



# Financial Oversight Management Board for Puerto Rico

## PRHTA Reporting - July 2021

### Overview

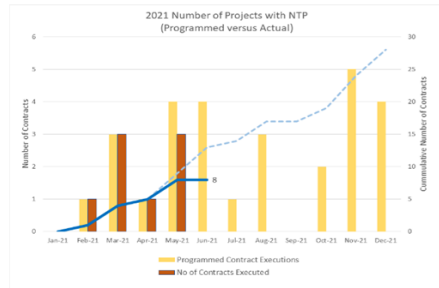
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**1.0 Executive Summary - Puerto Rico Highway and Transportation Authority - June 2021**

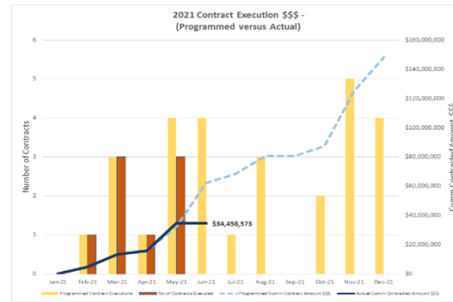
**Pre-Construction**

Figures 1 & 2 summarize the bid plan and performance of HTA pre-construction program. Eight (8) projects with a total value of \$34.5 million have received NTP by June 30, 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	15.8
	% Planned NTP Awards	>80%	105%	75%	100%	43%
	% Soft vs Hard Cost	15%	*	*	*	*
			Regular		ER	
	% Federal Funds Obligated	>90%	88.6%		65.9%	
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%	-25.0%
			* 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 - June 2021

Construction (hard costs)

		Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals																									
% Impact COVID-19	Assumed	25%		35%		50%		75%		85%		90%		100%		100%		100%		100%		100%		100%			
	Actual	Month		Month		Month		Month		Month		Month		Month		Month		Month		Month		Month		Month		Total	
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	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	
Hard costs for regular federal highway construction	Work Performed	\$ 5.93	\$ 4.18	\$ 8.38	\$ 28.43	\$ 11.86	24.57	\$ 17.79	\$ 29.23	\$ 20.18	\$ 26.28	\$ 25.95	\$ 24.79	\$ 23.73	\$ 19.57	\$ 23.74	\$ 12.47	\$ 23.79	\$ 14.77	\$ 23.98	\$ 12.57	\$ 24.15	\$ 17.69	\$ 24.40	\$ 18.34	\$ 229.88	\$ 188.90
	Actual/Budget	-29%	146%	107%	14%	59%	18%	-55%	-47%	-38%	-47%	-27%	-25%	-15%													
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	\$ 5.38	\$ 8.65	\$ 4.88	\$ 8.65	\$ 10.32	\$ 8.65	\$ 13.45	\$ 8.65	\$ 9.20	\$ 8.65	\$ 5.99	\$ 88.87	\$ 85.48
	Actual/Budget	329%	283%	189%	90%	34%	144%	41%	53%	19%	55%	6%	-31%	24%													
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.85	\$ 0.01	\$ 1.28	\$ 2.88	\$ 1.71	0.94	\$ 2.58	\$ 1.49	\$ 2.99	\$ 1.88	\$ 3.87	\$ 5.65	\$ 3.42	\$ 0.67	\$ 3.42	\$ 1.02	\$ 3.44	\$ 0.25	\$ 3.52	\$ 1.24	\$ 2.42	\$ 0.38	\$ 1.95	\$ 0.58	\$ 30.47	\$ 14.96
	Actual/Budget	-98%	138%	-45%	-42%	-35%	18%	-88%	-78%	-93%	-65%	-84%	-78%	-51%													
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	\$ 37.68	\$ 36.25	\$ 16.60	\$ 35.81	\$ 17.56	\$ 35.89	\$ 25.34	\$ 36.07	\$ 27.26	\$ 35.16	\$ 27.38	\$ 35.00	\$ 24.91	\$ 328.28	\$ 289.33
	Actual/Budget	22%	154%	182%	13%	44%	14%	-54%	-51%	-29%	-24%	-22%	-29%	-12%													
Quarterly Cumulative Variance		100%				-1%				-4%		-5%		-2%		-25%											

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 June 2021. The total for the regular program (not including ER) was \$24.91 million based on a post Covid-19 projection of \$35.00 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 -25%, while the Abriendo Caminos program performed at 31% and Other Non-Federal resulted in -70%. The Post Covid-19 scenario assumed that aggregate Post Covid-19 projections would be 100% (1) of the Pre Covid-19 project level projections, while the actuals represented 71% (2). Underperformance this month has been impacted by the three factors: the inadequate soft cost budget, the hard cost disbursements overperformance during the first semester of FY21 and the inadequate compensation for HTA key personnel responsible for the implementation of the capital improvement program. The first two factors functioned jointly, since the active construction projects were completed ahead of projections and the pre-construction pipeline was delayed in disbursements due to the lack of the soft cost budget.

Capex Delivery has been significantly impacted by the soft cost shortage. The impact in FY21 regular program is a variance of -12% resulting from an aggregate budget of \$338.2 MM and an aggregate actual of \$289.33 MM. But of greater concern is the expected impact in FY22 projections (including ER projects) presented in Figure 3 which shows an expected reduction of 25.9% when compared to the FY21 full year forecast of \$318.3 MM (the highest in the last 10 years). 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.

(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.

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

Figure #3

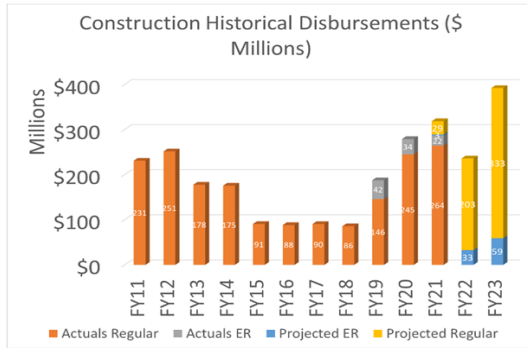


Table #3

		Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals																									
% Impact COVID-19	Assumed Actual	25%		35%		50%		75%		85%		90%		95%		100%		100%		100%		100%					
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget				
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	Total													
Hard costs for regular federal highway construction	Work Performed	\$ 5.93	\$ 4.18	\$ 8.30	\$ 28.43	\$ 11.86	\$ 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	\$ 12.57	\$ 24.11	\$ 17.63	\$ 24.40	\$ 18.24	\$ 229.96	\$ 168.90	
	Actual/Budget	29%	146%	107%	146%	59%	120%	105%	47%	59%	47%	38%	47%	27%	29%	146%	107%	146%	59%	120%	105%	47%	59%	47%	27%	29%	
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 1.31	\$ 5.70	\$ 1.70	\$ 5.41	\$ 2.35	6.50	\$ 3.20	\$ 4.95	\$ 3.67	\$ 4.92	\$ 3.86	\$ 9.42	\$ 3.11	\$ 5.36	\$ 8.65	\$ 4.08	\$ 8.65	\$ 10.32	\$ 8.65	\$ 13.45	\$ 8.65	\$ 9.30	\$ 8.65	\$ 5.90	\$ 66.67	\$ 85.48
	Actual/Budget	329%	203%	198%	34%	50%	144%	144%	41%	53%	19%	47%	38%	27%	29%	146%	107%	146%	59%	120%	105%	47%	59%	47%	27%	29%	
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.85	\$ 0.01	\$ 1.20	\$ 2.88	\$ 1.71	0.94	\$ 2.56	\$ 1.49	\$ 2.90	\$ 1.88	\$ 3.07	\$ 3.65	\$ 3.42	\$ 0.67	\$ 3.42	\$ 1.02	\$ 3.44	\$ 0.25	\$ 3.52	\$ 1.24	\$ 2.42	\$ 0.38	\$ 1.95	\$ 0.58	\$ 30.47	\$ 14.96
	Actual/Budget	39%	139%	45%	42%	25%	19%	50%	39%	70%	33%	44%	74%	24%	29%	146%	107%	146%	59%	120%	105%	47%	59%	47%	27%	29%	
Totals	Work Performed	\$ 8.11	\$ 9.93	\$ 11.20	\$ 23.78	\$ 15.97	\$ 32.80	\$ 23.65	\$ 26.67	\$ 20.74	\$ 16.68	\$ 28.20	\$ 37.60	\$ 30.21	\$ 16.60	\$ 35.61	\$ 17.56	\$ 35.90	\$ 25.34	\$ 36.87	\$ 27.26	\$ 35.18	\$ 27.38	\$ 35.00	\$ 24.91	\$ 328.20	\$ 289.32
	Actual/Budget	22%	154%	192%	13%	44%	34%	54%	45%	29%	24%	29%	24%	29%	24%	29%	24%	29%	24%	29%	24%	29%	24%	29%	24%	29%	
Quarterly Cumulative Variance				100%				-1%				-45%				-25%				-25%				-12%			

Cumulative performance, presented in Table #3, shows that due to HTA's better than expected performance in the first semester, YTD variance is -12% with \$280.33 Million work performed compared to the Post Covid-19 projections of \$328.20 Million. Figures 4, 5 and 6 presents similar information in graphical form.

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

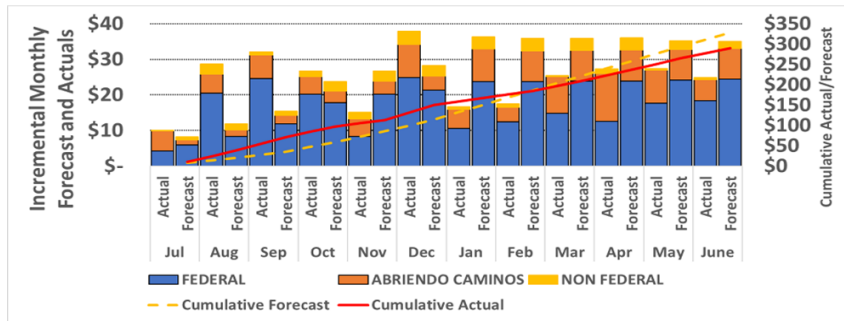


Figure #5

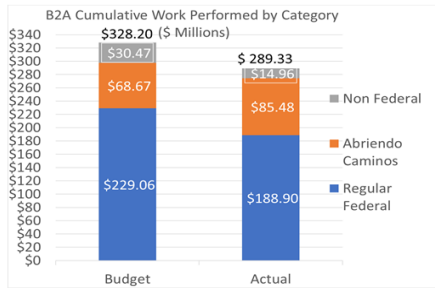
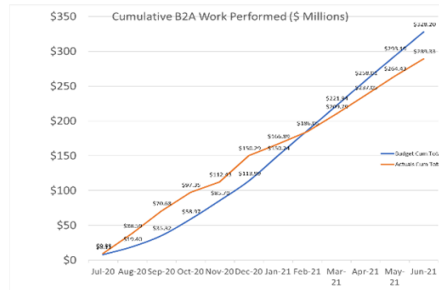


Figure #6



The Construction Report this month included 109 active construction projects with a total projected value of \$711.2 million with \$465.0 million certified, reflecting an average completion of 65%. Total cost to complete of active construction projects is \$269.8 million.

