

**District
Department of
Transportation**

District Department of Transportation

www.ddot.dc.gov

Description	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$39,995,123	\$42,300,349	5.8
Capital Budget (G.O. Bonds)	\$0	\$14,405,000	n/a
Capital Budget (Local Streets)	\$99,183,000	\$67,000,000	-32.4
Capital Budget (Highway Trust, Federal plus Local)	\$262,982,975	\$289,616,136	10.1

The mission of the District Department of Transportation (DDOT) is to provide reliable transportation facilities and services for residents, visitors, commuters and businesses so they can move safely and efficiently, while enhancing quality of life and economic competitiveness.

The agency plans to continue its progress in these and other areas in FY 2007 and will fulfill its mission by achieving the following strategic result goals:

1. **Safety:** Maintain a safe transportation system
2. **Infrastructure:** Maintain a secure and high quality transportation infrastructure
3. **Accessibility and Flexibility:** Enhance transportation mobility, access, and alternatives
4. **Project and Financial Management:** Manage the District's transportation resources responsibly
5. **Administration:** Effectively manage the operations of the Department

DDOT oversees 1,100 miles of roads; more than 200 bridges; 65,000 streetlights; 135,000 city trees; 1,580 traffic signals as well as responsibility for the District's bicycle and pedestrian facilities, traffic and pedestrian safety and managing the District's public space.

Since achieving cabinet-level status in 2002, DDOT has positioned itself as one of the District government's most innovative and visionary agencies, and has become an emerging national leader in the provision of state and local transportation services.

This new stature has helped DDOT improve the city's streets, sidewalks, alleys and bridges, and launch new programs to address long-term transportation needs. DDOT now repaves over 125 miles of roads every year, fills potholes within three business days, and clears snow faster than it has in years. DDOT introduced the DC Circulator in July of 2005 to link destinations and attractions in the central core of Washington. Since its inception, ridership has increased every month. DDOT has also expanded its investments in programs to encourage and protect walkers and bikers. Each weekday nearly 40,000 District residents walk to work and there are over 25,000 trips by bicycle and DDOT is working hard to increase these numbers.

DDOT has also made infrastructure improvements that help revitalize distressed neighborhoods and change the look and feel of communities. In partnership with the Deputy Mayor for Economic Development, DDOT is helping lead the Great Streets Program that will transform some of the District's most distressed neighborhoods. After decades of neglect, the District finally has the means to extend its downtown success to neighborhoods, unleashing the commercial potential of main streets and corridors throughout the city. DDOT is also in the initial stages of re-introducing streetcars in

the District. DDOT is working with neighborhoods east of the Anacostia River to serve as a model for local neighborhood travel and provide needed access to Metrorail and building commercial development in Anacostia. Next, DDOT is moving out of the planning and into the implementation phase of the Anacostia Waterfront Initiative (AWI). The AWI will revitalize neighborhoods, enhance and protect parks, improve water quality and increase access to waterfront destinations.

Agency Structure

In order to ensure that DDOT was positioned to successfully plan, construct, inspect, maintain and operate all transportation facilities and public rights-of-way within the District of Columbia, the Agency has reorganized into the following units, under the leadership of the Office of the Director:

- Infrastructure Project Management Administration is responsible for managing capital projects related to the design, engineering, and construction of streets, bridges and other transportation infrastructure.
- Transportation Policy and Planning Administration is responsible for developing and implementing transportation plans and policies to improve mobility throughout the city.
- Traffic Services Administration is responsible for planning, operating, and maintaining the District of Columbia traffic services infrastructure for the safe and efficient movement of pedestrians and vehicles through the District's street system.
- Public Space Management Administration is responsible for managing the use and providing for the maintenance of the public rights-of-way.
- Urban Forestry Administration is responsible for developing plans and specifications and implementing the design, development, care and maintenance of the District's 135,000 trees.
- Mass Transit Administration was previously a part of the Transportation Policy and Planning Administration and is responsible for processing financial transactions for WMATA construction and operations, coordinating bus route and bus stop service changes, processing school transit subsidies, managing transit grants and para-transit grants, and providing policy guidance to District members on the WMATA Board of Directors. In recent years, the role of mass transit has expanded considerably, resulting in greater responsibilities and visibility of the functions of this office. Additional responsibili-

ties now include the planning and design of completely new transit services, including the development and implementation of the Downtown Circulator Program, the development of new Streetcar Program, the development of several new transit corridors, and directing the preparation of a light rail system feasibility study.

Programs

DDOT has organized the six aforementioned units into four Performance-Based Budgeting Program areas: Infrastructure Development and Maintenance, Transportation Operations, Agency Management, and Agency Financial Operations.

Infrastructure Development and Maintenance

The Infrastructure Development and Maintenance program supports the planning, construction and maintenance of a high-quality transportation infrastructure. To support this program, DDOT is implementing a project/program team approach.

Project management teams are comprised of a project management team leader co-team leader, project engineers, staff engineers (design, bridge/structural, and general), and planning and support staff (finance, contract, clerks and inspectors). DDOT gives each team a portfolio of projects and the necessary resources to support them. This structure fosters ownership, accountability and greater productivity.

The maintenance teams are also Ward-based. They are charged with not only responding to maintenance requests, but also with being proactive in identifying and conducting on-the-spot infrastructure repair. In addition, they play a supporting role in snow and ice removal operations.

Transportation Operations

The goal of the Transportation Operations program is to provide an efficient and diverse transportation system for District residents, businesses, and commuters so that they can travel effectively within the District of Columbia.

The program regulates the public rights-of-way, and its uses, including traffic flow, parking and utility work. These responsibilities are accomplished by operating the traffic signal system, developing parking policy to maximize traffic volume or provide traffic calming, and permitting the lawful use of public space. Another facet of this program is the promotion of alternate forms of

transportation and the funding for developing a multi-modal transportation system.

Agency Management

The Agency Management program is responsible for articulating the Department's mission and vision, and then developing and coordinating DDOT's strategy for the allocation of resources to achieve its mission. The program provides policy direction, overall management, communications and executive direction to departmental staff.

The program also is responsible for matching Federal and local financial resources to planning objectives, and ensuring the timely implementation of transportation improvement plans and projects. The program provides the basic management support services required by the Department. These include employee-related services, contracting services, the use of information technology to enhance performance, purchasing services, and analysis of departmental operations.

Agency Financial Operations

The Agency Financial Operations program provides comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all performance-based budget agencies.

