the Transit Master Plan. The City recently completed a 15-Minute City Analysis with recommendations, such as land use changes.
Strategies	You need to add a crosswalk with on-demand red stoplight or at least a flashing yellow light at Ziegler & Environmental Drive. Most cars on Ziegler speed, and crossing it is dangerous. Do NOT wait for pedestrians to die. Also, cops should regularly watch the crosswalk at Drake & Illinois and ticket the countless criminal motorists who plow through the flashing yellow light.	The crosswalk policy is one that will be reviewed as part of Transformative Action 6.
Strategies	Fantastic stats. Rear-end accidents were highlighted but I didn't see any specific actions that would address this. I've seen reports that road markings can be used as effective visual aids to help people keep a safe distance from other vehicles.	Countermeasures on pages 32-34 are flagged by crash type, including rear-end.
Strategies	I didn't have any specific input other than I really hope that improvements will soon come to the Vine & Jerome intersection to make it safer for pedestrians and cyclists. The residential neighborhoods are growing north of downtown and there are really few safe options to travel the north-south corridor. Redwood/Vine is problematic given the train tracks and busy fourway stop. Also with the Powerhouse II addition this will be extra important. It would seem that an elevated crosswalk/bike in that intersection with flashing lights would be appropriate given there is no single north/south pathway. Also, it seems that we have an imminent issue with e-bikes given the growth and how they are used. Many seem to look at these as "electric motor cycles" and not pedal assisted bicycles. They frequently travel at speeds that are not safe for other Active Mode users. I hope that the city will have steps/regulations to properly manage that. Anyway, I would be glad to help your cause in anyway I can. Thanks you, Walter & Linda Abercrombie	Currently, crash reports do not distinguish between e-bikes and traditional bikes. Actions in Goal 4, Increase Data Transparency and Partnerships, will help understand if e-bikes are overrepresented in severe crashes compared to other types of bicycles.

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Strategies	I like the early walk sign before the associated traffic light turns green to allow the pedestrian to clearly get into the intersection. I think the walk signal should be on longer than currently. It would be good to analyze time of day for the accidents; i.e. sun blinding or night time issues. Perhaps signs should be put up on high accident rate intersections?	Time of day of crashes is analyzed in the annual Safety in the City report.
Strategies	The actions look achievable and good to me. The only input I'd add is looping in other capital construction projects for Vision Zero reviews. Other groups that do capital construction projects include Utilities, Park Planning & Development, and Operation Services. We can assist in making sure they are aware of the checklist once it is in place.	Departments suggested added to Transformative Action 7.
Supporting Actions	1.2: Trails for transportation is only viable if the trails are direct/straight-lines and not meandering. People currently use the Spring Creek and Poudre Trails for transportation because of extreme safety concerns and that they have extra time to devote to transportation. This will require a mind-shift on the part of natural areas and parks.	The Paved Recreational Trail Master Plan will be updated soon and we will share this comment with that effort.
Supporting Actions	1.3: Shift your ride will only happen when it is easier, quicker, and cheaper for people to choose a different option. The fraction of people that will willing change before these three drivers are in place have already made the shift.	This action has been shifted to Transformative Action 3. The transportation demand management plan, which is in development, addresses this.
Supporting Actions	4.3: convening a safety meeting after an incident is great - but what is the process that will be followed to reduce or eliminate the potential of the incident or one like it from happening again? In industry we use the PDCA (Plan, Do, Check, Act) process to ask the needed questions to understand what happened and get to the root cause so that potential solutions can be evaluated and the best one selected for implementation.	This process will be determined as part of implementing Supporting Action 4.3.

Topic	Comment	Response
Thoughts on Education	Traffic safety education can quickly fall into victim blaming. No one needs to be educated that they shouldn't hit and kill other people. People will drive at speeds that the road is designed to handle, not the posted speed limits. I honestly don't understand the "positive reinforcement" thing. Are the police going to pull us over and thank us for driving safely? If we leave education as an element in the plan we ought to require testing for campaign effectiveness (and drop efforts that aren't showing to make a difference effective). Education should be deprioritized vs street design. I would hate it to become an excuse if the death/injuries numbers don't improve.	Education was included in Supporting Actions 5.1 and 5.2. 5.1 has been reworded to clarify that education is intended as an alternative to more punitive measures and 5.2 has been reworded to replace education with awareness.
Transformative Actions	Transformative Action 2 lists 3 metrics that all include number of miles.  However, another metric that would be useful would be the number of major intersections. For example Drake and Lemay intersection falls in the HIN but has bike lanes and sidewalks already. To make this intersection meet the Vision Zero standard, it will need to have grade-separated crossings most likely.	Adjustment made to the spot improvement metric.
Transformative Actions	None of the Transformative Action items list visual obstruction clearance or maintenance. For example, when accessing Drake road by traveling south on Brookwood Drive, there is fencing and vegetation that requires motor-vehicles and bicyclists to be in the west bound Drake bike lane to see west bound traffic. Since this is just west of the bicycle/pedestrian crossing light on Drake, it is obvious this is supposed to be part of the bicycle network.	Transformative Action 10 addresses maintenance of safety improvements.
Transformative Actions	Transformation Action 7 [now 8]- number of personnel required. I am assuming there are metrics somewhere to justify needing 2 FTEs for this activity - but it does not come across in the document as a whole or this section particularly.	Changed to one FTE plus the equivalent of one FTE across multiple departments. With experience and available resources, it may be determined later that the number of personnel should be adjusted up or down.
Transformative Actions	Transformation Action 10 [now 11] - seems really vague compared to the rest of the actions. It either needs more detail or to be eliminated.	More detail added.