

Financial Oversight Management Board for Puerto Rico

PRHTA Reporting January FY 2022

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

Pre-Construction

Figures 1 & 2 summarize the bid plan and performance of HTA pre-construction program. Six (6) projects with a total value of \$65.9 million have received NTP by December 31, 2021.

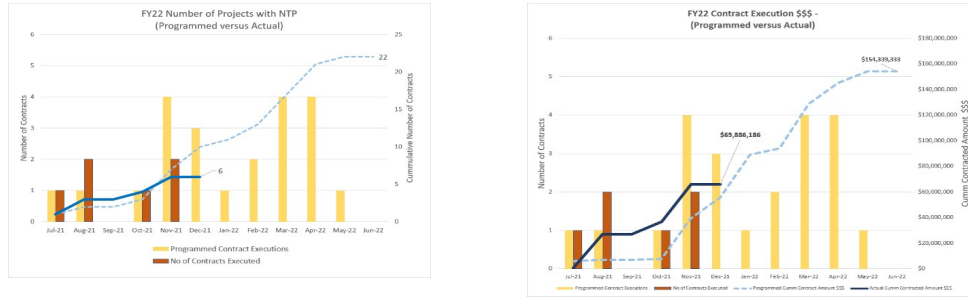


Figure 1

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)

Program	Month	Value of CapEx Hard Costs B2A by Category, including (\$ millions)																										
		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	\$ 5.7	\$ 12.7	\$ 13.9	\$ 12.7	\$ 13.9	\$ 12.7	\$ 13.6	\$ 12.7	\$ 14.8	\$ 12.6	\$ -	\$ 11.7	\$ -	\$ 11.4	\$ -	\$ 10.8	\$ -	\$ 10.7	\$ -	\$ 10.1	\$ -	\$ 139.2	\$ -	
	Actual/Budget	5%		-55%		10%		10%		7%		16%		-69%		-50%		-50%		-41%		-2.8%		-2.8%		-10.1%		
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 3.4	\$ 2.5	\$ 2.9	\$ 1.2	\$ 2.9	\$ 1.0	\$ 2.9	\$ 6.7	\$ 2.9	\$ 2.4	\$ 4.5	\$ 1.4	\$ 4.9	\$ -	\$ 5.0	\$ -	\$ 5.0	\$ -	\$ 4.1	\$ -	\$ 2.8	\$ -	\$ 2.8	\$ -	\$ 43.9	\$ -	
	Actual/Budget	-25%		-60%		-66%		-133%		-15%		-69%		-17%		-100%		-100%		-34%		-43%		-43%		-100%		
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	\$ 0.3	\$ 1.2	\$ 0.5	\$ 1.7	\$ -	\$ 1.7	\$ -	\$ 1.7	\$ -	\$ 1.4	\$ -	\$ 1.4	\$ -	\$ 1.4	\$ -	\$ 15.8	\$ -	
	Actual/Budget	-44%		-16%		147%		7%		-77%		-61%		100%		100%		100%		100%		100%		100%		100%		
Local Construction Costs	Work Performed	\$ 0.8	\$ 0.4	\$ 0.5	\$ 0.2	\$ 0.5	\$ 0.9	\$ 0.6	\$ 1.9	\$ 0.7	\$ 0.4	\$ 0.7	\$ 0.8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3.8	\$ -
	Actual/Budget	-48%		-31%		75%		219%		-42%		11%		-100%		-100%		-100%		-100%		-100%		-100%		-100%		
Emergency	Work Performed	\$ 1.5	\$ 1.6	\$ 3.6	\$ 0.5	\$ 3.2	\$ 2.6	\$ 3.8	\$ 3.8	\$ 4.0	\$ 2.4	\$ 4.1	\$ 1.8	\$ 5.1	\$ -	\$ 5.6	\$ -	\$ 5.5	\$ -	\$ 5.6	\$ -	\$ 5.5	\$ -	\$ 4.8	\$ -	\$ 52.9	\$ -	
	Actual/Budget	9%		-87%		-30%		1%		-40%		-56%		100%		100%		100%		100%		100%		100%		100%		
Totals	Work Performed	\$ 14.1	\$ 13.3	\$ 20.1	\$ 8.2	\$ 20.4	\$ 20.03	\$ 21.0	\$ 27.5	\$ 21.5	\$ 19.1	\$ 23.2	\$ 19.2	\$ 24.4	\$ -	\$ 24.0	\$ -	\$ 23.6	\$ -	\$ 21.9	\$ -	\$ 20.4	\$ -	\$ 19.1	\$ -	\$ 251.8	\$ -	
	Actual/Budget	-5%		-59%		-2%		31%		-11%		-17%		100%		100%		100%		100%		100%		100%		100%		

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 November 2021. The total for the month was \$19.2 million of projection of \$23.2 million representing a variance of -17%. 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 -69%, mostly due to the transfer of the Abriendo Caminos Program to DTPW, Local construction had a 11% variance, Other Non-Federal resulted in -81% and the Emergency Program at -56%.

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

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	\$ 14.5	\$ 33.7	\$ 28.4	\$ 46.4	\$ 42.3	\$ 59.1	\$ 55.9	\$ 71.8	\$ 70.7	\$ 84.4	\$ 96.1	\$ 107.6	\$ 118.4	\$ 129.1	\$ 139.2						
	Actual/Budget		5%		-31%		-16%		-9%		-5%		-2%												
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 3.4	\$ 2.5	\$ 6.3	\$ 3.6	\$ 9.1	\$ 4.6	\$ 12.0	\$ 13.7	\$ 14.9	\$ 13.7	\$ 19.4	\$ 15.1	\$ 24.2	\$ 29.2	\$ 34.2	\$ 38.3	\$ 41.1	\$ 43.9						
	Actual/Budget		-28%		-42%		-50%		14%		-8%		-22%												
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	\$ 3.5	\$ 5.2	\$ 3.8	\$ 6.4	\$ 4.3	\$ 8.2	\$ 9.9	\$ 11.6	\$ 13.0	\$ 14.4	\$ 15.8						
	Actual/Budget		-93%		-64%		-19%		-12%		-27%		-33%												
Local Construction Costs	Work Performed	\$ 0.8	\$ 0.4	\$ 1.3	\$ 0.7	\$ 1.8	\$ 1.5	\$ 2.4	\$ 3.4	\$ 3.1	\$ 3.4	\$ 3.8	\$ 4.2	\$ 4.7	\$ 5.6	\$ 6.5	\$ 7.5	\$ 8.5	\$ 9.5						
	Actual/Budget		-48%		-49%		-15%		44%		11%		11%												
Emergency	Work Performed	\$ 1.5	\$ 1.6	\$ 5.1	\$ 2.1	\$ 8.9	\$ 4.7	\$ 12.7	\$ 8.5	\$ 16.7	\$ 10.9	\$ 20.8	\$ 12.7	\$ 25.9	\$ 31.5	\$ 37.0	\$ 42.6	\$ 48.1	\$ 52.9						
	Actual/Budget		9%		-59%		-47%		-33%		-34%		-39%												
Totals	Work Performed	\$ 14.9	\$ 13.3	\$ 35.5	\$ 21.5	\$ 56.3	\$ 41.6	\$ 77.4	\$ 71.5	\$ 98.9	\$ 87.7	\$ 122.1	\$ 107.0	\$ 147.4	\$ 172.3	\$ 196.9	\$ 219.8	\$ 241.2	\$ 261.3						
	Actual/Budget		-10%		-39%		-26%		-8%		-11%		-12%												

Table 2

Cumulative performance is presented in Table #2, with a cumulative variance of -12% based on disbursements of \$107.0 million of a \$122.1 budget. Figures 3, 4 and 5 show Capex Performance in graphical form.

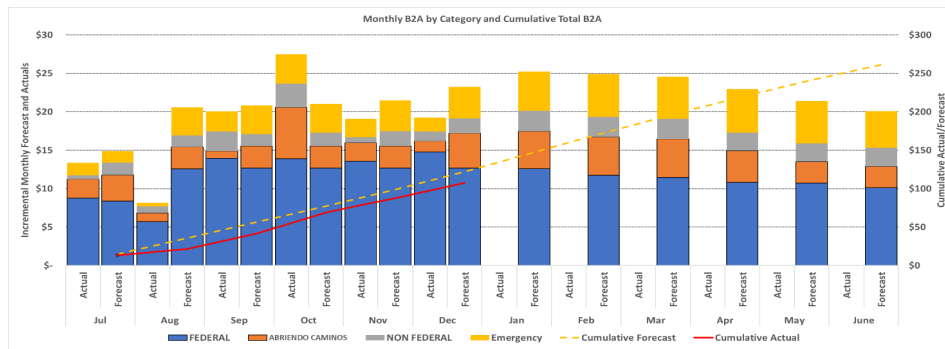


Figure 3

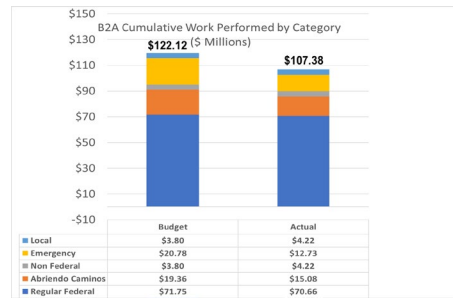


Figure 4

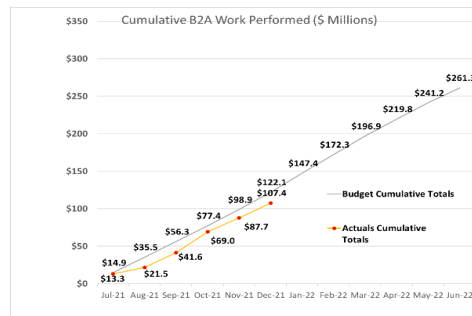




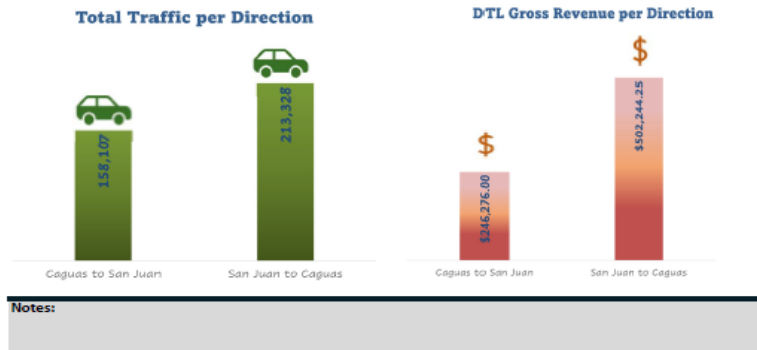
Figure 5

DTL Revenues

Figure 6 shows the DTL daily gross revenues for the month of December 2021. Total gross revenues are \$748,520.00 based on 371,435 vehicles using the system, for an average toll of \$2.02. Eight-month totals are 2,519,991 vehicles with gross revenues of \$5,198,277.75 for an average toll of \$2.06. A simple 12-month projection of these data would result in \$7.80 MM which is well above the certified fiscal plan projections.

