



Financial Oversight Management Board for Puerto Rico

PRHTA Reporting - October 2020

Overview

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Pre-Construction

Figures 1 & 2 summarize the bid plan and performance of HTA pre-construction program. Twenty-four (24) projects with a total value of \$101.3 million have received NTP by October 15, 2020. HTA expects to provide NTP to 30 projects with a total value of \$142.8 million by the end of 2020. Table #1 presents the KPIs requested by the FOMB in the certified Fiscal Plan (FP). HTA is performing significantly better than the target in Delays in NTP and % Planned NTP Awards with -7.6 days and 105% respectively.

Figure #1

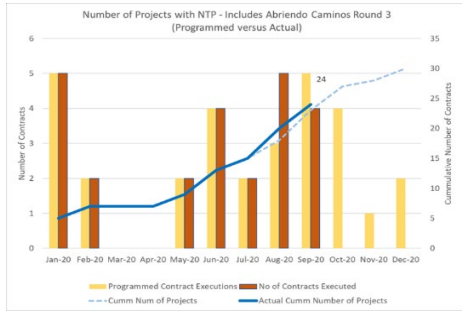


Figure #2

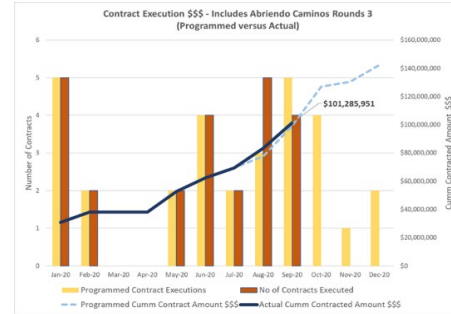


Table #1

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

* Actual not relevant due to inadequate soft cost budget assignment

1.0 Executive Summary - Puerto Rico Highway and Transportation Authority - October 2020

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

As expressed in HTA's letters to the FOMB related to the soft cost budget shortfall dated August 25, 2020 and October 13, 2020, this excellent Pre-Construction performance cannot be sustained unless an adequate soft cost budget is provided to the HTA promptly. It should be noted that the soft to hard cost ratio required by FOMB as target in the KPIs presented in Table #1 is 15%. Including the hard costs of the FY21 federal construction program (which is the appropriate way to measure the ratio), the budget certified by the FOMB assigns a soft cost budget that represents only 2.4% of the total hard costs for FY21, which is substantially below the target of 15%, and unsustainable if HTA hopes to meet its CIP goals.

Construction (hard costs)

Table #2

		Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals																									
Program	Month	Assumed		25%		50%		75%		80%		85%		90%		95%		100%		100%		100%		100%		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		
% Impact COVID-19		-																									
Hard costs for regular federal highway construction		\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1	\$ 3.0	\$ 4.1
Hard Costs for Abriendo Caminos Projects		\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7
Hard costs for other non-federal highway construction projects		\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7	\$ 1.3	\$ 1.7
Totals		\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5	\$ 5.6	\$ 7.5
Quarterly Cumulative Variance		-108%																									

Table #2 summarizes the projections and the actuals of the construction program as measured by the value of the work performed of certifications for payment that were processed in the financial system during September 2020. The total for the regular program (not including ER) was \$31.1 million based on a post Covid-19 projection of \$15.4 million representing a variance of -108%. The Post Covid-19 scenario assumed that aggregate Post Covid-19 projections would be 50% of the Pre Covid-19 project level projections, while the actuals represented 98%. This performance varied significantly between the different programs, demonstrating the uncertainty created by Covid-19 at a more disaggregated level. The regular federal program performed at -107%, while the Abriendo Caminos program performed at -180%.

Table # 3

% Impact COVID-19	Cumulative Value of CapEx Hard Costs B2A by Category, including Variances and Covid-19 Impact Assumed vs Actuals																								
	Assumed		25%		30%		37%		46%		54%		66%		71%		74%		77%		79%		81%		
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	
Program	Actual																								
Hard costs for regular federal highway construction	Work Performed	\$ 5.03	\$ 4.18	\$ 14.23	\$ 24.61	\$ 26.09	\$ 43.19	\$ 43.89	\$ 64.05	\$ 85.40	\$ 109.13	\$ 132.87	\$ 156.66	\$ 180.42	\$ 204.66	\$ 229.09									
	Actual/Budget	20%	17%	25%	36%	35%	46%	46%	54%	54%	66%	66%	71%	71%	74%	77%									
Hard Costs for Abriendo Caminos Projects	Work Performed	\$ 1.33	\$ 5.70	\$ 3.11	\$ 11.11	\$ 5.47	\$ 17.69	\$ 8.76	\$ 12.43	\$ 16.20	\$ 25.40	\$ 34.05	\$ 42.71	\$ 51.36	\$ 60.01	\$ 68.67									
	Actual/Budget	-35%	19%	-18%	19%	-22%	20%	-22%	20%	20%	25%	25%	25%	25%	25%	25%									
Hard costs for other non-federal highway construction projects	Work Performed	\$ 0.85	\$ 0.01	\$ 2.56	\$ 2.87	\$ 3.76	\$ 3.61	\$ 6.32	\$ 9.22	\$ 12.30	\$ 15.71	\$ 19.13	\$ 22.58	\$ 26.10	\$ 28.52	\$ 30.47									
	Actual/Budget	96%	-12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%									
Local Construction Costs (Pending)																									
ER FHWA Hard Costs (Pending)																									
Totals	Work Performed	\$ 8.11	\$ 9.89	\$ 19.91	\$ 38.59	\$ 35.32	\$ 70.68																		
	Actual/Budget	-22%	-9%	-10%	-10%	-10%	-10%																		

Cumulative quarterly performance, presented in Table #3, shows similar variabilities with \$70.7 Million work performed compared to the Post Covid-19 projections of \$35.6 Million for a -100% variance. HTA's Post-Covid-19 model, developed during the lockdown during an environment of significant uncertainty, assumed Q1 disbursements would be 37% of the Pre-Covid-19 projections while actuals represent 71%. Variance at the program level is erratic ranging with values of -88%, -224% and -1% for the federal, Abriendo Caminos and other state programs respectively, again demonstrating the uncertainty created by Covid-19 at a more disaggregated level.

HTA expects that this significant variability will continue for the next few months until an estimate of the prolonged Covid-19 impact can be assessed with more certainty. Figures 3, 4 and 5 present similar information in graphical form.

Figure 3

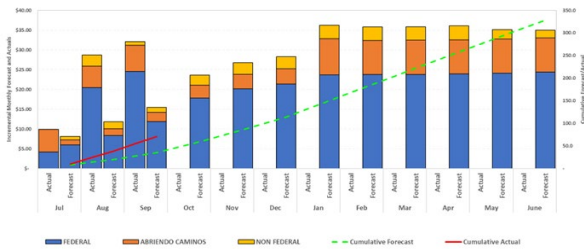


Figure 4

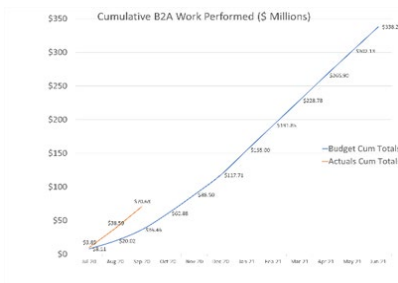
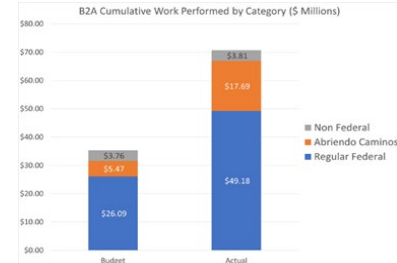


Figure 5



Although HTA has performed significantly better than projections in all hard cost work performed in the current fiscal year, it is too early to reach conclusions about the post Covid-19 impact on future disbursements. Although the variances indicate that HTA is spending at a rate higher than the budget, the variances are a result of the significant uncertainty of the Covid-19 impact in the CapEx program at the time the budget was developed. This uncertainty is still present. As indicated in the Fiscal Plan submitted by HTA, budget amendments will be required once a better understanding of the Covid-19 impact is understood. All disbursements presented in this report are associated with projects under contract based on multiyear budgets consistent with the previously certified fiscal plans. If positive variances persist, budget amendments will be required to continue work on the projects. Otherwise, construction project cancellation may be required with significant negative impact to HTA's CapEx program and Puerto Rico's macroeconomic figures.

The Construction Report includes 120 active construction projects with a total projected value of \$732.3 million with \$372.4 million certified, reflecting an average completion of 50.9%. Total cost to complete of active construction projects is \$359.9 million. Similar figures for Pre-Maria projects are \$134.3 million with \$99.4 million certified (74.0%) with \$34.9 million in cost to complete. Post-Maria projects have a projected value of \$598 million with \$273.0 million certified (45.7%) with \$325 million in cost to complete. These figures demonstrate HTA's capability in delivering an aggressive CapEx program even under the very difficult conditions resulting from Covid-19.

These figures also demonstrate that CapEx budgets are multiyear and thus, adequate budgetary controls require the use of carryforward from previous years' obligations. For example, almost all the \$229.1 million in the federal highway construction budget comes from prior year allocations and are included in the \$359.9 million cost to complete of active construction projects. Only part of the \$359.9 million in cost to complete will be spent this year and thus will become part of next year's budget as a carryforward.

