



COLORADO

Department of Transportation

Division of Transit & Rail

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DATE: September 14, 2018
TO: Transit & Rail Advisory Committee
FROM: David Krutsinger, Director, Division of Transit & Rail
SUBJECT: DTR Organizational Changes

Purpose

Inform TRAC about forthcoming changes to the DTR Structure

Action

Informational only, no action requested.

Background

As with all organizations, the structure and functioning must adapt to the work needs of the day. The Division of Transit & Rail (DTR) is responding to multiple changes at this time: (1) Change in Director, (2) Increased funding for Capital Projects through SB 09-228, SB 17-267, and SB 18-001, (3) 2 CFR 20 Uniform Administrative Requirements aka “Super Circular”, and (4) FTA Program Changes with the Asset Management Plan and Safety/Security Plan requirements. The State Legislature also created and funded the Southwest Chief & Front Range Passenger Rail Commission (SWC & FRPRC), which Rail Commission has decided to hire staff.

Details

Change in Director

In advance of Mark Imhoff’s retirement, the Deputy Director position was created to provide continuity of operations after his retirement. With the selection of a new Director in David Krutsinger, the Deputy Director position could be re-filled, eliminated and “returned” to a staff level position. After discussion with the Unit Managers within the Division, the decision was made to “split” the Deputy Director position in to two staff-level positions, with permission required from CDOT Executive Management to increase DTR headcount by one, and to add salary cap commensurate with a second position. This change responds to internal staff desires for more promotion pathways, and to spread the workload among more people. The paragraphs below explain the “pain points” of the increased workload upon the existing Units.

Increased Funding for Capital Projects

Simply put, more money has meant more effort needed to conduct planning for and execution of projects. The three new funding sources will provide a minimum of \$88 Million and a maximum of \$238 Million in new funds to CDOT. Although the SB 09-228 funds (\$35.8 M) are largely programmed, the projects require significant planning coordination to complete them. SB 17-267 and SB 18-001 projects are both beginning planning efforts to inform the programming of the funds to projects. SB 18-001 is expected to deliver up to \$81 Million in additional funding directly provided to local agencies, but with requirement that CDOT report on how those funds are expended. All of the planning work and much of the project management for the new projects is the responsibility of the Planning Unit.

2 CFR 200 Uniform Administrative Requirements, aka “Super Circular”

The roll-out of these Federal administrative requirements began more than two years ago. The Super Circular requires of Federal Agencies, recipients (CDOT), and sub-recipients (Colorado transit agencies) to increase fund administration controls and reporting. In addition, project-level risk-assessment is required of all projects. CDOT has, in 2018, just completed the risk-assessment module in the cloud-based fund management portal known as COTRAMS (Colorado Transit & Rail Award Management System). CDOT completed a number of other modules to track procurement processes and vehicle/equipment/property dispositions better. Finally the Super Circular has certain expectations which have been the basis for DTR to continue to improve workflow management of the requirements.

FTA Program Changes: Asset Management Plan and Safety/Security Plan Requirements

MAP-21 and the FAST Act have created, and continued, respectively, the requirement for Transit Asset Management Plans and Safety & Security Plans. While CDOT has had efforts over the years to track all asset needs, and plan for a state of good repair across all transit agencies in Colorado, the Asset Management Plan requirement increased the requirements for such efforts. Safety & Security Plan requirements are now in regulation, and have the requirement to be completed by July 2020. Both of these efforts are the responsibility of the Planning Unit.

Southwest Chief & Front Range Passenger Rail Commission ("Rail Commission")

The State of Colorado Legislature created the Rail Commission in 2014, the re-named and expanded its role in 2017. In 2018, part of SB 18-001 also funded the Rail Commission with a one-time amount of \$2.5 Million. The Rail Commission expects to hire both a *Rail Commission Project Director* and a supporting position to the Director Position. These developments do not change CDOT's responsibility to participate as a non-voting member of the Rail Commission or the responsibility to maintain the State Freight & Passenger Rail Plan. The Rail Commission staff positions will, however, undertake larger work efforts of a new Front Range Rail Study, as well as continuing efforts to study the Amtrak Southwest Chief re-route options from La Junta, through Pueblo and Walsenburg, to Trinidad.

All together, these changes have put pressure on the entire Division to grow and/or to re-align responsibilities. More work has been pointed in the direction of the Planning Unit than existing staff could sustain. New staff are needed to take on existing and new duties, so new staff performing some of the duties cannot be avoided. CDOT organizational "rules" dictate that a "Unit" is comprised of at least one manager and three employees. Constituting a new unit, after the "splitting" of the former Deputy Director position, makes the most sense for all staff involved.

Next Steps

- Hiring of the Programming Unit Manager (new position)
- Replacement of the Planning Unit Manager who is taking another position soon
- (Back-)Filling of Vacant Positions by the Unit Managers.

Attachments

3 graphic images: Existing, Planned, Workflow