

USVI RECOVERY LEADERS SUMMIT REPORT



Office of Disaster Recovery



RECOVERY LEADERS



Recovery leaders from the Office of Disaster Recovery were joined at the Summit by leaders from Puerto Rico along with leaders from the Territorial Hospital Redevelopment Team, VI Department of Public Works, VI Department of Education, VI Department of Planning & Natural Resources, VI Housing Authority, VI Housing Finance Authority, VI Water & Power Authority and VI Waste Management Authority.





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OVERVIEW



\$11.25



BILLION

The U.S. Virgin Islands Recovery Leaders' Summit, held in Puerto Rico from October 27-30, 2021, assembled recovery leaders from across the Territory and Puerto Rico to discuss reconstruction developments stemming from the 2017 category five hurricanes Irma and Maria. With costs of repairing hurricane damages estimated at \$11.25 billion, the U.S. Virgin Islands government continues to forge ahead (Culbertson et al., 2020). Despite these advancements, significant rebuilding efforts remain, with critical construction projects forecasted for completion over the next 5-7 years. To coordinate effectively, the Summit focused on reconciling and updating project plans, evaluating construction costs and outlining the overall time for completion.

Discussion points included developing a strategic approach, evaluating the impact of supply chain and logistics, understanding challenges and identifying capacity needs. Recovery leaders from the Office of Disaster Recovery were joined at the Summit by leaders from Puerto Rico's Central Office for Recovery, Reconstruction, and Resiliency (COR3) and Departamento de la Vivienda (Housing Department), along with leaders from the Territorial Hospital Redevelopment Team, VI Department of Public Works, VI Department of Education, VI Department of Planning & Natural Resources, VI Housing Authority, VI Housing Finance Authority, VI Water & Power Authority and the VI Waste Management Authority.



SUMMIT PURPOSE

Keen focus was placed on discussing disaster recovery projects slated for construction in the next five years. Leaders utilized the RAND Disaster Recovery Assessment, which offers recommendations on various initiatives to guide sector discussions on housing, healthcare, education and infrastructure. These breakout sessions aimed to address the intersection and realignment of project timelines and impacts due to construction industry challenges to ensure the effective coordination and planning of future projects. Project coordination, capacity constraints, supply chain challenges and the need to address these issues were of the utmost importance throughout the three-day Summit.

RAND Report Reference: (Culbertson et al., 2020)

Culbertson, Shelly, Blas Nunez-Neto, Joie D. Acosta, Cynthia R. Cook, Andrew Lauland, Kristin J. Leuschner, Shanthi Nataraj, Benjamin Lee Preston, Susan A. Resetar, Adam C. Resnick, Patrick S. Roberts, and Howard J. Shatz, Recovery in the U.S. Virgin Islands: Progress, Challenges, and Options for the Future. Homeland Security Operational Analysis Center operated by the RAND Corporation, 2020. https://www.rand.org/pubs/research_reports/RRA282-1.html

OPENING SESSION: CONSTRUCTION INDUSTRY CHALLENGES

The construction industry challenges panel discussion hosted a spirited discussion between Director Adrienne L. Williams-Octalien of the Office of Disaster Recovery (ODR), Executive Director Daryl Griffith of the Virgin Islands Housing Finance Authority (VIHFA) and Deputy Executive Director Margarita Mosquera-Mendez of the Central Office for Recovery, Reconstruction, and Resiliency (COR3). All agreed that a lack of capacity, worsened by crippling infrastructure losses, created an urgent need for a comprehensive approach to disaster management. Recovery challenges were compounded by lack of experience, as Puerto Rico had not faced a major hurricane for over ten years and the USVI for over two decades. As a result, the islands were ill-prepared to respond to the disastrous storms of 2017 and to undergo the arduous process of securing aid from FEMA. In response, the Territory and Commonwealth established ODR and COR3 respectively to serve as the center of coordination for the management and oversight of recovery funds. These centralized offices began the work to address a myriad of community, agency and stakeholder needs and concerns.

Panelists provided specifics on their agencies' immediate priorities post-disaster and the impact capacity constraints have had on moving those initiatives forward. COR3 noted that Puerto Rico experienced substantial hurdles while attempting to collect required information without an existing database of properties. VIHFA saw a sizeable increase of available federal funding from \$20 million to \$2.5 billion, which caused a dramatic shift in its staffing needs and organizational structure.

The ODR and COR3 were established to serve as the center of coordination for the management and oversight of federal funds received to build more resilient islands in response to the devastation caused by Hurricanes Irma and Maria in 2017.



**Deputy Executive Director
Margarita Mosquera-Mendez, COR3
and
Director Adrienne L. Williams-Octalien, ODR**

One of the focuses of VIHFA was to create a capacity plan on how the funding will be spent. This led to an immediate and ongoing need for additional staff. Although VIHFA has grown to about 115 employees, at least 85 or more employees are needed to manage all recovery funds adequately. With over 1.9 billion in recovery dollars, staffing efficient operations at the Authority is imperative.

OPENING SESSION: CONSTRUCTION INDUSTRY CHALLENGES



Recovery Summit attendees engage in presentations.



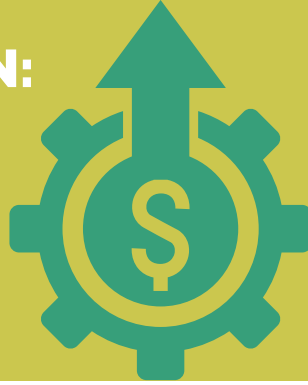
In the aftermath of the 2017 storms VIHFA took on the daunting task of implementing the STEP Program. The number of homes damaged during the storms surpassed local capacity and the agency had to onboard additional contractors from outside of the Territory. This pivotal move allowed the Territory to augment the essential manpower needed to execute temporary roof repairs of 6,560 homes in Phase I and an additional 1,648 of permanent roof repairs for homeowners in Phase II. Through a dialogue on lessons learned from STEP, several points were raised outlining factors to consider when sourcing outside labor. Most importantly, building code requirements are more stringent and impose a learning curve on outside contractors as they are unfamiliar with the requirements and practices in the USVI. To refine processes and incorporate lessons learned from STEP, VIHFA is reducing subcontracting levels to minimize delays and advance the Territory's rebuilding efforts around housing.

In addressing similar issues, Puerto Rico developed a framework to escalate priority items. COR3 classified recipients by capacity, employees and project size, aiming to address smaller projects—those below 5 million—quickly, and separating projects that required A&E (Architecture and Engineering) into phases. This process resulted in money going out to communities faster, ultimately creating traction and momentum that allowed for the synergy necessary to tackle bigger projects.

Panelists agreed that solving capacity constraints around the sheer number of workers needed and fulfilling the technical expertise required to satisfy recovery demands continue to be major linchpins integral to achieving desired outcomes. It is vital to take the proper steps to ensure costs are reasonable. Considering the impact of timelines due to rising costs, panelists shared mutual concern around the overall work that still needs to be done.

This interplay between capacity, price, and pace creates a negative feedback loop that slows projects further. To minimize delays and address capacity constraints within the Department of Public Works, the USVI initiated contracts for A&E services with multiple firms to support and expedite the movement of projects. This course of action significantly reduced procurement delays and allowed for a more streamlined approach to sourcing A&E firms.

OPENING SESSION: CONSTRUCTION INDUSTRY CHALLENGES



The creation and execution of task orders have increased cost awareness, created accountability, and allowed for better management by subrecipients.

In Puerto Rico, COR3 is finalizing a consultant policy that aims to streamline processes and ideas, build local capacity, and provide internal support to address concerns regarding high associated costs with consultants. The task order process was established and implemented as a requirement to solicit consultant services. A team of internal personnel determines what projects go to the consultants, in which queue, and what will and will not be paid. Task orders are solely created based on the project cost (under \$1 million and between \$1 million to \$5 million).

Similarly, the USVI has also implemented the use of task orders to manage consultant engagement. Initially, when consultants were brought on board, the agencies did not understand how the service fees worked, and overall management of the process was not taking place. The creation and execution of task orders have increased cost awareness, created accountability, and allowed for better control by subrecipients. This protocol, along with the task order requirement, improved cost management and the overall processing of payments.

Upon conclusion, panelists agreed to continue to communicate, share best practices, and identify next steps with a commitment to assist one another with disaster recovery efforts moving forward. Although there are fundamental key differences, Puerto Rico and the USVI share common elements that bind and encourage cooperation, support and a collective approach to disaster recovery in both the near and immediate future.



HOUSING



Hurricanes Irma and Maria are estimated to have damaged over 85% of housing structures and displaced residents across the Territory, creating an undue strain on available housing stock.

Replenishing damaged housing stock, creating new infrastructure, and developing new affordable housing opportunities is a key priority of the recovery. Hurricanes Irma and Maria are estimated to have damaged over 85% of housing structures and displaced residents across the Territory, creating an undue strain on available housing stock. These challenges were intensified by the increased demand for housing from the inflow of recovery workers from outside the Territory, which exacerbated existing issues of affordability and availability of housing. Access to safe and affordable housing is of extreme importance as it lays the foundation for positive health and educational outcomes. As the Territory continues to rebuild, the Virgin Islands Housing Authority (VIHA) and the Virgin Islands Housing Finance Authority are leading the charge to redevelop the housing sector resiliently and sustainably.

HOUSING: KEY-TAKEAWAYS

Virgin Islands Housing Authority (VIHA) presented on the agency's 10-year Affordable Housing Revitalization Plan. The five-phase \$1B transformational plan involves the restructuring, rebuilding, and revitalization of approximately 3,000 public housing units into affordable housing options across the Territory. One of the primary goals of this plan is to build energy-efficient systems through the utilization of solar panels and microgrids. In addition to streamlining energy sources, the plan also details the agency's strategic approach to cost savings with the inclusion of water conservation systems.

VIHA's Summit presentation expounded on the demolition, rehab, and new construction of five critical housing communities; Walter IM Hodge redevelopment, Tutu Highrise demolition and redevelopment, David Hamilton Jackson Terrace and the Alphonso "Piggy" Gerard Complex rehabilitation project, Donoe Redevelopment and Stony Ground new construction project phase I. All projects feature key modernizations such as streetlights powered by solar energy and charging stations for electric vehicles. Continuing the vision of building sustainable and environmentally responsible housing, VIHA is in pursuit of the Leadership in Energy and Environmental Design (LEED) certification for the Tutu Highrise project and is open to pursuing LEED certification for future projects as well.

HOUSING: KEY-TAKEAWAYS



Stateside contractors brought challenges due to unfamiliar building codes and local law requirements such as gross receipt taxes (GRT), and the use of multiple levels of subcontracting created difficulties around timely payments.

VIHA has leveraged funds from the Community Development Block Grant-Disaster Recovery (CDBG-DR) or Low-Income Housing Tax Credit (LIHTC) with HUD or Federal Emergency Management Agency (FEMA) Public Assistance and Hazard Mitigation Programs funds to finance projects, as well as utilizing gap financing through federal home loan grants and private financing. This mixed-use funding methodology has been vetted by HUD and involves teams of three developers and key subject experts including architects, engineers and lawyers. Understanding and complying with the rules and requirements of each funding program, as well as aligning scope of works to avoid duplication of benefits is crucial to the overall success of each project.

VIHA shared best practices and lessons learned from years of capital development projects. To streamline operations and timelines, the agency employs a master contract with a task order process creating an efficient way to secure contractors in a timely fashion and reduce costs associated with new developments and demolition debris. Lastly, VIHA stressed the importance of including legal expertise early in the developmental phases of construction projects so that potential risks are clearly outlined beforehand and mechanisms to control change are provided to mitigate against potential disputes.

The Virgin Islands Housing Finance Authority (VIHFA) presented key recovery housing projects and recapped the FEMA STEP program administered earlier in the recovery, which allowed for 8,000 homes to be repaired for over \$700M. Throughout the STEP Program, many lessons were learned regarding the contracting process. Stateside contractors brought challenges due to unfamiliar building codes and local law requirements such as gross receipt taxes (GRT), and the use of multiple levels of subcontracting created difficulties around timely payments. Ultimately, these challenges created an avenue to include more local contractors and protocols were implemented to limit multiple levels of subcontracting.

The agency is now working to administer the Envision Tomorrow program funded through the Housing and Urban Development's (HUD) CDBG-DR Funds. To date, over 650 people qualify for the program slated to repair homes damaged by the hurricanes. Though many lessons were learned from the STEP program, the HUD process in administering the Envision program differs from the FEMA process. Representatives from the Office of Disaster Recovery (ODR) stressed the importance of escalating systematic issues to be addressed with tier administrators.

HOUSING: KEY-TAKEAWAYS

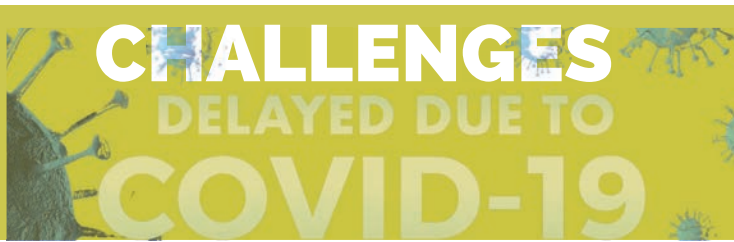
VIHFA presented on several other key affordable housing initiatives for residents funded by disaster funds and estimated that over 100 houses are scheduled to be built over the next 5 years.

VIHFA presented several other key affordable housing initiatives for residents funded by disaster funds and estimated that over 100 houses are scheduled to be built over the next 5 years. These projects include the redevelopment of Estate Fortuna, Whispering Hills, Nazareth and Ross Mixed-Use on St. Thomas, Bethany on St. John, and Estate Solitude and Mount Pleasant on St. Croix. VIHFA concluded with details on the recently opened Magens Bay Junction project, a 9-story energy self-sustaining building developed completely off of the main electrical grid. Due to its off-grid design, discussions on this \$3M project ensued between representatives from WAPA and VIHFA. Moving forward, it was agreed that better communication of future off-grid communities would be implemented to allow for proper redistribution of power.

VIHFA noted the increased challenges in the execution of projects caused by supply chain issues, increasing costs and shortage of construction material. To combat these issues, the agency is looking into alternative measures for construction to reduce the demand for construction materials such as concrete in order to decrease costs. In addition to the mounting costs of building materials, the availability of land and property to develop poses obstacles to creating homeownership opportunities for individuals with low to moderate incomes. VIHFA received subsidies to develop moderate income homes, but it was insufficient to meet the construction costs for the homes. The agency was recently allocated \$4M, which will assist with the cost of acquiring housing for moderate income individuals.



Magens Junction Phase II, St. Thomas USVI



HOUSING

Presenters outlined several challenges:

- Supply chain issues caused by the COVID-19 pandemic negatively affect the availability and delivery of materials, causing delays in notices to proceed and adding unanticipated upfront costs for developers. The lack of construction materials and high shipping costs threaten the timely completion of projects. To address funding shortfalls, VIHA has obtained construction bridge loans to mitigate reimbursement delays.
- The various funding sources have varying requirements, therefore, receiving approvals in the required time frame from each federal funder is critical to keeping project schedules on track.
- A limited pool of contractors and other factors resulted in low delivery rates on bids for the EnVision Tomorrow Program. To rectify this, a new solicitation was released was to attract larger construction companies and increase the pace of the completion.



ACTION ITEMS

- Include the V.I. Energy Office in project development discussions and utility coordination meetings
- Continue coordination with WMA to assist in implementing high quality recycling facilities throughout the Territory
- Ensure WAPA is informed of architectural and engineering designs at the 30% completion milestone in order to provide input and adjustments from an energy standpoint. Furthermore, pre-application meetings for Federal Consistency determination should include power, water, wastewater and solid waste entities to provide an upfront line of sight to key projects.
- Preserve green spaces in housing developments and consider both water recharge systems and watershed projects.

SCHOOLS & HOSPITALS

Two critical pillars, a sound educational system and an adequate system of wellness where residents have access to resources, are essential to meet and exceed the diverse set of needs within the Territory.



Design Rendering for
Arthur Richards PK-8
by DLR Group

SCHOOLS

A sound educational system and an adequate system of wellness where residents have access to resources are essential to meet the diverse needs within the Territory. To this end, the infrastructure of our schools and hospitals is a top priority as we seek to provide state-of-the-art facilities and technologies for the people of the Virgin Islands. Legislation from the Bipartisan Budget Act of 2019 paved the way for the Virgin Islands and Puerto Rico to reconstruct past pre-disaster conditions to current industry standards, creating a pathway for modernization.

The Territory's recovery leaders aim to establish a culture that drives sustainability and an environment for our community to thrive. The projects outlined included the most recent updates, challenges and opportunities experienced so far.

SCHOOLS: KEY-TAKEAWAYS

The Virgin Islands Department of Education (VIDE) opened this session with a dynamic virtual presentation on the design renderings proposed for the new construction of Arthur A. Richards, Charlotte Amalie, Julius Sprauve and Central High schools. A modern and open-concept approach to complement and integrate technology was a key component consistent throughout each school's design rendering.

VIDE has utilized FEMA approved industry standards in the development of the new Arthur Richards PK-8 school on St. Croix, slated for development on the Evelyn M. Williams Elementary site. This project will serve as the blueprint for future school reconstruction and modernization.

SCHOOLS: KEY-TAKEAWAYS

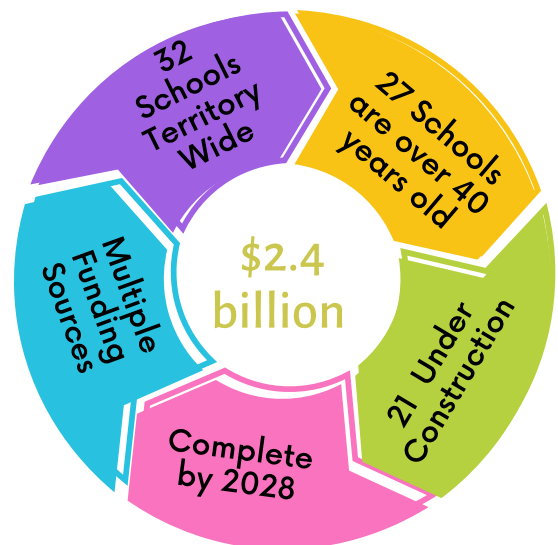
The first new school, Arthur Richards PK-8 will begin construction in 2022 and should be complete by the 2025-2026 school year.



