



# Financial Oversight Management Board for Puerto Rico

## PRHTA Reporting - April 2021

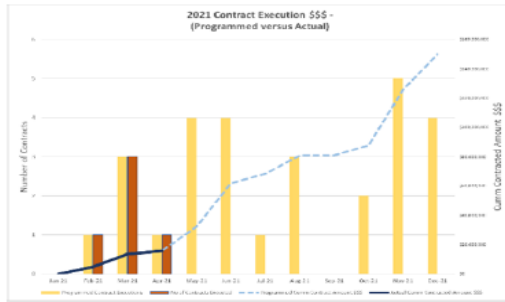
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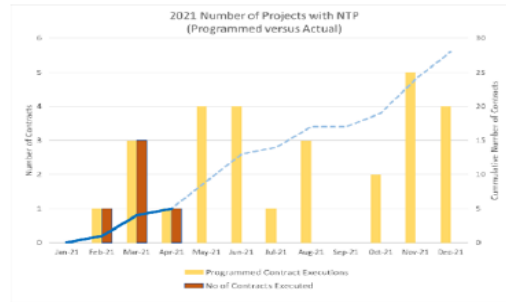
**Pre-Construction**

Figures 1 & 2 summarize the bid plan and performance of HTA pre-construction program. Five (5) projects with a total value of \$15.7 million have received NTP by April 15, 2021. Table #1 presents the KPIs requested by the FOMB in the certified Fiscal Plan (FP). HTA is performing better than the target in Delays in NTP with 16.9 days, and right also better than target for % Planned NTP Awards with 100%.

**Figure #1**



**Figure #2**



**Table # 1**

PROGRAM	KPI	Target	ACTUAL			
			Q1	Q2	Q3	Q4
PRECONSTRUCTION	Delays in NTP (Days)	<30	-7.6	20.1	16.9	
	% Planned NTP Awards	>80%	105%	75%	100%	
	% Soft vs Hard Cost	15%	*	*	*	
CONSTRUCTION	% Federal Funds Obligated	>90%	Regular		ER	
			88.6%	65.9%		
	% Change in Cost	<15%	6.5%	7.5%	10.9%	
	% Change in Duration	<25%	51.4%	50.8%	67.0%	
	Disbursement Variance	20%	100.1%	-4.0%	-45.0%	

\* Actual not relevant due to inadequate soft cost budget assignment

In terms of % Federal Obligations for the federal fiscal year ending Sept. 30, 2020, \$134.2 Million were obligated out of \$151.5 Million available, representing 88.6%, which is slightly below the FOMB target. In addition, HTA was also able to obligate \$87.5 Million out of \$132.9 available in the Federal ER program, for a total federal obligation of \$221.7 Million. These are major accomplishments considering that the Covid-19 lockdown had a significant impact on the Pre-Construction pipeline.

1.0 Executive Summary - Puerto Rico Highway and Transportation Authority - April 2021

Construction (hard costs)

Table #2

		Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals																									
% Impact COVIT-19	Assumed Actual	25%		35%		50%		65%		80%		90%		100%		100%		100%		100%		100%		100%			
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual		
Program	Month	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total	
Hard costs for regular federal highway construction	Work Performed	\$6.89	\$4.18	\$ 0.90	\$20.43	\$11.88	24.67	\$17.79	\$20.25	\$20.16	\$9.28	\$21.86	\$24.79	\$29.73	\$10.67	\$25.74	\$ 12.47	\$23.79	\$ 14.77	\$23.99	\$24.11	\$24.40	\$229.06				
	Actual/Budget	-29%	-148%	148%	107%	14%	-28%	19%	-25%	-19%	-41%	-27%	-41%	-38%	-38%	-38%	-38%	-38%	-38%	-38%	-38%	-38%	-38%	-38%	-38%		
Hard Costs for Abriendo Caminos Projects	Work Performed	\$1.20	\$1.70	\$ 1.79	\$ 4.41	\$ 3.55	4.59	\$ 2.23	\$ 4.95	\$ 3.87	\$4.52	\$ 3.94	\$9.42	\$ 9.11	\$ 5.34	\$ 8.85	\$ 4.59	\$ 8.85	\$ 10.52	\$ 8.85	\$ 8.85	\$ 8.85	\$ 8.85	\$ 8.85	\$ 8.85	\$ 88.67	
	Actual/Budget	50%	203%	203%	193%	60%	54%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%	144%		
Hard costs for other non-federal highway construction projects	Work Performed	\$0.85	\$0.01	\$ 1.20	\$ 2.88	\$ 1.71	0.84	\$ 2.68	\$ 1.49	\$ 2.80	\$1.88	\$ 3.07	\$3.86	\$ 3.42	\$ 0.87	\$ 3.44	\$ 0.26	\$ 3.62	\$ 2.40	\$ 3.62	\$ 3.62	\$ 3.62	\$ 3.62	\$ 3.62	\$ 3.62	\$ 30.47	
	Actual/Budget	-95%	139%	-95%	-95%	-42%	-29%	19%	-29%	19%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%	-29%		
Totals	Work Performed	\$9.11	\$5.89	\$11.29	\$28.70	\$16.92	\$32.09	\$23.65	\$26.67	\$26.74	\$15.09	\$28.29	\$37.65	\$36.25	\$16.80	\$36.61	\$ 17.68	\$36.69	\$ 25.84	\$36.07	\$36.18	\$36.00	\$329.20				
	Actual/Budget	22%	164%	102%	13%	-3%	34%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%	-24%		
Quarterly Cumulative Variance																											

Table #2 summarizes the projections and the actuals of the construction program as measured by the value of the work performed of certifications for payment that were processed in the financial system during March 2021. The total for the regular program (not including ER) was \$25.34 million based on a post Covid-19 projection of \$35.89 million representing a variance of -29%. This performance varied significantly between the different programs, demonstrating the uncertainty created by Covid-19 at a more disaggregated level. The regular federal program performed at -38%, while the Abriendo Caminos program performed at 19% and Other Non-Federal resulted in -93%. The Post Covid-19 scenario assumed that aggregate Post Covid-19 projections would be 100% of the Pre Covid-19 project level projections, while the actuals represented 71%. Underperformance this month has been impacted by the three factors: the inadequate soft cost budget, implementation of new financial system which created administrative delays and the additional compensation for HTA key personnel responsible for the implementation of the capital improvement program.

(1) This parameter of HTA's Post Covid-19 aggregate model of HTA's submitted FP, which will be referred to as PCP, was used to calculate the monthly projected disbursements for active construction projects in the Post Covid-19 environment as a function of the monthly Pre Covid-19 projected disbursements. The Post Covid-19 projections resulting from this calculation were also modified by the rebalancing parameters and by adding the Post Covid-19 construction disbursements projected from projects in the Pre-Construction pipeline. Furthermore, the certified FP and the approved budgets are different from the HTA submittals. For these reasons, the PCP is an approximation of the ratio between the Post-Covid-19 and Pre-Covid-19 construction hard cost budgets.

(2) This parameter is computed using the following formula  $a/(b/PCP)$ , where a and b are respectively the actuals and the budget for the corresponding month.

Figure #3 presents the Cost to Complete and monthly disbursements of HTA regular construction program from July 2018 to present and explains why the inadequate soft cost budget is having an impact on the monthly construction disbursements of the regular program. The bar graph represented in the primary vertical axis shows the monthly disbursements by subprogram of active construction regular projects from in FY19, FY20 and FY21 to date in MM \$. The line graph represented in the secondary vertical axis show the cost to complete all active construction projects defined as the amount available for disbursements in all active construction projects, during the same period in MM \$. The red horizontal line at an average \$25 M monthly disbursements represents annualized disbursements of \$300 M. Both parameters, disbursements, and cost to complete are highly correlated, since everything else being equal, the level of disbursements in any given month is determined by the total cost to complete of the program.

In July 2018 HTA had 48 active construction projects with a value of \$262.9 MM and a cost to complete of \$102.5 MM. Thus, monthly disbursements were at a record low. The dramatic increase in cost to complete between July 2018 and March 2019 to \$386.6 MM (277% increase) and 91 active projects was the result of the historic levels of value of bid awards in 2018 resulting in the exponential growth in disbursements shown. By May 2020, cost to complete had further increased to a peak of \$441.6 M (331%) and 129 active projects resulting in significant disbursements in the Q3 and Q4 of FY21. As previously indicated by HTA, the lack of soft costs, delays in Abriendo Caminos funding and the impact of the Pandemia prevented bid awards and thus cost to complete have decreased by 46.1% to \$238.0 MM with 98 active projects in the last 11 months.

1.0 Executive Summary - Puerto Rico Highway and Transportation Authority - April 2021

The previous analysis clearly demonstrates that FY21 Capex Delivery has been significantly impacted by the soft cost shortage. The expected impact in FY21 is a variance of -11% resulting from an aggregate budget of \$338.2 and an aggregate actual of \$293.5. But of greater concern is the expected impact in FY22 projections included in Figure 4 which shows an expected reduction of 20.8% when compared to the FY21 full year forecast. This impact is even more dramatic when FY22 is compared to FY20, which results in a reduction of 15.4%. While HTA experienced growth and was able to accomplish historic levels of hard costs disbursements with the impact of Maria, the earthquakes and the Pandemic, it could not overcome the negative impact of an inadequate soft cost budget. FY22 and FY23 performance as projected in Figure 4 will depend on resolving the soft cost budget issue, especially since the backlog of available projects has been reduced due to underinvestment in developing projects.

Figure #3

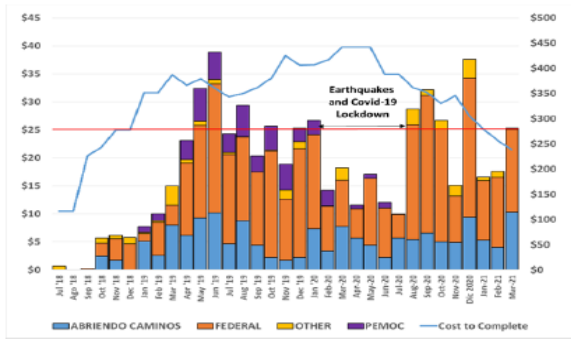


Figure #4

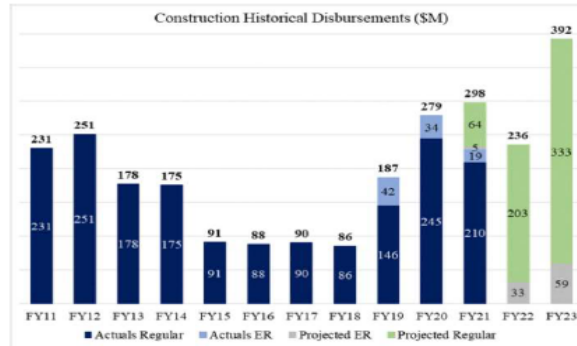


Table #3

Cumulative Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals																										
% Impact COVIT-19	Assumed Actual	25%		29%		35%		45%		52%		58%		64%		69%		72%		75%		77%		79%		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Program	Month	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21													
Hard costs for regular federal highway construction	Work Performed	\$ 5.93	\$ 4.18	\$ 14.23	\$ 24.81	\$ 26.09	\$ 49.18	\$ 43.89	\$ 69.41	\$ 64.05	\$ 77.69	\$ 85.40	\$ 102.48	\$ 109.13	\$ 113.05	\$ 132.87	\$ 126.52	\$ 156.66	\$ 140.29	\$ 180.56	\$ 204.66	\$ 229.06				
	Actual/Budget		-29%		73%	80%	58%	21%	20%	4%	-6%	-10%														
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 1.33	\$ 5.70	\$ 3.11	\$ 11.11	\$ 5.47	\$ 17.69	\$ 8.76	\$ 22.65	\$ 12.43	\$ 27.56	\$ 16.29	\$ 36.98	\$ 25.40	\$ 42.34	\$ 34.05	\$ 46.42	\$ 42.71	\$ 56.74	\$ 51.36	\$ 60.01	\$ 68.67				
	Actual/Budget		328%		257%		224%		158%		122%		127%		67%		36%		33%							
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.85	\$ 0.01	\$ 2.05	\$ 2.87	\$ 3.76	\$ 3.81	\$ 6.32	\$ 5.30	\$ 9.22	\$ 7.18	\$ 12.30	\$ 10.59	\$ 15.71	\$ 11.26	\$ 19.13	\$ 12.28	\$ 22.58	\$ 12.53	\$ 26.10	\$ 28.52	\$ 30.47				
	Actual/Budget		-98%		40%		1%		-16%		-22%		-14%		-28%		-36%									
Local Construction Costs (Pending)																										
ER FHWA Hard Costs (Pending)																										
Totals	Work Performed	\$ 8.11	\$ 9.89	\$ 19.40	\$ 38.59	\$ 35.32	\$ 70.68	\$ 58.97	\$ 97.35	\$ 85.70	\$ 112.43	\$ 113.99	\$ 150.06	\$ 150.24	\$ 166.66	\$ 166.05	\$ 184.22	\$ 221.94	\$ 209.56							
	Actual/Budget		22%		99%		100%		65%		31%		32%		11%		-1%		-6%							

1.0 Executive Summary - Puerto Rico Highway and Transportation Authority - April 2021

Cumulative performance, presented in Table #3, shows that due to HTA's better than expected performance in the first semester, YTD variance is -6% with \$209.56 Million work performed compared to the Post Covid-19 projections of \$221.94 Million. Figures 5, 6 and 7 presents similar information in graphical form.

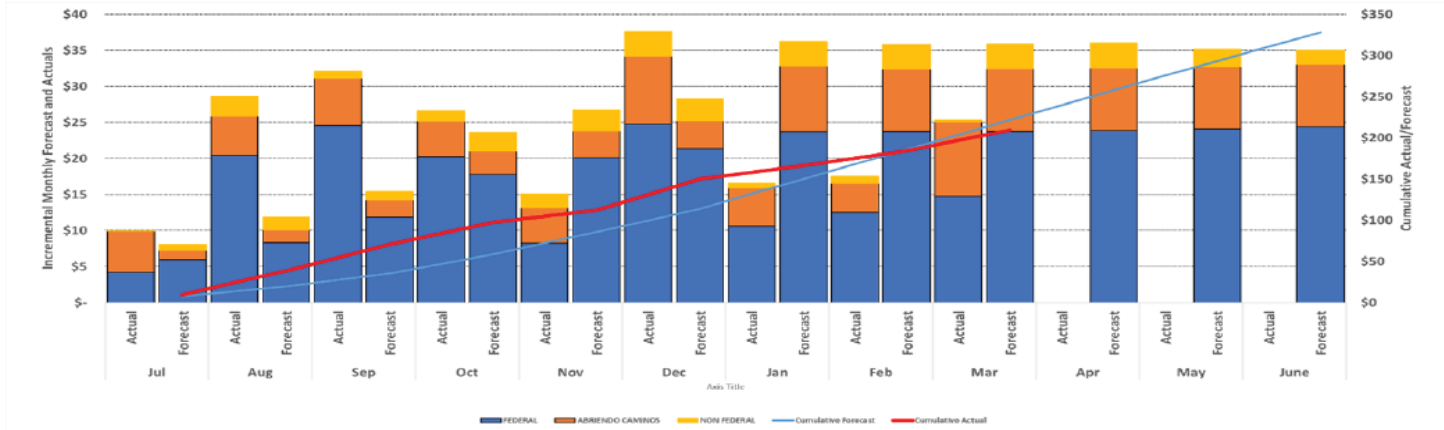


Figure # 6

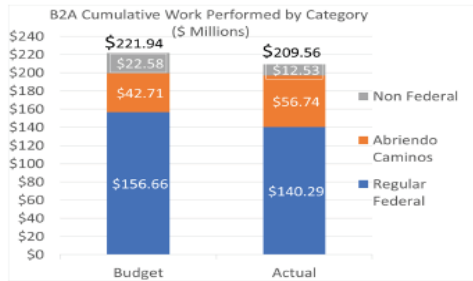
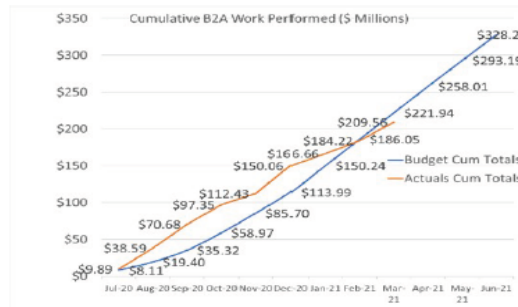


Figure # 7



## 1.0 Executive Summary - Puerto Rico Highway and Transportation Authority - April 2021

The Construction Report last month included 98 active construction projects with a total projected value of \$665.9 million with \$379.0 million certified, reflecting an average completion of 56.9%. Total cost to complete of active construction projects is \$286.9 million. Similar values for this month are 98 active projects with total projected value of \$653.5 million with \$376.3 million certified, reflecting an average completion of 57.6% and cost to complete of \$277.2 million. The reduction in total cost and total cost to complete from the previous reports is due to substantial completion of several projects and the fact that the pre-construction pipeline has been impacted by the budget reduction in soft costs and the delays in funding the Abriendo Caminos program. This is clearly demonstrated in Figure 3 previously discussed.