Management Analysis and Discussion

Core Values

Operating effectively in today's environment requires an organization that is centered on certain core values that management and staff have identified as keystones to success. For DDOT, these core values are:

- **Safety:** We believe that transportation is crucial to the quality of life among District residents, and is vital to meeting this community's social goals. As the official steward of transportation facilities in the District of Columbia, DDOT has a major responsibility to ensure that people and services move safely through the city.
- **Customer Satisfaction:** We believe that our efforts should revolve around meeting the needs and expectations of our customers -- residents and visitors to the District of Columbia. We will strive to develop new ways to engage customers in the decision-making

process, accurately distill their expectations into concrete activities, respond quickly to their inquiries and keep them abreast of how our initiatives affect them.

- **Innovation:** We believe in the importance of continually striving to find faster, more effective and efficient service delivery mechanisms, and in building an energetic organization that supports constant reevaluation of how it provides services. Initiative and teamwork by all staff are encouraged and rewarded.
- **Employee Investment:** We believe that our employees are our most important assets. This organization is built upon recognizing employee initiative and providing professional development opportunities and all the necessary tools for employees to excel at their assignments. DDOT managers are committed to coaching, evaluating and mentoring staff in the agency.
- **Transportation as a Means to an End:** We believe that transportation facilities are tools to support the attainment of larger social and economic goals, including building safer communities and supporting commerce, rather than ends to themselves.

Outlook and Assessment

Smarter, Faster and More Customer-Focused

After years of under funding and instability, the Department of Transportation has made substantial progress in its efforts to increase transportation safety, enhance infrastructure stewardship and improve mobility for neighborhood residents and visitors to the District. Included in these efforts have been initiatives to repave over 2,000 city blocks of neighborhood streets, improve management of utility cuts, enhance gateways to the District and improve access and safety for motorists, pedestrians and bicyclists.

While working to achieve these successes, it has been necessary to simultaneously restructure the Department so that it can be more flexible, responsive, and efficient. This restructuring has been a major success. Not only have we created a more teams and a Ward-based organizational structure, but more importantly, we have reformed the way in which staff think about their jobs and their relationship to our mission. And we have placed a new emphasis on neighborhood involvement in transportation planning.

Capacity Building Efforts

The success of the agency's restructuring has been made possible, in part, through continuing efforts to fill vacant positions. While the agency still struggles with hiring qualified staff, efforts taken in conjunction with the D.C. Office of Personnel have somewhat improved this situation. We have also worked to hire staff to fill functions that once had to be ignored or were nonexistent, including a "frontline" roadway response unit (the Roadway Operations Patrol), bicycle and pedestrian programs, Ward transportation planning, and an urban forestry program. In its recruiting efforts, DDOT has been fortunate to attract top-notch managers and staff. While the agency is still far from fully restoring staffing levels, we are confident that the situation will continue to improve.

Chief Accomplishments

It is appropriate to highlight the Agency's achievements while acknowledging the magnitude of the task yet to be done. Among our accomplishments

Streets and Alleys: In 2005, DDOT initiated a District-wide alley and local street restoration program. Based on our survey of alley and roadway conditions, a prioritized list was developed to ensure we invest funds in areas in the poorest condition first. These areas listed by ward on DDOT's website.

July of 2005 marked the completion of the rehabilitation and beautification of Elvans Road, SE. The reconstructed road, in a designated Hot Spot area of concentrated city services, now boasts new pavement, sidewalks, curbs and gutters and handicap access ramps, updated lighting and state-of-the-art water drainage.

Bridges: 2005 was a milestone year for the District's bridges. The federal government and the Williams Administration, with the support of the City Council, made substantial new multi-year, financial commitments to this key part of the District's transportation infrastructure. Both the South Capitol Street/Frederick Douglass and the 11th Street Bridges were major beneficiaries of federal funds distributed in the transportation reauthorization bill, the Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU). Of the total of \$143 million specifically allocated for District bridge and infrastructure needs, \$123 million is committed to the rehabilitation of the South Capitol Street Bridge and \$17.6 million for upgrade of the 11th Street Bridge ramps as part

of the East Washington Traffic Relief Program (EWTRP). This will relieve congestion on Sousa Bridge and Pennsylvania Avenue, SE, and divert through-traffic from local streets on both sides of the Anacostia River. The District also dedicated 50 percent of annual off-street parking tax collections to the EWTRP. These funds, which generate roughly \$15 million annually, will be securitized in FY 2008 to finance the gap in infrastructure needs.

Other bridges upgraded or revitalized in FY 2005 include:

- Anacostia Freeway over Naval Research Laboratory Road
- North Capitol Street over Irving Street
- East Capitol Street over Anacostia River
- 16th Street Underpass at Scott Circle
- D & E Streets over the Center Legs of I-395.

In FY 2005, DDOT also received an additional \$6 million in the Federal Highway 2005 year-end redistribution of funds—the fourth highest redistribution among the 50 states. These funds are being used to provide immediate repairs to the Theodore Roosevelt Bridge.

Last, the DDOT bridge inventory includes 214 highway bridges and 15 pedestrian bridges. In order to better manage these assets, DDOT developed the Tunnel Management System (TMS). The TMS is the first-in-the-nation comprehensive inventory of a jurisdiction's tunnel assets, including structural, electrical and mechanical components allowing for a reliable and optimized maintenance and rehabilitation schedule.

Streetlights: Last year, DDOT made substantial progress in reducing the backlog of the obsolete and inferior streetlights. The problem-plagued series circuits were replaced in:

- Mount Pleasant
- Spring Valley
- Woodley Park
- along 3rd Street, SW
- Mt. Olivet Rd., NE
- Constitution Avenue, NW
- M Street, NE
- Pierce Street, NE

Basic streetlight maintenance has been a long-standing challenge for DDOT. To meet this need for consistent, reliable upkeep for all of the District's streetlights, DDOT is planning to award a multi-year asset man-

agement contract. It is also comprehensive, covering streetlights, alley lights, overhead sign lights, bridge navigation lights and the electrical operations that control the openings for the present Woodrow Wilson and South Capitol Street Bridges.

Traffic Signals: To minimize traffic snarls and gridlock, DDOT continued the retiming of the District's signalized intersections with expanded timing plans more finely tuned to ever-changing traffic conditions. DDOT has more than doubled the number of traffic light timing plans for the District's 629 signalized intersections. These reflect the variations in traffic conditions depending on time of day and the day of week.

Signal timing is a key part of the city's planning for event and emergency evacuation. In FY 2005 DDOT further enhanced its ability to switch to 240-second cycle length operation at all intersections on evacuation routes.

Safety: Safety is always a top DDOT priority, for pedestrians, motorists, bicyclists and for DDOT staff. To reduce traffic and pedestrian accidents at forty dangerous intersections, DDOT adopted the Highway Safety Improvement Project. Seventeen of these locations were made safer with new turn lanes, pavement markings, lane control signs, signal timing changes and a host of design changes.

