



# Financial Oversight Management Board for Puerto Rico

## PRHTA Reporting - December 2019

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**Executive Summary - Puerto Rico Highway and Transportation Authority - December 2019**

The following information summarizes the progress made by the Puerto Rico Highway and Transportation Authority in executing its FY20 Certified Fiscal Plan for the month of December.

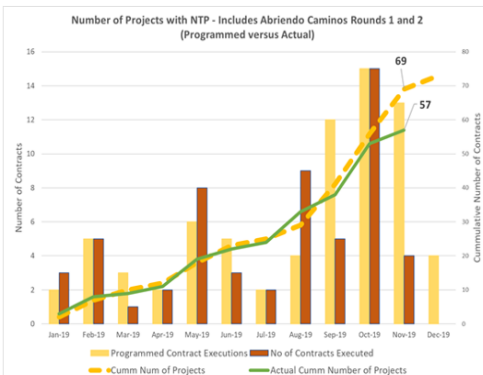
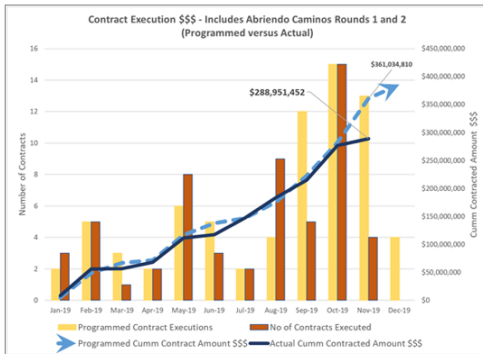
**A. Pre-Construction**

The pre-construction program is performing well within the established thresholds, with planned vs. actual bid dates differing by 3 weeks and award dates by 7 days. Project Notice to Proceeds (NTPs) have been granted 4 days earlier than planned on average.

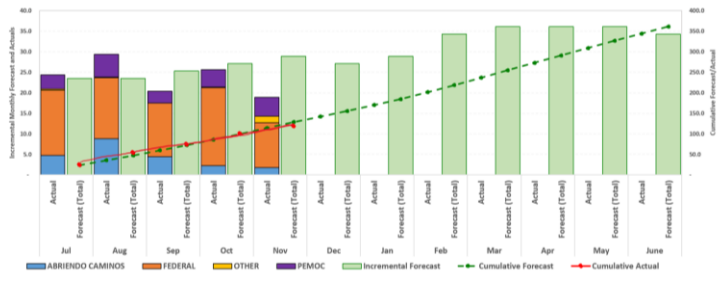
Pre-Construction		ITD	YTD
Planned vs Actual Bid Date	KPI - Average Days < 30	6	25
Planned vs Actual Award Date	KPI - Average Days < 30	(5)	7
Planned vs Actual NTP Date	KPI - Average Days < 30	(10)	(4)

Pre-Construction planned vs actual progress in terms of total contracts and amount granted NTPs was lower than usual due mostly to court related delays of several projects not having granted NTP on 57 out of 69 planned contracts and having NTP for \$289.0 M out of \$361.0 planned. The referenced court delays are out of the control of HTA. NTP for most projects will be granted by February with no significant impact on the capital program.

ITEM	PROGRAMMED	ACTUAL	YTD % DIFF
Number of projects with granted NTP	69	57	-17.4%
Construction costs for projects with granted NTP	\$361,034,810	\$288,951,452	-20.0%



Overall Periodic Spend Performance (Million \$)												
	FY2020											
	Q1			Q2			Q3			Q4		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Forecast	\$23.5	\$23.5	\$25.3	\$27.1	\$28.9	\$27.1	\$28.9	\$34.3	\$36.1	\$36.1	\$36.1	\$34.3
Actual	\$24.3	\$29.3	\$20.3	\$25.6	\$18.9							
Cumulative Actual	\$24.3	\$53.7	\$74.0	\$99.6	\$118.5							
Cumulative Actual %	103.7%	114.4%	102.5%	100.4%	92.5%							



- Construction disbursements for the regular program (both Federal and State) for the month of November were \$18.9M. This represents 65.4% of projections. The corresponding YTD was \$118.6. This represents 92.5% of projections. The unexpected low percentage of disbursements occurred due to the early cut-off date for certifications due to the holidays.
- Projected cost increases and delays at the program level for Post-Maria projects were 3.13% and 19.3% respectively, a historical low for HTA.
- Obligations of FHWA YTD for Sept. 20<sup>th</sup> (Close of Federal Fiscal Year) were \$226 M from federal funds and \$40 M from advanced construction for a total of \$266 M, a historical high for HTA. This represents 102% of the \$262 M planned for obligation and 42 out of 44 projects or 96% of the projects planned for obligation.

**C. Areas for Improvement**

- Soft cost disbursements are lower than planned partially affected by contracting difficulties during the end of the fiscal year and during the transition period shortly thereafter.
- Disbursements in the Federal Emergency Relief (ER) program have also been lower than expected. HTA is working closely with Eastern Federal Lands (EFL) to improve performance.

**D. Reporting Inconsistencies**

- CIP reporting based on disbursements is not consistent with the B2A results. HTA has always developed its capital planning based on disbursements and developed the Fiscal Plan Capital Plan and Budget based on disbursements.
- HTA and FOMB consultants are working on resolving these inconsistencies to make B2A and disbursement reporting compatible.

**B2A NOVEMBER YTD**

In \$ Thousands	FY20 Budget	YTD Budget	YTD Actuals	Variance (\$M)	Variance (%)	Variance Explanation
Toll Revenue <sup>1</sup>	145,762	60,084	56,667	(3,417)	-5.69%	Variance is due to: 1) Toll fares increase not implemented 2) Humacao toll stations will resume operations on 8/16 instead 7/1 3) The PRHTA position for FY2020 is not to collect toll fines.
Transit Revenue <sup>2</sup>	6,761	3,045	3,197	152	4.99%	
Toll Fines	13,067	5,142	-	(5,142)	-100.00%	
Other Income	11,612	4,236	4,588	352	8.31%	
<b>Total Own Revenues</b>	<b>177,202</b>	<b>72,507</b>	<b>64,452</b>	<b>(8,055)</b>	<b>-11.11%</b>	
Commonwealth Funds Earmarked for Capital Expenditures Current year	67,334	28,056	28,056	-	0.00%	
<b>Total Funding from Commonwealth<sup>3</sup></b>	<b>67,334</b>	<b>28,056</b>	<b>28,056</b>	<b>-</b>	<b>0.00%</b>	
Federal Highway Administration ("FHWA") Funds	251,480	71,627	63,374	(8,253)	-11.52%	Related to request of funds to pay construction and emergency projects, certifications need to be submitted to HTA in order to request funds to federal agencies. Variance is due to estimates made initially by the Construction Department are delayed because of the complexity of the process which require an auction process and most of the contractors perform construction works for other agencies and municipalities which delays their commitments with the agency. Historically first quarter of the year most FHWA receipts are related to the previous fiscal year.
Federal Emergency Revenues	80,594	21,687	10,223	(11,464)	-52.86%	
Transit Funds	29,464	12,277	6,521	(5,756)	-46.88%	CAPEX program has not started.
Hurricane Loss Assessment - Insurance and FEMA Revenue	21,111	-	-	-	0.00%	
<b>Total Federal and Other Funding</b>	<b>382,649</b>	<b>105,591</b>	<b>80,118</b>	<b>(25,473)</b>	<b>-24.12%</b>	
<b>Total Consolidated Revenues<sup>4</sup></b>	<b>627,185</b>	<b>206,154</b>	<b>172,626</b>	<b>(33,528)</b>	<b>-16.26%</b>	

<sup>1</sup> No toll fares increase implemented/considered.

<sup>2</sup> These revenues are used as a credit in Tren Urbano operating expenses invoice (ACI).

<sup>3</sup> No transfers from Central Government for Operational Expenditures are expected during the year. \$67M for "Abriendo Caminos" were assigned for FY2020.

<sup>4</sup> The financial information included in this presentation is for internal use only, unaudited and subject to revision upon completion of closing and audit

In \$ Thousands	FY20 Budget	YTD Budget	YTD Actuals	Variance (\$M)	Variance (%)	Variance Explanation
Right of Way ("ROW")	3,300	888	592	296	33.33%	Related to request of funds to pay construction and emergency projects, certifications need to be submitted to HTA in order to request funds to federal agencies. Variance is due to estimates made initially by the Construction Department are delayed because of the complexity of the process which require an auction process and most of the contractors performs construction works for other agencies and municipalities which delays their commitments with the agency. Historically firsts months of the years lesser Capex disbursements in comparison with the rest of the year.
Construction Local	10,000	3,525	4,451	(926)	-26.27%	
Transit Capital Improvement Program ("CIP")	11,464	-	-	-	0.00%	
Hurricane Loss Assessment	22,325	-	-	-	0.00%	
Federal Emergency Repair Program	80,594	21,687	14,476	7,211	33.25%	
Local Emergency Repair Program	820	221	-	221	100.00%	
Federal Construction Program	251,480	67,672	75,149	(7,477)	-11.05%	
Non-Federal Construction Program <sup>5</sup>	195,720	50,898	31,595	19,303	37.92%	
<b>Total Capital Expenditures</b>	<b>575,703</b>	<b>144,891</b>	<b>126,263</b>	<b>18,628</b>	<b>12.86%</b>	
Payroll and Related	46,372	23,019	22,026	993	4.31%	The approved Budget does not include the following: 1) Increase scheduled in the contract for this year according to U.S. Consumer Price Index 2) Reimbursement portion of expenses related to the collection box system 3) Does not include the portion established in Article 1.8 related to a 15% reservation which is being used to maintain a service route.
Paygo	35,469	14,708	14,708	-	0.00%	
ROW Payments	16,403	7,790	7,444	346	4.44%	
Title III Professional Fees	19,504	4,650	504	4,146	89.16%	Treasury Department did not bill any service related to Title III
Non-Title III Professional Fees	11,360	4,878	1,349	3,529	72.35%	Delays in the approval of contracts by OMB, and savings in the contracting of services
Other Expenses	23,886	4,215	2,273	1,942	46.07%	Timing related due to a delay noted in the process of approval of invoices by the corresponding departments that requested the services and/or purchased the goods/equipment and savings.
Tren Urbano	67,198	23,957	23,750	207	0.86%	The approved Budget does not include the following: 1) Increase scheduled in the contract for this year according to U.S. Consumer Price Index 2) Reimbursement portion of expenses related to the collection box system 3) Does not include the portion established in Article 1.8 related to a 15% reservation which is being used to maintain a service route.
Feeder Buses	9,070	3,752	4,063	(311)	-8.29%	
Toll Highways Administration and Maintenance	50,223	14,101	12,127	1,974	14.00%	Delays in the approval of contracts by OMB, and savings in the contracting of services timing related due to a delay noted in the process of approval of invoices by the corresponding departments that requested the services and/or purchased the goods/equipment. After this approval process is completed invoices go through the AP process where a payment is issued.
Litigation (Operational) Reserve	8,516	-	-	-	0.00%	
<b>Total Operating Expenses</b>	<b>288,001</b>	<b>101,070</b>	<b>88,244</b>	<b>12,826</b>	<b>12.69%</b>	
<b>Total Expenditures<sup>6</sup></b>	<b>863,704</b>	<b>245,961</b>	<b>214,507</b>	<b>31,454</b>	<b>12.79%</b>	

<sup>5</sup> During fiscal year 2018-2019 HTA received \$ 126.3 Million for Non Federal Construction Program. Disbursements will occur this fiscal year.

<sup>6</sup> The financial information included in this presentation is for internal use only, unaudited and subject to revision upon completion of closing and audit

**Toll Revenue**

In \$ Thousands	FY20 Budget	YTD Budget	YTD Actuals	Variance (\$M)	Variance (%)
PR-20	3,705	1,562	1,387	175	-11.21%
PR-52	87,328	35,990	29,855	6,135	-17.05%
PR-53	14,358	5,888	6,252	(364)	6.18%
PR-66	34,337	14,120	12,804	1,316	-9.32%
V-TOLLS OF PERIOD	6,034	2,524	6,369	(3,845)	152.38%
<b>Total Toll Revenue</b>	<b>145,762</b>	<b>60,084</b>	<b>56,667</b>	<b>3,417</b>	<b>-5.69%</b>

Note: It is the Public Policy of the Government Of Puerto Rico that tolls will not be increased

**Payroll and Related**

In \$ Thousands	FY20 Budget	Reapportion	Adjusted Budget	YTD Budget	YTD Actuals	Variance (\$M)	Variance (%)
Payroll - Construction	16,280		16,280	7,847	8,445	(598)	-7.62%
Payroll - Operations	9,304		9,304	4,771	5,112	(341)	-7.15%
VTP Buyouts	4,198		4,198	3,149	1,095	2,054	65.23%
Christmas Bonus	-	591	591	591	591	-	0.00%
Vacation Leave Payment	-	-	-	-	139	(139)	-100.00%
Early Exits / Early Retirement	9,920	(591)	9,329	4,170	3,433	737	17.67%
PayGo	35,469		35,469	14,708	14,708	-	0.00%
Health Benefits	5,354		5,354	2,381	3,190	(809)	-33.98%
Other	1,315		1,315	110	21	89	80.91%
<b>Total Payroll Expenses</b>	<b>81,840</b>	<b>-</b>	<b>81,840</b>	<b>37,727</b>	<b>36,734</b>	<b>993</b>	<b>2.63%</b>

**Federal construction program**

In \$ Thousands	FY20 Budget	YTD Budget	YTD Actuals	Variance (\$M)	Variance (%)
Hard Cost - Construction Projects	228,943	61,607	71,137	(9,530)	-15.47%
Soft Cost - Construction Projects	22,537	6,065	4,012	2,053	33.85%
<b>Total Federal Construction Program</b>	<b>251,480</b>	<b>67,672</b>	<b>75,149</b>	<b>(7,477)</b>	<b>-11.05%</b>

**Non-Federal construction program**

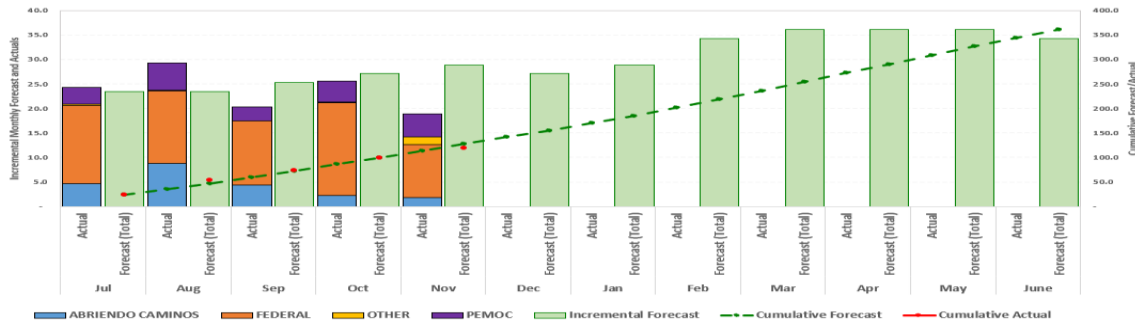
In \$ Thousands	FY20 Budget	YTD Budget	YTD Actuals	Variance (\$M)	Variance (%)
Hard Cost - Abriendo Caminos 1	34,500	9,442	9,442	-	0.00%
Hard Cost - Abriendo Caminos 2	52,250	261	261	-	0.00%
Hard Cost - Other	63,435	25,894	18,556	7,338	28.34%
Soft Cost	45,535	15,301	3,336	11,965	78.20%
<b>Total Non-Federal Construction Program</b>	<b>195,720</b>	<b>50,898</b>	<b>31,595</b>	<b>19,303</b>	<b>37.92%</b>

**Federal construction program (Cash basis)**

In \$ Thousands	FY20 Budget	YTD Budget	YTD Actuals	Variance (\$M)	Variance (%)
Hard Cost - Construction Regular Proiects	361,200	128	119	9	7.18%
<b>Total Federal Construction Program</b>	<b>361,200</b>	<b>128</b>	<b>119</b>	<b>9</b>	<b>7.18%</b>

**Overall Periodic Spend Performance (Million \$)**

	FY2020											
	Q1			Q2			Q3			Q4		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Forecast	\$23.5	\$23.5	\$25.3	\$27.1	\$28.9	\$27.1	\$28.9	\$34.3	\$36.1	\$36.1	\$36.1	\$34.3
Actual	\$24.3	\$29.3	\$20.3	\$25.6	\$18.9							
Cumulative Actual	\$24.3	\$53.7	\$74.0	\$99.6	\$118.5							
Cumulative Actual %	103.7%	114.4%	102.5%	100.4%	92.5%							



**Non-Title III Professional Service Fees**

<b>In \$ Thousands</b>	<b>FY20 Budget</b>	<b>YTD Budget</b>	<b>YTD Actuals</b>	<b>Variance (\$M)</b>	<b>Variance (%)</b>
Audit and Financial Services	2,167	915	314	601	65.68%
Legal Services	674	250	113	137	54.80%
Other Professional Services	915	400	163	237	59.25%
VTP Professional Services	860	717	-	717	100.00%
VTP Outsourcing Costs	2,425	932	320	612	0.00%
Implementation Soft Costs	3,285	1,011	439	572	56.58%
Toll Optimization Professional Services	1,035	653	-	653	100.00%
<b>Total Non-Title III Professional Services</b>	<b>11,361</b>	<b>4,878</b>	<b>1,349</b>	<b>3,529</b>	<b>72.35%</b>

The financial information included in this presentation is for internal use only, unaudited and subject to revision upon completion of closing and audit. Furthermore, the capex budget was based on cash accounting, which should not vary greatly with accrual over the duration of the Fiscal Year. July is an exception given the increase of invoicing that typically happens at the end of the Fiscal Year.

**Traffic Volume**

	<u>Monthly - Traffic volume ('000s)</u>											<u>September YTD - Traffic volume ('000s)</u>				
	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>Actuals ('000s)</u>	<u>Budget ('000s)</u>	<u>Variance ('000s)</u>	<u>Variance (%)</u>
PR-5	1,477,078.00	1,559,236	1,515,152	1,636,204	1,550,201								7,737,871	7,351,971	385,900	5%
PR-17 (Teodoro Moscoso)	529,344	520,543	468,435	515,861	498,212								2,532,395	2,170,217	362,178	17%
PR-20	344,067	369,681	349,086	384,591	356,493								1,803,918	1,674,459	129,459	8%
PR-22	14,181,097	14,557,904	13,757,416	15,031,582	14,287,630								71,815,629	69,962,728	1,852,901	3%
PR-52	6,424,443	6,395,912	5,983,567	6,480,920	6,221,564								31,506,406	32,759,613	(1,253,207)	-4%
PR-53	1,071,765	1,463,008	1,699,624	1,853,797	1,736,172								7,824,366	5,510,205	2,314,161	42%
PR-66	2,305,819	2,270,364	2,085,561	2,262,404	2,169,247								11,093,395	10,233,453	859,942	8%
HTA	10,146,094	10,498,965	10,117,838	10,981,712	10,483,476								52,228,085	50,177,730	2,050,355	4%
Teodoro Moscoso	529,344	520,543	468,435	515,861	498,212								2,532,395	2,170,217	362,178	17%
Metropistas	15,658,175	16,117,140	15,272,568	16,667,786	15,837,831								79,553,500	77,314,699	2,238,801	3%
<b>Total</b>	<b>26,333,613</b>	<b>27,136,648</b>	<b>25,858,841</b>	<b>28,165,359</b>	<b>26,819,519</b>								<b>134,313,980</b>	<b>129,662,646</b>	<b>4,651,334</b>	<b>4%</b>

Measures YTD

	Act.	Budget	Variance (\$)	Remarks
(\$000's)				
<b>Organizational Enhancements</b>				
1 Board Structure	\$0	(\$67)	\$67	
2 KPIs	\$0	\$0	\$0	
Total Organizational Enhancements	\$0	(\$67)	\$67	
<b>Revenue Enhancements</b>				
3 Increase Tolls	\$0	\$2,011	(\$2,011)	
4 Discretionary Funds	\$0	(\$67)	\$67	
5 Toll Optimization	\$0	\$2,134	(\$2,134)	
6 Ancillary Revenues	\$757	\$519	\$238	
Total Revenue Enhancements	\$757	\$4,597	(\$3,840)	
<b>Expense Savings</b>				
7 CIP Optimization	\$0	\$0	\$0	
8 Rightsizing	\$0	\$0	\$0	
9 Pensions Reduction	\$0	\$0	\$0	
10 Xmas Bonus Elimination	\$0	\$179	(\$179)	
11 Contract Re-Bid	\$0	\$0	\$0	
12 Early Exits	\$0	\$0	\$0	
13 Congestion Management	\$0	\$0	\$0	
14 Concessions	\$0	(\$833)	\$833	
Total Expense Savings	\$0	(\$654)	\$654	
<b>Initiatives Net Impact</b>	<b>\$757</b>	<b>\$3,876</b>	<b>(\$3,120)</b>	

