



PUERTO RICO PORTS AUTHORITY

Rebuilding & Advancing Puerto Rico's Aviation and Maritime Infrastructure

Norberto Negrón Díaz, Esq.
Executive Director

Puerto Rico AGC Transportation Forum & Luncheon | May 28, 2026





PRPA Infrastructure & Strategic Vision

Mission: Develop, operate, and oversee Puerto Rico's air and maritime transportation infrastructure, supporting economic development through passenger mobility, international trade, tourism, and logistics.

Vision: Transform Puerto Rico into a world-class air and maritime gateway by modernizing port and airport infrastructure, strengthening resilience, and advancing operational excellence—positioning Puerto Rico as a strategic hub connecting the United States, the Caribbean, and Latin America.

PRPA Infrastructure Network



Maritime Facilities

Cruise and cargo ports including Old San Juan and Isla Grande cruise piers, plus cargo ports in San Juan, Puerto Nuevo, Tallaoba, Guayanilla, Guánica, Yabucoa, and Arecibo.



Airport Facilities

Regional airports across the island plus Luis Muñoz Marín International (SJU), Puerto Rico's primary aviation hub.



Administrative and Support Facilities

PRPA administrative buildings and operational support across the network.



Strategic Priorities



Resilience and Disaster Recovery—Strengthen port and airport infrastructure to withstand natural hazards and climate risks while advancing operational reliability.



Economic Development—Support tourism, cargo logistics, and industrial growth through modern maritime and aviation infrastructure.



Connectivity and Competitiveness—Expand regional and international connectivity to position Puerto Rico as a competitive Caribbean and Americas gateway.



PRPA’s strategic investment plan for the Puerto Rico Pier Network focuses on modernizing maritime infrastructure, strengthening resilience, and enhancing the island’s capacity to support cargo operations, cruise tourism, and economic development.

Strategic Priorities

- ✓ **Infrastructure Modernization:** Modernize cargo and passenger facilities to meet international operational standards.
- ✓ **Resilience and Infrastructure Hardening:** Strengthen maritime infrastructure for reliability, continuity, and natural-hazard preparedness.
- ✓ **Tourism and Cruise Development:** Enhance passenger terminals and waterfront facilities to support cruise and tourism growth.
- ✓ **Cargo Logistics and Supply Chain:** Improve port logistics capacity and efficiency to strengthen trade connectivity.



Key Pier Investment Projects

Project	Investment	Status	Target Completion
Puerto Nuevo Pier Fire Suppression and Restoration	\$28.5M	A/E Design	Q2 2028
Pier 15 Dock Reconstruction	\$24.5M	Construction Bidding	Q4 2029
Piers 15 & 16 Improved Project	\$40.0M	Construction Bidding	Q2 2029
Puerto Nuevo Container Port Reconstruction (Wharf C, D, N-O)	\$99.7M	A/E Design	Q4 2030
Army Terminal Reconstruction	\$85.3M	A/E Design	Q4 2032
Old San Juan Pier 1 + Piers 1-4 Walkway	\$111.0M	A/E Procurement	Q4 2032



PRPA's strategy focuses on modernizing airport infrastructure, strengthening operational capacity, and expanding the role of regional airports to support passenger mobility, cargo logistics, and economic development across Puerto Rico.

Strategic Priorities

- ✓ **Regional Aviation Hub Development:** Position regional airports as strategic hubs to enhance connectivity and aviation services.
- ✓ **Runway and Airside Infrastructure:** Upgrade runways, taxiways, aprons, and airfield systems to meet international standards.
- ✓ **Air Cargo and Logistics Development:** Strengthen cargo infrastructure to support air freight growth and regional logistics.
- ✓ **Passenger Terminal Modernization:** Improve passenger terminals and facilities to support increased passenger volumes and tourism.



