



Financial Oversight Management Board for Puerto Rico

PRHTA Reporting - January 2021

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1.1 Main B2A report

In \$ Thousands	FY21 Budget	Budget YTD	Actuals YTD	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)	Root cause of variance	Potential corrective action(s)	Owner(s) of corrective action(s)
Toll fare revenue	\$ 99,139	\$ 48,187	\$ 69,163	\$ 20,976	44%	\$ 8,111	\$ 10,286	\$ 2,175	27%			
Transit revenue	\$ 25,314	\$ 9,332	\$ 330	\$ (9,002)	-96%	\$ 2,646	\$ 63	\$ (2,583)	-98%	Due to the impact of COVID-19		
Toll fine revenue	\$ 17,093	\$ 4,267	\$ -	\$ (4,267)	-100%	\$ 1,722	\$ -	\$ (1,722)	-100%			
Other operating income	\$ 4,918	\$ 3,209	\$ 3,998	\$ 789	25%	\$ 285	\$ 297	\$ 12	4%	The sale of the property scheduled was delayed, also, we received from the insurance \$ 950,000 for payment relate		
Operating FTA funds	\$ 20,000	\$ 9,996	\$ 1,320	\$ (8,676)	-87%	\$ 1,666	\$ -	\$ (1,666)	-100%			
Operating Commonwealth Transfer	\$ 90,624	\$ 45,312	\$ -	\$ -	0%	\$ 7,552	\$ 7,552	\$ -	0%			
Total Operating Revenues	\$ 257,088	\$ 120,303	\$ 120,123	\$ (180)	0%	\$ 21,982	\$ 18,198	\$ (3,784)	-17%			
Commonwealth CapEx appropriation	\$ 59,067	\$ 29,532	\$ 29,532	\$ -	0%	\$ 4,922	\$ 4,922	\$ -	0%			
Abriendo Caminos funds	\$ 73,000	\$ 73,000	\$ 73,000	\$ -	0%	\$ -	\$ -	\$ -	0%	The Revenue was received in September		
Capital Commonwealth Transfer	\$ 16,264	\$ 8,130	\$ -	\$ -	0%	\$ 1,355	\$ -	\$ -	0%			
FHWA funds	\$ 251,913	\$ 85,399	\$ 87,161	\$ 1,762	2%	\$ 21,350	\$ 17,836	\$ (3,514)	-16%			
Federal Emergency Revenues	\$ 23,868	\$ 1,998	\$ 12,583	\$ 10,585	530%	\$ 333	\$ 2,552	\$ 2,219	666%			
Capital FTA funds	\$ 65,433	\$ 22,834	\$ -	\$ (22,834)	-100%	\$ 11,852	\$ -	\$ (11,852)	-100%	Program has not started		
Total Capital Revenues	\$ 489,545	\$ 220,893	\$ 210,406	\$ (10,487)	-5%	\$ 39,812	\$ 26,665	\$ (13,147)	-33%			
Commonwealth Transfer for Emergency Reserve	\$ 115,512	\$ 57,756	\$ 57,756	\$ -	0%	\$ 9,626	\$ 9,626	\$ -	0%			
Total Commonwealth Reserve Transfer	\$ 115,512	\$ 57,756	\$ 57,756	\$ -	0%	\$ 9,626	\$ 9,626	\$ -	0%			
Total Consolidated revenues	\$ 862,145	\$ 398,952	\$ 388,285	\$ (10,667)	-3%	\$ 71,421	\$ 54,489	\$ (16,932)	-24%			
Capital Right of Way payments	\$ 3,300	\$ 1,120	\$ 501	\$ (619)	-55%	\$ 331	\$ 232	\$ (99)	-30%			
Local Construction costs	\$ 10,000	\$ 3,728	\$ 4,751	\$ 1,023	27%	\$ 932	\$ 1,907	\$ 975	105%			
Transit Construction costs	\$ 67,433	\$ 23,634	\$ -	\$ (23,634)	-100%	\$ 12,052	\$ -	\$ (12,052)	-100%	Program has not started		
Toll Optimization capital costs	\$ 14,747	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	Program has not started		
Local Emergency Repair costs	\$ 118	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Federal Emergency Repair costs	\$ 23,868	\$ 1,998	\$ 15,404	\$ 13,406	671%	\$ 333	\$ 4,451	\$ 4,118	1237%			
Non-Federal Highway Construction Hard Costs	\$ 99,136	\$ 28,587	\$ 46,255	\$ 17,668	62%	\$ 6,933	\$ 11,529	\$ 4,596	66%			
Non-Federal Highway Construction Soft Costs	\$ 19,030	\$ 8,683	\$ 8,683	\$ -	0%	\$ 831	\$ 831	\$ -	0%			
Federal Highway Construction Hard Costs	\$ 238,605	\$ 85,399	\$ 102,109	\$ 16,704	20%	\$ 21,350	\$ 24,793	\$ 3,443	16%			
Federal Highway Construction Soft Costs	\$ 13,308	\$ -	\$ 5,330	\$ 5,330	0%	\$ -	\$ 1,297	\$ 1,297	0%			
Total Capital Expenditures	\$ 489,545	\$ 144,466	\$ 183,027	\$ 38,561	27%	\$ 41,931	\$ 45,040	\$ 3,109	7%			
Construction salaries & related benefits	\$ 25,026	\$ 12,312	\$ 12,378	\$ 66	1%	\$ 1,810	\$ 1,963	\$ 153	8%			
Non-Construction salaries & related benefits	\$ 20,985	\$ 10,245	\$ 10,384	\$ 139	1%	\$ 1,705	\$ 1,604	\$ (101)	-6%			
Pension costs	\$ 37,058	\$ 18,699	\$ 17,875	\$ (824)	-4%	\$ 3,220	\$ 3,177	\$ (43)	-1%			
Operational Right of Way payments	\$ 16,917	\$ 3,787	\$ 3,777	\$ (10)	0%	\$ 388	\$ 389	\$ 1	0%			
Other construction program expenses	\$ 1,688	\$ 844	\$ 399	\$ (445)	-53%	\$ 140	\$ 52	\$ (88)	-63%	Delays due to COVID-19 and PCOS Approvals		
Toll highways administration and maintenance costs	\$ 41,692	\$ 21,029	\$ 19,329	\$ (1,700)	-8%	\$ 2,913	\$ 3,753	\$ 840	29%	Delay in the awarding of auctions for Hgways maintenance		
Tren Urbano costs	\$ 74,252	\$ 39,448	\$ 35,842	\$ (3,606)	-9%	\$ 12,569	\$ 7,303	\$ (5,266)	-42%			
Feeder Bus costs	\$ 12,300	\$ 4,436	\$ 3,554	\$ (882)	-20%	\$ 1,025	\$ 1,065	\$ 40	4%			
Other operating expenses	\$ 29,021	\$ 13,855	\$ 9,315	\$ (4,540)	-33%	\$ 2,374	\$ 778	\$ (1,596)	-67%	Delays due to COVID-19 and PCOS Approvals		
Total Operating Expenses	\$ 258,939	\$ 124,655	\$ 112,853	\$ (11,802)	-9%	\$ 26,144	\$ 20,084	\$ (6,060)	-23%			
Reserve deposits for emergencies & unforeseen needs	\$ 66,996	\$ 26,796	\$ -	\$ (26,796)	-100%	\$ 6,699	\$ -	\$ (6,699)	-100%			
Reserve deposits for outstanding obligations	\$ 40,000	\$ 16,000	\$ -	\$ (16,000)	-100%	\$ 4,000	\$ -	\$ (4,000)	-100%			
Reserve deposits for unforeseen non-Title III litigation costs	\$ 8,516	\$ 4,254	\$ 86	\$ (4,168)	-98%	\$ 709	\$ -	\$ (709)	-100%			
Total Reserve Deposits	\$ 115,512	\$ 47,050	\$ 86	\$ (46,964)	-100%	\$ 11,408	\$ -	\$ (11,408)	-100%			
Total Expenditures	\$ 863,996	\$ 316,171	\$ 295,966	\$ (20,205)	-6%	\$ 79,483	\$ 65,124	\$ (14,359)	-18%			
Toll fare revenue deep dive												
Revenues from existing toll lanes	\$ 96,511	\$ 48,187	\$ 69,163	\$ 20,976	44%	\$ 8,111	\$ 10,286	\$ 2,175	27%			
Revenues from new DTL lanes	\$ 2,628	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total toll fare revenue	\$ 99,139	\$ 48,187	\$ 69,163	\$ 20,976	44%	\$ 8,111	\$ 10,286	\$ 2,175	27%			
Toll fine revenue deep dive												
Fines from existing rates	\$ 14,920	\$ 3,725	\$ -	\$ (3,725)	-100%	\$ 1,503	\$ -	\$ (1,503)	-100%			
Fines from tiered rates	\$ 2,173	\$ 542	\$ -	\$ (542)	-100%	\$ 219	\$ -	\$ (219)	-100%			
Total toll fine revenue	\$ 17,093	\$ 4,267	\$ -	\$ (4,267)	-100%	\$ 1,722	\$ -	\$ (1,722)	-100%			
Transit revenue deep dive												
Tren Urbano fare revenue	\$ 5,138	\$ 2,535	\$ 269	\$ (2,266)	-89%	\$ 425	\$ 46	\$ (379)	-89%	Due to COVID-19		
Feeder Bus fare revenue	\$ 491	\$ 236	\$ 61	\$ (175)	-74%	\$ 34	\$ 17	\$ (17)	-50%	Due to COVID-19		
CARES Act funds	\$ 19,685	\$ 6,561	\$ -	\$ (6,561)	-100%	\$ 2,187	\$ -	\$ (2,187)	-100%			
Total transit revenue	\$ 25,314	\$ 9,332	\$ 330	\$ (9,002)	-96%	\$ 2,646	\$ 63	\$ (2,583)	-98%			
FHWA funds deep dive												
Regular FHWA funds	\$ 251,913	\$ 85,399	\$ 87,161	\$ 1,762	2%	\$ 21,350	\$ 17,836	\$ (3,514)	-16%			
Discretionary FHWA funds	\$ 8,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Discretionary FHWA projects	\$ (8,000)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total FHWA funds	\$ 251,913	\$ 85,399	\$ 87,161	\$ 1,762	2%	\$ 21,350	\$ 17,836	\$ (3,514)	-16%			
Capital FTA funds deep dive												
Regular capital FTA funds	\$ 65,433	\$ 22,834	\$ -	\$ (22,834)	-100%	\$ 11,852	\$ -	\$ (11,852)	-100%			
Discretionary FTA funds	\$ 6,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Discretionary FTA projects	\$ (6,000)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total capital FTA funds	\$ 65,433	\$ 22,834	\$ -	\$ (22,834)	-100%	\$ 11,852	\$ -	\$ (11,852)	-100%			
Federal Emergency Revenues deep dive												
FHWA emergency funds	\$ 19,868	\$ -	\$ 12,583	\$ 12,583	0%	\$ -	\$ 2,552	\$ 2,552	0%			
FEMA emergency funds	\$ 4,000	\$ 1,998	\$ -	\$ (1,998)	-100%	\$ 333	\$ -	\$ (333)	-100%			
Total Federal Emergency Revenues	\$ 23,868	\$ 1,998	\$ 12,583	\$ 10,585	530%	\$ 333	\$ 2,552	\$ 2,219	666%			
Construction salaries & related benefits deep dive												
Main salaries - Construction	\$ 17,766	\$ 8,793	\$ 8,786	\$ (7)	0%	\$ 1,360	\$ 1,357	\$ (3)	0%			
Christmas Bonus - Construction	\$ 357	\$ 357	\$ 356	\$ (1)	0%	\$ -	\$ -	\$ -	0%			
Healthcare costs - Construction	\$ 4,390	\$ 1,985	\$ 2,042	\$ 57	3%	\$ 400	\$ 384	\$ (16)	-4%			
Early retirement costs - Construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Other labor costs - Construction	\$ 2,513	\$ 1,177	\$ 1,194	\$ 17	1%	\$ 190	\$ 222	\$ 32	17%			
Total construction payroll costs	\$ 25,026	\$ 12,312	\$ 12,378	\$ 66	1%	\$ 1,950	\$ 1,963	\$ 13	1%			