In 2005, DDOT installed almost 1,300 countdown pedestrian signals across the city and has a project underway to install pedestrian signals at the remaining intersections. In addition, DDOT placed almost 100 pedestrian pylons at various intersections throughout the City to help drivers recognize pedestrian crossings.

Trees: DDOT's Urban Forestry Administration achieved several milestones in FY 2005, pruning 18,278 trees, planting 4,030 new trees and removing approximately 2,200 dead or hazardous trees. The District maintained its Tree City USA designation and intensified outreach for community plantings and technical advice through relationships with the Casey Tree

Foundation, DC GreenWorks and Greenpeace for DC.

Fiscal Conditions

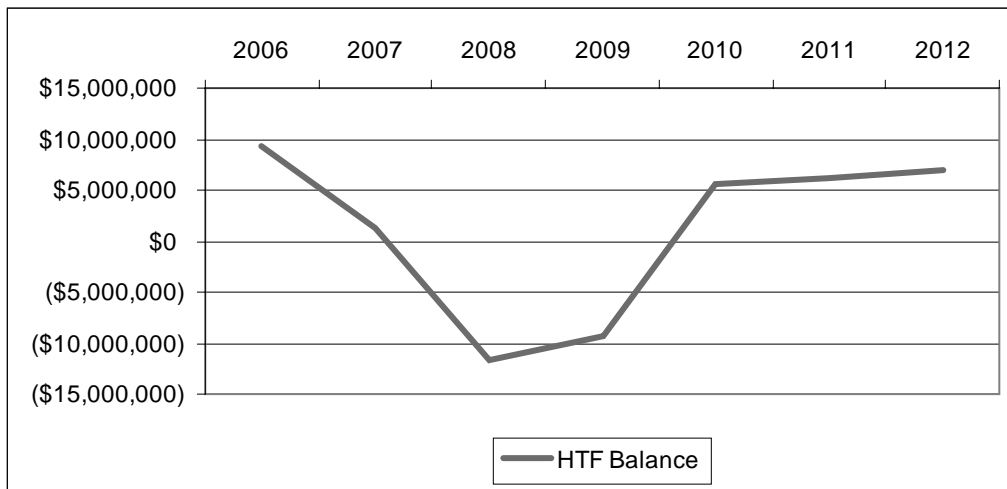
The availability of stable funding streams has also been key to the agency's recent successes. A clear mandate from the Mayor and Council to take all necessary steps to rebuild and enhance the District's transportation networks has been fully backed by the necessary financial support in the Local Roads Construction and Maintenance Fund - meaning that DDOT has the needed tools to concurrently tackle several major local infrastructure projects throughout the District. (Over the last two years DDOT has managed to expand its financial resources at a time when transportation agencies nationwide have been forced to contend with constrained or shrinking funding for infrastructure projects). This success in developing secure, directed sources of revenue to ensure the continued maintenance, stewardship and improvement of our public spaces has been, and will continue to be, vital to the integrity of the District's transportation program.

However, the financial outlook on the federal side is not as optimistic. DDOT has made great progress in obligating and spending its Federal Highway funds over the past five years and in strengthening its relationship with the Federal Highway Administration and Transportation Committees in Congress. So much so that the District received the fourth highest 2005 redistribution among the 50 states as a percent of federal annual funds received. The District also received an unprecedented \$147.5 million in earmarks in the transportation reauthorization bill, SAFETEA-LU. And, our annual apportionments under that bill are increasing by a total of 39 percent over the five year life of the bill, increasing DDOT's required local match.

At the same time, however, DDOT's Highway Trust Fund (HTF), which provides the required 20 percent (approx.) match to federal highway funds, is projected to be depleted by FY 2008. Figure 1 shows the HTF balances from FY 2006 to FY 2012.

Figure 1

Projected Highway Trust Fund Balance, FY 2006 - FY 2012



DDOT's HTF Compared to FHWA Required Match

Over the last few years, the District has relied on substantial balances in the HTF to offset the impact of declining gas tax revenues. Unfortunately, the balances that have sustained our match requirements in past years are no longer available and we will have trouble fully leveraging federal highway funds unless we take steps to mitigate this challenge. Our need to address this challenge is driven by a continued demand among residents for investments in local roads and will be especially important as we fund larger transportation infrastructure projects, such as our bridges.

In order to provide this stable funding source, the District is dedicating fees to augment our gas tax collections. The proposed new fees will provide a stable funding base for our local match requirements over the course of our current capital plan through the following changes:

- Increasing Rights-of-Way rental fees by 20 percent, resulting in an increase from \$1.32 to \$1.59 per linear foot for aerial lines, and an increase from \$0.88 to \$1.06 per linear foot for underground lines;
- Increasing public space rental fees paid on underground vaults by 20 percent, resulting in an increase from 1.5 percent to 1.8 percent of assessed land value for first level vaults and an increase from 0.375 to 0.45 percent for second and lower levels of vault; and
- Charging cable companies Rights-of-Way fees at 20 percent of the revised rates charged utilities.

Taken together, these broadly-applied fees will allow us to fully leverage available federal grants while providing the resources necessary to repair and improve our transportation infrastructure. Furthermore, these fee increases have been designed to maintain the competitiveness of the District's rates with respect to other jurisdictions.

Vision

Not only is DDOT charged with maintaining and building roads, but it also has a greater vision for its role in furthering the turnaround of the District of Columbia. Included in this vision are major initiatives that have broad support from the community and the Mayor and Council, including the construction of streetcars, implementing traffic calming measures in neighborhoods, supporting the AWI, restoring the District's tree canopy and moving from a reactive to a proactive model of transportation infrastructure management.

Neighborhood Transportation Planning - Great Streets

Beginning in 2006, DDOT is initiating an exciting Mayoral initiative to revitalize corridors in the city that have yet to reach their potential. The focus of this endeavor is the improvement of a neighborhood through the vehicle of an investment in that neighborhood's public transportation infrastructure. This requires balancing the need for pedestrian, bicycle and

vehicular movement; coordinating with the Deputy Mayor for Planning and Economic Development, and creating streetscapes that draw on each corridor's unique character. Community workshops that include citizens, businesses and nonprofit organizations will constitute a major part of the development process.

Anacostia Waterfront Initiative

In March 2000, Mayor Anthony Williams brought together 20 Federal and District agencies to sign the Anacostia Waterfront Initiative (AWI) Memorandum of Understanding (MOU) and created an unprecedented partnership to transform the Anacostia River's waterfront. The Office of Planning developed the AWI Framework Plan to establish the vision for this revitalization effort. Using the Framework Plan as a guide, the DDOT continues to lead the effort of implementing the AWI vision by planning, designing, and constructing transportation infrastructure. The transportation improvements will provide access to the waterfront and associated parkland, support new commercial and residential development in the surrounding neighborhoods, and serve the transportation needs of the residents and the region.

