

Financial Oversight Management Board for Puerto Rico

PRHTA Reporting October FY 2022

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

Pre-Construction

Figures 1 & 2 summarize the bid plan and performance of HTA pre-construction program. Three (3) projects with a total value of \$68.8 million have received NTP by Sept. 30, 2021.

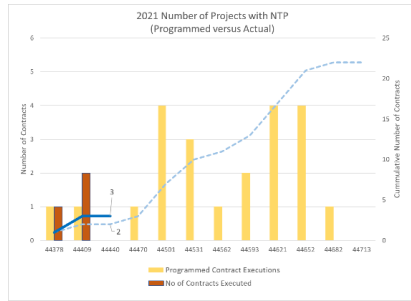


Figure 1

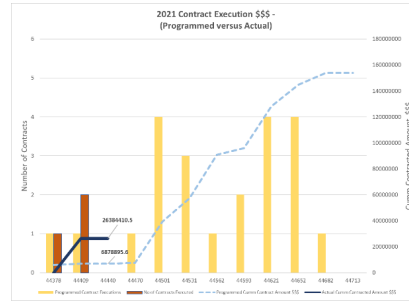


Figure 2

In terms of % Federal Obligations for the federal fiscal year ending Sept. 30, 2021, \$229.19 million were obligated, 144% if computed based on the \$158.8 million regular program and 104% if non regular allocations are included.

Construction (hard costs)

		Value of CapEx Hard Costs B2A by Category, including (\$ millions)																											
Program	Month	Jul-21		Aug-21		Sep-21		Oct-21		Nov-21		Dec-21		Jan-22		Feb-22		Mar-22		Apr-22		May-22		Jun-22		Total			
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual		
Hard costs for regular federal highway construction	Work Performed	\$ 8.4	\$ 8.8	\$ 12.6	\$ 5.9	\$ 12.7	\$ 14.7	\$ 12.7	\$ -	\$ 12.7	\$ -	\$ 12.7	\$ -	\$ 12.6	\$ -	\$ 11.7	\$ -	\$ 11.4	\$ -	\$ 10.8	\$ -	\$ 10.7	\$ -	\$ 10.1	\$ -	\$ 139.2			
	Actual/Budget		5%		-53%		16%																						
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 3.4	\$ 2.5	\$ 2.9	\$ 1.2	\$ 2.9	\$ 1.0	\$ 2.9	\$ -	\$ 2.9	\$ -	\$ 4.5	\$ -	\$ 4.9	\$ -	\$ 5.0	\$ -	\$ 5.0	\$ -	\$ 4.1	\$ -	\$ 2.8	\$ -	\$ 2.8	\$ -	\$ 43.9			
	Actual/Budget		-28%		-60%		-66%																						
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.8	\$ 0.5	\$ 1.0	\$ 0.9	\$ 1.0	\$ 2.5	\$ 1.1	\$ -	\$ 1.2	\$ -	\$ 1.2	\$ -	\$ 1.7	\$ -	\$ 1.7	\$ -	\$ 1.7	\$ -	\$ 1.4	\$ -	\$ 1.4	\$ -	\$ 1.4	\$ -	\$ 15.8			
	Actual/Budget		-44%		-16%		147%																						
Emergency	Work Performed	\$ 1.5	\$ 1.6	\$ 3.6	\$ 0.5	\$ 3.8	\$ 2.6	\$ 3.8	\$ -	\$ 4.0	\$ -	\$ 4.1	\$ -	\$ 5.1	\$ -	\$ 5.6	\$ -	\$ 5.5	\$ -	\$ 5.6	\$ -	\$ 5.5	\$ -	\$ 4.8	\$ -	\$ 52.9			
	Actual/Budget		9%		-87%		-30%																						
Totals	Work Performed	\$ 14.1	\$ 13.3	\$ 20.1	\$ 8.4	\$ 20.4	\$ 20.82	\$ 20.5	\$ -	\$ 20.8	\$ -	\$ 22.5	\$ -	\$ 24.4	\$ -	\$ 24.0	\$ -	\$ 23.6	\$ -	\$ 21.9	\$ -	\$ 20.4	\$ -	\$ 19.1	\$ -	\$ 251.8			
	Actual/Budget		-5%		-58%		2%																						

Table 1

Table #1 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 September 2021. The total for the month was \$20.82 million projection of \$20.4 million representing a variance of 2%. This performance varied significantly between the different programs, demonstrating the uncertainty at a more disaggregated level. The regular federal program performed at 16%, while the Abriendo Caminos program performed at -66%, Other Non-Federal resulted in 147% and the Emergency Program at -30%.

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


		Cumulative Value of CapEX Hard Cost BZA by Category, including Variances (\$ millions)																								
Program	Month	Jul-21		Aug-21		Sep-21		Oct-21		Nov-21		Dec-21		Jan-22		Feb-22		Mar-22		Apr-22		May-22		Jun-22		
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Hard costs for regular federal highway construction	Work Performed	\$ 8.4	\$ 8.8	\$ 21.0	\$ 14.7	\$ 33.7	\$ 29.5	\$ 46.4	\$ 59.1	\$ 71.8	\$ 84.4	\$ 96.1	\$ 107.6	\$ 118.4	\$ 129.1	\$ 139.2										
	Actual/Budget	5%	-30%	-12%	-50%																					
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 3.4	\$ 2.5	\$ 6.3	\$ 3.6	\$ 9.1	\$ 4.6	\$ 12.0	\$ 14.9	\$ 19.4	\$ 24.2	\$ 29.2	\$ 34.2	\$ 38.3	\$ 41.1	\$ 43.9										
	Actual/Budget	-28%	-42%	-50%																						
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.8	\$ 0.1	\$ 1.9	\$ 0.7	\$ 2.9	\$ 2.3	\$ 4.0	\$ 5.2	\$ 6.4	\$ 8.2	\$ 9.9	\$ 11.6	\$ 13.0	\$ 14.4	\$ 15.8										
	Actual/Budget	-83%	-64%	-19%																						
Local Construction Costs	Work Performed	\$ 0.8	\$ 0.4	\$ 1.3	\$ 0.7	\$ 1.8	\$ 1.5	\$ 2.4	\$ 3.1	\$ 3.8	\$ 4.7	\$ 5.6	\$ 6.5	\$ 7.5	\$ 8.5	\$ 9.5										
	Actual/Budget	-48%	-49%	-15%																						
Emergency	Work Performed	\$ 1.5	\$ 1.6	\$ 5.1	\$ 2.1	\$ 8.9	\$ 4.7	\$ 12.7	\$ 16.7	\$ 20.8	\$ 25.9	\$ 31.5	\$ 37.0	\$ 42.6	\$ 48.1	\$ 52.9										
	Actual/Budget	9%	-59%	-47%																						
Totals	Work Performed	\$ 14.9	\$ 13.3	\$ 35.5	\$ 21.8	\$ 56.3	\$ 42.6	\$ 77.4	\$ -	\$ 98.9	\$ -	\$ 122.1	\$ -	\$ 147.4	\$ -	\$ 172.3	\$ -	\$ 196.9	\$ -	\$ 219.8	\$ -	\$ 241.2	\$ -	\$ 261.3	\$ -	
	Actual/Budget	-10%	-39%	-24%																						

Table 2

Cumulative performance, presented in Table #2, with a cumulative variance of -24%. Resulting from last month's negative variance.

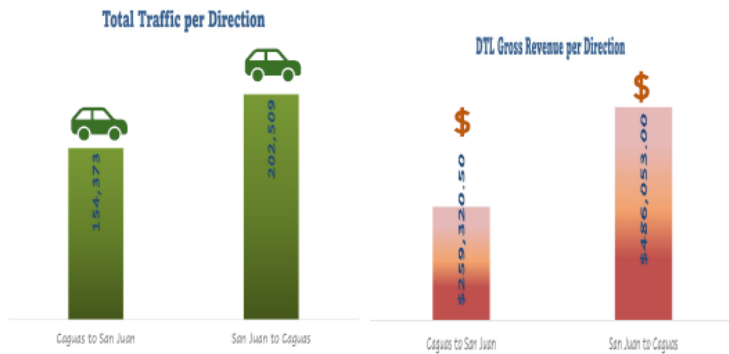
DTL Revenues

Figure 3 shows the DTL daily gross revenues for the month of August. Total revenues are \$745,373.50 based on 356,882 vehicles using the system, for an average toll of \$2.08. Five-month totals are 1,438,483 vehicles with revenues of \$2,964,587, for an average toll of \$2.06. A simple 12-month projection of these data would result in \$7.12 MM which is above the certified fiscal plan projection.

Total Traffic		
Caguas to San Juan (A.M. Configuration)		154,373
San Juan to Caguas (P.M. Configuration)		202,509
Total Traffic		356,882

Total Gross* Revenue		\$
Caguas to San Juan (A.M. Configuration)	\$	259,320.50
San Juan to Caguas (P.M. Configuration)	\$	486,053.00
Total Gross Revenue		\$745,373.50

* DTL Gross Revenue does not considers the Caguas Norte general purpose lanes toll rate of \$1.50.