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	\$ 23,157	\$ 36,443	\$ 13,286	57%	\$ 8,121	\$ 13,582	\$ 5,461	67%			
Transit revenue	\$ 25,314	\$ 1,342	\$ 58	\$ (1,284)	-96%	\$ 478	\$ -	\$ (478)	-100%	No service due to COVID-19		
Toll fine revenue	\$ 17,093	\$ 726	\$ -	\$ (726)	-100%	\$ 470	\$ -	\$ (470)	-100%			
Other operating income	\$ 4,918	\$ 2,355	\$ 2,589	\$ 235	10%	\$ 1,785	\$ 1,937	\$ 152	9%	The sale of the property scheduled for this month was delayed, possibly will due in November. Also, we received from		
Operating FTA funds	\$ 20,000	\$ 4,998	\$ 1,027	\$ (3,971)	-79%	\$ 1,666	\$ 1,027	\$ (639)	-38%			
Operating Commonwealth Transfer	\$ 90,624	\$ 22,656	\$ -	\$ -	0%	\$ 7,552	\$ -	\$ -	0%	The income has been accumulated but the cash has not been received.		
Total Operating Revenues	\$ 257,088	\$ 55,234	\$ 62,773	\$ 7,539	14%	\$ 20,072	\$ 24,098	\$ 4,026	20%			
Commonwealth CapEx appropriation	\$ 59,067	\$ 14,766	\$ -	\$ -	0%	\$ 4,922	\$ 4,923	\$ -	0%	The income has been accumulated but the cash has not been received.		
Abricordo Camino funds	\$ 73,000	\$ 73,000	\$ 73,000	\$ -	0%	\$ 73,000	\$ 73,000	\$ -	0%			
Capital Commonwealth Transfer	\$ 16,264	\$ 4,065	\$ -	\$ -	0%	\$ 1,355	\$ -	\$ -	0%	The income has been accumulated but the cash has not been received.		
FHWA funds	\$ 251,913	\$ 26,094	\$ 42,018	\$ 15,924	61%	\$ 11,861	\$ 13,819	\$ 1,958	17%			
Federal Emergency Revenues	\$ 23,868	\$ 999	\$ 6,735	\$ 5,736	574%	\$ 333	\$ 1,268	\$ 935	281%			
Capital FTA funds	\$ 65,433	\$ 1,829	\$ -	\$ (1,829)	-100%	\$ 551	\$ -	\$ (551)	-100%	Program has not yet started		
Total Capital Revenues	\$ 489,545	\$ 120,753	\$ 140,584	\$ 19,831	16%	\$ 92,022	\$ 94,364	\$ 2,342	3%			
Commonwealth Transfer for Emergency Reserve	\$ 115,512	\$ 28,878	\$ 28,878	\$ -	0%	\$ 9,626	\$ 9,626	\$ -	0%	The income has been accumulated but the cash has not been received		
Total Commonwealth Reserve Transfer	\$ 115,512	\$ 28,878	\$ 28,878	\$ -	0%	\$ 9,626	\$ 9,626	\$ -	0%			
Total Consolidated revenues	\$ 862,145	\$ 204,865	\$ 232,235	\$ 27,370	13%	\$ 121,720	\$ 128,088	\$ 6,368	5%			
Capital Right of Way payments	\$ 3,300	\$ 413	\$ 124	\$ (289)	-70%	\$ 212	\$ 63	\$ (149)	-70%			
Local Construction costs	\$ 10,000	\$ 1,139	\$ 30	\$ (1,089)	-96%	\$ 518	\$ 50	\$ (468)	-90%	HTA is maximizing the use of toll credits		
Transit Construction costs	\$ 67,433	\$ 2,029	\$ -	\$ (2,029)	-100%	\$ 751	\$ -	\$ (751)	-100%	Program has not yet started		
Toll Optimization capital costs	\$ 14,747	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	Program has not yet started		
Local Emergency Repair costs	\$ 118	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Federal Emergency Repair costs	\$ 23,868	\$ 999	\$ 7,474	\$ 6,475	648%	\$ 333	\$ 3,726	\$ 3,393	1019%			
Non-Federal Highway Construction Hard Costs	\$ 99,136	\$ 9,225	\$ 21,488	\$ 12,263	133%	\$ 4,064	\$ 7,474	\$ 3,413	84%			
Non-Federal Highway Construction Soft Costs	\$ 19,020	\$ -	\$ 5,067	\$ 5,067	0%	\$ -	\$ 1,947	\$ 1,947	0%			
Federal Highway Construction Hard Costs	\$ 238,605	\$ 26,094	\$ 49,524	\$ 23,430	90%	\$ 11,861	\$ 24,570	\$ 12,709	107%	The next report will have the monthly distribution, after analyzing the results of the first quarter post Covid-19.		
Federal Highway Construction Soft Costs	\$ 13,308	\$ -	\$ 2,399	\$ 2,399	0%	\$ -	\$ 1,308	\$ 1,308	0%	The next report will have the monthly distribution, after analyzing the results of the first quarter post Covid-19.		
Total Capital Expenditures	\$ 489,545	\$ 39,899	\$ 86,026	\$ 46,127	116%	\$ 17,735	\$ 39,138	\$ 21,403	121%			
Construction salaries & related benefits	\$ 23,579	\$ 6,289	\$ 6,163	\$ (126)	-2%	\$ 1,869	\$ 1,857	\$ (12)	-1%			
Non-Construction salaries & related benefits	\$ 20,581	\$ 5,463	\$ 5,417	\$ (46)	-1%	\$ 1,626	\$ 1,595	\$ (31)	-2%			
Pension costs	\$ 37,058	\$ 9,527	\$ 8,844	\$ (683)	-7%	\$ 2,973	\$ 2,929	\$ (44)	-1%	Expense for the month of September was estimated, the invoice has not been received		
Operational Right of Way payments	\$ 16,917	\$ 4,121	\$ 2,108	\$ (2,013)	-49%	\$ 1,573	\$ 825	\$ (748)	-48%	Court delay due to COVID-19 a revised budget will be prepared		
Other construction program expenses	\$ 1,688	\$ 424	\$ 156	\$ (268)	-63%	\$ 144	\$ 36	\$ (108)	-75%	Delays due to COVID-19 and PCOS Approvals		
Toll highways administration and maintenance costs	\$ 41,692	\$ 8,746	\$ 7,318	\$ (1,428)	-16%	\$ 3,119	\$ 2,768	\$ (351)	-11%	Delay in the awarding of auctions for Highways maintenance		
Tren Urbano costs	\$ 74,252	\$ 15,906	\$ 13,004	\$ (2,902)	-18%	\$ 5,452	\$ 4,275	\$ (1,177)	-22%	No service due to COVID-19		
Feeder Bus costs	\$ 12,300	\$ 3,076	\$ 1,263	\$ (1,813)	-59%	\$ 1,023	\$ 290	\$ (733)	-72%	No service due to COVID-19		
Other operating expenses	\$ 29,021	\$ 6,069	\$ 2,927	\$ (3,142)	-52%	\$ 2,263	\$ 977	\$ (1,286)	-57%	Delays due to COVID-19 and PCOS Approvals		
Total Operating Expenses	\$ 257,088	\$ 59,621	\$ 47,200	\$ (12,421)	-21%	\$ 20,042	\$ 15,552	\$ (4,490)	-22%			
Reserve deposits for emergencies & unforeseen needs	\$ 66,996	\$ 6,699	\$ -	\$ (6,699)	-100%	\$ 6,699	\$ -	\$ (6,699)	-100%			
Reserve deposits for outstanding obligations	\$ 40,000	\$ 4,000	\$ -	\$ (4,000)	-100%	\$ 4,000	\$ -	\$ (4,000)	-100%			
Reserve deposits for unforeseen non-TITLE III litigation costs	\$ 8,516	\$ 2,127	\$ 86	\$ (2,041)	-86%	\$ 709	\$ -	\$ (709)	-100%			
Total Reserve Deposits	\$ 115,512	\$ 12,826	\$ 86	\$ (12,740)	-99%	\$ 11,408	\$ -	\$ (11,408)	-100%			
Total Expenditures	\$ 862,145	\$ 112,346	\$ 133,312	\$ 20,966	19%	\$ 49,185	\$ 54,690	\$ 5,505	11%			
Toll fare revenue deep dive												
Revenues from existing toll lanes	\$ 96,511	\$ 23,157	\$ 36,443	\$ 13,286	57%	\$ 8,121	\$ -	\$ (8,121)	-100%			
Revenues from new DTL lanes	\$ 2,628	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total toll fare revenue	\$ 99,139	\$ 23,157	\$ 36,443	\$ 13,286	57%	\$ 8,121	\$ -	\$ (8,121)	-100%			
Toll fine revenue deep dive												
Fines from existing rates	\$ 14,920	\$ 634	\$ -	\$ (634)	-100%	\$ 410	\$ -	\$ (410)	-100%			
Fines from tiered rates	\$ 2,173	\$ 92	\$ -	\$ (92)	-100%	\$ 60	\$ -	\$ (60)	-100%			
Total toll fine revenue	\$ 17,093	\$ 726	\$ -	\$ (726)	-100%	\$ 470	\$ -	\$ (470)	-100%			
Transit revenue deep dive												
Tren Urbano fare revenue	\$ 5,138	\$ 1,234	\$ 50	\$ (1,184)	-96%	\$ 438	\$ -	\$ (438)	-100%	Due to COVID-19		
Feeder Bus fare revenue	\$ 491	\$ 108	\$ 8	\$ (100)	-93%	\$ 40	\$ -	\$ (40)	-100%	Due to COVID-19		
CARES Act funds	\$ 19,685	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total transit revenue	\$ 25,314	\$ 1,342	\$ 58	\$ (1,284)	-96%	\$ 478	\$ -	\$ (478)	-100%			
FHWA funds deep dive												
Regular FHWA funds	\$ 251,913	\$ 26,094	\$ 42,018	\$ 15,924	61%	\$ 11,861	\$ 13,819	\$ 1,958	17%			
Discretionary FHWA funds	\$ 8,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Discretionary FHWA projects	\$ (8,000)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total FHWA funds	\$ 251,913	\$ 26,094	\$ 42,018	\$ 15,924	61%	\$ 11,861	\$ 13,819	\$ 1,958	17%			
Capital FTA funds deep dive												
Regular capital FTA funds	\$ 65,433	\$ 1,829	\$ -	\$ (1,829)	-100%	\$ 551	\$ -	\$ (551)	-100%			
Discretionary FTA funds	\$ 6,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Discretionary FTA projects	\$ (6,000)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total capital FTA funds	\$ 65,433	\$ 1,829	\$ -	\$ (1,829)	-100%	\$ 551	\$ -	\$ (551)	-100%			
Federal Emergency Revenues deep dive												
FHWA emergency funds	\$ 19,868	\$ -	\$ 6,735	\$ 6,735	0%	\$ -	\$ 1,268	\$ 1,268	0%			
FEMA emergency funds	\$ 4,000	\$ 999	\$ -	\$ (999)	-100%	\$ 333	\$ -	\$ (333)	-100%			
Total Federal Emergency Revenues	\$ 23,868	\$ 999	\$ 6,735	\$ 5,736	574%	\$ 333	\$ 1,268	\$ 935	281%			
Construction salaries & related benefits deep dive												
Main salaries - Construction	\$ 17,886	\$ 5,040	\$ 4,713	\$ (327)	-6%	\$ 1,470	\$ 1,359	\$ (111)	-8%			
Christmas Bonus - Construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Healthcare costs - Construction	\$ 2,790	\$ 697	\$ 884	\$ 187	27%	\$ 232	\$ 315	\$ 83	36%	Expense for the month of September was estimated, the invoice has not been received		
Early retirement costs - Construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Other labor costs - Construction	\$ 2,903	\$ 552	\$ 566	\$ 14	3%	\$ 167	\$ 183	\$ 16	10%			
Total construction payroll costs	\$ 23,579	\$ 6,289	\$ 6,163	\$ (126)	-2%	\$ 1,869	\$ 1,857	\$ (12)	-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	\$ 10,708	\$ 2,970	\$ 2,699	\$ (271)	-9%	\$ 850	\$ 753	\$ (97)	-11%			
Christmas Bonus - Non-Construction	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Healthcare costs - Non-Construction	\$ 1,505	\$ 377	\$ 475	\$ 98	26%	\$ 125	\$ 169	\$ 44	35%	Expense for the month of September was estimated, the invoice has not been received		
Early retirement costs - Non-Construction	\$ 6,661	\$ 1,811	\$ 1,932	\$ 121	7%	\$ 561	\$ 591	\$ 30	5%			
Other labor costs - Non-Construction	\$ 1,708	\$ 305	\$ 311	\$ 6	2%	\$ 90	\$ 82	\$ (8)	-9%			
Total non-construction payroll costs	\$ 20,582	\$ 5,463	\$ 5,417	\$ (46)	-1%	\$ 1,626	\$ 1,595	\$ (31)	-2%			
Pension costs deep dive												
Pension contributions	\$ 35,861	\$ 9,230	\$ 8,844	\$ (386)	-4%	\$ 2,874	\$ 2,929	\$ 55	2%			
Administrative pension costs	\$ 1,197	\$ 297	\$ -	\$ (297)	-100%	\$ 99	\$ -	\$ (99)	-100%			
Total pension costs	\$ 37,058	\$ 9,527	\$ 8,844	\$ (683)	-7%	\$ 2,973	\$ 2,929	\$ (44)	-1%			
Other Operating Expenses deep dive												
Non-Title III Professional Service Fees	\$ 8,490	\$ 1,223	\$ 346	\$ (877)	-72%	\$ 620	\$ 118	\$ (502)	-81%			
Title III Professional Service Fees	\$ 10,000	\$ 2,499	\$ 1,005	\$ (1,494)	-40%	\$ 833	\$ 771	\$ (62)	-7%			
Discretionary fund management team	\$ 100	\$ 10	\$ -	\$ (10)	-100%	\$ 10	\$ -	\$ (10)	-100%			
Ancillary revenue management team	\$ 200	\$ 20	\$ -	\$ (20)	-100%	\$ 20	\$ -	\$ (20)	-100%			
Electricity costs	\$ 918	\$ 228	\$ 149	\$ (79)	-35%	\$ 76	\$ 55	\$ (21)	-28%			
Water supply costs	\$ 455	\$ 113	\$ 96	\$ (17)	-15%	\$ 38	\$ 22	\$ (16)	-42%			
Other expenses	\$ 8,858	\$ 1,976	\$ 1,331	\$ (645)	-33%	\$ 666	\$ 11	\$ (655)	-98%			
Total Other Operating Expenses	\$ 29,021	\$ 6,069	\$ 2,927	\$ (3,142)	-52%	\$ 2,263	\$ 977	\$ (1,286)	-57%			
Tren Urbano costs deep dive												
Base fee for Tren Urbano operating contract	\$ 48,702	\$ 12,176	\$ 11,700	\$ (476)	-4%	\$ 4,059	\$ 3,900	\$ (159)	-4%			
Other costs under Tren Urbano operating contract	\$ 6,800	\$ 1,520	\$ -	\$ (1,520)	-100%	\$ 570	\$ -	\$ (570)	-100%			
Tren Urbano insurance costs	\$ 9,005	\$ -	\$ -	\$ (9,005)	-100%	\$ -	\$ -	\$ (9,005)	-100%			
Tren Urbano electricity costs	\$ 8,500	\$ 1,900	\$ 1,304	\$ (596)	-31%	\$ 720	\$ 375	\$ (345)	-48%			
Other regular Tren Urbano costs	\$ 74	\$ 18	\$ 18	\$ -	0%	\$ 6	\$ 6	\$ -	0%			
COVID-19 special costs	\$ 1,171	\$ 292	\$ -	\$ (292)	-100%	\$ 97	\$ -	\$ (97)	-100%			
Total Tren Urbano costs	\$ 74,252	\$ 15,906	\$ 13,004	\$ (2,902)	-18%	\$ 5,452	\$ 4,275	\$ (1,177)	-22%			
Feeder Bus costs deep dive												
Base fee for Feeder Bus operating contract	\$ 10,378	\$ 2,592	\$ 1,263	\$ (1,329)	-51%	\$ 864	\$ 290	\$ (574)	-66%			
Other costs under Feeder Bus operating contract	\$ 1,556	\$ 388	\$ -	\$ (388)	-100%	\$ 129	\$ -	\$ (129)	-100%			
COVID-19 special costs	\$ 366	\$ 96	\$ -	\$ (96)	-100%	\$ 30	\$ -	\$ (30)	-100%			
Total Feeder Bus costs	\$ 12,300	\$ 3,076	\$ 1,263	\$ (1,813)	-59%	\$ 1,023	\$ 290	\$ (733)	-72%			
Toll highway administration & maintenance costs deep dive												
Variable electronic toll collection fees	\$ 16,876	\$ 3,976	\$ 3,716	\$ (260)	-7%	\$ 1,345	\$ 1,074	\$ (271)	-20%			
Highway electricity costs	\$ 4,000	\$ 999	\$ 549	\$ (450)	-45%	\$ 333	\$ 216	\$ (117)	-35%			
Other toll highway administration & maintenance costs	\$ 20,816	\$ 3,771	\$ 3,053	\$ (718)	-34%	\$ 1,441	\$ 1,478	\$ 37	3%			
Total Feeder Bus costs	\$ 41,692	\$ 8,746	\$ 7,318	\$ (1,428)	-16%	\$ 3,119	\$ 2,768	\$ (351)	-11%			
Federal Emergency Repair Costs deep dive												
FHWA funded projects	\$ 19,868	\$ -	\$ 7,474	\$ 7,474	0%	\$ -	\$ 3,726	\$ 3,726	0%			
FEMA funded projects	\$ 4,000	\$ 999	\$ -	\$ (999)	-100%	\$ 333	\$ -	\$ (333)	-100%			
Total federal emergency repair costs	\$ 23,868	\$ 999	\$ 7,474	\$ 6,475	648%	\$ 333	\$ 3,726	\$ 3,393	1019%			
Federal Highway Construction Hard Costs deep dive												
Regular federal highway construction projects	\$ 229,061	\$ 26,094	\$ 49,524	\$ 23,430	90%	\$ 11,861	\$ 24,570	\$ 12,709	107%			
Additional projects due to CIP optimization	\$ 9,544	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total federal highway construction hard costs	\$ 238,605	\$ 26,094	\$ 49,524	\$ 23,430	90%	\$ 11,861	\$ 24,570	\$ 12,709	107%			
Federal Highway Construction Soft Costs deep dive												
Regular federal highway construction projects	\$ 12,776	\$ -	\$ 2,299	\$ 2,299	0%	\$ -	\$ 1,308	\$ 1,308	0%	The next report will have the monthly distribution, after analyzing the results of the first quarter post Covid-19.		
Additional projects due to CIP optimization	\$ 532	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%			
Total federal highway construction soft costs	\$ 13,308	\$ -	\$ 2,299	\$ 2,299	0%	\$ -	\$ 1,308	\$ 1,308	0%			
Non-Federal Highway Construction Hard Costs deep dive												
Abriendo Caminos Hard Costs	\$ 68,666	\$ 5,468	\$ 17,698	\$ 12,230	224%	\$ 2,253	\$ 6,589	\$ 4,336	180%			
Other Hard Costs	\$ 30,470	\$ 3,757	\$ 3,790	\$ 33	1%	\$ 1,708	\$ 855	\$ (853)	-48%			
Total non-federal highway construction hard costs	\$ 99,136	\$ 9,225	\$ 21,488	\$ 12,263	133%	\$ 4,061	\$ 7,474	\$ 3,413	84%			
Non-Federal Highway Construction Soft Costs deep dive												
Abriendo Caminos Soft Costs	\$ 11,334	\$ -	\$ 2,406	\$ 2,406	0%	\$ -	\$ 748	\$ 748	0%	The next report will have the monthly distribution, after analyzing the results of the first quarter post Covid-19.		
Other Soft Costs	\$ 7,696	\$ -	\$ 2,661	\$ 2,661	0%	\$ -	\$ 1,199	\$ 1,199	0%	The next report will have the monthly distribution, after analyzing the results of the first quarter post Covid-19.		
Total non-federal highway construction soft costs	\$ 19,030	\$ -	\$ 5,067	\$ 5,067	0%	\$ -	\$ 1,947	\$ 1,947	0%	The next report will have the monthly distribution, after analyzing the results of the first quarter post Covid-19.		
Transit Construction Costs deep dive												
Federally funded projects	\$ 65,433	\$ 1,829	\$ -	\$ (1,829)	-100%	\$ 551	\$ -	\$ (551)	-100%			
Locally funded projects	\$ 2,000	\$ 200	\$ -	\$ (200)	-100%	\$ 200	\$ -	\$ (200)	-100%			
Total transit construction costs	\$ 67,433	\$ 2,029	\$ -	\$ (2,029)	-100%	\$ 751	\$ -	\$ (751)	-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.