DLR Group

As VIDE seeks to ensure that all facilities purposed to provide learning opportunities are completed on time, it also has several projects where facilities have been designated to be repurposed to serve unmet needs. Joseph A. Gomez Elementary on St. Thomas and Lew Muckle Elementary on St. Croix will act as new headquarters in each district respectively to create a centralized location for educational affairs. Arthur Richards PK-8, St. Croix Central High School, Bertha C. Boschulte PK-8, Charlotte Amalie High School and Julius Sprauve PK-12 will be retrofitted to serve as shelters in the event of a storm or another major disaster. Currently the Department is in negotiations with the National Park Service over the site location for the new Julius Sprauve Campus as it will serve as the new PK-12 school on the island of St. John.

There are thirty-two schools between both districts, and twenty-seven are over 40 years old, surpassing their life cycle. To address the shortage of modernized structures, VIDE developed the Facilities Master Plan, which utilizes multiple funding sources to position 21 schools in the construction phase over the next five years. The execution of the entire plan is estimated to cost \$2.4 billion and is expected to be complete in 2028, six years after the first project begins with the start of Arthur Richards planned for 2022.



HOSPITALS

The Territory must ensure that federal funds allocated towards hospitals are utilized efficiently, maximizing all outcomes for its intended purposes.



Executive Director
Darryl Smalls, Territorial Hospital Redevelopment Team

The storms of 2017 damaged all of the Territory's healthcare facilities. While this has impacted the efficiency of medical treatment, reconstruction will allow for opportunities to rebuild these critical functions to industry standards. In order to facilitate the development of a fully integrated hospital system and ensure consistent standards, the territory-wide Hospital Redevelopment Team (HRT) was established to oversee the design and construction processes for restoring storm-damaged hospitals. HRT currently has one project under construction JFL North - the temporary solution for the construction of the new Juan F. Luis Hospital, scheduled to open Summer of 2022.

HOSPITALS: KEY-TAKEAWAYS



JFL North

The Charlotte Kimmelman Cancer Institute (CKCI) was approved for full replacement by FEMA. The project outlook for this facility forecasts that once design elements are complete construction bids can be released and received in summer of 2022. The selected contractor will be responsible for demolition and construction. Even though the facility currently has backup generation, there are plans to transition to a central energy system to facilitate the center's needs.

The Myrah Keating Smith Community Health Center on St. John was also approved for full replacement and is progressing through the design phase. Construction is expected to begin in the fourth quarter of 2022 and conclude before the end of 2025.

The Governor Juan F. Luis Hospital was the first facility approved for a permanent replacement. It is currently in the design phase, requiring the development of a 415,000 square feet facility holding 116 beds. Demolition of this facility is expected to begin in 2023. Lastly, the Roy L. Schneider Hospital is in the review process, pending a final determination by FEMA.



SCHOOLS & HOSPITALS

VIDE Architect Chaneel Callwood-Daniels and Chief Operating Officer Dionne Wells-Hedrington

Several challenges were outlined by presenters:

Schools

- Accessing sufficient federal funding in a timely manner to restore the Territory's schools to industry standards and complete essential emergency work to keep aging schools functional was a recurring theme.
- Accommodating a significant increasing in staff, while maintaining retention, ensuring training is delivered and providing equitable compensation.
- Managing the streamlining of procedures, layering of funds and project scopes, rebuilding and modernization of all schools, as well as avoiding the duplication of efforts required to finish emergency work.

Hospitals

- Ensuring funds are budgeted to meet the maintenance needs of large projects post-construction- which run on average, 10% of construction costs.
- The identification of site locations on St. John as patients are currently being transferred back and forth to St. Thomas.
- Promptly securing accurate costs and adequate federal funding to fulfill project scopes.
- An estimated additional \$1 million of funding is needed for debris management and movement for the demolition of the Myrah Keating Health Center on St. John.
- Revenue constraints on St. John warrant that the clinic must be subsidized to ensure that necessary funds are available to operate at full capacity

ACTION ITEMS

- VIDE will coordinate with VIHA, WAPA and DPW so that each agency's project schedules align with housing redevelopment efforts.
- Retain a legal firm that specializes in construction contracts.

ROADS, POWER, WATER, SOLID WASTE & WASTEWATER

Improving the resiliency and capacity of capital infrastructure remains a top priority in the Territory.



The infrastructure of the Virgin Islands is a principal sector impacting both the quality of life for residents and the vitality of the economy. Thus, improving the resiliency and capacity of capital infrastructure remains a top priority. The Roads, Power, Water, Solid-Waste, and Wastewater Session provided the opportunity for key agencies to discuss updates, challenges and pending activities across various critical projects. Evaluation of these projects allowed for recovery leaders to identify infrastructure interdependencies that will require additional coordination.

TL: Commissioner Derek Gabriel, DPW; BL: Highways Program Manager Jomo McClean, DPW; TR: Engineering Manager Geoffrey Watson & Territorial Grants Administrator Elouise Brown, VIWMA; BL: Interim COO Water Systems Don Gregoire, VIWAPA

ROADS, POWER, WATER, SOLID WASTE & WASTEWATER: KEY-TAKEAWAYS

In anticipation of over 220 projects in 2022 alone, Territorial recovery partners must collaborate to ensure that expended funds are used to efficiently execute project schedules

In anticipation of over 220 projects in 2022 alone, Territorial recovery partners must collaborate to ensure that expended funds are used to efficiently execute project schedules by utilizing time-saving methods that will protect and reduce the inconvenience of construction to motorists, businesses and the community. During the combined session on utilities, DPW underscored its commitment to the "One Dig" Utility Coordination Strategic Vision with VIWAPA and VIWMA, as they aim to create more robust infrastructure in the Territory.

The Frederiksted Road Project, where waterlines were completed before roads were paved, is a key example of critical agencies leveraging resources and prioritizing work to ensure efficiency and the adequate use of resources. The Donoe Bypass project on St. Thomas and Northside Road project on St. Croix are two other instances where inter-agency collaboration determined opportunities for system upgrades using climate adaptation strategies and essential mitigation components.

Recovery leaders also identified other project dependencies across agencies. For example, WAPA's report on the Composite Pole Project highlighted an area for continuous coordination. In order to avoid placing poles in WMA's sewer lines, which can disrupt the daily lives of residents and cause major impediments to the overall footprint, both agencies must work together to avoid improper pole placement. It was noted that additional conversations across key agencies are essential to avert future problems and promote further coordination.

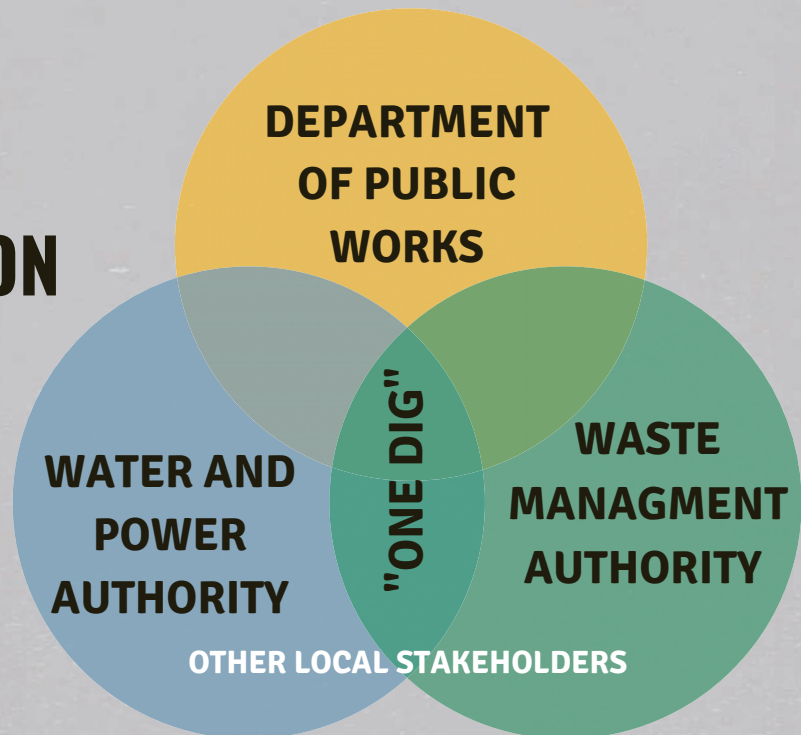
ROADS, POWER, WATER, SOLID WASTE & WASTEWATER: KEY-TAKEAWAYS

As construction continues into 2026 and beyond, the tenets of the "One Dig" policy will remain the ultimate goal of utility coordination meetings and non-governmental partnerships.

DPW has been leading the effort to coordinate with other public and private utilities for over a year, facilitating synchronization to ensure undergrounding work is completed before the final paving of roadways. Since projects are mapped in a Geographic Information System (GIS) layer, an essential component of this synchronization is coordination with GIS representatives from the Office of the Lieutenant Governor. This overlay process displays current projects and shows potential impacts, allowing agencies to identify and capture all current and future effects.

Agencies acknowledged that additional coordination is needed with various departments and stakeholders to continue to refine its approach. For example, a review of plans revealed that WMA's Mangrove Station projects could be affected by current road projects, indicating a need for additional coordination between those agencies. Furthermore, WMA also discussed the Brookman Road sewer line project, detailing the critical next steps of cleaning the sewer line and utilizing a camera to identify and report on damages to the line. These reports are vital in the funding approval process as they provide the necessary resources to execute the work and repairs needed on the Nadir pump station and Route 32. As construction continues into 2026 and beyond, the tenets of the "One Dig" policy will remain the ultimate goal of utility coordination meetings and non-governmental partnerships. By working together, recovery partners can lessen the burdens of numerous excavations and disturbances.

UTILITY COORDINATION MEETINGS





ROADS, POWER, WATER, SOLID WASTE & WASTEWATER

Highways Program Manager Jomo McClean, DPW

Presenters outlined several challenges:

- Delays caused by the timely availability of funds can adversely impact the development and timelines of dependent projects, thus complicating adherence to the "One Dig" policy
- Capacity limitations concerning staffing and the need for project managers
- Limited pool of contractors and A&E firms equipped to carry out technical scopes
- Managing overlapping and sometimes different regulations that govern the use of various funding sources with intricate and administratively burdensome reporting requirements that can impact project schedules
- Streamlining varying procedures in order to effectively layer funds and manage multiple project scopes while avoiding duplicating efforts
- Addressing the imminent need for recycling opportunities as construction waste is expected to increase significantly
- Possible supply, equipment and logistical challenges as multiple projects simultaneously enter the construction phase





Day 2 Recovery Leaders Summit

ROADS, POWER, WATER, SOLID WASTE & WASTEWATER

ACTION ITEMS

- Secure enough funding for WMA to work on project designs to minimize any additional impacts or delays.
- Include all necessary stakeholders in current and ongoing coordination meetings.
- Create a real-time/newly enhanced GIS project overlay.
- Continue and improve communication of projects with agencies where there may be potential impacts or interdependencies, particularly with those that have capital infrastructure projects.
- Identify the best approach to increase agency awareness of private sector projects that could impact current and developing projects.
- Facilitate meetings with OMB and key government agencies to identify the best use for available funding from The American Rescue Plan Act of 2021.



PLENARY SESSION: IDENTIFYING CAPACITY NEEDS

The pandemic generated construction delays, which lasted for many weeks, impacting the supply chain by increasing cost, resulting in numerous change orders.



Housing Director Felix X. Hernandez Caban
of the Departamento de la Vivienda

The Summit's second panel discussion welcomed Housing Director Felix X. Hernandez Caban of the Departamento de la Vivienda de Puerto Rico.

Mr. Hernandez Caban led the conversation with an overview of his agency's core initiatives and priorities while stressing the importance of establishing clear outcomes. Vivienda currently administers twenty programs structured around key objectives and outcomes to ensure success. These strategic objectives are centered around providing safe housing and supporting small businesses to help sustain economic growth.

PLENARY SESSION: KEY-TAKEAWAYS

A key challenge is that contractors are bidding based on obligation instead of the cost of the job. The panel identified that it is vital to take the right steps to ensure costs are reasonable.

With ongoing construction delays, Panelists highlighted the COVID-19 pandemic as a "game-changer" to the housing recovery process. Adjustments in supply chain costs and the need for change orders, highlighted the importance for federal funders to account for these modifications when developing estimates. Outbreaks of COVID-19 infections caused major barriers disrupting agency operations and further escalating recruitment and retention issues.

PLENARY SESSION: KEY-TAKEAWAYS

Paying vendors timely per contractual agreements is critical to building credibility and retaining a strong labor force. Through an analysis of its operations, Vivienda saw an opportunity to improve in this area. In order to achieve desired outcomes, the agency shifted to a paperless system that allowed for incurred expenses and signoffs to be completed digitally. Protocols were implemented mandating subrecipients to pay vendors within 72-hours, with proof of payment submissions required prior to requesting the next payment. Built within this framework is the ability to produce monthly reports and information for auditors, allowing U.S. Department of Housing and Urban Development (HUD) full transparency into their payment system. By utilizing an electronic workflow embedded into the system, the agency reduced days outstanding from 50-60 days to 30-40 days.

Panelists all agreed that adequate capital and having the necessary resources to fund projects are crucial elements to ensuring success. Initially, capital to fund projects posed a challenge as the Virgin Islands was required to pay for projects upfront and then get reimbursed. Eventually, several processes were adjusted and provisions were made by FEMA for the Territory to pay on invoice. Because of this resolution, many projects have progressed and moved forward expeditiously.

The importance of stakeholder collaboration and making processes simpler for subrecipients was also discussed. Local match was communicated as an area of opportunity for both Puerto Rico and the Virgin Islands. To address this matter, VIHFA has streamlined its match application process, reducing the number of pages in their application from 29 to 9 pages. The need to improve communications with subrecipients and recirculate the new application along with other applicable updates, were also deemed priorities to improve and facilitate the subrecipient experience.

VIHFA has streamlined its match application process, reducing the number of pages in their application from 29 to 9 pages.



(L to R): Interim Executive Director Dayna Clendinen, VIHFA, Housing Director Felix X. Hernandez Caban of the Departamento de la Vivienda, Former Executive Director Daryl Griffith, VIHFA and CDBG-DR Director of Programs Ann Hanley, VIFHA

PLENARY SESSION: KEY-TAKEAWAYS

FEMA funding delays have tremendously impacted timely payments to vendors however, once funding is available, 90% of payments go out within 30-45 days



**L TO R: Director Adrienne L. Williams-Octalien, ODR and Housing
Director Felix X. Hernandez Caban of the Departamento de la Vivienda**

Representatives from VIHFA discussed the STEP program and issues accessing additional funds from FEMA to ensure subcontractors at varying levels are paid. FEMA funding delays have tremendously impacted timely payments to vendors however, once funding is available, 90% of payments go out within 30-45 days. Large cost-share projects and informing subrecipients on what is required to guarantee quick turnarounds were also critical areas discussed. All Panelists concluded that continuous dialogue with HUD and FEMA, due to frequent policy changes, is extremely important to resolve any areas of misalignment across both programs.

Rendering for Estate Donoe, St. Thomas USVI



INTERSECTION OF SCHEDULES & PROJECTS

The coordination of intersecting projects is critical to facilitate the efficient execution of projects and the adherence to project schedules. Leaders forecasted the start and completion dates for projects exceeding \$250K over the next five years, from 2022 to 2026. The expected project totals by island are displayed in Figure 1 and listed in Appendix A. The Territory is expected to have approximately 286 construction projects within the projected four years (Table 1 & Figure 2).

Simultaneous ongoing construction projects must continue to be discussed in monthly Utility Coordination Meetings to determine the best course of action. Utility agencies will have approximately 34 projects requiring alignment to facilitate a streamlined approach to managing construction. (See Appendix B "Significant Utility Coordination Projects.")