Comments



Program	AC Code	Description	Programmed Bid Opening Date	Actual Bid Opening Date	Programmed Bid Award Date	Actual Bid Award Date	Programmed NTP Letter Date	Actual NTP Letter Date	Contractor	Estimate from Engineer	Actual Bid
DTL (FHWA)	AC-520130	DTL Phase 1, Unit 1 - PR-52 from km 3.1 to 5.3	11-Apr-18	April 11, 2018	May 11, 2018	May 11, 2018	June 11, 2018	June 11, 2018	Constructora Santiago II	\$ 14,160,315.00	\$ 14,160,315.00
Abriendo Caminos (Ronda 1)	AC-001266	Abriendo Caminos - Primarias Región Metro 1	10-May-18	May 15, 2018	May 30, 2018	May 30, 2018	July 13, 2018	July 2, 2018	Ferrovial Agroman	\$ 7,463,425.00	\$ 7,463,425.00
DTL (FHWA)	AC-520141	DTL Phase 1, Unit 2 - PR-52 from km. 5.3 to 6.9	24-May-18	May 24, 2018	June 23, 2018	June 23, 2018	July 24, 2018	July 24, 2018	Ferrovial Agroman	\$ 12,907,535.00	\$ 12,907,535.00
DTL (FHWA)	AC-520142	DTL Phase 1, Unit 3 - PR-52 from km 6.9 to 9.16	29-May-18	May 29, 2018	June 28, 2018	June 28, 2018	July 29, 2018	July 29, 2018	Ferrovial Agroman	\$ 10,932,655.00	\$ 10,932,655.00
PEMOC (Local)	AC-001269	Reconstrucción de Carreteras Región Este, Unidad 1	30-May-18	May 30, 2018	July 6, 2018	July 6, 2018	September 12, 2018	August 13, 2018	Unique Builders, Inc	\$ 3,695,542.50	\$ 3,695,542.50
PEMOC (Local)	AC-002269	Reconstrucción de Carreteras Región Este, Unidad 2	5-Jun-18	June 5, 2018	July 26, 2018	July 26, 2018	October 7, 2018	August 13, 2018	Puerto Rico Asphalt, LLC	\$ 2,995,000.00	\$ 2,995,000.00
PEMOC (Local)	AC-003269	Reconstrucción de Carreteras Región Este, Unidad 3	5-Jun-18	June 5, 2018	July 6, 2018	July 6, 2018	September 19, 2018	August 10, 2018	Super Asphalt Pavement	\$ 4,228,567.00	\$ 4,228,567.00
PEMOC (Local)	AC-001270	Reconstrucción de Carreteras Región Sur, Unidad 1	7-Jun-18	June 7, 2018	July 6, 2018	July 6, 2018	September 12, 2018	August 13, 2018	Robles Asphalt Corp	\$ 3,929,789.90	\$ 3,929,789.90
PEMOC (Local)	AC-002270	Reconstrucción de Carreteras Región Sur, Unidad 2	7-Jun-18	June 7, 2018	July 6, 2018	July 6, 2018	September 12, 2018	August 13, 2018	Robles Asphalt Corp	\$ 4,372,933.40	\$ 4,372,933.40
PEMOC (Local)	AC-001271	Reconstrucción de Carreteras Región Norte, Unidad 1	12-Jun-18	June 12, 2018	July 20, 2018	July 20, 2018	September 26, 2018	August 30, 2018	Super Asphalt	\$ 6,263,573.00	\$ 6,263,573.00
PEMOC (Local)	AC-002271	Reconstrucción de Carreteras Región Norte, Unidad 2	12-Jun-18	June 12, 2018	July 20, 2018	July 20, 2018	September 26, 2018	August 30, 2018	Super Asphalt	\$ 4,163,800.00	\$ 4,163,800.00
PEMOC (Local)	AC-000272	Reconstrucción de Carreteras Región Metro Unidad 1	13-Jun-18	June 13, 2018	June 23, 2018	June 23, 2018	September 26, 2018	August 28, 2018	Super Asphalt Pavement	\$ 2,026,220.00	\$ 2,026,220.00
PEMOC (Local)	AC-003271	Reconstrucción de Carreteras Región Norte, Unidad 3	13-Jun-18	June 13, 2018	July 20, 2018	July 20, 2018	September 26, 2018	August 28, 2018	Super Asphalt Pavement	\$ 3,905,136.00	\$ 3,905,136.00
PEMOC (Local)	AC-001273	Reconstrucción de Carreteras Región Oeste, Unidad 1	14-Jun-18	June 14, 2018	July 20, 2018	July 20, 2018	September 26, 2018	August 30, 2018	Maglez Eng	\$ 4,637,287.00	\$ 4,637,287.00
PEMOC (Local)	AC-002273	Reconstrucción de Carreteras Región Oeste, Unidad 2	14-Jun-18	June 14, 2018	July 20, 2018	July 20, 2018	September 26, 2018	September 7, 2018	Ferrovial Agroman	\$ 4,911,904.00	\$ 4,911,904.00
Abriendo Caminos (Ronda 1)	AC-001267	Abriendo Caminos - Primarias Región Sur 1	22-Jun-18	June 29, 2018	July 12, 2018	July 12, 2018	August 13, 2018	August 13, 2018	Del Valle Group	\$ 6,262,000.00	\$ 6,262,000.00
Abriendo Caminos (Ronda 1)	AC-001275	Abriendo Caminos - Primarias Región Norte	27-Jun-18	June 27, 2018	July 12, 2018	July 12, 2018	August 13, 2018	August 13, 2018	Del Valle Group	\$ 6,026,000.00	\$ 6,026,000.00
Abriendo Caminos (Ronda 1)	AC-001276	Abriendo Caminos - Primarias Región Este 1	11-Jul-18	July 9, 2018	July 23, 2018	July 23, 2018	September 4, 2018	September 4, 2018	Harry Auto Kool	\$ 5,978,712.50	\$ 5,978,712.50
Abriendo Caminos (Ronda 1)	AC-001277	Abriendo Caminos - Primarias Región Oeste 1	13-Jul-18	July 13, 2018	July 23, 2018	July 23, 2018	September 4, 2018	August 27, 2018	Transporte Rodríguez Asfalto	\$ 5,099,750.00	\$ 5,099,750.00
Regular FHWA	AC-520137	Mejoras a la Seguridad Autopista Luis A. Ferré, PR-52 Kilómetros 55.30 al 61.00	19-Jul-18	July 19, 2018	September 17, 2018	August 29, 2018	October 18, 2018	September 24, 2018	Desarrolladora JA	\$ 4,757,059.00	\$ 4,757,059.00
Regular FHWA	AC-520138	Mejoras a la Seguridad Autopista Luis A. Ferré, PR-52 Kilómetros 49.00 al 52.30	20-Jul-18	July 20, 2018	September 18, 2018	August 29, 2018	October 19, 2018	September 24, 2018	Desarrolladora JA	\$ 3,888,105.00	\$ 3,888,105.00
Regular FHWA	AC-520133	Rehabilitación del Pavimento Autopista Luis A. Ferré PR-52, Kilómetros: 66.00 al 71.60	16-Aug-18	August 16, 2018	October 15, 2018	September 21, 2018	November 15, 2018	December 6, 2018	Del Valle Group	\$ 16,256,000.00	\$ 16,256,000.00
Regular FHWA	AC-520140	Rehabilitación del Pavimento Autopista Luis A. Ferré PR-52, Kilómetros: 71.60 al 77.00	17-Aug-18	August 17, 2018	October 16, 2018	September 19, 2018	November 16, 2018	December 6, 2018	Del Valle Group	\$ 15,685,000.00	\$ 15,685,000.00
Abriendo Caminos (Ronda 1)	AC-003277	Abriendo Caminos - Primarias Región Oeste 2	18-Sep-18	September 18, 2018	December 17, 2018	November 16, 2018	January 31, 2019	January 25, 2019	Maglez Eng	\$ 2,031,050.00	\$ 2,031,050.00
Abriendo Caminos (Ronda 1)	AC-002266	Abriendo Caminos - Secundarias y Terciarias Región Metro 1	21-Sep-18	August 22, 2018	October 14, 2018	September 14, 2018	November 21, 2018	October 16, 2018	Super Asphalt Pavement	\$ 2,989,475.00	\$ 2,989,475.00
Abriendo Caminos (Ronda 1)	AC-002267	Abriendo Caminos - Secundarias y Terciarias Región Sur 1	22-Sep-18	August 23, 2018	October 14, 2018	September 17, 2018	November 21, 2018	October 11, 2018	Lujani General Contractor	\$ 5,943,709.60	\$ 5,943,709.60
Abriendo Caminos (Ronda 1)	AC-002275	Abriendo Caminos - Secundarias y Terciarias Región Norte 1	26-Sep-18	August 27, 2018	October 19, 2018	September 17, 2018	November 24, 2018	October 11, 2018	Lujani General Contractor	\$ 4,643,122.00	\$ 4,643,122.00
Abriendo Caminos (Ronda 1)	AC-002276	Abriendo Caminos - Secundarias y Terciarias Región Este 1	29-Sep-18	August 30, 2018	October 19, 2018	September 14, 2018	November 24, 2018	October 23, 2018	Cidra Excavation	\$ 3,582,550.00	\$ 3,582,550.00
Regular FHWA	AC-006639	Mejoras a la Seguridad Autopista Roberto Sánchez Vilella, PR-66, Kilómetros: 0.00 al 20.00	30-Sep-18	September 7, 2018	October 30, 2018	October 19, 2018	November 30, 2018	December 7, 2018	Caribbean Sign Supplies Manufacturers, Inc.	\$ 9,141,778.00	\$ 9,141,778.00
Regular FHWA	AC-015237	Mejoras a la Seguridad Carretera PR-152, Kilómetros: 13.65 al 20.50	30-Sep-18	August 31, 2018	October 30, 2018	October 5, 2018	November 30, 2018	October 30, 2018	Gill Engineering Group, Inc.	\$ 1,467,868.00	\$ 1,467,868.00
Regular FHWA	AC-100088	Safety Improvements PR-10 from km 0 to km 29, Ponce-Adjuntas	2-Oct-18	October 2, 2018	January 1, 2019	December 6, 2018	February 15, 2019	February 4, 2019	Desarrolladora JA	\$ 14,979,637.75	\$ 14,979,637.75
Abriendo Caminos (Ronda 1)	AC-002277	Abriendo Caminos - Secundarias y Terciarias Región Oeste 1	4-Oct-18	September 4, 2018	October 25, 2018	September 24, 2018	November 28, 2018	October 19, 2018	Nieves & Nieves, Engineers and Contractors, Inc.	\$ 3,418,125.00	\$ 3,418,125.00
Regular FHWA	AC-091206	Bridge #2314 over Cayaguas River, off PR-902 km 0.1, San Lorenzo	4-Oct-18	October 4, 2018	January 14, 2019	November 16, 2018	February 28, 2019	January 25, 2019	Obratec Contratista General	\$ 510,395.32	\$ 510,395.32
Abriendo Caminos (Ronda 1)	AC-003266	Abriendo Caminos - Primarias Región Metro 2	5-Oct-18	September 11, 2018	October 25, 2018	September 20, 2018	November 28, 2018	October 19, 2018	Ferrovial Agroman	\$ 4,662,255.00	\$ 4,662,255.00
Abriendo Caminos (Ronda 1)	AC-003267	Abriendo Caminos - Primarias Región Sur 2	6-Oct-18	September 6, 2018	October 25, 2018	September 20, 2018	November 28, 2018	October 23, 2018	Robles Asphalt Corp	\$ 4,437,000.00	\$ 4,437,000.00
Abriendo Caminos (Ronda 1)	AC-003275	Abriendo Caminos - Primarias Región Norte 2	11-Oct-18	September 11, 2018	November 1, 2018	September 20, 2018	December 5, 2018	October 19, 2018	Del Valle Group	\$ 4,619,000.00	\$ 4,619,000.00
Regular FHWA	AC-010272	Safety Improvements to PR-102 from km 7.8 to km 17.8	11-Oct-18	October 11, 2018	December 17, 2018	December 3, 2018	January 31, 2019	February 1, 2019	Transporte Rodríguez Asfalto	\$ 2,745,770.00	\$ 2,745,770.00
DTL (FHWA)	AC-520131	DTL Phase 2, Unit 1 - PR-52 from km 9.16 to 12.02	12-Oct-18	October 1, 2018	November 11, 2018	October 24, 2018	December 12, 2018	December 13, 2018	Ferrovial Agroman	\$ 18,956,788.00	\$ 18,956,788.00
Abriendo Caminos (Ronda 1)	AC-003276	Abriendo Caminos - Primarias Región Este 2	13-Oct-18	September 13, 2018	November 1, 2018	October 2, 2018	December 5, 2018	October 19, 2018	Del Valle Group	\$ 4,662,000.00	\$ 4,662,000.00
Regular FHWA	AC-015235	Mejoras a la Seguridad Carretera PR-152, Kilómetros: 0.00 al 11.25	13-Oct-18	September 10, 2018	November 12, 2018	October 2, 2018	December 13, 2018	November 1, 2018	RO Rental Equipment	\$ 2,404,528.00	\$ 2,404,528.00
DTL (FHWA)	AC-520143	DTL - Phase 2 Phase 2, Unit 2 - PR-52 from km 12.02 to 13.96 (sta 33+02 to sta 15+00)	14-Oct-18	October 4, 2018	November 13, 2018	October 24, 2018	December 14, 2018	January 14, 2019	Constructora Santiago II	\$ 15,999,892.00	\$ 15,999,892.00
PEMOC (Local)	AC-003273	Reconstrucción de Carreteras Región Oeste, Unidad 3	25-Oct-18	October 25, 2018	January 14, 2019	December 6, 2018	February 28, 2019	January 25, 2019	Transporte Rodríguez Asfalto	\$ 6,299,876.00	\$ 6,299,876.00
Regular FHWA	AC-017333	Safety Improvements to PR-173 from km 0 to km 9	25-Oct-18	October 9, 2018	November 24, 2018	October 25, 2018	December 25, 2018	December 7, 2018	Maglez Eng	\$ 2,737,327.00	\$ 2,737,327.00
Regular FHWA	AC-300118	PR-30 from km 7.3 to km 14.4	2-Nov-18	October 3, 2018	December 2, 2018	October 25, 2018	December 14, 2018	December 14, 2018	Ferrovial Agroman	\$ 12,866,618.00	\$ 12,866,618.00
Regular FHWA	AC-010031	Preservation of Bridges 1471, 1473, 2885, 2836 at PR-100 km 0.6 to 0.8, Cabo Rojo	4-Nov-18	October 5, 2018	December 4, 2018	November 29, 2018	December 20, 2018	December 20, 2018	EJ Construction	\$ 4,175,004.00	\$ 4,175,004.00
DTL (FHWA)	AC-001870	DTL - Phase 3 - Unit 1 - PR-52 km 4.7 to 6.4 (sta 45+00 to sta 52+00)	11-Dec-18	December 11, 2018	January 14, 2019	January 16, 2019	February 28, 2019	February 25, 2019	Del Valle Group	\$ 8,949,000.00	\$ 8,949,000.00
DTL (FHWA)	AC-800534	DTL - Phase 3 - Unit 3 - PR-52 km 4.7 to 6.4 (sta 57+00 to sta 63+00)	12-Dec-18	December 12, 2018	January 14, 2019	January 16, 2019	February 28, 2019	February 28, 2019	Del Valle Group	\$ 13,393,000.00	\$ 13,393,000.00
PEMOC (Local)	AC-004269	Reconstrucción de Carreteras Región Este, Unidad 4	14-Jan-19	January 15, 2019	February 13, 2019	February 14, 2019	March 15, 2019	April 3, 2019	Super Asphalt Corp	\$ 2,152,340.00	\$ 2,152,340.00
PEMOC (Local)	AC-003270	Reconstrucción de Carreteras Región Sur, Unidad 3	16-Jan-19	December 6, 2018	February 15, 2019	January 16, 2019	March 17, 2019	February 21, 2019	JM Caribbean Builders	\$ 7,077,162.00	\$ 7,077,162.00
Regular FHWA	AC-002906	Bridges 1131 & 1132 over Rio Hondo, PR-29 km 1.4, Bayamón	31-Jan-19	January 31, 2019	May 17, 2019	June 18, 2019	May 1, 2019	August 6, 2019	Const. Hartmann	\$ 10,118,410.00	\$ 10,118,410.00
Regular FHWA	AC-011417	Bridge #2161 over waterway, PR-114 Km 2.2, Mayaguez	1-Feb-19	February 1, 2019	March 18, 2019	March 6, 2019	May 2, 2019	May 3, 2019	Tamrio	\$ 297,479.00	\$ 297,479.00
Regular FHWA	TBD	Critical Bridges & Rehab	1-Feb-19	February 1, 2019	April 1, 2019	March 1, 2019	March 30, 2019	April 1, 2019	Various Contractors	\$ 9,059,362.00	\$ 9,059,362.00
Regular FHWA	AC-991202	Bridge #1058 over Río Grande de Loiza, PR-9912 Km 0.1, Caguas Ward, San Lorenzo	7-Feb-19	February 7, 2019	March 24, 2019	March 26, 2019	May 8, 2019	May 20, 2019	CAC Crespo Builders LLC	\$ 3,730,000.00	\$ 3,730,000.00
Regular FHWA	AC-520135	PR-52 from km 95 to km 99	12-Feb-19	February 13, 2019	March 29, 2019	March 26, 2019	May 13, 2019	May 8, 2019	Ferrovial Agroman	\$ 7,060,798.00	\$ 7,060,798.00
DTL (FHWA)	AC-800533	DTL - Phase 3 - Unit 4 - PR-52 km 4.7 to 6.4 (sta 123+80 to sta 151+66)	14-Feb-19	February 14, 2019	March 25, 2019	March 14, 2019	May 1, 2019	May 1, 2019	Ferrovial Agroman	\$ 13,112,005.00	\$ 13,112,005.00
Regular FHWA	AC-001206	PR-12 Pavement Rehabilitation	15-Feb-19	February 15, 2019	March 29, 2019	March 26, 2019	May 10, 2019	May 8, 2019	Venegas Construction	\$ 11,199,312.00	\$ 11,199,312.00
PEMOC (Local)	AC-005269	Reconstrucción de Carreteras Región Este, Unidad 5	20-Feb-19	February 20, 2019	March 20, 2019	February 26, 2019	April 28, 2019	March 12, 2019	Design Build LLC	\$ 986,546.00	\$ 986,546.00

PEMOC (Local)	AC-004271	Highway Reconstruction North Region, Unit 4	28-Feb-19	February 28, 2019	March 28, 2019	April 15, 2019	April 28, 2019	May 20, 2019	Professional Asphalt	\$	3,439,000.00	\$	3,439,000.00
Regular FHWA	AC-111131	Reconstruction of PR-111, Kms. 4.0, 4.2 (ER90 funds)	22-Mar-19	March 26, 2019	May 7, 2019	April 24, 2019	June 21, 2019	May 31, 2019	Maglez Eng	\$	1,568,977.00	\$	1,568,977.00
Abriendo Caminos (Ronda 2)	AC-001282	Programa Abriendo Caminos 2, Mantenimiento de Carreteras con Métodos de Alta Calidad, Región Este Unidad 1 PR-750 (Kms. 0.0 a 2.61 Maunabo), PR-901 (Kms. 1.1 a 15.1 Maunabo y Yabucoa), PR-931 (Kms 0.0 a 7.5 San Lorenzo y Gurabo), PR-944 (Kms 0.0 a 6.0 Gurabo) y PR-971 (Kms 0.0 a 9.9 Naguabo, Ceiba y Fajardo)	27-Mar-19	March 27, 2019	May 8, 2019	April 25, 2019	June 19, 2019	May 20, 2019	Harry Auto Kool	\$	3,189,977.00	\$	3,189,977.00
Regular FHWA	AC-065605	Reconstruction of PR-656 km. 2.3 (ER80 funds)	4-Apr-19	April 4, 2019	May 7, 2019	May 9, 2019	June 21, 2019	June 12, 2019	Nieves & Nieves, Engineers and Contractors, Inc.	\$	4,884,000.00	\$	4,884,000.00
Regular FHWA	AC-005383	Pavement Reconstruction at PR-53 from km 0.6 to km 7.9	9-Apr-19	May 9, 2019	April 30, 2019	June 10, 2019	June 15, 2019	July 11, 2019	Del Valle Group	\$	11,091,000.00	\$	11,091,000.00
Regular FHWA	AC-014354	Bridge #780 over Matrullas River, PR-143 Km 36.0, Orocovis	16-Apr-19	April 24, 2019	May 3, 2019	May 23, 2019	June 18, 2019	June 20, 2019	Empresas JBR, Inc.	\$	228,192.00	\$	228,192.00
Regular FHWA	AC-800356	Reconstruction of PR-135, Adjuntas	23-Apr-19	May 7, 2019	June 4, 2019	May 23, 2019	July 16, 2019	June 12, 2019	Nieves & Nieves, Engineers and Contractors, Inc.	\$	363,000.00	\$	363,000.00
DTL (FHWA)	AC-001872	DTL - Phase 3 - Unit 2 - PR-52 km 4.7 to 6.4 (sta 52+00 to sta 57+00)	24-Apr-19		June 5, 2019		July 17, 2019			\$	8,500,000.00		
Regular FHWA	AC-002065	Highway Safety Rafael Martínez Nadal Expressway, PR-20 Kms: 0.00 to 10.00	20-May-19	May 30, 2019	July 1, 2019	June 26, 2019	August 12, 2019	July 31, 2019	Desarrolladora IA	\$	19,469,055.00	\$	19,469,055.00
Abriendo Caminos (Ronda 2)	AC-002282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Este Unidad 2 (PR-188, PR-198, PR-156, PR-794, PR-797, PR-782, PR-31, PR-3, PR-909)	28-May-19	August 30, 2019	July 9, 2019	September 19, 2019	August 20, 2019	November 4, 2019	Puerto Rico Asphalt, LLC	\$	3,289,839.89	\$	3,289,839.89
Abriendo Caminos (Ronda 2)	AC-003282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Sur Unidad 1 (PR-132, PR-511, PR-133, PR-537, PR-538, PR-541, PR-128, PR-374) AFI-BP-19-23	28-May-19	June 25, 2019	July 9, 2019	July 26, 2019	August 20, 2019	August 21, 2019	R&F	\$	3,406,876.19	\$	3,406,876.19
Abriendo Caminos (Ronda 2)	AC-004282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Sur Unidad 2 (PR-742, PR-712, PR-726, PR-725, PR-390, PR-127, PR-7722) AFI-BP-19-24	28-May-19	June 21, 2019	July 9, 2019	July 26, 2019	August 20, 2019	August 21, 2019	A&M Contractor	\$	2,992,095.00	\$	2,992,095.00
Regular FHWA	AC-520125	Bridges 2038 & 2039 over PR-714 and La Palma Creek, PR-52 KM 49.5	14-Jun-19	June 18, 2019	July 26, 2019	August 27, 2019	September 6, 2019	October 31, 2019	LPCD Inc	\$	5,899,914.00	\$	5,899,914.00
Abriendo Caminos (Ronda 2)	AC-011282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Este Unidad 3 (PR-3, PR-186, PR-181, PR-9974, PR-984, PR-183, PR-953, PR-942, PR-1, PR-30, PR-949, PR-787)	18-Jun-19	October 1, 2019	July 30, 2019	October 15, 2019	September 10, 2019	October 31, 2019	Super Asphalt Corp	\$	4,802,601.47	\$	4,802,601.47
Abriendo Caminos (Ronda 2)	AC-001284	Abriendo Caminos 2. Pavement Markings - Marcado de Pavimento Autopista Luis A. Ferré, PR-52, Caguas a Ponce, Kilómetros: 14.00 al 108.00	25-Jun-19	June 27, 2019	August 6, 2019	July 22, 2019	September 17, 2019	August 16, 2019	Super Asphalt	\$	1,925,150.00	\$	1,925,150.00
Regular FHWA	AC-018193	Julio Andino Pedestrian Bridge, San Juan	26-Jun-19	June 25, 2019	August 7, 2019	September 15, 2019	September 18, 2019		LPC Contractors Inc.	\$	5,995,017.00	\$	5,995,017.00
Abriendo Caminos (Ronda 2)	AC-005282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Oeste Unidad 1 (PR-2, PR-124, PR-498, PR-397) AFI-BP-19-04	28-Jun-19	June 28, 2019	August 9, 2019	July 26, 2019	September 20, 2019	August 16, 2019	Transporte Rodríguez Asfalto	\$	3,735,806.64	\$	3,735,806.64
Abriendo Caminos (Ronda 2)	AC-002284	Abriendo Caminos 2. Pavement Markings - Marcado de Pavimentos PR-2 Km 81 al 161	2-Jul-19	June 28, 2019	August 13, 2019	July 22, 2019	September 24, 2019	August 13, 2019	Nieves & Nieves, Engineers and Contractors, Inc.	\$	2,248,925.00	\$	2,248,925.00
Abriendo Caminos (Ronda 2)	AC-017282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Norte Unidad 3 (PR-653, PR-666, PR-772, PR-771, PR-618, PR-687, PR-865, PR-867, PR-142, PR-828)	2-Jul-19	August 27, 2019	August 13, 2019	September 19, 2019	September 24, 2019	October 31, 2019	Professional Asphalt	\$	4,503,277.52	\$	4,503,277.52
Abriendo Caminos (Ronda 2)	AC-018282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Norte Unidad 4 (PR-884, PR-882, PR-825, PR-590, PR-6690, PR-688, PR-6677, PR-8865, PR-6659, PR-659)	2-Jul-19	September 19, 2019	August 13, 2019	September 19, 2019	September 24, 2019		Puerto Rico Asphalt, LLC	\$	2,096,956.61	\$	2,096,956.61
Abriendo Caminos (Ronda 2)	AC-006282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Oeste Unidad 2 (PR-447, PR-443, PR-102, PR-307, PR-312, PR-331, PR-334, PR-105, PR-106) AFI-BP-19-06	3-Jul-19	June 20, 2019	August 14, 2019	July 26, 2019	September 25, 2019	August 21, 2019	A & M Group	\$	3,696,464.75	\$	3,696,464.75
Regular FHWA	AC-200307	Pavement Rehabilitation and Reconstruction of PR-2 from km 96.86 to km 100.49	4-Jul-19	July 17, 2019	August 15, 2019	August 15, 2019	September 26, 2019	September 12, 2019	Transporte Rodríguez Asfalto	\$	4,385,792.00	\$	4,385,792.00
Regular FHWA	AC-093001	Reconstruction of Ramp No. 2 at Int of PR-30 and PR-9030, Gurabo	7-Jul-19	July 9, 2019	August 18, 2019	September 23, 2019	September 29, 2019	November 21, 2019	Piloto Construction, LLC	\$	3,627,000.00	\$	3,627,000.00
Regular FHWA	AC-200306	Pavement Rehabilitation and Reconstruction of PR-2 from km 92.05 to km 96.86	7-Jul-19	July 16, 2019	August 18, 2019	August 15, 2019	September 29, 2019	September 12, 2019	Transporte Rodríguez Asfalto	\$	3,758,224.00	\$	3,758,224.00
Abriendo Caminos (Ronda 2)	AC-015282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Oeste Unidad 3 (PR-435, PR-423, PR-109, PR-4444, PR-125, PR-495) BP-19-16-AC	10-Jul-19	June 25, 2019	August 21, 2019	July 26, 2019	October 2, 2019	August 28, 2019	A&M Group	\$	3,950,603.26	\$	3,950,603.26
Regular FHWA	AC-111135	Reconstruction and Repavement of approximately 0-10 kilometers on the PR-111	10-Jul-19	July 29, 2019	August 21, 2019	August 20, 2019	October 2, 2019	September 25, 2019	Super Asphalt Corp	\$	6,423,334.50	\$	6,423,334.50
Abriendo Caminos (Ronda 2)	AC-007282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Norte Unidad 1 (PR-802, PR-164, PR-809, PR-791, PR-7774, PR-496, PR-455, PR-124) BP-19-141-AC	11-Jul-19	July 15, 2019	August 22, 2019	August 7, 2019	October 3, 2019	October 15, 2019	Super Asphalt Corp	\$	4,019,260.65	\$	4,019,260.65
Abriendo Caminos (Ronda 2)	AC-008282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Norte Unidad 2 (PR-662, PR-638, PR-658, PR-4431, PR-6685, PR-643, PR-667, PR-165, PR-813) BP-19-146-AC	12-Jul-19	July 23, 2019	August 23, 2019	August 7, 2019	October 4, 2019	August 28, 2019	JR site Construction, Corp.	\$	3,832,908.74	\$	3,832,908.74
Regular FHWA	AC-200283	Pavement Rehabilitation and Reconstruction of PR-2 from km 87.87 to km 92.05	14-Jul-19	July 11, 2019	August 25, 2019	August 20, 2019	October 6, 2019	September 30, 2019	Del Valle Group	\$	11,890,000.00	\$	11,890,000.00

Abriendo Caminos (Ronda 2)	AC-009282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Metro Unidad 1 (PR-812, PR-833, PR-840, PR-863, PR-834) BP-19-142-AC	16-Jul-19	July 16, 2019	August 27, 2019	August 6, 2019	October 8, 2019	October 15, 2019	JR Asphalt	\$ 775,714.29	\$ 775,714.29
Abriendo Caminos (Ronda 2)	AC-010282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Metro Unidad 2 (PR-829, PR-874, PR-2, PR-37, PR-187, PR-47) BP-19-143-AC	16-Jul-19	August 1, 2019	August 27, 2019	August 26, 2019	October 8, 2019	October 15, 2019	HDT Group	\$ 2,898,938.95	\$ 2,898,938.95
Abriendo Caminos (Ronda 2)	AC-013282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Sur Unidad 3 (PR-9, PR-123, PR-753, PR-500, PR-151) BP-19-147	18-Jul-19	August 19, 2019	August 29, 2019	October 22, 2019	October 10, 2019	November 13, 2019	Design Build LLC	\$ 1,994,452.17	\$ 1,994,452.17
Abriendo Caminos (Ronda 2)	AC-014282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Sur Unidad 4 (PR-585, PR-572, PR-53 Rampas, PR-551, PR-573, PR-54)	18-Jul-19	September 19, 2019	August 29, 2019	October 22, 2019	October 10, 2019	November 13, 2019	Design Build LLC	\$ 3,077,095.68	\$ 3,077,095.68
Abriendo Caminos (Ronda 2)	AC-016282	Programa Abriendo Caminos 2. Mantenimiento de Carreteras con Métodos de Alta Calidad - Región Oeste Unidad 4 (PR-115, PR-402, PR-467, PR-485, PR-411, PR-416, PR-303, PR-305)	19-Jul-19	August 27, 2019	August 30, 2019	September 17, 2019	October 11, 2019	October 17, 2019	A & N Road Development	\$ 5,599,560.14	\$ 5,599,560.14
PEMOC (Local)	AC-051211	Box Culvert Reconstruction at Quebrada Chiquita, Juana Díaz	19-Jul-19		August 30, 2019	March 20, 2020	October 11, 2019			\$ 632,500.00	
Regular FHWA	AC-520134	Highway Safety Improvements of PR-52 from km 52.3 to 55.3	20-Jul-19	July 24, 2019	August 31, 2019	August 15, 2019	October 12, 2019	September 30, 2019	R & F Asphalt Unlimited Inc.	\$ 4,533,208.40	\$ 4,533,208.40
Regular FHWA	AC-002907	Geometric Improvements of PR-29 Interchange with PR-168 and PR-167, Bayamón	25-Jul-19	July 23, 2019	September 5, 2019	September 9, 2019	October 17, 2019	October 10, 2019	Gill Engineering Group, Inc.	\$ 1,038,682.00	\$ 1,038,682.00
Regular FHWA	AC-014989	Highway Safety Improvements of PR-149 from km 0.00 to 12.80, Manati-Ciales	4-Aug-19	October 25, 2019	September 15, 2019		October 27, 2019		Transporte Rodríguez Asfalto	\$ 8,152,516.50	\$ 8,152,516.50
Regular FHWA	AC-017745	Geometric Improvements of PR-177 Interchange with Juan Martínez Ave., Bayamón	4-Aug-19	July 30, 2019	September 15, 2019	September 9, 2019	October 27, 2019	October 8, 2019	Obratec Contratista General, Inc.	\$ 709,463.00	\$ 709,463.00
Regular FHWA	AC-016789	Highway Safety Improvements of PR-167 from km. 0.0 to km. 9.0	11-Aug-19	November 15, 2019	September 22, 2019		November 3, 2019		C.I.O. Construction Corp.	\$ 4,758,000.00	\$ 4,758,000.00
Regular FHWA	AC-520144	Pavement Rehabilitation and Reconstruction of PR-52 from km. 38.0 to km. 49.00	11-Aug-19	August 9, 2019	September 22, 2019	September 25, 2019	November 3, 2019	October 29, 2019	Del Valle Group	\$ 13,656,000.00	\$ 13,656,000.00
DTL (FHWA)	AC-800509	DTL - Phase 6 - ITS	14-Aug-19		September 25, 2019		November 6, 2019			\$ 22,500,000.00	
Regular FHWA	AC-000544	Cable Stayed Bridge Reconstruction Phase I (Rec PR-148 & PR-167), Naranjito	19-Aug-19	November 20, 2019	September 30, 2019		November 11, 2019		CJO Construction Corp	\$ 1,543,000.00	\$ 1,543,000.00
Regular FHWA	AC-011534	Highway Safety Improvements of PR-115 from km. 10.84 to km. 20.4, Rincón-Aguada	19-Aug-19	November 26, 2019	September 30, 2019		November 11, 2019		Ferroval Agroman	\$ 2,541,000.00	\$ 2,541,000.00
Regular FHWA	AC-011535	Highway Safety Improvements of PR-115 from km. 0.00 to km. 10.84	19-Aug-19	September 5, 2019	September 30, 2019	October 7, 2019	November 11, 2019	October 21, 2019	Transporte Rodríguez Asfalto	\$ 5,985,403.00	\$ 5,985,403.00
Regular FHWA	AC-800546	Pavement Rehabilitation and Reconstruction of PR-917 from Km. 8.2 to Km. 15.2 and PR-921 from Km. 0.0 to Km. 4.1, Las Piedras	19-Aug-19	August 6, 2019	September 30, 2019	September 9, 2019	November 11, 2019	October 15, 2019	Lujani General Contractor Inc.	\$ 1,981,795.80	\$ 1,981,795.80
Regular FHWA	AC-010166	Construction of Recreational Trail for Bicycles and Pedestrians from Rio Bayamón to PR-165, Toa Baja	23-Aug-19		October 4, 2019		November 15, 2019			\$ 4,508,477.80	
Regular FHWA	AC-011630	Highway Safety Improvements of PR-116 from km 3.0 to km 14.0	24-Aug-19	November 21, 2019	October 5, 2019		November 16, 2019		Transporte Rodríguez Asfalto	\$ 6,088,181.00	\$ 6,088,181.00
Regular FHWA	AC-083503	Pavement Rehabilitation and Reconstruction of PR-835 from Km 0.0 To Km 5.9, PR-837 From km 0.0 to Km 3.9 and PR-8834 from Km 0.0 to Km 2.3, Guaynabo	24-Aug-19	October 31, 2019	October 5, 2019	December 9, 2019	November 16, 2019		Piloto Construction, LLC	\$ 5,169,000.00	\$ 5,169,000.00
DTL (FHWA)	AC-800542	DTL - Phase 4 - Unit 1 - PR-52 / PR-30 Caguas (km 13.96 to 16.63)	25-Aug-19	August 10, 2019	October 6, 2019	September 10, 2019	November 17, 2019	October 10, 2019	Constructora Santiago II	\$ 919,000.00	\$ 919,000.00
Regular FHWA	AC-012331	Pavement Rehabilitation and Reconstruction of PR-123 from Km. 38.0 to Km. 48.0, Ututado	4-Sep-19		October 16, 2019		November 27, 2019			\$ 3,307,429.81	
Regular FHWA	AC-520120	Pavement Rehabilitation and Reconstruction of PR-52 from km. 99.0 to km. 106.0 (Phase 1)	4-Sep-19		October 16, 2019		November 27, 2019			\$ 5,750,000.00	
Regular FHWA	AC-111136	Reconstruction and Repavement of approximately 10-20 kilometers on the PR-111	9-Sep-19	August 13, 2019	October 21, 2019	September 10, 2019	December 2, 2019	October 31, 2019	LPC Contractors inc.	\$ 8,168,979.00	\$ 8,168,979.00
Regular FHWA	AC-015236	Highway Safety improvements of PR-152 from km 11.5 to km 13.65	11-Sep-19	October 1, 2019	October 23, 2019	September 10, 2019	December 4, 2019	October 31, 2019	Desarrolladora JA	\$ 1,289,742.00	\$ 1,289,742.00
Regular FHWA	AC-411901	Las María Connector	19-Sep-19		October 31, 2019		December 12, 2019			\$ 9,120,000.00	
Regular FHWA	AC-500023	Rincón Recreational Trail	25-Sep-19		November 6, 2019		December 18, 2019			\$ 6,540,000.00	