1.1 Main B2A report													
In \$ Thousands	FY22 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	\$ 143,363	\$ 34,063	\$ 40,391	\$ 6,328	19%	\$ 11,320	\$ 12,093	\$ 773	7%	Increase in traffic			
Toll fare revenues	\$ 22,500	\$ 3,328	\$ 5,636	\$ 2,308	69%	\$ 1,555	\$ 3,246	\$ 1,691	109%				
Transit Revenue	\$ 8,323	\$ 2,010	\$ 782	\$ (1,228)	-61%	\$ 719	\$ 269	\$ (450)	-63%	Decrease in the use of transportation due to COVID-19	Effective Concessions Plan, Promote Use of Mass Transportation System: Billboards, New Route SJ-CG, Intercity, Potential New Route, Calba-CG/SJ Upgrade Point of Sales, AFC, Permanent Repairs, TU Resiliency Transportation System, Transportation Analysis promotion campaign	PRITA	
Other operating income	\$ 9,716	\$ 2,995	\$ 892	\$ (2,103)	-20%	\$ 968	\$ 458	\$ (510)	-53%	Delays in the sale of Property		Administracion de Propiedad	
Operating FTA funds	\$ 20,000	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Operating Commonwealth Transfer	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Total Operating Revenues	\$ 203,902	\$ 42,397	\$ 47,701	\$ 5,304	13%	\$ 14,563	\$ 16,066	\$ 1,503	10%				
Commonwealth CapEx funds	\$ 236,045	\$ 103,858	\$ 98,692	\$ (5,166)	-5%	\$ 5,021	\$ 5,341	\$ 320	6%				
Non-ER FHWA funds	\$ 174,747	\$ 41,039	\$ 45,804	\$ 4,765	12%	\$ 15,659	\$ 16,369	\$ 710	5%				
Federal Emergency Funds	\$ 55,687	\$ 8,914	\$ 5,902	\$ (3,012)	-34%	\$ 3,771	\$ 1,330	\$ (2,441)	-65%				
Transit Federal funds (FTA)	\$ 40,062	\$ -	\$ 237	\$ 237	#DIV/0!	\$ -	\$ 29	\$ 29	#DIV/0!				
Total Capital Revenues	\$ 506,541	\$ 153,810	\$ 150,635	\$ (3,175)	-2%	\$ 24,464	\$ 23,069	\$ (1,395)	-6%				
Commonwealth Transfer for Emergency Reserve	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Total Commonwealth Reserve Transfer	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Total Consolidated revenues	\$ 710,443	\$ 196,207	\$ 198,336	\$ 2,129	1%	\$ 39,027	\$ 39,135	\$ 108	0%				
Construction salaries & related benefits	\$ 24,287	\$ 6,236	\$ 6,505	\$ 269	4%	\$ 1,858	\$ 1,907	\$ 109	6%	Healthcare insurance was underestimate			
Transit Construction Hard Costs	\$ 42,062	\$ -	\$ 237	\$ 237	#DIV/0!	\$ -	\$ 29	\$ 29	#DIV/0!	We have signed recently soft cost contracts, auction of repair and improvements of TU communication system is in a impugment process. CUBIC contract expected to begin works during november 2021.		PRITA & FOMB	
Transit Construction Soft Costs	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Emergency Repair Construction Program costs	\$ 62,768	\$ 10,228	\$ 6,074	\$ (4,154)	-41%	\$ 4,443	\$ 3,229	\$ (1,214)	-27%	Delays in certifications and approvals in OMB		Construction and Design Area/ OMB Office	
Non-Federal Highway Construction Hard Costs	\$ 59,656	\$ 12,008	\$ 8,415	\$ (3,592)	-30%	\$ 3,886	\$ 3,480	\$ (406)	-10%	Delays in certifications and approvals in OMB		Construction and Design Area/ OMB Office	
Non-Federal Highway Construction Soft Costs	\$ 48,482	\$ 7,828	\$ 6,812	\$ (1,017)	-13%	\$ 2,966	\$ 2,831	\$ (135)	-5%	Delays in certifications and approvals in OMB		Construction and Design Area/ OMB Office	
Federal Highway Construction Hard Costs	\$ 139,245	\$ 33,657	\$ 29,461	\$ (4,196)	-32%	\$ 12,699	\$ 14,720	\$ 2,021	16%	Delays in certifications and approvals in OMB		Construction and Design Area/ OMB Office	
Federal Highway Construction Soft Costs	\$ 35,508	\$ 7,383	\$ 1,896	\$ (5,488)	-74%	\$ 2,960	\$ 801	\$ (2,159)	-73%	Delays in certifications and approvals in OMB		Construction and Design Area/ OMB Office	
Other capital costs	\$ 22,580	\$ 383	\$ 144	\$ (239)	-62%	\$ 128	\$ 28	\$ (100)	-78%	Delay in the implementation of the Optimize traffic signals measure	Finish hiring process	HTA/ Traffic Area	
Total Capital Expenditures	\$ 434,583	\$ 77,722	\$ 59,544	\$ (18,178)	-23%	\$ 28,941	\$ 27,085	\$ (1,856)	-6%				
Non-Construction salaries & related benefits	\$ 19,967	\$ 5,182	\$ 5,504	\$ 322	6%	\$ 1,539	\$ 1,665	\$ 126	8%	Healthcare insurance was underestimate			
Pension costs	\$ 36,417	\$ 9,175	\$ 8,829	\$ (346)	-4%	\$ 2,931	\$ 2,938	\$ 7	0%				
Operational Right of Way payments	\$ 12,405	\$ 3,001	\$ 2,801	\$ (200)	-7%	\$ 1,533	\$ 1,518	\$ (11)	-1%	Delay in the administrative process of making payments / Delays in signing the agreements due to the delay in the courts	Work Purchase Orders / follow up lawyers on signing agreements	RDW Office/Legal Office/Finance Office	
Toll highways administration and maintenance costs	\$ 46,314	\$ 11,342	\$ 6,626	\$ (4,718)	-42%	\$ 3,776	\$ 2,321	\$ (1,455)	-39%	Guardrails maintenance and sweeper system RFP are delay. Also some contractors are having a problem with employees recruitment, aliohas been a setback with several auctions for plumbing, electricians and equipment adquisitions since the auctions have been without bids.	Assign greater resources to the auction area, contractors must be more aggressive in hiring employees and verify the reason why no bidders arrive in the auctions.	Highway's Area/ Bids and estimate office/Purchase Office	
Tren Urbano costs	\$ 70,642	\$ 15,378	\$ 14,475	\$ (903)	-6%	\$ 5,126	\$ 4,731	\$ (395)	-8%				
Feeder Bus costs	\$ 13,386	\$ 3,099	\$ 2,604	\$ (495)	-16%	\$ 1,143	\$ 868	\$ (275)	-24%	Bus rapid transit begin in december estimate	\$650,000 savings	PRITA	
Other operating expenses	\$ 43,702	\$ 9,428	\$ 2,635	\$ (6,793)	-72%	\$ 3,578	\$ 863	\$ (2,715)	-76%	Delay in the hiring process of certain services	Finish hiring process	HTA	
Total Operating Expenses	\$ 242,833	\$ 56,605	\$ 43,474	\$ (13,131)	-23%	\$ 19,622	\$ 14,904	\$ (4,718)	-24%				
Reserve deposits for unforeseen non-Title III litigation costs	\$ 4,000	\$ 1,000	\$ -	\$ (1,000)	-100%	\$ 333	\$ -	\$ (333)	-100%				
Total Reserve Deposits	\$ 4,000	\$ 1,000	\$ -	\$ (1,000)	-100%	\$ 333	\$ -	\$ (333)	-100%				
Total Expenditures	\$ 681,416	\$ 135,327	\$ 103,018	\$ (32,309)	-24%	\$ 48,896	\$ 41,989	\$ (6,907)	-14%				
Balance	\$ 29,027	\$ 60,880	\$ 95,318	\$ 34,438	57%	\$ (9,868)	\$ (2,854)	\$ 7,014	-71%				
Toll fare revenue deep dive													
Toll fare revenue from current toll fare rates	\$ 132,284	\$ 32,758	\$ 38,117	\$ 5,359	16%	\$ 10,886	\$ 11,209	\$ 323	3%				
Toll fare revenues from increase in toll rates	\$ 5,579	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Toll fare revenue from Dynamic Toll Lanes (DTL)	\$ 5,500	\$ 1,395	\$ 2,274	\$ 969	74%	\$ 435	\$ 884	\$ 449	103%				
Toll fare revenues from bi-directional tolling	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Total toll fare revenue	\$ 143,363	\$ 34,063	\$ 40,391	\$ 6,328	19%	\$ 11,320	\$ 12,093	\$ 773	7%				
Toll fine revenue deep dive													
Toll fine revenue from existing fine rates	\$ 18,342	\$ 3,328	\$ 5,636	\$ 2,308	69%	\$ 1,555	\$ 3,246	\$ 1,691	109%				
Toll fine revenue from Tiered fine rates	\$ 4,158	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Total toll fine revenue	\$ 22,500	\$ 3,328	\$ 5,636	\$ 2,308	69%	\$ 1,555	\$ 3,246	\$ 1,691	109%				
Transit revenue deep dive													
Tren Urbano fare revenue	\$ 7,590	\$ 1,827	\$ 682	\$ (1,145)	-63%	\$ 658	\$ 231	\$ (423)	-64%				
Feeder Bus fare revenue	\$ 793	\$ 213	\$ 101	\$ (83)	-45%	\$ 93	\$ 24	\$ (69)	-44%				
Total transit revenue	\$ 8,323	\$ 2,010	\$ 782	\$ (1,228)	-61%	\$ 719	\$ 269	\$ (450)	-63%				
FHWA funds deep dive													
Regular FHWA funds	\$ 174,747	\$ 41,039	\$ 45,804	\$ 4,765	12%	\$ 15,659	\$ 16,369	\$ 710	5%				
Total FHWA funds	\$ 174,747	\$ 41,039	\$ 45,804	\$ 4,765	12%	\$ 15,659	\$ 16,369	\$ 710	5%				
Capital FTA funds deep dive													
Regular capital FTA funds	\$ 40,062	\$ -	\$ 237	\$ 237	#DIV/0!	\$ -	\$ 29	\$ 29	#DIV/0!				
Total capital FTA funds	\$ 40,062	\$ -	\$ 237	\$ 237	#DIV/0!	\$ -	\$ 29	\$ 29	#DIV/0!				
Federal Emergency Revenues deep dive													
FHWA emergency funds	\$ 52,917	\$ 8,895	\$ 5,902	\$ (2,993)	-34%	\$ 3,771	\$ 1,330	\$ (2,441)	-65%				
FEMA emergency funds	\$ 2,770	\$ 19	\$ -	\$ (19)	-100%	\$ 14	\$ -	\$ (14)	-100%				
Total Federal Emergency Revenues	\$ 55,687	\$ 8,914	\$ 5,902	\$ (3,012)	-34%	\$ 3,785	\$ 1,330	\$ (2,455)	-65%				
Commonwealth CapEx funds deep dive													
Commonwealth CapEx appropriation	\$ 53,020	\$ 13,255	\$ 8,892	\$ (4,563)	-34%	\$ 4,418	\$ 5,341	\$ 923	21%				
Abriendo Caminos - Phase IV funds	\$ 87,000	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Rollover state capex	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	0%	\$ -	\$ -	\$ -	#DIV/0!				
Local emergency funds	\$ 6,025	\$ 603	\$ -	\$ (603)	-100%	\$ 603	\$ -	\$ (603)	-100%				
Capital Commonwealth Transfer	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Total Commonwealth CapEx funds	\$ 236,045	\$ 103,858	\$ 98,692	\$ (5,166)	-5%	\$ 5,021	\$ 5,341	\$ 320	6%				