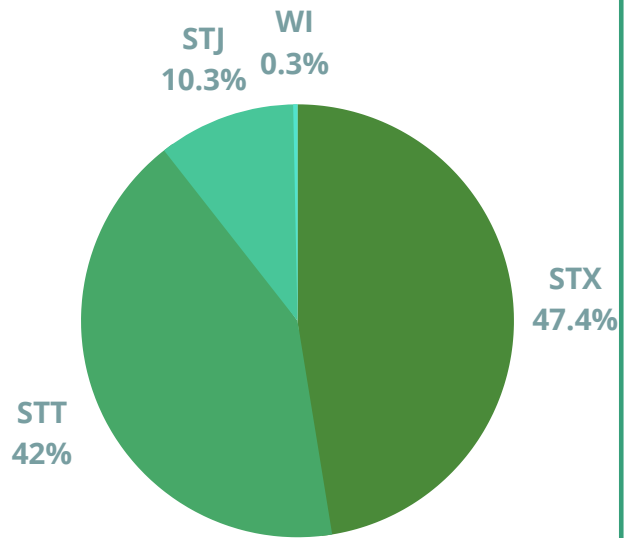
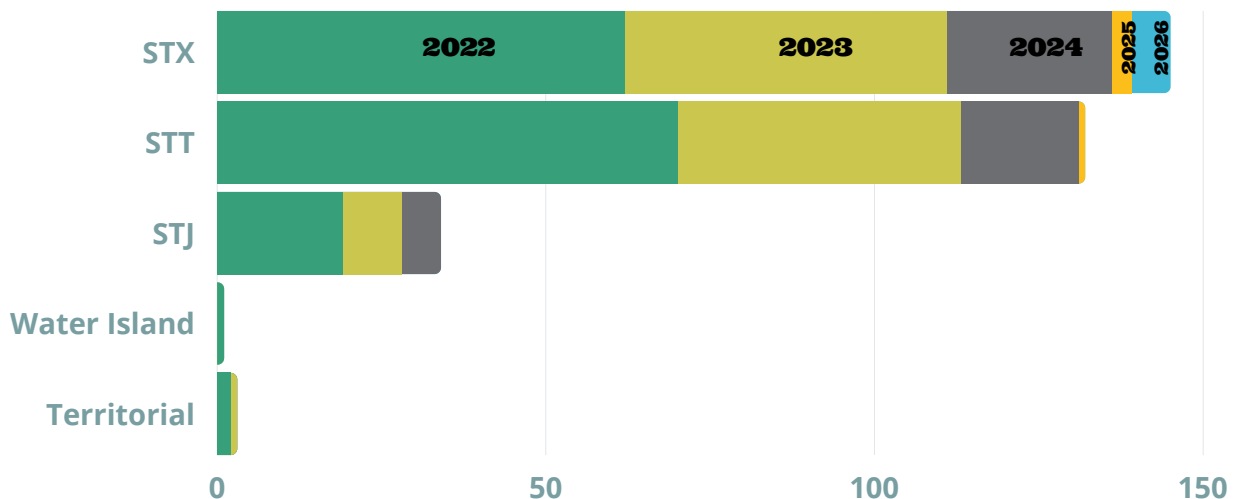


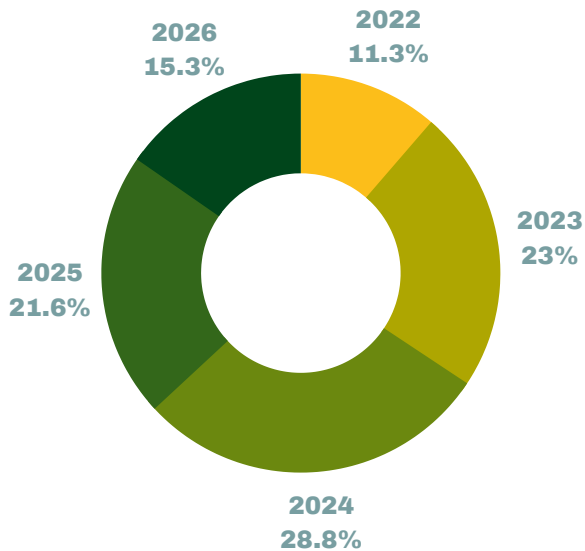
Figure 1: Annual Count of Projects

Table 1: Annual count of projects starting per year from 2022 to 2026

	Projects Starting 2022-2026				
	2022	2023	2024	2025	2026
St. Croix	62	49	25	3	6
St. Thomas	70	43	18	1	0
St. John	19	9	6	0	0
Water Island	1	0	0	0	0
Territorial	2	1	0	0	0
Total	154	102	49	4	6

Figure 2: Annual count of projects starting per year from 2022 to 2026





NEXT STEPS & SUMMIT CLOSEOUT

With more than 280 capital projects¹ totaling over \$7 billion throughout the next four years, it is critical to coordinate the efficient delivery of project schedules over the next five to ten years.

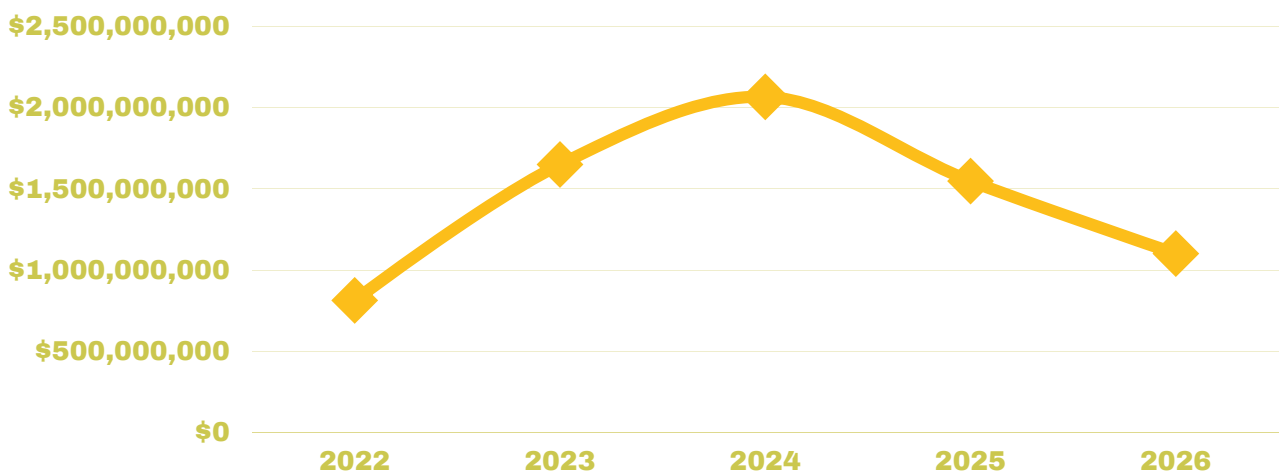
Figure 3: Annual Project Cost (%) 2022-2026

With more than 300 capital projects totaling over \$7 billion expected to start over the next four years, it is critical to coordinate the efficient delivery of project schedules over the next five to ten years. Attendees worked to identify and strategize solutions to address some of the more pressing challenges associated with the recovery—those challenges centered around several overarching capacity constraints exacerbated by the Territory's location. Concerns surrounding housing needs, debris management, workforce demands, permitting requirements and supply chain coordination were replayed in each sector.

Supply Chain Coordination

As expenditures are expected to rise from \$787 million in 2021 to over \$800 million in 2022, purchasing, acquisition, distribution and logistics are key aspects of supply chain coordination that must be addressed (Culbertson et al., 2020). As more projects are put out to bid, it is becoming a frequent occurrence for bids to exceed the obligated project costs for FEMA funding. The rising cost of materials due to supply and demand issues precipitated by COVID have also impacted supply and demand. Recovery Leaders determined that the creation of a master project schedule is imperative to allowing stakeholders to understand how best to prepare for anticipated construction material needs.

Figure 4: Annual Project Cost (\$) 2022-2026



1. For the purpose of this report capital projects are infrastructure projects marked by a project cost of \$250,000 or more.



NEXT STEPS & SUMMIT CLOSEOUT

According to the findings in the RAND Report, if every able body in the Territory were working, an additional 5,000 employees would still be required.

In addition, greater communication and coordination of projects will also provide for the identification of opportunities to forecast demand for similar construction materials. Making sure that the Territory can handle the material needs of new construction, concrete, asphalt and the logistics to transport all the required resources is critical.

Debris Management

Another point of consideration was the need for a construction debris plan to bolster local debris management opportunities. There is significant concern about the Anguilla and Bovoni landfills' ability to accept debris from the more than 270 projects projected for construction in 2022 and 2023. A solid construction debris plan and a commitment to innovatively repurpose solid waste are vital to ensuring a balanced approach to the recovery.

Workforce Demands

Concerns regarding retaining a reliable pool of qualified laborers and disaster management professionals were recurring themes throughout every session. Across the board, it is difficult to find individuals who understand permitting and other federal requirements related to the recovery. Needs for subject matter expertise continuously evolve, as different facilities have distinct requirements that are not applicable across the total population. Moreover, launching multiple projects simultaneously, amplifies this need and further strains capacity. According to the findings in the RAND Report, if every able body in the Territory were working, an additional 5,000 employees would still be required (Culbertson et al., 2020).

This labor shortage has directly impacted getting projects off the ground and moving expeditiously. Insufficient capacity, regarding both the number of workers and workforce skills, intensifies capacity constraints and their impacts. Progress in this area weighs heavily on additional factors such as the housing deficit, need for apprenticeship programs and potential impacts of COVID-19.



NEXT STEPS & SUMMIT CLOSEOUT

A core concern and the greatest barrier to introducing an off-island labor force is the lack of available and affordable housing.

Housing Needs

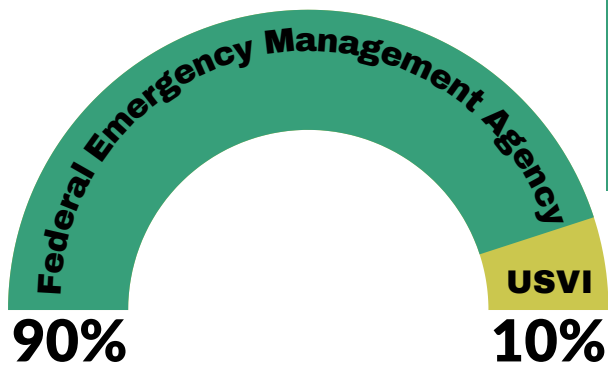
To supplement the labor shortage in the Territory, contractors from abroad will be needed to ensure recovery efforts continue to move at an optimal pace. A core concern and the greatest barrier to introducing an off-island labor force is the lack of available and affordable housing. High rental prices coupled with limited housing opportunities create difficulties for temporary workers to find suitable lodging. The group's consensus is that alternative housing must be identified to support additional workforce. Possible options for further exploration were suggested, such as the modular homes once occupied by temporary refinery workers on St. Croix or unoccupied hotels that can be utilized for short-term housing.

Training

Based on stakeholder discussions, demand occupations were identified. Architects, engineers, construction project managers, forensic accountants, grant writers, project managers, grant managers and computer information system managers were determined to be vital. To ensure that capacity can be built and retained within the Territory, augmenting certificate programs and degrees offered at the University of the Virgin Islands (UVI) is a priority. Procurement contract language that incentivizes the hiring of UVI graduates and marketing of the Department of Labor's Skills for Today Program remains central to supporting workforce development initiatives. The Workforce Development Task Force established by the Office of Disaster Recovery will support the advancement of certificate, program and degree needs as well as develop procurement contract language to drive recruitment of a well-trained localized pool of candidates.

Timely Processing of Payments

Continuous improvement of our payment and procurement process is key to attracting businesses to the Territory. The Territory's inability to make timely payments results in increased costs as contractors include the perceived loss of consistent revenue in their bids. As a result, bids come in higher than the budgeted amount, and in turn, cause delays in starting projects as projects have to be resolicited or additional funds identified.



CDBG-DR MATCH

NEXT STEPS & SUMMIT CLOSEOUT

Through the coordinated match effort spearheaded by ODR, FEMA will now pay 100% of 90% of the contract amount and CDBG-DR Match will cover the last 10% of the contract. This eliminates the processing of partial payments on each invoice.

ODR's goal is to ensure that contractual obligations are adhered to and payment is rendered within 45 days. The team is developing processes to ensure the payment processing workflow is void of bottlenecks and paying contractors for services remains a priority. Respectively, agencies must do their part to certify that complete payment packages are submitted. Contractors must have a checklist to follow, and agencies can not submit packages unless all required documentation is included.

Implementation of the Coordinated Match is another critical step that ODR has taken in conjunction with VIHFA's CDBG-DR program to ensure that contractors are paid in full at the time of billing. Currently, FEMA Public Assistance projects are being obligated at a 90% federal share, leaving a 10% local share that is slated to be covered by the CDBG-DR program. Through the coordinated match effort spearheaded by ODR, FEMA will now pay 100% of 90% of the contract amount and CDBG-DR Match will cover the last 10% of the contract. This eliminates the processing of partial payments on each invoice.

Greater Coordination

During the sessions, recovery leaders highlighted the benefits of the existing monthly utility coordination meetings and identified modifications that would increase their effectiveness. To strengthen collaborative efforts in the Territory, monthly utility coordination meetings will be expanded to include representatives from the Virgin Islands Energy Office, GIS-Lt. Governor's Office and applicable private utilities. Currently, only undergrounding projects submitted 60% designs for review at utility coordination meetings however, it was identified that moving forward, it is critical to present all projects at the 60% design phase to ensure proper alignment of schedules.

Overall, the uniqueness of the 2017 disasters and the geographical similarities between the Virgin Islands and Puerto Rico warrants the continued coordination and the sharing of best practices, lessons learned, and next steps to advance the recovery. The Bipartisan Budget Act of 2018 (BBA) created opportunities for Puerto Rico and the Virgin Islands that were not available to any other jurisdiction across the US. The Commonwealth and Territory face unique challenges that require increased awareness and distinctive practices by federal partners. Thus, continued strategic cooperation and support is encouraged to present a united front.



Recovery Leaders discuss the intersection of project schedules at the October 2021 Summit.

NEXT STEPS & SUMMIT CLOSEOUT

Continuing the conversation around the many aspects of a successful recovery is critical and integral to managing a coordinated approach.

Build Capacity within Government Agencies

The Territory has already embarked on an unprecedented journey to revitalize or rebuild hundreds of government buildings over the next ten years. In order to build and maintain the Territory's capacity to meet this growing and every changing need, the Office of Disaster Recovery is continuously offering training opportunities to its staff, government agencies and non-profit organizations.

To weather the dynamics of the recovery and continue to adapt to capacity needs, Recovery leaders will meet quarterly and an annual Summit will be held to serve as a space to collectively assess the status of recovery projects and collaborate face to face with our counterparts in Puerto Rico.

Continuing the conversation around the many aspects of a successful recovery is critical and integral to managing a coordinated approach. The Recovery Leaders' Summit provided a space for various aspects of the recovery to be examined with key insights into where we are and where we are going, laying out the necessary steps we need to take to continue the path towards building a legacy of resilience in the United States Virgin Islands.



Recovery Leaders discuss the intersection of project schedules at the October 2021 Summit

In addition to each sector's action items, participants identified dependent steps that need to be addressed to support the efforts of the Summit and meet contingent cross-cutting goals.

SUMMIT ACTION ITEMS

<p>Office of Disaster Recovery</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain a master project list <input type="checkbox"/> Prepare and disseminate Summit reports <input type="checkbox"/> Present reports to the Governor of the USVI <input type="checkbox"/> Establish regular recovery leaders' meetings and expand to include other necessary stakeholders <input type="checkbox"/> Facilitate continued engagement with disaster recovery officials from Puerto Rico to develop strategies and share best practices for the region <input type="checkbox"/> Explore lobbying FEMA jointly with Puerto Rico leadership for a cost factor to address the impacts of COVID on construction costs <input type="checkbox"/> Host third Doing Business with the Recovery Workshop to ensure that contractors are aware of local and federal project requirements to include gross receipts taxes, performance bonding, CDBG-DR Match and apprenticeship programs <input type="checkbox"/> Secure a law firm with extensive construction contracting expertise to augment local resources to assist with negotiating and contracting of complex projects and address any contractual disputes <input type="checkbox"/> Coordinate the delivery of certification and other training programs for demand occupations to include, project management, construction management and forensic accounting <input type="checkbox"/> Workforce Development <ol style="list-style-type: none"> 1. Work with the Department of Labor's LIFT Program to offer internships to architecture and engineering students 2. Work with Department of Labor's Skills for Today Program to train and employ individuals within various labor fields 3. Continue outreach to graduates of UVI's 3-2 engineering program to recruit for permanent positions
<p>Department of Public Works</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Expand monthly Utility Coordination Meetings <ol style="list-style-type: none"> 1. Develop and disseminate agenda 48 hours before the meeting 2. Add GIS-Lt. Governor's Office & Energy Office to monthly meeting invite 3. Track a recovery project designs at 60%
<p>Department of Planning and Natural Resources</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Track and present private large capital projects that may intersect with recovery projects at Summit meetings <input type="checkbox"/> Ensure that a representative from VIWAPA, VIWMA, VIDPW, and VI Energy are included in pre-application 30% meetings <input type="checkbox"/> Develop with ODR support a federal consistency checklist/signoff at 60% design <input type="checkbox"/> DPNR cannot waive permitting fees for recovery projects, those costs are a contractor expense and as such should be included in the cost of the contract
<p>Virgin Islands Housing Finance Authority</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Local Match Training <ol style="list-style-type: none"> 1. Clarify procedures 2. Explain Coordinated match 3. Provide detailed instructions on completing the application <input type="checkbox"/> Payments Training <ol style="list-style-type: none"> 1. Outline Payment procedures 2. Define guidelines to merge local match <input type="checkbox"/> Development of workforce housing and moderate-income housing
<p>Virgin Islands Water and Power Authority</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate energy needs for capital recovery projects with the Virgin Islands Energy Office <input type="checkbox"/> Chief Operating Officers for water and electric need to submit 60% drawings to the utility coordination team
<p>Recovery Leaders</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a standard salary structure for recovery positions to be utilized across agencies to improve employee retention <input type="checkbox"/> Support the development of annual project schedule for projects with costs in excess of \$250 K for stakeholders <input type="checkbox"/> Debris Management – Landfill – systematically address issues with support from DPNR and possible EPA grant(s)

The USVI Recovery Leaders Summit took place in October 2020 and played host to over 30 participants including guest panelists from Puerto Rico's disaster recovery and housing offices.