South Capitol Street Corridor

South Capitol Street is a major urban arterial roadway, designed primarily to carry high volumes of motor vehicle traffic through the corridor. The street has become a conduit for through traffic at the expense of serving the immediate needs of the residents and businesses in the corridor. Intersections along the corridor have some of the District's highest accident rates. Local access is limited and it is an underutilized commercial corridor.

DDOT plans to transform South Capitol Street from an expressway to a grand urban boulevard. As part of this project, DDOT will replace the Frederick Douglass Memorial (South Capitol Street) Bridge on a new alignment and reconstruct several interchanges on the south end of the corridor. New at-grade intersections and streetscape improvements will increase accessibility between key activity centers and support economic opportunities along the corridor.

Frederick Douglass Memorial (South Capitol Street) Bridge

The Frederick Douglass Memorial (South Capitol Street) Bridge is one the most heavily used connections in the District and has reached the point of being structurally deficient and functionally inefficient. Traffic vol-

umes across the bridge have greatly exceeded those anticipated when the bridge was constructed. The bridge primarily serves as a vehicular crossing and discourages pedestrians and bicyclists. Major rehabilitation to the bridge is not cost effective and the existing bridge cannot facilitate the urban planning goals of the Anacostia Waterfront Initiative.

DDOT, working with the community, identified the need to replace the Frederick Douglass Memorial Bridge. The new bridge is envisioned to be an architecturally significant signature bridge that will enhance the Anacostia Waterfront and the South Capitol Street Corridor. It will improve access to Buzzard Point, the new ballpark, Poplar Point, and the waterfront. The new bridge is part of planned transportation improvements to transform South Capitol Street into an urban boulevard and appropriate gateway to the District's monumental core. The federal government recognized the importance of this project and provided \$137 million in earmarks. The cost of the new bridge is estimated to be over \$300 million with construction expected to begin in 2011.

11th Street Bridges

The 11th Street Bridges were built with a partial interchange, leaving a disconnect between the Southeast/Southwest Freeway and the Anacostia Freeway. As a result, the District's freeway network is incomplete and regional traffic is diverted onto local streets, causing congestion and presenting safety concerns for residents.

The 11th Street Bridges Project provides the missing freeway connections to improve regional traffic flow to and from downtown Washington. In addition to completing the freeway interchanges, DDOT plans to replace the two one-way bridges with two-way bridges; one to serve local and one to serve regional traffic. The local bridge will improve local pedestrian, bicycle, and transit access across the river and to the waterfront. Mayor Anthony Williams included the East Washington Traffic Relief Act (EWTRA) in his FY06 budget to provide an estimated \$230 million in funding for the 11th Street Bridges Project. Additionally, the federal transportation authorization included a \$17.6 million earmark for this project. The cost of the new bridges and interchange improvements is estimated to be over \$300 million.

Streetcars

The District of Columbia was once served by trolley

lines that ran through important corridors throughout the city. After the last lines ceased operations in the early 1960s, the trolleys were replaced by buses that continue even today to operate along the same corridors. With deteriorating air quality and new technologies that have made streetcars a feasible option, DDOT, with the support of the Mayor and Council, is pursuing development of streetcars along several corridors in the District.

A "starter line" from the Anacostia Metro Station down Firth Sterling and then South Capital to the first gate of Bolling Air force base is currently being designed and is expected to begin service spring 2007. The streetcar will operate in the street right of way and with auto traffic. The nearly 2 mile stretch will not only show the advantages of streetcars at a relatively low cost, but will also support the Anacostia Waterfront Initiative and other efforts to strengthen the neighborhoods and economy of Southeast Washington.

Funding Sources

Due to the nature of capital projects, substantial project build-up time and long lifecycles, a successful Capital Improvements Program requires consistent, detailed and reliable funding. As an agency tasked with performing the functions of both a state transportation department and a city streets department, DDOT is supported by several funding sources that reflect its dual role as a state and local agency. These sources include the following:

Operating:

- O-Type Revenue (parking meter collections and public space rental fees)
- Federal grants (National Highway Traffic Safety Administration and Federal Transit Administration)

Capital:

- Federal-Aid Highway funds (Federal Highway Administration)
- District of Columbia Highway Trust Fund (motor fuel tax receipts and a portion of collections from Rights-of-Way fees and public space rental fees levied on underground vaults)
- Local Roads Maintenance Funds (Rights-Of-Way Rental Fees, off-street parking taxes, and public space rental fees derived from advertising revenue in the District's bus shelters)
- Local Capital Funds (General Obligation Bond Funds)

Operating

Gross Funds

The proposed FY 2007 budget is \$42,300,349 representing an increase of \$2,305,226, or 5.8 percent from the FY 2006 approved gross funds budget of \$39,995,123. There are 104.0 FTEs for the agency, no change from the FY 2006 approved budget.

The proposed gross funds budget includes: \$7,514,156 in Federal Grant funds, a decrease of \$861,055 or 10.3 percent from the FY 2006 approved budget of \$8,375,211; \$33,851,525 in Special Purpose Revenues funds, an increase of \$3,435,417 or 11.3 percent over the FY 2006 approved budget of \$30,416,108; \$700,000 in Private Grant funds, an increase of \$700,000 over the FY 2006 approved budget of \$0; \$0 in federal payments, a decrease of \$990,000 from the FY 2006 approved budget of \$990,000; and \$234,668 in Intra-District funds, an increase of \$20,864 or 9.8 percent over the FY 2006 approved budget of \$213,804.

The proposed gross funds budget is comprised of changes in the following programs:

- **Infrastructure Development and Maintenance** - a gross funds budget of \$12,812,928, an increase of \$5,754,483 or 81.5 percent over the FY 2006 approved budget of \$7,058,445. This level of funding includes a Federal Grants fund budget increase of \$116,400 or 2.6 percent over the FY 2006 approved budget; a Special Purpose Revenue funds budget increase of \$4,938,083 or 186.8 percent over the FY 2006 approved budget; a Private Grants fund budget increase of \$700,000 over the FY 2006 approved budget; and an Intra-District funds budget request of \$6,804, no change from the FY 2006 approved budget. A budget increase of \$4,938,083 in Special Purpose Revenue funds is for the proposed reallocation of the funding for the Snow program from the Transportation Operations program. An increase of \$116,400 in proposed federal grant funding is primarily due to an increase in the Urban Forestry Administration (Tree) program grant funding and a new grant from the Water and Sewer Authority (WASA) for FY 2007. The proposed gross funds budget for this program supports 21 FTE's. This is an increase of 3 FTE's over the FY 2006 approved level. These additional FTE's include one continuing full-time and two term posi-

tions transferred from the Transportation Operations program.