Oracle Number	AC #	Project Type	Description	Region	Road Number	Project KM Begin	Project KM End	Contractor	Administrador	Original Cost	Revised Cost	% Change in Cost (Original vs Revised)	Projected Cost Increase	Projected Cost	% Change in Cost (Original vs Projected)	Amount Certified	% Certified	Projected Cost to Complete	Original Completion Date	Original Duration	Revised Completion Date	Revised Duration	% Change in Duration (Original vs Revised)	Projected Completion Date	Time Elapsed	Projected Duration	% Change in Duration (Original vs Projected)				
R000140066	014066	Geometric Improvements	Ensanche PR-140 hasta Intersección PR-642	Norte	140			RBC Construction Corporation	Ing. Ignacio Rios Rivas	\$3,999,000.00	\$4,613,285.00	15%	\$164,420.00	\$4,777,705.00	19%	\$2,393,825.31	52%	\$2,383,879.69	31-Jul-17	25-Jul-18	360	22-Apr-20	997	177%	22-Apr-20	86%	997	177%			
B000752006	075206	Bridge Repair	Rehabilitación Y Mitigación Socavación P/S Qta Jacana Núm. 672	Sur	752	0.80		Obratec Contratista General, Inc.	Ing. Milton J. Cintrón Dávila	\$279,396.00	\$279,396.00	0%	\$102,488.00	\$381,884.00	37%	\$73,418.24	26%	\$308,465.76	30-Dec-16	28-May-17	150	28-May-17		0%	16-Jan-20	96%	1113	642%			
B000522127	520127	Bridge Repair	Rehabilitación P/S Qta Buttrif Núm. 1286 y 1276 Km 25.0 y Núm. 1275 y 1276 Km 26.7	Este	52	25.00	26.70	Del Valle Group, SP	Ing. Marvin Soa Gonzalez	\$6,191,000.00	\$7,248,604.82	17%	\$604,700.00	\$7,853,304.82	27%	\$5,592,561.12	77%	\$2,260,743.70	30-Dec-16	22-Feb-18	420	28-Dec-19	1094	160%	28-Dec-19	97%	1094	160%			
R000999400	800400	Landslides	Corrección De Deslizamiento De Terreno Carretera PR-31	Este	31			Ing. Emelyn Tamris, Inc.	Serrano Medina	\$1,178,122.15	\$2,487,082.60	111%	\$0.00	\$2,487,082.60	111%	\$1,547,765.10	62%	\$939,317.50	30-Dec-16	25-Oct-17	300	22-Nov-19	1058	253%	14-Feb-20	93%	1142	281%			
LCN0000212	000212	Others	Ciclón Y Pases Peatonal Desde PR-153 Hasta Baños De Coamo	Sur	546			Constructores I. Méndez, LLC	Ing. Juan M. Colón Colón	\$2,778,000.00	\$3,452,570.45	24%	\$0.00	\$3,452,570.45	24%	\$2,434,570.73	71%	\$1,017,999.72	27-Dec-16	21-Dec-17	360	21-Nov-19	1060	194%	15-Jan-20	96%	1115	210%			
BCN0615011	061511	Bridge Replacement	Reemplazo P/S Rio Toro Negro Núm. 599 PR-615 Km 4.05 Bco. Púas	Norte	615	4.05		Constructora Hartmann, SE	Ing. Solimar Santiago Reyes	\$3,766,855.00	\$5,011,118.27	33%	\$200,000.00	\$5,211,118.27	38%	\$4,525,661.79	90%	\$685,456.48	9-Nov-16	2-May-18	540	26-Dec-19	1143	112%	26-Dec-19	98%	1143	112%			
B009999470	800470	Bridge Replacement	Reemplazo del Puente Núm. 982 Sobre PR-189, Carretera PR-30, kilómetro 4.1	Este	30	4.10		Constructora Santiago II, Corporation	Ing. Regino Navarro Rodríguez	\$11,143,902.00	\$11,938,637.00	7%	\$170,000.00	\$12,208,637.00	10%	\$3,602,091.64	30%	\$8,706,545.36	29-Sep-16	23-Sep-17	360	1-Apr-19	915	154%	30-Jun-20	84%	1371	281%			
R000123024	012324	Landslides	Corrección De Deslizamiento En Carretera PR-123 Kilómetro 26.9 Desde Estación 1+00.00 Hasta La Estación 2+04.56	Sur	123			Obratec Contratista General, Inc.	Ing. Wilfredo Guzmán Serrano	\$320,255.00	\$377,962.10	18%	\$622,037.90	\$1,000,000.00	212%	\$147,499.89	39%	\$852,500.11	19-Sep-16	17-Mar-17	180	16-Apr-18	575	219%	31-Dec-19	97%	1199	566%			
F000002491	200291	Traffic Signals	Mejoras al Sistema De Semáforos Carretera PR-2, Desde El Kilómetro 76.1 (PR-10) Hasta El Kilómetro 82.4 (PR-493)	Norte	2	76.10	82.40	Gill Engineering Group, Inc.	Ing. Joela Jimu Adames	\$2,167,966.00	\$4,999,244.40	131%	\$20,000.00	\$5,019,244.40	132%	\$3,553,879.33	71%	\$1,465,365.07	18-Jul-16	13-May-17	300	7-Jun-20	1269	323%	17-Jun-20	86%	1431	377%			
B020014271	802271	Bridge Replacement	Reemplazo Puente Núm. 178 Quebrada Tota	Sur	14	65.57		Tamris, Inc.	Ing. Maricelly Tejera Rodríguez	\$3,294,950.30	\$3,917,876.93	19%	\$0.00	\$3,917,876.93	19%	\$2,924,712.23	75%	\$993,164.70	17-Jun-16	05-Dec-19	1267	9-Nov-19	1241	-2%	5-Dec-19	100%	1267	0%			
F000010185	100085	Safety	Mejoras A La Seguridad Carretera PR-18 Desde el kilómetro 56.00 hasta el kilómetro 85.5	Norte	10	56.00	85.50	Del Valle Group, SP	Ing. José M. Rosario Rivera	\$5,858,000.00	\$6,539,573.50	12%	\$128,000.00	\$6,667,573.50	14%	\$5,455,469.14	83%	\$1,212,104.36	3-Jun-16	26-Aug-17	450	11-Jun-19	1104	145%	3-Mar-20	93%	1370	204%			
R000018069	001869	Pavement	Rehabilitación del Pavimento Carretera PR-18, Desde kilómetro 0.00 Hasta kilómetro 6.20	Metro	18			Desarrolladora JA, Inc.	Ing. Angel L. Cera De Jesús	\$4,283,928.00	\$4,883,649.00	14%	\$177,592.50	\$5,061,241.50	18%	\$3,294,858.56	67%	\$1,766,382.94	3-Jun-16	28-May-17	360	3-Aug-19	1157	221%	23-Jun-20	96%	1330	269%			
R000861022	086122	Pavement	Rehabilitación Del Pavimento Carretera PR-861 Desde Kilómetro 7.00 Hasta Kilómetro 11.00	Norte	861	7.00	11.00	CIO Construction Corp.	Ing. Sandra Lisboa González	\$1,318,000.00	\$2,401,525.13	82%	\$453,480.00	\$2,855,005.13	117%	\$1,550,280.12	65%	\$1,304,725.01	7-Apr-16	3-Oct-16	180	13-Feb-20	1408	682%	13-Feb-20	95%	1408	682%			
P000034002	003402	New Construction	Extensión Ave. Degtau desde Ave Luis Muñoz Marín PR-32 hasta PR-183	Este	34			Constructores Jose Carro, SE	Ing. Deyna D. Pérez Zanata	\$24,611,000.00	\$25,688,790.87	4%	\$135,500.00	\$25,824,290.87	5%	\$16,980,691.79	66%	\$8,843,599.08	7-Aug-15	22-Jun-18	900	12-Apr-20	1711	90%	7-Apr-20	92%	1706	90%			
M000009015	000915	New Construction	Carretera PR-9 Desde Avenida Las Américas Hasta PR-132	Sur	9			Ing. Damari M. Santiano Torres	LPC & D, Inc.	\$45,499,874.20	\$47,445,662.30	4%	\$0.00	\$47,445,662.30	4%	\$34,780,223.62	73%	\$12,665,438.68	29-Jul-14	8-Jun-18	1260	24-Sep-20	2250	79%	24-Sep-20	87%	2250	79%			
F009999467	800467	Geometric Improvements	Mejoras a la Intersección de las PR-18 y PR-21	Metro	21			Fernoval Agromín, LLC	Ing. Juan C. Arroyo Ramirez	\$16,117,553.50	\$18,446,255.00	14%	\$210,400.00	\$18,656,655.00	16%	\$14,616,288.95	79%	\$4,040,366.05	28-Mar-14	12-Sep-16	900	7-Oct-19	2020	124%	6-Dec-19	100%	2080	131%			
F000002467	200267	Traffic Signals	Sistema de Semáforos PR-2 Desde Comunidad Castra Hasta Plaza Azenas	Norte	2			Prime Electric, Corp.	Ing. Joela Jimu Adames	\$4,459,120.00	\$4,313,951.11	-3%	\$70,000.00	\$4,383,951.11	-2%	\$3,640,070.45	84%	\$743,880.66	13-Dec-12	7-Dec-13	360	4-Oct-16	1392	287%	17-Jun-20	93%	2744	662%			
<b>Total</b>	<b>17</b>									<b>\$137,266,922.15</b>	<b>\$154,045,184.48</b>			<b>\$3,258,618.40</b>				<b>\$50,189,934.87</b>													

	Original	Revised	Projected
Total Program Cost (\$)	\$137,266,922.15	\$154,045,184.48	\$157,303,802.88
% Change in Total Program Cost		12.2%	14.0%
Sum of Project Duration (days)	8647	20544	24760
% Change in Program Duration		137.6%	186.3%

Ordn#	AC#	Project Type	Description	Region	Road Number	Project KM	Project KM Cost	Contractor	Administrador	Original Cost	Revised Cost	% Change in Cost (Original vs Revised)	Projected Cost Increase	Projected Cost	% Change in Cost (Original vs Projected)	Amount Certified	% Certified	Projected Cost to Complete	Original Complete Date	Original Duration	Revised Completion Date	Revised Duration	% Change in Duration (Original vs Revised)	Projected Completion Date	Time Elapsed	Projected Duration	% Change in Duration (Original vs Projected)
R01100282	01282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos, Región Este	Este				Super Asphalt Corporation	TBD	\$4,802,601.47	\$4,802,601.47	0%	\$0.00	\$4,802,601.47	0%	\$0.00	0%	\$4,802,601.47	23-Nov-19	19-Jul-20	240	240	0%	19-Jul-20	-37	240	0%
R01300282	01282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos, Región Sur	Sur				Design Build LLC	TBD	\$1,994,452.17	\$1,994,452.17	0%	\$0.00	\$1,994,452.17	0%	\$0.00	0%	\$1,994,452.17	23-Nov-19	21-Mar-20	120	120	0%	21-Mar-20	-75	120	0%
R01400282	01282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos, Región Sur	Sur				Design Build LLC	TBD	\$3,077,095.68	\$3,077,095.68	0%	\$0.00	\$3,077,095.68	0%	\$0.00	0%	\$3,077,095.68	23-Nov-19	17-Oct-20	330	330	0%	17-Oct-20	-27	330	0%
R01700282	01282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos, Región Norte	Norte				Professional Asphalt, LLC	TBD	\$4,503,277.52	\$4,503,277.52	0%	\$0.00	\$4,503,277.52	0%	\$0.00	0%	\$4,503,277.52	23-Nov-19	29-Jun-20	220	220	0%	29-Jun-20	-41	220	0%
R00052036	015236	Safety	Mejoras a la Seguridad Carretera PR-52, Kilómetros: 11.25 a 13.65. Preservación de los Puentes Ním. 208 y 209, Autopista Luis A. Ferré PR-52.	Norte	152	11.25	13.65	Desarrolladora J.A., Inc.	Ing. Juan M. Colón Colón	\$1,289,742.00	\$1,289,742.00	0%	\$0.00	\$1,289,742.00	0%	\$0.00	0%	\$1,289,742.00	12-Nov-19	9-May-20	180	180	0%	9-May-20	-50	180	0%
R00052125	520125	Bridge Preservation	Mejoras a Carretera PR-111	Sur	52	49.8		LPC & D, Inc.	Ing. Juan M. Colón Colón	\$5,899,914.00	\$5,899,914.00	0%	\$0.00	\$5,899,914.00	0%	\$0.00	0%	\$5,899,914.00	12-Nov-19	3-Feb-21	450	450	-3%	3-Feb-21	-20	450	0%
R00011136	111136	Reconstrucción	Kilómetros: 10.0 a 20.00	Oeste	111	10.00	20.00	LPC Contractors	Ing. Héctor March Barbosa	\$8,168,979.00	\$8,168,979.00	0%	\$0.00	\$8,168,979.00	0%	\$0.00	0%	\$8,168,979.00	12-Nov-19	3-Feb-21	450	450	0%	3-Feb-21	-20	450	0%
R00052144	520144	Pavement	Rehabilitación del Pavimento y Reconstrucción Autopista Luis A. Ferré, PR-52, Kilómetros: 38.00 al 49.00	Sur	52	38.00	49.00	Del Valle Group, SP	TBD	\$13,656,000.00	\$13,656,000.00	0%	\$0.00	\$13,656,000.00	0%	\$0.00	0%	\$13,656,000.00	12-Nov-19	4-May-21	540	540	0%	4-May-21	-17	540	0%
R00999571	800571	Landfills	Landfill Correction and Rehabilitation of PR-429 Kms. 1.4, 5.6 and PR-449 Ruta 0-4	Oeste	Various			HDT Geon, Inc	TBD	\$731,920.00	\$731,920.00	0%	\$0.00	\$731,920.00	0%	\$0.00	0%	\$731,920.00	6-Nov-19	2/3-20	90	90	0%	3-Feb-20	-100	90	0%
R02000282	002282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos en Carretera Región Este (Programa Abriendo Caminos)	Este				PR Asphalt, LLC	SP	\$3,289,839.89	\$3,289,839.89	0%	\$0.00	\$3,289,839.89	0%	\$0.00	0%	\$3,289,839.89	4-Nov-19	1-Apr-20	150	150	0%	1-Apr-20	-60	150	0%
R00011503	015153	Mejoras	Mejoras a la Carretera PR-115, Kilómetros: 0.00 a 10.94	Oeste	115	0.00	10.94	Transporte Rodríguez	Ing. Víctor M. Medina Badillo	\$5,985,403.00	\$5,985,403.00	0%	\$0.00	\$5,985,403.00	0%	\$0.00	0%	\$5,985,403.00	4-Nov-19	1/26/2021	450	450	0%	26-Jun-21	-20	450	0%
R00090001	090001	Earthmarked	Reconstrucción de Rampa Ním. 2 en la Intersección de las Carreteras PR-30 y 6010	Este	30			Pione Construction, LLC	TBD	\$3,627,000.00	\$3,627,000.00	0%	\$0.00	\$3,627,000.00	0%	\$0.00	0%	\$3,627,000.00	1-Nov-19	26-Aug-20	300	300	10%	26-Aug-20	-30	300	0%
R00999546	800546	Reconstrucción	Reconstrucción de Carretera PR-917 Kilómetros: 8.20 al 13.20 y Carretera PR-921 Kilómetros: 13.20 al 4.10	Este				Super Asphalt Corporation	Ing. Regino Noriano	\$2,053,218.00	\$2,053,218.00	0%	\$0.00	\$2,053,218.00	0%	\$0.00	0%	\$2,053,218.00	28-Oct-19	24-May-20	210	210	0%	24-May-20	-43	210	0%
R00999570	800570	Landfills	Landfill Correction and Rehabilitation of PR-119	Oeste	119			JIM Construction Corp.	TBD	\$914,433.40	\$914,433.40	0%	\$0.00	\$914,433.40	0%	\$0.00	0%	\$914,433.40	28-Oct-19	1/25/2020	90	90	0%	25-Jun-20	-100	90	0%
R070000282	007282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos Carreteras Primarias, Expresos y Primarias Urbanas Región Norte, Unidad 1 (Programa Abriendo Caminos) PR-802, PR-164, PR-309, PR-791, PR-774, PR-096, PR-455, PR-124	Norte				Super Asphalt Corporation	TBD	\$4,019,260.65	\$4,019,260.65	0%	\$0.00	\$4,019,260.65	0%	\$0.00	0%	\$4,019,260.65	25-Oct-19	1-Apr-20	160	160	0%	1-Apr-20	-56	160	0%
R009000282	009282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos Carreteras Primarias, Expresos y Primarias Urbanas Región Metro, Unidad 1 (Programa Abriendo Caminos) PR-812, PR-813, PR-340, PR-363, PR-834	Metro				JR Asphalt, Inc.	TBD	\$775,714.29	\$775,714.29	0%	\$0.00	\$775,714.29	0%	\$0.00	0%	\$775,714.29	25-Oct-19	21-Feb-20	120	120	0%	21-Feb-20	-75	120	0%
R00000282	000282	Abriendo Caminos	Reparación y Mantenimiento de Pavimentos, Región Metro	Metro				Super Asphalt Corporation	TBD	\$2,981,982.35	\$2,981,982.35	0%	\$0.00	\$2,981,982.35	0%	\$0.00	0%	\$2,981,982.35	25-Oct-19	21-Feb-20	120	120	0%	21-Feb-20	-75	120	0%
R00999572	800572	Landfills	Corrección de datos en PR-423 (Kms. 1.1 y PR-112 Kms. 15.1)	Oeste	423/112	1.1/15.1		JIM Construction Corp.	Ing. Víctor M. Medina Badillo	\$1,183,480.00	\$1,183,480.00	0%	\$0.00	\$1,183,480.00	0%	\$0.00	0%	\$1,183,480.00	21-Oct-19	18-Jun-20	90	90	0%	18-Jun-20	-100	90	0%
R00017045	017045	Geometric Improvements	Mejoras Geométricas en la Intersección de las Carreteras PR-177 y Avenida Juan Martínez	Metro	177			Obraex Constructura	Ing. Luis R. Pastor Reyes	\$709,463.00	\$709,463.00	0%	\$0.00	\$709,463.00	0%	\$0.00	0%	\$709,463.00	21-Oct-19	28-Mar-20	150	150	0%	28-Mar-20	-56	160	7%
R00999573	800573	Landfills	Corrección de datos en PR-349	Oeste	349	1		Comas & Comas Corp.	Ing. Demetrio Luciano	\$280,155.00	\$280,155.00	0%	\$0.00	\$280,155.00	0%	\$0.00	0%	\$280,155.00	21-Oct-19	18-Jun-20	90	90	0%	18-Jun-20	-100	90	0%
L00012907	02907	Geometric Improvements	Mejoras Geométricas en la Intersección de Carreteras PR-29 y PR-108 Kilómetros: 1.00 a 1.10	Metro	29	0.90	1.10	Gill Engineering Group, Inc.	Ing. Aníbal Pagán Flores	\$1,038,682.00	\$1,038,682.00	0%	\$0.00	\$1,038,682.00	0%	\$0.00	0%	\$1,038,682.00	21-Oct-19	17-Apr-20	150	180	20%	17-Apr-20	-50	180	20%
R01000282	016282	Abriendo Caminos	Mantenimiento de Carreteras con Métodos de Alta Calidad, PR-115 (Kms. 0.0 a 0.8, Adasco), PR-115 (Kms. 17.7 a 27.8, Aguada - Aguadilla), PR-402 (Kms 0 a 8, Adasco), PR-407 (Kms 0 a 6.7, Aguadilla) y PR-485 (Kms 0 a 4.2, Quevedos) PR-411 (Kms 11.4 a 18.4, Rincón), PR-16 (Kms 0.0 a 14.5, Lajas-Cabo Rojo), PR-305 (Kms 0.0 a 5.4, Lajas)	Oeste	Various			A & N Roads Development	Ing. Osvaldo Lorezano	\$5,599,560.14	\$5,599,560.14	0%	\$0.00	\$5,599,560.14	0%	\$0.00	0%	\$5,599,560.14	17-Oct-19	14-Mar-20	150	150	0%	14-Mar-20	-60	150	0%
R000020283	200283	Safety	Rehabilitación del Pavimento y Mejoras a la Seguridad Carretera PR-2, Kilómetros: 87.869 al 92.05	Norte	2	87.87	92.05	Del Valle Group, Inc.	Ing. Solimar Santiago Reyes	\$11,890,000.00	\$11,890,000.00	0%	\$0.00	\$11,890,000.00	0%	\$0.00	0%	\$11,890,000.00	14-Oct-19	4-Feb-21	480	480	0%	4-Feb-21	-19	480	0%
R00052134	520134	Safety	Mejoras a la Seguridad Autopista Luis A. Ferré, PR-52 Kilómetros: 52.30 al 55.50	Sur	52	52.30	55.50	R & F Asphalt Unlimited Inc.	Ing. Milton J. Cantón Dávila	\$4,533,208.40	\$4,533,208.40	0%	\$0.00	\$4,533,208.40	0%	\$0.00	0%	\$4,533,208.40	14-Oct-19	9-Jun-20	240	240	0%	9-Jun-20	-37	240	0%
R00011115	111115	Reconstrucción	Mejoras a la Carretera PR-111, Kilómetros: 0.00 al 10.00	Oeste	111	0.00	10.00	Super Asphalt Corporation	Ing. Víctor M. Medina Badillo	\$6,423,334.50	\$6,423,334.50	0%	\$0.00	\$6,423,334.50	0%	\$0.00	0%	\$6,423,334.50	7-Oct-19	29-Dec-20	450	450	0%	29-Dec-20	-20	450	0%
R000020307	200307	Pavement	Rehabilitación del Pavimento y Mejoras a la Seguridad Carretera PR-2, Kilómetros: 95.9 al 100.06	Oeste	2	95.9	100.06	Transporte Rodríguez	Ing. Félix L. Hernández	\$4,385,792.00	\$4,385,792.00	0%	\$0.00	\$4,385,792.00	0%	\$0.00	0%	\$4,385,792.00	23-Sep-19	16-Sep-20	360	360	0%	16-Sep-20	-25	360	0%
R00011043	111143	Landfills	Construcción de Gabión Retaining Wall (3.66 M Height) PR-111 Km 53.65, Municipality of Utuado	Norte	111	53.45		Constructura Nieves, Inc.	Ing. Edgar Rivera Rivera	\$191,494.10	\$191,494.10	0%	\$22,706.84	\$214,200.94	12%	\$94,755.35	49%	\$119,445.59	23-Sep-19	4-Nov-19	43	43	0%	13-Dec-19	-109	82	91%
R00002036	200306	Pavement	Mejoras a la Seguridad Carretera PR-2, Kilómetros: 92.05 al 95.9	Oeste	2	92.5	95.9	Transporte Rodríguez	Ing. Víctor M. Medina Badillo	\$3,758,224.00	\$3,758,224.00	0%	\$0.00	\$3,758,224.00	0%	\$0.00	0%	\$3,758,224.00	23-Sep-19	17-Aug-20	330	330	0%	17-Aug-20	-27	330	0%
R00000282	006282	Abriendo Caminos	Mantenimiento de Carreteras con Métodos de Alta Calidad, PR-447 (Kms. 0.0 a 0.9, San Sebastián), PR-443 (Kms. 0 a 6.7, Aguadilla), PR-402 (Kms 17.0 a 19.5, Cabo Rojo), PR-307 (Kms 0.0 a 5.4, Cabo Rojo) y PR-312 (Kms 0.0 a 5.3, Cabo Rojo) PR-331 (Kms. 0 a 5, Guánica), PR-334 (Kms 0.0 a 2.3, Guánica), PR-105 (Kms 0.0 a 9.5, Mayagüez) y PR-100 (Kms 8 a 13.5, Mayagüez-Las Marías)	Oeste	Various			A & M Group, Inc.	Sr. Jose Pantoja	\$3,696,464.75	\$3,695,924.75	0%	\$0.00	\$3,695,924.75	0%	\$0.00	0%	\$3,695,924.75	8-Sep-19	5-May-20	241	151	-37%	5-May-20	-37	241	0%
R04000282	04282	Abriendo Caminos	Mantenimiento de Carreteras con Métodos de Alta Calidad, PR-742 (Kms. 0.0 a 2.2, Guayama), PR-712 (Kms. 6.1 a 17.2, Salinas, Guayama), PR-729 (Kms 0.0 a 5.4, Abasco), PR-7725 (Kms 0.0 a 1.5, Abasco) y PR-390 (Kms 0.0 a 1.5, Peñuelas) PR-127 (Kms 0.0 a 4, Yauco) y PR-772 (Kms 0.0 a 6.3, Abasco-Cayey)	Sur	Various			J.R. Site Construction Corp.	Ing. Gerardo Torres Ortiz	\$3,014,140.82	\$3,014,140.82	0%	\$0.00	\$3,014,140.82	0%	\$0.00	0%	\$3,014,140.82	8-Sep-19	5-Feb-20	151	151	0%	5-Feb-20	-59	151	0%