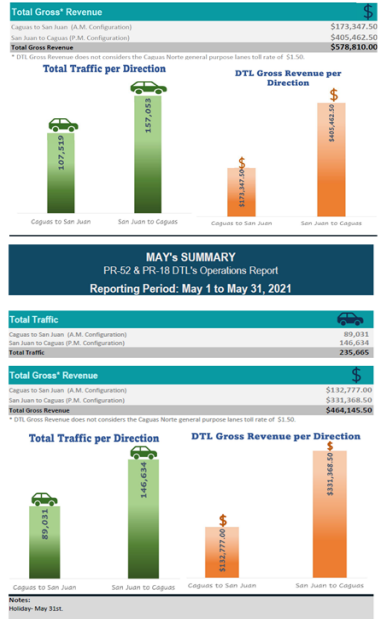
Table #1 presents the KPIs requested by the FOMB in the certified FP. The target of the % change in cost KPI is being met by HTA with a projected cost increase of 11.1% Post-Maria projects based on this month construction report. Post Covid-19 updates are still not included, but HTA does not expect significant 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 11.4% 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 64.6% in this month Construction Report, resulting mostly from the 56 days fixed time extensions 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.

**DTL Revenues**

Figure 7 shows the DTL daily gross revenues for the months of May and June 2021. Total revenues are \$1,042,955.50 based on 500,237 vehicles using the system. A simple 12-month projection of these data would result in \$6.26 MM which is above the certified fiscal plan projection.