1.1 Main B2A report												
In \$ Thousands	FY22 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)
Construction salaries & related benefits deep dive												
Main salaries - Construction	\$ 17,899	\$ 4,815	\$ 4,685	\$ (139)	-3%	\$ 1,475	\$ 1,341	\$ (134)	-2%			
Healthcare costs - Construction	\$ 7,148	\$ 1,537	\$ 1,295	\$ (242)	-13%	\$ 170	\$ 451	\$ 272	152%			
Christmas bonus - Construction	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!			
Early retirement costs - Construction	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!			
Other labor costs - Construction	\$ 4,270	\$ 884	\$ 561	\$ (323)	-37%	\$ 304	\$ 172	\$ (129)	-42%			
Total construction payroll costs	\$ 24,287	\$ 6,236	\$ 6,505	\$ 269	4%	\$ 1,858	\$ 1,967	\$ 109	6%			
Non-Construction salaries & related benefits deep dive												
Main salaries - Non-Construction	\$ 10,670	\$ 2,877	\$ 2,811	\$ (64)	-2%	\$ 831	\$ 808	\$ (23)	-2%			
Healthcare costs - Non-Construction	\$ 1,126	\$ 288	\$ 678	\$ 390	135%	\$ 93	\$ 243	\$ 150	161%			
Christmas bonus - Non-Construction	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!			
Early retirement costs - Non-Construction	\$ 6,727	\$ 1,735	\$ 1,688	\$ (49)	-3%	\$ 543	\$ 521	\$ (24)	-4%			
Other labor costs - Non-Construction	\$ 1,434	\$ 282	\$ 327	\$ 45	16%	\$ 80	\$ 93	\$ 13	16%			
Total non-construction payroll costs	\$ 19,967	\$ 5,182	\$ 5,504	\$ 322	6%	\$ 1,539	\$ 1,665	\$ 126	8%			
Pension costs deep dive												
Pension contributions	\$ 35,750	\$ 9,011	\$ 8,829	\$ (182)	-2%	\$ 2,876	\$ 2,938	\$ 62	2%			
Administrative pension costs	\$ 658	\$ 164	\$ -	\$ (164)	-100%	\$ 55	\$ -	\$ (55)	-100%	Invoice does not divide program costs and administrative costs		
Total pension costs	\$ 36,417	\$ 9,175	\$ 8,829	\$ (346)	-4%	\$ 2,931	\$ 2,938	\$ 7	0%			
Other Operating Expenses deep dive												
Non-Titl III Professional Service Fees	\$ 7,776	\$ 1,230	\$ 981	\$ (247)	-20%	\$ 575	\$ 295	\$ (280)	-49%			
Titl III Professional Service Fees	\$ 12,508	\$ 2,520	\$ 681	\$ (1,837)	-73%	\$ 1,110	\$ 225	\$ (885)	-80%			
Discretionary fund management team	\$ 100	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!	In the process of identifying the resources		HTA
Ancillary revenue management team	\$ 404	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!	In the process of identifying the resources		HTA
Electricity costs	\$ 918	\$ 230	\$ 108	\$ (122)	-53%	\$ 77	\$ 41	\$ (36)	-40%			
Water supply costs	\$ 500	\$ 125	\$ 100	\$ (25)	-20%	\$ 42	\$ 31	\$ (11)	-26%			
Other operating costs	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!	We are in the process of evaluating the agreement with Metropistas on the construction of the optical fiber. As soon as the agreement is signed, HTA will disburse \$ 2.5 Million		HTA/Metropistas
Total Other Operating Expenses	\$ 43,702	\$ 9,428	\$ 2,631	\$ (6,793)	-72%	\$ 3,578	\$ 863	\$ (2,715)	-76%			
Tren Urbano costs deep dive												
Base fee for Tren Urbano operating contract	\$ 48,225	\$ 12,856	\$ 12,057	\$ (799)	-6%	\$ 4,018	\$ 4,018	\$ 0	0%			
Other costs under Tren Urbano operating contract	\$ 3,620	\$ 905	\$ 405	\$ (499)	-55%	\$ 302	\$ 13	\$ (289)	-96%			
Tren Urbano insurance costs	\$ 8,129	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!			
Tren Urbano electricity costs	\$ 8,500	\$ 2,125	\$ 2,008	\$ (117)	-6%	\$ 708	\$ 695	\$ (13)	-2%			
Other regular Tren Urbano costs	\$ 68	\$ 17	\$ -	\$ (17)	-100%	\$ 5	\$ -	\$ (5)	-100%			
COVID-19 special costs	\$ 1,100	\$ 275	\$ -	\$ (275)	-99%	\$ 91	\$ -	\$ (91)	-99%			
Total Tren Urbano costs	\$ 70,642	\$ 15,378	\$ 14,475	\$ (903)	-6%	\$ 5,126	\$ 4,731	\$ (395)	-8%			
Feeder Bus costs deep dive												
Base fee for Feeder Bus operating contract	\$ 10,328	\$ 2,582	\$ 2,581	\$ (1)	0%	\$ 861	\$ 861	\$ 0	0%			
Other costs under Feeder Bus operating contract	\$ 1,408	\$ 352	\$ 14	\$ (138)	-96%	\$ 117	\$ 13	\$ (104)	-100%			
Bus rapid transit costs	\$ 1,452	\$ 145	\$ -	\$ (1,452)	-100%	\$ 145	\$ -	\$ (145)	-100%			
COVID-19 special costs	\$ 198	\$ 50	\$ 7	\$ (131)	-65%	\$ 26	\$ 7	\$ (19)	-71%			
Total Feeder Bus costs	\$ 13,386	\$ 3,099	\$ 2,604	\$ (495)	-16%	\$ 1,143	\$ 868	\$ (275)	-24%			
Toll highway administration & maintenance costs deep dive												
Variable electronic toll collection fees	\$ 19,082	\$ 4,534	\$ 3,877	\$ (657)	-14%	\$ 1,507	\$ 1,380	\$ (127)	-8%			
Highway electricity costs	\$ 4,000	\$ 1,000	\$ 480	\$ (520)	-52%	\$ 333	\$ 179	\$ (154)	-46%			
Other toll highway administration & maintenance costs	\$ 23,232	\$ 5,808	\$ 2,265	\$ (3,539)	-61%	\$ 1,936	\$ 762	\$ (1,174)	-61%			
Total highway administration & maintenance costs	\$ 46,314	\$ 11,342	\$ 6,626	\$ (4,716)	-42%	\$ 3,776	\$ 2,321	\$ (1,455)	-39%			
Emergency Repair Construction Program Costs deep dive												
FHWA funded emergency repair costs	\$ 52,917	\$ 8,895	\$ 4,791	\$ (4,102)	-46%	\$ 3,771	\$ 2,403	\$ (1,369)	-36%			
FEMA funded emergency repair costs	\$ 3,826	\$ 26	\$ 827	\$ 801	3081%	\$ 10	\$ 827	\$ 808	4253%			
Local emergency repair costs	\$ 6,245	\$ 1,207	\$ 614	\$ (893)	-65%	\$ 603	\$ -	\$ (603)	-100%			
Total federal emergency repair costs	\$ 62,768	\$ 10,228	\$ 6,074	\$ (4,150)	-41%	\$ 4,443	\$ 3,229	\$ (1,214)	-27%			
Federal Highway Construction Hard Costs deep dive												
Hard costs for regular federal highway construction	\$ 139,245	\$ 33,657	\$ 29,461	\$ (4,196)	-12%	\$ 12,699	\$ 14,720	\$ 2,021	16%			
Total federal highway construction hard costs	\$ 139,245	\$ 33,657	\$ 29,461	\$ (4,196)	-12%	\$ 12,699	\$ 14,720	\$ 2,021	16%			
Federal Highway Construction Soft Costs deep dive												
Federal soft costs for planning & compliance	\$ 35,503	\$ 7,382	\$ 1,896	\$ (5,486)	-74%	\$ 2,960	\$ 801	\$ (2,159)	-73%			
Total federal highway construction soft costs	\$ 35,503	\$ 7,382	\$ 1,896	\$ (5,486)	-74%	\$ 2,960	\$ 801	\$ (2,159)	-73%			
Non-Federal Highway Construction Hard Costs deep dive												
Hard costs for Abriendo Caminos projects - Phase III & IV	\$ 43,900	\$ 9,120	\$ 4,565	\$ (4,551)	-50%	\$ 2,867	\$ 963	\$ (1,902)	-66%			
Hard costs for other non-federal highway construction projects	\$ 6,256	\$ 1,114	\$ 2,141	\$ 1,027	92%	\$ 520	\$ 1,651	\$ 1,122	212%			
Local construction costs	\$ 9,500	\$ 1,773	\$ 1,705	\$ (68)	-4%	\$ 491	\$ 864	\$ 373	76%			
Total non-federal highway construction hard costs	\$ 59,656	\$ 12,008	\$ 8,411	\$ (3,592)	-30%	\$ 3,886	\$ 3,480	\$ (406)	-10%			
Non-Federal Highway Construction Soft Costs deep dive												
Soft costs for Abriendo Caminos projects - Phase III & IV	\$ 3,063	\$ 1,471	\$ 1,227	\$ (243)	-17%	\$ 468	\$ 193	\$ (275)	-59%			
Non-federal funded project-linked soft costs	\$ 29,221	\$ 5,838	\$ 5,387	\$ (451)	-8%	\$ 2,031	\$ 2,521	\$ 490	24%			
CDBG-DR/MTT state soft costs	\$ 12,731	\$ 172	\$ -	\$ (172)	-100%	\$ 121	\$ -	\$ (121)	-100%			
Capital ROW payment	\$ 3,462	\$ 347	\$ 193	\$ (1,550)	-43%	\$ 243	\$ 15	\$ (228)	-94%			
Total non-federal highway construction soft costs	\$ 48,482	\$ 7,828	\$ 6,812	\$ (1,017)	-13%	\$ 2,966	\$ 2,831	\$ (135)	-5%			
Other Capital costs deep dive												
Toll optimization costs	\$ 21,047	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!			
Other construction program costs	\$ 1,533	\$ 383	\$ 144	\$ (239)	-62%	\$ 128	\$ 28	\$ (100)	-78%			
Total other capital costs	\$ 22,580	\$ 383	\$ 144	\$ (239)	-62%	\$ 128	\$ 28	\$ (100)	-78%			

Footnotes:

1.2 Additional B2A info

In \$ Thousands	FY22 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
PR-20 revenue	\$ 3,084	\$ 766	\$ 759	\$ (7)	-1%	\$ 259	\$ 252	\$ (7)	-3%
PR-52 revenue	\$ 74,055	\$ 18,317	\$ 18,320	\$ 3	0%	\$ 6,123	\$ 5,887	\$ (236)	-4%
PR-53 revenue	\$ 15,898	\$ 4,117	\$ 4,463	\$ 346	8%	\$ 1,295	\$ 1,466	\$ 171	13%
PR-66 revenue	\$ 30,643	\$ 7,506	\$ 9,523	\$ 2,017	27%	\$ 2,528	\$ 3,041	\$ 513	20%
Payments from concessionaires to HTA	\$ 1,800	\$ 450	\$ 602	\$ 152	34%	\$ 150	\$ 204	\$ 54	36%
Payments from HTA to concessionaires	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Off-period V-tolls	\$ 6,804	\$ 1,602	\$ 4,450	\$ 2,848	178%	\$ 531	\$ 359	\$ (172)	-32%
Toll fare revenues from increase in toll rates	\$ 5,579	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Toll fare revenue from Dynamic Toll Lanes (DTL)	\$ 5,500	\$ 1,305	\$ 2,274	\$ 969	74%	\$ 435	\$ 884	\$ 449	103%
Toll fare revenues from bi-directional tolling	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Toll fare revenue	\$ 143,363	\$ 34,063	\$ 40,391	\$ 6,328	19%	\$ 11,320	\$ 12,093	\$ 773	7%
Metro Urbano	\$ 69	\$ 17	\$ 5	\$ (12)	-71%	\$ 6	\$ 2	\$ (4)	-65%
Metrobus	\$ 466	\$ 116	\$ 66	\$ (50)	-43%	\$ 39	\$ 22	\$ (17)	-43%
TU Conexion	\$ 199	\$ 50	\$ 29	\$ (21)	-42%	\$ 17	\$ 10	\$ (7)	-40%
Total Feeder Bus fare revenue	\$ 733	\$ 183	\$ 100	\$ (83)	-45%	\$ 61	\$ 34	\$ (27)	-44%
Rentals / leases (non-TU related)	\$ 1,165	\$ 291	\$ 313	\$ 22	7%	\$ 97	\$ 99	\$ 2	2%
Rentals / leases (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Real estate sales	\$ 2,810	\$ 1,269	\$ -	\$ (1,269)	-100%	\$ 393	\$ -	\$ (393)	-100%
Other sources (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other sources (non-TU related)	\$ 5,741	\$ 1,435	\$ 579	\$ (856)	-60%	\$ 478	\$ 359	\$ (119)	-25%
Total Other operating income	\$ 9,716	\$ 2,995	\$ 892	\$ (2,103)	-70%	\$ 968	\$ 458	\$ (510)	-53%
PayGo contributions	\$ 35,759	\$ 9,011	\$ 8,829	\$ (182)	-2%	\$ 2,876	\$ 2,938	\$ 62	2%
Non PayGo contributions	\$ 658	\$ 164	\$ -	\$ (164)	-100%	\$ 55	\$ -	\$ (55)	-100%
Total Pension contributions	\$ 36,417	\$ 9,175	\$ 8,829	\$ (346)	-4%	\$ 2,931	\$ 2,938	\$ 7	0%
Highway and transit program delivery	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Audit and financial services	\$ 1,330	\$ 288	\$ 233	\$ (55)	-19%	\$ 115	\$ 63	\$ (52)	-45%
Legal services	\$ 750	\$ 103	\$ 36	\$ (67)	-65%	\$ 59	\$ 10	\$ (49)	-83%
Toll optimization services	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other professional services	\$ 5,696	\$ 839	\$ 714	\$ (125)	-15%	\$ 401	\$ 222	\$ (179)	-45%
Total Non-Title III professional fees	\$ 7,776	\$ 1,230	\$ 983	\$ (247)	-20%	\$ 575	\$ 295	\$ (280)	-49%
Insurance	\$ 3,303	\$ 826	\$ -	\$ (826)	-100%	\$ 275	\$ -	\$ (275)	-100%
Utility payments (excluding electricity)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Security costs	\$ 1,191	\$ 298	\$ 316	\$ 18	6%	\$ 99	\$ 108	\$ 9	9%
Repairs & maintenance	\$ 14,685	\$ 3,671	\$ 1,895	\$ (1,776)	-48%	\$ 1,224	\$ 645	\$ (579)	-47%
Other costs	\$ 4,053	\$ 1,013	\$ 58	\$ (955)	-94%	\$ 338	\$ 9	\$ (329)	-97%
Total Other toll highway administration & maintenance costs	\$ 23,232	\$ 5,808	\$ 2,269	\$ (3,539)	-61%	\$ 1,936	\$ 762	\$ (1,174)	-61%