R015000282	015282	Abriendo Caminos	Mantenimiento de Carreteras con Méndos de Alta Calidad, PR-435 (Kms. 0.0 a 11.8, San Sebastián), PR-423 (Kms. 0 a 3.4, San Sebastián), PR-109 (Kms. 20.9 a 29.1, San Sebastián), PR-4444 (Kms. 1.1 a 2.2, Mosca) y PR-125 (Kms. 19 a 23.1, San Sebastián) PR-125 (Kms. 0.0 a 12.6, Mosca), PR-495 (Kms. 0.0 a 6.5, Moca)	Oeste	Varios		A & M Group, Inc.	Ing. Emmanuel Barreto	\$3,950,603.26	\$3,950,603.26	0%	\$0.00	\$3,950,603.26	0%	\$0.00	0%	\$3,950,603.26	8-Sep-19	5-Feb-20	151	5-Feb-20	151	0%	5-Feb-20	-59	151	0%	
R010000282	003282	Abriendo Caminos	Mantenimiento de Carreteras con Méndos de Alta Calidad, PR-132 (Kms. 12.5 a 21.4, Ponce), PR-511 (Kms. 0.0 a 15.0, Ponce), PR-133 (Kms. 0.0 a 1.5, Ponce), PR-537 (Kms. 0.0 a 1.2, Santa Isabel) y PR-538 (Kms. 0.0 a 1.7, Santa Isabel) PR-541 (Kms. 0.0 a 1.2, Santa Isabel), PR-128 (Kms. 0.0 a 11.2, Yauco), PR-374 (Kms. 0.0 a 5.5, Yauco)	Sur	Varios		R & F Asphalt Unlimited Inc.	TBD	\$3,406,876.10	\$3,406,876.19	0%	\$0.00	\$3,406,876.19	0%	\$0.00	0%	\$3,406,876.19	8-Sep-19	5-Feb-20	151	5-Feb-20	151	0%	5-Feb-20	-59	151	0%	
R080000282	008282	Abriendo Caminos	Mantenimiento de Carreteras con Méndos de Alta Calidad, PR-682 (Kms. 0.0 a 3.5, Arecibo), PR-638 (Kms. 0.00 a 12.5, Arecibo), PR-658 (Kms. 0.0 a 2.7, Arecibo), PR-4411 (Kms. 0.0 a 6.0, Lares) y PR-685 (Kms. 0.0 a 9.2, Manati) PR-647 (Kms. 0.0 a 4.9, Manati), PR-667 (Kms. 0.0 a 2.4, Florida), PR-165 (Kms. 0.0 a 14.1, Tinajon Donado) y PR-813 (Kms. 0.0 a 6.0, Naranjo)	Norte	Varios		J.R. Site Construction Corp.	TBD	\$3,832,908.74	\$3,832,908.74	0%	\$0.00	\$3,832,908.74	0%	\$607,512.72	16%	\$3,225,396.02	8-Sep-19	6-Mar-20	181	6-Mar-20	181	0%	6-Mar-20	-49	181	0%	
R00011045	111145	Landslides	Construction of Gabion Retaining Wall 0.5 M Height at PR-111 Km 54.27, Municipality of Utrabo	Norte	111	54.27	LILIANI Gomez	Ing. Edgar Rivera	\$273,338.40	\$273,338.70	0%	\$108,721.31	\$382,060.01	40%	\$79,878.70	29%	\$302,181.31	6-Sep-19	7-Nov-19	63	4-Dec-19	90	43%	0.5-M Height	-77	116	84%	
R00999569	800569	Landslides	Construction of Gabion Retaining Wall at PR-111 Km 61.28, Municipality of Utrabo	Norte	111	63.20	Empresas JBR, Inc.	Ing. Edgar Rivera	\$333,344.00	\$333,340.00	0%	\$50,000.00	\$383,340.00	15%	\$277,228.84	38%	\$256,111.16	6-Sep-19	4-Nov-19	60	7-Nov-19	63	5%	22-Dec-19	-83	108	80%	
R00011042	111142	Landslides	Construction of Gravity Wall PR-111 Km 41.55, Municipality of Lares	Oeste	111	41.53	CHD Construction Corp.	Ing. Antikar Nieves Santiago	\$199,000.00	\$199,000.00	0%	\$0.00	\$199,000.00	0%	\$109,927.00	55%	\$89,073.00	6-Sep-19	4-Dec-19	90	1-Nov-19	57	-37%	4-Dec-19	-99	90	0%	
R00011040	111140	Landslides	Embankment Stabilization Highway PR-111 Kilometer: 33.365	Norte	111	33.365	Gill Engineering Group, Inc.	Ing. Antikar Nieves Santiago	\$419,690.00	\$419,690.00	0%	\$73,929.91	\$1,173,619.91	180%	\$81,817.00	19%	\$1,091,802.91	3-Sep-19	1-Dec-19	90	1-Dec-19	90	0%	1-Dec-19	-99	90	0%	
R010000284	001284	Abriendo Caminos	Mantenimiento de Carreteras con Méndos de Alta Calidad, Mercado de Pavimento Autopista Luis A. Ferre', PR-52, Caguas a Ponce, Kilómetro: 14.00 al 108.00	Sur	52	14	108	Super Asphalt Pavement Corporation	Ing. Jonathan Cruz Sánchez	\$1,925,150.00	\$1,925,150.00	0%	\$0.00	\$1,925,150.00	0%	\$0.00	0%	\$1,925,150.00	27-Aug-19	22-Apr-20	240	22-Apr-20	240	0%	22-Apr-20	-37	240	0%
R050000282	005282	Abriendo Caminos	Mantenimiento de Carreteras con Méndos de Alta Calidad, PR-119 (Kms. 39.5 a 60.4, Maricao - Mayaguez), PR-2 (Kms. 160.4 a 195.5, Homagegrove-Saban Grande-San German-Guánica), PR-124 (Kms. 0.0 a 16.1, Las Marías), PR-498 (Kms. 0.0 a 3.6, Las Marías) y PR-397 (Kms. 0.0 a 3.1, Las Marías)	Oeste	Varios		Transporte Rodriguez	Sr. Moyses Asfalto, Inc.	\$3,735,806.64	\$4,488,267.84	20%	\$0.00	\$4,488,267.84	20%	\$278,373.80	6%	\$4,209,894.04	26-Aug-19	22-Jan-20	150	22-Jan-20	150	0%	22-Jan-20	-59	150	0%	
R020000284	002284	Abriendo Caminos	Mantenimiento de Carreteras con Méndos de Alta Calidad Mercado De Pavimento Carretera PR-2 Kilómetros: 81.00 al 161.00 Haulito a Mayaguez	Oeste	2	81	161	Nieves & Nieves, Engineers and Contractors, Inc.	Ing. David Saldada	\$2,348,925.00	\$2,348,925.00	0%	\$0.00	\$2,348,925.00	0%	\$0.00	0%	\$2,348,925.00	26-Aug-19	21-Apr-20	240	21-Apr-20	240	0%	21-Apr-20	-37	240	0%
BCN0029006	002906	Bridge Repair	Reemplazo de Superestructura de los Puente Nám. 1133 y 1132 Sobre Río Honda Carretera PR-29 Kilómetro: 1.40	Metro	29	1.4		Ing. Vivian L. De la Cruz	\$10,118,410.00	\$9,802,860.00	-3%	\$0.00	\$9,802,860.00	-3%	\$91,062.00	1%	\$9,711,298.00	19-Aug-19	10-Nov-20	450	10-Nov-20	450	0%	10-Nov-20	-20	450	0%	
RCN0020005	002005	Safety	Mejoras a Seguridad Expreso Rafael Martínez Nadal, PR-20, km. 010-010	Metro	20	0	10	Desarrolladora JA, Inc.	Ing. Juan C. Arroyo Ramirez	\$19,469,055.00	\$18,348,345.00	-6%	\$0.00	\$18,348,345.00	-6%	\$327,796.50	2%	\$18,020,548.50	12-Aug-19	1-Feb-21	540	1-Feb-21	540	0%	1-Feb-21	-16	540	0%
R00053083	005383	Safety	Mejoras a Seguridad PR-53, Kilómetro: 0.69 al 7.90	Este	53	0.64	7.90	Del Valle Group SP	Ing. Onix Rosario Morales	\$11,091,000.00	\$11,120,245.00	0%	\$0.00	\$11,120,245.00	0%	\$57,421.22	1%	\$11,062,823.78	22-Jul-19	13-Oct-20	450	13-Oct-20	450	0%	13-Oct-20	-20	450	0%
BCN0143054	014354	Bridge Repair	Rehabilitación del Puente Nám. 780 Sobre el Río Marullas, Carretera PR-143, Kilómetro: 36.00	Norte	143	36.0	36.184	Empresas JBR, Inc.	Ing. José García Marrero	\$228,192.00	\$228,192.00	0%	\$0.00	\$228,192.00	0%	\$0.00	0%	\$228,192.00	1-Jul-19	27-Nov-19	150	27-Nov-19	150	0%	25-May-20	-27	330	120%
RCN0656005	065605	Landslides	Reconstrucción de Carretera PR-656, Kilómetro: 2.30	Norte	656	2.30		Nieves & Nieves, Engineers and Contractors, Inc.	Ing. Jesús Jimu Adames	\$4,884,000.00	\$4,884,000.00	0%	\$0.00	\$4,884,000.00	0%	\$936,580.97	19%	\$3,947,419.03	24-Jun-19	17-Jun-20	360	17-Jun-20	360	0%	17-Jun-20	-24	360	0%
RCN9999556	800356	Bridge Repair	Exensión a Atarjea Carretera PR-135 Kilómetro: 19.00 (Anteriormente 78.50)	Sur	135	19.00	19.042	Nieves & Nieves, Engineers and Contractors, Inc.	Ing. Francisco Conea	\$363,000.00	\$363,000.00	0%	\$0.00	\$363,000.00	0%	\$221,216.70	61%	\$141,783.30	24-Jun-19	20-Dec-19	180	20-Dec-19	180	0%	20-Dec-19	-49	180	0%
RCN0111131	111131	Landslides	Corrección de Deslizamiento Carretera PR-111, Kilómetros: 56.6 al 56.8 (anteriormente Kms. 4.0 al 4.2)	Norte	111	56.60	56.80	Maglez Engineering and Contractors Cooperation	Ing. Edgar Rivera	\$1,568,977.00	\$1,568,977.00	0%	\$0.00	\$1,568,977.00	0%	\$75,328.34	5%	\$1,493,648.66	13-Jun-19	6-Jun-20	360	6-Jun-20	360	0%	6-Jun-20	-24	360	0%
R040000471	004271	PEM-C	Programa Estatal de Modernización de Carreteras (PEM-C), Región Norte, Unidad 4, Re pavimentación Carretera PR-482 (Kms. 4.63 a 13.1), PR-811 (Kms. 0.00 a 5.80) y PR-866 (Kms. 0.00 a 7.80)	Norte	Varios			Professional Asphalt, LLC	Ing. Juan O. Balcázar Vélez	\$3,439,000.00	\$3,439,000.00	0%	\$0.00	\$3,439,000.00	0%	\$680,448.58	19%	\$2,788,551.42	31-May-19	23-Jul-20	420	23-Jul-20	420	0%	23-Jul-20	-21	420	0%
R010000282	001282	Abriendo Caminos	Mantenimiento de Carreteras con Méndos de Alta Calidad, PR-750 (Kms. 0.0 a 2.61, Mamabo), PR-901 (Kms. 1.1 a 15.1, Mamabo) y Yabucoa, PR-631 (Kms. 0.0 a 7.5, San Lorenzo) y Garabito, PR-944 (Kms. 0.0 a 6.0, Garabito) y PR-971 (Kms. 0.0 a 5.9, Naguabo, Caba y Fajardo)	Este	Varios			Ing. Carlos M. Harry Auto Kool, Resto Ramos	\$3,189,977.00	\$3,189,977.00	0%	\$0.00	\$3,189,977.00	0%	\$0.00	0%	\$3,189,977.00	31-May-19	27-Oct-19	150	27-Oct-19	150	0%	24-Feb-20	-32	270	80%	
R009912002	991202	Bridge Repair	Rehabilitación del Puente Nám. 1058 Sobre Río Grande de Loíza, Carretera PR-9912, Kilómetro: 0.1, Barro Colorado	Este	#N/A			CAC Crespo Builders, LLC	Ing. Angel L. Santiago Galera	\$3,730,000.00	\$3,730,000.00	0%	\$0.00	\$3,730,000.00	0%	\$0.00	0%	\$3,730,000.00	31-May-19	22-Aug-20	450	22-Aug-20	450	0%	22-Aug-20	-19	450	0%
R000428001	042801	Critical Bridges	Instalación de Puente Vehicular Modular de Acero Nám 2574 Sobre Río Piñón en Carretera Local 0309 PR-428 Km 0.0 Group C. Scouring Mitigation For Bridge No. 108 Over Guanabana Creek, PR-149 Km. 61.0	Oeste	428			Desarrolladora JA, Inc.	Ing. José R. González Vélez	\$1,485,650.00	\$1,490,370.00	0%	\$0.00	\$1,490,370.00	0%	\$928,198.91	62%	\$562,171.09	23-May-19	18-Dec-19	210	22-Jan-20	245	17%	22-Jan-20	-36	245	17%
R000149085	014985	Critical Bridges	Mejoras a Seguridad PR-12, Kilómetro: 0.00 al 6.4	Sur	149			BBM Contractors LLC	Ing. Gladys Mojica Ortiz	\$447,700.00	\$447,700.00	0%	\$0.00	\$447,700.00	0%	\$94,255.00	21%	\$353,445.00	23-May-19	19-Sep-19	120	19-Sep-19	120	0%	17-Jan-20	-37	240	100%
R000012006	001206	Safety	Mejoras a Seguridad, Autopista Luis A. Ferre' PR-52, Kilómetros: 50.00 al 60.00	Sur	12	0	6.4	Veneas Cosme Romero	Ing. Jalo Ráez	\$11,989,911.00	\$11,989,111.00	2%	\$0.00	\$11,989,111.00	2%	\$106,738.26	1%	\$11,282,375.74	20-May-19	9-Nov-20	540	9-Nov-20	540	0%	9-Nov-20	-16	540	0%
R000522135	520135	Pavement	Rehabilitación del Pavimento y Mejoras a la Seguridad, Autopista Luis A. Ferre' PR-52, Kilómetros: 57.00 al 60.00	Sur	52	95	99	Ferroval Agromia, LLC	Agrr. Luis A. Vélez Echevarría	\$7,060,798.00	\$8,590,636.00	22%	\$0.00	\$8,590,636.00	22%	\$2,228,913.94	26%	\$6,361,722.06	20-May-19	11-Aug-20	450	11-Aug-20	450	0%	11-Aug-20	-19	450	0%
T00999553	800553	DITL	Consumación de Carilés Gerencia de Congestión Vehicular, Carilés de Paje Variables (DITL), Fase III, Unidad 4, Autopista Luis A. Ferre' PR-52 Kilómetros: 0.15 a 3.1	Metro	52			Ferroval Agromia, LLC	Sr. Angel Rivera Rosario	\$13,112,005.00	\$13,112,005.00	0%	\$0.00	\$13,112,005.00	0%	\$2,797,600.21	21%	\$10,314,904.79	13-May-19	5-Jul-20	420	5-Jul-20	420	0%	5-Jul-20	-21	420	0%







EFLHD Report: PRHTA - Task Order/Emergency Relief Contract Status November 2019

REGION	AC NUMBER	Task Order	MUNICIPALITY	CARR	KM	ORIGINAL COST	REVISED COST	PROJECTED COST	% COMPLETE	Value of Completed Work	PAID TO DATE	REVISED NTP DATE	COMPLETION DATE	ORIGINAL DURATION	ORIGINAL COMPLETION	FINAL/PROJECTED DURATION
EAST	806530	16	YAB	900	2.2	\$27,873.80	\$27,873.80	\$55,164.65	100.00%	\$ 55,164.65	\$55,164.65	3/5/2019	4/5/2019	45	4/19/2019	366
EAST	806530	19	YAB	901	11.6	\$43,786.35	\$43,786.35	\$71,004.95	100.00%	\$ 71,004.95	\$71,004.95	3/5/2019	4/5/2019	60	5/4/2019	396
EAST	806530	20	YAB	906	1.1	\$54,200.74	\$54,200.74	\$19,310.17	100%	\$ 19,310.17	\$ 0.00	3/5/2019	4/10/2019	60	5/4/2019	401
EAST	806530	23	YAB	906	9.8-10.0	\$182,975.64	\$182,975.64	\$182,975.64	100.00%	\$ 182,975.64	\$182,975.64	3/5/2019	4/12/2019	60	5/4/2019	403
EAST	806530	24	YAB	908	4.87	\$46,247.90	\$46,247.90	\$46,247.90	100.00%	\$ 46,247.90	\$46,247.90	3/5/2019	4/5/2019	60	5/4/2019	396
EAST	806530	25	YAB	908	11.3	\$164,313.03	\$164,313.03	\$164,313.03	100.00%	\$ 164,313.03	\$164,313.03	3/5/2019	4/5/2019	60	5/4/2019	396
EAST	806530	27	YAB	908	11.73	\$20,649.50	\$20,649.50	\$42,973.91	100.00%	\$ 42,973.91	\$42,973.91	3/5/2019	4/5/2019	60	5/4/2019	396
EAST	806530	33	YAB	920	4	\$27,440.65	\$27,440.65	\$81,496.80	100.00%	\$ 81,496.80	\$81,496.80	3/5/2019	4/5/2019	45	4/19/2019	396
EAST	811530	7	NAG	3	68.2	\$437,620.00	\$437,620.00	\$437,620.00	100.00%	\$ 437,620.00	\$437,620.00	9/10/2018	4/5/2019	150	2/7/2019	207
EAST	811530	7	NAG	31	2.9	\$437,620.00	\$437,620.00	\$437,620.00	100.00%	\$ 437,620.00	\$437,620.00	9/10/2018	4/5/2019	150	2/7/2019	207
EAST	811530	10	SAN LORENZO	919	10.5	\$115,656.30	\$115,656.30	\$119,801.02	100.00%	\$ 119,801.02	\$119,801.02	3/5/2019	6/30/2019	60	5/4/2019	482
EAST	837530	AC-837530	YAB	3	99.2	\$709,000.00	\$794,000.00	\$1,000,000.00	80.00%	\$ 476,400.00	\$406,000.00	5/23/2019	1/29/2020	189	11/28/2019	616
METRO	806530	8	TRUJILLO ALTO	181	59.6	\$53,521.75	\$53,521.75	\$70,000.00	100%	\$ 89,773.13	\$60,272.24	3/5/2019	5/24/2019	50	6/3/2019	445
METRO	806530	10	TRUJILLO ALTO	181	60.2	\$53,521.75	\$53,521.75	\$23,000.00	100%	\$ 223,916.50	\$188,886.82	3/5/2019	5/24/2019	50	6/3/2019	445
METRO	806530	11	BAH	833	9	\$85,438.50	\$85,438.50	\$85,438.50	100%	\$ 84,438.50	\$84,438.50	3/5/2019	12/16/2018	140	9/1/2018	286
NORTH	806530	3	ARE	111	54.4	\$484,159.00	\$1,338,056.86	\$1,338,056.86	95.00%	\$ 1,271,154.02	\$1,238,683.68	1/8/2019	8/14/2019	26	2/4/2019	582
NORTH	809530	17	ARE	123	74.2	\$453,333.33	\$791,710.41	\$791,710.41	100.00%	\$ 791,710.41	\$791,710.41	3/3/2019	1/7/2019	150	7/31/2019	310
NORTH	809530	17	ARE	146	28	\$453,333.33	\$791,710.41	\$791,710.41	100.00%	\$ 791,710.41	\$791,710.41	3/3/2019	1/7/2019	150	7/31/2019	310
NORTH	809530	17	VEGA	160	1.8	\$453,333.33	\$791,710.41	\$791,710.41	100.00%	\$ 791,710.41	\$791,710.41	3/3/2019	1/7/2019	150	7/31/2019	310
NORTH	824530	19	OROCOVI	157	0.9	\$26,410.15	\$26,410.15	\$64,473.50	100.00%	\$ 64,473.50	\$49,928.83	3/5/2019	7/31/2019	45	4/19/2019	513
NORTH	824530	23	OROCOVI	157	0.7	\$26,410.15	\$26,410.15	\$26,410.15	90.00%	\$ 203,769.14	\$ 0.00	7/17/2019	12/31/2019	75	9/30/2019	167
NORTH	824530	24	OROCOVI	157	0.4	\$99,447.05	\$99,447.05	\$160,000.00	90.00%	\$ 89,497.85	\$ 0.00	7/17/2019	12/31/2019	75	9/30/2019	167
NORTH	825930	7	MO	155	45.95	\$352,259.82	\$222,190.82	\$222,190.82	100.00%	\$ 222,190.82	\$222,190.82	3/5/2019	4/15/2019	60	6/3/2019	406
NORTH	827530	8	MO	146	10.8	\$121,684.78	\$428,254.13	\$428,254.13	92.00%	\$ 396,300.02	\$186,300.02	4/16/2019	1/30/2020	30	2/18/2019	741
NORTH	827530	9	MO	146	19.75	\$210,876.10	\$244,887.12	\$800,000.00	13.00%	\$ 31,835.33	\$60,681.12	1/18/2019	1/30/2020	45	3/5/2019	741
NORTH	827530	10	MO	146	23.1	\$39,073.25	\$69,877.83	\$69,877.83	95.00%	\$ 66,193.94	\$21,916.12	1/19/2019	1/30/2020	15	2/3/2019	741
NORTH	827530	12	MO	149	14.6	\$446,636.10	\$711,037.28	\$711,037.28	98.00%	\$ 696,816.51	\$38,702.44	6/30/2019	1/30/2020	90	9/28/2019	579
NORTH	827530	13	MO	146	11.2	\$44,842.75	\$90,000.00	\$90,000.00	90.00%	\$ 1,047.24	\$12,842.49	3/8/2019	1/30/2020	75	5/22/2019	693
NORTH	827530	15	MO	146	9.3	\$282,115.00	\$400,000.00	\$400,000.00	55.00%	\$ 210,165.32	\$5,899.89	1/10/2019	1/30/2020	60	4/19/2019	741
NORTH	827530	17	MO	146	4.1	\$26,168.75	\$175,000.00	\$175,000.00	90.00%	\$ 158,134.73	\$ 0.00	3/5/2019	1/30/2020	60	5/4/2019	696
NORTH	838530	AC-838530	CO	568	23.36	\$155,150.78	\$155,150.78	\$149,017.45	100.00%	\$ 155,150.78	\$57,760.78	5/29/2019	8/31/2019	60	7/28/2019	459
NORTH	838530	AC-838530	CO	568	23.4	\$155,150.78	\$155,150.78	\$149,017.45	100.00%	\$ 155,150.78	\$57,760.78	5/29/2019	8/31/2019	60	7/28/2019	459
NORTH	838530	AC-838530	CO	568	23.9	\$155,150.78	\$155,150.78	\$149,017.45	100.00%	\$ 155,150.78	\$57,760.78	5/29/2019	8/31/2019	60	7/28/2019	459
NORTH	838530	AC-838530	VEGA	676	6.9	\$155,150.78	\$155,150.78	\$149,017.45	100.00%	\$ 155,150.78	\$57,760.78	5/29/2019	8/31/2019	60	7/28/2019	459
NORTH	838530	AC-838530	VEGA	676	7.2	\$155,150.78	\$155,150.78	\$149,017.45	100.00%	\$ 155,150.78	\$57,760.78	5/29/2019	8/31/2019	60	7/28/2019	459
NORTH	838530	AC-838530	VEGA	688	3.6	\$155,150.78	\$155,150.78	\$149,017.45	97.00%	\$ 150,496.25	\$57,760.78	5/29/2019	8/31/2019	60	7/28/2019	459
NORTH	843530	1	CO	164	12.4	\$107,240.20	\$107,240.20	\$107,240.20	100.00%	\$ 107,240.20	\$107,240.20	3/5/2019	4/10/2019	45	4/19/2019	401
NORTH	843530	2	CO	6568	0.7	\$312,371.88	\$312,371.88	\$198,209.70	85.00%	\$ 285,518.17	\$27,469.72	1/23/2019	12/31/2019	45	9/8/2019	707
NORTH	848530	3	TOA	923	1	\$142,016.94	\$142,016.94	\$142,016.94	100.00%	\$ 142,016.94	\$142,016.94	3/5/2019	4/15/2019	45	4/19/2019	406
NORTH	848530	5	BAY	830	1.6	\$143,884.47	\$143,884.47	\$145,215.07	100.00%	\$ 145,215.07	\$145,215.07	3/5/2019	6/5/2019	45	4/19/2019	457
NORTH	14080	AC-014080	UTU	140	29.9	\$1,763,000.00	\$2,707,650.70	\$2,707,650.70	37.00%	\$ 1,001,830.76	\$901,616.00	4/16/2019	3/20/2020	210	11/10/2019	704
NORTH	14513	AC-014513	ADJUNTA	145	3	\$2,144,000.00	\$4,607,113.45	\$4,700,000.00	90.00%	\$ 4,146,402.11	\$3,000,029.36	4/2/2019	1/16/2020	200	10/29/2019	653
SOUTH	12329	AC-012329	ADJUNTA	123	30.8	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 68,935.61	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	12329	AC-012329	ADJUNTA	123	34.8	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 227,487.52	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	12329	AC-012329	ADJUNTA	123	37.4	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 227,487.52	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	12329	AC-012329	ADJUNTA	123	37.8	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 227,487.52	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	12329	AC-012329	ADJUNTA	123	42	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 227,487.52	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	12329	AC-012329	ADJUNTA	123	43	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 227,487.52	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	12329	AC-012329	ADJUNTA	123	44.1	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 227,487.52	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	12329	AC-012329	ADJUNTA	123	44.3	\$113,234.25	\$229,785.37	\$354,785.37	99.00%	\$ 227,487.52	\$124,051.39	2/11/2019	2/29/2020	60	4/12/2019	383
SOUTH	15107	AC-015107	VILL	151	0.17	\$142,000.00	\$2,722,842.04	\$2,522,842.04	99.00%	\$ 2,695,415.62	\$952,411.11	4/2/2019	10/31/2019	315	2/11/2019	577
SOUTH	806530	29	ADJUNTA	135	6.1	\$54,777.50	\$101,094.50	\$101,094.50	100.00%	\$ 101,094.50	\$101,094.50	3/5/2019	12/1/2019	60	5/4/2019	371
SOUTH	807530	7	VILL	110	20.3	\$110,450.55	\$502,700.16	\$502,700.16	99%	\$ 477,565.15	\$126,693.91	3/5/2019	10/31/2019	45	4/19/2019	240
SOUTH	807530	12	VILL	151	3.8-4.2	\$467,816.21	\$1,564,496.54	\$1,764,496.54	75.00%	\$ 1,173,372.41	\$87,071.53	3/5/2019	12/31/2019	70	5/14/2019	666
SOUTH	807530	17	ADJUNTA	143	1.7	\$211,743.00	\$211,743.00	\$211,743.00	100.00%	\$ 211,743.00	\$171,214.57	10/4/2018	12/30/2019	60	12/3/2019	667
SOUTH	811530	11	GUA	179	13	\$38,408.10	\$943,835.94	\$943,835.94	100.00%	\$ 943,835.94	\$483,911.88	10/1/2018	7/31/2019	60	12/14/2019	289
SOUTH	825930	17	GUA	14	38.8	\$342,575.00	\$342,575.00	\$342,575.00	100.00%	\$ 342,575.00	\$342,575.00	10/11/2018	12/10/2019	60	12/10/2019	69
SOUTH	826930	4	ADJUNTA	131	1.2	\$129,121.67	\$129,121.67	\$133,333.33	100.00%	\$ 129,011.45	\$91,840.39	3/5/2019	3/8/2019	150	8/2/2019	368
SOUTH	826930	4	ADJUNTA	144	5.1	\$129,121.67	\$129,121.67	\$133,333.33	100.00%	\$ 129,011.45	\$91,840.39	3/5/2019	3/8/2019	150	8/2/2019	368
SOUTH	826930	4	ADJUNTA	5144	0.1	\$129,121.67	\$129,121.67	\$133,333.33	100.00%	\$ 129,011.45	\$91,840.39	3/5/2019	3/8/2019	150	8/2/2019	368
SOUTH	826930	12	VILL	143	39	\$191,389.44	\$308,138.44	\$308,138.44	100.00%	\$ 308,138.44	\$302,996.20	3/5/2019	3/15/2019	45	5/28/2019	375
SOUTH	826930	13	SAL	1	93.3	\$124,161.50	\$329,115.50	\$329,115.50	100.00%	\$ 329,115.50	\$329,115.50	8/4/2018	11/27/2019	45	9/18/2019	