SUMMIT PARTICIPANTS

Name	Title	Agency
Adrienne L. Williams-Octalien	Director	Office of Disaster Recovery
Artra Watlington-Francis	Deputy Director of Finance and Compliance	Office of Disaster Recovery
Laurissa D. Ellis	Communications Officer	Office of Disaster Recovery
Malinda Vigilant-Messer	Territorial Public Assistance Officer	ODR/Public Assistance
Graciela Rivera	Territorial Hazard Mitigation Officer	ODR/Hazard Mitigation Grant Program
Lauren Larsen	Strategic Planning Manager	Office of Disaster Recovery
Marra Austrie	Portfolio Manager	Office of Disaster Recovery
Derek Gabriel	Commissioner	Virgin Islands Department of Public Works
Jomo McClean	Highway Programs Manager	Virgin Islands Department of Public Works
Kinila Callendar	Executive Assistant	Virgin Islands Department of Public Works
Tawana Albany-Nicholas	Chief Engineer	Virgin Islands Department of Public Works
Darryl Smalls	Executive Director	Territorial Hospital Redevelopment Team
Dionne Wells-Hedrington	Chief Operating Officer	Virgin Islands Department of Education
Chaneel Callwood	Architect	Virgin Islands Department of Education
Lydia Pelle	Chief Operating Officer	Virgin Islands Housing Authority
Daryl Griffith	Executive Director	Virgin Islands Housing Finance Authority
Dayna Clendinen	Chief Disaster Recovery Officer	Virgin Islands Housing Finance Authority
Ann Hanley	CDBG-DR Director of Programs	Virgin Islands Housing Finance Authority
Jean-Pierre Oriol	Commissioner	Department of Planning & Natural Resources
Marlon Hibbert	Director Division of Coastal Zone Management	Department of Planning & Natural Resources
Vernon Alexander	Interim Chief Operating Officer of Electric Systems	VI Water & Power Authority
Bliss Bully	Grants Manager	VI Water & Power Authority
Don Gregoire	Interim Chief Operating Officer of Water Systems	VI Water & Power Authority
Roger Merritt	Executive Director	VI Waste Management Authority
Alex Bruney	Senior Staff Engineer	VI Waste Management Authority
Elouise Browne	Territorial Grants Administrator	VI Waste Management Authority
Geoffrey Watson	Engineering Manager	VI Waste Management Authority

CAPITAL PROJECTS 2022-2026



Road to Recovery

APPENDIX A





2022 CAPITAL PROJECTS



CAPITAL PROJECTS

St. Croix

2022



\$ 1.5B

HEALTH & HOSPITALS

Ongoing

- Charles Harwood Medical Complex - Master Planning and Design Services ★
- DHS Head Start Playgrounds
- St. Dunstan's Safe Room & Wind Retrofit ★
- JFL North
- Juan F. Luis Hospital - Master Planning and Design Services ★

New Projects

- WIC: Frederiksted Renovation
- Charles Emmanuel Head Start
- Concordia Head Start
- DHS Anna's Hope Head Start Administration Building
- DHS Estate Richmond Complex Wind Retrofit ★
- Estate Richmond Complex Wind Retrofit
- Kingshill Complex Wind Retrofit ★
- Mars Hill Administrative Head Start Wind Retrofit
- Youth Rehabilitation Center Wind Retrofit ★



EDUCATION

Ongoing

- New Arthur Richards PK-8 & Safe Room/Generator ★
- VIDE Systemic Repairs to Various Schools
- UVI Agricultural Experimental Station
- UVI Albert Sheen Complex Wind Retrofit

New Projects

- Evelyn M. Williams (Demolition)
- VIDE Maintenance Management Services

HOUSING

Ongoing

- Marley Additions & Marley Homes Housing Community
- Anna's Hope (Internal/External) Building & Equipment
- Frits Lawaetz - Buildings and Equipment
- VIHFA Campo Rico Buildings & Equipment ★

New Projects

- Sister Emma Cottage
- D. Hamilton/Alphonso "Piggy" Gerard Revitalization ★
- Mount Pleasant Housing New Home Construction
- Stony Ground Phase I to III - Wilford E Pedro Homes Community
- VIHA Youth Build & Central Office Community Center ★
- Walter I. M. Hodge Revitalization & Wind Retrofit
- Estate Solitude New Home Construction
- Kronegade Inn-Emergency Housing
- Mt. Pleasant New Home Construction
- Profit Hills and Bethlehem Village - Buildings and Equipment ★

CAPITAL PROJECTS

St. Croix 2022 CONTINUED



PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- Tsunami Warning System Restoration
- BOC Mold Remediation
- VIDA Administration Building
- VIDA Impound Pen, Peacock Pen, Goat & Sheep Pen
- Florence Williams Public Library Renovation
- Kingshill Cemetery Parking Lot
- Composite Parks PW (Limpricht Park, Princess Park, Glynn Recreation Park, Castle Burke Playground, La Valley Basketball and Baseball Park, Mon Bijou)
- Cramer's Park Pavilion Restoration
- DSPR Various Parks (Buddhoe Park, Verne Richards Veterans Park, Midre Cummings, Susanna Santana Beach Recreation Complex, Williams Delight Community Center and Christiansted Beach Front)
- Estate Profit Community Center*
- Isaac Boynes Ballpark
- Pedro Cruz Ballpark
- Rudy Krieger Complex
- Vincent F. Mason Coral Resort Park and Pool
- Supreme Court, Superior Court, Rising Star Buildings, Contents and Vehicles
- Sion Farm Great House ★
- Territorial Public Defender Building and Solar Lights
- Henry E. Rholsen Airport Terminal Expansion
- Willfred Bomba Allick Container Port Sites 2-5, Warehouse, Guardhouse, Security Cameras
- VITEMA Emergency Operations Center (EOC) Saferoom Retrofit ★

PUBLIC BUILDINGS/ INFRASTRUCTURE CONTINUED

New Projects

- BOC Perimeter Lighting ★
- Golden Grove Adult Correction Facility ★
- Golden Grove Parking Lots/Perimeter Road
- BMV Contents and Building Repairs ★
- VIDA Quarantine, Pig Pens & Chicken Coops
- Athalie M. Petersen Public Library ★
- Fort Frederik Museum
- DPP Motor Pool, Warehouse & Franklin Building Repairs
- Former Hovensa Vocational Buildings & Wind Retrofit ★
- Cramer's Park Concession Stand ★
- DC Canegata Complex, Generator & Community Center Wind Retrofit
- Reinholdt Jackson Complex
- Flemming House ★
- VIEDA Buildings 1, 2,3,4 & Perimeter Fence ★
- William D. Roebuck Industrial Park Wind Retrofit ★
- Government House St. Croix & Arthur Able Complex ★
- Emile Henderson Sr. Fire Station
- Herbert L. Canegata Fire Station ★
- Renceliar I Gibbs Fire Station ★
- Patrick Sweeney Police HQ Wind Retrofit ★
- Concordia Convenience Center
- Mon Bijou Convenience Center



CAPITAL PROJECTS

St. Croix 2022 CONTINUED



ROADS

Ongoing

- Clearview Apartments Retaining Wall ★
- Mount Welcome Road Pavement Reconstruction
- Permanent Traffic Signs Rehabilitation of Frederiksted Roads
- Route 64 (East Airport Alexander Road Bridge)
- Route 72 - MP 1.4 (Midland Road Bridge)
- Route 732 9 (Windor Road)
- Route 753 (Mt Welcome Road)
- Route 7532 - MP 0.02 (Gallows Bay Road)
- Route 81 (Sion Valley)
- Route 82 - MP 0.5 (East End Road)

New Projects

- Altona Lagoon Bridge
- Clifton Hill
- Estate All for the Better (Project 1)
- Estate Mountain Road 1
- Frederiksted Roads (Routes 7023,7025,7027,7029,702)
- Great Pond Bay Watershed 2
- Hovenssa Watershed 2
- La Grange Road
- Melvin Evans Highway- Route 66
- Route 76 - 0.4 (Mahogany Road)
- Route 76 (Mahogany Road)
- Route 85 (Spring Gut Road)

UTILITIES

Ongoing

- Composite Pole Installation
- Container Port Undergrounding
- Golden Grove Feeder Undergrounding
- Midland Feeder Undergrounding
- Clifton Hill Waterline Extension

New Projects

- Christiansted Town Undergrounding
- Estate Richmond New Generation
- Hannah's Rest Undergrounding
- St. Croix Pump Station Repairs
- Campo Rico Waterline Extension
- Hannah's Rest Waterline Rehabilitation



CAPITAL PROJECTS

St. Thomas 2022

\$ 1.2B

HOUSING

Ongoing

- Estate Donoe Redevelopment (Tutu Phase I)
- Repairs to Tutu Buildings 4, 5, 7, 8, 19, 20, and 21
- VIHFA Main Office - St. Thomas
- Whispering Hills Roads and Bridges

New Projects

- Estate Bovoni Apartments and Community Center ★
- Estate Tutu Demolition
- Paul M Pearson Gardens and Community Center Roof Repairs ★
- Tutu Community Center & VIHA Central Office ★
- Tutu Phase II - Tutu North ★
- VIHA Demolition of Central Office Building
- Charlotte Community - Building & Equipment
- Estate Fortuna New Home Construction
- Grand View/Altona - Building & Equipment
- Queen Louise Townhomes Demo & Reconstruction
- Ross Taarneberg Mixed Use Office
- VIHFA Grand View/Altona - Building & Equipment ★

EDUCATION

Ongoing

- Gladys Abraham Modernization
- Ralph O. Wheatley Skills Center Modernization
- VIDE Systemic Repairs to Various Schools
- UVI Eastern Caribbean Center #2
- UVI Orville Kean Campus Wind Retrofit
- UVI West Hall Building

New Projects

- New Charlotte Amalie High School & Safe Room with Generator ★
- Paiewonsky Library
- UVI Residence Halls
- Gramboko Building/Temporary Curriculum Center

UTILITIES

Ongoing

- Composite Poles Installation
- Randolph Harley New Generation - Phase II
- Sewer Line Repairs - Garden St. Gut

New Projects

- Smithfield Undergrounding
- St. Thomas Feeder 5A Undergrounding
- St. Thomas Feeder 9A Undergrounding
- Anna's Retreat Landslide
- Brookman Road Sewer Line
- Mangrove Stabilization
- Bolongo Bay Transmission Main Waterline Extension
- Slope Stabilization Project (Storage Tank)



1. For the purpose of this report capital projects are infrastructure projects marked by a project cost of \$250K or more.
2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. Thomas 2022 CONTINUED



PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- St. Thomas Dept of Finance Building A, D, E, F Parking Area
- Joseph Aubain Ballpark Facility – French Town Tiny Tots Park
- Lionel Roberts Baseball Stadium
- Public Building Repair - Alexander Farrelly Justice Center
- Office of the Governor New Business, Old Business & Legal Counsel/Ops Building Damages ★
- Lt. Governor Main Building & Equipment ★
- Reichhold Center for the Arts Building
- Cyril E. King Airport Transportation Center
- Cyril E. King Airport Terminal & Crown Bay Complexes
- Cyril E. King Terminal Building
- VITEMA Emergency Operations Center (EOC) Building Restoration ★

New Projects

- Swan Correctional Annex ★
- BMV Main Office Buildings Repairs
- VIDA Abattoir Slaughterhouse ★
- VIDA Greenhouse, Fencing, Ancillary Building
- Charles W. Turnbull Regional Library Renovation
- Enid M. Baa Library Renovation
- Alvin McBean Complex
- Emile Griffith Ballpark
- Ezra Fredericks Ballpark
- Lionel "Smut" Richards Ballpark
- Michael J. Kirwan Terrace Ballpark
- VI Economic Development Authority Building
- GERS Havensight Warehouse
- Alexander Farrelly Justice Center
- Magens Bay Bathhouse
- UVI Paiewonsky Library
- USVI Olympic Committee Safe Room
- Estate Fortuna Fire Station ★
- George P. Scott Fire Station Maintenance Building
- George P. Scott Fire Station ★
- Alexander Farrelly Justice Center
- Bassanio David Command Station
- VIPD-Surveillance Cameras
- Haypiece Hill Facility
- VIPBS MOT-Building Engineering Office and Storage
- Nazareth Convenience Center
- Smith Bay Convenience Center



1. For the purpose of this report capital projects are infrastructure projects marked by a project cost of \$250K or more.
2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. Thomas 2022 CONTINUED



HEALTH & HOSPITALS

Ongoing

- Temporary Clinic Build Out
- WIC: ADA Temporary Parking Lot Build Out
- DHS Head Start Playgrounds
- Knud Hansen Modular Units
- Charlotte Kimelman Cancer Institute - Master Planning and Design Services ★
- Roy L. Schneider Hospital - Master Planning and Design Services ★

New Projects

- Eldra Schulterbrandt Long Term Mental Health Building and Annex
- WIC: Knud Hansen Building
- Bolongo Head Start
- Head Start Multipurpose Building Modular Units
- Lindberg Bay Head Start
- Minetta Mitchell Head Start
- Savan Head Start Building Repairs
- Tabor & Harmony Head Start
- Charlotte Kimelman Cancer Institute



ROADS

Ongoing

- Route 33 & 40 (Four Corners)
- Route 33 (Shibui)
- Route 333 - Site 1 (near Dorothea Fire Station)
- Route 334 - Site 3 (Crown Mountain Road)
- Route 335 (Upper Lindbergh Bay)
- Route 379 - Site 7 (Area 1 & 2) (Gade Road)
- Route 38 (Weymouth Rhymer Road)
- Route 42 - MP 1.3 (Mandahl Road)

New Projects

- Botany Bay, Perseverance Bay and Red Hook Bay Watersheds
- Cyril E. King Watershed and Fortuna Bay Watershed (Combined)
- Dorothea Bay Watershed
- Frenchman's Bay Watershed
- Jersey Bay & Smith Bay Watershed
- Mandahl Bay Watershed - Project 1
- Rehabilitation of Charlotte Amalie Road
- Smith Bay Stormwater Road Project
- Veterans Drive Phase II
- UVI Campus Road

CAPITAL PROJECTS

St. John, Water Island
& Territory-Wide



2022

\$ 408M

HEALTH & HOSPITALS

Ongoing

- Myrah Keating Health Center - Master Planning and Design Services ★

New Projects

- Cruz Bay Head Start
- Myrah Keating Smith Community Health Clinic

HOUSING

Ongoing

- Residential Wind Retrofit (97 Homes)
- Estate Adrian #22- New Home Construction ★

ROADS

Ongoing

- Ironwood Road Stabilization and Drainage Improvement
- Route 104 - Site 1 (Southside Road)
- Route 107 (Coral Bay)
- Route 108 (Bordeaux Mountain Road)
- Fish Bay Road Improvement

New Projects

- St. John Mercurio Acquisition Project
- Coral Bay & Maho Bay Watershed
- Fish Bay Watershed
- Great Cruz Bay Watershed
- Rehabilitation of Centerline Road
- Rehabilitation of Cruz Bay and Coral Bay
- Water Island Watershed

PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- Elaine Ione Sprauve Public Library
- St. John Community Safe Room/Building Retrofit ★

New Projects

- VIDA Agriculture Center Building and Equipment
- DPNR Office Building
- Oppenheimer Beach
- Winston Wells Ballpark
- Community Safe Rooms (5 Sites)
- Cruz Bay Fire Station ★
- Leander Jurgen Command Hurricane Retrofit
- VIPA Ferry Landing, Cruise Ship Dock & Adjacent Fenced Yard Area
- Susannaberg Convenience Center

UTILITIES

Ongoing

- Composite Pole Installation
- Cruz Bay 7E Undergrounding
- St. John Microgrid Phase I Emergency Generators

New Projects

- St. John Microgrid Phase II PV Array and BESS

TERRITORY-WIDE

HOUSING

Ongoing

- Envision Home Repair - Individual Households
- Envision Home Repair - Rentals
- Territory Wide Residential Wind Retrofit (500 homes)

New Projects

- Street Addressing Initiative
- Territory Wide Residential Wind Retrofit (500 homes)

ROADS

Ongoing

- Traffic Signs St. Thomas/St. John - Permanent Traffic Signs



2023 CAPITAL PROJECTS



CAPITAL PROJECTS

St. Croix 2023



\$ 3.7B



HOUSING Ongoing

- Sister Emma Cottage
- D. Hamilton/Alphonso "Piggy" Gerard Revitalization ★
- Mount Pleasant Housing New Home Construction
- Stony Ground Phase I to III - Wilford E Pedro Homes Community
- VIHA Youth Build & Central Office Community Center
- Walter I. M. Hodge Revitalization & Wind Retrofit
- Estate Solitude New Home Construction
- Frits Lawaetz - Buildings and Equipment
- Kronegade Inn-Emergency Housing
- Mt. Pleasant New Home Construction
- Profit Hills and Bethlehem Village - Buildings and Equipment
- VIHFA Campo Rico Buildings & Equipment
- VIHFA Frits Lawaetz - Buildings and Equipment

New Projects

- Croixville Preservation
- Aureo Diaz Housing ★
- John F. Kennedy Terrace Redevelopment ★
- Joseph E James Terrace ★
- Williams Delight Housing Community★
- Bethlehem Village and Profit Hills Window Hardening
- Ruby Rouss Housing Community Wind Retrofit /Buildings & Equipment

EDUCATION Ongoing

- New Arthur Richards PK-8 & Safe Room/Generator
- VIDE Maintenance Management Services
- VIDE Systemic Repairs to Various Schools
- UVI Albert Sheen Complex Wind Retrofit★

New Projects

- New Central High School and Safe Room/Generator
- Claude O. Markoe PK-8 Modernization★
- Educational Complex/CTECH High School Repairs ★

UTILITIES

Ongoing

- Composite Pole Installation
- Estate Richmond New Generation
- Hannah's Rest Undergrounding Project
- St. Croix Pump Station Repairs
- Campo Rico Waterline Extension
- Hannah's Rest Waterline Rehabilitation

New Projects

- Frederiksted Town Undergrounding
- St. Croix West Microgrid - Solar, BESS and Wind ★
- LBJ Pump Station
- Pump Station Repairs
- St. Croix Wastewater Line Replacement
- Baron Spot to Strawberry
- Mid-island: Zone 1 (Rehabilitation / Water Expansion) Castle Burke, Colquhoun, Frangi Pani, Glynn, Grove, Monbijou, Morning Star, Tortola & Whim

CAPITAL PROJECTS

St. Croix 2023 CONTINUED



PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- BOC Mold Remediation
- BOC Perimeter Lighting
- Golden Grove Adult Correction Facility
- Golden Grove Parking Lots/Perimeter Rd
- BMV Contents and Building Repairs
- VIDA Administration Building
- Athalie M. Petersen Public Library
- Fort Frederik Museum
- DPP Motor Pool, Warehouse & Franklin Building Repairs
- Former Hovensa Vocational Buildings & Wind Retrofit
- Cramer's Park Concession Stand ★
- DC Canegata Complex, Generator, and Community Center Wind Retrofit
- Estate Profit Community Center
- Flemming House
- VIEDA Buildings 1, 2,3,4 & Perimeter Fence
- William D. Roebuck Industrial Park Wind Retrofit
- Supreme Court, Superior Court, Rising Star Buildings, Contents and Vehicles
- Government House St. Croix & Arthur Able Complex
- Government House St. Croix & Arthur Able Complex
- Sion Farm Great House
- Emile Henderson Sr. Fire Station
- Herbert L. Canegata Fire Station ★
- Renceliar I Gibbs Fire Station (Cotton Valley) ★
- Patrick Sweeney Police HQ Wind Retrofit ★
- VITEMA Emergency Operations Center (EOC) Saferoom Retrofit