1.2 Additional B2A info

In \$ Thousands	FY22 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
Rents & leases	\$ 1,109	\$ 277	\$ 276	\$ (1)	0%	\$ 92	\$ 92	\$ (0)	0%
Insurance	\$ 1,779	\$ 445	\$ -	\$ (445)	-100%	\$ 148	\$ -	\$ (148)	-100%
Utility payments (excluding electricity and water supply)	\$ 600	\$ 150	\$ 42	\$ (108)	-72%	\$ 50	\$ 14	\$ (36)	-72%
Security costs	\$ 1,002	\$ 251	\$ 154	\$ (97)	-39%	\$ 84	\$ 52	\$ (32)	-38%
Transportation expenses	\$ 450	\$ 113	\$ 77	\$ (36)	-32%	\$ 38	\$ 50	\$ 13	33%
Purchased goods & equipment	\$ 1,982	\$ 495	\$ 77	\$ (418)	-84%	\$ 165	\$ 39	\$ (126)	-76%
Other costs	\$ 14,374	\$ 3,594	\$ 135	\$ (3,459)	-96%	\$ 1,198	\$ 24	\$ (1,174)	-98%
Total Other expenses (within Other operating expenses)	\$ 21,296	\$ 5,324	\$ 761	\$ (4,563)	-86%	\$ 1,775	\$ 271	\$ (1,504)	-85%
Emergency relief projects	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other TU improvements	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total federally funded transit Construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Design & Pre-construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Material Testing & Management	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Construction Engineering & Inspection	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Environmental soft costs	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other soft costs	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Local construction soft costs	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Pavement rehabilitation	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Safety improvements	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
New road construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Bridge repairs	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Congestion management (e.g. DTL)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other hard costs	\$ 9,500	\$ 1,773	\$ -	\$ (1,773)	-100%	\$ 491	\$ -	\$ (491)	-100%
Total Local construction hard costs	\$ 9,500	\$ 1,773	\$ -	\$ (1,773)	-100%	\$ 491	\$ -	\$ (491)	-100%
Total Local construction costs	\$ 9,500	\$ 1,773	\$ -	\$ (1,773)	-100%	\$ 491	\$ -	\$ (491)	-100%
Design & Pre-construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Material Testing & Management	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Construction Engineering & Inspection	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Environmental soft costs	\$ 1,803	\$ 328	\$ -	\$ (328)	-100%	\$ 164	\$ -	\$ (164)	-100%
Other soft costs	\$ 33,700	\$ 7,054	\$ -	\$ (7,054)	-100%	\$ 2,796	\$ -	\$ (2,796)	-100%
Total Federal highway construction soft costs	\$ 35,503	\$ 7,382	\$ -	\$ (7,382)	-100%	\$ 2,960	\$ -	\$ (2,960)	-100%
Pavement rehabilitation	\$ 29,249	\$ 7,382	\$ -	\$ (7,382)	-100%	\$ 2,718	\$ -	\$ (2,718)	-100%
Safety improvements	\$ 53,872	\$ 14,441	\$ -	\$ (14,441)	-100%	\$ 4,720	\$ -	\$ (4,720)	-100%
New road construction	\$ 6,619	\$ 1,386	\$ -	\$ (1,386)	-100%	\$ 693	\$ -	\$ (693)	-100%
Bridge repairs	\$ 18,826	\$ 3,763	\$ -	\$ (3,763)	-100%	\$ 1,813	\$ -	\$ (1,813)	-100%
Congestion management (e.g. DTL)	\$ 20,964	\$ 4,096	\$ -	\$ (4,096)	-100%	\$ 1,934	\$ -	\$ (1,934)	-100%
Other hard costs	\$ 9,715	\$ 2,588	\$ -	\$ (2,588)	-100%	\$ 821	\$ -	\$ (821)	-100%
Total Federal highway construction hard costs	\$ 139,245	\$ 33,657	\$ -	\$ (33,657)	-100%	\$ 12,699	\$ -	\$ (12,699)	-100%
Total Federal highway construction costs	\$ 174,748	\$ 41,039	\$ -	\$ (41,039)	-100%	\$ 15,659	\$ -	\$ (15,659)	-100%
Design & Pre-construction	\$ 27,929	\$ 2,362	\$ -	\$ (2,362)	-100%	\$ 913	\$ -	\$ (913)	-100%
Material Testing & Management	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Construction Engineering & Inspection	\$ 5,935	\$ 1,729	\$ -	\$ (1,729)	-100%	\$ 550	\$ -	\$ (550)	-100%
Environmental soft costs	\$ 2,703	\$ 385	\$ -	\$ (385)	-100%	\$ 175	\$ -	\$ (175)	-100%
Other soft costs	\$ 11,915	\$ 2,188	\$ -	\$ (2,188)	-100%	\$ 970	\$ -	\$ (970)	-100%
Total Non-Federal highway construction soft costs	\$ 48,482	\$ 6,663	\$ -	\$ (6,663)	-100%	\$ 2,608	\$ -	\$ (2,608)	-100%
Pavement rehabilitation	\$ 43,900	\$ 9,120	\$ -	\$ (9,120)	-100%	\$ 2,867	\$ -	\$ (2,867)	-100%
Safety improvements	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
New road construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Bridge repairs	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%

1.2 Additional B2A info

In \$ Thousands	FY22 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
Congestion management (e.g. DTL)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other hard costs	\$ 15,756	\$ 2,887	\$ -	\$ (2,887)	-100%	\$ 1,019	\$ -	\$ (1,019)	-100%
Total Non-Federal highway construction hard costs	\$ 59,656	\$ 12,008	\$ -	\$ (12,008)	-100%	\$ 3,886	\$ -	\$ (3,886)	-100%
Total Non-Federal highway construction costs	\$ 108,138	\$ 18,671	\$ -	\$ (18,671)	-100%	\$ 6,494	\$ -	\$ (6,494)	-100%

Footnotes:

- A
- B

40	Difference	\$62	\$52	\$58	\$58	\$73	\$78	\$78	\$78	\$79	\$71	\$71	\$71	\$56	\$49	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CAPEX CASH FLOW																																						
Intra-Government Receipts:																																						
41	Abriendo Caminos IV funds / Local emergency funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	87,000	502	-	-	-	-	502	-	-	-	-	502	-	-	-	-	-	-	-	-	-
42	Capital Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
43	Commonwealth CapEx appropriation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,833	4,417	-	-	5,833	4,417	-	-	-	5,833	4,417	-	-	-	-	5,833	4,417	-	-	-	
44	Total Intra-Government Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	92,833	4,919	-	-	5,833	4,919	-	-	-	5,833	4,919	-	-	-	-	5,833	4,919	-	-	-	
Capex Receipts [Separate Federal Transfers by Program]:																																						
45	Federal Aid - FHWA & Earmarked Projects	5,013	4,897	7,643	2,678	5,312	57	-	638	9,392	-	3,616	-	12,808	180	-	6,742	-	6,742	-	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	
46	Emergency Reconstruction Program - FHWA	139	-	194	-	-	-	782	890	-	266	-	-	715	309	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283
47	Emergency Reconstruction Program - FEMA	-	-	-	-	-	7	-	-	-	-	-	-	-	-	-	-	-	231	-	-	231	-	231	-	231	-	231	-	231	-	231	-	231	-	231	-	
48	Emergency Reconstruction Program - FTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,339	-	-	-	3,339	-	-	-	3,339	-	-	-	-	3,339	-	-	-	-	3,339	-	
49	Total Federal Receipts	5,151	4,897	7,837	2,678	5,312	65	782	1,529	9,392	266	3,616	-	13,523	489	2,283	10,080	2,283	6,972	2,283	3,339	6,742	2,283	6,972	5,621	6,742	2,283	6,972	2,283	3,339	6,742	2,283	6,972	2,283	3,339	6,742	2,283	
50	Total CAPEX Receipts	5,151	4,897	7,837	2,678	5,312	65	782	1,529	9,392	266	3,616	-	13,523	489	2,283	10,080	95,116	11,891	2,283	3,339	12,575	7,202	6,972	5,621	12,575	7,202	6,972	2,283	3,339	12,575	7,202	6,972	2,283	3,339	12,575	7,202	
Capex Disbursements:																																						
51	Capital Expenditures - Federal	-	(6,440)	(7,611)	(264)	(6,176)	(26)	-	(2,434)	(11,078)	(332)	(147)	(2,042)	(1,669)	(12,540)	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	
52	Capital Expenditures - State	(306)	(1,752)	(3,191)	(1,657)	-	(1,986)	(2,513)	(189)	(2,460)	(2,723)	(657)	(3,028)	(300)	(1,543)	(1,465)	(2,119)	(2,114)	(1,221)	(2,644)	(1,465)	(2,119)	(2,114)	(1,221)	(2,644)	(1,465)	(2,119)	(2,114)	(1,221)	(2,644)	(1,465)	(2,119)	(2,114)	(1,221)	(2,644)	(1,465)		
53	ER Transit Construction Program Costs - FTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
54	Toll Optimization Costs	-	-	-	-	-	-	-	-	(133)	-	-	-	-	-	-	-	-	(1,754)	-	-	(1,754)	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
55	Emergency Reconstruction Program - FHWA	(340)	-	-	(309)	-	(45)	(1,021)	-	(86)	(352)	-	-	(1,104)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)	-	(2,362)		
56	Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(319)	-	-	(319)	-	(319)	-	(319)	-	(319)	-	(319)	-	(319)	-	(319)	-	(319)		
57	Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
58	Emergency Reconstruction Program - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(502)	-	-	(502)	-	(502)	-	(502)	-	(502)	-	(502)	-	(502)	-	(502)	-	(502)		
59	Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(289)	-	-	(289)	-	(289)	-	(289)	-	(289)	-	(289)	-	(289)	-	(289)	-	(289)		
60	Total Capex Disbursements	(646)	(8,192)	(10,801)	(2,230)	(6,176)	(2,057)	(3,533)	(2,623)	(13,757)	(3,407)	(804)	(5,070)	(1,969)	(15,187)	(8,453)	(4,480)	(2,114)	(14,578)	(5,006)	(8,453)	(4,480)	(15,471)	(5,006)	(8,453)	(4,480)	(2,114)	(14,578)	(5,006)	(8,453)	(4,480)	(15,471)	(5,006)	(8,453)	(4,480)	(15,471)		
61	Capex Net Cash Flow	4,506	(3,294)	(2,964)	448	(863)	(1,993)	(2,751)	(1,094)	(4,365)	(3,141)	2,812	(5,070)	11,554	(14,698)	(6,170)	5,600	93,002	(2,687)	(2,723)	(5,115)	8,095	(8,269)	1,967	(2,832)	8,095	5,088	(7,606)	(2,723)	(5,115)	8,095	(8,269)	1,967	(2,832)				
Bank Cash Balance Roll-Forward (CAPEX)																																						
62	Beginning Cash Balance	\$68,652	\$73,101	\$70,140	\$69,006	\$63,974	\$63,118	\$60,716	\$51,899	\$50,888	\$46,839	\$39,242	\$42,071	\$37,568	\$49,422	\$35,712	\$29,542	\$35,142	\$128,144	\$125,457	\$122,734	\$117,619	\$125,714	\$117,445	\$117,445	\$119,412	\$116,580	\$124,674	\$129,762	\$122,157	\$119,434	\$114,319	\$122,414	\$114,145	\$116,111			
63	Net Cash Flow	4,506	(3,294)	(2,964)	448	(863)	(1,993)	(2,751)	(1,094)	(4,365)	(3,141)	2,812	(5,070)	11,554	(14,698)	(6,170)	5,600	93,002	(2,687)	(2,723)	(5,115)	8,095	(8,269)	1,967	(2,832)	8,095	5,088	(7,606)	(2,723)	(5,115)	8,095	(8,269)	1,967	(2,832)				
64	Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
65	Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
66	Return of Funds / Reconciliation Item (D)	(57)	334	1,830	(5,479)	8	(410)	(6,066)	83	316	(4,456)	17	567	300	988	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
67	Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
68	Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
69	Ending CAPEX Bank Cash Balance	\$73,101	\$70,140	\$69,006	\$63,974	\$63,118	\$60,716	\$51,899	\$50,888	\$46,839	\$39,242	\$42,071	\$37,568	\$49,422	\$35,712	\$29,542	\$35,142	\$128,144	\$125,457	\$122,734	\$117,619	\$125,714	\$117,445	\$119,412	\$116,580	\$124,674	\$129,762	\$122,157	\$119,434	\$114,319	\$122,414	\$114,145	\$116,111	\$113,279				
70	Actual CAPEX Bank Cash Balance	\$73,129	\$70,160	\$69,031	\$63,999	\$63,139	\$60,741	\$51,924	\$50,913	\$46,865	\$39,263	\$42,091	\$37,589	\$49,443	\$35,726	\$29,542	\$35,142	\$128,144	\$125,457	\$122,734	\$117,619	\$125,714	\$117,445	\$119,412	\$116,580	\$124,674	\$129,762	\$122,157	\$119,434	\$114,319	\$122,414	\$114,145	\$116,111	\$113,279				
71	Difference	(\$29)	(\$20)	(\$25)	(\$25)	(\$21)	(\$25)	(\$25)	(\$25)	(\$26)	(\$21)	(\$21)	(\$21)	(\$21)	(\$14)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	Total Inflows	8,363	14,633	10,232	5,892	7,421	905	8,976	2,423	14,405	3,779	8,968	3,989	17,276	6,457	5,124	13,571	98,130	15,412	5,223	6,907	15,340	10,440	10,010	11,488	17,147	10,758	9,648	6,033	8,489	16,166	10,787	10,406	11,405				
	Total Outflows	(2,448)	(8,454)	(12,714)	(4,031)	(10,749)	(7,751)	(6,227)	(3,875)	(15,336)	(15,234)	(5,776)	(5,598)	(3,313)	(23,081)	(13,337)	(18,196)	(7,430)	(22,096)	(9,625)	(11,795)	(17,850)	(22,132)	(7,116)	(11,991)	(17,051)	(8,936)	(16,129)	(7,113)	(21,859)	(6,054)	(21,786)	(6,926)	(11,991)				
	Total Net CF	5,916	6,180	(2,482)	1,861	(3,328)	(6,846)	2,750	(1,453)	(931)	(11,455)	3,192	(1,609)	13,963	(16,623)	(8,213)	(4,625)	90,699	(6,684)	(4,402)	(4,889)	(2,509)	(11,693)	2,894	(503)	96	1,821	(6,481)	(1,080)	(13,370)	10,112	(10,999)	3,479	(586)				

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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.

Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	13-Week	FY2022	Original	Variance	
34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	Total	Total	LP FY	Total	
2/18	2/25	3/4	3/11	3/18	3/26	4/1	4/8	4/15	4/22	4/29	5/6	5/13	5/20	5/27	6/3	6/10	6/17	6/24	7/1			2022	to Total	
2,672	3,288	2,855	3,195	2,672	3,038	1,322	2,855	3,195	2,672	1,322	2,855	3,195	2,672	3,288	2,855	3,195	2,215	672	2,808	33,940	147,374	143,364	(4,010)	
-	(213)	-	-	-	(213)	-	-	-	-	(213)	-	-	-	(213)	-	-	-	-	-	(744)	(2,810)	-	2,810	
512	348	552	464	512	348	552	464	512	348	552	464	512	348	552	464	512	348	464	549	6,986	23,873	22,500	8,323	
195	219	146	44	83	22	38	68	74	119	63	47	91	125	60	121	20	100	22	14	3,508	6,336	9,716	8,323	
3,378	3,642	3,552	3,703	3,266	3,195	1,911	3,386	3,780	3,138	1,723	3,366	3,797	3,144	3,688	3,439	3,726	2,662	1,157	3,158	\$43,690	\$174,773	#####	\$9,130	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	2,000	-	-	-	2,000	-	-	-	-	2,000	-	-	-	-	2,000	-	4,689	24,602	20,000	(4,602)	
-	-	-	-	2,000	-	-	-	2,000	-	-	-	-	2,000	-	-	-	-	2,000	-	4,689	24,602	20,000	(4,602)	
3,378	3,642	3,552	3,703	3,266	3,195	1,911	3,386	5,780	3,138	1,723	3,366	3,797	5,144	3,688	3,439	3,726	2,662	3,157	3,158	\$48,379	\$199,375	#####	\$4,528	
(462)	(1,223)	(423)	(1,314)	(204)	(1,055)	(323)	(1,230)	(963)	(411)	(1,468)	(115)	(1,629)	(349)	(853)	(711)	(1,767)	(262)	(423)	(895)	(8,780)	(39,707)	40,542	835	
-	(309)	-	-	-	(309)	-	-	-	-	(309)	-	-	-	(309)	-	-	-	-	-	(2,002)	(5,163)	3,711	(1,452)	
-	(3,008)	-	-	-	(3,008)	-	-	-	-	(3,008)	-	-	-	(3,008)	-	-	-	-	-	(11,962)	(36,128)	36,417	289	
(387)	-	(358)	(358)	(364)	-	(532)	(358)	(169)	-	(365)	-	(467)	(399)	(630)	-	(213)	(581)	-	(163)	(3,017)	(10,797)	13,418	2,621	
(42)	-	-	-	(42)	-	-	-	(42)	-	-	-	-	(42)	-	-	-	(42)	-	-	(125)	(375)	500	125	
(1,590)	-	-	-	(1,590)	-	-	-	(1,590)	-	-	-	-	(1,590)	-	-	-	(1,590)	-	-	(4,771)	(14,312)	19,082	4,770	
(4,412)	-	-	-	(4,412)	-	-	-	(4,412)	-	-	-	-	(4,412)	-	-	-	(4,412)	-	-	(17,032)	(43,640)	52,945	9,305	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(6,324)	(8,433)	9,197	764	
(1,116)	-	-	-	(1,116)	-	-	-	(1,116)	-	-	-	-	(1,116)	-	-	-	(1,116)	-	-	(3,347)	(10,040)	13,386	3,347	
(1,034)	-	-	-	(1,034)	-	-	-	(1,034)	-	-	-	-	(1,034)	-	-	-	(1,034)	-	-	(3,101)	(9,304)	12,405	3,101	
(296)	(361)	(216)	(204)	(779)	(219)	(322)	(280)	(288)	(169)	(325)	(316)	(900)	(336)	(351)	(448)	(568)	(239)	-	(233)	(4,760)	(15,349)	20,284	4,935	
(825)	(902)	(588)	(844)	(891)	(1,258)	(677)	(855)	(656)	(1,247)	(426)	(1,123)	(589)	(770)	(723)	(767)	(806)	(765)	-	(725)	(10,264)	(34,217)	45,233	11,016	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(15,877)	(35,478)	-	(35,478)	
(333)	-	-	-	(333)	-	-	-	(333)	-	-	-	-	(333)	-	-	-	(333)	-	-	(1,000)	(3,000)	4,000	1,000	
(10,496)	(5,803)	(1,585)	(2,720)	(10,765)	(5,850)	(1,854)	(2,723)	(10,602)	(1,827)	(5,901)	(1,555)	(3,585)	(10,380)	(5,874)	(1,926)	(3,354)	(10,373)	(423)	(5,333)	(\$92,361)	(\$265,942)	#####	\$5,178	
(7,118)	(2,161)	1,967	983	(5,499)	(2,655)	57	663	(4,822)	1,311	(4,178)	1,811	213	(5,236)	(2,187)	1,514	372	(7,711)	2,734	(2,176)	(43,982)	(66,567)	(67,217)	#####	
\$79,045	\$71,927	\$69,766	\$71,733	\$72,716	\$67,218	\$64,562	\$64,619	\$65,282	\$60,461	\$61,772	\$57,594	\$59,405	\$59,617	\$54,381	\$52,195	\$53,708	\$54,081	\$46,369	\$49,104	#####	\$101,729	#####		
(7,118)	(2,161)	1,967	983	(5,499)	(2,655)	57	663	(4,822)	1,311	(4,178)	1,811	213	(5,236)	(2,187)	1,514	372	(7,711)	2,734	(2,176)	(66,567)	(66,567)	(67,217)		
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,026	12,026	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,751	1,751	1,751	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,011)	(2,011)	(2,011)	-
\$71,927	\$69,766	\$71,733	\$72,716	\$67,218	\$64,562	\$64,619	\$65,282	\$60,461	\$61,772	\$57,594	\$59,405	\$59,617	\$54,381	\$52,195	\$53,708	\$54,081	\$46,369	\$49,104	\$46,928	\$46,928	\$46,928	\$34,252		
\$71,927	\$69,766	\$71,733	\$72,716	\$67,218	\$64,562	\$64,619	\$65,282	\$60,461	\$61,772	\$57,594	\$59,405	\$59,617	\$54,381	\$52,195	\$53,708	\$54,081	\$46,369	\$49,104	\$46,928					

\$0		\$0				\$0				\$0				\$0											
-	-	502	-	-	-	502	-	-	-	502	-	-	-	502	-	-	-	502	88,506	91,519	183,025	91,506			
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
-	5,833	4,417	-	-	2,917	4,417	-	-	-	4,417	-	-	-	4,417	-	-	-	4,417	30,750	71,833	53,020	(18,813)			
-	5,833	4,919	-	-	2,917	4,919	-	-	-	4,919	-	-	-	4,417	502	-	-	4,417	502	119,256	163,352	236,045	91,506		
6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	-	6,742	33,888	173,582	174,747	1,165			
-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	-	2,283	14,006	44,387	52,917	8,530		
-	-	231	-	-	-	231	-	-	-	231	-	-	-	231	-	-	-	231	-	462	2,085	2,770	685		
-	-	-	-	3,339	-	-	-	3,339	-	-	-	3,339	-	-	-	3,339	-	-	-	10,016	30,047	40,062	10,016		
6,742	2,283	6,972	2,283	10,080	2,283	6,972	2,283	10,080	2,283	6,972	-	2,283	10,080	2,283	6,972	-	2,283	6,972	58,371	250,101	270,496	20,395			
6,742	8,116	11,891	2,283	10,080	5,200	11,891	2,283	10,080	2,283	11,891	-	2,283	10,080	6,700	7,474	2,283	10,080	6,700	7,474	177,628	413,453	506,541	111,902		
-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	-	(6,988)	(47,481)	(176,250)	174,748	(1,502)		
(2,119)	(2,114)	(2,644)	(1,465)	(2,119)	(2,114)	(2,644)	(1,465)	(2,119)	(2,114)	(2,221)	(2,644)	(1,465)	(2,118)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(25,145)	(99,617)	106,203	6,586			
-	(3,505)	-	-	-	(3,505)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(7,010)	(31,547)	42,062	10,515		
-	(1,754)	-	-	-	(1,754)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(3,508)	(15,919)	21,047	5,128		
(2,362)	-	(2,362)	-	(2,362)	-	-	(2,362)	-	(2,362)	(2,362)	-	(2,362)	-	(2,362)	-	(2,675)	-	(12,912)	(43,717)	52,917	9,200				
-	(319)	-	-	-	(319)	-	-	-	(319)	-	-	-	(319)	-	-	-	(319)	-	-	(638)	(2,869)	3,826	957		
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
-	(502)	-	-	-	(502)	-	-	-	-	(502)	-	-	-	(502)	-	-	-	(502)	-	(1,004)	(4,519)	6,025	1,506		
-	(289)	-	-	-	(289)	-	-	-	-	(289)	-	-	-	(289)	-	-	-	(289)	-	(578)	(2,600)	3,467	867		
(4,480)	(15,471)	(5,006)	(8,453)	(4,480)	(15,471)	(2,644)	(3,827)	(9,107)	(4,475)	(14,578)	(5,006)	(8,453)	(4,480)	(15,471)	(3,583)	(2,644)	(8,453)	(4,793)	(15,176)	(\$98,275)	(\$377,037)	#####	\$33,258		
2,261	(7,355)	6,886	(6,170)	5,600	(10,271)	9,247	(1,544)	973	(2,192)	(2,687)	(5,006)	(6,170)	5,600	(8,771)	3,892	(361)	1,627	1,907	(7,702)	\$79,352	\$36,416	\$96,246	(\$59,830)		
\$113,279	\$115,541	\$108,186	\$115,072	\$108,901	\$114,501	\$104,230	\$113,477	\$111,933	\$112,906	\$110,714	\$108,027	\$103,021	\$96,851	\$102,451	\$93,679	\$97,571	\$97,210	\$98,837	\$100,744	\$93,042	\$68,652	\$68,652	\$68,652		
2,261	(7,355)	6,886	(6,170)	5,600	(10,271)	9,247	(1,544)	973	(2,192)	(2,687)	(5,006)	(6,170)	5,600	(8,771)	3,892	(361)	1,627	1,907	(7,702)	(7,702)	36,416	36,416	96,246		
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(12,026)	(12,026)	(12,026)	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
\$115,541	\$108,186	\$115,072	\$108,901	\$114,501	\$104,230	\$113,477	\$111,933	\$112,906	\$110,714	\$108,027	\$103,021	\$96,851	\$102,451	\$93,679	\$97,571	\$97,210	\$98,837	\$100,744	\$93,042	\$93,042	\$93,042	#####			
\$115,541	\$108,186	\$115,072	\$108,901	\$114,501	\$104,230	\$113,477	\$111,933	\$112,906	\$110,714	\$108,027	\$103,021	\$96,851	\$102,451	\$93,679	\$97,571	\$97,210	\$98,837	\$100,744	\$93,042						
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
10,120	11,758	15,444	5,986	15,346	8,394	13,802	5,669	15,861	5,421	13,614	3,366	6,080	15,224	10,387	10,914	6,009	12,742	9,857	10,632						
(14,976)	(21,274)	(6,591)	(11,173)	(15,245)	(21,321)	(4,498)	(6,550)	(19,709)	(6,303)	(20,479)	(6,560)	(12,038)	(14,860)	(21,345)	(5,508)	(5,998)	(18,827)	(5,216)	(20,510)						
(4,857)	(9,516)	8,853	(5,188)	101	(12,926)	9,304	(881)	(3,848)	(882)	(6,865)	(3,194)	(5,958)	364	(10,958)	5,405	11	(6,085)	4,641	(9,877)						

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

Actual (Act.) / Projected (Fct.):