- **Transportation Operations** - a gross funds budget request of \$18,380,075, which is a decrease of \$5,476,055 or 23.0 percent from the FY 2006 approved budget of \$23,856,130. The request includes a Federal Grant funds budget decrease of \$977,455 or 23.1 percent from the FY 2006 approved budget; a federal payments decrease of \$990,000 or 100.0 percent; a Special Purpose Revenue funds budget decrease of \$3,529,464 or 18.9 percent; and an Intra-District funds budget increase of \$20,864 or 10.1 percent. The budget change in Special Purpose Revenue funds is primarily due to increases in streetlight and traffic signal energy costs for FY 2007, offset by a decrease for the proposed reallocation of the funding for the Snow program to the Infrastructure Development and Maintenance program and a decrease in personal services to reflect the transfer of FTE's to other program areas. The decrease of \$977,455 in Federal Grants reflects the full expenditure in FY 2006 of certain agency grants. These funds will not be available in FY 2007. The gross funds budget request for this program supports 43 FTE's a decrease of 17 FTE's from the FY 2006 approved level. These FTE's were transferred to other agency program areas.
- **Agency Management** - a gross funds budget request of \$10,249,144, an increase of \$1,562,536 or 18.0 percent over the FY 2006 approved budget of \$8,686,608. An increase of \$708,193 in fixed costs is primarily attributed to increases in rent, fuel, and janitorial services, offset by slight decreases in telephone, security, and occupancy costs. Also, there is an increase of \$858,742 for personal services to fund a transfer of 12 FTE's from the Transportation Operations program to Agency Management as well as to fund base pay and step increases. This program's budget request is comprised entirely of Special Purpose Revenue funds.
- **Agency Financial Operations** - a gross funds budget request of \$858,202, an increase of \$464,262 or 117.9 percent over the FY 2006 approved budget of \$393,940. The increase is primarily due to the transfer of 2 FTE's from the Transportation Operations program as well as other base pay and step increases. This program budget request is comprised entirely of Special Purpose Revenue funds.

Capital

Highway Trust Fund (HTF)

This account consists of federal-aid funds and motor fuel tax collections used to support investment on the 44 miles of eligible federal-aid roads and highways. The HTF is used to pay the local match for obligated Federal Aid projects, match future transportation grants and the remaining balances are to be used for capital improvements to local streets and roads.

Local Roads Construction and Maintenance Fund

Created in FY 2002 and funded with rights-of-way collections, this funding source allows the District of Columbia to maintain the quality of its local street system. Funds are dedicated for the maintenance and enhancement of all local streets. Beginning in FY 2006, 50 percent of parking tax receipts were deposited into this fund annually to support local road rehabilitation and construction.

Conclusion

DDOT envisions itself as one of the top transportation agencies in the country and is committed to making this vision a reality. Over the short term we will continue to enhance the quality of the District's transportation facilities, as well as the strength of our organization. We will strive to work more quickly, more efficiently and more effectively, and we will continue to provide the public with more opportunities for meaningful involvement in our activities.

Over the longer term, DDOT's goals are more ambitious. We will shift from being a reactive organization, steeped in traditional thinking, to a proactive, innovative one that cures core problems rather than just the symptoms. Ultimately, we see ourselves eliminating potholes before they ever develop rather than responding to pothole complaints more quickly. Rather than deal with angry neighborhoods and citizen associations, we want to involve them in the project development process from inception to ribbon cutting and instill an organizational culture that treats the public as partners.

While DDOT has made great gains, much more is left to be accomplished. The looming fiscal pressures of the coming years, as well as the difficulties of maintaining an ever-aging and deteriorating network of transportation facilities will challenge us to be more creative than ever. The public has recognized our suc-

cess and has responded accordingly by dramatically increasing its expectations of us. The ambitious goals of the District of Columbia Government to enhance neighborhoods, revitalize long-blighted areas and restore the social fabric of the community will require the use of approaches that do not ordinarily come naturally to transportation agencies. In spite of all this, the DDOT remains firmly focused on maintaining the gains already achieved and striving to reach its vision.

Highway Trust Fund (HTF)

Background

The Department of Transportation is responsible for the implementation of all capital improvements to streets, highways, and bridges (except those under the jurisdiction of the National Park Service, Pennsylvania Avenue Development Corporation, and the Architect of the Capitol). Capital improvements to these facilities include:

- Resurfacing and reconstructing deteriorated roadways;
- Resurfacing, reconstructing, and completing structural repairs to deteriorated bridges;
- Constructing missing links in the roadway network;
- Improving safety conditions;
- Improving traffic flow and roadside aesthetics; and
- Installing and repairing signaling systems.

The inventory of streets and highways under the District's jurisdiction extends approximately 1,421 centerline-miles of urban roads. The streets and highways consist of two-lane residential streets up to multi-lane Interstates. There are 229 bridges eligible for Federal Aid match, and they range from crossings over minor drainage ways to the interstate highway bridges over the Potomac and Anacostia Rivers. Approximately 400 of the over 1,100 miles of streets and highways are eligible for Federal Aid match. Federal Aid match is granted for (approximately) 80 percent of the construction, design and project management costs of an eligible roadway project provided that the District matches the remaining (approximately) 20 percent.

Over the past 25 years the District invested in excess of \$5 billion in Federal and District capital funds for transportation aid highway projects (not including special appropriations from the U.S. Congress for the Washington Transit system). Although the District

placed great emphasis on its transportation infrastructure, investing a substantial portion of its capital financing to the program, the District fell far short of meeting the financial needs of the Federal grant matching requirements and the overall transportation improvement program. As a result, a backlog of deferred road and bridge maintenance requirements developed rapidly and compounded at a greater rate than typical maintenance efforts could sustain. Magnifying this problem was the District's obligation to pay back the deferred local match to Federal grants and to match future transportation grants or forfeit Federal funding.

To bridge the gap, the District utilized other funding sources to support its transportation infrastructure program. After the Federal Highway Administration (FHWA) funded the Barney Circle project and the District was prepared to construct the highway in 1999, District residents voiced their opposition and forced the project to be abandoned. The \$173 million in funding associated with this project was redirected to the District to be used on other transportation projects. The use of this short-term funding stream ended in FY 2002, as all of the money was obligated towards projects by June 2002.

Another, extremely successful funding source is the National Congressional Infrastructure Fund (NCIF). Congress has appropriated over \$22 million in capital funds to DDOT for road resurfacing on District local streets. It has allowed DDOT to pave over 1,300 blocks. However, this source is not guaranteed nor is the amount consistent, therefore DDOT cannot plan its program based upon this source.