**Figure #7**



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	\$ 99,139	\$ 145,132	\$ 45,993	46%	\$ 8,305	\$ 15,853	\$ 7,548	91%	Off period of V-Tolls of related to excess payment from PAM.		
Transit revenue	\$ 25,314	\$ 25,314	\$ 1,797	\$ (23,517)	-93%	\$ 2,628	\$ 227	\$ (2,401)	-91%	Due to the impact of COVID-19		
Toll fine revenue	\$ 17,093	\$ 17,093	\$ -	\$ (17,093)	-100%	\$ 3,040	\$ -	\$ (3,040)	-100%			
Other operating income	\$ 4,918	\$ 4,918	\$ 6,419	\$ 1,501	31%	\$ -	\$ 269	\$ 269	0%	The sale of the property scheduled was delayed, also, we received from the insurance \$ 950,000 for payment relate		
Operating FTA funds	\$ 20,000	\$ 20,000	\$ 14,426	\$ (5,574)	-28%	\$ 1,674	\$ -	\$ (1,674)	-100%			
Operating Commonwealth Transfer	\$ 90,624	\$ 90,624	\$ -	\$ -	0%	\$ 7,552	\$ 7,552	\$ -	0%			
<b>Total Operating Revenues</b>	<b>\$ 257,088</b>	<b>\$ 257,088</b>	<b>\$ 258,398</b>	<b>\$ 1,310</b>	<b>1%</b>	<b>\$ 23,199</b>	<b>\$ 23,901</b>	<b>\$ 702</b>	<b>3%</b>			
Commonwealth CapEx appropriation	\$ 59,067	\$ 59,067	\$ 59,067	\$ -	0%	\$ 4,925	\$ 4,925	\$ -	0%			
Abriendo Caminos funds	\$ 73,000	\$ 73,000	\$ 73,000	\$ -	0%	\$ -	\$ -	\$ -	0%	The Revenue was received in September		
Capital Commonwealth Transfer	\$ 16,264	\$ 16,264	\$ 16,264	\$ -	0%	\$ 1,359	\$ 1,359	\$ -	0%			
FHWA funds	\$ 251,913	\$ 229,061	\$ 157,161	\$ (71,900)	-31%	\$ -	\$ 22,308	\$ 22,308	0%	FHWA reimbursement certifications of \$12M was in Transit		
Federal Emergency Revenues	\$ 23,868	\$ 4,000	\$ 23,362	\$ 19,362	484%	\$ -	\$ 3,304	\$ 3,304	0%			
Capital FTA funds	\$ 65,433	\$ 65,433	\$ 1,099	\$ (64,334)	-98%	\$ -	\$ -	\$ -	0%	Program has not started		
<b>Total Capital Revenues</b>	<b>\$ 489,545</b>	<b>\$ 446,825</b>	<b>\$ 329,953</b>	<b>\$ (116,872)</b>	<b>-26%</b>	<b>\$ 6,284</b>	<b>\$ 31,896</b>	<b>\$ 25,612</b>	<b>408%</b>			
Commonwealth Transfer for Emergency Reserve	\$ 115,512	\$ 115,512	\$ 115,512	\$ -	0%	\$ 9,626	\$ 9,626	\$ -	0%			
<b>Total Commonwealth Reserve Transfer</b>	<b>\$ 115,512</b>	<b>\$ 115,512</b>	<b>\$ 115,512</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>\$ 819,425</b>	<b>\$ 703,863</b>	<b>\$ (115,562)</b>	<b>-14%</b>	<b>\$ 39,109</b>	<b>\$ 65,423</b>	<b>\$ 26,314</b>	<b>67%</b>			
Capital Right of Way payments	\$ 3,300	\$ 3,300	\$ 1,537	\$ (1,763)	-53%	\$ 701	\$ 307	\$ (394)	-56%			
Local Construction costs	\$ 10,000	\$ 10,000	\$ 5,762	\$ (4,238)	-42%	\$ -	\$ 4	\$ 4	0%			
Transit Construction costs	\$ 67,433	\$ 67,433	\$ 1,099	\$ (66,334)	-98%	\$ 200	\$ -	\$ (200)	-100%			
Toll Optimization capital costs	\$ 14,747	\$ -	\$ 1,283	\$ 1,283	0%	\$ -	\$ -	\$ -	0%	Program has not started		
Local Emergency Repair costs	\$ 118	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Federal Emergency Repair costs	\$ 23,868	\$ 4,000	\$ 25,300	\$ 21,300	533%	\$ -	\$ 944	\$ 944	0%			
Non-Federal Highway Construction Hard Costs	\$ 99,136	\$ 99,136	\$ 99,468	\$ 332	0%	\$ 10,606	\$ 6,562	\$ (4,044)	-38%			
Non-Federal Highway Construction Soft Costs	\$ 19,030	\$ 21,899	\$ 21,899	\$ 2,869	15%	\$ -	\$ 1,978	\$ 1,978	0%			
Federal Highway Construction Hard Costs	\$ 238,605	\$ 229,061	\$ 222,968	\$ (6,093)	-3%	\$ 24,397	\$ 18,304	\$ (6,093)	-25%			
Federal Highway Construction Soft Costs	\$ 13,308	\$ -	\$ 13,677	\$ 13,677	0%	\$ -	\$ 1,126	\$ 1,126	0%			
<b>Total Capital Expenditures</b>	<b>\$ 489,545</b>	<b>\$ 412,930</b>	<b>\$ 392,993</b>	<b>\$ (19,937)</b>	<b>-5%</b>	<b>\$ 35,903</b>	<b>\$ 29,225</b>	<b>\$ (6,678)</b>	<b>-19%</b>			
Construction salaries & related benefits	\$ 25,026	\$ 25,026	\$ 24,854	\$ (172)	-1%	\$ 2,467	\$ 2,108	\$ (359)	-15%			
Non-Construction salaries & related benefits	\$ 20,985	\$ 20,985	\$ 20,991	\$ 6	0%	\$ 1,982	\$ 1,857	\$ (125)	-6%			
Pension costs	\$ 37,058	\$ 36,508	\$ 35,560	\$ (948)	-3%	\$ 3,265	\$ 3,183	\$ (82)	-3%			
Operational Right of Way payments	\$ 16,917	\$ 16,917	\$ 11,402	\$ (5,515)	-33%	\$ 2,064	\$ 300	\$ (1,764)	-85%			
Other construction program expenses	\$ 1,688	\$ 1,688	\$ 947	\$ (741)	-44%	\$ 140	\$ 244	\$ 104	74%	Delays due to COVID-19 and PCOS Aproxals		
Toll highways administration and maintenance costs	\$ 41,692	\$ 41,692	\$ 34,931	\$ (6,761)	-16%	\$ 1,841	\$ 2,969	\$ 1,128	61%	The auction for Higways maintenance was awarded in december.		
Tren Urbano costs	\$ 74,252	\$ 74,252	\$ 70,552	\$ (3,700)	-5%	\$ 5,606	\$ 12,656	\$ 7,050	126%			
Feeder Bus costs	\$ 12,300	\$ 11,700	\$ 9,594	\$ (2,106)	-18%	\$ 1,591	\$ 1,234	\$ (357)	-22%			
Other operating expenses	\$ 29,021	\$ 29,021	\$ 23,399	\$ (5,622)	-19%	\$ 3,137	\$ 2,896	\$ (241)	-8%	Delays due to COVID-19 and PCOS Aproxals		
<b>Total Operating Expenses</b>	<b>\$ 258,939</b>	<b>\$ 257,789</b>	<b>\$ 232,230</b>	<b>\$ (25,559)</b>	<b>-10%</b>	<b>\$ 21,993</b>	<b>\$ 27,447</b>	<b>\$ 5,454</b>	<b>25%</b>			
Reserve deposits for emergencies & unforeseen needs	\$ 66,996	\$ 66,996	\$ -	\$ (66,996)	-100%	\$ 6,705	\$ -	\$ (6,705)	-100%			
Reserve deposits for outstanding obligations	\$ 40,000	\$ 40,000	\$ 36,934	\$ (3,066)	-8%	\$ 4,000	\$ -	\$ (4,000)	-100%			
Reserve deposits for unforeseen non-Title III litigation costs	\$ 8,516	\$ 8,516	\$ 86	\$ (8,430)	-99%	\$ 717	\$ -	\$ (717)	-100%			
<b>Total Reserve Deposits</b>	<b>\$ 115,512</b>	<b>\$ 115,512</b>	<b>\$ 37,020</b>	<b>\$ (78,492)</b>	<b>-68%</b>	<b>\$ 11,422</b>	<b>\$ -</b>	<b>\$ (11,422)</b>	<b>-100%</b>			
<b>Total Expenditures</b>	<b>\$ 863,996</b>	<b>\$ 786,231</b>	<b>\$ 662,243</b>	<b>\$ (123,988)</b>	<b>-16%</b>	<b>\$ 69,318</b>	<b>\$ 56,672</b>	<b>\$ (12,646)</b>	<b>-18%</b>			
<b>Toll fare revenue deep dive</b>												
Revenues from existing toll lanes	\$ 96,511	\$ 96,511	\$ 143,901	\$ 47,390	49%	\$ (88,607)	\$ 15,195	\$ 103,802	-117%			
Revenues from new DTL lanes	\$ 2,628	\$ 2,628	\$ 1,231	\$ (1,397)	-53%	\$ -	\$ 658	\$ 658	0%			
<b>Total toll fare revenue</b>	<b>\$ 99,139</b>	<b>\$ 99,139</b>	<b>\$ 145,132</b>	<b>\$ 45,993</b>	<b>46%</b>	<b>\$ (88,607)</b>	<b>\$ 15,853</b>	<b>\$ 104,460</b>	<b>-118%</b>			
<b>Toll fine revenue deep dive</b>												
Fines from existing rates	\$ 14,920	\$ 14,920	\$ -	\$ (14,920)	-100%	\$ 2,653	\$ -	\$ (2,653)	-100%			
Fines from tiered rates	\$ 2,173	\$ 2,173	\$ -	\$ (2,173)	-100%	\$ 386	\$ -	\$ (386)	-100%			
<b>Total toll fine revenue</b>	<b>\$ 17,093</b>	<b>\$ 17,093</b>	<b>\$ -</b>	<b>\$ (17,093)</b>	<b>-100%</b>	<b>\$ 3,040</b>	<b>\$ -</b>	<b>\$ (3,040)</b>	<b>-100%</b>			
<b>Transit revenue deep dive</b>												
Tren Urbano fare revenue	\$ 5,138	\$ 5,138	\$ 1,632	\$ (3,506)	-68%	\$ 439	\$ 209	\$ (230)	-52%	Due to COVID-19		
Feeder Bus fare revenue	\$ 491	\$ 491	\$ 165	\$ (326)	-66%	\$ -	\$ 18	\$ 18	0%	Due to COVID-19		
CARES Act funds	\$ 19,685	\$ 19,685	\$ (19,685)	\$ -	-100%	\$ 2,189	\$ -	\$ (2,189)	-100%			
<b>Total transit revenue</b>	<b>\$ 25,314</b>	<b>\$ 25,314</b>	<b>\$ 1,797</b>	<b>\$ (23,517)</b>	<b>-93%</b>	<b>\$ 2,628</b>	<b>\$ 227</b>	<b>\$ (2,401)</b>	<b>-91%</b>			
<b>FHWA funds deep dive</b>												
Regular FHWA funds	\$ 251,913	\$ 229,061	\$ 157,161	\$ (71,900)	-31%	\$ -	\$ 22,308	\$ 22,308	0%			
Discretionary FHWA funds	\$ 8,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Discretionary FHWA projects	\$ (8,000)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
<b>Total FHWA funds</b>	<b>\$ 251,913</b>	<b>\$ 229,061</b>	<b>\$ 157,161</b>	<b>\$ (71,900)</b>	<b>-31%</b>	<b>\$ -</b>	<b>\$ 22,308</b>	<b>\$ 22,308</b>	<b>0%</b>			
<b>Capital FTA funds deep dive</b>												
Regular capital FTA funds	\$ 65,433	\$ 65,433	\$ (65,433)	\$ -	-100%	\$ -	\$ -	\$ -	0%			
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>\$ 65,433</b>	<b>\$ -</b>	<b>\$ (65,433)</b>	<b>-100%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>			
<b>Federal Emergency Revenues deep dive</b>												
FHWA emergency funds	\$ 19,868	\$ -	\$ 24,365	\$ 24,365	0%	\$ -	\$ 944	\$ 944	0%			
FEMA emergency funds	\$ 4,000	\$ 4,000	\$ 935	\$ (3,065)	-77%	\$ -	\$ -	\$ -	0%			
<b>Total Federal Emergency Revenues</b>	<b>\$ 23,868</b>	<b>\$ 4,000</b>	<b>\$ 25,300</b>	<b>\$ 21,300</b>	<b>533%</b>	<b>\$ -</b>	<b>\$ 944</b>	<b>\$ 944</b>	<b>0%</b>			
<b>Construction salaries &amp; related benefits deep dive</b>												
Main salaries - Construction	\$ 17,766	\$ 17,766	\$ 17,594	\$ (172)	-1%	\$ 1,493	\$ 1,345	\$ (148)	-10%			
Christmas Bonus - Construction	\$ 357	\$ 357	\$ 357	\$ -	0%	\$ -	\$ -	\$ -	0%			
Healthcare costs - Construction	\$ 4,390	\$ 4,390	\$ 4,390	\$ -	0%	\$ 405	\$ 365	\$ (40)	-10%			
Early retirement costs - Construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Other labor costs - Construction	\$ 2,513	\$ 2,513	\$ 2,513	\$ -	0%	\$ 388	\$ 398	\$ 10	3%			
<b>Total construction payroll costs</b>	<b>\$ 25,026</b>	<b>\$ 25,026</b>	<b>\$ 24,854</b>	<b>\$ (172)</b>	<b>-1%</b>	<b>\$ 2,286</b>	<b>\$ 2,108</b>	<b>\$ (178)</b>	<b>-8%</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>												
D Main salaries - Non-Construction	\$ 10,328	\$ 10,328	\$ 10,002	\$ (326)	-3%	\$ 1,169	\$ 788	\$ (381)	-33%			
Christmas Bonus - Non-Construction	\$ 193	\$ 193	\$ 193	\$ -	0%	\$ -	\$ -	\$ -	0%			
D Healthcare costs - Non-Construction	\$ 2,305	\$ 2,305	\$ 2,305	\$ -	0%	\$ 211	\$ 145	\$ (66)	-31%			
Early retirement costs - Non-Construction	\$ 6,661	\$ 6,661	\$ 6,993	\$ 332	5%	\$ 450	\$ 535	\$ 85	19%			
D Other labor costs - Non-Construction	\$ 1,498	\$ 1,498	\$ 1,498	\$ -	0%	\$ 418	\$ 389	\$ (29)	-7%			
<b>Total non-construction payroll costs</b>	<b>\$ 20,985</b>	<b>\$ 20,985</b>	<b>\$ 20,991</b>	<b>\$ 6</b>	<b>0%</b>	<b>\$ 2,248</b>	<b>\$ 1,857</b>	<b>\$ (391)</b>	<b>-17%</b>			
<b>Pension costs deep dive</b>												
Pension contributions	\$ 35,642	\$ 35,642	\$ 35,560	\$ (82)	0%	\$ 3,157	\$ 3,183	\$ 26	1%			
Administrative pension costs	\$ 866	\$ 866	\$ -	\$ (866)	-100%	\$ 108	\$ -	\$ (108)	-100%			
<b>Total pension costs</b>	<b>\$ 36,508</b>	<b>\$ 36,508</b>	<b>\$ 35,560</b>	<b>\$ (948)</b>	<b>-3%</b>	<b>\$ 3,265</b>	<b>\$ 3,183</b>	<b>\$ (82)</b>	<b>-3%</b>			
<b>Other Operating Expenses deep dive</b>												
Non-Title III Professional Service Fees	\$ 8,490	\$ 8,490	\$ 5,728	\$ (2,762)	-33%	\$ -	\$ 1,107	\$ 1,107	0%			
Title III Professional Service Fees	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0%	\$ 837	\$ 1,576	\$ 739	88%			
Discretionary fund management team	\$ 100	\$ 100	\$ (100)	\$ (100)	-100%	\$ 10	\$ -	\$ (10)	-100%			
Ancillary revenue management team	\$ 200	\$ 200	\$ -	\$ (200)	-100%	\$ 20	\$ -	\$ (20)	-100%			
Electricity costs	\$ 918	\$ 918	\$ 589	\$ (329)	-36%	\$ 79	\$ 57	\$ (22)	-28%			
Water supply costs	\$ 455	\$ 455	\$ 488	\$ 33	7%	\$ 38	\$ 55	\$ 17	45%			
Other expenses	\$ 8,858	\$ 8,858	\$ 6,594	\$ (2,264)	-26%	\$ -	\$ 101	\$ 101	0%			
<b>Total Other Operating Expenses</b>	<b>\$ 29,021</b>	<b>\$ 29,021</b>	<b>\$ 23,399</b>	<b>\$ (5,622)</b>	<b>-19%</b>	<b>\$ 984</b>	<b>\$ 2,896</b>	<b>\$ 1,912</b>	<b>194%</b>			
<b>Tren Urbano costs deep dive</b>												
D Base fee for Tren Urbano operating contract	\$ 48,702	\$ 48,702	\$ 48,314	\$ (388)	-1%	\$ 4,060	\$ 4,058	\$ (2)	0%			
Other costs under Tren Urbano operating contract	\$ 6,400	\$ 6,400	\$ 6,400	\$ -	0%	\$ 1,093	\$ 6,400	\$ 5,307	485%			
D Tren Urbano insurance costs	\$ 9,005	\$ 9,005	\$ 8,181	\$ (824)	-9%	\$ -	\$ 648	\$ 648	0%			
Tren Urbano electricity costs	\$ 8,200	\$ 8,200	\$ 6,485	\$ (1,715)	-21%	\$ 1,016	\$ 665	\$ (351)	-35%			
Other regular Tren Urbano costs	\$ 74	\$ 74	\$ 74	\$ -	0%	\$ 8	\$ -	\$ (8)	-100%			
COVID-19 special costs	\$ 1,171	\$ 1,171	\$ 1,171	\$ -	0%	\$ 98	\$ 885	\$ 787	803%			
<b>Total Tren Urbano costs</b>	<b>\$ 73,552</b>	<b>\$ 73,552</b>	<b>\$ 70,552</b>	<b>\$ (3,000)</b>	<b>-4%</b>	<b>\$ 6,275</b>	<b>\$ 12,656</b>	<b>\$ 6,381</b>	<b>102%</b>			
<b>Feeder Bus costs deep dive</b>												
D Base fee for Feeder Bus operating contract	\$ 9,878	\$ 9,878	\$ 8,898	\$ (980)	-10%	\$ 1,143	\$ 889	\$ (254)	-22%			
Other costs under Feeder Bus operating contract	\$ 1,456	\$ 1,456	\$ 330	\$ (1,126)	-77%	\$ 418	\$ 265	\$ (153)	-37%			
COVID-19 special costs	\$ 366	\$ 366	\$ 366	\$ -	0%	\$ 30	\$ 80	\$ 50	167%			
<b>Total Feeder Bus costs</b>	<b>\$ 11,700</b>	<b>\$ 11,700</b>	<b>\$ 9,594</b>	<b>\$ (2,106)</b>	<b>-18%</b>	<b>\$ 1,591</b>	<b>\$ 1,234</b>	<b>\$ (357)</b>	<b>-22%</b>			
<b>Toll highway administration &amp; maintenance costs deep dive</b>												
Variable electronic toll collection fees	\$ 16,876	\$ 16,876	\$ 15,250	\$ (1,626)	-10%	\$ 1,504	\$ 1,303	\$ (201)	-13%			
Highway electricity costs	\$ 4,000	\$ 4,000	\$ 2,806	\$ (1,194)	-30%	\$ 337	\$ 331	\$ (6)	-2%			
Other toll highway administration & maintenance costs	\$ 20,816	\$ 20,816	\$ 16,875	\$ (3,941)	-19%	\$ -	\$ 1,335	\$ 1,335	0%			
<b>Total Feeder Bus costs</b>	<b>\$ 41,692</b>	<b>\$ 41,692</b>	<b>\$ 34,931</b>	<b>\$ (6,761)</b>	<b>-16%</b>	<b>\$ 1,841</b>	<b>\$ 2,969</b>	<b>\$ 1,128</b>	<b>61%</b>			
<b>Federal Emergency Repair Costs deep dive</b>												
FHWA funded projects	\$ 19,868	\$ -	\$ -	\$ (19,868)	0%	\$ -	\$ -	\$ -	0%			
FEMA funded projects	\$ 4,000	\$ 4,000	\$ (4,000)	\$ (4,000)	-100%	\$ -	\$ -	\$ -	0%			
<b>Total federal emergency repair costs</b>	<b>\$ 23,868</b>	<b>\$ 4,000</b>	<b>\$ (4,000)</b>	<b>\$ (4,000)</b>	<b>-100%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>			
<b>Federal Highway Construction Hard Costs deep dive</b>												
Regular federal highway construction projects	\$ 229,061	\$ 229,061	\$ 222,968	\$ (6,093)	-3%	\$ 24,397	\$ 18,304	\$ (6,093)	-25%			
C Additional projects due to CIP optimization	\$ 9,544	\$ -	\$ -	\$ (9,544)	0%	\$ -	\$ -	\$ -	0%			
<b>Total federal highway construction hard costs</b>	<b>\$ 238,605</b>	<b>\$ 229,061</b>	<b>\$ 222,968</b>	<b>\$ (6,093)</b>	<b>-3%</b>	<b>\$ 24,397</b>	<b>\$ 18,304</b>	<b>\$ (6,093)</b>	<b>-25%</b>			
<b>Federal Highway Construction Soft Costs deep dive</b>												
Regular federal highway construction projects	\$ 12,776	\$ -	\$ 13,677	\$ 13,677	0%	\$ -	\$ 1,126	\$ 1,126	0%			
C Additional projects due to CIP optimization	\$ 532	\$ -	\$ -	\$ (532)	0%	\$ -	\$ -	\$ -	0%			
<b>Total federal highway construction soft costs</b>	<b>\$ 13,308</b>	<b>\$ -</b>	<b>\$ 13,677</b>	<b>\$ 13,677</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 1,126</b>	<b>\$ 1,126</b>	<b>0%</b>			
<b>Non-Federal Highway Construction Hard Costs deep dive</b>												
Abriendo Caminos Hard Costs	\$ 68,666	\$ 68,666	\$ 85,685	\$ 17,019	25%	\$ 8,653	\$ 5,988	\$ (2,665)	-31%			
Other Hard Costs	\$ 30,470	\$ 30,470	\$ 13,783	\$ (16,687)	-55%	\$ 1,953	\$ 274	\$ (1,679)	-85%			
<b>Total non-federal highway construction hard costs</b>	<b>\$ 99,136</b>	<b>\$ 99,136</b>	<b>\$ 99,468</b>	<b>\$ 332</b>	<b>0%</b>	<b>\$ 10,606</b>	<b>\$ 6,562</b>	<b>\$ (4,044)</b>	<b>-38%</b>			
<b>Non-Federal Highway Construction Soft Costs deep dive</b>												
Abriendo Caminos Soft Costs	\$ 8,013	\$ 8,013	\$ 7,479	\$ (534)	-7%	\$ 320	\$ 298	\$ (22)	-7%			
A Other Soft Costs	\$ 11,017	\$ -	\$ 14,420	\$ 14,420	0%	\$ -	\$ 1,680	\$ 1,680	0%			
<b>Total non-federal highway construction soft costs</b>	<b>\$ 19,030</b>	<b>\$ 8,013</b>	<b>\$ 21,899</b>	<b>\$ 13,886</b>	<b>173%</b>	<b>\$ 320</b>	<b>\$ 1,978</b>	<b>\$ 1,658</b>	<b>518%</b>			
<b>Transit Construction Costs deep dive</b>												
Federally funded projects	\$ 65,433	\$ 65,433	\$ (65,433)	\$ (65,433)	-100%	\$ -	\$ -	\$ -	0%			
Locally funded projects	\$ 2,000	\$ 2,000	\$ (2,000)	\$ (2,000)	-100%	\$ 200	\$ -	\$ (200)	-100%			
<b>Total transit construction costs</b>	<b>\$ 67,433</b>	<b>\$ 67,433</b>	<b>\$ (67,433)</b>	<b>\$ (67,433)</b>	<b>-100%</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ (200)</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**