	Actual (Act.) / Projected (Fct.):												FY2022 Total
	Week #: 5	9	14	18	22	27	31	35	39	44	48	53	
(\$000's)	7/30	8/27	10/1	10/29	11/26	12/31	1/28	2/25	3/26	4/29	5/27	7/1	
Operating Receipts:													
1 Toll Fares	16,062	13,042	12,843	10,729	10,621	12,995	12,193	12,010	11,760	11,365	12,010	11,744	147,374
2 Merchant Fees	(267)	(309)	(318)	(213)	(213)	(213)	(213)	(213)	(213)	(213)	(213)	(213)	(2,810)
3 Transit Revenues (A)	-	-	-	-	-	-	-	-	-	-	-	-	-
4 Electronic Toll Fines	-	1,791	3,845	1,875	1,875	2,223	1,875	1,875	1,875	2,427	1,875	2,336	23,873
5 Other Income	222	385	285	476	228	2,702	220	565	294	360	323	276	6,336
6 Total Operating Receipts	16,018	14,908	16,655	12,867	12,512	17,707	14,076	14,237	13,716	13,939	13,995	14,143	174,773
Intra-Government Receipts:													
7 Operating Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-
8 Commonwealth Transfer for Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
9 Total Intra-Government Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Receipts (Separate Federal Transfers by Program):													
10 Operating Federal Transit Administration (FTA) Funds	4,648	34	5,920	-	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,602
11 CARES ACT Funding (For Transit)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Receipts	4,648	34	5,920	-	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,602
13 Total Operating Receipts	20,666	14,942	22,575	12,867	12,512	19,707	16,076	16,237	15,716	15,939	15,995	16,143	\$199,375
Operating Disbursements:													
14 Payroll and Related Costs	(4,674)	(2,905)	(3,121)	(2,369)	(3,066)	(3,405)	(2,776)	(2,997)	(2,996)	(4,395)	(2,946)	(4,058)	(39,707)
15 Health Plan Payment	(563)	-	(1,435)	(500)	(500)	(309)	(309)	(309)	(309)	(309)	(309)	(309)	(5,163)
16 Christmas Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-
17 Retirement Contributions (PayGo)	(2,818)	-	(5,953)	(3,008)	(3,008)	(3,008)	(3,293)	(3,008)	(3,008)	(3,008)	(3,008)	(3,008)	(36,128)
18 PREPA Payments	-	-	(646)	(1,066)	(1,037)	(914)	(1,055)	(1,122)	(1,080)	(1,424)	(1,496)	(957)	(10,797)
19 PRASA Payments	-	-	-	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(375)
20 Toll Highway Administration Cost	-	-	-	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(14,312)
21 Tren Urbano Operating Contract Cost	(40)	(95)	(3,796)	(4,412)	(4,412)	(4,412)	(4,412)	(4,412)	(4,412)	(4,412)	(4,412)	(4,412)	(43,640)
22 Other Tren Urbano Costs (Excluding Electricity)	-	-	-	(2,108)	(2,108)	(2,108)	(2,109)	-	-	-	-	-	(8,433)
23 Feeder Buses Costs	-	-	-	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(10,040)
24 Legal Cases Payments Plan	-	-	-	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(9,304)
25 Professional Services	-	(238)	(604)	(1,578)	(1,585)	(2,077)	(1,417)	(1,656)	(1,419)	(1,384)	(1,904)	(1,488)	(15,349)
26 Other Operating Expenses	(292)	(491)	(646)	(3,222)	(3,458)	(4,343)	(3,916)	(4,139)	(3,581)	(3,861)	(3,205)	(3,063)	(34,217)
27 Operating Disbursements Corresponding to FY20 Service	(1,964)	(7,491)	(10,363)	(9,056)	(4,704)	(1,900)	-	-	-	-	-	-	(35,478)
28 Legal & Other Reserve	-	-	-	(333)	(333)	(333)	(333)	(333)	(333)	(333)	(333)	(333)	(3,000)
29 Total Operating Disbursements	(10,351)	(11,219)	(26,564)	(31,434)	(27,993)	(26,591)	(23,401)	(21,757)	(20,920)	(22,908)	(21,394)	(21,410)	(265,942)
30 Operating Net Cash Flow	10,315	3,723	(3,989)	(18,567)	(15,481)	(6,884)	(7,326)	(5,521)	(5,203)	(6,969)	(5,399)	(5,266)	(66,567)
Unrestricted Bank Cash Balance Roll-Forward (Operating)													
31 Beginning Cash Balance	\$101,729	\$115,450	\$125,077	\$123,544	\$104,977	\$89,496	\$82,612	\$75,286	\$69,766	\$64,562	\$57,594	\$52,195	\$101,729
32 Net Cash Flow	10,315	3,723	(3,989)	(18,567)	(15,481)	(6,884)	(7,326)	(5,521)	(5,203)	(6,969)	(5,399)	(5,266)	(66,567)
33 Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-
34 Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-
35 Return of Funds / Reconciliation Item (D)	3,365	6,077	2,584	-	-	-	-	-	-	-	-	-	12,026
36 Other Inflows (C)	151	303	1,297	-	-	-	-	-	-	-	-	-	1,751
37 Other Outflows (C)	(110)	(476)	(1,425)	-	-	-	-	-	-	-	-	-	(2,011)
38 Ending Operating Bank Cash Balance	\$115,450	\$125,077	\$123,544	\$104,977	\$89,496	\$82,612	\$75,286	\$69,766	\$64,562	\$57,594	\$52,195	\$46,928	\$46,928
39 Actual Operating Bank Cash Balance	\$115,377	\$124,998	\$123,495	\$104,977	\$89,496	\$82,612	\$75,286	\$69,766	\$64,562	\$57,594	\$52,195	\$46,928	

40	Difference	\$73	\$79	\$49	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAPEX CASH FLOW																		
Intra-Government Receipts:																		
41	Abriendo Caminos IV funds / Local emergency funds	-	-	-	87,502	502	502	502	-	502	1,004	-	1,004	-	-	-	-	91,519
42	Capital Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
43	Commonwealth CapEx appropriation	-	-	-	10,250	10,250	10,250	10,250	5,833	7,333	8,833	4,417	4,417	-	-	-	-	71,833
44	Total Intra-Government Receipts	-	-	-	97,752	10,752	10,752	10,752	5,833	7,835	9,838	4,417	5,421	-	-	-	-	163,352
Capex Receipts [Separate Federal Transfers by Program]:																		
45	Federal Aid - FHWA & Earmarked Projects	25,543	10,087	16,604	13,483	6,742	20,225	6,742	13,483	13,483	20,225	6,742	20,225	-	-	-	-	173,582
46	Emergency Reconstruction Program - FHWA	333	1,673	1,290	4,566	4,566	4,566	4,566	4,566	4,566	4,566	4,566	4,566	-	-	-	-	44,387
47	Emergency Reconstruction Program - FEMA	-	7	-	231	-	462	-	231	231	462	-	462	-	-	-	-	2,085
48	Emergency Reconstruction Program - FTA	-	-	-	3,339	3,339	3,339	3,339	3,339	3,339	3,339	3,339	3,339	-	-	-	-	30,047
49	Total Federal Receipts	25,876	11,767	17,894	21,618	14,646	28,591	14,646	21,618	21,618	28,591	14,646	28,591	-	-	-	-	250,101
50	Total CAPEX Receipts	25,876	11,767	17,894	119,370	25,398	39,343	25,398	27,452	29,454	38,428	19,063	34,011	-	-	-	-	413,453
Capex Disbursements:																		
51	Capital Expenditures - Federal	(20,490)	(13,538)	(16,730)	(13,976)	(13,976)	(13,976)	(13,976)	(13,976)	(13,976)	(13,976)	(13,976)	(13,682)	-	-	-	-	(176,250)
52	Capital Expenditures - State	(6,905)	(7,147)	(8,251)	(6,919)	(8,342)	(9,563)	(8,342)	(8,342)	(8,342)	(9,563)	(8,342)	(9,562)	-	-	-	-	(99,617)
53	ER Transit Construction Program Costs - FTA	-	-	-	(3,505)	(3,505)	(3,505)	(3,505)	(3,505)	(3,505)	(3,505)	(3,505)	(3,505)	-	-	-	-	(31,547)
54	Toll Optimization Costs	-	(133)	-	(1,754)	(1,754)	(1,754)	(1,754)	(1,754)	(1,754)	(1,754)	(1,754)	(1,754)	-	-	-	-	(15,919)
55	Emergency Reconstruction Program - FHWA	(649)	(1,151)	(1,456)	(2,362)	(4,723)	(4,723)	(4,723)	(4,723)	(4,723)	(4,723)	(4,723)	(5,037)	-	-	-	-	(43,717)
56	Emergency Reconstruction Program - FEMA	-	-	-	(319)	(319)	(319)	(319)	(319)	(319)	(319)	(319)	(319)	-	-	-	-	(2,869)
57	Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
58	Emergency Reconstruction Program - Local	-	-	-	(502)	(502)	(502)	(502)	(502)	(502)	(502)	(502)	(502)	-	-	-	-	(4,519)
59	Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	(289)	(289)	(289)	(289)	(289)	(289)	(289)	(289)	(289)	-	-	-	-	(2,600)
60	Total Capex Disbursements	(28,044)	(21,970)	(26,437)	(29,625)	(33,410)	(34,631)	(33,410)	(33,410)	(33,410)	(34,631)	(33,410)	(34,649)	-	-	-	-	(377,037)
61	Capex Net Cash Flow	(2,169)	(10,202)	(8,543)	89,745	(8,012)	4,712	(8,012)	(5,958)	(3,956)	3,797	(14,347)	(637)	-	-	-	-	36,416
Bank Cash Balance Roll-Forward (CAPEX)																		
62	Beginning Cash Balance	\$68,652	\$63,118	\$46,839	\$35,712	\$125,457	\$117,445	\$122,157	\$114,145	\$108,186	\$104,230	\$108,027	\$93,679	-	-	-	-	\$68,652
63	Net Cash Flow	(2,169)	(10,202)	(8,543)	89,745	(8,012)	4,712	(8,012)	(5,958)	(3,956)	3,797	(14,347)	(637)	-	-	-	-	36,416
64	Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
65	Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
66	Return of Funds / Reconciliation Item (D)	(3,365)	(6,077)	(2,584)	-	-	-	-	-	-	-	-	-	-	-	-	-	(12,026)
67	Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
68	Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
69	Ending CAPEX Bank Cash Balance	\$63,118	\$46,839	\$35,712	\$125,457	\$117,445	\$122,157	\$114,145	\$108,186	\$104,230	\$108,027	\$93,679	\$93,042	-	-	-	-	\$93,042
70	Actual CAPEX Bank Cash Balance	\$63,139	\$46,865	\$35,726	\$125,457	\$117,445	\$122,157	\$114,145	\$108,186	\$104,230	\$108,027	\$93,679	\$93,042	-	-	-	-	
71	Difference	(\$21)	(\$26)	(\$14)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	-	-	
	Total Inflows	46,541	26,709	40,469	132,237	37,910	59,050	41,474	43,688	45,170	54,367	35,057	50,155	-	-	-	-	
	Total Outflows	(38,395)	(33,189)	(53,001)	(61,059)	(61,403)	(61,222)	(56,811)	(55,167)	(54,330)	(57,539)	(54,804)	(56,058)	-	-	-	-	
	Total Net CF	8,146	(6,480)	(12,532)	71,178	(23,493)	(2,172)	(15,338)	(11,479)	(9,160)	(3,172)	(19,746)	(5,904)	-	-	-	-	

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.

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	8,315,766	(3,655,641)	4,660,125
Oriental	General	1960269574	111002	ZBA Account - Operation	Operating	-	-	-
Oriental	Deposit Law 30	3225252489	111155	Deposit Law 30 & 31	Operating	869,657	63,381	933,039
Oriental	FTA	1960046672	111005	Federal Transit Administ	Operating	46,659	2,655,235	2,701,894
Santander	Autoridad de Ca	3004992473	111156	FHGV	Capital	36,947,484	(10,848,152)	26,099,332
Santander	Autoridad de Ca	3004997726	111157	Abriendo Caminos - Vari	Capital	501	22	523
Santander	Autoridad de Ca	3005023768	111158	OPEX Reserve	Operating	80,157,691	5,013,772	85,171,463
BPPR	Dietas	020-835078	111013	Account related to payro	Operating	1,251,218	137,302	1,388,519
BPPR	Nominas	020-835353	111011	Payroll account	Operating	1,185,991	808,536	1,994,528
BPPR	Federal Highway	030-050510	111014	Federal Highway CMIA -	Capital	3,479,392	(291,307)	3,188,085
BPPR	PRHWA Backup	030-020220	111058	PRHWA Backup	Operating	0	-	0
BPPR	Fondos Restrictd	030-055210	111108	Fondos Restrictos - BPPR	Capital	6,438,058	-	6,438,058
BPPR	Ingreso de Peaje	020-835116	111016	Relates to toll collections	Operating	15,220,570	(9,882,158)	5,338,412
BPPR	Multas Autoexp	020-011520	111020	Collections from fines us	Operating	17,088,046	3,356,493	20,444,539
BPPR	FEMA Emergenc	030-086663	111109	Federal Fund FEMA	Operating	-	-	-
BPPR	FEMA Emergenc	030-086671	111110	Federal Fund FEMA	Operating	862,351	-	862,351
BPPR	Peaje electronic	020-010303	111018	Toll collection account	A	5,000	-	5,000
BPPR	Consolidated Es	030-826411	Not in GL	Distributes funds to Met	A	19,612,595	3,574,065	23,186,659
BPPR	ILR	030-826438	Not in GL	Toll collection account. B	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.