PR-52 & PR-18 DTL's Operations Report	
Reporting Period: December 1 to December 31, 2021	
Total Traffic 	
Caguas to San Juan (A.M. Configuration)	158,107
San Juan to Caguas (P.M. Configuration)	213,328
Total Traffic	371,435
Total Gross* Revenue 	
Caguas to San Juan (A.M. Configuration)	\$ 246,276.00
San Juan to Caguas (P.M. Configuration)	\$ 502,244.25
Total Gross Revenue	\$748,520.25

* DTL Gross Revenue does not consider 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	\$ 69,053	\$ 74,037	\$ 4,984	7%	\$ 11,999	\$ 12,310	\$ 311	3%	Increase in traffic. A review of the accounting entries was made and the tolls income was adjusted.			
Toll fine revenues	\$ 22,500	\$ 8,135	\$ 20,464	\$ 12,329	152%	\$ 1,648	\$ 5,235	\$ 3,587	218%				
Transit Revenue	\$ 8,323	\$ 4,093	\$ 1,663	\$ (2,430)	-59%	\$ 621	\$ 267	\$ (354)	-57%	Decrease in the use of transportation due to COVID-19	Effective Concessions Plan, Promote Use of Mass Transportation System; Billboard's New Route 51-CG Interchange; Potential New Route; Cobs-CG/51 Upgrade Point of Sales; AFC Permanent Repairs; TU Resiliency Transportation System, Transportation Analysis promotion campaign	PRITA	
Other operating income	\$ 9,715	\$ 6,263	\$ 2,961	\$ (3,299)	-53%	\$ 2,028	\$ 365	\$ (1,663)	-82%	Delays in the sale of Property	The Property Management Office is verifying and adjusting the estimated sales dates	Administracion de Propiedad	
Operating FTA funds	\$ 20,000	\$ 9,666	\$ 2,722	\$ (6,944)	-72%	\$ 3,333	\$ 32	\$ (3,301)	-99%	Delays in the Grant was availability to use the funds.		Finance Area and PRITA	
Operating Commonwealth Transfer	\$ -	\$ -	\$ -	\$ -	NDIV/0%	\$ -	\$ -	\$ -	NDIV/0%				
Total Operating Revenues	\$ 203,902	\$ 97,210	\$ 101,850	\$ 4,640	5%	\$ 19,630	\$ 18,209	\$ (1,421)	-7%				
Commonwealth CapEx funds	\$ 236,045	\$ 118,920	\$ 111,493	\$ (7,428)	-6%	\$ 5,021	\$ 4,362	\$ (659)	-13%	This variance is tied to how the program disbursements are made.		Construction & Finance Area	
Non-ER FHWA funds	\$ 174,747	\$ 88,015	\$ 96,673	\$ 8,658	10%	\$ 15,659	\$ 19,778	\$ 4,119	26%	This variance is tied to how the program disbursements are made.		Construction & Finance Area	
Federal Emergency Funds	\$ 55,687	\$ 20,883	\$ 17,263	\$ (3,620)	-17%	\$ 4,136	\$ 5,889	\$ 1,753	42%	This variance is tied to how the program disbursements are made.		Construction & Finance Area	
Transit Federal funds (FTA)	\$ 40,062	\$ 3,444	\$ 237	\$ (3,207)	-93%	\$ 1,341	\$ -	\$ (1,341)	-100%	This variance is tied to how the program disbursements are made.		PRITA & Finance Area	
Total Capital Revenues	\$ 506,541	\$ 231,263	\$ 225,665	\$ (5,596)	-2%	\$ 26,156	\$ 30,029	\$ 3,873	15%				
Commonwealth Transfer for Emergency Reserve	\$ -	\$ -	\$ -	\$ -	NDIV/0%	\$ -	\$ -	\$ -	NDIV/0%				
Total Commonwealth Reserve Transfer	\$ -	\$ -	\$ -	\$ -	NDIV/0%	\$ -	\$ -	\$ -	NDIV/0%				
Total Consolidated revenues	\$ 710,443	\$ 328,472	\$ 327,515	\$ (957)	0%	\$ 45,786	\$ 48,238	\$ 2,452	5%				
Construction salaries & related benefits	\$ 27,336	\$ 12,816	\$ 13,279	\$ 463	4%	\$ 2,866	\$ 3,175	\$ 309	11%	Healthcare insurance was underestimate			
Transit Construction Hard Costs	\$ 42,063	\$ 3,616	\$ 1,423	\$ (2,193)	-61%	\$ 1,408	\$ 463	\$ (945)	-67%	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	\$ -	\$ -	\$ -	\$ -	NDIV/0%	\$ -	\$ -	\$ -	NDIV/0%				
Emergency Repair Construction Program costs	\$ 62,768	\$ 24,190	\$ 14,525	\$ (9,665)	-40%	\$ 4,806	\$ 1,719	\$ (3,087)	-64%	Delays in certifications and approvals in OMB		Construction and Desing Area/ OMB Office	
Non-Federal Highway Construction Hard Costs	\$ 59,656	\$ 25,787	\$ 22,923	\$ (2,864)	-11%	\$ 5,707	\$ 2,673	\$ (3,034)	-53%	Delays in certifications and approvals in OMB		Construction and Desing Area/ OMB Office	
Non-Federal Highway Construction Soft Costs	\$ 48,482	\$ 18,081	\$ 16,088	\$ (1,993)	-11%	\$ 3,923	\$ 3,189	\$ (734)	-19%	Delays in certifications and approvals in OMB		Construction and Desing Area/ OMB Office	
Federal Highway Construction Hard Costs	\$ 139,245	\$ 71,754	\$ 71,695	\$ (59)	0%	\$ 12,699	\$ 14,775	\$ 2,076	16%	Delays in certifications and approvals in OMB		Construction and Desing Area/ OMB Office	
Federal Highway Construction Soft Costs	\$ 35,503	\$ 16,261	\$ 5,865	\$ (10,396)	-64%	\$ 2,980	\$ 1,041	\$ (1,919)	-65%	Delays in certifications and approvals in OMB		Construction and Desing Area/ OMB Office	
Other capital costs	\$ 22,580	\$ 2,929	\$ 2,090	\$ (789)	-28%	\$ 717	\$ 279	\$ (438)	-61%			HTA/ Traffic Area	
Total Capital Expenditures	\$ 437,632	\$ 175,334	\$ 147,838	\$ (27,497)	-16%	\$ 35,086	\$ 27,314	\$ (7,772)	-22%				
Non-Construction salaries & related benefits	\$ 21,948	\$ 10,535	\$ 10,758	\$ 223	2%	\$ 2,271	\$ 2,144	\$ (127)	-6%	Healthcare insurance was underestimate			
Pension costs	\$ 35,887	\$ 18,163	\$ 17,942	\$ (221)	-1%	\$ 3,213	\$ 3,183	\$ (30)	-1%				
Operational Right of Way payments	\$ 12,405	\$ 6,960	\$ 3,652	\$ (3,308)	-48%	\$ 1,068	\$ 283	\$ (785)	-74%	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	ROW Office/Legal Office/Finance Office	
Toll highways administration and maintenance costs	\$ 46,314	\$ 22,807	\$ 21,415	\$ (1,392)	-6%	\$ 3,866	\$ 3,107	\$ (759)	-20%	Guardrails maintenance and sweeper system RFP are delay. Also some contractors are having a problem with employees recruitment, althas been a setback with several auctions for plumbing, electricians and equipment acquisitions since the auctions have been without bids. The invoices of the toll operator were delayed for this reason they were being estimated when catching up we realized the increase that they have due to the cost of the tollifines and the increase in traffic, at some point in the next quarter will be to adjust the budget.	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	\$ 38,625	\$ 37,717	\$ (908)	-2%	\$ 5,126	\$ 5,443	\$ 317	6%				
Feeder Bus costs	\$ 13,386	\$ 6,528	\$ 5,514	\$ (1,014)	-16%	\$ 1,143	\$ 1,037	\$ (106)	-9%	Bus rapid transit begin in december estimate		PRITA	
Other operating expenses	\$ 43,702	\$ 20,772	\$ 6,854	\$ (13,918)	-67%	\$ 3,640	\$ 950	\$ (2,690)	-74%	\$650,000 savings			
Total Operating Expenses	\$ 244,284	\$ 124,389	\$ 103,852	\$ (20,537)	-17%	\$ 20,327	\$ 16,147	\$ (4,180)	-21%				
Reserve deposits for unforeseen non-Title III litigation costs	\$ 4,000	\$ 2,000	\$ -	\$ (2,000)	-100%	\$ 333	\$ -	\$ (333)	-100%				
Total Reserve Deposits	\$ 4,000	\$ 2,000	\$ -	\$ (2,000)	-100%	\$ 333	\$ -	\$ (333)	-100%				
Total Expenditures	\$ 685,916	\$ 301,724	\$ 251,690	\$ (50,034)	-17%	\$ 55,746	\$ 43,461	\$ (12,285)	-22%				
Balance	\$ 24,527	\$ 26,749	\$ 75,825	\$ 49,076	183%	\$ (9,960)	\$ 4,777	\$ 14,737	-148%				
Toll fare revenue deep dive													
Toll fare revenue from current toll fare rates	\$ 132,284	\$ 66,412	\$ 69,240	\$ 2,828	4%	\$ 11,540	\$ 11,481	\$ (59)	-1%				
Toll fare revenues from increase in toll rates	\$ 5,579	\$ -	\$ -	\$ -	NDIV/0%	\$ -	\$ -	\$ -	NDIV/0%				
Toll fare revenue from Dynamic Toll Lanes (DTL)	\$ 5,500	\$ 2,641	\$ 4,797	\$ 2,156	82%	\$ 489	\$ 629	\$ 370	81%				
Toll fare revenues from bi-directional tolling	\$ -	\$ -	\$ -	\$ -	NDIV/0%	\$ -	\$ -	\$ -	NDIV/0%				
Total toll fare revenue	\$ 143,363	\$ 69,053	\$ 74,037	\$ 4,984	7%	\$ 11,999	\$ 12,310	\$ 311	3%				
Toll fine revenue deep dive													
Toll fine revenue from existing fine rates	\$ 18,342	\$ 8,135	\$ 20,464	\$ 12,329	152%	\$ 1,648	\$ 5,235	\$ 3,587	218%				
Toll fine revenue from tiered fine rates	\$ 4,158	\$ -	\$ -	\$ -	NDIV/0%	\$ -	\$ -	\$ -	NDIV/0%				
Total toll fine revenue	\$ 22,500	\$ 8,135	\$ 20,464	\$ 12,329	152%	\$ 1,648	\$ 5,235	\$ 3,587	218%				
Transit revenue deep dive													
Tren Urbano fare revenue	\$ 7,590	\$ 3,727	\$ 1,471	\$ (2,256)	-61%	\$ 560	\$ 242	\$ (318)	-57%				
Feeder Bus fare revenue	\$ 733	\$ 367	\$ 192	\$ (175)	-48%	\$ 61	\$ 25	\$ (36)	-59%				
Total transit revenue	\$ 8,323	\$ 4,093	\$ 1,663	\$ (2,430)	-59%	\$ 621	\$ 267	\$ (354)	-57%				
FHWA funds deep dive													
Regular FHWA funds	\$ 174,747	\$ 88,015	\$ 96,673	\$ 8,658	10%	\$ 15,659	\$ 19,778	\$ 4,119	26%				