Key Airport Investment Projects

Project	Investment	Status	Target Completion
BQN Airport Terminal Improvements + Runway 8/26 Replacement	\$100.0M	Construction Bidding	Q4 2023
VQS Airport Improved Project	\$5.3M	A/E Design	Q1 2028
BQN I Restoration + BQN II Improved Project	\$20.1M	Bid Award / A/E Design	Q4 2027 / Q2 2028
SIG Airport Improved Project	\$51.6M	A/E Design	Q3 2028
RVR Airport Improved Project	\$21.9M	A/E Design	Q2 2028
SJU Airport Energy Generation Plant	\$90.0M	A/E Design	Q4 2028

PUERTO NUEVO PIER

FEMA PA Improved Project



FACILITY:

Puerto Nuevo Pier

TYPE OF PROJECT:

Improved Project

DESCRIPTION:

Restoration to pre-disaster condition and construction of a new fire supply line with new fire tank.

SCOPE OF WORK:

1. Repair of disaster-related damages with pending work to be completed.
2. Construction of a new fire tank with piping and accessories to supply the marine front from Wharf O to Wharf D.

INVESTMENT:

\$28.5M

FUNDING SOURCE:

FEMA Public Assistance (PA), DR-4339-PR

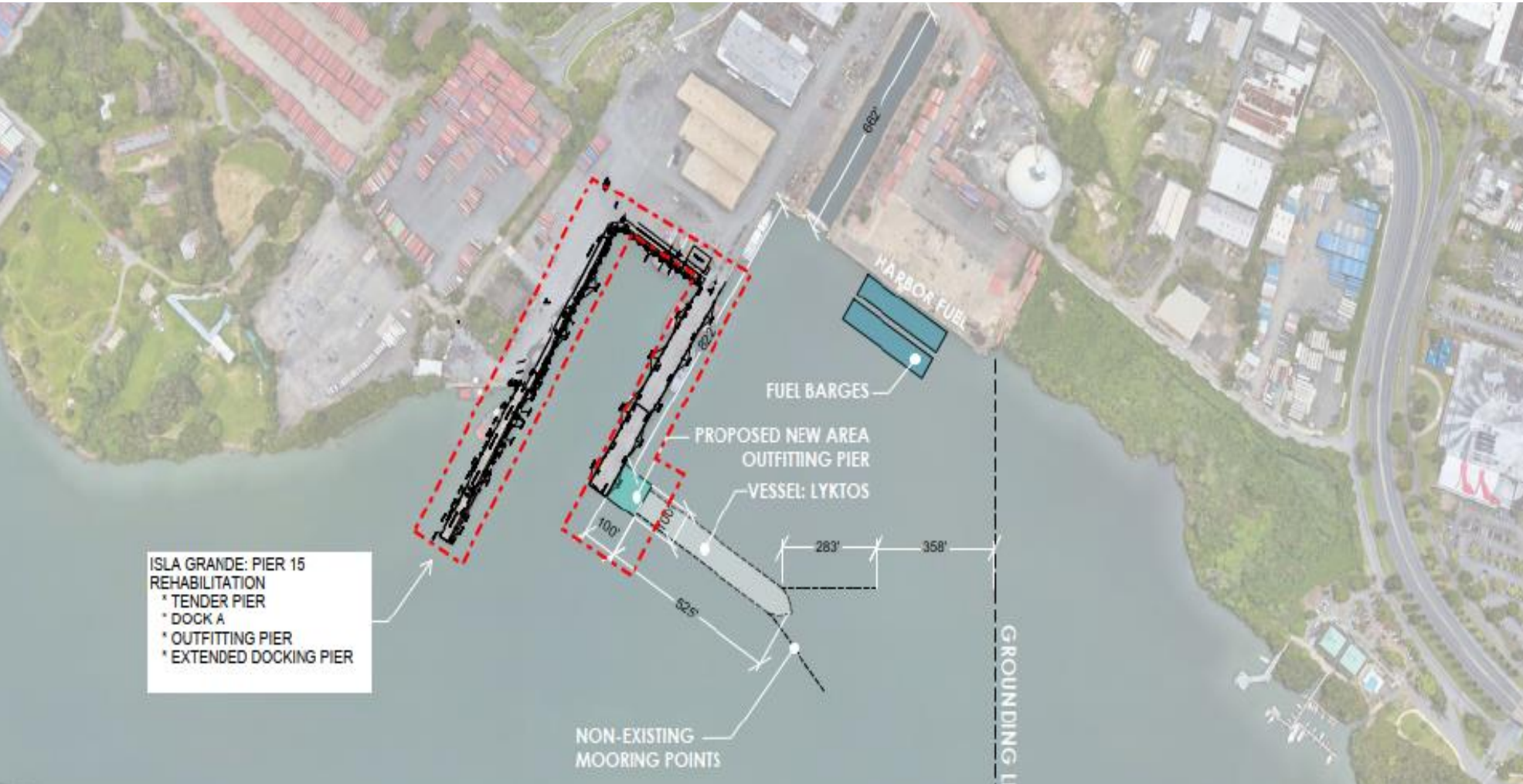
UPCOMING MILESTONES:

- Construction Bid— Q3 2026
- Construction Start — Q1 2027



SAN JUAN PIER 15 DOCK RECONSTRUCTION

DOT-PIDP Project



FACILITY:

San Juan Pier 15

TYPE OF PROJECT:

Infrastructure Project

DESCRIPTION:

Port infrastructure rehabilitation and resiliency improvements to support continued marine cargo operations at San Juan Pier 15.

SCOPE OF WORK:

Install new sheet pile wall and tie-back system; fill void between walls with lightweight concrete; replace loading-area asphalt pavement; install new dock fenders and mooring bollards; reconstruct Tender Pier.

INVESTMENT:

\$24.5M

FUNDING SOURCES:

- DOT Port Infrastructure Development Program (PIDP)

UPCOMING MILESTONES:

- Final A/E Design & Permits- Q2 2026
- Construction Bid - Q3 2026



SAN JUAN PIERS 15 & 16

FEMA PA Alternate Project



GOVERNMENT OF PUERTO RICO



FACILITY:

San Juan Piers 15 & 16

TYPE OF PROJECT:

FEMA Improved/Alternate Project

DESCRIPTION:

Demolition of existing Buildings B and C and construction of a new hangar for ship maintenance. A public display will be developed under a separate procurement.

SCOPE OF WORK:

1. Full demolition and disposal of existing Buildings B and C.
2. Construction of a new hangar building.
3. General site damage repairs and improvements, including repaving and sign installation.

INVESTMENT:

\$40M

FUNDING SOURCES:

- FEMA PA DR-4339-PR
- CDBG-DR NFM
- Private Funds

UPCOMING MILESTONES:

- Construction Bid Award— Q1 2027
- Construction Start — Q2 2027



FEMA



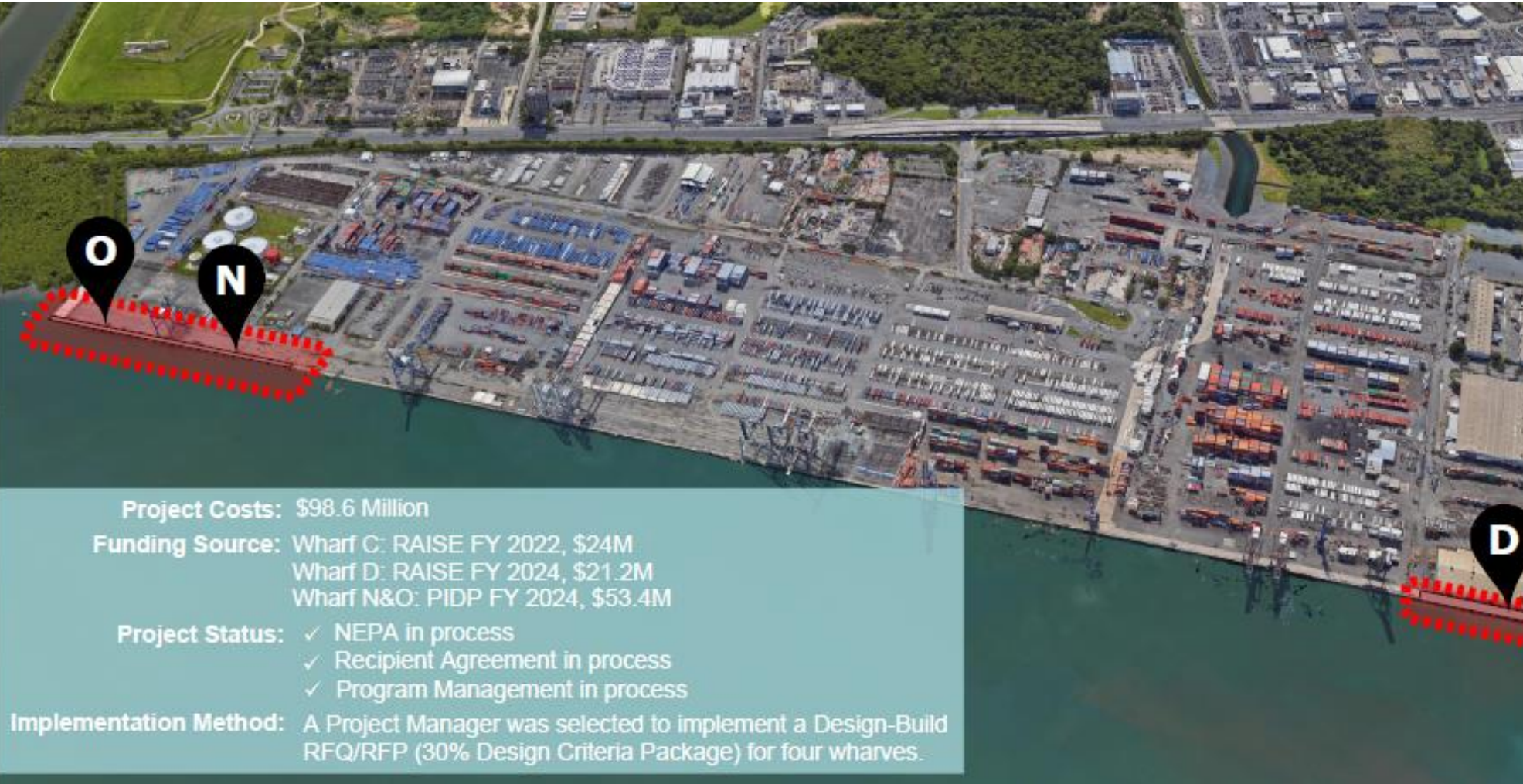
PUERTO NUEVO PIER RECONSTRUCTION OF CONTAINER PORT

DOT-RISE/PIDP Project



PORTS
AUTHORITY

GOVERNMENT OF PUERTO RICO



Project Costs: \$98.6 Million

Funding Source: Wharf C: RAISE FY 2022, \$24M
Wharf D: RAISE FY 2024, \$21.2M
Wharf N&O: PIDP FY 2024, \$53.4M

Project Status: ✓ NEPA in process
✓ Recipient Agreement in process
✓ Program Management in process

Implementation Method: A Project Manager was selected to implement a Design-Build RFQ/RFP (30% Design Criteria Package) for four wharves.

FACILITY:

Puerto Nuevo Wharf C, D, N-O

TYPE OF PROJECT:

Infrastructure Project

DESCRIPTION:

Demolition and reconstruction of existing Wharves C, D, N, and O at Puerto Nuevo.

INVESTMENT:

\$99.72M (DOT-RAISE) + \$50M (DOT-PIDP)

FUNDING SOURCES:

- DOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE)
- DOT Port Infrastructure Development Program (PIDP)

UPCOMING MILESTONES:

- Design-Build Procurement— Q1 2027



ARMY TERMINAL PIER RECONSTRUCTION

CDBG-MIT Infrastructure Project



FACILITY:

Army Terminal

TYPE OF PROJECT:

CDBG-MIT Infrastructure Project

DESCRIPTION:

Demolition and reconstruction of the existing pier structures and ancillary facilities.