<b>In \$ Thousands</b>	<b>FY21 Budget</b>	<b>Budget YTD</b>	<b>YTD Actuals</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>	<b>Monthly Budget</b>	<b>Monthly Actuals</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
PR-20 revenue	\$ 2,589	\$ 2,589	\$ 2,786	\$ 197	8%	\$ 206	\$ 249	\$ 43	21%
PR-52 revenue	\$ 50,509	\$ 50,509	\$ 63,412	\$ 12,903	26%	\$ 4,189	\$ 5,956	\$ 1,767	42%
PR-53 revenue	\$ 8,630	\$ 8,630	\$ 15,453	\$ 6,823	79%	\$ 733	\$ 1,441	\$ 708	97%
PR-66 revenue	\$ 21,575	\$ 21,575	\$ 30,108	\$ 8,533	40%	\$ 1,626	\$ 3,075	\$ 1,449	89%
Payments from concessionaires to HTA	\$ 1,286	\$ 1,286	\$ 1,967	\$ 681	53%	\$ 100	\$ 201	\$ 101	101%
Payments from HTA to concessionaires	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Off-period V-tolls	\$ 11,922	\$ 11,922	\$ 30,175	\$ 18,253	153%	\$ 1,050	\$ 4,273	\$ 3,223	307%
Revenue from new Dynamic Toll Lanes	\$ 2,628	\$ 2,628	\$ 1,231	\$ (1,397)	-53%	\$ 401	\$ 658	\$ 257	64%
<b>Total Toll fare revenue</b>	<b>\$ 99,139</b>	<b>\$ 99,139</b>	<b>\$ 145,132</b>	<b>\$ 45,993</b>	<b>46%</b>	<b>\$ 8,305</b>	<b>\$ 15,853</b>	<b>\$ 7,548</b>	<b>91%</b>
Metro Urbano	\$ 46	\$ 46	\$ 11	\$ (35)	-76%	\$ 4	\$ 1	\$ (3)	-75%
Metrobus	\$ 312	\$ 312	\$ 114	\$ (198)	-63%	\$ 27	\$ 13	\$ (14)	-52%
TU Conexion	\$ 133	\$ 133	\$ 40	\$ (93)	-70%	\$ 10	\$ 4	\$ (6)	-60%
<b>Total Feeder Bus fare revenue</b>	<b>\$ 491</b>	<b>\$ 491</b>	<b>\$ 165</b>	<b>\$ (326)</b>	<b>-66%</b>	<b>\$ 41</b>	<b>\$ 18</b>	<b>\$ (23)</b>	<b>-56%</b>
Rentals / leases (non-TU related)	\$ 1,329	\$ 1,329	\$ 1,172	\$ (157)	-12%	\$ 111	\$ 127	\$ 16	15%
Rentals / leases (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Real estate sales	\$ 1,500	\$ 1,500	\$ 233	\$ (1,267)	-84%	\$ -	\$ 73	\$ 73	0%
Other sources (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other sources (non-TU related)	\$ 2,089	\$ 2,089	\$ 5,014	\$ 2,925	140%	\$ 174	\$ 69	\$ (105)	-60%
<b>Total Other operating income</b>	<b>\$ 4,918</b>	<b>\$ 4,918</b>	<b>\$ 6,419</b>	<b>\$ 1,501</b>	<b>31%</b>	<b>\$ 285</b>	<b>\$ 269</b>	<b>\$ (16)</b>	<b>-6%</b>
PayGo contributions	\$ 35,861	\$ 35,642	\$ 35,560	\$ (82)	0%	\$ 3,157	\$ 3,183	\$ 26	1%
Non PayGo contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
<b>Total Pension contributions</b>	<b>\$ 35,642</b>	<b>\$ 35,642</b>	<b>\$ 35,560</b>	<b>\$ (82)</b>	<b>0%</b>	<b>\$ 3,157</b>	<b>\$ 3,183</b>	<b>\$ 26</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>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 337</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>\$ 19,868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 5,797</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Highway and transit program delivery	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Audit and financial services	\$ 1,255	\$ 1,255	\$ 996	\$ (259)	-21%	\$ 107	\$ 47	\$ (60)	-56%
Legal services	\$ 750	\$ 750	\$ 513	\$ (237)	-32%	\$ 159	\$ 101	\$ (58)	-36%
Toll optimization services	\$ 1,500	\$ 1,500	\$ 379	\$ (1,121)	-75%	\$ 150	\$ 200	\$ 50	33%
Other professional services	\$ 4,985	\$ 4,985	\$ 3,840	\$ (1,145)	-23%	\$ 1,082	\$ 759	\$ (323)	-30%
<b>Total Non-Title III professional fees</b>	<b>\$ 8,490</b>	<b>\$ 8,490</b>	<b>\$ 5,728</b>	<b>\$ (2,762)</b>	<b>-33%</b>	<b>\$ 1,498</b>	<b>\$ 1,107</b>	<b>\$ (391)</b>	<b>-26%</b>
Insurance	\$ 3,923	\$ 3,923	\$ 3,381	\$ (542)	100%	\$ -	\$ -	\$ -	0%
Utility payments (excluding electricity)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Security costs	\$ 1,091	\$ 1,091	\$ 1,181	\$ 90	8%	\$ 89	\$ 96	\$ 7	8%
Repairs & maintenance	\$ 15,302	\$ 15,302	\$ 12,127	\$ (3,175)	-21%	\$ 1,988	\$ 1,212	\$ (776)	-39%
Other costs	\$ 500	\$ 500	\$ 186	\$ (314)	-63%	\$ 49	\$ 27	\$ (22)	-45%
<b>Total Other toll highway administration &amp; maintenance costs</b>	<b>\$ 20,816</b>	<b>\$ 20,816</b>	<b>\$ 16,875</b>	<b>\$ (3,941)</b>	<b>-19%</b>	<b>\$ 2,126</b>	<b>\$ 1,335</b>	<b>\$ (791)</b>	<b>-37%</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	\$ 799	\$ 801	\$ 2	0%	\$ 65	\$ 67	\$ 2	3%
Insurance	\$ 981	\$ 981	\$ 845	\$ (136)	-14%	\$ -	\$ -	\$ -	0%
Utility payments (excluding electricity and water supply)	\$ 600	\$ 600	\$ 239	\$ (361)	-60%	\$ 50	\$ 21	\$ (29)	-58%
Security costs	\$ 1,002	\$ 1,002	\$ 838	\$ (164)	-16%	\$ 79	\$ 55	\$ (24)	-30%
Transportation expenses	\$ 487	\$ 487	\$ 373	\$ (114)	-23%	\$ 42	\$ 19	\$ (23)	-55%
Purchased goods & equipment	\$ 1,604	\$ 1,604	\$ 1,592	\$ (12)	-1%	\$ 136	\$ 101	\$ (35)	-26%
Other costs	\$ 3,385	\$ 3,385	\$ 1,906	\$ (1,479)	-44%	\$ 283	\$ 799	\$ 516	182%
<b>Total Other expenses (within Other operating expenses)</b>	<b>\$ 8,858</b>	<b>\$ 8,858</b>	<b>\$ 6,594</b>	<b>\$ (2,264)</b>	<b>-26%</b>	<b>\$ 655</b>	<b>\$ 1,062</b>	<b>\$ 407</b>	<b>62%</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>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 337</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>\$ 118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Emergency relief projects	\$ 41,224	\$ 41,224		\$ (41,224)	-100%	\$ 4,971		\$ (4,971)	-100%
Other TU improvements	\$ 24,209	\$ 24,209		\$ (24,209)	-100%	\$ 2,385		\$ (2,385)	-100%
<b>Total federally funded transit Construction</b>	<b>\$ 65,433</b>	<b>\$ 65,433</b>	<b>\$ -</b>	<b>\$ (65,433)</b>	<b>-100%</b>	<b>\$ 7,355</b>	<b>\$ -</b>	<b>\$ (7,355)</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>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 1,065</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>\$ 13,677</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 13,677</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>\$ 229,061</b>	<b>\$ 222,968</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 222,968</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Federal highway construction costs</b>	<b>\$ 251,913</b>	<b>\$ 229,061</b>	<b>\$ 236,645</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 236,645</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>\$ 8,013</b>	<b>\$ 21,899</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 21,899</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>\$ 99,136</b>	<b>\$ 145,132</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 145,132</b>	<b>\$ -</b>	<b>0%</b>
<b>Total Non-Federal highway construction costs</b>	<b>\$ 118,166</b>	<b>\$ 107,149</b>	<b>\$ 167,031</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ 167,031</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.