Table #1 presents the KPIs requested by the FOMB in the certified FP. The target of the % change in cost KPI is being met by HTA with a projected cost increase of 10.9% Post-Maria projects. Post Covid-19 updates are still not included, but HTA does not expect significant cost increases due to the pandemic. It is likely than any cost increases will be through court settlements and will have to come from special emergency funds allocated by the Commonwealth. The 10.9% projected cost increase is lower than the contingencies included in the FHWA program, thus, at project closure, the difference between the actual cost and the costs included in the FMIS system will be deobligated and made available for other projects. Actual spending, and the budgeting of these savings, will be in future years due to the multiyear nature of capital budgets and therefore should not have been included in this year's budget.

The % Change in Duration KPI target set by the FOMB is not achievable under the Covid-19 scenario, which has produced significant project delays outside of HTA's control. As of April 15, 2020, Post Maria projects presented a 22.8% increase in project duration, which was within the FOMB target. Although the impact of Covid-19 has not been fully assessed, this parameter has increased to 67.0%, resulting mostly from the 56 days fixed time extentions required from the lockdown and preliminary projected additional delays. This extraordinary circumstance requires a modification of the target to adequately consider the impact on Covid-19 on this KPI.

1.1 Main B2A report

In \$ Thousands	FY21 Budget	Budget YTD	Actuals YTD	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)	Root cause of variance	Potential corrective action(s)	Owner(s) of corrective action(s)
Toll fare revenue	\$ 99,139	\$ 73,390	\$ 102,152	\$ 28,762	39%	\$ 8,742	\$ 11,030	\$ 2,288	26%	Off period of V-Tolls of related to excess payment from PAM.		
Transit revenue	\$ 25,314	\$ 17,310	\$ 1,231	\$ (16,079)	-63%	\$ 2,675	\$ 411	\$ (2,264)	-85%	Due to the impact of COVID-19		
Toll fine revenue	\$ 17,093	\$ 9,461	\$ -	\$ (9,461)	-100%	\$ 2,078	\$ -	\$ (2,078)	-100%			
Other operating income	\$ 4,918	\$ 4,064	\$ 4,462	\$ 399	10%	\$ 285	\$ 333	\$ 48	17%	The sale of the property scheduled was delayed, also, we received from the insurance \$ 950,000 for payment related		
Operating FTA funds	\$ 20,000	\$ 14,994	\$ 1,390	\$ (13,604)	-68%	\$ 1,666	\$ 70	\$ (1,596)	-96%			
Operating Commonwealth Transfer	\$ 90,624	\$ 67,968	\$ -	\$ -	0%	\$ 7,552	\$ -	\$ (7,552)	-100%			
<b>Total Operating Revenues</b>	<b>\$ 257,088</b>	<b>\$ 187,186</b>	<b>\$ 177,203</b>	<b>\$ (9,883)</b>	<b>-4%</b>	<b>\$ 22,997</b>	<b>\$ 19,396</b>	<b>\$ (3,601)</b>	<b>-16%</b>			
Commonwealth CapEx appropriation	\$ 59,067	\$ 44,298	\$ 44,298	\$ -	0%	\$ 4,922	\$ 4,922	\$ -	0%			
Abriendo Caminos funds	\$ 73,000	\$ 73,000	\$ 73,000	\$ -	0%	\$ -	\$ -	\$ -	0%	The Revenue was received in September		
Capital Commonwealth Transfer	\$ 16,264	\$ 12,195	\$ -	\$ -	0%	\$ 1,355	\$ -	\$ -	0%			
FHWA funds	\$ 251,913	\$ 156,659	\$ 112,236	\$ (44,423)	-18%	\$ 23,790	\$ 11,709	\$ (12,081)	-51%	FHWA reimbursement certifications of \$12M was in Transit		
Federal Emergency Revenues	\$ 23,868	\$ 2,997	\$ 16,244	\$ 13,247	56%	\$ 333	\$ 1,523	\$ 1,190	357%			
Capital FTA funds	\$ 65,433	\$ 41,943	\$ -	\$ (41,943)	-100%	\$ 8,953	\$ -	\$ (8,953)	-100%	Program has not started		
<b>Total Capital Revenues</b>	<b>\$ 489,545</b>	<b>\$ 331,092</b>	<b>\$ 257,973</b>	<b>\$ (73,119)</b>	<b>-15%</b>	<b>\$ 39,354</b>	<b>\$ 19,509</b>	<b>\$ (19,845)</b>	<b>-50%</b>			
Commonwealth Transfer for Emergency Reserve	\$ 115,512	\$ 86,634	\$ 86,634	\$ -	0%	\$ 9,626	\$ 9,626	\$ -	0%			
<b>Total Commonwealth Reserve Transfer</b>	<b>\$ 115,512</b>	<b>\$ 86,634</b>	<b>\$ 86,634</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 9,626</b>	<b>\$ 9,626</b>	<b>\$ -</b>	<b>0%</b>			
<b>Total Consolidated revenues</b>	<b>\$ 862,145</b>	<b>\$ 604,912</b>	<b>\$ 521,810</b>	<b>\$ (83,102)</b>	<b>-10%</b>	<b>\$ 71,977</b>	<b>\$ 48,531</b>	<b>\$ (23,446)</b>	<b>-33%</b>			
Capital Right of Way payments	\$ 3,300	\$ 1,913	\$ 659	\$ (1,254)	-38%	\$ 296	\$ 89	\$ (207)	-70%			
Local Construction costs	\$ 10,000	\$ 6,839	\$ 5,451	\$ (1,389)	-14%	\$ 1,039	\$ 250	\$ (789)	-76%			
Transit Construction costs	\$ 67,433	\$ 43,343	\$ -	\$ (43,343)	-100%	\$ 9,153	\$ -	\$ (9,153)	-100%	Program has not started		
Toll Optimization capital costs	\$ 14,747	\$ -	\$ 1,283	\$ 1,283	9%	\$ -	\$ 1,283	\$ 1,283	100%	Program has not started		
Local Emergency Repair costs	\$ 118	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Federal Emergency Repair costs	\$ 23,868	\$ 2,997	\$ 18,997	\$ 16,000	534%	\$ 333	\$ 3,811	\$ 3,478	1044%			
Non-Federal Highway Construction Hard Costs	\$ 99,136	\$ 65,282	\$ 68,715	\$ 3,433	3%	\$ 12,097	\$ 10,573	\$ (1,524)	-13%			
Non-Federal Highway Construction Soft Costs	\$ 19,030	\$ 14,632	\$ 14,632	\$ -	0%	\$ 690	\$ 950	\$ 260	38%			
Federal Highway Construction Hard Costs	\$ 238,605	\$ 156,659	\$ 140,382	\$ (16,277)	-7%	\$ 23,790	\$ 14,769	\$ (9,021)	-38%			
Federal Highway Construction Soft Costs	\$ 13,308	\$ -	\$ 9,463	\$ 9,463	71%	\$ -	\$ 621	\$ 621	100%			
<b>Total Capital Expenditures</b>	<b>\$ 489,545</b>	<b>\$ 277,694</b>	<b>\$ 250,582</b>	<b>\$ (17,452)</b>	<b>-4%</b>	<b>\$ 46,708</b>	<b>\$ 32,346</b>	<b>\$ (14,362)</b>	<b>-31%</b>			
Construction salaries & related benefits	\$ 25,026	\$ 17,179	\$ 18,799	\$ 1,620	9%	\$ 1,739	\$ 1,949	\$ 210	12%			
Non-Construction salaries & related benefits	\$ 20,985	\$ 15,264	\$ 15,760	\$ 496	2%	\$ 1,545	\$ 1,616	\$ 71	5%			
Pension costs	\$ 37,058	\$ 27,655	\$ 26,556	\$ (899)	-2%	\$ 2,884	\$ 2,917	\$ (37)	-1%			
Operational Right of Way payments	\$ 16,917	\$ 11,114	\$ 4,639	\$ (6,475)	-38%	\$ 2,071	\$ 574	\$ (1,497)	-72%			
Other construction program expenses	\$ 1,688	\$ 1,264	\$ 588	\$ (676)	-40%	\$ 140	\$ 71	\$ (69)	-49%	Delays due to COVID-19 and PCOS Aproxals		
Toll highways administration and maintenance costs	\$ 41,692	\$ 31,102	\$ 27,362	\$ (3,740)	-9%	\$ 3,351	\$ 2,565	\$ (786)	-23%	The auction for Higways maintenance was awarded in december.		
Tren Urbano costs	\$ 74,252	\$ 57,292	\$ 51,906	\$ (5,386)	-7%	\$ 5,481	\$ 5,013	\$ (468)	-9%			
Feeder Bus costs	\$ 12,300	\$ 7,508	\$ 5,786	\$ (1,722)	-14%	\$ 1,024	\$ 828	\$ (196)	-19%			
Other operating expenses	\$ 29,021	\$ 21,010	\$ 16,596	\$ (4,414)	-15%	\$ 2,402	\$ 1,266	\$ (1,136)	-47%	Delays due to COVID-19 and PCOS Aproxals		
<b>Total Operating Expenses</b>	<b>\$ 258,939</b>	<b>\$ 189,188</b>	<b>\$ 167,992</b>	<b>\$ (21,196)</b>	<b>-8%</b>	<b>\$ 20,637</b>	<b>\$ 16,759</b>	<b>\$ (3,878)</b>	<b>-19%</b>			
Reserve deposits for emergencies & unforeseen needs	\$ 66,996	\$ 46,893	\$ -	\$ (46,893)	-100%	\$ 6,699	\$ -	\$ (6,699)	-100%			
Reserve deposits for outstanding obligations	\$ 40,000	\$ 28,000	\$ -	\$ (28,000)	-100%	\$ 4,000	\$ -	\$ (4,000)	-100%			
Reserve deposits for unforeseen non-Title III litigation costs	\$ 8,516	\$ 6,381	\$ 86	\$ (6,295)	-74%	\$ 709	\$ -	\$ (709)	-100%			
<b>Total Reserve Deposits</b>	<b>\$ 115,512</b>	<b>\$ 81,274</b>	<b>\$ 86</b>	<b>\$ (81,188)</b>	<b>-70%</b>	<b>\$ 11,408</b>	<b>\$ -</b>	<b>\$ (11,408)</b>	<b>-100%</b>			
<b>Total Expenditures</b>	<b>\$ 863,996</b>	<b>\$ 547,496</b>	<b>\$ 427,660</b>	<b>\$ (119,836)</b>	<b>-14%</b>	<b>\$ 78,753</b>	<b>\$ 49,105</b>	<b>\$ (29,648)</b>	<b>-38%</b>			
<b>Toll fare revenue deep dive</b>												
Revenues from existing toll lanes	\$ 96,511	\$ 72,120	\$ 102,152	\$ 30,032	31%	\$ 8,241	\$ 11,030	\$ 2,789	34%			
Revenues from new DTL lanes	\$ 2,628	\$ 1,270	\$ -	\$ (1,270)	-100%	\$ 501	\$ -	\$ (501)	-100%			
<b>Total toll fare revenue</b>	<b>\$ 99,139</b>	<b>\$ 73,390</b>	<b>\$ 102,152</b>	<b>\$ 28,762</b>	<b>39%</b>	<b>\$ 8,742</b>	<b>\$ 11,030</b>	<b>\$ 2,288</b>	<b>26%</b>			
<b>Toll fine revenue deep dive</b>												
Fines from existing rates	\$ 14,920	\$ 8,258	\$ -	\$ (8,258)	-100%	\$ 1,813	\$ -	\$ (1,813)	-100%			
Fines from tiered rates	\$ 2,173	\$ 1,203	\$ -	\$ (1,203)	-100%	\$ 264	\$ -	\$ (264)	-100%			
<b>Total toll fine revenue</b>	<b>\$ 17,093</b>	<b>\$ 9,461</b>	<b>\$ -</b>	<b>\$ (9,461)</b>	<b>-100%</b>	<b>\$ 2,078</b>	<b>\$ -</b>	<b>\$ (2,078)</b>	<b>-100%</b>			
<b>Transit revenue deep dive</b>												
Tren Urbano fare revenue	\$ 5,138	\$ 3,827	\$ 1,123	\$ (2,704)	-53%	\$ 440	\$ 395	\$ (45)	-10%	Due to COVID-19		
Feeder Bus fare revenue	\$ 491	\$ 361	\$ 108	\$ (253)	-52%	\$ 48	\$ 16	\$ (32)	-67%	Due to COVID-19		
CARES Act funds	\$ 19,685	\$ 13,122	\$ -	\$ (13,122)	-100%	\$ 2,187	\$ -	\$ (2,187)	-100%			
<b>Total transit revenue</b>	<b>\$ 25,314</b>	<b>\$ 17,310</b>	<b>\$ 1,231</b>	<b>\$ (16,079)</b>	<b>-63%</b>	<b>\$ 2,675</b>	<b>\$ 411</b>	<b>\$ (2,264)</b>	<b>-85%</b>			
<b>FHWA funds deep dive</b>												
Regular FHWA funds	\$ 251,913	\$ 156,659	\$ 112,236	\$ (44,423)	-18%	\$ 23,790	\$ 11,709	\$ (12,081)	-51%			
Discretionary FHWA funds	\$ 8,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Discretionary FHWA projects	\$ (8,000)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
<b>Total FHWA funds</b>	<b>\$ 251,913</b>	<b>\$ 156,659</b>	<b>\$ 112,236</b>	<b>\$ (44,423)</b>	<b>-18%</b>	<b>\$ 23,790</b>	<b>\$ 11,709</b>	<b>\$ (12,081)</b>	<b>-51%</b>			
<b>Capital FTA funds deep dive</b>												
Regular capital FTA funds	\$ 65,433	\$ 41,943	\$ -	\$ (41,943)	-100%	\$ 8,953	\$ -	\$ (8,953)	-100%			
Discretionary FTA funds	\$ 6,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Discretionary FTA projects	\$ (6,000)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
<b>Total capital FTA funds</b>	<b>\$ 65,433</b>	<b>\$ 41,943</b>	<b>\$ -</b>	<b>\$ (41,943)</b>	<b>-100%</b>	<b>\$ 8,953</b>	<b>\$ -</b>	<b>\$ (8,953)</b>	<b>-100%</b>			
<b>Federal Emergency Revenues deep dive</b>												
FHWA emergency funds	\$ 19,865	\$ -	\$ 18,845	\$ 18,845	95%	\$ -	\$ 3,811	\$ 3,811	100%			
FEMA emergency funds	\$ 4,000	\$ 2,997	\$ 152	\$ (2,845)	-71%	\$ 333	\$ -	\$ (333)	-100%			
<b>Total Federal Emergency Revenues</b>	<b>\$ 23,868</b>	<b>\$ 2,997</b>	<b>\$ 18,997</b>	<b>\$ 16,000</b>	<b>534%</b>	<b>\$ 333</b>	<b>\$ 3,811</b>	<b>\$ 3,478</b>	<b>1044%</b>			
<b>Construction salaries &amp; related benefits deep dive</b>												
Main salaries - Construction	\$ 17,766	\$ 13,553	\$ 13,519	\$ (34)	-0%	\$ 1,360	\$ 1,354	\$ (6)	-0%			
Christmas Bonus - Construction	\$ 357	\$ 357	\$ 357	\$ -	0%	\$ -	\$ -	\$ -	0%			
Healthcare costs - Construction	\$ 4,390	\$ 3,185	\$ 3,190	\$ 5	0%	\$ 400	\$ 392	\$ (8)	-2%			
Early retirement costs - Construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Other labor costs - Construction	\$ 2,513	\$ 1,741	\$ 1,733	\$ (8)	-0%	\$ 188	\$ 203	\$ 15	8%			
<b>Total construction payroll costs</b>	<b>\$ 25,026</b>	<b>\$ 18,836</b>	<b>\$ 18,799</b>	<b>\$ (37)</b>	<b>-0%</b>	<b>\$ 1,948</b>	<b>\$ 1,949</b>	<b>\$ 1</b>	<b>0%</b>			