SCOPE OF WORK:

1. Demolish and replace the main pier, RORO ramp, and shoreline structures.
2. Replace mooring systems, fenders, ancillary structures, and utilities.
3. Construct a new cantilevered steel bulkhead.
4. Implement site improvements.

INVESTMENT:

\$85,329,737

FUNDING SOURCES:

- CDBG-MIT Infrastructure Program

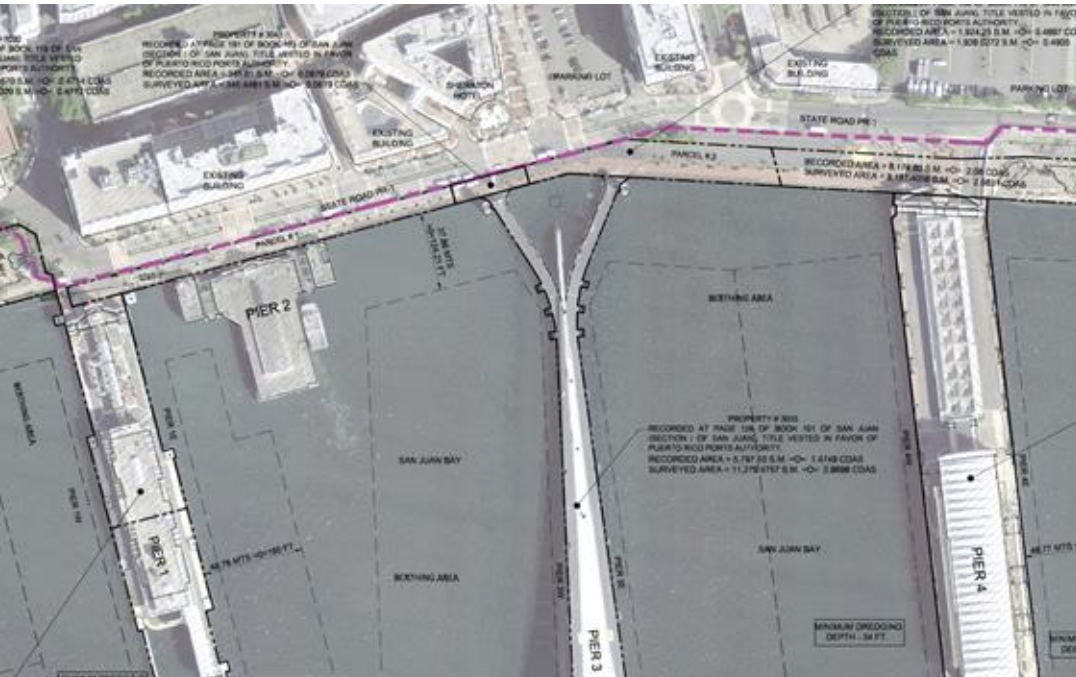
UPCOMING MILESTONES:

- 30% Design — Jun 2026
- DB Procurement — Jun–Aug 2026
- Construction Start — Sep 2027
- Closeout — Dec 2031



OLD SAN JUAN PIER 1 + PIERS 1-4 WALKWAY

FEMA PA + CDBG-MIT IPG Combined Improved Project



FACILITY:

Old San Juan Pier 1 + Piers 1-4 Walkway

TYPE OF PROJECT:

FEMA PA + CDBG-MIT IPG Combined Improved Project

DESCRIPTION:

Replacement of Pier #1 and rehabilitation of Paseo Gilberto Concepción, combining FEMA PA and CDBG-DR IPG funding.

SCOPE OF WORK:

1. Demolish Pier #1 and construct a new 1,110-ft pier with mooring dolphins, 80,000 ft² deck, and 25,000 ft² terminal.
2. Rehabilitate Paseo Gilberto Concepción with new piles, upgraded structure, and superstructure replacement.
3. Replicate historic balustrades and implement seismic enhancements.