**COMMONWEALTH OF MASSACHUSETTS**  
**Statewide Retirement and Pensions Authority**  
**2019 Annual Cash Flow Forecast**

FUND 1	Actual 2018 (Fiscal and Prior)												2019												2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2
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**Cash Balances Summary**

Bank	Account Name	Account Number	GL Account #	Notes on Account	Restricted (Yes/No)	Bank Balance	O/S Checks (Mailed)	O/S Checks (Filed at Window)	Book Balance
<b>Week Ending 11/29/2019</b>									
<b>Oriental Bank</b>									
Oriental	Construction	196026874	111001	Main operating account	No	5,121,961	(1,038,986)	-	4,082,975
Oriental	General	1960269574	111002	ZBA Account - Operational	No	-	(364,147)	-	(364,147)
Oriental	Quick cks	1960004676	111006	ZBA Account - Operational	No	-	-	-	-
Sweeps amounts in excess of \$5.8M from construction account.									
Oriental	Money Markets	1960269074	111044		No	-	-	-	-
Oriental	Deposit Law 30 & 31	322525489		Deposit Law 30 & 31	No	5,623,133	-	-	5,623,133
Oriental	CD Oriental 6/25/2017	3101954969/1		CD Oriental 6/25/2017	No	-	-	-	-
Oriental	FTA	1960046672	111005	Federal Transit Administration account	Yes	263,217	-	-	263,217
<b>Oriental - Total</b>						<b>11,008,311</b>	<b>(1,403,133)</b>	<b>-</b>	<b>9,605,178</b>
<b>Banco Popular (BPPR)</b>									
BPPR	Diets	020-835078	111013	Account related to payroll taxes	No	665,604	(23,972)	-	641,632
BPPR	Nominas	020-835353	111011	Payroll account	No	2,855,199	-	-	2,855,199
Federal Highway CMA - BPPR									
BPPR	Federal Highway CMA - BPPR	030-050510	111014	Federal Highway CMA - BPPR	Yes	793,651	(2,272)	-	791,379
BPPR	PRHWA Backup	030-020220		PRHWA Backup	No	-	-	-	-
Fondos Restrictos - BPPR (PEAJE)									
BPPR	Fondos Restrictos - BPPR (PEAJE)	030-055210		Fondos Restrictos - BPPR (PEAJE)	Yes	7,503,769	-	-	7,503,769
Ingreso de Pesajes									
BPPR	Ingreso de Pesajes	020-835116	111016	Relates to toll collections used for 68/98 Resolution	No	2,073,023	-	-	2,073,023
BPPR	Peaje electronico	020-010303	111018	Toll collection account	Yes	5,000	-	-	5,000
BPPR	Multas Autobus	020-011520		Collections from fines used to paydown GLA overdue A/P	No	178,502	-	-	178,502
Consolidated Escrow									
BPPR	Consolidated Escrow	030-826411		Distributes funds to Metropistas and to toll collection account (5116)	Yes	12,767,079	-	-	12,767,079
ILR									
BPPR	ILR	030-826438		Toll collection account. Balance in excess of \$5,000 transferred to escrow account (6411)	Yes	5,000	-	-	5,000
BPPR	FEMA Emergencia Huracan Irma	030-086663		Federal Fund FEMA	Yes	-	-	-	-
BPPR	FEMA Emergencia Huracan Maria	030-086671		Federal Fund FEMA	Yes	471,801	-	-	471,801
BPPR	CD Fotomulta	1110000002		CD Fotomulta	No	-	-	-	-
BPPR	CD Reserva Nomina (6/7/2019)	1110000004		CD Reserva Nomina (6/7/2019)	No	-	-	-	-
BPPR	CD CAÑO	1		CD CAÑO (7/17/2017)	No	-	-	-	-
<b>BPPR - Total</b>						<b>27,318,628</b>	<b>(26,244)</b>	<b>-</b>	<b>27,292,384</b>
<b>Banco Santander</b>									
Santander	Autoridad de Carreteras	3004992473		FHGV	Yes	212,835,215	-	-	212,835,215
Santander	Autoridad de Carreteras	3004997726		Abriendo Caminos - Varios Proyectos	Yes	4,861,775	-	-	4,861,775
<b>Santander - Total</b>						<b>217,696,990</b>	<b>-</b>	<b>-</b>	<b>217,696,990</b>

256,023,929	(1,429,377)	-	254,594,552
(12,777,079)		Sum A	(12,777,079)
243,246,850			241,817,473
			242,302,000
			(484,527)

Difference considered reasonable

<sup>A</sup> 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.

**Recap of Account Purposes:**

12,818,117	Operational
3,520,803	Payroll
1,528,669	Federal Funds
238,156,340	Reserve
256,023,929	Total

Week 11/22/2019	Cash CAPEX	Cash OPEX	
Bank Accounts	217,696,990	24,120,483	
Cash Flow	216,157,000	26,105,000	
diff.	1,499,990	(1,984,517)	(484,527)

**Balance Sheet**

In \$ Thousands	2019	2018
<b>Assets</b>		
Current assets	741	68,388
Restricted assets	329,121	435,961
Capital assets, net	9,358,927	9,403,039
Highways and bridge under concession agreement, net	199,484	200,487
Other non-current assets		
<b>Total assets</b>	<b>9,888,272</b>	<b>10,107,875</b>
Deferred outflow of resources	75,287	81,643
<b>Total assets and deferred outflow of resources</b>	<b>9,963,560</b>	<b>10,189,518</b>
<b>Liabilities</b>		
Current liabilities	1,934,810	2,024,932
Non-current liabilities	5,782,548	6,028,431
<b>Total liabilities</b>	<b>7,717,358</b>	<b>8,053,363</b>
Deferred inflows of resources	<b>1,077,041</b>	<b>1,102,817</b>
<b>Total liabilities and deferred inflows of resources</b>	<b>8,794,399</b>	<b>9,156,180</b>
<b>Net position</b>		
Net investment in capital assets	2,453,347	2,354,035
Restricted for debt services	-	-
Restricted for construction	222,772	224,951
Unrestricted	<b>(1,506,958)</b>	<b>(1,545,648)</b>
<b>Total net position</b>	<b>1,169,161</b>	<b>1,033,338</b>
Total liabilities, deferred inflow of resources and net positions	9,963,560	10,189,518



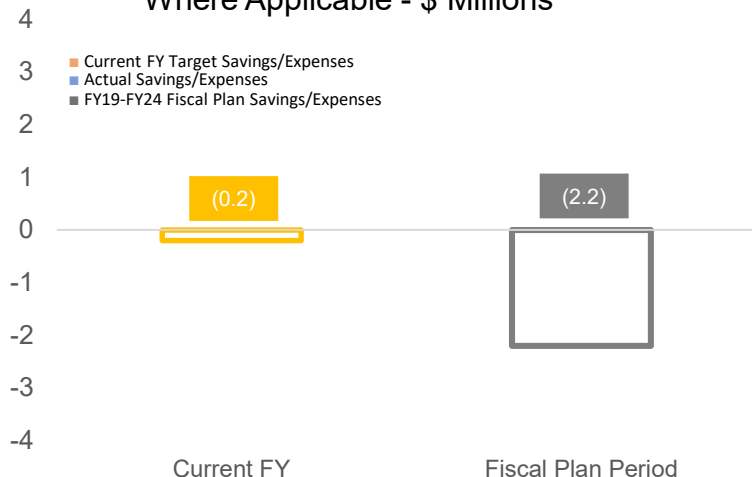
# PRHTA Implementation Program Status Report



<b>1 – Enhance Board Composition</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>R</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Establish an independent board of administration leaders and independent industry experts. <b>This measure has been delayed by one-year.</b>	<ul style="list-style-type: none"> <li>Developed position requirements, and roles and responsibilities for board members</li> <li>Developed legislation and held conversations on introduction to legislature</li> <li>Held preliminary conversations with executive search firms to identify scope of support</li> <li>Identified three headhunters to support board member search.</li> </ul>
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
<p>The Government has developed draft legislation, which is being reviewed internally. Upon final approval of this legislation, it will be submitted to the legislature for approval. HTA has received initial proposals (and has requested updates) from executive search firms to locate qualified board candidates for the Governor’s consideration</p> <p>HTA will identify board members to demonstrate the value of this initiative and submit with the proposed legislation to support approval</p> <p>HTA will delay this measure by one calendar year, giving more time to accomplish the necessary work to have the law introduced to the legislature for passage.</p>	<ul style="list-style-type: none"> <li>There is uncertainty over likelihood of passage within the legislature.</li> </ul>
	<b>Decisions Required</b>
	<ul style="list-style-type: none"> <li>PRHTA has submitted a request to FOMB to shift funding forward to the FY19 year to cover upfront costs.</li> </ul>

## Savings/Expenses Summary Where Applicable - \$ Millions



#	KPI	Dec.	Nov.	Oct.	Sep.
1	Draft Legislature bill	G	G	G	G
2	Introduce bill in Legislature by beginning of Summer 2020 term	R	R	R	R
3	Enacting bill into law by governor	R	R	R	R
4	Engage search firm	G	G	G	G
5	Timely approval and offer of candidates	N/A	N/A	N/A	N/A
6	Hold initial meeting [1-1]	N/A	N/A	N/A	N/A
7	Hold monthly meetings	N/A	N/A	N/A	N/A
8	Number of potential members interviewed	N/A	N/A	N/A	N/A
9	Number of potential members offered board position	N/A	N/A	N/A	N/A

[1-1] – Enhance Board Composition Metrics will be available upon establishment of the board in accordance with the workplan.



# PRHTA Implementation Program Status Report



<b>2 – Rollout Organizational KPIs</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Increase transparency around customer welfare, financial discipline and operational execution through performance measurement and tracking.	<ul style="list-style-type: none"> <li>PRHTA has established executive level KPIs for Fiscal Plan Reporting</li> <li>PRHTA’s construction office has proposed updated KPIs to the FOMB Team</li> <li>Enhanced construction and pre-construction reporting rolled out with April 2019 reporting to FOMB, including added metrics for greater capex transparency.</li> </ul>
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
<p>PRHTA has developed high level metrics for external reporting through Fiscal Plan implementation process for each fiscal plan initiative, and is in the process of upgrading technological capabilities associated with developing more advanced internal reporting.</p> <p>PRHTA is in the process of automating budget-to-actual reporting which will allow more-timely reporting of performance metrics associated cost savings realization. HTA will continue to develop additional management metrics which go beyond Fiscal Plan requirements to transform HTA into a performance based organization.</p> <p>PRHTA has received board approval for a new set of additional KPIs related to construction.</p>	<ul style="list-style-type: none"> <li>Most major organizational KPIs are reported only annually based on the cost to collect data</li> <li>HTA will look to identify metrics which can be reported quarterly at no additional cost, and where appropriate identify proxy measures.</li> </ul>
	<b>Decisions Required</b>

## Savings/Expenses Summary Where Applicable - \$ Millions

#	KPI	Dec.	Nov.	Oct.	Sep.
1	Approved metrics reported on a monthly basis	G	G	G	G

N/A for KPIs

Current FY

Fiscal Plan Period



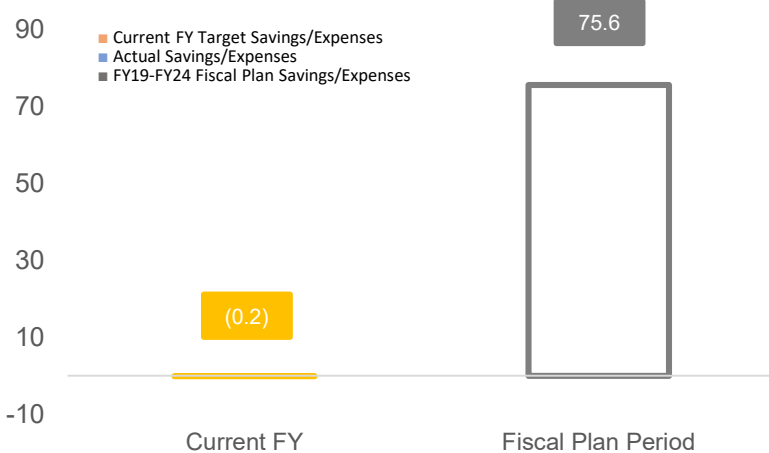
# PRHTA Implementation Program Status Report



<b>3 – Increase Discretionary Funds</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>A</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Secure share of discretionary and recovery grants to offset CIP and strategic project expenditures.	<ul style="list-style-type: none"> <li>Submitted initial application for \$2.4B in CDBG-DR funds.</li> <li>Catalogued eligible FTA and FHWA Grant programs, identified key programs for pursuit</li> <li>INFRA Grant application for PR-22, PR-17 and PR-18 improvements submitted before due date.</li> <li>Identified a revised group of projects that is closely aligned with the CDBG-DR grant.</li> </ul>
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
PRHTA has contracted with A&M for additional support identifying and pursuing discretionary funding, and has identified projects including PR 5 and PR 10 which may be eligible for FHWA grant funding. HTA has developed an application package for INFRA Grants and the application was successfully submitted on March 1, 2019. HTA is also targeting the CDBG-DR Program, where the government is seeking Grant Agreement approval.	<ul style="list-style-type: none"> <li>HTA's internal capacity to support pursuit of, and compliance for additional grants may require improvements.</li> <li>Second disbursement of CDBG funds have been delayed.</li> </ul>
	<b>Decisions Required</b>
	<ul style="list-style-type: none"> <li>Confirm go-ahead for remaining federal grant applications and require support of FHWA grants office to support pursuit and compliance</li> </ul>

## Savings/Expenses Summary Where Applicable - \$ Millions



#	KPI <sup>[4-1]</sup>	Dec.	Nov.	Oct.	Sep.
1	% of eligible grants that PRHTA will pursue by count	N/A	N/A	N/A	N/A
2	% of eligible grants that PRHTA will pursue by \$ values	N/A	N/A	N/A	N/A
3	Total funds received to date by funding source	N/A	N/A	N/A	N/A
4	Count of grants won per category	N/A	N/A	N/A	N/A
5	Average grant amount per grant category	N/A	N/A	N/A	N/A
6	% of identified grants pursued that were completed and won, by #	N/A	N/A	N/A	N/A
7	% of identified grants pursued that were completed and won by \$ values	N/A	N/A	N/A	N/A

[4-1] – Reporting of detailed grant management metrics will be delayed until professional services funding provides for appropriate support



# PRHTA Implementation Program Status Report

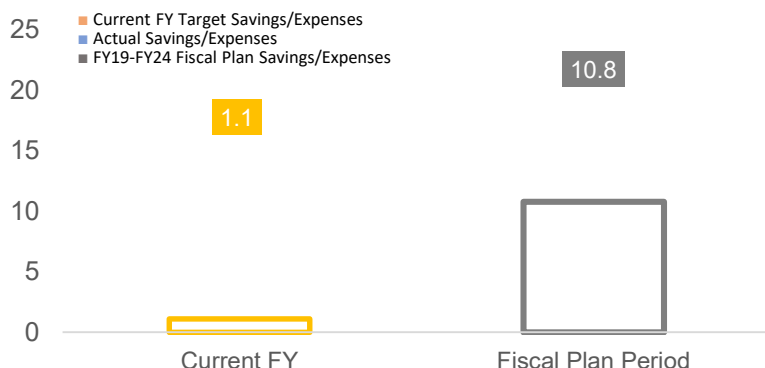


<b>4 – Toll Optimization</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
<p>Improve toll capture, reliability and quality of service through the modernization of Back Office System (“BOS”) /Client Service Center (“CSC”) enhancement.</p> <p>Existing RSS systems will be upgraded, and new systems installed, reducing vehicle leakage and improving data capture and accuracy.</p>	<p>Phase 2 RFP published</p> <p>One and ones were held with qualified proponents</p> <p>Over 600 Request for Clarifications (“RFC”) were received from prequalified proponents and were addressed by HTA advisory team</p> <p>Over 100 RFC’s received from proponents as a result of the final RFP published. First set of responses to RFC sent to proposers. Second set in process of review for distribution to proposers</p>
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
<p><u>Interim Initiatives:</u></p> <p>Operating under transition assistance clause</p> <p><u>Long-term Initiatives:</u></p> <p>BOS/CSC: Phase II RFP was published on October 4, 2019 to the five pre-qualified potential proponents. Submittal scheduled for January 15, 2020. has been delayed to Feb 15, 2019</p> <p>Service recipients in process to reviewing second set of requests for clarification and preparing corresponding addenda and updates to RFP documentation</p> <p>RSS: Procurement of RSS process resumed</p>	<p>Maintain the qualified proponents engaged in the procurement process</p> <p>Secure a feasible, economic and operational contract</p> <p>Aggressive RFP schedule</p> <p>Maintain steady toll revenues stream</p>
	<b>Decisions Required</b>
	Logistics for evaluation of submittals of BOS/CSC to be set up.

#	KPI	Dec	Nov	Oct	Sep	Aug
1	Vehicle leakage	N/A	N/A	N/A	N/A	N/A
2	Violation reduction	N/A	N/A	N/A	N/A	N/A

## Savings/Expenses Summary Where Applicable - \$ Millions







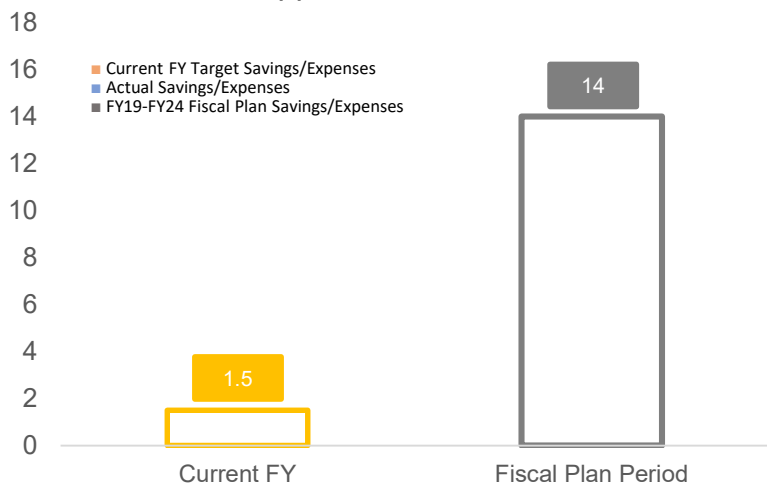
# PRHTA Implementation Program Status Report



<b>5 – Capture Ancillary Revenue</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Increase revenue from non-toll, non-transfer sources including but not limited to advertisement revenues, real estate dispositions and service signs. HTA is committed to exploring innovative ways to increase revenue.	\$3.2 million in assets have been sold in FY2019.
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
Currently 8 properties are undergoing administrative processes in preparation of execution of sale with an aggregate value of \$2.3 MM Additional properties have been identified and are undergoing registry and valuation to make them available for disposition The agency has identified a potential revenue stream through the leasing of additional advertising space in several train stations	Identification of resources required for the optimization of advertising strategies. The process to enable the disposition of real estate is tedious and requires significant build up of documentation dependent from other governmental agencies. Detailed analysis of processes is required to mitigate and minimize risk
	<b>Decisions Required</b>
	Identify internal resources to expedite the disposition of real estate

## Savings/Expenses Summary Where Applicable - \$ Millions



#	KPI	Dec.	Nov.	Oct.	Sep.
1	Monetization – eligible asset value	\$3.2M	\$3.1M	\$3.1M	\$2.5 M
2	% of RE plan executed	N/A	N/A	N/A	N/A
3	# of reactivation projects	N/A	N/A	N/A	N/A
4	% utilization	N/A	N/A	N/A	N/A
5	Total revenue from advertisements – TU / highways	N/A	N/A	N/A	N/A
6	# of advertisement contracts	N/A	N/A	N/A	N/A
7	Average advertisement sale value	N/A	N/A	N/A	N/A



# PRHTA Implementation Program Status Report



<b>6 – Capital Improvement Plan (1 of 2)</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
PRHTA is focused on preparing capital projects for bid and delivering the projects under construction as efficiently as possible. Disbursement projections in the revised Fiscal Plan reflect a set of projects that are more appropriately sized to the construction market.	Ahead of schedule in bid schedule according to the agreement with FHWA. KPMG, Vectura Advisers, WSP, CMA and Steer have been engaged and have developed and integrated schedule.
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
Project execution schedule is on track. PRHTA continues to monitor the response of the construction market. Consultants for initiative have been engaged and have expanded on the implementation plan. The project prioritization initiative is now better defined. The delivery improvements initiative continues to be completed as outlined in the original implementation plan. The soft cost savings initiative RFI for CEI services has been completed and pending FHWA approval. EFL division from FHWA has been asked for help in the implementation of CEI services for ER permanent repairs projects.	The principal risk is inflation and limited supply in the construction market. Preliminary results of the construction market study suggest that particularly high inflation will be experienced over the coming year. KPIs have been modified as stated below to track progress quarterly.
	<b>Decisions Required</b>
	None at this time.

<b>Pre-Construction</b>
Bid schedule and performance continue to be in line with limits. FY19 year end performance showed that on average, projects were bid and provided NTP faster than planned. This trend continued in the first quarter of FY20. On average since July 2019, planned and actual bid dates have progressed slower than anticipated, however NTPs are still provided faster than planned.
<b>Construction</b>
After four months of FY20 activity, the construction program in aggregate is within limits for percent changes in costs and duration. Overall \$118.6 million in expenditures, 92.5% of forecast, have been made. In Nov., \$18.9 million in disbursements were made, equating to 65.4% of planned disbursements for the month. Below forecast disbursements are mostly due cutting off administrative activities on Nov 20 due to the holidays.

			End of November / Q2 2020	
Pre-Construction			ITD	YTD
<b>Planned vs Actual Bid Date</b>	KPI - Average Days < 30		6	25
<b>Planned vs Actual Award Date</b>	KPI - Average Days < 30		(5)	7
<b>Planned vs Actual NTP Date</b>	KPI - Average Days < 30		(10)	(4)
Disbursement Summary			ITD	YTD
<b>All projects except Post-Maria ER</b>				
<b>Annual Disbursements (Percent of Planned)</b>	Greater than 80% of Planned		89.05%	86.33%
Construction - Pre Maria NTP			ITD	YTD
<b>All Projects</b>				
<b>Percent Change in Costs (Projected Increase)</b>	NA		16.40%	0.94%
<b>Percent Change in Duration (Projected Increase)</b>	NA		199.98%	7.81%
Construction - Post Maria NTP			ITD	YTD
<b>Excludes ER projects</b>				
<b>Percent Change in Costs (Projected Increase)</b>	Program Level < 15%		3.13%	22.63%
<b>Percent Change in Duration (Projected Increase)</b>	Program Level < 25%		19.34%	28.61%

Note KPI Targets should be compared to Inception to Date (ITD) performance

Status Legend: ■ G = on Track | ■ A = at Risk | ■ R = Not on Track | ■ C = Completed | ■ NR = Not Reported



# PRHTA Implementation Program Status Report

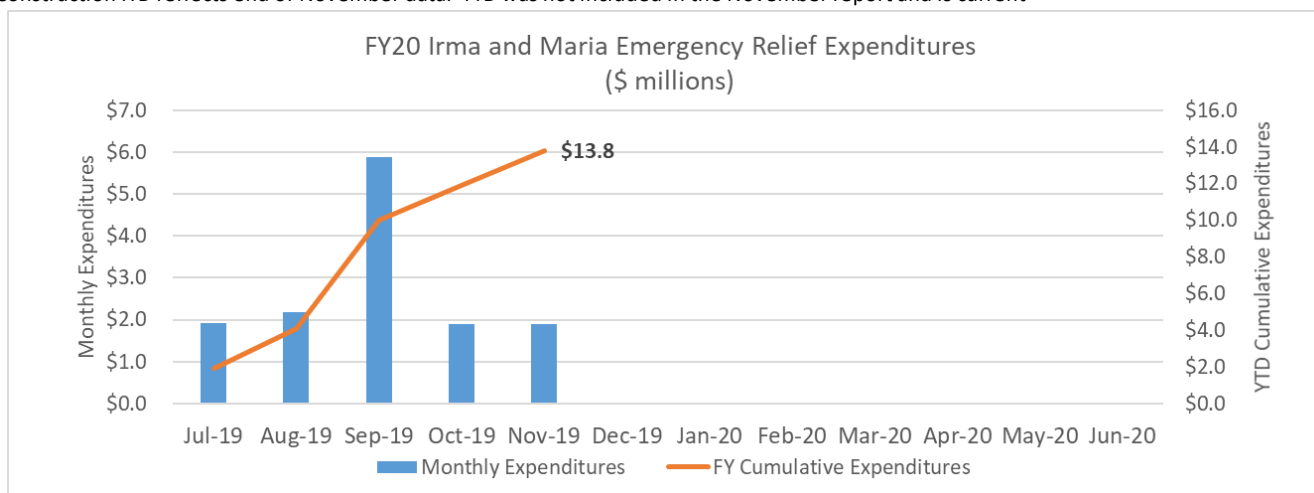


<b>6 – Emergency Relief Capital Program (2 of 2)</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Eastern Federal Lands division of FHWA is managing the majority of Hurricane Maria & Irma emergency relief projects.	
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
Limited information is available about the program’s progress in the current fiscal year. From inception to date, there has been roughly \$26 million in expenditures with approximately \$12 million in payments in the first quarter of FY20.	
	<b>Decisions Required</b>
	None at this time.