1.1 Main B2A report

In \$ Thousands	FY21 Budget	Budget YTD	Actuals YTD	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)	Root cause of variance	Potential corrective action(s)	Owner(s) of corrective action(s)
<b>Non-Construction salaries &amp; related benefits deep dive</b>												
Main salaries - Non-Construction	\$ 10,328	\$ 7,639	\$ 7,609	\$ (30)	0%	\$ 760	\$ 795	\$ 35	5%			
Christmas Bonus - Non-Construction	\$ 193	\$ 193	\$ 193	\$ -	0%	\$ -	\$ -	\$ -	0%			
Healthcare costs - Non-Construction	\$ 2,305	\$ 1,678	\$ 1,681	\$ 3	0%	\$ 208	\$ 175	\$ (33)	-16%			
Early retirement costs - Non-Construction	\$ 6,661	\$ 5,111	\$ 5,377	\$ 266	5%	\$ 550	\$ 547	\$ (3)	-1%			
Other labor costs - Non-Construction	\$ 1,498	\$ 852	\$ 900	\$ 48	6%	\$ 90	\$ 99	\$ 9	10%			
<b>Total non-construction payroll costs</b>	<b>\$ 20,985</b>	<b>\$ 15,473</b>	<b>\$ 15,760</b>	<b>\$ 287</b>	<b>2%</b>	<b>\$ 1,608</b>	<b>\$ 1,616</b>	<b>\$ 8</b>	<b>0%</b>			
<b>Pension costs deep dive</b>												
Pension contributions	\$ 35,642	\$ 26,785	\$ 26,556	\$ (229)	-1%	\$ 2,841	\$ 2,877	\$ 37	1%			
Administrative pension costs	\$ 866	\$ 670	\$ -	\$ (670)	-100%	\$ 44	\$ -	\$ (44)	-100%			
<b>Total pension costs</b>	<b>\$ 36,508</b>	<b>\$ 27,455</b>	<b>\$ 26,556</b>	<b>\$ (899)</b>	<b>-3%</b>	<b>\$ 2,884</b>	<b>\$ 2,877</b>	<b>\$ (7)</b>	<b>0%</b>			
<b>Other Operating Expenses deep dive</b>												
Non-Title III Professional Service Fees	\$ 8,490	\$ 5,379	\$ 2,820	\$ (2,559)	-48%	\$ 774	\$ 514	\$ (260)	-34%			
Title III Professional Service Fees	\$ 10,000	\$ 7,497	\$ 8,351	\$ 854	11%	\$ 833	\$ 933	\$ (300)	-36%			
Discretionary fund management team	\$ 100	\$ 70	\$ -	\$ (70)	-100%	\$ 10	\$ -	\$ (10)	-100%			
Ancillary revenue management team	\$ 200	\$ 140	\$ -	\$ (140)	-100%	\$ 20	\$ -	\$ (20)	-100%			
Electricity costs	\$ 918	\$ 684	\$ 371	\$ (313)	-46%	\$ 76	\$ 67	\$ (9)	-12%			
Water supply costs	\$ 455	\$ 341	\$ 348	\$ 7	2%	\$ 38	\$ 41	\$ 3	8%			
Other expenses	\$ 8,858	\$ 6,899	\$ 4,706	\$ (2,193)	-22%	\$ 651	\$ 111	\$ (540)	-83%			
<b>Total Other Operating Expenses</b>	<b>\$ 29,021</b>	<b>\$ 21,010</b>	<b>\$ 16,596</b>	<b>\$ (4,414)</b>	<b>-21%</b>	<b>\$ 2,402</b>	<b>\$ 1,266</b>	<b>\$ (1,136)</b>	<b>-47%</b>			
<b>Tren Urbano costs deep dive</b>												
Base fee for Tren Urbano operating contract	\$ 48,702	\$ 36,526	\$ 36,140	\$ (386)	-1%	\$ 4,058	\$ 4,058	\$ -	0%			
Other costs under Tren Urbano operating contract	\$ 6,400	\$ 3,420	\$ 3,290	\$ (130)	-4%	\$ 570	\$ 301	\$ (269)	-47%			
Tren Urbano insurance costs	\$ 9,005	\$ 8,655	\$ 7,533	\$ (1,122)	-13%	\$ -	\$ 43	\$ 43	0%			
Tren Urbano electricity costs	\$ 8,200	\$ 5,644	\$ 4,688	\$ (956)	-17%	\$ 750	\$ 611	\$ (139)	-19%			
Other regular Tren Urbano costs	\$ 74	\$ 54	\$ 1	\$ (53)	-98%	\$ 6	\$ -	\$ (6)	-100%			
COVID-19 special costs	\$ 1,171	\$ 877	\$ 254	\$ (623)	-71%	\$ 97	\$ -	\$ (97)	-100%			
<b>Total Tren Urbano costs</b>	<b>\$ 73,552</b>	<b>\$ 55,176</b>	<b>\$ 51,906</b>	<b>\$ (3,270)</b>	<b>-6%</b>	<b>\$ 5,481</b>	<b>\$ 5,013</b>	<b>\$ (468)</b>	<b>-9%</b>			
<b>Feeder Bus costs deep dive</b>												
Base fee for Feeder Bus operating contract	\$ 9,878	\$ 6,453	\$ 5,655	\$ (798)	-12%	\$ 864	\$ 809	\$ (55)	-6%			
Other costs under Feeder Bus operating contract	\$ 1,456	\$ 779	\$ -	\$ (779)	-100%	\$ 130	\$ -	\$ (130)	-100%			
COVID-19 special costs	\$ 365	\$ 276	\$ 131	\$ (145)	-33%	\$ 30	\$ 19	\$ (11)	-37%			
<b>Total Feeder Bus costs</b>	<b>\$ 11,700</b>	<b>\$ 7,508</b>	<b>\$ 5,786</b>	<b>\$ (1,722)</b>	<b>-23%</b>	<b>\$ 1,024</b>	<b>\$ 828</b>	<b>\$ (196)</b>	<b>-19%</b>			
<b>Toll highway administration &amp; maintenance costs deep dive</b>												
Variable electronic toll collection fees	\$ 16,876	\$ 12,377	\$ 11,547	\$ (830)	-7%	\$ 1,406	\$ 1,148	\$ (258)	-18%			
Highway electricity costs	\$ 4,000	\$ 2,997	\$ 1,829	\$ (1,188)	-39%	\$ 333	\$ 301	\$ (32)	-10%			
Other toll highway administration & maintenance costs	\$ 20,816	\$ 15,728	\$ 13,986	\$ (1,742)	-11%	\$ 1,612	\$ 1,116	\$ (496)	-31%			
<b>Total Feeder Bus costs</b>	<b>\$ 41,692</b>	<b>\$ 31,102</b>	<b>\$ 27,362</b>	<b>\$ (3,740)</b>	<b>-12%</b>	<b>\$ 3,351</b>	<b>\$ 2,565</b>	<b>\$ (786)</b>	<b>-23%</b>			
<b>Federal Emergency Repair Costs deep dive</b>												
FHWA funded projects	\$ 19,868	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
FEMA funded projects	\$ 4,000	\$ 2,997	\$ -	\$ (2,997)	-100%	\$ 333	\$ -	\$ (333)	-100%			
<b>Total federal emergency repair costs</b>	<b>\$ 23,868</b>	<b>\$ 2,997</b>	<b>\$ -</b>	<b>\$ (2,997)</b>	<b>-100%</b>	<b>\$ 333</b>	<b>\$ -</b>	<b>\$ (333)</b>	<b>-100%</b>			
<b>Federal Highway Construction Hard Costs deep dive</b>												
Regular federal highway construction projects	\$ 229,061	\$ 156,659	\$ 140,382	\$ (16,277)	-10%	\$ 23,790	\$ 14,769	\$ (9,021)	-38%			
Additional projects due to CIP optimization	\$ 9,544	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
<b>Total federal highway construction hard costs</b>	<b>\$ 238,605</b>	<b>\$ 156,659</b>	<b>\$ 140,382</b>	<b>\$ (16,277)</b>	<b>-10%</b>	<b>\$ 23,790</b>	<b>\$ 14,769</b>	<b>\$ (9,021)</b>	<b>-38%</b>			
<b>Federal Highway Construction Soft Costs deep dive</b>												
Regular federal highway construction projects	\$ 12,776	\$ -	\$ 9,463	\$ 9,463	0%	\$ -	\$ 621	\$ 621	0%			
Additional projects due to CIP optimization	\$ 532	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
<b>Total federal highway construction soft costs</b>	<b>\$ 13,308</b>	<b>\$ -</b>	<b>\$ 9,463</b>	<b>\$ 9,463</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 621</b>	<b>\$ 621</b>	<b>0%</b>			
<b>Non-Federal Highway Construction Hard Costs deep dive</b>												
Abriendo Caminos Hard Costs	\$ 68,666	\$ 42,707	\$ 56,947	\$ 14,240	33%	\$ 6,653	\$ 10,319	\$ 3,666	39%			
Other Hard Costs	\$ 30,470	\$ 22,575	\$ 13,768	\$ (10,807)	-48%	\$ 3,444	\$ 254	\$ (3,190)	-93%			
<b>Total non-federal highway construction hard costs</b>	<b>\$ 99,136</b>	<b>\$ 65,282</b>	<b>\$ 68,715</b>	<b>\$ 3,433</b>	<b>5%</b>	<b>\$ 12,097</b>	<b>\$ 10,573</b>	<b>\$ (1,524)</b>	<b>-13%</b>			
<b>Non-Federal Highway Construction Soft Costs deep dive</b>												
Abriendo Caminos Soft Costs	\$ 8,013	\$ 6,634	\$ 5,270	\$ (1,364)	-21%	\$ 711	\$ 136	\$ (575)	-81%			
Other Soft Costs	\$ 11,017	\$ -	\$ 9,362	\$ 9,362	0%	\$ -	\$ 814	\$ 814	0%			
<b>Total non-federal highway construction soft costs</b>	<b>\$ 19,030</b>	<b>\$ 6,634</b>	<b>\$ 14,632</b>	<b>\$ 7,998</b>	<b>121%</b>	<b>\$ 711</b>	<b>\$ 950</b>	<b>\$ 239</b>	<b>34%</b>			
<b>Transit Construction Costs deep dive</b>												
Federally funded projects	\$ 65,433	\$ 41,943	\$ -	\$ (41,943)	-100%	\$ 8,953	\$ -	\$ (8,953)	-100%			
Locally funded projects	\$ 2,000	\$ 1,400	\$ -	\$ (1,400)	-100%	\$ 200	\$ -	\$ (200)	-100%			
<b>Total transit construction costs</b>	<b>\$ 67,433</b>	<b>\$ 43,343</b>	<b>\$ -</b>	<b>\$ (43,343)</b>	<b>-100%</b>	<b>\$ 9,153</b>	<b>\$ -</b>	<b>\$ (9,153)</b>	<b>-100%</b>			

Footnotes:

- A - Due to the nature of the budget modification in progress and related disbursement commitments in existing contracts, HTA cannot provide a monthly budget at this time. Actuals are not available this month, but should be available going forward.
- B - It is not feasible to establish monthly budgets for discretionary funds. Furthermore, funds received in FY21 will be spent in FY22. HTA suggests that a separate report, outside the B2A, for discretionary funds and removing this line item.
- C - These are funds to be saved in FY21, which would be spent in FY22 budget based on disbursements. HTA suggests that a separate report, outside the B2A, for this category and removing this line item.
- D - Reapportionment approved 10.27.20
- E - Revised on 11.16.20 based on court case delays due to COVID-19



1.2 Additional B2A info

In \$ Thousands	FY21 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
PR-20 revenue	\$ 2,589	\$ 1,947	\$ 2,049	\$ 102	5%	\$ 233	\$ 257	\$ 24	10%
PR-52 revenue	\$ 50,509	\$ 37,720	\$ 46,020	\$ 8,300	22%	\$ 4,289	\$ 5,889	\$ 1,600	37%
PR-53 revenue	\$ 8,630	\$ 6,423	\$ 11,207	\$ 4,784	74%	\$ 731	\$ 1,431	\$ 700	96%
PR-66 revenue	\$ 21,575	\$ 16,096	\$ 21,273	\$ 5,177	32%	\$ 1,980	\$ 2,846	\$ 866	44%
Payments from concessionaires to HTA	\$ 1,286	\$ 963	\$ 994	\$ 31	3%	\$ 101	\$ 158	\$ 57	56%
Payments from HTA to concessionaires	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Off-period V-tolls	\$ 11,922	\$ 8,971	\$ 20,609	\$ 11,638	130%	\$ 907	\$ 449	\$ (458)	-50%
Revenue from new Dynamic Toll Lanes	\$ 2,628	\$ 1,270	\$ -	\$ (1,270)	-100%	\$ 501	\$ -	\$ (501)	-100%
<b>Total Toll fare revenue</b>	<b>\$ 99,139</b>	<b>\$ 73,390</b>	<b>\$ 102,152</b>	<b>\$ 28,762</b>	<b>39%</b>	<b>\$ 8,742</b>	<b>\$ 11,030</b>	<b>\$ 2,288</b>	<b>26%</b>
Metro Urbano	\$ 46	\$ 33	\$ 6	\$ (27)	-82%	\$ 5	\$ 1	\$ (4)	-80%
Metrobus	\$ 312	\$ 228	\$ 76	\$ (152)	-67%	\$ 30	\$ 11	\$ (19)	-63%
TU Conexion	\$ 133	\$ 100	\$ 26	\$ (74)	-74%	\$ 13	\$ 4	\$ (9)	-69%
<b>Total Feeder Bus fare revenue</b>	<b>\$ 491</b>	<b>\$ 361</b>	<b>\$ 108</b>	<b>\$ (253)</b>	<b>-70%</b>	<b>\$ 48</b>	<b>\$ 16</b>	<b>\$ (32)</b>	<b>-67%</b>
Rentals / leases (non-TU related)	\$ 1,329	\$ 997	\$ 899	\$ (98)	-10%	\$ 111	\$ 94	\$ (17)	-15%
Rentals / leases (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Real estate sales	\$ 1,500	\$ 1,500	\$ -	\$ (1,500)	-100%	\$ -	\$ 160	\$ 160	0%
Other sources (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other sources (non-TU related)	\$ 2,089	\$ 1,567	\$ 3,563	\$ 1,996	127%	\$ 174	\$ 79	\$ (95)	-55%
<b>Total Other operating income</b>	<b>\$ 4,918</b>	<b>\$ 4,064</b>	<b>\$ 4,462</b>	<b>\$ 399</b>	<b>10%</b>	<b>\$ 285</b>	<b>\$ 333</b>	<b>\$ 48</b>	<b>17%</b>
PayGo contributions	\$ 35,861	\$ 26,785	\$ 26,556	\$ (229)	-1%	\$ 2,841	\$ 2,877	\$ 37	1%
Non PayGo contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
<b>Total Pension contributions</b>	<b>\$ 35,642</b>	<b>\$ 26,785</b>	<b>\$ 26,556</b>	<b>\$ (229)</b>	<b>-1%</b>	<b>\$ 2,841</b>	<b>\$ 2,877</b>	<b>\$ 37</b>	<b>1%</b>
FEMA funds - Earthquake related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
FEMA funds - Maria related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
<b>Total FEMA emergency funds</b>	<b>\$ 4,000</b>	<b>\$ 2,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 333</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
FHWA funds - Earthquake related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
FHWA funds - Maria related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
<b>Total FHWA emergency funds</b>	<b>\$ 19,868</b>	<b>\$ 11,855</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 1,312</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Highway and transit program delivery	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Audit and financial services	\$ 1,255	\$ 872	\$ 753	\$ (119)	-14%	\$ 121	\$ 93	\$ (28)	-23%
Legal services	\$ 750	\$ 459	\$ 272	\$ (187)	-41%	\$ 63	\$ 31	\$ (32)	-51%
Toll optimization services	\$ 1,500	\$ 1,050	\$ 179	\$ (871)	-83%	\$ 150	\$ -	\$ (150)	-100%
Other professional services	\$ 4,985	\$ 2,998	\$ 1,616	\$ (1,382)	-46%	\$ 440	\$ 390	\$ (50)	-11%
<b>Total Non-Title III professional fees</b>	<b>\$ 8,490</b>	<b>\$ 5,379</b>	<b>\$ 2,820</b>	<b>\$ (2,559)</b>	<b>-48%</b>	<b>\$ 774</b>	<b>\$ 514</b>	<b>\$ (260)</b>	<b>-34%</b>
Insurance	\$ 3,923	\$ 3,923	\$ 3,380	\$ (543)	100%	\$ -	\$ 484	\$ 484	0%
Utility payments (excluding electricity)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Security costs	\$ 1,091	\$ 822	\$ 899	\$ 77	9%	\$ 91	\$ 106	\$ 15	16%
Repairs & maintenance	\$ 15,302	\$ 10,614	\$ 9,588	\$ (1,026)	-10%	\$ 1,480	\$ 504	\$ (976)	-66%
Other costs	\$ 500	\$ 369	\$ 119	\$ (250)	-68%	\$ 41	\$ 22	\$ (19)	-46%
<b>Total Other toll highway administration &amp; maintenance costs</b>	<b>\$ 20,816</b>	<b>\$ 15,728</b>	<b>\$ 13,986</b>	<b>\$ (1,742)</b>	<b>-11%</b>	<b>\$ 1,612</b>	<b>\$ 1,116</b>	<b>\$ (496)</b>	<b>-31%</b>