INVESTMENT:

\$111,106,294

FUNDING SOURCES:

- FEMA PA DR-4339-PR (\$13M)
- CDBG-MIT IPG (\$98M)

UPCOMING MILESTONES:

- A/E Procurement—Q3 2026



RAFAEL HERNÁNDEZ AIRPORT IMPROVEMENTS AND REHABILITATION

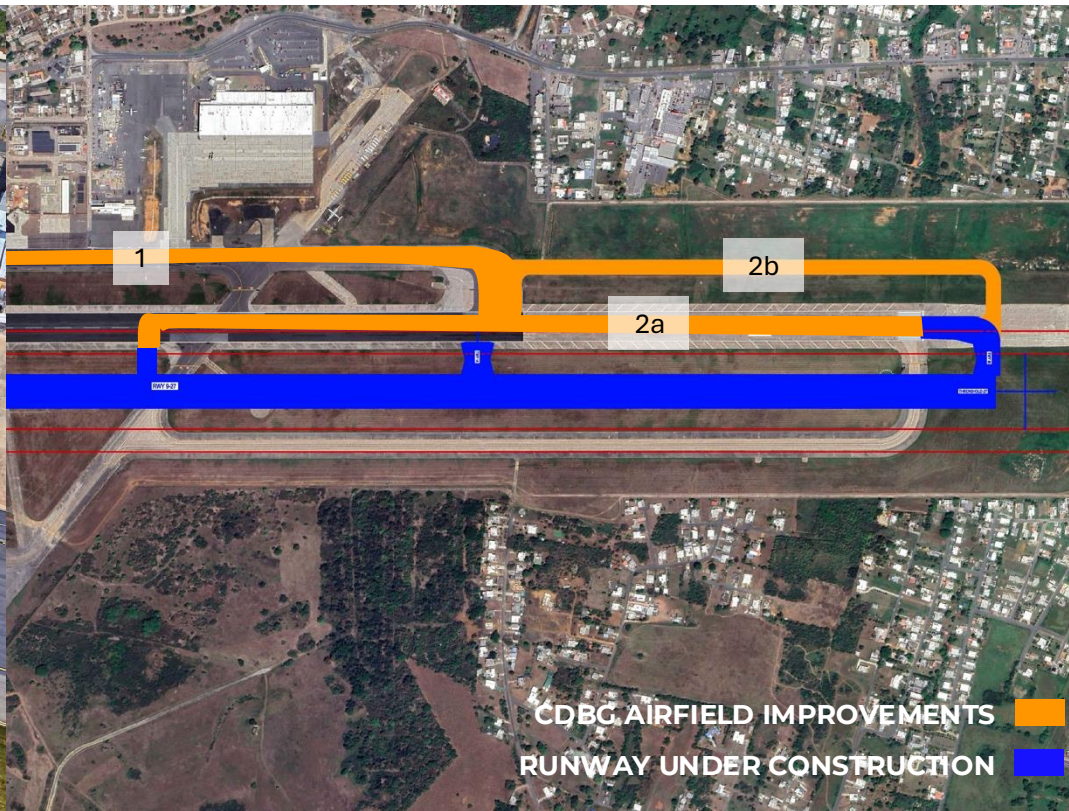
CDBG-MIT Infrastructure Project



GOVERNMENT OF PUERTO RICO



CDBG TERMINAL BUILDING EXPANSION



CDBG AIRFIELD IMPROVEMENTS

RUNWAY UNDER CONSTRUCTION

FACILITY:

Rafael Hernández Airport (BQN),
Aguadilla

TYPE OF PROJECT:

CDBG-MIT Infrastructure Project

DESCRIPTION:

Terminal upgrades to increase capacity, improve circulation, and support international operations, together with Phase 2 airfield improvements.

