

U.S. ARMY CORPS OF ENGINEERS LATIN AMERICA & CARIBBEAN DISTRICT (SAA)

Hemispheric Reach: A New Era of Engineering

Jacqueline Keiser, PG, PMP
Deputy for Programs and Project Management

Chad Gillan, PE
Deputy for Engineering

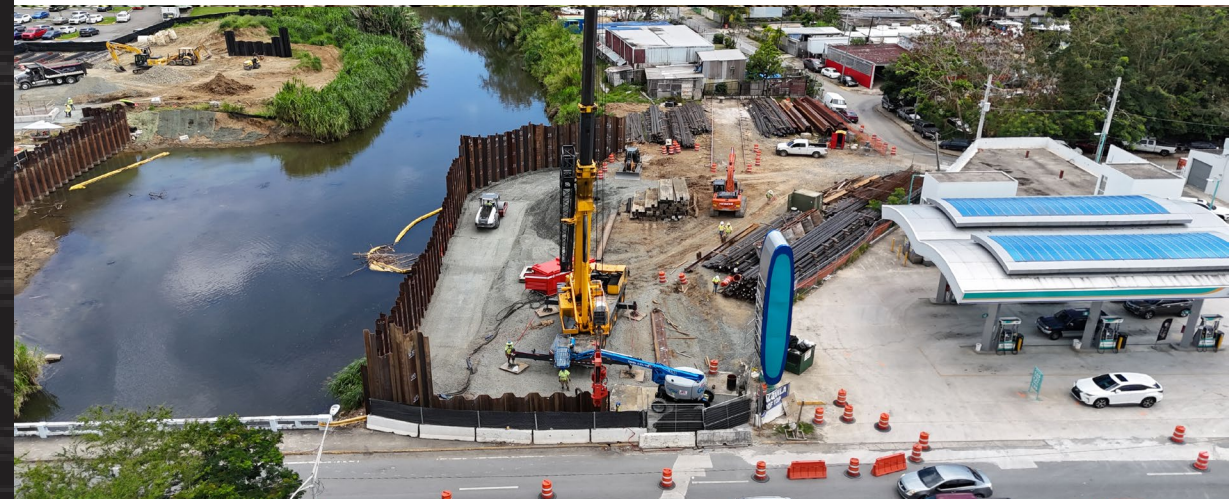
12 August 2026



US Army Corps
of Engineers®



Rio de La Plata, Dorado Bridge Channel Widening and
Scour Protection, and ACBM Toe Key Construction



Rio Puerto Nuevo, Contract 2 – Roosevelt Avenue Bridge

District Redesignation & Transition



ONE TEAM
ONE MISSION

Agenda:

- District Status
- The Evolving Landscape
- Program Reviews: Civil Works, MIL, IIS, LATAM
- Construction Contract Opportunities
- Engineering Update and Opportunities (Gillan)

🚩 District Redesignation

On **June 23, 2026**, the Caribbean District transitioned to the **Latin America and Caribbean District (SAA)**, dramatically broadening our geographic AOR and hemispheric reach.

👤 Command



Under new leadership with **LTC Nathaniel Weander** assuming command, SAA is orienting to an unprecedented workload during a compressed timeline.

LOCATIONS

HQ: San Juan, PR
CONUS: Jacksonville, FL
Field Offices: Varied



EVOLVING PARTNERSHIP OF UNPRECEDENTED SCALE



PAST

1907

District Office in New York

1942

Moved to San Juan

1950

Moved under Jacksonville District

Era of:

- Panama Canal Authority
- Extensive studies evolve to 3x3x3

RECENT

2023

Task Force VIPR

2024

CARIBBEAN DISTRICT
AUTHORIZED

2025

Fully Operational

Era of:

- BBA 2018 & other Supplemental
- Cost increases

PRESENT

2026

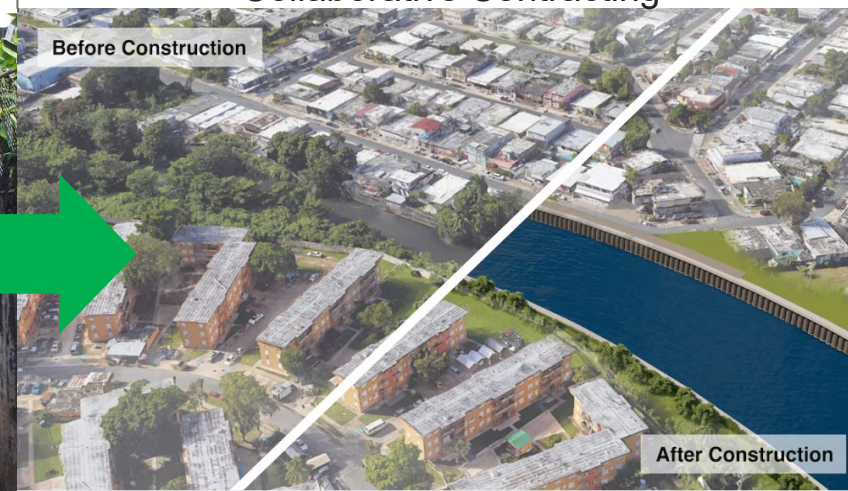
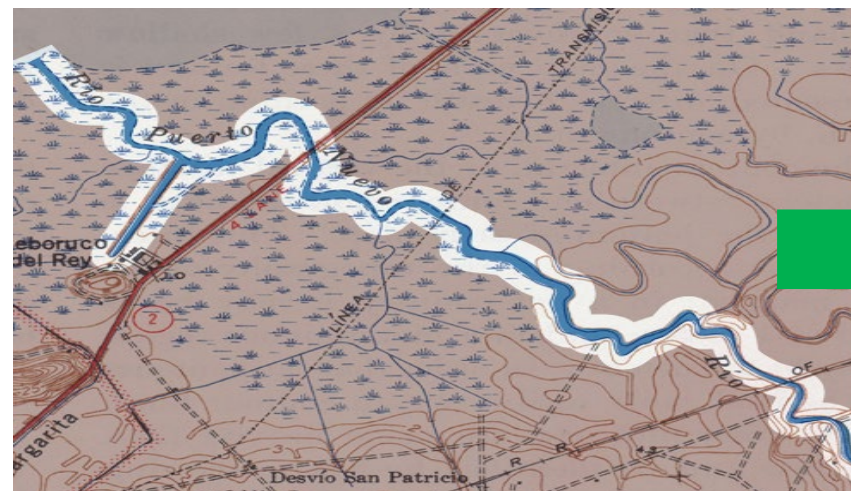
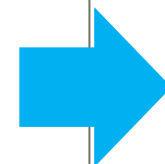
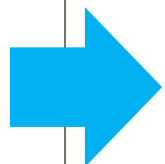
LATIN AMERICA & CARIBBEAN
DISTRICT

- Newest & Smallest District
- Most Diverse Portfolio
- Largest AOR

7M Square Miles
33 Partner Nations
2 US Territories

Era of:

- BINP
- Rescoping
- Collaborative Contracting



Rio Puerto Nuevo pre-1950

Rio Puerto Nuevo today

Future Rio Puerto Nuevo



THE EVOLVING LANDSCAPE: NEW DISTRICT/NEW PRIORITIES/NEW REALITIES



BUILD INFRASTRUCTURE, NOT PAPERWORK (BINP)– Just do it

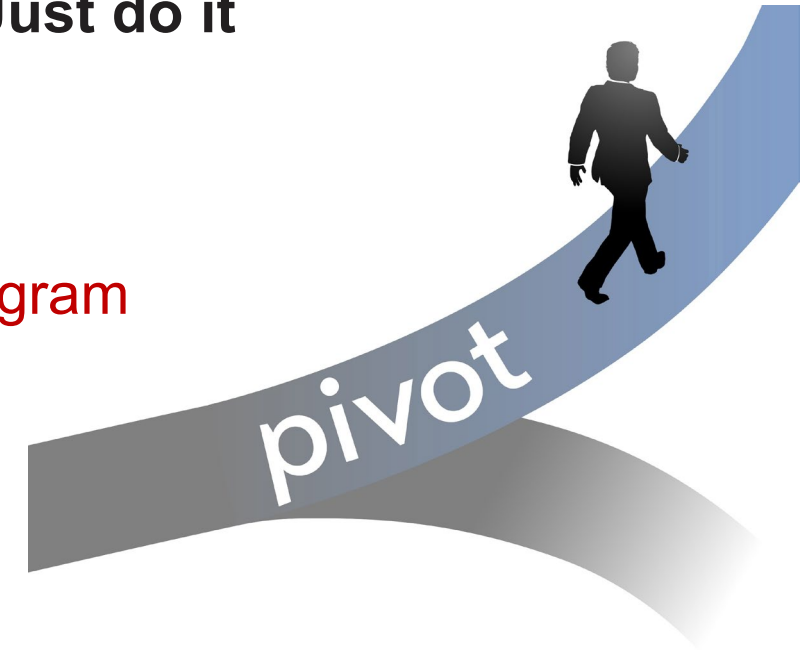
- Risk informed decision making at every level
- Regulatory updates
- Streamline processes & coordination