1.1 Main BZA report											Root cause of variance	Potential corrective action(s)	Owner(s) of corrective action(s)
In \$ Thousands	FY22 Budget	Budget YTD	Actuals YTD	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)				
Total FHWA funds	\$ 174,747	\$ 88,015	\$ 96,673	\$ 8,658	10%	\$ 15,659	\$ 19,778	\$ 4,119	26%				
Capital FTA funds deep dive													
Regular capital FTA funds	\$ 40,062	\$ 3,444	\$ 237	\$ (3,207)	-93%	\$ 1,341	\$ -	\$ (1,341)	-100%				
Total capital FTA funds	\$ 40,062	\$ 3,444	\$ 237	\$ (3,207)	-93%	\$ 1,341	\$ -	\$ (1,341)	-100%				
Federal Emergency Revenues deep dive													
FHWA emergency funds	\$ 52,917	\$ 20,779	\$ 15,692	\$ (5,087)	-24%	\$ 4,092	\$ 5,889	\$ 1,797	44%				
FEMA emergency funds	\$ 2,770	\$ 104	\$ 1,571	\$ 1,467	1407%	\$ 41	\$ -	\$ (41)	-100%				
Total Federal Emergency Revenues	\$ 55,687	\$ 20,883	\$ 17,263	\$ (3,620)	-17%	\$ 4,136	\$ 5,889	\$ 1,753	42%				
Commonwealth CapEx funds deep dive													
Commonwealth CapEx appropriation	\$ 53,020	\$ 26,510	\$ 21,492	\$ (5,018)	-19%	\$ 4,418	\$ 4,362	\$ (56)	-1%				
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	\$ 2,410	\$ -	\$ (2,410)	-100%	\$ 603	\$ -	\$ (603)	-100%				
Capital Commonwealth Transfer	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Total Commonwealth CapEx funds	\$ 236,045	\$ 118,920	\$ 111,492	\$ (7,428)	-6%	\$ 5,021	\$ 4,362	\$ (659)	-13%				
Construction salaries & related benefits deep dive													
Main salaries - Construction	\$ 17,869	\$ 9,645	\$ 9,432	\$ (193)	-2%	\$ 2,062	\$ 2,028	\$ (34)	-2%				
Healthcare costs - Construction	\$ 4,848	\$ 1,074	\$ 2,766	\$ 1,192	111%	\$ 179	\$ 475	\$ 296	165%				
Christmas bonus - Construction	\$ 349	\$ 349	\$ 349	\$ -	0%	\$ 349	\$ 349	\$ -	0%				
Early retirement costs - Construction	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	#DIV/0!				
Other labor costs - Construction	\$ 4,270	\$ 1,768	\$ 1,232	\$ (536)	-30%	\$ 276	\$ 323	\$ 47	17%				

1.1 Main B2A report											Root cause of variance	Potential corrective action(s)	Owner(s) of corrective action(s)
In \$ Thousands	FY22 Budget	Budget YTD	Actuals YTD	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)				
Total construction payroll costs	\$ 27,336	\$ 12,816	\$ 13,279	\$ 463	4%	\$ 2,866	\$ 3,175	\$ 309	11%				
Non-Construction salaries & related benefits deep dive													
Main salaries - Non-Construction	\$ 10,670	\$ 5,750	\$ 5,631	\$ (119)	-2%	\$ 1,231	\$ 1,206	\$ (25)	-2%				
Healthcare costs - Non-Construction	\$ 2,926	\$ 1,705	\$ 1,172	\$ 532	106%	\$ 93	\$ 208	\$ 115	124%				
Christmas bonus - Non-Construction	\$ 181	\$ 181	\$ -	\$ (181)	-100%	\$ 181	\$ -	\$ (181)	-100%				
Early retirement costs - Non-Construction	\$ 6,737	\$ 3,470	\$ 3,304	\$ (166)	-5%	\$ 645	\$ 597	\$ (48)	-7%				
Other labor costs - Non-Construction	\$ 1,434	\$ 364	\$ 651	\$ 287	15%	\$ 121	\$ 133	\$ 12	10%				
Total non-construction payroll costs	\$ 21,948	\$ 10,535	\$ 10,758	\$ 223	2%	\$ 2,271	\$ 2,144	\$ (127)	-6%				
Pension costs deep dive													
Pension contributions	\$ 35,759	\$ 18,099	\$ 17,942	\$ (157)	-1%	\$ 3,202	\$ 3,183	\$ (19)	-1%				
Administrative pension costs	\$ 128	\$ 64	\$ -	\$ (64)	-100%	\$ 11	\$ -	\$ (11)	-100%	Invoice does not divide program costs and administrative costs			
Total pension costs	\$ 35,887	\$ 18,163	\$ 17,942	\$ (221)	-1%	\$ 3,213	\$ 3,183	\$ (30)	-1%				
Other Operating Expenses deep dive													
Non-Title III Professional Service Fees	\$ 7,776	\$ 3,331	\$ 1,748	\$ (1,583)	-48%	\$ 559	\$ 269	\$ (290)	-52%	Payments according to the Treasury reimbursements request.	Treasury		
Title III Professional Service Fees	\$ 12,508	\$ 5,849	\$ 1,755	\$ (4,594)	-79%	\$ 1,110	\$ 291	\$ (819)	-74%	Possible savings in this line item since we are maximizing resources			
Discretionary fund management team	\$ 300	\$ 100	\$ -	\$ (100)	-100%	\$ 33	\$ -	\$ (33)	-100%	in the process of identifying the resources	HTA		
Auxiliary revenue management team	\$ 404	\$ 135	\$ -	\$ (135)	-100%	\$ 43	\$ -	\$ (43)	-100%	in the process of identifying the resources	HTA		
Electricity costs	\$ 918	\$ 459	\$ 247	\$ (212)	-46%	\$ 77	\$ 49	\$ (28)	-36%				
Water supply costs	\$ 500	\$ 250	\$ 233	\$ (17)	-7%	\$ 42	\$ 59	\$ 17	42%				
Other operating costs	\$ 21,296	\$ 10,648	\$ 3,371	\$ (7,277)	-68%	\$ 1,775	\$ 282	\$ (1,493)	-84%	We are in the process of evaluating the agreement with Metroplistas on the construction of the optical fiber. As soon as the agreement is signed, HTA will disburse \$ 2.5 Million	HTA/Metroplistas		
Total Other Operating Expenses	\$ 43,702	\$ 20,772	\$ 6,854	\$ (13,918)	-67%	\$ 3,640	\$ 950	\$ (2,690)	-74%				
Tren Urbano costs deep dive													
Base fee for Tren Urbano operating contract	\$ 48,225	\$ 24,113	\$ 24,114	\$ 2	0%	\$ 4,015	\$ 4,019	\$ 4	0%				
Other costs under Tren Urbano operating contract	\$ 3,620	\$ 1,810	\$ 1,250	\$ (531)	-30%	\$ 302	\$ 647	\$ 345	114%				
Tren Urbano insurance costs	\$ 9,129	\$ 7,868	\$ 7,981	\$ 113	1%	\$ -	\$ -	\$ -	0%				
Tren Urbano electricity costs	\$ 8,500	\$ 4,250	\$ 4,110	\$ (140)	-3%	\$ 708	\$ 654	\$ (54)	-8%				
Other regular Tren Urbano costs	\$ 68	\$ 34	\$ -	\$ (34)	-100%	\$ 6	\$ -	\$ (6)	-100%				
COVID-19 special costs	\$ 1,100	\$ 350	\$ 253	\$ (297)	-54%	\$ 92	\$ 123	\$ 31	34%				
Total Tren Urbano costs	\$ 70,642	\$ 38,625	\$ 37,717	\$ (908)	-2%	\$ 5,126	\$ 5,443	\$ 317	6%				
Feeder Bus costs deep dive													
Base fee for Feeder Bus operating contract	\$ 10,329	\$ 5,165	\$ 5,166	\$ 2	0%	\$ 861	\$ 861	\$ 0	0%				
Other costs under Feeder Bus operating contract	\$ 1,408	\$ 704	\$ 216	\$ (488)	-69%	\$ 117	\$ 72	\$ (45)	-39%				
Bus rapid transit costs	\$ 1,451	\$ 580	\$ -	\$ (580)	-100%	\$ 145	\$ -	\$ (145)	-100%				
COVID-19 special costs	\$ 198	\$ 79	\$ 132	\$ 53	67%	\$ 20	\$ 104	\$ 84	425%				
Total Feeder Bus costs	\$ 13,386	\$ 6,528	\$ 5,514	\$ (1,014)	-16%	\$ 1,143	\$ 1,037	\$ (106)	-9%				
Toll highway administration & maintenance costs deep dive													
Variable electronic toll collection fees	\$ 19,082	\$ 9,191	\$ 11,889	\$ 2,698	29%	\$ 1,597	\$ 2,069	\$ 472	30%	The invoices of the toll operator were delayed for this reason they were being estimated when catching up we realized the increase that they have due to the cost of the tolllines and the increase in traffic, at some point in the next quarter we will be to adjust the budget.	Budget Reapportion	HTA, FOMB	
Highway electricity costs	\$ 4,000	\$ 2,000	\$ 948	\$ (1,052)	-53%	\$ 333	\$ 143	\$ (190)	-57%				
Other toll highway administration & maintenance costs	\$ 23,232	\$ 11,616	\$ 8,578	\$ (3,038)	-26%	\$ 1,936	\$ 895	\$ (1,041)	-54%				
Total highway administration & maintenance costs	\$ 46,314	\$ 22,807	\$ 21,415	\$ (1,392)	-6%	\$ 3,866	\$ 3,107	\$ (759)	-20%				
Emergency Repair Construction Program Costs deep dive													
FHWA funded emergency repair costs	\$ 52,917	\$ 20,779	\$ 10,888	\$ (9,891)	-48%	\$ 4,092	\$ 1,719	\$ (2,373)	-58%				
FEMA funded emergency repair costs	\$ 3,826	\$ 144	\$ 1,571	\$ 1,427	991%	\$ 60	\$ -	\$ (60)	-100%				
Local emergency repair costs	\$ 6,025	\$ 3,267	\$ 2,066	\$ (1,201)	-37%	\$ 653	\$ -	\$ (653)	-100%				
Total federal emergency repair costs	\$ 62,768	\$ 24,190	\$ 14,525	\$ (9,665)	-40%	\$ 4,806	\$ 1,719	\$ (3,087)	-64%				
Federal Highway Construction Hard Costs deep dive													
Hard costs for regular federal highway construction	\$ 139,245	\$ 71,754	\$ 71,695	\$ (59)	0%	\$ 12,699	\$ 14,775	\$ 2,076	16%				
Total federal highway construction hard costs	\$ 139,245	\$ 71,754	\$ 71,695	\$ (59)	0%	\$ 12,699	\$ 14,775	\$ 2,076	16%				
Federal Highway Construction Soft Costs deep dive													
Federal soft costs for planning & compliance	\$ 35,503	\$ 16,261	\$ 5,865	\$ (10,396)	-64%	\$ 2,960	\$ 1,041	\$ (1,919)	-65%				
Total federal highway construction soft costs	\$ 35,503	\$ 16,261	\$ 5,865	\$ (10,396)	-64%	\$ 2,960	\$ 1,041	\$ (1,919)	-65%				
Non-Federal Highway Construction Hard Costs deep dive													
Hard costs for Abriendo Caminos projects - Phase III & IV	\$ 43,900	\$ 19,361	\$ 15,079	\$ (4,282)	-22%	\$ 4,507	\$ 1,386	\$ (3,121)	-69%				
Hard costs for other non-federal highway construction projects	\$ 6,256	\$ 2,630	\$ 4,095	\$ 1,465	56%	\$ 459	\$ 467	\$ 8	2%				
Local construction costs	\$ 9,500	\$ 3,796	\$ 3,749	\$ (47)	-1%	\$ 741	\$ 820	\$ 79	11%				
Total non-federal highway construction hard costs	\$ 59,656	\$ 25,787	\$ 22,923	\$ (2,864)	-11%	\$ 5,707	\$ 2,673	\$ (3,034)	-53%				
Non-Federal Highway Construction Soft Costs deep dive													
Soft costs for Abriendo Caminos projects - Phase III & IV	\$ 3,063	\$ 1,942	\$ 2,356	\$ 415	21%	\$ 106	\$ 114	\$ 8	8%				
Non-federal funded project-linked soft costs	\$ 29,221	\$ 12,485	\$ 12,420	\$ (65)	-1%	\$ 2,444	\$ 2,754	\$ 310	13%				
CDBG-DR/MIT state soft costs	\$ 12,731	\$ 2,267	\$ 595	\$ (1,672)	-74%	\$ 1,026	\$ -	\$ (1,026)	-100%				
Capital ROW payments	\$ 3,467	\$ 1,387	\$ 718	\$ (671)	-48%	\$ 347	\$ 321	\$ (26)	-7%				
Total non-federal highway construction soft costs	\$ 48,482	\$ 18,081	\$ 16,081	\$ (1,993)	-11%	\$ 3,923	\$ 3,189	\$ (734)	-19%				
Other Capital Costs deep dive													
Toll optimization costs	\$ 21,047	\$ 2,063	\$ 1,636	\$ (427)	-21%	\$ 589	\$ 151	\$ (438)	-74%				
Other construction program costs	\$ 1,533	\$ 767	\$ 404	\$ (363)	-47%	\$ 128	\$ 128	\$ 0	0%	Delay in the hiring process of certain services	Finish hiring process	HTA	
Total other capital costs	\$ 22,580	\$ 2,829	\$ 2,040	\$ (789)	-28%	\$ 717	\$ 279	\$ (438)	-61%				