SCOPE OF WORK:

Modify terminal to separate arrivals/departures, relocate checkpoints, improve circulation, and expand commercial areas. Construct a 22,800 SF departure mezzanine with four aircraft gates. Develop a 12,000 SF CBP facility with upgraded security, baggage, IT, and environmental systems. Deliver a new taxiway (DBB) with pavement, markings, lighting, and drainage per FAA standards.

INVESTMENT:

\$100,000,000 (Terminal \$55.8M /
Airfield \$44.2M)

FUNDING SOURCES:

- CDBG-MIT Program

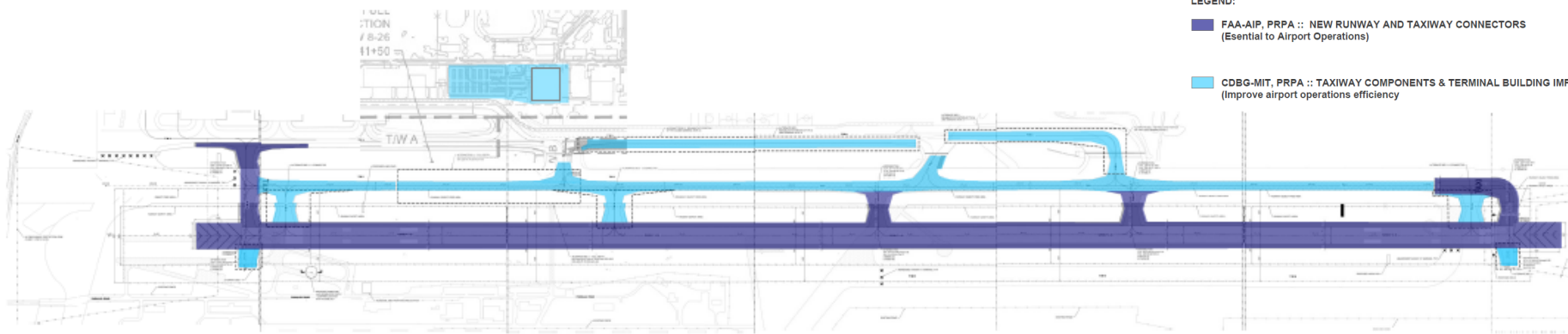
UPCOMING MILESTONES:

- Terminal Bid Opening — Jul 2026
- Airfield Design RFQ — Jun 2026

LEGEND:

■ FAA-AIP, PRPA :: NEW RUNWAY AND TAXIWAY CONNECTORS
(Essential to Airport Operations)

■ CDBG-MIT, PRPA :: TAXIWAY COMPONENTS & TERMINAL BUILDING IMPROVEMENTS
(Improve airport operations efficiency)

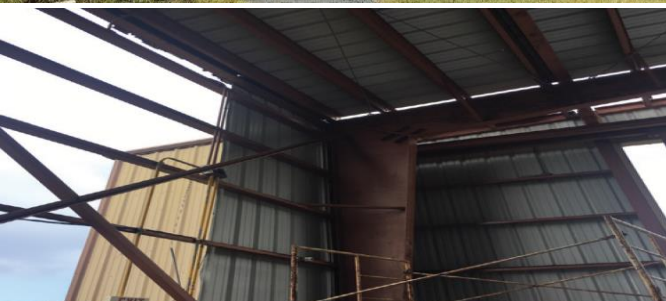


ANTONIO RIVERA RODRÍGUEZ AIRPORT (VQS) VIEQUES

FEMA PA Improved Project



GOVERNMENT OF PUERTO RICO



FACILITY:

Antonio Rivera Rodríguez Airport (VQS), Vieques

TYPE OF PROJECT:

FEMA Improved Project

DESCRIPTION:

Rehabilitation and reorganization of the terminal area.

SCOPE OF WORK:

1. Remodel existing food concession and construct new concession spaces.
2. Rehabilitate drop-off and parking lot pavement; install signage and paint parking lines.