DDOT has had some success in using General Obligation bonds (GO Bonds) to fund transportation infrastructure improvements. However, given the size of the local share for transportation, the District could not continue financing its transportation needs exclusively through the issuance of GO bonds. In order to bridge the gap between financing and capital improvements requirements (and as mandated by the Congress), the Highway Trust Fund was established in FY 1995. Further progress was achieved in FY 2001, when the Local Roads Construction and Maintenance Fund was established to support the repair and maintenance of the local road network.

District of Columbia Emergency Highway Relief Act of 1995

In FY 1995, as a result of the District's inability to finance its local matching requirements under the Federal Highway program, the Congress passed "The District of Columbia Emergency Highway Relief Act of 1995" (PL 104-21). Pursuant to the Act, the District has pledged proceeds of the Motor Fuel Tax to the HTF. The HTF's mission is to:

- Pay back the waived local match;
- Pay the local match for obligated Federal Aid Match projects;
- Match future transportation grants; and
- Use the remaining balances for capital improvements to local streets and roads.

In addition, the HTF has been used to finance:

- Local street "pot hole" repairs;
- A portion of the personnel costs related to the implementation of the transportation program;
- Non-participating Federal Aid Match costs related to transportation, such as sewer cleaning; and
- Storm drain improvements and retaining walls.

To assure that the District does not repeat the events that gave rise to the District of Columbia Emergency Highway Relief Act, four primary guidelines for ensuring accountability were established in FY 1999 and they will continue to be utilized in the future. The four guidelines are:

Guideline 1: Transportation projects are prioritized based on the following criteria:

1. The Bridge and Pavement Management System (BPMS) structural deficiency rating
2. Safety
3. High accident location analysis
4. Congressional and District mandates
5. Air quality mitigation projects
6. Lighting needs
7. Traffic signal repairs
8. Aesthetics

Guideline 2: Cost estimates are determined for the following factors:

1. Design

2. Project Management
3. Construction

Guideline 3: Cash flow analysis is developed based on the following factors

1. Possible beginning balances
2. Prior year spending
3. Planned agency expenditures
4. Anticipated Motor Fuel Tax revenue

Guideline 4: Separate projects are created for the following:

1. Projects funded in whole or in part by Federal Highway Administration grants with a corresponding local match (HTF projects)
2. Projects which are to be exclusively funded by the District (local streets projects)

Projected Spending

In view of the matching requirements of the HTF, prior to FY 2001, all local street capital improvements were financed with General Obligation bonds. Proceeds of the Motor Fuel Tax are now pledged in order to leverage the Federal Highway Administration grants.

The FY 2007 HTF planned expenditures are based on the following three expenditure priorities (responsibilities):

1. Federal Aid projects requiring a local match
2. Salaries and Non-Federal Aid Match participating cost
3. 100 percent Local funded capital projects

Efficient use of scarce resources and accurate expenditure projections, as well as monitoring of the actual cash flows for the HTF, are essential in keeping expenditures in line with projected revenues. DDOT defers implementation of capital projects when necessary to maintain a balance in the HTF. Two critical factors affecting the expenditure projections are:

- Executing contracts in the prescribed manner and in accordance with established guidelines
- Ensuring that contractor payments are made in a timely manner

With the revised expenditures plans DDOT is currently addressing the pressing transportation infrastruc-

ture requirements of the District, utilizing its obligated authority from the Federal Highway Administration, and remaining within its expenditures constraints.

Revenue Volatility

As stated earlier, the HTF is dependent solely on the Motor Fuel Tax in order to:

- Pay the current portions of local match for the Federally-aided projects;
- Match future grants at the required ratio; and
- Meet other expenditures associated with road improvements incurred by the HTE.

Historically, the Motor Fuel Tax has proven highly volatile. A number of economic, environmental, and consumer factors impact Motor Fuel Tax receipts available to the District over any given comparison period. Therefore, it is important to understand the significant range of fluctuations in the Motor Fuel Tax receipts from year to year. Moreover, the fluctuations do not readily establish a pattern that is useful for accurate forecasting of receipts.

Obligations for Federally matched projects must be carefully considered and monitored in light of the highly volatile motor fuel tax revenue stream. Although a "base-case" can be constructed using reasonable assumptions; it is important to note the extreme sensitivity of the HTF to minor changes in revenue estimates. This is particularly important given DDOT's historic strategy of maximizing obligations for federally matched projects. As a result, careful monitoring of the actual cash flows from the Motor Fuel Tax are conducted on an on-going basis to ensure that obligations for anticipated Federally matched projects do not exceed the revenue base of the actual cash inflow from the Motor Fuel Tax.

Local Street Program - The Maintenance Fund

DDOT's Local Street Program has two sources of funding. Historically, this program has been funded by General Obligation Bonds. In FY 2001, the Council of the District of Columbia amended the Highway Trust Fund Act of 1996 and established a separate fund from the General Fund named the Local Roads Construction and Maintenance Fund (LRCMF). The LRCMF was designed exclusively for the renovation, repair and maintenance of local transportation infrastructure

including streets, alleys, sidewalks, curbs, gutters and streetlights that are not eligible for Federal Aid. The HTF Amendment Act of 2001 mandates include the following provisions:

- The LRCMF is separate from the General Fund. All revenue derived from the collection of the public rights-of-way user fees, charges and penalties, and all other revenues authorized to be collected by the Department of Transportation, shall be deposited in the LRCMF without regard to fiscal year limitation.
- Any excess monies remaining in the Parking Tax Fund (after the requirements of section 3 of the Highway Relief Act have been met and remaining balances not necessary for the purposes outlined in Title 23 of the United States Code), as determined by the 6-year projected trust fund performance, shall be deposited in the LRCMF.
- The fees deposited into the LRCMF shall not revert to the General Fund of the District of Columbia at the end of any fiscal year or at any other time, but shall be continually available exclusively for the renovation, repair, and maintenance of local transportation infrastructure including streets, alleys, sidewalks, curbs, gutters and streetlights that are not eligible for federal aid.

Cash Flow Proforma - Highway Trust Fund

The Cash Flow Proforma establishes estimated budgets for each category or phase of expenditure within the HTF transportation program. To produce an accurate Cash Flow Proforma, several departments within the Office of the District's Chief Financial Officer must provide timely and accurate up-to-date schedules and forecasts to DDOT for preparation of the Cash Flow Proforma.