2.3a Capex Ha

Capex modified accrual

Construction H

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
FHWA Hard Cost	\$ 8,158,836	\$ 10,636,318	\$ 10,765,178	\$ 10,765,178	\$ 10,765,178
PEMOC	\$ -				
Non Federal Hard Cost (OTHER)	\$ 56,731	\$ 528,555	\$ 528,555	\$ 528,555	\$ 528,555
Non Federal Hard Cost (Abriendo Caminos I)	\$ 29,664				
Non Federal Hard Cost (Abriendo Caminos II)	\$ 215,102	\$ 234,350	\$ 234,350	\$ 234,350	\$ 234,350
Non Federal Hard Cost (Abriendo Caminos III)	\$ 3,141,962	\$ 2,632,442	\$ 2,632,442	\$ 2,632,442	\$ 2,632,442
Non Federal Hard Cost (Abriendo Caminos IV)	\$ -	\$ -	\$ -	\$ -	\$ -
ESTATAL		\$ 653,388	\$ 653,388	\$ 653,388	\$ 653,388
FHWA Emergencia	\$ 1,487,260	\$ 3,636,732	\$ 3,771,067	\$ 3,771,067	\$ 4,020,644
FEMA	\$ -				
LOCAL	\$ 791,666	\$ 490,909	\$ 490,909	\$ 590,909	\$ 690,909
CDBG	\$ -	\$ -	\$ -	\$ -	\$ -
DTL	\$ 228,177	\$ 1,934,074	\$ 1,934,074	\$ 1,934,074	\$ 1,934,074
Discretionary funds	\$ -	\$ -	\$ -	\$ -	\$ -
Toll optimization CIP	\$ -				
Total	14,109,397	20,746,767	21,009,963	21,109,963	21,459,540

2.3a Capex Ha

Capex modified accrual

Construction H

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21
FHWA Hard Cost	\$ 8,325,330	\$ 4,817,291	\$ 11,369,146		
PEMOC	\$ -	\$ 432,815	\$ 1,486,928		
Non Federal Hard Cost (OTHER)	\$ 56,731		\$ 164,514		
Non Federal Hard Cost (Abriendo Caminos I)	\$ 29,664				
Non Federal Hard Cost (Abriendo Caminos II)	\$ 215,102	\$ 360,116	\$ 331,235		
Non Federal Hard Cost (Abriendo Caminos III)	\$ 2,209,458	\$ 790,225	\$ 633,835		
Non Federal Hard Cost (Abriendo Caminos IV)	\$ -				
ESTATAL	\$ -	\$ 184,270	\$ 7,070		
FHWA Emergencia	\$ 1,613,755	\$ 471,712	\$ 1,797,609		
FEMA					
LOCAL	\$ 415,360	\$ 241,501	\$ 856,754		
CDBG					
DTL	\$ 471,541	\$ 410,376	\$ 2,560,136.62		
Discretionary funds					
Toll optimization CIP					
Total	13,336,939	7,708,305	19,207,226	\$ -	\$ -

2.3b Capex Soft Costs**Capex modified accrual expenses - Budget
Construction Soft Costs**

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
FHWA Soft Cost	\$ 1,462,973	\$ 2,959,573	\$ 2,959,573	\$ 2,959,573	\$ 2,959,573	\$ 2,959,573
PEMOC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non Federal Soft Cost (OTHER)	\$ 1,439,622	\$ 1,385,294	\$ 1,936,912	\$ 2,007,586	\$ 2,625,974	\$ 2,790,185
Non Federal Soft Cost (Abriendo Caminos I)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non Federal Soft Cost (Abriendo Caminos II)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non Federal Soft Cost (Abriendo Caminos III)	\$ 510,293	\$ 492,610	\$ 467,725	\$ 288,738	\$ 76,820	\$ 55,620
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,994
ESTATAL						
FHWA Emergencia	\$ 1,747,192	\$ 1,747,192	\$ 1,747,192	\$ 1,747,192	\$ 1,747,192	\$ 1,747,192
FEMA						
LOCAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CDBG	\$ 17,586	\$ 34,135	\$ 120,652	\$ 232,410	\$ 835,893	\$ 1,026,280
DTL	\$ 87,949	\$ 87,949	\$ 82,770	\$ 82,770	\$ 82,770	\$ 112,599
Discretionary funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Toll optimization CIP						
Total	5,265,614	6,706,752	7,314,823	7,318,267	8,328,221	8,741,442

2.3b Capex Soft Costs**Capex modified accrual expenses - Actuals
Construction Soft Costs**

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
FHWA Soft Cost	\$ 564,954	\$ 530,413	\$ 801,442			
PEMOC						
Non Federal Soft Cost (OTHER)	\$ 1,234,602	\$ 1,592,846	\$ 1,830,851			
Non Federal Soft Cost (Abriendo Caminos I)						
Non Federal Soft Cost (Abriendo Caminos II)	\$ 42,110					
Non Federal Soft Cost (Abriendo Caminos III)	\$ 356,198	\$ 636,116	\$ 193,400			
Non Federal Soft Cost (Abriendo Caminos IV)						
ESTATAL						
FHWA Emergencia	\$ 268,625	\$ 37,215	\$ 603,547			
FEMA						
LOCAL	\$ 98,264	\$ 20,104	\$ 807,066			
CDBG						
DTL						
Discretionary funds						
Toll optimization CIP						
Total	\$ 2,564,752	\$ 2,816,694	\$ 4,236,306	\$ -	\$ -	\$ -

2.4 Discretionary funds tracker												
#	Grant Name	Grant Type	Project Description	Estimated Total Cost (Requested)	Soft / Hard Costs	Category	Date Applied	Expected Response Date	Actual Response Date	Granted or Rejected	Amount Granted	Status of Fund Receipt
1		CDBG	Build Project for Highwa	HTA initial estimate is aprox \$300M. Grant has not yet been submitted								
2												
3												
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Notes:
Nothing to report yet.

3.1 Fiscal measure data

In \$ Thousands	FY22 Target A	YTD Target	YTD Actuals	Variance (\$)	Variance (%)	Monthly target	Monthly actuals	Variance (\$)	Variance (%)	Reasons for Variance	Additional Steps to Address Variance
Creating new Board	\$ (100)	\$ (25.0)	\$ -	\$ 25	-100%	\$ (8.3)	\$ -	\$ 8	-100%	HTA is in process of identifying and hiring recruitment firm.	Firm expected to be hired by end of September.
<i>Hiring of an executive recruitment firm</i>	\$ (100)	\$ (25.0)	\$ -	\$ 25	-100%	\$ (8.3)	\$ -	\$ 8	-100%		
<i>Board Compensation</i>	\$ -	\$ -	\$ -			\$ -					
Adopting new KPIs											
Increasing fare revenue	\$ 11,079	\$ -	\$ -	\$ -	0%	\$ -		\$ -	0%		
<i>Toll fare increase</i>	\$ 5,579	\$ -	\$ -	\$ -	0%	\$ -				There are system limitations with providing actuals.	
<i>Bi-directional tolling</i>	\$ -	\$ -		\$ -	0%	\$ -					
<i>Dynamic toll lanes (DTL)</i>	\$ 5,500			\$ -	0%	\$ -					
Increasing fine revenue	\$ 4,158	\$ -	\$ -	\$ -	0%	\$ -		\$ -	0%		
<i>Toll fine increase</i>	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
<i>Tiered fines</i>	\$ 4,158	\$ -	\$ -	\$ -	0%	\$ -				This measure requires legislation, which is outside of HTA's control.	
Improving ancillary revenue											
Expanding transit revenue											
Managing congestion											
Collecting discretionary funds											
Reducing pensions											
Reducing healthcare costs											
Eliminating Christmas bonus											
Reassessing TU contract											
Optimizing capital expenses											
Exploring concessions											
Total measures	\$ 15,137.0	\$ (25.0)	\$ -	\$ 25.0	-100%	\$ (8.3)	\$ -	\$ 8.3	-100%		

3.1 Fiscal measure data

Fisca

Fiscal Measure	#	Implementation Milestones for Month (from CFP)	Status of Completion
Creating new Board		Hire law firm to help redact new law	Pending
Adopting new KPIs		Identify KPIs and submit for FOMB approval	Completed
		Start reporting on new KPIs	Pending FOMB approval
Increasing fare revenue			
<i>Toll fare increase</i>		Complete third party report	Pending.
<i>Bi-directional tolling</i>		Complete third party report	Pending.
<i>Dynamic toll lanes (DTL)</i>			Existing DTL was open in FY21. Next DTL extension is set for FY24.
Increasing fine revenue			
<i>Toll fine increase</i>			This measure requires legislation, which is outside of HTA's control.
<i>Tiered fines</i>			This measure requires legislation, which is outside of HTA's control.
Improving ancillary revenue		Identify internal team	In process of identifying team
Expanding transit revenue			TU team looking at single fare card to improve ridership and reduce leakage.
Managing congestion	1		Existing DTL was open in FY21. Next DTL extension is set for FY24.
Managing congestion	2		HTA looking at BRT options.
Collecting discretionary funds		Hire third party support	In process of identifying firms
Reducing pensions			
Reducing healthcare costs		Proposals received	HTA is in the process of evaluating proposals
Eliminating Christmas bonus			
Reassessing TU contract			Evaluating contract to see when the window opens up to enter into discussions.
Optimizing capital expenses			Ongoing.
Exploring concessions			This out of HTA's control. P3 authority currently evaluating options.

3.2 Transportation Sector Reform Timeline

In \$ Thousands	#	Implementation Milestones for Month (from CFP)	Status of Completion
Integration of assets	1	DTOP / Other agencies lead.	
	2		
	3		
	4		
Transportation policy board (across agencies)	1	DTOP / Other agencies lead.	
	2		
	3		
	4		
Frameworks for project selection	...	DTOP / Other agencies lead.	
Performance management		DTOP / Other agencies lead.	
Reforming HTA's Board of Directors		As mentioned in tab "3.1b Fiscal measure timeline"	
Federal grant strategy and private bankability			

Category	Metric	Current Puerto Rico Performance
Performance and Condition	Monetization of toll roads: Toll revenue/lane mile of toll roads, \$	
	Transit revenue generation: Non-fare directly-generated funding as % of total	
	Road condition: % of interstate pavement in poor condition	
	Train system condition: # of failures per 1M revenue mile	
Experience & Efficiency	Driving experience: Hours lost to congestion per person per year	
	Sustainable commuting options: % sustainable mode share	
Sustainability & Resilience	Road safety: Road fatalities, # per 100M VMT	
	Air quality: Days with AQI > 100	