1.1 Main B2A report

In \$ Thousands	FY21 Budget	Budget YTD	Actuals YTD	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)	Root cause of variance	Potential corrective action(s)	Owner(s) of corrective action(s)
Non-Construction salaries & related benefits deep dive												
Main salaries - Non-Construction	\$ 10,328	\$ 4,955	\$ 4,900	\$ (55)	-1%	\$ 753	\$ 751	\$ (2)	0%			
Christmas Bonus - Non-Construction	\$ 193	\$ 193	\$ 193	\$ -	0%	\$ -	\$ -	\$ -	0%			
Healthcare costs - Non-Construction	\$ 2,305	\$ 1,054	\$ 1,100	\$ 46	4%	\$ 208	\$ 207	\$ (1)	0%			
Early retirement costs - Non-Construction	\$ 6,661	\$ 3,461	\$ 3,618	\$ 157	5%	\$ 550	\$ 556	\$ 6	1%			
Other labor costs - Non-Construction	\$ 1,498	\$ 582	\$ 573	\$ (9)	-2%	\$ 90	\$ 90	\$ -	0%			
Total non-construction payroll costs	\$ 20,985	\$ 10,245	\$ 10,384	\$ 139	1%	\$ 1,601	\$ 1,604	\$ 3	0%			
Pension costs deep dive												
Pension contributions	\$ 35,642	\$ 18,161	\$ 17,875	\$ (286)	-2%	\$ 3,177	\$ 3,177	\$ 1	0%			
Administrative pension costs	\$ 866	\$ 539	\$ -	\$ (539)	-100%	\$ 44	\$ -	\$ (44)	-100%			
Total pension costs	\$ 36,508	\$ 18,699	\$ 17,875	\$ (824)	-4%	\$ 3,220	\$ 3,177	\$ (43)	-1%			
Other Operating Expenses deep dive												
Non-Title III Professional Service Fees	\$ 8,490	\$ 3,484	\$ 843	\$ (2,641)	-76%	\$ 745	\$ 285	\$ (460)	-62%			
Title III Professional Service Fees	\$ 10,000	\$ 4,998	\$ 4,752	\$ (246)	-5%	\$ 833	\$ 271	\$ (562)	-67%			
Discretionary fund management team	\$ 100	\$ 40	\$ -	\$ (40)	-100%	\$ 10	\$ -	\$ (10)	-100%			
Ancillary revenue management team	\$ 200	\$ 80	\$ -	\$ (80)	-100%	\$ 20	\$ -	\$ (20)	-100%			
Electricity costs	\$ 918	\$ 456	\$ 201	\$ (255)	-56%	\$ 76	\$ 15	\$ (61)	-80%			
Water supply costs	\$ 455	\$ 227	\$ 204	\$ (23)	-10%	\$ 38	\$ 36	\$ (2)	-5%			
Other expenses	\$ 8,858	\$ 4,570	\$ 3,315	\$ (1,255)	-27%	\$ 652	\$ 171	\$ (481)	-74%			
Total Other Operating Expenses	\$ 29,021	\$ 13,855	\$ 9,315	\$ (4,540)	-33%	\$ 2,374	\$ 778	\$ (1,596)	-67%			
Tren Urbano costs deep dive												
Base fee for Tren Urbano operating contract	\$ 48,702	\$ 24,352	\$ 24,034	\$ (318)	-1%	\$ 4,060	\$ 4,086	\$ 26	1%			
Other costs under Tren Urbano operating contract	\$ 6,400	\$ 1,710	\$ 2,650	\$ 940	55%	\$ 570	\$ 2,325	\$ 1,755	308%			
Tren Urbano insurance costs	\$ 9,005	\$ 7,155	\$ 6,446	\$ (709)	-10%	\$ 7,155	\$ -	\$ (7,155)	-100%			
Tren Urbano electricity costs	\$ 8,200	\$ 3,494	\$ 2,556	\$ (938)	-27%	\$ 680	\$ 737	\$ 57	8%			
Other regular Tren Urbano costs	\$ 74	\$ 36	\$ 1	\$ (35)	-97%	\$ 6	\$ -	\$ (6)	-100%			
COVID-19 special costs	\$ 1,171	\$ 585	\$ 155	\$ (430)	-34%	\$ 98	\$ 155	\$ 57	58%			
Total Tren Urbano costs	\$ 73,552	\$ 37,332	\$ 35,842	\$ (1,490)	-4%	\$ 12,569	\$ 7,303	\$ (5,266)	-42%			
Feeder Bus costs deep dive												
Base fee for Feeder Bus operating contract	\$ 9,878	\$ 3,860	\$ 3,192	\$ (668)	-17%	\$ 865	\$ 865	\$ -	0%			
Other costs under Feeder Bus operating contract	\$ 1,456	\$ 390	\$ 295	\$ (95)	-24%	\$ 130	\$ 133	\$ 3	2%			
COVID-19 special costs	\$ 366	\$ 186	\$ 67	\$ (119)	-64%	\$ 30	\$ 67	\$ 37	123%			
Total Feeder Bus costs	\$ 11,700	\$ 4,436	\$ 3,554	\$ (882)	-20%	\$ 1,025	\$ 1,065	\$ 40	4%			
Toll highway administration & maintenance costs deep dive												
Variable electronic toll collection fees	\$ 16,876	\$ 8,332	\$ 7,667	\$ (665)	-8%	\$ 1,445	\$ 1,624	\$ 179	12%			
Highway electricity costs	\$ 4,000	\$ 1,998	\$ 822	\$ (1,176)	-59%	\$ 333	\$ 428	\$ 95	29%			
Other toll highway administration & maintenance costs	\$ 20,816	\$ 10,899	\$ 10,840	\$ (58)	-1%	\$ 1,135	\$ 1,701	\$ 566	50%			
Total Feeder Bus costs	\$ 41,692	\$ 21,029	\$ 19,329	\$ (1,700)	-8%	\$ 2,913	\$ 3,753	\$ 840	29%			
Federal Emergency Repair Costs deep dive												
FHWA funded projects	\$ 19,868	\$ -	\$ 14,159	\$ 14,159	0%	\$ -	\$ 3,206	\$ 3,206	0%			
FEMA funded projects	\$ 4,000	\$ 1,998	\$ 1,245	\$ (753)	-38%	\$ 333	\$ 1,245	\$ 912	274%			
Total federal emergency repair costs	\$ 23,868	\$ 1,998	\$ 15,404	\$ 13,406	671%	\$ 333	\$ 4,451	\$ 4,118	1237%			
Federal Highway Construction Hard Costs deep dive												
Regular federal highway construction projects	\$ 229,061	\$ 85,399	\$ 102,103	\$ 16,704	20%	\$ 21,350	\$ 24,793	\$ 3,443	16%			
Additional projects due to CIP optimization	\$ 9,544	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total federal highway construction hard costs	\$ 238,605	\$ 85,399	\$ 102,103	\$ 16,704	20%	\$ 21,350	\$ 24,793	\$ 3,443	16%			
Federal Highway Construction Soft Costs deep dive												
Regular federal highway construction projects	\$ 12,776	\$ -	\$ 5,330	\$ 5,330	0%	\$ -	\$ 1,297	\$ 1,297	0%			
Additional projects due to CIP optimization	\$ 532	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total federal highway construction soft costs	\$ 13,308	\$ -	\$ 5,330	\$ 5,330	0%	\$ -	\$ 1,297	\$ 1,297	0%			
Non-Federal Highway Construction Hard Costs deep dive												
Abriendo Caminos Hard Costs	\$ 68,666	\$ 16,291	\$ 36,988	\$ 20,697	127%	\$ 3,859	\$ 9,421	\$ 5,562	144%			
Other Hard Costs	\$ 30,470	\$ 12,296	\$ 9,267	\$ (3,029)	-23%	\$ 2,074	\$ 2,108	\$ (36)	-2%			
Total non-federal highway construction hard costs	\$ 99,136	\$ 28,587	\$ 46,255	\$ 17,668	62%	\$ 6,933	\$ 11,529	\$ 4,596	66%			
Non-Federal Highway Construction Soft Costs deep dive												
Abriendo Caminos Soft Costs	\$ 11,334	\$ 4,108	\$ 3,911	\$ (197)	-5%	\$ 781	\$ 646	\$ (135)	-17%			
Other Soft Costs	\$ 7,696	\$ -	\$ 4,772	\$ 4,772	0%	\$ -	\$ 185	\$ 185	0%			
Total non-federal highway construction soft costs	\$ 19,030	\$ 4,108	\$ 8,683	\$ 4,575	111%	\$ 781	\$ 831	\$ 50	6%			
Transit Construction Costs deep dive												
Federally funded projects	\$ 65,433	\$ 22,834	\$ -	\$ (22,834)	-100%	\$ 11,852	\$ -	\$ (11,852)	-100%			
Locally funded projects	\$ 2,000	\$ 800	\$ -	\$ (800)	-100%	\$ 200	\$ -	\$ (200)	-100%			
Total transit construction costs	\$ 67,433	\$ 23,634	\$ -	\$ (23,634)	-100%	\$ 12,052	\$ -	\$ (12,052)	-100%			