Eastern Federal Lands Construction	ITD	YTD
<b>Capital Project Expenditures</b>	\$19.2M	\$11.9M
<b>Percent Change in Duration (Projected Increase)</b>	411%	
<b>Percent Change in Costs (Projected Increase)</b>	64%	

Note: Eastern Federal Lands Construction ITD reflects end of November data. YTD was not included in the November report and is current as of the end of October



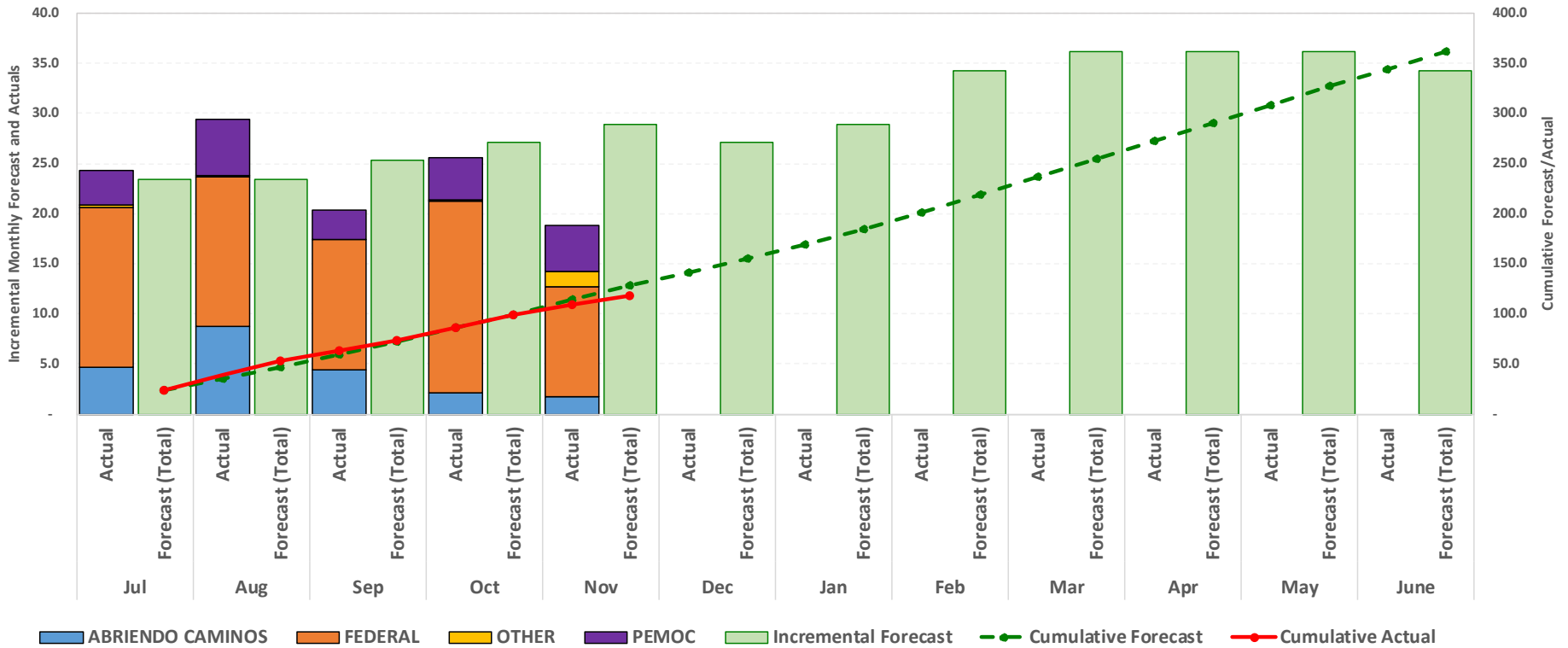


# PRHTA Implementation Program Status Report

## Expenditure Forecast and Actual



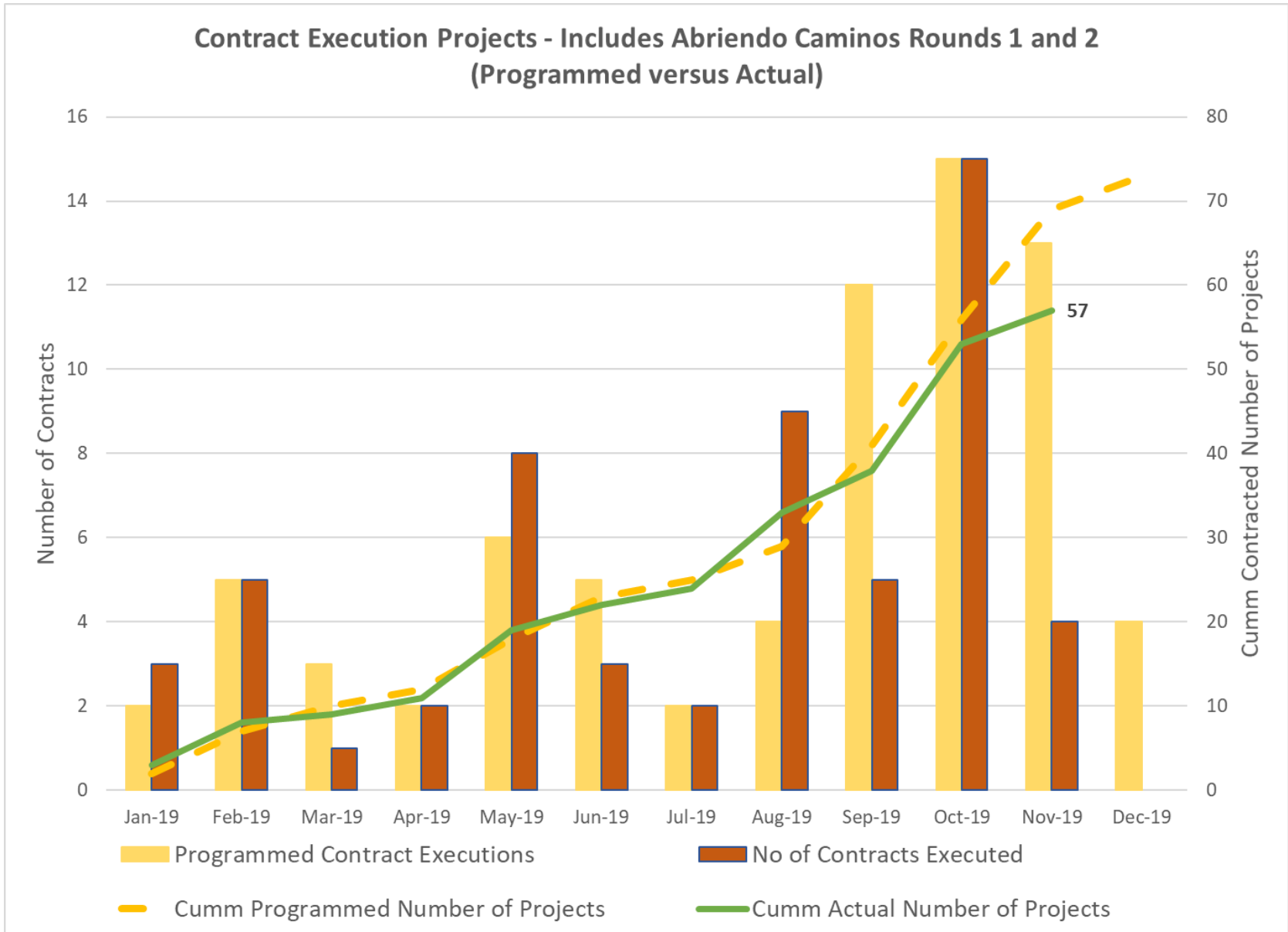
Overall Periodic Spend Performance (Million \$)												
	FY2020											
	Q1			Q2			Q3			Q4		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Fed	Mar	Apr	May	Jun
Forecast	\$23.5	\$23.5	\$25.3	\$27.1	\$28.9	\$27.1	\$28.9	\$34.3	\$36.1	\$36.1	\$36.1	\$34.3
Actual	\$24.3	\$29.3	\$20.3	\$25.6	\$18.9							
Cumulative Actual	\$24.3	\$53.7	\$74.0	\$99.6	\$118.5							
Cumulative Actual %	103.7%	114.4%	102.5%	100.4%	92.5%							





# PRHTA Implementation Program Status Report

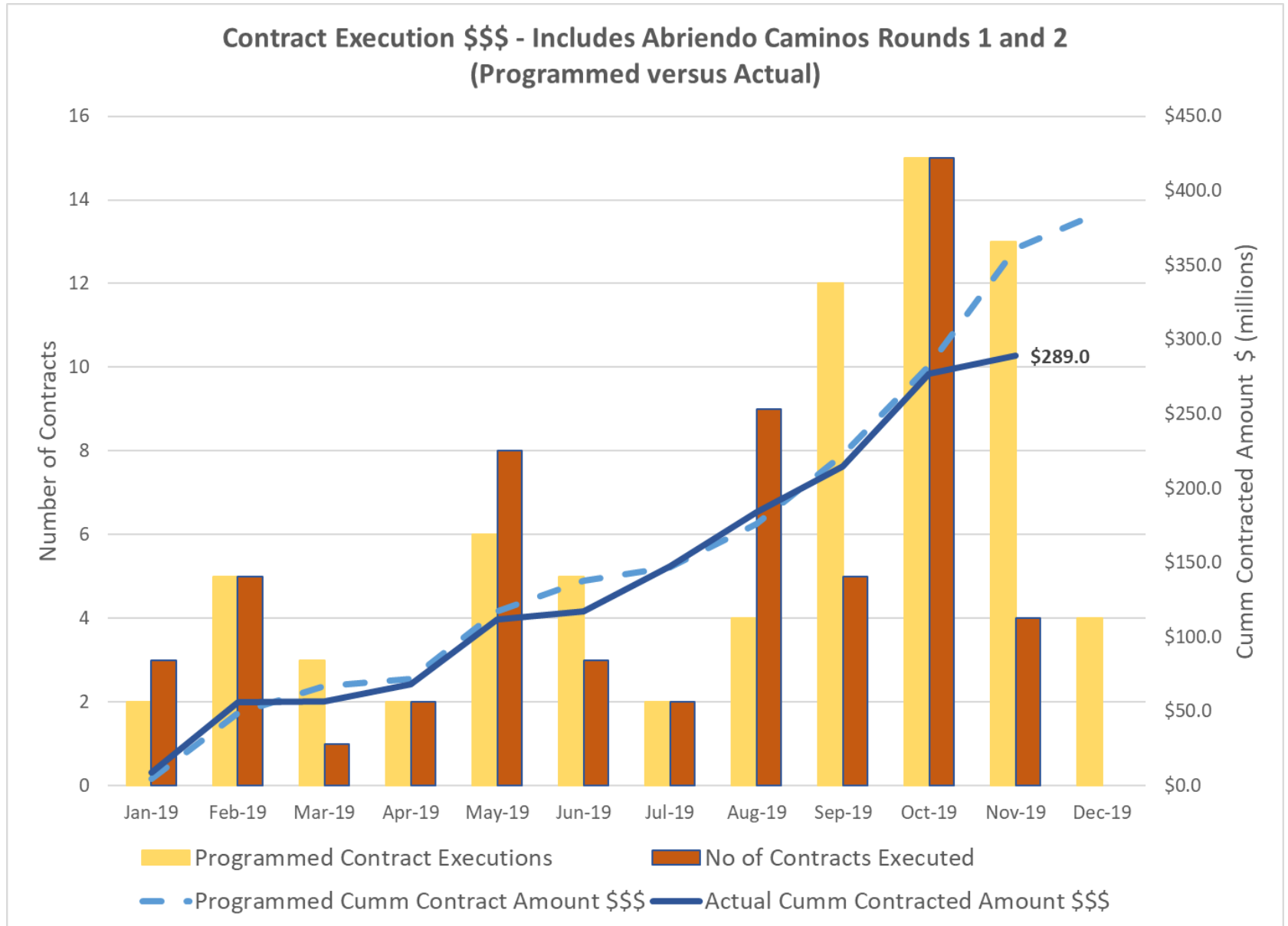
## Contract Execution - Projects





# PRHTA Implementation Program Status Report

## Contract Execution - Dollars





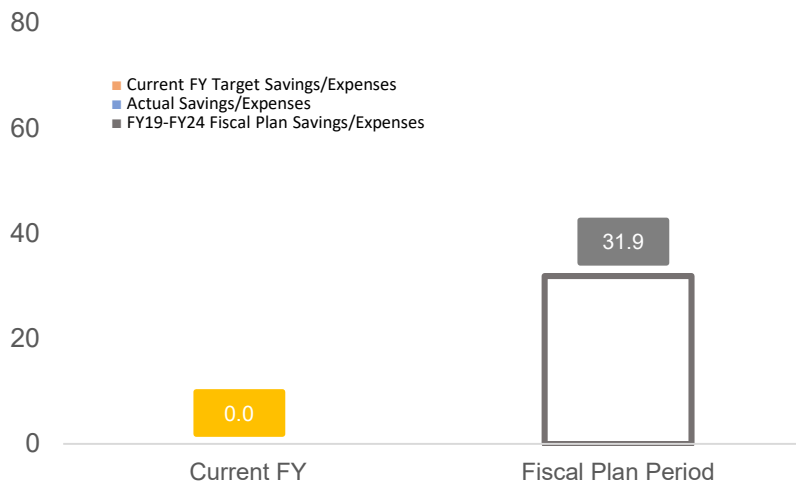
# PRHTA Implementation Program Status Report



<b>8 – Contract Rebid</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Pursue improved contract terms on major operating contracts in order to achieve reductions in total operating costs without reducing service	<ul style="list-style-type: none"> <li>Successfully renegotiated First Transit Bus Contract, achieving nearly \$5 million in annual savings</li> </ul>
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
PRHTA has engaged in contract negotiations with Bus Provider First Transit and has successfully secured reduced fixed monthly rates, as well as variable contract cost based on both revenue hour and revenue mile. The net effect of this negotiation has been to reduce annual operating contract cost to less than \$10M per year, outperforming Fiscal Plan expectations by nearly \$2 million.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
PRHTA began achieving savings in June of 2018, however, exact monthly savings reporting will not be available until invoices are received and paid. PRHTA will provide monthly reporting based on realized savings on invoices in future months.	<b>Decisions Required</b>
	<ul style="list-style-type: none"> <li>N/A</li> </ul>

## Savings/Expenses Summary Where Applicable - \$ Millions



\*Savings represent targets as set in the FOMB certified fiscal plan and may not reflect PRHTA's latest thinking

#	KPI <sup>[11-1]</sup>	Dec.	Nov.	Oct.	Sep.
1	% target saving achieved - bus	147%	147%	147%	147%
2	% contracted saving achieved - bus	16%	16%	14%	17%
3	% target saving achieved – Tren Urbano	N/A	N/A	N/A	N/A
4	% contracted savings achieved – Tren Urbano	N/A	N/A	N/A	N/A

[11-1] – Reporting of contracted and achieved savings metrics will vary based on monthly actuals, and will be delayed until invoices are received, paid, and reflected in budget-to-actuals reporting. Current reporting is estimated based on contract terms



# PRHTA Implementation Program Status Report



<b>9 – Congestion Management</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Execution	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Implement high benefit-to-cost ratio projects that manage traffic and positively impact economic recovery, including: BRT route from Caguas–Centro Medico, servicing ~1K people daily; several critical intersections/interchanges; and DTLs to reduce congestion.	Procurement of DTL continues track. DTL projects under construction are on schedule and budget WSP, KPMG, Vectura, and SD&G are now under contract to support the technical activities of the initiative.
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
INFRA grant application was unsuccessful and funding plans for certain DTL projects not under construction may need to be re-evaluated. Prioritization of these projects has been conducted by consultants and is in the validation stage.  “Before” measures will be collected during the NEPA process, and reported upon annual assessment. Measures are captured in three categories: <ul style="list-style-type: none"> <li>Regional congestion relief &amp; mobility</li> <li>Safety (reduction in accidents / injuries)</li> <li>Environmental (reduction in pollutants from automobile use)</li> </ul>	Inflation and limited supply in the construction market are risks. PRHTA will prioritize specific congestion management projects to maximize benefit within budget constraints.
	<b>Decisions Required</b>
	None at this time.

**Travel Demand Model**

Regional travel demand models will be used to estimate the vehicle miles and vehicle hours traveled annually, both before the project is completed and after it has reached a stabilization point. These analyses are typically completed during the planning phases to help prioritize investments. The project benefits can be monetized and compared to capital and operating costs to conduct a benefit-cost analysis, however this analysis has a slightly different use than simply tracking the performance of projects.

<b>Pavement Metrics /1</b>	<b>Target</b>	<b>2017</b>
Interstate Pavement	No Less than 2% of Lane Miles rated 'Good'	10.80%
Interstate Pavement	No More than 5% of Lane Miles rated 'Poor'	13.2%
Non-Interstate NHS Pavement	No Less than 2% of Lane Miles rated 'Good'	2.2%
Non-Interstate NHS Pavement	No More than 20% of Lane Miles rated 'Poor'	9.0%
<b>Bridge Metrics</b>		<b>2017</b>
NHS Bridges	No Less than 10% of Deck Area rated 'Good'	20.5%
NHS Bridges	No More than 10% of Deck Area rated 'Poor'	11.2%
<b>System Safety Metrics</b>		<b>FY20 to 11/30</b>
Total Fatalities	Less than 300 per year	106
<b>Congestion Relief Metrics</b>		<b>2018</b>
\$ of Congestion per Customer	\$1,045.0	\$1,150
Travel Time Index	1.23	1
Minutes for Incident Response	Less than 15 Minutes	24.0





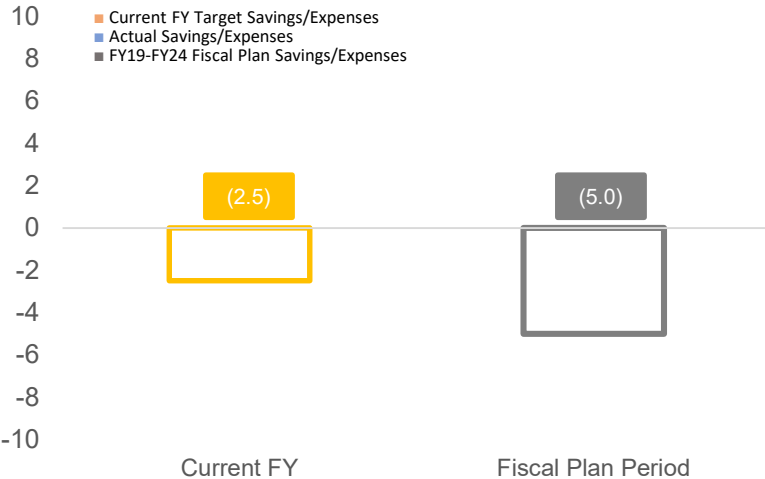
# PRHTA Implementation Program Status Report



<b>10 – Concessions</b>				<b>PMO Lead</b>	For Internal Use	<b>Overall Program</b>	<b>G</b>
<b>Driver</b>	Fiscal Plan	<b>Program Phase</b>	Execution	<b>Support</b>	For Internal Use	<b>Report Date</b>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
Evaluate concession opportunities of other highways in the Puerto Rico road system	<ul style="list-style-type: none"> <li>Discussions and development of approach framework</li> <li>Initial development of financial model to run scenario analyses</li> <li>Green Light was given to the P3 Agency to commence the analysis process.</li> </ul>
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
<ul style="list-style-type: none"> <li>Agreed on approaches to funding and financing scenario options, capital needs to bring assets to state of good repair, and O&amp;M contracting opportunities</li> <li>Initial development of financial model</li> <li>O&amp;M inputs are nearing completion, to be followed by capital needs assessment</li> <li>Upon finalization of underlying data, workstream can move quickly to scenario analysis and recommended options</li> </ul>	<ul style="list-style-type: none"> <li>Cost effectiveness of granting new concessions in the highway system</li> <li>Limited number of toll roads available for potential concessions</li> <li>Appetite for certain approaches over others (e.g. selling revenue or retaining, capital improvements through private capital or CIP funding)</li> </ul>
	<b>Decisions Required</b>

## Savings/Expenses Summary Where Applicable - \$ Millions



#	KPI	Dec.	Nov.	Oct.	Sep.
1	Scope issuance date	N/A	N/A	N/A	N/A
2	# of responses received	N/A	N/A	N/A	N/A
3	RFP(s) completion date	N/A	N/A	N/A	N/A
4	Consultant performance to deadlines over scope period	N/A	N/A	N/A	N/A



# PRHTA Implementation Program Status Report



<b>11 – Health Benefit Savings</b>				<i>PMO Lead</i>	For Internal Use	<b>Overall Program</b>	<b>A</b>
<i>Driver</i>	Fiscal Plan	<i>Program Phase</i>	Planning	<i>Support</i>	For Internal Use	<i>Report Date</i>	12/16/2019

<b>Description</b>	<b>Accomplishments</b>
HTA will assess opportunities to work with private insurance providers in order to reduce overall healthcare costs without increasing premiums or co-pays.	Initial identification of possible savings opportunities associated with health benefits. Identification of terms of health care contract, including contract end date which is conducive to quick action on this measure during FY20. HTA provided information requested by ASES, so that HTA can evaluate the government’s single plan as an alternative to HTA’s current health plan.
<b>Overall Status Summary</b>	<b>Issues/ Risks and Mitigations</b>
Health Benefit Savings has been identified as a new measure within the updated Fiscal Plan. HTA is in the preliminary phases of planning this new measure. HTA’s current health benefits contract ends in Summer 2019 Initial Planning includes the following steps:  <ol style="list-style-type: none"> <li>1. Assess current health contract terms to understand levels of service and requirements.</li> <li>2. Benchmark current health provider costs against industry peers.</li> <li>3. Perform initial research to establish universe of options for health provider transition, including sample costs of viable alternative providers.</li> <li>4. Set desired cost savings target.</li> <li>5. Begin negotiations with current provider to realize savings according to established target.</li> <li>6. Pending results of current provider negotiations, contract with another provider on the private market to achieve savings goal.</li> </ol> On behalf of the government, Administración de Seguros de Salud (ASES) received the mandate to evaluate economies in this area, but we continue to evaluate other alternatives to reduce costs.	Need to understand contract terms of current insurance company, which could impact HTA’s plan and timing for health benefit changes.  <b>Decisions Required</b>  Further planning needed to establish concrete goals and KPIs associated with this initiative. *Note, this initiative is subject to contractual provisions of HTA’s existing health care agreement and is subject to change.

## Savings/Expenses Summary

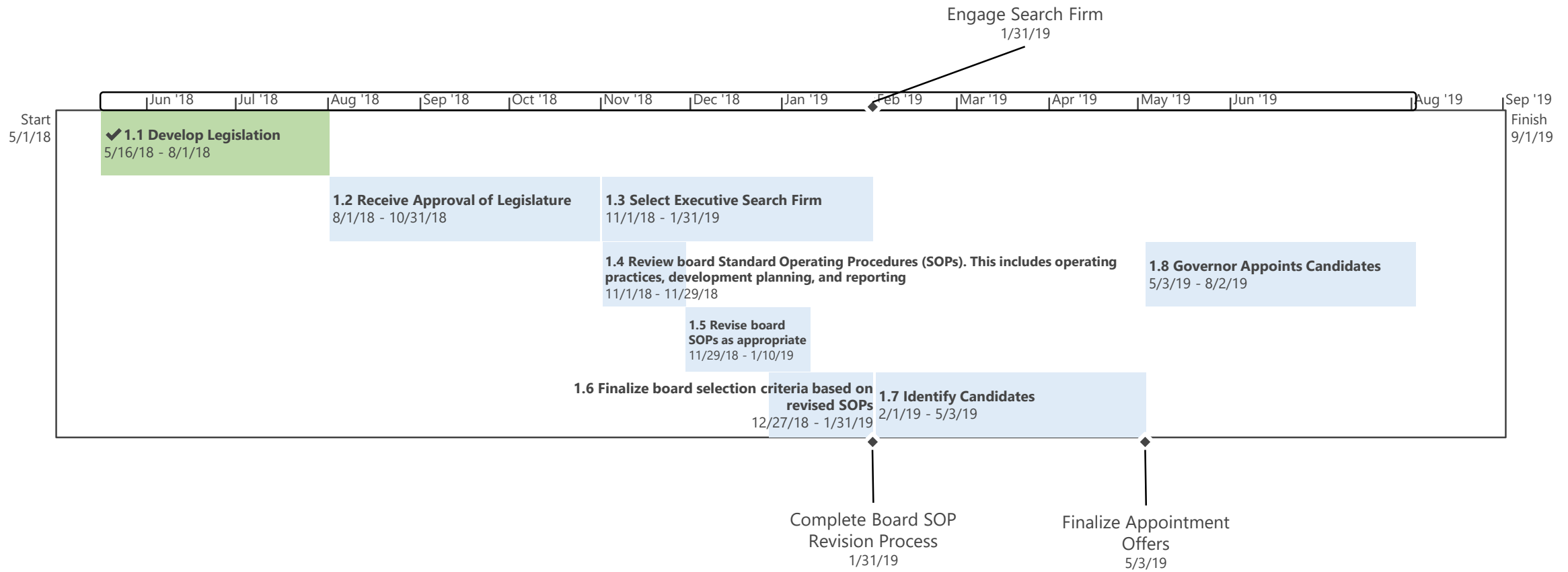
TBD

**1. Enhance Board-Detail**  
5/16/18 - 8/2/19

**Key**

- Actual: Complete**
- Actual: On time**
- Actual: Behind Schedule**
- Plan: On time**
- Plan: Initial**