The Cash Flow Proforma is based on individual budget and cost estimates for available subproject funding. The specific cost estimate categories are as follows:

The Cash Flow Proforma includes actual beginning fund balances for the District's portion (local share) and the Federal portion (Federal Aid). The initial beginning fund balances are based on fund balances as reported in the District's Comprehensive Annual Financial Report. Future beginning fund balances are based on projects that are in the "pipeline" for implementation. This does not represent a backlog of projects awaiting future action. Rather, the pipeline (beginning fund balances)

represents those ongoing projects that have been funded by the District (approximately 20 percent) and matched by Federal Aid (approximately 80 percent) but are not yet complete.

For budgeting and reporting purposes, it is necessary to show these beginning fund balances. In this way, sources and uses are accurately noted and the magnitude of the program is more clearly presented.

Cash Flow Proforma Methodologies

Determining Interest Rates for use in the HTF and the Maintenance Fund Forecasts

There are several factors that determine the interest rates on District investments, including the state of the U.S. economy and the level of certain short-term interest rates established by the Federal Reserve. Therefore, it is difficult to accurately predict what interest rates will be in the future. The best predictor of future interest rates is current interest rates, given that all available information on the current and future condition of the economy and the financial marketplace are factored into the current interest rates. However, due to the variable nature of interest rates, it is prudent to be conservative in estimating future interest rates. Given the District's permitted investment instruments and the nature of the District's pooled cash investments, the interest rates that the District earns on its pooled cash investments closely approximate the federal funds rate (the interest rate that banks charge each other for overnight loans). In consideration of the above, the Office of Finance and Treasury (OFT) executes the following procedures to determine an annualized interest rate that the Department of Transportation (DDOT) can use for projected interest earnings on funds held by the District in association with the Federal HTF:

1. Determine the Target Federal Funds Rate established by the Federal Reserve as of close of business on the business day preceding the submission, December 31st, April 14th, July 14th, and October 14th of each year.
2. Subtract 25 basis points, i.e., 0.25 percent, from the Target Federal Funds Rate indicated in item "1" above.
3. Submit a memorandum from OFT to DDOT stating that, as of the date of the memorandum and until further notice, the rate determined by the calculation in item "2" above shall be the annualized

interest rate used in its forecasts.

Creating the Cash Flow Proforma

DDOT identifies projects based on the District's Six-Year Transportation Actions and Investment Plan, Transportation Improvement Program, 20-Year Financial Plan, and the Strategic Transportation Plan. These plans are based on data generated by the Bridge Management System, the Pavement Management System, and safety and high accident location analyses. Also, projects are identified by congressional and City Council mandates, air quality mitigation issues, lighting needs and traffic operations improvements.

The costs of planning, design, project management, and the construction phases are inclusive components of the total cost of the project. The cost for each phase is broken out into quarters within fiscal years. The sum of all of the projects spending by phase is put into a spreadsheet to determine what the actual projected spending is for each fiscal year. Once the cost for project phases is entered it is compared to the balance in the HTF to determine if adequate financing is available to proceed with all of the projects. The HTF Proforma is developed from DDOT's spending plans and from the estimated revenues dedicated to the District's HTF. It is important to note that future projects in the out years may not be reflected in the proforma, but will be included as spending estimates for those projects are analyzed and projected more accurately.

Federal Aid Match Obligation

The District expects to receive over \$150 million annually under the pending federal legislation. The Cash Flow Proforma model demonstrates that, assuming the agency manages within the subproject budgets, it will have the necessary resources to meet the required local share match for the projects undertaken through FY 2007. Please note that any variances from the subproject budgets in either negative construction costs, project management costs and/or non-participating costs will require a reduction or implementation delay of other sub-projects defined in this budget.

In previous years, the assumption was to finance subproject negative variances from future additions of other revenue and/or debt sources. The FY 1998 Capital Budget acknowledged that the District's portion of the transportation program is funded exclusively with proceeds from the Motor Fuel Tax and therefore must manage and operate solely within the constraints of the Motor Fuel Tax revenue source. The FY 2007 Capital

Budget continues to rely on that policy, as amended by new revenue sources, and strives to ensure its full compliance.

Summary

It is clear that the District is on its way to a solid and strong transportation program. It is also clear that the HTF has a key financial and programmatic role in the District's overall transportation plan. This volume outlines the financial resources necessary for the DDOT to carryout its mission as outlined earlier and detailed in the project description forms that follow.

If the District is to raise the standards for its transportation system, it will require enhanced local and regional funding. Focusing on the needs of the HTF will certainly prevent a similar situation the District experienced leading up to and including FY 1995.

Finally, the FY 2007 through 2012 Capital Improvements plan and FY 2007 Capital Budget emphasizes working together in order to succeed. It is therefore critical that the HTF connects these resources to create a better transportation infrastructure in the District. In order to accomplish this, management must be diligent in adhering to the following principles and guidelines:

- Maximizing the construction projects implemented within the Transportation Program;
- Managing the HTF within the constraints of the proceeds of the Motor Fuel Tax and new revenue sources;
- Maintaining diligence in the review of sub-project budgets;
- Paying close attention to the issues of coordination of contract review and procurement processing; and
- Becoming proactive in the implementation of contractual construction projects.

**Highway
Transportation
Trust Fund
Proforma**

Highway Trust Fund Cash Flow Proforma

	Trust Fund FY 2005	Federal Aid FY 2005	TOTAL FY 2005	D.C. Transp. Trust Fund FY 2006	Federal Aid FY 2006	TOTAL FY 2006
Sources						
Beginning Balance ¹	\$20,633,529	\$358,785,553	\$379,419,082	\$20,731,163	\$414,120,575	\$434,851,738
Interest Earnings ⁴	\$526,061	0	\$526,061	\$618,717	0	\$618,717
Motor Fuel Tax et. al. ²	\$25,912,074	0	\$25,912,074	\$27,817,000	0	\$27,817,000
Federal Aid Apportionments ⁸	\$0	\$145,176,561	\$145,176,561	\$0	\$150,060,022	\$150,060,022
Total	\$47,071,664	\$503,962,114	\$551,033,778	\$49,166,880	\$564,180,597	\$613,347,477
Uses						
Project Management ⁵	\$2,042,534	\$8,224,729	\$10,267,263	\$5,295,912	\$24,524,336	\$29,820,248
Non-Participating Cost ⁶	\$1,640,891	0	\$1,640,891	\$2,388,646	0	\$2,388,646
Design, Site, Constr. & Equip. Cost ⁷	\$22,657,076	\$81,616,810	\$104,273,886	\$32,126,206	\$155,500,311	\$187,626,517
Total	\$26,340,501	\$89,841,539	\$116,182,040	\$39,810,764	\$180,024,647	\$219,835,411
ENDING BALANCE ⁹	\$20,731,163	\$414,120,575	\$434,851,738	\$9,356,116	\$384,155,950	\$393,512,066