New Projects

- VIDA - Rudolph Schulterbrandt Wind Retrofit Project ★
- Leroy A. Quinn Government Finance Center Wind Retrofit, Building, and Contents
- Legislature Buildings #2 & #3
- Kingshill Cemetery Chapel & Building
- Public Works Temporary Facility at Anna's Hope Compound
- Alexander Theater Retrofit and Safe Room
- UVI Multi-Purpose Center



CAPITAL PROJECTS

St. Croix 2023 CONTINUED



HEALTH & HOSPITALS

Ongoing

- Charles Harwood Medical Complex
- Charles Emmanuel Head Start
- Concordia Head Start
- DHS Anna's Hope Head Start Administration Building
- DHS Estate Richmond Complex Wind Retrofit (Phase 1)
- Estate Richmond Complex Wind Retrofit (Phase 1)
- Kingshill Complex Wind Retrofit (Phase 1)
- Mars Hill Administrative Head Start Wind Retrofit
- St. Dunstan's Safe Room & Wind Retrofit
- Youth Rehabilitation Center Wind Retrofit ★

New Projects

- DHS Anna's Hope Complex Wind Retrofit
- Herbert Grigg Home for The Aged Campus ★
- Governor Juan F. Luis Hospital Demolition

ROADS

Ongoing

- Clifton Hill
- Estate All for the Better (Project 1)
- Estate Mountain Road 1
- Great Pond Bay Watershed 2
- Hovensa Watershed 2
- La Grange Road
- Melvin Evans Highway- Route 66
- Route 76 - 0.4 (Mahogany Road)
- Route 76 (Mahogany Road)
- Route 85 (Spring Gut Road)

New Projects

- Altona Lagoon Watershed
- Centerline/Queen Mary Highway
- DPW Frederiksted Office Building
- Estate La Reine Intersection Drainage Improvement Project (Phase 1)
- Estate Paradise Intersection Drainage Improvement Project (Phase 1)
- Gallows Bay Drainage Improvement Project
- Hamm's Bluff Watershed
- Hams Bluff Road- Route 63
- Hannah's Rest Drainage Improvement Project
- Mahogany Road Drainage Improvement Project
- North Side Road
- Rehabilitation of Christiansted Roads
- Route 63 - (0.2 & Hams Bluff Road)
- Route 70 (Kmart Headwall & 0.3)



1. For the purpose of this report capital projects are infrastructure projects marked by a project cost of \$250K or more.
2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. Thomas 2023

\$ 1.8B

PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- Swan Correctional Annex Building Damage
- BMV Main Office Buildings Repairs
- VIDA Abattoir Slaughterhouse
- St. Thomas Dept of Finance Building A, D, E, F Parking Area
- Charles W. Turnbull Regional Library Renovation
- Enid M. Baa Library Renovation
- Emile Griffith Ballpark
- Ezra Fredericks Ballpark
- Lionel "Smut" Richards Ballpark
- VI Economic Development Authority Building
- GERS Havensight Warehouse
- Alexander Farrelly Justice Center
- Public Building Repair - Alexander Farrelly Justice Center
- Magens Bay Bathhouse
- Office of the Governor New Business, Old Business & Legal Counsel/Ops Building Damages
- Lt. Governor Main Building and Equipment
- Reichhold Center for the Arts Building
- UVI Paiewonsky Library
- USVI Olympic Committee Safe Room

PUBLIC BUILDINGS/ INFRASTRUCTURE CONTINUED

Ongoing

- Estate Fortuna Fire Station ★
- George P. Scott Fire Station ★
- Alexander Farrelly Justice Center
- Bassanio David Command Station
- VIPD-Surveillance Cameras
- Cyril E. King Airport Transportation Center
- Haypiece Hill Facility
- VIPBS MOT-Building Engineering Office & Storage
- VITEMA Emergency Operations Center (EOC) Building Restoration

New Projects

- Charlotte Amalie Channel WICO Dredging Project
- Crown Bay/East Gregorie Channel Dredging Project
- Catherineberg Mansion

EDUCATION

Ongoing

- Gramboko Building/Temporary Curriculum Center
- New Charlotte Amalie High School and Safe Room with Generator
- VIDE Maintenance Management Services
- VIDE Systemic Repairs to Various Schools
- Paiewonsky Library
- UVI Orville Kean Campus Wind Retrofit - Phase I
- UVI Residence Halls

New Projects

- Bertha Boschulte PK-8 Modernization and Safe Room with Generator
- Jane E. Tuitt PK-3 Modernization
- VIDE Maintenance Management Services
- Paiewonsky Library
- UVI Residence Halls
- Addelita Cancryn/Lockhart PK-8 Modernization
- E. Benjamin Oliver PK-8 Modernization

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CAPITAL PROJECTS

St. Thomas 2023 CONTINUED

UTILITIES

Ongoing

- Randolph Harley New Generation - Phase II
- Smithfield Undergrounding Project
- St. Thomas Feeder 5A Undergrounding
- St. Thomas Feeder 9A Undergrounding
- Anna's Retreat Landslide
- Mangrove Stabilization
- Bolongo Bay Transmission Main Waterline Extension
- Slope Stabilization Project (Storage Tank)
- Composite Pole Installation

New Projects

- Advanced Metering System
- East Microgrid - (Wind) & BESS
- St. Thomas East Microgrid - (Wind) and BESS
- St. Thomas Feeder 7B/9B Undergrounding
- St. Thomas Feeder 7C Undergrounding to Cassi Hill
- St. Thomas Feeder Ridge Road/L#-oDoE2 Undergrounding
- Nazareth Water Line Extension
- Smith Bay & Frydendahl Water Line Extension
- Wintberg Waterline Extension

ROADS

Ongoing

- Botany Bay, Perseverance Bay and Red Hook Bay Watersheds
- Cyril E. King Watershed and Fortuna Bay Watershed (Combined)
- Dorothea Bay Watershed
- Frenchman's Bay Watershed
- Jersey Bay & Smith Bay Watershed
- Mandahl Bay Watershed - Project 1
- Smith Bay Stormwater Road Project
- Veterans Drive Phase II
- UVI Campus Road

New Projects

- Bolongo Road/Bovoni Road Project
- Donoe Bypass Road
- DPW Headquarters, Public Buildings and Other DPW Non-Road Facilities
- Hospital Gade, Mafolie Road
- Route 30 (Black Point Hill Site 3, 4 & 5)
- Route 30 Frenchman's Bolongo Bay Road
- Route 32 - Site 03
- Route 32 (Brookman Road)
- Route 332 (Scott Free)
- Route 405 and 332 (Scott Free)
- Route 409 Valley Road
- Rt 33 (Mafolie)
- Rt 352 (Peterborg Road)
- Rt 353 (Pilgrim's Terrace)
- St. Thomas East End Reserve Project



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CAPITAL PROJECTS

St. Thomas 2023 CONTINUED



HOUSING

Ongoing

- Estate Bovoni Apartments & Community Center ★
- Estate Donoe Redevelopment (Tutu Phase I)
- Estate Tutu Demolition
- Paul M Pearson Gardens and Community Center Roof Repairs ★
- Repairs to Tutu Buildings 4, 5, 7, 8, 19, 20, & 21
- Tutu Community Center & VIHA Central Office
- Tutu Phase II - Tutu North & Senior
- Charlotte Community - Building & Equipment
- Estate Fortuna New Home Construction
- Grand View/Altona - Building & Equipment
- Queen Louise Townhomes Demo & Reconstruction
- Ross Taarneberg Mixed Use Office
- VIHFA Grand View/Altona - Building & Equipment ★

HOUSING CONTINUED

New Projects

- Kirwan Terrace Housing Community Roofing ★
- Oswald Harris Court ★
- Nazareth New Home Construction
- Taarneberg Emergency Housing
- Estate Bethany New Home Construction

HEALTH & HOSPITALS

Ongoing

- Eldra Schulterbrandt Long Term Mental Health Building and Annex
- Temporary Clinic Build Out
- WIC: Knud Hansen Building
- Bolongo Head Start
- Head Start Multipurpose Building Modular Units
- Knud Hansen Modular Units
- Lindberg Bay Head Start
- Minetta Mitchell Head Start
- Savan Head Start Building Repairs
- Tabor & Harmony Head Start
- Charlotte Kimelman Cancer Institute
- Cruz Bay Head Start
- Myrah Keating Smith Community Health Center

New Projects

- John S. Moorhead Complex and Generator
- Knud Hansen Tower Repairs
- Queen Louise Home for the Aged
- Queen Louise Home for the Aged-Temporary Repairs



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CAPITAL PROJECTS

St. John, Water Island & Territory-Wide



2023

\$ 712M

PUBLIC BUILDINGS/ INFRASTRUCTURE CONTINUED

Ongoing

- VIDA Agriculture Center Building and Equipment
- DPNR Office Building
- Oppenheimer Beach
- St. John Community Safe Room/Building Retrofit - Phase 1
- Winston Wells Ballpark
- Community Safe Rooms (5 Sites)
- Cruz Bay Fire Station ★
- Leander Jurgen Command Hurricane Retrofit
- VIPA Ferry Landing, Cruise Ship Dock & Adjacent Fenced Yard Area

HOUSING

Ongoing

- Residential Wind Retrofit (Various Private Homes)
- Estate Adrian New Home Construction #22

New Projects

- Estate Bethany New Home Construction

HEALTH & HOSPITALS

Ongoing

- Cruz Bay Head Start
- Myrah Keating Smith Community Health Center

EDUCATION

New Projects

- Guy Benjamin Educational and Community Center
- Guy Benjamin Demolition (Non-Historic)
- New Julius Sprauve PK-12 and Safe Room with Generator

UTILITIES

Ongoing

- Composite Poles Installation
- St. John Microgrid Phase II PV Array & BESS

New Projects

- Cruz Bay 8E Undergrounding
- St. John Underground 9E

ROADS

Ongoing

- Water Island Watershed
- Ironwood Road Stabilization and Drainage Improvement
- St. John Mercurio Acquisition Project
- Coral Bay & Maho Bay Watershed
- Fish Bay Watershed
- Great Cruz Bay Watershed

New Projects

- Centerline Road
- Route 10 Site 05 & Site 07

TERRITORY-WIDE

HOUSING

Ongoing

- Envision Home Repair - Individual Households
- Envision Home Repair - Rentals
- Territory Wide Residential Wind Retrofit (500 homes)

New Projects

- Flood Buyout and Acquisition Program

INFRASTRUCTURE

Ongoing

- Street Addressing Initiative

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2. ★ Denotes projects in the design phase



2024 CAPITAL PROJECTS



CAPITAL PROJECTS

St. Croix

2024



3.7B

HEALTH & HOSPITALS

Ongoing

- Charles Harwood Medical Complex
- DHS Anna's Hope Complex Wind Retrofit
- Herbert Grigg Home for The Aged Campus
- Kingshill Complex Wind Retrofit (Phase 1)
- St. Dunstan's Safe Room & Wind Retrofit
- Youth Rehabilitation Center Wind Retrofit (Phase 1)
- Governor Juan F. Luis Hospital Demolition

HOUSING

Ongoing

- Croixville Preservation
- Aureo Diaz Housing ★
- D. Hamilton/Alphonso "Piggy" Gerard Revitalization
- John F. Kennedy Terrace Redevelopment
- Joseph E James Terrace
- Mount Pleasant Housing New Home Construction
- Stony Ground Phase I to III - Wilford E Pedro Homes Community
- VIHA Youth Build & Central Office Community Center
- Walter I. M. Hodge Revitalization & Wind Retrofit
- Williams Delight Housing Community
- Bethlehem Village and Profit Hills Window Hardening
- Estate Solitude New Home Construction
- Frits Lawaetz - Buildings & Equipment

HOUSING CONTINUED

- Kronegade Inn-Emergency Housing
- Mt. Pleasant New Home Construction
- Profit Hills and Bethlehem Village - Buildings and Equipment
- Ruby Rouss Housing Community Wind Retrofit /Buildings & Equipment
- Frits Lawaetz - Buildings and Equipment

New Projects

- Ludvig Harrigan Court Housing Community
- Nicasio Nico Redevelopment

PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- BOC Mold Remediation
- Golden Grove Adult Correction Facility
- BMV Contents and Building Repairs
- VIDA - Rudolph Schulerbrandt Wind Retrofit Project
- VIDA Administration Building
- Leroy A. Quinn Government Finance Center Wind Retrofit, Building, and Contents
- Former Hovensa Vocational Buildings & Wind Retrofit
- Kingshill Cemetery Chapel, Building
- Public Works Temporary Facility at Anna's Hope Compound
- Cramer's Park Concession Stand
- Alexander Theater Retrofit and Safe Room
- UVI Multi-Purpose Center
- Herbert L. Canegata Fire Station
- Renceliar I Gibbs Fire Station (Cotton Valley)
- Patrick Sweeney Police HQ Wind Retrofit ★
- VITEMA Emergency Operations Center (EOC) Saferoom Retrofit
- Alexander Theater Retrofit and Safe Room
- Herbert L. Canegata Fire Station Safe Room & Generator Project

New Projects

- Gallows Bay Dredging Project
- Public Works Compound - Anna's Hope
- Anguilla Landfill

1. For the purpose of this report capital projects are infrastructure projects marked by a project cost of \$250K or more. Page 50
 2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. Croix 2024 CONTINUED



EDUCATION

Ongoing

- Claude O. Markoe PK-8 Modernization
- New Arthur Richards PK-8 & Safe Room/Generator
- New Central High School and Safe Room/Generator
- VIDE Maintenance Management Services
- VIDE Systemic Repairs to Various Schools

New Projects

- Pearl B. Larsen PK-8 Modernization
- John H. Woodson Modernization
- Juanita Gardine PK-8 Modernization
- Alfredo Andrews PK-8 Modernization
- VIDE Lew Muckle Administration Center

UTILITIES

Ongoing

- Estate Richmond New Generation
- St. Croix West Microgrid - Solar, BESS and Wind
- LBJ Pump Station
- Pump Station Repairs
- St. Croix Pump Station Repairs
- St. Croix Wastewater Line Replacement
- Baron Spot to Strawberry Waterline Extension Project
- Mid-island: Zone 1 (Rehabilitation / Water Expansion) Castle Burke, Colquhoun, Frangi Pani, Glynn, Grove, Monbijou, Morning Star, Tortola & Whim

New Projects

- SE: Zone 3 (Rehabilitation / Water Expansion) Barren Spot, Catherine's Rest, Peter's Rest, Sion Farm, Strawberry, & Sunny Isles

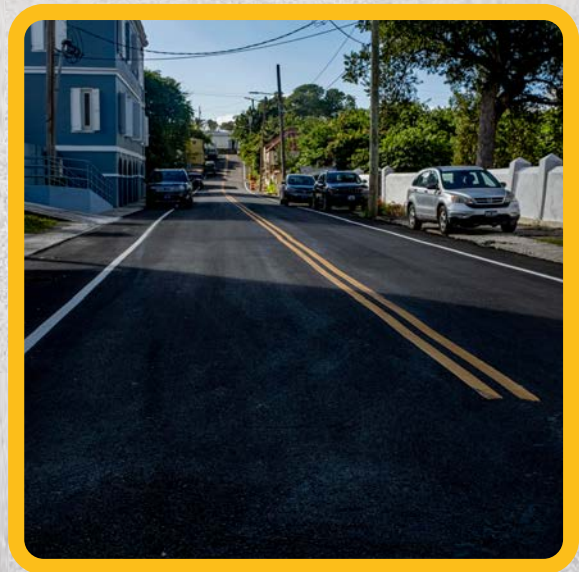
ROADS

Ongoing

- Altona Lagoon Watershed
- Centerline/Queen Mary Highway
- DPW Frederiksted Office Building
- Gallows Bay Drainage Improvement Project
- Hamm's Bluff Watershed
- Hams Bluff Road- Route 63
- Kingshill Cemetery Chapel, Building
- North Side Road
- Route 63 - 0.2
- Route 70 - 0.3 & Kmart Headwall
- Mahogany Road Drainage Improvement Project

New Projects

- Christiansted Roads
- Estate Mt Pleasant
- Hovenssa Watershed 1
- La Grange Watershed
- Long Point Bay Water
- Rattan Road - Route 74
- Sandy Point
- Williams Delight Part-1
- Williams Delight Part-2



CAPITAL PROJECTS

St. Thomas 2024

\$

4B

UTILITIES

Ongoing

- Advanced Metering System
- Composite Poles Installation
- East Microgrid - (Wind) & BESS
- St. Thomas East Microgrid - (Wind) and BESS
- St. Thomas Feeder 7B/9B Undergrounding
- St. Thomas Feeder 7C Undergrounding to Cassi Hill
- St. Thomas Feeder Ridge Road/L#-0D0E2 Undergrounding
- Nazareth Water Line Extension
- Smith Bay & Frydendahl Water Line Extension
- Wintberg Waterline Extension

New Projects

- 11 Pump Stations - Permanent Repairs
- Bordeaux Wastewater Treatment Plant
- Mangrove Lagoon Wastewater Treatment Plant
- Pedrito A. Francois Wastewater Treatment Plant
- St. Thomas Wastewater Line Replacement
- Annas Retreat Phase 2 Water Line Extension -St. Thomas

PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- Charlotte Amalie Channel WICO Dredging Project
- Crown Bay/East Gregorie Channel Dredging Project
- Swan Correctional Annex Building Damage
- BMV Main Office Buildings Repairs
- VIDA Abattoir Slaughterhouse
- St. Thomas Dept of Finance Building A, D, E, F Parking Area
- VI Economic Development Authority Building
- Reichhold Center for the Arts Building
- USVI Olympic Committee Safe Room
- Estate Fortuna Fire Station
- George P. Scott Fire Station
- VIPBS MOT-Building Engineering Office and Storage
- Catherineberg Mansion