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	\$ 615	\$ 673	\$ 58	9%	\$ 239	\$ 220	\$ (19)	-8%
PR-52 revenue	\$ 50,509	\$ 12,325	\$ 14,676	\$ 2,351	19%	\$ 4,223	\$ 4,888	\$ 665	16%
PR-53 revenue	\$ 8,630	\$ 2,144	\$ 3,619	\$ 1,475	69%	\$ 769	\$ 1,193	\$ 424	55%
PR-66 revenue	\$ 21,575	\$ 4,996	\$ 6,700	\$ 1,704	34%	\$ 1,788	\$ 2,220	\$ 432	24%
Payments from concessionaires to HTA	\$ 1,286	\$ 286	\$ 279	\$ (7)	-2%	\$ 107	\$ 96	\$ (11)	-10%
Payments from HTA to concessionaires	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Off-period V-tolls	\$ 11,922	\$ 2,791	\$ 10,496	\$ 7,705	276%	\$ 995	\$ 4,965	\$ 3,970	399%
Revenue from new Dynamic Toll Lanes	\$ 2,628	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Toll fare revenue	\$ 99,139	\$ 23,157	\$ 36,443	\$ 13,286	57%	\$ 8,121	\$ 13,582	\$ 5,461	67%
Metro Urbano	\$ 46	\$ 9	\$ 1	\$ (8)	-89%	\$ 4	\$ -	\$ (4)	-100%
Metrobus	\$ 312	\$ 68	\$ 5	\$ (63)	-93%	\$ 25	\$ -	\$ (25)	-100%
TU Conexion	\$ 133	\$ 31	\$ 2	\$ (29)	-94%	\$ 11	\$ -	\$ (11)	-100%
Total Feeder Bus fare revenue	\$ 491	\$ 108	\$ 8	\$ (100)	-93%	\$ 40	\$ -	\$ (40)	-100%
Rentals / leases (non-TU related)	\$ 1,329	\$ 332	\$ 295	\$ (37)	-11%	\$ 111	\$ 19	\$ (92)	-83%
Rentals / leases (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Real estate sales	\$ 1,500	\$ 1,500	\$ 160	\$ (1,340)	-89%	\$ 1,500	\$ 103	\$ (1,397)	-93%
Other sources (TU related)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Other sources (non-TU related)	\$ 2,089	\$ 522	\$ 2,134	\$ 1,612	309%	\$ 174	\$ 1,815	\$ 1,641	943%
Total Other operating income	\$ 4,918	\$ 2,355	\$ 2,589	\$ 235	10%	\$ 1,785	\$ 1,937	\$ 152	9%
PayGo contributions	\$ 35,861	\$ 9,230	\$ 8,844	\$ (386)	-4%	\$ 2,874	\$ -	\$ (2,874)	-100%
Non PayGo contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total Pension contributions	\$ 35,861	\$ 9,230	\$ 8,844	\$ (386)	-4%	\$ 2,874	\$ -	\$ (2,874)	-100%
FEMA funds - Earthquake related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
FEMA funds - Maria related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total FEMA emergency funds	\$ 4,000	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
FHWA funds - Earthquake related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
FHWA funds - Maria related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Total FHWA emergency funds	\$ 19,868	\$ -	\$ 7,474	\$ -	0%	\$ -	\$ -	\$ -	0%
Highway and transit program delivery	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Audit and financial services	\$ 1,255	\$ 256	\$ 194	\$ (62)	-24%	\$ 97	\$ 70	\$ (27)	-28%
Legal services	\$ 750	\$ 112	\$ 68	\$ (44)	-39%	\$ 66	\$ 48	\$ (18)	-27%
Toll optimization services	\$ 1,500	\$ 150	\$ -	\$ (150)	-100%	\$ 150	\$ -	\$ (150)	-100%
Other professional services	\$ 4,985	\$ 705	\$ 84	\$ (621)	-88%	\$ 307	\$ -	\$ (307)	-100%
Total Non-Title III professional fees	\$ 8,490	\$ 1,223	\$ 346	\$ (877)	-72%	\$ 620	\$ 118	\$ (502)	-81%
Insurance	\$ 3,923	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Utility payments (excluding electricity)	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Security costs	\$ 1,091	\$ 268	\$ 297	\$ 29	11%	\$ 100	\$ 136	\$ 36	36%
Repairs & maintenance	\$ 15,302	\$ 3,380	\$ 2,728	\$ (652)	-19%	\$ 1,300	\$ 1,327	\$ 27	2%
Other costs	\$ 500	\$ 123	\$ 28	\$ (95)	-77%	\$ 41	\$ 15	\$ (26)	-63%
Total Other toll highway administration & maintenance costs	\$ 20,816	\$ 3,771	\$ 3,053	\$ (718)	-19%	\$ 1,441	\$ 1,478	\$ 37	3%