**1.2 Additional B2A info**

In \$ Thousands	FY21 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
Rents & leases	\$ 799	\$ 600	\$ 600	\$ -	0%	\$ 67	\$ 67	\$ -	0%
Insurance	\$ 981	\$ 981	\$ 845	\$ (136)	-14%	\$ -	\$ 121	\$ 121	0%
Utility payments (excluding electricity and water supply)	\$ 600	\$ 450	\$ 162	\$ (288)	-64%	\$ 50	\$ 19	\$ (31)	-62%
Security costs	\$ 1,002	\$ 765	\$ 588	\$ (177)	-23%	\$ 79	\$ 48	\$ (31)	-39%
Transportation expenses	\$ 487	\$ 364	\$ 287	\$ (77)	-21%	\$ 40	\$ 21	\$ (19)	-48%
Purchased goods & equipment	\$ 1,604	\$ 1,201	\$ 1,239	\$ 38	3%	\$ 133	\$ 111	\$ (22)	-17%
Other costs	\$ 3,385	\$ 2,538	\$ 985	\$ (1,553)	-61%	\$ 282	\$ 96	\$ (186)	-66%
<b>Total Other expenses (within Other operating expenses)</b>	<b>\$ 8,858</b>	<b>\$ 6,899</b>	<b>\$ 4,706</b>	<b>\$ (2,193)</b>	<b>-32%</b>	<b>\$ 651</b>	<b>\$ 483</b>	<b>\$ (168)</b>	<b>-26%</b>
<b>A</b> Hard Costs	\$ -			\$ -	0%			\$ -	0%
<b>A</b> Soft Costs	\$ -			\$ -	0%			\$ -	0%
<b>Total Toll optimization capital costs</b>	<b>\$ 14,747</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>A</b> FHWA funded Hard Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
<b>A</b> FHWA funded Soft Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
<b>A</b> FHWA funded Hard Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
<b>A</b> FHWA funded Soft Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
<b>Total FHWA funded emergency projects</b>	<b>\$ 19,868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>A</b> FEMA funded Hard Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
<b>A</b> FEMA funded Hard Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
<b>A</b> FEMA funded Hard Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
<b>A</b> FEMA funded Hard Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
<b>Total FEMA funded emergency projects</b>	<b>\$ 4,000</b>	<b>\$ 2,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 333</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>A</b> Hard Costs	\$ -			\$ -	0%			\$ -	0%
<b>A</b> Soft Costs	\$ -			\$ -	0%			\$ -	0%
<b>Total Local emergency repair costs</b>	<b>\$ 118</b>	<b>\$ 88</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Emergency relief projects	\$ 41,224	\$ 22,653		\$ (22,653)	-100%	\$ 7,144		\$ (7,144)	-100%
Other TU improvements	\$ 24,209	\$ 19,291		\$ (19,291)	-100%	\$ 1,810		\$ (1,810)	-100%
<b>Total federally funded transit Construction</b>	<b>\$ 65,433</b>	<b>\$ 41,943</b>	<b>\$ -</b>	<b>\$ (41,943)</b>	<b>-100%</b>	<b>\$ 8,953</b>	<b>\$ -</b>	<b>\$ (8,953)</b>	<b>-100%</b>
Design & Pre-construction	\$ -			\$ -	0%			\$ -	0%
Material Testing & Management	\$ -			\$ -	0%			\$ -	0%
Construction Engineering & Inspection	\$ -			\$ -	0%			\$ -	0%
Environmental soft costs	\$ 500			\$ -	0%			\$ -	0%
Other soft costs	\$ 1,200			\$ -	0%			\$ -	0%
<b>Total Local construction soft costs</b>	<b>\$ 1,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Pavement rehabilitation	\$ -			\$ -	0%			\$ -	0%
Safety improvements	\$ -			\$ -	0%			\$ -	0%
New road construction	\$ -			\$ -	0%			\$ -	0%
Bridge repairs	\$ -			\$ -	0%			\$ -	0%
Congestion management (e.g. DTL)	\$ 1,000			\$ -	0%			\$ -	0%
Other hard costs	\$ 7,300			\$ -	0%			\$ -	0%
<b>Total Local construction hard costs</b>	<b>\$ 8,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Local construction costs</b>	<b>\$ 10,000</b>	<b>\$ 6,839</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 1,039</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>B</b> Design & Pre-construction	\$ -			\$ -	0%			\$ -	0%
<b>B</b> Material Testing & Management	\$ -			\$ -	0%			\$ -	0%
<b>B</b> Construction Engineering & Inspection	\$ -			\$ -	0%			\$ -	0%
<b>B</b> Environmental soft costs	\$ -			\$ -	0%			\$ -	0%
<b>B</b> Other soft costs	\$ -			\$ -	0%			\$ -	0%
<b>Total Federal highway construction soft costs</b>	<b>\$ 13,308</b>	<b>\$ -</b>	<b>\$ 9,463</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 9,463</b>	<b>\$ -</b>	<b>0%</b>
<b>B</b> Pavement rehabilitation	\$ -			\$ -	0%			\$ -	0%
<b>B</b> Safety improvements	\$ -			\$ -	0%			\$ -	0%

**1.2 Additional B2A info**

In \$ Thousands	FY21 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
B New road construction	\$ -			\$ -	0%			\$ -	0%
B Bridge repairs	\$ -			\$ -	0%			\$ -	0%
B Congestion management (e.g. DTL)	\$ -			\$ -	0%			\$ -	0%
B Other hard costs	\$ -			\$ -	0%			\$ -	0%
<b>Total Federal highway construction hard costs</b>	<b>\$ 238,605</b>	<b>\$ 156,659</b>	<b>\$ 140,382</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 23,790</b>	<b>\$ 140,382</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Federal highway construction costs</b>	<b>\$ 251,913</b>	<b>\$ 156,659</b>	<b>\$ 149,845</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 23,790</b>	<b>\$ 149,845</b>	<b>\$ -</b>	<b>0%</b>
B Design & Pre-construction	\$ -			\$ -	0%			\$ -	0%
B Material Testing & Management	\$ -			\$ -	0%			\$ -	0%
B Construction Engineering & Inspection	\$ -			\$ -	0%			\$ -	0%
B Environmental soft costs	\$ -			\$ -	0%			\$ -	0%
B Other soft costs	\$ -			\$ -	0%			\$ -	0%
<b>Total Non-Federal highway construction soft costs</b>	<b>\$ 19,030</b>	<b>\$ 6,634</b>	<b>\$ 14,632</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 711</b>	<b>\$ 14,632</b>	<b>\$ -</b>	<b>0%</b>
B Pavement rehabilitation	\$ -			\$ -	0%			\$ -	0%
B Safety improvements	\$ -			\$ -	0%			\$ -	0%
B New road construction	\$ -			\$ -	0%			\$ -	0%
B Bridge repairs	\$ -			\$ -	0%			\$ -	0%
B Congestion management (e.g. DTL)	\$ -			\$ -	0%			\$ -	0%
B Other hard costs	\$ -			\$ -	0%			\$ -	0%
<b>Total Non-Federal highway construction hard costs</b>	<b>\$ 99,136</b>	<b>\$ 65,282</b>	<b>\$ 102,152</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 12,097</b>	<b>\$ 102,152</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Non-Federal highway construction costs</b>	<b>\$ 118,166</b>	<b>\$ 71,917</b>	<b>\$ 116,784</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 12,808</b>	<b>\$ 116,784</b>	<b>\$ -</b>	<b>0%</b>

**Footnotes:**

A - HTA is in the process of preparing monthly forecasts for these line items, which should be available shortly.

B - HTA suggests eliminating this line item. Project level disbursements will be presented with the categories used by HTA in a separate report.

COMMONWEALTH OF PUERTO RICO  
Puerto Rico Highways and Transportation Authority  
13-Week Rolling Cash Flow Forecast

2.1 Liquidity Data

Actual (Act.) / Projected (Fest.):	2.1 Liquidity Data																													
	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.		
(5000's)	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1/8	1/15	
<b>OPERATING CASH FLOW</b>																														
<b>Operating Receipts:</b>																														
1	Toll Fares	163	3,434	1,998	274	4,371	3,718	1,998	244	3,630	385	306	4,810	2,407	1,969	3,448	2,389	3,314	2,153	481	5,165	509	2,533	2,331	3,496	2,327	2,684	1,872	3,406	1,946
2	Merchant Fees	-	-	-	-	(173)	-	-	-	(240)	-	-	-	(257)	-	-	-	(248)	-	-	-	(235)	-	-	-	-	-	-	-	
3	Transit Revenues (A)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
4	Electronic Toll Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5	Other Income	108	278	1	13	7	115	256	76	6	90	114	75	211	82	185	7	52	19	102	20	95	18	149	86	114	13	26	43	54
6	<b>Total Operating Receipts</b>	<b>271</b>	<b>3,712</b>	<b>1,999</b>	<b>287</b>	<b>4,205</b>	<b>3,833</b>	<b>2,254</b>	<b>320</b>	<b>3,396</b>	<b>475</b>	<b>420</b>	<b>4,885</b>	<b>2,362</b>	<b>2,051</b>	<b>3,632</b>	<b>2,396</b>	<b>3,119</b>	<b>2,172</b>	<b>583</b>	<b>5,184</b>	<b>605</b>	<b>2,316</b>	<b>2,480</b>	<b>3,581</b>	<b>2,441</b>	<b>2,463</b>	<b>1,897</b>	<b>3,448</b>	<b>2,000</b>
<b>Intra-Government Receipts:</b>																														
7	Operating Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,453	-	7,363	-	-	7,363	-	-	-	-	7,363	-	
8	Commonwealth Transfer for Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37,542	-	9,386	-	-	9,386	-	-	-	-	9,386	-	
9	<b>Total Intra-Government Receipts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,995</b>	<b>-</b>	<b>16,749</b>	<b>-</b>	<b>-</b>	<b>16,749</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,749</b>	<b>-</b>	
<b>Other Receipts [Separate Federal Transfers by Program]:</b>																														
10	Operating Federal Transit Administration (FTA) Funds	-	-	-	1	-	11,969	-	-	-	2,546	4	5,275	1,027	-	-	-	-	-	-	-	293	-	-	-	-	-	-	391	-
11	CARES ACT Funding (For Transit)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
12	<b>Total Other Receipts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>11,969</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,546</b>	<b>4</b>	<b>5,275</b>	<b>1,027</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>293</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>391</b>	<b>-</b>
13	<b>Total Operating Receipts</b>	<b>271</b>	<b>3,712</b>	<b>1,999</b>	<b>288</b>	<b>4,205</b>	<b>15,802</b>	<b>2,254</b>	<b>320</b>	<b>3,396</b>	<b>3,021</b>	<b>424</b>	<b>10,161</b>	<b>3,389</b>	<b>2,051</b>	<b>3,632</b>	<b>2,396</b>	<b>70,114</b>	<b>2,172</b>	<b>17,332</b>	<b>5,184</b>	<b>898</b>	<b>2,316</b>	<b>19,229</b>	<b>3,581</b>	<b>2,441</b>	<b>2,463</b>	<b>1,897</b>	<b>20,588</b>	<b>2,000</b>
<b>Operating Disbursements:</b>																														
14	Payroll and Related Costs	(1,007)	(302)	(1,397)	(123)	(1,257)	(282)	(1,536)	(112)	(1,153)	(132)	(1,386)	(296)	(1,182)	(103)	(1,383)	(290)	(992)	(283)	(991)	(648)	(990)	(190)	(1,069)	(521)	(1,134)	(157)	(953)	(456)	(1,174)
15	Health Plan Payment	-	-	-	-	(503)	-	-	-	-	(305)	-	(501)	-	-	(484)	-	-	-	-	-	-	(678)	-	-	-	-	(557)	-	
16	Christmas Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(460)	(90)	-	-	-	-	-	
17	Retirement Contributions (PayGo)	-	-	-	-	(2,863)	-	-	-	(3,028)	-	-	(2,908)	-	-	-	-	(2,879)	-	-	-	(2,893)	-	-	-	-	(2,905)	-	-	
18	PREPA Payments	-	-	-	-	-	-	-	-	-	-	-	(266)	-	(422)	-	(108)	-	(397)	-	(85)	-	-	-	(391)	(346)	-	-	-	
19	PRASA Payments	-	-	-	-	-	-	-	-	-	-	(63)	-	-	-	(30)	-	-	-	(34)	-	-	-	-	-	-	-	-	-	
20	Toll Highway Administration Cost	-	-	-	-	-	-	-	-	-	-	-	-	(1,082)	-	-	(1,073)	-	-	-	-	-	-	(1,073)	-	-	(1,128)	-	(1,068)	
21	Tren Urbano Operating Contract Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(8,294)	-	-	-	-	-	-	(4,103)	-	(2,752)	-	(31)	(4,125)
22	Other Tren Urbano Costs (Excluding Electricity)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,414)	-	(1,811)	-	-	-	-	-	-	
23	Feeder Buses Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(720)	-	-	-	-	-	-	-	-	-	(1,333)	-	(773)	(682)	
24	Legal Cases Payments Plan	-	-	-	-	-	-	-	-	(1,279)	(4)	-	-	(789)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
25	Professional Services	-	(3)	-	-	-	-	-	-	(21)	-	(293)	(8)	(339)	(58)	(51)	(3,495)	(94)	(316)	(462)	(73)	-	(256)	(149)	(79)	(128)	(33)	(318)		
26	Other Operating Expenses	(1)	(43)	(1)	(92)	(6)	(1)	(38)	(248)	(46)	(237)	(28)	(243)	(77)	(311)	(119)	(293)	(242)	(79)	(104)	(253)	(528)	(127)	(243)	(255)	(1,312)	(199)	(292)	(1,092)	(1,064)
27	Operating Disbursements Corresponding to FY20 Services	(361)	(4,058)	(148)	(3,633)	(395)	(145)	(1,889)	(663)	(213)	(11,430)	(522)	(4,611)	(289)	(222)	(1)	(185)	(188)	(1,168)	(6)	(44)	(2,665)	(127)	(12)	(96)	(15)	-	-	-	
28	Legal & Other Reserve	-	-	(86)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
29	<b>Total Operating Disbursements</b>	<b>(1,369)</b>	<b>(4,406)</b>	<b>(1,632)</b>	<b>(3,848)</b>	<b>(4,521)</b>	<b>(931)</b>	<b>(3,463)</b>	<b>(1,023)</b>	<b>(4,440)</b>	<b>(13,404)</b>	<b>(1,940)</b>	<b>(6,273)</b>	<b>(4,464)</b>	<b>(2,929)</b>	<b>(1,842)</b>	<b>(2,061)</b>	<b>(2,655)</b>	<b>(16,197)</b>	<b>(1,592)</b>	<b>(3,710)</b>	<b>(4,731)</b>	<b>(6,358)</b>	<b>(2,487)</b>	<b>(5,622)</b>	<b>(4,288)</b>	<b>(3,186)</b>	<b>(5,964)</b>	<b>(2,385)</b>	<b>(8,431)</b>
30	<b>Operating Net Cash Flow</b>	<b>(1,098)</b>	<b>(694)</b>	<b>367</b>	<b>(3,560)</b>	<b>(316)</b>	<b>14,871</b>	<b>(1,209)</b>	<b>(703)</b>	<b>(1,044)</b>	<b>(10,383)</b>	<b>(1,516)</b>	<b>3,888</b>	<b>(1,076)</b>	<b>(878)</b>	<b>1,790</b>	<b>335</b>	<b>67,459</b>	<b>(14,025)</b>	<b>15,739</b>	<b>1,474</b>	<b>(3,833)</b>	<b>(4,042)</b>	<b>16,742</b>	<b>(2,041)</b>	<b>(1,847)</b>	<b>(723)</b>	<b>(4,066)</b>	<b>18,204</b>	<b>(6,432)</b>
<b>Unrestricted Bank Cash Balance Roll-Forward (Operating)</b>																														
31	Beginning Cash Balance	\$18,324	\$13,971	\$11,044	\$13,393	\$9,778	\$9,246	\$23,585	\$20,279	\$19,937	\$17,658	\$6,167	\$4,228	\$13,245	\$11,311	\$8,081	\$9,897	\$10,175	\$82,317	\$66,426	\$78,350	\$78,305	\$83,219	\$78,996	\$94,742	\$92,042	\$86,857	\$86,103	\$70,187	\$98,253
32	Net Cash Flow	(1,098)	(694)	367	(3,560)	(316)	14,871	(1,209)	(703)	(1,044)	(10,383)	(1,516)	3,888	(1,076)	(878)	1,790	335	67,459	(14,025)	15,739	1,474	(3,833)	(4,042)	16,742	(2,041)	(1,847)	(723)	(4,066)	18,204	(6,432)
33	Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
34	Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
35	Return of Funds / Reconciliation Item (D)	(3,250)	(2,240)	1,976	-	(207)	(536)	(2,100)	(15)	(828)	(1,102)	(428)	5,161	(848)	(2,343)	45	(39)	4,704	(1,873)	(3,791)	(1,500)	8,657	(188)	(966)	(632)	(3,338)	(36)	(11,850)	9,732	(611)
36	Other Inflows (C)	5	10	36	-	1	10	145	385	-	0	5	26	-	6	8	1	14	8	-	-	97	6	-	-	109	7	-	130	393
37	Other Outflows (C)	(10)	(3)	(30)	(55)	(11)	(6)	(142)	(9)	(407)	(6)	-	(58)	(10)	(15)	(28)	(19)	(35)	(1)	(24)	(19)	(6)	-	(31)	(27)	(109)	(2)	-	(201)	
38	<b>Ending Operating Bank Cash Balance</b>	<b>\$13,971</b>	<b>\$11,044</b>	<b>\$13,393</b>	<b>\$9,778</b>	<b>\$9,246</b>	<b>\$23,585</b>	<b>\$20,279</b>	<b>\$19,937</b>	<b>\$17,658</b>	<b>\$6,167</b>	<b>\$4,228</b>	<b>\$13,245</b>	<b>\$11,311</b>	<b>\$8,081</b>	<b>\$9,897</b>	<b>\$10,175</b>	<b>\$82,317</b>	<b>\$66,426</b>	<b>\$78,350</b>	<b>\$78,305</b>	<b>\$83,219</b>	<b>\$78,996</b>	<b>\$94,742</b>	<b>\$92,042</b>	<b>\$86,857</b>	<b>\$86,103</b>	<b>\$70,187</b>	<b>\$98,253</b>	<b>\$91,403</b>
39	<b>Actual Operating Bank Cash Balance</b>	<b>13,951</b>	<b>11,016</b>	<b>13,370</b>	<b>9,755</b>	<b>9,219</b>	<b>23,563</b>	<b>20,132</b>	<b>19,862</b>	<b>17,551</b>	<b>6,106</b>	<b>4,165</b>	<b>13,183</b>	<b>11,242</b>	<b>8,011</b>	<b>9,784</b>	<b>10,064</b>	<b>82,205</b>	<b>66,314</b>	<b>78,238</b>	<b>78,248</b>	<b>83,163</b>	<b>78,940</b>	<b>94,686</b>	<b>91,986</b>	<b>86,801</b>	<b>86,155</b>	<b>70,218</b>	<b>98,264</b>	<b>91,413</b>
40	<b>Difference</b>	<b>\$20</b>	<b>\$28</b>	<b>\$23</b>	<b>\$23</b>	<b>\$26</b>	<b>\$22</b>	<b>\$147</b>	<b>\$74</b>	<b>\$108</b>	<b>\$61</b>	<b>\$63</b>	<b>\$62</b>	<b>\$69</b>	<b>\$70</b>	<b>\$113</b>	<b>\$111</b>	<b>\$111</b>	<b>\$112</b>	<b>\$112</b>	<b>\$57</b>	<b>\$56</b>	<b>\$56</b>	<b>\$56</b>	<b>\$55</b>	<b>\$56</b>	<b>(552)</b>	<b>(531)</b>	<b>(511)</b>	<b>(510)</b>