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	\$ 1,544	\$ 1,491	\$ (53)	-3%	\$ 265	\$ 240	\$ (25)	-9%
PR-52 revenue	\$ 74,055	\$ 37,133	\$ 35,526	\$ (1,607)	-4%	\$ 6,467	\$ 5,698	\$ (769)	-12%
PR-53 revenue	\$ 15,898	\$ 8,098	\$ 8,750	\$ 652	8%	\$ 1,353	\$ 1,427	\$ 74	5%
PR-66 revenue	\$ 30,643	\$ 15,437	\$ 18,288	\$ 2,851	18%	\$ 2,723	\$ 2,891	\$ 168	6%
Payments from concessionaires to HTA	\$ 1,800	\$ 900	\$ 1,174	\$ 274	30%	\$ 150	\$ 207	\$ 57	38%
Payments from HTA to concessionaires	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Off-period V-tolls	\$ 6,804	\$ 3,300	\$ 4,011	\$ 711	22%	\$ 582	\$ 1,018	\$ 436	75%
Toll fare revenues from increase in toll rates	\$ 5,579	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Toll fare revenue from Dynamic Toll Lanes (DTL)	\$ 5,500	\$ 2,641	\$ 4,797	\$ 2,156	82%	\$ 459	\$ 829	\$ 370	81%
Toll fare revenues from bi-directional tolling	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Toll fare revenue	\$ 143,363	\$ 69,053	\$ 74,037	\$ 4,984	7%	\$ 11,999	\$ 12,310	\$ 311	3%
Metro Urbano	\$ 69	\$ 34	\$ 10	\$ (24)	-71%	\$ 6	\$ 1	\$ (5)	-83%
Metrobus	\$ 466	\$ 233	\$ 127	\$ (106)	-45%	\$ 39	\$ 17	\$ (22)	-56%
TU Conexion	\$ 199	\$ 99	\$ 55	\$ (44)	-45%	\$ 17	\$ 7	\$ (10)	-58%
Total Feeder Bus fare revenue	\$ 733	\$ 367	\$ 192	\$ (175)	-48%	\$ 61	\$ 25	\$ (36)	-59%
Rentals / leases (non-TU related)	\$ 1,165	\$ 583	\$ 634	\$ 52	9%	\$ 97	\$ 107	\$ 10	10%
Rentals / leases (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Real estate sales	\$ 2,810	\$ 2,810	\$ 1,167	\$ (1,643)	-58%	\$ 1,453	\$ -	\$ (1,453)	-100%
Other sources (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other sources (non-TU related)	\$ 5,741	\$ 2,871	\$ 1,163	\$ (1,708)	-59%	\$ 478	\$ 258	\$ (220)	-46%
Total Other operating income	\$ 9,716	\$ 6,263	\$ 2,964	\$ (3,299)	-53%	\$ 2,028	\$ 365	\$ (1,663)	-82%
PayGo contributions	\$ 35,759	\$ 18,099	\$ 17,942	\$ (157)	-1%	\$ 3,202	\$ 3,183	\$ (19)	-1%
Non PayGo contributions	\$ 128	\$ 64	\$ -	\$ (64)	-100%	\$ 11	\$ -	\$ (11)	-100%
Total Pension contributions	\$ 35,887	\$ 18,163	\$ 17,942	\$ (221)	-1%	\$ 3,213	\$ 3,183	\$ (30)	-1%
Highway and transit program delivery	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Audit and financial services	\$ 1,330	\$ 635	\$ 447	\$ (188)	-30%	\$ 99	\$ 61	\$ (38)	-38%
Legal services	\$ 750	\$ 302	\$ 133	\$ (169)	-56%	\$ 59	\$ 29	\$ (30)	-51%
Toll optimization services	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other professional services	\$ 5,696	\$ 2,394	\$ 1,168	\$ (1,226)	-51%	\$ 401	\$ 179	\$ (222)	-55%
Total Non-Title III professional fees	\$ 7,776	\$ 3,331	\$ 1,748	\$ (1,583)	-48%	\$ 559	\$ 269	\$ (290)	-52%
Insurance	\$ 3,303	\$ 1,652	\$ 2,732	\$ 1,080	65%	\$ 275	\$ -	\$ (275)	-100%
Utility payments (excluding electricity)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Security costs	\$ 1,191	\$ 596	\$ 678	\$ 83	14%	\$ 99	\$ 117	\$ 18	18%
Repairs & maintenance	\$ 14,685	\$ 7,343	\$ 5,051	\$ (2,292)	-31%	\$ 1,224	\$ 752	\$ (472)	-39%
Other costs	\$ 4,053	\$ 2,027	\$ 117	\$ (1,910)	-94%	\$ 338	\$ 26	\$ (312)	-92%
Total Other toll highway administration & maintenance costs	\$ 23,232	\$ 11,616	\$ 8,578	\$ (3,038)	-26%	\$ 1,936	\$ 895	\$ (1,041)	-54%