1.2 Additional B2A info

In \$ Thousands	FY21 Budget	Budget YTD	YTD Actuals	Variance (\$)	Variance (%)	Monthly Budget	Monthly Actuals	Variance (\$)	Variance (%)
Rents & leases	\$ 799	\$ 200	\$ 200	\$ -	0%	\$ 66	\$ 108	\$ 42	64%
Insurance	\$ 981	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
Utility payments (excluding electricity and water supply)	\$ 600	\$ 150	\$ 52	\$ (98)	-65%	\$ 50	\$ 18	\$ (32)	-64%
Security costs	\$ 1,002	\$ 259	\$ 219	\$ (40)	-15%	\$ 95	\$ 58	\$ (37)	-39%
Transportation expenses	\$ 487	\$ 121	\$ 61	\$ (60)	-50%	\$ 40	\$ 45	\$ 5	13%
Purchased goods & equipment	\$ 1,604	\$ 400	\$ 320	\$ (80)	-20%	\$ 133	\$ 11	\$ (122)	-92%
Other costs	\$ 3,385	\$ 846	\$ 479	\$ (437)	-43%	\$ 282	\$ 107	\$ (175)	-62%
Total Other expenses (within Other operating expenses)	\$ 8,858	\$ 1,976	\$ 1,331	\$ (645)	-33%	\$ 666	\$ 347	\$ (319)	-48%
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	\$ -	\$ 7,474	\$ -	0%	\$ -	\$ 7,474	\$ -	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	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
A Hard Costs	\$ -			\$ -	0%			\$ -	0%
A Soft Costs	\$ -			\$ -	0%			\$ -	0%
Total Local emergency repair costs	\$ 118	\$ 28	\$ -	\$ -	0%	\$ 10	\$ -	\$ -	0%
Emergency relief projects	\$ 41,224	\$ 711		\$ (711)	-100%	\$ 426		\$ (426)	-100%
Other TU improvements	\$ 24,209	\$ 1,118		\$ (1,118)	-100%	\$ 125		\$ (125)	-100%
Total federally funded transit Construction	\$ 65,433	\$ 1,829	\$ -	\$ (1,829)	-100%	\$ 551	\$ -	\$ (551)	-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	\$ 1,139	\$ -	\$ -	0%	\$ 1,139	\$ -	\$ -	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	\$ -	\$ 2,299	\$ -	0%	\$ -	\$ 2,299	\$ -	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	\$ 26,094	\$ 49,524	\$ -	0%	\$ 11,861	\$ 49,524	\$ -	0%
Total Federal highway construction costs	\$ 251,913	\$ 26,094	\$ 51,823	\$ -	0%	\$ 11,861	\$ 51,823	\$ -	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	\$ -	\$ 5,067	\$ -	0%	\$ -	\$ 5,067	\$ -	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	\$ 9,225	\$ 36,443	\$ -	0%	\$ 4,061	\$ 36,443	\$ -	0%
Total Non-Federal highway construction costs	\$ 118,166	\$ 9,225	\$ 41,510	\$ -	0%	\$ 4,061	\$ 41,510	\$ -	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.