New Projects

- Bovoni Landfill



CAPITAL PROJECTS

St. Thomas 2024 CONTINUED



EDUCATION

Ongoing

- Addelita Cancryn/Lockhart PK-8 Modernization
- Bertha Boschulte PK-8 Modernization and Safe Room with Generator
- E. Benjamin Oliver PK-8 Modernization
- Gramboko Building/Temporary Curriculum Center
- Jane E. Tuitt PK-3 Modernization
- New Charlotte Amalie High School and Safe Room with Generator
- VIDE Maintenance Management Services
- VIDE Systemic Repairs to Various Schools
- UVI Orville Kean Campus Wind Retrofit - Phase I

New Projects

- Yvonne E. Milliner-Bowsky PK-8 Modernization
- Ulla F. Muller PK-3 Modernization
- Joseph Sibilly PK-3 Modernization
- Ivanna Eudora Kean High School
- VIDE Joseph Gomez New Administration Center



ROADS

Ongoing

- Bolongo Road/Bovoni Road Project
- Donoe Bypass Road
- Hospital Gade, Mafolie Road
- Jersey Bay & Smith Bay Watershed
- Route 30 (Black Point Hill Site 3, 4 & 5)
- Route 30 Frenchman's Bolongo Bay Road
- Route 32 - Site 03
- Route 32 (Brookman Road)
- Route 405 and 332 (Scott Free)
- Route 409 Valley Road
- Rt 33 (Mafolie)
- Rt 352 (Peterborg Road)
- Rt 353 (Pilgrim's Terrace)
- St. Thomas East End Reserve Project
- Veterans Drive Phase II

New Projects

- St. Thomas Bay Watershed



CAPITAL PROJECTS

St. Thomas 2024 CONTINUED



HOUSING

Ongoing

- Kirwan Terrace Housing Community Roofing
- Oswald Harris Court
- Paul M Pearson Gardens and Community Center Roof Repairs
- Repairs to Tutu Buildings 4, 5, 7, 8, 19, 20, and 21
- Tutu Community Center & VIHA Central Office
- Tutu Phase II - Tutu North & Senior
- Charlotte Community - Building & Equipment
- Estate Fortuna New Home Construction
- Grand View/Altona - Building & Equipment
- Nazareth New Home Construction
- Queen Louise Townhomes Demo & Reconstruction
- Taarneberg Emergency Housing
- VIHFA Grand View/Altona - Building & Equipment
- Residential Wind Retrofit (97 Homes)
- Estate Bethany New Home Construction

HOUSING CONTINUED

New Projects

- HH Bergs Homes/Additions Revitalization
- Lucinda Millin Homes ★
- Demo/Redevelopment ★
- Paul M Pearson Gardens and Community Center Redevelopment

HEALTH & HOSPITALS

Ongoing

- John S. Moorhead Complex and Generator
- Knud Hansen Tower Repairs
- WIC: Knud Hansen Building
- Queen Louise Home for the Aged
- Queen Louise Home for the Aged - Temporary Repairs
- Charlotte Kimelman Cancer Institute

New Projects

- VI Board of Nurse Licensure Building
- Roy L. Schneider Hospital



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2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. John & Territory-Wide



2024



1.7B

UTILITIES

Ongoing

- Composite Poles Installation
- Cruz Bay 8E Undergrounding
- St. John Underground 9E

New Projects

- Cruz Bay Wastewater Treatment Plant - Permanent Repairs
- St. John Wastewater Line Replacement
- George Simmonds Wastewater Treatment Plant
- Pump Stations (4)- Permanent Repairs

ROADS

Ongoing

- St. John Mercurio Acquisition Project
- Centerline Road
- Great Cruz Bay Watershed
- Route 10 Site 05
- Route 10 Site 07
- Fish Bay Road Improvement

New Projects

- Route 10 Site 10

HEALTH & HOSPITALS

Ongoing

- Myrah Keating Smith Community Health Clinic

New Projects

- Morris DeCastro Clinic Interior

HOUSING

Ongoing

- Residential Wind Retrofit (97 Homes)
- Estate Bethany New Home Construction

PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- VIDA Agriculture Center Building and Equipment
- St. John Community Safe Room/Building Retrofit - Phase 1
- Community Safe Rooms (5 Sites)
- Cruz Bay Fire Station

EDUCATION

Ongoing

- New Julius Sprauve PK-12 and Safe Room with Generator
- Guy Benjamin Educational and Community Center
- Guy Benjamin Demolition (Non-Historic)

TERRITORY-WIDE

HOUSING

Ongoing

- Envision Home Repair - Individual Households
- Envision Home Repair - Rentals
- Flood Buyout and Acquisition Program
- Territory Wide Residential Wind Retrofit (500 homes)





2025 CAPITAL PROJECTS



CAPITAL PROJECTS

St. Croix 2025



\$ 3.2B

EDUCATION

Ongoing

- New Central High School and Safe Room/Generator
- Alfredo Andrews PK-8 Modernization
- Claude O. Markoe PK-8 Modernization
- Educational Complex/CTECH High School Repairs
- John H. Woodson Modernization
- Juanita Gardine PK-8 Modernization
- New Arthur Richards PK-8 & Safe Room/Generator
- Pearl B. Larsen PK-8 Modernization
- VIDE Lew Muckle Administration Center



HEALTH & HOSPITALS

Ongoing

- Charles Harwood Medical Complex
- Herbert Grigg Home for The Aged Campus
- St. Dunstan's Safe Room & Wind Retrofit
- Governor Juan F. Luis Hospital Demolition

HOUSING

Ongoing

- Croixville Preservation
- Aureo Diaz Housing
- John F. Kennedy Terrace Redevelopment
- Joseph E James Terrace
- Ludvig Harrigan Court Housing Community
- Nicasio Nico Redevelopment
- Williams Delight Housing Community
- Bethlehem Village and Profit Hills Window Hardening
- Ruby Rouss Housing Community Wind Retrofit /Buildings & Equipment



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2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. Croix 2025 CONTINUED



PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- Gallows Bay Dredging Project
- Golden Grove Adult Correction Facility
- BMV Contents and Building Repairs
- VIDA - Rudolph Schulterbrandt Wind Retrofit Project
- Leroy A. Quinn Government Finance Center Wind Retrofit, Building, and Contents
- Public Works Compound - Anna's Hope
- Cramer's Park Concession Stand
- Alexander Theater Retrofit and Safe Room
- Renceliar I Gibbs Fire Station (Cotton Valley)
- Patrick Sweeney Police HQ Wind Retrofit



ROADS

Ongoing

- Centerline/Queen Mary Highway
- Christiansted Roads
- Hovensa Watershed 1
- La Grange Watershed
- Long Point Bay Water
- North Side Road
- Rattan Road - Route 74
- Route 70 - (Kmart Headwall & 0.3)
- Route 74 (Rattan Road)
- Sandy Point
- Williams Delight Part-1 & 2

UTILITIES

Ongoing

- St. Croix West Microgrid - Solar, BESS and Wind
- Pump Station Repairs
- St. Croix Wastewater Line Replacement
- Baron Spot to Strawberry Waterline Extension Project
- SE: Zone 3 (Rehabilitation / Water Expansion) Barren Spot, Catherine's Rest, Peter's Rest, Sion Farm, Strawberry, & Sunny Isles

New Projects

- NE(A): Zone 2 (Rehabilitation / Water Expansion) Dolby Hill
- SE: Zone 3 (Rehabilitation / Water Expansion) Anna's Hope & Beeston Hill

CAPITAL PROJECTS

St. Thomas 2025



\$ 3.7B

EDUCATION

Ongoing

- Addelita Cancryn/Lockhart PK-8 Modernization
- Bertha Boschulte PK-8 Modernization and Safe Room with Generator
- Ivanna Eudora Kean High School
- Jane E. Tuitt PK-3 Modernization
- Joseph Sibilly PK-3 Modernization
- New Charlotte Amalie High School and Safe Room with Generator
- Ulla F. Muller PK-3 Modernization
- VIDE Joseph Gomez New Administration Center
- E. Benjamin Oliver PK-8 Modernization
- Yvonne E. Milliner-Bowsky PK-8 Modernization
- UVI Orville Kean Campus Wind Retrofit

HOUSING

Ongoing

- HH Bergs Homes/Additions Revitalization
- Kirwan Terrace Housing Community Roofing
- Lucinda Millin Homes Demo/Redevelopment
- Oswald Harris Court
- Paul M Pearson Gardens and Community Center Redevelopment
- Nazareth New Home Construction
- Queen Louise Townhomes Demo & Reconstruction
- Taarneberg Emergency Housing

New Projects

- Whispering Hills New Home Construction

PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- Charlotte Amalie Channel WICO Dredging Project
- Crown Bay/East Gregorie Channel Dredging Project
- Swan Correctional Annex Building Damage
- BMV Main Office Buildings Repairs
- Estate Fortuna Fire Station
- George P. Scott Fire Station
- Bovoni Landfill
- Catherineberg Mansion

UTILITIES

Ongoing

- East Microgrid - (Wind) & BESS
- St. Thomas East Microgrid - (Wind) and BESS
- St. Thomas Feeder 7B/9B Undergrounding
- 11 Pump Stations - Permanent Repairs
- Bordeaux Wastewater Treatment Plant
- Mangrove Lagoon Wastewater Treatment Plant
- Pedrito A. Francois Wastewater Treatment Plant
- St. Thomas Wastewater Line Replacement
- Wintberg Waterline Extension -St. Thomas

HEALTH & HOSPITALS

Ongoing

- VI Board of Nurse Licensure Building
- Queen Louise Home for the Aged
- Charlotte Kimelman Cancer Institute
- Roy L. Schneider Hospital

ROADS

Ongoing

- Bolongo Road/Bovoni Road Project
- Donoe Bypass Road
- Hospital Gade, Mafolie Road
- Route 30 Frenchman's Bolongo Bay Road
- St. Thomas Bay Watershed
- St. Thomas East End Reserve Project
- Veterans Drive Phase II

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 2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. John

2025



\$ 1.6B

EDUCATION

Ongoing

- Guy Benjamin Educational and Community Center
- New Julius Sprauve PK-12 and Safe Room with Generator

HEALTH & HOSPITALS

Ongoing

- Morris DeCastro Clinic Interior
- Myrah Keating Smith Community Health Clinic

HOUSING

Ongoing

- Estate Bethany New Home Construction

UTILITIES

Ongoing

- Cruz Bay Wastewater Treatment Plant - Permanent Repairs
- George Simmonds Wastewater Treatment Plant
- St. John Wastewater Line Replacement
- Pump Stations (4)- Permanent Repairs



PUBLIC BUILDINGS

Ongoing

- VIDA Agriculture Center Building and Equipment
- Community Safe Rooms (5 Sites)
- Cruz Bay Fire Station

ROADS

Ongoing

- Centerline Road
- Route 10 Site 05
- Route 10 Site 07
- Route 10 Site 10
- Fish Bay Road Improvement

TERRITORY-WIDE

HOUSING

Ongoing

- Envision Home Repair - Individual Households
- Envision Home Repair - Rentals
- Flood Buyout and Acquisition Program
- Territory Wide Residential Wind Retrofit (500 homes)





2026

CAPITAL PROJECTS



CAPITAL PROJECTS

St. Croix

2026



\$ 2.6B

EDUCATION

Ongoing

- Alfredo Andrews PK-8 Modernization
- Claude O. Markoe PK-8 Modernization
- John H. Woodson Modernization
- VIDE Lew Muckle Administration Center
- Educational Complex/CTECH High School Repairs
- Pearl B. Larsen PK-8 Modernization
- Juanita Gardine PK-8 Modernization
- New Central High School and Safe Room/Generator

HEALTH & HOSPITALS

Ongoing

- Charles Harwood Medical Complex
- Herbert Grigg Home for The Aged Campus
- Governor Juan F. Luis Hospital

ROADS

Ongoing

- North Side Road

PUBLIC BUILDINGS/ INFRASTRUCTURE

Ongoing

- Gallows Bay Dredging Project
- Golden Grove Adult Correctional Facility
- Alexander Theater Retrofit and Safe Room
- Renceliar I Gibbs Fire Station (Cotton Valley)
- Anguilla Landfill

HOUSING

Ongoing

- Ludvig Harrigan Court Housing Community
- Nicasio Nico Redevelopment

UTILITIES

Ongoing

- St. Croix Wastewater Line Replacement
- NE(A): Zone 2 (Rehabilitation / Water Expansion) Dolby Hill
- SE: Zone 3 (Rehabilitation / Water Expansion) Anna's Hope and Beeston Hill

New Projects

- NE(A): Zone 2 (Rehabilitation / Water Expansion) Estates La Grande Princess, Little Princess & St. John
- NE(B): Zone 5 (Rehabilitation / Water Expansion) Orange Grove, Richmond & Tide Village



1. For the purpose of this report capital projects are infrastructure projects marked by a project cost of \$250K or more.

2. ★ Denotes projects in the design phase

CAPITAL PROJECTS

St. Thomas 2026

\$ 3.3B

EDUCATION

Ongoing

- Addelita Cancryn/Lockhart PK-8 Modernization
- Bertha Boschulte PK-8 Modernization and Safe Room with Generator
- Ivanna Eudora Kean High School
- Jane E. Tuitt PK-3 Modernization
- Joseph Sibilly PK-3 Modernization
- New Charlotte Amalie High School and Safe Room with Generator
- Ulla F. Muller PK-3 Modernization
- VIDE Joseph Gomez New Administration Center
- New Julius Sprauve PK-12 and Safe Room with Generator
- Guy Benjamin Educational and Community Center
- Yvonne E. Milliner-Bowsky PK-8 Modernization

HOUSING

Ongoing

- HH Bergs Homes/Additions Revitalization
- Lucinda Millin Homes Demo/Redevelopment
- Paul M Pearson Gardens and Community Center Redevelopment
- Nazareth New Home Construction
- Queen Louise Townhomes Demo & Reconstruction
- Whispering Hills New Home Construction

PUBLIC BUILDINGS

Ongoing

- Charlotte Amalie Channel WICO Dredging Project
- Crown Bay/East Gregorie Channel Dredging Project
- Swan Correctional Annex Building Damage
- Estate Fortuna Fire Station
- George P. Scott Fire Station
- Bovoni Landfill

UTILITIES

Ongoing

- 11 Pump Stations - Permanent Repairs
- Bordeaux Wastewater Treatment Plant
- Mangrove Lagoon Wastewater Treatment Plant
- Pedrito A. Francois Wastewater Treatment Plant
- St. Thomas Wastewater Line Replacement

HEALTH & HOSPITALS

Ongoing

- Queen Louise Home for the Aged
- Roy L. Schneider Hospital
- VI Board of Nurse Licensure Building



CAPITAL PROJECTS

St. John & Territory-Wide



2026

\$

1B



HEALTH & HOSPITALS

Ongoing

- Morris DeCastro Clinic Interior

PUBLIC BUILDINGS

Ongoing

- Cruz Bay Fire Station

UTILITIES

Ongoing

- Cruz Bay Wastewater Treatment Plant - Permanent Repairs
- George Simmonds Wastewater Treatment Plant
- Pump Stations (4)- Permanent Repairs
- St. John Wastewater Line Replacement

TERRITORY-WIDE

HOUSING

Ongoing

- Envision Home Repair - Individual Households
- Envision Home Repair - Rentals
- Flood Buyout and Acquisition Program
- Territory Wide Residential Wind Retrofit (500 homes)



1. For the purpose of this report capital projects are infrastructure projects marked by a project cost of \$250K or more.
2. ★ Denotes projects in the design phase

UTILITY COORDINATION

Significant Projects

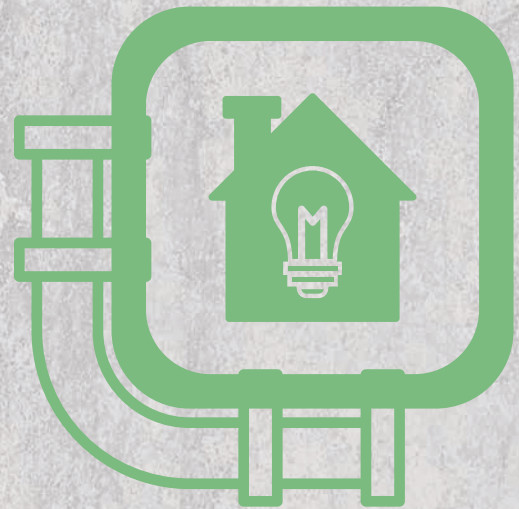
APPENDIX B



UTILITY COORDINATION

Significant Projects 2022-2026

TERRITORY



ST. CROIX

- Anna's Retreat Landslide
- Centerline/Queen Mary Road
- Gallows Bay Drainage (Watershed from Spring Gut)
- Northside Road
- Juan F. Luis Hospital Construction
- Clifton Hill
- Campo Rico (Ongoing Paving - Dig Twice)
- Hannah's Rest (Dig Twice)
- Prudent Replacement 15 PS (8) & F'sted Sewer Lines
- Prudent Replacement Monbijou
- Prudent Replacement Williams Delight
- Prudent Replacement Frederiksted
- Solid Waste Convenience Center - Concordia

ST. THOMAS/WATER ISLAND

- Veterans Drive (Phase 2)
- Smith Bay Drainage
- Donoe Road
- Bolongo/Bovoni
- Nazareth - Existing sewer, new wastewater plant designing
- Anna's Retreat (Water Expansion) Sewer Replacement
- STT Submarine Cable
- STT Undergrounding - 7C (Tutu to Cassi Hill)
- Prudent Replacement 11 PS (5) & Anna's Retreat Sewer Lines
- Anna's Retreat Landslide
- Water Island Watershed

TERRITORY WIDE

- Territory Wide Flood Acquisition
- Territory Wide Residential Homes Wind Retrofit
- STX/STT/STJ/East End Substation Composite Poles Continued

ST. JOHN

- Coral Bay/Maho Bay/Fish Bay (WS)
- Centerline Road - DOI/Mill and Pave
- Myrah Keating Smith Community Health Center Demo/Construction
- STJ Submarine Cable
- STJ Undergrounding - 8E (Substation to Sprauve to MKS)
- STJ Undergrounding - 9E (Enighed Pond to Westin)
- Prudent Replacement George Simmonds Waste Water Treatment & Access Road
- Solid Waste Convenience Center - Sussanaberg