2.1 Liquidity Data

Actual (Act.) / Projected (Fest.):	2.1 Liquidity Data																												
	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	
Week #:	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1/8	1/15
<b>CAPEX CASH FLOW</b>																													
<b>Intra-Government Receipts:</b>																													
41 Abriendo Caminos III funds	-	-	-	-	-	-	-	-	-	-	-	73,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
42 Capital Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,285	-	1,321	-	-	-	1,321	-	-	-	-	1,321	-
43 Commonwealth CapEx appropriation	7,277	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,611	-	-	-	-	-	-	-	-	-	-	-	-
44 Total Intra-Government Receipts	7,277	-	-	-	-	-	-	-	-	-	-	73,000	-	-	-	-	10,896	-	1,321	-	-	-	1,321	-	-	-	-	1,321	-
<b>Capex Receipts [Separate Federal Transfers by Program]:</b>																													
45 Federal Aid - FHWA & Earmarked Projects	474	756	3,839	2,095	163	9,726	2,308	936	-	6,388	672	6,735	-	6,800	1,068	-	11,977	-	7,085	1,044	1,713	7,224	1,182	-	8,054	676	9,836	-	829
46 Emergency Reconstruction Program - FHWA	-	1,702	44	47	8	-	-	-	-	2,045	-	664	200	-	-	-	-	505	118	-	299	-	-	92	-	-	1,729	-	-
47 Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53	184	0	-	-	-	-	102	-	-
48 Emergency Reconstruction Program - FTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
49 Total Federal Receipts	474	2,458	3,883	2,142	171	9,726	2,308	936	2,045	6,388	1,336	6,935	-	6,800	1,068	-	11,977	505	7,203	1,097	2,196	7,225	1,182	92	8,054	2,507	9,836	-	829
50 Total CAPEX Receipts	7,751	2,458	3,883	2,142	171	9,726	2,308	936	2,045	6,388	1,336	79,935	-	6,800	1,068	-	22,873	505	8,524	1,097	2,196	7,225	2,503	92	8,054	2,507	9,836	1,321	829
<b>Capex Disbursements:</b>																													
51 Capital Expenditures - Federal	(1,488)	-	(4,123)	(2,519)	-	(11,545)	(4,419)	(499)	(720)	(8,993)	-	(3,036)	(5,605)	(11,501)	-	-	(13,293)	(2)	(7,205)	(53)	(0)	(683)	(10,019)	-	(9,949)	-	(13,185)	-	-
52 Capital Expenditures - State	(2)	(3,721)	(578)	(2,894)	(1,603)	(3,694)	(3,278)	(421)	(1,735)	(408)	(3,095)	(1,120)	(2,758)	(2,271)	(1,855)	(2,846)	(1,264)	(2,946)	(53)	(5,225)	(1,728)	(2,556)	(1,486)	(4,137)	(1,288)	(5,131)	(5,700)	(855)	(1,465)
53 ER Transit Construction Program Costs - FTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
54 Toll Optimization Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
55 Emergency Reconstruction Program - FHWA	(2,810)	(490)	(359)	(48)	-	-	-	-	(2,541)	(908)	-	(283)	-	(1,475)	-	-	(270)	(854)	-	(307)	-	-	-	(298)	-	(133)	(1,279)	-	-
56 Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
57 Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
58 Emergency Reconstruction Program - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
59 Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(36)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
60 Total Capex Disbursements	(4,300)	(4,211)	(5,060)	(5,461)	(1,603)	(15,239)	(7,697)	(920)	(4,996)	(10,309)	(3,095)	(4,439)	(8,363)	(15,247)	(1,891)	(2,846)	(14,827)	(3,802)	(7,257)	(5,585)	(1,728)	(3,239)	(11,505)	(4,435)	(11,236)	(5,263)	(20,163)	(855)	(1,465)
61 Capex Net Cash Flow	3,451	(1,753)	(1,177)	(3,319)	(1,432)	(5,513)	(5,389)	16	(2,951)	(3,921)	(1,759)	75,496	(8,363)	(8,447)	(823)	(2,846)	8,046	(3,297)	1,267	(4,488)	468	3,986	(9,002)	(4,343)	(3,182)	(2,756)	(10,328)	466	(636)
<b>Bank Cash Balance Roll-Forward (CAPEX)</b>																													
62 Beginning Cash Balance	\$113,672	\$120,373	\$120,860	\$117,707	\$114,388	\$113,163	\$108,186	\$104,897	\$104,927	\$102,804	\$99,985	\$98,654	\$168,989	\$161,474	\$155,370	\$154,502	\$151,696	\$155,038	\$153,613	\$158,671	\$155,684	\$147,495	\$151,669	\$143,633	\$139,922	\$140,078	\$137,358	\$138,880	\$129,614
63 Net Cash Flow	3,451	(1,753)	(1,177)	(3,319)	(1,432)	(5,513)	(5,389)	16	(2,951)	(3,921)	(1,759)	75,496	(8,363)	(8,447)	(823)	(2,846)	8,046	(3,297)	1,267	(4,488)	468	3,986	(9,002)	(4,343)	(3,182)	(2,756)	(10,328)	466	(636)
64 Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
65 Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
66 Return of Funds / Reconciliation Item (D)	3,250	2,240	(1,976)	-	207	536	2,100	15	828	1,102	428	(5,161)	848	2,343	(45)	39	(4,704)	1,873	3,791	1,500	(8,657)	188	966	632	3,338	36	11,850	(9,732)	611
67 Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
68 Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
69 Ending CAPEX Bank Cash Balance	\$120,373	\$120,860	\$117,707	\$114,388	\$113,163	\$108,186	\$104,897	\$104,927	\$102,804	\$99,985	\$98,654	\$168,989	\$161,474	\$155,370	\$154,502	\$151,696	\$155,038	\$153,613	\$158,671	\$155,684	\$147,495	\$151,669	\$143,633	\$139,922	\$140,078	\$137,358	\$138,880	\$129,614	\$129,589
70 Actual CAPEX Bank Cash Balance	\$120,409	\$120,895	\$117,742	\$114,424	\$113,264	\$108,218	\$104,977	\$105,008	\$102,886	\$100,067	\$98,737	\$169,071	\$161,556	\$155,452	\$154,620	\$151,813	\$155,156	\$153,732	\$158,789	\$155,748	\$147,561	\$151,734	\$143,698	\$139,987	\$140,144	\$137,322	\$138,864	\$129,598	\$129,573
71 Difference	(\$36)	(\$35)	(\$35)	(\$36)	(\$101)	(\$32)	(\$80)	(\$81)	(\$82)	(\$82)	(\$83)	(\$83)	(\$82)	(\$82)	(\$118)	(\$117)	(\$118)	(\$118)	(\$118)	(\$65)	(\$66)	(\$66)	(\$65)	(\$65)	(\$65)	\$37	\$16	\$16	\$16
Total Inflows	8,022	6,170	5,882	2,430	4,376	25,528	4,562	1,256	5,441	9,409	1,760	90,096	3,389	8,851	4,700	2,396	92,987	2,676	25,856	6,281	3,093	9,541	21,732	3,674	10,496	4,971	11,733	21,909	2,829
Total Outflows	(5,669)	(8,617)	(6,692)	(9,309)	(6,124)	(16,170)	(11,160)	(1,943)	(9,436)	(23,713)	(5,035)	(10,712)	(12,827)	(18,176)	(3,733)	(4,906)	(17,482)	(19,998)	(8,849)	(9,295)	(6,459)	(9,597)	(13,992)	(10,057)	(15,525)	(8,450)	(26,127)	(3,240)	(9,897)
Total Net CF	2,353	(2,447)	(810)	(6,879)	(1,748)	9,358	(6,598)	(687)	(3,995)	(14,304)	(3,275)	79,384	(9,439)	(9,325)	967	(2,510)	75,505	(17,322)	17,006	(3,014)	(3,366)	(55)	7,741	(6,383)	(5,029)	(3,479)	(14,394)	18,670	(7,068)

**Comments**  
**A** These revenues are used as a credit in Tren Urbano operating expenses invoice (ACI).  
**B** Line used to register transfers between bank accounts.  
**C** Line used to register passthrough funds.  
**D** Comments strikethrough represents transactions already cleared whose effect is 0.