****It is important to note that future projects in the out years may not be reflected in the proforma, but will be included as spending estimates for those projects are analyzed and projected more accurately.****

- 1 The beginning balance reflects the amount of obligations carried forward from the previous fiscal year in support of long term Capital Investment.
- 2 Local District revenues secured through the collection of Motor Fuel taxes and incremental amount obtained from the newly enhanced Rights of Way fees (incremental 20%), vault fees (incremental 20%) and revenue generated by charging cable companies 20%
- 3 This amount reflects the federal carryover of unspent obligations from prior year program outlays.
- 4 Interest earned on unspent monies for planned future expenditures. The rate used for calculating projected interest earnings is 4.25 %.
- 5 Project Management consists of salaries of In-house employees and contracted construction management services.
- 6 Non-Participating Costs are those costs not eligible for Federal Aid Match and include overhead costs, utility and sewage repairs, and construction enhancement not covered by the Federal Highway Administration. This also includes indirect costs assoc
- 7 Construction, Design, Site and Equipment expenditures eligible for Federal Aid match.
- 8 Obligation ceiling is less than the apportionment amount.
- 9 Ending Balance (Fund Balance) - is sources of funds less uses of funds; or total assets less total liabilities.

Highway Trust Fund Cash Flow Proforma

	D.C. Transp. Trust Fund FY 2007	Federal Aid FY 2007	TOTAL FY 2007	D.C. Transp. Trust Fund FY 2008	Federal Aid FY 2008	TOTAL FY 2008
Sources						
Beginning Balance ¹	\$9,356,116	\$384,155,950	\$393,512,066	\$1,260,677	\$296,671,171	\$297,932,394
Interest Earnings ⁴	\$211,729	0	\$211,729	\$0	0	\$0
Motor Fuel Tax et. al. ²	\$41,559,763	0	\$41,559,763	\$41,690,763	0	\$41,690,763
Federal Aid Apportionments ⁸	0	\$152,264,972	\$152,264,972	0	\$154,504,638	\$154,504,638
Total	\$51,127,608	\$536,420,922	\$587,548,530	\$42,951,440	\$451,176,355	\$494,127,795
Uses						
Est. Project Management ⁵	\$7,362,925	\$33,474,120	\$40,837,045	\$7,356,076	\$26,374,144	\$33,730,220
Est. Non-Participating Cost ⁶	\$2,992,016	0	\$2,992,016	\$3,280,289	0	\$3,280,289
Est. Design, Site, Constr. & Equip. Cost ⁷	\$39,511,990	\$206,275,085	\$245,787,075	\$44,035,116	\$212,388,638	\$256,423,754
Total	\$49,866,931	\$239,749,205	\$289,616,136	\$54,671,481	\$238,762,782	\$293,434,263
ENDING BALANCE ⁹	\$1,260,677	\$296,671,717	\$297,932,394	(\$11,720,041)	\$212,413,573	\$200,693,532

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Highway Trust Fund Cash Flow Proforma

	D.C. Transp. Trust Fund FY 2009	Federal Aid FY 2009	TOTAL FY 2009	D.C. Transp. Trust Fund FY 2010	Federal Aid FY 2010	TOTAL FY 2010
Sources						
Beginning Balance ¹	(\$11,720,041)	\$212,413,573	\$200,693,532	(\$9,403,408)	\$195,697,682	\$186,294,274
Interest Earnings ⁴	\$0	0	\$0	\$0	0	\$0
Motor Fuel Tax et. al. ²	\$41,822,763	0	\$41,822,763	\$41,955,763	0	\$41,955,763
Federal Aid Apportionments ⁸	\$0	\$156,779,577	\$156,779,577	\$0	\$158,347,373	\$158,347,373
Total	\$30,102,722	\$369,193,150	\$399,295,872	\$32,552,355	\$354,045,055	\$386,597,410
Uses						
Est. Project Management ⁵	\$4,586,996	\$16,550,887	\$21,137,883	\$2,648,393	\$10,192,908	\$12,841,301
Est. Non-Participating Cost ⁶	\$2,370,368	0	\$2,370,368	\$1,616,997	0	\$1,616,997
Est. Design, Site, Constr. & Equip. Cost ⁷	\$32,548,766	\$156,944,581	\$189,493,347	\$22,684,560	\$113,558,738	\$136,243,298
Total	\$39,506,130	\$173,495,468	\$213,001,598	\$26,949,950	\$123,751,646	\$150,701,596
ENDING BALANCE ⁹	(\$9,403,408)	\$195,697,682	\$186,294,274	\$5,602,405	\$230,293,409	\$235,895,814

****It is important to note that future projects in the out years may not be reflected in the proforma, but will be included as spending estimates for those projects are analyzed and projected more accurately.****

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- 7 Construction, Design, Site and Equipment expenditures eligible for Federal Aid match.
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Highway Trust Fund Cash Flow Proforma

	D.C. Transp. Trust Fund FY 2011	Federal Aid FY 2011	TOTAL FY 2011	D.C. Transp. Trust Fund FY 2012	Federal Aid FY 2012	TOTAL FY 2012
Sources						
Beginning Balance ¹	\$5,602,405	\$230,293,409	\$235,895,814	\$6,236,606	\$102,653,863	\$108,890,469
Interest Earnings ⁴	\$229,223	0	\$229,223	\$259,833	0	\$259,833
Motor Fuel Tax ²	\$42,088,763	0	\$42,088,763	\$42,222,763	0	\$42,222,763
Federal Aid Apportionments ⁸	\$0	\$159,930,847	\$159,930,847	\$0	161,530,155	\$161,530,155
Total	\$47,920,391	\$390,224,256	\$438,144,647	\$48,719,202	\$264,184,018	\$312,903,220
Uses						
Est. Project Management ⁵	\$4,460,249	\$22,625,148	\$27,085,397	\$4,460,249	\$22,625,148	\$27,085,397
Est. Non-Participating Cost ⁶	\$2,501,027	0	\$2,501,027	2,501,027	0	\$2,501,027
Est. Design, Site, Constr. & Equip. Cost ⁷	\$34,722,509	\$264,945,245	\$299,667,754	\$34,722,509	\$264,945,245	\$299,667,754
Total	\$41,683,785	\$287,570,393	\$329,254,178	\$41,683,785	\$287,570,393	\$329,254,178
ENDING BALANCE ⁹	\$6,236,606	\$102,653,863	\$108,890,469	\$7,035,417	(\$23,386,375)	(\$16,350,958)

****It is important to note that future projects in the out years may not be reflected in the proforma, but will be included as spending estimates for those projects are analyzed and projected more accurately.****

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