Footnotes:

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

1.2 Additional B2A info

In \$ Thousands	FY21 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
PR-20 revenue	\$ 2,589	\$ 1,294	\$ 1,353	\$ 59	5%	\$ 211	\$ 232	\$ 21	10%
PR-52 revenue	\$ 50,509	\$ 25,244	\$ 29,811	\$ 4,567	18%	\$ 4,139	\$ 5,105	\$ 966	23%
PR-53 revenue	\$ 8,630	\$ 4,367	\$ 7,276	\$ 2,909	67%	\$ 669	\$ 1,230	\$ 561	84%
PR-66 revenue	\$ 21,575	\$ 10,647	\$ 13,659	\$ 3,012	28%	\$ 1,682	\$ 2,325	\$ 643	38%
Payments from concessionaires to HTA	\$ 1,286	\$ 638	\$ 599	\$ (39)	-6%	\$ 130	\$ 121	\$ (9)	-7%
Payments from HTA to concessionaires	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Off-period V-tolls	\$ 11,922	\$ 5,997	\$ 16,465	\$ 10,468	175%	\$ 1,280	\$ 1,273	\$ (7)	-1%
Revenue from new Dynamic Toll Lanes	\$ 2,628	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Toll fare revenue	\$ 99,139	\$ 48,187	\$ 69,163	\$ 20,976	44%	\$ 8,111	\$ 10,286	\$ 2,175	27%
Metro Urbano	\$ 46	\$ 21	\$ 3	\$ (18)	-86%	\$ 3	\$ -	\$ (3)	-100%
Metrobus	\$ 312	\$ 149	\$ 43	\$ (106)	-71%	\$ 22	\$ 13	\$ (9)	-41%
TU Conexion	\$ 133	\$ 66	\$ 15	\$ (51)	-77%	\$ 9	\$ 4	\$ (5)	-56%
Total Feeder Bus fare revenue	\$ 491	\$ 236	\$ 61	\$ (175)	-74%	\$ 34	\$ 17	\$ (17)	-50%
Rentals / leases (non-TU related)	\$ 1,329	\$ 665	\$ 614	\$ (51)	-8%	\$ 111	\$ 96	\$ (15)	-13%
Rentals / leases (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Real estate sales	\$ 1,500	\$ 1,500	\$ 160	\$ (1,340)	-89%	\$ -	\$ -	\$ -	0%
Other sources (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other sources (non-TU related)	\$ 2,089	\$ 1,045	\$ 3,224	\$ 2,180	209%	\$ 174	\$ 201	\$ 27	15%
Total Other operating income	\$ 4,918	\$ 3,209	\$ 3,998	\$ 789	25%	\$ 285	\$ 297	\$ 12	4%
PayGo contributions	\$ 35,861	\$ 18,161	\$ 17,875	\$ (286)	-2%	\$ 3,177	\$ 3,177	\$ 1	0%
Non PayGo contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Pension contributions	\$ 35,642	\$ 18,161	\$ 17,875	\$ (286)	-2%	\$ 3,177	\$ 3,177	\$ 1	0%
FEMA funds - Earthquake related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
FEMA funds - Maria related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total FEMA emergency funds	\$ 4,000	\$ 1,998	\$ -	\$ -	0%	\$ 333	\$ -	\$ -	0%
FHWA funds - Earthquake related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
FHWA funds - Maria related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total FHWA emergency funds	\$ 19,868	\$ 7,778	\$ 14,159	\$ -	0%	\$ 1,841	\$ -	\$ -	0%
Highway and transit program delivery	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Audit and financial services	\$ 1,255	\$ 613	\$ 470	\$ (143)	-23%	\$ 129	\$ 150	\$ 21	16%
Legal services	\$ 750	\$ 307	\$ 192	\$ (115)	-37%	\$ 67	\$ 88	\$ 21	31%
Toll optimization services	\$ 1,500	\$ 600	\$ -	\$ (600)	-100%	\$ 150	\$ -	\$ (150)	-100%
Other professional services	\$ 4,985	\$ 1,964	\$ 181	\$ (1,783)	-91%	\$ 399	\$ 47	\$ (352)	-88%
Total Non-Title III professional fees	\$ 8,490	\$ 3,484	\$ 843	\$ (2,641)	-76%	\$ 745	\$ 285	\$ (460)	-62%
Insurance	\$ 3,923	\$ 2,738	\$ 2,896	\$ 158	100%	\$ -	\$ -	\$ -	0%
Utility payments (excluding electricity)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Security costs	\$ 1,091	\$ 556	\$ 586	\$ 30	5%	\$ 96	\$ 109	\$ 13	14%
Repairs & maintenance	\$ 15,302	\$ 7,159	\$ 7,286	\$ 127	2%	\$ 998	\$ 1,559	\$ 561	56%
Other costs	\$ 500	\$ 246	\$ 72	\$ (174)	-71%	\$ 41	\$ 33	\$ (8)	-20%
Total Other toll highway administration & maintenance costs	\$ 20,816	\$ 10,699	\$ 10,840	\$ 141	1%	\$ 1,135	\$ 1,701	\$ 566	50%