INVESTMENT:

\$5.3M

FUNDING SOURCES:

- FEMA PA DR-4339-PR

UPCOMING MILESTONES:

- Construction Bid Award — Q3 2026
- Construction Start — Q4 2026



FUNDING REQUEST / OBLIGATION



A/E DESIGN / PROCUREMENT



FORMULATION & PRELIM. DESIGN



FEMA REVIEW/APPROVAL (IF VERSIONING IS APPLICABLE)



FINAL DESIGN & PERMITTING



CONSTRUCTION BIDDING



CONSTRUCTION IN PROGRESS



CLOSEOUT



FEMA



RAFAEL HERNANDEZ INTERNATIONAL AIRPORT (BQN) AGUADILLA

FEMA PA Restoration + Improved Project



GOVERNMENT OF PUERTO RICO



FACILITY:

Rafael Hernández Airport (BQN), Aguadilla

TYPE OF PROJECT:

FEMA Restoration + Improved Project

DESCRIPTION:

Removal and installation of the waterproofing system at the main terminal building, with improvements to the parking area.

SCOPE OF WORK:

1. Demolish and dispose of the existing waterproofing system.
2. Install new waterproofing system at the main terminal.
3. Expand and improve the parking area.

INVESTMENT:

\$20.1M

FUNDING SOURCES:

- FEMA PA DR-4339-PR

UPCOMING MILESTONES:

- Phase 1 Construction Start – Q3 2026
- Phase 2 Construction Bid— Q1 2027
- Phase 2 Construction Start — Q2/Q3 2027



FDO. L. RIBAS DOMINICCI AIRPORT (SIG) ISLA GRANDE

FEMA PA Alternate Project



GOVERNMENT OF PUERTO RICO



FACILITY:

Fernando L. Ribas Dominicci Airport (SIG), Isla Grande

TYPE OF PROJECT:

FEMA Improved Project

DESCRIPTION:

Restoration works, a new Aircraft Rescue and Fire Fighting (ARFF) unit, and terminal site improvements including parking upgrades, plus the installation of a solar-powered microgrid system.

SCOPE OF WORK:

1. Construct a new ARFF unit.
2. Install solar PV carports with energy storage.
3. Redesign and improve the parking lot to expand capacity.

INVESTMENT:

\$51.6M

FUNDING SOURCES:

- FEMA PA DR-4339-PR

UPCOMING MILESTONES:

- Construction Bid— Q1 2027
- Construction Start — Q2/Q3 2027



JOSÉ APONTE DE LA TORRE AIRPORT (RVR) CEIBA

FEMA PA Improved Project



FACILITY:

José Aponte de la Torre Airport (RVR), Ceiba

TYPE OF PROJECT:

FEMA Improved Project

DESCRIPTION:

Rehabilitation of the terminal area including the installation of a new fire protection system.

SCOPE OF WORK:

1. Reconfigure terminal areas.
2. Install new fire protection systems.
3. Construct new main water pipeline for the airport.
4. Repair general site damage and repave.

INVESTMENT:

\$21.9M

FUNDING SOURCES:

- FEMA PA DR-4339-PR

UPCOMING MILESTONES:

- Construction Bid— Q4 2026
- Construction Start — Q1/Q2 2027



SJU AIRPORT ENERGY GENERATION PLANT

FEMA HMGP Project



GOVERNMENT OF PUERTO RICO



FACILITY:

Luis Muñoz Marín International Airport (SJU), Carolina

TYPE OF PROJECT:

FEMA HMGP Mitigation Project

DESCRIPTION:

Design and installation of a backup combined heat and power (CHP) cogeneration system to provide reliable, resilient energy, prevent operational interruptions, and ensure continuity of airport and tenant services.

SCOPE OF WORK:

1. Design and install CHP cogeneration facility.
2. Integrate the system with the PREPA grid.
3. Sustain peak-load operations for 7 days at 90% capacity.

INVESTMENT:

\$90M

FUNDING SOURCES:

- FEMA HMGP DR-4339

UPCOMING MILESTONES:

- Final Design / Permits – Q1 2028
- Construction Bid— Q2 2028
- Construction Start — Q3 2028



FEMA