	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.	Act.	Act.		
	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>(\$000's)</b>																																
<b>CAPEX CASH FLOW</b>																																
<b>Intra-Government Receipts:</b>																																
41	-	-	-	-	-	-	-	-	-	-	-	73,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
42	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,285	-	1,321	-	-	-	1,321	-	-	-	-	-	1,321	-	-	
43	7,277	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,611	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
44	7,277	-	-	-	-	-	-	-	-	-	-	73,000	-	-	-	-	10,896	-	1,321	-	-	-	1,321	-	-	-	-	-	1,321	-	-	
<b>Capex Receipts [Separate Federal Transfers by Program]:</b>																																
45	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	-	1,702	44	47	8	-	-	-	2,045	-	664	200	-	-	-	-	-	505	118	-	299	-	-	92	-	-	1,729	-	-	-	-	
47	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53	184	0	-	-	-	-	102	-	-	-	-	
48	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
49	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	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	(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	(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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
54	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
55	(2,810)	(490)	(359)	(48)	-	-	-	-	(2,541)	(908)	-	(283)	-	(1,475)	-	-	(270)	(854)	-	(307)	-	-	-	(298)	-	(133)	(1,279)	-	-	-	-	-
56	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
57	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
59	-	-	-	-	-	-	-	-	-	-	-	-	-	(36)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
60	(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	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	\$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	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
65	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
66	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
68	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
69	\$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	\$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	(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)	-	-	
	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	-	-	
	(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)	-	-	
	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