1.2 Additional B2A info

In \$ Thousands	FY21 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
Rents & leases	\$ 799	\$ 399	\$ 399	\$ -	0%	\$ 65	\$ 65	\$ -	0%
Insurance	\$ 981	\$ 607	\$ 724	\$ 117	19%	\$ -	\$ -	\$ -	0%
Utility payments (excluding electricity and water supply)	\$ 600	\$ 300	\$ 105	\$ (195)	-65%	\$ 50	\$ 19	\$ (31)	-62%
Security costs	\$ 1,002	\$ 528	\$ 399	\$ (129)	-24%	\$ 80	\$ 65	\$ (15)	-19%
Transportation expenses	\$ 487	\$ 243	\$ 217	\$ (26)	-11%	\$ 41	\$ 41	\$ -	0%
Purchased goods & equipment	\$ 1,604	\$ 801	\$ 817	\$ 16	2%	\$ 134	\$ 171	\$ 37	28%
Other costs	\$ 3,385	\$ 1,692	\$ 654	\$ (1,038)	-61%	\$ 282	\$ 11	\$ (271)	-96%
Total Other expenses (within Other operating expenses)	\$ 8,858	\$ 4,570	\$ 3,315	\$ (1,255)	-27%	\$ 652	\$ 372	\$ (280)	-43%
A Hard Costs	\$ -			\$ -	0%			\$ -	0%
A Soft Costs	\$ -			\$ -	0%			\$ -	0%
Total Toll optimization capital costs	\$ 14,747	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
A FHWA funded Hard Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
A FHWA funded Soft Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
A FHWA funded Hard Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
A FHWA funded Soft Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
Total FHWA funded emergency projects	\$ 19,868	\$ -	\$ 14,159	\$ -	0%	\$ -	\$ 14,159	\$ -	0%
A FEMA funded Hard Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
A FEMA funded Hard Costs - Maria related	\$ -			\$ -	0%			\$ -	0%
A FEMA funded Hard Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
A FEMA funded Hard Costs - Earthquake related	\$ -			\$ -	0%			\$ -	0%
Total FEMA funded emergency projects	\$ 4,000	\$ 1,998	\$ -	\$ -	0%	\$ 333	\$ -	\$ -	0%
A Hard Costs	\$ -			\$ -	0%			\$ -	0%
A Soft Costs	\$ -			\$ -	0%			\$ -	0%
Total Local emergency repair costs	\$ 118	\$ 58	\$ -	\$ -	0%	\$ 10	\$ -	\$ -	0%
Emergency relief projects	\$ 41,224	\$ 8,692		\$ (8,692)	-100%	\$ 5,867		\$ (5,867)	-100%
Other TU improvements	\$ 24,209	\$ 14,141		\$ (14,141)	-100%	\$ 5,985		\$ (5,985)	-100%
Total federally funded transit Construction	\$ 65,433	\$ 22,834	\$ -	\$ (22,834)	-100%	\$ 11,852	\$ -	\$ (11,852)	-100%
Design & Pre-construction	\$ -			\$ -	0%			\$ -	0%
Material Testing & Management	\$ -			\$ -	0%			\$ -	0%
Construction Engineering & Inspection	\$ -			\$ -	0%			\$ -	0%
Environmental soft costs	\$ 500			\$ -	0%			\$ -	0%
Other soft costs	\$ 1,200			\$ -	0%			\$ -	0%
Total Local construction soft costs	\$ 1,700	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Pavement rehabilitation	\$ -			\$ -	0%			\$ -	0%
Safety improvements	\$ -			\$ -	0%			\$ -	0%
New road construction	\$ -			\$ -	0%			\$ -	0%
Bridge repairs	\$ -			\$ -	0%			\$ -	0%
Congestion management (e.g. DTL)	\$ 1,000			\$ -	0%			\$ -	0%
Other hard costs	\$ 7,300			\$ -	0%			\$ -	0%
Total Local construction hard costs	\$ 8,300	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Local construction costs	\$ 10,000	\$ 3,728	\$ -	\$ -	0%	\$ 3,728	\$ -	\$ -	0%
B Design & Pre-construction	\$ -			\$ -	0%			\$ -	0%
B Material Testing & Management	\$ -			\$ -	0%			\$ -	0%
B Construction Engineering & Inspection	\$ -			\$ -	0%			\$ -	0%
B Environmental soft costs	\$ -			\$ -	0%			\$ -	0%
B Other soft costs	\$ -			\$ -	0%			\$ -	0%
Total Federal highway construction soft costs	\$ 13,308	\$ -	\$ 5,330	\$ -	0%	\$ -	\$ 5,330	\$ -	0%
B Pavement rehabilitation	\$ -			\$ -	0%			\$ -	0%
B Safety improvements	\$ -			\$ -	0%			\$ -	0%

1.2 Additional B2A info

In \$ Thousands	FY21 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
B New road construction	\$ -			\$ -	0%			\$ -	0%
B Bridge repairs	\$ -			\$ -	0%			\$ -	0%
B Congestion management (e.g. DTL)	\$ -			\$ -	0%			\$ -	0%
B Other hard costs	\$ -			\$ -	0%			\$ -	0%
Total Federal highway construction hard costs	\$ 238,605	\$ 85,399	\$ 102,103	\$ -	0%	\$ 21,350	\$ 102,103	\$ -	0%
Total Federal highway construction costs	\$ 251,913	\$ 85,399	\$ 107,433	\$ -	0%	\$ 21,350	\$ 107,433	\$ -	0%
B Design & Pre-construction	\$ -			\$ -	0%			\$ -	0%
B Material Testing & Management	\$ -			\$ -	0%			\$ -	0%
B Construction Engineering & Inspection	\$ -			\$ -	0%			\$ -	0%
B Environmental soft costs	\$ -			\$ -	0%			\$ -	0%
B Other soft costs	\$ -			\$ -	0%			\$ -	0%
Total Non-Federal highway construction soft costs	\$ 19,030	\$ -	\$ 8,683	\$ -	0%	\$ -	\$ 8,683	\$ -	0%
B Pavement rehabilitation	\$ -			\$ -	0%			\$ -	0%
B Safety improvements	\$ -			\$ -	0%			\$ -	0%
B New road construction	\$ -			\$ -	0%			\$ -	0%
B Bridge repairs	\$ -			\$ -	0%			\$ -	0%
B Congestion management (e.g. DTL)	\$ -			\$ -	0%			\$ -	0%
B Other hard costs	\$ -			\$ -	0%			\$ -	0%
Total Non-Federal highway construction hard costs	\$ 99,136	\$ 28,587	\$ 69,163	\$ -	0%	\$ 6,933	\$ 69,163	\$ -	0%
Total Non-Federal highway construction costs	\$ 118,166	\$ 28,587	\$ 77,846	\$ -	0%	\$ 6,933	\$ 77,846	\$ -	0%

Footnotes:

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

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

	Actual (Act.) / Projected (Fest.):																										F1	F2		
	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.			Act.	
(5000's)	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1	2	
Week #:	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1	2	
Week Ended:	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1	2	
Intra-Government Receipts:																														
41	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
42	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
43	7,277	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
44	7,277	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capex Receipts [Separate Federal Transfers by Program]:																														
45	474	756	3,839	2,095	163	9,726	2,308	936	-	6,388	672	6,735	-	6,800	1,068	-	11,977	-	7,085	1,044	1,713	7,224	1,182	-	8,054	676	9,836	-	-	
46	-	1,702	44	47	8	-	-	-	2,045	-	664	200	-	-	-	-	-	505	118	-	299	-	-	92	-	1,729	-	-		
47	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53	184	0	-	-	-	102	-	-		
48	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,453	
49	474	2,458	3,883	2,142	171	9,726	2,308	936	2,045	6,388	1,336	6,935	-	6,800	1,068	-	11,977	505	7,203	1,097	2,196	7,225	1,182	92	8,054	2,507	9,836	-	5,453	
50	7,751	2,458	3,883	2,142	171	9,726	2,308	936	2,045	6,388	1,336	79,935	-	6,800	1,068	-	22,873	505	8,524	1,097	2,196	7,225	2,503	92	8,054	2,507	9,836	-	5,453	
Capex Disbursements:																														
51	(1,488)	-	(4,123)	(2,519)	-	(11,545)	(4,419)	(499)	(720)	(8,993)	-	(3,036)	(5,605)	(11,501)	-	-	(13,293)	(2)	(7,205)	(53)	(0)	(683)	(10,019)	-	(9,949)	-	(13,185)	-	-	
52	(2)	(3,721)	(578)	(2,894)	(1,603)	(3,694)	(3,278)	(421)	(1,735)	(408)	(3,095)	(1,120)	(2,758)	(2,271)	(1,855)	(2,846)	(1,264)	(2,946)	(53)	(5,225)	(1,728)	(2,556)	(1,486)	(4,137)	(1,288)	(5,131)	(5,700)	-	-	
53	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
54	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
55	(2,810)	(490)	(359)	(48)	-	-	-	-	(2,541)	(908)	-	(283)	-	(1,475)	-	-	(270)	(854)	-	(307)	-	-	-	(298)	-	(133)	(1,279)	-	-	
56	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
57	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
59	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(36)	-	-	-	-	-	-	-	-	-	-	-	-	-	
60	(4,300)	(4,211)	(5,060)	(5,461)	(1,603)	(15,239)	(7,697)	(920)	(4,996)	(10,309)	(3,095)	(4,439)	(8,363)	(15,247)	(1,891)	(2,846)	(14,827)	(3,802)	(7,257)	(5,585)	(1,728)	(3,239)	(11,505)	(4,435)	(11,236)	(5,263)	(20,163)	-	-	
61	3,451	(1,753)	(1,177)	(3,319)	(1,432)	(5,513)	(5,389)	16	(2,951)	(3,921)	(1,759)	75,496	(8,363)	(8,447)	(823)	(2,846)	8,046	(3,297)	1,267	(4,488)	468	3,986	(9,002)	(4,343)	(3,182)	(2,756)	(10,328)	-	5,453	
Bank Cash Balance Roll-Forward (CAPEX)																														
62	\$113,672	\$120,373	\$120,860	\$117,707	\$114,388	\$113,163	\$108,186	\$104,897	\$104,927	\$102,804	\$99,985	\$98,654	\$168,989	\$161,474	\$155,370	\$154,502	\$151,696	\$155,038	\$153,613	\$158,671	\$155,684	\$147,495	\$151,669	\$143,633	\$139,922	\$140,078	\$137,358	\$138,880	\$138,880	
63	3,451	(1,753)	(1,177)	(3,319)	(1,432)	(5,513)	(5,389)	16	(2,951)	(3,921)	(1,759)	75,496	(8,363)	(8,447)	(823)	(2,846)	8,046	(3,297)	1,267	(4,488)	468	3,986	(9,002)	(4,343)	(3,182)	(2,756)	(10,328)	-	5,453	
64	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
65	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
66	3,250	2,240	(1,976)	-	207	536	2,100	15	828	1,102	428	(5,161)	848	2,343	(45)	39	(4,704)	1,873	3,791	1,500	(8,657)	188	966	632	3,338	36	11,850	-	-	
67	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
68	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
69	\$120,373	\$120,860	\$117,707	\$114,388	\$113,163	\$108,186	\$104,897	\$104,927	\$102,804	\$99,985	\$98,654	\$168,989	\$161,474	\$155,370	\$154,502	\$151,696	\$155,038	\$153,613	\$158,671	\$155,684	\$147,495	\$151,669	\$143,633	\$139,922	\$140,078	\$137,358	\$138,880	\$138,880	\$144,333	
70	\$120,409	\$120,895	\$117,742	\$114,424	\$113,264	\$108,218	\$104,977	\$105,008	\$102,886	\$100,067	\$98,737	\$169,071	\$161,556	\$155,452	\$154,620	\$151,813	\$155,156	\$153,732	\$158,789	\$155,748	\$147,561	\$151,734	\$143,698	\$139,987	\$140,144	\$137,322	\$138,864	-	-	
71	\$-36	\$-35	\$-35	\$-36	\$-101	\$-32	\$-80	\$-81	\$-82	\$-82	\$-83	\$-83	\$-82	\$-82	\$-118	\$-117	\$-118	\$-118	\$-118	\$-65	\$-66	\$-66	\$-65	\$-65	\$-65	\$-65	\$37	\$16	\$138,880	\$144,333
	8,022	6,170	5,882	2,430	4,376	25,528	4,562	1,256	5,441	9,409	1,760	90,096	3,389	8,851	4,700	2,396	92,987	2,676	25,856	6,281	3,093	9,541	21,732	3,674	10,496	4,971	11,733	2,062	7,628	
Total Inflows	(5,669)	(8,617)	(6,692)	(9,309)	(6,124)	(16,170)	(11,160)	(1,943)	(9,436)	(23,713)	(5,035)	(10,712)	(12,827)	(18,176)	(3,733)	(4,906)	(17,482)	(19,998)	(8,849)	(9,295)	(6,459)	(9,597)	(13,992)	(10,057)	(15,525)	(8,450)	(26,127)	(2,209)	(8,381)	
Total Outflows	2,353	(2,447)	(810)	(6,879)	(1,748)	9,358	(6,598)	(687)	(3,995)	(14,304)	(3,275)	79,384	(9,439)	(9,325)	967	(2,510)	75,505	(17,322)	17,006	(3,014)	(3,366)	(55)	7,741	(6,383)	(5,029)	(3,479)	(14,394)	(147)	(754)	
Total Net CF																														

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.	Fcst.	Fcst.	Fcst.	Fcst.
	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
	1/22	1/29	2/5	2/12	2/19	2/26	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23	4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25	
(5000's)																								
Intra-Government Receipts:																								
41 Abriendo Caminos III funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
42 Capital Commonwealth Transfer	-	-	1,355	-	-	-	1,355	-	-	-	1,355	-	-	-	1,355	-	-	-	1,526	-	-	-	-	
43 Commonwealth CapEx appropriation	15,164	-	-	-	-	8,781	-	-	-	8,781	-	-	-	8,781	-	-	-	8,781	-	-	-	8,781	-	
44 Total Intra-Government Receipts	15,164	-	1,355	-	-	8,781	1,355	-	-	8,781	1,355	-	-	8,781	1,355	-	-	8,781	1,526	-	-	8,781	-	
Capex Receipts [Separate Federal Transfers by Program]:																								
45 Federal Aid - FHWA & Earmarked Projects	-	-	26,115	-	-	-	26,131	-	-	-	26,181	-	-	-	26,296	-	-	-	26,514	-	-	26,820	-	
46 Emergency Reconstruction Program - FHWA	-	-	833	-	-	-	833	-	-	-	833	-	-	-	833	-	-	-	833	-	-	833	-	
47 Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
48 Emergency Reconstruction Program - FTA	-	-	-	5,453	-	-	-	-	5,453	-	-	-	5,453	-	-	-	5,453	-	-	-	5,453	-	-	
49 Total Federal Receipts	-	-	26,949	5,453	-	-	26,964	-	5,453	-	27,015	-	5,453	-	27,130	-	-	5,453	-	27,347	-	5,453	27,654	
50 Total CAPEX Receipts	15,164	-	28,304	5,453	-	8,781	28,319	-	5,453	8,781	28,370	-	5,453	-	35,911	1,355	-	5,453	8,781	28,874	-	5,453	36,435	
Capex Disbursements:																								
51 Capital Expenditures - Federal	-	(26,115)	-	-	-	(26,131)	-	-	-	(26,181)	-	-	-	(26,296)	-	-	-	(26,514)	-	-	-	(26,820)		
52 Capital Expenditures - State	-	(8,423)	-	-	-	(8,957)	-	-	-	(9,518)	-	-	-	(12,298)	-	-	-	(18,441)	-	-	-	(24,696)		
53 ER Transit Construction Program Costs - FTA	-	(5,453)	-	-	-	(5,453)	-	-	-	(5,453)	-	-	-	(5,453)	-	-	-	(5,453)	-	-	-	(5,453)		
54 Toll Optimization Costs	-	(1,007)	-	-	-	(1,069)	-	-	-	(1,135)	-	-	-	(1,460)	-	-	-	(2,179)	-	-	-	(2,911)		
55 Emergency Reconstruction Program - FHWA	-	(833)	-	-	-	(833)	-	-	-	(833)	-	-	-	(833)	-	-	-	(833)	-	-	-	(833)		
56 Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
57 Transit Construction Program Costs - Local	-	(167)	-	-	-	(167)	-	-	-	(167)	-	-	-	(167)	-	-	-	(167)	-	-	-	(167)		
58 Emergency Reconstruction Program - Local	-	(10)	-	-	-	(10)	-	-	-	(10)	-	-	-	(10)	-	-	-	(10)	-	-	-	(10)		
59 Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
60 Total Capex Disbursements	-	(42,008)	-	-	-	(42,619)	-	-	-	(43,296)	-	-	-	(46,517)	-	-	-	(53,596)	-	-	-	(60,890)		
61 Capex Net Cash Flow	15,164	(42,008)	28,304	5,453	-	(33,838)	28,319	-	5,453	(34,515)	28,370	-	5,453	(46,517)	35,911	1,355	-	5,453	(44,815)	28,874	-	5,453	(24,456)	
Bank Cash Balance Roll-Forward (CAPEX)																								
62 Beginning Cash Balance	\$144,333	\$159,497	\$117,489	\$145,793	\$151,246	\$151,246	\$117,408	\$145,727	\$145,727	\$151,180	\$116,664	\$145,034	\$145,034	\$150,487	\$103,970	\$139,880	\$141,236	\$141,236	\$146,688	\$101,873	\$130,747	\$130,747	\$136,199	
63 Net Cash Flow	15,164	(42,008)	28,304	5,453	-	(33,838)	28,319	-	5,453	(34,515)	28,370	-	5,453	(46,517)	35,911	1,355	-	5,453	(44,815)	28,874	-	5,453	(24,456)	
64 Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
65 Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
66 Return of Funds / Reconciliation Item (D)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
67 Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
68 Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
69 Ending CAPEX Bank Cash Balance	\$159,497	\$117,489	\$145,793	\$151,246	\$151,246	\$117,408	\$145,727	\$145,727	\$151,180	\$116,664	\$145,034	\$145,034	\$150,487	\$103,970	\$139,880	\$141,236	\$141,236	\$146,688	\$101,873	\$130,747	\$130,747	\$136,199	\$111,744	
70 Actual CAPEX Bank Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
71 Difference	\$159,497	\$117,489	\$145,793	\$151,246	\$151,246	\$117,408	\$145,727	\$145,727	\$151,180	\$116,664	\$145,034	\$145,034	\$150,487	\$103,970	\$139,880	\$141,236	\$141,236	\$146,688	\$101,873	\$130,747	\$130,747	\$136,199	\$111,744	
	17,377	608	47,903	7,750	22,148	14,726	48,014	2,308	7,872	14,392	46,117	2,291	7,513	2,379	40,340	21,189	2,460	7,945	13,116	50,935	2,512	7,946	40,725	
	(4,970)	(60,843)	(1,161)	(9,683)	(8,124)	(62,764)	(1,200)	(2,444)	(8,426)	(65,343)	(1,423)	(2,784)	(8,035)	(49,346)	(5,778)	(841)	(9,038)	(8,182)	(60,097)	(1,931)	(4,740)	(10,355)	(67,121)	
	12,407	(60,235)	46,742	4,067	14,024	(48,038)	46,814	(135)	(554)	(50,951)	44,694	(493)	(522)	(46,967)	34,561	20,348	(578)	(237)	(46,980)	49,004	(2,228)	(2,409)	(26,397)	