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

															2.1 Liquidity Data																		
	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.						
	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1/8	1/15				
OPERATING CASH FLOW																																	
Operating Receipts:																																	
1 Toll Fares	163	3,434	1,998	274	4,371	3,718	1,998	244	3,630	385	306	4,810	2,150	2,205	1,774	1,682	1,592	1,747	1,825	2,751	2,047	2,378	1,824	2,751	2,047	2,379	2,282	2,293	2,047				
2 Merchant Fees	-	-	-	-	(173)	-	-	-	(240)	-	-	-	-	-	-	(233)	-	-	-	(233)	-	-	(233)	-	-	-	-	(233)	-				
3 Transit Revenues (A)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
4 Electronic Toll Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	88	96	89				
5 Other Income	108	278	1	13	7	115	256	76	6	90	114	75	211	193	26	22	158	1,114	17	317	17	38	222	615	20	143	181	3	28				
6 Total Operating Receipts	271	3,712	1,999	287	4,205	3,833	2,254	320	3,396	475	420	4,885	2,362	2,398	1,800	1,470	1,750	2,861	1,842	2,834	2,064	2,416	2,046	3,132	2,067	2,522	2,551	2,159	2,164				
Intra-Government Receipts:																																	
7 Operating Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,104	600	-	7,552	-	-	-	7,552	-	-	-	7,552	-	-	-				
8 Commonwealth Transfer for Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	19,252	-	-	9,626	-	-	-	9,626	-	-	-	9,626	-	-	-				
9 Total Intra-Government Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	34,356	600	-	17,178	-	-	-	17,178	-	-	-	17,178	-	-	-				
Other Receipts [Separate Federal Transfers by Program]:																																	
10 Operating Federal Transit Administration (FTA) Funds	-	-	-	1	-	11,969	-	-	-	2,546	4	5,275	1,027	-	-	-	-	500	-	-	-	-	-	1,667	-	-	-	-	1,667				
11 CARES ACT Funding (For Transit)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
12 Total Other Receipts	-	-	-	1	-	11,969	-	-	-	2,546	4	5,275	1,027	-	-	-	-	500	-	-	-	-	-	1,667	-	-	-	-	1,667				
13 Total Operating Receipts	271	3,712	1,999	288	4,205	15,802	2,254	320	3,396	3,021	424	10,161	3,389	2,398	36,156	2,070	1,750	20,539	1,842	2,834	21,749	19,594	2,046	4,799	2,067	19,700	2,551	2,159	3,831				
Operating Disbursements:																																	
14 Payroll and Related Costs	(1,007)	(302)	(1,397)	(123)	(1,257)	(282)	(1,536)	(112)	(1,153)	(132)	(1,386)	(296)	(1,182)	(733)	(885)	(82)	(1,038)	(295)	(773)	(756)	(1,169)	(299)	(994)	(571)	(462)	(1,130)	(248)	(66)	(1,312)				
15 Health Plan Payment	-	-	-	-	(503)	-	-	-	(305)	-	-	(501)	-	-	-	-	(550)	-	-	-	-	(550)	-	-	(550)	-	-	(550)	-				
16 Christmas Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
17 Retirement Contributions (PayGo)	-	-	-	(2,863)	-	-	-	-	(3,028)	-	-	(2,908)	-	-	-	-	(3,049)	-	-	-	-	(3,049)	-	-	(3,049)	-	-	-	-				
18 PREPA Payments	-	-	-	-	-	-	-	-	-	-	-	(266)	-	-	(314)	(398)	-	(354)	-	(139)	(458)	(440)	-	(432)	(128)	(354)	-	(354)	(336)				
19 PRASA Payments	-	-	-	-	-	-	-	-	-	-	-	(63)	-	-	-	(38)	-	-	-	-	(38)	-	-	(38)	-	-	-	-	(38)				
20 Toll Highway Administration Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,406)	-	(1,406)	-	(1,406)	-	-	(1,406)	-	-	-	-	(1,406)				
21 Tren Urbano Operating Contract Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(4,723)	-	(4,723)	-	(4,723)	-	-	(4,723)	-	-	-	-	(4,723)				
22 Other Tren Urbano Costs (Excluding Electricity)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(757)	-	(757)	-	(757)	-	-	(757)	-	-	-	-	(757)				
23 Feeder Buses Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,025)	-	(1,025)	-	(1,025)	-	-	(1,025)	-	-	-	-	(1,025)				
24 Legal Cases Payments Plan	-	-	-	-	-	-	-	-	(1,279)	(4)	-	-	-	-	-	-	(1,142)	(296)	(86)	-	(1,138)	-	-	(1,224)	-	-	-	-	(1,082)				
25 Professional Services	-	(3)	-	-	-	-	-	-	(21)	-	(293)	(8)	(234)	(390)	(291)	(684)	(92)	(243)	(765)	(36)	(541)	(14)	(708)	(491)	(281)	(481)	(318)	(261)					
26 Other Operating Expenses	(1)	(43)	(1)	(92)	(6)	(1)	(38)	(248)	(46)	(237)	(28)	(243)	(77)	(354)	(494)	(743)	(312)	(444)	(264)	(309)	(891)	(923)	(888)	(341)	(743)	(367)	(286)	(743)	(256)				
27 Operating Disbursements Corresponding to FY20 Services	(361)	(4,058)	(148)	(3,633)	(395)	(145)	(1,889)	(663)	(213)	(11,430)	(522)	(4,611)	(289)	(2,129)	(14,249)	(4,444)	-	-	-	-	(4,444)	-	-	(4,444)	(2,129)	(14,249)	-	-	(4,444)				
28 Legal & Other Reserve	-	-	(86)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
29 Total Operating Disbursements	(1,369)	(4,406)	(1,632)	(3,848)	(4,521)	(931)	(3,463)	(1,023)	(4,440)	(13,404)	(1,940)	(6,273)	(4,464)	(3,450)	(16,333)	(5,997)	(11,087)	(5,080)	(9,277)	(1,969)	(14,948)	(6,940)	(1,896)	(2,052)	(15,442)	(7,860)	(15,265)	(2,563)	(14,559)				
30 Operating Net Cash Flow	(1,098)	(694)	367	(3,560)	(316)	14,871	(1,209)	(703)	(1,044)	(10,383)	(1,516)	3,888	(1,076)	(1,052)	19,823	(3,927)	(9,338)	15,459	(7,435)	865	6,802	12,654	149	2,746	(13,374)	11,840	(12,714)	(405)	(10,728)				
Unrestricted Bank Cash Balance Roll-Forward (Operating)																																	
31 Beginning Cash Balance	\$18,324	\$13,971	\$11,044	\$13,393	\$9,778	\$9,246	\$23,585	\$20,279	\$19,937	\$17,658	\$6,167	\$4,228	\$13,245	\$11,311	\$10,260	\$30,083	\$26,156	\$16,819	\$32,278	\$24,843	\$25,708	\$32,510	\$45,163	\$45,313	\$48,059	\$34,685	\$46,525	\$33,811	\$33,406				
32 Net Cash Flow	(1,098)	(694)	367	(3,560)	(316)	14,871	(1,209)	(703)	(1,044)	(10,383)	(1,516)	3,888	(1,076)	(1,052)	19,823	(3,927)	(9,338)	15,459	(7,435)	865	6,802	12,654	149	2,746	(13,374)	11,840	(12,714)	(405)	(10,728)				
33 Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
34 Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
35 Return of Funds / Reconciliation Item (D)	(3,250)	(2,240)	1,976	-	(207)	(536)	(2,100)	(15)	(828)	(1,102)	(428)	5,161	(848)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
36 Other Inflows (C)	5	10	36	-	1	10	145	385	-	0	5	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
37 Other Outflows (C)	(10)	(3)	(30)	(55)	(11)	(6)	(142)	(9)	(407)	(6)	-	(58)	(10)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
38 Ending Operating Bank Cash Balance	\$13,971	\$11,044	\$13,393	\$9,778	\$9,246	\$23,585	\$20,279	\$19,937	\$17,658	\$6,167	\$4,228	\$13,245	\$11,311	\$10,260	\$30,083	\$26,156	\$16,819	\$32,278	\$24,843	\$25,708	\$32,510	\$45,163	\$45,313	\$48,059	\$34,685	\$46,525	\$33,811	\$33,406	\$22,678				
39 Actual Operating Bank Cash Balance	\$13,951	\$11,016	\$13,370	\$9,755	\$9,219	\$23,563	\$20,132	\$19,862	\$17,551	\$6,106	\$4,165	\$13,183	\$11,242	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
40 Difference	\$20	\$28	\$23	\$23	\$26	\$22	\$147	\$74	\$108	\$61	\$63	\$62	\$69	\$10,260	\$30,083	\$26,156	\$16,819	\$32,278	\$24,843	\$25,708	\$32,510	\$45,163	\$45,313	\$48,059	\$34,685	\$46,525	\$33,811	\$33,406	\$22,678				