Shaded gradient reflects percentage of progress

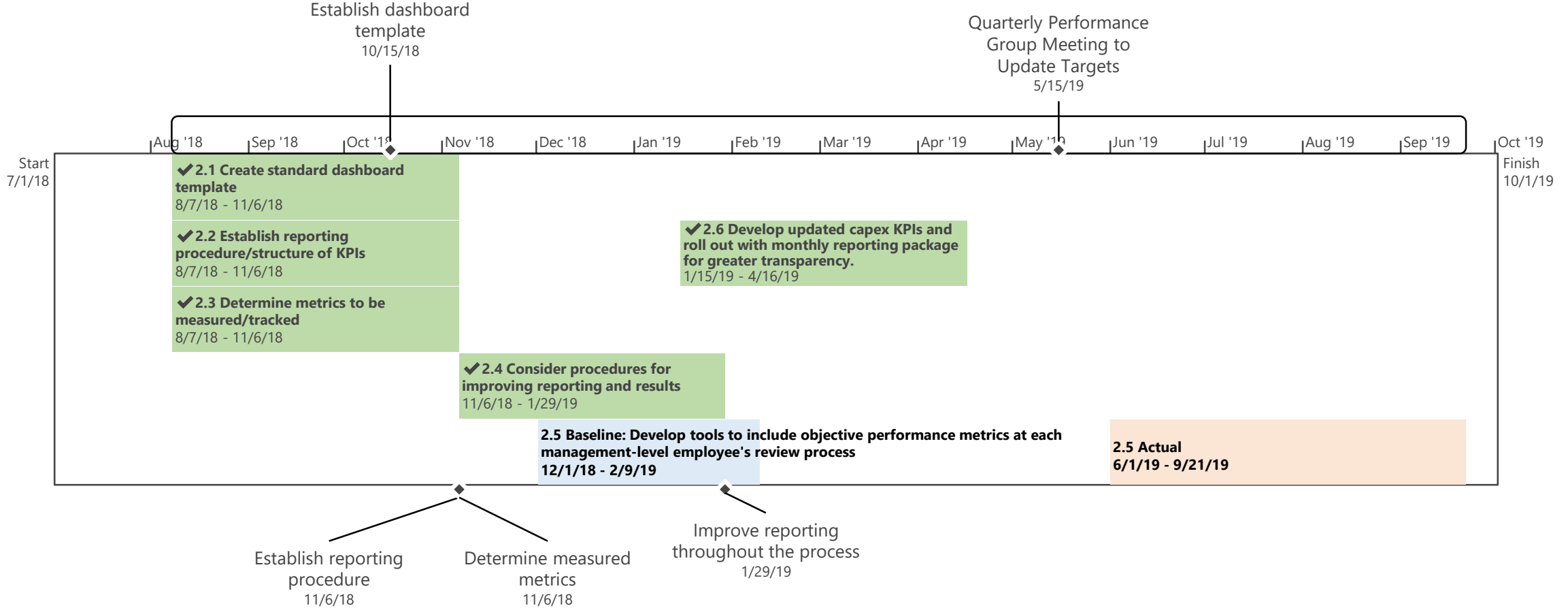


## 2. KPI Detail 8/7/18 - 9/21/19

**Key**

- Actual: Complete**
- Actual: On time**
- Actual: Behind Schedule**
- Plan: On time**
- Plan: Initial**

Shaded gradient reflects percentage of progress

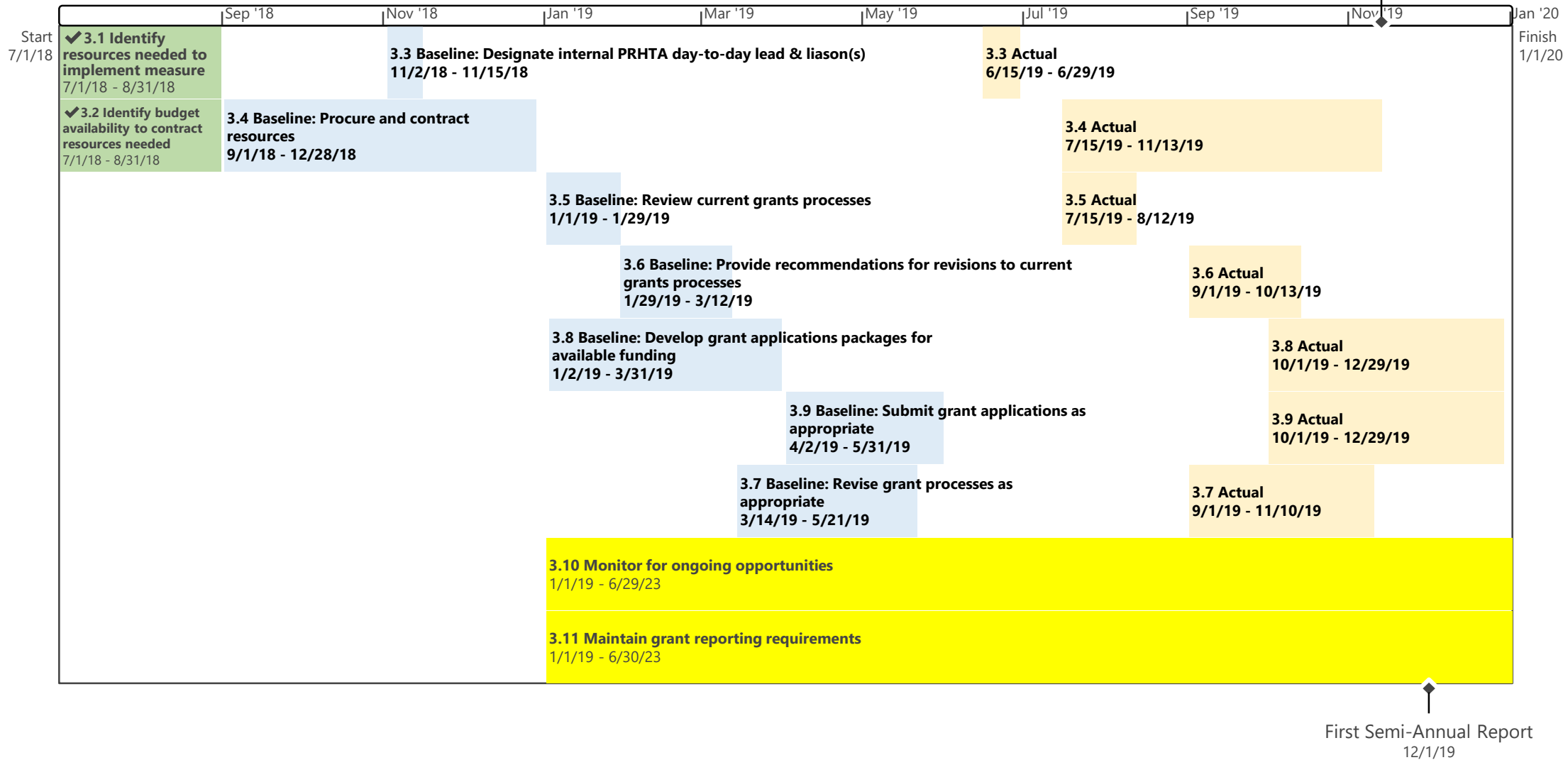


### 3. Discretionary 7/1/18 - 6/30/23

**Key**

- Actual: Complete
- Actual: On time
- Actual: Behind Schedule
- Plan: On time
- Plan: Initial

Shaded gradient reflects percentage of progress

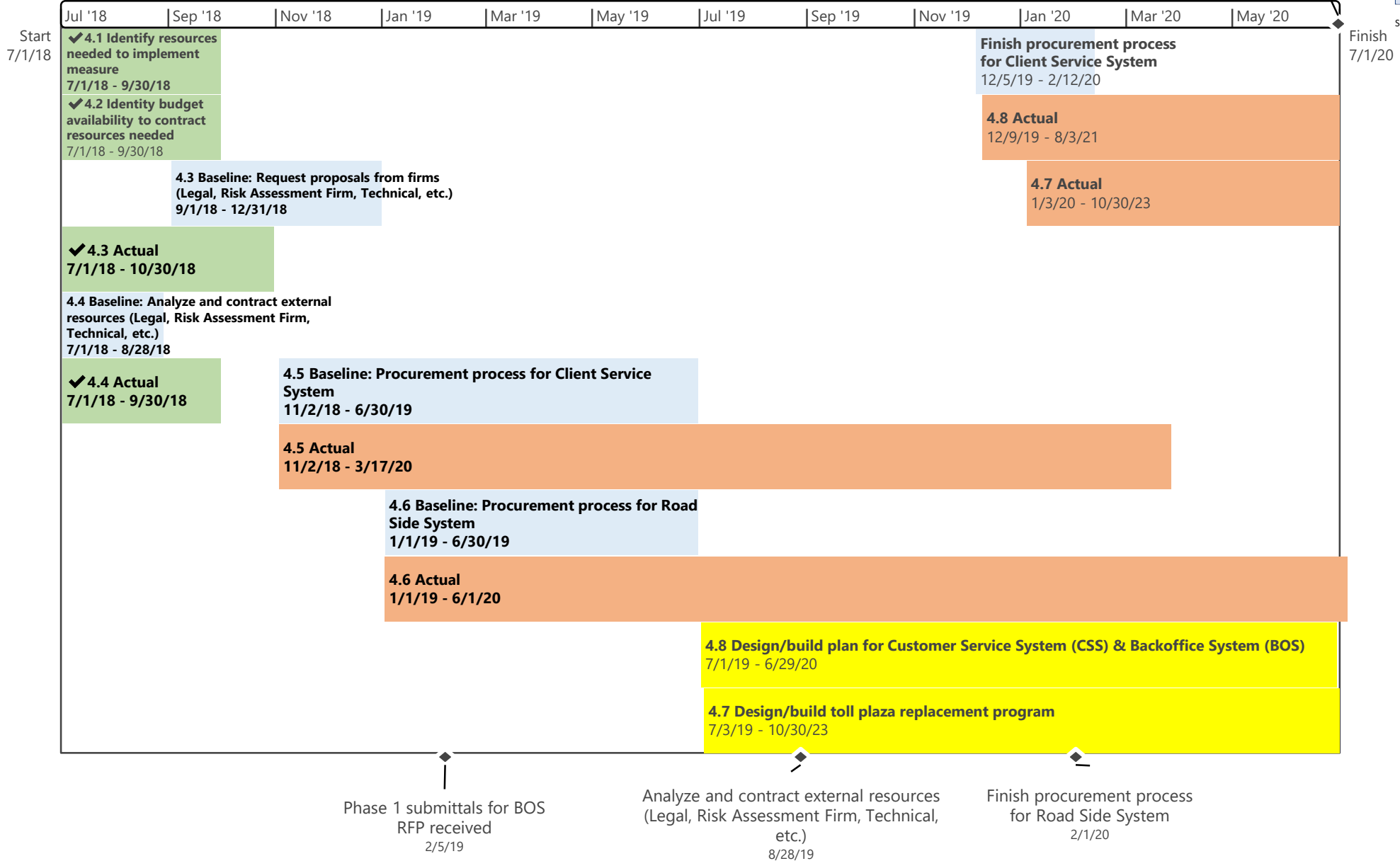


## 4. Toll Optimization 7/1/18 - 10/26/23

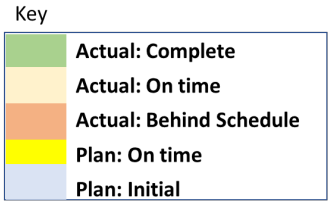
**Key**

- Actual: Complete**
- Actual: On time**
- Actual: Behind Schedule**
- Plan: On time**
- Plan: Initial**

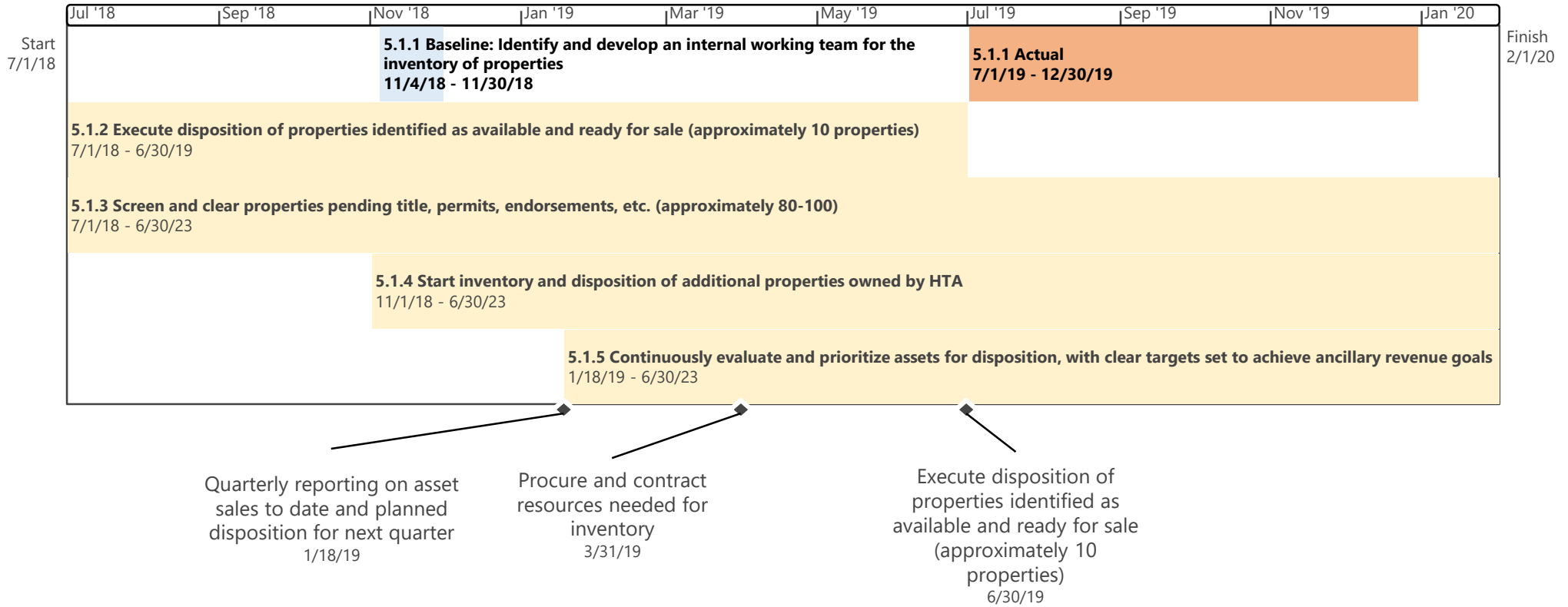
Shaded gradient reflects percentage of progress



## 5.1 Ancillary Revenue: Real Estate 7/1/18 - 6/30/23



Shaded gradient reflects percentage of progress

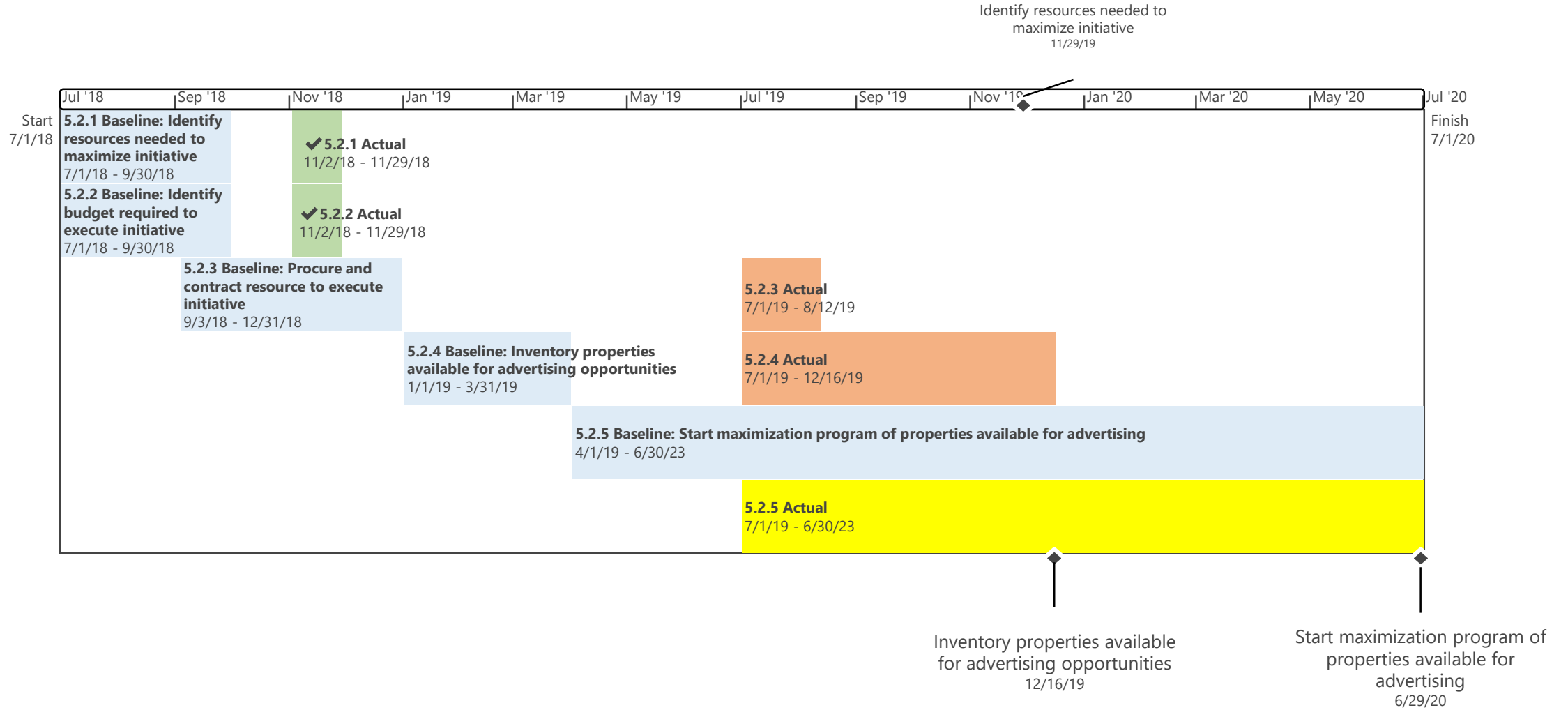


## 5.2 Ancillary Revenue: Advertising 7/1/18 - 6/30/23

**Key**

- Actual: Complete
- Actual: On time
- Actual: Behind Schedule
- Plan: On time
- Plan: Initial

Shaded gradient reflects percentage of progress



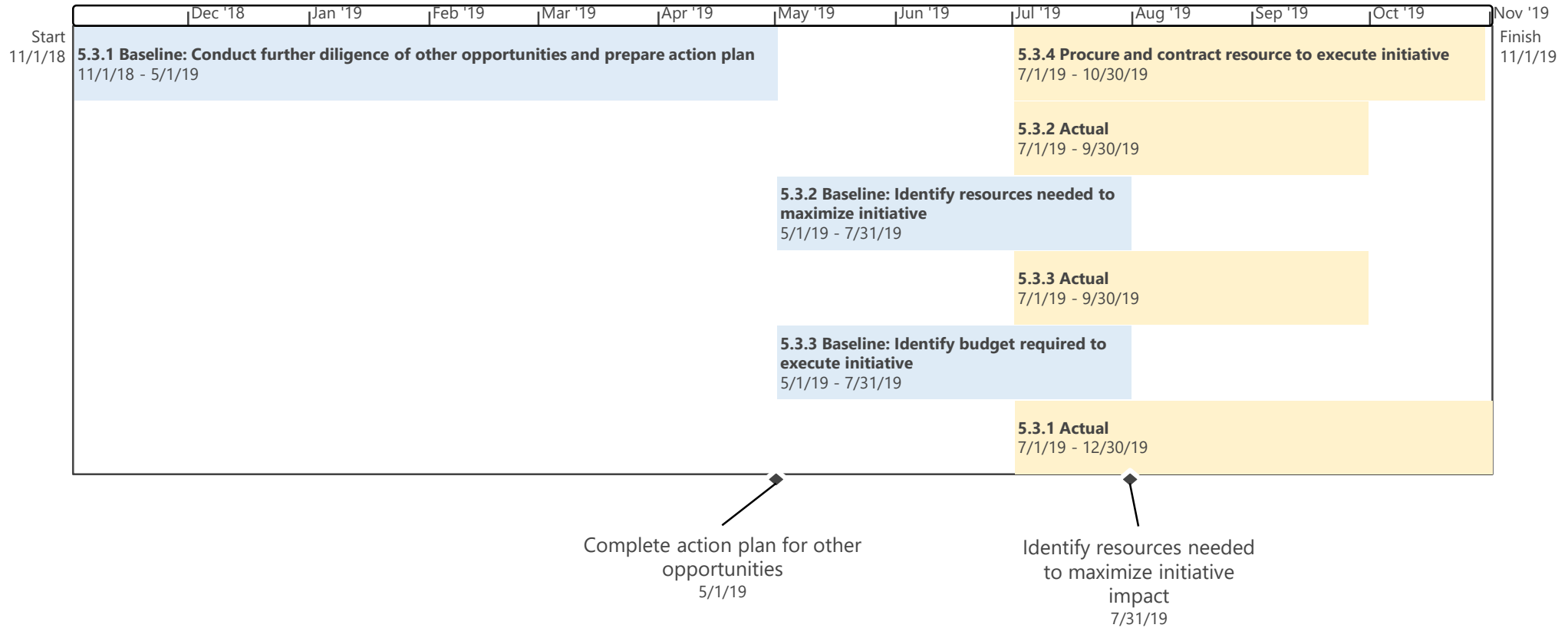


**5.3 Ancillary Revenue: Other**  
11/1/18 - 12/30/19

**Key**

- Actual: Complete**
- Actual: On time**
- Actual: Behind Schedule**
- Plan: On time**
- Plan: Initial**

Shaded gradient reflects percentage of progress

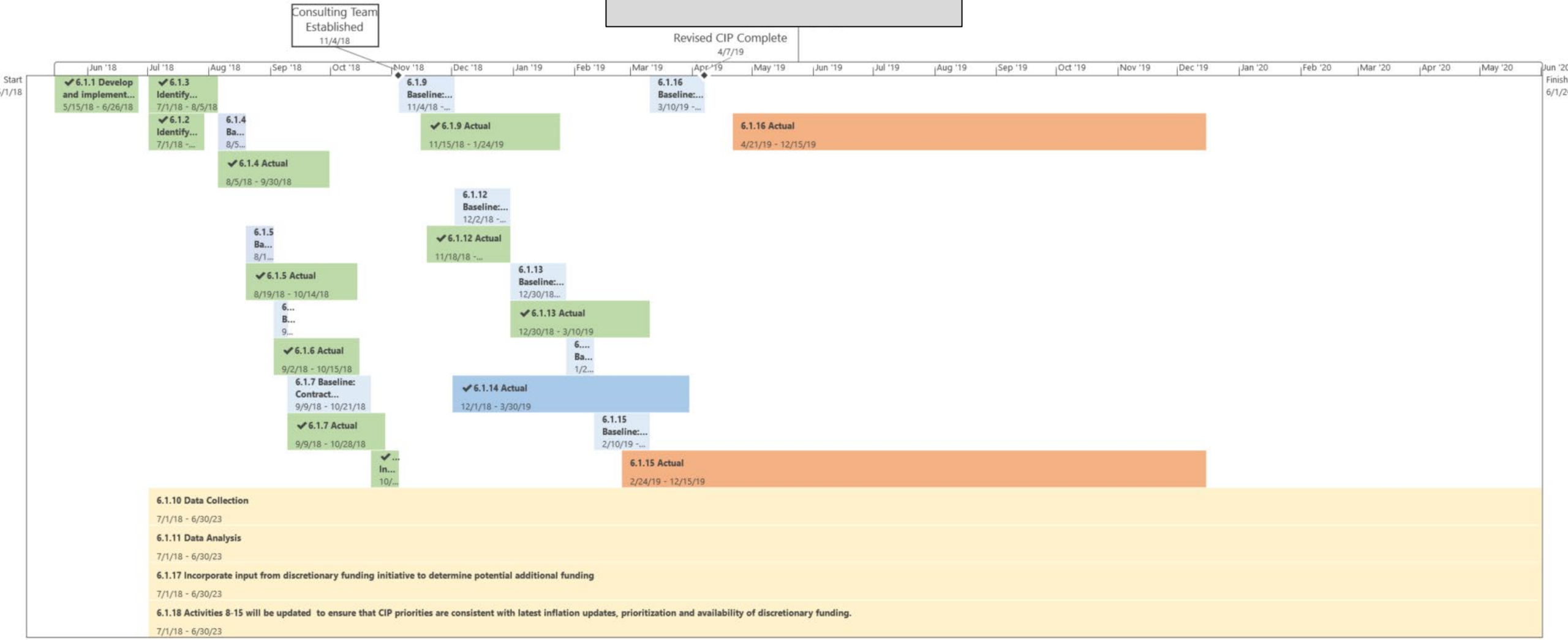


# 6.1 Optimize CIP: Project Prioritization

5/15/18 - 6/30/23

**Key**

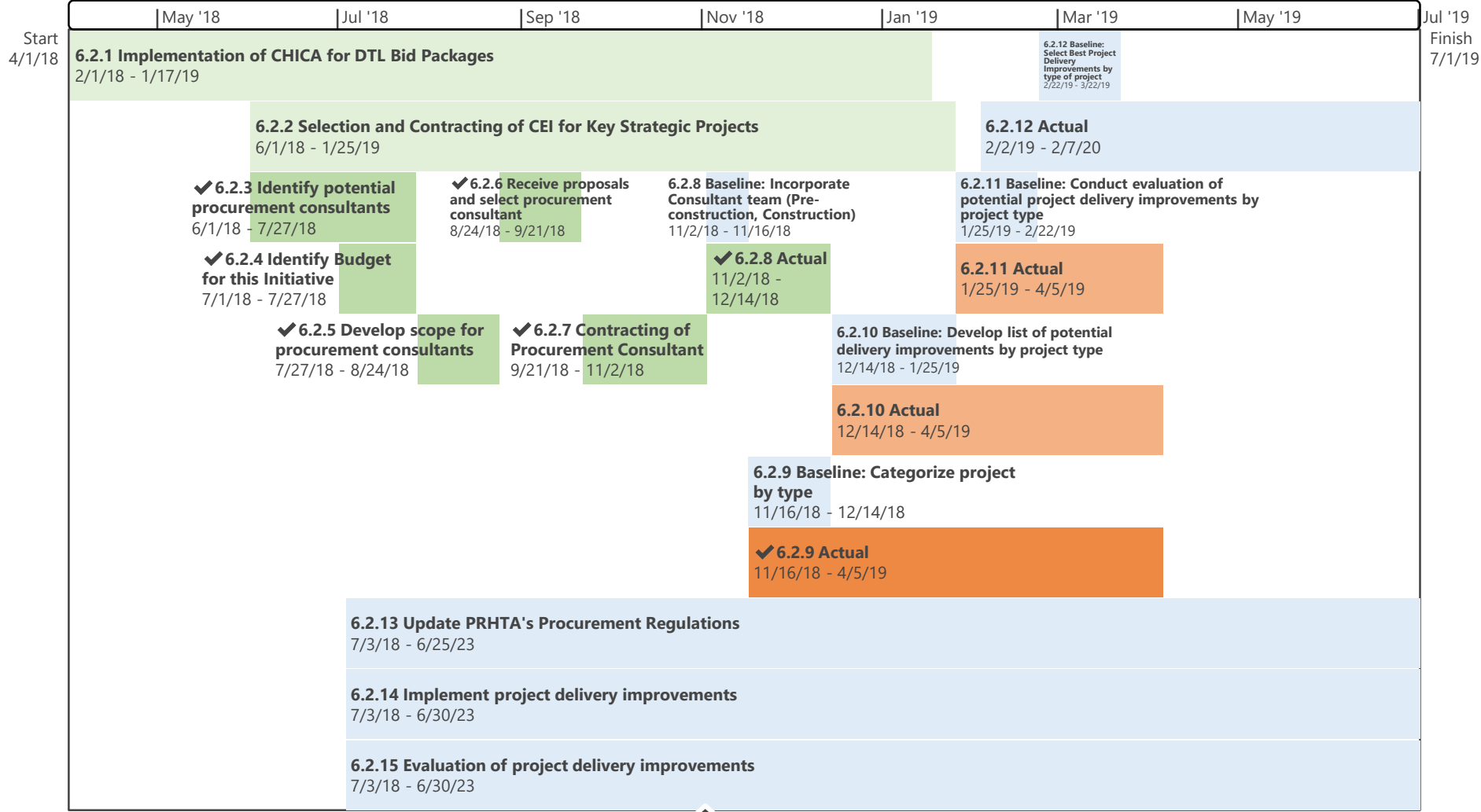
- Actual: Complete
- Actual: On time
- Actual: Behind Schedule