3.2 Traffic report data

Traffic volume overview ('000s)	July actuals	July target	August actuals	August target	September actuals	September target	October actuals	October target	November actuals	November target	December actuals	December target	January actuals	January target	February actuals	February target	March actuals	March target	April actuals	April target	May actuals	May target	June actuals	June target	
PR-5	1,565,249	1,411,775	1,566,781	1,394,120		1,408,252		1,478,600		1,365,918		1,473,292		1,424,424		1,414,571		1,599,971		1,506,494		1,627,888		1,604,555	
PR-17	673,649	381,636	636,183	360,063	567,148		421,063		382,310		490,278		483,163		476,031		594,259		565,432		649,745		685,768		
PR-22	14,983,796	13,091,546	14,530,173	12,539,913		12,876,098		13,700,309		12,587,358		13,554,080		13,535,215		13,285,723		15,216,788		14,212,538		15,384,087		15,253,079	
PR-22 (DTL)	196,915	-	218,763	-	228,100		-		-		-		-		-		-		-		-		-		
PR-199 / CLF	213,525	174,459	251,904	180,017	262,886		177,722		188,252		174,169		203,754		185,387		191,967		228,870		213,654		234,198		245,282
Total concessionaire roads	17,633,134	15,059,416	17,203,804	14,474,113	1,058,134	14,838,602	-	15,788,224	-	14,509,756	-	15,721,405	-	15,628,188	-	15,368,291	-	17,639,888	-	16,498,118	-	17,895,918	-	17,788,684	
PR-20	326,554	319,685	327,402	312,540	324,565		310,317		297,493		319,794		303,661		309,810		358,551		334,838		346,919		340,983		
PR-52	6,564,241	5,511,259	6,347,647	5,363,307	6,063,265		5,479,520		5,799,680		5,308,911		5,636,265		5,794,948		5,670,219		6,516,962		6,092,115		6,592,971		6,503,594
PR-53	1,849,478	1,630,569	1,811,933	1,555,485	1,778,374		1,596,677		1,517,488		1,612,571		1,656,289		1,644,303		1,874,159		1,772,550		1,906,574		1,857,498		
PR-66	2,764,699	2,117,160	2,617,289	1,942,535	2,467,504		2,049,836		2,039,139		2,082,513		2,150,819		2,188,127		2,541,237		2,534,576		2,678,843		2,710,772		
DTL PR18 & 52	263,892		322,947		357,126																				
Total HTA roads	11,768,864	9,578,672	11,427,218	9,173,866	10,990,834	9,436,350	-	9,958,116	-	9,163,032	-	9,651,144	-	9,905,717	-	9,812,458	-	11,290,909	-	10,734,079	-	11,525,306	-	11,412,847	
Total PR toll roads	29,401,998	24,638,088	28,631,022	23,647,979	12,048,968	24,274,952	-	25,746,340	-	23,672,788	-	25,372,549	-	25,533,905	-	25,180,749	-	28,930,797	-	27,232,198	-	29,421,224	-	29,201,530	

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)
Federal Billing Procedures										
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 - Q3-FY2022		Phase 2 - Q3-FY2021		Phase 1 - Q4-2016.	330	This effort is considered completed in terms of compliance with the Section I of the MOU. However, PRHTA is focused on the long-term implementation using the new systems. For this reason, it was divided in two phases for reporting: Phase 1 - Completed. Currently the Contractors are being paid within 40 days period and through Electronic Funds Transfer since Q4-2016. Phase 2 - The long-term action is to run the invoice and certifications for payment through PMIS-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. The PMO evaluated and discussed with PRHTA Staff (from Finance, Construction, Budget Offices) and FHWA representatives the ICMM's additional scoping proposal identified as necessary during user acceptance testing and after ICMM Deployment. We continued working on the data and documents' collection for the reconciliation of data with Oracle EBS / ICMM. Also, additional PRHTA Staff and contractors of the pilot programs were trained in the use of PMIS business processes, including the invoices and certifications for payment preparation, review and approval process into the Oracle Unifier.	Phase 2- Execute the contract amended to incorporate ICMM's additional scope identified as needed and to 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. After such modifications, PRHTA staff & Contractors / Consultants will use the PMIS 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 an electronic method **	PRHTA should track 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- Q3-FY2022		Phase 2- Q3-FY2021		Phase 1 - Q4-2016	330	This effort is considered completed in terms of compliance with the Section I of the MOU. However, PRHTA is focused on the long-term implementation using the new systems. For this reason, it was divided in two phases for reporting: Phase 1 -Completed. The agreed method for monitoring the status of payments while completing the implementation of the systems was using Excel worksheets. Phase 2 -The business processes developed will allow tracking the status of each invoice or certification for payment in Oracle Unifier. During this period, the parties verified the fields to be included in the report to be generated by the system.	After the adjustments of the systems integration configuration, the revision of the tracking status report in Oracle Unifier to incorporate the additional information requested by FHWA and start tracking the status of payments of the pilot projects through the systems.	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- Q2-FY2022		Phase 2- Q3-FY2021		Phase 1 - Q4-2016	180	This effort is considered completed in terms of compliance with the Section I of the MOU. However, PRHTA is focused on the long-term implementation using the new systems. For this reason, it was divided in two phases for reporting: Phase 1-The Federal Aid Billing SOP was developed and approved on April 2016. Phase 2- The revision of the Federal Aid Billing SOP incorporated the certification for payment/invoices processes through the systems, as well as the billing process through the ICMM. It was submitted to PRHTA's Organization & Methods Office (OMO) and FHWA for review and approval on June 16, 2021. OMO revised and distributed it to PRHTA's Offices for review and comments as part of the approval process. Also, OMO sent the SOP to Federal Highway Administration for review and comments on August 3, 2021. PRHTA is waiting for FHWA comments.	Obtain SOP approval from FHWA and then, the Executive Director's approval. SOP distribution from the Office of Organization and Methods and employee training sessions.	Systems modifications requested and SOP revision from FHWA is pending.
Toll Credits										

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)
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- Q2-FY2022		Phase 2: Q3-FY2021		Phase 1 -Q2-FY2017	180	This effort is considered completed in terms of compliance with the Section II of the MOU. However, PRHTA is focused on the long-term implementation using the new systems. For this reason, it was divided in two phases for reporting: Phase 1 - Completed. On Q2-FY2017, FHWA-PR Division approved the SOP. Phase 2 - On Q1-FY2020 the SOP was revised to include the Budget Office into the process and delegate to them the responsibility of reporting the Toll Credits Balances to FHWA and also includes Toll Credit Application for FTA Projects. Another revision was recently done 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 and for review and approval process on April 2021. The SOP was reviewed and commented by FHWA On September 2, 2021, and it was revised to address such comments and submitted for final revision and approval.	Obtain the SOP's approval from the Organization & Methods Office and FHWA.	The evaluation and discussion of developed business processes vs the recommendations made by the Internal Audit Office.
Tracking, reconciling and reporting the toll credit use	PRHTA shall report the toll credit usage and balance using the approved tracking system.	Phase 2 - Q3-FY2022		Phase 2: Q1-FY2022		Phase 1 -Q2-FY2017	180	This effort is considered completed in terms of compliance with theSection II of the MOU. However, PRHTA is focused on the long-term implementation using the new systems. For this reason, it was divided in two phases for reporting: Phase 1 -On Q2-FY2017, PRHTA started to implement the tracking and reconciling toll credits according to the approved SOP. Phase 2 - The long-term action is to report the toll credit usage and balance using Oracle Unifier. It will be started with a 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 registered into the system. During this period, the parties discussed the business process and verified the fields to be included in the report to be generated by the system.	Phase 2 -Complete the system's report and start its reporting with the pilot projects.	Approval of the revised SOP and systems adjustments.
Organizational Capacity										
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.	Q2 -FY2022		Q2-FY2021			360	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. Some meetings between PRHTA, FOMB and FHWA representatives were performed to discuss this topic. PRHTA will provide copy of the Plan developed to continue the discussions.	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.	Q1-FY2023		Q4 -FY2021			360	The implementation of the Classification and Compensation Plan is affected by the delay in the approval of the Plan by the FOMB. As soon as the plan is approved, the projected date to complete such implementation can be reviewed.	Start the implementation.	Pending the FOMB approval for the Classification and Compensation Plan.
Reviewing, Updating or Creating SOP	PRHTA will be reviewing, updating or creating SOP related to project delivery processes.	Q1-FY2023					0	PRHTA started to delineate a plan to prioritize the reviewing, updating or creation of SOPs related to project delivery processes.The procedure 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. We are working on the development of the SOP for the use of the business processes created in the systems (PMIS, ICMM)	This is a continuous effort which will be related to the new organizational structure to support the project delivery processes.	

5.1 FHWA MOU data

MOU Areas & Initiatives	Initiative Description	Expected launch date	Actual launch date	Original expected completion date	Projected completion date	Actual completion date	Length of delay (days, if any)	Steps taken in past month	Plans for coming months	Description of delay (if applicable)
Standard Documentation Revisions	Revision of Construction Contracts Documents in order to create boilerplate. Update the Professional Services Boilerplate, if needed. Review of the RFP Boilerplate.	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	OCD Recommendation/Schedule for Implementation	Phase 2: Q4-2024		Q4-FY2023		Phase 1: Q3-2019		Phase 1: Completed- PRHTA submitted to FHWA the required Schedule for Implementation Report on March 25, 2019. Phase 2 - Implementation of the OCD Recommendations as per Schedule Report submitted. During this period PRHTA worked in some OCD recommendation to improve project development processes and others are subject to the new organizational structure. PRHTA needs to update the Schedule for Implementation considering some events and the delay in the approval of the Classification and Compensation Plan by the FOMB, before starting to report. For this reason, on July 25, 2021, the PRHTA executed a contract amendment to include the project management services for the OCD recommendations and schedule for Implementation. Accordingly, the PMO began evaluating the status of implementation of the recommendations.	Complete the evaluation of the status of the implementation of the OCD recommendations to update the Schedule for Implementation and start reporting to FHWA, as requested.	Events, such as earthquakes and pandemic situation which occurred after the submission of the Schedule for Implementation, impacted the OCD's recommendations initiatives. Also the delay in the approval of the Classification and Compensation Plan.
	Audit Office: These includes initiatives to optimize operations of the Internal Audits Office and its Processes	Q1-FY2023						The Internal Audit Office is developing some initiatives to optimize its processes. On September 13, 2021 FHWA sent comments to the procedure 02-05-02 to monitor payment certification of active projects. Organization and Methods Office is addressing the comments for the final approval.	Continue with project visits, audit documents, and guide project staff on how to avoid improper payments. Obtain the final approval of the SOP 02-05-02.	

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)
Project Delivery										
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.	Q4- FY2022		Q3-FY 2021			390	During this period, the employees continued using the financial modules and receiving support in some specific topics from the Consultants. 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. The PMO evaluated and discussed with PRHTA Staff (from Finance, Construction, Budget Offices), FHWA representatives and the Consultant the ICM's additional scoping proposal identified as necessary during user acceptance testing and after ICM's Deployment. The Contract Modification Request will be submitted to FHWA for approval in October. Also, PRHTA continue working on the configuration of licenses and extra hours approval process into the Kronos Implementation Project.	Execute the contract amendment to modify the systems integration modifications and the additional scope identified as necessary for a successful implementation. Perform the ICM's and PMIS Integration through the Pilot Program. Continue with the Travel and Expense Management Module and Kronos Implementations.	Some comments came up after ICM's 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 Super User training sessions for the following business processes were performed: Change Order Request, Change Order, Professional Services Contract Approval 1149, Monthly Project Update, Schedule Management. The Consultant continued the development of reports. The evaluation of modifications and additional business processes requested by PRHTA Staff related to ROW and Labor Compliance were completed and a NTP to proceed with them will be issued in October.	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 Construction Bid Pilot Program was performed: - PS&E Approval- July 11, 2021 - Publication Date and Documents Availability – July 28, 2021 - Pre-Opening- August 10, 2021 - Eight (8) Addendas were issued. - Opening Bid Meeting Date – September 28, 2021 During the process the Contractors were trained again about the web portal use, some infrastructure issues were identified and managed with PRHTA Technology Area and some adjustments were performed into the system. A meeting with PRHTA and FHWA representatives was held to discuss the RFQ/RFP business processes.	Continue with the Construction e-Bidding Pilot Program and the development and implementation of the RFQ / RFP processes.	

5.1 FHWA MOU data

MOU Areas & Initiatives	Initiative Description	Expected launch date	Actual launch date	Original expected completion date	Projected completion date	Actual completion date	Length of delay (days, if any)	Steps taken in past month	Plans for coming months	Description of delay (if applicable)
Long-term systems implementation and adoption	This initiative include the efforts or tasks required for a successful adoption & implementation of the systems across the agency. The efforts considered are: pilot programs, development of SOPs (related to the system implementation), review of the Bid Regulation, additional systems interfaces with FMIS and LIMS, training to the end users, among others.	Q1-2023						<p>Continued the following Pilot Programs:</p> <p>Planning: Continued support to the Programming and Planning Area staff in the Creation of Projects and the Oracle Numbers. Support to the Federal Liaison Office in the creation of Company Funds and Project Funds for Pre-Engineering & Construction Pilot Projects, and to the Budget Office Personnel in the approval of the Budgets of Pre-Engineering & Construction Pilot Projects.</p> <p>Pre-Engineering: PRHTA Staff started the use of the following business process: contracts, drawings, creation of project deliverables, invoices and upload documentation of the pilot projects in Document Management.</p> <p>Construction: The Administrators, Supervisors and Regional Directors of construction of the twelve (12) Pilot Projects were trained during the period of July 6 to August 12, 2021 (15 training sessions were performed). Contractors were trained in the use of PMIS and some business processes from August 19 to August 31, 2021 (6 training sessions were performed). The accesses and permits according to the roles were assigned to the construction personnel.</p>	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.	