CAPITAL PROJECTS 2022-2026

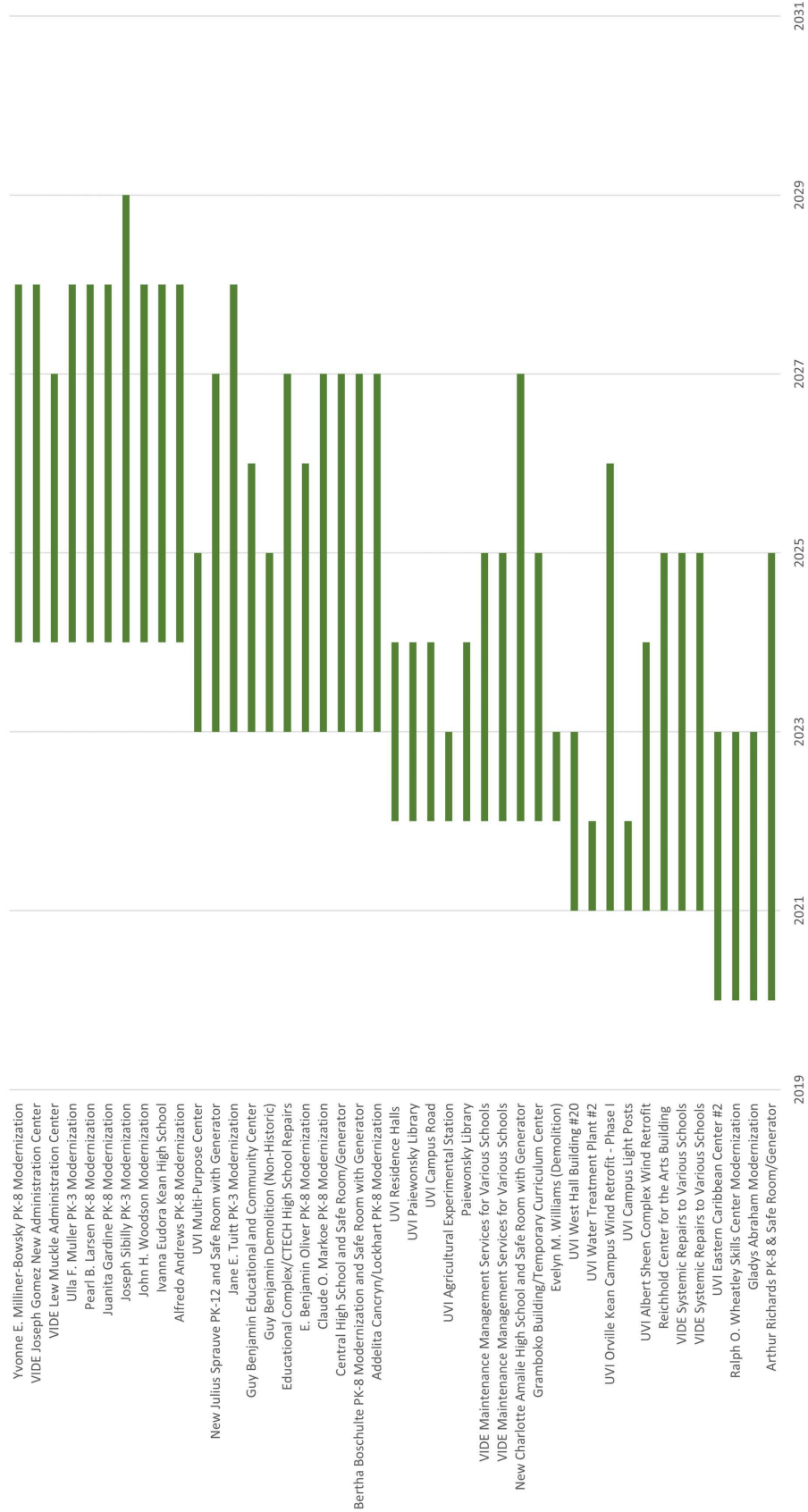
GANTT CHARTS

APPENDIX C



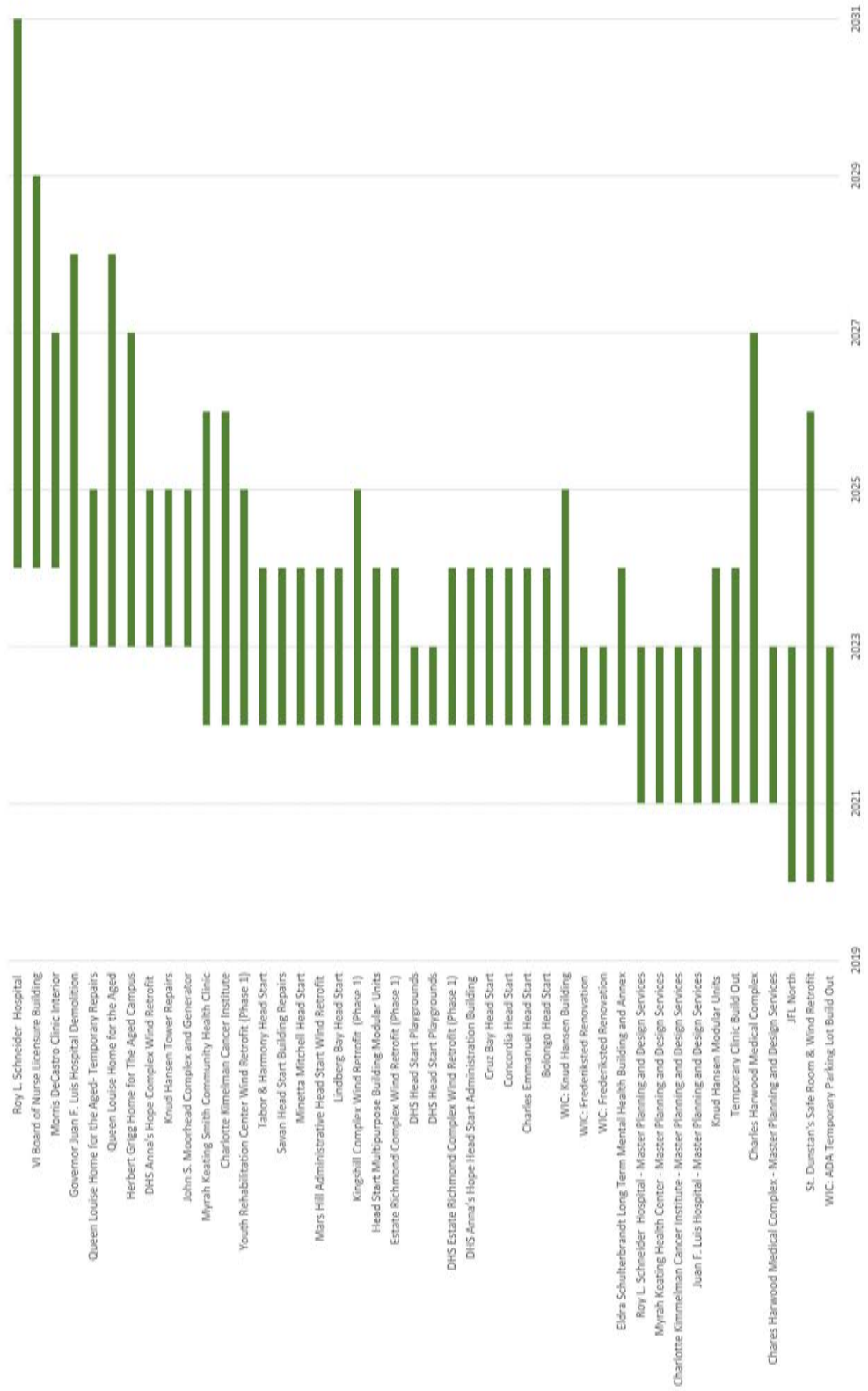


EDUCATION

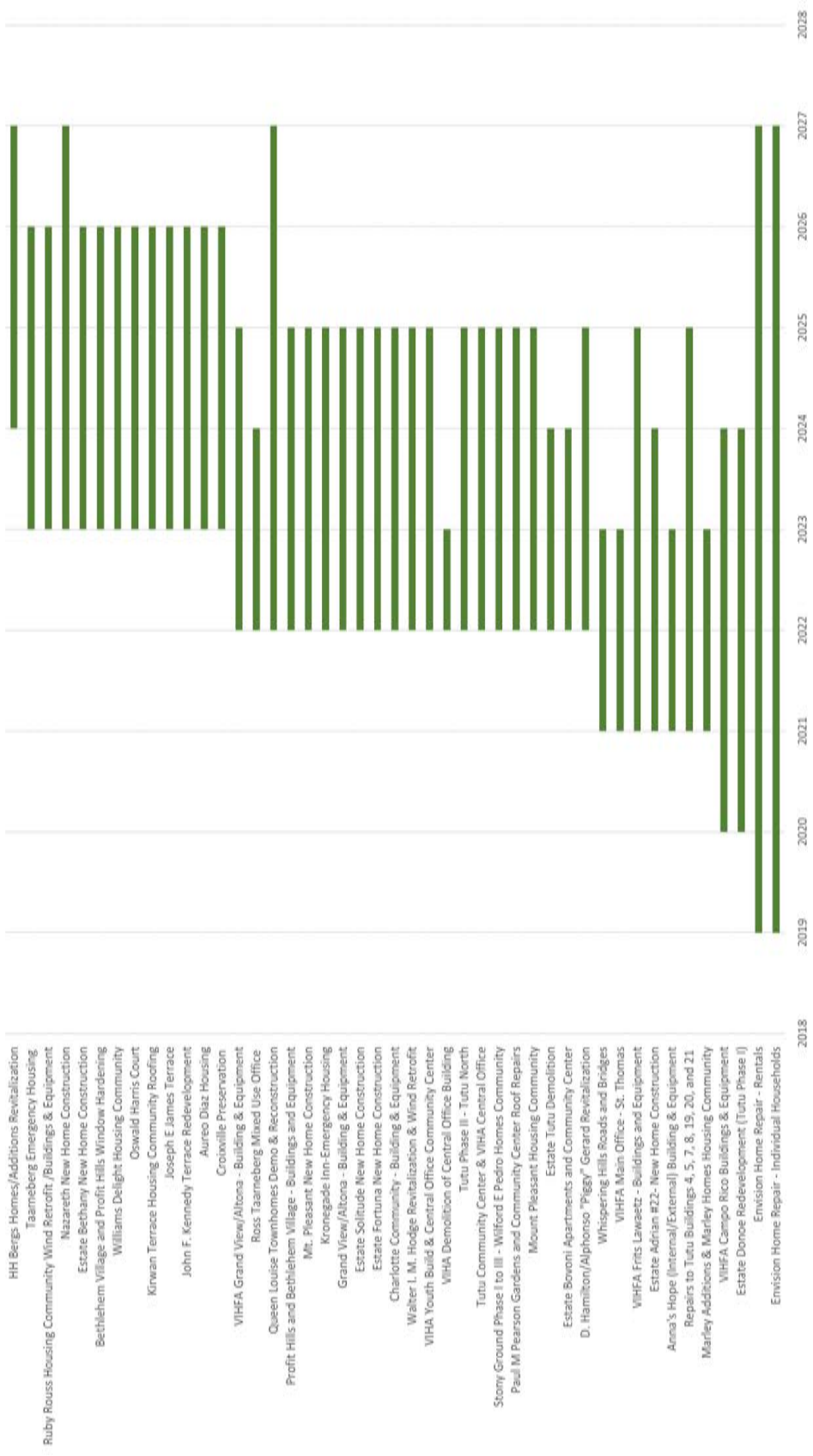




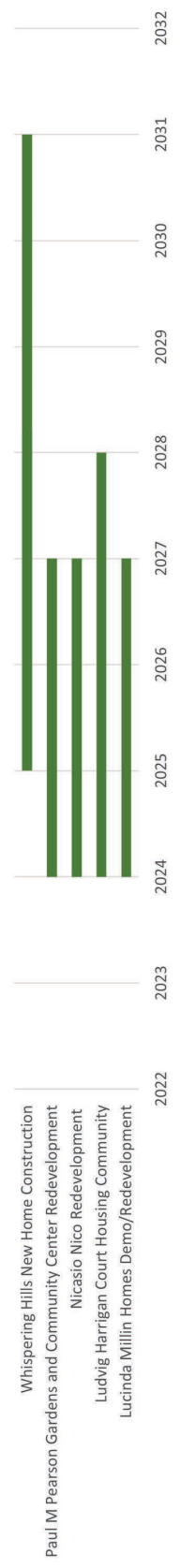
HEALTH & HOSPITALS



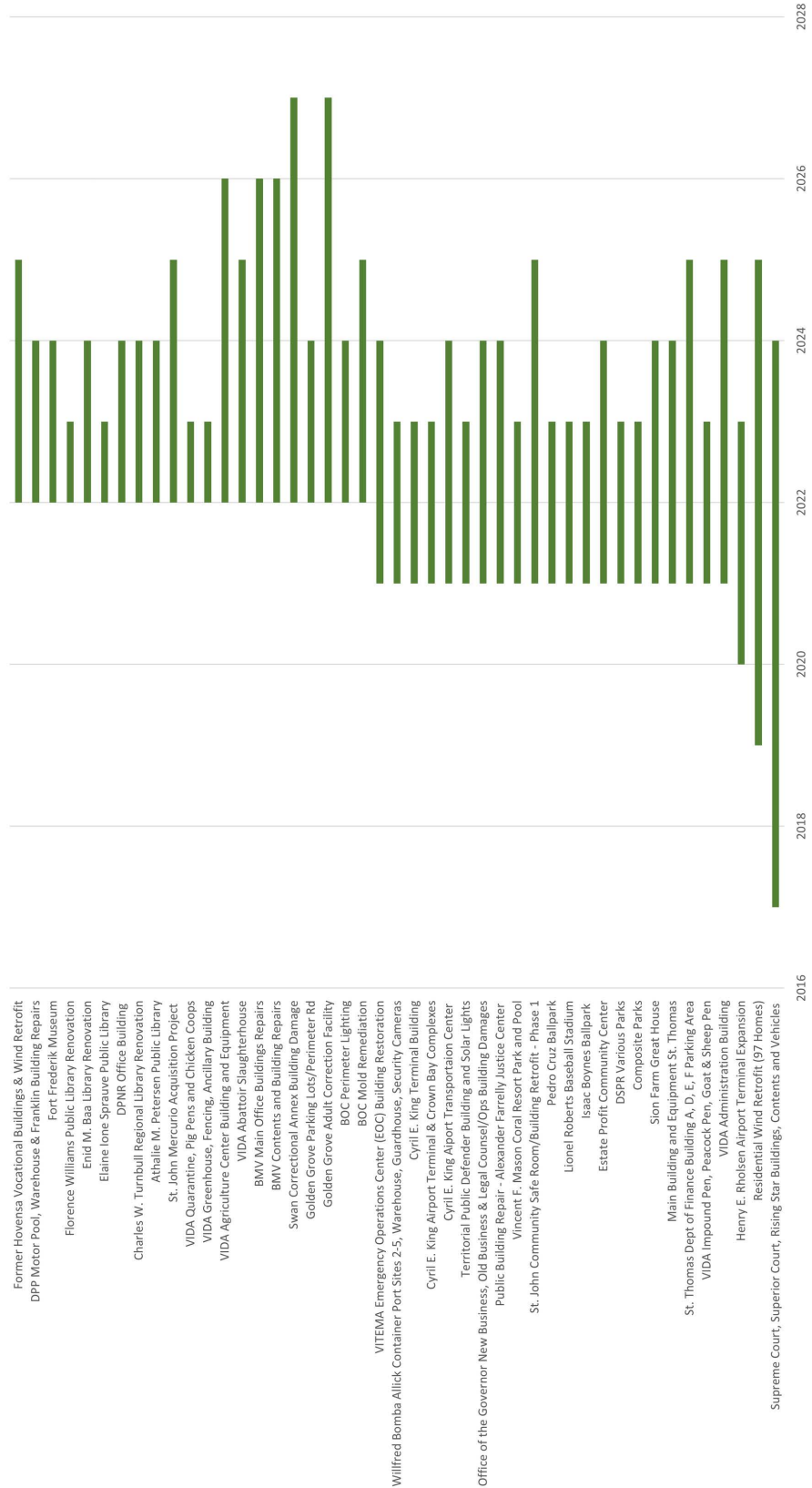
HOUSING



HOUSING CONTINUED



PUBLIC BUILDINGS



PUBLIC BUILDINGS CONTINUED

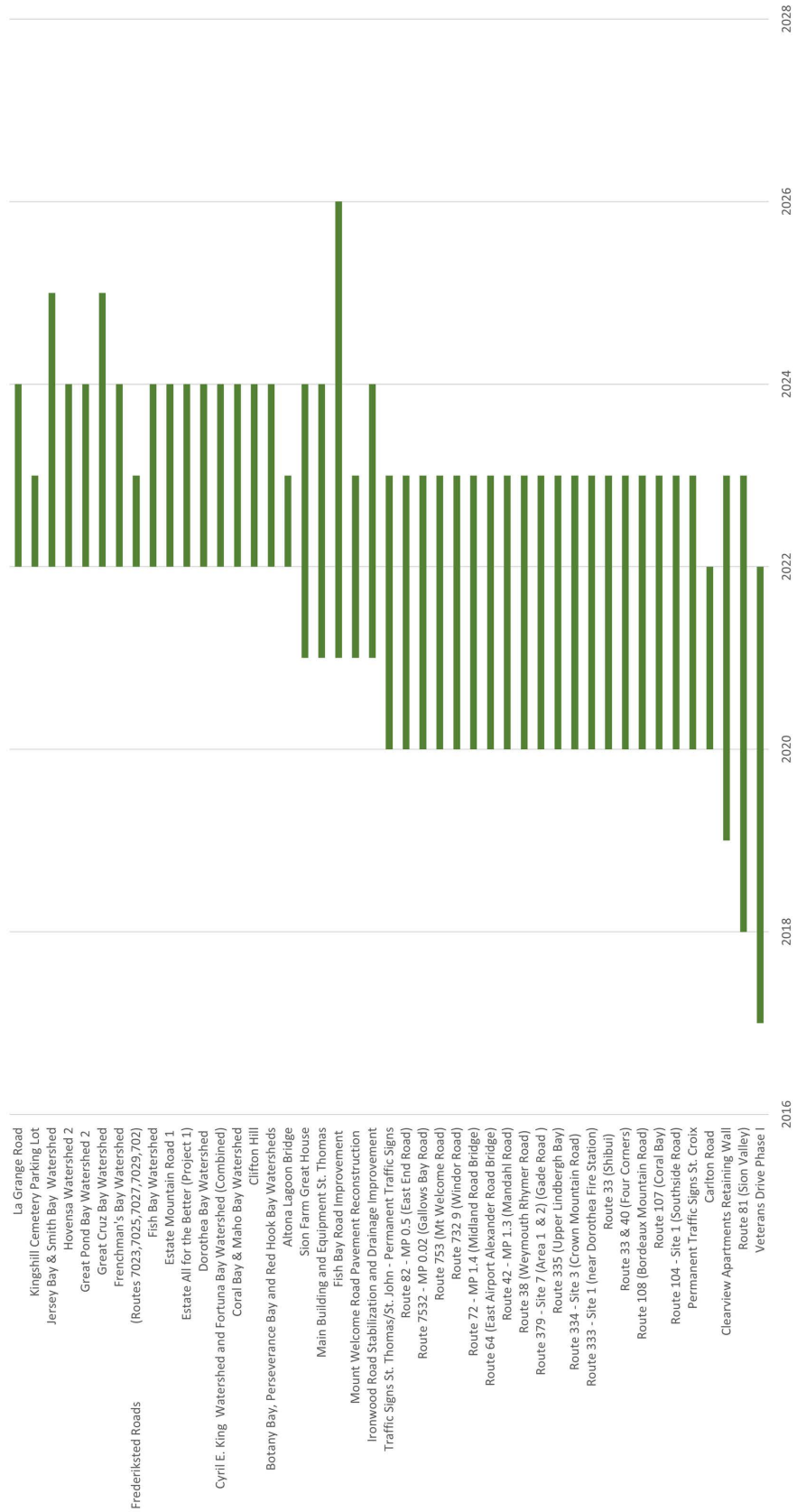


	2021	2022	2023	2024	2025	2026	2027	2028
VIDA - Rudolph Schulerbrandt Wind Retrofit Project								
Territory Wide Residential Wind Retrofit (500 homes)								
VITEMA Emergency Operations Center (EOC) Saferoom Retrofit								
Tsunami Warning System Restoration								
VIPBS MOT-Building Engineering Office and Storage								
Haypiece Hill Facility								
VIPA Ferry Landing, Cruise Ship Dock & Adjacent Fenced Yard Area								
VIPD-Surveillance Cameras								
Patrick Sweeney Police HQ Wind Retrofit								
Leander Jurgan Command Hurricane Retrofit								
Bassanio David Command Station								
Rencelair 1 Gibbs Fire Station (Cotton Valley)								
Herbert L. Canegata Fire Station								
George P. Scott Fire Station								
George P. Scott Fire Station Maintenance Building								
Estate Fortuna Fire Station								
Emille Henderson Sr. Fire Station								
Cruz Bay Fire Station								
USVI Olympic Committee Safe Room								
Community Safe Rooms (5 Sites)								