															2.1 Liquidity Data																
															Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.
															1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
															10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1/8	1/15	
(\$000's)	7/3	7/10	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1/8	1/15		
CAPEX CASH FLOW																															
Intra-Government Receipts:																															
41 Abriendo Caminos III funds	-	-	-	-	-	-	-	-	-	-	-	73,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
42 Capital Commonwealth Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,355	-	-	-	1,355	-	-	-	1,355	-	-	-		
43 Commonwealth CapEx appropriation	7,277	-	-	-	-	-	-	-	-	-	-	-	-	-	5,611	-	-	4,922	-	-	-	4,922	-	-	-	4,922	-	-	-		
44 Total Intra-Government Receipts	7,277	-	-	-	-	-	-	-	-	-	-	73,000	-	-	5,611	-	-	6,278	-	-	-	6,278	-	-	-	6,278	-	-	-		
Capex Receipts [Separate Federal Transfers by Program]:																															
45 Federal Aid - FHWA & Earmarked Projects	474	756	3,839	2,095	163	9,726	2,308	936	-	6,388	672	6,735	-	13,609	-	-	-	19,859	-	-	-	-	22,359	-	-	-	23,610	-	-		
46 Emergency Reconstruction Program - FHWA	-	1,702	44	47	8	-	-	-	-	2,045	-	664	200	833	-	-	-	833	-	-	-	-	833	-	-	-	833	-	-		
47 Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
48 Emergency Reconstruction Program - FTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,453	-	-	-	5,453	-	-	-	-	5,453		
49 Total Federal Receipts	474	2,458	3,883	2,142	171	9,726	2,308	936	2,045	6,388	1,336	6,935	-	14,442	-	-	-	20,692	-	5,453	-	-	23,192	5,453	-	-	24,443	-	5,453		
50 Total CAPEX Receipts	7,751	2,458	3,883	2,142	171	9,726	2,308	936	2,045	6,388	1,336	79,935	-	14,442	5,611	-	-	26,970	-	5,453	-	6,278	23,192	5,453	-	6,278	24,443	-	5,453		
Capex Disbursements:																															
51 Capital Expenditures - Federal	(1,488)	-	(4,123)	(2,519)	-	(11,545)	(4,419)	(499)	(720)	(8,993)	-	(3,036)	(5,605)	-	-	-	(19,859)	-	-	-	-	(22,359)	-	-	-	(23,610)	-	-			
52 Capital Expenditures - State	(2)	(3,721)	(578)	(2,894)	(1,603)	(3,694)	(3,278)	(421)	(1,735)	(408)	(3,095)	(1,120)	(2,758)	-	-	-	(7,812)	-	-	-	-	(8,421)	-	-	-	(8,726)	-	-			
53 Transit Construction Program Costs - Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(5,453)	-	-	-	-	-	(5,453)	-	-			
54 Toll Optimization Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
55 Emergency Reconstruction Program - FHWA	(2,810)	(490)	(359)	(48)	-	-	-	-	-	(2,541)	(908)	-	(283)	-	-	-	(935)	-	-	-	-	(1,006)	-	-	-	(1,042)	-	-			
56 Emergency Reconstruction Program - FEMA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(833)	-	-	-	-	(833)	-	-	-	(833)	-	-			
57 Transit Construction Program Costs - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
58 Emergency Reconstruction Program - Local	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
59 Legal Cases Payments Plan (Capital ROW PMT's)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
60 Total Capex Disbursements	(4,300)	(4,211)	(5,060)	(5,461)	(1,603)	(15,239)	(7,697)	(920)	(4,996)	(10,309)	(3,095)	(4,439)	(8,363)	-	-	-	(29,440)	-	-	(5,629)	-	(32,620)	-	-	-	(39,840)	-	-			
61 Capex Net Cash Flow	3,451	(1,753)	(1,177)	(3,319)	(1,432)	(5,513)	(5,389)	16	(2,951)	(3,921)	(1,759)	75,496	(8,363)	14,442	5,611	-	(29,440)	26,970	-	(177)	-	(26,342)	23,192	5,453	-	(33,562)	24,443	-	5,453		
Bank Cash Balance Roll-Forward (CAPEX)																															
62 Beginning Cash Balance	\$113,672	\$120,373	\$120,860	\$117,707	\$114,388	\$113,163	\$108,186	\$104,897	\$104,927	\$102,804	\$99,985	\$98,654	\$168,989	\$161,474	\$175,916	\$181,527	\$181,527	\$152,087	\$179,057	\$179,057	\$178,881	\$178,881	\$152,538	\$175,731	\$181,183	\$181,183	\$147,621	\$172,064	\$172,064		
63 Net Cash Flow	3,451	(1,753)	(1,177)	(3,319)	(1,432)	(5,513)	(5,389)	16	(2,951)	(3,921)	(1,759)	75,496	(8,363)	14,442	5,611	-	(29,440)	26,970	-	(177)	-	(26,342)	23,192	5,453	-	(33,562)	24,443	-	5,453		
64 Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
65 Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
66 Return of Funds / Reconciliation Item (D)	3,250	2,240	(1,976)	-	207	536	2,100	15	828	1,102	428	(5,161)	848	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
67 Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
68 Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
69 Ending CAPEX Bank Cash Balance	\$120,373	\$120,860	\$117,707	\$114,388	\$113,163	\$108,186	\$104,897	\$104,927	\$102,804	\$99,985	\$98,654	\$168,989	\$161,474	\$175,916	\$181,527	\$181,527	\$152,087	\$179,057	\$179,057	\$178,881	\$178,881	\$152,538	\$175,731	\$181,183	\$181,183	\$147,621	\$172,064	\$172,064	\$177,517		
70 Actual CAPEX Bank Cash Balance	\$120,409	\$120,895	\$117,742	\$114,424	\$113,264	\$108,218	\$104,977	\$105,008	\$102,886	\$100,067	\$98,737	\$169,071	\$161,556	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
71 Difference	-\$36	-\$35	-\$35	-\$36	-\$101	-\$32	-\$80	-\$81	-\$82	-\$83	-\$83	-\$82	\$175,916	\$181,527	\$181,527	\$152,087	\$179,057	\$179,057	\$178,881	\$178,881	\$152,538	\$175,731	\$181,183	\$181,183	\$147,621	\$172,064	\$172,064	\$177,517			
Total Inflows	8,022	6,170	5,882	2,430	4,376	25,528	4,562	1,256	5,441	9,409	1,760	90,096	3,389	16,841	41,767	2,070	1,750	47,509	1,842	8,287	21,749	25,872	25,238	10,252	2,067	25,978	26,994	2,159	9,283		
Total Outflows	(5,669)	(8,617)	(6,692)	(9,309)	(6,124)	(16,170)	(11,160)	(1,943)	(9,436)	(23,713)	(5,035)	(10,712)	(12,827)	(3,450)	(16,333)	(5,997)	(40,527)	(5,080)	(9,277)	(7,598)	(14,948)	(39,560)	(1,896)	(2,052)	(15,442)	(47,700)	(15,265)	(2,563)	(14,559)		
Total Net CF	2,353	(2,447)	(810)	(6,879)	(1,748)	9,358	(6,598)	(687)	(3,995)	(14,304)	(3,275)	79,384	(9,439)	13,391	25,434	(3,927)	(38,777)	42,429	(7,435)	689	6,802	(13,689)	23,342	8,199	(13,374)	(21,722)	11,729	(405)	(5,275)		

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.
- E Forecast 2021 is in process of being updated after two month of actuals.