																								<b>2.1 Liquidity Data</b>																								13-Week Total	FY2021 Total	Original LP FY 2021	Variance to Total
																								Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.					
																								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>																																																			
<u>Operating Receipts:</u>																																																			
1	Toll Fares	2,642	2,156	754	5,248	328	2,787	1,672	2,151	1,890	2,424	1,606	1,690	1,956	2,778	1,873	561	3,831	458	3,984	582	2,502	2,845	3,597																											
2	Merchant Fees	(194)	-	-	-	-	(190)	-	-	-	(198)	-	-	-	(203)	-	-	-	(251)	-	-	-	(245)																												
3	Transit Revenues (A)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
4	Electronic Toll Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
5	Other Income	10	225	21	68	6	177	39	73	166	85	40	86	148	40	30	336	24	220	92	23	10	212	15																											
6	<b>Total Operating Receipts</b>	<b>2,458</b>	<b>2,381</b>	<b>776</b>	<b>5,316</b>	<b>334</b>	<b>2,775</b>	<b>1,711</b>	<b>2,224</b>	<b>2,056</b>	<b>2,311</b>	<b>1,645</b>	<b>1,776</b>	<b>2,104</b>	<b>2,615</b>	<b>1,903</b>	<b>897</b>	<b>3,855</b>	<b>678</b>	<b>3,825</b>	<b>605</b>	<b>2,512</b>	<b>3,057</b>	<b>3,368</b>																											
<u>Intra-Government Receipts:</u>																																																			
7	Operating Commonwealth Transfer	-	-	7,963	-	-	7,363	-	-	-	-	7,363	-	-	1,888	7,552	-	-	-	7,552	-	-	-	-																											
8	Commonwealth Transfer for Reserve	-	-	9,386	-	-	9,386	-	-	-	-	9,386	-	-	2,407	9,627	-	-	-	9,627	-	-	-	-																											
9	<b>Total Intra-Government Receipts</b>	<b>-</b>	<b>-</b>	<b>17,349</b>	<b>-</b>	<b>-</b>	<b>16,749</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,749</b>	<b>-</b>	<b>-</b>	<b>4,295</b>	<b>17,179</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,179</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>																											
<u>Other Receipts (Separate Federal Transfers by Program):</u>																																																			
10	Operating Federal Transit Administration (FTA) Funds	-	-	-	-	-	-	-	-	20	50	-	-	-	413	8,808	985	-	271	-	-	-	-																												
11	CARES ACT Funding (For Transit)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
12	<b>Total Other Receipts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>413</b>	<b>8,808</b>	<b>985</b>	<b>-</b>	<b>271</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>																												
13	<b>Total Operating Receipts</b>	<b>2,458</b>	<b>2,381</b>	<b>18,125</b>	<b>5,316</b>	<b>334</b>	<b>2,775</b>	<b>18,460</b>	<b>2,224</b>	<b>2,076</b>	<b>2,362</b>	<b>1,645</b>	<b>18,525</b>	<b>2,104</b>	<b>3,027</b>	<b>15,005</b>	<b>19,060</b>	<b>3,855</b>	<b>949</b>	<b>3,825</b>	<b>17,783</b>	<b>2,512</b>	<b>3,057</b>	<b>3,368</b>																											
<u>Operating Disbursements:</u>																																																			
14	Payroll and Related Costs	(320)	(1,208)	(99)	(1,649)	(72)	(1,185)	(211)	(1,169)	(322)	(1,009)	(511)	(1,169)	(289)	(1,217)	(291)	(1,184)	(560)	(1,003)	(280)	(992)	(506)	(1,354)	(112)																											
15	Health Plan Payment	-	(703)	-	-	-	(498)	-	-	-	(552)	-	-	-	(811)	-	-	-	(462)	-	-	-	-																												
16	Christmas Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
17	Retirement Contributions (PayGo)	-	(3,202)	-	-	-	(2,881)	-	-	-	(2,899)	-	-	-	(2,914)	-	-	-	(2,899)	-	-	-	-																												
18	PREPA Payments	(455)	-	-	-	(839)	-	-	-	(547)	-	(675)	-	-	-	-	-	-	-	-	-	(1,151)	-																												
19	PRASA Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
20	Toll Highway Administration Cost	-	-	(179)	-	-	-	-	(1,158)	-	-	-	-	-	(2,257)	-	-	-	-	-	-	-	-																												
21	Tren Urbano Operating Contract Cost	-	-	(3,960)	-	-	(4,006)	-	-	(250)	(596)	-	-	(567)	(369)	-	-	(893)	(7,856)	-	(307)	(3,862)	(3,869)																												
22	Other Tren Urbano Costs (Excluding Electricity)	(2,186)	-	-	-	-	(514)	(105)	(257)	-	-	-	(257)	-	-	-	-	-	-	-	(612)	-	-																												
23	Feeder Buses Costs	-	-	-	(852)	-	-	-	-	-	-	-	-	-	-	(1,611)	-	-	-	-	(839)	-	-																												
24	Legal Cases Payments Plan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
25	Professional Services	(2)	(200)	(18)	(735)	(307)	(14)	(16)	(202)	(51)	(26)	-	(35)	(145)	(89)	(2)	(10)	(1,553)	(421)	(0)	(542)	(648)	(60)	(170)																											
26	Other Operating Expenses	(323)	(79)	(651)	(181)	(955)	(314)	(343)	(36)	(339)	(291)	(717)	(278)	(215)	(465)	(130)	(30)	(739)	(269)	(261)	(330)	(535)	(158)	(168)																											
27	Operating Disbursements Corresponding to FY20 Services	(2)	-	(10)	(2)	-	(17)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
28	Legal & Other Reserve	-	-	-	-	-	-	-	-	-	-	(12,564)	-	-	-	-	(12,520)	-	-	-	(5,189)	-	-																												
29	<b>Total Operating Disbursements</b>	<b>(3,287)</b>	<b>(5,392)</b>	<b>(4,916)</b>	<b>(3,418)</b>	<b>(2,172)</b>	<b>(9,429)</b>	<b>(676)</b>	<b>(2,822)</b>	<b>(1,509)</b>	<b>(5,373)</b>	<b>(1,903)</b>	<b>(14,046)</b>	<b>(1,472)</b>	<b>(4,398)</b>	<b>(5,757)</b>	<b>(13,744)</b>	<b>(3,745)</b>	<b>(9,549)</b>	<b>(3,902)</b>	<b>(8,199)</b>	<b>(7,314)</b>	<b>(1,572)</b>	<b>(7,213)</b>																											
30	<b>Operating Net Cash Flow</b>	<b>(829)</b>	<b>(3,011)</b>	<b>13,209</b>	<b>1,898</b>	<b>(1,838)</b>	<b>(6,654)</b>	<b>17,784</b>	<b>(598)</b>	<b>567</b>	<b>(3,011)</b>	<b>(258)</b>	<b>4,479</b>	<b>632</b>	<b>(1,371)</b>	<b>9,248</b>	<b>5,317</b>	<b>110</b>	<b>(8,600)</b>	<b>(77)</b>	<b>9,584</b>	<b>(4,802)</b>	<b>1,485</b>	<b>(3,845)</b>																											
<u>Unrestricted Bank Cash Balance Roll-Forward (Operating)</u>																																																			
31	Beginning Cash Balance	\$91,403	\$90,059	\$86,980	\$91,165	\$101,014	\$97,025	\$99,620	\$116,426	\$105,433	\$109,024	\$106,848	\$103,664	\$107,072	\$104,833	\$100,778	\$110,272	\$114,480	\$113,110	\$104,498	\$103,228	\$116,625	\$109,958	\$105,810																											
32	Net Cash Flow	(829)	(3,011)	13,209	1,898	(1,838)	(6,654)	17,784	(598)	567	(3,011)	(258)	4,479	632	(1,371)	9,248	5,317	110	(8,600)	(77)	9,584	(4,802)	1,485	(3,845)																											
33	Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
34	Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																												
35	Return of Funds / Reconciliation Item (D)	(142)	(44)	(9,322)	8,271	(2,140)	9,250	(979)	(10,392)	3,024	832	(2,925)	(1,068)	(2,850)	(2,688)	213	(1,076)	(1,475)	(9)	(1,219)	3,710	(1,865)	(5,621)	(234)																											
36	Other Inflows (C)	22	0	320	0	5	5	30	6	1	9	3	209	5	44	11	-	12	27	107	1	14	15																												
37	Other Outflows (C)	(395)	(24)	(22)	(320)	(16)	(6)	(30)	(9)	(1)	(6)	(5)	(3)	(229)	(2)	(10)	(44)	(5)	(14)	(2)	(3)	(1)	(26)	(17)																											
38	<b>Ending Operating Bank Cash Balance</b>	<b>\$90,059</b>	<b>\$86,980</b>	<b>\$91,165</b>	<b>\$101,014</b>	<b>\$97,025</b>	<b>\$99,620</b>	<b>\$116,426</b>	<b>\$105,433</b>	<b>\$109,024</b>	<b>\$106,848</b>	<b>\$103,664</b>	<b>\$107,072</b>	<b>\$104,833</b>	<b>\$100,778</b>	<b>\$110,272</b>	<b>\$114,480</b>	<b>\$113,110</b>	<b>\$104,498</b>	<b>\$103,228</b>	<b>\$116,625</b>	<b>\$109,958</b>	<b>\$105,810</b>	<b>\$101,729</b>																											
39	<b>Actual Operating Bank Cash Balance</b>	<b>90,064</b>	<b>86,990</b>	<b>91,176</b>	<b>101,051</b>	<b>97,062</b>	<b>99,657</b>	<b>116,445</b>	<b>105,453</b>	<b>109,044</b>	<b>106,869</b>	<b>103,689</b>	<b>107,097</b>	<b>104,854</b>	<b>100,799</b>	<b>110,249</b>	<b>114,502</b>	<b>113,131</b>	<b>104,519</b>	<b>103,249</b>	<b>116,647</b>	<b>109,980</b>	<b>105,821</b>	<b>101,750</b>																											
40	<b>Difference</b>	<b>(\$5)</b>	<b>(\$11)</b>	<b>(\$10)</b>	<b>(\$37)</b>	<b>(\$37)</b>	<b>(\$37)</b>	<b>(\$20)</b>	<b>(\$20)</b>	<b>(\$20)</b>	<b>(\$21)</b>	<b>(\$25)</b>	<b>(\$25)</b>	<b>(\$21)</b>	<b>(\$22)</b>	<b>\$23</b>	<b>(\$21)</b>	<b>(\$21)</b>	<b>(\$21)</b>	<b>(\$21)</b>	<b>(\$22)</b>	<b>(\$21)</b>	<b>(\$11)</b>	<b>(\$21)</b>																											

2.1 Liquidity Data

	2.1 Liquidity Data																						13-Week Total	FY2021 Total	Original LP FY 2021	Variance to Total																				
	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.																								
(\$000'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>CAPEX CASH FLOW</b>																																														
<b>Intra-Government Receipts:</b>																																														
41 Abriendo Caminos III funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	73,000	73,000	-																				
42 Capital Commonwealth Transfer	-	-	1,321	-	-	-	1,321	-	-	-	1,321	-	-	-	339	1,355	-	-	-	1,355	-	-	-	16,260	16,264	5																				
43 Commonwealth CapEx appropriation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,888	59,067	46,179																				
44 Total Intra-Government Receipts	-	-	1,321	-	-	-	1,321	-	-	-	1,321	-	-	-	339	1,355	-	-	-	1,355	-	-	-	102,148	148,331	-																				
<b>Capex Receipts [Separate Federal Transfers by Program]:</b>																																														
45 Federal Aid - FHWA & Earmarked Projects	319	127	-	315	11,230	10	11,831	-	937	-	1,768	6,342	-	968	-	5,376	-	-	8,303	12,562	1,843	4,611	404	-	158,527	251,913	93,386																			
46 Emergency Reconstruction Program - FHWA	1,911	-	-	101	-	773	-	-	-	-	256	-	1,112	-	451	809	960	-	215	1,471	853	-	-	-	16,366	23,868	7,502																			
47 Emergency Reconstruction Program - FEMA	-	-	-	105	-	-	-	-	-	-	-	-	172	-	-	22	-	-	-	-	57	-	68	92	-	855	-	(855)																		
48 Emergency Reconstruction Program - FTA	-	-	415	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,304	-	-	-	-	2,719	65,433	62,714																			
49 Total Federal Receipts	2,229	127	415	521	11,230	783	11,831	-	937	-	2,024	6,342	1,284	968	451	6,207	960	-	8,518	16,394	2,697	4,679	496	-	178,466	341,214	162,748																			
50 Total CAPEX Receipts	2,229	127	1,736	521	11,230	783	13,152	-	937	-	2,024	7,663	1,284	968	789	7,561	960	-	8,518	17,749	2,697	4,679	496	-	280,614	489,545	162,748																			
<b>Capex Disbursements:</b>																																														
51 Capital Expenditures - Federal	(528)	-	(142)	(11,981)	(3,373)	(649)	(13,955)	-	(5,049)	(484)	(3,188)	(214)	(8,644)	(2,806)	(446)	(6,242)	(1,935)	(804)	(2,345)	(18,409)	(172)	(6,558)	(311)	-	(197,069)	251,913	54,844																			
52 Capital Expenditures - State	(2,119)	(2,114)	(1,218)	(4,478)	(1,152)	(1,150)	(17)	(5,034)	(4,896)	(159)	(1,559)	(500)	(3,556)	(5,667)	(7,107)	(3,553)	(4,486)	(3,396)	(2,083)	(2,471)	(3,346)	(7,242)	(521)	-	(133,933)	133,154	(779)																			
53 ER Transit Construction Program Costs - FTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,433	65,433																			
54 Toll Optimization Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,283)	14,747	13,464																			
55 Emergency Reconstruction Program - FHWA	-	(314)	-	-	-	(1,038)	-	(210)	(138)	(73)	-	(1,283)	-	-	-	-	-	-	-	-	-	-	-	-	(20,542)	19,868	(674)																			
56 Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	(2,451)	-	(269)	(1,801)	-	-	-	-	(2,165)	-	-	-	-	4,000	4,000																			
57 Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000																			
58 Emergency Reconstruction Program - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	118	118																			
59 Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(36)	16,917	16,881																			
60 Total Capex Disbursements	(2,647)	(2,428)	(1,359)	(16,459)	(4,525)	(2,837)	(13,972)	(5,244)	(10,082)	(716)	(6,029)	(714)	(14,650)	(8,473)	(7,822)	(11,596)	(6,422)	(4,228)	(4,428)	(20,880)	(5,683)	(13,800)	(832)	\$0	(\$352,863)	\$508,150	\$155,287																			
61 <b>Capex Net Cash Flow</b>	(417)	(2,301)	377	(15,938)	6,705	(2,055)	(820)	(5,244)	(9,145)	(716)	(4,005)	6,949	(13,365)	(7,505)	(7,033)	(4,035)	(5,461)	(4,228)	4,090	(3,131)	(2,986)	(9,121)	(336)	\$0	(\$72,249)	(\$18,605)	(\$53,644)																			
<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	\$100,597	\$108,614	\$98,433	\$93,281	\$86,036	\$83,099	\$79,113	\$74,894	\$80,211	\$73,376	\$72,254	\$68,754	\$113,672	\$113,672	\$113,672																				
63 Net Cash Flow	(417)	(2,301)	377	(15,938)	6,705	(2,055)	(820)	(5,244)	(9,145)	(716)	(4,005)	6,949	(13,365)	(7,505)	(7,033)	(4,035)	(5,461)	(4,228)	4,090	(3,131)	(2,986)	(9,121)	(336)	(72,249)	(72,249)	(18,605)																				
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)	2,925	1,068	2,850	2,688	(213)	1,098	1,475	9	1,219	(3,710)	1,865	5,621	234	27,216	27,216	27,216																				
67 Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	334	-	-	-	-	-	8	6	-	-	-	347	347	347																				
68 Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	(334)	-	-	-	-	-	-	-	-	-	(334)	(334)	(334)																				
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	\$100,597	\$108,614	\$98,433	\$93,281	\$86,036	\$83,099	\$79,113	\$74,894	\$80,211	\$73,376	\$72,254	\$68,754	\$68,652	\$68,652	\$68,652	\$122,296																				
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	\$100,560.56	\$108,577.64	\$98,399.39	\$93,248.19	\$86,047.50	\$83,043.87	\$79,057.88	\$74,839.08	\$80,155.57	\$73,320.59	\$72,200.16	\$68,700.25	\$68,598.09																							
71 <b>Difference</b>	\$16	\$21	\$16	\$49	\$49	\$49	\$32	\$32	\$32	\$33	\$37	\$37	\$33	\$33	(\$11)	\$55	\$55	\$55	\$55	\$55	\$54	\$54	\$54																							
	4,687	2,508	19,861	5,837	11,564	3,557	31,612	2,224	3,013	2,362	5,837	26,188	3,388	3,995	15,795	26,622	4,815	949	12,344	35,532	5,208	7,736	3,864	(5,934)	(7,820)	(6,275)	(19,878)	(6,697)	(12,266)	(14,648)	(8,066)	(11,591)	(6,088)	(7,932)	(14,760)	(16,122)	(12,871)	(13,579)	(25,340)	(10,166)	(13,777)	(8,331)	(29,079)	(12,997)	(15,372)	(8,045)
	(1,246)	(5,312)	13,586	(14,040)	4,867	(8,709)	16,964	(5,842)	(8,578)	(3,727)	(4,262)	11,428	(12,734)	(8,876)	2,215	1,282	(5,351)	(12,828)	4,013	6,453	(7,788)	(7,636)	(4,181)																							