COMMONWEALTH OF PUERTO RICO  
Puerto Rico Highways and Transportation Authority  
13-Week Rolling Cash Flow Forecast

		2.1 Liquidity Data																				13-Week Total	FY2021 Total	Original LP FY 2021	Variance to Total			
Act.	Act.	Act.	Act.	Act.	Act.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.								
(5000's)	1/22	1/29	2/5	2/12	2/19	2/26	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23	4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25					
<b>OPERATING CASH FLOW</b>																												
<b>Operating Receipts:</b>																												
1	2,642	2,156	754	5,248	328	2,787	1,672	2,151	1,890	2,424	410	2,210	2,207	983	90	2,382	2,393	1,047	79	2,382	2,393	1,047	79	17,700	107,513	99,139	(8,374)	
2	(194)	-	-	-	-	(190)	-	-	-	(198)	-	-	(233)	-	-	-	(233)	-	-	(233)	-	-	-	(700)	(2,667)	(2,800)	(133)	
3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,630	5,630	
4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,093	17,093	
5	10	225	21	68	6	177	39	73	166	85	79	79	79	79	79	79	79	79	79	79	79	79	79	1,027	4,312	4,918	606	
6	2,458	2,381	776	5,316	334	2,775	1,711	2,224	2,056	2,311	489	2,289	2,052	1,062	169	2,461	2,238	1,126	158	2,461	2,238	1,126	158	18,027	109,158	123,980	14,822	
<b>Intra-Government Receipts:</b>																												
7	-	-	7,963	-	-	7,363	-	-	-	-	7,552	-	-	-	-	7,552	-	-	-	8,496	-	-	-	23,600	90,468	90,624	156	
8	-	-	9,386	-	-	9,386	-	-	-	-	9,626	-	-	-	-	9,626	-	-	-	10,828	-	-	-	30,080	114,552	115,512	960	
9	-	-	17,349	-	-	16,749	-	-	-	-	17,178	-	-	-	-	17,178	-	-	-	19,324	-	-	-	53,680	205,020	206,136	1,116	
<b>Other Receipts [Separate Federal Transfers by Program]:</b>																												
10	-	-	-	-	-	-	-	20	50	-	-	-	-	-	-	-	-	-	7,500	-	-	7,500	15,000	36,576	20,000	(16,576)		
11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	19,685	19,685	
12	-	-	-	-	-	-	-	20	50	-	-	-	-	-	-	-	-	-	7,500	-	-	7,500	15,000	36,576	39,685	3,109		
13	2,458	2,381	18,125	5,316	334	2,775	18,460	2,224	2,076	2,362	17,667	2,289	2,052	1,062	169	19,639	2,238	1,126	7,658	21,785	2,238	8,626	158	\$86,707	\$350,754	\$369,801	\$19,047	
<b>Operating Disbursements:</b>																												
14	(320)	(1,208)	(99)	(1,649)	(72)	(1,185)	(211)	(1,169)	(322)	(1,009)	(323)	(1,161)	(963)	(411)	(1,407)	(115)	(1,560)	(349)	(792)	(711)	(2,121)	(262)	(833)	(11,007)	(39,752)	38,765	(987)	
15	(703)	-	(498)	-	-	(498)	-	-	(552)	-	-	-	-	(603)	-	-	-	(603)	-	-	-	-	(603)	(1,810)	(6,592)	6,695	103	
16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(550)	550	0	
17	-	(3,202)	-	-	(2,881)	-	-	(2,899)	-	-	(2,899)	-	-	(2,900)	-	-	-	(2,900)	-	-	-	-	(2,900)	(8,700)	(35,156)	36,508	1,352	
18	(455)	-	-	(839)	-	-	-	(547)	-	(600)	(200)	-	-	-	-	-	(600)	(200)	-	-	-	(600)	(200)	(2,400)	(6,255)	13,118	6,863	
19	-	-	-	-	-	-	-	-	-	-	(38)	-	-	-	-	-	(38)	-	-	-	-	(37)	-	(113)	(241)	455	214	
20	-	(179)	-	-	-	-	(1,158)	-	-	-	-	(1,200)	-	-	-	-	(1,200)	-	-	-	-	(1,500)	-	(3,900)	(10,660)	16,876	6,216	
21	-	(3,960)	(3,960)	-	(4,006)	-	(250)	(596)	-	(4,200)	-	-	(4,200)	-	-	-	(4,200)	-	-	(4,200)	-	(4,200)	-	(13,800)	(41,917)	56,273	14,356	
22	(2,186)	-	-	-	(514)	(105)	(257)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(7,287)	9,079	1,792		
23	-	-	(852)	-	-	-	-	-	-	(750)	-	-	-	-	-	-	(750)	-	-	-	-	(750)	(300)	(2,550)	(6,910)	11,700	4,790	
24	-	-	-	-	-	-	-	-	-	-	-	(2,982)	-	-	-	-	(2,982)	-	-	-	-	-	(1,000)	(6,964)	(9,036)	-	(9,036)	
25	(2)	(200)	(18)	(735)	(307)	(14)	(16)	(202)	(51)	(26)	(322)	(280)	(288)	(336)	(325)	(114)	(900)	(503)	(249)	(448)	(568)	(406)	(4,972)	(12,718)	18,490	5,772		
26	(323)	(79)	(651)	(181)	(955)	(314)	(343)	(339)	(291)	(254)	(743)	(232)	(712)	(543)	(588)	(578)	(378)	(736)	(476)	(765)	(675)	(356)	(7,038)	(18,122)	27,174	-9,052		
27	(2)	-	(10)	(2)	-	(17)	-	-	-	(524)	-	-	-	-	-	-	-	-	-	-	-	-	-	(524)	(33,641)	-	(33,641)	
28	-	-	-	-	-	-	-	-	-	(12,311)	-	-	-	-	-	(12,311)	-	-	-	-	(12,311)	-	-	(36,934)	(37,021)	115,513	78,493	
29	(3,287)	(5,392)	(4,916)	(3,418)	(2,172)	(9,429)	(676)	(2,822)	(1,509)	(5,373)	(1,423)	(15,846)	(7,121)	(1,459)	(8,760)	(13,129)	(3,788)	(7,268)	(8,462)	(1,635)	(17,716)	(7,980)	(6,125)	(\$100,713)	(\$265,858)	\$351,196	\$85,338	
30	(829)	(3,011)	13,209	1,898	(1,838)	(6,654)	17,784	(598)	567	(3,011)	16,244	(13,557)	(5,069)	(397)	(8,591)	6,510	(1,550)	(6,142)	(804)	20,150	(15,478)	646	(5,967)	(14,006)	84,896	18,605	103,501	
<b>Unrestricted Bank Cash Balance Roll-Forward (Operating)</b>																												
31	\$91,403	\$90,059	\$86,980	\$91,165	\$101,014	\$97,025	\$99,620	\$116,426	\$105,433	\$109,024	\$106,848	\$123,092	\$109,536	\$104,466	\$104,069	\$95,478	\$101,988	\$100,438	\$94,296	\$93,492	\$113,641	\$98,164	\$98,810	\$18,324	\$18,324	\$18,324	\$0	
32	(829)	(3,011)	13,209	1,898	(1,838)	(6,654)	17,784	(598)	567	(3,011)	16,244	(13,557)	(5,069)	(397)	(8,591)	6,510	(1,550)	(6,142)	(804)	20,150	(15,478)	646	(5,967)	84,896	84,896	18,605	\$0	
33	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
34	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
35	(142)	(44)	(9,322)	8,271	(2,140)	9,250	(979)	(10,392)	3,024	832	-	-	-	-	-	-	-	-	-	-	-	-	-	(10,087)	-	-	-	
36	22	0	320	0	5	5	30	6	1	9	-	-	-	-	-	-	-	-	-	-	-	-	-	1,801	1,801	1,801	\$0	
37	(395)	(24)	(22)	(320)	(16)	(6)	(30)	(9)	(1)	(6)	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,092)	(2,092)	(2,092)	\$0	
38	\$90,059	\$86,980	\$91,165	\$101,014	\$97,025	\$99,620	\$116,426	\$105,433	\$109,024	\$106,848	\$123,092	\$109,536	\$104,466	\$104,069	\$95,478	\$101,988	\$100,438	\$94,296	\$93,492	\$113,641	\$98,164	\$98,810	\$92,842	\$92,842	\$92,842	\$92,842	\$0	
39	90,064	86,990	91,176	101,051	97,062	99,657	116,445	105,453	109,044	106,869	123,092	109,536	104,466	104,069	95,478	101,988	100,438	94,296	93,492	113,641	98,164	98,810	92,842	90,064	86,990	91,176	101,051	97,062
40	(55)	(511)	(10)	(37)	(37)	(37)	(520)	(520)	(520)	(521)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(55)	(511)	(10)	(37)

2.1 Liquidity Data																								
Act.	Act.	Act.	Act.	Act.	Act.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.			
1/22	1/29	2/5	2/12	2/19	2/26	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23	4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25		
<b>CAPEX CASH FLOW</b>																								
<b>Intra-Government Receipts:</b>																								
41	Abriendo Caminos III funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
42	Capital Commonwealth Transfer	-	-	1,321	-	-	-	1,321	-	-	-	1,355	-	-	-	-	1,355	-	1,526	-	-	-		
43	Commonwealth CapEx appropriation	-	-	-	-	-	-	-	-	-	-	-	-	8,781	-	-	-	-	8,781	-	-	8,781		
44	<b>Total Intra-Government Receipts</b>	-	-	1,321	-	-	-	1,321	-	-	-	1,355	-	-	-	-	1,355	-	1,526	-	-	8,781		
<b>Capex Receipts [Separate Federal Transfers by Program]:</b>																								
45	Federal Aid - FHWA & Earmarked Projects	319	127	-	315	11,230	10	11,831	-	937	-	26,181	-	-	26,296	-	-	-	26,514	-	-	26,820		
46	Emergency Reconstruction Program - FHWA	1,911	-	-	101	-	773	-	-	-	-	833	-	-	833	-	-	-	833	-	-	833		
47	Emergency Reconstruction Program - FEMA	-	-	-	105	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
48	Emergency Reconstruction Program - FTA	-	-	415	-	-	-	-	-	-	-	5,453	-	-	-	-	5,453	-	-	-	5,453	-		
49	<b>Total Federal Receipts</b>	2,229	127	415	521	11,230	783	11,831	-	937	-	27,015	-	5,453	-	27,130	-	5,453	-	27,347	-	5,453	27,654	
50	<b>Total CAPEX Receipts</b>	2,229	127	1,736	521	11,230	783	13,152	-	937	-	28,370	-	5,453	-	35,911	1,355	5,453	8,781	28,874	-	5,453	36,435	
<b>Capex Disbursements:</b>																								
51	Capital Expenditures - Federal	(528)	-	(142)	(11,981)	(3,373)	(649)	(13,955)	-	(5,049)	(484)	-	-	(26,296)	-	-	-	(26,514)	-	-	-	(26,820)		
52	Capital Expenditures - State	(2,119)	(2,114)	(1,218)	(4,478)	(1,152)	(1,150)	(17)	(5,034)	(4,896)	(159)	-	-	(12,298)	-	-	-	(18,441)	-	-	-	(24,696)		
53	ER Transit Construction Program Costs - FTA	-	-	-	-	-	-	-	-	-	-	-	-	(5,453)	-	-	-	(5,453)	-	-	-	(5,453)		
54	Toll Optimization Costs	-	-	-	-	-	-	-	-	-	-	-	-	(1,460)	-	-	-	(2,179)	-	-	-	(2,911)		
55	Emergency Reconstruction Program - FHWA	-	(314)	-	-	-	(1,038)	-	(210)	(138)	(73)	-	-	(833)	-	-	-	(833)	-	-	-	(833)		
56	Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
57	Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-	(167)	-	-	-	(167)	-	-	-	(167)		
58	Emergency Reconstruction Program - Local	-	-	-	-	-	-	-	-	-	-	-	-	(10)	-	-	-	(10)	-	-	-	(10)		
59	Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
60	<b>Total Capex Disbursements</b>	(2,647)	(2,428)	(1,359)	(16,459)	(4,525)	(2,837)	(13,972)	(5,244)	(10,082)	(716)	-	-	(46,517)	-	-	-	(53,596)	-	-	-	(60,890)		
61	<b>Capex Net Cash Flow</b>	(417)	(2,301)	377	(15,938)	6,705	(2,055)	(820)	(5,244)	(9,145)	(716)	28,370	-	5,453	(46,517)	35,911	1,355	5,453	(44,815)	28,874	-	5,453	(24,456)	
<b>Bank Cash Balance Roll-Forward (CAPEX)</b>																								
62	Beginning Cash Balance	\$129,589	\$129,314	\$127,057	\$136,755	\$112,546	\$121,391	\$110,087	\$110,246	\$115,394	\$103,225	\$101,677	\$130,047	\$130,047	\$135,500	\$88,983	\$124,893	\$126,248	\$126,248	\$131,701	\$86,886	\$115,760	\$115,760	\$121,212
63	Net Cash Flow	(417)	(2,301)	377	(15,938)	6,705	(2,055)	(820)	(5,244)	(9,145)	(716)	28,370	-	5,453	(46,517)	35,911	1,355	5,453	(44,815)	28,874	-	5,453	(24,456)	
64	Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
65	Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
66	Return of Funds / Reconciliation Item (D)	142	44	9,322	(8,271)	2,140	(9,250)	979	10,392	(3,024)	(832)	-	-	-	-	-	-	-	-	-	-	-	-	
67	Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
68	Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
69	<b>Ending CAPEX Bank Cash Balance</b>	\$129,314	\$127,057	\$136,755	\$112,546	\$121,391	\$110,087	\$110,246	\$115,394	\$103,225	\$101,677	\$130,047	\$130,047	\$135,500	\$88,983	\$124,893	\$126,248	\$126,248	\$131,701	\$86,886	\$115,760	\$115,760	\$121,212	\$96,757
70	<b>Actual CAPEX Bank Cash Balance</b>	\$129,297	\$127,036	\$136,738.93	\$112,497.21	\$121,342.36	\$110,038.20	\$110,214.23	\$115,361.72	\$103,192.98	\$101,644.05	\$130,047.13	\$130,047.13	\$135,499.88	\$88,982.52	\$124,893.13	\$126,248.47	\$126,248.47	\$131,701.22	\$86,885.98	\$115,759.58	\$115,759.58	\$121,212.33	\$96,756.79
71	<b>Difference</b>	\$16	\$21	\$16	\$49	\$49	\$49	\$32	\$32	\$32	\$33	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		4,687	2,508	19,861	5,837	11,564	3,557	31,612	2,224	3,013	19,861	2,362	2,289	7,505	1,062	36,080	20,994	2,238	6,579	16,439	50,658	2,238	14,079	36,593
		(5,934)	(7,820)	(6,275)	(19,878)	(6,697)	(12,266)	(14,648)	(8,066)	(11,591)	(6,088)	(1,423)	(15,846)	(7,121)	(47,977)	(8,760)	(13,129)	(3,788)	(7,268)	(62,059)	(1,635)	(17,716)	(7,980)	(67,015)
		(1,246)	(5,312)	13,586	(14,040)	4,867	(8,709)	16,964	(5,842)	(8,578)	(3,727)	44,614	(13,557)	384	(46,915)	27,320	7,865	(1,550)	(689)	(45,620)	49,023	(15,478)	6,099	(30,423)

13-Week Total	FY2021 Total	Original LP FY 2021	Variance to Total
-	73,000	73,000	-
4,237	16,127	16,264	137
26,343	39,231	59,067	19,836
30,580	128,358	148,331	-
105,812	222,161	251,913	29,752
3,333	13,571	23,868	10,297
-	444	-	(444)
16,358	16,773	65,433	48,660
125,503	252,950	341,214	88,264
156,083	381,308	489,545	88,264
(79,631)	(224,626)	251,913	27,287
(55,435)	(143,881)	133,154	(10,727)
(16,358)	(16,358)	65,423	49,075
(6,551)	(6,551)	14,747	8,196
(2,500)	(16,329)	19,868	3,539
-	-	4,000	4,000
(500)	(500)	2,000	1,500
(29)	(29)	118	89
-	(36)	16,917	16,881
(\$161,004)	(\$408,310)	\$508,150	\$99,840
(\$4,920)	(\$27,002)	(\$18,605)	(\$8,397)
\$113,672	\$113,672	\$113,672	-
(27,002)	(27,002)	(18,605)	-
-	-	-	-
10,087	10,087	10,087	-
-	-	-	-
-	-	-	-
\$96,757	\$96,757	\$105,154	-

**Comments**

- A These revenues are used as a credit in Tren Urbano operating exper
- B Line used to register transfers between bank accounts.
- C Line used to register passthrough funds.
- D Comments strikethrough represents transactions already cleared w

**2.2 Bank Balance Data**

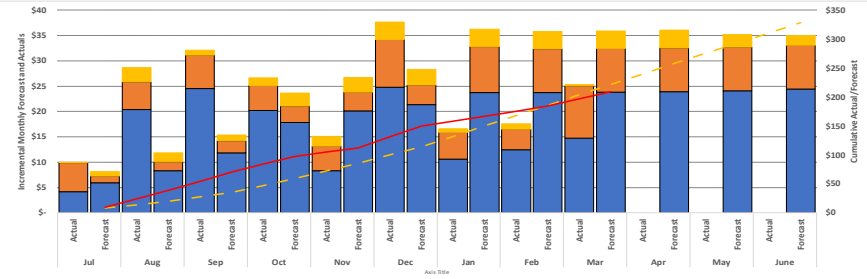
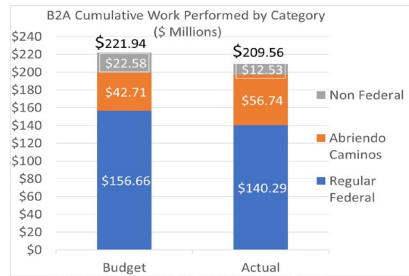
Bank Name	Account Name	Account Number	GL Account #	Account description (e.g., fund uses)	Account classification (Operating / Capital)	Cash balance at beginning of first week of month (\$000s)	Cash flow (\$000s)	Cash balance at end of last week of month (\$000s)
Oriental	Construction	1960269874	111001	Main operating account	Operating	828,273	834,102	1,662,375
Oriental	General	1960269574	111002	ZBA Account - Operational	Operating	-	-	-
Oriental	Deposit Law 30 & 31	3225252489	111155	Deposit Law 30 & 31	Operating	242,066	4,714,951	4,957,017
Oriental	FTA	1960046672	111005	Federal Transit Administration account	Operating	12,935	19,580	32,515
Santander	Autoridad de Carreteras	3004992473	111156	FHGV	Capital	66,296,051	856,196	67,152,248
Santander	Autoridad de Carreteras	3004997726	111157	Abriendo Caminos - Varios Proyectos	Capital	37,241,603	(10,866,945)	26,374,658
Santander	Autoridad de Carreteras	3005023768	111158	OPEX Reserve	Operating	75,091,084	9,389,520	84,480,605
BPPR	Dietas	020-835078	111013	Account related to payroll taxes	Operating	3,616,864	(2,953,741)	663,123
BPPR	Nominas	020-835353	111011	Payroll account	Operating	2,935,160	(1,130,178)	1,804,982
BPPR	Federal Highway CMIA - BPPR	030-050510	111014	Federal Highway CMIA - BPPR	Capital	62,491	533,104	595,595
BPPR	PRHWA Backup	030-020220	111058	PRHWA Backup	Operating	0	-	0
BPPR	Fondos Restrictos - BPPR (PEAJE)	030-055210	111108	Fondos Restrictos - BPPR (PEAJE)	Capital	6,438,058	-	6,438,058
BPPR	Ingreso de Peajes	020-835116	111016	Relates to toll collections used for 68/98 Resolution	Operating	10,017,664	(7,816,682)	2,200,981
BPPR	Multas Autoexpreso	020-011520	111020	Collections from fines used to paydown GILA overdue A/P	Operating	6,468,974	973,755	7,442,729
BPPR	FEMA Emergencia Huracan Irma	030-086663	111109	Federal Fund FEMA	Operating	-	-	-
BPPR	FEMA Emergencia Huracan Maria	030-086671	111110	Federal Fund FEMA	Operating	444,429	-	444,429
BPPR	Peaje electronico	020-010303	111018	Toll collection account	A	5,000	-	5,000
BPPR	Consolidated Escrow	030-826411	Not in GL	Distributes funds to Metropistas and to toll collection account (5116)	A	9,456,569	2,017,143	11,473,711
BPPR	ILR	030-826438	Not in GL	Toll collection account. Balance in excess of \$5,000 transferred to escrow account	A	5,000	-	5,000

A Represents restricted bank accounts not considered in our Cash Flow analysis therefore we decided subtract them in order to show a more accurate cash balance available for operation purposes. This restriction is imposed by the grantors and contributors, as well as the bondholders through debt covenants.



Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals

% Impact COVIT-19	Assumed Actual	25%		35%		50%		75%		85%		90%		100%		100%		100%		100%		100%		100%		Total		
		30%		89%		101%		85%		48%		120%		46%		49%		71%		100%		100%		100%		Total		
		Month		Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Jan-21		Feb-21		Mar-21		Apr-21		May-21		Jun-21		Total
Hard costs for regular federal highway construction	Work Performed	\$ 5.93	\$ 4.18	\$ 8.30	\$ 20.43	\$ 11.86	\$ 24.57	\$ 17.79	\$ 20.23	\$ 20.16	\$ 8.28	\$ 21.35	\$ 24.79	\$ 23.73	\$ 10.57	\$ 23.74	\$ 12.47	\$ 23.79	\$ 14.77	\$ 23.90	\$ 24.11	\$ 24.40	\$ 24.06	\$ 229.06				
	Actual/Budget		-29%		146%		107%		14%		-59%		16%		-35%		-47%		-38%									
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 1.33	\$ 5.70	\$ 1.79	\$ 5.41	\$ 2.35	6.59	\$ 3.29	\$ 4.95	\$ 3.67	\$ 4.92	\$ 3.86	\$ 9.42	\$ 9.11	\$ 5.36	\$ 8.65	\$ 4.08	\$ 8.65	\$ 10.32	\$ 8.65	\$ 8.65	\$ 8.65	\$ 68.67					
	Actual/Budget		329%		203%		180%		50%		34%		144%		-41%		35%		19%									
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.85	\$ 0.01	\$ 1.20	\$ 2.86	\$ 1.71	0.94	\$ 2.56	\$ 1.49	\$ 2.30	\$ 1.88	\$ 3.07	\$ 3.65	\$ 3.42	\$ 0.67	\$ 3.42	\$ 1.02	\$ 3.44	\$ 0.25	\$ 3.52	\$ 2.42	\$ 1.95	\$ 30.47					
	Actual/Budget		-98%		139%		-45%		-42%		-35%		19%		-80%		10%											
Totals	Work Performed	\$ 8.11	\$ 9.89	\$ 11.29	\$ 28.70	\$ 15.92	\$ 32.09	\$ 23.65	\$ 26.67	\$ 26.74	\$ 15.08	\$ 28.28	\$ 37.86	\$ 36.25	\$ 16.60	\$ 35.81	\$ 17.56	\$ 35.89	\$ 25.34	\$ 36.07	\$ 35.18	\$ 35.00	\$ 328.20					
	Actual/Budget		22%		154%		102%		13%		-44%		34%		-54%		-51%		-29%									
Quarterly Cumulative Variance					100%						-4%																	



PROGRAM	KPI	Target	ACTUAL			
			Q1	Q2	Q3	Q4
PRECONSTRUCTION	Delays in NTP (Days)	<30	-7.6	20.1	16.9	
	% Planned NTP Awards	>80%	105%	75%	100%	
	% Soft vs Hard Cost	15%				
	% Federal Funds Obligated	>90%	Regular	ER		
CONSTRUCTION	% Change in Cost	<-15%	6.5%	7.5%	10.9%	
	% Change in Duration	<-25%	51.4%	50.8%	67.0%	
	Disbursement Variance	20%	100.1%	-4.0%	-45.0%	

Cumulative Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals

% Impact COVIT-19	Assumed Actual	25%		29%		35%		45%		52%		58%		64%		69%		72%		75%		77%		79%		
		30%		58%		71%		74%		68%		76%		71%		68%		76%		71%		79%		79%		
		Month		Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Jan-21		Feb-21		Mar-21		Apr-21		May-21		Jun-21
Hard costs for regular federal highway construction	Work Performed	\$ 5.93	\$ 4.18	\$ 14.23	\$ 24.61	\$ 26.09	\$ 49.18	\$ 43.89	\$ 69.41	\$ 64.05	\$ 77.69	\$ 85.40	\$ 102.48	\$ 109.13	\$ 113.05	\$ 132.87	\$ 125.52	\$ 156.66	\$ 140.29	\$ 180.56	\$ 204.66	\$ 229.06				
	Actual/Budget		-29%		73%		88%		58%		21%		20%		4%		-6%		-10%							
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 1.33	\$ 5.70	\$ 3.11	\$ 11.11	\$ 5.47	\$ 17.69	\$ 8.76	\$ 22.65	\$ 12.43	\$ 27.56	\$ 16.29	\$ 36.98	\$ 25.40	\$ 42.34	\$ 34.05	\$ 46.42	\$ 42.71	\$ 56.74	\$ 51.36	\$ 60.01	\$ 68.67				
	Actual/Budget		329%		257%		224%		158%		122%		127%		67%		36%		33%							
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.85	\$ 0.01	\$ 2.05	\$ 2.87	\$ 3.76	\$ 3.81	\$ 6.32	\$ 5.30	\$ 9.22	\$ 7.18	\$ 12.30	\$ 10.59	\$ 15.71	\$ 11.26	\$ 19.13	\$ 12.28	\$ 22.58	\$ 12.53	\$ 26.10	\$ 28.52	\$ 30.47				
	Actual/Budget		-98%		40%		1%		-16%		-22%		-14%		-28%		-36%		-44%							
Local Construction Costs (Pending)																										
ER FHWA Hard Costs (Pending)																										
Totals	Work Performed	\$ 8.11	\$ 9.89	\$ 19.40	\$ 38.59	\$ 35.32	\$ 70.68	\$ 58.97	\$ 97.35	\$ 85.70	\$ 112.43	\$ 113.99	\$ 150.06	\$ 150.24	\$ 166.66	\$ 186.05	\$ 184.22	\$ 221.94	\$ 209.56							
	Actual/Budget		22%		99%		100%		65%		31%		32%		11%		-1%		-6%							

### 2.3a Capex Expenses

Capex modified accrual expenses - Actuals

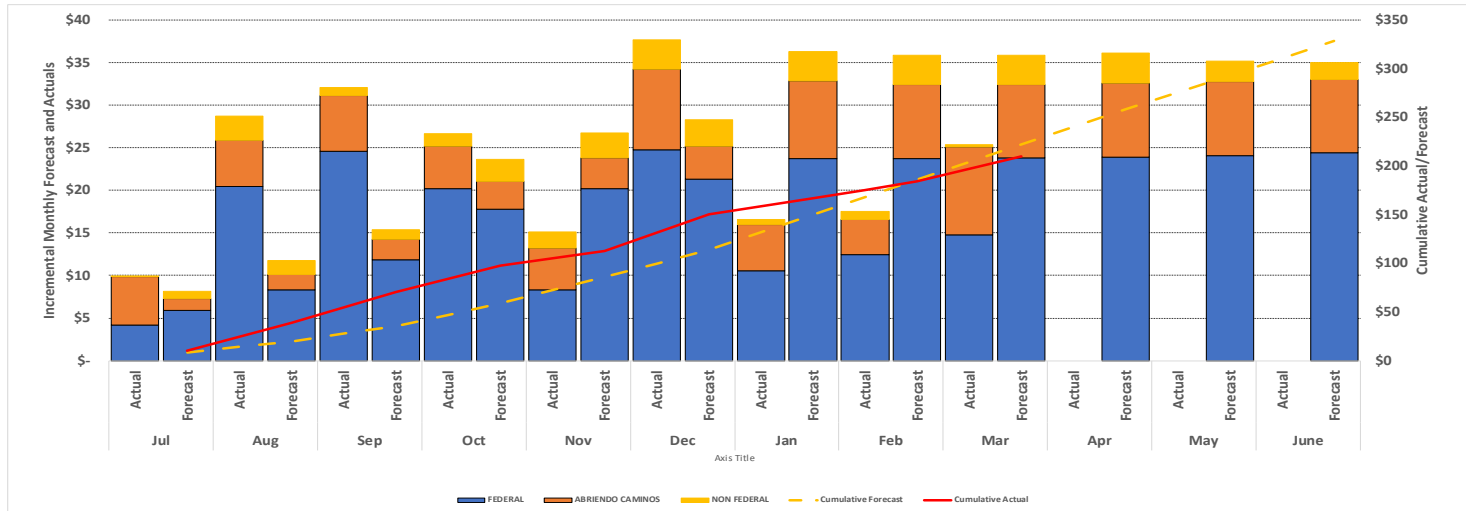
Construction Hard Costs	
March 2021	
FHWA Hard Cost	\$ 14,769,417.76
PEMOC	\$ -
Non Federal Hard Cost (OTHER)	\$ 253,860.10
Non Federal Hard Cost (Abriendo Caminos I)	\$ 1,896.00
Non Federal Hard Cost (Abriendo Caminos II)	\$ 1,705,364.55
Non Federal Hard Cost (Abriendo Caminos III)	\$ 8,611,292.76
ESTATAL	
FHWA Emergencia	\$ 3,810,662.35
FEMA	\$ -
LOCAL	
<b>Total</b>	<b>\$ 29,152,493.52</b>

2.3b Capex hard costs													
FY21 BUDGET													
Assumed % Impact COVID-19	25%	35%	50%	75%	85%	90%	100%	100%	100%	100%	100%	100%	100%
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 5,930.43	\$ 8,302.60	\$ 11,860.86	\$ 17,791.29	\$ 20,163.46	\$ 21,350.26	\$ 23,727.61	\$ 23,742.17	\$ 23,790.30	\$ 23,899.42	\$ 24,105.95	\$ 24,396.65	\$ 229,061.00
Hard Costs for Abriendo Caminos Projects	\$ 1,326.73	\$ 1,788.16	\$ 2,352.84	\$ 3,293.98	\$ 3,670.44	\$ 3,858.66	\$ 9,110.45	\$ 8,652.94	\$ 8,652.95	\$ 8,652.95	\$ 8,652.95	\$ 8,652.95	\$ 68,666.00
Hard costs for other non-federal highway construction projects	\$ 853.90	\$ 1,195.46	\$ 1,707.79	\$ 2,561.69	\$ 2,903.25	\$ 3,074.03	\$ 3,415.93	\$ 3,419.35	\$ 3,443.88	\$ 3,520.99	\$ 2,421.03	\$ 1,952.70	\$ 30,470.00
Local Construction Costs	\$ 258.90	\$ 362.46	\$ 517.80	\$ 776.71	\$ 880.27	\$ 932.08	\$ 1,035.86	\$ 1,036.50	\$ 1,038.60	\$ 1,043.36	\$ 1,052.39	\$ 1,065.07	\$ 10,000.00
ER FHWA Hard Costs (Pending)													
<b>Totals</b>	<b>\$ 8,369.96</b>	<b>\$ 11,648.68</b>	<b>\$ 16,439.29</b>	<b>\$ 24,423.67</b>	<b>\$ 27,617.42</b>	<b>\$ 29,215.03</b>	<b>\$ 37,289.85</b>	<b>\$ 36,850.96</b>	<b>\$ 36,925.73</b>	<b>\$ 37,116.72</b>	<b>\$ 36,232.32</b>	<b>\$ 36,067.37</b>	<b>\$ 338,197.00</b>

FY21 ACTUALS													
Actual % Impact COVID-19	30%	89%	101%	85%	48%	120%	46%	49%	71%				
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 4,180.99	\$ 20,426.10	\$ 24,569.86	\$ 20,232.36	\$ 8,276.77	\$ 24,793.25	\$ 10,574.71	\$ 12,465.72	\$ 14,769.42				\$ 140,289.19
Hard Costs for Abriendo Caminos Projects	\$ 5,697.78	\$ 5,410.61	\$ 6,586.56	\$ 4,950.28	\$ 4,918.98	\$ 9,420.54	\$ 5,356.22	\$ 4,078.28	\$ 10,318.55				\$ 56,737.80
Hard costs for other non-federal highway construction projects	\$ 14.67	\$ 2,859.52	\$ 935.10	\$ 1,488.50	\$ 1,880.29	\$ 3,415.93	\$ 668.27	\$ 1,015.45	\$ 253.86				\$ 12,531.58
Local Construction Costs (Pending)													\$ -
ER FHWA Hard Costs	\$ 359.20	\$ 3,450.24	\$ 3,258.24	\$ 1,251.47	\$ -	\$ 4,451.41	\$ 1,701.43	\$ 1,174.16	\$ 3,712.86				
<b>Totals</b>	<b>\$ 9,893.45</b>	<b>\$ 28,696.24</b>	<b>\$ 32,091.52</b>	<b>\$ 26,671.14</b>	<b>\$ 15,076.03</b>	<b>\$ 37,629.72</b>	<b>\$ 16,599.20</b>	<b>\$ 17,559.44</b>	<b>\$ 25,341.83</b>				<b>\$ 209,558.58</b>

FY21 CUMULATIVE BUDGET													
Assumed % Impact COVID-19	25%	29%	35%	45%	52%	58%	64%	69%	72%	75%	77%	79%	
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 5,930.43	\$ 14,233.03	\$ 26,093.89	\$ 43,885.18	\$ 64,048.64	\$ 85,398.90	\$ 109,126.51	\$ 132,868.68	\$ 156,658.98	\$ 180,558.40	\$ 204,664.35	\$ 229,061.00	\$ 229,061.00
Hard Costs for Abriendo Caminos Projects	\$ 1,326.73	\$ 3,114.89	\$ 5,467.73	\$ 8,761.71	\$ 12,432.15	\$ 16,290.81	\$ 25,401.26	\$ 34,054.20	\$ 42,707.15	\$ 51,360.10	\$ 60,013.05	\$ 68,666.00	\$ 68,666.00
Hard costs for other non-federal highway construction projects	\$ 853.90	\$ 2,049.36	\$ 3,757.15	\$ 6,318.84	\$ 9,222.09	\$ 12,296.12	\$ 15,712.05	\$ 19,131.40	\$ 22,575.28	\$ 26,096.27	\$ 28,517.30	\$ 30,470.00	\$ 30,470.00
Local Construction Costs	\$ 258.90	\$ 621.36	\$ 1,139.16	\$ 1,915.87	\$ 2,796.14	\$ 3,728.22	\$ 4,764.08	\$ 5,800.58	\$ 6,839.18	\$ 7,882.54	\$ 8,934.93	\$ 10,000.00	\$ 10,000.00
ER FHWA Hard Costs (Pending)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 8,111.06</b>	<b>\$ 19,397.28</b>	<b>\$ 35,318.77</b>	<b>\$ 58,965.73</b>	<b>\$ 85,702.88</b>	<b>\$ 113,985.83</b>	<b>\$ 150,239.82</b>	<b>\$ 186,054.28</b>	<b>\$ 221,941.41</b>	<b>\$ 258,014.77</b>	<b>\$ 293,194.70</b>	<b>\$ 328,197.00</b>	<b>\$ 328,197.00</b>