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

		2.1 Liquidity Data																										
		Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	13-Week Total	FY2021 Total	Original LP FY 2021	Variance to Total
		17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39				
		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				
OPERATING CASH FLOW																												
<u>Operating Receipts:</u>																												
1	Toll Fares	2,059	320	2,282	2,293	2,047	2,379	2,358	2,384	2,115	2,143	310	2,210	2,207	1,983	2,290	2,282	2,293	2,047	2,379	2,282	2,293	2,047	2,379	25,467	99,307	99,139	(168)
2	Merchant Fees	-	-	-	(233)	-	-	-	(233)	-	-	-	-	(233)	-	-	-	(233)	-	-	-	(233)	-	-	(700)	(2,506)	(2,800)	(294)
3	Transit Revenues (A)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,630	5,630
4	Electronic Toll Fines	87	69	153	166	178	147	164	175	157	148	156	190	160	164	188	214	221	207	216	218	212	211	217	-	4,292	17,093	12,801
5	Other Income	54	188	40	138	316	232	159	57	204	35	159	81	87	132	184	61	80	138	74	138	141	135	28	1,383	6,317	4,918	(1,399)
6	Total Operating Receipts	2,200	577	2,475	2,363	2,541	2,758	2,681	2,383	2,476	2,326	625	2,481	2,220	2,279	2,662	2,556	2,360	2,392	2,669	2,638	2,412	2,393	2,624	26,149	107,409	123,980	16,571
<u>Intra-Government Receipts:</u>																												
7	Operating Commonwealth Transfer	-	7,552	-	-	-	-	7,552	-	-	-	7,552	-	-	-	7,552	-	-	-	-	7,552	-	-	7,552	30,208	83,072	90,624	7,552
8	Commonwealth Transfer for Reserve	-	9,626	-	-	-	-	9,626	-	-	-	9,626	-	-	-	9,626	-	-	-	-	9,626	-	-	9,626	38,504	105,886	115,512	9,626
9	Total Intra-Government Receipts	-	17,178	-	-	-	17,178	-	-	-	17,178	-	-	-	17,178	-	-	-	-	17,178	-	-	17,178	68,712	188,958	206,136	17,178	
<u>Other Receipts [Separate Federal Transfers by Program]:</u>																												
10	Operating Federal Transit Administration (FTA) Funds	-	-	-	1,667	-	-	-	-	1,667	-	-	-	1,667	-	-	-	-	1,667	-	-	-	1,667	-	5,000	28,637	20,000	(8,637)
11	CARES ACT Funding (For Transit)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	19,685	19,685	19,685	-
12	Total Other Receipts	-	-	-	1,667	-	-	-	-	1,667	-	-	-	1,667	-	-	-	-	1,667	-	-	-	1,667	24,685	48,322	39,685	(8,637)	
13	Total Operating Receipts	2,200	17,755	2,475	4,030	2,541	2,758	19,859	2,383	4,143	2,326	17,803	2,481	3,887	2,279	19,840	2,556	2,360	4,059	2,669	19,816	2,412	4,060	19,802	119,546	344,689	\$369,801	\$25,112
<u>Operating Disbursements:</u>																												
14	Payroll and Related Costs	(136)	(1,193)	(128)	(1,115)	(462)	(1,223)	(423)	(1,245)	(204)	(1,055)	(323)	(1,161)	(963)	(411)	(1,468)	(115)	(1,560)	(349)	(853)	(711)	(2,121)	(262)	(894)	(9,168)	(39,494)	39,865	371
15	Health Plan Payment	-	(550)	-	-	-	(550)	-	-	-	(550)	-	-	-	-	(550)	-	-	-	(550)	-	-	-	(550)	(1,074)	(4,082)	4,295	213
16	Christmas Bonus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
17	Retirement Contributions (PayGo)	-	(3,334)	-	-	-	(3,049)	-	-	-	(3,049)	-	-	-	-	(3,049)	-	-	-	(3,049)	-	-	-	(3,049)	(9,147)	(36,666)	37,058	392
18	PREPA Payments	(365)	-	(336)	(399)	(387)	(358)	(358)	(364)	-	(532)	(358)	(169)	(365)	-	(467)	(399)	(630)	-	(213)	(581)	(163)	-	(3,052)	(11,100)	13,418	2,318	
19	PRASA Payments	-	-	-	(38)	-	(38)	-	-	-	(38)	-	-	-	-	(38)	-	-	-	(38)	-	-	(37)	-	(114)	(379)	455	76
20	Toll Highway Administration Cost	-	-	-	(1,406)	-	-	(1,406)	-	-	(1,406)	-	-	(1,406)	-	-	(1,406)	-	-	(1,406)	-	-	(1,406)	-	(4,219)	(14,063)	16,876	2,813
21	Tren Urbano Operating Contract Cost	-	-	-	(4,723)	-	-	(4,723)	-	-	(4,723)	-	-	(4,723)	-	-	(4,723)	-	-	(4,723)	-	-	(4,723)	-	(14,168)	(47,228)	56,673	9,446
22	Other Tren Urbano Costs (Excluding Electricity)	-	-	-	(757)	-	-	(757)	-	-	(757)	-	-	(757)	-	-	(757)	-	-	(757)	-	-	(757)	-	(2,270)	(7,566)	9,079	1,513
23	Feeder Buses Costs	-	-	-	(1,025)	-	-	(1,025)	-	-	(1,025)	-	-	(1,025)	-	-	(1,025)	-	-	(1,025)	-	-	(1,025)	-	(10,250)	(12,300)	12,300	2,050
24	Legal Cases Payments Plan	(1,032)	-	-	(949)	-	(1,030)	(296)	(86)	-	(924)	-	-	(1,022)	-	(24)	-	-	(1,020)	(296)	(86)	-	(1,106)	-	-	-	-	
25	Professional Services	(394)	(139)	(345)	(654)	(296)	(361)	(114)	(204)	(779)	(117)	(322)	(280)	(288)	(169)	(325)	(114)	(900)	(336)	(249)	(448)	(568)	(239)	(233)	(4,748)	(15,179)	18,490	3,311
26	Other Operating Expenses	(256)	(743)	(688)	(765)	(401)	(367)	(367)	(309)	(891)	(723)	(254)	(743)	(232)	(712)	(543)	(588)	(578)	(378)	(736)	(476)	(765)	(675)	(356)	(6,440)	(20,608)	27,174	6,566
27	Operating Disbursements Corresponding to FY20 Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(9,984)	(21,489)	-	(21,489)
28	Legal & Other Reserve	-	-	-	(4,444)	-	-	(4,444)	(2,129)	(14,249)	-	(4,444)	-	-	-	-	-	-	(4,444)	-	-	(14,249)	(4,444)	(2,129)	(25,267)	(105,599)	115,513	9,914
29	Total Operating Disbursements	(2,183)	(5,959)	(1,497)	(3,882)	(13,939)	(6,580)	(1,558)	(2,202)	(14,631)	(8,547)	(15,680)	(2,542)	(14,046)	(2,314)	(6,300)	(841)	(3,505)	(13,855)	(7,087)	(1,931)	(18,003)	(14,149)	(8,480)	(92,726)	(333,703)	\$351,196	\$17,493
30	Operating Net Cash Flow	18	11,796	977	148	(11,399)	(3,822)	18,301	182	(10,489)	(6,221)	2,123	(61)	(10,158)	(35)	13,540	1,715	(1,145)	(9,796)	(4,418)	17,885	(15,590)	(10,089)	11,322	26,821	10,986	\$18,605	29,591
<u>Unrestricted Bank Cash Balance Roll-Forward (Operating)</u>																												
31	Beginning Cash Balance	\$22,678	\$22,696	\$34,492	\$35,469	\$35,616	\$24,218	\$20,396	\$38,697	\$38,878	\$28,390	\$22,168	\$24,291	\$24,229	\$14,071	\$14,036	\$27,576	\$29,291	\$28,146	\$18,349	\$13,931	\$31,816	\$16,225	\$6,136	18,324	18,324	18,324	-
32	Net Cash Flow	18	11,796	977	148	(11,399)	(3,822)	18,301	182	(10,489)	(6,221)	2,123	(61)	(10,158)	(35)	13,540	1,715	(1,145)	(9,796)	(4,418)	17,885	(15,590)	(10,089)	11,322	10,986	10,986	18,605	-
33	Transfer Between Accounts (Capex to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
34	Transfer Between Accounts (Reserve to Opex) (B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
35	Return of Funds / Reconciliation Item (D)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(7,199)	-	-	-
36	Other Inflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	592	592	592	-
37	Other Outflows (C)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(673)	(673)	(673)	-
38	Ending Operating Bank Cash Balance	\$22,696	\$34,492	\$35,469	\$35,616	\$24,218	\$20,396	\$38,697	\$38,878	\$28,390	\$22,168	\$24,291	\$24,229	\$14,071	\$14,036	\$27,576	\$29,291	\$28,146	\$18,349	\$13,931	\$31,816	\$16,225	\$6,136	\$17,457	22,030	\$29,228	\$36,848	-
39	Actual Operating Bank Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
40	Difference	\$22,696	\$34,492	\$35,469	\$35,616	\$24,218	\$20,396	\$38,697	\$38,878	\$28,390	\$22,168	\$24,291	\$24,229	\$14,071	\$14,036	\$27,576	\$29,291	\$28,146	\$18,349	\$13,931	\$31,816	\$16,225	\$6,136	\$17,457	-	-	-	-

		2.1 Liquidity Data																									
		Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.	Fcst.		
		17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39			
		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			
CAPEX CASH FLOW																											
Intra-Government Receipts:																											
41	Abriendo Caminos III funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
42	Capital Commonwealth Transfer	-	1,355	-	-	-	1,355	-	-	-	1,355	-	-	-	1,355	-	-	-	1,355	-	-	-	-	1,355			
43	Commonwealth CapEx appropriation	-	4,922	-	-	-	4,922	-	-	-	4,922	-	-	-	4,922	-	-	-	4,922	-	-	-	-	4,922			
44	Total Intra-Government Receipts	-	6,278	-	-	-	6,278	-	-	-	6,278	-	-	-	6,278	-	-	-	6,278	-	-	-	-	6,278			
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	-	6,278	26,949	5,453	-	33,241	-	5,453	-	33,292	-	5,453	-	33,407	-	-	5,453	-	33,625	-	-	5,453	33,931			
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	Transit Construction Program Costs - Federal	-	(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	-	(35,730)	26,949	5,453	-	(42,619)	33,241	-	5,453	(43,296)	33,292	-	5,453	(46,517)	33,407	-	-	5,453	(53,596)	33,625	-	-	5,453	(26,959)		
Bank Cash Balance Roll-Forward (CAPEX)																											
62	Beginning Cash Balance	\$177,517	\$177,517	\$141,787	\$168,735	\$174,188	\$174,188	\$131,569	\$164,810	\$164,810	\$170,263	\$126,967	\$160,259	\$160,259	\$165,712	\$119,194	\$152,601	\$152,601	\$152,601	\$158,054	\$104,458	\$138,083	\$138,083	\$143,536			
63	Net Cash Flow	-	(35,730)	26,949	5,453	-	42,619	33,241	-	5,453	-	43,296	33,292	-	5,453	-	46,517	33,407	-	5,453	-	53,596	33,625	-	5,453	-	26,959
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	\$177,517	\$141,787	\$168,735	\$174,188	\$174,188	\$131,569	\$164,810	\$164,810	\$170,263	\$126,967	\$160,259	\$160,259	\$165,712	\$119,194	\$152,601	\$152,601	\$152,601	\$158,054	\$104,458	\$138,083	\$138,083	\$143,536	\$116,577			
70	Actual CAPEX Bank Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
71	Difference	\$177,517	\$141,787	\$168,735	\$174,188	\$174,188	\$131,569	\$164,810	\$164,810	\$170,263	\$126,967	\$160,259	\$160,259	\$165,712	\$119,194	\$152,601	\$152,601	\$152,601	\$158,054	\$104,458	\$138,083	\$138,083	\$143,536	\$116,577			
Total Inflows		2,200	24,033	29,423	9,483	2,541	2,758	53,100	2,383	9,596	2,326	51,095	2,481	9,340	2,279	53,247	2,556	2,360	9,511	2,669	53,440	2,412	9,512	53,733			
Total Outflows		(2,183)	(47,967)	(1,497)	(3,882)	(13,939)	(49,199)	(1,558)	(2,202)	(14,631)	(51,844)	(15,680)	(2,542)	(14,046)	(48,832)	(6,300)	(841)	(3,505)	(13,855)	(60,683)	(1,931)	(18,003)	(14,149)	(69,370)			
Total Net CF		18	(23,934)	27,926	5,600	(11,399)	(46,441)	51,542	182	(5,036)	(49,518)	35,415	(61)	(4,706)	(46,553)	46,947	1,715	(1,145)	(4,344)	(58,015)	51,509	(15,590)	(4,637)	(15,637)			

13-Week Total	FY2021 Total	Original LP FY 2021	Variance to Total
24,333	66,917	73,000	6,083
5,421	14,909	16,264	1,355
19,689	61,422	59,067	(2,355)
49,443.67	143,247.08	148,331	6,083
43,327	267,650	251,913	(15,737)
2,500	13,013	23,868	10,855
-	-	-	-
16,358	54,528	65,433	10,906
62,185.24	335,190	341,214	6,024
111,629	478,438	489,545	12,107
(55,827)	(262,807)	251,913	(10,894)
(22,538)	(131,522)	133,154	1,632
(16,358)	(54,528)	65,433	10,906
(2,700)	(13,504)	14,747	1,243
(2,500)	(14,581)	19,868	5,287
-	-	4,000	4,000
(500)	(1,667)	2,000	333
(29)	(98)	118	20
(3,798)	(13,975)	16,917	2,942
(104,251)	(492,682)	\$508,150	\$15,468
7,378	(14,244)	-\$18,605	\$4,361
113,672	113,672	113,672	-
(14,244)	(14,244)	(18,605)	-
-	-	-	-
7,199	7,199	7,199	-
-	-	-	-
-	-	-	-
106,627	\$106,627	\$102,266	

- 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
 - E Forecast 2021 is in process of being updated after two month of act