## 6.2 Optimize CIP: Delivery Improvement 2/1/18 - 6/30/23

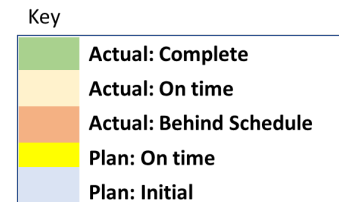
**Key**

- Actual: Complete**
- Actual: On time**
- Actual: Behind Schedule**
- Plan: On time**
- Plan: Initial**



Procurement team contracted  
 11/2/18

Shaded gradient reflects percentage of progress



Shaded gradient reflects percentage of progress

## 6.3 Optimize CIP: Soft Cost Savings 3/1/17 - 6/30/23

Highway Reconstruction  
RFP Developed  
4/12/17

Bridge Rehabilitation RFP  
Developed  
11/4/18

CEI Services RFP Developed  
11/2/18

Traffic Signal Rehabilitation  
RFP Developed  
1/28/19

Start  
3/1/17



Jul '20  
Finish  
7/1/20

**6.3.1 Develop Request for Proposals (RFPs) for Highway Reconstruction including Bridge Preservation[1]**  
3/1/17 - 4/12/17

**6.3.2 Baseline: Develop Request for Proposals (RFPs) for CEI Services**  
6/22/18 - 9/28/18

✓ **6.3.2 Actual**  
6/22/18 - 11/2/18

✓ **6.3.3 Identify budget for this initiative**  
7/1/18 - 7/29/18

**6.3.4 Baseline: Develop Request for Proposals (RFPs) for bridge rehabilitation/replacement program**  
7/1/18 - 11/4/18

**6.3.4 Actual**  
7/1/18 - 4/28/19

✓ **6.3.5 Leverage analysis of costs and write SOW to minimize unneeded efforts while reducing costs**  
7/15/18 - 8/12/18

**6.3.6 Baseline: Evaluation of potential regulations streamlining on non-federal aid roads**  
7/15/18 - 9/9/18

**6.3.6 Actual**  
7/15/18 - 4/21/19

**6.3.7 Baseline: Develop Request for Proposals (RFPs) for Traffic Signal Rehabilitation/update program**  
7/30/18 - 1/28/19

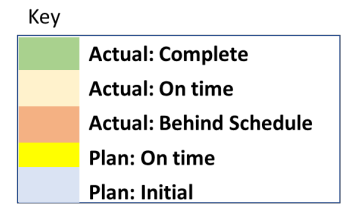
✓ **6.3.7 Actual:**  
7/30/18 - 2/25/19

**6.3.8 Baseline: Revise SOP for Design-Build, focusing on the size and complexity of the anticipated highway infrastructure projects**  
8/1/18 - 11/21/18

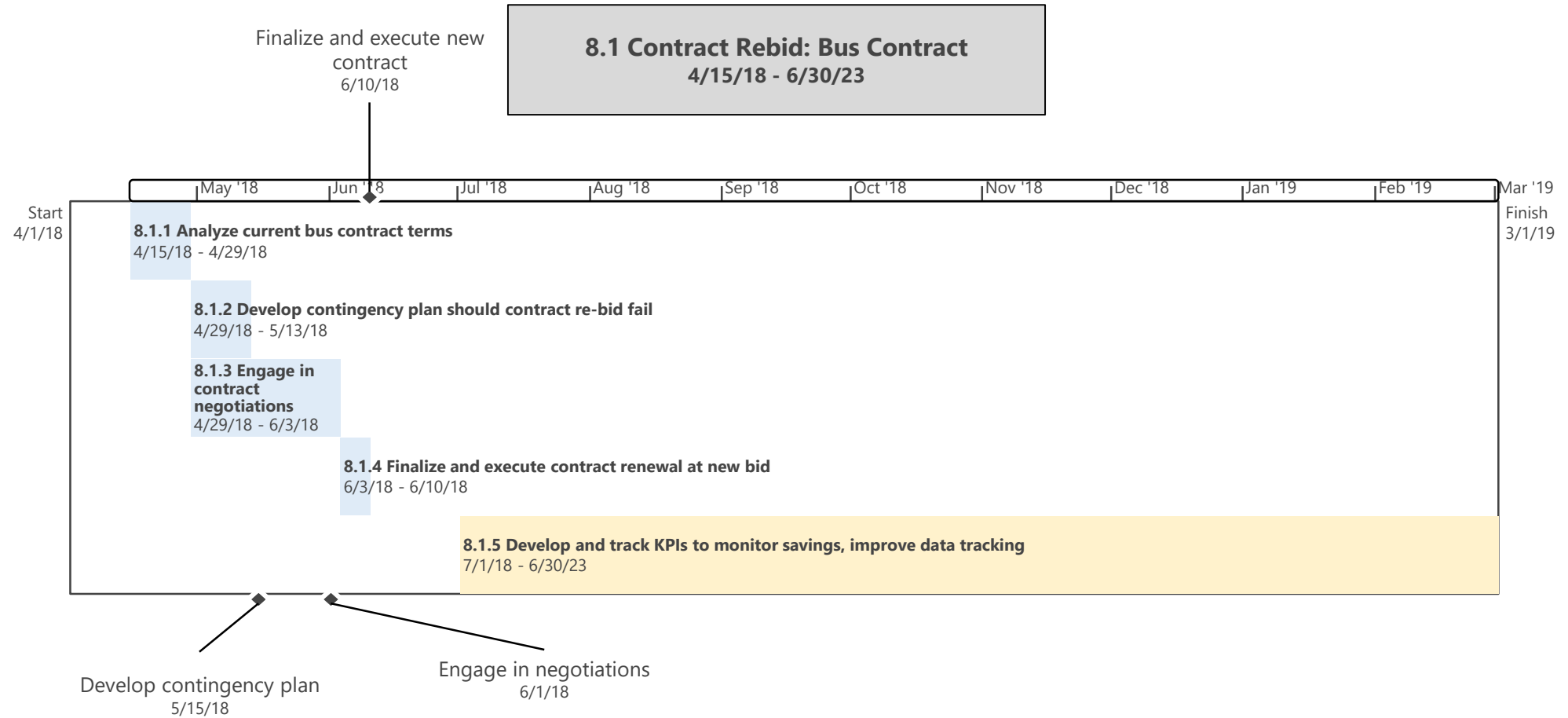
✓ **6.3.8 Actual**  
8/1/18 - 2/27/19

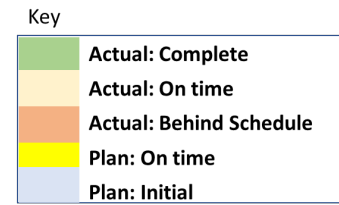
**6.3.9 Revise the pre-construction and construction manuals and other reference documents**  
7/1/18 - 6/30/23

**6.3.10 Continuous monitoring of the results after the procurement negotiation process. Adjustments to the SOPs and RFPs**  
7/1/18 - 6/30/23



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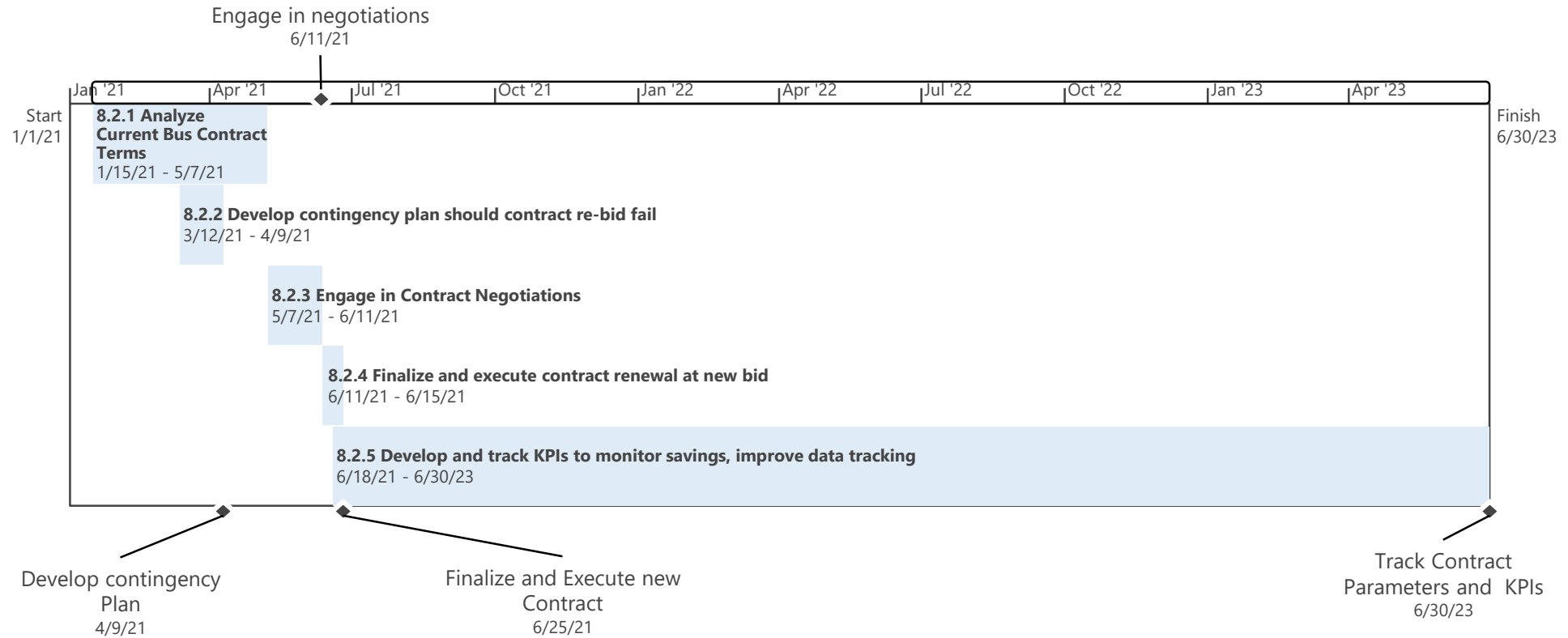




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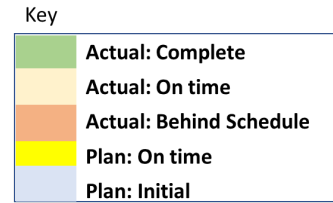
## 8.2 Contract Rebid: Tren Urbano Contract Detail

1/15/21 - 6/30/23

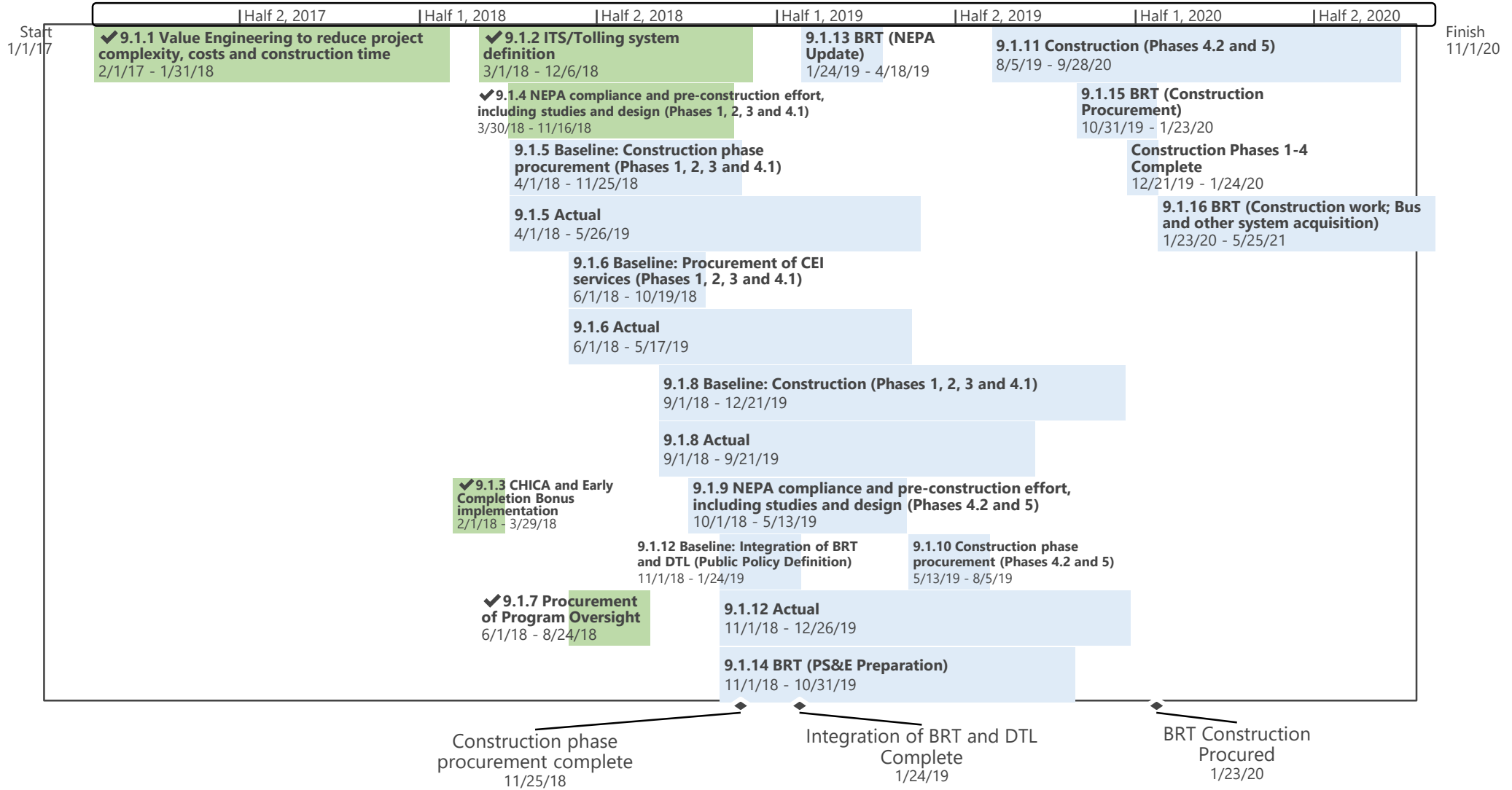


# 9.1 Congestion Management: Implementation of DTL/BRT Detail

2/1/17 - 5/27/21



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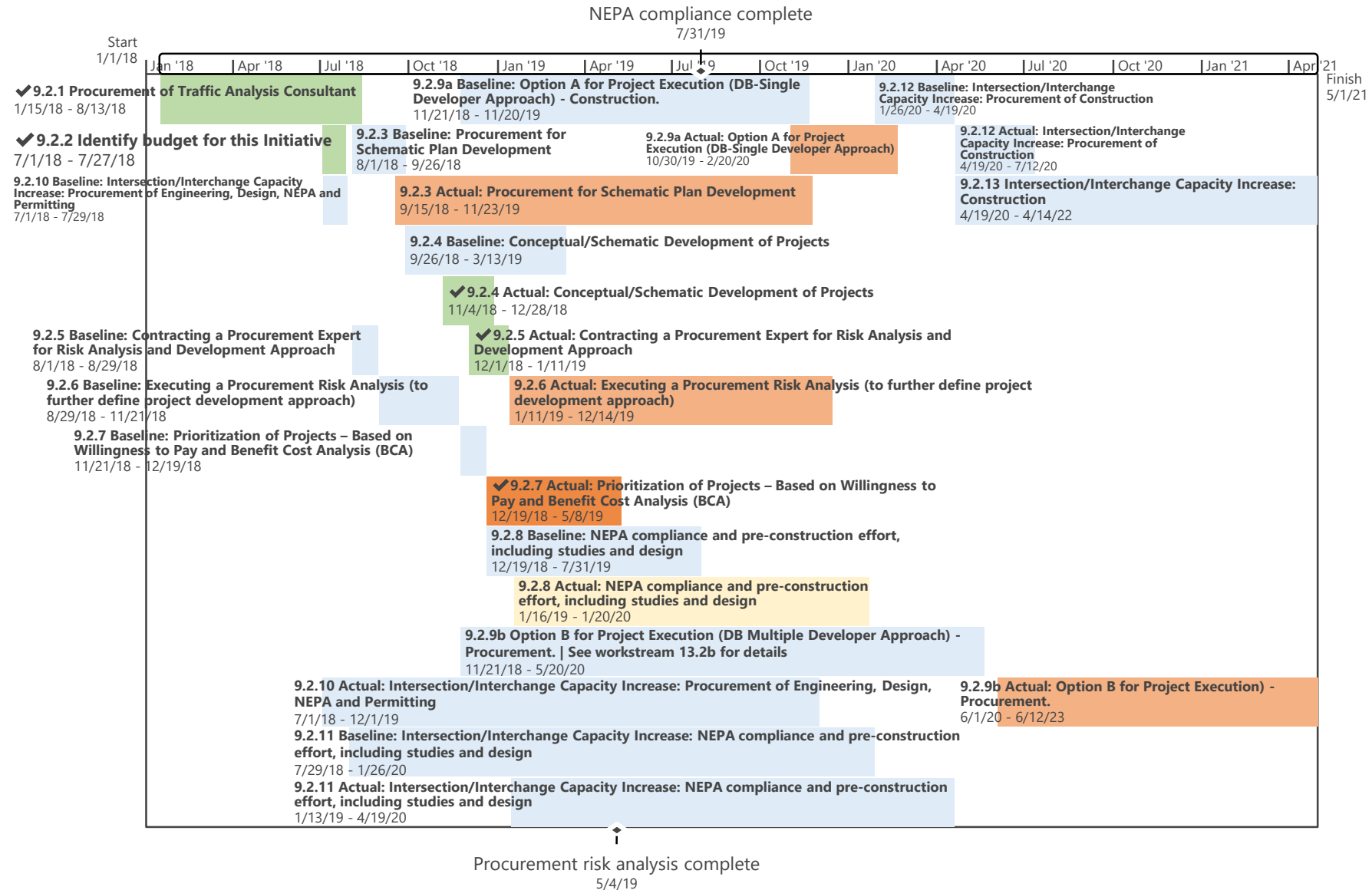


## 9.2 Congestion Management: Viaducts/Intersections Capacity Improvements Detail 1/15/18 - 4/17/22

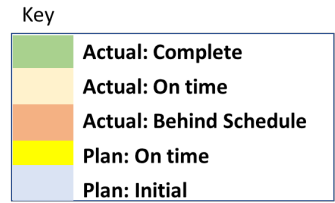
**Key**

- Actual: Complete
- Actual: On time
- Actual: Behind Schedule
- Plan: On time
- Plan: Initial

Shaded gradient reflects percentage of progress

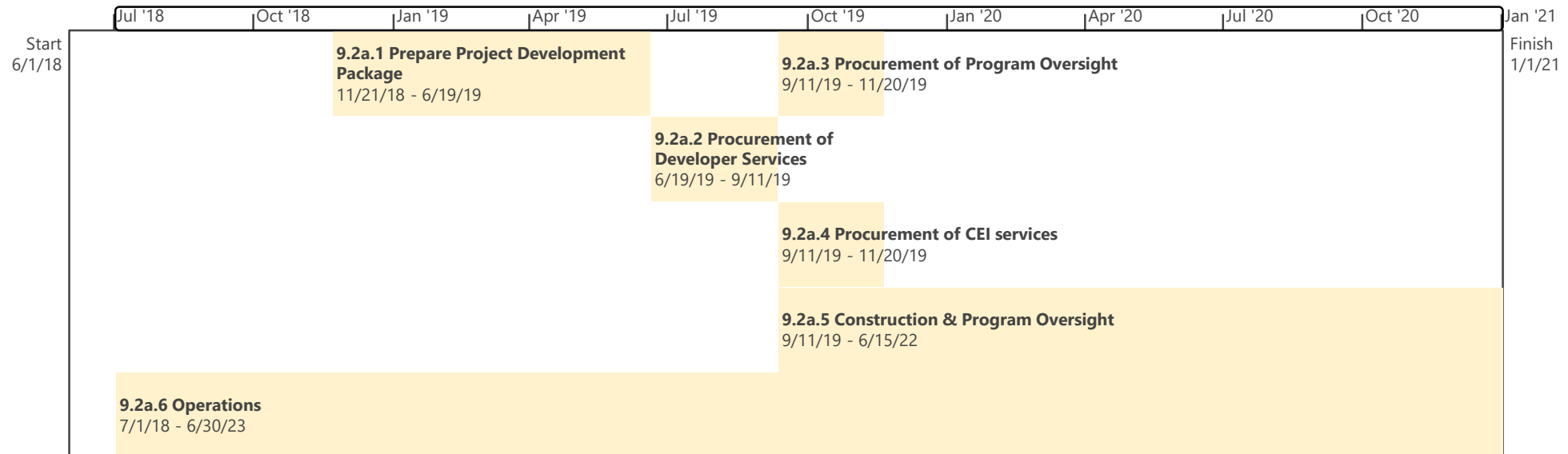


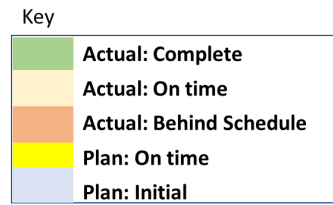




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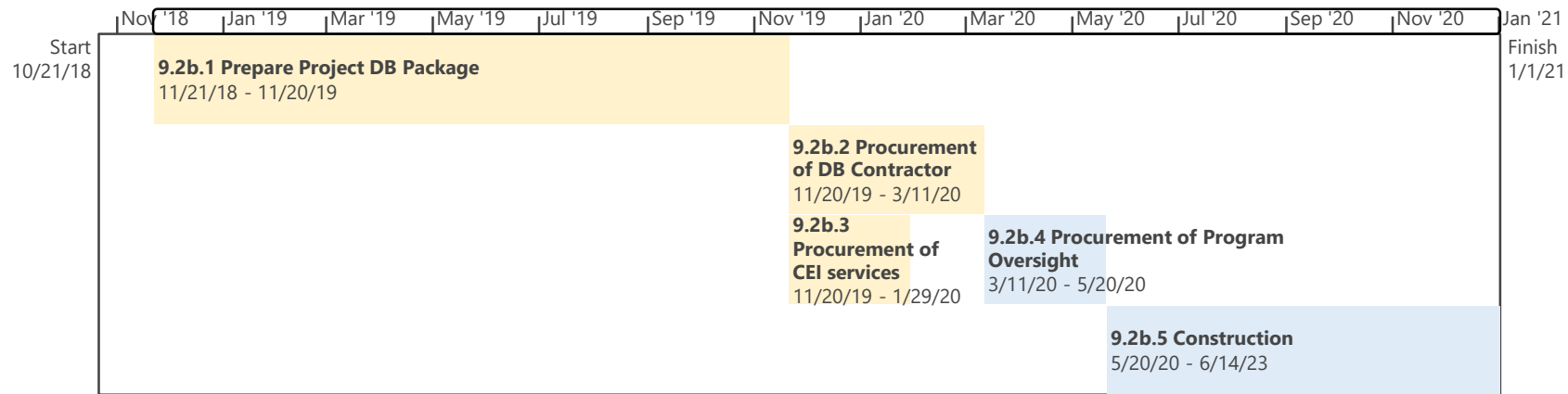
**9.2a Congestion Management: Viaducts/Intersections  
Capacity Improvements Detail**  
7/1/18 - 6/30/23





Shaded gradient reflects percentage of progress

**9.2b Congestion Management-Viaducts & Intersections Capacity Improvements Detail**  
11/21/18 - 6/14/23

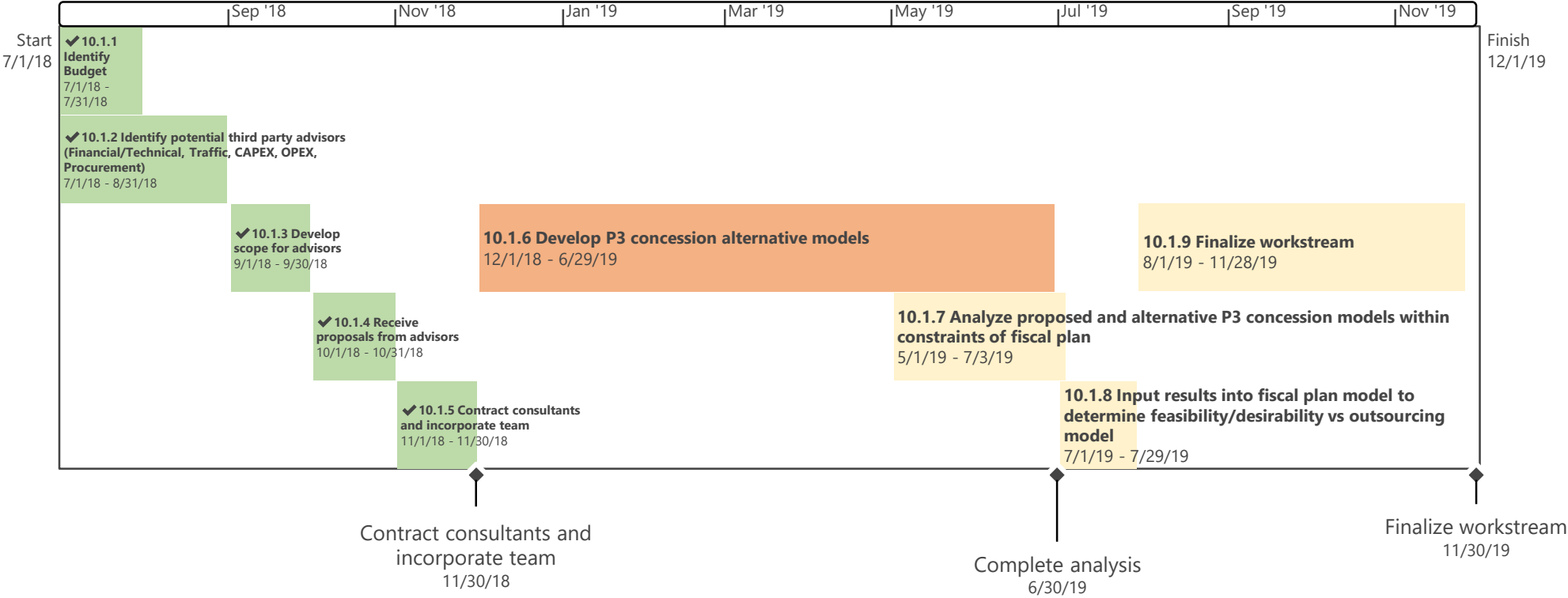


# 10.1 Concessions 7/1/18 - 11/30/19

**Key**

- Actual: Complete**
- Actual: On time**
- Actual: Behind Schedule**
- Plan: On time**
- Plan: Initial**

Shaded gradient reflects percentage of progress



## 11.1 Health Benefit Savings 7/1/19 - 6/10/20

**Key**

- Actual: Complete**
- Actual: On time**
- Actual: Behind Schedule**
- Plan: On time**
- Plan: Initial**

Shaded gradient reflects percentage of progress