Government House St. Croix & Arthur Able Complex								
Government House St. Croix & Arthur Able Complex								
Maagens Bay Bathhouse								
Sister Emma Cottage								
GERS Havensight Warehouse								
William D. Roeback Industrial Park Wind Retrofit								
VIEDA Buildings 1, 2, 3, 4 & Perimeter Fence								
VI Economic Development Authority Building								
Fleming House								
Winston Wells Ballpark								
Rudy Krieger Complex								
Reinholdt Jackson Complex								
Michael J. Kirwan Terrace Ballpark								
Lionel "Smut" Richards Ballpark								
Joseph Aubain Ballpark Facility – French Town, Tiny Tots Park								
Ezra Fredericks Ballpark								
Emile Griffith Ballpark								
DC Canegata Complex, Generator, and Community Center Wind Retrofit								
Cramer's Park Pavilion Restoration								
Cramer's Park Concession Stand								
Alvin McBean Complex								
Oppenheimer Beach								
Street Addressing Initiative								

PUBLIC BUILDINGS CONTINUED

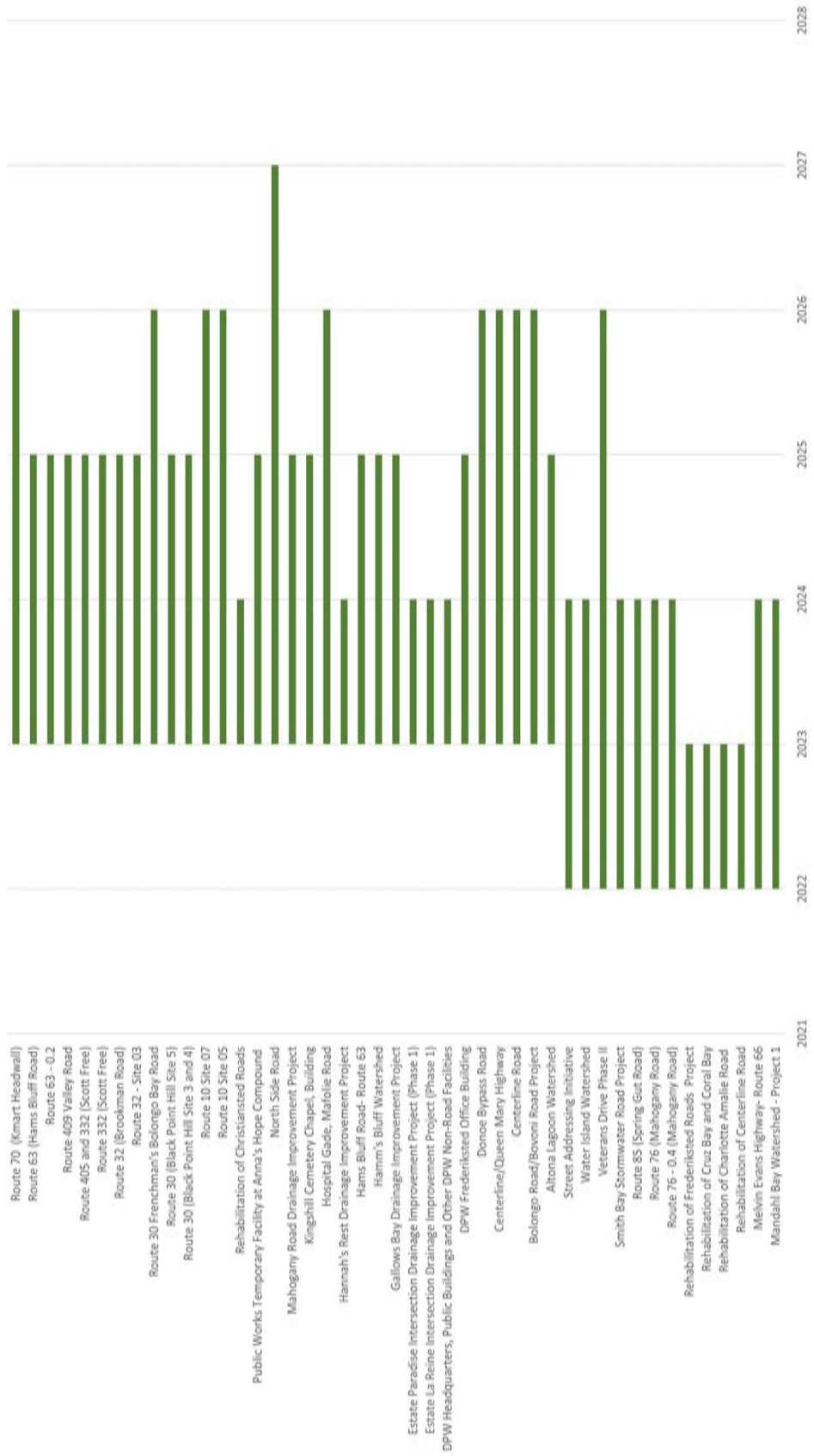


ROADS



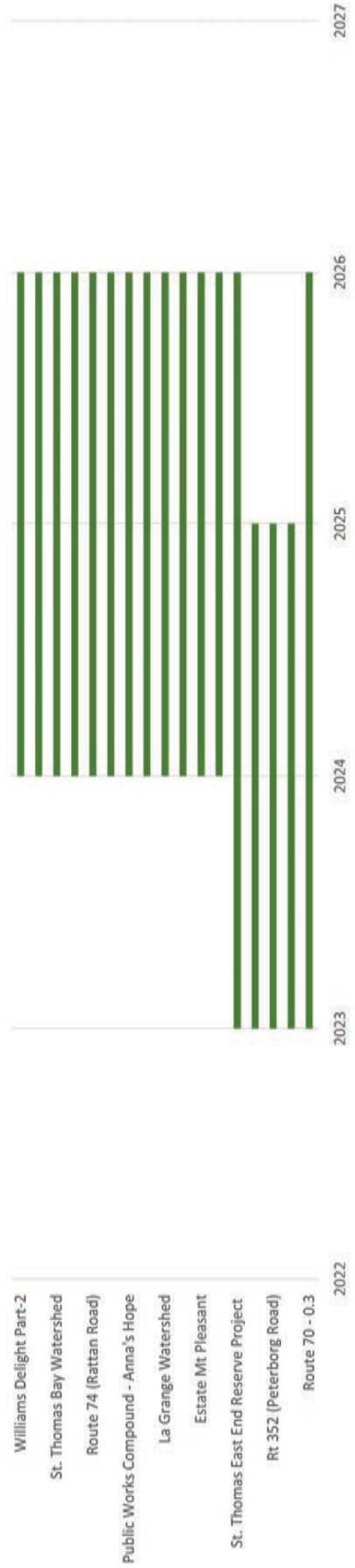


ROADS CONTINUED

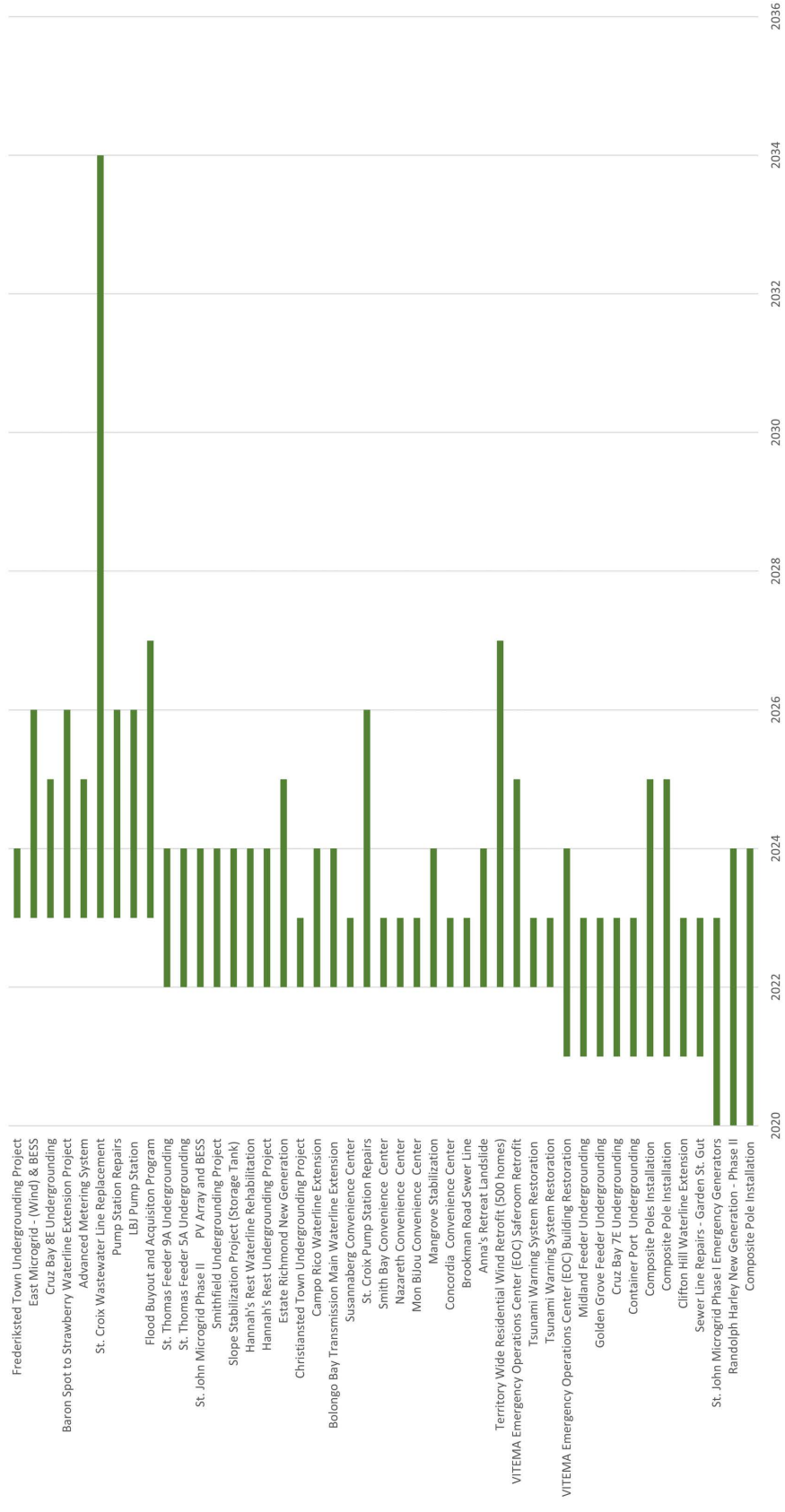




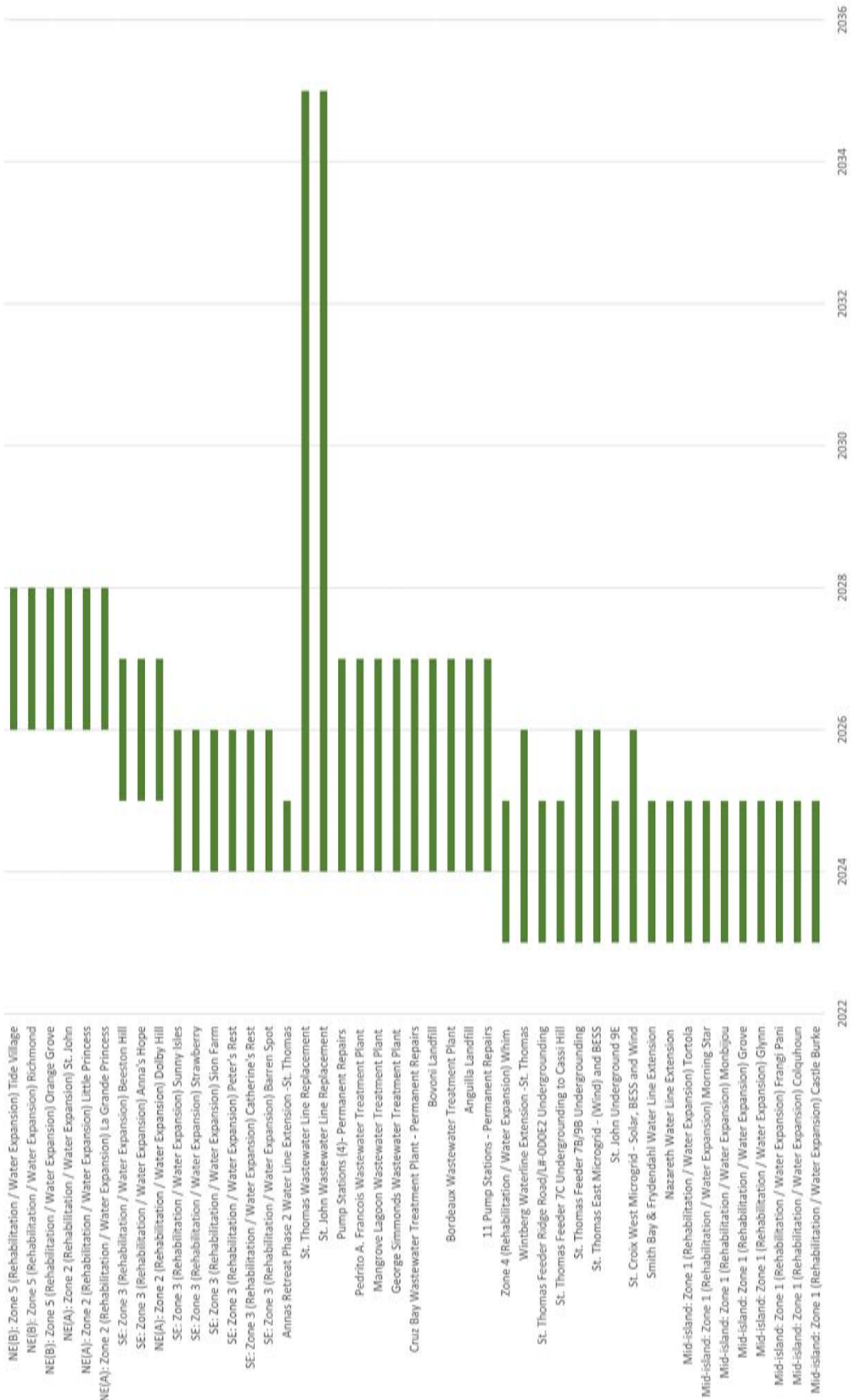
ROADS CONTINUED



UTILITIES



UTILITIES CONTINUED





THE OFFICE OF DISASTER RECOVERY

Thanks all participants and recovery leaders for their time and dedication to supporting our efforts in "Building a Legacy of Resilience."