13-Week Total	FY2021 Total	Original LP FY 2021	Variance to Total
-	73,000	73,000	-
4,066	14,875	16,264	1,389
32,726	71,957	59,067	(12,890)
36,792.00	159,831.67	148,331.00	-
78,427	248,808	251,913	3,105
2,500	12,453	23,868	11,415
-	340	-	(340)
16,358	32,717	65,433	32,717
97,285.27	294,318	341,214	46,896
134,077	454,149	489,545	46,896
(78,427)	(266,894)	251,913	(14,981)
(26,898)	(146,123)	133,154	(12,969)
(16,358)	(32,717)	65,433	32,717
(3,211)	(9,761)	14,747	4,986
(2,500)	(17,055)	19,868	2,813
-	-	4,000	4,000
(500)	(1,000)	2,000	1,000
(29)	(59)	118	59
-	(36)	16,917	16,881
(127,923)	(473,644)	508,150	34,506
6,154	(19,495)	(18,605)	(890)
\$113,672	\$113,672	\$113,672	-
(19,495)	19,494.69	18,605.00	-
-	-	-	-
17,567	17,567	17,567	-
-	-	-	-
-	-	-	-
111,744	\$111,744	\$112,634	-

Comments

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

2.2 Bank Balance Data

Bank Name	Account Name	Account Number	GL Account #	Account description (e.g., fund uses)	Account classification (Operating / Capital)	Cash balance at beginning of first week of month (\$000s)	Cash flow (\$000s)	Cash balance at end of last week of month (\$000s)
Oriental	Construction	1960269874	111001	Main operating account	Operating	4,838,700	1,256,721	6,095,421
Oriental	General	1960269574	111002	ZBA Account - Operational	Operating	-	-	-
Oriental	Deposit Law 30 & 31	3225252489	111155	Deposit Law 30 & 31	Operating	9,347,300	(8,633,627)	713,673
Oriental	FTA	1960046672	111005	Federal Transit Administration account	Operating	24,799	(11,865)	12,935
Santander	Autoridad de Carreteras	3004992473	111156	FHGV	Capital	78,436,534	(3,967,862)	74,468,671
Santander	Autoridad de Carreteras	3004997726	111157	Abriendo Caminos - Varios Proyectos	Capital	57,247,317	(9,310,638)	47,936,679
Santander	Autoridad de Carreteras	3005023768	111158	OPEX Reserve	Operating	46,928,000	9,386,000	56,314,000
BPPR	Dietas	020-835078	111013	Account related to payroll taxes	Operating	2,206,482	(855,971)	1,350,511
BPPR	Nominas	020-835353	111011	Payroll account	Operating	1,871,982	(987,813)	884,168
BPPR	Federal Highway CMIA - BPPR	030-050510	111014	Federal Highway CMIA - BPPR	Capital	9,612,469	408,223	10,020,692
BPPR	PRHWA Backup	030-020220	111058	PRHWA Backup	Operating	0	-	0
BPPR	Fondos Restrictos - BPPR (PEAJE)	030-055210	111108	Fondos Restrictos - BPPR (PEAJE)	Capital	6,438,058	-	6,438,058
BPPR	Ingreso de Peajes	020-835116	111016	Relates to toll collections used for 68/98 Resolution	Operating	10,638,796	(9,430,550)	1,208,245
BPPR	Multas Autoexpreso	020-011520	111020	Collections from fines used to paydown GILA overdue A/P	Operating	3,031,627	453,544	3,485,171
BPPR	FEMA Emergencia Huracan Irma	030-086663	111109	Federal Fund FEMA	Operating	-	-	-
BPPR	FEMA Emergencia Huracan Maria	030-086671	111110	Federal Fund FEMA	Operating	52,463	101,772	154,235
BPPR	Peaje electronico	020-010303	111018	Toll collection account	A	5,000	-	5,000
BPPR	Consolidated Escrow	030-826411	Not in GL	Distributes funds to Metropistas and to toll collection account (5116)	A	11,545,853	(2,545,678)	9,000,175
BPPR	ILR	030-826438	Not in GL	Toll collection account. Balance in excess of \$5,000 transferred to escrow account	A	5,000	-	5,000

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

2.3a Capex Expenses

Capex modified accrual expenses - Actuals

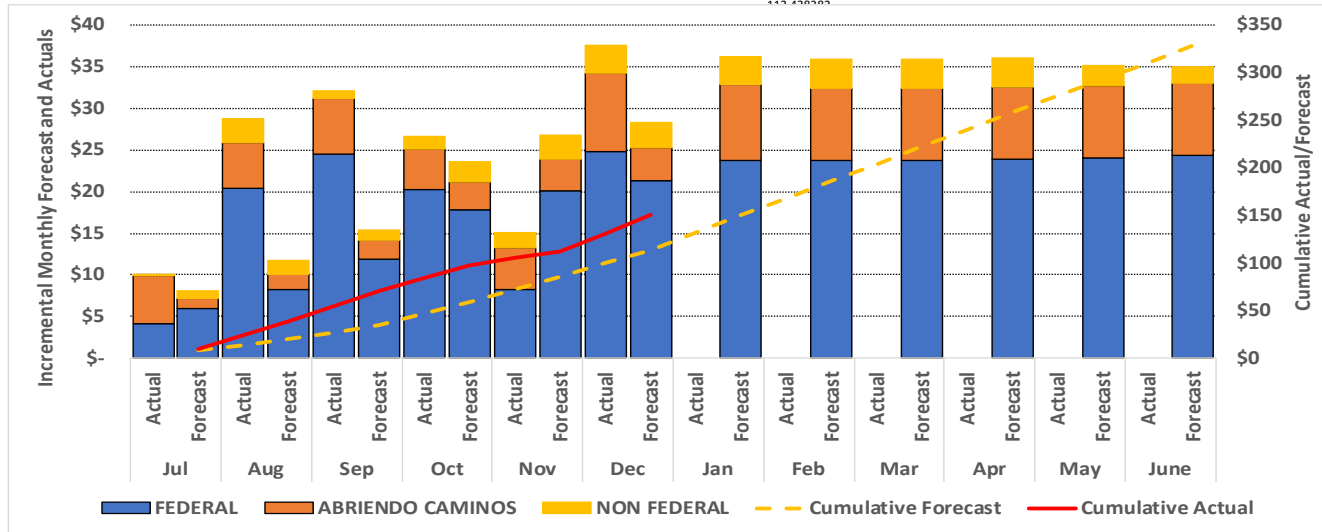
Construction Hard Costs	
December 2020	
FHWA Hard Cost	\$ 24,793,251.76
PEMOC	\$ 2,107,640.61
Non Federal Hard Cost (OTHER)	\$ -
Non Federal Hard Cost (Abriendo Caminos II)	\$ 4,531,641.16
Non Federal Hard Cost (Abriendo Caminos III)	\$ 4,888,893.93
ESTATAL	\$ 1,474,165.46
FHWA Emergencia	\$ 3,206,164.24
FEMA	\$ 1,245,245.45
FWHA Transit Construction Cost	\$ -
LOCAL	\$ 65,618.80
Local Transit Construction Cost	\$ -
Local Toll Optimization	\$ -
Total	\$ 42,312,621.41