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	\$ 555	\$ 552	\$ (3)	0%	\$ 92	\$ 92	\$ (0)	0%
Insurance	\$ 1,779	\$ 889	\$ 1,548	\$ 659	74%	\$ 148	\$ -	\$ (148)	-100%
Utility payments (excluding electricity and water supply)	\$ 600	\$ 300	\$ 98	\$ (202)	-67%	\$ 50	\$ 20	\$ (30)	-60%
Security costs	\$ 1,002	\$ 501	\$ 290	\$ (211)	-42%	\$ 84	\$ 51	\$ (33)	-39%
Transportation expenses	\$ 450	\$ 225	\$ 242	\$ 17	8%	\$ 38	\$ 29	\$ (9)	-23%
Purchased goods & equipment	\$ 1,982	\$ 991	\$ 495	\$ (496)	-50%	\$ 165	\$ 86	\$ (79)	-48%
Other costs	\$ 14,374	\$ 7,187	\$ 146	\$ (7,041)	-98%	\$ 1,198	\$ 4	\$ (1,194)	-100%
Total Other expenses (within Other operating expenses)	\$ 21,296	\$ 10,648	\$ 3,371	\$ (7,277)	-68%	\$ 1,775	\$ 282	\$ (1,493)	-84%
Emergency relief projects	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other TU improvements	\$ -	\$ -	\$ 1,423	\$ 1,423	0%	\$ -	\$ 463	\$ 463	0%
Total federally funded transit Construction	\$ -	\$ -	\$ 1,423	\$ 1,423	0%	\$ -	\$ 463	\$ 463	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	\$ 3,796	\$ 3,749	\$ (47)	-1%	\$ 741	\$ 820	\$ 79	11%
Total Local construction hard costs	\$ 9,500	\$ 3,796	\$ 3,749	\$ (47)	-1%	\$ 741	\$ 820	\$ 79	11%
Total Local construction costs	\$ 9,500	\$ 3,796	\$ 3,749	\$ (47)	-1%	\$ 741	\$ 820	\$ 79	11%
Design & Pre-construction	\$ -	\$ -	\$ 283	\$ 283	0%	\$ -	\$ -	\$ -	0%
Material Testing & Management	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Construction Engineering & Inspection	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Environmental soft costs	\$ 1,803	\$ 819	\$ -	\$ (819)	-100%	\$ 164	\$ -	\$ (164)	-100%
Other soft costs	\$ 33,700	\$ 15,441	\$ 3,787	\$ (11,654)	-75%	\$ 2,796	\$ 728	\$ (2,068)	-74%
Total Federal highway construction soft costs	\$ 35,503	\$ 16,261	\$ 4,070	\$ (12,191)	-75%	\$ 2,960	\$ 728	\$ (2,232)	-75%
Pavement rehabilitation	\$ 29,249	\$ 15,537	\$ -	\$ (15,537)	-100%	\$ 2,718	\$ -	\$ (2,718)	-100%
Safety improvements	\$ 53,872	\$ 28,602	\$ -	\$ (28,602)	-100%	\$ 4,720	\$ -	\$ (4,720)	-100%
New road construction	\$ 6,619	\$ 3,464	\$ -	\$ (3,464)	-100%	\$ 693	\$ -	\$ (693)	-100%
Bridge repairs	\$ 18,826	\$ 9,201	\$ -	\$ (9,201)	-100%	\$ 1,813	\$ -	\$ (1,813)	-100%
Congestion management (e.g. DTL)	\$ 20,964	\$ 9,899	\$ -	\$ (9,899)	-100%	\$ 1,934	\$ -	\$ (1,934)	-100%
Other hard costs	\$ 9,715	\$ 5,052	\$ -	\$ (5,052)	-100%	\$ 821	\$ -	\$ (821)	-100%
Total Federal highway construction hard costs	\$ 139,245	\$ 71,754	\$ -	\$ (71,754)	-100%	\$ 12,699	\$ -	\$ (12,699)	-100%
Total Federal highway construction costs	\$ 174,748	\$ 88,015	\$ 4,070	\$ (83,945)	-95%	\$ 15,659	\$ 728	\$ (14,931)	-95%
Design & Pre-construction	\$ 27,929	\$ 7,648	\$ 5,742	\$ (1,906)	-25%	\$ 2,325	\$ 2,110	\$ (215)	-9%
Material Testing & Management	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Construction Engineering & Inspection	\$ 5,935	\$ 2,449	\$ -	\$ (2,449)	-100%	\$ 188	\$ -	\$ (188)	-100%
Environmental soft costs	\$ 2,703	\$ 931	\$ -	\$ (931)	-100%	\$ 192	\$ -	\$ (192)	-100%
Other soft costs	\$ 11,915	\$ 5,903	\$ 8,999	\$ 3,096	52%	\$ 1,329	\$ 809	\$ (520)	-39%
Total Non-Federal highway construction soft costs	\$ 48,482	\$ 16,931	\$ 14,741	\$ (2,190)	-13%	\$ 4,035	\$ 2,919	\$ (1,116)	-28%
Pavement rehabilitation	\$ 43,900	\$ 19,361	\$ -	\$ (19,361)	-100%	\$ 4,507	\$ -	\$ (4,507)	-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	\$ 6,426	\$ -	\$ (6,426)	-100%	\$ 1,200	\$ -	\$ (1,200)	-100%
Total Non-Federal highway construction hard costs	\$ 59,656	\$ 25,787	\$ -	\$ (25,787)	-100%	\$ 5,707	\$ -	\$ (5,707)	-100%
Total Non-Federal highway construction costs	\$ 108,138	\$ 42,719	\$ 14,741	\$ (27,978)	-65%	\$ 9,742	\$ 2,919	\$ (6,823)	-70%

Footnotes:

- A
- B

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

Actual (Act.) / Projected (Fct.):	2.1 Liquidity Data																																				
	Week #: 1					Week #: 2					Week #: 3					Week #: 4					Week #: 5					Week #: 6					Week #: 7						
	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.	Act.	Act.	Act.	Act.	Act.		
(\$000's)	7/2	7/9	7/16	7/23	7/30	8/6	8/13	8/20	8/27	9/3	9/10	9/17	9/24	10/1	10/8	10/15	10/22	10/29	11/5	11/12	11/19	11/26	12/3	12/10	12/17	12/24	12/31	1/7	1/14	1/21	1/28	2/4	2/11	2/18			
Operating Receipts:																																					
1 Toll Fares	3,144	5,113	2,331	3,375	2,099	826	7,166	-	5,050	533	4,636	2,549	3,049	2,076	4,157	1,886	3,009	2,375	-	6,123	547	2,469	1,357	4,718	2,505	2,329	1,921	3,195	2,672	3,038	3,288	2,855	3,195	2,672			
2 Merchant Fees	-	-	-	(267)	-	-	-	-	(309)	-	-	-	-	(318)	-	-	(322)	-	-	-	-	(301)	-	-	-	-	(297)	-	-	-	(213)	-	-	-			
3 Transit Revenues (A)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
4 Electronic Toll Fines	-	-	-	-	-	-	727	854	210	652	545	635	653	1,360	994	1,081	562	657	1,726	617	755	1,022	2,179	1,016	854	1,346	2,019	552	464	512	348	552	464	512			
5 Other Income	68	14	64	66	10	15	301	41	28	24	21	28	51	161	12	183	15	65	20	134	20	1	1,316	61	102	2	33	3	15	41	162	26	125	195			
6 Total Operating Receipts	3,212	5,127	2,395	3,174	2,109	841	8,194	894	4,979	1,209	5,202	3,212	3,753	3,279	5,163	3,150	3,264	3,097	1,746	6,874	1,322	3,191	4,852	5,795	3,461	3,677	3,675	3,750	3,150	3,591	3,585	3,433	3,783	3,378			
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 (F)	-	4,608	-	40	-	-	-	-	34	2,304	150	777	-	2,689	-	-	-	-	1	-	-	-	-	-	-	32	-	-	2,000	-	-	-	-	2,000	-		
11 CARES ACT Funding (For Transit)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
12 Total Other Receipts	-	4,608	-	40	-	-	-	-	34	2,304	150	777	-	2,689	-	-	-	-	1	-	-	-	-	-	-	32	-	-	2,000	-	-	-	-	2,000	-		
13 Total Operating Receipts	3,212	9,736	2,395	3,214	2,109	841	8,194	894	5,013	3,513	5,352	3,989	3,753	5,968	5,163	3,150	3,264	3,097	1,747	6,874	1,322	3,191	4,852	5,795	3,461	3,709	3,675	3,750	5,150	3,591	3,585	3,433	5,783	3,378			
Operating Disbursements:																																					
14 Payroll and Related Costs	(1,142)	(79)	(1,599)	(103)	(1,750)	(116)	(1,637)	(152)	(1,000)	(302)	(1,348)	(293)	(990)	(188)	(1,269)	(489)	(1,003)	(283)	(1,176)	(154)	(1,386)	(48)	(1,260)	(515)	(1,186)	(148)	(1,324)	(66)	(1,381)	(136)	(1,193)	(128)	(1,184)	(462)			
15 Health Plan Payment	(563)	-	-	-	-	-	-	-	-	(742)	-	-	-	(693)	-	-	-	(760)	-	-	-	(574)	-	-	-	(673)	-	-	-	-	(309)	-	-	-			
16 Christmas Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(456)	(1)	-	-	-	-	-	-	-	-	-	-			
17 Retirement Contributions (PayGo)	-	-	-	-	(2,818)	-	-	-	-	(3,015)	-	-	-	(2,938)	-	-	-	(2,886)	-	-	-	(2,961)	-	-	-	(2,875)	-	-	-	-	(3,293)	-	-	-			
18 PREPA Payments	-	-	-	-	-	-	-	-	-	(646)	-	-	-	-	-	(754)	-	-	-	-	(1,225)	-	-	(654)	(654)	-	-	(354)	(336)	(365)	-	(336)	(399)	(387)			
19 PRASA Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(29)	-	-	-	-	-	-	-	(59)	-	-	-	(42)	-	-	-	-	(42)			
20 Toll Highway Administration Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(13)	-	-	-	-	-	-	-	-	-	-	-	-	(1,590)	-	-	-	-	(1,590)			
21 Tren Urbano Operating Contract Cost	-	-	-	(40)	-	-	-	-	(95)	-	-	-	-	(3,796)	-	-	-	-	(4,001)	-	(33)	(4,322)	-	-	-	-	-	-	(4,412)	-	-	-	-	(4,412)			
22 Other Tren Urbano Costs (Excluding Electric)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,109)	-	-	-	-	-			
23 Feeder Buses Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(846)	-	-	(1,116)	-	-	-	-	(1,116)			
24 Legal Cases Payments Plan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,034)	-	-	-	-	(1,034)			
25 Professional Services	-	-	-	-	(9)	-	(228)	-	(9)	-	(486)	(51)	(67)	(70)	(88)	(749)	-	(70)	(68)	(372)	(122)	(76)	(11)	(745)	(17)	(13)	(13)	(520)	(261)	(394)	(241)	(345)	(654)	(296)			
26 Other Operating Expenses	(97)	(53)	-	(136)	(6)	(281)	(52)	(121)	(37)	(280)	(120)	(170)	(15)	(62)	(595)	(206)	(436)	(1,001)	(475)	(350)	(32)	(513)	(590)	(236)	(8,539)	(755)	(76)	(1,167)	(791)	(679)	(1,278)	(1,112)	(1,300)	(825)			
27 Operating Disbursements Corresponding to	-	(129)	(314)	(1,521)	-	(5,297)	(776)	(980)	(438)	(6,842)	(3,018)	(14)	(272)	(217)	(7)	(10)	(327)	(1,325)	(68)	(66)	(1,084)	(5)	-	-	(2,218)	-	-	-	(333)	-	-	-	-	(333)			
28 Legal & Other Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
29 Total Operating Disbursements	(1,802)	(262)	(1,913)	(1,800)	(4,574)	(5,693)	(2,694)	(1,253)	(1,580)	(11,827)	(4,972)	(528)	(1,344)	(7,894)	(1,960)	(2,221)	(1,795)	(6,325)	(5,788)	(942)	(3,882)	(8,499)	(2,317)	(1,497)	(12,614)	(5,176)	(2,258)	(2,107)	(13,405)	(1,574)	(6,315)	(1,921)	(3,537)	(10,496)			
30 Operating Net Cash Flow	1,410	9,474	482	1,414	(2,465)	(4,853)	5,500	(359)	3,434	(8,314)	380	3,461	2,409	(1,925)	3,203	929	1,470	(3,228)	(4,041)	5,932	(2,560)	(5,308)	2,535	4,298	(9,153)	(1,467)	1,417	1,643	(8,255)	2,017	(2,730)	1,513	2,246	(7,118)			
Unrestricted Bank Cash Balance Roll-Forward (Operating)																																					
31 Beginning Cash Balance	\$101,729	\$103,282	\$112,408	\$111,079	\$114,043	\$115,450	\$111,008	\$122,587	\$122,137	\$125,077	\$121,196	\$121,558	\$124,263	\$126,371	\$123,544	\$125,279	\$126,139	\$128,309	\$124,025	\$118,798	\$118,940	\$123,746	\$119,805	\$120,791	\$115,739	\$116,297	\$112,965	\$113,175	\$114,818	\$106,563	\$108,580	\$105,850	\$107,362	\$109,608			
32 Net Cash Flow	1,410	9,474	482	1,414	(2,465)	(4,853)	5,500	(359)	3,434	(8,314)	380	3,461	2,409	(1,925)	3,203	929	1,470	(3,228)	(4,041)	5,932	(2,560)	(5,308)	2,535	4,298	(9,153)	(1,467)	1,417	1,643	(8,255)	2,017	(2,730)	1,513	2,246	(7,118)			
33 Transfer Between Accounts (Capex to Opex)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
34 Transfer Between Accounts (Reserve to Opex)	-	-	-	(3,935)	3,935	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(5,000)	5,000	-	-	(6,000)	6,000	-	-	-	-	-	-	-	-	-			
35 Return of Funds / Reconciliation Item (D)	57	(334)	(1,830)	5,479	(8)	410	6,066	(83)	(316)	4,456	(17)	(567)	(1,488)	200	(1,468)	16	701	(1,067)	(1,185)	(820)	2,344	1,369	(1,567)	(3,349)	3,749	(1,865)	(1,213)	-	-	-	-	-	-	-			
36 Other Inflows (C)	101	-	23	8	20	1	21	15	267	2	4	2	1,189	100	6	6	6	14	10	132	23	-	19	-	5	6	7	-	-	-	-	-	-	-			
37 Other Outflows (C)	(15)	(14)	(4)	(3)	(75)	-	(8)	(24)	(445)	(25)	(5)	(191)	(2)	(1,202)	(6)	(91)	(7)	(3)	(11)	(102)	-	(2)	(0)	(1)	(43)	(7)	-	-	-	-	-	-	-	-			
38 Ending Operating Bank Cash Balance	\$103,282	\$112,408	\$111,079	\$114,043	\$115,450	\$111,008	\$122,587	\$122,137	\$125,077	\$121,196	\$121,558	\$124,263	\$126,371	\$123,544	\$125,279	\$126,1																					