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**

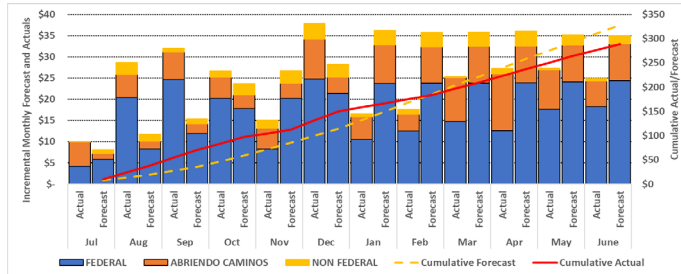
Bank Name	Account Name	Account Number	GL Account #	Account description (e.g., fund uses)	Account classification (Operating / Capital)	Cash balance at beginning of first week of month (\$000s)	Cash flow (\$000s)	Cash balance at end of last week of month (\$000s)
Oriental	Construction	1960269874	111001	Main operating account	Operating	4,845,092		2,541,422
Oriental	General	1960269574	111002	ZBA Account - Operational	Operating	-		
Oriental	Deposit Law 30 & 31	3225252489	111155	Deposit Law 30 & 31	Operating	8,458,447		930,117
Oriental	FTA	1960046672	111005	Federal Transit Administration account	Operating	40,173		12,935
Santander	Autoridad de Carreteras	3004992473	111156	FHGV	Capital	61,448,087		60,473,690
Santander	Autoridad de Carreteras	3004997726	111157	Abriendo Caminos - Varios Proyectos	Capital	4,719,745		500
Santander	Autoridad de Carreteras	3005023768	111158	OPEX Reserve	Operating	80,812,249		85,248,479
BPPR	Dietas	020-835078	111013	Account related to payroll taxes	Operating	15,383		780,743
BPPR	Nominas	020-835353	111011	Payroll account	Operating	1,435,453		598,217
BPPR	Federal Highway CMIA - BPPR	030-050510	111014	Federal Highway CMIA - BPPR	Capital	7,549,676		1,685,842
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	2,740,614		2,785,355
BPPR	Multas Autoexpreso	020-011520	111020	Collections from fines used to paydown GILA overdue A/P	Operating	4,263,625		7,997,571
BPPR	FEMA Emergencia Huracan Irma	030-086663	111109	Federal Fund FEMA	Operating	-		-
BPPR	FEMA Emergencia Huracan Maria	030-086671	111110	Federal Fund FEMA	Operating	638,237		855,144
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	13,880,294		19,442,993
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%		Total			
		30%		89%		101%		85%		48%		120%		46%		49%		71%		76%		71%		71%			
		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	\$ 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	\$ 12.57	\$ 24.11	\$ 17.69	\$ 24.40	\$ 18.34	\$ 229.06	\$ 188.90
	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	\$ 13.45	\$ 8.65	\$ 9.30	\$ 8.65	\$ 5.99	\$ 68.67	\$ 85.48
	Actual/Budget	329%		203%		180%		50%		34%		144%		-4%		-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	\$ 2.90	\$ 1.88	\$ 3.07	\$ 3.65	\$ 3.42	\$ 0.67	\$ 3.42	\$ 1.02	\$ 3.44	\$ 0.25	\$ 3.52	\$ 1.24	\$ 2.42	\$ 0.38	\$ 1.95	\$ 0.58	\$ 30.47	\$ 14.96
	Actual/Budget	-98%		139%		-45%		-42%		-35%		19%		-80%		-70%		-24%									
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	\$ 27.26	\$ 35.18	\$ 27.38	\$ 35.00	\$ 24.91	\$ 328.20	\$ 289.33
	Actual/Budget	22%		154%		102%		13%		-44%		34%		-54%		-51%		-29%		-24%		-22%		-29%			-12%
Quarterly Cumulative Variance				100%				13%		-44%		34%		-54%		-51%		-29%		-24%		-22%		-29%		-12%	



PROGRAM	KPI	Target	ACTUAL			
			Q1	Q2	Q3	Q4
PRECONSTRUCTION	Delays in NTP (Days)	<30	-7.6	20.1	16.9	15.8
	% Planned NTP Awards	>80%	105%	75%	100%	43%
	% Soft vs Hard Cost	15%	*	*	*	*
			Regular	ER		
CONSTRUCTION	% Federal Funds Obligated	>90%	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%	-25.0%

\* Actual not relevant due to imprecise soft cost budget assumption

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%		71%		68%		68%		69%		69%		69%		69%	
		Month		Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Jan-21		Feb-21		Mar-21		Apr-21		May-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	\$ 152.86	\$ 204.66	\$ 170.56	\$ 229.06	\$ 188.90
	Actual/Budget	-29%		73%		88%		58%		21%		20%		4%		-6%		-10%		-15%		-17%		-18%	
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	\$ 70.18	\$ 60.01	\$ 79.49	\$ 68.67	\$ 85.48
	Actual/Budget	329%		257%		224%		158%		122%		127%		67%		36%		33%		37%		32%		24%	
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	\$ 10.83	\$ 15.71	\$ 11.49	\$ 19.13	\$ 12.51	\$ 22.58	\$ 12.76	\$ 26.10	\$ 14.00	\$ 28.52	\$ 14.38	\$ 30.47	\$ 14.96
	Actual/Budget	-98%		40%		1%		-16%		-22%		-12%		-27%		-35%		-43%		-46%		-50%		-51%	
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	\$ 150.29	\$ 150.24	\$ 166.89	\$ 186.05	\$ 184.45	\$ 221.94	\$ 209.79	\$ 258.01	\$ 237.05	\$ 293.19	\$ 264.43	\$ 328.20	\$ 289.33
	Actual/Budget	22%		99%		100%		65%		31%		32%		11%		-1%		-5%		-8%		-10%		-12%	

### 2.3a Capex Expenses

Capex modified accrual expenses - Actuals

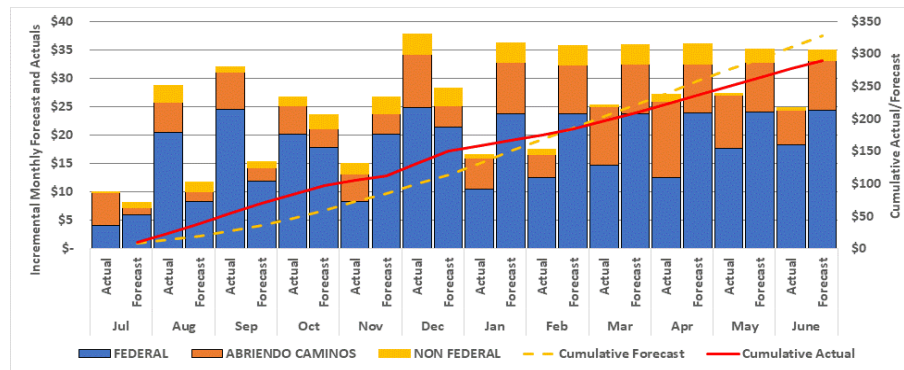
Construction Hard Costs	
Jun-21	
FHWA Hard Cost	\$ 18,339,139.78
PEMOC	\$ 246,796.42
Non Federal Hard Cost (OTHER)	\$ 327,284.37
Non Federal Hard Cost (Abriendo Caminos I)	\$ -
Non Federal Hard Cost (Abriendo Caminos II)	\$ 463,108.96
Non Federal Hard Cost (Abriendo Caminos III)	\$ 5,525,249.11
ESTATAL	\$ -
FHWA Emergencia	\$ 1,010,466.08
FEMA	\$ -
LOCAL	\$ 4,372.70
<b>Total</b>	<b>\$ 25,916,417.42</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)													
Totals	\$ 8,369.96	\$ 11,648.68	\$ 16,439.29	\$ 24,423.67	\$ 27,617.42	\$ 29,215.03	\$ 37,289.85	\$ 36,850.96	\$ 36,925.73	\$ 37,116.72	\$ 36,232.32	\$ 36,067.37	\$ 338,197.00