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

FY21 ACTUALS													
Actual % Impact COVID-19	30%	89%	101%	85%	48%	120%							
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 4,180.99	\$ 20,426.10	\$ 24,569.86	\$ 20,232.36	\$ 8,276.77	\$ 24,793.25							
Hard Costs for Abriendo Caminos Projects	\$ 5,697.78	\$ 5,410.61	\$ 6,586.56	\$ 4,950.28	\$ 4,918.98	\$ 9,420.54							
Hard costs for other non-federal highway construction projects	\$ 14.67	\$ 2,859.52	\$ 935.10	\$ 1,488.50	\$ 1,880.29	\$ 3,415.93							
Local Construction Costs (Pending)													
ER FHWA Hard Costs	\$ 359.20	\$ 3,450.24	\$ 3,258.24	\$ 1,251.47	\$ 1,819.45	\$ 4,451.41							
Totals	\$ 9,893.45	\$ 28,696.24	\$ 32,091.52	\$ 26,671.14	\$ 15,076.03	\$ 37,629.72							

FY21 CUMULATIVE BUDGET													
Assumed % Impact COVID-19	25%	29%	35%	45%	52%	58%	64%	69%	72%	75%	77%	79%	
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 5,930.43	\$ 14,233.03	\$ 26,093.89	\$ 43,885.18	\$ 64,048.64	\$ 85,398.90	\$ 109,126.51	\$ 132,868.68	\$ 156,658.98	\$ 180,558.40	\$ 204,664.35	\$ 229,061.00	\$ 229,061.00
Hard Costs for Abriendo Caminos Projects	\$ 1,326.73	\$ 3,114.89	\$ 5,467.73	\$ 8,761.71	\$ 12,432.15	\$ 16,290.81	\$ 25,401.26	\$ 34,054.20	\$ 42,707.15	\$ 51,360.10	\$ 60,013.05	\$ 68,666.00	\$ 68,666.00
Hard costs for other non-federal highway construction projects	\$ 853.90	\$ 2,049.36	\$ 3,757.15	\$ 6,318.84	\$ 9,220.09	\$ 12,296.12	\$ 15,712.05	\$ 19,131.40	\$ 22,575.28	\$ 26,096.27	\$ 28,517.30	\$ 30,470.00	\$ 30,470.00
Local Construction Costs	\$ 258.90	\$ 621.36	\$ 1,139.16	\$ 1,915.87	\$ 2,796.14	\$ 3,728.22	\$ 4,764.08	\$ 5,800.58	\$ 6,839.18	\$ 7,882.54	\$ 8,934.93	\$ 10,000.00	\$ 10,000.00
ER FHWA Hard Costs (Pending)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 8,111.06	\$ 19,397.28	\$ 35,318.77	\$ 58,965.73	\$ 85,702.88	\$ 113,985.83	\$ 150,239.82	\$ 186,054.28	\$ 221,941.41	\$ 258,014.77	\$ 293,194.70	\$ 328,197.00	\$ 328,197.00

FY21 CUMULATIVE ACTUALS													
% Impact COVID-19	30%	58%	71%	74%	68%	76%							
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 4,180.99	\$ 24,607.10	\$ 49,176.96	\$ 69,409.32	\$ 77,686.09	\$ 102,479.34							
Hard Costs for Abriendo Caminos Projects	\$ 5,697.78	\$ 11,108.40	\$ 17,694.95	\$ 22,645.24	\$ 27,564.21	\$ 36,984.75							
Hard costs for other non-federal highway construction projects	\$ 14.67	\$ 2,874.19	\$ 3,809.29	\$ 5,297.79	\$ 7,178.08	\$ 10,594.01							
Local Construction Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -							
ER FHWA Hard Costs (Pending)	\$ 359.20	\$ 3,809.44	\$ 7,067.68	\$ 8,319.15	\$ 10,138.60	\$ 15,976.72							
Totals	\$ 9,893.45	\$ 38,589.69	\$ 70,681.21	\$ 97,352.35	\$ 112,428.38	\$ 150,058.10							



3.1 Fiscal measure data

In \$ Thousands	FY21 Target A	YTD Target	YTD Actuals	Variance (\$)	Variance (%)	Monthly target	Monthly actuals	Variance (\$)	Variance (%)	Steps taken in past month	Plans for coming months
Creating new Board	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	Need to prepare legislation.	Need to wait for new legislative cycle.
Adopting new KPIs	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Increasing fare revenue	\$ 7.6	\$ 2.1	\$ -	\$ (2.1)	-100%	\$ 0.7	\$ -	\$ (0.7)	-100%	Public Policy issue.	
Increasing fine revenue	\$ 7.4	\$ 1.2	\$ -	\$ (1.2)	-100%	\$ 0.4	\$ -	\$ (0.4)	-100%	Public Policy issue.	
Expanding transit revenue	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Improving ancillary revenue	\$ 0.2	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Managing congestion	\$ 2.6	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Collecting discretionary funds	\$ (0.1)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Reducing pensions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	Public Policy issue.	
Reducing healthcare costs	\$ 1.1	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	An RFP process was put in place; new contract is pending signature, which will be in place through 10/31/21.	
Eliminating Christmas bonus	\$ 0.0	\$ 0.0	\$ -	\$ (0.0)	-100%	\$ 0.0	\$ -	\$ (0.0)	-100%	Public Policy issue.	
Reassessing TU contract	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Optimizing capital expenses	\$ 15.4	\$ 5.4	\$ -	\$ (5.4)	-100%	\$ 1.6	\$ -	\$ (1.6)	-100%		
Exploring concessions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Total measures	\$ 34.3	\$ 8.7	\$ -	\$ (8.7)	-100%	\$ 2.7	\$ -	\$ (2.7)	-100%		

3.2 Traffic report data

Traffic volume overview ('000s)	July	August	September	October	November	December	January	February	March	April	May	June	YTD Actuals	YTD Target	Variance ('000s)	Variance (%)	Comments
PR-5	1,364,034	1,346,976	1,360,630	1,428,599	1,319,728	1,423,471							8,243,438	8,032,892	210,546	2.6%	
PR-17	368,730	347,887	363,798	406,824	369,382	473,699							2,330,320	2,376,511	(46,191)	-1.9%	
PR-22	12,648,837	12,115,858	12,440,674	13,237,014	12,161,699	13,095,729							75,699,811	76,103,503	(403,692)	-0.5%	
PR-22 (DTL)	-	-	-	-	-	-							-	-	-	0.0%	
PR-199 / CLF	168,559	173,929	171,712	181,886	168,279	196,864							1,061,229	-	1,061,229	0.0%	
Total concessionaire roads	14,550,160	13,984,650	14,336,814	15,254,323	14,019,088	15,189,763	-	-	-	-	-	-	87,334,798	86,512,906	821,892	1.0%	
PR-20	308,874	301,971	299,823	315,144	287,433	308,980							1,822,225	1,822,111	114	0.0%	
PR-52	5,324,888	5,181,939	5,294,222	5,603,556	5,129,383	5,445,667							31,979,655	29,595,638	2,384,017	8.1%	
PR-53	1,575,429	1,502,884	1,542,683	1,620,414	1,466,172	1,558,040							9,265,622	9,572,616	(306,994)	-3.2%	
PR-66	2,045,565	1,876,845	1,980,518	2,082,254	1,970,183	2,012,090							11,967,455	11,287,531	679,924	6.0%	
Total HTA roads	9,254,756	8,863,639	9,117,246	9,621,368	8,853,171	9,324,777	-	-	-	-	-	-	55,034,957	52,277,896	2,757,061	5.3%	
Total PR toll roads	23,804,916	22,848,289	23,454,060	24,875,691	22,872,259	24,514,540	-	-	-	-	-	-	142,369,755	138,790,802	3,578,953	2.6%	