40	Difference	\$62	\$52	\$58	\$58	\$73	\$78	\$78	\$78	\$79	\$71	\$71	\$71	\$56	\$49	\$48	\$48	\$49	\$44	\$43	\$40	\$39	\$40	\$33	\$107	\$123	\$123	\$116	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																		
CAPEX CASH FLOW																																																						
Intra-Government Receipts:																																																						
41	Abriendo Caminos IV funds / Local emergen	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	502	-	-	-														
42	Capital Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-													
43	Commonwealth CapEx appropriation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	351	-	-	-	3,410	1,558	3,409	3,665	1,806	7,640	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,833	4,417	-	-	-								
44	Total Intra-Government Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	351	-	-	-	3,410	1,558	3,409	3,665	1,806	7,640	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	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	-	5,752	294	8,490	3,266	6,510	2,699	-	4,255	16,777	25	6,979	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,742	-	6,742	-	6,742	-	6,742					
46	Emergency Reconstruction Program - FHWA	139	-	194	-	-	-	782	890	-	266	-	-	715	309	-	19	1,161	208	735	1,358	-	-	245	-	926	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,283	-	2,283	-	2,283	-	2,283					
47	Emergency Reconstruction Program - FEMA	-	-	-	-	-	7	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	231	-	231	-	231					
48	Emergency Reconstruction Program - FTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	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	-	5,771	1,455	8,698	4,001	7,873	2,699	-	4,499	16,777	952	6,979	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,283	3,339	6,742	2,283	6,972	5,621	6,742		
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	-	5,771	1,806	8,698	4,001	7,873	6,109	1,558	7,909	20,442	2,758	14,619	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,283	3,339	12,575	7,202	6,972	5,621	6,742		
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)	(232)	(6,275)	(192)	(8,847)	(3,695)	(6,598)	-	(2,704)	(2,073)	(13,398)	(299)	(192)	(6,123)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
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)	(352)	(5,467)	(4)	(6,818)	(2,336)	(1,264)	(2,029)	(1,785)	(784)	(1,060)	(1,809)	(1,591)	(1,204)	(2,644)	(1,465)	(2,119)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)	(2,114)
53	ER Transit Construction Program Costs - FT/	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(605)	-	(26)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
54	Toll Optimization Costs	-	-	-	-	-	-	-	-	(133)	-	-	-	-	-	(1,282)	-	-	-	-	(180)	-	-	-	-	-	-	(13)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
55	Emergency Reconstruction Program - FHWA	(340)	-	-	(309)	-	(45)	(1,021)	-	(86)	(352)	-	-	-	(1,104)	(245)	-	(720)	(23)	-	(134)	(1,520)	-	(120)	(226)	(995)	-	-	(2,362)	-	(2,362)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
56	Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
57	Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
58	Emergency Reconstruction Program - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
59	Legal Cases Payments Plan (Capital ROW PA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
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)	(2,112)	(11,742)	(916)	(15,688)	(6,031)	(8,781)	(3,549)	(4,515)	(2,977)	(14,684)	(3,103)	(1,796)	(7,327)	(5,006)	(8,453)	(4,480)	(15,471)	(5,006)	(8,453)	(4,480)	(15,471)	(5,006)	(8,453)	(4,480)	(15,471)	(5,006)	(8,453)	(4,480)	(15,471)	(5,006)	(8,453)	(4,480)	(15,471)	(5,006)	(8,453)	(4,480)			
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)	(2,112)	(5,971)	890	(6,990)	(2,030)	(908)	2,560	(2,957)	4,932	5,757	(346)	12,823	(7,327)	(2,723)	(5,115)	8,095	(8,269)	1,967	(2,832)	2,261	1,967	(2,832)	2,261	1,967	(2,832)	2,261	1,967	(2,832)	2,261	1,967	(2,832)	2,261	1,967	(2,832)	2,261				
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	\$35,068	\$29,081	\$29,270	\$23,347	\$22,502	\$22,414	\$22,631	\$18,305	\$24,804	\$33,910	\$29,816	\$44,503	\$38,394	\$35,671	\$30,556	\$38,651	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517							
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)	(2,112)	(5,971)	890	(6,990)	(2,030)	(908)	2,560	(2,957)	4,932	5,757	(346)	12,823	(7,327)	(2,723)	(5,115)	8,095	(8,269)	1,967	(2,832)	2,261	1,967	(2,832)	2,261	1,967	(2,832)	2,261	1,967	(2,832)	2,261	1,967	(2,832)	2,261							
64	Transfer Between Accounts (Capex to Opex	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
65	Transfer Between Accounts (Reserve to Opex	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
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	1,468	(16)	(701)	1,067	1,185	820	(2,344)	(1,369)	1,567	3,349	(3,749)	1,865	1,213	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
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	\$35,068	\$29,081	\$29,270	\$23,347	\$22,502	\$22,414	\$22,631	\$18,305	\$24,804	\$33,910	\$29,816	\$44,503	\$38,394	\$35,671	\$30,556	\$38,651	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517	\$30,382	\$32,349	\$29,517								
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	\$35,095	\$29,109	\$29,297	\$23,366	\$22,521	\$22,428	\$22,644	\$18,320	\$24,811	\$33,917	\$29,823	\$44,511	\$38,394	\$35,671	\$30,55																								

Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	13-Week Total	FY2022 Total	Original LP FY 2022	Variance to Total	
2/25	3/4	3/11	3/19	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					
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	37,285	146,425	143,364	(3,061)	
(213)	-	-	-	(213)	-	-	-	-	(213)	-	-	-	(213)	-	-	-	-	(213)	(639)	(3,091)	-	3,091	
348	552	464	512	348	552	464	512	348	552	464	512	348	552	464	512	348	464	549	6,178	32,728	22,500	(10,228)	
219	146	44	83	22	38	68	74	119	63	47	91	125	60	121	20	100	22	14	1,117	4,893	9,716	4,823	
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	\$43,940	\$180,954	\$183,903	\$2,949	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	2,000	-	-	-	2,000	-	-	-	-	2,000	-	-	-	-	2,000	-	6,000	22,635	20,000	(2,635)	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	2,000	-	-	-	2,000	-	-	-	-	2,000	-	-	-	-	2,000	-	6,000	22,635	20,000	(2,635)	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
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	\$49,940	\$203,589	\$203,903	\$314	
(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)	(9,092)	(41,107)	40,542	(565)	
(309)	-	-	-	(309)	-	-	-	-	(309)	-	-	-	(309)	-	-	-	-	(309)	(928)	(5,860)	3,711	(2,149)	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
(3,008)	-	-	-	(3,008)	-	-	-	-	(3,008)	-	-	-	(3,008)	-	-	-	-	(3,008)	(9,309)	(35,825)	36,417	592	
-	(358)	(358)	(364)	-	(532)	(358)	(169)	-	(365)	-	(467)	(399)	-	-	(213)	(581)	-	(163)	(3,789)	(11,067)	13,418	2,351	
-	-	-	(42)	-	-	-	(42)	-	-	-	-	(42)	-	-	-	(42)	-	-	(125)	(338)	500	162	
-	-	-	(1,590)	-	-	-	(1,590)	-	-	-	-	(1,590)	-	-	-	(1,590)	-	-	(4,771)	(9,554)	19,082	9,528	
-	-	-	(4,412)	-	-	-	(4,412)	-	-	-	-	(4,412)	-	-	-	(4,412)	-	-	(13,236)	(38,760)	52,945	14,185	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,109)	(7,539)	9,197	7,088	
-	-	-	(1,116)	-	-	-	(1,116)	-	-	-	-	(1,116)	-	-	-	(1,116)	-	-	(3,347)	(7,539)	13,386	5,847	
-	-	-	(1,034)	-	-	-	(1,034)	-	-	-	-	(1,034)	-	-	-	(1,034)	-	-	(3,101)	(6,203)	12,405	6,203	
(361)	(216)	(204)	(779)	(219)	(322)	(280)	(288)	(169)	(325)	(316)	(900)	(336)	(351)	(448)	(568)	(239)	-	(233)	(4,813)	(12,453)	20,284	7,831	
(902)	(588)	(844)	(891)	(1,258)	(677)	(855)	(656)	(1,247)	(426)	(1,123)	(589)	(770)	(723)	(767)	(806)	(765)	-	(725)	(12,313)	(36,998)	45,233	8,235	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(24,928)	-	(24,928)	
-	-	-	(333)	-	-	-	(333)	-	-	-	-	(333)	-	-	-	(333)	-	-	(1,000)	(2,000)	4,000	2,000	
(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)	(\$67,933)	(\$235,197)	\$271,120	\$35,923	
(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)	(17,993)	(31,608)	(67,217)	(98,825)	
\$102,490	\$100,329	\$102,297	\$103,279	\$97,781	\$95,126	\$95,182	\$95,846	\$91,024	\$92,335	\$88,157	\$89,968	\$90,181	\$84,945	\$82,758	\$84,271	\$84,644	\$76,933	\$79,667	\$101,729	\$101,729	\$101,729		
(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)	(31,608)	(31,608)	(67,217)		
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,670	7,670	1,984	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,984	1,984	1,984	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,284)	(2,284)	(2,284)	
\$100,329	\$102,297	\$103,279	\$97,781	\$95,126	\$95,182	\$95,846	\$91,024	\$92,335	\$88,157	\$89,968	\$90,181	\$84,945	\$82,758	\$84,271	\$84,644	\$76,933	\$79,667	\$77,491	\$77,491	\$77,491	\$34,213		
\$100,329	\$102,297	\$103,279	\$97,781	\$95,126	\$95,182	\$95,846	\$91,024	\$92,335	\$88,157	\$89,968	\$90,181	\$84,945	\$82,758	\$84,271	\$84,644	\$76,933	\$79,667	\$77,491					

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

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

	Actual (Act.) / Projected (Fcst.):												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	11,427	9,139	12,830	12,193	12,010	11,760	11,365	12,010	11,744	146,425
2 Merchant Fees	(267)	(309)	(318)	(322)	(301)	(297)	(213)	(213)	(213)	(213)	(213)	(213)	(3,091)
3 Transit Revenues (A)	-	-	-	-	-	-	-	-	-	-	-	-	-
4 Electronic Toll Fines	-	1,791	3,845	3,294	4,120	7,414	1,875	1,875	1,875	2,427	1,875	2,336	32,728
5 Other Income	222	385	285	275	175	1,513	220	565	294	360	323	276	4,893
6 Total Operating Receipts	16,018	14,908	16,655	14,674	13,133	21,460	14,076	14,237	13,716	13,939	13,995	14,143	180,954
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	-	1	32	2,000	2,000	2,000	2,000	2,000	2,000	22,635
11 CARES ACT Funding (For Transit)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Receipts	4,648	34	5,920	-	1	32	2,000	2,000	2,000	2,000	2,000	2,000	22,635
13 Total Operating Receipts	20,666	14,942	22,575	14,674	13,134	21,492	16,076	16,237	15,716	15,939	15,995	16,143	\$203,589
Operating Disbursements:													
14 Payroll and Related Costs	(4,674)	(2,905)	(3,121)	(3,044)	(2,764)	(4,432)	(2,776)	(2,997)	(2,996)	(4,395)	(2,946)	(4,058)	(41,107)
15 Health Plan Payment	(563)	-	(1,435)	(760)	(574)	(673)	(309)	(309)	(309)	(309)	(309)	(309)	(5,860)
16 Christmas Bonus	-	-	-	-	-	(457)	-	-	-	-	-	-	(457)
17 Retirement Contributions (PayGo)	(2,818)	-	(5,953)	(2,886)	(2,961)	(2,875)	(3,293)	(3,008)	(3,008)	(3,008)	(3,008)	(3,008)	(35,825)
18 PREPA Payments	-	-	(646)	(754)	(1,225)	(1,308)	(1,055)	(1,122)	(1,080)	(1,424)	(1,496)	(957)	(11,067)
19 PRASA Payments	-	-	-	(29)	(59)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(338)
20 Toll Highway Administration Cost	-	-	-	(13)	-	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(9,554)
21 Tren Urbano Operating Contract Cost	(40)	(95)	(3,796)	-	(8,356)	-	(4,412)	(4,412)	(4,412)	(4,412)	(4,412)	(4,412)	(38,760)
22 Other Tren Urbano Costs (Excluding Electricity)	-	-	-	-	-	(2,109)	-	-	-	-	-	-	(2,109)
23 Feeder Buses Costs	-	-	-	-	(846)	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(1,116)	(7,539)
24 Legal Cases Payments Plan	-	-	-	-	-	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(6,203)
25 Professional Services	-	(238)	(604)	(907)	(638)	(799)	(1,417)	(1,656)	(1,419)	(1,384)	(1,904)	(1,488)	(12,453)
26 Other Operating Expenses	(292)	(491)	(646)	(2,239)	(1,370)	(10,196)	(3,916)	(4,139)	(3,581)	(3,205)	(3,063)	(3,063)	(36,998)
27 Operating Disbursements Corresponding to FY20 Service	(1,964)	(7,491)	(10,363)	(1,669)	(1,223)	(2,218)	-	-	-	-	-	-	(24,928)
28 Legal & Other Reserve	-	-	-	-	-	(333)	(333)	(333)	(333)	(333)	(333)	(333)	(2,000)
29 Total Operating Disbursements	(10,351)	(11,219)	(26,564)	(12,300)	(19,111)	(23,862)	(23,401)	(21,757)	(20,920)	(22,908)	(21,394)	(21,410)	(235,197)
30 Operating Net Cash Flow	10,315	3,723	(3,989)	2,374	(5,977)	(2,370)	(7,326)	(5,521)	(5,203)	(6,969)	(5,399)	(5,266)	(31,608)
Unrestricted Bank Cash Balance Roll-Forward (Operating)													
31 Beginning Cash Balance	\$101,729	\$115,450	\$125,077	\$123,544	\$124,025	\$119,805	\$113,175	\$105,850	\$100,329	\$95,126	\$88,157	\$82,758	\$101,729
32 Net Cash Flow	10,315	3,723	(3,989)	2,374	(5,977)	(2,370)	(7,326)	(5,521)	(5,203)	(6,969)	(5,399)	(5,266)	(31,608)
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	(1,818)	1,707	(4,245)	-	-	-	-	-	-	7,670
36 Other Inflows (C)	151	303	1,297	32	165	37	-	-	-	-	-	-	1,984
37 Other Outflows (C)	(110)	(476)	(1,425)	(107)	(115)	(51)	-	-	-	-	-	-	(2,284)
38 Ending Operating Bank Cash Balance	\$115,450	\$125,077	\$123,544	\$124,025	\$119,805	\$113,175	\$105,850	\$100,329	\$95,126	\$88,157	\$82,758	\$77,491	\$77,491
39 Actual Operating Bank Cash Balance	\$115,377	\$124,998	\$123,495	\$123,981	\$119,765	\$113,059	\$105,850	\$100,329	\$95,126	\$88,157	\$82,758	\$77,491	