RESULTS - Breakthroughs with FEMA/HUD/DOE on IIS program

COST IS NOT NEGOTIABLE – no excuses

- Plan slow, execute fast
- Rescope to reduce cost
- Collaborative contracting
- Requirements focus
- NFS inputs
- Collaboration to find efficiencies

RESULTS – Economic updates and rescoping to budget or deferral, consider less robust designs. Contract strategy innovations. This has had significant impact on pending AE design contracts.





GETTING IT DONE – WE DEPEND ON INDUSTRY



SAA BANG FOR THE BUCK! LEVERAGING INDUSTRY & TO DELIVER

\$15B Program/165 Employees=
~\$94M Program load per employee

>\$2B construction through 2026/\$40M USACE labor=
2% USACE/98% Industry





THE FOUNDATION: CIVIL WORKS



DESIGN / CONSTRUCTION

Aquatic Ecosystem Restoration (AER)

Caño Martin Peña

Flood Risk Management (FRM)

Rio de la Plata (FRM – BBA 2018)

Rio Grande de Arecibo (FRM – BBA 2018)

Rio Puerto Nuevo - (FRM – BBA 2018)

Rio Guanajibo - (FRM – BBA 2018)

Rio Nigua - (FRM – BBA 2018)

Rio Grande de Manati - (FRM - DRSAA)

Rio Culebrinas - (FRM - DRSAA)

Rio Guayanilla - (FRM - BIL)

Savan Gut Phase II - (FRM - BIL)

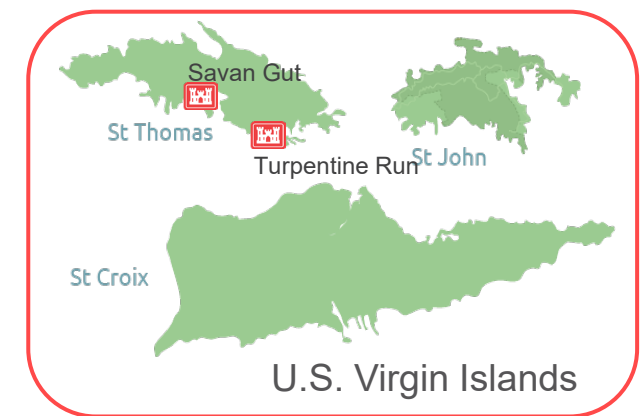
Turpentine Run - (FRM - DRSAA)

Coastal Storm Risk Management (CSRM)

San Juan Metro (CSRM)



- Program Value > \$10B
****SUBJECT TO AVAILABILITY OF FUNDS





MILITARY CONSTRUCTION (MILCON) AND INTERNATIONAL AND INTERAGENCY SERVICES (IIS) PROGRAM



MILITARY CONSTRUCTION

FTB: Army Family Housing

PRARNG: Camp Santiago JTC

DoDEA: New Antilles M/H Schools

VIARNG: STT Vehicle Maintenance Shop

VIARNG: STX Civil Support Facility

VIARNG: STX Vehicle Maintenance Shop

ERCIP: Puerto Nuevo USAR Solar Array

INSTALLATION READINESS

DoDEA: PA Systems Upgrade at FTB & Ramey

DoDEA: Ramey Electrical Repairs

FTB: Sanitary Sewer Evaluation Study

FTB: Rainwater Harvesting Maintenance

INTERNATIONAL & INTERAGENCY

Guajataca Dam Permanent Repairs

PREPA Water Assets Support

Patillas Dam Seismic Retrofit Pre-Award Support

PREPA Power

Dominica Material Testing Lab

DOMREP: REE Section 607

Coming soon: COR 3 Flood Risk Reduction

NEW: FUDS (1 OCT)