FY21 ACTUALS													
Actual % Impact COVID-19	30%	89%	101%	85%	48%	120%	46%	49%	71%	76%	78%	71%	Total
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	\$ 12,574.50	\$ 17,692.91	\$ 18,339.14	\$ 188,895.75
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	\$ 13,446.43	\$ 9,304.49	\$ 5,988.36	\$ 85,477.07
Hard costs for other non-federal highway construction projects	\$ 14.67	\$ 2,859.52	\$ 935.10	\$ 1,488.50	\$ 1,880.29	\$ 3,647.42	\$ 668.27	\$ 1,015.45	\$ 253.86	\$ 1,235.59	\$ 384.10	\$ 578.45	\$ 14,961.23
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	\$ 264.69	\$ 2,585.25	\$ 1,010.47	\$ 23,219.42
Totals	\$ 9,893.45	\$ 28,696.24	\$ 32,091.52	\$ 26,671.14	\$ 15,076.03	\$ 37,861.21	\$ 16,599.20	\$ 17,559.44	\$ 25,341.83	\$ 27,256.52	\$ 27,381.50	\$ 24,905.95	\$ -

FY21 CUMULATIVE BUDGET													
Assumed % Impact COVID-19	25%	29%	35%	45%	52%	58%	64%	69%	72%	75%	77%	79%	Total
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)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 8,111.06	\$ 19,397.28	\$ 35,318.77	\$ 58,965.73	\$ 85,702.88	\$ 113,985.83	\$ 150,239.82	\$ 186,054.28	\$ 221,941.41	\$ 258,014.77	\$ 293,194.70	\$ 328,197.00	\$ 328,197.00

FY21 CUMULATIVE ACTUALS													
% Impact COVID-19	30%	58%	71%	74%	68%	76%	71%	68%	68%	69%	69%	Total	Total
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	\$ 152,863.70	\$ 170,556.61	\$ 188,895.75	\$ 188,895.75
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	\$ 70,184.23	\$ 79,488.71	\$ 85,477.07	\$ 85,477.07
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	\$ 13,767.18	\$ 14,832.85	\$ 15,411.30	\$ 15,411.30
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	\$ 19,678.70	\$ 21,651.48	\$ 22,661.95	\$ 22,661.95
Totals	\$ 9,893.45	\$ 38,589.69	\$ 70,681.21	\$ 97,352.35	\$ 112,428.38	\$ 150,058.10	\$ 166,657.30	\$ 184,216.75	\$ 209,558.58	\$ 236,815.10	\$ 264,878.17	\$ 289,784.12	\$ 289,784.12



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	\$ 7.6	\$ -	\$ (7.6)	-100%	\$ 1.0	\$ -	\$ (1.0)	-100%	Public Policy issue.
Increasing fine revenue	\$ 7.4	\$ 7.4	\$ -	\$ (7.4)	-100%	\$ 1.3	\$ -	\$ (1.3)	-100%	Public Policy issue.
Expanding transit revenue	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	
Improving ancillary revenue	\$ 0.2	\$ 0.2	\$ -	\$ (0.2)	-100%	\$ 0.0	\$ -	\$ (0.0)	-100%	
Managing congestion	\$ 2.6	\$ 2.6	\$ -	\$ (2.6)	-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	\$ 1.1	\$ -	\$ (1.1)	-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	\$ 15.4	\$ -	\$ (15.4)	-100%	\$ 1.7	\$ -	\$ (1.7)	-100%	
Exploring concessions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	
<b>Total measures</b>	<b>\$ 34.3</b>	<b>\$ 34.3</b>	<b>\$ -</b>	<b>\$ (34.3)</b>	<b>-100%</b>	<b>\$ 4.5</b>	<b>\$ -</b>	<b>\$ (4.5)</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 - Q2-FY2022		Phase 2 - Q3-FY2021		Phase 1 - Q4-2016.	270	<b>Phase 1</b> - Currently the Contractors are being paid within 40 days period and through Electronic Funds Transfer since Q4-2016. <b>Phase 2</b> - The long-term action is to run the invoice and certifications for payment through Oracle Unifier and Integrated Contract Management Module (ICMM). The ICMM was deployed on February 22, 2021. The certifications process and federal billing are currently working in ICMM. Thirteen (13) construction projects were identified as part of the pilot program. We worked on the data and documents' collection for the creation of the contract in the PMIS, the reconciliation of data with	Phase 2 -Modify the system's integration configurations between PMIS and ICMM according to the recent systems adjustments or to include additional fields as requested by FHWA during the system review process. Also, PRHTA will evaluate the FHWA recommendations regarding system process and will prepare a plan of action to address them. During the pilot program, the system will be used to prepare, review and approve the invoices and certifications for payments.	Cost code structure modification to add program code and additional modifications to comply with FHWA requirements and ICMM Deployment. Definition and implementation of the system's integration modifications.
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- Q2-FY2022		Phase 2- Q3-FY2021		Phase 1 - Q4-2016.	270	<b>Phase 1</b> -The agreed method for monitoring the status of payments while completing the implementation of the systems was using Excel worksheets. <b>Phase 2</b> -The business processes developed will allow tracking the status of each invoice or certification for payment in Oracle Unifier. During this period, Federal Liaison Office continued the reporting to FHWA using the revised excel	Revise 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. Definition and implementation of the system's integration modifications.
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- Q1-FY2022		Phase 2- Q3-FY2021			150	The revision of the Federal Aid Billing SOP incorporated the certification for payment and billing processes through the systems, as well as the billing process through the ICMM. The SOP was revised and submitted to PRHTA's Organization & Methods Office and Federal Highway Administration for review and approval on June 16, 2021	Obtain SOP's approval from the PRHTA's Organization and Methods Office and Federal Highway Administration. Perform the training sessions.	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- Q1-FY2022		Phase 2- Q3-FY2021		Phase 1 -Q2-FY2017	150	<b>Phase 1</b> -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 delegates to them the responsibility of reporting the Toll Credits Balances to FHWA and also includes Toll Credit Application for FTA Projects. <b>Phase 2</b> - The SOP was revised to address the recommendations of the PRHTA's Internal Audit Office as part of a Risk Assessment Initiative. It was submitted to PRHTA's Organization & Methods Office for review and approval process on April 2021. The SOP is under review by PRHTA's offices.	Obtain the SOP's approval from the Organization & Methods Office and FHWA.	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 - Q2-FY2022		Phase 2- Q1-FY2022		Phase 1 -Q2-FY2017	90	<b>Phase 1</b> -On Q2-FY2017, PRHTA started to implement the tracking and reconciling toll credits according the approved SOP. <b>Phase 2</b> - 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's revisions to proceed with a pilot program. Complete the system report.	Approval of the revised SOP.
<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.	Q1 -FY2022		Q2-FY2021			210	The Consultants completed the development and delivered the Classification and Compensation Plan on August 2020.  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 Approval.
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.

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)
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 number 09-06-09 "Diseño, Revisión y Codificación de Procedimientos" was approved on January 22, 2021. The Organization and Methods Office distributed the document to the PRHTA's offices for its implementation. After that, some SOPs were created or revised following the mentioned SOP 09-06-09.	This is a continuous effort which will be related to the new organizational structure to support the project delivery processes.	
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.	Q2-FY2022		Q4-FY2021			180	RFP Boilerplate for non-engineering services was developed and approved by FHWA conditional on the creation of SOPs for such purposes. The SOP is in the internal administrative process of approval. PRHTA created a model contract for non-engineering services and discussion continues with FHWA. 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. Efforts have been made to assure that these processes will not be affected by the local executive orders issued on April 2021.	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.	These initiatives require the involvement of employees from several offices, which are lack of personnel, and such employees are currently also working with other initiatives.
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. A procedure is currently being developed to monitor payment certification to avoid improper payments. PRHTA prepared executive reports and dashboards with general information on the progress of the projects while the systems are being fully implemented.	Continue with project visits, audit documents, and guide project staff on how to avoid improper payments.	

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, Project Labor and Integrated Contract Management Module were completed. During this period, the employees continued using the financial modules and receiving support in some specific topics from the Consultants. Also, PRHTA continue 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.
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.	Q1-FY2023		Q3-FY2022			180	The User Acceptance Tests for the following Business Processes developed in Oracle Unifier were performed: the Civil Rights Contract Compliance DBE, Subcontractor Contracts, Payroll and Interview, Labor Compliance Issues and Contractors and Consultants Evaluations. Additional values to address the Labor Compliance Documents were added to the Permits/Endorsement/Documents' BP. Some adjustments were made to the Drawings and Drawings Packages' BPs to facilitate revisions. The Administrative Amendment Business Process was discussed with PRHTA staff and comments were issued.	Continue trainings and deployment of the ROW, Labor Compliance, Schedule Management among other BPs.	During the User Acceptance Test, PRHTA's staff requested additional business processes that are under evaluation.
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	The Staff of Estimate and Bids Office and the Board of Awards Members completed the training sessions on April 16, 2021. The Contractors (36) were trained on the use of the Bid Portal of the new system on April 13 & 14, 2021. The Contractors provided feedback and comments to the processes, which were addressed. A joint effort was made between estimate and Bid Office, Financial Area and the PMO to complete the catalog of construction items, which consists of 6,484 items. For each item, the applicable specifications are established, as well as whether they require material certificates, test results, if allows the payment of material-on-site or if it is a capitalizable item or not, among others. The Bid Regulation Amendment was approved by the Executive Director on April 13, 2021 and effective on May 16, 2021. This Amendment allows PRHTA to proceed with the e-bidding pilot program. For this reason, Estimate and Bids Office staff started working with the documentation in the system for such Pilot Program.	Continue with the e-Bidding Pilot Program and 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 LIMIS, training to the end users, among others.	Q1-2023						Trainings for PRHTA staff that will be part of the pre-engineering and construction pilot programs were completed on April 19, 2021. Trainings for Consultants and Contractors were performed on April 15 to April 22, 2021. We worked on the data and documents' collection for the creation of the contracts, budget, and funding in the PMIS, the reconciliation of data with Oracle EBS / ICMM and to file them in the PMIS' Document Management.	Continue with the pilot programs in order to identify possible adjustments for long-term implementation. Develop a continuous training program to introduce the employees into the system.	