40	Difference	\$73	\$79	\$49	\$44	\$40	\$116	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
CAPEX CASH FLOW																			
Intra-Government Receipts:																			
41	Abriendo Caminos IV funds / Local emergency funds	-	-	-	-	-	-	502	-	502	1,004	-	1,004	-	1,004			3,012	
42	Capital Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-			-	
43	Commonwealth CapEx appropriation	-	-	-	351	4,968	16,520	10,250	5,833	7,333	8,833	4,417	4,417					62,922	
44	Total Intra-Government Receipts	-	-	-	351	4,968	16,520	10,752	5,833	7,835	9,838	4,417	5,421					65,935	
Capex Receipts [Separate Federal Transfers by Program]:																			
45	Federal Aid - FHWA & Earmarked Projects	25,543	10,087	16,604	14,536	12,475	28,035	6,742	13,483	13,483	20,225	6,742	20,225					188,179	
46	Emergency Reconstruction Program - FHWA	333	1,673	1,290	1,388	2,093	1,171	4,566	4,566	4,566	4,566	4,566	4,566					35,342	
47	Emergency Reconstruction Program - FEMA	-	7	-	-	5	-	-	231	231	462	-	462					1,397	
48	Emergency Reconstruction Program - FTA	-	-	-	-	-	-	3,339	3,339	3,339	3,339	3,339	3,339					20,031	
49	Total Federal Receipts	25,876	11,767	17,894	15,924	14,573	29,206	14,646	21,618	21,618	28,591	14,646	28,591					244,949	
50	Total CAPEX Receipts	25,876	11,767	17,894	16,275	19,541	45,726	25,398	27,452	29,454	38,428	19,063	34,011					310,884	
Capex Disbursements:																			
51	Capital Expenditures - Federal	(20,490)	(13,538)	(16,730)	(15,546)	(12,997)	(22,085)	(13,976)	(13,976)	(13,976)	(13,976)	(13,976)	(13,682)					(184,949)	
52	Capital Expenditures - State	(6,905)	(7,147)	(8,251)	(12,641)	(7,414)	(6,448)	(8,342)	(8,342)	(8,342)	(9,563)	(8,342)	(9,562)					(101,297)	
53	ER Transit Construction Program Costs - FTA	-	-	-	-	(631)	-	(3,505)	(3,505)	(3,505)	(3,505)	(3,505)	(3,505)					(21,662)	
54	Toll Optimization Costs	-	(133)	-	(1,282)	(180)	(13)	(1,754)	(1,754)	(1,754)	(1,754)	(1,754)	(1,754)					(12,132)	
55	Emergency Reconstruction Program - FHWA	(649)	(1,151)	(1,456)	(988)	(1,654)	(1,341)	(4,723)	(4,723)	(4,723)	(4,723)	(4,723)	(5,037)					(35,892)	
56	Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	(319)	(319)	(319)	(319)	(319)	(319)					(1,913)	
57	Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-					-	
58	Emergency Reconstruction Program - Local	-	-	-	-	-	-	(502)	(502)	(502)	(502)	(502)	(502)					(3,012)	
59	Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	-	-	-	(289)	(289)	(289)	(289)	(289)	(289)					(1,734)	
60	Total Capex Disbursements	(28,044)	(21,970)	(26,437)	(30,458)	(22,876)	(29,887)	(33,410)	(33,410)	(33,410)	(34,631)	(33,410)	(34,649)					(362,591)	
61	Capex Net Cash Flow	(2,169)	(10,202)	(8,543)	(14,183)	(3,335)	15,839	(8,012)	(5,958)	(3,956)	3,797	(14,347)	(637)					(51,707)	
Bank Cash Balance Roll-Forward (CAPEX)																			
62	Beginning Cash Balance	\$68,652	\$63,118	\$46,839	\$35,712	\$23,347	\$18,305	\$38,394	\$30,382	\$24,423	\$20,467	\$24,264	\$9,917					\$68,652	
63	Net Cash Flow	(2,169)	(10,202)	(8,543)	(14,183)	(3,335)	15,839	(8,012)	(5,958)	(3,956)	3,797	(14,347)	(637)					(51,707)	
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)	1,818	(1,707)	4,245	-	-	-	-	-	-					(7,670)	
67	Other Inflows (C)	-	-	-	-	-	5	-	-	-	-	-	-					5	
68	Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-					-	
69	Ending CAPEX Bank Cash Balance	\$63,118	\$46,839	\$35,712	\$23,347	\$18,305	\$38,394	\$30,382	\$24,423	\$20,467	\$24,264	\$9,917	\$9,279					\$9,279	
70	Actual CAPEX Bank Cash Balance	\$63,139	\$46,865	\$35,726	\$23,366	\$18,320	\$38,394	\$30,382	\$24,423	\$20,467	\$24,264	\$9,917	\$9,279						
71	Difference	(\$21)	(\$26)	(\$14)	(\$19)	(\$14)	(\$0)	\$0	\$0	\$0	\$0	\$0	\$0						
	Total Inflows	46,541	26,709	40,469	30,949	32,675	67,219	41,474	43,688	45,170	54,367	35,057	50,155						
	Total Outflows	(38,395)	(33,189)	(53,001)	(42,758)	(41,987)	(53,749)	(56,811)	(55,167)	(54,330)	(57,539)	(54,804)	(56,058)						
	Total Net CF	8,146	(6,480)	(12,532)	(11,809)	(9,312)	13,469	(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	2,534,592	882,037	3,416,629
Oriental	General	1960269574	111002	ZBA Account - Operation	Operating	-	-	-
Oriental	Deposit Law 30	3225252489	111155	Deposit Law 30 & 31	Operating	864,339	(706,837)	157,502
Oriental	FTA	1960046672	111005	Federal Transit Administ	Operating	70,693	(2,727)	67,966
Firstbank	Autoridad de Ca	3004992473	111156	FHGV	Capital	12,889,185	11,662,391	24,551,577
Firstbank	Autoridad de Ca	3004997726	111157	Abriendo Caminos - Vari	Capital	541	0	541
Firstbank	Autoridad de Ca	3005023768	111158	OPEX Reserve	Operating	85,171,907	7,230	85,179,137
BPPR	Dietas	020-835078	111013	Account related to payro	Operating	1,148,936	(805,372)	343,564
BPPR	Nominas	020-835353	111011	Payroll account	Operating	1,955,274	(1,440,792)	514,482
BPPR	Federal Highway	030-050510	111014	Federal Highway CMIA -	Capital	5,290,846	2,112,859	7,403,705
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	5,923,675	7,078,344	13,002,018
BPPR	Multas Autoexp	020-011520	111020	Collections from fines us	Operating	18,740,359	(9,230,003)	9,510,355
BPPR	FEMA Emergenc	030-086663	111109	Federal Fund FEMA	Operating	-	-	-
BPPR	FEMA Emergenc	030-086671	111110	Federal Fund FEMA	Operating	867,138	-	867,138
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	23,327,860	384,376	23,712,236
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.

2.4 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								
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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)	\$ (50.0)	\$ -	\$ 50	-100%	\$ (8.3)	\$ -	\$ 8	-100%	HTA is in process of identifying and hiring recruitment firm.	Firm expected to be hired by end of FY.
<i>Hiring of an executive recruitment firm</i>	\$ (100)	\$ (50.0)	\$ -	\$ 50	-100%	\$ (8.3)	\$ -	\$ 8	-100%		
<i>Board Compensation</i>	\$ -	\$ -	\$ -			\$ -					
Adopting new KPIs											
Increasing fare revenue	\$ 11,079	\$ 2,641	\$ 4,797	\$ 2,156	82%	\$ 459		\$ (459)	-100%	This measure will be difficult to report against given system limitations	There are system limitations with providing actuals.
<i>Toll fare increase</i>	\$ 5,579	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
<i>Bi-directional tolling</i>	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
<i>Dynamic toll lanes (DTL)</i>	\$ 5,500	\$ 2,641	\$ 4,797	\$ 2,156	82%	\$ 459	\$ 829	\$ 370	81%		
Increasing fine revenue	\$ 4,158	\$ -	\$ -	\$ -	0%	\$ -		\$ -	0%	This measure requires legislation, which is outside of HTA's control.	
<i>Toll fine increase</i>	\$ -	\$ -	\$ -	\$ -	0%	\$ -					
<i>Tiered fines</i>	\$ 4,158	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
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	\$ 2,590.7	\$ 4,797.0	\$ 2,206.3	85%	\$ 450.8	\$ -	\$ (450.8)	-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	1,512,904	1,408,252	1,313,803	1,478,600	1,365,918	1,365,918	1,473,292	1,473,292	1,424,424	1,424,424	1,414,571	1,599,971	1,506,494	1,506,494	1,506,494	1,506,494	1,506,494	1,506,494	1,506,494	1,506,494	1,506,494
PR-17	673,649	381,636	636,183	360,063	567,148	376,531	611,666	421,063	382,310	382,310	490,278	490,278	483,163	483,163	476,031	594,259	565,432	565,432	565,432	565,432	565,432	565,432	565,432	565,432	565,432
PR-22	14,983,796	13,091,546	14,748,936	12,539,913	14,111,604	12,876,098	14,744,846	13,700,309	12,587,358	12,587,358	13,554,080	13,554,080	13,535,215	13,535,215	13,285,723	15,216,788	14,212,538	14,212,538	14,212,538	14,212,538	14,212,538	14,212,538	14,212,538	14,212,538	14,212,538
PR-199 / CLF	213,525	174,459	251,904	180,017	262,886	177,722	275,454	188,252	174,169	174,169	203,754	203,754	185,387	185,387	191,967	228,870	213,654	213,654	213,654	213,654	213,654	213,654	213,654	213,654	213,654
Total concessionaire roads	17,436,219	15,059,416	17,203,804	14,474,113	16,454,542	14,838,602	16,945,769	15,788,224	14,509,756	14,509,756	15,721,405	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	330,208	326,174	297,493	297,493	319,794	319,794	303,661	303,661	309,810	358,551	334,838	334,838	334,838	334,838	334,838	334,838	334,838	334,838	334,838
PR-52	6,828,223	5,511,259	6,670,594	5,363,307	6,420,391	5,479,520	6,701,322	5,799,680	5,308,911	5,308,911	5,636,265	5,636,265	5,794,948	5,794,948	5,670,219	6,516,962	6,092,115	6,092,115	6,092,115	6,092,115	6,092,115	6,092,115	6,092,115	6,092,115	6,092,115
PR-53	1,849,478	1,630,569	1,811,933	1,555,485	1,778,374	1,596,677	1,820,196	1,677,128	1,517,488	1,517,488	1,612,571	1,612,571	1,656,289	1,656,289	1,644,303	1,874,159	1,772,550	1,772,550	1,772,550	1,772,550	1,772,550	1,772,550	1,772,550	1,772,550	1,772,550
PR-66	2,764,699	2,117,160	2,617,289	1,942,535	2,467,504	2,049,836	2,489,641	2,155,133	2,039,139	2,039,139	2,082,513	2,082,513	2,150,819	2,150,819	2,188,127	2,541,237	2,534,576	2,534,576	2,534,576	2,534,576	2,534,576	2,534,576	2,534,576	2,534,576	2,534,576
Total HTA roads	11,768,954	9,578,672	11,427,218	9,173,866	10,990,834	9,436,350	11,341,367	9,958,116	9,163,032	9,163,032	9,651,144	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	29,205,173	24,638,088	28,631,022	23,647,979	27,445,376	24,274,952	28,287,136	25,746,340	23,672,788	23,672,788	25,372,549	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	Phase 2 -Execute the contract amended E 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	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- Q3-FY2022		Phase 2- Q3-FY2021		Phase 1 - Q4-2016	210	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 Office of Organization and Methods	Approval of the Federal Aid Billing SOP by the Executive Director. SOP distribution from the Office of Organization and Methods and employee training sessions.	Systems modifications requested and SOP revision from FHWA still pending.
Toll Credits										
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 Phase 2-Q2-FY2022	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 -Completed- 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. The SOP Num. 09-11-06- Procedure for the Use of Toll Credits was approved on December 2, 2021.	SOP distribution from the Office of Organization and Methods.	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 continues the discussion of 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										

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)
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.	
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 specifics 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 ICMM's additional scoping proposal identified as necessary during user acceptance testing and after ICMM 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 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 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.	