Bahamas
Bermuda
Puerto Rico
U.S. Virgin Islands
Aruba
Antigua and Barbuda
Barbados
Cuba
Curacao
Dominica
Dominican Republic
Grenada
Haiti
Jamaica
Saint Kitts and Nevis
Saint Vincent & the Grenadines
Saint Lucia
Trinidad and Tobago

Others in the AOR:

- CESAC – 81st RD, DVA Minors
- CELRL – USAR
- CESAS – DODEA, DVA Majors
- Other Districts Enterprise Assigned

Program Value > \$5-7B
Significant projected growth



GUAJATACA DAM



FORT BUCHANAN ARMY FAMILY HOUSING



MOMENTUM: ACTIVE CONSTRUCTION >\$700M*



MILITARY / IIS	Current Contract	Contractor
Puerto Rico Army National Guard Camp Santiago Joint Training Center / Salinas, PR	\$291M	4 Contractor JV
USVI National Guard Vehicle Maintenance Shop Additional / Alternation	\$3.5M	Advantix Engineering Corp
Army Family Housing / Fort Buchanan, PR	\$31M	Design Build, LLC
Army Reserve Center, Operations Building / Ft Buchanan, PR	\$29.6M	Conti Federal Services, LLC
Ft. Buchanan AST Barracks	\$22.3M	F&R Construction Group
LTC Herman G. Pesquera ARC Micrigrid / Juana Diaz, PR	\$16.9M	Parsons Government Services, Inc.
Ramey ARC Microgrid / Aguadilla, PR	\$16.7M	RQ-Lord JV
Army Reserve Energy Resilience and Conservation Investment Program (ERCIP) / Puerto Nuevo, PR	\$9.6M	Teksol Integration Group, Inc.
Multiple DODEA and MIL-O&M Projects / Various, PR	\$13.6M	Teksol Integration Group, Inc.
81st RD O&M Support – multiple contracts	\$6.4M	Multiple contractors
National Park Service, San Fernando Bastion Slope Stabilization	\$13.1M	NOVEL Construction, LLC
CIVIL WORKS	Current Contract	Contractor
Rio Puerto Nuevo, Roosevelt Bridge	\$150.7M	Ferrovial Construccin PR, LLC
Rio Puerto Nuevo, Contract 3	\$1B	Ferrovial Construccin PR, LLC
Caño Martin Peña Ecosystem Restoration, Western Bridges Scour Protection	\$14.7M	Novel Construction PR, LLC
Caño Martin Peña Ecosystem Restoration, Contract 3 Phase I, Excavation and Stabilization Project	\$57.4M	Novel Construction PR, LLC



Camp Santiago Joint Training Center



Rio Puerto Nuevo, Roosevelt Bridge



CENTRAL & SOUTH AMERICA PROGRAM

Program Manager: Milan Mora, PE

IOC: 23 June FOC: 30 September

-WORK IN PROGRESS-

We are THE SOUTHCOM District

-33 Countries/13 with active contracts

-151 Active projects, >66 scheduled awards

-Multi-billion dollar program of National priorities

+17 Foreign Nationals

+2 Army Majors

+2 in-country PMs (Panama, Guatemala)

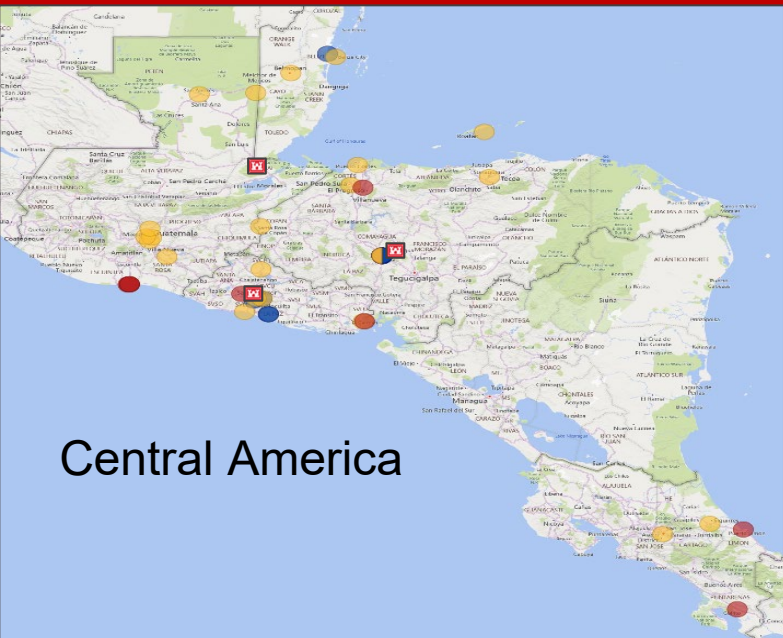


SOUTHCOM Imperatives:

- Strengthen Hemispheric Command & Control
- Defeat Designated Terrorist Organizations
- Develop & Field Cost Effective Modern Forces
- Secure Strategic Key Terrain



Latin America & Caribbean District Support to the SouthCom AOR



Central America



Panama



South America



Caribbean

Program	# of Projects	Type of Work
MILCON/O&M	77	Barracks, Aviation Fuel Storage, VMS, Hangar, CSJTC Battalion BG, Schools, NAMRU
Title 22 (FMS/FMF/607)	31	Barracks, Fuel Farm, VMS, Hangar, Boat Fac, Maint Fac, Piers, Training Tower, Ports, support bldgs, Rare Earth Elements
Title 10 Security Assist (HAP, 333, BPC, CN, ERC)	85	EOC, schools, health clinics, fire stations, potable water supply
MOU	4	Counter Narcotics (INL). Water resources technical support (ACP), Materials testing lab (DOM)
TOTAL	196	



Collaborative Delivery Methods

To streamline execution under the **Building Infrastructure, Not Paperwork (BINP)** mandate, SAA is pivoting to collaborative contracting models:

🚧 Design-Build & DB to Budget

Consolidating designer and builder under a single contract. Speeds up delivery by allowing construction to start before design is 100% complete.

🚧 Progressive Design-Build (PDB)

Contractor is hired early to co-develop design and pricing in Phase 1, with a smooth off-ramp or transition to Phase 2 construction.

Federal Acquisition Regulation (FAR) and Other Transaction Authority (OTA)

OTA sits outside FAR procurement rules but is increasingly explored for construction-related efforts tied to innovation **and is authorized for MILCON**. OTAs give more flexibility in negotiating terms but it's not USACE's everyday tool (yet) for building projects. Any delivery method can be FAR or OTA, except PDB must be OTA.

🚧 Integrated Delivery & Construction (IDaC)

A pain-share/gain-share model uniting USACE, designer, and builder as one team from day one. Ideal for high-complexity, rapid rollouts.

If you have strong in-house design capability (or a solid design partner) → DB, DBtB, PDB, and IDaC all reward firms that can offer both design and construction under one roof. These will become much more common. ss.

🚧 Construction Manager at Risk

The builder serves as a paid advisor during the design phase to optimize cost, scheduling, and constructability, then transitions to general contractor.

If you're a strong builder but not a designer → CM@Risk lets you get involved early as a construction advisor before committing to a fixed price, a lower risk than jumping straight into a lump-sum bid.

The earlier your firm can get involved in a project (PDB, IDaC, CM@Risk) instead of just bidding at the end (DBB), the more influence you have over cost, schedule, biddability. You also become a more valuable teaming partner.



CARIBBEAN

FY26-FY28 CONSTRUCTION CONTRACT

CONSTRUCTION				
PROJECT NAME	MAGNITUDE OF CONSTRUCTION	ACQUISITION STRATEGY	SOLICITATION TYPE	STATUS
Rio de la Plata (Contract 1)	\$250M - \$500M	BVTO	Unrestricted	Advertised
Rio de la Plata — Super Aqueduct Relocation	\$25M - \$100M	BVTO	Unrestricted	RTA Q2 FY27*
Rio de la Plata-Contract 3	\$100M-\$250M	BVTO	Unrestricted	FY 28*
Rio Puerto Nuevo (Contract 1)	\$100M - \$250M	TBD	TBD	RTA Q1 FY27*
Power: Freedom Line	\$20-\$50M	TBD	TBD	FY27
Power: Vegetation Removal	TBD	TBD	TBD	TBD
Guajataca Dam – Early work features	\$10M to \$100M	DB	TBD	RTA Q2 FY27
Guajataca Dam – Main Dam Features	\$500M to \$1.5B	TBD	TBD	FY28
Antilles Middle High School	\$100M - \$250M	DBB	TBD	RTA Q2 FY28

* Pending availability of funds

Re-evaluation/Rescoping:

Arecibo Contract 2

Rio Guanajibo

Rio Nigua

Rio Puerto Nuevo Contracts 4-7

Rio Culebrinas

Turpentine Run

Estate La Grange

Upcoming/Pending Projects

Guayabal Dam

Patillas Dam

PREPA water resource actions

FUDS Projects

COR3 Flood Risk Priority Projects



LATIN AMERICA FY 26-FY28 CONSTRUCTION CONTRACTS

Multi-Billion Portfolio

13 Active Countries

>70 Contracts Scheduled through FY28

Panama: Multi-billion, major contracts next several years

Peru: Mega Harbor Construction

Honduras: 15 projects: Soto Cano Base Upgrades

Columbia: Humanitarian assistance: 13 projects
(Schools, water systems)

Argentina & Chile: 5 Tactical projects

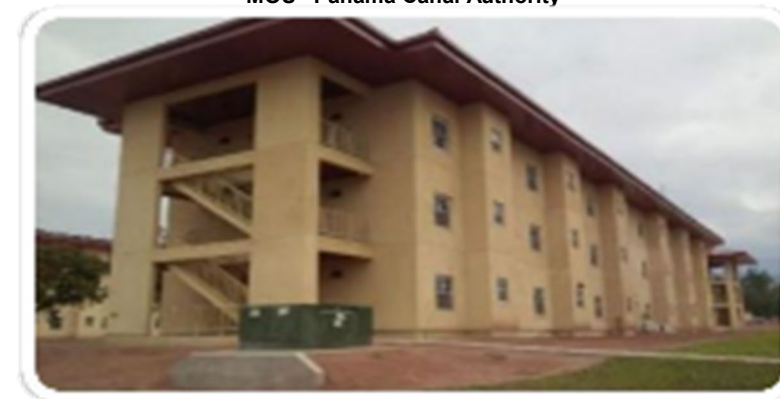
El Salvador and Ecuador: 6 projects
(Navy piers, hangar support)

Guatamala: Road, Port, Rail support

Other: Suriname, Guyana, Costa Rica



MOU –Panama Canal Authority



MILCON – Barracks ASA Soto Cano. HON



Mobile District will make awards through 30 September at which time SAA is fully Operationa. SAA will continue to use Mobile District tools while we develop our own

Additional details: Website and October New Orleans JETC brief



CURRENT INDEFINITE DELIVERY CONTRACTS

Contract Title	Contract Capacity	Contract Ends	Scope
AE Antilles Survey MATOC	\$30,000,000	3-Jan-28	AE Survey Services in Caribbean
Central America Construction MATOC	\$99,000,000	11-Jul-31	DB-DBB Construction in Central America
Soto Cano Construction SATOC	\$15,000,000	11-Jun-30	Minor Construction at Soto Cano Air Base, Honduras
Cooperative Security Location Comalapa SATOC	\$5,000,000	17-Sep-30	Minor Construction in El Salvador
Peru Construction SATOC	\$20,000,000	21-Sep-29	Minor Construction in Peru
Program Support Services BPA	\$25,000,000	27-Feb-30	Technical/Scheduling Services
AE LATAM MATOC	\$30,000,000	29-Jun-29	AE Design Services in Latin America
South America Construction MATOC	\$49,000,000	31-May-28	DB-DBB Construction in South America



SAA A/E & Construction SVS Opportunities

Title	Est. Contract Capacity	Est. Advertise Date	Scope
General Construction MATOC	\$250,000,000	Sep-Oct 2026	DB-DBB Construction Puerto Rico / USVI
Water and Power Infrastructure MATOC	\$99,000,000	Sep-Oct 2026	DB-DBB Construction Puerto Rico
Latin America AE Design MATOC	\$49,000,000	TBD	AE Design Services Latin America
Caribbean AE Design MATOC	\$249,000,000	In Selection	AE Design Services Puerto Rico / USVI
Quality Assurance Services	\$34,000,000	TBD	Construction QA Puerto Rico / USVI
AE Survey MATOC	\$30,000,000	TBD	AE Survey Services Puerto Rico / USVI

Note: SAA AE momentum change in performing task orders



OUR COMMITTMENT



One Team, One Mission!

Caribbean District “Business With Us” website

<https://www.saa.usace.army.mil/Business-With-Us/Small-Business/>

Caribbean District Small Business Chief

Mariano Torres Feliciano

Phone: 787-220-0225

Email: saa-sb@usace.army.mil