FY21 CUMULATIVE ACTUALS													
% Impact COVID-19	30%	58%	71%	74%	68%	76%	71%	68%	68%				
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 4,180.99	\$ 24,607.10	\$ 49,176.96	\$ 69,409.32	\$ 77,686.09	\$ 102,479.34	\$ 113,054.05	\$ 125,519.78	\$ 140,289.19				\$ 140,289.19
Hard Costs for Abriendo Caminos Projects	\$ 5,697.78	\$ 11,108.40	\$ 17,694.95	\$ 22,645.24	\$ 27,564.21	\$ 36,984.75	\$ 42,340.97	\$ 46,419.25	\$ 56,737.80				\$ 56,737.80
Hard costs for other non-federal highway construction projects	\$ 14.67	\$ 2,874.19	\$ 3,809.29	\$ 5,297.79	\$ 7,178.08	\$ 10,594.01	\$ 11,262.28	\$ 12,277.72	\$ 12,531.58				\$ 12,531.58
Local Construction Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ -
ER FHWA Hard Costs (Pending)	\$ 359.20	\$ 3,809.44	\$ 7,067.68	\$ 8,319.15	\$ 8,319.15	\$ 12,770.56	\$ 14,471.99	\$ 15,646.15	\$ 19,359.02				\$ 19,359.02
<b>Totals</b>	<b>\$ 9,893.45</b>	<b>\$ 38,589.69</b>	<b>\$ 70,681.21</b>	<b>\$ 97,352.35</b>	<b>\$ 112,428.38</b>	<b>\$ 150,058.10</b>	<b>\$ 166,657.30</b>	<b>\$ 184,216.75</b>	<b>\$ 209,558.58</b>				<b>\$ 209,558.58</b>



3.1 Fiscal measure data

In \$ Thousands	FY21 Target A	YTD Target	YTD Actuals	Variance (\$)	Variance (%)	Monthly target	Monthly actuals	Variance (\$)	Variance (%)	Steps taken in past month
Creating new Board	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	Need to prepare legislation.
Adopting new KPIs	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	
Increasing fare revenue	\$ 7.6	\$ 4.7	\$ -	\$ (4.7)	-100%	\$ 1.0	\$ -	\$ (1.0)	-100%	Public Policy issue.
Increasing fine revenue	\$ 7.4	\$ 3.6	\$ -	\$ (3.6)	-100%	\$ 0.9	\$ -	\$ (0.9)	-100%	Public Policy issue.
Expanding transit revenue	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	
Improving ancillary revenue	\$ 0.2	\$ 0.1	\$ -	\$ (0.1)	-100%	\$ 0.0	\$ -	\$ (0.0)	-100%	
Managing congestion	\$ 2.6	\$ 1.3	\$ -	\$ (1.3)	-100%	\$ 0.5	\$ -	\$ (0.5)	-100%	
Collecting discretionary funds	\$ (0.1)	\$ (0.1)	\$ -	\$ 0.1	-100%	\$ (0.0)	\$ -	\$ 0.0	-100%	
Reducing pensions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	Public Policy issue.
Reducing healthcare costs	\$ 1.1	\$ 0.6	\$ -	\$ (0.6)	-100%	\$ 0.2	\$ -	\$ (0.2)	-100%	An RFP process was put in place; new contract is pending signature, which will be in place through 10/31/21.
Eliminating Christmas bonus	\$ 0.0	\$ 0.0	\$ -	\$ (0.0)	-100%	\$ -	\$ -	\$ -	0%	Public Policy issue.
Reassessing TU contract	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	
Optimizing capital expenses	\$ 15.4	\$ 10.3	\$ -	\$ (10.3)	-100%	\$ 1.8	\$ -	\$ (1.8)	-100%	
Exploring concessions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	
<b>Total measures</b>	<b>\$ 34.3</b>	<b>\$ 20.5</b>	<b>\$ -</b>	<b>\$ (20.5)</b>	<b>-100%</b>	<b>\$ 4.2</b>	<b>\$ -</b>	<b>\$ (4.2)</b>	<b>-100%</b>	



5.1 FHWA MOU data

MOU Areas & Initiatives	Initiative Description	Expected launch date	Actual launch date	Original expected completion date	Projected completion date	Actual completion date	Length of delay (days, if any)	Steps taken in past month	Plans for coming months	Description of delay (if applicable)
<b>Federal Billing Procedures</b>										
Ensure Prompt Payment to Contractor	PRHTA shall ensure paying all contractors by Electronic Funds Transfer (EFT) within 40 days of receipt of invoices*. The payment should be performed on the first business day after funds are received from FHWA. *On May 9, 2019 PRHTA issued a Directive which established that the lead time for payment to contractors begins when the Designated Person by Regional Director receives the Certification for Payment for review.	Phase 2 - Q1-FY2022		Phase 2 - Q3-FY2021		Phase 1 - Q4-2016.	180	Phase 1 - Currently the Contractors are being paid within 40 days period and through Electronic Funds Transfer since Q4-2016. Phase 2 - The long-term action is to run the invoice and certifications for payment through Oracle Unifier and ICMM. The cost code structure modifications to add the Program Code (as requested by FHWA) in the PMIS were completed. The Integrated Contract Management Module was deployed on February 22, 2021. The certifications process and federal billing is performing in ICMM.	Phase 2 - Proceed with a pilot program to prepare, review and approve the invoices and certifications for payments through Oracle Unifier.	Cost code structure modification to add program code and additional modifications to comply with FHWA requirements and ICMM Deployment.
Tracking the status of payments using and electronic method **	PRHTA should tracking the status of payments using an electronic method that is acceptable and accessible to FHWA. **The agreed method for monitoring the status of payments while completing the implementation of the systems was using Excel worksheets.	Phase 2 - Q1-FY2022		Phase 2- Q3-FY2021		Phase 1 - Q4-2016.	180	Phase 1 - The agreed method for monitoring the status of payments while completing the implementation of the systems was using Excel worksheets. Phase 2 - The business processes developed will allow tracking the status of each invoice or certification for payment. The Tracking Status Report was developed in Oracle Unifier. Also, the Excel worksheets used to tracking the status of	Revised the tracking status report in Oracle Unifier to incorporate the additional information requested by FHWA and start tracking the status of payments through a pilot program.	Cost code structure modification to add program code and additional modifications to comply with FHWA requirements and ICMM Deployment.
PRHTA's billing to FHWA on a cost-incurred basis	PRHTA's billing to FHWA on a cost-incurred basis in lieu of a reimbursement basis.					Q1-FY2017	0	Completed		
Federal-Aid Billing SOP revision	PRHTA will revised the Federal Aid-Billing SOP approved on April 11, 2016 to include the certification for payments and invoices processes through Unifier and the Billing Process to FHWA using the Integrated Contract Management Module (ICMM).	Phase 2 - Q4-FY2021		Phase 2 - Q4-FY2021			90	The review of the Federal Aid Billing SOP began to incorporate the certification for payment and billing processes through the systems, as well as the billing process through the ICMM. After the implementation of ICMM, some adjustments were made as users used the module and different scenarios arose. The SOP review will be completed once the different types of federal billings have been	Complete and submit the revised Federal Aid Billing SOP for FHWA's approval.	Some adjustments in ICMM required by PRHTA staff after the deployment.
<b>Toll Credits</b>										
SOP for Use of Toll Credits	The PRHTA shall promptly implement all modifications to its processes for approving, tracking and reconciling toll credits as identified by the FHWA and submit a report and certification to the FHWA demonstrating that it has implemented these modifications.	Phase 2 - Q4-FY2021		Phase 2- Q3-FY2021		Phase 1 -Q2-FY2017	60	Phase 1 -On Q2-FY2017, FHWA-PR Division approved the SOP. On Q1-FY2020 the SOP was revised to include the Budget Office into the process and delegate to them the responsibility of reporting the Toll Credits Balances to FHWA and also includes Toll Credit Application for FTA Projects. Phase 2 - The SOP is being revised to address the recommendations of the PRHTA's Internal Audit Office as part of a Risk Assessment Initiative.	Submit the revised SOP to the Organization & Methods Office for review and approval process by mid of April.	The evaluation and discussion of the business processes vs recommendations required additional coordination.
Tracking, reconciling and reporting the toll credit use	PRHTA shall report the toll credit usage and balance using the approved tracking system.	Phase 2 - Q1-FY2022				Phase 1 -Q2-FY2017	0	Phase 1 -On Q2-FY2017, PRHTA started to implement the tracking and reconciling toll credits according the approved SOP. Phase 2 - The long-term action is to report the toll credit usage and balance using Oracle Unifier. It will start with pilot program and then will continue while the projects are incorporated into the system. However, during transition process the tracking will be only for the projects register into the system.	Phase 2 - Evaluate the business process adjustment to incorporate the SOP revisions to proceed with a pilot program. Complete the system report.	
<b>Organizational Capacity</b>										
Organizational Structure - Classification and Compensation Plan Development	PRHTA is working on a new classification and compensation plan according to a new organizational structure, since the current one is dated 2003.	Q4 -FY2021		Q2-FY2021			180	The Consultants completed the development and delivered the Classification and Compensation Plan. The PRHTA is awaiting the approval of the Classification and Compensation Plan by the FOMB.	Obtain the FOMB approval for the Classification and Compensation Plan.	Classification and Compensation Plan.
Organizational Structure - Classification and Compensation Plan Implementation	Notifications to the employees of the new job titles, job descriptions and compensation scales to put into effect their new functions.	Q2-FY2022		Q4 -FY2021			180	The implementation of the Classification and Compensation Plan is affected by the delay in the approval of the Plan by the FOMB. As soon as the plan is approved, the projected date to complete such implementation can be reviewed.	Start the implementation.	Pending the FOMB approval for the Classification and Compensation Plan.
Reviewing, Updating or Creating SOP	PRHTA will be reviewing, updating or creating SOP related to project delivery processes.	Q1-FY2023					0	PRHTA started to delineate a plan to prioritize the reviewing, updating or creation of SOPs related to project delivery processes. The procedure for the creation of SOPs or SOP reviews was reviewed by the Office of Organization and Methods considering the Organizational Capacity Development (OCD) recommendations and is in the process of review and comments by the PRHTA offices.	This is a continuous effort which will be related to the new organizational structure to support the project delivery processes.	

5.1 FHWA MOU data

MOU Areas & Initiatives	Initiative Description	Expected launch date	Actual launch date	Original expected completion date	Projected completion date	Actual completion date	Length of delay (days, if any)	Steps taken in past month	Plans for coming months	Description of delay (if applicable)
Standard Documentation Revisions	Revision of Construction Contracts Documents in order to create boilerplate. Update the Professional Services Boilerplate, if needed. Review of the RFP Boilerplate.	Q4-FY2021					0	RFP Boilerplate for non-engineering services was developed and approved by FHWA conditional on the creation of SOPs for such purposes. During this period, an SOP draft was developed and is in the internal administrative process of approval. The Procedure for Procurement of Professional and Consulting Services for Contracts of \$1MM or less (for Non-Engineering Services) was developed and approved by FHWA on December 30, 2020, and is currently in internal administrative process for approval. PRHTA created a model contract for non-engineering services and discussion continues with FHWA.	Obtain FHWA's concurrence of the Contract Boilerplate for Non-Engineering Services and get started with reviewing the construction contract documents to create a boilerplate.	
Other Initiatives	These includes initiatives to optimize operations of the Internal Audits Office and its Processes, and implementing project delivery improved processes.	Q1-FY2023						The Internal Audit Office is developing some initiatives to optimize its processes. Also they performed SOP risk assessment evaluation and provided recommendations to the offices leading such processes.	Continue with the development of initiatives for the optimization of Internal Audit Processes. Collaborate in the evaluation of SOP's from the point of view of risk management.	

5.1 FHWA MOU data

MOU Areas & Initiatives	Initiative Description	Expected launch date	Actual launch date	Original expected completion date	Projected completion date	Actual completion date	Length of delay (days, if any)	Steps taken in past month	Plans for coming months	Description of delay (if applicable)
<b>Project Delivery</b>										
Improvement of email communication	Microsoft Exchange migration to Microsoft Office 365 "Cloud/SaaS"					Q1-2018	0	Completed		
Oracle EBS Upgrade and Implementation	This initiative includes the upgrade to the existing financial system Oracle E-Business Suite and the implementation of the Human Capital Management Module (which consist of the Resources Management System and Payroll). Also includes the implementation of new financial modules such as: Grant, Cash Management, Inventory, Treasury Management and Project Labor and the Integrated Contract Management Module.	Q2 - FY2022		Q3-FY 2021			270	The project is on progress. The upgrade of Oracle EBS modules and most of the new modules implementation such as Human Capital Management Module, Grant, Cash Management, Inventory, Treasury Management and Project Labor were completed. During this period the Integrated Contract Management Module (ICMM) was deployed and some adjustments were made after the users performed transactions and made some observations. Also, PRHTA was working on the configuration of licenses and extra hours approval process into the Kronos Implementation Project.	Perform the ICMM's and PMIS Integration through the Pilot Program. Continue with the Travel and Expense Management Module and Kronos Implementations.	Some comments came up after ICMM integration deployment and its integration with PMIS will be performed during the PMIS Pilot Program started on April 12, 2021.
Project Management Information System (PMIS) - Deployment	This initiative consists of the implementation of Oracle-Unifier as a PMIS. It includes the development and deployment of business processes to expedite the project delivery. The business processes developed include planning, pre-construction, construction and project close-out phases.	Q3-FY2022					0	ROW Business Processes User Acceptance Test were performed. The Consultant continues working in the development of the e-learning tool.	Begin the trainings and deployment of the ROW, Labor Compliance, Schedule Management among other BPs.	
e-Bidding System - Deployment	This initiative consists of the implementation of an Electronic Bidding system that will allow PRHTA to manage all registry procedures and documentation in a digital manner, streamlining the process.	Q1-2023					0	Trainings for Estimate and Office and Board of Award Members in the use of PMIS began on March 8, 2021, to initiate the electronic bidding pilot program and is expected to be completed by April 16, 2021. Trainings for contractors in the use of the Bid Portal are scheduled for April 13 and 14, 2021. The server, database and environments for the Pilot Program and Final Bid Portal are being prepared. The consultant is working on the comments issued by PRHTA about the System Specifications Document related to the RFP / RFP processes.	Begin the e-Bidding Pilot Program. Continue with the development and implementation of the RFQ / RFP processes.	
Long-term systems implementation and adoption	This initiative include the efforts or tasks required for a successful adoption & implementation of the systems across the agency. The efforts considered are: pilot programs, development of SOPs (related to the system implementation), review of the Bid Regulation, additional systems interfaces with FMIS and LIMS, training to the end users, among others.	Q1-2023						Trainings for PRHTA Staff in the use of PMIS began on March 8, 2021, to initiate the pre-engineering and construction pilot programs and are expected to be completed by April 19, 2021. Trainings for Consultants & Contractors and in the use of the PMIS BPs are scheduled for April 15 to April 22, 2021. Also, the followings activities were performed in preparation to the Bid Pilot Program: project creation, funds and budget assignment, PS&E documentation. Also, a Bid Regulation Supplemental Document to incorporate the electronic bidding was prepared and reviewed PRHTA offices. It was delivered for the Executive Director's Approval.	Continue with the pilot programs in order to identify possible adjustments for long-term implementation. Develop a training program to introduce the employees into the system. Obtained the Bid Regulation Supplemental Document approval in order to submit it to the Puerto Rico State Department.	