Traffic volume deep dive ('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	1,364,034	1,281,338	1,346,976	1,348,740	1,360,630	1,282,652	1,428,599	1,365,220	1,319,728	1,329,824	1,423,471	1,425,117		1,356,266			1,287,171		1,334,541		1,341,192		1,340,248		1,347,447
PR-17	368,730	408,437	347,887	413,625	363,798	357,311	406,824	384,720	369,382	389,103	473,699	423,315		396,947			367,772		392,654		390,681		387,813		391,626
PR-22	12,648,837	12,652,688	12,115,858	13,055,335	12,440,674	12,154,343	13,237,014	12,760,528	12,161,699	12,343,561	13,095,729	13,137,048		12,628,042			11,650,955		12,547,813		12,534,703		12,469,624		12,509,034
PR-199 / CLF	168,559		173,929		171,712		181,886		168,279		196,864														
Total concessionaire roads	14,550,160	14,342,463	13,984,650	14,817,700	14,336,814	13,794,305	15,254,323	14,510,469	14,019,088	14,062,489	15,189,763	14,985,481	-	14,381,255	-	13,305,898	-	14,275,007	-	14,266,575	-	14,197,685	-	14,248,107	
PR-20	308,874	283,577	301,971	320,330	299,823	291,387	315,144	313,462	287,433	298,259	308,980	315,097		303,917			285,761		301,473		303,711		301,633		302,914
PR-52	5,324,888	4,999,126	5,181,939	5,137,424	5,294,222	4,715,954	5,603,556	4,940,242	5,129,383	4,776,964	5,445,667	5,025,929		4,846,055			5,474,627		5,850,583		5,832,036		5,790,427		5,806,838
PR-53	1,575,429	1,568,074	1,502,884	1,631,198	1,542,683	1,529,662	1,620,414	1,668,417	1,466,172	1,562,555	1,558,040	1,612,711		1,424,903			1,523,819		1,075,095		1,503,545		1,487,588		1,320,179
PR-66	2,045,565	1,844,050	1,876,845	1,890,612	1,980,518	1,724,851	2,082,254	1,824,038	1,970,183	1,926,557	2,012,090	2,077,423		2,023,074			1,940,761		1,906,421		1,914,217		1,917,168		1,941,207
Total HTA roads	9,254,756	8,694,826	8,863,639	8,979,564	9,117,246	8,261,853	9,621,368	8,746,159	8,853,171	8,564,335	9,324,777	9,031,159	-	8,597,948	-	9,224,968	-	9,133,572	-	9,553,509	-	9,496,816	-	9,371,137	
Total PR toll roads	23,804,916	23,037,290	22,848,289	23,797,264	23,454,060	22,056,158	24,875,691	23,256,627	22,872,259	22,626,824	24,514,540	24,016,640	-	22,979,203	-	22,530,866	-	23,408,579	-	23,820,084	-	23,694,501	-	23,619,245	

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-FY2021				Phase 1 - Q4-2016.	0	Phase 1 - Currently the Contractors are being paid within 40 days period and through Electronic Funds Transfer since Q4-2016. Phase 2 - The long term action is to run the invoice and certifications for payment through Oracle Unifier. On September, PRHTA requested the Consultant to modify the developed cost code structure in the system to add the Program Code as recently discussed and agreed with the FHWA.	Phase 2 - Complete the cost code structure modification and proceed with a pilot program to prepare, review and approve the invoices and certifications for payments through Oracle Unifier.	
Tracking the status of payments using and electronic method **	PRHTA should tracking the status of payments using an electronic method that is acceptable and accessible to FHWA. **The agreed method for monitoring the status of payments while completing the implementation of the systems was using Excel worksheets.	Phase 2 - Q3-FY2021				Phase 1 - Q4-2016.	0	Phase 1 -The agreed method for monitoring the status of payments while completing the implementation of the systems was using Excel worksheets. Phase 2 -The business processes developed will allow tracking the status of each invoice or certification for payment.	Develop the tracking status report in Oracle Unifier.	
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).	Q2-FY2021					0	The Federal Aid Billing SOP was revised to incorporate the certification of the payment and billing processes through the systems, as well as the billing process through the ICMM. The document is being reviewed by the staff of the different offices involved in the processes before being submitted to the FHWA for approval.	Complete and submit the revised Federal Aid Billing SOP for FHWA's approval.	
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 - Q3-FY2021				Phase 1 -Q2-FY2017	0	Phase 1 -On Q2-FY2017, FHWA-PR Division approved the SOP. On Q1-FY2020 the SOP was revised to include the Budget Office into the process and delegate to them the responsibility of reporting the Toll Credits Balances to FHWA and also includes Toll Credit Application for FTA Projects. Phase 2 - The SOP will be revised to incorporate the automated process through Oracle Unifier and address the recommendations of the PRHTA's Internal Audit Office as part of a Risk Assessment Initiative.	Continue the discussion and coordination with PRHTA's Internal Audit and complete the document review.	
Tracking, reconciling and reporting the toll credit use	PRHTA shall report the toll credit usage and balance using the approved tracking system.	Phase 2 - Q1-FY2022				Phase 1 -Q2-FY2017	0	Phase 1 -On Q2-FY2017, PRHTA started to implement the tracking and reconciling toll credits according the approved SOP. Phase 2 - The long-term action is to report the toll credit usage and balance using Oracle Unifier. It will start with pilot program and then will continue while the projects are incorporated into the system. However, during transition process the tracking will be only for the projects register into the system.	Phase 2 - Evaluate the business process adjustment to incorporate the SOP revisions to proceed with a pilot program. Complete the system report.	
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 -FY2021					0	The Consultants completed the development and delivered the Classification and Compensation Plan.	PRHTA is waiting for the FOMB approval for the Classification and Compensation Plan.	
Organizational Structure - Classification and Compensation Plan Implementation	Notifications to the employees of the new job titles, job descriptions and compensation scales to put into effect their new functions.	Q4-FY2021					0			
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.	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.	Q4-FY2021					0	RFP Boilerplate for Non Engineering Services was developed and approved by FHWA conditionally to the creation of SOP for such purposes. PRHTA created a Contract Boilerplate for Non-Engineering Services and it is under discussion with FHWA.	Obtain FHWA's approval of the Contract Boilerplate for Non-Engineering Services and get started with reviewing the construction contract documents to create a boilerplate.	

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)
Other Initiatives	These includes initiatives to optimize operations of the Internal Audits Office and its Processes, and implementing project delivery improved processes.	Q1-FY2023						The Internal Audit Office is developing some initiatives to optimize its processes. Also they performed SOP risk assessment evaluation and provided recommendations to the offices leading such processes.	Continue with the development of initiatives for the optimization of Internal Audit Processes. Collaborate in the evaluation of SOP's from the point of view of risk management.	

5.1 FHWA MOU data

MOU Areas & Initiatives	Initiative Description	Expected launch date	Actual launch date	Original expected completion date	Projected completion date	Actual completion date	Length of delay (days, if any)	Steps taken in past month	Plans for coming months	Description of delay (if applicable)
Project Delivery										
Improvement of email comm.	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.	Q3 - FY2021					0	The project is in progress. The upgrade of Oracle EBS modules and most of the new modules implementation such as Human Capital Management Module, Grant, Cash Management, Inventory, Treasury Management and Project Labor were completed. Currently, the consultant is working with the Travel and Expense Management Module and the implementation of ICMM.	Travel &Expense Management Module and ICMM implementation.	
Project Management Information System (PMIS) - Deployment	This initiative consists of the implementation of Oracle-Unifier as a PMIS. It includes the development and deployment of business processes to expedite the project delivery. The business processes developed include planning, pre-construction, construction and project close-out phases.	Q3-FY2022					0	The implementation of business processes, user acceptance tests and trainings continued. The System Specification Document for ROW , labor compliance, civil rights, subcontracts were revised and commented. Modification of cost code structure to incorporate the program code is in progress.	Continue the business processes implementation, user acceptance test and trainings. Complete the program code development.	
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	In recent months, user acceptance tests have been carried out for the business processes developed for the electronic bidding of construction projects. In addition, work has been done on the review and comments of the System Specification Document related to the RFP / RFP processes.	Complete the user acceptance test for e-bidding of construction projects. The approval of SSD related to RFQ/RFP processes.	
Long-term systems implementation and adoption	This initiative include the efforts or tasks required for a successful adoption & implementation of the systems across the agency. The efforts considered are: pilot programs, development of SOPs (related to the system implementation), review of the Bid Regulation, additional systems interfaces with FMIS and LIMS, training to the end users, among others.	Q1-2023						A pilot program has started with project initiatives, project creation and phase creation, among other business processes. In addition, PRHTA is working on a supplementary document to the Bidding Regulations to incorporate electronic bidding and allow for the development of a pilot program and long-term implementation.	Continue with the pilot programs in order to identify possible adjustments for long-term implementation. Submit the supplemental document to the Puerto Rico State Department.	