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	12,118,219	(5,003,997)	7,114,222
Oriental	General	1960269574	111002	ZBA Account - Operational	Operating	-	-	-
Oriental	Deposit Law 30 & 31	3225252489	111155	Deposit Law 30 & 31	Operating	43,726	15,883	59,609
Oriental	FTA	1960046672	111005	Federal Transit Administration account	Operating	18,622	3,755	22,377
Santander	Autoridad de Carreteras	3004992473	111156	FHGV	Capital	96,371,211	(11,299,206)	85,072,005
Santander	Autoridad de Carreteras	3004997726	111157	Abriendo Caminos - Varios Proyectos	Capital	37,356	69,984,819	70,022,175
BPPR	Dietas	020-835078	111013	Account related to payroll taxes	Operating	414,111	(2,026)	412,085
BPPR	Nominas	020-835353	111011	Payroll account	Operating	936,081	277,264	1,213,345
BPPR	Federal Highway CMIA - BPPR	030-050510	111014	Federal Highway CMIA - BPPR	Capital	38,880	(15,374)	23,505
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	1,328,117	(232,532)	1,095,586
BPPR	Multas Autoexpreso	020-011520	111020	Collections from fines used to paydown GILA overdue A/P	Operating	2,663,266	(1,338,404)	1,324,862
BPPR	FEMA Emergencia Huracan Irma	030-086663	111109	Federal Fund FEMA	Operating	-	-	-
BPPR	FEMA Emergencia Huracan Maria	030-086671	111110	Federal Fund FEMA	Operating	28,563	(28,563)	-
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	10,042,841	2,011,229	12,054,070
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	
Septiembre 20-21	
FHWA Hard Cost	\$ 24,569,863.15
PEMOC	\$ 884,738.09
Non Federal Hard Cost (Abriendo Caminos I)	\$ 858,221.96
Non Federal Hard Cost (Abriendo Caminos II)	\$ 5,728,333.91
ESTATAL	\$ -
FHWA Emergencia	\$ -
FWHA Transit Construction Cost	\$ -
LOCAL	\$ 50,362.00
Local Transit Construction Cost	\$ -
Local Toll Optimization	\$ -
Total	\$ 32,091,519.11

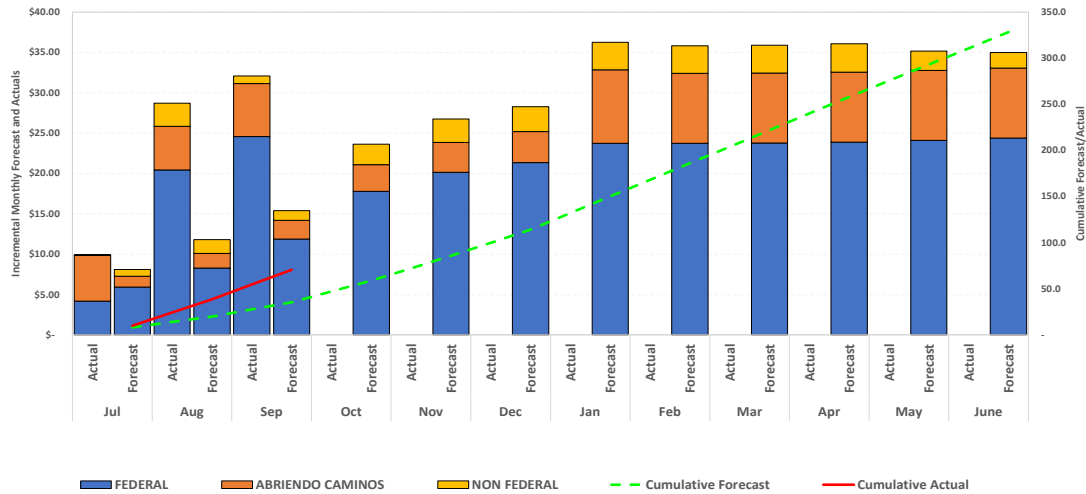
2.3b Capex hard costs

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%	85%	98%										
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										
Hard Costs for Abriendo Caminos Projects	\$ 5,697.78	\$ 5,410.61	\$ 6,586.56										
Hard costs for other non-federal highway construction projects	\$ 14.67	\$ 2,859.52	\$ 935.10										
Local Construction Costs (Pending)													
ER FHWA Hard Costs	\$ 359.20	\$ 3,450.24	\$ 3,258.24										
Totals	\$ 9,893.45	\$ 28,696.24	\$ 32,091.52										

FY21 CUMULATIVE BUDGET													
Assumed % Impact COVID-19	25%	30%	37%	46%	54%	60%	66%	71%	74%	77%	79%	81%	
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 5,930.43	\$ 14,233.03	\$ 26,093.89	\$ 43,885.18	\$ 64,048.64	\$ 85,398.90	\$ 109,126.51	\$ 132,868.68	\$ 156,658.98	\$ 180,558.40	\$ 204,664.35	\$ 229,061.00	\$ 229,061.00
Hard Costs for Abriendo Caminos Projects	\$ 1,326.73	\$ 3,114.89	\$ 5,467.73	\$ 8,761.71	\$ 12,432.15	\$ 16,290.81	\$ 25,401.26	\$ 34,054.20	\$ 42,707.15	\$ 51,360.10	\$ 60,013.05	\$ 68,666.00	\$ 68,666.00
Hard costs for other non-federal highway construction projects	\$ 853.90	\$ 2,049.36	\$ 3,757.15	\$ 6,318.84	\$ 9,222.09	\$ 12,296.12	\$ 15,712.05	\$ 19,131.40	\$ 22,575.28	\$ 26,096.27	\$ 28,517.30	\$ 30,470.00	\$ 30,470.00
Local Construction Costs	\$ 258.90	\$ 621.36	\$ 1,139.16	\$ 1,915.87	\$ 2,796.14	\$ 3,728.22	\$ 4,764.08	\$ 5,800.58	\$ 6,839.18	\$ 7,882.54	\$ 8,934.93	\$ 10,000.00	\$ 10,000.00
ER FHWA Hard Costs (Pending)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 8,111.06	\$ 20,018.64	\$ 36,457.93	\$ 60,881.60	\$ 88,499.02	\$ 117,714.05	\$ 155,003.90	\$ 191,854.86	\$ 228,780.59	\$ 265,897.31	\$ 302,129.63	\$ 338,197.00	\$ 338,197.00

FY21 CUMULATIVE ACTUALS													
% Impact COVID-19	30%	58%	71%										
Program	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Hard costs for regular federal highway construction	\$ 4,180.99	\$ 24,607.10	\$ 49,176.96										
Hard Costs for Abriendo Caminos Projects	\$ 5,697.78	\$ 11,108.40	\$ 17,694.95										
Hard costs for other non-federal highway construction projects	\$ 14.67	\$ 2,874.19	\$ 3,809.29										
Local Construction Costs	\$ -	\$ -	\$ -										
ER FHWA Hard Costs (Pending)	\$ 359.20	\$ 3,809.44	\$ 7,067.68										
Totals	\$ 9,893.45	\$ 38,589.69	\$ 70,681.21										



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	\$ 0.3	\$ -	\$ (0.3)	-100%	\$ 0.1	\$ -	\$ (0)	-100%	Public Policy issue.	
Increasing fine revenue	\$ 7.4	\$ 0.1	\$ -	\$ (0.1)	-100%	\$ 0.0	\$ -	\$ (0)	-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%	Public Policy issue.	
Reassessing TU contract	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Optimizing capital expenses	\$ 15.4	\$ 1.5	\$ -	\$ (1.5)	-100%	\$ 0.5	\$ -	\$ (0)	-100%		
Exploring concessions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%		
Total measures	\$ 34.3	\$ 1.8	\$ -	\$ (1.8)	-100%	\$ 0.7	\$ -	\$ (0.7)	-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										4,071,640	3,912,730	158,910	4%	
PR-17	368,730	347,887	363,798										1,080,415	1,179,373	(98,958)	-8%	
PR-22	12,648,837	12,115,858	12,440,674										37,205,369	37,862,366	(656,997)	-2%	
PR-199 / CLF	168,559	173,929	171,712										514,200	-	514,200	0%	
Total concessionaire roads	14,550,160	13,984,650	14,336,814	-	-	-	-	-	-	-	-	-	42,871,624	42,954,468	(82,844)	-0.2%	
PR-20	308,874	301,971	299,823										910,668	895,293	15,375	2%	
PR-52	5,324,888	5,181,939	5,294,222										15,801,049	14,852,504	948,545	6%	
PR-53	1,575,429	1,502,884	1,542,683										4,620,996	4,728,933	(107,937)	-2%	
PR-66	2,045,565	1,876,845	1,980,518										5,902,928	5,459,513	443,415	8%	
Total HTA roads	9,254,756	8,863,639	9,117,246	-	-	-	-	-	-	-	-	-	27,235,641	25,936,243	1,299,398	5.0%	
Total PR toll roads	23,804,916	22,848,289	23,454,060	-	-	-	-	-	-	-	-	-	70,107,265	68,890,711	1,216,554	2%	

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		1,365,220	1,329,824		1,329,824		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		384,720	389,103		384,720		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		12,760,528	13,055,335		12,760,528		13,137,048		12,628,042		11,650,955		12,547,813		12,534,703		12,469,624		12,509,034
PR-199 / CLF																									
Total concessionaire roads	14,381,601	14,342,463	13,810,721	14,817,700	14,165,102	13,794,305	-	14,510,469	-	-	14,062,489	-	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		313,462	298,259		298,259		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		4,940,242	4,776,964		4,776,964		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		1,668,417	1,562,555		1,562,555		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		1,824,038	1,926,557		1,824,038		2,077,423		1,940,761		1,906,421		1,914,217		1,917,168		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	-	8,746,159	-	-	8,564,335	-	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	23,636,357	23,037,290	22,674,360	23,797,264	23,282,348	22,056,158	-	23,256,627	-	-	22,626,824	-	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.	